

PHASE FIVE: AR Cycles 5.1 – 5.10

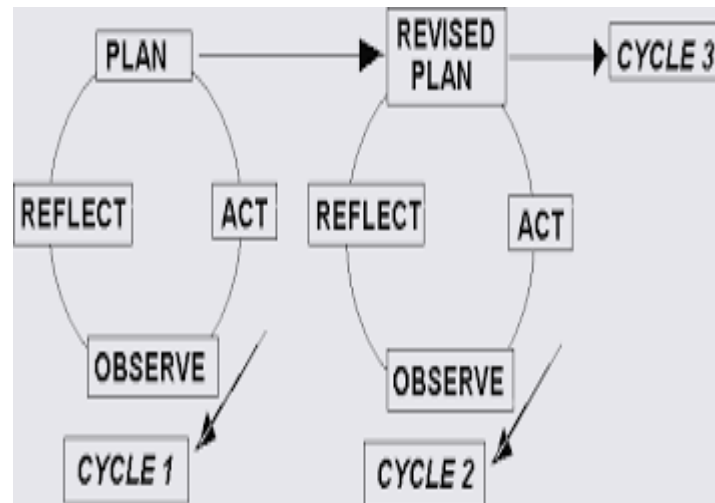
Strategic inclusive goal: To develop relationship abilities in the ski industry for everyone to be open the ski experience.

AR Cycles

Action research represents an **intensive approach, involving cycles of actions and reflections**, emphasizing understanding and learning. Action research **challenges the status quo** by leveraging participative interactions that involves **re-learning, re-thinking, and re-inventing probable solutions**.

The term “research” literally means search again (“re” (lat.) - “again”), indicating that research can be considered a process unfolding over time. We will be taking deliberate action **to search again, and again for solutions to solve the inclusion opportunity**.

The purpose of action research is to provide an **opportunity to create a collective focus, to gain buy-in through participation**, and to generate inclusion by creating authentic dialogue. This dialogue is then formulated into a **collective consciousness** that results as a **bonding agent for more strong and authentic relationships**.



PHASE FIVE: AR Cycles 5.1 – 5.10

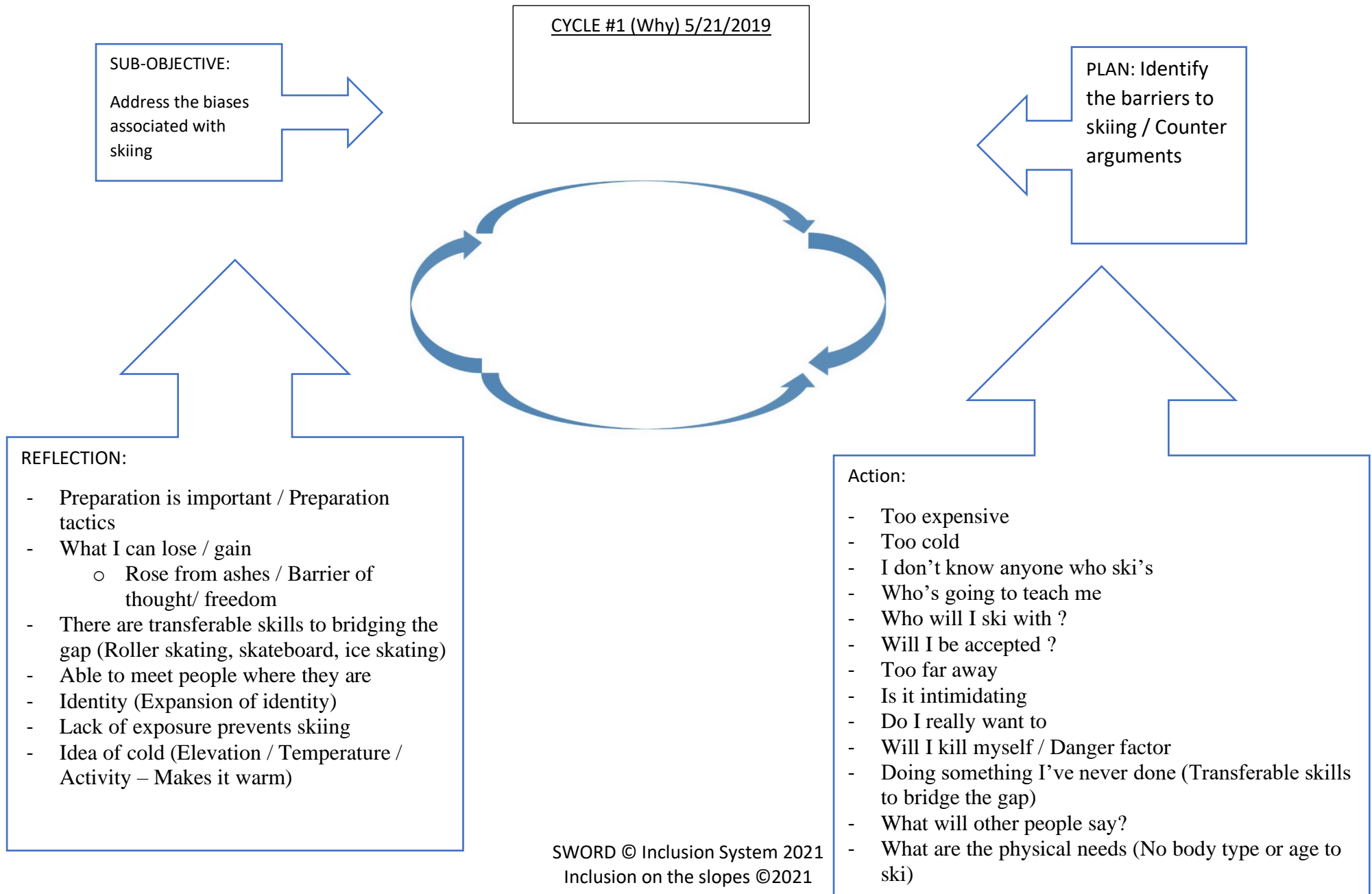
Strategic inclusive goal: To develop relationship abilities in the ski industry for everyone to be open the ski experience.

Steps to action research

1. Start by asking yourself what is the very first step you believe you should take for the quarter? (Action research planning can be conducted with one person or up to 20 individuals)
 - a. Collectively discuss the first steps until a decision is made.
2. After deciding on the first step you will input this into your first sub-objective.
3. Then, shortly after you will craft what action you plan to take in this cycle (i.e., list first activities, list communication options, etc.)
 - a. Ex: When I decided to launch Inclusion on the slopes, the decision came after I went skiing for the first time on May 18, 2019. Below you will find an example of an action research cycle. My first step was to assess what was holding others back from the ski experience.
4. Next, you will take a moment and ask what did you observe as you were noting your action plans? Note your observations. Also, ask yourself what are you feeling? What did you feel as you listed your action efforts?
5. The focus is to alter patterns of thinking collectively through a group setting. Gather 5 – 10 people on a weekly basis it could easily be your DEI committee, your executive team, your employee resource group, or just your team in general. The group can be whatever individuals you choose. Each week you will determine a sub-objective to focus on during your meeting, you plan out what action you will take, take the action, then observe and reflect on this action.

PHASE FIVE: AR Cycles 5.1 – 5.10

Strategic inclusive goal: To develop relationship abilities in the ski industry for everyone to be open the ski experience.



PHASE FIVE: AR Cycles 5.1 – 5.10

Strategic inclusive goal: To develop relationship abilities in the ski industry for everyone to be open the ski experience.

PLAN: List ideas or activities we would assist our organization in creating more inclusion.

ACTION:

- Expose myself to more inclusive information to be able to have a shift a frame of thinking. (Individual)
- Schedule a meeting with my leader to address inclusion or the lack thereof within my organization.
- Seek out opportunities to engage in online networking event that are geared toward specific demographics.
- Set myself on a schedule to learn more about inclusion → Using the driving time for inclusion.
- Increase my inclusive social media presence (Sharing the content).
- Set weekly meetings with individuals who want to engage in more inclusive dialogue.
- Develop a resource library or file folder with inclusive content.

SUB-OBJECTIVE #1: What activities do I need that will assist me or organization in creating inclusion?

REFLECTION:

- I felt empowered to embark on inclusion.
- I also felt free (non-judgmental)
- I felt excited because I had some activities that pertained to inclusion.
- I felt like I was moving forward and making this a priority.

OBSERVE:

- Most of my activities concentrated on the knowledge.
- I was concentrating on how to expand this knowledge.
- I wanted some levels of accountability.
- I wanted some structure to my inclusion activity.
- I wanted to put myself in uncomfortable situations purposeful.

PHASE FIVE: AR Cycles 5.1 – 5.10

Strategic inclusive goal: To develop relationship abilities in the ski industry for everyone to be open the ski experience.

PLAN: List the activities in narrow my scope

ACTION:

- **Marketing:** blogs, vlogs, zoom presentations, social media post, emphasizing stories of those embarking on the snow sports experience, and panel discussions.
 - o Reach out to various departments particularly marketing to inquire how to create more inclusivity.
 - o Seek out stories to amplify.
 - o Share information that I received to others pertaining to any inclusive stories or articles etc.
- **Strategy:** Marketing is a segment of strategy for it displays intention, credibility and exudes accountability. I can also use marketing as a platform to continue to shift organizational cultures to be more inclusive by providing tools and resources.
 - o First, address how we think about inclusion by emphasizing information that concentrates on creating belonging, mutual respect and acceptance. (Note Specific topics such as social conditioning, intrapreneurship, emotional intelligence, and systematic thinking)
 - o Secondly, continue to create relationships that are grounded in connection. (Allocate touchpoints weekly, monthly, and quarterly)
 - o Third, use those relationships as an opportunity to bridge the inclusive gap and explore differences.
- **Operations:** Utilize my strengths as an operations focus and ensure that others are operating within their strengths to compensate for where they lack.
 - o Review my strength assessment biweekly to determine alignment.
 - o Correspond with developmental vision plan weekly.

SUB-OBJECTIVE #2: Narrow my activities that Correlate directly to quarterly goals per business function

REFLECTION:

- **I felt that I continue to take in all the information that I acquire in make it useful.**
- **As I continue to create a weekly reflection, I feel empowered to continue on my inclusive journey.**
- **I'm beginning to feel more comfortable and yet uncomfortable simultaneously.**
- **I feel accomplished in the short term even though I know I still have a long way to go.**

OBSERVE:

- **By celebrating the small wins I'm able to see the progress I continue to make.**
- **I'm also recognizing that inclusion is in every business function.**
- **I'm able to continue to reiterate a holistic approach.**
- **I narrowed my scope enough to still feel exploratory and not feel restricted.**
- **I'm beginning to create a system of inclusion for myself.**

PHASE FIVE: AR Cycles 5.1 – 5.10

Strategic inclusive goal: To develop relationship abilities in the ski industry for everyone to be open the ski experience.

PLAN: List financial opportunities

ACTION: Financial

- **Craft a list of organizations to partner with on inclusion.**
 - o **Sponsoring networking events an organization's concentrating on inclusion.**
 - o **Co-partnership in training efforts.**
 - o **Consultants that fit the specific needs of your organization.**
- **Allocate at least 2% of gross income to inclusive efforts.**
 - o **This includes training for employee and leadership development that concentrates on the following: interpersonal skills, emotional intelligence, inclusive terminology, relationship capital, and conflict transformation.**
 - o **Allocate funding to make adjustments to website, facilities, training content, and marketing that is more inclusive.**
 - o **Funding necessary for your affinity or ERG (Employee resource groups) activities, events, or cultural fairs.**
 - o **Allocate funds for more extensive recruiting efforts particularly in relation to payroll and allotted time to hire.**
 - o **Designate funds for more employee engagement touchpoints, i.e. monthly versus yearly to anticipate potential workplace conflict.**
 - o **Document outcomes and progress made to determine ROI**

SUB-OBJECTIVE #3: Address the last segment of business operations financial

REFLECTION:

- **I felt empowered because I was looking at several aspects of the business that could be impacted by allocation of resources.**
- **I felt that it was important for me to start where I was versus expanding beyond reach and getting lost.**
- **I also felt that there was room for opportunity for stretch goals once I received ROI information.**
- **I felt as though I was heading in the right direction based on the knowledge I have at the moment.**
- **I felt I was being nonjudgmental with where I was.**

OBSERVE:

- **I observed that it's important to be intentional about allocating funds towards inclusion.**
- **There are several options to allocate funds**
- **There is no substantial impact without the allocation of resources.**
- **The allocation of time as a resource particularly when it relates to payroll and time to hire was new.**
- **Finances were all encompassing which included operations, marketing, and even some strategy.**

PHASE FIVE: AR Cycles 5.1 – 5.10

Strategic inclusive goal: To develop relationship abilities in the ski industry for everyone to be open the ski experience.

PLAN: List activities that will embed inclusion into day-to-day operations

ACTION:

- **Assess day-to-day operations for inclusive opportunities.**
 - o **Begin the day with questions, where are there opportunities for more inclusion?**
 - **This includes meetings, conversations, and touch bases.**
 - **This includes imagery. What do you see as you walk through your office? Do you see inclusion?**
- **Address leadership development opportunities to develop more inclusive behaviors.**
- **Unpack the employee life cycle with an inclusive lens (attraction, recruitment, onboarding, development, retention, and separation)**
- **Assess opportunities for inclusion within departments.**
- **Gain an assessment of the current organizational culture.**
- **Seek inclusion in every aspect of the business from individuals, teams, and organizational structures.**
- **Establish inclusion as a core value and establish processes that stem around that value system.**

SUB-OBJECTIVE #4: Operational opportunities for inclusion

REFLECTION:

- I felt overwhelmed because inclusion is multilayered.
- I felt perplexed when it came to understanding where to start.
- I also felt that it's necessary to start, and collectively we can work our way through it.
- I felt that this was a healthy start.
- I felt that I will not be able to do this alone and I will need the appropriate partners.
- I also felt there was a need to be clear with my intentions.

OBSERVE:

- The operational piece of inclusion is more extensive than some of the other segments.
- I can take it day by day.
- The shift to inclusion will be based off an organizational cultural shift.
- I observe that there is a systematic approach to crafting inclusion that stems from the individual to the organization and the external environment.
- In order to create this massive shift, it has to be embedded into day-to-day activities.

PHASE FIVE: AR Cycles 5.1 – 5.10

Strategic inclusive goal: To develop relationship abilities in the ski industry for everyone to be open the ski experience.

PLAN: List how to embed inclusion as a strategy

- **Review SOAR Analysis earlier in the sessions extracting the result to create the strategic inclusive plan.**
 - **Establish the direction to increase consumers from underrepresented segments – Gain insight on the needs of this new target market (Focus Groups, surveys, and current employees from those groups) and tailor efforts to these needs.**
 - **Face of our organizations have evolved – Individual Developmental Plans for all employees (Craft deliberate promotional opportunities), establish mentorship programs grounded in inclusion, address needs of employees head on, and seek out future needs.**
 - **Expand Talent pipeline resulting in acquiring untapped talent – Revise recruiting efforts to be inclusive (job description, recruiting from inclusive sites, update applicant tracking system with inclusive language, and to continue to gain feedback from new hires.)**
 - **More skiers and riders, therefore increasing participation, therefore expanding opportunities. – Monitor growth-based data with membership organizations that address inclusion (SIA, NSAA, etc.) and address it within your sphere of influence.**
 - **Sustainable growth -- Monitor growth on a quarterly basis and address tactics based on the audience attempting to attract.**

SUB-OBJECTIVE #5: Address how to use inclusion as a strategy

REFLECTION:

- **I felt inspired about the tactics.**
- **I felt happy that the results are achievable with continuous effort.**
- **I felt that it is possible to create tactics now based on desired results (reverse engineer).**
- **I felt proud that these could be the potential desired outcomes of the industry.**
- **I am enthusiastic about the opportunity for others to receive this insight.**

OBSERVE:

- **I observed that making inclusion as a priority will result in expansion of the industry and it will be a natural by-product.**
- **It can be challenging knowing where to start, but inclusion is holistic. Therefore, taking a collaborate stance constitutes execution.**
- **I observed that growth is inclusion.**
- **I observed that inclusion is an iterative, therefore these actions will need to be revisited over and over again.**
- **I observed that inclusion must be an intentional effort.**

PHASE FIVE: AR Cycles 5.1 – 5.10

Strategic inclusive goal: To develop relationship abilities in the ski industry for everyone to be open the ski experience.

PLAN:

ACTION:

SUB-OBJECTIVE #6:

REFLECTION:

OBSERVE:

PHASE FIVE: AR Cycles 5.1 – 5.10

Strategic inclusive goal: To develop relationship abilities in the ski industry for everyone to be open the ski experience.

PLAN:

ACTION:

SUB-OBJECTIVE:

REFLECTION:

OBSERVE:

PHASE FIVE: AR Cycles 5.1 – 5.10

Strategic inclusive goal: To develop relationship abilities for everyone to be open the ski experience.

PLAN:

ACTION:

SUB-OBJECTIVE:

REFLECTION:

OBSERVE:

PHASE FIVE: AR Cycles 5.1 – 5.10

Strategic inclusive goal: To develop relationship abilities in the ski industry for everyone to be open the ski experience.

PLAN:

ACTION:

SUB-OBJECTIVE:

REFLECTION:

OBSERVE:

PHASE FIVE: AR Cycles 5.1 – 5.10

Strategic inclusive goal: To develop relationship abilities in the ski industry for everyone to be open the ski experience.

PLAN:

ACTION:

SUB-OBJECTIVE:

REFLECTION:

OBSERVE: