Executive Sponsors Fuel High-Performing ERGs

Webinar Agenda:

• Welcome
• JBC Research on Executive Sponsors
• Panel Discussion with Accenture and Capco
• Live Q&A

Learning Outcomes:

• Learn how Executive Sponsors fuel high-performing ERGs
• Learn how companies drive innovation and improve their bottom lines by selecting, developing, and investing in these transformative leaders
• Explore metrics for measuring the effectiveness of an Executive Sponsor and a visionary call to action
Welcome: Poll Question

Tell us about your role:
- ERG Member
- ERG Leader (Current or Aspiring)
- Executive Sponsor
- Executive (not formal Executive Sponsor)
- Program Leader (HR, DE&I, Talent)

If you are involved in an ERG, how does your Executive Sponsor identify?
1. Outside our affinity, serving as an Ally
2. Member of same affinity/community
3. We don’t currently have a sponsor
4. I don’t know
Executive Sponsor
Research
We aren’t using Executive Sponsors enough.

Our experience suggests that Executive Sponsors are the **single most under-utilized resource** within ERGs.

- ERG Timidity
- Sponsor Uncertainty
- Organizational Ambivalence
By doing precisely what exceptional leaders do, Executive Sponsors can become Game Changers in the D&I space.
Game Changers

• Challenge teams with a much bolder vision of what is possible
• Collaborate to establish the goals, standards, and metrics that generate action and movement toward realizing the vision
• Coach and Motivate the team, especially as obstacles arise
• Leverage their clout and influence to help achieve outstanding results.
From the mind of an Executive Sponsor:

- “The Executive Sponsor is the primary conduit through which valuable information flows, in both directions.”

- “Because I’m a senior VP and have been around for a long time, I can get to the CEO, COO, or the President in a heartbeat.”

- “I tell my ERGs, if you hit a roadblock – pick up the phone.”

- “It is important for the Executive Sponsor to clear a pathway to the world outside of the company.”
ERG Executive Sponsors are usually highly accomplished, respected, and influential leaders assigned to mentor and advocate for specific ERGs. Sometimes these leaders share the same diversity identity as the ERG’s members, and sometimes they do not, instead serving as an “ally”.

JBC documented that ERG Executive Sponsors learned from ERG members about the challenges faced by people who are different in some way from the workplace majority around them, even when the sponsors were members of that minority population themselves.
FIVE KEY ROLES

- STRATEGIST
- EVANGELIST
- INNOVATOR
- BROKER
- MENTOR
VISIONARY | PROACTIVE | CRITICAL THINKER

A STRATEGIST DEFINES A MISSION AND VISION FOR THE ERG, GATHERS THE INFORMATION NEEDED TO MAKE CRITICAL DECISIONS, AND PROVIDES PROACTIVE COUNSEL TO HELP ACHIEVE GREATER GOALS.

- Collaborate to establish the goals, standards, and metrics that move the group toward their vision
- Provide clear direction for the ERG and how it links with the organization’s overall strategy
- Help guide the strategic ongoing development of the ERG chapter and individual leaders
- Focus the group’s ambitions and strike an appropriate balance between the interests of local chapters and the goals of the national network.
- Evaluate the group’s structure and governance and recommend re-engineering when necessary, with an eye toward enhancing effectiveness, visibility, and impact.
Evangelist

Passionate | Energetic | Driven

An evangelist is a public advocate for not only the BPG itself, but also the causes the group supports.

- Serve as a champion of the ERG, and of diversity and inclusion, at the executive level
- Advocate for the ERG’s position on signature issues
- Elevate discussions about growing membership and increasing engagement
- Attend ERG events and participate as needed; recruit attendance and support by other leaders
CREATIVE | OPEN-MINDED | RISK-TAKER

AN INNOVATOR USES CREATIVITY TO IDENTIFY IMPROVEMENTS IN STRUCTURE OR GOVERNANCE AND INITIATE NEW METHODS OR IDEAS TO SOLVE INEFFICIENCIES.

- Challenge teams with a much bolder vision of what is possible
- Bring new resources and ideas to the table
- Encourage the ERG to identify new ways to make a difference or to address an obstacle
A BROKER HAS THE ABILITY TO REACH INFLUENTIAL LEADERS TO ARRANGE OR NEGOTIATE RESOURCES OR ACCESS FOR GROWTH OPPORTUNITIES.

- Leverage clout generally to advance the ERG’s endeavors
- Secure resources, cut through red tape
- Champion talent of ERG leaders to decision makers
- Make connections to important people and organizations outside the company.
MENTOR

COACH | ROLE MODEL | CONFIDANT

A MENTOR NURTURES TALENT, FOSTERS POTENTIAL AND DEVELOPS EXCELLENCE IN OTHERS.

- Provide meaningful leadership coaching and support, especially as obstacles arise
- Teach professional and leadership skills
- Provide career advice
- Model authenticity and inclusive leadership, and alignment to organizational values statements, leadership competencies, or other pre-existing performance models
What role does your executive sponsor serve?
Polling: Five Roles

1. Of the five key roles, what do you think is the most important role they can play?

2. Where does the Executive Sponsor you know best focus, of the five roles? If you are a sponsor, where do you focus?
TRANSFORMING THE EXECUTIVE SPONSOR ROLE

EVOLUTIONARY

- **REACTIVE**: provides support and engages, as requested by ERG.
- **OVERSIGHT OF PLANS AND BUDGET**, with limited accountability, reporting or metrics.
- **PROVIDES FUNDS**: Acts as pass-through for budgets.

ASSERTIVE

- **PROACTIVE**: seeks strategic opportunities to engage.
- **ASKS**: listens intently to needs of ERG.
- **SPECIFIC BUDGET**, with clear accountability, reporting and metrics.
- Approaches budget and planning with **OWNERSHIP STAKE**.
TRANSFORMING THE EXECUTIVE SPONSOR ROLE

**EVOLUTIONARY**

- Communicate ad hoc and **AS SCRIPTED**.
- May or may not be member of, or knowledgeable about, ERG community or affinity.

**ASSERTIVE**

- **SEIZES FORMAL AND INFORMAL OPPORTUNITIES** to educate, advocate and influence other senior leaders.
- **TAKES RESPONSIBILITY** for own education.

- Provides **REACTIVE COACHING** to ERG leaders or members, as situations arise.

- **STRATEGIC COACHING AND MENTORSHIP** of ERG leaders; aware of career goals, strengths and gaps; shared ownership for development.

- Seeks reverse mentoring to increase personal development.
TRANSFORMING THE EXECUTIVE SPONSOR ROLE

**EVOLUTIONARY**
- Attends events and meetings and expresses public support, when schedule allows; provides annual progress reports.
- INFORMAL TO NO RECOGNITION or rewards for participation or leadership.

**ASSERTIVE**
- Leverages own brand, relationships and organizational savvy to raise visibility, perception and impact of ERG.
- Keeps commitments to ERG, alongside other priorities.
- PROVIDES PERSONAL AND FORMAL/PROFESSIONAL RECOGNITION for excellence in ERG leadership.
- Sponsor role is included in professional performance and development plan and metrics.
LEVERAGE THE EXECUTIVE SPONSOR

CONDUCT PLANNING MEETING(S)

- **GAIN ALIGNMENT** on roles, goals, and milestones for ERG and Sponsor.

SEEK STRATEGIC DIRECTION AND ADVICE FROM SPONSOR

- **REQUEST INSIGHTS** on wider business strategy and framing ERG objectives to contribute to the business. Request BU Strategic Plans and People Strategies for guidance.
- **CREATE DRAFT STRATEGY** and review with Sponsor. Request feedback, guidance and direction on educate, advocate and influence other senior leaders.
LEVERAGE THE EXECUTIVE SPONSOR

INVITE SPONSOR TO ATTEND EVENTS/MEETINGS

- INVITE SPONSOR TO PARTICIPATE ACTIVELY AND VISIBLY IN ERG EVENTS, steering meetings and attending at least one full group meeting each year.

REPORT PROGRESS QUARTERLY

- PROVIDE REPORT to Sponsor on ERG progress.
- ERG leaders ASSESS OWN PERFORMANCE, including leveraging of Sponsors.

SEEK ADVOCACY FOR NETWORK WITHIN LEADERSHIP TEAM (LIAISON)

- CLARIFY ADVOCACY the ERG needs from the leadership level.
- Share with Sponsor and REQUEST SUPPORT IN INCREASING AWARENESS & EXPOSURE opportunities of ERGs & their initiatives with senior leadership team.
Executive Sponsors Panel Discussion

Jennifer Brown, President & CEO
  • Jennifer Brown Consulting
  • Moderator / Webinar Presenter

Monica Boll, Managing Director
  • Company: Accenture

Guido Tamburini, Managing Partner
  • Company: Capco
Jennifer Brown is an award-winning entrepreneur, dynamic speaker and diversity and inclusion expert. She is the founder, president and CEO of Jennifer Brown Consulting (JBC), a strategic leadership and diversity consulting firm that coaches business leaders worldwide on critical issues of talent and workplace strategy. Brown is a passionate advocate for social equality who helps businesses foster healthier, more productive workplace cultures. Her book Inclusion: Diversity, the New Workplace & the Will to Change inspires leadership to embrace the opportunity that diversity represents, and empowers advocates to drive change that resonates in today’s world.
Monica Boll is a Managing Director within Accenture’s Operations group. She is an Account Executive for one of Accenture’s largest clients in the Financial Services industry group and a global eCommerce company within Communication, Media & Technology delivering Finance & Accounting, Procurement and Marketing Business Process Services (BPS). She manages a team of over 850 associates in 7 delivery locations — across India, the U.S., Czech Republic and Mauritius. She is also the Quality Assurance Director for three BPS client engagements.

Monica has been with Accenture for nearly 12 years. She has held several management roles with the company including leading the North American Human Resources Transition & Transformation team and later the Latin American Solution Architect team for a multinational company in the Consumer Package Goods sector; she also led the Operations’ cost management and industrialization team to drive improvements in profitability and operational performance for this business. She also served as the Operations Account Executive for one of Accenture’s Fortune 500 Technology clients for three years, managing a team of over 600 Accenture associates in four delivery locations to provide Finance & Accounting services in the Order-to-Cash, Account-to-Report and Purchase-to-Pay process areas.

Monica brings over 18 years of BPS experience in operations and client services — specifically in the areas of process improvement, transition, change management and global sourcing—for BPS functions in Finance & Accounting, Human Resources, Contact Centers, Procurement and Marketing. She is the executive sponsor for Accenture’s Pride Employee Resource Group in New York and is transitioning to serve as the global sponsor of the network. She also serves as a co-chair for a Human Rights Campaign steering committee, is active in various non-profit organizations and is a member of the Ellevate Women’s Network. Monica earned her Bachelor of Science degree in Business Administration from Louisiana State University and is fluent in Spanish.
Guido Tamburini

Guido Tamburini is the Managing Partner for Capco’s Northeastern US business. His focus is working on the future of Capco with an emphasis on growth and digital technology. Guido has an extensive background in consulting, from strategy to operations and systems integration. He spent more than 15 years at Accenture, most recently leading the Sales organization for Financial Services in North America. Previously, he led the development of Accenture’s presence in Emerging Markets in Europe, Russia and Turkey, while residing in Warsaw, Poland. He has been responsible for relationships with Accenture clients internationally and has managed several client relationships in the US. Guido holds degrees from the University of Florence and Scuola Direzione Aziendale. He lives in the Boston area with his wife, four daughters, four dogs, and an unspecified number of guitars.
Thank you!

Join the Inclusion Conversation!

Event booking: www.jenniferbrownspeaks.com

Twitter @jenniferbrown
Instagram @jenniferbrownspeaks

Podcast: The Will to Change
(iTunes, Stitcher and Google Play)

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Text "INCLUSION" to 444999 to get the first chapter of Jennifer Brown's book Inclusion: Diversity, the New Workplace & the Will to Change for FREE.