



Bob Moritz,
Chair and Senior Partner,
of PricewaterhouseCoopers.

PricewaterhouseCoopers' Chair and Senior Partner, Robert "Call me Bob" Moritz is a celebrity COB for all the right reasons. He blogs eloquently about diversity on **Huffpost**, **Fortune**, **Harvard Business Review**, **LinkedIn**, sits on panels with Bill Gates, has interviewed Bill Clinton, tweets (@Bob_Moritz), and has his own webcasts; "**PwC Talks**". He rides a motorcycle, and plays the drums. Like a corporate Jon Stewart, he's got the 'direct thing' going on; he's ready to say the difficult things. For a C suite guy, he's pretty cool. For a guy that started out as an accountant, he's very cool. Moritz's bright blue eyes glow as he talks about the relentless search for the brightest talent and best practices. His highly innovative management has him at the epicenter of inclusiveness where inviting slogans abound; **be yourself, be different, why PwC is He-ForShe**, attracting the millennials like free ivatches, as PwC thrives on.

Staying hyper-relevant is Moritz's true north. Nobody can accuse him of shirking the diversity elephant in the room; in fact he embraces it. "Race is a conversation that's difficult but if we don't talk about it we'll never make the progress that's necessary." And he's not keeping it general. "When you look at the numbers of diverse senior executives, the numbers become *embarrassingly* small."

This brings us to Moritz and **ALPFA**. In his appealingly direct New York style, frankly speaking about the imperative of finding Latino millennials and the huge role of Latinos, Moritz makes it crystal clear that he's all about diving into **ALPFA's** talent and knowledge pool.

"The history with **ALPFA** is a long one; at PwC we have one major asset *we're a people machine*—PwC's workforce is strikingly young: Because we recruit approximately 8,000 graduates annually from college and university campuses, two-thirds of our people are in their twenties and

DIVERSITY'S KNIGHT

Bob Moritz, of PricewaterhouseCoopers, believes that diversity involves sponsoring employees to further heights

Story by Judi Jordan

early thirties. We've always employed large numbers of young people—historically, the assumption has been that most hires will eventually move on to other firms or other careers, while a few will be promoted all the way up to partner."

Ah, but possibly in the welcoming environment of PwC, the culturally more stability-conscious Latino youth may prove more loyal.

"In this business of leveraging people, there are two things you need to do—*get the best and the most diverse; the more diverse you have in thinking, the better off you are to insure the loyalty.*"

For successful corporate to non-profit partnerships, Moritz has very clear, if broad, guidelines "There are lots of things of things that you have to look at, inclusiveness being one of them, we spent a lot of time looking at orgs that would help us to understand and extend our brands, so we're not just talking the talk but bringing the most diverse group to mirror our clientele and what society overall is going to look like; what **ALPFA** does is gives us all of those things—and then some."

This where **ALPFA** has found traction.

"Attending events that **ALPFA** has sponsored is really useful especially when it comes to either confirming points, or finding an additive point of view. We're focused on making sure that we have is a mutually beneficial relationship with **ALPFA**."

One insider in Moritz's ring of seven is María Castañón Moats, U.S. Chief Diversity Office and Assurance Partner. A first generation Mexican-American, Maria is one of fourteen on PwC's U.S. Leadership team and reports directly to Moritz.

She's set strategy and deployment of PwC's U.S. diversity and inclusion efforts. Clearly, Maria's been successful; PwC gets consistent high rankings and awards from "Working Mother" magazine, the Human Rights Campaign and the Great Place to Work Institute. She's armed with over 24 years of professional accounting and auditing experience; a graduate of the University of Texas at El Paso, she is a licensed CPA.

Moritz hired her and gave her terrific leeway.

"I told her she had different responsibilities; not just to do the diversity role; but I assured her that she would do a great job because she was bringing in a different perspective on every issue be they bottom line, human capital, regulatory, or whatever the case may be, but my expectations were that she would speak about every issue, and be a catalyst for every job she took on. She's done a great job."

Moritz sees the full person; he was born to inspire and lead. "The responsibility of a leader is to maximize the potential in the individuals beyond their own imaginations—to *push them beyond their own envelope*. Moritz also has a great take on mentoring, that nebulous professional term.

"*You don't need to be their mentor you need to be their sponsor—you need to put forth personal capital to enable them to take full measure of their success—there's a big difference between a mentor and a sponsor; a mentor gives good advice—but a sponsor puts their political capital on the line for those individuals—in a leadership team that reports to the president—if the president is not those people's sponsor he or she is not doing their job.* The leaders must create a safe environment for brainstorming, candid conversation, push-back, appropriate, respectful challenge—and if not you're not *pushing the envelope hard enough.*" ●

C.D.O.

María Castañón Moats



María Castañón Moats is one of sixteen on PwC's U.S. Leadership team and reports directly to the Senior Partner. Since 2011, she has served as the Chief Diversity Officer—setting strategy and deployment of PwC's U.S. diversity and inclusion efforts.