

D&I LEADERSHIP
WORKSHOP
**INCLUSIVE
HEROES**



THE
WORKBOOK



Workbook Belongs to



WWW.MIGUELJOEYAVILES.COM

Global D&I Consultant | Keynote Speaker | Coach

WORKSHOP AGENDA



Part 1: Awareness (1 hr)

Module 1: Humility

Module 2: Openness

Part 2: Courage (1hr)

Module 3: Empowerment

Part 3: Transformation (3 hrs)

Module 4: Systems

Module 5: Equity

Module 6: Results

Experiential Approach:

- Group Dialogues
- Pair Dialogues
- Group Assignments
- Reflection Time
- Tools & Resources
- Leadership Reaction Course (Case Study Solution)
- Polls
- Best Practices
- Q&A Session
- Videos
- Music

Participant
Engagement



Powered by: **Poll Everywhere**

Workshop
Evaluation



Powered by:

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**JUSTICE
EQUITY
DIVERSITY
INCLUSION**

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WORKSHOP DESCRIPTION

D&I LEADERSHIP

In a fresh and entertaining style, Miguel shares transformational principles that will inspire and equip participants to embrace justice, equity, diversity and inclusion as mission multipliers. The importance of DEI has not translated over time into equal representation in senior leadership positions. The talent war, generational changes and the expectation for belonging have shifted tradition talent management models and leadership requirements. Despite the best intentions, organizations and communities continue to experience inequality, systemic oppression, discrimination and injustice. How can we prepare community leaders to become inclusive HEROES? Inclusive HEROES own the responsibility to crush inequity, stereotypes, and the divide in our communities by showing up with an untamable positive spirit guided by the principles of Humility, Empowerment, Responsibility, Openness, Expression and Supportiveness.

This D&I Leadership Workshop will serve as a manifesto to ignite your participants to go and make change happen through the power of inclusion. As challenges and constant change within our communities continue to take root and become even more prevalent, Inclusive Development Network members will need to step into dynamic and demanding situations that will require the mindset of resilient, agile and inspiring change makers. What can the Inclusive Development Network members do to most effectively deal with Justice, Equity, Diversity and Inclusion – JEDI challenges? This energetic and inspirational Workshop will answer questions like: How to become an Inclusive HERO in a disruptive environment? How to ignite equity-mindedness within each community? The case scenarios, simulations, role plays, videos, exercises and open discussions executed on this Workshop will help Inclusive Development Network members to take the role of Inclusive HEROES to shift paradigms in local communities. COVID-19, race relations unrest, financial crisis: community leaders are being challenged to operate in environments with no clear answers. A new kind of leadership is needed to lead during times of uncertainty. So how can Inclusive Development Network members help community stakeholders at any level, embrace Inclusion and Diversity as a way of life? This workshop will provide a framework to facilitate inclusive workplace cultures that allow everyone to thrive. This session will identify specific steps and actions you can take to create a workplace culture with psychological safety. You will learn steps that can help you facilitate the right workplace interventions to drive engagement, increase performance and create a culture of belonging. Through captivating stories and thought-provoking exercises, this session will provide you with the tools needed to facilitate the right workplace interventions to increase employee engagement and performance amid chaos.



ABOUT MIGUEL



He is a TEDx speaker, Author of the e-book “Hispanics 101: How to Recruit, Manage and Grow your Hispanic Workforce” and has been featured at the Washington Post, the Chicago Tribune, Telemundo, the Change Management Conference, the Human Capital Institute, the SHRM Talent Management and D&I Conferences, Fortune 500 companies, and other global organizations. He is the creator of the keynotes Inclusive HEROES: Creating a Culture of Belonging; How to Become a Change-Maker in Today’s World; and Hispanics 101: How to Recruit, Manage and Grow your Hispanic Workforce.

Miguel Joey is an international D&I Thought Leader with over a decade of experience in government organizations with over 800,000 employees across 6,500 locations. Former National President of Young Government Leaders (YGL), a non-profit organization with over 12,000 members. Recognized as one of the Top 100 Executive Leaders by Diversity MBA Magazine and featured as an Inclusion Innovator by the Society of Human Resources Management (SHRM), Miguel is the first civilian in the history of the US Coast Guard to become the Chief of Diversity and Inclusion. He is a D&I Thought Leader with over a decade of experience at the Department of Defense (DOD), the Department of Interior (DOI), and the Department of Homeland Security (DHS).

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**GLOBAL D&I CONSULTANT
KEYNOTE SPEAKER
COACH**

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PART 1: AWARENESS

YOUR STORY:

LIST THE 5 MOMENTS THAT DEFINED WHO YOU ARE TODAY?

1)

2)

3)

4)

5)

TODAY: WHAT'S YOUR WHY?

1) WHAT IS YOUR PURPOSE? 2) WHAT EXPERIENCE DO YOU HAVE IN THE DEI FIELD? 3) WHAT'S YOUR SUPERPOWER? 4) WHAT SORT OF IMPACT DO YOU EXPECT TO AFTER TODAY'S WORKSHOP?

1)

2)

3)

4)

PART 1: AWARENESS

YOUR VISION:

DURING A SPECIAL OCCASION WITH YOUR FUTURE SELF REFLECT: WHAT ABOUT YOUR LIFE ARE YOU CELEBRATING? WHAT ACCOMPLISHMENTS ARE YOU MOST PROUD OF? WHAT'S YOUR LEGACY? WHAT ARE YOU THANKFUL FOR? HOW HAVE YOU EVOLVED? WHAT DIFFERENCE ARE YOU MAKING IN YOUR COMMUNITY? HOW DO YOU FEEL? WHAT DREAMS HAVE COME TRUE? WHO IS STILL PART OF YOUR LIFE? WHAT'S YOUR FUTURE SELF MESSAGE/LESSON?

NOTES: HUMILITY

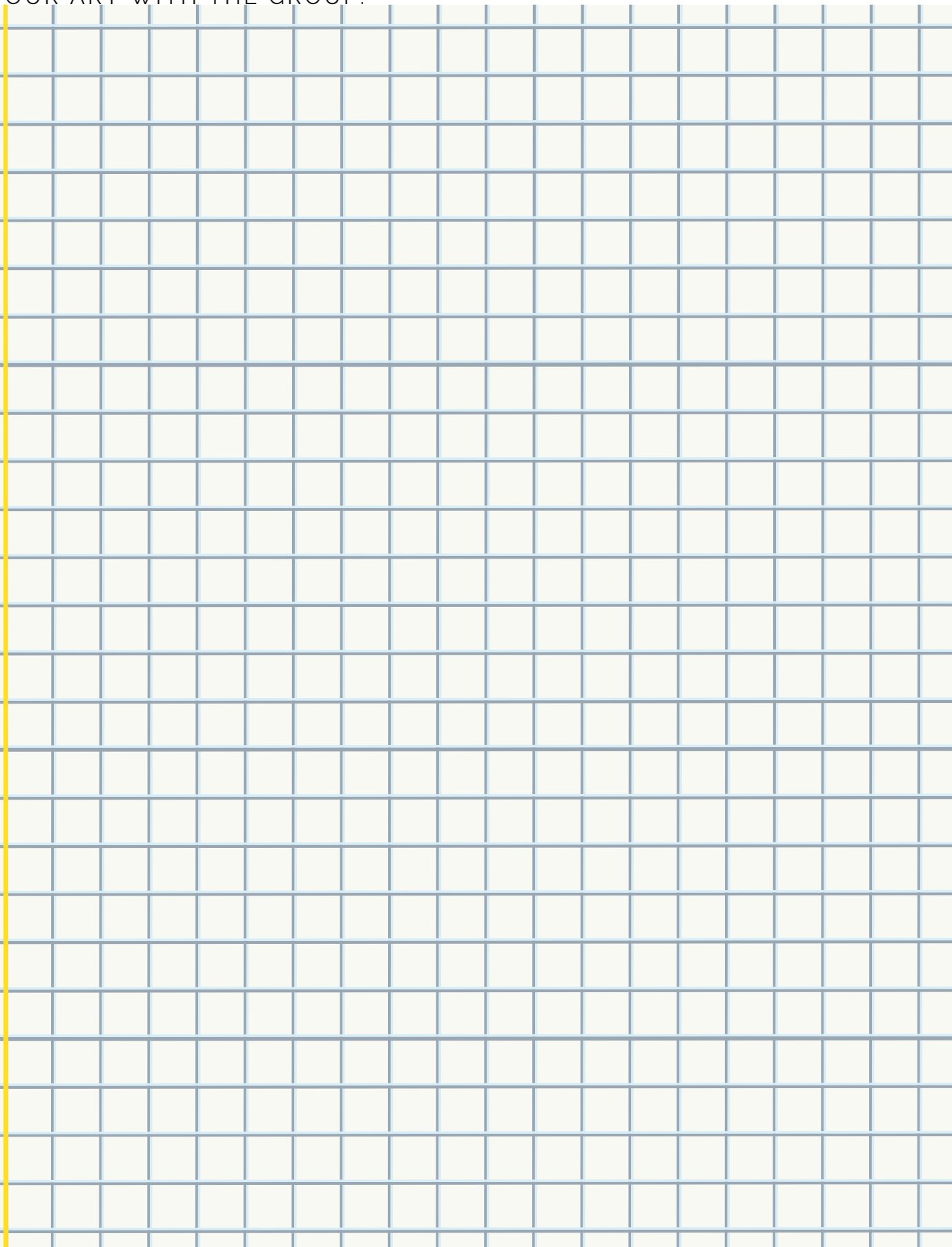


WHEN WAS THE LAST TIME YOU WERE VULNERABLE? DESCRIBE THE MOMENT.
WHAT DID YOU LEARN?

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NOTES: OPENNESS

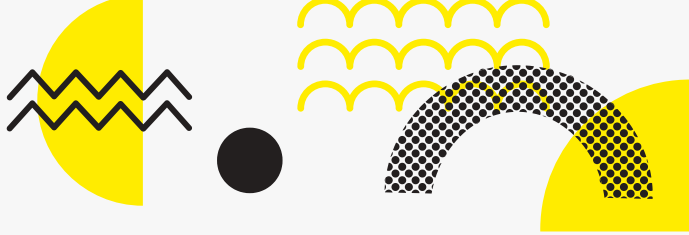
DRAWING TIME: FOLLOW THE INSTRUCTOR'S INSTRUCTIONS AND BE PREPARED TO SHARE YOUR ART WITH THE GROUP.



PART 2: COURAGE

Notes...

A series of horizontal dashed lines for writing notes.



Directions: Check the box if the toxic workplace statement applies to your organization.




Toxic Workplace Checklist

Workplace Tension


- There is a sense of flight or fight mode (intimidating atmosphere)
- Team members often gang up on each other (i.e. backstabbing, gossip, unwelcomed remarks, insubordination, etc.)
- There is a perception rules apply differently among team members





Morale

- Team members don't do what they say they will do 
- There is a lack of ownership
- Resistance to change
- There is a focus on what's going wrong, lack of positive reinforcement


Recognition

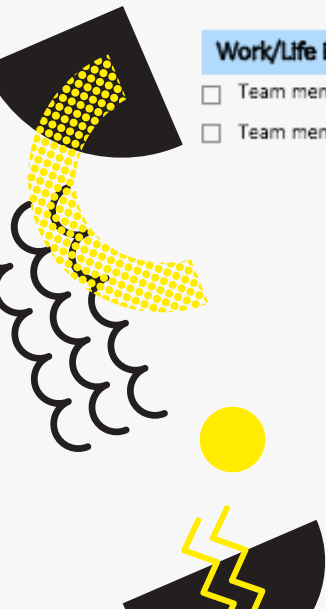
- Leaders or team members take credit for the work of others
- There is a lack of recognition, praise and rewards for a job well done 

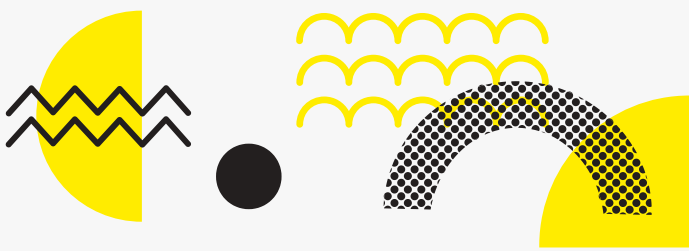
Toxic Leadership

- Lack of focus, discipline, clear expectations, structure and guidance 
- Perception of bullying, harassment, intimidation, and discrimination have been voiced by team members
- The leader is not engaged, lacks competence, and there is an absence of respect across the organization 
- Performance expectations are not clearly communicated, priorities are unclear, and goals are often unmet due to unrealistic performance measures
- Behaviors of grandiosity, unchecked ego, and a know-it-all approach to work are prevalent in the organization
- Hyper criticism is common in the workplace
- There are episodes of anger, unpredictable behavior and public shaming in the workplace

Work/Life Balance

- Team members lose vacation time, availability at all times is expected and workweeks of more than 40 hours are the norm
- Team members do not have enough time to invest in learning & development (coaching, mentoring, personal development, etc.) 









ACTIONS & QUESTIONS TO IGNITE INCLUSIVE CONVERSATIONS






Use these actions & questions to guide managers to lead inclusive conversations in the workplace.




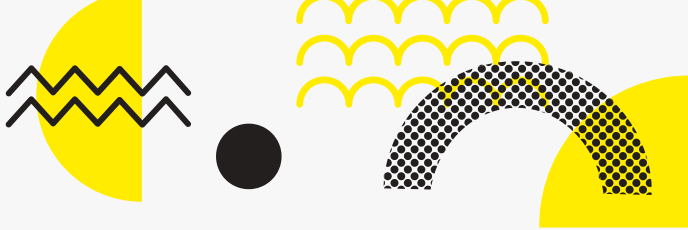
Actions

- Engage in a mentoring program experience with a focus on inclusive behaviors
-  Support Employee Resource Groups – volunteer as a leader, participate at events, Be an advocate of their agenda, listen to specific challenges faced by that community.
- Be prepared to authentically discuss your “diversity story”
- Demonstrate curiosity about team members experiences, perspectives and feelings
-  Be aware of the dynamics of intent vs impact during D&I conversations
-  Sharpen your listening skills by: 1) confirming what you understand as a listener; 2) let members speak without being interrupted; 3) keep emotions in check by not showing defensive behaviors
-  Be intentional about demonstrating inclusive language, images and symbols
- Complete a psychological safety assessment of your team/organization

Questions

- Tell me about a time you felt included in the workplace and a time when you didn't
- What are some of the inclusive behaviors displayed by the best leaders you've had in your career?
-  How can I better demonstrate my commitment to diversity and inclusion?
-  How can I give you more autonomy in how you can best complete your work?
-  How can I be more inclusive in my decision making?
-  How can I ensure you feel respected and heard?
-  How can I better help you access support and resources within and outside of our team?





Checklist to Foster Psychological Safety Through Inclusion



Strive to Find Similarities/ Connections/ Common Ground

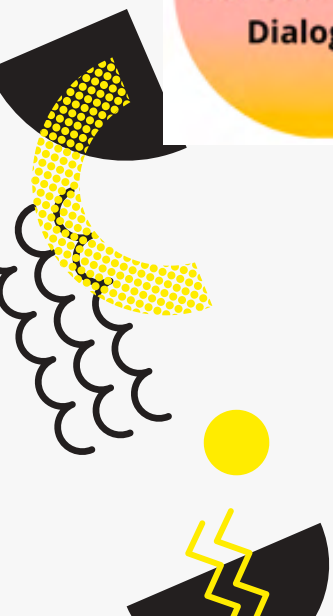
- Be open about your leadership/work style and inspire people to do the same
- Be present, available and welcoming to colleagues and members of your team
- Seek feedback, dissenting opinions and overall input from your team
- Ask: How can we make you feel you can communicate openly?

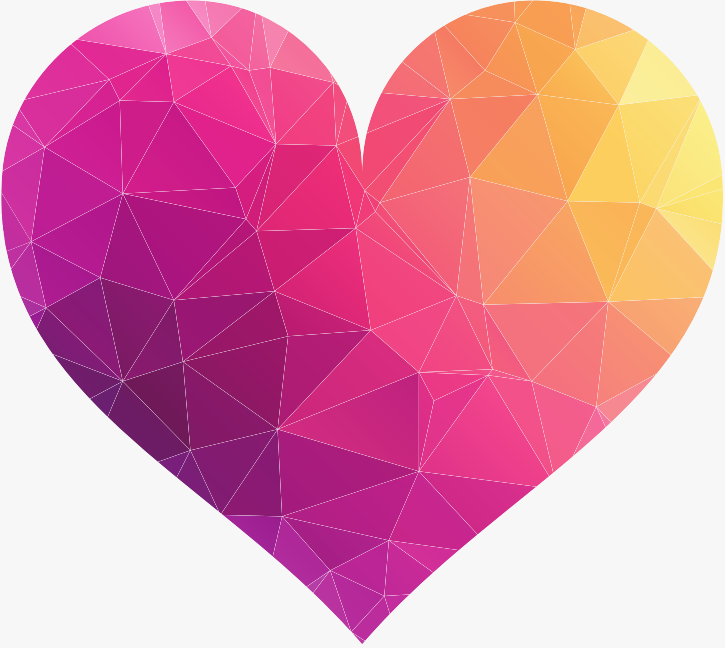
Demonstrate Authenticity

- Be aware of the message you are sending through your body language
- Share insights about your life outside of the office settings
- Share past failures and lessons learned openly
- Ask: How can we make you feel welcomed to express your true self at work?

Ignite D&I Courageous Dialogues

- Seek understanding from minoritized perspectives
- Reflect on gained knowledge
- Embrace the truth of who you are talking to
- Don't allow behaviors like interruptions, personal attacks, or placing blame
- Ask: Have you ever felt rejected for being different?



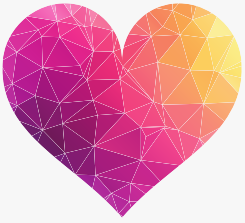


What's Your Diversity Story?

Heart

(Stories)

1. When did you first become aware of racial/ethnic differences?
2. Share a situation when you were in the minority
3. Describe a time you witnessed discrimination
4. Your best experience with a person of a different race/ethnicity
5. What makes you different?
6. How do your thoughts about diversity differ from your parents'?
7. Describe a time you experienced prejudice
8. Where do you see prejudice?
9. How do you respond to jokes that are demeaning or derogatory?
10. A time you felt like an outsider and how you dealt with it
11. An instance when someone went out of their way to make you feel included?
12. A time you went out of your way to make someone feel included?
13. A time you shared an unpopular idea
14. Describe a time you felt lonely in a big group of people
15. Why do you seek out people similar to you as friends?
16. Do you feel your friends are more similar or dissimilar to you?
17. Everyone has had times in their lives when they felt they didn't "fit in." Think back to a time when you felt different. Everyone has felt different.... no matter who they are, where they lived, or how they grew up. What happened? How did you feel? What did you do? How did you overcome?



What's Your Diversity Story?

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D&I Leadership Reaction Course: Bridging the Divide

Mission Goal:

Bridging the divide among communities through dialogue, cultural exchange, and strategic DEI management.

Mission Briefing:

In 2017, a Federal Agency completed the move of a major division comprised of 3000 employees (17.5% African American, 12.5% Hispanic, 45% Female) to a picturesque city surrounded by hills in West Virginia. Based on the 2010 census, the population of this city is 95.9 percent white, 1.5 percent Hispanic, 2.1 percent African American, 0.3 percent Asian and 0.2 percent other. The city has a predominately Christian faith community but also includes a small Jewish congregation. The Catholic Church is the largest denomination in the town, with the Baptist Church second, and the Methodist Church having the most congregations in the city. Though the town's early business was manufacturing, it has now become a community mostly of professionals (58.9 percent white collar), with over 70 percent of the citizens high school graduates. One evening, exactly a month after the major move, the police department received a call at 12:43 am reporting "an intense fire coming from a barrel in front of a home." Officers arrived, extinguished the fire, and saw what appeared to be wood in the shape of a cross. The incident occurred in the home of an African American Family with 2 young children. Both fathers work at the Federal Agency's division that recently moved to town.

Challenge:

You have been assigned as one of the inaugural members of a task force in charge of building a plan towards an inclusive community that...

- meets the highest legal and moral obligations to
- achieve full access, equity, and respect for all people;
- works consistently to dismantle discriminatory barriers;
- engages all citizens as partners for change;
- uses an inclusive decision-making process;
- values diversity rather than feels threatened by it;
- remains alert, responds quickly and prevents racist incidents.



FEEDBACK

INCLUSIVE

H E R O E S

IDN D&I Leadership Workshop Evaluation

Please submit feedback regarding the D&I Leadership Workshop led by Miguel Joey Aviles you have just completed, including feedback on the course content, and the instructor.

* Required

<https://forms.gle/xW1cz5624aoaiiK39>



I WANT TO HEAR FROM YOU

LET'S CONNECT!

Miguel Joey Avilés

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