Creating the Inclusive Workplace of the Future: Practice And Implications
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Creating The Inclusive Workplace Of The Future: Practice And Implications
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GLOBAL MEMBER CONFERENCE

Stephen Frost
CEO and Founder
Frost Included
Building the Inclusive Workplace of the Future

Stephen Frost
CEO, Frost Included
28 April, 2020

@frostincluded
www.frostincluded.com
THE WORLD IS TEMPORARILY CLOSED
Context – what is going on right now?
D&I – the changing discourse of diversity
At work – how to embed inclusion
You – how to navigate this new world

How to build an inclusive organisation
- D&I embedded in org strategy
- Data for baseline and targets
- Good governance
- Inclusive leadership
- Debiased systems
Context – what is going on right now?

D&I – the changing discourse of diversity

At work – how to embed inclusion

You – how to navigate this new world

Context: We are living in a time of forced innovation
“We don’t want these things done by 2050, 2030 or even 2021. We want them done now.”
- Greta Thunberg

The average age of an S&P 500 company is now less than 20 years.
“The most important thing about a technology is how it changes people.”
- Jaron Lanier

“Once social change begins it cannot be reversed.”
- Cesar Chavez
Context – what is going on right now?

D&I – the changing discourse of diversity

At work – how to embed inclusion

You – how to navigate this new world

Challenges

System 1 thinking
Fear
Bias and in groups reinforced
Lack of trust
Hyper-individualism
Hope

- System 2 thinking
- Greater consciousness
- Community
- New connections
- Personalisation
Context – what is going on right now?
D&I – the changing discourse of diversity
At work – how to embed inclusion
You – how to navigate this new world

How inclusion can be embedded in HR
- Recruitment
- Talent management
- Learning
- Retention
Context – what is going on right now?

D&I – the changing discourse of diversity

At work – how to embed inclusion

You – how to navigate this new world

Reminder: Leadership is about behaviours
1. Empathy

Empathy

- Not everyone has designated space to focus on work
- Pause more often than normal as you can’t read the room
- Social aspect to work when you can’t be physically together
- The role you play in team wellbeing/mental resilience when remote
2. Decision Making

- Think about in/out groups even more
- Make extra effort to call on people in your out group
- Your brain needs to make decisions in a different way with different data points
- System 1 and 2 thinking – does remote working allow for more or less System 2?
3. Tech-savvy Participation

- Have icebreakers
- Use the pay it forward approach
- Rotating chair
- Assign roles for efficiency and to maximise inclusion and contribution
4. Self Awareness

Self-Awareness

- What is your starting point?
- How are you getting feedback now?
- Pause frequently
- Check your stress levels and take frequent breaks
5. Focus

Focus
- The human brain is not designed for multi-tasking
- When you are working work – try the pomodoro technique
- When you are with family be fully present with them
- Force yourself to have regular breaks
Takeaway – how do you feel now?

Diversity is a reality | Inclusion is a choice™
Building the Inclusive Workplace of the Future

Thank you.

Stephen Frost
CEO, Frost Included
28 April, 2020

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www.frostincluded.com
Q&A

Stephen Frost  
CEO and Founder  
Frost Included

Deborah Munster  
Executive Director  
Diversity Best Practices

COMING UP NEXT

3:00p – 3:15p BST | 10:00a – 10:15a EST
Break

3:15p – 4:00p BST | 10:15a – 11:00a EST
Panel Discussion:  
Innovative Inclusive Action Across Sectors

4:00p – 4:15p BST | 11:00a – 11:15a EST
Break

4:15p – 5:45p BST | 11:15a – 12:45p EST
Next Practice Flash Talks
Panel Discussion:
Innovative Inclusive Action
Across Sectors
Panel Discussion
Innovative Inclusive Action Across Sectors

Raafi-Karim Alidina
Consultant
Frost Included

Cindy Godwin
Head of Diversity, Inclusion & Social Responsibility
AlixPartners

Rudi Symons
Culture and Inclusion Consultant
[previously at] GroupM/WPP and Publicis Groupe

Liz Scott
Head of Entrepreneur Engagement
Tech Nation

COMING UP NEXT

4:00p – 4:15p BST | 11:00a – 11:15a EST
Break

4:15p – 5:45p BST | 11:15a – 12:45p EST
Spotlight Sessions

5:45p – 6:00p BST | 12:45p – 1:00p EST
Closing Remarks
De-biasing People Decisions Using Behavioural Science

Khyati Sundaram
Chief Executive Officer
Applied

Susan Hutton
Director of Finance, People & Governance
London Sport
De-biasing people decisions using behavioural science

A scary fact about hiring

10 seconds
Our brains can be stubborn beasts

Corporates in the US spend an estimated **$8 billion** annually on diversity training programmes aimed at changing mindsets and there’s no real evidence that it works.

**Call back requests for different Candidates**

- Sandra Bauer: 19%
- Meryem Öztürk: 14%
- Meryem Öztürk: 4%
Find the best person for every job…
Using data and behavioural science

How?

3 KEY STEPS

1. Use proven talent predictors
2. Remove unconscious bias
3. Be data-driven and feedback obsessed
Step 1: Use proven talent predictors

Predictive validity of different assessment methods

- Work Sample Tests
- Structured Interviews
- General Cognitive Ability Tests
- Peer Ratings
- Job Knowledge Tests
- Unstructured Interviews
- Reference Checks
- Years of Experience
- Years of Education


Step 2: Remove unconscious bias

- Halo Effect
  - If they worked there, they must be a strong candidate.

- Confirmation Bias
  - He was only at Google for 3 months, but there must be a good reason why he left if he was hired there in the first place.

- Affinity Bias
  - I completed PRINCE2 as well! He must be smart, I know it was hard to complete.

- Groupthink
  - Well, my manager thinks he’s the strongest candidate, so...

- Stereotype Bias
  - He studied at Cambridge so he must be smart and good for this role. Looking at his dates, he might be too old for this role.
Step 3: Be data-driven and feedback obsessed

Does it work?

60%
Hired (i.e. the best candidates) would not have been found with resumes / profiles

9/10
Average candidate experience rating across 150,000 applications

2/3
Reduction in time spent hiring

3x
Improvement in interview to offer rate

45%
Female Tech Hire Against UK average of 30%

>96%
Retention rate in first year against industry avg. of 80%
London Sport

What challenges did we face?

London can be described as ‘the world in one city. Our amazing diversity is clear for all to see…..My vision is for a city where everyone can reach their full potential……Together, we can create a more equal, integrated city – a city that works for all Londoners’. Mayor Sadiq Khan from Inclusive London: The Mayor’s Equality, Diversity and Inclusion Strategy

With similar challenges with other protected characteristics

- Gender Pay Gap and Internal progression seemed to favour male staff members
- Also had a Value for Money focus due to funding pressures

London Sport : Becoming More Like London

Our Diversity and Inclusion Action Plan launched Feb 2019

Which focuses on changes in :
- Culture
- Recruitment

Through :
- Staff training & development
- New systems including applied
- Refocus internally and with our external communications (esp. re recruitment)
London Sport: Becoming More Like London

What’s changed in 12 months

- Unconscious bias
- Engagement and focus
- Administration and resources
- External perception
Lessons on Creating Inclusion Digitally

Fiona Young
Head of D&I Practice
Hive Learning

Anna Peggram
D&I Partnerships Manager
Hive Learning

Lessons on creating inclusion digitally

Fiona Young & Anna Peggram
www.inclusionworks.co

Accelerating the culture change that’s critical for growth in the world’s leading organizations
Why most change programmes fail

1. Change stalls in silos
2. For the few, not the many
3. Top down, not bottom up

Digital approaches must focus on continuous engagement, rather than one-off webinars

- Start early
- Peak higher
- Retain engagement
- Repeat focus

Traditional learning event vs. How we do it digitally
Content is your foundation; it must be...

**Bitesize**
- Break down longer-form ‘clusters’ or themes into pieces of content people can consume in 3 minutes or less (the time it takes to make a cup of tea)
- Complex concepts distilled into simple language using Plain English

**Interactive**
- Plain text isn’t engaging. No more than one full scroll without seeing an image (signposting images or emojis can help)
- Use videos to add value (but not for the sake of it) and try to include ‘key points’ in case people don’t have time to watch

**Purposeful**
- Focus on the right content not every piece of content
- Set an outcome for every piece of content you create - however short
- Vast content libraries won’t help you drive a specific outcome

**Actionable**
- If each piece of content is trying to drive an outcome, it must be practical and actionable - giving leaders the tools to do something differently right way
- Actions can be to try something new, run a session with your team, but also to share and reflect with your peers to increase knowledge sharing and bake in accountability

**Measurable**
- If you know the outcome you’re trying to drive - make sure you can measure it
- Scrappy measurement is better than no measurement - use polls as pulse checks and surveys to find out if leaders have been modelling your desired behaviours throughout the programme

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A practical case study

**Tap into the power of your people**

Accelerating the culture change that’s critical for growth in the world’s leading organizations
1. Engage VIPs and Champions early to drive commitment and accountability

How it works

1. VIP program sponsor sets the direction and organisational context

2. Sneak peak of high value content and clear expectations

3. Utilising social experiences creates accountability through a sense of 'FOMO' - identify influencers who emerge through the programme and can accelerate that

“...I started a conversation with some others off the back of the learning about microaggressions and we had a long discussion about the felt impact of these in our own experiences. Someone also shared a concept with me called micro inclusions, this was eye opening and I’m definitely guilty of this. I have become so much more conscious of how both of these play out in what I do and now I’m really aware not to micro include.”
2. Immediately actionable content and high value nudges encourage people to learn and adapt everyday

Use action steps to promote quick everyday behaviour. Use nudges to stimulate further conversation and get people reflecting at critical moments.

94% of respondents felt confident in their ability to demonstrate truly inclusive behaviours at work.

3. Cascade messaging and give people practical ways to pay forward their learning

Use Session Guides with facilitator packs and session materials to encourage broader conversations and help people outside your initial programme pay it forward, cascading the knowledge flow.

Prompt participants to reflect on the exercise with their peer group to encourage laggards and bake in accountability.

70% of participants incorporated what they’d learned into their behaviour.
"I’m sure like many, it felt extremely strange to talk about D&I within your respective departments. I am grateful that when I was crazy enough to step beyond my fear of the reactions I would experience bringing up D&I, that my colleagues rose to the occasion. They’ve embraced the conversation whole-heartedly and have been so supportive along the way. It still feels like an out of body experience, but I look forward to the talks we will have going forward. This gives me hope that we can change the culture here..."

Culture change happens when behaviours shift in all key areas

Before Inclusion Works

After Inclusion Works

- I had conversations to get to know my team beyond our work
- I have the resources to help me build psychological safety
- I understand what psychological safety looks like in my team
- I am proactively hearing all voices in meetings
- I have taken action against bias in feedback I give
- I have the resources to help me give fair and equal feedback
- I have taken action against bias in my decisions
- I have the resources to help me address biases in my decisions
- I have had D&I conversations with my team
- I feel confident talking about D&I in my team
- I have the resource to aid me in talking about D&I
- I understand the benefits of D&I
Plus tonnes of other techniques to activate the community

Create psychological safety
Strong sponsorship & senior visibility
Create champions as role models & first followers
Supportive onboarding & integration
Strong sense of purpose & clear value proposition
High value, relevant content & challenges

Accelerating the culture change that’s critical for growth in the world’s leading organizations

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Activating Inclusion, When Everyone's Apart

Sinead Daly
Diversity & Inclusion Specialist
Revolut
CHALLENGE

Activating inclusion, when everyone's apart.

OPPORTUNITY

A thriving, remote team.

SOURCE: Airtasker 2019 research on the benefits of working from home
STAKEHOLDERS

Leaders need to communicate.

C-SUITE  TEAM LEADERS  INCLUSION CHAMPIONS (ERGs/MHFA)

STRATEGY

Focus on goals that drive team productivity and collaboration.

- Release transparent internal comms
- Measure employee sentiment
- Create wellbeing specific support
- Encourage teams to connect
ACTIVATION

Make **remote inclusion** a reality.

SUCCESS

Ways to **measure progress**.
THANK YOU!

\[ f(i) \quad \text{Frost Included} \]
THANK YOU!

Janet Wigfield  
Vice President, Executive Director  
Conferences and Events  
Working Mother Media

Jessica Kramer  
Senior Events Program Manager  
Working Mother Media

Shertease Wheeler  
Senior Events Program Manager  
Working Mother Media

Jacqueline LaBrocca  
Sr. Director, Conference Operations & Logistics  
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Alyss Patterson  
Events Coordinator  
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UPCOMING DBP EVENTS

May 27  Webinar: Asian Pacific American Heritage Month
June 16 – 17  EmERGe Leadership Summit – Virtual Event
August 6  Virtual Member Conference
September 10  EmERGe Leadership Summit – Virtual Event
We value your feedback...

Please complete your online evaluation!

Look in your inbox for an e-mail from events@diversitybestpractices.com

THANK YOU!

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