



**Today's Webinar:**  
Current Best Practice Trends in Developing  
Talent Pipeline  
with  
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# Leading TRENDS

## **Top 3 Trends that are driving change in developing your talent pipeline**

- Aligning accountability to diverse slates
- Multidimensional inclusive diversity training framework
- Deepening mentoring and sponsorship programs

# Inclusive Leadership Index

DMBA Benchmarking original data source

- Inclusive Leadership Index is designed to capture specific data as it relates to talent management and diversity & inclusion strategies, practices, methods and processes.
- More than 800 unique companies have participated in the survey with an average increase of 30 percent new companies year over year.
- Average size of multinationals are 35,000 employees, and the size of regional companies are 5,000 employees participating in the index.
- More than 600 companies register for the index, but only 300 companies qualify for analysis to compete for ranking. However, the entire index is used when establishing trends. To participate in the index email [pam@diversitymbamagazine.com](mailto:pam@diversitymbamagazine.com) to register.

# Diverse Slates

**84%** of companies require diverse slates but less than

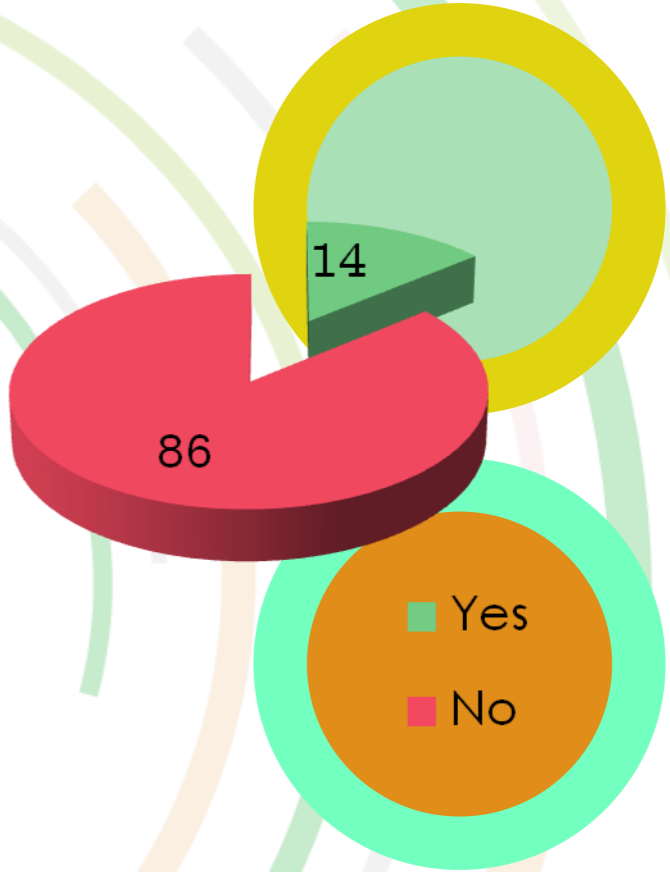
**30%** of companies have formal accountability aligned to performance

**26%** of companies measure bias



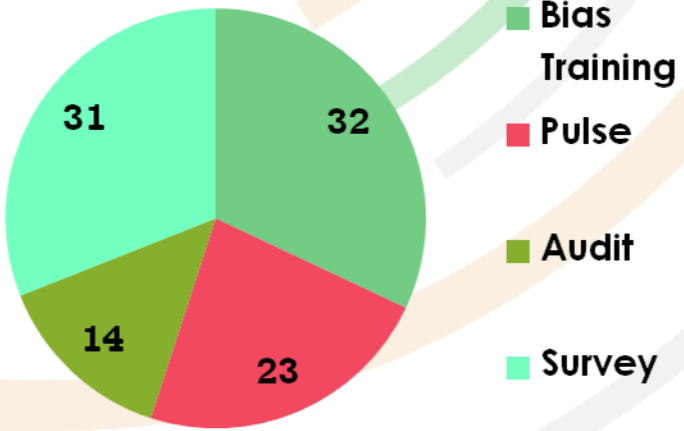
# Diverse Slates & Measuring Bias

## Balance Check for Bias



Alignment  
Diverse Slates  
Measure Bias  
Accountability

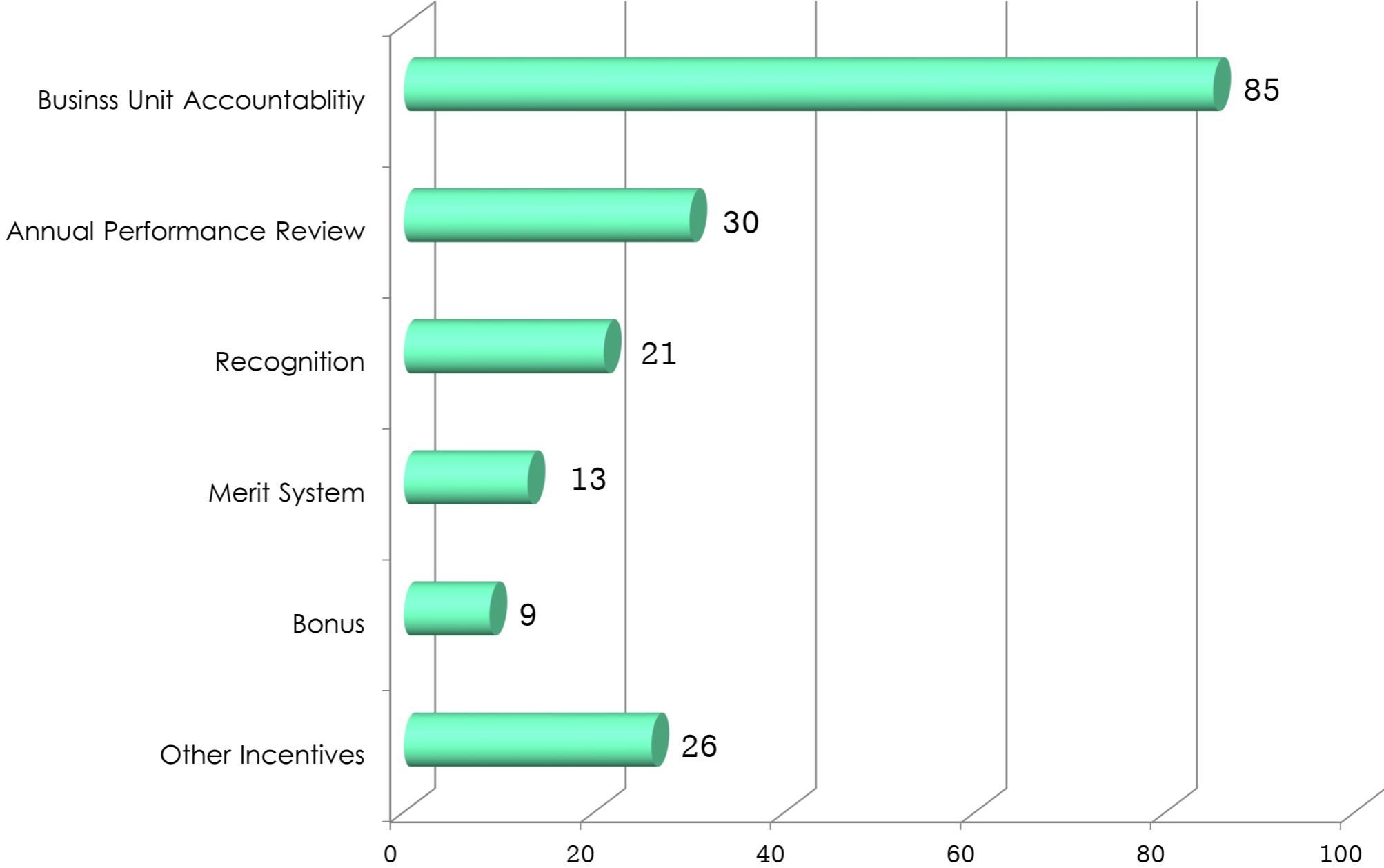
## Tools to identify Bias



Bias Training is the most popular method trending today

# Accountability Incentives

## Types of Rewards that Support Behavior



# Emerging Practices in Developing Diverse Slates

## **Diverse Slates**

- Require diverse candidate slates as part of ensuring promotion and access for women and diverse talent
- Creating slates at multiple levels is occurring among 60 percent of companies
- While most sr. leaders are committed to providing qualified diverse slates there are many different approaches and methods
- High potential candidate pools are used on average to promote 20 percent of available talent

## **Senior executive accountability**

- Currently diverse slates are aligned with senior executive goals and have not cascaded throughout the management ranks; only 15 percent of companies are driving accountability at all levels

# Next Practices

- Developing metrics that are aligned with diverse slates to create accountability;
- Ensure incentives are aligned with hiring;
- Establish an ongoing review committee to monitor slates and bias;
- Ensure Interdepartmental alignment and accountability among talent acquisition and hiring managers are implemented



# Inclusive Training

**98%** of companies provides cultural awareness training

But less than

**26%** of companies provide

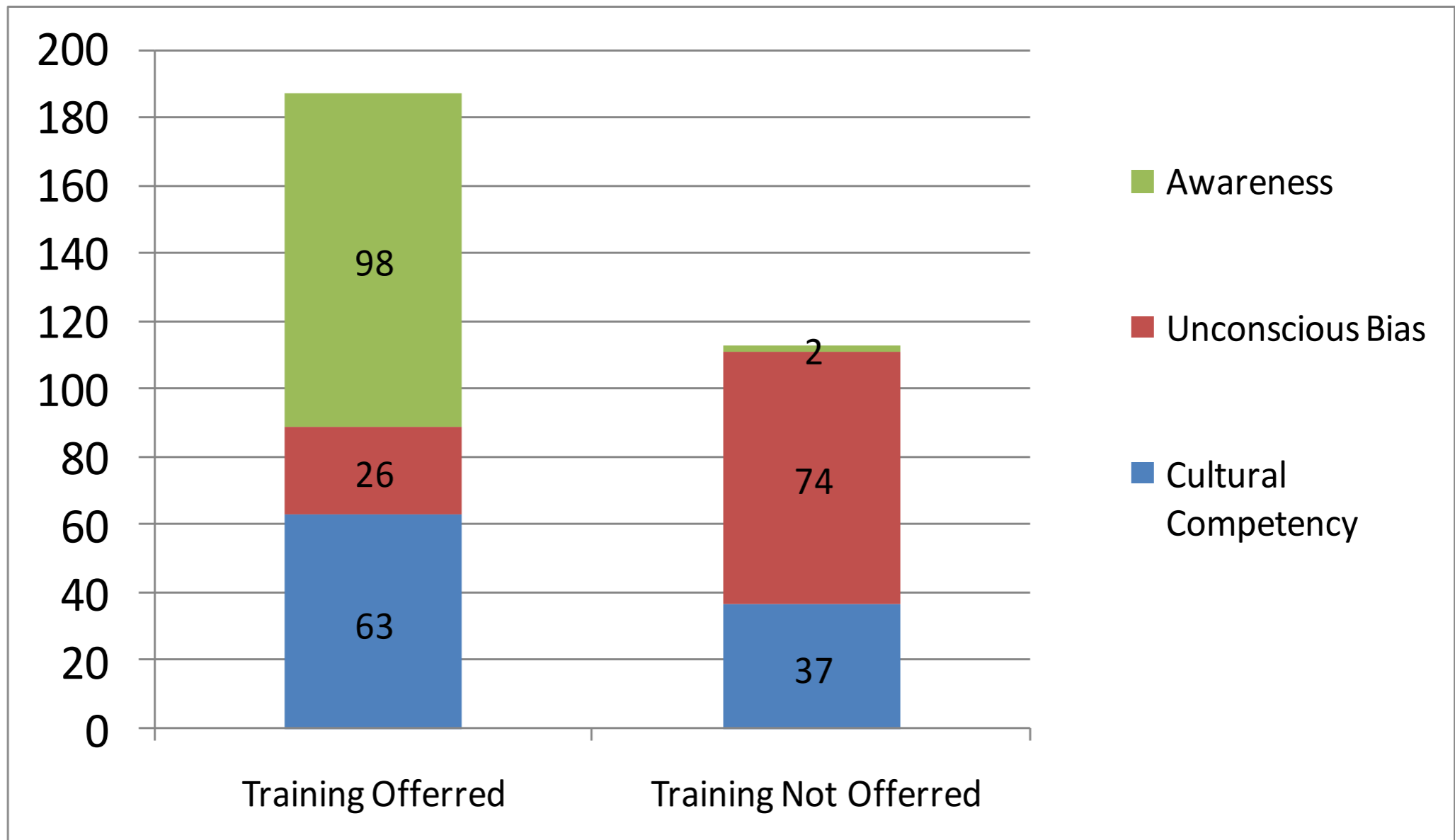
unconscious bias training and less than

**5%** percent of companies are implementing programs that support behavior change



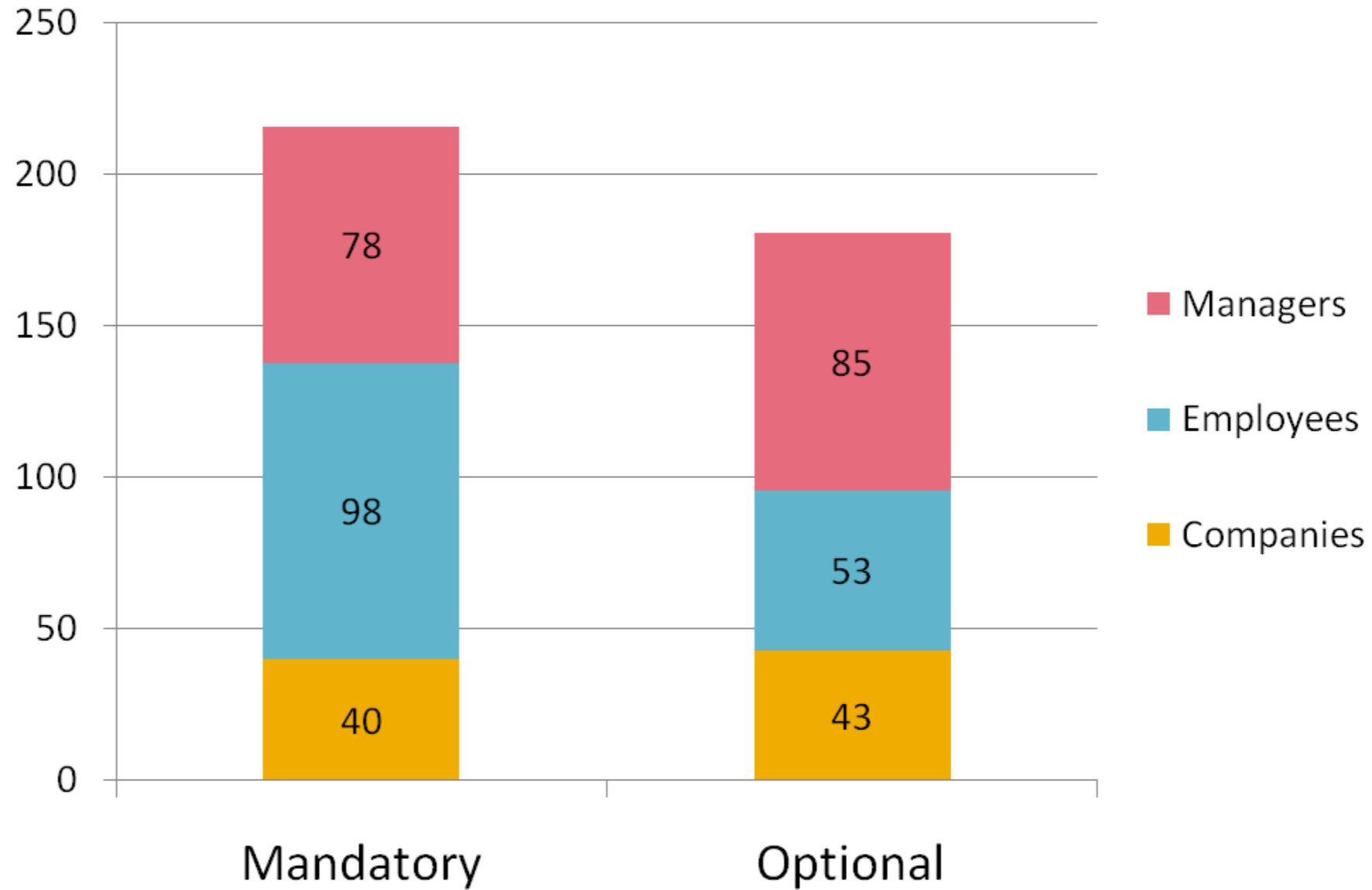
# Types of Training

Companies are developing multidimensional inclusive diversity training programs



# Training Participation

Companies are trending back to required participation for all employees



# Emerging Practices in Inclusive Diversity Training

## **Types of Training & Participation**

- Creating multiple training platforms for employees to select from to ensure comprehensive inclusion awareness;
- Cultural competency training is now expanding to all employees and not just an selected segment;
- Companies are slowly moving back to mandatory or required inclusive diversity training on multiple levels;
- Awareness training now occurs as part of cultural employee experiences primarily led by affinity ERGs;
- 74 % of companies leverage webinars and 91% of companies leverage elearning as the most popular employee training platforms.

# Next Practices

- Inclusion training includes at a minimum cultural competency, unconscious bias and awareness;
- Required or mandatory inclusive diversity training;
- Creating experiences where employees can develop behavior and habits to reflect inclusion;
- Open forums for dialogue with employees and senior leaders regarding societal issues and impact in the workplace.

# Mentoring... Sponsorship

**96%** of companies provides formal mentoring program

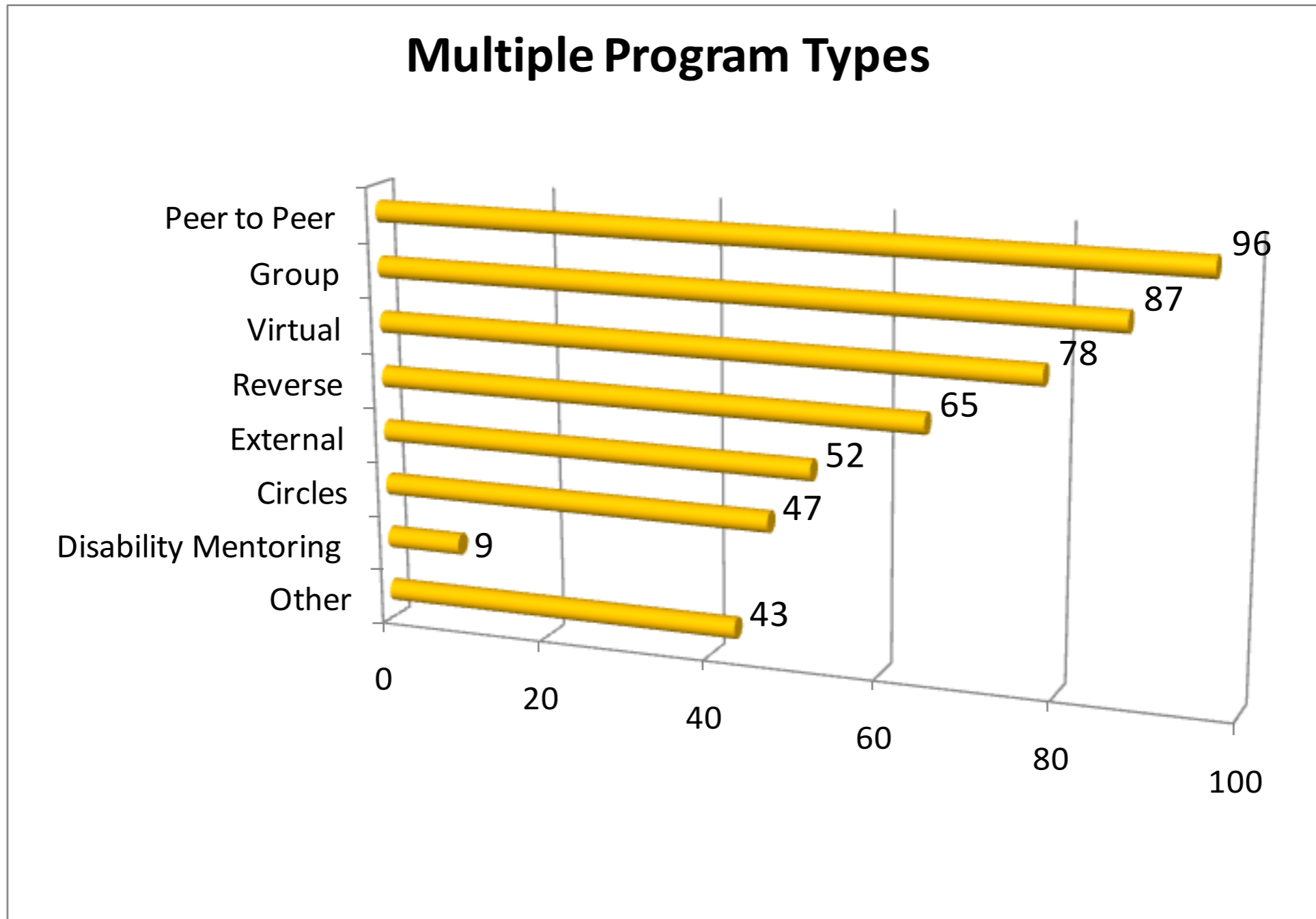
**86%** of companies have metrics aligned to effectiveness of their program

**96%** percent of companies are encouraging peer to peer mentoring; **Power of TWO'**



# Mentoring

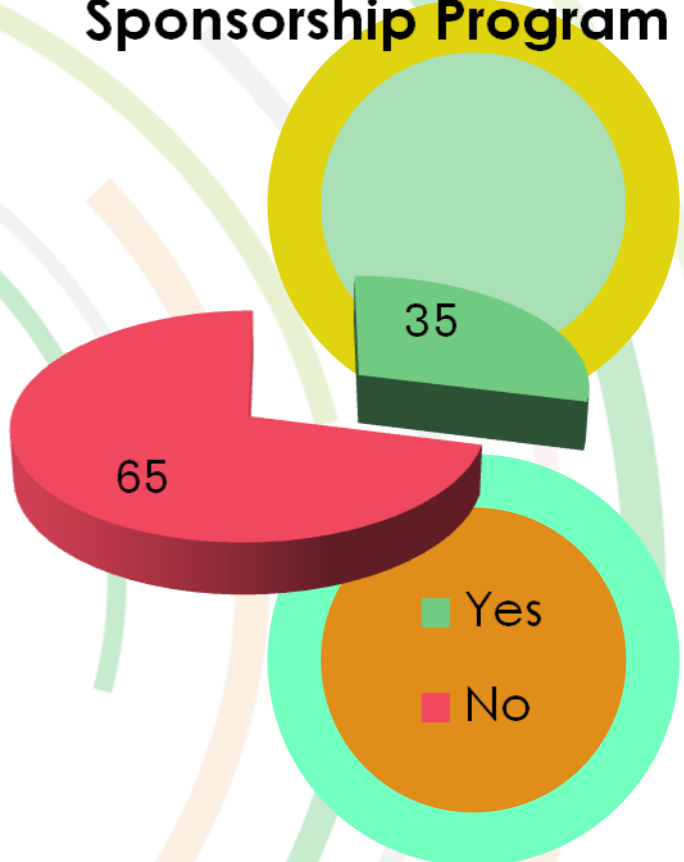
Most popular platform for development



# Executive Development

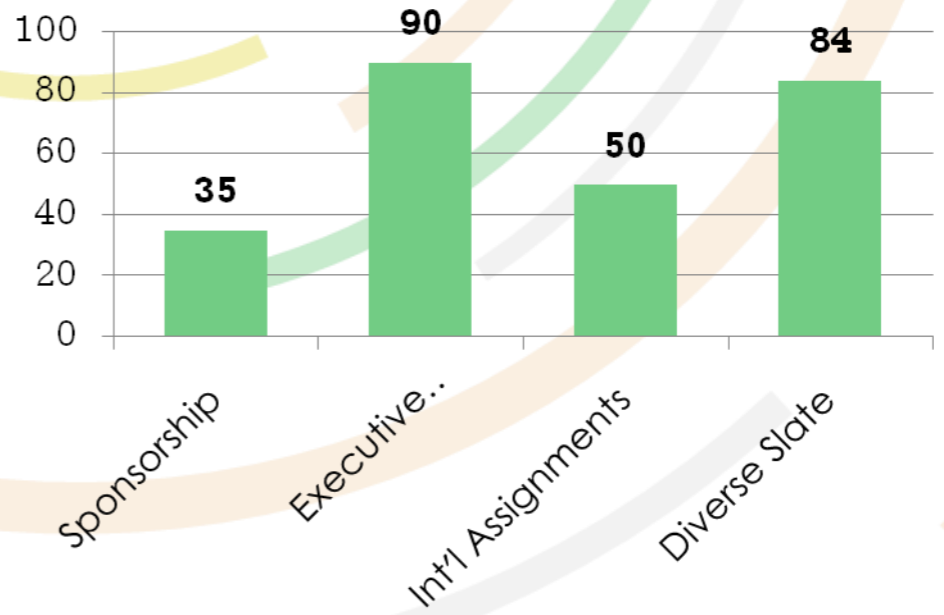
**Formal Sponsorship Program**  
75% Non Hispanic White  
42% Women  
25% People of Color

### Companies with Formal Sponsorship Program



Companies engage in these key activities for executive development

### Executive Pipeline Development





# Emerging Practices in Mentoring & Sponsorships

## **Mentoring plus Sponsorship....Optimal Access**

- Formalized mentoring has become the foremost accepted effective early talent identifier for companies;
- Virtual mentoring provides scale and is increasing at a rapid pace with 78% of companies implementing this platform;
- Most effective mentoring programs are 18–24 months of engagement;
- Best in class companies are promoting more than 50 percent of diverse talent that is ready from their high potential pools;
- Internal promotions of leadership positions has increased by 20% over past year;
- Formalized sponsorship is emerging but not yet prevalent; primarily focused on identified high potential leaders.

# Next Practices

- Creating behaviors to develop emerging leaders by aligning them with mentors at executive levels;
- 50 % of companies leverage International assignments with the intersection of the global marketplace and inclusive diversity;
- 96% of companies leveraging coaching beginning at the mid management levels;
- Power of Two....peer to peer mentoring is becoming the most popular form of engagement with 96 % of companies encouraging this practice;

# Thank You



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