

#1 in Canada for
Open Enrolment
THE FINANCIAL TIMES 2019

Innovate for diversity with evidence, behavioural insights and business design.

Data shows that most diversity programs aren't increasing diversity. Almost all Fortune 500 companies offer diversity training to their employees. Yet a study of 829 companies over 31 years showed that diversity training had no positive effects in the average workplace. Millions of dollars were spent but the attitudes and organizations remained the same.

Rotman brings a new approach to designing for inclusion.

Achieving inclusion is a top priority for most organizations today. However, despite system wide attempts to improve inclusion, there has been little tangible progress and poorly designed interventions have even resulted in unintended consequences. For example, some organizations that implemented mandatory diversity training had 6% fewer black women in management positions after five years. At the individual level, backlash effects can occur if trainees resent being selected for diversity training and view training as punishment for prior insensitive behaviour.

To be successful, inclusion innovations need to be user-centric, easy to adopt and evidence-based. By understanding barriers to inclusion from a user-centric lens, we can better design policies and process that actually work.

The First of Its Kind

There are breakthroughs available at the intersection of behavioural insights, data analytics and design thinking.

For the first time, Rotman School of Management experts in diversity and inclusion, behavioural economics, design thinking and data analytics have come together to deliver a first-of-its-kind 3-day program to innovate for inclusion.

Topics include:

- » Why current initiatives fail
- » Real data on which practices work and which don't
- » Simulations
- » Detailed debriefs
- » Hands-on exercises designing new initiatives

Inclusion by Design is for leaders and organization looking for disruptive and evidence-backed ways to design, implement and evaluate inclusion practices that actually work. Whether it's hiring, retention or compensation, use a new approach to move past acceptance to true inclusion so you can engage, energize, inspire and benefit from diversity with greater success.

Inclusion by Design reframes inclusion as an innovation challenge using the latest insights from behavioural economics and business design to innovate for diversity at the personal, team and organizational levels.

Our expert faculty will guide you through a winning business design process for improving diversity and inclusion in your organization that you can apply quickly and effectively upon your return to the office.

By the end of the three days you will

- » Examine and understand data around why diversity initiatives are failing
- » Harness behavioural insights to nudge for inclusion
- » Use business design to re-imagine a truly inclusive organization
- » Evaluate third-party proposals for inclusive initiatives
- » Be prepared for working with resistors and getting them on-side
- » Practice translating these frameworks in your organizations with a follow-up check-in with our experts
- » Leave with frameworks that are easy to adopt and translate in your organization

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There is substantial research to show that diversity is linked with increased profitability, creativity and stronger governance. However, to achieve these results, D&I can't be a one-time campaign or a one-off initiative.

Avni Shah



We've seen that some of the more popular training programs are the least effective. So, you need to have a healthy skepticism when evaluating inclusion products.

Andras Tilcsik



Using insights behind identity, groups and teams, I'm working on how we can build a better 'us'.

Geoff Leonardelli



Business Design's human-centred approach to innovation truly facilitates a more inclusive culture. Its toolbox helps build empathy toward colleagues, customers and stakeholders. Its frameworks can drive impact for both your people and bottom line.

Angele Beausoleil

Program Design

This program combines our unique strengths in diversity and inclusion research with expertise in Design Thinking, Behavioural Economics, AI and Integrative Thinking to help you build a customized plan to design, test and execute diversity and inclusion interventions in your organization.

Each program day also includes breaks aside from breakfast and lunch not listed on this condensed schedule.

Fee:

\$5160 CAD + HST

Who Should Attend?

Senior managers and executives will have the most to gain from this program. It is designed to provide the tools, mindset and frameworks leaders need.

Maximize Your Growth.

Combined with senior business leaders as guest speakers and a diverse group of highly motivated peers, you will experience a rich fabric of opportunity to learn, grow, and succeed.

We're Here to Help.

Talk to our Learning Advisor at **416.978.8815** for more information about the right program for you.