



# DIVERSITY IN LEADERSHIP STUDY

YEAR TWO EXECUTIVE REPORT



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# FOREWORD

I am proud to present the accomplishments of the second implementation year of the Diversity in Leadership Study (DLS). We are concluding a year during which we applied the foundational work of Year One, allowing us to begin tackling the complex challenges of addressing DLS's seven recommendations to improve the diversity of CIA leadership and the inclusiveness of its culture. We also took advantage of new opportunities to engage leadership at all levels and to deepen partnerships across CIA to meet critical objectives. This Year Two Report describes the DLS approach, progress, and next steps. I thank my predecessor Beverly Kennedy for her outstanding leadership during the first two implementation years.

Year Three is the midpoint of the five year implementation effort. This is the pivotal year where we need to roll up our sleeves to make headway in changing organizational culture and processes related to complex issues such as career development, assignments, promotions, and succession planning. Year Three will focus on actionable events, training, and analysis that will support the expansion of the leadership pipeline at all levels. Our "Listen, Learn, and Lead" framework will broaden and reinforce the understanding of the value of an inclusive and diverse leadership at CIA and increase opportunities for intelligence officers at all levels to lead from where they are as we fulfill our mission to safeguard this nation.

Continued support from leaders at all levels, the workforce, and our partners is critical to ensure that CIA is an organization where all talent and perspectives are welcomed and valued, and where all individuals are able to reach their full potential in service to our country. The future is bright, and the continued focus and implementation of the recommendations will make our future a reality.

**Annabel Sheron**

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*1 January 2018*

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# BACKGROUND

In 2014, the Diversity in Leadership Study (DLS) was commissioned by the Director of the CIA to examine the factors that limit diversity in the CIA's senior leadership.

The DLS team used data gathered from CIA workforce surveys, focus groups, interviews, and engagement sessions in a thorough analysis of workforce demographics data. The completed Study, *Overcoming Barriers to Advancement*, was published in June 2015 and provided a rigorous roadmap to increase the diversity of the CIA's leadership and build a more inclusive culture.

The Study highlighted that CIA leadership does not reflect the diversity of the nation or the CIA workforce and identified cultural, management, and organizational challenges that contribute to the lack of diversity in the Agency's leadership. Specifically, it concluded that the Agency does not sufficiently give priority to the development of all of its officers, hold itself accountable for maintaining a diverse and inclusive workplace, or consistently promote an inclusive culture.

To address the findings, the Study offered seven recommendations to build a more diverse leadership cadre and foster an inclusive culture at CIA.

“Every CIA officer must be aware of diversity’s critical impact on mission and understand her or his role in creating an intelligence organization where every individual is respected and valued.”<sup>a</sup>

<sup>a</sup>Director’s Diversity in Leadership Study, *Overcoming Barriers to Advancement*, 2015.

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# BACKGROUND

## *DLS Recommendations*

### **1 Set Leadership Expectations Regarding Diversity, Inclusion, and Employee Development**

Leadership must communicate requirements for diversity and inclusion (D&I) for the workforce and track, follow, and measure these expectations. Additionally, all managers and supervisors need to take responsibility for the career development of all employees under their direction.

### **2 Drive Accountability To Ensure Compliance**

The Agency must establish a corporate-level program evaluation in order to drive and institutionalize accountability for inclusive behaviors.

### **3 Promote Transparency and Build Trust**

Increased transparency and publication of the results for promotions, assignments, awards, and other career management processes will allow officers to (1) better understand their career development and (2) more effectively compete for promotions and assignments.

### **4 Foster an Inclusive Climate**

Leaders must set the standard for what is expected, and all Agency officers must be fully aware and well prepared to address diversity, inclusion, and equity issues as they arise.

### **5 Improve Talent Identification, Development, and Management Practices**

Recognizing leadership potential and taking the concrete steps—such as transparent and fair succession planning—to fully develop that potential must be a primary focus of the Agency's senior leadership.

### **6 Increase Hiring of Diverse Talents and Backgrounds**

The Agency must accomplish four priorities: (1) invest in community outreach and relationship building; (2) reemphasize relationships and commitments to draw from colleges, universities, and professional associations with significant populations of underrepresented groups; (3) establish internship and fellow programs supporting the recruitment of underrepresented groups; and (4) frequently communicate and socialize Recruitment Center activities in the workforce.

### **7 Expand and Diversify Networking Opportunities**

The Agency should enable and encourage cross-organizational and corporate opportunities—such as mentoring—to expand professional networks and foster joint mission action.

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# YEAR TWO ACCOMPLISHMENTS

## 1 Set Leadership Expectations Regarding Diversity, Inclusion, and Employee Development

### ACCOMPLISHMENT:

Completed a review of the 2017 SIS promotion data.

### IMPACT:

Established baseline to gauge progress on diversity in leadership.

## 2 Drive Accountability To Ensure Compliance

### ACCOMPLISHMENT:

Surveyed officers to gain insight into their knowledge and feelings on Diversity & Inclusion in the Agency.

### IMPACT:

Gained workforce understanding of overarching attitudes toward D&I and provided insight on their awareness of DLS initiatives aimed at increasing diversity in leadership.

## 3 Promote Transparency and Build Trust

### ACCOMPLISHMENT:

Initiated an enterprisewide project to review the Agency's Assignment Selection process.

### IMPACT:

Launched review of open positions with the objective to increase consistency, transparency, and equity in the process.

## 4 Foster an Inclusive Climate

### ACCOMPLISHMENT:

Partnered with Talent Development Office (TDO)/Professional Development Group (PDG) to host two workshops on the subject, "The Five Agreements: A Simple Framework to Better Leadership."

### IMPACT:

Highlighted behaviors that support diversity and inclusion concepts targeted for managers, supervisors, and future leaders.

### ACCOMPLISHMENT:

Participated in runnings Practice of Intelligence—Mission Orientation Course (POI-MOC).

### IMPACT:

Communicated to new officers that D&I are expected and essential to mission success, leading to ongoing signup of advocates from new officers to serve as DLS advocates interested in participating in DLS initiatives.

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# YEAR TWO ACCOMPLISHMENTS

## 5 Improve Talent Identification, Development, and Management Practices

- ACCOMPLISHMENT:** Finalized and published the Building Blocks for Leadership. → **IMPACT:** Raised awareness of skills, competencies, and experiences that contributed to SIS paths to leadership. Provided an engaging infographic and pamphlet that Agency officers can reference on their leadership journeys and that can be integrated/distributed at leadership-focused training. Provided job aids for managers to incorporate into their career development discussions with officers as demonstrated via a DLS-developed and -delivered exercise in a running of the Executive Skills for Today’s Leaders (ESTL) course.
- ACCOMPLISHMENT:** Created partnerships with all Talent Center (TC) offices. → **IMPACT:** Provided opportunities to share data, analysis, and collectively work to shape specific talent practices and look for diversity trends across the Agency, by Directorate, and by career service.

## 6 Increase Hiring of Diverse Talents and Backgrounds

- ACCOMPLISHMENT:** Assisted in the development of strategies and principles for recruiting. → **IMPACT:** Partnered with the TC TDO and Diversity and Inclusion Office (DIO) to develop inclusion questions for recruiting to aid with questions during discussions with prospective applicants. Questions adopted by the DDI Hiring Division and integrated into their hiring standard operating procedure (SOP).

## 7 Expand and Diversify Networking Opportunities

- ACCOMPLISHMENT:** Launched a reverse mentoring pilot, pairing senior officers and officers with less than five years tenure. → **IMPACT:** Created a unique opportunity for officers by providing a forum to exchange ideas and expand thinking through exposure to different perspectives.
- ACCOMPLISHMENT:** Advised and launched local networking initiatives that serve to expand and diversify networking opportunities across the Agency. → **IMPACT:** Assisted officers in developing more effective networks, building connections and professional partnerships to cultivate career advancement.

# YEAR TWO APPROACH

The DLS Implementation Team adopted several approaches to address the seven Study recommendations. These approaches directly align with the CIA Diversity and Inclusion Strategy (2016-19) by working to “ensure that every CIA officer is able to bring a full range of views and talents to our mission.”<sup>b</sup>

In Year Two, the implementation efforts focused on three key areas: advancing core initiatives to support a more inclusive culture at the CIA; building partnerships with the Agency’s Talent Center (TC) business areas to further the advancement of diversity in leadership; and completing Action Team initiatives that began in Year One.

Specifically, DLS focused on developing and managing projects aligned with challenges found in the Study, such as how to improve inclusivity and eliminate barriers to advancement, and working with other Agency stakeholders and partners to offer more D&I resources and learning opportunities.

DLS efforts continued to work toward a CIA where all officers:

- Are heard and respected;
- Can apply their authentic self, their talents, and their skills to their work every day; and
- Are developed to their fullest potential.

<sup>b</sup>CIA Diversity and Inclusion Strategy (2016-2019), 2016.

## CORE INITIATIVES

- Demonstrate the value of acquired diversity
- Safeguard our talent process
- Identify and analyze metrics to measure success

## PARTNERSHIPS AND OUTREACH

- Integrate D&I themes into leadership courses and training
- Evolve the role of Human Resource Officers within the Agency

## ACTION TEAM WRAP-UP

- Identify transition activities for teams that will sunset in Year Two
- Continue planned activities to accomplish team goals

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# CORE INITIATIVE ONE

## *Demonstrate the Value of Acquired Diversity*

Analyzing the two dimensions of diversity, inherent and acquired, are critical to the strategy of DLS. In Year Two, focus was targeted on the area of acquired diversity which is defined as aspects of cultural differences that are gained through experience and understanding unique perspectives (for example, gender, age, culture, socioeconomic background, nationality, disability, or sexual orientation). This is in contrast to the aspects we are most familiar with as defined by inherent diversity, which involves traits we are born with such as gender and ethnicity. According to research from the Center for Talent Innovation, individuals with greater acquired diversity are more likely to behave inclusively.<sup>c</sup> Some of the traits of an individual with acquired diversity might be cultural fluency, generational savvy, gender smarts, social media skills, cross-functional knowledge, global mind-set, military experience, or language skills.

The evidence for the benefits and impact of inclusive behaviors is mounting. Research by Deloitte, for example, shows that inclusive teams outperform their peers by 80 percent in team-based assessments.<sup>d</sup> Harvard Business Review stated that “Leaders need acquired diversity to establish a culture in which all employees feel free to contribute ideas.” A “speak-up” culture as well as leaders who give equal time to diverse voices increase value-driven insight and innovative potential by twice to 3.5 times more.<sup>e</sup> From the DLS perspective, an inclusive environment benefits the entire workforce and allows for a more comprehensive view of the available talent for growth into leadership positions. It also directly benefits the CIA mission through enriched perspectives that enhance the ability to creatively solve hard problems.

“Managing a multigenerational workforce demands strong leadership, recognition throughout the organization that different generations may need different styles of management.”<sup>f</sup>

<sup>f</sup>*Millennials at Work Reshaping the Workplace*, PWC, 2011.

<sup>c</sup>*Innovation, Diversity, and Market Growth*, Center for Talent Innovation, 2013.

The flagship project of the center is its task force—of which CIS is a member—focused on helping organizations leverage talent across the divides of gender, generation, and culture.

<sup>d</sup>*Waiter, Is That Inclusion in My Soup? A New Recipe To Improve Business Performance*, Deloitte Australia and Victorian Equal Opportunity & Human Rights Commission, 2013.

<sup>e</sup>*How Diversity Can Drive Innovation*, Harvard Business Review, December 2013.



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# CORE INITIATIVE ONE

## *Demonstrate the Value of Acquired Diversity*

### **Reverse Mentoring**

The DLS Reverse Mentoring Pilot was a highly successful activity during Year Two. Reverse mentoring is a career development practice that helps businesses gain insights and perspectives from less tenured, often younger employees. Unlike traditional mentoring, reverse mentoring has the junior employee as the mentor and the senior leader as the mentee.

The 2017 pilot was conducted with many mentoring duos during a six-month period. Reverse mentoring introduced senior officers to junior officers to facilitate two-way communication across genders and generations. By partnering officers with less than five years of Agency experience with those who have CIA careers spanning at least 15 years, the program helps more senior leaders understand the challenges faced by newer intelligence officers and supports the latter in developing their leadership skills.

Plans for a second Reverse Mentoring phase is under way, with a goal of transitioning the program to an enterprise partner in Year Three.

### **Workshops**

Working in partnership with the Talent Development Office (TDO) Professional Development Group (PDG) and the LeadershipNOW! Team, DLS assisted in the delivery of two workshops focused on building five key behaviors to deepen one's awareness of authenticity, trust, and inclusion in their personal performance. The workshops introduced the concept of acquired diversity and explored a simple framework for better self-leadership and influence of others. The impact of this training has served to address DLS Recommendation Four, Foster an Inclusive Environment.

### ***Reverse Mentoring Pilot Program***

- Partnered senior officers with officers having less than five years tenure.
- Created a unique opportunity for officers by providing a forum to exchange ideas and expand thinking through exposure to different perspectives.

### ***Workshops***

- Partnered with TDO/PDG on two workshops "The Five Agreements: A Simple Framework to Better Leadership" that demonstrated the importance of authenticity, inclusion, and trust in the workplace.
- Workshop highlighted the following behaviors that can be emulated to support inclusion, such as:
  - Be impeccable with your word
  - Don't take anything personally
  - Don't make assumptions
  - Always do your best
  - Be skeptical, but learn to listen

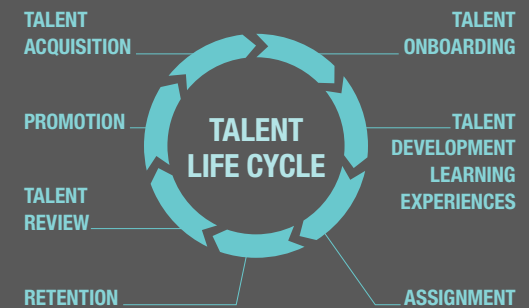
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# CORE INITIATIVE TWO

## *Improving Our Talent Process*

Safeguarding and developing talent—as well as providing developmental opportunities—are critical to building a cadre of diverse leaders. The CIA is working to ensure that all officers have the opportunity to reach the most senior levels of the Agency by taking a thorough and detailed look at all talent processes and proactively working to eliminate barriers to advancement. To this end, DLS launched a project to examine the Assignment Selection process in Year Two, offering options to address problematic processes while in support of equitable practices.

**FIGURE 1**  
*Talent Life Cycle*



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# CORE INITIATIVE TWO

## *Improving Our Talent Process*

### **Assignment Selection Process Review**

In the summer of 2017, the DLS Implementation Team undertook an enterprisewide project to review the consistency, transparency, and equity in CIA's Assignment Selection process. The team interviewed officers from all Directorates and Mission Centers, predominantly Lead Talent Officers (LTOs) and Lead Talent Integrators (LTIs), about how their processes aligned with the current Agency policies related to personnel assignments—as well as the documentation process for the consistency of how selection decisions are made. The data gathered are now being analyzed, and any substantial areas of concern regarding inequity, or opportunities for perceived inequity, will be distilled in a final report. Data, findings, and any associated recommendations for improvement are planned for Year Three.

### ***Assignment Selection Process Review***

- Researched how officers are selected for assignments with a lens to study consistency, transparency, and fairness of process and practices.
- Will recommend improvements in Year Three to address the research findings.

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# CORE INITIATIVE THREE

## *Identify and Analyze Metrics To Measure Success*

Measuring the diversity of Agency leadership is critical to evaluating the outcomes of the DLS efforts and determining if they are driving the desired progress. Research by global management consultants McKinsey & Company show that when companies commit themselves to diverse leadership they are more successful in real business terms. More diverse companies are better able to win top talent and improve their customer orientation, employee satisfaction, and decisionmaking, leading to a virtuous cycle of increasing returns.<sup>9</sup>

Annually, the DLS Implementation Team conducts rigorous analysis of workforce data to evaluate progress and focus our efforts. During Year Two, we conducted a thorough review of Senior Intelligence Service (SIS; Agency senior executives) promotion data to discern trends and launched a “pulse” survey to a segment of the workforce to gauge awareness of the DLS implementation efforts and opinions of diversity.

<sup>9</sup>Why Diversity Matters, McKinsey & Company, January 2015.

# CORE INITIATIVE THREE

## *Identify and Analyze Metrics To Measure Success*

### 2017 SIS Promotion Analysis

The 2017 SIS promotion data were reviewed to monitor and gauge progress on the diversity in leadership. The analysis showed an increase in the number of minority males promoted to SIS but a decline for the minority female, indicating that the CIA must focus efforts on diversity throughout the talent life cycle. This first review allowed DLS to establish a baseline that will be analyzed yearly to track progress.

The Agency’s talent life cycle is enhanced by robust feedback mechanisms, mentorship opportunities, and sponsorship support. DLS continues its work to aggressively partner and engage in all areas of the talent life cycle to bring ideas to help the workforce better understand how to prepare to step into more challenging leadership roles.

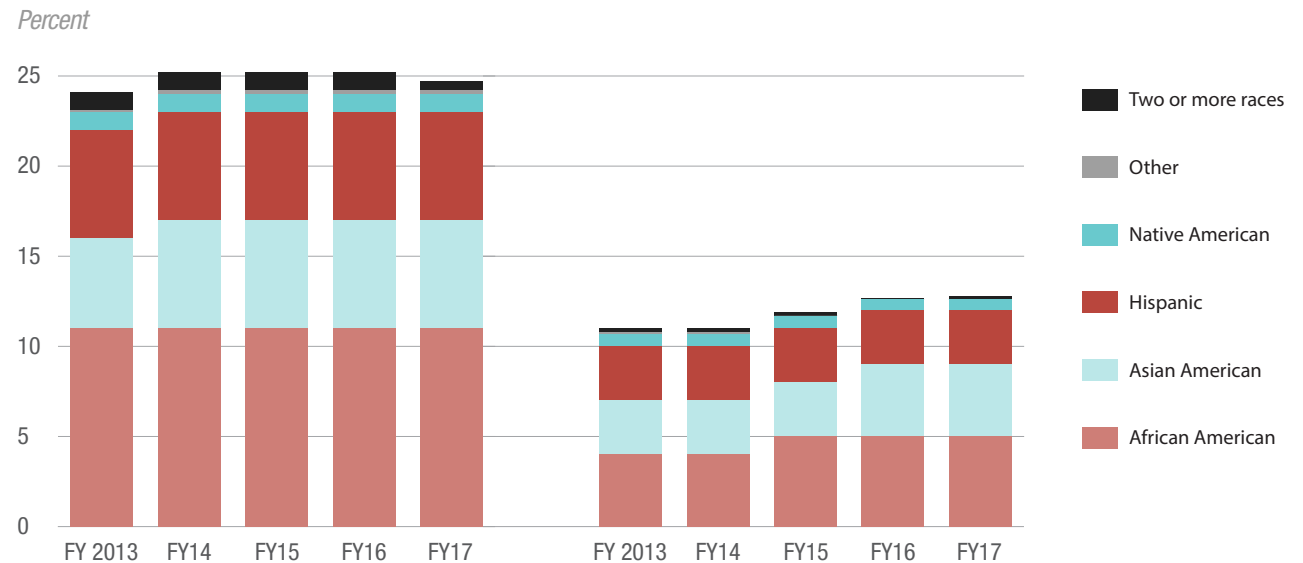
**FIGURE 2**

**CIA Careerists by Minority, Race, and Fiscal Year**

Across FY13 to FY17 minority careerists made up 24 percent of all CIA careerists.

**SIS Careerists by Minority, Race, and Fiscal Year**

Minority careerists made up 11 to 13 percent of all SIS careerists (FY13 to FY17).



Source: CIA Careerist Diversity Analysis FY13-FY17, Talent Management Office, Workforce Strategy Group, December 2017.

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# CORE INITIATIVE THREE

## *Identify and Analyze Metrics To Measure Success*

### **Pulse Survey**

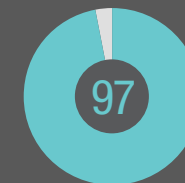
The DLS Implementation Team randomly selected officers for a survey in April 2017 to gain a better understanding of the workforce’s attitudes toward D&I and to gauge the awareness of initiatives aimed to increase diversity in leadership.

DLS will continue to measure progress toward increasing diversity in leadership and building an inclusive culture. Metrics will continue to feed our business case as we work to better frame our current and future initiatives and tackle the complex challenges by preparing and promoting the leaders needed to accomplish our mission.

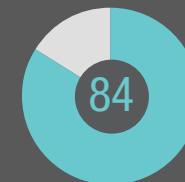
**FIGURE 3**

***Pulse Survey Highlights***

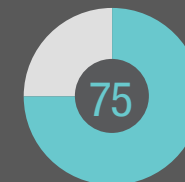
*Percent*



Across the Agency, **97 percent** of respondents believe that diversity is important to mission.



**84 percent** of respondents see DLS implementing positive change.



More than **75 percent** of respondents reported that they are aware of DLS and consider its efforts beneficial to all officers.

# PARTNERSHIPS AND OUTREACH

## Partnerships

Many of the DLS recommendations require partnerships with other Agency components to implement and institute new approaches to broaden the diversity of leadership. In Year Two, the DLS Implementation Team worked to create partnerships with the TC offices to share data, to analyze, and to collectively work to shape specific talent practices. As the responsibility for the growth and development of the CIA workforce is a requirement for all Agency managers and supervisors, it was critical that DLS achieve synergy with the TC.

The partnerships with the TC entities are playing a vital role in the data analysis, instructional content review, and communication of DLS products. In support of these efforts, DLS developed and is coordinating an ongoing review of an action plan to maintain the visibility and accountability of the partnerships.

DLS is also working closely with the TC's Diversity and Inclusion Office (DIO) and the Director's Advisory Group (DAG) as well as the diversity components of the Agency Directorates and Mission Centers to align DLS strategies and to deliver initiatives that tackle the issues outlined in the DLS Study.

We believe that these partnerships will enhance our efforts to inform, educate, and advise in all areas related to expanding opportunities to leadership at the CIA.

DLS established a format to collaborate, report, and communicate partnership goals. DLS will continue to lead as well as serve as a stakeholder in any project that is aligned to current and future talent processes. This approach has allowed DLS to identify operational efficiencies, bring consistency of approach and messaging, and ensure that initiatives are integrated with existing programs.

## Internal and External Outreach

During 2017, the DLS Implementation Team achieved several successful outreach milestones. Along with officers from DIO and DAG, DLS participated in many runnings of Practice of Intelligence–Mission Orientation (POI-MO)<sup>h</sup> course segments to communicate to new officers that D&I is expected and essential to CIA mission success. As a result, new officers have signed up to become DLS advocates. DLS also hosts a table at the POI-MO career resource fairs to inform new officers of DLS efforts and distribute our literature and leadership development products. Additionally, DLS discussed the DLS Study and the implementation efforts with visiting CIA partner delegations.

<sup>h</sup>Practice of Intelligence–Mission Orientation is the CIA's introductory onboarding program for new officers.

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# ACTION TEAM WRAP-UP

Involving the workforce through volunteer-led Action Teams was a key imperative upon the release of the DLS Study in June 2015 and, by October 2015, seven teams had been launched. Officers nominated by the Directorates and each Action Team were paired with SIS executive champions to ensure they had senior leadership support. Each Action Team addressed needed process improvements, leadership behaviors, or cultural resistance to change. In Year Two, several key deliverables from the remaining Action Teams were published and laid a foundation for future efforts.

## *DLS Action Teams*

- Promote Workforce Awareness of Diversity and Inclusion
- Build an Inclusive Environment
- Create a Framework for Key Assignments and Experiences
- Ensure Equity and Fairness in Personnel Processes
- Fostering Networking Opportunities
- Establish Corporate Mentoring Program Oversight
- Talent Acquisition for the Future



# ACTION TEAM WRAP-UP

## Building Blocks for Leadership Development

One highly regarded outcome was the publication of the *Building Blocks for Leadership Development* resource tools by the DLS Frameworks Action Team. The Action Team conducted a meta-analysis by reviewing SIS officers’ career paths through DLS interviews or surveys, previous interviews conducted by the DAG, and a sample collection of data to explore SIS paths to leadership, all of which identified the skills, competencies, and experiences that contributed to their career journey.

This insightful information and sage advice are incorporated into an engaging infographic and pamphlet that Agency officers can reference on their leadership journeys. These resource tools were incorporated into a running of the Executive Skills for Today’s Leaders (ESTL), a leadership course attended by GS-15 and SIS officers, and distributed at a variety of additional leadership-focused courses. The “Building Blocks for Leadership Development” pamphlet, infographic, and associated report are currently available.



FIGURE 4 Building Blocks for Leadership Development

# ACTION TEAM WRAP-UP

## Networking

The Networking Action Team's efforts have advanced networking into a practice that is being adopted and embedded across the CIA with continued facilitation by former Action Team members. In addition to networking events being held, SIS Networking Champions from all Directorates have made themselves available to help officers strengthen networks and build connections. In addition, a site with networking resources was established that hosts leadership and networking tips and articles, a calendar of upcoming networking events, and a list of SIS networking champions.

Networking communities have grown organically across the Agency, and multiple Directorates are experiencing success demonstrated by an increase in participation and number of networking events held across the Agency. Officers are empowered through professional partnerships and cultivate career advancement. DLS has transitioned our lead role to local organizational coordinators and continues to be a stakeholder of this initiative to expand and diversify networking opportunities as recommended by the DLS Study.

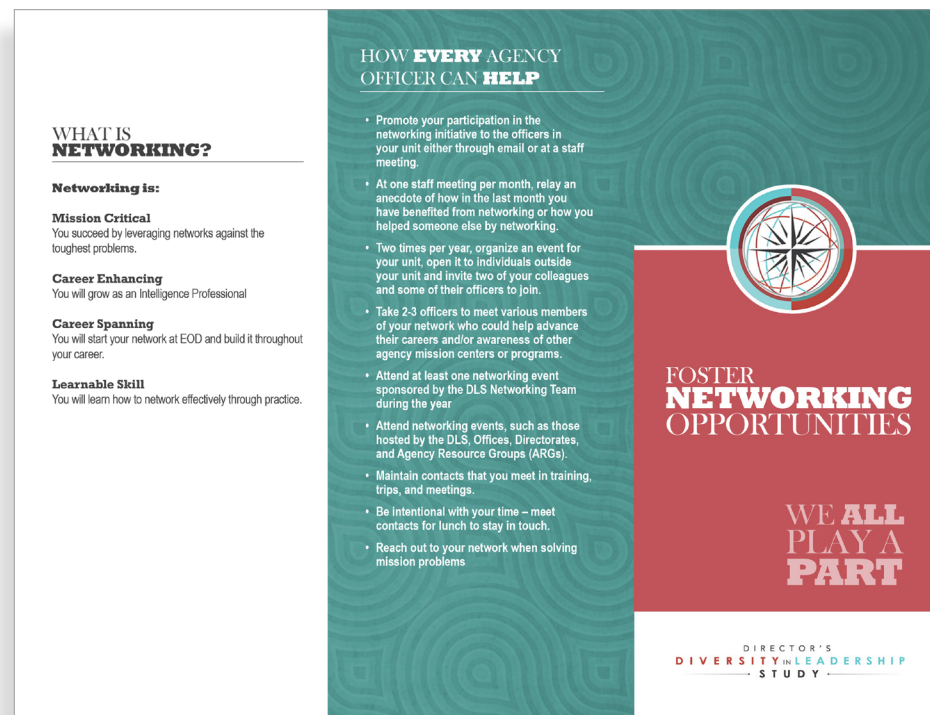


FIGURE 5 Foster Networking Opportunities Brochure

# YEAR THREE APPROACH



DIRECTOR'S  
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Formula for Mission Success

**LISTEN**

Ideas - Viewpoints - Challenges - Perspectives - Opportunities

**LEARN**

Training - Networking - Differences - Identity - Problem Solving - Talent

**LEAD**

Inclusion - Mentoring - Change - By Example - Sponsorship - Purpose

Working to Expand the Pipeline to Leadership Opportunities

CIA will need to “double down” to advance implementation at this critical midpoint of our five-year effort. The focus for Year Three will be on initiating actionable events, training, and analysis to expand the pipeline to leadership opportunities. The framework “Listen, Learn, Lead” outlines the key components of our plan to reinforce our message, broaden the core understanding of the value of a diverse leadership at CIA, and further engage our senior leaders to set an example that demonstrates inclusive behaviors.

Each component of the Year Three framework will address a different method to reach the workforce and reenergize the discussion about how we can start to build a stronger pipeline for advancement, continue to remove barriers, and develop prepared and successful candidates for future leadership roles.

**LISTEN:** Speaker series and networking events will focus on improving leadership skills to help overcome barriers for professional growth. DLS will work closely with DIO to bring in exciting speakers and schedule other events.

**LEARN:** DLS plans to develop products and resources that can be used within existing training and leadership programs. DLS will develop and launch a manager’s toolkit and website resources.

**LEAD:** The core initiatives that focus on assessing and expanding the pipeline to leadership will begin to deliver annual analysis and metrics. There will be a renewed focus on CIA senior leaders serving as visible and approachable mentors, sponsors, and champions of inclusion.

The DLS goal in Year Three is to build upon the foundational framework established in the first two years by continuing to educate the CIA workforce about the value of diversity and inclusion, the contribution of diversity and inclusion to Agency mission, and to help minority officers to be better prepared and more competitive for senior leadership positions.

Reducing, mitigating, and eliminating barriers to advancement; preparing our workforce to be ready for future leadership roles; and increasing the diversity pipeline remain critical components to our approach. We will continue to promote embracing a diverse set of ideas, viewpoints, and perspectives while demonstrating the core principles of inclusion, sponsorship, and a united purpose.