

DEI Programme Leading Inclusive Change - Leading through challenging times-20251022_115045-Meeting Recording

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1h 29m 37s

● **Elizabeth Pollitt** started transcription



Liz Pawson-Poon 13:13

Hello, we were just kicking off Ransi and you know we said any late comers, you know we're recording the session so people can catch up on it. Before we dive into today's content, I just wanted to have a quick check in because very conscious that we shared quite a few documentations and modules with you between the last. Webinar and today you will have received in your e-mail a couple of documents with an overview of the program. There's a document that gives you a little bit more overview on the assessment project that Charlotte mentioned in the last webinar, the DEI challenge you know for you to.

To identify and that you would like to resolve and work on throughout the life of this program. And then there's also a separate document that we shared on your professional development plan. There's a lot of research that suggests that you know DEI professionals, many of whom I think around half of us, don't.

Actually have a professional development plan and I think the document sets out a little bit of information about the importance of one and would really like to encourage you all to reflect on that if you don't already have one and if you do already have one to also maybe take the program as an opportunity.

To review your your current plan and keep that updated as well. There's also an opportunity to obviously use you know your one-to-one coaching sessions as well to continue to fine tune and reflect on your plan individually and also think about where your career is headed and.

Where you want to be in terms of a DEI change maker, but I just wanted to pause.

Were there any questions, any reflections, any issues with any of those?

No.

We've also shared a self-led module on telling your story. Yukiko, you've got your hand up.

HY **Hiizumi, Yukiko** 15:19

Sorry, I was. I'm contradicting myself actually, so I do have a quick clarification to make so.

 **Liz Pawson-Poon** 15:27

Please.

HY **Hiizumi, Yukiko** 15:31

I suppose Um during the one-on-one coaching Uh, which I think is going to start from next week if I'm not mistaken, Uh would give us an opportunity to Um ask questions related to the Uh assessment or the the individual.

Sort of challenge that we would like to pursue for the rest of the get throughout the journey. Is that right? OK, OK.

 **Elizabeth Pollitt** 15:53

Yeah.

 **Liz Pawson-Poon** 15:58

Yes, absolutely. And you know, we would like to, you know, position the coaching sessions as you know, take it however you would like it to go. But it is absolutely a forum for you to discuss with your coach about your specific DNI challenge. It might be to brainstorm.

It might be to have a sounding board on you know what you think might be a suitable solution, but also we'd also recommend if there are any reflections that you have taken with any previous webinars and modules that you would like to explore further, you know, please feel free to bring that to your coach as well.


HY **Hiizumi, Yukiko** 16:40

OK, perfect. And then I saw some of the examples, um, taken from the previous Um assessments and that's, um, very useful. But again, I reckon that, um, each individual case, uh, could be something completely tailored and customised.


 **Liz Pawson-Poon** 16:48

Mhm.

HY **Hiizumi, Yukiko** 16:59
To your own set of journey, right?

 **Liz Pawson-Poon** 17:02
Absolutely.

HY **Hiizumi, Yukiko** 17:03
OK.

 **Liz Pawson-Poon** 17:04
And where your company is at at the moment, what your specific challenge is?
Absolutely. They're purely examples, so don't let them restrict your thinking.

HY **Hiizumi, Yukiko** 17:06
OK.

Yeah, and.

Yeah, yeah, I understand. Because I think someone actually did come up with the tools or the toolkit. It was, yeah, I was thinking about that as well, but obviously at the same time I wanted to be reasonable to myself.

I don't want to overcommit. I'm not saying that I want to slack off. That's not my intention, but just wanted to ensure that you know what's achievable and what I can actually deliver and to take a pragmatic approach, if you will.

 **Liz Pawson-Poon** 17:45
So important.

Any other questions on the assessment and the professional development plan from anybody else?

BC **Bernard Chuah** 17:59

From my side, right, I don't really have a questions on those three attachment that was shared, but I noticed that when the presentation or the webinar was live 2 weeks ago, I can notice that there are some, there's a link that was shared where when anybody was speaking, right, it was reflected.



Liz Pawson-Poon 18:00

Mhm.



BC Bernard Chuah 18:19

That software, is there any way that we could download that just to run through what are those points that has been mentioned or something like that? Because I don't think there's a way to access it as of now if you want to revisit that again.



Liz Pawson-Poon 18:33

Yeah. And I think we're having these sessions recorded, but I think there's also an ability to see the transcript from the conversation. So I wonder if it's helpful, Bernard, for, you know, us to be able to download that transcript and, you know, share it within the group. Is that helpful?



BC Bernard Chuah 18:37

OK.

OK.

Yeah, it is. If that's that is possible, that would be great. Just in case, you know, something has been missed out in terms of a particular point or particular section on slide that we want to revisit. I mean, if it's possible.



Liz Pawson-Poon 19:03

Yeah, I think that should be, I think that should be possible. And as you, as you say, it might actually be a quicker way to navigate to a particular point. So yes, let let's let us take a look at that and then we can share it with the group.



BC Bernard Chuah 19:06

Thanks.



Liz Pawson-Poon 19:18

Thank you, Bennett. Hi, Carmen.

Common.

CM **Carmen Morales (CHL)** 19:24

Hi everyone.

 **Liz Pawson-Poon** 19:27

Thanks for joining, Carmen. Just so you know, we're just having a little debrief before we start on the session, just to reset on the documents that were shared to the group prior to the session. So we sent some information about the assessment project and also the professional development plan.

And we were just checking in to see if anyone had any questions about those. And I'd also like to mention, so we've released the self-led module for telling your story. So that should be live and available for you to access on the learning portal since last week.

Has anyone been able to access it? Any issues?

Yukiko, I've seen, I've seen you nodding.

Any reflections from anyone who's who's been able to finish or start the module?

M **Manny** 20:26

It's just checking. That's the head, heart and hand model. Yeah, that's what we're talking about. Yeah. No, thanks. It was it was it was helpful. It's it's funny because when I when I jumped into it, I was like, oh gosh, this is fluffy. But then I quite, I quite like the element of how.

 **Liz Pawson-Poon** 20:30

Absolutely, yes.

M **Manny** 20:43

So the hand is the the the examples, you know, how do we bring it to life? And the head is the analytical because OK, we work in a bank and that's that's probably the most important to everyone. But the heart is about, you know, how you bring your personal opinion to it. So I I did like, I never really thought of it that way. So it's it's got me thinking actually now when I communicate.

Communicate about things like where am I in the head, heart or the hand and how to combine all three. So I thought it was good. It's good, good, good summary of maybe how to communicate in this space.



Liz Pawson-Poon 21:16

Thank you, Manny. We'll be taking a look at that model again later in the session. So it'll be great to kind of build on some of that thinking and reflections that you've already done on on that module.

Any other thoughts, Yukiko? I think I saw you. You were nodding as well.



Hiizumi, Yukiko 21:34

Um, to me.

Head and then heart. Those two concepts are pretty sort of straightforward to understand. But again, hand. Initially when I saw the word hand, is it about the hand gesture? But I think it's all the combination of everything to do with like how you express.

It's just not only about like you know what you actually display in terms of the data. I mean how you use your head logical thinking data sort of analytics and but again in order to make your story or make your argument.

More sort of structured and more convincing. That's where the hand comes in. That's what how I understood.



Liz Pawson-Poon 22:28

Yeah. And we'll have a little bit of a focus on the model later on. So I'm happy to sort of reset the understanding on each of those elements. And I think when we talk about hand, it's more to do with action. So what are the practical?

Actions that people can do in order to create that change and making it real and very practical for the people who we are influencing.



Bernard Chuah 22:57

I think from my side, right, in terms of the heart, right, it is something that I find it very, very difficult to sorry, I have, I'm working in my hometown this week, this week, so I have some distractions. Yeah, so, so coming back to the heart, right, I I find it very.

Difficult to relate, especially if I don't experience the real living examples that I'm going through. So that that's where I I find it a little bit challenging to associate that data hit wise. I think it's much easier to prove because we have data to support it.



Liz Pawson-Poon 23:23

Mhm.



BC Bernard Chuah 23:34

But the heart is a bit a bit challenging for myself, yeah.



Liz Pawson-Poon 23:38

Yeah. And thank you for sharing, Bernard. I think we all as individuals have a propensity to kind of be drawn to one of those elements or to those elements a little bit more than others. And you know, the people who were influencing will also be the same. So they might also be, you know.



BC Bernard Chuah 23:56

Hmm.



Liz Pawson-Poon 23:58

More drawn to an element than another. And I think the the stress here also is the emphasis is on you know the where we can maybe recognize where we might need a little bit more work or where we might need a little bit more practicing and who can we actually engage as people we trust where we can maybe.



BC Bernard Chuah 24:11

OK.



Liz Pawson-Poon 24:18

Practice some of those elements with a little bit more.

Right.

Thank you. Thank you all for those initial reflections. It's really great to see that you're all engaging with the content in the way that you have done. And any questions on accessing any of that material or anything that pops up, please feel free to, you know, contact myself or Lizzie to discuss further.

So I'm just going to share a few slides now to support with our session today.

Can everybody see my screen properly?

So today's session will be on leading inclusively through challenging times. So there's

a little bit of an angle here in terms of I guess the wider DEI landscape and some scene setting that we'll delve into a little bit later.

What are the challenges that we might collectively be seeing in each part of our world? And then also we would like to be able to share with you during today's session and also hear from you all as well as to the tools that we can use to support us with leading through these challenging times.

There will be a group activity in the second-half of the session, but during the first half we've ensured that there's plenty of space for group discussion as well ahead of that time. So we'd love to have, you know, plenty of engagement and discussion reflections throughout the whole module.

And then at the end, we'll end with a little bit of action planning as well and discussion as to what next and how do we take the steps forward from our learning today.

Before we begin, I'd love to reset the guiding principles on how we're going to be working together. I won't go into this into too much detail. It's the same as what we've discussed previously. I just ask for everyone to be present, be present. I know that there's sometimes difficulties with that, especially when you might be in your. Evenings and you might be at home. We've asked for everyone to listen, to understand, to take that active listening approach so that we are consciously understanding or seeking to understand what other people are saying, even if their perspective is different to ours.

Extending that trust and really stressing that this is a safe space for everybody to share their perspectives and that what is being shared stays in in in the in this room between between us as a cohort. We just encourage everyone to speak up to respect each other's opinions.

And also just to keep an open mind. Everyone comfortable with this still? Anything else you would add?

OK.

Before we start on the challenge of the challenges that we're facing and the current DNI landscape, I'd like to introduce everyone to the Me, Us and It model. So it's a model that we use quite often when we're talking about creating change at different levels within an organisation.

And to help create that sustainable change at all levels within the organization. Some of you might have seen the Meet Us and It model in some guise or different guises to support with different change programs or activities.

And when we want to create change, or when we're reflecting and planning and thinking about what actions need to happen, we need to think about it at all three levels in order for that change to happen across the organisation.

I think some of you will probably already be doing this in some shape or form, but I think for me it's quite helpful to think about it in a structured way and to think about all these elements separately, to bring it all to take that holistic approach to change. So me, what are we talking about here? We're talking about it more from an interpersonal level. So we might be thinking about ourselves as individuals, how the experiences I have had in life and how they shape how I see the world.

And the result of that is, you know, who am I as an individual and how do I show up in the workplace? And then as a result, what can I do personally differently in order to make that inclusive change?

And then there's the US element, which is more interpersonal. So thinking about us, how we interact with others around us, you know, that could be our immediate colleagues, our stakeholders, what parts of me do I exaggerate and stress?

And what? What part of me do I hide or keep back from from the workplace? And when we think about us, we're thinking more about who are we as a team when we are together? How do we operate? What can we do differently together to become more inclusive?

And then there's a third element, which is the IT, which is more organisational or institutional. So there's a collective aspect to it as an organisation. So how do our behaviours shape the culture and other people's experiences as an organisation? What is it that we create together and what does the organisation stand for?

I think this model is a really helpful way for us to use and when we're planning our activities for change, but it's also really helpful for influencing, influencing leaders around us and to support them as well with their role in driving DE&I change.

I will be referring to this model as we go through the content today to help us structure, you know, what are some of the challenges we're seeing in each of these areas and also what are some tools that can help us in each of these areas as well as we go through the program.

So I'll just pause for a second. Any thoughts on this? Has anyone had any experience working with the Me, us and it model?

Any questions?

Sorry, quick question. Does this, does the size matter? Is there, is there a specific reason why like me is in this? I guess it starts with me, that's why it's in the centre. But are they all equally important? Was one big meant to be bigger than the other?



Liz Pawson-Poon 31:11

My perspective is that they're all different, but I think as you've identified Mani, you know it starts with me and that's why me is in the centre. And as a person who's making DE&I change, you know that starts with the self-reflection, the self-awareness.

And then you're also looking at kind of how you interact with others as a team and then also the organisation as a whole. I guess the size also reflects, you know, the fact that it's the individual and then it kind of grows larger when you're looking out towards your team and then the organisation as a whole.



Charlotte Sweeney 31:46

If I if I just add a an additional perspective on that because sometimes how this can be viewed is that it's and I'm sure we've seen this in in other work related to this area, it's a bit like an onion and you're peeling different layers off.

And the outer layer being the behaviours, the culture of an organisation, you unpeel that that is created through the behaviours and the relationships that people create with each other in the organisation. You peel that a little bit further and the me right in the middle is me, how I show up and how.

I behave around others. So you can look at it from the area of I'm building it out, or you can also look at it from the area of I'm peeling it away. Because if we get to the core of this, this is how I behave, how I view the world, what shaped me in in how I how I see different perspectives and different aspects.

Respects that influences the culture, the relationships I have that then influences the structure and the decisions around policy, process and practice that around me. And let me just share an example why I'm saying that because I was with a chief executive this morning.

Talking through a challenge that they have in their organization and the challenge is that his direct reports on the executive team do not believe he is committed to creating an inclusive workplace for everyone.

So they asked me to have a conversation with him to work out what was really going on, and I could see some disruptive behaviours happening in in a session I did do

them last month. But when I had the conversation with him today and as I peeled back all these different areas, the fundamental issue was that he is.

Very focused on creating a workplace that works for everyone and getting the best out of everyone, but he doesn't agree with how the organisation is going about it and the way that the organisation is going about it, the way that manifested in his behaviour was challenging and disagreeing.

With people in the in the meeting, he was challenging and disagreeing around the action. He wasn't challenging and disagreeing around the principles and the values around inclusion, and that got lost in translation. So the conversation we were having was how his view of the world, how his background is.

Influencing the relationships he has around him and how people perceive him and then therefore the structure of the organisation. So that's why it's so important to get into into those realms. But you can either, whichever way works for you really, you can either look at it as a way of building it out.

Or you can look at it as a way of peeling an onion that actually in the core is how you see the world, that influences the relationships you have, and then also influences the work you do around policy, process, practice, because you're part of that organization, you're part of that system.

I hope that was helpful.



Liz Pawson-Poon 34:57

Furnit.



Bernard Chuah 34:58

Charlotte, I just want to understand what you have just explained, right? So the the way you have said it, right? Are we saying that if you are talking to the chief executive, he he or she is the me. So if that's the case, right, are we looking at a top-down approach when it comes to?

Creating policies, procedures or even DNI or inclusive strategies rather than the bottoms up. I just want to understand your view on which would be the right way to go top down or bottoms up based on what you have discussed with the CEO or the chief executive.



Charlotte Sweeney 35:29

Thank you, Bernard. So let me just really clarify on this point. The me who is whoever

you are. So the me in that situation was the chief executive because we were exploring their behaviours and the impacts they were having. The me might be me, it might be Liz, it might.

It be you, it's whoever is in the centre of that. That is the individual. When when you're asking about should it be top down or bottom up, that's the that's the whole conundrum around cultural change. So that is slightly different to this. This is not exactly related to this.

To this model, I mean there are connections to it, but it's not directly related to this model. And there are a lot of different views and perspectives around top down versus bottom up, what's right, what's appropriate. And that is very different in every single organisation and I'm sure we can come on to that.

Within the programme and at a later stage, and we can always bring it up if we've got time later on today, but that's not directly related to this. The me in here is the individual, regardless of the role that they hold within the organisation.



Liz Pawson-Poon 36:53

Right.

Thank you for clarifying, Charlotte.

OK, so let's keep the Me, Us in it model at the back of our minds as we work through the contents today.

So we're going to jump into the current DNI landscape. So what I'm going to share is a view that is applicable for many global organizations and has that global outlook. But I'm also super conscious that you know the specific landscape that's going to be specific to where you are in the world at the moment.

Different is going to be different, so I'd be really keen to hear your perspectives and your information as well and insights.

So what is affecting our DE&I landscape and the challenges at the moment?

I suppose there are different cycles in in the way this DNI work is done and also in the way that it is talked about what we do, which has recently been categorised as diversity, equity and inclusion.

Is now increasingly under scrutiny. Many organisations have been subject to sort of market constraints, economic difficulties, which might have an impact on their bottom line and when organisations are feeling the squeeze.

This can, as a result, lead to program cutbacks, which will be seen in many organisations in in the market, but also company reorganisations. Redundancies

might be felt across the board.

And also impacting those who do DE&I work, particularly many people that we've spoken to DE&I teams have also been in some cases subsumed into wider departments or functions within organisations themselves.

Many organisations are now rebranding the work that we do, so how do we term it differently? Is it DE&I? And there's also a very strong reason to constantly revisit that business case for DE&I linking to some of the topics we discussed in the strategy webinar last.

Last time and now it's increasingly important to have that very strong link between DE and I and delivery of the business strategy as well.

There's increased polarisation and I think by that I mean, you know, polarisation of views that have been demonstrated on social media platforms. And that's also been, you know, accelerated by, you know, global conflicts that are happening in the world, right. So where many voices have been shared.

That offer that very increasingly binary opinion or perspective, that pressure for people to kind of take sides, and sometimes it feels that there's limited space for more nuanced conversation.

Across many mainstream platforms and media outlets as well.

I think coupled with this, and you know, that's probably quite a common theme that comes hand in hand with sort of economic volatility is also kind of wider volatility and unpredictability when we're talking about, you know, legislative changes, leaders of political parties.

And also the fact that DE and I as a as a work and as a concept is increasingly being used as a political weapon or a political tool.

And as I said before, I appreciate that many of these themes might be what we feel very strongly, I guess majority in in the West as well. But I would be really interested to kind of pause and take your reflections and your insights as to whether you resonate with any of these that were pointed out.

But also, what else are you feeling within your landscape?

Is your outlook the same as what we have set out here?


who would like to kick us off.


CM Carmen Morales (CHL) 41:13


So I'm, I'm located in Houston. So you know, the volatility around legislative challenges are definitely on everybody's mind, right? We went from a from a country

where this was a big, there was a big push over the last. Maybe 2025 years to now having, you know, challenges, you know, that come directly from our government that is basically saying we don't need this anymore. And for those companies, especially the bigger name companies that invested a lot of time and and effort and resources in this and all of a sudden, you know, they've made the decision of, you know, OK, we don't want to challenge this, so we're going to just do away with it as well. So you know, we're facing, you know, a lot of. Challenges with that and then the organization that I work with, you know, we're we're way behind. We're in the infancy stages where we're just now, you know, talking about this and you know, I look at it from, you know, my, my, my region's perspective, it's.

 **Liz Pawson-Poon** 42:06
Mm-hmm.

 **Carmen Morales (CHL)** 42:19
You know, we we can do it now at, you know, at the company level, but you know the the the country itself is basically frowning upon us doing this.

 **Liz Pawson-Poon** 42:30
Yeah. So it sounds like you're feeling that within the organization is a direct impact of what's happening externally as well.

 **Carmen Morales (CHL)** 42:38
Well, yeah, because we we want to do this right as an organization we we still believe in it and you know we're spending the resources and the effort. You know we look at this class, right. I mean we have we have four people, I think four or five people from my organization enrolled into this class. So the the company really wants to continue this.
However, you know, in in my region, you know specifically it's, you know, it's something that we we're going to face challenges with the government with depending on how far we want to take it.

 **Liz Pawson-Poon** 43:07
Yeah.

Yeah.

Thank you for sharing from from the Houston perspective, Carmen.

And Mani, I think you had your hand up earlier.

 **Manny** 43:20

Yeah, Carmen, thanks for going first because you know when America sneezes, the rest of the world catches the flu. Yeah, let's be honest here. So I think, I think we're very intra, intra dependent and you know I can talk in perspective of what we're doing at Standard Chartered. You know we we are.

Definitely we're not rolling back. However, for example, in the US, you know, we're very specific on our communications and we don't really have targets, etc. But I think across the globe there's a bit of a glum. So I was speaking to some friends actually who are lawyers and it's super interesting like the law.

 **Liz Pawson-Poon** 43:54

Mm.

 **Manny** 43:58

Firms have had to cut, so this is specific. It was linked later. They've cut down on their DEI projects because they wouldn't get funding for or the US government would refuse to work on specific contracts with them, which are very lucrative. So it's so interdependent and I don't think.

I think all over the world it's it's somewhat a little bit scaling back because of what's going on in the US. But but also an area which I'm struggling with now is just a slight complexity of evolving DEI and specifically I'll say in the LGBT space because we are a.


Bank, we're in 54 markets and it's really, really difficult working out what you can say in what market and who you can say what to. And I mean, 10 years ago, I don't think there was really that much awareness in the space and now that there's so much more awareness.


But it's making the landscape very hard to kind of manoeuvre, you know, where you can go, what you can say and you don't want to come across as being over the top in offending that market.

 **Liz Pawson-Poon** 45:08


Absolutely. Thank you for sharing, Manny. I think you made a really important point about the interdependency. So even if where you are in the world might not be experiencing the similar kind of government or political changes as the US big global companies that depend on business in the.

 **Manny** 45:09
OK.

 **Liz Pawson-Poon** 45:28
The US might also be affected by by the move and you also rightfully pointed about about the different cultural differences on some of these topics, especially about LGBT issues and the sensitivity around how we communicate and do work in each region as a global organization.
As well.
Thank you. OK, let's move to Ransi next. You're next on my list.

 **Dharmasiriwardhana, Ransi** 45:56
Hi. Yeah. So I wouldn't repeat what was being said. I think us as an organization from Standard Chartered Bank, like Mani said, we've taken a stance that we're very much in it regardless of what happens externally. I think I'm just curious how can we set?

 **Liz Pawson-Poon** 46:10
Mhm.

 **Dharmasiriwardhana, Ransi** 46:13
Meaningful targets that drive change across all three levels that you were referring to in the model, right? So when I say me, I'm thinking that's more mindset individually, us as in behaviors and then probably the systems that exist as in the IT, how do we drive?
Um, meaningful targets. Um.
That drives accountability with these challenges, right? So that's that's sort of like something that I'm playing in my mind. I know we've been talking to a few folks in the market just to see what's happening. Are people moving away from it as we shift trends?



Liz Pawson-Poon 46:41

Mm.



Dharmasiriwardhana, Ransi 46:55

And there is this terminology that's been used to say sunseting targets and that's apparently the new trend. I I don't know for us we're we're not headed in that direction, but like if that's happening and obviously if there isn't maturity within the system.

To drive accountability in the tools that are there, you know, I, I, I, I don't know if I'm even making sense, but that's kind of like my head is stemming from that mixed to the model that you were proposing. How does that all interlink?



Liz Pawson-Poon 47:28

No, no, thank you, Ransi. And maybe I I'm just looking ahead in the program. I think we've got a webinar ahead on how do we integrate DE&I across the company ecosystem and I think there's an element of.



Dharmasiriwardhana, Ransi 47:28

Um to drive meaningful targets.



Liz Pawson-Poon 47:45

How do we create those action plans that are going to take into account each of those me, us and it elements so that we're kind of almost attacking, you know, all three levels in our action planning. And as you rightfully pointed out, Ransi, that they would also have to be measurable.

And in a way that everyone can be kept accountable in all three areas. And the measurements on all three will look different because you know how you're measuring mindset and the individual will be different from kind of more organizational impact.



Charlotte Sweeney 48:23

Can I just ask a question just for clarity? Because I know we we use very similar words, we can use a lot of similar words for different things. When organisations say they're sun setting their targets, what do they actually mean by that?

DR **Dharmasiriwardhana, Ransi** 48:39

I think it varies by organization as when I presented it, I meant that doing away with targets because of what exists to the points that you've mentioned, right? Whether it's rebranding, whether it's the cutbacks because of the economic constraints, the legal constraints, whatever, right? So.

 **Charlotte Sweeney** 48:45

OK.

Yeah.

 **Liz Pawson-Poon** 48:50

Right.

DR **Dharmasiriwardhana, Ransi** 48:56

I think targets itself is shifting. So then do we have sufficient mechanisms that exist to drive accountability is the question that I'm thinking. And then with that context of your me us it model, how do we even link it to all three?

 **Liz Pawson-Poon** 49:11

Yep.

DR **Dharmasiriwardhana, Ransi** 49:14

If that's what's happening, but yes, I think that.

 **Charlotte Sweeney** 49:16

M.

 **Liz Pawson-Poon** 49:17

And I think a lot that's sorry, Ransi, I was just going to say that I think a lot of what's happening with the sun setting of targets in response to this and specifically on diversity targets, isn't it?

DR **Dharmasiriwardhana, Ransi** 49:30

Yeah, I mean the the rebranding of all of it, right? I I diversity as in gender is what you mean, I assume.



Liz Pawson-Poon 49:38

Yeah, being one of one of the things that could be, yeah.



Dharmasiriwardhana, Ransi 49:40

Yeah.



Charlotte Sweeney 49:43

I'll just mention one point and we will, this will be an important element to come into some of the other webinars and discussions that we have, but just directly responding to some thoughts that you've mentioned there Nancy. And I think there's an interesting question about when organisations say targets, what do they actually mean? Because when I talk to a lot of chief execs, they.

Have different perspectives around what the target is. Some say it's a target of that's what we're aspiring to be and we'll focus on hitting that. Others are saying it's it's a commitment externally to say this is important, but we will use the data to understand where our problems and issues are, so we may never hit.

But we want to show publicly we're committed to this, but we use data to tell us where our issues and problems are and then we'll work through them. So it it's really interesting in this agenda, isn't it, that we use the same words and they can mean a million different things to a million different people. You know how we define sunset and how we define targets.



Liz Pawson-Poon 50:39

Mm.



Charlotte Sweeney 50:43

How we define diversity, etcetera, etcetera. But the other thing I just wanted to highlight just very quickly around your question around that holding accountability at me, us and it some of the work we've done previously, for example, and we can explore these in future webinars.

In the me, how do I operate? What's my mindset? That's around measuring people's behaviours through feedback, through 360, perhaps peer feedback, team feedback,

etcetera, gaining a sense of the impact of the decisions they make. So we do work with people around the decisions you are making.

Checking how are they hindering creating a more inclusive workplace or how are they helping and putting data and metrics around that. And also the amount of times that individuals do the reflective process of what I've done this week, how has it helped or hindered creating a truly inclusive workplace at the US level that can be around.

Creating that psychological safety within the team, the comfort of speaking up, challenging, speaking out. How do we work effectively of a team? Who speaks up? Who doesn't? Who shares the perspectives? Who's shot down? Those different elements and then system is around.

It's not about having the policies, practices and processes in place, because I know we had a conversation in our first one around you can great, great policy and they'll never get delivered, they never come to life. So it's about how do the how of the policies brought to life within the system.

And then looking at the output of the policies. So who takes up the different elements of the policy? Who get denied them? Those different elements help to then measure that accountability that can happen from a organizational point of view from a.

Department point of view from a team point of view. So that was my initial reaction to your question and that will certainly be something that we'll bring into the future webinars around measurement and accountability. I think it's a good question.



Liz Pawson-Poon 52:45

Thank you, Charlotte. Thank you, Ransi.
Yukiko.



Hiizumi, Yukiko 52:51

Yeah. So what I'm sort of trying to say here is around what you've shared earlier around the the landscape. So this topic itself actually came in in a very timely fashion because I'm looking at something around global and macro.

Trends impacting DNI in general. And so thank you for, you know, sharing this and as I was listening and as I was also looking at tackling this particular topic at work, something very interesting.

Recently emerged. So my home country, Japan, first time ever, female Prime Minister

got elected. So she's been in a seat for the last 1-2 days and she's very, very. Vocal. And that actually raises a bit of a concern because it's OK for her to actually have whatever the belief or the political stance is, whatever. But now more than ever, focusing on raising nationalism.

Affecting diversity actually in Japan. So she particularly appointed somebody who's very much right wing to look at the falling policy and it's been declared just this morning.

So it's just and see, but that triggered a lot of debate. And so you know, I'm not saying that like we will be experiencing the immediate changes, I think will take a while, but.

This kind of topic was never surfaced in my home country, so I don't know whether this is going to go to the left or right or wherever, but.

It's just an interesting sort of thing to watch out for, especially in the DNI landscape in Japan, which is never so much talked about in a global scheme of things.



Liz Pawson-Poon 54:59

Thank you so much for sharing, Yukiko. Definitely watch that space. Bernard, did you have a view to share?



Bernard Chuah 55:09

So.

It's not really a view, but it's more of a question maybe for this whole entire group over here. I mean, number one question I would say is, are we moving towards what the US or even the right wing is doing in terms of BNI landscape?



Liz Pawson-Poon 55:14

Mhm.





Bernard Chuah 55:28

What is that kind of a trajectory or the projections that we are working on or on driving or going towards? Because what I can see is very mixed with whatever happened in Asia now, like for instance what Yukiko has mentioned on Japan. Over here in Singapore, they are more focused on me rather than the me. So I don't know, I'm trying just to relate to the first slide, right? So it's more of being together,


inclusiveness, diversity from a Singapore's lens perspective, but UK is more of a Labour Party kind of rule, so.

 **Liz Pawson-Poon** 55:57
Um.


 **BC Bernard Chuah** 56:03
But there are some kind of right wing demonstration that has been ongoing for the past, I think one month or two, three months ago. So what what would be the landscape that is heading that in general are we heading towards? Are we able to generalize it or are we going by region by region to see?
The full entire the landscape that we are going to be on Vienna and just a question people asking around, yeah.


 **Liz Pawson-Poon** 56:31
Anyone have any perspectives? Perhaps open up to the group?

 **Elizabeth Pollitt** 56:57
I share perspective. Oh.

 **CM Carmen Morales (CHL)** 56:58
My original, my original thought is I hope not. I hope not. We're all not going to the right wing side. That's my initial thought on your comment. I hope, I hope that you know that that the the position that we have in the US.

 **Elizabeth Pollitt** 57:06
Mhm.

 **CM Carmen Morales (CHL)** 57:14
You know, doesn't evolve further and and other countries are, you know, you know, start taking notice of this and and start thinking that this is the right thing to do.

 **Liz Pawson-Poon** 57:28
Thank you, Carmen.



Elizabeth Pollitt 57:29

I think as well to build on that comment, it's a really, it's a really, it's a really good point. It feels like we have a very loud minority and I think that's not to be naive to the impact that that's having politically in many, many countries and many governments.

But it gives me a glimmer of hope that when you talk to the majority of people that you have in your communities that you work with on a day-to-day basis in your families, you don't get that sense of the same polarisation as you do when you're looking online and the algorithms are feeding you certain pieces of content depending on.

And you know what you engage with. So I think that that polarisation that we're seeing through social media and even kind of the more general mainstream media, certainly from a UK perspective, we're seeing that and I think there are definitely aspects of that in the US seems to be.

Exacerbating the issue, but actually when you talk to the people around you, it doesn't seem to be as as entrenched. But that's not to be naive about the impact, of course, but it's it's sort of a glimmer of hope there.



Liz Pawson-Poon 58:38

Thank you, Leslie. Manny, you've got your hand up.



Manny 58:40

Yeah, I I think this is, this is an interesting question. So look, look at what it was in December last year, the PRA and the FCA released a supervisory statement which you know, made it quite clear that there's more governance and accountability required in DNI.

OK. So I think the risk appetite somehow has been reduced. And what I mean by that, there's probably more guardrails in place, but I don't feel there's a shift in the overall sentiment. I mean, look at Australia as well. Yeah, they now have specific DNI targets. I believe organizations need to.

Here too, by 2026. So I I think if you look at the legal and the regulatory perspective, people are still going ahead, but there's just more guardrails and and you know, more governance so that it's less kind of fluffy and more, uh, tangible.

Um, so yeah, you know, back, back. I I hope what's going on in the US is not going to

impact the rest of the world. But you know, go back to my earlier statement, we're interdependent. A lot of countries are dependent on USUS aid financing. So I mean, you don't really want to, excuse my French, **** them off very much, do you?



Liz Pawson-Poon 59:58

Thank you, Manny. OK, love, love our level of engagement and discussion and I'm sure we'll continue this conversation as we move to the next section. Before we move on, I'd love to do a quick temperature check. So I know Manny, you referred to a little bit of the doom and gloom earlier. I'd love to do a very.

A very quick poll, just to gauge where we're at, how we're feeling at the moment in terms of the landscape. If you want to vote for one, I'm going to launch the poll shortly. If you want to vote for one, that's, you know, negative. You think the wider landscape is having a very negative impact on DM.

And I we may be moving backwards.

Or 10 on the other end is I think the wider landscape is having a very positive impact on DENI. We're making more progress than ever. It'd be great to get a bit of a snapshot on how we're all feeling we are.

In the different parts of of the world that you are in.

Thanks to those who have already voted.

Everyone's voted. Can you see the results?



Dharmasiriwardhana, Ransi 1:01:27

Hi, how are you guys voting?



Liz Pawson-Poon 1:01:31

Did you see the poll? Um pop up, Francie?



Elizabeth Pollitt 1:01:36

It's just in the chat, Roncy.



Manny 1:01:38

Ransi, you can't use the work. You can't use the work computer. You have to, yeah.



Dharmasiriwardhana, Ransi 1:01:39

Oh, so we don't.



Liz Pawson-Poon 1:01:41

Uh.



Dharmasiriwardhana, Ransi 1:01:43

Uh, OK. OK. Sorry. OK. Yeah, I don't see it.



Liz Pawson-Poon 1:01:47

No problem. If you are comfortable with sharing in in the chat rounds, you feel free to. But equally if you're not, don't worry about it. I think we've got some responses from.

People so far. So I think there's some on the other end, the more negative end and #2 and #3. We've got someone vote at #6.

Maybe that's sort of reflective of where we are. You know, I think in answer to your question, Bernard, I think you know it is a different perspective where you are. I think you know you can't really separate it from culture, where you are, what your specific organisation is doing.

But I am hopeful that we might all be able to find some common ground in terms of what we actually want to be achieving and progressing with over time.

OK, it'll be good. It'll be good to think about this temperature check again later on in the session and see if if we feel differently about it later on. I want to spend a little bit of time to talk about the potential impact of that wider landscape.

We pulled together a little bit of a start of the 10 in terms of what we see are the major impacts from what we talked about on the previous slide on the landscape. So inspect and in respect of me at that level, there's an obvious impact on, you know, your role as a inclusive.

As a change maker, your role is arguably all the more important at the moment when you know there's further stress, volatility, but it will also be in some instances under increased scrutiny. There's a higher risk of, you know, fatigue and burnout for DEI professionals.

Especially when they're seeing limited resource in the area supporting them. And also there might be an increased risk of seeing that backlash or experiencing that backlash within your organisation or from the external market for your organisation as well, because there might be a negative impact on buy-in.

In that commitment and sponsorship for DE and I work at the US level and the

interpersonal level, there might be a negative impact on psychological safety. So with increased polarizing views, is it, you know, the same level of safety for people to be able to share their?

Perspectives for them to be feel comfortable doing so when you know there's economic volatility, do people feel as comfortable taking those risks within within the team to be able to speak up? And there's also a high risk, I guess, of non-inclusive behaviour, so.

Business might be delivered in a state of stress where business leaders might be operating in, I guess what we say is system one thinking. So where there's an inability or no time to press pause and then also arguably there's a widening gap between various approaches to.

Doing this DE&I work, there might be different views between different generations, how kind of hard we go at this work and also across different cultures as well. As you know, Bernard had talked about, Manny talked about how do we approach DE&I work in in different cultures.

And then finally at the organisational level, the institutional we have seen, you know as we have talked about many organisations distancing themselves from DE&I or rebranding it and there's also increased polarisation of employee populations.

I guess it comes as no surprise that when there's increased polarisation outside in wider society that that will also filter into your employee population. And also in some instances we've spoken to quite a few organisations where they've referred to, you know, increased kind of more aggressive or hostile activism.

So an example that I can share is, you know, an organisation saw certain employees trolling the teams or the Slack channel within their organisation where there's been a post about trans rights and different employees sort of sharing quite unsupportive messages.

In the message thread, which they've not previously seen in the past. So we'll also discuss a little bit about how do we respond to some of these challenges.

Do any of these resonate with you? Is there anything else you would add as a as a potential impact to the current DEI landscape that we talked about?

In the next section, so the next part of the webinar, what Lizzie and I will also provide you with then is also some tools to be able to support you with responding to some of these challenges. I'd also like to highlight that some of these elements we will talk about a bit more in future webinars.

So specifically about your role as an inclusive change maker, there'll be a session and

later in the program about you being a trusted advisor impacting psychological safety. We've got another session later on in the program when we talk about inclusive leadership.

And we've also talked a lot about, you know, the organisations distancing themselves and we've covered some of those challenges and tools in the strategy webinar that we delivered last week. But the next section we're going to look at each of the me, us and it's and some of the challenges that we posed and offer some.

Tools to support you with responding to those challenges.

I'm going to hand over to my colleague Lizzie, who's going to go through first on responding to these challenging times. Sorry, Lizzie, I've just seen Rancy also put her hand up.

 **Dharmasiriwardhana, Ransi** 1:08:08

Sorry, just to the earlier one, I think the question you're asking what additional things that you would add, maybe maybe generational disconnects and then also maybe even.

 **Liz Pawson-Poon** 1:08:12

Yeah.

Please.

 **Dharmasiriwardhana, Ransi** 1:08:24

Like, you know, I find that people are sometimes conflicted, right, with what the organization is preaching and their personal values. And I've had experiences in that, maybe religious beliefs, maybe legal stances. But as an organization, we stand for the LGBTI.

Community, right? So conflicts of that, I don't know. That's more in the interpersonal space.

 **Liz Pawson-Poon** 1:08:46

Mm.

Yeah. And there's also an increasing expectation, isn't there, from different generations as to what organisations stand their foot down on as well and represent.

DR **Dharmasiriwardhana, Ransi** 1:09:02

Which leads into reputational risk, which I guess goes into institutional.

 **Liz Pawson-Poon** 1:09:08

Absolutely.

And the generational point, again, really important to highlight, especially when we've now got, you know, five different generations working in the workplace a lot of the time.

Any thoughts from anyone else?

Thank you, Ransi. Shall I hand over to Lizzie?

 **Elizabeth Pollitt** 1:09:35

Thanks, Liz. So we're going to be looking at the me at the moment. So think about this, these next few sections and do that level of introspection as we go through and and really think about what's resonating and think about where you might be might be falling or kind of risk.

Falling. So Liz, if we could go to the next slide, please. So I want to share three ways we may be responding to some of this change, some of this volatility that we're seeing in society and the economy at the moment and perhaps within our.

And you'll notice that each of these connects to different parts of ourselves. So they connect to our actions, they connect to our emotions and they also connect to our values. So I'll go through each in turn and this will help feed into a discussion opportunity that we have coming through in a moment.

So the first is fatigue, so DE&I fatigue, and this is really an action state. So this is when we feel really worn down by the sheer volume of activity. This could be the meetings, the projects, the constant need to advocate and educate others.

And it really comes from that sense of overextension. We're doing so much, sometimes without seeing that immediate change, and that endless doing can sometimes feel like it's wearing us down. It's less about the emotions and more about that sense of being drained by action without that opportunity for us to really pause.

And recover and fill back into our cup. Second is burnout. So this is an emotion state and burnout really it's deeper than fatigue. So it's when the emotional toll of this work really accumulates. So whether that's the frustration, the sadness and

sometimes even the cynicism around this topic.

And we just start to feel really depleted or detached. And this thing that we see come up quite commonly with DEI professionals across a range of sectors and across a range of different regions. It's very taxing work and unlike fatigue, you can't just rest burnout off.

It's a signal that our emotional state and our emotional reserves are really low, and in DEI burnout can come from the emotional labour that we find ourselves doing of holding space for those difficult conversations.

Confronting those injustices or feeling like we're always pushing uphill. And then the third is backlash. So this is our use state and this one's really tough because it cuts to the core of why we do this work. And backlash happens when we see that resistance to DEI. So as we've already discussed during the.

In the first half of this webinar, this is something that we're all experiencing to some degree in our in our roles, and it can feel like our own values or the values of inclusion are really being rejected, which can feel very threatening to our own sense of purpose.

And when our sense of purpose is challenged, it can really shake our confidence and motivation to keep doing this work. So backlash isn't just tiring or upsetting. It can really make us question whether the work is worth it. And this goes right to our sense of meaning, and particularly when we're battling or that sense of battling uphill, we're maybe not getting that recognition.

Recognition that can also really contribute. So if we think about it as fatigue draining our energy, burnout draining our emotion and backlash really challenging our values, what's important is that we recognise these states because if we can name them, if we can identify them, we can respond to them more effectively.

I just want to quickly check in and just get a sense of how these are resonating with you. Are these, are these different elements that you've experienced in your role as an EMI professional? Do you have a concern that you're going to tip into one or two of these?

Can see some heads nodding.

Shall we have an explore of how we can start to respond to these and then we'll get into a bit of a discussion?

So thank you, Liz. So here you'll see some different responses to the challenges we might face in our DEI work. I'm sure some of these are very familiar and this can these can particularly come up when dealing with fatigue, burnout or backlash.

Particularly in the shifting political landscape that we've all, we've all discussed. So I'll go through each just to give everybody kind of a broad understanding of what each of these is and how they might show up for us. So that first element is fight. This is where we challenge, we push back or we argue the case.

Sometimes it's important to take a stand to call something out to defend the values of equity and inclusion directly, and we might find ourselves doing this more so in our personal lives than perhaps in a workplace, although this might be kind of creeping into some of our styles, particularly when we're doing some of that stakeholder management.

And.

The second is flight, so this isn't about giving up. It's about recognising when a situation is too charged or when staying in the room might cause more harm than good. So sometimes the best response is to take that step back, to remove yourself temporarily from the situation, to conserve that.

Energy and for when it will make more impact. So we might see this happening and we've we've had examples shared with us of people seeing or hearing people being, you know, racist or homophobic in their everyday life and that person is perhaps being particularly violent or there's a threat of violence where we might.

To move ourselves away from that situation and make sure that others in that situation are also moved away from that situation and out of harm's way. So this might be something that is appropriate depending on the context and what's at stake.

The third one I want to bring in here, and this isn't talked about a lot when we look at fight flight, because we often talk about fight flight freeze, but we wanted to introduce this idea of reframing. So this is where we shift our posture, we broaden the conversation, we find new angles and we help others to see the issue through a different.

And reframing can really give us that opportunity to diffuse any tension, to spark some curiosity and others to offer a different perspective and open the doors that a head on fight might not. And I think this is a really important point to consider, particularly through our earlier discussions around polarisation.

We see polarisation occur because people feel alienated. They don't feel invited into that discussion and debate. There's often labels thrown around to varying degrees.

And actually, if we reframe the conversation and and Charlotte is something that you're excellent at doing in sessions, I've watched you deliver of I'm not here to

change your mind, I'm just here to offer you a different perspective. What you do with that is then your prerogative, but I'm going to help you work through that and we can work through that together. So I want to highlight that each of these is important in its own right and we need to consider the response and reaction that we will gain from each of these different methods. So if we fight back, the response might be very different from if we reframe going to my earlier point of alienating people. But it's your role in your organisations to really consider how we want to respond in these different contexts. And what we need to really centre is that we are in service of this agenda progressing in our. Organisations, and that has to be the paramount point and most important point. Any any reflections on fatigue, burnout, backlash and some of those responses? Anything that you've used yourself that you've found useful as you navigate this agenda and topic? And any questions of course.

 **Carmen Morales (CHL)** 1:17:42

I think I've probably used all of these at one point in a situation, right? And and I think a lot of it has to do with the, you know, how passionate I am about that subject that we're talking about.

 **Elizabeth Pollitt** 1:17:48

Right.

 **Carmen Morales (CHL)** 1:17:59

And and also the person that I'm talking to.

 **Elizabeth Pollitt** 1:18:05

Yeah.

 **Carmen Morales (CHL)** 1:18:06

Right. You know, do I, do I go full on, you know, or do I just, you know, reframe from pushing as hard? So, so I I I think I've done, I've been in all these states. You know in in any part, I think of course of talking about DNI.

 **Elizabeth Pollitt** 1:18:28

Yeah, absolutely. And what have you found? What have you found most useful? What examples brings to mind, Carmen, of using one of these or many of these? What's got you the outcome that you were looking for?

 **Carmen Morales (CHL)** 1:18:42
Examples.

 **Elizabeth Pollitt** 1:18:44
The examples, yeah.

 **Carmen Morales (CHL)** 1:18:45

You know, real life examples I think are always it. It helps kind of bring the story together, right? You know, if it's hypothetical, if it's an opinion. It it usually doesn't resonate as well. It doesn't come across as important. But if you give a true example of something, it's almost like and and we know what most of the people that we, I'm sure all of us deal with are very analytical, right? It's all about the numbers, all about. You know, how can we bring the situation to life? I think with this it's no different. If we bring up a true example to life, then it helps tell the story.

 **Elizabeth Pollitt** 1:19:27

And that's a really good point, Carmen and something that Liz will be building on shortly through the the head, heart and hand model. And it's really important to consider those examples, but also thinking about what what motivates the people we're talking about and to your point around a lot of us being very analytical that. Also transcends in leadership team. So Charlotte and I were, you know, with a client a couple of weeks ago where the people leading on this agenda are very passionate about this topic and driving it forward. And all the leaders are asking for is tell us what success looks like and how we're going to measure that and what's it going to be for me and my function. So they're they're not not bought into it, but they're just the way that we need to approach that conversation is is completely different to make sure that we're bringing them along on that journey and not and not running the risk of turning them off it completely.

 **Carmen Morales (CHL)** 1:20:21

Yeah, I think if we don't do that, what it turns out, it turns into a personal agenda, right? And personal agendas usually don't go well at work, right? Especially at the C-suite level and so.

 **Elizabeth Pollitt** 1:20:22

E.
See.
Sleeping.

 **Carmen Morales (CHL)** 1:20:36

You know, it makes more sense for us to have some true data to provide, you know, to get our point across on why things like this are needed or wanted or you know why they make a difference to the organization.

 **Elizabeth Pollitt** 1:20:50

Absolutely. And I think it's a really, really good point because something that sometimes feels like it's getting lost in this sector is that we are in service of others, not in service of ourselves. And sometimes that can be the perception that we, you know that we see if you know you look on LinkedIn and it's it's can sometimes be very.

I-centric as opposed to in service of the agenda and in service of making our workplaces more inclusive for everyone. So I think that's a really important reminder, Carmen.

Any other perspectives?

So Liz, I will pass back over to you to take us through the head, heart and hand model and keep this in the back of your mind as we go through the discussion, the smaller group discussions, because it will really help you respond to the challenges that we pose.

 **Liz Pawson-Poon** 1:21:46

Thank you, Lizzie. As promised, we will be looking at the head, heart and hand model in a bit more detail now. So I want to move us towards from the me to the US level and thinking about how we respond to some of the challenges we can see arise as a

team and interacting with those around us as well.

When we as teams might be delivering business in a state of stress, or there may be an increasing divide in how teams think and operate, it's important to kind of reset those key messages and as Lizzie mentioned before, kind of appeal to different people's way of thinking and what makes them tick.

I want to reintroduce everyone to the Head, Heart and Hand model, which we discussed at the outset of this webinar. If you've completed the Telling Your Story module, you will be familiar with it. Just to reset a little bit of the summary across all three elements. So when we're talking about.

As head, you know, we recognise that some of us appeal to their hard evidence, statistics, data to understand why DE&I is imperative and supports us with delivering on that business strategy.

When we think about heart, there's also that recognition in power and appealing to the heart, the emotion and that connection. A compelling story really goes a long way to help us feel, feel.

Really, why it is imperative to create inclusion. And then when we talk about hand, what we're talking about here is the actions we can take. Some of us will really need to be able to visualize and understand how we can take action by practical examples in order to be brought.

Tin to creating that inclusive change.

So head, heart and hand, when we talk about it in the Telling Your Story module, we've said that it's a powerful communication tool. But equally I want to encourage you all to also reflect on how this model can support you as a powerful coaching tool when you're.

Working with leaders as well. So for example, how might you use this tool with leaders to help them explore what is going on for them at the different levels and giving them the space to discuss where they are at each of these levels?

And in our role as DE and I change makers, we're not here to convince others, but we're here to explore and discuss with them where they are and what their challenges are.

So for example, you know when you're influencing a leader or another stakeholder, what is their current rational understanding about the topic or the benefits of DE&I? And and then when you're looking at Hull, how do they feel about DE&I? What are their current values?

What are the blockers or challenges that might be stopping them from from getting

there? Or what are their preconceptions, I guess, around diversity and what that means?

And then on the on the hand element, you know, what actions are they able to take? You know, what is stopping them from applying and taking action? What needs to build in terms of the habits, small or large, in order for them to make that change? When working with leaders, we can also support them in addressing all of these elements of their goals so that we can ensure that their objectives are comprehensive. So for example, they have a clear motivation, I guess with the heart element to driving DE&I change.

But also a very clear plan on how to take action. So that's where we might focus a little bit on the hand element.

So I want to kind of open the possibility really for you all to think about the head, heart and hand model and how you could also utilise it kind of for yourself in terms of conveying your messages, but also how do you use it as a tool to support other leaders, to coach them in your role as a leader?

To to to take on this DE and I change for themselves.

I'm going to pause a little here. We're going to next kind of go into a group activity for you to explore using the head, heart and hand model a little bit further. But before we do that, I wanted to pause just to make sure there aren't any questions. Any thoughts? Reflections from what I've just shared about using this model as a as a coaching tool?

Let me introduce you to the group activity then, and I'm sure there'll be space within those discussions for you to reflect on this model further and also start to pull together some thoughts and how you can use it to influence those around us.

So for the group activity, I think there's an odd number here, so we might split you up into a group of two and a group of three. We'd love for you to think about a time where a business leader within your organisation or it could be past, present. Where they acted non-inclusively or challenged the value of DE&I and in that moment you weren't able to respond or influence them.

I want you to think about how you could use the head, heart and hand, reflect on that and the different aspects of that model to support you with responding differently now. And you can either think of it as a communication tool or you could think of it as a coaching tool.

And if you don't have a present example, I would like you to think a little bit further on a past example or an example that you might have outside of the work context as

well if required.

Everyone comfortable with that?

Yeah.

Good. And then when you're back from the session, we'll give you about 10 minutes. I think that should be sufficient for each of you to have a think and share. We'd like you to be able to hear from each of you within that discussion group.

And then when you're back in the wider group, we'll ask for some high level takeaways and key points that you've discussed as well to share with the wider group, if that's OK.

OK, I think Lizzie has been preparing us in the background to split you all in your breakout group, so you should all receive an invite very shortly.

See you back in here shortly.

Liz Pawson-Poon 0:07

Thanks.

Thank you, Lizzie.

Hello.

Appreciate we've set quite a difficult exercise which you know you might not be able to fully achieve and fulfill to your standards in in the 1015 minutes that we gave you. It'd be great to hear your thoughts, your reflections and also.

Examples of what you brainstormed as ways you could use the head, heart and hand model. But I would also encourage you after the session to kind of keep reflecting on this and fine tuning your approach and your messaging depending on the stakeholders and the challenges that you are uniquely facing.

Racing.

Who'd like to kick us off? Anyone happy to share their example and and what they thought through in terms of using the head, heart and hand model to support them?

 **Carmen Morales (CHL)** 1:49

think you might have to pick somebody.

 **Liz Pawson-Poon** 1:53

Would you be happy to share, Carmen?

CM Carmen Morales (CHL) 1:56

We can start off. So in our group, Manny had a situation where he he had to, I believe it was a project that had to be done and the I'm sorry, it was a test that had to be done and he advocated for or suggested that the employees that maybe.

 **Liz Pawson-Poon** 1:57

Thank you.

CM Carmen Morales (CHL) 2:15

Might need additional time due to a learning disability and so he pitched that and basically it was turned down and so he didn't push back and he just kind of let it go and then we decided that if we use the model of the.

 **Liz Pawson-Poon** 2:19

Hmm.

CM Carmen Morales (CHL) 2:31

The, the head, heart in hand that you know if we use that model then we could have suggested or he could have suggested to the executive, you know that you know the the head part would be the legislation around this right that you know if somebody does have a disability they you know we are required to kind of help them through that disability.

And then on the on the heart model, we could have given them an example on you know the the, you know somebody that either we know or why people with those individuals are important. And then we also discussed a little bit about you know the value that is brought.

By individuals that you know, you know, have certain disabilities and why we encourage, you know, you know, individuals with disabilities to join our organizations. And so we it was a very brief discussion on that. I don't know if I missed anything guys.

 **Liz Pawson-Poon** 3:30

Thank you. Did you move on to any other examples or was was the time only allowed you to discuss Manny's example?

CM **Carmen Morales (CHL)** 3:39

No, we briefly discussed a different one, but we didn't go into a lot of detail.

 **Liz Pawson-Poon** 3:46

OK. I like that you used a combination of head and heart there to support it so that you kind of brought the, you know, legislation and and the should to life with the, you know, how do we make sure that we can give that compelling message of why in terms of how you felt and.

And had that emotional connection. Great.

The other group, I think it was only Yukiko and Bernard, wasn't it?

Did you have a chance to explore your predicament and how you would use head, heart and hand to to support you with that?

CM **Carmen Morales (CHL)** 4:26

Should be.

HY **Hiizumi, Yukiko** 4:29

Do you want to talk about your particular case, which is very much close to what your everyday work is about, Bernard?

BC **Bernard Chuah** 4:34

Sure, sure. So recently, right, we we just performed a consent mechanism and one of our global sponsor actually felt that, you know, our religion take place. It's not really that diversified because he was asking.

For his specific market, why is it that there is no 80s or even free tinkle in that thickness? So from a from a DNI perspective, this was actually highlighted to us and basically he actually even threatened in a way that you know if you don't provide.

That or immediately change the pick list to incorporate free, tinker and atheist. We I will straight away not consent to the the company to use my DNI data and I will remove all my DNI responses or my identity responses questions.

So what we did was we take a step back, we actually explained to to to the global sponsor that you know from a pick list perspective we use basically based on the data that is the header which we use the census of each and every markets to actually incorporate the relevant.



Liz Pawson-Poon 5:44

Mm.



BC Bernard Chuah 5:49

And I the relevant pick least for religion and on top of that from from from heart perspective we actually put data because data this data is not only hit from the head perspective it was more towards the.

What's the census that is really available out of the bank, but from the hard data we we actually try to pull certain information or certain data that is available or people who has currently existingly declared those data and we try to explain or even share with with with the person saying that you know.



Liz Pawson-Poon 6:08

This is good.



BC Bernard Chuah 6:26

OK, we even bring in legal employment saying that you know from a market perspective, not every single market actually declared religion data per SE and thus you know we may want to we try to reframe it to a much more wider perspective coincidentally we.

Hire a legal consultant expert to actually do certain work for us and we actually try to ask. So this is where I'm trying to go with the hand, the actions that we are trying to convince the the Kate right, the global sponsor that we will ask.



Liz Pawson-Poon 6:56

umm



BC Bernard Chuah 7:02

You know the the legal consultant to actually tell us or explain to us where exactly whether is it allowable or not allowable to put in the two particular pick lists he wanted. Because if you put free tinker or even 80s in certain markets is actually illegal and you actually will be prosecuted.

If that were to happen, that kind of stuff. So we try to bring that perspective in there. And such a big organization, certain things we can't just change. If you want to

change a big list, we can straight away change. You have to go through a lot of data governance.

Enablement team, you will need to queue, make a queue for the change request to happen and all those. It's it's not just something that you can just happen like tomorrow. So we have to like basically convince him, explain to him about the situation we are in. So that's from that perspective.

Yukiko, you want to add on to your example.



Liz Pawson-Poon 7:59

Thank you, Bernard.



Bernard Chuah 8:00

Different, different example, yeah.



Hiizumi, Yukiko 8:02

But my example actually did not lead to any conclusion because I stayed away from the matter. If that's worthwhile talking about, I'm happy to.



Liz Pawson-Poon 8:11

Absolutely, Yukiko. And I guess so it'll be helpful, I guess if you know we can even discuss how you might approach it in a in a different way.



Hiizumi, Yukiko 8:15

Yeah.

Yeah. So basically the Long story short, it is in particular to what happened in Singapore. So all of us is definitely, you know, aware of the sensitivity pertaining to the LGBTQ community.

In this part of the world, and so I know it is still happening, but I don't think it's so much.

Widely supported might not be the right word, but widely publicized. But there is an annual event called Pink dot to support the LGBTQ community. And I think it's not only in Singapore, I think it's quite big in Hong Kong as well, if I'm not wrong.



Liz Pawson-Poon 8:59

Hmm.

HY

Hiizumi, Yukiko 9:06

And so the organization that I used to work for was one of the big title sponsors and then then it's, I don't know why, but the the country head of the particular organization.

Only got to know that we are, I mean the organization that I was working for at the time was going to be the title sponsor and.

I don't know how she got to know, but she should have been kept in the loop from the onset. So I think the management could have done, you know, communication or some kind of socialization exercise in a slightly, uh, different manner. But uh, she got um.

Very upset when she got to know that the organization was going to, in fact, you know, already committed to sponsor the event because it's against her religious belief.

And so I was just volunteering the activity at that point in time because I was working in a different function within HR. But because I was volunteer, one of the volunteers, so we were invited to the meeting to listen to what she had to say.

And she put a Bible to the meeting and she said I'll only be, I only listen to the God. And so it became a very interesting discussion and that's why I said that I stayed away because, you know, it became very complicated, but.

If I look at the head, heart and perspectives, I know that the the head and heart sort of the the argument.

Were brought in, but I don't quite recall the hand sort of the actual action and then also like any practical suggestions because it was all the done pretty much after the the sponsorship commitment was made.

Yeah. So now I'm in this space. I'm sure that, you know, there are a lot of, like I said, like different ways to look at this matter. And I think somebody, I recall somebody was saying that it's the personal interest.

Is not an organizational interest and as much as we appreciate that, we have to be mindful of, you know, what's allowed or what's not possible in a particular country or the location, but you know, still.

The the global organisation-wide belief supersedes 1 particular individual's belief. So I remember that was the debate, that was the discussion. But again, as I said that I kind of.

You know, took a step away from it. That was probably my light action.



Liz Pawson-Poon 12:14

Yeah. Would you be able to share a bit more about, I think you mentioned about the head and the heart being used at the time. Would you be able to share a little bit more about what was what was discussed under those elements?



Hiizumi, Yukiko 12:27

I think it was, if I recall correctly, it was around the the data and then also the logic as to the rationale why we are sponsoring and it's just not only.



Liz Pawson-Poon 12:41

Mm.



Hiizumi, Yukiko 12:43

Our organization, there were other organization, the global organizations as well that are sponsoring and then also as the organization goes bigger and we have you know obviously diversified individual sort of.

Which has, you know, different beliefs and different sort of like.

You know, life experiences, right? That would definitely impact and sometimes dictate your ways of you know who you are basically. So I think that was one of those the the analytics or the the sharing, the social setting or the landscape, I think that.

Probably that was, yeah, what it is. And compelling story, the emotion and connection. And she became very emotional and I appreciate that. I I respect that, but.



Liz Pawson-Poon 13:37

Hmm.



Hiizumi, Yukiko 13:42

At the same time, what was highlighted to her is that, you know, the other side of the group that the event was going to be sort of, you know, dedicated to.

I deserved to receive attention and then also support.

And so that was how probably the the argument was, you know, navigated through.

But it is it. I remember it was a very sensitive topic and and I know the end outcome because it sort of led to misconduct of this particular individual.

But it was a very, you know, now that I think back is a very interesting sort of case to look at. But when that was going on, like I just didn't quite understand that, you know, why this particular individual even brought a Bible into the discussion. and then told everybody to even like read the Bible. But again, it was quite off-putting and quite sort of upsetting to some people.



Liz Pawson-Poon 15:07

Yeah. Thank you for sharing, Yukiko. I think you've really highlighted through that example, the delicate balance, I guess, between, you know, what the organisation represents and that could be so influenced by what wider society wants to see, what clients want to see, what customers want to see.



Hiizumi, Yukiko 15:17

And me.



Liz Pawson-Poon 15:27

Versus individual employees who all will have their own personal beliefs, practices, faiths, which people should respect. So it's that fine line, isn't it, of everyone being able to practice what they.



Hiizumi, Yukiko 15:39

And.



Liz Pawson-Poon 15:45

Believe in, but equally everyone having to operate under the code of conduct and the common values of the organization to respect each other's views and opinions and activities regardless of those differences. And it sounds like Yukiko the misconduct case.

Kind of highlights, you know, the importance or paramount of acting in that respectful manner between people within the organisation as well.



Hiizumi, Yukiko 16:15

Right. I don't think the actual sort of, you know, her sharing her own view with something classified as misconduct. It's more to the fact that, you know, she was.



Liz Pawson-Poon 16:21

Yeah.

Yeah.



Hiizumi, Yukiko 16:30

Very much like pushing the rest to forcefully listen to her and started sort of being very condescending because she is the country manager and started being a little bit of a power game.



Liz Pawson-Poon 16:44

Yeah.



Hiizumi, Yukiko 16:47

And that's completely against, you know, values and behaviors that everybody was expected to live up to. And so it became a very broader and very serious matter after all.



Liz Pawson-Poon 17:04

Yeah. Thank you, Yukiko. And it sounds like you've really kind of reflected on each of the elements of the head and the heart and hand as well to see how you would revisit that instance a little bit later on. But thank you all for sharing. I would really encourage you all to continue to reflect on the model.

Continue to use it and think of it as a tool as you approach your challenges and your responsibilities as you progress in your role throughout this programme and beyond. I'm conscious of time. I know we've got about just under 15 minutes left.

I'm going to share very briefly a little bit about some of the challenges we looked at at the IT level, which I think ties in very well with, you know, what Yukiko was mentioning there on her example of different opinions and.

Where they kind of encroach on a space where it is uncomfortable for others and harking back to where I mentioned a little bit earlier about the potential of hostile activism and non inclusive behaviours being witnessed in in within an organisation.

I won't spend too much time on this. I think this will all be familiar to you. I think it's just important for us to keep at the back of our minds that how we respond to instances like this could be the importance of really resetting our approach on 0

tolerance.

All of us will have some sort of 0 tolerance policy in place, but it's staggering to see sometimes how those policies are in place, but they aren't actually talked about or communicated on. You know, the lack of sort of managers being able to communicate and share within their within their teams.

It's also really important to recenter those conversations when you're seeing that hostility or non inclusive behaviours to center it back to the organisation's values, how we want to behave around each other, how we say and commit that we will. Act. And also lastly, role modelling is incredibly important as we all know. So we'll model that inclusive behaviour through leaders, most importantly, because we know that the impact of that is going to spread across the organisation and the shadows that leader leaders cast.

And also in our communications, we can well model that through communication at the corporate as well as the local level and ensure that there's consistency across the board. So that we're very clear as an organization what we stand for and what we don't stand for in terms of our approach to inclusion.

I'm going to pass on to Lizzie now. She's going to take us to the rest of the session to the end and.

And.

Yeah, Lucy.



Elizabeth Pollitt 20:15

Thank you, Liz. And I don't want to discredit or undermine any of the conversation that we've had where we're seeing a lot of that feels like doom and gloom happening across the globe. But what I wanted to to share here is just that alternative perspective and alternative lens and what's going on in pockets of the world and organisations.

Around the world, just to really highlight that progress is still happening. So I want to share with you these three examples of where significant progress is still being made on DE&I. So in 2025, Thailand became the first Southeast Asian country to legalise same-sex marriage.

Which is a real landmark change for the region. And Yukiko, I think parts of your conversation examples really nodded to the fact that from an LGBTQ perspective is quite challenging in the region. So this was a real shift from from Thailand and really gave LGBTQ plus couples full legal rights.

Rights and that included adoption.

In 2024, Namibia's High Court overturned colonial era laws that criminalised consensual same-sex relations, and that decision improved safety and dignity for LGB TQ Plus people and sent a strong signal to neighboring countries to do the same. And then in Singapore, Spain and Sweden, we've really seen major expansions in parental leave. So, for example, Singapore doubled government paid paternity leave. Spain now offers one of Europe's most generous allowances when it comes to parental leave.

And Sweden even extended their parental leave to grandparents, recognising the role they play in raising the children and also recognising the role they still play in the labour market. So these reforms really help to create greater equity and caregiving and support more inclusive workplaces in the long term, and that's across each of those examples.

Examples when it comes to that inclusive inclusivity. If we go to the the next slide, we can see that some of those corporates are also stepping up too. So I'll share with you 6 examples. The London Stock Exchange Group introduced a global policy offering 26 weeks of fully paid parental.

Leave to every employee, regardless of gender or family structure, and that's an industry-leading move that sets a new bar for inclusion and parental leave. For IKEA, they have made disability inclusion a real focus. They've launched a global digital accessibility program, testing voice.

Provided navigation tools for blind and low vision customers in stores, improving online platforms for people using assistive technology and designing more accessible products for their customers. Inside the business, they're training their workers, they're training their co-workers, adapting their recruit.

And partnering with social enterprises to really open up those opportunities for people with disabilities across each of their sites across the globe. At Heineken, their gender balance work is a huge priority for them, so they've set a clear target of 30% women in senior management by 2025.

And 40% by 2030, and they actually achieved their 2025 target a year early in 2024. They've run various leadership programs like Women's Internet Interactive Network and Women in Sales, and they've rolled out inclusive leadership training to nearly all their managers globally.

Other examples on the next slide come from a Forbes article which the link is shared on the bottom of the slide and just shares an insight into some of those more US

centered organisations. And the reason we've included these is because as we've discussed, this is the center point for a lot of that negative shift in DEI.

To bring attention to some of those organisations that are still really keen on advancing in this sector. So Delta Airlines expanded their DEI efforts in 2024 by increasing investments in workforce development programmes targeting underrepresented groups.

And this initiative led to a 12% increase in employee satisfaction and a 15% improvement in customer loyalty, as evidenced by their internal surveys. And the data point is within the article links. Wells Fargo launched a programme aimed at closing racial wealth gaps through her through a 500.

\$1,000,000 investment in small business lending to underserved communities and analysts predict significant brand loyalty and future profitability from these efforts.

So again we're seeing that positive impact of focusing on DE&I. And then finally, Euna Liva continued its DE&I focused hiring strategy in.

2024 and they've actually tied executive bonuses to diversity metrics. Unilever credits this initiative with accelerating global market penetration by 10%. I want to also highlight we've touched on that generational difference.

I just want to highlight that we shouldn't underestimate that what they're looking for here. So both from employee, the employee perspective, but also in their role as consumers, Gen. Zed and millennials expect inclusion and they expect authenticity from leaders and they really expect us to be focusing on equity.

I think the millennial generation is the most socially advanced generation from a political point of view and also from a DEI perspective and they now make up the majority of our workplaces. They reward organisations that live up to those values and really challenge those that don't and we saw this earlier this year with.

Boycotting of various organizations such as Target and Walmart after they announced stepping back from DEI efforts. So I just wanted to to put these out there.

It's been quite a negative lens that we've looked through the earlier in this session because that's important to recognize, but I also wanted to share some of these.

Positive, positive progress that's happening as well, just to help create that sense of hope that that work is still being done and the great work that you're all doing within your organisation is contributing to that too.

Any reflections before we have a look at next steps?

Thinking about the temperature check that we did at the beginning of the session,

would anybody change how they responded to that based on some of these more positive stories?

 **Carmen Morales (CHL)** 26:56

I think it's encouraging, you know, to see that large companies like these are, you know, not.

Conforming is probably the best word. Conforming with, you know, with with others.

 **Elizabeth Pollitt** 27:14

It's common, absolutely. And actually from the from this Forbes article, the reason I included it is a lot of these being tied to the positive impact on the bottom line and what they're seeing from an investment point of view. I think that really helps when we're thinking about the head and also the hand part of the the the influencing model.

That this is this is something that works in businesses, especially when we embed it into everything we do.

 **Charlotte Sweeney** 27:40

I just have a real quick one, Liz, and I'm not sure if people have read it as well. It's another Forbes article. I'll put it in WhatsApp because I'm conscious that not everybody can see the chat here. But there was an article we referenced and referred to in some of our communications a couple of weeks ago, and it's a Forbes article.

 **Elizabeth Pollitt** 27:40

So.

Go for it.

 **Charlotte Sweeney** 28:00

Forbes article about DNI pushed back five evidence-based reasons. It's a false narrative. And the rationale behind that is there's so much data that's saying there's so much happening, but we don't actually see it because the media are pushing this narrative of.

DNI is dead. It's gone. It serves no purpose when actually there's a lot of evidence to say the opposite. So I'll put, I'll put the link to that and our LinkedIn article into WhatsApp so you can have a look at that.



Elizabeth Pollitt 28:30

Thanks, Charlotte.

So if we go to the next, we've got a bit of a reflection around action planning. I just want you to think about this and what we'll do after the session is we'll we'll follow up and share this prompt with you via e-mail and in WhatsApp.

But really think about what action you're going to take based on what you've heard today and who can you work with to hold you accountable for that. And once you've had a chance to reflect on that, I won't ask you to do that now with 60 seconds left of our time together and if you feel comfortable to do so and and share your responses in WhatsApp and we can have a bit of a chat.

And what's up about about those next steps?

So I'll move on to the next steps of the programme and I just want to highlight some of these key points. So we've touched on some of these at the beginning of the session, but you will have your coaching sessions next week and this is part of your free executive coaching opportunities.

And all we ask is that you think about what you'd like to discuss with your executive coach during your time together. So this could be linked to your assessment, it could be linked to something that you've heard or reflected on or a tool that we've talked about as part of the programme. Or it could be a more general point about your professional development. But you've got that time, it's yours. Please use.

In a way that you feel would benefit you best. Next self-led module will be live next week and that is focused on your brand and we'll send a reminder both via e-mail and WhatsApp once that becomes available and let us know if you have any trouble at all accessing the link.

In November, we can expect the Stakeholder Management self-led module to become available. The Change Management webinar will also take place towards the end of the month and we'll look through some of those practical ways to drive change within our organisations.

And we'll also have a peer review session and what we are, what we will do this week is share with you some prompts to help you prepare for that peer review session so we can we can make the most of that time together. So we are directly on the hour. I'm conscious it's very late for some of you and.

At the start of some of your working days for others. So really appreciate your time together and would just like to extend a thanks to all of you. It's really good to see

you. If any of you have any comments or questions, we'll stick around, but otherwise thank you so much and we'll see you next time.



Liz Pawson-Poon 30:58

Thank you everyone.



Dharmasiriwardhana, Ransi 31:01

Thank you. See you.



Carmen Morales (CHL) 31:01

Bye, everyone.



Charlotte Sweeney 31:02

Thanks everyone.



Elizabeth Pollitt 31:02

Good to see you all.

● **Elizabeth Pollitt** stopped transcription