AGRiP Webinar

Elevating Board Performance: Implementing Inclusivity

May 21, 2019
2 p.m.

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An Ethics And Accountability Code For Nonprofit Organizations

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Previous Healthcare Performance Executive

Lean Six Sigma Process Improvement
Green Belt
Today’s Objectives

1. Inclusive Board Building:
   Examine the top five actions that support inclusivity practices.

2. Strengthening Governance Practices:
   Ensure governance practices that support inclusivity.

3. Valuing Inclusivity:
   Understanding the value of inclusivity for your pool.
WELCOME

In Chat Box provide:

Your First Name
Location and Pool
Board Member or Executive
How long you have been in pooling
Inclusivity Definition

COGNITIVE DIVERSITY + DEMOGRAPHIC DIVERSITY = INCLUSIVITY
Cognitive diversity within the team matters—diversity of thought, experiences, and ways of working.

How individuals think about and engage with routine, new, uncertain, and complex situations.

Effective teams need individuals who see the world differently.
Demographic Diversity within the team matters –

Range of nationality, ethnic, racial, age, gender and gender identity, religion, social economic status, sexual orientation, and other social characteristics of individuals.

Is uniquely defined
Inclusive Governance: 5-Step Start Plan
No. 1
Dedicate Time for Shared Learning and Discussion
Dedicate Time for Shared Learning and Discussion

"Most people do not listen with the intent to understand; they listen with the intent to reply."

-DR. STEPHEN R. COVEY
Dedicate Time for Shared Learning and Discussion

Signals importance, value of inclusion
• Creates top-down and bottom-up opportunities
• Sets stage for accountability throughout pool

Support structured learning
• Foster inclusion
• Shape cultural competence

Discuss studies
• Develop shared language
• Create common understanding (Pool-specific)
McKinsey: Found from reviewing 366 companies that there is a significant connection between diversity and financial performance:
  • Increased gender diversity = 15% higher performance
  • Increased race/ethnic diversity = 35% higher performance

HBR: Found teams with diverse knowledge processing and perspective outperformed homogenous teams at problem solving.

Deloitte Review: Helps us understanding the truths about inclusivity such as what it means to achieve true inclusion.
<table>
<thead>
<tr>
<th><strong>Dedicate Time for Shared Learning and Discussion</strong></th>
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<tbody>
<tr>
<td><strong>Visualize greater inclusivity – what does it mean for your governing body?</strong></td>
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<td><strong>What words, phrases, or images come to mind when you hear the words inclusiveness and/or diversity?</strong></td>
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<td><strong>What would an inclusive and/or diverse governing body look and feel like?</strong></td>
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<td><strong>How do we define cognitive and demographic diversity?</strong></td>
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<td><strong>Why is inclusivity important to us?</strong></td>
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<td><strong>As a governing body, what is our culture?</strong></td>
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<tr>
<td><strong>What are our barriers and opportunities that we need to address?</strong></td>
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Dedicate Time for Shared Learning and Discussion

Resources

AGRIp Intelligence: Elevating Pool Governance Through Inclusion

Deloitte Review: The Diversity and Inclusion Revolution

McKinsey and Company: Diversity Matters

Harvard Business Review: Teams Solve Problems Faster When They’re More Cognitively Diverse

Video: Harvard Business Review – Cognitively Diverse Teams Solve Problems Faster
Poll Question?

In the chat box:

List one word or phase that come to mind as you consider diversity and inclusivity?
No. 2
Create an Inclusivity Work Group
Create Inclusivity Work Group

- Creates a governance process to ensure action
- Creates momentum for forming an inclusivity plan and culture
- Lays foundation for accountability
- Supports a process for strengthening cultural competence throughout the pool
- Fosters growth of “inclusion champions”
Create Inclusivity Work Group

Comprised of members from:

- Governing body
- Staff
- Pool members

Charges for work group could include:

- Understand current state of inclusion
- Identify challenges and opportunities to inclusion work
- Identify opportunities to build diversity
- Develop a plan to operationalize inclusion
Create Inclusivity Work Group

Understand current state of inclusion
- Board composition matrix
- Assessment of cognitive style

Identify challenges and opportunities to inclusion work
- Pool governing body members are career public servants and see issues through that unique lens
- Often significant homogeneity by functional role
- Unusual to find pool governing body that reflects totality and functions of those it ultimately covers
- Pools are naturally geographically constrained
- Governing body longevity goals exist to help members achieve comprehensive understanding of pooling activities
- Systems and policies that limit the options that support inclusion
Poll Question?

In the Chat Box:
List two primary barriers you anticipate your pool will face in your efforts to build an inclusive governing body.
No. 3
Commit to an Intentional Board Building Process
Commit to an Intentional Board Building Process

- Identify
- Cultivate
- Recruit
Commit to an Intentional Board Building Process

**Review Bylaws:** Fact or fiction - What are your degrees of freedom. Work to change what’s needed (board eligibility criteria, terms + term limits).

**Review (revise) your recruitment process:** What is your current state process?

**Create a Composition Matrix:** Identify the ideal pool board composition, map your current governing members. Focus on strategies for cultivating potential board members based on inclusivity composition matrix.

**Pool Members:** Develop intentional strategies for generating interest in governance among eligible pool members.

**Expand the board table:** Explore how to hear from diverse voices if your governing board criteria prevents achieving ideal inclusivity. Determine recruitment strategy to cultivate future board members who will address most important gap areas.
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Poll Question?

Has your pool staff had a discussion about diversity and inclusion?

- Yes
- No
- Unsure
No. 4: Create Measurable Goals
Tangible Goals are Important

What does your pool governing body want to achieve?

No goal is too small – success is fueled by goals.

Set specific goals:

◦ Support governing body and staff learning, and open discussions on inclusion.

◦ Revise bylaws and other policies to support inclusion and to expand the board table.

◦ Expand governance inputs by inviting in guest speakers and outside voices at board meetings, strategic planning events.

◦ Conduct pool “meeting exchanges” each year – send your executive and governing board chair to attend another pool meeting and vice versa.

◦ Create a governing body leadership development and mentoring program.

◦ Identify inclusivity gaps and create a plan to close the gaps.
No. 5: Align the Pool with Inclusivity
Provide training opportunities for pool staff.

Provide opportunities for staff inclusivity discussions to raise awareness, create openness, consider concerns, generate ideas.

Explore pool data to better understand current membership, communities, and information that will support methods for increasing inclusivity.

Explore and understand organizational blind spots – identify ways to support inclusivity – staff, vendors, etc.

Support transparency and effectively communicate about inclusivity processes and decisions.
Who Governing Bodies Are Directly Affects How They Work

The People

The Culture

The Work

The Impact
Align Pool with Inclusivity:

Inclusivity Governance Practices

The board must become a cohesive unit that makes use of what every board member can offer.

Engage new members in meaningful activities based on their skills, talents, and interests.

Inclusivity is a strategic decision and should be elevated to the Strategic Plan to ensure accountability.

Inclusivity is a policy decision. Consider how to support inclusivity throughout your governance policies and processes. (Orientation, board roles and responsibilities).

Follow sound board development practices to create a positive working climate for all board members. Such as transparency and inclusive board decisions making and leadership processes.
Align Pool with Inclusivity:
Understand the Value-Inclusivity for Your Pool

Better decision making and innovation

Discussions that are more interesting and robust

Diverse demographics create positive internal and external response and respect

Employees report feeling a sense of safety, well being, more satisfied, and sense of belonging

The process has personal benefits – expanded relationships, more comfort with diversity, deeper appreciation of differences
Poll Question?

In the Chat Box:

List one statement – How will inclusivity benefit your Pool governing body?
Discussion
Thank You

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