



Mission Statement of the Developing Talent Committee: To create partnerships that help organizations develop systems and cultures for recruitment, retention, and development for people of color of all levels, with an emphasis on Leadership positions.

To understand what, why, and how of successful Talent and Leadership Development in the context of Inclusion, Equity, and Diversity we offer this blueprint for success.

Studies have shown that attracting and retaining diverse talent is good for business. McKinsey & Company in partnership with The Society for Human Research Management (SHRM), evaluated the performance of companies with different levels of workplace diversity. They found that companies that exhibit gender and ethnic diversity are, respectively, 15% and 35% more likely to outperform less diverse peers. The same study found that organizations with more racial and gender diversity bring in more sales revenue, more customers, and higher profits.

Top performers channel their Diversity, Equity & Inclusion (DEI) efforts into gateway moments: recruiting, hiring, and promoting. Organizations with strong DEI initiatives are more likely to have employees with increased job satisfaction, higher levels of trust, and are more engaged. Organizations in the top 25%, when it comes to racial and gender diversity among executive leadership teams, are 21% more likely to be profitable and 27% better at creating value.

The most common approach used by companies is to run training programs on unconscious bias and examine policies and procedures. Although this is necessary and valuable work, sadly we aren't seeing the results in representation at the top. This creates distrust with members of non-dominant groups who experience the lack of impact firsthand but are being told about all the great things the organization is doing to promote DEI.

If organizations are serious about DEI, they first must change the priority **from Diversity to Inclusion**. This begins by changing the sequence of priorities to be Inclusion, Equity, and Diversity, **IED**. Lead with Inclusion and embed it into learning and development (L&D) and career development strategies, both formally and informally.

Three ways to integrate L&D and IED

1.) Beyond interviewing, how new employees are on-boarded is usually their first significant introduction into your organization and its culture. Design your on-boarding process with inclusion in mind. Start by critically questioning aspects, big and small, of the process, such as

- Do your icebreakers inadvertently “other” some employees?
- Do your programs provide advantages to certain groups to process and apply the knowledge more than others? Have you decoded workplace norms, behaviors, and expectations in a way that allows for greater understanding and application?
- Whose voices are invited to teach programs (and whose are not)?
- Have you normalized curiosity, wellness, and a growth mindset? Who is comfortable asking questions, speaking up, or sharing concerns?
- Does your on-boarding support access to networks of influence for everyone?

2.) Engage both L&D and IED experts to examine skills and leadership training — such as practice management, communication, writing, presentation skills, delegation, giving & receiving feedback, and business development. Then, consider if:

- Your programs teach strategies that work for some and not others.
- You decode the unwritten rules, norms and behaviors expected in the workplace.

- You provide opportunities to challenge and reframe those norms and expectations (including how we define success) to allow for greater agency in how skills are applied.
- You need to evolve the skills you teach to include cultivating a growth mindset, cultural competence, workplace empathy, dealing with perfectionism, emotional regulation, and managing imposter syndrome.
- You create psychological safety in programs to ask questions.
- Leaders and teachers are modeling openness to understanding cultural competence and improving inclusion and belonging skills to bridge and appreciate difference.

3.) Everyone absorbs and processes differently based on their identity, background, lived experience, and perspective. L&D can help connect the formal learning to the day-to-day applications of that learning by looking at the many intersections with the practice and examining how we might incorporate IED nudges, including:

- Adding formal and informal touchpoints right after programs to challenge, discuss, personalize, and help people apply the skills.
- Examining small but frequent decision and access points to better support learning, particularly around pivotal career moments of influence (giving feedback, leading meetings, speaking opportunities, etc.)
- Reminding mentors and leaders of the small acts that can shape better outcomes — such as amplifying voices, giving credit, offering opportunities, inviting people to meetings, or providing access to networks — not just in formal programs, but with frequent reminders, discussions, and learning opportunities.
- Actively engaging people from all communities to measure impact.

To be clear, bringing L&D and IED together doesn't mean teaching "diverse talent" how to make it in a white workplace or how to assimilate. Embedding IED

within an organization's learning and development process means looking at all training through an IED lens — to better support those coming into the organization, provide transparency for those expending energy navigating the workplace, and increasing awareness and accountability for those learning leadership, managerial, and supervisory skills.

By weaving IED concepts into on-boarding and skills-based learning that the organization already provides and values, people are learning IED concepts with context and are better able to connect the concepts to their day-to-day relevance and application. Tapping your organization's L&D experts to help with boosting IED touchpoints and nudges will amplify the impact beyond what IED initiatives alone could do.

We recognize how important it is for employees to develop and progress in their careers. That's why it's so important to provide a variety of resources to help teammates grow in their current roles to build new skills.

Learning tools

- Value your teammates' varied experiences and learning styles. Through a personalized approach, offer learning and development programs that ensure all teammates have access to the resources they need to advance their careers:
- Create a "Learning Hub" that allows teammates to create personalized learning plans tailored to their roles and interests. The Hub should also provide access to books, articles, courses, and videos to build industry knowledge and enhance their professional skills.
- Consider a tuition reimbursement program, for eligible undergraduate or graduate courses and discounts at several universities, plus free unlimited individual academic advisory services.

Leadership investment

- Offer a range of development programs for leaders who show potential as future business and C-level executives, including:
- Women's Leadership Program: Provides assessments, strategies, and tactics to help multicultural women in progressing their careers through a virtual development experience
- Women's Executive Development Program: Leverages the faculty of business schools to engage, develop, retain, and support the career advancement of high potential talent. The program includes assessments, virtual development sessions, leadership coaching and local market engagement opportunities.
- Diverse Leader Sponsorship Program: Pairs diverse rising talent with senior leader sponsors to increase the visibility and representation of diverse talent. The program includes development sessions, executive sponsorship, and engagement opportunities.
 - Accelerated Development Program: Year-long executive development program that helps accelerate the growth of top leaders through assessments and virtual learning events, as well as one-on-one coaching from an external coach
 - To drive manager capabilities and build leadership skills, offer resources for new and seasoned leaders, including:
 - Manager Resources - Leading in the Current Environment: Resources developed specifically to support managers including manager guides; Manager Excellence and enterprise inclusion sessions; Manager Excellence Community blogs; virtual tech tools and resources; and weekly mindfulness sessions
 - Manager Excellence Program: Shares practical business tips from senior leaders and industry experts, giving insight into topics that support company priorities. The regular sessions are accessible virtually or on-demand to meet participants preferred and global schedules.
 - New Manager Program: Helps new or recently promoted managers build the knowledge and skills they need to successfully lead their

teams. The program offers a range of interactive, tailored resources to fit managers' needs and learning styles.

- **Manager Excellence Consultants:** Aimed at mid-level managers, HR professionals provide one-on-one coaching and virtual and in-person sessions to help managers build their skills and connect everyday decisions to enterprise priorities.

Create a Personal Learning Cloud (PLC) for every employee. It should have four important characteristics:

1. Learning is personalized.

Employees can pursue the skills development program or practice that is right for them, at their own pace, using media that are optimally suited to their learning style and work environment. The PLC also enables organizations to track learner behaviors and outcomes and to commission the development and deployment of modules and content on the fly to match the evolving needs of individuals and teams.

2. Learning is socialized.

As the experiences of Harvard's HBX and McKinsey's Academy series have shown, learning happens best when learners collaborate and help one another. Knowledge—both "know-what" and "know-how"—is social in nature. It is distributed within and among groups of people who are using it to solve problems together. The PLC enables the organic and planned formation of teams and cohorts of learners who are jointly involved in developing new skills and capabilities.

3. Learning is contextualized.

As our interviews revealed, and as recent evidence from LinkedIn Learning has shown, most executives value the opportunity to get professional development on the job, in ways that are directly relevant to their work environment. The PLC enables people to do this, allowing them to learn in a workplace setting and helping ensure that they apply the knowledge and skills they pick up.

4. Learning outcomes can be transparently tracked and (in some cases) authenticated.

The rise of the PLC does not imply the demise of credentialing or an end to the signaling value of degrees, diplomas, and certificates. Quite the contrary: It drives

a new era of skills- and capabilities-based certification that stands to completely unbundle the professional degree. Indeed, in more and more cases, it's no longer necessary to spend the time and money to complete a professional degree, because organizations have embraced certifications and micro certifications that attest to training in specific skills. And seamless, always-on authentication is quickly becoming reality with the emergence of blockchains and distributed ledgers—such as those of Block.io and Learning Machine. Micro credentials are thus proliferating, because the PLC enables secure, trackable, and auditable verification of enrollment and achievement.

As demand grows for Leadership Development that is customizable, trackable, and measurably effective, new alternatives are emerging. Business schools, consultancies, corporate universities, and digital platforms are all vying to provide skills development programs, and each player has certain advantages and constraints.

| | ADVANTAGE | CONSTRAINT |
|--|--|--|
| Business schools with open programs | A large store of intellectual and pedagogical capital | Limited capability to provide contextualized learning |
| Business schools with customized programs | Can adapt content to the challenges facing the client organization and ensure the transfer of core skills | Inadequate follow-up when customization reaches the realm of personal learning and design |
| Strategic consultancies | A highly contextualized approach to skills transfer and development | Inadequate technology and know-how for evaluation and feedback |
| Human resources consultancies | Can identify participants' core skills to create fully individualized coaching and development | A shortage of expertise in relevant functional domains |
| Corporate universities | Can deliver content that is immediately relevant to the organization, and in the context in which the skills will be applied | Limited ability to measure skills acquisition and application |
| Remote personalized learning platforms | Low-cost alternatives to programs that transfer functional and technical knowledge | Limits on contextualized learning and the development of relational, affective, and collaborative skills |

Here are some of the best practices in leadership development.

1. Develop strong executive engagement: The most important practice of all is to obtain the engagement of top leaders and managers.

2. Define tailored leadership competencies: Successful leadership development programs are based on identified leadership competencies. By isolating and agreeing upon leadership competencies most important to your business, you will have the foundation for leadership development, as well as succession planning, career development and other talent-related processes.

supports three distinct levels of leadership. Each training level focuses on specific competencies and builds on the level before it.

- **Foundational** – First-level manager content that focuses is on the leadership competency area of *engagement and performance*; for example, engaging and developing people, and creating accountability.
- **Advanced** – Mid-level manager curriculum that targets the leadership competency area of *business discipline*; for example, executing strategy and working effectively across business units.
- **Mastery** – Senior-level manager program that builds the leadership competency area of *value creation*; for example, driving change and innovation.

3. Align with business strategy: Leadership development is far more than management training. As leaders move up in the organization, their skills must shift from people and project management to strategic business and operations management while ensuring a strong alignment to the culture, values, and strategies of the company.

4. Target all levels of leadership: Effective leadership development isn't about training individuals. Its primary objective should be the development of a leadership team capable of moving a company forward and meeting key strategic objectives.

5. Apply a comprehensive learning approach: No sound leadership development program consists solely of an instructor-led training event. Programs must include

developmental assignments, 360-degree assessments, meetings with global counterparts, case studies, external education, and a wide variety of e-learning and other media to give leaders a complete experience. People learn to lead by doing, so the best leadership development programs focus heavily on experiential learning. The most successful leaders learn in different ways: by tapping into their *network intelligence*.

6. Integrate with talent management: To build a sustainable leadership pipeline, organizations must implement programs to assess leadership potential (part of the performance management process), identify successors to existing leaders and place these individuals into the right development programs as part of the company's regular business practices. In fact, one of the biggest indicators of a first-class leadership development program is a set of established practices and a corporate culture that encourages development throughout the enterprise.

- **Performance Management** – One hundred percent of the workforce participates in and completes a consistent performance assessment process. The performance management process not only looks at what employees need to get their jobs done, but also allows individuals to plan their careers.
- **Succession Planning** – Succession planning is a process that naturally feeds into the identification, assessment, and development of its leaders. The potential of leaders against long-term strategies is assessed and appropriate developmental plans are put into action.
- **Recruitment and Selection** – Talent assessments are reviewed through a centralized sourcing and recruitment function which enable the company to identify candidates and ensure a strategic fit, ensure high potential people are moved frequently across businesses and functions, and align talent selection with core leadership competencies.

Here's a checklist of additional Best Practices

- ✓ Develop and communicate to all employees, strategies for IED and Learning & Development.
- ✓ Senior Leadership positively models and supports IED and Learning & Development.
- ✓ Leaders represent diverse backgrounds.
- ✓ Have a set of clearly defined leadership expectations and competencies.
- ✓ Use a consistent process for hiring and promotion decisions.
- ✓ Make internal promotions a priority for leadership roles.
- ✓ Managers continuously identify and develop high-potential employees.
- ✓ Maintain an up-to-date status of leadership talent across the organization.
- ✓ Develop Learning & Development programs for all levels of employees.
- ✓ Continuously measure the effectiveness of your IED and Learning & Development initiatives against the stated goals.

Our goal:

To make Nashville the model city for equity and inclusiveness by taking action to create opportunities to grow prosperity for people of color.

We offer this study as the blueprint for successfully achieving this goal.

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