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Frontline Inclusion Connector

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MANAGING DIRECTOR
FOREWORD

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At En-Sync 8020 we are committed to supporting frontline leaders on their journey to leading high-performing, diverse and inclusive teams.

In inclusive frontline teams, team members can trust each other and to rely upon each other's collaboration in common endeavours regardless of the vast range of diversity due to a social space within the frontline team which allows for all team members to feel valued, respected and provides genuine creative freedom of ideas and a plentiful supply of constructive forces within people.

We have specifically designed, selected, curated a unique suite of methods combined with digital tools to embed all elements of inclusive organisation & leadership into day-to-day work practices of frontline teams to achieve and sustain high performance.

Conversations with our clients are showing more and more that executive and senior management are committed to and beginning to realise the value of a diverse and inclusive workforce.

However, delivering diversity and inclusion at the frontline seems to be a pain point for many.

We have risen to the challenge to demonstrate to the managers of frontline teams that active diversity and inclusion practices help them, and the business deliver their objectives (ESG, commercial and operational).This Capability Statement introduces our Frontline Inclusion Connector™.

Our approach converts uncertainty in demonstrating inclusive practices to habit. As leaders mature and teams work to work inclusively across business units, functions, and shifts, they create greater efficiencies and a more psychologically safe working environment. They also begin to see the correlated benefits in operational and economic performance.

Kevin D Burt

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Frontline Inclusion Connector

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70 Years

of research in trust-inducing organisations, management and cognitive sciences, individual and team inclusion with proven applications across industries and geographies

Authoritative Knowledge

holistic view of all your inclusion activities across the frontline in one place: program design, implementation, planning, coordination, analytics & reporting

Total System

full understanding of and the experience to drive total system of trust-inducing diversity and inclusion to frontline teams across many industries and geographies with our Frontline Inclusion Connector

Toolkit

A unique, blended approach (digital and analog), and speciality tools that target relevant issues (inclusive behaviour compliance, critical inclusion controls, inclusion values)

Go Digital

have a proven and successful track record of introducing leading edge applications to support improvements and visibility of frontline diversity and inclusion implementation in real-time

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High Level Map to
High-Performing Diverse Frontline Teams

Diverse Groups of Talent

Acknowledge an unequal starting place and make a commitment to correct and address the imbalance

Equality
Equal job opportunities without diversity discrimination

Equity
Everyone has access to the same opportunities

Diversity Potential
Capability of diverse groups to perform the role requirements

ROLE

Future of Work
Utilise technologies to expand diversity potential of the roles

Inclusive Workplace
Team members comply with required inclusive behaviours

Frontline Inclusion Connector
En-Sync 8020 specialises on fostering individual, team and organisational conditions for inclusive frontline working

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To us Inclusion at Frontline means...

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Frontline Inclusion

Mutual trust and collaboration in common endeavours regardless of the vast range of diversity (differences) due to a social space within a frontline team whose very existence allows for the team members to feel valued, respected and provides genuine freedom and a plentiful supply of constructive forces within the frontline team

Frontline Inclusion Management

A set of organisational processes to embed and maintain a set of valued individual entitlements (inclusion values) that create a sense of value among the team members

Inclusive Frontline Workplace

Frontline Teams that develop Mutual Trust as a basic value and provide their team members with Valued Individual Entitlements focus on the individual feeling valued first, so they have the security and trust to learn how to value others despite their differences.

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High Level View of
Frontline Inclusion Connector

Organisational Perspective

- Inclusion Vision & Strategy
- General Inclusion Values
- Inclusion Management System
- Inclusion Communications

Team Perspective

- Requisite Frontline Inclusion Conditions
- Uniquely Focused Inclusion Tools to embed inclusion conditions
- Frontline Inclusion “Control Room”

Individual Perspective

- Positive Intention to Comply with required inclusive behaviours

Most of our clients do not consider inclusion from all three different perspectives and face difficulties in connecting frontline to inclusion

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Our Research Insights into the issues of Diversity, Equity, Inclusion and Psychological Safety across frontline teams of multiple industries and counties, brings to light the following observations:

78% of HR and Diversity & Inclusion executives interviewed feel somewhat less knowledgeable or not knowledgeable with the issues of Inclusion development (approach, tools, etc.) in comparison to Diversity development

93% of inclusion programs reviewed by En-Sync 8020 focus mainly on inclusive leadership practices and inclusion training linked to inclusion policy approved by companies (that's all)

91% of frontline teams with high diversity & high inclusion met the performance expectations. In comparison, 47% of teams with high inclusion and low diversity, and 37% teams with high diversity & low inclusion

29% of frontline leaders have a positive perception of workplace inclusion in comparison with 67% of General Managers and 89% of Vice Presidents

73% of frontline leaders select "positive team performance impact" as their reason to champion inclusion initiatives, in comparison 87% of top management selecting "reputation and public image"

91% of team members across multiple frontline teams feel less respected, valued and psychologically safe during times of crisis or troubleshooting in comparison to 17% during "business as usual"

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Frontline Inclusion
Principles

1

ORGANISATIONAL PERSPECTIVE

Companies on their path to diversity and inclusion cannot stop with just diversity. They must deliver inclusion to prevent a frustrated workforce and meet expectations of diverse groups of talents

2

INCLUSION MEANS HIGH PERFORMANCE

Frontline teams with high level of inclusion and psychological safety have higher probability of meeting performance expectations as defined by their managers and have a lower frequency of material unwanted events

3

TAILORED TO FRONTLINE NEEDS

Companies cannot “copy and paste” the same inclusion approaches that were successful with top management to frontline managers. This approach usually results inclusion programs that are resisted by frontline leaders and perceived as a waste of time

4

SYSTEMS DRIVE BEHAVIOURS

If companies want to break “toxic cultures” and have the positive intention of their frontline leaders and team members to comply with inclusive behaviours, they must clearly define these behaviours and ensure that their organisational systems are aligned with inclusion values

5

TOTAL SYSTEM OF FRONTLINE INCLUSION

If companies really want to embed inclusion at their frontlines, they must discard the notion that it is just about inclusive leadership practices and inclusion training. There is much more to frontline inclusion.

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Individual Inclusion Perspective

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Inclusive frontline teams are the teams where every team member has a positive intention to comply with required inclusive behaviours. Frontline leaders can increase the chance that team members will intend to comply with inclusive behaviour by changing three 'predictors' of inclusive behaviour.

Inclusive Behaviours

Inclusive behaviours must be properly defined as a behaviour first (Target, Action, Context, Timing of a particular inclusive behaviour)

Individual Intention to Comply

Inclusion Attitude

A team member's overall evaluation of the required inclusive behaviour: beliefs about consequences of the behaviour and the positive or negative judgements about each feature of the behaviour

Inclusion Norms

A team member's estimate of the social pressure to perform or not perform the inclusive behaviour: how important others would like a team member to behave and the positive or negative judgements about each belief

Control Beliefs

The extent to which a team member feels able to enact the behaviour: how much a team member has control over the behaviour and how confident a person feels about being able to perform or not perform the behaviour

Inclusive Behaviour

Actual compliant or non-compliant inclusive behaviour by team members of frontline teams

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5 Team Inclusion Perspective:
Requisite Inclusion Conditions

Frontline Psychological Safety

Members of Frontline Teams have a strong belief that they will not be put down, punished or humiliated for speaking up with ideas, questions, concerns or mistakes. In short, it's how comfortable individuals are with taking risks and being vulnerable with the team.

Individual Inclusion

All members of Frontline Teams are provided with 7 valued individual entitlements or inclusion values that create a sense of being, in flow with work, being valued and valuing other members of the Frontline Team.

Frontline Inclusive Leadership

Frontline Leaders perform 10 Inclusive leadership practices to operationalise and embed inclusion values by creating the organisational conditions for team members to feel valued, respected and work at their full potential.

Four Modes of Frontline Inclusive Team Working

Frontline Leaders set up a set of work practices (troubleshooting protocols, critical control management, continuous improvement framework, etc.) to ensure that Frontline Teams maintain inclusion in "Crisis", "Run", "Change" and "Disruption" modes of frontline team operations.

Inclusive Working with other Teams

A set of requisite conditions (6 Types of Inclusive Working, Integrated Planning and Work Coordination, etc.) are in place for frontline teams. This means working with efficiency and enabling imagination, creativity and trust.

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Toolkit that makes us Different

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Inclusion Values

7 Valued Individual Valued Entitlements create a sense of being 'included' by the team and organisation (articulation of long-term vision, participation in policy development, the opportunity to progress, fair & just treatment).

Inclusion Linkage

To operationalise 7 inclusion values means to embed them into corresponding processes and systems and integrate them into managerial leadership practices as inclusion operationalisation is the accountability of leaders

Full Inclusion Leadership Experience

Frontline Leaders must achieve the full inclusion experience: 10 Inclusive Leadership Practices, Inclusive Leadership Accountabilities & Authorities, Inclusive Leadership Wisdom about Nature of People at Work, etc.

Mutual Inclusion Unit (MIU)

An inclusive workplace requires a three-tier team working (team members, frontline leader and manager-once-removed from team members) to ensure the quality of managerial leadership and consistent inclusive standards.

Critical Inclusion Teams

When companies describe and identify their Critical Inclusion Teams (teams with high diversity, low psychological safety, etc.). They can set up critical inclusion controls around them to reduce the frequency and impact of unwanted inclusion events

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Organisational Inclusion Perspective

The essence of organisational inclusion leadership is that any manager delivers the same inclusion message to everyone simultaneously, using various company-wide communication processes and establishing a common inclusion context with everyone in the same way. This process is essential for achieving a shared outlook about inclusion across the whole organisation and establishing a unified company inclusion culture.

Company-wide Inclusion Vision & Strategy

Company-wide Inclusion Vision & StrategyTop management must take the lead in setting the 5-10 year corporate vision for inclusion with specific objectives to be pursued in the future flow from this vision statement. The articulation of this vision allows all managers to align their sense of inclusion, purpose and direction and is essential for building group-wide inclusion consensus.

General Inclusion Values

Every organisation must embrace a set of general core inclusion values (organisational inclusion philosophy), which are fundamental to developing effective trust-inducing inclusive working relationships with the organisation. These core values are the primary drivers of inclusive behaviour as a great unifying force.

Inclusion Management System

Consistent inclusion management processes across the organisation can be achieved only when inclusion management achieves a level 5 of maturity. Frontline inclusion is not dependent on individuals' "inclusion heroics" but relies on inclusivity built into systems and processes.

Organisational Inclusion Communication

Organisational Inclusion communications are necessary when organisational leaders wish to convey the same information about inclusion to all of their team members simultaneously and in the same way as the actual behaviour of management is the most powerful inclusion training influence.

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Go Digital
for Frontline Inclusion

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En-Sync 8020 provides D&I managers with a Frontline Inclusion "Control Room" to manage all inclusion activities across multiple frontline teams in real-time; ensure consistently inclusive management processes; define and embed inclusion into roles through their accountabilities & authorities; keep inclusion management data in one centralised place

ConductorSoftware

measures psychological safety in your organisation, quantifies it in financial terms, using your key performance indicators (KPIs) and shows you how to improve it. Its Leadership analytics dashboard statistically correlates these results with frontline teams' KPIs to show the potential financial and productivity impact of improved psychological safety, diversity and inclusion using internal benchmarks.

Individual Inclusion

activate™

unique business application designed to guide and accelerate frontline leaders of critical inclusion teams to the full level of inclusion experience and ensure inclusion continuity during transitions from exiting to incoming frontline leaders. It assists Diversity & Inclusion managers to map full inclusion experience for frontline leaders, design targeted inclusion experience task-based plan and track in real-time progress of frontline leaders on their journey to full inclusion experience

Frontline Inclusive Leadership

analytics platform that digitally equips D&I managers and frontline leaders with an early warning system for inclusion-related issues across multiple frontline teams. It is patented multi-lingual platform integrates across communication channels (SMS, voice, web, social media) to source and share on-the-ground data between frontline teams and makes automated surveys, mass broadcasts and grievance management easy to manage and cost effective

Four Modes of Frontline Inclusive Team Working

relayworks

inclusion management application that ensures every material unwanted inclusion event and/or critical inclusion frontline team is controlled and accountable for as smoothly, skilfully and seamlessly as the baton in a gold-medal relay team. D&I managers can shape simple, step-by-step critical control scenarios to create a closed communication loop that safeguards inclusion of team members in critical inclusion environments

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Inclusion Benefits
for Frontline

RETENTION	Heightened sense of being in flow leading to better retention and engagement of team members
RISK	Significantly reduces number of material unwanted events and decreased time spent to troubleshoot these events
IMPROVEMENT	Higher number of Continuous Improvement (CI) ideas that are delivered with proven valued benefits
PERFROMANCE	Consistency in delivering all aspects of performance expectation set by frontline leaders (quantity, quality, time, resources / cost)
SAFETY	Better compliance with required safe behaviours and reduced number of safety incidents (major and minor)
WELL-BEING	Positively impacts all the dimensions of an individual well-being (physical, emotional, social, occupational, etc.)
TRAINING	Improvement in all aspects of development: coaching, mentoring, self-learning and compliance to the training plan

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Frontline Inclusion Program:

Pilot. Prove. Embed

Inclusion Awareness (1)

Select several frontline teams ("high-performing" teams and "low-performing" teams), assess their psychological safety & inclusion organisation and correlate with their performance. Make Frontline Leaders aware that high inclusion leads to high performance

Inclusion Benefits (2)

Select several "low-performing" frontline teams and improve 6 requisite inclusion conditions for frontline teams and full inclusion experience of frontline leaders. Show Frontline Leaders how inclusion leads to performance step-up

Inclusion Program (3)

Deliver training based on the results of the pilot and Frontline Inclusion Connector. Identify Critical Inclusion Teams as the primary focus for Frontline Inclusion program (high diversity, low inclusion, low performance, new frontline leader). Design company-wide program for Critical Inclusion Teams

Inclusion Control Room (4)

Set up the suite of frontline inclusion tools for Critical Inclusion Teams to support Frontline Inclusion Program implementation (planning, control, analytics, reporting, notifications, etc.). Manage inclusion programs across multiple frontline teams in real-time

Program Delivery (5)

Coordinate an implementation frontline inclusion program across multiple teams, track improvements in inclusion conditions and performance. Continuously Inclusion Criticality Criteria across the frontline and move to new Critical Inclusion teams

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Inclusive Frontline Team Working

A demonstration of repeatable success in creating trust-inducing and inclusive work conditions for high-performing frontline teams

Fashion Retailer (Australia)

Discovered 35% of staff had low feelings of inclusion and psychological safety, and this correlated strongly with inconsistent leadership and lower conversion ratios. Conductor identified the potential to increase revenue by $22M. Actionable insights were provided that were used by the Retailer to increase conversion ratio by 14.3% (realising $21.3M revenue uplift) within 120 days.

Mining Company (Tanzania)

Inclusion program for several maintenance teams with poor levels of performance delivered an improvement of quality of inclusive leadership as perceived by team members from -29 to +71 (Inclusive Leadership Scale) in 3 months, and perception of inclusion from 15% of team members to 79% while reducing maintenance time per equipment from 17 hours to 2

Insurance Company (Australia)

A drive for performance improvement by creating inclusive workplace conditions for Contact Centre Service resulted in productivity increased by 27% and staff turnover dropped by 29% within 2 months. Reduced call duration and after call handle time. Improved staff morale, motivation and engagement. Improved customer satisfaction on difficult (term life) claims calls.

Mining Company (South Africa)

Failure to meet its commitment to localise workforce forced this company to pay more attention to inclusive workplace conditions. As a result, they managed to increase the number of national citizens in crucial leadership roles: In Manager roles – by 144% ; in Superintendent roles – by 28% ; In Supervisor roles - by 47% while significantly improving company performance

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Need Help with Frontline inclusion?

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