

Moving organizations from learning to action to build an inclusive workplace

There's never been more attention on fostering diversity, equity, and inclusion (DEI) in the workplace--organizations around the world are looking to make effective investments in DEI initiatives that create lasting changes to their internal practices and cultures. More and more research recognizes the benefits of inclusive environments in boosting morale, productivity, and innovation among employees.

- ▶ **Inclusive leadership is tied to a 17% increase in team performance, 20% increase in decision making, 29% increase in team collaboration.**¹
- ▶ **Feeling included is associated with a 70% increase in experience of fairness, respect, value, belonging, psychological safety, and inspiration.**¹
- ▶ **Diverse teams produce financial returns 33% higher than the industry mean.**²

But only **34%** of executives believe that their managers are prepared to lead a diverse workforce. *Inclusion@Work* is an easy-to-use digital coaching and learning platform that helps organizations embrace diversity and inclusion to foster a high-performing, productive workplace.



The program is based around 8 coaching guides (“cogs” for short) that cover a wide range of topics, from foundational concepts in diversity and inclusion, to assessments of workplace inclusion practices, to the discomfort that can come up through inclusion. *Inclusion@Work* is:

INTERACTIVE

Inclusion@Work goes beyond other online DEI learning programs by engaging participants in meaningful, reflective exercises that help everyone realize their individual role in co-creating an inclusive workplace. Built on Cognician's award-winning digital learning platform, the program is set up as an online dialogue with a virtual inclusion coach that engages participants as they learn about foundational inclusion concepts and practices.

WHAT DOES INCLUSION MEAN TO YOU?



How would you define 'inclusion' for yourself?

To me, inclusion is making sure that individuals from different backgrounds feel equally valued...

BACKED BY RESEARCH

Inclusion@Work was developed based on Bernardo Ferdman's inclusive leadership framework/philosophy, which emphasizes the importance and efficacy of developing an inclusive workplace from the individual out by empowering everyone to participate. Ferdman and his firm, Ferdman Consulting, have decades of experience in supporting organizations in the design, planning, and implementation of DEI initiatives.

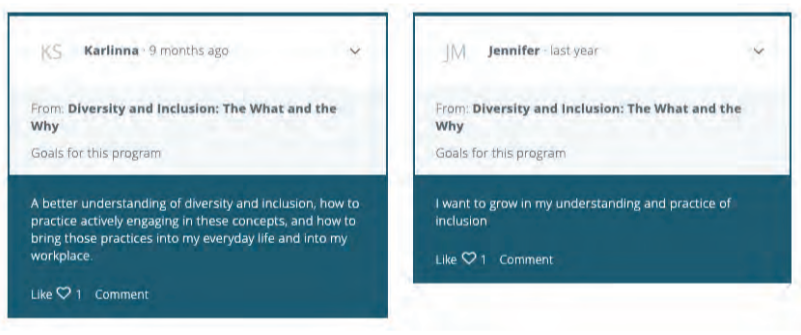
Can you think of more?

Diversity is more complex than group-level cultural differences. Many (or perhaps most) of us have cross-cutting and multiple identities, together with many cultural influences and reference points, and so we don't easily fit into simple categories. Knowing about cultural differences is one important step, but it isn't sufficient to help us effectively interact and work with a variety of people who may not easily fit into preconceived categories. To work effectively with diversity and – more importantly – to gain its many possible benefits, we need greater fluidity. This is where inclusion comes in!

Adapted from [Toward Inclusion: A Key Necessity to Benefit from Diversity in a Multicultural World](#), Voice, 1 (5), 22–29, by Bernardo M. Ferdman.

SCALABLE

The program takes participants through a series of online coaching guides and assessments that are flexible and self-paced, allowing participants to complete the learning when it's convenient for them. *Inclusion@Work* can be used within small leadership groups, DEI teams, or other workgroups, or implemented across thousands of employees simultaneously, customized to each organization's unique DEI approach and objectives.



Inclusion@Work is designed for organizations of any size in virtually any industry - from small retail storefronts to large manufacturing plants and warehouses, to global corporate offices. No matter where your organization is on its DEI journey, *Inclusion@Work* can play a role in supporting you to bring inclusion to life:

▶▶ **Start by building inclusion awareness and competence on your leadership team**

Educate leadership in your organization. The leadership team should be an essential part of your diversity and inclusion initiatives, because they are ultimately accountable for creating a more inclusive organization.

Leverage *Inclusion@Work* with your leadership team to build their competence in foundational concepts of inclusive leadership and energize them for DEI work. *Inclusion@Work* is specifically designed around a framework of inclusive leadership that empowers every individual to recognize their role in building a more inclusive workplace.

▶▶ **Scale inclusion education and practice across your managers and supervisors**

Managers across organizations are essential in building an inclusive workplace. They may receive DEI directives but also need fundamental education on the concepts involved and the practices needed to implement them.

Implement *Inclusion@Work* among managers and supervisors to give them the knowledge and tools they need to foster inclusive teams and to take on roles as inclusive leaders.

▶▶ **Empower your DEI team to lead and implement inclusion initiatives**

DEI teams may be tasked with creating a more inclusive workplace, but may lack internal alignment or support to implement initiatives effectively or at scale.

Use *Inclusion@Work* to develop a shared vocabulary among DEI leads and to articulate and implement strategies to become a more inclusive organization.

▶▶ **Extend inclusion education and practice to your entire workforce**

Go beyond mere DEI compliance or one-shot programming and build momentum that captivates every employee in a movement for a more inclusive workplace.

Scale *Inclusion@Work* to your entire organization so that every employee can gain the foundational knowledge, self-awareness, and inspiration to get involved in building an inclusive workplace.