

Creating Inclusive Tech Hubs Part 4

Creating an Inclusive Culture

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About This Series

“Creating Inclusive Tech Hubs” is a six-part series focused on helping tech hub leaders develop more inclusive cultures, programs and spaces. The series, which includes six easy-to-follow videos plus corresponding resources, provides a comprehensive guide to help you implement the recommended strategies at local tech hubs around the world.

Welcome to Part 4 of this series: “Creating an Inclusive Culture,” providing advice, tools and actionable steps for tech hubs to lead on inclusion. After you review these materials, be sure to check out the other installments in this “Creating Inclusive Tech Hubs” series:

1. Inclusive Tech Hubs: the Key to Future Innovation
2. Measurement & Accountability
3. The Role of Leadership in Diversity and Inclusion
4. **Creating An Inclusive Culture**
5. Expanding Your Diversity Goals Through External Programs
6. Creating Inclusive Physical Spaces

This toolkit series is created by Change Catalyst and sponsored by Women Techmakers. [Change Catalyst](#) empowers inclusive & sustainable innovation globally through Startup Ecosystem and Tech Inclusion Programs. [Women Techmakers](#) is Google’s global program that provides visibility, community and resources for women in technology.

Empowering Your Community By Building An Inclusive Culture

To attract and retain diverse teams and communities, you must start with an inclusive culture. In an inclusive culture, everyone feels welcome, safe to contribute fully, with equal access and opportunities for success. Diverse teams in inclusive environments benefit from better decision making, enhanced long-term innovation, increased customer understanding and better utilization of talent and leadership.

Making Inclusion a Core Value

Start by affirming and articulating your key commitments to inclusion through the core values of your community. This will help provide guidance and a framework for shaping the culture of your tech hub and create a set of criteria for decisions to be made and solutions to be tested and adopted. Making this explicit commitment to inclusion invites greater collective effort, ownership, experimentation and unique solutions for tech hubs.

By identifying, publishing and enforcing the inclusive values of your community, you will also set the tone and expectations for new hires and partners – including vendors, contractors, security guards and others in your ecosystem.

- ❑ **Find a good facilitator to take you through an iterative design thinking process** together to adapt your current values so that they include safety, inclusion and/or belonging. Since you're a tech hub, you may have a member company that can facilitate this or knows someone who can.
- ❑ **Once you have your new values, make sure everyone knows what they are** - put them on your website, incorporate them into the decor of your workspace and classrooms and make it part of your brand.

Incorporating design thinking as a core process in your culture helps facilitate inclusive decision making because it accounts for unique, complex ideas and many ways of contributing. It can help manage the uncertainty and uncomfortable discourse necessary for deep diversity and inclusion efforts.

Creating An Environment Where Inclusion is Continually Discussed and Reinforced

An inclusive environment must be actively cultivated. Once you've established and communicated your values, here are a few things you can do to drive them home:

- ❑ **Strengthen feelings of inclusion** by developing a collaborative and engaging environment where everyone feels connected to decision making. Consider using a design thinking process for co-creating solutions.
- ❑ **Make the conversation about inclusion an ongoing one.** No one is the expert and everyone has value to add. It's a growth process that requires building tools for safe communication and informed decision making. It requires building awareness, raising empathy, cultivating a curious non-judging mindset and developing a strong focus on listening skills.
- ❑ **Recognize that personal and cultural biases and lack of trust are roadblocks** for an inclusive culture and work to mitigate these through equitable processes, awareness building and training.

Dedicating Time and Resources To Creating Change

Creating a change in your culture takes time, leadership and dedicated resources. Your inclusion plan should include strategies to address:

- ❑ Individual behavior changes
- ❑ Systemic process changes
- ❑ Continuous communications that will help establish new cultural norms
- ❑ A strategy for measuring, learning and pivoting based on new information

Change needs to be mandated and championed by leadership, and enacted and rewarded across the organization.

Meeting People Where They Are

People go through various stages of change before a new normal is reached. In diversity and inclusion, we have found that allies in a company or industry to fall more or less into the following stages of change, from active or passive opposition to being a true advocate for others.

Change Catalyst Stages of Diversity & Inclusion Allyship



Remember that this is a continuum, and people move back and forth along this continuum over time. People also take varying levels of risk as they move along this continuum, may make missteps and need to have a safe environment to ask questions and receive constructive feedback. Learn where your team members lie on this continuum, and make sure your Inclusion Plan addresses each stage of change.

Creating An Inclusion Advisory Board

An Inclusion Advisory Board will help rally your team around initiatives that support your inclusive culture and deepen your team engagement. Begin by defining your desired outcomes together and recruiting diverse, passionate and skilled advocates to join.

Defining Your Purpose

- ❑ **Start by identifying your board's mission.** This will help provide guidance for the advisory board to evaluate various needs and priorities moving forward. Aim high and dream big: what do you want to accomplish together? Be clear and concise. For inspiration, [here are a few mission statements from](#)

[non-profit organizations.](#)

- ❑ **Determine the decision-making authority of the board with your leadership.** What will they be able to influence? How will you define their responsibilities?

Recruiting A Broad Coalition

- ❑ Include people across the organization, from leadership to People Team to diversity advocates across different offices and/or regions.
- ❑ Identify passionate and visionary advocates including champions, sponsors and those with different skills and expertise to drive your inclusion goals forward.
- ❑ Be sure to include true allies from the majority group in your community. They are out there and need to feel and be included in creating change in your community.
- ❑ Allow for rotating members, ideally from different functions: the more people are involved, the more buy-in and diversity of opinions you'll have.
- ❑ Invite outside guests from relevant communities.
- ❑ If you don't know who your diversity advocates are, put a call out to everyone at the organization – let them know what you're doing and you'll probably have some volunteers!

Establishing Roles & Processes

Like any board or group, it is helpful to establish clear roles and processes for collaboration, implementation and evaluation.

- ❑ Clarify the commitment level required (e.g. member for 3 months if rotating, etc.)
- ❑ Establish a concise meeting format and keep meetings focused.
- ❑ Plan to meet at inclusive times and locations - take into consideration time of day, format and frequency. (Remember that parents and other caregivers may not be able to meet after work, for example.)
- ❑ Be clear about roles and outline who will be responsible for what, within what timeline.
- ❑ Use iterative design thinking processes to collaborate together.
- ❑ Set a framework for evaluating and committing to decisions.

Gathering Community Feedback

As you begin working to create an inclusive culture at your organization, it's imperative to have a dialogue with current staff to understand how they feel about the organization. You can do this through a survey, 1:1 interviews and/or roundtable discussions.

- Develop a safe, confidential and transparent environment where people understand why you're asking for feedback, where their ideas will go and who they'll be shared with.
- Let your community know you're there to listen to what is working and what is not working so that you can strive to improve the organizational culture.
- Ask your current community how they would like to be involved in making it a more inclusive hub.
- Be careful not to make underrepresented people responsible for diversity programs - because we all have a role in solving this - but invite them to be a part of the change if they'd like to.
- Report and discuss the results of community feedback. While listening to your tech hub team is the most important, explore what is done elsewhere to enrich the discussion.



Photo by Techboogie Media

Here are a few questions you may want to ask your tech hub specifically:

- **Safety:** Are all people safe in our community? Do people look out for one another? What would you suggest to make this tech hub a safer, more inclusive environment?
- **Opportunity:** Is this community is a place where people can greatly improve their talents and abilities? Do you feel there are opportunities for you to learn and grow here? How can we make this more of a community for learning and growth?
- **Empowerment:** Are perspectives like yours included in decision making at this tech hub? Do you feel you can make suggestions for improvement and be heard? How can we develop a community where everyone feels more heard and empowered?
- **Belonging:** Do you feel like you belong in this tech hub community? Will you recommend your friends to this hub? Why or why not?

Measuring diversity and inclusion can be difficult and personal. Ensure that you are building trust with your community by being transparent about why you're measuring this data. Your community must trust you with the data. Learn more about measuring and assessing inclusion in [Part 2: "Measurement & Accountability" of this toolkit.](#)

Developing An Inclusion Plan



Photo by Techboogie Media

Creating an effective Inclusion Plan starts with:

- ❑ Identifying key stakeholders and leaders who will drive the initiative forward.
- ❑ Providing focused actionable goals for individual behavior change and organizational culture change. Consider tackling a few easy wins first to establish momentum.
- ❑ Holding leadership accountable for achieving your goals. And be sure you're celebrating and rewarding key wins.
- ❑ Determining your communication strategy throughout the process from planning to implementation.
- ❑ Creating multiple opportunities for many people to collaborate, lead change, listen to each other and feel connected.
- ❑ Telling positive stories. Change can and must stretch us out of our comfort zone. Rallying around personal or shared stories of success and making new connections helps normalize new comfort zones.

Missteps will be made, and that's ok. Make mistakes, apologize, ask questions, learn and continue to improve. Develop an open culture around diversity and inclusion, where every interaction is an opportunity to learn and grow.

Identifying Key Stakeholders

Select those who will help you drive the initiative forward, including:

- ☐ Inclusion Advisory Board
- ☐ Leadership Team
- ☐ Other diversity advocates or potential allies
- ☐ A dedicated champion for each initiative, whose expertise and personality will propel the project forward
- ☐ Your broader community base and stakeholders, who can help with communication and resources

Creating an Action Plan with Clear Goals and Achievable Milestones

Develop specific high impact goals. Your goals should be driven by the needs you've identified through [Part 2: "Measurement and Accountability"](#) and [Part 3: "The Role of Leadership in Diversity and Inclusion"](#) of this toolkit.

- ☐ Once you've determined your overarching goals, break this down into tangible outcomes that will help you achieve these goals. Consider starting with a few quick wins to establish trust and momentum with your community. A few examples from [Part 3: "The Role of Leadership in Diversity and Inclusion"](#):
 - ☐ Map your recruitment process
 - ☐ Create pathways to leadership
 - ☐ Create equitable promotion and salary policies
 - ☐ Create promotion & salary audit template
 - ☐ Create opportunities to increase empathy and connectedness. Games/play, outings, celebration can be included.
- ☐ Select priorities and identify action steps needed to achieve each outcome. Balance long term and short term wins and make room for progressive achievements. You will likely need more than one action step to achieve each outcome.
- ☐ Determine the resources you'll need to achieve each action step, including:
 - ☐ People
 - ☐ Time
 - ☐ Funding
- ☐ Develop an achievable implementation timeline with key milestones identified.
- ☐ Define your metrics for success and measure your progress. Metrics might include both quantitative and qualitative results (eg, hard diversity numbers as well as sentiments around safety and belonging.)

Holding Each Person Accountable and Celebrating the Wins

- ☐ Assign clear roles, individual goals and accountability measures. Consider, for example, including diversity and inclusion into performance reviews. (See [Part 2: "Measurement and Accountability Guide"](#) of this toolkit, for more tips on how to hold people accountable).
- ☐ Create an inclusive culture that invites a [growth mindset](#). Listen, learn, act, grow together and keep each other accountable for positive change.
- ☐ Leverage the talents of your community through collaboration and design thinking. You could even

make it fun, for example by holding a contest to develop innovative and actionable ideas to leverage diversity and increase performance.

- ❑ Determine periodic team check-ins to keep momentum and to troubleshoot as needed.
- ❑ Celebrate major milestones – this work is hard and uncomfortable, be sure to reward the team for successes! Consider giving meaningful prizes to teams and individuals who achieve or exceed their goals.

Establishing An Engaging Communication Strategy

Design a communication strategy to support your vision, share your values, communicate your progress and lead by example.

Communicating Internally

- ❑ Work with your stakeholders to identify your overall inclusion values and share these values widely to your internal and external community.
- ❑ Identify your communication champions within the tech hub and enroll them in helping positive tell stories of effective inclusion work inside the company, diverse leaders in tech, best practices for developing diverse teams, etc.
- ❑ Use different visual tools and graphics to invite ideas and communicate diversity and inclusion reports and strategies. This will help engage people who think and respond visually (maps, vision boards, diagrams, flowcharts, infographics).
- ❑ Make diversity and inclusion an ongoing conversation involving the whole team, and invite insights and solutions from everyone (this can be done regularly in team meetings). Some great ways to start brainstorming actions collectively are around solving issues of retention or outreach strategies. Invite different levels of engagement for your team to meet them where they are:
 - observer (giving feedback)
 - learner (getting informed, sharing learning)
 - ally (understanding and actively changing your own actions)
 - ambassador (advocating for change in others and across the organization)
 - mentor or sponsor (dedicating time and personal power to actively help underrepresented people to succeed)
- ❑ Engage in safe, constructive dialogues around diversity and inclusion. Invite people to tell their own positive stories, ask constructive questions and collaborate around solutions. Here are some ways to get conversations started:
 - Share or hear stories of personal learning (Eg, sharing in team meeting, posts on boards or social media)
 - Start a diversity and inclusion discussion with external media (Eg, watching and discussing a film that addresses tech diversity)
 - Explore non-verbal ways of understanding each of our unique experiences (Eg, celebrating food and cultures)
 - Explore activities that expose people to new experiences in fun and effective ways (Eg, events and panel discussions, volunteering, etc)

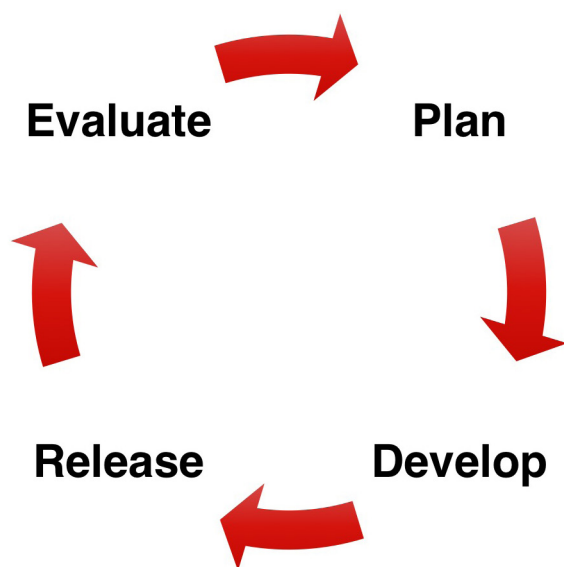
Communicating Externally

- ❑ Craft your elevator speech with mention of inclusion values, for communicating to candidates, staff and partners
- ❑ Create an Inclusion Statement posted on your website and/or on posters in the office
- ❑ Target external partners for relationship building. (See more in [Part 5: “Expanding Your Diversity Goals Through External Programs”](#).) Tell stories, go beyond data to develop an emotional connection and broader audience for your work.

Learning and Iterating

We adopt an agile method for implementing diversity and inclusion programs, that is focused on continuous learning and feedback loops.

- ❑ With your Inclusion Advisory Board, assess your results against your goals
- ❑ Discuss findings and adjust your new goals
- ❑ Celebrate small and big successes
- ❑ Keep the conversation and momentum going. It's a work in constant progress.



Sample Action Plan

<i>Increase diversity of our tech hub to be in parity with our local community by 2020.</i>				
1. Increase recruitment of	<ul style="list-style-type: none"> Benchmark our diversity; compare our data with local census data Develop incremental goals to achieve each year leading up to parity in 2020 Map current recruiting processes and determine where diverse candidates are dropping out of the process Research new sourcing opportunities for diverse candidates Refine recruiting processes throughout the year, evaluating and pivoting as needed Research local and regional resources for sourcing underrepresented candidates Identify training needed for recruiting team Develop new storytelling for recruiting materials 	<ul style="list-style-type: none"> Consultant to help us benchmark diversity data Recruiter & hiring manager 1-day retreat to map recruiting processes. Consider hiring a facilitator. Monthly 2-hour meetings to discuss and implement improvements in recruiting practices Dedicated funds for new career fairs targeted to diverse candidates Recruiter travel to regional HBCUs, coding bootcamps, etc. Partnership development with orgs increasing the diversity of the candidate pipeline; consider creating a volunteer and/or apprenticeship program with local orgs Training as identified in mapping process Marketing and communications to refine recruiting materials 	<ul style="list-style-type: none"> Q1: hire consultant; benchmark data; set incremental diversity goals Q2: Recruiting & hiring manager retreat; develop plan & resources for improvements; begin monthly meetings; develop new recruiting materials Q3: implement new practices in recruiting; launch candidate survey to learn more from candidates about their experience; implement training for recruiting & hiring team Q4: measure improvements; debrief as a team; pivot, learn and improve for next year 	<ul style="list-style-type: none"> Q3-Q4: Increase # of all underrepresented candidates interviewed and hired by 25% (includes women, African-Americans, Latinx, people w disabilities, LGBTQ, people over age 35)
2. Retain current diverse staff	<ul style="list-style-type: none"> Assess main engagement factors (relation with team, supervisors, opportunity to use skills, to progress) Select priorities/goals with regards to whole employee lifecycle and most involvement from leadership Communicate and invite your group to shape your ideas/actions and assess your internal resources/support 	<ul style="list-style-type: none"> Facilitator, interviewer or survey-maker depending on type of data to gather Possibly a mentoring system depending on your goals (reverse mentoring : mentee teaches a senior on one topic-gives exposure; group mentoring: online platform or anonymous mentoring: conducted online with mentors outside the tech hub) 	To be decided by your team	To be decided by your team based on assessment

3. Determine new outreach strategies to improve diversity of resident businesses in our hub	<ul style="list-style-type: none"> Involve your team and possibly external partners to brainstorm differentiated solutions Map your competences needs and invest time brainstorming new diverse approaches for each need (This part is closely linked to recruitment strategies) 	<ul style="list-style-type: none"> Data about demographics in your ecosystem Brainstorming tools Flowchart or roles/competences map in your tech hub Experts from certain jobs to evaluate if/how job tasks sometimes can be done differently to allow (even temporarily) more diverse residents. Info about diverse venues, platforms for outreach 	To be decided by your team	To be decided by your team
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Using Inclusive Language

Words are a powerful tool for cultivating an inclusive culture and helping everyone feel respected and valued. Using relevant and accurate language is respectful and helps give your community permission to show up as their full selves. A lack of representation or cultural awareness can leave some individuals feeling left out and unrecognized, resulting in a disconnected community. Be sure to encourage respect and create space for mutual understanding and collaboration between individuals from different backgrounds.

Some areas in which language should be thoughtfully considered:

Personal Identity and Attributes

The language used throughout your community should be free from phrases, tones and words that may reflect stereotyped and/or discriminatory views or prejudices. Additionally, make sure to consider the diversity of representation in your internal and external communications.

- ❑ **Consider the breadth of diversity** in the language and the visuals you use: across gender, race, ethnicity, class, ability, religious beliefs, geographic origin, sexual orientation, age, socioeconomic background, parental status, people who are veterans and those formerly incarcerated, etc.
- ❑ **Consider the depth of diversity** in the language and the visuals you use: this includes intersectionality (eg, someone may be a from multiple underrepresented groups such as a Latina with a disability), people who are non-binary and gender fluid, the breadth of people with visible and invisible disabilities (cognitive, psychological, physical and mobility) and the unique needs and perspectives of people from international backgrounds.

- ❑ **Reference to an individual's attributes is only appropriate if it is relevant to the context.** In other words, if you don't need to describe someone's attributes, don't. For example, no need to call someone a "black woman doctor", just call her a doctor.
- ❑ **Avoid gendered phrases.** For example, say "you all" (vs you guys), "all genders" (vs men and women), "humankind" (vs mankind).
- ❑ **Be as inclusive as possible in describing self-identified groups.** For example, "LGBTQIA" (vs gay and lesbian).
- ❑ **Remember that people are *people* first.** For example, say "people with disabilities" (vs handicapped or disabled people) and "people who are formerly incarcerated" (vs. ex-convicts).

Communication Styles and Cultural Fluency

- ❑ **Styles of communication differ across cultures.** For example, in Western cultures someone might be more direct with a meaning that is they feel is obvious. Other cultures might be more discrete in the presentation of a message. For example, someone from a Western culture may ask, "Is THIS or THAT more successful?" Someone from a non-Western culture may suggest a question or an answer indirectly.
- ❑ **Appreciate language, accent or fluency barriers.** Speakers of a different language may feel unappreciated and unnoticed if they have difficulty conveying information and thoughts in a non-native language. Hub members with relevant expertise may contribute to efforts less as a result. This can lead to frustration and even interpersonal conflict. Also be aware of idioms, jargon or abbreviations that may not translate to other cultures. For example, in the US, baseball terms are often used: "Out of left field," "Touch base" and "Strike a deal."
- ❑ **During discussions, be cognizant of calling on diverse voices and perspectives.** Often we gravitate toward people who are more familiar to us, or simply the people who have the confidence to raise their hands first. If someone doesn't talk, they may need to be invited to do so, or they may want to contribute in a written format.

Strive to achieve mutual understanding. Clarify what is being observed, felt and needed rather than judging. If you're unsure whether or not you're understanding someone else – or effectively translating your ideas to someone from a different background – take a moment to mutually and respectfully clarify. This allows people to participate fully and approach one another with empathy and compassion.

Next Steps Checklist

- ☐ Set up a kick-off meeting with the whole team to communicate your vision.
- ☐ Recruit your Inclusion Advisory Board and define their role.
- ☐ Hold an iterative design thinking workshop with your team and community to establish values for safety & inclusion and craft your vision.
- ☐ Share your inclusive values across the company.
- ☐ Gather community feedback by conducting an Inclusion Survey and/or interviews and roundtable discussions.
- ☐ Begin to create an Action Plan: identify actionable, high impact goals.
- ☐ Define your desired outcomes, action steps, resources needed and rough timeline.
- ☐ Be sure to include easy wins gain momentum.
- ☐ Design a communication strategy, ensuring each step of the process is engaging and inclusive.
- ☐ Develop an external communication strategy that includes: Inclusion Statement, partnership development, and ongoing storytelling.
- ☐ Provide inclusive language training and/or resources for your community.
- ☐ Learn and iterate.

Action Plan

Fill out the chart below to get started on creating change in your organization!

For more information about how to develop an Inclusive Action Plan, see the section above “Developing an Inclusion Plan.”

Desired Outcome	Action Steps	Resources Needed	Project Timeline	Measurable Progress
1.				
2.				
3.				

Additional Resources

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Creating Inclusive Tech Hubs Part 4

Creating an Inclusive Culture

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