

“You Don’t Need Five Point Guards”

Leveraging Diverse Teams to Improve the Bottom Line



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THE BUSINESS CASE

Snacks, Hockey, and what the research tells us about the benefits of diverse teams.





The Isolated Choice Effect

When making repeated selections in isolation, people are more likely to make the same choice over and over. That choice generally represents their prototype or an “ideal” selection.



RYE CHIPS ARE OBJECTIVELY THE BEST SNACK...FIGHT ME

The isolated choice effect is human nature

It comes from a basic instinct to:

- Hedge scarcity
- Maximize immediate gains.
- Minimize risk.

WE DO THIS THIS WHEN BUILDING TEAMS TOO...



**“Playoffs in
three and
Stanley
Cup in six”**

Bill Foley
Owner, Las Vegas Knights



Sure, Jan.

**“How ‘bout
them
Knights?”**



We're Asking the Wrong Question

“How can my organization leverage business to solve its diversity problem?”

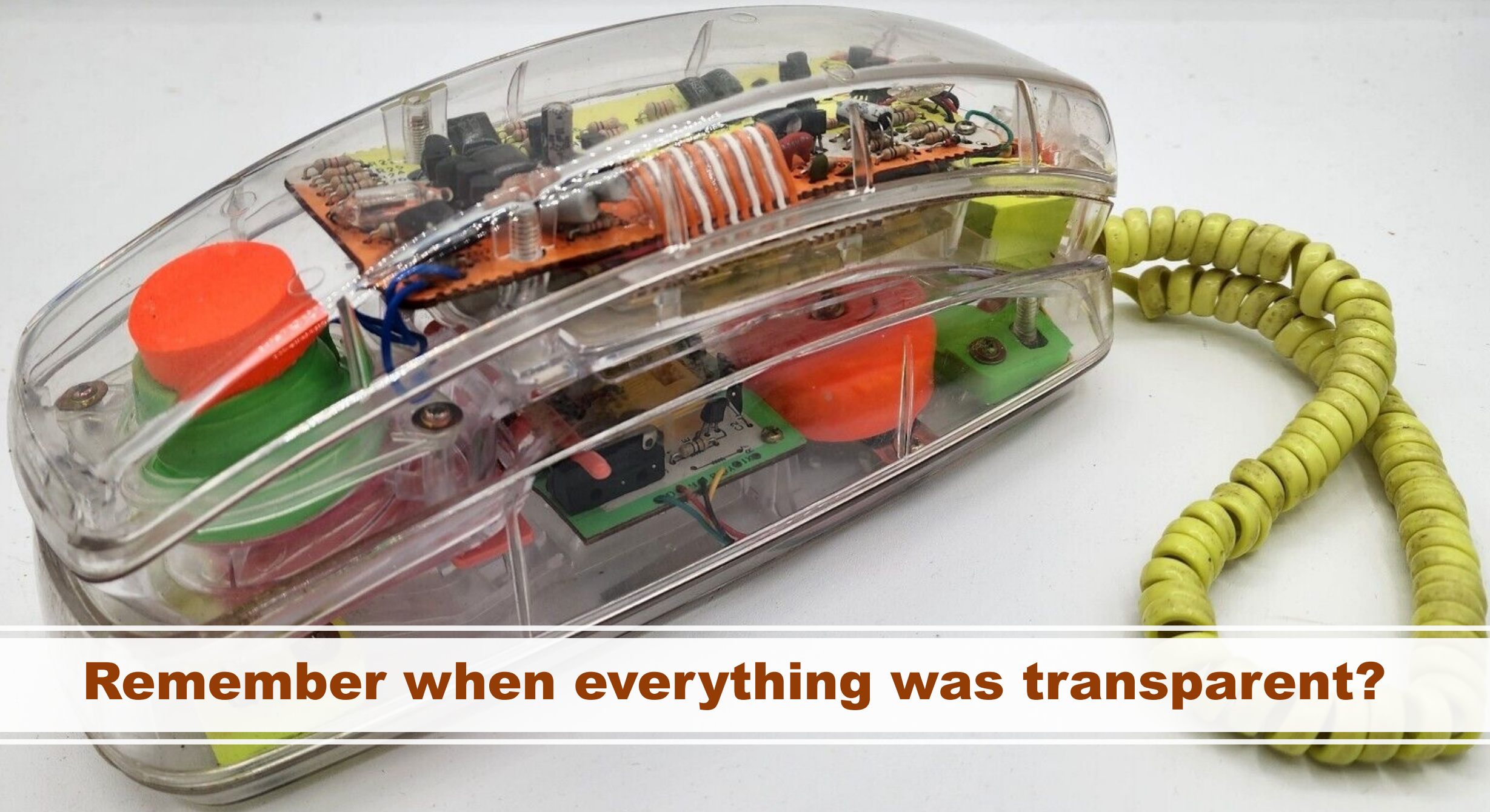
“How can my organization leverage diversity to solve its business problems?”



TRIPLE BOTTOM LINE STRATEGIES AND OUTCOME

How diverse teams drive positive outcomes for people,
profit, and planet.





Remember when everything was transparent?

Objects that have little use that we can't bear to get rid of become “paperweights.”

Unfortunately, beverage alcohol industry is full of “**diversity paperweights**” these days—initiatives, programs, committees, and more than are struggling to find relevance.

THAT'S BECAUSE WE'VE FAILED TO PURSUE TEAM DIVERSITY AS THE ASSET THAT IT CAN BE, AND LACKED CREATIVITY IN LEVERAGING THE DIVERSITY WE HAVE. WE BROUGHT A DEFINICT MINDSET TO THE PROJECT OF SOCIAL ADVOCACY.



Triple Bottom Line

A winning strategy that activates diverse, high performing teams.



Gen Z and Millennial Workers have **ESG** on their minds.

Insights From Deloitte's 2023 Gen Z and Millennial Survey

- High expectations for business among Gen Zs and millennials go largely unmet.
 - Believe that business leaders have a significant role to play when it comes to addressing social and environmental issues. But less than half believe business is having a positive impact on society.
- High cost of living is their top societal concern, with unemployment and climate change ranking second and third.
- Gen Zs and millennials are rethinking the role of work in their lives
 - Value remote and hybrid work and see its benefits.
 - Seeking Work/life Balance.
- Stress and anxiety levels remain high, and burnout is on the rise.
- Harassment in the workplace is a significant concern, particularly for Gen Zs.
- Climate change is a major concern for Gen Zs and millennials, but finances are making it harder for them to prioritize sustainability.

Are you with me so far?

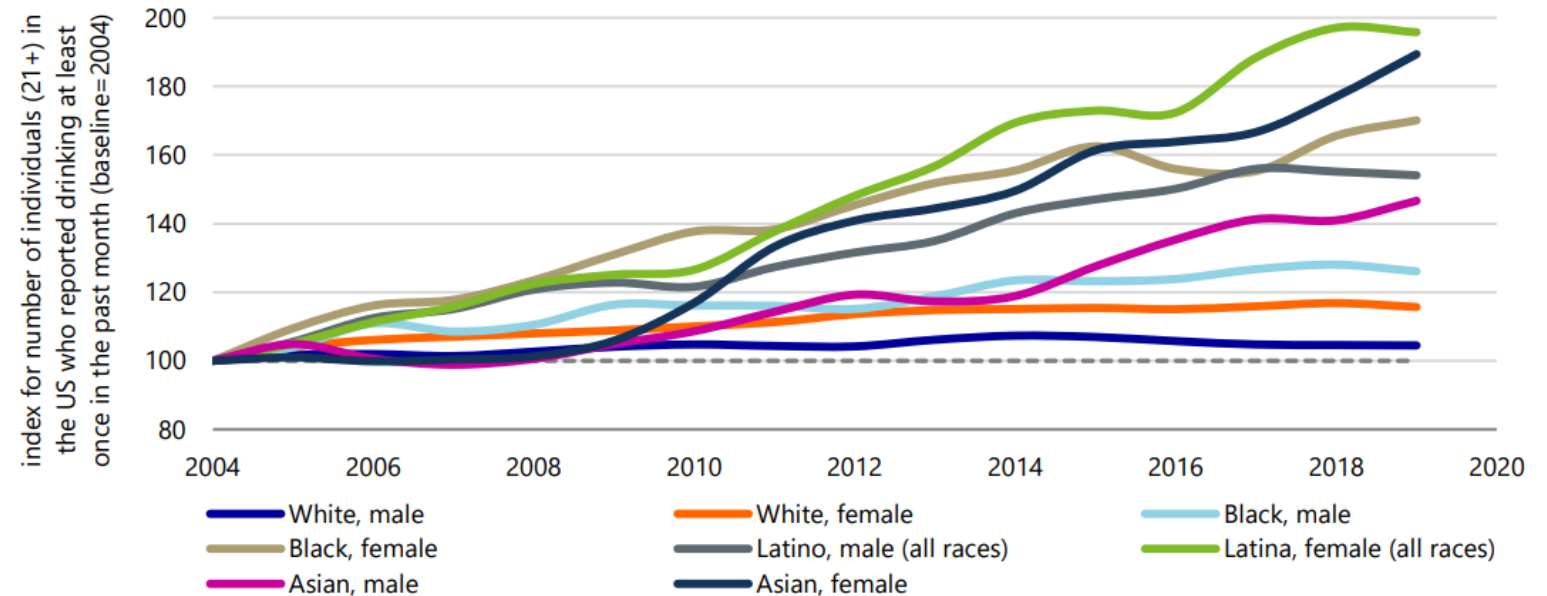
1. The isolated choice effect is a psychological mechanism that hinders team diversity.
2. But diverse teams are proven to be tremendous assets in addressing business challenges.
3. Many industry diversity and inclusion efforts have stalled because we've been thinking about diversity with a deficit mindset.
4. Triple Bottom Line strategies provide a framework for chucking diversity paperweights and counteracting the isolated choice effect.
5. And importantly...Triple Bottom Line strategies are a fruitful way to rethink the future of work.



Let's Work with a Relevant Example

New customers are not only changing—they **always do**—but their demographics continue to move further away from the segment's current drinkers.

Figure 5: The number of Black, Asian, and Latino individuals who use alcohol in the US is growing rapidly, especially women*

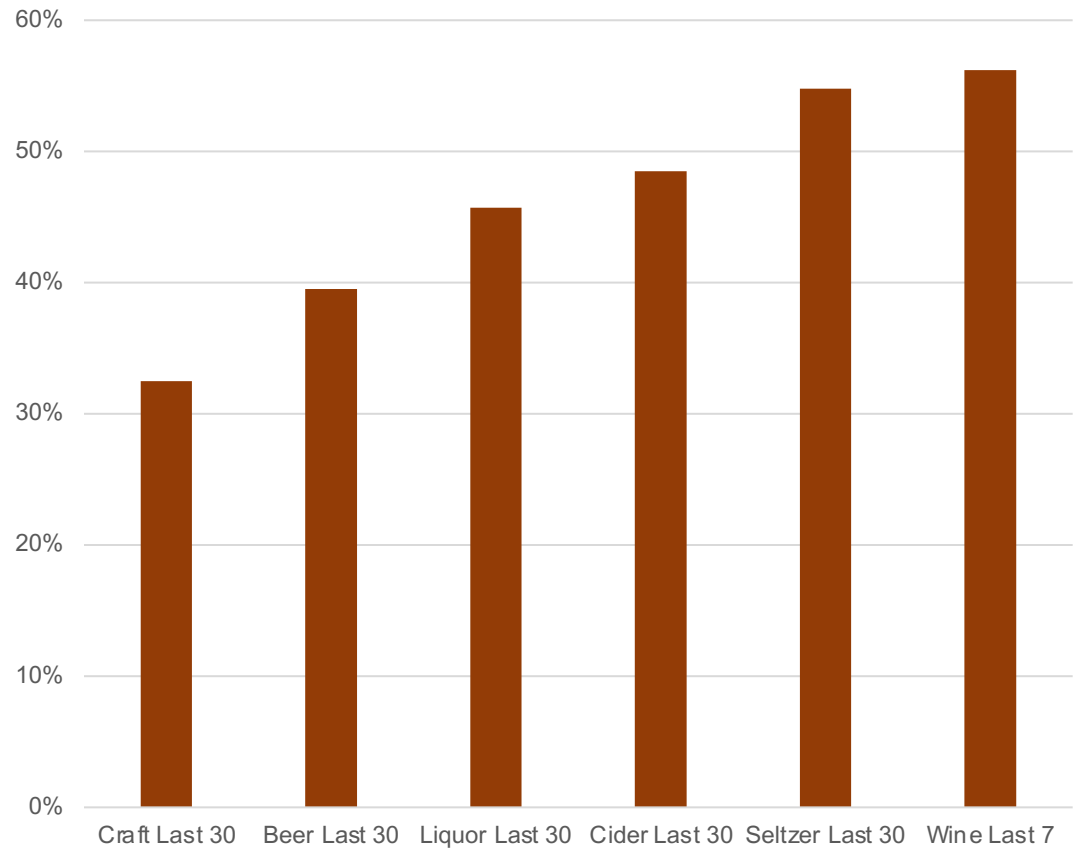


*Figure for Asians includes individuals 12+, not 21+.

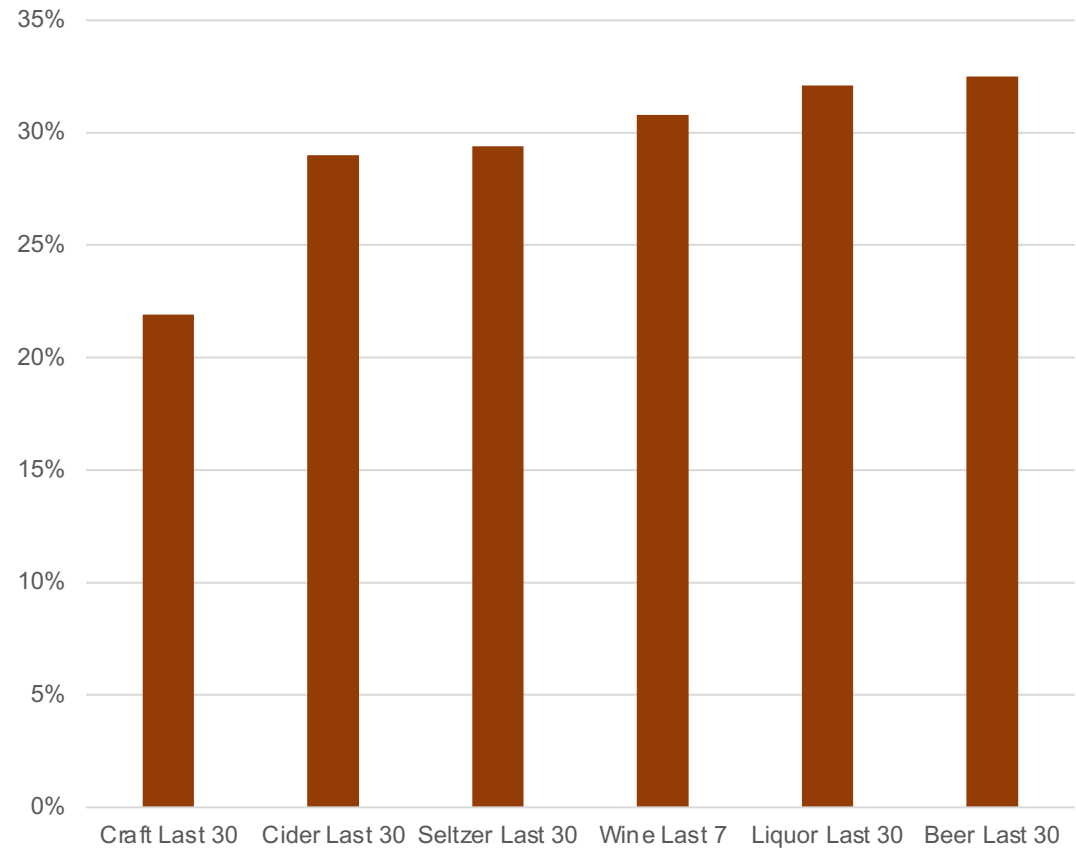
Source: NSDUH, Rabobank 2020

What segment is capturing these growing demographics?

Women as % of Drinkers



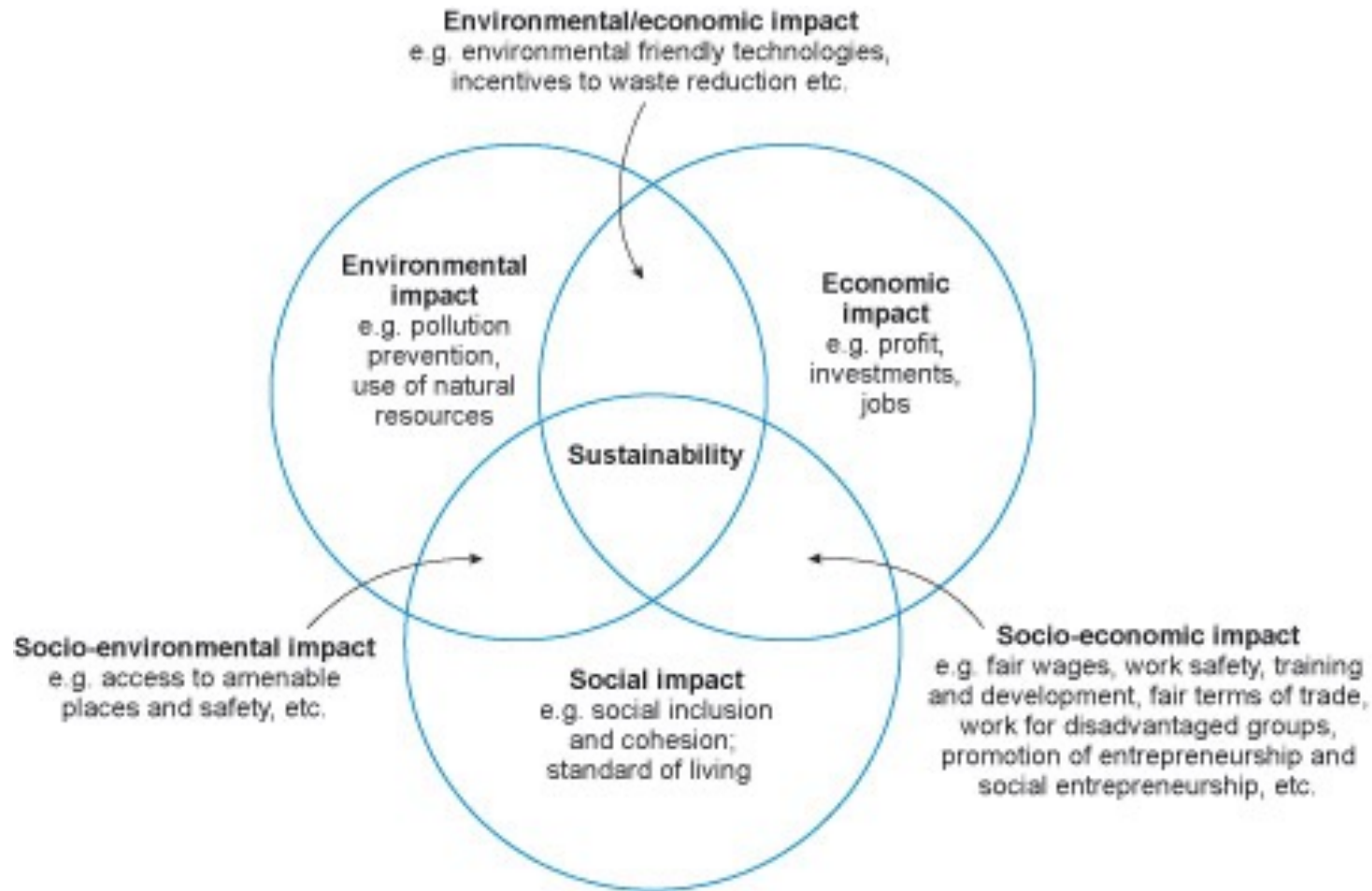
Total BIPOC as % of Drinkers



Let's Do Some Brainstorming



What does a Triple Bottom Line Solution Look Like?



Triple Bottom Line Considerations

Environmental Impact

Alignment with environmental issues of interest to relevant communities.

Environmental-Economic Impact

Alignment with conservation, prevention, reuse, and renewal efforts that resonate with relevant communities.

Economic Impact

Communicating value, providing job opportunities to, and making investments in relevant communities.

Socio-Economic Impact

Fair hiring, promotion practices, and wages. Mutually beneficial relationships with relevant community partners. Purpose driven procurement practices.

Social Impact

Philanthropy opportunities for relevant communities. Event and product partnerships. Improvement of standard of living and/or enjoyment.

Socio-Environmental Impact

Investment in and access to safe, enriching, and welcoming spaces and places for relevant communities.

**Triple bottom
line strategies
require
different ways
of thinking and
experiences...**

SO DO OTHERS!



STRATEGIES FOR BUILDING DIVERSE TEAMS FOR BETTER PERFORMANCE



Ditch the Deficit Mindset, Use **Asset-Based** Thinking



Hire for **Culture Growth**, Not Culture Fit



Be Prepared to **Do the Work**. The ROI is Worth It!





Goal-Directed Processes

- Your hiring goals should **NOT** be a moving target.
- Use job announcements and strategic priorities to guide your process.
- Connect goals to the broader mission/purpose and function of the organization



Building Dream Team

**“We Need to
Cover
Thursdays in
the Taproom”**

Organizational Goals and
Strategic Priorities

Pain Points and Gaps in
hiring area.

Knowledge and Skills
Needed to Fill Gap

Job Announcement and
Placement

STRATEGIES FOR MANAGINE AND OPTIMIZING DIVERSE TEAMS



Create Systems That Make Space for Diverse Approaches

Make Dedicated Time for Ideation

- Resist organizational inertia!

RACI Framework for Accountability

- Responsible
- Accountable
- **Consulted**
- Informed



Use Role Assignment in Decision Making

- **Point Guard** – Bring issues to the table and delegate tasks.
- **Shooting Guard** – Propose solutions and new ideas at high rate.
- **Small Forward** – Be flexible and adaptable and provide support where needed.
- **Power Forward** – Execute complex tasks at a high level.
- **Center** – Provide the GSD muscle.

THE FIRST RULE OF FIGHT CLUB IS _____.



Be Ready For Conflict

Conflict occurs when **interdependent parties** have an **expressed disagreement** and a **shared need for resolution**.

- Conflict is inevitable in diverse teams.
- Conflict is not good or bad. It is either managed productively or poorly.
- Innovation and productive conflict are positively correlated.

Make Sure Diverse Team Successes are Part of Your “Organizational Lore.”

The stories told around the water cooler are more indicative of your culture than your formal policies.

Those stories:

- Establish norms
- Establish expectations
- Provide frames for interpretation



WHERE YOU CAN FIND MORE RESOURCES



The Difference is about how we think in groups — and how our collective wisdom exceeds the sum of its parts. Why can teams of people find better solutions than brilliant individuals working alone? And why are the best group decisions and predictions those that draw upon the very qualities that make each of us unique? The answers lie in diversity — not what we look like outside, but what we look like within, our distinct tools and abilities.



Scott E. Page

THE DIFFERENCE

HOW THE POWER OF DIVERSITY
CREATES BETTER GROUPS, FIRMS,
SCHOOLS, AND SOCIETIES



Resource Hub

(BA Members...Build Your Roster!)



**DIVERSITY AND INCLUSION FOR
SMALL AND INDEPENDENT BREWERS**



Laying the Groundwork

The first resource in a five-part series



**DIVERSITY AND INCLUSION FOR
SMALL AND INDEPENDENT BREWERIES**



Best Practices for Implementing Diversity and Inclusion: Diversifying Your Fans

The second resource in a five-part series

**DIVERSITY AND INCLUSION FOR
SMALL AND INDEPENDENT BREWERIES**

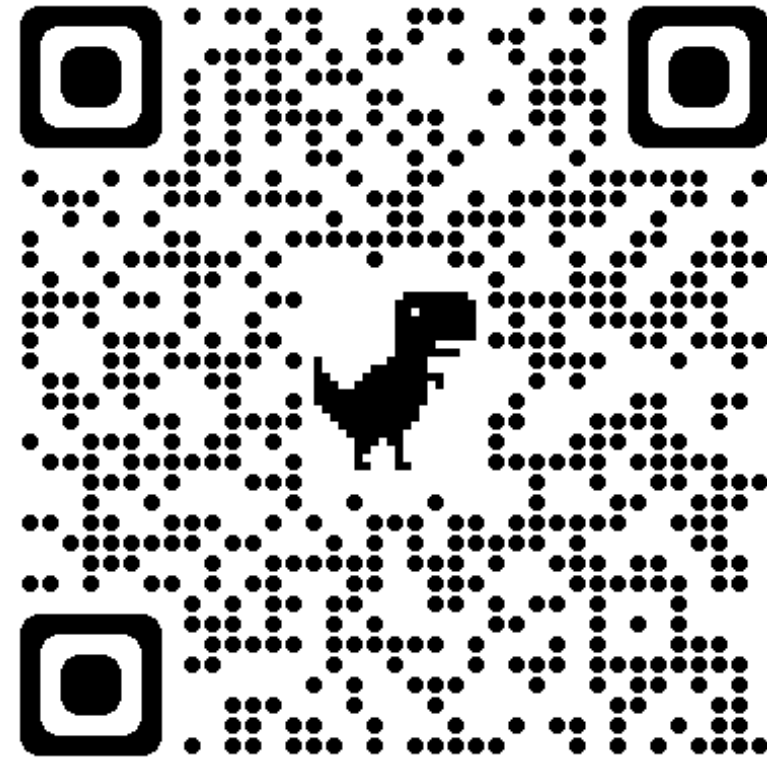


Assessing Your Efforts

The fifth resource in a five-part series



DEI, HR, & WELLNESS



QUESTIONS?

You can reach me at
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