

M I C H A E L S T R E F F E R Y

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P R O F E S S I O N A L P R O F I L E

Inclusion, Belonging, and People Experience executive with 20+ years of experience leading enterprise-wide strategy across global, matrixed organizations including Realtor.com, Ubisoft, Elevance Health, and Sutter Health. Trusted advisor to executive leaders driving measurable outcomes in workforce equity, engagement, culture transformation, and talent effectiveness. Proven in embedding inclusion across the full talent lifecycle using people analytics, governance models, and scalable systems to drive accountability and business impact.

Core Competencies:

- Enterprise Inclusion, Belonging & Culture Strategy
- Employee Engagement & Experience Design
- AI-Enabled People Analytics & Insights
- Workforce Metrics, Dashboards & Executive Reporting
- Culture Transformation & Change Leadership
- Talent Lifecycle Integration (Hiring, Succession, Retention)
- ERG/BRG Governance & Business Alignment
- Listening Strategies & Engagement Systems
- Organizational Effectiveness & Global People Strategy
- Performance Optimization
- Cross-Functional COE Partnership
- Data-Driven Inclusion & Accountability Frameworks
- HR Technology Enablement & Digital Transformation
- Social Impact, Philanthropy, & Community Partnerships

W O R K E X P E R I E N C E

DIVERSITY, ENAGAGEMENT, & CULTURE CONSULTING LLC, San Francisco Bay Area

01/2025 – Present

Executive advisory and consulting firm specializing in enterprise inclusion, culture transformation, and talent effectiveness across mid-sized organizations and Fortune 500 enterprises.

Founder & Principal Consultant

Lead culture transformation and engagement initiatives across organizations ranging from mid-sized firms to Fortune 500 enterprises spanning multiple regions.

- Serve as strategic advisor to executive leadership on inclusion strategy, workforce equity, and culture risk, influencing enterprise talent and engagement priorities.
- Design integrated employee listening frameworks combining engagement surveys, pulse feedback, and qualitative insights to strengthen leadership responsiveness and action planning.
- Build and scale ERG/BRG governance models and enterprise councils, driving double-digit increases in participation, executive sponsorship, and cross-functional impact.
- Translate workforce and engagement data into executive-ready dashboards and strategic roadmaps that deliver measurable improvements in engagement and accountability within 6–12 months.
- Embed inclusion and belonging into hiring, performance management, succession planning, and leadership development systems to strengthen retention and pipeline equity.
- Enabled 200+ leaders and teams across client organizations through executive presentations, workshops, and enterprise training programs.
- Drive faster delivery of engagement and culture initiatives, reducing time-to-value by approximately 35 percent through standardized frameworks

REALTOR.COM, Santa Clara, CA (HYBRID)

05/2022 – 12/2024

Digital real estate listings website that helps consumers buy, sell, rent, and own homes.

Director (Head) of Diversity, Equity, Inclusion, and Philanthropy

Reported to the Chief People Officer and served on the HR Leadership Team. Strategic partner to executive leadership driving enterprise-wide inclusion, belonging, employee experience, and social impact strategies across a remote-first, hybrid, and evolving in-office workforce.

- Designed and operationalized Realtor.com's first enterprise Employee Experience and DEIP framework, unifying culture, talent, engagement, inclusion, and philanthropy into a single scalable system.

- Built the company's first DEIP Strategic Framework and launched the inaugural annual DEIP Impact Report, increasing transparency and executive accountability.
- Established enterprise governance through a Diversity Council and ERG-to-BRG transformation, embedding executive sponsorship and business-aligned operating models.
- Created an integrated Employee Listening System combining engagement surveys, lifecycle and pulse feedback, external insights, and qualitative listening sessions.
- Partnered with People Analytics to deliver executive dashboards and quarterly review rhythms used by the CEO and CPO.
- Drove measurable improvements in organizational outcomes within one year, including Belonging +28%, Trust in Leadership +32%, and eNPS +9 points, while increasing executive follow-through by ~40%.
- Increased BIPOC and women representation in leadership by 8% through inclusive hiring strategies, self-ID campaigns, and real-time analytics (Salesforce, Tableau).
- Launched the company's first succession planning and mentoring programs, embedding equity into leadership pipeline development.
- Led an Inclusive Talent Attraction and Early Experience Strategy, strengthening sourcing, hiring, onboarding, campus programs, and early employee engagement.
- Embedded inclusion standards across onboarding, leadership development, communications, and talent systems to improve consistency and experience quality.
- Led enterprise data ethics and inclusion initiatives spanning HRIS/ATS modernization, self-identification campaigns, inclusive language standards, and cross-functional product reviews.
- Supported external recognition including Built In Best Places to Work and Comparably Best Company Awards.

UBISOFT, San Francisco, CA (HYBRID)

09/2021 – 05/2022

Video game publisher headquartered in France with development studios across the world. Known best for games such as Assassins Creed, Far Cry, and Just Dance.

Director of Diversity and Inclusion – United States of America, Latin America, and Global Publishing

Reported to the Chief Diversity Officer and served on the Global DEI Leadership Team. Led regional and global Inclusion & Belonging strategy across the U.S., Latin America, and Global Publishing in a highly matrixed, international environment.

- Drove enterprise I&B strategy in partnership with executive leadership and cross-functional teams supporting global publishing organizations serving millions of players worldwide.
- Integrated inclusion insights into global engagement surveys and executive action planning, strengthening accountability and follow-through.
- Led a multi-country self-identification campaign to improve workforce representation data and inform talent strategy.
- Transformed seven ERGs into business-aligned BRGs with formal governance and executive sponsorship.
- Co-created and led the Inclusive Content Marketing Review Group, embedding inclusive standards across the content lifecycle.
- Built a scalable, enablement-based review model that reduced reputational risk while maintaining creative velocity across global campaigns.

ELEVANCE (ANTHEM), Brentwood, CA (REMOTE)

07/2018 – 09/2021

Formerly known as Anthem, Elevance is a major American health insurance company.

Inclusion and Diversity Program Manager, Healthcare Delivery Transformation Senior Consultant (PROMOTION)

Reporting to the Chief Diversity Officer, responsible for spearheading the implementation of global DEI strategies. Oversaw the management of nine employee resource group (ERG) global programs supporting 85,000+ employees, aligning ERG programs to DEI strategic goals while fostering intersectionality.

- Partnered cross-functionally with HR, Clinical, and People Operations COEs driving measurable improvements in representation, engagement, and leadership accountability across 85,000+ employees.
- Evolved nine ERG programs into Business Resource Groups (BRGs), establishing governance, leadership training, executive accountability, and annual business-aligned plans tied to organizational OKRs.
- Partnered with clinical and healthcare COEs to design and launch:
 - *Substance Use Disorder Program* supporting employees and members with equitable access to care.

- *Healthcare Equity Committee* composed of Chief Medical Officers and SMEs to address systemic disparities such as Black Maternal Healthcare.
- *LGBT Centers of Excellence Committee* to advance inclusive healthcare delivery.
- Built a DEI dashboard with HR Operations to track representation metrics, inform talent goals, and strengthen alignment between COEs and executive leadership.

SUTTER HEALTH, Mountain View, CA (ONSITE)

08/2012 – 07/2018

A not-for-profit integrated healthcare system in California operates 24 acute care hospitals and over 200 clinics.

Culture & Workforce Strategy Program Manager, Employee Total Health & Productivity Program Lead (PROMOTION)

Reported to the Directors of Total Health & Productivity and Diversity & Inclusion, leading enterprise wellness, culture, and ERG strategies across a 55,000+ employee system.

- Designed and launched Sutter Health's first ERG program, building frameworks to support employees with disabilities, BIPOC, women, and LGBTQ+ communities.
- Designed and launched Sutter Health's first global Employee Wellness Program named *Live Well for Life*
 - Expanded employee wellness program participation from 42% to 82% — surpassing the national benchmark of 54% — by developing innovative engagement strategies.
- Led 500+ events, including biometric screenings, Pride parades, executive training, fitness classes, and cultural observances — impacting the entire workforce.
- Partnered cross-functionally with HR, DEI, Occupational Health, and Communications to integrate belonging and wellness into the employee experience.

YMCA, Greater Boston & San Francisco Regions (ONSITE)

07/2007 – 08/2012

The YMCA is the leading nonprofit committed to strengthening community by empowering young people, improving the health and well-being of people of all ages.

Associate Executive Director, Senior Program Director, Health & Wellness Director (PROMOTIONS)

Reporting to the Executive Director, oversaw all branch directors and programs across aquatics, childcare, wellness, chronic disease prevention, and corporate partnerships, with an operational budget of \$6.8M.

- Managed 12 directors and a workforce of 500+, driving strategic alignment to YMCA's core initiatives: Healthy Living, Social Responsibility, and Youth Development.
- Achieved a 73% membership retention rate (highest in Greater Boston Association) and grew wellness revenue from \$7K to \$80K in 18 months.
- Served on YMCA USA's National Resource Affinity Group, shaping national diversity and inclusion initiatives.
- Spearheaded community wellness innovations, including a corporate wellness program at Boston Logan Airport.
- Earned the Y-USA President's Award for developing an award-winning health & wellness engagement program across the association.
- Recognized by the Commonwealth of Massachusetts House of Representatives for advancing community health and wellness initiatives through subject matter expertise and advocacy partnerships.
- Managed disease prevention partnerships with Harvard Medical School and the University of Vermont.

ADDITIONAL WORK EXPERIENCE - 20+ years of experience

Previous career experience (available upon request) includes roles at The Coca-Cola World Headquarters, Dedham Health & Athletic Complex, Massachusetts Massport Authority, Massachusetts General Hospital, National Youth Sports Program, Aveda, Purdue University, and Walt Disney World.

E D U C A T I O N

Master of Science (M.S.), Tourism, Recreation and Sports Management, UNIVERSITY OF ILLINOIS, Champaign-Urbana, IL

Bachelor of Arts (B.A.), Communications, English, Health and Fitness, Psychology, PURDUE UNIVERSITY, West Lafayette, IN

A W A R D S

2025 Top 50 DEI Professional, ONCON ICON AWARDS (04/2025)

2024 Top 50 DEI Professional, ONCON ICON AWARDS (04/2024)

C O M M U N I T Y I N V O L V E M E N T

Foster Parent, STATE OF CALIFORNIA – SAN MATEO COUNTY & CONTRA COSTA COUNTY (2014 – Present)

Founder, DEI Professionals in Transition Support Group (2025 - Present)

Team Moderator, Never Search Alone Job Search Council (2025 - Present)

Co-Lead, East Bay Human Resources Community [EBHRC] Networking Group (2025 - Present)

Member, Silicon Valley Diversity and Inclusion Professionals [SVDIP]

C E R T I F I C A T I O N S

The Intercultural Development Inventory® (IDI)

Project Management Essentials, Franklin Covey

Diversity, Equity, Inclusion Certificate, Cornell University

Institute for Diversity Certification – Certified Diversity Professional (CDP) Training

Subject Matter Expert, American Council on Exercise (Medical Exercise Specialist, Health Coach, Personal Training, Group Exercise)

A I & D I G I T A L E N A B L E M E N T T O O L S

Generative AI & Productivity: ChatGPT, Claude, Microsoft 365 Copilot, Notion AI, Canva Magic Studio, Perplexity AI

Talent & Engagement AI: Textio, Diversio, Culture Amp, Lattice, Paradox (Olivia)

Meeting Intelligence & Automation: Fireflies.ai, Dandi

T E C H N O L O G Y & S O F T W A R E P R O F I C I E N C Y

HR & People Systems: Workday, UKG, Greenhouse, iCIMS, SmartRecruiters, Gem

Analytics & Dashboards: Salesforce, Tableau

Engagement & Philanthropy: Qualtrics, Benevity, Blackbaud, YourCause

Learning & Development: Cornerstone, Culture Amp, LinkedIn Learning, Litmos

Collaboration & Project Management: Google Workspace, Microsoft 365, Slack, Teams, Asana, Smartsheet, Jira