

Collectively addressing opportunity and equity gaps for the Black community

The briefs are categorized into five themes, with the goal of raising solutions that will support the development of new policies and practices.

Professional Development

- What can we do differently to ensure that Black students, specifically, and marginalized talent, in general, have an open pipeline or pathway into our company (even in light of unfavorable economic conditions)?
- How do we ensure people with non-traditional educational backgrounds have the ability to work and thrive in our company?
- Fostering an inclusive culture starts with every employee on day one of their employment. What should each company do to ensure the core values of the company are instilled in each employee at the beginning of their tenure?
- What measures do we implement to ensure our Black and historically marginalized talent have high-profile opportunities, at every level, to contribute and learn within our company?
- How do we design a dedicated program that creates pathways to leadership for Black talent?

Internal Processes

- Which policies and practices need to evolve to support a more diverse, equitable and inclusive culture?
- How can we engage and support our team leaders / managers in their work to create a more inclusive and equity-driven team culture?
- The teams that serve our clients should reflect the consumer markets our clients serve. What can be done at the team level to ensure diversity and cultural competency are central tenets of how we work?
- What type of training, tools, and/or support do managers need in order to actively identify and course correct bias and other forms of microaggressions that may be prevalent within their teams?
- How can we increase the level of cultural intelligence in our tools and data sets in order to capture the rich dimensions of African-American life and culture in our work?
- What kind of metrics and measurement systems do we need to implement in order to monitor and report on our progress?
- What kind of company-wide feedback system can we implement to allow employees to express their voice about their experiences of inclusion / exclusion?
- How can teams establish systems that promote cultural curiosity and understanding through open dialogue that enriches the professional character of our employees?

Our Work

- How do we evolve our creative development process to ensure that insights, ideas and outputs are culturally sensitive and not offensive?
- How can we do a better job of identifying and collectively unpacking moments in culture and society that are adversely impacting the lives of our Black, LatinX and Asian employees? How can we proactively extrapolate the impact these moments may have on our client's business and brand?
- What are some ways in which teams can facilitate ongoing conversation about identity and culture that influences the way we work and increases individual understanding?
- Stories captivate our imagination and help us learn about people, places, and ideas that are not a part of our everyday reality. How can we leverage storytelling to humanize the experiences and perspectives of employees across the agency?

Our Communities & Social Justice

- How and where do we direct our initiatives and dollars to support social justice efforts that affect and advance marginalized communities?

Our Accountability

- Crafting a culture where everyone feels welcomed requires every manager to be accountable in upholding our goals and values. What should accountability look like at each level of management (e.g. middle, senior, and executive levels)?
- Leadership plays a critical role in driving an inclusive culture, what can our executives do differently to give proof of "walking their talk"?
- How can each of us express our own commitment to supporting a more inclusive and equitable company?
- What should management do to create clear and defined pathways to leadership for Black and Brown talent?