



Lever One: **LEADERSHIP**

Commitment and action toward equity and inclusion from Leadership is the most important element of success in transforming our workplaces into welcoming, safe, productive and innovative organizations.

As a leader, you hold power. Those with power have the ability to define reality for themselves and others - the ability to make and enforce decisions, the ability to set standards for (and model) what is considered appropriate behavior in your organization, and access to resources. Leaders may use that power thoughtfully and intentionally to drive long-term progress for DEI to the benefit of their organizations.



Lever One: **LEADERSHIP**

Leadership sets the vision, communicates organizational direction, mobilizes resources to achieve goals and fosters accountability for increasing the organization's capacity to advance diversity, equity and inclusion.

Elements of Leadership:

1.1 Prepare Leaders:

Defines and integrates inclusion competencies to set expectations, provide tools and resources for leaders to model inclusive leadership.

1.2 DEI Structure & Resources:

Sets vision, mobilizes people and resources for the development of a functional group that oversees work and ensures long-term sustainability of the organization to advance inclusion.

1.3 Communication & Change Management:

Develops a communication strategy and change management processes to support the transition and foster sustainability and accountability.

1.4 Championing DEI Priorities:

Incorporate inclusion and equity performance metrics into managerial expectations; modeling inclusive leadership throughout the organization, and for its Board and stakeholders.

Equity Commitment

We define performance excellence to include equity of outcomes for all stakeholders, including employees, customers, and communities we serve.

What to Measure

- Leader Representation or Year-Over-Year Increased Growth in Leadership Representation (Diversity Measure, C-Suite, Board)
- Leadership Commitment (From Employee and Community Perspective)
- Budget and Resource Commitment

1.1 Prepare Leaders:

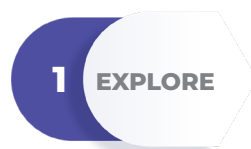
Defines and integrates inclusion competencies to set expectations for leaders. Provide tools and resources for leaders to model inclusive leadership.

Equity Building Actions

- Define leadership competencies for DEI.
- Educate leaders to enable increased proficiency in defined competencies, for example, working effectively across differences in identity, culture, or approach.
- Hold leaders accountable for advancing diversity, equity and inclusion.

The growth stages are a tool to help you assess your organization. Read the descriptions and identify which stage sounds most like your organization. The full self-assessment tool can be found [here](#).

Growth Stages - Assess Your Organization



Organizations **explore** benchmarks to guide the development of inclusion competencies and leadership expectations.



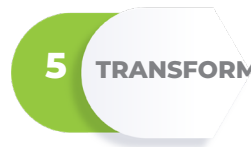
Organizations **develop** inclusion competencies for organizational leaders and identify strategies for adoption, including skill building opportunities.



Organizations **implement** adoption strategies and create accountability for competencies.



Organizations **operationalize** inclusive competencies into key processes, such as performance management for leaders.



Organizations expand existing DEI leadership competencies and adoption strategies to **all levels** of the organization.

1.2 DEI Structure & Resources:

Sets vision, mobilizes people and resources for the development of the DEI function to oversee and sustain the advancement of inclusion for the organization. The structure and resources dedicated to the function align to fit the needs, size, and capacity of the organization.

Equity Building Actions

- Gather voices from different departments, locations, levels, and demographic identities.
- Set purpose, scope of responsibilities, and level of authority the DEI function has to make or influence decisions.
- Determine the best composition for the governing body, giving consideration to diverse demographic representation.
- Commit budget, staff time, and leadership resources to ensure the DEI function can carry out its assigned responsibilities.

Growth Stages - Assess Your Organization



Organizations **explore** benchmarks to guide the setup of the organization's DEI function.



Organizations **develop** the DEI function's structure and identify internal stakeholders, goals, and resources necessary for launch.



Organizations **implement** a first iteration of the DEI function and identify metrics to understand impact across the organization, and potentially, the impacted community.



Organizations use data to inform future iterations of the DEI function and **operationalize** by embedding within existing organization systems & processes.



Organizations **evaluate and adjust** the resources, function, and structure to align with business objectives and meet the evolving needs of the organization and impacted communities.

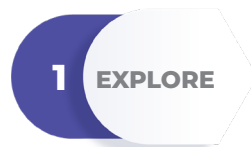
1.3 Communication & Change Management:

Develop a communication strategy and change management processes to support the transition and foster sustainability and accountability.

Equity Building Actions

- Leaders assess the organization's business case for change as well as current capacity, capabilities and cultural practices that either help or hinder advancement.
- Leaders identify potential barriers, risks, and resistance to change and develop strategies to address them proactively.
- Leaders implement a communication strategy that provides accessible messaging to all stakeholders about the vision and purpose of the DEI function and how it applies to business objectives.
- Create documents to report internally and externally such as annual report and DEI statement.

Growth Stages - Assess Your Organization



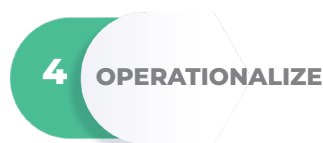
Organizations **explore** benchmarks to model best practices for communicating new inclusion efforts and change within the organization.



Organizations **develop** strategies for communicating new organizational inclusion efforts or changes and determine what information is needed for long-term sustainability.



Organizations **implement** a communication strategy or change management process for inclusion efforts and begin to measure progress.



Organizations **operationalize** the communication strategy or change management process into key processes and ensure accountability by aligning them with organizational culture.



Organizations **continually revise** communication strategy to meet the changing needs of the business and ensure change management processes align with underlying organization culture for success.

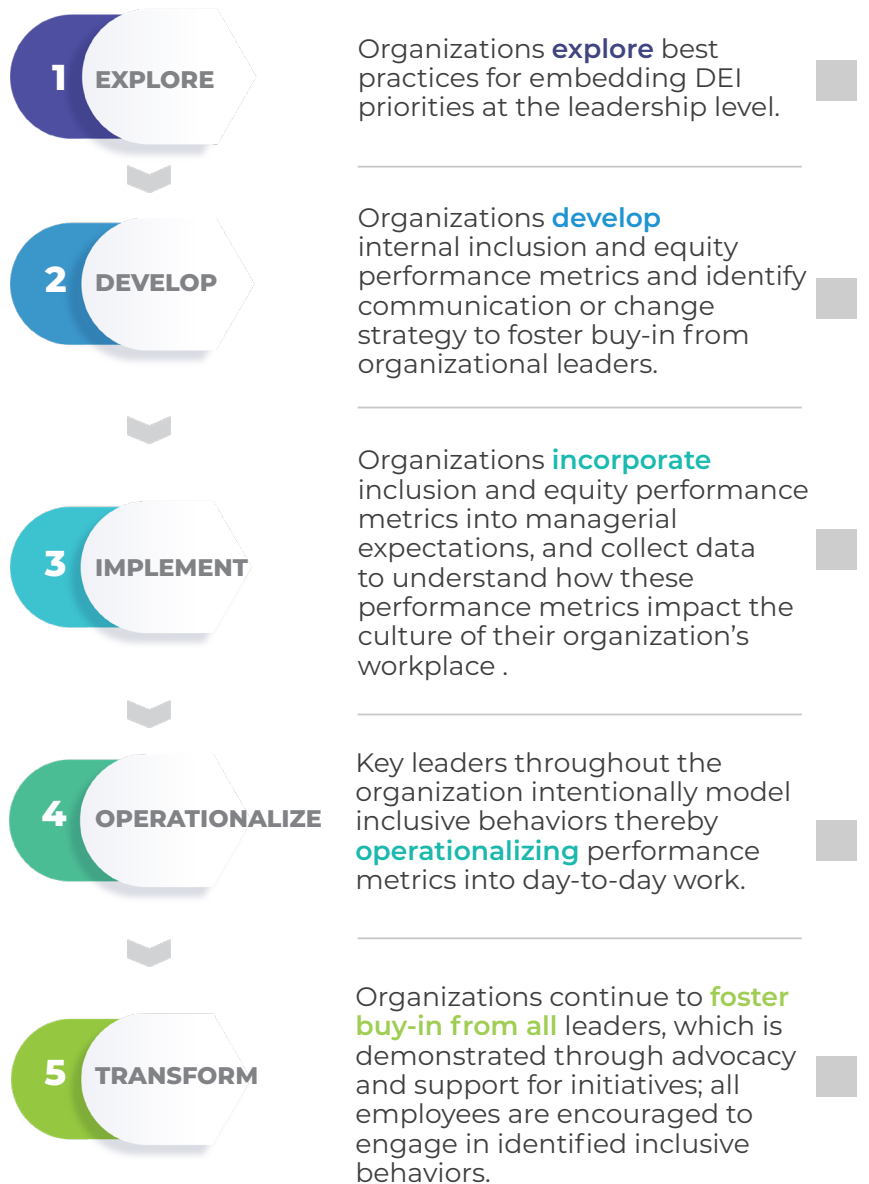
1.4 Championing DEI Priorities:

Incorporates inclusion and equity performance metrics into managerial expectations; modeling inclusive leadership throughout the organization, and for its Board and stakeholders.

Equity Building Actions

- Leaders model values and amplify DEI priorities within the organization's networks.
- Leaders empower, recognize and reward DEI champions within the organization.
- Leadership accountability and compensation are tied to equity-based metrics and outcomes of direct reports.

Growth Stages - Assess Your Organization





Pathway Forward to Clean Energy for All

A DEI Framework for the Clean Energy Industry

renewablesforward.org