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### The Mark of Great Leadership



# **People Championing People**



WEBB Advisory Group Helping Organizations Implement Inclusive Practices

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# From the Beginning

Since 1996 our Principal Advisor, Yolanda Webb has been working on diversity and equality issues. Working with County employees she formed the first taskforce aimed at integrating a workforce that had few people of color in leadership roles, and even fewer voices speaking on issues involving race.

Fast forward to today, and the WEBB Advisory Group has expanded beyond Diversity, Equity, and Inclusion as a human resources equal employment initiative. Over the years, through the study of human behavior, the WEBB Advisory Group has worked with many different disparate and underserved and marginalized communities. These communities include people of color, people with disabilities, the LGBTQ community, and those in the senior and elder communities.

The WEBB Advisory Group has a deep commitment to helping companies and their employees create inclusive environments. And how do we do this? We believe having the courageous conversations that matter is a critical key. It also means having input from employees in all levels of the organization.

The WEBB Advisory Group is a national minority, women owned consulting group providing executive coaching, leadership development, organizational strategy and equity, diversity and inclusion strategies that work. In 1996 our Principal, Yolanda Webb was asked to lead a diversity and inclusion project and, "A Brilliant Glimpse of Insight," was born.

At the WEBB Advisory Group, we embrace real authentic shifts in conversation to grow your leadership. We believe that diversity, equity, and inclusion are a leadership strategy and best practice. We know that diversity, equity, and inclusion are not programs, they are relationships that help business to meet changing client needs, and enable innovation, growth, and efficiency. We drive sustainable measurable results in the workforce, workplace, community, supplier base, and marketplace.

# 1

#### Why It Matters: Building Inclusive Environments

Once the vision of an inclusive culture has been articulated by the executive leadership team, a business case or imperative statement has been established, and a diversity and inclusion strategy has been developed, what comes next?

Research has shown that since we all have some sort of bias, and we bring



those biases to work with us, addressing those biases through training is not enough. The need to address awareness as well as sustainability is the key to addressing bias in our workplace, and in our policies and procedures to create organizations that truly have a lasting impact.

If organizations are going to help leaders and their employees understand how inequity, a lack of inclusion and diversity affect day-to-day business decisions, from hiring and promotion practices to the way that organizations deliver their products and services to the marketplace, they will need more than training. They need to move towards cultural understanding, cultural competency, and courageous conversations about the barriers that are holding them back.

This style of authentic leadership and collective business decision making affect employees, colleagues, and customers. The best way to see results in this type of environment is for leaders to dedicate time to work on diversity and inclusion initiatives that are inclusive of all voices in the organization.

Executive leaders send powerful messages when they demonstrate a commitment to diversity and inclusion, which is authentic in words and actions.

One evidenced based best practice that shows employees that leaders are making this level of commitment and involvement is by forming an inclusion and diversity council.



#### **Inclusion and Diversity Councils**

When organizations take inclusion and diversity seriously, council members are charged with achieving the organization's diversity goals. The members of the council are ultimately responsible for the success of the organizations inclusion and diversity goals that are affected by the company's diversity policies.

Diversity councils assist and support executive leadership in developing strong organizations that put diversity and inclusion at the forefront of the organization's philosophy, strategic direction, mission, vision, and values.

For employees who are chosen to assist, support, develop and implement diversity initiatives throughout the organization, the commitment and support of organizational leaders is vital to maintaining momentum and achieving results.

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#### The Value of Inclusion and Diversity Councils



Most company's typically start the conversations about diversity in the Human Resources department. The question many are trying to answer is how we get more minorities on board?

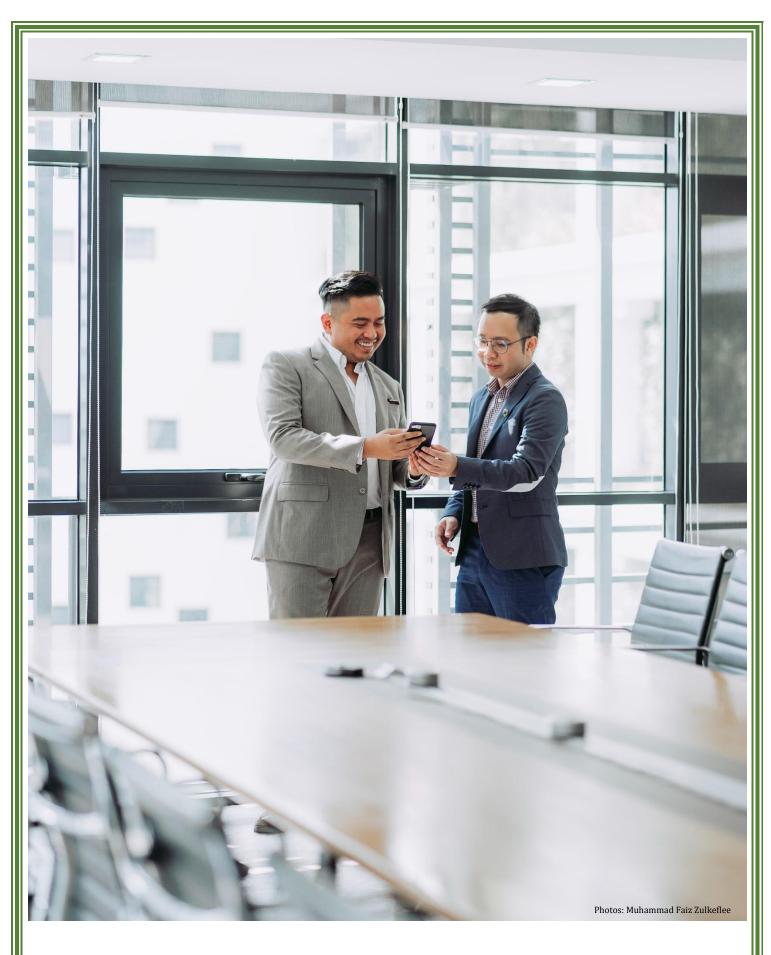
Yet, many miss the whole point of diversity, and that is inclusion. If you look internally you will see that you have many diverse voices that can be included. Diversity is not just about race. You have among you those with disabilities, those of differing religious backgrounds, those who identify with a different sexual orientation and more.

Without an inclusive culture it will not matter who you hire. You are simply compounding your work cultures issues with challenges of retention to keep those minorities of color. If your company culture, once you hire on diverse candidates, still lacks an inclusive culture to hear all voices...what will make those candidates stay?

#### What is the value of your inclusion and diversity council?

Your council should have at least three overall goals to achieve:

- 1. Learn and understand inclusion and diversity trends, barriers and influences in your company culture and any actions that may need to be taken.
- 2. Speak for all employees of the organization and amplify thought leadership, community, and actions using the company communication channels.
- 3. Create an inclusive culture through policies and processes that are sustainable over time.



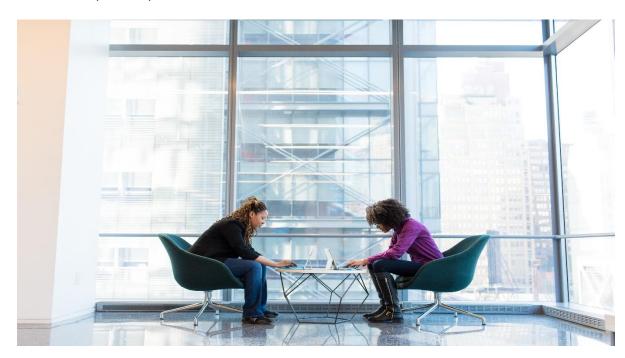
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#### Launching an Inclusion and Diversity Council

So how do you launch an inclusion and diversity council? First, let's take a look at the benefits that your organization could receive from your I&D council.

- Establishing an inclusion and diversity council is a visible commitment and shows leadership accountability for driving diversity and inclusion throughout the organization.
- Council members can support senior executive leaders to provide strategic governance and oversight of the rollout and operation of an organization's diversity and inclusion strategy.
- Members make a firm commitment for progress of the organization's inclusion and diversity strategy.
- Council members help create plans for embedding inclusion and diversity in their own business units and departments and report on progress.
- Council members should help design and develop performance measures that align the organizations inclusion and diversity goals with the organizations mission, vision, and values.





#### Taking the First Step to an I&D Council

So, you have a great idea for an I&D Council. But where do you start?

Prepare by getting senior leadership commitment



Solicit members for the I&D team through an application process



Develop mission, vision, goals, objectives, policies



Membership criteria, roles and responsibilities of members, terms



Onboarding for members, education on inclusion, diversity, equity

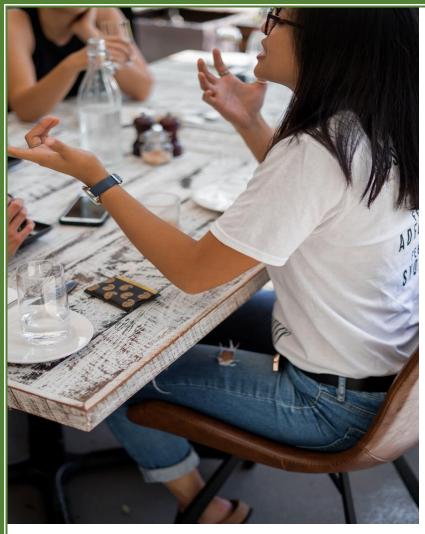


Council priorities based on assessment results



Launch, communicate and evaluate council regularly







Inclusion and Diversity
Council Structure –
Membership

#### Before you start:

Complete an application process for membership. Members should not just be passionate about diversity and inclusion, but they must also demonstrate accountability and be influencers in their departments.

Your I&D Council will need an executive sponsor. Someone from the senior leadership team.

While they do not necessarily need to be a member of the council, they should be consultant on any ideas, suggestions, or recommendations that the council may make. This is a very necessary step as there could be business reasons why some important idea cannot be implemented.

Once the council develops its mission, vision and values ensure that the council's mission, vision, values draft version is shared among all employees for feedback.

As you develop your mission, vision, and values, this is also the time to include SMART Goals (Specific, Measurable, Attainable, Realistic and Timely) to help the council achieve its objectives.

One role the I&D Council should help create and support, is the need for safe spaces for employees to share their concerns openly.

Finally, the executive sponsor should be someone staff feel comfortable going to when they have criticisms or ideas related to inclusion and diversity.

#### Roles and Responsibilities of Council Members

**Chair:** Manage the meetings of the council. Present concerns to senior leadership.

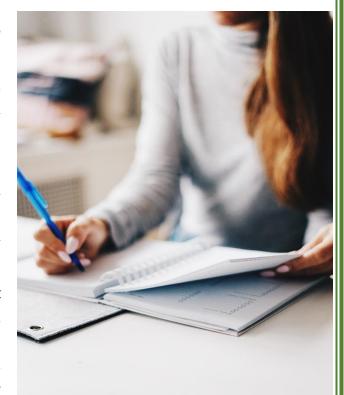
**Co-chair**: Manage meetings of the council in the absence of the chair. The co-chair should also serve as a point person with employees who would like to participate.

**Secretary:** Keep notes, set meetings, or send information such as a newsletter to employees on I&D activities. Creates an agenda for meetings.

Council Member: Members can conduct presentations, gather concerns from employees in their area, help market and communicate the goals of the council and diversity and inclusion. Who are the people that have the larger-than-life personalities and that everyone usually knows? It does not matter if they agree with where the I&D Council is going. Remember every voice belongs at the table.

Who are those employees that other employees listen to? The point of your I&D Council is to help people get comfortable with what is uncomfortable. Help them have the conversations that matter.

All council members should take equal and shared responsibility for the councils' work.







#### Inclusion and Diversity Council Onboarding

To create a culture of inclusion, try hosting lunches and town halls that let employees ask questions of senior leaders. Bring in diverse speakers and remember that we are all human beings. Everyone will have an opinion so there does not have to be 100% agreement on I&D and what it is.

As an I&D Council, it is your job to help create new experiences for all employees. Your I&D Council members must ensure that people encounter perspectives they have never explored?

That is the work of the council and engaging in it can change your culture, your work environment and enhance the quality of your business.

#### **Onboarding**

The purpose of your onboarding training is not to instruct, but rather to communicate about being an inclusive and diverse workplace. The goal of onboarding for your I&D council members is to ensure that people feel comfortable talking about diversity and inclusion-related issues.

Onboarding should include current topics to be discussed in safe spaces. Organizations should start at leveling setting. You do this by starting with a framework of definitions that can be consistently used by leadership and staff throughout the organization when discussing inclusion and diversity events.

It is important that the new council has an opportunity to evaluate and adjust following the onboarding. This will ensure buy-in and ownership. The councils senior executive sponsor should set aside time and facilitate a council meeting to get members' insight and input on the organization's inclusion and diversity business strategy, the council's mission, vision, and goals.

The council and senior leaders should make any necessary adjustments. The point is to help council members own their role on this council and how they can help shape work culture.

Your organization can use the same onboarding with any new hires.



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## Embedding I&D into the Company Culture – A Checklist

#### A checklist for establishing your inclusion and diversity council

I. Leadership commitment
[] Our organizations leaders have committed to the success of I&D?
[] The I&D Council has developed a mission, vision, goals, and objectives.
[] Our organization has developed inclusion and diversity strategies?
[] The I&D Council has established membership roles and responsibilities.
[] The council has established ongoing activities of the council and meeting dates.
II. Membership Handbook and Operational Procedures
[] What is the time commitment required for council members?
[] There is an outlined application process to select senior leaders and council members?
members.
III. Council onboarding and development
[] The council has an onboarding process in place for new members and new hires?
[] The council has an ongoing education and awareness initiative?
[] How often will the training occur?
IV. Ongoing support
[] What role does/will the Chief Executive Officer play?
[] What type of reporting to the CEO will the council provide?

- V. How will council performance be measured?
- [] How will the success or failure of the council be measured?
- [] How often and who will do the evaluation?
  - VI. How are leaders and members chosen for the council?
- [] What are the competencies needed for membership on the council?
- How do senior leaders interact with the council?
- [] How often are senior leaders rotated in and out of the council?
- [] Are there term limits for council members?
  - VII. Written operational guidelines
- Do your have written operational procedures for the council?
- Do you have one set of terminology that will help drive conversations?
- [] How will you launch your I&D council initiatives?
- [] How will you educate your employees and other stakeholders about the I&D council?





#### Conclusion

When we commit to inclusion and diversity, we build strong business environments that reach far beyond our offices. When we shape hearts and minds in our work environments, we help shape them in all environments in which we interact.

Inclusion and diversity councils serve a powerful purpose in assisting company leadership. Council members can become trusted advisors and a resource to help senior leaders grow the businesses bottom line and its impact on communities.

Diversity councils help senior leadership by assisting and supporting managers to have conversations that matter, become inclusive of all voices, and improve retention and performance.

While it is hard to make sweeping changes and drive visible results, I&D Councils help to make sustainable change.

Inclusion and diversity councils help chief executive officers and other senior leaders set the stage for the ongoing courageous conversations that matter.

It is our hope that this is just the beginning of your inclusion and diversity council journey.

The WEBB Advisory Group thanks Dr. Alecia Bracy for her ongoing support and feedback in the development of inclusion and diversity councils. The ongoing support of those businesses that have taught us the benefit of crucial conversations by inviting us in to work with their teams since 1996.

At the WEBB Advisory Group, we embrace real authentic shifts in conversation to grow your leadership. We believe that diversity, equity, and inclusion are a leadership strategy and best practice. We know that diversity, equity, and inclusion are not programs, they are relationships that help business to meet changing client needs, and enable innovation, growth, and efficiency. We drive sustainable measurable results in the workforce, workplace, community, supplier base, and marketplace.

#### **About the WEBB Advisory Group**

As a minority owned, women owned organization, we are simply, the people who get people. Since 1996 our Principal, Yolanda Webb has been leading diversity and inclusion strategy with a, "A Brilliant Glimpse of Insight.

Through behavior assessments and courageous conversations, we help you and your organization develop real authentic shifts to grow your leadership.

Using an evidenced-based approach we know that diversity, equity, and inclusion are a leadership strategy and best practice. We know that diversity, equity, and inclusion are not programs, they are relationships that help business to meet changing client needs, and enable innovation, growth, and efficiency.

We drive sustainable measurable results in the workforce, workplace, community, supplier base, and marketplace. We are here to help you build business better through a sustainable model with strategic goals and alignment with your mission, vision, and values.

#### **Our Team**

Our consultants have proven track records of experience in the public, non-profit and government sector developing human capital, executive compensation and executive recruitment strategies that give you the competitive advantage.

#### **Our Expertise**

We have a proven track record of resources at our disposal. We have years of experience in behavioral analysis, data analysis, organizational strategy, executive compensation, organizational design, public speaking, community development and engagement, and access to the top experts in the nation through our network of relationships.

#### **Solutions That Work**

We utilize evidence-based assessment tools that work for you and your organization. From our environmental scan to our behavioral assessments, we customize solutions based on tools that fit your needs.

# Our Keynotes



The world around us is shifting and you, your business, your organization are feeling left behind, and powerless to shift.

We bring you Smart Talk Conversations that shift the atmosphere. These conversations will leave you feeling empowered, inspired, and engaged.

#### **Expert Keynotes On**

- Diversity, Equity, Inclusion
- Unconscious Bias
- Human Behavior / Intersectionality
- Executive Leadership
- Inspirational/Motivational Speaking

#### Yolanda Webb Bio

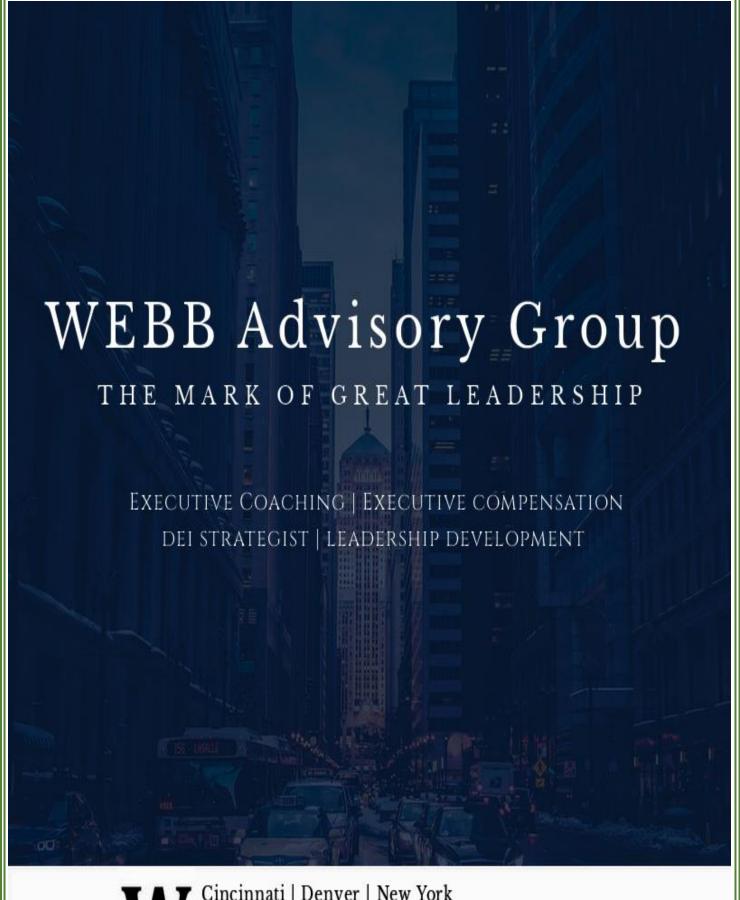
Known as, "The People Whisperer," Yolanda's years of experience understanding the foundations of human behavior has led to significant results in business growth and the crucial conversations that stabilize workforces, improve retention and staff performance. A recognized authority in the areas of inclusion, diversity, and bias. As a policy expert, she has lent her voice towards issues impacting marginalized and underserved communities. She is known for helping turn around organizations facing issues of racial bias, charges of discrimination and the miscommunication caused by cultural incompetency. She partners with her clients to help leverage cultural competency, employee engagement, retention, customer engagement, and community and corporate relations.



# **WEBB Advisory Group**

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