



INCLUDE

The Neuroscience of Smarter Teams[®]

If you're not actively including,
you're probably accidentally excluding

Impact

89%

of participants use
the tools at least
once per week



Scale

312

participants



Speed

4

weeks

The Challenge

Today's organizations are working hard to raise employees' awareness of unconscious bias. They think that by addressing bias, they can cut down on discrimination and boost inclusion all in one. Science tells us this conventional wisdom is wrong.

If you are a manager making a decision that impacts your team, bias is what happens in your brain. Feeling included or excluded is what happens in theirs. To really boost inclusion, leaders must develop unique habits that maximize the quality of daily interactions; they must include, but not over-include; and they must manage people's expectations along the way.

At the NLI, we know from research that most exclusion is accidental. Managers are much more likely to overlook an employee's value on a project than actively ignore it. Which is why we say, if you're not actively including, you're probably accidentally excluding.



Organizations with inclusive cultures are:

2x

more likely to meet or exceed financial targets

6x

more likely to be innovative

8x

more likely to have better overall business outcomes

The Solution

The solution is INCLUDE: The Neuroscience of Smarter Teams, designed to help leaders develop a new language around inclusion and exclusion, so that they can more actively include in everyday interactions.

INCLUDE helps leaders spot when people feel left out, and also when people are unnecessarily left in, which can slow down processes and lead to decreased morale and burnout. In doing so, INCLUDE helps leaders practice "optimal inclusion," or the habit of confirming which people need to be on which projects at which time.

With INCLUDE, leaders can stop accidentally excluding and start actively including.

The Science

- The SCARF® Model captures five domains of social threat and reward: Status, Certainty, Autonomy, Relatedness, and Fairness.
- Leaders promote inclusion when they maximize SCARF® rewards and minimize SCARF® threats.
- Inclusion has been linked to engagement, belonging, and creativity.

" This inspired me to start fresh ... and make sure everyone is included, heard, given choices, treated fair, and has a sense of trust. "

- INCLUDE Participant



The Result

NLI's research has found that, on average, 89% of participants who complete INCLUDE use the tools to improve their daily interactions at least once per week. And, of these participants, 35% are using the tools on a daily basis. Clients say the tools are easy to use and deliver lasting behavior change.

INCLUDE helps teams unlock the power of diversity, through inclusive habits that keep people feeling valued, engaged, and ready to present their bold ideas when they matter most. Instead of creating a revolving door of talent, organizations that use INCLUDE can maximize employees' potential in new and exciting ways.