



2019 CEO and Senior Staff Institute
Inclusive Leadership

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Welcome to AGRiP's 2019 CEO and Senior Staff Institute



AS A POOLING LEADER, you carry a lot of responsibility and influence. You might remember something Rebecca Ryan, our resident futurist, taught us: The future happens to you, but you also happen to it.

Similarly, other people “happen” in our days, just as we happen in theirs. Take a minute to think about just how many people you impact on any given day, whether directly or indirectly.

The impact you have underscores the importance of spending time really understanding and assessing your own leadership strengths and weaknesses as well as the way you interact with everyone around you. (I suspect that’s why you decided to attend this year’s CEO Institute.)

Over the next few days, we’ll be talking about “inclusion” as it relates to the cognitive and demographic diversity of pooling work teams and governing bodies. Inclusion in this way is about a leadership practice, not a political agenda. The only outcome we suggest is exploration of the profound opportunities you have every day to connect with the other people working to improve your pool.

Sometimes this exploration seems daunting — like just one more task in an already busy day. We all have had the experience of failing to connect successfully with our work teams and our governing bodies. And in some cases, a particular disconnect might feel too big to bridge or too sensitive to prod.

But when it comes down to it, we’re better for having a blend of experiences and perspectives in our pools and within our unique public entity pooling community. Among AGRiP members, we see remarkable collaboration and universal commitment to the purposes we serve, even amid individual variation and personal preferences.

As we go about these next few days and explore ideas together, I hope you will share stories of success and stories of improvement. I hope you’ll find commonalities and differences with the other pooling leaders who are here. I hope you will be impacted, and I hope you will leave an impact.

I look forward to exploring new ideas alongside you. And I thank you for the leadership you bring forward in public entity pooling each and every day.

A stylized, handwritten signature in blue ink, likely belonging to Ann Gergen. The signature is fluid and cursive, with a long horizontal line extending to the right.

—Ann Gergen, AGRiP Executive Director

GETTING STARTED

Why Inclusivity?

Inclusivity creates a long-term positive impact on your pool governing body and organization.

Diversity fosters innovation and creativity through a variety of problem-solving approaches, perspectives, and ideas.

Academic research has shown that diverse groups often outperform experts.

Inclusivity can be adapted, adopted and implemented in unique ways to meet your pool goals.

The value of inclusivity aligns with the priorities for performance your members expect.

Diversity increases employee satisfaction and improves collaboration and loyalty.

Inclusivity is connected to social responsibility, which is influential to today's employee and member generation(s).

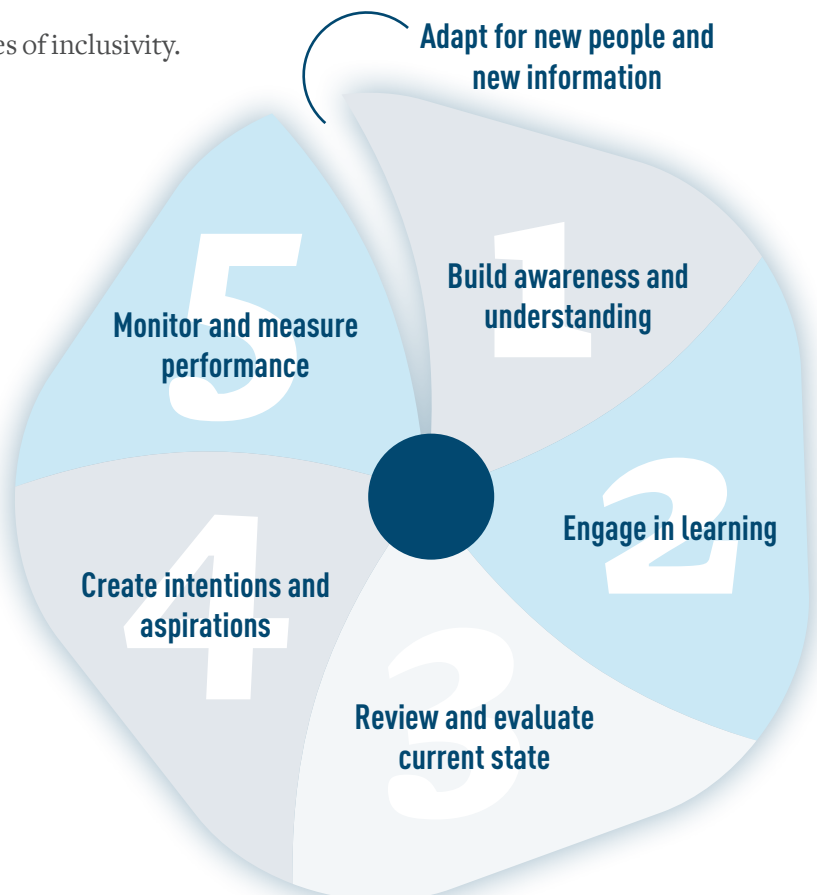
By understanding the dimensions of inclusion, pool leaders can:

- Create high performing governing bodies.
- Create a diverse culture that supports innovation, is agile and better able to achieve business outcomes.
- Create a culture where staff and governing members experience the personal benefits of inclusivity. Inclusivity strengthens governance and organizational performance.

Learning Objectives

By engaging with this material, you will:

1. Understand the concepts, science and practices of inclusivity.
2. Become more self-aware and better able to use cognitive and demographic diversity to support your pool.
3. Respect the benefits that inclusion brings to a pool.
4. Explore governance strategies and tools that will support increased inclusion.
5. Create an inclusivity plan that will address your pool's unique considerations.



This image shows a single sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Mapping Pooling Inclusivity

What's exciting about working to achieve inclusivity is what we learn about each other.

This journey encourages our curiosity to explore and embrace our differences and commonalities.

We define governance inclusivity as containing two important elements:

Demographic diversity is about all the sociobiological ways in which we are different and unique.

Cognitive diversity is about valuing what each individual brings to our governing body and pooling organization.

Cognitive diversity is internal, therefore it's challenging for us to know these unique details about others.

Furthermore, we are often unaware of our own personal cognitive preferences, mental processing styles and how our professional and life experiences impact our interactions with others.

1. What are your natural abilities and how do they help you be effective?

2. What are your strong tendencies and how can these be a problem for you?

3. Consider a current challenge your governing body is facing. How is your natural tendency going to be an asset to address this challenge?

Understanding your pool's current level of demographic and cognitive diversity is an important step in determining your pool's inclusivity strengths and gaps.

Examining Governing Body Inclusivity

- 60 percent of pools do not have governing body recruitment practices to support demographic or cognitive diversity.
- 45 percent of pools don't have specific conditions that potential board members must meet.
- 20 percent wish they had more *cognitive* diversity on the governing body.
- One-third wish they had more *demographic* diversity on the governing body.
- Many pool governing bodies have enough flexibility in their board member recruitment process to increase inclusivity.
- One-quarter of pools have pursued making bylaws changes to create opportunities for increased diversity.

Achieving inclusivity starts with envisioning the cognitive and demographic characteristics that are present and possible.

Then, determine current strengths and gaps.

HOW ARE GOVERNING BODY MEMBERS SELECTED?

Appointed by another	15%
Appointed by pool	13%
Elected by pool members	72%
Appointed by the seated	18%
Recommended for election	15%
Other	16%

ARE THERE TERM LIMITS THAT APPLY?

Yes	21%
No	79%

These bingo cards are designed to represent some characteristics that reflect inclusivity. Consider the possible characteristics of your current governing body and mark boxes that represent existing cognitive and demographic diversity.

Cognitive Diversity

Innovative Thinking	Seeks Options	Outcomes Driven	People-Focused
Socially Liberal	Methodical	Measures Risk/Rewards	
Research Orientation	Strategic Thinking	Evidence Based	Small Business
Corporate Experience	Politically Minded	Financially Driven	Insurance Background
Process Focused	Marketing Experience	Extroverted	Legal Experience
	Socially Conservative	Technology Insight	Introverted

Demographic Diversity

From Small Member	Male	Age 56–70	LGBTQ
Works in Rural Area	New to Pool		Works in Urban Area
Female	AA/Black	Agender	Faith-based
	Region of State	Age 41–55	From Big Member
LatinX	40 or Younger	Disabled	

Examining Staff Inclusivity

DOES THE POOL HAVE A PROCESS FOR ENSURING DIVERSE JOB CANDIDATES AS PART OF ITS HIRING PROCESS?

Yes  22%

No  78%

Most pools are not actively building cognitive or demographic diversity as part of the hiring process for staff.

The processes in place for staff diversity are usually informal. These are some pool comments:

- We attempt to remain open-minded when reviewing applications and consider that the most comfortable candidate might not be the best candidate.
- We advertise in nontraditional forums and participate in job fairs and other outreach efforts.

A few pools have formalized diversity goals within the hiring process. Again, some comments:

- Recommendation for hire requires justification if no minority candidates were interviewed or recommended for hire.
- We train to “halo or horn” bias prior to each interview, all interviews include questions on racial and cultural proficiency, and we give more consideration to “competencies” than education.
- Blind resume review and initial interview process.

The Science of Inclusivity

How would you describe the top three or four success measures for your pool, overall?

Imagine there’s a way for your pool governing body and staff team to make better decisions, learn new skills, solve problems faster, expand your mind-set and improve the overall outcomes you just listed.

The science behind inclusivity has proven the promise of better outcomes. 2 3

- A higher degree of cognitive diversity creates accelerated learning, particularly in new and complex situations.
- Inclusive leadership expands the mindset and capabilities of teams.
- A complex problem typically requires six different mental frames to solve it.
- Demographically diverse groups have a compounding effect. First, diversity changes the way groups interact. Second, these changes facilitate and support diverse thinking.
- Cognitively and demographically diverse teams are more productive. They are:
 - Twice as likely to reach financial goals.
 - Three times more likely to be high-performing.
 - Six times more likely to be innovative and agile.
 - Eight times more likely to achieve desired business outcomes.
- Leaders who demonstrate inclusive behaviors enable increased team performance. These teams report:
 - 17 percent increase in perceived team performance.
 - 20 percent improved decision making quality.
 - 29 percent more collaboration.
- Inclusivity has a personal impact. 70 percent of people in inclusive teams report feeling increased fairness, respect, value, belonging, psychological safety and inspiration.

MENTAL FRAMES NEEDED FOR COMPLEX PROBLEMS	
EVIDENCE	Ability to see, understand and interpret information from multiple perspectives.
OPTIONS	An open mindset and the ability to be innovative both within and outside of typical boundaries.
OUTCOMES	Preference for discovering and identifying various pathways to achieve outcomes and even redefining the desired outcomes at times.
PEOPLE	Ability to override groupthink, stereotypes and similarity bias.
PROCESS	Focus on collaboration, curiosity, adaptability and openness.
RISK	Effective modulation of risk and reward.

The Imperative of the Pool Leader

To fully achieve inclusivity goals, leaders must practice disciplined and intentional diversity strategies.

Inclusivity is most often achieved when leaders intentionally create the conditions for inclusivity to thrive.

Leaders who embrace inclusivity work to challenge their own safe zones. 4

- Understand your cognitive strengths and tendencies.
- Intentionally seek diverse opinions.
- Welcome (seek out) opposing viewpoints.
- Make gathering multiple inputs a people and systems priority.
- Actively work against your bias for sameness.
- Demonstrate publicly that inclusivity is a priority and intentionally work to achieve visible diversity.
- Create measurable inclusivity goals, not quotas.

Leading efforts to achieve inclusivity is a complex objective that requires you to inspire others.

People who inspire are incredibly diverse. There is no fixed archetype of an inspirational leader. 5

Of 33 characteristics that fuel inspirational leadership, the most significant is “centeredness.” 6

**Centeredness is “a state of greater mindfulness.”
It improves the ability to stay level-headed, cope with stress,
empathize with others and listen more deeply.**

Centered, inclusive leadership creates an impactful combination to cultivate rewarding and successful experiences for diverse governing bodies and teams.

You can help your pool staff and governing body feel:

- Included

-
- Valued

-
- Safe

-
- Empowered
-

Start an inclusivity conversation with pool staff and the governing body:

1. Define inclusivity _____
2. Discuss importance _____
3. Set expectations _____
4. Outline details and demonstrations _____
5. Clarify commitment _____
6. Build familiarity _____

The Truth about Unintentional Bias

Unintentional, unconscious, implicit or hidden bias is at the root of our inability to quickly embrace differences in others.

We are all subject to unintentional bias.

Our thoughts are influenced by very early childhood exposures to stereotypes, beliefs, gender expectations, judgments based on geography, age, race, religion, conflicts, situations, and conditions.

As a result of these bias associations, when our minds encounters information in the form of words, pictures, and even complex ideas, the unconscious related information automatically come to mind.

We make associations without our conscious knowledge. These associations are activated involuntarily, without awareness or intentional control. Everyone is susceptible.

Sometimes this related information is accurate and helpful. However, there can be errors in this kind of association.

There are several types of “mind bugs:” 7

- Unconscious inference

- False memory

- Retroactive interference

- Misinformation effect

- Availability

- False associations (anchoring)

- Social mindbugs

You can overcome the impacts of unintentional bias:

1. Acknowledge

2. Reevaluate

3. Protect

4. Recruit and select

5. Educate

6. Promote

7. Discuss

Strategies to Diminish your Natural Biases

STRATEGY 1: Seek to understand your implicit bias and its impact on your thoughts, behaviors and decisions through taking a bias assessment. Try:

- A bias cleanse ⁸
- An implicit association test ^{9 10}

STRATEGY 2: Intentionally create positive associations through sought-out counterconditioning experiences and information.

STRATEGY 3: Remove or limit your exposure to bias images, messages, reports and information.

STRATEGY 4: Diversify those around you and increase interaction with people outside of your demographic group. Be sure to include people who will challenge your bias.

STRATEGY 5: Create systems to support debiasing such as using a checklist, decision criteria, rubrics and other standards for diverse team participation.

Learn and Apply Cognitive Strengths

**“Most people think they know what they are good at.
They are usually wrong.**

**More often, people know what they’re not good at, and even then,
more people are wrong than right.”**

— Peter Drucker

See the power of cognitive contributions and differences.

All too often leaders lack a meaningful and accurate understanding of their own cognitive strengths, their team’s cognitive strengths, and their governing body’s cognitive strengths.

Lean Into Your Cognitive Strengths

The basic premise of the CliftonStrengths is to help: 11

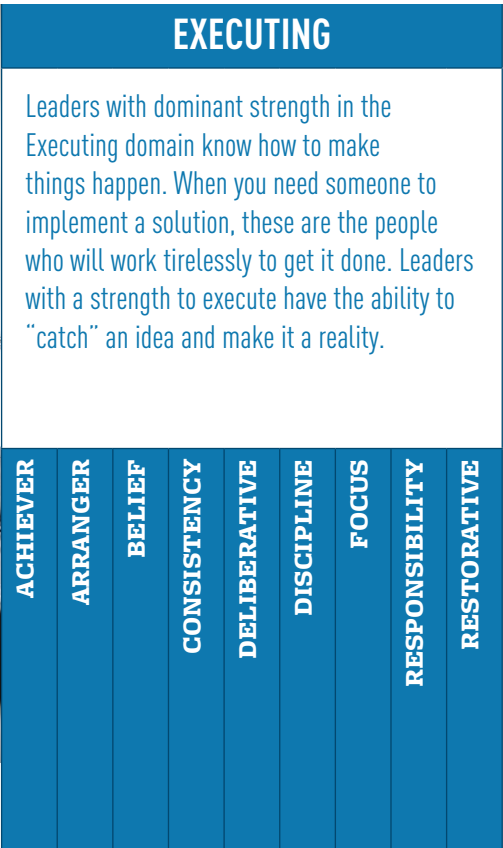
- Focus on what's right about ourselves and teams.
- Appreciate the potential for growth by developing strengths rather than correcting deficiencies.
- Engage employees (six times more) by focusing on strengths.
- Understand that we each experience unique nuances of our strengths, so even if colleagues share similar strengths their experiences and application will be different.
- Use cognitive appreciation to boost productivity (teams that focus on strengths are 12.5 percent more productive).
- Get comfortable exploring how natural strengths impact skills, knowledge and experiences.
- Take action to align cognitive strengths with job roles, teamwork, individual responsibilities and organizational goals.

The CliftonStrengths four domains and 34 themes are displayed on pages 16–17. This grid depicts the various talents and style preferences that we use to make things happen, influence others and build relationships.

Consider how your strengths are helpful in your role at the pool, including your staff team and your governing body.

This work will assist as you:

- Gain valuable insights about yourself, which is essential to working better with others.
- Fully understand what you do naturally, how you contribute, what you need from others and what you value.
- Know your natural strengths, helping you communicate more effectively about yourself.
- Overcome disconnect when others experience or perceive your strengths as a barrier or a weakness. Understanding how your strengths impact others helps you to refine your talents and fulfill your responsibilities.
- Identify strategies for working across different strengths, helping your team tap into the individual strengths each person brings to work.

[illegible]

Leaders with dominant strength in the Executing domain know how to make things happen. When you need someone to implement a solution, these are the people who will work tirelessly to get it done. Leaders with a strength to execute have the ability to “catch” an idea and make it a reality.

[illegible]

Knowing your own strengths and tendencies, what are two or three things you need to promote as you lead your staff team?

What are a few things you need to limit?

How do these same strengths and caution points apply to your interactions with your governing body?

How can you use your strengths to buffer any imbalances to your approach?

How can you balance your approach and interactions with your governing body?

Understanding Demographics

Think of demographic diversity as building an environment that includes a range of nationality, ethnic, racial, age, gender, class, and other social characteristics of individuals.

Demographic diversity improves open-mindedness, curiosity, acceptance, and responsiveness, which can ultimately facilitate comprehensive understanding and improved collaboration.

Achieving demographic diversity is challenging and requires that pools understand their pool membership data.

- Racial diversity is what most people think of when considering demographic diversity.
- Many pools are in communities with only 11 to 15 percent African Americans and less than 9 percent combined other racial and ethnic groups.
- Representation of racial diversity is even lower within the direct pooling community.

Demographic diversity is a unique determination for each pool based upon its mission, member or user dynamics, local geography, social construct, and more.

Despite expressing dissatisfaction with current levels of board diversity, the majority of board chairs and chief executives (not just in pooling) do not report demographic diversity as a high priority in board recruitment.

Pooling efforts to recruit diverse staff and governing bodies are also limited. To achieve demographic diversity, some of your pool's practices will likely have to change.

Consider what is known to be most effective: [12](#) [13](#)

- 70 percent of survey respondents to ASAE had a nominating committee for their governing bodies.
- The most effective nominating committees determined competencies their boards needed, and then created specific job descriptions based on those competencies to recruit board candidates.
- Mentoring is most effective to achieve diversity by including more women in leadership roles.
- Creating a diversity task force increases diversity across multiple race, gender and ethnicities.
- Offering voluntary training increased diversity hiring.

Steps to Building Greater Demographic Diversity

1. Review general demographic data from the geographic area covered by your pool and compare it to your current governing body and its committees. Identify a demographic goal that would benefit your pool.
2. Consider how to engage diverse subject matter experts from your pooling and member community who can enhance your pool's decision making process by bringing a different perspective.
3. Participate in affinity programs that support leadership development for groups such as women, people of color, or young careerists; and get involved with professional affinity-based associations such as the National African American Insurance Association or National Association of Insurance Women.
4. Create structured programs within your pool to support inclusivity. Form an inclusivity task force, establish mentoring for women and young professionals, offer inclusivity training programs for pool members.
5. Create a nominating committee or similar process to support and identify diverse potential board members from within your membership.
6. Create and maintain a board composition matrix.

Measure, Assess and Influence

Strength-based cognitive approaches are uniquely focused on improving how individuals can affect their own change. ¹⁴

Be collaborative, be adaptive and value differences.

Inclusivity based conversations can be tricky and people will have different impressions about what it means to be inclusive.

Consider using:

- Myers Briggs _____
- DISC _____
- Values in Action Inventory of Strengths _____
- CliftonStrengths _____

The goal is to create an open interaction so everyone in the conversation feels safe and valued.

These conversations should focus on the positive and strengths that inclusivity adds to your current governing body or pool team.

IDENTIFY: Areas of cognitive diversity you didn’t know or appreciate prior.

ASK: What are our cognitive strengths?

VISUALIZE: An extraordinary outcome for our pool if we performed with excellence, using our cognitive strengths.

COMMIT: Write a commitment statement to cognitive and demographic diversity. What will you have to change to become more inclusive?

Governing bodies and leaders of membership organizations have an additional level of accountability when pursuing strategies to support and strengthen inclusivity. 15

While associations are focused on the professional and market needs of their members, they must also be in tune to the changing landscape and priorities of communities that are becoming increasingly diverse and complex.

17 Cognitive Strengths-Based Questions 8

What do you like to do in your spare time?

What energizes you?

How would your close friends describe you?

Do you most like starting tasks or finishing them?

Do you prefer the big picture or the small details?

Describe a successful day. What made it successful?

What are you good at?

What are your weaknesses?

What did you enjoy studying at school or university?

When did you achieve something that you’re really proud of?

What do you enjoy doing the least?

Do you find there are enough hours in the day to complete your to-do list?

What tasks are always left on your to-do list?

How do you stay motivated?

How do you feel about deadlines?

Have you ever done something differently the second time around?

Do you think this role will play to your strengths?

Bold Moves to Inspire, Operationalize and Expand Inclusivity

- Take a visibly strong position in support of inclusivity through communication, practices and policies.
- Lead with authenticity by including inclusivity as a priority within a wide variety of pooling conversations.
- Conduct a diversity and inclusion review to examine all aspects of policies, philosophies and practices.
- Engage members to create inclusive networks that will benefit their priorities. Assure members that their satisfaction is your priority. Keep them engaged in your inclusivity process.
- Develop an inclusivity statement and provide education for members to support their understanding of the pools' inclusivity and its benefits.
- Answer members questions about the necessity for inclusivity – create natural and seamless learning opportunities.
- As pooling demographics change, ensure that everyone feels heard and supported.
- Create opportunities for members to naturally and effortlessly learn from one another.
- Give everyone — staff, the governing body, and members — an opportunity to participate at their level of interest. Help shape strategies through surveys and work groups.
- Cultivate a diverse and inclusive community from the pool staff, governing body, committees and event speakers. Expand the visible acknowledgement of inclusivity as a priority.

Build a Governing Board of the Future

All governing bodies need board members who can do the work, are willing and able to dive into important tasks, ask the right questions, support the pool entity and bring collegiality to team.

Motivated • Curious • Diligent • Committed
Reliable • Collegial • Diverse

Composition Matrix

Only one in four pools have considered changing bylaws to create opportunities for improved diversity.

But even without changing bylaws:

- Most pool governing bodies have enough flexibility in their recruitment process to increase inclusivity.
- Less than half of pools today have specific conditions that potential board members must meet.
- 60 percent don't have a process for recruiting people with a variety of skills and experiences, or to enhance demographic diversity.

Board Composition Matrix			
	CURRENT BOARD MEMBERS	IDEAL COMPOSITION	POTENTIAL CANDIDATES
EXPERTISE/SKILLS/PROFESSIONAL BACKGROUND			
Administration/Management			
Early-stage pool career			
Finance			
Corporate			
Government			
Management			
Law			
Marketing, public relations			
Human Resources			
Strategic planning			
Understanding of community needs			
Technology			
Small business			
Academic/ Research/ Statistician			
Insurance background			
Marketing			
Political			
Education			
Media			
Social services			
Other			

PERSONAL STYLE			
Consensus builder			
Good communicator			
People focused — connector			
Team player			
Community connector			
Disruptor			
Advocate			
Innovator			
Visionary			
Evidence based — outcomes driven			
Leadership skills/motivator			
Other			
AGE			
49 – younger			
50 – 60			
61 – 71			
Over 72			
GENDER			
Male			
Female			
Gender & sexual orientation as personally defined (LGBTQ, Agender)			
RACE/ETHNICITY			
African American/Black			
Asian/Pacific Islander			
Caucasian			
LatinX			
Native American			
Other			
CUSTOMIZED CRITERIA			
Small pool member			
Large pool member			
Urban			
Rural			
Region of state			
Other			

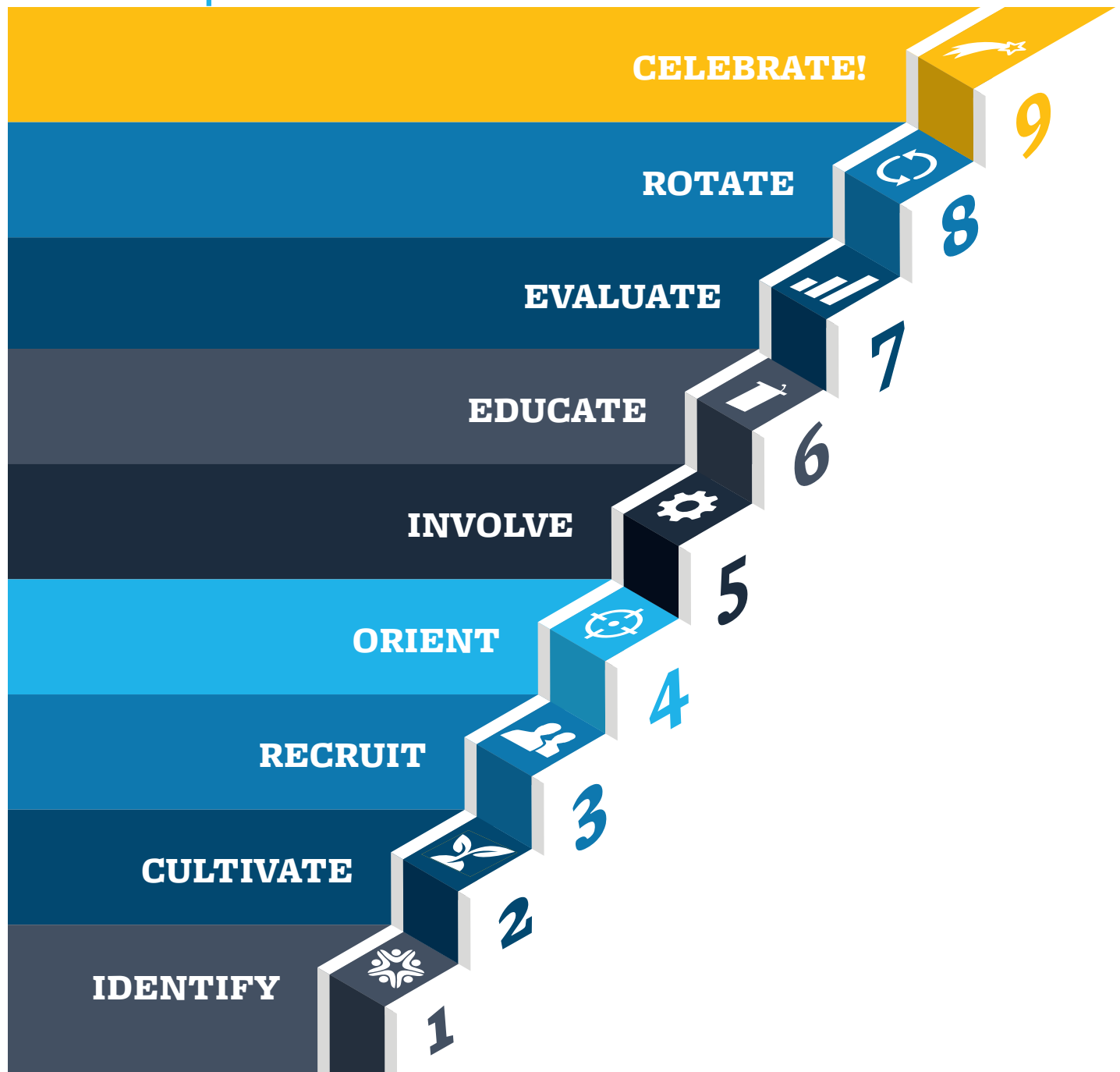
Strategic Board Building ¹⁶

Strategic board building is a process that supports the entire lifecycle of the governing body.

Strengthening board inclusivity is achieved through the first three steps of this process. The remaining steps are important for ensuring that all board members are engaged and supported at the highest levels throughout their terms.

9 Steps

BOARD BUILDING CYCLE





IDENTIFY

All pool governing bodies can benefit from working through this stage, even if your bylaws set strict guidelines for governing body eligibility.

The search for new board members is a strategic activity with lasting implications for the effectiveness of the governing body and the pool.

In this stage the governing body develops its unique composition matrix – this is the strategic framework that will guide the board in determining its cognitive and demographic needs.

Creating a process for board renewal that supports inclusivity will require work. Your governance committee can review all related documents and make recommendations to the board that will support inclusivity.

For some pool entity governing bodies this process may require making some changes to your eligibility governance documents such as your bylaws, election process, terms and term limits.

Many pools will find that they have some flexibility. Develop strategies for maximizing your specific flexibility.

What is your pool governing body's current process for identifying potential governing members?

What are the eligibility requirements?

How do these requirements support or create barriers for fulling the ideal composition?

CULTIVATE



Engage qualified diverse individuals early and consistently. This is the key to building an inclusive governing body.

The cultivation process requires the commitment of the full governing body to not only identify potential board candidates, but also to get to know them and stimulate their interest in board service.

In addition to the governing body and chief executive, other senior staff, former governing body members, and professionals in the pooling community can have a role in identifying and cultivating potential new board members.

Consider early entry points with your pool to build familiarity, such as committees or task force projects. Encourage and invite participation from more diverse voices.

Invite members who represent diverse perspective to present as a guest speaker at a board meeting. Debrief with them later to hear their impressions or perspective.

Create a structured mentorship program to allow shadowing at your governing body meetings and connect seated board members with potential board members.

How can we create intentional interactions with pool members who might in the future pursue election to the board?

What opportunities do we have to develop relationships with potential candidates?

What work structures and processes will support other forms of meaningful interactions?



RECRUIT

Consider the future when recruiting board members. Support recruiting beyond traditional pipelines.

Successfully recruiting governing body members whose contributions fulfill your pool's ideal composition is the reward for this strategic process.

Recruitment is a two-way process. The potential new board member should be provided enough information about the board, its governance process and expectations to make an informed decision.

When working to form a diverse board, it's important to avoid making candidates feel like they are selected for a specific group of people. Remember the goal isn't a quota, it's inclusion.

Be transparent about your pool's diversity efforts but focus on the governing body as a diverse cognitive and demographic mixture.

A diverse board mirrors the values and culture of the organization but may not necessarily exactly reflect the demographic composition.

Use the annual recruitment process as an opportunity for current board members to renew their interest and commitment.

As you bring on new board members that fulfill the board composition matrix, remember to check back with current board members to determine what new skills, credentials, or interests they want to incorporate into their board service.

Board term expirations creates a natural opportunity to celebrate and recognize board members' service. This is also time to reevaluate a board member's future role as either a continuing governing body member or how to contribute in a different supporting role.

CREATING A PIPELINE

Strategic board building is an essential process for ensuring your pool governing body has the highest performing board possible through inclusion. Unfortunately, most boards forgo board building and focus primarily on recruitment.

1. Approach recruitment year-round.

Develop a continuous cycle of identifying potential candidates, exposing them to the work of the pool, its governance, and current governing members.

Involve potential candidates early in the process to create an inclusive and robust pool of qualified potential candidates.

2. Establish a governance committee.

The governance committee's core job is to understand your pool's eligibility requirements for its governing body.

Based upon these requirements, the committee can help find the best possible candidates, introduce them to the benefits of serving on the governing body, interest them in joining the board, and help them understand the process for elections.

Include unconscious bias training for committee to support their understanding of inherent blind spots.

Nominating Committee vs Governance Committee — Nominating committees are primarily responsible for recruiting new members to the board while governance committees have the additional responsibility of ensuring board performance and understanding all governing documents. A governance committee will be capable of supporting the inclusivity priorities throughout the life cycle of the governing body.

3. Develop a detailed cultivation plan.

Start now to maximize the flexibility in your current recruitment criteria for the governing body.

Identify cultivation opportunities such as conferences, pool events, and membership meetings.

Create material to share with potential candidates that highlights the benefits of board service and your focus on inclusivity..

Create transparency about the board recruitment process. Publish the process on your website and share the process at touchpoints with members.

4. Unleash the board as ambassadors.

Current members of the governing body must believe in board revitalization practices such as terms and term limits, cultivating board members outside of the traditional pathways, and showcasing the benefits of board service.

Governing body members are powerfully positioned to meet with potential board candidates, host open board discussion sessions at pool events, suggest candidates for consideration, and support board rotation practices to create opportunities for new board members.

5. Prioritize inclusivity as a *value* throughout your Pool.

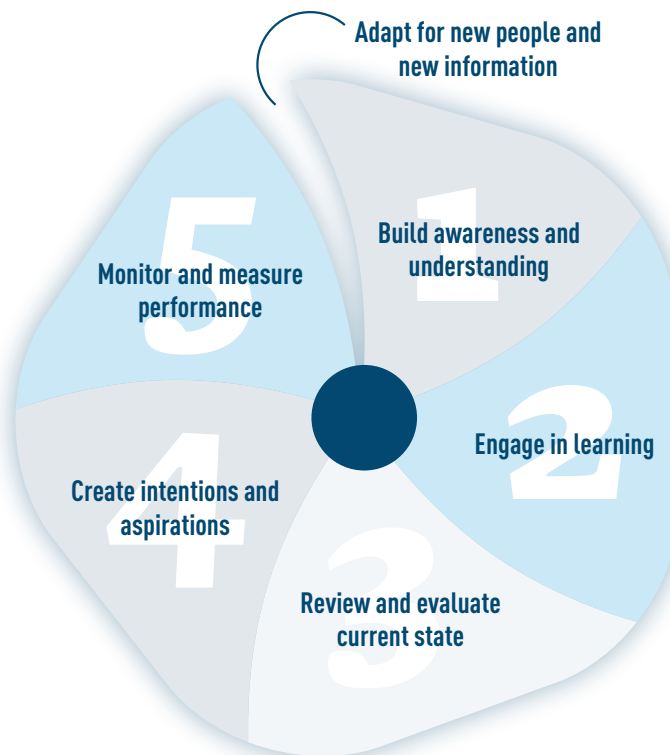
Demographically diverse board candidates often look to see how diverse the organization is overall.

While optics is not the purpose of diversity, the presence of leaders who are demographically diverse indicates your pool values a diverse team.

Including inclusivity strategies in all public facing opportunities such as conference speakers, vendors, and partners supports your efforts to promote inclusivity values and cultivate diverse potential board candidates.

- What role should the CEO and Board Chair have in modeling, leading and participating in your pool's inclusivity efforts?
- What are administrative needs to adequately address inclusivity initiatives (education and training, organizational assessment, cognitive assessments, etc.)?
- How comprehensive and effective are the pool's overall governing practices, structures and operations today; and what must be improved to support a higher performing diverse governing body?
- What should a potential board member know about your pool and governing body before deciding whether to join the board? (Hint: don't limit your answer to inclusivity concepts.)

BUILD YOUR POOL'S INCLUSIVITY PLAN



STAGES OF INCLUSIVITY	IDEAS TO IMPLEMENT	TIMING
Build Awareness and Understanding <ul style="list-style-type: none"> • Discuss inclusivity. • Think about the current composition of the pool's governing body and management team. • Consider whether the governing body and management team would benefit from additional diversity and inclusion. • Consider if current practices create barriers to an inclusive governing body and management team. 	<p>Use concepts from the inclusivity toolkit, inclusivity videos or webinars to support an open discussion about inclusivity with your governing body.</p> <p>Schedule time at next month's meeting of the management team to discuss inclusivity, and how it aligns with your pool's values and goals.</p> <p>Conduct an internal assessment on the pool's current level of diversity. Review bylaws, governing body recruitment processes, hiring practices, etc.</p> <p>Brainstorm the personal and professional benefits you might see through increasing inclusivity.</p>	<p>Growing awareness can take anywhere from a month to a year depending on your pool's commitment and consistency with deeply engaging in inclusivity content and actions.</p>

Goals to build awareness and understanding in my pool:

STAGES OF INCLUSIVITY	IDEAS TO IMPLEMENT	TIMING
<p>Engage in Learning</p> <ul style="list-style-type: none"> • Understand how additional demographic and cognitive diversity would benefit your pool’s operations, governance, and outcomes. • Gather information, benchmark and explore pathways for understanding how other governing bodies and organizations (of all varieties) have implemented inclusivity practices. 	<p>Add an education item about inclusivity to the next Board meeting or retreat.</p> <p>View inclusivity webinars, review presentations, read articles. Be sure to include the governing body and management team.</p> <p>Use “start an inclusivity conversation with pool staff and the governing body” questions included in this toolkit.</p> <p>Include additional training about unconscious bias. Consider inviting a speaker, reading an article or watching a video to provide structure for this discussion.</p> <p>Use the toolkit discussion “truth about unintentional bias” as a guide for having safe and open discussions.</p> <p>Sign up for newsletters, association or business materials that will help keep inclusivity concepts at the forefront of your mind and daily leadership work.</p>	<p>This is one of many tasks and priorities you have as a pooling leader.</p> <p>Strive to learn a little more about inclusivity each month.</p> <p>Work toward improvement, not perfection.</p>
<p>Goals to learn more about inclusivity:</p>		

STAGES OF INCLUSIVITY	IDEAS TO IMPLEMENT	TIMING
Review and Evaluate Current State <ul style="list-style-type: none"> • Assess inclusivity of existing staff and the governing body. • Review your inclusivity against your pooling community and the rest of pooling. • Evaluate diversity limitations and opportunities within your pool. • Examine formal and informal recruitment pipelines and processes. 	<p>Use the composition matrix or create your own tool to gather demographic data from members, staff, governing body.</p> <p>Complete cognitive assessments at the staff level and with the governing body. Consider using one of the tools listed in the toolkit as a way to measure, assess and influence.</p> <p>Review bylaws, selection parameters for the governing body and past practices to determine how to better support inclusivity.</p> <p>Review existing and possible recruitment strategies for staff and the governing body.</p> <p>Minimize business as usual and maximize strategies that support flexibility and innovation to increase inclusivity.</p>	<p>Examining the current state of pool inclusivity should be a relatively simple and quick process.</p> <p>Assign the tasks of examining current recruitment practices to the governance committee or appoint a workgroup.</p>

Ways to review and evaluate the current state of inclusivity in my pool:

STAGES OF INCLUSIVITY	IDEAS TO IMPLEMENT	TIMING
<p>Create Intentions and Aspirations</p> <ul style="list-style-type: none"> • Express your commitment to building a more inclusive pool. • Identify diversity gaps and targets. Develop specific goals based upon your targets. • Commit to pool processes that will support your inclusivity goals and aspirations. • Share your goals, your processes, and your plans for building inclusivity. 	<p>Develop an inclusivity statement by/for the governing body. Also create a statement about staffing inclusivity.</p> <p>Identify champions within the governing body and staff.</p> <p>Work with your board to develop a strategic board building plan, including creating the ideal inclusive board composition matrix for your pool governing body.</p> <p>Use the Steps for Board Building as a guide to support a strategic governance process.</p> <p>Use a task force or work group to focus on building a pipeline to hearing from more diverse voices (could be at the staff level, the governing body, or both).</p> <p>Identify bylaws changes and accompanying recruitment processes that will support your specific inclusivity goals.</p> <p>Talk about your goals and the steps you are taking to achieve them. Address inclusivity at staff meetings, board meetings, and with your members.</p> <p>Review the “Bold Moves” section of the toolkit to identify other strategies that will support your inclusivity efforts.</p>	<p>Just like any other goals you might set personally or professionally, incremental steps and accountability are key to achieving them.</p> <p>Remember that inclusivity is unique and should be defined by each pool.</p> <p>Be open with your pool inclusivity aspirations and your progress.</p> <p>It may take you several years to make discernable progress, so keep your goals where they’ll be most useful as a reminder.</p>
<p>How my pool can create an intention and aspiration:</p>		

STAGES OF INCLUSIVITY	IDEAS TO IMPLEMENT	TIMING
<p>Monitor and Measure</p> <p>Regularly review governance inclusion goals and progress.</p> <p>Monitor for demographic and cognitive data over time.</p> <p>Assess whether new recruitment processes are yielding candidates to fill known gaps and goals.</p>	<p>Make an inclusivity report a standing part of the board's governance functions.</p> <p>And, do regular reporting at the staff level as well.</p> <p>Continue to collect diversity data over time, so you can better measure your progress.</p> <p>Include a regular review of inclusivity governance and operations practices, policies and programs.</p>	<p>Remember to address the diversity and cognitive processes of new staff or members of the governing body. Tomorrow's diversity will be different than today's.</p>
<p>Ways to monitor and measure progress:</p>		

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- 4 “Teams Solve Problems Faster When They Are More Cognitively Diverse,” by Allison Reynolds & David Lewis, Harvard Business Review; March 30, 2017
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- 16 The Board Building Cycle: Nine Steps to Finding, Recruiting, and Engaging Nonprofit Board Members, 2nd Ed, by Berit Lakey, BoardSource 2007

ADDITIONAL RESOURCES

“Achieving a Culture of Inclusion: A Self-Assessment Tool,” by Susan Drange Lee, University of California, May 2006

“The Diversity & Equity Assessment & Planning (DEAP) Tool, User Guide,” by the Equity Office, Queen’s University, draft 2018.

“Framework of Organizational Inclusion,” by Lisa Nishii, Robert Rich, & Susan Woods; Cornell University ILR, 2007

“Measuring Your Team’s Intellectual Diversity,” by Harvard Business Review Staff, Harvard Business Review; May 21, 2015

“Rewriting the Rules for the Digital Age: Diversity & Inclusion, the Reality Gap,” by Juliet Bourke, Stacia Garr, Ardie Van Berkel, & Jungle Wong; Deloitte University Press, 2017

The Economic Impact on Associations Study, 2018 Edition McKinley’s Economic Impact on Associations (EIA) Study

“The Inclusive Leader: Optimizing Diversity by Leveraging the Power of Inclusion,” by Andres Tapia & David Lange, Korn Ferry Institute, 2016

“The Six Signature Traits of Inclusive Leadership,” by Bernadette Dillon & Juliet Bourke; Deloitte University Press, 2016

“Workplace Diversity & Inclusion: Emerging Awareness & Best Practices,” by HR.com, Affirmity, 2016

Search for these and other related resources on AGRiP’s website at www.agrip.org

- Webinar Series: Elevating Board Performance by Understanding Inclusivity and Implementing Inclusivity
- Board Composition and Recruitment: Why?
- Board Composition and Recruitment: How?
- Intelligence Article: Elevating Pool Governance Through Inclusivity
- Recruit, Retain, Lead: Pools as Workplaces for Multiple Generations
- Webinar Series: The Age of the Multi-generational Workforce
- Generational Training for Pools Workbook
- *Intelligence* Article: Understanding bias in decision-making

ABOUT ROBIN



Dr. Robin Hindsman Stacia is AGRiP's Inclusion Resident. In this role, Robin's ultimate objective is to provide best practice tools and strategies pools can immediately use to improve outcomes, and to engage thoughtful and respectful conversations within the public entity pooling community.

At her core, Robin is a practitioner and technical expert who seeks creative solutions and innovative problem solving to maintain focus on what is important. She brings her passion and perspective to every AGRiP interaction.

Robin uses her background in specialized diversity, equity, and inclusion training to help AGRiP members strengthen governing body and overall pool performance. Robin delivers emerging perspective and pragmatic tools to help pools address expectations in the current work and governance environment.

The founder and CEO of Sage Consulting Network, Inc., Robin has over 17 years of organizational management and board consultant experience. Robin has partnered with leading organizations in the nonprofit sector. She served as the Director of Consulting and Contract Training for Maryland Association of Nonprofit Organizations (2003–2005). In this capacity, she was responsible for consulting and training over 1300 member nonprofits. Since 2006, she has enjoyed a productive partnership as a Senior Governance Consultant with BoardSource, Inc, one of the nation's most respected and referenced resources for nonprofit governance.

Robin is also a clinical psychologist, as well as a Lean Six Sigma Green Belt (Johns Hopkins). She was in the healthcare field for 25 years, with experience in direct patient care, oversight of regional quality management, and leadership of mental health programs and services. Robin has used these combined governance and healthcare experiences in her work with healthcare, nonprofit, philanthropic and public quasi-governmental boards resulting in transformative board awareness and performance improvements.

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AGRiP energizes the power of pooling, making member organizations more effective, collaborative and informed. Connecting member organizations means we bring the brightest minds and ideas together to help us all make pooling successful.

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