

# The Impact of ERGs during COVID-19, Social Unrest, and the Rest of 2020's Surprises

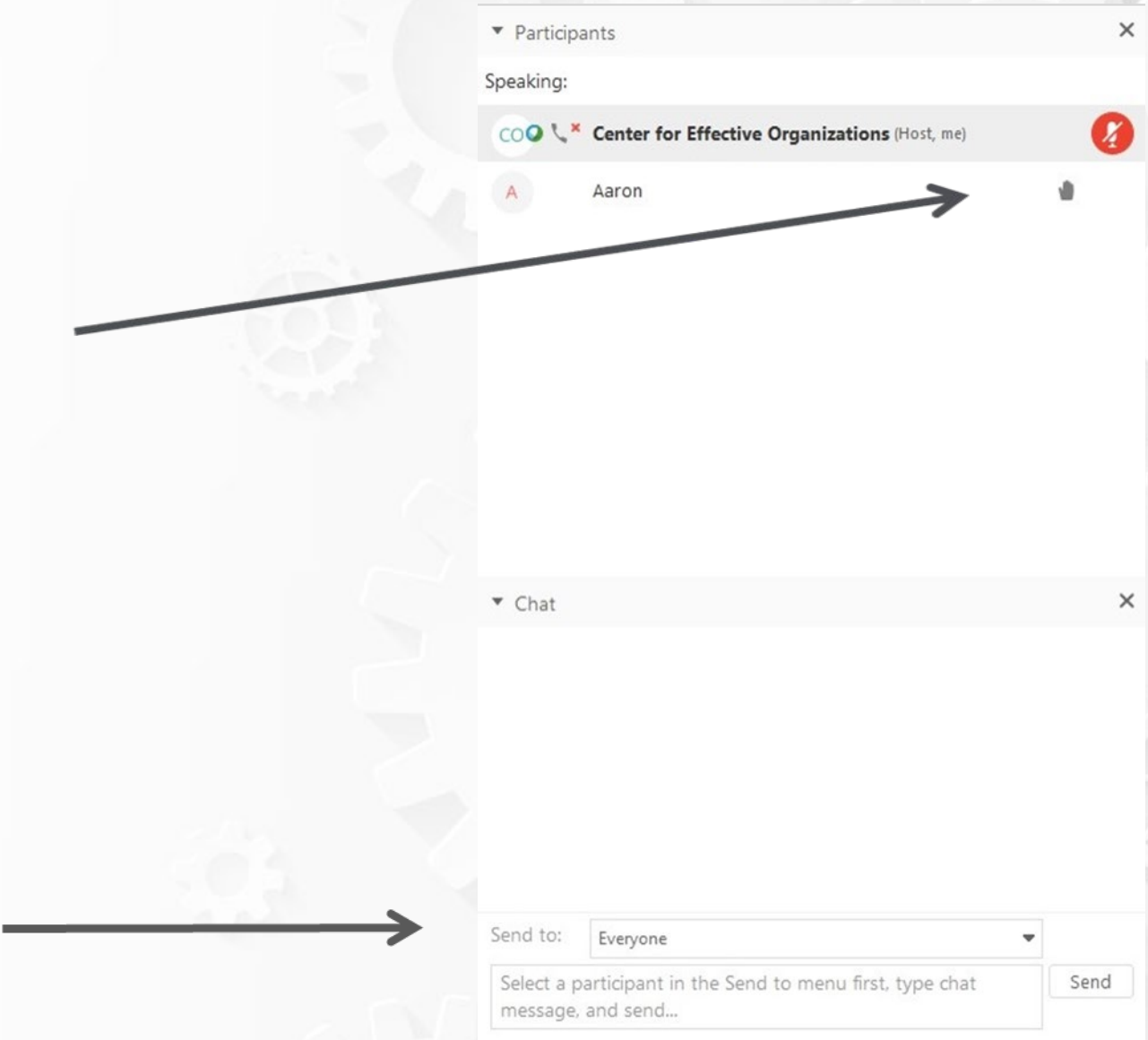
June 24, 2021




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# ERG Leadership Community





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The University of Alabama  
Senior Affiliate Research Scientist  
Center for Effective Organizations  
USC Marshall School of Business*



## **Anna Ettin**

*Senior Employee Resource  
and Inclusion Leader  
Amazon*



## **Cile Johnson**

*Chief Business Officer  
Talent Dimensions*



# Why Focus on Impact?

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- My ERG story started in 2012
- From caucus to BRGs
- ERG stories
  - That's the problem
  - Our challenge is that we have stories ***NOT data***



# Phase one research

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- Interviews and case studies
- What kind of impact?
- What do organization executives want?
- Created the impact model
- Been using it since 2015

# ERG Impact Model



Impact three stakeholders (individual, company, external) by three areas of work (talent management, culture and vitality)

<b><i>ERG Impact Model</i></b>	<b>Individual</b>	<b>Company</b>	<b>External Stakeholders</b>
<b>Talent Management</b>	My professional development	Recruiting and selection	Networking outside the company
<b>Culture</b>	Great place to work for me	Inclusive environment	How community views company culture
<b>Company Vitality</b>	Being more innovative	Creating a high performance business environment	Improving customer relations



# Using the Model

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- Develop goals and strategies
- Evaluate impact at end of year
- Change strategies to support organization goals
- Benchmark

# Prior Year Patterns



<i><b>ERG Impact Model</b></i>	<b>Individual</b>	<b>Company</b>	<b>External Stakeholders</b>
<b>Talent Management</b>	The impact my ERG has on my professional development 3.22 (-0.19)	The impact my ERG has on recruiting and selection 3.00 (+0.07)	The impact my ERG has on the ability to network with those outside the company 3.21 (+0.05)
<b>Culture</b>	The impact my ERG has on making this a great place to work for me 3.64 (-0.16)	The impact my ERG has on creating a company environment that is inclusive 3.85 (-0.08)	The impact my ERG has on how outsiders view the culture of my company 3.66 (-0.03)
<b>Company Vitality</b>	The impact my ERG has on helping me be more innovative in my job 3.05 (-0.18)	The impact my ERG has on creating a high performance business environment 3.26 (-0.07)	The impact my ERG has on customer relations 3.09 (-0.10)

# 2020 High / Low Scores



Questions used to assess each box included below with 2020 data.

	Individual	Company	External Stakeholders
Talent Management	The impact my ERG has on my professional development 4.04 (+0.82)	The impact my ERG has on recruiting and selection 3.85 (+0.85)	The impact my ERG has on the ability to network with those outside the company 3.86 (+0.65)
Culture	The impact my ERG has on making this a great place to work for me 4.22 (+0.58)	The impact my ERG has on creating a company environment that is inclusive 4.40 (+0.45)	The impact my ERG has on how outsiders view the culture of my company 4.14 (+0.48)
Company Vitality	The impact my ERG has on helping me be more innovative in my job 3.76 (+0.71)	The impact my ERG has on creating a high performance business environment 4.03 (+0.77)	The impact my ERG has on customer relations 3.96 (+0.87)

1 to 5 scale where 1= Very Low impact and 5 = Very High Impact Red = lowest; Green = highest

# Impact Model Trends



All items are on a 2 year rise and are at the **highest levels since the inception of the Impact Model**

	Individual	Company	External Stakeholders																																				
Talent Management	<p>The impact my ERG has on my professional development</p> <table border="1"> <tr><th>Year</th><td>2016</td><td>2017</td><td>2018</td><td>2019</td><td>2020</td></tr> <tr><th>Impact</th><td>3.1</td><td>3.4</td><td>3.2</td><td>3.6</td><td>4.1</td></tr> </table>	Year	2016	2017	2018	2019	2020	Impact	3.1	3.4	3.2	3.6	4.1	<p>The impact my ERG has on recruiting and selection</p> <table border="1"> <tr><th>Year</th><td>2016</td><td>2017</td><td>2018</td><td>2019</td><td>2020</td></tr> <tr><th>Impact</th><td>2.8</td><td>2.9</td><td>3.0</td><td>3.2</td><td>3.9</td></tr> </table>	Year	2016	2017	2018	2019	2020	Impact	2.8	2.9	3.0	3.2	3.9	<p>The impact my ERG has on the ability to network with those outside the company</p> <table border="1"> <tr><th>Year</th><td>2016</td><td>2017</td><td>2018</td><td>2019</td><td>2020</td></tr> <tr><th>Impact</th><td>3.0</td><td>3.1</td><td>3.2</td><td>3.6</td><td>3.9</td></tr> </table>	Year	2016	2017	2018	2019	2020	Impact	3.0	3.1	3.2	3.6	3.9
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1 to 5 scale where 1= Very Low Impact and 5 = Very High Impact Red = low; Green = high

# Leader vs Non-leader



## ERG Leader

## ERG Non-leader

	Individual	Company	External Stakeholders
Talent Management	4.39	<b>4.00</b>	4.13
Culture	4.46	<b>4.55</b>	4.31
Company Vitality	4.14	4.19	4.15

	Individual	Company	External Stakeholders
Talent Management	3.94	3.81	3.78
Culture	4.15	<b>4.36</b>	4.09
Company Vitality	<b>3.65</b>	3.98	3.90

1 to 5 scale where 1= Very Low Impact and 5 = Very High Impact Red = lowest; Green = highest

# ERG Type



	My professional development	Recruiting and selection	Ability to network with those outside the company	Making this a great place to work for me	Creating a company environment that is inclusive	How outsiders view the culture of my company	My ability to innovate	Creating a high-performance business	Creating more positive customer relationships
Total	4.04	3.85	3.86	4.22	4.40	4.15	3.76	4.02	3.95
African-American / Black Employees	4.12	3.88	4.01	4.24	4.37	4.23	3.85	4.11	4.21
Asian / Asian-American Experience	4.01	3.82	3.86	4.26	4.42	4.18	3.66	3.94	4.00
Disability	3.92	4.03	3.87	4.35	4.60	4.31	3.81	4.07	4.07
Environment / Sustainability	3.64	3.32	3.87	4.03	4.10	4.13	3.87	3.76	3.68
Generational	4.26	4.00	3.88	4.39	4.55	4.20	4.21	4.25	4.34
Interfaith	4.00	3.65	3.74	4.43	4.57	3.77	3.64	4.13	4.18
Latino / Hispanic Employees	4.15	4.04	4.23	4.34	4.51	4.38	3.92	4.14	4.16
LGBT	4.48	4.37	4.32	4.60	4.71	4.56	4.33	4.44	4.64
Veterans	3.75	4.06	4.00	4.08	4.40	4.26	3.61	3.95	3.99
Women	4.05	3.76	3.78	4.15	4.34	4.03	3.70	3.99	3.82

1 to 5 scale where 1= Very Low Impact and 5 = Very High Impact Red = lowest; Green = highest



**Question:** From my review of the data it seems that the year of COVID-19 was a ‘back to basics’ year, focused on diversity-related goals with reduced gains on the impact of ERGs on innovation.

**Anna** – how did you see this play out at Amazon?

**Cile** – what did you see in the 2020 awards stories?



**Other observations about impact?**

**Recommendations for 2021?**

**Should impact goals be different for the various types of ERGs or should we be thinking about a corporate strategy?**

# What new types of ERGs do we need to help move forward faster or better during 2021?

# Lessons learned during the year of COVID-19?

# Tips on Impact from Theresa

- Learn how to assess impact
- Don't be shy
- Use data and stories
- Really important – DOCUMENT
  - Write down your impact metrics and stories because leadership changes quickly; teach the skills to successors

# 2021 EMPLOYEE RESOURCE GROUP 3-IN-1 EVENT



## EXPONENTIAL POTENTIAL

GETTING IT DONE IN 2021

**DATE: SEPTEMBER 15-17, 2021**  
**LOCATION: ORLANDO, FLORIDA**

[ERGCOUNCILCONFERENCE.COM](http://ergcouncilconference.com)

2021 DIVERSITY  
**IMPACT  
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## DIVERSITY IMPACT AWARDS CEREMONY

FOR ERGS, DIVERSITY COUNCILS & DEPARTMENTS

**DATE: SEPTEMBER 17, 2021**  
**LOCATION: ORLANDO, FLORIDA**  
**VIEWABLE LIVE OR VIRTUAL**

[ERGCOUNCILCONFERENCE.COM/ERG-DIVERSITY-COUNCIL-AWARDS](http://ergcouncilconference.com/erg-diversity-council-awards)



## EMPLOYEE RESOURCE GROUP LEADERSHIP SUMMIT

ACCELERATING TRANSFORMATION

**DATE: SEPTEMBER 21-24, 2021**  
**LOCATION: VIRTUAL**

[CEO.USC.EDU](http://ceo.usc.edu)

PARTICIPANTS MUST REGISTER FOR EACH EVENT SEPARATELY

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ERG Leadership Certificate Program



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# Questions, Sponsorship, and ERG Leadership Certificate Program

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**THANK YOU.**