



INCLUSION IN ACTION

Train the Trainer

Overview:

Supporting Oerlikon to drive their inclusive culture by upskilling internal trainers to scale DEI training across the business.

BACKGROUND

Oerlikon is a global technology group, with more than 11,800 employees in 38 countries. Their mission is to become the leading provider of surface solutions, advanced materials and materials processing. Oerlikon strives to create a better workplace for employees and are currently ramping up their DEI journey. Their campaign motto is *“I see you”* which is derived from the Zulu greeting *“Sawubona”* which means *“I see you as who you are, I am curious about you.”*

ENGAGING THRIVING TALENT

Thriving Talent was mandated to deliver a pilot “Inclusion in Action” training programme and then train internal facilitators to deliver this within the organisation to help Oerlikon meet their DEI goals.

APPROACH

The project started with stakeholder interviews from different parts of the organisation in order to understand Oerlikon’s unique culture and challenges.

“Thriving Talent are customer-centric. They have very good processes in place to help them understand our company culture in order to tailor the training to our needs.” **Sandra Verling, Manager Talent and Lead DEI & Well Being, Oerlikon**



“Inclusion in Action” aims to mitigate unconscious bias and foster inclusive behaviours. The interactive and dynamic workshop uses a blend of research based theory, experiential activities, individual reflection and group discussions to increase awareness of unconscious bias and provide insight into how these biases manifest . It then explores the practical interventions and encourages personal and strategic actions.

The pilot training (including pre-work) was conducted with approximately 15 potential future facilitators from across the company and from around the world. The future facilitators were a mix of members from the Learning & Development training team and experts from the business, who did not have the experience of being facilitators day-to-day.

The pilot course was received extremely positively, with an average satisfaction score of 5 out of 5 and with all participants saying they would recommend it, and needed only small improvements. One participant commented:

“I have learnt a lot from the training sessions. I am a young leader...The examples taught me to think widely and wisely and really benefited me on future leadership thinking.”

After debriefing the pilot, the extensive facilitator guide was developed and the 20 future facilitators trained in two sessions to give them all the tools they needed to become internal ambassadors and run the “Inclusion in Action” workshops independently.

The first session highlighted the key facilitation skills they would need to deliver future workshops and guided them through the documentation and course material. The detailed facilitator guide was handed over for future reference. It covered topics such as how to set up the training, what to do in advance and how to deliver online or in-person.

The second session took participants through the content and facilitation in more detail. It also allowed the future facilitators to expand their knowledge and skills and gain valuable advice from the more experienced TT facilitators.

Oerlikon now had all the training and tools they needed to continue their journey themselves, with the comfort of knowing that TT are on-hand should they ever need them.



“Thriving Talent provided a good combination of theory and practice to help convey the learnings. They supplied lots of useful additional material and maintained a close relationship with us throughout the project and beyond”

Sandra Verling, Manager Talent and Lead DEI & Well Being, Oerlikon

RESULTS AND NEXT STEPS

The "Inclusion in Action" training was rolled out as an optional training for all employees.

Oerlikon then looked to widen the impact by incorporating elements in already established training programs. They also recognised the opportunity to create a more diverse talent pool by challenging the unconscious bias in their people management processes. This led to them adding key elements into their HR and Line Manager training programs.

“We have adapted the training to focus on our people processes, including salary reviews, promotion and hiring. We want to challenge our decisions and the motivation behind them in order to overcome unconscious biases. Our particular focus is ensuring we hire and retain female talent.” **says Sandra**

To ensure their future leaders were ready for DEI, Oerlikon wanted to add the training into their Horizons program. This global fast-track program is designed to groom the next generation of talents for leadership positions. Thriving Talent adapted the scope and delivered the session to the young talents.

These steps will help embed inclusivity into the culture at Oerlikon for years to come.

“Inclusion in Action is an essential part of our DEI journey. It is inspiring us to be more aware and mindful about how we make decisions, what influences us and what tools we can use to overcome unconscious biases. Our employees and especially people leaders see a great benefit in that training.” **continues Sandra Verling, Manager Talent and Lead DEI & Well Being, Oerlikon**



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