



BLACK REPRESENTATION IN MARKETING

Sponsorship Toolkit

Developing the next generation of leaders

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Getting Started

How we got here

In winter 2021, Accenture, Meta, and select members of the BRiM community came together to tackle some pressing challenges. From this work, sponsorship emerged as an opportunity area.

We know that systemic change requires many approaches. Sponsorship is just one impactful way for business to transform and develop Black Talent - empowering next generation leadership.

This toolkit is designed to support you on that journey.

Please be advised that this toolkit contains links to third party websites and resources – Accenture, Meta, and BRiM are not responsible for the content contained on these sites.



Getting Started

Using the toolkit

This toolkit contains two key sections.

The first (pages 6-17) is an overview of how sponsorship works, as well as some of the things to take into consideration as you design your programme.

The second section (pages 18-86) , contains materials and resources to support in delivering such a programme. From how to develop a code of conduct to suggested reading materials, canvases, and touchpoints. It is designed to be flexible. To that end, not all of the materials may be applicable to your organisation – make sure you work closely with your HR team before, and during, the process to ensure the best fit.

Wherever you are in your organisation, these assets can help your leadership/I&D network kickstart your own sponsorship programme or enhance programmes already in operation.



Getting Started

Using the toolkit

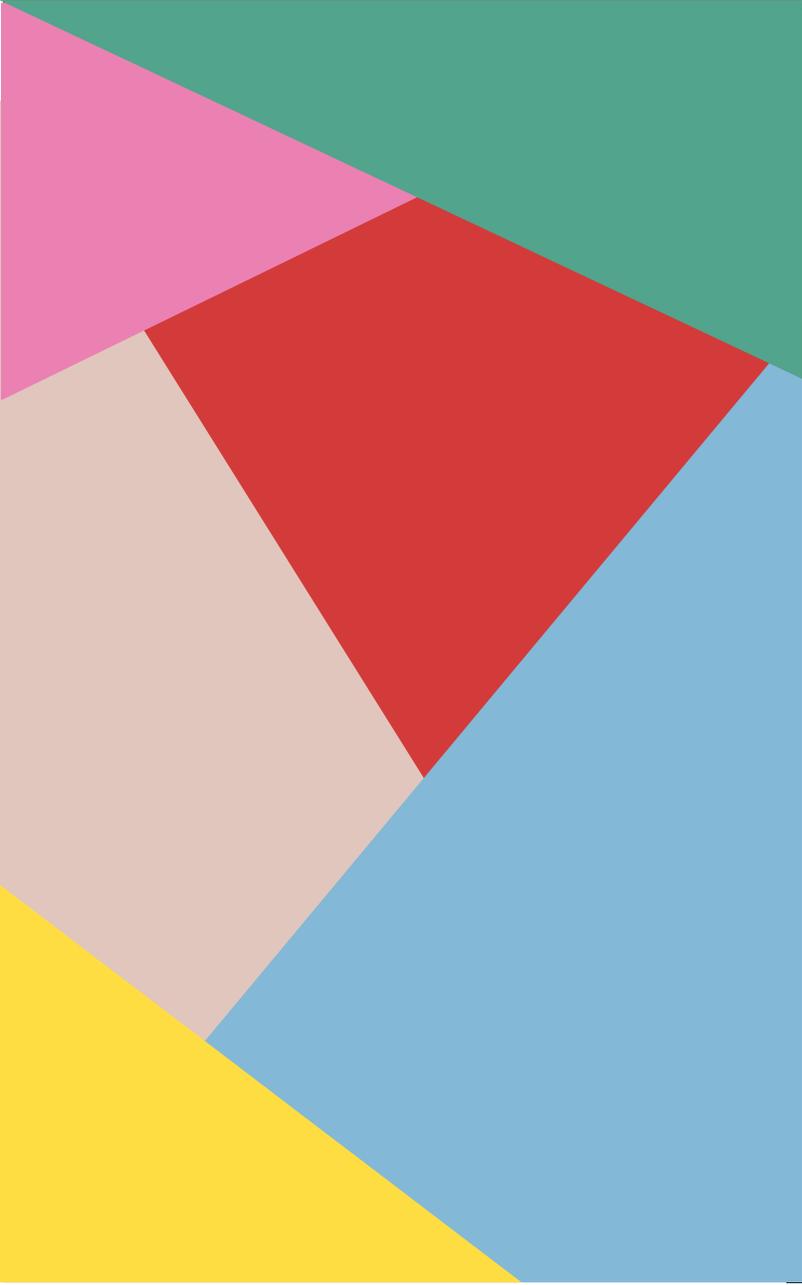
The first section (pages 6-17) is designed for those who will be organising and running the programme. This might be your HR team, or your I&D leadership.

The second section (pages 18-86) is broken into 5 segments. The first 4 segments cover the 12-month programme itself – and contain the following items

- Overview of each phase
- Delivery resources
- Learning resources
- Suggested touchpoints for the participants
- Activity canvases

The fifth segment includes some starter resources to help the team organising the programme refine the approach for future cohorts.





Sample programme approach

A new way to drive change



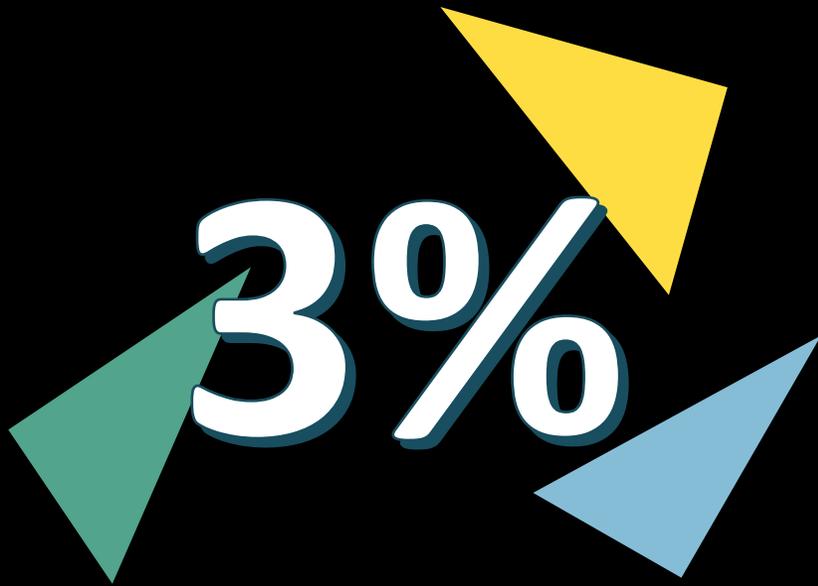
Introduction

Welcome to the BRiM Sponsorship Programme

This is an innovative sponsorship programme that brings a fresh perspective to sponsorship. Designed for mid-level Black professionals in the UK marketing industry, our aim is to reduce systemic barriers and accelerate the careers of promising talent. It is important to understand that sponsorship is not about correcting faults, it is about providing access and opportunity to groups have been previously excluded. By supporting these communities, we can radically change our industry.

We are empowering next generation leadership.





- the percentage of Black Talent
in the industry workforce

AA ALL In census, 2021

Why this programme?

**We are aiming to radically change
the UK marketing industry**

The UK marketing industry recognises we are facing a crisis. Black Talent is severely underrepresented – both in front of, and behind the camera.

BRiM is looking to create meaningful change, and you have a part to play. It is time to address the systemic challenges within our industry, reduce the barriers in place, and develop a community driven by inclusive leadership.

This sponsorship programme is designed to empower mid-level Black professionals. By blending learning, action, and change teams are provided with tangible steps to support Black Talent. But more importantly, this is journey for your current leadership, and opportunity to transform how you do business – it is time to take action.

A key difference between a Sponsor and a Mentor is the investment of time. A Sponsor should be actively leveraging their network and creating opportunities. They are personally invested and actively participating in the career advancement of their Sponsee. Meanwhile, Mentors provide support in developing the bigger vision.

See slide 12 for some starter questions to help you get set up.

Sponsor

A Sponsor is a **senior member of staff who is invested in the career** of more junior talent. They promote their Sponsee directly, and actively open doors to experiences and opportunities for enhancement. By leveraging their networks and influence to build connections they increase their Sponsee's access to things such as:

- High-profile work assignments
- Pay increases
- Promotions
- Opportunities to build reputation/brand

To achieve this they take an active role in supporting the upward progression of their Sponsee – championing them repeatedly, and visibly.

Mentor

A Mentor can **sit within, or outside, the organisation of their mentee**. They are usually chosen for their experience and skillset, to provide guidance and support. Taking a higher-level view than a Sponsor, they work with individuals to support in:

- crafting a career vision
- offering insight and advice
- providing suggestions on how to build their network
- share best practice and resources

To achieve this, they may follow a formal or informal structure – focusing on hard/soft skill building and career advice.

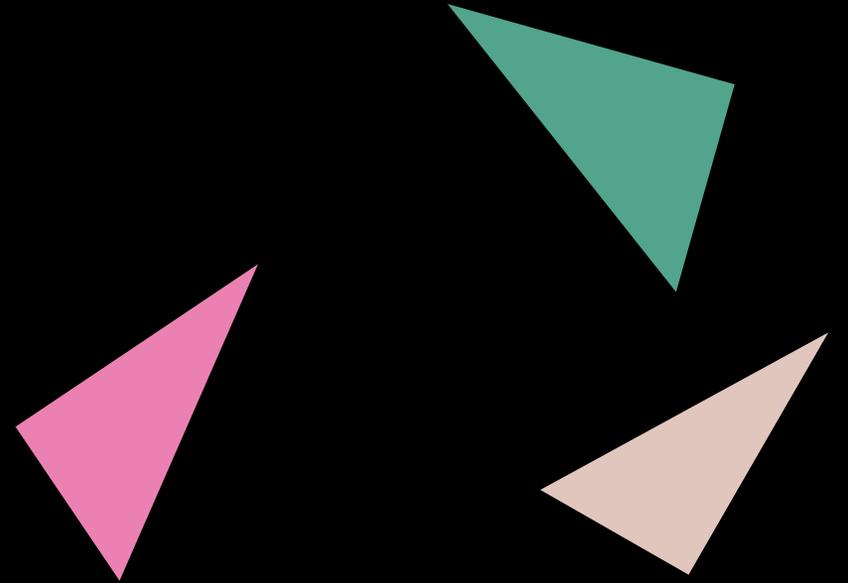
What is a Mentor?

Guidance for Growth

Mentoring is often thought of as a process that's only important in the early stages of your career, when you don't have the knowledge and information you need to navigate your office or business structure. Anyone at any level or point of their career, even those in senior positions can benefit from guidance.

The pool of Mentors may get smaller the more senior position you hold, but there's always someone at the next level who can help. When you choose a mentor, think about what you need and who can help you with it. Research who can help you with a particular area of growth and identify someone with the specific expertise that can guide you on a particular issue. You may need to narrow down the area you need help with, and find the person best positioned to advise you.

Mentoring is a two-way street, and the person you identify as best positioned to help you with your development may need your help with theirs too. Always approach mentorship as a opportunity to give and take. By offering advice, you are setting up a reciprocal relationship that can benefit you throughout your whole career. You should also build a diverse network of Mentors who provide different perspectives and challenge your thinking. These are the interactions that stimulate the most valuable professional and personal growth.



What is a Sponsor?

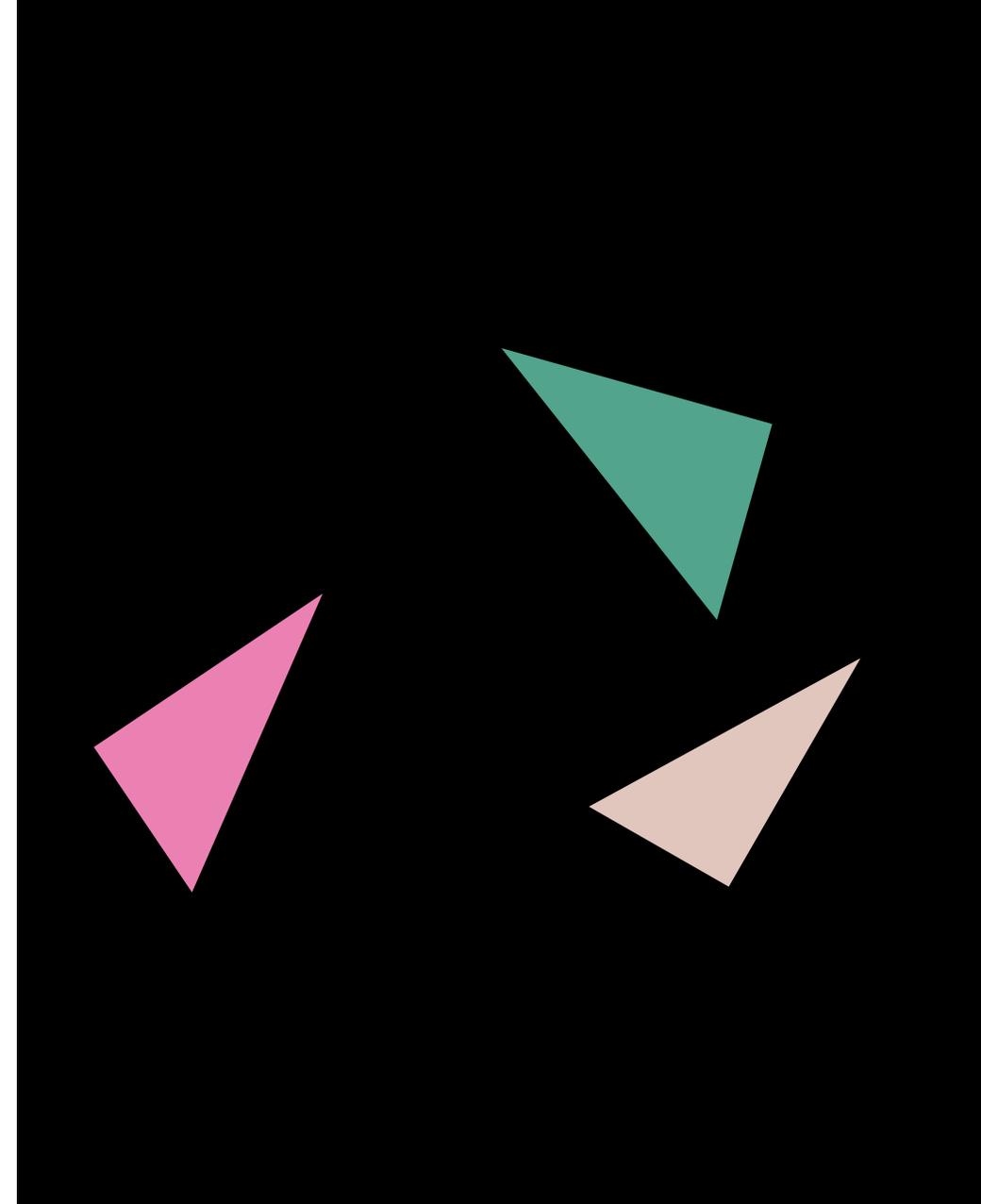
Unlocking the Door

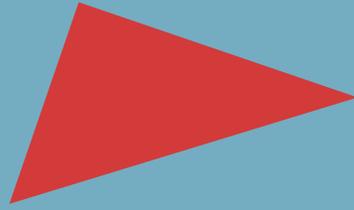
A senior Sponsor can help their Sponsee with career advancement. With a Sponsor advocating for their Sponsee, they're more likely to get important opportunities and be more visible. It is critical to have a Sponsor at the table who can represent their Sponsee and help them get to the next level.

A career Sponsor elevates their Sponsee's visibility at work, places them in new roles or projects, ensures they are recognised for their contribution. A Sponsee needs to work with their Sponsor to ensure they are visible and vocal. Thereby, building a reputation as an ambitious, highly skilled part of the team. Sponsors can offer advice on how a Sponsee can be proactive in order to make themselves noticeable and their accomplishments known.

A Sponsor should help their Sponsee to show their ambition by resourcing them on new, exciting projects that are more challenging. In addition to, opening doors to collaborate with people the Sponsee hasn't worked with previously. As these projects and connections are made, the Sponsor should start to scout for new opportunities, working closely with their Sponsee to identify the right ones for their career.

To ensure success, we'd recommend a Sponsor meet their Sponsee at least once a month. This frequency should increase during critical processes, for example, during annual reviews.





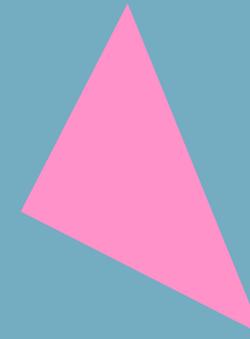
Sponsees

- Has a senior leader/manager put this candidate forward?
- Have they identified specific skills/areas of focus to improve?
- Do they demonstrate drive and ambition for self-advancement?
- Would this individual benefit from this programme?
- Do they have unrealised ambitions / talents / potential?
- Are they struggling to identify their niche / next career step?
- Is their career trajectory unclear?
- Will this support in positioning them as a leader / future leader within the firm?



Sponsors

- Do they support the programme, and are they willing to invest in junior talent?
- Can this Sponsor directly influence the career of their Sponsee?
- Do they hold influence over pay rises, special projects, promotions, or business areas?
- Can they open up opportunities for internal / external exposure and visibility?
- Do they have access to other senior leaders within the firm?
- Are they known for publicly highlighting wins of junior team members?
- Is their work / leadership style in-line with the expectations of the programme?



HR

- Are they fully engaged with the programme?
- Have they reviewed the approach?
- Have they supported in identifying the key elements to be delivered in your organisation?
- Can they support in selecting Sponsees and Sponsors?
- Have they spoken with the relevant Sponsors to discuss any potential issues, company policies that may be relevant?
- How might they aid and support the delivery?



Developing a code of conduct

Creating space, and holding it





1/3

of Black Talent say they'll leave
the industry over lack of inclusion

AA ALL In census, 2021

Why have a code of conduct framework?

This type of programme requires trust, vulnerability, and space for growth

It is vital that programme participants are safe, supported, and that they are protected by any relevant legislation – where applicable. As there is an inherent power imbalance between Black professionals and their Sponsors it's important that this framework is reciprocal with clear expectations.

Clearly defining the role and responsibilities of each individual involved in the programme will enable this. It is important that these are understood, and highlighted, in advance of the programme to avoid confusion later. Key actions, and any limitations should also be shared with the group. Some assets that can help with this include:

- Clear, written roles and responsibilities document
- Playbooks / manuals for cohorts
- Training and briefing sessions
- Ongoing feedback

Developing a code of conduct

Before embarking on your sponsorship journey, take some time to develop a code of conduct. This will ensure all participants are safe, secure, and protected throughout – **we'd recommend putting the Black Sponsees in the position of priority.**

Creating space

The goal of such a framework or policy is to provide protection and support high standards of safety and welfare. Going through a programme can surface many challenges, biases, and vulnerabilities. Ensure that each participant is supported by having clear commitments and ethical considerations outlined.

While some aspects may be covered through the employee handbook, or through legislation, creating a Code of Conduct will help shape the relationships you'd like the participants to have and create a space for learning and growth. Ensure that you work closely with your HR team to craft the right approach for your organisation.

Starting questions

- What is the scope of the document?
- Who is the intended audience?
- Who is responsible for updating the document?
- What is the working definition / framing you'll use?
- What are the primary obligations?
- What are the principles you want participants to abide by?
- What behaviours are acceptable / unacceptable during the programme?
- How will HR be involved should issues arise?
- What are the expectations of participants, and what are the remedial actions to be taken if these aren't fulfilled?
- How will these be shared with participants?

It is understandable that people may have a mix of emotions getting involved in this type of sponsorship programme. **Taking a proactive approach early on can help reduce risks later.**

Duty of Care

A duty of care is a legal obligation that we all have as an individual in society to take reasonable steps to not cause foreseeable harm to another person or their property.

It comes down to individual wellbeing, welfare, compliance and good practice. Having a duty of care means you have a responsibility to protect people's health, safety and wellbeing.

Some duty of care principles include but are not limited to:

- Individual wellbeing
- Welfare
- Compliance
- Good practice
- Safety
- Dignity
- Independence
- Privacy
- Communication

Ethical Considerations

It is important to consider ethics before undertaking a sponsorship journey. Some things to discuss before getting involved can be found below: (list non-exhaustive)

- Who is the target group? Ensure they agree to participate and there is clarity on the criteria for why there were chosen to be a part of the programme.
- Are there any special characteristics the target group has that must be considered to ensure fair access for all?
- Total involvement ensures that each participant has fair and equal input.
- Outline and agree on start and end dates
- Disclose what information is being collected, for what purpose is it being collected, how it is being collected, how long will it be held for, who will have access, and where is it being stored?
- Is there any financial exposure or risk associated with partaking on this programme?
- Can a participant stop the programme at any point and are there any implications?
- Manage expectations of all participants. No results can be guaranteed.

Developing a code of conduct

Having a clear process to communicate the code of conduct will make things easier for everyone. Should issues arise **all participants must be clear on how to report issues and to whom – with zero retaliation.**

Holding space

Working in this way can be challenging for participants. It may require them to step out of their comfort zone and confront their own biases and beliefs. While this can lead to huge opportunities for growth, it may also lead to resistance.

Some of these tensions may stem from a lack of understanding of the Black experience, cultural insensitivity, and behaviour models.

It is important that any concerns are taken seriously, and participants have an understanding of how to flag problems early. This will ensure that the programme is impactful, and safe for all.

Starting questions

- How do we ensure the physical, and psychological safety of all participants?
- How do we ensure the safety of the Black Talent going through the programme is held as the primary concern?
- How do we tackle misaligned expectations?
- What cultural differences may need to be taken into account?
- How do we create a system of zero retaliation for reporting issues?
- Who will oversee any reports and how will remedies be suggested?
- How will feedback be incorporated?



Delivering a sponsorship programme

Going on the journey





of the C-Suite in the UK advertising industry identify as Black

AA ALL In census, 2021

How to deliver an impactful programme?

This type of journey can be inspiring and illuminating – but also challenging

As participants move through a sponsorship programme, there should be many areas of growth. This means there will be moments of discomfort, biases will be highlighted, and prejudices may surface. This is all to be expected, and by not shying away from these, we can create space for real change.

While you can choose elements from this toolkit to add to current programmes, we're suggesting a **4-phase approach**, with some time for preparation. This will help to really bring all the participants on a learning journey.

The following pages contain **tools, canvases, suggested touchpoints, and learning materials**. You may choose to use certain items to add to existing programmes, which can prove very useful. However, please be advised that each part of the journey is designed to flow into the next, so think carefully about how you might use these materials to best affect.

Journey overview

01

The Big Picture

To start their journey, we'd encourage the Sponsees to take a step back and consider what is important to them and where they'd like to go. At this point Sponsors should also take the time to familiarise themselves with key themes and topics through the learning resources.

02

The Pathway

Once the vision is understood, it will be easier to determine what steps need to be taken to achieve success. Working closely with their Sponsor will allow opportunities to be spotted. Building a strong network will further accelerate this journey.

03

Taking Action

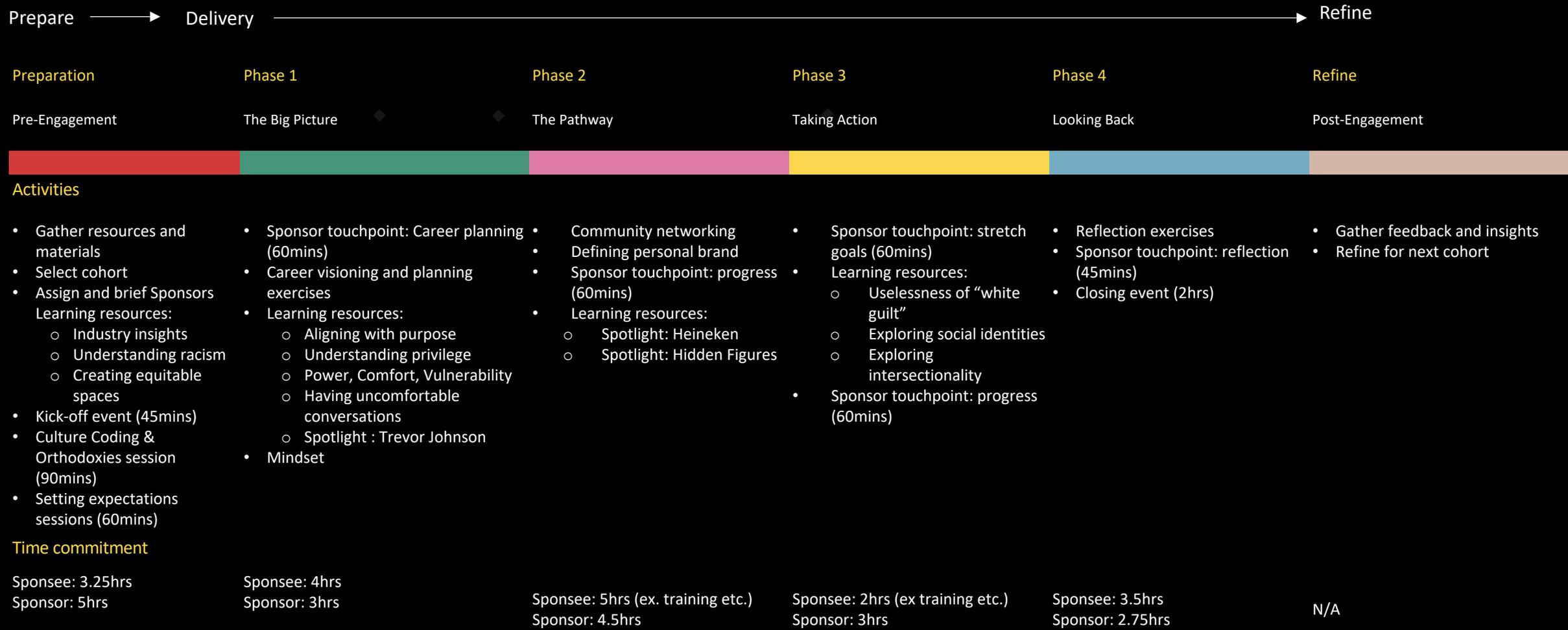
With strong foundations laid, we move into a place of accelerated action. The Sponsor is crucial here, as they will be asked to leverage their network and open doors. This phase is all about the concrete skills development, project work, and creating more ambitious goals.

04

Looking Back

As the programme closes, this is the time for all participants to reflect on their journey. Exploring what went well and where further development is needed will allow the Sponsees to continue to progress beyond the programme. For Sponsors this is also the time for them to share feedback with their peers.

Programme Activities: Suggested 12-month cycle

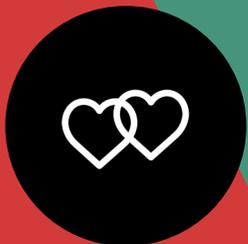


00 Preparation

Of course you can't just dive straight into a programme like this – make sure you set yourself, and the cohort, up for success with these helpful resources.

- ▶ Industry insights to support with framing
- ▶ Understanding racism
- ▶ Learn how to create equitable spaces
- ▶ Kick-off events, building culture, introductions

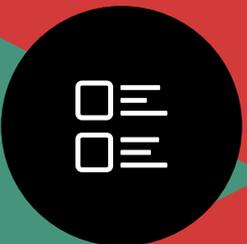




Immediate engagement

Ensuring that all participants are fully engaged is crucial to the success of this programme.

This does require a time commitment, as well as a willingness to learn and develop.



Communications

We'd recommend keeping the communications streamlined and proactive.

Consider setting up a Slack channel, Teams group, or similar, to host content and allow for informal discussions.



Tone & language

The goal is to create a space that enables change and development. Be cognisant that this may surface difficult emotions for participants.

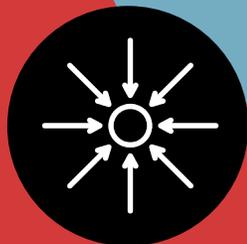
Creating a safe space, with inclusive language will help ease this journey.



Key actions

Each organisation is different. You will have different financial years, promotion cycles, and cultures.

Identify what are the key actions your talent must undertake to progress. The aim is to set them up for the next steps in their career.



Touchpoints & events

As your cohort moves through the journey there should be ample opportunity to connect with Sponsors, and the wider group (if applicable).

Mixing the touchpoints in this way allows for strong relationships and connections to be built.

The years 2020 and 2021 have brought about a lot of change & challenges. We're seeing many new trends in the UK Marketing industry, with the advancement and adoption of new technologies, changing consumer buying behaviours, and social challenges.

Organisations who support racial, ethical, and environmental causes are reaping the benefits.

Impact of Covid-19

Traditional marketing & advertising changed drastically during the Covid-19 pandemic but that didn't curb spending. UK advertising spend expected to grow 24.8% this year.

Top trends include:

- The push for organisations to do everything digitally, often described as a digital revolution
- People have reimagined their average work day
- Demand has significantly increased for marketing services and there are also opportunities for agencies looking to win new clients
- Location of offices is less important, so organisations can consider casting their net wider when looking at new business

Challenges of Brexit

UK marketers face conflicting jurisdictions when running sales, price and prize promotions since January 2021. Brexit hasn't had too much of an impact on the marketing industry, but there have been additional considerations marketers have needed to take:

- GDPR has been adapted for the UK but GDPR data privacy & protection must be upheld for EU countries
- Increased emphasis on UK organisations and British made goods
- Competition has increased massively as the UK fights for its share in the EU market, this is further complicated by the elimination of free trading

Resources

- [All in Hub](#), Advertising Association
- [Diversity Wins: How Inclusion Matters](#), McKinsey

Racism is an incredibly complex topic, and while terms are often used interchangeably, this can cause confusion. It is important to remember that **racism can be structural, systemic, institutional, and individual.**

Context

In 2019, there were almost 80,000 hate crimes in the UK. That's 10% more than the year before. It is important to understand what racism is, where it came from, and how we can make systemic change to ensure everyone has equal opportunities by abolishing racism.

History gives us an explanation for the origins of racism. European powers found ways to justify the slave system and the invasion, colonisation, and expropriation, of foreign lands for the expansion of their wealth.

Racism became embedded into the nation's structures of power, culture, education and identity. And many challenges still remain today. As Black people in the UK have to deal with a number of barriers that other British people don't face. For example Black people are less likely to be selected for jobs, which leads to a lower standard of living and have less access to health care, leading to a shorter average life expectancy and higher suicide rates.

Resources

- Glossary for understanding racism from The Aspen Institute. Online pdf: [Read here](#)
- Racism Decoded: 5 Things You Should Know About Racism. Video: [Watch here](#)
- Why The 'I Don't See Colour' Mantra Is Hurting Your Diversity And Inclusion Efforts. Article: [Read here](#)

Take a moment to reflect

Having explored the links above:

- What did you learn?
- How did it make you feel?
- Reflecting on your personal experiences, social interactions, and systems, that we live in, what ways do you see the impact of racism?
- What might help to bring greater awareness to different forms of racism?

Equity is about creating fair access, opportunities and advancement for everyone. It can be thought about like creating a level playing field for all, where everyone is provided with equal possible outcomes. **Equity is closely related to diversity and inclusion and focuses on access.**

Context

Spaces that are diverse, equitable, and inclusive can create a culture where every employee feels a sense of belonging.

Creating equitable spaces is beneficial for everyone. When workplaces create truly equitable spaces they enjoy greater success in recruitment, while also benefiting from increased creativity and innovation. Equitable spaces enable people from all backgrounds to thrive and ensure there is equal access for everyone. A higher rate of diversity of people = higher rates of diversity of thought and ideas. Equity means providing fair access to opportunities for everyone to succeed, learn and grow.

Resources

- Universal Design: A tool for creating equitable spaces after COVID-19 through innovation, collaboration and creativity. Universal Design can be the catalyst for equity in our buildings, spaces and communities of tomorrow. Article: [Equitable spaces in a post Covid world](#)

Take a moment to reflect

Having explored the resources above:

- Consider how you can make the future of your meetings fairer and more inclusive.
- As a leader how can you encourage others to be a part of discussions and enable them to contribute equally?
- What are some challenges around racial equity in your organisation
- What can you do to begin to overcome these?

Kick-Off event

45 minute facilitated virtual session (full cohort as applicable)

Outcomes:

An initial kick-off for all Sponsees and Sponsors within your organisation to come together and understand the programme in greater depth and begin initial conversations.

Sample agenda:

- 5 min: Welcome from programme manager
- 10 min: Programme overview
- 20 min: Introductions and personal goals
- 10 min: Open Q&A

Prompt questions:

- What attracted you to a sponsorship programme?
- How might using a Sponsor/Sponsee help you achieve your career goals?
- How might being a Sponsor/Sponsee change your perspective?

Tips:

Keep the session interactive, encourage everyone to ask questions and to network with each other. This call will set the tone for the programme so try to model the behaviours you'd like your cohort to adopt.



Culture coding & orthodoxies

90 minute – facilitated in-person/virtual (full cohort as applicable)

In order to create space for change, we must build a culture of trust. Being open and honest, can be challenging as it forces us to confront our orthodoxies – those deeply held, and widely shared beliefs. But this is an opportunity to explore different perspectives and set up a culture of listening and learning.

Sample agenda:

- 5 min: Welcome from programme manager
- 10 min: Icebreaker game
- 30 min: Culture coding
- 10 min: Break
- 30 min: Orthodoxies
- 5 min: Wrap & Close

Prompt questions:

- What principles would we like this group to adopt?
- How do we ensure everyone has equal access to resources?
- How might we course correct should an issues arise?
- What is one thing you'd like your organisation to understand?

Sample icebreakers

You can count on me

Taking it in turns everyone in the group takes a moment to think of their strengths and then share them with the group. This is done in the format of you can count on me – for example “Hi everyone my name is Ayomide, I am a strategic planner and you can count on me to always ask why?”.

The facilitator jots these down, and uses them as future prompts to steer conversation and dialogue with the group.

What's your superpower?

Give everyone 2minutes to find an item that represents them – try not to allow people to get distracted by finding the perfect item. Instead encourage them to find something close to hand, as the item is not the focus here. They must then share with the group why they chose it and how it represents their superpower – i.e. a personal strength they are proud of. For example, “My item is this blue stapler, because I am practical and focus on the task at hand.”

Dinner date

This simple icebreaker is a great way to find out what values are important to people. Again it is turn-based, and starts with the facilitator who sets up the premise – “you are hosting the dinner party of your dreams, you can each bring one guest with you, living or dead, who would that be and why?” Going around the group, each participant shares their answer. Encourage them to explore what traits and values their guests represents.

Draw your mood

Instead of kicking things off with a verbal game, you can also get creative. This icebreaker is incredibly simple, but can get a lot of laughs. Have everyone take two minutes to quickly draw their mood – don't focus on perfection here, let the creativity flow. Then have them share with the group, reflecting on why they are feeling this way.

Orthodoxies

What is an orthodoxy?

An orthodoxy is a deeply held and widely shared belief. We all have orthodoxies, or a belief about "how things are done" that we often don't question because it may have always done that way. These orthodoxies often become standard practices that help individuals and organisations function more efficiently.

However, orthodoxies can often lead to a resistance to change. They can conceal blind spots, preventing us from seeing new and improved ways of doing something. By challenging orthodoxies and flipping them into opportunities we can open the door to new, and improved systems, practices, and ways of working.

How to challenge your orthodoxies?

1. Write down a fact or assumption you have about your industry or organisation on a post-it
2. Once everyone has jotted down their assumptions have them read them out to the group
3. Add all the thoughts to a whiteboard or central space
4. Once all the answers have been gathered ask the group - why they think these true? Are they true? Should you challenge it?
5. After a few minutes of discussion – ask what would be the opposite of that assumption might be and capture them on post-its
6. Create new possibilities based off these new ideas and discuss how things might differ if these orthodoxies were overturned

Further reading:

Read about Blockbuster and how their orthodoxies prevented them from understanding the implications of Netflix on their existing business model.

Read: [A look back at why blockbuster really failed and why it didn't have to](#)

Culture Coding

What is culture coding?

Culture coding is an activity that is completed in the beginning of a relationship or formation of a team to establish ways of working. It is about deciding on the type of culture expected when interacting with the group.

Setting up a culture code from the outset establishes the good behaviours you want your team to demonstrate and the behaviours you wish to avoid. This can not only ensure that everyone can work together comfortably but reduce the chances of confrontation as everyone is working with the same principles.

Further reading:

If you want to know more about this topic, *The Culture Code: The Secrets of Highly Successful Groups* by Daniel Doyle, is a great resource. Book: [The Culture Code](#)

How to start building your culture:

1. Working in silence to start, have the participants answer the following questions.

Purpose

- Why are you on this programme? What is your motivation for being a part of this programme?

Values

- What are the most important qualities and values you have as an individual as well as a group?
- How will these values contribute to creating an open & productive environment?

Behaviours

- What behaviours do you need to display individually but also as a team to support and live your values?

2. After 3 min, open to a wider discussion calling on people to share their thoughts and reflections. To ensure everyone has a chance to speak, call on different attendees to answer different questions.

Introductions and expectations: Sponsor

60 minute in-person / virtual

First impressions matter, we suggest setting some time aside to build a strong relationship between Sponsors and their Sponsee, in advance of starting in earnest. This is about setting both people up for success and determining how best to leverage the Sponsor's network and influence. Finally, they will set some commitments on how they both will move forward together.

Prompt discussion points:

- Introductions
- Career journey to date
- Challenges / wins in career to date
- Personal interest in sponsorship programmes
- Ways of working and preferred communication channels
- What does success look like for both?
- Come to me if you need help with...
- I will reach out to you with opportunities like....
- Setting commitments

Prompt questions:

- What roles and responsibilities are expected of the Sponsor and Sponsee, and how will you commit to and hold each other accountable to the roles outlined?
- What time commitment is required of the Sponsor and Sponsee? Consider individual prep time and meeting time.
- What resources are you committing to sharing / utilising? (networks, insights, training opportunities etc.)

Ways of working canvas

Fill in the ways of working canvas to establish how you want to work together and how to get the best out of each other.

Communicate

When, how, and what channel?

Collaborate

How can we collaborate and share ideas effectively?

Measure

How do we measure success?
What does success look like?

Feedback

How and when will feedback be given and managed?

Decision making

How do we make decisions and how do we communicate our decisions?

Recognise

How can we recognise and celebrate individual and collective success?

Conflict

What does healthy and unhealthy conflict look like?
How can we mitigate or overcome any conflict?

Prioritise

How do we resolve conflicting priorities?

Other

Include anything else that you feel is important to establish here.

Making commitments

Why is it important to fully commit?

A half-hearted commitment will always disappoint. The Sponsor and their Sponsee must establish and agree what they are committing to and take the requisite actions. Making commitments will hold the group accountable to fulfilling their promises. Helping to generate momentum as there is a common goal to work towards.

Best practice:

- Agree on the commitments together, this will establish priority areas for the group
- Commitments can be changed if they aren't working – make sure to check-in to see if amendments are needed
- Make your commitments realistic
- Commit to a frequency of touchpoints and how you will connect
- Hold each other accountable to the behaviours and commitments you establish as a group

CORE principles:

These are the CORE principles needed for a successful relationship

C is for Communication

- Develop a schedule and plan for sharing opinions and for discussing what's working / not working

O is for Openness

- Create a safe space to be open and honest
- Share your wishes and ambitions
- Be open to getting to know one another and build your relationship

R is for Respect

- Be punctual and prepared for all meetings
- Agree on arrangements and stick to them
- Respect the relationship
- Be open to receiving and implementing advice and direction
- Show appreciation and gratitude

E is for Engagement

- Participate in conversations and activities
- Show up 100% all of the time

Commitment canvas

Fill in the commitment canvas to help set yourself up for success, noting who will support you on your journey

I commit to...		
Who will I tell about my progress?	Who can help me overcome challenges?	How will I celebrate my success?
Signed and dated		

01 The Big Picture

As the name would suggest this phase is all about that big ambition for your Sponsees – where do they *really* want to go?
What needs to happen for this to become real?

- ▶ Career planning and visioning
- ▶ Exploration of key themes
- ▶ Mindset and belief



Sponsor touchpoint: career planning

60 minute virtual / in-person

Outcomes:

Sponsor and their Sponsee work together to discuss and assess career to date, explore career paths, and develop a plan to achieve the overall career vision.

Sample agenda:

- 5 min: Overview of plan
- 5 min: Review self-assessment
- 15 min: Setting the vision
- 20 min: 5 year plan development
- 5 min: Year 1 plan
- 10 min: Milestone breakdown

Prompt questions:

- Where are you now vs where you would like to be?
- What are the areas you want to accelerate in?
- Where do you see yourself in 5 years time?
- What are the key things you need to get you there?
- What can we do now, within the next 6 months and in 1 year to set a strong foundation to help you achieve your goals?
- What supports do you need from your Sponsor to achieve your first goal?



Career planning

What is a career plan?

A career plan is a list of goals, that can be both personal or professional, that you want to achieve. Career plans can cover timeframes from 1 – 10+ years.

Benefits of a 5-year plan:

A five year career plan is a good timeframe to plan for. With this you can work towards setting a strong foundation and the accompanying building blocks needed to achieve a long term goal. Within a five year plan it is good practice to include ambitions or milestones with specific timelines and measurements. Creating this short-term plan, provides concrete aims to work towards and makes it possible to develop smaller goals to help you achieve the larger targets in your five-year plan.

How to set goals to maximise your performance:

Knowing how to set goals is key, as it sets you up for success so you can achieve them. Use the following tips when setting your goals so you can take actionable steps to reach them:

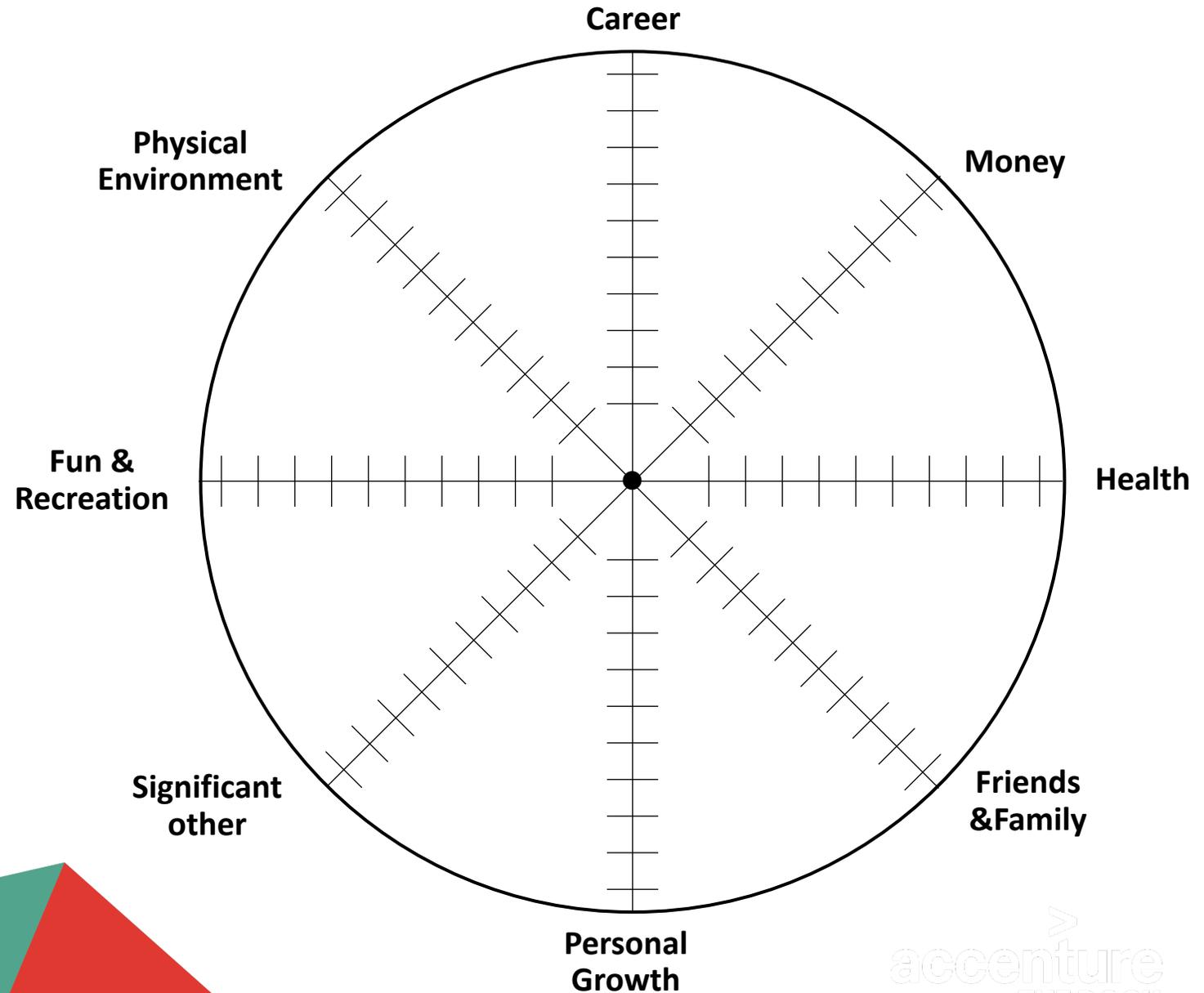
- Write down your goals
- Be very specific about the goal you want to achieve
- Set a date to achieve each goal by
- Determine the reason for setting each goal
- Make sure your goals are measurable
- Create an action plan to determine how you will achieve success
- Identify any potential obstacles and how you can manage or mitigate them
- Ensure your time is managed effectively and goals are achievable within the outlined timeframe
- Monitor your progress and adjust your goals / milestones if needed

Career value wheel

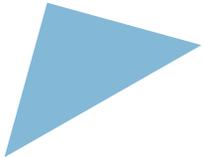
Complete this exercise to identify the areas of your life that you want to focus on . This can help to change the results you are currently getting in those areas

Identify your areas of priority in your life. The areas outlined here are samples - choose your top 8 areas of priority. Look at each area and assess, on a scale of 0-10, how you would currently score each area in terms of how satisfied you are with it?

10 = very satisfied; 0 = not at all satisfied



Answer the below questions on what you believe about...



How your career has progressed to date?



Where your career is heading?



Your relationship with your manager?



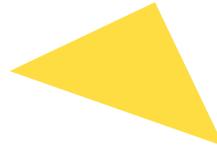
Your fit within the organisation?



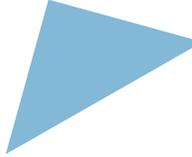
Your fit with your team?



Your future with this organisation?



Your future within this industry?



What you will be doing in five years' time?



Crafting a career vision

What is a career vision?

A career vision is a statement outlining what you want to achieve in your career. It can include accomplishments you wish to attain, a position you want to achieve, and the legacy you want to make. It is a big picture vision that should inspire you regardless of where you currently are on your career journey.

Why should you create a career vision?

By putting time and thought into your vision and writing it down you begin the process of working towards achieving that vision. Your vision statement allows you to see what is possible and gives you something tangible to work towards.

Craft your vision:

Your vision statement should be an aspirational description of what you want to achieve in your career. It must point to where you want to go and when. Use the prompts below to help if needed and don't hold back.

- I plan to achieve...
- I will be come....
- I will redefine...
- I will spearhead...

It can be useful to think about

- What do you need to, or want to learn?
- What is your dream future position?
- What will be your leadership style?
- How do you want to be remembered?

Setting goals

Think about what you want to achieve in your career, and complete the following sentence:

I want to... so that I...

What do you want to Be, Do or Have over the next 3 / 5 / 10 years?

Be

Do

Have

Bold steps to success

1. Add your vision

Write your ambitious career vision into the box at the top of the canvas overleaf. Don't worry if it feels overly ambitious, this should be a dream scenario.

2. Define themes for your vision

Your vision does not stand alone. Once you have established your vision you must consider the themes that support your vision. Describe the themes in a few words and make them stick.

3. Define your supports and challenges

What are the supports and enablers that will strengthen you while reaching your vision?
What are the challenges that will hinder you while reaching your vision?

4. Define the bold steps to get you there

What are the 5 bold steps required to get you to achieving your vision?

Once you have added these to the canvas (overleaf) – take a moment to read over what you have written. Take some time to refine the elements or make any changes you think necessary.

Milestone canvas

This canvas can help you to clearly see what steps you need to take to make your vision a reality

Career vision statement
Add your statement here

Themes

Supports

Challenges

First big action

Second big action

Third big action

Fourth big action

Fifth big action

Connecting with key people

What is stakeholder mapping, and why is it important?

As this journey progresses, it will become increasingly important to connect with the right people for the right reasons. These stakeholders can have a big influence on your career and can help you find the best opportunities.

Mapping these relationships helps you to understand their influence and impact on your work. This will help you to see how you can begin to be more proactive in collaborating with others, in a way that is beneficial to everyone.

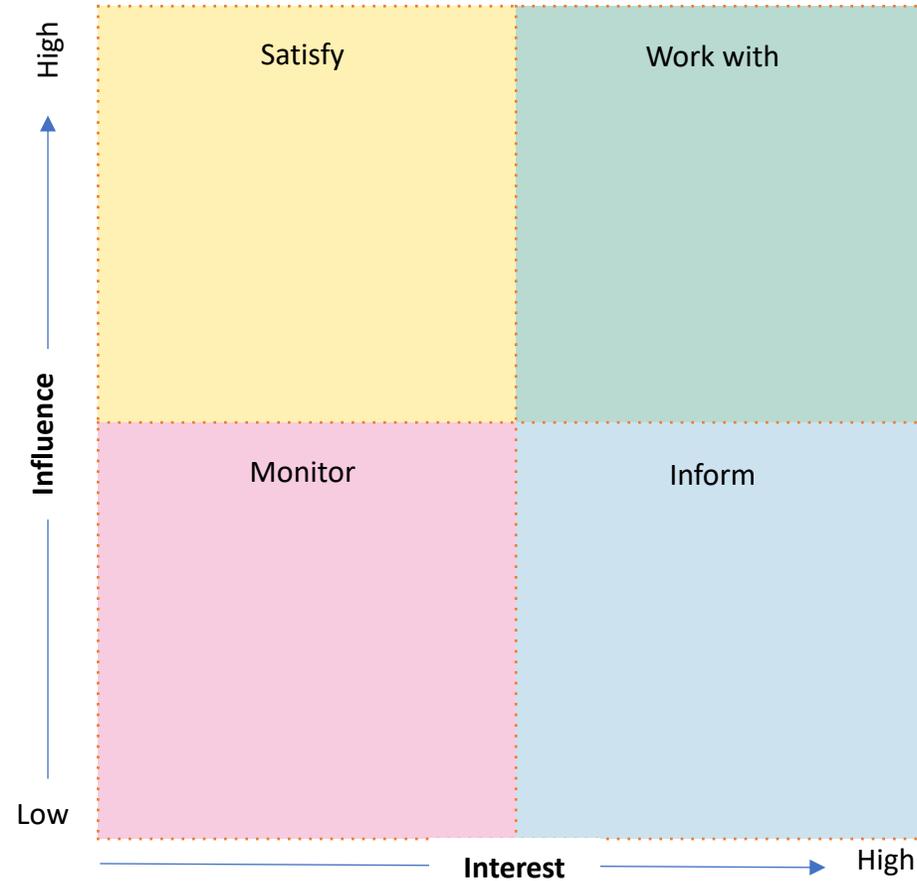
Depending on who your stakeholders are, you can tailor your language to engage with them appropriately. Different people have varying levels of influence on your career progression, so it is important to understand who your stakeholders are and how to show your value to them best. Consider also the channels and forums by which to engage – for example, would you share client feedback with your manager via email, during a meeting, or via a specifically scheduled project retrospective to the wider team.

Map your stakeholders:

1. Identify and list all of the people who are affected by your work or who have a vested interest in its success or failure.
2. Once you have your stakeholders identified, prioritise them by assessing their level of influence and level of interest.
3. Next you need to understand how they feel about you and your work. Once you understand what matters to them, you elevate what you do to ensure they see how valuable you are. This is a great exercise to do with your Sponsor. They can support in choosing the right format to publicly share your work and the right approach for each individual you've identified.

Stakeholder mapping canvas

Use this framework to see who are the people that will have the biggest impact on your journey. Try to consider a range of different perspectives, project needs, or teams to get the best understanding



Connecting the dots

Once you've decided who you'll need to connect with, take some time to think about how best to reach out and why - this can be uncomfortable at first, but will get easier over time

Stakeholder	Scope of interest / goals / motivations	Level of power / influence / project impact	Role / level of support	Frequency of updates & best format to communicate	Details / notes

Five-year career plan

Complete the table below outlining where you are now and where you want to be in 5 years across a number of areas of your life

Aspect of life	Today's date:	1 year on date:	3 year's on date:	5 year's on date:
My workday Brief description				
My career What is top of mind				
Professional development Areas would I like to grow in				
Family / home / health What does it look like				
Important area of life Friends/hobbies etc.				
Other				

Self-aligning with purpose means that whatever you're thinking, feeling and doing right now is that of your true authentic self and not a result of your ego self and societal influences. You are **showing your true self and not trying to pretend to be or act like someone else**, regardless of what your motivation is.

Why should we self-align?

Cultural assimilation is the process in which a minority group or culture begins to resemble a majority group in society. It can be described as “whitening” or “masking”; where a person may change themselves to act, dress, align values or mimic the behaviours of their white peers. This is done in order to better fit into a culture or a system that isn't welcoming to their culture or background. Racial assimilation is incredibly damaging.

We need to create a culture and a sense of belonging, while not forcing people fit into one persona. It is critical that people feel a sense of community and not feel excluded. Diversity and showing your true self should be encouraged and embraced. Being yourself is the best way to form meaningful relationships, which are key to career success and growth. Being your authentic self will allow you to be 100% present, increasing your fulfilment and performance.

How to self-align

There is no straight forward answer, but the following may help you to uncover areas where you may not be self-aligned:

1. Not very scientific, but the feeling where your gut tells you something is just “off”
2. Not feeling excited, or even feeling unfulfilled or disappointed, by work. As what you are working towards doesn't align with your purpose
3. You look externally for approval or mimic what peers do to “fit in”

Take a moment to reflect

- Ask yourself if your values and beliefs are still serving you in an authentic way?
- What fears are holding you back?
- Listen to your gut instinct. Is your gut telling you to pursue a different avenue or look in a new direction?

Change will only happen when large groups of people experience a mindset shift at an individual level.

By understanding the daily disadvantages that are faced by people from minority groups, recognising your own privileges, and working to create a equal world from all, only then can true change happen.

What is privilege?

Privilege is a concept that highlights the unfair societal advantages that some groups of people have over other groups of people. It is still prevalent and exists in almost all systems, organisations, and institutions that operate in society, as well as on an interpersonal level.

In short, privilege enables power, benefits, and other advantages, to be distributed in unequal ways among different groups in society. **Privilege doesn't mean that privileged groups of people have never endured challenges and distressing events.** It just means that their struggles have not been caused by their skin colour, race, sexual orientation, gender etc.

Resources

Thomas Owen's research examines what happens to people during the process of privilege loss. The privileges attached to age, race, gender, physical and mental wellness, sexual orientation, languages spoken, and citizenships held, are often invisible to us until we lose them.

Video: [Thomas Owen – The loss of privilege](#)

Dylan Marron presents the Every Single Word project, which documents every word spoken by a person of colour in popular films.

Video: [Why stories matter](#)

Take a moment to reflect

- Identify areas in which you have and also areas where you do not have privilege
- In the areas you identified that you do have privilege, how can you use your privilege to assist others?

A bias is a tendency, inclination, or prejudice toward or against something or someone.

Biases are often based on stereotypes, rather than actual knowledge of an individual or circumstance. Whether positive or negative, such cognitive shortcuts can result in pre-judgments that lead to rash decisions or discriminatory practices.

Why is it important?

We need to understand bias and unconscious bias so we can minimise giving certain groups an advantage while disadvantaging others. By actively participating in workshops, training, seminars, and discussions, you can become more aware of this issue and work to combat your biases.

Having conversations about how unconscious bias affects the workplace and everyday life is also a good way to begin to address the problem. Acknowledging and being aware of your unconscious biases is the first step. Once you are aware of your bias, consider what steps you can take to minimise these.

It can be confronting to recognise our biases, and we may not even be fully aware of them. But it is important that we work to tackle them, and proactively engage with others in a positive way.

Check your bias

Unconscious bias assumes that people may view groups negatively without any awareness that they are doing so. The Implicit Association Test was developed to measure the strength of associations between concepts and evaluations or stereotypes. Try out the Race test here: [Race IAT](#).

Read: [Unconscious Bias examples and ways to avoid them](#)

Video: [Performance Bias](#)

Video: [Attribution Bias](#)

Video: [Unconscious bias](#)

Take a moment to reflect

- Where do your unconscious biases come from? Is it you, your family, your organisation or your culture?
- On completion and reflection of your IAT results, what can you do about an unconscious bias or preference that you don't want?

Getting familiar and comfortable with vulnerability has the power to shift how we show up within ourselves, in our relationships, in our communities, and in society. **Being vulnerable is being in a state of openness.**

Why is it important?

Being vulnerable means showing your true self and only when we do this we can really create a culture of belonging that encourages others to show their true self. This can be daunting, as you are putting your true self out there. And this can lead to fear around exposing yourself to potentially hurtful, shameful or negative responses.

However, vulnerability is often very powerful as it allows others to see the true you. And make honest, trusting and powerful connections with you. When we open up, and share with others, we are creating a space for trust, and for growth. More often than not, speaking from a place of vulnerability, empowers those around you to do the same.

Resources

Brené Brown studies human connection; our ability to empathise, belong, love. In a poignant, funny talk, she shares a deep insight from her research, one that sent her on a personal quest to know herself as well as to understand humanity.

Video: [The power of vulnerability](#)

Take a moment to reflect

- Identify something that is a personal vulnerability. What makes this topic uncomfortable for you?
- In the past, what has prevented you from being vulnerable with others, at work, home or in society?
- Consider how you can show your vulnerability and how you can encourage others to do the same.
- How can you ensure that you create a safe space for others to allow themselves to be vulnerable?

Having uncomfortable conversations

Conversations about race, race relations, and social justice issues can be uncomfortable and confusing. A changing language landscape and new emerging issues make it even more complex. However, these conversations must not be stifled. Instead, create space for these conversations to be had in a safe way.

Why is it important?

As conversations around race become more commonplace, it is likely that those in privileged positions may be faced with this reality. This can be shocking and upsetting - even something that people may want to avoid. To create inclusive environments for all, we need to understand why we feel fear, awkwardness and discomfort when speaking about racism. By educating ourselves, we can learn how to manage our feelings and get comfortable speaking about these topics, thus learning how to be more inclusive.

The goal when having these conversations is to make people aware and awaken deeper understanding and empathy. This can, in turn, lead to a commitment to change thoughts and behaviours. Creating a safe space where people can openly discuss race, bias, discrimination or other sensitive topics encourages people to learn, ask questions, raise concerns and create a more inclusive environment for all. It is important, that such discussions come from a place of respect and provide scope to learn.

Resources

How to talk about race and have an open conversation

Video: [Having an open conversation](#)

Video: [Black Is...A Complex Identity](#)

Take a moment to reflect

- When were you first aware of your race?
- Do you feel uncomfortable speaking about such topics? Why / why not?
- What would it look like, or feel like, if we lived in an accessible, non-racist, safe culture and world?
- What can you do to ensure you listen with empathy and an open heart when people share their experiences of racism with you, rather than guilt or defensiveness?



Head of Marketing, GBS, Europe at TikTok

[LinkedIn](#)

About Trevor

Trevor is the Head of Marketing, GBS, Europe, leading a function that consists of Creative Lab, B2B Marketing and Comms, Brand Strategy and Creator Monetisation. Prior to TikTok, Trevor worked at Facebook, and was one of their first employees outside of the US.

He previously held the role of Director of Instagram, EMEA, as well a number of senior global strategic and partnership roles during his Facebook career (which included establishing 14 Facebook offices across the globe). He was also actively involved in establishing Facebook's Global Agency Partnerships function. Which managed the strategic global relationships between Facebook and some of its large media and creative agency partners.

Trevor plays an active role in championing diversity and inclusion within the advertising industry, holding a number of advisory positions across several organisations. He is also on the board of Trustees of the UK-based charity, Ideas Foundation.

Referenced from: <https://awards.marketingsociety.com/judges/trevor-johnson/>

Resources

Podcast: Joy, creativity and inclusion
[Listen here](#)

Video: Trevor's insights and plans for the year
[Watch here](#)

Take a moment to reflect

- What stood out to you from Trevor's work?
- What key insights are you taking away from his podcast and video?
- How might some of the lessons he shared apply to your work or workplace?

Mindset and belief

Your mindset

Sometimes it can happen that we are blocking our own path to success. Self-limiting beliefs can prevent us from achieving success in our careers. Moving to a more positive mindset can help you to overcome these limitations.

As you move through the programme, examine what beliefs you wish to let go of and leave behind. Review the self-limiting beliefs exercise and cross off the ones you want to leave behind. Now we will work on changing those limiting beliefs into empowering beliefs by replacing your negative belief with a powerful / positive belief. This helps to build your confidence and build up a solution focused mindset that will help you to achieve the results you want.

Overcoming limiting beliefs:

To focus on powerful / positive beliefs, write out a positive statement. When writing these statements, keep them in the present tense, make them positive and most importantly personal to you. These statements are commonly referred to as affirmations and they can turn into a habit through repetition.

It is good practice to repeat your newly formed affirmations every morning and evening for a minimum of 21 days. You will begin to believe these positive affirmations and move away from your negative self-limiting beliefs.

Note: While mindset change can play a part in reframing challenges for the individual, it does not overcome the systemic challenges faced by Black professionals. We have included this content as a reflective exercise but it is still vital that organisations work to rectify any structural issues preventing Black professionals from achieving success.

Understanding beliefs

This is an opportunity for you to become aware of the beliefs that are holding you back from achieving what you want. Some of these things that we tell ourselves form our self-limiting beliefs.

Answer the below questions on what you believe about...

What do I believe about this situation?



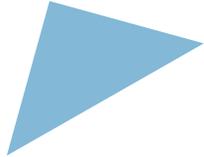
What's the real reason I think that? What's behind that?



Is this belief holding me back from the results I want to achieve?



What could I believe about this that would help me in this situation?



Write down beliefs that you have that you think are limiting you



Gaining awareness

This is an opportunity for you to become aware of the beliefs that you have that are holding you back from achieving what you want. Some of these things that we tell ourselves form our self-limiting beliefs.

Answer the below questions on what you believe about...

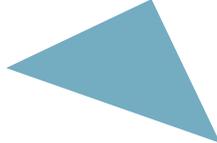
What are my strengths?



What did I learn about myself in the last 12 months?



What successes have I had in the last 12 months?



How can these lessons help me overcome my self-limiting beliefs



What is a positive affirmation I can take going forward through this journey



02 The Pathway

Now that the vision and plan is set out, it's time to explore the network and make valuable connections. During this phase, Sponsees and Sponsors should be working closely together.

- ▶ Connecting with wider community
- ▶ Defining your personal brand
- ▶ Progress review



Community networking (Optional)

3 hour in-person

Outcomes:

Meet other Sponsors and Sponsees on the BRiM Sponsorship Programme.

Sample agenda:

- 15 min: Introduction, welcome and event overview.
- 45 min: Hear from the top Black Talent in the Marketing Industry (3 Speakers drop in session)
- 10 min: BREAK
- 20 min: Networking opportunities, events and seminars to look out for in 2022
- 35 min: Networking masterclass
- 10 min: BREAK
- 45 min: Open networking

Networking is a great way to meet people from your industry, share ideas, hear new perspectives and build a platform. Networking traditionally was done through in-person interactions but there are many forums and events available online to network through.

Networking is interpersonal and involves building trust and relationships – the best networks are reciprocal.

Principles to remember

Do:

- Prepare your personal brand in advance and be confident speaking about yourself, your strengths, and what you have to offer
- Be genuine to gain credibility and keep long-term relations
- Pass on useful information, share recent projects you've worked on and engage with your network on LinkedIn, Twitter etc.
- Offer to help in people in your network, this is a great opportunity to demonstrate your skills

Don't:

- Focus on getting something from a new contact immediately
- Avoid face-to-face networking, it is important to have a presence online as well as in person

Getting started

- Once you have made introductions, ask the person if there is anything you can help them with
- Ask for their views on a topical subject within your industry
- If you are asking for a favour, be specific and make the ask short
- Close an interaction by sharing a brief summary of what you discussed and agree on any follow-up or next steps

Resources

Give and Take: Why Helping Others Drives Our Success, Adam Grant

Get this book: [Give and take](#)

Networking connections

Use this to keep track of any industry connections you make.

Name & title	Organisation & role	Contact details Email: Phone: LinkedIn:	Details of meeting Where you met: Shared connections: Date:	Ask / share Favour: Interesting information:	Other

Defining your personal brand

Why it's important to define your personal brand:

Effective personal branding will differentiate you while also enabling you to build trust with key stakeholders and people within your network. First impressions are everything. So, it is important that you spend some time thinking about your personal brand and what you want to be known for. Think about what sets you apart and what makes you unique. Your personal brand should reflect you, what is important to you, and what your strengths are.

Once you've created your brand, showcase it with pride in your organisation but also with your network. People will get to know you for the brand you create, so it is important your brand fully resonates with you and your values.

Considerations when creating your brand:

- Keep a note of your achievements. This will highlight where your strengths are, while also giving people a reference to the work you are involved with.
- Get good at telling a story. Know your audience and what is important to them when discussing a recent project or proposal that you worked on.
- Increase your visibility within your organisation, by asking to present projects or host meeting etc. or by sharing content with your network.
- Get involved within your organisation but also in your network. Offer to help when you can and where you feel you could bring value.
- Strengthen your relationship with team members and with leadership within your organisation. Use these check-ins as an opportunity to brainstorm more effective ways of working and collaboration opportunities. Providing value to teams across different departments provides higher value for the overall organisation.
- Celebrate your successes and be proactive in spreading good news! Ask your manager if you can celebrate your success by recognising everyone who helped you achieve that goal.



Heineken are on a mission to build awareness around I&D and inclusive leadership, helping to create an inclusive company culture.

Summary of efforts

As a global company, Heineken had big aspirations around their I&D efforts as part of their Brew a Better World initiative. However, this required a shift within the organisation to educate the workforce and open up leadership opportunities.

Working with a number of partners and organisations, including the European Round Table for Industry, Heineken set out to build a global community of more than 80 local I&D ambassadors. The goal for this group was to work closely with their local leadership, helping to drive efforts in the local markets, and cultivate a more inclusive culture.

A call went out for volunteers across the organisation, before an interview process was conducted to select the ambassadors. From there, each was provided with bespoke training and a toolkit of common practices. These ambassadors are now directly impacting the organisations I&D goals and strategy.

Read more: <https://www.theheinekencompany.com/our-sustainability-story/people-and-behaviours/inclusion-and-diversity>

https://embracedifference.ert.eu/wp-content/uploads/2020/09/ERT_embracing_difference_V26-1.pdf

Resources

Pascale Thorre, Inclusion and Diversity Head, Heineken, The Netherlands has devised an approach that maps to Maslow's hierarchy of needs

Read: [How to Meet a Diversity of Needs Using Our Heads and Hearts](#)

Take a moment to reflect

- What stood out to you from what you read?
- How might the work Heineken have done, inform your work going forward?
- What initiatives could start/support in your workplace?

This video series was created in partnership with the Black Cultural Archives (BCA) and Niche on Demand (NoD). The series explores the pioneers in Black British marketing, their influence and contributions. Each interview draws on key themes such as lessons learnt from being one of the first Black-owned strategic marketing consultancies in the UK, the influence of Black creatives and marketers on Brand Activism, and building on the next generation of Black marketers/researchers.

Kevin Morosky

Kevin Morosky, Co-founder at POCC (People of Culture Collective) sits down with WARC's Head of Customer Value, Parris Francis, to discuss the current state of diversity, equity and inclusion in advertising. They explore what brands need to do next, personal experiences of progressing in advertising and the future of Black marketers and advertisers of tomorrow.

Dr Glen Yearwood

Dr Glen Yearwood speaks with WARC's Parris Francis to discuss how he got his start in the industry - the importance of storytelling to success and what brands should do today, to represent the Black experience and connect to consumers.

Binki Taylor and Kunle Olulode

Binki Taylor and Kunle Olulode discuss the legacy and pivotal creative campaigns from the late Jon Daniel. Including the importance of brand activism, and the power of personality and openness in creating a change environment.

Watch

Watch episodes 1, 2 & 3 [here](#)

Sponsor touchpoint: progress review

60 minute virtual / in-person

Outcomes:

Opportunity for a connection with assigned Sponsor to review and refine career plans.

Sample agenda:

- 5 min: Welcome
- 10 min: Walk-through of career visioning and planning exercises
- 20 min: Review and feedback from sponsor
- 10 min: Identify possible networking opportunities
- 15 min: Open discussion

Prompt questions:

- How did you feel creating this plan?
- What about this plan excites you? Why?
- What about this plan makes you feel nervous/anxious/scared? Why?
- What have you learnt about yourself so far?
- How might you apply these lessons going forward?
- What from this plan is most important to you?
- How can your Sponsor support you in achieving these goals?
- What opportunities have you identified as a first step?
- What do you feel will be the most challenging?
- Where can your Sponsor support your plans?

03 Taking Action

With a strong network forming, now is the time to accelerate action – explore stretch goals to push plans even further, and achieve milestones.

- ▶ Stretch goals
- ▶ Skills development
- ▶ Intersectionality and social identities



Sponsor touchpoint: stretch goals

60 minute virtual / in-person

Outcomes:

Opportunity for a connection with the assigned Sponsor and their Sponsee to review progress and identify potential stretch goals.

Sample agenda:

- 5 min: Welcome
- 10 min: Update on progress to date
- 20 min: Review and feedback from sponsor
- 10 min: Identify possible stretch goal(s)
- 15 min: Open discussion

Prompt questions:

- What from this plan is now complete?
- Where are you facing challenges?
- Where do you think you can be more ambitious?
- What can your Sponsor do to accelerate the plan?
- What coaching / upskilling might be needed?
- What forums can you use to share your successes to date?



Stretch goals

What are stretch goals?

Quite simply stretch goals are areas where you can be even more ambitious. Building on the exercises around self-limiting beliefs, this idea is all about individuals not diminishing their potential. For example, if you set yourself a goal of achieving a conversion rate or sales target over X period of time, a stretch goal might be to increase that figure by 10%.

Although often seen as being high-risk and high-effort, stretch goals are not about creating a crippling agenda that is impossible to sustain. Instead, they are about identifying areas in which you can accelerate your plans. They are not expected to be achieved 100% - we repeat, *they are not expected to be achieved 100%*.

Moving ahead:

It might seem counterproductive to set yourself a goal that you are not likely to achieve. But stretch goals have many benefits – the key being that they are designed to inspire and encourage action.

Considerations

- Don't make every goal a stretch goal, use them sparingly and wisely
- Be clear and reasonable with your stretch goals – don't overburden yourself
- Be aware of tunnel vision, or feelings of being overwhelmed. As you proceed with your plans check-in regularly with your Sponsor
- Identify what resources you might need to deliver on the stretch goal

Identifying stretch goals and priorities

Based on your current learning journey fill out the below template. This is an opportunity to work with your Sponsor to revisit your goals and make any amendments based on your progress to date. Additional learning opportunities can be added to further your development.

Area of development	Actions to improve or areas to push further	Identified learning opportunity	Progress to date	Date of completion	Comments

Skills assessment

Taking the time to identify and understand your skills will provide useful information for where you need to develop. It can be easier to identify hard, or technical, skills take the time to also consider your soft skills. Once complete, use this template to identify training opportunities.

Skills	Hard Skill (Y/N)	Soft Skill (Y/N)	Rating 1-10	Is this skill vital for progression/ a specific goal?	Comments

Training is critical to ensure better processes, and higher value work is delivered. **In today's ever-changing marketplace, the importance of training has never been greater** as employees need to have a broader understanding of the business, clients goals and the direction the industry is taking.

Importance of training

Most people will have weaknesses or gaps in their professional skills. With the rapid release of new technologies, systems, processes etc. it is impossible for employees to understand what's relevant to their role and where they should focus their learning efforts. Organisations need to invest in the training and upskilling of their employees to be competitive in the market but also to increase job satisfaction amongst their people.

Having a high quality and comprehensive employee training programme, enables organisations to strengthen the skills within the workforce. In addition it will equip employees with knowledge where it is lacking, enabling them to quickly and adequately respond to technological changes. Training allows organisations to invest and nurture their talent by facilitating career development.

Areas to consider

A training plan should be created on an individual basis. It should look to further develop a skill in an area an individual wishes to pursue. Training should also be completed to close knowledge or skill gaps or equip a manager to effectively deal with the ever changing industry environment and associated trends.

Suggested areas of training to consider include, but are not limited to:

- Conflict management
- Relationship building
- Communications
- Internal leadership development
- Cross-function problem solving
- Operational and cultural accountability
- Tactical leadership execution
- Emotional intelligence
- Time management
- Creative thinking and innovation skills
- Executive presence
- Delegation around specific outcomes
- Empathy and inclusivity

Uselessness of "white guilt"

As people go through this journey, it may surface feelings of guilt, or shame. This is perfectly natural, but it is important that these emotions don't overshadow or undermine the work to be done. Exploring issues around race and privilege is important, but challenging work.

What is "white guilt"?

White guilt is the guilt brought upon by "the recognition of unearned and unfair racial privileges, the acknowledgment of personal racist attitudes or behaviour, and/or the sense of responsibility for others' racist attitudes or behaviour."¹

Why it's important to overcome

While society is trying to change, we do still live in a culture steeped in white supremacy and class discrimination. The solution to this injustice won't be solved if allies of the Black community freeze with guilt and self-hatred. It is important to understand that being white or privileged isn't bad. It's how we use our privilege, to create an equal world for all and empower those who don't share the same privilege that we have, that it's important.

The initial shame or guilt experienced can be debilitating but it is important that white allies harness these negative emotions and work towards making a positive change. Doing nothing is damaging and only contributes to the wider problem of privilege.

Resources

How can you help your loved ones see their unacknowledged privilege? Talking About Privilege with Catrice M. Jackson
Podcast: [Talking about privilege](#)

Take a moment to reflect

- Are you guilty of remaining trapped in a cycle of self-reflection, without taking positive action?
- How can you work to overcome your shame and make meaningful, action-oriented change?
- Consider where you have influence and how you can leverage your privilege to empower someone who doesn't share the same privileges as you.

1. Grzanka P, Frantell K, Fassinger R. The White Racial Affect Scale (WRAS): A Measure of White Guilt, Shame, and Negation. *Couns Psychol.* 2019;48(1):47-77. doi:10.1177/0011000019878808

Social identities are powerful because inherently, we categorise ourselves and each other into groups based on similarities or differences. However, categorising people based on a social identity, often leads to bias, stereotyping, and prejudice. Social identity groupings are often at the root of unequal power or privilege.

Why do they matter?

The theory of social identities was created by British social psychologist Henri Tajfel in the 1970's. The theory states "social behaviour is determined by the character and motivations of the person as an individual (interpersonal behaviour) as well as by the person's group membership (intergroup behaviour)¹".

Examples of social identities include but are not limited to: ethnicity, race, religion, gender and sexual orientation. Based on how individuals interpret their own social identity they position themselves as a member of different social contexts/groups and their perception of other social identities is affected in the form of stereotyping. This can influence their behaviours towards different groups.

Understanding the nuances of social identity is a critical step in any organisational equity, inclusion and diversity initiative. By becoming aware of different social identities, you can help to overcome situations where actions and decisions may be rooted in unconscious bias or unintentionally shutting down diverse perspectives.

Resources

Exercise: [Identity Markers: Social Identity Wheel](#)

Appreciating the Complexity of Identity

Video: [Complexity of identity](#)

Video: [Black Is...Proud](#)

Case Study: [Letting go of Assumptions](#)

Take a moment to reflect

- Which social identities are most prominent to how you see yourself as a person? Why?
- Which social identities have the biggest impact on how others treat you? Why? Does your answer change depending on context?
- What assumptions do you think other people make about you based on your social identities?
- What assumptions may you have made about other people based on their social identities?

1. Tajfel, H., Flament, C., Billig, M., & Bundy, R. (1971). Social categorization and intergroup behavior. *European Journal of Social Psychology*, 1, 149–178.

Intersectionality is **acknowledging that everyone has individual, unique experiences of discrimination and oppression** and society must consider all factors that could marginalise people.

Why is it important?

According to the Oxford English dictionary intersectionality is “the interconnected nature of social categorisations such as race, class, and gender, regarded as creating overlapping and interdependent systems of discrimination or disadvantage”. Intersectionality is acknowledging that everyone has individual, unique experiences of discrimination and oppression and society must consider all factors that could marginalise people.

To make real and impactful change we need to recognise and acknowledge intersectionality. Without doing this, we perpetuate a system of inequalities where different social identities don't get the opportunity to thrive.

Intersectionality is about learning and understanding views from other social identities. To be an intersectionality ally; listen to, include and meaningfully collaborate with diverse groups of people. As allies, we need to take responsibility to educate ourselves on their struggles and use our influence, privilege and power make an inclusive world for all where diversity isn't just embraced but celebrated.

Resources

The urgency of intersectionality, Kimberlé Crenshaw. Now more than ever, it's important to look boldly at the reality of race and gender bias and understand how the two can combine to create even more harm.

Video: [The urgency of intersectionality](#)

Video: [Black Is...Power](#)

Take a moment to reflect

- What intersecting categories make up your identity?
- How can you become an intersectional ally and recognise where various social identities have similarities and differences?
- How can you work to embrace diversity and create solidarity amongst different social identities?

Sponsor touchpoint: progress check-in

30 minute virtual / in-person

Outcomes:

Opportunity for a connection with assigned Sponsor to review progress and leverage sponsors network for next steps.

Sample agenda:

- 5 min: Welcome
- 10 min: Update on progress to date and course correction as needed
- 15 min: Identification of network supports

Prompt questions:

- What from this plan is now complete?
- Where are you facing challenges?
- What are the next steps?
- Who from the Sponsor's network can support this?



04 Looking Back

Moving into Phase 4, it is time to reflect on the journey and get set up for the months ahead. This is a key opportunity to gather feedback and insights from participants.

- ▶ Reflection
- ▶ Giving Feedback
- ▶ Next steps planning
- ▶ Closing event



Role of reflection in change

What is reflection?

Reflection is a process which helps you gain insight into your professional practice. Pause to think analytically about your career, challenges you are facing or areas you would like to grow. The insights uncovered and lessons learned, can be applied to maintain good practice. This can also lead to developments and improvements enabling you to become a better leader.

Deep reflection empowers us to gain self-awareness, empowering us to improve and become an all-round better individual. Reflection helps you to learn from your experience as you put these insights into action.

Best practice for reflection:

- It is important that reflection is done in the way that suits you best. If that means you focus on what went well / didn't or look at an area you want to grow in, do what works for you.
- Select a reflection process that matches your preferences. Consider a journal, reflection tools, or speaking with a colleague.
- Schedule time to complete a reflection, it's not something that can be rushed.
- Set a goal, what do you want to get out of a self reflection?
- Be strict with yourself and complete your reflection regularly and be consistent. If this means you need to block time in your diary, do it!
- Use a template, create one that works for you or find one online and stick to it. It will force you to question yourself and reflect with intent.

Reflection and looking ahead

List the elements of pain and pleasure in your job / project / team you have worked on:

Date	Job/team/project/role	What you liked / disliked	Strengths	Growth areas

Set aside 30-60 minutes of performance review time regularly and fill out your review template.

Consider the below prompt questions when filling out your reflection:

- What are the things that you really enjoy when working? Are these things you'd like to do more of?
- What aspect of your job is really important to you?
- What do you really not enjoy when working?
- What activity are you going to stop doing or decrease next year?
- What was your biggest accomplishment during a project / the review period / the year?
- What skills or expertise did you focus on developing?
- What resources, training, or support do you need for next year?
- What is your biggest priority for next year?

Giving feedback

Why is giving feedback important?

The purpose of giving feedback is to improve a person's performance. The most valuable feedback to give and receive is factual. Focus on being constructive and identifying areas for growth rather than being purely critical. Feedback doesn't always have to be good, but it should be fair and balanced, aim to focus on improvement.

Methods for giving feedback:

A simple template for giving feedback is the "well, better, next" format. Using this approach feedback is given based on what's working, areas for growth and areas to continue working on. The "start, stop and next" approach is similar and quite effective. Crucially, both approaches ensure that feedback isn't all positive or negative and offers room for growth and development.

How to give feedback:

- Be specific about what the person has done or hasn't done, without casting blame or judgement. Avoid statements beginning with: "You always..." or "You never..."
- Make the person aware of the impact of their work and how it affects the project / team / business etc.
- Outline what you want the person to do differently. Be clear about what needs to change and offer advice on how they can best implement that change.

Focus on learning and ask the person for their perspective. Consider:

- How do they see the situation?
- How might they do things differently next time?
- What do they think worked, and what could have gone better?
- How can I as their manager assist them moving forward?

Constructive Feedback for Managers: Giving Feedback Effectively

Video: [Giving feedback effectively](#)

Sponsor touchpoint: reflection

45 minute virtual / in-person

Outcomes:

Understand what worked, and what needs to be revisited and adapted. Opportunity to take a step back, reflect, learn, develop and plan.

Sample agenda:

- Pre-work: Sponsor and Sponsee complete an individual reflection
- 5 min: Outline the goals for the session
- 10 min: Sponsee shares their personal reflection of the journey to date
- 10 min: Sponsor shares their personal reflection of the journey to date
- 10 min: Discussion and advice offered
- 10 min: Reset and realign on plan moving forward

Prompt questions:

- What is working well / what isn't working?
- What are the biggest areas of growth since last meeting?
- What areas do we need to work on together?
- What can be implemented to ensure they are successful in these areas?
- What is the plan moving forward?



Plan for next steps

Create a plan for moving into Year 2.

Aspect of life	Year 1 goal	Year 2 goal	What needs to change to achieve the newly set goals?	How will the relationship with your Sponsor evolve?
My workday Brief description				
My career How has it progressed since the beginning of this journey?				
My career How do you feel about the direction your career is heading in?				
Relationships & fit How has your relationship with your manager, team, and fit within the organisation changed?				
Professional Development How have your skills progressed? Are there any new growth areas?				
Other				

Closing event

2 hours in-person (full cohort as applicable)

Outcomes:

Coming together for a final time to celebrate the programme is a great way to finish. This will serve as an opportunity to see just how far everyone has come – think of this as a time to celebrate each other, but also use this time to inspire. This programme is just one step in a longer journey.

Sample agenda:

- 5 min: Welcome from programme manager
- 10 min: Recap on the journey
- 30 min: Success story – inspirational story from the cohort
- 10 min: Break
- 30 min: Success story – inspirational story from the cohort
- 30 min: Fireside – two senior industry leaders in conversation about the future of the industry
- 10 min: Closing address



Celebrating the journey

Why it's important to celebrate success

Recognising success is vital to bring out the best in a person and to celebrate their exceptional work. Acknowledging someone in this way helps them to feel appreciated and valued. It also increases job satisfaction thus, employee retention. Recognition isn't just for big wins as they are made up of many smaller successes, all of which can be marked as an achievement.

What does a successful journey look like?

A successful journey will look very different for everyone. Success can be broken down into 3 categories and all of these categories should be celebrated. The below are examples of some success metrics.

1. Engagement Metrics

How engaged have you been with the programme:

- Number of active and new relationships developed
- Number of Mentor and Sponsor sessions
- Number of actions set, notes taken, learning opportunities started

2. Progress Metrics

Areas you initially set out to make progress in:

- Number of goals set & achieved
- Personal satisfaction score
- External feedback

3. Business Objectives

Progress made in terms of:

- Sponsor engagement, satisfaction and sense of belonging
- Promotion and pay increase rates

Celebrating your progress and journey is a key step in the process – even if you didn't achieve all your goals. Take the time to recognise the growth you've had, the experiences, new connections, and the progress made. **Well done!**

How to celebrate success

There are many ways to celebrate successes. Often the most appreciated forms of celebration are through recognition.

- Public recognition or acknowledgment by email, announcement or post
- Private recognition or positive feedback from a manager, peer, or customer
- Receiving or obtaining a high level of achievement through evaluations or reviews
- Promotion or increase in job scope and responsibility
- Monetary awards, pay increases, trips, etc.

Take a moment to reflect

- In the last 12 months, what are you most proud of?
- What were 3 essential elements of your job in the last 12 months that made it a success and, in turn, made you satisfied?
- What impact stories really excite and energise you? Is this a passion area you want to continue to grow / work on in the next 12 months?
- What skills, knowledge, or behaviours have you developed over the last 12 months that enabled you to be successful? How has this made you successful?

05 Refine

To close, take the time to collate all the feedback gathered to date – this will provide key insights to make any improvements going forward.

- ◀ Collecting feedback
- ◀ Refining the programme



Refining the process

How to build on wins and challenges:

At this stage in your journey, it should be clear what has worked well for your organisation and which areas might need improvement. Use this time to gather any final feedback from participants and identify areas for development.

The goal for this phase is to create a clear plan for improvements for future cohorts. It is important that sponsorship models are flexible and iterative to address the changing needs of participants.

To keep things engaging and interactive, why not host a feedback and planning session. This could include a review of the activities completed, the response to each, and any notes on how to elevate the process for future cohorts.

How to prepare for your next cohort:

Take a some reflect on all the feedback gathered throughout the programme. Explore what you've heard and what the experiences has been for all involved. Consider those who may have also been tangentially impacted, for example clients or junior members of staff.

1. Gather feedback and insights – discuss what you have heard, who you have heard from, and who you haven't heard from to date?
2. From this feedback consider – what worked well, what didn't work for this group, how might you improve for the next cohort?
3. Identify the success stories – who are the people that really thrived during this programme?
4. Amplify these stories - how do we tell their story and through what channels? Think about both internal and external platforms



BLACK REPRESENTATION IN MARKETING

Thank you