

Case Study- Inclusive Leadership Learning Programme

What was the requirement?

- ▶ Global HR Director recognised the need to build leadership confidence and capability in inclusion in order to achieve ambitious diversity representation targets and inclusive culture metrics.
- ▶ A key part was to build a learning programme for 8,000 employees to help understanding of underrepresented groups.
- ▶ The programme aimed to create appreciation of different cultures and the barriers that employees from underrepresented groups can face in the workplace. Wanted to create a strong imperative to create effective cross-cultural collaboration to drive business performance.

What did we do?

Conducted a current state assessment and learning needs analysis

Began by conducting current state assessment to gather data that could inform the development of the training content.

- ▶ **Qualitative analysis:** We interviewed senior individuals and reviewed employee survey data for perceptions of inclusion.
- ▶ **Quantitative analysis:** To understand disproportionality in outcomes for employees from underrepresented groups we examined a range of data across key HR processes.

Conducted a learning needs analysis for executives, HR, leaders, managers and employees.

Integrated into established business leadership meetings and created face-face sessions and webinars

Created 25 face-to-face sessions for Business Leaders and 50 online webinars for people managers, focusing on strategic and operational inclusive leadership. Real life work examples were used and content was highly interactive. Sessions were positioned as a 'safe environment;' In these sessions we:

- . Built participants' self-awareness own frame of reference;
- . Developed their understanding of privilege and how this can impact on our assumptions about people;
- . Explored inclusive behaviours in a team context and examined inclusive decision making
- . Increased cultural intelligence and identified ways to effectively collaborate across cultures

Developed e-learning module and developed a series of inclusion nudges

E-learning module focused on 'everyday inclusion'- small things that everyone can do to build a more inclusive workplace, which have a big impact.

To embed the key learnings from the training programme, we developed a series of inclusion 'nudges' to reinforce concepts and guide people towards inclusive decision making at key points throughout the employee lifecycle.

What were the outputs?

Learning experience

A highly bespoke, learning experience for all staff which embedded a common understanding of, and language for discussing diversity, race and inclusion.

Actions addressing challenges

Specific actions arising that addressed stubborn challenges in the organisation that were blocking inclusion and the progression of diverse groups.

Assets for client to own

A series of assets for the client to own that embedded inclusion as a guiding principle in all talent decisions making.

Defined evaluation methodology

Defined evaluation methodology to monitor impact and strategically plan future interventions.