



# Diversity, Equity, and Inclusion

A Blanchard Point of View

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# “No one of us is as smart as all of us.”

Dr. Ken Blanchard, Cofounder, Blanchard®

I've always liked the adage, “No one of us is as smart as all of us.” It's been a mantra for me ever since Don Carew, Eunice Parisi-Carew, and I first wrote about the concept in our book *The One Minute Manager Builds High Performing Teams*.

I learned early in my writing career that my own ideas and experiences would only take me so far. Real learning was going to come from the people I met and the new ideas I was exposed to.

I guess that's one of the reasons that out of the 65 books I've published over the past 40 years, only three have been solo affairs. Every other book was a collaboration with other authors or thought leaders. In each case, I learned from them and cherished them for what they brought not only to our writing but also to my life.

As I told my mom when she asked why I didn't write more books by myself: “Mom, I already know what I know.”

So when I was asked to contribute to this *Perspectives* paper on diversity, equity, and inclusion, I immediately thought of people I could invite to provide perspectives outside of my own on this important topic. I think we continually need to challenge our unconscious biases and discover the good in each of us. My mother taught me everyone has a pearl of goodness inside of them that you will find if you look for it.

I've also learned that the biggest challenge to change is the human ego. I like to think of EGO as Edging Good Out because of the way it always distorts, always compares, and always works to separate us.

I hope you will appreciate and be inspired by the different perspectives shared in this paper. We've drawn upon a diverse group of people within our organisation to share their thoughts on how we can address and make progress on one of the biggest challenges we face in our work environments today.



# Making Diversity, Equity, and Inclusion Work

**Dr. Greg Campbell, Senior Consulting Partner,  
Blanchard**

The issues of diversity, equity, and inclusion have reached a tipping point. I've seen corporate leaders around the country develop a new sensitivity, if not a new urgency, to expand their diversity, equity, and inclusion (DEI) efforts. These issues have long been a concern, but we're clearly at a watershed moment.

One change we're already seeing is that conversations once considered taboo are now happening in the workplace. The best conversations celebrate our similarities instead of magnifying our differences. Hopefully, these kinds of conversations will spill over to our homes and communities.

DEI initiatives in the workplace are incredibly important. They can help create a world that's fairer. But a DEI workplace effort requires inspired leadership. Many leaders who truly want to address the issues of diversity, equity, and inclusion don't have a plan or the skills to carry it out. And addressing these issues requires new skills and sensitivities.

## DEI Where I Work

I'm a DEI solutions architect and consulting partner at Blanchard. I've been here since 2018. I take great pride in running workshops and giving keynotes on these topics. It's incredibly gratifying to be part of such important work.

We at Blanchard believe that better and more frequent conversations are the keys to building relationships and changing hearts and minds about DEI. These conversations start with raising awareness. They let people know there is no blame or shame.

The goal is to consider the topic from different perspectives. This is one of our first steps when we facilitate DEI discussions, and I would recommend that other companies do the same. Everyone needs to know that you won't be calling out people about the past. Finger-pointing and that kind of thing have absolutely no place—you are inviting people to a conversation about the issues.

A DEI discussion starts with encouraging people to lean into the conversation wherever you are and meet people where they are. That's incredibly important. Everyone has to feel comfortable and safe.

Ken Blanchard introduced me to a way of thinking back in 2014 that was a defining moment for me. It really changed my life from a personal and a professional standpoint. He suggested that most people are doing the best they can, given their present awareness and understanding. And while that doesn't excuse what's happened in the past, it might help us move forward. That doesn't mean the conversations will be easy or hard. But they are necessary to increase awareness.

## Moving from Diversity to Inclusion

Vernā Myers is an inclusion strategist, social commentator, and author. I love this quote by her: "Diversity is being invited to the party. Inclusion is being asked to dance."

Mynasha Spencer, the founder and chief inclusion strategist at All of Us Together Co., also has a wonderful observation. She says: "Equality is giving everyone a shoe. Equity is giving everyone a shoe that fits."

Think back to your high school or college days when you went to a big social event. It was an awful experience if you stood in the back, arms crossed, feeling like you didn't belong. But it was an entirely different experience when you were participating in the event—when you were asked to dance. That's diversity and inclusion in action.

Equity means each individual or group of people is given the same resources or opportunities. It recognizes that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome.

In the workplace, diversity is being invited to the meeting. Inclusion is being given a voice in that meeting. So a foundation of DEI gives us an opportunity to participate—to be our authentic selves, to be valued, to share, to have our opinions respected.

What does this look like between managers and their teams? It's about partnering and having conversations where leaders and their team members collaboratively identify goals, challenges, and the kind of direction and support they need to succeed.

## DEI and Blanchard

Blanchard has long been committed to DEI. You can see it in our culture. It's a welcoming, friendly place where everyone is valued and respected. I really appreciate it. Part of that has to do with our company living SLII®.

Our SLII leadership development model is a wonderful framework for creating DEI because it provides a common leadership language and asks leaders to increase the quantity and quality of their conversations. SLII teaches leaders to focus on the individual—to take the time to understand what each person needs to flourish.

Other Blanchard programs improve cultural competence, which is the ability of leaders to see people's differences as an asset. When Ken Blanchard says, "No one of us is as smart as all of us," he means we all look at a problem from different angles. Someone who is different from you may have a valuable perspective, a unique insight, or an overlooked idea that is a game changer.

Ken's phrase prioritizes cooperation and collaboration because the group is more intelligent than the individual. It's a great equaliser. Everyone's opinions are important. It's DEI in action.

The quote also allows people to be less than perfect—and even wrong—because no one can know all the answers. And that takes pressure off us all, because no one is expected to have all the answers. When we act this way, we create the psychological safety that allows DEI to thrive. People don't feel they have to be perfect.

Here's another important distinction we teach. We don't want organisations to be "colour blind." Colour blind means you don't see and appreciate the colours you should be seeing. What we want, and what we all should be striving for, is to see, value, and appreciate differences—including colors—as an asset. It is seeing our differences as strengths.

### Meeting the Challenge

Even though we ask people to lean into the conversation and try to eliminate shame, blame, and guilt around DEI, it doesn't mean that the discussion will be easy.

Many leaders believe when they start talking about DEI, they have to have the answers. I like to say to them, "It's not about answers; it's about the process." Spoon-feeding people the answers won't change what they believe. It's through the conversation and process that people learn and change. It's where growth, discovery, and healing happen.

So what does a good process look like? It's holistic. DEI has to be woven into all aspects of an organisation's culture. But that's rare. Most businesses have a siloed approach; they see DEI as an HR initiative.

We believe DEI is not an initiative but an integral part of the organisational culture—and it is most effective when leadership is in partnership with HR and L&D. That's when people break down silos. One of the goals of our leadership development programs is to bring HR, L&D, and DEI leaders together to work as partners.

When it comes to DEI, you want everyone in the organisation to reflect about their openness and biases and how they manifest in the workplace. That means teaching people to look at each individual as they relate to a goal or task, have alignment conversations, and provide needed direction and support. Once we increase our awareness in these areas, we then must develop the mindset, skillset, and leadership behaviours that foster an inclusive culture.

But DEI is about more than having quality conversations. It's also about understanding the needs of the people who are having those conversations. It's about appreciating the unique contributions and perspectives we bring to the workplace. Making this happen is everyone's responsibility.

### Keys to Successful DEI Efforts

For organisations about to launch a DEI effort, I recommend starting at the top. This is a program that needs executive buy-in to succeed. People emulate those they admire and those in power. When employees see leaders acting a certain way, they're likely to do the same. So the executive team has to set the example.

Another step the executive team should take is asking, "What do we want to accomplish?" They don't need to have all of the answers; they just need to be transparent and authentic. They need to share information so that everyone knows what the company is trying to do and where it wants to go.

The next step in the process is to ensure your leaders develop DEI skills. It's a matter of creating the mindset and then providing the skills to succeed. Blanchard programs and solutions help develop the needed mindset and skills.

One of my mentors at Blanchard says, "Results move at the speed of relationships, but relationships move at the speed of trust." I believe trust matters.

It's all about being willing to have that initial DEI conversation. It may be hard at first, but don't give up. When you begin having conversations and begin building relationships, you will begin to build trust. That's when DEI intentions become a reality.





## Weaving Diversity, Equity, and Inclusion into an Organisation's Cultural Fabric

Dr. Nicole A. Johnson, Senior Consulting Partner,  
Blanchard

What makes a successful diversity, equity, and inclusion (DEI) initiative?

For workplace DEI initiatives to produce their promised changes, organizational efforts must be strategic in nature and embraced by senior leaders for the long term. Efforts to eliminate biases, prejudice, racism, and other hurtful "isms" must be constant. Leaders must foster a culture that celebrates differences while simultaneously rallying people around shared values, goals, and objectives that promote inclusion and equity.

Short-term activities and non-strategic DEI efforts promise progress, but over time, employees view occasional DEI training and other diversity-related events as inconsequential. It does not take employees long to conclude that low-impact DEI activities mean that senior leaders lack commitment to change and are only attempting to pacify. In other words, organizational actions are intended to be superficial.

A recent report from Glassdoor supports these assertions. It found that nearly half of respondents believe there's a gap between what employers say about DEI efforts and what they do. When organizations act this way, employees become disenchanted, which can fester into negative perceptions about the organization and its leaders.

DEI efforts must be woven into an organisation's cultural fabric. DEI goals and initiatives cannot flourish if they're a siloed function or treated as afterthoughts by leaders. Efforts require senior leaders to be brutally honest about the current state of diversity, equity, and inclusion in the organisation. HR professionals and learning and development practitioners should work with senior leaders to assess the current state of DEI in the organization. Next, senior leaders need to commit to and advance a change agenda that addresses gaps and create goals and strategies to achieve the vision. Successfully implementing a DEI initiative requires leaders who refuse to accept failure. They must have grit.

## DEI Where I Work

Workplace diversity efforts in the twentieth century emphasised numbers. Even organisations with the best of intentions focused solely on hiring individuals to increase the percentage of underrepresented and minority employees at an organisation. During this period, there was little effort to create a workplace environment and culture that helped people feel welcomed and accepted. The prevailing attitude was, “You need to fit in the best way you can. You need to assimilate to our way of doing and thinking.”

Human resources leaders were some of the first people to tell leaders that achieving diversity based on numbers was not working and would not work, as evidenced by high turnover and rampant dissatisfaction among employees.

Fast forward to today, and it is especially gratifying to see that many organisational leaders understand that diversity without inclusion and equity efforts leads to a dead end. Senior leaders are now trying to create and institutionalise efforts to attract a diverse workforce as they diligently work to ensure employees feel respected and valued, and have equal access. Leaders must identify and implement strategies that are best suited for an organisation’s culture and its workforce. Another challenge is sustaining momentum long enough to change hearts and minds.

We know inclusion and equity are the primary drivers for realising the full benefits of a diverse workforce. Our extensive work shows that DEI efforts require a multipronged approach. Leaders of others play a critical role in helping employees feel a sense of well-being and belonging. For individuals who are minorities or underrepresented in an organisation, their sense of well-being is inextricably linked to being valued for who they are. Leaders’ behaviors can create or destroy a culture of inclusion.

Our philosophy that “leadership is a partnership” is especially appropriate for inclusion. Partners do not mistrust each other, create us-versus-them environments, or engage in either explicit or subtle forms of communication that ignore, devalue, or question an individual’s worth.

We also recognise that equity is much harder work. The challenge is ensuring employees believe that fairness exists at the organisational level and see their leaders striving to be fair in word and action. Strategies to ensure equity include senior leaders taking responsibility for practices and policies that foster inequity and swiftly making substantive changes. Organisations must commit to equitable practices, which include transparency, exploration, and active listening. The goal is to uncover practices, policies, and norms that employees perceive to be unfair. At the individual level, leaders must consistently demonstrate leadership behaviours and practices that promote fairness.

## Communication Is the Pillar

Communication is foundational to building an organisation with a healthy culture. We are seeing more organisations embrace this belief. Organisations are identifying disconnects between where they are and where they want to be. They’re encouraging employees to have a voice, collecting data, benchmarking, and using surveys to make cultural assessments.

Creating a fair culture starts with high-quality conversations. This means helping leaders better understand their team members. The best leaders accept individuals for who they are and appreciate their unique strengths. Leaders must also partner with all team members to help them develop competence and commitment for their work goals. There is ample evidence proving that high-quality conversations build trust, help reduce biases, and create partnerships.

## DEI and Performance Management

If an organisation is committed to inclusion and equity, leaders must be held accountable for demonstrating supportive behaviours. Here are some helpful questions an organisation’s top leaders can consider:

- Have you identified and shared the specific DEI behaviours leaders should demonstrate?
- Are leaders recognised/rewarded for demonstrating appropriate DEI leadership behaviours?
- Are leaders held accountable when their behaviours aren’t aligned with DEI principles?
- Are you using valid assessments and feedback loops to determine the quality of relationships between leaders and their team members?

## The Promise of DEI

Everyone deserves to work in an environment where they can be their authentic self, where they feel respected for who they are, where their opinions are respected, and where they can thrive—regardless of their role.

DEI means that everyone has a story to tell and something of value to share. And it goes even deeper. From a human standpoint, we are all diverse. DEI is about recognising how we all can come together in the workplace to celebrate our differences and accomplish something remarkable.



# A Discussion about Diversity, Equity, and Inclusion

**Diana Johnson Urbina, Head of Coaching Services, Blanchard**

Diana Johnson Urbina has more than 22 years of experience executing strategic and tactical plans in organisational development and capability improvements. Before joining Blanchard, Diana spent seven years at Microsoft as the Director of Culture Transformation, where a diversity, equity, and inclusion (DEI) strategy was one of her responsibilities. Here is an edited version of a conversation we had with Diana about DEI.

## What's been your experience with DEI?

I spent seven years at X-Box as an executive coach and leading a culture transformation initiative and leadership coaching program. A big part of the culture transformation was working on DEI efforts. This was driven, primarily, by the need to rebrand X-Box from a product that appealed to white, middle-aged males to one that appealed to the whole family. This required a close look at internal practices and hiring to create the culture and brand changes.

I led numerous trainings and group discussions focused on content around biases, microaggressions, ethnicity issues, and intersectionality (how an individual's identity within one minority group can often intersect with the identity in another minority group). During one of the small group discussions, we read a book titled *That's What She Said*, which explored gender gap issues in business and learning, and the different approaches men and women can take to address them.

Throughout my career at Microsoft, as a woman in technology, I was considered a member of the minority group of women in IT, and identified as such. According to research in the book, since I am white and have blonde hair, the data shows that within my minority group, I have a significant advantage over women without these features. That was a big learning for me on perspective! No matter how much you may view yourself in the minority, there are often many others who are more disadvantaged than you.

## How do you foster an open and communicative environment?

Being curious is a great place to start. It means admitting you don't have all the answers and affirming that you do want to know others' perspectives. Research shows that when you ask people for their input and advice, they are much more likely to trust you. They're more willing to be open and communicative. It might not happen immediately, especially if people have had bad experiences, but the more you are interested and curious—humble and vulnerable—the more likely people are to share.

## How do you celebrate diversity of ideas and people?

I remind my team how much I need their perspective. I tell each of my team members how I specifically value their strengths and points of view. I'm so grateful because each one of them, and their differences and strengths, makes our team better. I attempt to share this message many times, in a variety of ways, to foster a sense of belonging.

## How can I encourage my leadership team to have DEI conversations?

It's important for top leaders to take a strategic approach as well as a personal approach. They must make DEI a part of the company strategy, communicate openly what that means, and share the actions that are being taken and the expected results. Also, leaders at all levels need to check in personally, one-to-one, with each employee. They should ask the person questions such as: "Do you feel like you belong here?" "Do you feel included?" "How can we improve inclusion?" "How do you think we're doing with diversity?" "What issues are important to you?"

If your leadership team arranges to have a conversation with a diverse group of individuals—some in the majority and some in the minority—you'll all get a better understanding of how you're doing as a company.

## How can you give DEI an important role in an organisation going through a significant amount of change?

Giving leaders prompts and expectations about inclusion is a good start. Inclusion and belonging are the critical foundation for the success of all other DEI efforts. The senior leadership team can send messages about how they're addressing the challenges, and frontline leaders can be working on these efforts on a more direct level. It's essential that everyone feels included and that they belong.

Be especially mindful not to buy a false narrative. If you're not checking in with people, you can easily make assumptions that everyone feels okay or feels like you do. But if there's even one person who doesn't feel included, it can have a significant effect on the rest of the team and, ultimately, the organisation.

### How can I combat skepticism?

Openly and frequently acknowledge the organisation's current state while reminding people that you are working toward a goal. Share plans and progress—or give reasons for lack of progress. Keep efforts top of mind by reminding people that DEI is important to you and to the company.

### How can I incorporate DEI principles into performance management and individual goal setting to encourage senior and middle managers?

Getting feedback from direct reports is a good way to determine the state of DEI in the organisation. Confidential 360-degree assessments are an excellent tool for this. Another way is checking in with managers. You could ask what they are doing to achieve DEI in the workplace and build DEI goals into their performance expectations.

If you don't set goals and check in with managers, you're sending a message that DEI is not a priority. Managers are likely to think, "Do I really have to do this if I don't have any DEI goals?" "Do I have to even think about DEI?" "If I had a goal, what would that look like?"

### How does one reach people who think they are open minded about DEI—but really aren't—without alienating them?

Take a factual, yet empathetic approach where they are showing up as "really aren't." If a colleague who claims to be open minded does something that causes you concern, share that with them. Explain that you want to share your perspective because you care about them and know how important it is to them to be open minded.



For example, if you notice a pattern of someone being excluded, you can use one instance as an opportunity to start a conversation. Say something like, "I noticed Jane wasn't asked for her input during our last meeting. I'm concerned it may cause her to feel excluded. It reminded me about the research on how excluding people can hurt the team's overall performance. I'm wondering what your thoughts are on how we might be intentional about making sure we check in with her and get her input."

You can also gently intervene in the moment. If you observe one person shut down another, you can say to the person who was shut down, "Jane, I'm curious about your perspective. Can you share?" This is one way to create inclusion while you help the person who excluded Jane be more aware of their behavior.

### Any words of encouragement for someone who's not sure if their company is ready for a DEI effort?

I see being a good leader and addressing DEI as the same thing. Separating the two can feel hard and confusing. To be a good leader, you need to create feelings of inclusiveness with a dash of empathy and a splash of curiosity. It's about setting aside your own style and adapting to what your team needs.

You don't do one thing for DEI and something different to be a good leader. Start with the desire to grow—to deal with your own hang-ups, biases, and issues. Be curious about others and their needs. The DEI efforts will come naturally.



## Don't Lose Your Natural Flavor

**Kristin Brookins Costello, Chief Human Resources Officer, Blanchard**

Diversity, equity, and inclusion (DEI) is rightfully in the spotlight, but most organisations don't have an effective strategy for it. I say this from experience. I worked as an HR professional for 20 years in the restaurant industry before I joined Blanchard as the chief human resources officer. Restaurants tend to have a diverse staff. From my time in that industry, I learned how cultural differences significantly affect teamwork. When people didn't feel like they could bring their whole, authentic self to work and be appreciated for who they were, it created issues.

By addressing these issues, teamwork really improved across all the different functions in our restaurants. People felt respected and included. And I thought of a new metaphor for DEI: We should think of it more like a vegetable soup than a melting pot.

### From Melting Pot to Vegetable Soup

America has always been thought of as a melting pot. But when you think of what a melting pot means, all the ingredients are put into one place and are melted together. You end up with one flavor profile. The flavor of all the ingredients has changed.

But what if we changed our thinking about DEI from a melting pot to vegetable soup?

In a great vegetable soup, there are many individual independent ingredients. They all make the soup, but each ingredient still has its own flavor profile. A carrot is still a carrot and tastes like one. It's not overwhelmed by the flavor profile of the other components.

That was a light bulb moment for me. I thought, "Oh my gosh! I get it."



### DEI Is a Journey

One of the things I'm striving for in our DEI initiative is that we give people the opportunity to grow instead of shaming them or clubbing them over the head with it. DEI is an extremely important journey that a company needs to embark on right away—but change is not going to happen overnight.

DEI requires more than a cookie-cutter solution. It's about finding out where you stand and what your organisation values, and weaving DEI into the entire cultural framework of the organisation.

The old way to look at DEI was, "Oh, that's just an HR or L&D initiative, and they're going to do some training and we're good." While HR and L&D do have responsibility to facilitate some of the components, in the end, DEI is a company-wide initiative that requires everyone's participation. And while it would be unfair to think that everyone's going to play an equal role, having different ways for people to contribute that match their own individual level of comfort is a good way to start.

### Just Start Where You Are

I want to encourage my colleagues who may be new to leading DEI initiatives to not feel like they need to be instant experts. Just recognize where you are on that continuum and reach out to others for support—whether they are inside or outside of your organisation. Also, remember that no one goes from being a beginner to being perfect overnight. It's okay to start slow. It's very hard to change attitudes, actions, and beliefs overnight. You can think of it this way: start a DEI initiative while you're keeping up with all your other responsibilities. Put your toe in the water, then immerse your legs, and keep going until you're ready to dive in. Along the way, your efforts are creating a safe space that removes fears people may have about DEI. It gives everyone permission to talk about it.

DEI isn't a kind of training we need to do, or something we need to add to our compliance repertoire. It's more about inviting everyone in and making people feel comfortable and appreciated for bringing their whole true self to work.

## We Have a Responsibility

Scott Blanchard, President, Blanchard

I recently took on the role of president of Blanchard—the training and consulting firm cofounded by my parents. I'm a white male, educated and raised by entrepreneurial parents, both with doctorates, who provided a resource-rich environment for my sister and me. We grew up in Amherst, Massachusetts, an affluent college town, and in San Diego, California, where I still live.

My parents always gave me a strong sense of valuing people for who they are and a strong belief in the importance of self-awareness. I was also raised with the admonition first taught to my father by his mother: "Don't ever think you're better than anybody else, but also don't let anybody else think they're better than you."

Even though I grew up in a college town where I was accustomed to diversity, I wasn't completely prepared for the experience I had as a part of a two-year masters program in organisation development. I really didn't understand the degree to which so much of the program was going to be based on understanding ourselves and our biases. There were 28 of us in a cohort class and I was one of just seven men. That meant we had 21 women in our group including eight or nine black women, five or six white women, and six or seven women from other ethnic and racial groups.

All of us were studying to become ODI professionals. And much of the program was based on knowing yourself and understanding your biases so that you can better serve your clients. That's important because to be a good consultant, you have to understand the general biases you have and your views on the world you're coming from as well as where other people are coming from.

That was the early 90s and I learned—on a daily basis from my classmates—to recognise the different experiences we had in this world and to have empathy for others as we pursued our common goal.

The experience stuck with me and has framed my experience over the past 30 years as I worked in this field and eventually took on leadership roles within my parents' company. Like many people, I have watched the way diversity training began in the late eighties as a real practice area. Since then, there has been a lot of good work around it—including many stops and starts.

But during it all, the professionals with a heart for the work have continued to advance, expose, and expand the field—and most importantly, point out where we still need to go.

As a company operating in the leadership, learning, and talent development space, we recognise that we have a responsibility to provide help in this adjacent field.

We also recognise the expertise and credibility that comes from people who have dedicated themselves to a body of work over a period of time. So we've been actively working to partner with respected DEI firms to bring their content expertise to our clients' organisations.

And finally, we know that we have additional work to do in our own organisation. We have started having open Zoom calls and dialogue to provide our people with an opportunity to talk about their experiences. We've used content from our partners at Vernā Myers and technology from Circles to provide those opportunities over the past six months.

We're also looking at the composition of our workforce and what can we do to be more proactive advocates for diversity, equity, and inclusion, rather than just, "Hey, we're a good company, we support it." How can we actively advocate and create opportunities for people, individually and collectively, who have less privilege than we do?

We are convinced this an inside-out proposition. It's not possible to offer anything to our clients around DEI if we have not taken the time to invest in it both as a company and personally.

It's a journey—and sometimes it's uncomfortable. That has always been a reason for me to lean toward a challenge. If something's difficult, I think we need to move toward it with a spirit of asking and inquiring rather than move away from it.

**Talk about it. Ask. Be awkward. We all need to move into diversity, equity, and inclusion conversations. You might fumble the ball as you move toward it, but with a heart of discovery, authenticity, and understanding, everything will turn out well.**



Blanchard® is a global leader in leadership development, consulting, and coaching. For more than 40 years, Blanchard has partnered with organisations to maximise individual achievement and organisational performance—bringing measurable progress and true transformation. Blanchard's SLII® is the global leadership model of choice, powering inspired leaders for more than 10,000 organisations worldwide. Blanchard also offers a suite of award-winning solutions through flexible delivery modalities to meet the specific needs of clients and learners.



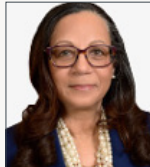
### **Dr. Ken Blanchard, Cofounder, Blanchard**

Few people have influenced the day-to-day management of people and companies more than Ken Blanchard. A prominent, sought-after author, speaker, and business consultant, Ken is respected for his lifetime of groundbreaking research and thought leadership that has influenced the day-to-day management and leadership of people and companies throughout the world.



### **Dr. Greg Campbell, Senior Consulting Partner**

Gregory Campbell, PhD, is a Consulting Partner and Diversity, Equity, and Inclusion (DEI) Solutions Architect for Blanchard. He is successful with frontline, mid-level, executive, and senior-level executives and managers due to more than 25 years of diversified, full-spectrum senior executive service (SES) experience leading highly complex federal government organizations.



### **Dr. Nicole A. Johnson, Senior Consulting Partner**

Nicole Johnson, PhD, is a Consulting Partner for Blanchard. Her consulting and delivery styles focus on meeting the needs of her clients through a very considered and thoughtful emphasis on adult learning and real-world application. Since joining Blanchard, Nicole's focus has been on helping individual contributors and leaders at all levels use the SLII framework to enhance their performance and establish high-quality relationships.



### **Diana Johnson Urbina, Head of Coaching Services**

Diana Johnson Urbina has more than 22 years of experience executing strategic and tactical plans in organizational development and capability improvements. She specialises in coaching executives through change, with a focus on team dynamics and business performance, as well as consulting on maximizing the impact of leadership development initiatives through coaching.



### **Kristin Brookins Costello, Chief Human Resources Officer**

Kristin Brookins Costello is responsible for the strategic planning, development, and implementation of Blanchard's people strategies and its overall human capital experience. As the leader of human resources, she works to drive people initiatives related to organizational performance that shape a strong culture of results, continuous improvement, and growth.



### **Scott Blanchard, President**

Scott Blanchard, President of Blanchard, has more than 25 years of experience at Blanchard, which includes a number of senior positions in product development, sales, and delivery. An energetic innovator, Scott is cofounder of Blanchard Coaching Services, which has democratized corporate coaching with its Coaching Management System and provided highest-caliber coaching to more than 10,000 clients worldwide since 2000.