

From the desk of . . .



Martin Godwin

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Diversity recruiting is becoming more prevalent as an organizational strategy. Diversity in the talent pool

and within customer segments has placed demands on businesses in all industries to intentionally and proactively address the issue within the makeup of their workforces.

In this issue of SearchLight, we will share observations from formal studies and informal feedback from clients about the critical role diversity has in the global marketplace. Diversity is no longer just a statement of desire for competitive advantage, but rather a requirement for sustainability.

In a recent study conducted by the Society for Human Resources Management (SHRM), a sample of 3,000 HR professionals from the SHRM's 210,000-member database was randomly selected and asked whether or not diversity recruiting was tied to an overall business strategy. Not surprisingly, 92 percent of respondents answered yes.

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Commitment to Diversity Strengthens Company, Builds for Future Success

In 2005, a group of researchers and company representatives assembled by Business for Social Responsibility had consensus on the following: In the next 20 years, the world will see an unprecedented transformation of its population and workforce.

A search on the Internet will produce pages of surveys and forecasts that indicate that the demographics of the general population and the workforce are changing and will continue to change. The aging of the baby boomers will have a dramatic effect. According to Business for Social Responsibility, by 2010, the US workforce is projected to experience a 1 percent decline in the 18-44 age group, a 29 percent increase in the 45-64 age group, and a 14 percent increase in the 65+ age group from 2005 levels.

By 2012, workers 55 and older will make up 19 percent of the labor force, compared with 14 percent in 2002. There will be greater competition for skilled young workers making it more difficult to recruit and retain this talent. Also, there will be an increasing desire to have older workers delay retirement to ensure that knowledge and experience remain at the company and can be properly transferred to younger team members.

The percentage of women and minorities in

the population and workforce is increasing. According to the National MultiCultural Institute, by the year 2050, the Caucasian, non-Hispanic population will comprise only 50 percent of the population. Hispanic/Latinos will make up 25 percent of the US population, followed by African Americans with 14.5 percent, Asian Americans with 8 percent, and all other races at 5 percent.

By 2008, women and minorities will represent 70 percent of the new labor force entrants, and by 2010, 34 percent of the US workforce will be non-Caucasian. To attract the strongest individuals from a competitive market for diverse talent, companies will need to ensure that their cultures and environments are sensitive, open and welcoming to people with different backgrounds, race, ethnicity and gender.

Companies that take the steps to create diversity-friendly environments and develop diverse leadership and workforces will enjoy many benefits:

- ◆ Diversity of thought in ideas, direction and approaches.
- ◆ Competitive advantage with customers. Customers are more comfortable working with groups that mirror themselves.

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Anderson & Associates

Our Vision

To be viewed as an outstanding executive search firm measured by the high performance of the candidates we place.

Our Mission

To increase our clients' performance by improving their senior management.

Our Objective

To connect our clients with the best talent who align with their culture and improve their performance.

From the Desk of Martin Godwin (continued)

While this is not unexpected, the details regarding the level of priority placed on such efforts reflect a shift that supports the theory of a “going concern.” Gone are the traditional drivers of regulatory compliance or being the “right thing to do.” In their places are the critical higher-level strategic issues reflecting improving intellectual capital, asset and talent enhancement, and customer satisfaction.

By elevating the issue of diversity to the highest levels of organizational strategic objectives, the entire corporate culture and mindset is altered. With demonstrated commitment and support from the board of directors, senior management and frontline staff, diversity becomes the norm. Once this occurs, businesses of all types open themselves to opportunities that will shape them to meet the challenges of a changed competitive landscape.

As New York Times journalist and author Thomas Friedman accurately has described, the world is flat. Globalization mandates we adapt to rapid cultural change in order to succeed. Diversity of thought, culture, gender, ethnicity, etc., represents today’s environment in business and in life. Organizations that understand and embrace this fact should continue to prosper and evolve to meet the constant changes that are present in business today. ♦

Anderson & Associates is a Charlotte, NC-headquartered retained executive search firm. Founded in 1992, the firm focuses on recruiting in four key industries: healthcare, financial services, manufacturing and non-profit.

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Please Welcome Steve Sellers

Anderson & Associates is pleased to announce Steve Sellers has joined our team as an executive search consultant, providing full-service search consulting and execution to a variety of industries, including healthcare, technology, manufacturing, financial services and the non-profit sector.

Steve joins Anderson with 25 years of industry experience, most recently as a senior manager with a private equity-backed nationwide healthcare provider. Prior to that, he held management positions, including president and chief operating officer, at three venture capital-backed technology companies.

Steve earned his bachelor’s degree from Davidson College and his master of business administration degree from Harvard Business School. He is a member of the Association for Corporate Growth and the Charlotte Chamber of Commerce. ♦



Steve Sellers

Commitment (continued from front page)

For example, patients in hospitals are more comfortable being cared for by staff that is more representative of the diversity of the general population.

Diverse leadership will be in a position to better understand the needs of a diverse customer base and in turn, will be able to better meet the needs of the customer.

♦ Improved ability to recruit the best talent. As the demographics of the workforce change, the pool of most talented employees, managers and leaders will change also. The best talent will be drawn to companies that have cultures that address diversity, are inclusive and have leadership that reflects a focus on diversity.

The following are initiatives that will assist you and your company in creating a culture and environment that embraces diversity and keeps you positioned to be competitive in serving customers and attracting talent:

- ♦ Make diversity a strategic goal.
- ♦ Assess where your company is today. Is your culture open to people of different backgrounds, age, gender, ethnicity, religion and thought?
- ♦ Gain top management commitment to diversity.
- ♦ Have a person or team focused on diversity. Depending on the size of your organization, diversity could be part of person’s responsibility or it could be the sole responsibility of a team of people. Similar to the evolution of the Chief Information Officer, numerous corporations have created the position of Chief Diversity Officer that

reports directly to the CEO.

- ♦ Create a culture and environment that is sensitive to diversity through leadership, training, open discussions and a general commitment to diversity.
- ♦ Work with high schools, colleges and universities to ensure that students are receiving exposure to your industry/opportunities and that the students are receiving the training that will enable them to succeed in your industry.
- ♦ Work with your local chamber and local business leaders to ensure that your community is open and sensitive to people of diverse backgrounds and beliefs.
- ♦ Work with other companies to share ideas of what works and what does not work in building a diverse team.
- ♦ Identify and support organizations that promote diversity, such as the Institute for Diversity in Health Management or minority MBA associations.
- ♦ Provide support for minorities in the workplace and community, including mentors and networking opportunities, as well as an open line within your company for communication of suggestions, issues and concerns.
- ♦ Work with an executive search firm that has experience recruiting diverse candidates and appreciates the need for diversity.

We would welcome the opportunity to discuss with you our approaches to recruiting diverse candidates and to share knowledge that we have acquired in working with our clients. ♦