

ALIGNING YOUR ERG/BRG TO BUSINESS STRATEGIES

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Agenda

- Best in Class Examples
- Watch Out for De-railers
- Thinking like a Business Leader
- Q&A



Dragon Boat Races to Sales Leads

- **National Grid Asian ERG**
- New York City Annual Dragon Boat Races draws 10K+
- National Grid employees competed in past in boat races
- ERG steering committee in 2010 partnered with Marketing Department to promote Energy Audits
- Partnership yielded 3400 audit requests
- NYTimes and local new media interviewed employees





Consider the Buying Power

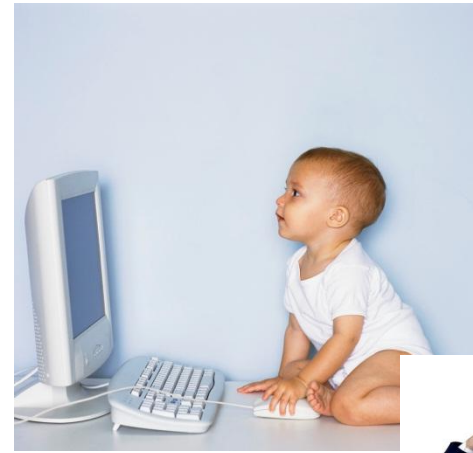
- **Shell Hispanic ERG & Shell Oil Products**
- New fuel design for drivers with high performance vehicles
- ERG leader raised concern that there was no Spanish marketing campaign to appeal to Hispanic drivers between 15-35
- ERG Executive Sponsor, president of Shell Oil Products was pitched idea
- Campaign resulted in 20% increase in sales at the pump in Hispanic markets





Building Up the Next Workforce

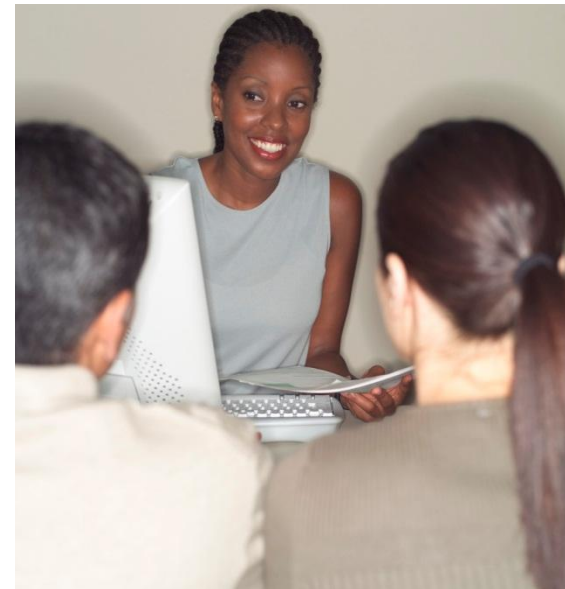
- **Veterans' Employee Resource Group at National Grid**
 - Military Veterans returning to Upstate New York
 - ERG established partnership with local college for apprentice program
 - Win-Win for college, veterans and company
- **Shell Pan Asian Employee Resource Group**
 - Houston- African American and Hispanic middle schoolers dropping out of Math and Science
 - Rainbow Challenge Program
 - Other ERGs involved
 - Non-Profit created
 - National PBS program picked up story





Transforming Lives

- Black Employee Resource Group at Ingersoll Rand
 - Conducted Survey of employees to find out professional development needs
 - Held focus group meetings
 - Worked with HR and talent development to create a professional development program
 - External Speaker Workshops
 - Share information on Talent Management System
 - Performance Management Discussions





De-Railers

- Not having a plan
- Only focusing on social or community activities
- Not thinking about your constituent's needs'
- Not know or understanding the company's business goals
- Inability to establish a budget that shows an ROI
- Trying to do too many things
- Not leveraging your executive sponsor





Think Like a Business Leader

- **ERG Chairs & Steering Committee members are like a board of directors**
- **Needs:**
 - Each person should have a **role or responsibility** (i.e. Treasurer, Communications, etc.)
 - **Role descriptions** should be clear and in place
 - Have **regular meetings** (minimum 1 month)
 - Know and understand where the network **funding** is coming from
 - Know and **understand company's** Diversity and business **strategy**
 - **Survey & assess membership's needs annually**
 - Don't take on more than **2-3 major initiatives**





Thinking Like a Business Leader:

Understanding Company Strategy

- Have head of business Strategy or executive leadership team member walk you through company goals
- Listen/Look for:
 - Where is the company increasing its business
 - What countries?
 - What products?
 - Identify where the company is losing business but needs help
 - What are the HR challenges being faced
 - High retirement population
 - High turnover of certain groups within the company (i.e. women, African American, Indian)
 - What groups are under represented
 - Where is Marketing focusing
 - What are the branding efforts of the company
 - Is there an opportunity for niche marketing
 - Community Relations
 - What causes are being supported (i.e. STEM)
 - Why are these causes important (i.e. workforce)





Thinking Like a Business Leader:

Understand the Diversity Strategy



- Meet with the head of Diversity & Inclusion to understand their goals and objectives
- Find out what are the key areas of focus for the short and long term:
 - Talent needs
 - Cultural Awareness needs
 - What are the trends of the employee engagement survey
 - Are there any major projects being rolled out that help is needed on
- Assess how much funding is allocated to the ERGs/BRGs
 - Find out if it is a set amount
 - Can other businesses contribute funds
 - Are there joint projects you can work on with community relations, marketing, etc. where you can use their budgets.
 - Are there any spending guidelines you should know about
 - What is the process for getting funding allocated



Thinking Like a Business Leader:

Understanding Your Member's Needs



- Every company in the marketplace surveys its customers....ERGs/BRGs are like small departments/businesses or professional associations
- Surveying your constituents is critical
- You can use data to ask for more funding
- **Key Questions:**
 - Demographic information (i.e. department, skills set, gender, level in organization)
 - What are the areas that you are interested in being involved (i.e. community, professional development committee)
 - How can we help with your professional development (i.e. public speaking presentation skills)
 - What community events would you participate in
 - Do you have a performance development plan?
 - What can our network do to better serve your needs



Thinking Like a Business Leader:

Pulling Together a Strategy

- By now there some patterns/trends
- Hold a 1-2 day team strategy session
- Invite core team and have someone facilitate discussion
- After strategy is developed get input from your executive sponsor
- **Invitees to strategy session:**
 - Steering committee
 - Representative from Diversity & Inclusion Office
 - Chapter Leaders
- **Key Components of Strategy:**
 - Executive Summary
 - Overview of process
 - Identification of 2-3 focus areas
 - Layout of Action Plan for the year
 - Budget Allocation for Programs





Thinking Like a Business Leader:

Pulling Together a Strategy

Key Strategy Focus Areas:

- **Talent Attraction**
 - Local, Regional or National Conferences & Events
 - Speaking at Colleges & Universities
 - Serving on local or national professional association board
- **Talent Development & Retention**
 - Onboarding new employees
 - Hosting workshops on professional development skills (i.e. National Grid Women's Program, Hispanic Leadership Summit)
 - Leadership Mentoring Circles (i.e. Shell 9 Planets)
- **Community Relations**
 - United Way Partnership
 - Science, Technology, Engineering, Math Initiatives
 - What does the Foundation or Community Relations give too
- **Market Connectivity**
 - Supplier Diversity Events
 - Offer to test a product or do some benchmarks (i.e. Frito Lay)
 - Product Marketing Events
- **Cross Collaboration**
 - More power in joint projects (i.e. Veterans & LGBTA network to host a speaker or event)
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Your ERG's/BRG's success is dependent connecting and aligning with the company's diversity & business goals.





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