HOPE

honoring opportunities for partnerships and equity

An Accelerated Leadership Program Focusing on Underserved/ Underrepresented Groups

KICKING OFF FALL 2021

HBA

OVERVIEW

HOPE is an accelerated one-year leadership program designed to help support and advance the careers of mid- to senior-level, high-potential talent in underrepresented groups (i.e., LGBTQ+, women of color, women with ability diversity). The program aims to provide access and opportunity through career coaching, mentoring, networking, professional development, and volunteering. At its core, HOPE focuses on the emotional intelligence leadership (EIL) theory, incorporating professional development programs designed to develop and enhance participant's executive presence, mindset, and influence.

Leadership Development Curriculum

- **Insights Discovery® Assessment** – This self-awareness psychometric tool is designed to help HOPE scholars understand themselves, understand others, and make the most of the relationships that affect them in the workplace.

- **Who's Going to Speak for Me? Navigating Sponsorship through Performance and Relationship Currency** (Orientation Session) – This panel discussion, featuring executives from various industries, will build on a Ted talk by Morgan Stanley Vice Chairman, Managing Director, and Senior Client Advisor Carla Harris, who characterizes meritocracy in the workplace as a myth and offers advice on how to actually get ahead. After viewing this brief video, panelists will engage in dialogue about performance and relationship currency and the importance of developing an action plan that positions HOPE scholars for securing sponsors as part of their journey toward advancement.

- **Authenticity and Identity: Un-covering Strategies for Advancement** (*Q1 Session*) – "Covering", a term credited to sociologist Erving Goffman in 1963, describes the phenomenon that results when people of "stigmatized" identities engage in behaviors designed to minimize unwelcome attention so as not to distract from their capabilities. In a study conducted by Deloitte, 61% of employees in organizations spanning ten different industries reported covering along at least one of four axes – appearance, affiliation, advocacy, and association. The percentages were even higher among people who identify as LGB, Black, women of color, and Hispanic. Despite these figures, the

concept of authenticity in the workplace is touted as being valuable for helping companies attract and retain diverse talent. A diverse panel of executives will engage in discussion and Q&A about the role that authenticity and un-covering played in their advancement and offer HOPE scholars advice on how to determine how much to risk when trying to advance and how to leverage difference as a competitive advantage.

- **Cultivating an Executive Mindset** *(Q2 Session)* – In a research study by Ryan Gottfredson and Chris Reina, the pair noted, "…[M]ost leadership development efforts overlook a specific attribute that is foundational to how leaders think, learn, and behave: their mindsets."   In a pre-read for this session, they offer four sets of mindsets they believe can help leaders become more effective in their leadership roles. During this session, a panel of C-Suite professionals will discuss the significance of mindset, how shifting mindsets contributed to their advancement, and the competencies they developed to lead with confidence. HOPE scholars will then have the opportunity to engage in discussion with each other about shifts in mindset they would like to make and the competencies they would like to develop to embody an executive mindset.

- **Executive Presence and Influence in a Virtual Environment** *(Q3 Session)* – As many companies are shifting to hybrid teams to accommodate the need for employee flexibility, it is increasingly important to exude executive presence in both in-person and virtual environments. A report from the Human Capital Institute describes executive presence as a combination of three factors – interpersonal aptitude, professional affect, and technical competence. "In sum, it is how you interact with people, how you present yourself, and what you know." For this flipped session, HOPE scholars will view a video in advance on tips for influencing others in a virtual environment and then apply these tips by submitting a 1-2 minute video on why they should be involved in the next major project, committee, or similar activity at their companies. Executive leaders will review the videos prior to the session and provide feedback. Scholars will then re-record and submit videos incorporating this feedback. During the live, virtual group session, executives will provide additional tips and engage Scholars in Q&A.

- **The Lonely Only: Navigating Bias, Emotion, and Expectation** *(Q4 Session)* – As long as the headlines continue to highlight "firsts" – the first African American board chair, the first openly gay VP, the first Latina Head of Global Accounts, the first blind CEO – aspiring executives from underrepresented populations will likely have the experience of being the only person from an underrepresented group on the staff and/or in the room.   Although these individuals may be recognized as pioneers for breaking barriers, they do so while having to navigate unconscious and conscious bias, manage the emotional aspects of workplace micro-incivilities, and cope with low and high expectations that come with being trailblazers. This session will feature a diverse panel of executives who at various stages of their careers were the "firsts" and "only" from an underrepresented group. They will share the issues and experiences they faced and insights on the strategies they utilized to thrive. HOPE Scholars will then have an opportunity to engage in Q&A.

Calendar at a Glance _____

Q1
- Discovery Insights Assessment
- HOPE Scholar Orientation (*Including "Who's Going to Speak for Me"*)
- Mentoring Session with Executive
- Individual Coaching Session *(30 minutes)*
- Lunch-and-Learn Session *(Authenticity and Identity: Un-covering Strategies for Advancement)*
- HBA Annual Conference *(complimentary registration)*

Q2
- Mentoring Session with Executive
- Individual Coaching Session *(30 minutes)*
- Lunch-and-Learn Session *(Cultivating an Executive Mindset)*
- Group Coaching Session *(45 minutes)*

Q3
- Mentoring Session with Executive
- Individual Coaching Session *(30 minutes)*
- Lunch-and-Learn Session *(Executive Presence and Influence in a Virtual Environment)*
- Complimentary Educational Program of Choice

Q4
- Mentoring Session with Executive
- Individual Coaching Session *(30 minutes)*
- Lunch-and-Learn Session *(The Lonely Only: Navigating Bias, Emotion, and Expectation)*
- Group Coaching Session *(45 minutes)*
- Closing Program – Digital Badge of Completion