Fostering Inclusion & Diversity

Experience Overview

Fostering Inclusion and Diversity equips leaders with the skills to build more diverse teams within more inclusive environments to increase collaboration, innovation, and overall effectiveness. By establishing new perspectives regarding teamwork, leadership, and how to leverage the collective strengths and perspectives of others, participants will make better business decisions while promoting positive cultural change within their organization.

**OVERCOME BIAS**

Understand how to overcome bias to better engage with people of different backgrounds and experiences, enabling better business decisions

**EXPAND 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).

✔ **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

One: Inclusion, Diversity, & Biases
Video Lectures: 85 Minutes
Assignments: 75 Minutes

LECTURES [VIDEOS]
• 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 interpersonal 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
Live Virtual Events: 60 Minutes**

LECTURES [VIDEOS]
• 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

LECTURES [VIDEOS]
• 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.

NOTE: Orientation Pre-Requisite Work (90 minutes) and Final Presentation at end of experience (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
## Fostering Inclusion & Diversity

### Project Examples

<table>
<thead>
<tr>
<th>NAME</th>
<th>DESCRIPTION</th>
<th>PROJECTED BUSINESS IMPACT</th>
<th>PROJECTED FINANCIAL IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Analytics for Audit, Risk &amp; Compliance</td>
<td>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.</td>
<td>Increased Employee Productivity 10%</td>
<td>$100,000</td>
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<td>Employee Engagement</td>
<td>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.</td>
<td>Increased Employee Retention 5%</td>
<td>$2,500,000</td>
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<tr>
<td>Merger Employee Retention</td>
<td>To achieve a successful business merger, a District Sales Manager developed a plan to better incorporate new employees into his organization.</td>
<td>Increased Employee Retention 100%</td>
<td>$200,000</td>
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<td>Polaris Workflow</td>
<td>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.</td>
<td>Increased Employee Retention 10%</td>
<td>$20,000,000</td>
</tr>
<tr>
<td>Senior Sales Orientation</td>
<td>A National Account Manager developed a plan to implement a training experience for his organization’s emerging senior sales managers, with the goal of eliminating a complex learning curve.</td>
<td>Increased Employee Retention 25%</td>
<td>$20,000,000</td>
</tr>
</tbody>
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