

# A Case Study: D&I Strategy Development for Blue Cross Blue Shield of Michigan 2015 - Present



# A Case Study: D&I Strategy Development

## Overview

Type of Project: *Ongoing D&I Strategy Development*

Industry: *Healthcare, non-profit*

Stakeholders: *7,000 +*

Project Life Span: *7+ Years*

Location: *Michigan*

## Our Approach

Developing and implementing a sustainable diversity and inclusion strategy takes time. It is The Winters Group approach to engage, educate, embed, and evaluate as shown in the diagram below.

We believe that senior leader buy-in and engagement is critical and that the strategy should be developed by a group of leaders brought together under the umbrella of an executive inclusion council. If HR develops the strategy in isolation it will be more difficult to obtain buy-in and become sustained.



## Method

The Winters Group has been a strategic partner with Blue Cross Blue Shield of Michigan since 2009. We worked with BCBSM in developing D&I strategy, diversity council development, administering the Intercultural Development Inventory (IDI) to 300+ leaders, and facilitating leadership training. Currently, The Winters Group is delivering cultural competence training to BCBSM entire workforce (~7000).

The Winters Group partnered with BCBSM to develop and implement their three-year Inclusion Strategy road map (below). The purpose of this engagement was to devise an effective strategy to integrate inclusion at all levels of the organization, one "tier" at a time. In the first year of the diversity and inclusion initiative, then Chief Diversity Officer Equilla Wainwright established a Diversity Leadership Council (DLC) comprised of senior vice presidents from each business unit. They were charged with developing a three-year strategic plan for the enterprise.

The group met regularly for strategic planning sessions, facilitated by The Winters Group. Mary-Frances Winters, The Winters Group CEO & Founder, worked directly with senior leaders in developing their cultural competence and broadening their understanding of the business case of BCBSM and beyond. By the end of one year, these 18 leaders were committed, engaged and ready to implement the strategy that they had developed on an enterprise-wide level.

