



Live-Virtual, Modular

# CONSCIOUS INCLUSION TRAINING FOR MANAGERS



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# MODULAR 'CONSCIOUS INCLUSION' TRAINING FOR MANAGERS

## OVERVIEW

This comprehensive, flagship programme has been carefully curated to build managers' knowledge and skills and - most importantly - their confidence to embrace diversity and proactively nurture an inclusive working environment.

The modules include: Managing Diversity & Inclusion; Courageous Conversations; Unconscious Bias; Inclusive Leadership. Each of the four live-virtual modules is 3-hours including a short break. At the end of each module participants are given a self-reflection tool or learning transfer activity to help integrate the learning into the workplace. And best of all, modules two and four are brought to life with live actors which brings the learning to life – literally (although, rest assured, delegates are not required to participate in role-play).

Delegates receive a digital certificate upon completion of all four modules and will leave the course with a mini toolkit – created from the [full toolkit](#) - to enable managers to cascade the learning to their team in fun and engaging ways.

## WATCH VIDEO & TESTIMONIALS



## MODULE OVERVIEW

By the end of **Module One**, participants will have explored:

- Their own personal motivation for championing equality, diversity and inclusion
- How assumptions, stereotypes and different kinds of bias can impact - and how to guard against them
- The line that is between banter, bullying, harassment and discrimination
- How to deal with inappropriate behaviour in a constructive way
- The relevant legal stuff
- The business case
- Exploring their own team dynamics and organisational culture to identify existing best practice and barriers to equality, diversity, and inclusion
- Tangible actions to drive positive change in their own team and how to get the ball rolling from the get-go

## MODULAR 'CONSCIOUS INCLUSION' TRAINING FOR MANAGERS

### By the end of **Module Two**, participants will have explored:

- The difference between informally 'Speaking Out' and a structured 'Courageous Conversation'
- Barriers to Speaking Out and Courageous Conversations in remote working environments
- Benefits of having open conversations, and the impact of avoiding them
- Our legal and moral obligations as leaders to manage inappropriate behaviours
- How to prepare for a Courageous Conversation
- The importance, complexity and skill of assertive communication
- Giving feedback constructively and how to handle different reactions
- The value of requesting feedback
- A personal plan of tangible actions that can be implemented immediately

### By the end of **Module Three**, participants will have explored:

- The filters through which we view and interpret ourselves and others (and the reliability and impact of these filters)
- Stats and facts that demonstrate the impact of unconscious bias on equity and inclusion
- The 'hows and whys' of unconscious bias and the concept of Daniel Kahneman's Fast and Slow Thinking
- Types of bias: Affinity, Benevolence, Confirmation, Halo and Horns, and Groupthink
- The part that micro-aggressions, micro-inequities and micro-affirmations play - and the importance of inclusive language
- How to re-frame our thinking to guard against implicit association and stereotypes
- The importance of personal networks and opportunities to broaden our perspectives
- Top ten tips for reducing the impact of unconscious bias
- A personal action plan and intentions to drive positive change

### By the end of **Module Four**, participants will have explored:

- The four core traits of an Inclusive Leader
- Barriers to inclusive leadership
- What inclusive leadership looks like in a day-to-day context
- How the learning from Managing EDI, Courageous Conversation and Unconscious Bias modules come together to support our aim to become Consciously Inclusive Leaders
- An inclusive leadership self-audit
- A short-term and long-term plan to embed new habits and continue to increase self-awareness
- How to use the takeaway toolkit to take their team on the journey with them





Module 1

# MANAGING DIVERSITY & INCLUSION



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## **MODULE 1 - MANAGING DIVERSITY & INCLUSION**

### **SESSION CONTENT**

#### **Finding your place in the Conversation**

The programme opens with a hard-hitting video to remind us that diversity and inclusion unequivocally impacts us all. We follow with a period of reflection, word-clouding and optional sharing of real-life experiences to help managers find their own motivation for embarking on the journey to become champions of inclusion.

#### **Barriers to Inclusion**

We introduce three barriers that are particularly relevant in today's workplace and to the role of a manager:

1. Making assumptions and allowing stereotypes or bias (conscious or unconscious) to influence thought processes, decision making and relationships with others
2. Banter that is no longer friendly or wanted
3. Failing to effectively address situations when we experience or witness inappropriate behaviour

#### **The Assumption Trap**

Using a fictional scenario and group discussion we demonstrate how assumptions, stereotypes and bias can lead us into an unwelcome trap with far-reaching consequences. Then we explore Assumption Busters which start to break down the unhelpful associations that create a barrier to fair and inclusive leadership practices.

#### **A Step Too Far**

The group is introduced to scenarios, brought to life through video. It's their job to identify which are ok and which are not. Each is carefully designed to reflect the subtleties and complexities of real-life situations. An extra element of interactivity is added to this activity using a Menti quiz.

#### **Break Time & Business Case**

We share the business case in easily digestible stats and facts.

#### **In the Eyes of the Law**

We revisit the Step Too Far scenarios this time through the eyes of the law and explore whether reminding ourselves about the Equality Act 2010 and definitions of banter, bullying, harassment and discrimination would change any of our opinions on whether behaviour is ok or not ok.

#### **Turning a Blind Eye**

The third and final barrier we explore is the consequence of failing to deal with inappropriate behaviour either through lack of awareness or a lack of confidence. We introduce a GearBox Framework to help managers to address difficult situations. Manager's practice using the technique to minimise a defensive reaction and maximise the likelihood of a constructive outcome.

#### **Action planning**

Managers will be invited to build an action plan throughout the session. The end provides a final opportunity to reflect on what they can commit to changing in their behaviour, habits, processes, or approach and to share these commitments with the team. Where possible, we can share these with the project sponsor to be kept on the agenda to help maximise a transfer of learning and positive change.





Module 2

# COURAGEOUS CONVERSATIONS (WITH ACTORS)



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## **MODULE 2: COURAGEOUS CONVERSATIONS**

### **SESSION CONTENT**

#### **Practical Review**

We start by reviewing participants' experiences of using the Learning Transfer Tool that is shared with the group after the Module One. This leads to exploration of personal experiences and feelings about having 'tricky' conversations with colleagues in the workplace. When has it gone well? When have you dodged a courageous conversation and what were the consequences?

#### **Drama #1 - Conversation in Action**

Led by two professional actors, we observe a scenario that brings a courageous conversation to life. Delegates explore the challenges of having difficult conversations with staff by interacting directly with actors in a scene that involves a manager talking to a member of staff about a complaint about their 'banter' that has gone too far. We see a tool introduced in Module One in action and start to build a picture of good practice and barriers to effective conversations.

#### **Compromising, Courageous, Confrontational**

Managers explore the different types of conversations we can have; the likely outcomes of each, and how communication style matters.

#### **Planning is Everything**

Together, we continue to build a checklist for successful courageous conversation including planning, mindset, open questions, active listening, the role of empathy and conclusion clarity.

#### **Feedback Works Both Ways**

We share a model for giving feedback and consider, on our journey to becoming Consciously Inclusive Leaders, the role of proactively seeking feedback and role modelling behaviours for receiving feedback graciously.

#### **Drama #2 Challenging in Action**

We can't always plan for a difficult conversation; sometimes we need to address something in the moment. We witness short conversational pieces, acted one at a time. Drawing upon the learning from Module One and Two, delegates are invited to consider if and how they would deal with it.

#### **A Problem Shared...**

The great thing about keeping group size small is that everyone can participate in open conversation – sharing and learning from each other. We reserve some time to explore real-life, live personal challenges and receive advice from the group on potential ways to handle different situations.

#### **Challenging in the Virtual World**

With new and more flexible ways of working being embedded across organisations, managing behaviours and having difficult conversations can bring added challenges when staff are working remotely. We will explore these challenges with the support of a video clip and group discussion.

#### **Action Planning**

An opportunity to reflect on the learning during the session, identify individual actions and update the action plan document.





Module 3

# UNCONSCIOUS BIAS



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## **MODULE 3: UNCONSCIOUS BIAS**

### **SESSION CONTENT**

#### **Practical Review**

We start by reviewing participants' experiences of using the Learning Transfer Tool that is shared with the group after the Module Two.

#### **We are All Biased**

We start by exploring the definition and mechanics of unconscious bias before exploring the statement 'We are all biased.' Using a poignant activity called The Train Lottery, we demonstrate how, as human beings, we draw upon previous experiences, stereotypes, and assumptions to make seemingly harmless decisions. But which of our decisions are actually harmless, and which have consequences without us even realising it?

#### **Unconscious Bias in action**

With the support of video clips, we look at the impact of Unconscious Bias and use some stats and facts to see how this manifests itself in the real world.

#### **The Tortoise and the Hare**

We reflect on the relationship between implicit associations, stereotypes, and individual attitudes towards others. We explore the impact that the news, commercial brands, traditions and social media has on us all. Then, armed with an understanding of fast and slow thinking, we start to plot what we can do about it by bringing the unconscious into the conscious.

#### **Types of Unconscious Bias**

We shine a light on a number of different types of bias that are common in workplaces including Affinity, Benevolence, Confirmation, Halo and Horns, and Groupthink.

#### **Micro Inequities**

We introduce micro-aggressions, micro-inequities, and micro-affirmations to show how our biases can show up in a word, a glance at the clock, or in a throw-away comment in a WhatsApp group. It's these often-unconscious, micro-behaviours that can make people feel included, or not, without them always being able to put their finger on why.

#### **Broadening Perspectives**

Next, individuals are set a task that is known for its ability to create the kind of light-bulb moments that will be remembered. The activity, called Connections, is designed to evaluate how affinity bias has impacted on our own world. Delegates are also signposted to an online Implicit Association test to increase self-awareness.

Together we identify ways to proactively broaden our perspectives on different groups of people in society.

#### **Round-Up & Planning for Action**

Using a Menti quiz we round up the top ten tips for reducing the impact of unconscious bias in the workplace. The group is then invited to share ideas from their personal action plan before making a commitment to help drive positive change.



Module 4

# INCLUSIVE LEADERSHIP (WITH ACTORS)



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## **MODULE 4: INCLUSIVE LEADERSHIP**

### **SESSION CONTENT**

#### **Practical Review**

We start by reviewing participants' experiences of using the Learning Transfer Tool that is shared with the group after the Module Two - which option was chosen and how it went

#### **Drama #1: Time to Consider...**

We get straight into the drama. The scene involves two managers working together on a project. The group will be divided into two smaller groups: each working with one of the managers. They will be given a task to complete, and each group will feedback to the larger group

#### **Defining Inclusive Leadership**

Group discussion exploring what inclusive leadership is and an introduction to the four core traits of an inclusive leader. Both groups identify what traits they see in manager they have are working with and how these played out in terms of them managing their teams.

#### **Drama #2: Inclusive Leadership in Action**

Small group activity to identify gaps in terms of Inclusive Leadership characteristics of their manager and to agree some behaviours that their 'manager' needs to adopt to be more inclusive. Each group will brief / coach their manager ahead of a project meeting to encourage an inclusive approach.

The project meeting is enacted demonstrating some of the inclusive behaviours suggested by their group. The groups feedback to both managers on what went well and not so well.

#### **Self-reflection**

The group will complete the self-audit Leadership Questionnaire individually before a whole group discussion which will help with the final action planning.

#### **Short & Long-Term Planning**

An opportunity to reflect on the learning from the whole course and prioritise action for both personal and team development. We take a moment to look at what might prevent us from embedding new habits and making time to drive positive change – and share strategies for removing these barriers and agreeing accountability.

#### **Takeaway Toolkit**

Finally, we do a whistle-stop tour of the takeaway mini toolkit that will help managers engage their team in different aspects of diversity and inclusion. Rest assured - participants will also leave the programme with a means of contacting their trainer to ask questions in future.

[Example of the types of tools included in mini-toolkit.](#) Extra tools can be purchased to cascade the learning in-house. Talk to us for more details.



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