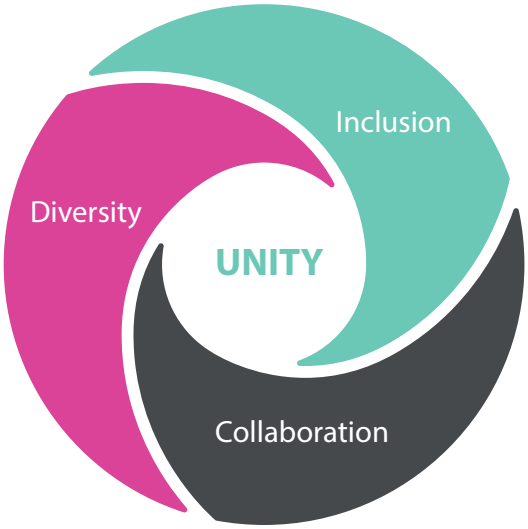
01
Champions

CHAMPIONS

GENDER CHAMPION TOOLKIT

Women Leadership Nation™ works with organizations in male dominated industries to close the Gender Gap and increase Innovation, by creating Unified Workplaces™ that Attract, Develop, Engage and Retain Women Leaders.

While our main focus is to help bridge the gender gap, our holistic approach helps individuals and organizations navigate a labyrinth of barriers to Unity as well as Innovation. Our solutions build awareness, understanding, and agility for a skill set that supports **The 3 Dimensions of Unity**.



A Unified Workplace™ requires holistic solutions that address The 3 Dimentions of Unity

UNIFIED WORKPLACE™

A place where **diversity, inclusion** and **collaboration** are an integral part of the **organizational culture.**

An environment that promotes and facilitates **working together in unison regardless of age, race or gender** to contribute to the success of individuals, teams and the organization.

We are deeply committed to closing the Gender Gap through our holistic training, measurement and support solutions. We help:

1. Employers understand their current level of unity, set goals, create a culture of unity that embraces diversity, inclusion and collaboration; resulting in a more innovative, agile and competitive organization.

2. Participants go on a journey of self-discovery creating a greater understanding of their strengths, identifying opportunities for growth, learning new unity and leadership skills and create strategies for overcoming any barriers and obstacles.

3. Teams engage in a deeper dialogue about differences, identifying commonalities and increase the potential for greater understanding, acceptance, respect and opportunities for stronger collaboration.

A new approach is necessary, one that moves away from “fixing women” to creating a unified environment, where we can all thrive and lead authentically. The reality is “if companies do not change the system that makes these behaviours, real change will not occur.” *(National center for women and information technology, 2016)*

Gender Champion Toolkit

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The Gender Gap Still Exists

Creating a Unified Workplace™

Women represent over

47%

of the labour force in Canada,

LESS THAN

5%

of CEO's are women.

(Status of Women Canada, 2017-18)

50%

of companies indicated that

they have NOT taken action

to increase employees' awareness

of **Gender BIAS**

(Mckinsey & Company and LeanIn Org., 2017)

On average **women**

are **promoted** at a

LOWER

RATE

than men

(Mckinsey & Company and LeanIn Org., 2017)

We have some BLIND SPOTS

when it comes to diversity,

and **we can't solve problems**

that we don't see or

understand clearly

(McKinsey & Company and LeanIn Org., 2017)

65%

of men and women

see company

Culture

as a barrier to

Women in Leadership

(The Rockefeller Foundation, 2017)

50%

of Canadian Women

***have been* Sexually Harassed**

in the Workplace

(Carr, 2017)

We can't unlock the **FULL**

potential of our Workplace

until we see how **far from**

equality we really are

(McKinsey & Company and LeanIn Org., 2017)

1 in 5

people say there is **NO WOMEN**

in **leaderships positions** at all

at their current company

(The Rockefeller Foundation, 2017)

***The* percentage of companies**

without any

Women on the Board FELL to

37%

in 2017

(Osler, 2017)

We must bring **MEN *and* WOMEN** together

as opposed to further apart

to address this important topic

(The Globe and Mail, 2018)

Women still do a

disproportionate

amount of **housework,**

child and **elder care**

(McKinsey & Company, 2016)

It is important to measure

Gender Diversity

and **establish targets**

for more gender balance

to identify **pain points**

focus their efforts,

and **drive accountability**

(McKinsey & Company and LeanIn Org., 2017)

Closing of the Innovation Gap

- "We are effectively leaving out half of our population by excluding women from the innovation economy. Given where technology is headed, with technologies advancing exponentially and converging, the skills needed to solve the larger problems require a broad understanding of different fields and disciplines. Most of all, we need empathy to design good solutions. Women excel in both of these." – Futurism

- "Diverse groups are smarter than homogeneous ones, in terms of solving problems and making decisions. People who bring different experiences, skills and backgrounds to group decision-making process force the group members to examine more alternatives, prepare better for decision-making, and anticipate different viewpoints." – Julie Fox Gorte

New Talent Attraction, Increased Employee Engagement and Retention

- "When companies recruit from a diverse set of potential employees, they are more likely to hire the best of the best for the industry." – 8 Amazing Benefits of Cultural Diversity in the Workplace

- "It stands to reason—and has been demonstrated in other studies, as we indicate—that more diverse companies are better able to win top talent, and improve their customer orientation, employee satisfaction, and decision-making, leading to a virtuous cycle of increasing returns. That, in turn, suggests that diversity beyond gender and ethnicity/race, as well as diversity of experience (such as a global mindset and cultural fluency), are also likely to bring some level of competitive advantage for firms that are able to attract and retain such diverse talent." – Diversity Matters, McKinsey

Increased Financial, Operational Performance and Competitive Advantage

- "In an industry fiercely competing for the best talent, we can't afford to leave a significant portion of our workforce on the sidelines. Research now clearly shows that companies with greater gender diversity, particularly those that have women on their executive teams, C-suites and boards, perform better financially because of the variety of skills and approaches their people offer." – KPMG Women's Leadership Study

- "Companies with at least one women on the board outperformed the group with no women for over 10 years, from 2006 through mid-2016. That finding also applies to women in senior management. Companies with more women in senior management – even when "more" is limited to a single women – outperformed the entire sample of over 3,000 companies in terms of share price from 2009 through mid-2016. The best-performing cohort was the group of companies with greater than 50 percent women in senior management." – Julie Fox Gorte

- "Only 45 per cent of employees, think their companies are doing what it takes to improve diversity outcomes. And even though more than 70 per cent of companies say they are committed to diversity, less than a third of their workers see senior leaders held accountable for improving gender outcomes." – Women in the Workplace 2016 McKinsey

It has never been more important for leadership in this sector to champion and support gender diversity to close the Gender and Innovation Gaps if they wish to attract top talent, innovate, compete globally and thrive.

Building the Business Case for Unity

Creating a Unified Workplace™

Women now comprise 41 percent of the global workforce according to Catalyst, but are still underrepresented in all levels of leadership. Women represent 50 percent of Canada's population, make up 47 percent of the labour force and earn 53 percent of the university degrees, yet women only hold. Women make up:

- 36% of management positions
- 32% of senior management positions
- 21% of the board seats at Canadian Stock Index companies
- 4.8% of CEO positions at fortune 500 Companies

Research has shown time and time again that diverse groups make better decisions. For example, a study conducted by Cloverpop demonstrates a direct link between inclusive decision making and better business performance.

The research found that compared to individual decision makers, gender diverse teams make better business decisions 73 percent of the time. All-male teams do so only 58% of the time. Teams that follow an inclusive process make decisions two times faster with half the meetings. With women at the table, business is better.

In a global survey of 64,000 people in 13 countries, two-thirds of respondents (both genders), ranked feminine leadership traits as essential to solving today's most pressing problems in business, education, and government. *(http://www.johngerzema.com/books/athena-doctrine)*

Organizations with women in at least 30 percent of leadership roles are 12 times more likely to be in the top 20 percent of financial performers. Organizations in the bottom 20 percent have only 19 percent of their leaders as women. Organizations are beginning to recognize that many of the feminine leadership characteristics are highly conducive to fostering creativity and ultimately innovation.

In a marketplace defined by complexity, disruption and change, today's most successful enterprises are those that bring diverse perspectives and experiences to new challenges.

Along with being the right thing to do, diversity and inclusion offer a strategic advantage – especially at the leadership level.

"Diversity in leadership helps organizations attract top talent, meet the needs of diverse markets and communities, promote innovation, improve employee satisfaction and performance and reduce risks. It also shapes the aspirations of young people." *(Diversity Institute, Ryerson University, 2014)*

According to the Mckinsey Global Institute study 2015, "The Power of Parity" 15 gender equality indicators were tracked for 95 countries. The study found that, if women participated in the economy at a level identical to that of men, it would add up to US$28 trillion or 26 percent of annual global Gross Domestic Product (GDP) in 2025, assuming a business-as usual scenario.

Between 2004 and 2008, Fortune 500 companies that had three or more female directors had an 84 percent healthier return on sales and a 46 percent improved return on equity.

A total of 82 percent of female millennials identified an employers' policy on diversity, inclusion and gender equality as an important factor when deciding whether or not to work for an organization. Employers must do more than "talk the talk," on gender equality; and implement a mix of inclusive talent and advancement strategies, which demonstrate results. *(Next Generation Diversity)*

The fact is, we can no longer solely focus on "fixing" women.

An exciting opportunity exists for companies to create unified workplaces and benefit from increased creativity, competitive positioning, heightened productivity and increased profitability.

The time has come to address the gender gap by taking a holistic approach and focusing on creating inclusive and collaborative environments.

Taking a New Approach

Creating a Unified Workplace™

It's clear, based on the hundreds of studies conducted across dozens of industries such as energy and resources, technology, construction and finance, that what we are doing today to close the gender gap isn't working!

In fact, in many industries we are moving backwards and the Gender Gap is increasing. According to the World Economic Forum at the current pace it will take 170 years for women to achieve gender parity in the workplace. *(Forum, 2017)*

Organizations have been trying to solve this complex problem, which is deeply ingrained in the corporate culture of organizations, by applying one off, quick fix, band-aid solutions with very little measurement or accountability.

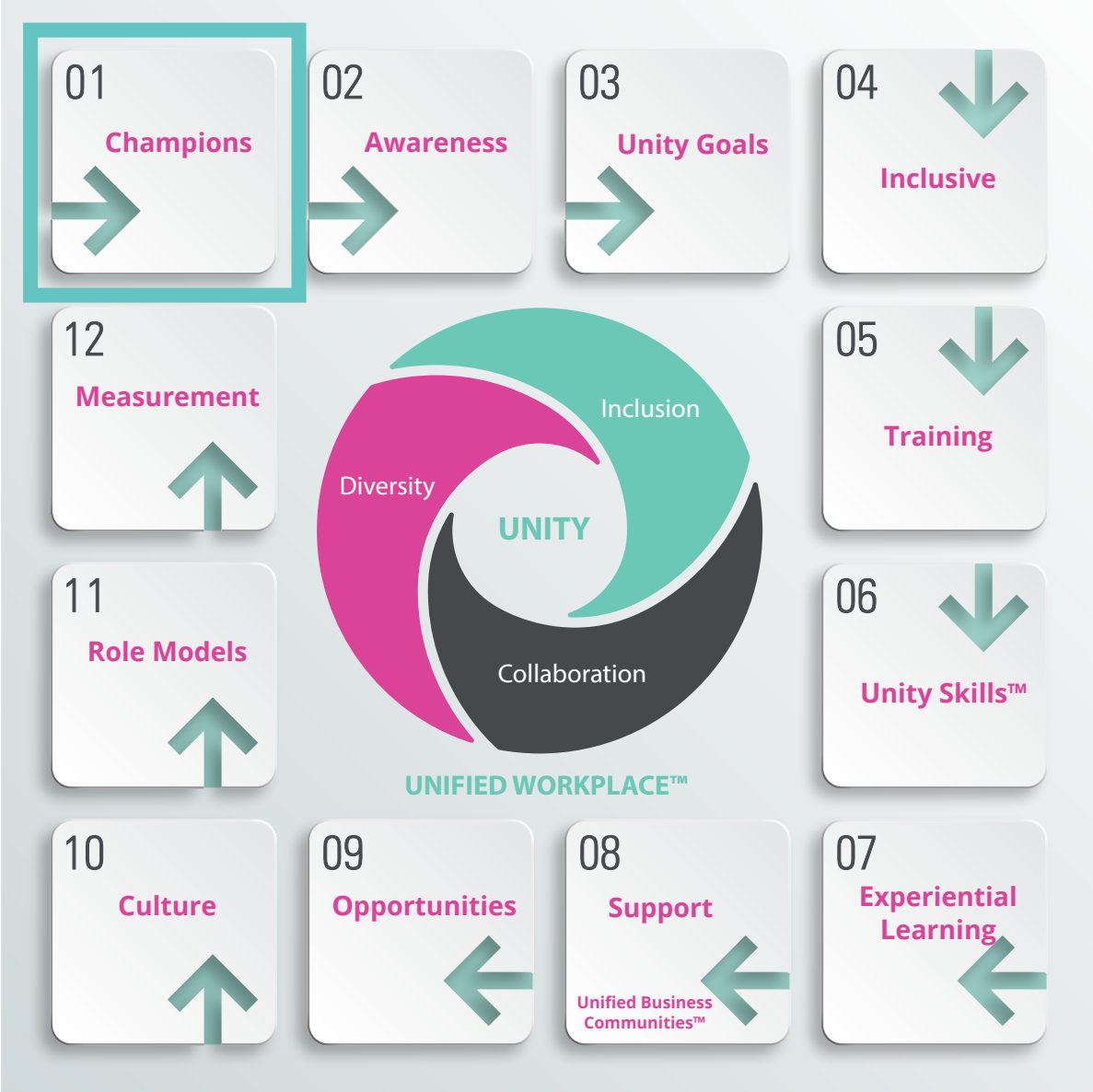
If we want to make headway in narrowing the gender gap, organizations need to move away from isolated quick-fixes and towards implementing strategic holistic solutions that focus on creating more Unified Workplaces.

After extensive literature reviews of studies and reports written on the Gender Gap, across a wide range of industries, and conducting numerous focus groups and one-on-one interviews with leaders; Women Leadership Nation™ has identified the top **12 Building Blocks of Unity™**, which represent the key success factors that must be part of the holistic solution to closing the gap.

The focus of this tool kit is on essential building block #1, Supported Champions, helping them to create a Culture of Unity.

The 12 Building Blocks of Unity™

Creating a Unified Workplace™



Gender Champions

Creating a Unified Workplace™

Definition of a Champion:

"a person who fights or argues for a cause or on behalf of someone else."

Going Beyond Diversity

A diverse organization without inclusion only becomes a "numbers game".

Gender diversity champion not only need to have knowledge of the diversity landscape within their organization and industry, but they also must be inclusive and encourage radical collaboration daily at an operational level.

Champions must demonstrate their commitment not only through words but actions.

Diversity + **Inclusion** + **Collaboration** = Stronger Business Performance & Profitability
A Unified Workplace™

Gender Champions

Creating a Unified Workplace™

Support at all levels of the organization is essential for success and is essential to establishing lasting transformation.

Investing in your organizations unity strategy is one of the greatest competitive advantages that a company can have. Having and supporting gender diversity champions solidifies your organizations commitment to creating a more unified workplace.

Champions are one of the key foundational elements that need to be in place in order for unity strategies to succeed. These men and women become cheerleaders for gender diversity within each organization and preferably within in each department. They are role models who "Champion" for gender equality. They are a major component of all unity plans. Champion Definition: "a person who fights or argues for a cause or on behalf of someone else."

The primary goal of a "Gender Diversity Champion" is to promote awareness of equality and diversity in day-to-day operations. They ensure that there is an overall organizational understanding of how the unity strategy supports the organizations overall strategy and how you as an individual can link your contributions to the success of the businesses initiatives. They communicate the on-going status of diversity and inclusion and altogether understand and articulate not only the business case, but the human case for diversity.

They help motivate, provide direction and implement core values and corporate culture that reflects diversity and make sure that the organization moves towards improved business that results from a more gender balanced and inclusive workforce. Having a gender diversity champion will help connect the entire organization through multiple facets.

Benefits of having gender diversity champions include:

- Improved Awareness
- Stronger Relationships
- Higher Levels of Engagement
- Improved Performance
- Improved Collaboration
- Increase in Meeting Unity Initiatives

In this Gender Diversity Champion Toolkit, Women Leadership Nation has outlined a framework consisting of a four phased strategic approach on how to develop and implement gender diversity champions in your organization; as well as, a champion check list to ensure you/your potential gender champion has the key qualities for such an important role.

This toolkit will guide you through the four phases which include, achieving greater awareness of your current diversity landscape, development of goals and an action plan, how to launch and implement diversity champions and how to measure your success. Let's get started!

Gender Champion Toolkit Content Overview

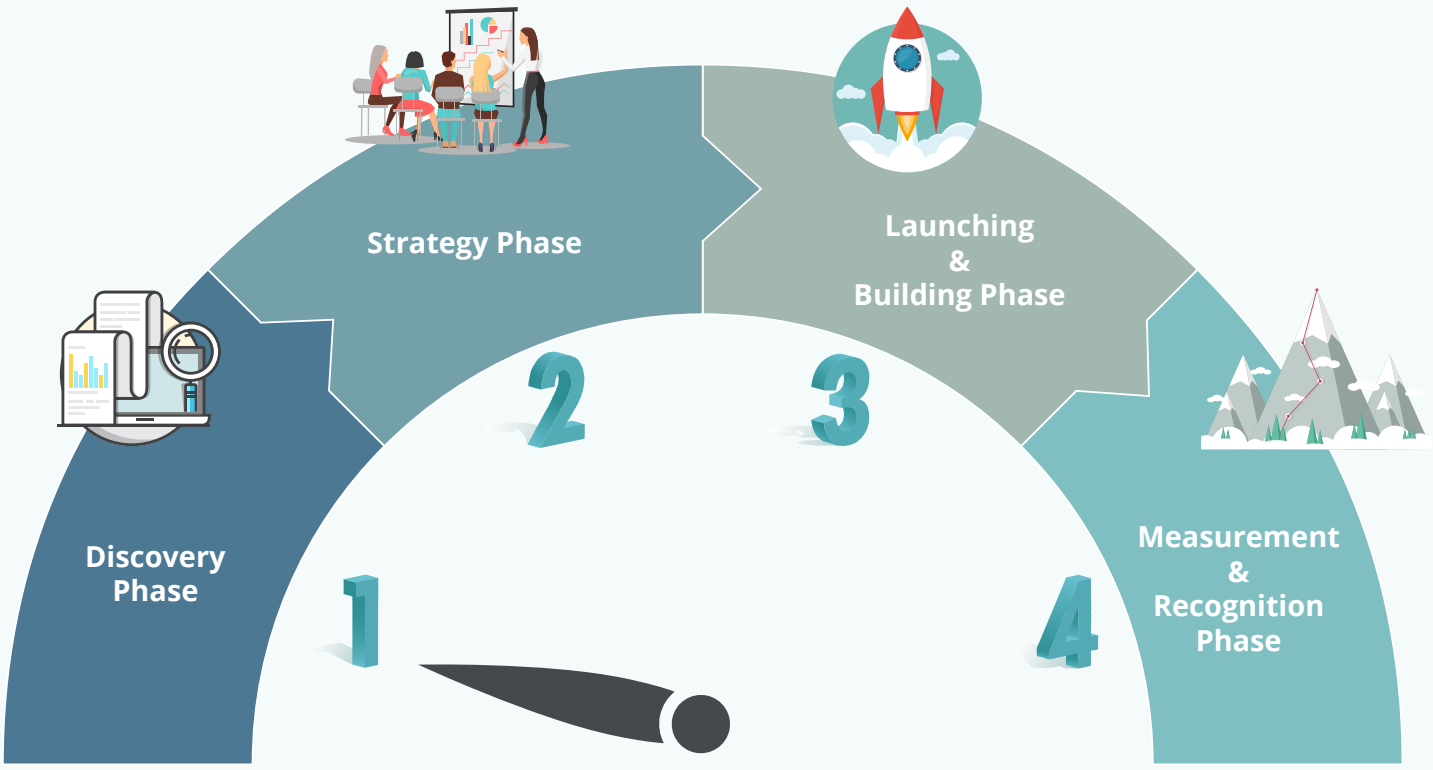
Creating a Unified Workplace™

Developing and Implementing Gender Diversity Champions Within Your Organization a Four Phased Approach

Gender diversity champions are key to advancing gender equality within organizations.

Becoming and supporting gender diversity champions is a personalized experience that must meet the specific needs and unique circumstances, which are reflective of each individual industry and organization.

A gender diversity champion supports and encourages creating a more Unified Workplace™ one that is more conscious and authentically aware; while creating a greater understanding of the organization, industry and ourselves as authentic leaders and inclusive & collaborative teams.



Empowering Champions - Four Phases to Unity

Creating a Unified Workplace™

Creating a Unified Workplace™ is a Journey, Not a Destination!

Preparing to become a Gender Champion capable of moving an organization towards becoming more unified involves empowering the champions and organizational leaders with the right resources and tools necessary to make it happen.

This toolkit breaks down the steps into four critical phases and identifies some of the thought provoking questions the organization can ask themselves as they embark on creating the optimum strategy for their specific situation and create a corporate culture based on unity as a core value.

1 Unity Discovery Phase

- Defining the Role of Gender Diversity Champions
- Building the business case
- Exploring the organizations culture
- Identifying conscious and unconscious bias
- Uncovering opportunities
- Increasing employees self-awareness and connection to purpose
- Embracing training and experiential learning
- Developing Unity Skills
- Creating a corporate culture of unity

2 Unity Strategy Phase

- Define outcomes and expectations
- Identify roles and responsibilities
- Set unity goals and objectives
- Create an action plan
- Identify and engage role models
- Branding and embracing unity as a deeper corporate culture paradigm shift

3 Unity Launching & Building Phase

- Launching the new unity initiatives
- Introducing Gender Diversity Champions within your organization
- Ongoing champion support
- Inspiring grassroots unity initiatives
- Demonstrate support from senior leadership

4 Unified Workplace™ Measurement & Recognition Phase

- Measurement of goals
- Recognition and celebration of progress
- Share stories of success
- Promotion of new grassroots initiatives
- Ongoing support
- Strategy adjustment as required

Phase One: Discovery

Unity Discovery Phase

Knowledge is power. Having a clear understanding and being aware of the current climate and workplace strengths, challenges, opportunities and overall unity strategy is essential to being a successful gender diversity champion.

At a deeper level, in order to achieve real change organizations must recognize and acknowledge where the organization is currently, along with opportunities and potential threats to unity; but also increased self-awareness at the individual employee level, beginning with the senior leaders and champions.

1.1 Establishing the Fundamentals of a Gender Diversity Champion Program

Every organization and industry is unique. The definition of a "Gender Diversity Champion" should reflect the specific needs and opportunities of your reality and be reflective of the circumstances within it.

Even before identifying individuals within your organization who could become gender diversity champions, you must have a strong foundational understanding of what a Unified Workplace™ looks like within your organization. This understanding should include knowing what values and characteristics an individual should possess to become a champion that reflect these guiding principles.

The unity discovery phase as it relates to exploring the identification, attraction, preparation and support of gender diversity champions.

Identification & Attraction of Champions:

1.1.1 Do you already have champions operating within the organization in different compatibilities?
1.1.2 Should you have champions that reflect all levels and departments across the organization?
1.1.3 What values and characteristics should a champion have in order to ensure their values and strengths align with your corporate culture?
1.1.4 What experiences if any should champions have?
1.1.5 What is the strategy for identifying prospective champions?
1.1.6 How will you invite/recruit champions?

Defining the Roles & Responsibilities:

1.1.7 What are the roles and responsibilities of champions?
1.1.8 Create a definition of what a "Gender Diversity Champion" looks and feels like within your organization.
1.1.9 Consider if compensation either financial or otherwise will be offered to champions.
1.1.10 Are the champions involved in strategic planning and creation of the unity strategies they will be tasked with helping to implement?
1.1.11 Have you considered what actions will be taken for those champions that are not working out?

What is needed to effectively support the champions:

1.1.12 What level of orientation, training and support should be offered to champions to help prepare them for their role and increase success?
1.1.13 How can you effectively support your champions over the long term?
1.1.14 What tools and resources are required to help them establish strong two-way communication channels between senior leaders and all employees?
1.1.15 How will champions be connected at a higher level with their respective industry?
1.1.16 Would the assistance from an outside consultant help you in the process of preparing champions for their role?
1.1.17 Would implementation of a employee survey help leaders and champions gain insight into the current environment and fine turn unity strategies?

The creation of Gender Diversity Champions should be something that is celebrated and promoted across the entire organization and industry.

1.2 Building the Business Case for Unity

Let's be honest, the reality is not everyone in the organization places achieving unity above profits. That okay, because as it turns out those companies that embrace unity: diversity, inclusion and collaboration have proven to be more profitable and innovative!

Building a business case for unity is important not only for those who are skeptical about the increased focus on achieving gender parity, but also for those who do believe. The business case for unity should be integrated at the corporate strategic planning level and should be a driver and inspiration for making changes that will lead to exciting results across the entire organization.

The business case presents what's possible and also helps employees at all levels of the organization see the specific roles they can play in moving the organization forward. Creating a strong unified vision and sense of purpose.

The business case will create a common understanding and value of the unity initiatives within your organization. The business case is also a great tool to gain the attention and encourage the involvement and participation of key stakeholders including senior level leaders, employees, champions and industry partners.

Fundamentals of Building a Case for Unity:

1.2.1 Why do we want to create a more Unified Workplace™? What is the core driver?
1.2.2 What are the benefits to increased unity: diversity, inclusion and collaboration for the organization and industry itself; as well as, your employees/leaders?
1.2.3 How do you currently measure unity: diversity, inclusion and collaboration?
1.2.4 Do you already have a current unity benchmark in your organization?
1.2.5 What are your plans for measuring and tracking progress going forward?
1.2.6 How does the organization currently measure success? What are the key drivers being evaluated? Can some of these existing measurements be positively impacted with the increase of unity?
1.2.7 Are there any best practices or sample business cases within your industry you can learn from?
1.2.8 How do you best communicate the specific business case to different stakeholders?
1.2.9 How do you simplify the message, without losing its power to inspire?

1.3 The Critical Role of Human Resources in Creating a Unity Landscape Within an Organization

In addition to having unwavering support at the senior leadership level, the human resources department plays a critical role in creating the right environment for unity to flourish within an organization.

Human resources executives provide an important entry point to promote more gender inclusive business, as they directly affect people and the overall culture within an organization. These professionals should be seen as key allies in supporting unity initiatives and supporting champions.

When gender diversity champions and human resource professionals work together to emphasize the importance of developing and supporting an inclusive and diverse workforce that recognizes the value and skills of all employees, amazing things can happen.

The following questions were designed to help you find new ways to strengthen the relationship between champions and human resource professionals.

Increasing Collaboration Between Champions and Human Resource Professionals:

1.3.1 What are the existing organization initiatives that could fall under the category of unity?
1.3.2 What lessons and insights have already been learned that could be shared with champions?
1.3.3 How can champions increase collaboration with human resources professionals?
1.3.4 What are the current policies, strategies and initiatives around employee attraction, engagement, development and retention?
1.3.5 Do any of the organizations existing policies or programs either encourage or discourage unity: diversity, inclusion and collaboration?
1.3.6 Is there already a unity or gender diversity strategy in place?
1.3.7 Is the human resources department already aware of challenges and opportunities related to increasing unity?
1.3.8 Are training and development programs already in place to support unity? Are they offered to both men and women? Do they encourage collaboration?
1.3.9 How can the organization leverage industry associations to better support human resources departments seeking to increase unity?

1.4 Being Aware of Personal and Organizational Bias's and Stereotypes

We don't know... What we don't know...

Unfortunately the fact is, conscious and unconscious bias exists in every organization.

The question is how do we increase awareness of the corporate and individual biases in an effort to reduce their bias and stereotypes? How do we bring them to the forefront and generate new habit formations that embrace unity?

Conscious and unconscious biases and stereotypes are deeply entrenched within us and within our corporate cultures and largely hinder business performance and overall job satisfaction.

Increased awareness begins with the gender diversity champions. It is critical that they become aware of their own biases and stereotypes, learn new habits and be empowered to teach others how to also overcome these deeply entrenched habits; and replace them with new habits. Champions leading by example, will inspire positive change across the entire organization and industry in many cases.

Discussing biases and stereotypes can be uncomfortable, but until we can be honest with ourselves and have difficult courageous conversations we will not progress and achieve real paradigm shifts in achieving true unity.

Raising Awareness & Recognition:

1.4.1 What activities/training should we offer in order to learn how to uncover our conscious and unconscious bias?
1.4.2 What activities/training should we offer in order to learn how to uncover stereotypes held by ourselves and within the organizations corporate culture, unintentionally?
1.4.3 Are these stereotypes and biases hindering my organization from being a more Unified Workplace™?
1.4.4 What can we do as an organization to change these biases and start to create better habit formation?

1.5 Identifying and Leveraging Opportunities

The role of a gender diversity champion is 24/7, as effective champions are always on the look-out for opportunities to open a discussion around unity.

Effective champions live and breathe unity, not because they are told to, but because "Unity" is a personal core value that drives their every decision. These champions are always exploring new and innovative ideas to bring the discussion of unity: diversity, inclusion and collaboration to the forefront.

Being aware of new opportunities and being empowered to bring forward new approaches is what will make the difference between good and great progress/results.

Uncovering Opportunities & Discovering Solutions for Overcoming Barriers:

1.5.1 What and where are the road blocks, barriers and challenges to unity within the organization? Within departments? Within the Industry?
1.5.2 What opportunities exist to increase unity at an organizational, departmental, industry and personal level?
1.5.3 Does the organization have examples of where unity: diversity, inclusion and collaboration was effective within the organization in the past? What can be learned from this example that can be incorporated in future strategies and activities?
1.5.4 How do we ensure that men are part of the solution in creating more gender parity?
1.5.5 How we encourage new grassroots ideas, solutions and initiatives from all employees?

See the following page to create your organizations leadership labyrinth being navigated by your employees and begin identifying strategies for making it easier to navigate and succeed as an authentic leader committed to unity in the workplace.

01

Champions

Gender Diversity Champions Worksheet

Creating a Unified Workplace™

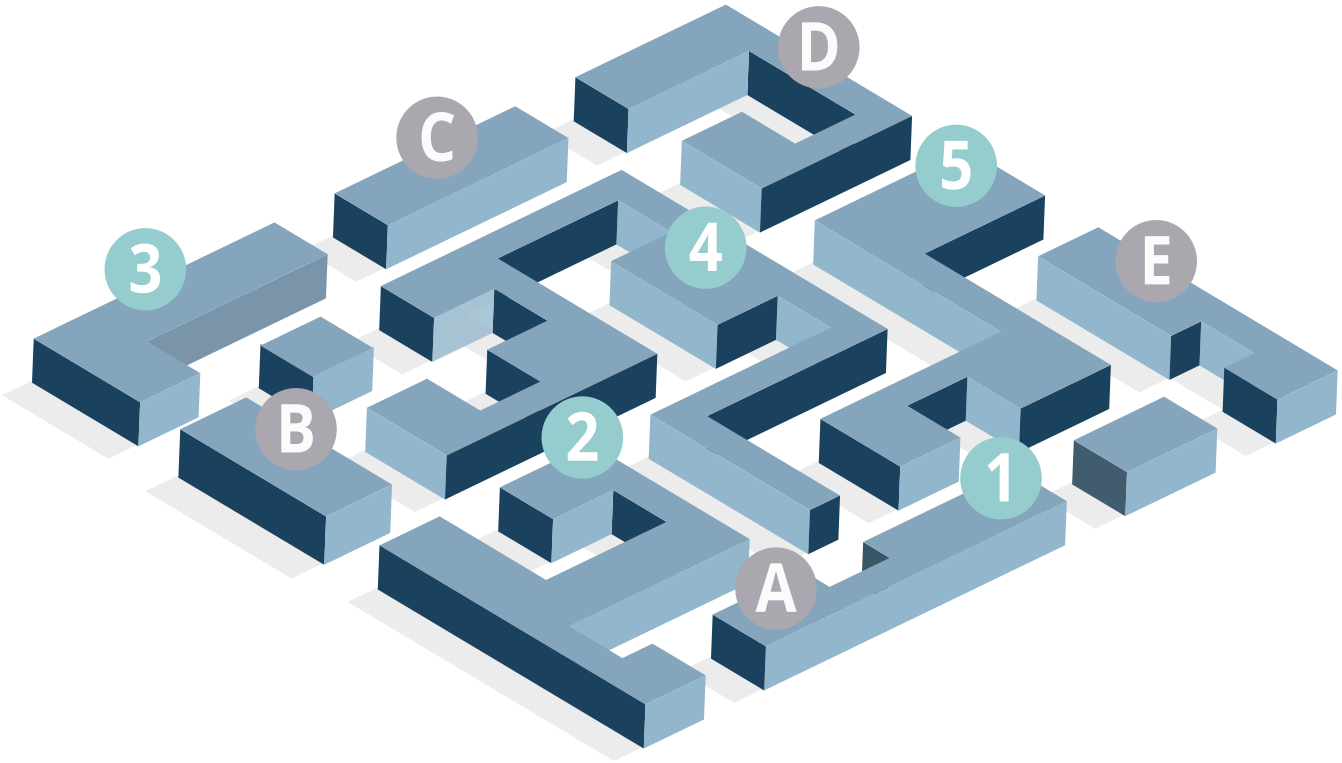
What does the role of gender diversity champion mean to you? What does it look and feel like within your organization?

_____

_____

_____

_____



Identify some of the challenges, roadblocks, and opportunities gender diversity champions will have to navigate wihtin your organizations unity labyrinth:

A. _____

B. _____

C. _____

D. _____

E. _____

Identify strategies, approaches and solutions for how you and your organization can support gender diversity champions to help them better navigate your orgranizations unity labyrinth:

1. _____

2. _____

3. _____

4. _____

5. _____

1.6 Invest in Experiential Learning, Unity Training and Development

Beginning with helping individuals, teams and the organization achieve new levels of self-awareness and understanding when it comes to communicate and interact with each other.

Unity training and development helps organization establish a common language and overall understanding. Applying experiential learning helps organizations to practice unity in a safe environment that reflects their organizations existing environment.

Exploring bias's, stereotypes, and creating new habit formations through experiential training equips your organization with the "Unity Skills" necessary for advancement.

Training for gender diversity champions is greatly beneficial and can provide your champions with the tools and knowledge to accelerate the success of your unity goals.

Using Experiential Learning to Empower Champions:

1.6.1 What training is provided currently to support unity?
1.6.2 Who are the key individuals or departments that would benefit from training?
1.6.3 Does your existing unity training include both men and women?
1.6.4 What are your training requirements for your diversity champions?
1.6.5 How will you incorporate experiential learning?
1.6.6 Do you have an assessment tool to help employees and teams increase self-awareness and enhance collaboration and increase effective communication?

Investing in your people...

your most valuable asset...

is a good investment!

1.7 Integrating Unity Skills™ into the Corporate Culture & Daily Interactions

Women Leadership Nation has identified 12 Unity Skills™ that are vital to developing and maintaining a diverse and inclusive organization with thriving authentic leaders.

These 12 skills are soft skills, more specifically personal attributes that enable someone to interact effectively and harmoniously with other people.

Unity Skills™ such as empathy, communication and execution are key personal qualities that your gender diversity champions should poses. Continuing to develop and build the 12 Unity skills™ across the entire organization will increase your diversity and inclusion effectiveness.

Developing Unity Skills™ & Leading Authentically:

1.7.1 Which unity skills align most with your corporate values?
1.7.2 Do you currently measure soft skills?
1.7.3 Which unity skills do you feel your organization needs to work on the most to increase unity: diversity, inclusion and collaboration?
1.7.4 How do you raise awareness and encourage employees to develop unity skills?

The G.P.I. Unity Skills Matrix®

Skills found in a Unified Workplace™

THE UNITY SKILLS TARGETED	THE HABITS OBSERVED		
	GROWTH	PERSEVERANCE	INTEGRATION
EMPATHY	Perceive	Recognize	Support
COMMUNICATION	Listen	Relate	Exchange
COMMUNITY	Commit	Respect	Empower
COOPERATION	Intention-Set	Validate	Self-Regulate
CREATIVITY	Attend	Question	Envision
NEGOTIATION	Anticipate	Consider	Bargain
CRITICAL THINKING	Observe	Reason	Deduce
DECISION MAKING	Describe	Prioritize	Reconcile
PROBLEM SOLVING	Define	Ideate	Iterate
EXECUTION	Organize	Mentor	Facilitate
EVALUATION	Valuate	Annotate	Forecast
FEEDBACK	Distill	Debrief	Motivate

1.8 Living an Inclusive Corporate Culture

Diversity + Inclusion = Better Business Outcomes!

Not only will having a Unified Workplace™ generate better business outcomes, this approach to business and corporate culture helps organizations attract new talent, increase engagement & retention and has a positive impact on overall job satisfaction.

Being inclusive and diverse can increase collaboration, innovation and productivity. Gender diversity champions should demonstrate inclusivity through actions and be genuinely passionate about creating a more Unified Workplace™.

Exploring the Culture of Inclusivity:

1.8.1 How would you describe your current corporate culture in relation to unity?
1.8.2 Is my organization an inclusive organization?
1.8.3 In what areas/departments/levels does my organization need to be more inclusive?
1.8.4 How can the organization raise the level of inclusivity across all departments and levels of seniority and experience?

1.9 Creating an Environment for Success

Cultures that are dynamic, flexible and transparent are better able to embrace unity.

Gender diversity champions must be empowered to recommend new ideas and approaches that increase the organizations ability to be dynamic, flexible and transparent. These champions must be supported and encouraged to embody the organizations culture and values in an effort to advance unity: diversity, inclusion and collaboration.

Establishing a Culture of Unity:

1.9.1 How does the organization create a culture that celebrates and encourages unity: diversity, inclusion and collaboration?
1.9.2 How does an organization teach and create a corporate culture where authentic leadership can thrive?
1.9.3 How does the organization increase their employees ability to be dynamic, flexible and transparent?

2

Taking a Holistic Approach to Unity: Strategic Planning Phase

Closing the gender gap and increasing unity in the workplace requires all initiatives and activities be based on a strong foundation. Creation of a unity strategy rooted and deeply connected to the overall corporate strategy is a critical document that helps guide the activities of senior leaders, champions and all employees.

A unity strategy should clearly identify goals, objectives and realistic action plans with key milestones.

2.1 Defining Outcomes and Expectations

Defining outcomes and expectations is an important preliminary step to goal setting. Visualizing the end result makes it easier for leadership and champions to create a road map for achieving it. The more precise your expectations and anticipated outcomes are, the easier it will be to define the stakeholders specific roles and responsibilities.

Identifying Outcomes and Expectations:

2.1.1 What does success look like and feel like within your organization when it comes to unity in the workplace? Have you visualized the end result?
2.1.2 Have you created a unity strategy with clearly identified goals, objectives and a realistic action plan?
2.1.3 Have you outlined your specific desired outcomes and expectations at the organizational level and individual department levels?
2.1.4 What time-frame do you expect your gender diversity champion to reach those achievements in?
2.1.5 What expectations do you have in 30, 60, 90 days?

2.2 Setting Unity Goals

Setting realistic, attainable and timely goals will keep your gender diversity champions on the right path to achieving a more unified workplace™; using the creation of SMART (Specific, Measurable, Actionable, Relevant, and Time-Bound) Goals as a guideline.

Goal Setting:

2.2.1 What are the organizations specific SMART Unity Goals?
2.2.2 What next steps can a gender diversity champion take in order to help support and achieve the goals?
2.2.3 Which departments and/or employees are imperative to the success of your diversity champions and your corporate wide unity goals?
2.2.4 What is your strategy for creating awareness and inspiring corporate wide support to achieve these unity goals?

2.3 Establishing Roles, Responsibilities and Creating an Action Plan

The development of the action plan should clearly state and define the roles and responsibilities of senior leaders, champions and key employees within your organization. Clearly outlining the role and importance of each department's involvement in the success of the plan helps to create a strong sense of ownership.

Clearly defining roles and responsibilities that were co-created with those expected to implement them will help leaders, champions, teams and departments meet and exceed expectations as they will feel a stronger connection and ownership of them.

Creating the Action Plan:

2.3.1 What key activities will she/he perform on a daily/weekly/monthly basis?
2.3.2 What is a gender diversity champions daily/weekly/ monthly responsibilities?
2.3.3 What are the roles and responsibilities of each department within the organization?
2.3.4 How can the gender diversity champions, teams, and individual departments communicate effectively and tract progress?
2.3.5 What is the process for re-evaluating the stratgy and tactics should the organization find itself not making progress and facing unforseen obstacles?

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Launching & Building a Unified Workplace™ Phase

Champions are key to the success of creating the ideal environment and corporate culture that supports unity. This is an exciting time! It is time for your champions to be seen and heard!

Having a dedicated kick off information session that focuses on diversity and inclusion goals and strategies, introduces "Diversity Champions", and answers questions and concerns is critical to raising awareness and generating excitement throughout the entire organization!

It is crucial that communication and interactions between gender champions, all department and employees be delivered clearly, objectively and often.

3.1 Launching a Unity Program

Launching a unity initiative itself can raise morale and create a sense of excitement across the entire organization.

Creating a Sense of Excitement for Embracing Unity:

3.1.1 Are you planning to create an event to launch this new initiative?
3.1.2 Are there any existing events already taking place where this initiative can be launched?
3.1.3 How can you ensure the entire organization feels engaged and excited?
3.1.4 What is your long-term, ongoing communication strategy?

3.2 Introducing Gender Diversity Champions

Introducing the gender diversity champions within the organization provides an excellent opportunity for building team morale, encouraging engagement and strengthening the corporate culture.

Making the Introductions:

3.2.1 Will you be making a public announcement from the organization that emphasizes the support and encouragement of any and all gender diversity champions at all levels of the organization?
3.2.2 How do you plan to present and communicate the important role gender diversity champions will have within your organization?
3.2.3 Will you hold a "town hall" meeting to introduce all gender diversity champions and field any questions employees may have?

3.3 Supporting Gender Diversity Champions

Ongoing support of the gender diversity champions is a critical success factor.

Creating a Network of Support:

3.3.1 Have you displayed and communicated the roles and responsibilities of all gender diversity champions across the organization?
3.3.2 Have you made all gender diversity initiatives and goals public?
3.3.3 Have you started to engage in courageous conversations across the organization?
3.3.4 Have you established opportunities to listen and respond to questions and concerns?
3.3.5 What steps should the organization take to ensure champions remain engaged and inspired?

3.4 Identifying and Engaging Role Models

Identifying and profiling role models internally and externally will allow gender diversity champions to showcase individuals, departments, and/or organizations that support unity in the workplace and are making positive changes to transform their unity landscapes.

Role models can help support gender diversity champions by being an example of "walking the walk". Roll models can be a great ally to gender diversity champions and can assist in creating awareness of the Diversity Action Plan.

Leveraging the Power of Role Models:

3.4.1 Have you identified potential role models at all levels across the organization/Industry?
3.4.2 Do you have communication channels established for effectively communicating the role models inspiring and informational stories?
3.4.3 Have you identified role models willing to support and assist gender diversity champions in creating more unity within your organization?

Measuring a Unified Workplace™ Phase

Measurement tools and ongoing support are essential to the success of gender diversity champions and your Unified Workplace™ strategy. Having the proper measurement tools will allow you to determine what the most successful strategies are and give you the opportunity to highlight and share the successes across the organization.

4.1 Measuring Progress and Results

Organizations making unity changes are in a state of flux and your gender diversity champions strategies, goals and approaches should always be measured, reviewed and evaluated to meet the ongoing changes within your organization.

Bench marking and measuring where you are now and having a clear and defined end goal, while measuring the progression throughout, will keep you on the right track and ensure your success.

Effectively Measuring Progress & Results:

4.1.1 How do we as an organization measure success?
4.1.2 What are the different types of measuring tools available?
4.1.3 How can we continue to monitor the success of our diversity champions?
4.1.4 What department and/or individuals will be involved in the assessment and evaluation process?
4.1.5 What available employee feedback tools will work best in our organization?
4.1.6 How often should we be measuring progress?
4.1.7 Do we need a third party to assist us in the collection and ongoing measurement of data to ensure our success?

4.2 Celebrating & Sharing Accomplishments

Celebrating accomplishments and sharing stories is one of the best ways to achieve personal connection. It can help create stronger bonds and understanding between individuals/teams and could lead to the identification of new potential strategies and goals.

Inspiring and Motivational Results:

4.2.1 How can we best share stories within our organization?
4.2.2 How can we create a safe environment where everyone will feel comfortable to share openly and honestly?
4.2.3 Is celebrating and sharing an activity the organization wants to happen organically, or is there a scheduled time and place?
4.2.4 Are stories shared between individuals/departments/teams?
4.2.5 Do you have a plan for staying on top of new initiatives, changes or tweaks to the action plan?
4.2.6 What is the strategy for monitoring new industry developments and related news that could have an impact on the unity stategy?
4.2.7 How do you plan to encourage others to become gender diversity champions?

4.4 Identifying Areas of Improvement & Making Adjustments

Once measurement results have been compiled, there is an amazing opportunity for you to present, share and highlight the successes and areas where improvements have been made.

This is your opportunity to reconnect with your fellow peers and generate excitement for all of the unity accomplishments that you have made as an organization/department/team and individual.

Highlighting activities, training, workshops, lunch and learns etc. that were successful will give you continued buy in from participants; and may also gain traction and additional buy in from others within the organization. It is also an excellent time to highlight opportunities for ongoing improvement, start new conversations and ask for additional assistance in moving forward with these opportunities.

Evaluating Progress & Modifying Strategies, Activities and Tactics:

4.3.1 In what areas did we improve the most?
4.3.2 Where are the opportunities for improvement?
4.3.3 What is the best way to share and highlight results within the organization?
4.3.4 How can I generate excitement and additional buy in?
4.3.5 How can I ask for commitment in assisting with new areas of opportunities and continued commitment in the areas of success?
4.3.6 Should any changes be made to the current unity strategy, activities and tactics?

Characteristics of a Successful Diversity Champion:

- Has strong influencing, engagement, and Unity Skills™
- Is willing to acquire knowledge and gain a deep insight into her/his organization
- Understands and articulates the business case for diversity
- Is visible and takes the time to understand their role in making a change
- Has a strong level of confidence in relation to gender diversity
- Demonstrates the core values associate with unity: diverse, inclusive, collaborative
- Effective networker and has a desire to learn and adapt best practices
- Skilled at answering difficult questions and having courageous conversations

Actions of a Gender Diversity Champion:

- Starts difficult conversations
- Asks tough questions
- Speaks passionately and openly about gender diversity
- Challenges the status quo
- Creates an inclusive environment to allow employees to be their authentic selves
- Shares their stories and their personal journey
- Acts as a role model and a mentor
- Teaches by example, “walk the walk”
- Encourages and support inclusive practices
- Hosts meetings and raise awareness for Gender Diversity both internally and externally
- Encourages others to become Gender Diversity Champions

Concluding Thoughts

Gender Diversity Champions are Essential to Creating a Unified Workplace™

Developing, nurturing and supporting these key advocates can make a significant difference in your organization. Exploring and answering the questions throughout this document will give your leaders a clear understanding of the steps necessary to create a Unified Workplace™ and the specific roles of gender diversity champions.

The road to unity: diversity, inclusion and collaboration will be one filled with many challenges, and exciting opportunities for growth, development and innovation Unity plans and gender diversity champions are a work in progress and will continue to evolve and develop, in order to align with your corporate strategy.

This journey presents an opportunity to transform workplaces through new habit formations, skills development and new knowledge acquisition; leading to the creation of stronger connections that will improve your day-to-day interactions with your peers, your team and your organization as a unified entity.

It is an exciting time to embrace unity and emerge as an authentic leader!

Helping You Move Forward

In the highly competitive field of electricity, developing and supporting gender diversity champions will increase and improve diversity, inclusion and collaboration.

A more diverse and unified workplace will provide your organization with a stronger competitive advantage helping you to attract, develop, engage, and retain top talent; while enhancing your overall corporate culture.

Women Leadership Nation, A Pozentivity Inc. Company is proud to be a signatory of the Electricity Human Resources Accord, Leadership Accord on Gender Diversity, and we believe together we can make a difference and help unify workplaces within the Electricity Industry. We hope you found inspiration and encouragement in this toolkit and will continue to use it as a valuable resource and reference guide.

We wish you great success in the development and implementation of your gender diversity champions.

We want to help you on your journey to becoming a more Unified Workplace™ and we believe strongly in what we can accomplish by working together.

www.WomenLeadershipNation.com

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A Pozentivity Inc. Company
Creating Unified Workplaces™
www.WomenLeadershipNation.com
647.449.8511