

Best Practice

Service: Consulting and Training

Solution Suite: Professional Development and Business Development

Best Practice: Leadership Inclusion



New Leadership Strategy (NLS)

NLS is a proposed change strategy that offers a roadmap for promoting greater dialogue, curiosity, inquiry, collaboration, cross-cultural integration, and experimentation based on the following model:

Inclusion (value) + **Participation** (behavior) = **Contribution** (results)

NLS seeks to capture the unique contributions that everyone has to offer because of his or her background, affiliations, talents, values, and other differences. The explicit goal of *NLS* is to strengthen an organization by leveraging a host of significant differences undoubtedly linked to the overall performance of the company. The following is an outline of how each organizational level is approached:

Phase 1

Executive Level

Objective: Reach a consensus and reinforce commitment.

Synopsis: A two hour executive briefing will be designed and conducted for the *NLS* roll-out. The meeting will be designed to find commonalities on the vision for the Company. It will also be used to give a broad assessment of where the company is in relation to where it needs to be to fulfill that vision. A short re-cap of successful strategies used in the past will be conducted to create best practices. We will also review industry best practices to identify plausible missteps in the path forward. The function of each organizational level in achieving the vision will be outlined for the future sessions.

Recommended methods: Round table discussion/open forum.

Phase 2

Supervisory Level

- Objective:** Identify the roles and responsibilities of a Supervisor as it pertains to elevating the corporate environment to be inclusionary. Bring the Supervisors to a heightened level of understanding of where the company developmentally is and the vision it is working to obtain. Provide them with the tools necessary to facilitate similar sessions within their divisions/business units.
- Synopsis:** A two hour Supervisory exercise. The exercise will push the Supervisors past their existing comfort zone by analyzing various examples and scenarios that have specifically occurred within the community. The Supervisors will be asked with each example or scenario when they believed the example or scenario took place (past or present). The Supervisors will also as a group identify their roles and responsibilities. A review of the examples and scenarios with strict focus on the duties of a supervisor will be conducted along with emphasis on where these types of examples and scenarios can be found and utilized within their own divisions/business units.
- Recommended methods:** Break up into groups when possible. All scenarios or examples should be interactive (audio or visual). Panel groups if available.

Phase 3

Process Consultants

- Objective:** Build a foundation of *NLS* Process Consultants who will be trained to support supervisors with facilitating sessions.
- Synopsis:** A cadre of internal *NLS* Process Consultants (PC's) will be developed and trained in how to conduct *NLS* dialogue sessions. They will be responsible for supporting supervisors who must run these sessions. Global *NLS* dialogue session guidelines will be designed and developed for use in all sessions.
- Recommended methods:** One-day training modules will be designed and developed for all PC's. This series of modules will be delivered bimonthly. A certification process will be developed to enable employees to act as coaches, tutors, and facilitators on diversity issues and concerns generated by Dialogue Sessions.
- Training for process consultants will consist of specialized *NLS* facilitation skills, including multiculturalism and inclusion topics. The purpose is to create a high performance team of internal process consultants skilled in dialogue and multiculturalism, using one-year detail assignments. This exemplary approach will strengthen the company and cultivate a learning community, supporting cross-cultural integration, collaboration, and dialogue. This training approach assumes that the company must change and that the norms must accommodate everyone.
- Additionally, Process Consultants will receive eight hours of coaching support during months void of training. Coaching will be conducted by phone and online. This will be structured on a retainer basis.

Phase 4

Individual Contributors

Objective:	Provide a forum and learning path encouraging continued growth, collaboration, communication and cross-cultural integration which can accommodate varying levels of development and job duties.
Synopsis:	Six courses available for open enrollment. Topics covered include global leadership, cross-cultural training, and offshore teaming. An annual review of course offerings will ensure the offerings always challenge employees and push them to the next progressive stage.
Recommended methods:	A curriculum of six courses.