



Creating a vibrant and inclusive work culture at Elanco

How do you create an inclusive work culture? **Global learning and development consultant** at Elanco, Prakash Santhanam, explains...



Prakash Santhanam is a global learning and development consultant and client practitioner at Elanco, a global animal health solutions organisation. He talked to us about how they've worked in partnership with Insights to bring their organisational goals to life - by mapping Insights to their own cultural and behaviour pillars:



Involve, Deliver, Own, Innovate

INVOLVE
We act as one Elanco, asking for opinions rather than telling

DELIVER
Everything we do is delivered with disciplined execution

INNOVATE
We always challenge for a better, simpler way that drives continuous improvement

OWN
We are accountable, empowered, and always go the extra mile

Mapping Insights to Elanco brand pillars

Involve

Diversity and inclusion is at the heart of Elanco's culture and learning strategy and Insights learning approach has **helped them to deliver on their employee promise of inclusion**. Prakash and the learning team have applied a tiered approach that includes employees learning at all levels, which meant giving employees the right amount of information in the right way so everyone could apply their experience of Insights to their role.

Adopting a common model across all levels and functions – the Insights four colour model – meant that **everyone speaks one common language and that facilitates a culture of inclusion**.

Prakash explains: "Insights helps to get everyone speaking the same language. By understanding self and others better, more connections are made in the organisation. It all starts with understanding self, if you don't understand yourself, how can you understand others?"

"It gives us a clear communications strategy and a better bonding. It builds momentum and energy and really grips in the organisation. **Small things like using the colour blocks on desks**, at home or in the office, and showing them to people, is a fun ice breaker for conversations."

"What I notice about Insights is that it gets closer to people's hearts"

Deliver and Own

Prakash also uses Insights Discovery to help managers **understand their personal style, the strengths they bring to the team, and possible blind spots** - highlighted in their Insights Discovery Personal Profile. By understanding their own communication styles, managers can then recognise colour energies, and the preferences these represent, in both team members and customers.

It's helped Elanco's team to adapt and connect with each other and their customers in a fun way that's easy to remember and apply.

Prakash explains; "It helps leaders be better leaders by knowing who their people are. Understanding the colour energy model helps managers to achieve their coaching objectives, build trust and stretch conversations.

"It helps people to connect because they know how to adapt their communication and approach to the colour energies they can see in others.

"Insights is a flexible tool, so, we've incorporated it into our leadership program, and embedded into one of our four modules.

"We use Insights freely in our discussions - like, "You're showing a lot of Sunshine Yellow energy today"- and it's really starting to become part of our culture."

"We also incorporate Insights Discovery into our discussion planners and communications strategy. If your employee is a manager and wants to have a coaching conversation, this helps them to identify with the leading colour energies of the person they're coaching.

"We also use it freely in our discussions - you know, those more casual, fun conversations. We might say something like, 'You're showing a lot of Sunshine Yellow energy today, let others have a chance to speak'. **Insights is really starting to become part of our culture.**"

The colour energy model recognises and appreciates differences in others, so when applied in teams by management it gives everyone a framework to understand each other, and as Prakash explains, builds trust.

When trust is built, autonomy grows and when people have autonomy, they are motivated to do more. By appreciating difference in each others and creating a bond, people feel a sense of belonging and are motivated further. Prakash describes how using Insights achieves this:

"The impact on the team? It gives us a better bonding. It builds excitement, not only in the workplace but in people's lives. People often try to profile their family and friends to understand them better after learning about the Insights colours.

"I've been using psychometric tools for over 10 years now with all the industry leading providers and **the significant difference that I find with Insights Discovery compared to them is that Insights gets closer to people's hearts.**

"People identify emotionally with the colour energies and their meaning and for this reason get excited about them and remember them.

"I also find that people personally relate to the colour model, something you feel when you think about the colour energies, which helps us to psychologically connect with the tool, which we do not get from any of the others."

Innovate

Creating a safe environment to speak up and effectively manage change to achieve a better, simpler way that drives continuous improvement.

Innovation can be seen as changing for the better, to manage change effectively, you need excellent communication to bring everyone along on the journey with you so they feel included, valued and want to contribute. **It's important that leader's value different styles, contributions and ways of thinking.** When there's diversity of thought, innovation grows and to achieve this fully, people need to connect on a human level and feel that they are operating in a psychologically safe environment.

Prakash emphasises that the approach Elanco takes to the colour energy model is that there's "not one best colour", **it's a mix of the energies that achieves great things.** Prakash often focuses on pages in the Insights Discovery Personal Profile like 'Value to the team' that highlight everyone's strengths, so people understand who and where to go to for the right support on a challenge.

A tiered approach

"We use Insights Explore and Insights Discovery at Elanco. With Insights Explore, it's not just a cost thing, it's about giving people the right level of information for what they need or want to know.

"Insights Explore is great for individuals that only want to know what colour energy they lead with and what the different colour energies mean.

"Insights Discovery is used for people who need to know the value they and others bring to a team and how to harness that. **Using the same four colour model helps strategically position Explore and Discovery in the organisation.**"

Find out more about Insights solutions at www.insights.com

"Our tiered approach to learning helps position Insights strategically in the organisation"