Effective Leadership of Inclusive Teams

Colloquium on Global Diversity

February 22, 2013
Lockheed Martin’s Diversity & Inclusion Journey

- Executive Diversity Council (EDC) Established
- Business Area Diversity Councils Established

2001-2002

- Diversity Maturity Model (DMM) Implemented
- Focus on Affinity Groups
- Added Health Coverage for Same Sex Domestic Partners

2003-2004

- Effective Leadership of Inclusive Teams (ELOIT) Pilot
- First Leadership Forums Held

2005-2007

- LM Voice Employee Survey
- New Leadership Forums Established
- Frameworks for Employee Resource Groups and Employee Networks Restructured
- Added Transgender Surgery Coverage
- “Promoting Fairness: Avoiding Bias” Training
- Lockheed Martin Ranked #48 on Diversity Inc’s 2012 Top 50 Companies for Diversity
- EDC Transitioned to Corporate Sustainability Council
- D&I Task Force Formed

2008-2010

- ELOIT Required for All Vice Presidents and Above
- International Diversity Councils Established
- DMM Pause & Review
- Lockheed Martin Achieved a 100 Score on the Human Rights Campaign Corporate Equality Index

2011-2013

- Effective Leadership of Inclusive Teams (ELOIT) Pilot
- First Leadership Forums Held
Engaging All Leaders

- Effective Leadership of Inclusive Teams (ELOIT)
  - Increases Participants’ Understanding of the Lockheed Martin Inclusion and Engagement Journey and Path Forward
  - Builds Skills to Work and Lead Inclusively
  - Explores Dominant Culture and Privilege, and Subordinate Group Differences
  - Encourages Participants to Take Specific Action and Make a Difference
From my perspective, the playing fields have been leveled. The additional focus on women is what seems to be un-leveling the playing field.

I don't see color or gender; I just treat everyone the same.

I am aware of a few women who have received promotions simply because they are women, and they were not the most qualified candidate.

Women's networking groups and affinity groups seem divisive.

I know of a few women and minorities who play the gender or race card.

Some women are stronger leaders than many of their male counterparts. These women seem very comfortable navigating the culture that exists. I think this demonstrates that it is really about “business culture” not about “white male culture.”
Female Perspectives

I have to constantly think about keeping my emotions in check, so that I am not perceived as a weak female.

If I want to network socially with my male counterparts, I need to attend golf outings or other male dominated activities. I focus on talking about sports instead of family.

The higher level female leaders in my organization, tend to exhibit male traits.

Men are expected to be assertive, but I am judged negatively for exhibiting the same behavior.

My competence is not assumed. I always have to be at the top of my game and continually prove myself.

I hesitate to put family events on my work calendar for fear others will not see me as dedicated to my work.

We are forced to repress our femininity. Women who are feminine can be labeled “too nice” to succeed.

I minimize my work/life balance issues so that they are not held against me.
ELOIT Summit

• Target Audience
  • First Line Leaders
  • ELOIT Alumni

• Format
  • 10 Hour Session, Spanning Two Days
    • Group Dialogue
    • Interactive Exercises
    • Self Reflection
    • Action Planning
    • Follow Up Meetings
I now make sure that as a leader I consider how my words and actions may impact those with a different background than mine to ensure that I do not inadvertently give people the belief that they are being excluded or not being respected.

In order to be a truly effective leader, I need to recognize how others perceive me.

As a result of this training I have become more aware of my predispositions as a white male and I attempt to temper some of my engagements to recognize the perspective of non-white males.

This course was incredibly useful. I would highly recommend that this program be mandated to all managers.

This is clearly one of the best training and awareness sessions I have attended. It has immediate application not only to work, but our living world. I have already shared my experience with many people at work and at home.

The ELOIT training was the most rewarding training experience I have had and while intense, will help me both at work and in life.

I now make sure that as a leader I consider how my words and actions may impact those with a different background than mine to ensure that I do not inadvertently give people the belief that they are being excluded or not being respected.
Leader Commitments

✓ Be more aware of my own actions and unconscious biases and assumptions.

✓ Listen better to what my employees are saying, seek to engage all employees to bring their ideas forward, try to understand the employee perspective and help them fully participate in the workplace.

✓ I'm going to focus on helping people not leave any of themselves at the door and creating a safe environment where everyone's perspective is valued. I don't want to miss opportunities from staff who have amazing ideas but may not be able to share them as easily as others.

✓ I am going to share my experience from the course. Since I have an international team, I want to ensure that we are being as inclusive as possible. I am going to ensure that we are checking in to be sure we are creating the right environment for our international team members.

✓ Cultivate and utilize many of the critical leadership skills, especially integrating head and heart, listening and managing difficult conversations.

✓ Have more one-on-one discussions with my employees.