

SIIC EVENING PROGRAM

Reverse Mentoring

15 August 2008

GLOW - GLBT Employee Resource Group
Proposal for OWG Management Team

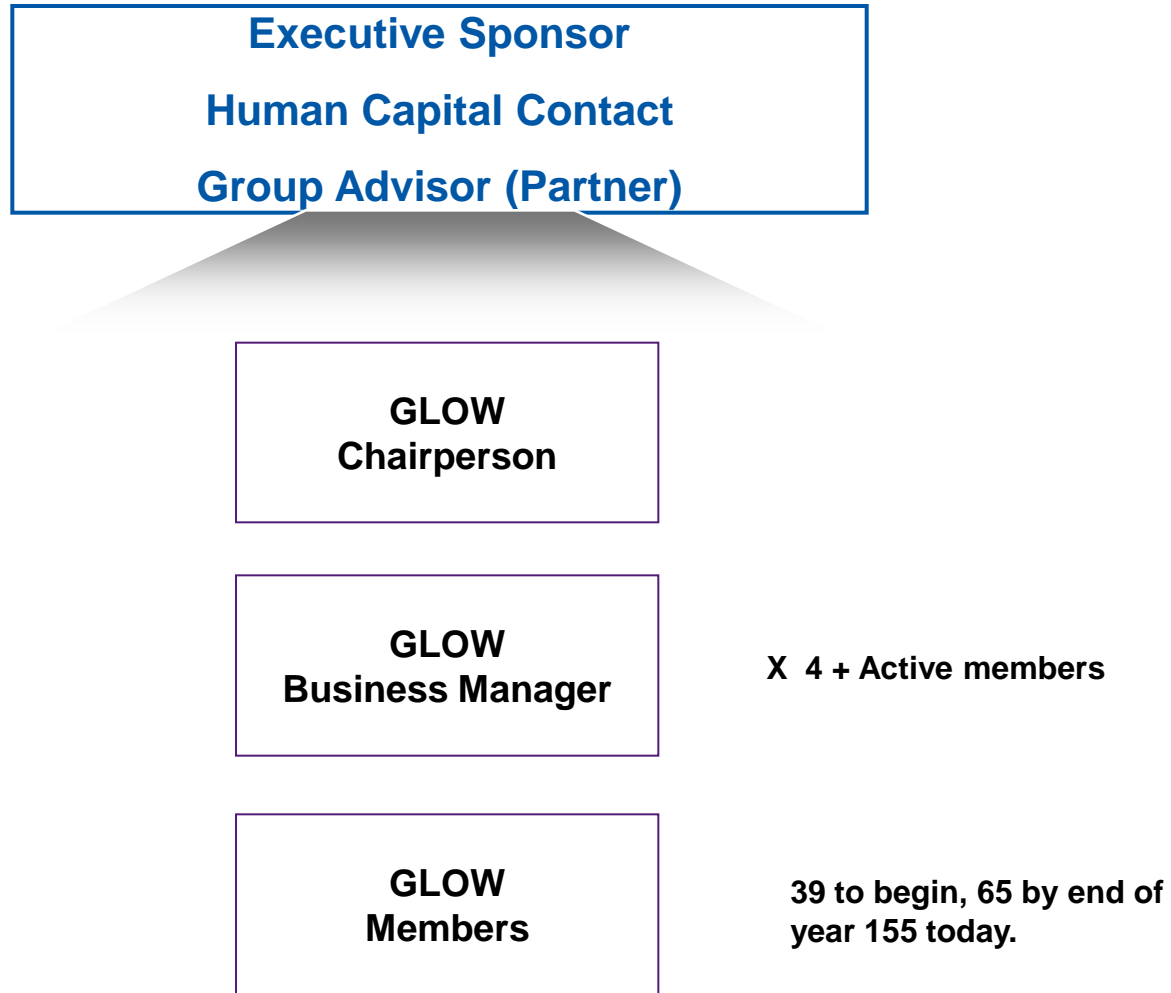
A call to action

Current state of support for Oliver Wyman Group GLBT employees

- Since at least 2001, no formal employee affinity group at any of Oliver Wyman Group's legacy companies that involves gay, lesbian, bisexual and transgendered individuals
 - Other elite management consulting firms have GLBT employee groups; Oliver Wyman Group is the notable exception
 - McKinsey – Gays and Lesbians at McKinsey (GLAM)
 - Bain – Gay and Lesbian Alliance for Diversity (BGLAD)
 - BCG – The LGBT Network
 - Lack of a GLBT affinity group makes Oliver Wyman Group less competitive
- The Human Rights Campaign (HRC) Corporate Equality Index is the most recognized measure of GLBT inclusion and support in the Fortune 500
 - The MMC HRC score is 78 out of 100 (latest published score), demonstrating an opportunity for improvement
- We are requesting the support of OWG executive management (endorsement, recognition, inclusion, and resources).

4th quarter of 2008

- GLOW objectives:
 - Enable OWG to **attract** and **retain** the industry's best talent
 - Ensure OWG employees are prepared to **serve** increasingly diverse clients
 - Demonstrate our **ethics** and **integrity** – Doing the right thing
 - Contribute to OWG cultural transformation goal (**mentoring**, internal networking, **creating a voice** in internal communications)
 - Work with Training to **prepare** our people to **work effectively** with GLBT colleagues and clients
 - **Engage** the larger GLBT community (within MMC, with other professional service firms, through philanthropy / non-profits)



GLOW Four Focus Areas

Talent Acquisition

- Support OW annual recruiting events
 - Coach and sell OW to GLBT recruits
- Establish other recruiting channels for GLBT

Business Preparedness

- Provide internal training and awareness on
 - Leveraging GLBT consultants
 - Doing business with GLBT clients

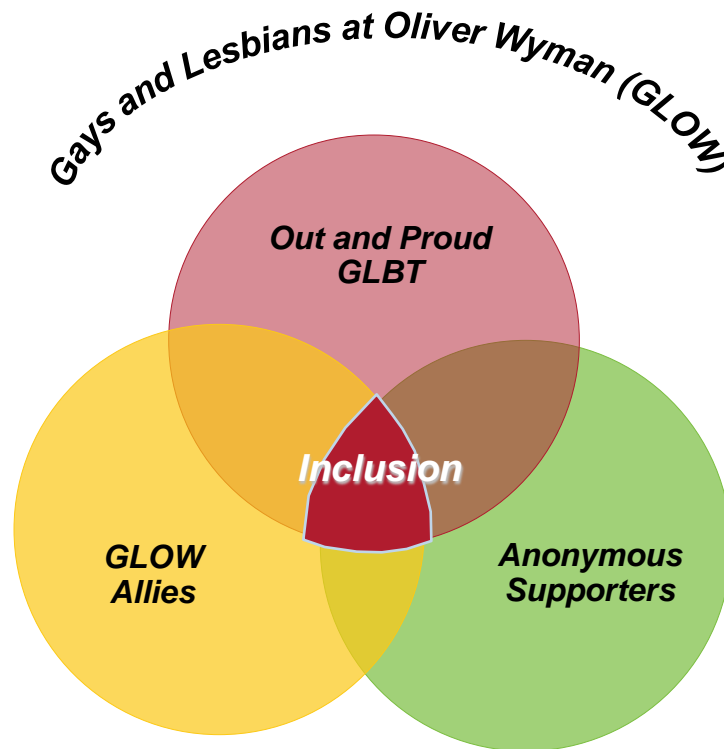
Cultural Transformation

- Create GLBT mentoring program for OW staff
- Create a voice for GLBT inclusion in company brand, communications (newsletters), etc.
- Modify company policies for GLBT inclusion, address benefits, and improve HRC CEI score

Community Engagement

- Service work with GLBT non-profits
- Philanthropy (i.e. AIDS Walk NYC - office event)
- GLOW membership social activities (happy hours, fun trips, parties, etc.)

A critical step to welcoming a diverse set of GLOW supporters



Membership Descriptions

Out and Proud GLBT:

Those who identify as part of the GLBT (i.e. Gay, Lesbian, Bisexual, Transgender) community

GLOW Allies:

Those who do not identify as GLBT but commit to contributing to an accepting and GLBT-safe environment within Oliver Wyman

Anonymous Supporters:

Those who wish not to be identified by name as members of GLOW but desire to support their GLBT colleagues

Establishing Oliver Wyman as a GLBT Inclusive Workplace

Committed to Contributing to a Diverse and Supportive Environment

By the end of 2009

GLOW enabled colleagues to build new and meaningful relationships across OWG. As the ERG pioneer it served as a model for other affinity groups (WOW end of 2009, POW & EMPOWERED in 2010)

3rd quarter of 2010

Launched our first Reverse Mentoring Program for Senior Executives

By end of 2010

Reverse Mentoring Program was rolled out to all Senior Executives

Currently

Reverse Mentoring Program now being rolled out to Partners and Lead Consultants

SIIC EVENING PROGRAM

Reverse Mentoring

GLOW reverse mentoring

- Objectives
- OW Reverse Mentoring Approach
- Session agenda, primary and secondary exercises
- Post session resources
- Facilitator notes
- Evaluation and continuous improvement
- Pilot Timeline

- **Create a safe and comfortable environment for OWG senior management to learn about the GLBT community at Oliver Wyman Group**
 - What it means to be out at Oliver Wyman / NERA / Lippincott / Group
 - What the personal and professional impacts are for a colleague who feels unsafe or unwelcome being out at our firm
 - What an inclusive environment feels like, and how we compare
 - How can Oliver Wyman's leaders support dealings and interactions with clients?
 - How creating an inclusive environment can help the firm in business development and talent acquisition, development and retention?
- **Enable senior management to lead by example**
 - Creating an inclusive culture and environment
 - Addressing non-inclusive or non-respectful behavior effectively, on the spot and in real time
- **Use GLOW reverse mentoring as proxy to open dialogue on broader diversity issues at Oliver Wyman Group**
- **Construct a practical approach to reverse mentoring that could be used as a model for other employee resource groups in OWG and MMC**

Identify key executives


- Targeting interested OWG MC members to start
- Initial sessions to include “friendly” audience and change agents
- After pilot, expand program to other leaders (partners, function leaders, geo leaders)

Conduct a small group session

- Informal session lasting max.120 minutes with structured agenda
- Involve at least one ally
- Multiple feedback options
- Encourage uptake of 1:1 mentoring

Follow up and support

- Communication plan continues visibility
 - Timely thank you’s for participation in the session within 24 hours of the event by email
 - Posting on GLOW website of event and attendees
- Create a thank you packet for each attendee certifying completion of the program
- Supply list of 1:1 mentors both in follow up materials and on intranet
- Encourage use of GLOW online library and additional resources

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| <p>Duration: 120 minute introductory session to Reverse Mentoring</p> <p>Location: London, Baker street Room 3.14</p> <p>Date: October, 21, 2010</p> <p>Timing: 08:00 – 10:00am, including breakfast</p> <p>Facilitator: Antimo Cimino, supported by Nicole Gardner</p> <p>Attendees: 3 Senior Management Committee and 3 additional GLOW members</p> | <p>Sample Agenda:</p> <p>08:00 – 08:10 Introduction and Session objectives (Ice Breaker : Two truths and one lie)</p> <p>08:10 – 08: 20 Big group activity or pair activity</p> <p>08:20 – 08:30 Discussion session centring on the outcomes of the activity</p> <p>08:30 – 09:15 Primary activity – Discuss the following questions among group (questions are dynamic and a guide rather than rigid agenda)</p> <div style="text-align: center; margin: 10px 0;">  </div> <ul style="list-style-type: none"> <li style="display: inline-block; width: 45%; vertical-align: top;"> <ul style="list-style-type: none"> ▪ Describe your experience of being out or coming out at OW. ▪ Describe a time when you dealt with an uncomfortable situation with a colleague ▪ Describe what it felt like in a time when you were not comfortable being out, i.e. you had to hide something about yourself . . . ▪ How comfortable are you sharing your sexual orientation with clients? Have you had to deal with a difficult situation with a client?09 <li style="display: inline-block; width: 45%; vertical-align: top;"> <ul style="list-style-type: none"> ▪ Describe your experience of witnessing an OW colleague coming or being out at work ▪ Have you ever witnessed or managed an uncomfortable situation with a n GLBT colleague? ▪ How would you counsel GLBT colleagues to deal with difficult clients? <p>09:15 – 09: 45 Brainstorm session: * As leaders, what can you do to affect change? * Who else will benefit from a more inclusive organization? * What are the broader benefits to the organization? * What are the implications of doing nothing?</p> <p>09:45 – 09:50 Summarise, conclude and suggest further activity/reading</p> |
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In an email to the leaders in attendance, the night before, you remind them to think of two truths and a lie about them to share at the meeting.

- As an alternative you can use the two truths and a lie as an icebreaker and have the sponsor open the meeting to introduce one around the table.
- Keep the group small (suggest 4 Leaders + Sponsor + ally + GLBT mentors)

Gay

Lesbian

Bisexual

Transgender

(Flip chart this and answers) One box at a time and debrief one box at a time

•What words, characteristics, or traits have you heard used to describe gay men? What kind of jobs do they have? What about their personal appearance? (Record responses on the chart paper.)

•DEBRIEF one list at a time:

•What do you notice? (gay men = female-identified jobs)

•Stereotypes: Are all gay men _____ (state a trait from the list, such as effeminate)?

•Are some gay men _____ (state the same trait)?

•DEBRIEF:

•What's the problem with stereotypes? (They cause us to act as though everyone associated with a group exhibits those traits rather than getting to know them individually.)

•Talking about stereotypes is foundational for today: we need to bring these ideas up and talk about them, to realize they are present in most people's minds.

•Imagine being in a workplace where you're not "out," afraid you'll go from being a real person to a bundle of stereotypes if you come out.

•Everyone – gay, straight, lesbian, bisexual, transgender - is bigger than our stereotypes. We have to see beyond them to allow people to bring their full value to the workplace.

Examples of poor judgment in asking questions:

"Your child is adorable. Which one of you is the real mother?"

"You're such a cute couple. Who's the man, who's the woman?"

When you just can't tell the story... In Pairs

Facilitator notes:

Give people approximately 2 minute, no longer.

Ask people to pair up and take a couple of minutes each to share their stories with each other.

Ask for feedback about how that felt.

Ask how it felt/reactions?

Summarise feedback.

Scenario:

Think of a recent time you had fun; participated in an activity with a loved one. This could be a child, parent, friend or significant other.

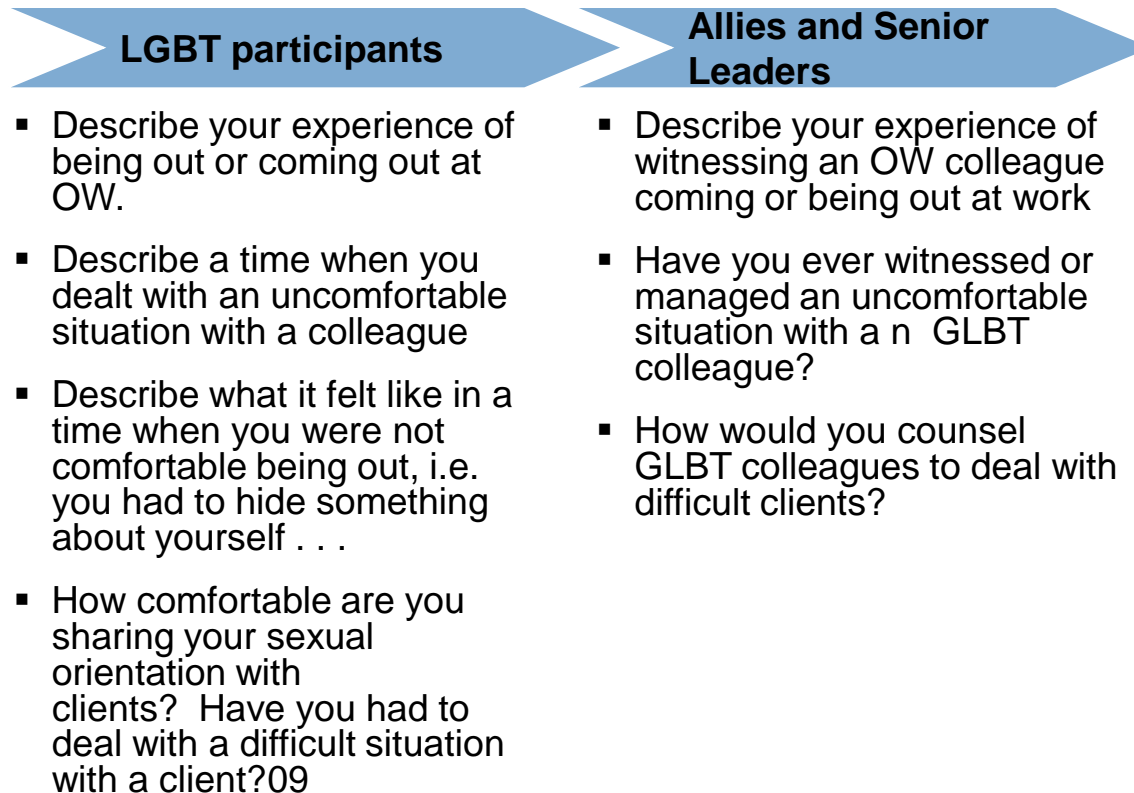
Try to recall as many details of the activity as you can, what you did as well as how you felt.

Story Telling Parameters

1. Tell the story in as much detail as you can, attempting to give your partner a full description of the activity and how you felt.
2. You cannot use your loved one's name
3. You must use the opposite pronouns such as the ones on the flipchart, i.e. if you want to say "He" you have to say "She" and vice versa
4. If you use any words that would imply gender, e.g. wife/husband; son/daughter; brother/sister, etc, you must use the one which indicates the opposite gender.

08:30 – 09:15

Discuss the following questions (keep it dynamic, use as a guide and as appropriate)



Brainstorm Session: As Leaders, what can you do to affect change?

09:15 – 09: 45

Who else will benefit from a more inclusive organization?

What are the broader benefits to the organization?

What are the implications of doing nothing?

09:45 – 09:50

Summarise, conclude and suggest further activity/reading

Post event resources for Mentees

If you are **not** already, please consider joining GLOW as a member or a straight ally



Additionally, below are resource suggestions for further learning

| Recommended reading | People Network | On-going Discussions |
|--|--|--|
| International Gay and Lesbian Human Rights Commission Human Rights Campaign workplace survey Google News: LGBT rights Out & Equal Guide for Straight Allies | Human Library Other GLOW members Mentors Fellow leaders | 1:1 sessions with mentors RM pages on GLOW Book 1:1 sessions with GLOW GLOW@oliverwyman.com |
| Additional resources | | |
| Stonewall's Workplace Equality Index (UK) | GLOW website | Amnesty International |

Initial session evaluation approach

1. One to one debriefs - Informal feedback with Program Sponsor
 - Include suggestions for:
 - program improvement
 - next round participants
 - act as RM advocates
 - Recommended reading
 - “Re-offer” the 1:1 mentoring

Post pilot evaluation methodology

1. Set up simple Survey Monkey to track respondent OR set up simple survey on the RM part of the GLOW website (this can be achieved via our Content Managed System (CMS) – a way of creating landing pages and adding web content to our existing sites)
2. 3 – 5 simple quantitative questions connected to objectives and effectiveness
3. 1 – 2 qualitative responses