DIVERSITY BEST PRACTICES

CREATING THE INCLUSIVE WORKPLACE OF THE FUTURE:
PRACTICE & IMPLICATIONS

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Hello everyone my name is Jennifer London and I'm the content director here at Diversity Best Practices. We will be getting started in just a few minutes but in the meantime we would love to know what region you are catching from today so as we wait for everyone to join, take a minute to respond to our poll and also feel free to introduce yourself via the chat box on the right-hand side of your screen. We would love to know what organization you are from and where you are connecting from today so take a minute to do that and we will get started shortly as we wait for folks to join us. Thank you so much.

We have a nice crew joining us. From all different places in the country and in the world. That is great. It looks like people are still typing and responding to the poll so we will wait a few minutes to get everyone in the room before we get started. Oracle is here with us today. Cargill. Great. Excellent. From LA now that is early morning. Wow you might win the prize.

Okay this is great. Thank you all for saying hello and introducing yourselves and I am going to close the poll for now and introduce Subha Barry, of Working Mother Media. Go ahead.

Good morning it is a very early morning to some of you. Good afternoon or good evening. And thank you so much for joining our first ever truly virtual Diversity Best Practices global conference. While I am sorry that we all cannot be together physically in London I'm thankful for my team's ability to adapt so quickly that we can still be together and learn from each other virtually. Most importantly I hope you and your loved ones are all safe and healthy.

This year's theme, creating the inclusive workplace of the future was actually chosen months ago, long before we ever knew that COVID 19 existed. In a way this theme could not be more appropriate in today's uncertain world. By being able to host this
member conference virtually, we too are being more inclusive. Before, our attendees might be mostly UK-based or Europe-based but today members from around the world are with us even though we are in different locations, we are united in the mission of creating diversity and inclusion. And keeping it center stage within our organizations.

We are living through a time of major disruption as this global health crisis continues to spread in many of our communities and it sometimes feels as if the only certain thing in our future is how uncertain it is.

Just 1 ½ months ago our colleagues were at the workplace in Minneapolis attending an in person conference and who knew then that we would be sheltered in place for the next few months. Leaders who never believed that their employees could fully and effectively function while working remotely are now converts. Companies in India who believed that women could not work the evening and night shifts due to personal safety issues, are now getting a flight of women applicants because these jobs cannot be done from home. Just imagine the new access to talent for the companies and for the opportunities for those that did not have a chance before.

At Diversity Best Practices, it is our belief that times like these call for an even keener eye towards inclusion and belonging to ensure that our colleagues, family, friends, neighbors and others in our community feel as safe and supported as possible. We are working diligently to provide resources to support you during these challenging times and to create opportunities for us to come together in these virtual spaces to learn from, to lean on, to share with each other. That is why we are so grateful to be with all of you today.

The definition of workplace has changed. In recent years with companies becoming increasingly more flexible about telecommuting and remote work. The influx of shared workspaces such as we work is also disrupted the landscape. But it is probably changed even more in the past six weeks than in the past 10 years because now with the majority of nonessential workers in America working remotely, you know, we begin to realize from day one of this crisis that this was something that was not just something that was a nice to have, but it was a must-have. So at Working Mother Media our management team is try to be even more in touch while working remotely and in some ways our think I think our team is even closer than it is ever been. While videoconferencing we hear dogs barking in the background; we see curious children peaking in over their parents shoulders; and we see the homes of our colleagues that they have created for themselves. This has enabled us to see a fuller picture of each other's lives. I'm sure many of you are experiencing the same things.
The way that we are working during these circumstances will forever change the definition of workplace. But as we look to the future, you know, how will this current disruption combined with trends suggest the economy, digital learning, automation, AI and even virtual doctor visits change the way we approach work and workplaces? How will we create an inclusive environment when employees are working remotely? How will we collaborate? How will we lead? How will we better utilize the tools and technology we have at our fingertips to ensure that everyone feels valued, heard, included? We look forward to exploring these ideas and trends with you today. We have a packed session ahead of us and it is our goal that you will take the tools and resources that are necessary to build diverse workforces and remain competitive in the global landscape technology back to your teams. Before we begin I want to thank Frost included in their team for their collaboration on the development of this program and their ability to shift so quickly to plan a virtual event from our original plan to meet in person in London.

With that let me turn it over to Deborah Munster, Executive Director of Diversity Best Practices, je get this program started.

>> Thank you so much and good evening, the afternoon and good morning to all of you. This is too exciting to see so many of you from across the world, Asia, Europe, from the UK and of course as well as you in the US. It is amazing to see so many of you across the world. I get the pleasure of being able to go over the housekeeping items before we get started. So it looks like all of you already know how to use the chat box but it is on the right side of your screen and Subha listed lots of things that are changing for us. In today's keynote we will talk about things that are changing. I would like to ask you to check the chat box one more time and if you would not mind share something that you are thankful with. Some things that have not changed that perhaps you are thankful with or we discovered. Use the chat box to text it out. The other thing we are going to be doing in terms of using that chat box. Going to have an audience Q&A at the end of each session so you can submit your questions at any time using that chat box and you can also submit any technical questions that you may have. Someone from our support team will be ready to assist you in any way they can pick else want to point out that we have included 215 minute breaks throughout the day. This will be your chance to get up and get out of your seats. We know that it is a couple of hours that we will be here together and we want to give you the chance to have that break, grab a snack, refill your coffee cup or water bottle or plan to stretch or answer your kids questions. I am thankful for good humor and goodwill, lots of people thankful for their health and family, new ways of doing things. Always learning. Thank you for your input there. I want to at this time take an opportunity to recognize our new members who have recently joined DBP. We pride ourselves of being a network of thought leaders and practitioners but especially now
during all of these changing times we find that we really are relying on each other. And really find the need to support each other. So this is the opportunity to really reach out to your members, to your fellow members and fellow DBP members to connect and of course if any of you would like to reach out to any of your fellow members, certainly reach out to your relationship managers who can help you do that.

In terms of adding one more very important member to this list we have a brand-new member as of this past Friday and that is Bristol-Myers Squibb so we also want to recognize them for joining us as well.

After this event you are going to receive an email with a link to the recording and all the slide decks and any additional resources from the event so be on the lookout for those materials. In addition we want to encourage ever want to date you not only share their experiences but you tweet throughout the day.

I want to now take the opportunity to introduce our team on the line today. They are truly the powerhouse behind all that we do. Many of you know them you have worked closely with them and I cannot tell you how much I appreciate all of their efforts in terms of making us run so thank you so much. And of course I also want to introduce our relationship managers again many of you know our relationship managers but these are folks that we rely on from DBP incredibly and we are so proud to be able to partner with them every single day to deliver to all of you. Rate you get started? Here we go.

It is my pleasure to get right into our keynote from Stephen Frost and we are so happy to have him here. He is going to be talking to us about building the inclusive workplace of the future. Stephen is globally recognized in diversity and inclusion and a leadership expert. He founded Frost included in 2012 he works with clients for inclusive leadership in all of the decision-making. He has previously worked in-house at KPMG as the head of diversity and inclusion and was there for a couple of years. Prior to that he designed, led and implemented inclusion programs for the London Olympics and Paralympic games so you may have heard him through that. He was the head of diversity and inclusion for the London organizing committee. I am so pleased to welcome our friend and partner, Steven.

>> STEPHEN FROST: Thank you so much. Hi everybody. Thank you Deb, a huge thanks as well to the team which is been delightful to partner with particularly Jennifer and the team. Thanks to everybody. I should say straight off that DBP being wonderful partners put up a picture of me when I was far younger, far more attractive and had hair. I'm now in the midst of -- adapting myself to a leaner focus, age-appropriate version of myself and I'm delighted to be talking to you all from London.
today. A big shout out to colleagues in Los Angeles joining in super early. I respect you for getting up and a shout out to Taylor and others in Asia who are relying on me.

A huge hello to everybody and I hope you are all safe and well this very interesting moment for us. I'm going to talk about the inclusive workplace of the future and I'm really excited to be talking about this with you. SS of the beginning we had planned this last year before I even knew what the word COVID meant but actually it has never been more important than now that we talk about this. Because what I am finding I don't know whether you are too is in talking to CEO, HR, heads of - we are finding that while this situation undoubtedly provides us with incredible challenges and I don't want to shy away from those, it also provides with incredible opportunities. In terms of building the workplace of the future.

I want to acknowledge first of all the pain and the fear that is going on right now. We may know ourselves loved ones that have succumbed to COVID 19 and we know that many more people will die and does not get more serious than that. And there is now an economic -- we see that in terms of our friends and family, impacted. I want to acknowledge that pain and that fear upfront kick however I do want to say that there is opportunity in crisis.

When I think back eight years ago to the 2012 Olympics and Paralympics when we had equally challenges with challenges of terrorists, challenges of an immovable deadline, supplier failure, typical disagreements. We actually managed to use our diversity to come up with real creative challenges in terms of diversity and I think produce something inclusive for the world to see, feel and experience. So I wanted to remember that yes there are challenges right now but certainly there are opportunities. I would like to talk with you today about four key things.

For small context, what is going on right now? Secondly diversity and inclusion, the changing discourse of diversity. Thirdly, at work, how to embed inclusion. And finally you, how to navigate this new world.

We have the conversations that we want to be having.

I will start off with the first piece on how to build an inclusive organization and a quick reminder pick to build inclusive organization with think about five things. We think about and betting diversity and inclusion in organizational strategy; we think about data for baseline and target; we think about good governance; inclusive leadership; de-biased systems. These are the five areas way to think about if you want to build inclusive organization these are the things we already know. They have to be embedded in the core strategy of an organization otherwise -- we produce cars that are
not equally safe for men and women and we have medical systems that don't work. At the same time we have to have the data to know what we are talking about that we can now measure inclusion as well as diversity. Good governance is essential and of course it is leadership is critical to what we will discuss and dbiasing those systems.

But I want to focus on is what is going on right now in terms of building that inclusivity of the future. The futures treated by four real trends. Where living in a time of sourced invention and if you look at this chart you can see the market and technology and often they lead to only incremental innovation. But in fact this situation where in right now has fast forwarded the market to new situations and combined the changes along the way means we were actually because of architectural innovation and even radical innovation. In the last week talking to clients I've heard of gas companies repurpose sing to deliver food to supermarkets. I've heard of -- testing programs that would take 18 months being done in 12 days. Actually that is incredible and that is radical innovation happening because of things right now.

The first change is social. If you think about social change we are fixing them on two competing tracks. In Minneapolis just six weeks ago getting away from [indiscernible]. Increased need for globalism and these competing are creating increasing tensions around the world. Also caused positive -- really caring about things that matter from climate change.

Economic change the average age of S&P 500 company is now less than 20 years. Let me say that again. The average age of an S&P 500 company, is less than 20 years. And that economic change we are witnessing is incredible. The third change of course is in technology. I like this quote that the most important thing about a technology is how it changes people. Indeed what we see technology it's not a sideline activity. It is a core part of how we are involved with humans and interact with humans. In short technology we now live in an area of ubiquitous data and easy access to mention but normally that data and information includes knowledge but it only includes knowledge if we interact with people through challenges, to help [indiscernible]. And to provide different perspectives. Otherwise against the situation of the nones in the midst of knowledge -- too much information in the head at once.

The fourth change of course is social and as Cesar Chavez said once social change begins it cannot be reversed. Right now some of you may be dialing into this webinar and living on your own. I want to give a particular shout out to you because actually lockdown can be hard with couples and families but it can be even harder if you are on your own. Work takes on an even greater importance. That interaction has to be meaningful and worthwhile.
I think about examples the changes around LGBT plus an actually phenomenal change in the Western world it only 10 years. Disability inclusion there still so much work to do. An opportunity to include people like never before.

I want to go on to talk about change discourse of diversity. We need to have this conversation. Diversity inclusion at the moment is going through rapid change and it is challenging as well as it gives hope. The challenge of the moment is there is an increasing cognitive overload meaning system one thinking. In the amygdala at the back of the brain the primordial part of the brain and that means that often we lead to fear before opportunity. And the bias we all have in the groups will have are being reinforced right now. That hunkering down that sense of fear leads to a lack of trust in hyper-individualism. If we think at the moment fear and the challenge we face is that these groups see existing fault lines could be hardened by napping able to be together and could be hardened by what is happening. The flipside of all of this is that we have never been in a better position in the diversity inclusion to create change offered us much hope. Instead of system one thinking we can consciously take the time to think in system 2 fashion. We can decide preventively to build greater consciousness. We can decide to build greater community and in the last few weeks the apartments were I live in in London have come together in the association never before. It is a diverse group. Online right now we are tasked all the way across the world but we are together in ways that we can build community like never before. New connections and of course the flipside of hyper personalization. The flipside is the danger of diversity will lead to competing interests. It leads to a greater chance for personalization than ever before. I was always brought up with the golden rule which is treat others as you wish to be treated. Is really only now that we can act with the platinum rule which is of course treat others how they wish to be treated.

At work how can we embed this inclusion? In our everyday work practices? I want to go through four points. We have phenomenal talent in this call and I think the challenge for all of us is how we can now embed this in the new workplace. Let's go through the points. Let's think about recruitment. Later on today you will hear some interesting insights from recruitment, automation, AI, the future of the workforce. We know now that automation in AI are part of the landscape. We need to be careful of psychological testing, reliance and technology. Without actually preemptive bias. We see for example psychological tests of design in certain populations in mind and can actually result in biased outcomes. On the other hand we have wonderful platform for de biasing the group is never before and increase competition and select candidates who would otherwise [indiscernible]. We are actually thinking about recruitment in this new world. Towns management taking how we can move the conversations. How jurors performance work in a [indiscernible]. Actually we know now that this can go either way. We can engage in the platinum rule and treat others as they wish to be
treated Obi could persevere with the golden rule. Thinking about learning which is changing and how people learn now as part of that personalization and changing the diversity landscape. We know that people are learning virtually. We are learning more and smaller bite-size chunks. There is also opportunity and a word of warning. We know that it takes three months to change habits but we know that people want small bite-size changes. How does that conserve the need for consumption and small pieces of information with the need for prolonged three months to change behavior. You have to design learning that is simultaneous personalized also geared toward the cultural change of the organization. And finally -- retention analysis. Things seen as weak -- are now front and center more perform.

We do need to go to the scale of retention [indiscernible]. And protect the youth. This goes way beyond HR to really embed inclusion in the workplace of the future we have to think about all of the various options, procurement, marketing, design and I'm really heartened that clients are thinking about this bigger picture, thinking about how this design thinking and how inclusive thinking will actually create a better business overall. The bank of England thinks about how actual inclusion impacts decision-making in the moment leads to better outcomes and that means -- [indiscernible]. Car manufacturers think about the design process can relate to safer cars for women as well as men. All this is embedding in HR throughout all the organization.

How do we navigate this new world? This New World is basically full of amazing trance coma fiscal, economic, social, technological. Whether inclusion changes rapidly for better or worse. HR functions how do we, how do you how do we individually navigate this New World?

I would suggest that leadership is about behaviors. We start with that leadership behaviors before actually get into some key behavior that hope will be helpful to you. The first is empathy. Have already touched on this but. Actually rewarding empathy could be a mistake to build, create leaders of the future [indiscernible].

Think about the facts that not everyone has a does need space to focus on work. Plus more often than normal because you can't read the room. Think about the social aspects of work when you can be physically together and think about the role you play in well-being and mental resilience-remote.

Let me pause right now and ask a poll. Jennifer Comey put up the pole about how people are feeling right now? Right now I would like to ask you how you are feeling in your mind and body right now. Five is great and one being not so great. It be interesting to see how people on this call are feeling right now.
We have got really interesting bell curve there of nobody feeling not so great but we have a lot of people in the middle. The jury is definitely still out. That is interesting. Let me go on and ask the second poll.

That is really interesting spread of results. Okay. Interesting. So again we have a spread of results very interesting to explore later on. Decision-making. I think in terms of decision-making think about in/out groups even more. I said that there were an increasing, reinforcing a five in and out groups -- we can think about that even more and right now in the organization in the midst of this crisis thinking about challenges reaching out to people and those who are hunkering down [indiscernible]. We can make extra effort to call on people. We are managing a team right now are you calling on those people for not just your favorites were going to new people? Those might be offering a different perspective. Our brain needs to be efficient in a different way. So often we refer to those. Does remote working allow for more or less a new -- [indiscernible].

The third is tech savvy participation. In terms of this I want to think about how we actually do include people. Some things that we arts know is having icebreakers, the way that Subha introduced the conference today. I had a wonderful situation yesterday trying to facilitate the call people from different locations. We had the CEO, with the child who wants to plan the iPad, the vacuum in the background but actually one opportunity also actually [indiscernible]. The pay it forward approach. If you know who is on the call and actually calling people and they can call the next person in a way to make sure that everyone gets to speak with minimum downtime or silences and everyone expects to be included. Assigning roles; rotating chair.

Greater self-awareness. Now many of you might've seen this example before. We cannot actually play about we can talk it through. UC eight chessboard, checkerboard in front of you and if I ask you squares A and B are the same color? When we place the black frame around the squares we can see that they are indeed the same color. And this is about the fact that it is our mind that sees, not our eyes. As our mind that sees bias. Our mind tricks us to see different. This is what happens with bias. Even if we are aware that we have biases might be aware of certain ones that we have our instinctual reaction not to recognize him enough we know better. That is why we have to take the time to shift the system to the reality of what is going on and how our mind is indeed our mind that sees.

So what is your starting point? Who are you relying on free information? What kind of data do you have available? How are you getting feedback now? One thing that surprises me is [indiscernible]. I have to point out to people more often than not that
they themselves -- are the minority. How are we getting feedback? How do you serve in that hierarchy?

Things we can purposely do is to focus. Human brain is not designed for multitasking. Try giving a keynote with multiple screens going on. One of the things we can do is be really present in work be really present in our personal life. And work I try the Pomodoro technique working in 20 minutes of high quality. And then being really present with them too. Forcing yourself to have regular breaks. We are in a position where one is prepared not by time but by knowledge.

I'd like to give a final poll. Our folks feeling right now. I want to know if there's any change over the course of the keynote and how the experiences right now. Would anyway like to change? I see plenty of questions coming. That's great. Thank you Jennifer. As we now move to the close think about the workplace of inclusion. Why this is so important is because we have a choice. The technology, the economic trend the spatial trend political trends. We have a tremendous opportunity they also present tremendous challenges. If we do nothing in groups and out groups will be reinforced. If we do nothing bias will run, if we do nothing the negatives that we can see around us will amplify. However, if we use technology and use our knowledge and skills to build organizations for the better we can build communities. We can challenge the out groups and challenge the bias. We've never had more opportunity then now to build inclusive organizations. If you are in a university role right now there is never been a better time to do what we do and never a greater need for what we do. Diversity is a reality but inclusion is a choice and I'm so thrilled that over 250 folks on this call actually work and how we can choose inclusion, how we can do that. We have a task but of course we have together. The definition of work is changing the definition of the workplace is definitely changing and they are changing forever. In terms of building that future workplace it could go either way. You want to see the opportunity to build inclusive organization to create a wonderful sense of community. Thank you so much. I'm really looking forward to the questions and answers.

>> Thank you so much Stephen. I'm going to reiterate what was said in our comments, bravo that was really so resonant for so many of us. We are going to open it up for Q&A and before he want to do that I want to make one quick announcement I think we have our technology issues all settled but if you do have a technology issue and you put it in the chat box our technology team will certainly address that privately through your private chat function. As you can see lots of questions, lots of comments coming in. I want to get us started I think a theme that we saw throughout this and that is around the future. Really around the opportunity to perhaps define a new normal. One that is better than what we have had before. So question for you Stephen, what is your thinking around that? What do we need to do to really ensure that some of the
things that we have perhaps to learn and uncovered in this new reality, how do we ensure that some of the good is taken forward and we will redefine our new normal?

>> STEPHEN FROST: Such a great question to kick us off. A few things, first of all we need to unashamedly call it out so very clearly attach the inclusion label to include because what I am seeing right now is that there was a little bit of practice going on but a lot of people not on this call today who perhaps have never encountered inclusion diversity in their organization would not think of it in that sense. So for example -- remote work. The fact this is happening now is a great opportunity. For those carry responsibilities or transport issues or work part time. I'm not simply a COVID 19 working situation but inclusive opportunity. We need to label it. The second thing we need to do is as professionals we need to take heart and have courage to stand up with clear liquids stuff. So organizations that have been resistant to remote working we need to be able to say no one is going to be harmed by this. Productivity has not been harmed by the spirit we've actually been able to do a lot more and include more people. Let's keep this and make a stand on that and use this time to build allies and certainly I'm advocating for that, not just US the messenger and the message. Labeling it and calling it out and two is advocating the stuff and build our consequences. The third is to measure it. Because if I look at this example of productivity which is something all organizations care about, the fear perhaps before was that in remote working or new working styles or including Junior people in decision-making, lots of inclusive things, the fear was that these would be expensive productivity. By being inclusive we would be harming our ability to make decisions. Actually not only is that incorrect it is the opposite. Actually we can demonstrate that by including that perspective we make better decisions. By doing this inhabit you save time and money and increase productivity. If we are able to just take the time to almost log those examples as many of you are doing, it sets us up for examples with an arsenal of examples in the post COVID world where we could say look we have proof. We did this let's keep doing that. And that achieve our success in the future. Labeling it and measuring up these things are really important to do.

>> Is interesting because I think you talked about having courage to stand up and you gave the example of flexible work arrangements and that resonates with me personally because as I think about companies who are looking to start planning around reentry and reintegration there is a lot of divisiveness in terms of is it too early, not too early and if for those companies who are reentering how do we ensure that flexibility is also still part of the dialogue even though we are looking to go back into the office and work because I do think that people are going to be thinking about that concern for safety etc. so I think that is a really great point. I want to talk a bit you mentioned your third point was around measuring. And so as we talked earlier and as you talked earlier about changing leadership behaviors, do we focus more on
changing leadership behaviors or we measure and socialize those measures to help people move up a behavior forward? What comes first? The chicken or the egg scenario?

>> STEPHEN FROST: You could add a critical point what was the chicken and egg theme?

>> It is an American idiom. I should not have said that. Do we focus on changing leadership behaviors first and then measure? Or do we leverage the measures to help us change our behavior?

>> STEPHEN FROST: Thank you. I think the first thing I would say is both are important but it depends on the organizational context. Let's look at your organization specifically and with the need is. If the leadership are already brought in the let's get the data to present to them so they are ready to receive. If they are not bought in let's engage them then prepare the data. An example. If you go to a leadership team with hard-hitting data, if you're perhaps with call data on testimonials or in the coefficient Differential, the difference between black and white folks or introverts extroverts, that could be interesting too. Depends where they are. The other way around are the action going to be looking for data? It is rather like do you build a strategy and it is getting the data or do you get the data to inform your strategy? In my experience if you think about leaders as one of your key internal clients and key audiences they [indiscernible]. That journey is going to be at least three months for behavioral change and that journey we find works well in four parts. Part one is data. Part two is education and getting them to understand this is about them, what is inclusion, leadership is about them and here's the data to back it up. You might care about inclusion from a moral and aesthetic perspective and others want to see the hard numbers. Productivity Differential. The third thing is often overlooked is the personalization and I think actually engaging leaders on their own terms, engage them one-on-one privately were we don't have to grandstand can be really important way to say. And then to explore that private concession with the public declaration and get the cognitive dissonance of what they are saying and doing. And then finally bring this all together the data, the location the public distance to be able to say leaders, look, here is your data, here is your education you understand the issues, here is the cognitive dissonance between you personally and your role. What do you want to do? And really give the work back so don't assume it is my job to do all of this because I cannot. I just simply have to facilitate that journey and when you get leaders to realize actually it is in their own interest to own the stuff and lead the stuff -- then you can say if you do this you get a better reputation, you have a better [indiscernible] pick you get more [indiscernible]. When they come up with the things they want to do
within that then you -- sorry for the long answer to your question but the question data first or leadership first I think you play them and you end up with the best result.

>> Thank you so much Stephen I actually really love that framing and I also think that it is not just for leaders but also for those of us at D & I to take to heart as well. I want to talk about one question that perhaps is in line with D & I practitioners. You mentioned earlier Roger system one and system two. System one you said was really around D & I changing rapidly both giving us challenges and hopes all of which could lead to overwhelming feeling of maybe lack of control or chaos which leads to fear and maybe individualism. So how do we as D & I practitioners recognize that perhaps we may be moving into more individualism if we are and/or how do we really help move from system one thinking to system two which is one of hope and greater consciousness of community?

>> STEPHEN FROST: The quick answer is we have to shift people to system 2. I think about nurses and doctors right now on the front line during this emergency they are doing 12 hour shifts in incredibly stressful situations. Getting them to literally go to the cubicle or go to the corner of the room for like five seconds and breathe and resets. I feel it is those breaks we are meant to do that we can all do that. So what is our equivalent our own reset? Suggestion make a cup of coffee, take a walk around the block we go to a different room? What is our own reset system two thinking? That is one but I think also the bigger answer in terms of how do we avoid this polarization, this potential hyper-individualism of what could happen? I think it is by proactively building those communities so right now rather like actually in the Olympics and Paralympics we had people -- relying a different people to get their job done. High we get them again to label that as inclusion? To call it out and recognize it for what it is? So for example right now we are getting people talking to each other in their living rooms getting them talking with the kids. How does that decrease and challenge the hierarchy? How does that actually humanize our interactions? How does that give us greater empathy? Whereas the CEO in the meeting room before hand would be a little bit judgmental of anybody who was not appropriately dressed or what have you. Now we can - - lead off with empathy, these things happen. How much do users going only moment to keep this going?

>> That makes a lot of sense. I want to actually delve into the deeper aspects of doing the work that we need to do from the D & I front. A couple questions are coming in more specific but first and foremost how do we continue to ensure that organizations stay focused on hourly nonexempt population? These are the populations that are most impacted both by the economic downturn as well as by COVID? Any guidance?
>> STEPHEN FROST: Was the question on hourly workers as well as salaried workers?

>> Correct the hourly workers who are most impacted both by the economic downturn, meaning that they are most open to layoffs and furloughs but also are heavily populated at least I think in most countries heavily populated with women or people of color?

>> STEPHEN FROST: It is in some sense like a lot of downturns in economic challenges, diversities left behind. I think a couple of ways. One thinking is to have empathy that this is a really really challenging time and I want to empathize with anyone who's going through a tough time right now. One is to really look at what the macro solution could be and I am quite curtained that in some countries there is an unprecedented government intervention, unprecedented social collaboration to support those most vulnerable whether that be organizing, whether big government policy, local policy, neighborhood organization. At the macro level there is acknowledgment. For example in the UK right now there is now beginning a national discourse -- the minority folks seem to be far more affected by COVID than others. Why is that? It is not bringing to attention legacy issues of deprivation, poverty, social exclusion, discrimination, but actually there is some good that could come out to a broader consciousness. So what is that macro piece? I think secondly the micro one and what we control in our businesses. Think deeply and empathetically about consequences. In my own company we've had to make some -- we have Fatima inclusion and the impact it has on people's personal situations and so forth. So if you know for example that you have certain populations that are more reliant or you have certain populations that are more vulnerable you can flag them and prioritize them and ensure that they are taking into consideration competition while it is being a factor on a spreadsheet. Happening with certain competition that I'm pleased about. So I think [indiscernible]. That we can all do personally.

>> I think that is just really helpful in terms of counting town how we handle all of this leads back to the fact that this can be sometimes overwhelming by looking at a both from the macro and the micro of what we control makes a lot of sense and many of our organizations our member companies have actually leveraged their ERGs to tackle some of the macro issues so organizing in a community for example and I think the macro lens of really taking a look at as we have to make some of these very tough decisions what are the broader implications of D & I? And I think also as companies are thinking about reentering and reintegrating, taking those types of micro decisions and challenges in mind I think is very important. Go ahead.
>> STEPHEN FROST: I think I could not agree more but I think it is not just only from that, it is because it is going to help the business too. If I think about some pharmaceuticals at the moment, we know now that in the UK there are 80 vaccines in development for COVID-19 right now but we know that we do not include people in the trials if we don't include them they will not be the most optimal outcome so we have to as leaders consciously and preemptively include inclusion in the decision-making process not just out of empathy but because it will lead to better outcomes and that applies to car manufacturers, algorithms, healthcare providers, Pharma companies. Using empathy to improve outcomes is the critical thing to balance practitioners.

>> That makes a lot of sense. Regarding the reentry we were just touching on there was a question that came in in terms of onboarding Pickett talked about embedding inclusion to a number of HR processes like retention and recruitment, how about onboarding? Anything to add in terms of how we embed inclusion into the onboarding piece?

>> STEPHEN FROST: That is where it all starts, right? People start to experience it. At minimum having this as an agenda item but besides having the PowerPoint slides including -- [indiscernible]. Offering up not just the ERG but also the other people when first mentioning programs offering them a body when they arrive and outside the hierarchy, outside of the team to integrate that person better. And offering them the options to choose what kind of person would be most helpful. When I was a graduate student in the US my onboarding was the opportunity to reach out and that was so important integrating me into the US society and neighborhood there so those are [indiscernible]. But there is a ton of other examples. As well. That are so important.

>> Fabulous. I wish that we had time. I could talk with you for hours I have so many other questions and I know that our colleagues and you can see in the chat box lots of conversation being really driven by your excellent thoughts and insights and perspective of the future so I want to thank you so much Stephen for sharing all of those things with us in this very real and relevant issue. Thank you so much on behalf of everybody.

>> STEPHEN FROST: Great questions.

>> We are going to take a short 15 minute break. I know many of you have been sitting at your seats now for about one hour maybe longer so we will take this short 15 minute break while we transition to our panel discussion on innovating inclusive
action across sectors. We will check back in at 10:15 AM Eastern time, 3:15 PM Europe time. We will continue our discussion then. Thank you so much.

[Break]

>> JENNIFER LONDON: This is a follow-up from the talk this morning. We will get started just a couple minutes in the meantime if you are just joining us feel free to say hello in the chat box and introduce yourself and also as a reminder that is where you can ask questions of our panelists will make it started but we would like to give everyone a chance get back in the room and we will get started shortly and feel free to answer the poll.

[Disruptive noise online]

>> Hello everyone. Apologies for that I hope you got a little bit of a dance break and there. My name is Raafi Alidina. Can you hear me? Wonderful. So I hope you enjoyed that bit of a throwback to 90s. In the meantime my name is Raafi Alidina and I am a consultant with Frost Included. For those of you heard Stephen Frost's keynote. Before introduce our panelists I want to say that I'm excited to kick off this discussion on innovative inclusion action across sectors and I will introduce our panelists in a moment before we start I want to remind our audience those returning are just joining us that we will have audience Q&A at the end of the session and you can submit a question at any time using the chat box on your screen and I can ask those questions out loud once we get to that portion. You can also submit any technical questions you might have and someone from the support team can help you in any way they can. So let's get started. Joining me is first of all Cindy Godwin who is the head of diversity, inclusion and social responsibility at Alix partners and also on the board of global kids a not-for-profit organization that empowers and inspires disadvantaged young people. Welcome Cindy thank you for being here.

We also have Rudi Symons was a culture and inclusion consultant. She has worked unawareness, action and healthy changes across many diverse groups. Welcome Rudi thank you for being here. Finally we have Liz Scott head of entrepreneur engagement at Tech Nation. Liz was previously head of digital and innovation for Eli across northern England where she spent years working on working with firms from the inside. Welcome Liz and welcome to our entire panel.

Starting with the elephant in the virtual room I'm curious to hear from all the about how the COVID 19 pandemic has affected the way that you do the end I worked.
I'm action feeling like we do have an opportunity coming out with this. I think most of the companies I've worked with have been doing an amazing job in diversity and inclusion around that awareness piece so building communities and doing a fantastic job in program, initiative, events that really support those people to start feeling the sense of belonging. But obviously we are not going to have that much investment in those kinds of events anymore. That is a given in most organizations I'm sure. So what I will be advising my clients to do is take the opportunity to start looking inward at rather than doing the event initiative looking at the way that actually is structured because we have got a real opportunity to change here and what I am talking about is are we actually building our organizations as inclusive models. How profitable are we making inclusivity in the way that we are very structured. And what I mean by that is time and time again in my coaching practice or then -- people are frustrated by how slow the pace of changes and that has occurred we have most companies it is very hierarchical structure which really slows things down. Whereas if we start to consider structures a bit more now but giving a better share of voice to more people than the organization I think we are onto a winner because a big goal for many of our companies now is to increase diversity at leadership level but unless we're going to fire a very competent good leader is going to take a really long time before we get set with diversity in those roles so is like flattening our structures by distributing that power by creating groups of more diverse people who've got the ability to make these decisions and move things forward. Think we will be onto a winner.

>> RAAFI ALIDINA: Thank you that was fascinating especially high talk about flattening structures.

>> I could not agree more with what Rudi just said about this opportunity for diversity and inclusion professionals right now. It is our moment this is what we all trained for but this is what we've been working on for years and years and now it really feels like so many leaders are listing more intensely than they ever have not just the leaders of the top of the organization but leaders deep within the organization those layers with help in trying to reach to help them to really build their inclusion circle and the impact they are making as managers. And it really the COVID situation at the beginning took me back almost immediately to this event that I attended with our CEO a few years ago. Does everybody remember when everybody was talking about diversity and inclusion and it was like everybody was taking affirmative action and it really felt like it was the turn of the tide and one of the things that was said in conversation was as a restructuring firm as a firm that really works side-by-side with boardroom leaders, one of the things that you do see change is if a company starts to undergo difficulties or really important decisions about growth then that starts to change the emotional makeup of your mind and really as pointed that time his concern was what happens if the whole market turns? What happens if we are facing
something that all leaders need to really handle both like turmoil or changes in their company and still keep diversity and inclusion. So I think now is the time, this goes beyond competition, this goes beyond country borders, this goes beyond generations. This is the time when we can really work with our leaders and our middle management very quickly to really help them to raise flask much listen to their people and to rally people around Julie helping the organization to not just get through this but to grow beyond it.

>> I'm curious from Liz's perspective whether you feel that similar opportunities are available the organizations that you work with which are quite a bit smaller and don't necessarily have things like middle-management organizations that are really just starting to struggle through just keeping up with all of the change that is happening in the world right now.

>> I guess in my mind -- there are two issues we have the immediate reaction to COVID 19 and how our attack scales those small companies that are really growing rapidly, hiring lots of people both nationally and internationally how they deal with it now and then also how they adjust to what will be, a new normal. As we talked about previously. I think the biggest area in terms of the now has been with many governance across the world interventions and policies put together to try to support the economy and support different sectors as we go through this period of crisis have been they been really rapid they've been faster in terms of policy, announcements and formulations that we've seen a be ever and sometimes they've been a little knee-jerk. For example one big announcement in the UK just recently was a future fund that the treasury made this fantastic announcement after lots of representation from the sector to say we really do need support for our staff to come out from this crisis and we will have lost a generation of innovation and digital excellence so how do we support them? They came up with a fantastic scheme but it came with challenges. They decided to reduce the risk for the public purse they wanted to provide the support in a package that would make it easily accessible. Is been funded by a venture capitalist previously and I get that but that is the way to de risk the process. But this tends to get funded is that a particular category? [indiscernible]. And we have these unintended consequences. Maybe we need to think about how this is going to affect the diversity because we don't want to take a step back so there's that kind of crisis work but we are involved in this media aftermath and I do think we will see -- [indiscernible]. As they move not just remote friendly organizations. Remote first organization so -- we been distributed in all of our separate homes and action this is finally world keeps on turning of a get our work done we are getting still chasing down growth.

>> What about other changes this current pandemic? How are those changes in the organization or industry affecting the way that you do D & I work on the ground?
I want everyone to recognize that we understand there are audio issues. We are going to keep going. Thanks for your patience. There also did with homework and come skill and care may be illness and just to give for that middle-management again to really feel like they are empowered to look after continue to look after their employee careers but also their emotional health so I do think that by keeping this focus on inclusion as a principal is really going to set a really strong groundwork for us to continue our work with diversity in the future. And things like this where we can learn from each other across industries. Where some organizations as we found the chat earlier have hourly workers versus salary workers. Can we use our experience and information now to really help our communities, our countries, our global organizations to move beyond this?

This is Jennifer London and I wanted you to know that the audio did disconnect for a second but it should be back on in just a minute. So folks in the audience and you can let me know that you are hearing it that would be great. Everyone can hear us, good. Sorry about that. And for those of you who are hearing is an echo it could be that you have your speaker if you are listening somehow to a phone and the computer you want to make sure to click the speaker icon in the menu button or the top of the screen and it will remove the audio so you'll only hear the audio from the phone. Just in case. Sorry to interrupt. Thank you so much.

One of the biggest things that was just mentioned that I think I take away from this is really creating more impact with less it seems to be a way to adapt a lot of these changes and a trend we are seeing in some of these organizations. Rudi and Liz I'm curious if you've seen similar responses to changes in your organization and industry trying to hunker down and keep it simple like Cindy said.

I think before the pandemic even hit we were starting to see what this really clever guy I been reading about him so much Glenn Yopez I love his work in the way he paints the picture so clear but he was saying that before the pandemic even hit that we were seeing the collapse of the standardization model and I know - organizations I've worked in and peers tell me about their experience as well.

However, what this is saying moving to the age of personalization and I totally love that because it is giving businesses knowing where to hide we have to put D & I at the center of everything we are doing. What we need people to have more than efficiency now is resilience. We need our people to be resilient and adaptable and people can be resilient if they have the energy to be but just turning up at work everyday and having to cover a part of who they really are that all of their energy is being taken up with that covering process rather than being able to tap into their next source of energy
which comes from just being able to be themselves. So what I'm seeing now is a shift from companies farming out the comment of D & I teams into silos --

[Bad echo on phoneline]

>> Have you seen that kind of personalization and centering --

>> If you are not speaking just be mute and that will help with the echo.

>> We were definitely seeing a trend toward transparency. I think there has been a kind of groundswell of demand I think from the sector for not just our founders to embrace -- if you go back two maybe three years we would have these companies would grow to be quite considerable in size -- and now we have the breathing space we are sustainable and now we are 200, 500 people now we can address it to we have the luxury to do that and so many more of the organizations that we are working with they have seen how difficult it is to retrofit diversity practices to a big organization. They've seen people go through that journey and how difficult it is to fix it in retrospect and we know that you need to embed that early on. I think one of the things that is really helped that is the groundswell of demands. Organizations like ours that work with promising tech companies and support in their growth and provide them with a bunch of resources and connections. But we will not put panels or publicity pieces together that don't include a diverse range of voices and don't include differences in schools of thought or differences in approach or what the journey has been to build that company and I don't think we are unusual in that. If we hold a conference and we have panels made up of middle-class white men than there is a huge kind of very public backlash often on social media so I think both the recognition -- and also the demand from the sector that we are just not going to put up with this anymore. This is not good enough. We want to see diversity and inclusion from the get-go.

>> I think what the three of you are saying links well in Rudi talking about really trying to make this is a time trying to make D & I the center of everything we do and Liz talking about how a lot of these tech companies are starting to recognize it but also feeling that as a small organization they don't necessarily have the luxury of doing that right now. But in order to do that we need to go back to what Cindy was talking about creating more impact with less. So this is, relates to a question that many in the audience are asking right now which is about measurement. If you are trying to create more impact with less and you need to measure the effectiveness of different things to make sure you are doing the things that are actually the most effective. At we have seen huge advances in statistics and the way industries are using that to their advantage think about things like safer metrics in sports or machine learning and big
data. So I'm curious about what is next for D & I and a particular what about measuring inclusion and how do we do that? Somebody in the audience particular wanted to hear from you, Cindy, on this.

>> CINDY GODWIN: I have to say I'm delighted thanks to everyone who was answered my question in the chat about if you measure inclusion because I have to say I am a newcomer to D & I are I spent 25 years in cultural transformation and only for the last three years have I been focused on this in a new position that our CEO created so when I came into the position of course the first thing I wanted to understand was really our data and what I realized was the only piece of data that we could measure consistently globally was around gender. Admin what I started to hear when I was listening to people talk about this was that this was going to become like the leading focus. If we just focused on this gender metric that it was all that everybody's going to focus on. And what I was really delighted about was the work with Raafi and Steve and we were able to measure inclusion and assess our progress on inclusion data points and this became the most powerful source for our CEO and his leaders to really reinforce throughout the organization. And so I am really curious to hear how all of your organizations are doing this now because what I have found is that this COVID crisis, having done this work to help leaders understand like we are measuring inclusion, holding you accountable for inclusion, you need to make progress on inclusion. Now that groundwork has really helped so many people in the organization to feel like they have control over what was happening during the changes, during the COVID crisis. And to know that they are still going to be measured and held accountable for our people feeling against these different inclusion metrics that we were doing the right things. And that has been a leading factor in our communication and the way that our people are thinking about how do I help to make sure that my staff and the people I'm encountering, my peers are able to handle the flood of change that is coming from our clients but also from their families at the same time? And providing that safe space for people to be able to ask anything and to raise the flag and be part of that. So I really, Raafi, if we as a group can help our organizations understand that the number metrics are really important, the inclusion metrics are also super important and how can we use that now to drive the future opportunity beyond the current crisis that we are facing?

>> RAAFI ALIDINA: I'm curious Liz and Rudi have you experience any measure of inclusion and how is that worked in your organization?

>> RUDI SYMONS: Something I've been really impressed with what I'm seeing more and more now is actually measurement of the impact of getting that inclusion right so something to measure things like innovation and creativity. I know we don't have to keep arguing the point every time. People get it, getting inclusion and
diversity right. But having examples of that really really helps when you are looking for investment to get the program going and I'm not just talking about measuring innovation and creativity through new business, new ideas and that sort of thing but also through responses to crisis, through how well we bounce back from problems, through going back to the employee voice thing. The point that Cindy just made. Who was able to contribute to the change moving forward? How well are we listening to all those different voices and how many of them are ideas that we actually take forward to drive change and innovation? I find that really exciting so responding to the impact of getting inclusion right.

>> I think from my perspective this is probably keeping it quite simple but for a global community of D & I practitioners so apologies if this is too ABC for you but particular for some of our younger companies bearing in mind that they are getting how you grow from 50-100-215 quite a short space of time they are often trying to figure out how to measure inclusion at the same time as trying to fissure out how to really ramp up on engagement. Not just accidental culture but have these very deliberate cultures and I think we've been seeing get most effective when they are brought together so if we can do the hard work to find and include diverse talents and how we are taking them and how engaged for those different populations as a result of the culture that is being built. So for me I think the most effective thing that seems to resonate with a broad number of people where they have not got practitioners a calling for support is trying to tie inclusion to engagement levels and see if there are any kind of black holes or blind spots where people are not feeling engaged but why is that? How do we go about rectifying it? Quite simple.

>> RAAFI ALIDINA: That is a good way to get buy-in from peoples tying it back to those outcomes things like employee engagement and satisfaction but really real numbers like turnover and how my people look to other jobs. I know one of the things that has been asked by audience members in the chat group right now is a different actual -- what are the inclusion metrics that people use? Cindy you mentioned the work we did with the inclusion diagnostic and I know that some of those that we measured were things like psychological safety so how comfortable are you expressing disagreements with your boss without fear of backlash or micro-aggression's like how often are you interrupted in meetings and questions like that? I'm wondering if Rudi, Liz, Cindy, any of you if you are asking these questions and how you hold people accountable? How do you hold leaders accountable for inclusion?

>> CINDY GODWIN: I can start. This is Cindy. We started to talk like all good D & I professionals do. I'm lucky, our founder founded the business on principles of core values that included personal respect and so inclusion has always been a fabric
of the firm and frequently when he took that role - - people are as important as the client and we need to recognize that we want our people to stay and develop careers here and we are going to do that by retaining them. This is all of our jobs to retain them. Whatever leadership role or pure role that you have in the organization. So one thing that he did was he wrote personal letters to each of his direct reports and he asked them to join them in really putting up a focus on making progress not just on diversity but really on inclusion. So really setting that theme for trust and partnership and leadership is where he started and a year and 1/2 later we been able to rollback to principal and interaction between a leader and to the next layer down so we are working our way through the organization so that everybody can see that this is behavior that is consistent at the top but it is not just the top is how it feels day today. And building that into our performance management system where inclusion is just as much of a metric is any kind of diversity action the people can take.

>> RAAFI ALIDINA: Thanks for that Cindy. Rudi and Liz do you have anything to add and how to hold leaders accountable around D & I?

>> I think the only thing -- not so much how a structural thing but -- think about -- in my previous role where innovation and inclusion were quite closely linked I think it is too easy to have people in these positions however it is that you're managing performance that relates to diversity so they may be cascading down one level maybe two if you are looking but they certainly don't go all the way to anyone who is mounting a project or managing a team regardless of how small and I think for me we think about measuring inclusion in a respective way we have to make sure that measurement and accountability cascades all the way down. There is no point having them at the senior level and then stop when they get to middle-management or before you get to an executive management of two or three people. That would be my observation I think.

>> RUDI SYMONS: I would add on the point of how we hold leaders accountable so I think we all know that we are naturally inclusive and they are wonderful human beings incredibly self-aware and then we have leaders who are incredibly effective don't have an inclusive bone in their body because they don't know themselves that well and what I'm going to be doing is working with my clients on conscious inclusion and really encouraging leaders to do that work on themselves at a deep level Ist because it is only when people are brave enough, courageous enough to really look at their own journey their own past their own history their life history how they've gotten to where they are today and how they show up as a leader individually within that team unless they built -- they are unable to be inclusive and I think we need to start having some really brave conversations with something that
everyone should do so they need to be demonstrating but conscious inclusion comes from the very top.

>> We are running out of time so I want to ask one last question. This whole conversation we've been discussing where d & I is going and the trends we are seeing now so thank you all for sharing your insights here. I'm curious about the longer-term. What do you think D & I will look like in 20 years time or perhaps long into the future? Maybe we will start with you Liz.

>> This is the hardest question. This idea that the moment we have mostly got Gen X in our boardrooms and we have organizations, customer bases that are increasingly filled with the millennial's and they have a different attitude different level of tolerance for nondiverse noninclusive practices. I hope that as we move forward 20 years that we see a more permanent shift to inclusion just being and I know that sounds not very ambitious but having been in the workforce for over 20 years having worked with some really senior women who have had radical results about what life is going to be like in the early 2000's and the 2000 tends and not having seen that come to pass I think this is something that there has to be structurally something that drives us towards inclusion as the default across all organizations, not just be forward thinking ones but across all organizations and I hope that the generational shift is what takes us to that place but yes that was a tough question.

>> RAAFI ALIDINA: Rudi any thoughts?

>> RUDI SYMONS: 20 years in the future things seems like a really really long time and I guess I'm working on a day rate so hopefully won't take me 20 years -- that would be great for me but not so great for my clients. Something that is really on my mind something I'm working on with my clients is about my vision for the future beach celebrate inclusion and diversity through the power of the individual. What I mean by that is of course we are on our journey right now all of this community we are doing fantastic work in creating these communities. Supporting underrepresented groups, giving them a voice and giving them support they need to belong and I'm not for one moment saying that that is not a really important part of the journey. It is but it is not the end game. What I believe the what we are heading toward is that we can start to celebrate every single individual within the organization and honor their life tree they've had because I truly believe that it is the way that a human being has responded to trauma, to challenges, to accomplishments and to the joy that is happened their individual life journey that has truly molded them into who they are today and it is that unique being that comes into our businesses and has that unique footprint and imprint and as much as I totally believe in where we are at with many of our companies right now is just such an important part of the journey I really hope
that we can get to this place where we don't need groups that we are not talking about we are talking about every single human being as an individual and celebrating the impact that they have.

>> RAAFI ALIDINA: Thank you I really appreciate that optimism and looking forward. Cindy I will give you the last word.

>> CINDY GODWIN: I definitely want to validate what Rudi and Liz just said. And I guess I want to add one thing to it. So we had this assessment that everybody has to do before you come to the organization and it really helps us to understand how an individual will fit into a team and what I mean by that is to really recognize what everybody's highest and best purpose is so that we can get the most out of everybody and the team can get the most out of everybody and the individual can feel fulfilled. Are the most comfortable thinking far ahead or in the moment is a data point we like to get? I am 10 out of 10 like I think as far into the future as I can so I want to tell you that this crisis has been the biggest self learning for me ever because at the beginning like after the first week I was saying to my husband, we have got to plan, we have to get a plan on my work meeting, who were having dinner, and he was like let's just sit down every morning and understand what needs to be done today, whatever requirements are for work and we will figure out how to get it done. And I took this nugget and I've now translated it into the work that I'm doing at the firm because like so many people on this call I really think about let me build diversity and inclusion to everything we do but how do we do that? And so when I think about this crisis is we can see from other epidemics that probably within 6-12 months the economy will be back in a good place so now is the time that we can look day by day to help our leaders and peers and the people that we are mentoring and the organization itself.

>> RAAFI ALIDINA: That is wonderful. Thank you so much for your insights and thank you to Jennifer for letting me run over time a little bit given our audio issues. Thank you to our amazing panelists. It's been such a great discussion today and I hope the audience got some strategies. Apologies for the audio issues and I hope you're able to follow along with the transcript on anything you missed out on the audio cut out. I think it is important we move forward in this work and I think our panelists were given some great ideas on how to do that as well. We're going to take another 15 minute break now while we transition into our spotlight session during which you'll be able to learn about the specific strategies and tools to support inclusion in your organization so please join us back here at 11:15 AM Eastern time or 4:15 PM UK time to get into these strategies. Thank you so much.

[Break]
Hello everyone and welcome back for those of you for just joining us, welcome. Wanted to I have another poll hear from those who heard Stephen's keynote and the panel I wanted to know how ready do you feel personally about this future that we've been talking about so far. One being not at all or 5 bring it on. If you want to go ahead and answer the poll that would be great. And for those of you just joining us feel free to use the chat to say hello to everybody and let us know where you are calling in from and for those of you who have been with us today you can let us know how you used your break if you would like but for now go ahead and use the poll we will start in just one minute. Will give you one more minute to answer the poll and then we will get started. Looks like many of you are in the bring it on phase so that is great. I'm going to go ahead and end the poll. And now it is my pleasure to welcome William Senior Director of advisory services at Diversity Best Practices to lead our next session.

Thank you so much Jennifer this is great. I'm in that bring in an area where I think we have about 29% of us, the moving target but we are ready to go so hello everyone and welcome back. Welcome to those of you just are joining in I'm the senior director of global relationship services and I'll be introducing you to our amazing presenters today and moderating the great Q&A session we are bound to have toward the end. We will start with three spotlight presenters today that will hone in on one specific approach to building inclusive cultures and processes. After referred from all of them we will open it up to questions and we will have some further discussion for the remainder of the session picked remind all of you had the Q&A works you can submit a question at any time using the chat box on your screen and during the Q&A portion I will read the questions out loud to our presenters so please go ahead and insert those throughout the session. You could also send in any technical questions you might haven't someone from our support team will help you anyway they can pick let's jump right in. Our first presenters -- they will provide an overview on approaches of unbiased recruitment with the case study of their working together on hiring. Welcome Susan and Khyati. The audience is all yours.

Hi everyone. It is an honor to present here. Thank you for giving us your time. I am the CEO at Applied and we use hiring tools will reattempt attempt to mitigate unconscious bias in hiring. We all understand that we live in a world of unconscious bias and we absorb constantly from societies unconscious biases and they are helpful in our day-to-day but if they go unabated especially in certain environments they can have huge -- two organizations and one thing that applies is by targeting unconscious bias in the process of hiring and optimizing from the ground up. Before I talk to you about how we do that I would like to share some scary facts about hiring. In our bridge 10 seconds is what a hiring manager spends on CVs. That is a very short amount of time where the brain is constantly looking and directing many pieces of
information. So what you would do conventionally is resort to mental shortcuts again to assess what is good and not good from ACV. What that also does is it prevents organizations from looking at diverse sources or mitigating unconscious bias so we already know that about $8 billion are spent in the US on diversity training that is only one prong of dealing with biases throughout and apply very much we need to shake that at the core looking at how can we build organizational culture from the bottom up and we can do that by starting to hire more fairly and starting to hire more diversely. I would like to share this this is something that completely blew my mind when I look at this piece of research. This is a piece of research that has been replicated across countries and across continents and on the left-hand side of the slide you see Sandra Bauer this is a quintessential German name. This is ACV that was sent in Germany with that photo and name and it got a call back rate from interviews for interviews in about 19% of the cases. In another experiment the same CV was sent but with just a name changed to a quintessentially Turkish name and not a German name and that dropped the call rate in interviews by 5%. And I don't have to tell you what happens if the lady puts on a headscarf in the picture in the CV and the call back rate reduced to 4%. This is what speaks to why applied exists. We are attempting to sell for all the extraneous information that exists when assessing candidates and we are advising our clients and advising organizations to look at precisely the skills that matter for the job rather than all of the unconscious bias that leads to noise. This is finding the best person for every job using data and behavioral science but what that does is it helps you find the most diverse set of people and helps you deliver creatively and helps deliver on MCAT for the organization. We do it in three key ways. What is using proven talents predictors so again we are jettisoning the CV and ask you to jettison the CV and resume because a lot of the information that exists on that is extraneous and does not predict skill. If you look at this slide everything that is at the bottom is pieces of information that exists in a bolded format on a resume or CV or cover letter and historically across this research has proven that that does not predict candidate talent. Look at work saps, structured interviews or tests anything on the top of the scale that will help predict whether the candidate could actually do well on the job. The second step would do is remove unconscious bias so we did not use resumes we do not use CVs we do not use cover letters. We start at the very core of what the job needs. We break the job down into the granularity of the skills required to deliver on the job and the assessed candidates against those skills required.

The third way we look at this is tying up everything using data at its very core it is a data-driven recruitment tool that helps you and guide you along the way and gives you precise metrics of what is working and not working. And most scenarios the question would be does it actually work? Does it help you hire or effectively? Does it help you hire more diversely? I have to share some benchmarks from the UK which is that the majority of our clients are on average we been able to put 45% females into roles in
the UK where the country benchmark is 30% and also we have an astonishing number in support of this framework of hiring which is the retention rate overall in the UK, the average retention rate the first year is 80% and with applied having done the hiring we have proven over 96% in over 96% of the cases candidates stay on for more than one year. Is only two of the metrics I wanted to share with you but I wanted to leave some of the time for Susan to talk through the case study and how Applied is helping London sports specifically.

>> Good afternoon everyone. A bit of background, London sports we are a charity focused on increasing physical activity. As we move towards making encouraging London to become the most active city is an organization our focus is on working with partners to either already working with people reached out into communities that are particularly inactive people often hard-to-reach groups. Often in London we are marginalized may be suffering from particular inequalities or poverty and that is our target area for our day-to-day work. We have 50 staff approximately and we recruit around 10-12 roles each year. We are a fairly small organization with predominantly funded by sport England which is a quasi-government organization.

You can see some of the challenges we faced. We were very aware is an organization anecdotally that we needed to be more diverse we understood that we would be more effective if we are more diverse. It was quite a big internal push for our own staff to be more diverse as an organization and ultimately reflecting the profound London was something we were keen to do. If you look at the two pie charts on the screen it gives you an idea of how far behind the curve we were in terms of a split between white and black and ethnic minority groups. We faced similar charges, sorry challenges in other protected characteristics but this was really a huge weakening up moment for us. As an organization we also identified that we had a gender pay gap and that we feel that our internal progression seem to favor our male employees. We had also had a value for money focus because we were facing budgetary pressures which was important to us but perhaps not relevant to today's discussions.

What did we do about this? We came up with an action plan for diversity and inclusion action plan launched about 14 months ago and we called this becoming more like London. We wanted it to be very clear as to what our objectives were, what our commitments were under that. But our three main commitments the first room was to develop an even more inclusive culture within our organization, to ensure that the culture the internal culture was set for purpose. Be absolutely wanted to increase our ethnic diversity. It was very clear as you seen from the previous slide that we were not as diverse as the city we represent and we had a huge objective to change that. And our third key commitment was to enable the progression of women at London sport so particularly in more senior roles. How to be go about meeting some of these
objectives? We are still on that journey in the moment but the thing be put in place focus predominantly on the three strands. We look very much at staff training and development. Be implemented several new systems of which applied was one and we also refocused internally and externally our communications. From the slide you can see the applied logo and I will come back to applied in a moment but above that the recruitment part so previous to that we would just put in an advertisement and then our job description and our requirements would be on a plain piece of paper. I'm not telling everybody much about the organization. We now have an interactive recruitment packet which relates to marketing. We have a fantastic video that really drives home what London Sport is all about and as part of that recruitment packet we also introduced some team members which gives people a flavor of what kind of organization they are joining. We looked across these things we did a lot of staff training and development internally but specifically thinking about applied we worked very closely with applied they were recommended to us from several different sources. They supported us very much. You've seen from the presentation how the system works.

We thought about the language we were using when recruiting but also to think about the interview focus and what that focus should be on so trying to look ahead, look at how people would deal with situations in the future rather than how they had dealt with challenges in the past. There's no doubt that it is a process and we are learning all the time but the benefit is the system is also learning with us which is fantastic.

As I say we are still on this journey. Unfortunately I don't have any specific statistics to show you how some of our metrics have changed because we are just coming to the end of the first 12 months but I think that we have got some clear changes that have happened in an organization as a result of all of the changes that we have made. Unconscious bias was something staff were very aware of and had I self identified this as being a challenge. People had read about unconscious bias and understood what it was and what challenges are presented with that of course be able to remove it themselves from the process by implementing applied we been able to remove the vast majority of that unconscious bias and to settle people's minds that they are making decisions for the right reasons rather than for something unconsciously that is affecting their decision-making. People have really bought into applied and using the system and I think that the science behind applied is a big carrot for people in the organization people really bought into what applied is doing and can see the results of that. Administratively it is an absolute dream, it saved us no end of manual labor hours. We now have everything in one system and were able to produce all of our statistics from that one system as well in a far more efficient way than we were before. And lastly is really change the external perception. So when candidates see that we are using Applied and understand the system that really tells them something
about us as an organization. We consider diversity to be an important consideration that really helps us to sell ourselves as an organization as well.

I think that is really good for us to see what is going to happen over the next 12 months. Hopefully we can start to release some of the changes that occur about since we introduced our diversity inclusion action plan becoming more like London. Certainly looking forward to seeing that change myself. Thanks William. Back to you.

>> Wonderful information. Thank you so much Susan and Khyati. I want the audience to please share what you and your organization are doing to mitigate bias in your organization. Our chat history has been cleared so you can have the chance to share your stories as well. Next up are Fiona and Anna who will share tips on ways to build an inclusive learning environment digitally. Welcome Fiona and Anna.

>> It's great to be here. And if you want to kick off with a quick intro?

>> Thanks very much. For the lovely to be here with everyone today and it is brilliant to hear from everyone else who is sharing on this session today as well but my name is Anna the D & I partnership manager at Hive Learning. I work with clients with our program inclusion work to help to really achieve behavior change that we are looking forward in the organization that we work with and the objectives that are looking for to step into the culture within their businesses. So Fiona?

>> I lead our diversity and inclusion practice at High Learning and are also the content director which we are a learning app that brings people together in organizations with digital communities of purpose to connect, learn, share challenges and ideas in our main purpose is what we call culture fields -- and the content for us which is what I do a lot of work on what we will talk about with content we are talking about building and engaging digital learning content to help people to build behaviors every day and move the culture forward. So first off I should actually apologize for not having one of our clients, that's we tried really really hard to get one of the clients we work with on this session but unfortunately because of Coronavirus we are having issues we will try to bring this to life are you today Anna is the person to talk about it so I will kick off with an intro and then we will go to Anna for some practical tips and tricks from her learning. The first thought we have is what often goes wrong with transformation. Research tells us that 90% of major culture transformation fails to have a lasting impact which is crazy, right? 90%. That is because in most companies change gets stuck in small pockets rather than really cascading and taking hold the whole organization creating a movement. Typically changes serving from the top down so only leaders get through these transformation programs and often new concepts are introduced at leadership offsites. And often in a
global organization that face-to-face training has different messages in different places and different community so it can feel really impossible task. And then of course it is only leaders to take that change and apply it but let's face it the managers are really really busy so I've heard that classic statistic that the average leader has just 24 minutes per week to spend on learning are trying to adopt something new. I would hope in the Coronavirus maybe that is more but I know for myself that seems realistic unfortunately. And so when you want to drive change from the top down rather than the bottom up you really miss out on the opportunity for people to drive change themselves across the organization. So it moves more slowly. I think another big stumbling block for learning intervention specifically is the idea of having this one off big thing event format and I've been amazed and dismayed recently the age of this pandemic to see that that is actually persisted picked most of the learning we are still relying on the one-off format just in a webinar rather than in a face-to-face or in a physical meeting room. Of course that has the same flaws as a one-off face-to-face event so start with learning retention. Without follow-up we will forget but we learn within days or weeks of an event at best. We all know as well that with culture we need everyone to change date daily behavior which means building new habits which is really really difficult and takes sustained effort. One event is not enough to do that. So here are these little graphs on the left you will see that in the traditional learning session learning piques about 45 minutes into the event and rapidly declines afterwards without follow-up you're on the right you can see the approach we take on we combine a session whether that is face-to-face and in person or virtual. There are reminders and conversation starters that we do within our programs on our platform as we take an approach we focus a lot on pre-and post intervention so that we could peak higher and also continue that learning momentum after the event finishes to build this critical habit.

So I mentioned earlier that my role as the leading content really is creating this digital learning content so I hope you will humor me for a moment. I spend a lot of time peak about what makes great content? How D make great digital content? I hope this is legible for all of you. I didn't think about how small this screen would be but just to really quickly run through bite-size give extremely stringent standards on what it might be. Unfortunate people don't have much of an attention span this days so keeping it really bite-size, one minute, three minute, 15 minutes. In people to join the conversation whether that is commenting, your reactions wells through poles which are a great way to get people to weigh in in an anonymous way and share what they are currently doing. We hear all the time from our clients that cavities massive libraries of content is not that useful because often it is not contextualized to my role and it is not leading me where I am sober always focused are really thinking about the user and about the persona and understanding how it can create programs that release speak to your people where they are. Actionable we are focused on actionable toolkits
that gives people the simple checklist of things they can do to run an inclusive interview for instance which is one of the pieces of content we have in our inclusion works program and we have checklists that actually isn't anything you can imagine. Our final area is measurable and I will get more into this but we do this in clever ways to make all of this measurable so we can understand how we fit the dial and what is the ROI. Now I'm going to hand you over to my colleague who will talk through some specific case studies and how they help the global financial services business with culture. My team and I set out to build and inclusion program and toolkit to overcome the limitations of the training that was currently out there. So it tends to be focused solely on unconscious bias and face-to-face only in the challenges off one-off, mandatory come oftentimes science driven or has a negative undertone that makes people feel bad and leads to backlash. Often it targets leaders only -- [indiscernible]. It is really great at building awareness but just fall down when it comes to being practical enough to change everyday behaviors which is what you need to shift the culture. Without further ado I think I will just pass this over to Anna to fill in all the details of how we managed to do this with one of our clients.

>> Thank you I hope that that has given a little bit of an overview into inclusion work as well and now is Fiona said I'm going to go through and share what some of our learning has been working with this financial service client as well as the impact we've seen in terms of really how have we worked together to try and drive us culture change in a digital format through our program and our platform.

The first one is whether it is a new learning program or actually just about anything else in our lives first impressions can often have a big impact on the rest of the journey it is because of this that it is important to build a sense of accountability and commitment from the very first step by engaging with senior sponsor of the program or champions of D & I in the organization to drive that early adoption. We did this to start off with a webinar to all of the industry before the program started this gave the VIP program sponsor a place to set the tone and the direction and context but it also gave our participants a sneak peak of the high-value content and expectations that they should have for the program. I think often the first of its kind so a lot of our -- it is digital and fluid action steps. Showing them how they can get a quick value from it can build that commitment early on. And lastly using the social experience to build in that accountability and if everybody is visible and get a sense of the fear of missing out seeing their peers in their group to really encourage them to come back and we take it one step further. So after the program is launched we identify additional influences to match early on in the program and help us to accelerate the culture change by being part of that peer driven sort of recurring engagements that we want to see. And this is really helping us to drive about 70% of learners who were engaged every month over the four month program.
The next piece is an example of the power that these early adopters can have. Feel free to read it I will quickly summarize. [Reading from slide] what we've actually found is that people will respond to normal notification but closer to 90% if this notification is driven by conversation from a peer so this is the key influence to keep this engagement and drive and sustain that change can have by getting those early adopted on board with the direction we are going in.

The second learning we had was to help make culture change stick we need to give learners immediately actionable content as to high-value nudges and to make sure they can continue to adapt their behaviors every day. I recently read an article that said only 12% of employees apply new skills they've learned in their jobs to that job and I think one of the biggest mistakes made is to give people knowledge and awareness that Presley tongue imagine do things differently. On the left here you can see the content itself was filled with these practical action steps to make it easier for people to apply the new skills and on the right you can see the nudges that stimulate the conversation of learning around points and prompt the reflection of the critical moments in the program. And with our most recent rollout with our financial services client we saw 94% of responders felt, and their ability to demonstrate truly inclusive behaviors at work after their program.

Lastly after launching the program we actually create a lot of feedback they wanted a way to cascade the inclusion method and take it to others and take ownership of talking about inclusion across the business. So we built session guides which are a complete pack to include and facilitate the pack and session material to encourage broader conversations. And then in the program itself we prompted participants to reflect on this exercise with their peers and this really helps us to continually engage with the inclusion actions that they can take we found that it also brings along those laggards who may not have been in the majority group that were driving this forward.

Getting people giving people the opportunity to take this to themselves and how and have that ownership with the financial services client was so that 70% of participants shared back with us that they have an corporative they learned from the session into their team behavior which is really powerful and we think about how culture change is cascading through the whole business.

Another example of the power of that conversation and I will just read the first. [Reading from slide].

I hope this really brings to life the emotion we find throughout the program around these inclusions, learning that people are going through and how it comes to life within their businesses for them. Before I summarize what are about running these digital culture change program we very much much believe that culture change only
happens when behavior shifts across all areas and what we did with our financial service client was look at where across the board people -- different areas performed after they've been through inclusion work. In the grade you can see before and I think what is most interesting is that 100% of people said that they understood the benefits of D & I but where they were feeling they were falling short was how they could actually implement this or the things that they could be doing differently through this. So they are putting into practice in their behavior is the key areas of improvement we saw in the blue area which is where we ended up at the end of the program.

[Losing audio]

What can really activate the community and sustain the learning is to create safety in the group. Have that strong senior disability, have those champions and role models to drive it forward in the early days, supportive onboarding whether that is combined with some sort of face-to-face or whether that is a webinar as we did in the scenario this particular client. To get them that sneak peak in terms when they can expect and having a strong sense of purpose with a clear value proposition. But is that they are going to get out of it as well? And tying that to the high-value and relevant content and challenges.

That is everything from us now I will hand it back to William. Thank you very much for listening to this I look forward to sticking around for some of the questions afterwards as well.

>> Awesome case study there Fiona and I thank you so much Anna. Were going to go into our final presentation, diversity inclusion specialist. Welcome.

>> Hi everyone thanks for having me come and speak today and I guess -- I worked with many in the past I think they were really good place to turn for advice. Following up on what the team was talking about terms of cultural change

We are really in a time now of lots of people working in highly distributed teams

[Audio going in and out]

Most specifically in the tech base is how do we actually make sure that the culture that we want to try to create in a physical environment how do we get that consistent in what is now a completely distributed and remote environment at I think for the first time we've actually got to see the inclusion is having to become a real core particle and whether we like it or not whether our leaders like it or not, this is an area where
reduced costs and removing elements of inclusion and for others it has become a top priority and what we think about is how we activate that digitally.

A lot of people have been speaking to the conversation has been around is this new world a bit of a leveler when it comes to working with the cultures in building those cultures because ultimately this is all about how you can motivate your team and unlock productivity to see some correlation there.

A quick look at using which is actually when you look at productivity which is more what ultimately organizations are starting to hone in on now. People who work remotely often work about 1.4 times more in terms of output than their counterpart in the office and that obviously varies depending on your situation at home and based on whether you have kids or other disruptions. But for a large majority it means that we are able to remove commute time. There is less distraction for some. We are starting to see we been doing some sensitive tests around our workforce to understand are people feeling productivity levels are sustained or even better for some and what we are seeing and seeing others find is that productivity took a little bit of a drop to begin but it is starting to be on the rise and for some outperforming.

Thinking about stakeholders is this hold peace around communication. So our team cannot feel like they are motivated or engaged in the right way because I don't feel like they understand what is happening. Is up to our team leaders truly communicate clearly to expect the results what the business as usual output should be, where expenditures are going to be cut, where consistent and that needs to cascade down to the team leaders. Really importantly this is a real opportunity to engage inclusion or diversity champions across the organization specifically thinking about those networks and also [indiscernible].-- I'm not suggesting that those individuals in the mental health cascade around the front line because it would be very unfair with those in positions to solve individual issues but actually being able to provide support and places to connect and share best practice and can really come into play with some of those inclusion champions.

One of the things that we looked at was how we can focus on the goals that drive productivity and collaboration. So looking at transparent internal. How do we measure employee sentiments, keep a pulse on how people are doing it might be a little bit easier if you have a smaller team but when you look at the solving you can get more aggregated insight. Applying that drives lots of stress and anxiety so figuring out how you can drive specific support around coping and some of those inclusion champions can come into play. And finally how you encourage your team to connect.
And how they can about collaboration is all well and good but it was interesting to share some of the ways I've seen people understand how I've been thinking about making that remote inclusion a bit of a reality especially when it comes to digital activation.

So firstly I've been thinking about ways to build out [indiscernible]. This is where understanding your pulse and where the worries are comes into being significant. We've seen the need to build out well-being and mental health support -- [lost audio]

Thinking about how you can engage this people externally and support in terms of being traditional, active or mental wellness support.

[Lost audio]

Looking at how you celebrate wins to keep on top of your inclusion calendar, leveraging communication and looking-exempt by great behavior as well.

You can actually how do you drill down to how that looks right well-being perception and actually looking at engagement when it comes to well-being content. So that is a lot of ways we be looking at it as well as general anecdotal feedback too. But all of this I guess is just things I've seen and heard that work well. I think keeping communication support and focusing on what is going to help your team feel really engaged will be the key.

>> Thank you so much and a big thanks to Anna, Susan, Fiona, Khyati. There are questions coming in but for those of you who made questions early you can still submit questions using the chat box on your screen so please go right ahead and continue to submit your questions right in the chat box. Our first question. This is for Susan. What metrics will you be looking at to measure progress?

>> I heard the question as being what we are looking at to measure our progress?

>> Yes. Any metric or measurements.

>> I had the pie charts that show the breakdown of protective characteristics against the London measures. We are using those predominantly. So we will be measuring our own statistics making sure that we are updating the London information with anything else that is more up-to-date than what we used one year ago or 18 months ago. In addition we will also be looking at our own gender pay gap so in the UK there is organizations of a certain size not ours necessarily have to publish the gender gaps so the difference between what men are paid for doing similar not similar
but men are paid across an organization with what women are paid across an organization.

We have taken the formless behind that and applied that within the organization. We will be running those as well to see how the action taken had impacted that female impact across the organization. And thirdly we have a key driver behind us doing this from our own staff or own existing staff and that came from an annual staff survey that we do which asks the question around whether staff members think that London sport is a diverse London inclusive place to work. That is an opinion based survey but we will be re-looking at the results for that particular question as well. So those are some of the measures we are using.

>> Awesome Susan thank you so much. Want to remind everybody give an update. Sinead had to jump off the call, leave the call. As we know in this work there is always something that we will need to handle or take care of so we want to thank Sinead diversity and inclusion specialists for Revolut for being part of today's call. You can still submit questions to her and we will get them to her. However, please continue to put those questions in the chat box. I do have a question now for Anna and Fiona. The question is do you find any challenges generationally with virtual/textbased learning? From a generational standpoint?

>> Thanks William I'm happy to take a stab for this one and Fiona if there's anything you want to add please do. I think actually to answer this I think the biggest influencing factor that we find is the existing organizational culture. As we all know there are some businesses and some sectors that are perhaps more ingrained in technology already. Others have not had technology being a part of what they do I think that has much more of an influence on how you would approach an initial launch than say a generational influence. These two examples might be helpful here to give context. One would be where we have launched into a business who are always on the go, traveling a lot, regular and their phone and so for them being able to just quickly chat and drop in to conversation on the mobile experience that we offer is being quick and seamless and something that was already familiar, how they did everything. The flipside is where we worked with a global bank who were much more used to stringent security measures which meant that they were operating in a way which perhaps [indiscernible]. And the biggest challenge for them a was feeling like they could have the psychological base -- start to share and join the conversation. The approach we took there was more to introduce them to the [indiscernible] version 1st they were a desk based organization and that is the culture they operated under and slowly introduce them to the different speeches that we have by starting off with simple polls and then helping them go to that journey to get them to the point where they were happy and started to be comfortable in how they were installed in the
conversation as well which was such a huge part of the ongoing and sustained engagement that we see around inclusion and learning broadly. So when we started off working with them at we saw only about 20%, 25% to want to join the conversation bye-bye getting through those steps with them we ended up with -- we are now seeing closer to 95% of people who are involved in our programs, who are dropping into that conversation at some point during the experience and during the learning program that we are running with them. So the two things I would summarize his I think the approach could absolutely be depending on the audience but the biggest factor is the culture how they are used to working and how they are used to adopting technology rather than necessarily a generational influence.

>> I would just about to say great answer and the only thing I would add is around devices. It is important with whatever you are using they work across different devices. Obviously we are an app and we do design mobile first but the content like I was talking about with inclusion like a high tide rises all ships designing for mobile makes it easier to read and more user-friendly on desktop as well so trying to meet people where they are but the way you are launching and building the tech is important.

>> That is such a great point. Thank you for sharing that. There is an a question from the audience we want to make sure that we give you an opportunity to respond as well. There is a lot of experience that up and shared throughout our presenters in this particular section and we would like to know relative to changing behavior, we talk about change in behavior brings up a really good point here, does any organization here have a behavioral psychologist on staff? If you do is there any intentionality of their work to change behaviors? And so does any organization here that are on the line with us today and attending the virtual conference, if you have a behavioral psychologist on staff please let us know.

Thank you Scarlett. I think yes we all in the D & I world tend to be psychologists in some way shape or form so thank you for that. But please share if anyone has a behavioral psychologist on staff that can help you during transition time. This is a very important time for us.

I do have a follow-up question Anna and Fiona for you as well. Again keep those responses coming in. Oh great. I see you have a behavioral economist but not a behavioral psychologist on staff. Thank you. Very interesting. I will go quickly to these questions. Anna and Fiona in follow-up question to your response earlier. Specifically around all the different types of digital experiences and virtual experiences that you've been sharing, the question is how soon after the initial
learning would you recommend a follow-up experience? If follow-up experiences? To the initial learning that you are engaged in with your client? Anna or Fiona were you able to hear the question?

>> I'm going to take this in two ways and again Fiona I would love for you to chime in at any point and add to what I can say. If we are talking about thinking about revisiting after being delivered during a face-to-face or a webinar, one-off session, the format we would normally follow is to launch the digital support -- we would have elements that run through the session on the day and directly after and then we would have a rhythm which would mean that there is a weekly things that are just nudging people back to the content to keep the learning going into keep coming back to the key things they went through. The forgetting curve is where we make sure that there is a week -- the forgetting curve says that you will forget up to 90% of what you have learned you don't relearn in at least six days so that is why you come back to certain things and nudge people back to elements of what they've learned on a weekly cycle after you met face-to-face with and that you can continue them thinking and hopefully apply what they've learned back in the workplace. Fiona would you like to add anything?

>> I would just add that I think I touched on this earlier when speaking about content. It is really really important generally just to make the learning super contextualized to people and we often struggle with this tension of we want to be getting people back in at least every week. We want to be sending intelligent notifications whether that is a notification on your phone or email but we don't want to be filling a people's inboxes. So trying to make this all very personalized -- and then also making sure that what you are sharing is really relevant to people. And you are building content that is practical and relevant for people in that way hopefully you are encouraging them to join the conversation and using tools like Anna spoke about as well like FOMO we use that idea to help draw together a roundup of the conversation that's been going on every week. To piggyback on the same conversation. So they don't feel they are missing out.

>> That is an awesome point and I have a great follow-up question for you here too. You mentioned this 90%, the forgetting curve. One of the follow-up questions is how are you measuring

[Disruptive noise]

>> Sorry to interrupt and everyone please mute your lines if you are not speaking.
You mentioning 90% forgetting curve so we know is out there and the follow-up question to that is how are you measuring how participants incorporate what they learn into behavior? Is the is there a specific measurement that we can - - on the flipside only 10% of remembering. Is there anything you know that works well?

I have a background in learning development so I know very well this is the million-dollar question. What is the change that action happens and how can you measure it? They're never going to have a perfect measurement here so that is important to start off with but I spent a lot of time thinking about this and when we started building out this program years back I got really obsessed with his idea of rather than just relying on the traditional tool of the pre-and post-survey which is somewhat interesting, which asks people-- [audio lost] - so the research that Anna did shows that the pre-survey is particularly flawed because people don't know what they don't know so when you ask these questions they are very rosy glasses on which is different from the reality. So I got very obsessed with this idea of taking the approach of engagement surveys have taken in recent years, post-check approach. Rather than every one or two years ask people how they feel about working, why don't we ask every week and change what we are doing and be more agile on a weekly basis to respond to that? We suddenly thought actually this is we need to take this approach in our programs and we can quite easily do it in our platform by asking really unobtrusive tiny little poll questions that are totally anonymous. You cannot see who voted but us on the back and you can actually tell what person A said on day one versus day 30 versus day 60 etc. so bring it to life with one quick example.

We explained to Bill what micro aggressions are and where they are bad and why they are genuinely problems they cause they workplace. Then we give people a really simple three-step toolkit what to say if you witness this, what you do in that situation, very simple and we ask people right there and them when they go through this learning so how likely are you to actually do this next time you see this in your organization? We asked them to tell us their intention. 30 days now we ask another question a follow-up on this, alright so have you witnessed micro-aggression in the last 30 days? And did you do anything about it? And another three days on again and another 30 days on again and again and again, could draw a thread between these key learning objectives and say how did we move the dial? People could lie but there is no reason to lie because it is anonymous so we hope that people will self-report honestly and tell us actually the actions they put in place rather than just the intention. Anna?

I think the only thing I would add is when we look at this unreal scale across large organizations that is when we could also start you tight together over time with things like employee turnover and particularly employee turnover within any specific
groups of people who are historically more have a higher turnover rate because of culture that has not been as inclusive of them. That could be something that a lot of organizations are interested in. I think that is something we are working on the moment with one of our largest clients because we have scale and we put enough people through the program and we have best practice communities that they are now able to sustain that learning that we can look at a large enough group of people to have that be an influencer. That is the next step and a lot of organizations now have D & I indexes as well which we can tap into and run over a longer period of time. Whether it is employee turnover or retention rate or whether it is looking at some of the D & I indexes or over longer periods of time plus the pulse check within our own program a platform that we can start to see hopefully a few more touch points to give us an indication of what is action going on within business and start to get those measurements that we really want to see.

>> Those are such awesome insights. A quick follow-up the question is how do you recommend, or rather do you recommend and bedding inclusion on all leader training?

>> This is such a great one and this is I think what we are seeing more and more surely over the last few years we been working in the space but more often we are seeing that businesses want to put diversity and inclusion as a bit of an undercurrent through all of their training and looking at through the lens of whether that recruitment training so we are not going to do a dam & I recruitment session were going to do a best practices session and one theme within that is inclusion and how we can be more inclusive and I agree with that. I think it really depends on the organization and where they are in the journey and what the objectives they want to achieve. We work with leadership and manager of program and often many of the pieces of content that we would build up for those programs are directly taken [lost audio]

[Lost audio]

[Connection lost]

We do need to talk about the tough stuff like privilege and it is palatable for certain folks to actually get bought in and she joined the program and join the conversation because it does not say diversity and inclusion it in the headline find but we should not shy away from this hard-hitting topics as well.

>> For context the founder of the company is a behavioral economist and I am an economist with a theory background so it is not likely employ staff in different teams.
The idea is very much baked into the product we built. It is from the bottom up to change behaviors and we all know behavior changes something that is not easy. I think the idea that came to us was optimizing changing the status of sport so we are very much against CVs and resumes which is been used since the 1400s and people who are very well served by the status will be skeptical of our product so is important to developed nudges in the software itself on top of how we market and talk to our clients and customers so you would see if you were interacting with a product and our team that the behavioral aspect is very much baked into all of our thinking not just in the technology resolution we provide but also the behavioral onboarding that we do with our customers, the behavioral marketing aspects that we employ in our marketing channels. So it is very much a calls what we do at Applied rather than thinking of silos. I'm not sure if I answered your question but I'm happy to go into detail if you wish.

I will continue to ask the audience to continue to share their questions in the chat so if there is any additional questions or if you would like a deeper dive on behavior economists and how that works and thank you for describing that as well. We would love those questions. Here's a question I have for the audience and I wanted to know are there any activities or things that you are doing now to engage or help engage in employees and learning opportunities. And interesting things that your organizations are doing now? We have quite a bit of conversations during the week with our member organizations both again here in the states and globally around challenges, working virtually and now with learning opportunities there are so many resource -- ERGs BRGs around the world doing great work and still learning the pushing the learning component of the type of work they are currently doing so wanted to know if there is anything that you are doing right now that is interesting some interesting things that you are doing to engage in learning opportunities. Please be sure to put those in the chat and I will be sure to reference your thoughts as we continue with our Q&A.

There is a question that just came in for Susan and Susan I want to make sure let me move my screen here. Susan here's a question for you in reference to London Sport, what is London Sport doing currently, what are you doing currently to continue -- is there any level of engagement or high levels of engagement around middle-management? Kind of a double question there but what are you doing generally to keep engagement high? And are there any things you are doing to engage your middle-management staff level employees?

I understand the question you mean to retain middle-management? What do you mean by engagement? Engagement and diversity work or engagement in day-to-day jobs?
Were going to go with engagement and diversity work.

Yes so it is a vast majority of our middle-management to was actually adapting what is applied so all of our staff had a fantastic presentation from -- at the beginning of their journey where he talked everybody through that and that really helped people throughout their opinions on what Applied was going to deliver for us as an organization. The vast majority of middle-management lead a lot of recruitment so they've been working directly with the team at Applied building their skills and setting interview questions and thinking about the language they are using when they are recruiting whether that be written language or spoken language, how they are asking people to think ahead or think forward. It brings different results so they have been very much involved in the process with Applied and working very closely with my own with our own HR team and with Applied as well. Elsewhere we've been doing a lot of investment in what we refer to as leadership training so it had to think three separate sessions where we've had our facilitators come in and deliver -- a session for middle managers we are talking about 15-20 people in that so it is a fairly small group session that is being run. Lots of reflective work and those, the takeaways and the feedback from those sessions is incredibly high. As some of the other speakers were talking it is that opportunity to retain the information and how you reflect immediately after training in that six-day or six-month period as well. So we have set up a few internal groups where people can connect with that on the same training course they can come back and connect and discuss what is working for one person that might help someone else and will people have tried that has not worked so we call that support groups where other people can come together and support each other. It is always your lay manager who supporting use that is much more of a peer support area. I think that combination people being able to take their own fairly strong feelings about how diverse they should be and what some of the theory from the training but also through Apply that helps understand how we can get there is an organization and putting these things together is been our strategy so far.

That is such a great point Susan I love the fact that your investment leadership training. Those small groups that 15-20 is always that kind of really comfort zone because it really generates those conversations and the opportunity to do that reflective work during those sessions. Again as we know in the learnings and trainings that we are doing as well, those opportunities are very special because you get a chance to truly reinforce the learning and great to hear that you have so many takeaways from those sessions as well. There was a couple examples, you are starting to promote LinkedIn learning and I encourage people to share what courses they have done and enjoyed and would recommend so that is a great way of engagement. It looks like another, virtual happy
hours could build team engagement and break down silos. Absolutely. Take this opportunity to bring people together, break down silos. This is a great time to lead with bringing everyone together under one banner to support a major cause or come together under one common goal. So that is awesome.

There is one additional question, to all of the panelists, has anyone successfully used coaching to drive behavior change? And that is for any of our panelists today. Anyone like to respond to that question as well?

>> I'm happy to reply. As an organization yes I mean I don't necessarily know what people are focusing on when they are getting coaching. We certainly offer coaching to people but as an individual I've certainly used coaching to drive my behavior change yes so by being able to identify particular behaviors that I wish to change then yes I've absolutely used coaching myself to, not me coaching myself sorry I've reached out to a coach was supported me to change my own behavior.

>> I want to respond to Mary thank you for putting that in the chat box and anyone who was in the session and reading the chat, please also respond to Mary if you or any organization that has successfully used coaching to drive behavior change we would love to get your feedback as well. And Mary absolutely agree it is absolutely an opportunity for driving behavior change as well. So thank you so much for that. We are about right at about time. I do want to go back to our presenters if there are any final words or any final closing statements you would like to share in reference to the session today and I will quickly start out with Fiona and Anna. Anna closing remarks for the session today?

>> I just want to say thank you so much for listening and I enjoyed the conversation and pleased to reach out we would love to share more. Also I didn't mention in my intro but I also have a podcast called inclusion works so we would welcome you as a listener and potentially as a presenter as well if you would like to be on the podcast shout out to me. I'm always looking for key shared stories. Thank you all.

>> What is the title of your podcast?

>> It is the inclusion works podcast and you can find on Spotify or iTunes.

>> Thank you. That is what I was going for. [LAUGHING] Where do we go to find it? Any other closing comments?

Anything else Anna, Fiona?
I would just echo thank you very much. Lovely being here with everyone and anything else please to reach out to us and we look forward to continuing this conversation moving forward.

That is awesome. I will go back to Susan and Khyati -- any closing remarks on your end?

I would like to add a couple of things, one of course any tools that are used in building a more inclusive and diverse culture and no single tool to help us achieve what we want to so we have to start thinking of more inclusive ways. And just one tool there may be many others. So having a full strategy around diversity and inclusion which may entail many parts to it whether you choose to use external tools or not that is very important. And secondly of course in the current strange times adding the COVID layer becomes really hard for business leaders to keep that top of mind so it would be probably decision that might warrant more effort than normal. And we just a what to ourselves to keep thinking of that and keep that top of mind more so than other.

Thanks for sharing that because it is so important to keep that top of mind as we move forward. Any other closing remarks?

Can I just add that -- the systems and everything we talked about is fantastic but if you don't have a determination from the leadership that you want to make a change then you really struggle to do that. So what really drove our work forward was that commitments from our senior leaders and our board as well to make that change. So that is really important too. Thank you.

Thank you so much. I want to thank Sinead as well had to leave the call early. And we are unfortunate the end of our spotlight session and it was amazing hearing the great examples coming out of these companies. To help us close out the program our executive director is joining us once again, welcome back.

DEBORAH MUNSTER: Thanks William and thank you to all of you really for a great dialogue we really appreciate it. I just want to thank Stephen Frost was keynote today and thanks for all the moderators and facilitating and of course to all of our speakers and panelists for your examples, your willingness to share with all of us. And really to all of you who have been on the line with us today it is been almost 4 hours and we really appreciate you hanging with us. Your engagement and contributions have been fantastic. Some things I really liked seeing in the chat boxes were that we really do have an opportunity at D & I champions and advocates to
redefine the new normal. Things are not going to be the same and there are some good 
things about that so how do we make sure that we are continuing our learning in the 
new normal, that we continue to keep D & I in the forefront especially during this 
challenging and different time and ensuring that we have during this time a 
community, focus on community of consciousness, focus on hope and things like the 
psychological safety which are fundamental to how we do our work so really 
appreciate all of that. And in fact one of the most interesting quotes that I saw that I 
know I'm going to leverage is in our new normal is perhaps an -- exhibition for 
conscious humanity. We talk about what is next after unconscious bias and conscious 
humanity maybe one thing we should begin to think about and focus on so I really 
appreciate all your contributions today. I want to thank the Frost team for 
programming this event. They done a great job and it been a great partner to Diversity 
Best Practices and the broader working team so I appreciate Frost involvement and 
partnership and also of course a thanks to our conversation event team. First global 
event virtually and one of the things about putting on conferences both from a life 
perspective and from a technologically life perspective is in the technology world 
sometimes they're just things you cannot control and Stephen reminded us that it is 
important to focus on those things that you can control but but I think it's funny is that 
there is the saying, diversity is about being invited to the dance and inclusion is about 
being invited to dance so when we provided with the little bit of dance music I hope 
that reflected well and perhaps that is our invitation for an inclusive session today. So 
appreciate all of that and for your patience and humor.

We would really love for you to join some of our upcoming events. We have pretty 
agile and swiftly move all our events to virtual platforms to worksite should be able to 
offer those to you today and going forward. And finally we want to ask you to fill out 
your evaluations. All of your feedback specifically in terms of content is really 
important for us as we consider and continue to offer and bring you virtual events. So 
thank you so much again. Really appreciate all of your participation today and thanks 
to everybody, speakers, team, and presenters and for all of you on the line today. 
Thank you so much for joining. Have a great rest of your week.

[End of webinar]