



Creating a DEI Culture at Scale: Building an Inclusion Movement

	<u>Faults</u>	<u>Time</u>
South Africa (1989)	68	14 days
Germany (1989)	14	6 days



Sustained impact:

- SA top quality plant globally 2001
- SA top 4 global plants 2009
- SA only plant outside of Germany to be awarded “C” class contract 2009

Give them a sense of purpose, treat
them fairly
and
you start the movement!

How do you create a movement?

1. Invoke Purpose

2. Movement, not mandate

3. The Network Effect

4. Culture = habits

5. Align the Systems

6. Cultivate Learning



1

Invoke Purpose



Belongings



AT BACARDI



2

Movement,
not Mandate

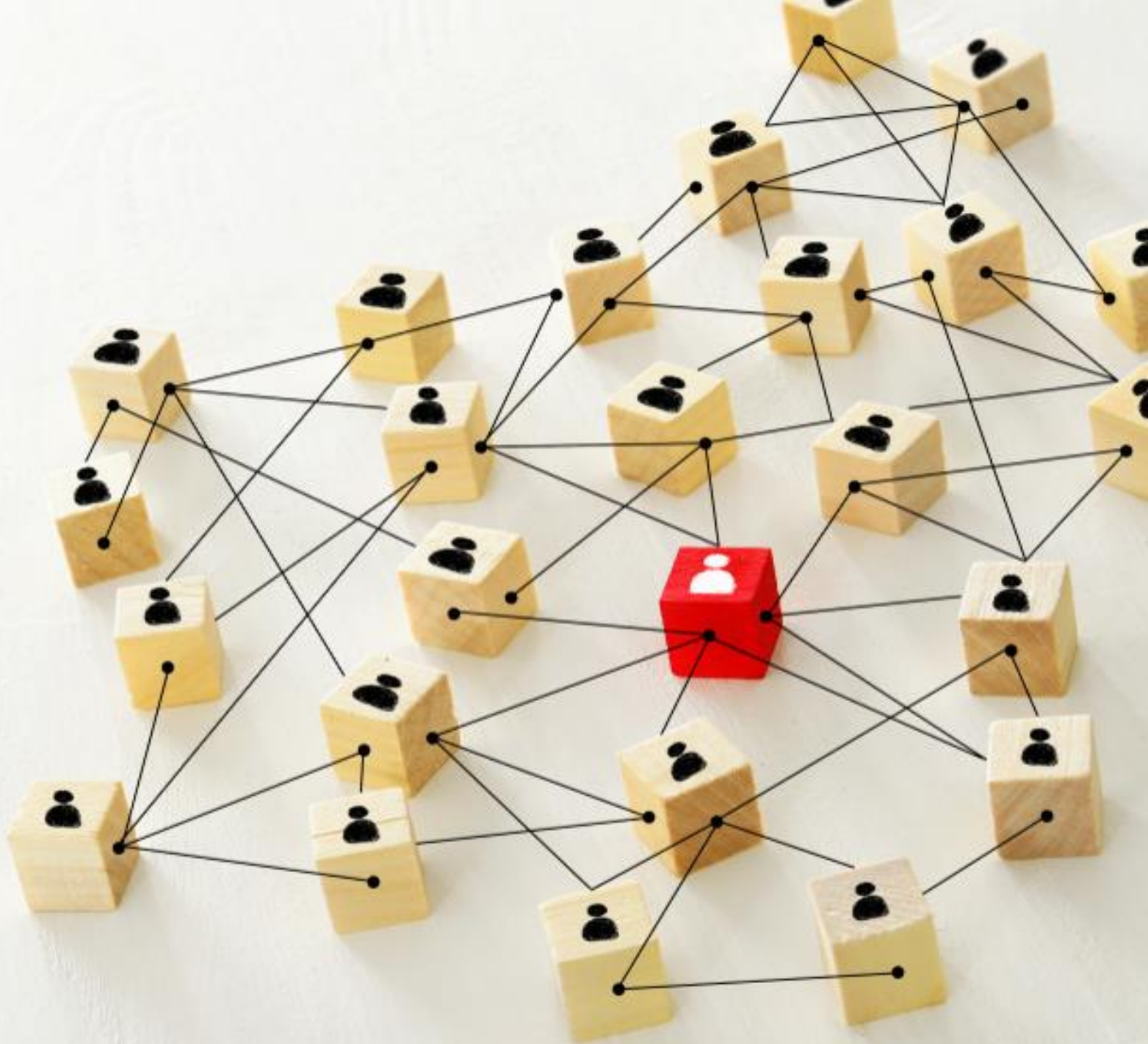


How Leaders start the Snowball



3

The Network Effect



A network diagram consisting of several wooden blocks, each with a white person icon, connected by white lines. The blocks are arranged in a roughly circular pattern, with some blocks having more connections than others, representing a social or professional network.

Inclusion through networks

Factors most connected with promotion and tenure:

1. Early ties
2. Bridging Ties
3. Mentoring connections

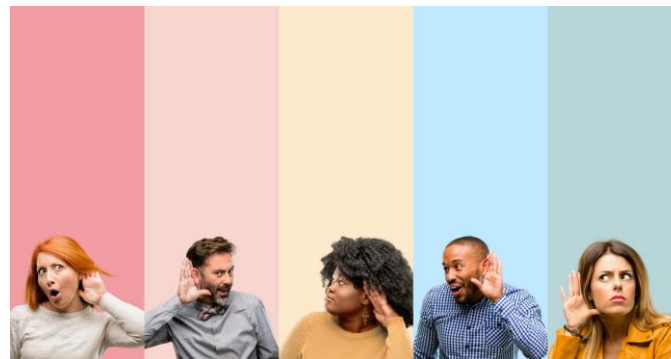
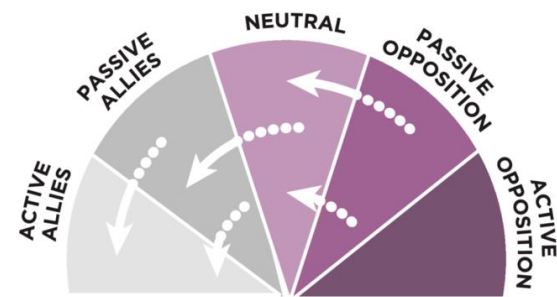
BUT boundary spanning ties more important that links to senior people!



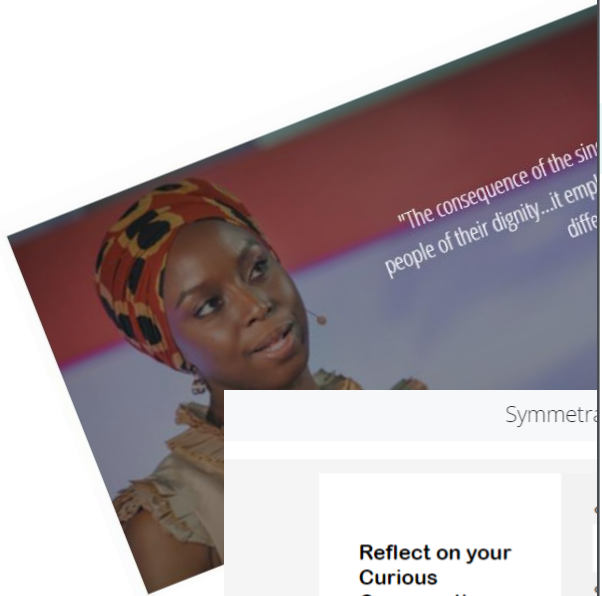
The Spectrum

Inquiry

Advocacy



How we tap into Networks



"The consequence of the sin
people of their dignity...it emp
diffe

Symmetra

Reflect on your Curious Conversation...

Take a moment to jot down a few notes about your experience in holding a curious conversation.

Symmetra | Career Conversations Guide



Question 3: How has this conversation changed your perception of anyone in the group or your circle, including yourself?

Question 4: Is there a next step you would like to take based on the conversation you just had?

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Learning Pod II: The Laggers

Recent Learning pod Activity: Shared a submission

We may have started late, but we're on our way now.

1 Message to each other

7 Learning pod Members

Learning Pod Lead

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HP
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Show All

Pop your (digital) bubble

... spanning challenge?

break down silos in your

... to help member

Natalie Zilka

Get The Diversity Bonus!

2 4

12:50 PM

3 Victoria Park 1775

4 Casey Aladic 1565

5 Indre Lukoseviciute 1475

4

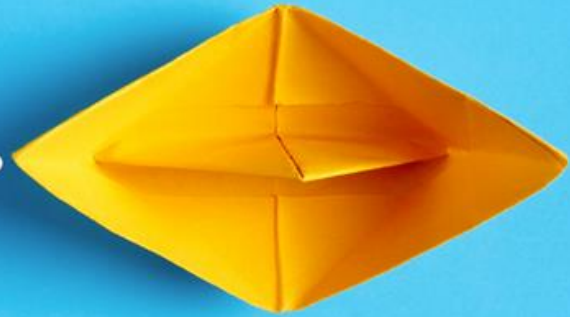
**BUILD
GOOD
HABITS**

Culture = habits

Breaking Biases through habit-breaking



**IMMUNITY TO
CHANGE**



How we change Habits and shift Mindsets

Our 8 week Inclusion Foundations Program is underpinned by 8 Habits which are aligned to Symmetra's Inclusion Competency Model.

Habit 1: Get Comfortable with the Uncomfortable (Valuing Diversity)

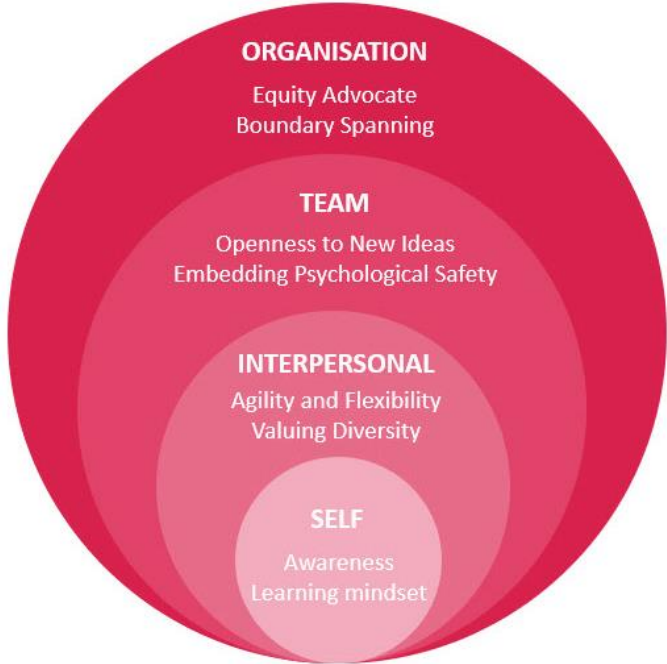
Let's dig deeper...
★ 20 points • Participated
Case Study: Nike FlyEase
What exactly did Nike do differently to leverage Diversity of Thought? What were the likely behaviours people demonstrated?
Feb 27, 2022 12:49 PM

Activity 1: Pop The Bubble
This article on how to connect across silos by Amy C. Edmondson, Sujin Jang, and Tiziana Casciaro for... on Section 1 about Cultural Brokers, people who act as either "Bridges" or "Adhesives".

Activity: Circle of Trust
Instructions
1. In the first column, identify 10 of your most trusted people, when solving a business issue
2. Fill in each of the columns against each person. Notice any trends as you go through the process.
3. Review each column and for every person that is DIFFERENT to you, add 1 point. I.e. If you are Male, add 1 point for each Female) and write the score for TOTAL.
4. To get your DIVERSITY SCORE, add up all points in each column and divide the total by 7 (the number of Diversity columns).

NAME / INITIALS	GENDER (M/F)	RACE / ETHNICITY	AGE	SEXUAL ORIENTATION	EDUCATION BACKGROUND	DISABILITY (Y/N)
TOTALS						
DIVERSITY SCORE						

Celebrate Connect Commit
• What have you learned over the last two weeks?
• What have you been challenged by during this module?
• What was the highlight of the module for you?
Mar 8, 2022 10:20 AM





5

Align the Systems



Creating an Equitable Talent System



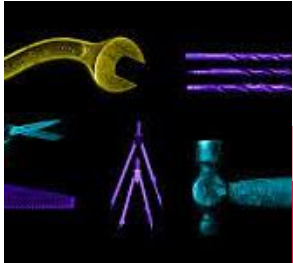


Cultivate Learning



Embedding Habits

Inclusion Toolkits



Inclusion Moments



Inclusion Missions



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Symmetra^o

Thank you!

Stay connected:
www.symmetraglobal.com