



**Skills Development Session** 







### Collaboration Across Networks and Leading by Influence

A TRAINING OF THE

DIVERSITY & INCLUSION COMMITTEE JCI 💓

# **Our Committee Vision**

We inspire a world where everybody has a **sense of belonging** and feels empowered, because their **uniqueness** is **respected and valued**.





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## Meeting Rules! Please ...

... stay muted and use the chat for questions & comments!

- ... unmute yourself in the break-out sessions to be an active part of the discussion!
- ... when discussing, everybody should have the possibility to contribute. Wait for the others before you speak again.
- ... be respectful and polite. Try not to judge your fellow attendees comments and questions. Be curious and open!
- ... put your phone into flight mode and turn off the Wi-Fi. Be present!
- ... mind the Vegas Confidentiality Rules! What happens in the Zoom Room, stays in the Zoom Room.



## Agenda

- 1. Exercise: What do you know already?
- 2. Input: How to build a safe common ground
- 3. Breakout Session: How to create a safe space?
- 4. Input: How to gain influence
- 5. Breakout Session: How to be a good ally?
- 6. Input: How to maintain an inclusive leadership style
- 7. Wrap-up: What we have learned together





### Quick inventory: What you know

Please go to **menti.com** on your phone or second screen.

Put in the code that will appear on top of the screen.





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HOW TO BUILD A SAFE COMMON GROUND

## COLLABORATING



## **7 Core Dimensions of Diversity**



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Source: https://www.charta-der-vielfalt.de/en/underst anding-diversity/diversity-dimensions/

### **Examples of Unconscious Biases**



Confirmation

Bias

Attribution Bias



Beauty Bias



Affinity Bias



Conformity Bias



Halo Effect



Horns Effect





## What is inclusion?



Source: https://volemvalencia.es/en/exclusion-segregation-integration-inclusion/



## **Definitions: What are we talking about?**

**Diversity** is recognising, respecting and celebrating each other's differences. A diverse environment is one with a wide range of backgrounds and mindsets, which allows for an empowered culture of creativity and innovation.

**Equality** – At its core, equality means fairness: we must ensure that individuals, or groups of individuals, are not treated less favourably because of their protected characteristics. It also means equality of opportunity: we must also ensure that those who may be disadvantaged can get the tools they need to access the same, fair opportunities as their peers.

**Equity** – is about creating fair access, opportunity, and advancement for all those different people.

**Inclusion** Inclusion means creating an environment where everyone feels welcome and valued. An inclusive environment can only be created once we are more aware of our unconscious biases, and have learned how to manage them.



### 10 min break out session

You will receive a case study with a discriminatory situation at work. Find different approaches to handle the situation.

How can you create an inclusive work environment? What would you do?



### **Break out session**

### **Case Study:**

Amina is starting in a new company. She is not confident to speak, because she is not a native speaker. Some of her colleagues are 10 years younger than her including you, her manager.

You as Amina's manager, **how can you create a safe space** for Amina to be included?



## **Collaboration across Networks**

- Mind the dimensions & layers of diversity
- Reflect on your unconscious biases
- Overcome integration and create inclusion
- Overcome equality and create equity

### PUT YOURSELF IN YOUR PARTNER'S SHOES





# **Concept of Allyship**

Get educated

- Know the history
- Get involved with local communities
- Learn about different cultures

Speak up

- Stand up for others
- Show your support
- Lift up marginalized voices

### Get active

- Create dialogues
- Use your talents
- Adopt the inclusion

Be kind

- Listen and be supportive
- Watch your language
- Don't make assumptions
- Accept the feedback



# Leading by Example

- 1. Comfortable Communicating about Diversity and Inclusion
- 2. Visible commitment
- 3. Support members
- 4. Cognizance of bias
- 5. Encourage People to Speak Up
- 6. Curiosity and mindfulness
- 7. Cultural intelligence
- 8. Awareness of bias
- 9. Seek Missing Perspectives
- 10. Humility

most important : LEAD BY EXAMPLE, make mistakes and own them, learn and overcome



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### 10 min break out session

You will receive a case study with a discriminatory situation at work. Find different approaches to handle the situation.

# How could you be the best ally in this situation and lead by example?



### **Break out session: Case Study 1**

Sara is deaf. She is working in a IT consultancy. She just started with her project for a financial organisation in a very noisy environment.

How could you be the best ally in this situation and lead by example?

Find different approaches.



### **Break out session: Case Study 2**

It's Diwali and Neetu wants to take a day off for that. However, the last quarter of the year is the busiest. Neetu is the only one senior specialist within the department.

How could you be the best ally in this situation and lead by example?

Find different approaches.



### **Break out session: Case Study 3**

Tung grew up in the working class family and gets a job in the bank. He works in a team with people who come from privileged families and who are alumni of the fraternities of top universities.

# How could you be the best ally in this situation and lead by example?

Find different approaches.



# Leading by Influence

- Become and ally and get involved
- Lead by example and learn from mistakes
- Listen to team member's needs and react
- Build a loyal team through authenticity

### **CONVINCE THE TEAM BY INTEGRITY**



### HOW TO MAINTAIN AN INCLUSIVE LEADERSHIP STYLE

### HOUSEKEEPING



# **Constant Training & Self-Reflection**

Inclusive Leaders constantly:

- check new developments in research & science
- participate in trainings & events on D&I
- updates their language according to research
- educate themselves about minorities & different lifestyles
- reflects on their own behaviour and unconscious biases
- take responsibility for their mistakes and learn from them
- are kind to themselves when it comes to making mistakes





Source: <u>https://www.charta-der-vielfalt.de/en/diversity-charter-association/about-the-diversity-charter/terms/</u>



### Terms of the German Diversity Charter

# **German Diversity Charter**



To implement this Charter, we will

- cultivate an organisational culture characterised by mutual respect and appreciation. We create the foundations for managers and employees to acknowledge, share and live these values. They are in fact accorded particular responsibility to do so.
- review our human resource processes, and ensure they live up to the diverse competencies and talents of all employees, as well as satisfy our performance expectations.
- recognise diversity within and outside our organisation, appreciating the intrinsic potential residing in this diversity, and utilising it advantageously for our business or organisation.
- make the content of the Charter the topic of internal and external dialogue.
- provide information about our activities and progress in promoting diversity and appreciation on an annual basis.
- keep our staff informed about the value of diversity and involve them in implementing the Charter.



## What can you measure?

- Diversity of employees vs. application pool (diversity)
- Diversity across organization levels (diversity)
- Job satisfaction (inclusion)
- Job retention (inclusion)

Some data might be easy to access e.g. gender split, some might not (e.g. sexual orientation). You can collect personal data from voluntary surveys to get a tendency.





**WRAP-UP** 

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## What we have learned together

- There are 7 core dimensions of diversity and more layers
- We are all victim of various forms of unconscious biases
- Inclusion does not force individuals to assimilate or adapt
- Fair access is created through equity not equality
- We all have to be allies regarding the different dimensions
- Leading by example is the most powerful way to convince
- Constant training and self-reflection is needed for maintenance
- Implementing structures and a D&I strategy will make your efforts visible



## What have you learned today?

Do you have any **questions**?

Do you have any **feedback**?





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