

# The Strategic Lens

Strategic Thinking for Individual and Institutional Impact

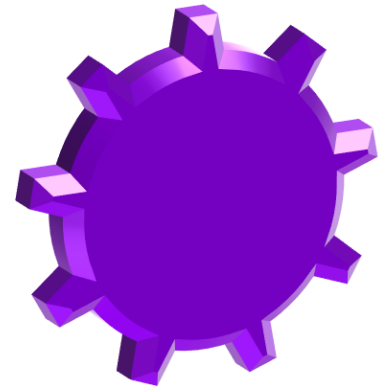
*Part of an ERG Leadership series for ERG members, leaders, and diversity champions*



**ELEVATE** is a partnership with



# The Strategic Lens



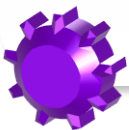
*The Strategic Lens* shifts your thinking in focused and systematic ways. The tools from this course provide practical, yet straightforward frameworks that guide your thought processes in methodical manners. Strategic thinking improves your future state and can work beyond institutional levels; it can help you at the individual level—and on a daily basis. The course provides fresh approaches to maximize opportunities, minimize risks, and focus your lens toward strategic success. Course topics include:

- Foundations And Contexts For Strategic Thinking
- Key Elements To Shift Your Thinking Toward More-Strategic Approaches
- Visual Views Of Key Methods That Lead To Visionary Directions
- Systems That You Can Apply At The Individual Level

## About the Elevate ERG Leadership Series

We offer a wide range of tailored ERG leadership courses. This course is one amongst a larger series. The ERG Leadership Series tailors leadership development for Business & Employee Resource Groups (BRGs & ERGs), representing among the most engaged, passionate team members who both volunteer and inherently build diverse and inclusive talent pipelines.

**Audience:** These courses are designed specially for the dedicated members of Employee Resource Groups, also known as Business Resource Groups, Affinity Groups, and Employee Network Groups.



## What is ELEVATE?

Elevate is a partnership with the California State University—Fullerton, University of California—Riverside, University of California—San Diego, Spectrum Knowledge, and the University of California Office of the President—MESA. One unified phrase embodies both our mission and vision: **PURPOSE + PEOPLE = PURPLE**. Elevate helps you define, refine, and align your purpose with your organization's purpose.



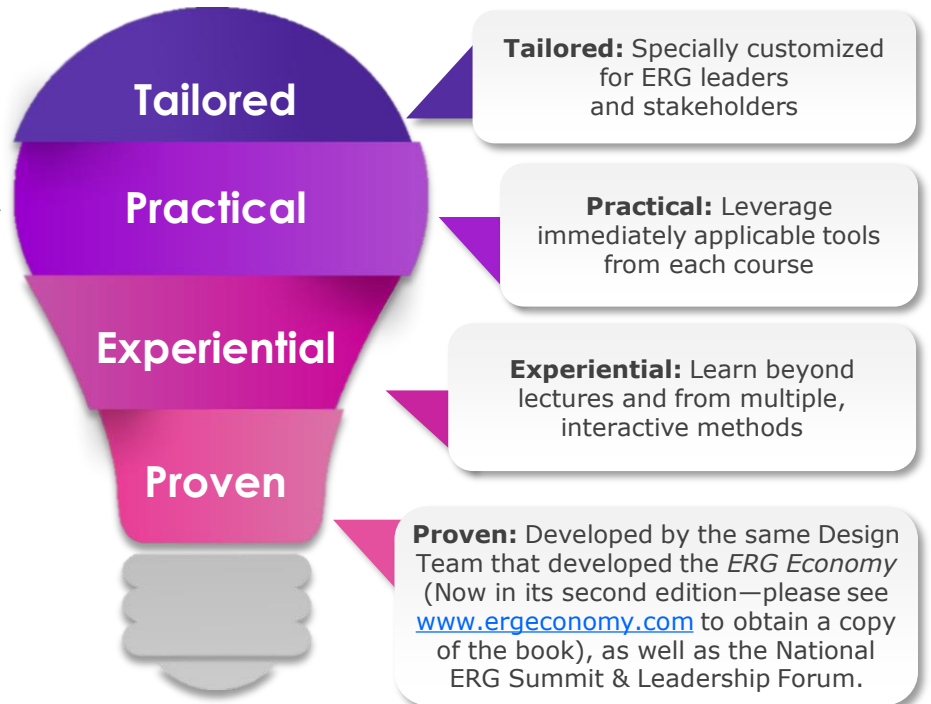
To register, go to [www.ergeconomy.com/courses/](http://www.ergeconomy.com/courses/)  
For more information, contact us at [info.411@spectrumknowledge.com](mailto:info.411@spectrumknowledge.com)

# What makes this program **UNIQUE**

## Dates & Locations

**April 4-5, 2019: Washington, DC**  
More info to follow

**June 13-14, 2019: City of Industry, CA**  
Bank of America Merrill Lynch



For the most updated information, visit [www.ergeconomy.com/courses/](http://www.ergeconomy.com/courses/)

## Executive Guest Speakers

In addition to our world-class Elevate faculty as instructors, we are confirming esteemed executive Guest Speakers!



## Registration Information

**Early Bird:** Register by February 28 to receive your choice of either: 1) a seat at the annual invitation-only Elevate National ERG Summit & Leadership Forum on May 30 & 31, 2019 in San Diego (see [www.ergsummit.com](http://www.ergsummit.com)); or 2) one Virtual Leadership Advising Session.

**Tuition:** \$1500 (Meals and materials included)

**Team Advantage:** Send at least 6 from one company and receive \$100 off per person—a total savings of \$600 or more!

**Government rate:** \$1400

**Government Team Advantage:** Send at least 6 from one agency or organization and receive an additional \$50 off per person—a total savings of \$300 or more off the normal rate!

Ask your leaders and managers to invest in your organization by supporting your leadership and professional development. Your registration includes an invitation for your Executive Sponsor to attend the Executive Sponsor Session on the morning of the second day of class. The Executive Sponsor Session is for Executive Sponsors only. Please see next page for more information.

To register, go to [www.ergeconomy.com/courses/](http://www.ergeconomy.com/courses/)  
For more information, contact us at [info.411@spectrumknowledge.com](mailto:info.411@spectrumknowledge.com)

# How and Why This Program Benefits You and Your Organization

As ERG Leaders and Members, you invest your passion for people and your organization as volunteers. Ask your executive sponsors and D&I Team to support your participation so that you can increase this virtuous cycle of performance. ERG and D&I efforts demonstrate the following measurable value:

## People: Dedicated, Engaged & Fact-Focused



**+19%**

Boost in Retention

**+57%**

Better Collaboration

**+58%**

Boost in Ability to Correctly Price Stocks and Focus on Facts

## Productivity: Cognitive Diversity & Market Advantage Innovation



**+70%**

Increased Success in New Markets

**+40%**

More Market Share

**+42%**

Additional Patent Citations for Mixed-Gender Teams than Single-Gender Teams

**15x**

More Sales for Most-Diverse vs. Least-Diverse Companies

**+9%**

More Sales for Every 1% Increase in Corporate Ethnic Populations (Up to the Rate Represented in the General Population)

## Performance: Financial Gains



**+35%**

Increased Financial Returns (Above the Industry Mean with Ethnically Diverse Companies)

**+15%**

Greater Financial Returns (Above the Industry Mean with Top-Quartile Gender Diverse Companies)

**+26%**

Outperformance (Of Large Companies with at Least One Female Board Member as Compared with their Industry Peers)

American Sociological Association, "Diversity Linked to Increased Sales Revenue and Profits, Customers," April 3, 2009.

CEB, "Driving Retention and Performance Through Employee Engagement," Arlington, VA, 2008.

Credit Suisse Research Institute, "Gender Diversity and Corporate Performance," July 31, 2012.

Forbes, "Patenting the Co-Ed Code," September 13, 2007.

Hewlett, Sylvia Ann, Melinda Marshall and Laura Sherbin with Tara Gonsalves, "Innovation, Diversity & Market Growth," Center for Talent Innovation, 2013.

National Center for Women & Information Technology, "Who Invents It? Women's Participation in Information Technology Patenting," 2012.

Rock, David and Heidi Grant, "Why Diverse Teams are Smarter," *Harvard Business Review*, November 4, 2016.

Fuhrmans, Vanessa, "Companies With Diverse Executive Teams Posted Bigger Profit Margins, Study Shows," *The Wall Street Journal*, January 18, 2018.



## Executive Sponsor Session

The Executive Sponsor Session features an exclusive opportunity for ERG Executive Sponsors to discuss cross-industry, leading-edge practices, and strategies to serve as the most-effective sponsors possible. These discussions can include how to:

- Maximize partnership opportunities with ERGs to align with your organization's overall strategy
- Advise ERGs with both proven and innovative tactics for the ERGs to develop and flourish
- Leverage opportunities for how ERGs can support specific business programs and initiatives
- Avoid pitfalls of ERG leader and sponsor relationships

## Contact Us

E-mail: [info.411@spectrumknowledge.com](mailto:info.411@spectrumknowledge.com)

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