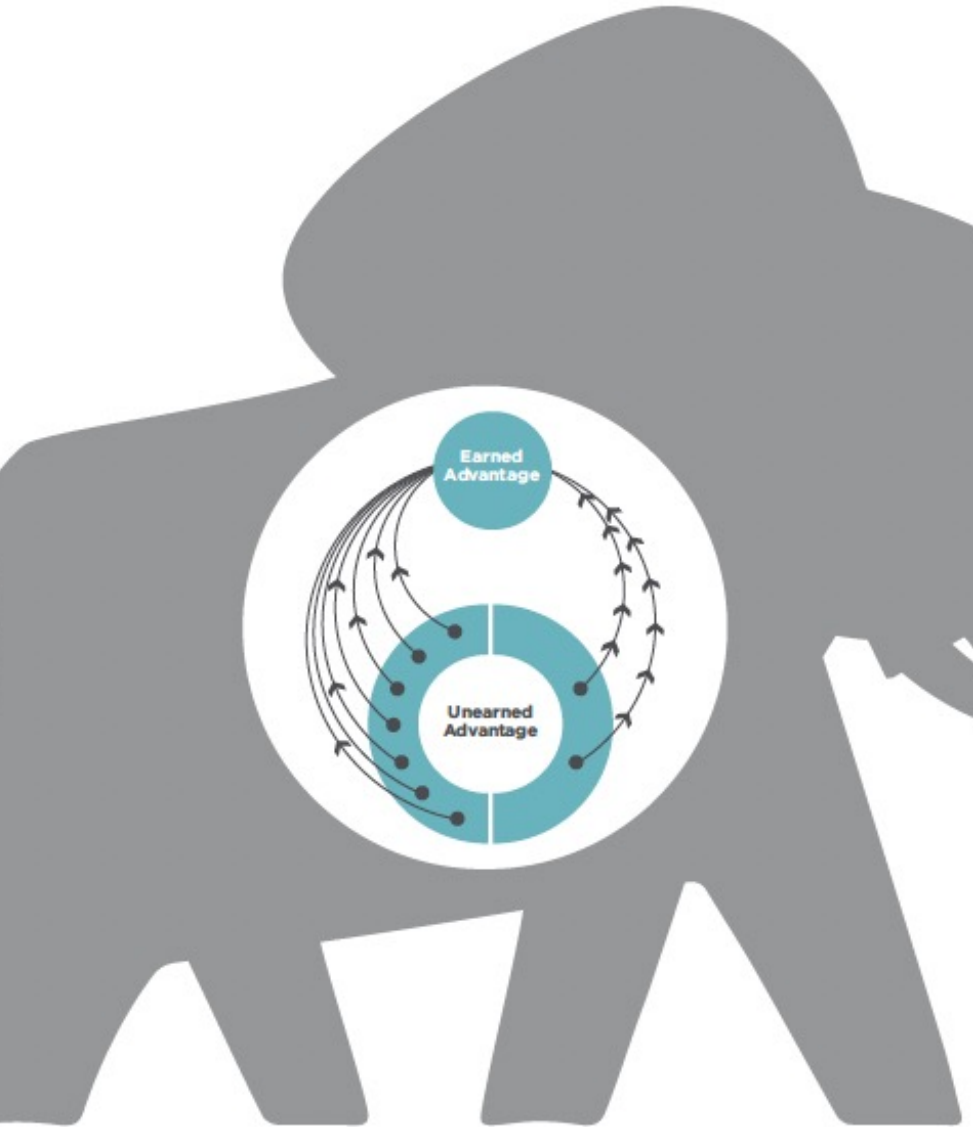




# There's an Elephant in the Room...

*If you're finding discussions of inequality to be painful, aggravating, exhausting, or even scary, it's time to explore the elephant.*



# Growing the Elephant is...

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About the elephant in the room – advantage

---

A new approach to engaging people in discussions of DEI

---

About improving innovation, performance, and inclusion

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A growth experience designed for leaders, teams, and those who guide them

# It begins with the Book

- Available from most book retailers
- Bulk purchase options from Practical Inspiration Publishing
- Company custom message and branding available
- Website resources include audio recordings and a reader's guide
- Beyond the book...

"Amazing book: clever, insightful, relevant, and actionable."  
Dave Ulrich

**Growing the Elephant** is the story of Advantage – Earned and Unearned. Earned Advantage is the part of the Elephant we know. Work hard – get rewarded; form relationships – get opportunities. But while anyone can earn Advantage, some have more opportunity than others. That's the story of Unearned Advantage. Unearned Advantage is the part of the Elephant we avoid. It is so hard to talk or even think about that those with it ignore or deny it while those without it are exhausted or incensed by it.

**Growing the Elephant** is for anyone working to increase innovation, performance, and inclusion by building practices and mindset to meet and stay with what's difficult. It is for leaders and contributors at any level and those who help them build and sustain diversity, equity and inclusion.

 Practical Inspiration  
Publishing



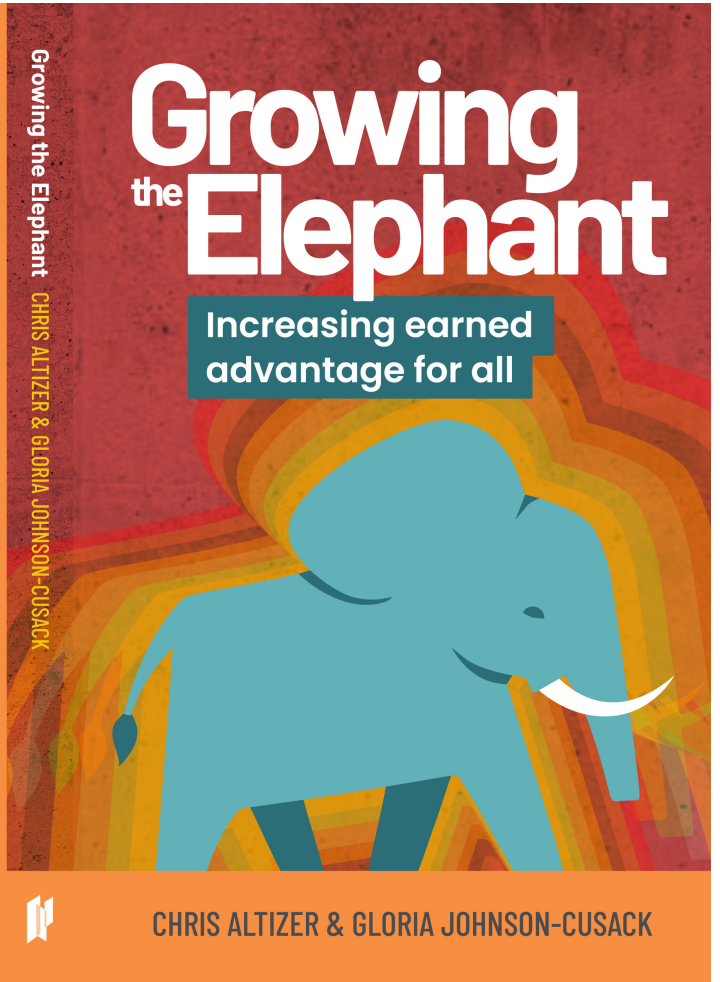
A seasoned human resources executive, **CHRIS ALTIZER, MBA, MA** consults and coaches executives and lectures on business, management, and inclusive leadership. He has led teams and worked with senior leaders across industries around the globe. His research and work have been published in journals and covered by Forbes Magazine. Chris practices and teaches mindfulness, yoga, and martial arts.

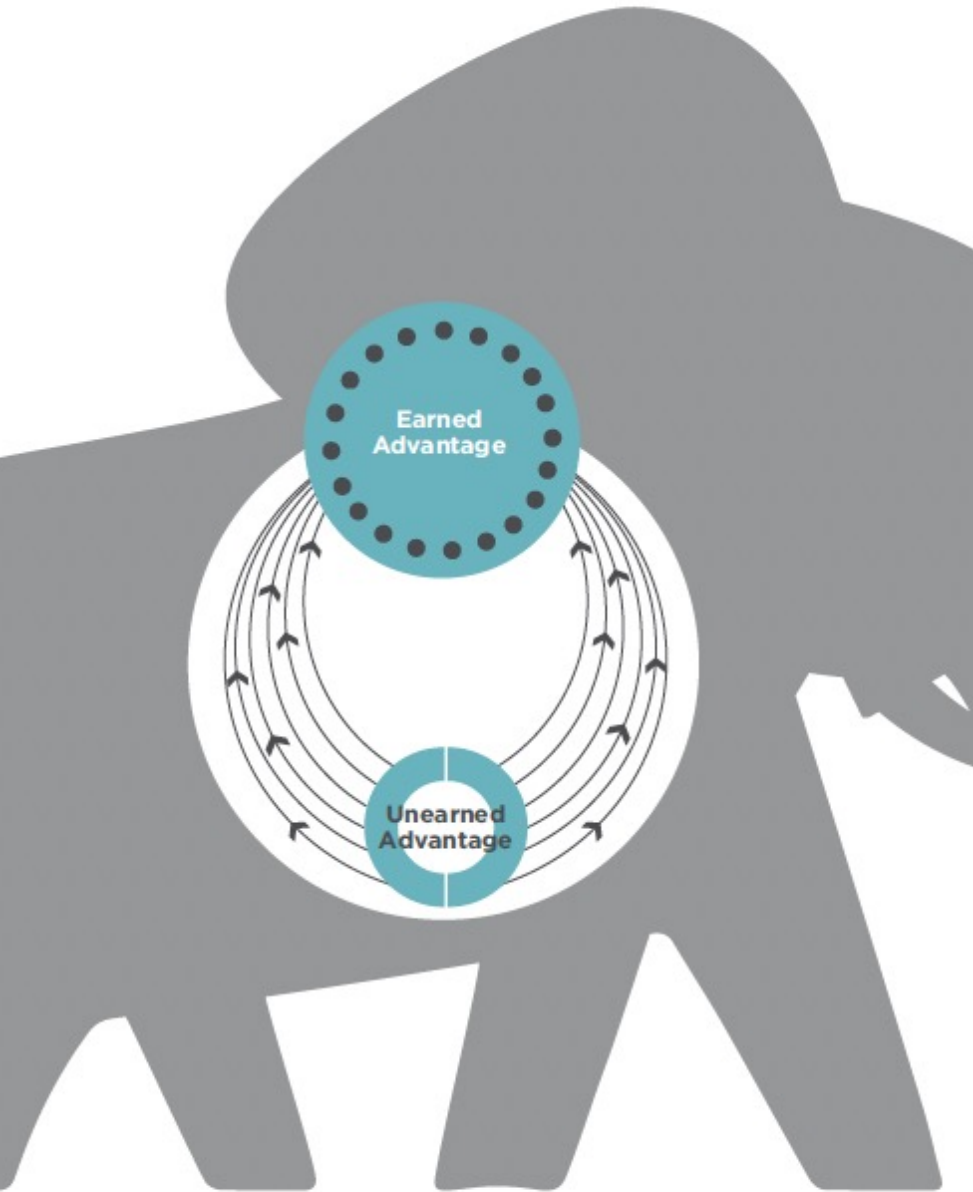


**GLORIA JOHNSON-CUSACK, MPA** is a servant leader and changemaker who consults to leadership teams and boards of public and private foundations committed to advancing diversity, equity, and inclusion in education, financial security, and health. She lectures at Columbia University and serves as Board Chair of the Firelight Foundation supporting communities in Africa. She holds degrees from American University and Columbia University.



E14.99 \$21.99





# Growing Earned Advantage – Beyond the Book

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*Gloria and Chris support organizations and communities to grow earned advantage for all by:*

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Working with Boards and senior leadership teams, increasing awareness, enabling practice

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Coaching organizational leaders and ERG-sponsors, skilling facilitators in guiding others

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Facilitating employee / community groups in reading clubs or seminars

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Delivering presentations and speaking engagements

# Meeting People Where They Are...

*Growing the Elephant Beyond the Book meets people wherever they are to increase awareness, understanding, and practices to improve innovation, performance, and inclusion.*

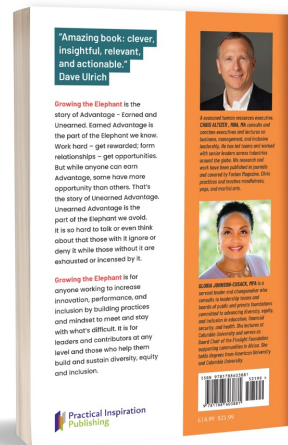
## Leaders

- Facilitated Board or Executive orientation
- 1/2-day leadership awareness session
- Multi-session team or individual skill-building



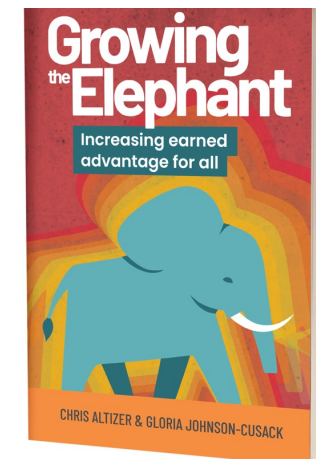
## Guiding Others

- Facilitated DEI or HR team orientation seminar
- Growing the Elephant facilitator preparation
- Integrating the Elephant into DEI programs



## Employees and Groups

- Facilitated reading clubs
- Custom seminars for the workplace
- Keynote and speaking engagements





# What People Are Saying...

**“deepen your understanding of privilege and how to use it – and possibly transform it – for good.”**

Rhonda Magee, M.A., J.D., Author, *The Inner Work of Racial Justice*

**“dramatically advances how people in any setting grow and relate to each other. Amazing book: Clever, insightful, relevant, and actionable”**

— Dave Ulrich, Rensis Likert Professor, Ross School of Business, University of Michigan, Partner, The RBL Group

**“meets people wherever they are ... to grow earned advantage for everyone”**

Shelly Tygielski, Author, *Sit Down to Rise Up: How Radical Self-Care Can Change the World* and Founder, Pandemic of Love

**“Deeply insightful and most relevant to today’s DEI challenges and opportunities”**

- Bettina Deynes, SHRM-SCP, SVP & CHRO, Carnival Cruise Line

**“a thought-provoking prescription for advancing DE&I”**

— Michael Goettler, CEO Viatrix, Inc.

**“your time will be well spent reading and reflecting on the rich insights you’ll find here”**

- Anna Maria Chavez, Chief Impact Officer; President, Encantos Foundation | Founder, Fearless Global Girl Initiative | Former National CEO, Girl Scouts of America

**“opens the mind and the heart, whoever you are and wherever you’re from”**

— Jeff Kindler, CEO Centrexion Therapeutics, Global Chair GLG Institute

**“the journey that we can take together to better understand each other”**

- Gail J. McGovern, President & CEO, American Red Cross

**“This book is the “now what”... the wisdom and compassion of this methodology will be used widely for the benefit of many”**

— Diana Winston, Director of Mindfulness Education at UCLA's Mindful Awareness Research Center and author of *The Little Book of Being*

**“a major alternative focusing on preventing inequality through positive approaches and solutions”**

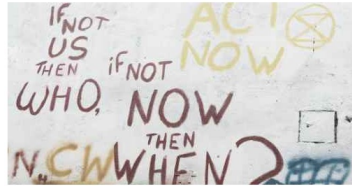
- Kent D. Lollis, Esq., DEI and Educational Consultant, Law School Admission Council DEI Vice President Emeritus

**“It all begins with self-recognition and acceptance of our own individual unearned advantages. From there we are unstoppable, individually and collectively.”**

- From the Forward to *Growing the Elephant*, contributed by Vicky Spruill, President and CEO, New England Aquarium, Former President and CEO Council on Foundations

Oct 11, 2022 11:10am  
By Mindful Leader  
Under Discovery  
6 min read

### Can Mindfulness Reboot Privilege? Contemplating Earned and Unearned Advantage



By Chris Altizer and Gloria Johnson-Cusack, Guest Contributors



CULTURE • 10 MIN READ

### Lack Of Awareness Is Holding Us Back From A Better World Of Work

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Tim Reitsma



Illustration by Alexis Jamer

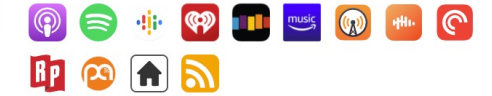
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The 52 New Books That Top Business Leaders Are Recommending—and Why



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Our podcast examines the pivotal role people play in creating inclusive workplaces that are built for the future. How does inclusion impact our well-b... Show more

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### E246: Words Matter: Activating our Earned Advantage with Authors Chris Altizer and Gloria Johnson-Cusack

The Will To Change: Uncovering True Stories of Diversity & Inclusion

Business

Listen on Apple Podcasts

This episode features a conversation with Chris Altizer and Gloria Johnson-Cusack, authors of the book Growing the Elephant – Increasing Earned Advantage for All. Chris and Gloria reveal the impetus behind writing their book and the distinction between earned and unearned advantages. They also discuss the importance for leaders of being humble and how to have courageous and productive conversations about diversity, equity, and inclusion. Discover why talking about advantage can be more helpful than talking about privilege.

36 min

PLAY

Episode Website

### The DEI privilege problem – and how HR can manage it



by Gloria Johnson-Cusack and Chris Altizer, HR Expert Contributors  
July 25, 2022

5 MINUTE READ

# 2022 Media Coverage

# Gloria Johnson-Cusack

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- Servant leader & changemaker in academia, government, non-profit sectors
- Works with Boards and leadership of public and private foundations focused on DEI in education, financial security, health – [Gloria Johnson-Cusack, LLC](#)
- Adjunct Faculty, graduate School of Professional Studies, Columbia University
- Board Chair – Firelight Foundation





# Chris Altizer

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- Retired and recovering global HR Executive – SVP roles at Pfizer, Aetna
- Adjunct Faculty, Florida International University College of Business
- Faculty Fellow – FIU Center for Leadership
- Board and executive facilitator and coach – [Altizer Performance Partners, LLC](#)
- Mindfulness-Based Stress Reduction (MBSR) Teacher – Univ. Cal. San Diego



