

# INCLUSION UNBOUND: TRANSFORMING YOUR INDUSTRY INTO A LASTING LEGACY

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1

1

## OUR PATH TODAY

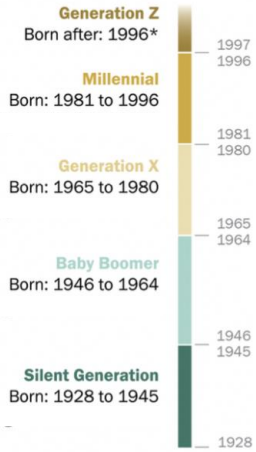
- Explore a 6-step model to drive enduring change across generations.
- Discover how associations and a state-wide initiative are transforming industry demographics, creating open pathways, shifting bias, and inspiring a lasting legacy.
- Gain practical tools to design and maintain effective programs that push past the barriers!

2

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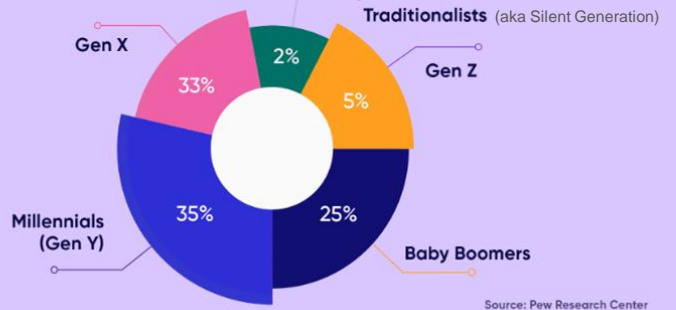
# THE GENERATIONS AT-A-GLANCE

## The generations defined



PEW RESEARCH CENTER

## Generations in the Workforce



Source: Pew Research Center

LET'S TALK

## BREAKOUT GROUPS

- What does the profile of the next generation in your industry look like?
- How do you make the profession attractive to people?
  - What are the entry points?
  - What are the exit points?
  - Where does the profession support second or third careers?
- In what way can the present generation inspire and motivate the next generation to take the profession to the next level?

*TIP: Take a photo of your questions slide for easy reference*

5

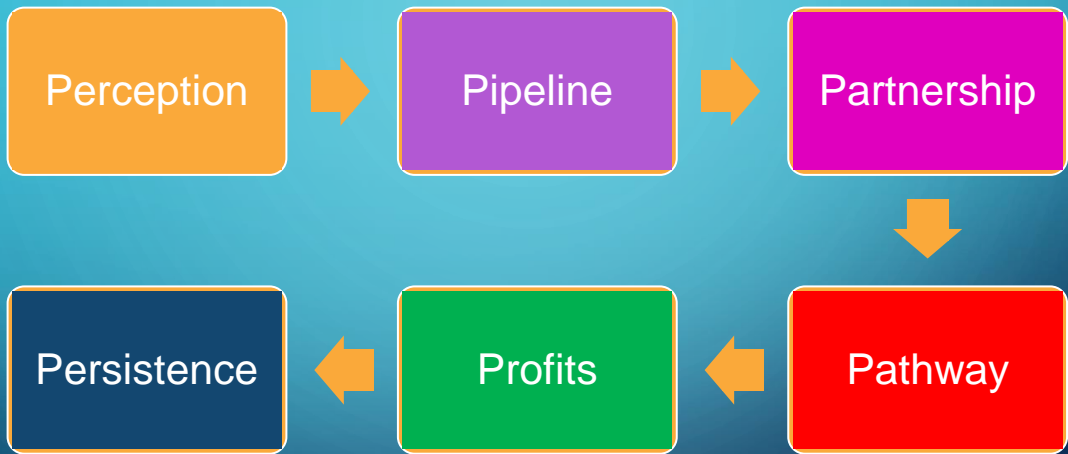
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## SHARE OUT

6

6

## THE SIX-STEP MODEL



7

## Perception

The process of **becoming aware** and **developing an understanding** of the representation of traditionally marginalized communities and multiple generations, including contributing factors such as dynamics and demographics.

8

## Perception

- Measure audience/stakeholder observations and concepts
- Combat stereotypes by focusing on individual and generational strengths and experience
- Inform audience/stakeholders
- Optimize the necessary expertise

9

## Pipeline

The **cultivation, development** and **active recruitment** of the pool of untapped talent from underrepresented communities and multiple generations that is interested in careers in one's industry.

10

## Pipeline

- Understand how STEEPLED\* impacts the industry
- Cultivating talent throughout the educational journey
- Start early with intentionality
- Grow your own
- Broaden your recruitment and volunteers
- Rethink retention practices

11

## Pipeline



Year Up

12

## Partnership

A **collaboration** between two or more organizations that **leverages the resources** of each industry to **increase the representation** of underrepresented communities across the generations.



13

## Partnership

- Access to resources, expertise, and networks
- Enable collaboration with external organizations, educational institutions, and community groups
- Bridge generational gaps, maximize action, and create a permanent pathway to promote equity

14

## Partnership

SEPTEMBER 2024

### ASLA Chapters & CLARB Members build partnerships at Licensure Summit

Co-hosted by CLARB and ASLA, the multi-day event held in Buffalo brought together ASLA chapters and landscape architectural licensure boards from across the United States and Canada.

The theme of the summit was **Empowering Opportunity**, and programming focused on enhancing standards, empowering stakeholders and educating others in order to shape the future of landscape architecture licensure. Topics included:

- Defending Licensure in a Deregulation Era
- Enlisting Champions: Strategic Volunteer Recruitment
- Understanding the CLARB Uniform Standard and Messaging Workshop
- Multiple Routes, One Destination: Paving the Way for Inclusive Licensure
- Navigating Legal Landscapes: Best Practices for Statutory and Regulatory Changes

Thank you to all who joined us for this meaningful meeting!



*Summit attendees enjoyed a boat site tour of Buffalo landscape architecture projects hosted by the New York Upstate Chapter of ASLA. Photo by Joy Kuebler.*

15

15

## Pathway

**Actively and intentionally creating avenues** that encourage underrepresented groups, the multiple generations, and those in career transition to **engage** with and **join** the industry's workforce.

16

16



## Pathway

- Align the foundation
- Plan your BAG (BIG Audacious Goal)
- Develop inclusive excellence
- Create. Cultivate. Elevate.
- Evaluate

17

17

## Pathway



Collegiate Science and Technology Entry Program  
New York State (CSTEP)

18

18

## Pathway



Association of Medical Illustrators Mentor Program



AMI  
DIVERSITY FELLOWSHIP  
ASSOCIATION OF MEDICAL ILLUSTRATORS

Sponsored By

Johnson & Johnson

Association of Medical Illustrators  
Diversity Fellowship Program

19

19

## Profits

Leveraging generational representation and underrepresented communities to **maximize the overall benefit to the industry**, as well as **improve the gain to the association**, which can be measured by fiscal, membership, or programmatic growth or reach.

20

20

## Profits

Proven metrics lead to long-term commitment to inclusivity and a broader view of relevant stakeholders.

- Gains in membership or work force numbers or expanded skill sets
- Decreased turnover
- Higher employee engagement

21

## Persistence

**Continuing to move ahead** to grow an inclusive industry with existing initiatives or the creation of programs, products, and services that cultivate individuals from underrepresented communities and multiple generations despite the obstacles presented, shifts occurring, and pivots required.

22

# Persistence

1. Denial - Reaction to a status quo challenge
2. Resistance - Push back or undermining
3. Acceptance - Testing and exploring
4. Commitment - Embracing change
5. Transformation - Implementing change

23

## CRITICAL QUESTIONS

### 1 - Perception

- Q1: How can perceptions of generational characteristics be a path to organizational success?
- Q2: How can your organization measure audience/stakeholder perception with respect to underrepresented communities and the generations?

24

## CRITICAL QUESTIONS

### 2 - Pipeline

- Q1: How can your organization identify and connect with potential partners for early outreach programs?
- Q2: What are some creative ways to design scholarship and internship programs that attract talent from underrepresented communities?

25

25

## CRITICAL QUESTIONS

### 3 - Partnership

- Q1: Reflecting on "new allies," consider 3 potential partners outside your industry who could bring fresh perspectives and insights.
- Q2: How might collaborating with these "new allies" lead to innovative solutions for your industry?

26

26

## CRITICAL QUESTIONS

### 4 - Pathway

- Q1: How would you approach developing inclusive excellence in your association?
- Q2: How could you create, cultivate, or elevate multiple generations through programs and initiatives?

27

27

## CRITICAL QUESTIONS

### 5 - Profits

- Q1: How are generational differences impacting your staff/membership/industry?
- Q2: What initiatives could you create to take advantage of or address these changes?

28

28

## CRITICAL QUESTIONS

### 6 - Persistence

- Q1: How has your association moved through the stages of change leadership?
- Q2: In what ways do you anticipate challenges with persistence?

29

29

## CORE PRINCIPLES

30

30

## CORE PRINCIPLES

- Combat stereotypes by focusing on individual and generational strengths and experience
- Start early with intentionality
- Leverage resources for increasing representation
- Connect with untapped talent

31

## RESOURCES

### **Hidden Workers: Untaped Talent**

- <https://www.hbs.edu/managing-the-future-of-work/research/Pages/hidden-workers-untapped-talent.aspx>

### **Managing Generational Data**

- <https://www.pewresearch.org/short-reads/2023/05/22/5-things-to-keep-in-mind-when-you-hear-about-gen-z-millennials-boomers-and-other-generations/>

### **Change Leadership**

- <https://www.ccl.org/articles/leading-effectively-articles/successful-change-leader/>

32



THANK YOU!



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33