



"GOING ALL IN"

(LEADERSHIP AGILITY AND THE IMPORTANCE OF CULTURE)



Cynt Marshall

MY CAREER PHASE 1

Lessons Learned From 15 Jobs

 <p>Take a Risk Group Manager, Operator Services</p>	 <p>Try Something Different Network Engineer</p>	 <p>Conspire and Contribute Recruiter</p>	 <p>Love the People NTEC Manager</p>
 <p>Do the right thing TRCO Manager</p>	 <p>When it's over, Stop! Operations Staff Director</p>	 <p>Pay attention to all of it District Manager, AI & M</p>	 <p>Transfer Your Skills Regulatory, Director</p>
 <p>Prepare! Regulatory, Executive Director</p>	 <p>Accept Adversity Regulatory, VP</p>	 <p>Never Give Up Regulatory & Constituency Relations, VP</p>	 <p>Protect the Brand Regulatory & Constituency Relations, SVP</p>
 <p>Be Grateful President, AT&T North Carolina</p>	 <p>Show Up, Work Hard SVP, Human Resources</p>	 <p>Make A Difference SVP, Human Resources & Chief Diversity Officer</p>	

Ag·ile

['ajəl]

adjective

- able to move **quickly and easily**

“Agility is the key to our success.”

Cynt Marshall

MY CAREER PHASE 2: "ALL IN" LEADERSHIP



INtent



INsight



INtegrity



INspiration



INclusion





LEADING WITH INTENT: 100-DAY PLAN

By 2019, The Dallas Mavericks Organization is Setting The NBA Standard For Inclusion And Diversity.

Immediate Priorities



Model zero tolerance for inappropriate behavior



Develop Mavs Women's Agenda



Institutionalize an inclusive and supportive culture



Develop best-in-class employee complaint process and operations infrastructure

Model Zero Tolerance

- ✓ Investigate Allegations of Misconduct
- ✓ Analyze Results
- ✓ Respond Swiftly to Findings
- ✓ Communicate Consequences, as appropriate

Mavs Women's Playbook

- ✓ Executive Commitment
- ✓ Educate & Develop
- ✓ Empower & Engage
- ✓ Employ Long-Term
- ✓ Encourage & Mentor

Culture Transformation

1. Values Based Employment

Our Values:
 Character **R**espect **A**uthenticity
 Fairness **T**eamwork **S**afety

- ✓ Code of Conduct
- ✓ Operating Principles
- ✓ High Trust Behaviors

2. Inclusion & Diversity Strategy Development

- ✓ **C**ustomers
- ✓ **R**eputation
- ✓ **A**genda for Women
- ✓ **F**amily-home, work, community
- ✓ **T**alent
- ✓ **S**uppliers

3. Mandatory Training

- ✓ "Respect In The Workplace"
- ✓ Values-Based Employment
- ✓ Inclusive and Exclusive Behaviors
- ✓ Leadership "Call to Action"
- ✓ Unconscious Bias Training
- ✓ Inclusion and Diversity Sessions

4. Employee Engagement

- ✓ One on Ones with Every Employee
- ✓ Employee Climate Survey
- ✓ Inclusion Council
- ✓ Physical Work Environment

Operational Effectiveness

1. Doing Business

- ✓ People Strategy and Policies
- ✓ Complaint Process
- ✓ Employee Handbook
- ✓ Operational Results
- ✓ External Advisory Council

2. Compensation

- ✓ Gender Pay Equity
- ✓ Pay for Performance
- ✓ Market Analysis

3. Staffing

- ✓ Organization Structure
- ✓ Exits and Backfills
- ✓ Job Changes
- ✓ Workforce Demographics

4. Talent Management

- ✓ Employee Movement Process
- ✓ Retention
- ✓ Employee Development
- ✓ Performance Reviews

Values



#perfectourcrafts

CHARACTER

#AlwaysDoTheRightThing

RESPECT

#BeNice2People

AUTHENTICITY

#DoYou

FAIRNESS

#EquityMatters

TEAMWORK

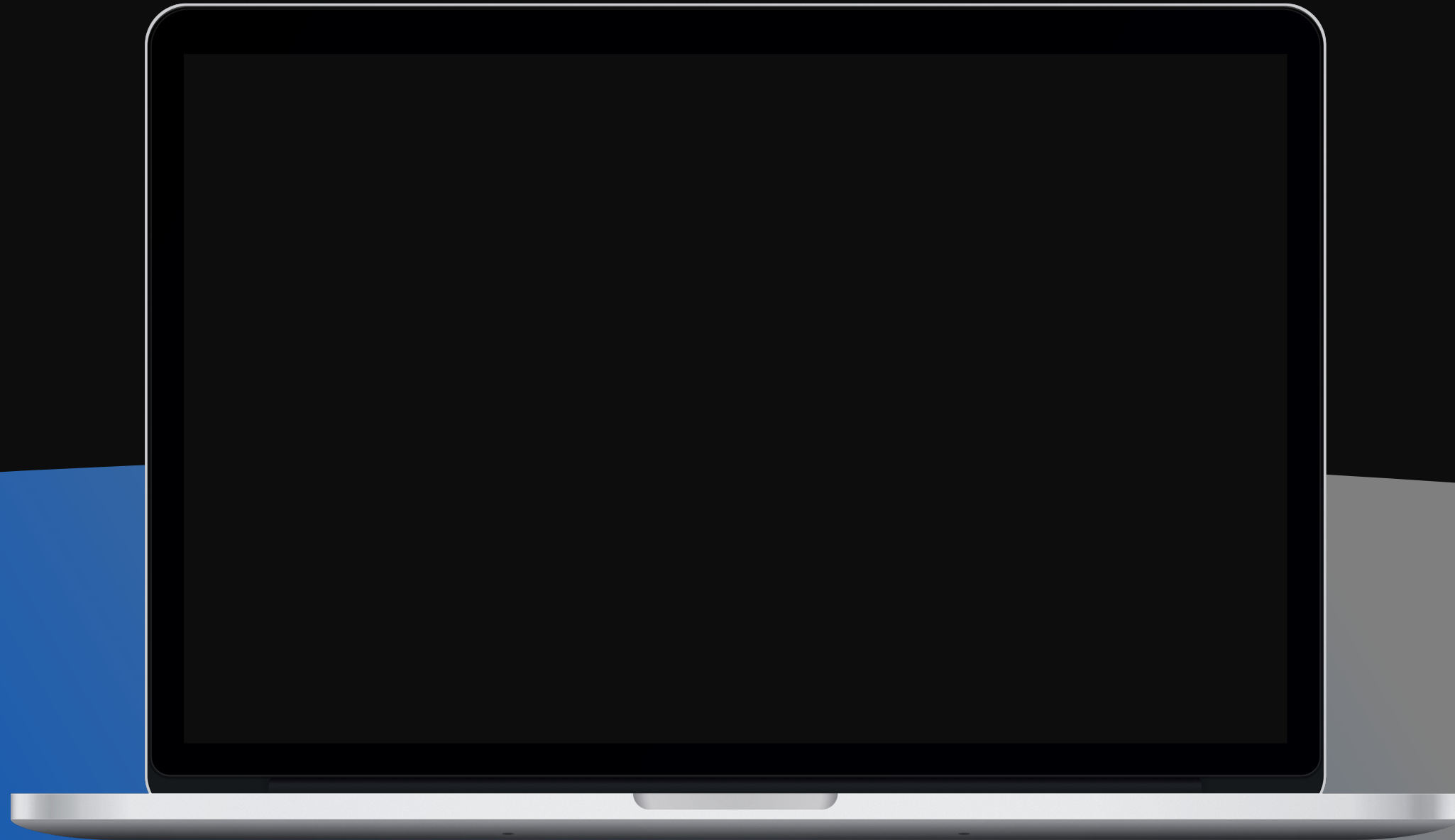
#AintNoMountainHighEnough

SAFETY

#NotAccidentalButIntentional
#PhysicalAndEmotional

LEADING WITH INTENT

THE VALUE OF FAIRNESS



LEADING WITH INTENT

THE VALUE OF TEAMWORK



Embrace Your Sisters and Brothers
You Need Them!



Organizational Infrastructure



Market-Based Compensation



Staffing and Structural Changes



Leadership Training



Employee Development and Retention



Organization Business Plan and Goals

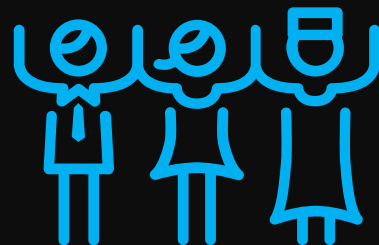


Diversity & Inclusion Strategy

Build Trust, Teamwork, and Empowerment



Create Supportive Communities



Employee Resource Groups

- ✓ W.O.M.E.N.
- ✓ Parents & Families
- ✓ Under 30 / < 5 years service
- ✓ Black Employees Network



Mentors and Coaches



Professional Counselors



Inclusion and Compliance Councils

Invest in Your People



Diversity

- ✓ Diversity is a mix of our unique backgrounds and differentiating dimensions
- ✓ Diversity provides the **ingredients** for success
- ✓ Diversity encourages presence
- ✓ Diversity counts the numbers



Inclusion

- ✓ Inclusion is behavior that promotes and sustains a culture that understands, welcomes and caters to our differences
- ✓ Inclusion is the **recipe** for success
- ✓ Inclusion insists on participation
- ✓ Inclusion makes the numbers count



Diversity
is being invited to the party.

Inclusion
is being asked to dance.

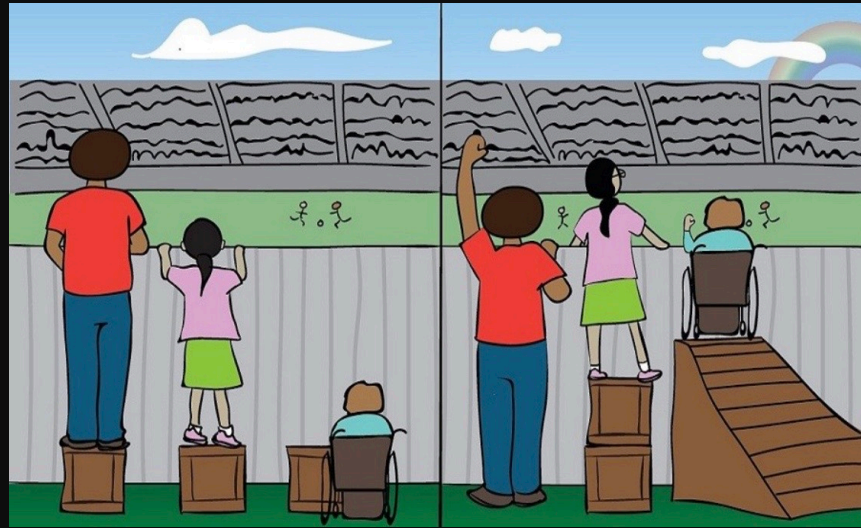
LEADING WITH INSIGHT

EQUALITY & EQUITY

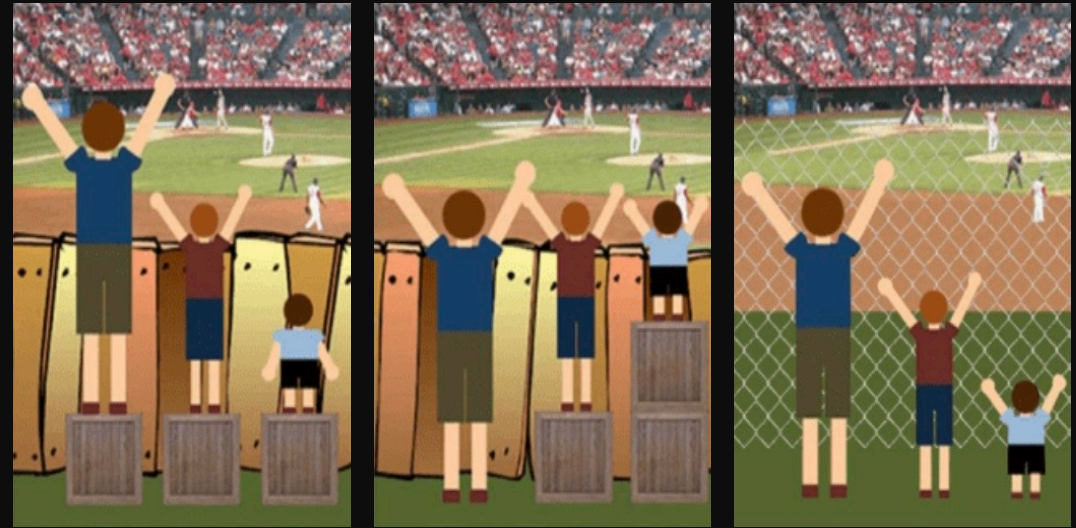


Equality

Equity



What happened here?

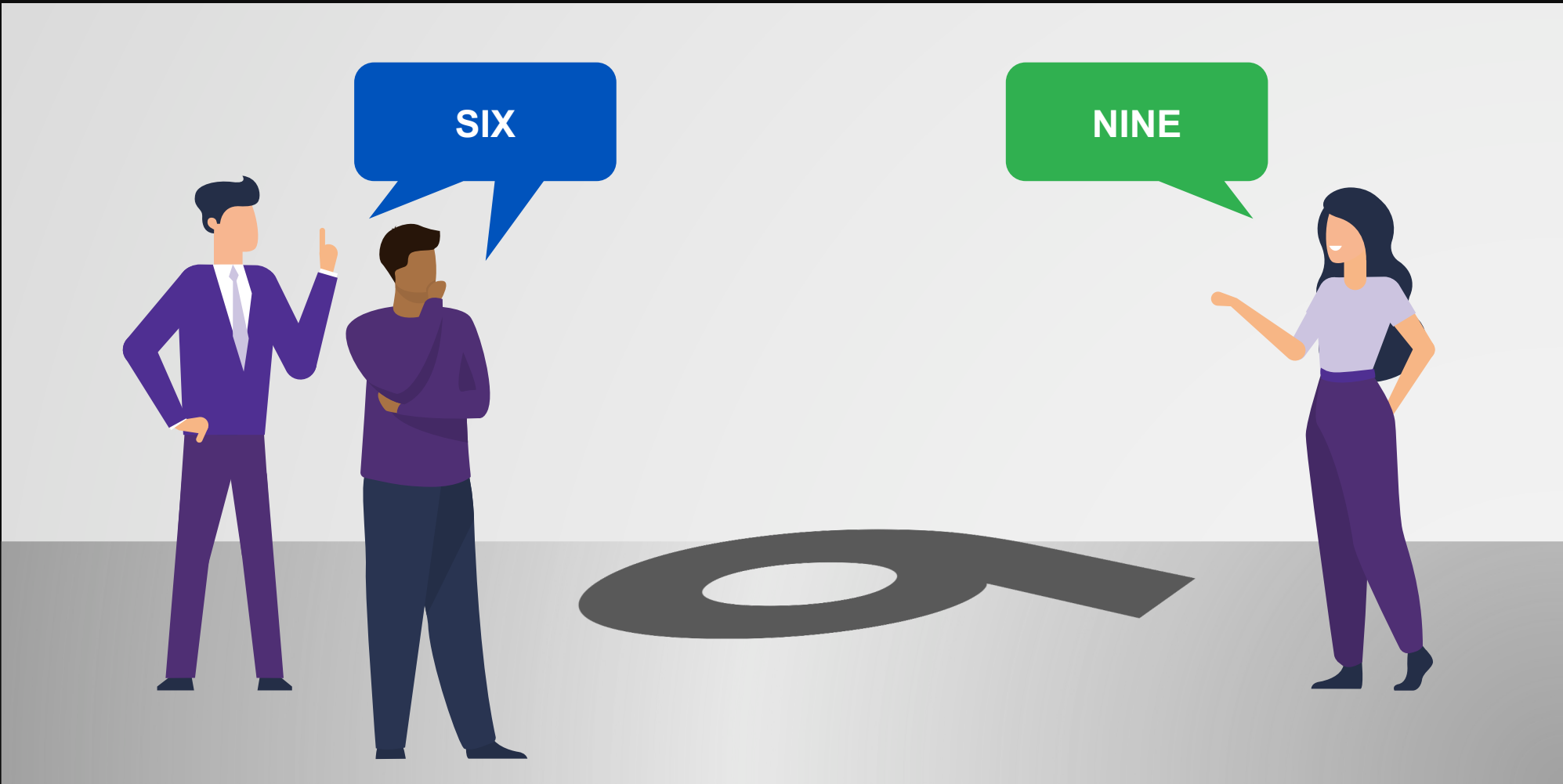


What's different?

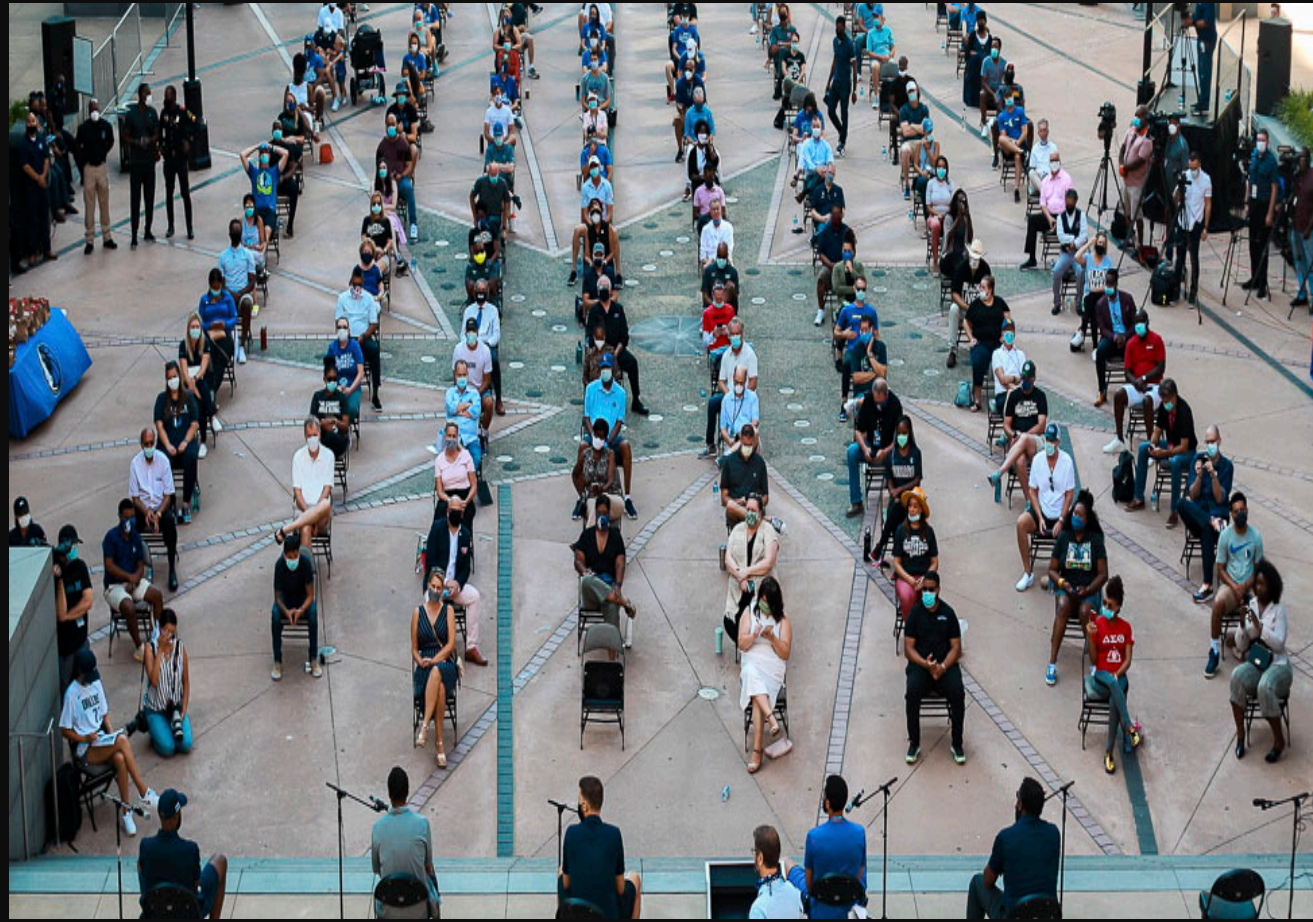
GIVE THEM WHAT THEY NEED

PERSPECTIVES

“
Just because you
are right, does not
mean I am wrong.
You just haven't
seen life from
my side.
”



LEADING WITH INSPIRATION & AGILITY: SUMMER OF 2020



ARE YOU ALL IN?



INtent



INtegrity



INclusion



INsight



INspiration

QUESTIONS TO THINK ABOUT IN DEVELOPING **YOUR** "ALL IN" LEADERSHIP PLAN

What will you be intentional about?

How will you model good character?

How will you foster inclusion?

What insight do you need from others?

Where will you look for inspiration?
What's your purpose?

How will you make the vision, values and plan clear?

Are you going to do the right thing or just do things right?

Who will you teach to dance?

How will you ensure that every voice matters?

How will you inspire others?