

Developing Diverse High Potential Talent for the Future:

Verizon's Diversity Leadership Institute (DLI)

Verizon Telecom Human Resources

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Agenda



- ❑ Diversity at Verizon
- ❑ What is the Diversity Leadership Institute (DLI)?
- ❑ Why DLI? Initially, Through the Years, and Now
- ❑ Target Audience
- ❑ Program Components and Administration
- ❑ Impact and Performance Linkage
- ❑ Lessons Learned
- ❑ Challenges

Diversity at Verizon



- Verizon has been recognized as diversity leader for many years
- Verizon Corporate diversity team sets strategy for the enterprise
- Each business unit has its own diversity team (VZT, VZB, VZW, VSO)
- Verizon Telecom Diversity Management Team is housed in the HR Talent Acquisition and Diversity organization

Refocusing the Diversity Lens:

Broaden understanding of diversity beyond traditional definitions, and integrate diversity management as a core leadership competency to drive a high performance culture and business results.

Diversity exists at Verizon...our job is to effectively manage diversity in order to capitalize on the benefits that it offers.

What is the DLI?



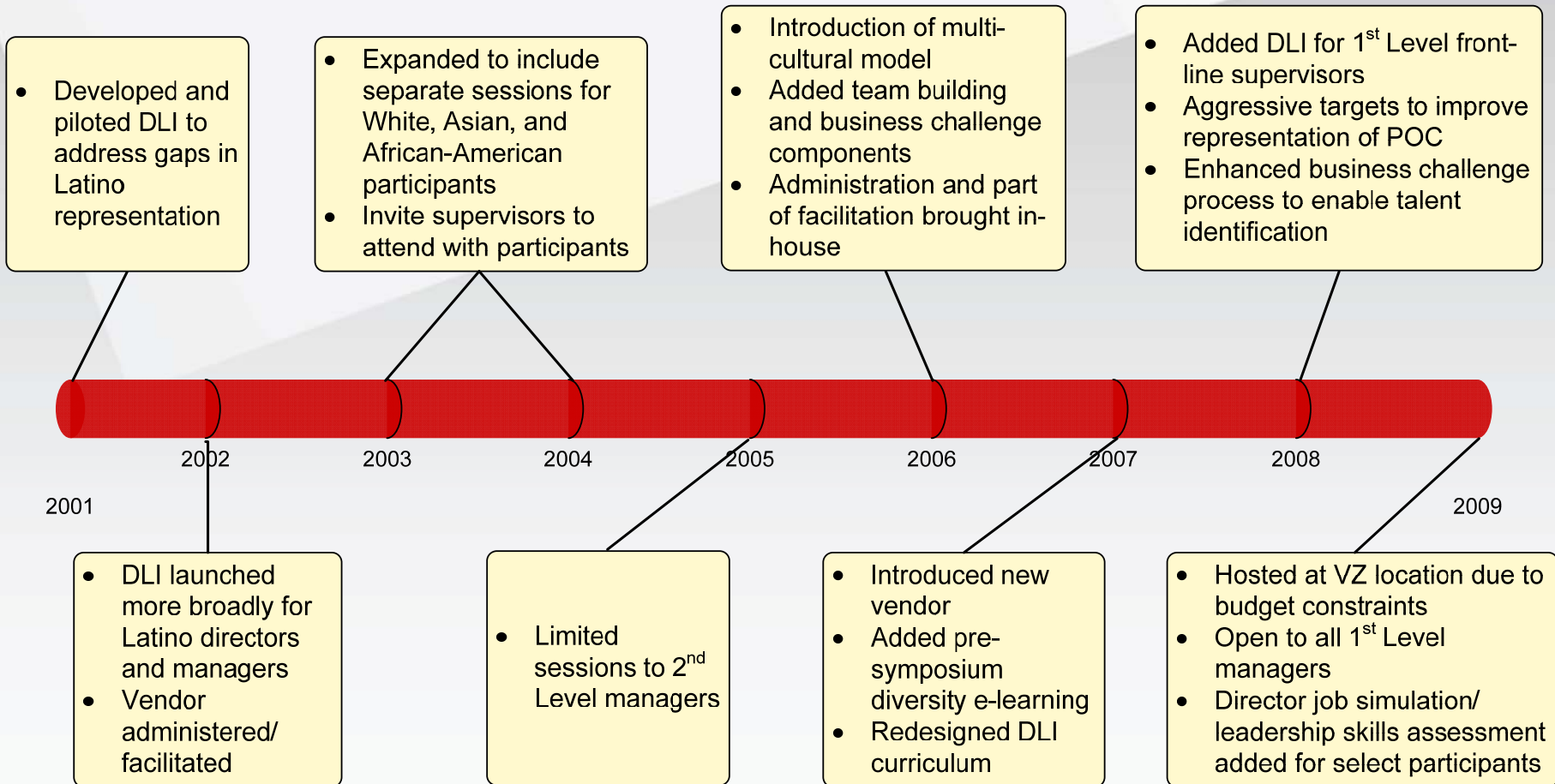
The Diversity Leadership Institute (DLI) is a skill building program targeting first and second level managers rated high potential/emerging talent in Verizon's succession planning process. The program presents a contemporary interpretation of the critical diversity, performance and leadership competencies essential for Verizon's success in the 21st Century.



Why DLI – *Initially?*

- The Issue:
 - Verizon’s leadership recognized a gap in our workforce composition – specifically that Latinos were under-represented in our senior leader ranks
- The Solution:
 - A leadership symposium was developed and launched to a targeted population consisting of Latino Directors/Executive Directors

DLI Through the Years



Why DLI – Now?



Verizon Telecom Diversity Management Mission:

Integrate diversity management as a core leadership competency to drive a high performance culture and business results.

DLI Outcomes:

- ☑ Improve leadership accountability, skill in managing diversity, performance excellence and business execution
- ☑ Measurable gains in employee development, promotion and retention
- ☑ Increase supervisory capability to lead and develop high value diverse talent
- ☑ Enhance the relationship between employees and their supervisors through facilitation of candid dialogue
- ☑ Promote and sustain a learning culture that supports inclusion and development

Target Audience



- First level supervisors/individual contributors (band 7) and second level managers/individual contributors (band 6)
- By invitation only
 - High Potential: highest potential for success in a wider range of more complex jobs
 - Emerging Talent: some potential for success in a wider range of more complex jobs
- Participants and their supervisors must attend symposium jointly
- Representation from different lines of business, geographies, race, gender and ethnicity

First Level Supervisors

- Supervise union-represented employees (technicians, customer service representatives, clerks, etc.)

Second Level Managers

- Supervise first level supervisors and individual contributors

Individual Contributors (first and second level)

- Manage and/or implement programs; varying levels of technical expertise

Program Administration



Cost/Location

- Funded by Human Resources: <\$2k/participant
- Participant/supervisor department responsible for transportation and lodging costs
- One dedicated employee resource
- Hosted at the Verizon Center in Basking Ridge, NJ

Invitation Process

- Department and HR receive advance notice of invitees
- Mechanized invitation, RSVP and confirmation process
- Typically 50% declination/no-response rate

Challenges

- By invitation only
- Notification of high potential/emerging talent status
- Returning supervisors

Program Components



Pre-Symposium

- 1.5 hours for participants
- 2.5 hours for supervisors

- The Knowledge EDGE[©] (*Embracing Diversity for Growth & Excellence*) and The Awareness EDGE[©] (Pope & Associates)
- Verizon-Lominger LEADERSHIP ARCHITECT[®] Competency Assessment (supervisors)

Symposium

- 3 days for participants
- 1.5 days for supervisors

- Skills for Leading Verizon's Diverse Talent (facilitated by Pope & Associates)
- LEADERSHIP ARCHITECT[®] Competency Assessment (participants)
- Participant/Supervisor Pair Discussion of Competency Assessment and Development Plan
- Engaging Yourself & Others
- Creating Your Personal Brand
- Executive Networking Reception
- Executive Speakers
- Business Case Development (band 7)
- Building Effective Teams/Business Challenge Prep (band 6)

Post-Symposium

- 6 months for BC

- Business Challenge (BC) and Leadership Skills Assessment (band 6)
- Post-symposium performance impact survey

Impact & Performance Linkage



Promotions

- DLI graduates are **6 times** more likely than the general second level population to be promoted
- In 2008 **36%** of promotions to director were DLI graduates

Separations

- DLI graduates are **1.6 times** less likely than the general second level population to leave Verizon

Performance

- **72%** of DLI graduates maintain or increase their performance rating year-over-year

2007-2008 Reaction Ratings

- Average symposium impact rating for participants/supervisors: **4.43/4.17** (5.0 scale)

Business Contribution

- 2008 Business Challenge process identified solutions with **\$18M in potential cost savings**
- 77% of participants completed process

Lessons Learned – Team Observations



Issue

- Opportunity to apply DLI learning and gain experience in business case development
- Identify and extend learning for top talent
- Improve first level supervisory skills
- Under-representation of minorities
- Cumbersome invitation process

Enhancement(s)

- Six-month Business Challenge (BC) component introduced
- LSA component added to BC
- Launched program targeted at first level supervisors
- Rigorous targets set to mirror workforce composition
- HR Business Partners and participants' supervisors required to sign-off on all invitees
- Developed website to facilitate automated invitation process

Lessons Learned – Participant Feedback



Issue

- More opportunity for participant/supervisor interaction
- Group size too large
- Symposium days too long
- Increase exposure to executives

Enhancement(s)

- Participants and Supervisor experience the Pope & Associates Skills for Leading Verizon's Diverse Talent component together
- Symposium size decreased from 100 to 50 participants
- More interaction added to day 2 content
- Networking reception moved to the evening of day 2
- Six-month Business Challenge (BC) component introduced
- Symposium brought on-site to Verizon Center to encourage more executives to attend networking reception

Challenges

- Remaining on the cutting-edge
- Extending the experience
- Obtaining Business Challenges
- Competition/coordination with other leadership training programs within and across business units
- Demonstrating ROI

Q & A

Thank You

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