

Inclusive Leadership Videos

Objectives

Steps hold an ongoing relationship with BAE Systems having previously delivered live training sessions across the business, focusing on a number of organisational development opportunities. BAE Systems strives for excellence, and being the premier global defence, aerospace and Security Company, it is imperative that their workforce meets the growing demands of a global, multi-disciplinary business. The organisation was looking for an Inclusive Leadership Programme to reach several thousands of employees from senior leaders to middle management, with the challenge and aim of allowing different divisions to work together and encouraging individuals to make sense of their own role within BAE Systems. Steps was commissioned to create a series of innovative and engaging Inclusive Leadership videos, to respond to this need.

Approach

Based on earlier research and development, Steps generated an inventory of emerging issues and presented a range of creative ideas to the Diversity Strategy Board at BAE Systems. They reviewed, assisted in refining the options, and evolved ten scenarios which the Steps team generated into a script. A large cast of all ages and ethnicities were called to various locations over two packed days to ensure that the videos were finely tuned and reflective of the organisation. The scenes were filmed through an ongoing collaborative process of open communication and partnership between BAE Systems and Steps.

To develop and achieve the solution, 5 weeks were allocated for a turnaround from commission to delivery, displaying Steps' ability to produce an ambitious scale of multimedia content within a tight timeframe. The programme demanded a global message to ensure resonance for individuals; consequently scalability was critical as BAE Systems have a large number of sites across the UK in diverse surroundings.

It was imperative that audiences could access the material in different ways, based on whether they were office based staff with access to PC's or field-based, relying more on photos and written scenarios. The filmed scenarios focused on the business benefits of inclusive leadership and the unconscious biases that challenge an open and inclusive culture. Scenarios were developed to reflect real issues that are "live" within BAE Systems to ensure that delegates understood what inclusion means for them, in their part of the business.

In addition to the live videos, we worked in conjunction with BAE Systems to support the creation of content cards which made key learning and strategies accessible to individuals and encouraged self-development. Facilitator notes were developed by BAE Systems for their in house facilitators, empowering them to explore and discuss ideas with groups and potentially lead their own internal strategies using the techniques Steps and BAE Systems put forward.

Outcomes

Feedback from Senior Level Stakeholders was overwhelmingly positive, which we were extremely pleased with. This was the first programme of its kind and by producing a complete training solution, with a fantastic collaboration, a great partnership with BAE Systems has been built to reach a successful outcome.