**The Inclusive Leader**

**Course Outline**

**The Inclusive Leader** is designed to support the competent and consistent use of best practice people management skills by equipping attendees with the most up-to-date tools and techniques to get the best of their teams, clients and stakeholders within an inclusive culture.

The course is organised into **five one-day modules** to be held over a 12-month period complemented by:

* Attendance at **90-minute** **self-managed Action Learning Sets (ALS)** following each module
* Completion of a series of self-guided learning exercises
* Completion of a learning log; a written record of their learning and actions between modules.

Successful completion of all modules and activities results in a Level 4 qualification awarded by the ILM (Institute of Leadership and Management).

**Course Objectives**

This workshop will help attendees to:

* Identify their own current capability across the five key characteristics of an Inclusive Leader (Self Awareness, Strengths Based, Curious, Collaborative, Resilient)
* Develop an understanding of best practice tools and techniques for leading, collaborating and getting the best from a diverse team
* Encourage greater peer to peer support and sharing via the ALS
* Embed a habit of continuous personal development, curiosity and self-directed learning.

**Module 1: Self Awareness**

**To help develop effective self-management and improve attendee’s understanding of the diverse values, behaviours and motivations of others**

The cornerstone of inclusive leadership is self-awareness. This module will help attendees recognise and leverage their unique strengths whilst guarding against their own ‘hot spots’, agenda, or potential for bias by learning about the following:

- How emotional and cultural intelligence can help us to build trust through understanding the impact and psychology of our innate habits when getting the best from people

- The best practise managerial structures and behavioural strengths required for getting the best from a diverse team

- How to define our strengths and build understanding of the underlying motives that drive us through re-visiting the SDI (Strength Deployment Inventory).

**Module 2: Strengths-based**

**To give attendees competence, confidence and practical experience in using the most up-to-date tools for strengths-based performance management.**

The second facet of inclusive leadership is to take a strengths-focused approach. Research demonstrates that the valuing of strengths builds self-esteem which in turn drives motivation and performance in the workplace. In this module attendees will learn:

* How to give strengths-based feedback using the S-AID Model to enhance, re-align and develop effective behaviours
* Why people use the strengths they do, and ways to further leverage our own strengths
* Coaching, listening and questioning skills to draw out individual strengths using the T-Grow model
* How to use the same mindset and skills to get the best from clients and stakeholders.

**Module 3: Curious**

**To further develop skills and techniques needed to engage, involve, motivate and retain a diverse team and embed a habit of continuous self-directed learning.**

To continually learn and update your skills and to leverage the talent around you, it’s vital to be curious. This begins with seeking to understand the unique contribution and motivations of your team and includes taking a proactive and collaborative approach to your own learning and development. This module looks at:

- The latest brain-based coaching techniques to expand upon the T-GROW model and fully involve your team in problem-solving

- Starting with WHY, and developing knowledge of Dan Pink’s 3 facets of engagement; meaning, mastery and autonomy

- Creating synergy in your team using techniques for group collaboration and problem solving, understanding the role of the psychological contract and employee experience.

**Module 4: Collaborative**

**To encourage sharing of ideas, increasing buy-in, and the importance of celebrating success when leading teams.**

The fourth characteristic of an Inclusive Leader is to be collaborative, and lead from the centre of the group rather than the top of the pyramid. This module will cover:

- The stages of team development, in particular re-visiting the Tuckman Model

- Building on SDI to allow you to investigate the potential causes of conflict in the storming phase, discover the underlying good intention, and identify what behavioural changes this could create as a result

- Adapting to a virtual team structure including collaborating across culture, language and time differences.

**Module 5: Resilient**

**To ensure consistency in approach, effective leadership when managing change, and enabling leaders to act as positive role models for work-life balance and mental health.**

The Inclusive Leader takes an optimistic approach to challenges, and is able to maintain this approach even under pressure. In this module attendees will develop their own resilience through:

- Developing, maintaining and demonstrating a growth mindset; techniques for knowing where you are and where you need to get to

- Learning how to lead teams through intense periods of change referencing the Kotter Change Model, seeking to create urgency instead of anxiety

- An introduction to Mindfulness and practice of Mindfulness techniques

- Building an understanding of good mental health at work and how to identify when and how to offer support.