

Creating Inclusive Leadership

Challenging the leadership status quo within a medium sized gaming company to create a more inclusive work environment.

Designed and delivered over three years of training to the entire leadership team and staff to improve employee retention, satisfaction and engagement.

Edward Nelson

edward@edwardjnelson.com

+44 7832 133101



Challenge

Although seen by many as “fun place to work,” this business had seen a drop in its employee engagement scores a couple of years running. Further investigation revealed that those from minority groups didn’t feel they were valued by the organisation.

Summary

A 2,000 person games business, that prided itself on its workplace culture had seen its Employee Engagement scores drop two years running. Further investigation had revealed that although many saw it as a “fun place to work” others, especially from minority groups felt excluded and unable to fully contribute in the work place.

How: Introduce the AIM to ACT® model to mitigate unconscious bias in the organisation.

Diagnosis - working with HR team and the Executive board to understand concerns, identify measures of success and cultivate buy-in from the top

Design - Reviewing both qualitative and quantitative data (survey based) with a consideration of different audience’s needs and objectives, a combination of interventions were designed to meet the objective of creating a more inclusive leadership team. This included creating a launch event and different training formats including in-person and virtual sessions, as well as providing supporting learning materials. A communications plan and measurement strategy including direct feedback, observations and survey data supported the success of the programme.

Delivery - Three versions of training were developed for the different levels of leadership, including executive team and CEO as well as shorter sessions on inclusion and bias were made available to the entire business.

Outcomes

After the first year, the business saw a return to previous Employee Engagement scores of around 90% satisfaction.

I chose Edward to deliver our inclusive leadership and unconscious bias programme as I'd heard such good things about him from the work he led at Vodafone. He's delivered exactly what we needed (in fact he told us what we needed, and it was spot on!) He has an amazing ability to bring this topic to life at all levels in our organisation and his training delivery is second to none. We've got a world class programme.

Tina Southall – Chief People Officer

Menti feedback on a session:

