



GameChanger Initiative: Action Plan

These questions have been designed to assist you in engaging in courageous conversations with your key stakeholders upon return to your office. We highly recommend that you assemble a Stakeholder Team that includes the following roles:

- All C-Suite members including:
 - Chief Human Resource Officer
 - Chief Diversity and Inclusion Officer (if applicable) or Head of Diversity and Inclusion
 - Chief Legal Officer/General Counsel
 - Chief Financial Officer
 - Chief Marketing Officer
 - Chief Sustainability Officer (if applicable)
- Data Analytics Leader

Ask the HR/Data Analytics team to provide answers to the following questions regarding **Business Leadership**:

- What is your current market share is for Black consumers?
- What is your organization's plan to tap into the forecasted growth of the Black consumer?
- How Black consumers feel about doing business with organizations that do not have do not have Black leaders present in the C-Suite?

People Leadership

- Do you have an intentional strategy to advance Black leaders in your organization?
- Do each of the top five high potential Black leaders who can move one to two levels higher than their current scope of responsibility have a robust meaningful and transparent development and career advance plan?
- Are you directly mentoring any of these high potential Black leaders?

Organizational Leadership

- Has your organization conducted focus groups or surveys that would illuminate the experiences of Black leaders in the organization?
- Have you engaged in conversations with the top 5 high potential Black leaders who you believe can advance to the C-Suite level or higher?
- Does your organization have a Black Leader Executive Council?
- Do you engage in quarterly conversations with this group to ensure that you have an authentic appreciation for the experiences of Black employees at your organization?



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Self-Leadership

- Have you as the CEO created or participated in cross-cultural experiences that would support your development of cultural competencies?
- Are you routinely engaged in a reciprocal mentoring relationship with a member of the Black community to enhance your understanding of the barriers that Blacks experience in pursuit of advancing to the C-Suite level and above?

Take Action

Take the following action to drive meaningful transformation and advancement of Black leaders at your organization:

- Share and widely your commitment to embrace the ELC challenge with all direct reports (see list above)-ensure that the head of Diversity and Inclusion is engaged regardless of C-Suite status
- Engage the team to build a performance tracking platform deck that includes the following:
 - Current representation information for Black leaders
 - Current succession planning data for Black leaders
 - Current state of a Senior Black Leader council
- Share your intentions to make a bold declaration to the board
 - Use the performance tracking platform to support your convictions and narrative
- Request the development of a Black leader game changer report that includes the following for the top 5 high potential Black leaders:
 - Readiness for the C-Suite or CEO seat
 - Career advancement development plan
 - Opportunities for stretch assignments to address any gaps identified in development plan
 - Engage in authentic sponsorship with these five high potential Black leaders
 - Ensure relationship development (see **Simple Truths** document) amongst the Black leaders and other members of your executive team and Board.
- Identify meaningful and achievable stretch assignments for the 5 Black leaders that you have identified as having capacity to move one to two levels higher than their current position (including C-Suite and Board Placement)
- Review progress against objectives at 3-month intervals
- Report progress against commitment using the ELC Scorecard
- Commit to sharing progress at the 2020 ELC Game Changer Conference