Webinar Series: Best Practices in Identifying Talent to Lead ERGs

Shane Nelson
Vice President, Editor, DiversityInc Best Practices
Encourage Your Colleagues to Sign Up to DIBP

• Use testimonials from employees that access DIBP.

• Promote DIBP to employee resource groups.

• Encourage talent-development leaders to use and educate employees about access to DIBP.

• Include message about DIBP or include links to career advice content on company intranet.
Meet Our Panelists

Julie Xiong, Global Diversity ERG Manager, Global Manufacturing HRBP, General Motors

Kamina Young, VP, D&I Implementation Consultant, Wells Fargo

Mary Lou Zwaan, VP, OED Manager, Wells Fargo
BEST PRACTICES IN IDENTIFYING TALENT TO LEAD EMPLOYEE RESOURCE GROUPS
GM EMPLOYEE RESOURCE GROUPS

20 YEAR JOURNEY

[Logos of various GM employee resource groups]
LEADING ERGs AROUND THE WORLD

180,000 EMPLOYEES

WE SERVE
CONTINENTS 5

ACROSS
TIMEZONES 23

GLOBAL HEADQUARTERS
DETROIT
MICHIGAN, USA

AND WE SPEAK
LANGUAGES 70

你好 你好 HOLA! 你好 你好 لسلام مرحبا! 你好 你好
GM’S VALUES AND BEHAVIORS

What We Value

CUSTOMERS
We put the customer at the center of everything we do. We listen intently to our customers’ needs. Each interaction matters. Safety and quality are foundational commitments, never compromised.

EXCELLENCE
We act with integrity. We are driven by ingenuity and innovation. We have the courage to do and say what’s difficult. Each of us takes accountability for results, drives for continued efficiencies and has the tenacity to win.

RELATIONSHIPS
Our success depends on our relationships inside and outside the company. We encourage diverse thinking and collaboration from the world to create great customer experiences.

How We Behave

Think Customer
I consider the customer’s needs in everything I do.

Innovate Now
I see things not as they are but as they could be.

Look Ahead
I make decisions now with the long-term view in mind, and I anticipate what lies ahead.

One Team
I collaborate cross-functionally to achieve enterprise-wide results.

Be Bold
I respect fully speak up, exchange feedback and boldly share ideas without fear.

It’s On Me
I take accountability for safety and my own actions, behaviors and results.

Win With Integrity
I have a relentless desire to win and do it with integrity.
HOW DOES GM IDENTIFY TALENT TO LEAD ERGs?

BY ASKING THE RIGHT QUESTIONS

Leadership needs may be vary: The key is to find the right leader.

GM Employee Resource Groups are voluntary, employee-led groups that serve as a resource for members by fostering a diverse, inclusive workplace that aligns with the vision and core values of the company.
WELLS FARGO’S TMN (ERG) LEADERSHIP SUPPORT STRATEGY

Kamina Young
VP, D&I Implementation Consultant

Mary Lou Zwaan
VP, OED Manager

June, 2018
ABOUT WELLS FARGO

Wells Fargo & Company (NYSE: WFC) is a diversified, community-based financial services company with $2.0 trillion in assets. Wells Fargo’s vision is to satisfy our customers’ financial needs and help them succeed financially.

Founded in 1852 and headquartered in San Francisco, Wells Fargo provides banking, investments, mortgage, and consumer and commercial finance through more than 8,300 locations, 13,000 ATMs, the internet (wellsfargo.com) and mobile banking, and has offices in 42 countries and territories to support customers who conduct business in the global economy. With approximately 263,000 team members, Wells Fargo serves one in three households in the United States.

Wells Fargo & Company was ranked No. 25 on Fortune’s 2017 rankings of America’s largest corporations.

- 93% of team members are in the U.S.
- 42% of U.S. workforce are ethnically/racially diverse
- 56% of global workforce is female
- 8,500+ self-identified military veterans
WELLS FARGO D&I STRATEGY
OUR DIVERSITY & INCLUSION STRATEGIC FRAMEWORK

The Wells Fargo Vision:
Satisfy all our customers’ financial needs and help them succeed financially

<table>
<thead>
<tr>
<th>Team Member Outcomes</th>
<th>Marketplace Outcomes</th>
<th>D&amp;I Advocacy Outcomes</th>
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<tbody>
<tr>
<td>Increase Team Member Diversity &amp; Inclusion by supporting recruiting, development, engagement, and retention</td>
<td>Continue to grow market share in diverse market segments</td>
<td>Support regulatory, external relationships and reputation efforts as well as personal accountability for D&amp;I advocacy</td>
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<tr>
<td></td>
<td>Identify new and improve existing relationships with diverse suppliers</td>
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<tr>
<td>§ Representation, year-over-year change § Engaged, inclusive workforce</td>
<td>Supplier diversity by LOB, year-over-year change, growth in Wells Fargo’s market share with diverse segments</td>
<td>Personal D&amp;I advocacy via D&amp;I learning, mentoring, board participation, speaking engagements, etc.</td>
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Team Member Networks (TMNs)

- 10 networks
- 300+ chapters
- >2,500 leader roles

Enterprise-wide distinct membership: 65,589 (as of 6/15/18)

~ 1 in 4 team members is a member of at least one network
IDENTIFY AND SUPPORT TOP TALENT
MATCHING OUR LEADERS TO HIGH IMPACT DEVELOPMENT OPPORTUNITIES

Strategic and intentional use of talent data to match leaders with opportunities to:

- Enhance Wells Fargo’s reputation in the communities we serve
- Apply their expertise outside their day-to-day role
- Help lead and shape our culture of inclusion and build “muscle” in terms of leading across difference
- Develop new skills

Experience-based development opportunity

Source Talent

Key considerations in the sourcing process include:

- Diverse slates
- Organizational needs
- Individual interests
- Development needs
- Career goals

Develop Talent

Select talent for experience based opportunity or role:

- Non-profit board service
- TMN Leadership Role
- Diversity Council Leadership Role
- Special project or assignment
- Open executive/senior leader role
LEADERSHIP SUPPORT FRAMEWORK

Match Talent & Opportunity

- Consult with requestor to understand opportunity and needs
- Leverage top talent data to identify leaders who can benefit from the experience and meet business need
- Enterprise Diversity & Inclusion and TMN leaders conduct screening conversations and select leader

Development support

High-touch support

Support toolkit with guidance for priority roles
- Peer partner
- Check-ins
- Consulting support
- Feedback loop
- Role exit

Self-service support

Self-service learning site with resources
- Getting started
- Key skills
- Common challenges
- Policies
- Role exit

Follow-up

- Measurement, tracking, and reporting
- Evaluation of the experience
- Leveraging experience in primary role(s)

Well managed communications

Strategic partnerships with Diversity & Inclusion, Government & Community Relations, and Business Unit talent managers
SELF-SERVICE SUPPORT
# Community & Network Leadership Support Site

## Community and Network Leadership

**Welcome**

- Welcome
- Nonprofit board representation
- Team Member: Network leadership
- TMN leadership development path (LDP)
- Individual and team volunteering activities

**Resources**

- Development Plan:
  - Talent Management System (TMS)

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### Community and network leadership is . . .

Leaders volunteering to make a meaningful impact in our Wells Fargo internal community and in the external communities where we live and work.

### Components

<table>
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<tr>
<th>Section</th>
<th>Components</th>
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<tbody>
<tr>
<td>Considering TMN Leadership</td>
<td>Provides information on D&amp;I Strategy, TMN program, roles, responsibilities with link to on-line nomination form</td>
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</table>
| TMN Leaders | - Getting started  
- Effectively executing  
- Planning your development  
- Closing my TMN leader role |
| Manager of TMN Leaders | Overview of TMN program, roles, responsibilities; how to support your direct report in their TMN leader role; FAQs |
| Human Resources | Overview of TMN program, roles, responsibilities; how to support your client(s) in their TMN leader role; specific content for TMN Consultants and HR Liaisons |
| Resources | List of tools/resources from throughout the site |
COMMUNITY & NETWORK LEADER SUPPORT SITE

- TMN Leader development path
  - Core content delivered through Virtual Classroom in our Learning Center
  - Flexible – customized path content
  - Clearly defined roles for support

```
Within first 3 months
- TMN Leader Foundations
- Customized Path content

Between 3-6 months
- Risk Management
- Customized Path content

Between 6-9 months
- D&I Advocacy
- Customized Path content
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Core Content
RESULTS
I have gained wonderful new perspectives from our African American team members. Perspectives that I couldn't/wouldn't have if I wasn't involved.

I've gotten to know and establish relationships with Team Members that I otherwise would not know if I wouldn't have been involved in this work.

My experiences and learnings have allowed me to be more effective as a leader to champion our D&I strategies and goals. Changing culture requires leadership and being involved in the TMNs has given me knowledge, experience and confidence to take more risks and to understand what it takes to be part of the change and move things forward.

The leadership skills are invaluable. The exposure to leaders across the company is great.
Find More Content About GM and Wells Fargo on DIBP

• GM
  • Taking a Promotion Doesn't Have to Stall Starting a Family
  • Best Practices for Moving Women into Senior Leadership Roles
  • How to Encourage White Men to Push for Change
  • Career Advice for High Potential Women (Part II)
  • Differences Between Mentors and Advocates
  • How to Increase Your Chances of Getting a Promotion
  • GM’s Commitment to People With Disabilities

• Wells Fargo
  • Nydia Sahagun: How Having a Background in Marketing Can Impact D&I
  • Bryan Gingrich: 6 Tips for Inclusive Leadership
  • Lisa Stevens: Community Service Has Become Engrained in Me
  • Wells Fargo’s Veterans Give Advice on Transitioning From Military to Civilian Work
  • Lance LaVergne: How Individuals With Diverse Abilities Get Leaders to Recognize Their Work
  • Jose Garcia: What to Do After You’ve Joined a Resource Group
  • How to Attract and Hire Diverse Executives
Upcoming Webinars

• How to Get Promoted, July 10, 2018
  • Career advice on how to get promoted at your current company.
  • Panelist: TIAA

• ERGs and Inclusion Councils: Can They Coexist?, July 24, 2018
  • Learn how companies leverage resource groups and inclusion diversity councils, how they coexist and work together to help achieve business objectives.
  • Panelists:
    • Angela Talton, Chief Diversity Officer, Nielsen
    • Miya Maysent, VP Talent Development & Diversity, JCPenney

*Webinars are 2-3 p.m. ET
Thank You for Attending

- You will receive an email from us by this Friday containing a link to download this presentation.

- If you have questions/comments, please email us at Shane@DiversityInc.com.

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  - Instagram - www.instagram.com/diversityinc/

- Visit DiversityIncBestPractices.com to view past webinars, career advice, as well as relevant, up-to-date content on diversity and inclusion management.