

Same voices in every meeting: From diversity to inclusion

Adaptive module

~20 min

Many teams are already diverse on paper—ages, career paths, origins—yet this variety goes unheard: the same people always do the talking. No quotas, no charters: this module draws a clear line between diversity, a snapshot of who is there, and inclusion, what really happens in the room. It reveals invisible diversity, often the most valuable kind, and makes inclusion everyone's business, not just HR's.

— LEARNING OBJECTIVES

- 01 Distinguish diversity (who is present) from inclusion (the chance for everyone to truly contribute).
- 02 Identify a team's invisible diversity (career paths, experiences, ways of thinking), often the most useful.
- 03 Recognize the four feelings of inclusion: feeling welcomed, feeling you belong, valued, and connected to others.
- 04 Bring inclusion to life every day through concrete acts that are up to each person, beyond the legal framework.

— WHO IT'S FOR

Managers and team members from diverse backgrounds who want every point of view to count in decisions.

- **Prerequisite:** none

— HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

- 1 **Self-assessment:** on 9 dimensions, to gauge current habits and guide the practice.
- 2 **Expert video:** 10 minutes, with 3 pauses for reflection.
- 3 **Practice scenarios:** the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
- 4 **Dated commitment:** one action to try, written by the learner or picked from the suggestions.
- 5 **Memo to download:** key takeaways, questions, commitment, personal notes and checklists.

— ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- The 4 feelings of inclusion (feeling welcomed, feeling I belong, feeling valued, and feeling connected) – Afthonios method, close to belonging frameworks (Coqual, BetterUp)
- The distinction between diversity and inclusion, popularized by Verna Myers (the metaphor of the party and the dance)
- Inclusion vs. integration/assimilation, inspired by the belonging + uniqueness model of Shore et al., 2011
- Visible and invisible diversity, inspired by Loden & Rosener's dimensions of diversity, 1990

SOURCES & REFERENCES

- BetterUp, "The Value of Belonging at Work" (Harvard Business Review): a strong sense of belonging linked to a 56% increase in performance and a 50% drop in turnover risk
- Salesforce: more than \$22 million invested in pay equity in total, with an annual audit since 2015
- Verna Myers: "Diversity is being invited to the party; inclusion is being asked to dance."
- Shore et al. (2011): inclusion, belonging, and uniqueness in teams