



Tools for change:

Executives' advice to fellow executives*

By Barbara R. Deane

"What you do speaks far louder than your words ... Don't start [a diversity initiative] if you are not personally going to lead [it] ... If you believe [in diversity], you must believe it for everybody. If you exempt anyone, the credibility of the whole approach is lost." —Gus Blanchard, Chairman and Chief Executive Officer, Deluxe Corporation.

"[Commitment] is highly symbolic. You have to be vocal and visible on the issue – I refer to [diversity] practically every time I speak ... Management has to buy in. It can't be simply your cause. It has to be included in the evaluation process, and the reward process." —Nick Moore, Chairman, PricewaterhouseCoopers

"Everywhere I went I wanted to know what the units were doing in terms of diversity...I would ask, 'Who's your top woman supervisor? Who's your top Black supervisor?'...If I had stopped talking about quality, it would have died — and probably diversity as well ... Diversity is not just a 'feel-good' proposition, it's a hard business issue. You'll not keep good people unless you truly practice diversity. You must walk the talk, to be out asking questions and pushing the idea." —James Houghton, Chairman Emeritus, Corning Incorporated

"I did not give enough credit to what training and educating could do...I would say 'fire' and Ray [Hood-Phillips] would say 'train.' Now I've

seen how wonderful training is, and all of our restaurants do that now." —James Adamson, Chief Executive Officer, Advantica Restaurant Group (includes Denny's Restaurants) Note: Ray Hood-Phillips is Chief Diversity Officer, Advantica Corporation

"I think we waited too long ... Do [diversity training] before you need to do it, because then you're going to avoid any issues that may come up and you're likely to

get a better process. Lots of companies say, 'We know we've got to do it, we'll get around to it,' but they never establish the parameters to do it. Don't wait." —Robert Clarke, Chief Financial Officer, Goldmine Software Corporation

"Be constant and consistent... What happens in a lot of organizations is that when a crisis arises, senior executives abandon initiatives in softer areas to focus on the business at hand. That's bad for business. I think 'softer issues' should be kept on the burner, allowing survival and continuous growth. There's something about that constancy that makes believers out of a lot of people." —Brian Lewis, Vice President, Recruiting and Diversity, Kimberly Clark Corporation

"Don't act like things are better than they are, listen to the diverse people in the organization and be sure you give challenging developmental assignments to a diverse group of people — that's the only way they can develop and move up."

—Tegwin Pulley, Vice President and Manager of Sourcing, Diversity and Global Assignments, Texas Instruments

"Give the process [for diversity] the proper time; it takes a lot of time." —Peggy Douglas, Executive Officer for Social Justice, West Virginia University ■

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