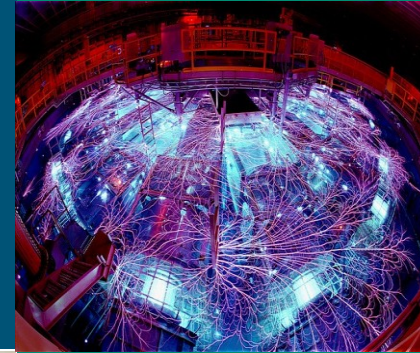


# Inclusion & Diversity Partnerships Across Gender

July 6, 2019 • Global Summit of Women



PRESENTED BY

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## Strong Leadership Commitment and Accountability

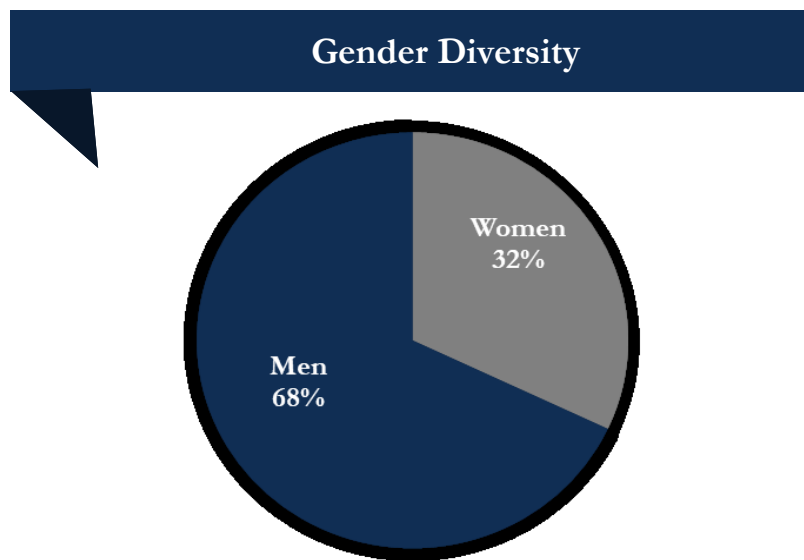
### *Find an ally/executive champion*

- Implemented a corporate level strategic goal around building a diverse workforce and inclusive environment
- Inclusion & Diversity (I&D) are discussed regularly at the highest levels and throughout the organization
- Added a performance management objective incorporating I&D for all employees
- Launched unconscious bias learning and awareness
  - In 2018 required 100% of leaders to participate
  - Recruiting, Staffing and Human Resource Business Partners trained on unconscious bias and consulting with managers throughout the hiring process
  - Strong focus on forming diversity partnerships across gender

**Feedback on Leader Unconscious Bias Learning  
reflects a learning increase of between 25% to 38%**

### 3 Why Gender Partnerships?

- The largest population at Sandia are men
- In order to positively impact our work environment and strive for equality we must engage this group in Inclusion & Diversity (I&D) efforts
- Unconscious bias across any group, including gender, can impede progress
- We must explore the assumptions that exist about men and gender equality in order to have the deep dialogues necessary to motivate change



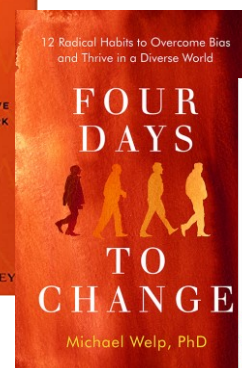
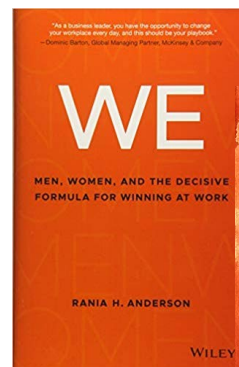
# Learning & Awareness - Training & Experiential Learning

## ➤ Training

- Diversity Cinema (1 hour)
- Workshops-in-a-box (1 to 3 hours)
- Interactive Business Inclusion Solutions E-learning (2 hours)
- Sandia Women's Action Network (SWAN) collaboration
- Inclusion Insights (3 hours in classroom)

## ➤ Experiential Learning Labs & Summits

- White Men's Caucus (Executive leaders)
- Full Diversity Partners (Executive leaders)
- Courageous Leader Summit (All employees)



## What White Men Don't Know – A White Males Perspective

1. “White men don’t know they are part of a group or that they have a culture.”
2. “We don’t know others are having a different experience in the world.”
3. “We don’t know that the process of learning about the first two is truly life changing for us as well.”

~Michael Welp, PhD, *White Men as Full Diversity Partners*, Founder and Author of, *Four Days to Change*

A bias is an inflexible positive or negative conscious or unconscious belief about a particular category or group of people.

- ✓ All people have biases.
- ✓ Biases do not make us bad people.
- ✓ Members of any group can have biases.

**"The worst distance between two people is misunderstanding"**

**Source:** *Is it Bias?* Making Diversity Work. Media 2010. Sondra Thiederman, Ph.D

## Experiential Learning Labs & Summits

### White Men's Caucus (3.5 days)

- Provides white men the opportunity to more fully see and understand their culture and its impact on themselves and others.
- Experience creates an environment where white men, often for the first time, honestly explore their questions, confusions, hopes, and concerns related to “diversity issues” in their private lives and organizations.





## Experiential Learning Labs & Summits

### Full Diversity Partners (3.5 days)

- Includes white men, persons of color, and white women.
- The intent is to create brave and meaningful dialogues, where each participant realizes their self-interest, as full partners, in implementing I & D.
- Teams work across the divides of ethnicity, gender, race, and sexual orientation to develop partnership and leadership skills that will impact organizational change.



## Experiential Learning Labs & Summits

### Courageous Leader Summit (10 hour over 2 days)

- Experiential learning for large groups including white men, persons of color, and white women
- A condensed version of the immersion learning in the White Men's Caucus and Full Diversity Partners labs
- Participants have an opportunity to challenge and help shift assumptions, mindsets, and practices to expand how inclusion and diversity is defined and experienced
- Open to employees at all levels in the organization, leaders and individual contributors

Diversity & Inclusion are important through the entire employee life cycle.





## Impacts

- Women and minorities representation in management are trending upward
- Increase in the diversity of the candidate pool, candidates interviewed, and hires
- 2019 Sandia All Managers' Meetings focused on application of inclusion learning
- Leaders at all levels are engaged in I&D efforts
  - SWAN "We" book panel discussion with male diversity champions
  - Employee Resource Groups have Executive Champions
  - Pilot for reverse mentoring with Employee Resource Groups is underway
- Received Forbes Award in 2019



Stay the path, shifting culture takes time and  
this is your journey.



***“I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.” — Maya Angelou***



