

## EXECUTIVE TRAINING SEMINAR

### *Diverse roads to inclusion - D&I management in organisations*

17, 18 & 19 October 2022, Residential Training

Badia Fiesolana, Florence, Italy

## TEACHING AND LEARNING TEAM

### Coordinators and Lead Instructors

**Ruth Rubio Marin** | Part-Time Professor | School of Transnational Governance, European University Institute

**Brigitte Mael** | Corporate Coach

### Trainers / Speakers:

**Benno Bastian Gammerl** | Full-time Professor, Department of History and Civilisation, European University Institute

**Louise Evans** | Behavioural Coach, Corporate Trainer and Facilitator | The 5 Chairs

**Tomas Chamorro-Premuzic** | Organizational psychologist

**Marcia Smythe** | Master Facilitator and Assessor | NeuroLeadership Institute

**Georg Senoner** | Consultant and Coach | SysMaCon

**Andrea Rubera** | People Caring & Inclusion Manager | TIM

**Caterina Romei** | Art History and Museology teacher

### CONTACTS:

**Jansulu Abdikyerim** | Project Associate, School of Transnational Governance, European University Institute, [jansulu.abdikyerim@eui.eu](mailto:jansulu.abdikyerim@eui.eu)

**Executive Education Team** | School of Transnational Governance, EUI,  
[STG.ExecEd@eui.eu](mailto:STG.ExecEd@eui.eu)

## **COURSE DESCRIPTION**

### **PROGRAMME OVERVIEW**

This executive training (to be held in presence in Florence) tackles a wide range of topics related to diversity and inclusivity in management from both a neuroscientific and a systemic/institutional point of view. Addressed at leaders in private and public organizations, the goal is to offer an open and secure space to explore, gain awareness, experience and discuss human behaviours in the face of diversity (as mediated through personal bias); people's attitude towards change and growth; and the challenges of overcoming resistance and transforming organizational cultures. Instructors will include academics and practitioners and methods will combine lectures, storytelling, games and the sharing of personal experiences through conversation. The focus of this programme is on identifying and building key conceptual models that participants can dynamically apply to their organizations with new forms of humanistic leadership being brought to the fore.

### **Learning Outcomes**

By the end of this programme, the participants will learn to:

- Recognise social implications of human diversity in the workplace and in society in general
- Analyse real cases around gender diversity interventions
- Develop fair approaches and inclusive solutions
- Formulate an evidence-based approach to diversity and inclusion

### **Learning Methods**

- Experiential learning
- Diverse disciplinary approaches
- Peer learning and networking by blending experts' inputs and participants' interaction (based on case study discussions, decision-making scenarios and role-plays).

### **Who Should Attend**

Professionals who manage, teach, and lead, in particular, those involved in decision making roles in all kinds of organizations (small, medium and large national and international companies and other private and public institutions).

## PROGRAMME

### DAY 1

Monday, 17 October 2022

- 12.30 – 13.30 CET**      **Welcome lunch buffet and informal self-presentation**
- 13.30– 14.15 CET**      **Presentation of the program, ground rules, expectations, needs**  
**Ruth Rubio Marín, Brigitte Mael, Benno Gammerl (the Team)**
- 14.15 – 15.15 CET**      **Diversity from a neuroscientific perspective ([Online](#))**  
**Marcia Smythe**  
Interactive lesson on how the brain works, on bias, assumptions, and other cognitive shortcuts. Participants will learn about the Scarf model, a brain-based model which helps explain human behaviour as driven by social concerns and experience how to apply it in the context of D&I.
- 15.15 – 17.15 CET**      **Management Constellations: scenic representation of mental maps**  
**Georg Senoner and Brigitte Mael**  
Management Constellations is a method of communication that allows access to implicit knowledge, that part of knowledge that is difficult to get at through verbal and rational language. The method gives concreteness to intuitions and integrates emotions with thought, in a frame of systemic thinking.  
In a consulting or a team setting, for example, both the clients and the team members are influenced by the strength of their mental maps. But similarly, the actions of the facilitator or the leader respond to patterns and practices that they have built over the years and that unconsciously make them follow known paths. The space in which co-creation occurs is precisely the space of the connection between the various mental maps. Alone, each of the actors involved would respond to their own patterns of thought and behavioral scripts. “Onstage” different points of view can be tested, efficient ideas and possible solutions can emerge, be developed and checked for feasibility.

**17.15-18.30 CET**      **Closing debriefing**

**Facilitation by the Team**

**19.00- 20.30 CET**

**Aperitif in Upper Loggia**

**Speech: Women artists of the Renaissance**

**Caterina Romei**

**End of Day 1**

**DAY 2**

**Tuesday, 18 October 2022**

**09.00 – 10.45 CET**

**Diversity and Inclusion: Legal Standards**

**Ruth Rubio Marín**

Through exposition and case studies, this session offers participants an introductory session to the legal concepts and tools that our shared legal culture has produced in order to combat exclusion and discrimination in the workplace. Drawing on human rights, European law and national legal traditions we will explore both the potential but also the shortcomings of legal instruments to promote an inclusive work environment. It invites participants to think of the law as setting the minimum core requirements which can only accompany the broader processes of social and individual transformation which can lead to true effective and fair work environments.

**10.45 – 11.00 CET**

**Coffee Break**

**11.00 – 11.45 CET**

**Diversity test 2:**

**Brigitte Mauel assisted by the team**

[Feeling to be ok or not ok](#)

In this session participants will be involved in a test that will give them a close feeling of what it means to be or not to be part of a “group”. The experience will also prepare participants for the lecture which follows.

**11.45 – 13.00 CET**

**From “stigma” to “normality” to “target market”**



**Benno Gammerl**

Lecture and Q&A on how perceptions of and attitudes towards LGBTZ people have changed since the 1950s.

**13.00 – 14.30 CET**

**Lunch**

**14.30 – 16.30 CET**

**Gender differences in leadership: myths, fake news, and facts ([Online](#))**

**Tomas Chamorro-Premuzic**

This session will review the empirical evidence in support of the common explanations for the gender imbalance in leadership emergence. Drawing from large scale quantitative research from the science of leadership potential, gender differences, and organizational effectiveness, it will examine the evidence-practice gap around gender diversity interventions, and what data-driven approaches would do to improve both female representation in leadership roles, and the quality and talent of our leaders

**16.30 – 17.00 CET**

**Coffee Break**

**17.00 – 18.00 CET**

**World Café with small groups**

**The team**

Imagine there's no heaven, it's easy if you try ... Creating pictures in one's head is the first efficient step on the way to change. Inspired by the words of John Lennon, participants will brainstorm in a world café format about the changes companies need to go through to be competitive in terms of inclusiveness and success; what their personal contributions could be; and what they can do to involve decision-makers and colleagues in their engagement.

**18.00 – 18.30 CET**

**Closing debriefing**

**Review of the day, impressions, questions and other comments**

**Facilitation by the Team**

**End of Day 2**

## DAY 3

Wednesday, 19 October 2022

09.00 – 10.45 CET

### **New Attitudes, New Communication, New Behaviours: the 5 Chairs Approach to Inclusion**

#### **Louise Evans**

The 5 Chairs is a practical and transformational tool which acts as a mirror to our daily attitudes and behaviours and encourages us to make new choices about how to act in a more inclusive way. It provides a system of thinking and communicating to help us develop the self-awareness and self-regulation necessary to transform unproductive 'toxic' behaviors into more mindful and effective collaboration. The more we are able to recognise and label our own non-inclusive behaviors, the more we can detect them in others and decide how to deal with them both assertively and empathically.

10.45 – 11.00 CET

### **Coffee Break**

11.00 – 11.45 CET

### **Networking my commitment**

#### **Facilitation by the Team**

Participants are asked to reveal and write down their personal commitment in terms of vision and their first step versus that goal. They will be offered the opportunity to share the challenges they expect and brainstorm with others about strategies to overcome resistance. Participants should be encouraged to remain in touch and to do peer-mentoring in the next coming months.

11.45 – 12.45 CET

### **Virtuous example: TIM**

#### **Andrea Rubera**

The story of TIM in terms of Diversity and Inclusion started in 2009 and is closely linked to Fabio Galluccio who is considered to be one of the first, if not the first Diversity Manager in Italy. In his words, "we are all diverse and as a company we have the responsibility to make all people feel at home." Over the last years TIM has been for three times among the top ten of the Refinitiv Diversity and Inclusion Index. The lecture will address what has been done, what can be done and what still needs to be done for inclusiveness of all diversities in the workplace, and more.

**12.45 – 13.15 CET**

**Closing remarks and handing out of certificates**

**Ruth Rubio-Marín and Benno Gammerl**

**13:15 CET**

**Lunch and Good-Bye**