Change Tomorrow. Today
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The role and possibilities of Black leadership are in your hands.
Industry Challenge
Underrepresented.
Unsupported.
Unfulfilled.
In 1978, 5% of the advertising workforce was Black.

Fast forward 40 years and only 6% are Black.

85% of Americans expect companies to address racial inequities.

64% of Black men report being on guard at work because of anticipated bias.

47% said they could not name three companies that are good BLM allies.

Source: (1) BLM for Marketers, 2020; (2) ANA Diversity 2018; (3) Deloitte 2019
The Black Lives Matter movement is spurring discussions about racial equity in the workplace.

Industry leaders are trying to understand how to practically undo policies that disadvantage Black and POC employees in the industry.

From promoting diverse employees to leadership roles, to capturing and analyzing data, to recognizing intersectionality, the challenge requires a multipath solution.

Racism is ingrained in our society - as a result, it’s deeply ingrained in our workplaces, too.
What does it mean to be an anti-racist organization?
Being Anti-Racist

• Our industry has promoted many diversity and inclusion initiatives over the years, the idea of being explicitly anti-racist may be a newer concept to most.

• To be anti-racist is to acknowledge the permanence of racism through organizations, industries, communities and in individuals, and to recognize that racism is a system of disproportionate opportunity and penalties based on skin color.

• Racism can manifest in policies, procedures, unspoken norms and routines that push into different paths of opportunity, where some individuals have greater access and others have less, due to race.
We celebrate diversity, but underperform.

The Bloomberg View, Most Segregated Jobs by Gender and Race - 2020
Representation

• **Representation is not enough.** Some focus on quotas and representation, but more important than how many is how many are equal? If the Black people in our organizations exist in the margins it will come through in the work. It will come through in our every action.

• **Black people are not represented in leadership,** it is as simple as that.

• **The pathway for Black people is limited** and there is no sign that the pathway is being shown to them.

• **Diversity in leadership is important** from both a signaling standpoint, and it’s also important in creating an environment of inclusion. It’s not about replacing existing non-Black people doing good work, but it is about making space.
Companies with minority executive teams outperform their peers and Innovation improves when teams are more diverse.

33% Likelihood of above-average performance for companies with diverse executives

45% Average Innovation revenue reported with above average diversity scores

BCG Diversity and Innovation Survey, 2017
Nike is achieving what all brands must. Our industry must lead from the front.
Important Steps

• **Remember you can do better:** Start with this mentality and stick with it, but just remember, you are always in the “construction zone” mode. There will always be more to do.

• **Define your organization’s commitment to diversity and inclusion:** Avoid using vague language without a clear understanding of why you are using that language and how you will accomplish your goals.

• **Promote Black talent:** True diversity can only be achieved if the organization’s leadership is diverse.

• **Track progress, monitor turnover:** Capture data. Be transparent. Make it public.
People never remember the crowd; they remember the one person that had the courage to say and do what no one would do.
Vision Statement

Vanguard envisions an industry where amplifying and catalyzing the actions for Black employees' achievement will build a future where they are seen for their limitless talent.
Mission Statement

Vanguard provides a platform for exposure, impact and growth of participants, leaders and organizations committed to preparing Black talent and the industry for a lifetime of sustainable success.
If we want to see true racial equity, then we must promote Black talent to leadership positions, hear their voices and perspectives.
Vanguard Program
There is no cavalry coming, we are agents of the change we want to see
Vanguard is designed to provide a framework for the industry to ensure more diverse and inclusive leadership in the future.

- **The year-long program addresses** professional, organizational, cultural and personal needs of the leaders, agencies and Black employee participants (Fellows).

- **The Vanguard program centers** on fellowship, sponsorship, coaching, mentorship and organizational learning.

- **Leaders explore** what it means to be a transformative Black leader through historical context, gaining the skills necessary to actualize Black leadership in everyday work.

- **The Vanguard program** is truly about advancing the needs of the fellow collectively.
Goals

• **Promote** opportunity and possibility within Black employee communities.

• **Expand** the number of Black leaders in the industry by creating a clear, cohesive and recognized succession pathway.

• **Provide** agency leadership with the skills and support to drive cultural change.

• **Encourage** and facilitate common language and understanding across the agency.

• **Networking** among aspiring Black talent and industry leaders.

• **Driving change;** making the industry more attractive to Black people.
Framework

**Growth**

**INDIVIDUAL (Fellow)**
Provide exposure and opportunity with pathway to leadership, while providing individual growth and development in what being a leader means. Provide a community of like-minded Black talent.

**Impact**

**ORGANIZATION**
Increase awareness of the movement for Black achievement - create and promote strategic communications, convenings and support to grow engagement and understanding, reframe succession, recognition and organizational performance strategies.

**Exposure**

**LEADERSHIP (CEO)**
Partner with leaders to strengthen their work and amplify movement - develop engagement and support plan (Black Coach) to strengthen Black building blocks and help drive organization goals and strategies.
**Key Roles**

**Growth**
- **Mentoring**
  - Skill Development
  - Leader within the organization provides mentoring to participant

**Impact**
- **Coaching**
  - Self-Awareness & Development
  - Senior Black coach works with CEO/Leader
  - CEO/Leader provides sponsorship to the participant/s

**Exposure**
- **Sponsoring**
  - Career Advancement & Exposure
  - Organizational Change driven from open dialogue and insights
  - Shared insights & learnings to assist all participants

**Learn** ➔ **Grow**

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**VANGUARD foundation**
How It Connects

Agency Mentor Leader

Agency Sponsor CEO/Leader

Executive Coach

Vanguard Fellow(s)

Agency HR/Talent

Will be the central point of contact for the agency to ensure the program runs smoothly and will provide feedback to the 4A’s

Vanguard Tools
The 4A’s will provide the agency with support for CEO/Leaders and the organization through tools and materials to assist with change

Vanguard Support
The 4A’s act as support and coordination leader, connecting the agency with coaching, providing development for participants and giving and receiving feedback through the agency HR/Talent lead.

Vanguard Community
The participants will form a Vanguard community (Alumni) who will meet regularly and provide guidance and feedback to the broader agency community

Sponsor/Coach
CEO/Leader will work with the coach, helping to identify areas of improvement and in laying out potential new strategies around the organization’s Black community
Community

Questions to ask
• What can you do?
• What KPI’s do I set?
• How do I measure success?
• Who will help?
• What results do I want?

Leaders extend their organizational and social orbit through connection with Vanguard participant(s) which leads to greater understanding and appreciation of challenges and ability to create opportunities and lead real change.
CEO/Leader Community

• Building a supportive, uplifting network of leaders and their organizations across the industry committed to building a community for Black talent.

• Providing a community that leads at the intersection of movement and practicality - supporting leaders in-real-time while amplifying and catalyzing Black employee achievements and opportunities.

• Creating a community with shared value, where the benefits are extended to employees, clients, suppliers and communities. Bringing together leaders to consider both financial and ethical implications of their decisions.

• Encourage open conversation about race. Creating a network who together can take on the uncomfortable, understand White privilege and work together to dismantle that privilege.
Fellow Network

Infusing organizational change with network understanding

- A forum where fellows can discuss and gain a sense of support and community. The quality of the leader's decision making will be impacted and influenced by their new network.

- The Vanguard network will provide valuable viewpoints on the industry and agency initiatives, being better able to locate areas in need of improvement and may suggest areas in need of policy attention.

- Play an integral role in the diversity strategy, have formal linkages across the organization, help build leadership pipeline.
Time Investment

Time investment over 12-month period

**CEO/Leader Sponsor**

- 20 hours
- Scheduled sponsor meetings
- Coaching engagement
- CEO/Leader Executive Council of who will meet twice to share and discuss insights, learning etc.

**Manager/Leader Mentor**

- 20 hours
- Scheduled mentor meetings
- Engagement with HR/D&I lead

**HR/D&I Assigned Engagement**

- 24 hours
- Engagement with stakeholders
- Congress Commitment
- Engagement with Fellow
- Engagement with 4A’s

**Participant Fellow**

- 56 hours
- Meeting with sponsor, mentor and HR/D&I leads
- Engagement with development work with 4A’s
- Community Meetings
What are you willing to do to help change your industry for a lifetime?
Manager Toolkit

Participating agencies will have access to a comprehensive toolkit for managers to assist in managing diverse teams, identifying the areas of disruption and conflict and driving a more equitable opportunity for all.

• Building Racial Equity - Challenge and change institutional racial inequities
• Managing Through Implicit Bias
• Talking About Race Constructively
• Performance & Opportunity - Recognize and reward without bias
• Intention & Awareness - Looking for the patters around racial inequity
• Engaging In Decision Making - Shifting the way we make decisions
• Healing and transforming structures, environments and ourselves
CEO/Leader Workshops

The CEO/Leader acting as sponsor will be expected to attend one-hour workshops as a group. These workshops will provide context and methodology around the approach to the program, their participant(s) and how they will drive change across the organization.

- Organizing Racial Equity - Shifting Power
- RICH - Race, Identity, Culture & Heritage - A framework for rich dialogue
- The Enlightened Workplace - How inclusion drives equity and diversity
- Creating an Equity Team - Normalizing the practice of advancing racial equity
- Talking About Race Constructively - Building Psychological Safety into the conversation
The fellows will receive development around their personal brand, setting goals and objectives and their role in change.

- **Trust & Authority** - Building trust and positioning yourself as an authority
- **Being Assertive & Confident** - Expressing yourself and influencing
- **Network Building** - Develop and strengthen your network
- **Building A Vision** - Creating a personal vision and then telling the world.
- **Navigating the corporate maze as a Black person**
- **Standing Up for Your Worth and Value**
- **Allyship in Action** - The importance of allies in the workplace
Racial justice is the systematic fair treatment of people of all races that results in equitable opportunities and outcomes for everyone.
Addressing Systemic Challenges
Advancing Sustainable Change
Fellow Criteria

• **Black agency talent**, in any role/function in mid to senior-level positions (Level between first-time managers and executive level).

• **They have titles like Director, VP or SVP**, and as they take on more responsibility, they will be recognized as leaders of the organization.

• **Given their position at mid to senior-level in the organization**, they will have influence that will reverberate up, down and across the organization making leadership opportunities critical.
Fellows are our transformative future Black leaders

• Fellows understand the change that is required not just within their organizations to address the needs of Black people, but the dismantling of internalized oppression within themselves.

• Fellows believe in a prosperous healthy community and can navigate the process of change.

• Fellows can help to bridge gaps and help drive the need to work across differences.

• Fellows lift as they climb and own their responsibility as a steward of prior and future generations.
By design, the Vanguard program provides fellows with a curriculum which focuses on rigorous reflection and thoughtful development around efficacy, leadership agility and leadership interaction. It is rooted in working on the individual as a distinctive leader. The curriculum focuses on:

• **Exploring, discovering and developing** each fellow’s distinctive style of leading

• **Identifying and developing** the skill for negotiating race in work, civic and social settings

• **Developing a personal agenda for growth and development** through access to a sponsor and exposure to other leaders and connections with highly regarded industry and community leaders
Graduation

Fellows graduate with a clearer sense of knowledge, skills and tools needed to achieve greater organizational impact, influence and contribution.

• Through exposure they will have more confidence that they can move within the organization through various roles and positions, with the end objective of executive leadership. Their voices will be heard.

• More self-aware of their personal strengths and leadership style.

• Enhanced understanding of areas that are critical to their personal growth and community engagement.

• Developed and nurtured connections at the most senior levels of the organization and been exposed to the mechanics of the organization's operations, while building a community with other fellows.
05. CEO/Leader Role
The Sponsors Role

1. Actively and visibly participate throughout the program
   • The primary sponsor cannot disappear once they’ve attended the kickoff meeting.
   • Their sustained presence is necessary to build and maintain momentum for change.
   • They are required to amplify the voice of their participant(s).

2. Build a coalition of Sponsorship
   • The sponsor must mobilize other key business leaders and stakeholders, so they can advocate for and action the change.

3. Communicate support and promote the change
   • The sponsor legitimizes the need for change within the organization and sets the prioritization of change through direct engagement.
There are four specific sponsorship areas to focus on:

1. **Innovation:** Brings to life something new that enables the organization to go from the present to a new and different future.

2. **Collaboration:** Connection across the organization can enable critical access to ideas and other resources that help innovation and improvement in execution of initiatives.

3. **Leadership:** Development of the next generation of leaders, leaders create opportunities and advocate for the participant to undertake assignments that develop their skills.

4. **Brand:** Provide visibility to those who represent the behaviors and beliefs that embody your brand and values by recognizing them.
Sponsorship In Action

CEO/Leader

- **Innovation**: Provide strategic direction, and longer-term strategies to sustain and grow the future performance of the company.
- **Collaboration**: Balance capabilities, talent, costs, and service levels to fulfill organization’s core responsibilities efficiently.
- **Leadership**: Catalyze behaviors and changes in people, process and systems across the organization to execute strategic objectives.
- **Brand**: Protect and preserve the critical assets of the organization, hedge against risks, and accurately inform internal and external stakeholders.
- **Execution**: Performance
- **Efficiency**: Control

**Innovation**

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Tangible plans and commitments enhance the likelihood of sponsorship success.
Executive Coach’s Role
The Coach's Role

The purpose of the coach is to provide a sounding board for the uncomfortable conversations, introduce new skills and provide CEO/Leader knowledge and stability.

1. **Keep discussions focused** on understanding around the agreed goals.

2. **Encourage new ways of thinking**, exploring lots of different possibilities.

3. **Help make the uncomfortable, comfortable.**

4. **Provide feedback** which is constructive. Ask relevant questions and really listen to the responses.
Coach’s Focus

1. Assisting the leader in setting long-term development goals for the organization and work through potential risks and uncertainties.

2. Building the leader and organization’s strengths and skills to improve performance and explore past successes to improve output and results.

3. Assist the leader to adapt to changing conditions and circumstances.

4. Assist the leader through challenges, in taking personal responsibility for their mistakes, problems, and decisions.

5. Help the leader view their setbacks as lessons or as steppingstones toward success.
Coaching is unlocking potential and creating conditions for setting higher standards of excellence.
07. Mentor Role
The Mentor’s Role

The mentor is there to deliver valuable advantages including:

- Develop future leaders
- Support personal and professional growth
- Impart new skills
- Retain or pass along important organizational knowledge
- Improve workplace engagement and morale
- Boost employee retention

One-on-One mentoring in formal structure with accountability. The mentor will help define goals, develop a concrete set of key performance indicators that will enable leadership to quantify the success of the program at its completion.

Matching mentors and mentees to each other can be challenging. When matching, we ask you to consider the goals and match based on desired outcomes. Remember they do not have to work out of the same office.
1. Share knowledge, experience and learnings.

2. Focus on specific problems or challenges.

3. Clarify that mentors are not there to fix the problems. Instead, the role is to help mentees consider various options and devise their own solutions.

4. Avoid assigning “homework” to mentees. Instead, address what the mentee has accomplished between meetings.

5. Continually champion the mentorship, highlight the mentees success and share with leadership.
CEO’s and executive leaders provide the authority and credibility for successful change.
08. Investment
1. Develop a short-term succession plan for high potential Black talent into leadership.
2. Develop one-to-one relationships between CEO and leaders with Black employees through participants, providing an opportunity to amplify their voices, understand challenges and be actively involved/lead the change within the organization. (Be the advocate for change through active participation)
3. Demonstrate to clients your commitment to change not just with words but with actions.
4. CEO/Leader peer connection to discuss systemic challenges and collectively drive change that will impact the whole industry
12-month program
All inclusive per participant
$4,950

Members

$7,550

Non-Members
Partnership

• The 4A’s supports In For 13 - on their mission to stomp out racism and create equity in the advertising industry by raising the percentage of Black bodies in leadership positions to 13% (reflective of the % of Black people in the US) by 2023
• The Vanguard program supports this mission by providing a structured process for CEO/Leaders to engage with their Black populations and create a pathway to success for the next generation of Black leaders.

Will you join us on this journey?

If corporations are people, then a brand is the thinking, feeling, sensing part of the corporate body. Agencies are the guardians of this sacred trust.
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