

# D&I Secrets of Success

## Borrowing Unbiasing Tactics From the Tech Giants

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## What to Expect

- Setting the Stage
- Unconscious Bias:  
D&I's Formidable Opponent
- **Unbiasing:**  
Learning from Tech Giants
  - Attracting
  - Selecting
  - Developing / Performance
  - Retaining
- Learning from Each Other



## Setting the Stage

- The Numbers Don't Lie: D&I as a Competitive Advantage
  - Diverse teams → Creative solutions
  - Inclusive environments → Best selves
  - Translate Intent → Results
- The Specifics
  - Diversity: People of color, women, LGBTQ
  - Inclusion: Bringing authentic self to organization
- Same Starting Point for Success
  - Genuine leadership buy-in
  - Champion cause, develop targeted strategies → YOU!
- Make progress the outcome, not perfect.



## Unconscious Bias: D&I's Formidable Opponent

- [Unconscious Bias Refresher](#)
- UB impact at every stage
  - Attracting
    - In-group Bias
  - Selecting
    - Competence / Likeability Tradeoff
  - Developing / Performance
    - Performance Attribution Bias
  - Retaining
    - In-group vs. Out-group



## Unbiasing: Attracting

- Tech Best Practices
  - Google: Diversity Core
  - Intel: Diversity Referral Bonuses
  - Facebook, GoDaddy, Pinterest & Salesforce: Pipeline Programs
  - Lyft & Pinterest: Specific About “Diversity” & Employer Branding
- What We Can Learn
  - **Build candidate pool early.**
    - Pipeline Programs
    - Diversity Scholarships/Fellowships
    - Incentivize diverse referrals
  - **Be intentional.**
    - Communicate value proposition
    - Diverse gatekeepers/screeners
  - **Power of authenticity.**
    - Targeted employer branding to diverse communities



## Unbiasing: Selecting

- Tech Best Practices
  - Facebook:
    - Diverse Slate Approach
    - NFL Rooney Rule
  - YouTube: Hires Mirror Candidate Pool
  - Pinterest: Unbiasing Job Descriptions
  - LinkedIn: Targeting Passive Diverse Candidates
- What We Can Learn
  - **Standardize process.**
    - Defined hiring criteria, standardized tests
    - Unbias job descriptions, blind resumes
    - Specify diverse candidate pools to target
  - **Out with the old.**
    - Embrace/expand Mansfield Rule goals
    - Engage merit-based matching companies
    - Proactive outreach to diverse matches



## Unbiasing: Developing/ Performance

- Tech Best Practices
  - Cisco: The Multiplier Effect Pledge
  - HP: Catalyst@HP
  - Salesforce: Equality; Prioritizing Inclusion
  - Google, Salesforce, etc: Employee Resource Groups (ERGs)
- What We Can Learn
  - **Sponsorship programs work.**
    - Take The Multiplier Effect Pledge
    - Protégé programs
  - **Take a second look.**
    - Measure results; involve leadership
    - Accountability
  - **Power of ERGs / affinity groups.**
    - Open to allies; bolster the conversation
    - Drive development opportunities



## Unbiasing: Retaining

- Tech Best Practices
  - Salesforce: CEO Action for Diversity & Inclusion Pledge
  - Airbnb: "Cultivating Unbiased Hospitality"
  - HP: Diversity Holdback Directives
  - Google: Creative Parental Leave
  - Accenture: Inclusion Starts With I
- What We Can Learn
  - **Formalize D&I commitment.**
  - **Forge partnerships.**
    - Client, non-profit
    - Key partners, suppliers
  - **Measure attrition pressure points.**
    - Develop targeted strategies, benefits
  - **Strive to promote authenticity instead of covering.**



## Learning from Each Other: **CASE STUDIES**



## Thank you!

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