

# Key Responsibilities

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1. Strategic direction

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1. Strategic direction
2. Integration of diversity into key practices, initiatives, and objectives

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3. External relations

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4. Communication

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4. Communication
5. Consulting and executive coaching

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5. Consulting and executive coaching
6. Relationship building

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2. Integration of diversity into key practices, initiatives, and objectives
3. External relations
4. Communication
5. Consulting and executive coaching
6. Relationship building
7. Measurement and accountability

# Strategic Direction

# Strategic Direction

- Establishing the organization's vision, philosophy, and direction

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- Establishing the organization's vision, philosophy, and direction
- Articulating the business case for diversity

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- Establishing the organization's vision, philosophy, and direction
- Articulating the business case for diversity
- Envisioning the future

# Strategic Direction

- Establishing the organization's vision, philosophy, and direction
- Articulating the business case for diversity
- Envisioning the future
- Linking diversity to organizational objectives

# Strategic Direction (cont.)

- Creating an infrastructure to implement strategy

# Strategic Direction (cont.)

- Creating an infrastructure to implement strategy
- Establishing the organization's definition of diversity

# Strategic Direction (cont.)

- Creating an infrastructure to implement strategy
- Establishing the organization's definition of diversity
- Determining the strategic needs

# Strategic Direction (cont.)

- Creating an infrastructure to implement strategy
- Establishing the organization's definition of diversity
- Determining the strategic needs
- Utilizing a Diversity Council commitment and leadership

# Integration of Diversity into Human Resources

# Integration of Diversity into Human Resources

- Recruiting

# Integration of Diversity into Human Resources

- Recruiting
- Upward mobility/advancement

# Integration of Diversity into Human Resources

- Recruiting
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- Development

# Integration of Diversity into Human Resources

- Recruiting
- Upward mobility/advancement
- Development
- Training

# Integration of Diversity into Human Resources

- Recruiting
- Upward mobility/advancement
- Development
- Training
- Compensation and benefits

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- Recruiting
- Upward mobility/advancement
- Development
- Training
- Compensation and benefits
- Succession planning

# Integration of Diversity into Human Resources

- Recruiting
- Upward mobility/advancement
- Development
- Training
- Compensation and benefits
- Succession planning
- Labor relations

# Communication

# Communication

- Developing a communication strategy for key stakeholders

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- Developing a communication strategy for key stakeholders
- Having ongoing communication about strategic direction, progress, results

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- Developing a communication strategy for key stakeholders
- Having ongoing communication about strategic direction, progress, results
- Creating mechanisms for dialogue and feedback loops

# Communication (cont.)

- Building an internal diversity image advertising campaign

# Communication (cont.)

- Building an internal diversity image advertising campaign
- Developing strategies for external recognition

# Consulting and Executive Coaching

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- Establishing leadership standards, expectations, and behaviors

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- Establishing leadership standards, expectations, and behaviors
- Conducting assessments and 360-degree feedback of self and others

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- Establishing leadership standards, expectations, and behaviors
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- Guiding discovery and leading by open and nonjudgmental inquiry

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- Establishing leadership standards, expectations, and behaviors
- Conducting assessments and 360-degree feedback of self and others
- Guiding discovery and leading by open and nonjudgmental inquiry
- Establishing trusting relationships

# Consulting and Executive Coaching (cont.)

- Confronting people honestly

# Consulting and Executive Coaching (cont.)

- Confronting people honestly
- Coaching to resolve a problem

# Consulting and Executive Coaching (cont.)

- Confronting people honestly
- Coaching to resolve a problem
- Bringing people up to speed when they don't "get it"

# Relationship Building (Internal)

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- Direct reports

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- Direct reports
- Diversity Councils/Committees

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- Direct reports
- Diversity Councils/Committees
- The Board of Directors

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- Direct reports
- Diversity Councils/Committees
- The Board of Directors
- Employee networking or affinity groups

# Relationship Building (External)

# Relationship Building (External)

- Vendor relations

# Relationship Building (External)

- Vendor relations
- Community leaders

# Relationship Building (External)

- Vendor relations
- Community leaders
- Civil rights organizations

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- Vendor relations
- Community leaders
- Civil rights organizations
- Professional organizations

# Measurement & Accountability

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- Achieving business objectives, measuring success, driving change, and linking diversity to business performance

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- Achieving business objectives, measuring success, driving change, and linking diversity to business performance
- Establishing meaningful business metrics (qualitative and quantitative)

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- Achieving business objectives, measuring success, driving change, and linking diversity to business performance
- Establishing meaningful business metrics (qualitative and quantitative)
- Recording, monitoring, and communicating progress

# Measurement & Accountability (cont.)

- Holding people accountable with both positive and negative consequences

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- Holding people accountable with both positive and negative consequences
- Establishing accountability systems linked to compensation

# Measurement & Accountability (cont.)

- Holding people accountable with both positive and negative consequences
- Establishing accountability systems linked to compensation
- Integrating diversity into formal reward and recognition processes

# Competencies

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1. Business acumen

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2. Strong and visionary leadership

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3. Large-system change skills

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6. The ability to influence

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2. Strong and visionary leadership
3. Large-system change skills
4. Results orientation
5. Credibility
6. The ability to influence
7. Commitment to diversity and inclusion

# Business Acumen

# Business Acumen

- Understanding critical success factors

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- Understanding critical success factors
- Understanding culture and history

# Business Acumen

- Understanding critical success factors
- Understanding culture and history
- Knowing how work gets done

# Business Acumen

- Understanding critical success factors
- Understanding culture and history
- Knowing how work gets done
- Recognizing the Pareto Principle

# Business Acumen

- Understanding critical success factors
- Understanding culture and history
- Knowing how work gets done
- Recognizing the Pareto Principle
- Collaborating within and outside the organization

# Business Acumen (cont.)

- Having an overall knowledge of HR practices and systems

# Business Acumen (cont.)

- Having an overall knowledge of HR practices and systems
- Being a catalyst for connecting social and political pressure points

# Business Acumen (cont.)

- Having an overall knowledge of HR practices and systems
- Being a catalyst for connecting social and political pressure points
- Being aware of the external pressure points

# Strong & Visionary Leadership

# Strong & Visionary Leadership

- Know what is important

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- Know what is important
- Be charismatic

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- Know what is important
- Be charismatic
- Demonstrate credibility

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- Know what is important
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- Have proven track record

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- Know what is important
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- Demonstrate credibility
- Have proven track record
- Demonstrate concern for the individual and the team

# Strong & Visionary Leadership

- Know what is important
- Be charismatic
- Demonstrate credibility
- Have proven track record
- Demonstrate concern for the individual and the team
- Know how to operationalize a vision

# Strong & Visionary Leadership (cont.)

- Engender respect from audiences

# Strong & Visionary Leadership (cont.)

- Engender respect from audiences
- Know where appropriate resources are

# Strong & Visionary Leadership (cont.)

- Engender respect from audiences
- Know where appropriate resources are
- Communicate effectively across all levels of the organization

# Strong & Visionary Leadership (cont.)

- Engender respect from audiences
- Know where appropriate resources are
- Communicate effectively across all levels of the organization
- Influence at all levels/functions throughout the organization

# Strong & Visionary Leadership (cont.)

- Engender respect from audiences
- Know where appropriate resources are
- Communicate effectively across all levels of the organization
- Influence at all levels/functions throughout the organization
- Articulate where the organization wants to go

# Large System Change Skills

# Large System Change Skills

- Knowing methods for assessing an organization, and making changes

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- Knowing methods for assessing an organization, and making changes
- Understanding the dynamics and theory of change

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- Understanding the dynamics and theory of change
- Knowing how to get buy-in to support the change in the organization

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- Knowing methods for assessing an organization, and making changes
- Understanding the dynamics and theory of change
- Knowing how to get buy-in to support the change in the organization
- Possessing and demonstrating high energy and focus

# Large System Change Skills (cont.)

- Clearly communicating expectations and benefits of diversity and initiatives

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- Clearly communicating expectations and benefits of diversity and initiatives
- Understanding trends for the business and being able to interpret them

# Large System Change Skills (cont.)

- Clearly communicating expectations and benefits of diversity and initiatives
- Understanding trends for the business and being able to interpret them
- Understanding and defining work initiatives, issues, terminology

# Large System Change Skills (cont.)

- Clearly communicating expectations and benefits of diversity and initiatives
- Understanding trends for the business and being able to interpret them
- Understanding and defining work initiatives, issues, terminology
- Understanding how to harness technology as a resource and a tool

# Results Orientation

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- Defining goals, knowing how to attain those goals, seeking the right results

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- Defining goals, knowing how to attain those goals, seeking the right results
- Linking diversity to business needs and strategies

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- Defining goals, knowing how to attain those goals, seeking the right results
- Linking diversity to business needs and strategies
- Communicating results in terms of impact

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- Defining goals, knowing how to attain those goals, seeking the right results
- Linking diversity to business needs and strategies
- Communicating results in terms of impact
- Linking to the bottom line

# Results Orientation

- Defining goals, knowing how to attain those goals, seeking the right results
- Linking diversity to business needs and strategies
- Communicating results in terms of impact
- Linking to the bottom line
- Getting buy-in

# Results Orientation (cont.)

- Maintaining a balanced perspective on unique needs in the organization

# Results Orientation (cont.)

- Maintaining a balanced perspective on unique needs in the organization
- Not settling for the status quo

# Results Orientation (cont.)

- Maintaining a balanced perspective on unique needs in the organization
- Not settling for the status quo
- Working collaboratively with multidimensional teams

# Credibility

# Credibility

- Acting with integrity

# Credibility

- Acting with integrity
- Building confidence at all levels

# Credibility

- Acting with integrity
- Building confidence at all levels
- Being perceived as fair

# Credibility

- Acting with integrity
- Building confidence at all levels
- Being perceived as fair
- Valuing and maintaining confidentiality

# Credibility

- Acting with integrity
- Building confidence at all levels
- Being perceived as fair
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- Delivering

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- Acting with integrity
- Building confidence at all levels
- Being perceived as fair
- Valuing and maintaining confidentiality
- Delivering
- Willing to take an unpopular stand

# Credibility

- Acting with integrity
- Building confidence at all levels
- Being perceived as fair
- Valuing and maintaining confidentiality
- Delivering
- Willing to take an unpopular stand
- Not colluding through silence

# Ability to Influence

# Ability to Influence

- Negotiating

# Ability to Influence

- Negotiating
- Persuading

# Ability to Influence

- Negotiating
- Persuading
- Having in-depth understanding of business organization and culture

# Ability to Influence

- Negotiating
- Persuading
- Having in-depth understanding of business organization and culture
- Being politically savvy

# Ability to Influence

- Negotiating
- Persuading
- Having in-depth understanding of business organization and culture
- Being politically savvy
- Navigating organization turf

# Ability to Influence

- Negotiating
- Persuading
- Having in-depth understanding of business organization and culture
- Being politically savvy
- Navigating organization turf
- Being able to manage a crisis

# Commitment to Diversity & Inclusion

# Commitment to Diversity & Inclusion

- Aligning personal values with work requirements

# Commitment to Diversity & Inclusion

- Aligning personal values with work requirements
- Valuing alignment

# Commitment to Diversity & Inclusion

- Aligning personal values with work requirements
- Valuing alignment
- Conducting self-exploration for self-awareness

# Commitment to Diversity & Inclusion

- Aligning personal values with work requirements
- Valuing alignment
- Conducting self-exploration for self-awareness
- Knowing issues and impact of marginalization

# Commitment to Diversity & Inclusion (cont.)

- Commitment to continuous learning about diversity and inclusion

# Commitment to Diversity & Inclusion (cont.)

- Commitment to continuous learning about diversity and inclusion
- Model and practice

# Commitment to Diversity & Inclusion (cont.)

- Commitment to continuous learning about diversity and inclusion
- Model and practice
- Having empathy for a broad range of perspectives

# Commitment to Diversity & Inclusion (cont.)

- Commitment to continuous learning about diversity and inclusion
- Model and practice
- Having empathy for a broad range of perspectives
- Being courageous