The Study on White Men Leading Through Diversity & Inclusion

The first research to analyze and improve the effectiveness of white men as they integrate diversity and inclusion into their leadership work.
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Research Sponsors

PwC
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Participating Companies

Bank of America
Egon Zehnder
Exelon
Marsh & McLennan
Wal-Mart Stores
The only executive development company in the world focused on equipping white men and their diverse colleagues to grow the business through global diversity and inclusion.

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A decade ago, “Diversity’ began to evolve into ‘Diversity and Inclusion’. Now an unforeseen inclusion question rises: *What about the white guys?*

In response, The Study on White Men Leading Through Diversity & Inclusion provides the first research. The courageous stakeholders to this Study believe that inclusion means everyone’s in, even the white guys.

This analysis focuses on white male leaders in order to diagnose and solve four organizational challenges:

**Leadership Development**

Globally, 32 million white men hold leadership positions, with six million in the United States. White men possess more than 40% of the leadership jobs in most companies, and that percentage increases dramatically by leadership level. The position power white men possess needs to align with the value that diversity and inclusion delivers.

**Engagement ROI**

White male leaders are less engaged with diversity and inclusion (D&I) than their diverse colleagues. As such, they represent a significantly underperforming asset in every company’s global D&I investment portfolio. White male engagement amplifies the return on investing in diversity and inclusion.
**Strategy Success**

No business strategy, including global diversity and inclusion, can deliver optimal results when a significant portion of those with position power disconnect from that strategy. A successful D&I strategy includes white male leaders, positioning the organization to improve performance and grow the brand.

**Merit vs. the Diversity Imperative**

Progress is stifled by the perceived tension between the qualifications of diverse employees and the organizational commitment to diversity. Savvy leaders do not ignore or exaggerate dimensions of diversity; they lead with *due regard* for the way diversity operates in their relationships and sphere of influence. This is one way all leaders build trust.

These persistent D&I problems sap the potent contribution of global diversity and inclusion. This research diagnoses the challenges, and identifies emerging solutions.

**Why focus on white male leaders?**

To grow the business.

Talent is not it’s own end – highly-engaged white male executives will help global diversity and inclusion pivot away from focusing on talent alone, and toward driving company growth through talent across every dimension of diversity.
About the Study

The Study was led by principal Chuck Shelton, managing director of Greatheart Leader Labs, and consultant Dr. David Thomas, Dean of the McDonough School of Business at Georgetown University.

670 leaders from participating companies completed a 94-question online survey in 2012.

The Process

The development of the survey instrument began in 2009, and the assessment piloted with Sponsors PwC, PepsiCo, Alcoa, and Intel in May of 2012. Focus groups in companies followed up on the topic of white male inclusion during the summer.

Five additional companies joined the project – Bank of America, Egon Zehnder (underwriter), Exelon, Marsh & McLennan, and Wal-Mart Stores – and the online survey ran in the autumn of 2012.

Each company received two reports: a detailed Profile of their responses, and a Benchmarking document that compares the confidential responses of their leaders to the aggregate responses of leaders from the other participating organizations.

HYPOTHESIS

When asked to rate the effectiveness of white men in general as they lead through diversity and inclusion, white men will rate such effectiveness more highly than will their diverse colleagues.

This hypothesis has been confirmed. For detail, see Finding #2 on page 16.

See the Research Notes on page 47 for detailed information regarding:

- Survey question design and performance
- Choice scales
- More design matters
- Limitations of data generalizability
The Respondents

- 670 leaders from eight companies responded to the online survey in the autumn of 2012.
- An additional 79 leaders (for a total of 749) participated in the survey pilot and focus groups.
- Number of discrete answers: 59,372
- The aggregate response rate was 74%, including 5% of respondents who started but did not complete the instrument.
- 58% were White Men; 42% were in the All Others category (i.e. all respondents who are not white and male).
- The gender split was 73% male, 27% female.

**Primary Racial Identity**

Respondents noted their primary racial identity as follows:

No respondents selected ‘Native Peoples’ as their racial identity.
Generations

Across the generations, respondents can be categorized as follows:

- **1%** Traditional (born in 1945 or before)
- **38%** Boomer (1946 – 1964)
- **50%** Gen X (1965 – 1979)
- **11%** Millennial (1980 or after)

Leadership Level

Respondents serve in leadership levels as follows:

- **16%** Executive, Senior Partner, or in another top position
- **30%** VP, GM, Managing Director, Director or in a similar position
- **31%** Senior Manager, Manager, Supervisor, or in a similar position
- **23%** Individual Contributors of influence
Function of Leadership

By functions of leadership, respondents were:

- Line of Business: 46%
- Human Resources or Diversity and Inclusion: 9%
- Other Corporate Functions: 45%

Location of Work

Respondents indicated they did most of their work:

- Inside the United States: 94%
- Outside the United States: 6%

Participants responded from seven nations.
Nationality of Employees

Respondents answered this question as follows:

Among all the employees for whom you are responsible, estimate the percentage who originate from a country different than your own nation of origin.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>35%</td>
<td>0 - 20%</td>
</tr>
<tr>
<td>18%</td>
<td>21 - 40%</td>
</tr>
<tr>
<td>11%</td>
<td>41 - 60%</td>
</tr>
<tr>
<td>7%</td>
<td>61 - 80%</td>
</tr>
<tr>
<td>13%</td>
<td>80 - 100%</td>
</tr>
<tr>
<td>16%</td>
<td>Don’t know/Not applicable</td>
</tr>
</tbody>
</table>

It should be noted, based on the two previous charts, that leaders conducting most of their work in the United States may still lead ‘globally’, in the sense that a significant number of their direct reports can differ from them in nationality.
What Should Each Person Do?

Throughout the arc of this project, one question from white male leaders has persisted:

“What should I do?”

Here’s a behavioral answer, three things every leader can do with each person they lead.

**RESPECT**
I will honor Each Person’s contribution and character.

**LISTENING**
I will carefully listen for what Each Person means to say.

**CANDOR**
I will say what needs to be said in a way that Each Person can hear it from me.

**These Each Person Do’s Respect, Listening, and Candor**
will deepen every leader’s learning from this Study’s Findings and Recommendations.
Findings

#1 The conversation about diversity and inclusion with white male leaders requires care and focus.

When the words ‘white men’ are used, things can get complicated.

There are safety concerns.

✈ White male leaders tend to keep their heads down on diversity, so they may be cautious upon receiving the invitation to take more responsibility for integrating diversity and inclusion into their daily leadership work. One respondent wrote: “The company has done almost nothing to address the fears or concerns that white men might have in a workplace that is rapidly changing around them. Just raising those concerns feels risky, like you might appear uncommitted to diversity and inclusion or that you ‘don’t get it’.”

✈ Leaders who are not white and male (the All Others category in this research) may quietly doubt that white male inclusion will open doors for them. An executive of color wondered if her feedback would “just increase the power white men have.” Another quipped “I’m not inclined to poke a sleeping bear.”

So each employee needs to feel the company’s care for them, throughout this adventure in learning. A white male leader wrote: “White men need to learn that we are included, and that diversity and inclusion is not a threat to our careers. I am not convinced of that at this stage.” Safety is fundamental.
There are definitional issues. People want to know:

- **What are we talking about?** The use of the words ‘white men’ operates in a larger social narrative. Responses to including white male leaders range from “it’s racist to even talk about it” to “obviously white men are included in diversity and inclusion” to “they are already in charge; now we’re investing our limited resources in them?”

- **Why is the organization talking about white guys?** People need to understand the case for why the organization now intentionally seeks to include white male leaders, and all white men, in diversity and inclusion.

- **What results do we seek through this learning?** Stakeholders must see the link to behaviors (for the work to be real and useful) and to outcomes (to justify the time and resources required to succeed). A common definition of effectiveness must be developed.

Leading the ‘what about the white guys?’ conversation requires clear definition and purpose.
Findings

#2 When asked to rate the D&I effectiveness of white male leaders in general in their company on twelve key competencies:

- White Men responded with a 45% positive effectiveness rating.
- All Others responded with a 21% positive effectiveness rating.

Analysis of the data identifies a clear Effectiveness Gap (or e-gap), which measures the difference between responses from White Men and All Others.

The format for these questions was as follows: *When it comes to (each competency), white male leaders in your company generally are...*” The options included ‘Not very effective’, ‘Moderately effective’, Quite effective’, and ‘Extremely effective’.

The e-gap is the total percentage difference between White Men and All Others on the lower scale ratings - ‘Not very effective’ and ‘Moderately effective’.

The e-gap identifies important disagreements between the way All Others view the D&I effectiveness of white male leaders, and how white men themselves tend to see white male leaders in general. The average e-gap per competency among participating companies ranged from 16 to 44 percentage points.

There is a strong consensus that white male leaders have a lot of room for improvement, even though the amount and nature of the improvement needed may be perceived differently.

For all leaders, such improvement is achieved via personal responsibility: grounded in deeper self-knowledge, activated in relationships of courage, and visible in changed behavior.

As one respondent put it: “White men need to embrace diversity and see it as an opportunity and a necessity, rather than a threat. Ultimately, you have to believe that meritocracy and diversity are internally consistent goals for the company, and not mutually exclusive.”

The e-gap metric serves as a sobering yet useful baseline.
Findings

#3 The leadership effectiveness gap counts.

The e-gap counts because it is a meaningful measure – 55% of White Men and 79% of All Other respondents offered a negative effectiveness rating for white men leading through diversity and inclusion on key competencies in their companies. Further research needs to quantify the price a company and a leader pays for such a gap, and the value – in sales, cost savings, productivity, retention, innovation, etc. – that will be produced by decreasing this gap. One respondent observed that the link to behavior and results must also be clear: “For white male leaders, it is important to connect D&I objectives to performance measurements and professional rewards.”

The e-gap also counts in the sense that it matters to the daily decisions white men make about integrating diversity and inclusion into their leadership. This research suggests that white male leaders self-marginalize when they fail to find their self-interest in diversity and inclusion, missing the career advantage and business results. They risk their influence when they habitually ignore an inescapable human reality: diverse colleagues generally perceive white men as white men, whether or not the white guys see that being white and male could be important.

Such perceptions among diverse employees influence how they follow; savvy white male leaders learn to account for that reality in how they lead. One respondent, a woman, offered this: “White guys need to understand how they are perceived, and as they demonstrate their learning, it will change our perception of them.”

Fluency with diversity and inclusion does not come easily to white men, whose gender and race may not be conscious points of identity. As one fellow stated in a focus group: “You can call me a white man if you want, but I’m just John to me” (name changed). The relationship between individuality and white male culture needs to be explored.

Perhaps the most practical value of the e-gap is the invitation it issues to white male leaders: now may be a good time to transform your leadership, by taking into proper account how your race and gender can impact your effectiveness.
Findings

#4 The way forward on white male inclusion calls for conversations of candor in relationships of respect.

Saying the words ‘white men’ is often like improv theater – you never know what might happen next. High-performing conversations require two key skills:

**Invest in respect.**

One of the most heartening data points in this research: almost 80% of all respondents offered a positive effectiveness rating on the ability of white male leaders to *show respect for diverse co-workers*. This skill at “honoring and esteeming the character and contribution of others” powerfully serves white men, as they learn to lead more effectively among diverse colleagues and customers. Another encouraging response: 79% of white men indicated that they are ‘Usually’ or ‘Almost always’ comfortable talking about diversity and inclusion issues with my colleagues.

**Commit to candor.**

In contrast, when asked: *When it comes to saying just what needs to be said (candor) among diverse co-workers, white male leaders in your company generally are ...* only 35% of white male respondents answered ‘Quite effective’ or ‘Extremely effective’. Throughout this Study, some white men have sought to avoid straight talk with deflective comments around the inherent bias of focusing on white men, or the irrelevancy of gender and race (particularly from people in the Millennial generation), or arguments about equivalency (“you could never ask these questions about black women”). We need to recognize such deflections, and respond to such viewpoints through honest, straightforward dialogue.

A survey respondent urged that “We need to foster an environment where we can talk more openly about this stuff. It sometimes feels like it is taboo to really talk about what is on all of our minds. We need to stop dancing around these issues, and get to the heart of it. I believe that if we want to improve this, then we have to get serious and talk about what is on people’s minds, and how people really feel.”
Findings

#5 Conflict accompanies diversity and exclusion, so expect conflict as part of white male engagement.

Diversity involves differences in traits and experiences and choices, and differences of opinion.

Every ‘diverse’ person knows what exclusion feels like from the inside out – it hurts, and not being included evokes deep feelings that can fester, leak out, or blow up.

So it would be wise to expect that conflict will sometimes accompany straight-up conversations about closing the effectiveness gap facing white male leaders and their diverse colleagues. White men have their own feelings – one respondent offered this: “I feel like we, as white men, are the forgotten group in the company, when it comes to diversity and inclusion.” Exclusion is a powerful demotivator.

When asked to rate the effectiveness of white male leaders in their company when it comes to equipping all employees to resolve diversity-related conflict, only 20% of All Others answered ‘Quite effective’ or ‘Extremely effective’. White men responded to the same question with a 42% positive rating. Sadly, we have come to accept this significant organizational risk: low-performing conflict coinciding with low expectations for conflict resolution.

People in the organization watch with laser-like intensity when conflict comes up. Conflict tests our values and our plans, and it provides crucial information to followers about the trustworthiness of their leaders. When conflict is effectively resolved, relationships strengthen and results get back on track.

Since diversity-related conflict is inevitable, and the business reasons for focusing on white male leaders are compelling, it makes sense to upgrade every leader’s skill in conflict resolution. One outcome: well-resolved conflict grows trust.
The e-gap

White women and men and women of color are 44% more likely than their white male counterparts to negatively rate the effectiveness of white male leaders on key D&I competencies.

The Effectiveness Gap measures the percentage difference between the responses from White Men and All Others, on twelve key leadership competencies, from the lower scale ratings (‘Not very effective’ and ‘Moderately effective’). E-gap scores among all participating companies ranged from 196 to 523.

For example, when it comes to promoting diverse talent on merit, 26% of white male respondents rated white male leaders, in general in their companies, as ‘Not very effective’ or ‘Moderately effective’. On the same question, the rating on these two options from All Others was 62%, for an aggregate e-gap of 36.

The e-gap is significant because it quantifies the challenge to improve the effectiveness of white men as they lead through diversity and inclusion. The aggregate e-gap shows that a majority of all respondents – 55% of White Men and 79% of All Others – offers a negative effectiveness rating for white male leaders, generally speaking, on selected key competencies in their companies. This 24-point e-gap means that white women and men and women of color are 44% more likely than their white male counterparts to negatively rate the effectiveness of white male leaders on key D&I competencies.

The smaller the e-gap, the more consensus exists between White Men and All Others. The e-gap measures degree of disagreement, which can organize around low or high effectiveness. The size of the gap should influence further inquiry, communication, and learning related to the specific competency.

The e-gap is built on twelve key leadership competencies which form the heart of this research, with their behavioral focus and differentiated responses.
Company e-gap ratings by competency were as follows:

<table>
<thead>
<tr>
<th>LEADERSHIP COMPETENCY</th>
<th>AVERAGE e-gap %</th>
<th>e-gap % RANGE AMONG COMPANIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mentoring diverse employees</td>
<td>19</td>
<td>4 - 32</td>
</tr>
<tr>
<td>Candor: Saying just what needs to be said among diverse co-workers</td>
<td>23</td>
<td>6 - 40</td>
</tr>
<tr>
<td>Showing respect for diverse co-workers</td>
<td>25</td>
<td>10 - 46</td>
</tr>
<tr>
<td>Measuring the costs and benefits in diversity and inclusion</td>
<td>26</td>
<td>15 - 51</td>
</tr>
<tr>
<td>Articulating the business case for diversity and inclusion</td>
<td>28</td>
<td>1 - 72</td>
</tr>
<tr>
<td>Recognizing and motivating diverse employees</td>
<td>30</td>
<td>9 - 44</td>
</tr>
<tr>
<td>Equipping all employees to resolve diversity-related conflict</td>
<td>31</td>
<td>18 - 48</td>
</tr>
<tr>
<td>Recruiting diverse employees</td>
<td>32</td>
<td>17 - 55</td>
</tr>
<tr>
<td>Coaching to improve the performance of diverse employees</td>
<td>33</td>
<td>14 - 54</td>
</tr>
<tr>
<td>Building strong, diverse teams</td>
<td>36</td>
<td>14 - 52</td>
</tr>
<tr>
<td>Promoting diverse talent on merit</td>
<td>36</td>
<td>18 - 57</td>
</tr>
<tr>
<td>Including diverse voices in decision making</td>
<td>40</td>
<td>15 - 58</td>
</tr>
</tbody>
</table>
Ranking and the Top Tier

Companies were ranked by low e-gaps and high e-scores, with the top three companies identified as Top Tier.

This designation provides a filter to look for correlates – attributes and practices likely to differentiate companies more highly rated for the effectiveness of white male leaders, as compared to the companies whose respondents rated their white male leaders at a lower degree of effectiveness with diversity and inclusion (Low Tier companies).

Ranking the participating companies one through eight is less meaningful, considering the diverse industries in which they operate, and other challenges and limitations identified in the Research Notes. More meaningful rankings may be achieved by companies choosing to benchmark within their industry.
Top Tier Correlates

Data cross-tabulation identified fifteen Top Tier correlates.

Enterprise Focus on Diversity and Inclusion

When asked to rate the company’s D&I focus, leaders in Top Tier companies are:

- 41% more likely to rate their focus on the Workforce – hiring, developing and retaining diverse employees – as ‘significant’ or ‘a top focus’, compared to Low Tier companies

- 34% more likely to rate their focus on Team Development – establishing diverse, high-performing teams – as ‘significant’ or ‘a top focus’, compared to Low Tier companies

Prioritizing the Challenges White Leaders Face

- When asked to indicate the challenges that white men encounter as they seek to lead effectively through diversity and inclusion, leaders in Top Tier companies were 32% less likely to select Lack of Support: The company has not focused on equipping them, as white men, to lead through diversity and inclusion.

Career Confidantes

> by Gender Difference

In Top Tier companies, white men who indicated that at least one woman is a close career confidante were:

- 31% more likely to mentor women, compared to white men in Low Tier companies

- 31% more likely to recommend women for promotion, compared to white men in Low Tier companies

- 33% more likely to sponsor women, compared to white men in Low Tier companies
**Career Confidantes**

*by Racial Difference*

In Top Tier companies, white men who indicated that at least one person of color is a close career confidante were:

- 97% more likely to mentor people of color, compared to white men in Low Tier companies
- 107% more likely to recommend people of color for promotion, compared to white men in Low Tier companies
- 152% more likely to sponsor people of color, compared to white men in Low Tier companies

**Recommending for Promotion and Sponsoring**

*Across The Gender Line*

In Top Tier companies:

- It is 30% more likely that at least half of the people that leaders recommend for promotion are of the other gender, compared to the cross-gender promotions recommended in the Low Tier companies.
- It is 30% more likely that at least half of the people that leaders sponsor are of the other gender, compared to the cross-gender sponsorships in the Low Tier companies.
Mentoring, Recommending for Promotion, and Sponsoring
> Across Racial Differences

In Top Tier companies:

- It is 97% more likely that at least half of the people that leaders mentor are of a different racial background, compared to cross-racial mentoring in the Low Tier companies.

- It is 103% more likely that at least half of the people that leaders recommend for promotion are of a different racial background, compared to the cross-racial promotions recommended in the Low Tier companies.

- It is 126% more likely that at least half of the people that leaders sponsor are of a different racial background, compared to the cross-racial sponsorships in the Low Tier companies.

Attended Diversity and Inclusion Training

- In Top Tier companies, leaders were 22% more likely to have attended company-sponsored D&I training in the past two years, compared to leaders in the Low Tier companies.
“White male leaders need to learn that truly promoting diversity and inclusion involves more than just saying you are committed to it. It involves listening, reaching out for diverse opinions, and speaking to those with diverse life experiences, and then applying that to workforce issues and business decisions.”

Anonymous Survey Respondent

Key Competencies

These twelve competencies form the heart of this research, as the foundation for calculation of the e-gap.

It is vital to remember that lower effectiveness ratings may correlate less to race and gender, and more to a leadership challenge many people face across the enterprise. For example, candor (page 32) may not be a rewarded cultural value, or the systems for promoting (page 27) or recruiting (page 29) may struggle from design or implementation impediments beyond any D&I issue.
**Inclusive Decision Making**

When it comes to including diverse voices in decision making, white male leaders in your company generally are:

<table>
<thead>
<tr>
<th></th>
<th>WHITE MEN</th>
<th>ALL OTHERS*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not very effective</td>
<td>10</td>
<td>31</td>
</tr>
<tr>
<td>Moderately effective</td>
<td>28</td>
<td>47</td>
</tr>
<tr>
<td>Quite effective</td>
<td>44</td>
<td>16</td>
</tr>
<tr>
<td>Extremely effective</td>
<td>15</td>
<td>3</td>
</tr>
<tr>
<td>Don’t know</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

* Women and men of color, and white women

**Promoting**

When promoting diverse talent on merit, white male leaders in your company generally are:

<table>
<thead>
<tr>
<th></th>
<th>WHITE MEN</th>
<th>ALL OTHERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not very effective</td>
<td>7</td>
<td>28</td>
</tr>
<tr>
<td>Moderately effective</td>
<td>19</td>
<td>34</td>
</tr>
<tr>
<td>Quite effective</td>
<td>43</td>
<td>18</td>
</tr>
<tr>
<td>Extremely effective</td>
<td>26</td>
<td>11</td>
</tr>
<tr>
<td>Don’t know</td>
<td>5</td>
<td>9</td>
</tr>
</tbody>
</table>
**Team Building**

When building strong, diverse teams, white male leaders in your company generally are:

<table>
<thead>
<tr>
<th></th>
<th>WHITE MEN</th>
<th>ALL OTHERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not very effective</td>
<td>7</td>
<td>31</td>
</tr>
<tr>
<td>Moderately effective</td>
<td>43</td>
<td>31</td>
</tr>
<tr>
<td>Quite effective</td>
<td>38</td>
<td>20</td>
</tr>
<tr>
<td>Extremely effective</td>
<td>10</td>
<td>6</td>
</tr>
<tr>
<td>Don’t know</td>
<td>2</td>
<td>12</td>
</tr>
</tbody>
</table>

**Coaching**

When it comes to coaching to improve the performance of diverse employees, white male leaders in your company generally are:

<table>
<thead>
<tr>
<th></th>
<th>WHITE MEN</th>
<th>ALL OTHERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not very effective</td>
<td>7</td>
<td>27</td>
</tr>
<tr>
<td>Moderately effective</td>
<td>31</td>
<td>44</td>
</tr>
<tr>
<td>Quite effective</td>
<td>44</td>
<td>16</td>
</tr>
<tr>
<td>Extremely effective</td>
<td>9</td>
<td>4</td>
</tr>
<tr>
<td>Don’t know</td>
<td>9</td>
<td>9</td>
</tr>
</tbody>
</table>
**Recruiting**

When recruiting diverse employees, white male leaders in your company generally are:

<table>
<thead>
<tr>
<th></th>
<th>WHITE MEN</th>
<th>ALL OTHERS</th>
</tr>
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<tbody>
<tr>
<td>Not very effective</td>
<td>4</td>
<td>26</td>
</tr>
<tr>
<td>Moderately effective</td>
<td>48</td>
<td>38</td>
</tr>
<tr>
<td>Quite effective</td>
<td>34</td>
<td>18</td>
</tr>
<tr>
<td>Extremely effective</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>Don’t know</td>
<td>7</td>
<td>14</td>
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</table>

**Conflict Resolution**

When it comes to equipping all employees to resolve diversity-related conflict, white male leaders in your company generally are:

<table>
<thead>
<tr>
<th></th>
<th>WHITE MEN</th>
<th>ALL OTHERS</th>
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</thead>
<tbody>
<tr>
<td>Not very effective</td>
<td>12</td>
<td>34</td>
</tr>
<tr>
<td>Moderately effective</td>
<td>39</td>
<td>30</td>
</tr>
<tr>
<td>Quite effective</td>
<td>30</td>
<td>15</td>
</tr>
<tr>
<td>Extremely effective</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td>Don’t know</td>
<td>11</td>
<td>18</td>
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</tbody>
</table>
Recognizing & Motivating

When it comes to recognizing and motivating diverse employees, white male leaders in your company generally are:

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<thead>
<tr>
<th></th>
<th>WHITE MEN</th>
<th>ALL OTHERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not very effective</td>
<td>3</td>
<td>19</td>
</tr>
<tr>
<td>Moderately effective</td>
<td>28</td>
<td>42</td>
</tr>
<tr>
<td>Quite effective</td>
<td>45</td>
<td>18</td>
</tr>
<tr>
<td>Extremely effective</td>
<td>20</td>
<td>9</td>
</tr>
<tr>
<td>Don't know</td>
<td>4</td>
<td>12</td>
</tr>
</tbody>
</table>

Articulating D&I’s Business Case

When articulating the business case for diversity and inclusion, white male leaders in your company generally are:

<table>
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<tr>
<th></th>
<th>WHITE MEN</th>
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<tbody>
<tr>
<td>Not very effective</td>
<td>13</td>
<td>34</td>
</tr>
<tr>
<td>Moderately effective</td>
<td>51</td>
<td>44</td>
</tr>
<tr>
<td>Quite effective</td>
<td>29</td>
<td>10</td>
</tr>
<tr>
<td>Extremely effective</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Don't know</td>
<td>4</td>
<td>7</td>
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</tbody>
</table>
**Measuring the ROI**

When it comes to measuring the financial costs and benefits in diversity and inclusion, white male leaders in your company generally are:

<table>
<thead>
<tr>
<th></th>
<th>WHITE MEN</th>
<th>ALL OTHERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not very effective</td>
<td>25</td>
<td>37</td>
</tr>
<tr>
<td>Moderately effective</td>
<td>30</td>
<td>16</td>
</tr>
<tr>
<td>Quite effective</td>
<td>20</td>
<td>11</td>
</tr>
<tr>
<td>Extremely effective</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Don't know</td>
<td>21</td>
<td>32</td>
</tr>
</tbody>
</table>

**Respect**

When it comes to showing respect for diverse co-workers, white male leaders in your company generally are:

<table>
<thead>
<tr>
<th></th>
<th>WHITE MEN</th>
<th>ALL OTHERS</th>
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</thead>
<tbody>
<tr>
<td>Not very effective</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>Moderately effective</td>
<td>10</td>
<td>26</td>
</tr>
<tr>
<td>Quite effective</td>
<td>46</td>
<td>38</td>
</tr>
<tr>
<td>Extremely effective</td>
<td>44</td>
<td>26</td>
</tr>
<tr>
<td>Don't know</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>
**Candor**

When it comes to saying just what needs to be said (candor) among diverse co-workers, white male leaders in your company generally are:

<table>
<thead>
<tr>
<th></th>
<th>WHITE MEN</th>
<th>ALL OTHERS</th>
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</thead>
<tbody>
<tr>
<td>Not very effective</td>
<td>20</td>
<td>35</td>
</tr>
<tr>
<td>Moderately effective</td>
<td>40</td>
<td>32</td>
</tr>
<tr>
<td>Quite effective</td>
<td>27</td>
<td>14</td>
</tr>
<tr>
<td>Extremely effective</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>Don’t know</td>
<td>5</td>
<td>13</td>
</tr>
</tbody>
</table>

**Mentoring**

When it comes to mentoring diverse employees, white male leaders in your company generally are:

<table>
<thead>
<tr>
<th></th>
<th>WHITE MEN</th>
<th>ALL OTHERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not very effective</td>
<td>9</td>
<td>23</td>
</tr>
<tr>
<td>Moderately effective</td>
<td>42</td>
<td>37</td>
</tr>
<tr>
<td>Quite effective</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td>Extremely effective</td>
<td>10</td>
<td>4</td>
</tr>
<tr>
<td>Don’t know</td>
<td>9</td>
<td>16</td>
</tr>
</tbody>
</table>
More Data

Benefits and Challenges in Diversity & Inclusion for White Male Leaders

All Others are more likely than White Men to identify both the benefits and challenges that diversity and inclusion bring to white male leaders. This reinforces the Native-born – Immigrant metaphor (Recommendation #4, page 43), in that people who are not white and male may be more fluent at recognizing the opportunities and barriers in diversity and inclusion for white men.

Benefits

Rate the most important benefits to white men as they learn to lead more effectively through diversity and inclusion.

White male leaders will benefit the most when they learn to more effectively:

<table>
<thead>
<tr>
<th></th>
<th>WHITE MEN</th>
<th>ALL OTHERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coach the performance of diverse employees</td>
<td>55</td>
<td>61</td>
</tr>
<tr>
<td>Build a reputation as a promotable leader who “gets it”</td>
<td>47</td>
<td>53</td>
</tr>
<tr>
<td>Motivate higher productivity from diverse teams</td>
<td>56</td>
<td>41</td>
</tr>
<tr>
<td>Understand themselves so they lead more authentically</td>
<td>46</td>
<td>49</td>
</tr>
<tr>
<td>Delegate to develop diverse staff</td>
<td>26</td>
<td>32</td>
</tr>
<tr>
<td>Resolve conflict before it escalates</td>
<td>29</td>
<td>28</td>
</tr>
<tr>
<td>Win diverse customers in multicultural markets</td>
<td>21</td>
<td>27</td>
</tr>
</tbody>
</table>
“I do not think white men understand where we fit into the diversity picture. We can equip white men with training and meetings so we understand where we fit into the diversity plan at the company.”

Anonymous Survey Respondent

The Challenges White Male Leaders Face

One of the intriguing questions in the Study asked:

When white men in your company find it challenging to lead effectively through diversity and inclusion, their difficulty is due to: (mark all that apply)

<table>
<thead>
<tr>
<th>AGGREGATE %</th>
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</thead>
<tbody>
<tr>
<td>WHITE MEN</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Difficulty</th>
<th>Description</th>
<th>WHITE MEN</th>
<th>ALL OTHERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exclusion:</td>
<td>For a lot of white guys, it’s not clear that diversity includes white men</td>
<td>68</td>
<td>59</td>
</tr>
<tr>
<td>Unclear Results:</td>
<td>White male leaders in your company tend not to be clear about how diversity and inclusion deliver valuable results</td>
<td>40</td>
<td>57</td>
</tr>
<tr>
<td>Unclear Career Advantage:</td>
<td>Many white men aren’t sure how a commitment to diversity and inclusion helps their career success</td>
<td>36</td>
<td>58</td>
</tr>
<tr>
<td>Personal Experience:</td>
<td>Many white male leaders don’t have enough direct and positive experience with diverse people to lead confidently through diversity and inclusion</td>
<td>29</td>
<td>54</td>
</tr>
<tr>
<td>Being Too Busy:</td>
<td>White male leaders are already too busy, and diversity and inclusion seems like a distraction</td>
<td>23</td>
<td>43</td>
</tr>
<tr>
<td>Lack Of Support:</td>
<td>The company has not focused on equipping them, as white men, to lead through diversity and inclusion</td>
<td>22</td>
<td>34</td>
</tr>
<tr>
<td>Divisiveness:</td>
<td>For many white male leaders, diversity often seems to divide people rather than bring them together</td>
<td>22</td>
<td>25</td>
</tr>
<tr>
<td>It Seems Win-Lose:</td>
<td>Diversity seems to be a win-lose situation, and white men don’t want to lose</td>
<td>15</td>
<td>21</td>
</tr>
</tbody>
</table>

Note that the perception of ‘Exclusion’ is by far the most important challenge. Explicitly including white men in D&I is essential, through programming and disciplined messaging.
The next two biggest challenges were ‘Unclear Results’ and ‘Unclear Career Advantage’. These speak directly to a shared concern for ‘what does D&I deliver to the company?’ and ‘how is D&I for me?’.

It is intriguing to note that one of the most commonly stated points of white male resistance to diversity and inclusion – the presumed zero sum reality of ‘It Seems Win-Lose’ – is the lowest rated challenge. The common wisdom needs to be tested.

It is also worth observing that All Other respondents rated three white male challenges much higher than the white men did themselves: ‘Being Too Busy’ (20 point gap), an ‘Unclear Career Advantage’ (22 point gap), and ‘Personal Experience’ (25 point gap). These matters will be productive areas of inquiry during a company’s listening group process.

Finally, it is important to recognize that All Others tended to rate the challenges that white men face as more difficult than did white men themselves. Perhaps they are more familiar with these challenges. This difference reinforces the invitation to white male leaders implicit in the e-gap: now may be a good time to transform your leadership, by taking into proper account how your race and gender can impact your effectiveness.

**D&I as a Competitive Advantage**

*Your company’s investment in diversity and inclusion has delivered a provable competitive advantage over your competitors.*

<table>
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<tr>
<th></th>
<th>WHITE MEN</th>
<th>ALL OTHERS</th>
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</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>Disagree</td>
<td>26</td>
<td>18</td>
</tr>
<tr>
<td>Agree</td>
<td>35</td>
<td>37</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>10</td>
<td>13</td>
</tr>
<tr>
<td>Don’t Know</td>
<td>25</td>
<td>25</td>
</tr>
</tbody>
</table>

As one leader noted: “Diversity and inclusion within the company helps us understand our customer base and create products and services that appeal to them. It also creates higher performing teams internally.”
D&I as a Success Factor

Rate diversity and inclusion’s contribution to the overall success of your organization.

<table>
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<tr>
<th></th>
<th>WHITE MEN</th>
<th>ALL OTHERS</th>
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</thead>
<tbody>
<tr>
<td>A very small contribution</td>
<td>16</td>
<td>18</td>
</tr>
<tr>
<td>A moderate contribution</td>
<td>43</td>
<td>34</td>
</tr>
<tr>
<td>A significant contribution</td>
<td>31</td>
<td>30</td>
</tr>
<tr>
<td>An extremely significant contribution</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Don’t Know</td>
<td>5</td>
<td>12</td>
</tr>
</tbody>
</table>

Comfort Talking About D&I Issues

Personally, I feel comfortable talking about diversity and inclusion issues with my colleagues.

<table>
<thead>
<tr>
<th></th>
<th>WHITE MEN</th>
<th>ALL OTHERS</th>
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</thead>
<tbody>
<tr>
<td>Rarely</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Sometimes</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Usually</td>
<td>32</td>
<td>27</td>
</tr>
<tr>
<td>Almost always</td>
<td>47</td>
<td>53</td>
</tr>
</tbody>
</table>

It will be useful to dig into the surprising contrast between the conversational comfort indicated in this question and the significant difficulties around Candor: saying what needs to be said in a way that works for white male leaders and their diverse stakeholders (page 32).
Career Confidantes

Think of your three closest confidantes on issues related to your career, the people you are most likely to talk with about your professional life. Then indicate their gender and primary racial identity.

- White men identified other white men as their closest confidantes 65% of the time
- White women identified white men as their closest confidantes 29% of the time
- Men and women of color identified white men as their closest confidantes 20% of the time

Gender Difference Correlates

In Top Tier companies, white men who indicated that at least one woman is a close career confidante were:

- 31% more likely to mentor women, compared to white men in Low Tier companies
- 31% more likely to recommend women for promotion, compared to white men in Low Tier companies
- 33% more likely to sponsor women, compared to white men in Low Tier companies

Racial Difference Correlates

In Top Tier companies, white men who indicated that at least one person of color is a close career confidante were:

- 97% more likely to mentor people of color, compared to white men in Low Tier companies
- 107% more likely to recommend people of color for promotion, compared to white men in Low Tier companies
- 152% more likely to sponsor women, compared to white men in Low Tier companies

This is an important point: White male leaders in Top Tier (lower e-gap) companies, who indicated they have at least one close career confidante who is a person of color, were twice as likely to mentor, promote and sponsor employees of color. When peers of color build close friendships with white male managers, they likely open the pipeline for more diverse talent.
### Ratings by Leadership Level

**Generally speaking, leadership through diversity and inclusion by your company’s white male executives, partners or other top leaders is:**

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<tr>
<th></th>
<th>WHITE MEN</th>
<th>ALL OTHERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not very effective</td>
<td>3</td>
<td>20</td>
</tr>
<tr>
<td>Moderately effective</td>
<td>41</td>
<td>43</td>
</tr>
<tr>
<td>Quite effective</td>
<td>37</td>
<td>23</td>
</tr>
<tr>
<td>Extremely effective</td>
<td>12</td>
<td>11</td>
</tr>
<tr>
<td>Don’t know</td>
<td>7</td>
<td>3</td>
</tr>
</tbody>
</table>

**Generally speaking, leadership through diversity and inclusion by white men in your company with the position of VP, GM, Managing Director, Director or similar jobs is:**

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<tr>
<th></th>
<th>WHITE MEN</th>
<th>ALL OTHERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not very effective</td>
<td>5</td>
<td>22</td>
</tr>
<tr>
<td>Moderately effective</td>
<td>41</td>
<td>41</td>
</tr>
<tr>
<td>Quite effective</td>
<td>36</td>
<td>22</td>
</tr>
<tr>
<td>Extremely effective</td>
<td>12</td>
<td>9</td>
</tr>
<tr>
<td>Don’t know</td>
<td>6</td>
<td>6</td>
</tr>
</tbody>
</table>
Generally speaking, leadership through diversity and inclusion by white men in the position of Senior Manager, Manager, Supervisor, or similar jobs is:

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<tr>
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<th>WHITE MEN</th>
<th>ALL OTHERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not very effective</td>
<td>6</td>
<td>24</td>
</tr>
<tr>
<td>Moderately effective</td>
<td>43</td>
<td>44</td>
</tr>
<tr>
<td>Quite effective</td>
<td>35</td>
<td>23</td>
</tr>
<tr>
<td>Extremely effective</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td>Don’t know</td>
<td>6</td>
<td>4</td>
</tr>
</tbody>
</table>
**Text Box Questions**

Respondents provided more than 1,800 individual responses to open-ended survey questions, including the following:

**How would you describe the competitive advantage diversity and inclusion provides to your company?**

“We are learning how and why diversity and inclusion are important to our customers, shareholders, and employees.”

**How do white male leaders get their questions about diversity and inclusion answered?**

“I find it awkward as a white male to manage up or ask questions about diversity and inclusion, because we seem to be excluded from the resource group discussion.”

**What is the most important thing white men need to learn to lead more effectively through diversity and inclusion?**

“Don’t assume diverse people will come to you if they have a problem. You must build a relationship and make it safe for them to come to you. Assume you will make mistakes and be uncomfortable as you build these relationships. Ask permission to learn to manage better, versus avoiding the risks and playing it safe.”

**What should your company do to equip white men to lead more effectively through diversity and inclusion?**

“White men need the educational tools to know how to effectively manage and motivate people of different cultural and economic backgrounds.”
Recommendations

Companies will seize a competitive advantage for customers and talent when they equip all leaders – including their white men – to pursue the career advantages and business growth that diversity delivers. To that end, and grounded in this research, Greatheart recommends the following:

#1 Commit to white male leadership development as an integral thread in the enterprise D&I strategy.

Fueled by the position power and leadership skills that white men possess, the global strategy for diversity and inclusion delivers a competitive advantage for customers and talent. The White Male Leadership Development strategy will emphasize readiness, innovation, and scaling. This strategy must be directed by a small, well-resourced, and integrity-driven strategy team. Then counterproductive debates – like the tension between meritocracy and diversity – will dissipate, and the culture will be healthier for it.

#2 Hone the business case and career advantage every day.

Continually quantify financial results from the D&I capability, in terms of money made and money saved. Develop and market examples specific to your business and competition. One white male leader indicated that “The diversity and inclusion message here is not balanced with business needs and results – there are so many events to attend or volunteer for that it can interfere with actual work.”

Identify high-value qualitative measures – in, for example, retention, innovation, and productivity – and build compelling story lines that stick in the minds of all leaders.

Support white men as they define their own self-interest in leading through diversity and inclusion. As one white male respondent indicated: “I do not react well to sticks, and would prefer to understand where the carrots are.” Rebrand diversity and inclusion via white male leadership development.
#3 Build out credible metrics and accountability.

One white male respondent stated: “We need to figure out how to measure true diversity – the current measurements make a white male feel like the opportunities are going to continue shrinking.” Certainly headcounting in hiring and promotion will not disappear – they are meaningful measures of progress in the pipeline. But there are many additional metrics that demonstrate D&I’s value, such as:

- opening global markets
- multicultural product development, marketing and sales, and customer service
- cost savings from retaining top talent
- diversity and inclusion performance objectives with each leader
- diverse supplier spend

A more robust accountability system will improve the effectiveness of white male leaders on a key competency: *measuring the financial costs and benefits in diversity and inclusion*. Only 22% of white male respondents rated white male leaders in their companies to be ‘Quite’ or ‘Extremely effective’ with this skill.

And there’s no shortcut on walking the D&I talk: one respondent pointedly argued that “If white male leaders are going to discuss diversity and inclusion as a priority, and provide goals to leaders across the company, then they need to ensure that they themselves have a diverse team. It is hard to take seriously a white male speaking about the importance of diversity when the people who report to him are all white males. Lead by example.”
#4 Acknowledge that we come from different places, as we move forward together.

When it comes to white male inclusion, we are all learning to speak a new language. Perhaps an analogy can fuel our fluency. Let’s say there’s a new territory that globally effective leaders must learn to live in – the land of D&I Savvy. Every effective leader will learn how to integrate diversity and inclusion into their work with individuals and teams, with customers and business partners, and across the systems and culture of the company. White men tend to enter this land as immigrants by choice, or as refugees by force of circumstance. Leaders who are not white men are more likely native to their savvy with diversity and inclusion, having metabolized a lifetime of learning through the experience of their difference from the normativity of white men. Such a neutral analogy – native-born, immigrant, refugee – can make safe the conversations of candor and respect that will move us forward together.

#5 Evoke peer learning among white men.

White guys learn some of what they most need to know alongside other white men. And they can hold white male peers accountable in ways no man or woman of color or white woman can. One white male respondent commented: “There are white male leaders in my company that D&I comes naturally to, and for others it’s a challenge. It would be good to have the successful leaders share their experience and learning with the others. It might help to demystify the issue. It may also reduce the perceived risks associated with fostering a culture of diversity and inclusion.” White guy peer power is vital.
#6 Women and men of color and white women are crucial co-learners in this adventure.

There are plenty of learning opportunities ahead for ‘diverse’ colleagues – those who are not white and male. One of the clearest data points comes from a question showing that almost 7 in 10 white male leaders confirm this challenge: *Exclusion – For a lot of white guys, it’s not clear that diversity includes white men.* When white men feel excluded, the integrity of diversity and inclusion is at risk. Diverse leaders must still attend to connection in relationships of collaboration, candor, and forgiveness. One white female respondent offered this: “White male leaders could be encouraged to join employee resource groups as friends and allies. This will help them feel part of the D&I agenda, and also to learn more about the issues faced by that group.”

#7 Educate white male leaders (and their diverse peers).

- Focus on learning with white male leaders without spotlighting them. This means training that includes everyone. An array of learning resources and support will be useful. One respondent advised: “Elevate the level of discourse around white male inclusion, provide leadership tools and training to be more effective, and connect this effectiveness to real business impact.”

- Since listening is the heart of inclusion, employers should train on D&I-infused listening skills, include employee ratings of their manager’s listening skills in performance appraisals, and evaluate these ratings by dimensions of diversity.

Consider this input: “White male leaders need to truly listen to the quiet voices of their diverse employees. Not everyone speaks in the same way, and sometimes it seems only the loudest are heard.”

- Focus the development of D&I leadership competencies on hiring, coaching, team development, and sponsoring (which includes mentoring, promoting, and advocacy).

- Conflict resolution training focused on diversity and inclusion issues is strongly recommended. That should be achievable: 77% of survey respondents affirmed the value of their organization’s diversity and inclusion training.
#8 Scale the listening process and globalize the learning.

Use of the White Men’s Leadership Survey should be augmented with listening groups – composed of White Men, All Others, and mixed – along with executive interviews and advising. Demonstrate inclusion in every facet of the approach. From the outset, widen the conversation about white male inclusion to global operations and stakeholders, to consider the experience and limitations of white male leaders within and beyond the U.S. One international respondent said: “We certainly have our own opportunities and challenges with white male leaders, but they are by no means identical to what’s going on in the States.”
Conclusion

Dr. King once said: “Our lives begin to end the day we become silent about things that matter.” Diversity matters, and inclusion means everyone’s in, including white men who lead for a living.

Findings in this research build the case for conversations of care and candor, as we seek to engage and equip white men to integrate diversity and inclusion more effectively into their leadership work. And the commitment to white male leadership development must focus on accountability for improved behavior and results, with the expectation of conflict well-resolved.

Companies that commit to white male leadership development will learn to embed and scale their D&I strategies to resonate with all employees, and to grow customer/client relations and brand in the marketplace.

Why include white male leaders? To grow the enterprise through global diversity and inclusion, by fueling the position power and leadership skills that white men possess, through their self-interested engagement, via a common wisdom for the ways diversity and inclusion evoke strong relationships and results.

This is the leadership of constructive disruption, infused with boldness and humility, and leavened with listening.
Research Notes

Survey Question Design and Performance

Number of Questions: 94

Sections:  
- Respondent Profile – 7 questions
- Organizational Capabilities – 25 questions
- Leadership Effectiveness – 61 questions
- Summary – 1 question

For 96% of the multiple choice questions, the distribution of answers was strong, with no option selected by more than 75% of respondents.

Choice Scales

For multiple choice questions, a four-point scale was selected:

- Very little focus – A moderate focus – A significant focus – A top focus
- Strongly disagree – Disagree – Agree – Strongly agree
- Not very effective – Moderately effective – Quite effective – Extremely effective

Early design conversations confirmed the tendency among leaders (as respondents) to avoid the ‘Always – Never’ extremes typical in five point rating schemes.

More Design Matters

Following the survey pilot, some raised concerns about focusing the language of the questions by using key words such as:

- ‘White Men’ and ‘White Male’ – By not also asking about others, this research would not be able to compare the effectiveness of white men to the effectiveness of leaders who are not white men. Response: Every research project must focus – this Study focuses on white male leaders. It will surely be useful in future research to explore the effectiveness of leaders who are women and/or people of color, and to compare that data to the data collected in this Study.

- ‘Diverse’ – Without defining this word, and using ‘diverse’ in its common meaning – i.e. other than white and male – could mean that respondents would interpret the word differently (e.g. ‘diverse’ meaning diversity of opinion). The risk: confidence in the data may be weakened due to unclear definition of terms. Response: Defining terms that have common usage can slow down the response time, without significantly improving confidence in the data. Better to acknowledge this research limitation, and expedite the survey-taking experience.
‘Effectiveness’ – Again, without defining effectiveness, respondents could have various meanings of this key concept in mind, which could confuse the clarity of the data. Options discussed included asking respondents for their own definition of effectiveness (too difficult to filter for this), and defining effectiveness for the purposes of the survey (again, such definition ran the risk of distracting respondents from already challenging survey questions). The chosen response: to simplify survey completion, let the context of the question suffice for defining effectiveness. Then, in this survey analysis, address the future need to clarify a common definition of effectiveness as a key behavior among white male leaders and their diverse colleagues.

**Limitations of Data Generalizability**

There are a number of reasons to avoid over-generalizing about the data collected in this research.

1. Data from this research was not derived from a random sample of leaders; the respondents were invited by their organizations.

2. Respondent cohorts varied greatly by company. For example, consider these ranges among participating companies:
   
<table>
<thead>
<tr>
<th>Gender</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>16 – 45%</td>
</tr>
<tr>
<td>White</td>
<td>60 – 88%</td>
</tr>
<tr>
<td>White male</td>
<td>34 – 72%</td>
</tr>
<tr>
<td>Function</td>
<td>17 – 90%</td>
</tr>
<tr>
<td>Number</td>
<td>40 – 184</td>
</tr>
</tbody>
</table>

3. Allow for the influence of psychological and social validation in the answers. Respondents may inflate responses to affirm their own effectiveness or the effectiveness of others like them, or deflate responses to call into question the effectiveness of others different from them.

4. To facilitate the survey-taking experience for respondents, there was no definitions section for key terms such as ‘diverse’ and ‘effectiveness’. Consequently, respondents may not have always had the same meaning of these words in mind as they answered the questions.

5. There was a wide variation in the way this research project was messaged and managed up-front with invited respondents. All 670 respondents were not oriented to the research in an identical manner.

For these reasons, humility and certainty should operate in balance as the results of this research are examined and applied.
Chuck Shelton  
managing director

For twenty-five years, Chuck has honed a unique expertise in equipping white men in leadership jobs and their diverse colleagues to grow their business through global diversity and inclusion. This specialty led to the publication of his groundbreaking 2009 book, *Leadership 101 For White Men*.

Mr. Shelton has developed leaders through global D&I projects on strategy, culture, engagement, talent, learning, and sales at Microsoft, Comcast, Macy’s, Turner Construction, Skanska Building USA, Key Bank, Safeco Insurance, and in more than fifty other organizations. He is the principal of the game-changing and continuing *Study on White Men Leading Through Diversity & Inclusion*. In 2012, corporate participants in this research included PwC, Alcoa, Intel, PepsiCo, Bank of America, Egon Zehnder, Exelon, Marsh & McLennan, and Wal-Mart Stores.

Mr. Shelton holds a master’s degree in ethics from an evangelical graduate school, Fuller Theological Seminary, and a bachelor’s degree in conflict studies from progressive Evergreen State College. He is certified to facilitate twelve leadership development programs. Since 1981, Chuck has spoken, consulted, coached and trained on leadership development and global diversity and inclusion internationally, through more than 290 presentations and projects.
The only executive development company in the world focused on equipping white men and their diverse colleagues to grow the business through global diversity and inclusion.

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