



# Diversity & Inclusion Master Class & Certification

## A New Demand to HR: Create a Culture of Inclusion

With increased global competition, how do companies attract and retain the greatest talents from a diverse workforce in the 21<sup>st</sup> century? And when we have succeeded hiring the best how do we create a culture that makes them want to stay?

Because HR is normally in charge of attracting, recruiting and retaining employees within your organization, they are in a perfect position to implement D&I trainings, programs, and initiatives. With so much power to impact change within an organization, HR plays a critical role in the organization's success and sustainability.

*The D&I Master Class* meets the demands of HR professionals with a key role in introducing and implementing D&I programs in the organization:

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- The business case of inclusion, and diversity.
- Buy in from the executive team and board of directors
- The four elements of the Best Practice D&I Roadmap: Drive, Knowledge, Strategy and Action
- The 13 dos and 4 don'ts of creating gender balance at the top.
- The mechanisms of sexism and how to create psychological safety for all
- Unconscious bias train-the-trainer - the knowledge and the tools
- Mapping the barriers and bridging the gaps
- Building and implementing D&I strategies and initiatives

### Dates & Duration:

5 consecutive days of training,  
Monday the 2<sup>nd</sup> to Thursday the 5<sup>th</sup>  
of November from 9am to 4pm  
Friday the 6<sup>th</sup> from 9am to 12am

### Target Group

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

**Number of participants:** 10-14

**Language:** English

**Fee:** €3,600 for five days of training,  
including company visit, teaching  
materials, manual, meals, coffee/tea  
and snacks + vat if applicable

### Location

LIVING INSTITUTE @BLOX  
Copenhagen, Denmark

### For more info please contact

Heidi Rottboll Andersen  
hra@livinginstitute.com  
+45 29 80 12 69  
+45 35 26 26 26

The program consists of 3 modules  
conducted over 4 consecutive days  
+ company visit on day 4 and  
strategy building on day 5

The 3 module program can be fitted  
into already existing D&I programs  
with a simple plug-and-play solution  
tailored to reach your company's  
goals

# Program:

## Module #1

### The Best Practice D&I Roadmap

*The 4 components that will do the job:*

- **Drive** – the business case and bottom line and the push from the top. Gap analysis – map the gaps and set the goals
- **Knowledge** – identify the solutions, the initiatives, the diversity dimensions, best practice, science and the stakeholders in your organization
- **Strategy** – design the right way for your organisation to meet your goals
- **Action** – implement the right solutions and follow up on results



Create a culture of inclusion in your company – and enhance talent attraction and innovation

## Module #2

### Eliminating the Barriers – create a culture of inclusion by enhancing Cultural Intelligence (CQ), reducing Unconscious Bias and other barriers to inclusivity

*Digging into science, best practice and the latest research on Diversity Intelligence and the greatest enablers and barriers to diversity*

- Cultural Intelligence (CQ) how to navigate seamlessly across cultures
- The greatest barrier to inclusivity is **unconscious bias**. Focus here is on uncovering the nature of unconscious bias and how it affects decision making-processes by diving into cutting-edge knowledge from the world of research; neuroscience, psychology, sociology and behaviour
- The concept of 'covering' cripples professional performance – how to create workplace environments where people feel comfortable being themselves
- Create customized 'nudges' (i.e. behavioural changes) for specific situations and in specific teams



Acquire the knowledge and tools to design and facilitate excellent and impactful training programs

## Module #3

### Building and Implementing Strategies for Cultures of Inclusion

*Navigating the minefields of exclusion and homogeneity*

- Mapping present and future using the LEGO® SERIOUS PLAY® methodology
- Creating gender balance and inclusivity from top to bottom & the global war for talents – how to win
- Digging into the knowledge and toolbox of change management
- Creating and implementing individual D&I strategies



Take Away:  
The Diversity & Inclusion Toolbox – allowing you to promote and implement successful strategies and innovative solutions

## METHODOLOGY

All courses and modules are developed specifically D&I Master Class by accomplished business executives, entrepreneurs and consultants with strong academic background. Materials used are research-based and practical methods are tried and tested. We use:

- LEGO® SERIOUS PLAY®
- Quantitative statistics and qualitative processes
- Experiential learning exercises developed by internationally renowned psychologists and actors

**“If you do what you always did, you get the results you always got”**

## RESULT

In order to gain both knowledge and skills as well as the ability to initiate a fundamental cultural change in the organization, participants in the D&I Master Class attain the following skills:

- The ability to attract and retain key employees and new talents
- Practically applicable knowledge of 'Diversity Intelligence' and the ability to balance goals and ambitions with personal values
- An understanding of what Diversity Intelligence is and what it can do for the organization as a whole - as well as the ability and the tools for managing teams with a high degree of diversity
- Individually-organized strategies 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 and results

**“It's not about what diversity adds, but about what homogeneity takes away”**

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*It's the most comprehensive and qualitatively most demanding course I've seen so far on the topic of D&I ! I wish, I had visited your Masterclass two years ago when I started to work on this topic and designed the lectures for my business master students.*

*I would definitely recommend the Masterclass to HR Managers and D&I Managers working in multicultural companies, as well as to change agents and consultants facilitating D&I in their organizations!"*

*Aleksandra Darul, D&I Expert, Germany*

*- D&I Master Class Participant*

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*It was a great experience for me, I really enjoyed every module, and I'm back now with a lot of practical knowledge to implement in Chile”*

*Marilen, HR consultant, Chile*

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

**Heidi Rottbøll Andersen**. Founder and Head of Training, Heidi facilitates workshops and training for global companies and organizations with an ambition to grow by improving diversity intelligence. She is an entertaining keynote speaker and a visionary thought leader in the area of advancing cultures of inclusion and diversity and has been so since she founded LIVING INSTITUTE back in 2004. In addition Heidi is a member of The SDG Advisory Board of the Confederation of Danish Industry and a member of the Advisory Board of Pluralisterne. Heidi has a bicultural background (German/Danish) and has studied Strategy and Leadership at Wharton Business School and is certified as a LEGO® SERIOUS PLAY® facilitator.



Heidi R. Andersen, Founder & Head of Training LIVING INSTITUTE

**Jens Rottbøll**, Chief Consultant, Partner, former HR Director at B&O 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 Rottbøll, Partner & Chief Consultant, LIVING INSTITUTE

**Salman Ahmad**, Chief Consultant, PhD in Psychology.

Born and brought up in India, Salman has lived and worked across South Asia, the Middle East and Europe.

Based in Denmark, he consults in the area of leadership and organizational development and cross-cultural management. He also lectures at Copenhagen Business School and the University of Copenhagen.

Drawing upon his insights into the functioning of self and identity, his practical experience of diverse cultures and his understanding of the needs of international business, Salman designs and delivers organizational interventions aligning people development to the strategic needs of the organization.

Salman Ahmad is a certified LEGO® Serious Play Trainer and certified 'When Cultures Meet'® facilitator.

In this capacity Salman has facilitated solutions for: Siemens, KMD, Saint Gobain, Fortum, MAN Diesel, Ørsted, Henley Business School, Astra Zeneca, Indian Danish Chamber of Commerce, Rockwoll, Nordgroup, Leo Pharma, FLSmidth, Danish Ministry of Foreign Affairs, Danfoss, Radiometer, Trellis, Rambøll and Danske Bank.



S. Salman Ahmad, Chief Consultant, LIVING INSTITUTE

The D&I Master Class program and the list of instructors may be subject to minor changes

# 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.

## 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.

## The LIVING INSTITUTE TEAM

