



## **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 PESA 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 PESA 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, 2021, 8 a.m. – Noon
- May 25, 2021, 8 a.m. – Noon
- September 28, 2021, 8 a.m. – Noon
- November 16, 2021, 8 a.m. – Noon

### **Curriculum**

- Read PESA Diversity Maturity Index and assess organization placement
- Review and complete course pre-work
- Attend four half-day seminars
- Attend one group coaching introductory webinar and two one-on-one executive coaching sessions
- Attend two PESA Meetings: PESA hosts a variety of meetings and seminars throughout the year including leadership forums, townhalls and market outlooks designed to fulfill program requirements
- Participate in external leadership development through community or PESA involvement: work with a non-profit or PESA committee in 2020\*
- Accountability Partner Engagement
- Attend quarterly networking events\*
- Participate in facilitated cross company discussion
- Final report outlining plan for internal integration

\*Optional

### **Target Participants**

Two to three individual nominations plus executive sponsor with consideration to a diverse team. Cross-functional leaders with span of influence, demonstrated interest, internal credibility and strategic thinking skills. Individuals identified in the succession planning pipeline would be good candidates.

### **Sponsorship Opportunity**

Program sponsors are available at \$5,000 per organization, including recognition at all events and materials

# LEARNING OBJECTIVES

## OVERVIEW WEBINAR

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

## PRE-WORK

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

## SEMINAR 1 – Inclusion Journey – March 9, 2021, 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 25, 2021, 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 28, 2021, 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 16, 2021, 8 a.m. – Noon**

- **Pework** – *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

#### **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