



Building a Best-in Class DEI Training Program

Weaving diversity, equity, and inclusion into the fabric of corporate culture and operations



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Harper is passionate about moving ethics and compliance programs from evolving to leading practice. In her role as Director, Compliance Insights & Strategy at True Office Learning, she helps clients around the world transform their programs into predictive compliance programs by leveraging behavioral analytics – the untapped human element.

With over 15 years of in-house governance, risk, and compliance experience across heavily regulated industries, Harper drives the product strategy and thought leadership functions, bringing the client voice into True Office Learning's solution roadmap.

Our Purpose:

*Driving sustainable growth by **empowering employees and organizations to make better decisions** through learning and data intelligence.*

17+ Million

USERS TRAINED 'BY DOING'

88+ Million

HOURS SAVED ON TRAINING

300+

CLIENTS GLOBALLY

What we'll cover today

- ① DEI: Why it matters
- ② Three levers you should focus on
- ③ The pathway to positive change

658%

Why it's so important to us right now

- It's **Year 3** of a pandemic
- We're in a time of **great awareness** around social justice initiatives, systemic racism, equity, and fairness
- Companies are **more focused on equity** than ever before
- While many compliance and HR teams have ramped up their Diversity, Equity, and Inclusion (DEI) efforts, more can be done to:
 - Create and maintain a culture that weaves DEI into the fabric of companies' operations; and
 - Foster an environment where employees feel respected, supported, and well-positioned to succeed

And why it matters for your company

The value of trust and happy employees goes far beyond morale and directly impacts economic performance

92% OF MILLENNIALS

say they're more likely to purchase goods and services from ethical companies

The "Top Ten" Most Trustworthy Public Companies have outperformed the S&P 500 every year since 2012 by 1.8x

82% OF MILLENNIALS

say they're likely to seek jobs from companies that have been publicly recognized for ethics

Trust makes up two-thirds of the criteria for becoming a part of the "100 Best Companies To Work For"

\$350B LOST

By the US economy as a result of employee disengagement, which leads to performance impediments

Ethical Investing is on the rise: 3 out of 4 respondents say they are likely to buy stock in a company that's well known for ethical standards

Audience Poll



Has your organization actively undertaken awareness efforts around Diversity, Equity & Inclusion?

- a) Yes – but we're largely intermittent/event based
- b) Yes – we have had a mandatory/structured training and awareness program
- c) No – but we are currently exploring the right approach
- d) No – we are not taking any such measures

The Role of DEI Leaders

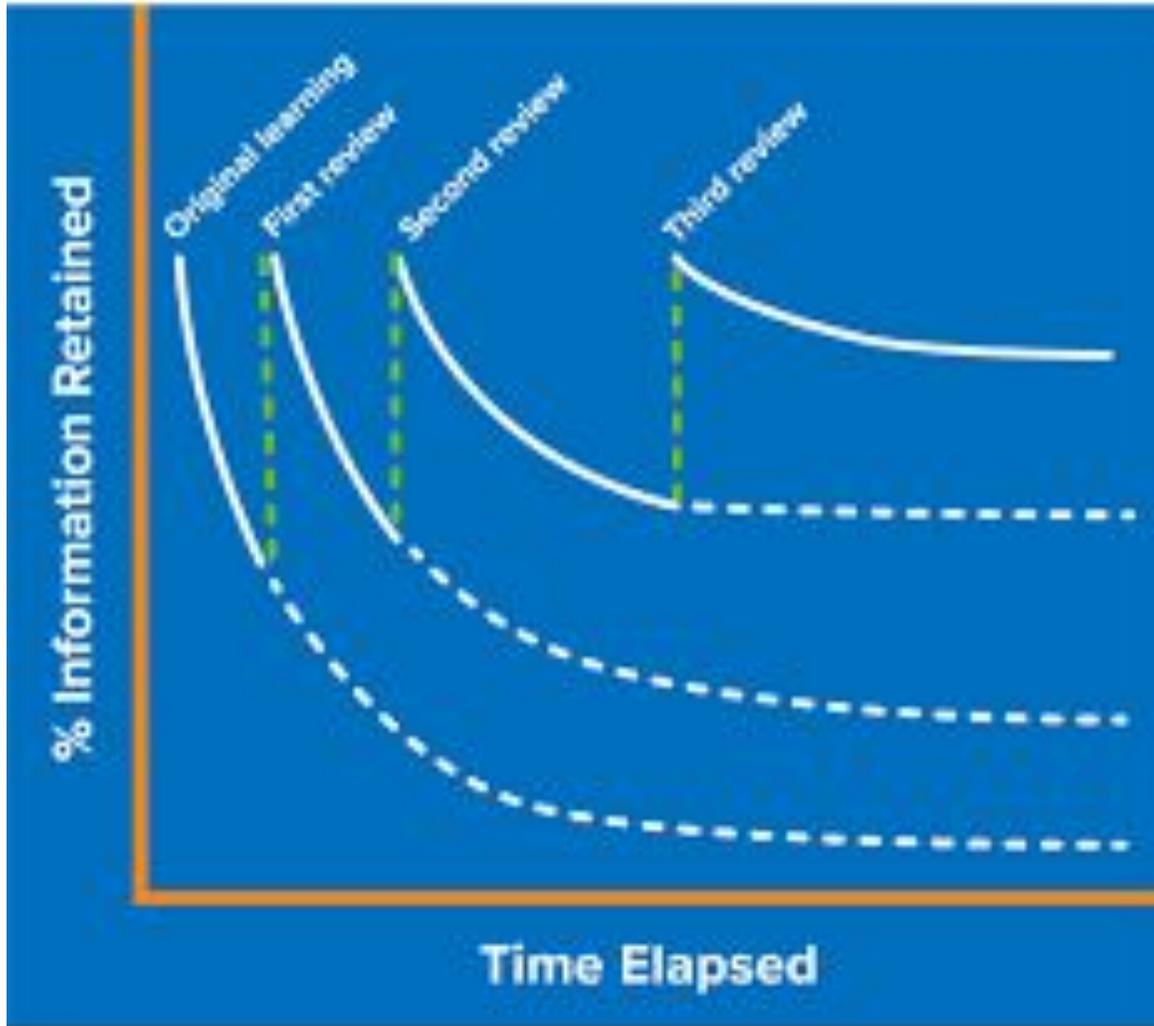
Fulfilling the mission of building trust and sustainable growth

Bringing DEI to the forefront: Common myths

While it's important to start somewhere, beware of one-and-done and ad-hoc pitfalls like these:

- Focusing solely on HR metrics, including demographic composition as a sign of DEI
- Inviting a consultant or set of speakers to share their experiences as a “live training” equivalent...and that's it
- Focusing on the definitions and types of bias rather than educating employees on how to effectively interrupt it

Don't *forget* the Ebbinghaus model



- We have a natural tendency to forget information over time
- The biggest drop happens soon after learning
 - Reinforcement is needed for relevancy
 - Bring meaning into the message

What does DEI mean to your organization?

- Define the values
 - What does it really mean to have a strong DEI environment?
 - How DEI fits into your organizations' mission, vision, and values may be different than others
 - What's important at your organization?
 - Learn – get the right people at the table
 - Common topics include:
 - LGBTQ+ inclusion
 - Disability awareness
 - Mental wellbeing
 - Unconscious bias
 - Bullying

A strategic initiative requires a strategic approach

- Many functional areas will need to be involved, including:
 - Human Resources
 - Compliance
 - Executive teams
- Controls put in place should be evaluated amongst other data sources
 - Embrace technology and automation to aid in measurement
- Checks and balances should be put into place



The pathway to positive change

- 1** Have difficult conversations
- 2** Articulate the risk and the reward
- 3** Create a culture where discussions can happen openly and productively
- 4** Integrate DEI topics into training, reinforcement, self-study, and communications



Have difficult conversations

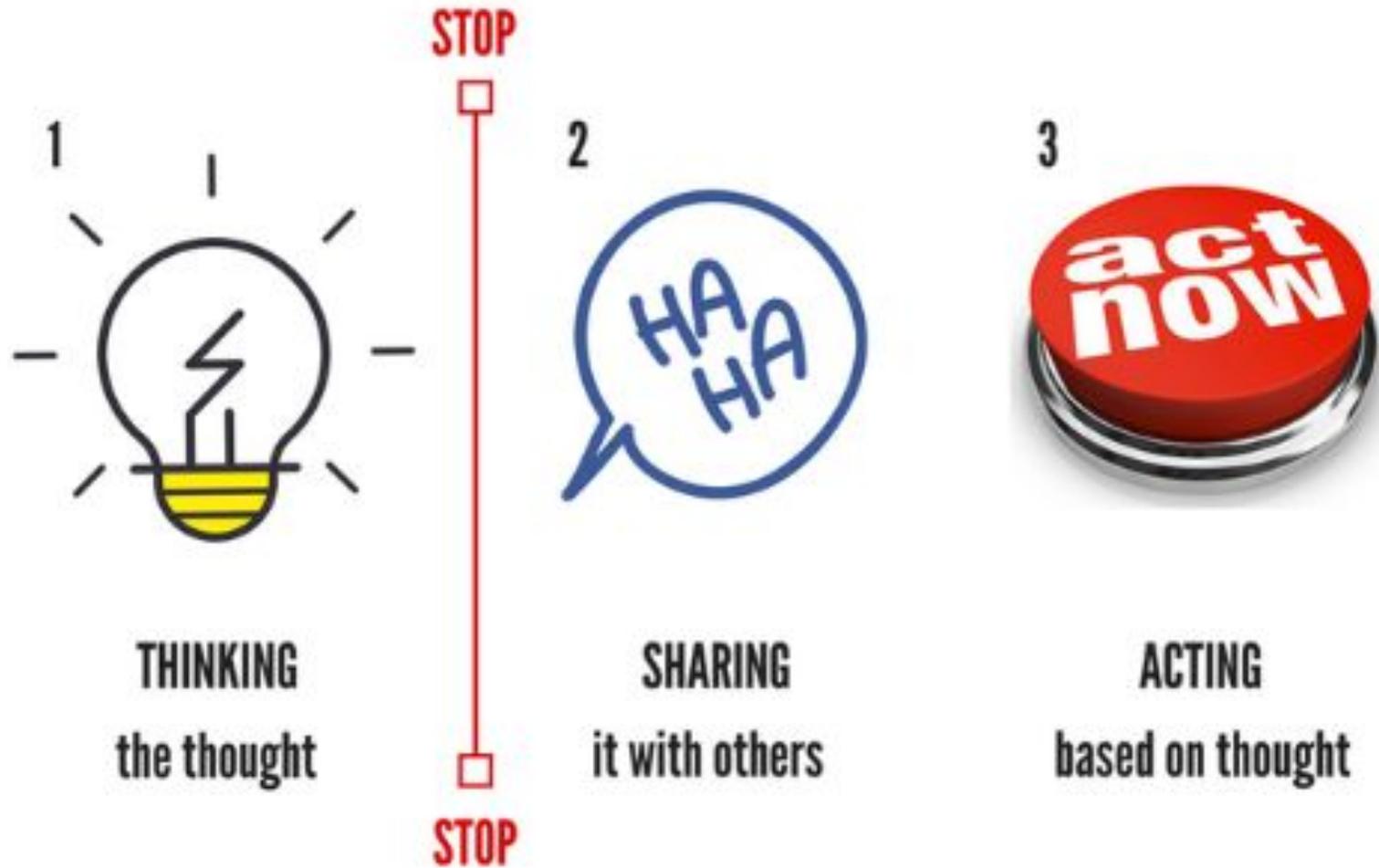
[Visualization Exercise and Gary Turk Spoken Word Video: Unconscious Bias]

No matter what...be authentic

- **Communicating authentically?**
 - Try to use the richest communication medium available (e.g., face-to-face or video conferencing).
- **Is email your only option?**
 - Articulate that email isn't your preferred method for the communication but that it was the best option for [this particular situation]



Fight the bias habit: Learning to challenge ourselves



Building awareness

Judgements or characteristics attributed to specific groups of people – races, genders, age groups, etc. – that may or may not be true for any one specific individual within that group.

STEREOTYPES

MICROAGGRESSIONS

Subtle verbal or nonverbal insults, indignities, or denigrating messages directed toward an individual due to their marginalized identity. Often committed by well-intentioned people who are unaware of the hidden messages conveyed or the impact of their statements.

IMPLICIT BIAS

Subconscious attitudes, perceptions and stereotypes that influence our understanding, actions, and behavior when interacting with various identities.

Going from training to learning



Practice the How

Find training that provides a safe space to apply DEI principles in a way that aligns with how humans actually learn. Passive listening provides information, not skills to be an ally

Leverage Data

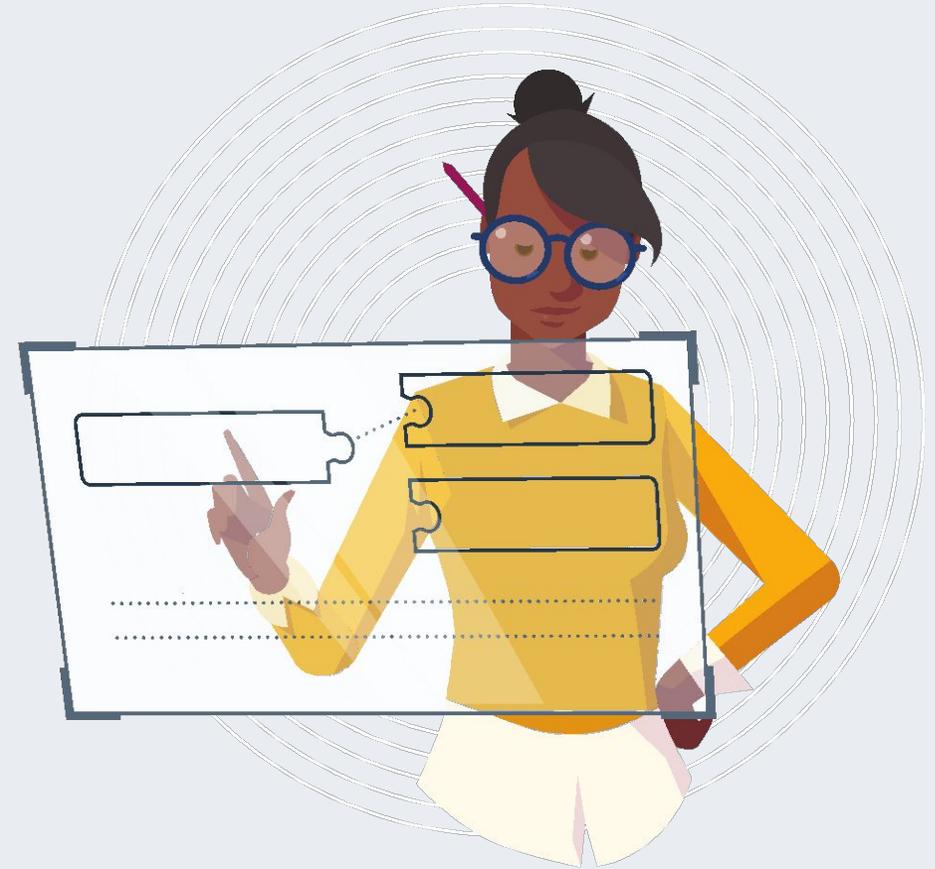
Analyze the behavioral insights from how employees navigate situations to get your bias quotient and know your micro-cultures. Share them with your leaders – empower them with their own trends

Shape The Ongoing Journey

Use the data to connect with individuals on multiple levels and choose what focus groups/case studies/ongoing awareness tools like videos and stories can help reinforce the message

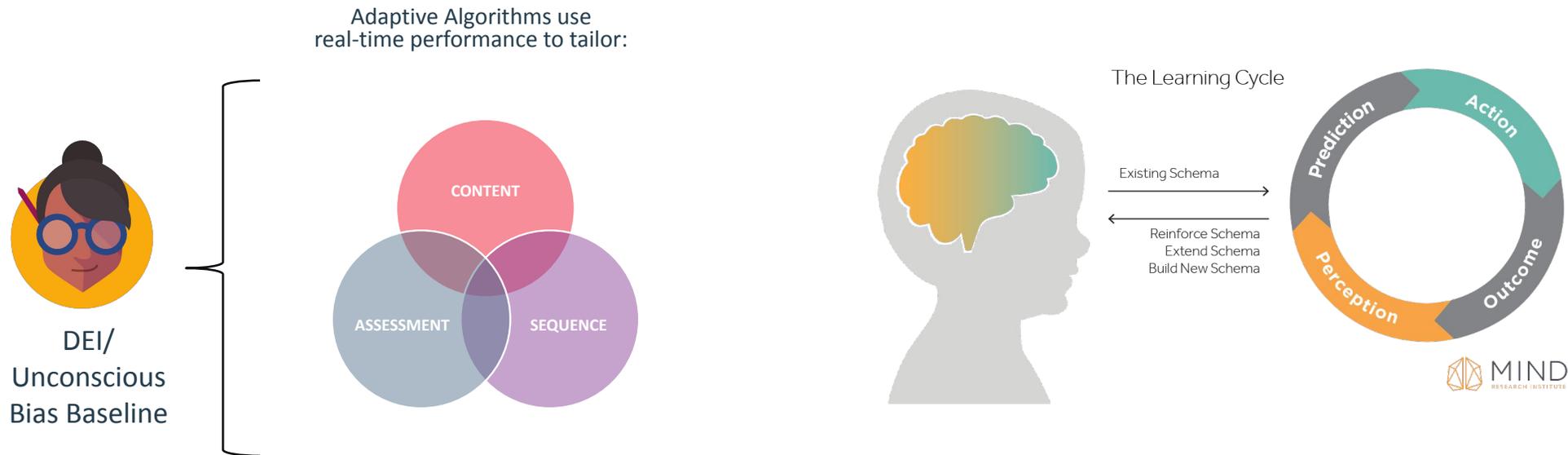
A human issue needs a human approach

- Fit to role and risk
 - Industry/task specific
- Adaptivity
 - Adjusts based on what the learner knows
- Active Learning
 - Employees are experientially involved in learning –by-doing throughout course
 - Hearing other people’s stories doesn’t help one know to do the right thing
- Experiential Scenario Based Learning
 - Real scenarios employees could face in the course of their jobs with a safe space to practice them



Put the learner at the center of the experience

Unlike one-size-fits-all traditional training, you want solutions that immerse the learner in a safe space to practice DEI situations, experience and understand their own biases through interactive activities, and personalize the experience.



Ensure sustained behavior change



Baseline Scholar Course

Insights Review and IQ benchmarking

- Behavioral insight was received on ~40,000 employees through participation in the Scholar e-learning experience
- Focused on learning by doing, the Scholar solution ensured any gaps identified were remediated through adaptive learning and all employees attained 100% proficiency
- The insights and trends in the employees' journey to 100% proficiency uncovered key areas of strength and opportunities:
 - Password Management was the strongest area of performance
 - Phishing and Social Engineering was the biggest struggle
- On an average, learners spent 09 minutes out of 34 with policies and course materials content

Leadership Session to empower on-ground discussion

WHICH LINE IS THE SAME LENGTH AS THE LINE ON THE LEFT?

LINE A B C

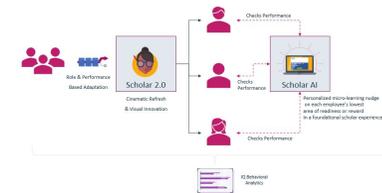
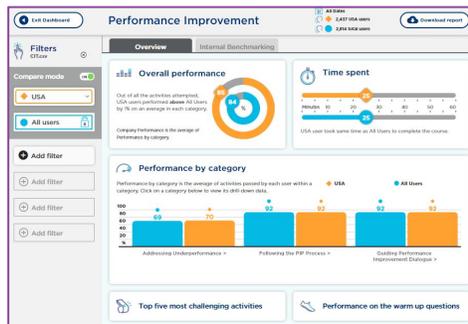
Ongoing Reinforcement



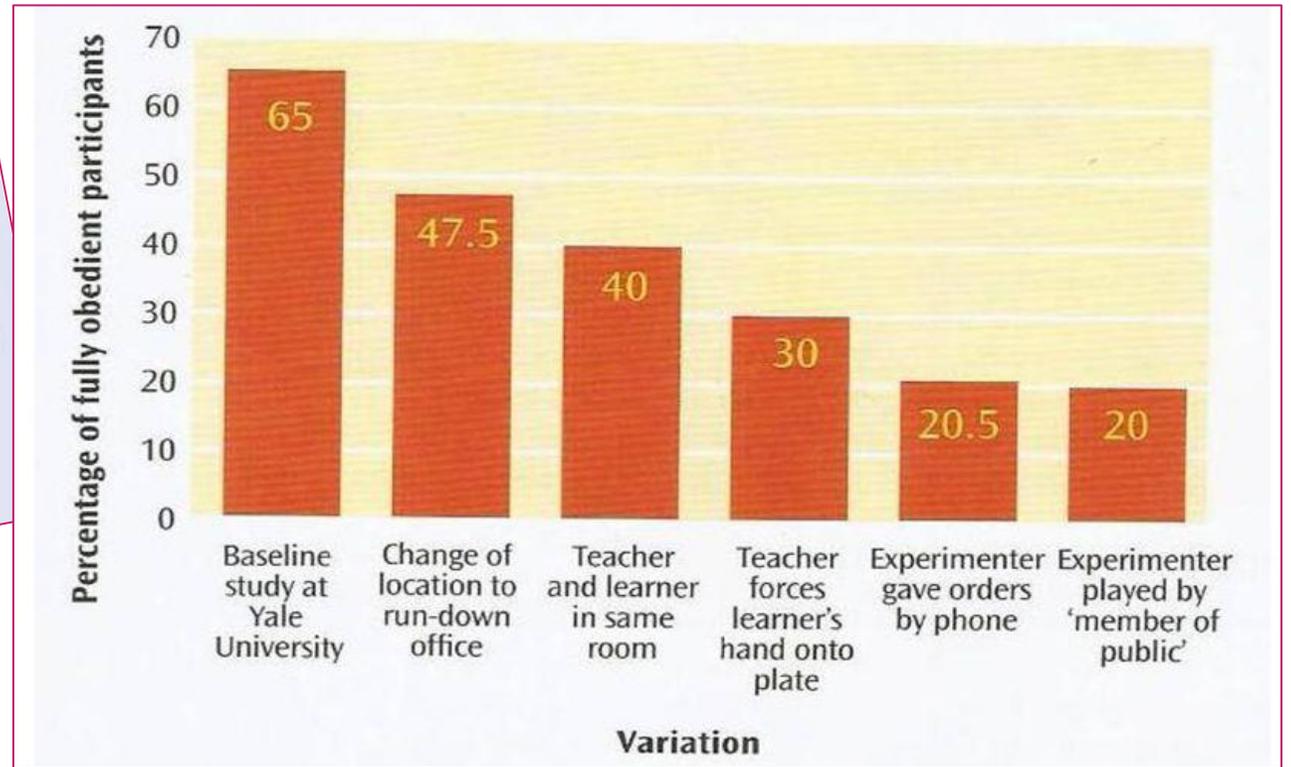
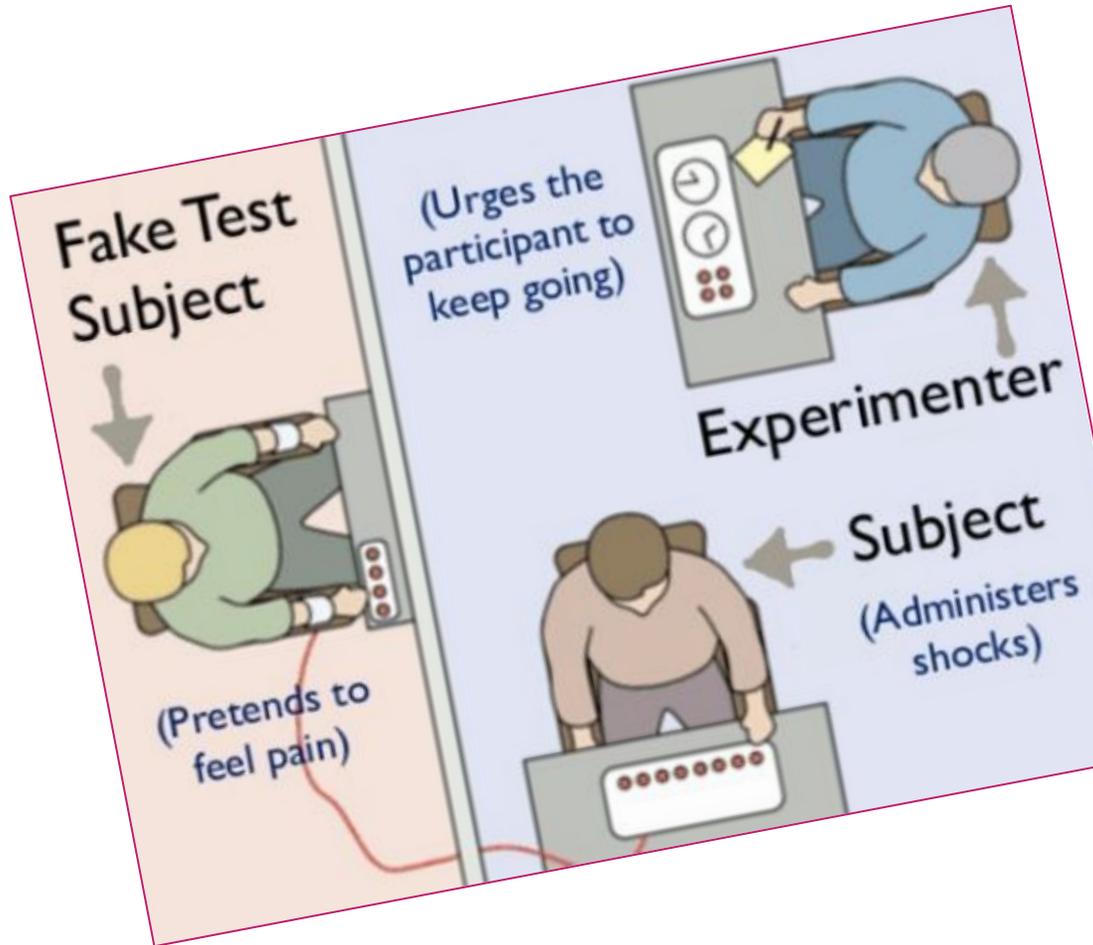
Video Moments



Decision Moments



The critical role of leadership



Sample DEI Training & Awareness Campaign

Q1	Q2	Q3	Q4
Setting the Tone	Understanding Behavioral Insights	Team/Manager Empowerment	Ongoing Reinforcement
<ul style="list-style-type: none"> • Scholar Training: Diversity, Equity, and Inclusion – OR – Navigating Unconscious Bias 	<ul style="list-style-type: none"> • Conduct leadership session to review behavioral insights establishing a baseline of strengths and potential gaps arising from training • Develop targeted messaging to drip down to teams via managers/supervisors 	<ul style="list-style-type: none"> • Workshop Opportunity: Mental Wellbeing at Work (manager and team editions) Engage in two-way dialogue with teams around mental wellbeing • Microlearning Video Moment: Workplace Bullying Play video at staff meeting and dialogue around situations that could be considered bullying, promote open sharing of experience 	<ul style="list-style-type: none"> • Self-Study: DEI Topic (Disability, Bullying, LGBTQ+) Enable employees to learn more about DEI topics and conduct self-study for topics of choice at their leisure • Microlearning Video Moment: Unconscious Bias Conduct video moment micro during staff meetings, send via link on Intranet/Instant messaging platform, deploy through functional leader

Ongoing DEI Communications/Leadership Messaging/Events

What takes you to the top of the mountain



Success involves a **systematic approach** and **bold steps** to strengthen inclusion, with best practices including:

- **The representation of diverse talent**
 - Advancing diverse talent into executive, management, technical, and board roles
- **Leadership accountability and capabilities for DEI**
 - Companies should place their core-business leaders and managers at the heart of the DEI effort—beyond the HR function or employee resource-group leaders
- **Equality of opportunity through fairness and transparency**
 - It is critical that companies ensure a level playing field in advancement and opportunity
- **Openness, and the tackling of microaggressions**
 - Companies should uphold a zero-tolerance policy for discriminatory behavior, such as bullying and harassment, and actively help managers and staff to identify and address microaggressions
- **A fostered culture of belonging through unequivocal support for multivariate diversity**
 - Companies should build a culture where all employees feel they can bring their whole selves to work

Let's Connect!

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Harper's LinkedIn QR Code



The Company:

- [The True Office Learning Blog](#)
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