

100 BLACK VOICES

Black Corporate Directors Video Archive Project

Executive Summary

Barry Lawson Williams

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100 Black Voices Overview

100 Black Voices is a collection of video interviews with leading Black directors. It presents compelling insights and best practices for selecting boards, building individual effectiveness, and improving board diversity.

100 Black Voices is the third in a [series of projects](#) produced to:

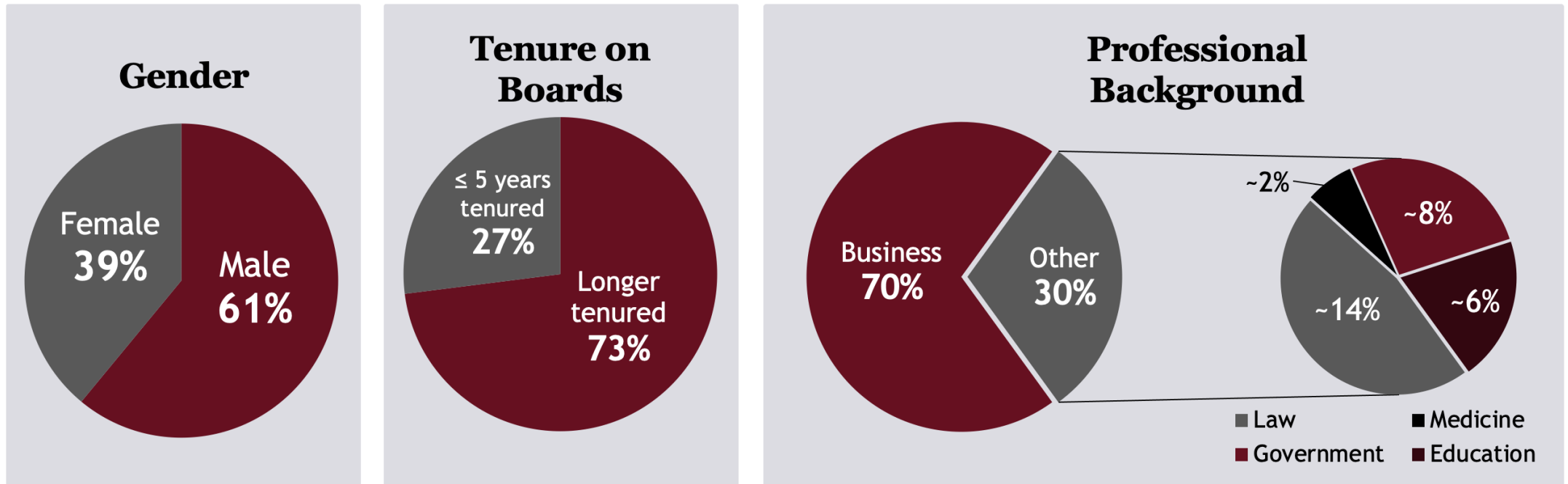
- Help minority professionals navigate the world of corporate board service
- Help companies structure their diversity initiatives

This summary of key findings from *100 Black Voices* will help:

- **Sitting directors** who want to identify and mentor new minority directors, make more effective contributions, and have impact in the critical next five years
- **Aspiring minority board candidates** looking to land their first board appointment and become effective board members
- **Public and private companies** seeking to increase board diversity
- **Search, investment management, regulatory, and DEI advocacy organizations** working to help organizations achieve board diversity, and express stakeholder concerns

Key Insights from Authoritative Black Voices

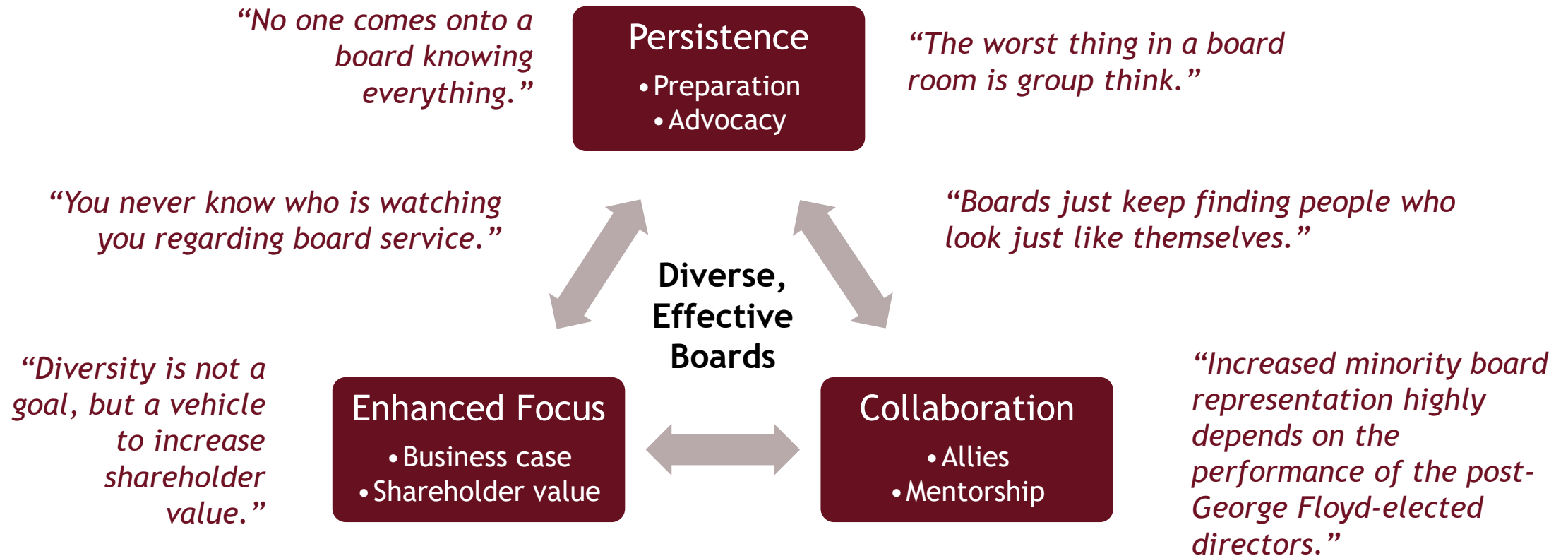
100 Black Voices includes a large sample size of minority directors, and a diversity of genders, tenures, and backgrounds.



Subjects include Prof. Al Osborne, Ursula Burns, Gwen King, Prof. Jim Cash, Mary Bush, James White, Sam Scott, Bruce Gordon, Jim Nevels, Anthony Foxx, Paula Price, Virgis Colbert, Dr. Walter Massey, Roger Ferguson, Dr. Wayne Frederick, Ron Williams, Robin Washington, Dr. Ayanna Howard, and many more.

Trilateral Best Practices

100 Black Voices addresses the **persistence**, **collaboration**, and **enhanced focus** needed to increase board representation and effectiveness in the face of current DEI headwinds.



Video Interviews that Bust Myths

- **Myth: The pipeline for minority board candidates is inadequate.** Reality: A rich and promising pipeline of candidates already exists, and the right investments can help it flourish and expand.
- **Myth: The only path to board service is by being a CEO/COO/CFO.** Reality: Effective board members can also bring other skill sets and come from non-traditional backgrounds, bringing a fresh approach to problem-solving.
- **Myth: Race is the predominant factor in getting on boards.** Reality: The right skills, relationships, and opportunities to contribute are far more important.
- **Myth: The most attractive boards are public companies with big names.** Reality: Service on private, small cap, and non-US company boards can provide career-changing opportunities, and significantly move the needle on diversity too.
- **Myth: You must play golf to be successful on a board.** Reality: Effective social cohesion can take many inclusive and creative forms.
- **Myth: Diversity on boards will happen on its own.** Reality: Demonstrated business results and influence from the inside are needed to drive diversity.

An Actionable Playbook

The *100 Black Voices Project Summary* delivers over 25 findings in key areas, such as:

- Race is always in the room during a board selection, but skillset and fit are most important. Candidate positioning and selection criteria are key.
- Effectiveness on boards depends on knowing when and how to contribute, participating in social interactions outside the board room, and getting on the right committees.
- Greater board diversity starts with the business case and must be tied to shareholder value. Being vocal and intentional is required.
- Greater minority board representation depends largely on the effectiveness of search firms, sitting minority directors, outside investment organizations, and especially on the performance of sitting and recently-appointed minority directors.
- The right structural changes will improve board refreshment/rotation to open more board opportunities for minorities.

Strategies for Companies

100 Black Voices offers specific strategies for:

- Improving board rotation/refreshment through straightforward structural changes,
- Expanding outreach to aspiring minority candidates, including under-represented business sectors and from non-traditional sources, in advance of specific searches,
- Expanding identification and disclosure of board succession requirements to potential candidates to ensure a qualified candidate pool,
- Demonstrating the effect of diversity on the health of the business, and ultimately on shareholder value,
- And more.

Strategies for Sitting Minority Directors

100 Black Voices offers specific strategies for:

- Getting on Nominating, Governance, and Compensation committees to influence and advocate from the inside,
- Driving strong board performance that leads to outstanding business results and additional opportunities for minority candidates,
- Increasing board cohesion by strengthening social bonds in more inclusive ways,
- Considering board seats with private companies, small cap, and non-US companies for more widespread impact,
- And more.

Strategies for Aspiring Minority Directors

100 Black Voices offers specific strategies for:

- Developing your personal case and roadmap for board service,
- Understanding how to leverage non-traditional backgrounds,
- Choosing your first board selectively, starting with where you can have the most impact,
- Performing well in your day job, leading to greater opportunities for board service,
- And more.

Strategies for Search, Investment Management, Regulatory, and DEI Advocacy Organizations

100 Black Voices offers specific strategies for:

- Making the business case for more diverse boards,
- Mining the rich minority candidate pipeline that already exists,
- Investing strategically to ensure an ongoing pipeline, especially given current DEI headwinds,
- Identifying and promoting compelling minority candidates,
- And more.

Thank You for Supporting *100 Black Voices*

Next Steps:

- Be vocal and intentional about diversity. Your sponsorship makes a difference, and the next five years are critical.
- Go to <https://barrylawsonwilliams.com/black-directors-archive> for sample interviews and more complete background on the project.
- Visit the video archive (when available) to watch the *100 Black Voices* interviews.