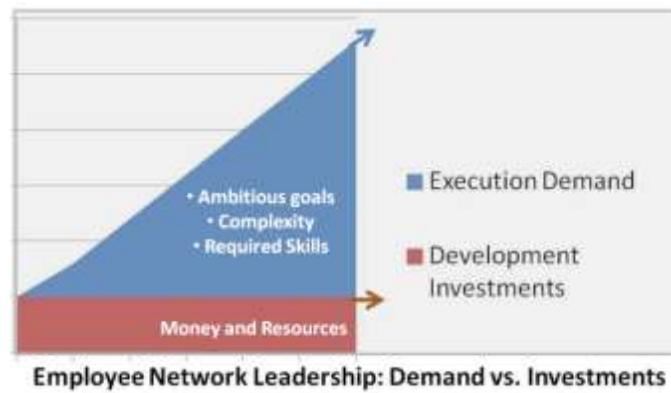


Group Mentoring & Coaching for Employee Network Leaders

Background and Objective

Keeping employee network leadership at a peak performance level is becoming increasingly challenging. This is because as the demand for more sophisticated execution is increasing, investments funding remains generally flat.



What we today refer to as ERGs—or, as some prefer to call them, BRGs (business resource networks)—originally started as social activism efforts on the part of employees designed to bring together people with similar social-bounded identities that were underrepresented in the company. The goal of these networks was to enable their members to feel and become more included. During the past few decades, the number, types and sizes of these networks has increased, and their scope and mission have also evolved. With that evolution, the demand on employee network leaders in terms of the skills they need to have and tasks they need to perform to be successful and meet the needs of their organizations and members has increased in a wide variety of directions. At the same time, however, as depicted in the above chart, budgets for supporting the development of employee network leaders remain relatively flat.

The purpose of this group mentoring and coaching program is to address these challenges by providing employee network leaders with a cost-effective means of developing the specific competencies and execution skills they need in order to meet aggressive goals. This is achieved by creating an externally coached mentoring/coaching circle or group that supports the network leader/participants throughout the entire execution phase toward a specific client-set employee network/organizational objective.

A few company benefits . . .

- Just the right skills provided at just the right time. Objective-focused and targeted employee network leadership development enables participants to acquire the competencies needed to achieve specific, measureable company business and employee development goals.
- An external expert coach supplements in-house expertise in meeting challenges specific to diversity, inclusion and employee networks.
- Access to best practices outside the company that are specific to challenges being faced by the organization and can be re-designed to fit into the context of the organization.
- Providing a “safe harbor” for learning how to execute new skills.

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- Accelerated movement toward results driven by the consistent focus on execution toward goals, addressing barriers and challenges and achieving set metrics.
- The leveraging of investments in formal employee network leadership coaching and development investments across a group; this complements internal one-on-one mentoring by executive sponsors, diversity and inclusion professionals, and other company resources.
- A powerful employee network leadership development value proposition that will attract talented people toward wanting a leadership position in the employee networks.
- Developing leaders in the organization via the employee network with skills and confidence that can be re-purposed successfully into other areas of the business.
- Producing objective client-relevant success metrics that evidence the meeting of objectives.

Included in this program . . .

- A preparation and design session that identifies organizational goals for the company's employee networks selected to participate, objective success metrics, key competencies needed to succeed, the participant roster (between 10 and 12 people), and a discussion about the current proficiency of the participants in the aforementioned key competencies. The deliverable from this session is the program outline for the engagement.
- Individual one-on-one meeting between the coach and each of the designated participants
- A two-hour meeting with the entire group to introduce them to one another, share leadership goals, success metrics, and set the coaching contract (agreements around meetings, the structure of those meetings and how to prepare for them, appropriate models to be used based on goals, such as the planning impact map, etc.)
- Six one-hour coaching sessions spaced across the period of execution toward meeting the stated goals. (This could be a year, months or weeks, depending on the project timeline for the achievement of the group members' goals.)
- Two 30-minute status update meetings—one after the second one-hour group session and one after the fourth one-hour group session—with the client to report on interim program progress
- One hour-long closeout session with the group to go over final success metrics achieved and discuss what was learned and where participants feel they personally need additional development
- One hour-long debriefing with leadership on future areas for development of the group participants

Note: Most organizations today have web-enabled learning management systems that can provide training in a wide array of specific competency areas. It is highly recommended that participants in this program take courses on these systems in the specific areas where they are seeking to develop needed skills before attending the group mentoring and coaching sessions. In the event, however, that you need the group trained in a topic that is not covered in your in-house system, please let us know and we will add the appropriate instruction design and delivery components to your program. This will be priced separately from the base fee for what is included in the group mentoring and coaching program.