



The 5 Truths About Transforming Your Talent Strategy and Driving Culture Change for Inclusion

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Do change
right
the *first* time.

Hello & welcome



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THE COURAGE COLLECTIVE

A strategic, holistic and human-centered approach
to Diversity, Equity & Inclusion work

BRAND'S WE'VE WORKED WITH:



OmnicomGroup



daggerwing^{GROUP}

We are a global change consultancy focused on the *people* side of change...
because organizations don't change, **people do**



TOP 10 GLOBAL RATING

Daggerwing was named a Global Leader in communications and change management consulting*



70% FORTUNE 500

Percentage of core Daggerwing clients in the Fortune 500



35 COUNTRIES

Breadth of countries where Daggerwing has worked with clients over the past 3 years



We are experiencing
**a global, seismic
shift** in how people
feel about work

We know the stats...



of the global workforce is considering resigning from their current roles.

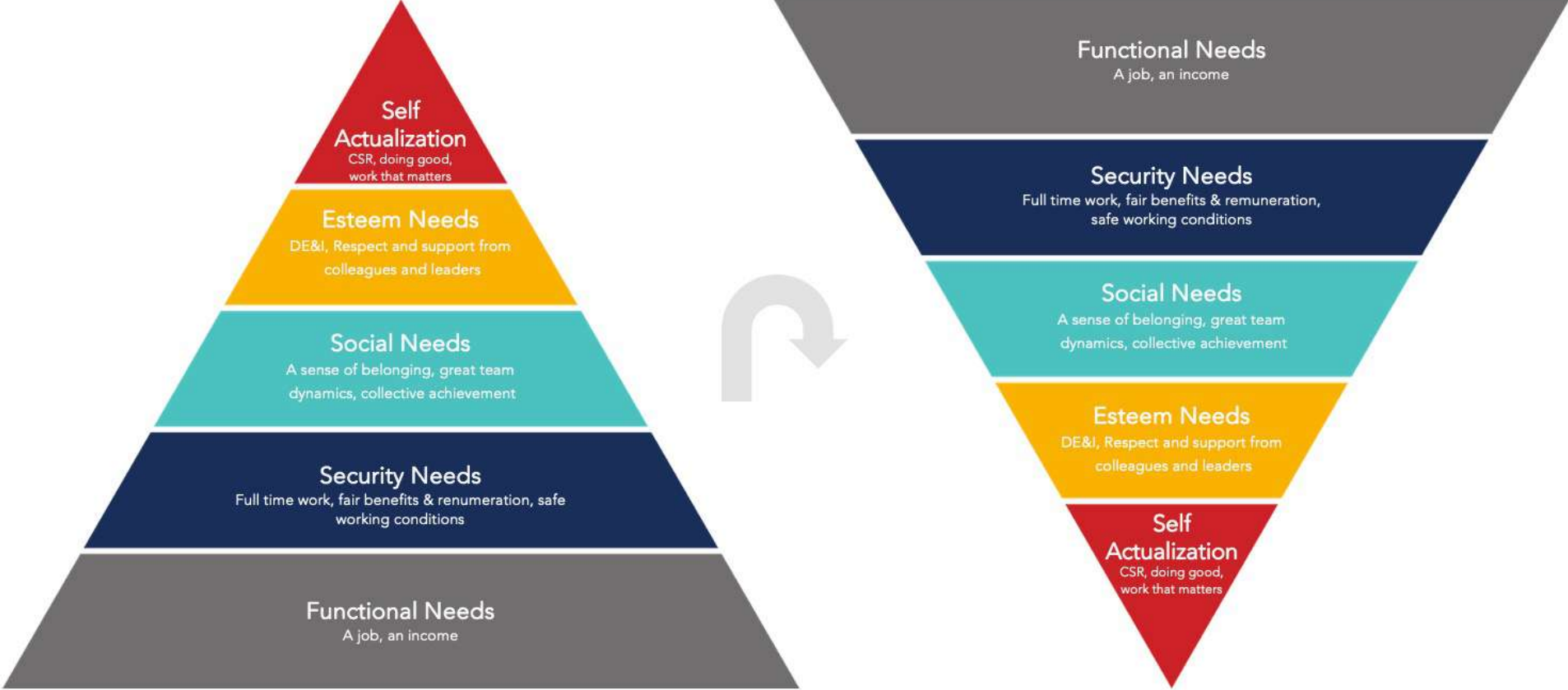


of people who quit in the past 6 months did so without having a new job.

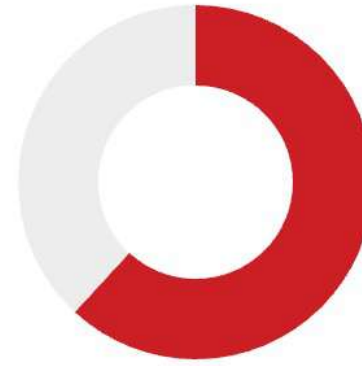
—  Microsoft

But why is this happening?

Employee priorities have shifted, and Maslow's hierarchy is being flipped on its head



Pushing **inclusivity** **and belonging** to the forefront



67%

of job seekers say a diverse workforce is important when evaluating companies and job offers

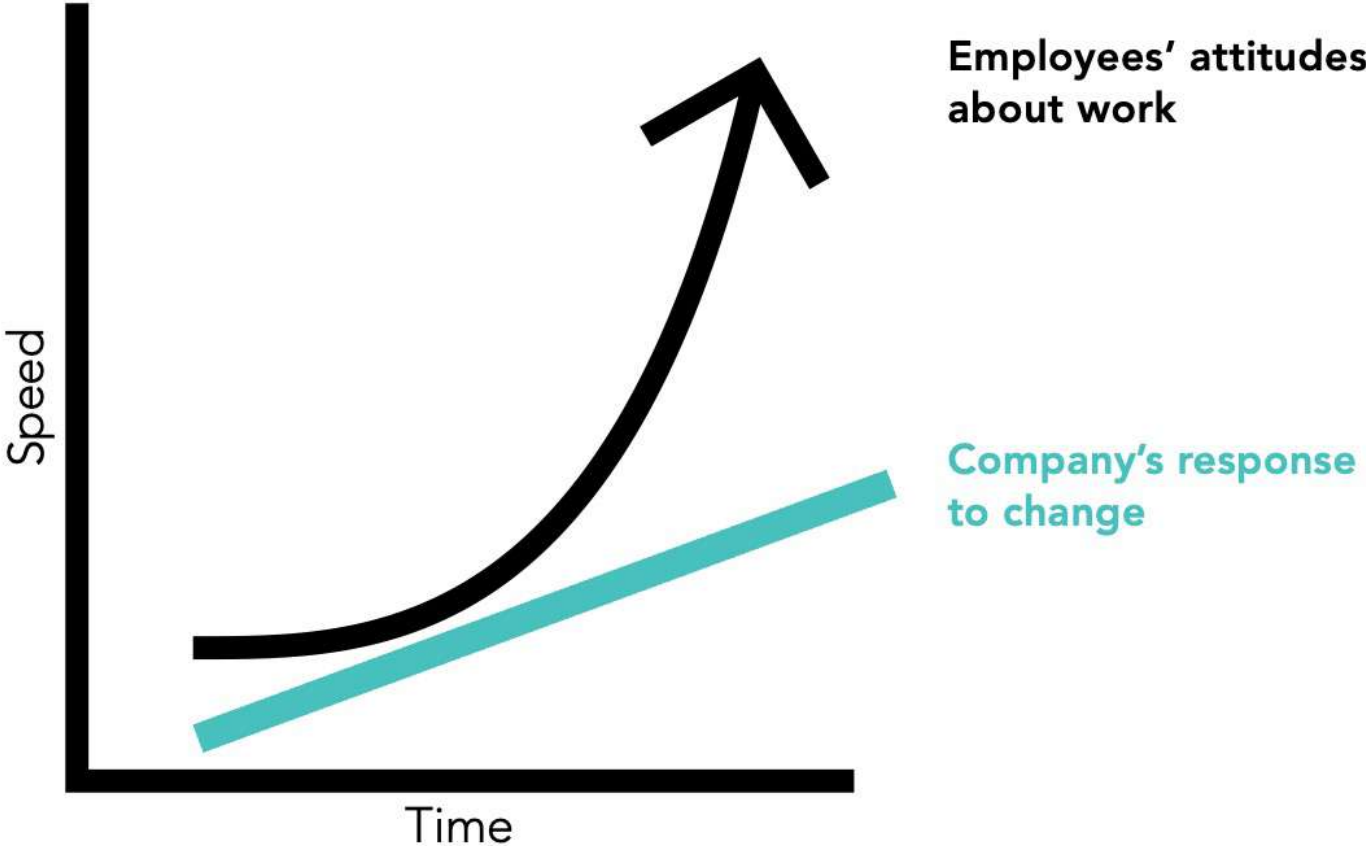


50%

of employees want their workplace to increase diversity efforts



As our relationship with work is evolving, organizations are struggling to keep up...



But employers are feeling the pressure too...

... as the frequency with which S&P 500 CEOs talk about these issues during earnings calls has **increased by 658%** since 2018

**Harvard
Business
Review**





It's never been more important for workplaces **to embed equity, inclusion, and belonging into the entire employee journey**

So, **how** can you attract and retain talent?

Five truths of transforming your talent strategy

TRUTH:

Your EVP must be updated for a 2022 world



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Your EVP must be updated for a 2022 world

What we've learned...

- ✓ A pre-pandemic EVP is not reflective of the changes we've all experienced
- ✓ An EVP needs to constantly evolve so that it's authentic to the actual experience
- ✓ People can see through the shallow perks and want to be cared for as individuals

TRUTH:

Invest holistically in employee wellbeing



What we've learned...

- ✓ Consider the whole person when designing your approach to wellbeing
- ✓ Different identities experience your organization in different ways
- ✓ Investments in your people should be made up-front, not planned for the future
- ✓ Wellbeing needs to be incorporated into the entire employee journey

TRUTH:

**Invest holistically
in employee
wellbeing**

TRUTH:

People leaders
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What we've learned...

- ✓ There won't be a slow down – leadership must continuously improve
- ✓ Leaders must undergo new training and be held accountable
- ✓ Your L&D team needs the funds and resources to prioritize growth

TRUTH:

**An inclusive
culture means
top-down and
bottom-up**



TRUTH:

An inclusive culture means top-down and bottom-up

What we've learned...

- ✓ There is a shared experience to be found regardless of position in a company
- ✓ All leaders must understand how employees are experiencing the organization
- ✓ Management experience vs. employee experience creates dissonance and challenges

TRUTH:

**Promises made
must be
promises kept**



Company statements regarding commitment to DE&I

"Diversity is an **integral part of our history, culture, and identity**. Inclusion is the way we treat and perceive all differences. We want to create an **inclusive culture where all forms of diversity are seen as real value for the company.**"

"We've committed **over \$500 million** to communities of color"

"We're building **inclusive tools** for the moments that matter."

"We believe that when people feel respected and included they can be **more creative, innovative, and successful**. While we have more work to do to advance diversity and inclusion, we're **investing to move our company and industry forward.**"

What we've learned...

- ✓ Over the past two years, organizations made promises they couldn't deliver on
- ✓ Organizations need to ask themselves if they are who they said they wanted to be
- ✓ Holding up a mirror can help you identify the gaps – and then act on them

TRUTH:

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In summary...

01

TRUTH:

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02

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03

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People
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Q&A

Thank you.

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