

STRATEGY FOR A DIVERSE, AND INCLUSIVE CULTURE

What's our Why?

Your strategic approach to *creating* and *developing* a diverse and inclusive workforce would be for board members, advisory council and/or ERG leaders to initially define what diversity means for their culture, and how that ties into their overall mission and values at your organization. How would they expect inclusion to be evident in their department and respective teams? How would they measure their success? What would have to happen in a specified timeframe across several defined phases across the D&I program for the organization to know that inclusive practices are manifesting positively?

Where are we now?

Next, a baseline assessment of how diverse and inclusive the organization is today should be determined. Identifying the demographic makeup can be a straight-forward quantitative exercise where key employee diverse factors are first determined. Highlighted metrics would be presented behind race, religion, gender, age, physical disability, and sexual orientation for example.

Inclusivity on the other hand is not that clear cut and will require both qualitative as well as quantitative information. We recommend leaders approach this clarity exercise through a formulated pre-assessment intake form. This *confidential* assessment should ask employees questions on their environment, the workplace culture, how often they feel compelled to “code switch” for example? Are they being encouraged to pitch their ideas? Are they feeling accepted when they agree to disagree with their supervisors? Do they receive the same respect as others? Overall as service providers do they feel valued by their internal clients, management and peers? Having a pulse on the inclusiveness of the firm's culture is imperative through such an employee assessment which will not only give a solid snapshot of where the organization is as a whole, but also prove to be a key driver to measuring the program's success as it moves forward. As the D&I program is formally stood up, we emphasize a top-down approach from a select membership group should be avoided, as it can potentially risk leaders across the organization to being tone deaf to valid employee concerns around an inclusive culture.

Where are the gaps? And where do we need to be?

Post-assessment, employee responses would be placed side by side to the quantitative data, where workplace patterns and issues should become evident and help prioritize the D&I agenda in terms of which areas to address and respond to first. This gap analysis and crucial feedback should drive the training topics delivered over all that would ultimately be discussed and finalized with council members and ERG leads. Training and delivery would typically be structured in such a way to be a building block of modules rolled out in sequence, effectively creating a custom leadership curriculum based on where the current needs are, keeping in mind there can be different growth tracks at various levels and roles in the organization. For example, the data may highlight that overall those in managerial roles require more soft skill training where an emphasis on communication would weigh heavier than those in analyst or administration roles where more collaboration skills are required.

Here's how we get there

Once the discovery and curriculum development phase are completed, the result should be an established and documented mission and values statement in the form of internal employee discussions and events to build awareness and momentum not only introducing the D&I program initiative but educating everyone on the overall direction which the organization is headed to grow a solid diverse and inclusive culture.

The program's next phase would be to develop and schedule a rollout plan and roadmap of training and awareness programs decided upon in the form of workshops, seminars and consistent webinar Q&A sessions to recap material while minimizing costs coupled with a combination of coaching and consulting (one-on-one and/or group based on where the gaps are) with employees and their respective supervisors and management. Given our experience creating online custom courses and pre-recorded webinars, we also recommend repurposing any training content in the form of self-paced videos and multimedia formats which could also serve as part of the organization's new hire orientation process where checklists, cheat sheets and a workbook can be provided from day one.

The focus throughout training and coaching irrespective of delivery (live, video, private consultation, online course, webinar) would be on the employee's unique and individual strengths, and ideally all programs decided upon should address improving communication, collaboration, performance, and productivity. In addition, the program should include a plan where leaders are asked to look for at a minimum: project assignments, hiring and promotions of their units and overlay this quantitative data with the qualitative feedback from the inclusiveness pre-assessments to see where they are today in terms of promoting an inclusive culture and where they need to be. To summarize and recap from the gap analysis awareness phase, they should consistently keep the following two questions present:

Where are we now? and Where do we need to be?

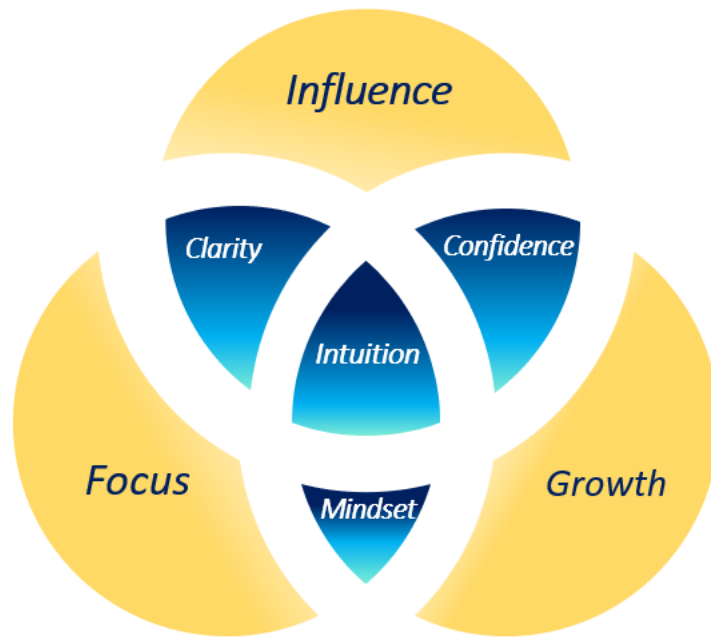
In Our Shoes has experience implementing this type of targeted custom plan once the gap analysis phase is finalized. We also have a wide array of programs that speak to these topics which are often customized to focus on specific target areas where more inclusiveness should be promoted.

DIVERSITY AND INCLUSION EXPERIENCE

In Our Shoes began as a leadership training practice focused on women and minority inclusion programs initially brought in by corporate employee resource groups. Today our mission is to support our clients with their professional development and Diversity & Inclusion initiatives to achieve their goals for retaining, empowering and advancing its leaders throughout the organization.

In Our Shoes, is rooted in our belief that as any leader (business, parent, teacher, physician), our purpose is to be of service to others first and that to be successful in our given role we must put ourselves in the shoes of those we serve. We cannot lead, and see the bigger picture with a clear mission when we have myopic vision solely based on immediate needs.





We are on a mission to empower and educate professionals to communicate their value as experts and leaders of influence in their field.

In Our Shoes is a global leadership and diversity training & coaching practice motivating and empowering professionals to achieve their business goals as leaders of influence. We deliver a step-by-step learning Gutsy Leadership™ curriculum which combines proven Business Tools, Self-Leadership Success Principles, Communication Strategies, and Time Management focus methods wrapped around with Accountability where learners stay the course, and rave: 'This Gutsy Leadership thing works!'

WHAT SETS OUR TRAINING APART FROM TRADITIONAL LEADERSHIP DEVELOPMENT?

Gutsy Leadership is a paradigm shift away from the traditional leadership model, where professionals take an inside-out self-leadership, purpose-driven approach to their careers with a focus on clarity in all of their communication. Authentically driving change, they recognize their strengths and roles as service providers in a value-driven organization and support the inclusion and engagement of stakeholders at *all levels*.

The **two major training components found in our curriculum** are: (1) **professional development learning** focused on business leadership and (2) **personal growth success principles** focused on self-leadership. It's this self-awareness component that's not often emphasized in professional development today and yet where we find the greatest shifts made in leadership levels and impact. The how-to business advice on what you should DO typically overshadows who to BE, that mindful element of listening and tapping into your instinct, experience and expertise which develop leaders of influence.

Found in all programs is a core leadership curriculum focused on proven how-to business tools and **soft skills development** coupled with **mindset shifts**, driving assertiveness and confidence levels to support professionals for continued success. In addition, engagement continues post-training with follow up with all participants through accountability checks, Q&A on e-mail and a customized newsletter to continue the

conversation and recap core content to keep participants motivated and consistently implementing the learning strategies and tools learned.

Individual or group coaching is also typically combined following any formal training or keynote program offering.





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TEDx Speaker, and Author of the upcoming book "Own your Authority" (McGraw Hill Business Education, April 2021)

MARISA SANTORO

Corporate Leadership Training & Development · Employee Engagement · Diversity & Inclusion Initiatives · Leadership Academy Launches · Sales Leadership · Staff and Management Development · Executive Coaching · High-Potential Employee Coaching · Seminars · Workshops · Team Building · Leadership Retreats · Lunch n' Learns · "Just in Time" Microlearning · Online Courses and Teleseminars · Coaching & Mentoring · Workbooks · Custom Certified Training Curriculumms · Speed Networking Events · Masterminds/Roundtables · Train the Trainer Programs · Individual & Group Coaching · Organizational Development · HR Development · Data Analytics Training



"I passionately believe that when we consistently rely on and act from instinct, we are more confident in our decisions as leaders despite external circumstances and able to sell our ideas authentically with positive expectation of results. Leading from our gut, we will own our authority every time and self-qualify ourselves as experts in our field moving past any limiting beliefs. Gutsy Leadership

is a mindset shift in how we become leaders of influence, taking an inside-out approach to how we see ourselves and successfully reaching our goals."



Contact US

Schedule a call to discuss your organization's Leadership and Professional Development Goals.

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