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Culture Change:

**Everything, Everywhere, Everyone
Inclusion every day - Intel**

By Catherine McGregor



Changing

MCCA has partnered with leading law firm Paul Hastings to examine how culture change regarding inclusion and diversity can practically be achieved. In the second of our case study reports into culture change and inclusion and diversity in leading legal teams we examine the work being undertaken at Intel.

There have been many surveys and reports which show in clear hard numbers the fact that diverse organizations are proportionately much more successful than non-diverse ones. Yet it can also seem that this maxim of diversity and inclusion making business sense is becoming bandied about all too easily; often without any real depth or action to back that pronouncement up.

The story of creating a diverse and inclusive culture in Intel's legal department is of two strands; one which leads to greater effectiveness through the other. The first is allies and the importance of having truly committed, white, cisgender men in leadership to affect change - in other words, the importance of having inclusive leaders. The second is to weave inclusion and diversity into all your

processes and practices. Diversity and inclusion is not a "nice to have" or the icing on the cake: it has to be the bedrock of your organization.

Both of these together are key to really changing culture and the two are inextricably intertwined as Su Suh, who is Chief of Staff for the Legal Team and oversees its diversity and inclusion efforts, explains:

"I think the most important factor in our journey to change has been having allies such as Allon Stabinsky, our Chief Deputy General Counsel and our General Counsel Steven Rodgers. What having these allies does is allow us to work on the second strand, which is key to achieving successful culture change - giving us the opportunity to embed inclusive practices in the way we do everything."

In this article (which is based on extracts from the



longer case study on culture change in Intel's legal department), we will consider how Intel successfully uses allies to help achieve its everyday changes in inclusion and diversity.

THE BACKGROUND: BIG AUDACIOUS GOALS

How do you even begin? An aspiration or a big audacious goal could be the answer.

In 2015 the then CEO of Intel Brian Krzanich took to the stage at the annual Consumer Electronics Show in Las Vegas and used it to call out the tech industry and its dismal diversity performance. He announced that Intel would be investing \$300 million over the next five years to help build a pipeline of women and under-represented minorities in tech. The company also intended to have full representation at all levels of its U.S. workforce by 2020, so that its workforce demographic would reflect the demographics of the wider U.S. population who enter the engineering profession.

"That means a significant increase in hiring, progression and retention of women and minorities in the workplace," Krzanich told the crowd during his keynote speech. "We will measure and report progress on a regular basis and with



full transparency and we will hold our leaders accountable by tying their pay to our progress." The program had to be multi-faceted to be successful; as Chief Deputy General Counsel Allon Stabinsky comments, "We are an engineering company so there's certainly a focus on the data which shows us the business results. But true culture change has to come from speaking to the heart and the brain."

The company set about to meet this challenge by working with education partners from K-12 up to college level as well as partners from groups such as Feminist Frequency, the National Center for Women in Technology and the International Game Developers Association.

Intel has now achieved its audacious goal some two years ahead of target. A significant driver for this success was the fact that leaders truly bought into it, because to succeed, diversity and inclusion has to be owned by leaders. It has to permeate everything a company does. As Chief Diversity and Inclusion Officer, Barbara Whye comments:

"I'm most proud that Intel diversity and inclusion goals are incorporated in our company business goals. Our diversity and inclusion metrics are incorporated into our company's strategy, annual

The attitude of diversity and inclusion being integral to everything has permeated into Intel's legal team, but as with the wider company it needed leaders and allies to make this really take root.

performance goals and bonus structure. Diversity and inclusion cannot be treated as an add-on. It's an integral part of how we do business."

ALLIES

The attitude of diversity and inclusion being integral to everything has permeated into Intel's legal team, but as with the wider company it needed leaders and allies to make this really take root. As is being recognized in a range of different situations pertaining to inclusion, the involvement of white, cisgender, male leaders is fundamental to success. When white, cisgender men engage in diversity, it tangibly demonstrates that this is everybody's problem, not just someone else's issue. It's not without dangers however: there have been some well documented examples of diversity discussions featuring only white, cisgender men, which ultimately end up missing the mark and smack of "mansplaining" or of diverse individuals feeling their safe space is being hijacked once again by the majority.

But, like it or not, white, cisgender men still make up the majority of leaders and without engaged leaders change won't happen. Part of this is due to the very fundamental fact that full scale change needs resourcing and leaders control budgets.

Su Suh manages the diversity and inclusion program office supporting the department's diversity programs. She also works as Chief of Staff to Chief Deputy General Counsel Allon Stabinsky. The two roles are not at all mutually exclusive as

Su explains:

"I was lucky enough to be chosen to be chief of staff to Allon Stabinsky, and one of the key reasons he chose me for that role is because of my experience in diversity and inclusion. Allon wanted to build an inclusive practice into all aspects of the way he manages the department. Critical to building an inclusive culture is having an ally: someone in power, more often than not a white, cisgender man who believes and is ready to dedicate resources and support."

The evidence shows that when men are deliberately engaged in gender inclusion programs, 96% of organizations see progress – compared to only 30% of organizations where men are not engaged.

Discussing the effect of allyship on gender equality programs, W. Brad Johnson and David Smith writing in Harvard Business Review assert that, "Without the avid support of men, often the most powerful stakeholders in most large corporations, significant progress toward ending gender disparities is unlikely. What's at stake? A study by McKinsey projects that in a "full potential" scenario in which women participate in the economy identically to men, \$28 trillion dollars (26%) would be added to the annual global GDP when compared to the current business-as-usual scenario."

This can be further extrapolated out to include all minorities, as McKinsey's research has again shown that the business advantages for ethnicity and gender inclusivity are almost double those for gender parity alone.

What's significant in considering the role of allies at Intel's legal Department is that efforts are being undertaken to engage everyone through everyday actions, which we will discuss later, and that there are allies and sponsors who are in the most influential positions of leadership. That's what is termed Inclusive leadership, which has been a key area of focus for MCCA since 2018.

INCLUSIVE LEADERSHIP

MCCA and executive search firm Russell Reynolds Associates (RRA) have collaborated on research benchmarking inclusion in the legal profession and considering best practices in inclusive leadership to create an inclusive culture.

What is inclusive leadership? RRA defines inclusive leadership as: "A set of proactive behaviors that leverage the unique attributes of each person in the workplace with the goal of enhancing overall performance."

While comprehensive recognition and support of an inclusive workplace by leaders is needed, ultimately it's how the day-to-day experience of working there feels for those who are in the minority that will determine whether a culture is truly inclusive or merely paying lip service.

"Inclusion focuses on actively embracing diverse perspectives and changing the culture to reflect them, rather than simply hiring diverse employees and expecting them to fit into the existing culture. Importantly, any leader or employee can contribute to inclusion, regardless of background or demographic. Yet the measure of a culture's inclusivity ultimately lies with employees, and in particular, with those who have traditionally been marginalized."

According to their report on Inclusive Leadership, MCCA and RRA suggest inclusive leaders excel in four key areas. They bring awareness and clarity to problem areas, they practice courageous

accountability to help resolve those problems, they empower others, and they foster innovative collaboration to unlock the unique contributions of each person in a group.

One of the first step in allyship and the related inclusive leadership practices is recognizing the problem, bringing awareness and clarity to it and seeing the true lived reality of that - not merely a partial understanding from a position of privilege.

As we began to explore the above, it is to be noted that there are different versions of allyship and some are more successful than others. But to be truly successful, an ally or an inclusive leader has to be intersectional. That's particularly true in regards to inclusive leadership, where leaders need to be both allies and sponsors of change.

Allyship has more commonly been discussed regarding gender but it's an important factor for all groups. A common complaint about many gender-based initiatives in workplaces are that they are not intersectional and are instead often skewed towards the experiences of white, cisgender, heterosexual, middle-class women. As MCCA and the ABA Commission on the Profession Research from 2017 *You Can't Change What You Can't See* showed, women of color fare the worst. So allyship has to be intersectional and be open to broadly supporting ALL difference, not the just those differences that feel comfortable or easy to deal with.

The issue of race can be a particularly difficult one to bring successful allyship to as there can be multiple layers of discomfort and fears around appropriation and the "white savior" complex. In the U.S. this conversation can feel much more fraught because of the history and legacy of slavery and segregation. The dialogue of race has been controlled by the dominant culture, and it's often a conversation where huge swathes of experience are denied. In her seminal 2014 blog post, "Why I'm No Longer Talking to White People About Race", which was turned into a book in 2017, jour-



Mike Labbee

nalist Reni Eddo-Lodge started that this was due to the majority of white people not accepting the presence of structural racism and its symptoms.

"It's a lifetime of self-censorship that people of color have to live. The options are: speak your truth and face the reprisal, or bite your tongue and get ahead in life. It must be a strange life, always having permission to speak and feeling indignant when you're finally asked to listen. It stems from white people's never questioned entitlement, I suppose."

LISTENING

A key starting point for successful allyship then is being able to hear the reality of other people's truths. That doesn't mean you need to feel you have lived them because that can never happen. Even an immersive virtual reality experience like the Thousand Cut Journey, pioneered by Stanford and Columbia University, cannot give more than a tiny fraction of understanding the experience. In MCCA and RRA's Inclusive Leadership Research, knowing other's histories and truths and being able to share your own is an important piece.

For many allies, that comes from an essential



Su Suh

sense of fairness and justice. Su Suh explained that this is the case with both Steven Rodgers, Intel's General Counsel and Allon Stabinsky. But many allies can also tap into their own stories and experiences, which help them to empathize and clearly see the issues that need to be addressed to promote greater inclusivity for all.

Allon explains that there are two factors which led him to recognize the importance of diversity and inclusion: "The first is equality and fairness. And the second is my unique childhood where I both was a beneficiary of inequality and a victim of it."

For Allon, his personal journey began growing up Jewish in South Africa, the child of an Israeli father and a German non-Jewish mother, "Which in itself is an object lesson in seeing beyond difference," says Allon wryly. However, layer in the unique experience of apartheid where racial discrimination was institutionalized and was the very foundation of society: Allon was privileged on the one hand through not being black but as Jews his family were not entirely welcomed by the right wing Protestant government in South Africa at that time. So being the subject of discrimination and living in an environment built on discrimination

gave him the foundation to begin to understand others' experiences,

As Su explains, "This reflects in his strong sense of justice in and around things like our demographics, but it's more than just numbers - Allon has a learning and growth mindset. Consequently he has been very open and supports others across all genders and races."

But how can another organization approach allyship in a way which strikes the right balance and does not invoke the notion of the white male savior coming to the rescue?

While his role has been significant in driving change in the legal department, Allon believes firmly that the first responsibility of an ally is to step back and listen. "I think it's useful to apply the Spiderman mantra here: "With great power comes great responsibility." As a leader it cannot be just about changing numbers and quotas but about changing behaviors: leaders are critical in changing behaviors and therefore the culture," Allon explains.

But it has to be approached with great sensitivity, and in Allon's case this involved taking a long hard look at his own behaviors.

"How you approach culture change for diversity and inclusion is different from other kinds of change," Allon clarifies. "You have to approach it in a different way with different level of sensitivity. As a leader in many situations there is a lot of pre-

sumption on you that you know the answer, but

because you do not see the world in the same way as your team."

For Allon "It was fundamental to approach this with humility and vulnerability and work in a more collaborative bottoms up approach instead of tops down. Listening was key. "For me it was a wake-up moment."

A significant starting point was looking firstly at his own style of leadership which he says is being wired to take charge. "I did one of those leadership value assessments with my coach where you look at 360 degree input and it was incredibly helpful. Some of my values were broadcasting too loudly and drowning out others' views: this taught me I need to change the way I behave in meetings and the way I work in personal interactions. The key learning was that I need to listen more: my natural inclination is to get the problems out there and vigorously attack them but not everyone is comfortable with that."

Thinking and listening to a diverse range of viewpoints on Allon's approach has led Allon to do is change his style. "Now I take a more backseat approach and let others be empowered including letting them speak at the table first. Previously, by owning the debate too much from the start by setting my position too clearly, I also stopped alternative views coming out. Allowing that to happen

"You have to approach it in a different way with different level of sensitivity. As a leader in many situations there is a lot of presumption on you that you know the answer, but with inclusion and diversity it doesn't work that way because you do not see the world in the same way as your team."

A Word from Paul Hastings

“We are focused on changing the culture of the legal industry and creating an inclusive environment for our talent. We know that to achieve this for our firm and our industry, we need strong leader allies to move the needle. Allyship is integral to pushing these efforts forward and to broadening this discussion.”

Greg Nitzkowski, Paul Hastings Managing Partner and Diversity Council Co-Chair

means we get better results from the benefit of different viewpoints at the table.” He has not just confined this change to himself but has ensured that running meetings in an inclusive fashion is something everyone in the legal team needs to do. A large part of this has been driven by the work of Leading Edge, the group in the legal department at Intel that focuses on empowering women to move into leadership roles.

WE4SHE

While there’s increased rhetoric around inclusion, too many organizations still miss the mark on equality and inclusion efforts by focusing initiatives solely on those who are diverse. Employee Resource Groups (ERG) are often the first port of call for many organizations. While these are important in many aspects there can be a downside if these are not configured within the wider matrix of building an inclusive organization. ERGs can end up functioning almost as a form of ghettoization which fails to

address systemic structural causes and ends up reinforcing the perception that these are issues that white, cisgender men, or the majority of leaders don’t really need to think about.

As discussed above, the legal department leadership at Intel is making very strong efforts to have inclusive leadership and promote allyship to show this is everyone’s problem and that inclusive practices need to be everywhere. A good example of how this has been practically achieved has been the We4She initiative which is part of Leading Edge, the department’s leadership program for women.

The We4She initiative followed the global solidarity impact initiative He for She. He for She was started by the UN in 2014 and aimed to bolster efforts by men to support efforts for gender equality, recognizing that without the involvement and commitment of men, that change would be much slower or not happen at all in some cases.

We4She and Intel’s ally program called AllyNation set out with similar aims: recognizing

We4She Pledges for Gender Equality

Include women when forming teams

Be a sponsor or mentor to a woman

Solicit women's opinions during meetings

Speak up when women are excluded or
discriminated against

Call out others who restate a woman's idea
as their own

Create or seek out development opportunities
for women

Promote managers who role model inclusion

Urge qualified women to apply for open
(including stretch) positions

Support workplace flexibility for working
mothers (and everyone else)

Acknowledge and discuss unconscious
gender bias



LEADING EDGE
Law & Policy Group



that gender equality and advancement for more women into leadership were issues that men had to be involved in solving. Karol Goh, legal counsel in Intel's Singapore Office who heads up Leading Edge, explains that He for She (which became We4She to be more inclusive), has been a game changer in assisting the equal treatment and advancement of women in the legal team.

"We have corporate driven goals which trickle down to the different departments and allyship has been a huge focus. The We4She team leads the effort for increasing allyship in the legal department. It's definitely been more than just signing up - it's really called for demonstrating support. The move from He For She to We4She was to demonstrate that everyone needs to be agents for equality."

It's important that the initiative itself displays this inclusivity, Karol feels, and as such it's currently run by a female and a male lawyer. Having a man involved was deliberate, she explains, as it helps focus in their viewpoint as well.

In terms of day-to-day programs that tangibly demonstrate this viewpoint, the legal department has created We4She Champion awards which are given every six months. The legal team nominates and then awards someone who has demonstrated inclusive behaviors, and recognizes both men and women who are supporters of women's development. These awards are more grassroots awards and are often rooted in everyday interactions and behaviors; again showing that inclusion has to be everywhere and day-to-day rather than something extraordinary.

With its specific aim of moving more women into leadership and gaining greater gender equality, it is inclusive leadership and being an ally that has helped moved the needle on the We4She initiative. "It's this tone from the top that has been fundamental in advancing the message that this really matters," notes Karol. "Our We4She executive sponsor is Chief Deputy General Counsel Allon

Stabinsky and it has been really key that he shows his support tangibly by actively participating in We4She events. He has also encouraged members of the legal department to be better allies. It's fundamental that this is not just lip service."

EMPOWERING EVERYONE: EVERYDAY BEHAVIORS

As discussed earlier, what's really at stake in creating an inclusive culture is making everyone feel that they belong. One of the challenges with creating truly inclusive cultures and getting those who are not diverse to tangibly support this is the fact that many non-inclusive behaviors can be small and hard to define. These micro-aggressions or lack of awareness may also be harder to recognize if you have not been on the receiving end.

Sometimes these small cultural cues can be fundamental to the success or failure of culture change in regards to inclusivity because they speak to the everyday, not to the exceptional. This gets to the heart of cultural change, dealing with what Management Psychologist John Amaechi has called "cultural littering", where the lack of proactive intervention when there's bad behavior means this becomes normalized as part of the culture. One of Amaechi's favorite sayings is: "People make choices, choices make culture."

This aspect of culture change has been a focus for Intel's legal team, specifically for the Leading Edge group. One of the group's tools which has helped bring greater awareness of the everyday behaviors which can impact inclusivity in the workplace is the creation of posters which detail ten behaviors that can help lead colleagues to behave in a more inclusive way.

SuSuh feels that this consideration of the everyday behavior, such as how a meeting is being run, has been a transformative part of the way inclusion is now approached. "As Chief of Staff, Allon has been



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very clear to me that we run meetings inclusively making sure everyone feels empowered to speak, not interrupting colleagues and not appropriating colleagues' ideas. Slips are treated contextually. But there is definitely a sentiment in and around accountability and thinking about what you do."

This way of approaching meetings has had broader repercussions beyond just gender inclusivity, says Mike Labbee, Co-Chair of the legal department's diversity and inclusion committee. "Thinking about how you run meetings has been informative on a range of levels. One issue is we are this sprawling company with offices all around the world so meetings are generally done over the phone as people may be in different cities and countries. It can be challenging to feel engaged in some of those meetings."

Mike explains that this issue was first covered in a legal department summit as a topic of how

you overcome inherent bias and make sure there is engagement in meetings. "One of the suggestions was when you have a teleconference and some people are in person and some are on the phone, make sure you ask for opinions and ideas from people on the phone first. It's a little thing but it made a really big difference. People don't check out when they are on the phone because they know they are being engaged."

In terms of more obviously diversity-related outcomes, by pointing out common issues such as women's ideas being appropriated or minority colleagues being spoken over it's making people think about all the small behaviors that can make a difference, both positively and negatively.

As Mike points out: "It's just become how we do things. It's a good example of ways in which our culture has changed in subtle ways that are really effective."