

LEADERSHIP EQUITY +
ACCOUNTABILITY PRACTICE
COURSES

2023

GUIDE + OVERVIEW



Transform

YOUR LEADERSHIP

Develop Skills to Foster Equity + Inclusion

Organizations that prioritize diversity, equity, and inclusion demonstrate increased innovation, adaptability, and employee engagement and satisfaction. It is essential that we as understand our personal growth edges to deepen our ability to forward this work with integrity and intentionality.

To further diversity, equity, and inclusion (DEI) initiatives in an organization requires that employees at every level in the company not only understand what DEI means and why it's important, but that they have clear concrete skills and practices to employ in order to make that vision a reality.

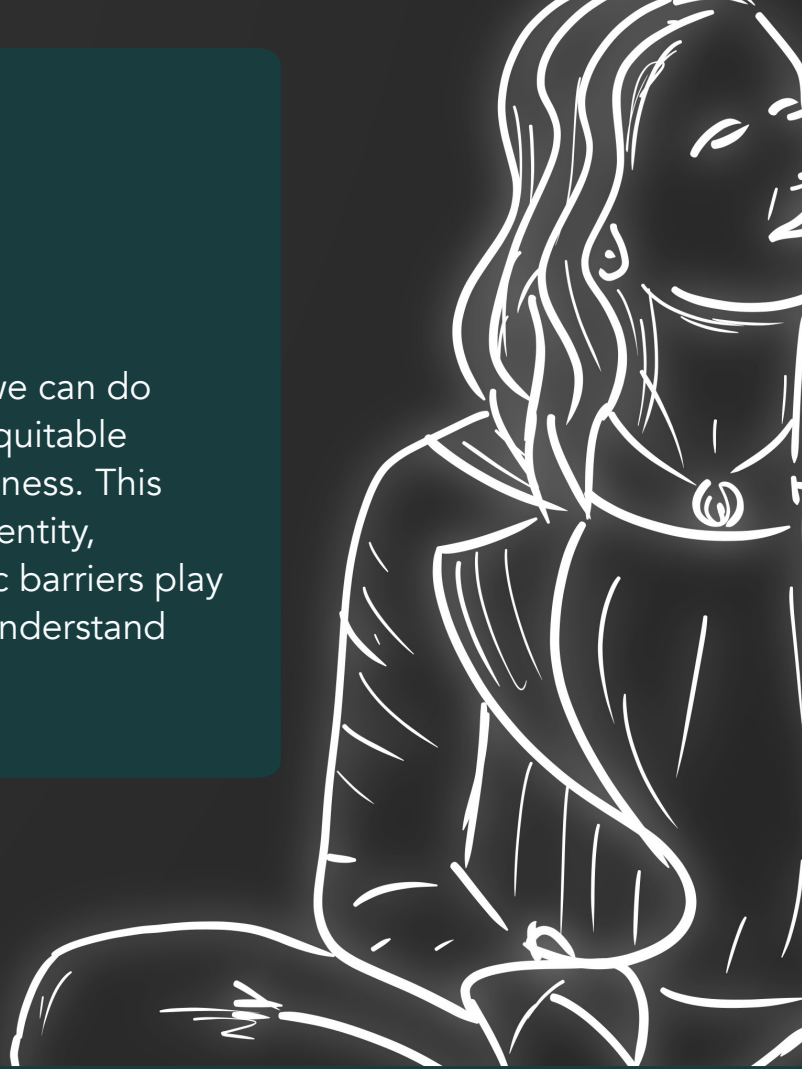
To that end, Integrative Inquiry works not only with

helping organizations understand their current workplace culture and make changes, but also to better equip leaders to take on this work long after our partnership ends.

Our training courses are specifically designed to help organizations take action around the goals they've developed.

Develop Critical Consciousness

As leaders, the most essential thing we can do to create intentional, inclusive, and equitable workspaces is to build our own awareness. This means understanding the role that identity, culture, power dynamics and systemic barriers play in our work environments. We must understand what exists if we want to change it.



“Knowledge emerges only through invention and re-invention; through the restless, hopeful, impatient inquiry [we] pursue in the world, with the world, and with each other.”

Paulo Freire, theorist and educator

CRITICAL CONSCIOUSNESS

The Brazilian theorist Paulo Freire first coined this term in Portuguese, conscientização. In its essence, it means the **ability to identify and analyze systems of oppression and the commitment to take action against them.**

He argued that it is through awareness that we can make deliberate choices, that we can ultimately impact and shape the world around us.

It is why the work of reflection and introspection is so valuable as leaders. If we don't stop to examine what lies beneath our behaviors, policies, and practices, we end up perpetuating systems of inequity.

We can focus solely on external barriers. Budget cuts, corporate policies, the omnipresent oppression that stems from the media and culture. However, it is just as important to examine the ways we implicitly or explicitly contribute to these if we genuinely want to dismantle them.

» ALIGNING INTENTION + IMPACT

There are many skills leaders need to develop to take on DEI work in their organizations. Our approach targets long term organizational transformation. We teach participants how to engage others in difficult conversations, to share power, mediate conflict, and think systemically, in order to further sustainable, impactful change. This requires addressing four levels of learning.



What We Teach

No matter the subject, the approach we take in every workshop we run is to develop participants' critical consciousness by following a cycle of skill-building.

cultivating critical consciousness

01 awareness

understand the ways in which I and others are impacted by and directly impact the world around us.

GROWTH



05 system + culture

acknowledge the implicit ways our society reinforces particular values and behaviors and articulate a response that is inclusive of diverse perspectives.

BELONGING



02 communication

engage others in discussion and dialogue to open up opportunities for change, innovation, and collaboration.

PURPOSE



03 action

improve behaviors in concrete and tangible ways through taking deliberate actions, calling one another "in" around areas of opportunity.

AGENCY



04 policy + practice

Identify, address, and advocate for changes at the institutional/organizational level to create policies and practices that further equity and inclusion.

PROCESS

Our courses can be tailored to each client and expanded to long skill-building courses or shortened to introductory level classes.

When we begin a contract we determine curriculum based on:

- The number of participants
- The role of the participants
- The experience and backgrounds of participants regarding the content
- The location (in person or virtual)
- The time commitment and availability of participants
- Intended outcomes (awareness, skill development, behavior change) Specific sector or industry concerns

Once we have determined the scope of work we create a customized program.

DEI FOUNDATIONS SERIES

Our Foundations Workshops are four stand-alone sessions that can be done in a series or individually. They are topics that we feel are the most essential for building a common language and framework on your team and are designed to be taught to participants at any level in an organization. Unless you have done extensive DEI training already, we typically recommend starting with this content.

INT INQ COURSES

Courses are designed to work with a group of participants over a period of time. Integrated into the instructional learning is practice, peer collaboration, self-reflection and individualized support from our team of experts. Each session builds on content from the previous.

Leadership Equity & Accountability Practice (LEAP) Courses are designed for those in formal positions of leadership or management.

Equity in Action (EIA) Courses are designed to work with an entire department or team with employees from varying levels.

TRAINER COURSES

To support our value of capacity building, we also offer train-the-trainer programs designed to teach your team members how to lead and facilitate DEI conversations internally.

One of the core tenets of Integrative Inquiry is authentic collaboration. We strongly value partnerships and the richness of experience that others bring in to this work.

Though internally we have a variety of expertise and experience on our own team, we are also more than happy to collaborate with outside parties in order to generate the best experience and service for our clients.

Don't waste company money, energy, and time on one-off sessions from a myriad of sources. The most important things to consider about trainings and workshops are the sequence, flow, and intention. Why this topic and this trainer? How does it address the expressed needs of your team? How does it connect and build off the previous learning you've done? We can help you think more intentionally about how to structure these to maximize impact.

DEI FOUNDATIONS SERIES

We offer introductory workshops to organizations just beginning this work, though we strongly encourage organizations to pair these with further commitment in order to ensure their time and resources are not wasted. Organizations can offer one or more of these sessions to orient their team.

Length: Each foundation session is designed for either 90 minutes or 3 hours. We highly recommend including an additional 30 min of Q&A to the 90 min session if possible.

Methodology: These are highly interactive workshops with breakouts, activities, and open participation. We do not recommend individuals planning to “listen in” passively. Participants should expect to be actively involved during session to get the most benefit.

Location: Virtual unless otherwise negotiated. In-person sessions TBD based on location, timeline, and budget (includes an additional charge).

Size: To maximize the learning of participants, we generally limit each session to 30 individuals. Each workshop can be repeated as needed to reach desired number of staff. Larger group sizes can be negotiated with additional facilitators.

**** LARGE GROUPS CAN BE ACCOMMODATED UNDER OUR SPEAKING ENGAGEMENT SERVICES.** We do not consider workshops and speaking engagements to be the same service due to the vast difference in educational outcomes.

Workshop Topics:

DEI in Practice: Developing an Equity Lens

Diversity, equity, and inclusion is not just a concept that exists isolated from the rest of how an organization functions; it is a foundational lens by which we can examine all aspects of our work. In this session we review the key concepts of DEI and look at how we can better cultivate a true DEI lens to challenge and step into our work more meaningfully.

Foundations of Inclusive + Equitable Workplaces

To create truly inclusive and equitable workplaces, we must understand how to foster psychological safety and develop cultures that encourage individuals to speak up, ask questions, admit mistakes, and embrace learning. This workshop provides resources and techniques for both managers and employees to address equity head on in their organization and call each other “in” to conversation.

Cultivating Our Critical Consciousness

This workshop explores how our opinions and perspectives are shaped by examining the social, political, and personal contexts we come from and acknowledging the presence of bias and inequity in our workplaces and society from a place of self-reflection and inquiry. We examine the multiple and ever-changing identities that form us as individuals and how our community both impacts and is impacted by them. To change society, we must first explore how it changes us.

Navigating Power in the Workplace

In this workshop, we introduce a process to examine power dynamics at play in your organization, and your own relationship to formal and informal types of power. We discuss what it means to have power, how it shows up in our relationships with others, where it comes from, how we build it, and how we can redistribute and leverage power to make workplaces more equitable for all.



LEAP

INTO ACTION

Our highly interactive workshops and courses are designed for participants to engage in critical thinking around real issues in their teams. Participants reflect on different aspects of their own development in order to intentionally address strengths and areas of opportunity in their own awareness, communication, and behavior.

We offer several different options for organizations to engage with our content and provide support as they begin to implement new skills and concepts in their daily work. Training without application has limited long-term effect, so our offerings employ best practices in educational theory to include elements of peer support, assignments and additional reading, individual development plans, coaching, and practicums.

We recommend that all training sessions offered are co-delivered by two or more experts from the Int Inq team unless otherwise contracted.

We can start with individuals at our Foundations level, or bring them all the way through our Trainer courses. You determine the level of engagement that is right for your organization.



INT INQ COURSES

Our courses are designed to work with a cohort over a period of time. Integrated into the instructional learning is practice, peer collaboration, self-reflection and individualized support from our team of experts.

Length: a commitment of 20 hours over 1-3 months.

Four 3-hour workshops + 2 optional implementation sessions + 6 hours of external work (assignments, meetings, practice).

Methodology: We offer workshops and additional support through the strategies listed below to ensure that participants get to practice and apply the skills they are learning in each live session.

Location: Virtual unless otherwise negotiated. Fees based on location and schedule may vary. Can be done as a hybrid with both virtual and in-person sessions.

Size: To maximize the learning of participants, we generally limit each cohort to 20 individuals.

1

LIVE WORKSHOPS

Four live, interactive workshops with our expert trainers either in-person or virtual.

3

COURSE WORKBOOK

Filled with practice worksheets, additional readings, and space for reflection, our workbooks guide you through the each step of the course.

2

ACCOUNTABILITY PARTNERS

Pair up with other leaders in your organization to create a plan for action and model a culture of feedback, growth, and collaboration.

4

CONSULTATION

Our courses offer two optional implementation sessions to discuss application of content with our subject matter experts.

LEAP Courses

Leadership Equity & Accountability Practice (LEAP) Courses are designed for managers and directors looking to center equity in their role within the organization.

Internal Structures for Equity | For leadership and managers who wish to implement better policies and practices to improve equity in their institutions. It focuses on the structural components of equity within an organization, and provides time to workshop tangible actions for each component.

Modules: Micro-structures in Everyday Practice, Cultures of Feedback, Power in Decision-Making, Tools for Meaningful Collaboration

Conflict Transformation in the Workplace | For leaders who wish to better address conflict when it occurs between team members and set up better procedures for handling it equitably.

Modules: Conflict Foundations, Subtle Acts of Exclusion, Creating Space for Engagement, Conflict Management Systems and Processes.



Courageous Dialogue: Facilitating through Conflict | For HR professionals, culture brokers, educators, or managers who wish to better facilitate dialogues and conversations around equity in their teams. It focuses on increasing psychological safety and addressing power dynamics to better engage all voices.

Modules: Conflict Assessment, Moral Convictions, Tools for Engagement, Facilitating Dialogue

EIA Courses

Equity in Action (EIA) Courses are designed for participants at all levels of an organization to come together to improve their workplace dynamics.

The Power to Act | This course is aimed to help team members identify what their own power is to influence change by examining the systems they are a part of.

Modules: The Change Curve, Lead from Any Position, Accountability + Agency, Power to Change

Communicating in Conflict | For team members to think about how they personally operate in conflict and how they can address conflict when it involves themselves.

Modules: Defining Conflict, Unpacking the Iceberg, Process for Change, Communication Skill building



TRAINER COURSES

We offer two courses that are designed for leaders already familiar with some DEI concepts and have begun their own learning, but need support in implementation to take DEI practices back to their team and organization. Integrated into the instructional learning is practice, peer collaboration, self-reflection just like the apprentice course, but it also includes self-assessment tools, coaching sessions, and an individual development plan.

Length: 40 hours over 3-6 months.

Four coaching sessions + six 3-hour workshops + 15 hours of external work (assignments, meetings, practice) + 3h facilitation practicum.

Methodology: We utilize a wide variety of educational practices to ensure there is a high level of learning and action steps taken as a result of the course. These include coaching, peer support, workshops, asynchronous learning (homework assignments) and practice.

Location: Virtual unless otherwise negotiated. Fees based on location and schedule may vary. Hybrid virtual and in-person options available.

Size: To maximize the learning of participants, we generally limit each cohort to 20 individuals.

1

SELF-ASSESSMENT

Complete a confidential, individualized self-assessment tool to identify areas of opportunity.

2

LIVE WORKSHOPS

Six live, interactive workshops with our subject matter experts over the course. (18 hours of content)

3

ACCOUNTABILITY PARTNERS

Pair up with other leaders in the cohort to support one another through feedback, growth, and collaboration.

4

COURSE WORKBOOK

Filled with practice worksheets, additional readings, and space for reflection, our workbooks guide you through the each step of the course.

5

INDIVIDUAL DEVELOPMENT PLAN (IDP)

Set goals for your own accountability and growth.

6

PERSONALIZED COACHING

Each participant receives 2 private coaching calls with one of our experts to implement their IDP and ask questions.

Courageous Dialogues Facilitation Track

This track is for participants who wish to better facilitate dialogues and conversations around equity in their teams. It focuses on creating psychological safety and addressing power dynamics to better engage all voices.

Liberating Structures Content Delivery Track

This track is for participants who wish to teach DEI topics to improve equity in their institutions. It focuses on the structural components of equity within an organization



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