

Facilitator's Guide  
Making it Count for People Managers:  
The What, Why and How of Diversity and Inclusion

VisionSpring  
Inclusion Learning Loop

# Making in Count for People Managers: The What, Why, and How of Diversity & 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.

### **What is the Making it Count for People Managers: The What, Why, and How of Diversity & Inclusion Toolkit?**

*The Making it Count for People Managers: The What, Why, and How of Diversity & Inclusion* is a 75 – 90 minute training that can be leveraged by D&I practitioners as part of their training offerings. The training is designed to help people managers recognize and understand the business case for diversity and inclusion.

### **Who is it designed for?**

The intended participant is any people manager within the organization. This workshop is designed to be delivered by diversity and inclusion practitioners and trainers. **Some facilitation skill and an intermediate-to-advanced level of D&I competency is required to lead a successful meeting.**

### **How can you use it?**

This workshop can be included as part of your organization's internal D&I training offerings offered to managers. This workshop can be delivered by a facilitator who has training skills and knowledge of diversity and inclusion. You will also find the PowerPoint presentation to accompany this facilitator's guide. Tools to enhance subject knowledge are provided on the [Inclusion Learning Loop™](#).

This session can be effectively executed in 75-90 minutes depending on the size of the group and the amount of time you want to dedicate to discussion.

### **Exercise objectives:**

During this workshop participants will explore the concepts of diversity and inclusion with a specific focus on managing people. The goal is to help participants better understand Diversity and Inclusion and why it's important.

### **Learning Outcomes:**

- Discuss the concepts of Diversity and Inclusion and the connection to overall mission and goals
- More deeply explore the critical role people managers will play in D&I objectives
- Find ways to incorporate a D&I mindset into projects and day-to-day work
- Strengthen your own D&I capability

### **Materials:**

Flip chart and markers

Tape to post flip chart pages

Name tags or cards (depending on audience)

Copies of Action Plan Worksheet for each participant

A [PowerPoint](#) Presentation had been provided as part of this toolkit

### Familiarize Yourself with the Workshop Materials and the Content

1. Review Facilitator Guide
2. Review [PowerPoint](#)
3. Review background information materials to become knowledgeable on the content
4. Additional reading materials can be found in the [Articles Section](#) – on the Inclusion Learning Loop™

### Decide if you will Assign Participant Pre-work

Decide if you want the participants to read articles prior to the workshop or if you want them to “hear” the information for the first time via the presentation.

1. Suggested articles

[A Shift in Mindset: Middle Managers as your Biggest Champions not your Toughest Roadblocks](#)

[What Do You Want to Be: How Do You Want to Lead?](#)

[The Diversity Business Case: As a Factor in Meeting Your Goals](#)

[Society Is Holding Organizations and Leaders Accountable for Their Culture](#)

2. Decide how you would like to use the materials
3. If assigning as pre-work, send the link to all participants at least one week prior to the workshop

### Assemble all Workshop Materials

1. Review materials list and 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

## Workshop Agenda

### **Section I: Welcome and Introductions (15 minutes)**

Opening Remarks  
Present Session Objectives  
Ice-Breaker Exercise – I Am Statements

### **Section II: What, Why & How of Diversity & Inclusion - (15 minutes)**

Large Group Discussion–What Does Diversity Mean to You? - 10 minutes  
Presentation – Sharing of Definitions & Key Concepts – 5 minutes

### **Section III: The Competencies of Inclusive Leadership - (20 minutes)**

Leads Self  
Leads Others  
Drives Results

### **Section IV: Interactive Exercise - (30 minutes)**

Interactive Exercise – Exploration through Scenarios – 25 minutes  
Exercise Debrief and Learning Points – 5 minutes

### **Section IV: Personal Action Planning (20 minutes)**

What Did I Learn?  
What Will I Do?  
Prepare Action Planning Worksheet\*

### **Section V: Wrap Up, Actions and Next Steps (5 minutes)**

Review of Learning Outcomes  
Next Steps

\* In order to shorten the length of the workshop, consider allowing participants to complete their action planning workshops independently.

## Section I: Welcome and Introductions

### Welcome, Workshop Objectives and Agenda

**Say:** *Good morning. We are happy to be here today and are looking forward to the workshop! In today's session we are going to explore the concepts of diversity and inclusion with a specific focus on the role of people managers. The goal is to help you better understand Diversity and Inclusion at (your company) why it's important, and how diversity and inclusion can help you achieve your goals. Throughout the next couple of hours, we will:*

- *Discuss the concepts of Diversity and Inclusion and the connection to our overall mission and goals*
- *Strengthen your own D&I capability*
- *More deeply explore enhancing your D&I knowledge can enhance your leadership capability*
- *Find ways to incorporate a D&I mindset into your day-to-day work*

### Ground Rules

*Listen actively  
Be open to new ideas  
Ask questions  
Parking lot  
Have fun*

## Icebreaker Exercise: I AM...

The purpose of this exercise is to create an opportunity for participants to explore and discuss the many dimensions of diversity while getting to know one another on a more personal level.

### Instructions:

*Say: We are going to kick off this workshop with an ice breaker exercise that provides you all with an opportunity to get to know each other better, form broader connections and explore the many dimensions of diversity that make us all unique and bring us all together.*

*Take the next 2 minutes to formulate 3 I Am statements about yourself. Your statements should be personal in nature and describe who you are and what you'd like to share about yourself. For example, your I am statements might be*

- *I am a mother of 3 boys*
- *I am fluent in 4 languages and*
- *I am a foodie*

*Once you've created your I Am statements we are going to invite you to share your I Am statements with others in the room using a speed-dating format.*

Give 30 second warning after 90 seconds.  
At 2-minutes ask if everyone is ready.

Provide Instruction for “speed-networking”

In the next five minutes, walk around the room and share your “I AM” statements with as many of your colleagues as possible.

## Discussion Debrief:

1. What did you learn about the others in the room?
2. What were the intersections / commonalities you found?
3. What surprised you?

## Section II: The What, Why and How of Diversity and Inclusion

### Group Discussion

#### What does diversity mean to you?

Engage participants in a large group discussion. Consider flip charting responses. The objective is to get people talking about diversity and to deepen their understanding of the current perceptions regarding diversity.

Allow 2 minutes for discussion.

Summarize responses and share the definition for diversity.

**Diversity** is defined as the broad mix of human and organizational differences and similarities. In the most traditional sense it refers to dimensions of diversity that are more visible and easy to define such as associations with certain racial, gender and cultural groups.

Today organizations are also including dimensions relating to age, sexual orientation, religion and disability into their definitions of diversity and in their diversity and inclusion strategies.

In the broadest sense diversity embodies all difference, including socio-economic status, level of education, dimensions of thought, and relational aspects.

#### Dimensions of Diversity

- |   |  |  |
|---|--|--|
| <ul style="list-style-type: none"><li>• Age</li><li>• Marital Status</li><li>• Background</li><li>• National Origin</li><li>• Generation</li><li>• Socioeconomic Status</li><li>• Length of Service &amp; Expertise</li></ul> | <ul style="list-style-type: none"><li>• Political Affiliation</li><li>• Education and Learning</li><li>• Personality</li><li>• Physical Ability</li><li>• Sexual Orientation</li><li>• Job Function</li><li>• Work Style</li></ul> | <ul style="list-style-type: none"><li>• Ethnicity</li><li>• Race</li><li>• Gender</li><li>• Religion</li><li>• Health</li><li>• Thought</li><li>• Job Function</li></ul> |
|---|--|--|

Add your own definition of diversity.

#### What comes to your mind when you hear the word inclusion and how is that different than diversity?

Open to participants for large group discussions. Consider flip charting responses.

The purpose of the discussion is to help participants understand the distinction between diversity and inclusion and the importance of inclusion. Diversity without inclusion is not enough.

Allow 2 minutes for discussion.

Summarize discussion and share the definition of inclusion.

**Inclusion** is the practice of providing a sense of belonging to all individuals so that they are welcomed, respected, encouraged and valued as an employee and can contribute their best work.

Research conducted by Catalyst tells us that inclusion happens when a person's need for both individuality and connection are met.

## **How would you define an inclusive leader? What are the traits you associate with inclusive leadership?**

**Inclusive leadership** is the practice of providing vision, guidance and motivation so ALL individuals can leverage their unique skills, talents, and individuality in pursuit of common goals.

**An inclusive leader** has a positive impact on everyone regardless of age, race, gender, ethnicity, sexual orientation, disability or any other dimension of diversity.

**An inclusive leader** treats people equitably and fairly and provides equal opportunity to all individuals.

**An inclusive leader** solicits & utilizes input from all individuals, encourages collaboration and shares credit.

**An inclusive leader** strives to understand others and to create a culture that encourages all individuals to bring their whole-selves to work and contribute to their full potential.

**An inclusive leader** follows through on commitments and does not make promises he/she can't keep.

**An inclusive leader** is willing to advocate on behalf of others and to respectfully address non-inclusive behavior when observed.

**An inclusive leader** provides positive and constructive feedback and recognition for one's work.

**An inclusive leader** models inclusive behavior in words and actions.

*Say: At this point you are probably thinking this all makes sense-it's pretty straightforward-but you may also be thinking: "Don't I already lead inclusively?" Or, "How do I actually lead more inclusively?"*

*We are going to explore the concept of exceptional leadership through the 3 basic competencies that drive inclusive leadership.*

**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.

**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.

**Drives Results:** The ability to effectively manage and leverage diversity in efforts aimed at pursuing new opportunities and meeting objectives.

# 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 can I apply what I've learned to enhance my leadership capability and improve outcomes?

What are my goals?

1.

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2.

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3.

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Accountability Coach:

Follow up Meeting Date:

Action Items:    Required Support:    Deadline:

## Section V: Wrap Up, Actions and Next Steps

We want to close out this section first and foremost by thanking you for your time today.

We also ask you to commit to do four things:

1. Complete your action plans in the next 48 hours.
2. Refer back to your plan and make progress every week.
3. Meet with your accountability coach in the next 4 weeks.
4. Incorporate diversity and inclusion into your everyday conversations and keep D&I top of mind as you conduct your day-to-day work.

**Review any additional next steps for your organization.**