

Driving Awareness for Diversity & Inclusion and Measuring Results

Presentation to the



Presented by:

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Today's Discussion – the Three Rs

1. Revisit history
2. Raise awareness
3. Redirect the future

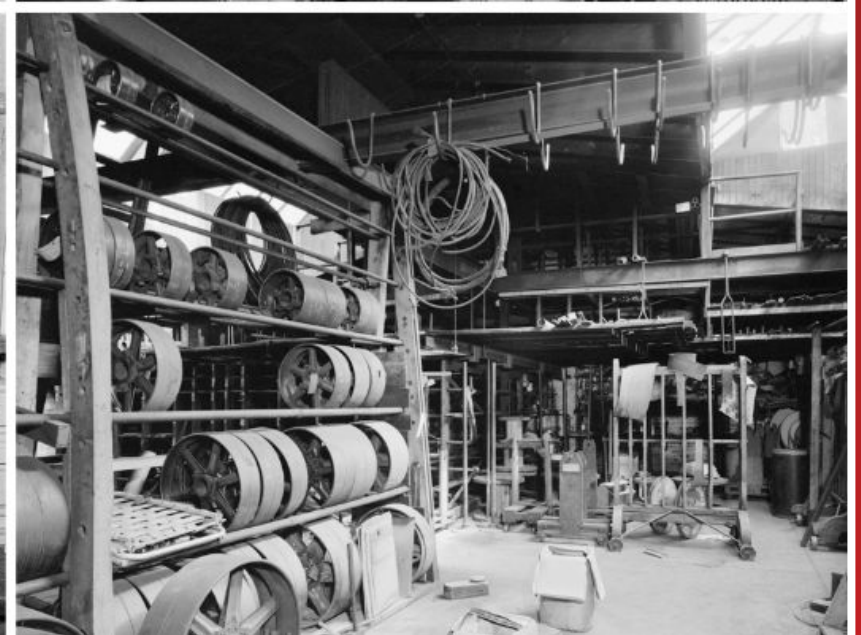
HISTORY REPEATS ITSELF



ESPECIALLY WHEN YOU IGNORE IT

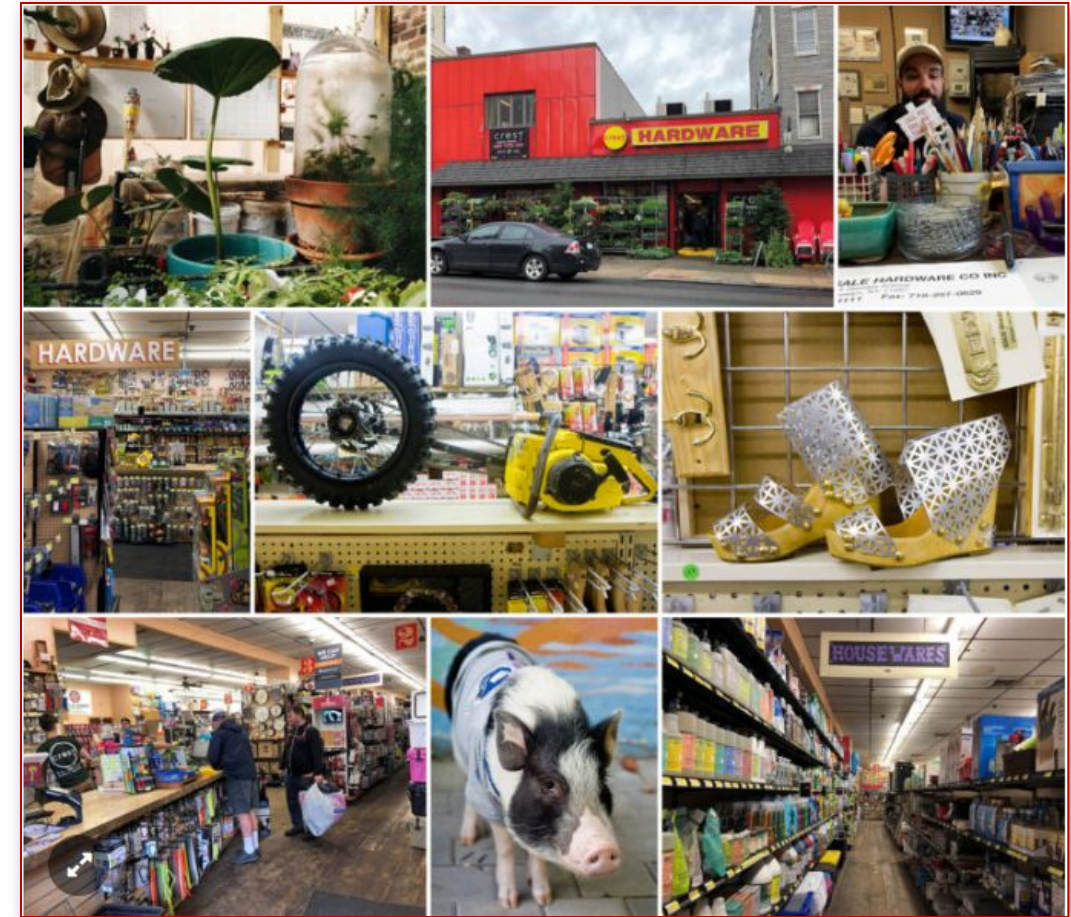
The Hardware Store

Its Historical Significance



The World is Built from Stuff on its Shelves

- “The hardware store holds and organizes the tools, values, and knowledge that bind a community and define a worldview. There’s a material and social sensibility embodied in the store, its stuff, and its service, and reflected in the diverse clientele.”
 - You could buy frames and fasteners for fixing material things, and you could access a social infrastructure that gave shape to the community.



For generations, a community's culture has been reflected by its hardware store



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Hardware Stores Reflect the Community

- The world was built from the stuff on hardware store shelves
 - We appreciate how a building stands up, how electricity gets to the outlet, how water gets in the kitchen sink and out of a flooded basement
- Hardware stores demonstrate that pretty much everything can be made and fixed by **regular people**
- The stores depict a **social infrastructure that gives shape to the community**

The Rise of the General Store



- Emerged in the 18th century from trading posts through settler colonialism
- Grew to standalone buildings with user-friendly tools
- Refocused on home renovation in the 1920s

Changing Times

- In the Jim Crow South, and in some areas of the North, stores were often segregated, and even when black customers were welcomed, there was no guarantee of safety
- **The same conditions that made the general store a powerful space of social ordering could make it dangerous for those who transgressed its codes**



Communities are Comprised of People; And Everyone has a Personal Story

- Our personal stories give us context
- The context helps others understand us and our journey



My Story



My Story: Joining Taft

- I was the second African American partner to join Taft, a conservative firm founded in Cincinnati in 1885



Firm namesake Senator Robert A. Taft



Biases are Triggered by Our Differences

- Biases are automatically triggered by visual and audio characteristics and past experiences (direct and indirect)
 - Stereotype biases disappear when you become an individual



Many Differences are Visible



Maya Angelou
Civil Rights Activist,
Poet and Award-Winning Author



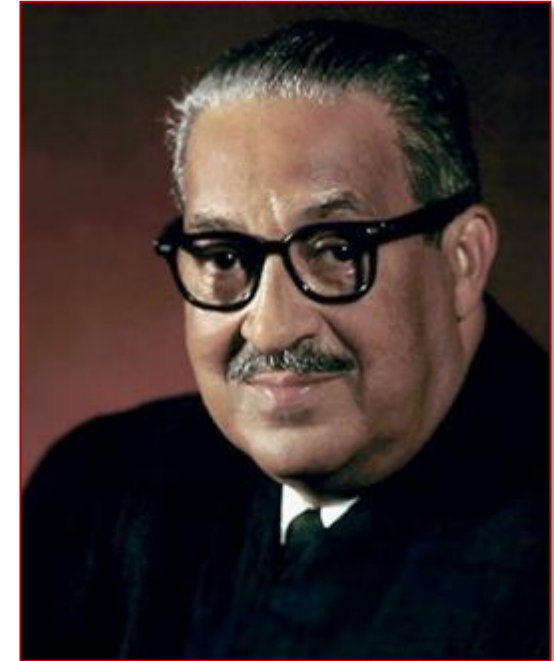
Clemens Vonnegut Sr.
Founder, Vollmer & Vonnegut Retail
Hardware Store (1852 to 1965)



Mae Jemison
American engineer, physician,
and former NASA astronaut



Franklin Delano Roosevelt
32nd President of the United States



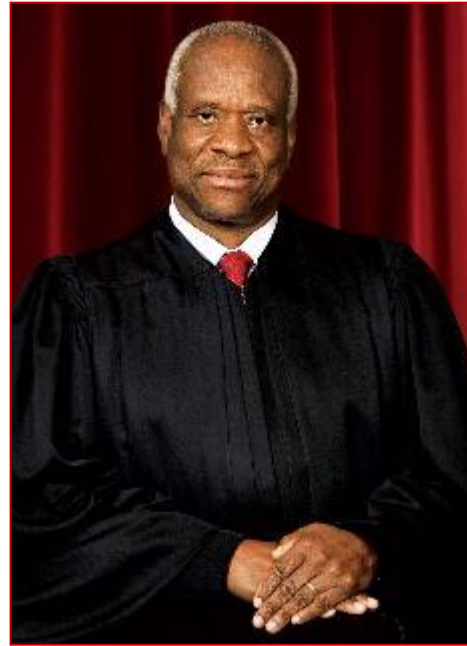
Thurgood Marshall
First African American
Supreme Court Justice

Some Differences are Invisible

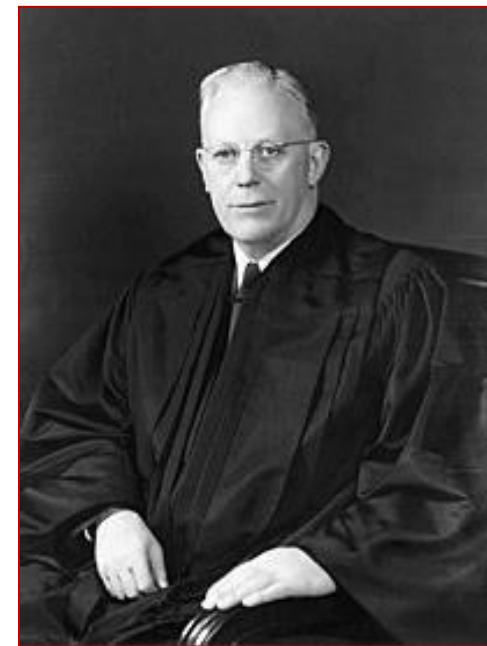
- Invisible differences have to be revealed for us to know that we are different from someone else



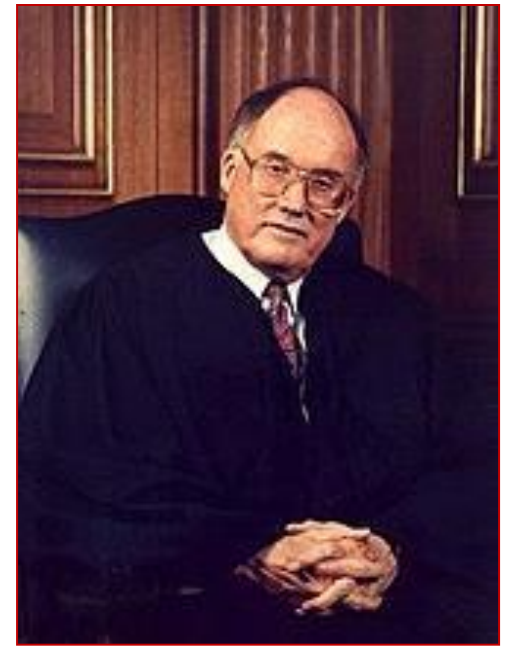
Barack Obama
44th President of the U.S.



Clarence Thomas
U.S. Supreme Court



Earl Warren
14th Chief Justice of the U.S.



William Rehnquist
15th Chief Justice of the U.S.

- Don't assume that you are similar to, or different from, other people

Micro-Inequities: Subconscious Bias

- Subtle, often subconscious signals may reveal a bias or demonstrate the difference between inclusion or exclusion
 - Mixing up names of people from the same racial/ethnic background
 - Intentionally mispronouncing someone's name
 - Avoiding eye or physical contact with a disabled person
- When you pay attention to people, they deserve it, and they will pay attention to you in return



Micro-Inequities: Subconscious Bias



- Walking into a meeting, greeting some people informally and others formally
- Male administrators referred to by title (i.e., Dr.) while female administrators referred to by first name or incorrect title (i.e., Ms.)
- Interrupting some people and not others
- Telling a gay person, “You don’t look gay”

Micro-Inequities: Subconscious Bias

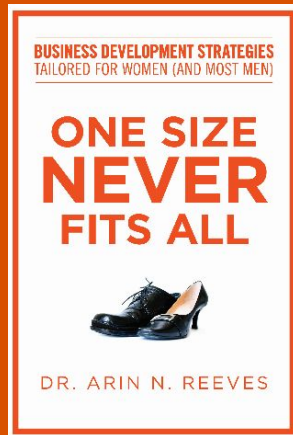
- Question posed to American-born Taft Indianapolis partner, Chou-il Lee:
“Your English is good. How long have you been in the country?”
- Question posed to Chou-il’s Caucasian wife:
“Are your children adopted?”



Taft's Unconscious Bias Journey

- Taft is a professional services firm with 600+ attorneys primarily located in the Midwest
- We conducted firm wide unconscious bias training in 2017 to “interrupt the biases” that are inherent in us
- Dr. Arin Reeves, CEO of Nextions, national speaker, and author, conducted our training
 - We continue to work with Dr. Reeves to update our training program
 - Author, *One Size Never Fits All*

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Unconscious Bias Training Results

- Helped us be purposeful about forming inclusive work teams
- Demonstrated that we have biases and may not even realize it
- Diverse team members help us deliver more creative solutions for our clients
 - Many clients are also mandating diverse teams
- Taft awarded Mansfield Rule Certification Plus status
 - Taft met the rigorous criteria affirming that:
 - At least 30% women, attorneys of color, LGBTQ+ and lawyers with disabilities are in leadership and governance roles, and are considered for equity partner promotions and senior lateral positions
 - At least 30% women, attorneys of color, LGBTQ+ and lawyers with disabilities are included in client pitch opportunities

Taft's Unconscious Bias Training **Outcome**

Training influenced how we:

- See the world
- Interact with our peers
- Form our client teams
- Engage our clients
- Contribute to our communities



Taft's Unconscious Bias Training Outcome

“I had never considered that bias is really a form of a shortcut – not the best approach to serve a client.”



Taft's Unconscious Bias Training Outcome

“Appreciated the psychology and science behind why we do what we do – hard to say how much of this is bias or just instinct, but I appreciated the research and background.”



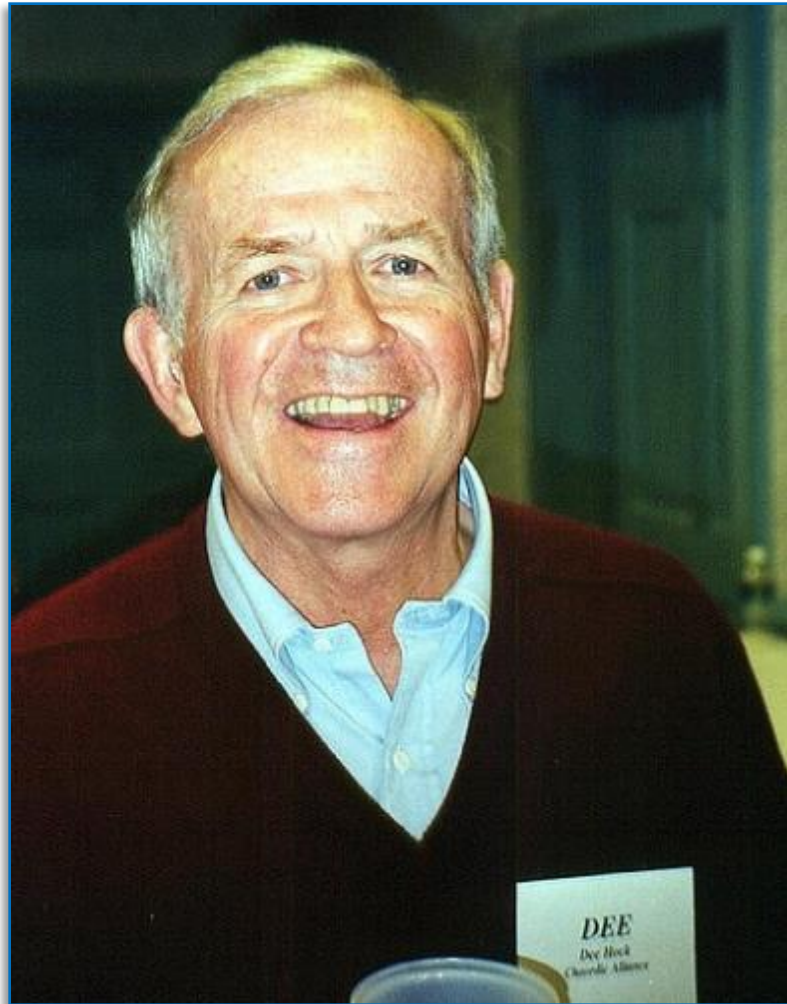
Taft's Unconscious Bias Journey

Taft's Diversity Retreat Overview

- Dinner reception at the National Underground Railroad Freedom Center
- Keynote presentation “Success by Design” by Dr. Arin Reeves
- Panel discussion with five major clients facilitated by Dr. Reeves
- Conducted a professional development session for the Urban League of Greater Southwest Ohio



Diverse Teams: Hiring



“Never hire or promote in your own image. It is foolish to replicate your strength and idiotic to replicate your weakness. It is essential to employ, trust, and reward those whose perspective, ability and judgment are radically different from yours.”

— Dee W. Hock

Founder and former CEO of Visa

Diverse Teams: Hiring Process

- Break with conventional wisdom
 - Get “less comfortable” with your team structure
 - Hire and engage others from outside your peer group
 - Assemble a diverse hiring panel to demonstrate the breadth of your organization’s talent
 - Gives added perspective throughout the decision-making process

Birds of a feather stick together...
...and produce the same results
over and over, and over....



Employment Decisions are Life Decisions

- Candidates study corporate diversity policies, personnel profiles, affinity groups, and company activities
- They want to join a company where they feel accepted and can contribute their talents



Diverse Teams: Millennials – Who Are They?

- Millennials are born between 1981 and 1996 (ages 23 to 38)
 - Most were ages 5 - 20 during the 9/11 terrorist attacks and old enough to comprehend its historical significance
 - Grew up during the wars in Iraq and Afghanistan, which contributed to the political polarization shaping political environment
 - Most were between 12 - 27 during the 2008 election and helped elect the first black president
 - Most racially and ethnically diverse adult generation in the nation's history – until Generation Z (born after 1997)



Diverse Teams: Women – Their Issues

- 75% believe that paid parental leave, flexible work hours, and part-time work policies are central to advancing senior women
 - Address family responsibilities by rejecting the stigma that can attach to need for flex time or part-time policies, support childcare and senior care, and personal issues
- If people actually want to make sure that women and diverse personnel advance and succeed, there has to be a clear commitment and strong leadership from the top

Women in the Home Improvement Industry

- Research shows that women excel at rapport-building because of their strong emotional intelligence and empathy
- Tremendous shift in the women's role in home improvement over the past 20 years
 - From planning, to buying the products, to actually doing the work, women are taking a hands-on approach
 - Generation X and Y women are more inclined to do the improvement work themselves, a sign of their increased confidence and growth



Top Rated Retailers for Customer Service



Chain Store Age Magazine awarded **Ace Hardware** as a Top 3 Retailer in 2019

- 5 other retailers received Top 10% ratings:
 1. Sams Club
 2. O'Reilly Auto Parts
 3. True Value
 4. Amazon.com
 5. Dollar Tree



Top 5 Customer Service Attributes

1. Customer Service Vision
 - “The Helpful Hardware Place”
2. Deliver on the Vision
 - More than just smiling
 - Provide knowledgeable assistance
 - Customers get all they need at one time
 - Builds trust and confidence and repeat visits
3. Mystery Shoppers
 - Ensure reps meet service standards
4. Know your customers
5. Know the \$\$ value of your customers
 - Repeat customers bring lifetime value to the stores
 - Helps reps make better decisions

Managers: Beware Pitfalls of Bad Behavior

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Avoid Workplace Harassment Claims

- Discrimination is prohibited by federal and state law
 - Title VII of Civil Rights Act of 1964
 - State anti-discrimination statutes
 - City ordinances
- Discrimination with respect to a person's compensation, terms, conditions, and privileges of employment because of that person's protected characteristic is unlawful

Unlawful Harassment

- Harassment is a form of employment discrimination prohibited by federal and state laws
 - Imposes an unwanted condition on a person's employment because of that person's legally protected characteristic
- Sexual harassment is unwelcomed sexual advances, requests for sexual favors, and verbal or physical conduct of a sexual nature
 - Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment

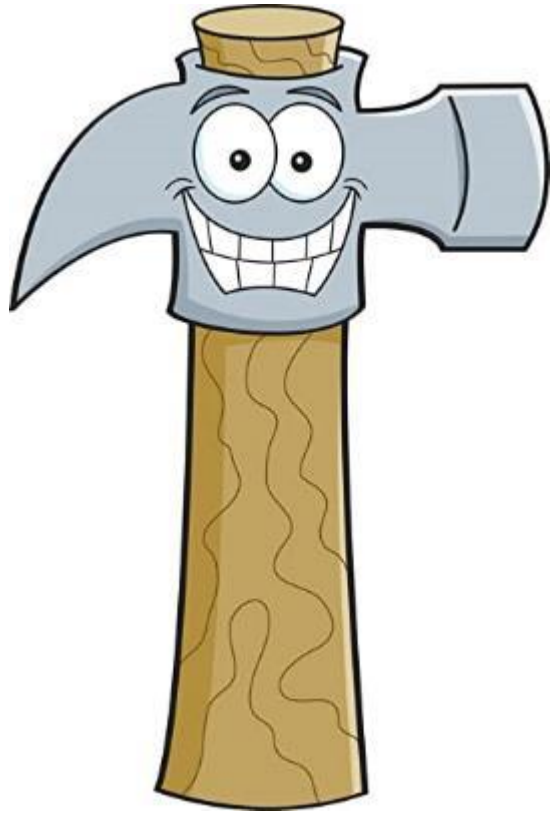
Sexual Harassment Claims

Who can make the claims?

- Any employee
 - Male, female, gay, straight, bisexual
- Vendors
- “Same sex” harassment claims are permitted



Good Workplace Etiquette



- Requires one to act with civility
 - Civility is the social norms and rules created by society that if followed will allow employees to positively and productively relate with others
- Key words associated with “good workplace etiquette” and “civility,” include:
 - Respect, courtesy, tolerance, manners, politeness, consideration and sensible

Stats Show Diversity Works

- Diversity is an actual competitive differentiator – a strategic positioning tactic that an organization can use to advance its market position
 - Companies in the top quartile for ethnic diversity outperform their competitors by 35%
 - Companies in the top quartile for gender diversity outperform their competitors by 15%
- Diversity of thought leads to innovative practices

Questions?



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