



# the pulse

## A Message from the President

By Jeff Schelter, Managing Director,  
Alliance Bank of Arizona



Dear AzBL Members,

Happy New Year and best wishes for an incredible year ahead in 2024! As business leaders, this past year we were faced with many challenges including economic uncertainty, hiring and retaining employees in a difficult labor market, geopolitical issues, supply chain disruptions, data protection and cyberthreats, monetary policy driving increased funding costs, and many more. While many of these challenges will continue to face our businesses and community relationships in the year ahead, the importance of connections will continue to play a major role in how we are able to navigate obstacles to achieve excellence in our businesses.

Arizona Business Leadership Association strives to be a truly amazing resource of professionals who are dedicated to helping one another. As each of us are planning what may be ahead for us in 2024, I encourage you to further develop connections within AzBL by looking through the membership directory and reaching out a handful of members you don't already know to make a connection, and think about leaders in this market that you admire whom may be a good fit to join as a member and/or speak at one of our future events. We also have opportunities available to become more engaged by participating on one of our committees.

This past fall we have been honored to host some incredible speakers at our breakfast events. The 2023-2024 AzBL fiscal year kicked off in September with Roxann Favors, Assistant Aviation Director and Chief Revenue Officer at Sky Harbor, discussing the important relationship Sky Harbor has in supporting Arizona's economic growth. In October we heard from Grimaldi's Pizzeria CEO Joseph Ciolli to learn about how he transformed his vision into a fast growing and successful restaurant concept (and lessons he learned along the way). And at our January breakfast meeting, Goodman Interiors CEO Adam Goodman shared with us his journey of Social Responsibility after discovering unconscious bias he had within his own company. As we look ahead to this spring, we are thrilled to have speaking commitments from **Mary Kelly, President/CEO of StrataTech Education Group** for our March 19th breakfast meeting, and **Travis Kelley, Vice Chairman, President & CEO of Isola Group** for our May 21st breakfast meeting.

The board members and I look forward to seeing you at our upcoming social events and breakfast meetings. Thank you for your continued support and interest in AzBL, and thank you to our corporate partners for their financial support. AzBL would not exist without each of you!

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## Members Honored..

Congratulations to the following AzBL members who have been recognized by AzBigMedia as AZBusiness Leaders for 2024 in their respective industries.

*Employment & Labor Relations Lawyer -*

**Jodi Bohr,**

Attorney & Shareholder, Tiffany & Bosco

Also honored by Best Lawyers 2024 - Labor & Employment  
& Phoenix Magazine 2024 - Top Lawyers



*Wealth Management -*

**Kory Leadon,**

Sr. Lead Advisor, Brighton Jones

*Business Insurance -*

**Jody Sarchett,**

President & CEO, Marsh McLennan



Congratulations to the following AzBL member who was recognized by the Arizona Capitol Times.

*Healthcare Leader of the Year -*

**David Berg**

President & Founder, Redirect Health

# Message from the VP of Communications

By Jodi Bohr, Tiffany & Bosco, P.A.

Greetings fellow AzBL members! As I wind down my third year as VP of Communication, I present you with my sixth edition of *the Pulse*. With each issue, I try to bring you something new that you will be interested in reading and with which you will find value. In this issue, I have added a member highlight section to spotlight a few of our valued members. I welcome your thoughts on this change and any suggestions on members you would like to see highlighted in the next edition.



As always, I appreciate the Board and AzBL members for their contributions and assistance in making the Pulse a newsletter worth reading. Since *the Pulse* is published twice a year, I may not be your VP of Communications when the next issue is released. To help the next VP of Communications, I'd like to ask those interested in publishing their content in this newsletter to send in any articles to me (at [jrb@tblaw.com](mailto:jrb@tblaw.com)) and Robin (at [info@azbl.org](mailto:info@azbl.org)). Your content will offer another way for you to connect with members, and provide additional exposure to those on LinkedIn. I'm sure our members would love to hear from you. And, if you would like to spotlight your company in the Pulse, please consider advertising in a future issue.

*Jodi R Bohr*



## Meet New Member...

### Jennifer Anderson, SVP, Commercial Banking, MidFirst Bank

I am a banking executive with more than 25 years experience. I currently manage a team of commercial lenders for MidFirst Bank in Arizona and I am responsible for business development, deposit/loan growth in the portfolio, pricing, credit structure, and credit quality. I have been with MidFirst Bank since January 2021. Prior to joining MidFirst Bank, I was the EVP and Market Executive for commercial banking at Wells Fargo for 24 years. I managed overall portfolio growth, treasury management, deposit pricing, credit structure, credit risk and compliance. Including having \$5 million in lending authority.

I am an Arizona native, grew up in Scottsdale and went to Saguaro High School. I was a collegiate athlete on scholarship for swimming at Arizona State University where I earned my Bachelor of Science in Agribusiness degree and a Master of Science in Agribusiness degree. I met my husband at ASU and we have been married for 28 years. I love sports, being outdoors, and traveling. I mountain bike, run, hike, golf, and watch our teenage boys play a lot of baseball. Our boys are in high school – Davis is a junior and Logan is a freshman.

I enjoy giving back to our community and being part of projects. I am currently the Vice President of the Desert Mountain High School Baseball Boosters and help raise money for the baseball program. I also service on the board of Save the Family and the ASU Lodestar Center for nonprofit innovation.

Thank you to Kathy Wills at MidFirst Bank who introduced me to AZBL! I am excited to be a member and looking forward to connecting with other members.

## Meet New Member...

### Susan Echard, CFO, Echard Financial Consulting



I enjoy assisting companies with their Interim or Fractional CFO needs, focusing on the SaaS tech industry. I have over 35 years' experience and recently conducted an Initial Public Offering for a company in Houston, Texas playing an integral role in the development of the S-1 Registration Statement as well as the Investor presentation deck for road show, investor relations presentations, and hiring a team to meet the public company growth needs. During this IPO, I had an apartment in Houston, and recently exited my role in order to come back to my home in Scottsdale full time. I'm excited to reconnect with my friends and colleagues and rejoin AZBL.

I've also assisted in a Private Placement Offering, taken the lead in large-scale financing and SEC filings with numerous companies, including Royal Caribbean Cruise Lines, Tupperware, PetSmart, and CSK Automotive (now O'Reilly Auto Parts). I've successfully raised over \$250 million in private equity, facilitated over \$300 million in credit, and spearheaded two company exits. Key areas of expertise, both domestic and internationally, include extensive M&A exit strategy planning and execution, FP&A modeling, budgeting, cash management, and team management.

I am passionate about giving back to my community and participate in many non-profit organizations. In my spare time, I am one of the crazy cyclists on the road, and I'm also attempting to learn golf. I am glad to be back in the Valley, and look forward to becoming more involved in the AZBL community.

See more at [www.azbl.org/members](http://www.azbl.org/members)

## Meet New Member...

### Eric Murrietta, Branch Manager, Uplend, A Division of VIP Mortgage



I am a Mortgage Banker and Branch Manager with Uplend, powered by VIP. I am a Phoenix native who has been in the mortgage industry for about 20 years. I enjoy coaching other Loan Officers and Real Estate agents and motivating others to their peak performance. My biggest challenge currently is a tough market, but I'm looking forward to the growth and change that comes from learning and pivoting during a downturn. I also really enjoy working with my brother, Jason, who is also on my team. I received my Bachelors from ASU.

#### Awards:

- Top Producing Branch Manager – 2018 -2022 Homeowners Financial Group
- Scotsman Guide – Top Loan Originator – 2018 – 2022
- \$10MM/month and \$100MM Producer – Homeowners Financial Group 2020-2021

Jeff Schelter, President of AzBL, introduced me to the group, and I was attracted to the leadership aspect. Learning to influence through leadership greatly interests me. I believe that leading is about educating oneself and influencing others by sharing that knowledge. I hope to learn and grow from top leaders across the Valley!

See more at [www.azbl.org/members](http://www.azbl.org/members)



## Meet New Member...

### Jordan Siek, Broker, Keyser

I am a Commercial Real Estate Broker/Tenant Advisor with Keyser located in Scottsdale. In short, my goal as a Tenant Advisor is to act as an advocate for the tenant, aiming to secure the most favorable lease terms and conditions in commercial real estate transactions. I strive to help my clients make the best strategic decisions that align their real estate & business objectives. The most fulfilling thing about my role is developing great business relationships/ friendships and digging up creative solutions that can improve their business strategy or lower their occupancy costs.

While I am the point person with strategy and negotiations in a lease or building purchase, it often takes a team of other professionals for a successful transaction. I often collaborate with real estate attorneys, architects, furniture vendors, project managers, etc. to ensure a seamless leasing process and address any additional considerations. I look forward to networking with the many different industries at AzBL.

I was extremely impressed and humbled by the willingness of other AzBL members to take the time to share their insights into their success and career paths and that is what drew me to applying for membership myself.

*See more at [www.azbl.org/members](http://www.azbl.org/members)*

## Navigating Economic Trends Shaping 2024: Insights for Arizona Business Leaders

By Jeff Schelter, Alliance Bank of Arizona

It is no secret that businesses across the U.S. find themselves grappling with the ever-shifting landscape of today's economic climate. However, for Arizona's entrepreneurs, visionaries and industry stalwarts, the road to resilience and prosperity requires a unique approach, one fusing the state's distinct economic landscape with innovation, adaptability and unwavering leadership.

Now more than ever, it's crucial for the Grand Canyon State's business leaders to chart a course that transforms challenges into a catalyst for sustainable growth and prosperity. So, where do we start?

### Understanding the Arizona Economic Landscape in 2024

Arizona's economy is as diverse as its geography. From the bustling tech hubs of the so-called "Silicon Desert" in greater Phoenix to the agricultural richness of the Yuma region, the state is home to a wide array of budding and already thriving industries. Add to that a growing population, business-friendly tax and regulatory environment, and robust skilled workforce, and you have a recipe for a booming commerce space where corporate giants and scrappy startups alike compete to put down roots.

Key sectors contributing to Arizona's economic strength include:

**Technology:** As one of the nation's youngest states, it's no surprise Arizona stands as one of the top four states in technology and innovation manufacturing employment, according to the Arizona Commerce Authority (ACA). Its accessible business environment has drawn in innovators across the country, from software as a service (SaaS) and semiconductors to aerospace and defense.

**Healthcare:** The healthcare sector in Arizona is expanding, largely driven by an aging population, its universities' cutting-edge research and the state's commitment to innovation. From health information technologies and diagnostics to cancer and plant-based genomic research, the Grand Canyon State offers ample opportunities for businesses in the health and bioscience spaces.

**Business & Financial Services:** According to the ACA, Arizona is the top state for insurance industry jobs and also ranks among the top 10 for growth in primary data center market inventory as well as finance, business and financial services industry jobs. This makes it a highly desirable destination for companies in these sectors, strongly supported by its stable climate and reliable access to energy sources. Even with the Arizona economy's bright outlook for the coming decades, it's not isolated from broader national and global economic trends. And given the inevitability of these more challenging points in the business cycle, it's critical for business leaders to adapt accordingly.

### **Adapting to Economic Trends: Strategies for Success**

Remaining competitive in the ever-evolving business landscape requires flexibility and strategic thinking. Here are some key opportunities for success:

**Financial Planning:** Regularly review and update your business's financial plans. This includes assessing cash flow, budgets and investment strategies to ensure they align with both current economic conditions and your company's big picture.

**Risk Management:** Take stock of potential risks to your business, and implement strategies and a forward-thinking plan to mitigate them. This may involve diversifying your suppliers, developing contingency plans and monitoring market trends.

**Diversification:** Diversify your product or service offerings to reduce dependence on a single revenue stream. This could include exploring new markets or getting creative with efforts to expand your customer base, and create a safety net if one stream falls short of expectations.

**Labor Considerations:** Assess your compensation against the market, looking for opportunities to sweeten the pot while preserving margins. Cultivate a healthy culture for existing employees to maintain a strong, unified team and support productivity levels and retention.

**Networking:** Connect with fellow business leaders within the Arizona Business Leadership Association and other local and regional industry groups. Collaborative efforts and sharing of experiences can provide valuable insights and support.

### **Preparing for Arizona's Bright Future**

Looking ahead, Arizona's outlook is promising despite a turbulent four years. The state's strategic location and diverse economy position it well for continued growth, and as the spirit of innovation continues to stand as the state's North Star, businesses in Arizona have numerous opportunities to expand and diversify.

And no one is more primed to drive Arizona's success than its deep pool of business leaders and entrepreneurs. By being proactive, staying informed, embracing change and adapting to evolving economic trends, our state's visionaries will drive us forward through this dynamic environment and ensure Arizona continues to thrive.



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<sup>1</sup> All information is as of September 30, 2023, unless otherwise noted. MidFirst Bank also operates MidFirst Business Credit, Midland Mortgage, and 1st Century Bank as divisions of MidFirst Bank. Member FDIC.

## AzBl 2023 Annual Golf Outing & Happy Hour



We thank the members & guests who joined us for the golf outing & happy hour in November. It was a lot of fun!



Thank you to our Event Partner



# Job descriptions: worth doing or a tedious waste of time?

By Jodi Bohr, Shareholder, Tiffany & Bosco, P.A.

*Job descriptions – usually seen as just another to-do for human resources (“HR”) professionals – are generally the most underused resource. They can be used for a variety of reasons (e.g., recruiting, reviews, reasonable accommodations, and employee classifications). This oft overlooked human resources process, if done correctly, can add significant value to employers. On the contrary, an outdated job description can not only cost a company money due to inefficient business practices, but can also open an employer up to significant liability. When was the last time that you reviewed your company’s job descriptions? Are your job descriptions an asset or liability to your company? It’s time to put more thought into your job descriptions.*

## As a recruiting tool

Job descriptions set the expectations for the position and should be viewed as a key element to the hiring process. Use of outdated job descriptions in the hiring process creates risk of receiving applications from the wrong (read under-qualified) pool of applicants. On the other hand, updated and accurate job descriptions allow applicants to determine whether they are interested in the job and whether their skill set is a match with the position. Determining what the job will entail and the necessary skill set to perform the job can help minimize poor hires and result in hiring the right candidate the first time around.

## Conducting performance evaluations

Supervisors should review job descriptions when completing a performance evaluation. On the one hand, an accurate job description will help supervisors complete the various rating factors on the evaluation form. On the other hand, evaluating an employee on an outdated job description could result in a lower evaluation and damage morale. The job description should be used to provide a structure from which to review an employee’s performance as it relates to the various tasks and responsibilities of the job.

Employers should also go over an employee’s job description with the employee during the review. Doing so will allow supervisors to remind employees of the requirements and expectations of the position. It will also provide employees with the opportunity to remind supervisors of various duties or aspects of a position that may not have been considered as part of the evaluation process.

## Creating ADA accommodations

Job descriptions are also helpful from a liability perspective in complying with Americans with Disabilities Act (“ADA”). Outdated job descriptions can be a deterrent if an employer relies on them when denying an applicant a position on the basis of his or her inability to perform a stated “essential function” of the position. HR professionals should review the job description’s essential functions and make a determination as to whether they are in fact essential. Updated job descriptions are also necessary in determining if a reasonable accommodation can be made for an employee or applicant with the disability. Liability will likely ensue against an employer who declines to: (1) hire an applicant unable to perform a task that is not truly an essential function; or (2) make a reasonable accommodation.

## Determining FLSA classifications

Employers also use job descriptions to categorize positions as “exempt” or “non-exempt” under the Fair Labor Standards Act (“FLSA”). Job duties must be accurately described in order to properly determine whether that position is eligible for overtime or meets any of the FLSA exemptions. Failure to properly classify a position could mean an employee is misclassified. If the Department of Labor makes this determination it could result in liability for back pay of overtime, liquidated damages, and possibly penalties.

## The time is now.

Were these reasons enough to get started on your job description audit? They should be. To get started, identify someone who will manage this process internally and work with outside experts. Determine position requirements by engaging and observing employees throughout the process. Base the descriptions on current job requirements; don't tailor the description to what an incumbent is doing.

# Unlocking Business Potential: The Strategic Advantage of Sale-Leaseback Transactions

By Nathan Pancrazi, Echo West

Property owners who operate a business at the building they own (Owner-Users) have a unique advantage to help offset the pressures of rising costs & rising interest rates – **The Sale-Leaseback**.

The Sale-Leaseback is a strategy where the owner-user of a building simultaneously conducts two transactions (1) the sale of the building to a new landlord (2) the signing of a new lease, as a tenant, on the recently sold building with the new landlord. This financial structure is a proven method for tapping property equity, that can be used for reinvestment into the owner-users primary business. Let's explore the benefits and strategic advantages of opting for a sale-leaseback, particularly in the context of current market conditions:

**The Financial Advantage:** As the cost of debt has rapidly risen with the Federal Reserve's interest rate hikes, businesses are finding the alternative path of a sale-leaseback is a more cost-effective fundraising strategy than conventional borrowing options. Currently cap rates are substantially lower than interest rates, often by a couple hundred basis points. This spread makes the sale-leaseback structure a cheaper relative option for companies seeking capital.

**Utilizing Tied-Up Equity:** An additional advantage of a sale-leaseback transaction is the release of equity tied up in a property. This freed-up real estate equity can now be redirected towards various avenues, such as product development, employee expansion, equipment upgrades, or overall business expansion. Many businesses face opportunities for growth or

improvement, but face headwinds because of lack of capital. Selling the property allows the business owner to unlock equity and inject it back into the business for higher return strategic initiatives. The net effect is an increased return on equity.

**Maintaining Control and Flexibility:** A key feature of the sale-leaseback strategy is the ability to favorably structure lease terms as the new Tenant as part of the sale negotiations. This arrangement offers flexibility in choosing the length of the lease, lease terms, option periods and an expense reimbursement structure that is customized to the specific needs of the seller/new tenant. The property seller's business has the benefit of continued occupancy at the site by becoming a tenant, ensuring no disruption of day-to-day business operations. This flexibility empowers businesses to tailor the arrangement to their specific needs and long-term goals.

**Historical Use and Strategic Applications:** Sale-leasebacks have been a tried-and-true financial tool for companies of all sizes in several different lines of business. It has been utilized to expand businesses, pay down debt, and explore alternative avenues that the trapped building equity can provide. The versatility of this strategy makes it a valuable asset in the financial toolkit of businesses seeking sustainable growth.

**Seller Carryback Financing:** Taking the sale-leaseback concept a step further, businesses can also consider the option of providing seller carryback financing if they own a building free and clear or with a minimal in place debt position. This approach enables the seller to act as

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the lender, collecting interest on the balance of the note provided to the buyer. This strategy shifts a property owner's interest in the building from an equity position to a debt position. This not only can maximize proceeds for the seller but may also minimize tax implications associated with substantial gains from the sale.

**Conclusion:** In a landscape where interest rates have experienced significant increases, sale-leaseback transactions have emerged as a viable and attractive source for alternative financing. Businesses can leverage this strategic approach to tap into underutilized equity, either to pay down debt, restructure ownership, pay dividends or finance critical capital improvements that will propel the business forward. As financial conditions continue to shift, the sale-leaseback option stands out as a powerful tool for companies looking to optimize their financial strategies and drive sustained growth.

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# Members in the Spotlight

To reconnect you with three of our valued AzBL members, here are some interesting insights they shared.



Jackie Wallace, CFO,  
Mountainside Fitness  
Member since 2019

**What is one surprising fact about you?**

I can speak basic conversational Arabic.

**What professional advice would you give your younger self?**

Seek out interesting mentors and peers - network more!

**What is your favorite book that you've read recently?**

The Covenant of Water by Abraham Verghese



James Kent, CFO,  
Cyrarcom International  
Member since 2019

**What is one a surprising fact about you?**

I immigrated to the USA in 2004 and naturally I am very proud of my Irish heritage. However, I also lived in the Netherlands for ten years after graduating college. A lasting benefit from that experience is that I am still fluent in Dutch albeit twenty years later.

**What professional advice would you give your younger self?**

Finish your post grad qualifications before you become entrenched in the workforce and your career. While relevant work experience adds great perspective. Returning to school several years later is a tough undertaking when balancing work and a young family.

**What is your favorite book that you've read recently?**

Decide and Conquer by David Siegel. The author shares his experiences and insight into better decision making. I was also fortunate to meet David in-person at a language conference earlier this year.





Eric Ryan Co-Founder  
Headfarmer  
Member since 2016

### What is one a surprising fact about you?

I have a photographic memory when it comes to faces. I struggle to remember people's names but never forget a face. I will meet someone at an event and then run into them years later and remember their face and sometimes what they were wearing. This attribute has served me well in the recruiting industry given the amount of networking I do.

### What professional advice would you give your younger self?

To be more comfortable asking for help. As we get older we realize how much we don't know. When we're younger we tend to focus on all of the things we do know as it fills out our confidence and purpose at the time. I was always curious about people when I was younger but never truly curious about everything I could learn from them. It's rarely a good thing to be the smartest person in any room. Now that I'm in my late 40's, I never go far down any personal or professional path without doing research and picking people's brains. I like to learn from people who have both succeeded and failed. You can sometimes learn more from someone who has failed than succeeded.

### What is your favorite book that you've read recently?

The Power of Now by Eckhart Tolle. I hadn't read a book in 7 years and finally read one this Summer that was given to me by Jessica Corral, my business partner. She's always tried to get me to read inspiring books and they would just gain dust on my shelf. I was taking a sabbatical from work and promised her I would read one book that she gave me. This book is special because it teaches you how to focus your thoughts and energy on the present vs. the past or future. We use our brains for the wrong reasons sometimes and struggle to "be where our feet are". This book made a huge impact on my personal and professional life and I recommend it to anyone who struggles to shut their brain off at times.

## The ABCs of DEI in Recruiting

By Ines Hayouna, Duffy Group, Inc

An acronym on the hearts, minds, and lips of most corporate hiring leaders today—and on their to-do lists—is DEI (diversity, equity, and inclusion) and how to incorporate it into their recruitment practices.

You don't need a business degree from Harvard to understand the practical benefits of DEI, which range from bolstering creativity and innovation to enhancing employee belonging and engagement and more.

And importantly, a high-performing workforce that reflects the communities and customers it serves is good for business.

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Recent research shows:

- 43% of companies with diverse management report higher profits.
- 73% of companies with gender equality practices have higher profits and productivity.
- 78% of employees believe DEI in the workplace offers a competitive advantage.
- 35% of the U.S. workforce are millennials, who, as a generation, are driving DEI and demanding proof that it exists in their workplaces.

In recent years, notable progress in DEI has been made, according to a report by McKinsey & Company. In a survey of more than 1,000 companies, McKinsey learned the relationship between diversity on executive teams and the likelihood of financial outperformance has strengthened over time.

But fully embracing, strategizing, and implementing DEI into the workplace is more complex than just invoking the term at every board meeting and checking the box next to “Start Employee Resource Group.”

Moreover, while companies are bolstering their DEI efforts, they must remember to incorporate DEI into their recruiting, too.

### **Becoming Certified Diversity Recruiters**

Everyone’s talking about recruiting for DEI, but do they know what it means?

At Duffy Group, which, during the past year, has certified nine expert diversity recruiters, it means reaching beyond traditional job descriptions to source and place talent from a diversity of backgrounds, experiences, and thoughts.

It’s important to think about the intersectionality of DEI because there are so many different groups—age, race, class, gender, ethnicity, religion, abilities, sexual orientation, etc.—and no one person is one thing. Embracing DEI will create a more well-rounded workplace and boost the bottom line.

### **Implementing DEI**

Employee listening surveys and focus groups are the most common DEI practices in the private sector. A survey by the American Productivity & Quality Center found:

- 36% had increased staff dedicated to DEI.
- 32% had expanded DEI budgets.
- 30% had disclosed DEI metrics publicly and invested more in employee resource and affinity groups.

But more can be done. One challenge is the potentially time-consuming process of finding, vetting, and hiring individuals with diverse backgrounds. This is especially true with today’s critical labor shortage and a “must hire now” mentality.

A year ago, I accepted an offer from my employer, Duffy Group, Inc., a global recruiting firm based in Phoenix, to be trained as a certified diversity recruiter. The course was engaging and packed with best practices for employing DEI in recruitment.

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Among the things I learned:

- Take time to research and understand the local demographics and industries you're recruiting from and in.
- Reconsider the research sources you typically use—LinkedIn, social media, U.S. Bureau of Labor Statistics—and consider sources that could be successful in unearthing diverse candidates.
- Scour your recruiting practices for unconscious biases. Look inside yourself—do you react negatively to older people, to people of color, or to people with disabilities?
- Examine your job descriptions for biases. Are you using the terms “salesman” or “sales professional”? “Handicapped” or “person with disabilities”? Scrub gender-coding adjectives such as “competitive,” “assertive,” and “dominant,” replacing them with gender-neutral words: exceptional, motivated, nurturing.
- Don't miss research groups, organizations, and conferences diverse candidates are drawn to, such as Black Men in Medicine; The National LGBTQ+ Bar Association; or Out in Science, Technology, Engineering, and Mathematics (oSTEM).
- And because diverse candidates will also be checking you out, ensure your organization's website conveys your commitment to DEI.

At the same time that your organization is taking important steps to onboard diverse workers, you'll want to educate your existing employees on the initiative and what it means for them and the company. Invest in your efforts by offering companywide learning sessions to cultivate an environment that's welcoming, supportive, and successful.

And be sure to check in—at 30 days, 90 days, and 6 months—to learn how it's going for the new folks and the veterans, too.

## AzBL 2023 Holiday Social

On December 6, Doug & Courtney Gnas welcomed AzBL members and guests to their beautiful home for the 2023 holiday social. We celebrated the season with a Mexican feast and cocktails! It was a beautiful night & a great way to catch up with friends.



Ken Pettid & Kim Marie Branch Pettid





Jeff Bucher, Eric Ryan, Guest, Darrell Sawyer & Bob Sanders



Rachel & Greg Lutowsky



JD Mowlds, Jeff & Marissa Schelter, Nathan Pancrazi



Doug Gnas & Steve Beeghley