Leading Phase II of DEI Initiatives

Table of Contents

Leading PHASE II – The Leadership Pivot - "Drive it home"

Phase II is different than Phase I because the challenges change significantly as DEI initiatives roll out. Phase II builds on and complements Phase I. It is critical to make the leadership pivot and it can look like "common sense" and even be relatively seamless. It does not need to cause a lot of disruption.

The stronger Phase I is in design and leadership, the stronger the foundation for Phase II. In fact, if Phase I is weak, then Phase II will need to include some re-work of Phase I in order to realize the possible benefits.

Leadership in Phase I
- Define the "Why"?
- Determine the "How." Corporate change roles and core strategies put in place to support the DEI initiative

---

- Establish the C-Suite commitment to leading and put the senior level leadership web in place – Avoiding the dangerous pitfall

Leadership in Phase II
- Identify the high leverage areas of focus for Phase II leadership – targeted focus, particularly on operations and tougher goals
- Build the extended web of leadership for Phase II and empower it
- Revise the change leadership roles and core strategies to match Phase II challenges

The Phase I and Phase II
Leadership Themes and Goals

Phase I Leadership Theme: Create the right design and launch the initiative effectively.
This is the classic change leadership phase where the case is made for change, the vision is created, the organizational design elements are defined, the leadership web is established, and plans for guiding the change are put in place. Executive leadership is the critical leadership level.

Phase I Leadership Goal: "Engage people and move the needles."
This is the phase where people are engaged and aligned on direction, momentum is created, and initial outcomes are achieved.

Phase II Leadership Theme: **"Hold the course and drive it home."**
Phase II must assess where the organization is on the path and what leadership must do to ensure success as plans meet reality. The leadership roles and core strategies are revised and executed.

Phase II Leadership Goal: "Maintain direction and energy and continue to move the needles."
Phase I will realize some of the desired outcomes, but it can only "move the needles" so far. Phase II must focus on the leverage to continue to move the needles, with a likely focus on embedding the HR related goals and focusing on the business-oriented goals, such as innovation, market penetration, team-work, cross-boundary collaboration, etc.

Phase II Leadership Focus
Critical Success Factors

There is a pivot in leadership's focus in Phase II that is critical for both achieving outcomes and conserving resources. There are seven key areas of focus for leadership. and each area has a set of guiding questions to help determine the highest leverage leadership activities for Phase II.

1. **Increase the Focus on Operations**
    Phase I is usually approached more as a strategic initiative with activities that extend across the organization. Phase II adds more of a focus on the day-to-day

on-the-ground reality. Phase I doesn't ignore the operational focus, but the focus needs to increase significantly in Phase II.

1. What goals have been achieved or seen expected progress? How can a more operational focus fully embed the achieved goals or accelerate progress on yet to be achieved goals?
2. Which goals are behind and how can a more operational, focus make a difference?
3. How are people experiencing the initiative and how can a more operational focus increase the quality of their experience?
4. How well are our processes and systems and policies aligned with DEI and how would a more operational focus improve that?

To find the highest leverage points it's critical to understand how the DEI efforts are showing up in people's day-to-day reality and target Phase II activities. That opens the door to deepening Phase I outcomes as well as going after the benefits that are tougher to achieve.

2. **Focus on Extending and Supporting the Leadership Web**
    In Phase II the operational and natural leaders take on more leadership – executives continue to consciously model, remove barriers, ensure resources and attention/accountability.

    1. How well is the leadership web performing at the operational level and how can we improve that performance?
    2. Which leaders need to be brought into the web and how do we do that?
    3. Are the leaders below the executive level clear on their roles and expected outcomes?
    4. Which leaders show the most potential or are in roles in units that offer the greatest opportunities?
    5. Which leaders oversee processes that offer the greatest opportunities?
    6. Are they ready?
    7. What targeted competency building needs to happen?
    8. What support do leaders in the leadership web need?

3. **Identify the High Leverage Points for Leadership Impact**
   Phase II is based on finding the highest leverage points for "holding the course" and achieving the desired ROI. That means being disciplined in finding the greatest leverage possible.

   1. Where are the greatest opportunities?
   2. Whish areas have the strongest leadership to drive Phase II?
   3. Which key organization design elements (processes, competencies, policies, etc.) can make the biggest difference?
   4. Where are the areas of major resistance that are blocking key outcomes?
   5. In which parts of the organization does motivation and energy need the most attention to get the desired outcomes?

   Identifying where the impact of efforts can be greatest (leadership leverage) is a key part of the ROI in Phase II. A disciplined assessment of Phase I and its outcomes should provide the basis for identifying the high leverage points in Phase II.

   This is a matter of identifying where leadership focus and targeted action can have the greatest impact.   By Phase II the organization may be looking harder at cost (the investment), so the return on any investment needs to be highlighted in order to maintain a ROI that justifies the initiative.

4. **Focus on the Tougher Goals**
   Significant benefits can be achieved in Phase I, but many of the most valuable benefits are deceptively hard to achieve and take time and very targeted actions. This is particularly true of the business benefits that are often tougher to quantify.

1. It is critical to both celebrate the goals achieved in Phase I and the progress on tougher goals as well as commit to persevering in going after the tougher goals.
2. Tougher goals may require more attention and resources.
3. They may need more time.
4. They may benefit from revised metrics.
5. They will almost certainly require a focus on individual, group, and organizational changes and development and those efforts must be well targeted.

You didn't
wake up
today
to be
mediocre

5. **Focus on Organization Design**
   Organization design will have been a focus in Phase I and it needs to continue to be a focus in Phase II.

   1. What are the desired outcomes for Phase II?
   2. Have they changed from Phase I?
   3. What are the basic strategies for achieving the desired outcomes?
   4. How must they be revised for Phase II?
   5. What does the organization's architecture need to look like (structure, roles, relationships, competencies, processes, systems, behavioral norms, etc.)?
   6. What is in place and where does the focus need to be in Phase II?

6. **Ensure that Leadership Roles and Core Strategies are Revised to Match Phase II Challenges**
   The themes and goals of Phase I and Phase II are complementary, and it is important that people throughout the organization understand and appreciate

that. The phases differ in the focus of leadership, but the pivot in leadership can be almost seamless if well communicated and executed.

1. The integrated case for the DEI initiative (Why?)
2. Vision of the Desired State (Where?)
3. Leadership Commitment – Focus on Operational Leaders
4. Organization Design Required
5. Core Team and Leadership Web
6. Plans
7. Maintaining the Leadership Web
8. Competencies Developed
9. Communications Focused on Feedback and Response
10. Accountability – Frequent and Informal for Fast-Cycle Learning and Response
11. Managing the "Ripple Effect"
12. Align the People of the Organization
13. Attune the Things of the Organization

7. **Focus on "Dynamic Accountability" - Track and Respond to Maintain Direction and Energy**
One deceptive challenge is to ensure that the right metrics (qualitative and quantitative) are in place. Most of the metrics from Phase I will continue, but there may be new metrics for Phase II and some Phase I metrics may be revised based on the experience of Phase I.

The key to Phase II is to conduct frequent and informal "dynamic accountability" check-ins to complement formal accountability systems. These frequent and informal check-ins ensure that the initiatives stays on track, that key learning and responses happen quickly, and that energy is maintained. These "dynamic accountability check-ins" can be done in as little as 15 minutes and they can last several hours depending on the setting and desired outcomes.   There are three key questions to be asked in these check-ins.

1. What do we have to celebrate – goal achievements, progress, worthy efforts – individual, group/team and organization-wide?
2. What have we learned – about DEI, about leadership and change, about ourselves, etc.?

3. What do we want to keep doing, start doing, or stop doing – calibrating action?

An overview chart of "dynamic accountability" is in the Addenda.

Comparing Phase I and Phase II

The chart below compares the themes, goals, and key areas of leadership focus of the two phases. Although the two phases are distinctly different, they are complementary and Phase II builds on Phase II.

Although the leadership pivot in Phase II is essential and substantive, it does not need to be disruptive. Not pivoting, however, will very likely lead to mediocrity and disappointment.

"It's not that I'm so smart, it's just that I stay with problems longer."
Albert Einstein

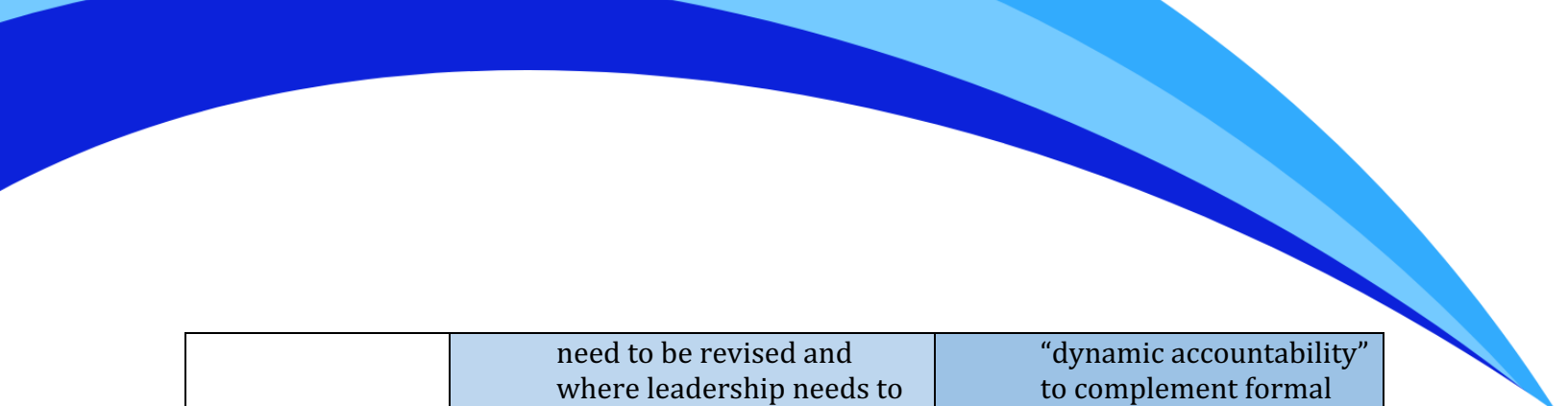*"I was taught the way of progress is neither swift nor easy."*
Marie Curie

	Phase I	Phase II
Comparison of Leadership Focus in Phase I and Phase II **Avoiding the pitfall of failing to pivot in Phase II**		
Theme	**Create the right design and launch the initiative effectively.** This is the classic change leadership phase where the case is made for change, the vision is created, the organizational design elements are defined and plans for guiding the change are put in place. Executive leadership is the critical leadership level**.**	**Pivot leadership to "hold the course and drive it home."** Phase I will have set the direction, including the vision, and the core strategies and tactics. It will also have engaged people and generated the initial energy. Phase II must assess where the organization is on the path and what leadership must do to ensure success as plans meet reality.
Goal	**Engage people and move the needles.** This is the phase where people are engaged and aligned on direction,	**Maintain direction and energy and continue to move the needles.**

	momentum is created, and initial outcomes are achieved.	Phase I will realize some of the desired outcomes, but it can only "move the needles" so far. Phase II must focus on the leverage to continue to move the needles, with a likely focus on the business-oriented goals, such as innovation, market penetration, team-work, cross-boundary collaboration, etc.
Leadership Focus	**Phase I**	**Phase II**
	1. **Focus on making a powerful case for the initiative.** This is where correctly answering the "Why?" question comes into play. The case must contain both the moral and business cases and it must be clear and compelling.	1. **Focus on Operations** Phase II has an increased focus on the day-to-day on-the-ground reality. What is actually in place, what are people actually doing and experiencing, and what do the outcomes tell us?
	2. **Answer the "Where?" Question.** Create a clear and compelling "vision of the desired state" that is worth pursuing (speaking to the head and the heart)	2. **Focus on the Leadership Web** The operational leaders and natural leaders take on more leadership – executives continue to consciously model,

		remove barriers, ensure resources and attention/accountability.
	3. **Focus on establishing the leadership commitment and leadership structure.** This is what people can expect from leadership. It also includes the design and membership of the core leadership team and the extended web of leaders that will be developed.	3. **Identify the High Leverage Points** Where are the greatest opportunities; strongest leadership; key organization design elements (processes, competencies, policies, etc.) – where leadership focus and action can have the greatest impact.
	4. **Focus on the key organization design elements.** The focus is on the elements that create the "architecture" of the organization. That includes the "things" such as structure, policy, processes, technologies, etc. It also includes the "people" elements, such as competencies, relationships, roles, etc.	4. **Focus on the Tougher Goals** Some DEI goals are just tougher than others. Phase II focuses on these tougher goals, particularly the business benefits that are tougher to quantify and achieve
	5. **Focus on creating the roadmap for the journey – plans, resources, accountability.** What are	5. **Focus on Organization Design.** What are the desired outcomes? Have they

	the expected outcomes, strategies, tactics, and timing? What resources will be committed? How will we hold ourselves accountable?	changed from Phase I? What are the basic strategies for achieving the desired outcomes? What does the organization's architecture need to look like (structure, roles, relationships, competencies, processes, systems, behavioral norms, etc.)?
	6. **Focus on building the required awareness and competencies.** This is deceptively important because resistance will be too high if people do not feel that they will be competent in the desired future. Competence is the complement to awareness. Competence must be developed at the individual, group/team, and organizational levels.	6. **Focus on revising the high leverage core strategies for each of the six leadership roles.** Fortunately, the leadership roles and their core strategies will still be relevant in Phase II, but some will be higher leverage and some revisions will be necessary to respond to the unfolding reality.
	7. **Focus on the initial assessment of the impact ("good and bad") that the desired changes may have on the organization.** A good impact assessment will highlight where plans	7. **Track and Respond to Maintain Direction and Energy** Phase II relies on fast cycle learning and response through frequent and informal

	need to be revised and where leadership needs to pay particular attention. It can prevent many of the negative surprises and avoidable setbacks and costs.	"dynamic accountability" to complement formal accountability systems. There may also be some revisions of the measures used based on experience or new goals.

"Act as if what you do makes a difference. It Does."

William James

Addenda

These addenda were referenced in Phase I and/or Phase II. The first is a link to a large site on leading change, which is built around six leadership roles, each with three core strategies. There is also an example of a mid-course assessment that can be used multiple times in a long-term change to maintain leadership leverage.

The second addendum is a chart outlining Dynamic Accountability, an extremely powerful model of accountability.

Addendum A: Leading Organizational Change Model

This model is based on the classic myth of the heroic journey. That is because the heroic journey is <u>THE</u> fundamental story of change – whether individual, group/team, organizational or community.

Change always shows up in unique ways, but the foundation is the same and the six leadership roles, each with three cores strategies, can be trusted and adapted to fit.

The model is outlined below, but there is a large website with much more detail at http://www.heroicleaders.com/

A mid-course assessment chart is included below that lays out the six leadership roles and their core strategies (three each). There is space for assessing progress to date as well as identifying where the leverage is going forward. This can be done as many times as desired over the course of a journey of change.

Mid-Course Check on Leadership Strategy Success
Looking Ahead & Looking Back

	Leadership Role	Strategy	*Leverage 1 / 2 / 3	*Success A / B / C	Next Steps
ACT I	**Visionary**	#1 Build the Business Case			
		#2 Create the Vision			
		#3 Establish the Leadership Commitment			
	Architect	#4 Create the Organization Design			
		#5 Build the Journey Plan			
		#6 Create the Leadership Web			
ACT II	**Catalyst**	#7 Extend the Web			
		#8 Operationalize the Vision			
		#9 Prep the People & Organization			
	Guide	#10 Create a System for Communications			
		#11 Support People in Letting Go & Inbetweenity			
		#12 Establish a System of Accountability			
	Builder	#13 Maintain the Web			
		#14 Build Competency			
		#15 Support People in the Mastery Process			
ACT III	**Integrator**	#16 Manage the Ripple Effect			
		#17 Align the Organization			
		#18 Attune the People			

*Leverage	*Success
1 = High Leverage	A = Highly Successful
2 = Moderate Leverage	B = Moderately Successful
3 = Low Leverage	C = Not Successful

Addendum B: Dynamic Accountability

This is a very straightforward model for frequent informal "check-ins' to easily maintain direction and energy. The check-ins can be done with any group and with whatever frequency will provide the most benefit. One surprising benefit of employing this model of accountability ("how are we doing?) is that it is a natural way to build teams or communities.

Dynamic Accountability

The Three Steps

Celebrate. Celebrate interim achievements, final achievements, and worthy efforts (even if our worthy efforts weren't as successful as we hoped).

Learn. Learn from experience to date. The range of potential learning is exceptionally broad. In reality, the truth about how we succeed in significant undertakings is that we "learn the way."

Determine "Right Action." Determine the right actions to take, given the experience to date and what has been learned. For instance, determine what to (a) keep doing or do more of, (b) stop doing or do less of, or (c) start doing.

The Principles

➢ Be disciplined in following all 3 steps: celebrate, learn, and take "right action." Each step provides an essential set of benefits.

➢ Do it frequently to (a) gain the most benefits and (b) keep accountability from becoming too "heavy" or onerous.

➢ Keep it simple and informal (being formal occasionally is OK).

➢ Accountability has a bad rap for good reasons. Integrating Dynamic Accountability into how our organization works will take time and perseverance, but it will be self-sustaining once instituted.