

Who speaks, who's left out: Inclusion in everyday moments

Adaptive module

~20 min

A charter on the wall and completed training say nothing about who speaks in meetings or who gets information two days after everyone else, and hybrid work has multiplied this kind of exclusion that nobody notices. This module focuses on the micro-moments of everyday work: three families of gestures, the exact words that protect someone's point when they are cut off, and four habits specific to hybrid teams.

— LEARNING OBJECTIVES

- 01 Spot the everyday exclusions nobody notices: being cut off, receiving information late, being quietly left out.
- 02 Move past denial about your own automatic reactions: who you interrupt, who you have lunch with, who you avoid.
- 03 Apply the three families of inclusive gestures—balance who speaks, recognize, and ask questions—guided by equity rather than equality.
- 04 Include remote colleagues: share information, bring them into the loop, celebrate together, and pair them with on-site colleagues.

— WHO IT'S FOR

Managers and team members, on site or remote, who want a climate where everyone dares to contribute.

- **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 practice of “amplification” – documented among women staffers in the Obama White House
- Proximity bias – a recognized HR concept
- Inclusion through small gestures – drawn from Afthonios coaching practice

SOURCES & REFERENCES

- Washington Post (2016) – the practice of “amplification” among women staffers in the Obama White House
- The metaphor of the fish judged by its ability to climb a tree (equity versus equality), often attributed to Einstein
- Proximity bias – a documented HR concept
- Shore et al. (2011) – inclusion, belonging, and uniqueness in teams