



DIVERSITY | LEADERSHIP | INNOVATION

Out and Equal Workplace Summit

Building a Roadmap to Business Impact

Session Objectives



- Develop general knowledge and capabilities relative to ERG progression
- Review progression model and its applications
- Discuss opportunities to utilize progression to increase business relevancy and impact
- Discuss best practices
- Questions and Answers



Discussion

- What is getting in the way of your ERG increasing their business relevance/impact?
- How does your current strategy processes currently support the development of increased business relevance/impact?



ERG Effectiveness – A Strategic Approach



A robust ERG strategy tends to focus on:



Engaging and Supporting Employees

- ✓ Professional Development and Networking activities
- ✓ Leadership Opportunities
- ✓ Opportunity for Organization-wide and External Community Impact



Directly Impacting Business

- ✓ Recruiting partnerships and potential in attracting high potential, diverse employees
- ✓ Retention and engagement of diverse employees through successful achievement of employee value proposition
- ✓ Influence in product development with aligning market share /diversity dimension identity

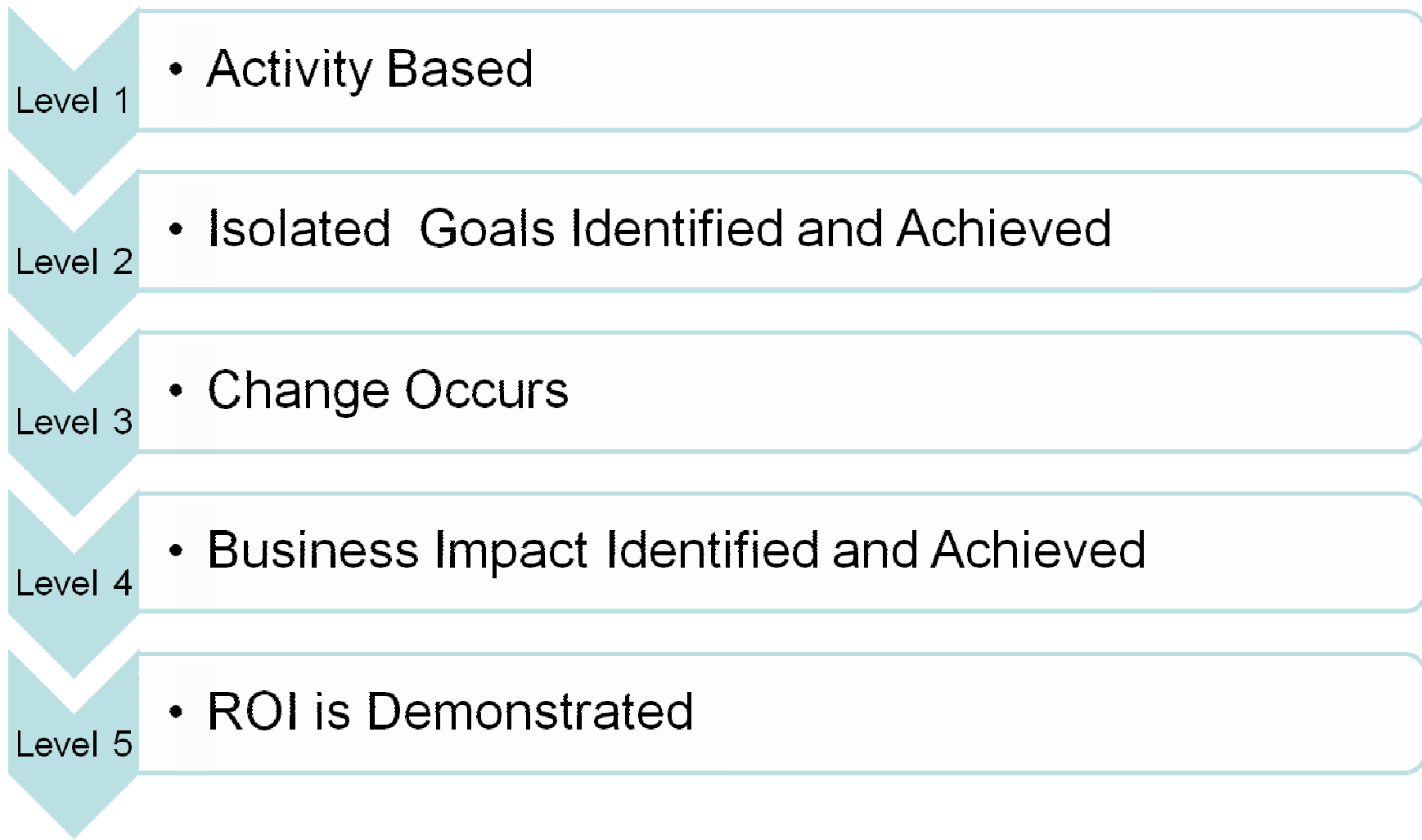
Measuring your ERGs Effectiveness



Key Steps to Developing Individual ERG Business Plan / Strategies

1. Build a plan to consider and align with organizational/business strategic goals and objectives
2. Identify organization's overall Diversity and Inclusion (D&I) strategy
3. Identify Goals and Objectives across all ERGs
4. Develop ERG-specific strategy – Align with D+I and ERG strategies.

Defining Effectiveness



Framework Success Factors



- Incremental development vs. current or future end-states
 - Balanced amount of detail to inform and guide **ERG development** within and across development levels
 - Establishes **benchmarks** through assessed development levels that describe best practice and recognizes achievements
- Cumulative development vs. simultaneous development
- Aligned ERG development goals and objectives are identified and illustrated
 - A **framework and process** that balances structural needs with individual ERG autonomy
- Linkage to existing organizational development measures, e.g. Operational Models
- At least four to five levels of development to illustrate incremental development

Slide 7

b1

most of this (slides 8-9) information seems to be in slide 7...let's review and make sure all key info is just in one slide. One difference in "Voice" is that some of the statements in slides 8-9 are designed to generally describe the model as an option..with Disney we are already using the progression model, have indicated some of that in "green." In other words, we are wanted to describe the key characteristics and value of the model.

bpsorge, 9/20/2010

General Characteristics of Successful ERG Progression Models



- Describes the development expectations of ERG groups and a developmental guide to ERG leadership and members which can:
 - ✓ Define best practices to adopt for ERG success
 - ✓ Inform the setting of goals and objectives
 - ✓ Assess their current capabilities

- Provides a description of the value proposition for individual members, leaders and the organization

- Provides a basis from which to build metrics and measurements

General Characteristics of Successful ERG Progression Models (Continued)



- Provides the framework to assess accurate depiction of ERG business development / impact readiness
- Provides a method of benchmarking their performance against other organizations
- Describes characteristics that are actionable
- Development is examined by states of progression and renewal as opposed to end-states

Developing Sound ERG Metrics

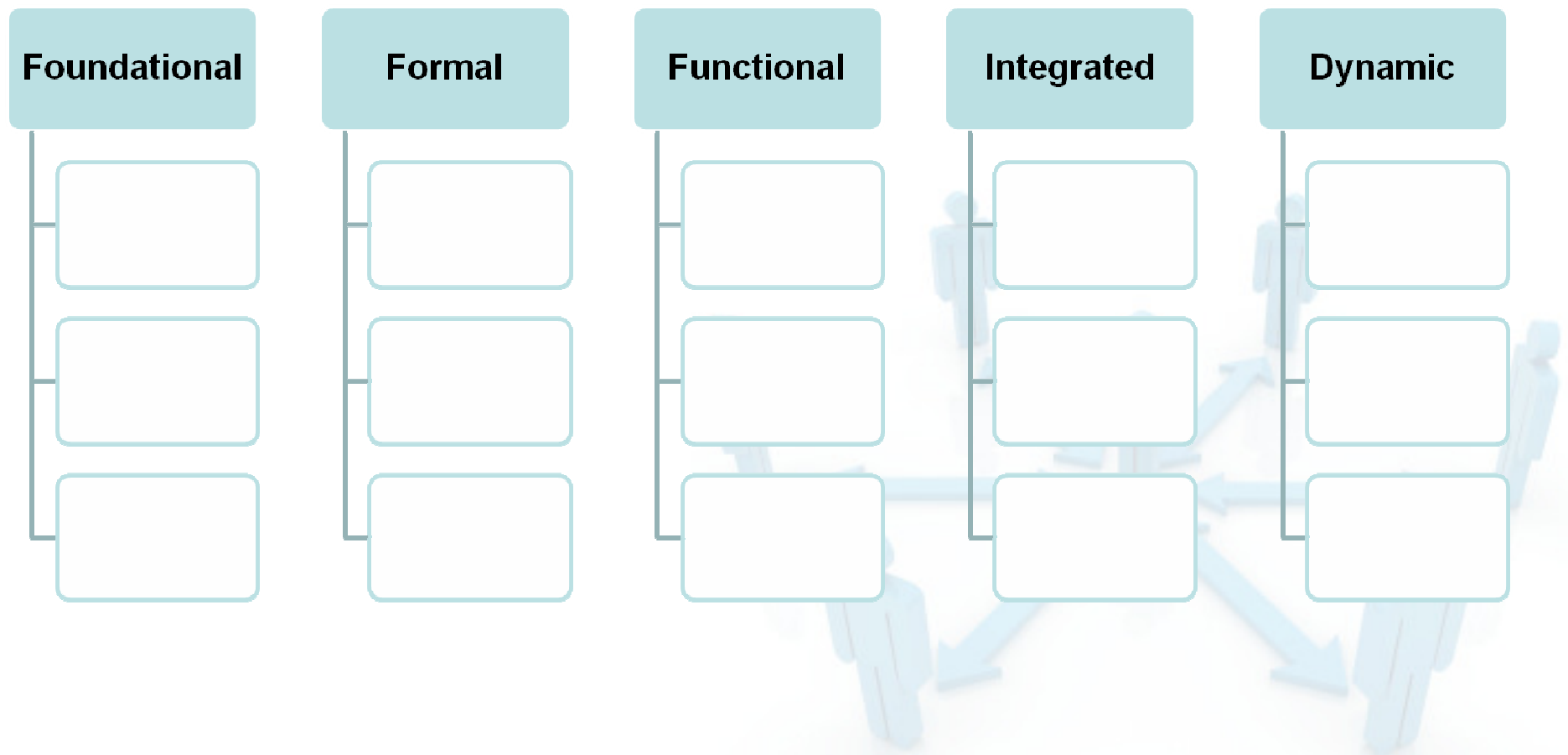


Multiple ways to measure ERG progress:

- Event attendance & number
- ERG Membership (active, inactive)
- External Awards
- Levels of Structure and Governance (i.e. Completed Business Plan)
- Revenue and Business Aligned Targets, ROI
- Business Partner Collaboration (internal and external)
- National, Regional and Global Representation
- Cross-ERG Collaborations (internal and external)
- Others?

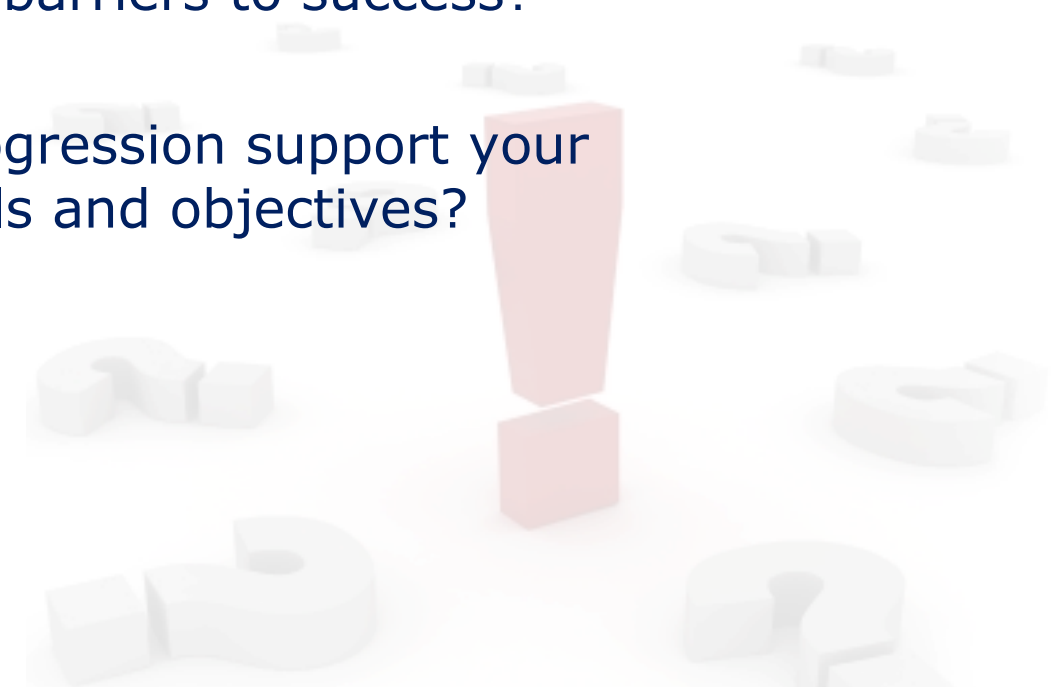


Progression Model Levels



Questions

- What value do you think the progression approach may offer your ERG?
- What are the potential barriers to success?
- How can the use of progression support your organization's D&I goals and objectives?



Phase Description

Phase 1



Foundational

Managing
Self

Ad hoc

Initial

Inconsistent

Isolated

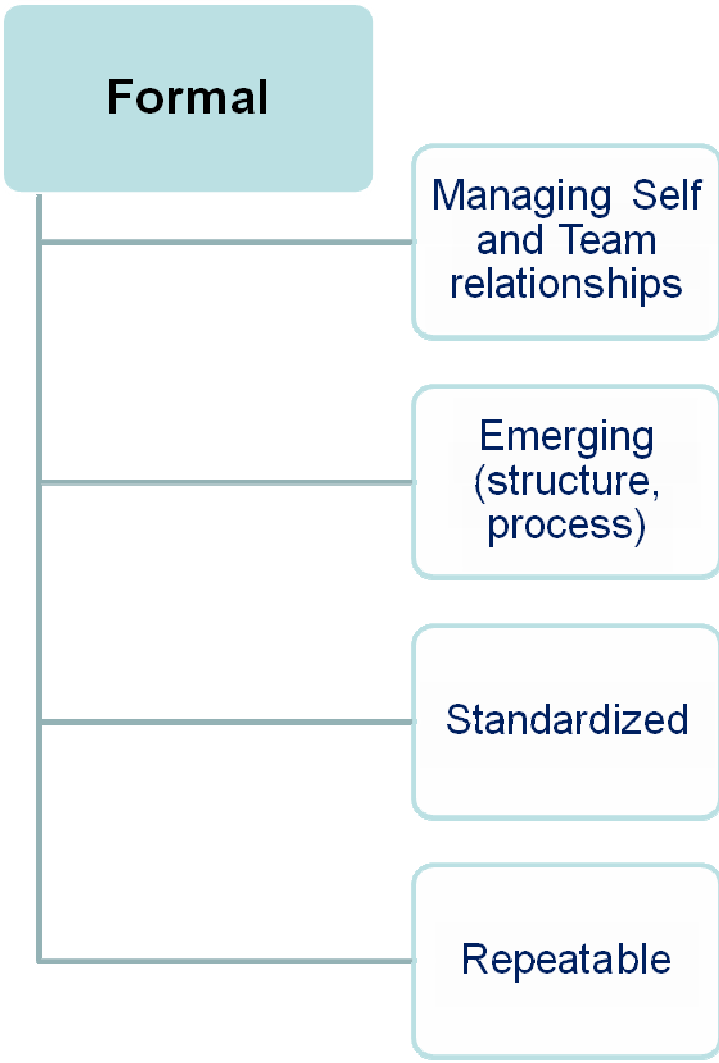
Examples

ERG process and activity are typically undocumented and are primarily driven by member motivation and need

Members work independently with yet-to-be-defined accountabilities and with, typically, a community-building focus

Phase Description

Phase 2



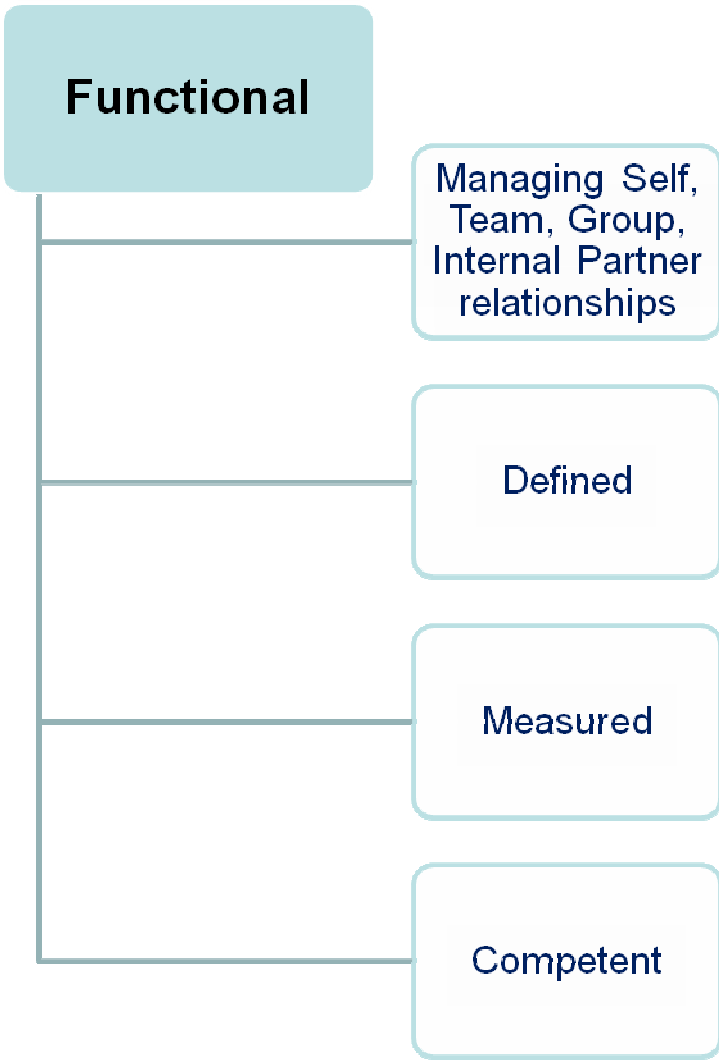
Examples

Leadership team and structure is chosen that best serves ERG is formed

Members develop collective, mutual objectives for their ERG while still seeking development on an individual basis

Phase Description

Phase 3



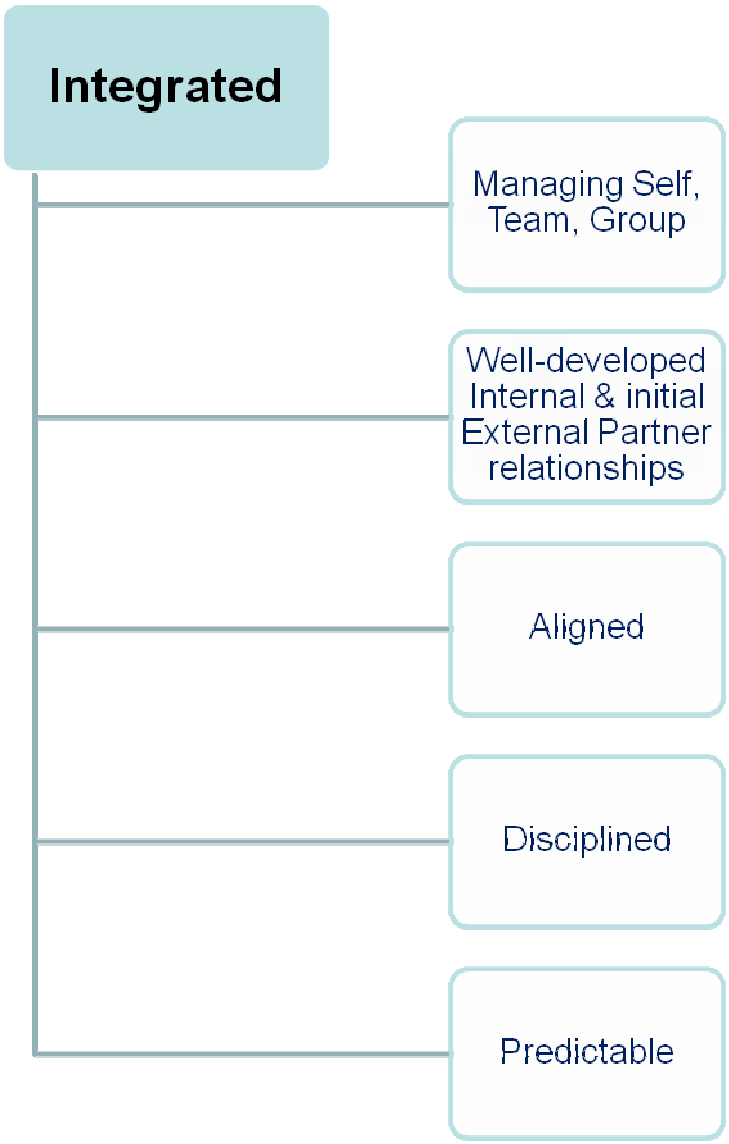
Examples

Standard processes are defined, documented, and consistently utilized for ERG functions and activities

Objectives are focused both for ERG leaders and membership as well as growing partnerships with other ERGs and organizational functional units (e.g., sales, recruiting, etc.)

Phase Description

Phase 4



Examples

Processes, events, and activities are aligned within and between organizational ERGs, internal organizational functional units, and external partnerships (e.g., other company ERGs, community groups, etc)

Individual and ERG-wide goals, objectives, and value propositions have an increasing strategic alignment to organizational business success

Phase Description

Phase 5



Examples

ERG efforts and activities are fully and strategically aligned with organizational efforts and operations and the ERG itself is leveraged as a core functional organization

ERG leadership teams and membership leverage partnerships and networks both within the organization as well as serve as primary point of contact to outside relevant organization for execution of strategic priorities and objectives

Sample Progression Example: Recruitment Activities

Foundational	Formal	Functional	Integrated	Dynamic
<ul style="list-style-type: none"> • Members participate in recruitment activities on an ad hoc basis • There is little to no coordination between ERGs • Recruiting function randomly asks for participation - primarily focused on event participation 	<ul style="list-style-type: none"> • Have established liaison that focuses on recruitment activities, leveraging growing internal partnerships • Initial coordination is established between functional areas to leverage ERG 	<ul style="list-style-type: none"> • Established programs in executing recruiting activities • Internal partnerships are leveraged – ERG is utilized as SME and as participants • Increased focus on developing external partnerships 	<ul style="list-style-type: none"> • Established programs in executing recruiting activities that produce determined metrics • Leveraging both internal and external partnerships including other ERGs • Sought after as a recruitment resource across functions within organization 	<ul style="list-style-type: none"> • Recruiting initiatives have cross ERG strategies that target the broad talent market • Measurable results are tracked that include ROI • Viewed and leveraged as best practice across industry



Action Planning for Progression

- Develop *Action Items* that support movement between levels,

- Include items such as:
 - Action Item
 - Accountability
 - Timing
 - Metrics
 - Budget

Wrap-Up
&
Comments





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Thank You!

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