



**INFORMATION TECHNOLOGY  
SENIOR MANAGEMENT FORUM**

Fostering the career growth  
of African-American executives

## **The Pathway of Black CIO's: Retention and Regretted Loss Analysis of African Americans in Information Technology**

### **RESEARCH OVERVIEW AND METHODOLOGY**

#### **RESEARCH PURPOSE**

The primary purpose of the research is to identify the critical issues, challenges, and successes experienced by African American IT professionals on the pathway to the CIO position. More specifically, the research will surface both employer and employee perceptions and opinions related to the recruitment, retention, development and advancement of African American IT executives and other top talent within a range of organizations.

ITSMF seeks to develop a research-based, authoritative guide on African American recruitment, retention and advancement in the IT Profession that can be provided to organizations wanting to make positive changes in their organizations. The research will gather information from corporations regarding current programs, practices and initiatives. This information will be combined with the employees' perspective regarding the effectiveness of diversity programs, practices and initiatives. The objective is to create a best diversity practice model from an employee perspective. The result will be an identification of those company initiatives and actions that drive positive perceptions and organizational results.

The goal of this study is to “leverage the voice of the employee” in identifying the most forward-thinking and effective U.S. corporate policies and practices that have been used to create and foster a diverse workforce within IT.

#### **RESEARCH OUTCOMES**

- Research and identify the most forward-thinking and effective practices used in U.S. corporations to recruit, retain, and advance African Americans.
- To test those findings within the ITSMF and BDPA affiliate networks and other targeted populations.
- Present “best practices” findings in an effective, easily accessible format that is made available to affiliates and sponsors as well as other organizations nation-wide.
- Research findings will be published in a jointly written white paper. Confidential company or organizational reports may also be developed based on the structure of the research, the participating research partners, and the overall investment.



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## RESEARCH APPROACH

The core research program consists of the following:

- **Qualitative Assessment:** Research information collected via one-on-one and focus group sessions to provide insights, perspectives, and anecdotal information on the experiences of African Americans in the IT Profession.
- **Quantitative Assessment:** Data collection via a survey questionnaire to determine employee perceptions of the importance and effectiveness of organizational diversity practices, specific to recruitment, retention, and advancement of African Americans.

## RESEARCH RESULTS

The assessment results will be delivered in report of key findings using the Organizational Development Model for Diversity™. The model was adapted by Global Lead Management Consulting and is based on other widely used organizational development models. This model provides growth-oriented organizations the ability to identify and benchmark progress through various stages of development along their diversity journey. The key elements of the model include:

- Leadership
- Recruitment, Retention, Career Development and Advancement
- Education and Training
- Culture and Values
- Communication
- Associate Involvement
- Community Involvement
- Performance Accountability and Measurement

The model will be used to establish baseline data for the entire survey population as well as provide a basis for comparing data collected in future studies. The results of the research will be leveraged to drive the development of a series of “effective practices” for recruiting, retaining, and advancing African Americans in the IT Profession. The names of the corporate partners participating in the study will only be published with the expressed consent of each company. Specific company results will not be released.

## ABOUT ITSMF & GLOBAL LEAD

Formed in 1996, The Information Technology Senior Management Forum (ITSMF) is the only national organization dedicated exclusively to fostering upper-level executive talent among African-American IT professionals. ITSMF provides a supportive network for enhancing the leadership skills of the IT executives who make up the membership. ([www.itsmfonline.org](http://www.itsmfonline.org))

Global Lead Management Consulting, a minority-owned firm with over 25 years experience in gathering confidential employee data, has been selected to lead the research team. Global Lead is a full-service, international management consulting firm dedicated to delivering the highest quality products and services to help individuals and organizations enhance their productivity. ([www.GlobalLead.com](http://www.GlobalLead.com))