



October 10, 2019 – Marriott Marquis
Washington, DC

SIMPLE TRUTHS

- Sponsorship is critical for success; but it is not happening across differences.
- Each CEO – while in role – must take full ownership for creating a focus on advancing Black leaders starting with disaggregating the talent data so that all senior executives can truly appreciate the current state for Black leaders in the organization.
- While there is no one defined path to the top of the house, global P&L responsibility has been identified as a critical component to the path to the C-Suite, particularly for Black leaders.
- Ready Black talent for the C-Suite, CEO role and Board does exist. Bias is keeping Black leaders from being recognized as “ready now”.
- Equal treatment does not equal outcomes. Equality does not translate to Equity. There are different rules for Black executives. White leaders are promoted on potential without having demonstrated success in every facet needed to lead at the C-Suite level. Black leaders must prove over and over that they have every listed competency for the role often doing so by taking on the “turnaround” assignment and risky businesses roles in order to be viewed as having the potential for the C-Suite.
- Relationship capital and comfort with Black talent is paramount for Black leaders to be afforded opportunities to advance to the C-Suite or CEO seat.
- The dominant group must acknowledge their own biases, embrace their responsibility to become culturally competent and ensure – during their tenure – that the organization is structurally moving to eliminate how systemic, unconscious bias holds good, Black talent from key leadership roles.