

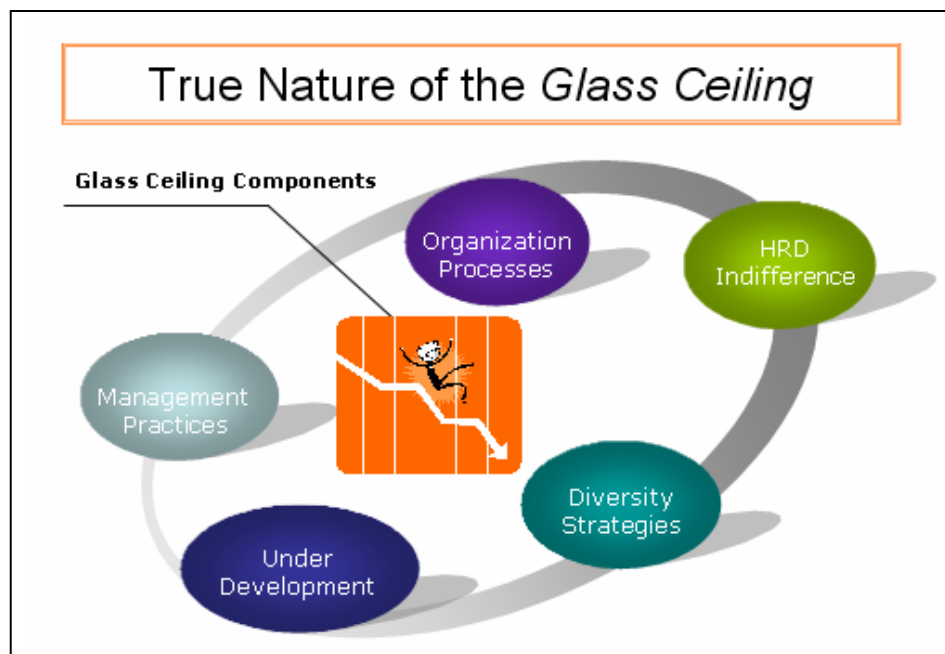


BUILDING A DIVERSE LEADERSHIP PIPELINE:

An Organizational Improvement Approach[®]

The vast majority of diversity practitioners understand the concepts describing the impact of the *Glass Ceiling*. It is a metaphor for the under-representation of women and ethnic minorities in the leadership ranks of employing organizations – without regard to what employment sector they represent – corporations, government or non-profit agencies. The demographics tell the same story with only a few exceptions. The decline in equity beyond the mid-management ranks is a frequent and familiar statistical measurement.

In order to undue the negative impact of the *Glass Ceiling*, we must fully understand how it works and take appropriate corrective actions. According to authors Alice Eagly and Linda Carli (*Harvard Business Review*, Sept, 2007), undoing the effects of the Glass Ceiling, means we need to understand it as a “labyrinth” – a metaphor that represents all of its true complexity. In order to transform the negative impact of under-representation – whether a *glass ceiling* or a *labyrinth*, all of the barriers must be understood and addressed.



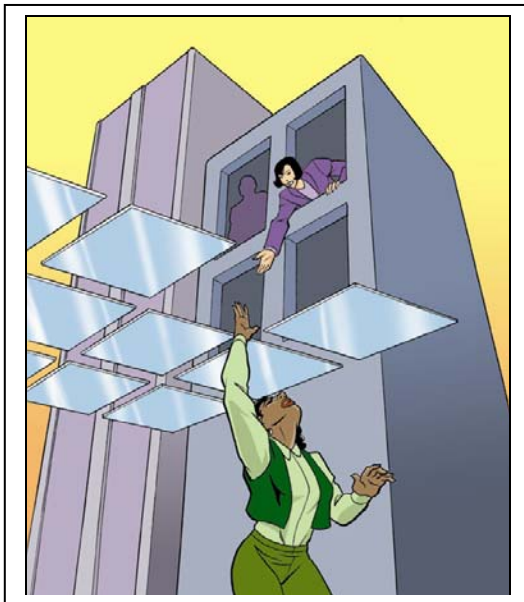


Efforts to change the degrees of under-representation of affected groups take many forms; some with promise and others lacking in sufficient strength to undue what is a resistant, recalcitrant and stable system within organizations. It was long expected that improvement in this area would be a natural by-product of diversity programs. The expectation that the *Glass Ceiling* will dissolve with the myriad of diversity activities that are now the norm in many companies and government agencies has not yielded the desired results. What will?

A Strategy with a Singular Focus

A strategy is needed that will focus on the problem itself, and not as an after-thought of a generic diversity program. It is time to give up quick-fix and single-fix tactics as strategies. It is time to broaden our thinking to encompass the full range of issues.

To further compound the problem, much of the HRD literature and program offerings on leadership development and talent management virtually ignore the issue of diversity as being one of the significant components of any program preparing leaders for the future. In addition, those institutions and publications dedicated to diversity, i.e. diversity conferences, symposia, magazines, journals, etc. do not give the *Glass Ceiling* and its pervasive, debilitating effects, sufficient play either.



Our Window of Opportunity

We have a window of opportunity with the pending retirements of Baby Boomers to prepare those aspiring leaders in our companies and public agencies to take the reins as they exit the workplace. The time to start is now with a plan that will both prepare leaders and truly deconstruct the *Glass Ceiling* so that all worthy leadership candidates have an equal opportunity to take on greater responsibilities of an increasingly challenging workplace.



BUILDING A DIVERSE LEADERSHIP PIPELINE® is a program designed to meet the barriers of the *Glass Ceiling* head on— uncovering the nature of its operation and diminishing its impact with corrective actions. For those whose careers have been stifled in a web of under-development, new training models are presented to enhance the competencies of prospective leaders and their management. Their role in both the creation of the *Glass Ceiling* and its undoing must be addressed.

DESIGN OF THE PROGRAM

This program is designed for officers, practitioners, and change agents responsible for diversity, inclusion, leadership development and EEO/Affirmative Action. The primary objectives are to provide the leader of the pipeline initiative and relevant stakeholders a practical framework and tools to initiate a Diversity Leadership Strategy and execute it.

STRUCTURE OF THE PROGRAM:

- A. Initial Two Day Training with workbooks, assessment tools, and resources
- B. One day follow-up to examine assessment results and complete the Pipeline Strategy
- C. Ongoing support and progress checks with external and internal stakeholders

PARTICIPANTS LEARN TO:

- Analyze their organization's development processes and identify *Glass Ceilings* for under-represented groups
- Build a strategy for leadership development that infuses diversity into every process and program
- Teach managers how to provide timely feedback and effective coaching across race and gender differences
- Prepare Individual Development Plans and establish a tracking system
- Upgrade, refurbish and revitalize an existing leadership development program
- Start a diverse pipeline initiative team and develop a strategy

And receive these additional benefits...

- A toolkit comprised of assessment worksheets, workbook, and samples of an initiative with a business-case sales presentation
- Join a network of like-minded professionals
- A follow-up consultation



CONTENT: Overview of the Introductory Two-Day Workshop:

Essential Modules of the Diversity Pipeline Workshop:

- I. Glass Ceiling components and how to overcome them
 - Hidden biases within methods for identifying talent
 - Lopsided and inaccurate performance evaluations
 - Ineffective feedback and coaching strategies
 - Diversity Interventions

- II. Development Strategies for leadership candidates and their managers
 - Individual Development Planning and Tracking
 - Mentoring
 - Feedback and Coaching
 - Specialty leadership workshops for minorities and women
 - Stretch job assignments and rotations
 - Diversity Education for Management
 - Managing and Mentoring Diverse Talent

- III. Structure of a Diversity Leadership Pipeline
 - Creating the Initiatives Team and Strategy
 - Setting up accountability
 - Managing the Pipeline
 - Measuring the impact

CONTACT INFORMATION

For Scheduling a Program or Preview and Pricing

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Watch for a Glass Ceiling Summits in your Area and Schedules of Webinars on the Topic.
www.nationaldiversitycouncil.org/