

half the sky

# Everyday Inclusion: team development



Biases relating to gender, race and other differences can sap people's energy and undermine their performance. This programme helps teams build a culture of belonging and fairness.

### **We deliver:**

- » Effective leadership and team-working
- » A culture of inclusion
- » Fairer opportunities
- » Increased belonging
- » Increased productivity and retention



# Understanding the issue

Daily interactions shape our personal experience of a workplace. Feelings of belonging and opportunity are important – and when inclusion becomes cultural, it drives performance too. To achieve this, we must equip teams with the language, know-how and confidence to disrupt bias and champion inclusion every day.

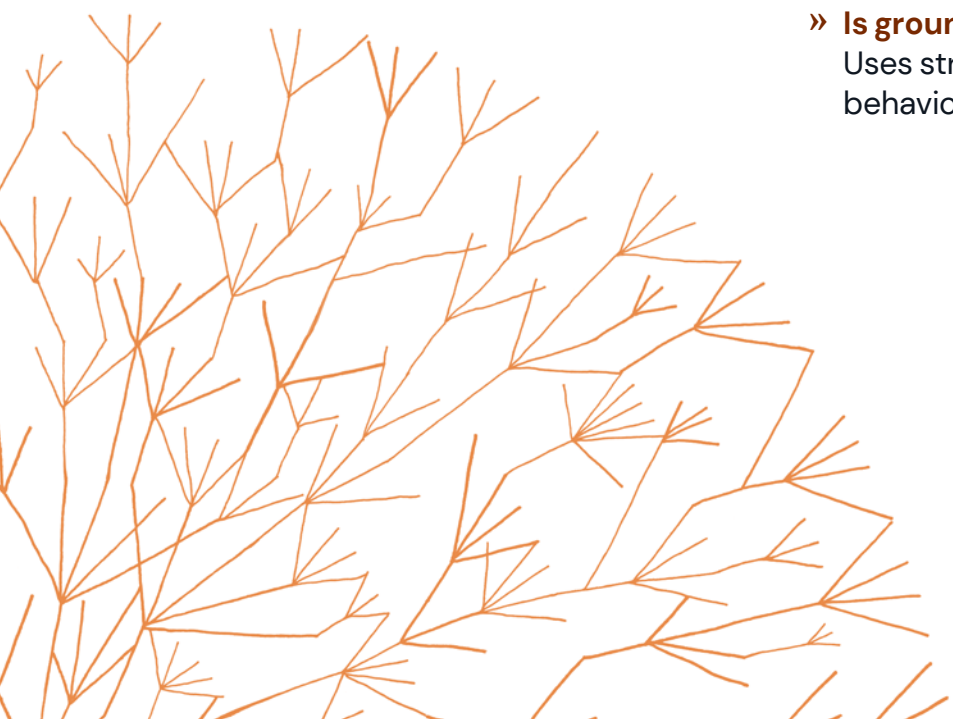
## Grounded in research

Our framework sets out five factors and reveals supportive behaviours for each: **Communication, Credit, Constraint, Capability, and Connections**. It enables leaders to set the standard for behaviour change while building collective accountability. Our thinking was informed by research covering 7,000 professionals from 25 organisations conducted at Murray Edwards College, University of Cambridge.

## A team approach

Diversity and inclusion (D&I) training is often individual while 'culture change' is usually approached top-down through policies, values and codes of behaviour. Teams are rarely the focus. Yet this is where cultural norms are formed. This team-based programme improves performance, productivity, and talent retention because it:

- » **Goes beyond awareness**  
Simple and practical guides for everyone to operate inclusively
- » **Empowers teams**  
Encourages personal commitments and collective responsibility
- » **Promotes culture change**  
Focuses on day-to-day experiences that become culture
- » **Is grounded in evidence**  
Uses strategies proven in social and behavioural science



# How the programme works

This programme is designed to be delivered online or in person, through workshops and clinics at both leadership and team levels. Workshops are supported by packs of resources for participants.

## Our services



### Full Programme (online or in person)

A comprehensive programme with measurement and accountability.

**Includes:**

- » Separate leadership and team sessions
- » Coaching for managers leading culture change
- » Teaching teams to notice exclusionary behaviours
- » Techniques of 'speaking up' and 'calling in'
- » Roleplay around bespoke scenarios



### Online Workshops

A two-hour live workshop facilitated by our experts introducing everyday inclusion.

**Includes:**

- » Combined leadership and colleague session
- » Learning and practising core techniques
- » Practical methods for disrupting everyday exclusions



### Immersive team workshops

Half-day immersive experience led by expert facilitators and actors. Prompts deeper engagement and emotional connection to the issues.

**Includes:**

- » Specially created scenarios brought to life by actors
- » Teams learn and apply techniques of 'speaking up' and 'calling in'
- » Tools for everyday use



Case study:

# Working towards a culture of belonging

“

**We did unconscious bias awareness training, and this programme moves us to the next level. Our teams know what to say and do to tackle biased language and behaviour and are reassured that we want them to do it.**

Lead Partner

”

Big law firms are not known for diversity among senior leadership. And because law is very hierarchical, behaviours at the top are hugely influential. Biases relating to gender, ethnicity or background can become ingrained in the culture. And while diversity is on the increase, this in itself presents challenges as change is never easy.

This international law firm has 1500 staff across the UK but retention was falling. Exit interviews revealed that minority groups did not feel they belonged. The firm was ready to make a major investment in diversity and inclusion and engaged Half the Sky to design and run a training programme.

We began by determining a baseline inclusion score to measure against. We then used our 5Cs framework to further understand the problems identified. We realised that meetings were where the negative interactions were happening, and not just between colleagues. Deference to clients was stifling lawyers from calling out discrimination.

Informed by behaviour change principles, our pilot programme included workshops with mixed-level staff, using role-play to heighten awareness of the feeling of discrimination. We tooled staff with constructive ways to respond to discriminatory behaviours and boosted leaders' confidence in modelling these. The training is now being implemented across the company.



For more information or to arrange a confidential conversation contact: [info@halfthesky.co.uk](mailto:info@halfthesky.co.uk)



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