



DEI: Inclusive Leadership Workshop

How to be a DEI Champion for your Organization

Amy Graham Anna Budden Bonita Montgomery Courtney Quenneville Karen Del Prado Larre Rosa Samperi Steven Powell



© CENTER FOR AUTOMOTIVE DIVERSITY, INCLUSION & ADVANCEMENT, INC. - ALL RIGHTS RESERVED

“



“Every **champion** was
once a **contender**
who refused to give
up”

-ROCKY BALBOA

DELIVERABLE

A complete Inclusive Leadership Workshop to grow top level leadership into DEI champions

- Centralize DEI resources
- Target Audience: C-Suite / Executive Leadership and mid/lower level leadership
- Includes activities, articles, videos, and recommended discussion points

Implementation Plan

- ❑ Facilitator - DEI Director/Officer, HR, Training
- ❑ Tailorable Agenda
- ❑ Each workshop should be at least 5: 90 minute sessions for most effectiveness
- ❑ Takeaway/Outcome - Commitment/Buy-in from C-Suite/Executive Level Leadership

Sample AGENDA

Topics

- ☐ Inclusive Leadership: Why it's important
 - ☐ *Why is being DEI Champion important*
 - ☐ *How do we Communicate and act on our Mission*
- ☐ Unconscious Bias
- ☐ Other Barriers to Inclusion
- ☐ Empathy
- ☐ Accountability and Commitment
 - ☐ *Foundations Assessment: GDIB (follow up session)*

Topic #1

Inclusive Leadership

WHY

Inclusive Leaders promote diverse thinking and ensure people are respected, managed, heard and applied. They make space for people from a variety of backgrounds to collaborate while avoiding stereotypes, assumptions, bias and discrimination.

Prioritizing Inclusive Leadership allows **employers—and customers—to** feel valued for who they are, how they think and feel and what they have to say.

Inclusive leaders support effective decision-making, diverse talent and collaboration to motivate and drive teams toward individual and shared success.

TOPICS

Activity #1

- Understanding Dimensions of Diversity
 - [Diversity Wheel Activity](#)

Activity #2

- Being an Inclusion Champion
 - [PURL Video](#)
 - Review PURL Facilitator Deck and Complete

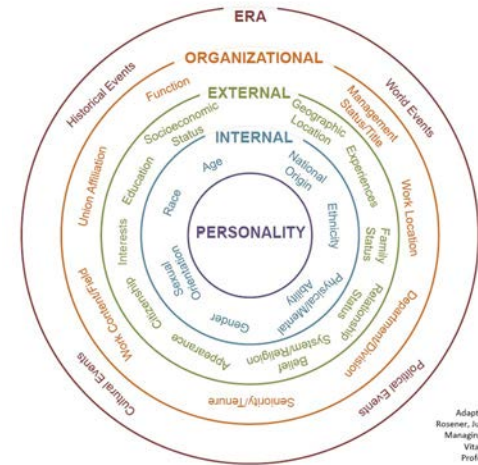
Activity #3

- Choose from Guide (appendix)

Discussion Topics: Jennifer Brown's *How To Be An Inclusive Leader* (pre-work)

- The inclusive leadership continuum and its areas of influence
- What actions a leader can take to develop along the inclusive leadership continuum and to expand their areas of influence
- Inclusive leadership Action Plan

Guest Speaker- Personal Story



Adapted from: Loden, Marily & Rosener, Judy, "Workforce America! Managing Employee Diversity as a Vital Resource," McGraw-Hill Professional Publishing, 1990.

Topic #2

Unconscious Bias

WHY

- ❑ Unconscious Bias has significant effects on employees employment and advancement opportunities, psychological safety, and income.
- ❑ By taking steps to slow down the decision making process in the brain, a more logical decision can happen and therefore a more equitable one.



TOPICS

❑ Types of Bias

- ❑ [Definition](#)
- ❑ Questions - What kinds of biases do you see that you have?

❑ Effects / Examples

- ❑ [Bias in Hiring / Recruitment](#)
- ❑ [Hiring Quiz](#)
- ❑ Reflections - Do you think your organization does this?
- ❑ [19 Examples](#)
- ❑ Questions / Reflections - How does this sit / have you done / experienced any of these?

❑ Actions To Take

- ❑ [Walk boldly toward them](#)
- ❑ [IAT Tests](#)
- ❑ [Facebook Managing Bias Training](#)

TEST YOURSELF FOR UNCONSCIOUS BIAS

Psychologists at Harvard, the University of Virginia and the University of Washington created "Project Implicit" to develop Hidden Bias Tests—called Implicit Association Tests, or IATs, in the academic world—to measure unconscious bias.

Hidden Bias Tests measure unconscious, or automatic, biases. Your willingness to examine your own possible biases is an important step in understanding the roots of stereotypes and prejudice in our society.

The ability to distinguish friend from foe helped early humans survive, and the ability to quickly and automatically categorize people is a fundamental quality of the human mind. Categories give order to life, and every day, we group other people into categories based on social and other characteristics.

This is the foundation of stereotypes, prejudice and, ultimately, discrimination.



TEST TYPES

Link to the test: <https://implicit.harvard.edu/implicit/selectatest.htm>

Gender Career

Disability

Weight

Sexuality

Native American

Race

Religion

Hispanic American

Gender - Science.

Age

Transgender

Arab-Muslim

Topic #3

Other Barriers to Inclusion

WHY

Understanding the **barriers to inclusion** in the workplace is the first step in creating an inclusive environment.

TOPICS

■ In and Out Groups

- ❑ [Definition](#)
- ❑ Reflection Questions

■ The Only

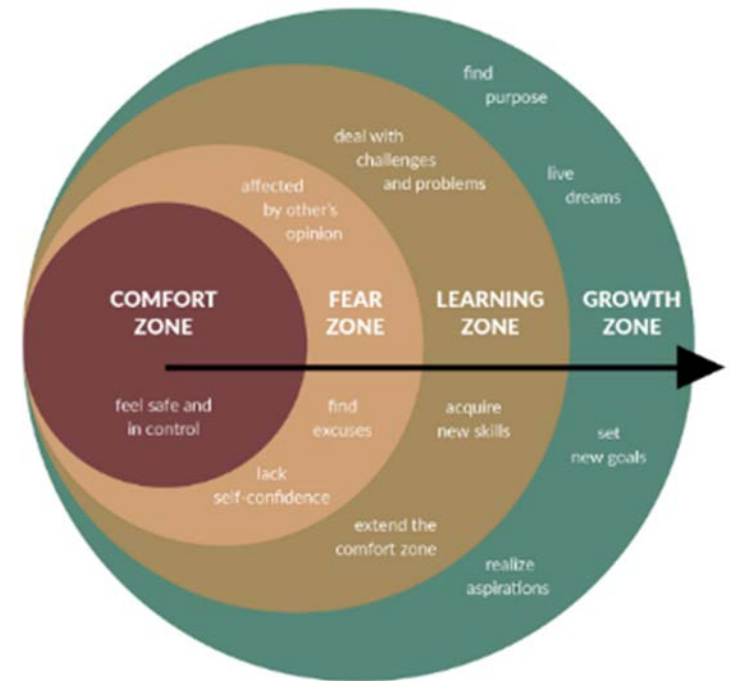
- ❑ [Video](#)
- ❑ Definition
- ❑ Discussion

■ Covering

- ❑ Definition & Types ([Deloitte](#))
- ❑ Provide examples (e.g. President FDR)
- ❑ Reflection & discussion questions

■ Psychological Safety

- ❑ [Definition](#) - Amy Edmondson (Harvard Business School)
- ❑ [Why it's important](#) - Article
- ❑ [Tips](#) to foster team psychological safety
- ❑ [Activity](#)



Source: PositivePsychology.com 'Leaving The Comfort Zone' Toolkit

Topic #4

Empathy

WHY

Empathy is the ability to recognize, understand, and share the thoughts and feelings of others. ([Psychology Today](#)).

According to [research](#), Empathy is the most important leadership skill. It can help contribute to positive team results, strengthens loyalty (reduces turnover), and boosts morale.

The topic of empathy is vital for a leadership workshop. Leaders need to understand the importance of this skill and how practicing empathy can impact their teams. Methods to further develop empathy is also crucial for leaders.

TOPICS

- ❑ Empathy Deep Dive
 - ❑ Icebreaker Activity- Empathy Cards ([here](#))
 - ❑ Empathy [Video](#) and discussion
 - ❑ Training- Importance of Leadership Empathy
 - ❑ Stats on Empathy ([here](#))
- ❑ Methods to Develop Empathy
 - ❑ Elements of Empathy Wheel (Discussion)
 - ❑ Steps to improving empathy
 - ❑ [Empathy exercises: How to be empathetic in an increasingly online world | RingCentral](#)
 - ❑ [Cultivating empathy \(apa.org\)](#)
 - ❑ [5 exercises to help you build more empathy | \(ted.com\)](#)
- ❑ Final Thoughts
 - ❑ Activity- Two sides to every story exercise ([here](#))
 - ❑ Discussion



Wrap Up

Key Takeaways

- ❑ Inclusive Leaders promote diverse thinking and ensure people are respected
- ❑ Unconscious Bias - we all have this, but by slowing down the decision making process in the brain, more equitable choices are made
- ❑ Other Barriers to Inclusion - there are many barriers we can work thru as a company/team to create a climate in which more people are comfortable being and expressing themselves
- ❑ Empathy - most important leadership skill as it helps contribute to positive team results, strengthens loyalty (reduces turnover), and boosts morale

COMMITMENTS & ACCOUNTABILITY

- ❑ Make a plan to apply what you have learned - come up with one action item now
- ❑ GDIB Assessment: Post Work Assignment
 - ❑ *Follow up session to review results - do we want this 60/90/120 days out?*
- ❑ DEI KPO Commitments (see appendix)
- ❑ Share applicable tools with your team

“

“DIVERSITY is the one true thing
we all have in
common...**CELEBRATE** it every
day.”

WINSTON CHURCHILL

APPENDIX

Additional Activities

❑ Inclusive Leadership

- ❑ [Inclusive Leadership Activities](#)
- ❑ *Include PURL Facilitator's Guide*

❑ Unconscious Bias

- ❑ [Lean In Training](#)
- ❑ [The Urgency of Intersectionality](#)
- ❑ [Implicit Bias and Microaggressions](#)
- ❑ [Hiring Unconscious Biases](#)

❑ Empathy

- ❑ *Brene Brown Empathy-* [Video](#)
- ❑ *The Importance of Empathy* [Video](#)
- ❑ *Understanding Empathy* [Video](#)
- ❑ *Empathy Cards Activity* ([here](#))
- ❑ *Two Sides to Every Story Activity* ([here](#))
- ❑ *Exercises to build Empathy Activity* ([here](#))
- ❑ *Ways to build empathy* ([here](#))

DEI KPO Examples

DEI KPO Examples



All AAM Associates on a global basis will have at least one DEI KPO in 2022. Associates can choose from the list below or develop their own DEI KPO with supervisor and HR Business Partner approval.

- Become a Member or Ally of an Associate Resource Group.
- Participate in an AAM sponsored volunteer activity for an underserved organization.
- Participate in an interview panel as a representative from an underrepresented group
- Champion an action item from an engagement survey
- Actively participate / collaborate in an event that celebrates Diversity at your location.
- Plan and execute a DEI event from the DEI calendar.
- Participate in AAM's Mentor Program as a Mentor. Minimum 6 sessions.
- Lead four Lunch with Leader meeting.
- Lead six skip level meetings inside your organization
- Participate in a recruiting event at a key college / university.
- Become team member in a professional organization / society.
- Participate in a recruiting event at a professional organization / society.
- Become an Executive Champion for a college/university.
- Become an Executive Champion for a professional organization / society.
- Complete Recruiting Bias Training and apply learnings.
- Become a team member for a college or university.
- Participate in an educational workshop with a diverse supplier.
- Attend an external conference, webinar, or learning event focused on Diversity, Equity and Inclusion and share takeaways with team.
- Participate in AAM's Mentor Program as a Mentee. Minimum 6 sessions.
- Participate in a Buddy Program to support New Hires.

AAM CONFIDENTIAL

1

Other Training Topics

- ❑ DEI Fundamentals
- ❑ Microaggressions/inequities
- ❑ Culture and Identity Awareness
- ❑ Accessibility
- ❑ Allyship
- ❑ Change Management
- ❑ Connecting DEI and Sustainability
- ❑ Measurement and Assessment

TED Talks

Inclusive Leadership

- [From the Inside Out: Diversity, Inclusion & Belonging](#)
- [What it Takes to Be a Great Leader](#)

Diversity and Inclusion

- [How to Get Serious about Diversity and Inclusion in The Workplace](#)
- [Competition Breeds Excellence](#)
- [How Diversity Makes Teams More Innovative](#)
- [Inclusion, Not Just Diversity](#)

Unconscious Bias

- [Take the Other to Lunch](#)
- [How to Overcome Bias? Walk Boldly Toward It](#)
- [What Does My Headscarf Mean to You?](#)

Allyship and Anti-Racism

- [3 Ways to Be a Better Ally in the Workplace](#)
- [Color Blind or Color Brave](#)
- [How to Deconstruct Racism, One Headline at a Time](#)
- [The Urgency of Intersectionality](#)
- [50 years of racism – why silence isn't the answer](#)
- [Understanding my Privilege](#)

Disability

- [The Fight for Disability Rights and Why We are Not There Yet](#)

Navigating Different Views

- [How Nationalism and Globalism Can Coexist](#)

TED Talks (cont.)

Empathy

- [Empathy: The Heart of Difficult Conversations | Michelle Stowe](#)
- [The Power of Empathy | Audrey Moore](#)
- [Leaders practice empathy](#)

Education

- ["Are you one of us? What behavioral science reveals on inclusion"](#)
- ["We're all hiding something. Let's find the courage to open up."](#)

Psychological Safety

- [Building a psychologically safe workplace](#)

Other Resources

Podcasts

[The Will To Change: Uncovering True Stories of Diversity & Inclusion](#)

[Choose Inclusion Podcast](#)

[Inclusion Works](#)

[Living Corporate Podcast](#)

[Living Corporate Pods](#)

[Diversity Deep Dive](#)

[The Element of Inclusion](#)

[The Forum on Workplace Inclusion Podcast](#)

[reWorked Podcast](#)

Revisionist History Podcast: Two-part series

[Part One: Lord of the Rankings](#)

[Part Two: Project Dillard](#)

Others

• [Carlsberg Commercial: What would you do?](#)

[How to Create An Inclusive Environment](#)

Books

[Equity: How to Design Organizations Where EVERYONE Can Thrive](#), by Minal Bopaiah

[Beyond Diversity, Inclusion and How to Be an Inclusive Leader](#), by Jennifer Brown

[Erasing Institutional Bias, Overcoming Bias, Subtle Acts of Exclusion](#), by Tiffany Jana

[You'll never believe what happened to Lacey](#), by Lacy Lamar and Amber Ruffin

[Uncomfortable Conversations with a Black Man](#), by Emmanuel Acho

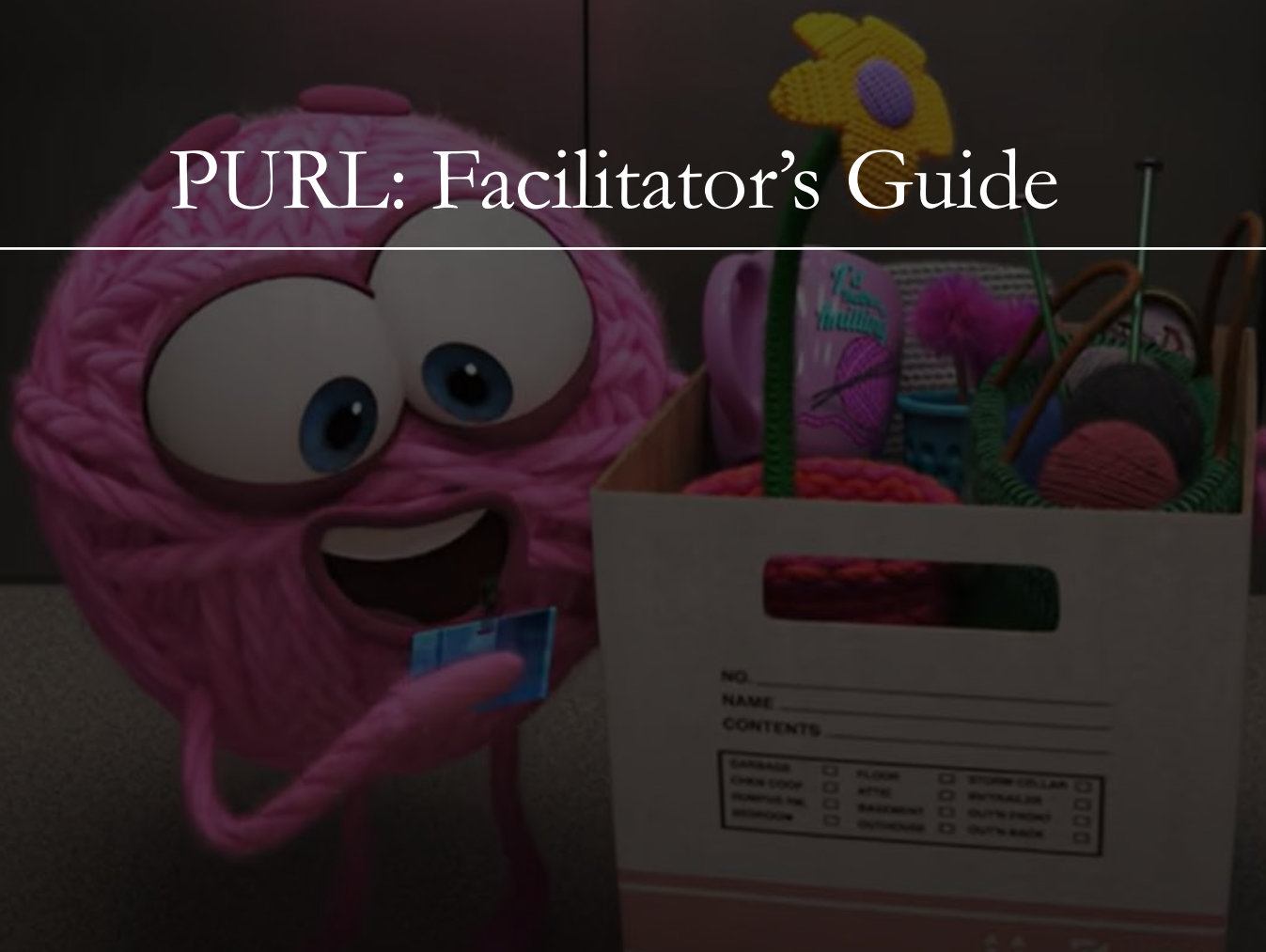
[Silence is Not an Option](#), by Stuart Lawrence

[The Fearless Organization](#) by Amy C. Edmondson

Facilitator Best Practices/Tips

- ❑ [Top Skills To Deliver DEI Training](#)
- ❑ [Tips For Facilitating](#)
- ❑ [Facilitation: Best Practices for Challenging Situations](#)
- ❑ [How To Be a Great Facilitator: Dealing with Difficult Participants](#)
- ❑ [The 7 Books For Facilitators](#)
- ❑ [How To Be a Better Facilitator](#)

PURL: Facilitator's Guide





Thoughts? Key Takeaways?

Let's talk about *Purl*

Subtle Acts of Exclusion

(could also be categorized as micro aggressions)

“Subtle things people say or do that have the effect of excluding others based on marginalized dimensions of identity”



Subtle Acts of Inclusion



“Subtle things people say or do that have the effect of including others”

Break Out Questions

(person whose Birthday is soonest, coming up, will present)

- Other Takeaways?
- What are some examples of exclusion that you may have experienced or someone may experience in the Workplace?
- When was the first time you truly felt included? (work, sports, clubs etc.)
Or have you witnessed subtle acts of inclusion from a colleague(s)?

Commitment

- Let's all commit to doing something this week to make our work place more inclusive

