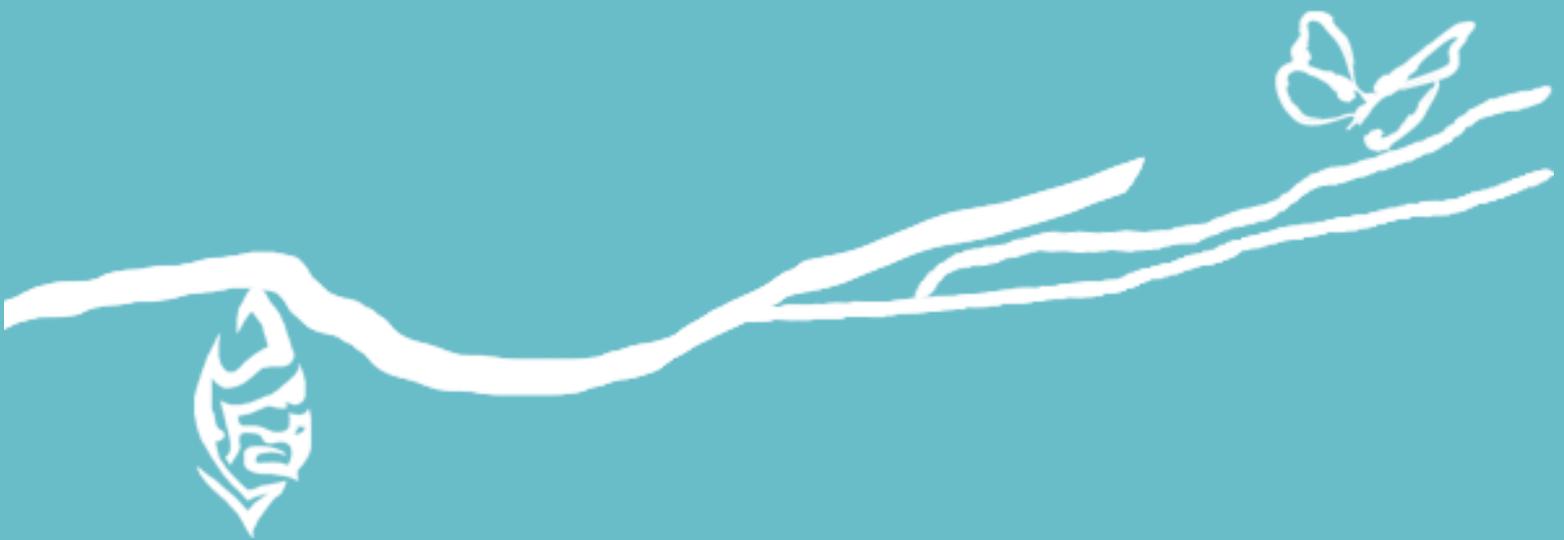




The **HOBBS** Consultancy  
Consultants . Coaches . Facilitators

# DIVERSITY & INCLUSIVITY TOOLKIT

*"Diversity is being asked to the party. Inclusivity is being asked to dance."*



## Introduction to The Hobbs Consultancy

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We provide products (coaching, public speaking, training facilitation and consultancy), which support business transformation via inclusivity.

We support individuals in showing up as their authentic selves in the workplace.

We support businesses in creating a culture in which people feel able to show up as themselves, where diversity of thought is valued and where people are cherished. We recognise that creating diverse and inclusive organisations is not necessarily an easy path and we help businesses to navigate this complexity, learning the skills required for everyone to be able to step into their inclusive leadership.

## Why we are different

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We are different from other D&I consultancies in that we have a fresh, modern and paradigm shifting approach. We don't focus on categorizing and quantitative measuring – although we recognise we are operating in a paradigm of 'what's measured gets done', and that measurement of the current status quo can provide a strong impetus to act. We focus on inclusivity, people feeling valued, leaders doing their own internal work and the nuances of inclusive cultures.

Rather than lecturing on why you should do this, we speak to the business case and the personal fulfilment case.

We believe that the world is changed via conversation.

We believe that focusing on women (or other 'minority' groups in the workplace) is the antithesis of inclusivity and that we should be creating a corporate culture in which everyone can show up as themselves and be valued for that.

We increasingly believe that the most important things that will move us forwards in this arena are very difficult to measure e.g. empathy, authenticity, feeling like you belong.



## The challenges in delivering a diverse and inclusive workplace

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We have thought long and hard about the challenges involved in creating a diverse and inclusive workplace. It is not an easy 'fix' – if it was, businesses would have succeeded by now.

These are what we see the key challenges to be:

### We are operating from a place of unconscious incompetence

We literally don't know that there is another way. What we see happening around us is what we know, and it is difficult to grasp an alternative way of doing things, let alone the benefits that might bring. Despite strong research (e.g. from McKinsey - <http://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters>), the business case remains largely intuitive and conceptual.

### The human brain wants to fit in

The human brain is wired for survival – meaning that it likes certainty and to feel like it fits in. Growing up, we learn that compliance makes us safe and that belonging feels good. The shift to a diverse and inclusive workplace is going to require vulnerability, swimming against the tide and a comfort in being around people that are 'not like us'. The other side of this coin is that those who don't feel like they 'fit in' experience imposter syndrome and operate from a place of 'not enough' – meaning they often play small. We can help people recognise and move beyond their imposter syndrome, at the same time creating cultures which are less likely to give rise to this phenomenon.

### Unconscious bias

The human brain is also wired to categorise and to stereotype. It is a universal human trait that helps us to make sense of the world. Unfortunately, that skill comes with a less useful by-product – that of unconscious bias. We, unconsciously, hold stereotypes about groups of people that may make it harder for those groups to succeed in the workplace. We may also internalise stereotypes about the groups to which we ourselves belong.

### Fear of conflict

Most people have an aversion to conflict and certainly would prefer to be surrounded by people who agree, rather than disagree, with them. Getting a more diverse range of opinions in the room is going to mean greater disagreement. Period. We need to show people that conflict doesn't need to be feared, that it can be a place of personal growth and give them the tools and skills to have difficult, challenging conversations.



### The ability and knowledge of how to build diverse and inclusive teams

We like to be right, and the current leadership model, whilst shifting, is still in the 'all knowing leader' paradigm. Often, we don't have the resilience to align rather than agree and we are not aware of our greater role in the system. Asking for help is seen as a weakness, whereas it could in fact mean listening to other people's valid, different and possibly more useful opinions. Diverse teams need a skilled leader to harness them otherwise homogeneity is probably preferable. Such leaders let go of 'coerce and control', understand our interconnectedness and know how to align teams on a common purpose. It is a volatile, uncertain, complex and ambiguous world and team leaders need support in being able to deal with that, when they have been taught to look for certainty.

### We are too busy

This is a two-fold challenge. Often teams feel like the D&I agenda is going to be resource intensive within teams that are already stretched to breaking point, (we would argue that it requires shifting your 'being' rather than a series of time intensive initiatives and that operating from the current place is more time ineffective). Alongside this, when we are operating at full pelt, we neglect to access our intuition and we ignore our emotional needs. We need to listen to both to move forwards – as individuals and as teams. When systems ignore their pain, it is stressful and this makes us less socially intelligent, empathic and creative. We are functioning from our limbic brain, we waste human capital and stress shuts down our neural pathways.

### We value certain ways of thinking

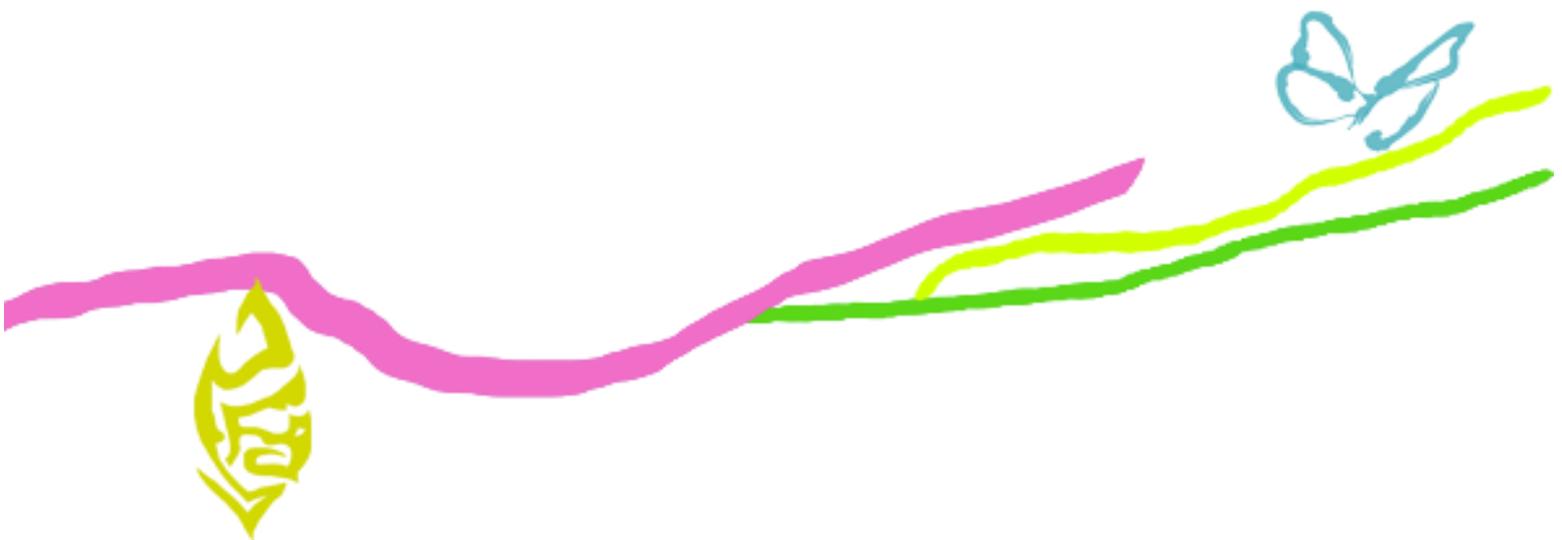
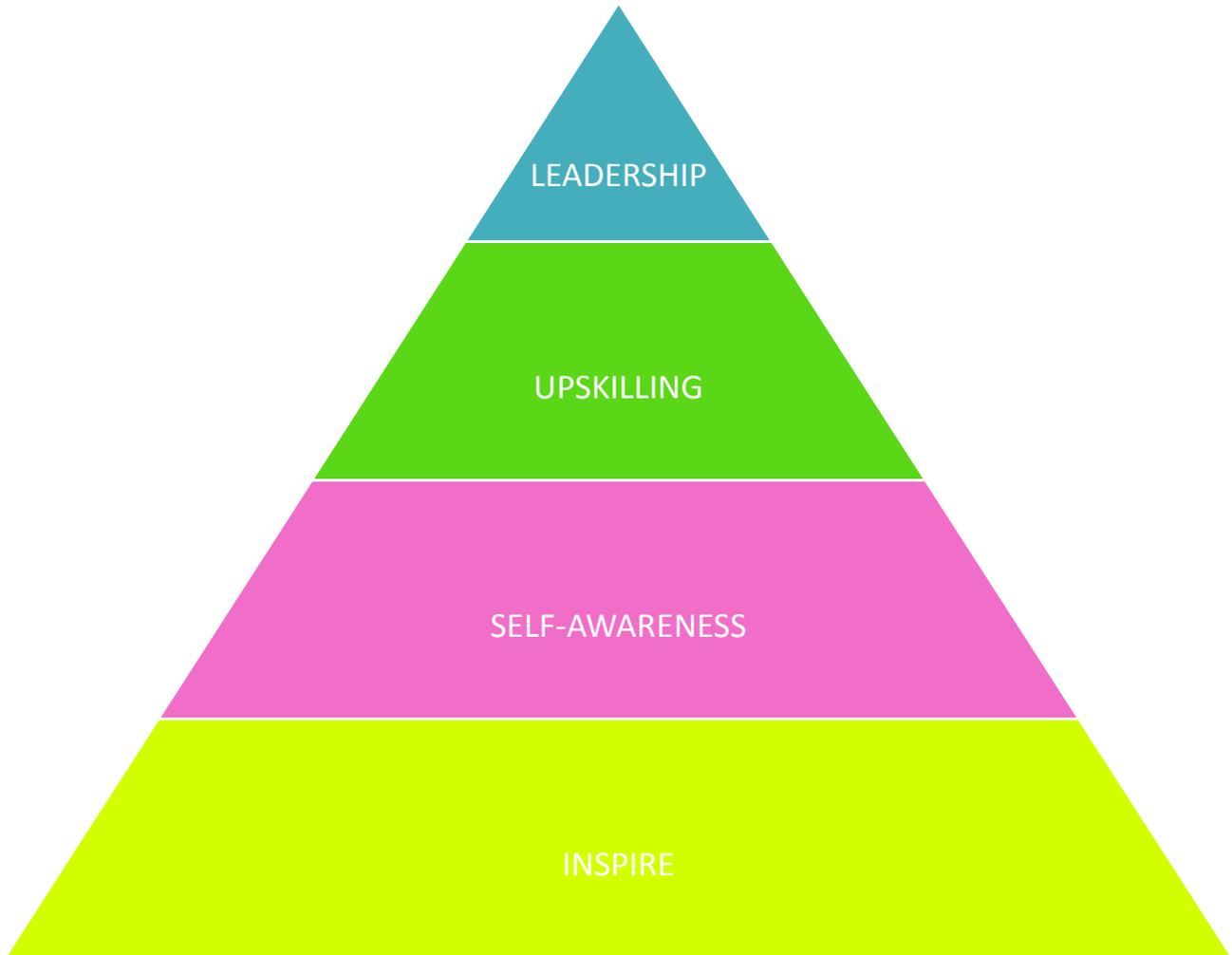
Culturally, we value the left brain over the right brain. We value reason, judgement, cause and effect... and yet what could be possible if we valued feelings, relationships, intuition and creativity? Some experience shame at being 'differently brained', again dampening their productivity.



## Our products

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We have developed a suite of products to support businesses in creating a more diverse and inclusive workplace.



## LEADERSHIP

Supporting people in stepping into their leadership (from the premise that leadership is accessible to everyone)

## UPSKILLING

Providing a different set of skills to thrive and manage complexity and difference

## SELF-AWARENESS

Driving awareness of how we hold ourselves back and how our brains might not always make the best decisions for us

## INSPIRE

Providing the impetus for change; showing that there is another way



## The Toolkit

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### INSPIRE

#### 1. Diversity and inclusivity audit

A three stage audit to get to grips with the diversity and inclusivity challenges in your organisation. Stage 1 looks at the numbers (i.e how diverse your organisation is). Using data we build a picture of what is going on and what your key challenges might be, concluding with a series of hypotheses. Stage 2 goes on to explore these hypotheses in a qualitative way i.e. analysing *inclusivity*. What are the behaviours and processes in your organisation which have led to this status quo? Finally stage 3 delivers a strategy and recommendations as to how to move your organisation forward. In addition to the stated benefits, we find this a useful exercise to do in mobilising your population behind the need for change.

#### 2. Public speaking

We deliver industry wide conferences (the first one being HeANDShe) and also can come into your workplace to deliver speaking designed to instigate change. We shine the light on what else could be possible, looking beyond how things are currently done. What could be possible if we stopped our binary thinking about gender? What could be possible if we valued emotion and courageous conversations? What could be possible if we could overcome imposter syndrome and harness the power of everyone? What could be possible if we could integrate the left and the right brain? What is the vulnerable leader and what would be different about their impact?

### DRIVE HEIGHTENED SELF-AWARENESS

#### 3. Unconscious bias workshop

Agency wide training, particularly suitable for those making decisions about recruitment and promotion. This training starts with a discussion about the business case for D&I; How could your workplace and business be better if it were more diverse and inclusive? The second part of the training is all about our own unconscious biases. We might not be sexist or racist but we certainly operate from a place of bias. We explain what this is, and that it is a universal human trait, before doing the Harvard implicit bias test in the training room. After debriefing that, we conclude with a discussion about the actions the people in the room are going to take as a result of their learnings from the workshop. Ideally, this workshop is bespoke to your organisation with input in part 1 (what are the key challenges here) and part 3 (what we are doing to support the D&I agenda).



#### 4. Give me more time

A lunch and learn session designed to provoke some different ways of managing your time. We look at Covey's rocks theory, prioritization, strengths theory and impact. We also explore burn-out culture and the costs of that on productivity, engaging your intuition and well-being. Participants will leave with some practical tools to manage their time more effectively, along with a clear understanding of the importance of paying attention to their own needs.

#### 5. Recharging for burnt out teams

Teams who care about their work but have been under extended pressure to deliver can burn out. Even a high performing team can find themselves struggling with less creativity, resourcefulness and capacity. The impact on individuals can include anxiety, panic, excessive tiredness, feeling emotionless, increased physical illness, disconnection, helplessness and hopelessness. The cost of symptoms like these are sick leave, high staff turnover and reduced productivity. When we operate from this place we lose connection, the capacity for empathy and neglect to listen. This workshop builds self awareness of the impact of stress, shows how to build understanding and empathetic relationships with other team members and re-connects team members to their original inspiration for their work. The workshop will also encourage team members to collectively prioritise self care, stress and burn-out awareness conversations across the organisation.

## UPSKILLING

#### 6. Conflict resolution

A half or full day workshop for those who wish to develop the skills for resolving conflict in their personal and professional lives. We believe that conflict is inevitable in organisations, and a key part of the D&I journey. It also presents an opportunity for new learnings about ourselves and others. The ways in which conflict is resolved are key to productivity, individual and corporate growth and personal well-being. The core practices associated with conflict resolution are: expressing our needs and wants cleanly and clearly, listening to what is and isn't said, understanding others without judgment, resilience and creative thinking. These practices can all be taught and are covered in the workshop. The learning can be deepened and specific action plans developed through follow-up conflict coaching.



## 7. Creating a coaching culture

Coaching is a core part of what we believe can deliver our mission to create a more inclusive workplace. It is through coaching that individuals can work out what their authentic self is, what keeps them playing small and how they can be more courageous in their professional lives. In *Creating a Coaching Culture*, a 2014 Institute for Corporate Productivity report, it says, "If done well, coaching can elevate the productivity and performance of every individual in the organization. And there is a significant correlation between having a strong coaching culture and market performance." A coaching culture is one in which people are routinely listened to, different opinions are actively sought out and where people ask questions more than they provide answers.

Leaders are happy to be seen as not having the answers and, instead of the modelling the 'all knowing leader', are comfortable being vulnerable, authentic and needing support. Failure is seen as a sign that teams have tried and pushed the boundaries in a quest for creativity and innovation. Because failure is accepted as part of this process, time is spent questioning and analysing what happened so that people can truly learn from the failure and embed the insights into future behaviours. This is a 6 month programme in which we upskill a number of coaching ambassadors who can champion and role model the behavioural change you want to see in the organization.

## 8. Introduction to coaching and mentoring

If a long term, behavioural change project isn't possible, then we also offer a half day workshop designed to introduce line managers to coaching and mentoring. This workshop uses a coaching style to work through the benefits of coaching and mentoring, considers the role of mentoring in tackling unconscious bias and creating opportunities for different groups and teaches some basic coaching skills, (listening, questioning, staying out of judgement, empathy, GROW model).

## LEADERSHIP

### 9. Non exec board sponsorship – currently being piloted with Bloom

We believe that diversity of thought is critical in moving our businesses forwards. It is where the best creative ideas are born, where the most compelling understanding of audiences arises and, evidence suggests, it can even trump conventional education in collaborative problem solving for our new world order (Stephen Frost, *The Inclusion Imperative*, 2014). The world outside of the agency is certainly moving faster than the world within. Often, in our busy, professional lives, we lack a depth of contact with organisations and people that are different to us – that have different organisational structures, different values



and different ambitions. Naturally our experience of the world can be limited – to our geography and to our sector.

We believe that non-exec director roles can open up the breadth of the world in which we work and allow us an understanding of different challenges. The roles are also a great stepping stone into leadership, giving individuals the opportunity to practice engaging at the highest level of an organization, thus preparing for board positions within the marketing world. Finally we find that the marketing industry is losing a lot of talent from early leadership roles, with ‘lack of purpose / fulfilment’ often cited as a key push factor. Contributing at this level can help in creating that purpose and a sense of ‘giving something back’ to the community around us, and, it is our hope, keep some of the best talent with our industry.

This programme provides CV support, relationship brokering, board readiness inductions and coaching over a 6 month period.

#### 10. Leadership programmes

Individuals are often promoted in organisations because of their specialist skills, rather than because of their management or leadership capabilities. There comes a time when individuals need to stop focusing on getting the day to day things right, and instead start to engage with a vision around what is the right thing to do – whether for themselves, their teams or their companies.

We believe everyone has the capacity to step into their leadership – it comes from a recognition and then an acceptance of responsibility for our circumstances (a direct contrast to being in the perspective of ‘blame’ or ‘victim’). Thus leadership is not necessarily about being in a position of power. Instead it is about grasping your own capability in making a difference to yourself and those around you. There is huge advantage to be gained from harnessing the leadership of those in the middle of organisations, rather than them sitting and waiting to ‘be told’ what to do.

We also believe inclusivity is everyone’s responsibility and that inclusive leadership has the power to transform our industry – making it one that thrives with creativity, connection and innovation, that attracts and retains the best talent and ultimately delivers game changing work for our clients.

Deep self awareness (of values, of purpose and of personal derailers) and external inspiration are required to make this transition, both of which are covered off in this 6 month programme.



## Testimonials

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*"The Hobbs Consultancy completed an audit of our data so that we could see how we performed on various diversity measures versus both industry norms and the wider population. This enabled us to identify where we wanted to focus our efforts and also showed us where meaningful data was currently not available. Most importantly it has given us a benchmark so that we can now track progress over time. The qual research opened up the eyes of the senior team to some of the real challenges that exist in the organization. Finally we have taken on a D&I Manager as a result of this research, and as recommended by Roxanne."*

**Tracy de Groose, CEO, Dentsu Aegis Network**

*"I found the workshop incredibly useful and I think it should be seen as an essential part of leadership and people management training for Account Directors and above.. There are clear benefits in adopting a more inclusive and diverse way of thinking and working that should be supported and rewarded. People are essentially our point of difference and building effective teams requires the ability for people to feel included and valued whatever their situation and managers need to lead by example."*

**Luisa Cameron, Head of Digital, Vizeum**

*"Rox created a completely safe space for us to support each other and feel supported, I was bowled over by her skill and sensitivity in this. She also led the agenda, being flexible and responsive to the energy and feelings in the group, but never losing focus or a sense of purpose. The layers of process were revealed carefully over the two day course, with preparation and feedback built in. Rox is a powerful combination of real world leadership experience, well developed and technical coaching skills and a truly sensitivity and intuitive approach. Her work around inclusivity is capable of being the catalyst for the people and organisations who want to make a difference and be game changers."*

**Jessica Stockford, Business in the Community**

*"This course was one of the most useful 2 days of my professional life, helping me bridge the massive jump from senior management to leadership."*

**Sarah Beauvallet, Managing Director, Santander**



## GET IN TOUCH

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