Strategic Employee Resource Group (ERG) Leadership Certificate

from the Center for Effective Organizations, Marshall School of Business,
University of Southern California —— a top 10 business school

Theresa M. Welbourne, PhD
Affiliated Senior Research Scientist
Center for Effective Organizations, Marshall School of Business
University of Southern California

Executive Director, Alabama Entrepreneurship Institute and
Will and Maggie Brooke Professor in Entrepreneurship
The University of Alabama

CEO, President and Founder, eePulse, Inc.
theresa@eepulse.com

Jennifer Sparks Taylor
Director, Executive Education
Center for Effective Organizations
Marshall School of Business
University of Southern California
sparksj@marshall.usc.edu

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Be Part of the Creation of the Next Evolution in ERG Work

- The Certificate program is designed for:
  - Individual ERG leaders
  - Enterprise-level ERG leaders
  - HR or Diversity leaders who are considering the addition of ERGs to their organization

- Focuses on a strategic perspective and the ways in which ERGs can drive organizational strategies, which include, but are not limited to diversity and human resource management goals

- Includes high-level, tactical assignments that will be applicable to the participant's work and company ERG goals

- Assignments include opportunities to present among program participants and peers, and in public venues—providing opportunities to advance career and personal networking, as well as writing and presentation goals

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Goals for the ERG Leadership Certificate

1. Prepare ERG leaders for current and FUTURE leadership roles

2. Learn by doing

3. Focus on key leadership skills
   - Data-driven methodologies and story telling
   - Ideation and business planning
   - Communication and teaching
   - Business-specific learning
   - Relationship and confidence building

4. Learning adds value and ROI to the business
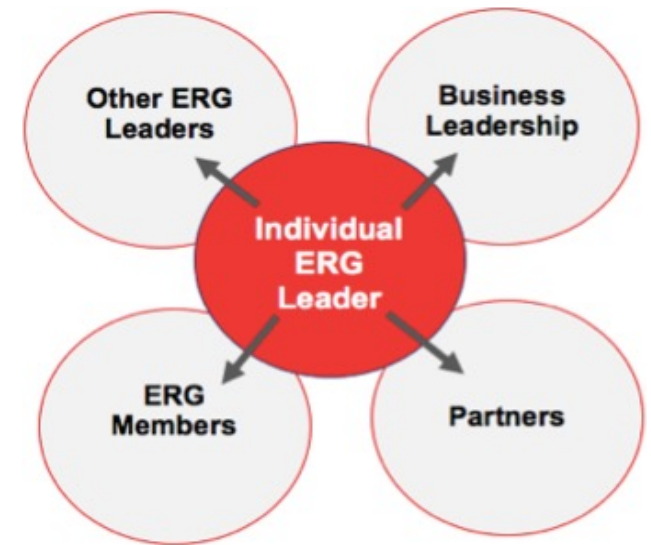
Certificate Requirements

- **Participants are required to earn a total of 30 points to complete the Certificate program**

- Points are earned over a period of 12 months. Flexibility beyond the 12 months is available, if needed, to complete the program

- Participants work with program faculty to customize their learning experience

- Participants and faculty utilize the Certificate online learning management platform, *Promote*, to submit and track completion of program requirements

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1. **Class Session Attendance and Learning (10 points)**

   - Attend eight (8) Zoom class sessions; Write and submit a reflection summary for each session

   - Participants can miss one class session and not complete the reflection summary

   - Session recordings are available for participant review, and reflection summary completion and submission (even if late)

   - Present case study or research report in a live, Zoom class session

2. **SWOT Analysis (strengths, weaknesses, opportunities and threats) of Current ERGs or Potential for ERGs (5 points)**

   - Prepare and submit the SWOT analysis to faculty; Present and discuss SWOT analysis during class session; This work will connect with other projects required throughout the rest of the program

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3. **Case Study or New Project (10 points)**

   Points to be distributed based on depth and complexity of projects—discuss and agree to points with faculty; Multiple case studies or projects are allowed; *Participants can combine one or more projects discussed.

   - **Option 1: Prepare a case study applicable to the participant's organization;** Topic to be discussed and agreed upon with program faculty. A case study includes three parts:
     1. History and description of the context e.g., company, ERG structure, leadership, etc.) and describe the problem or opportunity
     2. Develop 4 - 6 questions for discussion
     3. Prepare written answers to the discussion questions

   - **Option 2: Prepare a New Project and Related Business Deliverable (15 points total including the business deliverable)**
     - Participants have the option to research a topic of interest and then prepare the results. The project should involve original research e.g., interviews, surveys, focus groups. The result is a research report describing the project, process used, and results
     - Examples of a business deliverable include
       - development of a new ERG structure
       - creation of a new ERG scorecard
       - new program materials for leadership development

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3. **Case Study or New Project—continued (10 points)**

    - **Option 3: Participate in the Annual ERG Research Survey for ERG Members** (inclusion of non-ERG members is optional)

        - This survey provides Certificate program participants with benchmarking data for their organization. During class, participants work with the data to drive strategic change in their organization.

        - The survey can be distributed to a small group of peers (ERG leaders), or members in one ERG, as well as for the overall ERG population. The participants will be provided with results as well as benchmarking data. The participant then frames the results for presentation to their own ERG members and leadership teams in the organization.

        - This project provides participants with skill-building in data-driven storytelling, as well as understanding how to use the metrics to provide strategic planning for their own ERGs.

4. **Present Your Case Study or Project to the USC-CEO ERG Community (5 points)**

    - Participants present their case study or project to the USC-CEO ERG community. The presentation can be done via the Center for Effective Organizations' *Learn and Connect Series,* or as part of the annual ERG Leadership Summit.

* Optional opportunities to write articles and blogs are provided to participants in the program. These are developmental opportunities. *No points are assigned for these opportunities toward completion of the ERG Certificate.*

Benefits of the Project Approach

- Visibility in your organization

- Generating value for your ERG and the organization

- Building your skills and the skills of your members

- Developing knowledge and skills to lead the business—not just your ERG

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Questions About the ERG Leadership Certificate Program?

Contact: sparksj@marshall.usc.edu

for individual and team pricing