



AVENIR

GROWTH+SUCCESS VIA DIVERSITY + INCLUSION

5 Steps to an Inclusive Culture

#CompleteInclusion

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Setting a goal for your organisation to become more inclusive is **BIG** and often overwhelming due to the scale and complexity of the task.

Where do you start? How do you best use your budget and resource?

How do you get engagement and sponsorship from the executive team?

How will you know if your efforts are working?



In this guide, we have collated our many years of experience, offering you our failproof 5 steps to an inclusive culture.

Step One

Know your starting point



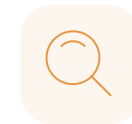
It's so tempting to skip this stage but it's **absolutely crucial** to the start of any inclusion journey. Creating an inclusive organisation is about culture change. It's about delving into the intangible stories, symbols, rules and 'the way things are done here', unpicking them and analysing them through an inclusive lens.

For example, the way to get involved in projects may be to socialise and go out drinking with colleagues after work. Is this fair to all? What about people with caring responsibilities or people whose religious beliefs may mean they don't socialise in these environments.

A full cultural analysis can include:

- ✓ **Avenir's Complete Inclusion Diagnostic** - our tailored, online survey asking questions offering you key insights into how different people feel working in the organisation and their experience of inclusion at work.
- ✓ **Focus groups** with specific demographic groups e.g. by age, gender, ethnicity, disability etc.
- ✓ **One-to-one interviews** with key stakeholders e.g. Chief Executive and other members of the Exec Team, HR Director, Head of DEI etc.
- ✓ **Analysis of comments and data** from employee engagement surveys, Glassdoor or other feedback tools the organisation uses.

Action



Pick one analysis option (or more if you feel its doable) analysis options to give you a clear picture of your starting point.



Contact us to discuss our Complete Inclusion Diagnostic to know where best to dedicate your time, energy and resource for the greatest impact. We'll give you a bespoke, detailed report of where you need to focus.

Step Two

Gain top team engagement



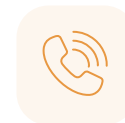
The executive team are pivotal to creating an inclusive culture. Many organisations **communicate the 'right' things but then senior leaders don't live it.** This can be for a number of reasons and all need addressing if applicable. The executive team:

- ✓ Have **differing beliefs** about what inclusion means and are therefore demonstrating it in different ways.
- ✓ **Lack alignment** on how important it is to the success of the business.
- ✓ **Are in a state of paralysis** – they know something needs to change but they don't know where to start.
- ✓ **Haven't placed DEI on the strategic agenda** - it isn't resourced in terms of people or money, and it isn't reported on.

We find the best way to address one or all of the above is to get the executive team in a room together for several hours to identify the misalignment, discuss, debate and get them all on the same page. Here's where Step 1 comes in very useful – this is hard data and evidence about the specific picture in your organisation.

Through our highly-skilled facilitators, Avenir can support your executive team work through this process. Whilst never easy, we're prepared to challenge the team, call out what's not being said and create a safe space where honest conversations can take place.

Action



Call an executive team meeting to discuss and debate the data from Step 1.



Identify what they need to do individually and as a team, and get them to commit to action.



Agree on an Exec sponsor who can support the work across the organisation.

Step Three

Develop Inclusive Leadership

Without doubt, achieving an inclusive culture can only be possible if leaders understand why we're talking about DEI, how to demonstrate inclusive behaviours, and what they can do to ensure everyone feels valued and able to be their authentic self at work.

This doesn't mean that a 'top-down' approach alone will create an inclusive culture. Naturally, the whole organisation needs to understand what inclusion (and exclusion) looks and feels like. However, we often find that starting at the top of the organisation and **ensuring leaders role model inclusive behaviours is a catalyst for real change.**

Avenir's Inclusive Leadership Programme supports leaders on their learning journey over a period of 4 to 6 months. We deliver three core workshop components which provide leaders with:

why it's important to change

how they can lead inclusively

what specifically they can do to

Its important that the programme isn't purely 'training' i.e. transferring knowledge. A highly experiential and practical workshop will give them the chance to apply new skills, as well as reflect and share with colleagues.

Action



Invite all leaders to participant in tailored Inclusive Leadership Programme.



Build momentum by running workshops throughout the organisation, ensuring all staff understand what inclusion looks like and their role in creating it.



Step Four

Create Inclusion Nudges

There's no quick win to creating an inclusive workplace. With that message out the way, let's focus on the small and cumulative things that lead to success. There are many things you can do that will support the development of an inclusive culture – here are some of our favourites:



Recruitment practices – our Avenir workshop explains the common biases in recruitment and invites discussion on how your organisation's process can be adjusted to mitigate these.



Socialising – Think about what social activities are organised to ensure they are accessible for all.



The environment – Review the messaging and images around the office space to ensure they are inclusive.



Communication – Ensure everyone has access to channels of communication, for example, Employee Resource Groups, a clear complaints policies, Unions or employee councils.



Coaching, mentoring or sponsorship – Offer support to staff at key stages of the employee lifecycle to help navigate any bias and amplify their voice.



Action



Make a plan over a specific period of time to rollout and deploy some inclusion nudges.



Ensure you have a way of gathering feedback and measuring the impact.

Step Five

Continuous Measurement

Culture change can often seem like we're on a road to nowhere....it's happening so slowly that it's hard to see what's different! It's important to remember that you're in it for the long game but in the meantime, it's important to take regular pulse checks of what's going on. Not only does this mean you get a real sense of successes but also pinpoints areas for further work.

There are several ways you can do this:

- ✓ Set up a DEI Committee or Council which is responsible for different aspects of the DEI action plan. It's important that this group is sponsored by an Executive team member so you have an easy 2-way flow of communication up and down the organisation.
- ✓ Every 18 months or so, select some of the data points you measured in Step 1 and replicate. This gives you specific data that you can match over time and measure the changes.
- ✓ Ask your Marketing team to gather customer feedback and measure changes in your NPS (Net Promoter Score).

Action



Ensure all actions on your DEI plan have clear, measurable outcomes against them.



Use our Complete Inclusion Diagnostic as an easy and valuable way of measuring how you are progressing towards becoming more inclusive. We ask the same questions each time so you can clearly see how perceptions are changing. This helps you keep your action plan alive and relevant.



Remember, you aren't striving for perfection! There isn't necessarily a finish line. Your organisation is constantly evolving with new staff, new individual needs and operating with new contextual needs. So enjoy the journey and celebrate all your wins!

Complete Inclusion Diagnostic

We want to help you feel confident about your DEI strategy and that you are placing your time, energy and resources in the places that will make the most difference.

Through our powerful online survey, you will understand how different people, across a range of diversity categories, experience your workplace.



We will give you vital information about:



Individual Inclusion e.g. how much I feel valued and accepted at work



Perception of the Organisation e.g. how much I think the organisation listens and takes on board feedback.



Leadership Behaviour e.g. how much I think senior leaders role-model inclusion



Team Behaviour e.g. how much I feel a sense of belonging to my team



Perception of Fairness e.g. how much I believe our internal processes and opportunities to be fair to all.



Perception as People Manager .g. how much people managers feel the organisation supports them to act in an inclusive way

Through these insights, you will be able to influence senior leaders and gain momentum for DEI across the organisation – knowing that everything you do is what people care about.

Inclusive Leadership Programme

CORE COMPONENTS

1

PRIVILEGE, BIAS OR MERIT?

- Learn what privilege is and how it has played out in their own life and for others
- Consider the role of privilege and power in the organisational systems and structures
- Participate in and experience the debate of merit and bias
- Co-design ways to break the organisational systems of privilege

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I now look at all points of view and am trying hard not to be judgemental just because it's not my view.

2

SKILLS OF AN INCLUSIVE LEADERSHIP

- Discuss what it means to be an inclusive leader and the key skills
- Experience the power of humility and vulnerability as a leader
- Practice deep listening and truly seeing others
- Commit to taking ownership and action

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Be open to having more conversations with people across the office. Listen more rather than trying to fix a problem.

3

ACTION & ADVOCACY

- Learn techniques for interrupting bias in self and others
- Discuss barriers and develop core principles to being an inclusive leader
- Create their individual advocacy plan and commit as a group

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Use the tools learned to support my listening, discussions with others and interrupting bias in myself and others.

4

SELF-FACILITATED LEARNING PODS

- Practice sharing, listening to different views and collaborating with peers.
- Leadership cohesion and understanding of each other.
- Collective learning and accountability
- Collation of inclusion nudges that can be circulated across all programme participants.

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I learnt so much from my pod members – things we wouldn't have shared with each other before.

Growth + Success
via
Inclusion + Diversity



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Please get in touch to speak to one of our consultants to find out how we can support you on your diversity, equity and inclusion journey: hello@avenirconsultingservices.com

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