From Diversity to Inclusivity
Behaviors are as important as words

Most organizations talk about the vital importance of diverse perspectives in driving organizational success. But when it comes to creating an inclusive culture for their diverse workforces, they often fall short.

According to a global survey conducted by PwC in 2017, 87% of respondents indicated that diversity and inclusion was a stated value or priority for their organizations; and yet, nearly half believed that diversity was actually a barrier to employee progression.

The fact is, actions can speak louder than words and, without a sincere and deep-rooted culture of equity and inclusion, diversity can lead swiftly to employee disillusion and organizational dysfunction.

“Building a truly inclusive leadership culture means changing the everyday behaviors of individuals and the organizational and social systems in which they work. It requires a shift in both mind- and skill-sets but the value to the organization can be transformative.”

BERNARDO M. FERDMAN PH.D.
Program Faculty Director

The Positive Impact of Inclusive Leadership

INCLUSIVE LEADERSHIP AND TEAM PERFORMANCE

<table>
<thead>
<tr>
<th>Inclusive Leadership Promotes</th>
<th>Individual Feelings of Inclusion</th>
<th>Team Performance</th>
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<tbody>
<tr>
<td></td>
<td>+70%</td>
<td>+17%</td>
</tr>
<tr>
<td></td>
<td>increase in experience of fairness, respect, value, belonging, psychological safety, and inspiration</td>
<td>increase in team performance</td>
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<td></td>
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<td>+20%</td>
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<tr>
<td></td>
<td></td>
<td>increase in decision-making</td>
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<td></td>
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<td>+29%</td>
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<tr>
<td></td>
<td></td>
<td>increase in team collaboration</td>
</tr>
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Source: Deloitte Insights. Based on Deloitte Australia’s analysis of 105 leaders as assessed by 600 raters against the six signature traits of inclusive leadership and perceived performance outcomes.
The Program

Program Fee: $7,500 (US)

The fee includes tuition, online coaching program, all learning materials and most meals. Participants are responsible for their own travel and accommodations but special rates at campus hotels are available.

Location: UCLA Anderson School of Management, Los Angeles, California

Inaugural Program: Spring 2020
Kick-off Webinar & Pre-Work: February 3, 2020
3½-Day On-Campus Intensive: March 2-5, 2020
Wrap-Up Webinar: April 2, 2020

The program is a two-month blended learning journey, which revolves around 3½ intensive days on the UCLA campus. Live webinars kick off and conclude the program and participants will complete Inclusion@Work, an online digital coaching program, and pre-readings in preparation for their on-campus experience.

OFF-SITE / ONLINE WORK

PRE-WORK: Inclusion@Work, 3 hours
PRE-READINGS: 1 hour
KICK-OFF WEBINAR: 90 minutes (1 month prior to on-campus module)
CLOSING WEBINAR: 90 minutes (1 month after on-campus module)

ON-CAMPUS SESSIONS

Day 1
Pre-Program Welcome & Orientation

• Program Introduction: Toward Inclusion
• Dinner with Keynote Speaker

Day 2
• Creating an Inclusive Learning Space
• Hearing One Another: Discovery & Disclosure in Diverse Organizations
• Don’t Stress the Struggle: Fresh Ways to Address Misunderstanding
• Inclusion, Diversity & Inclusive Leadership: Frameworks & Perspectives

Day 3
• Working Inclusively Across Differences
• The Science of Diversity and Inclusion
• Inclusive Leadership Behavior

Day 4
• ECHO: New Instincts to Support the Success of Diverse Communities
• Organizational Best Practices for Inclusion
• Application and Peer Coaching Groups
• Reflections and Action Planning
Our distinguished faculty draw upon their original research and vast teaching experience to create a groundbreaking program that delivers the mind- and skill-set needed to lead effectively in a diverse organization and to help build a truly inclusive culture.

**Program Faculty**

**Bernardo M. Ferdman Ph.D.** is the Program Faculty Director. He is an organizational psychologist, leadership coach, author and professor with more than 30 years of experience working on inclusion.

**Heather Caruso Ph.D.** is Assistant Dean for Equity, Diversity and Inclusion, and Adjunct Assistant Professor of Management and Organizations at UCLA Anderson.

**Miguel Unzueta Ph.D.** is Senior Associate Dean of MBA Programs and Professor of Management and Organizations at UCLA Anderson focusing on diversity, bias, and discrimination.

**The Impact**

**LEARNING OBJECTIVES & OUTCOMES**

- Understand how inclusion differs from diversity, and why it is critical to your success as a leader
- Learn strategies to harness the power of diversity and translate them to your organizational context
- Practice behaviors that are essential for any inclusive leader

You will also:

- Apply best practices and research for building inclusivity tailored to the needs of your teams and organization
- Deepen your awareness and understanding of the multiple facets of our personal identities and their potential contributions to individual and collective power at work
- Learn key ways to support all members of your organization in bringing their full power and skills to the workplace
- Develop and practice skills for communicating about and leading on inclusion and diversity in your organization and with its various stakeholders
The Participants

The program benefits participants with different spheres of organizational responsibility.

Any leader held accountable for modeling and promoting a culture of inclusion to drive enterprise success should consider attending.

- Those whose responsibilities include organizational strategy, HR, learning & development and leading diverse teams will find the program particularly valuable.
- The program is a great opportunity for organizations to send cross-functional teams, which will work collectively to develop best practices around inclusivity and a game plan for their successful implementation back in the workplace.
UNIQUELY UCLA

UCLA Anderson Executive Education has been a leader in Equity, Diversity and Inclusion programming for more than 20 years. Our program builds upon this proud tradition and the groundbreaking research, teaching and industry experience of our faculty to deliver powerful frameworks that can develop your executives into leaders with truly inclusive mind- and skill-sets.

UCLA is a globally renowned academic powerhouse but it is also uniquely entrepreneurial and individualistic, open-minded and curious, intellectually challenging and deeply caring for the communities in which we live. We are focused on stretching intellectual horizons, but we never forget our geographical roots and the place from which we draw strength and purpose.