

A MHTC DIVERSITY, EQUITY & OPPORTUNITY INITIATIVE EVENT

# A SYSTEMATIC APPROACH TO TALENT MANAGEMENT FOR WOMEN & URMS

📅 SEPTEMBER 9, 2021

🕒 11:00 AM - 12:00 PM EDT

📍 ZOOM



# INTRODUCTION

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**Chris Anderson**

President  
Massachusetts High Technology Council

*Welcome Message*



**Belinda Hyde, Ph.D.**

SVP & Chief Human Resources Officer  
Waters Corporation

*Keynote Speaker*

# AGENDA

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## Introduction

- Welcome
- Keynote Speaker

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## Executive Panel Discussion

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## Taking Action

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## Closing Remarks





KEYNOTE ADDRESS

# A SYSTEMATIC APPROACH TO TALENT MANAGEMENT FOR WOMEN & URMS

Belinda Gaye Hyde, Ph.D.

CHRO of Waters Corporation

September 9, 2021



# KEY TALENT PROCESSES



Performance  
Management

Leadership &  
Professional  
Development

Succession Planning

Unconscious Bias

Inattention to Inclusion

Career Management/  
Mobility

Talent Acquisition

Conservatism/Risk Avoidance

Lack of Visibility

Compensation  
Planning

Benefits Design

Workforce Planning

Historical Decisions

Habit

# ONE POTENTIAL ROOT CAUSE

Lack of authentic, heterogeneous relationships at work

## Why?

- ◆ People gravitate toward those who are similar to themselves
- ◆ Desire for psychological safety
- ◆ Perception of scarcity
- ◆ ...



# GENERATING HETEROGENEOUS RELATIONSHIPS



How do we generate more authentic,  
heterogeneous relationships?

Proximity



Time



Challenging  
Common Goal

Create and cultivate more opportunities for diverse groups of  
people to come together to solve important, challenging  
problems—with constraints!

# PANELISTS



**Burunda Prince**

Chief Operating Officer

Russell Center for Innovation  
& Entrepreneurship



**Andy Youniss**

President & CEO

Rocket Software



**Kenya Jacobs**

Director of Diversity  
& Inclusion

Trane Technologies



**Kameelah Benjamin-Fuller**

Chief Diversity Officer &  
CSR Leader

PTC



# TAKING ACTION



# TAKEAWAYS



## Familiarity, Comfort, & Trust (FCT)

FCT are the foundations of how relationships are built, and opportunities are given. Utilize FCT to generate authentic, heterogeneous relationships with colleagues across all functions, levels, and dimensions of diversity.



## Be Intentional About Your Culture

Be as intentional about your culture as you are about building your business. Find ways to co-design that culture with your people, prospects, and partners.



## Lead by Example

Senior leaders should participate, be leaders, sponsors, mentors, allies. Go out of your way to provide those sponsorships and create spaces where authentic relationships can thrive.



## Utilize Employee Resource Groups (ERGs)

Think of ERGs as another place for talent development. They are not just a place to connect, they are a place to learn and flourish. Strategize how a collection of people with similar interests and energy can help support each other and grow.



## Make Room for Mentorships

Block off one-hour per week in your calendar for check-ins/conversations with mentees. Make room in your schedule for those who are interested in coaching/mentoring.



## Invest in DEO (*as you would with any other business priority*)

Treat DEO efforts as every other business imperative at your company. Resource it, measure it, and put strategy behind it. Don't just let it happen.



## Be Yourself, Take Risks & Stand Your Ground

Be ready, be prepared, and advocate for yourself and speak to those things you do well.



## Be Prolific & Consistent

Evaluate your website. Does it reflect the culture you are looking to have in your company? Is there a DEI statement? How deep does one have to dig to find POCs or women? What are your employees saying on your engagement scores?



# RESOURCES



- **PTC's Journey with Diversity, Equity & Inclusion: A Conversation Between CEO & Chief Diversity Officer**

- *Featuring today's Moderator, Kameelah Benjamin-Fuller*

- **George Floyd, a Year On: How Have Leaders Measured Up?, Poppulo**

- *Featuring today's Moderator, Kameelah Benjamin-Fuller*

- **The Mousai Group**

- *Building inclusion and cultural equity through both programmatic and custom experiential approaches*

- **MLT**

- *Create winning diversity strategies*

- **Anti-Racism & Allyship 7-Day Journey via Stanford Graduate School of Business**

- *7-day self-paced journey toward anti-racism and allyship*

- **Are Your Diversity Efforts Othering Underrepresented Groups?, Harvard Business Review**

- *The importance of language when talking about diversity and inclusion*

- **Building Trusting Relationships, Korn Ferry**

- *Familiarity, Comfort, & Trust fact sheet*

- **Invisible Women by Caroline Criado Perez**

- *A range of case studies, stories and new research from across the world that illustrate the hidden ways in which women are forgotten, and the impact this has on their health and well-being*

- **Simmons University's Institute for Inclusive Leadership**

- *Dedicated to manifesting equity, allyship and gender parity in leadership*

- **Kimberlé Crenshaw: The Urgency of Intersectionality | TED Talk**

- *As a pioneer in critical race theory, Crenshaw helped open the discussion of the double bind faced by victims of simultaneous racial and gender prejudice. Click [HERE](#) for more on Crenshaw*

- **Rehumanizing Leadership: Putting Purpose Back into Business by Sudhanshu Palsule & Michael Chavez**

- *The tools and mindset that you need to lead your organization into the 21st century*

- **The James Baldwin & William F. Buckley Debate (1965)**

- *In 1965, Baldwin and Buckley were invited to The Cambridge University Union to debate the resolution "The American Dream is at the Expense of The American Negro"*

# THANK YOU!

To watch the program recording, click [HERE](#).

To learn more about MHTC's Diversity, Equity and Opportunity Initiatives, visit <http://www.mhtc.org/diversity-equity-and-opportunity/>.

