



JUNE 2020

DECISION MASTERY

Tools for Decision-Making Excellence and Optimization

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

ELEVATE is a partnership of





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DECISION MASTERY

Tools for Decision-Making Excellence and Optimization

Executive Summary

The *Decision Mastery* course augments your ability to think with a toolbox that synergizes with *The Strategic Lens* course. This course propels those who have taken the other course as it shifts the context and directly emphasizes the tools as the learning centerpiece. By breaking down complex tools into core components, you will see how strategic and systematic approaches can demonstrate rapid results in productivity, strategic clarity and systems-based thinking. Course topics include:

- Tools that harness strategic decision-making, but in focused, simplified and practical ways
- Self-awareness and self-development tools that foster focused results
- Key frameworks that allow you to clear through complex, cluttered contexts and choose clear paths to success
- Models geared toward shifting your worldview, as well as daily projects and tasks



Learn more at www.ergeconomy.com



What makes this program

UNIQUE

Tailored: Specially customized for ERG leaders and stakeholders

Tailored

Practical: Leverage immediately applicable tools from each course

Practical

Experiential: Learn beyond lectures and from multiple, interactive methods

Experiential

Proven: Developed by the same Design Team that developed the *ERG Economy* (Now in its second edition—please see www.ergeconomy.com to obtain a copy of the book), as well as the National ERG Summit & Leadership Forum.

Proven

About Us

Elevate ERG Leadership Series



Powered by Elevate

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.

ELEVATE

Elevate is a partnership of 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.



Learn more at www.ergeconomy.com



Date & Location

Los Angeles, CA

JUNE 22-23, 2020

9am – 4pm PT

In Los Angeles
(more info to follow)

Registration Information

Who Should Register: 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.

Early Bird: Register **60 days before the start of your chosen class date** and your registration will include a seat at a Virtual ERG Advising Session on Friday, November 20th from 11:00 am—12:30 pm PT.

Tuition: \$1600 (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: \$1500 (Meals and Materials Included)

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.

To register, go to www.ergeconomy.com/courses
For more information, contact us at info.411@spectrumknowledge.com



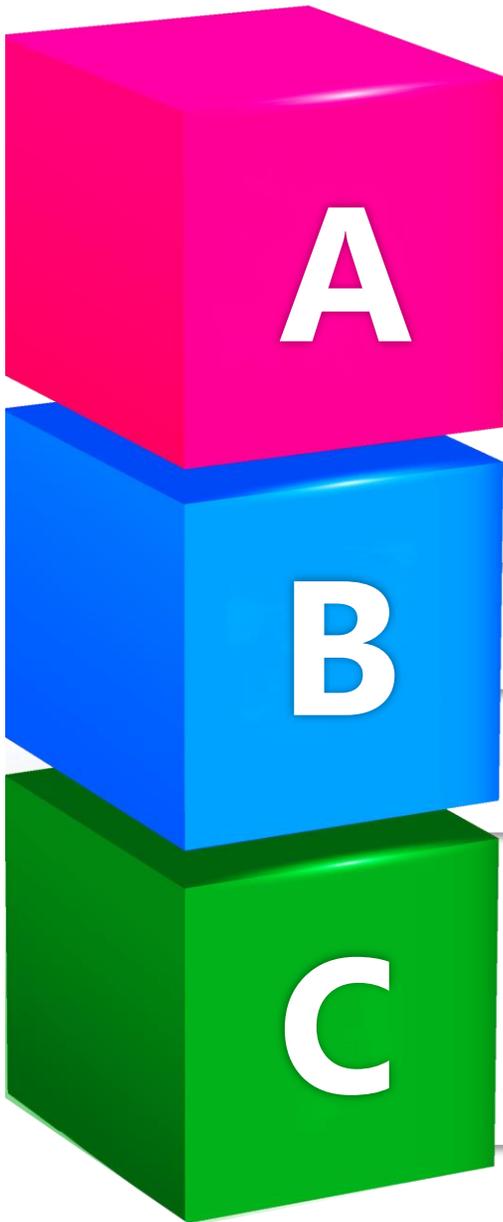
Register at www.ergeconomy.com/courses



Additional information



Visit www.ergeconomy.com



Agenda

www.ergeconomy.com/courses/#aot-dm



Bios of Faculty

www.ergeconomy.com/bios-of-faculty



Book Information

www.ergeconomy.com/erg-economy-2nd-edition



Benefits of this Program

www.ergeconomy.com/#benefits



Courses (Upcoming)

www.ergeconomy.com/courses-upcoming





Agenda



The Strategic Focus Field

What it is

A simple field that helps you block out noise, and instead, focus on the best competency that you have heard others say and that you truly believe.

Application + Value

1. Define a single, top Competency
2. Stand out from peers
3. Improve performance
4. Skill development



The Flow Model

What it is

A model that shows the emotional states that we are likely to experience when trying to complete a task, depending on the perceived difficulty of the challenge and our perceptions of our skill levels.

Application + Value

1. Improving performance
2. Skill development



The Optimized SWOT

What it is

A model used to evaluate the Strengths, Weaknesses, Opportunities, and Threats to a project, process or objective-based task.

Application + Value

1. Situational Evaluation
2. Personal Evaluation



The Making-Of

What it is

A visual future planning system that identifies what is relevant in the past and should be carried forward into the future

Application + Value

1. Planning for the future



Project Portfolio

What it is

Tool that aids in prioritizing and evaluating projects and obligations

Application + Value

1. Classify current projects/careers
2. Budgeting
3. Determining energy allocation



Eisenhower

What it is

A tool that distinguishes what is important and urgent

Application + Value

1. Anytime you want to manage time more effectively





Agenda



Rubber Band

What it is

If you have to make a decision between two good options, ask yourself what is holding you back and what is pulling you forward

Application + Value

1. Need to make a critical decision that will affect your future



The Johari Window

What it is

Disclosure and feedback model

Application + Value

1. To illustrate and improve self-awareness and mutual understanding between individuals within a group



Double-Loop Learning

What it is

A technique to reflect on your actions and learn from them

Application + Value

1. When we need a new way to achieve desired goals



Appreciative Inquiry

What it is

A tool to focus and build on strength instead of weaknesses

Application + Value

1. When we need to focus on strengths, overcome conflict, create a vision and plan



Situational Leadership

What it is

A model to identify how to adjust leadership style to align with the employee's development level

Application + Value

1. When we want to improve our leadership skills and communication, and reduce misunderstandings with an employee or team



6 Hats

What it is

Team or meeting technique to stimulate communication and create a playful/serious approach when discussing a topic. Parallel versus adversarial thinking process

Application + Value

1. When we need to think in different ways
2. To evaluate a process, idea, or product





Bios of Faculty



Vu H. Pham, Ph.D.

Chair of Elevate

As the Chair of Elevate, Vu H. Pham, Ph.D. works with dozens of organizations from the Fortune 500 to government and non-profit agencies. Elevate is a partnership with the Center for Executive Development at the University of California, San Diego's Rady School of Management, as well as Cal State Fullerton and UC Riverside's Career Centers. The Elevate Program boosts organizational performance and strategic effectiveness through interactive training and data-driven research. Dr. Pham's works have been featured on multimedia venues from CNN, MSNBC, Forbes, The Los Angeles Times, Voice of America, KSCI International TV, and Strategic Innovators. He has published several books and numerous articles, while donating countless hours and fundraising for non-profit organizations.



Stephanie Piimauna

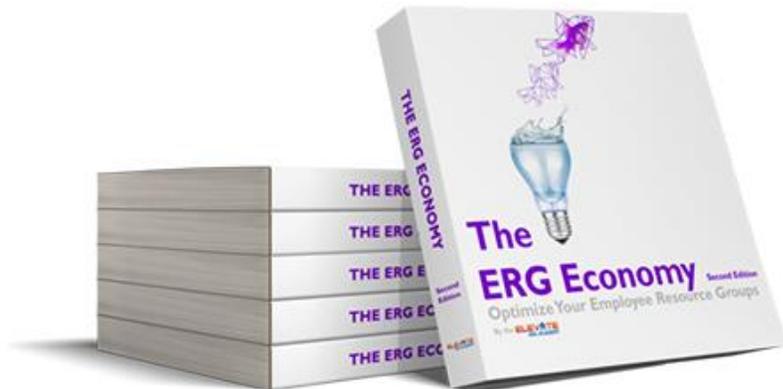
Vice Chair of Elevate

Stephanie Piimauna is the Vice Chair of Elevate, which is a partnership that includes the University of California—San Diego, the University of California—Riverside, California State University—Fullerton, the University of California Office of the President—MESA, and Spectrum Knowledge. She is veteran of the hospitality industry for over 25 years and currently serves as an executive at one of the largest international Entertainment, Gaming, and Hospitality companies in the world. She has thrived in the area of Learning and Development for most of those years and continues to follow her passion for developing leaders. In addition, she provides cutting-edge diversity training and oversight of the company's many employee resource groups through her leadership in Diversity and Inclusion. Stephanie also manages company groups that are involved in various environmental, philanthropic, and volunteer initiatives.





Book Information



Designed by the Authors of ERG Economy!

The **ERG Leadership Certificate Series** is design by the **Elevate Team**, which produced the **ERG Economy ToolBooks**.

"The ERG Economy challenged me to continue building collaborative ERG organizations and harness their creative energy to support our organizational objectives."

- Ondra Berry | Senior Vice President, Talent and Performance | MGM Resorts International

"The ERG Economy training is the best I've seen in my career as a D&I professional. The training is fun and interactive and provides a host of valuable tools for ERGs to reach the next level."

- Sarah Helm | Head of Diversity and Inclusion | Discover Financial Services

"The ERG Economy provides GPS-like guidance to move you from merely sustaining to success as an ERG leader or Diversity professional."

- Emanuel Brady | Vice President and Chief Diversity Officer | The Raytheon Company

"Clear, concise and practical. Based on core business principles, The ERG Economy ToolBook provides a framework to unleash the human potential of your ERGs."

- Christopher Rowland | Global Diversity Officer | The ManpowerGroup

"This vital book contains the essential elements for building ERGs that launch great careers and support high business performance. It's a must-read for ERG leaders as well as business leaders seeking to maximize the benefits they derive from the ever-evolving ERG economy"

- Joseph Santana | Chairman of the Institute for Corporate Productivity (i4cp) Chief Diversity Officer Board

"Congratulations on the second edition of ERG Economy. Our ERG leaders are looking forward to leveraging all of the great work. The first book was invaluable in helping us move our ERG strategy forward."

- John Basile | Vice President | Chief Diversity & Inclusion Officer | Fidelity Investments

"This book innovatively distills the key techniques ERG leaders need to succeed in a simple visual narrative – read and apply it immediately!"

- Tujuana B. Williams | Vice President & Chief Diversity & Inclusion Officer | Fannie Mae

"This book is a vital resource to organizations for how to optimize the value proposition ERGs can offer the business, employee experience and the leaders who lead them."

- Cheryl Wade | Head of Diversity and Inclusion | Booz Allen Hamilton

The ERG Economy book provides a simple and clear path to help ERG leaders move their programs forward with a fresh, thoughtful and creative approach."

- Mike Serbring | Head of Inclusion and Diversity for the Americas | MUFG Union Bank, N.A.





Benefits of this Program

How and Why This Program Benefits You and Your Organization

As ERG Leaders and Members, you invest your passion for people and the 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.

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 sales for most-diverse vs least-diverse companies
- +9% for every 1% increase in corporate ethnic populations (up to the rate represented in the general population)

Performance: Financial Impacts



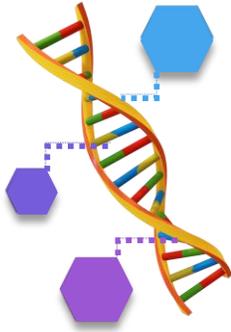
- +35% financial returns (above the industry means with ethnically diverse companies)
- +15% financial returns (above the industry mean with top-quartile gender diverse companies)
- +26% outperformance (of large companies with at least one female board member)

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.



Courses (Upcoming)

Look out for these future ERG Leadership courses!



Adaptive Thinking

Mental Flexibility for Rapid Success

Coming in 2021

In today's increasingly complex and fast-paced world, we need to adapt more quickly and flexibly. This adaptive thought process entails agile and smaller changes that eventually culminate in greater shifts. This also encompasses measuring risks and rewards in systematic and thoughtful ways. This course emphasizes practical models and methods that help you adapt to these rapidly changing professional environments. Course topics include:

- How to embrace an adaptive, agile mindset
- Types of Innovative Thinking
- Methods to Discern Risky Scenarios from Smart Risk-Taking
- Adapt in Team Environments to Improve Collaboration



Innovation Dynamics

Sharpen Your Innovative Thinking Processes

Coming in 2022

This course states what it does: it provides you with methods to shift your thinking in dynamic and innovative ways. Innovation extends far beyond product and process innovation, as the course focuses on what matters most—people innovation. People are the driving engines behind powerful processes and products. The tools and tactics in this course furnish you with the necessary ingredients to innovate as a career professional. Course topics include:

- Methods to Innovate as You Eliminate
- Tools to Expand and Systematize Your Innovative Thinking
- Fresh Perspectives on Innovation as a Process
- Interactive Team Tactics to Drive Creative Thinking

