

Inclusion & Diversity Workshop

Enhancing Organizational Effectiveness Through Inclusive Diversity



SEPTEMBER 14-15, 2021

Inclusive diversity positively **impacts** science and technology outcomes. It **increases** innovation and the ability to solve more complex problems, and it **improves** collaboration and organizational effectiveness.



Inclusive Diversity: The Game Changer

2021 Inclusion & Diversity Workshop

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Hosted by Idaho National Laboratory

Dr. John Wagner, Laboratory Director

Juan Alvarez, Deputy Laboratory Director for Management and Operations and Chief Operating Officer | Dr. Marianne Walck, Deputy Laboratory Director for Science and Technology and Chief Research Officer
Mark Holubar, Human Resources & Diversity Director | Toni L. Coleman Carter, Chief Inclusion and Collaboration Officer

2021 Inclusion & Diversity Workshop

Welcome

Our National Laboratories – Ames • Argonne • Brookhaven • Fermi • Idaho • Jefferson • Lawrence Berkeley • Lawrence Livermore • Los Alamos • National Energy Technology • National Renewable Energy • Oak Ridge • Pacific Northwest • Princeton Plasma Physics • Sandia • SLAC National Accelerator • Savannah River

September 14-15, 2021

Welcome to the National Laboratory Directors' Council (NLDC) annual Diversity, Equity and Inclusion event. We regret that we are unable to meet in person but look forward to a productive and impactful meeting over the next 2 days as well as through continued discussions being planned later in September and October.

The NLDC is a self-organized, self-governing body comprised of the Laboratory Directors from each of the seventeen national laboratories. The NLDC advances the effectiveness of the Department of Energy (DOE) national laboratory complex in addressing national needs and provides an interface to the DOE on issues and concerns of common interest. It also provides a forum for presenting DOE senior leadership with a consensus view of matters that affect their laboratories and their ability to contribute to the DOE mission.

A diverse, equitable and inclusive environment is crucial for the national laboratories to successfully pursue our missions on behalf of the DOE. The NLDC is committed to gathering with our Human Resources Officers and Diversity representatives at this annual event to share progress, discuss new ideas and learn about next practices in diversity, equity and inclusion in order to increase our impact. The theme of this year's event is "Enhancing Organizational Effectiveness Through Inclusive Diversity." The speakers include members of our laboratory staff, DOE guests, and experts we've invited to address the impacts of inclusive diversity and psychological safety on organizational effectiveness as well as next practices in recruiting and developing inclusively diverse talent.

We're honored to have Secretary Jennifer Granholm deliver our opening keynote and Jill Hruby, Under Secretary for National Security and Administrator of the National Nuclear Security Administration and Harriet Kung, Deputy Director for Science Programs, Office of Science, join us for a panel to discuss "Driving Scientific Outcomes Through Inclusive Diversity." We will also hear from invited expert speakers who will share their ideas and expertise with us. Thank you in advance for your active participation. It is up to all of us to apply the learnings from these events at our laboratories to drive mission outcomes. I challenge each of you to consider this as you prepare for these and continued discussions.

The NLDC is grateful to Idaho National Laboratory for hosting this important event and for the efforts and flexibility of our diversity officers who shaped the agenda. Thank you again for your commitment and tenacity through these uncertain times. We look forward to gathering again in person when it is safe to do so.

Sincerely,



Doon Gibbs
Chair, National Laboratory Directors' Council
Director, Brookhaven National Laboratory

2021 Inclusion & Diversity Workshop

Welcome



August 24, 2021

Dear Colleagues,

Welcome to the National Laboratory Directors Council 2021 Inclusion and Diversity workshop. All of us at Idaho National Laboratory are proud to host this important event and engage with each of you on a topic so vital to our success.

Inclusivity is a core value at INL. Creating a culture in which everyone is welcomed and valued for who they are and what they bring to the table is a top priority. At INL – and across the national laboratory complex – we don't just value inclusive diversity; we seek, embrace, and recognize the uniqueness of each person.

Every person taking part in this workshop, no matter where you work, encounters challenging tasks. We all work together with our colleagues to resolve complex issues and produce positive results.

When our teams consist of people with the same backgrounds, experiences, and approaches, our pool of solutions is limited. When we bring together people from different places, who represent a variety of experiences and approach complex issues in diverse ways, innovation happens. Our pool of solutions grows broader and deeper, and we produce better results.

Embracing diversity helps us build higher-performing teams that produce better outcomes. It helps us recruit and retain talented individuals by ensuring everyone knows our laboratory complex is a place where they belong.

Individuals perform best when they feel psychologically safe, welcomed, and appreciated, and when they are a valued colleague on a team that is accomplishing its goals and making a difference.

Collectively and individually, we achieve our potential by embracing and empowering an inclusive and diverse culture where everyone is valued for who they are, appreciated for their contributions, and treated with respect, dignity, and empathy.

Thanks to each of you for joining us for these very important conversations. We all want to make the world a better place. Inclusivity will help us realize our goal, while enriching our lives. Together, there is no limit to what we can accomplish.

Sincerely,

A handwritten signature in black ink that reads 'John C. Wagner'.

John C. Wagner, Ph.D.
Director, Idaho National Laboratory
and President, Battelle Energy Alliance, LLC

P.O. BOX 1625 • 2525 NORTH FREMONT • IDAHO FALLS, IDAHO 83415 • 208-526-0111 • WWW.INL.GOV

Operated by Battelle Energy Alliance, LLC for The United States Department of Energy

2021 Inclusion & Diversity Workshop

Welcome

OFFICE OF THE MAYOR

Office (208) 612-8235
Fax (208) 612-8560



14 September 2021

Dear Directors' Council Members and Esteemed Participants:

It is my great pleasure to welcome you to this year's *National Lab Directors' Council Inclusion & Diversity Workshop*. As the host community to the Idaho National Laboratory, I want each of you to know how much the City of Idaho Falls values the work of our nation's laboratories and appreciate the talents and diversity fostered within each of these highly specialized workforces.

Idaho Falls aspires to be a hospitable and welcoming city – a city that celebrates the diversity of businesses and community members alike. I can report that the workforce challenges facing Idaho National Laboratory and other STEM-based employers in our region are often on my mind. You'll be interested to learn that city leaders and I have taken conscious steps to address those quality-of-life issues that matter to current and future laboratory employees. Still, some of the more persistent questions remain:

- How do we educate and train our citizens so that they can stay in Idaho to work and raise their families?
- How do we attract and retain the workforce necessary to meet the growing needs of INL in a world where the required talent often must be sought across the globe?
- How can our community and its citizens better support and show appreciation for the diversity of backgrounds, faiths, beliefs, and experiences that comprise a thriving workforce?
- How can we use community assets to strengthen the laboratory workforce and how can we leverage a diverse workforce to strengthen our community?

For this reason, I am grateful you are meeting to contemplate these and other topics critical to maintaining and enhancing the vibrancy of all 17 national laboratories. I believe I can speak for host community leaders from across the laboratory complex when I say that we very much want to learn from your deliberations. I encourage you to share your observations and recommendations. And beyond that, I invite you to reach out and work with us to make the desired improvements and enhancements. A partnership practically ensures that we will succeed in addressing any challenges associated with securing a diverse and talented workforce.

Thank you for taking on these important discussions. City of Idaho Falls staff stand ready and willing to assist and support your good work.

Best regards,

A handwritten signature in blue ink, appearing to read "Rebecca L. Casper".

Rebecca L. Noah Casper, Mayor
City of Idaho Falls

P.O. Box 50220 | 308 Constitution Way | Idaho Falls, Idaho 83405-0220

2021 Inclusion & Diversity Workshop

Workshop Agenda

Enhancing Organizational Effectiveness Through Inclusive Diversity

September 14, 2021

8:15 a.m. – 11:00 a.m.

- 8:15 a.m. ● **Opening Ceremony & Welcome**
John C. Wagner, Ph.D.
Laboratory Director, INL
Doon Gibbs, Ph.D.
NLDC Chair, Laboratory Director, BNL
- 8:30 a.m. ● **Keynote**
Jennifer Granholm
Secretary, U.S. Department of Energy
- 9:00 a.m. ● **Panel: Driving Scientific Outcomes Through Inclusive Diversity**
Moderator: Marianne Walck, Ph.D.
DLD for Science & Technology
Chief Research Officer, INL
Panelists: Jill Hruby
Undersecretary for National Security and Administrator, NNSA
Harriet Kung, Ph.D.
Deputy Director for Science Programs, Office of Science
Tony Baylis, Director
Diversity, Equity and Inclusion, LLNL
- 9:50 a.m. ● **BREAK**
- 10:00 a.m. ● **Mind Gym: Different Like Me**
Andre O'Brien
Master Coach and Facilitator, Mind Gym

September 15, 2021

8:00 a.m. – 12:00 p.m.

- 8:00 a.m. ● **Welcome & Day 1 Recap**
Mark Holubar
Director, Human Resources & Diversity, INL
- 8:15 a.m. ● **The Impact of Inclusive Diversity on Organizational Effectiveness**
Kevin Foster
Retired Executive, Motorola Solutions
CEO, First Tracks Solutions –
An Inclusion and Culture Consultancy
- 8:45 a.m. ● **Talent Development: Engaging & Retaining Inclusively Diverse Talent**
Melonie Parker
Chief Diversity Officer and VP, Employee Engagement, Google
- 9:15 a.m. ● **Talent Acceleration: Advancing & Developing Inclusively Diverse Talent**
LaFern Kitt Batie
Former Human Resources Executive, Raytheon
CEO, The Batie Group, a High Impact Business & Leadership Consultancy
- 9:45 a.m. ● **BREAK**
- 10:00 a.m. ● **The Impact of Psychological Safety on Organizational Effectiveness**
Suri Surinder, Ph.D.
Founder & CEO, CTR Factor –
A Leadership, Diversity & Inclusion Firm
- 11:00 a.m. ● **Inter-Complex Collaboration Next Practices in Inclusion**
(Closed Session for Lab Directors, CHROs and CDOs)
Led by the Chief Human Resources Officers & Chief Diversity Officers
Facilitators: Bryan Parker
Sr. Organization & Development Consultant, INL
Kimberly Waetje
Organization & Development Consultant, INL

2021 Inclusion & Diversity Workshop

Expanded Learning Experience Agenda



Psychological Safety

September 28, 2021

9:00 a.m. – 10:00 a.m.

- 9:00 a.m. ● **Principles & Practices for Shaping “Safe” Cultures**
Bryan Parker
Senior Organization & Development Consultant, INL
- 9:30 a.m. ● **Psychological Safety: Building Effective Teams Through Measurement**
Philip Anderson, Ph.D.
Director, Leadership Institute, ANL

Talent Acquisition

October 14, 2021

9:00 a.m. – 10:00 a.m.

- 9:00 a.m. ● **Talent Acquisition: Winning the War for Inclusively Diverse Talent**
Eddie Pate, Ph.D.
Former Director, Inclusion & Diversity, Amazon
Founder, Eddie Pate Speaking & Consulting
- 9:30 a.m. ● **Panel: Strategies for Inclusive Hiring**
Moderator: Kimberly Evans Ross
General Counsel, INL
Panelists: Gayla Thomas-Dabney, Ph.D.
Diversity & Inclusion Regional Director
for Idaho, Oregon & California, Trinity Health
Eddie Pate, Ph.D.

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Speaker Biographies



Jennifer Granholm
Secretary
U.S. Department of Energy

Jennifer M. Granholm was sworn in as the 16th secretary of energy on Feb. 25, 2021, becoming just the second woman to lead the U.S. Department of Energy (DOE).

Secretary Granholm will lead DOE in helping America achieve President Joe Biden’s goal of net-zero carbon emissions by 2050 by advancing cutting-edge clean energy technologies, creating millions of good-paying union clean energy jobs, and building an equitable clean energy future. Granholm will also oversee DOE’s core missions of promoting American leadership in scientific discovery, maintaining the nuclear deterrent and reducing nuclear danger, and remediating the environmental harms caused by legacy defense programs.

Prior to her nomination as secretary of energy, Granholm was the first woman elected governor of Michigan, serving two terms from 2003 to 2011.

As governor, Granholm faced economic downturns caused by the Great Recession and meltdown in the automotive and manufacturing sectors. She successfully led efforts to diversify the state’s economy, strengthen its auto industry, preserve the manufacturing sector, and add emerging sectors — such as clean energy — to Michigan’s economic portfolio. Today, one-third of all North American electric vehicle battery production takes place in Michigan, the state is one of the top five states for clean energy patents, and 126,000 Michiganders were employed in the clean energy sector prior to the COVID-19 pandemic.

Granholm was also the first woman elected attorney general of Michigan and served as the state’s top law enforcement officer from 1998 to 2002.

After two terms as governor, Granholm joined the faculty of the University of California, Berkeley as a distinguished professor of practice in the Goldman School of Public Policy, focusing on the intersection of law, clean energy, manufacturing, policy and industry. She also served as an advisor to the Clean Energy Program of the Pew Charitable Trusts.

Granholm began her career in public service as a judicial clerk for Michigan’s 6th Circuit Court of Appeals. She became a federal prosecutor in Detroit in 1990, and in 1994, she was appointed Wayne County Corporation counsel.

Granholm, an immigrant from Canada, is an honors graduate of both the University of California, Berkeley and Harvard Law School. She and her husband, Daniel G. Mulhern, have three children.

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Speaker Biographies



Doon Gibbs, Ph.D.

Chair, National Laboratory Directors' Council

Director, Brookhaven National Laboratory

Dr. Doon Gibbs leads Brookhaven National Laboratory, a multiprogram U.S. Department of Energy laboratory. Home to seven Nobel Prizes, Brookhaven's portfolio ranges from fundamental science to innovation, development, and commercialization, including nuclear and particle physics, energy science and technology, data and quantum information science, biological and environmental science, and national security. Brookhaven also designs, builds and operates major user facilities enabling research that benefits the nation. These include the National Synchrotron Light Source II, the Relativistic Heavy Ion Collider, and the Center for Functional Nanomaterials. The lab is also the site of the future Electron-Ion Collider.

Gibbs earned bachelor's degrees in physics and mathematics from the University of Utah and a master's and doctorate in physics from the University of Illinois at Urbana-Champaign. He joined Brookhaven in 1983 as an assistant physicist and progressed through the ranks to become a senior physicist in 2000. He has

served as group leader of X-ray Scattering, head of Condensed Matter Physics, associate laboratory director for Basic Energy Sciences, and deputy laboratory director for Science and Technology. Gibbs became laboratory director and president of Brookhaven Science Associates, the LLC that manages the laboratory on behalf of the DOE, in 2013.

Gibbs was the 1991 E.P. Wohlfarth Lecturer in Physics at the Institute of Physics in the U.K., and has been recognized by the 1985 DOE Outstanding Scientific Accomplishment in Solid State Physics and the 2003 Advanced Photon Source Arthur H. Compton Award. He is a Fellow of the American Association for the Advancement of Science and the American Physical Society. He currently serves as the chair of the National Laboratory Directors' Council, and is a member of the Long Island Regional Economic Development Council, the Long Island Association Board, and the SUNY Research Council, among others.

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Speaker Biographies



John C. Wagner, Ph.D.

Director

Idaho National Laboratory

Dr. John C. Wagner is the director of Idaho National Laboratory and president of Battelle Energy Alliance, LLC. He is responsible for management and integration of a large, multipurpose laboratory whose mission focuses on nuclear energy, national and homeland security, and energy and environmental science and technology. He manages this U.S. Department of Energy (DOE) national laboratory of approximately 5,200 scientists, engineers, and support staff in multiple nuclear and nonnuclear experimental facilities, with an annual budget of over \$1.3 billion.

Wagner began serving as INL director on Dec. 11, 2020. He has been at INL since 2016 and served as associate laboratory director for Nuclear Science and Technology (NS&T) since 2017. Wagner

initially joined INL as the chief scientist at the Materials and Fuels Complex in 2016. Prior to joining INL, he worked at Oak Ridge National Laboratory for nearly 17 years, where he held several research and leadership roles in reactor and fuel cycle technologies.

Wagner is a Fellow of the American Nuclear Society and recipient of the 2013 E.O. Lawrence Award. He has authored or co-authored more than 170 refereed journal and conference articles, technical reports, and conference summaries. He received a B.S. in nuclear engineering from the Missouri University of Science and Technology in 1992, and M.S. and Ph.D. degrees from the Pennsylvania State University in 1994 and 1997, respectively.

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Speaker Biographies



Philip T. Anderson, Ph.D.
Director, Leadership Institute
Argonne National Laboratory



LaFern Kitt Batie, MBA, SPHR
CEO
The Batie Group

Dr. Philip Anderson has been an organizational development scholar/practitioner for over 15 years. He joined Argonne National Laboratory (ANL) in July 2019 to lead the expansion of the lab's Leadership Institute – responsible for Diversity, Equity and Inclusion, Learning and Development, and STEM Education and Outreach. He has worked in a variety of organizations in private industry, not-for-profit and government sectors in the areas of leadership and organization development. Most recently, Anderson was the dean and chief academic officer for the College of Business & Management at Cardinal Stritch University in Milwaukee, Wisconsin.

Previously, as the senior director, Business Transformation at ManpowerGroup Inc., Anderson was responsible for the change management of the enterprise-wide transformation initiative for the Americas.

Anderson also served as the Global Organization Development director at Abbott, where he led the company's cultural assessment process and organizational transformation. He was also responsible for global organizational development interventions and U.S. Training Operations within the Diagnostics Division.

Retiring from the United States Army in 1998 after 20 years of active duty service, Anderson's career culminated as a Training and Organizational Effectiveness advisor for the Army Readiness Group at Fort Sheridan, Illinois.

Anderson holds a bachelor's degree in workforce education from Southern Illinois University, a master's in human resource development leadership from the University of Illinois at Urbana, and a doctorate in organization development from Benedictine University.

Anderson's work has been published in a number of books and professional journals. He also serves on the Editorial Board of the *Organization Development Review* – the industry's leading professional publication. He is a member of the Academy of Management, Organization Development Network, and the Society for Human Resource Management.

LaFern Kitt Batie is a seasoned Fortune 500 leader, dynamic global speaker and CEO of The Batie Group, a boutique consulting firm and accelerator that cultivates business and leadership brilliance. She is the visionary for a team that helps clients lead effectively, develop compelling strategies, execute with excellence and create exceptional experiences for their employees and customers. Clients rave about her team's ability to create practical, high-impact organizational solutions.

With a strong corporate and civic leadership track record, the value Batie provides to leaders helps them deliver what they promise to their customers. Clients value the results her business strategy, leadership consulting, corporate education and professional speaking competencies help them achieve. With accounting, operations and human resources experience, she leads with high business acumen and a commitment to excellence.

Batie earned a bachelor's in accounting from Salisbury University, a master's in business administration from the University of Maryland and a leadership certificate from Harvard University. In addition to extensive professional coach training, Batie is a published author and professional speaker. She holds the SHRM-Senior Certified Professional designation.

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Speaker Biographies



Tony Baylis
Director, Diversity, Equity and Inclusion
Lawrence Livermore National Laboratory



Kevin Foster
Founder, CEO
First Tracks Solutions

Tony Baylis is an executive leader and international advocate for diversity, equity and inclusion (DEI). He has led DEI strategy for Lawrence Livermore National Laboratory (LLNL) since 2013, and represents LLNL's efforts to expand DEI in science, technology, engineering, arts, and mathematics (STEAM) outreach and K-12 education. Baylis joined LLNL in 2005 as the workforce and student program manager for LLNL's Computing Directorate. He previously held roles of progressive responsibility in the National Center for Supercomputing Applications at the University of Illinois, including associate director of Administration, Facilities, and Human Resources.

In his 35-year career as a technical leader, scientific manager, and DEI strategist, Baylis has worked with academia, government, industry, community, and diversity organization stakeholders to build career pathways for underserved and marginalized populations. He has created and collaborated with colleagues to build successful DEI programs focused on increasing the representation of women, Blacks, Hispanics/Latinx, Asian/Pacific Islanders, Native/Indigenous people, and individuals with disabilities through raising awareness, access, and opportunities. One program, "Broader Engagement" has become a foundational framework for the National Science Foundation. He has developed six DEI annual summits for the computer graphics community - four in North America and two in Asia.

Baylis is a DEI consultant to top organizations and policymakers, and an expert thought leader to programs, conferences, workshops, and professional associations seeking to advance DEI initiatives. He graduated from University of Illinois Champaign-Urbana, and achieved certificates from the A3 Illinois Technology Global Leadership Program, the LLNL Leadership Program, and Cornell University's Diversity & Inclusion Program.

Baylis' passions include his children, family and friendships. He devotes his energy to leading by example, listening openly and respectfully, delivering results, demonstrating allyship, optimism, and kindness daily, living a fully inclusive life, being socially conscious, learning continuously, traveling with curiosity, and being a service to others.

Kevin Foster launched his consulting practice, First Tracks Solutions, in June 2018 with a focus on helping organizations build and sustain inclusive cultures through forward-thinking, data-driven strategies. Foster also speaks regularly with large and small groups on disability awareness and inclusion. Prior to starting his consulting practice, Foster worked for Motorola Solutions for over 25 years. While at Motorola Solutions, he held leadership roles in compliance, global diversity and inclusion, HR operations, mergers and acquisitions, and global HR technology. Foster earned his Six Sigma Black Belt in 2007 and served as program manager for several large-scale enterprise projects, including the separation of Motorola into two independent publicly traded companies. Foster serves as board chair for the World Institute on Disability and also serves on the Telluride Adaptive Sports Program board. Foster competed as a member of the U.S. Paralympic Alpine Ski Team and competed in the U.S., Canada and Europe in all four alpine disciplines. He lives in Arizona with his family and is an avid hiker, backpacker and skier.

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Speaker Biographies



Mark Holubar
Director, Human Resources and Diversity
Idaho National Laboratory

Mark Holubar is the Human Resources and Diversity director for Idaho National Laboratory (INL). Located in Idaho Falls, Idaho, INL is changing the world's energy future and securing our nation's critical infrastructure. Holubar leads the Human Resources function for INL, which encompasses 5200+ employees. As part of the Senior Leadership Team, he helps set strategic policy and priorities for the lab's mission accomplishment.

Holubar joined INL from First Data Corporation in Denver, Colorado where he served as Human Resources director for Western Union; Talent Acquisition vice president; and most recently, Human Resources vice president for a division of First Data and part of the corporation's shared service organization. In this role, Holubar was responsible for broad-based HR support as well as for leading all U.S.-based shared service recruiting for First Data. Prior to joining First Data, Holubar held Human Resource positions with Coors Brewing Company, Newmont Gold Mining Company, Echo Bay Mines, Inc., all based in Denver, and American Microsystems, Inc. in Pocatello, Idaho.

Mark has a B.S. in economics from the University of Wisconsin – Oshkosh.



Jill Hruby
Under Secretary for Nuclear Security,
and Administrator of the National Nuclear
Security Administration
U.S. Department of Energy

Jill Hruby is the under secretary for Nuclear Security of the U.S. Department of Energy and administrator of the National Nuclear Security Administration (NNSA).

Hruby leads NNSA in achieving our nation's nuclear security missions by ensuring the Nuclear Security Enterprise is bringing cutting-edge science and creativity to sustain and fully understand our stockpile without testing; providing new technologies and procedures to lower cost and reduce the time to deliver all mission requirements; staying ahead of our adversaries; and developing advanced capabilities to enhance nuclear security, arms control and Navy reactors.

With over 30 years' experience in science and engineering, including serving as director of Sandia National Laboratories from 2015-17, Hruby brings a wealth of national security experience to NNSA.

Hruby served as the inaugural Sam Nunn Distinguished Fellow at the Nuclear Threat Initiative from 2018-19. She was also a member of the Defense Science Board, the National Nuclear Security Administration Defense Programs Advisory Committee, and the National Academy of Science Committee for International Security and Arms Control. She has served on a variety of technical advisory committees and nonprofit organization boards. She is a frequent participant in international dialogues, a spokesperson for women in engineering, and a mentor for emerging leaders.

Hruby earned her bachelor's degree from Purdue University and her master's degree from the University of California at Berkeley, both in mechanical engineering. She has authored numerous publications and reports, holds three patents, and received an R&D 100 Award. In 2016, she received the Suzanne Jenniches Upward Mobility Award from the Society of Women Engineers. In 2017, Business Insider named her the second most powerful female engineer. Hruby has received the Department of Energy Secretary's Exceptional Service Award, the National Nuclear Security Administrator's Distinguished Service Gold Award, and the Office of the Secretary of Defense Medal for Exceptional Public Service.

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Speaker Biographies



Harriet Kung, Ph.D.
Deputy Director for Science Programs
Office of Science
U.S. Department of Energy



Andre O'Brien
Master Coach & Facilitator
Mind Gym

Dr. Harriet Kung is the Deputy Director for Science Programs in the Office of Science (SC) at the U.S. Department of Energy (DOE). The SC mission is to deliver the scientific discoveries and major scientific tools that transform our understanding of nature and advance the energy, economic, and national security of the United States. SC accomplishes its mission and advances national goals by supporting the frontiers of basic research, the world's largest suite of major scientific user facilities, and science for energy and the environment.

As Deputy Director for Science Programs, Kung is the senior career official providing scientific and management direction and oversight for the SC research programs, including Advanced Scientific Computing Research, Basic Energy Sciences, Biological and Environmental Research, Fusion Energy Sciences, High Energy Physics, and Nuclear Physics. Kung also provides management direction and oversight of the Offices of Science Communications and Public Affairs, Scientific and Technical Information, Workforce Development for Teachers and Scientists, and Grants and Contracts Support.

Kung served as the SC Associate Director of Science for Basic Energy Sciences (BES) from June 2008 to April 2020 and as the Materials Sciences and Engineering (MSE) Division Director in BES from 2004 to 2008. During her tenure in BES, Kung led a number of strategic planning activities to define scientific research directions for science-to-technology pathways and was instrumental in the success of interagency collaborations, DOE research integration efforts, and international coordination activities. Before joining DOE in 2002 as a program manager in MSE, Kung was a technical staff member and a project leader at Los Alamos National Laboratory. Her research focused primarily on nanoscale materials and high temperature superconductivity. Kung received her Ph.D. in Materials Science and Engineering with a minor in Applied and Engineering Physics from Cornell University.

Andre O'Brien is a facilitator, executive coach and keynote speaker specializing in personal and organizational development. O'Brien often leads Mind Gym's diversity and inclusion (D&I) initiatives with clients, as well as other topics such as manager development, respect, and performance management.

O'Brien has dedicated more than 20 years to coaching and developing business leaders across the globe. He has coached multiple levels of executive management in the areas of new business development, change management, D&I, negotiation skills, customer management, team development and productivity.

O'Brien's career includes several years as a wealth management financial advisor, and he is the founder and managing partner of a company specializing in the creation of materials for nationally recognized public speakers. O'Brien was a pioneering member of the management team that built a telecommunications company's wireless technical support division.

O'Brien holds a bachelor's in business administration from Adelphi University and is a graduate of the nationally renowned Coverdell Leadership Institute. O'Brien is also a certified Dale Carnegie trainer/coach, has been designated a Distinguished Toastmaster by Toastmasters International and is a member of the National Speakers Association and the Association for Talent Development.

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Speaker Biographies



Bryan Parker
Senior Organizational &
Development Consultant
Idaho National Laboratory



Melonie D. Parker
Chief Diversity Officer and VP,
Employee Engagement
Google

Bryan Parker has spent more than 40 years helping organizations and leaders build teams, manage change, drive cooperation, and improve learning. As a consultant, life coach, and change agent, Parker is driven by a philosophy that everyone can be “bigger” without anyone having to be “smaller.”

As the senior organizational development consultant at Idaho National Laboratory (INL), Parker often leads transformational efforts to maximize team organization effectiveness, improve employee engagement, and accelerate professional development for managers, future leaders, and high performing contributors. He was instrumental to the implementation of two nationally recognized workshops for Battelle Energy Alliance, and led the design of key components within INL’s leadership and management development portfolio.

Parker holds a bachelor’s in organizational development and an organizational practitioner certification from the National Training Laboratory. He is a master practitioner and coach in neuro-linguistic programming and a certified professional facilitator with the International Association of Facilitators. Enabling his career of consulting for Fortune 100 companies and coaching diverse executive leaders, Parker maintains domain-specific certifications from Arbinger Institute, Partners in Leadership, Anchor Point Institute, Magill Coaching, and Implementation Management Associates. As a former NCAA track and field All-American, Parker continues to pursue faith, family, running, and coaching youth athletics in his spare time.

Parker is a human resources executive committed to innovative, relevant, and contemporary HR leadership. She is an advocate for change and a passionate thought leader. Parker is responsible for advancing Google’s employee engagement strategy across diversity, equity and inclusion. Additionally, Parker serves as a Minority in Energy Initiative Champion for the Department of Energy.

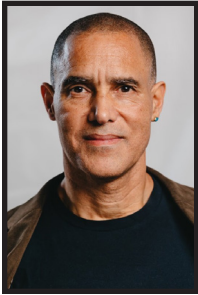
Prior to this role Parker served as the vice president of human resources & communications at Sandia National Laboratories. Parker was responsible for the leadership and labwide management of human resources, health, benefits and employee services. She was also responsible for Sandia’s communication efforts, which included planning, strategy, executive communications, media relations, external branding, community affairs and internal communications.

Prior to joining Sandia, Parker extends expertise from a career spanning over 17 years in a variety of Lockheed Martin business areas, locations, and progressive leadership roles. During her time at Lockheed Martin, she has held responsibility for employee relations, staffing, EEO/affirmative action, diversity programs, compensation, benefits, and K-12 outreach initiatives.

Parker received a bachelor’s in mass communications from Hampton University and a master’s in human resources from Villanova University. She was named the 2016 HR Professional of the Year by the New Mexico Society of Human Resource Management. She was recognized with a Special Recognition Award at the 2014 Women of Color STEM Awards, and in 2012 graduated from Lockheed Martin’s Executive Assessment & Development Program.

2021 Inclusion & Diversity Workshop

Speaker Biographies



Eddie Pate, Ph.D.

Founder and CEO

Eddie Pate Speaking & Consulting, LLC



Kimberly Evans Ross

General Counsel

Idaho National Laboratory

Dr. Eddie Pate has spent more than 20 years working across industries globally to transform businesses and communities in the realm of inclusion, diversity, and equity. As an operational executive, he has utilized his inspirational leadership style and skills to build organizations that understand the importance of reflecting the communities they serve, valuing diverse perspectives, having a global lens, and making integrated inclusion paramount in achieving business success. His expertise lies in helping drive strategic focus on equity, inclusion and diversity, cultural competence, inclusive leadership, and inclusive hiring to help individuals, teams, and organizations thrive.

Pate's 20-year career involved fast-paced, global, matrixed environments in the tech and retail industries. Throughout his time at Microsoft, Starbucks, Avanade, and Amazon, Pate was fully immersed in identifying and addressing issues surrounding inclusion, diversity, equity, cultural competence, and systemic change. He's been married to Val for 34 years, and they have two children, Karley and Arthur. They round out their pack with three dogs.

Kimberly Evans Ross is general counsel at Idaho National Laboratory. Her areas of legal expertise include employment law, corporate law and complex business litigation. Evans Ross has been with Idaho National Laboratory since 2014. During that time, she has demonstrated a commitment to INL's value of inclusion, working with the laboratory's Executive Inclusion Council to achieve its goal of bringing belonging, dignity, equity, respect and courtesy to everyone in the workforce. In recognition of her professional success and commitment to inclusion within INL and across the legal industry, Evans Ross was honored by Profiles in Diversity Journal as one of the Women Worth Watching in Leadership in 2020.

Prior to joining INL, Evans Ross was a partner at Moffatt Thomas Barret Rock and Fields in Idaho Falls/Boise and an associate attorney at Tarlow & Stonecipher in Bozeman, Montana. She began her career clerking for Chief Justice Jean Turnage of the Montana State Supreme Court and for Chief Judge William Stocks at the U.S. Bankruptcy Court for the Middle District of North Carolina. Evans Ross received a bachelor's degree in English with distinguished honors from Boise State University, and a Juris Doctor with honors from University of North Carolina at Chapel Hill.

2021 Inclusion & Diversity Workshop

Speaker Biographies



Suri Surinder, Ph.D.
CEO, Co-founder
CTR Factor, Inc.

Dr. Suri Surinder is the co-founder and CEO of CTR Factor, a woman-owned, minority-owned advisory services firm in leadership, diversity, equity and inclusion, serving publicly and privately held corporations, associations and non profits, universities and foundations. CTR Factor has worked with 170 companies in 15 different industry sectors, including Prudential, Pixar, Trane Technologies, PNC, AICPA, RSM and Crowe.

Surinder is also a senior board member and part of the founding team at the CTR Factor Non-Profit Alliance, a 501(c)(3) focused on employment, engagement and education of military veterans.

Surinder has developed the techniques and concepts he teaches during a successful business career spanning 30 years as an executive, consultant, board member, author, entrepreneur and professor. As part of this journey, he has served as chief learning officer of Kaleidoscope Group, a full-service D&I provider with a distinguished history of serving diverse clients.

He has also been chief learning officer at ALPFA, the nation's largest Latino professional organization. In this role, he was also COO of the ALPFA Institute and head of executive education at the Sam Walton College of Business at the University of Arkansas, and led the development of strategic relationships with, and design and delivery of learning programs for clients such as Walmart, PwC, Santander, MassMutual, Voya, Disney, GE, New York Life, Kaiser Permanente, P&G, HJ Heinz, JB Hunt and Accenture.

His experience also includes serving as global head of consulting services at Diversity MBA magazine, and founder and president at Systems & Statistics Group.

In 2011, he was recognized as one of the Top 100 Senior Executives under 50 by Diversity MBA magazine. He has been acknowledged by the U.S. government as a person with extraordinary ability in business.

Surinder holds a bachelor's in civil engineering, a master's degrees in structural engineering and marketing, and a doctorate in strategy.



Gayla Thomas-Dabney, Ph.D.
Diversity & Inclusion Regional Director
for Idaho, Oregon & California
Trinity Health

Dr. Gayla Thomas-Dabney is the regional director of diversity and inclusion for Idaho, Oregon and California. Thomas-Dabney is responsible for advancing Trinity Health's diversity and inclusion strategic action plans for Saint Alphonus Health System in Idaho, Oregon and Saint Agnes in Fresno, California.

Prior to joining Trinity Health, Thomas-Dabney served as the director of equity and inclusion at Boise State University, advancing diversity, equity and inclusion thinking and practices and director of equal opportunity/affirmation and ADA at Eastern Washington University. Thomas-Dabney served 24 years in the U.S. Navy, earning an honorable discharge as a senior chief petty officer.

Thomas-Dabney earned her doctorate in leadership studies at Gonzaga University. She also holds a master's of business administration from Webster University and a bachelor's in workforce education training and development from Southern Illinois University at Carbondale. Thomas-Dabney is the CEO of GTD Enterprise LLC consulting business.

2021 Inclusion & Diversity Workshop

Speaker Biographies



Kimberly Waetje
Organizational Development Consultant
Idaho National Laboratory



Marianne Walck, Ph.D.
Deputy Laboratory Director for Science
and Technology and Chief Research Officer
Idaho National Laboratory

Kimberly Waetje is an Organizational Development consultant at Idaho National Laboratory (INL). She has a master's degree in industrial and organizational psychology and provides strategic leadership/management and organization development tools to INL's leadership team and INL employees. In this role, she has discovered that all people desire to be heard, to be seen for who they are, and to have their contributions valued. Kimberly strives to create and enable environments where people can experience these things at INL. This work requires a strong relational astuteness, and encompasses work in assessments, surveys, interviews, facilitation of group meetings, workshops, discussions, and designing, developing and implementing organizational interventions.

Dr. Marianne Walck provides strategic leadership, direction and integration for research, science and technology at INL in her roles as deputy lab director for Science and Technology and chief research officer. She leads INL's Laboratory Directed Research and Development program, directs INL's interactions with DOE's Office of Science, and oversees INL's strategic interactions with universities.

Walck joined INL in 2019. She has more than 30 years of DOE national laboratory technical leadership experience, including technical program leadership, research leadership, and line, personnel and site management. Her prior experience includes 33 years at Sandia National Laboratories, concluding as vice president for both SNL's California laboratory and its Energy and Climate Program. Walck serves on several advisory boards for universities, national laboratories and technical institutes, including the Texas A&M Energy Institute and the U.S. Women in Nuclear Executive Advisory Council.

Walck was named one of the Top 100 Women in Energy by the National Diversity Council in 2021. She earned doctorate and master's degrees in geophysics from California Institute of Technology and a bachelor's degree in geology/physics from Hope College. She holds memberships in the American Geophysical Union, the Seismological Society of America, the Association for Women Geoscientists, the American Nuclear Society, Women in Nuclear, and the American Association for the Advancement of Science.

Walck and her husband have two sons. She volunteers as a mentor, and enjoys judging student science fairs and performing as a violinist in community orchestras.



Build a diverse, equitable, and inclusive government workforce with Qualtrics Experience Management

The Administration has called on Federal agencies to create safe, inclusive, equitable, and diverse workplaces. Understanding what employees experience today - and what they need to feel a sense of belonging - is critical to designing and sustaining an inclusive organizational culture.

Qualtrics' Diversity, Equity, and Inclusion (DEI) solution brings the voice of employees to the National Laboratory leaders and managers who drive decision making and action. We combine research-backed methodologies with world-class employee experience management technology, to help you identify and close DEI gaps throughout your lab. Role-based dashboards empower your team to drive measurable and systemic change.

Qualtrics will be a force for good

"DEI is a cornerstone of our company culture. With strong views on diversity and inclusion, immigration, wage equality and the universality of human rights – without regard to race, color, creed, gender, or sexual orientation – we will not be quiet but will amplify these views on behalf of our employees and organization. We are taking action to improve DEI through our people, processes, and technology."

-Ryan Smith, Co-Founder

DEI drives mission success

- + Increase employee engagement, top talent retention, and innovation by focusing on DEI improvement across your office
- + Empower leaders and managers with research-backed methods and individualized dashboards to understand and close DEI employee experience gaps
- + Deliver automated and personalized analytics and actions so managers can build more inclusive and effective teams

Greg Roesch

Qualtrics Federal Strategic Account Lead
gregoryr@qualtrics.com
(513) 476-4488



Experience Design

Design breakthrough products, services, cultures, and brands

XM^{OS}

Experience Improvement

Continuously improve customer, employee, product, and brand experiences

Listen & Remember

LISTEN **XM^D** OBSERVE

Process & Understand

DECISION MODELING **iQ** RECOMMENDATIONS

Build a Culture of Action

HIGH-TOUCH **Xflow** ZERO-TOUCH



Uncover the products, services, and experiences that customers and employees want next.

Market Research

Research Design

Testing & Optimization

Sample Management



Decrease churn.
Increase Customer Lifetime Value.
Reduce cost to serve

Customer Care

Digital Experience

On-site / In-store

B2B Account Management



Improve product market fit.
Increase share of wallet.
Decrease time to market.

Pricing & Packaging

Product Market Fit

Product Testing

Product Satisfaction



Attract and retain talent.
Increase engagement.
Improve productivity.

Culture & Development

Engagement

Facilities & IT

Onboarding & Exit



Acquire new customers.
Increase market share.
Improve awareness and perception.

Brand Tracking

Awareness & Perception

Segmentation

Ad Testing



Expert designed programs.
White-glove implementation
And management.

XM Program Design / Audit

Culture & Compensation

Executive Reporting

Advisory Services

Every Experience That Matters. All On One Platform.

Every year, 3 billion people use the Qualtrics FedRAMP Authorized Experience Management Platform to provide feedback on everything from the brands they buy from and the companies they work for to the governments and agencies that serve them. That's billions of data points on the beliefs, emotions and sentiments that drive their decisions. Qualtrics makes it easy for you to turn data into insights and design experiences that engage and delight every stakeholder, so you can spend more time doing what you do best — serving the public.

qualtrics[®] XM

Learn more at
qualtrics.com/government

Connect With Your Community

Create easier ways to engage with residents, gauge impact and community perceptions of community programs and improve digital civic engagement.

Increase Staff Capacity For Engagement

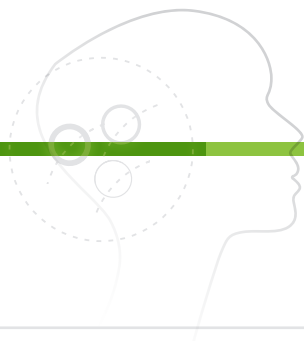
Improve the ability and efficacy of staff to truly engage with the community. Develop, evaluate, and monitor the quality of stickiness of training and other developmental opportunities.

Incorporate Best Practices For Equity And Inclusion

Generate targeted content that enables residents to find what they need quickly. Optimize digital self-service channels to reduce cost and time to serve for both residents and employees.

Strengthen Supplier Relationships And Security Of Supply

Gain visibility and foresight into the health of your supply, understand supplier sentiment, and uncover tangible ways to reduce operation costs.



Keynote

September 14, 2021
8:30 a.m.

Jennifer Granholm
Secretary, U.S. Department of Energy

2021 Inclusion & Diversity Workshop

Curriculum Workbook



Panel:
Driving Scientific Outcomes Through Inclusive Diversity

September 14, 2021
9:00 a.m.

Moderator: Dr. Marianne Walck
Panelists: Jill Hruby, Dr. Harriet Kung, Tony Baylis

A series of 16 horizontal grey lines for writing notes.

2021 Inclusion & Diversity Workshop

Curriculum Workbook



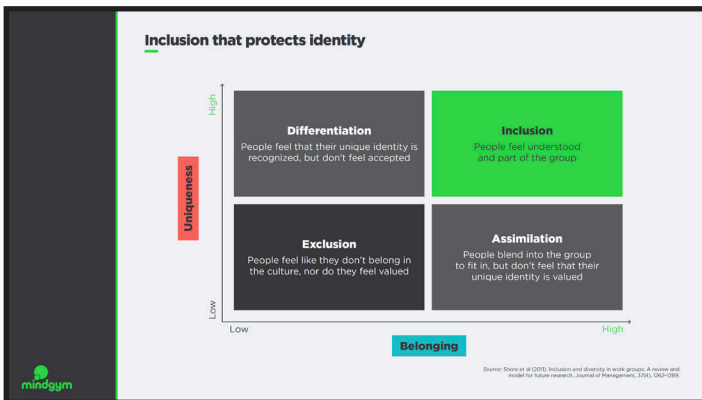
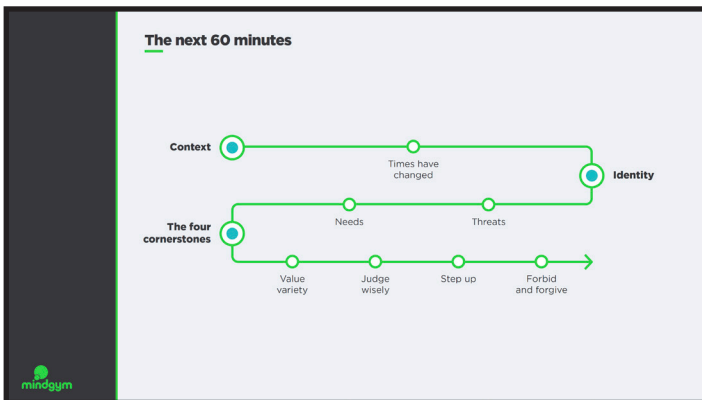
Mind Gym: Different Like Me

September 14, 2021
10:00 a.m.

Andre O'Brien
Master Coach and Facilitator, Mind Gym

Different like me
Virtual Handout

© 2021 Mind Gym



2021 Inclusion & Diversity Workshop

Curriculum Workbook



Mind Gym: Different Like Me

September 14, 2021
10:00 a.m.

Andre O'Brien
Master Coach and Facilitator, Mind Gym

Step up Belonging

Building belonging

- Unique traits we value
- Our goals
- Our mission
- Our values
- Our purpose

Creating connection moments

- Use nostalgia**
"Remember when?"
- Provide support**
"I'm here for you"
- Find common ground**
"What do you like doing outside of work?"
- Celebrate achievements**
"I'd like to thank..."

Forbid and forgive Belonging

Find the line between overly permissive and overly zealous to build belonging

Overly permissive Overly zealous

- The message that "we're all human" is overemphasized
- Excuses are made for poor behavior
- Blame is placed with those who question the culture
- There's zero tolerance, even for unintentional slights
- Virtue signaling disrupts conversations about what is or isn't acceptable
- Gossip or vigilantism leads to informal ganging up on people suspected to have wronged

Be consistent

- Take responsibility for communicating what went wrong
- Be clear on what is expected in the future

3 tips for success

- 01 Encourage leaders to use their tailwinds to support their teams.
- 02 Make fair decisions that others respect, consider the process, and perception.
- 03 Take responsibility for stepping in when others are excluded.

Find out more at themindgym.com

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CTR FACTOR OVERVIEW



CTR FACTOR, INC. was founded in 2009 as a certified woman and minority owned enterprise (MBE/WBE) recognized for being **Inclusion, Diversity, Equity and Leadership (IDEAL)** experts with real world experience in business, military and non-profit organizations. Due to our industry knowledge, we understand the importance of customizing our solutions to fit the needs of our clients. We are not traditional diversity consultants. Our team has C-level experience and has made transformational changes within organizations. We have run billion dollar P&Ls for Fortune 50 companies; have served in the US Armed Forces, and developed start-ups and non-profits from ground up. This experience has allowed us to truly link diversity and inclusion to business imperatives and results for 177 clients in 20 sectors through 100+ offerings.

CENTERS OF EXCELLENCE

A cutting edge think-tank of best practices, benchmarks, case studies and insights

- WORKFORCE
- COMMUNITY
- WORKPLACE
- SUPPLIER
- MARKETPLACE

FORMATS

Diverse mechanisms of delivery with different economic value curves

- FACE-TO-FACE
- MICRO-LEARNING
- WEBINARS
- E-LEARNING

OFFERINGS

Different vehicles to support the rollout of the solutions within the client organization

- ASSESSMENT
- COACHING
- SPEAKING
- CONSULTING
- EDUCATION
- DIGITAL

FUNDAMENTAL BELIEFS

CTR Factor is based on the fundamental realization that great leaders don't lead by mandate or fiat, by threats or treats, by favor or fear. We believe that leadership is the ultimate, magnificent act of free will on the part of those who follow.

The awesome, magical secret of great leaders is that they have figured out how to get others to want to follow them voluntarily, consistently, predictably and replicably.

They do so by earning three currencies of influence from those around them – Credibility, Trust and Respect (C-T-R). These currencies are earned by building 3 assets of impact – Results, Relationships and Resources. These assets of impact are built by making 3 investments of intention in Capabilities, Character and Competencies.

We continuously aim to earn these 3 currencies with our clients - credibility through distinctive, consistent results by investing in capabilities, trust through dependable, caring relationships by investing in character, and respect through superior, relevant resources by investing in competencies.

UNIQUE VALUE PROPOSITION

- Certified minority-owned, woman-owned small business
- Advisory services in leadership, diversity, equity and inclusion
- 177 clients in 20 different sectors over 12 years

STORY

- C-level executives with extensive corporate experience
- Scalable team, sized flexibly and quickly for client needs
- Team reflects ethnic, gender, generational diversity in the US

STRUCTURE

- Inclusive approach to sensitive topics
- Immersive learning experiences which result in behavior change
- Bias for action and Get-Stuff-Done approach to execution

STYLE

- National and global presence
- Practices based on industry, topic and constituency
- Speaking, training, assessment, coaching, consulting, digital offerings

SCOPE

- Specialization in your industry sector
- Cross-industry best practice sharing
- Rapid assimilation into your organization

STRATEGY

- Consistently top-rated outcomes with clients
- Customized programs in multiple formats
- Practical recommendations based on data and evidence

SPECIALTY

MISSION & VISION



SAMPLE VIDEOS

Title: Cultural Dexterity
Client: Walt Disney Company
Facilitators: Suri Surinder and Manny Espinoza
Web Link:
<https://www.youtube.com/watch?v=mvjN2BjmEaY->

Title: The CTR Factor: How High Is Your Leadership Quotient
Client: TEDx
Facilitator: Suri Surinder
Web Link:
<https://www.youtube.com/watch?v=tUXAwbv mjp4>

CTR FACTOR: SELECTED COURSE LIST

LEADERSHIP TRAINING

- TOP GUN: How High Is Your Leadership Quotient?
- LEADERSHIP LESSONS LEARNED: Principles Practiced By Successful Diverse Leaders
- INTENTIONAL LEADERSHIP: The Impact Of Psychological Safety On Organizational Effectiveness
- PROFESSIONAL SKEPTICISM: The Art & Science Of Being Columbo
- ACHIEVING EQUILIBRIUM: Labor Relations Practices And Principles
- LIVING IN A LINKED-IN WORLD: Career Development & Transition
- DRIVING BREAKTHROUGH RESULTS FOR NON-PROFITS: For Profit Strategies For Non-profit Organizations

DIVERSITY & INCLUSION TRAINING

- SHARK TANK: The Business Case For Diversity & Inclusion
- FROM DIVERSITY TO INCLUSION TO PERFORMANCE: Next Practices in Diversity & Inclusion
- DIFFERENT STROKES: The Amazing Impact Of Global Cultural Dexterity
- BASIC INSTINCT: The Curious Case Of Unconscious Bias
- DIVERSITY IN DISGUISE: The Unusual Case Of Covering
- 20 DIMENSIONS OF INCLUSION: How Inclusive Is Your Organization
- CULTURE, DIVERSITY, AND INCLUSION: Integrating Corporate Culture With Diversity & Inclusion
- ALL IN THE FAMILY: How To Recruit, Retain And Develop Diverse Talent
- TRANSFORMERS: From Employee Resource Groups To Business Resource Groups
- TALK SOUP: The Power Of Courageous Conversations

CONSTITUENCY SPECIFIC TRAINING

- 3G FORCES: Gender, Generational, Global Trends In The Workplace
- THE RISE OF THE AMAZONS: Building Women's Leadership Skills
- HEAR ME ROAR: Maximizing Women's Strengths
- MARS & VENUS ARE BOTH IN US: Gender-based Leadership Styles
- PITCH PERFECT: Culture Of Civility And Respect In Gender Relationships
- LATINO / LATINA LEADERSHIP: Cultural Norms And Impact On Work Styles
- INVISIBILITIES: Leveraging The Differently Able
- BORN ON THE FOURTH OF JULY: Veteran Transition
- CALL ME BY MY NAME: LGBTQIA Issues & Concerns

INNOVATIVE SOLUTIONS

- BENCHMARKING & ASSESSMENTS: Inclusive Leadership Index (ILI) / Inclusive Leadership Profile (ILP) / Inclusive Culture Profile (ICP)/Intercultural Development Inventory (IDI)/Cultural Dexterity Profile (CDP)/CTR Factor Leadership Quotient (CTR)/Employee Resource Groups (ERG)/Diversity Friendly Environment Certification (DFEC)
- SUPPLIER INNOVATION: Improving Business Performance Through Supplier & Provider Diversity
- MICRO ACTION CHANGE ENABLERS: Adaptive Learning With Gamification & Social Interaction For Retention
- E-LEARNING SUITE: Self-Learning Modules For All Topics
- BOLD BUSINESS NUGGETS: Micro-learning Modules For All Topics
- ALTERNATE SCREENING QUESTIONNAIRE: Tool For Maximizing Screening Effectiveness & Efficiency
- EMPLOYEE REVENUE GROUPS: Driving Revenue Through ERGs
- DIVERSITY & INCLUSION DIGITAL PLATFORMS: Employee Meetups, Diverst, QuantumFLY

COORDINATES

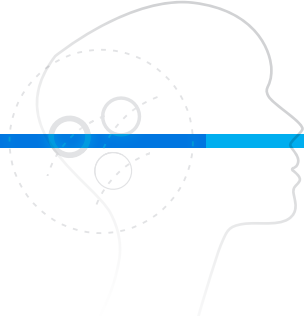


Web: www.ctrfactor.com
Email: info@ctrfactor.com
Phone: 1-877-275-9472
Linkedin: CTR Factor

Office: 3848 Flatiron Loop, Suite 102, Tampa FL 33544

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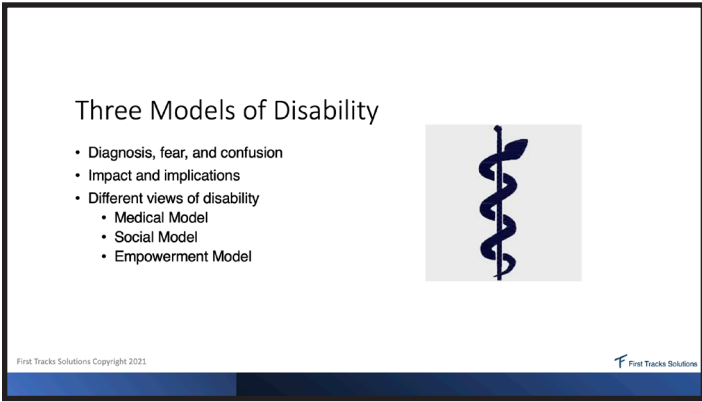


The Impact of Inclusive Diversity on Organizational Effectiveness

September 15, 2021
8:15 a.m.

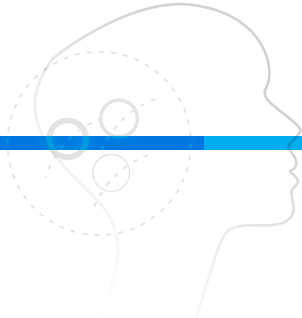
Kevin Foster

Retired Executive, Motorola Solutions
CEO, First Tracks Solutions – An Inclusion and Culture Consultancy



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The Impact of Inclusive Diversity on Organizational Effectiveness

September 15, 2021
8:15 a.m.

Kevin Foster

Retired Executive, Motorola Solutions
CEO, First Tracks Solutions – An Inclusion and Culture Consultancy

Education & Employment

Focus Area	With a Disability	Without a Disability
Less Than High School Education	18.7%	9.1%
Bachelor's Degree or Higher	15.2%	35.2%
Employment Rate	37.8%	80.0%
Poverty Level	26%	10%

Source: 2018 American Community Survey/ Cornell University interactive tool.
Selection Criteria: Age 21-64, Male & Female, All Races.
Margin Of Error: Range from 0.06% to 0.29%

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Building an Effective Inclusion Strategy

Inclusion is an Opportunity

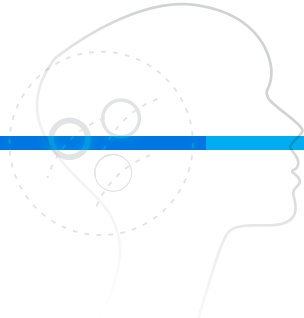
Effective inclusion strategies:

- Span the entire enterprise and are aligned with business and people strategies.
- Positioned as a strategic business imperative that drives engagement, innovation, and overall organization performance.
- Effectively leverages strong leadership, accountability, measurement, and embraces change.

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The Impact of Inclusive Diversity on Organizational Effectiveness

September 15, 2021
8:15 a.m.

Kevin Foster

Retired Executive, Motorola Solutions
CEO, First Tracks Solutions – An Inclusion and Culture Consultancy

Core Elements of Functional Integration Approach

Functional Integration

People Process Systems

Leadership
Accountability
Governance
Operations
Measurement

Maturity

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Inclusion and Disability

How Disability Fits Within an Overall Inclusion Strategy

Disability Inclusion Strategy

People Process Systems

Core Functions		
Human Resources Talent Acquisition Talent Management Rewards & Benefits Operations Learning	Information Technology Desktop Support Enterprise Tools Productivity Tools Internet Intranet	Facility Management Ingress & Egress Signage Restrooms Emergency Plan Common Areas Workspace
R&D/Engineering Products Design Services	Communications Internal External	Supply Management Supplier Diversity Procurement Contractors

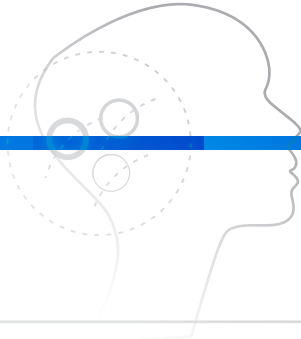
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Conclusions

Effective inclusion strategies drive:

- Employee engagement and diversity
- Innovation throughout the enterprise
- Organization effectiveness by integrating inclusion strategies into existing strategies, functional processes, and systems

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**Talent Development:
Engaging & Retaining Inclusively Diverse Talent**

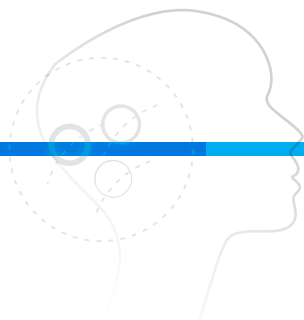
September 15, 2021
8:45 a.m.

Melonie Parker
Chief Diversity Officer and VP, Employee Engagement, Google

Lined writing area for notes.

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Talent Acceleration: Advancing and Developing Inclusively Diverse Talent

September 15, 2021
9:15 a.m.

LaFern Kitt Batie, MBA, SHRM-SCP
Former Human Resources Executive, Raytheon
CEO, The Batie Group, a High Impact Business & Leadership Consultancy





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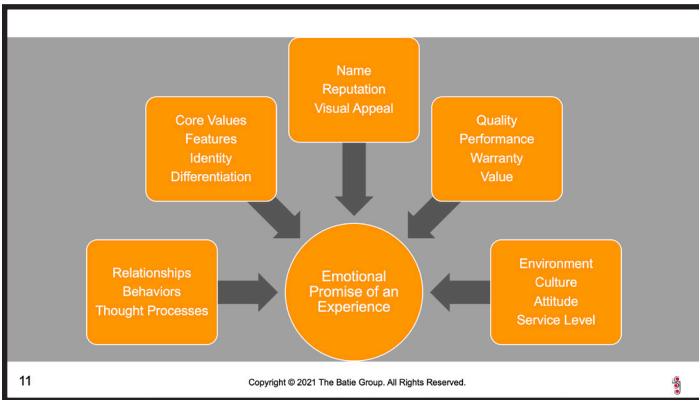
Talent Acceleration: Advancing and Developing Inclusively Diverse Talent

September 15, 2021
9:15 a.m.

LaFern Kitt Batie, MBA, SHRM-SCP
Former Human Resources Executive, Raytheon
CEO, The Batie Group, a High Impact Business & Leadership Consultancy







CULTUREWIZARD

Online & Live Inclusion Training Resources

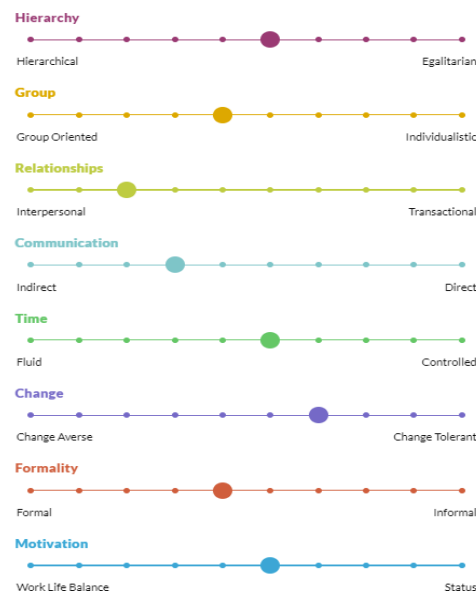
CultureWizard is an engaging web-based learning system that enables learners to develop the business skills and expertise necessary to succeed in today's diverse work environments. With 20+ years of experience, CultureWizard offers Global DEI and culturally-based training solutions that supports the development of cross-cultural competencies and inclusion skills, in order to capitalize on an organization's diversity.

Through an effective combination of digital courses, instructor-led webinars, and insightful self-assessments, individuals can develop personal strategies related to bias and inclusion, leadership skills, cultural awareness and virtual team effectiveness.

Overview - just a few of the CultureWizard resources available:

Self-Assessment - Culture Calculator Suite

A self-assessment that graphically measures working styles across 8 Dimensions of Culture. Answer 40 questions to create a Personal Cultural Profile. The tool is designed for learners to easily compare their profile, to colleagues profiles to identify where workstyle differences may result into collaboration challenges.



CultureWizard Live Webinars

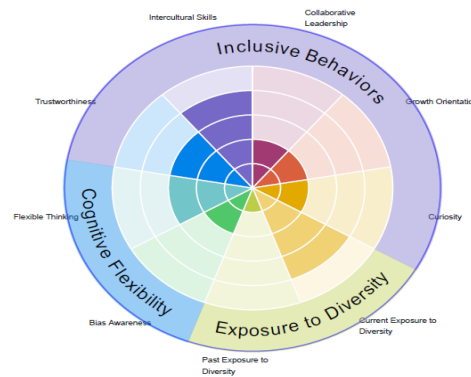
RW3 offers complimentary webinars throughout the year. Each webinar is recorded and stored in the CultureWizard Media Library, so they are readily available to be watched on demand.



Global Inclusion Course

A 40-minute interactive customizable course, designed to help learners develop their capacity for inclusion and overcome barriers related to bias.

The course includes a powerful self-assessment that measures capacity for inclusion across 9 dimensions, including cognitive flexibility and exposure to diversity.



Country Profiles

The Country Profile articles provide cultural guidance on how to conduct business, interact socially and avoid faux pas, for 160+ nationalities.

Risk Tolerance

Turkey has an interesting approach to risk and change. For the most part, Turks are very tolerant of change and do not feel tied to tradition. At the same time, the group and the family are integral parts of the social structure.

There are a large number of family-run businesses, indicating the high regard for entrepreneurship. At times, Turks can appear almost reckless in their approach to new situations and may enter into arrangements without what many other cultures would require as due diligence. In essence, the culture prized doing something as opposed to spending time analyzing permutations.

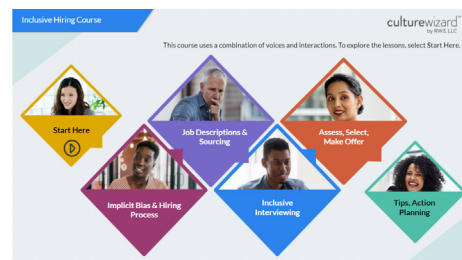
Faux Pas

Certain behaviors are considered "nyekulturny" or uncultured, and should be avoided:

- Whistling indoors.
- Shaking hands over a doorway.
- Speaking or laughing loudly in public.
- Sitting at the corner of a table.
- Lighting a cigarette from a candle.
- Wearing your coat in a building that has a coat closet.

Inclusive Hiring Course

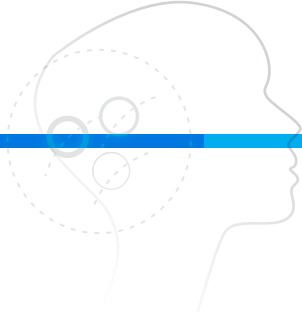
A course which explores the importance of recruiting and hiring inclusively. It teaches how to overcome the bias that can negatively impact the recruiting and hiring process and develop strategies to assure inclusivity at every phase.



CultureWizard resources empower professionals to develop an ease and confidence that enables everyone to build trust and ultimately achieve dramatically improved personal and Lab performance.

2021 Inclusion & Diversity Workshop

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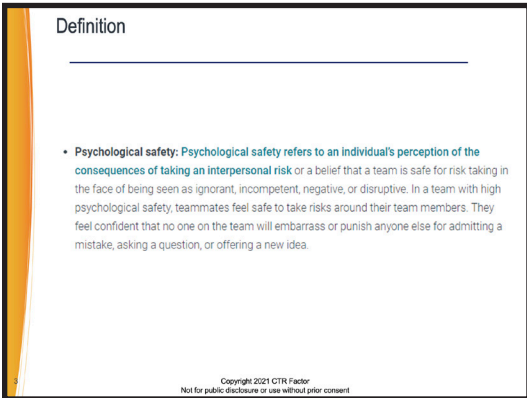
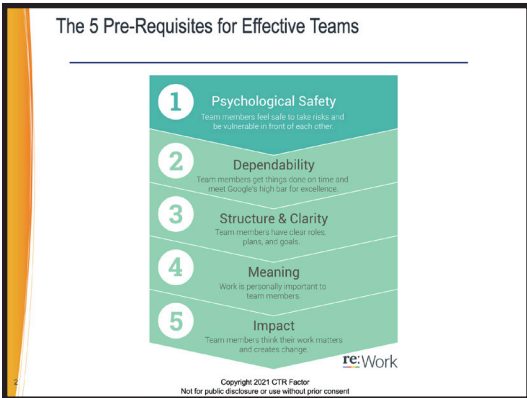
The Impact of Psychological Safety on Organizational Effectiveness

September 15, 2021
10:00 a.m.

Suri Surinder

Founder & CEO, CTR Factor – A Leadership, Diversity & Inclusion Firm





2021 Inclusion & Diversity Workshop

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The Importance of Learning in Execution

Execution –as- Efficiency	VS	Execution –as- Learning
Leaders provide answers.		Leaders set direction and articulate the mission.
Employees follow directions.		Employees (usually in teams) discover answers.
Optimal work processes are designed and set up in advance.		Tentative work processes are set up as a starting point.
New work processes are developed infrequently; implementing change is a huge undertaking.		Work processes keep developing; small changes – experiments and improvements – are a way of life.
Feedback is typically one-way (from boss to employee) and corrective ("You're not doing it right.")		Feedback is typically two-way. The boss gives feedback to the team coaching and advice; team members give feedback about what they're learning from doing the (ever-changing) work.
Problem solving is rarely required; judgement is not expected; employees seek managers when they're unsure.		Problem solving is consistently needed, so valuable information is provided to guide employees' judgement.
Fear (of the boss or of consequences) is often part of the work environment and generally does not appreciably harm the quality of execution; it may even motivate effort and attentiveness in those facing an otherwise dull task.		Fear cripples the learning process: it inhibits experimentation, lowers awareness of options, and discourages people from sharing and analyzing insights, questions, and problems.
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Psychological Safety & The Learning Zone

Accountability for Meeting Demanding Goals

		LOW	HIGH
Psychological Safety	HIGH	Comfort zone Employees really enjoy working with one another but don't feel particularly challenged. Nor do they work very hard. Some family business and small consultancies fall into this quadrant.	Learning Zone Here the focus is on collaboration and learning in the service of high-performance outcomes. The hospitals described in this article fall into this quadrant.
	LOW	Comfort zone Employees tend to be apathetic and spend their time jockeying for position. Typical organizations in this quadrant are large, top-heavy bureaucracies, where people fulfill their functions, but the preferred modus operandi is to carry favor rather than to share ideas.	Anxiety zone Such firms are breeding grounds for anxiety. People fear to offer tentative ideas, try new things, or ask colleagues for help, even though they know great work requires all three. Some investment banks and high-powered consultancies fall into this quadrant.
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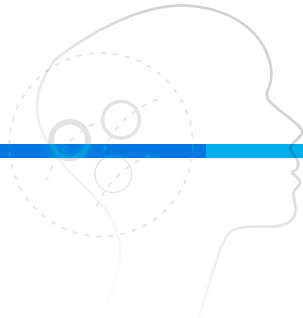
The Four Types of Psychological Safety

 Learning Safety 1	 Challenging Safety 2
 Collaborating Safety 3	 Inclusion Safety 4
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The Four Types of Psychological Safety (Contd.)

1. LEARNING SAFETY

Learning safety means that you feel safe to engage in all aspects of the discovery process, to ask questions, to experiment and try new things, to root around, ask for help, and even learn from mistakes – not if, but when you make them. If you don't have learning safety, it's not worth the risk to venture out, sniff, poke, and crawl around. Learning safety fosters a willingness to learn something new, attack a thorny problem, or look for a new opportunity or breakthrough.

2. CHALLENGING SAFETY

Challenging safety is a little different. You want it when you think something needs to change and it's time to say so. This type of safety is based on permission to challenge the status quo, which grants you immunity from repercussions or reprisal. If you have challenging safety, you speak up because you have a license to disagree. If you don't, you hunker down, smile and speak soothing words that reinforce the status quo.

3. COLLABORATING SAFETY

The third quadrant of psychological safety is built on mutual access and social engagement. In other words, you can pull your chair up to anyone anytime. You live in a constant and perpetual state of open dialogue and constructive debate based on a permeable membrane between you and the other team members. Giving and receiving feedback is the air you breathe. The tacit assumption is that execution and innovation are primarily social processes, so "co-laboring" as the word denotes, is as a natural as playing or eating together.

4. INCLUSION SAFETY

Based on the principle of mutual respect, inclusion safety is agnostic to a person's title, position, authority, or background. To have inclusion safety is to know that you are valued, listened to, and treated fairly. Delicate and perishable, inclusion safety is created and sustained through consistent, affirming touch points with your colleagues. You will stumble, fall short, and get it wrong, but you are never embarrassed, punished, marginalized, or rejected. Lest you forget, your colleagues will remind you that you are a valuable member of the team.

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Inclusive actions to create safety

Micro-Affirmations

LEARNING SAFETY

1. Celebrate small experiments, even failed ones
2. Refuse to shut down any question, no matter how "silly"
3. Start a "What did I learn today" blog
4. Ask for imperfect thoughts vs perfect answers

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Inclusive actions to create safety

Micro-Affirmations

CHALLENGING SAFETY

5. Designate a rotating devil's advocate
6. Use the "cop to the rap" approach
7. Exhibit and encourage "exploration"
8. Use 5 whys instead of hi 5's

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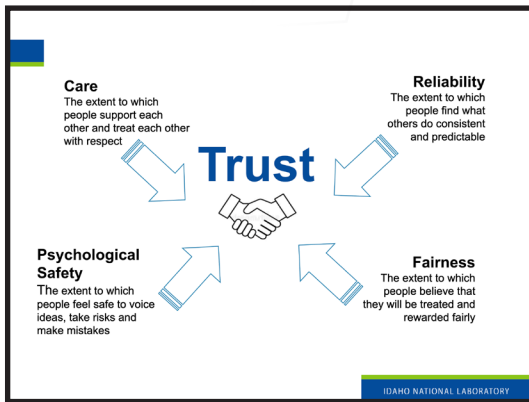
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Principles & Practices for Shaping "Safe" Cultures

September 28, 2021
9:00 a.m.

Bryan Parker
Sr. Organization & Development Consultant, INL



A question to consider:

"What do I do to create a physically safe workplace?"

Chat...

IDAHO NATIONAL LABORATORY

Another question to consider:

"What do I/can I do to create a more psychologically safe workplace?"

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Principles & Practices for Shaping “Safe” Cultures

September 28, 2021
9:00 a.m.

Bryan Parker
Sr. Organization & Development Consultant, INL

Psychological Safety



...a belief that one will not be punished or humiliated for speaking up with questions, ideas, suggestions, concerns, perspectives, mistakes or _____.

IDAHO NATIONAL LABORATORY

What are you modeling to others as an active participant in your organizational culture?



IDAHO NATIONAL LABORATORY

So, when did this belief “lack of safeness” all start for me?

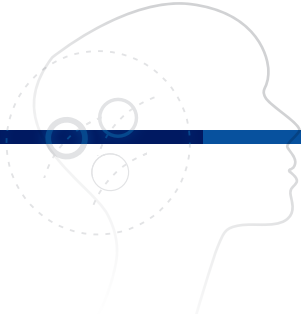
1960 - Third grade. Edgemont Gardens Elementary. Ms. G.!

Actually, this belief started long before the third grade and has continued to be shaped over many decades!

IDAHO NATIONAL LABORATORY

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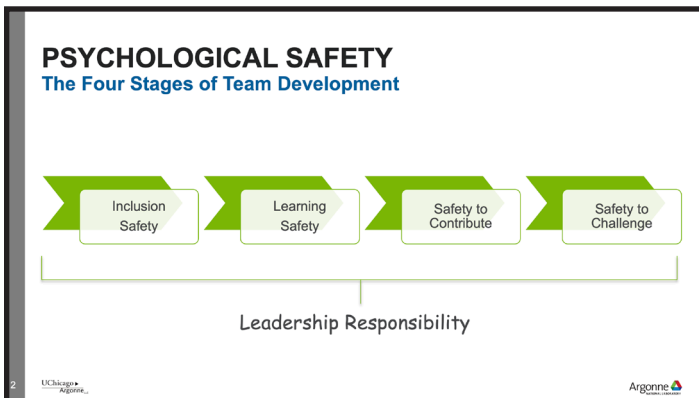


Psychological Safety: Building Effective Teams Through Measurement

September 28, 2021
9:30 a.m.

Philip T. Anderson, Ph.D., CDP
Director, Leadership Institute







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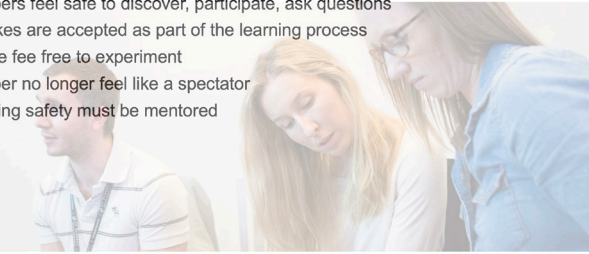
Psychological Safety: Building Effective Teams Through Measurement

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LEARNING SAFETY
Feeling safe to engage

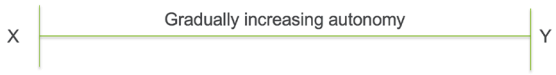
- Members feel safe to discover, participate, ask questions
- Mistakes are accepted as part of the learning process
- People feel free to experiment
- Member no longer feel like a spectator
- Learning safety must be mentored



4 UChicago Argonne Argonne

SAFETY TO CONTRIBUTE
Moving toward autonomy

- Member enters the stage where they actively participates as a full member
- Full membership is granted when competence is demonstrated
- Could be tied to credentials or a formal conferral of authority
- Contributor safety is achieved by creating a sense of autonomy throughout the Learning Safety stage



5 UChicago Argonne Argonne

SAFETY TO CHALLENGE
Speaking truth to power...

- Final stage is safety to challenge the status quo
- Requires a willingness by the leader to accept feedback – otherwise people will self-censor
- Members know what the challenges are even if the leader doesn't
- Where there is not tolerance for candor, there is no constructive dissent
- Without challenge power, there is no innovation



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Psychological Safety: Building Effective Teams Through Measurement

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GROUP DISCUSSION

Experiencing psychological safety

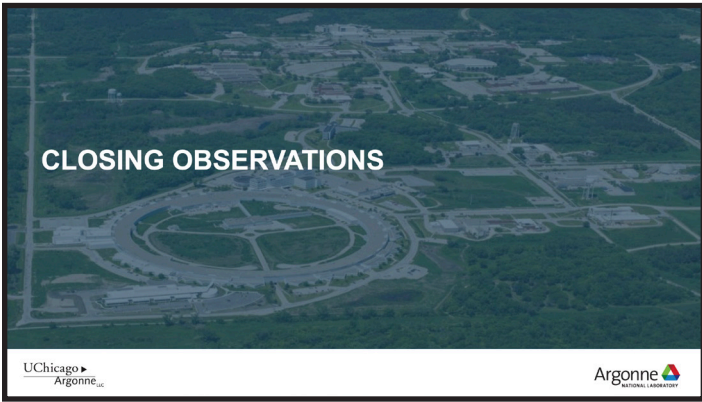
- Think about a group that you've been a part of, whether personally or professionally, where you felt truly included – a group where you felt you could ask questions and not be embarrassed or humiliated. You felt you could contribute to the group's success. You felt you could speak-up when your opinion differed from everyone else's – or even your boss.
 - Describe the group
 - What made you feel so included?
 - What did you need to learn about the group? How did you go about it?
 - How did you know you could speak up? What did other members do? What did the leader do?
- Tell us your story...

MEASURING PSYCHOLOGICAL SAFETY

Action Research

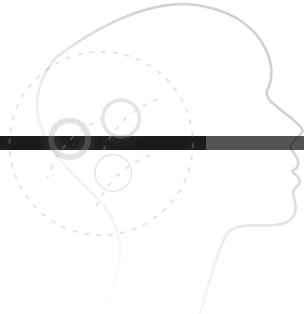


CLOSING OBSERVATIONS



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Talent Acquisition: Winning the War for Inclusively Diverse Talent

October 14, 2021
9:00 a.m.

Eddie Pate, Ph.D.

Former Director, Inclusion & Diversity, Amazon
Founder, Eddie Pate Speaking & Consulting

TALENT ACQUISITION:
Winning the War for Inclusively Diverse Talent

Dr. Eddie Pate, Ph.D.

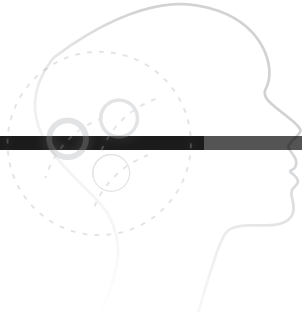
POINTS OF DISCUSSION

- Systems Approach
- Connection with the life cycle
- Shared Understanding
- Thinking as an inclusive hirer/interviewer/leader
- Practical efforts work
- Intentionality, Intersectionality, & Courage

DIVERSITY FOCUSED HIRING:
WHERE DOES IT BEGIN?

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Talent Acquisition: Winning the War for Inclusively Diverse Talent

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SHARED UNDERSTANDING

- Org wide understanding of what Diversity is
- Org wide understanding of what Inclusion is
- Org wide understanding of what Equity is
- Org wide understanding of the importance of Structure, Process, & Policy

DIVERSITY FOCUSED HIRING:
SYSTEMS, LIFE-CYCLE, & INTENTIONALITY

I HEAR YOU BUT....

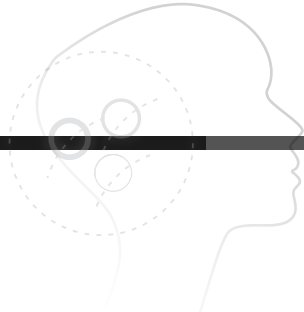
- This is about giving **ACCESS** to the process & to our jobs and **NOT** about giving anyone an advantage
- This **IS** about creating **ACCESS** for those who've been marginalized or blocked from opportunities

INTENTIONALITY

- What is the best way to find hard to find talent? **Source where they are!** HBCUs, Women's colleges/events, Diversity-specific events, Diversity Invitationals, Community Colleges, etc. Be intentional!

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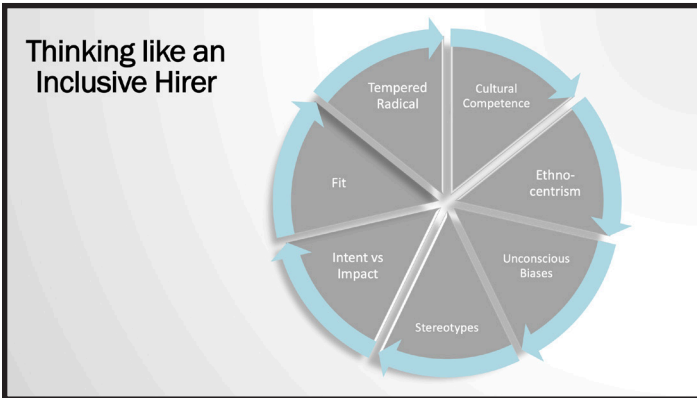


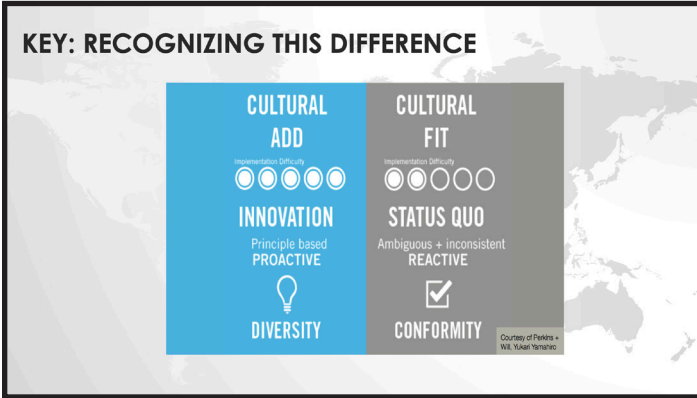
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Key Takeaways

List your three takeaways and the one action you will take as a result of this workshop.

2021 Inclusion & Diversity Workshop

The 2021 National Lab Directors' Council Inclusion & Diversity Workshop would not have been possible without the amazing dedication and commitment of the inclusion practitioners below. They've worked hard for two-and-a-half years and our phenomenal experience today is because of their hard work. **Thank you.**

Doon Gibbs, Ph.D., NLDC Chair, Laboratory Director, BNL
John C. Wagner, Ph.D., Laboratory Director, INL



Katie Augustus
Ames
National Laboratory



Philip Anderson
Argonne
National Laboratory



Shirley Kendall (retired)
Brookhaven
National Laboratory



Sandra Charles
Fermi National
Accelerator Laboratory



Toni L. Coleman Carter
Idaho
National Laboratory



Lady Idos
Lawrence Berkeley
National Laboratory



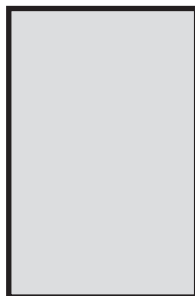
Aditi Chakravarty (interim)
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Tony Baylis
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Timothy Florian (retired)
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Bill Kindred
National Renewable
Energy Laboratory



Deborah Bowling
Oak Ridge
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Lindsey Twardy
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Tanya Bowers
Pacific Northwest
National Laboratory



Barbara Harrison
Princeton Plasma
Physics Laboratory



Esther Hernandez
Sandia
National Laboratories




Natalie Holder
SLAC National
Accelerator Laboratory



Aurora Realin
Thomas Jefferson National
Accelerator Facility

This workshop's success depended upon tireless, behind-the-scenes support from Rebecca Amonson, Kelsey Behm, Ryan Carroll, Bruce Cook, Kelly Greenberg, Maria Jenson, Brittany Kochel, Amanda Lee, Rhee Lusk, Christie Melbihess, Sara Prentice, Julie Shafto, Stefanie Streeper, Scott Taylor, and Julie Ulrich.



“To achieve our vision and mission we must foster innovation, creativity and a culture of excellence, recruiting and retaining the “best and brightest” talent in the nation and the world.

We choose to thoughtfully pursue the goal of hiring and retaining a more visibly inclusive and diverse staff. We believe the challenging work we provide will also bring more intellectual diversity into the organization, helping us achieve transformational outcomes.”

– Dr. John Wagner, INL Laboratory Director

