

# THE STAGES OF ERG DEVELOPMENT



**Infancy:** Laying the groundwork for long-term success.

### Key steps to progress from infancy to adolescence:

- **Conduct a listening tour:** Understand employees' expectations and desires for the ERG program and learn about the business impact desired by executives.
- **Develop a vision:** Create a clear picture of what the ERG program will look like when fully mature.
- **Create a strategy:** Outline a timeline and milestones that take the ERG from its current state to full maturity.
- **Establish structure:** Define the ERG governance, including the leadership structure and roles, and create Standard Operating Procedures (SOPs) for each role.
- **Define success metrics:** Determine how the ERG's success will be measured along the way.



**Adolescence:** Growing a community of members who buy into the ERG's mission & want to drive business impact.

### Key steps to progress from adolescence to maturity:

- **Start with community building:** Focus on connecting people, networking, and establishing a strong sense of belonging within the group.
- **Introduce initiatives and OKRs:** Slowly introduce specific objectives and key results for each ERG, ensuring that the group is working towards meaningful outcomes.
- **Establish business relationships:** Towards the end of the adolescent phase, begin to establish relationships with other business units within the organization. It's essential to demonstrate responsibility and the ability to execute a strategy before engaging with other units.



**Maturity:** An ongoing phase focused on refining the ERG's processes and integrating it into different business units across the organization.

### Key considerations for maintaining maturity:

- **Strategic integration:** Ensure ERGs are integrated into various business units, serving as a valuable tool for the entire organization.
- **Process documentation:** Maintain detailed documentation of processes, allowing for easy succession planning and consistent execution of tasks.
- **Continuous improvement:** Be open to refining and adjusting strategies, SOPs, and relationships with other business units as needed, ensuring the ERG remains effective and impactful.

## ABOUT MACEO

Maceo Owens, the founder of The ERG Movement, is a leading expert in the field of Employee Resource Groups (ERGs). She has dedicated her career to improving ERG programs globally and promoting equity for underrepresented groups in the workplace. In her current role as the ERG Program Manager at OpenTable and KAYAK, Maceo is responsible for driving the success and growth of their ERG initiatives. She is also an experienced ERG member, leader, and coach, with a wealth of firsthand knowledge and insights to share.

In addition to her work at OpenTable and KAYAK, Maceo has developed a comprehensive ERG resource platform called The ERG Movement. This includes a community for ERG leaders to share ideas and development opportunities, a vendor hub to connect organizations with diverse suppliers, a podcast featuring interviews with ERG professionals, and a daily resource center with tools and information to support ERG success. Maceo has gained a reputation as "The ERG Homegirl" due to her regular LinkedIn posts on ERG development, which she delivers in a straightforward and engaging manner.



KAHILLA'S  
STEP UP, REACH  
DOWN & INNOVATE  
FORUM with

Maceo Owens

Founder of The ERG Movement





**Maceo Owens**  
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# THE IMPORTANCE OF STANDARDIZED OPERATING PROCEDURES (SOPS)

*SOPs help create consistency, streamline processes, and promote a shared understanding of the group's goals and expectations. They also serve as an essential tool for training new members and ensuring smooth transitions within the leadership team.*

## Three steps to develop effective SOPs for ERGs:

### 1

#### DEFINE ROLES AND RESPONSIBILITIES

Clearly outlining the roles and responsibilities within the ERG leadership structure is essential for creating effective SOPs. Each role should have a clear purpose and set of responsibilities ensuring that every leadership team member understands what is expected of them. This clarity helps to avoid confusion, redundancies, and gaps in the group's functioning.

### 2

#### DOCUMENT PROCESSES AND PROCEDURES

Documenting the processes and procedures for each role is a crucial aspect of SOP development. This documentation should be detailed, step-by-step, and easy to understand, allowing any member of the ERG to follow the procedures and execute their responsibilities effectively. Clear and comprehensive documentation also enables new members to quickly get up to speed and ensures smooth transitions when leadership roles change.

### 3

#### ESTABLISH A REVIEW AND UPDATE PROCESS

Organizations and ERGs evolve, and it is essential to keep SOPs up to date to ensure their continued effectiveness. Establish a regular review and update process, where the leadership team evaluates the SOPs and makes necessary revisions. This process helps identify improvement areas, addresses changes in organizational structure or goals, and ensures that the SOPs remain a relevant and useful tool for the ERG.

## ABOUT KAHILLA

Kahilla is a digital platform unlocking and amplifying talent through equitable access to leadership development and peer-to-peer relationships across industries. Our vision is to change the face of senior leadership to be more representative of the world we live in.

**MISSION:** We know that leadership development is transformative and a catalyst for growth at the individual and organizational level. By providing equitable access to leadership development we believe that we can change the culture of the corporate world.