

Learning and D&I Roundtable Discussion: Preparation Before Coming Together

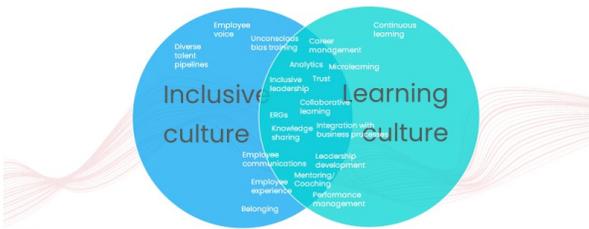
Slide	Discussion
<div data-bbox="203 367 812 703"> <p>Creating a Strong and Inclusive Learning Culture</p> <p>Stacia Sherman Garr, Co-founder & Principal Analyst RedThread Research www.redthreadresearch.com @StaciaGarr, @RedThreadRe</p> </div> <div data-bbox="203 724 812 1039"> <p>A different type of research & advisory firm</p> <p>Study phases: Premise, Literature Review, Roundtables, Interviews, Major headlines, Final Report</p> <p>Collectives:</p> <ul style="list-style-type: none"> Live Session #1: Challenge Def, Brainstorming, New research, Experts Virtual Discussions Live Session #2: Report out, Brainstorming, New research, Tech insights, Experts Virtual Discussions Live Session #3: Report out, Brainstorming, New research, Tech insights, Experts Customized Final Report <p>Experimentation in respective orgs, online collaboration & problem-solving</p> <p>© 2019 RedThread Research. All Rights Reserved</p> </div> <div data-bbox="203 1050 812 1459"> <p>The First Collective at Learning Leaders Conference</p> <ul style="list-style-type: none"> Two 2-hour sessions Using a “world café” and design thinking approach Focusing on the most pressing challenges identified today <p><i>This is the first Collective; even if you can't join in DC, you can join afterward</i></p> </div>	<p>Discussion</p> <p>Introduction</p> <p>About RedThread Research</p> <p>About Collectives</p> <p>Collective members get:</p> <ul style="list-style-type: none"> • Three interactive, in-person meetings, spread over 12 months • Influence over challenges and overall session agendas • A network of really smart & thoughtful people • Ongoing virtual discussions between meetings • Opportunity to influence and then first access to new research
<div data-bbox="203 1480 812 1795"> <p>Definitions</p> <p>Diversity: The variation in backgrounds, attitudes, values, beliefs, experiences, behaviors, and lifestyle preferences with respect to gender, race, ethnicity, nationality, language, age, mental and physical abilities and characteristics, sexual orientation, education, religion, socio-economic situation, marital status, social roles, personality traits, and ways of thinking.</p> <p>Inclusion: Acts or practices that provide an equitable and fair distribution of resources (jobs, income, opportunities, access to information, etc.). Such acts and practices enable all members, including those from underrepresented groups, to be respected and appreciated for their unique contributions and be fully integrated.</p> </div>	

What we've learned from our review of 35 blogs, articles, and business literature (to date)

- Beyond formal L&D
- Support from the top
- Tailored and targeted learning
- Nudges and microlearning



How we are starting to think of a strong and inclusive learning culture



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What are your biggest challenges when it comes to using learning as a tool to increase D&I?



Question: What are your biggest challenges?

Comments:

- Getting consistent and relevant learning and training material out there and getting people to participate.
- Finding the right source or third party that can help out with the materials.
- Reaching remote and virtual workers.
- Availability of resources.
- Giving the personal touch to electronic learning.
- Ability to conduct live webinars which limits the reach.
- Creating sustainability of the information shared during formal training.
- Jumping into D&I without the base understanding of implicit biases.
- Limited budget to support large-scale deployment of learning materials.
- Ensuring that content is attractive and inclusive enough and drives

attendance. Preaching to the choir syndrome.

- There seems to be a division: learning that is focused on just d&I topics and learning that is weaved into other trainings that somebody is already going to such as leadership development.
- Try to do both but not always successfully integrated into other content. There is no magic bullet.
- Buy-in from leadership is not always 100%. They may talk the talk but don't always walk the walk. D&I is something they have to have but not always in the favor of doing the work that is needed to do to move in that direction. Very much about optics.
- A lot of people are doing it for optics and not for other reasons.
- It's one and done like checking the box, not realizing that it is something you live and breathe every day. It is more specifically to d&I, as we have a nice culture when it comes to career development and goal setting. Not realizing that process and behaviors need to go in hand with training.
- Creating the safe space to engage in the discussion.
- Not cross-collaborating like we should to innovate.
- Being able to offer a curriculum for 3 years that includes both social justice lens about racism and sexism and skills based like bias education.
- Holding the new employees to a plan that is motivational to their values.
- Creating learning that engages one group and doesn't do it at the expense

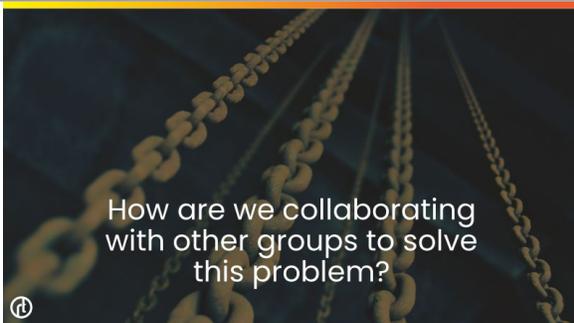
of another group who is already historically marginalized.

- Being open to other people's comments. There is implicit bias that we are born with and raised with that we need to be aware of without which it is really hard to be inclusive and open. We make a decision even before we know we made a decision.
- Not everyone is aware that there is learning and tools out there that allows us to become aware of our biases. Harvard has an implicit bias test that everyone can take.
- People don't want to make a mistake especially in such a heightened environment, that is why a safe space is crucial.
- No one wants to admit that their boss is not supportive but we if can be vulnerable then we can start of fix this.
- There are a lot of things that are hard about this space. One of them is that people don't want to make that mistake and especially in a heightened environment, where a mistake that in the past would have been small, can get blown up into something big. To the point of safe space and empathy and learning, this is part of that connection between d&i and learning.
- Thought that it was great that nudges and microlearning were included in the slides. Rolled out training but putting it into practice and providing them with the tools and solution is the hard part. There is a very us vs them, the diverse and the not diverse and we need to come together to make them feel included. There is buy in but it is a

	<p>matter of getting them the tools to make that effective change. Need to be able to make the behavioral structural changes on an individual level.</p>
 <p>What kind of responsibility do you have? Expectations of the broader organization?</p>	<p>Question: What kind of responsibility do you have? What do you see as the expectations of the broader organization to do that?</p> <p>Comments:</p> <ul style="list-style-type: none">• Keeping an eye out for what is coming next and challenges that the company might be faced with.• Making sure HR communities have the acumen to deliver on today's challenges while we are out there figuring out what is coming next. That is a challenge as well.• Expectation of the broader organization is that everybody owns it in some way and has a role to play in it.• To lead by example. Model behavior. Work to set strategy, plan it, measure it, report on it. champion it.• Working to influence other people while being strategic about your resources.• Metrics and constantly tracking our numbers. Expectations to deliver on the numbers. But if you focus on the numbers so much it is hard to step back and focus on the inclusivity in the workplace.• To articulate what d&l means for us and identifying the near term business impact opportunities. Prioritizing diversifying internal and external hiring candidate pools as it was a big opportunity where we could get our hands around quickly to make a difference, progression of women into

senior leadership positions, running women leadership program for high-potentials to move from director to VP levels, and finally dedicating a year to educating people around unconscious bias topics. Used Mindgym for workouts for the executive leadership team and did a debrief with them. Cascaded with all our leaders and to our front line. We don't call them training, we call them workshops because of their self-discovery aspect and we don't want it to be academic.

- Articulating on what d&i means for the organization and aligning it to make sure what we want it to be about is a challenge.
- Soft skills development could be a potential responsibility for learning professionals that could facilitate a stronger and more tolerant d&i culture.



Question: How are you collaborating with other groups to solve this?

- Working closely with professional development department to do events, webinars, and programs. There is a breakdown of collaboration and don't work as well as we should but by and large when we come together for a event or conference it goes off well.
- Collaboration with the D&I team, ERG's, talent team, executive committees, succession planning, HCM planning.
- Learning team to help guide their investments, making sure the energy is spent towards things that are analytically informed. Working with L&d and using data points to address emerging issues.

- Communications team to determine the best ways of launching internal campaigns (and PR teams for external). Additionally, working closely with learning and dev teams for other programs they are implementing that could use a D&I touch.
- Legal department for compliance implications.
- Have created a committee that has representation from all different departments in order to take a nice broad approach and collaborate at that level to get everybody on board and determine what the strategy can be to improve d&i via learning.

Question: Do you feel you have enough voice to get enough collaboration to solve these problems?

- Yes, think so. The visible nature has helped create the space needed for the conversation to occur, along with discomfort and angst which is good and a lot more people are engaging in it.
- It can be hard to recognize learning styles and cognizant communication styles are essential to any kind of learning - if you don't focus on the different learning styles you will fall for the dominant styles creating situations where you are not being able to talk about personal experiences.
- Focus on the strategy. Having specific goals (#'s in place of movement of women and minorities) take greater risks on moving people up.
- Get comfortable with being uncomfortable.

- One challenge with legal that may arise soon is EEO Compliance. If a company or organization moves to focus on gender diversity (beyond male and female) this is not EEO compliant. There are certain factors beyond a company's legal dept that pose barriers.
- Listening to legal for what their fear is in the space and knowing how to talk about engagement around D&I that helps to acknowledge those fears while also seeing the value in the conversation.



Question: What is the role of technology?

- Outside vendors can be very helpful to say things that people inside the organization may find it difficult to say. Outside vendors may find it easier to ask questions that others may not feel comfortable asking.
- Tools such as employee engagement surveys that allow us to get an intersection view – such as what is the female experience like, what is the underrepresented minority experience like can be very helpful.

