



# 2020-2021 Virtual CEO Roundtable Executive Report

October 13, 2020

**FEATURED SPEAKER:** James White, former CEO, *Jamba Juice*

In a session of CECP's CEO Virtual Roundtable series, **former CEO of Jamba Juice, James White**, provided deeper insights on an updated diversity, equity, and inclusion (DEI) playbook published in *Harvard Business Review*. White transformed Jamba Juice's DEI practices, resulting in a 500% increase to the company's market cap during his tenure. Participating CEOs discussed specific challenges such as company culture, conversations addressing social unrest with employees, and leading toward a more equitable future.

**KEY TAKEAWAYS:**

- Anything that matters, measure it—add metrics, add accountability.
- To build sustainable change into culture, middle management engagement is vital.
- Reassess Human Resource functions to identify potential fundamental biases.
- DEI strategy is a journey, and companies should give themselves permission to not be perfect.
- Build a middle management that understands an equitable workplace benefits everyone.

"For years, the standard DE&I playbook has been to hire a chief diversity officer (CDO) with a budget for consultants and enrichment programs. But you can't build capacity if the problem is not with the diverse talent but with the culture that determines their future."

**Former Chairman, President, & CEO, Jamba Juice**

"To address structural racism effectively, the CDO — whether that's the CEO or not—needs the authority to change both formal and informal systems, instituting changes that typically will help both people of color of both sexes and women of all races."

**Former Chairman, President, & CEO, Jamba Juice**

## Participating Companies



To learn more, visit <http://cecp.co> and email [info@cecp.co](mailto:info@cecp.co).