



Offered to you by
INCLUSIVITY WORKS
 A capacity building program for people with disabilities

Participant Workbook & Resource Guide

IDEA AT COLLÈGE BORÉAL

At Collège Boréal, inclusion, diversity, equity, and accessibility are fundamental values. IDEA is at the heart of our strategic plan, our culture, our values, and our *raison d'être*. We recognize that diversity is our strength, and we respect and celebrate it.

PROJECT OBJECTIVE

The Inclusivity Works project, funded by Employment and Social Development Canada, aims to equip employers with the knowledge, skills and resources needed to recruit, welcome and support employees with disabilities. Through awareness activities and additional supports based on their unique needs, our goal is to give employers the tools to create a diverse and inclusive workplace, strengthening opportunities, accessibility, and equity for individuals with disabilities.



This project is funded by
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TRAINING PLAN

- Welcome & Introductions
- Agenda, Learning Objectives & Meeting Etiquette
- Definitions
- Goal of Inclusive Leadership
- 6 c's of Inclusive Leadership
- 5 Levels of Leadership
- Wheel of Privilege & Power
- Diverse Integration
- Characteristics of Inclusive Leadership
- 4 Inclusive Leader Behaviors
- IDEA Maturity Levels
- Psychological Safety at Work

LEARNING OUTCOMES

 Best Inclusive Leadership Practices

 The 6 C's of Inclusive Leadership

 Competencies for Inclusive Leaders

 Fostering an Inclusive Workplace



HOUSEKEEPING ITEMS

- This is a **SAFE** space
- Participation agreement
- Virtual meeting etiquette
- Zoom screen name



Notes

DISABILITIES IN THE WORKPLACE

***" We don't actually have a disability until
we are placed in a context that disables us."***

- Lesa Bradshaw, Disability vs. Workplace Ted Talk



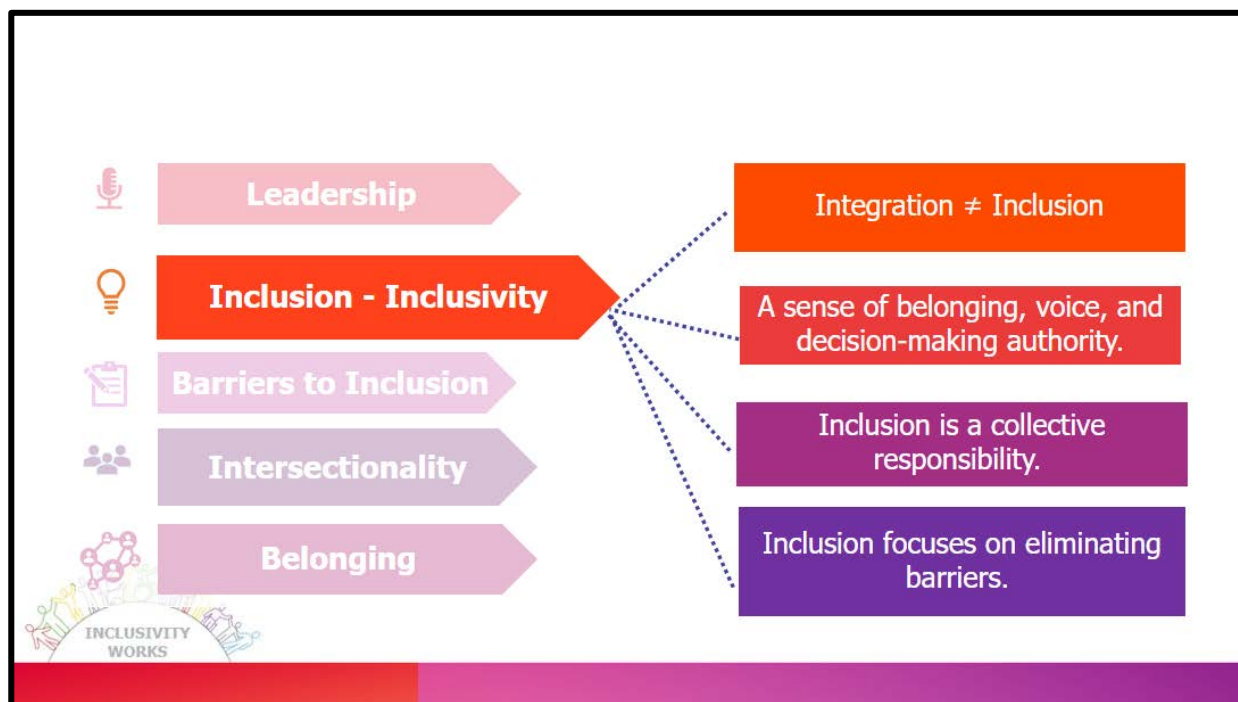
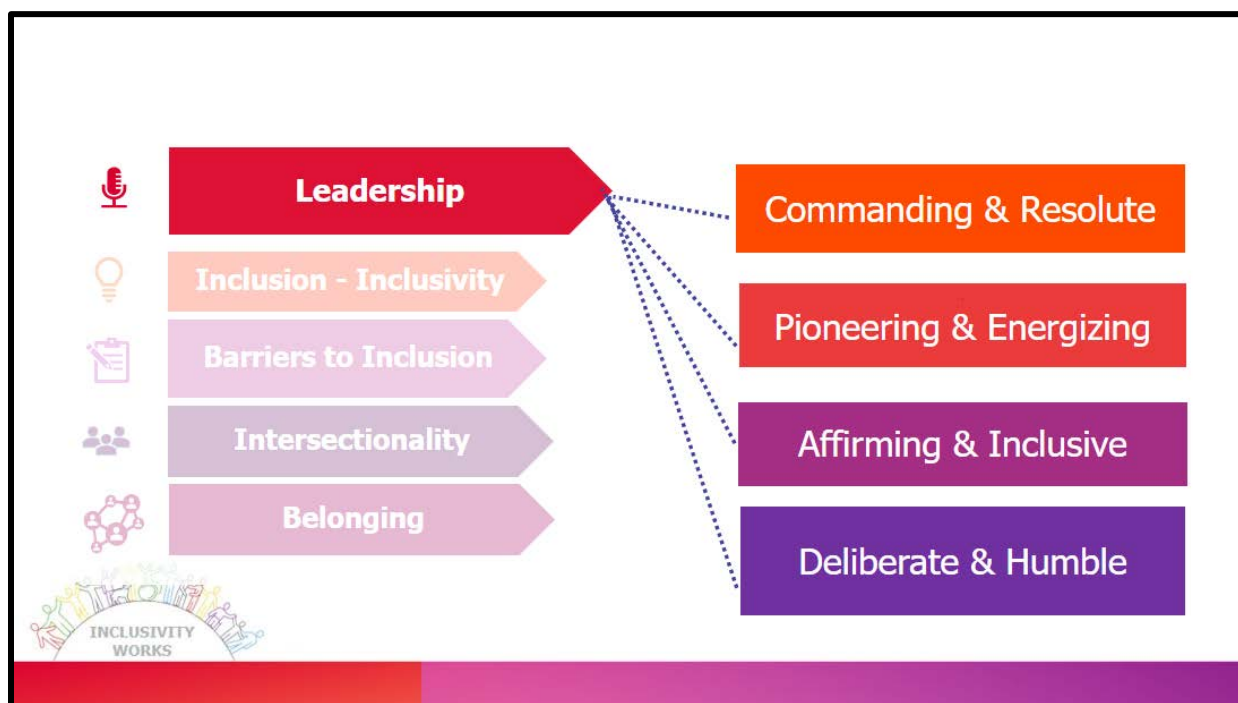
*Photo taken from the 2021 *Xbox Celebrates the Disability Community* news release

Notes

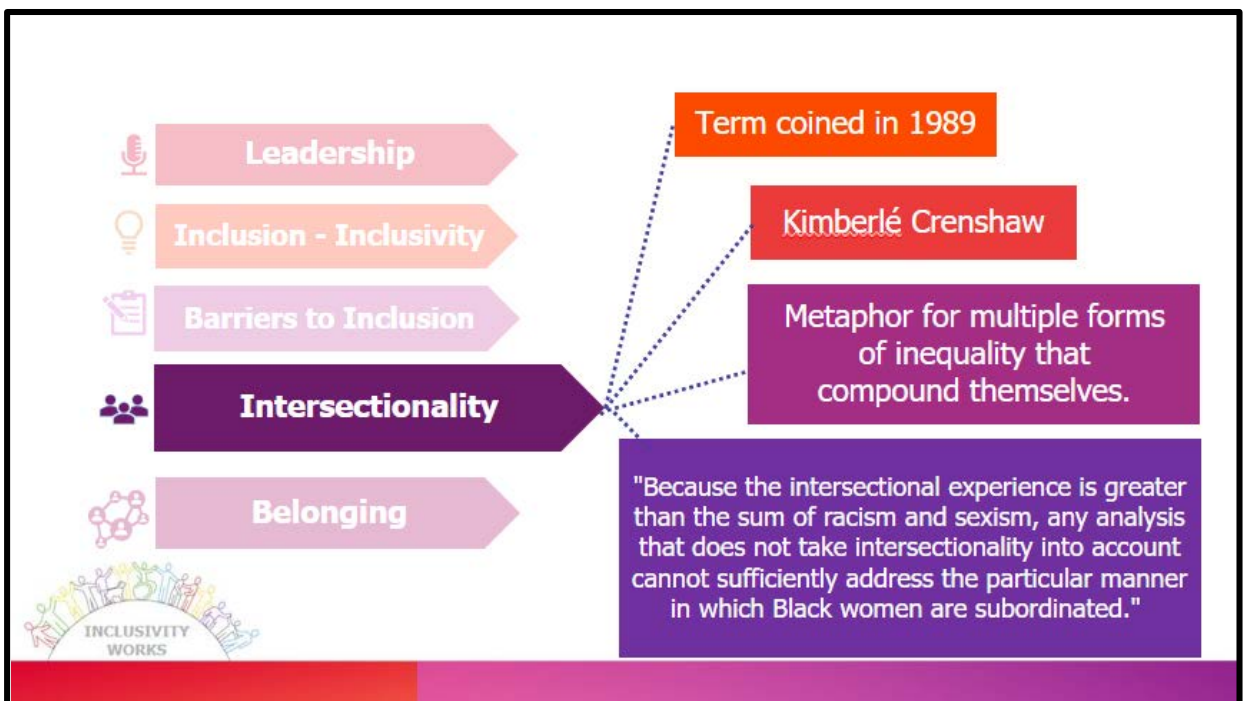
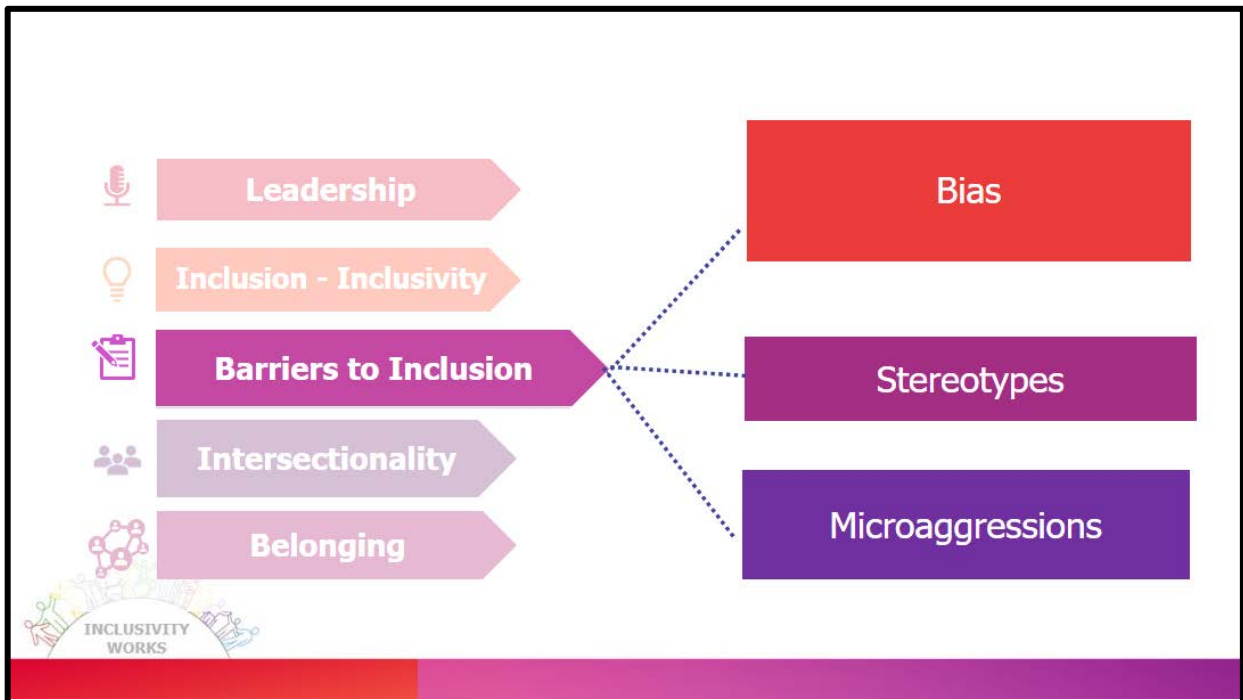
WHAT'S A LEADER?



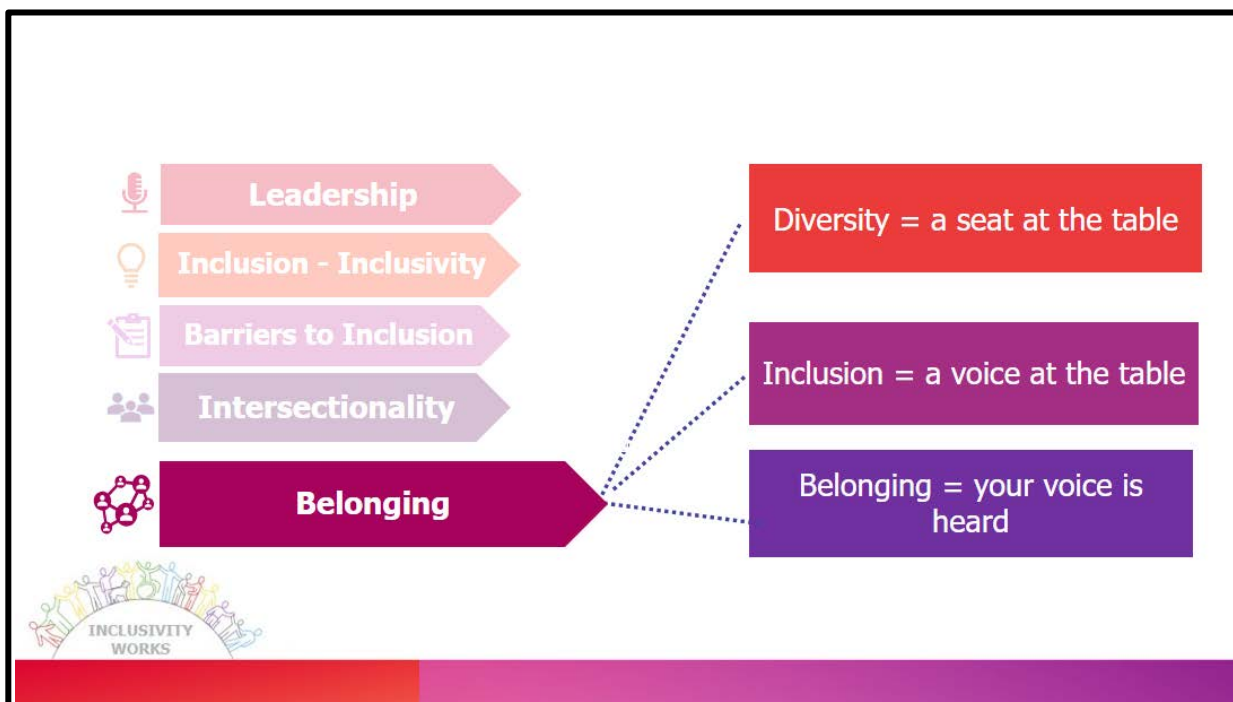
**What does being a
leader mean to you?**



Notes



Notes



Diversity ≠ Inclusion

"Diversity is what exists, and Inclusion is what must be done to embrace the existence of diversity."
 - *LinkedIn article by Ketiwe Shaluboby*

The illustration shows several hands of different skin tones and wearing various patterned sleeves (blue plaid, red, green stripes, blue polka dots, yellow and black stripes) stacked on top of each other in a supportive gesture. The background is a light green circle.

At the bottom left is the 'INCLUSIVITY WORKS' logo, featuring a semi-circle of diverse human figures.

Notes

What is your organisation's IDEA Maturity Level?

Undeveloped	No formal programs/policies in place and status quo is maintained. Lack of leadership interest/commitment to address IDEA challenges.
Basic	No formal programs/policies in place. IDEA mainly addressed for compliance purposes. Ownership falls with HR.
Emergent	No overarching IDEA strategy. Ad hoc IDEA initiatives occur independently or at departmental level (e.g: bias training, team participation in events like Pride). IDEA focused on representation in terms of targets. Leaders recognize benefits of IDEA and take some responsibility to encourage IDEA efforts.
Integrated	Overarching IDEA strategy in place. IDEA integrated/aligned with employee lifecycle and other organizational processes, systems, programs, and policies. Leaders are committed to addressing systemic barriers within the organization. Leaders are accountable for and committed to modeling inclusive behaviors. Executive team supports and champions IDEA. IDEA is measured and tracked.
Strategic	Overarching IDEA strategy is in place. IDEA is a strategic objective and ingrained in organizational culture (structures, systems, processes, programs, policies, and behaviors). A critical component that drives organizational strategy. IDEA efforts in the organization are intentional and leveraged to generate business value internally and externally. Leaders and employees have a shared commitment to IDEA and creating a culture of inclusion.

Notes

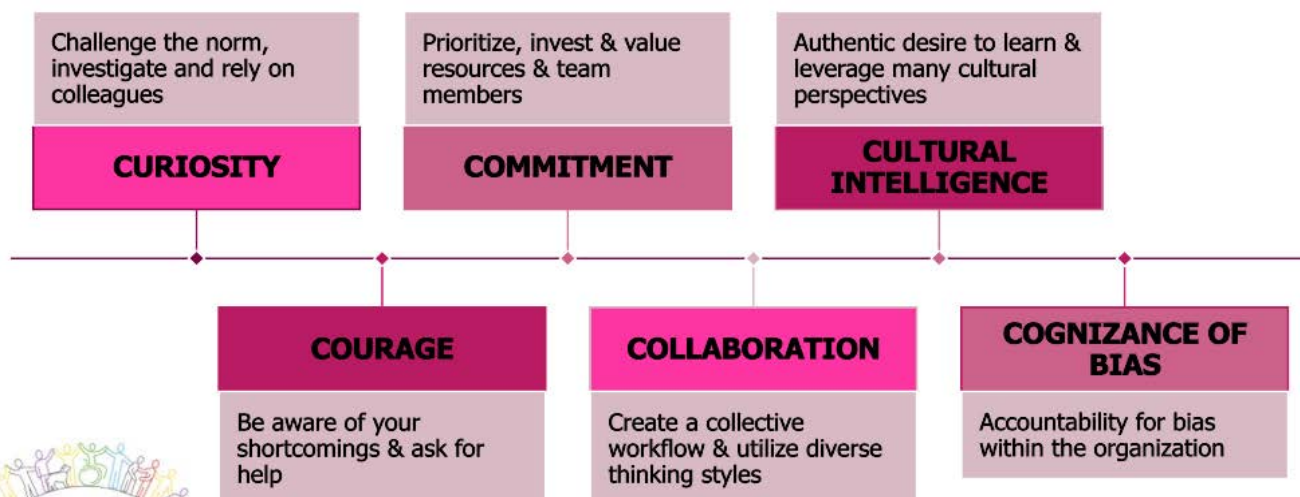
THE GOAL: INCLUSIVE LEADERSHIP

Being an Inclusive leader is about empowering others (through services) and ensuring accountability of others but especially oneself.



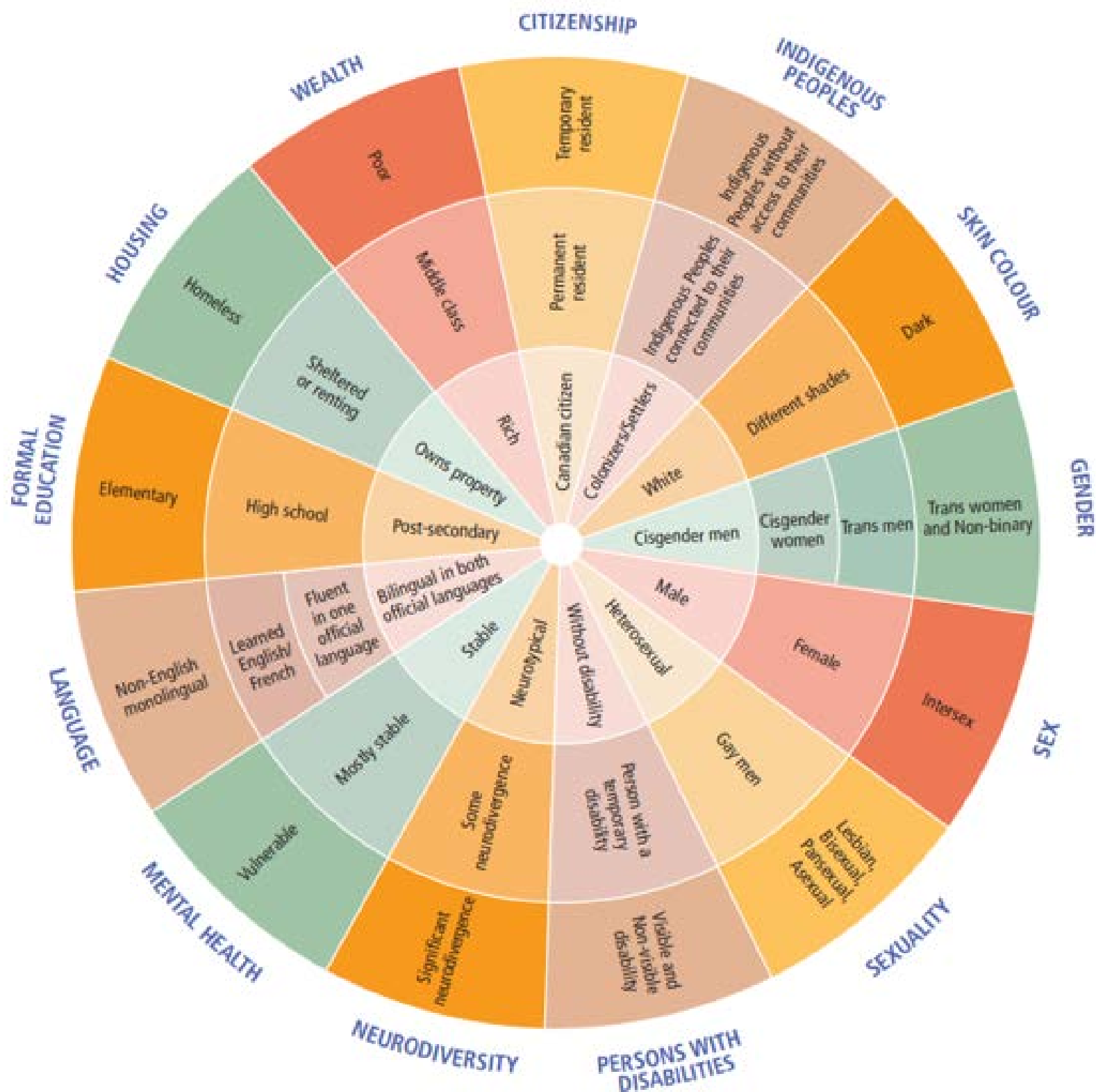
Inclusive Leadership model created by The Soul of Business.

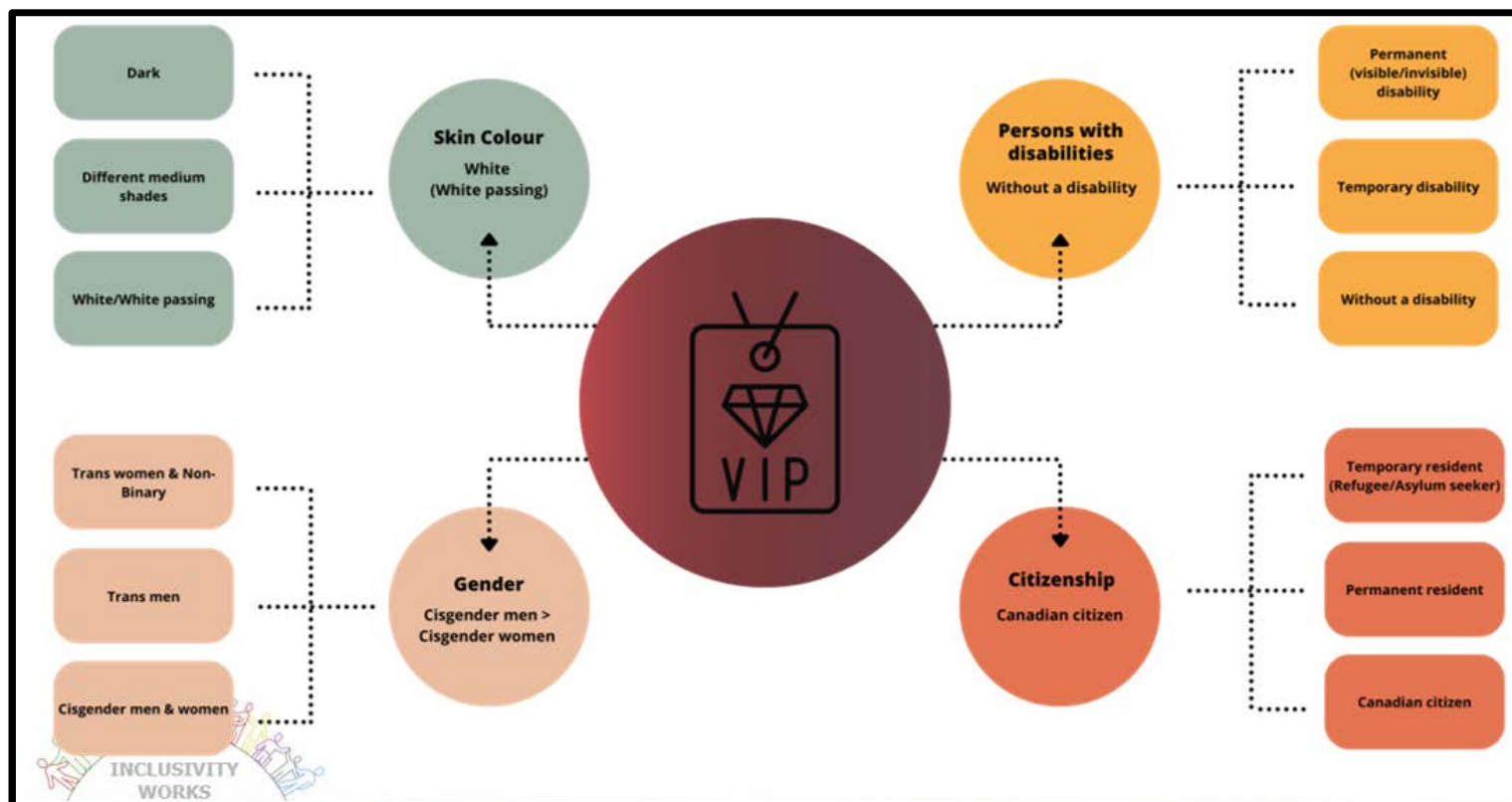
6 C's of Inclusive Leadership



Notes

Wheel of Privilege & Power





Notes

HOW TO INCLUDE WITHOUT *OVERBURDENING*

- Hire a DEI or Inclusion consultant
- Create an ERG – Employee Resource Group
- Sustained action without relying on
 - Women
 - BIPOC
 - A specific Religious group (Islam, Buddhism, Sikhism, etc)
 - 2SLGBTQIA+ identifying
 - People living with disabilities



Image taken from <https://svai.africa/news/the-burden-of-achieving-gender-equality/>

HOW TO INCLUDE WITHOUT *TOKENIZING*



- Tokenism is the practice of including a member from a marginalized community just to portray an image of diversity within that group.
- Coined by Rosabeth Kanter.
- Token groups have <15% representation compared to the dominant groups who have 85%.

Notes

Practice 4 Inclusive Leadership Behaviours



Ensure everyone is heard

Make it safe to propose new ideas

Give team members decision-making authority

Share credit for success

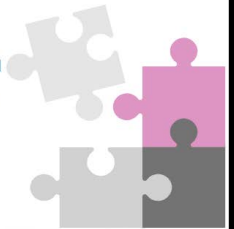
1 Ensure everyone is heard

- Model good listening skills
- Create opportunities for everyone to share input
- Pronounce everyone's names correctly - no nicknames unless otherwise stated
- Be an ally



2 Make it safe to propose new ideas

- Actively solicit new ideas
- Acknowledge limitations
- Be gracious when others disagree with you
- Show respect for a variety of perspectives



Notes

3**Give team members
decision making authority**

- Allow members to propose and implement solutions
- Delegate your role
- Encourage team members to self - identify as leaders

**4****Share credit for success**

- Give credit to all involved
- Show appreciation
- Thank support people



Notes

Becoming a Diversity and Inclusion Ambassador

Educate
yourself

Take action

Assess your
environment



WHAT DOES PSYCHOLOGICAL SAFETY MEAN?



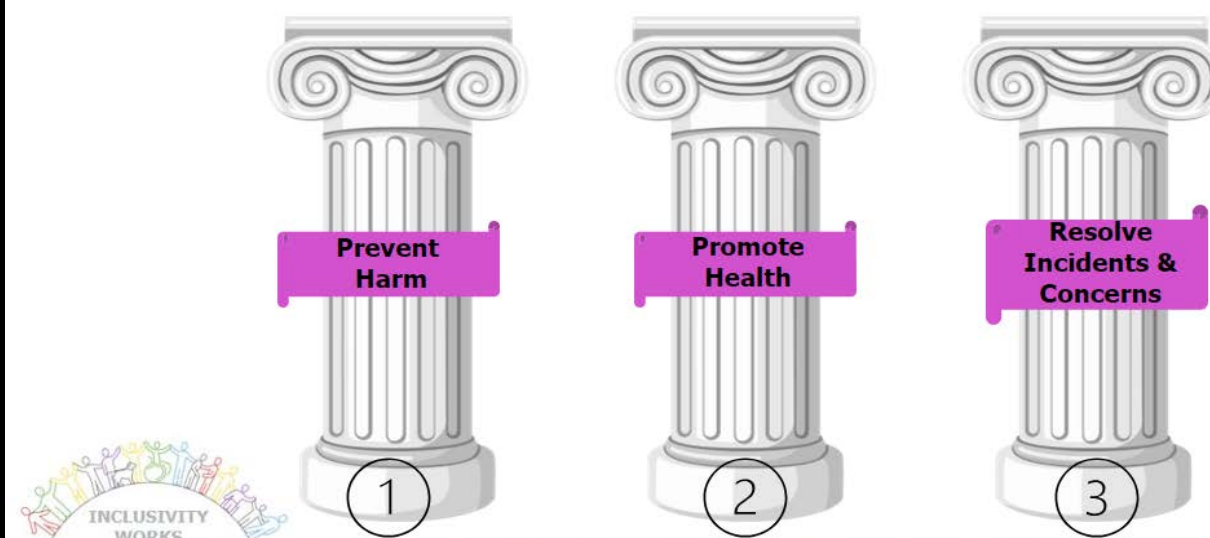
Psychological Safety at Work

The feeling of **being able to speak up, take risks, and be yourself** without the **fear** of negative consequences.



Notes

Three Pillars of Psychological Safety



HOW TO PROMOTE PSYCHOLOGICAL SAFETY AT WORK



Honest and respectful communication

Admitting mistakes and vulnerability



HOW TO PROMOTE PSYCHOLOGICAL SAFETY AT WORK



Controlling your reactions

Asking others to share their thoughts



HOW TO PROMOTE PSYCHOLOGICAL SAFETY AT WORK



Recognition and appreciation

Actively listening and being empathic



Notes

Psychological Safety & Work Performance

Psychological safety is associated with improved organizational performance, as it creates an environment where individuals can fully contribute their talents, ideas, and efforts toward achieving common goals.



Psychological Safety at Work

Organizational norms:

Shared standards of acceptable behavior that are socially enforced and guide all interactions across the organization.

Leadership behaviors:

Actions, values, and characteristics that leaders incorporate to motivate their team and achieve their goals.

Artifacts:

The organization's processes, policies, and procedures.



PSYCHOLOGICAL SAFETY DRIVES EMPLOYEE ENGAGEMENT

Psychological safety creates the foundation for high levels of employee engagement by fostering a supportive and inclusive work environment where individuals feel valued, respected, and empowered to perform at their best.



Notes

Ahmed

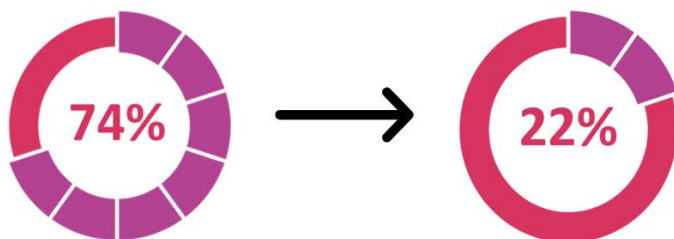


Ahmed, a software engineer, is working at a fast-paced tech startup. Ahmed is highly skilled and passionate about coding but finds himself in an environment where psychological safety is lacking, impacting his engagement and well-being.



What are some things you could do as a leader to support Ahmed?

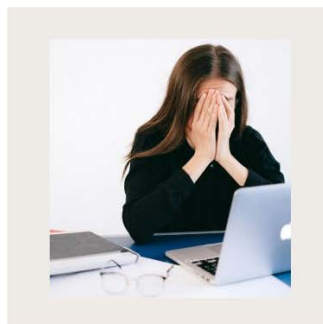
ENGAGEMENT RATE IN TERMS OF BEING COMFORTABLE AT WORK



When employees are comfortable at work, 74% of them are engaged.

When employees are not comfortable at work, only 22% of them are engaged.

Notes



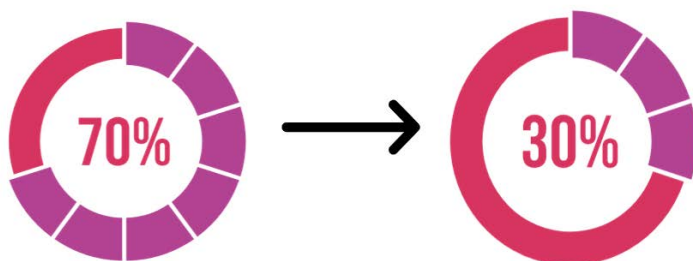
Vania

Vania, a talented marketing professional, is working at a medium-sized advertising agency. She is passionate about her work and has a lot of creative ideas to contribute to her team's projects. However, despite her skills and enthusiasm, Vania struggles to feel emotionally safe in her workplace.



How could you approach this as an inclusive leader?

ENGAGEMENT RATE IN TERMS OF EMOTIONAL SAFETY



When employees feel emotionally safe in the workplace, 70% of them are engaged.

When employees don't feel emotionally safe at work, only 30% of them feel engaged at work.

Notes

Psychological Safety & Improved Organizational Outcomes

Employee Wellbeing Improves

Compared to respondents that feel low psychological safety, those that feel high psychological safety exists within the organization are:

2.3x less likely to feel burned out

1.8x less likely to feel stress is increasing



Leadership Matters

Inclusive leadership practices & efforts to build psychological safety:

Improve team performance by **50%**

Reduce turnover of direct reports by **54%**

Additional Benefits of High Psychological Safety Include:



Enhanced diversity, inclusion, and sense of belonging



Increased innovation and creativity



Improved adaptability to change



Increased revenue and profitability



Enhanced company reputation



Strengthened communication



Notes

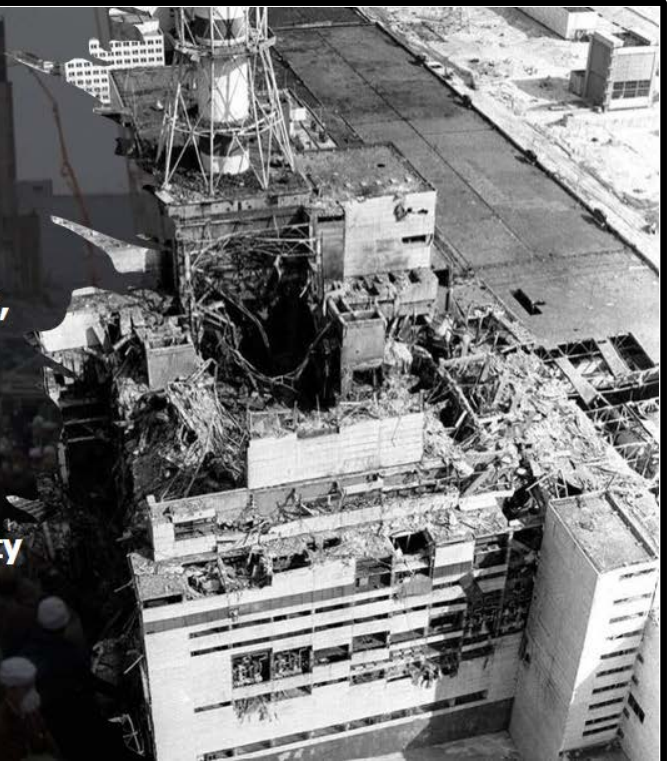
What Makes A Team Effective?

Google's Aristotle Project

- Increase comfort admitting mistakes and taking on new roles.
- Improved retention rates.
- Greater innovation and diversity of ideas.
- Increased revenue and team effectiveness.



Employees at a Chernobyl nuclear power plant encountered a safety issue during an emergency exercise, but when they raised the issue to leadership, the employees were threatened to keep them from speaking up. The employees followed orders and ignored the signals from the power plant's safety system.



Notes

EMOTIONAL INTELLIGENCE - EI

EI is the ability to manage both your own emotions and understand the emotions of people around you.

5 key elements to EI:

- **Self-awareness**
- **Self-regulation**
- **Motivation**
- **Empathy**
- **Social awareness skills**



Some risks for organizations with low psychological safety

Organizational barriers and threats:

Harsh reprimands and refusal

Lack of psychological support and inclusion

Leaders' refusal of reasonable accommodation

Microaggression, bullying and gaslighting

Silencing others

Trigger the following risks:

Increased turnover, presenteeism, absenteeism

Lack of diversity in representation and perspectives

Disengagement & decreased productivity

Limited accountability & ownership

Experiences of anxiety, fear and job insecurity



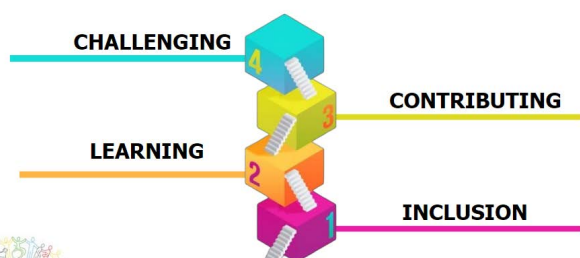
Notes

COMMON LEADERSHIP PITFALLS & GUIDELINES

- | | |
|----------------------------------|--|
| ✗ Lacking vision and goals | ✓ Build trust and create a safe space |
| ✗ Treating everyone the same | ✓ Always seek first to understand |
| ✗ Showing favouritism | ✓ Suspend judgement |
| ✗ Being inflexible | ✓ Admit that you don't know & seek to understand |
| ✗ Knowing it all | ✓ Express gratitude for input |
| ✗ Lacking recognition or rewards | ✓ Assume good intentions |
| ✗ Failing to provide feedback | ✓ Actively listen |



Psychological Safety Includes Four Distinct Stages



Notes

MEASURABLE METRICS

- Employee engagement surveys
- Inclusion surveys
- Exit interviews
- Past employees (5 years later) testimonials/interviews
- Promotion rates



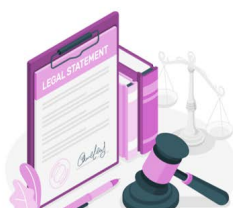
LEGALITIES

What do you need to know?

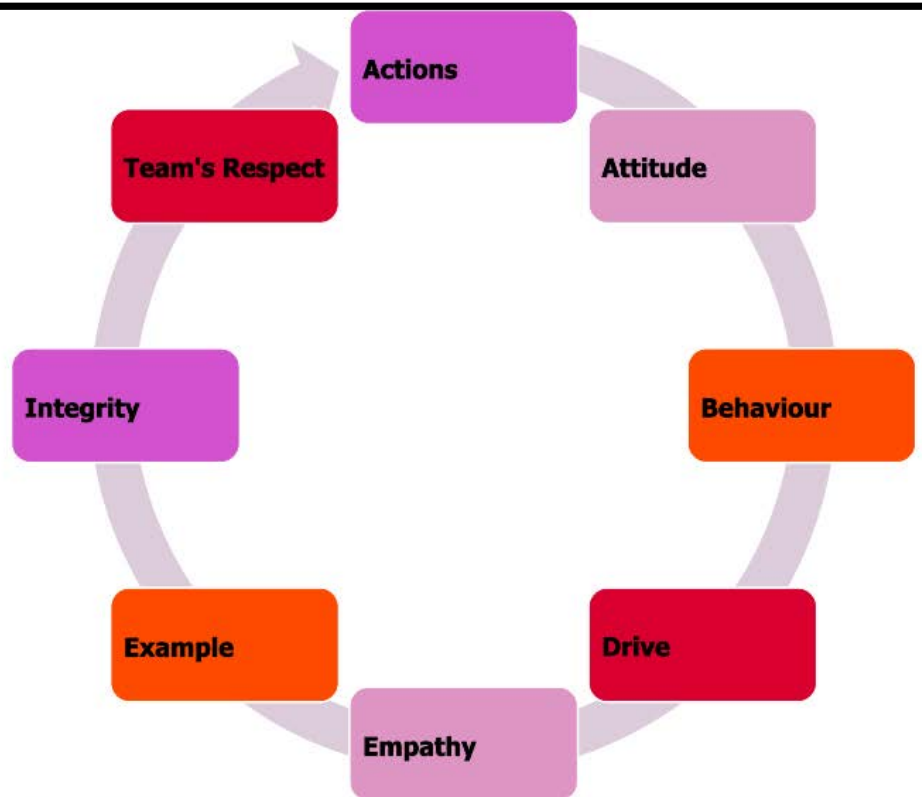
- AODA 2005
- OHRC – Disability and Accommodation
- Disclosure at work is not mandatory

What do you need to Do?

- Duty to accommodate
- Duty to inquire
- Duty to undue hardship



TITLE ≠ LEADER



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Notes

KEY TAKEAWAY POINTS



- Disability lens
- What is a leader
- Diversity ≠ inclusion
- The 6 C's & The 5 Levels of Leadership
- Privilege & Power
- Overburdening & Tokenizing
- 4 inclusive leadership behaviours
- Psychological Safety Best Practices
- Emotional Intelligence
- Measurable Metrics
- Title ≠ Leader

INTERESTED IN LEARNING MORE?

Breaking Bias: A Comprehensive Guide to Inclusive Recruitment Practices

Breaking Barriers: The Essentials of Workplace Accessibility

Breaking Stigmas: Understanding Mental Health and Substance Use in the Workplace

In partnership with Stride

Neurodiversity: Understanding Autism and Cognitive Differences

In partnership with Norquest College's Autism Cantech! Program

Contact us to inquire about our upcoming in-depth IDEA trainings.

Don't see what you're looking for?

Let's talk; let us know what you need, we might just be able to help!



Thank you for participating!

***Shortly after the session, you will receive a survey by email.
Please take a moment to fill out the survey and let us know what
you liked, and what you wish we had discussed more or less of!***