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DiversityPlus

Connecting Innovative Women and Diverse Companies to Corporate America and the Government Through Supplier Diversity

M A G A Z I N E

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Innovation in Global
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Creating a Culture of
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Millennials**

Developing Disability
Inclusion Leadership
Skills to Make Real
Progress

Disability Inclusion
Improves Supply Chain
Performance

ALOM:
Bringing Quality
Solutions to Complex
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Challenges

Editorial:

NMSDC Revitalizes to Embrace the Future



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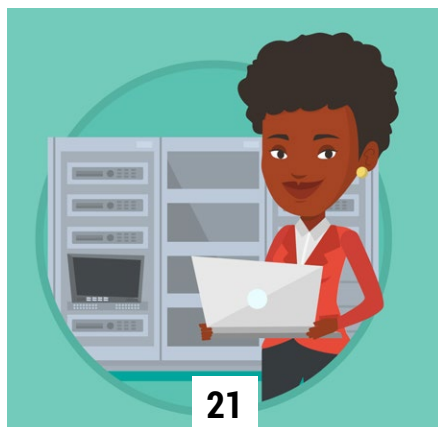
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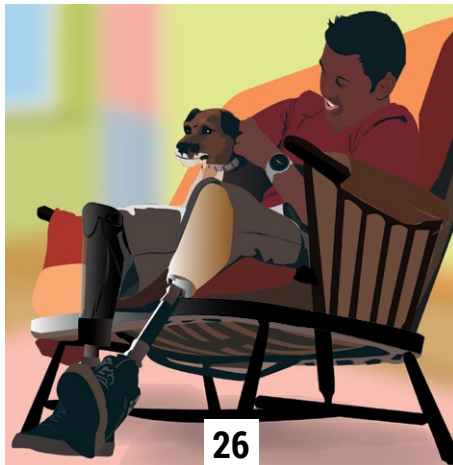
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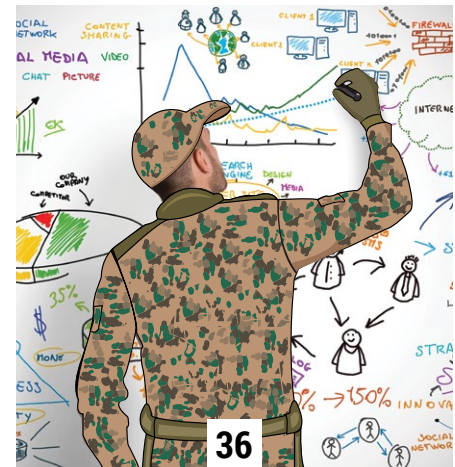
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Read the magazine that Global Supplier Diversity Executives, MWBEs, Supply Chain and Procurement Professionals go to for innovative ideas.

DiversityPlus
MAGAZINE

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Publisher	Paradise Publishing Company
Editor In Chief	Paul Lachhu
Managing Editor	Mary Fusco
Editorial Director	William Boyd
Contributing Editors	Sandra Singh Melodie Pressley Sonny Meld
Director of Digital Media	Ray Phelps
Director of Marketing & Operations	Sarah Jia
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Production Director	Jermaine Bliss
Art Director	Jonathon Bailey
Assistant Art Director	Kiran Kumar
Creative Director	SRK Ranga Rao
Web Designer	Prasad KVR
Social Media	Kevin Smith
Cover Design & Graphics	Paradise Design Studios
Contributing Photographers	Bill Haley Charles Winthrop
Editorial Advisory Board	Jose Santana Paul Lachhu George Atlas Melanie Butler Donna Chan Sue Mellon
Reprints	Paradise Design Studios

CONTRIBUTING WRITERS

Dr. Fred McKinney | Valerie Gomez | Gerald Donald | Paul Lachhu
Donna Benjamin | James Hsu | Wilfred Smith | Sharon Ross | Shaniqua
Thomas | Dave Desouza | Royston Arch | William Bell | Ingrid Johnson
Joshua Ferdinand | Karen White | Pamela Grant | John Jacobs | Vincent Pane

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EDITORIAL DESCRIPTION:

DiversityPlus Magazine's primary mission is to bring cutting edge information to thoughtful corporate supplier diversity executives and diverse businesses to help create an environment for more contract opportunities. Equally important, is for corporations to understand the importance of helping their most innovative minority suppliers build scale and become sustainable over the long term.

HOW TO REACH US

CORPORATE OFFICE:

111 South Orange Ave,
Post Office Box 178, South Orange,
New Jersey 07079
Tel: 973-275-1405

CHINA OFFICE:

BaiFeng International Business Center,
Suite 522, North Fuyang Road, Yanzhou,
Shandong Province, China. 272100

地址:中国

山东省兖州市富阳路北
百丰国际大厦522室 • 邮编: 272100

SUBSCRIPTIONS / CUSTOMER INQUIRIES:

E-mail: sarah@diversityplus.com
Mail Post Office Box 178, South Orange,
New Jersey 07079,
Tel: 973-275-1405
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ADVERTISING INQUIRIES:

Phone: 973-275-1405 Ext 701
Fax: 570-894-1158
E-mail: sandi@diversityplus.com

EDITORIAL DESK:

Phone: 973-275-1405 Ext 702
Fax: 570-894-1158
E-mail: editor@diversityplus.com

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NMSDC Revitalizes to Embrace the Future

In 2013, the National Minority Supplier Diversity Council (NMSDC) approved a strategic restructuring plan for its regional councils. The restructuring was deemed necessary because the NMSDC's corporate members and certified minority business enterprises believed the existing network structure was impeding "effective delivery of programs and services." The strategic goal was to create an affiliate model that was "Glocal" — global in scale and scope while better addressing local issues. It included many other strategic goals designed to improve the effectiveness of the NMSDC.

Under the leadership of Executive Director Joset Wright-Lacy, the NMSDC achieved many of the goals, but the business environment is ever-changing. Times change and goals must change too. The strategic plan's goals were to be achieved by the end of 2016, at which time a thorough review of the effectiveness of the NMSDC and its successes and failures took place. What seemed to become apparent is that the NMSDC was no longer successfully addressing the needs of its members on many levels because the organization had not changed to meet new needs in a dynamic business environment. The lack of adaptation meant the value proposition was worn around the edges and needed revitalizing.

Leaders tend to appear when needed to manage during certain times of change, but then it is time to move on. The NMSDC directors realized the organization was losing its status as a global leader in supplier development. It needed a change in direction that builds on the past but embraces the reality of the current and future business environment. Wright-Lacy is a woman who accomplished much as president of the NMSDC, but to shake up the organization required a shakeup of leadership.

Louis Green was named interim president and Sidney Johnson was elected vice chairman of the Board of Directors. The challenges are many and what is required foremost are leaders with strong business and leadership backgrounds who know how to build an organization that can give impetus to a reawakening of economic empowerment and opportunities to entrepreneurs in the Black, Hispanic, Asian, and Native American communities.

Over time, the NMSDC had become too bureaucratic, developing an approach more focused on "dotting the i's and crossing the t's" as opposed to creating accessible procurement opportunities for MBEs. The certification process placed a heavy burden on MBEs in terms of the time and effort it takes to get certified, so many MBEs decided to not get certified. Some regional NMSDCs also began charging a variety of fees to access contracting opportunities. Non-minority suppliers do not have to certify or pay access fees, thus have greater access to procurement opportunities. The NMSDC was slowly becoming a barrier rather than a leader, and the value proposition was getting very fuzzy at best. This led to the unfortunate consequence of corporations questioning the value of the certification process and minority supplier development in their supply chains.

In July 2017, it was decided that moving the NMSDC back into its leadership role would require new leadership able to build on the successes of Wright-Lacy and other NMSDC leaders, meet the needs of constituent groups, and update focus areas to embrace the real world. Focus areas include technology, a stronger affiliate network, and leveraging of the global network to develop more opportunities for MBEs. The stakes are high, but we expect something good and exciting will come out of the leadership changes at the organization's top levels.

There is a strong need for leadership in developing inclusive supply chains. Corporations need to understand the real value that MBEs bring to their ability to remain competitive. Some of the focus on certification is due to the federal contracting requirements, but the process is intended to create, rather than prevent, access to opportunities. The NMSDC was chartered in 1972 and is getting ready to celebrate its 45th anniversary. It is the perfect time to showcase its revitalization. Every organization must go through a shakeup at times because it gets too easy to see the trees and ignore the forest. We want this storied organization to restore its leadership status and believe it will do exactly that.

“How Long Can the Economy and Politics Continue to Diverge?”

Mark DeCambre in Market Watch (<http://www.marketwatch.com/story/dow-rally-from-election-to-trumps-first-100-days-on-track-for-postwar-record-2017-04-27?mg=prod/accounts-wsj>) compared U.S. presidents' first 100 days performance of the Dow Jones Industrial Average. The first 100 days since the Trump election in November, the Dow increased by 14.22 percent. A pretty strong rally by all measures. However, Mr. Decambre points out that first 100 days after Bill Clinton's re-election in 1996, the Dow increased by 14.48 percent, and the largest gain was experienced by Franklin D. Roosevelt in 1932 when the Dow increased a whopping 46.2 percent.

Furthermore, having a great Dow performance in the first 100 days after an election appears not to be a good predictor of economic performance over the course of an administration. Herbert Hoover, who presided at the time of the 1929 stock market crash had a great first 100 days. Hoover's first 100 days witnessed the Dow increase by 19.05 percent. This is in contrast to Ronald Reagan's first 100 days when the Dow increased by only 7.16 percent and Lyndon Johnson's 4.93 percent increase. Both Reagan and Johnson, at least in economic performance as measured by growth in real Gross National Product, had successful administrations. Extrapolating from the performance of the Dow over an administration's first 100 days is not likely to predict economic performance over the life of an administration.

But the primary question I raise is whether the performance of the Dow can

continue given the political dysfunction and uncertainty in Washington.

As a consumer of political news, every day there is something new being reported that shakes the political foundation. The on-going Russian meddling in the 2016 election and the role, if any, Trump associates had with that attack; the derivative scandals from the firings of Sally Yates, Michael Flynn, James Comey and half of the U.S. District Attorneys; the courts' determination that the president's immigration executive orders violate the Constitution; the on again - off again Congressional attempt to replace the Affordable Care Act; the president's relentless attack on everything President Obama accomplished domestically and internationally; the assassination attempt on Republican members of Congress; the endless wars; the opioid abuse crisis - now the leading cause of death of white Americans under the age of 50; and the general breakdown of public civility are individually and collectively a source of political uncertainty that would threaten any economic expansion.

It is my belief that these political uncertainties threaten the state of the economy and the “happy days are here again” perspective of Wall Street investors, who are focused not on the political conditions, but on reduced regulation and reduced taxes for the wealthy. I hate to be a Cassandra, but mark this date, the Dow's expansion is not sustainable. And when the Dow comes back to earth the chimera of this current expansion will become plain for all to see.

What does this mean for small and diverse businesses? It means be careful. It means sticking to your strategy that has taken you through this last economic cycle. It means pampering of your customers like they are your prized pets. It means managing your resources like they are all you have left. It means doing your homework and not becoming a lemming chasing the crowd over the cliff. It means managing your debt and your capital with vigilance. It means valuing your employees who you will need when times get tough.

If there is a silver lining in this perspective of the economy, it is that the wise business leaders will become stronger during these difficult times. Be wise.



Dr. Fred McKinney, Ph.D.
Managing Director,
MBE Programs, Tuck School of
Business – Dartmouth College

Born entrepreneur? Made entrepreneur?

Finding the right deal. Negotiating the right price. Delivering on time. At EY, we know how choosing the right suppliers can help to achieve strategic goals. Our diversity and inclusiveness procurement initiative is one way we help create opportunities for diverse-owned businesses to reach their potential and make a difference.

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Survey Sheds Light on State of Supplier Diversity

WESTCHESTER, IL

CVM Solutions, a Kroll company and leading provider of supplier diversity technology, data, and services, today announced the results of two supplier diversity surveys it conducted earlier this year, creating the first annual State of Supplier Diversity Reports.

Supplier diversity is at a unique crossroads in 2017. The supplier diversity concept is firmly entrenched in the corporate landscape, but the potential for such programs continues to grow. CVM set out to discover what supplier diversity professionals are experiencing with their own programs, as well as how diverse businesses are navigating the current supplier diversity environment. The results, culled from responses from 145 supplier diversity professionals and 277 suppliers, provide an insightful glimpse of the state of supplier diversity. Among the findings:

- Corporate responsibility was identified as the top driver of supplier diversity programs; alignment with corporate culture and workforce inclusiveness came in second.
- A quarter of supplier diversity professionals rate their programs as very effective; another 44 percent say their programs are somewhat effective.
- Only 15 percent of supplier diversity professionals measure the economic impacts of their programs.
- More than a third (34 percent) of responding professionals have a formal supplier development program.
- Of the respondents, 90 percent of both minority-owned businesses and woman-owned businesses are certified.

Aerospace and Defense Event Aims to Connect Small Business with Industry Leaders, Government Officials

DENVER

The Jefferson County Economic Development Corporation in partnership with Lockheed Martin and the Procurement Technical Assistance Center (PTAC) presented the Aerospace and Defense Small Business Industry Day with a welcome address from Colorado Lt. Governor Donna Lynne on Aug. 2, at the Sheraton Denver West Hotel

in Lakewood.

Businesses, especially disadvantaged businesses, veteran-owned businesses, minority and women-owned businesses, and HUBZone firms, interested in working with aerospace prime contractors and/or the federal government should attended.

"By providing attendees with a macro perspective on the current Colorado aerospace industry, business advice and

networking, the fair was an incredible success for all Colorado businesses working in these advanced industries last year and why we decided to offer it again," said Tom Livingston, manager of Economic Development Services at Jefferson County Economic Development Corporation. "This is the premier event for small businesses wanting to work in the 2nd largest aerospace industry in the country!"



Number of Minority-Owned Employer Firms Increased in 2015

WASHINGTON, D.C.

Minority-owned employer firms in the United States increased by approximately 4.9 percent in 2015 to 996,248 from 949,318 in 2014, according to findings from the U.S. Census Bureau's "2015 Annual Survey of Entrepreneurs."

Payroll and employment for minority-owned employer firms in the nation also increased from 2014 to 2015 by approximately 7.0 percent (\$237.5 billion to \$254.0 billion) and 6.2 percent (7.6 million to 8.0 million people employed), respectively.

Receipts for minority-owned firms in 2015 were estimated at \$1,168.5 billion — not statistically different from the 2014 total of \$1,089.7 billion.

"California led all states in the number of minority-owned firms with approximately 228,148 (22.9 percent of the U.S. total of minority-owned firms) and the New York-Newark-Jersey City, NY-NJ-PA metropolitan area led the 50 most populous metropolitan statistical areas in the number of minority-owned firms (approximately 127,736 or 12.8 percent)," said Kimberly Moore, chief of the Economy-Wide Statistics Division.

More than one-quarter (14) of the 50 most populous metropolitan statistical areas had approximately 15,000 or more minority-owned employer businesses. About one-third of employer firms (34.6 percent) in the accommodation and food services sector were minority-owned.

HealthTrust Appoints Joey Dickson to Lead Supplier Diversity Efforts

NASHVILLE, Tenn.

HealthTrust, a leading health-care improvement performance company, announced today that it has named Joey Dickson to lead its Supplier Diversity Program. The appointment reflects HealthTrust's growing commitment to promote and expand sourcing opportunities for minority, woman and service-disabled veteran enterprises (MWSDVEs). HealthTrust advocates doing business with diverse suppliers that are located in the communities served by its members. MWSDVEs support local and regional economies by providing jobs and tax revenues.

Dickson has held various roles with HealthTrust since joining the company in 2007. He has served as assistant vice president of strategic sourcing-purchased services since 2013 and was corporate counsel for the group purchasing organization.

"Our mission is to maximize participation of minority, women, service-disabled



Joey Dickson, Lead Supplier Diversity Program

veterans and other small businesses in the contracting process to promote inclusion in our supplier base in such a way that our contracted vendors mirror the communities served by our members," said Dickson.

STEM Collaboration Focus of IU's Faculty Research Development Institute

INDIANAPOLIS, Ind.

More than 70 faculty members from universities and colleges throughout the country, including Indiana University, recently converged on the IU Bloomington and the Indiana University-Purdue University Indianapolis campuses to collaborate on ways to promote and develop the science, technology, engineering and math disciplines.

The Faculty Research Development Institute, part of the IU-Minority Serving Institutions STEM Initiative, took place July 24 to 28 and included IU faculty members

as well as faculty from 14 historically black colleges and universities, Hispanic-serving institutions and tribal colleges or universities who are part of the overall initiative.

Participants research connections, identified new funding sources to support projects and student researchers, and discussed potential students who might pair with faculty for research projects.

"The Faculty Research Development Institute is a unique program that brings together diverse researchers from throughout the country," said Yolanda Treviño, assistant vice president of strategy, planning and assessment for the IU Office of the Vice Provost for Diversity, Equity and Multicultural Affairs. "At times, researchers can be focused solely on their own research, so by bringing faculty from multiple institutions and disciplines together, we are helping to foster on-going discussions around mutual research interests and providing information and tools to make those collaborations possible."

Duke Energy Receives Top Award for Supplier Diversity

WASHINGTON

The Edison Electric Institute (EEI) awarded Duke Energy the top honor in the electric utility association's 2017 Business Diversity Awards program.

The annual awards program recognizes companies for their efforts in advancing purchasing opportunities for diverse suppliers, including minority-, female-, veteran- and LG-BTQ-owned businesses within the electric power industry.

Duke Energy earned the industry's overall Excellence Award for its efforts to improve business diversity and inclusion.

The company developed an innovative approach to relationship-building by hosting several business development events in 2016 and promoting the personal and professional development of supplier representatives.

The company also sponsored various educational workshops, industry seminars, and other activities presented by partner community economic development organizations.

Duke Energy continues to proactively seek diverse suppliers. These efforts have made lasting positive effects on economic development locally, regionally, and nationally.



Ford Vehicle Donations Provide Improved Access, Mobility for Disabled Military Veterans to Receive Medical Care

NEW ORLEANS

Ford Motor Company vehicle donations are giving disabled military veterans new mobility options, as they seek medical care and treatment that could improve their quality of life. Ford is donating eight more Flex utility vehicles to the DAV Transportation Network fleet to assist disabled veterans who need help getting to doctor appointments. Last year, Ford vehicles transported nearly 700,000 disabled veterans in the United States to essential doctor and hospital visits.

The DAV Transportation Network recruits volunteer drivers who will put the new Ford Flex utilities into service taking ill and disabled veterans to Veteran Affairs medical centers across the country. New additions to the DAV fleet will be deployed to locations in Augusta, Ga. Des Moines, Iowa; Topeka, Kansas; Asheville, N.C.; Memphis, Tenn.; and Waco, Texas. New Orleans will get two new vehicles. Over the past 21 years, Ford has donated 215 vehicles to the DAV Transportation Network, which was formed in 1987 and has helped more than 18 million veterans reach VA facilities.



National Black Chamber of Commerce Promotes Federal Procurement During Business MatchMaker

WASHINGTON, D.C.

National Black Chamber of Commerce opened the doors to federal procurement during its 25th Annual Conference, Investing in America's Diversity, on July 26-29, in Washington, D.C. at the Inclusive, Innovative Incubator.

The Business MatchMaker took place on the third day of the conference. These meetings connected businesses to corporate and government purchasing officials for private one-on-one, pre-scheduled meetings to discuss potential opportunities in various service and product areas. Participants include National Institute of Health, Department of Homeland Security, Goddard Space Flight Center, Department of Health and Human Services, US Department of Justice, Social Security Administration and AARP.

The conference showcased outstanding speakers from the business world include Marla Blow, founder of FS Card, which provides underserved consumers access to mainstream credit. Acting National Director of Minority Business Development Agency

(MBDA), Chris Garcia will kick-off the Tech Start-up Pitch Showcase. The MBDA believes that entrepreneurship is a sure pathway to wealth creation and a thriving national economy.



Harry C. Alford Announces Business MatchMaker

Retaining, Attracting Top Talent Throughout Stop-And-Start Healthcare Reform

CLEVELAND

While Washington wrangles over replacing the Affordable Care Act, middle market business leaders, faced with retaining and attracting employees in a tightening labor market, favor retaining several aspects of ACA that might be eliminated through healthcare reform.

According to the recent KeyBank Middle Market Business Sentiment survey, retaining coverage for pre-existing conditions

is the most vital feature for successful long-term healthcare plan reform. More than 90 percent of those surveyed identified pre-existing coverage as being a somewhat or extremely important factor in long-term healthcare plan reform.

Second on that list of "must haves" is eliminating annual or lifetime limits on most health plan coverages, followed by requiring insurance plans to provide at least essential health benefits for 10 specific health categories and expanding preventive benefits offered via Medicare.

Eighty-four percent of those surveyed consider eliminating annual or lifetime limits on most health plan coverages to be somewhat or extremely important, while 82 percent consider essential health benefit provisions and expanded Medicare preventive coverage to be somewhat or extremely important.

Supplier diversity leads to prosperity for all.

These are some of
our supplier diversity
achievements.

\$2B

in purchases from small
and diverse businesses

**National
Corporation
of the Year**

by GNEMSDC

**First Pharmacy
Innovation
Company**

to Join Billion Dollar
Roundtable

\$5.1B

in GDP contributed to
the US Economy

**“Best of
the Best”**

Company for Inclusion
by NGLCC and NBIC

**“America’s Top
Corporation”**

for Women’s Business
Enterprises by WBENC

Diversity Inc.

Top 50

Find more information about how the CVS Health Supplier Diversity Program
is shaping the future of health care at www.cvshealthsupplierdiversity.com.



ALOM: BRINGING QUALITY SOLUTIONS TO COMPLEX GLOBAL BUSINESS CHALLENGES

Supply chain management is more complex than ever before because of technology and globalization. ALOM embraces the complexity as an opportunity to provide customers the quality they need to remain competitive.

BY VALERIE GOMEZ



HANNAH KAIN
PRESIDENT & CEO

Most companies would never market themselves as able to provide flawless products and services, but ALOM does not hesitate. ALOM provides technology-based flawless global supply chain execution services on five continents. Under the direction of President & CEO Hannah Kain, the company tackles some of the most complex supply chains by delivering customized and innovative services designed to get the right client products to the right market at the right time. For ALOM, success is based on delivering the highest quality contract manufacturing and order fulfillment services to customers so they can maintain a competitive advantage in a global business environment where constant change is the norm. Using a collaborative business model, ALOM manages complex supply chains from the first supplier to the last customer, maintaining alignment and cost efficiency at all times.

SUPPLY CHAIN MANAGEMENT FOUNDED ON QUALITY

ALOM performs at Six Sigma quality levels and is recognized as a premier leader in executing a flawless supply chain process for primarily Fortune 100 corporations in a number of industries that include medical, technology, financial, automotive, energy and government. The company is a solutions provider, manufacturing and distributing customer-owned products that are typically technology-driven, like IoT enabling technology, tech gadgets, and technology used in stores. ALOM has developed its own technology to facilitate the execution of supply chain but has no branded products. All their services are behind the scene and include

every step in the supply chain process, including supply chain planning, order and inventory management, production, fulfillment, and reverse logistics. "We have distribution centers throughout the world so we can get our customers' products close to their customers," explains Hannah. "Getting manufacturers and distributors who get the correct product at the correct time to the correct location is complicated. Each step alone is not difficult, but maintaining the alignment and smooth flow is very complex." ALOM uses technology to help customers meet their goals, including avoiding inventory overstock, on-time product delivery, and cost efficiency.

ALOM helps customers avoid redundancies and manage contingencies, like selling more than anticipated. Maintaining flexibility in the supply chain is a key factor in remaining competitive in today's world. Hannah adds, "It is also very important to our customers to help them be good global citizens and maintain alignment around sustainability and running an ethical supply chain." She points out that it has become even more important in recent years as major corporations suffered big reputational losses from supply chain problems, like unsafe factories. ALOM recognizes and addresses these kinds of issues in supply chain management. The company focuses on things like sustainable packaging, minimizing transportation time, and qualifying suppliers based on ethical and quality standards.

ALOM also wants to do business with suppliers who give back to the community because this is an important factor in the company's success. ALOM supports HOPE Services for people with disabilities for people with and nurtures diverse suppliers



Getting manufacturers and distributors who get the correct product at the correct time to the correct location is complicated. Each step alone is not difficult, but maintaining the alignment and smooth flow is very complex.

— Hannah Kain



so they can succeed. "We promptly pay our suppliers so they are not financially stressed," says Hannah. This is so important because so many companies use suppliers like they are banks. When corporations stretch out payments to diverse suppliers, the suppliers suffer disproportionately. We work with suppliers to get them paid fast, guide them on lead times, and work with them in a very collaborative manner." ALOM also takes environmental sustainability seriously too, helping clients like Ford Motor Company recycle supply chain hardware and reselling hardware scrubbed of data. ALOM manages the entire recycling process for the client. This is a typical example of how the service company works with its customers.

SOLVING PROBLEMS WITH FLAWLESS EXECUTION

Flexibility, real-time visibility, and quality are three principles underlying ALOM's services. Customers can avoid over stocking inventory which means less scrap products and wasted resources. Customers also get the benefit of different technologies that create a remarkable level of flexibility for tracking the exact location of products at any point in the freight channel. ALOM has developed technological controllers that can track when a customer's hardware is about to fail and ship replacement hardware before the existing hardware actually fails. ALOM is looking forward to the day when built-in technology allows their systems to predict when market trends are changing, giving customers the information they need to stay ahead of the competition.

"We take a customer's problem and solve it," says Hannah, "Our customers come to us for their more complex problems and not necessarily what our competitors could easily solve. The ability to solve complex problems flawlessly is our big com-

petitive advantage, but the technology, quality orientation, and sense of ownership of customer problems are just as important." Vehicle manufacturer Ford chose ALOM to provide the hardware that displays current navigation system map data in vehicle dashboards. Chuck Broadwater is the Technical Specialist, Navigation System Technology, Ford and says, "ALOM offers competitive supply chain solution alternatives that include the global operations expertise to make it a reality. When ALOM is involved I don't need to worry or follow up. They consistently deliver." This was a very complex technology project that was executed flawlessly from the onset.

ALOM suppliers go through a qualification process, and once approved, are continually monitored. There is monitoring of on-time performance, quality, flexibility, competitiveness, and a number of other factors, including innovation and support of ALOM's customers and goals. ALOM's supply chain managers personally meet with suppliers if problems arise. ALOM managers do an annual supplier performance review, and have in-person meetings with the largest suppliers. For others, there are Skype meetings and/or written notifications.

ALWAYS REACHING HIGHER

For ALOM, it is all about quality. Hannah explains, "We have a very strong continuous improvement program, and it is one of the areas where we have consistent positive comments. We have reached a high quality level but are always trying to reach the next level." When something goes wrong in the supply chain, ALOM gets to the root cause and uses the right tools and appropriate training to solve the problem permanently. There are no quick, temporary fixes that could leave vulnerabilities in the supply chain.

KPIs are tracked at the country level and across all types of quality. There is a corporate input system which allows managers to do an interim quality review. Statistics are reviewed to see if ALOM and customer requirements are being met. Each customer has different requirements. For example, one customer requires product shipment within three hours while another requires three days. There is a review of on-time performance, any errors, and a host of activity measures. ALOM also reviews its own systems, considering things like availability of technology.

Asked to share some advice with diverse entrepreneurs on building a successful global business, Hannah said this: "Focus on where your key market is and build a thriving business before you start expanding. Before going global, take the time to thoroughly learn cultural differences, government regulations, and the real and opportunity costs of doing business in a particular company. Go global with both eyes open." It is solid advice that ALOM has flawlessly executed.



USING EXTERNAL

BIG DATA

DRIVE INSIGHTS
INTO OPPORTUNITIES.



Extracting business insights from external big data is a complex challenge. Companies mastering that challenge are discovering new opportunities that enhance competitiveness.

BY GERALD DONALD

Big Data

flows like a continuous stream, often creating a flood of data bits that seem uncontrollable. Buried in the structured and unstructured data, mobile data, Internet data, machine data, and other sources is a wealth of insights into new internal and external opportunities to enhance competitiveness.

Converting the raw data into data analytics that reveal new opportunities is the challenge for the times.

These opportunities include increasing collaboration across functional silos; streamlining and integrating data silos; and identifying new trends, discoveries, competitors, disruptive technologies and risks. There are leaders in this new frontier of harnessing big data, and they are showing the business world the true potential of the massive amounts of data yet to be captured.

CAPTURING THE WIND THROUGH DATA ANALYTICS AND FLUID PROCESS

Vince Campisi, chief information officer at GE Software, discussed some of the ways the company is accessing and organizing data to achieve outcomes. What the company discovered is that it can identify a specific outcome and use re-organized data sets to get desired results. Once that happens, new external data begins to flow from various sources, leading to the identification of unimagined and innovative outcomes. His point is that being “fluid” is critical to enjoying the greatest opportunities that data analytics can deliver.

GE Software is also enabling the “digital thread,” which Campisi explains is the connection of innovation by connecting internal processes from engineering to product servicing, in this case in the industrial sector. Using data, for example, the company took 60 different supply chain silos of information concerning materials purchasing,

leveraged analytics to discover new relationships, and used machine learning to develop a much more efficient procurement process.

Big data analytics are being used in unsuspecting ways, too. Campisi offered an external example of the way GE Software leveraged analytics to identify a new opportunity to assist customers: Data analytics were used to enable turbines at a customer's digital wind farm to pitch themselves properly to optimize the level of wind, producing 10 percent more energy off the same wind.

TURNING DATA INTO INSIGHTS

Turning data into useful information has become one of the greatest challenges companies face today. Finding and collecting the data is not that hard thanks to innovative software developers, but turning the massive flow of data into something specifically useful for the company is proving to be an overwhelming task for many business leaders.

To get to these insights, it is necessary to develop data models that integrate databases into a common one with unlimited volume and structures. Once that is achieved, it becomes a pool of information that everyone across the organization can use. The cloud is proving to be the enabler of the ability to gather, store and manipulate unlimited data from multiple sources, including social media, websites, machines, mobile and so on.

Companies are using big data in a variety of ways.

Amazon analyzes customer historical transactions, along with external data generated by the customer, to employ predictive models that forecast customer behaviors. This gives Amazon the ability to grasp new opportunities to lower customer churn and improve engagement.

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Turning data into useful information has become one of the greatest challenges companies face today.



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Small innovators enter the marketplace with new technologies, business models and perspectives. Unless these new upstarts are viewed as competitors, they can turn a whole industry upside down.

music industry, collects data around music from sources like Facebook likes, Spotify streams, iTunes sales, Twitter mentions, and other sources to predict the next music trends, while T-Mobile uses data analytics to provide actionable insights used to improve its networks.

Deloitte offers a case study of a financial data and technology firm that uses external data and analytics to identify anomalies in key systems, advanced math to preprogram potential threats, and data channels like social media to understand the most likely threat sources and to predict when traveling employees are going to risky places.

VIEWING EARLY MARKET DISRUPTORS AS COMPETITORS THROUGH BIG DATA

An enormous variety of examples can be presented that demonstrate the ways businesses are using external data to find new opportunities.

One of the most common uses is to identify competitors and potential market disrupters. This is one of the greatest benefits that data analytics can deliver. Approximately 50 percent of companies on the 2000 Fortune 500 list have been removed as of today and many because of the entry of small disruptive innovators who took big companies by surprise.

The financial industry is a good example. Fintech startups and challenger banks are viewed as one of the greatest threats to established, traditional financial firms, especially in areas like payment systems, mobile wallets, and credit/debit cards. Using data analytics to identify the disruptive startups, the fintech corporations are forging collaborative relationships with innovative suppliers and investing in the startups. This is

an excellent source of new opportunities for MWBEs. As discussed, the greatest barrier to digital transformation is the legacy technology environment.

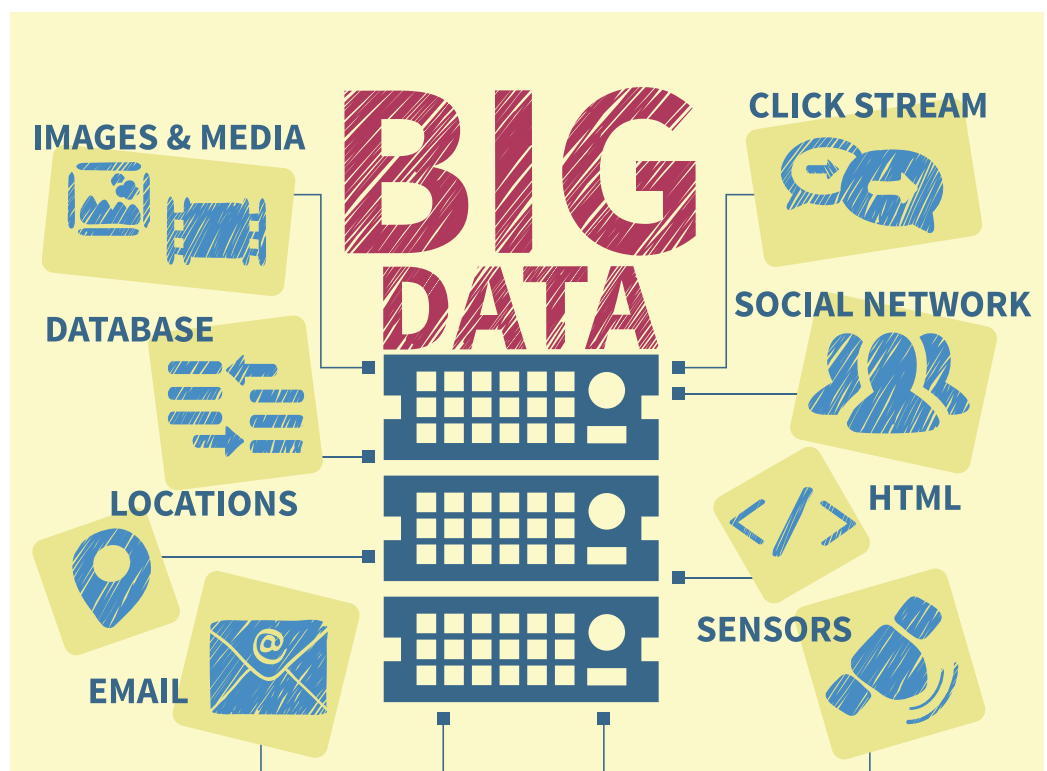
External big data and data analytics hold a tremendous amount of insights on current and emerging technologies. Failing to recognize emerging disruptive technologies can lead to unpredictable impacts on current business.

In a globalized dynamic business environment, it is impossible without data to predict the competitive landscape that is emerging. Small innovators enter the marketplace with new technologies, business models and perspectives. Unless these new upstarts are viewed as competitors, they can turn a whole industry upside down. For example, the taxi industry did not immediately understand that Uber was a serious competitive threat.

There are multiple ways to identify market disruptors. One is by collecting data through channels like social media where people discuss what they are doing or new businesses they use.

A second is to use the new technologies to analyze the global patent data set to enhance competitive positioning. This was once a nearly impossible task due to its sheer size, but machine learning, predictive analytics, and so on now give businesses the ability to find trends and innovators.

The impact of big data and big analytics is best achieved by creating democratized access internally. Traditionally, certain people had access to particular databases, and everyone else was only able to gain access through reports. Giving cross-functional teams access to a cloud-based data pool can lead to innovation internally and new ways to interpret and use external data.



CAPTURING THE VALUE OF BIG DATA AS NEW REVENUES

The opportunities to generate new revenues through the efficient and organized use of big data and big analytics are skyrocketing as technology advances.

BY PAUL LACHHU

The opportunities to generate new revenues by using big data and big analytics already exist, but harnessing the value proposition is proving difficult. The reason is that organizations need to develop a dynamic, agile, and more learning oriented organizational culture and mindset that embraces technology as a source of innovation and new opportunities. Getting full value from data thus means harnessing big data and advanced analytics in a way that delivers what employees need to unlock the value of information found in analytics.

Companies that develop a proactive business environment that applies analytics to revise and enhance core operations are finding new revenue streams, including identifying micro-markets, developing innovative products, improving product features, enhancing customer services and improving customer retention, and cross-selling opportunities made possible through "next product to buy" data-driven recommendations. The Internet of Things (IoT) is also playing an increasingly important role in offering new revenue streams to businesses of all sizes.

THE EVOLUTION IS WELL UNDER WAY

Large companies like General Electric lead the way in capturing the ROI of big data and big analytics.

The company developed the cloud-based Predix digital platform for the industrial Internet. It creates applications for the industrial IoT that connects industrial equipment, analyzes data, and delivers insights that lead to higher performance at GE and non-GE businesses, producing new business opportunities. It is a complicated industrial application building software that breaks new ground by taking industrial au-



tomation from the systems controlling industrial equipment to the cloud.

Predix represents an evolution because its model is focused on system-wide optimization rather than monitoring and controlling a single piece of equipment. Using a variety of sensors, a rich variety of data flows to the cloud, creating more intelligence, which leads to new opportunities. Accenture and GE Healthcare collaborated to develop a Predix app that is an advanced analytics solution using a powerful statistical algorithm to uncover unseen trends in the healthcare claims denial system to help provider organizations improve financial performance, lower the claims denial rate, and accelerate revenues.

This all sounds very complex because it is state-of-the-art technology still evolving, but understanding just how far data collection and analyzation processes have advanced gives a point of reference for all sizes of businesses. The IoT is actually an IoE enabler (Internet of Everything), and it is expected to generate bottom line value over a 10-year period of an estimated \$8 million. Five value drivers were identified, and the first was innovation and revenue. The other four drivers are asset utilization, supply chain and logistics, employee productivity improvements, and enhanced customer and citizen experience.

Private and public organizations are benefiting from innovation and new revenues.

For example, one of the sectors benefitting from IoT and data analytics is retail. Using IoT sensor-initiated data to improve supply chain and in-house logistics, retailers experience fewer out-of-stock situations which increases revenues. They are using data to create "endless aisle" capabilities, to make product recommendations based on historical information and customer behaviors, and to personalize promotions, all of which generates new revenues.

In the public sector, the IoT sensors placed on parking lots, roadways and parking garages are delivering the data needed for real-time parking analysis. Smart parking generates new revenues from data sales, dynamic pricing and fines.

Predictive analytics used to improve materials and product sourcing, supply chain performance, logistics, and predictive equipment maintenance enhance the ability to attract new clients. Analytics can identify future growth opportunities by revealing new information about things like whether targeted products and messaging could generate new revenues if a different audience was targeted in addition to the current one.

Another potential area for revenue growth via data is micro-marketing. Business analytics can identify small markets prime for marketing and product or services sales. This is especially true for businesses interested in pursuing underserved multicultural or minority markets that have historically been excluded from mainstream marketing. Granular data can provide the information businesses need to micro-target new customers with personalized products and services.

AN ENVIRONMENT TO CAPTURE VALUE

These are just a few ways that organizations can utilize big analytics to generate new revenues. The challenge is creating a business environment able to capture the value.

Many organizations are not taking advantage of new technologies because they find it too challenging to develop a business model that supports the utilization of big data and big analytics. The barriers to digital transformation include data silos, a legacy technology ecosystem, lack of technology expertise and in-house skills, lack of a culture that supports technology and innovation, and lack of employee engagement through learning and feedback.

The real issue is that failing to digitally transform could lead to business failure. It is a data-driven global business environment requiring data-driven decision making. This is true for small to large businesses, meaning opportunities for revenue generation are available to all sizes of businesses.

Companies that develop a depth of analytical talent, data and analytics have the ability to create value without the need to develop physical space. They develop digital marketplaces, social networks and other digital platforms instead. Their advantage of scale and data insights enables them to add new business lines that are not limited by sector. Alphabet, for example, uses its algorithmic advantage to enter sectors like the driverless car. Apple

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crossed over into finance with Apple Pay. Alibaba offers microloans to merchants operating on their platforms after developing its own credit scoring system by using real time data from merchant transactions.

Innovative businesses are creating value through sophisticated technology. What can small-to-medium size businesses do? They can develop collaborations with innovative technology companies or join forces with other companies to share computing power.

Businesses must develop a technology-driven culture and a workforce that recognizes the value of data. Analyzing customer data, collecting and analyzing customer feedback, and using Google Analytics to its fullest are a few ideas. There are also companies like Salesforce.com offering Einstein Analytics; Trendera which collates trend data; and Google Trends for social media analysis.

The data is there and available for analyzing, but it takes the right business culture to embrace it.





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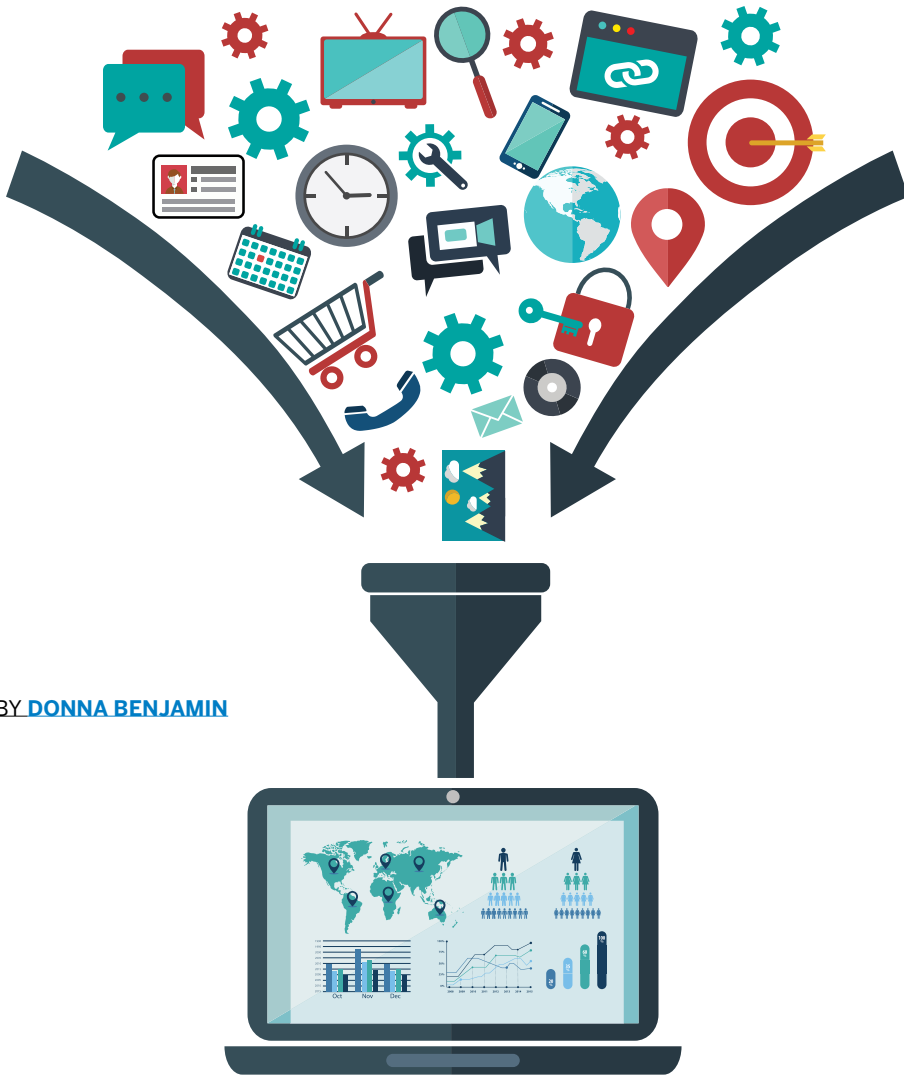
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NEW CHALLENGE: SEPARATING GOOD AND BAD DATA



BY DONNA BENJAMIN

The quantity and type of data available for capture is endless, but not all data is good. There is good data and bad data. Successful companies know how to collect and sort through the data, extract the data useful to business needs, convert it into insightful analytics offering, and finally turn insights into actionable opportunities and effective decision-making.

Collecting the data is fairly easy today because of the software developed by innovative companies, but the rest of the process is more challenging. The massive amounts of data available is overwhelming for many business leaders, and the result is they avoid getting involved in what continues to be viewed as an "IT issue."

The process for data-based decision-making begins with separating good and bad data and ends with eventually

Just because data is accessible and plentiful does not mean it is all good. Inadvertently using bad data can cost a business in many ways, including poor decision-making and missed insights.

democratizing analytics so that people throughout the organization can question and/or use the data and analytics. The bottom line is that the final data analytics should make sense for the organization.

UNDERSTANDING BETWEEN GOOD AND BAD DATA

Good data is data that is accurate and relevant to the business. Relevant means it can provide information business decision-makers need to do activities like identify new opportunities and trends, accurately measure internal performance, make decisions about future processes, and make critical problem solving decisions.

Data is structured and unstructured. Structured data is data that has a high degree of organization, is relational, and stored in a database that is easily searchable. This type of data usually flows from corporate systems.

Unstructured data does not fit into predefined databases. It is the type of data that is presenting the greatest challenge for businesses because it is voluminous and flows from myriad sources that include emails, webpages, social media, videos, podcasts, graphics, images, word processing documents, and so on.

With an estimated 90 percent of data now falling into the unstructured cate-

gory, it is imperative for organizations to have a system for sorting through the data to determine what is good and relevant to the business. Good data produces good data analytics that help business leaders make the right decisions. Bad data produces data analytics that can lead decision-makers down the wrong path. Often organizations learn they are using bad data when decision-makers cannot seem to get desired results or make poor decisions despite reliance on what is believed to be good data.

GETTING SCIENTIFIC: IDENTIFY THE NEED OR PROBLEM

Data should be collected based on standards established by business leaders collaborating with technical professionals. It takes both sets of people to define and understand data relevant to the business.

Good analytics uses valid scientific methods to address the identified problem or need (hypothesis in the scientific world). For example, a sales department wants to assess the impact of a promotion on consumers in different geographic areas. To answer the question of promotion effectiveness, the consumer groups compared need to be based on a random selection process. If the selection process is not random and the people in the groups were only those already exposed to the promotion because they were interested in the deal earlier, the data analytics are bad. How will the business know if the promotion can convince people to buy a product or service if they have already made a decision based on prior exposure?

Some data is obviously important to a company, like data concerning customer buying or browsing behaviors. Other data may not be collected if the business has not decided upfront the problem it wants to solve.

Good data helps solve problems like identifying new markets, improving marketing effectiveness, identifying new industry trends, or expanding product lines. Different data is needed to make decisions in each of these situations. If the relevant data is not collected and used to produce good analytics, decisions are made using inadequate or irrelevant data. One of the most important questions to ask is: What measures are needed to make a good decision or to solve a problem?



TO GET THE BEST RESULTS FROM DATA DEMOCRATIZATION, THE BUSINESS NEEDS TO CREATE A CULTURE THAT ENCOURAGES THE WORKFORCE TO BE DATA AND ANALYTICS LITERATE.

DEMOCRATIZED AND SELF-SERVICE DATA ANALYTICS

Collecting good data leads to good analytics, but the process is not completed. Democratizing analytics means embedding the measurements in operations so that people throughout the organization can review and utilize them.

The more people looking at the numbers, the better for the organization. This means breaking down information silos and providing access to the measures across functional units or business operations and at all levels. It can also include engaging with others like customers and suppliers, depending on the problem needing a solution or the strategic goal executives have in mind.

Giving people at all levels of the organization access to analytics empowers the workforce and increases the likelihood managers will get significant input concerning their relevancy, adequacy and usefulness. It will also increase the likelihood that problems needing solving will be discovered.

To get the best results from data democratization, the business needs to create a culture that encourages the workforce to be data and analytics literate. However, it is important to develop the

self-service analytics approach.

Self-service analytics refers to analytics that can be produced by business users as needed and do not require a decision science or statistical background. The real-time access to analytics presented in an understandable format enables people to assess their reasonableness, spot business opportunities and make valid decisions. A business can develop these analytics in-house or utilize one or more of the software firms that now specialize in assisting businesses with sorting through good and bad data, presenting good analytics throughout the organization, and providing real-time access to data.

Data is of critical importance to every organization today, but decisions need to be based on good data. The rapid growth in data flows has been overwhelming, but it is now time to begin harnessing its power to inform business leaders.

The time when data was managed to meet a single department need or was hoarded by senior leaders are gone. Data analytics must adapt to the new business models which break down hierarchies and enable networking. The challenge is making sure the data used is only good data.

INNOVATION IN GLOBAL DISABILITY: HOW INNOVATION IN TECHNOLOGY IS HELPING COMPANIES STRENGTHEN BRAND LOYALTY

Innovation in technologies has made it possible to reach people with disabilities on a global basis. The companies that understand how these advances can strengthen brand loyalty have a competitive edge.

BY JAMES HSU

Technology is changing millions of lives for the better, but for people with disabilities it is about more than just making life easier or more convenient. Advancing global technology is helping millions of people join the economy. For companies trying to close a talent gap or hoping to tap into new markets to grow revenues, global innovations in technology are providing the bridge needed to access people with disabilities. Developing a brand that tells an inclusive story is important to attracting people with disabilities, but it delivers a deeper and broader advantage. Innovation in technology is helping companies strengthen brand loyalty in the general marketplace by demonstrating the inclusion of people is a core value. For people with disabilities, technology innovations offer new opportunities. For people without disabilities but with a strong sense of social responsibility, the brand offers a pathway for expression of that responsibility.

ASSISTING, ADAPTING, AND ACCESSING

Making innovation in technologies a key tenet of the corporate brand is crucial today because technology plays such a large role in personal and work lives in people around the world. However, for people with disabilities, technologies enable millions to join society as productive employees and consumers, while improving the quality of life. This is such an important topic that the World Health Organization (WHO) developed a global initiative called GATE, the acronym for Global Cooperation on Assistive Technology. The WHO defines assistive technology as the "application of organized knowledge and skills related to assistive products, including systems and services." Assistive technologies include external products like equipment, software, devices, and instruments.

Developing a corporate brand that reflects a core value of social responsibility concerning people with disabilities will necessarily include



technologies. The global market is enormous and includes the aging members of the population. The brand that is inclusive of people with disabilities reflects the consumer experience of an estimated one billion people in need of assistance. Today, innovative technology can play a major role in the engagement and retention of employees and consumers. Technologies improve the well-being of individuals and deliver socioeconomic

benefits. The people who most need assistive technology include older people, people with disability, people with non-communicable disease, people with mental health conditions, and people experiencing gradual functional decline. Technologies can compensate for impairment, reduce the consequences of gradual functional decline, minimize the need for caregivers, address primary and secondary health conditions, and lower health costs. Technology gives people restricted to their homes access to employment and education, offers people greater mobility, and en-



Technology gives people restricted to their homes access to employment and education, offers people greater mobility, and enables the disabled to support their families and lead a dignified life. It is a major tool for inclusion and participation.

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DESIGNING PRODUCTS FOR ALL USERS

A company that desires a brand reflecting a value driven organization can and should incorporate innovation in technology in marketing to talent and consumers. They can also use technology innovations to enhance the consumer experience and to provide employment accessibility. The brand should reflect a company culture that values and respects all people, including those with disabilities. There are three types of technologies that can improve the quality of life for people with disabilities. Assistive technology improves functional capabilities. Adaptive technology allows people with disabilities to use technology that would otherwise not be accessible. Accessible technology removes barriers that people with disabilities face.

One of the principles that leaders in the area of innovative accessibility technologies for people with disabilities adhere to is this: All products are designed to be accessible rather than designing special products only meant for use by people with disabilities. For example, Yahoo has an accessibility team responsible for working with company engineers throughout the company to incorporate accessibility via advanced technology into all its products. Apple built design features like screen readers into its smartphones. Google funds and partners with organizations that develop products aimed at all consumers, including people with disabilities. When technology innovation is approached in this manner, all products are likely to be improved for all consumers.

Facebook's software was not originally accessible to the blind. The Facebook Accessibility developed the Voiceover screen reader tool which converts text into spoken words. This enables people who are blind to interact with the online community, and in return the online community benefits from the interactions because people can communicate with people with disabilities without the frequent bias that often interferes with face-to-face interactions. The product has been upgraded many times since its market introduction and can now describe the content of pictures, among many other functions. The 'alternative text initiative' uses artificial intelligence to describe photos and was developed by Facebook's first blind engineer.

CREATING NEW OPPORTUNITIES

When inclusion for all people is a core value, new opportunities appear for the business. For example, the software developed to convert text to speech and speech to text eventually led to talking Google Maps and Siri. Employers can also strengthen their brand of inclusiveness by utilizing technologies, like eye-tracking technology and wheelchairs with head and neck controls, that make employment possible, but they also benefit in terms of their ability to attract qualified talent and to develop innovative organizational thinking. Diversity and inclusion adds a blend of perspectives which lead to innovative approaches.

The global market for people with disabilities is one billion and growing as the population ages. But organizations need to take a broader perspective of this demographic because people with disabilities have friends and family, and there are consumers who only want to do business with inclusive companies. They are all potential consumers. Companies like IBM and Microsoft have strengthened their brand by launching new technology products in conjunction with local disability employment programs. General Motors implemented a program that reimburses a portion of the costs that suppliers incur to make customized changes, many technology based, to GM vehicles to accommodate disabled customers and caretakers. This builds loyalty and interest in the communities of disabled and socially responsible people. Everyone wins.

CREATING A CULTURE OF ACCESSIBILITY: BUILDING A BETTER WORKPLACE FOR MILLENNIALS

Millennials have made it clear they want employers to develop inclusive workplaces where everyone understands their value to the organization. It requires successfully developing a culture of accessibility.

BY **WILFRED SMITH**

Millennials, people under the age of 35, will make up approximately 75 percent of the workforce by the year 2025, but their influence in the workplace is already felt. They are having a tremendous impact on everything from organizational structure and governance to work design. It is a caring and socially responsible generation that believes work should bring value to local or global communities and not just to the bottom line. Millennials are also focused on the group rather than the individual, and they want to participate on diverse and inclusive teams. Unlike the prior generations, millennials include factors like social responsibility, corporate culture, and workplace accessibility in their decision-making processes when selecting an employer. They also know that the full inclusion of people with disabilities requires a culture of accessibility in which people embrace the core value and utilize their knowledge of accessibility to improve workplace performance and to innovate product or services designs.

MORE THAN ACCOMMODATION

Accommodation is not accessibility. Accommodation is a response to an individual's needs, but it does not mean the workplace is inclusive. It is the difference between obeying the ADA legal requirements versus proactively designing a workplace in which all employees benefit. A culture of accessibility recognizes the value of inclusivity and everything is viewed through the lens of inclusiveness. Teams are developed that include people with disabilities. Products and services are designed for accessibility by all users. Managers and supervisors fully support the culture of accessibility and ensure all staff has access to the resources needed to perform at the highest level. No one in the workplace is left behind because of their disability, and this is the kind of workplace that millennials prefer.

Federal law requires that people with disabilities must have access to the tools that provide equal opportunities to achieve the same result or the same achievement level as people without disabilities. Millennials grew up with the law and have embraced inclusiveness as a core value, but it is safe to say they expect employers to do more than accommodate people with disabilities. A culture of accessibility proactively anticipates the needs of the workforce and does not intentionally put people in a position where they have to explain their disabilities. Accommodation is reactive and is only necessary when accessibility fails to meet specific needs. For example, in a culture of accessibility, employee training tools are developed as videos with sound or captions and as transcripts with text to speech ca-

pability. If accommodation is needed, it could be the software needs adaptation to a particular type of technology equipment the person with a disability utilizes for at-home training.

Accessibility as a concept understood by millennials does not focus on meeting the letter of the law. The designing of processes, systems, training and development tools, workspace, and so on benefits everyone and not just people with disabilities. For example, a training manual available in audio benefits blind employees as well as employees without disabilities who want to listen to the manual on long drives home.

LEADING THE WAY IN DEVELOPING A CULTURE OF ACCESSIBILITY

Dropbox, a technology company started by two millennials, shared its approach to developing a culture of accessibility. The company strives to develop products that are easy to use but is now turning its focus on improving product accessibility for people with disabilities. Rather than beginning with product engineering, the company began by developing a culture in which all employees, including engineers, understand and value accessibility best practices. Creating accessible products that everyone can use requires a culture in which people freely share accessibility ideas, knowledge, and experiences. Dropbox created a cross-functional accessibility working group with representatives from various functions including engineering, R&D, communications, and legal. The group takes field trips and attends a series of speaker events.*

Dropbox also developed an Assistive Technology Lab which gives product team members and others opportunities to use as-

sistive technologies, like speech recognition software, screen readers, screen magnifiers, and head mice. The people attending lab sessions perform three tasks ranging from easy to challenging. By making each task more difficult, users are likely to get frustrated which enables them to understand the frustration of staff and consumers. Leadership at Dropbox believes that spreading knowledge of accessi-

A culture of accessibility makes all people feel welcomed, gives employees the tools they need to perform at their highest level, and attracts and retains consumers by offering products and services that are designed with all users in mind.

bility is the only way a culture of inclusion for people with disabilities is achievable. The knowledge is spread in a variety of ways. The company implemented a variety of approaches: adding an accessibility debug tool to its website which delivers feedback on accessibility errors, like missing links without accessible names; holding team events in which users try to break products; building entire features with accessibility in mind; and conducting user research.

ASKING THE RIGHT QUESTIONS

Technology offers other opportunities to increase accessibility, and a workforce aware of them will naturally apply best practices. A good example are meetings. Are people with disabilities included in meetings, even if it requires accommodation? Is the workforce trained to understand that accessibility is a core value and it is about giving people choices so they can enjoy their experiences? Can people with disabilities access the company website? Does marketing integrate images of people with disabilities into its promotional efforts? Is the physical environment such that people with disabilities can navigate hallways and office space? Are HR policies inclusive of diversity? Does the company have an ERG for people with disabilities? Does the business engage with disability organizations?

A culture of accessibility makes all people feel welcomed, gives employees the tools they need to perform at their highest level, and attracts and retains consumers by offering products and services that are designed with all users in mind. The key is developing a culture of diversity and inclusion, and accessibility is a core principle. As a principle, it should be pervasive. That is the quality that must be captured because it will mean accessibility is considered in everything the business does. This is the kind of workplace that millennials want, and it is a better workplace for everyone.





DEVELOPING DISABILITY INCLUSION LEADERSHIP SKILLS TO MAKE REAL PROGRESS

Disability inclusion has regrettably been buried in diversity statistics that hide the fact there has been little progress in this area. Leaders are discovering they need new and more effective disability inclusion skill sets.

BY **SHARON ROSS**

Developing a diverse and inclusive workplace requires effective leadership, but what does that mean? Someone who can make major decisions, like buying another company, is not necessarily good at developing an inclusive workplace. If they were, the statistics on things like the unemployment rate for people with disabilities, twice the rate for people without disabilities, would show more progress. Being an advocate for people with disabilities is certainly important, but it takes more than advocacy. It takes leadership with the knowledge and expertise to change structural and institutional systems that remove the obvious and subtle barriers that people with disabilities must overcome in order to succeed. Having good intentions is simply not enough. Developing effective leadership in the diversity arena could lead to significant positive changes in disability inclusion. The missing skills include developing the right mindsight for making change; developing concrete goals and holding people in charge accountable for results; and investing

in and changing the HR processes to improve results, beginning with culture change.

HIDING BEHIND THE NUMBERS

Something is not working in the corporate world when it comes to including people with disabilities. When the American Disabilities Act was passed in July 1990, approximately 50 percent of working age disabled Americans were employed, and today the percent is 41 percent. Those statistics alone are enough to cause real concern, but digging deeper reveals other issues like millions of people with disabilities working in jobs that do not utilize their education and abilities. Buried in the diversity numbers also is the fact that companies are satisfied when they can report a high workforce diversity number consisting of mostly people of different races, ethnicities, gender, and sexual orientation.

It is not intentional overlooking of people with disabilities, but it does indicate that a lack of focus on specific structural and institutional challenges concerning people with disabilities is slowing (sometimes reversing) progress. Effective leaders recognize that barriers continue to exist and take specific steps to change the organization's culture of disability inclusion. These steps include honing change management skills and implementing organizational initiatives in which people are held accountable for results. To make progress, there must be a complete commitment to disability inclusion and an unwillingness to accept certain claims (i.e. hiring people with disabilities costs too much due to accommodation) that create their own set of barriers.

RECOGNIZING PERSISTENT INTERNAL BARRIERS

Improving leadership effectiveness first requires recognizing that the organization is not making progress in the employment of people of disabilities because of persistent internal barriers. Changing the mindset makes it easier to identify the real issues rather than the excuses organizational members rely on to explain lack of progress. Ferreting out those barriers may be a challenge in itself. What may be surprising is that diversity training for managers, though important, can become ineffective. Research is indicating diversity training is not changing attitudes. People attend the trainings, learn to provide the "right" answers on surveys about bias, and then return to their jobs with the biases they had before the training. Sometimes, people attend or complete web-based training sessions and develop even

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more bias that grows out of resentment at being forced to complete the training.*

Recognizing bias requires top leaders to develop a questioning attitude. Why are people with disabilities the lowest paid group of diverse employees? Where can Human Resources recruit qualified people with disabilities that they are not currently accessing? How many people with disabilities were recruited and interviewed but not selected, and why? A change in leadership mindset may require the leader to assess personal biases that are likely influencing the organizational culture. Touting diversity as important to success, while allowing lower level managers to continually bypass people with disabilities in the talent management process, sends a signal that it is okay to exclude the disabled.

GETTING TO THE TRUTH THROUGH GOALS AND ACCOUNTABILITY

Accountability, of course, plays a big role in achieving progress. Setting concrete goals by function, unit, or department is important but also not enough. Senior leaders need to be held accountable, specifically for making progress in the inclusion of people with disabilities. This goes back to the earlier discussion on how lack of progress can be buried in the numbers. For example, an organization may report a 300 percent increase in diversity hiring, but if the disabled account for half a percent, there is no progress in disability inclusion.

Being willing to invest in disability inclusion also requires leaders who recognize the importance of including all – not just some – people. Initiatives stall, similar to training sessions, because people do what is expected but fail to change attitudes and deliver honest effort. The Human Resources function remains reactive rather than proactive. Effective leaders hold managers accountable for meeting goals, but they also understand the importance of giving people the tools they need to succeed. HR and diversity professionals need access to resources that make it possible to successfully connect with the disabled. That includes websites with accessibility technology, adequate budgets for recruiting trips and to attend conferences held by advocacy organizations, and reporting systems that provide the data and analytics that ferret out, rather than hide, the truth.

CHANGE MANAGEMENT BEGINS WITH THE MINDSET OF TOP LEADERS

Disability leadership skills are, in effect, change management skills. Leaders create inclusive policies and procedures and follow them up with consistent actions that create a culture of disability inclusion. They set goals, hold people accountable, and commit needed resources. Management holds the key to creating an organization where people with disabilities are not viewed as a potential expense but as a source of new talent able to bring unique perspectives that accelerate organizational success. Disability is a natural element of the human condition and until business decision-makers truly believe that, people with disabilities will continue to be excluded from full socioeconomic participation. Everyone must be motivated to create a culture of inclusion, but the process clearly begins at the top.

DISABILITY INCLUSION IMPROVES SUPPLY CHAIN PERFORMANCE

IT TAKES INTERNAL SUPPORT FOR PEOPLE WITH DISABILITIES TO SHINE AS KEY CONTRIBUTORS AND SUCCESSFUL ENTREPRENEURS IN THE SUPPLY CHAIN.

BY SHANIQUA THOMAS

In the U.S., 1-out-of-5 people have a disability, and millions of able people with disabilities continue to be excluded from the economic mainstream. In response, many of them have started businesses. A survey conducted by the Chamber of Commerce found that 44 percent of people with disabilities who are self-employed started a business because they needed to create their own job.

Providing equal opportunities for inclusion in corporate supply chains is an excellent strategy for understanding the market consisting of people with disabilities, improving competitive advantage, and generating economic growth in communities. Members of supply chains can provide access to qualified talent, offer informed perspectives concerning the market, and contribute to innovation through new products and creative product designs.

Like any supplier diversity program, the effort begins internally because leadership and staff need to be fully on board for the company to successfully build a diverse supply chain.

INCLUSIVENESS BEGINS AT THE TOP

Developing an inclusive supply chain does not begin in procurement. It begins with the message from the top – a message that says every operation, function, activity and strategy will be inclusive.

Diversity and inclusion (D&I) are values that can enhance competitiveness in a variety of ways, including innovative thinking and access to new markets. A desire to include people with disabilities should be as embedded in the organization as the desire to be inclusive of people of different colors, gender, sexual preference and ethnicities.

The unemployment rate for persons with disabilities remains approximately twice that of people with no disabili-

ty – 10.5 percent v. 4.6 percent in 2016. The only way that will change is through implementation of proactive efforts to align the diversity and inclusion strategies with business values and goals in key areas like the Human Resources policies and procedures and employee learning and development. Key practices include ERGs for people with disabilities that are led by senior executives, ongoing training opportunities that promote D&I, regular reinforcement of the corporate values of D&I, and community outreach.

Once the organization internally embraces D&I as crucial to competitive success, it is a value that applies to every function, including supply chain development. A supply chain that includes businesses owned or managed by people with disabilities supports the internal culture of D&I and delivers a competitive advantage.

Businesses owned by people with disabilities bring new perspectives and creative thinking to their customers. They offer a better understanding of how to reach this underserved market, product ideas that support people with disabilities and their family and friends, new skills and new ways of achieving tasks, and access to new networks.

DRIVING SUPPLY CHAIN SUCCESS WITH BEST PRACTICES

Key drivers of strategic supply chain performance include network optimization, partnerships with suppliers and customers that create communication channels, information technology, product design collaboration, and a supply chain operation aligned with the organization's overall strategy.

When internal stakeholders fully support diversity and inclusion, they are able to leverage the knowledge to get the greatest advantages from a diverse supply chain. For example, procurement professionals work with supportive department managers who embrace diverse suppliers able to bring product or services innovations. Without the internal support, diverse suppliers face many barriers to getting into the supply chain and new ideas are never heard.

Leading corporations are utilizing a variety of best practices to make deliberate efforts to strengthen a cul-

BUSINESSES OWNED BY PEOPLE WITH DISABILITIES BRING NEW PERSPECTIVES AND CREATIVE THINKING TO THEIR CUSTOMERS.

ture of diversity and inclusion, and to drive the principles into every aspect of their operations.

One best practice is cultivating internal and external diversity champions who find high-potential talent and suppliers. Champions are employees and people in advocacy organizations, like the US Business Leadership Network which offers a Disability Supplier Diversity Program certification process and business matchmaking opportunities, and WEConnect International.

The intersection of internal and external support for inclusion of people with disabilities that impacts the supply chain is found in the AT&T Global Supplier Diversity organization. The program is structured around internal and external initiatives, and uses managers dedicated to working with sourcing teams and business units to identify specific areas of opportunities where diverse businesses can be included in the competitive bid process. AT&T believes diverse suppliers bring innovative ideas and unique skills and can help the company meet the diverse needs of customers through technology.



Other best practices include establishing strategic planning committees that set goals and hold managers accountable for meeting the goals; showing community support by attending local meetings addressing support for people with disabilities; strategically using social media to have direct conversations with people

with disabilities; and mentoring and developing relationships with qualified disability and service disabled veteran businesses. Mentoring programs are particularly helpful because businesses owned by people with disabilities have not been a major focus of private and government organizations until recently, leaving a gap in terms of examples and support systems.

INCLUSION AND OPPORTUNITY GO HAND-IN-HAND

There are many examples of businesses successfully growing diverse supply chains that include people with disabilities.

Accenture developed a program for strategic sourcing which pairs a senior executive with a diverse supplier protégé company. Its Diverse Supplier Development Program is 12-18 months long.

Lowes integrated its supplier diversity program into its commitment to enhance economic development in diverse communities of operation. The company is a member of 15 regional supplier diversity councils and organizations to ensure it has the deepest and broadest outreach possible.

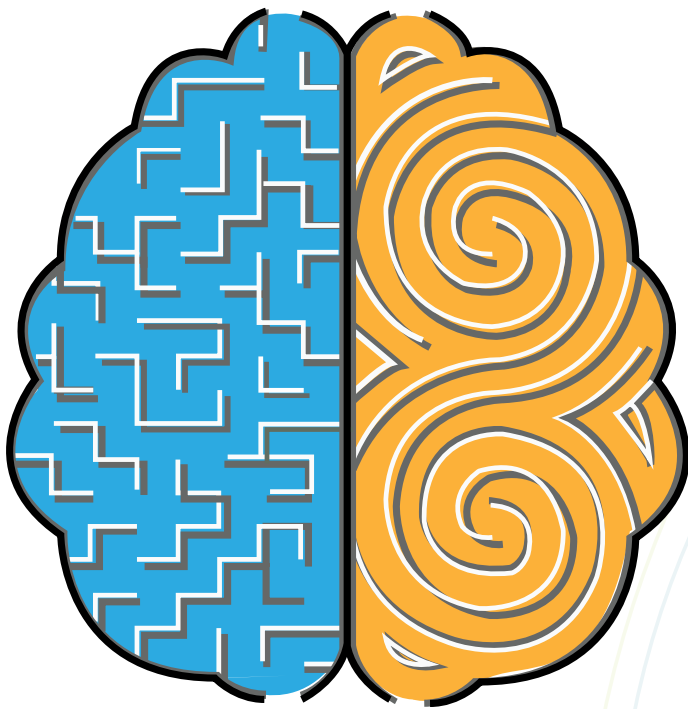
IBM has focused on developing products which include accessibility characteristics, so accessibility is a key criteria for supplier selection. This drives inclusion of suppliers owned by people with disabilities.

L'Oréal Group established the Solidarity Sourcing Program which opens the group's procurement process to the suppliers who have difficulty accessing major contractors or hire the people often excluded from the job market, like people with disabilities. The company believes that it should use its buying power as leverage to advance social inclusion.

Engaging the workforce in the importance of including people with disabilities as a core value naturally leads to including businesses owned by people with disabilities or that employ people with

disabilities. Inclusion and opportunity are two words that seamlessly go together.

A collective attitude that continually builds and embeds support for people with disabilities, including entrepreneurs, is not only the right thing to do. It is a right thing that will bring exceptional business results.



ADDING MINDFULNESS TO IMPROVE LEADERSHIP DEVELOPMENT

Mindfulness has become a mainstream business strategy for developing leaders able to successfully manage continual change. Research and real-world applications are proving it is a valuable productive tool.

BY DAVE DESOUZA

Mindfulness is a discipline now used in the business setting because its foundational principles have a direct connection to the needs of today's leaders. In an era of continual change, globalization, and frequent turmoil, leaders are finding it difficult to maintain strategic focus, engage employees who are equally stressed, and develop and maintain productive relationships. Mindfulness can help professionals manage these responsibilities as well as improve emotional intelligence and cognitive performance.

There are increasing numbers of research projects and major corporations proving mindfulness programs can bring desired results. Success comes with appropriate program planning and implementing best practices, including identifying the core need and integrating mindfulness with specific leadership practices and challenges.

DEVELOPING HUMAN CAPACITY

Many still believe mindfulness is a religious philosophy mostly embraced by new age people who are looking for a mental escape. With roots in Buddhist traditions, it is understandable why some people persist in that belief, but the mindfulness used in the business setting is not the same thing.

Mindfulness is a human capacity for enabling people to be focused, in the present, and more self-aware. It involves paying attention to the experience taking place and purposely avoiding judgment which reduces habitual reactions.

Mental training enables people to make better decisions because they are more thoughtful ones. It can reduce stress, improve relationship building, increase emotional intelligence and compassion, increase resilience, and improve learning agility. A mind freed from judgmental constraints and bias is freer to think innovatively and more able to inspire others.

Applying mindfulness in the business setting was initially looked upon with suspicion – as being a silly, time-wasting experiment. Today, prestigious companies like New York Life, General Mills, Intel, Aetna, Apple and Proctor & Gamble have implemented mindfulness programs.

As mindfulness grows in acceptance and in corporate practice, it is evolving into an important leadership development program because it is so relevant in an age of constant change, turmoil, and distractions that make it difficult to stay focused on what is important and not just on what manages to get a leader's attention. In a dynamic business environment where complex information constantly bombards business leaders, mindfulness offers a path to being able to clear non-judgmental thinking.

GROWING PROOF OF SUCCESS

There is a growing body of empirical research that shows mindfulness as a leadership development tool works. Of particular benefits is the development of metacognition, or the ability to observe thoughts, feelings, sensations, and impulses as they are experienced and to view them as mental events rather than reality.

Mindfulness helps leaders develop perspective in order

to make more informed responses. A 2012 study involving 96 supervisors and their staff found that mindfulness reduced emotional exhaustion, improved staff engagement, increased staff satisfaction with their jobs, and improved leadership job performance and organizational citizenship behaviors.

Bain & Company addressed the questions: What makes a leader inspiring? How can a company foster inspiring leaders? An in-depth research study found that people who have only four strengths out of 33 identified distinct and distinguishing strengths will be inspiring. After surveying 2,000 Bain employees on attributes that inspire, centeredness, a state of greater mindfulness, was found to be the most important attribute. A mindfulness program focuses on building positive mental strength which enables leaders (or anyone else) to see more options, and be more productive and creative.

The Institute for Mindful Leadership has also conducted research studies on the effectiveness of the Institute's Mindful Leadership Training. At General Mills, the program was offered to

123 corporate directors and managers over a seven-week period. Participants then responded to a survey, the results of which were put into a chart developed by Rutgers Business School. The results showed significant improvements in employee engagement, the ability to make sounder decisions, and reduced behavioral risks, such as rushing through activities or doing things while paying little attention. This is just a sampling of what research is showing.

For mindfulness training to be most effective, leaders must integrate the new thought process with the ability to identify critical times when decision-making is being made automatically which is limiting the ability to achieve desired outcomes.

INTEGRATING MINDFULNESS TRAINING IN THE WORKPLACE

As more organizations implement mindfulness programs for leadership development, best practices are emerging.

One is to address the core issues along with mindfulness. Leaders are overloaded with work which leads to stress and making automatic decisions. For mindfulness training to be most effective, leaders must integrate the new thought process with the ability to identify critical times when decision-making is being made automatically which is limiting the ability to achieve desired outcomes.

Teaching mindfulness meditation takes time and practice. It needs to be integrated into other leadership mentoring and coaching programs, including coaching and mentoring. This brings behavioral training and cognitive training together for maximum effectiveness. Ideally, the leadership coaches collaborate with the mindfulness coaches to identify and address the core challenges of the employee. For example, the executive coach guides the coachee in developing effective communication skills, and the mindfulness specialist helps the coachee develop the mental skills to process communicated information in a thoughtful, non-judgmental manner.

Top-down support for mindfulness training is important, and support includes not sending mixed signals. Successful programs make a real commitment to the mindfulness leadership program, setting aside space for training and a place for meditation practice. Past efforts have demonstrated that regular practice is crucial to developing mindfulness.

Developing a set of measurements is also critical. New York Life used an adapted 360 feedback tool. Most measures associated with any measurement system will be qualitative, like "able to redirect mind to focus on present when attention was diverted" or "can respond with clarity when under work pressure" or "was able to innovate on a particular project due to clarity of thoughts."

Mindfulness is proving to be the missing link in leadership development for companies that continue to struggle with developing leaders able to successfully function and innovate in the dynamic business environment of today.



Inclusiveness of disabled veterans and other people with disabilities is not limited to the workforce. It is also a principle that should permeate marketing and communications plans.

Developing effective external marketing and communication plans that are inclusive of disabled veterans and other people with disabilities begins internally. Commitment to inclusiveness at all levels of the organization and a culture of appreciation for diversity are the foundations of acceptance and understanding. A true culture of diversity and inclusiveness permeates everything the organization does, from recruiting and hiring talent to market research.

website to brochures – is consistently inclusive.

Not many people think of an intangible like "inclusion" as a corporate asset, but that is exactly what it is. The disability market is huge with an estimated 56.7 million people and over half a billion in disposable income.

The U.S. Census found there are more than 19 million military veterans as of 2014, of which 9.4 million are 65 years old or older and 1.7 million are younger than 35. In this population, approximately 3.8 million veterans have a service-connected disability rating. These numbers continue to grow each year.

Including disabled veterans and other people with disabilities in the workforce, product development, and marketing efforts is a good business decision. Otherwise, an enormous market of talent and opportunity is missed. Tapping into this market requires sensitive marketing and commu-

nications. Sensitive means reaching out to people with a deep understanding of demographics, unmet needs creating opportunities, and effective messaging.

This process begins with developing an internal culture of inclusion which includes effective communication. Companies that are fully inclusive communicate the organization's commitment to diversity and inclusion for all people without regard for race, ethnicity, sexual preference, gender, or disability.

Everyone in the organization needs to be on board so that inclusion is a principle that permeates everything the employee does. Internal branding promotes diversity and inclusion through employee policies and procedures, newsletters, learning and development sessions, and groups like ERGs for disabled veterans. With D&I firmly embedded internally, external branding will naturally include the same principles.

INVISIBLE IN CORPORATE MEDIA

One of the first rules is to make sure that all, not some, corporate communications and marketing materials reflect the corporate value of inclusiveness. Even one brochure that misses the mark can reflect poorly on the corporation. Think for a minute about a television advertisement, website, or other marketing channels that tout the company as inclusive of all people. The picture shows men and women who are all colors, reflect a variety of ethnicities, and are clearly multigenerational.

Something is missing if the company wants to attract the disabled – the inclusion of one or more people with disabilities. People with disabilities have been almost invisible in corporate media, or they are included almost as an afterthought. Even for those that include a person with a disability, it is usually someone in a wheelchair who has an intact whole body. Millions of disabled veterans have lost limbs or disfigured faces, often due to bomb detonations. The U.S. culture places great value on beauty and remains uncomfortable with people who are "different looking."

Corporate America has the power to change this perspective through its business culture, and marketing and communications approaches.

There are different strategies for attracting disabled veterans. First set a marketing goal of increasing awareness of disabled veterans, followed by setting a strategic goal supported by specific

action plans. The organizational culture of inclusiveness is critical because it drives marketing and communications professionals to look at their efforts with new perspectives. They will look at wording, images, and messages with a perspective that says, "Are we attracting the people we want to attract?" The answer can be surprising.

INVOLVE PEOPLE WITH INSIGHTS AND USE THE RIGHT LANGUAGE

A marketing and communications plan is going to be more effective when the people who have insights are included in the development process. One of the ways companies damage their brand and make themselves appear as if they are being self-serving is by making serious mistakes because they did not involve the people they are targeting.

The disabled veterans market can be understood through focus groups, development of consumer surveys, ethnographies, pilot marketing projects, and other efforts.

Language matters in inclusive marketing and communications. This is another area where organizations continue to learn. Language in messaging, marketing, and online media has a major influence on an organization's brand and sincerity in connecting with the disabled community.

Using colloquialisms like "veteran physically challenged" are not well accepted. The reason is that these terms seem like an uncomfortable effort to be inclusive rather than a sincere appreciation for the value people with disabilities bring to organizations.

NOT A CAUSE ... AN ASSET

Developing strategic alliances is important. Organizations that understand how to reach out to people with disabilities is important because good intentions can go very wrong. The connection between internal commitment and external brand is ironclad. Everyone in the organization must be inspired to understand people with disabilities – true understanding and not what culture has taught or what is assumed to be correct.

To truly embrace disabled veterans and other people with disabilities, organizations need to deeply understand the demographics, needs, and perspectives of people with disabilities and their family and friends. Disabled veterans have unique perspectives because they have the training, knowledge, and experience that corporations need to succeed in a global marketplace.

The key to success is getting the message right. Disabled veterans are not a cause. They are a group of people with immense talent and high-level training, and comprise a market of opportunities.

This process begins with developing an internal culture of inclusion which includes effective communication.

LOOKING FOR A STRATEGIC EUROPEAN LOCATION? THINK **ANDORRA**

Andorra offers a strategic European location and economic liberalization. Small but hungry for international business, it is a place worthy of consideration for starting or growing global business investments.



Andorra may not be a country name on a lot of business' lips, but that is bound to change as it aggressively pursues foreign investors in a variety of sectors. Strategically located between Spain and France, Andorra has a strong competitive economic model that is built on a revamped foundation of economic liberalization, a competitive tax structure, and policies geared toward strengthening its global standing among international investors.

Its advantages include a stable parliamentary democracy, membership in a number of important international organizations, special agreement with the European Union, and a host of other positive qualities.

Andorra is a wealthy international commercial center and, as part of its economic modernization effort, is pursuing a broader infrastructure. Foreign investors exploring Andorra as a potential business partner can expect a welcoming hand in every direction.

PURSUING INNOVATION

Landlocked Andorra is located in the Pyrenees Mountains which may seem like a deterrent to Foreign Direct Investment (FDI) at first glance. The government recognized its location in the mountains made it difficult to convince foreign commercial enterprises to startup, so in 2012 Andorra set about modernizing its legal structure and expanding the number and type of economic sectors. A law passed in 2012 opened the country to FDI and then proceeded to engage in other reforms, including establishing a competitive tax base and strengthening its infrastructure. Today, Andorra has become a prime international commercial center with an integrated banking sector and low taxes.

Andorra belongs to a number of international organizations. They include the United Nations

Educational, Scientific and Cultural Organization (UNESCO); the United Nations and Organization for Security and Cooperation in Europe (OSCE); and the World Health Organization (WHO). The country is also an observer to the World Trade Organizations (WTO).

Economic diversification is the government's goal. The primary focus areas are trade, tourism, finance, and property. However, Andorra wants to also establish a reputation as a place for innovation and knowledge.

It is involved in forward-thinking projects like the partnership with the Massachusetts Institute of Technology (MIT) which analyzed a large volume of data from the tourist sector. Eighty percent of Andorra's GDP comes from tourism, so it embraced the data collection and analyzation project as a way to gain the information needed to increase foreign visitors. As proof of Andorra's anxiousness to become known as an innovation magnet, MIT's Living Lab project includes various collaborative research projects in a variety of sectors, including innovation, energy and environment, tourism, dynamic urban planning, and mobility.

Ultimately, Andorra is developing major platforms for leveraging big data. There is a good infrastructure already in place and fiber-optic service available throughout Andorra.

BY **WILLIAM BELL**



Andorra stock market



Tourist attractions

AGREEING TO PURSUE ECONOMIC SUCCESS WITH EUROPEAN UNION

Andorra has developed a strong financial industry. The country has a special agreement with the European Union (EU). Though not a member of the EU, it has an agreement in place called the "Agreement Between the European Economic Community and the Principality of Andorra." This agreement gives Andorra a favored nation status and establishes a customs union.

In 2011, Andorra signed a Monetary Agreement with the EU to recognize the euro as the official currency of the Principality of Andorra. The country issues euro coins and recognizes the euros and coins as legal tender. This strengthened Andorra's financial sector even more as it required the country to accept the European Union's financial protocols and regulations. Andorra has put legislation in place forbidding money laundering, terrorist financing and fraud, and it meets statistical reporting requirements.

The 2012 Law 10/2012 on Foreign Investment in the Principality of Andorra opened up most of Andorra's economic sectors to foreign investors. Other agreements were signed which support the country's efforts to become a stronger international economic player by preventing double taxation with a host of countries, including Portugal, France, Spain and Luxembourg. Per the World Bank, the top export partner countries are Spain, France, Norway, Hong Kong, China and Italy. Andorra's top import partners are Spain, France, China, Germany and Switzerland.

Clearly there is plenty of opportunity to pursue U.S. imports and exports.

Top imports include manufactured goods, machinery and transport equipment, manufactured articles, and commodities. Andorra must import a large amount of its food because agricultural production is limited by mountain terrain.

Top exports are food and live animals, beverages and tobacco, animal and vegetable oils and fats, machinery and transport equipment, and miscellaneous manufactured articles. The country has a wealth of natural resources that include hydropower, timber, mineral water, iron ore and lead.

An area prime for foreign businesses concerns the environment. Andorra has a large agricultural sector which has led to deforestation and overgrazing of mountain meadows. These conditions have increased soil erosion. In addition, Andorra needs new technologies for wastewater treatment and solid waste disposal. There are international agreements in place to address the protection of biodiversity, ozone layer protection, and control of hazardous wastes. Protecting the environment is critical for social responsibility reasons, of course, but also to maintain a thriving tourism industry.

READY TO DIVERSIFY ITS ECONOMY

Andorra is primed to diversify its economy. Foreign investments can emanate from sources that include non-Andorran individuals, an Andorran company with a foreign shareholder, foreign public entities, and permanent businesses or branches owned by foreigners. Foreign investors can own 100 percent of their Andorran company or invest in shares of companies already established. Setting up a business can be accomplished in approximately 15 days.

Andorra does not have an embassy in Washington, D.C. It has named the permanent representative to the United Nations in New York as the ambassador to the U.S. A good contact is the Andorra Chamber of Commerce, Industry and Services at <https://www.ccis.ad>, which is very active on an international basis. Another good source is the Andorran government's Ministry of Tourism and Trade.

There are so many business opportunities on the global stage today, and some continue to emerge. Andorra is a small country, but that only makes it more ready to accommodate foreign investments. It is a beautiful country in a great location that is ready to expand its economy.

Andorra is primed to diversify its economy. Foreign investments can emanate from sources that include non-Andorran individuals, an Andorran company with a foreign shareholder, foreign public entities, and permanent businesses or branches owned by foreigners.



COACHING A DISTRIBUTED WORKFORCE: NEW TECH, NEW TOOLS AND A NEW PATH FORWARD

As work life shifts away from co-location and core schedules, coaches need to adapt to the new distributed work model. Here are how new technologies and new approaches are helping coaches maintain high performance across fresh boundaries.

BY INGRID JOHNSON

It seems like a fairy-tale world to many corporate coaches ... the magical “once upon a time” when their populations worked similar schedules in a central location. Now, even within a single team, there may be office locations spread across continents and core schedules that seem to slide around the clock like something created by Salvador Dali. How can effective coaching and training be delivered in an environment like this, where the only constant seems to be a state of flux?

It turns out the same technologies enabling a remote, 24/7 workforce can also bring high-quality coaching to the furthest corners of the work world at any time of day. By leveraging the newest technologies to deliver personalized coaching from a distance, provide real-time performance feedback and allow for scale, it is possible for organizations to enable a meaningful coaching culture using digital tools.

LEAVING TRADITIONAL OFFICE GEOGRAPHY BEHIND ... FOR GOOD

With a few notable exceptions such as IBM’s re-housing push, companies are increasingly leaving traditional work geographies behind. They’re downsizing corporate spaces in favor of work-from-home arrangements, letting teams operate in fully remote mode for months or even years at a stretch, and allowing flex-time schedules to dominate the calendar to stretch teams over the 24-hour spectrum. This eliminates the traditional coaching space for in-house teams.

As a result, coaching in an environment like this loses much of its spontaneity. It’s hard to drop in on workers six time zones away, or casually host an office training session in someone else’s living room.

Yet it’s not all bad news. This increasing abandonment of the traditional office space offers

coaches a chance to build a culture of intentional coaching moments, which can be more effective than leaving coaching in a flow state, according to studies by Chief Learning Officer.

The advantage is that coaches can earn a regular spot on the team calendar, especially for performance feedback conversations that would have been left for “the next time I see you” in a traditional geography. Plus, by bringing the need for dedicated coaching time up with managers, coaches can open up conversations that might have been ignored in the past about the real coaching needs (and subsequent time commitments) of the total group.

TOP TECH TOOLS INTEGRATED IN PERSONALIZED DIGITAL COACHING

As part of bringing coaching into the formal group calendar, coaches can now leverage some of the latest tech tools to digitally deliver personalized individual and group coaching. It’s not just about online classrooms, shared conference lines, and grainy video chats – the latest tools now offer integrated systems for measuring progress, meeting “face to face” in high definition, and linking private training events to public team goals, according to the Society for Human Resource Management.

Some of the most impactful tools presently available to coaches include the advanced features of apps employees may already be using. In fact, according to Coach.com, opting away from intense corporate learning systems in favor of more customizable and casual apps can lead to better adoption of coaching tools by distributed team members.

For example, while Google Docs are familiar and valuable to distributed teams, few are taking



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It's no longer necessary to reinvent the wheel for each new remote team. Coaches can instead search out and find the tools that resonate best with each person or group.

advantage of Google Hangouts, which permits free group calls to be scheduled in advance and recorded or transcribed for later review, all at no charge. Similarly, the popular messaging platform Slack allows for free group video and audio calls worldwide. By choosing these kinds of daily-use tools, coaches can lower resistance to adoption and skip the extra training needed to move a remote team onto a new learning platform.

But what about situations where documents need to be shared in real time, or a whiteboard would be needed for an impactful group session? Again, the solutions are more affordable and accessible than might be imagined. Leading tools include Baiboard (free unlimited use, accommodates screen share with up to 40 users at once); Scribblar (up to \$39 per month depending on classrooms used; also allows sessions to be archived, revisited, and shared); or the full e-learning suite WizIQ, which has its own virtual classroom and integrates with many popular corporate classroom systems.

With these tools, digital learning transforms from a one-way dialogue (watch this webinar) back to the same interactive feel that makes in-person coaching events so impactful. Despite barriers of distance, coaches can recreate the two-way, nurturing and encouraging conversations that happened before teams scattered. Plus, for a very minimal cost, it becomes possible to record and offer sessions for review, a benefit often not kept up in face-to-face coaching events and one that can be very useful in teams running a 24/7 floating core schedule.

ENABLING A MEANINGFUL DIGITAL COACHING CULTURE

New tech tools like these – and others too numerous to mention – help enable a meaningful digital coaching culture.

It's no longer necessary to reinvent the wheel for each new remote team. Coaches can instead search out and find the tools that resonate best with each person or group. Then, with familiar and proven tools at hand, it's

possible to leverage them up to scale a coach's reach around the world and maintain high standards for program delivery.

The power of this new always-available accessibility to high-quality coaching can't be understated as organizations seek to enable a meaningful digital coaching culture. No, apps like FaceTime haven't traditionally been work tools. But, in a one-on-one distributed coaching world, allowing fun, familiar tools like this to play a part in building connections can make all the difference. Plus, when both coaches and the organization are willing to experiment and adapt, it sends a loud, clear message that coaching matters, the organization cares, and help is available whenever employees are working.

Delivering this message – and the quality coaching that goes with it – ensures that no matter what fresh boundaries of time or distance arise, distributed workforces can get the help they need to succeed.

GETTING SOCIAL, GOING VIRAL: WHAT'S WORKING RIGHT NOW IN 2017

The social media campaign that goes viral (in a good way) is a marketing dream come true. Here's what the latest 2017 trends say to do to ensure an online advertising campaign is a viral winner.

BY KAREN WHITE



The online world is a noisy place to make a big impression. With every moment of every day able to be captured and shared – or even live streamed – on social media, modern culture demands that a company stand out to attract attention. And nobody ever promised it would be easy.

There are still a few ways to gain an edge in today's media landscape. Here is a deep dive into three of the top tips for a strong social media campaign in the second half of 2017 (and beyond). With all the fantastic new technologies and networks out there to leverage, these tips will help make the most of every available advertising dollar and more from every passing glance online.

Pro Tip #1: Share the Right Media on the Right Social Media Platform

Companies having the most success on social media are being careful to share the right kinds of stories and images on the right type of platforms. Where years past saw a push to get a footprint on almost every platform, the latest trends are showing that companies who focus in on a mere handful of channels are enjoying higher conversions and greater engagement levels.

If that seems counterintuitive, simply consider that each social media platform has evolved to have its own unique quirks. Facebook, for example, boasts 2 billion users worldwide as of June 2017. It has the biggest reach, but depending on what a firm seeks to share, it may not get the message as far as it needs to go thanks to how Facebook users view and consume content.

On Facebook, users are looking for pieces with a friendly, “authentic” emotional angle. While they're willing to spend more than 30 minutes per day on average on the platform, according to HubSpot, they shy away from overly lengthy ads. Instead, they want short stories, images that tug at their heartstrings, and videos of less than five minutes duration that put them in a specific state of mind (happy/inspiring, funny, and sad videos all capture significant responses).

And yet, if there's a funny advertising video to be shared, the best place for it is YouTube. Growing at a rate of 50 percent year over year, viewership on YouTube can yield incredible returns for firms that give users their no. 1 request – “Show me something to entertain me!” Campaigns that can deliver quickly go viral, even if they're not perfect media creations. Plus, the best campaigns can have a lifespan that stretches on for years, as low-budget viral campaigns like Dollar Shave Club illustrate.

What if you have something more serious, fact-driven, or something that falls into a very niche category? Opt for LinkedIn to target B2B buyers and affluent collegiate groups, or Reddit to pull in curious minds hunting “new” discoveries. Twitter users also crave “I didn't know that!” sound bites, while if something sells based on beauty or other physical attributes, it does best on Instagram.

Pro Tip #2: Add Layers of Detail to Audience Avatars

With a platform narrowed down, it pays to add layers of detail to audience avatars before placing ads to ensure a strong (and potentially viral) response.

For example, while both LinkedIn and Instagram are popular with female audiences, LinkedIn users tend to group into the 30 to 49 age bracket, have a higher level of completed education, and earn incomes over \$75,000, according to the Pew Research Center. Meanwhile, women on Instagram are more likely to live in urban environments, fall into the 18 to 29 age group, and have a diverse ethnic background. Thus, targeting “women” on both platforms may yield results, but adding layers to the population being targeted will lead to more efficient ad spending and



an increased likelihood that a well-targeted ad goes viral.

Need to reach men? Target ads to Reddit or YouTube. Reddit remains the only social media platform with a male majority user base, while YouTube reaches more men in the 18 to 29 age bracket than any cable news network. Spending on a Pinterest placement, on the other hand, would be a waste of ad dollars in most cases, as only 16 percent of the user base identifies as male.

And of course, within any spend decision, build a robust buyer avatar. Both Reddit and YouTube are noted for their diverse channels, some of which cater to very specific niche interests, particularly around politics, science, and trivia.

Pro Tip #3: Do More with Visual Assets Across all Platforms

Last but not least ... 2017 is shaping up to be the year visual media firmly eclipses text-only advertisements. All age brackets across all platforms are consuming more visual media assets, according to the May 2017 global Internet usage trend analysis conducted by Kleiner Perkins Consulting. And, while for many people that immediately brings to mind an increase in video consumption, still images and illustrations continue to be highly impactful when well designed and well placed.

Even something as simple as adding a relevant image or short video loop to an established text-based ad can be enough to tip the bar on conversion rates and viral response. Eye tracking studies show that Internet browsers



WHERE YEARS PAST SAW A PUSH TO GET A FOOTPRINT ON ALMOST EVERY PLATFORM, THE LATEST TRENDS ARE SHOWING THAT COMPANIES WHO FOCUS IN ON A MERE HANDFUL OF CHANNELS ARE ENJOYING HIGHER CONVERSIONS AND ENGAGEMENT LEVELS.

will spend more time looking at an image with surrounding text than they will reading text, and in an analysis of more than 1 million articles, BuzzSumo found that images placed every 75 to 100 words in a block of copy will earn the piece double the amount of social media shares.

Bring it all together, and it's hard not to find success with social media advertising in 2017. By building out a detailed audience avatar, selecting the right social media platform, and offering a media-rich experience, it is possible to deliver an ad campaign that breaks through the noise online to reach key customers and gain that priceless element of viral traction.

SOCIAL MEDIA + MARKETING: CHANGING BOUNDARIES LEAD TO NEW FORMS OF COLLABORATION WITHIN AND ACROSS ORGANIZATIONAL STRUCTURES

BY JOSHUA FERDINAND

Boundaries in the business world used to mean bright lines between corporate functions and clear channels of communication across divisions. Then, seemingly overnight, everyone “got social” in their work. Not only was information flowing in new ways internally, but external customers began to expect new levels of integration between groups.

They also expected the businesses and vendors they supported to have more of an active personality. Companies had to be known, liked, and trusted to make sales, showing up as a social media friend and being present in new ways. But, as marketing departments adapted to their new status as more of a social presence in customers’ lives, corporate communications groups found themselves more and more involved in sales messaging and positioning for the firm.

The result was a codependent relationship that, in many organizations, obliterated old delineations between groups and required new structures for information flow. Here, these new collaboration and organization structures will be examined, with an emphasis on the lessons useful to the whole organization.

A NEW PARTNERSHIP, ALBEIT AN UNEASY ONE

Many marketing managers never expected to spend so much time being social. Corporate communication was something they thought they’d outsource – and very few business schools have traditionally emphasized the power good corporate communications have on sales.

Mostly what makes headlines are the gaffes, like the way United Airlines had to backtrack their responses to their over-

AS SOCIAL MEDIA PERMEATES ALL PARTS OF MODERN WORK CULTURE, CORPORATE COMMUNICATIONS AND MARKETING ARE MERGING IN NEW WAYS. RATHER THAN BEING TREATED AS AN ISOLATED MÉLANGE, THE BLENDING HAPPENING HERE CARRIES IMPORTANT LESSONS FOR EVERY PART OF THE ORGANIZATION.



booking and removal of a passenger this past spring. The initial response came across as cold and cruel, a mad dash to hide behind corporate speak and rules rather than owning the issue and responding in accordance with the persona United had designed for its corporate image. Overnight, marketing had a crisis on their hands as thousands of customers cancelled bookings and the stock price plummeted. In short order, the CEO was on all the major news networks, attempting to placate a raging social media army that wasn’t willing to cut the firm any additional slack.

And yet, when done correctly, corporate communications and marketing can use social media channels to not only enhance the corporate image but also boost the bottom line by attracting more of the right attention and even using social tools to close sales. Key winners in this area include Southwest Airlines, Chobani and

Whole Foods. Southwest consistently maintains one of the highest levels of user satisfaction thanks to their responsive communications, Chobani has been able to leverage interactive social media postings to create an outsize presence on a limited budget, and Whole Foods has juggled more than 525 social media accounts to create a positive social activist image in conjunction with their core grocery offerings.

WHAT'S WORKING NOW ... AND WHY?

How are the most successful companies, like those mentioned above, making it work? According to a report by Fast Company, there are several key principles that separate winning marketing and corporate communications blends from their less successful counterparts.



FIRMS WHO DO FIND THEIR TEAMS ARE 20 TO 25 PERCENT MORE PRODUCTIVE AND MAKE FAR FEWER ERRORS, ACCORDING TO RESEARCH BY MCKINSEY, SINCE THEY ARE MORE INFORMED AND LESS OFTEN SURPRISED BY EMERGING CONVERSATIONS ABOUT COMPANY PRODUCTS, SALES CAMPAIGNS, AND CUSTOMER REACTIONS.

First, companies where marketing and corporate communications are working well together are firms that are hiring experienced, senior-level staff to handle communications roles. Rather than one division being superior to the other, the alignment is built as a true partnership with shared seats in C-level planning meetings.

Next, shared principles of transparency and openness make for success. One factor that has surprised many firms using social media is the sheer speed at which messaging can move and impact sales levels. To keep up, firms need to maximize their own internal social tools such as Yammer, WhatsApp, or Slack. Firms who do find their teams are 20 to 25 percent more productive and make far fewer errors, according to research by McKinsey, since they are more informed and less often surprised by emerging conversations about company products, sales campaigns, and customer reactions.

Finally, the most successful firms see senior leadership on board with collaborative social tools. They willingly relinquish old top-down, command-and-control models in favor of open doors and principle-driven practices that can be initiated by any member of the firm at any level. With good modeling of “social done right” in place, there are fewer damaging gaffes and more buy-in from all sides to the company’s core messages on both the ethical and sales fronts.

KEY TAKEAWAYS FOR THE WHOLE ORGANIZATION

Watching these shifts in the marketing and corporate communications space being driven by social media, what can the rest of the organization learn about collaboration and integration?

Other divisions can learn from the professionalism that surrounds the most successful social collaborations. They may be called “social media” and “social tools,” but in a business engagement framework, that doesn’t translate to “casual” even when the tone seems relaxed and informal. Organizations that are leaders in this area make it very clear that social collaboration tools aren’t for idle chit-chat or gossip – they’re for solving business problems and passing on business messages.

For example, British Gas brought its engineer teams into the mix by encouraging them to post photos of ongoing maintenance work on social media channels. Not only did these shared “fix it” posts attract high levels of internal collaboration from engineers around the company, but it also earned the firm an industry-wide reputation as a proactive problem solver and innovator. This has helped them attract top talent and make inroads with key clients who have a higher opinion of the firm’s capabilities, whereas in the past, letting outside eyes view internal challenges would not have been a part of the organizational structure.

The biggest lesson is to explore what’s possible from a professional standpoint when sharing becomes more public and open to outside inputs. While marketing and corporate communications continue their priorities of growing the firm and managing reputation, the rest of the enterprise can work to collaborate more creatively and let down old boundaries in favor of new transparency, less hierarchy, and more autonomy.

SIFNOS BLENDS MYTHOLOGY AND IDYLIC ISLAND LIFE

The Greek island of Sifnos is a place of Greek mythology and idyllic island life. It is an island where charm, natural beauty, and stress-free enjoyment are blended together to create the ideal eco-vacation.

BY PAMELA GRANT

There are 200 inhabited Greek islands glittering in the Mediterranean, and one promises visitors something that is very difficult to find today – a stress-free eco-vacation. On the island of Sifnos, the flower-filled, charming capital city of Apollonia, the glittering Aegean Sea, an ancient history filled with Greek gods, beaches, Cycladic villages, and a friendly population blend together to create a place that makes liars out of people who say such places no longer exist.

For the eco-traveler, this is paradise lost because life is slow and beautiful, and people are appreciative of nature's beauty. An enjoyable five-hour ferry trip from Athens places visitors on the island – a place where many say they never want to leave.

OFFERING RICHES

Sifnos is only 35 square miles in size and has fewer than 3,000 residents. It is one of the Cyclades islands, which are located southeast of mainland Greece. This is an island with a history built on ancient stories of gods, and it has retained traditional Greek life in its many villages. Those are two very good reasons Sifnos is attractive to ecotravelers. Its tranquility, blissful beaches, delicious food and brilliantly white villages have an irresistible allure.

The island was once known in ancient

times for its gold and silver mines, the richest one being Agios Sostis. The riches the mines held attracted many invaders, but it was a failure to send an offering to the Oracle of Delphi that ended the mines. The myth says that the god Apollo got angry when the offering was not sent and flooded the mines as punishment. Today, those mines remain flooded. There is something so captivating about standing on an island that attracted the Greek gods, even if one did get angry. Maybe the ancients forgot to send an offering so long ago, but the island offers up its tranquility every day.

Visit the Archeological Museum of Sifnos in the village of Kastro and view fascinating historical items that include ancient items like a marble funerary stele dating back to the Hellenistic period, and statuary and pottery equally ancient.

The Ecclesiastical Museum of Sifnos is another cultural adventure. Located in the monastery of Panagia Vryssiani, it holds a wealth of religious artifacts that also tell the story of Sifnos from a different perspective.

Apollonia is the capital city and a good place to begin a visit. It is built in amphitheater style on three hills and is a pedestrian's dream. The oh-so-white buildings and paved walkways take visitors by a number of churches, the Folklore Museum of Sifnos, and restaurants and cafes serving wonderful traditional Greek dishes. A visit to O Drakasis may lead to enjoying an octopus salad in one of the local restaurants or to Patisserie Gerontopoulos where Greek orange cake (Portokalopita) beckons the sweet tooth. There is traditional Greek and Mediterranean cuisine





Sifnos

prepared and served in simple but elegant ways.

The many narrow alleys meandering through the city hold surprises around every corner. An island guest can easily end up at an outdoor table, high on a hillside overlooking the ocean, enjoying mastelo (a soft white cheese) and rooster cooked with wine. This is the place to get the freshest fish possible – straight from ocean to tray after preparation.

KALIMERA!

It is easy to quickly unwind in Sifnos, and that is really what makes this small island so special. Just a short distance in any direction from Apollonia are uncrowded beaches where ecot travelers can enjoy snorkeling, swimming and sunbathing. There is a choice, too, when people want



Cozy Argo Bar

to indulge their mood.

Sifnos has nine beaches from which to choose. Sandy beach Apokoftos with its blue waters is secluded and tranquil. It also has a view of the Chrissopigi monastery. Sandy and pebbled Faros beach with emerald waters has many nearby coves. Hersonissos is a fishing village beach with several nearby taverns; it is virtually untouched by tourism, and local villagers have a tradition of producing pottery that is well known outside the islands. Platys Gialos is one of the island's busiest beaches; so if escaping people is the goal, this is not the place to go.

Islanders will readily shout "Kalimera" (Good morning!) as they pass you on your journey to visit one of the many churches. There are hundreds of churches, and some are very small but most hold religious festivals. With 365 churches, it is safe to say that most ecot travelers will find a festival to enjoy during their stay.

Some of the churches are quite mysterious, like the tiny blue and white Efta Martyres which overlooks the Aegean Sea while sitting perched on the crest of a rocky hill. The Monastery of Chrissopigi is the religious center and sits on a rock in the sea. Legend has it that a medieval nun was running away from pirates, prayed to the Virgin Mary for safety, and a rock was divided into two parts to cut off the pirates, leaving a narrow strip of sea between the rock in the sea and the island.

DO SOMETHING OR NOTHING

When the moon shines on the Aegean Sea, some people are found just sitting on their patios or the beach just to savor the beauty. There are recognized sunset spots like the Beach of Vathy and the Settlement of Troulaki.

Others may decide to enjoy the night life with newfound friends. There are plenty of choices among the cafes, bars and clubs, including the Lost Bay Beach Bar at Platis Yialos, the Folie Sifnos in north Sifnos and the cozy Argo Bar. There are opportunities to learn traditional Greek dances, to dance in the street and to enjoy modern dance at a dance club.

Sifnos is an island where enjoying life seems like just the right thing to do. It is a place for true rest and relaxation. Hike along the many paths that go by island monuments, monasteries and villagers. Go for a sail on the Aegean Sea. Try spear-fishing and experience the life of traditional Greek fishermen or do nothing.



Folklore Museum of Sifnos



Archeological Museum



Greek Orange Cake

THE SEDUCTIVE QUALITY OF VIETNAMESE FOOD REFLECTS AN ANCIENT HISTORY



Pho Ga



Banh Xeo

Vietnamese food seduces the taste buds with a rich variety of fresh herbs and other ingredients brought together to create unforgettable flavors. The food has been shaped by a variety of cultures, creating a unique cuisine that the world has come to love.

BY JOHN JACOBS

Most people have visited their local Vietnamese restaurant because Asian food is immensely popular. Thoughts of Vietnamese food makes one think of noodles in flavorful broth and vegetable-filled spring rolls, but the food culture of this enduring country includes many other options.

The country is long and narrow, so the cuisine that has developed over the centuries is distinctly regional. It is a bit like comparing the food of New York to the food in Florida. North to south, there are different growing seasons and different cultural influences from neighboring countries and invaders from long ago.

The two items that tie all the regions together when it comes to food is rice and fish sauce, but from there food connoisseurs can expect to experience unique dishes made with fresh herbs, local produce, and lean fish and poultry.

Vietnamese Food That is ... Well ... Vietnamese

In the U.S., Vietnamese food is immensely popular, but it probably would have been embraced much earlier if not for the specter of a past war. Fortunately, globalization has led people to have more open minds and Vietnamese restaurants are opening from coast to coast.



Nuoc Mam



Banh cuon

The suspicion is that the food has been American-ized or European-ized or African-ized in the restaurants around the globe. Authentic Vietnamese food is grounded in its culture which does include outside influences like most countries, but one thing is certain: It is distinctive food. Vietnamese food is not Chinese food or Indian food or Thailand food. It is Vietnamese food. What does that mean?

There have been outside influences on Vietnamese food, but you have to go way back to find them. The Mongolians invaded Vietnam in the 10th century, bringing beef that is now a staple in dishes like Pho Bo. Pho is the dish that so many around the world are familiar with and have eaten. It is rice noodles in a salty broth that is flavored with herbs and usually contains beef or chicken. Pho with tái is noodle-filled broth with sliced rare beef steak. There are variations of Pho served today, like Pho Bo (beef) and Pho Ga (chicken), but there are more versions of these standard staple dishes. That explains the long list of Pho choices on menus.

The other two major influences on the food, besides the Mongolians, include China and France. Vietnam was a colony of China for over 1,000 years, so the Chinese naturally shared foods and tech-

niques for preparing various foods. The Chinese influence on cultural foods remains strongest in North Vietnam to this day. The food preparation techniques attributed to the Chinese include deep frying and stir frying. China also introduced the wok and chopsticks.

Soy sauce and black pepper is generously used in the north, and more beef is eaten in North Vietnam than in South Vietnam – once again, thanks to the Mongolians.

Foods Divided by Mountains and Cultural Influences

Comparing the north foods to the south cuisine is a lesson in geography. Vietnam has two deltas – the Red River Delta in the north and the Mekong Delta in the south. Mountains separating the great deltas effectively cut the population off from each other over the centuries. China had the greatest influence in the north a thousand years ago. In the south it was Thailand, Cambodia, and Laos, which introduced items like flat egg noodles and a variety of spices and chilies. The north has a harsher climate so fruits and vegetables were not as plentiful as they were in the milder climate of the south.

In the 16th century, the French arrived, colonized Vietnam, and proceeded to have another enormous influence on the cuisine. They brought delectables like butter, milk, baguettes and pâté. Today, Vietnamese food is a wonderful blend of Asian and French influences. It is a preference for long-grained rice that connects the two halves of the country and a seacoast which led to the creation of fish-

based dishes.

The Vietnamese make use of garnishes and sauces at most meals. Bean sprouts (giá), cilantro (ngò), basil (rau qu), and others are often served with the meal, including Pho. You can add the garnishes to your Pho or other types of food, or eat them as they are served – a side item. Garnishes also include fresh vegetables like cucumber and lettuce.

The most common sauce is Nuoc Mam, a salty fish sauce made of anchovies fermented in salt. Nuoc Cham is another popular dipping sauce made with fish sauce, red pepper flakes, white vinegar, lime juice, sugar, and garlic.

Fresh Ingredients Dish Up Healthy Options

There is so much more to Vietnam's food than rice and pho.

Cha Ca is a wonderful dish consisting of seasoned fish sizzled to perfection in a skillet or wok. The seasonings include turmeric, garlic and ginger.

Banh Xeo is a crepe filled with shrimp or pork and bean sprouts. To impress your cuisine partners with knowledge of Vietnamese practices, cut the crepe into sections and roll each section in rice paper. Then go ahead and dip each section into a sauce. Most Vietnamese recipes call for a variety of herbs, and Banh Xeo is no different. Rolling ingredients in rice paper to make healthy or fried spring rolls filled with vegetables and some kind of meat is another common practice.

Fresh herbs, raw vegetables and soft lettuce are key ingredients in many dishes, and these three items set Vietnamese foods apart from other Asian cuisines. People interested in choosing the healthiest Asian foods will settle on Vietnamese dishes because so many recipes are made with fresh ingredients. There is shredded chicken and cabbage salad, rolled rice pancakes (bánh cuốn), and Banh Khuc which is a rice ball filled with pork, cud-weed, green bean paste, and a variety of spices.

Healthy, satisfying and delicious are three words often used to describe the traditional foods of Vietnam. Next time you visit a restaurant, remember that all noodle bowls are definitely not the same, and Vietnamese foods reflect an enduring country that has faithfully preserved its culture in recipes and cooking styles.



Pho Bo

NEW YORK/NEW JERSEY MINORITY SUPPLIER DEVELOPMENT COUNCIL 2017 BUSINESS OPPORTUNITY EXCHANGE



MBEs are engaged at Citi's Marketplace table.



Consolidated Edison Co of NY engages matchmaker participants.



Terrence Clark, President & CEO, NY & NJ MSDC is surrounded by (from left to right), MBE chair Anjali "Ann" Ramakumaran, CEO & Founder, Ampcus, Inc.; keynote speaker Avis Yates Rivers; former NMSDC President Joset Wright Lacy; and corporate chair and host Melanie Gunn, Manager, Supplier Diversity, Time Warner Inc.



A crowd lines up outside of Business Opportunity Exchange 2017.



During the exchange's Next Level Business Catalyst, sponsored by MetLife, LaSonya Berry of McPherson Berry presents information that may help millennial MBEs succeed.

PSEG SPENDS RECORD-LEVEL WITH DIVERSE SUPPLIERS

Annual Procurement Fair Brings South Jersey Businesses Together

SALEM, NJ

Public Service Enterprise Group (PSEG) recently hosted its annual Supplier Diversity Procurement Fair at the PSEG Energy & Environmental Resource Center (EERC) in Salem. The event connected New Jersey's diverse business community with the state's largest utilities and provided attendees the opportunity to network with prospective clients looking for specific products and services.

"Hosting an annual supplier diversity procurement Fair like this reinforces our commitment to the South Jersey community," said PSEG Nuclear President and Chief Nuclear Officer Pete Sena. "Last year, PSEG spent nearly \$1.9 billion with New Jersey-based suppliers including \$171 million with those based in South Jersey and we'd like to do more."

PSEG's Supplier Diversity Program achieved record results in 2016 with \$472 million, or 17 percent, of PSEG's total supplier spend directed at minority-, women- and veteran-owned businesses, according to PSEG Services Corporation President Derek DiRisio.

"Our spending with diverse suppliers in 2016 was almost \$200 million more than we spent just two years earlier," DiRisio said. "Our partnerships with diverse suppliers are critical to our company's competitiveness, our quality and, ultimately, our success. Supplier diversity has been a part of the PSEG culture for more than 25 years, and we're proud that we've been able to do more with this business community than ever before – and that is reflected in our numbers."

"Events like this are important to New Jersey businesses especially those in South Jersey. PSEG has significantly and continuously contributed to the State's economy. This event is able to showcase a portion of PSEG's investments and opportunities," said New Jersey Senate President Stephen M. Sweeney who attended the event. "By working together, we are able to create new business opportunities that strengthen our economy and create jobs for local residents."

Participation from large companies such as AT&T, Atlantic Subsea, New Jersey Resources and South Jersey Industries allowed attendees to make new connections and strengthen their business. The event was co-sponsored by PSEG's partner, the Eastern Minority Supplier Development Council (EMSDC). The EMSDC is an advocacy organization committed to assisting small minority-, women- and veteran-owned businesses in developing relationships with companies throughout the region.



SANOFI'S COMMITMENT TO SUPPLIER DIVERSITY WINS CORPORATION OF THE YEAR AT DIVERSITY ALLIANCE FOR SCIENCE CONFERENCE

Sanofi received the 2017 Corporation of the Year Award during the recent Diversity Alliance for Science 10th Anniversary National Conference Awards Ceremony, in NJ. "This prestigious award is for our company's commitment to the development, training, mentoring and developing business opportunities to small and diverse suppliers who's dedicated focus on the Life Sciences Industries," said Kathleen Castore, Head of Supplier Diversity & Sustainability, "as well as, for our support and involvement with the DA4S organization over the past years as a key member company. I am also happy to say that with this association over the years we are using many of the diverse suppliers that are members of the organization for their strong capabilities in bringing critical support to Sanofi and therefore, our patients."

Tanya Momtachen, Head of Global Scientific & Clinical Procurement, also represented Sanofi as a featured speaker on "Be The Catalyst," consistent with this year's theme. Also in attendance and meeting with new and existing suppliers were Keith Cochran and Michele Rambone from Scientific & Clinical Procurement and Kim Figueiredo of the supplier diversity team.

MICHIGAN MINORITY PROCUREMENT CONFERENCE BRINGS CORPORATE BUYERS AND MINORITY BUSINESSES TOGETHER

The three day Michigan Minority Procurement Conference held in May 2017 proved itself to once again be one of the top conferences for diverse businesses and entrepreneurs. There was one full day of presentations and sessions addressing a variety of critical topics of interest to all businesses, but particularly minority enterprises ready to build market strength and capacity, and focused on sustainability. Topics covered subjects like business opportunities and risks, expanding sales with existing customers, bonding in the construction sector, governmental laws and regulations, technology, continuous supplier diversity program improvement, access to capital, access to dealmakers, and so much more.

Each session was categorized as professional development, MBE, corporate session, special session and/or mastermind series. This made it easier for attendees to decide how to spend their time. The speakers and session leaders included experts from across industries, like Christopher Treanor and James Tucker, Jr. with the Akin Group; Kenneth Gardner with International Automotive Components; Brenda Marshall with Kelly Services; Reginald Humphrey with General Motors; and a host of other business and entrepreneurial men and women.

In addition to the presentations and workshops, the Procurement Conference offered a Michigan Minority Supplier Development Council (MMSDC) pre-certification briefing, MBE industry group session, and industry outreach reception. The highlight of the third day was the Business Opportunity Exchange which included the Resource Connection Center.



This gave attendees excellent opportunities to network and meet corporate professionals in person. The face-to-face procurement matchmaking opportunities cannot be overestimated as to their importance to MWBEs. Additional networking opportunities were found on the trade floor which had over 400 exhibitors.

This premier Michigan event is sponsored by big name corporations that included DTE Energy, Honda, Toyota, Lear Corporation, General Motors, Pure Michigan, Delphi, Michigan State University, Kellogg's, and many others. The Procurement Conference is held annually, but the MMSDC holds a variety of events throughout the year that offer invaluable information. Businesses are invited to visit minoritysupplier.org and learn more about the excellent services the MMSDC offers.

CHICAGO MSDC HOLDS ACTION PACKED BUSINESS OPPORTUNITY FAIR

For two days in April 2017, the 50th Annual Chicago Business Opportunity Fair (CBOF50) brought together more than 2,000 minority business owners, corporate executives, and government officials to share knowledge, network, and connect. This is the region's largest annual conference and trade fair of its kind and offers excellent opportunities to minority-owned businesses to network, develop new business, and grow small businesses, and for corporations to find qualified diverse suppliers. This event has long been recognized as a premier opportunity to bring buyers and suppliers together.

The action packed two days includes speakers, workshops set up as learning labs and panel conversations, and corporate 1-on-1 meetings. The face-to-face interactions with corporate and government procurement professionals gives minority businesses direct access to big name corporations like BP, AT&T, Walgreens, and Caesar's Entertainment, plus many others. These are invaluable opportunities to break through common barriers to corporate access and make a direct power pitch.

The speakers and workshops offered the first day covered a variety of topics of particular interest to today's businesses. Topics included 'Growing Your Business Via Exporting and Advanced Manufacturing,' 'Identity Leadership,' 'The Art of Negotiation: Using Behavioral Assessment to Win at Business and in Life,' and other important topics. Presenters brought expertise to the subject matter, and represented the highest levels of corporate, nonprofit, and government organizations. People like Julia Searles, Business Development Specialist, Ex-Im Bank; David Ricciardi, President, Proximo; and James F. Clayborne, Jr., Illinois Senate Majority Leader are just some of the presenters who shared their deep knowledge on various business topics.

The Trade Fair held on the second day gives minority business enterprises opportunities to showcase their products and services to corporations and government agencies. Hundreds of exhibitors leave this event with real opportunities for new business. The Chicago Business Opportunity Fair is a celebration of economic power through diversity. Be sure to plan on attending this event next year and discover the power of networking.



DIVERSITY ALLIANCE FOR SCIENCE CONFERENCE DRIVES INCLUSIVENESS

The Diversity Alliance for Science (DA4S) held the 10th Annual East Coast Conference in May 2017, offering diverse businesses opportunities to network, attend matchmaking sessions, attend workshops, and listen to industry and government speakers. This is a remarkable event because it brings together small and/or diverse businesses interested in entering or expanding operations in the life science and healthcare industries. These industries have historically had under-representation of diverse businesses, so the DA4S networking opportunities are true economic empowerment opportunities.

The list of companies attending the conference includes a long list of industry leaders, like AbbVie, Amgen, Bristol-Myers Squibb, Eli Lilly, GlaxoSmithKline, Johnson & Johnson, Medtronic, and hundreds of others. Also attending the conference are support businesses like Artech Information Systems, Ark Talent, JASG Global Learning, and more. The conference began with meet and greet roundtables and networking with the Diversity Alliance's Board of Directors, followed by supplier-to-supplier roundtable networking. Corporations sponsored a variety of workshops on topics like AbbVie's 'Risky Business,' and 'Real Time w/DA4S' with guest speaker Tanya Momtahan, Sanofi. An invitation only mentorship program was kicked off also.

The guest speakers gave attendees a chance to hear from movers and shakers. They included Michael Salgaller, Ph.D. with the National Institutes of Health; Veronica McCright, Head, NA Procurement & US Commercial Services, Genentech; Toby Patterson, VP Head Immunology & Oncology, US Medical Affairs, AbbVie; and internationally recognized Keynote Speaker Melissa Agnes, Crisis Management Strategist. Lunches, an awards dinner, receptions, matchmaking sessions, and net-



working time gave attendees plenty of time to meet key people in the life science and healthcare industries where there is unlimited opportunities for diverse businesses.

Suppliers are encouraged to become a member of Diversity Alliance for Science to take advantage of its mentorship program, participate in community outreach efforts, and enjoy the privilege of attending members-only events. The DA4S also holds a west coast conference early each year.



20 PARTNERSHIP
AWARDS
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IN DIVERSITY 17

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New York & New Jersey
Minority Supplier
Development Council

TOP CENTRAL FLORIDA EXECUTIVES TO DISCUSS ECONOMIC DEVELOPMENT AT HISPANIC BUSINESS CONFERENCE

ORLANDO, FL

The Hispanic Chamber of Commerce of Metro Orlando (HCCMO) announced lineup for C-suite level speakers at the Hispanic Business Conference, taking place on August 24 and 25, at the Renaissance Orlando at SeaWorld. Moderated by Robert Bobroff, Market President and Publisher of the Orlando Business Journal, these top executives will engage in an interactive discussion surrounding economic development.

The C-Suite Plenary Session will happen during the morning session, Thursday, August 24. Confirmed speakers include Michael Brown, President & CEO for Wyndham Vacation Ownership; Yolanda Londoño, VP of Global Social Responsibility for Tupperware Brands; and Andy Gardiner, Senior VP of External Affairs and Community Relations for Orlando Health.

Michael Brown brings more than 25 years of experience leading a diverse range of asset management and vacation ownership sales func-

tions. Orlando-based Wyndham Vacation Ownership has 219 resorts and over 887,000 owners globally. Yolanda Londoño will bring her global perspective and years of experience in the economic development arena. Tupperware has presence in more than 100 countries. Andy Gardiner leads external affairs for Orlando Health; a \$2.8 billion healthcare network in Central Florida.

The C-Suite Plenary Session will happen immediately after the breakfast keynote speaker, Mr. Cesar Conde, Chairman of NBCUniversal International Group and NBCUniversal Telemundo Enterprises. "Attendees will be able to listen from top caliber executives from some of Central Florida's biggest industries driving economic impact to the region," said Frank López, President of the HCCMO. "Our two-day conference will kick-off with relevant and engaging discussions concerning topics that affect our community and beyond." For more information on workshops, speakers and pricing visit: www.HBConference.com.



ROBERT BOBROFF
Moderator
Market President & Publisher
Orlando Business Journal



ANDY GARDINER
Senior VP, External Affairs and Community Relations
Orlando Health



MICHAEL BROWN
CEO
Wyndham Vacation Ownership



YOLANDA LONDOÑO
VP, Global Social Responsibility
Tupperware Brands



TECHNOLOGY CONNECTS IDEAS AND COLLEAGUES ACROSS THE GLOBE

JPMorgan Chase Global Technology Innovation Week: Where Technology Meets Big Ideas

NEW YORK, N.Y.

Technology and innovation have fueled some of the most common things we use on a daily basis at home, at work, and on the go. In June 2017, JPMorgan Chase's Global Technology team held its second annual Innovation Week, a global event aimed at driving a culture of innovation and showcasing the big ideas and innovative technologies that fuel everything we do.

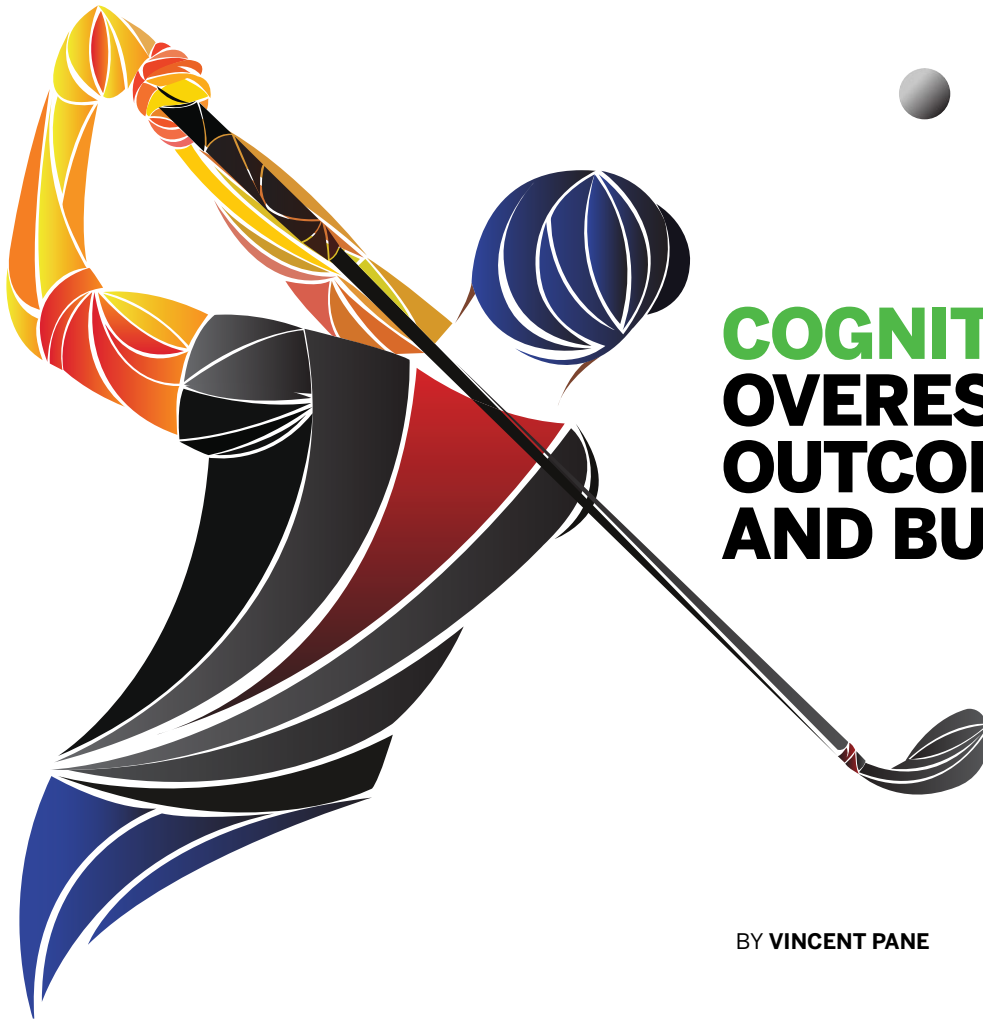
The event kicked off with a fireside chat with Chairman and CEO Jamie Dimon and Global Technology Strategy & Partnerships head Larry Feinsmith. The two discussed at length how new technologies like cloud, machine learning and Artificial Intelligence (AI) present new opportunities for the firm, and how JPMC is well positioned to continue to innovate at scale.

"We innovate every single day at this firm, but this week is about all of us coming together to collaborate and discuss some of the most important work we are doing. The week is made successful by everyone's involvement and desire to share ideas and learn from one another," Feinsmith said.

From Singapore to Chicago, San Francisco to Hyderabad, and Columbus to Bournemouth, more than 16,000 employees had the opportunity to network and interact as they learned about cutting-edge technological developments such as fintech, cloud, blockchain, micro services architecture, big data, AI, and machine learning from both internal and external subject matter experts.

While sessions in each location typically featured themes that aligned with the locations' business focus, Global Chief Information Officer Dana Deasy emphasized the fact that the global technology organization is tightly aligned on innovation priorities across all lines of business around the world.

"It's important to keep in mind that technology is always evolving and if you're not innovating, you're already behind," Deasy said.



COGNITIVE BIAS: OVERESTIMATING OUTCOMES IN GOLF AND BUSINESS

BY VINCENT PANE

One of the toughest challenges a golfer faces is making reasonable estimations as to how far the ball will go. In business, overestimating success can have the same results – coming up short on outcomes.

Cognitive bias is frequently discussed within the context of the Human Resources function, but it comes into play in many other ways. Recent data indicate golfers exhibit cognitive bias when they persistently overestimate how far they can hit the ball. The overestimation drives a series of decisions, like the choice of golf clubs and the power put into the shot.

This same kind of cognitive bias impacts business decision-makers when they persistently overestimate possible outcomes.

In both cases, the end result is disappointing and confusing. Optimism is a good quality, but it needs to be based on facts.

LANDING SHORT

Arccos is a company that sells golf performance tracking systems that produce analytics to help golfers make data-driven decisions. A sensor is placed on each golf

club which collects data in the cloud and then analyzes it to determine the optimal path for a golf hole by taking into account factors like wind speed, weather conditions, elevation data and past personal performance.

Recently, Arccos analyzed more than 6 million golf shots and found that 40 percent of approach shots land short of the green. The percentage of shots that land behind the green was 5 percent.

The fact that golfers are much more likely to land short rather than long indicates the golfer is likely choosing the wrong club. Digging deeper into the reasons, it seems that cognitive bias regularly leads golfers to overestimate how far they can hit the ball. That leads to selecting the wrong club.

It is true that other factors may come into play, like weather, but the missed shots are more due to golfers basing club decisions on their past best shots. However, any truthful golfer will readily ad-

mit he or she does not consistently perform at their top ability.

THINKING HIGHLY OF PERFORMANCE PERSONAL

It is natural for people to think highly of their abilities, but holding overly favorable views can lead to disappointing outcomes. Golfers are frequently making club decisions based on positive thinking and over-confidence. Having confidence is important to competitors, but over-confidence leads golfers to underestimate risks and overestimate potential performance. Cognitive bias about themselves leads to golfers making poor decisions and ending up disappointed with the results.

Making systematic errors in decision-making is not confined to the golfer. Business leaders have the same issue.

Decision-makers have cognitive biases that lead them to make choices that minimize risks and overestimate poten-



FAILING TO RECOGNIZE A BIAS IS ACTUALLY A BIAS. PEOPLE HAVE DIFFICULTY RECOGNIZING AND ADMITTING TO THEIR PERSONAL BIASES BECAUSE THEY ARE SO ENTRENCHED IN THE COGNITIVE PROCESS.

tial outcomes, leading them to fail to act in the best interests of the organization. When there are poor outcomes, a sense of confusion follows. Why did the project or initiative fail? Why were the wrong people chosen for leadership development? Why were the risks of failure underestimated? These are the kind of questions decision-makers find themselves asking when things do not go as planned.

It is easy to blame lack of success on taking reasonable risks given the information available. However, cognitive bias can drive business leaders to be overly optimistic about outcomes.

For example, early data indicates a merger is a good decision. The executive

thinks about past successful mergers, looks at the early data, and from that point on is overly optimistic. The optimism prevails as the executive reads additional reports, meets with managers, and assesses the likelihood of success. In other words, he or she is viewing everything through the lens of cognitive bias that leads to false conclusions. Benefits are overestimated, costs are underestimated, and risks are minimized simply because the decision-maker's cognitive process is leading him or her to choose the wrong path to success, similar to the golf player choosing the wrong club.

INTERSECTING BIASES

Both golfers and business decision-makers are under pressure to perform. Cognitive bias leads to a tendency to exaggerate personal talents and abilities. Attribution errors contribute to the development of cognitive bias.

People will take personal credit for success while attributing external factors as the cause of failure. The golfer remembers the perfect shots that landed the ball exactly where it was intended to land. The missed shots are not attributed to lack of ability or making the wrong decision about which club to use. Missed shots are blamed on the weather, course issues, or even distractions caused by

other players.

There are many types of cognitive biases that impact decision-making on the golf course and in the C-suite.

Being reliant on the first piece of information heard is called anchoring bias. The golfer hears a report that the course conditions are ideal, and once playing will make decisions based on that belief even when the conditions prove to be less than ideal. The business leader who views critical early information with a decision already made in the mind is unlikely to change direction based on new facts.

Choice supportive bias leads people to think positive thoughts about poor performance. The golfer lands the ball to the right of the green and says it was still a great shot gone wrong due to factors other than the choice of club and swing. The business leader makes a flawed decision but still feels positive that the decision was the right one, even if it was based on the wrong information.

FEELING GOOD ABOUT MYSELF WHILE DENYING BIAS

Failing to recognize a bias is actually a bias. People have difficulty recognizing and admitting to their personal biases because they are so entrenched in the cognitive process.

However, positive outcomes arise once a golfer or a business leader begins to make decisions that are based on reality. The golfer accurately estimates how far he or she can hit the ball with a 9-iron. The business leader will make decisions based on facts and not personal self-congratulating biases.

The reality is that most biases develop as a type of protection mechanism that makes people feel good about themselves, no matter what happens.

When it is time to choose a golf club or make a business decision, the first question is: Am I making a realistic assessment of my performance?



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