

CCL'S
COMMITMENT
TO **EQUITY,**
DIVERSITY, &
INCLUSION
(EDI)



Center for
Creative
Leadership®



OUR CORE BELIEFS: WHY FOCUS ON EDI?

We believe it is central to our mission. At CCL®, our mission is to advance the understanding, practice, and development of leadership for the benefit of society worldwide. We cannot fully realize this mission without addressing equity, diversity, and inclusion. Leaders with varied backgrounds and identities are in increased demand in today's global economy. For example, by 2025, 75% of the global workforce will be made up of millennials, which means this group will occupy the majority of leadership roles over the coming decade. If we are to support these and other leaders, we must understand the unique challenges and perspectives that they face—including the challenge of leading increasingly diverse teams. Because of this, we believe that leadership development that does not include valuing and leveraging EDI will compromise and impair our mission of advancing the understanding, practice, and development of leadership for the benefit of society worldwide.

We believe equity, diversity, and inclusion is a moral imperative. We believe in the equal value and dignity of every human life. Yet, we know that we live in a world that favors certain social groups over others. Such systemic inequities and oppression are unjust, and ultimately, harm all of us. As an organization that develops leaders worldwide, we believe we have a responsibility to catalyze change through leadership education. We know we are not alone in this belief. This is evident in the social and economic pressure for structural and systemic change regarding equity, diversity and inclusion.

EQUALITY VS EQUITY

The terms “equality” and “equity” are often used interchangeably, but they are not synonymous. Equality means everyone has access to the *same amount* of rights, opportunities and resources, no matter their circumstances. Equity means that everyone has access to the rights, opportunities, and resources *that they specifically need to succeed*—even if they are distributed unequally. If all people entered the world of work under identical circumstances, there would be no difference between what is equal and what is equitable. However, because people enter the workplace with differing circumstances (often due to differences in privilege and identity), we believe that equity is a more important consideration in creating a work environment in which all employees can reach their full potential.

We believe that recognizing and appreciating diversity is critical and foundational for group, organizational, and societal success. Those who do not embrace diversity will struggle to secure top talent. Statistically, companies that have more culturally and ethnically diverse executive teams were 33% more likely to see better-than-average profits. For every 1% rise in the gender and cultural diversity of a workforce, there was a corresponding 3% and 9% increase in sales revenue (Agarwal, 2018). Similarly, research findings show a positive correlation between a more diverse social makeup and overall employee motivation (Villegas et al., 2019).

We believe inclusion is required for talent with diverse backgrounds to thrive. Diversity without inclusivity can do more harm than good. When inclusion is not well done it can have painful and demotivating consequences. Creating a culture of inclusion requires intentional and consistent efforts to sustain a participative environment where people are valued and respected as individuals, as well as members of their group, team, organization, or community.

We believe that we must elevate equity to see sustainable change. We believe that without equity, efforts to promote diversity and inclusion may be laudable but unsustainable. Such efforts can also perpetuate unjust systems and cultures without producing real change. When equity is realized it provides all people with fair opportunities to attain their full potential. When organizational leaders express their commitment, and set clear goals toward greater equity, they signal their value for sustainable change.

We believe working towards equity, diversity, and inclusion is never done. We do not believe that anyone can create a universal solution to fix inequities. We know that as organizations, cultures, and societies evolve and shift, new EDI issues will emerge just as others will fade. We believe that we need to continually examine and adjust our EDI lens to adapt to the needs of different climates, places, and times.

HOW WE WILL DO THIS WORK

We will integrate equity, diversity, and inclusion into who we are as an organization. We will hold ourselves accountable for living the values of equity, diversity, and inclusion as an employer. We will examine our own data, identify our own challenges, and commit to improving our own organizational culture of EDI. Furthermore, we will approach *all* our work with an EDI lens in mind. From our research to our theoretical frameworks, to our images and language, to our operations teams and leadership solutions—we will challenge ourselves and our partners to establish EDI as foundational to everything we do.

We will acknowledge and leverage our position of power and privilege. As an organization that helps develop leaders across the globe—including those at the top of *Fortune 500* corporations—we are in a position to influence change. We will use our platform to start vital conversations that will equip leaders to enact systemic change, as well as elevate and amplify others who have long been engaged in EDI work. We will strive to model equity, diversity, and inclusion, while meeting our clients at their point of developmental need. We will be transparent in our commitment to EDI, and through this transparency, give our clients and partners the space to decide how CCL can best serve them and be relevant to their strategic goals.

We will be consistent in our values and adaptable to our regions and clients. EDI issues are focused on the universal challenges of in-groups and out-groups; power, privilege, and systemic oppression; and the need to connect and develop meaningful and productive relationships across differences. Yet, we know that the specific ways that these universal challenges play out can vary greatly in different contexts and parts of the world. Therefore, we will take an equity-centered approach that elevates and cultivates the work of others. Our work will be grounded in the local, lived experience of our global colleagues and clients, rather than assuming that a single approach works universally. We will do this by engaging in EDI relevant research and discovery as a way of being informed about the nuances of the culture of our clients and partners.

CCL'S COMMITMENT TO EDI

We will build on our fundamental belief that leadership is a social process. We define leadership as a process which enables individuals to work together as a cohesive group to produce collective results—results they could never achieve working alone. When the leadership process in a group is effective, it generates three crucial outcomes: **direction, alignment, and commitment**. We expand upon our model of leadership by acknowledging that EDI is the ecosystem within which this process takes place. Leadership involves the interactions, skills, and values of all individuals involved. Thus, the diversity of the people and the quality of relationships in the group, the equitable formal structures and procedures, and the inclusive nature of the group's culture and informal routines are all central to effective leadership and organizational viability.

We will continue to further EDI knowledge and understanding through our research and scholarship. We feel a deep responsibility to create greater equity, diversity, and inclusion throughout society given the diverse audiences with whom we work, and our ability to produce new knowledge as a research institution. We commit to moving the field forward. Our scholarship in this area to date include: **Breaking the Glass Ceiling** (one of the first empirical studies on the development of women leaders), **The New Leaders** (one of the first studies of organizational level diversity practices), **Diversity in Work Teams** (one of the first pieces of scholarship to talk about diversity at the team level), **Boundary Spanning Leadership** (based on a 10 year study of leading across differences), and **Leading Across Differences**. We have also shared groundbreaking work on generational differences in **What Millennials Want from Work**. In addition, we have studied and written about several single identity groups — **Leading in Black and White**, **Standing at the Crossroads**, **Developing Tomorrow's Leaders Today**, and **Kick Some Glass**.

OUR EQUITY, DIVERSITY, AND INCLUSION JOURNEY & COMMITMENT TO OUR EMPLOYEES

Our Board of Trustees, Board of Governors, and Executive Team understand that this journey begins at home with the actions we take at CCL to continue to advance an equitable, diverse, and inclusive (EDI) culture within our own organization. To that end, our CEO joined the CEO Action for Diversity and Inclusion Group. We invested in EDI training for CCL's Executive Team and staff. And we recently held a candid series of race conversations across all of CCL's global regions. These are important steps — and we know there is more to do.

CCL's internal EDI team researched best practices for anti-racism work within organizations, drawing on insights from external experts and our own clients. We looked closely at feedback and observations offered by CCL staff via a series of candid conversations on race and racism, while also reviewing our internal policies and practices. Additionally, we are internally leveraging CCL's REAL framework, which helps clients committed to EDI initiatives **R**eveal Relevant Opportunities, **E**levate Equity, **A**ctivate Diversity, and **L**ead Inclusively.

As a result, we have revealed a series of relevant opportunities that we will begin acting on now.

To Elevate Equity, we will make the initial policy changes noted below and continue to examine areas of opportunity for positive change:

- By September 1, 2020 share internally the results of CCL's annual pay equity audit, which examines our adherence to U.S. pay equity standards by race, gender, and age, and make any necessary adjustments to ensure pay equity.
- By January 1, 2021, update CCL's U.S. Employee Handbook to reflect in more precise language our commitment to equitable and just policies and practices for all CCL employees. For example, we will conduct an internal review of all paid and unpaid leave-related policies through the lens of implicit and explicit equity goals and outcomes, including policies for parental leave, paid-time-off, and paid holidays.
- Communicate more regularly and directly our support for voting rights for all CCL employees. In the US, we are modifying the existing policy providing all employees with unpaid leave to vote. Effective immediately, we will now provide at least 2 hours of paid leave to vote, ensuring that all employees are encouraged and supported to participate fully in democracies globally.

To Activate Diversity, we will:

- Accelerate and expand **recruitment of diverse talent** by:
 - Building on our recent success at increasing the diversity of faculty and sales teams in our Americas region by increasing proactive recruitment of candidates of color across the organization globally. We will establish criteria for measuring success annually.
 - Establishing formal internship programs with Historically Black Colleges and Universities, as well as with other organizations committed to assisting young people of color with professional opportunities.
- Commit to **further diversifying CCL's leadership**:
 - By September 15, 2020 the Executive Committee of CCL's Board of Governors will review how diversity on our Board of Governors and Executive Team has changed over time and where there are opportunities to improve. The Committee will share this information with our Board and all CCL staff and determine next steps, and relevant and applicable metrics.
 - We will continue to recruit people of color to CCL's Board of Governors and put greater focus on diversifying the Executive Team.

To Lead More Inclusively, we will:

- Provide **training** that:
 - Builds on our existing, mandatory anti-harassment training, which includes anti-racism content, by providing mandatory training on Bias for all managers globally. We will institute this training by the end of this calendar year.
 - Ensures all CCL staff globally participate in the EDI training sessions we began in 2019.
 - Develops the capability of mid level managers to lead diverse teams.
- Enable greater **employee engagement** and continually learn from our diverse talent on all matters related to equity, diversity, and inclusion:
 - By October 1, 2020 work with our colleagues to launch self-organized, self-led Employee Resource/ Affinity Groups that will offer identity groups a chance to connect within and across groups, educate the organization, and voice concerns and strategic recommendations that will impact the well-being of the organization.
 - By October 1, 2020 create a global EDI Council that contributes to CCL's business decisions by advising on best practices and offering counsel for all CCL business groups, including the Executive Team.

