

# THE WAYMAKERS



ADVANCING EQUITY



*Maria Jaye Drake*



**HERE**



**THERE**





# THE POWER OF **BELIEF**



# **DISABLING BELIEFS**

- The work is complicated.
- Our declaration is sufficient.
- Leaders know how to lead well.
- We can develop people to power.
- Systems change alone fuels progress.
- We can prevent resistance.
- There are more important priorities than DEI.
- This is zero sum game.

# NOT EASY, BUT SIMPLE





**CLAIMS**

**POLICIES**

**NORMS**

# EXPERIENCE







# LEADING WELL

## WHAT EVERY PERSON NEEDS AT WORK

### TO BE SEEN

In all levels of leadership. In meetings where decisions are being made. On important projects. In marketing and communications.

### TO BE RESPECTED

For their distinct perspectives and ideas. For their results and contributions. For their expertise and experience. As they envision, lead, create and make decisions.

### TO BE VALUED

As a person. As a professional. As a business partner with growth potential- with equal pay and equal access to opportunity.

### TO BE PROTECTED

With psychologically safe spaces - meetings, teams, company cultures, idea funnels and relationships.

# OUTCOMES

**MEETING TALENT  
NEEDS DRIVES  
OUTCOMES FOR  
TALENT, WHICH  
DRIVES OUTCOMES  
FOR BUSINESSES**

## **SEEN > DIVERSITY > ATTRACTION**

When employees see themselves in leadership and in solutions, they feel optimistic about what's possible for them in your company. Diversity aids in talent attraction.

## **RESPECTED > INCLUSION > BELONGING**

Employees need to feel respected to feel included - for their ideas, contributions, experiences and as individuals. Inclusion creates belonging.

## **VALUED > EQUITY > RETENTION**

Employees come to work to grow. They want to be valued - with equal pay and in equal access to opportunity. Equity aids in talent retention.

## **PROTECTED > SAFETY > CREATIVITY**

Cultures (social and workplace) are filled with landmines. Employees need to feel safe to try and fail, and to challenge assumptions. Safety unlocks creativity.



# **INCLUSIVE LEADERSHIP**

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## **HOW WE IMPACT POSITIVE EXPERIENCES**

- › MEANINGFUL AND PUBLIC RECOGNITION**
- › SOLICITATION OF IDEAS AND FEEDBACK**
- › PATHWAY TO PROMOTION**
- › GETTING TO KNOW PEOPLE PERSONALLY**
- › OFFERING THE BENEFIT OF THE DOUBT**
- › EQUIPPING PEOPLE TO PERFORM**
- › RECOGNIZING LIFE EVENTS**



# EXCLUSIVE LEADERSHIP

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## HOW WE IMPACT **NEGATIVE** EXPERIENCES

- **TAKING CREDIT FOR EMPLOYEE'S WORK**
- **OVERLOOKING FOR PAY OR PROMOTION**
- **SINGLING PEOPLE OUT IN PUBLIC**
- **FAILING TO CORRECT MICROAGGRESSIONS**
- **EXCLUDING TEAM FROM DECISIONS**
- **MICROMANAGING**
- **LOFTY GOALS WITH NO SUPPORT**



# POWER

HOW IT WORKS  
AND WHOM  
IT BENEFITS



**THE  
POWER  
CORE**

# THE PEOPLE FACTOR

## AFFINITY

### MED. ADVANTAGE

Affinity bias can trump 'proof' in many established workplace cultures - a version of 'it's not what you know, but who you know.'

### HIGH ADVANTAGE

Evidence plus affinity creates the best advantage for any employee, which is why it is important to check our affinity bias, while building relationships across differences.

## EVIDENCE

### NO ADVANTAGE

An employee who has no affinity with talent leaders and the leader has little awareness of their accomplishments has little to no chance of growth.

### LOW ADVANTAGE

Even when leaders have strong evidence of contributions, low affinity can still cause leaders to require more proof of competence, compromising opportunity and building resentment.

# THE **TIPPING** POINT

**1**

## **LEADING**

Proactive, courageous,  
influential

**2**

## **LAGGING**

Observant, unsure, waiting  
for permission

**3**

## **FIXED**

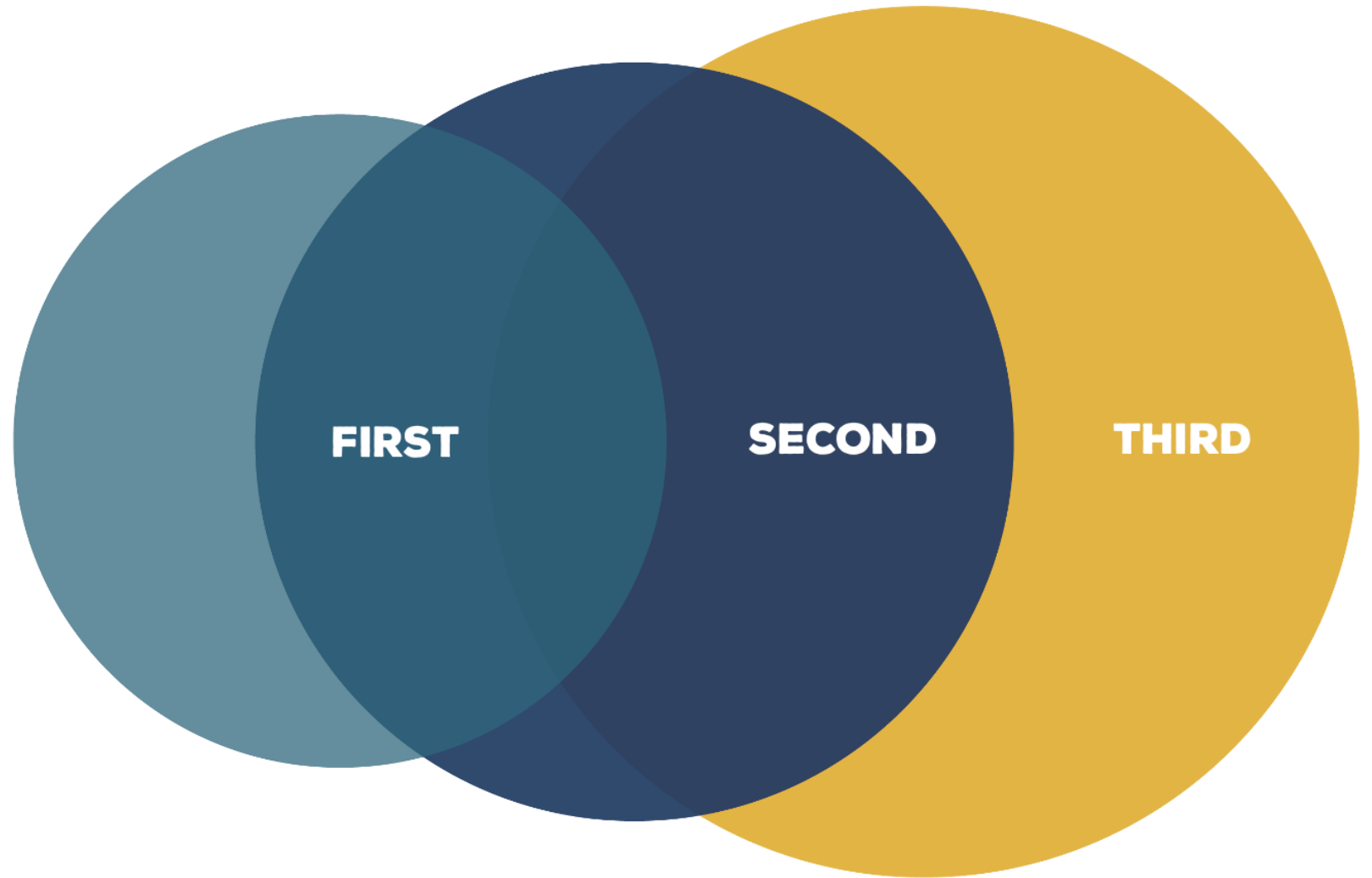
Resistant, fearful,  
preservation mindset

## **MAKING CHANGE POSSIBLE**

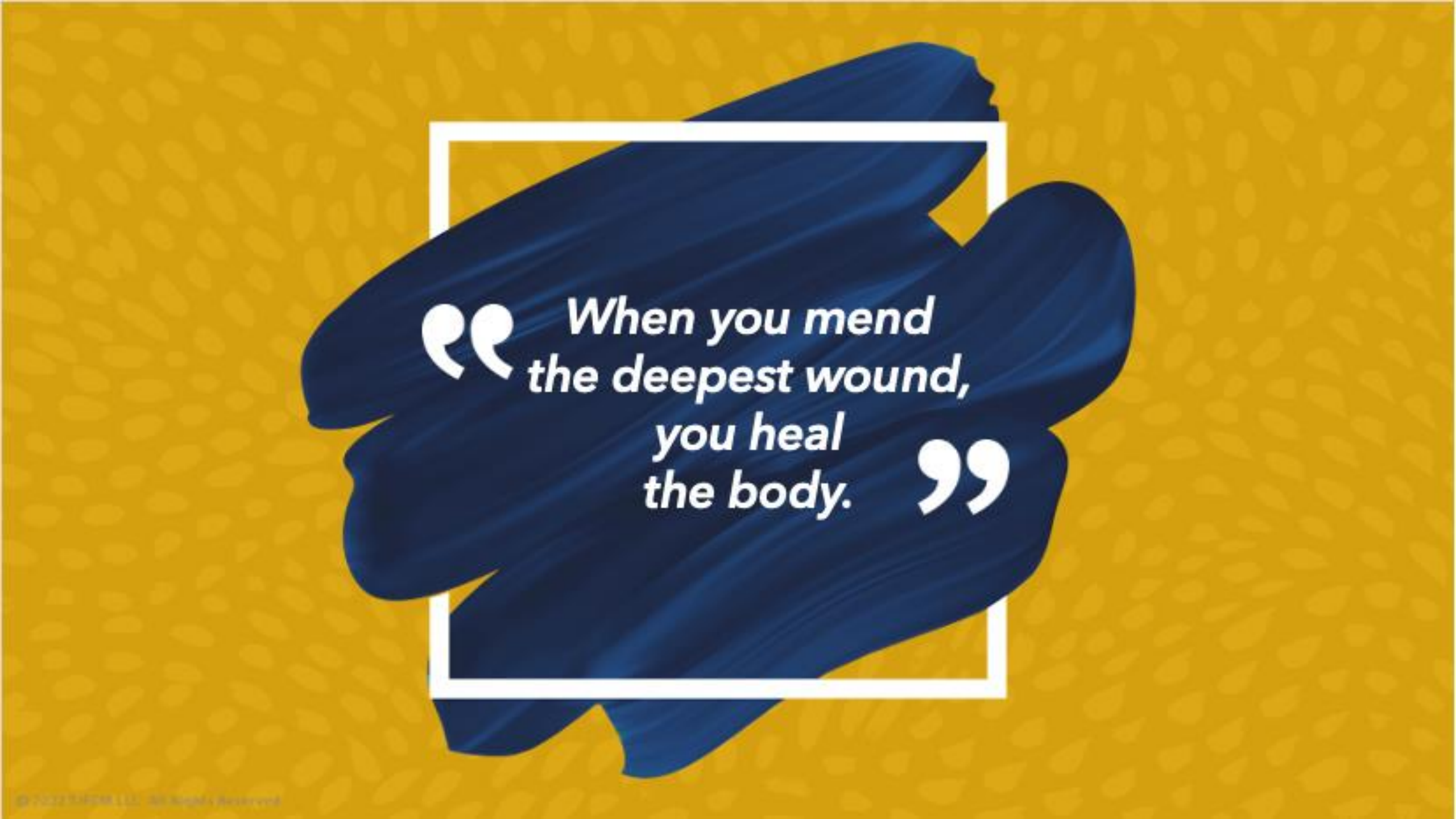
# PRIORITIES

“Weigh  
first,  
second,  
and third  
consequences  
equally.”

-RAY DALIO,  
*PRINCIPLES*





The image has a solid yellow background. In the center, there is a dark blue, textured brushstroke that resembles a thick, expressive paint stroke. Overlaid on this brushstroke is a white rectangular border. Inside the border, the quote "When you mend the deepest wound, you heal the body." is written in white, bold, sans-serif font. The quote is flanked by large white quotation marks. The brushstroke itself has a wavy, organic shape, extending from the top left towards the bottom right.

***“When you mend  
the deepest wound,  
you heal  
the body.”***

# THE BRIDGE TO PROGRESS

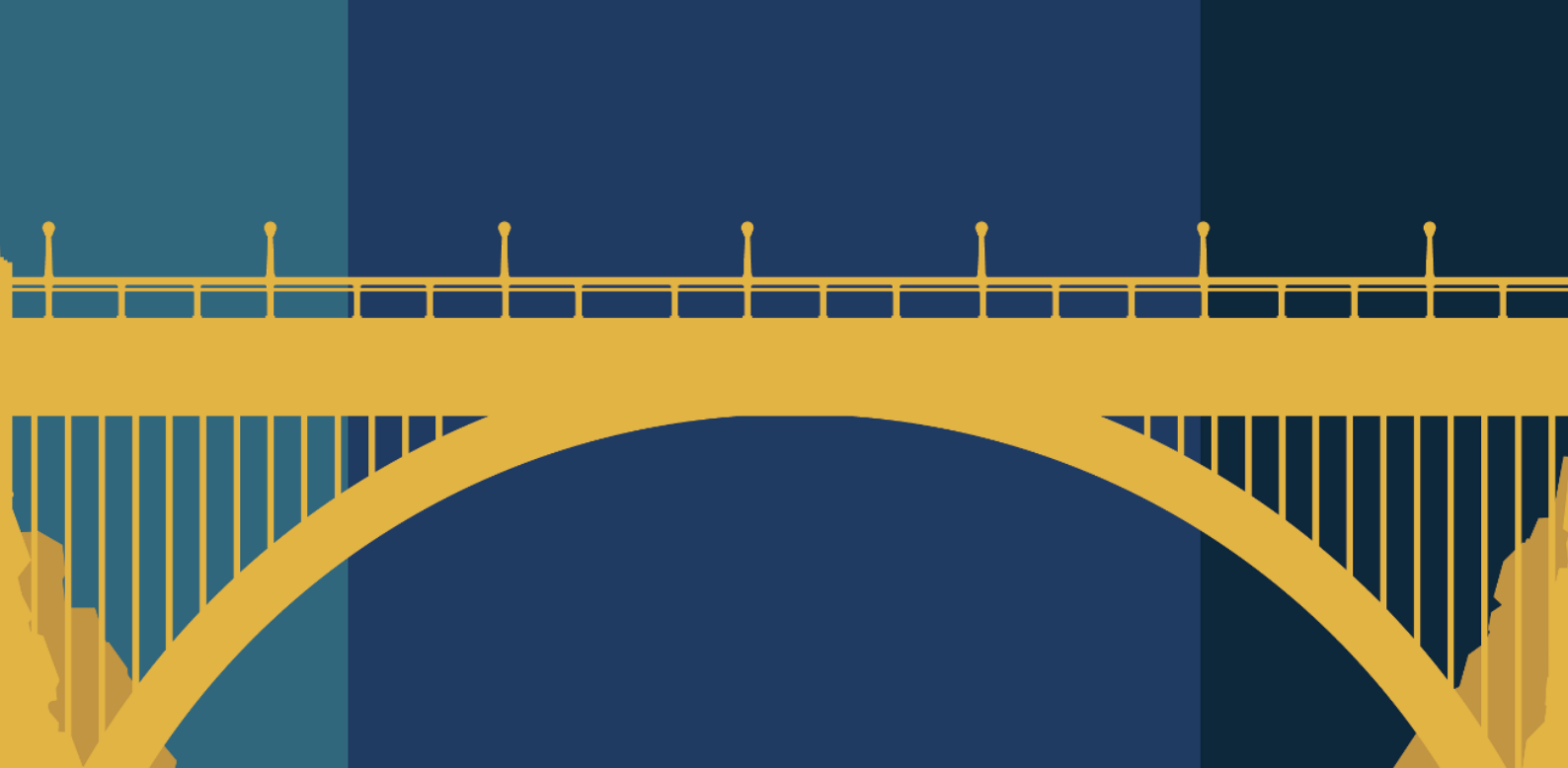
**REALISM**



**RESPONSIBILITY**



**RELATIONSHIP**



# THE CLIMATE TEST

DATA TO UNDERSTAND WHERE YOU ARE TODAY

➤ **HIRING**

➤ **REPRESENTATION**

➤ **PROMOTION**

➤ **RETENTION**

➤ **EXIT**

➤ **ENGAGEMENT AND EXPERIENCE**

➤ **LISTENING**



**YOUR  
GOOD INTENTIONS  
ARE  
NOT ENOUGH.**







“

*Bridges don't rise  
out of the ocean.  
They must be  
imagined,  
Designed.  
Constructed. And  
maintained.  
By you  
and by me.*

”

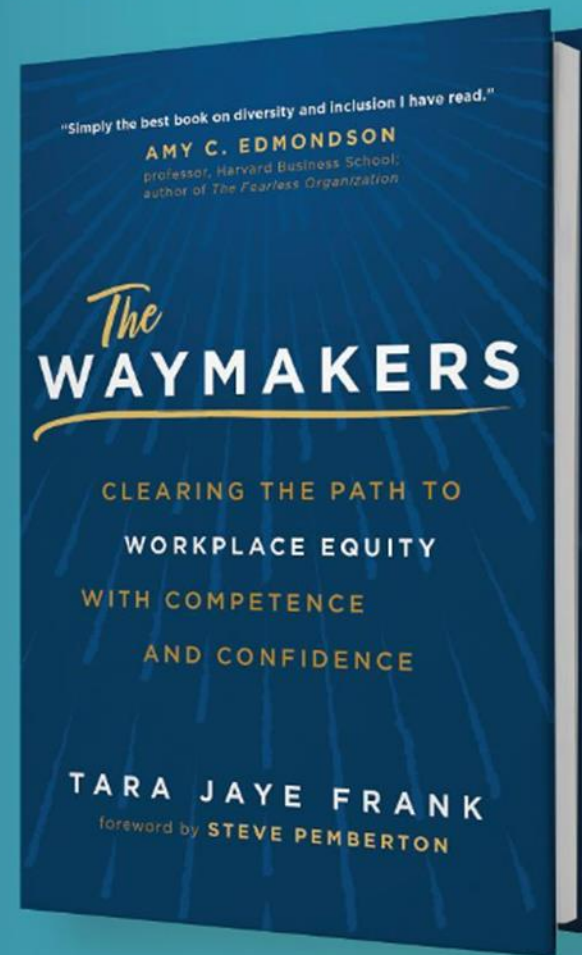


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