

Training Toolkit

Facilitator's Guide:
Inclusive Leadership:
Driving Superior Results through Inclusion

VisionSpring
Inclusion Learning Loop

Inclusive Leadership: Driving Superior Results through Inclusion

Introduction

What is an Inclusion Learning Loop Training Toolkit?

The Inclusion Learning Loop™ training toolkits are complete out-of-the box training curriculums that provide Inclusion Learning Loop™ members access to a library of diversity- and inclusion-related workshops. All of our toolkits include facilitator materials, a PowerPoint presentation, pre-work or foundational materials and an action planning worksheet. Each of our training toolkits equips trainers with all the information, tools and materials needed to deliver a rich and comprehensive development experience.

The Inclusion Learning Loop™ training toolkits should be delivered by experienced diversity and inclusion practitioners, trainers and/or facilitators. The content addressed in each of the training toolkits does tackle and address somewhat sensitive issues and therefore some basic D&I knowledge is required. Some workshop topics require more diversity knowledge and experience than others.

What is the Inclusive Leadership: Driving Superior Results through Inclusion Training Toolkit?

Inclusive Leadership: Driving Superior Results through Inclusion is an introductory skill development workshop designed to help participants identify and hone the competencies associated with inclusive leadership. Through presentation, dialogue, videos and interactive exercises, participants will understand the importance of inclusion, begin to recognize their leadership strengths, and identify opportunities for development.

Here, we have provided an outline of the training along with our Inclusive Leadership Competency Model. As an Inclusion Learning Loop™ member you would have access to the complete training guide and all participant materials.

Who is it designed for?

The target audience is leaders and managers of people. This workshop can truly benefit leaders at all levels in the organization—any individual who leads or influences people can benefit from this workshop.

How can you use it?

Inclusive Leadership: Driving Superior Results through Inclusion can be incorporated into your organization's diversity and inclusion training and development offerings. It is designed as a half-day workshop to help leaders make connections between diversity and inclusion and achieving overall business goals as well as individual goals.

This workshop can be effectively executed in 4.5 – 5 hours for an ideal audience size of 20–25 participants.

Exercise Objectives:

The *Inclusive Leadership: Driving Superior Results through Inclusion* helps leaders at all levels in the organization identify and develop the competencies associated with inclusive leadership.

- Deepen your understanding of inclusive leadership and its connection to exceptional leadership
- Explore the behaviors and competencies that define an inclusive leader
- Strengthen your own leadership capability
- Align leadership capabilities with your goals and priorities
- Develop an action plan for incorporating session outcomes into day-to-day interactions

Materials:

Flip chart and markers

Tape to post flip chart pages

Name tags or cards (depending on audience)

Copies of Participant Materials for each participant

A PowerPoint of the presentation is available on the Inclusion Learning Loop™: [link](#)

Facilitator Preparation: Review Content and Materials

Familiarize Yourself with the Workshop Materials and the Content

1. Review Facilitator Guide.
2. [Review](#) PowerPoint.
3. Review and test inclusive leadership video: [link](#)
4. [Review](#) foundation materials to become knowledgeable on the content:
5. Additional reading materials can be found in the *Inclusive Leadership Articles Section* on the Inclusion Learning Loop™: [link](#)

Decide if you will Assign Participant Pre-work

The Inclusive Leadership self-assessment is designed to help participants assess their current leadership capability. As a subset, the assessment, by the nature of the questions, will help participants begin to think differently about what it means to be an exceptional leader.

1. Decide if you want to assign the article as pre-work.
2. Share article found in the Foundational Materials Section, “What is Inclusive Leadership?,” with participants: [link](#)

Assemble all Workshop Materials

1. Review materials list/secure through proper channels.
2. Decide if you are going to print participant materials or supply them electronically to all workshop attendees:
 - a. If yes, [print](#) participant materials.
 - b. If no, [print](#) scenarios and worksheets for all participants—decide in advance how you will assign scenarios so you know how many to print, i.e., will each group work on just one scenario or all three scenarios.
 - c. If no, [print](#) self-assessment
 - d. If no, [print](#) Personal Development Plans.
 - e. If no, [print](#) action planning worksheets for everyone.

Review Workshop Ground Rules

1. Review provided ground rules.
2. Edit if necessary.

Workshop Agenda

Suggested Participant Pre-work:

Read Article: “What is an Inclusive Leader?”

Welcome and Introductions

Present Session Agenda

Review Workshop Ground Rules

Section 1: Overview of Inclusive Leadership–Presentation (30 minutes)

Presentation and Interactive Discussion–What Does it Mean to be an Inclusive Leader?

Watch Video

Section 2: Leads Self (1 hour)

Presentation–Leads Self Competency and Behaviors

Leads Self Mini-Assessment

Interactive Exercise–Recognizing and Leveraging Privilege

Leads Self Personal Development Plan

Section 3: Leads Others (1.5 hour–2 hours)

Presentation–Leads Others Competency and Behaviors

Small Group Discussion–Creating a Culture of Inclusion

Small Group Exercise–Exploration through scenarios

Leads Others Personal Development Plan

Section 4: Drives Results–Small Group Discussion (30 minutes)

Presentation–Drives Results Competency and Behaviors

Small Group Discussion–Linking Diversity and Inclusion to Superior Results

Section 5: Wrap Up, Actions and Next Steps (30 minutes)

Review of Learning Outcomes

Action Planning/Next Steps

Welcome and Introductions

Welcome, Workshop Objectives and Agenda

Say: I would like to welcome and thank all of you for participating in our Inclusive Leadership: Driving Superior Results through Inclusion workshop. Throughout the course of the day we will help you better identify and develop the competencies associated with inclusive leadership.

In this workshop you will:

- *Deepen your understanding of inclusive leadership and it's connection to exceptional leadership.*
- *Explore the behaviors and competencies that define an inclusive leader.*
- *Strengthen your own leadership capability.*
- *Align that leadership capability with your goals and priorities.*
- *Develop an action plan for incorporating session outcomes into day-to-day interactions.*

I would like to take a moment to review our day's agenda:

- *We'll start with a review of our ground rules and introductions.*
- *Section 1: Overview of Inclusive Leadership*
- *Section 2: Leads Self*
- *Section 3: Leads Others*
- *Section 4: Drives Results*
- *Section 5: Wrap Up, Action Planning and Next Steps*

Workshop Ground Rules

- Listen actively—respect others when they are talking.
- Be open to new ideas.
- Do not be afraid to respectfully challenge one another by asking questions, but refrain from personal attacks—focus on ideas.
- Maintain confidentiality (what we say here does not leave the room).
- Say **OOPS** and/or acknowledge when you may unintentionally say something and wish you had not.
- Say **OUCH** when someone’s words or actions may hurt you.
- Parking Lot
- Have Fun

Say: Are we all comfortable and in agreement with these ground rules? Are there any ground rules anyone would like to add?

Inclusive Leadership Competency Model

Leads Self: The ability to recognize and manage one's own assumptions, values, biases, strengths and limitations in order to build trust and create an environment where all can succeed.

Pursues Self Awareness: Is aware of one's own assumptions, values, biases, strengths and limitations, and understands how attitudes, behaviors and decisions impact individual and team perception, judgment and performance.

Builds Trust: Behaves in a fair and ethical manner toward others to build mutually beneficial relationships through words and actions. Is open to constructive feedback and asking for help. Demonstrates a sense of corporate responsibility and commitment to public service.

Shares Authority: Enables all individuals to contribute fully regardless of age, race, ethnicity or gender. Understands when it is important to be a follower, and is comfortable sharing power and credit.

Embraces Uncertainty: Welcomes change and new information, and is open to ideas and opportunities that challenge the status quo. Is willing to take risks and own and learn from mistakes.

Leverages Privilege: Understands position of power and privilege and how to leverage in support of goals and the success of others.

Leads Others: The ability and aspiration to develop, motivate and lead people toward common goals and objectives in a way that is inclusive and free from disparity.

Cultural Competency: Understands and adapts to diversity in the workplace with language, attitudes, and behaviors in order to interact effectively across difference.

Talent Optimization: Inspires, motivates, and guides others toward goal accomplishments and career advancement through coaching, mentoring and development.

Team Building: Seeks heterogeneity within teams and consistently develops and sustains productive cooperative working relationships among team members.

Relationship Management: Fosters and leverages strategic relationships across a multitude of backgrounds and levels both internally and externally.

Communication Skills: Communicates effectively in a variety of ways both verbally and in writing. Creates open channels of communication by sharing information, listening effectively, soliciting new ideas, and encouraging dialogue with and from all employees.

Drives Results: The ability to effectively manage and leverage diversity in efforts aimed at meeting organizational objectives based on the organization's unique environment, industry and competitive landscape.

Cultural Responsiveness: Values and responds to diversity in the context of changing demographics, spending power, and consumer intelligence.

Change Management: Drives culture change and creates an inclusive work environment that enhances employee engagement and enables all employees to contribute to his/her full potential.

Global Intelligence: Recognizes global opportunities and leverages knowledge of cultural norms to effectively navigate global business relationships.

Strategic Thinking: Seeks diverse perspectives and ideas and frames new direction with respect to innovation and marketplace expansion with particular attention to niche and diverse markets.

Business Acumen: Possesses financial and business literacy, has a deep understanding of how the company operates and is able to effectively translate ideas into application.

For Access to the Complete Facilitator's Guide Contact Erica Colonero at Erica@visionspringinc.com

Action Planning Worksheet

What have I learned as a result of this session?

How does what I have learned apply to my current situation?

Conclusions: How will enhancing my inclusive leadership competency impact my effectiveness?

What are the steps I will take to develop my personal inclusive leadership competency?

What can I do to be a more inclusive leader: _____

Potential challenge that may impact success: _____

Action Items:	Required Support:	Deadline: