

INCLUSION NUDGES



Impacting better decision making & behaviour change for inclusiveness



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INCLUSION NUDGES

Thank you for attending our presentations on
Inclusion Nudges.

To support the presentation, this slide set gives you some information on Inclusion Nudges. We also offer you a **FREE short overview** (40 pages) of the **INCLUSION NUDGES GUIDEBOOK** which may be downloaded when you sign up for the Global Inclusion Nudges Sharing Community Newsletter (visit: <http://inclusion-nudges.org/get-the-guidebook/>)

INCLUSION

NUDGES

Do you

Want to improve decision making & performance?

Want to get more people engaged in their work?

Want inclusive cultural, systemic, & behavioural change to 'stick'?

Want to get people across silos to achieve a goal together?

Want more enablers to motivate people to make inclusive decisions?

Want to leverage all talents & diversity of perspectives for better results?

INCLUSION NUDGES

What is it?

A set of practical
behavioural change techniques

A non-intrusive **mental push** that will
mitigate unconscious associations,
thus helping the brain make
more objective decisions
and **promote more INCLUSIVE
BEHAVIOURS** and **CULTURES**
- that will stick

INCLUSION NUDGES

How is this different?

Inclusion Nudges are practical application of insights about the human mind & behaviour. These are simple designed interventions that make inclusiveness **STICK!**

This is not unconscious bias (UB) awareness training. Research have shown negative backlash from UB training. Instead, Inclusion Nudges (incl. training sessions) are about mitigating bias systemically & systematically. It's about WORKING with our unconscious to design behaviour & processes in alignment with our intentions of inclusiveness & business strategies.

We draw upon our many years of internal experience leading global inclusion & diversity in organisations. We know the unique challenges with leading culture & behavioural change initiatives. That's why we developed Inclusion Nudges.

We empower you with knowledge, a step-by-step process, real-life examples for inspiration, tools, coaching, & a global Inclusion Nudges Sharing community so that you are able to apply this approach within your organization.

For this innovative concept & work, Tinna C. Nielsen & Lisa Kepinski have been named "**Top 10 Diversity Consultants**" on *The Economist's* Global Diversity List, in November 2015.

INCLUSION **NUDGES**

4 Key Principles

**Target specific
behavioural
drivers**

**Motivate both
the automatic
& reflective
systems of the
brain**

Keep it simple

**Do not forbid
or punish**

INCLUSION NUDGES

The 3 Types

①

‘FEEL THE NEED’ INCLUSION NUDGE

Intended to make people *feel the need for change (motivation)*, rather than rationally understand, in order to get buy-in and motivate for behavioural changes.

②

‘PROCESS’ INCLUSION NUDGE

Intended to help the brain *make better decisions (ability & simplicity)* by altering elements in organisational processes, such as hiring, performance review, promotions, decision making, etc.

③

‘FRAMING’ INCLUSION NUDGE

Intended to make people *perceive the issue differently (perception)* by altering the frame or the anchor of the thought process.

INCLUSION NUDGES

Examples

The *Inclusion Nudges Guidebook* contains over 70 examples on ways to mitigate bias and change behavior for greater inclusiveness

Flexible Working Inclusion Nudge

THE INCLUSION NUDGE:

Alter the recruiting /workforce planning process by starting with the orientation that all roles may be worked flexibly. If not, then the manager needs to present the case why a role may not be worked flexibly.

WHY IT WORKS:

This “Opt In/Opt Out” Inclusion Nudge aligns practice with an organisation’s intentions of rolling out flex work and it ensures the option is not limited to only working mothers. Note that it does not require all roles to be worked flexibly, but the beginning point of the discussion is from a “yes” or “Opt In” position than a position of flex work being the exception. It addresses the bias that flex work is for “less committed employees” or only women by making it for all as the beginning perspective.

Selection Inclusion Nudges

THE INCLUSION NUDGES:

1. “Anonymous CVs Process”: Remove identifying details from all CVs for first screenings
2. For Executive positions, have the search consultancy deliver the shortlist of candidates anonymously
3. “Blind Interview”: Have at least 1 interview panelist participate by phone (not seeing the candidate).

WHY IT WORKS:

These “Process Inclusion Nudges” aim to reduce the bias of selecting people similar to ourselves and drives more objectivity into the interview & selection process.

Gender Diversity Goal Inclusion Nudges

THE INCLUSION NUDGES:

1. Instead of having a diversity goal of “30% women”, flip the goal to be “Maximum 70% of the same gender, ethnicity, generation ...”
2. On diversity reports show both majority & minority data, with the majority figure listed first
3. “Humanize the numbers” by also using photos (ex: of the executive committee, or partners, etc.)

WHY IT WORKS:

1. This “Framing Inclusion Nudge” disassociates the goal from women/ minority & helps avoid the perception that ‘they’ are “the problem”.
2. By showing majority data first, it interrupts automatic thinking that “accepts” women with low %.
3. Photos (human faces) register differently in our mind than numbers. Use the power of both ways of engaging the full brain to see more accurately.

The *Inclusion Nudges Guidebook* contains over 70 examples on ways to mitigate bias and change behavior for greater inclusiveness

International Assignments Inclusion Nudge

THE INCLUSION NUDGE:

With internal talent profiles that employees complete on themselves, change the question from *“Are you interested in an international assignment?”* to be *“Would you consider an international assignment at some point in the future?”*

WHY IT WORKS:

This “Framing Nudge” hits on one reason why few women were on international assignments (experience which is required for advancement to executive positions). The first question generated more women to say “no” seeing it as a *specific question for now*, whereas men replied “yes” seeing it as *nothing concrete, something in the future*. By shifting the question frame to “consider” and “the future” resulted in more women answering “yes” to the question, with no decrease of men replying “yes”.

Talent Assessment Inclusion Nudge

THE INCLUSION NUDGE:

To accompany awareness training on gender balance, brochures with tips and paper “glasses” were distributed to managers prior to a Talent Assessment Meeting. At the close of the talent review discussion, in which no significant shift happened on increasing gender balance, the business unit CEO instructed his staff, to now put on their “gender lens” (which were on the table) and review the discussion for any biases at play.

WHY IT WORKS:

The “glasses” were a *physical* prompting nudge that interrupted the business as usual decision making & to reflect on the stated organizational intention of achieving greater gender balance and the recent discussion and decisions that were made.

Collaboration Inclusion Nudges

THE INCLUSION NUDGE:

1. *‘Silent Sharing of Perspectives’*: Instruct participants at a meeting to write down their perspective, concern, view point, argument for and against etc. – one person reads them out in plenary and everyone argues for and against.
2. When making a decision, ask participants to write on a note paper what was agreed on (often the decision has been perceived in many different ways) and clarify.

WHY IT WORKS:

The “Follow the Herd” human behaviour (to mirror others) is unconsciously powerful and can lead to the dynamic of “Group Think” (reinforcing the same point of view, especially when coming from a person of power and/or influence). This interferes with receiving the full diversity of thought across a group. It is not enough to say *‘has everyone stated their opinion?’*.

INCLUSION NUDGES

Key Design Steps

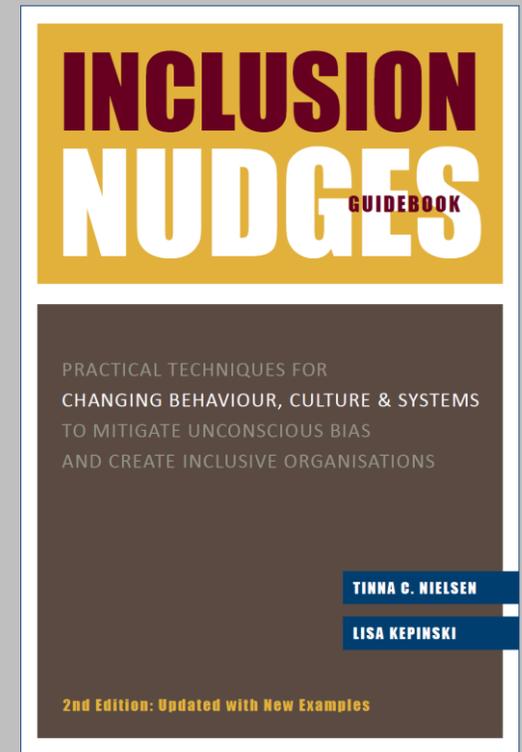
- Identify **key challenge(s)** for creating inclusive culture
- Identify **behavioural change needed** for intended outcome
- Be aware of impacting **behavioural drivers/biases**
- Determine **critical decision point(s)**
- **Design Inclusion Nudges** that trigger the mind towards inclusive behaviours using the 4 key designing principles
- **Experiment & Measure** - adjusting if needed

INCLUSION NUDGES READ THE GUIDEBOOK

This Guidebook contains over 70 practical techniques to promote behaviour, culture and system change to mitigate unconscious bias and create inclusive organisations. The examples come from the authors and other practitioners in the field of inclusion and diversity. The authors call these practical techniques Inclusion Nudges.

To promote behavioral change and improve decision making, we must work with the subconscious. By appealing to the unconscious part of the brain, we can more successfully act on the intentions we state through the rational part of our brain. For example, simply asserting, even with passion and enthusiasm, “I want to be more inclusive in my approach to people who are different” will rarely generate a sustainable change in behavior. Or hearing leaders say, “I believe in diversity” does not always produce the behavioral changes needed to leverage diversity for better performance, engagement, or equal opportunity. In order to achieve commitment to change, we need to appeal to the whole brain, using specifically designed approaches. With Inclusion Nudges, we have developed an approach that targets the advantages and shortcomings of our unconscious mind and decision-making processes in order to obtain the desired and needed changes. Techniques from behavioral economics can impact inclusiveness because they focus on how the human mind works and how to “outsmart” the unconscious mind. An Inclusion Nudge is a relatively soft and non-intrusive mental push (passive and active) that will mitigate unconscious associations, thus help the brain make more objective decisions, and promote more inclusive behaviors – that will stick.

Everyone can learn to design Inclusion Nudges. We believe that if all internal agents of organisational change master these techniques, our actions and behaviours will better leverage the full potential of all people, thereby producing more successful organisations.



**Guidebook income is used for
the Inclusion Nudges Global
Sharing Community**

Available for sale as printed paperback version. Also a free short version is available.

To order your copy, visit: www.inclusion-nudges.org

INCLUSION NUDGES

More inspiration

Read the World Economic Forum blog posts about Inclusion Nudges

- *We all know workplace diversity makes sense: so why is change so slow?* [HERE](#)
- *Is this why we've not achieved gender equality at work?* [HERE](#)
- *3 ways employers can reduce anti-Muslim prejudice* [HERE](#)

Read the recent article by Lisa & Tinna

- *Unconscious Bias Awareness Training is Hot, But the Outcome is Not – So What to Do About it?*
Medium [HERE](#), LinkedIn [HERE](#)

READ THE INCLUSION NUDGES GUIDEBOOK:

In this book, we introduce you to the three types of Inclusion Nudges that have worked for us and for other practitioners, plus share over 70 pragmatic examples from organisations worldwide.

IDENTIFY BIASES FOR SYSTEMIC CHANGE: Organisational Assessments

Getting a neutral expert partner to help you look at your organisational challenges and barriers is a valuable foundation for designing Inclusion Nudges. Our rigorous methodology tapping into quantitative and qualitative data to assess for bias, yields key insights on target areas for Inclusion Nudges, as well as to incorporate into your I&D strategy and actions.

BUILD HIGH-IMPACT INCLUSIVE LEADERSHIP SKILLS: Capability Building Interactive Sessions for Leaders

Leaders learn how to apply insights about the unconscious mind and behavioural drivers to their daily leadership actions and tasks. The purpose is to strengthen leadership of diversity, decision making about talent and business, and leverage diversity for performance and innovation. We design bespoke sessions for your organisational needs.

UNDERSTAND & EXPERIENCE WHY & HOW: Introduction Session: “Enablers to Mitigate Unconscious Bias” for Change Agents, HR/D&I Leads, Practitioners

Having a grasp of how our brain processes information, human behavioral motivation factors, change techniques, and decision making is a crucial step for all organisations striving towards inclusivity. Included are enablers to leverage diversity for innovation and performance in their position and tasks.

LEARN HOW TO DESIGN YOUR OWN INCLUSION NUDGES: “Inclusion Nudges Introduction Session” & “Inclusion Nudges Learning Lab” for Change Agents, HR/D&I Leads, Practitioners

Designed to help organisations move beyond awareness of unconscious bias. Awareness alone does not lead to cultural and behavioural change. To make it stick, a combined approach is needed on understanding, feeling, motivation, behaviours, and organisational processes. The Introduction Session is an overview that picks up on previous learning on the brain and bias. In the Learning Lab, we teach you how to design your own bespoke Inclusion Nudges for your organisation to foster behavioural change for a more inclusive environment.

LET US DESIGN YOUR INCLUSION NUDGES IN COLLABORATION: Contract with Us

We have deep experience with Inclusion and Diversity in organisations. You know your organisation from within. Allow us to bring to your organisation this innovative way of driving inclusive behavioural and cultural change that will stick!

LET’S ASSIST YOU: Empowering Internal Change Agents

You’re not alone! Get the support you need, when you need it, and from experts on Inclusion Nudges.

INCLUSION

NUDGES

what people say

Nia Joynson-Romanzina
Founder of iCubed, Former
Global Head of Inclusion &
Diversity UBS and SwissRe,
Switzerland

“Could this be a silver bullet? Inclusion Nudges have the potential to be real game changers. A small nudge here, a small nudge there can lead to organisations achieving significant change in shifting the paradigm towards a greater inclusion and richer diversity.”

“Inclusion nudges helped enable individuals to move from general awareness to catalyst agents for I&D ... the ideas were simple and immediately actionable, with several members of my team incorporating changes in their day to day leadership within 2 days of the workshop experience. Looking forward to driving additional diversity of thought within operations due to further incorporation”

Kaye DeLange
Operations
Manager
Cargill Salt,
US

Anita Curle
Global D&I Learning
Manager, Shell,
Canada

“Engaging the hearts and minds is essential to any conversation about Inclusion. The Inclusion Nudges Guidebook has been an excellent source of inspiration for me as a D&I Practitioner. Many thanks to Lisa and Tinna for their vision of making such a fabulous resource available to us all who work in this space.”

“Implicit biases influence our judgment and decision-making. They affect our choices about who to work, play and partner with, education and careers. They can influence who we hire, promote, and reward, and where we allocate precious resources. This is important to IBM, as to any business dealing with people. Once we’re aware of our biases, Inclusion Nudges are a way of achieving a more adequate behaviour. We want to develop these skills in IBM Denmark, and therefore we have trained a team of champions who can work with Inclusion Nudges throughout the organisation.”

Ulla Dalsgaard
Diversity
Program
Manager, IBM
Denmark

Anna Biskup
Learning & Development
Manager, PPG Central & Eastern
Europe & Middle East, Poland

“I am just after reading your Guidebook on Inclusion Nudges and, honestly speaking, I was pretty inspired.”

“Changing behaviour and changing culture are at the heart of progress on Inclusion and Diversity. These Inclusion Nudges are an innovative and promising approach, designed to make people feel positive rather than negative about change. The sessions that Tinna has led for us at The Conference Board's Academy for Diversity, Inclusion & Culture Change have generated much interest and enthusiasm.”

Alison Maitland
Co-author of *Future
Work* & Senior
Human Capital
Fellow, The
Conference Board,
Europe

INCLUSION NUDGES

Let's Partner to Bring This Innovative Approach to Your Organisation

Contact us to discuss ways that we can partner with you to introduce Inclusion Nudges to your organisation's I&D and change initiatives.

Inclusion Nudges

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INCLUSION NUDGES AUTHORS, SPEAKERS, FACILITATORS



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Tinna is an anthropologist and behavioural economist by heart and profession. She worked as Head of Diversity, Inclusion and Collaboration (2010-15) for Arla Foods. Previous to this, she worked for the Danish Institute for Human Rights. For the past 15 years, her passion has been to promote behavioural, cultural and systemic changes for inclusiveness. She founded the non-profit organisation *MOVE THE ELEPHANT FOR INCLUSIVENESS* in 2013. World Economic Forum has selected Tinna as Young Global Leader 2015. She will be an active member of the YGL community for 6 years contributing to solutions that improve the state of the World.

Tinna has extensive experience in leadership and team development at all levels and in all functions, design and facilitation of interactive training and experiential learning, strategy and process design, along with behavioural, cultural and organisational development focusing on innovation, performance and inclusive change. She partners with organisations worldwide.

Tinna is a fellow at the RSA (Royal Society of Arts). She serves in various advisory boards such as SAP Diversity & Inclusion Customer Advisory Group, Diversity Charter Denmark. She is a faculty member of the "D&I Academy" at The Conference Board, Open University, Amani Institute for Social Innovation, LOIS (Open Innovation in Science). She writes for the World Economic Forum blog Agenda. She is a trusted partner, dynamic influencer, keynote speaker and workshop facilitator in many different domains such as the United Nations, The International Committee of the Red Cross, public schools and private and public organisations. She lives in Denmark with her family of five and has lived in France and the U.S.



Co-founded the Inclusion Nudges Global Sharing Community and co-authored the Inclusion Nudges Guidebook, 2015.

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Lisa brings over 20 years' experience working in diverse, global environments as a senior Global Diversity & Inclusion executive with AXA, Microsoft, & Hewlett-Packard setting strategic direction internationally. In 2013, she founded the Inclusion Institute focused on consultancy, training, coaching, & research. Her special expertise in organizational development integrated with inclusive culture make her a unique resource for change at all levels. She partners with organizations on how to successfully achieve their goals for creating a more inclusive culture for sustainable business growth.

Lisa is an I&D thought leader, frequently speaking at conferences, training & coaching new D&I practitioners, and advising organizations. Lisa was an advisory board member of Catalyst Europe for years and is on the board of the Global WIN organization, she was a founder of a European-based Global D&I Forum, & has been a faculty member for The Conference Board's D&I Academy.

In addition to working with organizations, Lisa dedicates a significant portion of her time in Inclusion Institute to conducting primary research to help further the practice of Inclusion & Diversity. In addition to the groundbreaking work on Inclusion Nudges, she has co-conducted a global study on improving the effectiveness of women networks, and is the Executive Editor of a forthcoming special report on the future of Diversity & Inclusion published by *Newsweek / International Business Times*. Lisa has lived in 5 countries and travelled extensively in her global roles. She was born and educated in the US, has worked in Europe for nearly 20 years, and lives in Germany (permanent home) and the US (part-time) with her family, who are all originally from Poland.

