

Medtronic



# Barrier Breakers

*VPs Leading with Inclusion*

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# Barrier Breakers – Our BIG Idea

**Program Objective:** To equip participants with essential mindsets, behaviors, and skills to lead transformational change towards growth and innovation.

**Strategic Importance:** Core pathway to achieving Medtronic's strategic intent for innovation.



**ID&E Focus:** Centrally aims to elevate and demonstrate the value of ID&E across Medtronic.

**Target Audience:** Exclusively designed for senior leaders responsible for driving Medtronic's future success.



# Barrier Breakers - VPs Leading with Inclusion



**Custom Program Design:**  
*Multifaceted approach to drive behavior change*



# Barrier Breakers – VPs Leading with Inclusion

## How is Barrier Breakers different from other ID&E learning programs?



- **Voluntary opt-in enrollment**  
(160 VPs have volunteered)
- **Measurement approach**  
(pre and post test personalized 360 assessment)
- **Customized learning journeys**  
(neuroscience, essential targeted behaviors, and practical tools)
- **Social learning with peers**
  - Led by internal certified executive coaches
  - Small group environment - builds trust/Psychological safety
  - Reduces social threat on “sensitive” ID&E topics
- **Weekly Nudges**  
(encourage daily practice of new habits)



# Barrier Breakers fosters behavior change

## Highly positive results from pilot cohort demonstrate program efficacy



Direct reports rated  
**86%** of  
VPs in test group as  
demonstrating behavior  
change during past 12 months.



**91%** of  
VPs in test group believe they  
advanced inclusive leader skills  
during the past 12 months.



### Compared to pre-program scores, post-program results show...

- ◆ **Direct reports rated test group VPs highest** in creating environments where all team members feel comfortable sharing different perspectives and opposing ideas during discussions. (4.6)
- ◆ **Largest increase captured from direct reports:** "my manager meets with me every quarter to review my progress on my annual ID&E goals." (3.7 to 4.0)
- ◆ **Largest VP self-rating increase:** "I help team members see how inclusion represents an opportunity for better decision making and growth." (3.5 to 4.0)

# 9 out of 10 direct reports say leaders frequency show target behaviors



## Growth Mindset



## Inclusive Leadership



## Psychological Safety



**Note:** N = 130

# VPs leading with Inclusion

Barrier Breakers enables behavioral shifts required to cultivate an inclusive culture



## Executive Interviews conducted in March 2022

*"We've had a lot of conversations around ID&E and why its important. We, as leaders, believe advancing ID&E will make us better but this is at the awareness level. Our actions are not totally connected. People get tripped up on how to get it done."*



*"A lot of people are scared of saying the wrong thing. They know it's important but there is some fear. When it becomes a part of our language and behavior, that's when it's sustainable."*



*"I'm not sure we really have gotten mindshare with IDE because of everyday pressures, external supply chain issues, making our numbers, making sure we don't get in a place where we need to make some other difficult decisions."*



*"We need a more comprehensive understanding of what's in ID&E and how to demonstrate it in our everyday work. Putting it into practice to create the behavioral change because changing behaviors takes steps and commitment."*



## Reflections from FY23 Barrier Breakers participants

*"The program challenged us to think about how we lead and model the right behaviors. Our discussions centered on experiences and potential biases or blind spots; The specific tools reset the brain and provide a path for me to practice inclusive habits with my team."*

*"I appreciated this space where we can for a moment focus our time and energy to assess our journey, the way ahead and learn and share with others facing the same difficulties and find innovative ways to face the challenges. I came to a place where admitting mistakes and talking about what I learned can create a more inviting environment for others."*

*"I think the chance to slow down, and self reflect is a great opportunity that the program requires us to do. We've had a forum for unique conversations that I am having nowhere else at Medtronic right now. It's been instrumental in the current environment. I have used some tools immediately and I can speak with peers about learning and inner assessment and not the day-to-day activities."*

*"Challenging and thought-provoking while being based in reality. I practice and proactively engage with direct reports and colleagues to understand their concerns and challenges, and to support them in overcoming barriers. It's made for a fruitful experience."*