

Webinar Series:
Best Practices in Identifying
Talent to Lead ERGs

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

GENERAL MOTORS

BEST PRACTICES IN IDENTIFYING TALENT TO
LEAD EMPLOYEE RESOURCE GROUPS



GM EMPLOYEE RESOURCE GROUPS

20 YEAR JOURNEY



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 HOLA! שלום
مرحباً BONJOUR!

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 respectfully 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

Remember

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

Reminder

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

Together we'll go far



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



TEAM MEMBER NETWORKS BY THE NUMBERS...



10 networks

300+ chapters

> 2,500 leader roles

Enterprise-wide distinct membership

65,589 (as of 6/15/18)

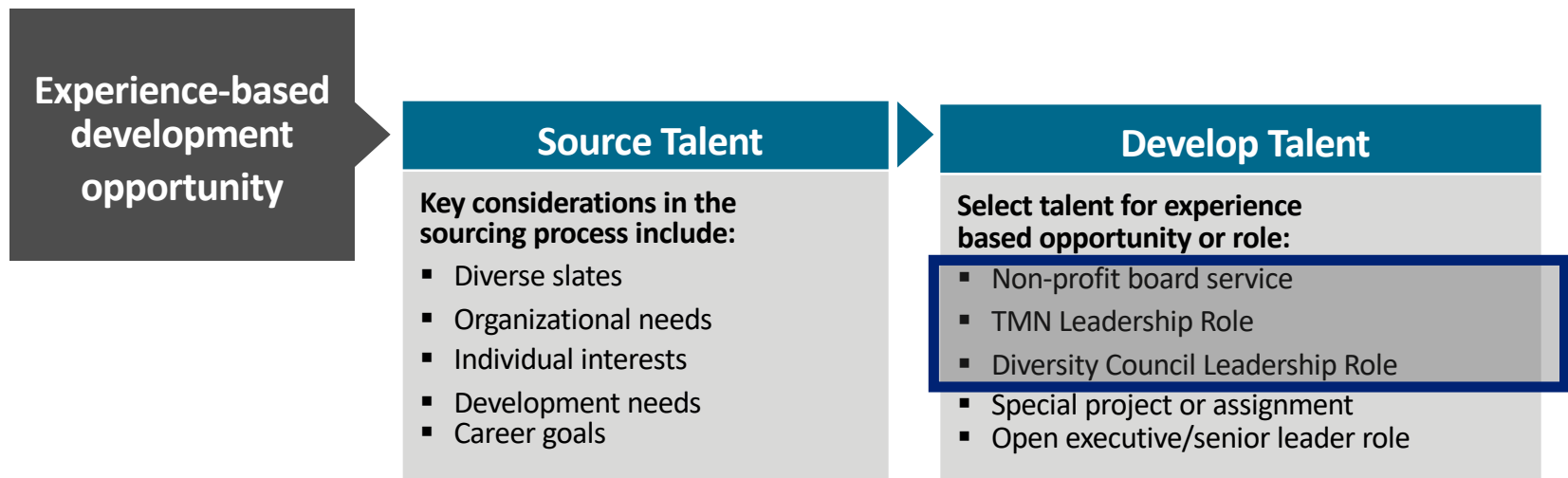
~ 1 in 4 team members is a member of at least one network

IDENTIFY AND SUPPORT TOP TALENT

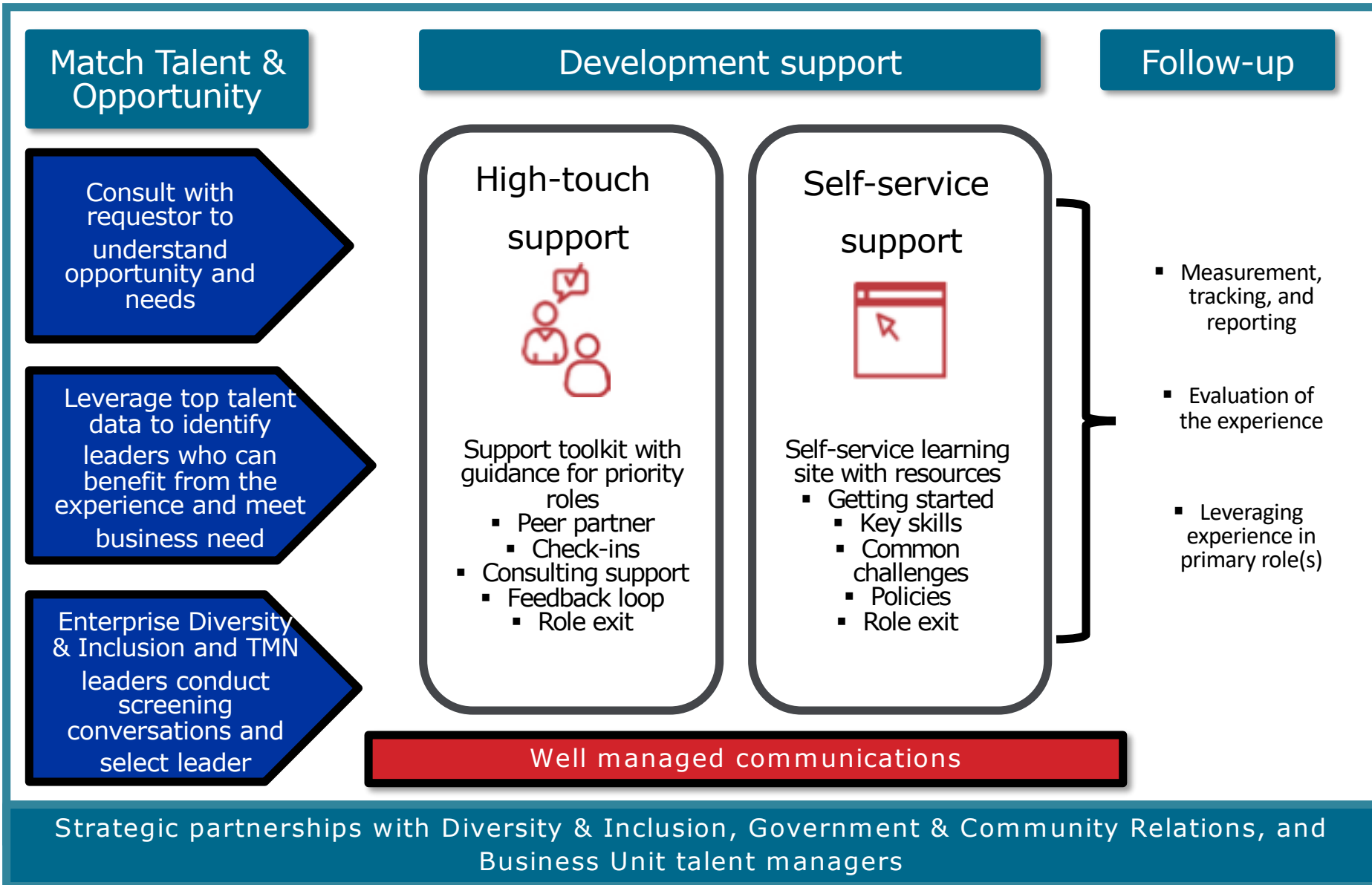
MATCHING OUR LEADERS TO HIGH IMPACT DEVELOPMENT OPPORTUNITIES

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



LEADERSHIP SUPPORT FRAMEWORK



SELF-SERVICE SUPPORT

COMMUNITY & NETWORK LEADER SUPPORT SITE

WELLS FARGO

Community & Network Leadership

Bookmark FAQ & Help Resources

Welcome

Welcome

Nonprofit board representation

Team Member Network leadership

TMN leadership development path (LDP)

Individual and team volunteering activities

Leadership Volunteering

Nonprofit board representation Team Member Network leadership

Individual Volunteering

Individual and team volunteering activities

Career & Development site
My Volunteer Time site

Development Plan:

- Talent Management System (TMS)

AIDS WALK

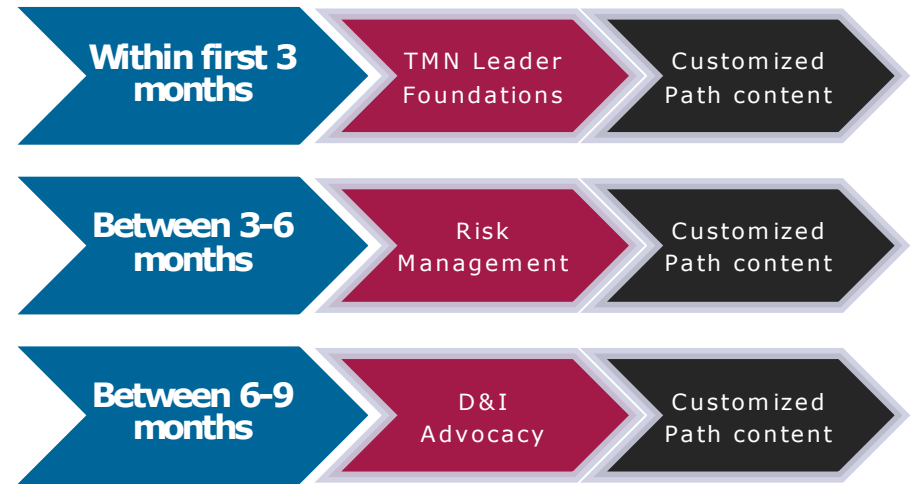
Section	Components
Considering TMN Leadership	Provides information on D&I Strategy, TMN program, roles, responsibilities with link to on-line nomination form
TMN Leaders	<ul style="list-style-type: none"> Getting started Effectively executing Planning your development Closing my TMN leader role
Manager 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

Core Content

■ TMN Leader development path

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



Community & Network Leadership

Bookmark FAQ & Help Resources

Home >

Self-assessment: TMN Leader Development Path

• Click the column next to each competency or skill that best describes your level of expertise.
 • Hover over each competency for its definition.
 • See the next page to interpret your results.
 • Save to your desktop and/or print.

	Novice I have not demonstrated this competency	Intermediate I have demonstrated this competency	Expert I have demonstrated this competency
Inspires and motivates others to high performance	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing ongoing coaching and feedback	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Engaging in courageous conversations	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Onboarding new team members/leaders	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Attracting and recruiting new leaders	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Builds relationships	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Connects the group to the outside world	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collaboration and teamwork	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Communicates powerfully and prolifically	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Build Development Path

Build Development Path

Save Learning Path to Favorites Reset Development Path

[1] Novice

Competency	Learning course	Delivery method	Learning center course number	Course length (in hours)	Development actions	Complete
Inspires and motivates others to high performance	The Emotionally Intelligent Leader		EH01-SS00059	30 min	Take the following course in the Learning Center: The Emotionally Intelligent Leader; EH01-SS00049; 30 min; Free	<input type="checkbox"/> Required
Inspires and motivates others to high performance	Management Essentials – Directing Others		EH01-SS1173	1 hour	Take the following course in the Learning Center: Management Essentials - Directing Others; EH01-SS1173, 1 hour; Free	<input type="checkbox"/> Required
Connects the group to the outside world	Building and Managing Upward Relationships	Self-paced	EH001-SS00112	30 min	Take the following course in the Learning Center: Building and Managing Upward Relationships; EH001-SS00112; 30 min Self-paced; Free	<input type="checkbox"/> Required

[1] Intermediate

Build Development Path

RESULTS

Reflections on personal experiences

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.

Q&A

GENERAL MOTORS

WELLS
FARGO

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**
 - [Nvidia Sahaun: How Having a Background in Marketing Can Impact D&I](#)
 - [Bryan Ginrich: 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 LaVerone: 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 you 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.
- Follow us on:
 - [Twitter](https://twitter.com/DiversityInc) - twitter.com/DiversityInc
 - [Facebook](https://www.facebook.com/DiversityInc) - www.facebook.com/DiversityInc
 - [LinkedIn](https://www.linkedin.com/company/DiversityInc) - www.linkedin.com/company/DiversityInc
 - [Instagram](https://www.instagram.com/diversityinc/) - 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.