

inclusion

[in 'kllooZHən] 

NOUN

1. the action or state of including or of being included within a group or structure.
"federal legislation now mandates the inclusion of students who are English language learners"
synonyms: incorporation · addition · insertion · introduction · involvement · taking in · encompassing
- a person or thing that is included within a larger group or structure.
"the exhibition features such inclusions as the study of the little girl"
2. the practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those who have physical or intellectual disabilities and members of other minority groups.
"we value and promote diversity and inclusion in every aspect of our business"
3. *geology*
a body or particle recognizably distinct from the substance in which it is embedded.

Inclusive Leadership & Psychological Safety

Diversity & Inclusion Module: Learning Segment Plan & Facilitation Guide

Abstract

The focus for the learning segment is exploring the concepts of energizing employee voice through psychological safety. Leaders who engage teams in building psychological safety will ultimately create an inclusive environment.

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Change Control	
V1 7/9/2021	
V2 7/11/2021	Slide formatting changes, new embed

Design

Inclusive Leadership	Lead teams in a manner that champions diversity and inclusion by identifying opportunities to increase “whole team” engagement, contributions, inclusivity, and diversity.
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Topic

Topic chosen for presentation is Inclusive Leadership. The focus for the learning segment is exploring the concepts of energizing employee voice through psychological safety. Leaders who engage teams in building psychological safety will ultimately create an inclusive environment. The segment goal is to engage learners in examining leadership behaviors that produce meaningful engagement with team members. In this experiential learning segment, participants will discuss inclusion, environments, and skill building techniques towards building a psychologically safe environment with peers in an instructor led virtual environment and then transfer knowledge and skills to their team environment.

Project Purpose

The purpose is to demonstrate instructional design skill set and show technical proficiency in design, implementation and evaluation of a learning segment and learner. The learning segment will contain one focus topic for brevity of the presentation and aligning to prescribed agenda.

Segment Purpose

The learning content introduces participants to building an inclusive environment through the lens of psychological safety. The concepts are linked as individuals who do not feel psychologically safe in their environment will most likely not feel heard, valued, or able to build functional links with a team. This in turn impairs team development and output. The business unit upstream is in turn affected by a team that is not performing at peak. An inclusive, psychologically safe environment promotes engagement, acceptance, and collaborative problem solving and successes.

Target Audience

Mid Level Managers that lead teams. (Would need more information here after completed needs and audience analysis)

Evaluation

Participants:

Participants will be asked to complete a pre course self-assessment for awareness of strengths and challenges in an inclusive environment. Post learning event, learners will be asked to conduct a team engagement session with information and guide from the learning segment.

They will be asked to self-evaluate through rubric scoring post engagement. A team survey will be available to also anonymously evaluate leader engagement. Participant is asked to complete a session with manager to discuss team engagement, out brief on what worked, what did not, and plan for next session.

Content:

After ongoing In-Progress Review, conduct a Beta launch for review and feedback prior to launch of lesson. Facilitator and Subject Matter Expert review. Three course pilot process with review and revision. Participant survey on content and facilitation.

Performance Outcomes and Learning Objectives

Performance Outcome(s)	Cascading Learning Objectives		
Build a foundation of inclusion and diversity through the foundation of psychological safety in the business environment.	Engage in discussion with peers regarding leadership behaviors that build inclusive environments.		
	Examine resources, concepts and techniques to begin employee engagement either team or 1:1 in the business environment.		
	Engage in trust building exercises in a learning environment.		
	Share best practices in inclusion and diverse environments with peers.		
Call to Action	Transfer tools and techniques for building an psychologically safe environment to the workplace.	Engage team members in authentic conversations to build trust.	Conduct pulse check of team members for feelings on inclusion and environment.

Outline

1. Experiential Activity
2. New Information & Discussion
3. Activity (Engagement)
4. Discussion (Reflection)
5. Key Points
6. Call to Action
7. Sustain / Reach back

Icon Key



Reflection



Think (Ideate)

Icons are to point out times for facilitator to focus on idea generation, reflection, and discussion.

Evaluation Plan Ideas

Course	Participants (Learner)	Facilitator
Course Surveys	Rubric – Self Assessment	Survey to gather participant event thoughts and feedback of facilitators
Spot Checks (Observations)	Mgr Discussions with reports	Gather facilitator feedback on learning event
Feedback Comments	Discussion with leader for mentorship, feedback	
Follow Through - # of asynchronous check ins, aggregate performance metrics, reviews	Performance metrics (rubrics) or Performance Evaluation/Plans	
IPR, Pilot	Asynchronous check in on LMS wiki boards	

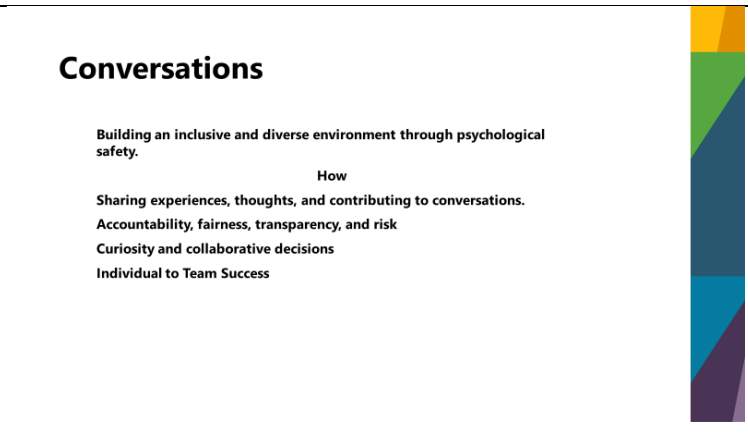
Facilitation Guide

Introduction:

Welcome participants. Introduce yourself, have participants introduce themselves.

<p>Show Slide 1:</p> <p>Have this slide open and ready for class to start if in a classroom. If virtual have this one cued up but have a welcome slide with music playing as people join the zoom meeting prior to meeting start.</p>	 <p>The slide features a large, colorful abstract graphic on the left side, composed of overlapping geometric shapes in shades of red, orange, yellow, green, blue, and purple. To the right of the graphic, the text "Hear Our Voices" is written in a bold, red, sans-serif font. In the bottom right corner, there is a small black icon of a video camera with a red recording indicator.</p>
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Show video after quick introduction to quickly introduce concepts. Ask then their initial thoughts, did anything in particular catch their attention? Can they relate to any of these? Then transition to Slide 2.

<p>Show Slide 2:</p> <p>Begin with this slide to introduce concepts and discussion for the segment. (Tell them what you are going to tell them)</p> <p>Setting engagement expectations and learning expectations</p>	 <p>The slide has a white background with a vertical, colorful abstract graphic on the right side, consisting of overlapping geometric shapes in shades of yellow, green, blue, and purple. The text is centered on the slide:</p> <p>Conversations</p> <p>Building an inclusive and diverse environment through psychological safety.</p> <p>How</p> <p>Sharing experiences, thoughts, and contributing to conversations.</p> <p>Accountability, fairness, transparency, and risk</p> <p>Curiosity and collaborative decisions</p> <p>Individual to Team Success</p>
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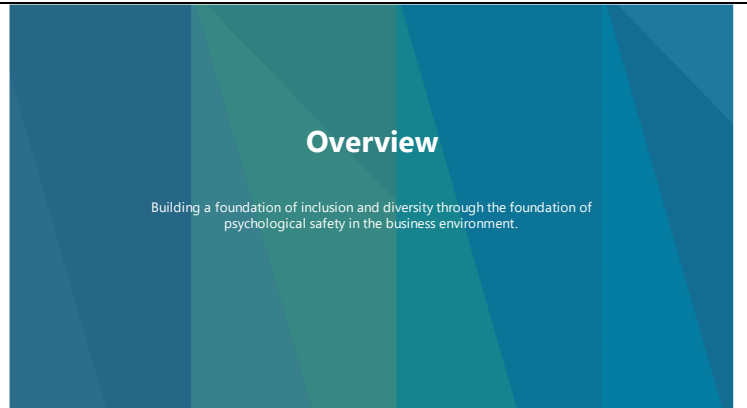
Building an inclusive and diverse environment through psychological safety.

How

- By: Sharing experiences, thoughts, and contributing to conversations.
- By ensuring: (personal) Accountability, fairness, transparency, and risk – leaders model and facilitate those behaviors
- Encourage: Curiosity and collaborative decisions
- Reframe from: Individual to Team Success

Show Slide 3:

The primary performance outcome for participants is to take their skills back to their own environment to set about building a foundation of psychological safety for their teams.



Show Slide 4:

Ask the participants: When you hear the phrase psychological safety, what comes to your mind?

Ask them to contribute words or short phrases to the whiteboard. If virtual through Zoom, use Zoom whiteboard so all can add. If classroom, facilitator write suggestions from learners on board.

If elearning – have learners type in thoughts and submit. Add posting to wiki.

What do you think?

Show Slide 5:

Let's look at definitions of psychological safety.

An environment where workers do not fear speaking up, admitting mistakes, or asking for help.

Psychological safety is a collective construct that emerges from interactions over time and built through organizational accountability and collaborative actions.

Psychological Safety

An environment where workers do not fear speaking up, admitting mistakes, or asking for help.

Psychological safety is a collective construct that emerges from interactions over time and built through organizational accountability and collaborative actions.



It may not make sense unless you tie it together. Building one – a psychologically safe environment facilitates the building of inclusion. When people feel valued and their voice is heard – they are able to fully bring their authentic selves to the work environment.

Show Slide 6:

There is a relationship between PS and DE & I.

Relationship between psychological safety and DE&I

Psychological safety is a key component of diversity, equity, and inclusion efforts.

Diverse opinions, experiences, and knowledge can be better leveraged if team members feel comfortable speaking up and are accustomed to considering alternate viewpoints.

Highly inclusive teams are empowered to share their unique perspectives with each other and are better positioned to reap the benefits of having a diverse team.



Bosler, 2021



Be sure to include:

Psychological safety is a key component of diversity, equity, and inclusion efforts.

Diverse opinions, experiences, and knowledge can be better leveraged if team members feel comfortable speaking up and are accustomed to considering alternate viewpoints.

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Show Slide 7:

We have to start somewhere.
Let's start with ourselves.

Have each participant think over for a few minutes a moment in their life, that they feel defined who they are or how they are today.

**Defining Moments
Self Reflection & Building
Trust Activity**

Who are we, what makes us?

A moment in your life, that has stuck with you, defined who you are – helped make you who you are.



Instructor Note:

The point of this exercise is to dive deeper into understanding others through shared experiences. It is a way to share what makes individuals who they are and builds teams as they share experiences and find commonalities. They begin to identify with each other. Feeling safe in sharing begins those bonds that will continue to build.

Have each participant share their defining moment with the group. Ask for thoughts after all have shared and how they can identify with another person in the group. Is there something they admire? Do they appreciate how someone handled a situation or grew from it?

Tie this exercise together through: by sharing experiences people work on trust and building an environment where they feel safe to express thoughts, ideas, and concerns. People get to know each other on a level where they begin to value experiences and differences.

Show Slide 8:

Reframing

Mindset – Build Trust

Reframe the mindset from problem to puzzle.

Owning challenges and solving as a team, joint responsibility for success

Small Steps, Focus on an aspect

Scenario as conversation starter “What would you do?”

Sample Starting Points

- Your best experience with a person of a different race/ethnicity
- What makes you different?
- A time you shared an unpopular idea
- How do you respond to jokes that are demeaning or derogatory?

The key to inclusive leadership is to treat employees equally in diverse contexts.....



Reframe the mindset from problem to puzzle – challenges to solve together.

The team: Owning challenges and solving as a team, joint responsibility for success – We collaborate and share ideas, - no idea too big or too small. Share concerns, troubleshoot – earlier the better. Be courageous. Create an environment where team members will share or speak up to prevent mistakes or suggest innovative solutions.

Start with: Small Steps, Focus on an aspect or one topic to discuss as a team, or even at 1:1 engagements.

Use: Scenario as conversation starter “What would you do?” Take suggested questions to begin discussions – to get to the need behind the need and build trust.

Begin to think over how you can reframe or build on the inclusive psychologically safe and inclusive mindset.

Show Slide 9:

Begin brainstorming as a team on potential topics of questions to open an engagement.

Share what is on the board, discuss contributions from the participants.

Brainstorming

How can you begin to have conversations with your team?

Do you have the opportunity to grow within your organization?

Do you have the opportunity to improve your skills?

Does the team or peers welcome opinions that differ from their own?

What could I do better? What could the company do better?

How would you rate the way your organization makes use of your strengths?



[Brainstorming Question Ideas](#)

Do you have the opportunity to grow within your organization?

How would you rate the way your organization makes use of your strengths?

Do you have the opportunity to improve your skills?

Do your peers welcome opinions that differ from their own?

What could I do better? What could the company do better?



Do you feel accepted, comfortable and safe within your organization?

Are diverse identities, ideas and ways of thinking and working valued in your organization?

Does your organization's workforce reflect the diversity of the community?

Does your organization have a clear definition of what is considered a respectful workplace?

Overall does your workplace feel respectful?


<p>Show Slide 10:</p> <p>Small Group Breakout Activity</p> <p>Using zoom, breakout rooms with two to three participants each. Brainstorm one question the group thinks is a great starting point for group engagement.</p>	<p style="text-align: center;">Activity</p> <p style="text-align: center;">How can you begin to have conversations with your team? What questions can you begin to ask to your team? Decide on one question to start a conversation. Share with the group.</p>  
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How can you begin to have conversations with your team? What questions can you begin to ask to your team?

Directions: Decide on one question to start a conversation. Be ready to share with the group.

Give 5-7 minutes for brainstorming. Bring groups back to the main room. Have them share their one question.

Ask: Was it difficult to get to one they thought was better than another? What was their mindset? What did they want to find with their question?

<p>Show Slide 11:</p> <p>Share Your Best Practices before Concluding.</p>	<p style="text-align: center;">Your Practices</p> <p style="text-align: center;">Share what has worked for you, what you would like to do when you go back to your environment.</p> 
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Conclusion:

Final Thoughts, Call to Action, Resources (separate document)

Ask for any final thoughts, questions, or comments. Ensure they have received the Resource document or if they need it resent. If follow up tools are available – remind participants to check in or complete survey’s, feedback or wiki.

Appendix I

Performance Checklist	
Selecting a performance outcome (PO) for the on-the-job expectation	Learning Plan & Slide 11
Writing learning objectives (LO) that support the achievement of that performance	Learning Plan
Designing an interactive learning segment (10-15 minutes) to achieve 1-2 of the identified LOs	Learning Plan Topic: Inclusion & Psychological Safety
Developing the materials to facilitate the learning segment virtually in Zoom	Slide Deck, Resource Handout, Whiteboard (Zoom)
Outlining how you would measure learning effectiveness and performance impact	Evaluation Plan: Content & Learner
Facilitating the learning for 4-6 participants, focusing on interactivity vs. presentation	Live Event
Debriefing your design approach including the reasoning behind it.	Live Event (slide deck)