

Build safe
and inclusive
working
cultures

People & Culture Champion

A masterclass in 7 Online Modules

March 25th – May 20th 2025



Transform Your Workplace

Unlock the Full Potential of Organizational Diversity

Living Institute's MasterClass is designed to drive systemic change, essential for harnessing the full benefits of a diverse workforce. To create an inclusive work environment, you need actionable strategies and practical tools – this masterclass will show you how.

Empowering Change Leaders

As a participant, you'll be equipped to initiate, drive, and support cultural change by engaging everyone in your organization. This course focuses on actionable methods to transform your company culture into one that welcomes all.

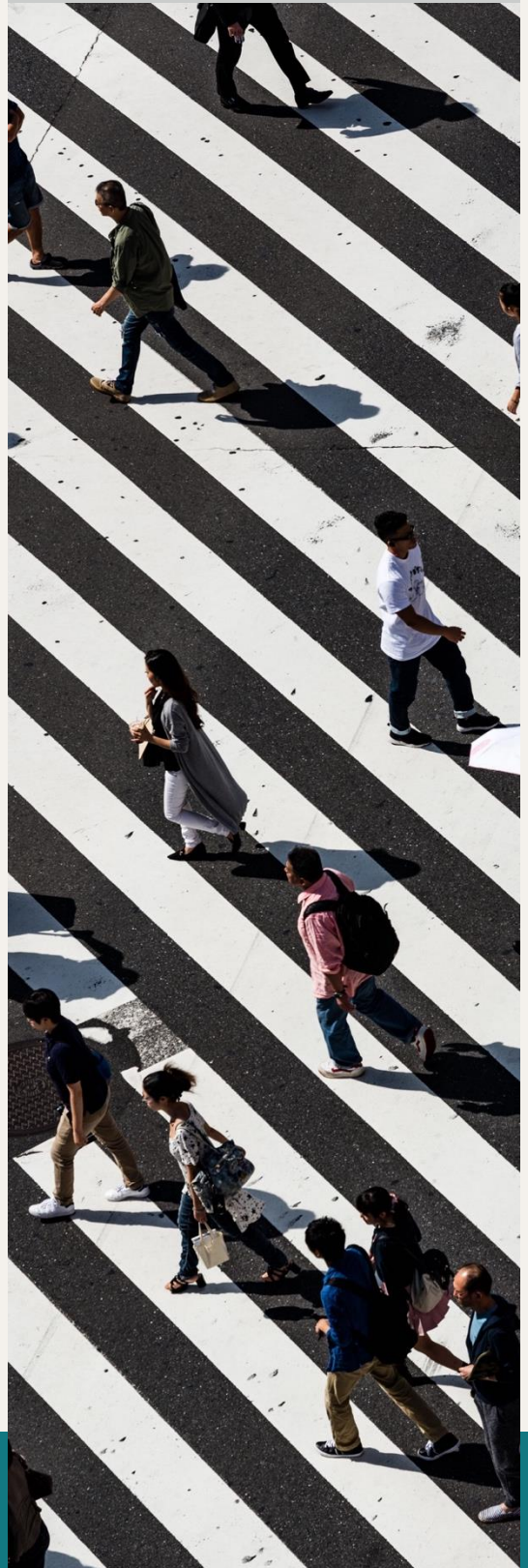
Building an Engaging Work Culture

You'll gain the skills to enhance the sense of belonging and safety within your company, leading to a workplace where people are motivated to stay and contribute positively. Beyond the social benefits, this transformation also leads to significant monetary gains.

Expert-Led and Research-Based

Our masterclass is grounded in extensive research and high-quality data, taught by experienced facilitators who have led over 6,000 workshops for both private and public sector companies worldwide.

Target group: Internal task forces, HR and Employee Resource Groups



What will you learn in the 7 Modules of the Masterclass?

The masterclass is divided into seven modules, each designed to address different aspects of the people and culture journey.

Through a combination of theoretical knowledge and practical exercises, you will develop a thorough understanding of how to implement effective strategies in your organization. Each module builds on the previous one, ensuring a cohesive learning experience that equips you with the tools and confidence to lead impactful people initiatives successfully.

What You'll Learn in the 7 Modules

- The mechanisms and dynamics of transformational people engagement in the workplace
- Reduce unconscious bias and promote psychological safety
- Attract and retain diverse and creative talent
- Create gender balance at every level of the organization
- Mobilize everyone to be reliable allies fighting for inclusivity and equal opportunities for all
- Establish a strong foundation for a great place to work by basing everything you do on data. No more guessing.



Course Details

Dates and Time for Facilitated Modules:

Module #1: March 25th

The Fundamental Mechanisms and Dynamics of People Engagement

Module #2: April 1st

Unconscious Bias Training

Module #3: April 9th

Accelerating Gender Balance

Module #4: April 24th

Transformational Leadership

Module #5: May 6th

Psychological Safety & Mobilizing Allies

Module #6: May 14th

Using Data to Drive your Journey

Module #7: May 20th

Designing Your People & Culture Roadmap

Time: 2:30PM – 4PM CET

Language:

English

Format:

7 self-study preparation sessions
followed by 7 x 90-minutes facilitated webinars
on Zoom

The program is designed for:

Corporate HR Officers, HR Partners, Members of ERG
and Inclusion Councils.

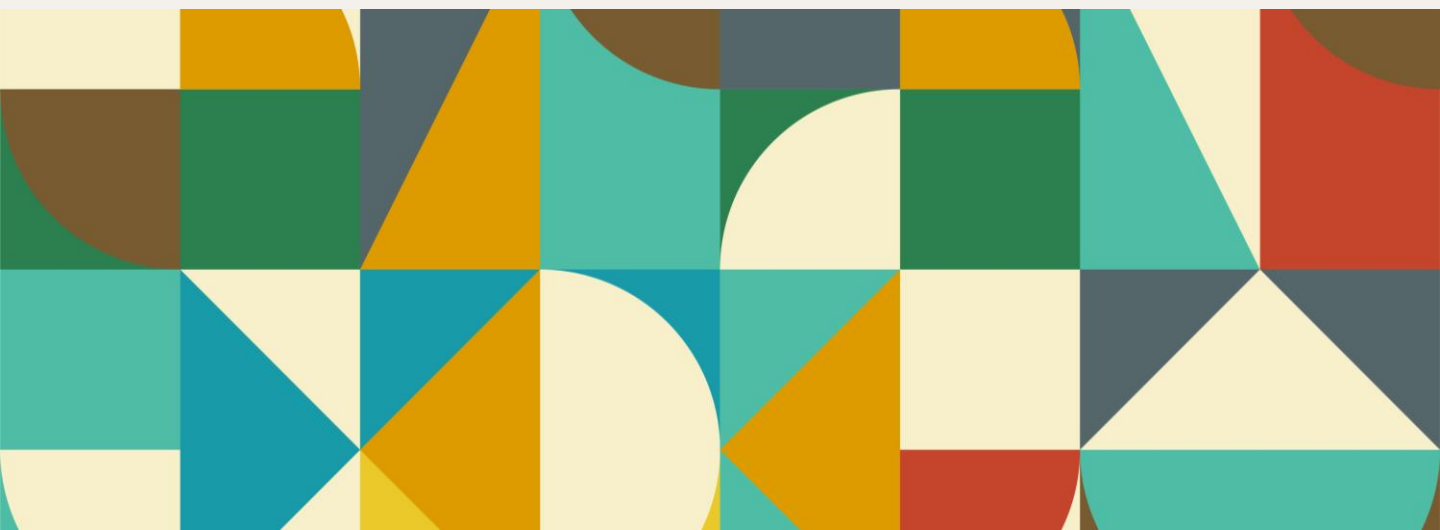
Exclusive bonus:

As an exclusive bonus, participants will receive the book '*Diversity Intelligence how to create a culture of Inclusion for your Business*' (on the recommended read list of 238 universities and business schools) and gain access to the e-learning program '*A Workplace for Everyone*'

Fee

€ 1250 + vat if applicable

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DEI masterclass

The 7 Modules



Living Institute
Diversity Intelligence Consultancy

Module #1

The Fundamental Dynamics of Transformational People Engagement

March 25th from 2:30 PM to 4 PM CEST

Laying the Groundwork for an exceptional work culture by Introducing a Systemic Approach to People Engagement

Understanding the Need: Here's where we talk about why a systemic approach is needed to create a great workplace environment.

Achieving Cultural Transformation: We also talk about how to achieve it – what goes into a cultural transformation and what is preventing us from doing so, if we don't change the organizational dynamics?

Facilitator for Module 1

Kasper Jelsbech, Chief Consultant, PhD in Anthropology. Kasper is passionate about promoting cultures of inclusion. He specializes in inclusive leadership, advancing gender parity, cognitive diversity, unconscious bias mitigation, and cross-cultural and cross-disciplinary collaborations.

[Read more about Kasper here >>](#)

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"The masterclass helped me to structure my views on this topic in a very practical manner. It made me look at my current knowledge on DEI critically and with new eyes. I have taken away some actionable items and am very motivated to implement them"

Mukta Arya, Managing Director,
Regional Head of Human
Resources, Societe Generale,
Hong Kong



Living Institute
Diversity Intelligence Consultancy

Module #2: Unconscious Bias Training

April 1st from 2:30 PM to 4 PM CEST

Tackling one of the biggest barrier: Unconscious bias

- **Exploring Bias:** We'll outline the nature of unconscious bias and how it affects decision-making processes and job satisfaction.
- **Mitigation Strategies:** We'll also share how to mitigate these biases in the workplace and stop them from influencing critical decisions – hiring, promotion, task assignments, and more.

Facilitator on Module 3

Bobby Bovell, Senior Consultant. As a Senior Consultant at Living Institute, Bobby draws on his unique background as a British musician, priest, creative consultant and much more to help companies worldwide mobilize allies within their organizations by bringing diversity and inclusion to the forefront.

[Read more about Bobby here >>](#)



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"Very clear, overall and also hands-on tools to drive the DEI agenda, especially with the *wheel and also the flexibility which is needed to jump between the 4 quarters from time to time"

**Nadine A. Global
Business Partner,
Denmark**

- DEI Champion, Feb 2020



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Module #3: Accelerating Gender Balance

April 9th from 2:30 PM to 4 PM CEST

Achieving gender equality and equal representation is a huge priority in most companies nowadays - and for some, the past few decades

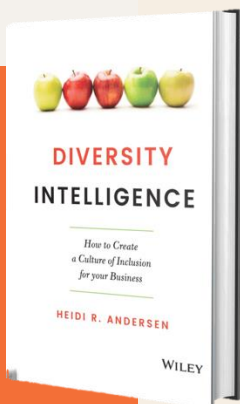
This module covers why gender equality is good for business – and how to make it happen.

- **The evident upsides** Here we make the case for accelerating gender balance – why it’s necessary and what it’ll bring to your company
- **The dos and don’ts** We also cover best practices, including the 13 things you should do to accelerate gender balance (and 4 things we’ve seen fail time and time again)

Facilitator on Module 4

Heidi Andersen, Founding Partner and Executive Coach at Living Institute. Heidi is a renowned thought leader and author of the book *Diversity Intelligence: How to Create a Culture of Inclusion for your Business*. She is a frequent keynote speaker around the world on topics relating to DEI and how to create an inclusive culture.

[Read more about Heidi here >>](#)



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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

– DEI Champion, Feb 2020



Living Institute
Diversity Intelligence Consultancy

Module #4: Transformational Leadership – Cultivating Leadership Excellence

April 24th from 2:30 PM to 4 PM CEST

Exceptional leaders are not simply born; they are developed through continuous self-reflection and the ability to motivate their team members to surpass their own expectations.

A great leader fosters an environment where individuals feel inspired to achieve more than they thought possible.

This module illustrates how to promote transforming leadership skills.

- We then thread that experience with knowledge gleaned from years of empirical research and from running inclusive leadership programs for more than 2000 leaders since 2021
- Finally, we help you plan how you're going to use what you learned in practice

Facilitator on Module 6

Jens Rottbøll is a Partner and Chief Consultant at Living Institute. Jens has trained hundreds of leaders (from CEOs to Line Managers) from an extremely wide variety of companies in how to work with diversity and become an inclusive leader. He draws on his learnings from his Diploma in Leadership in the Knowledge Society, his experience as an MBA facilitator, and his expertise as a certified Strategy Execution Expert among other things.

[Read more about Jens here >>](#)



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"A very comprehensive course with an extraordinary amount of expert knowledge giving lots of food for thought about how to work with DEI in your own organization. I will definitely recommend this masterclass to others!"

Tina Schelle,
Communications Danish
Composers' Society

– DEI Champion, Nov 2020



Living Institute
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Module #5: Psychological Safety & Mobilizing Allies

May 6th from 2:30 PM to 4 PM CEST

Engaging allies is one of the most effective strategies for fostering a culture where everyone feels a part of the team

- **Engaging Allies:**

Discover how to involve colleagues in becoming allies, challenging and transforming systems that create unequal access to privilege and power.

- **Mobilizing for Inclusion:**

Learn strategies on how to mobilize everyone to create a fair and inclusive workplace for all, enhancing psychological safety.

Facilitator on Module 5

Bobby Bovell, Senior Consultant. As a Senior Consultant at Living Institute, Bobby draws on his unique background as a British musician, priest, creative consultant and much more to help companies worldwide mobilize allies within their organizations by bringing diversity and inclusion to the forefront.

[Read more about Bobby here >>](#)

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"The DEI Masterclass covers all significant aspects of Diversity and Inclusion. It brings together great sessions, to enable participants to reflect on the finer nuances of DEI in a sensitive way."

**Anshu B. Leadership
Development,
Coaching, Change
Management, India**

- DEI Champion, June 2021



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Diversity Intelligence Consultancy

Module #6: Using Data to Drive your Journey

May 14th from 2:30 PM to 4 PM CEST

Why successful companies base their people initiatives on data:

- This is the nitty gritty of why you need to measure the level of inclusion, loyalty and engagement in your organization
- Utilizing Qualitative Insights: We'll also dive into how we use qualitative data effectively to drive meaningful change in your organization.

Facilitator on Module 2

Kasper Jelsbech , Chief Consultant, PhD in Anthropology. Kasper is passionate about promoting cultures of inclusion. He specializes in inclusive leadership, advancing gender parity, cognitive diversity, unconscious bias mitigation, and cross-cultural and cross-disciplinary collaborations.



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"You can read all the books and hear the many talks about DEI, but what I took away from this intensive training was a whole picture and a frame based on research and facts. It has given me the capabilities to move the agenda forward."

**Susanne B. VP Global
Talent and People
Development, Sweden**

- DEI Champion, Feb 2020



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Module #7: Designing Your DEI Roadmap

May 20th from 1PM to 4PM CEST

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

Bringing it all together, we talk about the 4 components of the roadmap for transforming your company's culture

- **Drive** – why is diversity necessary?
- **Knowledge** – what is the culture like at your company?
- **Strategy** – how do you change that culture?
- **Action** – who is a catalyst for change, who do they involve and when is the right time?

Facilitator on Module 7

Kasper Jelsbech Knudsen, Chief Consultant, PhD in Anthropology. Kasper is passionate about promoting cultures of inclusion. He specializes in inclusive leadership, advancing gender parity, cognitive diversity, unconscious bias mitigation and cross-cultural and cross-disciplinary collaborations.

[Read more about Kasper here >>](#)



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"We like to think of our selves as diversity champions and we'd like to help you become one too"

**The Facilitators of the DEI
Champion Certification
Programme**



Living Institute
Diversity Intelligence Consultancy

How do we Design the MasterClass?

We gather business executives, entrepreneurs and consultants with strong academic backgrounds to design all the modules. We make sure all the materials are based on robust research. We really don't want to waste your time, so we make them practical and impactful – you'll learn by experience using exercises developed by internationally renowned scientists and actors.

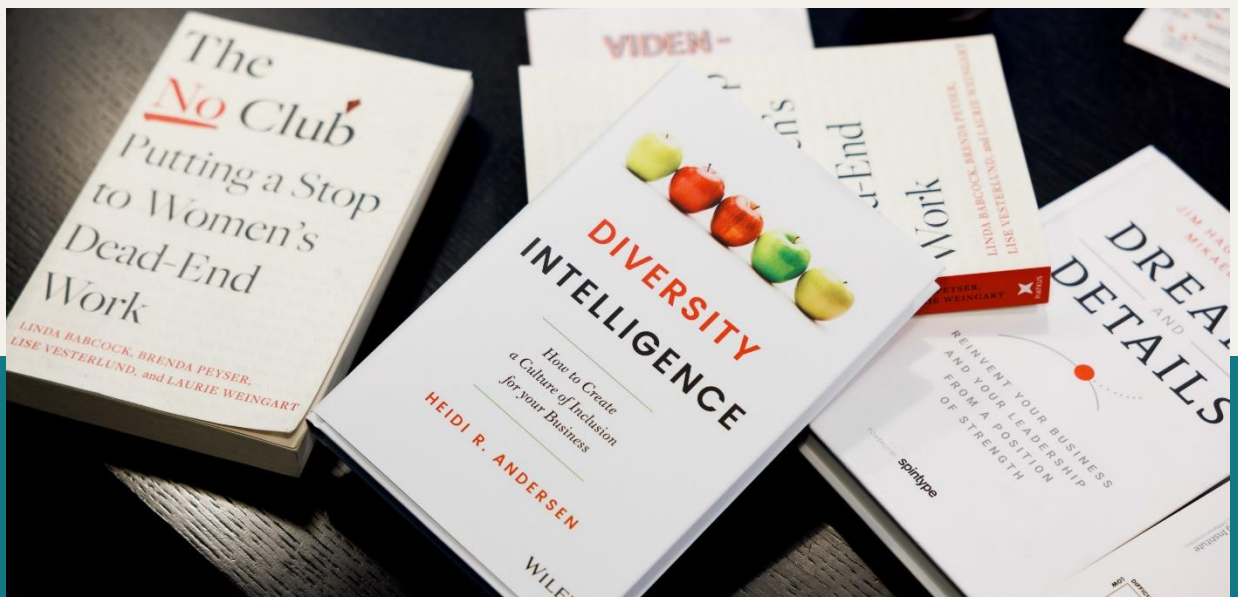
The masterclass content is informed by statistical data infused with qualitative richness, so you can be pretty sure that it's based in reality but doesn't lose sight of what matters – the people.

We have also built upon our 18 years of experience in the market, helping our clients re-shape their cultures, all of which our founder, Heidi R. Andersen, shares in her book ***Diversity Intelligence how to Create a Culture of Inclusion for Your Business*** (Wiley 2021). The masterclass modules reflect the essential chapters in the book and is as such pre-read curriculum for the Champion program.

And at the end of it, you'll have transformed into a skilled change maker and a proficient advocate for enhancing workcultures.

You'll know exactly what actions to transform the culture into an inclusive environment.

All that will remain is for you to unlock the vast potential of your diverse team, empowering them to collaborate effectively and drive organizational success.



Heidi R. Andersen

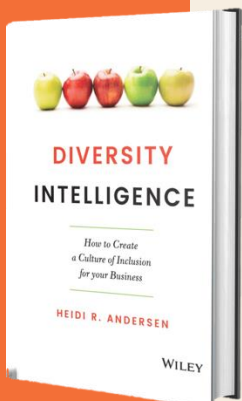
Founding Partner and Chief Consultant is an accomplished author, keynote speaker, and lecturer who has made significant contributions to the field of diversity intelligence. With a focus on enhancing gender balance, inclusivity, and diversity intelligence in organizations, Heidi is a sought-after expert in her field.

Her book, "Diversity Intelligence How to Create a Culture of Inclusion for Your Business" (Wiley 2021), is a step-by-step guide that helps organizations worldwide foster a culture of inclusion and enhance diversity, equity, and belonging. The book is on the recommended read list of 238 accredited business schools and universities, including prestigious institutions such as Insead, Oxford University, London Business School, and Said Business School.

Heidi has a wealth of experience working with private organizations, including co-founding several cultural institutions. She studied Strategy, Growth, and Great Change Leadership Strategies on Innovation at Wharton Business School and is a certified LEGO Serious Play Practitioner.

As a member of LIVING INSTITUTE's Global Task Force, Heidi has facilitated diversity solutions for a range of organizations, including Engie, Hydro, Deloitte, Econ, Novo Nordisk, Esprit, Vestas, SAP, Carlsberg, Rockwool, LEGO, Rambøll, L'Oreal, Bayer, Fortum, Danfoss, Grundfos, Skov, Leo Pharma, Danske Bank, Nordea, SimCorp, The Danish Composer's Society, Siemens, Symphogen, Denmark's Technical University, Copenhagen Business School, Danish Ministry of Foreign Affairs, Denmark's Sports Confederation, Artevelde University of Applied Sciences.

In addition to her work as an author and consultant, Heidi regularly lectures on Diversity Intelligence and Cross-culture Communication at Copenhagen Business School. Heidi is also a member of the UN's Sustainable Development Goals Advisory Board of the Federation of Danish Industry, further highlighting her commitment to creating a more equitable and inclusive world.



Bobby Bovell

Partner, Chief Consultant, Creativity Strategist and Keynote Speaker with a BA (Hons) in Commercial Music at the University of Westminster and an MA in Systematic Theology.

Bobby is passionate about the links between diversity, inclusion, creativity, innovation and growth.

His background is a tapestry of diversity – he has served as an ordained minister, a metropolitan police constable and a business coach and is an award-winning recording artist. He has also worked with Her Majesty's Prison and Probation Service on unconscious bias in the UK and worked with diversity projects and workshops in the technology industry.

As a practitioner with over 17 years of experience in championing diversity and inclusion, Bobby marshals his experiences in empowering diverse communities in companies to overcome the limiting beliefs that prevent them from reshaping themselves. As a facilitator, Bobby draws on practical examples to shed light on how businesses can become more diverse. He specializes in providing a structured understanding of how to implement creativity in business models and products by enhancing inclusivity and diversity.

Bobby was born and raised in London and is currently based in Denmark. He is fluent in English and Danish.



Jens Rottbøll

Partner and Chief Consultant at LIVING INSTITUTE. His impressive credentials include a Diploma in Leadership in the Knowledge Society from INSEAD and Wharton Business School, and he is also an MBA facilitator for Strategy and Core Values. Jens holds a master's degree from the Rhythmic Music Conservatory of Copenhagen, and he is certified as a Strategy Execution Expert by the International Coach Federation. Additionally, he is one of only ten certified LEGO® Serious Play® trainers of facilitators worldwide.

Despite being a white middle-aged man, Jens is a staunch advocate for gender equality, cultural intelligence, and inclusive company cultures. He has helped synchronize executive teams worldwide to commit to a DEI agenda and find their voice. Jens excels in creating safe and trusting environments that promote psychological safety.

Jens has a diverse background that includes creating the acclaimed concert venue VEGA in Copenhagen and serving as Director of Human Resources at Bang & Olufsen, where he managed the development and global rollout of the company's corporate core values and mission statement. Jens is also a board member of Jazz Denmark and vice chair of Østre Gasværk Theater.

Jens is an expert in delivering end-user workshops and programs on an executive level in large companies globally, with a focus on strategy and corporate values, company culture transformation, diversity intelligence, and enhancing gender balance. He uses designs based on the LEGO® Serious Play® Methodology to solve real problems in real time.

At Living Institute, Jens manages projects and conducts training and workshops on enhancing diversity intelligence in organizations, improving strategy and leadership, and developing the institute's leadership programs, including modules in MBA programs worldwide. Jens has managed projects with management groups from all over the world, including the USA, Canada, Brazil, France, Germany, Slovenia, Thailand, China, Scandinavia, the UK, and Spain, working with companies such as Engie, Alfa Laval, Walmart, eBay, CPALL, Siemens, Ministry of Foreign Affairs Denmark, Chr. Hansen, BASF, LEGO, Bang & Olufsen, Novo Nordisk, Züblin, BMI Group, DONG Energy (Orsted), IC Company, Pandora, Maersk Logistics, and many more.



Kasper Jelsbech

Partner, Chief Consultant, Diversity Strategist, and Keynote Speaker with a PhD in Anthropology. With a passion for promoting cultures of inclusion, Kasper focuses on inclusive leadership, advancing gender parity, unconscious bias mitigation, and cross-cultural and interdisciplinary collaborations.

In addition to his consulting work, Kasper is a brilliant and entertaining keynote speaker who shares his knowledge and experience with diverse audiences. Through his work, Kasper continues to promote the value of cultural diversity and the importance of creating inclusive workplaces.

In his PhD dissertation, Kasper expounded on the concept of culture and how applying cultural intelligence can enhance collaboration and bridge national and cultural differences. Drawing from his extensive practical and theoretical knowledge of promoting cultural diversity at workplaces, Kasper facilitates counselling sessions, workshops, and training as a Chief Consultant.

Kasper is also a certified LEGO Serious Play® Facilitator and a certified provider of the Intercultural Readiness Check, an assessment of an individual's current capacity to engage and communicate with people from other cultures. As an experienced educator and communicator, Kasper regularly lectures on business culture at Copenhagen Business School.

With his proficiency in English, Danish, and Spanish, Kasper has lived, worked, and studied in various countries, including Ghana, the USA, Cuba, and Nepal. He has successfully enhanced organizational diversity intelligence at dozens of institutions, such as Energinet, DNV, Alfa Laval, Genmab, Ørsted, Engie, Mazars, Siemens, Danish Ministry of Foreign Affairs, Gorissen & Federspiel, SBM Offshore, PFA, Systematic, Cowi, Aalborg University, Aarhus University, Copenhagen Business School, Coloplast, Chr. Hansen, L'Oreal, Novo Nordisk, NNE, and many more.



About Living Institute

EST. 2004

People, Leadership = Culture

Creating Cultures of Inclusion by introducing:

Transformational Leadership*, Inclusion Surveys, Unconscious Bias, Gender Balance, Allyship & Cultural Intelligence

Faculty of 22 Specialists

Anthropologists, psychologists, economists, social scientists & business leaders

Our Mantra

Evidence and research-based knowledge made practically applicable

Global Task Force

Facilitated 6,000+ diversity initiatives for more than 50,000 people in Denmark, Japan, Germany, USA, UK, China, France, Portugal, Belgium, Norway, Sweden, Estonia, Slovenia, Italy, Romania, Switzerland, Poland, India, Finland, the Netherlands, Thailand, Pakistan & Zimbabwe

*Since 2021 more than 7000 leaders have completed Living Institute's Inclusive Leadership Programs

See our clients' list [here](#)



People & Culture
masterclass



Inclusion
Gap
Analysis



Breaking
Unconscious
Bias



Transformational
Leadership
Programs





Living Institute
Diversity Intelligence Consultancy



Thank you for your attention



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