

Other Duties as Assigned *Working on the system, not just in it*

Mary O'Hara, CHRO and head of Internal Communications
USC, CEO ERG Summit October 20, 2020

2020 Diversity, Equity, and Inclusion Accolades

The honors highlight Blue Shield's belief in growing and supporting a diverse, equitable, and inclusive workplace and workforce. These recognitions are based on review of our talent sourcing, hiring, retention, advancement, and compliance, as well as external practices such as corporate citizenship, reputation, and brand efforts.



Certified as a Great Place To Work®



Named Leading Disability Employer by National Organization on Disability



Named Best Place to Work for LGBTQ Equality by Human Rights Campaign



Named Military Friendly Employer by militaryfriendly.com



#1 on DiversityInc's Top Regional Companies list



Named Top Veteran Friendly Company by U.S. Veterans Magazine

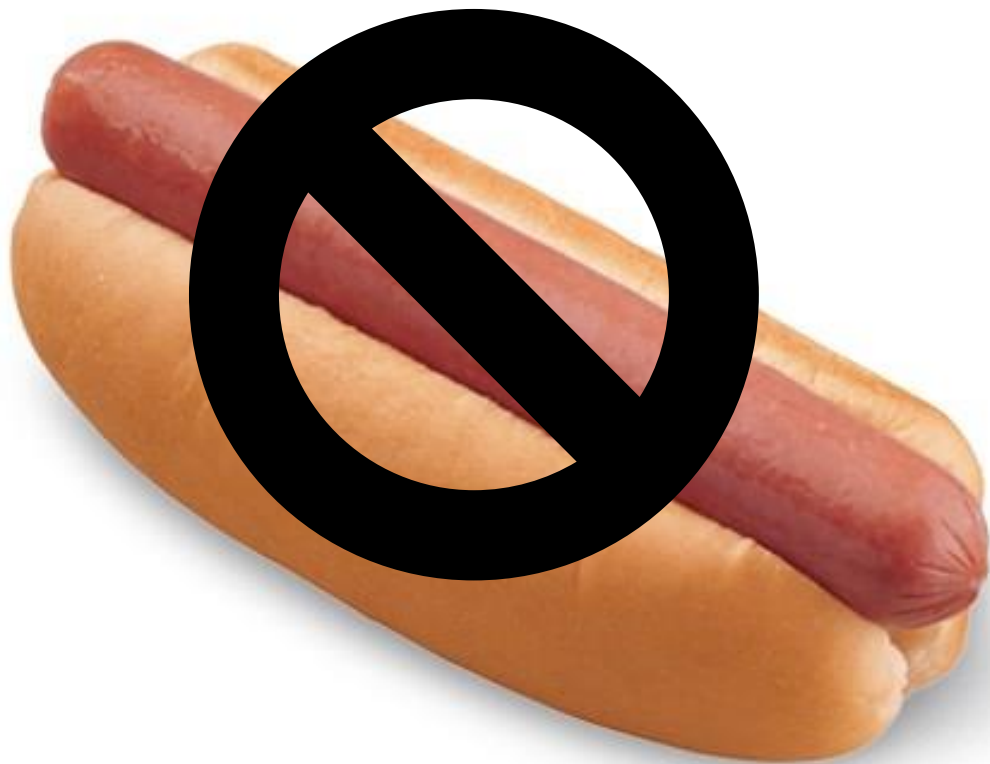


100% on DisabilityIN's Disability Equality Index



Named Best Companies for Women to Advance by Parity.org





Business roundtable statement

Shareholder Value Is No Longer Everything, Top C.E.O.s Say



<https://www.nytimes.com/2019/08/19/business/business-roundtable-ceos-corporations.html>



LeaderFUL Organizations

“We need organizations that empower anyone with the capability and willingness to assume leadership in the moment... alas, **we are in it together.** The essence of leadership is **collaboration and mutuality.**”





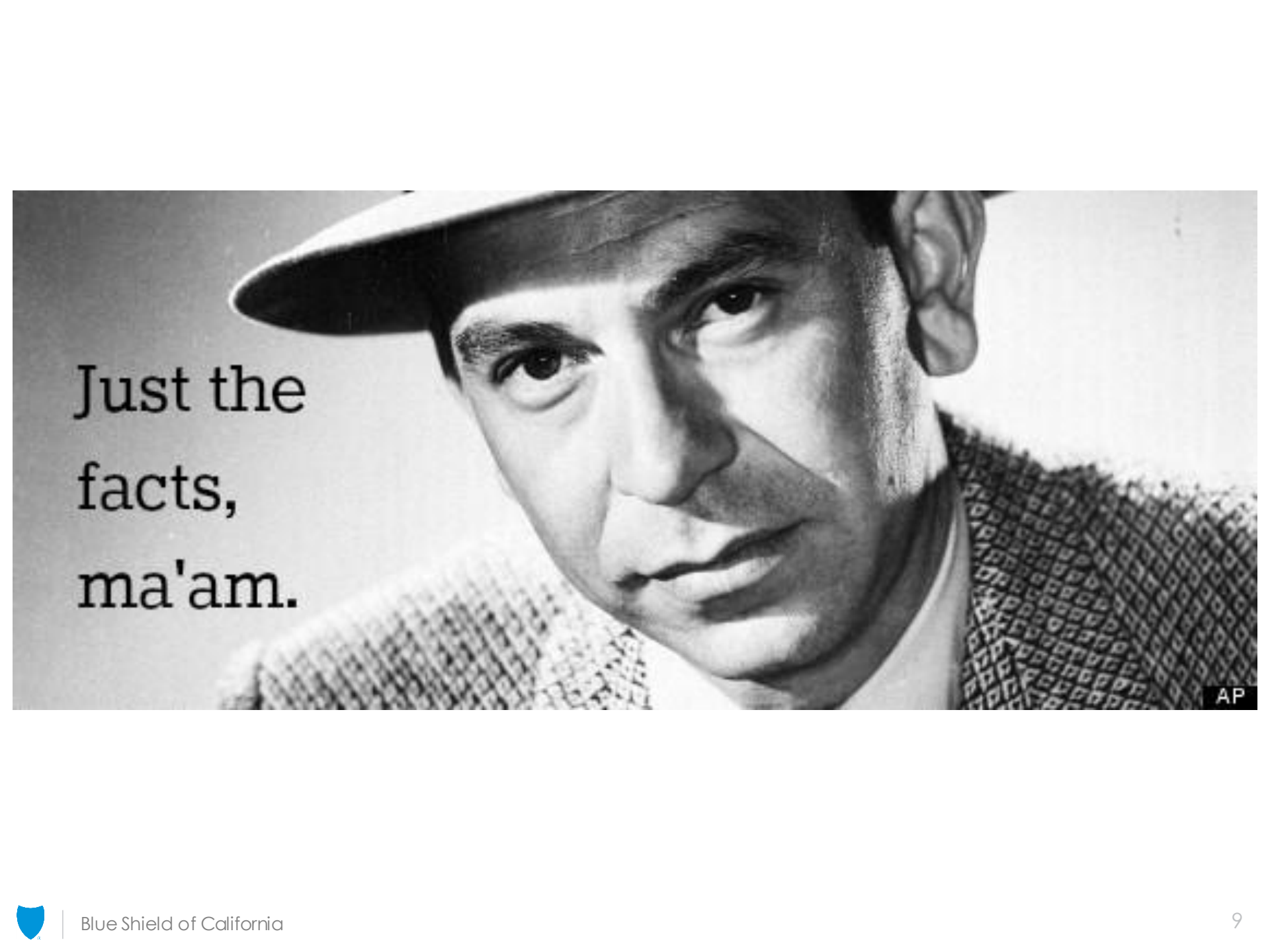
You have a decision to make.



"Indifference is not a beginning, it is an end. And, therefore, indifference is always a friend to the enemy, for it benefits the aggressor – never his victim. Elie Wiesel"



You wanna be comfortable or you
wanna grow? Cause you can't do both

A black and white close-up portrait of a man wearing a fedora hat and a patterned jacket. He has a serious expression and is looking slightly to the right of the camera. The lighting is dramatic, with strong shadows on the right side of his face.

Just the
facts,
ma'am.

AP





“Seventy-two percent of employees in the U.S. describe themselves as **emotionally detached** in their jobs, primarily because of **poor relationships** with their boss or colleagues. Employees who feel dissatisfied and powerless to change have, in effect, become hostages.”



Blue Shield of California journey map

- 1. Focus on employee experience***
- 2. Approach the role of leaders with more rigor – increase leadership at all levels***
- 3. Monitor, measure and continuously learn***
- 4. Set aspirational, rigorous, multi year, multi faceted goals***
- 5. Involve everyone***
- 6. Dedicate time & resources to build high performing teams with diverse talent***
- 7. Be willing to listen – & keep listening***



I hate when people confuse Education with intelligence. You can have a Bachelor's degree and still be an idiot.



When I had all the answers,
the questions changed.

- *Paulo Coelho*

The Dialogue Project

45%

The percent of people who said the inability to have respectful conversation is a major problem.

POLITICS

RACE

SEXUAL
ORIENTATION

The top three topics that 2/3 of respondents said were difficult to talk about with those who disagree.



82% said people should be more respectful when talking with those with different views, but only 50% said they should spend more time doing so.



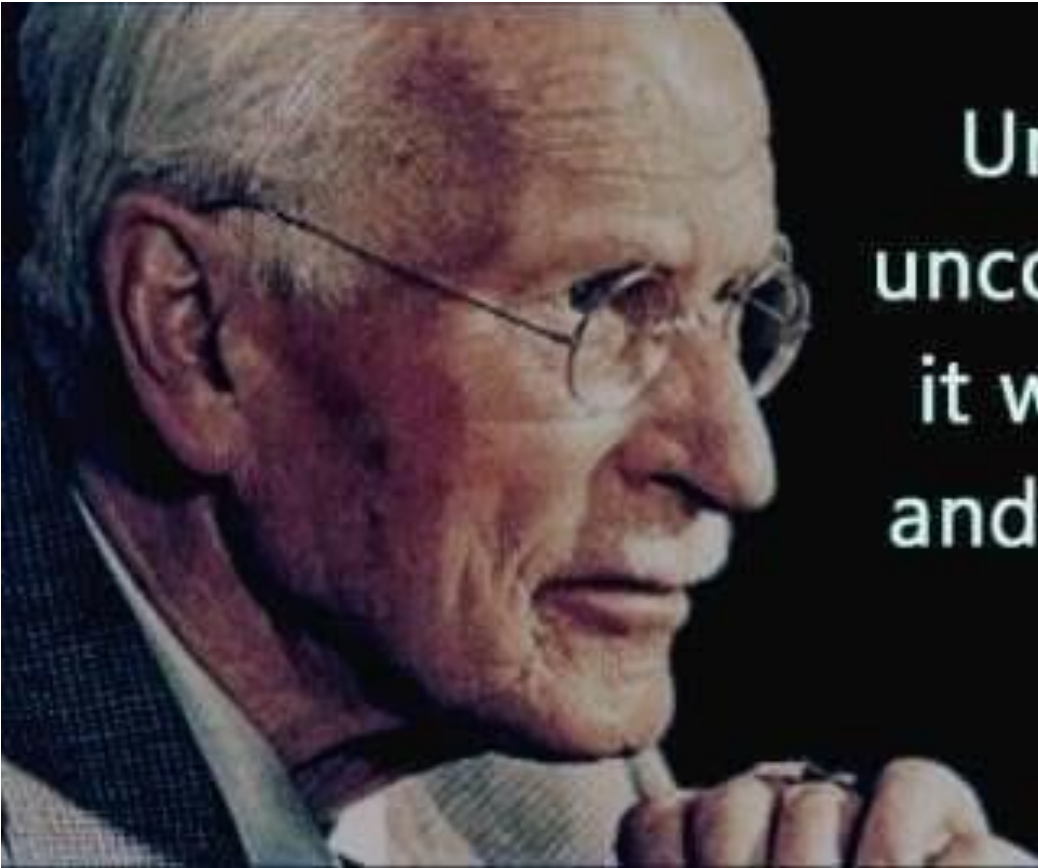


SOLVING THIS WON'T BE EASY

What do we do to solve this problem?

- Elect leaders who inspire people to be more civil (72% overall and 73% in the U.S.)
- Reform the news to emphasize more fair and balanced coverage (71% overall and 67% in the U.S.)
- Reform elections by improving transparency in the campaign reporting process (70% overall and 67% in the U.S.)



A close-up, profile view of Carl Jung, an elderly man with white hair and glasses, looking thoughtfully to the right. He is wearing a dark suit jacket over a light-colored shirt and a patterned tie. His hands are clasped in front of him.

Until you make the
unconscious conscious,
it will direct your life,
and you will call it fate.

--Carl Jung



TWO MINDSETS

CAROL S. DWECK, Ph.D.

Graphic by Nigel Holmes

Fixed Mindset
Intelligence is static



Leads to a desire to look smart and therefore a tendency to...

Growth Mindset
Intelligence can be developed



Leads to a desire to learn and therefore a tendency to...

CHALLENGES

...avoid challenges



...embrace challenges



OBSTACLES

...give up easily



...persist in the face of setbacks



EFFORT

...see effort as fruitless or worse



...see effort as the path to mastery



CRITICISM

...ignore useful negative feedback



...learn from criticism



SUCCESS OF OTHERS

...feel threatened by the success of others



...find lessons and inspiration in the success of others



As a result, they may plateau early and achieve less than their full potential.

All this confirms a **deterministic view of the world.**

As a result, they reach ever-higher levels of achievement.

All this gives them a **greater sense of free will.**





Tom Peters: “If you’re a leader, your whole reason for living is to **help human beings develop – to really develop people and make work a place that’s energetic and exciting and a growth opportunity**, whether you’re running a Housekeeping Department or Google. I mean, this is not rocket science.

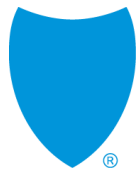
It’s not even a shadow of rocket science. You’re in the **people development business**. If you take a leadership job, you do people. Period. It’s what you do. It’s what you’re paid to do. People, period. Should you have a great strategy? Yes, you should. How do you get a great strategy? By finding the world’s greatest strategist, not by being the world’s greatest strategist. **You do people**. Not my fault. You chose it. And if you don’t get off on it, do the world a favor and get the hell out before dawn, preferably without a gilded parachute. But if you want the gilded parachute, **it’s worth it to get rid of you.**”

What I told you

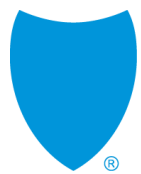
1. **THIS IS EVERYONE'S JOB**
2. **MAKE IT PERSONAL AND MAKE IT MATTER**
3. **EXERCISE LEADING WITH COURAGE**
4. **BUILD SOCIAL INTELLIGENCE**
5. **ENGAGE IN DIALOGUE – A LOT**
6. **SURFACE AND CHALLENGE DEEPLY HELD BELIEFS**
7. **HELP OTHERS**
8. **BECOME A BETTER BOSS AND BUILD MORE OF THEM**







Questions?



Thank you



Branded end slide:

Use this slide to end a presentation.
Never alter the logo or delete the Association
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An independent member of the Blue Shield Association