

# ReCulturing: How To Integrate DEI into Your Organization



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Chief Learning Officer, Udemy



# Focus Areas

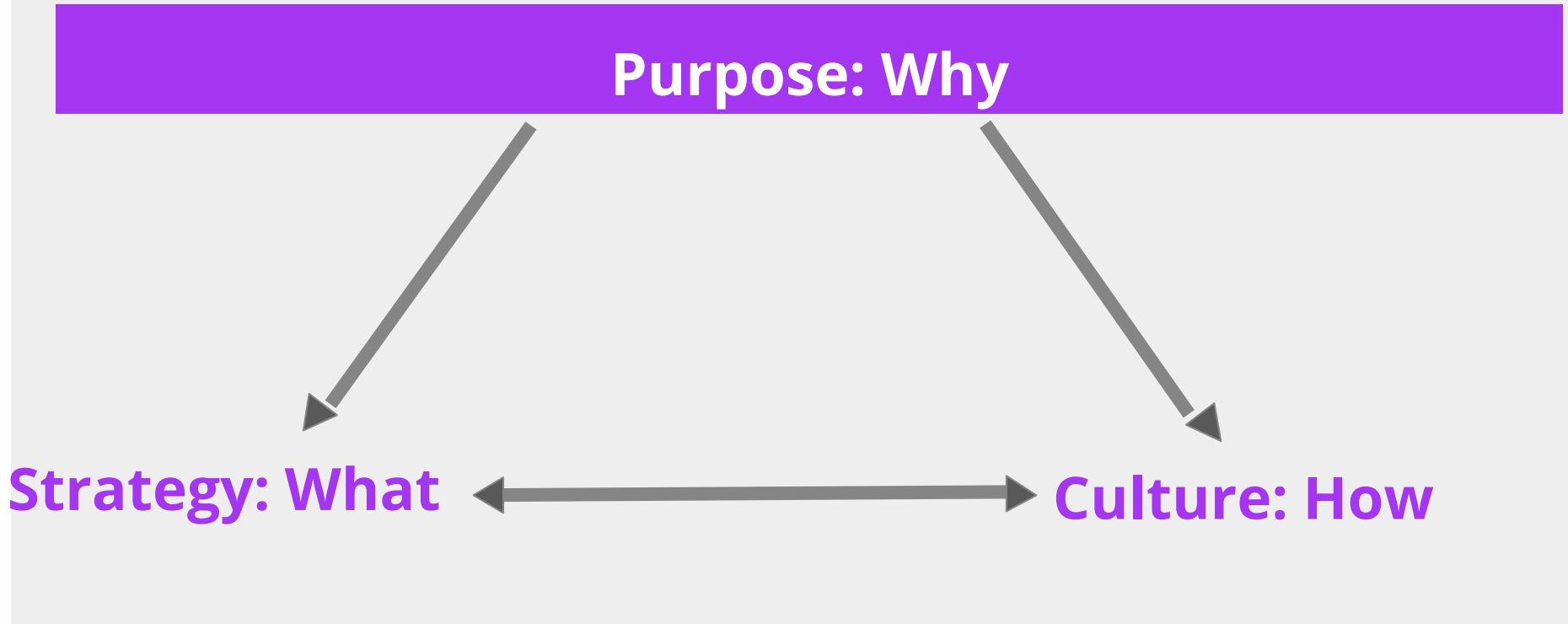
**1. Systems thinking**

**2. ReCulturing**

**3. DEI through ReCulturing**

# 1. Systems thinking

# The Organisational System



**Culture** is how  
work happens  
between people



# The Culture Stats

**80%**

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**Evolution**

**61%**

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**Hybrid**

**94%**

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**Unique**

# Pressure Is Mounting to Improve DEI Outcomes

**35%**  
of HR leaders  
are prioritizing DEI  
as one of their top  
five initiatives  
for 2022.

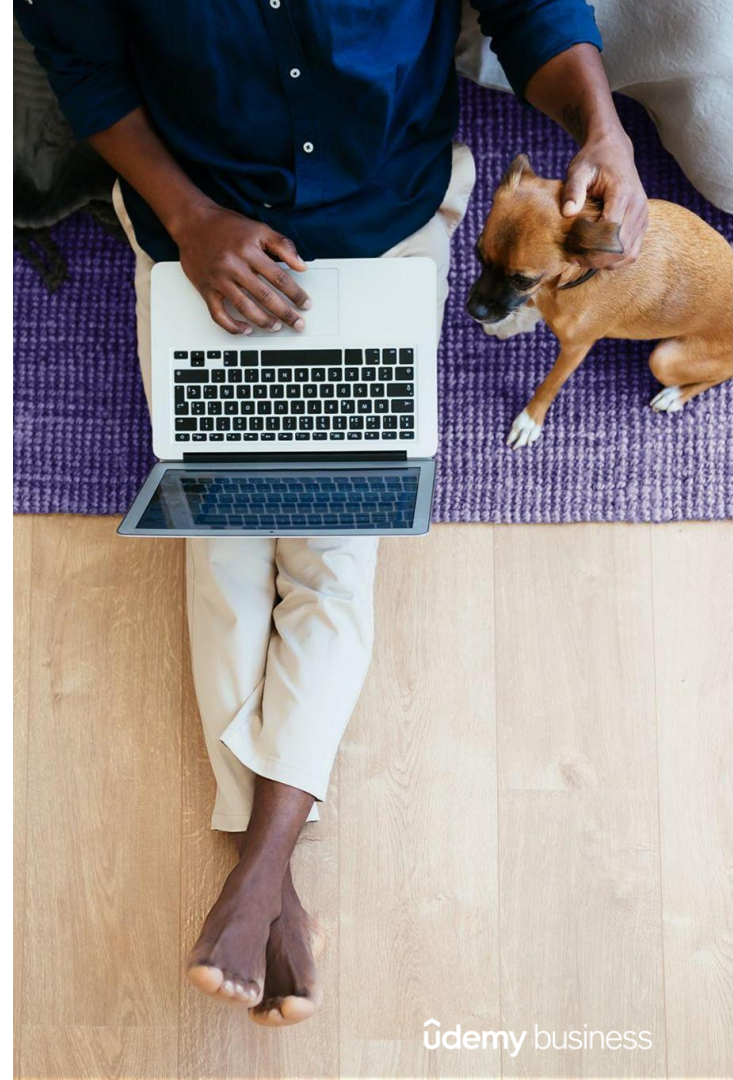
**40%**  
of consumers  
have researched a  
company's DEI stance  
before making  
a purchase.

**76%**  
of employees and job  
seekers  
say that a diverse  
workforce is important to  
them when evaluating  
companies and job offers.



# A Culture vs. A Culture Of...

- DEI
- Innovation
- Respect
- Learning



**Culture** is how  
work happens  
between people...

with a lens of  
diversity and  
inclusion

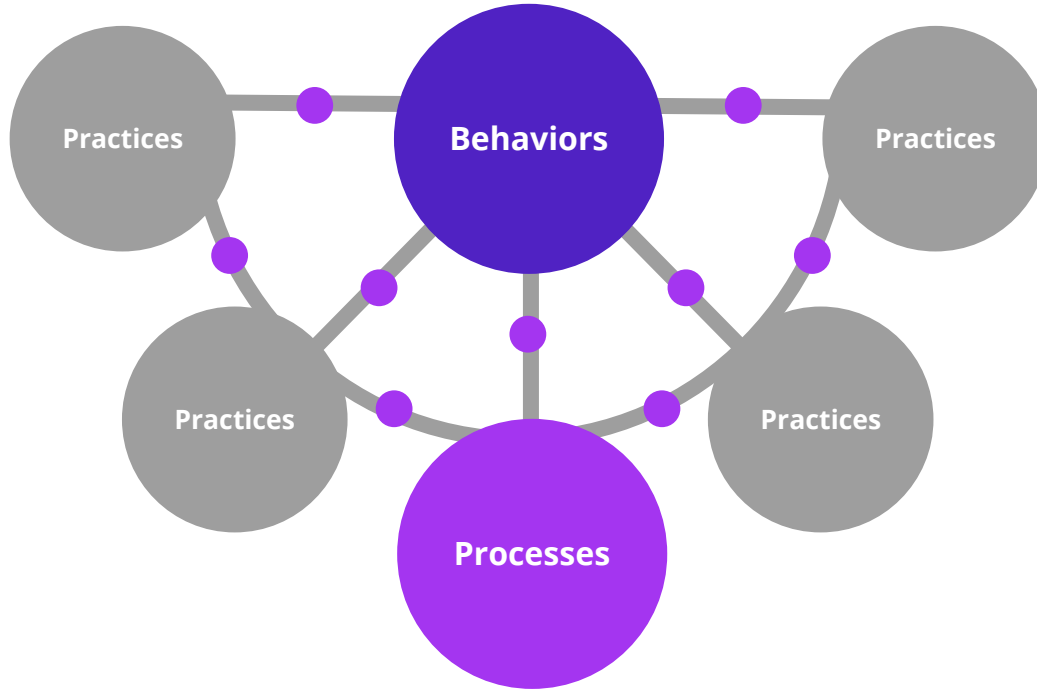


## 2. ReCulturing

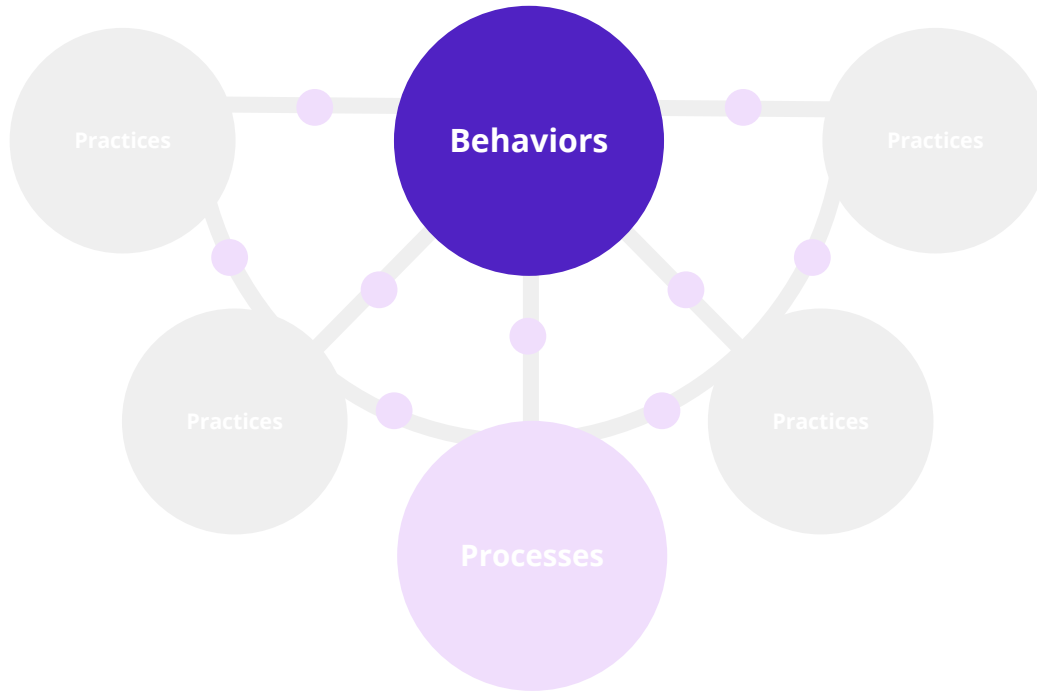
# ReCulturing

**(verb)** the **continuous** act of re-designing and re-connecting **behaviors, processes and practices** to each other and the greater **organisational system**

# DEI Integrated

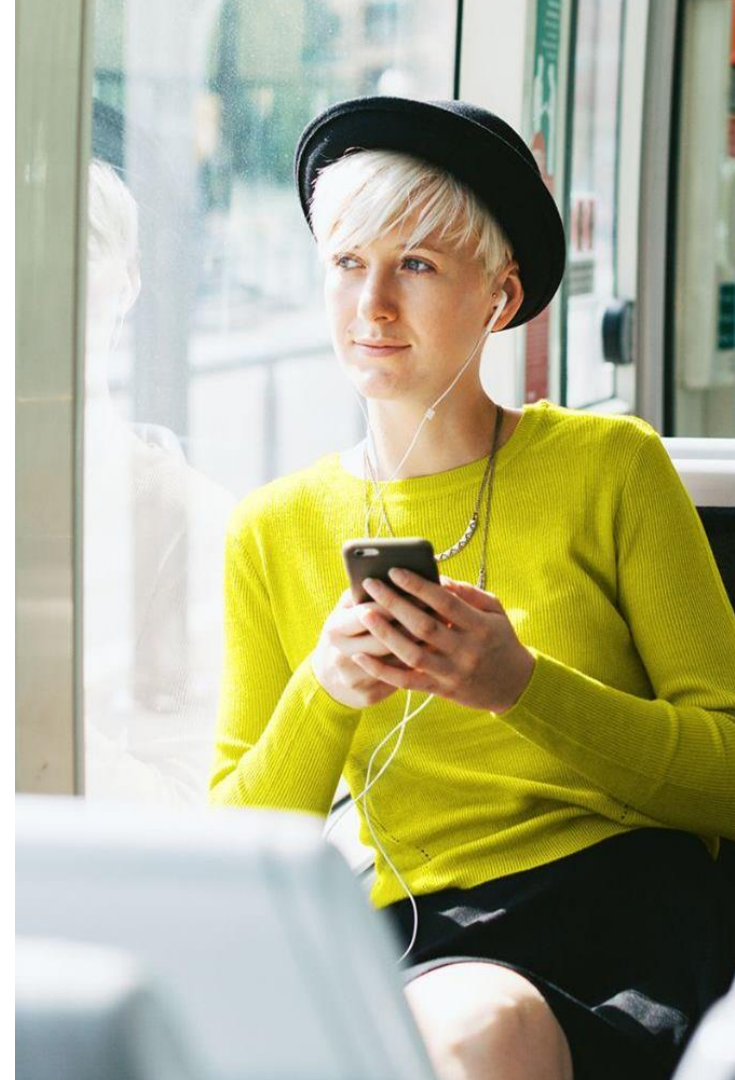


# Behaviors



The most commonly cited  
obstacle:

...hearing different messages  
from different parts of the  
organization

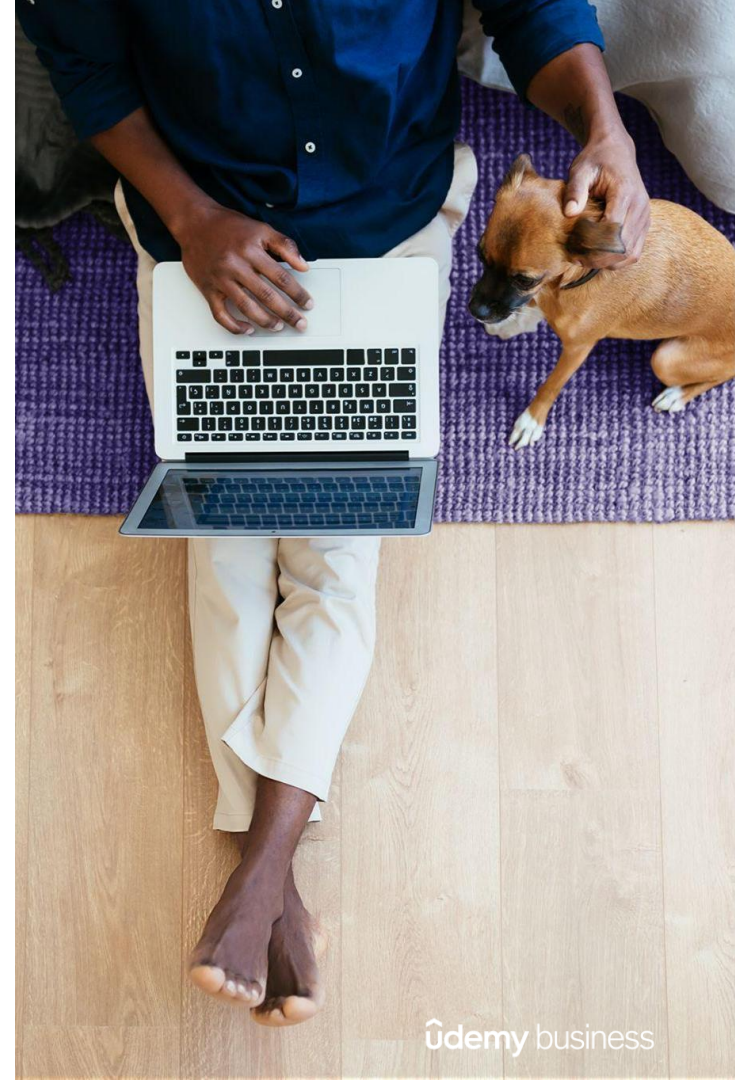


# 3. Leveraging DEI through ReCulturing



# A Culture vs. A Culture Of...

- DEI
- Innovation
- Respect
- Learning



# Values

**Earnestly  
Authentic**



**Individually  
Humble,  
Collectively  
Proud**



**Always  
Learning**



**Courageously  
Experimental**



**Results  
Driven**



# Value-Based Behaviors

Behaviors are actionable and observable regardless of level or team. Behaviors are positive attributes.

**Vision: To Improve Lives through Learning**  
**Mission: Provide flexible, effective skill development to empower individuals and organizations**

Earnestly Authentic	Individually Humble, Collectively Proud	Always Learning	Courageously Experimental	Results Driven
We ask questions to understand the uniqueness of each other and the world around us.	We collaborate as one team and approach our work holistically.	We learn habitually, committed to continuous improvement with each other.	We move quickly towards innovative solutions.	We own our results by being accountable for identified success metrics.
We invest the time to create an inclusive environment that calls for diversity.	We make space for everyone's voice to be heard.	We engage in constructive debate to make better decisions.	We take risks and celebrate failures in service to future excellence.	We clarify responsibilities to ensure cross-functional follow-through.
We integrate reflection and development into our flow of work.	We recognize one another's accomplishments and attempts.	We leverage our platform and solutions to learn together.	We adapt and iterate based on what we learn.	We focus on what's important and take action to get it done.

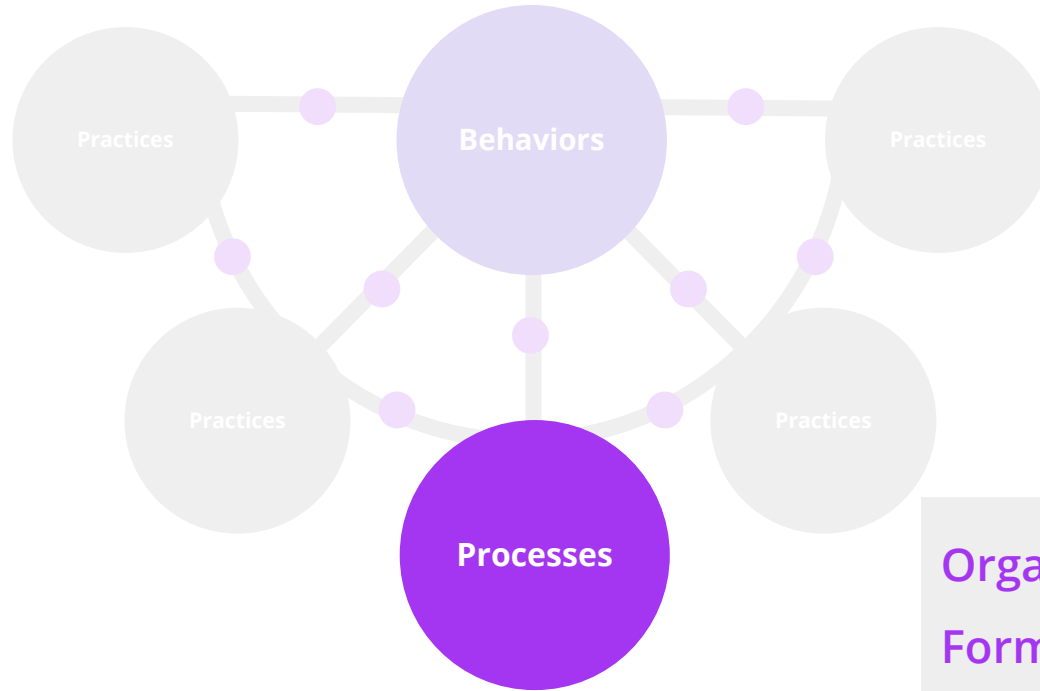
# E-staff BEDI OKRs

A collective effort to further embed BEDI into the Udeverse.



# Processes

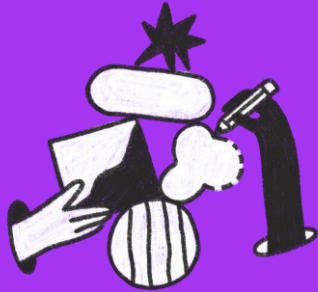
- Hiring
- Onboarding
- Talent Management
- Offboarding
- =====
- Strategising
- Decision making



Organisation-Wide  
Formal

# Always learning: Hiring Process

Behavior:



**Vague and Inconsistent** We love learning; development; ask questions



**Clear and Consistent** We engage in constructive debate to make better decisions

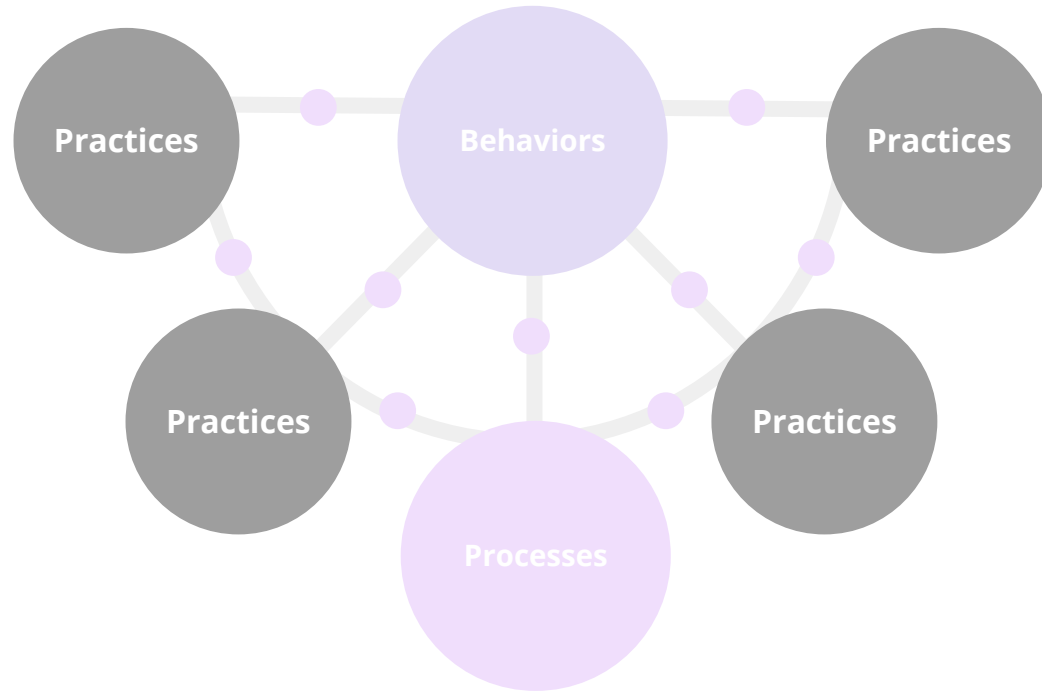
**Interview question:** Tell me about a time when you and a colleague had different points of view. How did you work through it to come to a decision?

# Balanced Recruiting

- Creating strong balanced recruiting partnerships
- Improving employer brand awareness
- A more equitable recruiting process
- 1,700 potential candidates to date!

# Practices

- Meeting
- Learning
- Recognising
- Connecting



Team  
Informal

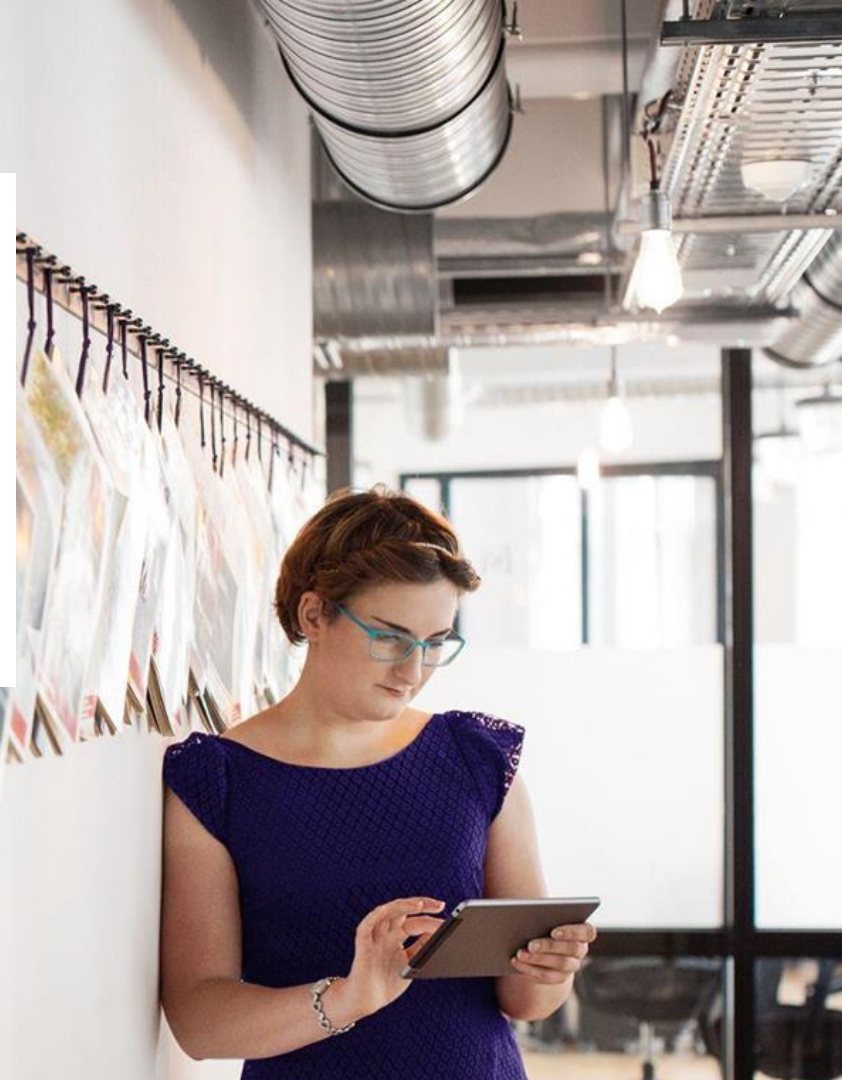


Team, 1:1, All Company Meetings  
(Cadence and Content)

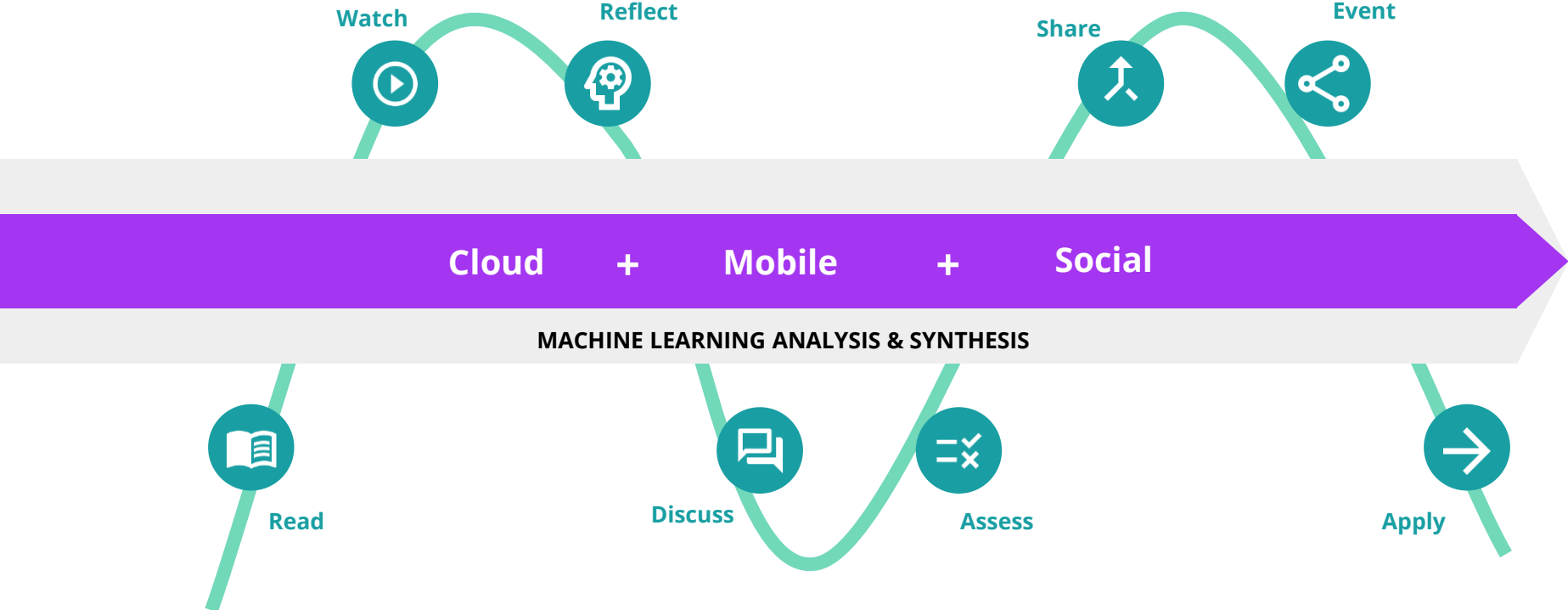
Learning formally and informally

Recognizing based on behaviors

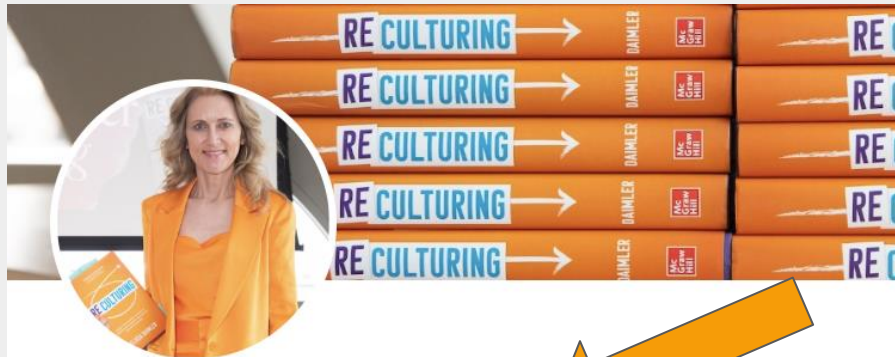
Connecting informally



# Cohorts



# Naming Practice



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in

First name \*  
 7/50

Last name \*  
 7/50

Additional name  
 0/50

Name pronunciation  
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Pronouns

Let others know how to refer to you.

## Next Steps to Consider

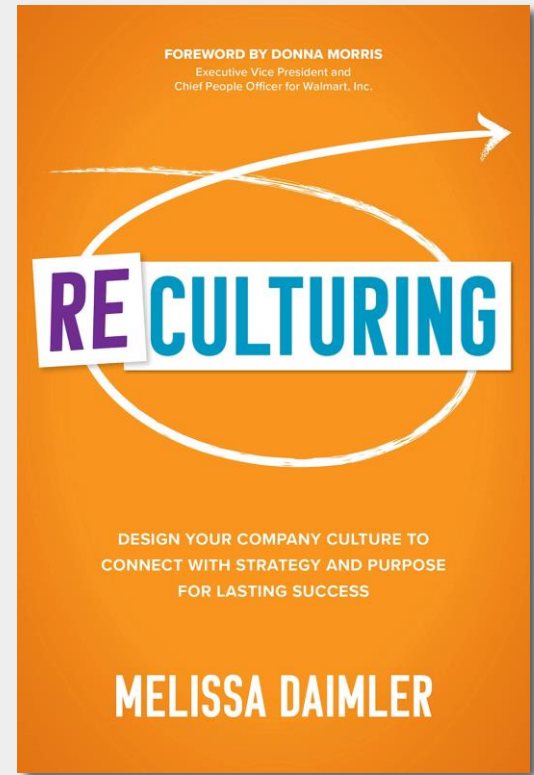
- **Redefine Culture**
- **Build Behaviors into processes & practices**
- **Identify ways to reinforce and practice DEI skills through learning**





# Thank you!

Questions?



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