



# **Thought Leadership: Building your Visibility and Impact**

**Dr. Cindy Pace**  
**Global Chief Diversity, Equity and Inclusion Officer**

**Thought Leadership:**

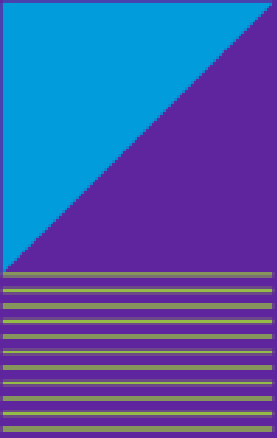
**Building a purpose  
driven platform for  
power and impact**





**Thought leadership** is the position of an individual or organization as an expert in a specific field, and the sharing of innovative ideas, insights, and opinions to influence, inspire, and lead the industry or community.

Source: Google Gen AI

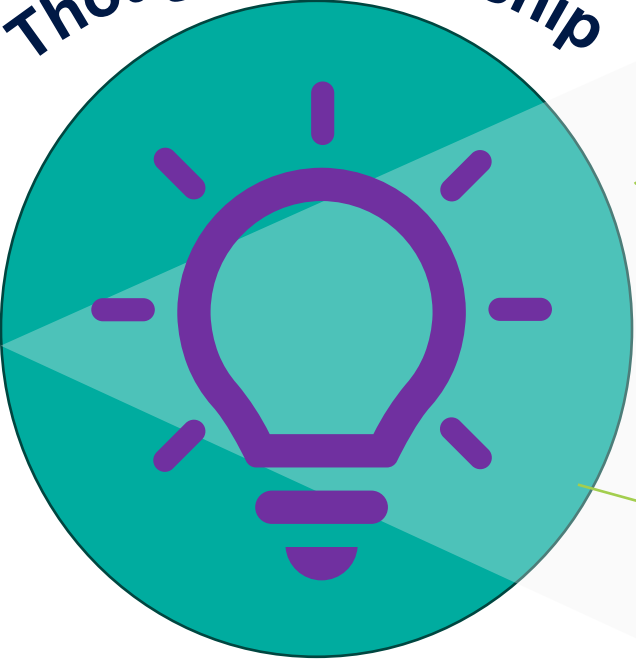


A **thought leader** is someone who specializes in a given area and whom others in that industry turn to for guidance

Source: Google Gen AI

# Building a purpose driven platform

Thought Leadership



Content Creation



Professional Networks



Social Media



# Principles to build your platform

## Keep Learning

*Do your research  
Talk to experts*

## Leverage your network

*Who do you know?  
How can you test your ideas?*

## Don't give up

*Stay focused on your purpose*

## Enthusiast

*What do you know?  
Why would someone follow you?*

## Be Authentic

*Who are you? What's your brand?*

## Communicate

*What tools/outlets do you have available?*

# Your Platform in Practice



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THE SCHOOL ACADEMICS IMPACT ADMISSIONS



## Dr. Cindy Pace On What Makes an Inclusive Leader

HUMAN CAPITAL MANAGEMENT

Dr. Cindy Pace spends her days as vice president and global head of the Diversity, Equity, and Inclusion Center of Excellence at MetLife and her evenings teaching the Inclusive Leadership course in Columbia's Human Capital Management program. She was inspired to bring her DEI expertise to SPS because she saw a need for the next generation of leaders to understand the importance of inclusion. She finds that the professionals she works with "want to be part of a team but don't want to lose their identity."

In a recent interview, Dr. Pace spoke about her new HCM course, Inclusive Leadership, and what it means to bring diverse voices into important conversations.

### What are some of the challenges of creating an inclusive work environment?

Challenges come about when people don't have a solid understanding of inclusion, and if you don't know its value and what it really means, then how can you embody being an inclusive leader? When I teach the class, students will say, "Oh my gosh, that is so simple!" but sometimes the simplest concepts are the most challenging and complex to execute. It is a systemic change that has to happen at three different levels: the individual shift, in groups or teams, and at the organizational level.

### How have your students responded to your Inclusive Leadership course so far?

Dr. Cindy Pace • 1st  
Global Chief Diversity, Equity & Inclusion Officer at MetLife |...

"Your subject line in an email is the new eye contact" - Erica Dhawan

Don't copy paste - Be specific and creative

Consider tone and intention...

More than 1 social justice class to that someone

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## Leadership

Impact Factor: 3.4 / 5-Y

All Leadership Must be Inclusive and Equitable  
Dr. Stefanie K. Johnson, Associate Professor, University of Colorado Boulder  
Dr. Cindy Pace, Vice President, Global Chief Diversity, Equity & Inclusion Officer at MetLife  
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SAVOY



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## How Women of Color to Senior Management

by Cindy Pace

August 31, 2018



Jorg Orsatti/Getty Images

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## DR. CINDY PACE

VP Global Chief Diversity, Equity & Inclusion  
Leading authority on the intersection of diversity and business  
lecturer; podcast host

Dr. Cindy Pace is Vice President Officer at MetLife. In this role, Dr. Pace works with more than 50,000 employees across the company. She is also a frequent speaker at industry events and a sought-after author. Her latest book, *What Women of Color Need to Know To Secure A Seat At The Table*, is a powerful guide for women of color in the workplace. Dr. Pace is also a frequent speaker at industry events and a sought-after author. Her latest book, *What Women of Color Need to Know To Secure A Seat At The Table*, is a powerful guide for women of color in the workplace.

**Summary.** We also know that having women of color in prominent roles at companies is good for the bottom line. The problem is that, to date, companies have not been great at promoting women of color to the highest levels of their organizations. To increase diversity at...

Women of color are a force in the U.S. economy. They are projected to make up the majority of all women by 2060, which means they'll also likely become the majority of the U.S. workforce. They also generate \$1 trillion as consumers and \$361 billion in revenue as entrepreneurs, launching companies at 4x the rate of all woman-owned businesses.

Developing a diverse leadership pipeline can benefit companies in all



## TED & Brightline: Leadership Insights from TED Women 2017

youtu.be

## Action trumps pledges in fight against workplace inequality

In the past year, business leaders made bold promises on diversity. It is time to look at the results.



Make-up: © George Floyd's mother used a catalyst for action © Photo: Tera/Getty Images

Oliverkorn Akademie JUNE 21 2020

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"People have called this a reckoning; people have called this an awakening," says Cindy Pace, speaking of the outpouring of commitments in the wake of the murder of George Floyd last year.

For Pace — who is vice-president and global chief diversity and inclusion officer at the US insurer MetLife, and brings a research-informed approach to her role — what stood out were the pledges. "The pledging wasn't just about words: I pledge to do X, Y and Z. There were pledges focused on mitigating racial inequality that I had not seen before."

CEO Action for Diversity & Inclusion, a leader-driven pledge, now has more than 2,000 signatories. All of them have made or renewed commitments to advancing diversity, equity and inclusion in the workplace through a wide breadth of actions, such as expanding employee resource groups, holding seminars on microaggressions and giving training on unconscious bias.

"In the past year, people focused on conversations; let's talk about race, let's talk about equity," says Pace. But while she agrees that it is important to have a work culture where differences are addressed with candour, that is not enough to drive equity, she argues. "We have to address the systemic barriers in the culture that cause one group to have access to opportunities over others."

A way to discern whether a company's pledges are driving the organisation towards greater equity is to ask what is demonstrably active about the company's initiatives, says Minda Harts, the author of career development book *The Memo: What Women of Color Need To Know To Secure A Seat At The Table*.

One place to start is the company's "About us" page, she says. "You can see the face of leadership changing at many companies but, if you are a person of colour and you do not see yourself in leadership, then that is a problem."

Other companies that also a full view of how a company is advancing towards...



MetLife TTX Community  
MetLife TTX Community Admin • 3rd+  
3mo •

"Challenges come about when people don't have a solid understanding of inclusion, and if you don't know its value and what it really means, then how can you embody being an inclusive leader?"

As both MetLife's Global Chief Diversity, Equity & Inclusion Officer and a professor of the Inclusive Leadership course in Columbia's Human Capital Management program, Dr. Cindy Pace realizes there's a need for the next generation of leaders to understand the importance of inclusion.

Read the full article, "Dr. Cindy Pace On What Makes an Inclusive Leader": <https://inkk.in/eKNntvWa>

MetLife  
TRIANGLE TechX

“When I teach the class, students will say, 'Oh my gosh, that is so simple!' but sometimes the simplest concepts are the most challenging and complex to execute.”

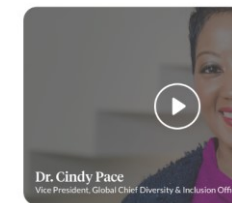
~ Dr. Cindy Pace  
Global Chief Diversity, Equity & Inclusion Officer at MetLife

Landit

MetLife

I have seen the difference in our Landit members - they are goal oriented, they are focused on their strengths, they understand what their weaknesses are but they're not paralyzed by them. Landit gives you real feedback that you need, real data, real insights.

Dr. Cindy Pace  
Vice President, Global Chief Diversity & Inclusion Officer, MetLife



Dr. Cindy Pace  
Vice President, Global Chief Diversity & Inclusion Officer

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