FOSTERING INCLUSION & DIVERSITY

Program Overview

Fostering Inclusion and Diversity equips leaders with the skills to make better business decisions by leading more diverse and inclusive teams that outperform their peers.

- **OVERCOME UNCONSCIOUS BIAS**: Understand how to overcome unconscious bias to better engage with people of different backgrounds and experiences, enabling better business decisions.

- **EXPANDED YOUR DECISION NETWORK**: Increase the diversity of perspectives you solicit by understanding the similarities and differences within your regular network of decision influencers.

- **LEAD MORE INCLUSIVE TEAMS**: Improve team members’ performance by creating an inclusive team dynamic that fosters consideration over a wider range of perspectives.

Amy Wrzesniewski
Heidi Brooks
FOSTERING INCLUSION & DIVERSITY

Key Conceptual Models

✓ Redefining "Leadership"
  Generate a different perspective regarding the role and goals of a leader, and how to best meet the organization's expectations for performance.

✓ Promoting Behavioral Change
  Implement behavioral, process, and cultural norm changes that encourage individuals to move from a perspective of compliance (actions based on rules, rewards, and punishments) toward internalization (actions based on inherent merits and beliefs).

✓ Unconscious Biases
  Acknowledge and actively manage the biases each of us hold that blocks personal and team performance.

✓ Dimensions of Diversity
  Recognize the multitude of “differences” that exist in any group, beyond age, race, and gender, that can be leveraged to generate new insights and enhance team performance.

✓ Reinforcing Patterns of (Dis)Engagement
  Identify how common patterns of behavior and presumptions can create reinforcing cycles of dis/engagement and de/motivation.

✓ Marketplace Perceptions
  Build awareness of how internal inclusion and diversity efforts and attitudes are reflected in customer and general public views of your company.
Professor Information

**Amy Wrzesniewski**  
*Professor of Organizational Behavior*

**Biography**  
Amy Wrzesniewski is an expert on organizational behavior. Her research focuses on how people make meaning of their work in difficult contexts such as stigmatized occupations, virtual work, and absence of work.

Wrzesniewski’s research on the meaning of work has been published in a wide range of top academic journals and spotlighted in the popular press outlets, including *Forbes, Time, BusinessWeek*, and *Harvard Business Review*.

Her current research involves studying how employees shape their interactions and relationships with others in the workplace to change both their work identity and the meaning of the job.

**Renowned For**  
Wrzesniewski’s research on the meaning of work has been published in a wide range of top academic journals and highlighted in several best-selling books, including *The Happiness Advantage* by Shawn Achor, *Authentic Happiness* by Martin Seligman, and *The Art of Happiness* by the Dalai Lama and Howard Cutler.

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**Heidi Brooks**  
*Senior Lecturer in Organizational Behavior*

**Biography**  
Heidi Brooks is a renowned educator and executive coach. She specializes in leadership and community development for individuals, organizations, and larger systems.

Since 2003, Brooks has been on the faculty at the Yale School of Management, where she is the faculty director the Global Pre-MBA Leadership Program. In recent years, she spearheaded the original leadership development curriculum design and directed both the Leadership Development Program and the School of Management’s Mentoring Program.

**Renowned For**  
Brooks is a leading educator and consultant who has designed leadership development programs for numerous Fortune 500 companies. She is the faculty director of Yale’s Global Pre-MBA Leadership Program.