



PARTNER INTENSIVE

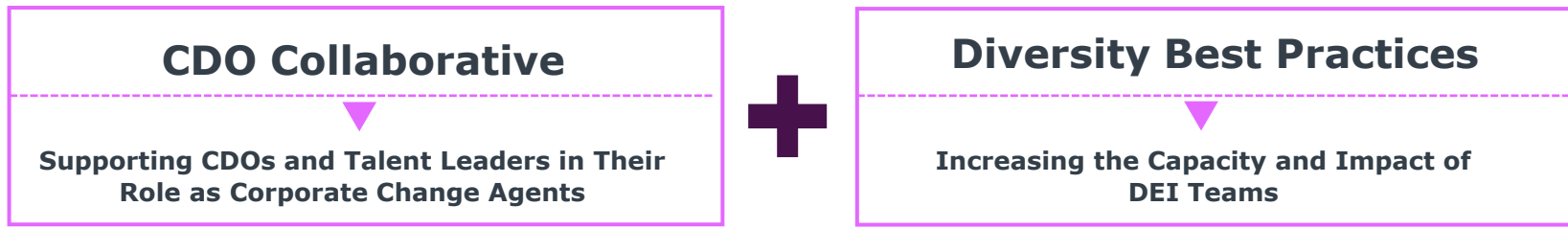
Actionable Strategies for Building an Inclusive Talent Lifecycle



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she/her

Solutions to Support Changing DEI and Talent Needs



Three Pillars of Service to Help DEI and Talent Leaders Effect Change



Research and Insights

Tactical guidance from our extensive library of best practices and custom research to answer your unique questions



Peer Events

Virtual, hybrid, or in-person networking and professional development events



Expert Advisors

Direct access to a team of 25+ researchers and experts to extend the reach of your teams

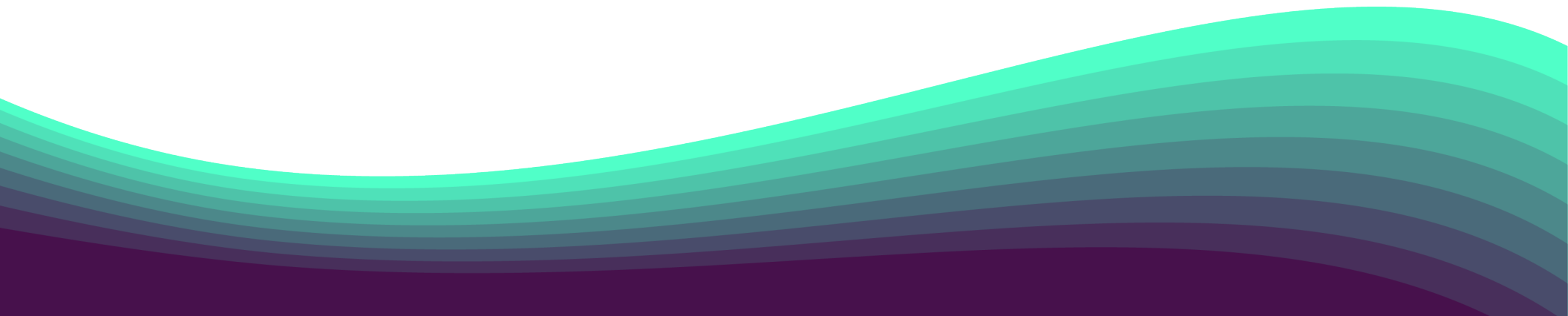
- 1 The Benefits of an Inclusive Talent Strategy
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- 4 Key Considerations
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The Benefits of an Inclusive Talent Strategy



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The Benefits of an Inclusive Talent Strategy

Overwhelmingly, diversity, equity, and inclusion offer a competitive advantage

Higher Engagement

Employees who feel included within their organizations are about **3x more likely** than other peers to feel excited by and committed to organization missions.¹

Better Decisions

Inclusive teams are **87%** more likely to make better decisions than non-inclusive ones²

Better Retention

When leaders successfully create psychological safety at work, retention increases by more than **4x** for women and underrepresented employees by **5x** for people with disabilities; and by **6x** for LGBTQ+ employees

Better People Relations

22% Less turnover achieved by companies that incorporate DEI into the workplace experience⁴

Increased Innovation

Companies with diverse associates have up to **20%** higher rate of innovation and **19%** higher innovation revenues⁵

Increased Financials

Gender and Ethnically-Diverse companies are more likely to outperform their peers by **25%** and **36%**, respectively⁶

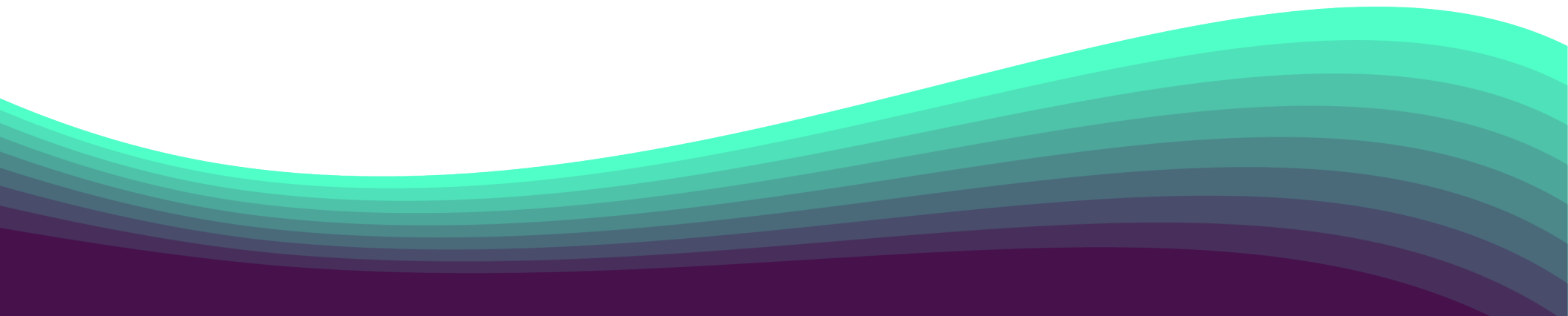
1. [McKinsey](#) 2. [KelloggInsight](#) 3. [Boston Consulting Group](#) 4. [Deloitte](#)
5. [World Economic Forum](#), 6. [McKinsey](#)



The Talent Lifecycles

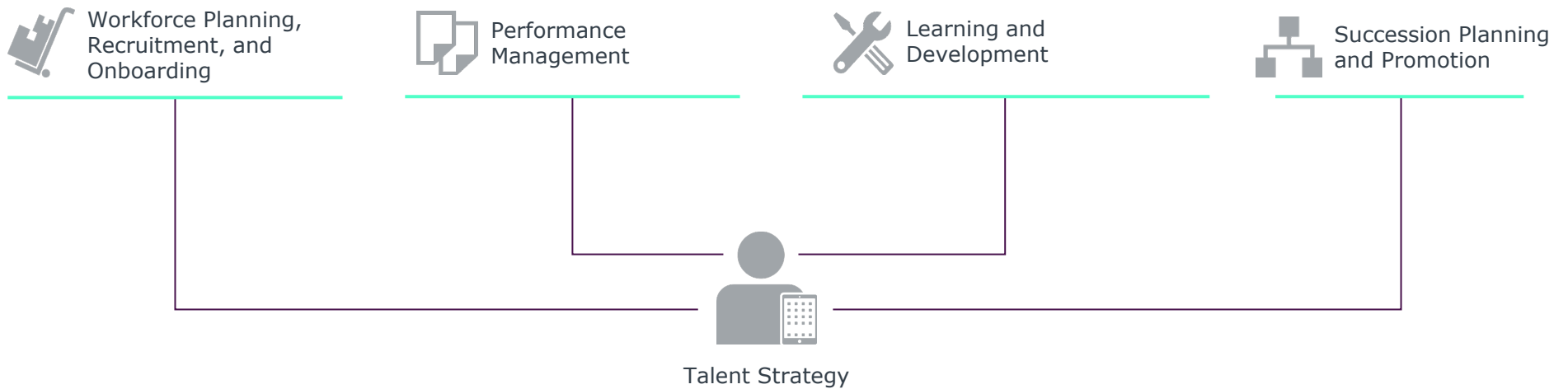
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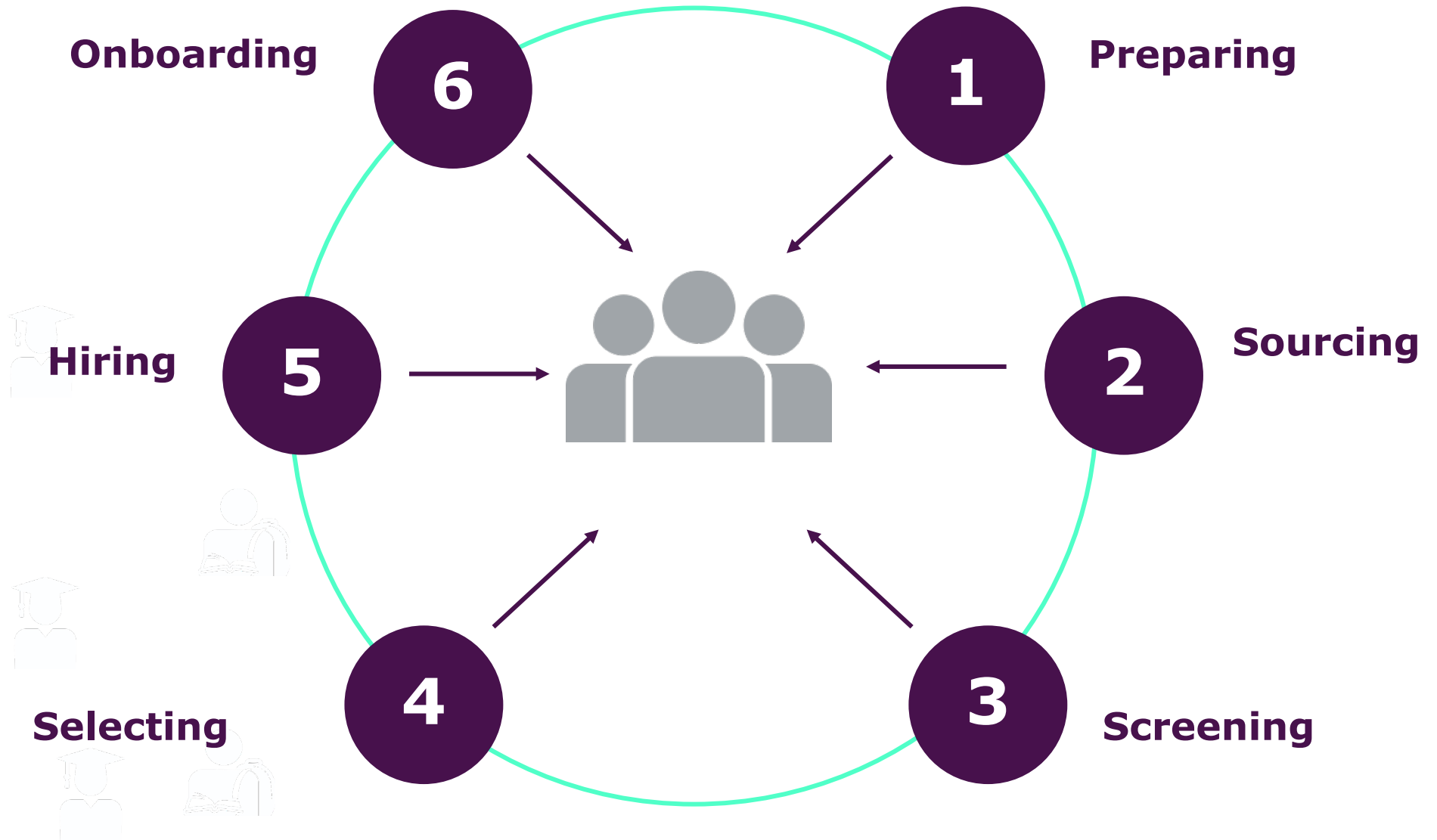
Inclusive Talent Management

Key Components of Talent Management

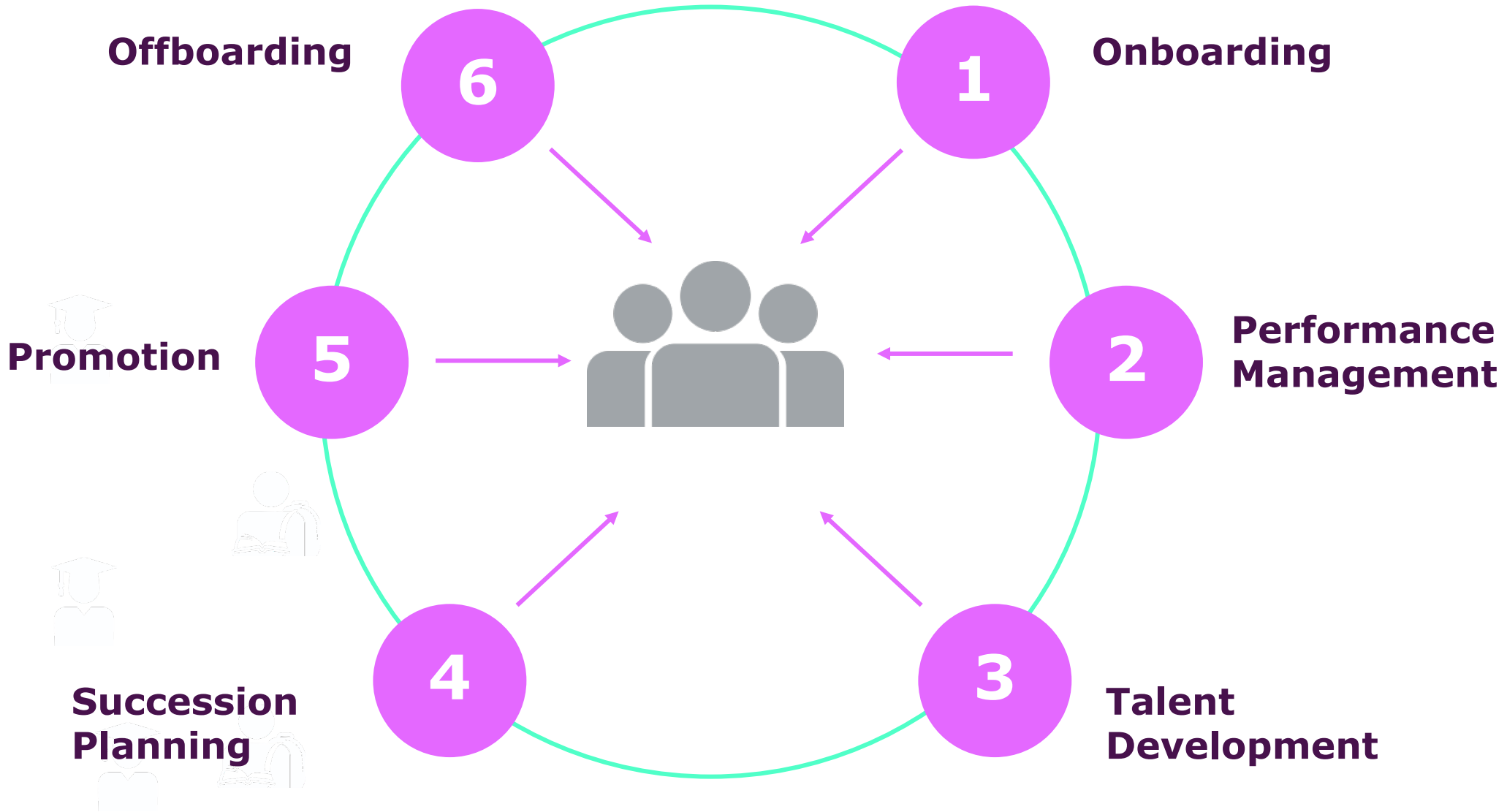


Talent management is the strategy that drives each stage of the lifecycle. It is the ongoing process of recruiting, engaging, developing, and retaining employees.

The Recruitment Lifecycle



The Talent Lifecycle





Infusing Inclusion Into the Talent Lifecycle

Onboarding

Employees who have a positive onboarding experience are almost three times as likely to feel prepared and supported in their role.¹



Share Your Commitment to DEI

Introduce employees to your DEI initiatives and culture



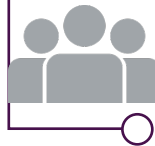
Extend Support to New Employees

Provide the time and support needed to develop relationships and get acclimated to the job



Get ERGs Involved

Connect ERG members with new hires to build community



Incorporate Feedback

Strategic surveying, entry interviews, and key metrics help determine what is and isn't working



Engage Middle Managers

Ensure managers are equipped to offer professional support to new employees



1)Source: [HBR](#)
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Performance Management

Performance Management processes should be thorough, data-driven and ongoing



Audit your performance management process for bias, fairness, and equity



Establish transparent and consistent criteria and processes for evaluating employees



Conduct stay interviews to track the needs of high-performing employees

Talent Development

Key Elements of Talent Development for People Managers

Phase 1

Onboarding

First 90 days of employment

- Immediately address career pathing with new hires
- Encourage involvement with ERGs
- Participate in entry interviews
- Discuss professional development benefits (i.e. education, internal L&D offerings, etc.)

75%

Of Seramount Inclusion Index companies hold managers accountable for developing high potential women, and underrepresented employees

Phase 2

Ongoing Development

Integration into company culture

- Offer development opportunities and programs to *all* employees
- Encourage mentorship and sponsorship, especially of underrepresented employees
- Develop and communicate clear reskilling/upskilling strategies
- Recognize contributions of ERG leaders

45%

Of corporate executives from Seramount Inclusion Index companies serve as formal sponsors for underrepresented employees

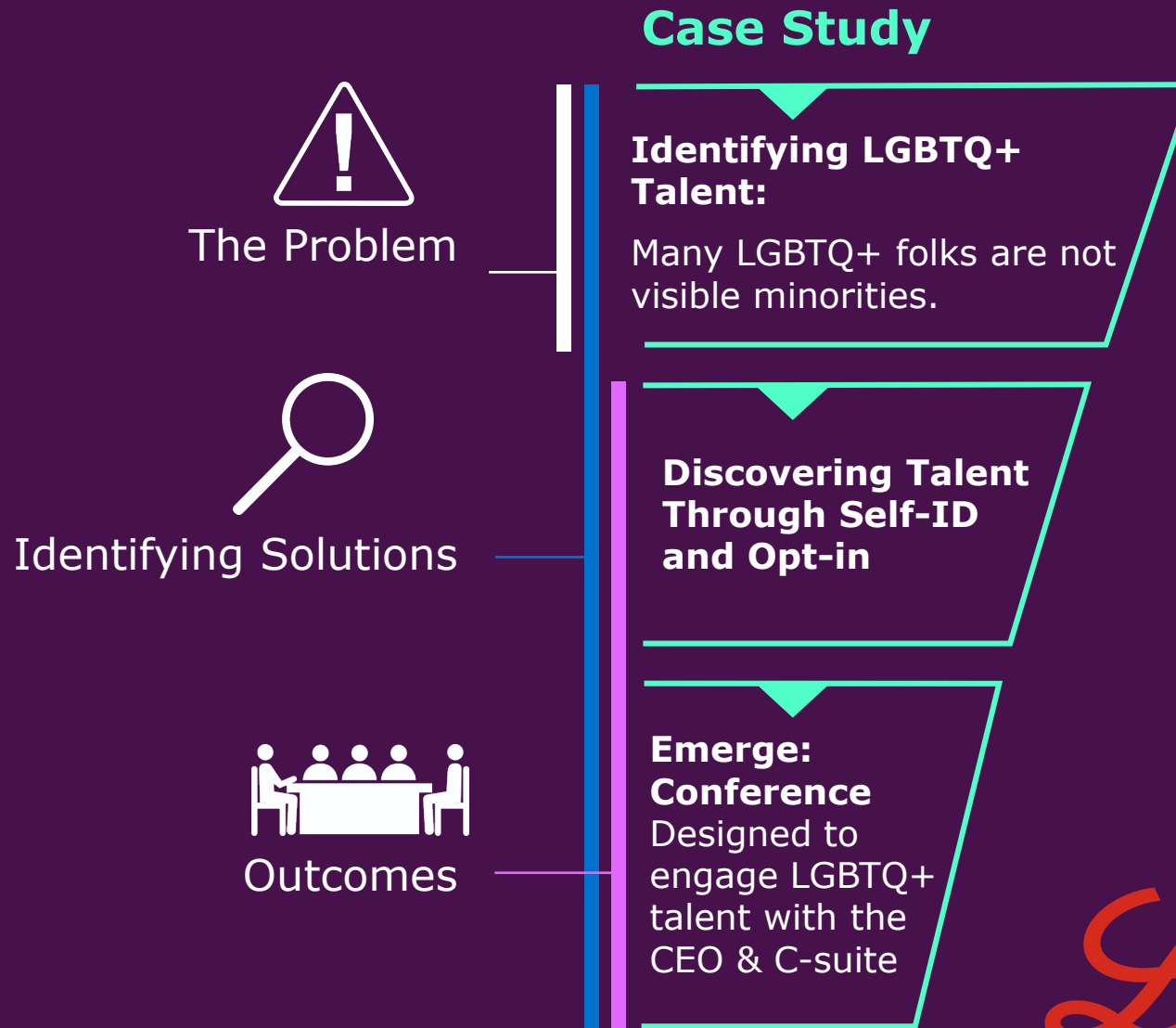
Manager Accountability for DEI Results

2023 Inclusion Index

Of Companies That Hold Managers Accountable for DEI Goals, These Are Considered as Part of the Performance Review Process	Index Companies
Employee satisfaction (as measured in employee surveys)	69%
Feedback obtained from a 360-degree type process (a.k.a. multi-rater or multi-source feedback, etc.)	56%
Succession planning for and advancement of Women, Black, Latine, Asian, or other underrepresented employees, such as LGBTQ+, people with disabilities, or veterans	47%
Participation in internal or external activities, such as ERGs, DEI events, and education	86%
Participation in initiatives within the community, organized either internally or externally	53%
Participation on diverse interview panels	33%
Developing high-potential Women, Black, Latine, Asian, or other underrepresented employees	69%
Attaining/maintaining specific hiring and retention rates for Women, Black, Latine, Asian, or other underrepresented employees	50%
Other	19%

1) Percentages are the share of Index Companies that said "yes" to each question.

Eli Lilly: Using Data Driven Initiatives to Advance LGBTQ+ Talent



Lilly

Succession Planning

Top 3 Strategies When Building out Succession Planning



Use diverse slates

84% of Seramount Inclusion Index Companies require or highly recommend diverse succession planning slates.



Identify current or impending talent gaps

Based on strategic opportunities identified, determine what skills are necessary for specific roles and if new positions need to be created.



Balance data-driven and people-centric approaches

Be sure HR leadership is involved and make sure your succession plan includes specific metrics, timelines, and initiatives to support employee growth.



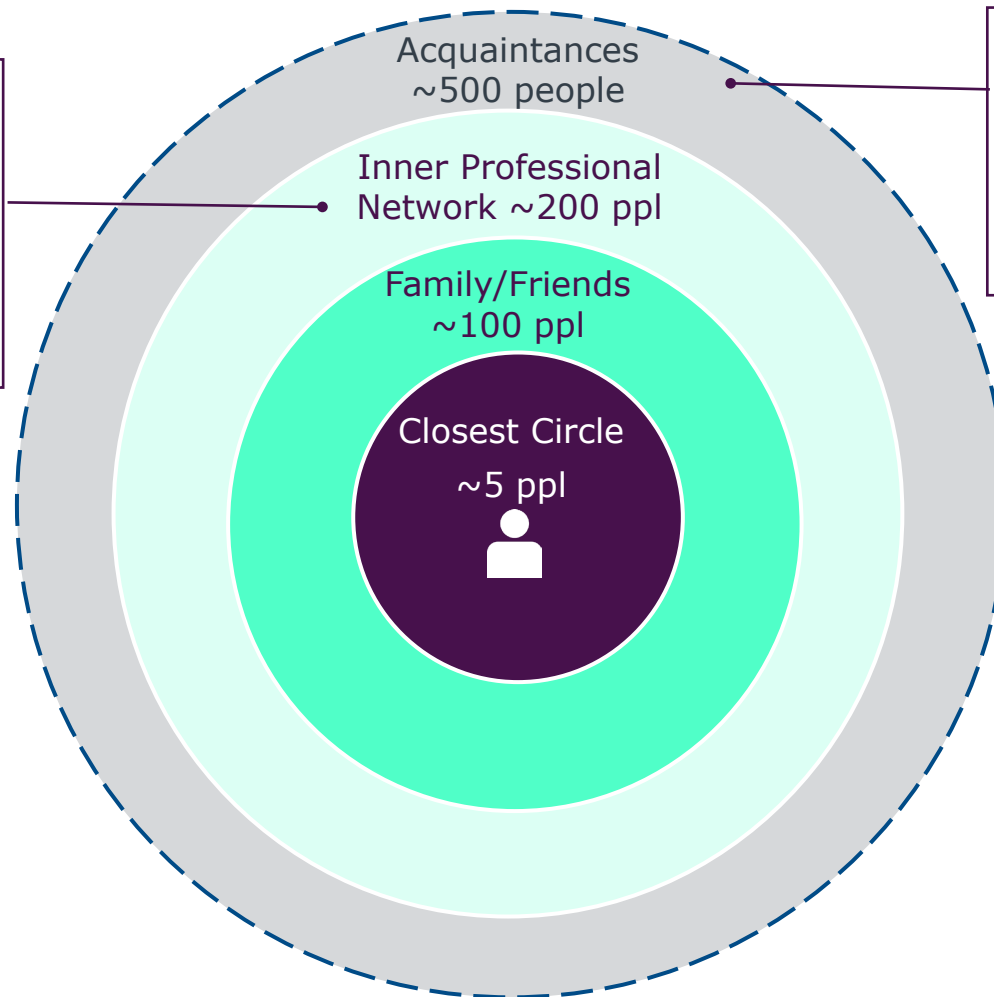
Why it Matters:

Diverse teams are built through a well-formulated and actionable succession planning process that continually identifies high potential talent, and then sets them on a deliberate course toward leadership roles.

Succession Planning: (Re)shaping Social Groups

HET Needs Access to Senior Leader Inner Networks

78% of corporate leaders tap their inner professional networks for vacant roles



Most HET are Senior Leaders' Acquaintances

91% of White executives have no people of color in their professional inner networks



Professor Robin Dunbar
Emeritus Professor of Evolutionary Psychology
Oxford University

Expanding Corporate Networks Isn't Easy, But Proves Possible

~30 hrs

positive interaction moves someone from acquaintances to inner professional networks



Psychologically safe environments ensure meaningful, lasting connections

Source: Dunbar, R., "Friends: Understanding the Power of Our Most Important Relationships", 2021; Seramount interviews and analysis.

Promotion

2x

When employees believe promotions are managed effectively, they are **more than twice as likely** to give extra effort at work and to plan a **long-term future** with their company¹.

PROMOTION POLICIES



The Why:

- Promotion policies define how, when, and why an employee is eligible for a promotion
- They add clarity to pay adjustments, titles, and responsibilities
- Structures path to internal mobility



The How:

- Be transparent about eligibility criteria
- Define career paths with HR and senior leaders
- Communicate the policy with employees and managers

PEOPLE MANAGEMENT



Effective People Management is Key

- Define team members' short and long term aspirations
- Managers should encourage employees to apply for roles
- Continue investing in the professional development of those who did not get the job

Offboarding

Critical Steps of Inclusive Offboarding

Exit Interviews

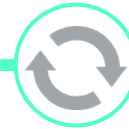


Exit interviews provide **simple, actionable data and insights** that clearly pinpoint areas you can work on to reduce unwanted employee attrition. They also give employers a chance to **show gratitude to the employee** and interface with them on a human level.

75%

Of companies **use exit interviews** during offboarding²

Alumni Networks



Engaged alumni can be some of your strongest brand advocates. Engaging with alumni can **help solve talent shortages, close knowledge gaps**, provide insight into corporate strengths and weaknesses, and even **further business development**.

93%

Of those planning to change jobs within the next 3 years cite a lack of professional growth opportunities³



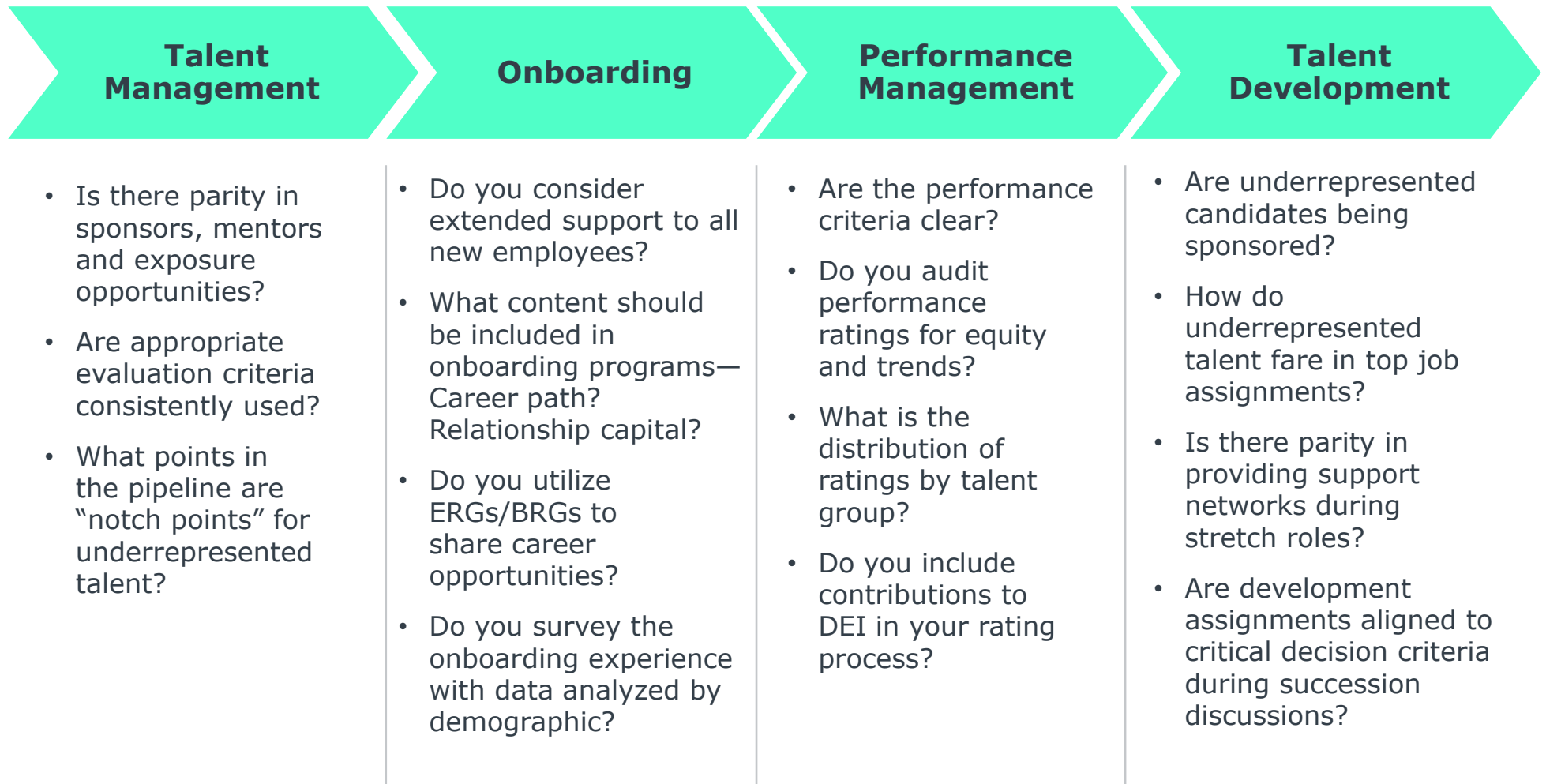
Key Considerations

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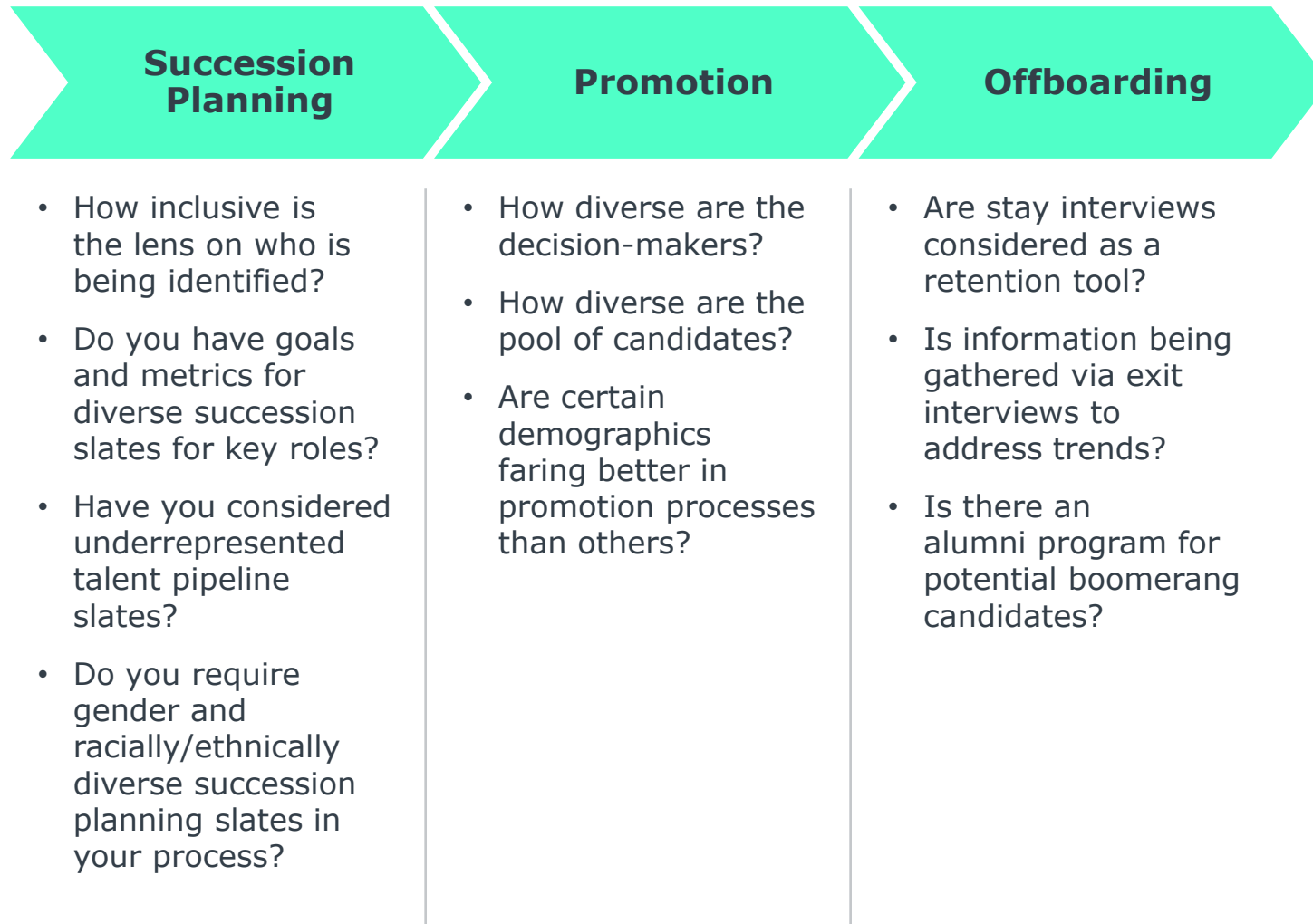
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Guiding Questions



Ensuring inclusion across the talent lifecycle is not only important for driving an inclusive culture - it also supports and **retains** talent. Other key levers to consider are mentorship programs, sponsorship programs, and talent rotations to help identify and engage high potential candidates.

Guiding Questions



Q&A

Connect With Me



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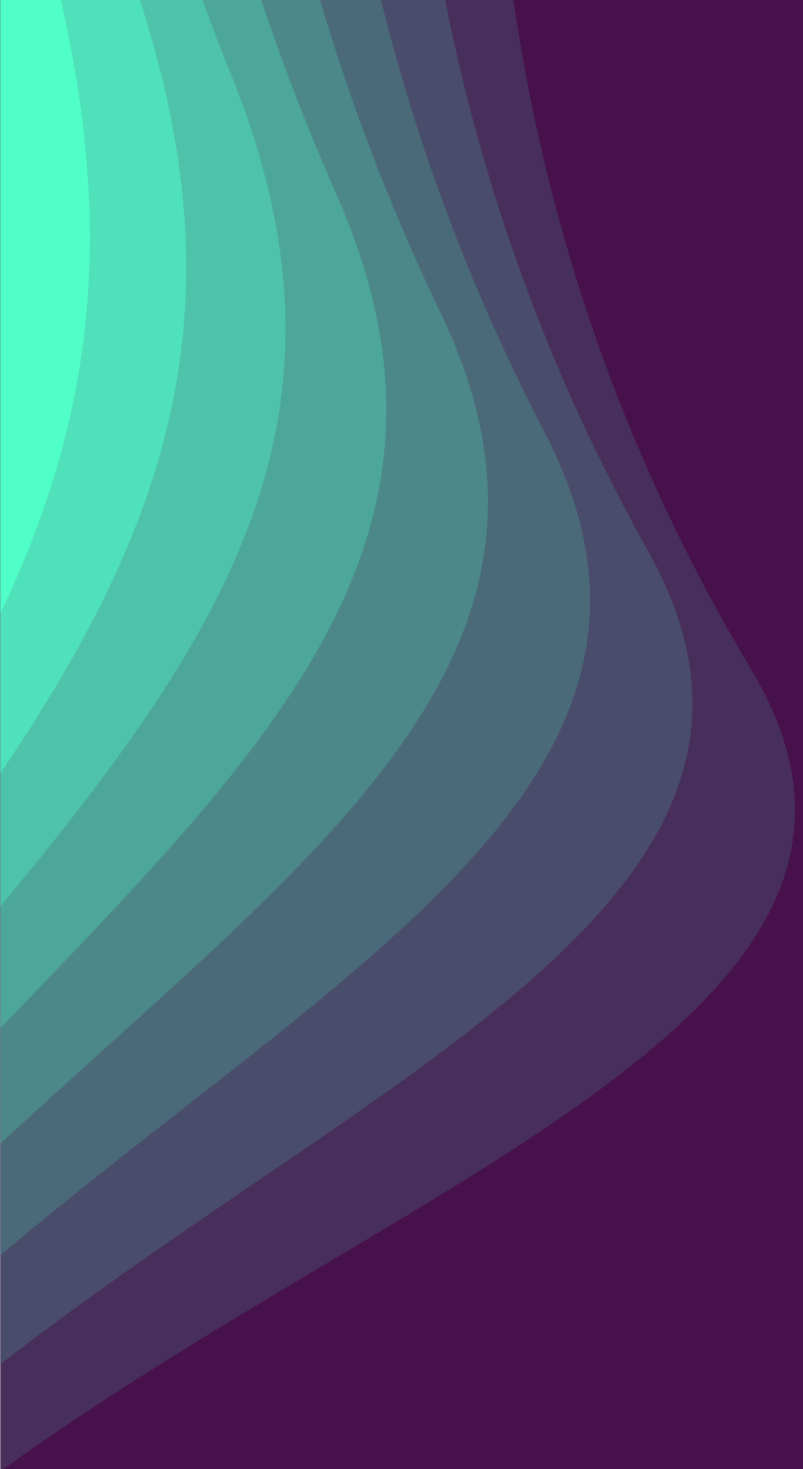
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