

Training to Culture Change: A Case Study of Making Inclusion Stick

Welcome!

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Purpose

- Identify how to leverage D&I training into an impactful culture change initiative
- Apply metrics and measures as a way to monitor progress on creating culture change



Hello



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Managing Talent: Three Compelling Questions

Skills Management



Do you have the right people, doing the right things to reach your business goals?

Are you creating an environment where the right people want to be?

How do you know?

Why Focus On Culture?

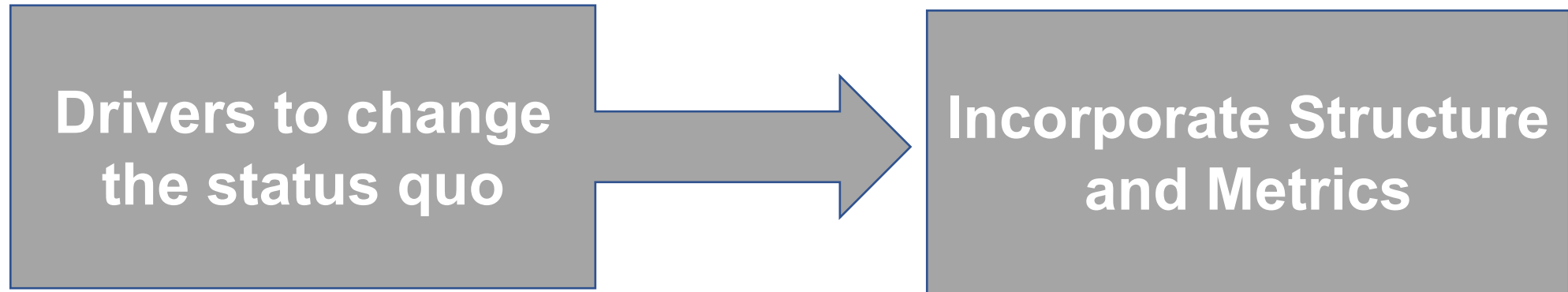
We want to ensure that our community embraces the principles of valuing and respecting differences whether in ideology or identity, and that the GSB is a leader in creating and maintaining an inquiring, inclusive, and mutually respectful culture.

-Jon Levin, Dean of Graduate School of Business

New People, Initiatives and Structures



Operationalize Culture – Work in Progress



Strengths: Connected to mission, colleagues, and manager

Areas to improve: intentional about GSB culture, silos, diversity

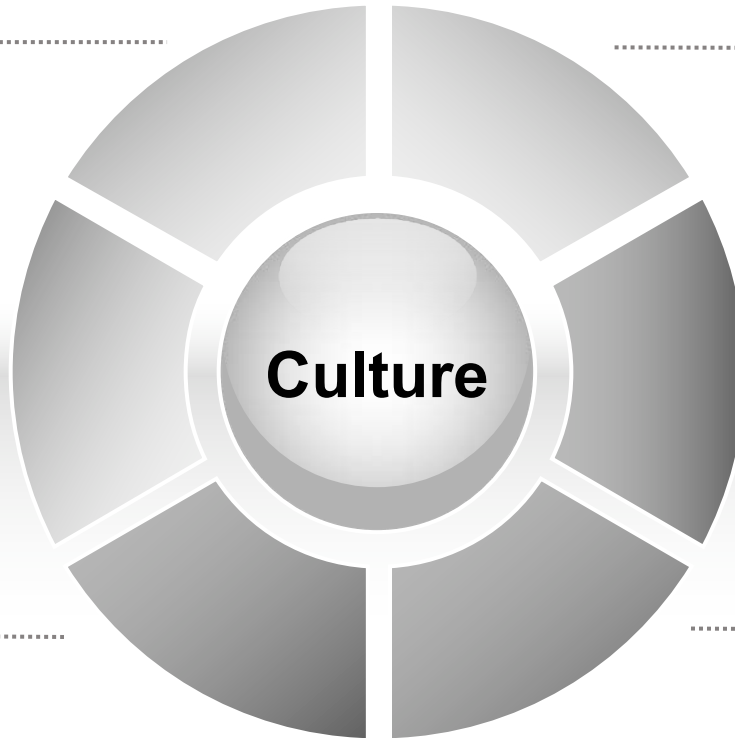
Operationalize Culture

Continually weaving culture into communication

Collaboration and Inclusion:
mindset and behaviors

Surveys: results and
focus groups

Cascading Goals –
collaboration and efficiency



No Ratings Year End
Review: improved
conversations

Inclusive leadership:
manager focus on
diversity

Research Salon:
faculty relations

What Do We Hope to Accomplish?

Since its inception, Stanford GSB has been dedicated to excellence — and we believe wholeheartedly that our continued excellence depends on advancing diversity, equity, and inclusion.



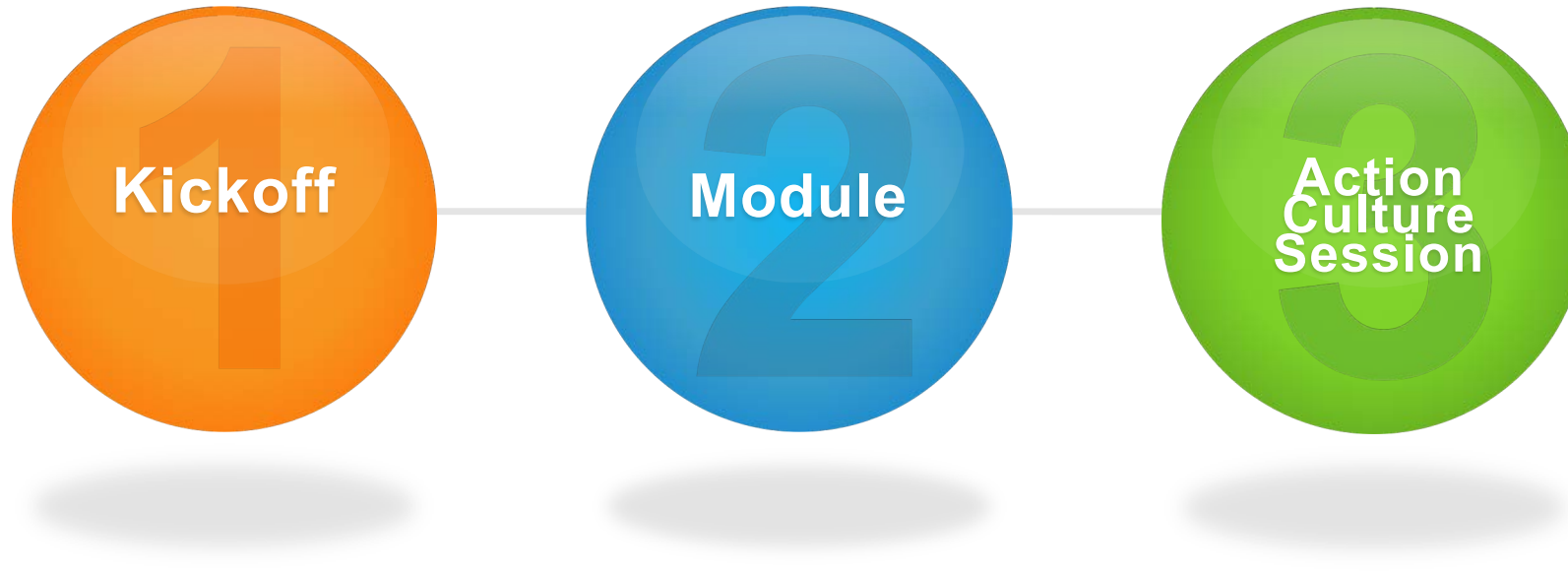
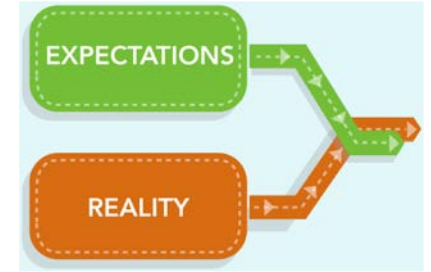
What Approach For Change?



Discussion...

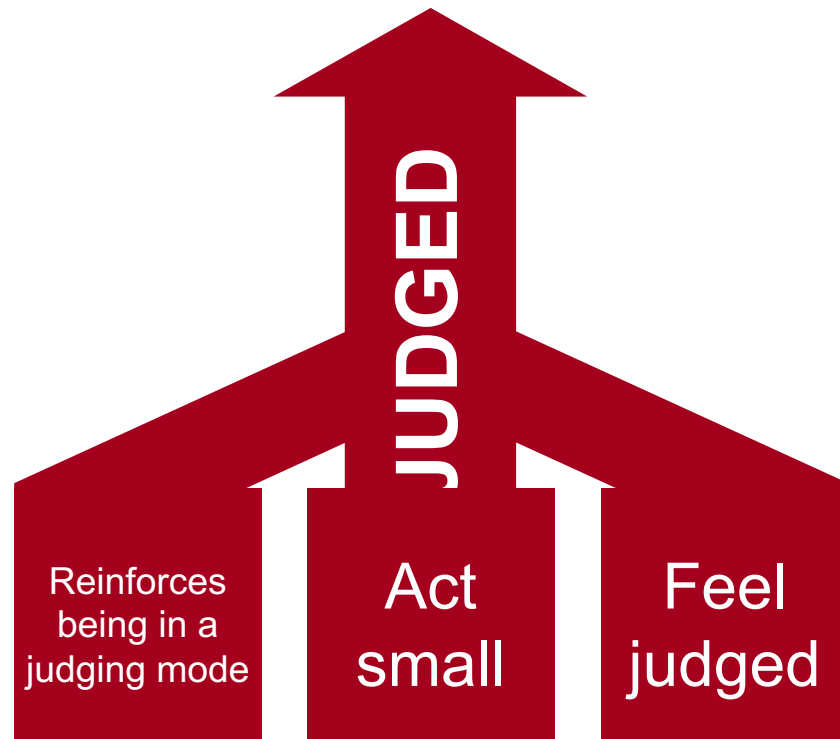
What approaches have you used in change initiatives? What has enabled the initiative to stick?

Change Program Process



We have articles and videos along the way —

Foundational Program – Collaboration & Inclusion



Foundational Program – Collaboration & Inclusion

MINDSET & BEHAVIORS

Related Survey Results

KEY #1 LEAN INTO DISCOMFORT

Safe to challenge

KEY #2 LISTEN AS AN ALLY

Leaders consider impact

KEY #3 STATE INTENT AND INTENSITY

Leaders set clear priorities

KEY #4 SHARE YOUR STREET CORNER

Cooperation across departments

COMMON LANGUAGE



NOTIONS



STAKE



BOULDERS



TOMBSTONES

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Reinforcement for Workshop

Kickoff

Orientation
Dean/senior leader intro
Setting expectations

Prep for workshop

Articles
Videos

Workshop

Action learning

Assign homework/action
planning with buddy

Final Action Culture session

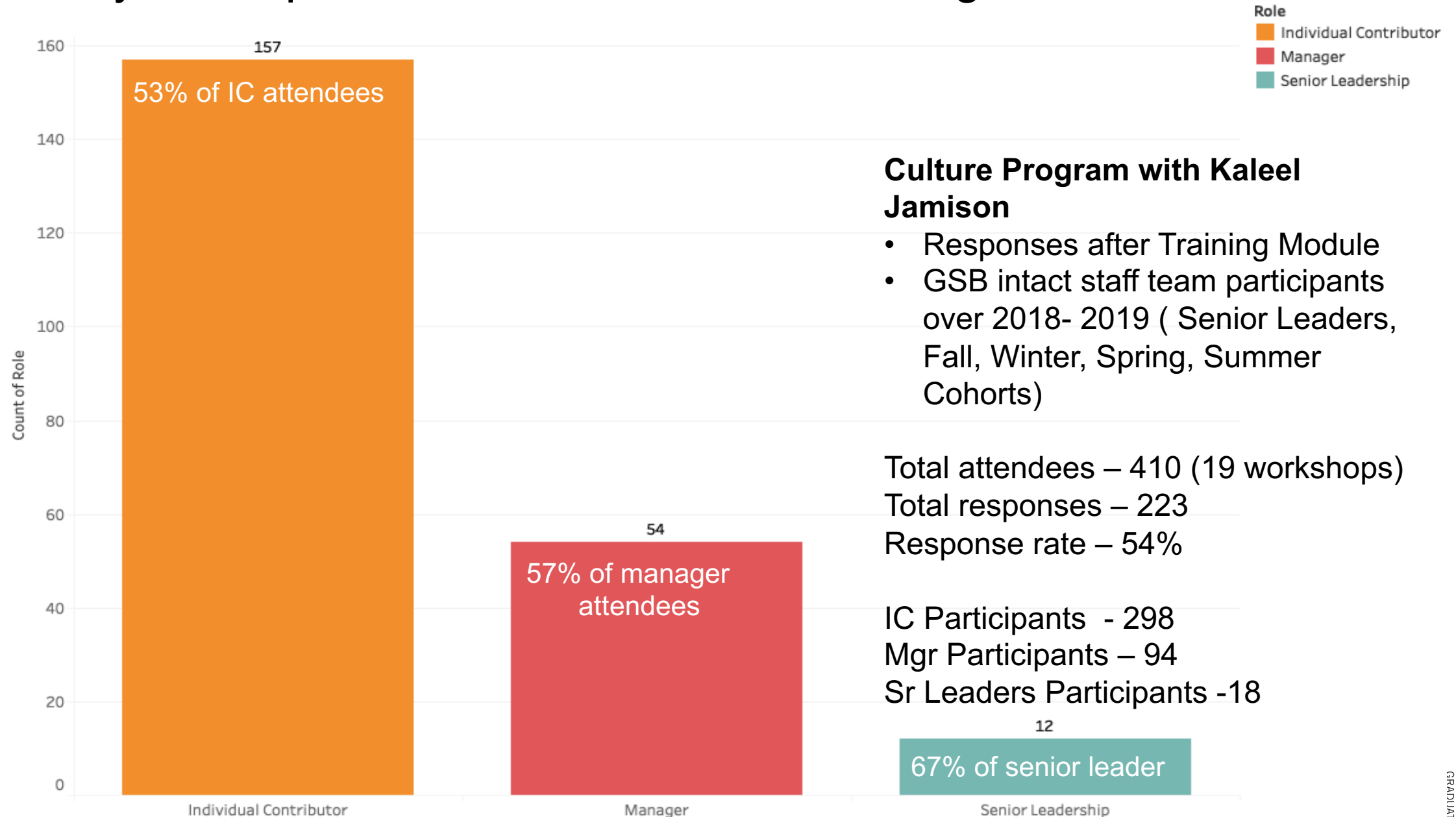
Check back on actions
Share metrics

Discussion: What have you done to reinforce learning?

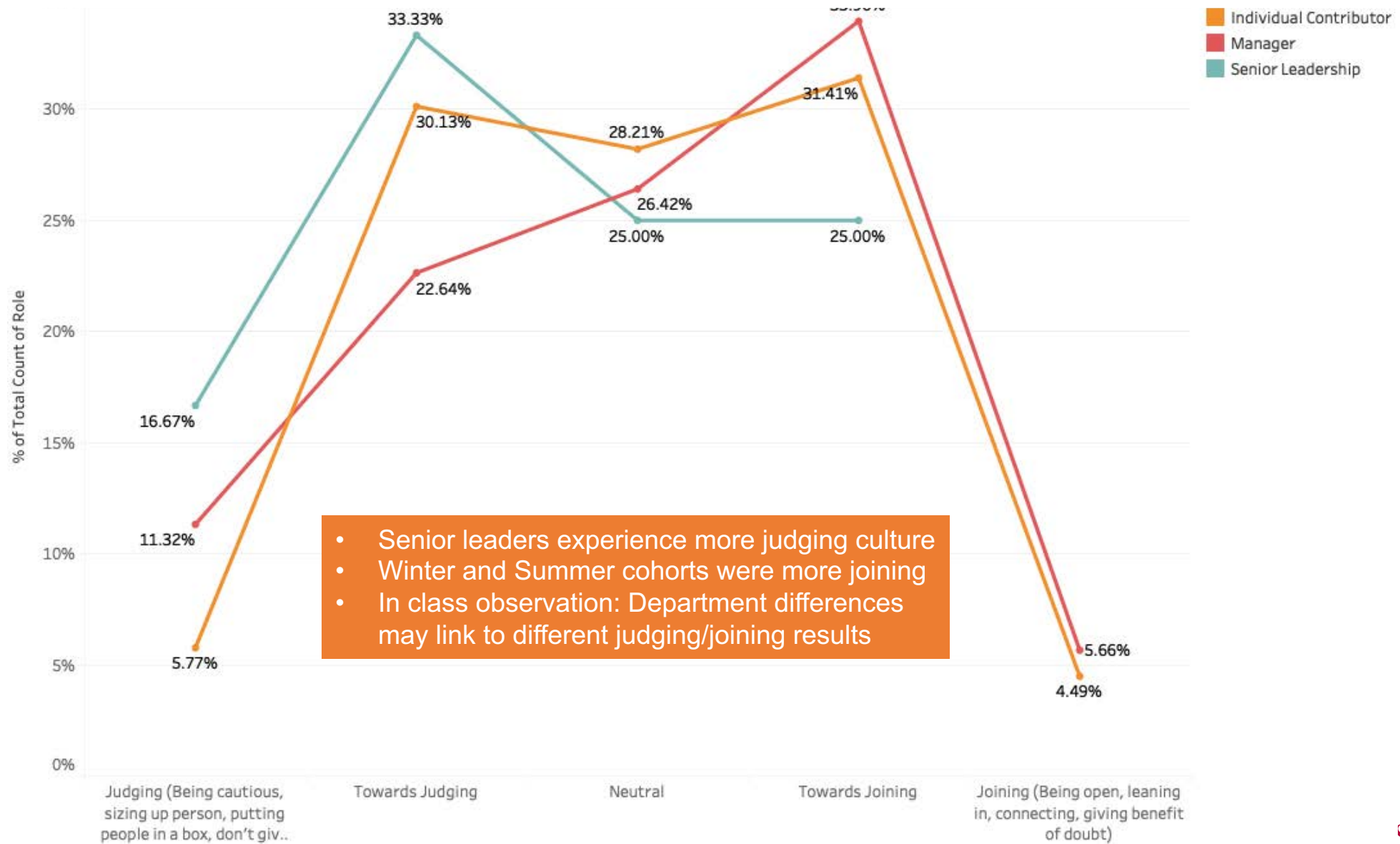
Metrics



Survey Participation Breakout for Culture Program

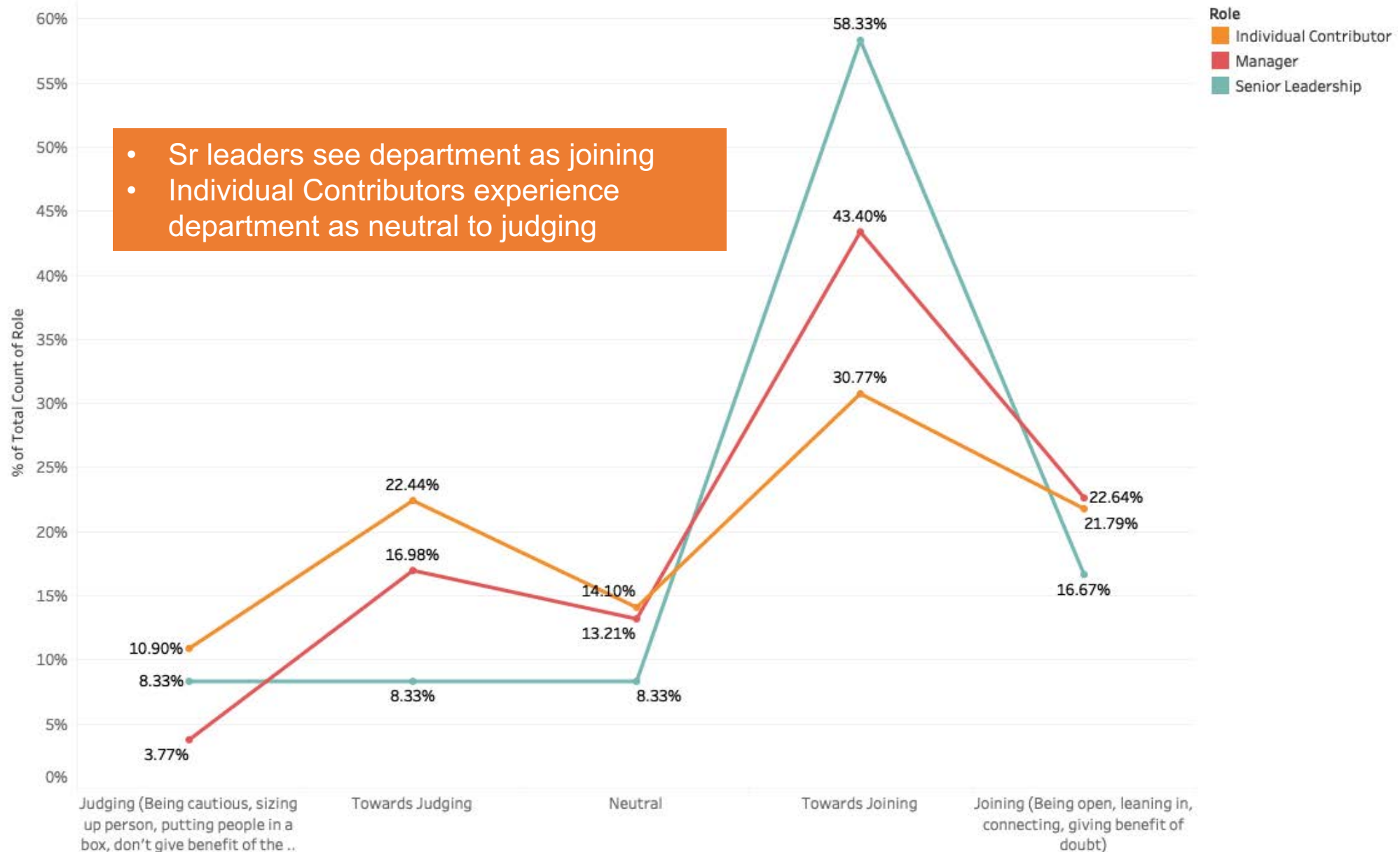


To what extent do you think the GSB is more of a judging or joining culture?



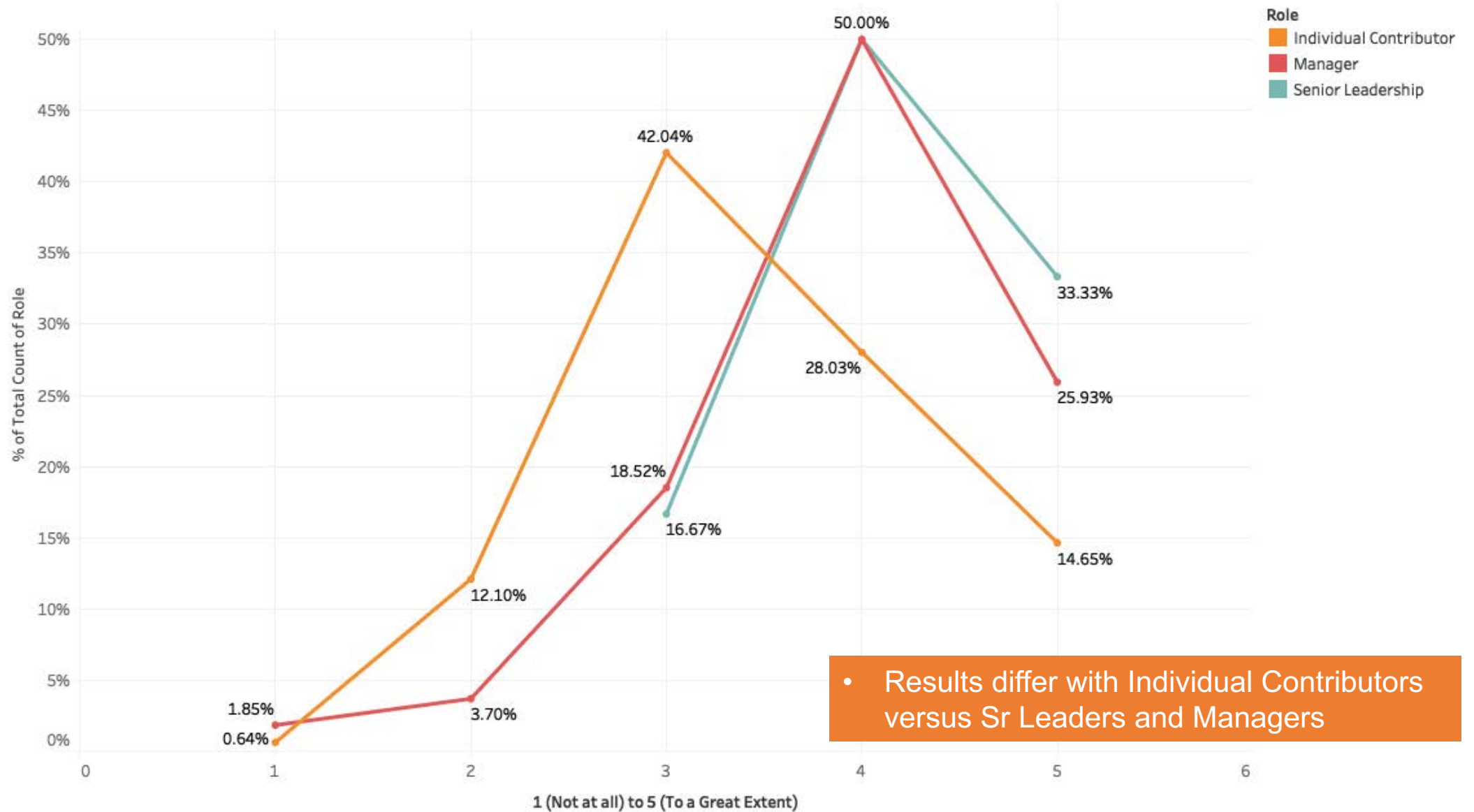
The trend of % of Total Count of Role for Q3. Color shows details about Role. The view is filtered on Q3 and Role. The Q3 filter excludes Null. The Role filter keeps Individual Contributor, Manager and Senior Leadership.

To what extent do you think your department is more of a judging or joining culture?



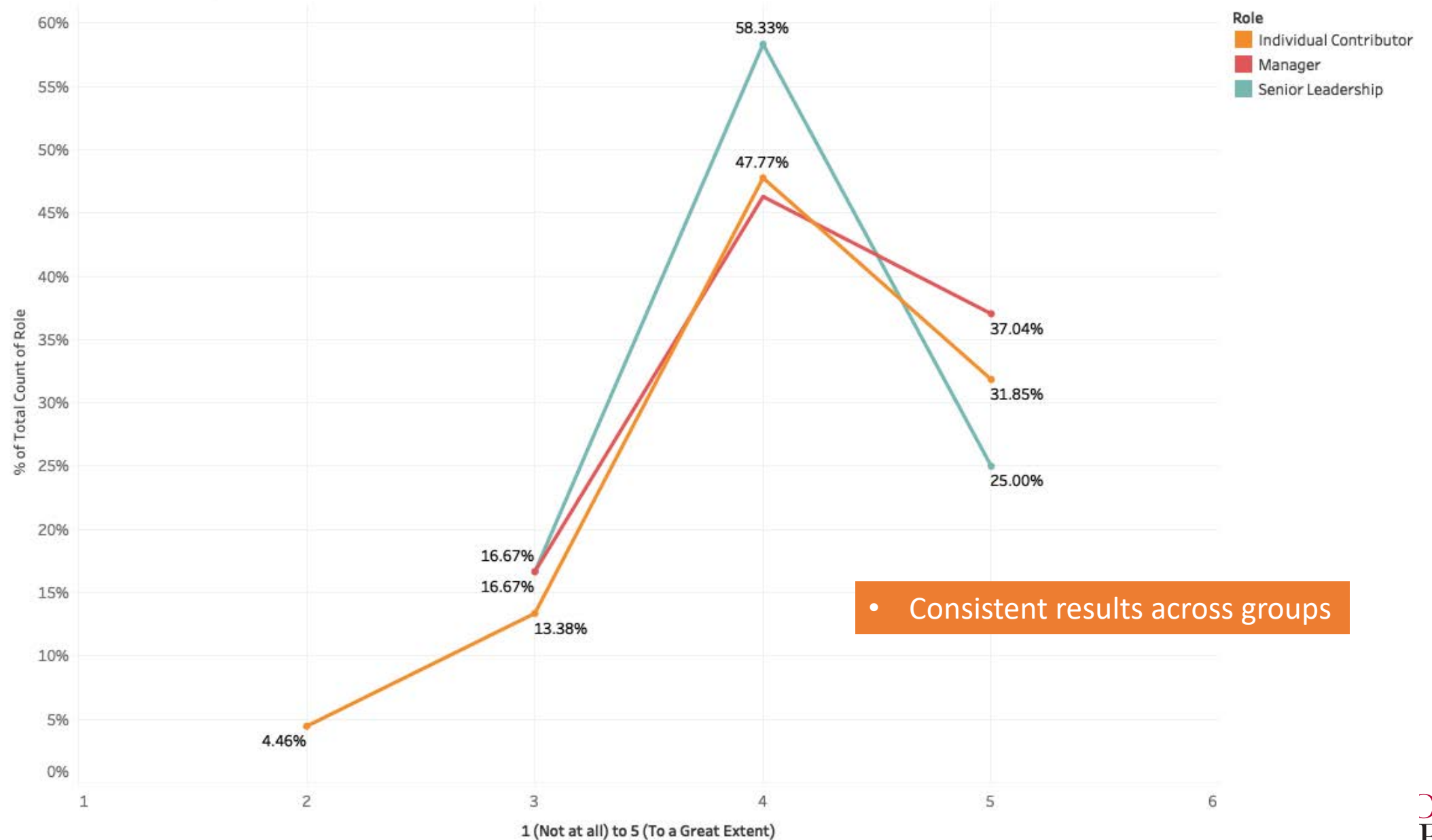
The trend of % of Total Count of Role for Q4. Color shows details about Role. The data is filtered on Q3, which excludes Null. The view is filtered on Role, which keeps Individual Contributor, Manager and Senior Leadership.

“I Lean into Discomfort.” I speak up.



The trend of % of Total Count of Role for Q1 1. Color shows details about Role. The view is filtered on Role, which keeps Individual Contributor, Manager and Senior Leadership.

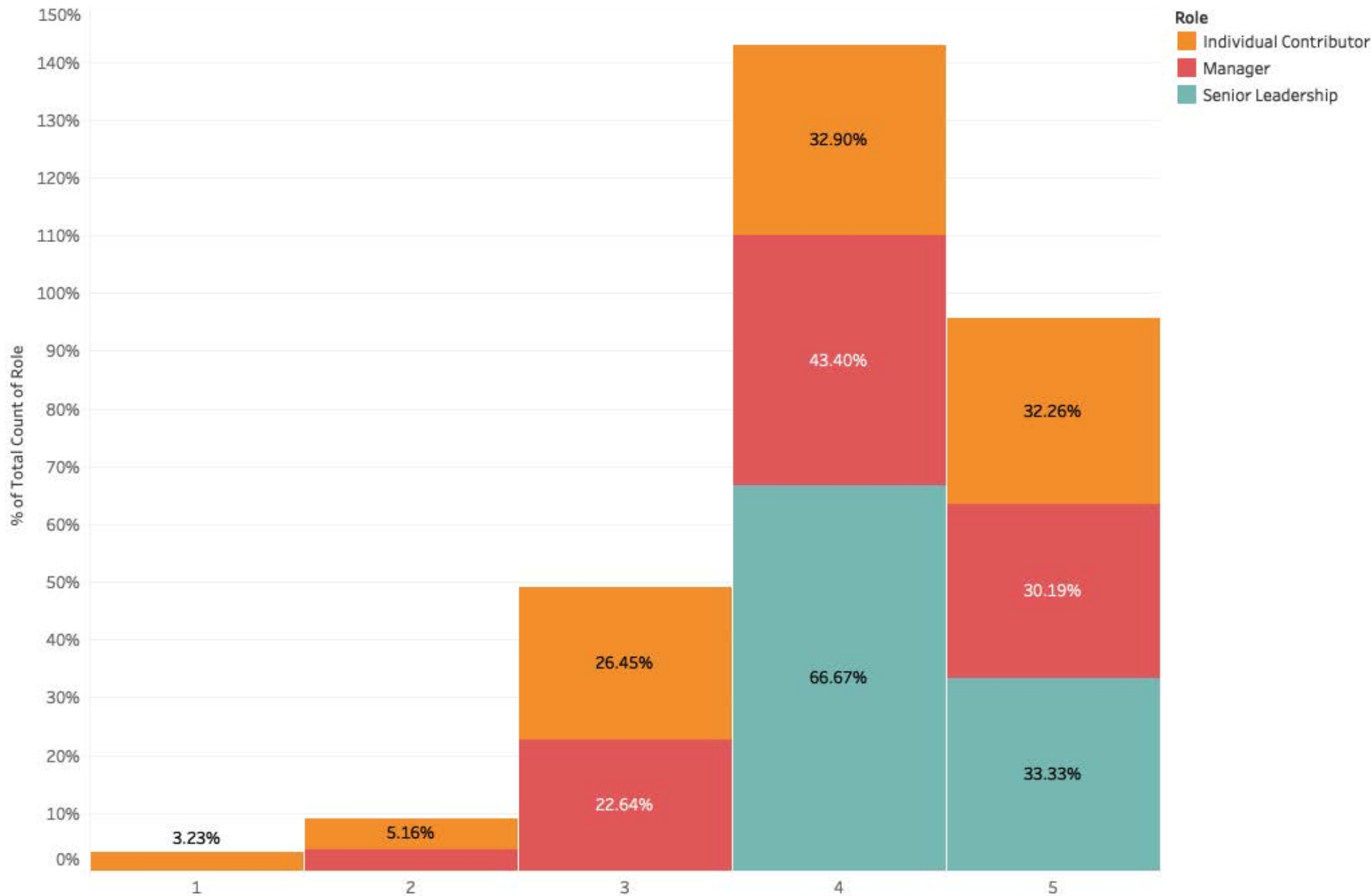
“I Listen as an Ally”



The trend of % of Total Count of Role for Q1 3. Color shows details about Role. The view is filtered on Role, which keeps Individual Contributor, Manager and Senior Leadership.

How worthwhile has it been to participate in the Collaboration and Inclusion program?

Our learning: *This was good but it needs to not be a one off thing, these same concepts need to be reinforced throughout the coming year. Especially since the groups I have the most trouble with received the training almost a full year before I did*

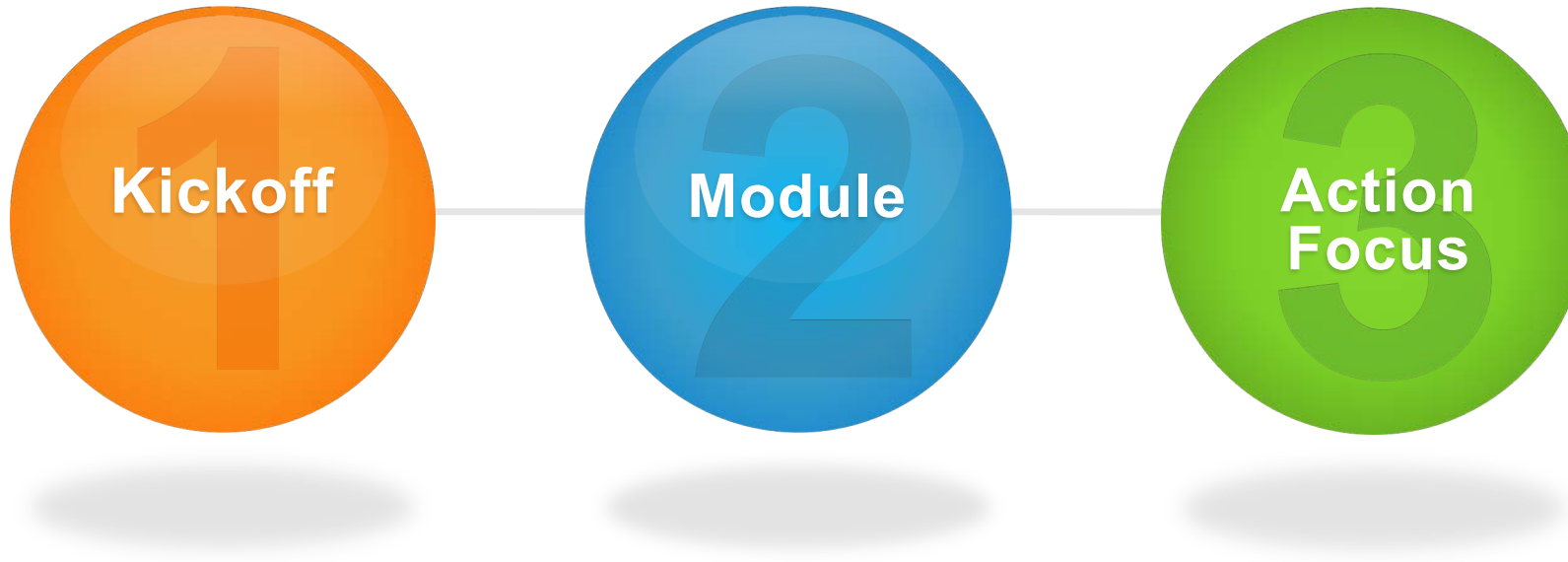
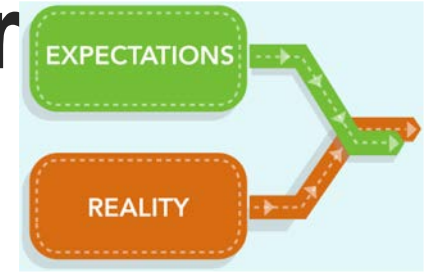


% of Total Count of Role for each Q9 1. Color shows details about Role. The data is filtered on Q3, which excludes Null. The view is filtered on Role and Exclusions (Q9 1,Role). The Role filter keeps Individual Contributor, Manager and Senior Leadership. The Exclusions (Q9 1,Role) filter keeps 16 members. Percents are based on each row of each pane of the table.

Next Program- Inclusive Leadership for Managers



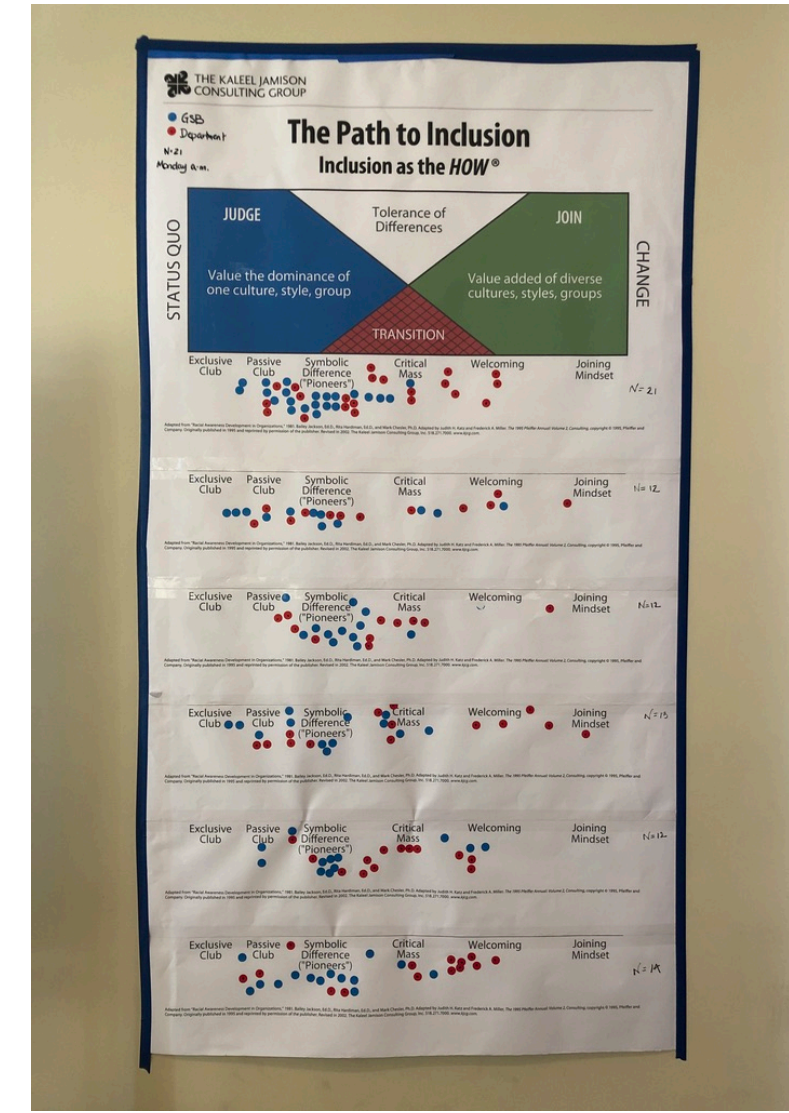
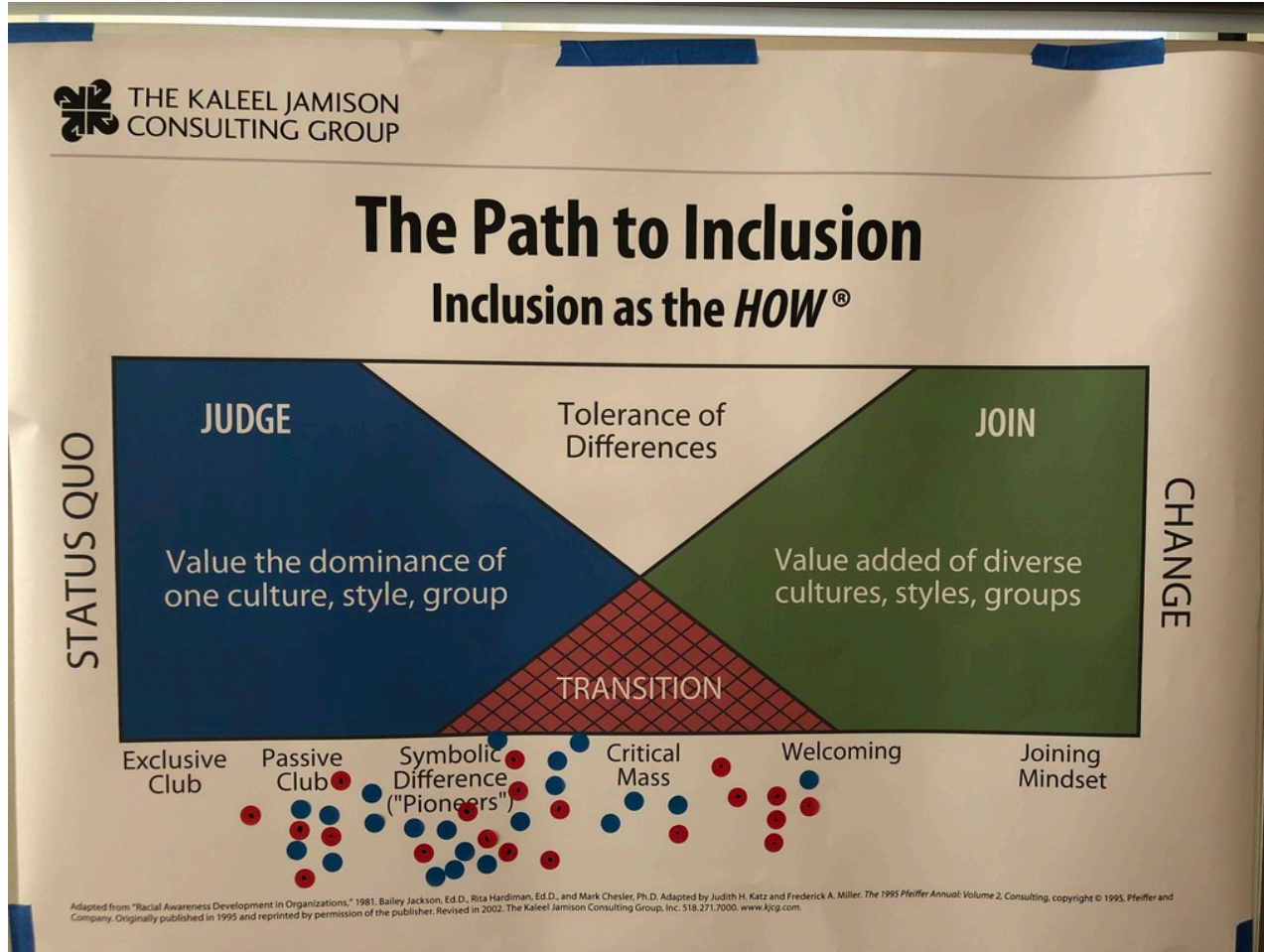
Inclusive Leadership for Manager



We have articles and videos along the way —

Next Program - Inclusive Leadership

Bring managers together to further our work in creating a diverse, inclusive workplace





Key Elements for “Stickiness”

- Not stand alone
- Make it a part of the workflow
- Reinforce the learning both pre- and post-session
- Hold people accountable for applying what they have learned
- Identify internal “anchor” who will hold the education and connect the dots
- Create strong partnership between external firm and internal—not just a “vendor”

Discussion... What are you doing to make education stick?



Thank you!

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