



# **Managers and Supervisors: *How Chubb and Merck Reach That Critical Audience***

**Kevin Hannan, Greg Sampedro**  
Out and Equal Workplace Summit  
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1:30 – 3pm

# Dilemma

# Agenda

- Context
- Program Overview
- Outcomes
- Lessons Learned
- Q&A
- Resources

## Context



- Business and Personal Insurance Carrier
- Roughly 10,000 employees worldwide
- Fortune 200
- Established 1882
- Strong culture
- ERG formed 1995, visible.



- Global Research-Driven Pharmaceutical Company
- Roughly 55,000 employees worldwide
- Fortune 50
- Established 1891
- Strong Culture
- ERG Formed 1999, visible.

# The Fire in our Belly

- What are we really doing to create a more welcoming tone - *out there*?
- Can we honestly say we've done all we can to make allies out of managers?
- What bridges have we built to colleagues who:
  - did not know us;
  - once knew us, and left us;
  - knew us, and drew lines between us?
- Are we seen as a business resource?

# Key Assumptions

- Managers and Supervisors are the key
- Training is not the “end-all, be-all”, but done well, can **really** help.
- Policy ≠ Culture
- Legal and policy data will not move them.
- Pie in the sky will definitely not move them.
- ERG must teach.

# Getting Good - Some Milestones

- Facilitator selection and matching
- Whole group design review - “kick the tires”
- A triumphant return...to the drawing board!
- One month to review notes
- Dress rehearsal
- Drills
- Knowledge sharing

# Program Overview

1. Who We Are and Why We Care
2. What is Our Environment?
3. Building the Vocabulary
4. What Would You Do?
5. Action Steps

# Section One:

## *Who We Are and Why We Care*

### Purpose:

- Make a personal connection
- Quantify impact

### Mechanics:

- Introduction by Senior Manager at Location
- Personal Stories
- Make business case for training
- “Know what you don’t know”

# Section Two:

## *What is our Environment?*

### Purpose:

- Help managers assess gap between policy and local climate.

### Mechanics:

- Introduce and view part of DVD from Brian McNaught: roles people play in creating a productive work environment
- Debrief on the DVD Clip and ask the managers to assess climate: *very welcoming*, *mostly welcoming*, *somewhat welcoming* or *not very welcoming*?

# Section Three:

## *Building the Vocabulary*

### Purpose:

- Make it easier to be an ally by providing the language.

### Mechanics:

- Provide guidance on language GLBT employees will find welcoming – and distancing
- Differentiate homophobia from heterosexism.

# Section Four:

## *What Would You Do?*

### Purpose:

- Teach managers how to handle critical situations.

### Mechanics:

- Break into small groups 4-5
- Review case scenarios
- Discuss and debate within the small group
- Report-out on response, large group discussion and guidance.

# Section Five:

## *Action Steps for Managers*

### Purpose:

- Specify and commit to action steps.

### Mechanics (suggestions):

- Show Brian McNaught DVD to all employees
- Online resource: <http://glbt.diversityguides.com>
- Tell staff what you learned
- Join the ERG
- Use inclusive language in the office (e.g., invitations to events).

## Outcomes - *Merck*

- First session 23SEP2009
- 24 Managers/Supervisors trained
- Very much in our infancy stage
- Next step to be approved by Human Resources
- Many division in company, need to pick the right audience. Executive sponsors are helping here.

## Outcomes - *Chubb*

- 14 sites and 500 managers trained since 2007
- “Can you offer this to our employees?”
  - Rollout of abbreviated employee version to 175 employees in 9 sites
- Estimated climate impact - “more welcoming”
- Usefulness rating: “very useful”
- Membership up 50% since 2007 (from 110 to 166)
- Press

# Lessons Learned

- When you are viewed as a business resource, it's much easier to ask for more resources
- Persist, persist, persist
- Expect that this will test and grow your own leadership abilities
- Fear is pointless.



Q & A



# Resources

**Greg Sampedro, Merck**

[greg\\_sampedro@merck.com](mailto:greg_sampedro@merck.com)

**Kevin Hannan, Chubb:**

[khannan@chubb.com](mailto:khannan@chubb.com)

**Brian McNaught, Consultant and Educator:** [www.brianmcnaught.com](http://www.brianmcnaught.com)