

Inclusive Leadership Program

- claim the future

A Leadership Program developed with support from Innovation Fund Denmark

A New Demand: Creating and Leading a Culture of Inclusion

With increased global competition, how do leaders attract and retain the greatest talents from a diverse workforce in the 21st century? In an era of disruption, how do managers secure constant innovation, sustainable decision-making processes, enhanced staying-power and at the same time improve bottom-line results?

To get there, sameness thinking and doing things the way they have always been done are no longer an option. Instead, there is a need to utilize different thinking and multiple perspectives to innovate and create better financial results. For this purpose, LIVING INSTITUTE presents the new leadership program, *Inclusive Leadership – claim the future*, developed with support from Innovation Fund Denmark.

The Inclusive Leadership Program meets the demands of companies looking to become top performers and industry leaders in a global competitive market by turning managers into leaders who can:

- Motivate and engage teams with a high degree of diversity on all parameters (gender, culture, ethnicity, age, profession etc).
- Create and sustain cultures of inclusion and innovation in which opposing perspectives are authentically valued.
- Connect with diverse customers, access a more diverse spectrum of ideas and enable different individuals in the teams to reach their full potential.

Number of participants: 14-16

Language: English

Target Group

Leaders and managers working in an environment with a high degree of diversity - or with an ambition to do so

Location

To be decided

For more details contact

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The program consists of 3 modules + a hackathon appendix.

20% classroom and 80% real life training (8 days of physical presence in total)

The 3 + 1 module program can be fitted into already existing leadership programs with a simple plug-and-play solution tailored to reinforce your company values and ambitions.

Program:

Module #1

The New Leadership Paradigm

Two days of intensive workshop activities based on individuals' personal profile analysis

- Mapping personal competencies for leading diversity
- Leaning into conscious leadership
- Adopting the perspective of others
- Understanding the power of opposites
- Building trust
- Followed up by individual and team challenges for implementing a new style of conscious behaviour

Module #2

Deep Dive into the Science of Creating Innovative Cultures of Inclusion

Two days of digging into science, best practice and the latest research on Diversity Intelligence

- Best practices for managing the global workforce of the 21st century
- Discovering and reducing Unconscious Bias
- Cultural Intelligence
- Virtual team collaboration
- Advancing women by gender intelligence
- Infusing diversity intelligence in the workplace - individual and team transformation

Module #3

Building Strategies for a Creating Culture of Inclusion

Two days of navigating the minefields of exclusion and homogeneity

- Mapping present and future diversity in teams using LEGO® SERIOUS PLAY®
- The global war for talents – how to win
- Digging into the knowledge of change management
- Creating individual strategies based on personal values for long-term commitment to inclusive leadership

“Understanding and being adept at inclusive leadership will help leaders thrive in their increasingly diverse environment”

Bernadette Dillon & Juliet Bourke, Human Capital consulting, Deloitte

The Appendix Module:

Hackaton: Hacking into the Future of Leadership and Innovation

A two-day business marathon of facilitated mapping and testing your best leadership ideas

- A full Hackathon workshop of 'hacking' innovation in leadership with international experts
- Digging into Management 3.0 – the future of work and management
- Testing and adjusting individual strategies from Module #3 to prepare for the future
- Individual profile analysis of inclusive competences
- Diploma Certification upon completion of all four modules

METHODOLOGY

All courses and modules are developed specifically for Inclusive Leadership by accomplished business executives, entrepreneurs and consultants with strong academic background.

Materials used are research-based and practical methods are tried and tested. Tools and methods:

- LEGO® SERIOUS PLAY®
- Individual Diversity Intelligence assessment tools tested by more than 50.000 people worldwide
- Quantitative statistics and qualitative processes
- Experiential learning exercises developed by internationally renowned social scientists

Between the 4 modules the participants will be divided into 'tribes' and presented with virtual challenges, dilemmas, games and competitions followed up by virtual debrief, coaching and training.

RESULT

In order to gain both knowledge and skills as well as the ability to initiate a fundamental cultural transformation in the organization, participants in the Inclusive Leadership Program attain the following skills:

- The ability to attract and retain key employees and new talents
- Practically applicable knowledge of 'Conscious Leadership' and the ability to balance leadership with personal values
- An deeper understanding of what Diversity Intelligence can do for the whole organization - as well as gaining the ability and the tools for managing teams with a high degree of diversity
- Individually organized strategies and action plans to ensure long-term, dedicated efforts in creating inclusive cultures in participants' own teams and organizations
- Become familiar with cutting-edge methods in creating innovative solutions

INSTRUCTORS & FACILITATORS



S. Salman Ahmad

Salman is Chief Consultant at Living Institute and External Lecturer at Copenhagen Business School. He has a PhD in Psychology and has worked in the area of leadership and organizational development across South Asia, the Middle East and Europe. His special interests lie in developing and deploying processes that harness and leverage the power of paradox and the tension of opposites – facilitating the change and development of human systems towards more inclusive configurations.

Salman is one of the facilitators in Module 1



S. Salman Ahmad, PhD
Psychology

Heidi Rottbøll Andersen

In addition to being Founding Partner, Director and Head of Training at LIVING INSTITUTE Heidi is also a Senior Associate at the Gender Intelligence Group, a jury member of the ISS Diversity Price and a member of Lederne's Diversity Think Tank. She conducts workshops all over the world for global companies and organizations to grow business by Diversity Intelligence focusing on creating gender balance and enhancing cultural intelligence. An expert on Diversity Intelligence, Heidi is a visionary thought-leader on advancing the diversity agenda in Denmark as well as globally which she has been actively promoting with LIVING INSTITUTE since 2004. She has studied at Wharton Business School and is certified as a LEGO® SERIOUS PLAY® facilitator.

Heidi is one of the facilitators in Module 2



Heidi Rottbøll Andersen,
Founder LIVING INSTITUTE

Malte Warburg Sørensen

Senior Consultant, facilitator, MSc in Sociology, BA Pedagogy
Malte is an experienced facilitator with a strong focus on participant involvement. Drawing on his BA in Pedagogy and more than 10 years as a learning expert, Malte makes use of blended learning both when facilitating virtual webinars and face-to-face workshops. Malte's passion is helping leaders and employees kick-start or expand their journey towards enhanced diversity.

Malte studied "Leadership, Organizing and Action" with professor Marshall Ganz at the Harvard Kennedy School.

A frequent media contributor and author, he has also been an external lecturer at Copenhagen University and University of Delhi



Malte Warburg Sørensen,
Senior Consultant, LIVING
INSTITUTE

Kasper Jelsbech Knudsen

With a PhD in anthropology and a background in neuroscience, Kasper specializes in cross-cultural collaborations and the workings of our unconscious brain in an effort to create awareness of biases in businesses and organizations. Additionally, Kasper is trained in gender intelligence workshops and a certified LEGO® SERIOUS PLAY® facilitator. Kasper conducts leadership workshops, keynote talks and lectures for global companies and universities. Kasper is the overall coordinator for Inclusive Leadership making sure that all participants meet world-class standard for inclusive competences.

Kasper is one of the facilitators in Module 1, 2, 3 and the Appendix Module in Slovenia



Kasper J. Knudsen, PhD &
Chief Consultant, LIVING
INSTITUTE

Jens Rottbøll

Chief Consultant, Partner, former HR Director at Bang & Olufsen and 1 of only 10 global members of the Association of Master Trainers in the LEGO® SERIOUS PLAY® Method, Jens graduated from the Rhythmic Music Conservatorium of Copenhagen. Since 2001 Jens has delivered end-user workshops and programs for both large and small companies globally. His focus is on solving real problems in a real world and in real time using designs based on the LEGO® SERIOUS PLAY® Methodology. Jens has managed Diversity Intelligent projects, leadership training and executing strategies with global management groups from all over Europe, Asia, South and North America.

Jens is one of the facilitators in Module 3 and in the Appendix Module in Slovenia



Jens Rottbøll, Partner &
Chief Consultant,
LIVING INSTITUTE

Sandja Brügmann

Sandja is an international conscious leadership and sustainable communication expert, a thought-leader and keynote speaker and CEO of The Passion Institute and Refresh Agency. *Lederne* names her one of the "world's leadership gurus." Sandja has worked with the global business community to create sustainable and social-good change for the past 18 years and brings expertise from her 15 years in the USA. She holds a B.S. in psychology from University of Colorado Boulder, certified yoga and presence teacher, a certified shadow facilitator. Co-author of the #1 Danish bestselling business book in 2017 *Gurubogen* on authentic leadership, innovation and entrepreneurship. Sandja teaches Conscious Leadership at University of Colorado Boulder's Master of the Environment certificate program.

Sandja is one of the facilitators in Module 1



Sandja Brügmann, CEO of
The Passion Institute &
Refresh Agency

Matej Golob

Matej Golob is transforming established organizations into lean and agile innovation leaders, while also playing an important role in regional startup ecosystems and programs - thus well positioned to bridge the two worlds. Balancing motivational and hard-driving cycles, he guides startup teams through treacherous waters full of untested assumptions toward product-market fit and scaling. Managing partner of CorpoHub, diligent connector, TED-ster and insatiable learner, currently half way through 7 marathons on 7 continents challenge.

Matej is one of the facilitators in the Appendix Module in Slovenia



Matej Golob, Managing
Partner CorpoHub.

Daniela Bervar Kotolenko

Daniela is a business Hackathon strategist, LEGO® SERIOUS PLAY® certified facilitator, entrepreneur, inspiratory and speaker. She is engaged in several boards of local and international business associations and alumni clubs. She is co-founder or sole-founder of several companies, such as Media Lab, CPS, BIC - Business Intelligence Center. Bootstrapping in her business development equipped her with a valuable experience in her innovation consulting.

Daniela is one of the facilitators in the Appendix Module in Slovenia



Daniela Bervar Kotolenko,
Partner at Corpohub

The Inclusive Leadership program and the list of instructors may be subject to minor changes to accommodate the individual needs of the client organization

ABOUT LIVING INSTITUTE:

What we do

It is our job to improve our client's ability to enhance diversity in their organisation and profit from it. We do so by enabling companies and their people to conduct business effectively by infusing Diversity Intelligence. As a market leader, LIVING INSTITUTE provides training and counseling to a large number of companies with a diversity agenda and an ambition to enhance Diversity Intelligence on all levels in the organization.

We do so guided by our mantra: Research based knowledge made practically applicable.

Our faculty

Our consultants and facilitators are leading anthropologists, sociologists, actors, country-culture experts, business consultants and business people with vast practical and global experience.

Our history

LIVING INSTITUTE was founded in April 2004 as a provider of high quality solutions, training and workshops in general, cultural awareness and country specific cross-cultural training.

In the early years, LIVING INSTITUTE focused on **cross-cultural training and the wellbeing of expatriate families** during the transition process aiming to increase the retention rate, but in recent years we have extended our services to promote Diversity Intelligence on all levels in the organization accelerating cultures of inclusion and innovation.

In 2014 we introduced new solutions for companies with an **ambition to create a gender balanced organisation**. Also, in 2014 we made it possible to become culturally intelligent when ever you want and where ever you are by introducing online learning programs.

In 2019 we introduced the **Inclusion Survey – a baseline gap analysis mapping the level of inclusion in the organisation**. Based on the results HR can pick and implement the most impactful D&I initiatives, driven by data from the entire population in the company – majority and minority groups. Fielding the survey annually allows the D&I responsables to monitor progression and pick new target areas to create results fast.

In 2020 we embarked on a **digital transformation of all our solutions and services**.

The Global Task Force

The increase in our global activities has resulted in the formation of **LIVING INSTITUTE's global task force**. Teams of specialists traveling all over the world to solve tasks on location for our international clients.