

Strategies for Talent Diversity:

A proposal for improving the racial and ethnic diversity at nonprofit organizations across the sector

2013-2014 | American Express NGen Fellows

Convened by Independent Sector

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INDEPENDENT SECTOR

A vital voice for us all



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Project context

Program background

American Express NGen Fellows are a diverse and talented group of 12 leaders age 40 or under who are emerging leaders and mid-career professionals at Independent Sector member organizations. Fellows have a track record of exemplary leadership and a passionate commitment to advancing the common good, as well as demonstrated leadership potential for their organization and the nonprofit community. The American Express NGen Fellows program elevates participants' ability to shape the future of the nonprofit and philanthropic community, and in particular, expands their capacity to tackle society's toughest challenges. The program uses a core curriculum of adaptive leadership and focuses on the work of Ronald A. Heifetz and Marty Linsky in *Leadership on the Line* (Harvard Business School Press, 2002).

Project context

In September 2013, the 2013 cohort of American Express NGen Fellows issued a Request for Proposals to Independent Sector member organizations to identify a pro bono consulting project. The goal of the project was to address a pressing leadership challenge the organization faced that was also relevant to the sector at large.

Increasing staff diversity was the challenge chosen, using National Audubon Society (Audubon) as a case study. This document is the major project deliverable.

Process and overall goal for staff diversity project

Internal Research

- Review of policies, processes, and documents related to Audubon's human resources (HR) activities and overall strategy
- Interviews with over 18 Audubon staff from the organization's national and state offices

External Research

- Review of literature focused on best practices for building and retaining a more diverse staff
- Synthesis of literature and knowledge of adaptive leadership
- Interviews with 16 organizations focused on increasing diversity in their fields or making progress on their own diversity goals



Goal of project:

Identify strategies to improve the racial and ethnic diversity of staff at Audubon and across the nonprofit sector

The sector, as a whole, has struggled with staff diversity

- Nonprofits report particular difficulty in hiring people of color for positions in fundraising, program/professional positions, and administrative support.
- While almost 9 out of 10 nonprofit employees believe their organization values diversity, more than 7 out of 10 believe their employer does not do enough to create a diverse and inclusive work environment.
- Among nonprofit employees who believe their employers value diversity, only one-fourth (25%) believe that their organization has actively demonstrated their commitment to creating a racially diverse environment.
- More than half (57%) of the employees of all races...reveal that they attempt to evaluate the commitment to diversity of prospective organizations during the interview process—and this is especially true for prospective employees of color (71%).

A cultural shift is required across the sector to ensure inclusivity and build diversity

- Lack of diversity may be the symptom of a larger problem which relates to a lack of inclusivity across the sector.
- This requires a cultural shift towards more inclusive mindsets and a collective approach to changing values, beliefs, assumptions, and behaviors.
- It also indicates that while technical changes are important, a broader set of adaptive leadership efforts are required to generate real, sustainable progress over time.
- This is an issue that requires a bottom-up and top-down approach to ensure all voices are heard and all stakeholders are involved in solutions.
- Organizations that are well-known, large and/or far-reaching have particular opportunity to lead the sector on these issues and make diversity and inclusion core parts of organizational culture.

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Organizations striving to increase staff diversity should consider it an adaptive leadership challenge

- Adaptive challenges are **murky, systemic problems** with no easy answers.
- These challenges occur when people and organizations are forced to adjust to a **radically altered environment** (e.g., changing demographics).
- Adaptive change requires a shift in **values, beliefs, assumptions, or behaviors** related to how the organization achieves its mission (organizational strategy).
- **Adaptive leadership** requires leaders to introduce **new ways of working**, which limit problem solving at the executive level and **involve people throughout the organization** to address current realities.

Six key principles in managing adaptive work

1. **Get on the balcony:** Take a high level perspective to spot emerging patterns
2. **Identify your adaptive challenge:** Spend time with people across levels and geographies to understand which beliefs, values, and behaviors need to change
3. **Regulate distress:** Pace adaptive work and don't start too many initiatives simultaneously
4. **Maintain disciplined attention:** Encourage managers to grapple with divisive issues and demonstrate collaboration to solve problems
5. **Give the work back to employees:** Help people recognize they have the solutions and support their risk taking
6. **Protect leadership voices from below:** Seek out people providing fresh perspectives and exposing contradictions

Leaders handle their responsibilities differently for an adaptive situation than they do with a routine situation

Leader's Responsibilities	Technical/Routine Situation	Adaptive Situation
Direction	Define problems and provide solutions	Identify the adaptive challenge and frame key questions and issues
Protection	Shield the organization from external threats	Let the organization feel external pressures within a range it can stand
Orientation	Clarify roles and responsibilities	Challenge current roles and resist pressure to define new roles quickly
Managing Conflict	Restore order	Expose conflict or let it emerge
Shaping Norms	Maintain norms	Challenge unproductive norms

“Real leaders ask hard questions and knock people out of their comfort zones. Then they manage the resulting distress.”

Beliefs, assumptions, and behaviors that organizations striving to increase diversity may consider shifting

Perceived Belief:

- People of color communities care little about conservation work/are disengaged on conservation issues that extend beyond environmental justice.

Perceived Assumption:

- Collaboration with other environmental sector organizations would yield few positive results in the way of addressing diversity because they aren't making progress on this issue.

Perceived Behavior:

- Overlooking potential models for success and areas for thought partnership across the network; gathering limited information about engagement of people of color communities and related activities within the network.



Examining these beliefs, assumptions, and behaviors may uncover limitations in organizational effectiveness beyond diversity (e.g., collaboration; communication)

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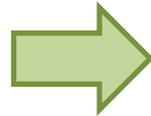


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Nonprofit organizations can work across five dimensions to make progress on staff diversity and inclusion

1. Pipeline

Activities that ensure organizations can tap into a larger and more diverse pool of talent to fill future positions



2. Recruitment & Hiring

Efforts to build diverse staff, management, boards



3. Retention & Development

Tools to retain and develop existing staff

4. Capabilities & Culture

Adaptive strategies to understand, develop, measure, and communicate the value of diversity and inclusion across the organization

5. Employer Brand

Actions to engage people of color communities and generate organizational trust in diversity and inclusion; become known as an employer of choice

Findings from internal and external research

I. Pipeline: Tap into a larger and more diverse talent pool

Internal

“We need to grow leaders in the community that will grow with our organization.”

“If our instructors and staff don’t look like the youth in our programs, do the youth really see our organization as a possible career choice for them or the environmental field in general?”

“We need to strengthen how we are engaging with our communities.”

Literature Review

An important outreach strategy to support diversity and local communities is educating and encouraging youth of color to study Science, Technology, Engineering & Math (STEM) subjects.

External

Actively market career paths to youth participants and part-time younger workers.

- YMCA of the USA

Partner with scholarship organizations and look for traits that indicate interest in target areas.

- Accenture

Target volunteer workforces.

- Boy Scouts of America

Target influential diverse leaders to bring them into other activities within the organization.

- American Heart Association

Findings from internal and external research

2. Recruitment & Hiring: Build diverse staff, management, boards

Internal

“The matrices of our values and what we look for in our staff should reflect the community and their needs.”

“The best way to recruit people of color into the environmental field is to have role models like them that are in those roles.”

“Online and social media presence needs to be stronger.”

Literature Review

Introduce potential employees to people of color who have been successful in the organization

External

Commitment to diversity must include diversity of board, staff, volunteers, vendors, etc.

- Accenture

Retain a search firm for local chapters to ensure diverse executive director candidate pools.

- Girl Scouts of the USA

Reopen a search if the candidate pool is not diverse.

- Public Allies

Partner to share booth space costs in professional/career fairs at national conferences targeted at people of color communities.

- Boy Scouts of America and Girl Scouts of the USA

Findings from internal and external research

3. Retention & Development: Keep and develop existing staff

Internal

“We need to build talent within our organization and put our diverse staff members through a leadership development program that ensures we keep them.”

“We need to have a clear commitment to the recruitment and retention of diverse staff members; have stated goals and benchmarks...”

Literature Review

Mentoring was a contributing factor to the rise in ranking of the highlighted companies that rose in the Diversity Inc. Top 50.

External

Diversity at all levels is critical to allow minority staff to identify role models and mentors that increase perceptions that they too can succeed/be promoted within the organization.

– Nonprofit HR Solutions

Conducting and analyzing surveys of employee satisfaction are important in understanding any significant satisfaction differences for staff of color.

- Commongood Careers

Being clear and honest with people about what it takes to be successful within the organization and where people stack up against that bar is vital.

– Management Leadership for Tomorrow

Findings from internal and external research

4. Capabilities & Culture: Promote ways of being across the organization

Internal

“We would benefit from seeing how other chapters are increasing diversity.”

“If we train staff members on diversity and sensitivity, then staff members will be more educated in these matters and be able to then develop their own ideas that they can apply to their regions.”

“This isn’t just about racial diversity, but it’s also about socio-economic, religious, and gender diversity.”

Literature Review

Without dependable data, diversity work does not stand on firm ground and the message is clearly sent that diversity efforts are not as important as other organizational systems.

External

You can’t hire your way out of a lack of diversity, it needs to be an intentional process.

– Commongood Careers

Diversity is broader than talent and needs to be embraced beyond HR. There must be an active commitment of the CEO.

– Girl Scouts of the USA

There have to be clear connections between high diversity/inclusion and impact towards mission.

– Nonprofit HR Solutions

This work is a process, not a destination. Organizations must nurture dialogue, trust, and honesty.

– RFK Children’s Action Corps

Findings from internal and external research

5. Employer Brand: Be known as an employer of choice

Internal

“One of the obstacles we face is that many people view us as an ‘old organization’. How do we appeal to a younger generation?”

“A functional website and having some good campaigns to increase our visibility would certainly enhance our image and build awareness of our work.”

Literature Review

The desired goal of an Employment Brand is to create an image and perception that makes people want to work there because it is well-managed, where workers are continually learning and growing.

External

Potential and current employees want to work for an employer they believe in, not just to advance a mission.
– Boy Scouts of America

Our national office reports on the diversity of our staff regularly.
- Girl Scouts of the USA

Workplace media like Diversity Inc. rank organizations and are used by job-seekers as vetting tools for potential employers.
– Girl Scouts of the USA

Participate in community/sector activities that indicate a sustained commitment to diversity and inclusion.
– Nonprofit HR Solutions

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Based on our research, we identified 11 potential strategies to consider for increasing diversity

Internal

Strategies to build diversity within the organization

1. Create an inclusive environment

2. Develop processes to increase accountability

3. Leverage broader recruitment sources

4. Re-evaluate qualifications for targeted roles

Network

Strategies to build diversity within local offices

5. Articulate diversity and inclusion value to network

6. Replicate best practices within network

7. Prioritize board diversity

8. Create opportunities for and support young talent

External

Strategies that engage external audiences

9. Engage people of color communities in programs

10. Cultivate partnerships

11. Collaborate with people of color communities to develop relevant messaging

Bold = particularly adaptive in nature

High level summary of the I I potential strategies

Internal

1. Create an inclusive environment

- Ensure all voices are valued in the organization
- Assess individual assets and align them with mission

2. Develop processes to increase accountability

- Establish measurable goals and data collection processes
- Use data and feedback to learn and improve

3. Leverage broader recruitment sources

- Identify new sources that bring in a more diverse pool

4. Re-evaluate qualifications for targeted roles

- Expand pool of qualified candidates by reassessing which competencies are needed to succeed in targeted roles

Network

5. Articulate diversity and inclusion value to network

- Build upon and share business case for diversity
- Ensure common definition of diversity across network

6. Replicate best practices within network

- Identify and codify best practices at local level
- Develop support mechanisms for local offices

7. Prioritize board diversity

- Engage national board in creating goals around diversity
- Focus on diversity of local office board / leadership teams

8. Create opportunities for and support young talent

- Create opportunities for upward mobility and professional development
- Identify support systems to retain talent

External

9. Engage people of color communities in programs

- Develop programs that align mission/goals with environmental issues for communities of color

10. Cultivate partnerships

- Establish partnerships with youth groups, diversity orgs, other environmental orgs working on diversity/inclusion

11. Collaborate with people of color communities to develop relevant messaging

- Ensure messaging is relevant to people of color communities
- Focus on community, identify applicable topic

These strategies align with the five dimensions for increasing staff diversity

	Pipeline	Recruitment & Hiring	Retention & Development	Capabilities & Culture	Employer Brand
1. Create an inclusive environment			✓	✓	✓
2. Develop processes to increase accountability				✓	
3. Leverage broader recruitment sources	✓	✓			
4. Re-evaluate qualifications for targeted roles	✓	✓			
5. Articulate diversity and inclusion value to network			✓	✓	✓
6. Replicate best practices within network	✓	✓		✓	
7. Prioritize board diversity	✓	✓	✓	✓	✓
8. Create opportunities for and support young talent		✓	✓		✓
9. Engage people of color communities in programs	✓			✓	✓
10. Cultivate partnerships	✓	✓			✓
11. Collaborate with people of color communities to develop relevant messaging	✓	✓			✓

Strategy I: Create an inclusive environment

Overview

- Build an environment in which a variety of viewpoints, experiences/skills, and worldviews are embraced, celebrated, and deployed in alignment with the mission and an adaptive approach.

What this strategy might entail

ACTIVITIES INVOLVED	EVIDENCE OF IMPACT	CAPABILITY & CAPACITY REQUIREMENTS
<ul style="list-style-type: none">• Create tools for staff feedback and sharing of skills, interests, and experiences across departments• Provide training on diversity and inclusion• Expand opportunities for staff to interact across the network• Align individual interests and skills to achieve mission	<ul style="list-style-type: none">• Within Audubon case study, staff at all levels (HQ and field) believe they are valued for their identities, knowledge, and skills <div data-bbox="737 980 1304 1246" style="border: 1px solid green; border-radius: 15px; padding: 10px; margin: 10px 0;"><p><i>“There is not a feeling of higher ups and lower rungs. It is more of a team environment.”</i></p><p>- Audubon staff member</p></div>	<ul style="list-style-type: none">• Design activities/events to bring interdepartmental teams together (HQ & field)• Identify and hire trainer(s) on diversity & inclusion• Develop initiatives that identify untapped staff skills/interests in strategic priorities & integrate learning into departmental goals and action items



Capacity and attention across levels required to make ongoing progress

Strategy 2:

Develop processes to increase accountability

Overview

- Set achievable, measurable goals for staff diversity for network; identify metrics to measure progress against those goals; put in place feedback loops to learn and improve over time

What this strategy might entail

ACTIVITIES INVOLVED	EVIDENCE OF IMPACT	CAPABILITY & CAPACITY REQUIREMENTS
<ul style="list-style-type: none">• Staff “inclusion” survey to develop baseline• Set measurable goals for network and chapters• Encourage network to provide data• Share data and engage in conversation around issues• Potential to commission external rating on diversity	<ul style="list-style-type: none">• United Way tracks baseline data and set goals• American Heart Association commissioned Diversity Inc. for external rating• Girl Scouts track board chair diversity	<ul style="list-style-type: none">• HR capacity; analytical skills; communication skills; ability and mandate to follow-up on results• Possible with existing capacity if deployed effectively• External support can be brought in where needed



Performance measurement processes are an important foundation for ensuring diversity and inclusion efforts are well managed

Strategy 3:

Leverage broader recruitment sources (1 of 2)

Overview

- Understand the pipeline assets of the organization, discern gaps, seek new connections to feed diverse candidates into staff applicant pools

What this strategy might entail

ACTIVITIES INVOLVED	EVIDENCE OF IMPACT	CAPABILITY & CAPACITY REQUIREMENTS
<ul style="list-style-type: none">• Require diverse applicant pools• Local/national partnerships• View volunteers as a pipeline for staff• Broaden perspective of what makes a great staff member	<ul style="list-style-type: none">• Public Allies will re-open a search if applicants not diverse• Boy Scouts/Girl Scouts share recruitment event costs• YMCA promotes career paths to youth workforce	<ul style="list-style-type: none">• Time to potentially leave searches open longer• Staff time to manage partnership / committed partners / mutually agreed upon recruitment engagements• Targeted communication plan / system to track volunteers



Better leverage existing pools and reach out to new potential pipelines to better position an organization's brand

Strategy 3:

Leverage broader recruitment sources (2 of 2)

EXAMPLES OF RECRUITMENT SOURCES

Racial/Ethnic

- Congressional Black Caucus
- Congressional Hispanic Caucus
- NAACP
- National Council of La Raza
- League of United Latin American Citizens
- Congressional Asian Pacific Americans
- Public Allies
- National Urban League
- Management Leadership for Tomorrow
- National Urban Fellows
- Sponsors for Educational Opportunity
- ProInspire

Age

- AARP / AARP Experience Corps
- ReServe.org
- Encore.org
- Public Allies
- Nonprofit Leadership Alliance
- AmeriCorps Alums
- Generations United
- National Youth Leadership Council
- National Youth Employment Coalition

Ability

- National Industries for the Blind
- American Foundation for the Blind
- Goodwill Industries
- The Arc
- American Association of People with Disabilities
- National Association of the Deaf
- Enable America

LGBTQ

- Gay, Lesbian & Straight Education Network
- CenterLink
- Campus Pride
- Out for Work
- Pride @ Work
- Point Foundation

Strategy 4:

Re-evaluate qualifications for targeted roles

Overview

- Carefully evaluate which qualifications (e.g., experience in environmental field) are critical for candidates to succeed in various roles; may open network to larger pool of high-potential candidates with different backgrounds

What this strategy might entail

ACTIVITIES INVOLVED	EVIDENCE OF IMPACT	CAPABILITY & CAPACITY REQUIREMENTS
<ul style="list-style-type: none">• Identify key positions and reassess skills and competencies needed for success in that role• Develop diverse recruitment pipelines based on the identified skills and competencies	<ul style="list-style-type: none">• Management Leadership for Tomorrow is working with its partners to review competencies for key roles and re-prioritize which skills are most critical	<ul style="list-style-type: none">• Ability to engage the network in assessing the skills and competencies most critical for key positions• Knowledge base to identify pipelines with different backgrounds and most critical competencies



Identify roles where different candidate profiles may be successful; potential for significant impact if identified roles are common across organization

Strategy 5:

Articulate diversity and inclusion value to network

Overview

- Articulate – bottom-up and top-down – a clear and compelling business case that responds to the interests of the network’s stakeholders (e.g., staff, donors, community partners, etc.); will provide an important foundation for designing strategies, identifying priorities, and measuring results.

What this strategy might entail

<u>ACTIVITIES INVOLVED</u>	<u>EVIDENCE OF IMPACT</u>	<u>CAPABILITY & CAPACITY REQUIREMENTS</u>
<ul style="list-style-type: none">• Articulate and build consensus around Audubon’s business case for diversity/inclusion• Develop a stronger “pipeline” to diversify staffing and pool of candidates (WINGS, HBCUs).• Develop “collaborations” with community groups to broaden membership base (American Indian Tribes, Girl Scouts, etc.)	<ul style="list-style-type: none">• Literature points to importance of connecting diversity efforts to an organization’s mission – the connection needs to be clear• From Audubon case study, WINGS internship program is clearly connected to the mission and enhances the network’s diversity efforts	<ul style="list-style-type: none">• Develop statement of priority from leadership and engage network in refining case• Develop partnerships that demonstrate commitment to diversity and mission• Identify and share existing partnership models within network



Articulating the business case is an important “quick win” and a foundation for an organization’s diversity efforts

Strategy 6: Replicate best practices within network

Overview

- Identify promising practices for improving staff diversity that are currently implemented at local offices and could be replicated more broadly; codify core elements of the most replicable practices; support and incentivize the most interested and best positioned local offices to replicate the initiatives as part of a broad effort to build change

What this strategy might entail

ACTIVITIES INVOLVED

- Develop process for identifying, codifying and rolling out best practices across network
- Potential programs/practices to replicate across network include:
 - Internship recruitment (Debs Park Center, CA)
 - University partnerships (Louisiana state office)
 - Staff mentor program (Seward Park Center, WA)

EVIDENCE OF IMPACT

- Some federated networks (e.g., YMCA) have built central office teams to source quality programs and roll them out to other affiliates in the network

CAPABILITY & CAPACITY REQUIREMENTS

- Capacity:
 - Designate staff develop and run best practice selection process, support local implementation, and evaluate impact on diversity goals
 - Funding to incentive local participation
- Capabilities:
 - Source promising practices
 - Measure impact of programs on diversity goals
 - Provide support to local offices as they begin to implement
 - Implement proven practices with fidelity
 - Fundraise for any new costs related to new practices



Scaling network-developed practices is likely to receive strong backing from network and offer quick wins for leadership team

Strategy 7: Prioritize board diversity

Overview

- Identify Board responsibilities for diversity goals; create mechanisms to get state and local boards (if relevant) to start thinking about diversity in their work

What this strategy might entail

ACTIVITIES INVOLVED	EVIDENCE OF IMPACT	CAPABILITY & CAPACITY REQUIREMENTS
<ul style="list-style-type: none">• Create a diversity task force that identifies board-level responsibilities• Recruit board members who bring diverse perspectives and do not have a connection to conservation• Track diversity of national, state, and local boards• Consider requiring state and local boards or leadership teams to create their own diversity and inclusion statement	<ul style="list-style-type: none">• “Make this a priority of the Board. Get them to establish their own goals.” – CEO of large conservation organization• Girl Scouts Council tracks diversity of Council Board chairs as a key metric in their diversity efforts• United Way asks chapters if they have a board-approved diversity statement as part of membership renewal	<ul style="list-style-type: none">• National, state, and local board capabilities: Board development matrix that incorporates diversity• Network capability: Ability to set expectations for state and local boards• HQ capability: Mechanism to collect diversity data on state and local boards



This is a high effort strategy that can lead to high results because of the Board's visibility and responsibility in steering the organization

Strategy 8:

Create opportunities for and support young talent

Overview

- Develop opportunities for expansion of skills and expertise within the organization; create mid-level positions that enable advancement and increased responsibility

What this strategy might entail

ACTIVITIES INVOLVED	EVIDENCE OF IMPACT	CAPABILITY & CAPACITY REQUIREMENTS
<ul style="list-style-type: none">• Develop and advertise career ladders by position classes; focus on mid-level positions• Build infrastructure for staff to gain conservation skills• Identify and cultivate seasonal workers for entry level positions• Create mentorship opportunities for young staff	<ul style="list-style-type: none">• Networks have identified opportunities for high potential staff to increase responsibilities• Building a cross-network support system for diverse staff to feel connected to larger community	<ul style="list-style-type: none">• Mechanism to assess current staff's professional development needs and opportunities• Ability to develop and implement new mid-level positions and job classes• Develop individual and group mentorship -models• Identification of rising stars and targeted support to retain and develop them



This strategy has potential to yield long-term diversity gains; requires significant resources to design and implement career pathways and PD programs

Strategy 9:

Engage people of color communities in programs

Overview

- Identify organizational goals and issues that are of greatest relevance/concern to priority people of color communities. Work with community leaders to develop and raise awareness of programs that link efforts and community concerns

What this strategy might entail

ACTIVITIES INVOLVED	EVIDENCE OF IMPACT	CAPABILITY & CAPACITY REQUIREMENTS
<ul style="list-style-type: none">• Research priority environmental concerns for people of color communities• Determine potential areas of alignment• Identify and contact community leaders to brainstorm alignment areas and develop strategies for community engagement	<ul style="list-style-type: none">• The Nature Conservancy successfully built relationships with communities of color via its Western States Diversity Project (2005)	<ul style="list-style-type: none">• Research, community engagement, and program development capabilities required• Greater capacity to collaborate with leaders in communities of color will be needed to implement strategy



An organization must live its values internally
to be successful partners with people of color communities

Strategy 10: Cultivate partnerships

Overview

- Convene thought leaders and practitioners across different sectors to identify opportunities for partnership on inclusivity; establish informal & formal partnerships with clear goals, roles, and timelines.

What this strategy might entail

ACTIVITIES INVOLVED	EVIDENCE OF IMPACT	CAPABILITY & CAPACITY REQUIREMENTS
<ul style="list-style-type: none">• Identify key thought leaders and practitioners• Ensure that those engaged with people of color are well represented• Establish a planning team to convene with representatives from people of color communities and develop clear goals, roles, and timelines for events	<ul style="list-style-type: none">• Goodwill partners with MLT to recruit and market to college students for their programs• Other organizations have partnered with organizations with diverse constituents to source a broader pool of candidates	<ul style="list-style-type: none">• Funding for the convening, a broader network of potential partners, and critical thinking to determine ideal partners will be needed.• Greater capacity to collaborate with leaders in communities of color will be needed to implement this strategy



Convening will provide partnership opportunities and establish commitment to diversity/inclusion

Strategy 11: Collaborate with people of color communities to develop relevant messaging

Overview

- Partner with people of color communities (and organizations that serve people of color communities) in real, collaborative ways to develop and refine messaging of organization’s work and mission, ensuring these issues resonate with people of color

What this strategy might entail

ACTIVITIES INVOLVED	EVIDENCE OF IMPACT	CAPABILITY & CAPACITY REQUIREMENTS
<ul style="list-style-type: none">• Engage communities in discussion on importance of environment to different populations• Develop relevant messaging and materials to be used by chapter and offices that serve people of color communities	<ul style="list-style-type: none">• Key steps in developing an effective communications platform include:<ul style="list-style-type: none">- Test messaging with communities before rolling it out more broadly- Identify the right media channels and staff to deliver tailored messaging	<ul style="list-style-type: none">• Local capacity to engage people of color communities, community organizations• National capacity to draft tailored messaging and materials for local chapters/offices that serve people of color communities• Marketing and partnership development capabilities



A difficult strategy to implement well; ensure messaging remains grounded in the mission and focus; coupled with programming, this strategy is key to effective community engagement

Organizations striving to increase diversity can work on a few “quick wins”, many of which also support broader adaptive change

These quick win strategies have low implementation difficulty, low/medium cost to implement, and shorter timeframe to results

Quick Win Tactics

Requirements

3. Leverage broader recruitment source

- Post jobs on job boards that target diverse candidates
- Attend job fairs at HBCUs

- HR team resources
- Target list of job fairs and job boards

5. Articulate diversity and inclusion value to network

- Send out messaging from leadership about business case
- Launch cultural competency trainings with key sites

- CEO and communication team resources
- Training partner
- Staff time for training

6. Replicate best practices within network

- Identify 2 programs to replicate
- Codify practices and roll out through existing channels

- Field Support team resources
- Online and offline fora to exchange learning

10. Cultivate partnerships

- Convene small group of thought leaders and practitioners for roundtable discussion

- Point person for partnerships
- Clear goals, target participants
- Meeting resources

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Six proposed criteria to prioritize across these strategies

CRITERIA	DESCRIPTION
Impact on Diversity	<ul style="list-style-type: none">• Extent to which the strategy will help organization reach its diversity goals• Evidence of results from within and outside the organization
Progress to Date	<ul style="list-style-type: none">• Evidence of organization's progress on diversity in a given area• Includes policies, frameworks, and practice
Ability to Scale Across Network	<ul style="list-style-type: none">• Extent to which organization can scale a strategy across local offices• Can be both top-down from headquarters and bottom-up from local offices
Implementation Difficulty	<ul style="list-style-type: none">• Difficulty of operationalizing the strategy in practice• Includes extent to which progress can be tracked against indicators
Cost to Implement	<ul style="list-style-type: none">• Cost of the strategy in both financial and operational terms
Timeframe to See Results	<ul style="list-style-type: none">• Point at which results of a strategy will become clear against stated goals• Can be short, medium, or long-term in nature



Determine if any criteria more or less important than others

Sample rubric for assessment of identified strategies against proposed criteria



LOW RATING



MEDIUM RATING



HIGH RATING

Impact on Diversity

No evidence from within or outside organization of strategy's potential to impact staff diversity

Some evidence from in or outside organization of strategy's potential to impact staff diversity

Clear, compelling evidence from within or outside organization of strategy's potential to impact staff diversity

Progress to Date

Organization has not begun to plan for or implement this strategy

Organization has begun to plan for and/or implement this strategy

Organization has already made significant progress against this strategy

Ability to Scale Across Network

Organization network would not be interested in or capable of adopting strategy

Some portion of the organization network would be interested in and capable of adopting strategy

A significant portion of the organization network would be interested in and capable of adopting strategy

Ease of Implementation

Strategy requires significant coordination across network and capabilities that organization lacks

Strategy will require some coordination across the network and some existing organization capabilities

Strategy requires little coordination across network and core organization capabilities

Cost to Implement

Strategy requires very little staff time and financial resources

Strategy requires some staff time and financial resources

Strategy requires significant staff time and significant financial resources

Timeframe to See Results

Organization is likely to see results (i.e., improved staff diversity) within first year of implementation

Organization is likely to see results (i.e., improved staff diversity) within 2-3 years of implementation

Organization is likely to see results (i.e., improved staff diversity) after 5 or more years of implementation

Organizations can use criteria to uncover tradeoffs across the proposed strategies

How organizations should use criteria

- To better understand the pros and cons of each of the various strategies
- To identify strategies that stand out on criteria that the organization finds most important
- To help the organization clearly communicate its decisions to the network
- To gauge which strategies begin to address core adaptive challenges to ensure sustainability of diversity and inclusion efforts over time

How organizations should not use criteria

- To make decisions on which strategies the organization will prioritize or pursue based on their overall “score”

Recommended next steps

- Assess strategies against criteria to prioritize how best to structure discussions on these issues going forwards;
- Create a cross-organization committee to clarify the adaptive challenges and diagnose values-based conflicts;
- Create an implementation strategy that may draw on this analysis and set of conclusions.

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