



Inclusiveness:

***Planting, Cultivating, and Harvesting
the Insights of a Multi-national Team***

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Dow AgroSciences***



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Solutions for the Growing World

Inclusiveness: ...

- Outline of topics:
 - Inclusiveness across the generations: **WHY** it Matters ...
 - Minimize the hierarchy with **WHAT** roles are included in key processes
 - **HOW** to respect differences in international style for effectiveness ...
 - Closing thoughts

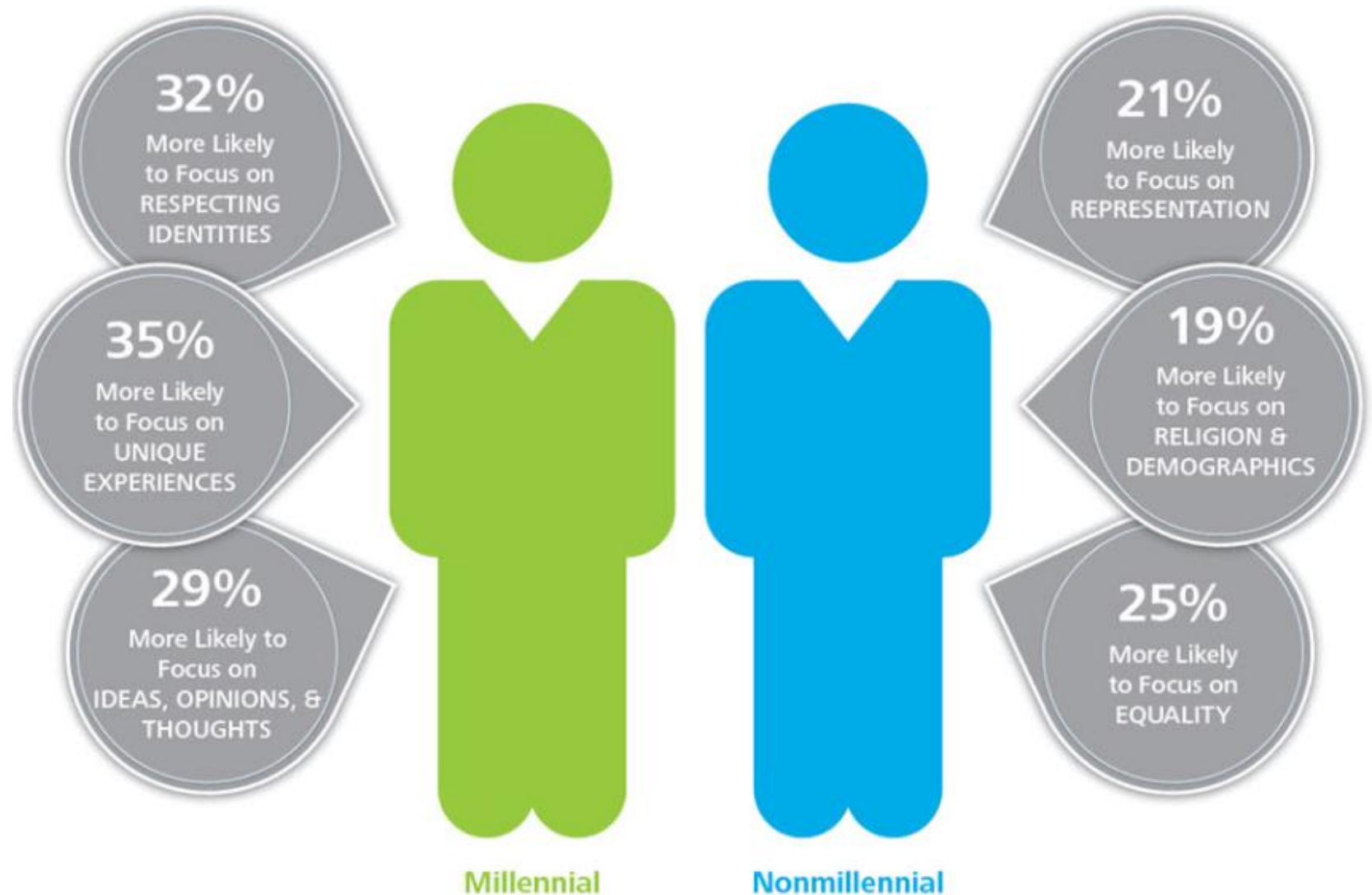
Cognitive Diversity ... Driven by Generational Values

- Cognitive Diversity blending of different backgrounds, experiences, and perspectives within a team
- Per a study by Deloitte and the Billie Jean King Leadership Initiative:
 - For millennials, inclusion is the support for a collaborative environment that values open participation from individuals with different ideas and perspectives that has a positive impact on business. Leadership at such an organization is transparent, communicative, and engaging.
 - For boomers and gen-Xers, inclusion is the business environment that integrates individuals of all of the above demographics into one workplace. It's a moral and legal imperative, in other words: the right thing to do to achieve compliance and equality, regardless of whether it benefits the business.

Cognitive Diversity ... Driven by Generational Values

- "The disconnect between the traditional definitions of diversity and inclusion, and the millennial definitions, is already causing business hardship." That hardship comes in the form of clashes with managers and upper-level executives who don't allow millennials to express themselves freely.
- "Millennials yearn for acceptance of their thoughts and opinions, but compared to older generations, they feel it's unnecessary to downplay their differences in order to get ahead"
- The survey cites that 71% of millennials don't always follow their organization's social media policies ... authority is tolerated, not embraced

Cognitive Diversity ... Driven by Generational Values



Cognitive Diversity ... Why it Matters

- Engagement ... 83% of millennials are actively engaged when they believe their organization fosters an inclusive culture, compared to only 60% of millennials who are actively engaged when their organization does not foster an inclusive culture.
- Perspective ... without engagement, the ideas, insights, and knowledge of the full team will not be considered when designing solutions or making decisions.
- Workforce Continuity ... finding loyalty and longevity as a key attribute of new hires is more difficult. People join companies, but they leave supervisors ... often the generation gap value system is the root cause.

Multi-national Companies Evolve with Generations Too

1950	1960	1970	1980	1990	2000	2010
BASF BAYER DOW DUPONT Allied Chem. AmCy BF Goodrich Boots Calif Spray Chem Co. Chemagro Chemisches Forsch Indust Ciba Eastman Kodak Geigy Gen Aniline & Film Gulf Hercules Hooker ICI Monsanto Mortin Salt Nuodex Prod Phillips Petro. Rohm & Haas G.D Searle Co. Schering Shell Internat. Socony-Vacuum Oil Co. Solvay & Co. Standard Oil USDA US Industrial Chem US Rubber Velsicol	BASF BAYER DOW DUPONT Allied Chem. AmCy American Oil Boehinger Boots Boots Chevron Chemagro Ciba Diamond E. Merck Eastman Kodak ESSO Fisons FMC Geigy Gen Aniline & Film Gulf Hercules Hoechst Hoffman LaRoche Hooker ICI Merck MGK Monsanto Morton Salt Murphy Oil NV Phillips Olin Math. Pennsalt Phillips Petro. Rhone Poulanc Rohm & Haas Ruhrchemie Sandoz Stauffer Schering Shell Internat. Shell US Spencer Chem. Sterling Union Carbide Universal Oil US Rubber USDA Velsicol Wyandotte	BASF BAYER DOW DUPONT Allied Chem. AmCy Boehinger Boots Chevron Chevron Ciba-Geigy Diamond Merck & Co Elanco ESSO Fisons FMC Gulf Hoechst Hoffman LaRoche Hooker ICI Mobile Monsanto Mortin Norwich Murphy Oil NV Phillips Olin Corp Pennsalt Phillips Petro. Rhone Poulanc Rohm & Haas Ruhrchemie Roussel UCLAF Sandoz Stauffer Schering Shell Internat. Tenneco Thompspn-Hayward Union Carbide Universal Oil Uniroyal Upjohn USDA Velsicol	BASF BAYER DOW DUPONT Abbott AmCy BFC Celamerck Chevron Ciba-Geigy Diamond Duphar Elanco FMC Gulf Hoechst Hoffman LaRoche Hooker Hercules ICI Maag Merck & Co. Mobile Monsanto Murphy Chem NOR-AM (Schering) Olin Corp. Occidental Rhone Poulanc Rohm & Haas Roussel UCLAF Sandoz Stauffer Shell Internat. Shell US Union Carbide Uniroyal Upjohn Velsicol Zoecon	BASF BAYER DOW DUPONT Abbott AmCy Ciba-Geigy FMC Hoechst ICI Merck & Co. Monsanto NOR-AM (Schering) Rhone Poulanc Rohm & Haas Roussel UCLAF Sandoz Shell Internat.	BASF BAYER DOW DUPONT Aventis AmCy Crompton (Uniroyal) FMC Isagro Novartis Rohm Haas Zeneca	BASF BAYER DOW DUPONT Isagro Syngenta

Number of **R&D-Based**
Agrochemical Companies
in the US and Europe

Multi-national Companies Evolve with Generations Too



Began in the 1950s as the agricultural unit of The Dow Chemical Company.

Entered joint venture to form DowElanco in 1989.

Today, a wholly owned subsidiary of The Dow Chemical Company.

1955

Begins as the agricultural unit of The Dow Chemical Company.

1989

Enters a joint venture with the Elanco Plant Sciences business of Eli Lilly and Company to form DowElanco.

1997

The Dow Chemical Company acquires 100 percent ownership of the joint venture and renames it Dow AgroSciences.

2013

We are a wholly owned subsidiary of The Dow Chemical Company and one of the world's leading agricultural companies.

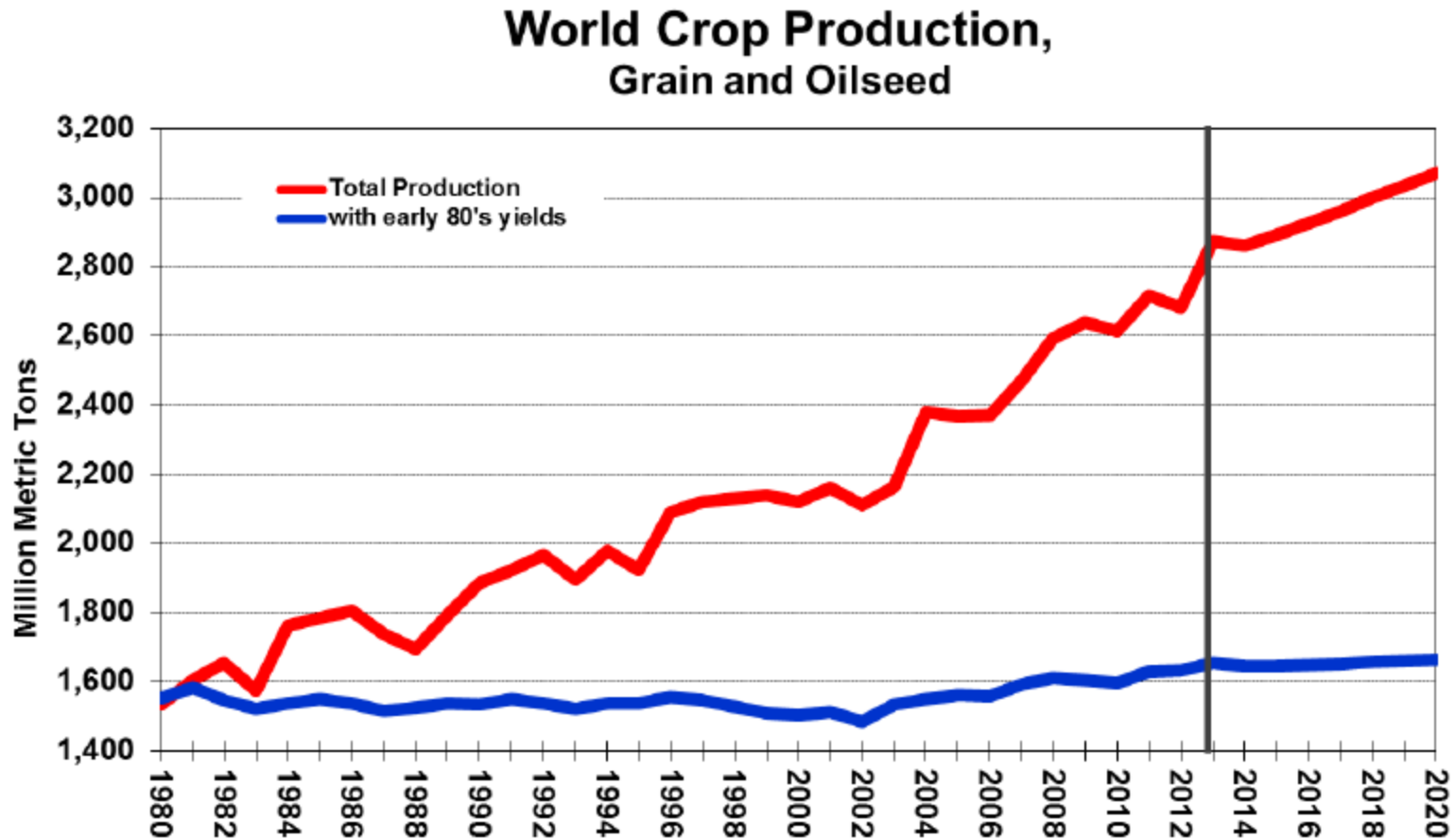


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Cognitive Diversity ... Beyond Generational Reasons

- Education ... Avoid the Ivory Tower or Education Bias
 - It's not the degree you have, it's the what you do with it!
- Regional Experiences ... Focus on the Ability, not on Application
- Seek Talent more than Experience ... Talent is Forever
- Outside Experiences ... Focus on problems solved and organizational success across multiple roles
 - Special attention is required to integrate experienced hires
- **Value Systems Must Align ... the “why” must be aligned in what we believe**

Ag Multi-Nationals believe Technology is a Tool in Ag ...



Source: Informa Economics

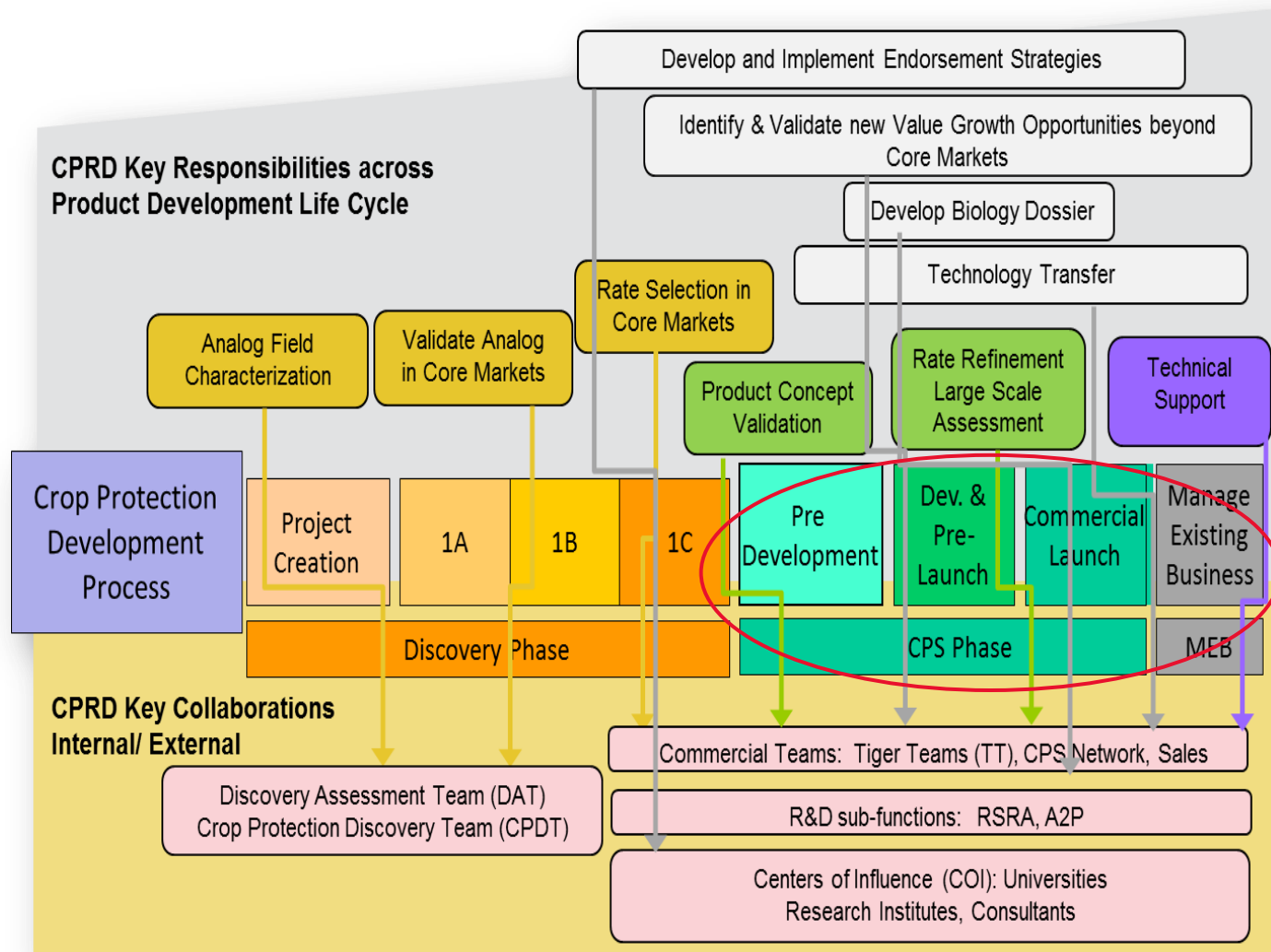


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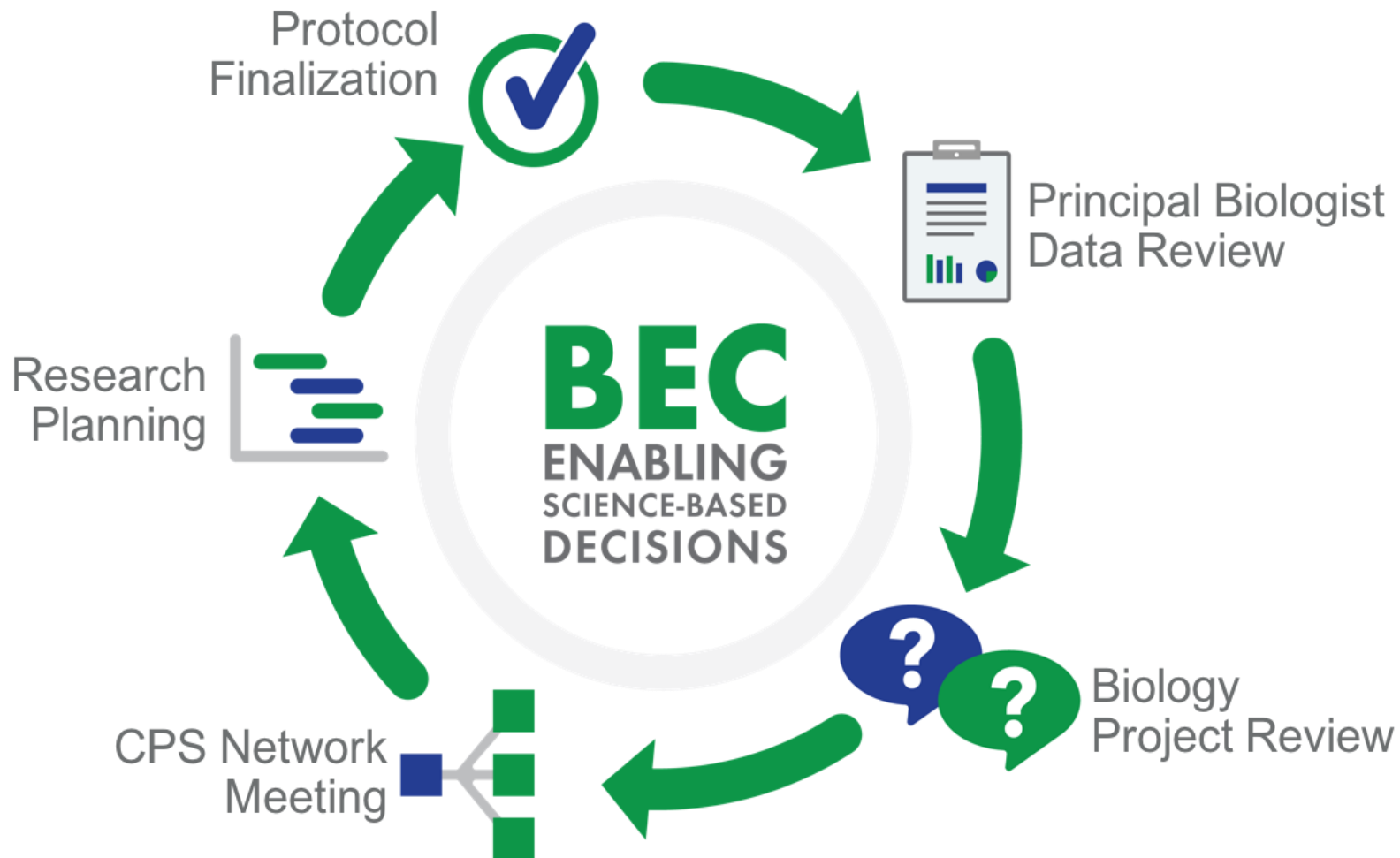
Overcoming Hierarchy...Design with Inclusion Intention

- Multi-National Companies are not Democracies ...
 - Officers are legally accountable for the conduct of the firm
 - Officers are accountable to shareholders for results
- Authoritative Hierarchy is a Legal Necessity ... But ...
 - Successful leaders are never “directive” or “authoritative” as a style
 - Effective work process takes hierarchy out of the day-to-day activities
- Our product development process defines “who does what by when” to manage a 8 yr long, \$200MM project across dozens of work groups
 - This is the opportunity to build an inclusive culture!
 - Management can “Challenge but not Change”

Product Development is VERY Complex!



Biology Excellence Cycle (BEC) Process



Principal Biologist Data Review

ACTIVITIES

During Meeting

- **DB and PB**
 - Determine reliability of trial data and ensures completeness
 - Review data analysis and individual trial conclusions
 - Identify and propose explanations for data outliers or unexpected outcomes
- **PB**
 - Ensures cross trial by protocol and cross year data summaries
 - Ensures all data outliers are fully reviewed and included in KAF

After Meeting

- **PB**
 - Consults with BTL to complete cross trial by protocol and cross year analyses and summaries
 - Proposes answers to key questions
 - Completes KAF presentation for Biology Project Review (BPR)
 - Proposes Star Chart and Biology TAI document revisions in the KAF
 - Proposes key questions for future research



Biology Project Review

ACTIVITIES

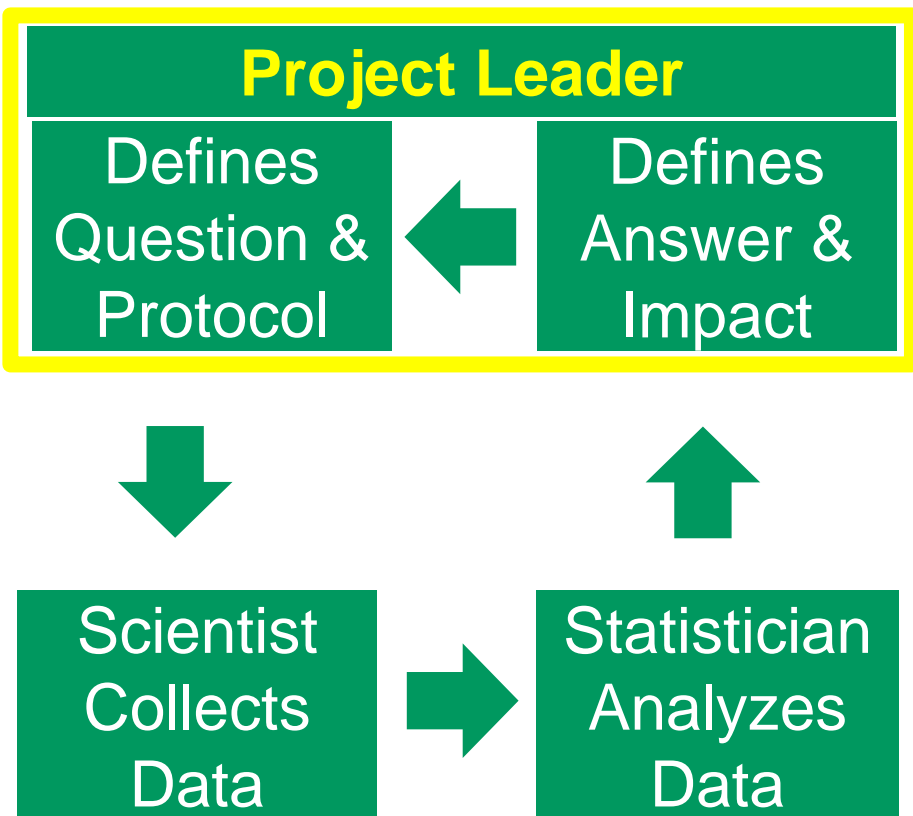
After Meeting

- **PB**
 - Conducts frequency analysis and completes Star Chart update
 - Completes Biology TAI update
 - Updates KAF based on outcomes of Biology Project Review peer review
 - Submits final KAF to DSP and/or SAGE
 - Refines list of future key questions
- **BTL**
 - Reviews and critiques all key questions recommended for future research
 - Keeps PDL/RDL informed about future resource needs
 - Provides PB and DB responsible for regulatory document preparation with clear direction and timelines for document completion, and communicate these needs to BP to whom PB and DB report

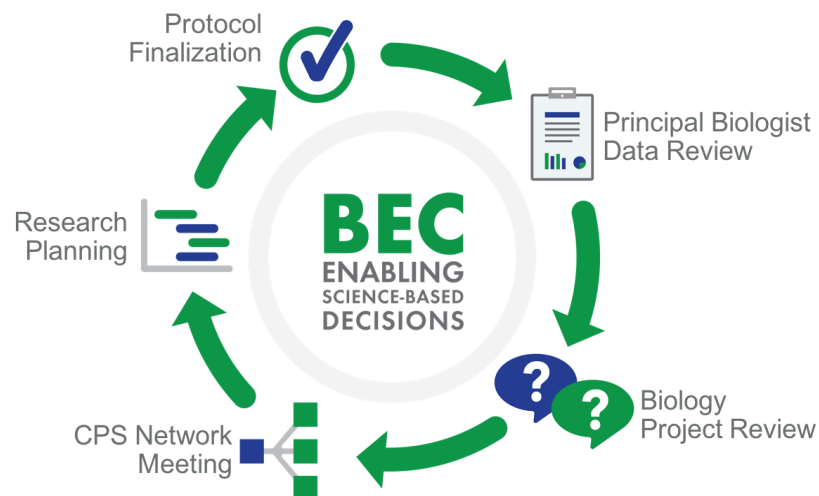


Designing Work Processes with Inclusivity in Mind

- Hierarchical Approach

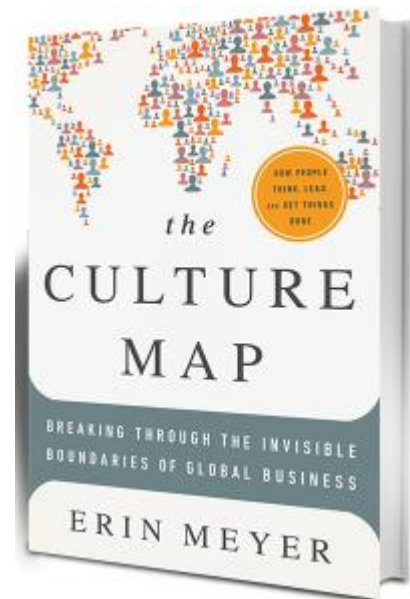
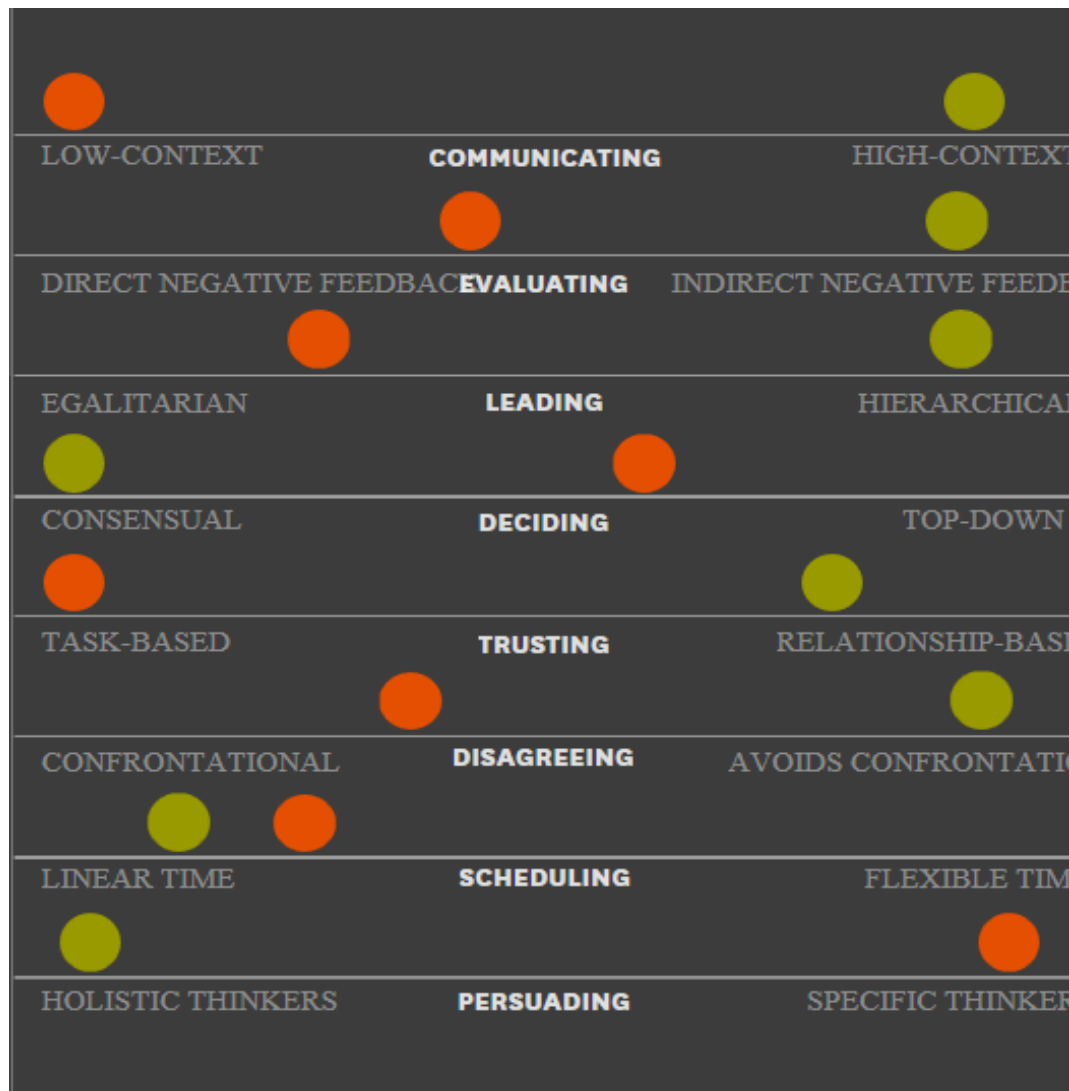


- Inclusive Approach



- Framework for **Peer Review** and **Inclusiveness**
- **Validation** for Product Concept Performance
- Comprehensive **Research** Design
- Uniform Research **Communication**

The Culture Map Concept by Erin Meyer ... “The How”

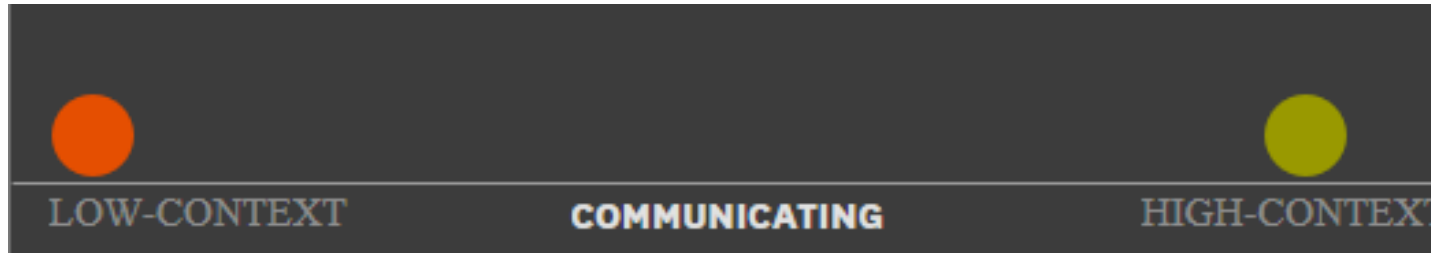


“How” to be Inclusive Across Cultures ...

- Communicating (US vs. Japan)
 - Low Context: Good communication is simple, precise, and clear. Messages are expressed and understood at face value. Repetition is appreciated if it helps clarify the communication.
 - High Context: Good communication is sophisticated, nuanced, and layered. Messages are both spoken and read between the lines. Messages are often implied but not plainly expressed.

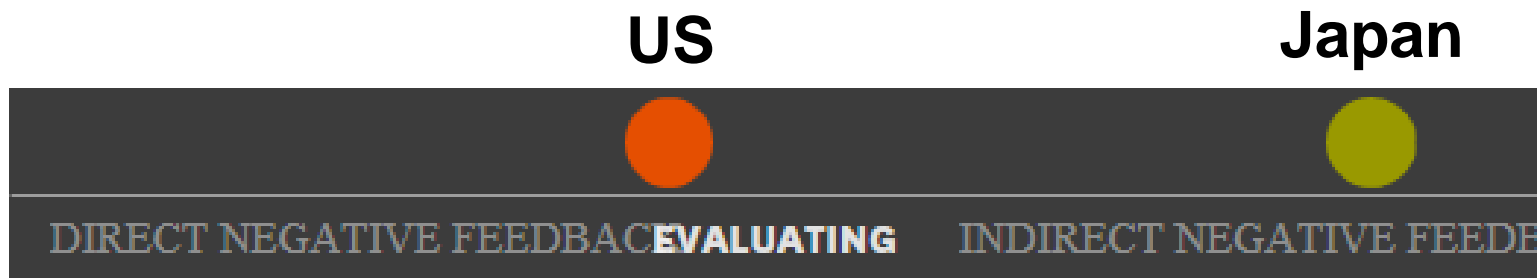
US

Japan



“How” to be Inclusive Across Cultures ...

- Evaluating (US vs. Japan)
 - Direct negative feedback: Negative feedback to a colleague is provided frankly, bluntly, honestly. Negative messages stand alone, not softened by positive ones. Absolute descriptors are often used (totally inappropriate, completely unprofessional) when criticizing. Criticism may be given to an individual in front of a group.
 - Indirect negative feedback: Negative feedback to a colleague is provided softly, subtly, diplomatically. Positive messages are used to wrap negative ones. Qualifying descriptors are often used (sort of inappropriate, slightly unprofessional) when criticizing. Criticism is given only in private.



“How” to be Inclusive Across Cultures ...

US

US

US

Japan

US

US

Japan

Japan

Japan

Japan

Japan

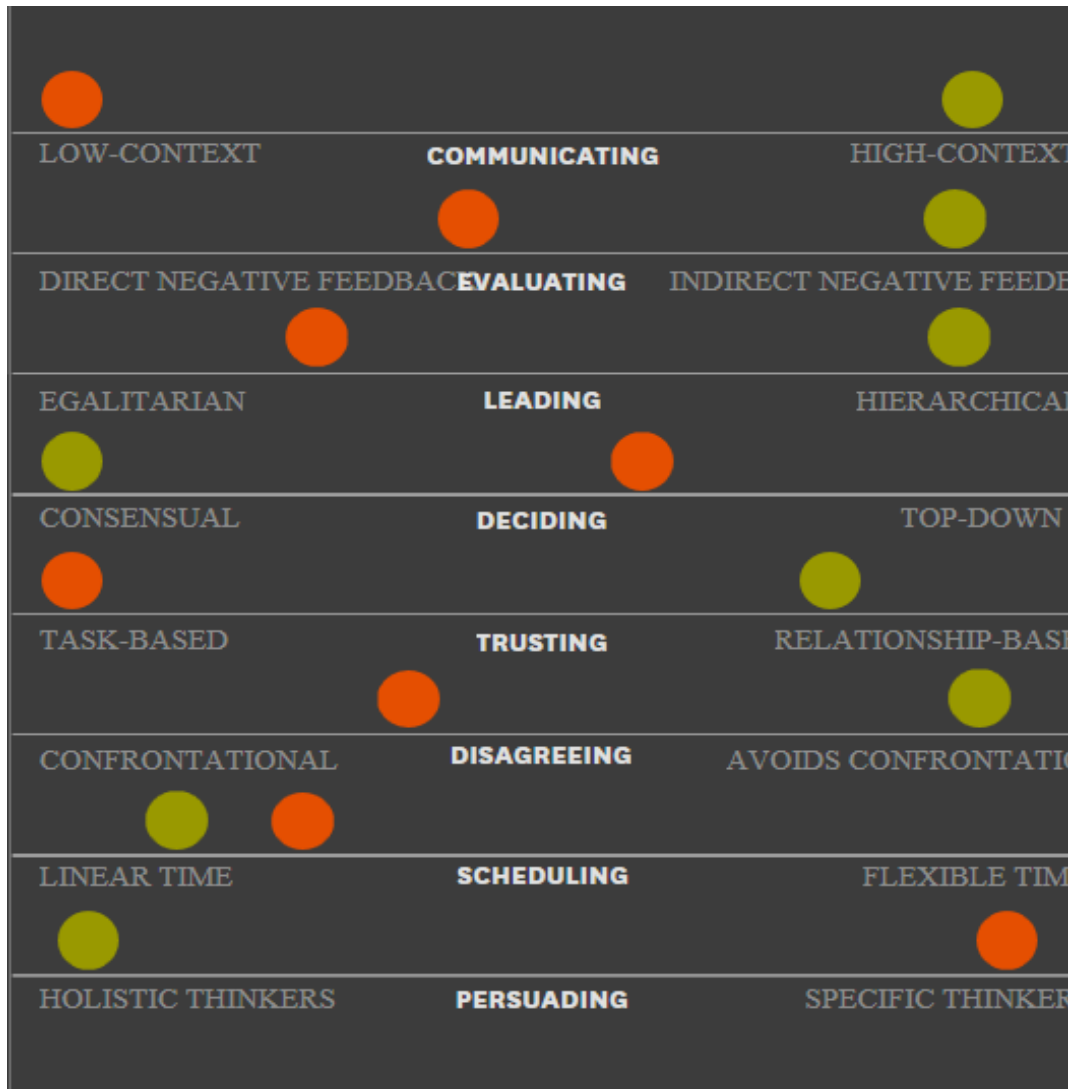
US

Japan

Japan

US

US



“How” to be Inclusive Across Cultures ...

- Common Ground between US and Japan

Both value step-by-step planning and punctuality. Hard work and long work hours are viewed as plusses.

- Differences between US and Japan

Japanese decision making is more deliberate, consensual, and hierarchical than American decision making. Also, Americans will hash out disagreements in team meetings while the Japanese invest in *nemawashi*— multiple one-on-one discussions that help them arrive at decisions before the meeting, which is then used to formally adopt the decision.

“How” to be Inclusive Across Cultures ...

- Advice for working with Japanese Colleagues

Work toward combining the two styles. Hold *nemawashi*-like discussions before meetings to work through disagreements in private. Start meetings on time. Brainstorm and share opinions in the meetings, but prep Japanese colleagues with meeting specifics beforehand so they are prepared for debate. Structure the meeting dialogue by giving each person space to speak one at a time rather than let a free-for-all take place.

Policy and Public Perception ...

PARADIGM: The way we see, understand, and interpret the world; our mental map.

Steven Covey



Dimensions of Diversity (per Dr. Elizabeth Salib of Catalyst, Inc.)

- Visible Dimensions

- Gender
- Age
- Disability
- Skin color
- Accent
- Language
- Sexual Orientation / Identity
- Others ...

See: catalyst.org

- Invisible Dimensions

- Home-grown vs. Lateral Hire
- Religion
- Place/Region of Origin
- Class Background (family of origin)
- Prior Work Experiences
- Introvert / Extrovert
- Social Style (Amiable vs. Driver)
- Others ...

Summary ... Harvesting Results with Inclusiveness

- The WHY ... age-based generations are different, traditional firms and schools cannot attract talent if they do not commit to Versatility!
- The WHAT ... how work is designed can either encourage engagement and inclusivity or it can discourage it – be Intentional!
- The HOW ... international cultures are quite different and it takes a Conscious Effort to understand and respect differences to achieve effective collaborations



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Thank You ...