

## **Inclusive Intelligence Journey**

#### THE CHALLENGE

The National Center for Chronic Disease Prevention and Health Promotion (NCCDPHP, the Chronic Center) has answered the call for change in initiating actions toward creating a more inclusive workforce. In late January 2019, the Diversity and Inclusion Council held a retreat to synthesize data and findings, which included the 2018 Employee Viewpoint Survey, and to select areas of focus to make forward progress. To that end, the Chronic Center contracted with PMI to serve as a consultative partner to collaborate and manage the organization's diversity and inclusion change process.

The leadership decided to dive deeper and fully embrace diversity, equity and inclusion (DEI) as an opportunity with the following objectives:

- Cultivate an environment of equity and inclusion
- Retain, develop and attract a diverse, collaborative high-performing CDC workforce skilled at working with inclusivity and civility
- Build a workforce representing the populations
   NCCDPHP serves, bringing innovation and creativity to NCCDPHP's strategy



#### THE SOLUTION



Everyone has acquired cognitive and unconscious biases, and we all exhibit them to one extent or another in workplace. Unconscious biases can skew recruiting and retention efforts, talent and performance reviews, and trust and collaboration among team members. Because they are triggered without our knowledge, extra efforts must be made to uncover these biases.

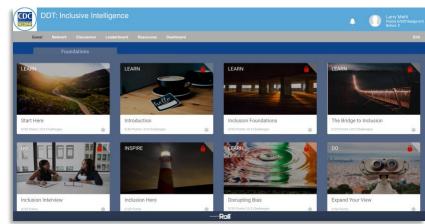
The Chronic Center decided the best strategy would be to increase *inclusive intelligence* and build inclusive habits in three NEW IQ areas: Fair, Open, and Empowering. Leadership realized that a traditional event-based approach would limit opportunities to create shared learning experiences. Developing an interactive and inspiring workshop series for the Center's nearly one-thousand federal employees, would take too much time, cost too much money, and ultimately not result in any measurable impact.



They needed a way to engage this large population in an experience that educates *and* actively shifts mindsets and behaviors. The teams at Personality Matters, Inc., V. Randolph Brown Consulting, and Rali, came together to answer the challenge. In collaboration with the Center, the team developed a blended cohort-based Inclusive Intelligence Journey that Center employees engage in over a 90-day period of time.

# The **Inclusive Intelligence Journey** features:

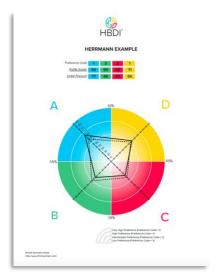
- Orientation. Live on-line (Zoom) orientation session to set the stage for the online journey.
- Inclusion Challenge. 90-day on-line experience built on the Rali Learning Experience Platform (Rali LX). The Rali LX employs a unique "Learn, Do,



- Inspire" method, as well as social and gamification features that equip leaders with knowledge, drive on-the-job activation of behaviors, and foster group sharing.
- **Practicum.** Live on-line (Zoom) closing capstone session to capture achievements and personally commit to specific actions going forward.

In addition to the Journey, all members of the leadership team including Division Directors and Deputies participated in leadership enablement for sustainability of inclusive habits. This Leadership Deep Dive experience includes:

- **HBDI**. The Herrmann Brain Dominance Instrument is a comprehensive assessment designed to measure and describe thinking preferences. Each leader completed the assessment and engaged in one-to-one feedback session to debrief assessment results.
- Leadership Curriculum. Leaders participated in a series of live webinars to increase awareness
  and understanding of cognitive diversity, implicit unconscious bias and Whole Brain Thinking,
  and increase values adoption of Fair, Open and Empowering behaviors.
- Leadership Coaching. All leaders had the opportunity to self-schedule leadership coaching to support their action plans and sustain change in their organizations.







#### THE PARTNERS







#### **Personality Matters**

Personality Matters, Inc. (PMI), a Certified 8(a), Economically Disadvantaged Woman- Owned Small Business specializing in **strategic cultural diversity approaches** that support individuals and organizations. PMI's expertise leverages a **science-based** deep understanding of organizational and human behavior to align activities **that increase collaboration and engagement** at all levels of an agency. Led by **Dr. Cherry Collier, Ph.D., and** Organizational Psychologist and Master Certified Coach with 25 years of experience.

### V. Randolph Brown Consulting

V. Randolph Brown Consulting (VRBC) is a consultancy established in October 2012. The principal founder is Vincent Randolph Brown. He was one of the original founders and one of four Managing Partners of Global Novations, who grew the company to become the largest and most experienced company in the world focused on diversity and inclusion. For 30 years, Global Novations was minority-owned and operated.

#### Rali

Rali, located in Alpharetta, Georgia offers proprietary technology-based solutions to corporate enterprises focused on improving results in areas such as Leadership Development, Communication and Engagement, Diversity and Inclusion, and Digital Transformation. Rali connects groups through interactive communication and learning to collaborate, grow, and change. Rali's flagship technologies are its Learning Experience Engine (Rali LX) and its Video Experience Engine (Rali VX).