



# **Diversity + Inclusion: Leveraging the Opportunity**

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IT'S ME...



# Danaher Today

LIFE SCIENCES

~\$6.5B

DIAGNOSTICS ~\$6.3B

ENVIRONMENTAL & APPLIED SOLUTIONS ~\$4.3B

DENTAL ~\$2.8B



WATER QUALITY

PRODUCT ID



All financial metrics shown reflect FY2018 revenues

Multi-industry science & technology portfolio provides competitive advantages



**DIVERSITY AND INCLUSION** is an

**OPPORTUNITY** we are working to **LEVERAGE;**

not a **PROBLEM** we are **TRYING TO SOLVE.**



*\*Source: Paul Motolla, The Mottola Group*



*Not Just Bigger...*

*...Better!*



# WHERE ARE YOU?





# DIVERSITY

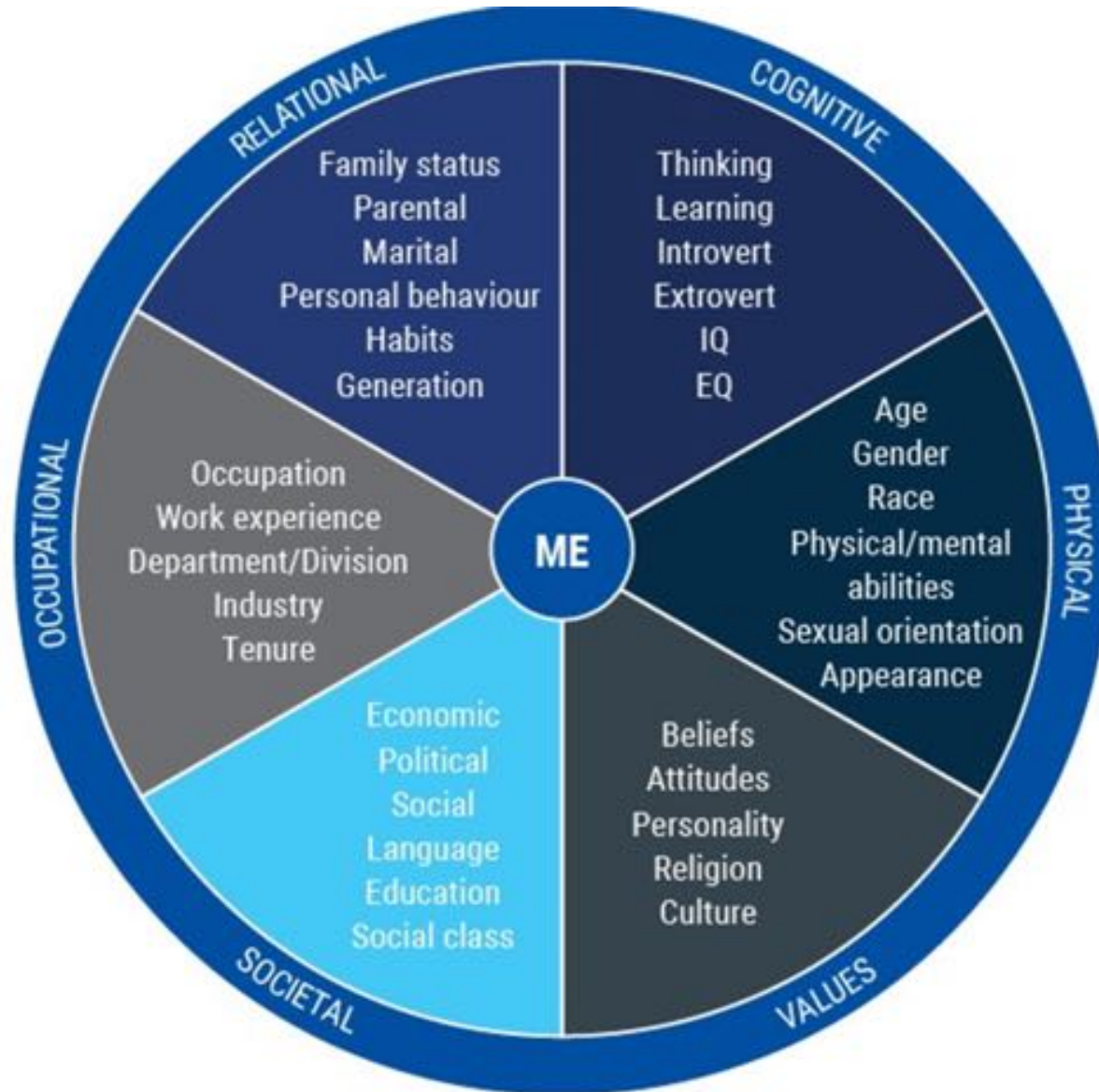
**Understanding your role as leaders in driving a culture that respects differences and similarities - both visible and not**



# INCLUSION

**The feeling that one belongs within the human circle should not be seen as a privilege for a few – but instead that circle is open and respectful to all without judgement**

# Diversity Redefined...



# Cultural Identity



**Inclusion  
Redefined...**



**Belonging**



2 SIDES OF THE SAME COIN



Each of us has a particular way of perceiving and making sense of the world around us.

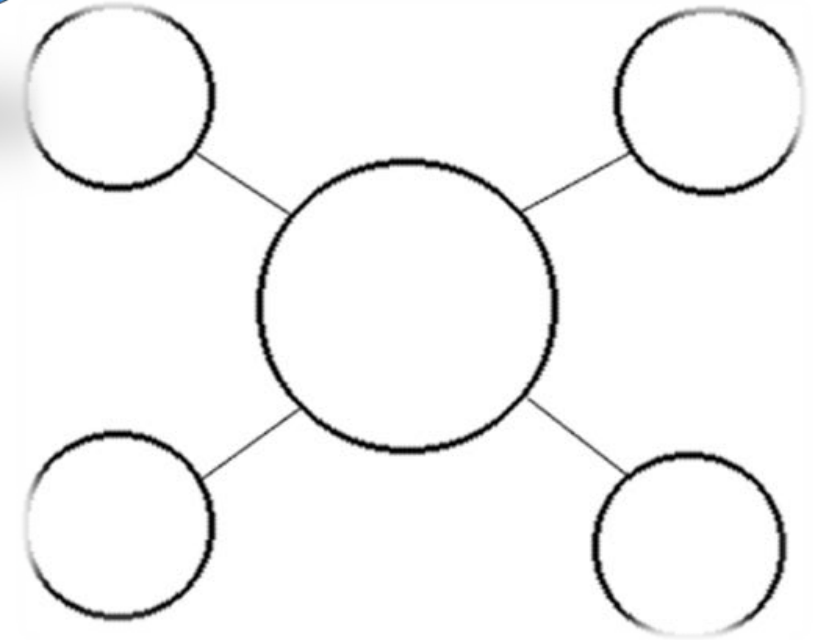
This is called a “*frame of reference*” or a “*filter.*”

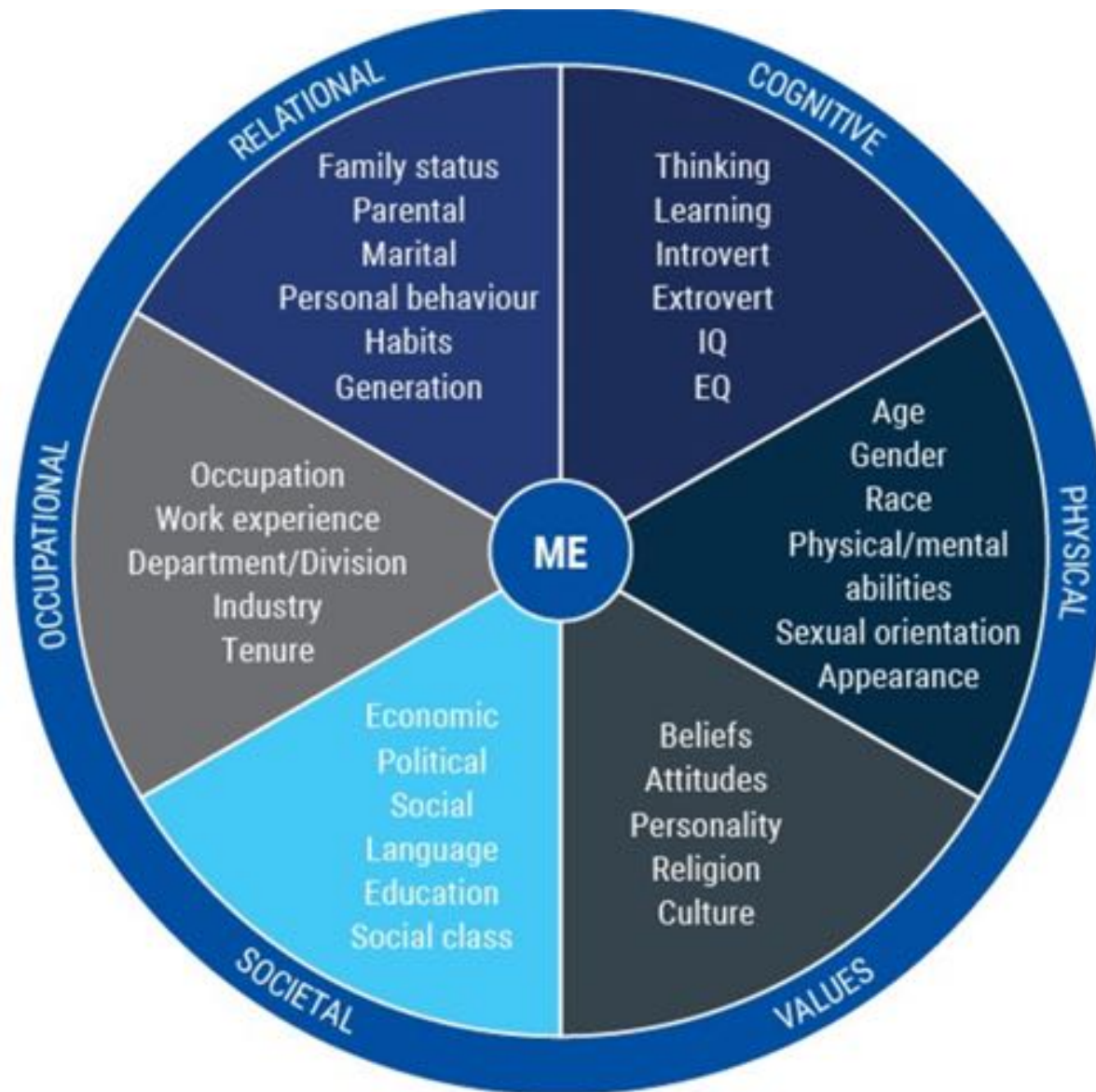
# Unconscious Bias

# EXERCISE: CIRCLES OF ME

## Individual – Part 1

- Write your name in the center circle.
- Choose 4 important aspects of your cultural identity in each of the 4 satellite circles.
  - How you describe yourself **NOT** how others view you

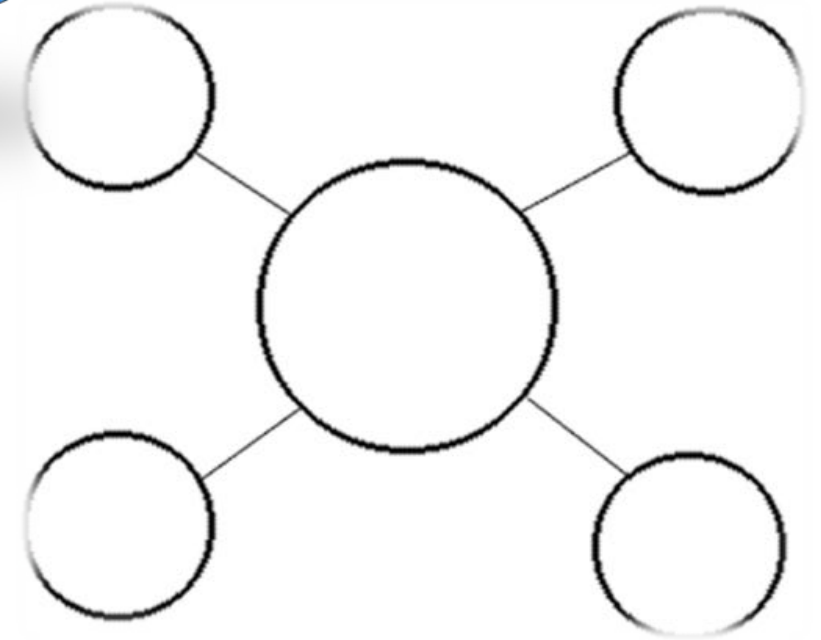




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## With a Partner – Part 2

- Share a story when you were **PROUD**
- Share a story when it was **PAINFUL**



# WHY DOES THIS MATTER?

Your “*frames of reference*” or “*personal filters*” impact not only how you see the world but also how you interact with other people and situations.









Others'  
Bias

Your  
Bias



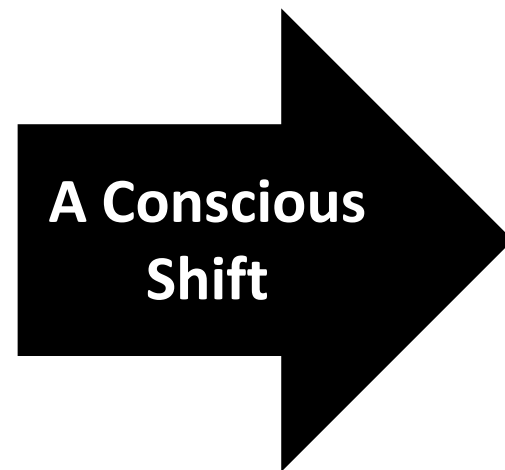
**A**cknowledge

**I**dentify

**M**anage



**Self Awareness**



**Self Management**



MOMENT TO  
REFLECT...

CHALLENGING THE STATUS QUO

***BELONGING*** is being somewhere ***YOU want to be*** and ***they want YOU***.

Fitting in is being somewhere you want to be, but they don't care one way or another.

***BELONGING*** is being accepted for ***YOU***.

Fitting in is being accepted for being like everyone else.

If ***I*** get to be ***ME***...I ***BELONG***.

If I have to be like you...I fit in.



# The Circle of Inclusion



Preferences



Essential  
Requirements



# ARE THEY DEFLECTING?

- ❑ **Individualizing** - *“It’s just her and where she was raised. She’s a good person.”*
- ❑ **Falsely equating incomparable acts** – *“I was poor and had to work hard for everything I have.”*
- ❑ **Diverting** – *“It’s not about gender. We need to look at other drivers like diversity of thought when addressing innovation.”*
- ❑ **Portraying the organization as overreaching** – *“Seems like we’re trying to implement quotas.”*
- ❑ **Prioritizing intent over impact** – *“The interview panel is created to put the people in front of the candidate who can best answer their questions.”*
- ❑ **Condemning through coded language** – *“Students with so many activities focused on their race/gender/ethnicity are usually a bit closeminded. I’m not sure we should partner with that student organization for talent.”*
- ❑ **Silencing history** – *“The female candidates are simply not as qualified as they need to be for our type of work.”*

# 3 STEPS TO MANAGE DEFLECTION

1

**Name It**  
(In Your Mind)

2

**Explore It**  
(Seek to  
Understand)

3

**Diffuse It**  
(Direct yet  
Respectful)



# LOOK INSIDE FIRST

BIAS

A judgement made even with compelling data and information to the contrary

UNCONCIOUS  
BIAS

A judgement made without being aware that we are doing so

*Both influence how we categorize, treat, engage and position both people and situations that we interact with on a daily basis.*

