ENERGY WORKFORCE & TECHNOLOGY COUNCIL

INCLUSION & DIVERSITY BUSINESS CHAMPION PROGRAM
2022

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Inclusion & Diversity Business Champion Program
OVERVIEW

This training program will provide tools for leaders across functions to affect internal change, focusing on building internal organization capability of inclusion and diversity. Utilizing an interactive webinar format, mentoring/coaching and executive sponsorship, the course will leverage the Council Diversity Toolkit and strategies to help companies create individual plans of action. Course content includes perspective from leading diverse global companies and industry leaders.

Program concludes with Certification of Council I&D Champion, signifying that the graduate has gained competence in stated focus areas around Inclusion & Diversity and promotes strategic thinking in the integration of these best practices.

Timeline Attend four half-day interactive webcast seminars

- March 9, 2022, 8 a.m. – Noon
- May 25, 2022, 8 a.m. – Noon
- September 21, 2022, 8 a.m. – Noon
- November 9, 2022, 8 a.m. – Noon

EXECUTIVE COACHING WITH ENVISION

- **Group Coaching Introductory Webinar: 7 points**
  A group webinar will be offered to go over executive coaching expectations. Pre-work will be assigned for your first executive coaching session. The webinar will be recorded if you cannot attend at the scheduled time for viewing at your convenience.
  Date: March 31, 2022

- **Executive Coaching Session #1 with your Envision Executive Coach: 8.5 points**
  The first executive coaching session will follow the first half-day seminar. A representative from Envision will contact you to schedule your first of two executive coaching sessions.
  Recommended Completion Date: June 2022

- **Executive Coaching Session #2 with Envision Executive Coach: 8.5 points**
  The second and last executive coaching session will follow the September 2020 half-day seminar. You will communicate with your executive coach to schedule a time that is convenient for both of you.
  Recommended Completion Date: November 2022

- Additional executive coaching sessions are available for an additional fee.

ACCOUNTABILITY PARTNER

An accountability partner is a person who coaches another person to help keep a commitment. During your first seminar in February, you will choose your accountability partner. Your requirement is to meet with your partner at least twice during the year. However, it is recommended to have more touch-points.

Purpose of Meetings
- Accountability and responsibility
- Idea sharing, creativity, and brainstorming
- Motivational support
- Discuss successes and challenges

Obtain an Accountability Partner: 2 Points:
Recommended Completion Date: March 11, 2022

Meeting with Accountability Partner #1 of 2: 3 Points
Recommended Completion Date: April 2022

Meeting with Accountability Partner #2 of 2: 3 Points
Recommended Completion Date: September 2022

LEARNING OBJECTIVES

OVERVIEW WEBINAR
- Review Course Syllabus
- Course Purpose
- Value/Expectations
- Timeline

PRE-WORK
- Review the Council Diversity Toolkit & Maturity Index
- Initial dialogue with executive leadership team members
- Change management tool
- Definitions: Inclusion vs. Diversity

SEMINAR 1 – Inclusion Journey – March 8, 2022, 8 a.m. – Noon

- Establish a change leadership strategy and stakeholder engagement plan
  - Learn helpful tips for making a I&D business case to senior leadership – best practices
  - Enhance leadership behaviors for fostering an inclusive culture
  - Establishing a sense of urgency
  - Creating a guiding coalition
  - Developing a vision & strategy
- **Facilitated Exercise**
  - Desired mindsets and behaviors for leaders
- Company culture and drivers
  - Adaptive Leadership
  - Know the value proposition for an Inclusive and Diverse workplace
  - Best practices
  - Appreciate the impact of policies (including flexibility) on attracting and retaining diverse talent
  - Identify best practices from policy process to reflect an inclusive culture
  - Understand factors to recognize state of company culture today and where it should be in the future – apply maturity diagnostic & identify potential opportunities for change
- **Workgroup Session**
  - Reflect on your position on the maturity index in the context of the company you work for, self-assess and develop an action plan for personal learning journey
  - Build a sponsor engagement plan for key leaders in your organization
  - Identify one commitment action
  - What are the highest priorities to engage with your executive leadership on?

SEMINAR 2 - Unconscious Bias – May 31, 2022, 8 a.m. – Noon

- **Prework** – [Implicit Associations Assessment](#) (choose three tests to take) and [McKinsey & Co. Study](#)
- **Applied Learnings**
- **Unconscious Bias**
    - Review Unconscious Bias and how it affects the workplace – including business applications
    - Discuss different types of unconscious bias (gender, race, generational, industry knowledge, etc.)
    - Examine typical failure points & how to prevent them (large group introduction with table exercise)
    - Communications in Unconscious Bias – how to become aware that it happens and how to manage it better (voice cadence, interruptions, accents, confidence vs aggressiveness, etc.)
    - Group Think
- **Workgroup Session**
    - Establish a plan to raise awareness and take steps toward building a more inclusive culture for each company and prepare to meet with executive sponsors
    - Create a basic change management execution plan
    - Plan for communicating the vision
    - Plan to empower employees for broad-based action
    - Written Communications

SEMINAR 3 - Talent Pipeline and Retention – September 27, 2022, 8 a.m. – Noon

- **Prework** – Bring existing company recruitment materials, website I&D mentions and recent recruitment statistics
- **Applied Learnings**
- Great Crew Change implications, retention and knowledge transfer
    - Make vs. buy in talent development
    - Generational interaction
    - Knowledge transfer requirements
    - Business case – cost of turnover and retention, key KPIs
    - Pay equity implications
    - Digital Culture
    - Flexible workplaces
    - Employee resource groups
    - Candidate attractiveness
- **Facilitated Exercise**
    - KPIs vs Quotas

- Learn how to reduce bias in hiring decisions (Resume exercise)
- Review & discuss best practices for developing diverse talent – career planning, succession

- **Workgroup Session**
    - Change Management: work with table groups to come up with potential short-term wins
    - Establish a realistic action plan to attract, develop, engage and retain diverse talent for each company and prepare to meet with executive sponsors.
    - Current vs desired future work state: flexibility policies

SEMINAR 4 - Sustain/Continue to Build – November 15, 2022, 8 a.m. – Noon

- **Prework** – *Harvard Business Review, [The Leader's Guide to Corporate Culture](#)*
- **Applied Learnings**
- **Sustain/Continue to Build**
    - Sustainability
    - Long-Term Planning
        - Understand/tie to ESG and business case driver to ESG
        - View on the business case for diversity
    - Discuss goals/experiences implementing major change in organizations
        - Discuss tips for presenting the business case to leadership
        - Review best practices for measuring impact of actions to create a more Inclusive and Diverse culture
- **Facilitated Exercise**
    - How to build a long-term plan incorporating change management
    - Creating a plan for champion sponsorship at the executive level for I&D
- **Workgroup Session**
    - Change Management: establish a plan to sustain the change
        - Consolidate gains and produce more change
        - Anchoring new approaches in the culture
    - Understand and articulate the value of diverse teams aligned to common goals
    - Develop internal communications plan

QUARTERLY BEST PRACTICE SHARING SESSIONS (4 Points each)
- Discussion questions will be sent in the calendar notice prior to each session
- Attend Best Practice Sharing Sessions: (2 required)
  - March 23, 2022 Noon-1:00 p.m.
  - June 15, 2022 Noon-1:00 p.m.
  - October 12, 2022 Noon-1:00 p.m.
  - December 7, 2022 Noon-1:00 p.m.

GRADUATION REPORT
- The final step in the program before graduation is a brief 2-3-page report.

- This can be done on an individual basis or one report from the company cohort.

- The report should include key takeaways from the program including what worked well and what you would do differently. Finally, identify what you plan to action for yourself personally and within your organization or team.

- The report is due by **December 30**, please send to Peggy Helfert

POST-GRADUATION INVOLVEMENT

- Influencing Change
  - Work with executive leadership to champion your organization's I&D progression
- Serve as mentors for future cohorts of I&D champion certification program
- Continuous Improvement
  - Stay connected and share best practices

RECOMMENDED PROGRAM COMPLETION TIMELINE

March 8, 2022	Half-Day Seminar: Day 1
March 11, 2022	Obtain Accountability Partner
March 23, 2022	Best Practice Sharing Session
March 2022	Group Coaching Introductory Webinar
April 29, 2022	Send Updated Scorecard to the Council
April 2022	Meeting with Accountability Partner #1 of 2
April 2022	Attend Leadership Meeting #1
May 31, 2022	Half-Day Seminar: Day 2
June 2022	Executive Coaching Session #1 of 2 with Envision Executive Coach
June 15, 2022	Best Practice Sharing Session
July 1, 2022	Send Updated Scorecard to the Council
September 27, 2022	Half-Day Seminar: Day 3
September 2022	Meeting with Accountability Partner #2 of 2
October 7, 2022	Send Updated Scorecard to the Council
October 2022	Attend Leadership Meeting #2
October 12, 2022	Best Practice Sharing Session
November 2022	Executive Coaching Session #2 of 2 with Envision Executive Coach
November 15, 2022	Half-Day Seminar: Day 4
December 7, 2022	Best Practice Sharing Session
December 30, 2022	Send Final Scorecard and Final Report to the Council
January 2023	Attend Your Graduation Reception (if all requirements are met)

Please contact Molly Determan, COO, Energy Workforce & Technology Council at 713.932.0168 or mdeterman@energyworkforce.org for support or questions.