



The Inclusive Leader™

Panel Discussion: 'D&I Best Practices – A View from the Experts'

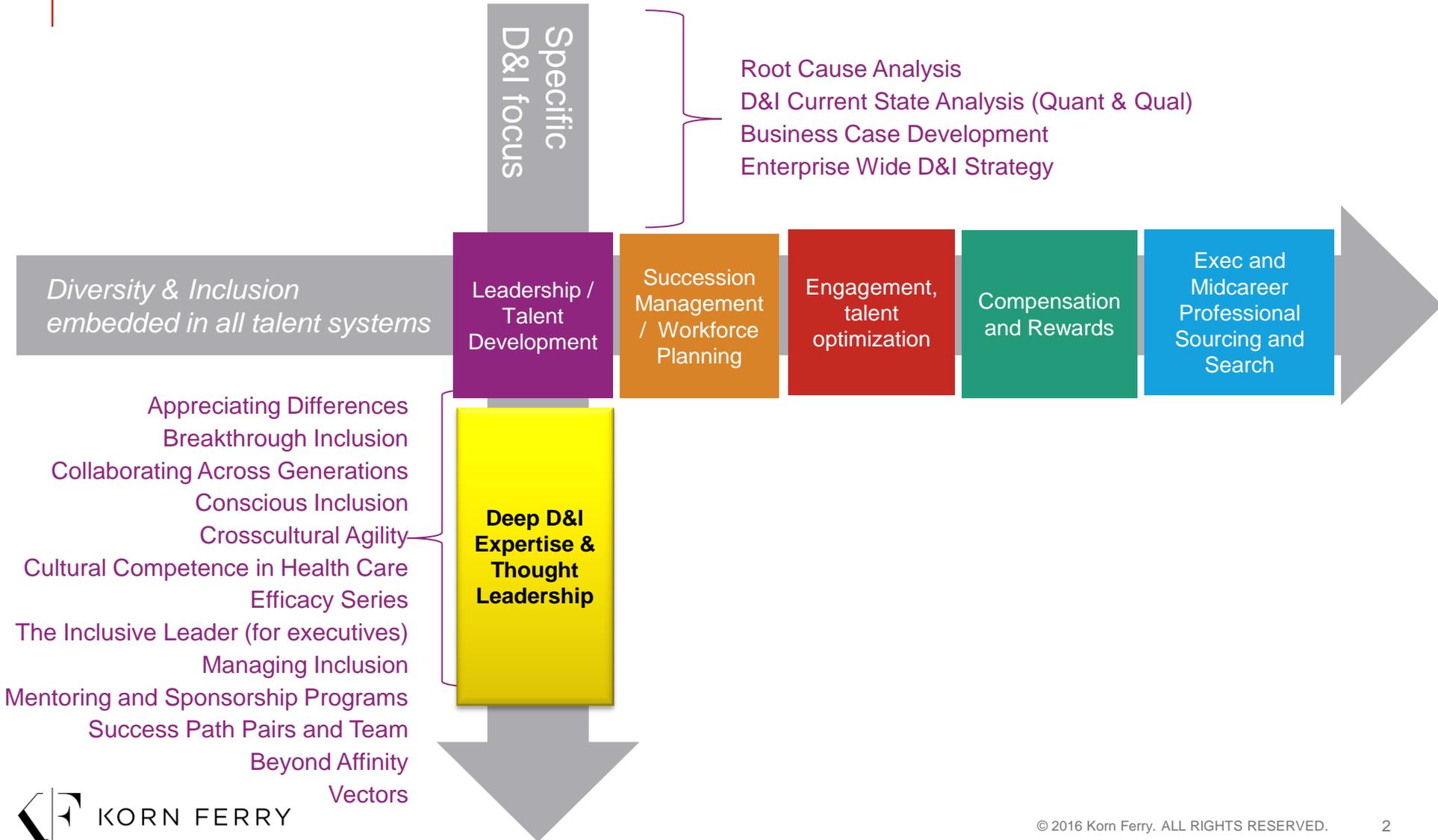
February 4, 2016



Korn Ferry Hay Group
Workforce Performance, Inclusion and Diversity

Darryl Smith | Gustavo Gisbert

Korn Ferry | Hay Group: Our Dual Approach in D&I



Korn Ferry research: 21st-century leaders needed today

Global leaders

- Attract global talent, operate across boundaries, meet diverse customer needs
- Require global perspective, **cultural agility**, self-awareness, openness, and flexibility
- Depend on their capable, self-directed teams

Innovation leaders

- View problems as challenges to be overcome
- Use technology for new products/services
- Work hard to stay in front of trends by creating new markets
- **Open to diverse points of view**

In every quadrant, inclusive behaviors show up. Therefore, to be a 21st century leader one must be an inclusive leader.

Change leaders

- Pivot the organization in anticipation of or in response to market changes
- Swiftly change the business model and lead competitors because of adaptability and foresight
- **Master the ability to inspire and motivate people in a dynamic environment with unprecedented diverse teams**

Growth leaders

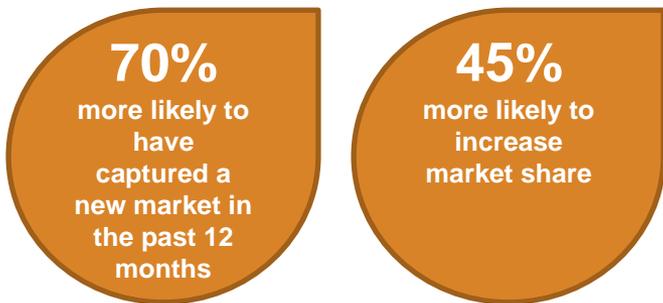
- Thrive in new, complex, and crowded business environments
- See and understand how to reach, design for, and **serve traditionally underrepresented consumers and clients**
- Grow business under difficult circumstances that may involve a lack of resources, fierce competition, or razor-thin margins

Inclusive leadership generates people and business results

Employees that have worked with an inclusive leader ⁽¹⁾



Organizations with inclusive leaders ⁽²⁾

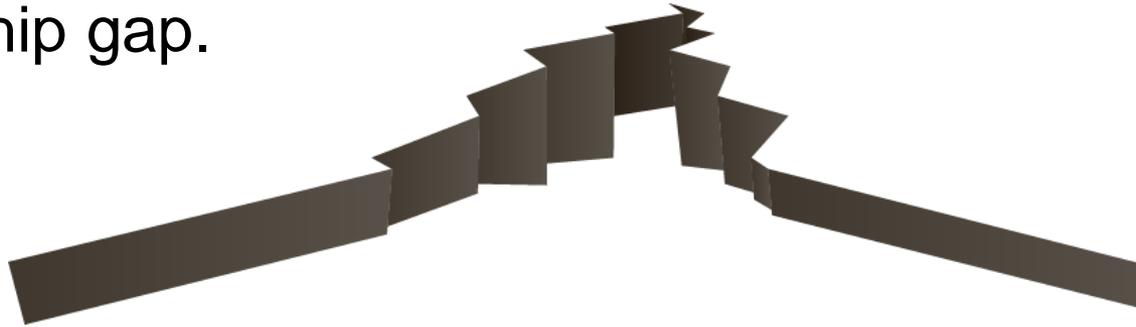


(1) 'Inclusive Leadership: From Pioneer to Mainstream,' Opportunity Now, 2011.

(2) 'Innovation, Diversity and Market Growth', Sylvia Ann Hewlett, Melinda Marshall & Laura Sherbin, Center for Talent Innovation, 2013.

Despite the upside of inclusive leadership

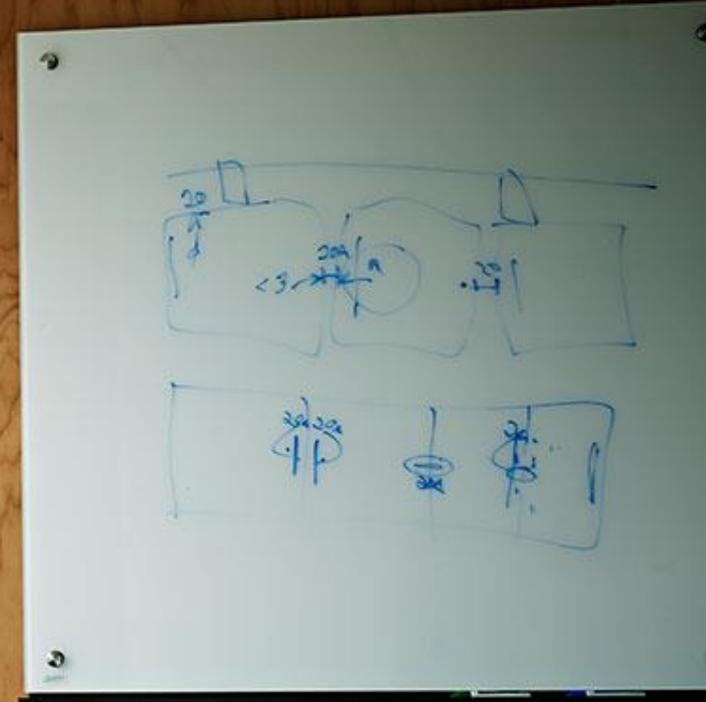
...there is an inclusive leadership gap.



66% of employees said that, in their experience, less than half of the managers and leaders in their organization are inclusive leaders.

“Inclusive Leadership: From Pioneer to Mainstream,” Opportunity Now, 2011.

It's time to rethink leadership development



Building the next generation of global, agile and inclusive leaders

The Building Blocks of The Inclusive Leader

KF Four Dimensions of Leadership (KF4D)TM

WHAT YOU DO
WHO YOU ARE

Competencies

Does leader have the skills required to lead in a vastly global and diverse world and market?

Experiences

Does leader have the variety of experiences that prepare them to get the best out of *all* their people in a global and diverse world?

Traits

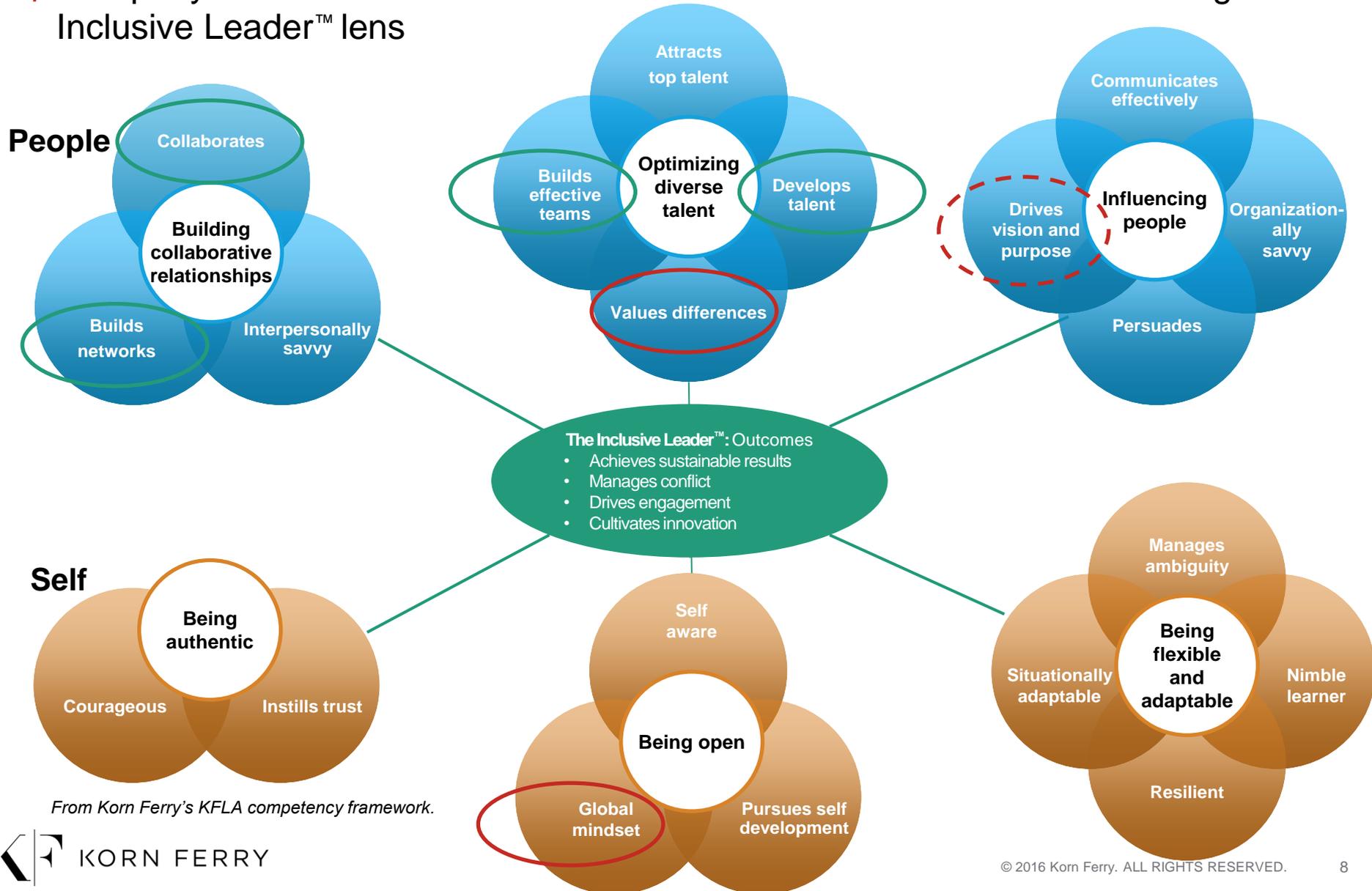
What is the leader's disposition toward cultural differences and commonalities?

Drivers

What are leader's cultural preferences that influence how they engage, collaborate, innovate, and lead?

Case Study: Benefits of The Inclusive Leader model

Company X executives assessed on KFLA and Voices assessments through The Inclusive Leader™ lens



Building the business case for inclusive leadership

Inclusive leaders drive organizational growth in the 21st century

(center of gravity in the business strategy)



Biggest challenge: create growth



To have growth you need to differentiate



To differentiate you need to innovate



To innovate you need diversity



To activate the diversity you need inclusion



To manage all this you need the right leadership

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Darryl Smith is a Managing Principal for, Korn Ferry the diversity, inclusion, and talent optimization specialists for the Leadership and Talent Consulting practice of Korn/Ferry International, based in the Firm's Chicago office.

Mr. Smith brings more than 10 years of experience to his role as Managing Principal to collaborate with clients to understand their business needs and implement solutions in selecting, engaging, and developing employees and leaders. His background in human capital development and consulting enables him to establish strong value-added partnerships with his clients.

His work has primarily focused on talent optimization strategies, including diversity, inclusion, engagement and performance management training and consulting

Some of his clients include Bank of America, American Greetings, Northwestern Mutual., State Farm, YMCA of USA, GE Healthcare, and the NCAA.

Earlier in his career, Mr. Smith worked for various fortune 500 companies in business development, training and management functions

Mr. Smith serves on the board of several non for profit organizations and has strong commitment to mentoring inter city Chicago youth.

Mr. Smith holds a MBA from Clark Atlanta University and a bachelor of science degree in business management with an emphasis in information systems from Central State University.

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Gustavo is a Senior Consultant for Korn Ferry Leadership and Talent Consulting, based in the Firm's Chicago office.

Gustavo leads and coordinates complex projects, culture assessments, benchmarking studies, quantitative and qualitative research methodologies, and data analytics processes in various industries. He also contributes to the design and development of learning /development solutions that can be linked to organizational bottom-line results.

With over a decade of experience in management consulting with multinationals, Fortune 500 companies, nonprofit organizations and higher education institutions, Gustavo's expertise lies in partnering with his clients to plan and develop strategies for their diversity and inclusion, talent optimization, and business transformation initiatives.

Prior to joining Korn Ferry, Gustavo lived and consulted in Latin America and Europe for several years providing cross-cultural coaching for expats, facilitating critical incident intervention for accidents and safety in the workplace, and performed organizational consulting. In his prior role at Taylor Nelson

Sofres in Spain, he provided client analytic reports and managed field operations in the quantitative and qualitative shopper insights department. He gained hands-on experience in research and survey methods while interning with the Gallup Organization in Caracas Venezuela.

Gustavo has a strong track record from top global academic institutions, holding a Bachelor's Degree in Psychology from the Universidad Central de Venezuela, in Caracas Venezuela, a Master's Degree in Research in Social Psychology from the Universitat Autònoma de Barcelona, Spain, and he is currently working on his PhD in Social-Organizational Psychology (ABD).

Gustavo is founder and President Emeritus of the NSHMBA Louisville Chapter and VP of Corporate Relations in the Chicago Chapter. He is also an advisor of the Board of Directors of the United Nations Association in Kentucky, as well as the Advisory Board of the University of Louisville College of Business Career Management Center. He is fluent in English and Spanish, conversant in Catalan and Portuguese.

