Global Summit of Women’s Colloquium on Global Diversity
Lindsay-Rae McIntyre, VP of BTL and Diversity & Inclusion

February 26, 2016
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tr>
<td>8:00 a.m. – 8:30 a.m.</td>
<td>Breakfast Networking</td>
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<td>8:30 a.m. - 9:15 a.m.</td>
<td><strong>Roundtable Reports on Middle Managers’ Role</strong></td>
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<td>Moderator: <strong>Michele Meyer-Shipp</strong>, VP, Global Diversity Officer, Prudential Financial Inc.</td>
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<td>Speakers: <strong>Ron Glover and Leslie Mays</strong></td>
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<td><strong>What Can Work:</strong></td>
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<td>Respondents: <strong>Lindsay-Rae McIntyre</strong>, VP, Human Resources, IBM</td>
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<td><strong>Rohini Anand</strong>, SVP &amp; Global Chief Diversity Officer, Sodexo</td>
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**THEME: 2016 Colloquium on Global Diversity: Creating a Level Playing Field for Women**
What is Engagement?

A psychological state in which employees are intellectually and emotionally involved in their work and positively connected with both their co-workers and the larger organization, which fosters a sense of pride from their work and being an IBMer. Willingness to apply discretionary effort ignites energy that would not otherwise exist.
History Lesson: Moments of Impact Survey

Manager-employee interactions that have the greatest level of impact on an IBMer’s experience

Behaviors that managers need to demonstrate to create positive signature experience

The situations that IBM managers need to address more effectively

688 Managers & Employees
What did we find?

• **Impact varies across situations.** Some situations have higher impact on an employee’s experience than others and are potentially more important for managers to “get right.”

• **Employee development is an area for improvement.** Personal development was a key theme among the top situations managers need to address more effectively.

• **Positive manager interactions are characterized by common behaviors.**

**Highest impact situations:**
- Crisis related to a client or project
- Collaboration to solve a problem
- Performance feedback discussion

**Top areas for improvement:**
- Career discussion
- Recognition
- Professional development opportunities
- Leadership opportunities

**Top behaviors:**
- Asked questions to understand the situation
- Being available and accessible
- Listened to me
- Trusted my judgment and abilities
Transformational Leadership Framework

*Leading into the Future*

**SENSE & ACT** to lead the Industry
- Continuously scan the horizon for external signals
- Declare a position, decide, act with speed

**DISRUPT** comfortable behaviors and business as usual
- Challenge your assumptions
- Seek and tell the uncomfortable truth

**CO-CREATE** to deliver differentiated value to clients, IBMers, and the world
- Engage clients and IBM ecosystems as co-creators
- Actively seek feedback and input

**BOOST & AMPLIFY** passion, perseverance and performance
- Ruthlessly prioritize
- Coach IBMers to stretch and thrive
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