LEADING CHANGE IN A **MULTI** PANDEMIC WORLD

3 FEB 2022
Women in Leadership
Distinguished Speakers Series

01/07/2025

KEY TAKEAWAYS & RECOMMENDED RESOURCES

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

2

OVERVIEW

The Women in Leadership Distinguished Speakers Series (DSS) are professional development events hosted by AcademyWomen online and in various locations nationwide. Each DSS takes a deep dive into a specific issue area, industry and/or competency related to women's leadership.

The February 3rd, 2022 DSS was hosted in partnership with Purpose Linked Consulting and the Howard University Center for Women, Gender and Global Leadership.

Our theme - Leading Change in a MULTI Pandemic World - offered a profound perspective on what is required of leaders during this extraordinary time in our world. The perfect storm of COVID-19, coupled with social unrest, economic disparities, healthcare iniquities, climate change and declining trust in leadership, have galvanized individuals and societies to demand reform in our legal, political, work-life and social systems. These events have also deeply impacted employees, raising the focus on the cultural environments being created by leaders in every organization and the degree to which they foster true belonging, collaboration and efficiency.

Participants had the opportunity to hear from preeminent thought leaders, and engage in honest and insightful small group discussions to brainstorm ideas about how leaders, individually and collectively, can create a path to a better, more productive and inclusive future. Following the brainstorming discussions, each group reported their key takeaways to the entire DSS audience.

Speaker insights, audience takeaways and recommended resources were compiled and are shared within this document. This listing is meant to assist you in furthering your own awareness and provide tools that may be helpful as you work towards reducing bias and improving diversity, equity and inclusion in your own life, community and workplace.

The views expressed in this document by the speakers and DSS participants do not necessarily reflect the views of AcademyWomen, Purpose Linked Consulting, or the Howard University Center for Women, Gender and Global Leadership (CWGGL).

AcademyWomen, Purpose Linked Consulting and the CWGGL do not warrant, endorse, guarantee or assume responsibility for any product or service listed, advertised or offered by a third party through this compiled resources list, or through any associated hyperlinked website, featured banner, or any other advertising.

AcademyWomen, Purpose Linked Consulting and the CWGGL will not be parties to, or in any way be responsible for, monitoring any transaction between you and third-party providers of products or services. As with the use or purchase of a product or service through any medium or in any environment, you should use your best judgment, conduct due diligence, and exercise caution where appropriate.

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

3

CONTENTS

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

4

GUEST SPEAKER INSIGHTS

Each DSS gathers leaders from the military, veteran, government, academic, nonprofit and corporate communities, who are regarded as problem-solvers and thought leaders, to collectively tackle challenges, spark innovations, and inspire positive change. Summary insights of the leaders who participated in our 3 FEB DSS as guest speakers follow below. We invite you to view the accompanying video to hear the full breadth of their comments and the complete conversation.

LEADING CHANGE IN A MULTI PANDEMIC WORLD

TASHNI-ANN DUBROY, PhD
Executive Vice President & COO
Howard University
howard.edu

It stands to reason that this collection of voices sharing and providing world class insight on our theme for today portends well for many of the issues we face as a global community and the impact they have on our everyday lives.

*We're talking today about leadership and change, manufacturing against critical issues that can be dubbed **a pandemic within a pandemic.** The problems that we face in our communities, our country and our world have been brought to the fore in a raw and real manner. Social injustices, healthcare iniquities, labor inequity and suffering from natural disasters aren't making it any easier for us.*

*Some of you here today are **life-savers**. You serve or have served honorably in our nation's armed forces, healthcare industry and **until recently, many of us didn't realize that we needed to add truck drivers and grocery store employees to our cadre of heroes**, but in more ways than one they're saving our lives every single day.*

*Some of you are **life-changers**. You serve or have served as educators, philanthropists, policymakers, mentors and role models. You've given back to our young people in ways that will change their families for generations to come.*

*All of us are **life-givers** … your work as a leader gives everyone, all people, the realistic expectation that success is real and attainable. You give life to their dreams and are a true demonstration that, regardless of one's circumstances or gender, you can achieve the seemingly impossible.*

*There's a picture that society has of what achievement and accessibility look like, and it doesn't often reflect our faces. And in the moments when we are able to break through, **the irony is that our success often masks all of the pain and suffering that is required to achieve it and to keep it.** So, when we begin the conversations today about belonging, collaboration and women in leadership, I think that **we are required to go deeper and to first analyze that, even in equal opportunity, cultures and environments are anything but equal.***

If there is anyone who can tackle these complex ideas of addressing multilayered global problems of exceptional complexity, I know it is the audience we have in this room today.

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

5

FINANCIAL INCLUSION AND ECONOMIC JUSTICE IN THE GLOBAL ECONOMY

CHRISTINA "CJ" JUHASZ
U.S. Army Veteran
Chief Investment Officer (CIO)
Women's World Banking Asset Management
womensworldbanking.org/asset-management

One billion women in the world today don't have access to a simple bank account. They have no resources other than the money under the mattress to manage their lives. The other harsh reality is that this number is 9% higher than male exclusion.

Economic exclusion and disenfranchisement crosses regions. It's prevalent in the U.S. It also crosses excluded populations, whether we're talking about exclusion by gender, race, religion or other minority entity.

*What's encouraging about this moment is that we, as a global humanity, have generally admitted that we have a problem. And that's the critical first step. We recognize more that **this problem is not just one of fairness. But it's actually one that costs us in terms of global wealth, job creation and opportunity, and generational care from one generation to the next.***

*There's more data to show us that equipping women with economic empowerment and financial resources is not just the nice thing to do, but it's the smart thing to do. **Companies that employ women at the same rate as men, or those that have the most gender diverse workforces, perform better financially.***

*My particular approach is what we call **gender-lens investing**. And that's using investment dollars to enact change at the portfolio company level.*

*Before I make an investment, companies have to commit to certain things. I require gender-disaggregated data from all investee companies. That's hugely powerful. It's a virtuous cycle, because we can hold companies accountable, and show them their own data, and start to address some of that unconscious bias, or **let's admit it, there's some conscious bias out there as well.***

*Invariably, we find that **women are more loyal employees**. That is surprising to male leaders because some assume every woman is walking out the door when she gets pregnant or gets married. But for every woman who left the workforce because she got married, there were 10 male employees who left to go to the competition. So invest in your women. Make it possible for her to stay in your workforce, she's a better employee.*

*As customers, **women pay back their loans at a higher rate**. You could unpack that further and say, maybe we're not taking enough risk on women small business owners, which is probably the case because a **woman small business owner is 50% less likely to qualify for a loan, just on the basis that she's a woman.***

If you have representation across all levels of the workforce - sponsorship, mentoring, and role modeling start to happen automatically. Once that change is there, it's hard to reverse because everyone starts benefiting from it. So if we make the change today, and we nurture it a little bit, it will pass on to the next generation.

The intergenerational wealth that comes from women's economic empowerment cannot be underestimated.** Women spend 80% of their surplus income on children's education, better nutrition and healthcare for the family, and adequate shelter. If they still have surplus, they start investing in the community. **So, if you want to promote intergenerational wealth, you want to empower women.

back to contents

ACADEMY Women | Purpose Linked Consulting | HOWARD UNIVERSITY Center for Women, Gender and Global Leadership

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

6

GENDER PARITY IN LEADERSHIP

SANDRA QUINCE
CEO
Paradigm For Parity
Bank of America Leader on Loan
paradigm4parity.com

This is **a moment of reckoning** that we're all collectively experiencing. **T**hat's what we're seeing across corporate America today - in every area, even in the military. We all knew that [iniquities] had been happening, but when we were all forced to pause, we started to reflect and realize that **something now has to be done.**

We need to reframe what diversity, equity and inclusion (DEI) is and what it is not. **DEI is about leveling the playing field so that everyone has the opportunity to bring their whole selves to work.** It is not about replacing white men - or men - with women and minorities.

2 million women are no longer in the workforce. So we have to stop and think about the systems that are broken. Organizations need to ensure that we have the necessary benefits, to take care of our employees, both personally and professionally, and create environments where all people have the opportunity to thrive.

It's incumbent upon us as leaders to think about the environments we're creating. We also have to look at who's managing our people. We promote the person who sells the most widgets, and not necessarily the person who is the best leader - or have not provided them with the necessary leadership skills to be the best leader.

Four qualities of an inclusive leader: they build trust, exhibit transparency, invest in their people and create opportunities for courageous conversations to occur.

Addressing unconscious bias is not a one and done, check the box, activity. Unconscious bias is very dynamic and is with us always. It's like that muscle you have to continue to work and when we don't, we start to resort back to our old ways of thinking and ways of choosing people to be a part of projects, or promoting, or paying, and we start making decisions based on what we're comfortable with versus mitigating bias in the moments that matter.

Lead with data and follow with passion. Produce data in your organization to know where your talent and diversity sit at every level in your organization. Does diversity sit only in the entry level or in your C-suite as well? We have to measure that data, and then put processes in place to ensure that we're promoting equitably.

Diversity does not thrive in organizations without sponsorship. Sponsorship is very different from mentorship. Sponsors invest their personal and professional capital to help others advance. All of us need a sponsor to make it from point A to point B, especially women and underrepresented talent.

Be like Nike. We can sit around all day and we can say we don't have the talent. We can say all manner of things, but **at some point, we've got to just do it.**

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

7

HEALTH AND MENTAL WELLBEING

SHAUNA "DOC" SPRINGER, PhD

Co-Founder and Chief Psychologist
Stella
stellacenter.com
docshaunaspringer.com

We are all impacted. The world can no longer be divided into patients and providers … between those who suffer and those who have their act together. A patient is one who suffers. And I think we all have suffered and continue to suffer the changes that come our way faster than we can integrate them.

Certain groups of people are disproportionately impacted by these changes because they don't have the same options. Options are power. We can have an abusive relationship with our office, our work and our team. When we don't have options, we will settle for things that are damaging to us, sometimes for many years.

Good leadership shows up when systems are stressed. Before, leaders could cruise on the success of their companies and their numbers. But in the last two years, we can see where the good leadership is (and isn't).

There is a biological injury associated with trauma exposure that many psychologists don't acknowledge. We need to innovate around the fusion of biological treatments and psychology, and meaningfully collaborate with providers from different disciplines.

The military is a different tribe with its own distinct culture, values and language. We can no longer apply universal wellness strategies and suicide prevention strategies that have worked with civilians, to people who have a very different culture.

Not only are we globally struggling with our own mortality, but civilians across the country are now experiencing stressors that are familiar to many service members. So there's a potential for us to bridge the divide there in understanding.

When people are subjected to these levels of trauma, it's not just the pandemic, but also racial inequality, gender inequality, the wildfires in California. It's been one thing after another. It matters if you have a level of mastery around your struggles.

When somebody says, "I didn't have this training." Take them at their word. They probably didn't and they are struggling. There are good people who are struggling. I do think there are instances where there's pernicious suppression, but it's usually because people aren't sensitized, and they are swimming in that sea of what they know, and what they were never aware of in the first place.

How do we compassionately sensitize people to these issues? We need to bring people into compassionate understanding without making them feel like they're cornered and inviting them in, by helping them develop authentic connection with people that don't have their background, that don't look like them and help them see a different pathway than they had before. It's about also being empathic to our leaders regarding how they're suffering, struggling and trying to figure it out.

How can we de-stigmatize mental health awareness and needs? That happens when leaders walk the talk, and share how they have struggled and have come through with the support of health providers. They also have to make space, provide resources and create a culture where stepping forward is not shamed or punished. If they do those things, then they'll create a culture where getting help is possible for anyone at any level in an organization.

Center for Women, Gender and Global Leadership

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

8

INNOVATION AND SOCIAL RESPONSIBILITY

LOURDES TIGLAO
U.S. Air Force Veteran
Director, Center for Women Veterans
U.S. Department of Veterans Affairs
va.gov/womenvet

When we ignore ethics, we ignore the humanity of people.

*The topics of innovation and social responsibility haven't always been commingled. From a traditional standpoint, innovation has been looked at as how to make processes go faster? However, **when you go too fast, especially in the pursuit of new technology, you can overlook ethics, the humanity of people and the different circumstances and environments that shape people's lived experiences.***

*Because we're being forced to look at ourselves in the reflection of not only what we do, but also how we do it, we are becoming more aware of which organizations are and are not doing this. Within the VA, we are trying to embed ethics and values within the fabric of how we work. **The importance of embedding the values of belonging, diversity and allowing your people to come into the workplace as their full-self is a marker of innovation and creativity.***

Research has shown that women are more collaborative. More collaboration brings more diversity of thought. With more diversity of thought, we lean forward into more innovative thinking and being more inclusive.

In this moment in time, society is being much more reflective about how they do things, not just in the context of speed, but also with regards to the ramifications and consequences if they don't view issues from an ethical standpoint.

Unfortunately, even in the NGO world, there is still a disparity where men occupy the top leadership positions. However, in organizations that touch communities, and where there's substantive work that is connected directly to people, that's where you'll see more women being represented. Because women tend to look at ways to connect into communities with intention.

*From my tech and engineering experience, 60% to 70% of the project teams were usually comprised of men. But on the social responsibility side in that same tech company, women were much more represented. When it came to looking at how women tried to change products and evolve some of the offerings, we looked at it from a very **human-centered design**, not only from the standpoint of how the organization was going to make more money with the utilization.*

*To improve processes and create innovation through an ethical lens, ask **"How do we lower the barriers so that all ships come up in the sea?"***

back to contents

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

9

PSYCHOLOGICAL SAFETY

TIMOTHY R. CLARK, PhD
CEO and Founder
LeaderFactor
leaderfactor.com

Culture = the way we interact. It includes things such as values, assumptions, attitudes, beliefs, customs, etc. All of these things are reflected at the human interface and come out in the way we interact. Everything is expressed in our behaviors.

Fish have water. Humans have culture. You can't step out of culture and dry yourself off with a towel. Every human collective has a culture. You're always in it.

Everyone is a cultural architect. You have a profound impact and influence on the culture based on the values you convert into modeling behavior. We radiate influence every day. There is no off switch.

You cannot abdicate your role as a cultural architect. It is embedded in your role, regardless of your role. You can create culture by design or by default. No matter your choice, you'll get a culture. The default choice is an intolerable risk.

Culture is a designable asset. We get what we design for and consistently reinforce. ***We are attempting to create a sanctuary of inclusion and an incubator of innovation wherever we are.***

Innovation = the lifeblood of growth. *Inclusion and innovation are interdependent.*

Psychological safety = an environment of rewarded vulnerability.

Human interaction is a vulnerable activity. There are critical vulnerable activities that we need to engage in, in order to be authentic, bring our whole selves to work, learn, contribute, challenge the status quo and innovate. You cannot do any of these things unless those types of behaviors and activities are rewarded rather than punished.

Modeling and rewarding acts of vulnerability are central to transforming culture. If we do not do this, there is no short-cut or workaround. All else is just scaffolding.

How do we put the foundation of psychological safety in place? We have to elevate the principle of Humanity First as the highest loyalty and subordinate all other human differences such as age, race, cultural attributes, etc. When we do not, these other factors (however important) begin to sow the seeds of division if they supersede humanity.

Humanity First = a person's worth precedes their worthiness.

Inclusion safety is a basic human right. It isn't something you earn, it is something you are owed. It doesn't neutralize differences, but rather acknowledges and appreciates them. Deracination or assimilation is toxic.

Homogenization of thought is the enemy. The last thing we need is an echo chamber of like-minded people. We need to have a high tolerance for candor.

You cannot skip stages or decree psychological safety into existence with only words. The four stages represent the order in which we satisfy basic human needs. You have to build the stages and consistently demonstrate that vulnerable behavior is rewarded.

*When you have a toxic environment, the leader is either **actively toxic or passively complicit** - which means they allow others to be toxic without consequence.*

When it comes to psychological safety, you either lead the way or get in the way. *You cannot be a neutral party. You are either nurturing or getting in the way of those conditions to occur. That is a sobering thought, but also an exhilarating thought because of the influence that you have as a leader and as a human being.*

back to contents

Academy Women | Purpose Linked Consulting | HOWARD UNIVERSITY Center for Women, Gender and Global Leadership

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

10

PURPOSE, PASSION AND VALUES

ALAINA LOVE, SPHR
CEO and Founder
Purpose Linked Consulting
thepurposelink.com

The focus of my work is helping leaders and their teams understand their purpose and how to leverage the passions that it births. At no time before has this work been more critical as leaders around the globe attempt to navigate a MULTI pandemic world.

We are going to spend the rest of our time together today tackling some of the most recalcitrant challenges that leaders are up against and are facing on a global basis.

We're in the middle of a perfect storm. *We've weathered COVID-19. We are dealing with social unrest, economic and health disparities, climate change, declining trust in leadership. All of these things have galvanized individuals and societies to demand more, to demand reform in how we're leading our lives and in our world.* ***And these same events have impacted employees quite deeply and have raised the focus on the cultural environments we're creating for people every day.***

Solving these issues is going to take real thought leadership and action. If these challenges are to be overcome, ***good leaders know that challenges don't get solved in a vacuum.*** *So we're going to be inviting you as our audience to co-create some solutions along with our experts. So together, we might craft a better world. I can't think of a more important conversation for us to be having. Where we can lead, ideate and learn together.*

An emerging theme of bringing your whole-self to work has been a huge shift that has happened because of this combination of the pandemic and other stated factors. It's really challenged us to think about who we are and how we're showing up as who we are in the work environment.

We're at that moment in our experience where globally, we've all come face to face with our own mortality *- for many, a lot sooner than they thought they would.*

We're seeing many leaders right now challenged with managing all of this. I've had leader after leader say, "They didn't teach me this in business school. I didn't learn this in the military. How do I manage all of these things that I'm trying to deal with right now?" And I had one recently say, "Hey, I didn't sign up for this. I mean, I'm throwing my hands in the air. I just did not sign up for this." They're extremely fatigued. ***Leaders are overwhelmed, in a lot of respects, not feeling like they exactly know how to manage it.***

A recent Gallup survey found 52% of employees had no energy or passion for their work. A further 13% were miserable and spread their unhappiness to colleagues. Fully 65% of employees surveyed were not motivated to contribute their best. Work shouldn't be this way! Your culture should encourage team members to contribute their best, and not work against them. ***Understanding the purpose and passions of your employees is key to helping your team members - and organization - perform at their best.***

Academy Women | Purpose Linked Consulting | HOWARD UNIVERSITY Center for Women, Gender and Global Leadership

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

11

WORKPLACE CULTURE, EQUITY AND RETENTION (Corporate/Higher Ed/Nonprofit)

MAURA BELLIVEAU, PhD
Inaugural Director
Center for Diversity Innovation
University at Buffalo
buffalo.edu/diversity-innovation.html

*In all my years of teaching, consulting and working in organizations, **I have never seen a moment where collectively, people focus so much on systems**. Culture is a little easier because it's so in the ether that we talk about organizational culture, but the combination of George Floyd and the systemic attention that was given to racial injustice at the systemic level, combined with the pandemic, elevated people's awareness that **something was broken about the way we worked**.*

*There are a couple of things that make this an important moment for thinking as leaders about change. One is that **there was an opportunity to question; to interrogate and to change work systems. We are now looking at it through the lens of "everything is subject to change." And we noticed the voices of those who have struggled more.** We noticed that men benefit from working at home, especially if they're parents, as much as women. So the salience of people's presence or absence or how they were included before, has been a tectonic shift.*

*There are two camps: the symbolic actors who we might call performative, and the substantive actors. **Performative leaders are focused on numbers in terms of how many people are hired. They're not focused on the deep work of changing the culture, creating an inclusive environment that retains people.***

*There's real attentional focus in a new way. There is a combination of attentional focus and accountability. Research shows that when higher ranked individuals in organizations actually examine the EEOC data and their own EEO reporting, it creates a form of accountability for the results. **The pandemic has given those actors, who are substantively committed, an opportunity to look more deeply and know where they stand.***

I published something about 10 years ago on the gender wage gap. I was mocked when I said that organizations needed to be more transparent and conduct their own audits of women's pay and people of color's pay across groups. People said, "Who would do that? No one would do that." Within a few years, because investors and consumers were focused on it, suddenly, it became normative to audit what was going on in your own organization, and make that information transparent.

Reveal your own data. Don't just have a statement about diversity; put the numbers out there, however embarrassing they are. That's what promotes change.

*We haven't seen this kind of worker power. We always saw where unions were getting less powerful, employees getting less powers, wages not going up. Now you have workers who can look at every cultural survey of your organization on Glassdoor and other platforms - and say, "Is this a place where I can bring my authentic self? And if not, where can I do that?" **So it's really becoming a seller's market for one's talent, and I think this will help us evolve to having more inclusive workplace cultures in general.***

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

12

WORKPLACE CULTURE, EQUITY AND RETENTION (Military/DoD Perspective)

VICTORIA BOWENS, CDP
Colonel, U.S. Air Force (Retired)
Associate Director of Diversity and Inclusion
Diversity Management Operations Center
Department of Defense (DoD)
dhra.mil

I came into the military at a time where there was an expectation of what a woman was supposed to represent in the military. The pandemic allowed me to reflect on who I am and how I can contribute in this current environment where there is so much divisiveness, and look at my career with regards to who I was before and who I am today. I realized that the road I traveled was not always a smooth road. As I listened to Dr. Timothy Clark present the 4 Stages of Psychological Safety, I realized I was emotionally bruised, but didn't know what that was.

Post pandemic, I had to reflect on how I chose to bring myself into an organization that was male dominated. **I separated my true authenticity by not revealing my true culture, because I was required to fit into the culture of the military. The military brings you in – great culture that we have – but I did not allow my full self to show up if I wanted to truly succeed.**

There are many women since who have taken steps forward to be more authentic in the military environment. And yet there are times, even today, that we have policies in place, though well-intended – the implementation and execution of those policies - do not benefit women at large. But we have made some changes.

Women are bringing their true femininity and voices back into the military environment. **Our voices are much stronger now than they have been for a very long time.** *Those voices did not just start with me. There were voices ahead of me and certainly we have new voices today.* **The younger generation is willing to demand more from the workplace. There is a new generation of voices that are no longer going to accept the status quo.**

I look forward to this conversation about bringing our full selves, authenticity, and getting rid of these hidden figures. **We are no longer going to be hidden. That's what the pandemic has shown me, is that we have to step up.** *I know that we are. We've got great leaders who are going to make that happen for us.*

What the pandemic has done is make us see things more clearly that have always been there. These discussions since George Floyd and the issues that we are discussing now are not new conversations. But now we're talking about it.

Not only our senior leaders, but the middle managers and everybody within the organization, military and civilian, are having strong conversations and looking at their policies and saying "Are we really being the best that we can be? Do we need to make some drastic changes?"

We are looking at those policies; we are listening to the different voices that were not in the room before. We're asking them questions more deliberately and more intentionally.

We're becoming exhausted, but we can't afford to become exhausted. Through the exhaustion, **we've got to create solutions that are institutional and sustainable so that we don't continue to repeat the mistakes we've made in the past.**

back to contents

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

13

SMALL GROUP DISCUSSION
KEY TAKEAWAYS

DSS participants attended a small group discussion of their choosing to brainstorm ideas regarding how leaders can lead change in the specific area of focus. Their insights were compiled and shared below.

FINANCIAL INCLUSION & ECONOMIC JUSTICE IN THE GLOBAL ECONOMY
FACILITATORS

CHRISTINA (CJ) JUHASZ
US ARMY VETERAN
Chief Investment Officer (CIO)
Women's World Banking
Asset Management

JACQUELINE CHOW HOY
TECHNICAL SERGEANT
US AIR FORCE
Project Coordination, NCOIC
661 Cyber Operations Squadron

DISCUSSION QUESTION

How can leaders – individually and collectively – lead change to leverage (and adapt to) current shifts, trends and tools in financial inclusion, resilience and economic justice (especially for women) in the global economy for the good of society, organizations, and workplaces?

KEY TAKEAWAYS

STEP 1: Ensure business leaders value the participation of women (and other minorities) as customers and employees of their business.

What tools do we have to overcome conscious and unconscious biases that keep excluded populations excluded?
- Data driven research. Data collection with technology is already widely used, however businesses/leaders need to be interested in knowing who their customers are and what barriers exist for these customers to fully participate and/or be served.
- Leaders must create a safe space to have data provided and shared. With accurate data, you can begin to show that biases are incorrect and that there is benefit in including excluded populations.

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

14

- What data you collect is equally as important. Data can't end with the headline demographic, but must dig deeper in order to fully understand the backgrounds and environments of excluded individuals and populations.
- Qualitative data is also important. Leaders should listen to the voices of excluded populations. Many are now feeling more enabled to use their voices, but sometimes excluded groups don't know what they're being excluded from.

STEP 2: Understand how to design products, services, delivery channels and workplaces that meet women (and other minorities') needs and preferences.

How do we reach these excluded groups? What tools do we have to understand the needs and preferences of women/minorities?

- Leaders must appreciate diversity, equity and inclusion and understand the business case for why DEI is not only the right thing to do, but the profitable (business savvy) thing to do as well. However, leaders may have the will to do so, but not the ability.
- Women and minorities need to be present (included) in processes and provided a safe platform to have their voices heard.
  - Create a welcoming space. Examples of this can be seen in acts as simple as having appropriate restrooms for women and excluded groups as seen in the movie Hidden Figures, or on military aircrafts, etc.
  - Join or include the affinity groups you don't belong to in order to understand the voices of those you are attempting to reach.
- Stop using the bottom-line profit as the only motive to advertise. Think more about ethical advertising. Advertise for reasons other than generating profits.

STEP 3: Hold business leaders accountable for reaching women (and other minorities).

How do we hold business leaders accountable for reaching women and minorities?

- Have women and minorities sit at the level of leadership, being supported to speak from their background-centered points of view.
- Accountability shouldn't be measured with only quantitative tools. It's also about networking, building trusted relationships, and using reputational currency to reach excluded groups.
- Leaders must telegraph what we know to an audience that the actors care about. Use the power of voice and social media.

back to contents

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

15

GENDER
PARITY IN
LEADERSHIP
FACILITATORS

SANDRA QUINCE
CEO
Paradigm For Parity
Bank of America Leader on Loan

MICHELLE GARDNER-INCE
COLONEL, USAF (RETIRED)
Director, Women Veteran Owned
Small Business Initiative
US Department of Veterans Affairs

DISCUSSION QUESTION

*How can leaders – individually and collectively – lead change to effectively increase the number of women of **ALL races, cultures and backgrounds** in leadership positions?*

KEY TAKEAWAYS

*Leadership Stats: Women in the US Military (Source: Defense Manpower Data Center)
As of January 2022:

- 17% of the total military force were women (229,958 women officers and enlisted)

- 18% of the total military force were officers (235,171 men and women)

    - 19% of officers were women (O1-O10)

        - 17% of field grade officers were women (O4-O6)

        - 8.4% of flag officers were women (O7-O10); 73 of 867 total

    - 9.4% of warrant officers were women (WO1-WO5)

- 82% of the total military force were enlisted (1,087,362 men and women)

    - 17% of enlisted were women (E1-E9)

    - 14% of senior non-commissioned officers were women (E7-E9)

*Reflects active duty military personnel; does NOT include cadets and midshipmen.

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

16

Leadership Stats: Women in Corporate America

- As of November 2020, there were only 40 women CEOs of Fortune 500 companies. (Source, CNN)

- Women of color represent 18% of entry level professionals, 6% of vice presidents and 3% of c-suite executives. (Source: Lean In and McKinsey 2020)

- Companies in the top quartile for gender diversity on their executive teams were 25% more likely to experience above-average profitability than companies in the fourth quartile. (Source: McKinsey 2020)

- Companies with female CEOs and CFOs produced superior stock price performance and profitability. (Source: S&P Global 2019)

Overarching Themes:

- Individuals:
  - Networking is essential to build (new) relationships and afford others the opportunity to see your work, values and capabilities.
  - Include men in your networks too. Men still make up the majority of those who hold key leadership positions. They have influence and can serve as powerful mentors, sponsors and allies.
- Organizations:
  - Create an inclusive environment that allows women to be their authentic selves.
  - Focus on the competency and quality of women's work, not on their appearance or presence.
  - Have and use data. It's important to have passion and be well-intended, but data is needed to drive meaningful change.
    - A goal should be for the data to reflect women's equal representation within the organization. If this is not the case, there should be a stretch goal included with the objective to reach that target.
    - Surveys are essential and should be given a safe space to meaningfully occur. Trust in the results of those surveys is equally as essential. Once received, leaders must do something with the data presented and provide continual feedback to employees regarding the actions taken. If leaders are not prepared to act on the data received, do not initiate a survey at all.

*The Paradigm for Parity® 5-Point Action Plan

This action plan is designed to help organizations accelerate the pace of achieving gender parity. Based on extensive research and best practices, this is the first set of specific actions that, when concurrently implemented, will catalyze change and enable organizations to more effectively increase the number of women of all races, cultures and backgrounds in leadership positions.

STEP 1:

Minimize or Eliminate Unconscious Bias

Initiate unconscious bias training. Engage women and men at all levels, starting with the CEO/Flag Officers and senior leadership. Ensure that your company leaders comprehend, own and address the conscious and unconscious biases that prevent women from succeeding.

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

17

STEP 2:

Significantly Increase the Number of Women in Senior Operating Roles

Make full gender parity (50/50) your ultimate goal. Set aspirational goals and measure progress. For example, a near-term goal can be that a single gender will not account for more than 70% of a leadership level, from the Senior Leader / Executive Management Group downward. You can move to 60% as a medium-term goal.

STEP 3:

Measure Targets at Every Level and Communicate Progress and Results Regularly

Set measurable goals and hold yourself and your senior team accountable. Communicate results to your wider organization and board (if applicable). Expect meaningful progress each year, with the aim of parity by 2030. For private companies, work with investors as they increase the pressure to measure and monitor diversity progress. Share statistics with other Military Senior Leaders/CEOs and consider publishing results over time.

STEP 4:

Base Career Progress on Results and Performance, Not on Presence

Give women and men control over where and how they work, whenever workable. Acknowledge the needs and expectations of Millennials, an important talent pool. Find ways to work more flexibly to meet the needs of all employees. Create cultural change so that working flexibly is embraced, and not an underused and over-talked about benefit.

STEP 5:

Identify Women of Potential and Give Them Sponsors, as well as Mentors

Meritocracy is an often used, and more importantly misused, belief because our biases affect our view of performance and merit. Women of all backgrounds need career sponsors and access to networks of influence. Men, who are still the majority of leadership, have a critical role to play in advocating for women, both internally and in the wider military environment and corporate world. Look for the best within your organization and help them to succeed by assigning each woman a mentor and a sponsor.

*About Paradigm for Parity®

Paradigm for Parity® is a coalition of business leaders dedicated to addressing the corporate leadership gender gap. The coalition is made up of CEOs, senior executives, founders, board members, and business academics who are committed to achieving a new norm in the corporate world: one in which women and men have equal power, status, and opportunity. The ultimate goal is to achieve full gender parity by 2030, with a near-term goal of women holding at least 30% of senior roles.

back to contents

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

18

HEALTH & MENTAL WELLBEING FACILITATORS

DR. SHAUNA SPRINGER, PhD
Co-Founder &
Chief Psychologist
Stella

JIM McMAHON
Lead Military &
Veteran Outreach
Travelers

DISCUSSION QUESTION

How can leaders –individually and collectively – lead change to implement best-in-class
holistic, equitable and systemic approaches *that support the health and mental*
wellbeing of employees, families and self?

KEY TAKEAWAYS

EVERYONE is Impacted by Mental Health Challenges

The global pandemic is a traumatic experience that has impacted EVERYONE. Some to a lesser or greater degree, but no one has emerged unscathed. Even prior to the pandemic – we all either knew someone with, or experienced first-hand – mental health challenges.

Know Your People. Good Leadership Shows Up When the System is Stressed

Get to know your people. Know them personally and what is important to them. Schedule check-in times and ensure those who report to you do the same for their subordinates and/or peers. Build this into your leadership process. An example was discussed about a leader who walked around daily talking to personnel pre-COVID for 30 minutes in order to connect. This practice continued selectively over Zoom during quarantine and with those who now work from home.

Stigma Still Exists for Those Experiencing Mental Health Challenges

With the pandemic, more and more employees are showing signs of mental health issues – a pandemic within a pandemic. But what can employees do when "punishment" may result from surfacing problems about mental health? An example of speaking up was presented to the group by a participant. It was suggested to divert focus and find a safe time and way to "represent the group" when surfacing a problem and not have the problem attributed to a specific individual.

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

19

Leaders Must Proactively Build Cultures that Support Mental Wellness

Do not repeat the mistakes you've seen (or made). Make sure your employees have what they need to succeed.   Participants acknowledged that if leaders don't resource properly, or have a willingness to listen and then actively support – their passive leadership will create obstacles such as a lack of trust and toxic cultures – leaving employees to "just slog through the mud" and deal with health and mental wellbeing challenges the best they can.

Vulnerability is a Leadership Strength (Not Weakness)

Vulnerability is essential. When leaders (particularly senior leaders and managers) aren't afraid to openly share their own mental health challenges – their actions not only build and deepen the trust employees have in them – but also gives permission for employees to do the same, and can start important conversations about mental health in the workplace.

Leaders Cannot Universally Apply a One-Size-Fits-All Wellness Strategy

Wellness programs are not a new concept. However, with the onset of the global pandemic, more and more organizations are realizing the significance and impact of wellness programs on their employees' (and businesses') productivity and overall health. However, a one-size-fits-all wellness solution is not an ideal strategy. Organizations need customizable solutions that are tailored to support individual users.

You Cannot Control Everything

You CANNOT control everything.

back to contents

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

20

INNOVATION
& SOCIAL
RESPONSIBILITY
FACILITATORS

LOURDES TIGLAO
US AIR FORCE VETERAN
Director
Center for Women Veterans
US Department of Veterans Affairs

SUZY STREETER
COLONEL, US AIR FORCE (RETIRED)
Board of Directors
AcademyWomen
Graduate Student – Pastoral Ministries

DISCUSSION QUESTION

*How can leaders – individually and collectively – lead change to responsibly design, create and/or leverage innovations that disrupt the status quo by **consciously committing to doing well with integrity through the lens of ethics and social responsibility** and incorporating this ethos into every stage of the innovation/implementation process?*

KEY TAKEAWAYS

Innovation and DEI are Inextricably Linked

Innovation - by its very definition of being able to view things from a different lens in order to improve processes and/or introduce new ideas, products, programs, services or methods - must then include the viewpoints and diversity of thought from a wide range of (diverse) stakeholders. Diversity, equity and inclusion (DEI) are therefore critical to an organization's ability to successfully innovate and remain competitive.

Weigh the Rush to Innovate vs. the Impact on the Collective Good

There is often great pressure to go fast in order to pursue the next innovation, but sometimes we bypass the ethical aspects of that innovation, which might ignore the humanity of the people involved.

Incorporate Continuously Questioning the Status Quo as a Best Practice into the Innovation Process

There is a difference between viewing innovation through an ethical lens and asking the question: "Just because we can, should we?" Organizations and centers of excellence in leadership and ethics, which have the inclusion of diverse thinking ingrained into their DNA, ask these types of questions on a regular basis.

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

21

Many times, leaders and key stakeholders do not think about the unintended consequences of their/our actions. A recent, highly-visible example was the first rollout of the COVID-19 vaccines. What were the things that should have been asked by leaders prior to this happening? What challenges could have been ameliorated in advance by doing so? How could integrating two-way communications ease these situations and provide more equity and inclusion in the process?

Create Participatory Processes that Include Decision Makers, Key Stakeholders and End Users throughout the Innovation Life-Cycle

Sometimes there are those who will attempt to "do good" for a certain demographic without consulting the right stakeholders. Small group participants concurred that this is common in any number of organizations. Many times people claim innovation must be good if it's new, but this is not necessarily so, especially if those who approach innovation design use a cookie-cutter approach to "fix" any and all issues. The example provided was the idea of using telehealth as an innovative way to reach and serve veterans. However, telehealth doesn't necessarily consider those who might not have access to the internet. Leaders must look beyond their own internal organizations, to ensure their innovations, designs and processes are participatory and inclusive of those who will eventually be their end users.

Build Systems and Safe Environments Where Individuals are Empowered to Observe, Speak-up, Listen and Act

With regards to ethical dilemmas in the workplace, if individuals do not speak-up or step-in when a dilemma is observed and identified, horrible consequences could result. Likewise, if the workplace environment is not a psychologically safe space – or does not have the needed processes in place for an individual to feel empowered to speak-up – leaders must step-in to fill the gap by listening and leading change to build needed systems and healthy cultures exemplified through their consistent actions.

back to contents

PSYCHOLOGICAL SAFETY **FACILITATORS**

DR. TIMOTHY CLARK, PhD
CEO & Founder
LeaderFactor

CARRIE WOLFE
COMMANDER, USCG
Gender Policy Advisor
USCG Office of Diversity & Inclusion

DISCUSSION QUESTION

*How can leaders – individually and collectively – lead change to create **environments of high Psychological Safety** that drive inclusion, learning, contribution, innovation and high performing teams?*

KEY TAKEAWAYS

Start by Defining Psychological Safety

We often talk about psychological safety without defining it in the first place. Psychological safety is an environment of rewarded vulnerability. Psychological safety is the single most important factor in team performance. It drives inclusion, learning, contribution and innovation. Psychological safety is a sense of belonging to a team with the opportunity to interact with its members authentically and contribute to its purpose without fear of being punished or feeling rejected, marginalized, undermined, bullied or humiliated. Where you have Psychological Safety you have high-performing teams and inclusive cultures.

What Psychological Safety is NOT

Psychological safety is NOT about being (or acting) nice. It's NOT about being politically correct. It's NOT about coddling people who want to play victim. It's NOT about absolving ourselves of accountability in pursuit of not hurting feelings. It's NOT about being soft, permissive, indulgent, or about singing Kumbaya.

Why Psychological Safety Matters

Without Psychological safety, individuals and organizations LOSE BIG. Technology, globalization, global health crises, social injustices and other factors have increased turbulence in all industries and sectors. Organizations need to respond and adapt in the midst of constant change in order to remain competitive.

Innovation is fueled by ideas and risk-taking. <u>When Psychological safety is LOW and when there is a culture of punished vulnerability, teams will not take risks.</u> Teams that do not take risks or push boundaries will never innovate at rates fast enough to stay relevant in today's turbulent environment.

Low Psychological Safety impacts retention and the loss of exceptional talent. <u>Top performers will not tolerate unsafe environments</u> where they can't contribute meaningfully and make things better by doing their best work.

When Psychological Safety is HIGH, people engage, release their discretionary efforts and create value to unlock the power of innovation and growth. (Source: LeaderFactor)

Overarching Themes:

Inclusive Leadership is a Skill that Must Be Taught

We are trying to overcome years of learned behaviors. There is a need to teach people the skills to be able to overcome their conscious and unconscious biases in order to lead human beings and create a more inclusive environment. This requires identifying the behaviors expected of an inclusive leader.

- What and who people perceive as a threat within their organizations is based on who they are and what they feel comfortable with.
- Right now, we are not teaching people who have differences how to overcome those differences and uncontrollable biases.

To Create Environments of High Psychological Safety that are Consistent throughout an Organization, Psychological Safety Must be Presented as an Institutional or Systemic Change

Psychological safety is an important topic that should not be left to the whim of each individual leader. Psychological safety should be presented as an institutional change or systemic change.

- Leaders come and go and have different personalities, styles, strengths and weaknesses. Institutional change is needed to ensure that psychological safety is not dependent upon a leader's own biases and opinions, or their time left serving in a role.

Psychological Safety is Foundational and should be a Threshold Requirement for all Leaders and Employees - Tied to Their Hiring, Incentives, Promotions and Performance Evaluations

To help incentivize positive inclusive behaviors and to hold individuals accountable, psychological safety and inclusive leadership should be a requirement and incorporated into hiring processes, promotion requirements and evaluations.

- Millennials are flooding into the workforce and they expect psychological safety as a term of employment.
- The most talented employees will leave if psychological safety is not incorporated into the culture of a company.
- Psychological safety needs to be a commitment and included in the recruitment process and eligibility for promotion to management. We tend to promote people based on the strength of their performance as individual contributors. There must be evidence that the individual also knows how to create psychologically safe environments - <u>this is managing and leading human beings.</u>

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

24

Additional Insights:

Diversity and Inclusion are NOT the Same Things

There is a distinction between diversity and inclusion. They are similar concepts and related, but are not the same thing.

- Diversity is a matter of makeup and composition.
- Inclusion is a matter of belief and behavior.

Diversity is NOT Enough

If you go into a diverse environment, having a diverse population is only part of the job. If people self-segregate based on natural affinity groups, your organization isn't there yet. You've diversified, but there is more work to do to become an inclusive organization.

Leaders Must Approach Culture Intentionally and By Design

It's easy to connect with people who are like you, similarities create natural affinity, but we have to go beyond our comfort zones to create an inclusive environment on purpose. If you're "doing" culture by default, you'll go back to old patterns. You must be aware of those old patterns and move beyond them to create a deeply inclusive environment.

Be Open to Having Difficult, but Intentional Conversations

As leaders, we must be able to debate issues on their merits and handle the intellectual friction that may result – we must do so without letting the negative dynamic of social friction derail conversations and negatively impact the building of psychologically safe environments.

- We are not here to coddle each other (coddle=over protect); we will make mistakes and we must extend grace to one another when we do.
- We are not here to add to each other's fragility, but to add to our resilience.
- We have to practice and be intentional. We are all dripping with bias, so we have to be willing and patient.
- If there is good, positive, genuine intent, human beings can sense that. You must be deliberate and practice.

Psychological Safety and Mental Health are Intertwined

Once we create environments where our people feel like they are included, we will see a dramatic shift in fundamental mental health issues. We will see a change in suicide, inclusion and inclusive environments that could spark changes to the issues we've tried so hard to ameliorate. The foundation is having an inclusive environment where all members have psychological safety, meaningful work, connection and belonging – these items will spark what we are trying to impact.

- There needs to be tailored programs and mental health options for the different life-stages of personnel – junior leaders face different challenges than senior leaders.
- Empty actions represent scaffolding, you are either modeling and rewarding the acts of vulnerability or you aren't. Psychological safety hinges on that. We can do everything else, it doesn't matter and it's all scaffolding. Must get down to the behavior level, identify those and practice those behaviors. Then we will be able to shift prevailing norms.

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

25

- <u>Add psychological safety to employee wellness training</u>. Current employee wellness training provides some insight to the lack of psychological safety. We must give space and grace so people feel comfortable speaking and sharing.

We are in a Highly Dynamic Environment that Requires an Inclusive Leadership Model to Achieve Cultural Transformation

- More and more people are asking "do I get a voice with that job?" The 2020's are a decade of culture. We are experiencing the collision between imperial and inclusive leadership models.
- <u>Imperial Leadership model</u> = I'm the oracle, I have the answers and authority. It's a throwback to the industrial revolution and an antiquated model of leadership and the understanding of the mental and emotional psychological wellbeing of human beings.
- <u>The COVID-19 pandemic has accelerated the collision of leadership models. It's upturned the status quo and given us a once in a lifetime opportunity to accelerate cultural transformation</u>.
- The COVID-19 Pandemic has also made it easier to shift the norms because organizations are more willing to conduct an examination of their conscience more than ever before.

The Military and Psychological Safety

- Psychological safety is tricky in the military because it's not something we think about. The systems in the military seem inherently opposite of the tenants of psychological safety.

- The military is at the beginning level of teaching members the skills to be intentional, but we need to teach it through all levels and be much more deliberate about infusing the skills needed at all levels. Senior leaders must know how to self-reflect and sit with the discomfort those inclusive, intentional conversations may bring.

- How does the military get ahead of tough topics?
    - We have a stand down i.e. resiliency day, sexual assault all call, etc.

- There is a perception that surveys don't create change, there is a desire to see more change and actionable items result from the discussions and surveys. One and done "band-aid solutions" don't cut it.

- Advocating for mental health while dealing with COVID. We were able to talk about it in a safe space, and allowed for junior leaders to voice their opinions and up the chain of command.

back to contents

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

26

PURPOSE,
PASSION
& VALUES
FACILITATORS

ALAINA LOVE
CEO & Founder
Purpose Linked
Consulting

DR. ANJERRIKA BEAN, PhD
US AIR FORCE VETERAN
Postdoctoral Research Fellow
Howard University

DISCUSSION QUESTION

*How can leaders – individually and collectively – lead change by leveraging Purpose, Passion and Values to create **deeper fulfillment and meaning**, in the workplace and in life?*

KEY TAKEAWAYS

What can leaders do at the <u>individual employee</u> level?

Know Yourself. Know Yourself. Know Yourself.

Understand your own passions and values prior to choosing where you will work, then choose a work environment that aligns with those passions and values. This will increase your chances of fitting more seamlessly into your workplace's larger organizational mission and will allow you to more effortlessly learn new skills, think more creatively, feel more fulfilled, and thrive in your work.

If you are currently in a role (or organization) that does NOT align with your purpose, passion or values, considering working with your leadership team to find a role that suits you better and be prepared to explain why this shift will be beneficial to both you AND the organization. If you are unable to switch roles, or if the organization's values are in total misalignment with yours, weigh your options carefully and consider looking for a work environment where you will be able to fully leverage your skills and talents towards the achievement of mutually aligned individual and organizational goals.

Know Your People. Know Your People. Know Your People.

Leaders need to be able to "walk the talk". As a basic step: leaders should be visible, come out of their offices and get to know their employees and staff. See beyond your people's work responsibilities and assignments. Interact with them as human beings and really "see" them. Read their body language, understand their facial expressions, and hear the things that are of interest to your people.

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

27

Likewise, leaders need to create safe environments where their people can feel comfortable (and have the ability) to approach them freely. An open door policy should be exactly that – an opportunity for employees to openly approach their leaders to express themselves, their grievances and their ideas. Companies should stop pretending that they are available and open to hearing from their people if they really are not.

Be Transparent: Have Authentic, Honest Conversations that Move the Organization (and Your People) Forward … Especially During Challenging Times

Have honest conversations. Leaders need to have more conversations that tackle "difficult" topics in order to keep the organization moving forward. Bringing your people into the fold as frequently as possible is a highly effective employee engagement strategy. Leaders must be direct, honest and authentic in their actions and communications. Being direct about who you are and the challenges you and/or your organization are experiencing, fosters trust and encourages others to do the same. Leaders who know themselves and whose purpose, passion and values align with the purpose, vision and goals of their organizations, can more authentically lead by example and inspire their subordinates to give their best in support of the organization's mission. This reinforces the importance of knowing yourself, so you can show up and lead authentically, which is essential – especially during challenging times.

What can leaders do at the organizational level?

Incorporate Organizational Tools and Resources that Assess the Inherent Talents and Passions of Your People (and Future Hires)

You can't inspire people to give their best without understanding what truly motivates them. To improve employee engagement, satisfaction and creativity - align your employees' hiring, assignments and work responsibilities with their inherent skills and passions. To do so, you must first incorporate resources and tools (rooted in science) that identify and measure these skills and passions. This will equip leaders with the information they will need to build better teams by giving them an understanding of the passions driving each team member, and will equip employees with an understanding of the unique ways they can contribute through their passions so work is most meaningful and fulfilling. Managing to an individual's passions, as well as their skills, fuels performance and engagement, stimulates cognitive diversity and builds the agility required to successfully navigate challenging times.

Hold Leaders (and Your People) Accountable for Creating Cultures that Drive Engagement, Fulfillment and Meaning

High employee engagement has been shown to improve productivity, increase profitability and reduce turnover. An engaged workforce is more likely when each individual feels fulfilled with their work and when that work has meaning. Fulfillment and meaning are tied directly to the alignment of an individual's purpose, passion and values with the organization's mission, vision and goals. Therefore, having a culture that creates high employee satisfaction and engagement is crucial to an organization's long-term success. Leaders must be held responsible for these outcomes by doing the following:

- **Lead by example.** Uphold your organization's core values. These values are at the heart of your company's culture and should be explained during the interview process to potential hires, and also explained to every employee from day one. Employees need to establish a sense of belonging to your organization to become truly engaged. Having a clear set of core values, and consistently promoting and exemplifying them through your behaviors, will help them to do so.

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

28

- **Regularly measure employee engagement and analyze the data** to find out what is working and what is not.

- **Allow for honest feedback.** Create a platform or system that enables employees to share their thoughts, suggestions and questions. Be open to suggestions and modify your strategy as needed.

- **USE THE DATA AND EMPLOYEE FEEDBACK RECEIVED TO CREATE MEANINGFUL CHANGE.** Nothing will frustrate and disengage your employees more than wasting their time by sharing the things that are important to them and then not feeling heard or taken seriously. It's the fastest route to eroding culture.

- **Carve out career paths and opportunities for growth that leverage your employees' innate passions and talents.** Providing opportunities to grow their skill-sets will help to keep your employees engaged and fulfilled. It also demonstrates that the organization values your employees as individuals. Choose to continually invest in your people – rather than have them be a part of the "Great Resignation" or replacing them with candidates that appear to have the skills you desire, but may not have the cultural commitment you need.

back to contents

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

29

WORKPLACE CULTURE, EQUITY & RETENTION **FACILITATORS**

DR. MAURA BELLIVEAU, PhD
Inaugural Director
Center for Diversity Innovation
University at Buffalo

VICTORIA BOWENS, CDP
COLONEL
US AIR FORCE (RETIRED)
Associate Director
DoD Diversity & Inclusion

GREG JENKINS, CPTD
SERGEANT MAJOR
US ARMY (RETIRED)
CEO & Founder
Greg Jenkins Consulting

DISCUSSION QUESTION

*How can leaders – individually and collectively – lead change to cultivate thriving **workplace cultures that attract, engage, develop and RETAIN** a high-performing, diverse workforce?*

KEY TAKEAWAYS

Develop a Strategy Tied to Vulnerabilities, Performance Measures and Metrics

Group members immediately responded that there needs to be a plan in place that includes measurement to determine the organization's vulnerabilities, and baseline and milestones with goals to indicate the direction in progress. As part of this measurement, leaders must not only measure and track how they attract, engage and develop their workforce members, but also how they RETAIN the diversity of which they attract.

Involve Your Workforce (and Other Stakeholders) in the Strategy Design Process

Involve various stakeholders in the strategy design process – from the most senior leaders to the frontline workers to the end consumers. Within the suggested strategy, create a vision that clarifies the intent of the strategy. Include the organization's "philosophy of leadership", "inclusivity of culture" and an explanation to the workforce of "why" this work is important and why the organization is investing time and effort into the process.

Design Psychologically Safe Feedback Mechanisms that Assess the Cultural Environment and Needs of Your People

As part of a measurable strategy, leaders must ask: "Do we understand the needs of our people?" and design psychologically safe assessments and feedback mechanisms that illuminate the needs and resources required by the workforce.

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

30

Openly Report Progress (Internally and Externally) on DEI Commitments

Transparency, engagement and accountability around DEI commitments are key to attracting a diverse pipeline, retaining top talent and growing customer loyalty. Many organizations make/made commitments to advance DEI within their own organizations, but may or may not have a specific plan that will drive accountability and communicate commitments and goals. In addition to quantifying progress, leaders must also regularly provide transparent updates that celebrate success and acknowledge shortcomings, both internally and externally.

Level "Top-Down" Approaches of DEI Training by Equipping (and Engaging) Your Workforce with Embedded and Ongoing Professional Development

For organizations to truly challenge and transform their cultures, structures and practices, they must equip their workforce with ongoing learning that is embedded in the organization and aligned with their strategy, vision and DEI priorities. Embedding a DEI learning culture into day-to-day activities vs. ONLY through "top-down", formal (and occasional) DEI trainings, creates a culture of DEI fluency grounded in relatable experiences as they happen in real-time; engaging and empowering workers to work together to create meaningful change and healthy workplace cultures.

Prepare to Take a Stand and "Walk the Talk"

Societal events and the external climate impact the workplace and its workforce. Organizations must consider how their positions on these issues (stated or not) align with their values. Employees, future talent and outside stakeholders are watching and will respond in kind (to both what is spoken and what is not) with their loyalty or dissatisfaction. When addressing potentially controversial societal issues, create a decision framework that asks the questions:

- Does every action, public statement or inaction align with the organization's stated values?
- How does every action, public statement or inaction impact the organization's culture, our people, customers and the communities we serve?
- Does our strategy "walk the talk" or is it only performative in showing a good face to the world when convenient?

Everyone in an Organization is Responsible for Creating a Healthy Culture

The right policies alone cannot shift workplace culture. It's critical that employees become part of the cause. That's where allyship comes in. Research shows allies don't just influence one person at a time. They inspire others to act as change agents too, creating a culture of acceptance and support. (Source: Lean In) Effective allyship is paramount in overturning systems of oppression and helping people understand and accept that inequities persist on a systemic level. An ally feels a sense of responsibility to use their knowledge, skills and position of privilege to drive tangible change. However, the work of one ally alone is not sufficient, but when enough allies work intentionally in partnership with marginalized groups, momentum can stimulate meaningful change.

back to contents

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

31

RECOMMENDED RESOURCES

Guest speaker recommended resources are shared in the pages that follow. This listing is meant to assist you with furthering your own awareness and provide tools that may be helpful as you work towards reducing bias and improving diversity, equity and inclusion in your own life, community and workplace.

GUEST SPEAKER PUBLICATIONS
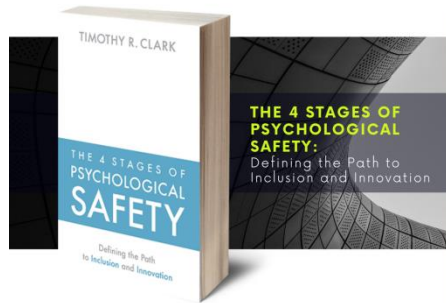
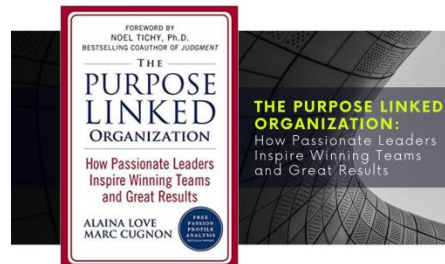The 4 Stages of Psychological Safety: Defining the Path to Inclusion and Innovation by Dr. Timothy R. Clark
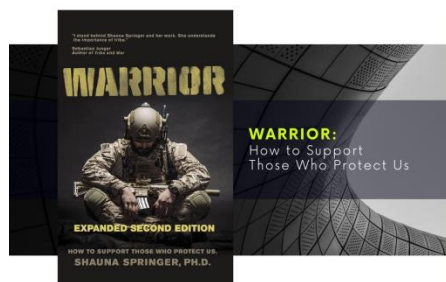
The Purpose Linked Organization: How Passionate Leaders Inspire Winning Teams and Great Results by Alaina Love

Warrior: How to Support Those Who Protect Us by Dr. Shauna "Doc" Springer (also available on audiobook)

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

32

ACADEMYWOMEN PROGRAMS & EVENTS

- Upcoming Programs and Events
- 26-27 APR 2022 Officer Women Leadership Symposium (OWLS) and Career Workshop
- Past OWLS videos and resources - access as an AcademyWomen member (membership is free)
- eMentor - an award-winning mentoring program for military personnel, veterans, and military spouses
- Upcoming Webinar Series
- Professional Profile Directory - a resource for military women in career transition who seek professional support programs, employment opportunities, and visibility with top-caliber corporate, nonprofit, academic and government entities who may be able to facilitate hiring.

back to contents

FINANCIAL INCLUSION & ECONOMIC JUSTICE IN THE GLOBAL ECONOMY

- Women's World Banking (WWB) - with a 40-year track record of championing inclusive finance for low-income women worldwide, driving impact through a combination of cutting-edge research; policy and advocacy engagement; scalable, market-driven digital financial solutions; gender lens private equity fund; and leadership and diversity programs - WWB designs and invests in the financial solutions, institutions, and policy environments in emerging markets to create greater economic stability and prosperity for women, their families and their communities.

- Women's World Banking Asset Management (WAM) - WWB Asset Management is a subsidiary of Women's World Banking, responsible for raising and investing private equity funds with a gender-lens. To date, WAM has $125M in assets under management through two private equity funds that provide growth capital, and research-driven market and organizational solutions to guide portfolio companies in reaching more women as customers and workforce assets. WAM leverages its influence as an investor to encourage its portfolio companies to increase women's access to financial services and to increase the recruitment, advancement and equal pay of women as staff and leaders of those companies.

- Women's World Banking developed the Gender Assessment Methodology to help institutions build strong, gender-diverse teams and position them to serve the women's market. The Gender Assessment measures an institution's current state with regard to internal gender diversity and external client outreach. The assessment consists of 40 questions, culminating in a free, high-level report that includes an overall gender diversity result and initial recommendations for improvement.

- United Nations Sustainable Development Goals (SDGs) – the SDGs were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity. The 17 SDGs are integrated and recognize that action in one area will affect outcomes in others, and that development must balance social, economic and environmental sustainability. Goal #5 in the SDGs is Gender Equality.

back to contents

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

33

GENDER PARITY IN LEADERSHIP

- AcademyWomen - a 501c3 nonprofit leadership and professional development organization that bridges the gap of support by providing an unparalleled blend of programs and resources that connect military women to networks of substantive resources, impact and influence. Through an award-winning mentoring program, networking events and career development opportunities, AcademyWomen cultivates and leverages the leadership of military women to impact positive change locally, nationally and globally.

- Center for Women, Gender, and Global Leadership at Howard University (CWGGL) - the CWGGL leads change by leveraging transformational leadership through global engagement, research, service learning and impactful partnerships in order to prepare future leaders to be gender conscious and aware of the intellectual contributions of Black women and to promote excellence for black women with a focus on the gender issues that women of color are facing in the US and across the world.

- Defense Manpower Data Center (DMDC) - serves under the Office of the Secretary of Defense to collate personnel, manpower, training, financial, and other data for the Department of Defense (DoD). DMDC maintains a DoD Personnel, Workforce Reports & Publications site. Users of this site may view and print DoD Personnel statistics, which include statistics of women in military service.

- Michelle Gardner-Ince - a woman veteran thought leader specialized in developing and executing strategic plans to increase Women Veteran-Owned Businesses and Women Leaders in the Federal Commercial Market.

- Paradigm For Parity (P4P) - a coalition of business leaders dedicated to addressing the corporate leadership gender gap. The coalition is made up of CEOs, senior executives, founders, board members, and business academics who are committed to achieving a new norm in the corporate world: one in which women and men have equal power, status, and opportunity. P4P's ultimate goal is to achieve full gender parity by 2030, with a near-term goal of women holding at least 30% of senior roles.

- P4P 5-Point Action Plan - the 5-Point Action Plan is designed to help companies accelerate the pace of achieving gender parity. Based on extensive research and best practices, this is the first set of specific actions that, when concurrently implemented, will catalyze change and enable companies to more effectively increase the number of women of all races, cultures and backgrounds in leadership positions.

- Women in the Workplace 2021: The State of Women in Corporate America - Women in the Workplace is the largest study on the state of women in corporate America. Based on data from 423 companies employing 12 million people, this 2021 report features:
  - Insights from nearly 400 CHROs on the most effective practices for supporting employee well-being and advancing DEI
  - A detailed look at what companies and employees see as the benefits and risks of remote work
  - Best practices for eliminating bias in hiring and promotions—including what top-performing companies are doing
  - Data-driven vignettes on the distinct experiences of Asian women, Black women, Latinas, lesbian and bisexual women, and women with disabilities

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

34

- The State of Black Women in Corporate America (2020) - draws heavily on the Lean In and McKinsey annual Women in the Workplace study. General patterns consistently emerge from Lean In's research on the state of women at work: Women are having a worse experience than men. Women of color are having a worse experience than white women. And Black women in particular are having the worst experience of all. This report offers a detailed look at the barriers impacting Black women at work. It also outlines specific steps companies should take to make sure Black women are treated fairly and given equal opportunities to learn, grow, and lead.

- Women Veteran Owned Small Business Initiative (WVOSBI) – an initiative of the US Department of Veterans Affairs, Office of Small & Disadvantaged Business Utilization - is the first program of its kind in the federal government. WVOSBI's mission is to equip, empower and educate Women Veteran entrepreneurs for success and economic opportunities.

- Women Warriors: The Ongoing Story of Integrating and Diversifying the American Armed Forces by General Lori Robinson (US Air Force, Retired) and Michael E. O'Hanlon

back to contents

HEALTH & MENTAL WELLBEING

- 10 Ways Business Leaders Can Support Their Employees' Mental Health During the Pandemic, According to a Psychologist, Business Insider, 10 OCT 2020

- Brene Brown
  - Website
  - TED Talk - The Power of Vulnerability

- Dr. Shauna "Doc" Springer website - access free articles, book recommendations, podcasts and blog posts on topics relevant to the DSS and Health & Mental Wellbeing. There you can also connect with Doc Springer to learn more about her full suite of services, to include pricing for speaking engagements, training and consulting.

- Stella - on the web site's homepage (near the top) viewers can download the recently released 35-page white paper that explains how Stella is combining biological and psychological treatments to get field-leading outcomes for individuals with traumatic stress and anxiety symptoms.

- Stella Treatment Success Stories - Stellate Ganglion Block (SGB):
  - Deborah's Story: https://youtu.be/ox3TLQmyj3c
  - Sidney's Story: https://youtu.be/hfAIRxahVLE
  - Sidney just after the SGB procedure: https://youtu.be/m4D642M5ong
  - Sidney 3 months after his treatment: https://youtu.be/UYtl895oiAA

- US Department of Veterans Affairs (VA) Medical Reports and Research for Women Veterans - this site provides medical studies, reports and research relevant to women veterans. Women have traditionally been underrepresented in medical research, leading to gaps in biomedical knowledge – therefore this site also offers volunteer opportunities to participate in VA research efforts.

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

35

- WARRIOR: How to Support Those Who Protect Us by Dr. Shauna Springer. Doc Springer is currently partnering with organizations and businesses to get the book's message of healing and support into the hands of those who need it most, to include the leaders who serve our warriors. Visit the Doc Springer website to learn more and for contact information.

- Women Veterans Call Center - helps women Veterans navigate the VA and connects women Veterans with a Women Veterans Program Manager at a local VA medical center. This service is free and confidential. If you are a woman Veteran you may call for yourself, or anyone may call for a woman Veteran you know. All calls are answered by women, some of whom are Veterans themselves. Call or text the Women Veterans Call Center at 855-VA-WOMEN (855-829-6636) or use the online chat feature.

back to contents

INNOVATION & SOCIAL RESPONSIBILITY

- Crucial Conversations: Tools for Talking When Stakes are High by Patterson, Grenny, McMillan and Switzler

- Harvard Business School Social Enterprise Initiative - educates, supports, and inspires leaders across all sectors to tackle society's toughest challenges and make a difference in the world.

- Harvard Kennedy School of Government Center for Public Leadership Social Innovation Change Initiative (SICI) - an accelerator of positive social change. SICI supports visionary social innovators and strengthens the ecosystems they need to thrive.

- Sailing True North: Ten Admirals and the Voyage of Character by Admiral James Stavridis – teaches about character and ethics, and how to navigate the world when your character is tested.

- Stanford Center for Social Innovation - educates insightful leaders for social and environmental change.

- The Obstacle is the Way: The Timeless Art of Turning Trials into Triumph by Ryan Holiday – a practical, reflective tool that also teaches a bit about stoicism.

- US Department of Veterans Affairs Center for Women Veterans (CWV) – established by Congress in 1994 to:
    o monitor and coordinate VA's administration of health care and benefits services, and programs for women Veterans
    o serve as an advocate for a cultural transformation (both within VA and in the general public) in recognizing the service and contributions of women Veterans and women in the military
    o raise awareness of the responsibility to treat women Veterans with dignity and respect

back to contents

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

36

PSYCHOLOGICAL SAFETY

- LeaderFactor - a world-class leadership training and consulting organization that creates and delivers elegant, practical, and powerful human performance solutions - with offerings that include the 4 Stages of Psychological Safety, manager workshops, consulting, and executive services.

- The 4 Stages of Psychological Safety: Defining the Path to Inclusion and Innovation by Dr. Timothy R. Clark

- How to be an Inclusive Leader: Your Role in Creating Cultures of Belonging Where Everyone Can Thrive by Jennifer Brown

- Inclusive Conversations: Fostering Equity, Empathy, and Belonging across Differences by Mary-Frances Winters - provides actionable steps and discussion/reflection questions in each chapter that may be a good companion to Dr. Timothy Clark's books.

- The Composite Nation by Frederick Douglas - in an 1869 speech in Boston, Frederick Douglass challenged most social observers and politicians (including African Americans) by advocating the acceptance of Chinese immigration and the granting of their equal rights in society.

- Articles:
    - Forbes: Diversity is a Fact, Inclusion is a Choice
    - Forbes: What Psychological Safety is Not
    - Harvard Business Review: The Hazards of a 'Nice' Company Culture
    - Harvard Business Review: To Foster Innovation, Cultivate a Culture of Intellectual Bravery

back to contents

PURPOSE, PASSION & VALUES

- Purpose Linked Consulting - over the last 18 years, Purpose Linked Consulting has conducted research and developed programs to support leadership and team development and foster inclusive cultures, with a specific focus on employee purpose and passion. With a research team from University of Michigan, the company developed the Passion Profiler™ online tool, which identifies and measures the 10 passion archetypes operating in all of us and reveals how we are using them in the work environment. PLC's work has shown that managing to an individual's passions, as well as their skills, fuels performance and engagement, stimulates cognitive diversity and builds the agility required to successfully navigate challenging times.

- Passion Profiler - a groundbreaking tool rooted in the empirical literature on sociocognitive identity development that scientifically assesses an individual's expression of purpose as work-related passions - the inherent passions that stimulate us to learn new skills, think more creatively and thrive in our work. The Passion Profiler™ highlights the elements of your purpose, and your expressions of purpose, through identifiable and measurable Passion Archetypes. For the organization, The Passion Profiler™ enables you to improve employee engagement, satisfaction and creativity by aligning assignments with skills and inherent employee passions. It

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

37

equips leaders to build better teams by giving them an understanding of the passions driving each team member, and equips employees with an understanding of the unique ways they can contribute through their passions so work is meaningful and fulfilling.

- The Purpose Linked Organization: How Passionate Leaders Inspire Winning Teams and Great Results by Alaina Love

- Dr. Anjerrika Bean Motivational Speaking - Dr. Anjerrika Bean is a US Air Force Veteran who holds a Ph.D. in Sociology and Criminology from Howard University with an interest in inequality and criminology. Dr. Bean offers a suite of motivational services which include: Public speaking Tours, 1-on-1 Entrepreneurship Coaching; and Transformational Living Workshops focused on mental health awareness, navigating life after encountering the judicial system, and economic empowerment through entrepreneurship. As a Postdoctoral Research Fellow Dr. Bean examines race and gender as it relates to domestic/intimate partner violence in the faith-based community. Specifically, she focuses on Black Women, intimate partner violence (IPV) and the reporting of IPV in the faith-based community. Dr. Bean's research focuses on the impact of social injustices, domestic abuse and the cultural and economic empowerment experienced by women of color; with the overarching goals of decreasing IPV in communities' of color, and contributing to the knowledge base of domestic violence by providing recommendations to policy makers, lay leaders, and community advocates regarding how to design and implement ethical and effective tools that empower women of color who experience IPV.

- SmartBrief Articles:

  - **Fueling Purpose and Passion**
    - 6 Key Factors for Managing Young Talent
    - Are You Ready to Lead the Purpose-Driven Generation?
    - Connecting Purpose and Passion for Career Success
    - How Passion Fuels Innovation
    - Passion and Purpose: Leading from the Inside Out
    - Saving Superman

  - **Building Team Trust**
    - How to Evaluate the Quality of Trust on Your Team
    - Why Leadership Trust is Critical for Innovation

  - **Fostering Inclusion**
    - Harnessing Diversity of Thought for Competitive Advantage
    - How to Create a Culture of Inclusion

back to contents

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

38

UNCONSCIOUS BIAS

- SEP 2020: AcademyWomen's Women in Leadership Distinguished Speaker Series (FULL VIDEO): Unraveling Unconscious Bias in the Workplace and Public Sphere (sign-in as a member to view)

- SEP 2020: Women in Leadership Distinguished Speakers Series: Unraveling Unconscious Bias in the Workplace and Public Sphere Recommended Resources

- 50 Ways to Fight Bias - a free digital program offered by Lean In to empower all employees to identify and challenge bias head on. Research shows that bias contributes to women being passed over for jobs and promotions. Almost three in four women experience bias at work, and those who do are more likely to leave their jobs. Women of color, LGBTQ+ women, and women with disabilities face more acute biases. Yet only one in three employees, including managers, challenges biased behavior when they see it. Knowing that bias exists isn't enough. Leaders must take action— the 50 Ways to Fight Bias program may be able to help. (Source: Lean In)

back to contents

WORKPLACE CULTURE, EQUITY & RETENTION

- Allyship at Work – an allyship training program offered by Lean In that empowers employees to take meaningful action and build an inclusive workplace culture. The right policies alone cannot shift workplace culture. It's critical that employees become part of the cause. That's where allyship comes in. Research shows allies don't just influence one person at a time. They inspire others to act as change agents too, creating a culture of acceptance and support. However, many employees are not showing up as allies. While a majority of employees think of themselves as allies, relatively few white employees are performing basic allyship actions. Allyship at Work helps to bridge this gap by helping employees at every level of your organization identify specific ways they can take action to make a meaningful impact. (Source: Lean In)

- Center for Diversity Innovation (CDI) at University at Buffalo - serves the faculty, staff and students across the University at Buffalo, translating empirical, social scientific research on diversity, equity and inclusion, developing and diffusing evidence-based best practices through trainings, educational programs and consulting services.

- Department of Defense (DoD) Diversity Management Operations Center, Defense Human Resources Activity, Office of the Under Secretary of Defense for Personnel and Readiness – operationalizes the diversity management and equal opportunity policies and programs affecting 1.3 million active duty military personnel, 800,000 Reserve Component personnel, and over 700,000 civilians within the DoD.

- Department of Defense Office for Diversity, Equity, and Inclusion (ODEI) – an organization aligned under the Office of the Under Secretary of Defense (Personnel and Readiness) that develops and executes diversity management and equal opportunity policies and programs affecting active duty and reserve component military personnel, and DOD civilian employees.

- Military Leadership Diversity Commission (MLDC) Final Report - From Representation to Inclusion: Diversity Leadership for the 21st Century Military - several external drivers guide DOD's diversity and inclusion efforts to propel efforts forward for maximum impact. One of

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

39

these key forces is the congressionally-mandated MLDC Final Report. This report presents MLDC's main findings and recommends policies and practices to develop future military leaders who represent the changing face of America.

- Glassdoor - built on the foundation of increasing workplace transparency, Glassdoor offers insights into the employee experience and provides millions of company ratings and reviews, CEO approval ratings, salary reports, interview reviews and questions, benefits reviews, office photos and more - provided by current and former employees.

- Greg Jenkins Consulting – a veteran-owned, best-in-class Diversity & Inclusion (D&I) solutions provider that offers specialized services in Diversity and Inclusion Consulting Services, Leadership Development, Mentoring and Business Coaching.

- Inclusion Allies Coalition (IAC) - a coalition of organizations and practitioners committed to diversity, equity and inclusion within organizations and society. IAC provides resources, advocacy, networking and webinars for dialogues across differences to promote inclusion, and serve as allies for those who feel marginalized, and advocates for inclusive policies and practices.

- The Centre for Global Inclusion - a 501c3 nonprofit organization that serves as a resource for research and education for individuals and organizations in their quest to improve diversity and inclusion practices around the world.

- Why do Women Get Smaller Raises than Men? – in this 2012 interview, Dr. Maura Belliveau shares her research findings and how she thinks managers can hedge against potential unconscious biases they may have towards women.

back to contents

ADDITIONAL RESOURCES

Resources and Recommendations
Excerpted from the 3-Part Series: 2021 Mini-Officer Women Leadership Symposia
Reimagining Meaningful Leadership: Leading Ethically into the Future

Session Resources and Opportunities:
- 9 NOV Mini-OWLS Agenda with session descriptions and speakers
- 5 AUG Mini-OWLS Agenda with session descriptions and speakers
- 13 APR Mini-OWLS Agenda with session descriptions and speakers

Recommended Podcasts:
- Grief Out Loud podcast
- Hidden Brain podcast
- On Being podcast
- Smart Women, Smart Power podcast
- Story Corps podcast with Dave Isay (NPR-sponsored podcasts)
- Tara Nolan's Podcasts and Radio Show: The Conversation with Kim Chakanetsa on the BBC
- The Entrepreneurial Thought Leaders Series - Stanford eCorner podcast
- The Iron Butterfly podcast
- The Mo and Katy Show podcast
- The Onward podcast
- Unlocking Us podcast by Brene Brown

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

40

OWLS Speakers Recommended Books:
- [Becoming a GovCon Expert: How to Accelerate Your Success in Government Contracting](#)
- [My Sister the Serial Killer](#) by Oyinkan Braithwaite
- [The Art of Significance: Achieving the Level Beyond Success](#) by Dan Brown
- [Positive Intelligence](#) by Shirzad Chamine
- [A Higher Standard: Leadership Strategies from America's First Female 4-Star General](#) by Ann Dunwoody
- [The Brain: The Story of You](#) by David Eagleman
- [The Energy Bus: 10 Rules to Fuel Your Life, Work, and Team with Positive Energy](#) by Jon Gordon
- [Step Into the Spotlight: to Expand your Influence and Attract the Right Clients](#) *feat.* Emily Harman
- [Dune](#) by Frank Herbert
- [Girl, Stop Apologizing: A Shame-Free Plan for Embracing and Achieving Your Goals](#) by Rachel Hollis
- [Girl, Wash Your Face: Stop Believing the Lies About Who You Are So You Can Become Who You Were Meant to Be](#) by Rachel Hollis
- [Feminism is for Everybody](#) by Bell Hooks
- [The Little Old Lady Behaving Badly](#) by Catharina Ingelman-Sundberg
- [The Body Keeps the Score](#) by Bessel van der Kolk, M.D.
- [Leading Change HBR Article](#) and [Leading Change](#) book by John P. Kotter
- [How Money Works--Stop Being a Sucker](#) Book by Tom Mathews and Steve Siebold
- [Developing the Leaders Around You](#) by John Maxwell
- [The Grit Factor: Courage, Resilience, and Leadership in the Most Male-Dominated Organization in the World](#) by Shannon Huffman Polson
- [All books by Colin Powell](#)
- [Radical Candor](#) by Kim Scott
- [Janine Spendlove Fantasy Series](#)

Recommended Resources:
- [Honor Bound Americans](#)
- [Military Womens Memorial](#)
- [No One Left Behind](#)
- [Radical Candor](#)
- [The Onward Movement](#)
- Wellness and Fitness: [Echelon](#); [Peloton](#); [Mirror Workout Companion](#); [Weight Watchers](#); [My Fitness Pal](#) (Peloton Handles: MG Burt is SFSpice, Chief Frey is PeazefulRider)

Speaker Resources:
- ADKAR [Personal Change Assessment](#)
- [Business and Entrepreneurial Resources](#)
- [Elexa Orrange-Allen Coaching](#)
- [Financial Services](#)
- [Financial Planning Resources](#)
- [U.S. Naval Institute Articles by Andrea N. Goldstein](#) on Culture, Gender, and more
- [Task and Purpose Articles by Andrea N. Goldstein](#)
- [Improve Yourself, Improve Your Leadership Slides](#) from [Emily Harman's Coaching](#)
- Emily Harman's [Mental Fitness Coaching Program](#) and [Onward Accelerator Coaching Program](#)
- [Laura Hatcher Photography](#)

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

41

AUDIENCE FEEDBACK

Audience engagement was high (and spirited) from start to finish - with so many contributing their comments and insights in the chat feature - beginning with opening remarks, and continuing on into the Psychological Safety workshop, panel discussion, small group discussions – with conversations continuing well beyond the official close of the DSS. A sampling of audience feedback follows below.

⭐⭐⭐⭐⭐
4.6 out of 5 stars

Overall rating of the 3 FEB DSS.

⭐⭐⭐⭐⭐
4.6 out of 5 stars

I can apply today's program learnings to drive positive impact and make progress towards my goals.

⭐⭐⭐⭐⭐
4.8 out of 5 stars

I would recommend the DSS to others.

What I appreciated most about the 3 FEB DSS:

I appreciated the diversity of the panelists and the moderator. Their diverse backgrounds assisted and enriched the discussions. They were able to speak about their different beliefs and platforms to help guide and open doors for conversations and thoughts. The one thing I would offer is to increase the breakout session from 30 minutes to 45 minutes or an hour.

"
This was a world-class event! The level of guest speakers was off the charts! I only wish we had more time to hear the fabulous and fascinating insights from the panelists and guest speakers.

I appreciated the collaboration of women from different disciplines and women representing current industry and DoD; as well as having senior level military leaders attending.

It was incredibly helpful to have subject matter experts discuss details of their research and apply it to our work through the armed services. The Zoom room had minimal technological issues and offered an opportunity to allow people to participate regardless of where they were located.

I appreciated the thoughtfulness of how the event was created. Well done!

The opportunity to engage with others in a breakout room and provide my individual perspective, while listening and appreciating the different perspectives of others.

*I received valuable information which will help me increase my potential. **I feel more motivated to make a positive change and encourage young people to strive for their best potential.** I am looking forward to learning more.*

I appreciated the open dialogue, especially in the breakout rooms. In my small group discussion, the people were very transparent!

I even attended the small group discussion chat <u>after</u> the DSS ended. So good!

*I was impressed with Dr. Timothy Clark's keynote presentation about the 4 Stages of Psychological Safety and enlightened by how we are all cultural architects. **I will strive to create a culture by design.** It was an approach to workplace culture development I hadn't heard before, and so relevant to pandemic-related mental health concerns.*

*I appreciated that Ms. Juhasz said, "Let's face it…there is some <u>conscious</u> bias as well." **#radical candor is welcome here!***

My most significant take-away from the 3 FEB DSS:

Be intentional. Be authentic. Be vulnerable.

We - no matter what we're going through - are never alone!

The importance of being of service and helping enhance the perspectives of others.

Ms. Tiglao's explanation of the importance of thinking about ethics in all decision making. That it is important in my personal life as well as my work environment.

"Walkaway power but choose to stay" and "sensitize compassionately." That's powerful. Thank you for that, Doc Springer.

*Colonel Bowens and other speakers encouraging us to embrace our "voice," and speak up about the backgrounds, experiences, and cultures that make us who we are. **By using our voice, we help to broaden the horizon of diverse and inclusive leadership.***

The presentation by Dr. Clark was one of the most affirming and amazing things I have heard. It was so great to see in words what I intrinsically understood was needed in a strong work environment. Having the words to express the ideas in my head will greatly help me push to improve the culture around me.

As a leader, being held accountable for the climate within any organization is critical.

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

43

Timothy Clark's Innovation Threshold chart. I also liked his definition of inclusion safety: when it is not expensive to be yourself. That, and his observation that inclusion doesn't neutralize differences; it acknowledges and embraces them.

What I took away was that I don't feel challenger safety at work, and as one of the most senior women in my unit - if I don't - I'm betting none of the other women do either.

Vulnerability has been a topic repeated to me over the last week from personal conversations to articles. So, I LOVED the whole discussion from Dr. Clark about rewarding those employees who are vulnerable. I am now on a research mission regarding how vulnerability improves leadership.

*The discussion on workplace changes as well as the encouragement for women to **Just Do It**.*

"When we ignore ethics, we ignore the humanity of people." So powerful, Ms. Tiglao.

My biggest take-away was the importance of "leading with data, following with passion!" Implementing professional coaching as part of the leadership development process is key to this.

How to address concerns that you know are there but without data (a factual visual picture) people say you don't know what you are talking about, or there is not a problem... this is very common, we have so many who need a voice and representation. Change needs to occur.

*A lot of what was shared was common-sense, **it's the ability to talk about and put common language to these concepts that we can all share and use going forward that will be valuable.** If we are using the same terminology to describe what is going on, we can better communicate where improvements need to be made or assess how the culture or programming is working.*

This was excellent training!

> "
> People must be valued no matter the culture or economic level. Each person is so invaluable, such knowledge is a collective toolbox. My goodness if we just stop and look with open hearts and minds – what wonderful changes for future generations it could and will bring to humanity.

*I enjoyed listening to Sandra Quince. Her speech about inclusive leaders was inspiring. She also spoke in our small group and spoke about performance, networking and sponsorship. **This was motivating and gave me ideas regarding ways to better promote my capabilities. By improving myself I will have more to give to others.***

A sponsor advocates, a mentor advises, a coach empowers.

*Hearing from Ms. Juhasz that for every female that leaves a company due to pregnancy or marriage, there are 10 males that leave to go to the competition - was eye opening. **I want to find that study and share the crap out of it.** I have witnessed and been a part of that very thing!*

Invest in the Women Workforce!

I love anything with statistics and love the advice from Ms. Quince and Dr. Belliveau to research the companies we apply for. I know that even showing management the black and white statistics can still get turned away. Asking for that transparency is magnificent.

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

44

Overall Comments:

Alaina Love's performance as a moderator was masterful!

Dr. Dubroy, I just wanted to take a moment to send you a personal message on your Welcome Remarks from last week's DSS, Leading Change in a Multi Pandemic World on 03 February. Your words were very motivational and had personal meaning to me.   ... **Thank you for your message and for taking the time to collaborate and inspire us to continue to be lifelong learners***.*

Dr. Springer, the fusion of the biological and psychological is a great place to begin. I just found one of your books 'Warrior: How to Support Those Who Protect Us,' I plan on reading it. This is a side of the veteran that people have a difficult time understanding, so keep forging ahead.

> The overall conference was amazing to attend. Learning about Academy Women and the empowerment of "Women in Leadership" was enlightening. Especially, seeing young service members on the call knowing that they are making a difference in their own way and in their branch of service. Thank you for opening the doors and being the change.

Thank you for opening the doors and being the change.

The 4 Stages of Psychological Safety is very valuable information and helps me understand what motivates me and realize the level of value I feel at work. This will help me communicate better with my coworkers and leaders.

The small group discussion facilitators did a good job of keeping the conversation going. Folks had questions that were immediately relevant (I'm trying to hire a diverse workforce and am having issues... etc.) so **it was a lively discussion and felt too short - so that was a good thing.**

Can I put this on a poster: "Lead with Data, Follow with Passion." I'd hang that on my wall!

This DSS has inspired me! *As a CPSS and Veteran, I would LOVE to go into the jails and prisons to speak to my fellow Veterans! We truly speak a different language.*

Dr. Belliveau, I understand your perspective in regard to the systems, but what we must understand with the 'Pandemic' is it opened our minds to see the preexisting issues that were present in the work place - and time and distance have allowed an opportunity to address, take personal accountability, and collaborate to find a better way on a human level to make our work environment(s) better from top to bottom, by looking through the lens of bottom-up refinement.

Colonel Bowens, what I have found working within a military construct is that women are either seen as 'pretty decorations' or 'the B-word' when they are strong, and when their opinions challenge the accepted norm of 'archaic mentality' that even in 2022 is still thriving. This is such an injustice.

I may have a different perspective of how women have been treated in the military. I and the strong, willful and inspiring women I have worked for have been cherished, challenged, and encouraged to challenge the status quo **It is very insightful to see all of your perspectives...I feel as if my field of view is opening. Thank you all.**

3 FEB 2022 Distinguished Speakers Series
Leading Change in a MULTI Pandemic World
Key Takeaways and Recommended Resources

45

Maintaining a virtual aspect of this DSS might work best <u>beyond</u> the pandemic. It could open new avenues of access for others who cannot attend in person based on work, travel or comfortability restrictions post-COVID.

The DSS was fabulous and I'm so glad I saw it advertised. Loved it!!!!

My hope is that AcademyWomen will produce this event or a similar one like it in the near future. A job well done to the entire team!

In the military, our leadership (vision and goals) change at least every 2 years. How can we stay motivated to recreate the wheel every time to prove our point that integrating innovation and empowerment should be a mission priority?

Creating sustainable cultures is the challenge, since we know that humankind becomes complacent and we must refocus our attention to address issues consistently. **This will allow us the opportunity to refine what were are now learning to establish a new norm for humankind (Emotional Intelligence) and its importance within all aspects of individuals and how they can positively benefit local communities so that good practices can be brought forward.**

Data is good, but unfortunately it can be skewed. I have seen it time-after-time when Command Climate Surveys are done, the exclusion of certain groups hinder or hurt the required outcomes. This can lead to funding issues, manning, etc. … or the data is presented to focus on the majority of "good" and the smaller numbers are ignored…those smaller numbers often represent those who have needs and go unheard survey after survey. Sad. How do we address this when those who manage us sometimes do not practice what they preach?

Health and Mental Wellness, for those who lead the discussion I do hope that you will take the time to compile all the information and write a book about the military environment: its stereotypes, dynamic environment, and the multi-layers that exist and how to - as you say - lead and forge change in behavior not just for women, but for men alike.

I have my Associate degree and have procrastinated finishing my Bachelor's degree. This has encouraged me to take the next step and "just do it." Thank you.

Thank you for a wonderful, insightful discussion … It is an amazing feeling to be included in this fantastic group. Thank you again.

Our new slogan: Women in Leadership – JUST DO IT!!!

[back to contents](#)

LEADING CHANGE IN A **MULTI** PANDEMIC WORLD

3 FEB 2022
Women in Leadership
Distinguished Speakers Series

CONTACT US

w: www.academywomen.org
e: dss@academywomen.org