


Inklusiv
for Business

Building awareness and engagement for DEI work across your organization

Members' event
June 7th 2022



”If a company had a problem with sales, you wouldn’t hold a deep, sincere conversation about how much everybody values sales, dedicate a ‘National Celebrate Sales Month,’ and expect anything to change. Unfortunately, that’s a lot of what we’ve been doing in the diversity, equity, and inclusion context..”

Joan C. Williams
Author of Bias Interrupted: Creating Inclusion for Real and for Good

Author Talks: How to interrupt bias in the workplace

December 16, 2021 | Interview

McKinsey
& Company

Source: McKinsey 2021

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Successful DEI change is achieved by supporting individuals to change their behaviour and ways of working

**Organisations don't
change - people do**

Building inclusion happens through behavioral inclusion and structural inclusion

Behavioral inclusion

Driving personal transformation in leaders and team members - enabling them to recognize bias and mitigate it.

Structural inclusion

Transforming the system itself - re-shaping organizational processes to ensure they are fair and equitable.

The challenge is that human beings are naturally change resistant



THE JOURNEY TO CREATE SUSTAINABLE DEI CHANGE

To achieve the best results and impactful change we recommend following these stages.

1 *Awareness* to create grounds for change

- Leadership commitment
- Awareness building
- Open dialogue

2 *Discovery* to identify areas of action

- Employee demographics data
- Employee perceptions and feedback
- Evaluation of policies and practices

3 *Planning* to decide on focus areas

- DEI strategy, vision and goals
- DEI roadmap (priorities, actions and KPIs)
- Ownership and task forces

4 *Execution* to drive results

- Implementation of projects and initiatives
- Target group training and workshops
- Providing support and coaching

5 *Continuous development* to sustain change

- Accountability of results and acknowledgement of success
- Measure impact and progress
- Identify further opportunities and update plan

Successful awareness raising happens on multiple levels

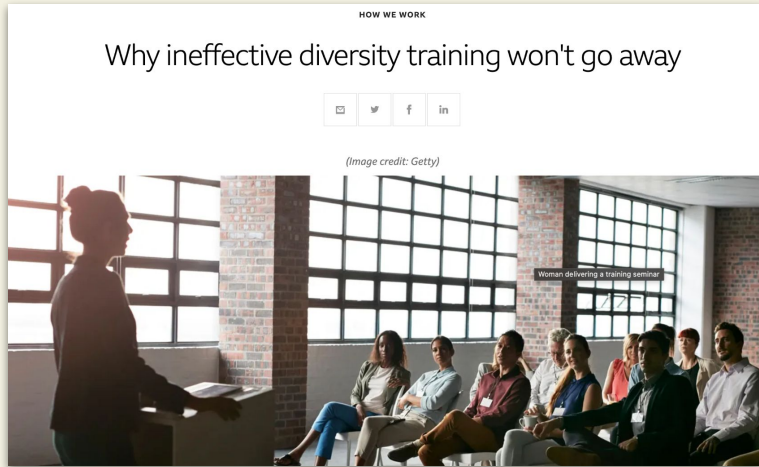
#1: Awareness of why DEI is important and why changes are being introduced

- Awareness of **what your organization is doing** to advance DEI
- Awareness of **what individuals can do** to advance DEI
- Awareness that this is an agenda for the long-term

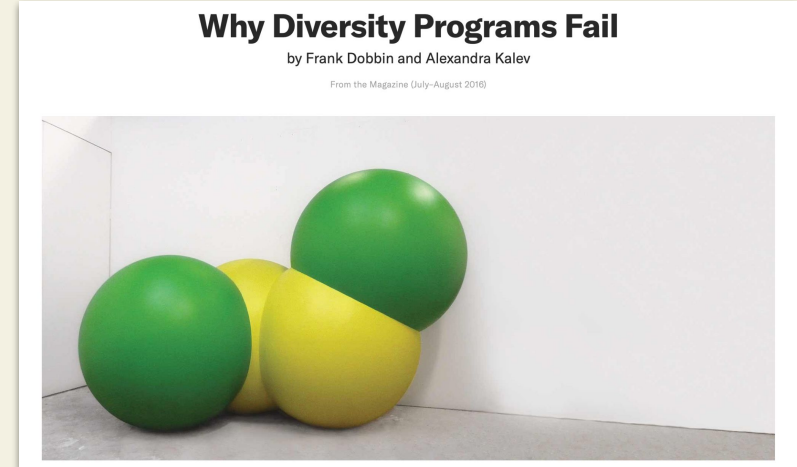
When awareness is achieved we hear:

“I understand why....”

Making DEI training mandatory is not recommended



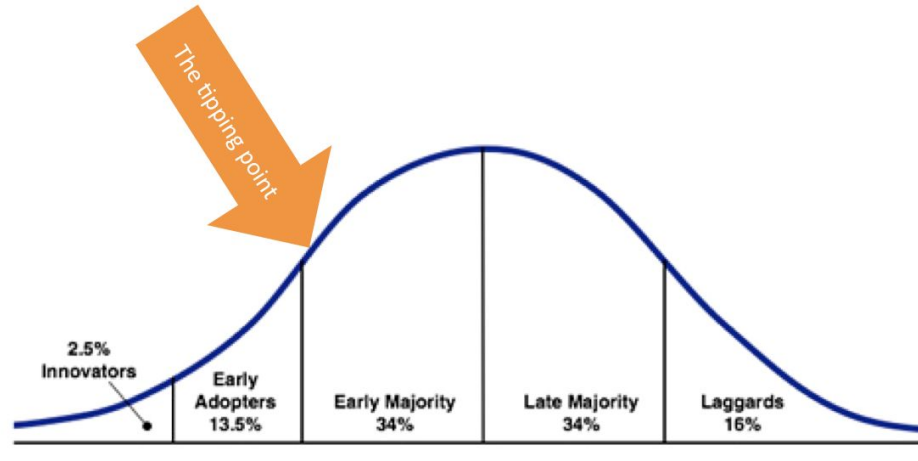
Source: BBC Worklife (2021)



Source: Harvard Business Review (2016)

“Critical mass” causes tipping points for cultural changes to occur

The law of diffusion of innovation



Source: Schelling & Granovetter, 1971

Critical Mass

“Critical mass” comes from nuclear physics and describes how when there is enough of an element present, an unstoppable chain reaction occurs beyond what could be thought to happen.

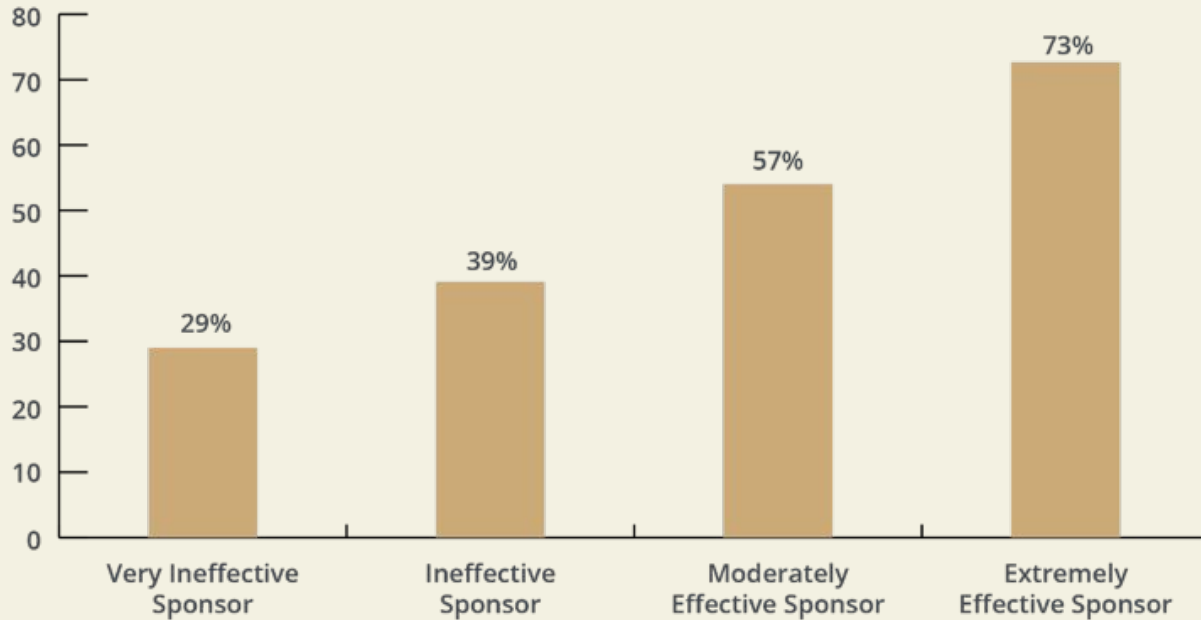
Source: Kanter (1977)

**Awareness of DEI must be
enhanced among all individuals,
at all levels of the organization**



Leaders are central to any successful change project

Figure 10.1 – Correlation of sponsor effectiveness with meeting objectives



When leadership gets it wrong, the impact is significant internally and externally

04-28-21 | POV

Basecamp banned social and political conversations at work. Here's what it should have done

Companies from Levi's to Oatly to Bumble offer a model for how any company, tech or otherwise, can meaningfully channel employee fervor into advocacy.



Source: Fast Company (2021)

'Unconscious bias is crap': KPMG staff share shock at UK chair's comments

Accounting firm investigates as more details emerge of meeting where Bill Michael told staff to stop moaning



▲ One KPMG worker wrote: 'There's no such thing as unconscious bias?! Are you joking? ... Check your privilege.'
Photograph: Quentin Bargate/Alamy

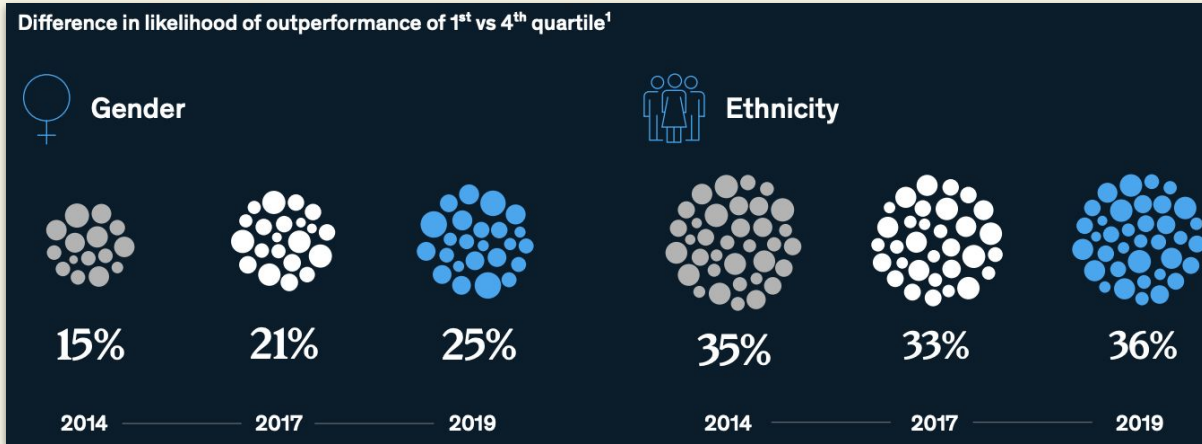
Source: The Guardian (2021)

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“If leaders lack a clear understanding of the problem, they can’t design effective solutions.”
~ BCG (2019)



Step 1: Make an action plan for engaging senior leadership in your DEI work



Source: McKinsey Diversity Database (2020)

- Leadership training
- Leadership coaching
- Making it clear what the leadership team's role is, and how they can support the DEI agenda

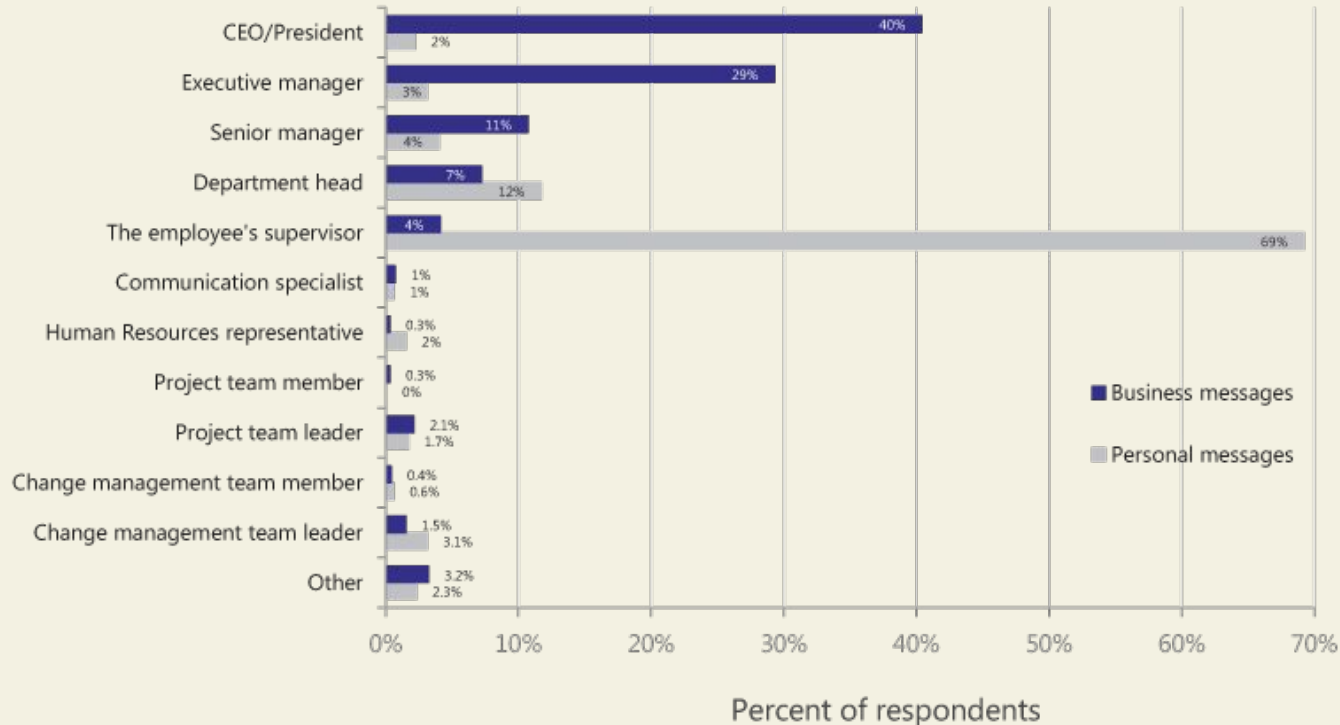
“62% of all employees would have stayed if their company had taken steps to create a more positive and respectful work environment. 57% would have stayed if their company had taken steps to make the company culture more fair and inclusive.”

Source: Kapur Center for Social Impact (2017)

People want to hear from their direct manager

Preferred senders of messages

Copyright © 2014 Prosci Inc. *Best Practices in Change Management—2014 Edition*



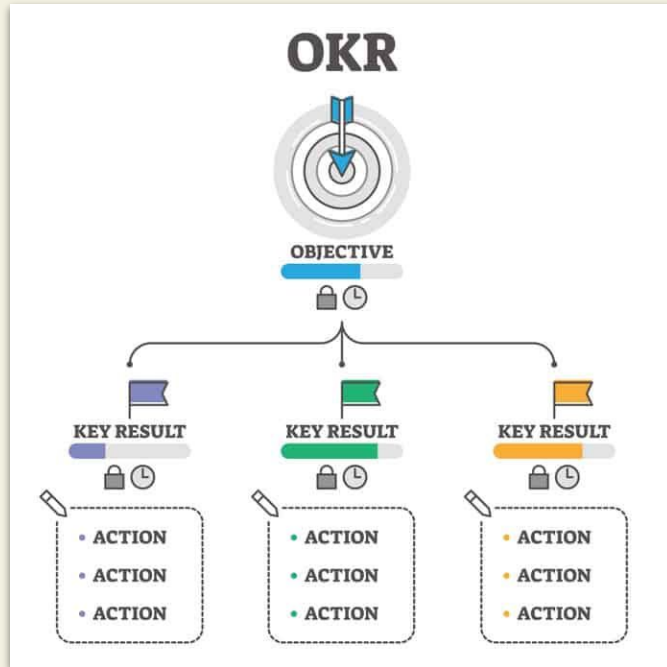
Change resistance:

How does this affect me?

What is expected of me?

What will change in my day to day?

Step 2: Engage and support managers/team leaders



Source: Business Analyst Mentor (2022)

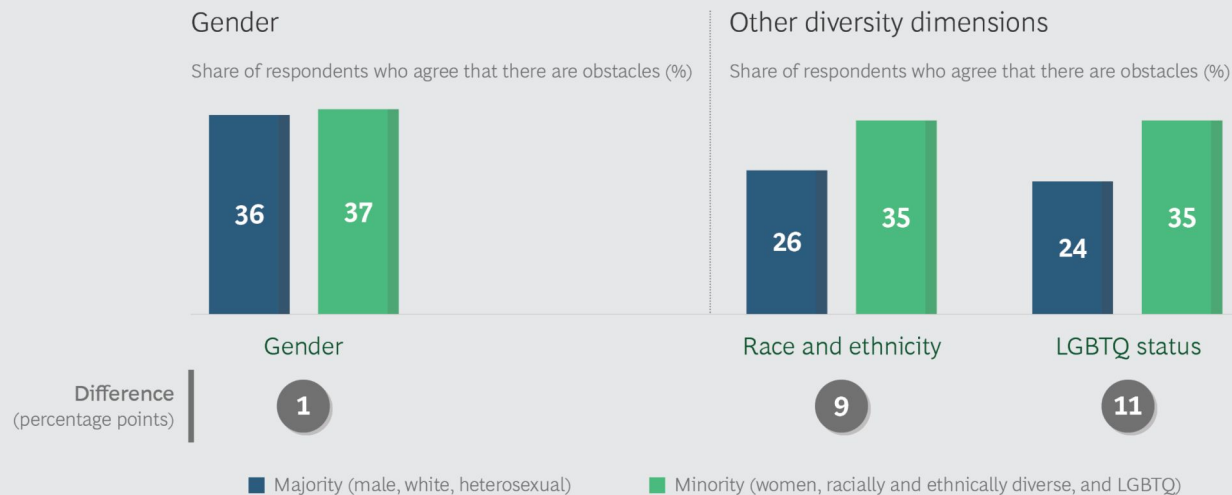
“On average, mentoring programs boost the representation of black, Hispanic, and Asian-American women, and Hispanic and Asian-American men, by 9% to 24%.”

Source: HBR (2016)

- Inclusive leadership training
- Support in managing diverse teams
- Ongoing coaching and support: learning journey

The majority of your employees will underestimate the problem

EXHIBIT 1 | Public Attention Has Led to Increased Awareness of the Obstacles Women Face but Not the Obstacles Other Diverse Groups Face



Source: BCG Global Diversity Survey 2018.

Note: Percentages are aggregated for responses regarding all four obstacles: recruitment, leadership commitment, retention, and advancement. Respondents included 7,506 men; 8,573 women; 4,458 whites; 3,206 people from racial and ethnic groups; 11,282 heterosexual and cisgender people; and 1,622 LGBTQ people.

Source: BCG (2019)

Step 3: Make it possible for everyone in your organisation to engage in DEI work

- **Importance of ongoing communications: keep the message active & repeat it.**
 - ◆ Newsletters
 - ◆ Communications campaigns
 - ◆ Intranet
 - ◆ Slack/Teams channels

- **Create spaces for people to talk about DEI and share their stories:**
 - ◆ Town hall meetings
 - ◆ Book clubs
 - ◆ Away days/team days
 - ◆ Employee Resource Groups
 - ◆ Open sign ups for your DEI Taskforce

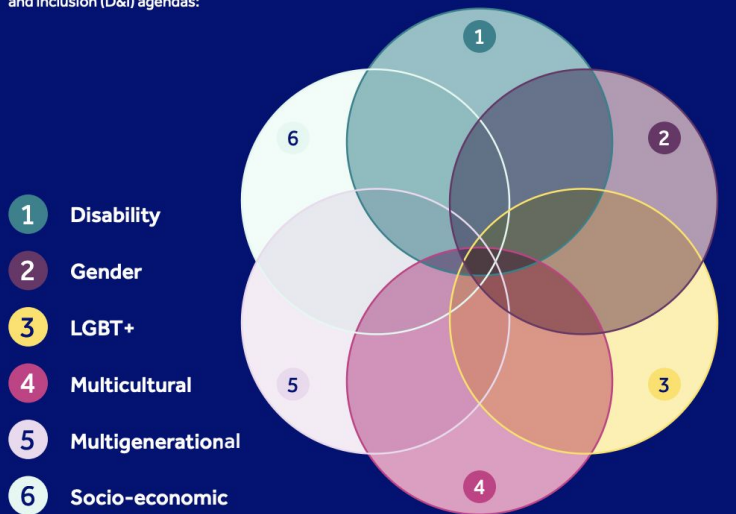
Key messages should be communicated five to seven times to be effective.

Communication around change is a process, not an event.

Barclay's leads the way for LGBT+ inclusion

Our Global Framework

At Barclays, we focus on six intersectional diversity and inclusion (D&I) agendas:



For each agenda, we set priorities, appoint an accountable executive and we operate ERGs, that closely align to our diversity and inclusion agendas. We recognise that there are many elements of an individual's identity that overlap, so we consider the impact of intersectionality in our approach.



In the US, for the 11th consecutive year, Barclays has scored 100% on the Human Rights Campaign Foundation's Corporate Equality Index, earning the designation as a 'Best Place to Work for LGBTQ Equality'.

Spectrum Allies

Spectrum allies are colleagues who pledge to challenge homophobia, biphobia, and transphobia. They recognize the importance of educating others about DEI and provide support for LGBTQ+ colleagues.

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Find out more:
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