ERGs, BRGs, Affinity Groups

How to leverage effective employee networks
Top Trends in 2016

- Business Case Matters: Marketplace, Workplace, Workforce
- Everyone has a Diversity Story
- Iceberg, Covering and Micro-Inequities
- Allyship and the Continuum: Beyond LGBT to Inclusion for All
- Inclusive Behaviors: Welcomed, Valued, Respected, Heard℠
- Executive Sponsorship and Advocacy
- ERG to BRG Evolution
Diversity + Inclusion = Engagement

**Diversity**
All characteristics of who we are

**Inclusion**
How we treat each other to include (and exclude) as part of our group; creating the space for everyone to bring their whole self to work

**Engagement**
Discretionary efforts surfacing when people feel they are welcomed, valued, respected and heard
"The two most important days in your life are the day you're born, and the day you find out why." – Mark Twain
Expanding Dimensions of Difference

Source: Adapted from Marilyn Loden, Workforce America, 1991.
Discuss: Sharing our Dimensions

Think about a **Primary, Secondary, or other dimension** that has been most **influential** to your professional journey, and share.

*As you do this, think about whether these dimensions are obvious or visible to others ... or aspects of your story that you keep hidden.*
Discuss: Above and Below the Line

In the workplace, what do employees and leaders keep:

- Above the water line?
- Below the water line?

How can we encourage a culture of inclusion where the need to “cover is reduced” because diversity is valued?
‘Covering’
The Concept of Covering

Covering is a strategy through which an individual downplays a stigmatized identity.

**Appearance-based** covering concerns how individuals alter their self-presentation (grooming, attire, and mannerisms) to blend into the mainstream. *A man may color his hair because he does not want to be perceived as too old and unable to “keep up.”*

**Affiliation-based** covering concerns how individuals avoid behaviors widely associated with their identity, often to negate stereotypes about that identity. *A woman might avoid talking about being a mother because she does not want her colleagues to think she is less committed to work.*

**Advocacy-based** covering concerns how much individuals “stick up for” their group. *A veteran might refrain from challenging a joke about the military lest she be seen as overly strident.*

**Association-based** covering concerns how individuals avoid contact with other group members. *A gay person might refrain from bringing his same-sex partner to a work function so as not to be seen as “too gay.”*

Covering: 75% reported “covering” along at least one axis

- Appearance
- Affiliation
- Advocacy
- Association

94% of Blacks
91% of Women of Color
91% of LGBT
80% of Women
50% of straight, white men

Transformation Journey

Diversity → ERG → Donation → Insight → BRG → Investment → Impact → Inclusion
Demand for Business Results

ERGs are expected to continue to evolve...

...as businesses are demanding

- aligned business focus
  - results orientation
  - return on investment

Diagram adapted from “Organizational Frame of Reference for Employee Groups,” Louise Young, Ph.D.
How can a seemingly exclusive group support a climate of ‘Inclusion’?

- Resource networks provide **mini-communities** within the larger organization that provide a sense of belonging and connection – it actually “helps” employees feel included to bond and network within communities.

- Networks provide a forum for other employees **to learn about differences** in a safe environment.

- Any employee supporting the mission is **welcome and encouraged to participate** in any network – they are not exclusive.

**SUSTAINED AND TRANSFORMATIVE PARTICIPATION AND PERFORMANCE ARE OUTCOMES WHEN PEOPLE FEEL THEY ARE RESPECTED, VALUED, WELCOMED AND HEARD.**
Business Case for D&I Strategy

- Marketplace
  - Existing Customers
  - Potential Customers
  - Future Customers

- Workplace
  - Great Place to Work
  - Workplace of Choice

- Workforce
  - Talent Recruitment
  - Talent Acquisition
  - Talent Management

Whom We Serve

Where We Work

Who Works Here
Most Common ERGs in the Workplace

Prevalence does not necessarily equate to effectiveness.

- Therefore, in establishing ERGs, companies must consider and evaluate their culture, and business and employee needs in order to establish ERGs that will work for them.
- Veterans resource groups increased by 18.2% over the past year alone; Wall Street is behind the curve in this area.

Source: Catalyst Member Benchmarking Report and DiversityInc, 2013.
How ERGs Drive Results in the Marketplace

Business Impact Areas

Source: Jennifer Brown Consulting, “Employee Resource Groups that Drive Business”
Progression Model Levels

Foundational
- Managing self
- Ad hoc
- Initial
- Independent

Formal
- Managing self and team relationships
- Emerging (structure, process)
- Standardized
- Repeatable

Functional
- Managing self, team, group, internal partner relationships
- Defined
- Measured
- Reliable

Integrated
- Managing self, team, group
- Well-developed internal & initial external partner relationships
- Aligned
- Disciplined
- Predictable

Dynamic
- Managing self, team, group, partner, organizational, external relationships
- Sought-after as a resource
- Adaptive
- Synthesized
- Agile

PUSHING ERG’s value to rest of organization

ERG is PULLED IN as a resource
**Best Practice At Each Phase of Progression**

- **Foundational**
  “It is very difficult, in the Chinese culture, to start an LGBT group... so interested ERG leaders are partnering with the Young Professionals BRG to attend events and create community in safety.” – Retail Bank

- **Formalized**
  “Our ERGs track their accomplishments and budgets, with quarterly reporting to their Executive Sponsor and annual reporting to D&I and HR. Our planning process is designed to closely mirror that of the organization, increasing members’ planning skills and the ERG’s credibility as a business unit.” – Barclay’s Global Investors

- **Operational**
  “Our Women’s Network helps recruit and retain female leaders around the globe to ensure female representation significantly increases. We built a portal that can be accessed by any member around the world....In the last year alone, 20 new Women’s ERG chapters were launched, even one in Pakistan.” – Colgate-Palmolive

- **Integrated**
  “Our Asian ERGs developed training packages for sales and marketing teams, and business leaders, to provide guidance and advice on the nuances of doing business in Middle Eastern and Asian countries.” – Boeing Corporation

- **Dynamic**
  “Our commitment to Inclusion has led to the creation of a Center for Leadership Inclusion that sponsors research and publishes findings. It is a place where we can gather our people, clients and thought leaders to redefine Inclusion in the 21st century workplace.” – Deloitte Consulting
Allyship

- Are organizations thinking big enough to capture all of the people who want to be involved in D&I efforts?
- Are we using outdated models and understanding to identify on-ramps for people within the organization to support and participate in D&I?
- How do we start the next generation Ally conversation?
An ally is ...

... person who wants to fight for the equality of a marginalized group that they are not a part of
Why Do Allies Matter?

- More numerous
- More access
- More credible
What Motivates an Ally?

Equity, fairness, civil rights, social justice, human rights, “it’s the right thing to do”...

A friend or family member who is part of an underrepresented community.
Ally Continuum

Where would you place yourself? Your organization? Your senior leaders?

1: Apathetic
No understanding of the issues or needs facing the underrepresented community; feel no connection or responsibility for action.

2: Aware
Low level awareness of issues. Not engaged or actively supporting the underrepresented community; focus on doing no harm.

3: Active
Educated on basic concepts; seek to be part of improving situation. Provide support when and where asked. Differences are recognized as adding value.

4: Advocate
Well-informed and committed to supporting inclusion. Offer support proactively; model inclusive behaviors. Hold selves and others accountable.

Many levels and many opportunities for support
Why don’t we see more Patrick Stewarts?

“People won’t listen to you or take you seriously unless you’re an old white man. And since I’m an old white man, I’m going to use that to help the people who need it.”

~ Sir Patrick Stewart
Roadblocks for Allies

- It would take too much time away from work.
- Why would they want to include me? Isn’t this just for LGBT (or women, or black, etc.) employees?
- I’m too afraid I’ll offend or appear prejudiced.
- I don’t know how to get involved, even if I wanted to.
Tips for Being a White Ally

- Understand your privilege.
  - There are some things in life that you will not experience, or ever have to think about, just because of who you are.
- Get yourself educated about the issues that impact communities of color.
- Confront racial injustice, microaggressions and inequities when you see them happening, whether it’s at the grocery store or in a meeting.
- Speak up, but not over. Be the noisy white person when it may not be safe for your colleague of color to speak up.
  - Look to amplify, not overshadow.
- Realize that you will make mistakes, and take responsibility for them when you do.
- Apologize without caveats.
- Engage other white people.
  - The more you can work to bring people who share your identity to understand their identity and privilege and to act for equality and inclusion, the better. Share what you learn with other white people.
  - Use words that speak the truth about the disempowerment, oppression, disinvestment and racism that are rampant in our communities.
Tips for Being a Male Ally

- Talk to women. And mostly listen.
- Don’t ‘mansplain’ or try to amend what a woman is sharing about her experience.
- Don’t make it about you.
- Remember that feminism is intersectional: women of color have had different experiences than white women, who have had a different experience than trans women.
- Educate yourself about the issues that impact women.
- Use your male privilege to encourage other men to work towards gender equality, under women's leadership.
- Demand equal representation: ask where the women are.
- Speak up and speak out: if you’re uncomfortable or afraid to stand up against sexism, male violence against women and the exploitation of women – how do you imagine women feel?
Tips for Being an LGBT Ally

- Always assume you’re in the presence of an LGBT person or at least in the presence of someone who loves an LGBT person.
- Use LGBT-inclusive language (e.g., “partner” or “significant other”) in both day-to-day conversations and official corporate communications.
- Support corporate policy and enforcement equality for all employees, regardless of sexual orientation or gender identity.
- Listen for and avoid comments or questions that presume heterosexuality.
- Ask your LGBT coworker about his partner or his life outside of work (like you might with a non-LGBT coworker).
- Openly acknowledge friendships with LGBT individuals when appropriate and relevant.
- Attend LGBT ERG events at your company and invite others to attend as well.
- Actively create a “safe” space by putting up symbols (e.g., rainbow or HRC stickers) that publicly display your commitment to inclusion.
- Attend LGBT diversity presentations or programs at work or in your community.
- Be knowledgeable enough about LGBT culture to explain lesbian, gay, bisexual, and transgender issues.
TARGET: Ally Engagement
Target’s Ally Engagement

- Created an Ally web portal with tips, behaviors, resources
- Discuss the issues
- Share Ally stories
- Ally-focused events, trainings
- Swag!
  - Magnets, badge holders, t-shirts, phone cases, etc.
ALCOA: EAGLE Allies
Proven Ally Engagers: Yammer “Bombs” and SPLs

Ally Council established in 2012 to further recruit, train and engage EAGLE Allies

Yammer “Bomb”

My name is Rachel Giannini. I am a professional writer. I am an avid reader. I am a bacon lover. I am a wife. I am a mother. I am a transplanted Midwesterner. I am a Christian. I passionately believe in equal rights for all people. I am an EAGLE Ally.

Single-Point Lessons
NASA: The Power of We
Who is your ally?

- Who is that person that you can go to and you know you can count on…who you KNOW has your back on a good day or a bad one?

- There are people, your coworkers and mine, whose perspective and whose capabilities, for whatever reason, are not fully available to the Center

- We all have allies. They are “in our corner”….“on our side”. They help us to understand and to be understood. They defend us when we are down. They are a safe place. We need allies. So does everyone else……

- Well, we need to BE an Ally as well. The diversity of YOUR work unit…YOUR facility…YOUR Center… YOUR Agency gives you a great opportunity to be an Ally
Ten Inclusive Behaviors

- Get to know people who are different from you
- Become skilled at having difficult conversations and resolving conflict
- Speak up when people are being excluded
- Ask who else needs to be in the room for better outcomes
- Listen as an ally – first listen deeply and then engage
- Create a sense of “safety” for yourself and your team members
- Use your privilege in a positive way. Be an ally for a group from which you are different
- Monitor your own assumptions and blind spots – do the necessary self work
- Encourage the contributions of all
- Be a champion for Diversity and Inclusion (D&I)

This is not an exhaustive list of behaviors. We encourage you to be creative in performing additional behaviors that make you ally for Inclusion.
Executive Sponsorship
What gets in the way of Executive Sponsorship and involvement in general?

ERG/Diverse Talent Timidity

Sponsor Uncertainty

Organizational Ambivalence
Attributes of Leading Executive Sponsors

Themes

- Commitment to the community they’ve chosen or been assigned to
- Passionate storytellers; champions of emerging, non-traditional talent
- Great listeners; vulnerable and acknowledge learning curve
- Diverse background
- Operational skillset

Executive Comments

“You have to have a hunger to leave things better than you found them.”

“I work hard that they are clear themselves and with others how this is moving their career forward.”

“I am proud of identifying a few folks who don’t show up on so many radar screens.”

“In my first meeting, I shared that I am not familiar yet with their challenges, and asked to be taught. I insisted that they correct me.”
Five Key Roles℠

- Strategist
- Evangelist
- Innovator
- Broker
- Mentor
We Look Forward to Continuing the Conversation

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