

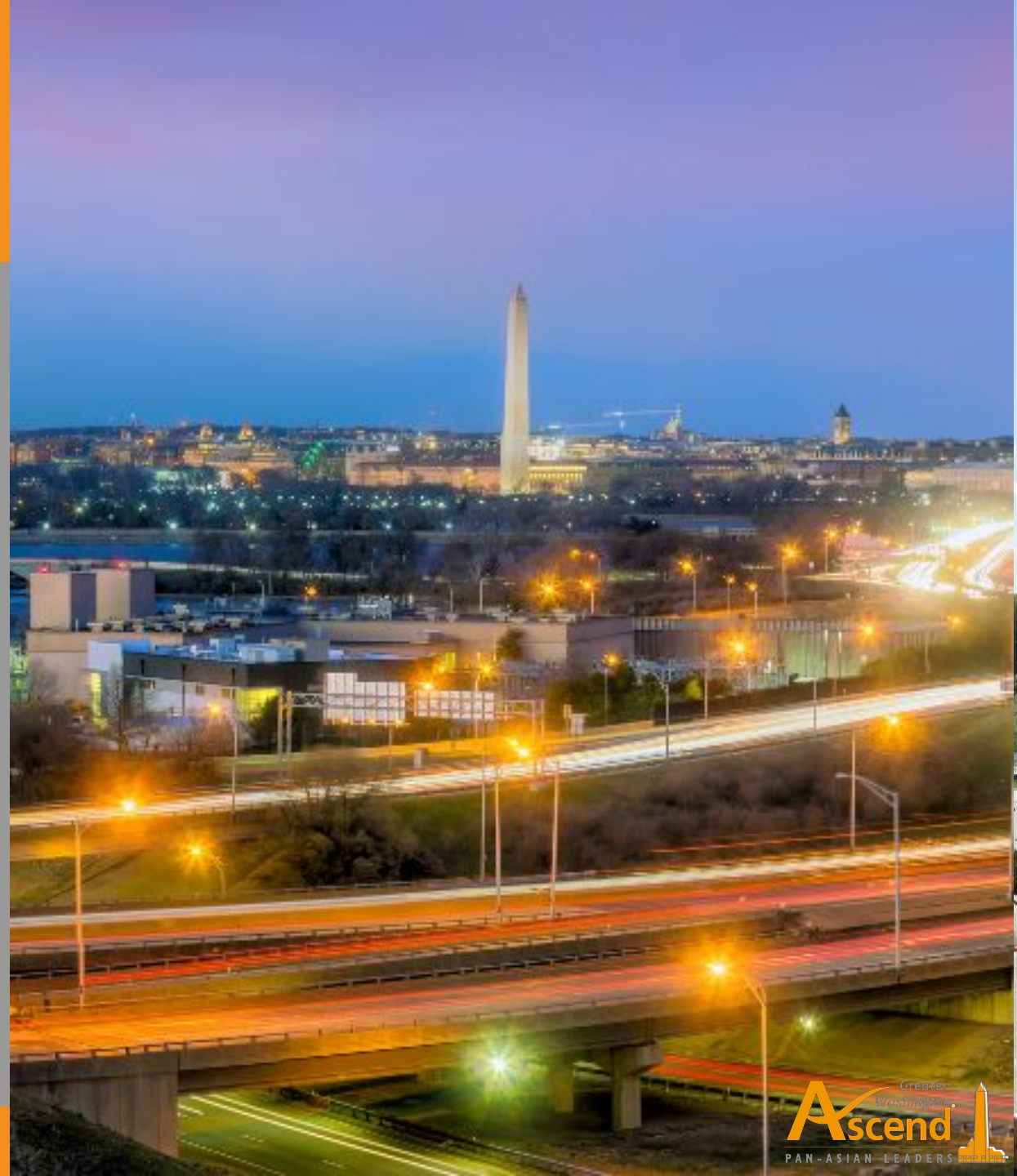


INSPIRING ACROSS GENERATIONS

**BREAKING BARRIERS:
BUILDING PATHWAYS FOR BELONGING**

Executive Workshop Agenda

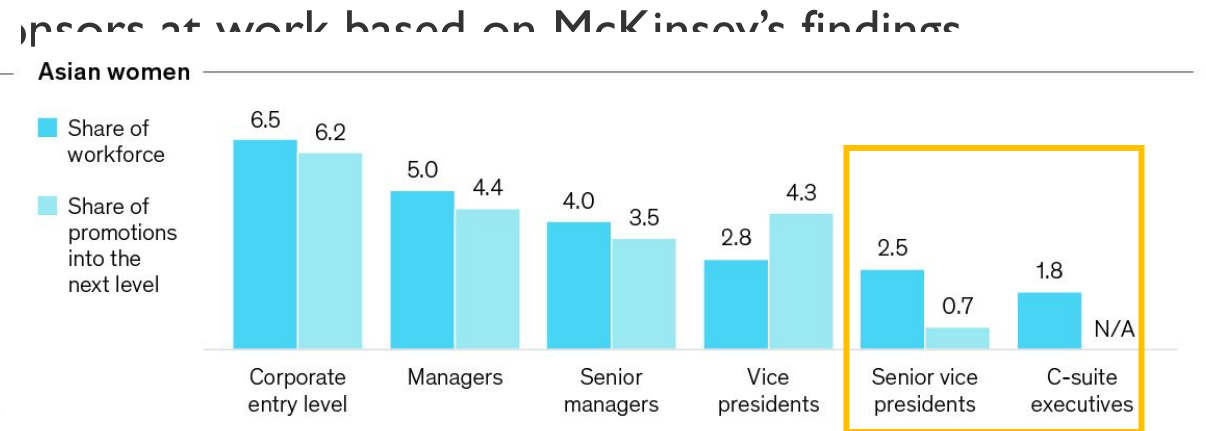
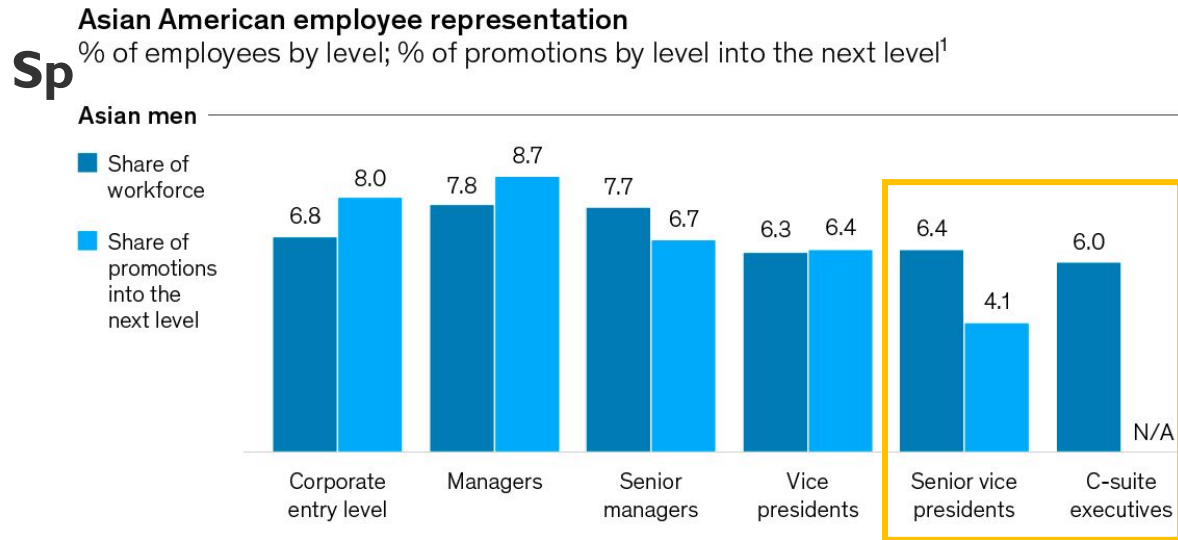
- Introduction (15 mins)
- Structured Brainstorming (10 mins)
- Concept Deep Dive (20 mins)
- Presentations (10 mins)
- Closing (5 mins)



Some Food for Thought...

Pay Gap: Asian Americans are earning 93 cents on the dollar compared with their White peers, according to a McKinsey study

Bamboo Ceiling: Asian Americans account for only 8% of C-suite executives, and Asian American women account for just 2%



¹Assumes that all promotions are made into the level immediately above (eg, promotions in the manager level are for the senior manager level). Source: McKinsey Women in the Workplace study 2021; representation and promotion metrics calculated for end-of-year 2020 HR data from 423 companies across United States and Canada and averaged by industry and weighted by the composition of industries in the Fortune 500 in 2020

The Prognosis

The Good News

- **DEI Prioritization:** Increased accountability in organizations for meeting DEI goals timely, per KPMG's DEI Progress Survey
 - 75% of respondents view DEI as a business imperative
 - About half of respondents include DEI on their board agenda

The Bad News

- **Slow Progress:** Despite the increased focus, actual gains in diversity at the leadership levels have been disappointing
- In a May 2022 study, Ascend Foundation found only 9 of 124 companies where Asian representation in executive levels were above parity, meaning in 93% of companies, Asians are under-represented at those levels.

Hypothesis: Leadership is still defined according to Caucasian male norms in many organizations

Western Cultures

- Value independence
- Direct style of engaging with issues
 - Getting down to business
 - Straight shooter
 - Express displeasure openly
 - Asks for help
- Reward visibility and communication skills (EQ)

Eastern Cultures

- Consider conformity a virtue
- Indirect approach
 - Avoid direct challenges
 - Bluntness viewed as impolite
 - Hide negative feelings
 - Avoids burdening others
- Reward hard work and technical knowledge (IQ)

Personal Reflection

- What is your personal relationship with the standards of white professionalism?
- How have you seen these standards of professionalism play out in your workplace? How have you contributed?
- What are some ways you have seen others challenge professionalism standards at an organizational or individual level?
- Who might be an ally in changing your workplace culture? Is there additional funding that can support creating a committee in your organization to undertake this emotional and difficult work?

Challenging the Performance Orthodoxy:

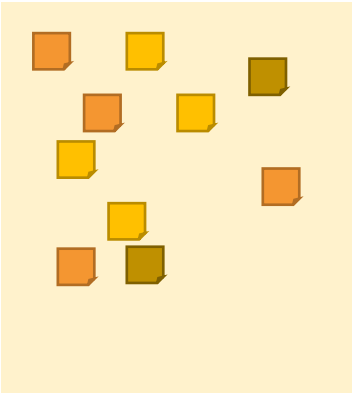
Why does corporate America continue to rate everyone on Caucasian norms?

Activity Overview

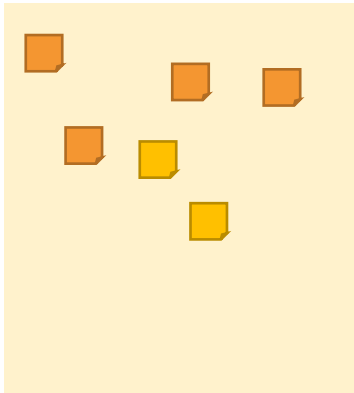
- Within your group, discuss how we can expand and or change the way performance is assessed in corporate America
- Consider some tactics executives can take within an organization to broaden the way success and leadership is defined.
- Recommend one solution to combat this problem.
- Share with the class why your team chose the solution.

Structured Brainstorming (10 min)

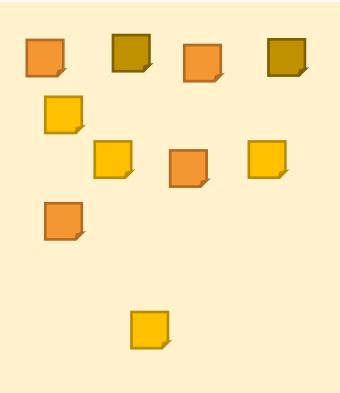
How might we change the cultures of our organizations?



How might we use relationships to further the interest of diverse groups?



How might we change or set new rules to be more equitable?



Quick Guide

Use Structured Brainstorming to capture ideas to address the problem:

How might we disrupt Caucasian [Western] performance norms?

- Divide into five teams
- Generate ideas (one idea per sticky note) in the three columns (7 min)
- Each person votes on their top three ideas (2 min)
- Select one idea to expand on in next activity (1 min)

Helpful Hints

- We are looking for quantity here! Be creative!
- This is an area where many of our participants have great influence and may already be pursuing programs and outcomes. This is a chance to share what works, get feedback on initiatives that may be in progress, and perhaps get some new ideas!

Concept Deep Dive (20 min)

What is your concept called?	
Who are the stakeholders?	Describe your idea
What are the key features and benefits?	
How much time, cost, or effort would be involved to develop your idea?	

Quick Guide

- Select your top idea (it could be a combination of two ideas!)
- Explore each section of the concept poster:
 - Come up with a name and tagline for the concept
 - Sketch a summary of your idea
 - Identify the key stakeholders
 - List the key features and benefits
 - What is the cost, timeline, and effort involved in developing the solution
 - You will have 2 minutes to share your idea with the group

Helpful Hints

- Capture your ideas quickly. Don't overthink it!
- Consider this the first iteration of your idea. You can always take it back to your organization to refine it more later.
- Consider using drawings and illustrations to show how your idea works.

Share your ideas!

(10 minutes)



Thank You!

Next up: **IAG Awards**

- Please move the chairs back to the theater-style rows
- Our facilities team will move the air walls up, so please be careful around the walls