



## **Employee Resource Groups: A CWE Case Study**

An African American Affinity group leader confides to the VP of Diversity and Inclusion that there are a number of African American employees at Company X who are seriously contemplating leaving the organization. Reasons that were cited included lack of mentoring, ineffective on-boarding, poor leadership development and no advancement opportunities.

**CWE partnered with the executive sponsor of the African American employee resource group to deploy the following strategies:**

- Design multiple focus groups to obtain insight on the driving forces behind the turnover
- Analyzed previous cultural surveys to gain additional insight
- Reengineered organizational employee surveys to include questions focused on employee engagement, blockers of engagement and retention and ethnicity
- Designed multiple module leadership development programs geared toward addressing issues identified from the focus groups and surveys
- Created supplement management leadership development modules to strengthen overall cultural competencies

**By deploying the CWE strategies and building intentional measurement methods, the company was able to:**

- Reduce the turnover for the African American population by 50% in one year
- Increase the number of placements of African American employees to the mid- to upper- mid-level management levels
- Create a reciprocal mentoring program between senior level leaders and high-potential African American employees

**\*\*\*Special note\*\*\* As a result of these efforts, this organization received the Catalyst Award and became recognized as one of the most improved organizations for diversity and inclusion.**