From workforce to driving force

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Guests:
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Business leaders today should be able to not only sense beyond their four walls and really understand what is happening in the context of the broader ecosystem, but also sense the trends that are happening within their own organizations. In this episode we are taking an internal view of the social enterprise and what it means to be a company where financial performance and social purpose go hand in hand. With us today is Deb Hicks, chief people and culture officer at Dana-Farber Cancer Institute, who has been helping her organization tackle diversity and inclusion and accessibility as part of a broader cultural transformation. Later we are joined by my Deloitte colleagues, Erica Volini, Jen Radin, and Nathan Sloan for a broad view of how companies are putting culture at the forefront of their shift to becoming a social enterprise.

Jen Radin: Deb, thank you so much for the time today. Let us start with a broad question. Tell us a little bit about your role as the chief people and culture officer at Dana-Farber and how that expanded from your CHRO role.

Deb Hicks (Deb): Thanks so much Jen, I think the whole HR profession has really evolved over time, the leap for me last year in the creation of a chief people and ▶

culture officer role was really the expanded value of our human resource capital in the organization and the added piece of incorporating inclusion, diversity, and equity to our overall cultural experience at Dana-Farber. So I think the expanded role is really to be one that is less about the operations, not that those are not incredibly valuable and important, but more about the stewardship of the organizational culture.

Jen: That is great. And I think that expansion has driven incredible change at Dana-Farber. So let us hone in a little bit on diversity and inclusion in your leadership role as the chief people and culture officer, what are some of the strategies and tactics that you have been able to put in place.

Deb: For me personally, I would say when I joined here in 2011, I sent a memo to the organization saying, diversity and inclusion is really important to me and we have to fix our infrastructure, but we will take that on as soon as we have our infrastructure in place and I think, as much as our infrastructure is much better, what I would say about what we are doing now, I would go back to your first question around people and culture. So some of the things we have taken on here are to create some common language for everybody in the organization, whether you are the president or you are parking attendant or one of our cafeteria workers or a nurse. We have outlined a set of inclusive behaviors that consistently driven in the organization change language, and it is the baseline for cultural transformation. We have done training for leadership, training for staff, and outlined a set of inclusive behaviors. We are creating a leadership guide and helping people to have those conversations, but I think one of the most important things we did was looking at all of the work that currently exists at Dana-Farber. We have active employee resource groups. We have support for very important underrepresented minority development programs like the partnership and Conexio, but we didn't have it centralized in anyway. So some of that is, in my eyes, low-hanging fruit. How do you start to centralize this, so you actually have inbuilt some measurement around that, but I think the most profound

piece of work is having individual conversations with leaders. Whether they are heading clinical trials, whether they are in the clinical operations area, whether they are in the research area, and talk about what is important in their work. What are they trying to achieve? What are they trying to innovate? What is their science about? How are they working with junior post-docs and faculty and how can we do that differently in thinking with the lens of belonging and inclusion. So it is probably a little bit of a long-winded answer, but I think it is both doing organizational interventions, as well as individual and within the functional departments, almost three different ways in which you have to systemically move forward. And I took a risk in the beginning around this with our president to say, I watch a lot of other organizations and when there is a cry for we need to more around inclusion and diversity, we hire someone, and that becomes their work to do. At Dana-Farber we took a bit of a risk, but I think it is going to be one that is going to serve us well, which is to develop the plan, outline all of the activities, do the qualitative and quantitative analytics, bring a leader in to steward that work, that roadmap for the next year, and build to the future and so that is how we are approaching it at Dana-Farber.

Jen: Deb, thank you for the holistic description of the approach. We talk a lot about the importance of data and you addressed some of the workforces already at Dana-Farber both clinical and non-clinical, and how different those workforces are in terms of the specific and targeted approach from a diversity and inclusion perspective. Can you talk a little bit about how data was used, both quantitative and qualitative, to really unpack and understand some of the differences across the workforce and then help create overall operational and leadership goals.

Deb: Here what we did is tried to simplify and create data pictures by department. We did it for the whole organizational profile, but additionally then looked at key leaders and their departments and/or divisions to look at the current numbers, to think about what we want the future to look

like. But more importantly look at some of the qualitative information we had from interviews and focus groups. And we pulled questions from our engagement data that aligned to inclusion, and also showed that, so that every leader in department starts to see a picture of their organization. For example, in human resources. One of the challenges that we have had is that if we're supporting the work around inclusion and diversity then we need to understand how we also align and understand our own personal things like bias and how we view driving inclusive behaviors in the workplace. Additionally our own demographic data, so for me which isn't probably a surprise to a lot of listeners who would say that HR departments tend to be predominantly female and in fact that is one of the drivers of change for us is how to we change both demographics and representation over time, and it is causing us to have different conversations around our sourcing pools. And thinking about going as far back into colleges and thinking about how do we educate people about what HR is today and how do we do that in a way that drives attraction and creating a sense of belonging even in our own department. We are creating environments where people feel safe, they belong, and they can raise issues, no matter what level they are in the organization and be heard.

Jen: Thank you Deb for talking about the benefit to patient community. I know that you have also done some work directly with the patient family council here at Dana-Farber, can you talk a little bit about that and the advocacy role that they play as part of the institute.

Deb: So we have two patient family advisory councils, one for adults and one for pediatrics and I will say that those groups have formed, they have played a pivotal advisory group to the organization when we were building new buildings and clinical buildings, I mean they even had input into the types of infusion chairs and the environment. They meet two or three times a year together and the issue they wanted to talk about was inclusion and diversity. So I presented our plans moving forward and

I can't even describe the excitements and the number of emails that I got after that presentation on how critically important and how they want to be aligned and supportive in that effort. And I really do think that we can do a lot within Dana-Farber, we are doing a lot, which feels a little bit internal for me right now. We are recruiting for D&I leader now and part of that work will also be helping to gain a better network with our community leaders in Boston to help us drive our inclusion efforts, but also create a new understanding in our community about what Dana-Farber and the Dana-Farber brand is.

Jen: I think patient experience and the community is such an important part of inclusion and belonging of course. And other core foundational piece is the Dana-Farber's strategic plan and can you talk a little bit about how that strat plan served to reinforce the importance and priority of diversity and inclusion.

Deb: Absolutely, so first let me say, as I said, I have been in health care a long time, but Dana-Farber is a very, very special in its caring for patients, in its translational science of getting science to bedside as quickly as possible. And when you think about the faculty and staff who attract to a place like this, they are definitely special. However, as we move forward and generational changes are occurring, demographic changes are occurring, real context issues in the organization around regulatory compliance, and financial challenges, you can't take for credit that someone will just show up and be a great faculty member and just staff because they sign up for our mission. But we needed to more orchestrate the value and the importance of our people in the strategic plans. At the end of the day, if in fact you don't have a commitment to and an investment in talent and the drive to inclusion and diversity, we won't be able to be the innovative science organization and clinical care organization that we are today, as we grow. And so we needed to really build that into the framework of who we are at Dana-Farber. So the inclusion and diversity piece was called out especially in the

strategic plan because it was a key priority for us in the coming years and it also was one in which we knew if we do not diversify both our faculty and our staff across the organization we will not be doing the best that we can for innovation in science or care of our patients. We are really smart and sometimes when you are really smart you sometimes think you know more than you do, so part of the journey we are all on together is recognizing that we don't all know it all. And part of the strategic plan is articulating a set of steps to ensure our own humility of what we know and at the same time hardwire change and success and measurement in inclusion and diversity for the future.

Jen: Tell us a little bit about culture and cultural transformation and how and why culture in the broader sense of how the believes that people have that enable them to make the decisions that they make, how and why is that core to inclusion strategy.

Deb: We like everyone else have a set of values of respect and compassion, and discovery and care, but when you really sort of peel back the onion, culture is so complicated and organizational culture is made up of a multitude of subcultures and the leaders within those cultures, so part of what I am finding personally exciting about the inclusion work is around going after culture transformation at all of those levels and figuring out ways to do it real time. I will be the first to say that not all HR leaders or functions are equal; however, I think if you really, really are committed as a people and culture steward driving inclusion then everything your organization does has that lens to it, so for me personally if there is a which there are really challenging employee relations that come up, how do we put a lens of inclusion in that so we teach and educate and help leaders to understand different lenses real-time in situations, so I gave that as an example in a function that I control or in my learning and organizational development activity. How do I build those inclusive behaviors in everything I do, the challenge is and I think it's the value also of the approach at Dana-Farber where we are meeting with individual leaders and where

there is credibility of relationship established enough and making sure you have the right people in the room.

Jen: Deb we had a great conversation about culture transformation and diversity and inclusion. What advice would you give to organizations who are trying to tackle this critical challenge?

Deb: It is one of those really difficult questions because I think everybody would love there to be 10 steps to inclusion and diversity. I think the core piece from me about success and advice is around the organization must truly be able to look themselves in the mirror. As an organization and even at the highest level, are we committed to supporting change in the organization around this. Now, having said that I think sometimes people understand the intellectual level of being proactive about that, but they may not understand what it means for them. I think people have to be willing to say why are they doing it, why does it matter at both the individual level, functional levels within an organization, and at the highest level and be willing to be uncomfortable as you proceed and the other thing I would say is make sure it's being led with authenticity. At the end of the day, it's about really connecting with your organization around change. Being able to have difficult conversations and new conversations and it can be quite exhausting, but that is the most exciting part for me is seeing change happen even at the individual level.

Jen: Deb, thank you so much for your heartfelt commitment to this and your pure honesty in sharing the experiences and your leadership as you canvas this journey and I know there is still more to go, but we would really appreciate your time today and sharing all of your stories.

Deb: Thank you. It's been an honor and a privilege to be in my role and to participate in this, so thank you.

Burt: My colleague Jen Radin had the opportunity to speak with Deb Hicks to discuss how Dana–Farber Cancer Institute

embedded diversity and inclusion into its organization's culture. Jen and I will be joined by our Deloitte colleagues Erica Volini and Nathan Sloan to discuss how cultural transformation plays a key role in enabling business strategies. Erica, Jen, and Nathan, welcome to the podcast and thank you for joining us today.

Burt: Erica Volini leads Deloitte's Human Capital Practice in the United States. Erica, welcome.

Erica: Thanks Burt.

Burt: Jen Radin leads Deloitte's US Healthcare Provider Human Capital Practice. Hi Jen?

Jen: Hi, good morning Burt.

Burt: Nathan Sloan leads Deloitte's US Organization Transformation Offering. Hi Nathan, thanks for joining.

Nathan Sloan (Nathan): Hi Burt. Thanks for having me.

Burt: Great for you all to be here today. We've got a great topic. Let's start off with just some experience, when we think about culture as a key driver of organizations, how is that in your experiencing enabling the shift towards the social enterprise. What role does culture play?

Erica: I think culture plays a huge role in the context of the social enterprise today. Culture is out there for everyone to see, it's not something that's behind the four walls of an organization anymore and so organizations meet to nominally think about how they are going to cultivate their culture internally for their employees, but how it is going to viewed by everyone from shareholders to customers to potential employees in the future. I think that really changes the way organizations think about culture, embrace their culture and cultivate it.

Nathan: You know, what we have been saying with some of our clients as well as that instead of thinking about culture as

something static, they are thinking about it as something that is potentially used as a differentiator when they are attracting talent, but also something that they needed to continue to modify based on how their strategy is changing, moving forward as well.

Burt: So, Jen you just had the opportunity to have a conversation with Deb at Dana–Farber Cancer Institute. What were some of our thoughts on culture and culture building?

Jen: Yeah, I know. Great. Thanks for asking Burt. Erica I loved your point around culture being so visible and transparent and in health care one of the major shifts that we've seen over the last 5 to 7 years is, there is movement from clinician or provider's centricity to patient and family centricity and really designing processes and systems and ways of being around the patient and family who is being cared for and for Dana–Farber in particular one of the major shifts for them was around inclusion and they realized early on that in order to be truly patient and family centric they needed to define and adopt and infiltrate if you will across the entire institute what diversity and inclusion really means and how to create an environment of belonging and Deb and I had a really interesting conversation about that just a little bit ago in terms of all of the components of system and process and data and how it's very personal for everyone as well as very institutional.

Erica: Yeah, I think that's interesting Jen because the way you are talking about it. Culture is everything. It's process, it's technology, and I think in the realm of the social enterprise, organizations need to start thinking about culture as every single interaction that exists with your customers whether it's patients or other customers, your employees, everyone, and that's really the big shift for me around culture in this new world of the social enterprise is that it's not just limited to traditional "culture programs," it's way broader than that.

Nathan: Erica, I think you've got an interesting perspective for us because not only do you serve our clients in the market

and help them to think about culture and driving organizational performance in this idea of social enterprise, but you also lead our human capital practice within Deloitte and you are a culture enabler, cultural driver for our own organization, how are you seeing both our internal efforts at Deloitte as well as efforts of our clients to move the needle on culture, what it that is getting traction.

Erica: Yeah, it's a great question because when I first stepped into this role a couple of years ago, culture was number was #1 on my agenda because I truly do believe that culture drives performance straight line and for me, it's about transparency. Jen, you've mentioned inclusion and when I think about inclusion it's about creating transparency with your employees. It's about being honest about what's going on, having constant communications.'

Nathan: Yeah, absolutely.

Jen: But if we think about culture as the beliefs and norms that drive our behavior and our decisions and those are both interpersonal behaviors and decisions as well as behaviors and decisions that we display at work all the time. Ultimately, the collection of that really becomes the brand, both the internal brand or the employee brand if you will as well as our external brand and so being very intentional about what the cultural anchors, jeez a technical term, but what those cultural anchors are, the values that we hold dear and the way we want people to make decisions and behave becomes incredibly important and I think sometimes you both feel like culture is amorphous, it's sort of out there, you kind of sense it, but you can't really put your arms around it, you can't define it, you can't put words to it, and I think we all would explain that's not the case then you absolutely can describe it and you can measure it, and that you should, that it's a critical part of anyone's business strategy because it's so connected to performance to your point as well as to the brand that you have in the marketplace.

Nathan: Jen, you make, a great point in terms of the measurement of culture because I do think there is this perception that perhaps culture can't be measured when in fact it can right, and there is a big piece around what are really the shared values and beliefs that are at that organization which is really customized for every company right, so I would that culture is some that is very hard, if not impossible to replicate across organizations whereas whether it be the services or the products that can provide couldn't be replicated.

Jen: I think we are really circling around this idea of culture as a competitive differentiator and a differentiator because consumers have so many choices today in terms of where they work from a talent perspective and attracting the talent and the kinds of skills and capabilities you need particularly in the kind of economy in the US where unemployment rates are at a record low, and with consumers who are buying your brand and it's interesting because even in a place like healthcare where you would think perhaps you go out and you see the very best position because all of that information is available out there in the space that you may need some help with or perhaps you go physically local, but it's interesting to see people are actually making choices based on how they and their family are being treated from the moment they walk up to the facility and so that has everything to do with the attendants and the people who check you in and the folks who are in the cafeteria as well as the clinicians, who are attending to you and so when we think about every person in the enterprise, particularly in the healthcare organization, the question to your point Nathan at heart is how do I imbue the culture and the values that we wanted to put forward to that consumer across all of those different workforces every day all the time.

Erica: Nathan, you specialize in retail, I mean to me this cuts across industry. I mean every industry is becoming more consumer facing, every industry is focused on increasing that experience and I think Jen to your point therefore how you embed a culture you wanted to replicate into the experience that your customers are having becomes

paramount and it's just not easy and to your point Nathan it involves process, it involves technology, it involves every single aspect that an organization is focused on and that's why it's complicated.

Burt: Erica, I think our theme of our trends report this last year is rise of the social enterprise and that level of transparency and the speed of brand if you will, so we are now seeing consumers making purchase decisions based on their understanding of a company's internal culture and the way that they treat employees either well or not well and using that as part of their informed buying decision, so the connect point is really fast and really circular.

Erica: We are really shifting away from a traditional business enterprise and becoming much more social in nature and that's a hard thing for a lot of organizations to do because organizations aren't built to be social animals, but in essence they don't have a choice right now because everything is so visible and there is so much focus on what organizations are doing because they are filling the gap frankly that governments, communities don't have the ability to fill and it's driving I think a really interesting time.

Nathan: Yeah, thanks Erica, I just wanted to go back to your reference to retail because we've definitely seen that within that sector in terms of consumers are actually willing to spend more on brands that support the causes that they care about right, it could be what they talk about externally as an organization, the things that they invest in and so that has a big difference, I mean has a big impact on Jen even to your point right, the choices that consumers are making, so there is an external customer decision making process that's going on as well as an internal and external process around the employees and potential employees in determining where they want to work and where they want to stay, so we have seen that even impact financially that if you charge more you values match with the consumers values you will reap some financial benefits from that.

Burt: So I would like to hear some examples from the field, Erica, Jen, and Nathan where are you seeing companies kind of take the lead, how are they using this environment of social awareness, transparency to promote what they are doing well and taking their culture to the streets if you will and I will offer one example that I saw that was really fascinating I was at a quick service restaurant and on the bulletin board sort of as we are awaiting there was poster that talk about how this organization helps their employees pay for college and lots of young kids just starting out, it's their first job and this organization has a program where they encourage kids to go to school, take college courses the company pays for it and success stories of how kids have gone on to graduate and do great things. It makes you feel good to be a customer there.

Erica: Absolutely, I think we are seeing companies team with their communities that's one way to do it especially for organizations that have strong ties to their communities and helping in that regard. It's personal to the company and I think that's the secret here, it's about making sure that the company values are reflected in their interactions externally. Organizations have to decide where they want to weigh in, I mean we have seen organizations tackle pretty tough issues. We had a large pharmaceutical company, who weighed in extensively on what was happening after Charlottesville and putting that out there because that was not reflective of their values and so I think it all depends on what the company values and making sure that they stay firm to those and put it out there in a moment that matters.

Burt: Jen, I bet you have got some great stories from the healthcare space.

Jen: The example I was thinking of is number of our healthcare organizations really do amazing community benefit work and this is typically part of their annual report that they will include, so whether it's bringing services into under underserviced parts of metropolitan area to make sure that primary care is being offered or certain diagnostics whether it be blood pressure

or mammogram are being offered and access is being created and that certainly is life changing and can be lifesaving in many cases. There is also an example of disaster relief and so one of the organizations that we work with after one of the major hurricanes actually sent 400 physicians to the geography, did a deal with one of the major airlines to provide transportation and within 24 hours had 400 physicians and nurses, clinicians in the area doing immediate relief.

Erica: I think that's a good example because then the question becomes how do you extend that forward, so I would expect that when I see policies around leave that a company like that might have leave specified to help give back to the communities or days that are allocated to allow employees to do that or any one of many programs that allow for that or they internally have a site where people can share how they are giving back so that it's embedded into the culture and I think that goes back to the point that we are talking about which is, it can't be one of thing that's done externally, if giving back in this example Jen that you are using is part of the culture, the question becomes how do you reinforce that at every turn.

Burt: Great stories and great examples. How would you all suggest an organization gets started, let's say you picked up our trends report, and they read about the social enterprise and it resonates and they hear our podcasts and they say cultures are huge differentiator and enabler of that. How does an organization gets started if they want to make a different or make a change?

Nathan: Well, so I think one of the things that going back to what we discussed at the beginning around measuring the culture. There are some interesting stats that we found when we did one of our recent trends report and that is that only 28 percent of employees and executives feel like they understand their culture well, and only about 19 percent of them believe that they have the right culture, so my recommendation is start with what is the culture that you have today, tie that to what you want your purpose to be as an

organization, think about what you want that culture to be in the future based on what is your focus from the business perspective, the capabilities that you are going to need, the talent that you are going to need, and then even think about how do you improve your cultural fit within the company, the current employees, the future employees.

Erica: The challenge is if you state a culture and you said set of values and beliefs that are important, but then you reinforce that, or you have systems or processes or policies that negate that culture. It becomes incredibly difficult and confusing and I think that's probably some of the confusion that you are describing before out of that we hear from the trends report and so the intentionality and being able to communicate and cascade the communication through all levels, all functions, all business units becomes incredibly important and so in a way you have to do a lot of work, but then you have to essentialize all of it into a very elegant and simple set of statement that people can really consume and digest and repeat and live and breath and I think that's sometimes the challenge, but also the important place to start.

Jen: Great. I would say one of the thing which is make sure culture isn't something that is solely owned by HR. When you think about your culture, ask yourself where are we talking about culture, are we talking about culture in the executive meetings, is it something that we are constantly focused on and measuring an understanding on an ongoing basis and to me this is a great place for what we call the symphonic C-suite to be working together on because it should really be owned by all of the executives together.

Nathan: Erica I think that's a great point and it reminds me of a quote I had recently said don't confuse passive with save. In a transparent world and fast-moving world no action is a choice and sends a message, so take a stand and engage, how do you see that playing out in companies you are working with?

Erica: I love that, and I completely agree with that. Inaction can be interpreted in many ways and it's not okay to be silent anymore, I think this is something else that our organizations are really struggling with because of lack of having a stand, a lack of having a perspective on a certain topic can be interpreted as you agree with it even though you don't and again in the context of the social enterprise you have to be careful about that because if you go viral very quickly and start to impact how your organization is viewed.

Jen: I think it can be applied really well to culture as well and the discussion that we are having because if you don't intentionally define your culture, something will evolve and it will be defined and the vacuum will be filled and that's a huge risk as well because it could be defined in negative ways and as we talked about earlier can really be eroding to your talent brand and to your consumer brand. So, intentionally defining it becomes a C-suite activity that's paramount.

Nathan: Yeah, and I agree Jen. Just as bad as not defining it or having it go negative, is having it inconsistent across the organization because then you people are just confused.

Burt: Anything that you would like to kind of summarize or have us takeaway?

Erica: I would just say if you are thinking about culture, start by asking yourself do you know your organization's culture, do you truly know it, and if you are able to identify what those aspects are just like Jen said with giving back, whatever the aspects of your culture are stop and ask yourself how would employees or investors or customers or potential customers know what your culture is and I think that starts to identify some of the gaps that could exist out there because if it's not recognizable every single interaction then you are not really living that culture, you are not really embracing the culture, and in turn someone may say that's not the culture of your organization and it could end up in backfiring.

Nathan: Yeah, and Erica just to play off of that for a second I completely agree around the definition of culture, I think what's important is how a company define the culture, how would they describe it, what do they wanted it to be and then how does that actually match with how work is really getting done right, most companies have old charts they have processes, they have the things that are defined, who are the people actually working with to get different information, how are decisions being made, how are teams being formed, how is that work being done. There are ways to measure those informal networks that are actually defining the culture at the lowest level within the organization, so there are ways to understand, the ways of working, and how that matches or does not match with the defined culture as well.

Jen: I thought of adding just one other, maybe last thought on that and that is to really walk around and ask everyone one how they would describe the culture and what I mean by everyone is the security guards and the folks who are working in the cafeteria and of course your customers as well, but I think while it needs to be driven by the C-suite I think it's important to always think about all of the workforces in the organization and sometimes it's those workforces that we consider kind of on the edges if you will where culture shines and should shine in a really, really bright way.

Nathan: I think that's a great point, sometimes the edge is where we have the clearest view of the center.

Burt: So that's our time today Erica, Jen, and Nathan. Thank you, Erica, for your perspectives on both leading Deloitte's Human Capital Practice as well as your industry and client experience. Nathan for your experience in Retail Sector and Jen, I really appreciate you bringing the point forward from your conversation with Deb at Dana-Farber and your healthcare experience. This has been a great discussion. Thank you all for joining us today.

Thanks to our guests Deb Hicks and Deloitte Consulting Leaders Erica Volini, Jen Radin, and Nathan Sloan for their insights on what means to become a social enterprise and the cultural transformation that comes along with it. Tune in next time for looking how organizations are redefining learning in the flow of work with our guest Meriya Dyble, managing director of connected learning at ATB Financial where they have taken a very creative and strategic approach to integrating learning across the business.
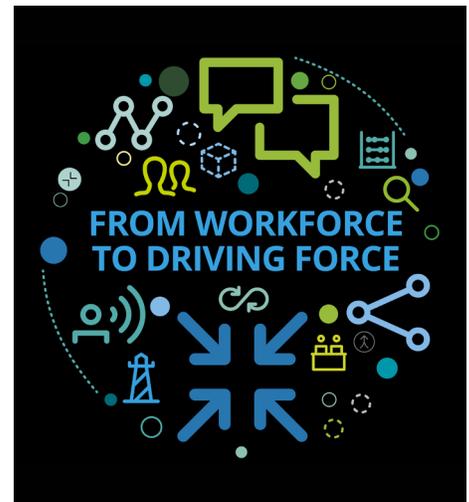
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