



# 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

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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

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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

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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

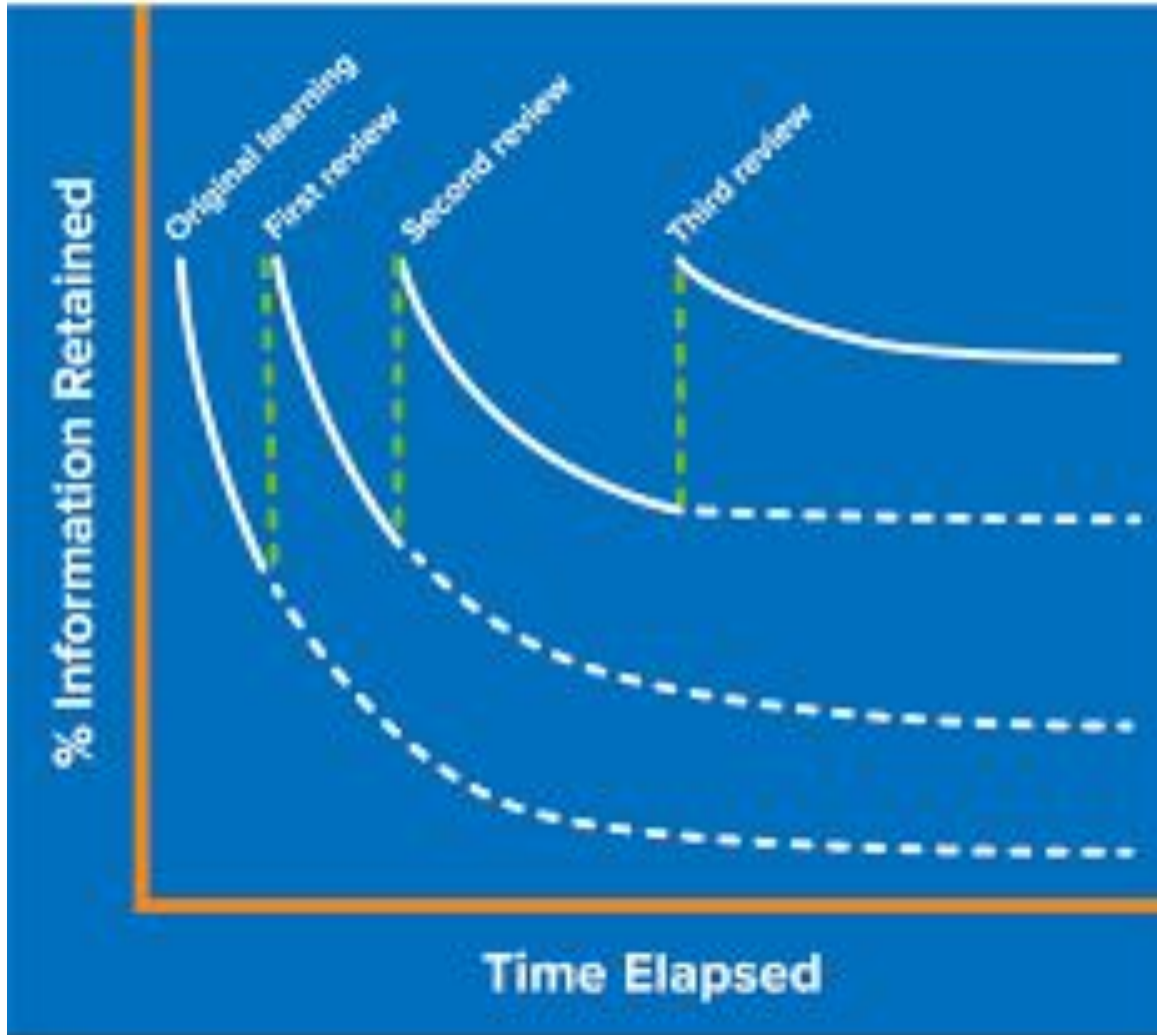


# Bringing DEI to the forefront: Common myths

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

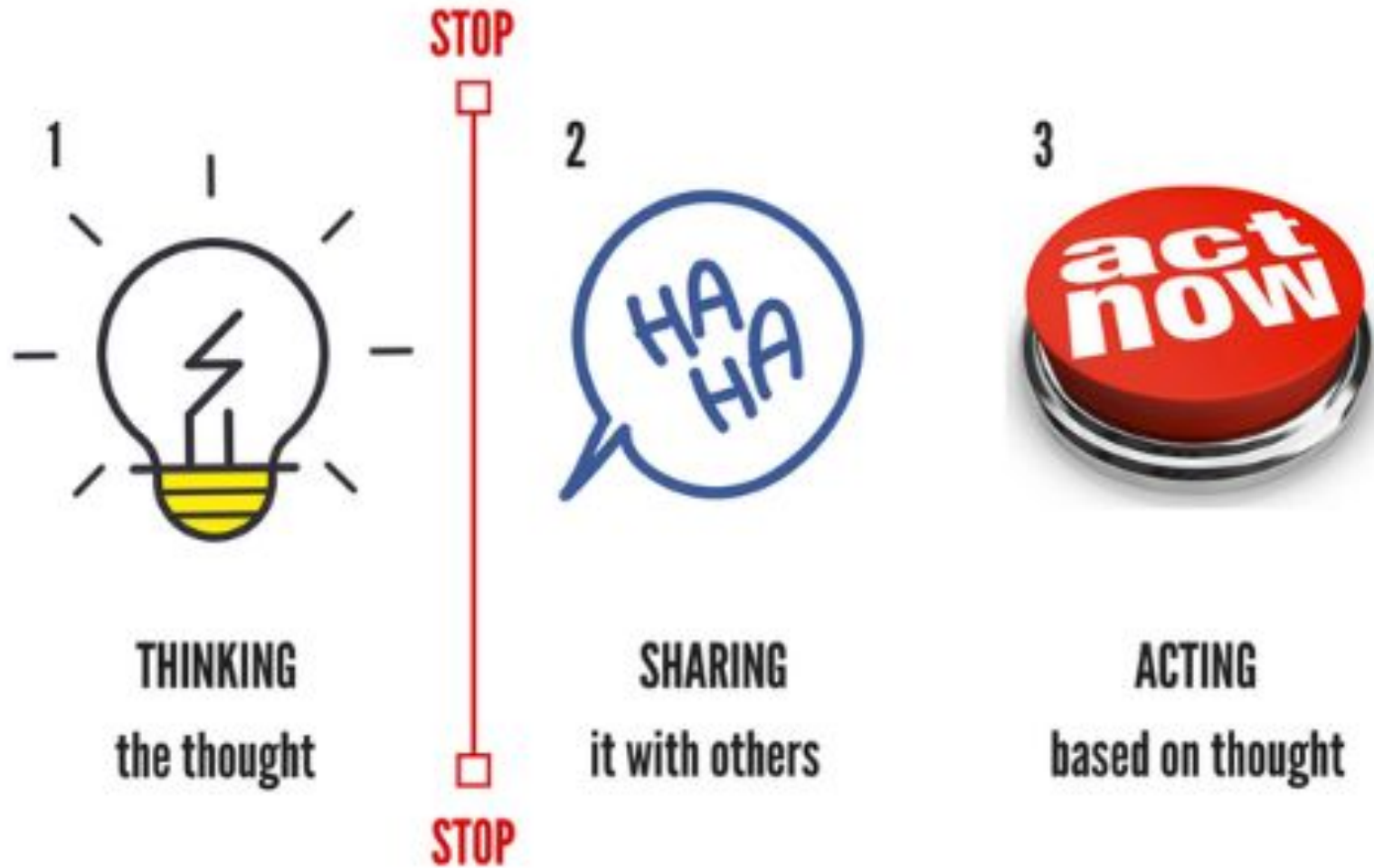
[Visualization Exercise and Gary Turk Spoken Word Video: Unconscious Bias]

# 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]

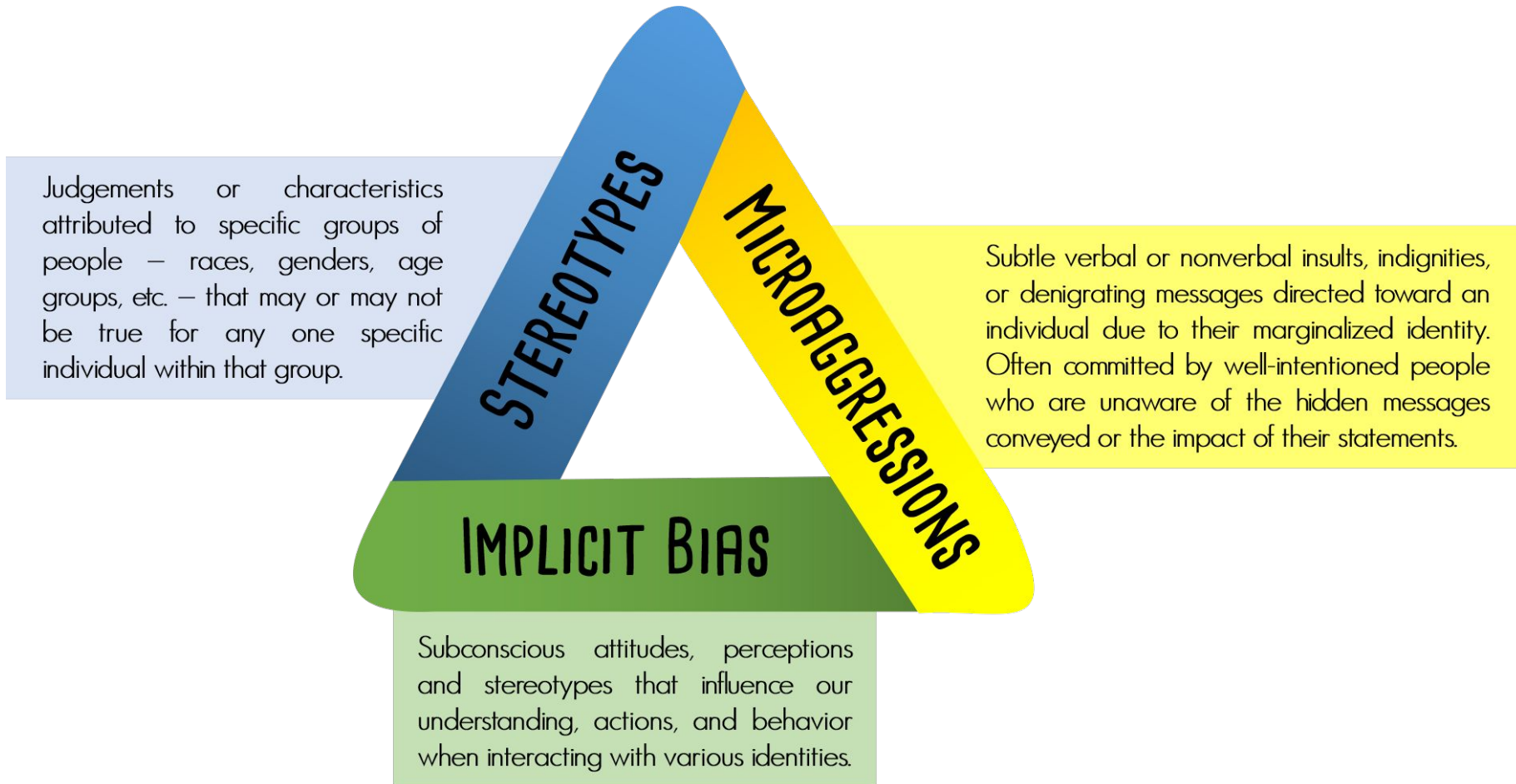


# Fight the bias habit: Learning to challenge ourselves





# Building awareness



# 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

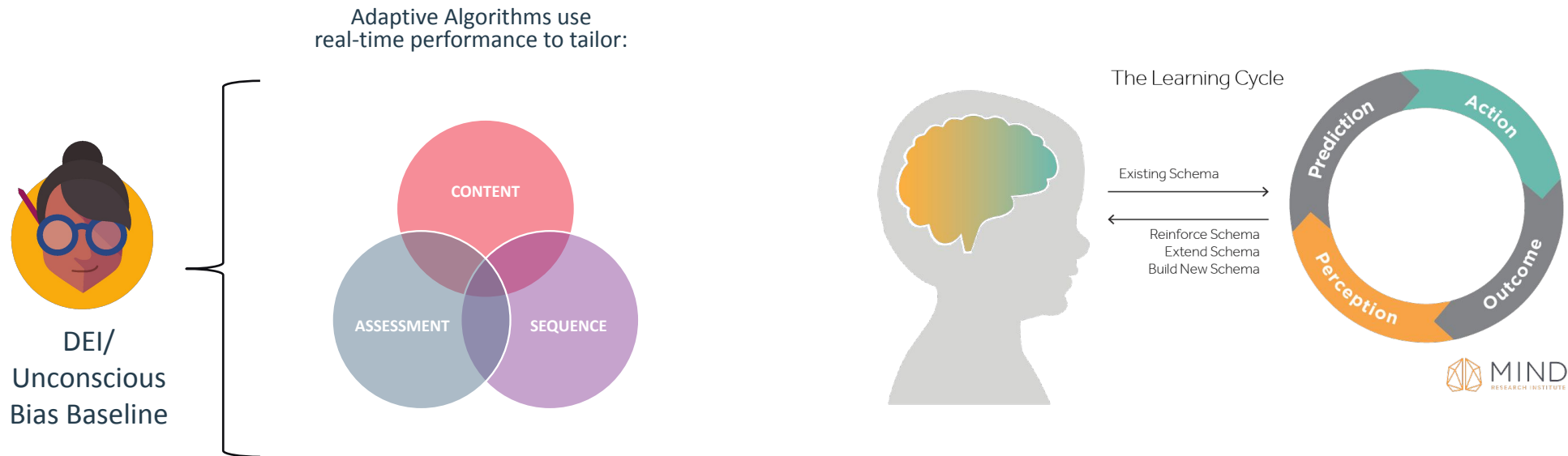
# A human issue needs a human approach

- 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

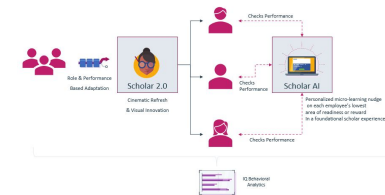
### Ongoing Reinforcement



Video Moments



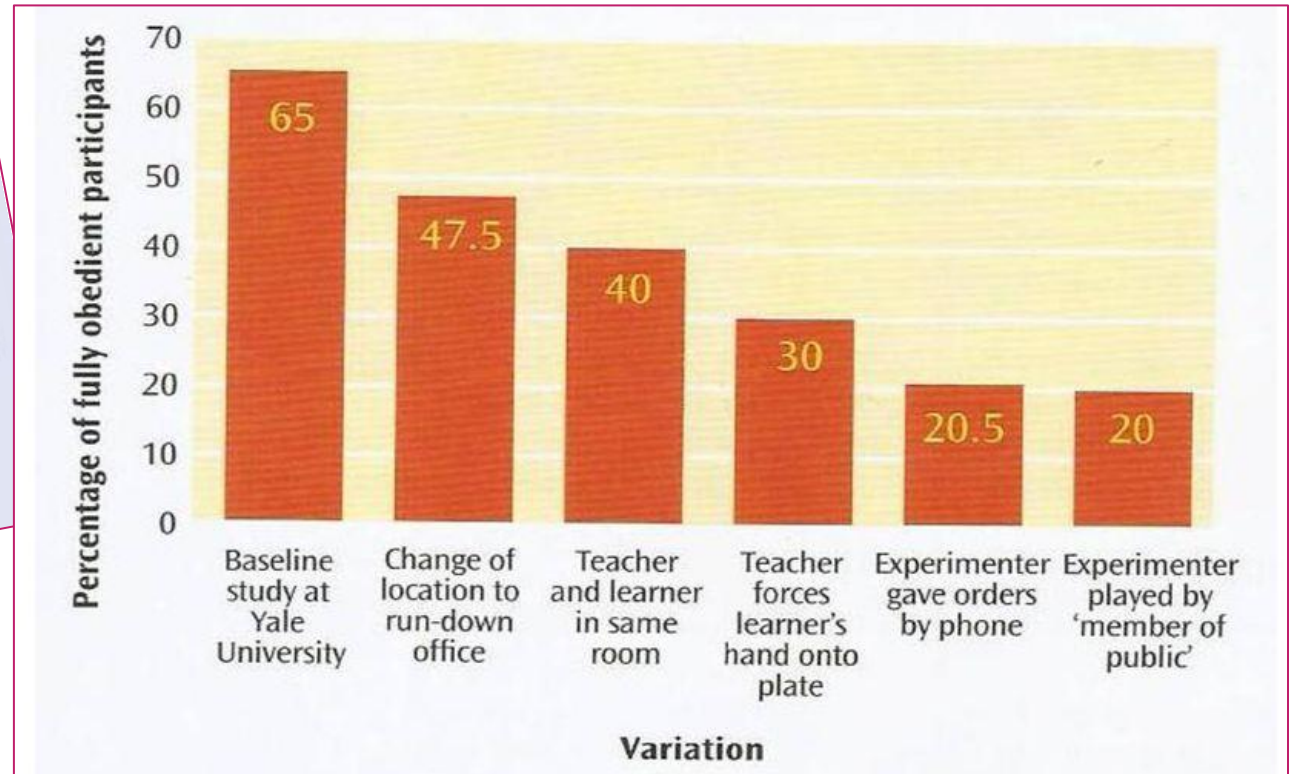
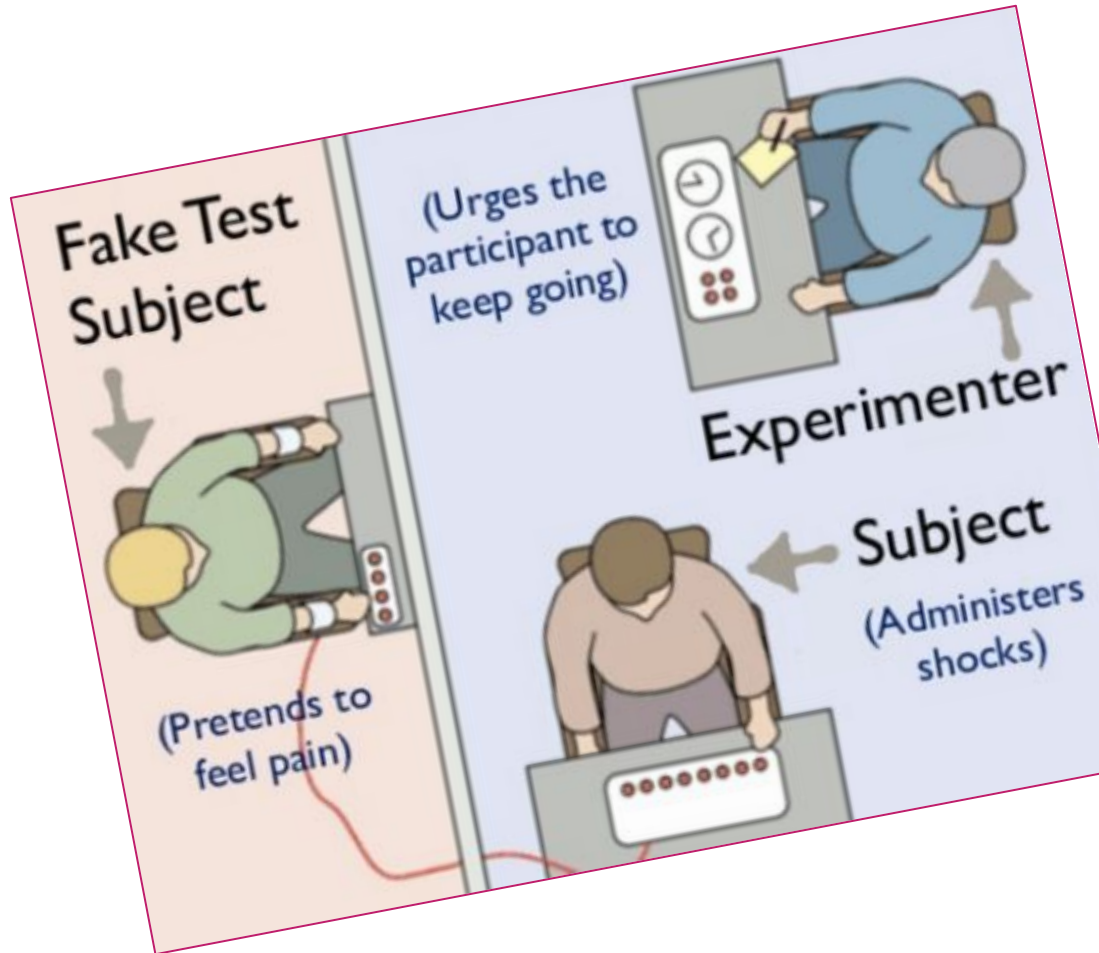
Decision Moments



A.I. Learning Paths



# The critical role of leadership

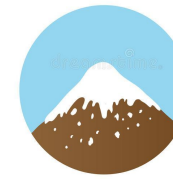


# Sample DEI Training & Awareness Campaign

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

*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](#)
- [True Office LinkedIn Page](#)

