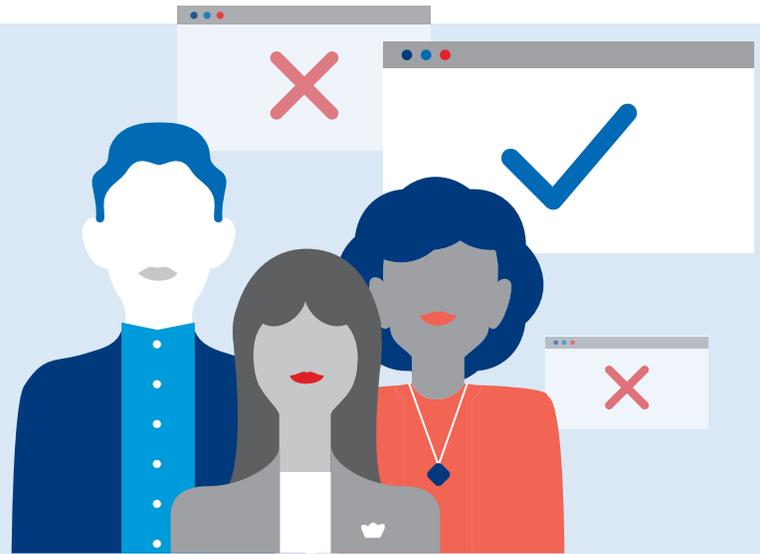




# DECIDE

## Splunk

Global tech company learns to break bias



### Impact

**85%** of participants use a strategy to deliberately mitigate bias at least once a week

### Scale

**3,500+** participants in **30** locations

### Speed

**10** months

### The challenge

Splunk is a technology company that turns data into actions and business outcomes. Headquartered in San Francisco, California, the firm came to the NeuroLeadership Institute (NLI) looking to reduce the influence of bias in its daily processes. Scaling rapidly, it made a commitment to cultivating a culture of inclusion and making Splunk a place where all people can thrive.

As a company that turns data into actions, Splunk wanted a training that takes a science-backed approach to unconscious bias so that the content would resonate and stick with all levels and functions of employees. The program needed to deliver hard data on the science of unconscious bias and offer simple, actionable strategies for changing behavior at scale.

### The science

- Unconscious bias lives in everyone, whether or not we like to admit it.
- Labeling our biases helps us mitigate them in daily interactions.
- When we recognize our biased thinking, we can make smarter, more effective decisions.

**"This global training is one of the steps we've taken to combat unconscious bias in our work environment, grow our inclusive culture, and drive meaningful change at Splunk and across the technology industry."**

- Tracy Edkins, Senior VP and Chief HR Officer





# DECIDE

The Neuroscience of Breaking Bias

## DECIDE: How It Works

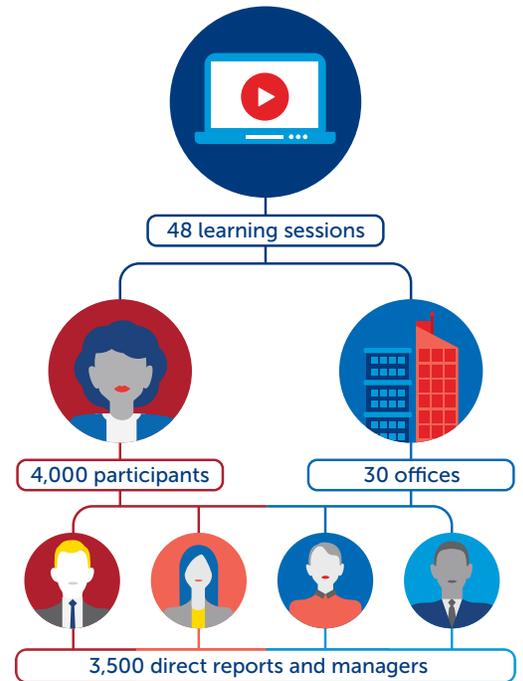
Duration: 4 weeks

- Weeks 1-3: Participants watch three 5-minute videos in small groups before accessing weekly resources and guides
- Week 4: Participants attend an interactive webinar to cement their learning

## The solution

In November 2017, NLI rolled out DECIDE, the Neuroscience of Breaking Bias, to 4,000 Splunk participants in 30 offices around the world. Since then, more than 3,500 direct reports and managers have gone through the four-week DECIDE training.

Splunk's Learning & Development Team supplemented the DECIDE training in multiple ways to ensure adoption of program learnings. They kicked off the program with the Executive Team Level to ensure buy-in from the top, followed by a worldwide manager keynote presentation facilitated by two of NLI's top scientists. The program's visibility was maintained through internal marketing and over a dozen company-wide emails from the CEO and CHRO over a two-month period supporting the "Breaking Bias" program. During the four-week period, Splunk held over 48 live, virtual, and in-person learning sessions.



**97%**

of direct reports now say they accept that bias influences their decisions



**80%**

of participants feel confident they can mitigate bias going forward



## The result

Since completing the DECIDE program, unconscious bias has become a hot topic at Splunk. Follow-up data indicates that 90% of direct reports feel at least moderately prepared to label bias using The SEEDS Model®, and a separate 91% said they felt equally prepared to label bias using the program's brain-based strategies.

It is not uncommon to see "Ignorance is not bliss" stickers or t-shirts around the 30 global offices. In meetings employees say they are far more likely to spot — and check — their distance bias by addressing remote participants first in calls. The result is a more collaborative, inclusive workforce that can bridge physical distance through less-biased decision-making.