GLOBAL MEMBER CONFERENCE

London
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

How we do it digitally

1. Start early
2. Peak higher
3. Retain engagement
4. Repeat focus

Traditional learning event

Learning momentum

Time

Learning momentum

Time
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.

Scrapy 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.
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

78% of learners were engaged every month over a 4 month programme
“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 changes

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.

““This exercise opened the door to important topics we may have never talked about otherwise”

“This was an excellent opportunity to learn more about my team, especially everyone’s hidden talents”

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

- I had conversations to get to know my team beyond our work: 94%
- I have the resources to help me build psychological safety: 75%
- I understand what psychological safety looks like in my team: 81%
- I am proactively hearing all voices in meetings: 94%
- I have taken action against bias in feedback I give: 88%
- I have the resources to help me give fair and equal feedback: 100%
- I have taken action against bias in my decisions: 88%
- I have the resources to help me address biases in my decisions: 88%
- I have had D&I conversations with my team: 56%
- I feel confident talking about D&I in my team: 88%
- I have the resource to aid me in talking about D&I: 75%
- I understand the benefits of D&I: 100%

After Inclusion Works

Hive learning | London | New York
Plus tonnes of other techniques to activate the community

- Create psychological safety
- Strong sponsorship & senior visibility
- Supportive onboarding & integration
- Strong sense of purpose & clear value proposition
- Create champions as role models & first followers
- High value, relevant content & challenges
Accelerating the culture change that’s critical for growth in the world’s leading organizations