

All in Moment (AIM)

A team practice that enables all voices to be heard and valued in team meetings

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Developed by the EY Global Inclusiveness Center

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What makes an inclusive team experience?

For many of us, it starts with being on a team where our voices are truly heard and valued. On these teams:

Each person feels welcomed and understood.

Different perspectives are sought out.

It's safe to share differing views.

The status quo is challenged when perspectives are missing.

Many teams work hard at building this, but sometimes, when working across differences – such as ranks, working styles, cultural backgrounds, functions or in a hybrid work environment – we can face team dynamics that make it challenging for everyone to voice their perspective.

For example, a small number of team members may control or speak most often in conversations (such as more senior colleagues, native speakers, those attending in person vs. virtually), or team members may dismiss or not proactively seek out views shaped by different backgrounds and experiences. When this happens, people can feel like outsiders, and valuable perspectives could be missing from teams' work. This may be even more likely during times of change and uncertainty when insider-outsider dynamics are at their highest, and some are questioning if they really belong.

Creating a more inclusive team experience takes an intentional effort to ensure all views are heard, and each person feels comfortable to share their perspectives.

When teams surface these different perspectives, they can leverage them in decision-making, which further improves the team experience, performance and outcomes.

Individual impact

- ↑ Motivation
- ↑ Performance
- ↑ Physical + mental health

Organizational impact

- ↑ Innovation
- ↑ Performance
- ↑ Quality

All in Moment (AIM): small actions with big impact

One simple way that EY teams create a more inclusive experience is by pausing for an **"All in Moment" (AIM)** in team meetings. AIM is a flexible practice that takes five minutes or less, where teams build small, yet powerful, prompts and nudges* into meetings that quickly create an environment where all views are heard and valued.

For example, teams may pause to give those who speak less often the opportunity to share their input first or pause to consider if any perspectives are missing near the end of a discussion.

When teams practice AIM, they remove barriers in team meetings so that each person can share their views. This is a meaningful way to create better, more inclusive team experiences for everyone.

How to make AIM a regular practice in team meetings – it takes just three simple decisions:

Teams that practice AIM:

- Have more effective meetings
- Improve team performance and productivity
- Create more inclusive experiences so each person can thrive
- Cultivate a sense of belonging in times of uncertainty

1

How often to practice AIM?

Commit to a regular cadence based on how often your team meets.

2

Who will ensure AIM is planned and takes place?

Consider rotating this responsibility among team members.

3

How to practice AIM?

Pick a prompt or nudge each time your team plans to practice AIM (see page 2 for examples).

How to practice AIM: example prompts and nudges

There are many ways to practice AIM, and teams are encouraged to try different approaches. Provided below are a few examples from EY teams to get started and spark further thinking on how to practice AIM.

To create an environment where all voices are heard and valued by:

Making each person feel welcomed and understood

Asking for different perspectives

Making it safe to share differing views

Challenging the status quo when perspectives are missing

Try the following in team meetings

Spark a conversation

at the start of a discussion
(approx. 5 min.)

Invite more voices

throughout a discussion
(no extra time needed on agenda)

Share a reminder

at the start of a discussion
(no extra time needed on agenda)

Reflect on team discussions

near the end of a discussion
(approx. 5 min.)

Ask your team:

"What do you need from the team to contribute your best?" (For example, preferred meeting times, connecting via call instead of email)

"What is the most important behavior team members can demonstrate in meetings to make you feel valued?"

Prompt those who may share less often to share first:

(perhaps junior levels, those using captions, such as those who are deaf or hard of hearing, etc.)

"Let's hear from these 1-2 team members to get us started and then open it up to others."

Important: Give advance notice to these team members that you will call on them or provide alternative ways for them to share their input for the next meeting (e.g., email).

Remind your team:

"We need to hear from everyone to get to the right solution."

"Let's thank team members when they share differing views. These help us consider different perspectives and improve our work."

Consider with your team:

"Have we heard from everyone who wants to speak?"

"What would someone who doesn't agree with us say?"

"What perspectives would someone outside of this meeting share?"

Tip: You could try this when:

Your team is new or you have new teammates.

Tip: You could try this when:

Teammates are sharing input or aligning on next steps.

Tip: You could try this when:

Your team is shaping deliverables for customers or stakeholders.

Tip: You could try this when:

Only a few colleagues have spoken or no differing views are shared.

Further tips to bring AIM to your team

When practicing AIM for the first time:

Set the foundation to make AIM a standing part of your meetings going forward. Put time on your agenda to:

- **Share clear expectations** – what AIM is, why it is important and how often it will be practiced.
- **Practice AIM** – choose one of the above examples.
- **Check in** – ask team members to share in a few words the positive impact AIM had in the meeting.

When practicing AIM in subsequent meetings:

- Try different ways to practice AIM, choosing from the above examples or creating one of your own.
- Consider which prompt or nudge might be best based on meeting duration and topic, current team challenges, etc.
- Empower all team members to pause for and lead an AIM at any point in the meeting when it may be helpful.
- Check in with your team to discuss how the practice is going and how it could be improved.

Practicing AIM is an important step toward more inclusive teams. What's next?

AIM creates a more inclusive experience by enabling all to share their views. But AIM alone won't fully make everyone feel like insiders or lead to the best team outcomes.

As a next step, decision-makers need to bring the views surfaced via AIM into team decisions by:

- Setting the expectation that many views need to be considered to avoid assumptions and biases and make better decisions
- Intentionally incorporating differing views when making decisions – even if it feels uncomfortable
- Sticking with the decisions made in meetings, and if circumstances require decisions to change, consulting and being transparent with everyone on the team

An additional way to make an impact for greater inclusiveness: creating closer connections through shared stories

Inclusiveness is about everyone. It takes everyone, and it benefits everyone. Our perspectives, skills, and backgrounds are shaped by our own experiences and stories and enrich our teams.

When we learn from others' experiences, we spark conversations, build understanding and closer connections. This helps us build a more inclusive culture for everyone, where we each feel a sense of belonging and are valued for who we are, and where each of us can access the resources, skills and development needed to grow.



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EYG no. 009172-25Gbl

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