

Deborah P. Ashton, Ph.D.

Contact Information



<https://www.linkedin.com/in/deborah-ashton-phd>

drdashton@outlook.com
312 566 6595

Competencies:

Strategy Formulation & Implementation
Workforce Planning

Compensation & Benefits
Data Management & Analysis

Performance Management
Succession Planning

Deborah Ashton, a human resources and diversity, equity, and inclusion (DEI) executive and academician with 30+ years of cross-industry experience with global and Fortune 500 matrix organizations, is a trailblazer in the strategic implementation of DEI to meet business objectives and to promote stakeholder capitalism. She fostered transformational change by treating the organization as an ecosystem. She worked collaboratively across the organization to develop DEI strategy by breaking down silos to establish an inclusive, innovative, and productive culture. Leveraging her strategic DEI framework, she addressed systemic and unconscious bias in hospitality, medical technology, manufacturing, and healthcare. She created systems for the sharing of information across functions to better meet the needs of all the stakeholders--customers, employees, investors, the community, and suppliers.

Dr. Ashton created the Inclusive Culture Profile® and 360° Inclusion Leadership Profile™ strategic leadership frameworks to assess individual and organizational strengths and developmental needs to lead an inclusive and multicultural workforce. She co-developed the Seven Stages of Inclusion Maturity Model™ to provide information about the current stage and distance to an integrated, inclusive culture. She has been published in *Harvard Business Review*, *Diversity MBA* and other publications. She was named one of *Savoy Magazine's* 2014 Top Influential Women in Corporate America. She is recognized for her groundbreaking work in pay equity and is an inductee into *Inclusion Magazine's* 2021 Diversity & Inclusion Hall of Fame.

Dr. Ashton led DEI at Medtronic, Darden Restaurants, Harley-Davidson, Argonne National Laboratory (ANL) and Novant Health. At Medtronic, Dr. Ashton developed strategy that maximized university and professional organizational relationships and increased targeted hires by 25% and increased the development and retention of people of color, which resulted in a 20% promotion rate within two years. At ANL, she established a consortium for Argonne and technical institutions to develop technical curriculum to close the gap between ANL's current and future workforce needs. At Darden, she partnered with Leadership Development to create a process that assessed management readiness, monitored performance management, and introduced leadership accountability for grooming management. At Darden and Harley-Davidson, she partnered with Talent Management to create a succession plan that equitably developed talent for executive and middle management. At ANL, Medtronic, Darden, and Harley-Davidson, she spearheaded with Compensation & Benefits and HRIS annual pay equity analyses. The pay analyses have endured; Medtronic now has 100% pay equity domestically and 99% pay equity globally from a pay analysis process developed by Dr. Ashton in the 1990s.

At Medtronic, she established a Global Diversity Council and Executive Diversity Task Force to address global and local diversity concerns, culminating in domestic partner benefits, and a flexible work arrangement policy. Her work at Darden Restaurants mitigated risk in marketing campaigns, enhanced Darden's image as a diversity-friendly company, and achieved recognition by The Executive Leadership Council, the Human Rights Campaign, and *Fortune* magazine. Her cross-concept team received Darden's *Brilliance Award for Outstanding Support of Our Restaurants*. At Harley-Davidson, she established the Global Executive Diversity Council, chaired by the CEO, and partnered with marketing to develop a strategy that increased sales to targeted groups by 10%.

At Novant Health, she created the Executive Diversity Council, the System Diversity Council and functional Diversity Action Committees (DACs). The DACs created a more efficient and effective way to meet the needs of the patient. Her efforts led to AHA, *DiversityInc* and *Diversity MBA* recognizing Novant as a top company in DEI.

As the Chief of Test Development and Validation for the Commonwealth of Massachusetts, Dr. Ashton co-led the Hay System job performance evaluation, which determined the value of each position and impacted 70,000 employees. For the City of Oakland, she negotiated union contracts and headed and revamped executive, police and fire recruitment, selection, and promotions. Her work increased women and people of color representation by 30% and withstood union challenges. In the aftermath of the 1989 Oakland Earthquake, she designed and executed a week-long job screening and placement for 5,000 displaced workers and found them private and public employment.

Dr. Ashton is an Advisory Board Committee Member, Mill Road Capital's Mill Road Progressive Governance Fund, is the DEI Industry Lead for the Harvard Business School Club of Chicago Advisory Council and was a member of the Women in Leadership Advisory Council for The George Washington University. The Governor of Illinois appointed Dr. Ashton to chair the Private Employment Retention Subcommittee for the Illinois Department of Human Rights Best Practices to Prevent Discrimination and Promote Diversity and Inclusion Study, 2016. Dr. Ashton has served on numerous not-for-profit boards and foundation boards.

Dr. Ashton earned her bachelor's degree with honors in psychology from Clarke College in Iowa. She received her PhD in clinical psychology and public practice from Harvard University and a postdoctoral clinical fellowship at Harvard Medical School. She is a licensed psychologist specializing in organizational and clinical psychology. Dr. Ashton is a sought-after thought leader on DEI best practices and systemic and unconscious bias in the workplace.