



ALASKA SHRM STATE COUNCIL



CREATING INCLUSION TO UNLEASH POTENTIAL

PRESENTED BY
TORI MORGAN

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HEIDRICK & STRUGGLES

Creating Inclusion to Unleash Potential

Alaska SHRM State Council Webinar
Presented by Tori Morgan

February 25, 2022



Welcome!



Where are you located?
What's the temperature?
Please share in chat.

Why Do Organizations Care about Inclusion?



+ 17%
Increase in team performance



+ 2x
More likely to meet or exceed organizational targets



+ 20%
Increase in decision-making quality



+ 6x
More likely to be innovative and agile as an organization



Today's Objectives

01

Understand 5 pillars that are key for creating inclusive culture

02

Build awareness of mindsets and behaviors that foster inclusion

03

Understand your natural leadership style, its impact on others, and practical ways you can build inclusion and belonging

04

Pinpoint the evolution of your organization's DE&I journey and where you and HR can make a difference

Discussion Guidelines

In all our sessions, we want to create a psychologically safe environment so we can all learn and grow as professionals.



Maintain confidentiality.



Have a free exchange of ideas and engage in open, honest dialogue.



These topics can make some people uncomfortable, and that's normal. Lean into discomfort, stay self-aware, curious, and ask questions free from judgement.



Show mutual respect by encouraging and allowing others to share.



A willingness to have supportive, constructive and challenging conversations.



Giving each other the benefit of the doubt and assume positive intent.

Organizing Framework – The 4 Principles + Representation

Based on 40+ years in culture shaping, this framework describes the elements that drive DE&I impact and sustainable outcomes.



Purposeful Leadership

Leaders must connect DE&I efforts to strategic business priorities and outcomes, then authentically message, lead, and **role model a compelling purpose** for the shift



Personal Change

Leaders must address **blind spots** and **change personal behavior** to effectively lead 100% of talent



Broad Engagement

Leaders must quickly **engage the entire organization** in a leader-led process to start role-modelling new ways of behaving and leading that create a sense belonging for all



Systemic Alignment

At every level, align institutional practices, performance drivers, and capabilities to **remove inadvertent systemic preferences and biases** and to support successful execution of the DE&I strategy

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“The grand illusion is that change happens to an organization. It does not. It happens to a collection of individuals who do things differently every day.”

— Peter Sheahan

Inclusion Builds Belonging and Engagement



Diversity is a fact.

All of the identities, characteristics, and experiences that make us uniquely ourselves – some visible, most not



Equity is an equalizer.

Organizational systems, processes, and programs that ensure fair access, opportunity, and advancement for all



Inclusion is an act.

Intentional behaviors and practices that help all employees feel valued and supported, often improving performance



Belonging is an emotion.

Feeling accepted as your authentic self and connected to others, often contributing to a sense of purpose



Engagement is a result.

Feeling passionate about the job, team, and workplace, often leading an employee to deliver their best on every occasion

5 Inclusive Mindsets and Behaviors

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Acknowledge and understand one's own emotions, reflect on possible meanings and recognize their impact on others.

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Empathy

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Tuning Into Being Inclusive



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Examine Your Personal Tuner

What is your natural set point across the Inclusion Tuner?



Your Shadow

Your **shadow** is a reflection of everything you do and say.

As an inclusive professional, you are:

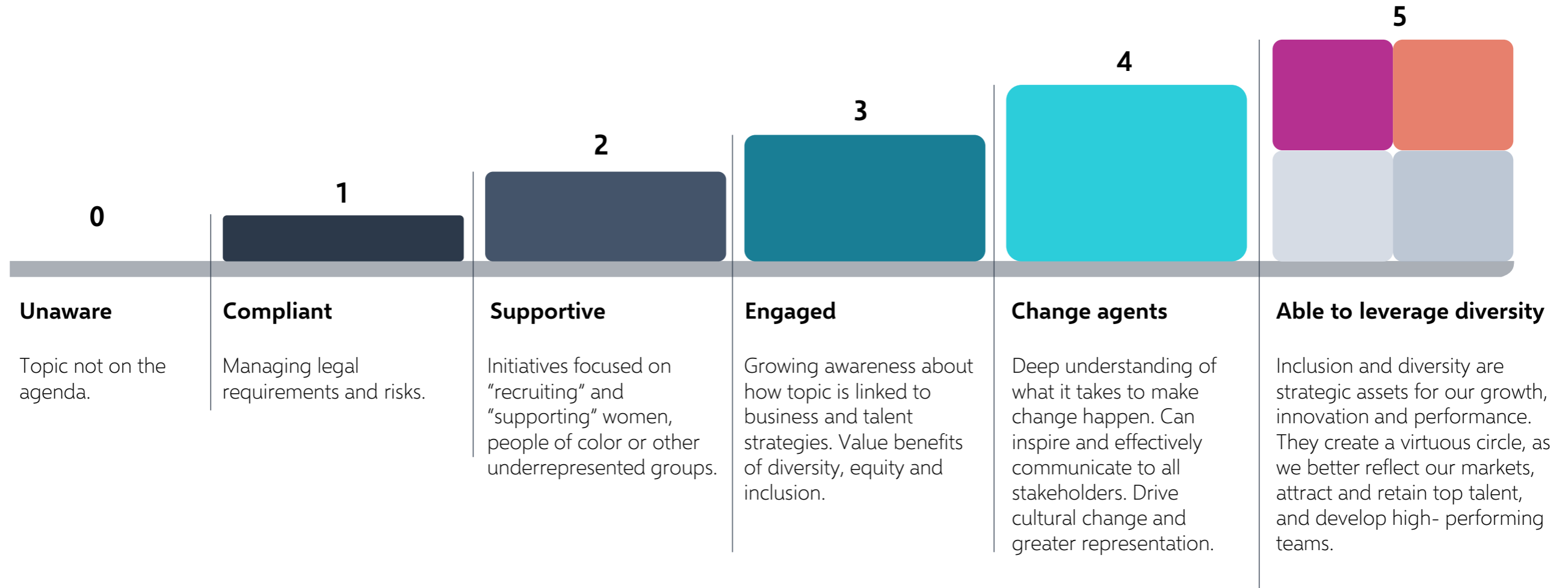
- Casting a shadow that impacts your organization.
- Responsible for the shadow you cast across your teams.
- Being watched by others, who may follow your lead with inclusive behaviors.

We are all responsible for intentionally creating a workplace where everyone is included.



The Diversity, Equity, and Inclusion Continuum

How far along is your organization?



Our Approach to Accelerating Performance Through DE&I

We offer three complementary solutions to help clients accelerate performance through diversity, equity, and inclusion.

ACCELERATE D&I IMPACT & RESULTS

ALIGN AND PREPARE LEADERS



Diagnostics



Roadmap



Aspirations



Measurement



Strategy



Commitment

CREATE AN INCLUSIVE CULTURE

LEADERS SHAPING INCLUSION



Diagnostics



Accelerate Top Teams' D&I Expertise



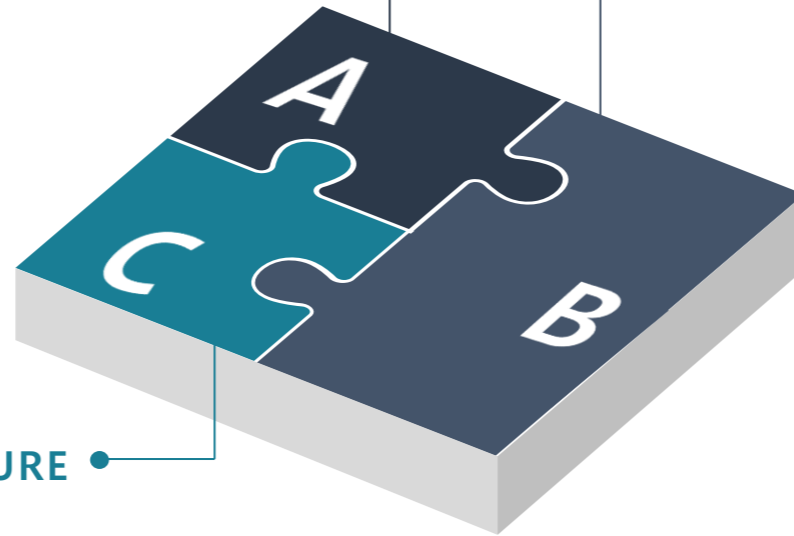
Cascade Learning with Teams



De-Bias HR Systems & Processes



Online Toolkit (Reinforce Learning)



BUILD VISIBLE REPRESENTATION

ATTRACT EXTERNAL TALENT



Targeted Executive Search



Talent Pipeline Development



Candidate Onboarding & Acceleration

DEVELOP INTERNAL TALENT



Assessment & Succession Planning



Coaching



Diverse Pipeline Development Programs

Thank you!



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