

## Bringing Inclusive Leadership to life...

### Objectives

Steps has been working in partnership with Vodafone's Global Head of Diversity and Inclusion Debbie Laybourn, and Schneider Ross - a leading diversity consultancy, to promote the business imperative of inclusion through a 1½ day experiential event designed for Vodafone's top 250 senior leaders across the globe. The workshop builds a common understanding of the contribution that inclusion and diversity can make to the success of the organisation. It also ensures that leaders know what they need to do (and not to do) to act as effective role models to promote diversity and inclusion across Vodafone.

### Approach

The initiative uses various methods to reiterate the case for change, including renowned expert speakers, interactive quiz technology and dedicated action planning. At different points in the programme, actor-facilitators from Steps bring to life some of the non-inclusive issues and behaviours. The scenarios stimulate debate; participants interact with the live performances to bring the scenarios to a best practice outcome.

Steps have designed bespoke scenarios for each Country or Group Function based on detailed research from 1-1 calls and internal focus groups. The programme has been delivered in 20 different countries including India, Qatar, Egypt, New Zealand, Ghana, South Africa and countries across Europe. In order to make the programme as authentic and cost-efficient as possible we have sourced and utilised actor-facilitators from the UK, Germany, India, Spain, Switzerland, Italy, Egypt, Greece, Malta, New Zealand and Ghana.

The benefits of using interactive drama in the programme are:

- It brings into the room issues that need to be talked about (e.g. prejudice, bias, subtle put-downs) in a highly engaging way
- It holds up the mirror – it enables people to see (and often laugh at) the sort of limiting behaviours that are actually happening in their own organisation;
- It packs an emotional “punch” – people see the way that they can and do exclude people and the impact it has; and
- It is highly practical – it focuses on things that can be easily seen, understood and therefore leaders are able to identify what behaviours they need to change.

### Outcomes

- The sessions are designed so that tangible, measurable, personal and organisational action plans are developed with senior ownership and accountability within the business.
- Vodafone believes that the workshops have been a catalyst for change - They have implemented a ‘Plus One’ strategy for increasing the number of females at the top level of management. The organisation now has a greater number of women on its executive committee and globally has seen a significant rise in the number of women holding senior leadership roles.
- New awareness and skills among senior leaders – feeding into the development and selection process
- Many parts of the business are also looking afresh at branding and their consumer proposition in terms of inclusion and diversity
- We have also developed a DVD of scenarios which is used to upskill internal HR Managers.

*‘Steps adds huge value to the Inclusive Leadership workshops. They have been professional, flexible and creative in the design process. Their scenarios hold up a mirror, creating moments of real insight for people and inspiring behaviour change. Steps actor-facilitators have been consistently strong across the globe, and have demonstrated integrity and professionalism when interacting with senior people in Vodafone.’* **Debbie Laybourn, Group Head of Diversity and Inclusion**