Member Conference
What’s Next After Courageous Conversations?
Courageous Conversations

• How do you get started?

• What is an effective structure & format?

• What's happens after the conversation?  "Turning talk into Action"
Getting Started

**Gaining Buy-In and support**

- Speak with the right people at the appropriate levels in your organization, including the CEO.

- Leverage the CEO Pledge https://www.ceoaction.com/the-pledge/ if they aren't already familiar with it.

- Remind senior leadership it is part of the CEO pledge and competitors have signed it.

- Give attribution to Tim Ryan and PWC for being the initiator of the CEO Pledge.

- Create facilitation guide with conversation starter type questions that are not leading, so that others can envision where the conversation might go?

**Selecting topics**

- Work with and/or poll your BRGs, Inclusion Council and other key stakeholders to find out what topics or challenges are most important to them.

- Narrow the list down to 5-6 topics and make sure they are at a high enough level to be comprehensive and not too narrowly focused.

- Run the topics by your legal department for review

- Stay away from "politics", as it is probably the most divisive topic available
Structure & Format

1. Who should facilitate?

- Invite your SVPs or senior executive team to co-facilitate with the CDO or Inclusion & Diversity expert

- Host a brief prep session with the VP/Senior Exec. to coach them on showing up in a more vulnerable way
Structure & Format

2. Who should be invited?

- Everybody
Structure & Format

3. Setting the tone

- Reinforce that these conversations were initiated by Tim Ryan and PWC by creating the CEO pledge.
- Reiterate that if your CEO signed the pledge, you have been given permission to talk.
- Explain the objective of the conversations is to better understand the gaps, opportunities and to glean ideas from everyone on how to address them.
- Give KUDOs to the Senior Exec. who has volunteered to co-facilitate, learn and be part of the solution
- Explain that only one person will be taking notes from CDO's team
- Ask everyone to be respectful and to listen to everyone's perspectives with an open mind and heart
- Encourage everyone to speak up and share your experiences, observations, or perceptions.
- Don’t use real names in examples and stories shared.
- Ask everyone to take away 1-2 things they will do differently after the conversation.
What's Next After the Conversation?

Measuring Results:

Track participation
- Racial demographics
- Gender demographics
- Leader versus individual contributor
- Other demographics if possible

Create an evaluation form to gain feedback on the effectiveness of the "Courageous Conversation"

Sample Questions rated on a scale from 1-5:
1. Did you learn anything that you can incorporate into your everyday work and interactions?
2. Will you do anything differently as a result of participating in this event?
3. Would you recommend others to participate in this or similar events?
4. Was this a good use of your time?
What's Next After the Conversation?

Turning words into action:

• Create a strategy to share output after enough data has been gathered on each topic via:
  – Share relative insights with other stakeholders such as Talent Acquisition, Talent Managements, Business Resource Groups, Inclusion Councils, etc.
  – Senior leadership
  – Post on I&D website in a format that can be leveraged by all

• Identify short term, intermediate and long term actions that will be taken as a result of the conversations and communicate them broadly, so that everyone can see how they contributed to the progress of the firm.

• Leverage takeaways for employee spotlights and celebrating "ah ha moments".
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