



# Bottom Up and Top Down – How to Build a LGBT ERG to Make All Parties Happy

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**People matter, results count.**

- Know your personality style!
- Why Diversity & Inclusion are important to Capgemini
- A look at our ERGs and drill down on OUTfront@Capgemini
- Recap



Tell us about you!

*Your personality in the workplace*

**People matter, results count.**

# Personality in the Workplace

## Our personality style reflects:

- How we interact with others
- How we take in information
- How we make decisions

## Personality dynamics can make or break:

- Communication
- Client service / satisfaction
- Productivity, workflow, and delivery
- How well deadlines are met
- Conflict, cooperation
- Morale, mood, motivation
- Ability to lead effectively
- Career advancement



Understanding personality styles and their differences can help us be more productive as individuals and teams!

# What is your Personality Style Type?

1. Complete “What’s My Type” assessment individually. (2-3 mins)
2. Get into groups based on your style type. Review the motivations and weaknesses for your style type using the “Four Elemental Styles” handout and answer the following questions together (10 mins):
  - How does my style show up when I work in teams? In a calm state? Under pressure?
  - What would I coach my opposite style to consider when working with me to maximize my strengths?
3. Share a summary of the answers to the questions above with the full group (10 mins for round robin)

## WATER



Nurturer

## FIRE



Driver

## AIR



Inspirer

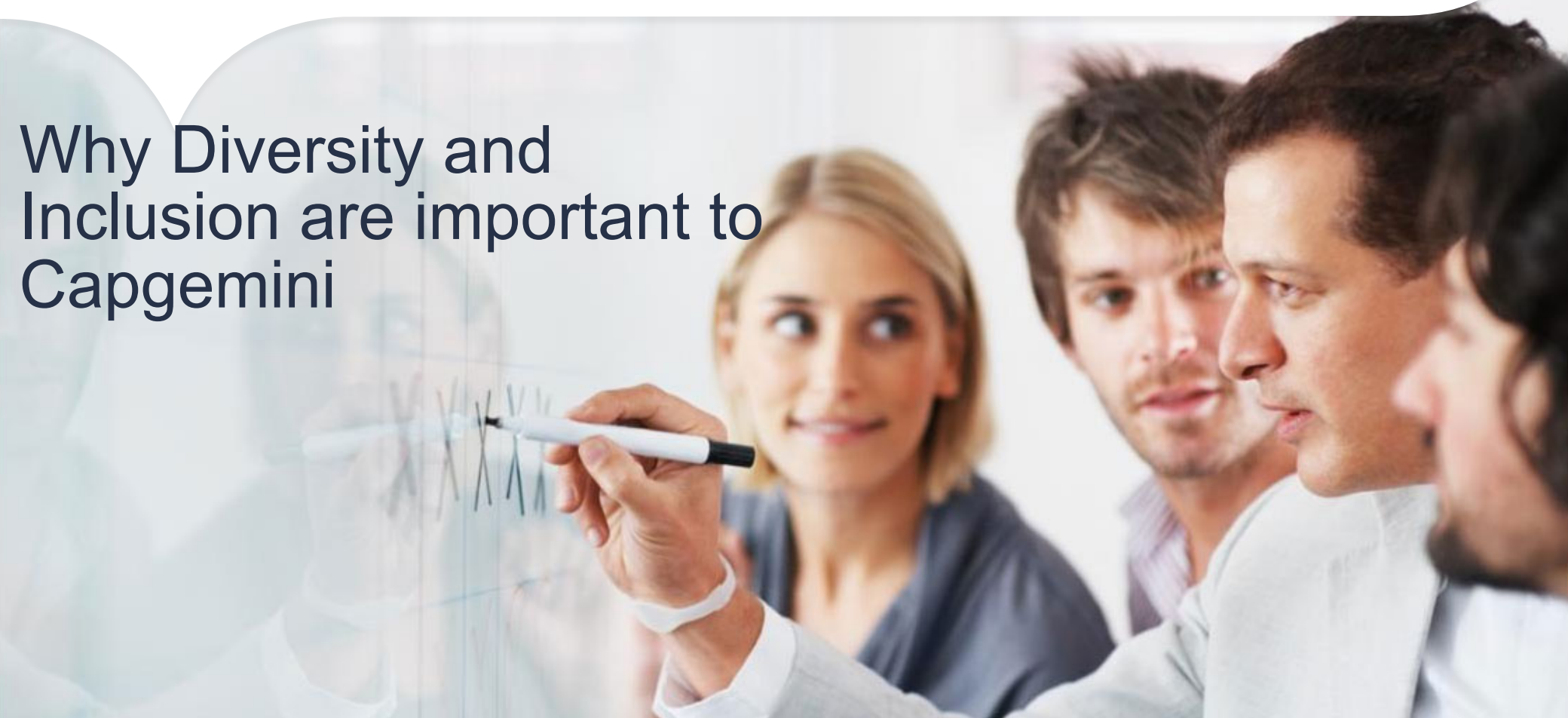
## EARTH



Analyzer



# Why Diversity and Inclusion are important to Capgemini



**People matter, results count.**

Let's watch a great example!

- [http://www.youtube.com/watch?v=X\\_O9yazDNO4](http://www.youtube.com/watch?v=X_O9yazDNO4)



# Six Pillars to Capgemini's Corporate Responsibility & Sustainability (CRS)

## 1. Leadership, Values & Ethics

## 2. Our People

## 3. Clients

## 4. Community

## 5. Suppliers & Business Partners

## 6. Environment

- **Leadership, values & ethics** - The way we work and behave.
- **Our people** - To employees, we are committed to being a responsible employer, whom people choose to work for.
- **Clients** - Collaborating with our clients, we undertake to understand their real business needs and strive to deliver long-lasting value with tangible results and to support them in achieving their sustainability objectives.
- **Community** - Ensuring a positive impact on the communities in which we live and work.
- **Suppliers & business partners** - Working with our suppliers and business partners, we are committed to sound and sustainable procurement procedures.
- **Environment** - Recognizing our impact on the environment, we strive to reduce negative environmental impacts in the areas most relevant to our business



## ■ Capgemini stakeholders:

1. Our people
2. Our clients
3. Our shareholders

## ■ Capgemini Values

- Honesty
- Boldness
- Trust
- Freedom
- Solidarity/Team Spirit
- Modesty
- Fun

## Our sustainability vision

To be leaders in sustainable excellence through a bold and influential approach, positively impacting Capgemini's future, our clients, society and the planet



# Corporate Responsibility & Sustainability

Our corporate responsibility & sustainability approach



A winning hand for our business

## Environmental sustainability

identify  
reduce  
protect  
save.



Get involved at  
[talent.capgemini.com/global/pages/environment](http://talent.capgemini.com/global/pages/environment)



People matter, results count.



Our corporate responsibility & sustainability approach



A winning hand for our business

## Community engagement

educate  
support  
change  
give.



Get involved at  
[talent.capgemini.com/global/pages/community](http://talent.capgemini.com/global/pages/community)



People matter, results count.



Our corporate responsibility & sustainability approach



A winning hand for our business

## People culture

communicate  
inspire  
engage  
grow.



Get involved at  
[talent.capgemini.com/global/pages/peopleculture](http://talent.capgemini.com/global/pages/peopleculture)



People matter, results count.



# Diversity & Inclusion Value Proposition



Values  
& Ethics



Environmental  
Sustainability



Community  
Engagement



People  
Culture



## Our Value Proposition



*Respect and Responsibility impact business...*



# Top Down: Investing in Diversity Makes Good Business Sense

## Client Relationships Demand It

- A company's commitment to diversity impacts 86% of products/services buying decisions
- Higher percentages of decision makers are women, particularly in HealthCare and Education segments
- Clients are expecting to see vendor partner diversity that equals or exceeds their own (race, gender, age)
- Our own Sales Execs note having senior women at the table is a "must" when pitching to female client execs

## The Evolving Market Expects It

- Companies who have a higher percentage of minorities are more attractive to today's workforce
- Women are entering the workforce at a higher rate than men
- People want to work where they feel welcome
- Top Companies to Work For boast compelling diversity statistics in terms of race, gender and sexual orientation
- Networking events confirm missed opportunities given lack of diversity

### Why Embrace D&I?

## Employees Join & Stay Because of It

- Seeing diversity in action develops trust in an employer
- #1 global reason employees stay with their employer: reputation as a great place to work
- Employees attracted to a company because of diversity efforts become highly engaged and productive employees
- Brand power impacts at least 5% of stock price while financial strength only accounts for 6%
- Companies who are diverse allow all employees to be diverse, resulting in real collaboration and improved client value

## Our Culture Is Hungry For It

- A diversity-centric approach is fitting with our "new" culture of inclusion and high performance; being diversity-adverse is "old"
- Resources want to contribute to a company where intellectual and personal diversity are considered strengths
- In the past 3 years, top CG female executives felt the "gender gap" and left
- Innovation and high performance cannot live until we create an environment that IS inclusive and real about diversity

# Some real examples

## Case Study #1: Diverse Leader Wins Big Deal

### Situation:

- Client opportunity pursued for over a year
- Two pursuit teams were in place but making limited headway and struggled to establish personal relationship with client
- Client did not like how she was being treated
- Third team was deployed and this team closed the deal.

### Key Message:

Pursuit lead was a gay man who connected much better with the client executive. However, he was not out in his company because the organization did not embrace diversity. While the company won the deal and the client won, too, the employee lost.

### Learning:

Companies who are diverse allow all employees to become more diverse. When employees feel welcome and there is room for their strengths, everyone wins.

## Case Study #2: Clients Are Looking for More Female Leaders

### Situation:

- A female Capgemini Vice President asked to engage in two sales pursuits
- Perception by pursuit team was a female Vice President would connect better during the meeting
- All key players at client were women

### Key Message:

Selling to like individuals may enhance the ability to close additional sales

### Learning:

Like-minded, diverse individuals may only enhance the ability of any organization to close deals (i.e large “polo” retailer)



## Why?

As we continue to grow, diversity and inclusion needs to be recognized as an engine which supports developing the best solutions for growing in our diverse markets, operating efficiently, and transforming our workforce. Our roadmap defines how we enable business growth.

## What?

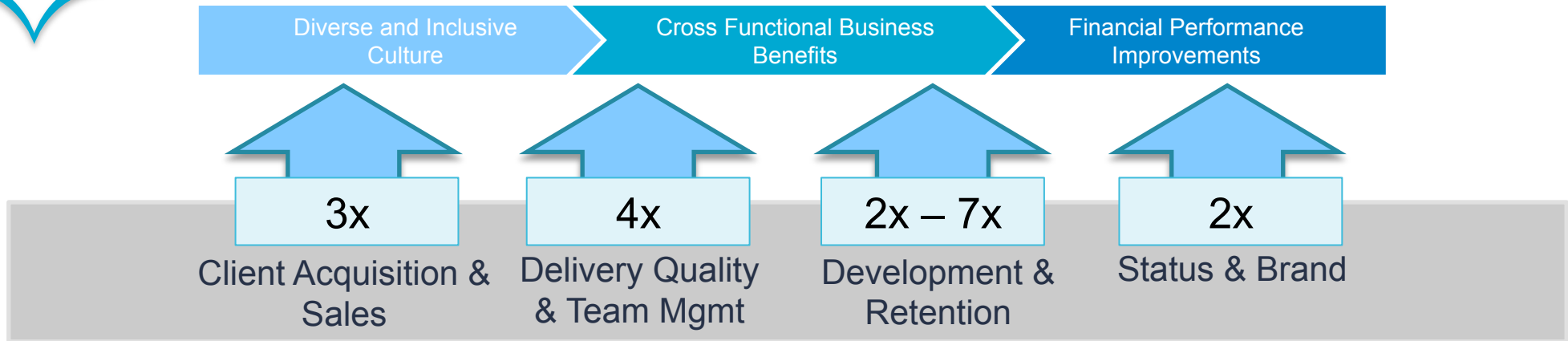
The Diversity & Inclusion Roadmap articulates the future state vision for Capgemini and identifies next steps on the path of our D&I Journey.

## How?

By partnering with other business functions we work to integrate diversity and inclusion components into our daily operations to deliver impactful results.

Integrating D&I into our business operations is imperative for business success. If we continue to be less diverse than our clients we will risk sales, delivery, and innovation successes.

# How does investing in Diversity and Inclusion help?



- **Increases Client Acquisition and New Sales Opportunities**

- Clients value engaging with diverse partners (complementary to their own diversity levels) and partners with supplier diversity. D&I organizations are 3x as effective at measuring the value of human capital and engaging multicultural teams to win deals.

- **Improves Delivery Quality and Team Management**

- A diverse workforce cultivates greater collaboration and improved client value through innovation and high performance. D&I organizations are 4x more effective at building & managing teams to deliver high quality work.

- **Facilitates Limited Reinvestments**

- By creating an environment where employees grow and thrive and making the right investments in training and development, we retain the knowledge we have in our existing workforce - lower turnover means lower replacement costs. D&I organizations are 7x as effective at managing learning & development, 5x as effective at leadership development, and 2x as effective at retention.

- **Elevates Status and Brand**

- The market is evolving - by becoming more attractive to clients, prospects, potential talent and existing employees, we elevate our brand as a "best places to work" organization and our status as a valuable partner. D&I organizations are 2x as effective at communicating the value of their diversity and inclusion programs and leveraging D&I to build the brand.

Source: Institute for Corporate Productivity, The Best Get Better: Critical Human Capital Issues for 2012

# Capgemini's D&I road ahead



## Support Market Excellence

Top Line Growth : By providing opportunities to expand our reach targeting new markets and exploring commonalities that may lead to new partnerships, we facilitate the potential to grow in an industry founded on relationships. Diversity and Inclusion supports market and solution innovation and continuous enhancement of the Collaborative Business Experience.

## Cultivate Inclusion to drive Efficiencies

Bottom Line Cost Management : By enriching our culture we become more attractive to potential hires, are better equipped to retain top talent, cultivate an environment where all our people are eager to work, and reduce attrition cost. An inclusive and therefore high performance culture reduces inefficiencies in operations and on engagement teams.

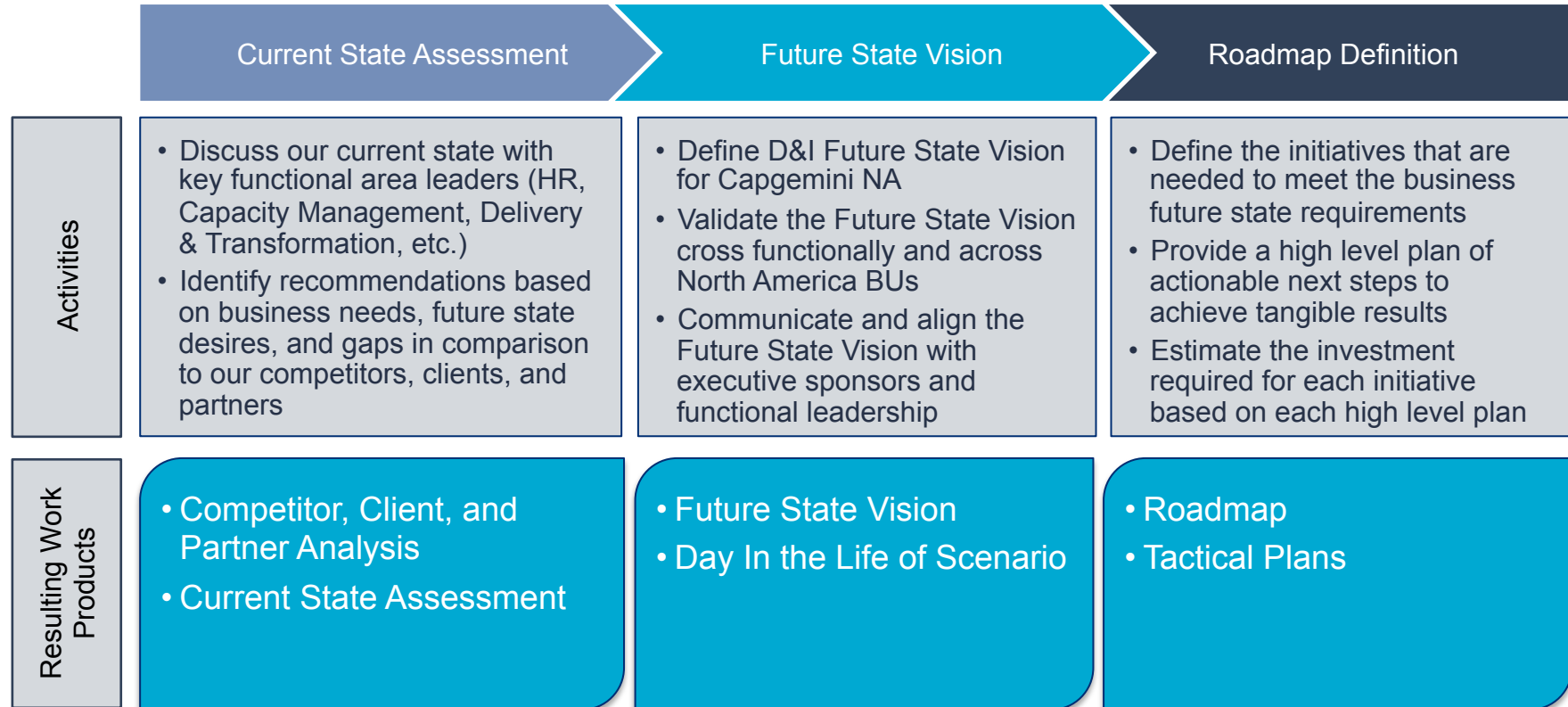
## Integrate to expand our workforce of Champions

Transformation : By leading the effort to define appropriate targets, improve tracking, and sustain accountability throughout the business, we champion the efforts to maintain a diverse, therefore ,innovative, workforce which supports our ability to expand our workforce and continue to develop our future leaders.

**We must integrate D&I with our day-to-day operations. D&I will need to become a conscious part of our DNA. *D&I is not a part-time job, it is part of every employee's full time job.***

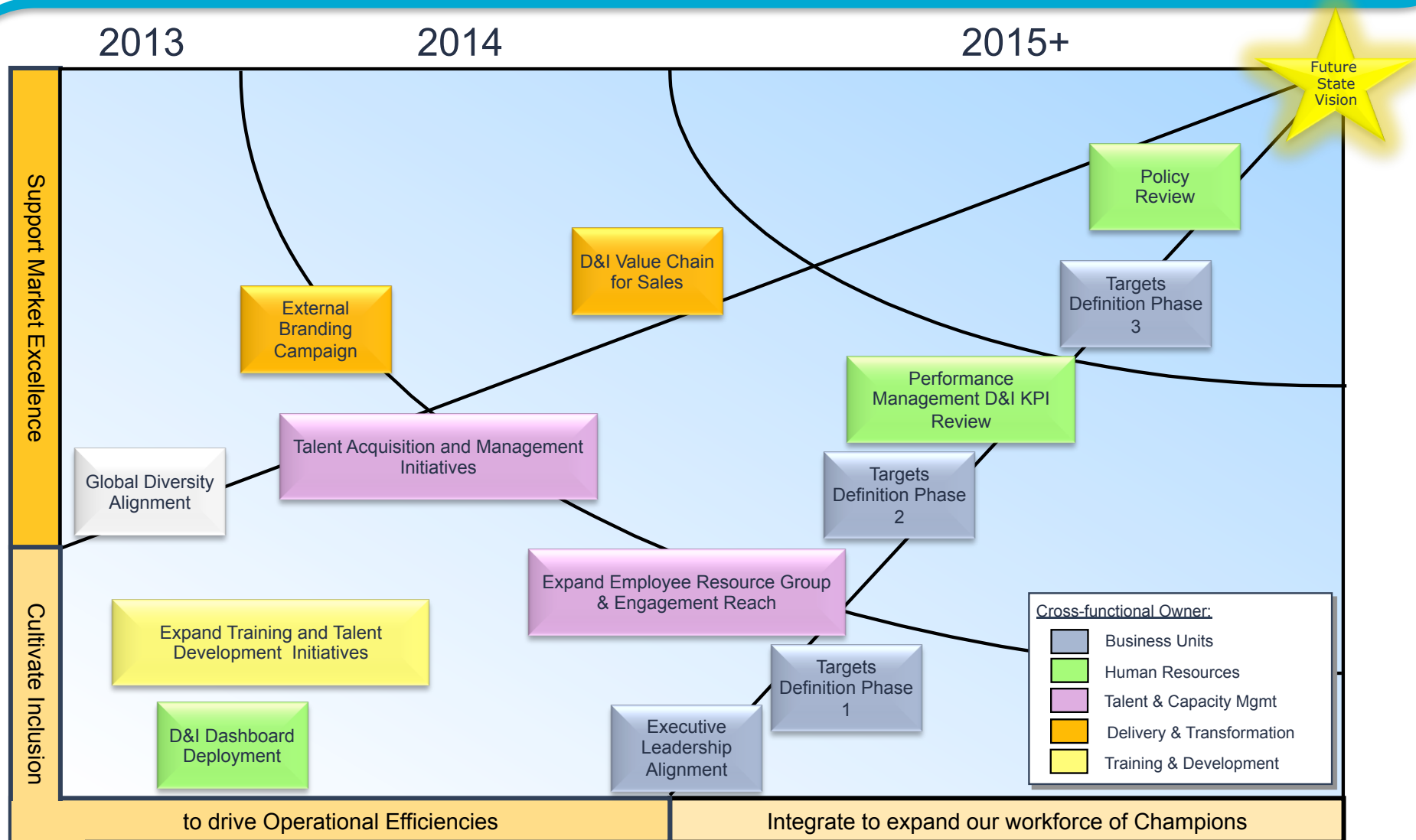
# Understanding where we are supports driving future success

*Our approach highlights the activities which were performed to develop the Diversity & Inclusion vision and roadmap through 2015 in support of cultivating a collaborative working culture that values and respects diversity.*



Defining a future state vision in collaboration with business partners and structuring our plan into actionable, manageable pieces with cross-functional accountability will drive our success.

# Let's break that down into manageable pieces with cross-functional accountability...





# Diversity IS a business imperative

## Top Line Growth

- Increase our win rate by including diversity mapping and mimicking (particularly during oral presentations) with the target client
- Commercialize the processes development into a new offering in the market place (perhaps one of the answers to addressing the aging workforce issue, how to deal with turnover as a result of Gen Y, generational differences, etc.)

## Bottom Line Cost Management

- Improve retention of all high performers
  - Delivered through clear career path channels for all staff (including a representative sample of role models)
  - Reduced recruiting costs – retaining is less expensive then recruiting (includes impact to client intimacy when we cannot retain)
- Increase recruiting channels
  - Drive improvement in time to hire, quality of hire, and overall organizational fit, based on expanded talent pool

## Transformation

- Diversity is the next evolution in the Collaborative Business Experience & reflects the next generation's way of thinking
- Diversity is a means to transform our workforce and operationalize our new culture

**OUT**  
**front**



People matter, results count.

# Capgemini's Employee Resource Groups



## Mission Statement:

*To provide a forum for education and awareness supporting the professional growth of LGBT (Lesbian, Gay, Bisexual, Transgender) individuals by fostering a safe environment within Capgemini for individuals to be authentic in the workplace.*

## Target Audience:

- Lesbian, **G**ay, **B**isexual, Transgender and **A**llies
- Cross Strategic Business Units, Geographies, organizational levels

## Objectives:

- Branding –
  - Establish positive image of Capgemini as a world-class Leader in Diversity and Social Responsibility.
  - Provide increased diversity to Capgemini groups
  - Establish LGBTA as a differentiator for Capgemini with our clients and alliance partners
- Networking - Provide network to foster inclusive atmosphere
- Awareness - Increase awareness and sensitivity toward LGBTA issues
- Recruiting - Retain, recruit and grow individuals and advocates associated with the LGBTA community
- Professional Development – Create a series of webinars that help advance LGBT professionals

## Solution/Benefits:

- Cultivate an inclusive culture: provide a safe environment for LGBT Capgemini employees
- Leverage best practices: measure how we contribute to Capgemini's bottom line
- Exhibit Corporate Responsibility: be a visible role model for LGBT workplace equality in the community.
- Support Recruiting: help recruit the best talent by garnering additional brand equity from participation in events and outreach
- Sustain Retention: ERGs are correlated to a higher 'connection' to the company which helps minimize attrition

## Risks & Dependencies:

- Risk: Maintaining our 90 score on the HRC Survey (or possibly improving it to 100)
- Dependency:
  - Executive Support for Survey Submission, continued participation in HRC CEI, Identify areas to improve 2014 score
- Risk: Lack of participation in professional LGBT events that promote the Capgemini brand and extend our recruiting reach (e.g., Out & Equal Summit)
- Dependency:
  - Financial support to fund participants at this annual national summit
- Risks: Lack of participation from participating cities
- Dependency:
  - Support from local leadership



## Initiative Streams

**Executive Sponsors:**  
Krystianne Avedian & Daylon Lutzenberger

Tony Laanan  
Rohit Sharma  
Ryan Kelly

### Leadership

- Liaison between Executive Sponsors and Diversity teams
- Manages monthly calls with input of Stream Leads
- Manages any funding at national level

Irvin Johnson    Beth Castberg  
Lucas Pattan    Dan Ott  
Janet Pope (TL)

### HRC

- Works with HRC to understand 2013 CEI scoring index
- Partners with business groups to educate, modify and mobilize

Lucas Pattan (TL)  
Stephen Reed

### Recruiting and Onboarding

- Partners with recruiting and on-boarding to help educate and socialize
- Manages member list (open and closed)
- On-boards new members with new member information

Tony Laanan (TL)

### Communications

- Manages and oversees weekly OUTfront , Talent and other internal communications

Rohit Sharma (TL)

### L&D

- Prepares for O&E Workplace Summit working with L&D teams, BU's and individuals to prepare business case to attend the Summit
- Creates and manages Professional Development Series

Rohit Sharma (TL)

### Knowledge Management

- Manages T-Room & KM 2.0 site (internal knowledge bases)
- Establishes and directs Social networking tool

# Community

Janet Pope

Community  
Streams

Tony

Mark S.  
Jean C.

Kent

TBD

Irvin

David U.  
Ian L.

David M.

- Organizes local events such as happy hours, local LGBT organization/affiliation, AIDS walks, etc. (i.e. Manages local funding/budget)
- Establishes alliances with local/regional organizations (i.e. LGBT organizations, client or partnership LGBT groups, etc.)

Southern California

Northern California

Chicago

Dallas/Houston

Atlanta

NY/NJ

Canada

# Bottom Up: Incorporate Diversity into Campus Recruiting



## Diversity & Inclusion at Capgemini

At Capgemini, we believe in Diversity of Thought, the concept that not all of our differences are immediately apparent or visible on the surface. We...



June 2012 New Hire's in India

If you are interested in learning more about our Diversity and Inclusion initiatives, please contact **Evin White** at [Evin.White@Capgemini.com](mailto:Evin.White@Capgemini.com)

*Recognize* that people are different;  
*Respect* our differences; and,  
*Leverage* those differences.

D&I is a valuable asset at Capgemini that helps us to generate business opportunities. We cultivate a work culture of mutual respect for differences, enabling us to collaborate and work together more efficiently.

**People matter, results count.**



## Our Value Proposition



## Established and Active Employee Resource Groups (ERGs)



African and African American



Lesbian, Gay, Bisexual, Transgender and Allies



Collaborating to Raise East Asian Talent & Expertise



Hispanic Opportunity Leadership Achievement



Women LEAD



Millennial Innovation Council

# Personality and Building an Effective LBGT ERG

## Our personality style reflects:

- How we interact with others
- How we take in information
- How we make decisions

## Personality dynamics can make or break:

- Communication
- Client service / satisfaction
- Productivity, workflow, and delivery
- How well deadlines are met
- Conflict, cooperation
- Morale, mood, motivation
- Ability to lead effectively
- Career advancement



Understanding personality styles and their differences can help us be more productive as individuals and teams!

# What is a Potential Sponsor or Influencer's Personality Style Type?

1. Considering what you have learned today, now complete “What’s My Type” personality for an individual you might consider as a LGBT ERG sponsor or somebody you need to influence to from a LGBT ERG (2 – 3 mins)
2. Get into your groups from earlier today. Select one or two individuals from each group and review the motivations and weaknesses of the individual you need to influence using the “Four Elemental Styles” handout and answer the following questions together (10 mins):
  - How does my style show up when working with this individual? When I work in teams with this individual?
  - How is this individual in a calm state? Under pressure?
  - How would our personality styles blend/contradict in creating an ERG for our organization?
  - How would I coach this individual when working with me to maximize my strengths and the successful creation of a LGBT ERG?
3. Share a summary of the answers to the questions above with the full group (10 mins for round robin)

WATER



Nurturer

FIRE



Driver

AIR



Inspirer

EARTH



Analyzer