



Research Request

FOCUS ON
Affinity-Based
Leadership Development
Programs

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Affinity-Based Leadership Development Programs

Developing diverse high potential employees is a vital part of succession planning and retention for organizations. Company leaders who are committed to organizational growth and sustenance are now looking at ways to identify and cultivate top talent within their ranks to ensure a strong and profitable future. Leadership development expands the capacity of individuals to perform in leadership roles within organizations by developing abilities and behaviors needed to excel. Leadership programs are a win-win, providing resources for employees to continually evolve as effective leaders who can grow their careers and allowing companies to have a well-rounded group of leaders in their talent pipeline that will add business value.

Creating targeted affinity-based programs is an effective way to tap into under-represented and often under-utilized diverse talent. Enabling specific affinity programs allows organizations to develop strengths and address challenges that are unique to a given demographic.

This report defines successful affinity-based leadership development programs professionals can take advantage of to further their success within their company. The programs can be either internally driven by the organization or externally driven through associations or leadership development suppliers who specialize in the affinity for a cross-industry experience. The dimensions of diversity covered include Women, Black, Hispanic, Asian and Multicultural, LGBT and Disability programs.

MULTICULTURAL

Internal

Johnson & Johnson Multicultural Leadership Development Program (MLDP)

Johnson & Johnson Multicultural Leadership development program focused on accelerating the diverse talent at the Manager and Director levels

Learning Objectives:

- Prepare the multicultural talent to be ready to move into higher impact, higher visibility assignments.
- Participants gain personal insights, identify ways to further their professional growth and develop strategies to increase visibility and exposure across the organization

Learning Outcomes:

- Diverse talent equipped with knowledge, skills, and strategies to successfully manage their unique challenges as they strive to reach key leadership positions at J&J while helping to drive the company's global success

- Immediate supervisors increase their critical capabilities as global leaders who can function across borders, inspire across generations and be at ease in different cultures, developing talented people with multiple dimensions of diversity.

[Air Products- Leadership Development Program for Diverse Talent](#)

In 2014, Air Products designed and launched a Leadership Development Program for Diverse Talent. The purpose of the program is to increase exposure for participants and help them develop strategies and skills to enhance and accelerate professional development. The program is focused on:

- meeting the unique needs of talented, professional women and minorities by leveraging world-class leadership development materials, provided by the *Lean In Foundation*.
- leveraging the experiences of both participants and facilitators through discussion, coaching, and mentoring by using a “learning circle” format. Design includes a Women’s Circle format and a Multicultural Circle format.

Participants are diverse individuals in the early stages of their leadership journey. They are selected by their businesses and functions during the Talent Review process based on performance, potential, and desire to progress. Facilitators are senior leaders in the organization and are selected based on their own development plans, their commitment to employee development, diversity, and their ability to coach and develop others. The ultimate goal of the program is to support the continued development of women and minorities in leadership roles. Air Products piloted the program in 2014, and tracked the progression of the 70 participants over the next two years. Over that two-year period, there was a 55 percent promotion rate among participants. In addition, by midway through the program, **64 percent of participants** reported there were behaviors/actions they stopped doing as a result of learnings from Circle participation, and **94 percent of participants** reported there are activities they started doing as a result of learnings from Circle participation.

[Deloitte-Emerging Leaders Development Program \(ELDP\)](#)

ELDP is a comprehensive, multidisciplinary professional development program designed primarily for high-performing minority managers and senior managers to help prepare them for the next stage in their careers. ELDP uses skill-building sessions, self-assessments, 360-degree feedback, and one-on-one coaching with an external professional coach to help equip promising leaders for greater responsibility. Through the intensive learning curriculum, participants explore a variety of topics, including effective development strategies, risk-taking, building professional networks, and dealing effectively with potential biases in corporate America. In addition, each participant is assigned a partner, principal, or director sponsor who commits to at least two years to help their protégées drive their own careers by helping them understand how to navigate the organization.

AIG- Executive Men's Development Initiative (Emdi)

AIG has a long history of supporting the development of diverse talent through dozens of global professional and leadership development forums implemented since 2011 for women in middle and senior management. More recently, we completed the pilot for an initiative created to accelerate the development of high-potential diverse male leaders in the United States.

The Executive Men's Development Initiative (EMDI) is a 12-month executive development program which seeks to build executive competencies so participants are better prepared to assume greater responsibilities and ultimately reach higher levels of management. High-potential men of color from across the country participate in both live and virtual executive development sessions, receive 1:1 executive coaching and sponsorship, and complete two team projects—one focused on the external community and one that addresses an internal business challenge or opportunity.

External

Alignment Strategies- Vanessa Weaver Ph.D.

Multicultural Leaders Development Series (MLDS)

DBP solution @ partner, Multicultural Leaders Development Series (MLDS) is designed to deliver expanded business impact, increased networks of multi-level, powerful sponsors, increase robust relationships, and increase competency and success in managing a diverse workforce. In this workshop, participants will learn to manage their careers and become more effective leaders, increase span of contributions and engagement within their function, and enhance D&I skills and competencies.

- Using hands on techniques and tools, they equip your managers and supervisors with practical and actionable skills that help them successfully navigate diversity, inclusion and engagement.
- Through real-time coaching and feedback, they help employees become better leaders supporting them in developing the behaviors they need to meet strategic goals and metrics, and demonstrate authentic accountability to their teams.

Case Study D: Leadership Development & Coaching

Key Findings: P.I.E./P.I.E. Enhancers & Derailers

TDP Objective	Results
Building skills and competencies	<ul style="list-style-type: none">• Placing more emphasis on "Image" and "Exposure"• Identify trends and behaviors that are impacting their career• Working with managers to address cultural archetypes that may be career Derailers• Using concept of Cultural Archetypes to effectively communicate with team members; become more proactive when understanding and addressing team dynamics• [M03] Managers are situationally coaching "their" direct reports on concepts learned
Enhance their leadership brand, expand networks and learn how to acquire mentorship and sponsorship	<ul style="list-style-type: none">• Building informal networks with others• Cross-functional team collaboration• Shadowing peers, to gain insight and expand knowledge• Leveraging work styles in different situations• [M03] Managers are situationally coaching "their" direct reports on concepts learned
Build diverse peer networks	<ul style="list-style-type: none">• Building informal networks others thru lunches, team gatherings, etc.• Seeking input from peers, to assess their Image• Shadowing peers

AFRICAN AMERICAN/BLACK

Internal

[Goldman Sachs- Commitment to Talent: Goldman Sachs Black Analyst and Associate Initiatives](#)

As part of the firm's ongoing commitment to having the best talent at all levels, Goldman Sachs launched its third-annual Black Analyst Initiative (BAI) in the Americas and inaugurated the Black Analyst and Associate Initiative in EMEA this fall. These programs focus on growing and retaining a diverse talent pipeline for the firm and empowering managers to develop and retain talent.

With the support of senior sponsors, the program fosters relationships among participants, coaches and managers. Career development coaches work closely with participants and their managers to develop short and long-term career goals, consider mobility and networking opportunities, and discuss pathways to promotion. Senior sponsors also host roundtable discussions and collect participant experiences to share with divisional leadership as the initiative progresses.

"The Black Analyst Initiative was designed to provide all participants, including the managers, coaches and senior sponsors, with the opportunity to contribute to our collective effort of building the best talent at the firm," said Edith Cooper, global head of Human Capital Management. "We are proud of the program's results to date and look forward to more success in the future as we expand our efforts."

BAI formally expanded to EMEA in 2016 and is supported locally by senior management through the EMEA Senior Diversity Council. Collectively, the Americas and EMEA initiatives

engage more than 1,000 participants, managers and coaches and are supported by 55 senior sponsors globally.

External

The Executive Leadership Council (ELC)

The Executive Leadership Council is the preeminent member organization for the development of global black leaders. Their mission is to increase the number of successful black executives — both domestically and internationally — by adding value to their development, leadership, and philanthropic endeavors throughout the life-cycle of their careers thereby strengthening their companies, organizations, and communities.

Two key focus areas include 1) increasing the number of global black executives serving in CEO positions and those one and two levels below by a net addition of at least one in each Fortune 500 company; and 2) increasing the number of seats held by global black executives on the boards of publicly traded companies by 200. These aspirations will help advance innovation and the competitiveness of corporations, ensuring the long-term success of communities by bringing diverse thinking to the decision-making table.

HISPANIC/LATINX

Internal

McDonald's

Since its inception, training at Hamburger University has emphasized consistent restaurant operations procedures, service, quality and cleanliness. It has become the company's global center of excellence for McDonald's operations training and leadership development. Robert Rodriguez, PhD, President and Founder, Dr. Robert Rodriguez Advisors LLC states "the company's Global Center for Training Excellence, houses McDonald's internal operations training and leadership development offerings, two of which are designed specifically for Latino. These courses were designed by Latino, cater to Latino professionals, and are facilitated by Latino leaders. The courses, called Hispanic Advancement I and Hispanic Advancement II, are each two days in length. The focus of these courses is to teach traditional leadership development concepts, but with a Hispanic point of view."

Verizon

Verizon has two Latino development sessions each year with the purpose of helping the company's Latino professionals use their Hispanic heritage as leverage to get ahead. The course defines how critical the Latino demographic is to business success at Verizon, teaches participants how to collaborate on joint initiatives more effectively, helps them expand their circle of influence, and empowers them to leverage their Latino heritage for greater professional success.

External

Association of Latino Professionals for America (ALPFA)

ALPFA (Association of Latino Professionals for America) was the first national Latino professional association in the United States, established in Los Angeles in 1972. Throughout their 45-year history they have experienced steady growth and demonstrated consistent value. ALPFA continues to build upon its proud legacy with a mission: to empower and develop Latino men and women as leaders of character for the nation, in every sector of the global economy. ALPFA currently serves more than 81,000+ professional and student members across the country – a number they plan to grow aggressively to 100,000 within the next two years. In addition to networking and professional leadership development opportunities, the members have access to 50,000 paid summer internships through hundreds of Fortune 1000 corporate partners. They aspire to be the business partner of choice for companies seeking to hire and develop Latino talent.

The annual ALPFA convention provides attendees with the opportunity to receive valuable career advice and network with members from companies like Northwestern Mutual, whose representatives attend the convention to recruit Latino talent for its corporate office and national network of financial advisors and representatives.

HACR Leadership Pipeline Program

The HACR LPP was launched in 2015 to provide companies with a forum to develop their Hispanic employee resource group (ERG) leaders as well as mid and upper level Hispanic corporate leaders. The HACR LPP builds upon the legacy and success of the HACR Young Hispanic Corporate Achievers™, expanding opportunities for high-potential talent to network and develop leadership and managerial skills to take them to the next level and positively impact their respective companies.

The one and a half day convening consists of leadership development workshops and business sessions, featuring subject-matter experts and thought leaders in the areas of corporate governance, management, leadership, personal branding, employee resource groups, and more.

Latino Leadership Institute

The mission of the Latino Leadership Institute is to empower Latinos and other minorities by increasing their participation in the democratic process. This is accomplished by training, organizing and mobilizing leaders into an agenda that reflects their aspirations and values. Upon completion, the graduates can partner with LLI, to coordinate voter education in their communities.

One of the primary goals of the Latino Leadership Institute is to provide potential candidates with the knowledge and tools necessary to build effective campaigns and to empower candidates that represent working and low-income communities without depending on established political machineries. In reaching toward this goal, we seek to further democratize the electoral process by creating a direct connection between political leaders and the communities they wish to represent.

Latino Executive Development

Over the course of nine months, participants will attend three program sessions with each session spanning three and a half days. Sessions will take place two to three months apart. Participants are assigned executive mentors with significant leadership experience within Fortune 1000 companies who will assist them in preparing and implementing personal leadership development plans. In addition, participants will be grouped into teams to develop innovative projects during the program. Teams work with Latino Executive Advisors who share insights from significant corporate experience.

Hispanic Leadership Development Program Anderson School of Management

The number of Hispanic-owned businesses in the US has risen from 1.7 to 3.2 million over the past 10 years, a rate more than twice the average business growth rate. While opportunities for Hispanic professional are growing rapidly, it is important to network and form intercultural alliances to ensure your success.

The Anderson School of Management's Hispanic Leadership Development program is designed for Hispanos who are in or aspire to managerial and executive levels of leadership. With a focus on both personal growth and cultural issues Hispanos face today, you will gain the tools you need to choose how YOU will lead.

Latina Global Executive Leadership Program Latina Entrepreneur Program

The Latina Global Executive Leadership Institute's mission is to mobilize the transformation of Latina mid to senior level corporate, non-profit and government managers to executive ranks by:

- Providing high-performing Latina managers with the knowledge, skills and tools to accelerate their development into the executive ranks for increasing optimal business performance.
- Providing culturally-relevant strategies that allow executive Latina participants to step into leadership roles and promote the value of a bicultural influence.
- Empowering Latina managers to become influential change agent leaders who can align their organization's business initiatives with social responsibility participation.

ASIAN AMERICANS/PACIFIC ISLANDER

External

Ascend

Ascend offers robust professional development and career enhancement programs designed to cultivate Pan-Asian talent. In addition, the National Association of Asian MBAs (NAAMBA), Ascend's national organization for MBA professionals and students, fosters Competent, Committed, Competitive, and Collaborative global MBA leaders to fulfill diverse talent pipelines.

Ascend works to enhance the presence and influence of current and future Pan-Asian business leaders and serve as a collective voice for Pan-Asian business communities by:

- Connecting Pan-Asian leaders across industries through a network of seasoned professionals and emerging leaders
- Enabling young professionals and emerging leaders to pursue their dreams and achieve new professional heights
- Assist their partners and sponsors to achieve their business growth through world-class diversity and inclusion practices

Asia Society of America

Asia Society is the leading educational organization dedicated to promoting mutual understanding and strengthening partnerships among peoples, leaders and institutions of Asia and the United States in a global context. Across the fields of arts, business, culture, education, and policy, the Society provides insight, generates ideas, and promotes collaboration to address present challenges and create a shared future.

In 2007, Asia Society launched Global Talent Initiatives (GTI) to leverage its public voice in the area of global talent and diversity leadership. Asia Society is the unique global resource/platform to:

- Access a vast pool of intellectual capital on the latest trends and thought leadership impacting senior level, Fortune 500 human capital, talent and diversity and inclusion leaders in corporate, civil and academic organizations for best diversity and inclusion (D&I) practices
- Showcase your company's success and leading practices at attracting, developing and retaining Asian/Asian Pacific American (APA) talent
- Demonstrate Asian/Asian Pacific American star power and emerging / high potential leaders, and unleash the power of employee networks at your company through leadership coaching, training and resources for building an open and diverse culture

Promote and showcase best practices to the Asian marketplace

WOMEN

Internal

Abbie

Women are making steady gains at this biopharmaceutical company, where they represent 50% of all managers and executives (up from 48 percent in 2014). Helping them advance are more than 80 leadership-development workshops, including 11 new sessions on executive presence; an executive mentoring program also connects them with senior leaders (83 percent of all participants are female).

The internal Women Leaders in Action network hosts workshops, events and activities for nearly 1,000 members. Moms appreciate the company's on-site childcare facility, concierge service and personal health advocates. Employee engagement here has risen by 8 percentage points since 2013.

Sanofi-ELEVATE: Sanofi's Leadership Development Program

Sanofi is a global life sciences company committed to improving access to healthcare and supporting the people they serve throughout the continuum of care. From prevention to treatment, Sanofi transforms scientific innovation into healthcare solutions, in human vaccines, rare diseases, multiple sclerosis, oncology, immunology, infectious diseases, diabetes and cardiovascular solutions and consumer healthcare. More than 110,000 people at Sanofi are dedicated to make a difference on patients' daily life, wherever they live and enable them to enjoy a healthier life.

As a Sanofi North America talent initiative, ELEVATE started in 2012 as an accelerated development program designed for women in leadership roles to enhance their skills and prepare for critical roles within the organization. The six-month, intensive program is offered to a select group of women leaders with demonstrated performance and potential to assume senior leadership roles in coming years. Since its inception, there have been four cohorts and 66 women have gone through the program.

The program begins with an in-person, residential program that focuses primarily on leadership competency development. Key areas of focus are:

- Strategic leadership mindsets and skill sets
- Enterprise leadership skills such as cross-functional collaboration, managing stakeholders, negotiation and exercising influence.
- Navigating and influencing gender dynamics
- Transformational leadership skills such as communicating with vision and purpose, leading strategic change, and creating a culture of innovation and growth.

The six-month action-learning project which has a dual mission of leadership development and business impact, provides a stretch experience for participants to develop senior-level leadership skillsets while identifying new growth opportunities and building new capabilities for Sanofi.

Participants are split into small teams that will work on a separate project outside their current business entity. Each team has a senior-level sponsor from Sanofi, as well as a project coach.

At the midpoint session, participants are introduced to their executive coach. To ensure that the participants' managers are invested and engaged in the process, they are invited to three of the executive coaching sessions: an alignment session to identify areas for development, a midpoint alignment session and then a final session to talk about how to keep the development going after the program concludes. It is important to note that managers also participate in unconscious bias training, including one segment on gender dynamics, to make sure that they understand their own roles in the development of their teams.

At the final in-person session, teams present their action projects to the project coaches and senior leaders from various lines of business and make recommendations for further action based on their work.

At the end of the program, the participants take some time to reflect on the experience and take a breather after an intense period of hard work. They also have the option of meeting with their executive coaches before they graduate from the program ensure that they have an action plan to continue their development. Alumni are engaged to speak to the new cohorts to share their experiences and how they have used what they learned in the program to advance their career.

UBS

UBS, a Working Mother 100 Best Company for eight years, offers both a sponsorship and leadership development program for high-potential mid-career women, pairing female leaders with a senior executive. "They meet monthly and identify career aspirations that a sponsor is responsible for helping to fulfill—whether that means to explore a new opportunity or work on a project that has broader applicability or to get promoted," says Dana Ritzcovan, head of human resources for UBS Americas, and mom to Evan, 14 and Adam, 13. Program participants also receive leadership development training in everything from negotiation skills to executive presence to communication.

EcoLab- Global Leadership Development Exchange and Local Mentoring Programs

Leadership Development Exchange (LDE) is a six-month mentoring program where participants attend sessions in the corporate headquarters, connecting them to senior leaders and covering a variety of leadership topics. The program started in E3, Ecolab's women's employee resource group, and has been adopted by the Global Talent and Organizational Development team.

LDE is open to all Ecolab associates (women and men) around the globe; however, the sessions are all held in person and the travel can be challenging for some. For this reason, the E3 ERG also offers two local options, One-to-One Mentoring and Mentoring Circles, available at an increasing number of the 14 local chapters located throughout the globe.

One-to-one mentoring is a 12-month program pairing mentees with internal senior leaders at a minimum of two organizational levels above the mentees, and is completely customized to the individual goals of the mentee. Mentoring Circles is a 12-month program pairing a diverse group of mentees with a set of two “power mentors” each quarter. There are four groups of power mentors who are experts on specific topics. Mentees learn about the topic during the first month of the quarter, gaining direct experience from the mentors during the second month, and finally reviewing what was learned and deciding how they will use that knowledge in practice during the third month. The cycle repeats for the next quarter.

Now in its third year, the programs have doubled in size, with more than 250 participants in total and a significant increase in executive-level participation as mentors. They have tracked improved engagement scores, increased career velocity, and a higher retention rate in participants compared with non-participants.

External

Everwise Women

Everwise Women was designed from the ground up with a strong focus on relationship capital and skill building to help emerging women leaders slice through headwinds and allow organizations to benefit from gender diversity at every level.

This 12-month program is designed to engage your emerging women leaders through a tailored learning experience. Participants will receive:

- Mentorship through 1:1 matching service
- Structured peer learning activities
- Essential skills workshops
- Exclusive fireside chats with women executives
- Access to Enterprise Social Learning Platform

WOMEN OF COLOR

Internal

ADP- Advancing Diverse Talent in Leadership

“Cultivate Your Career” was focused on advancing women of color. ADP became the title sponsor for the Black Enterprise Women of Power Summit and sponsored approximately 45 high potential women of color across multiple disciplines. In addition, they sponsored quarterly development programs targeting these high potential women covering topics like executive

presence and business acumen. Another program, Multicultural Leadership Development, offers high potential men and women of color a one-year leadership seminar focused on leading self, leading others and leading the business.

A review of talent data including mobility analysis, succession planning, associate engagement survey and talent acquisition identified areas of opportunity. A combination of strategies were deployed including diverse slates for executive openings; reporting on diversity metrics monthly to executive committee; expanding the role and number of employee resource groups to include business outcomes; implementing “the business case for diversity” in executive and leadership programs; expanding unconscious bias training for leaders; establishing three-year diversity goals for women and minorities in executive leadership and introducing accountability scorecards by business area.

ADP achieved a five-point improvement in the representation of both women and minorities in executive roles. Engagement for women and minorities has also improved over the same period.

External

Women of Color in Pharma

Women of Color in Pharma (WOCIP) is a global organization, co-founded by Charlotte Jones-Burton and Patricia Cornet and dedicated to the transformation of the pharmaceutical professional landscape for women of color.

The mission is to empower Black and Latina women to excel in their personal and professional development and to transform their pathway within the pharmaceutical industry.

They strive to bring together women of color in a nurturing environment to promote their personal and professional development **IN THEIR CURRENT COMPANIES.**

The initial focus is with Black and Latina women currently employed at pharmaceutical companies at all levels.

Black Enterprise Women of Power Summit

Black Enterprise Women of Power Summit brings women from all over the world to gain access to and learn from industry leaders about how to optimize their potential for professional advancement. The women participate in interactive workshops and sessions that examine corporate trends, leadership and management skills, and small business issues. They get to network with executive women from across the country, and enjoy restorative activities such as morning workouts, golf clinics, cooking demonstrations, nightly entertainment, and much more.

Multicultural Women's National Conference

MCW Conference is where high-achieving, high-potential women from all races and ethnicities come together to explore and leverage their strengths for workplace success. This two-day national conference deepens the conversation about race and gender in the workplace, attracting hundreds of attendees from major corporations, and honors the Working Mother Best Companies for Multicultural Women.

The conference will build the attendees network by meeting other professionals in their field. The Multicultural Women's National Conference attracts female managers and leaders from a wide range of backgrounds and provides the opportunity to make new business connections and create a strong support system of other women.

LGBT

Internal

IBM- LGBT+The Release of Three Education Modules

IBM engaged a diverse team of professionals representing instructional design, leadership, and members of their LGBT+ community to co-create the development of three education modules.

The first module focuses on becoming a strong LGBT+ Ally. While IBM had had an Ally course for many years, they used Pride Month as an opportunity to update and modernize the language, design, and user experience. They have incorporated the value proposition of allies, ways to make an inclusive difference, along with an ally pledge to take a proactive stance against inappropriate behavior in the workplace. They are currently working on different levels of ally ship in the form of recognition and badges. While this course is intended to be self-paced they do have teams using the content for face to face learning experiences.

The other two modules, LGBT+: Leading Inclusively and Transgender: Leading Inclusively, also deployed in June are progressive based learning experiences, where, as employees advance through the learning they deepen and advance their knowledge. This is accomplished through videos, user based experiences and specific actions employees can take to test their unconscious bias, coach others, and create an inclusive environment.

Since these modules were launched, the results have been excellent. For example, for the LGBT+ Ally course, 96 percent of employees that have taken the course said it was valuable and engaging and 93 percent said they gained new insights related to being an LGBT+ Ally.

DISABILITIES

Internal

Synchrony Financial

Synchrony Financial launched a pilot program to actively hire people with disabilities in their Kettering, Ohio location. The initiative was designed to prepare Synchrony Financial to increase hiring from this talented labor pool. A cross-functional team of Human Resource leaders, front-line managers and members of the People with Disabilities Network developed the program, which involved training more than 80 associates and managers. With guidance from the nonprofit, Disability Solutions, they set out to cultivate a new talent pipeline, all of which had a physical or hidden disability. The team partnered with local nonprofits like Goodwill Easter Seals and United Rehabilitation Services, state agencies, and Wright State University to host job fairs and recruit qualified candidates.

The disability hiring initiative is in keeping with Synchrony Financial's commitment to diversity, as well as recognition that people with disabilities are less likely to be employed and more likely to hold jobs with lower earnings.¹ Further, 2010 U.S. Census Bureau data shows that 41 percent of those age 21 to 64 with any disability were employed, compared with 79 percent of those with no disability.²

KPMG Abilities in Motion (AIM) Network

Abilities in Motion (AIM) was established in 2007 by KPMG partners and employees who provide leadership and action around disability inclusion for the firm. AIM's Mission is to foster an environment that supports partners and employees who have a disability, or who have a child or other dependent with special needs, as they build their careers at KPMG. The organization is led by an Advisory Board who focuses their efforts on enhancing the workplace, workforce, and the marketplace. There are approximately 1,300 network members across the firm and 14 AIM chapters.

An important function of AIM is to identify internal and external resources to help performance managers understand the best way to support and advance people with disabilities. Just as important is helping provide the resources they need to effectively perform their work. This committee develops recommendations for and works with the performance-management team to ensure that managers are providing appropriate support for people with disabilities as they grow their careers. The committee also works with Cornell University and other institutions on career development programs for people with disabilities, and is developing an "AIM Ambassadors" program to work closely with KPMG's recruiters.