FOSTERING INCLUSION & DIVERSITY

Yale SCHOOL OF MANAGEMENT

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 BIAS	EXPAND YOUR DECISION NETWORK	LEAD MORE INCLUSIVE TEAMS
Understand how to overcome bias to better engage with people of different backgrounds and experiences, enabling better business decisions.	Increase the diversity of perspectives you solicit by understanding the similarities and differences within your regular network of decision influencers.	Improve team members' performance by creating an inclusive team dynamic that fosters consideration over a wider range of perspectives.

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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).

✓ **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.

✓ **Model Key Behavioral Learnings**
Translate new skills into real-life behaviors through modeling sessions.

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Curriculum: Week by Week

MODULE	LECTURES [VIDEOS]	KEY LEARNING
One: Inclusion, Diversity, & Biases Video Lectures: 85 Minutes Assignments: 75 Minutes Live Virtual Events: 90 Minutes	- The Nature of Biases - Biases in Social Networks - Implicit Bias - Bias' Impact on Decision Making - Stages of Diversity - Barriers to Discussion - Leadership Choices - Effectiveness: Impact & Intention - A Learning Mindset - Effective Interviewing	This module focuses on opening your thinking about the nature of inclusion, the impact of diversity on individual and inner personal processes and the role biases play in your daily actions and decision-making. Implicit bias is also discussed as a powerful influencing factor in your interactions with others. You will reflect on how these topics relate to you as an individual, as well as a leader within your business unit, team, and organization.
Two: Interpersonal & Group Processes Video Lectures: 75-80 Minutes Assignments: 90-120 Minutes	- Group Decision Making - Active Listening - Improving Active Listening - Emotionally Intelligent Inclusion and Belonging - Interpersonal Communication - Closing the Gap between D&I Aspirations and Reality - Inclusion Barriers: Psychological Safety - Inclusion Barriers: Justice	In this module, focus broadens from individual biases to address how inclusion, bias, and decisioning play out at the interpersonal and group level. You will learn about the key components of Group Decision Making, how to become a better active listener, and how having a strong emotional intelligence will enable you to have the often difficult conversations related to inclusion and diversity. Lastly, techniques to removing common barriers to healthy and effective inclusion efforts will be introduced, emphasizing psychological safety and fairness/organizational justice.
Three: Inclusive Decision Making Video Lectures: 65-70 Minutes Assignments: 60 Minutes Live Virtual Events: 120-150 Minutes	- Group Collective Intelligence - Group Inclusive Practices - Power and Politics in Organizations - Building Inclusion Allies - Culture Change Tips - Addressing Inevitable Obstacles	With an understanding of how inclusivity and biases relate to you, as an individual, and to your interactions with others in small and large group settings, this module hones in on how to leverage this knowledge to create more inclusive decision-making processes within your teams and organization. You will learn the elements of Group Collective Intelligence and how they can be incorporated into effective group inclusive practices. Strategies related to how to consider the sensitive topics of power, coalition building, and culture change to increase adoption of new inclusion practices are also covered.

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* Module = 1 Week   **Live Events may be subject to change
NOTE: Orientation Pre-Requisite Work (90 minutes) and Final Presentation at end of program (90 minutes).

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Assignments & Activities

MODULE 0: CURRENT STATE REFLECTION

- Choose a decision that is pending, along with those you plan to engage for discussion and ideas
- Reflect on your view of your role as a Leader, related to this decision
- **Project Selection Aid**

MODULE 1: SET UP CONVERSATIONS (OPEN UP YOUR NETWORK)

- Identify other individuals who may have something to contribute in the decision-making process, but were not originally targeted for engagement
- **Workgroup Diversity Survey**

MODULE 2: CONDUCT & SUMMARIZE CONVERSATIONS (UNCOVER NEW INSIGHTS)

- Conduct conversations with the newly targeted individuals and note new/novel insights regarding pending decision that would have otherwise been missed

MODULE 3: PLAN MEETING (ENGAGE AND IMPROVE)

- Plan a meeting with original and new individuals to collectively discuss the pending decision, using newly acquired tactics to encourage inclusive participation and engagement
- **Meeting Dramatization Critique**

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Project Examples

NAME	DESCRIPTION	PROJECTED BUSINESS IMPACT	PROJECTED FINANCIAL IMPACT
Data Analytics for Audit, Risk & Compliance	The Head of Corporate Audit and Advisory at a transportation company worked toward a decision to determine if his organization needed a dedicated data analytics team.	Increased Employee Productivity 10%	$100,000
Employee Engagement	Employee engagement scores decreased significantly at a healthcare organization in 2017, leading to increased turnover. A Senior Director of HR implemented an initiative to increase the diversity of the workforce, improving overall employee morale and engagement.	Increased Employee Retention 5%	$2,500,000
Merger Employee Retention	To achieve a successful business merger, a District Sales Manager developed a plan to better incorporate new employees into his organization.	Increased Employee Retention 100%	$200,000
Polaris Workflow	As part of developing a new product, a Vice President of Finance for a telecommunications company developed a plan to standardize their customers' project workflow.	Increased Employee Retention 10%	$20,000,000
Senior Sales Orientation	A National Account Manger developed a plan to implement a training program for his organization's emerging senior sales managers, with the goal of eliminating a complex learning curve.	Increased Employee Retention 25%	$20,000,000

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