

PRIORITIZE

Diversity

ELEVATE

Equity

CREATE

Belonging



CONSCIOUS LEADERSHIP ACADEMY



University
of San Diego

SCHOOL OF LEADERSHIP
AND EDUCATION SCIENCES



Transform


TRANSFORMATIVE DIVERSITY, EQUITY, INCLUSION, AND BELONGING

Over the last two years, organizations have had to face the uncomfortable truths that their cultures feel unwelcoming and not inclusive to all members of its community.

Additionally, organizations have had to take a look at their own lack of diversity and examine the systemic issues within the practices and policies of their industry that maintain a predominantly white membership.

You want workshops and training that make a difference and actually shift mindsets and change behaviors.

We approach DEIB work with an awareness that **this work is ongoing—the goal is growth, not perfection.** Being curious and intentional are essential to understanding how to be more open to differences in beliefs, values, cultures, and identities.



Our process blends data-driven content with emergent design.






We know that different results are more likely to emerge from a different process, so we design immersive experiences where reflection, connection, and dialogue can occur. We work 'below the neck' and allow hearts and intuitions to compliment the cognitive side of the work.

Our team works with you, co-creating and learning together. We work with what shows up and is most 'alive' for your organization in order

We commit to showing up, digging deeply into ourselves, and embracing discomfort. Because we know that through that work, we can grow stronger and lead better—together.

We can tell you it won't be easy. But we promise you, it will be WORTH it.

IT'S TIME TO CHANGE

-  People are more divided politically and socially.
-  Finding, supporting, and retaining diverse talent.
-  Promoting women and people of color to management and leadership roles.
-  Valuing differences in teams and groups.
-  Becoming aware of our unconscious biases, prejudices, and stereotypes.



THE WORK OF **DIVERSITY, EQUITY, INCLUSION, AND BELONGING** REQUIRES:

1. a willingness to thoroughly examine the structural inequities that exist
2. a commitment from leadership to make shifts and changes at both an individual and cultural level
3. training for all members of the organization on issues related to identity, unconscious biases and assumptions, and other core issues related to diversity and inclusion.



HOW WE WORK

WE BLEND THREE APPROACHES TO CREATING A SPACE THAT WILL MAXIMIZE THE EXPERIENCE AND ENGAGE ALL TYPES OF LEARNERS:

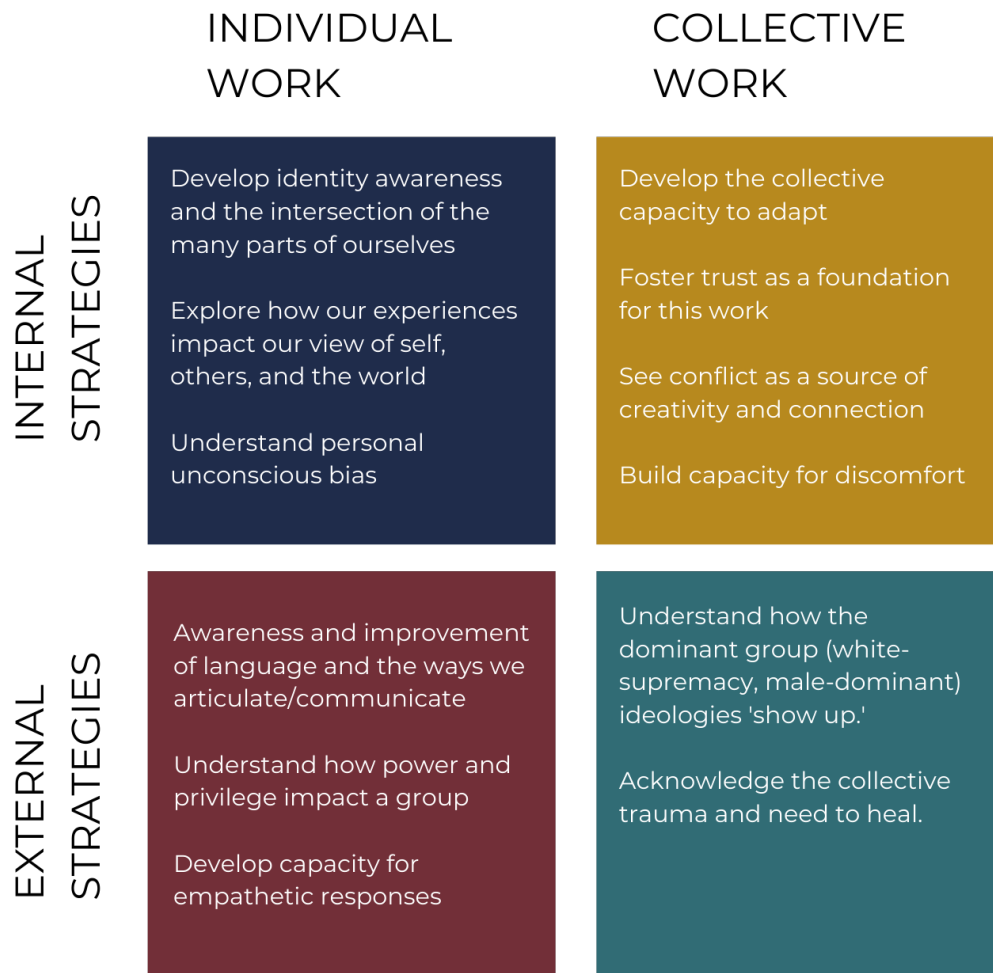
A processing space—driven by conversation and dialogue

A learning space—focused on sharing information and new ideas

A practice space—based on interactions and interpersonal engagement

One might feel more familiar, one more challenging. We need to expand our capacity and willingness to engage deeply and commit to real change.

PATHWAY TO CHANGE



Shifts toward equity and inclusion require attention to both individual and collective capacities. People need to do their part while cultures move toward trust, connection, and compassion. It's not enough to develop only one set of strategies. Both internal and external approaches are essential for sustainable transformation.



THE CLA DIFFERENCE

Housed in the School of Leadership and Education Sciences at the University of San Diego, The CLA brings an innovative approach to leadership development and diversity and inclusion work. We know leadership is not just a position, **leadership is a practice**. At The CLA, we believe that leadership can be taught and that people learn best by doing. We help people become transformative and conscious leaders who lead by example and inspire others to do the same.

We have committed ourselves to the work of diversity, equity, and inclusion, helping individuals, teams, and organizations work towards cultures of belonging. Our goal in this work is to create spaces where **everyone feels like they can show up as their true self**, feel valued, and make an impact. We prioritize the skills that help people communicate more openly and honestly. Equally important is the recognition that **underlying structural and procedural issues are often at the root of what**

needs to change in order for our organizations to become places of genuine belonging.

We specialize in creating an environment where people can be both **challenged and supported in order to transform**. CLA lead facilitators are advanced academic practitioners with extensive experience in both theory and application. Program faculty are certified leadership coaches who use an integrative approach to learning and development. We are committed to your leadership journey

The CLA has worked within the medical and mental health sector working on improving organizational culture and equity and inclusion. The team has both understanding and experience with professional membership organizations.

Data Driven

Companies with greater gender, ethnic and cultural diversity on executive teams outperformed other companies by up to 36% and were more likely to have above-average profitability.

(McKinsey Diversity Wins Report, 2020).



WHICH PROGRAM IS RIGHT FOR YOU?

PROGRAM	OVERVIEW	CONTENT	FORMAT & DETAILS
IDENTITY, INNER VOICE, AND UNCONSCIOUS BIAS A 4-workshop series to cover the essential build-blocks of diversity, equity, and inclusion work.	A great introduction to the foundational concepts of diversity, equity, and inclusion work. Learn key terms and ideas and begin the process of building individual and cultural skills to lead with equity and inclusion in mind.	<ul style="list-style-type: none"> • Identities and Unconscious Bias • Courageous Conversations: How to Have Them • Managing Microaggressions • Creating Cultures of Belonging 	Virtual or In-Person Workshops are 3 hours each held every 2-3 weeks
BETTER TOGETHER A comprehensive and transformative program for organizations ready and willing to shift toward equity and inclusion.	A customized program is designed for your organization. We begin with a short survey to highlight aspects of your organizational culture and identify specific challenges and opportunities. The BETTER TOGETHER program includes a mix of DEIB education, personal development, and dialogue sessions. The work is integrated with the culture of your workplace and designed with your employees in mind. You pick the workshops that resonate most with you, from 4-6.	<ul style="list-style-type: none"> • Employee survey and cultural data report. • 4-6 workshops • Dialogue sessions focused on building trust and the needed communication skills for conversations around equity and inclusion. • Feedback and progress meetings to monitor impact and • Optional leadership coaching for top-level leaders. 	Great for leadership teams, mid-manager level, or used widely across the organization. Both in-person, virtual, and hybrid formats available. This is an individualized program lasting 6-18 months.



<p>BUILDING BRIDGES</p> <p>A facilitated dialogue program to build trust, elevate all voices, and create space for conscious conversations.</p>	<p>Having open and honest conversations is one of the hardest things to do. We avoid difficult issues, fear conflict, listen poorly, and don't understand each other. This program gets people to talk to each other. We work with you to explore topics that are most relevant, we build skills for effective communication, and we create the space for dialogue and discourse.</p>	<p>A blend of skill-building workshops around listening and communication, and facilitating dialogue circles on topics.</p> <p>Integrating theories and methods from restorative justice and group relations.</p>	<p>Minimum 4, dialogue sessions, 60-90 min each.</p> <p>Planning, debrief, and processing meetings</p>
<p>THE ALL-IN ORGANIZATION</p> <p>You select the workshop topics your team and organization most needs.</p>	<p>Create your own workshop series based on the workshop topics that feel most relevant to your people and organization.</p> <p>4-8 workshop series.</p>	<p>We recommend starting with</p> <ul style="list-style-type: none"> * Identities and Unconscious Bias <p>And choosing at least one workshop in communication and trust. After that, it's up to you.</p>	<p>Virtual or In-Person</p> <p>Workshops are 3 hours each held every 2-3 weeks</p>
<p>THE REAL WORK SUMMIT</p> <p>An intensive experience in equity and inclusion</p> <p>Download REAL WORK program brochure</p>	<p>Using group relations methodology, we will fully immerse ourselves in the dynamics and processes that impact how we engage with each other in groups and teams. We will move past the technical solutions that have proven to fail, and explore how we view and experience oppression, power, privilege, and foster connection. We will dig into the systemic and cultural state of our organizations, face the truth about where we are and begin the journey towards embracing diversity, inclusion and belonging.</p>	<p>SESSION 1: Be quiet and listen: Uplifting the unheard voices.</p> <p>SESSION 2: Get in the game: It's time for us all to take responsibility, own our part, and do our work.</p> <p>SESSION 3: Focus Forward: What are our possibilities? What actions can we take from here?</p>	<p>Total 20 hours</p> <p>Intensive: 2.5 days</p> <p>Or</p> <p>4-5 days</p>



CORE WORKSHOP DESCRIPTIONS

IDENTITY, INNER VOICE, AND UNCONSCIOUS BIAS

We all have a voice inside that informs our view of the world and how we interact with others. In this workshop, we will explore our unconscious awareness, which is the source of bias, and how that unconscious challenges our self-talk and our ability to connect with others. Bias is cultural, social, institutional and personal. It is typically invisible to those who have it and can get in the way of effective leadership and impede teamwork and collaboration. Our implicit attitudes shape our decisions, yet we can work to bring awareness and consciousness to those attitudes in order to examine our own stereotypes and prejudices. By doing this we can foster more inclusive and accepting work environments.

DIALOGUE ACROSS DIFFERENCE

Difference and division has become a widespread problem, occurring at all levels of community, organizations, and society. The capacity to create a space that fosters honest dialogue is critical to leadership. Brave spaces create a sense of safety where all voices feel welcome, without creating a culture of consensus that keeps conversation superficial. This tension, between the freedom to speak one's truth and be heard and the fear of the consequence in doing so, must be constantly attended to. In this course, participants explore how common group dynamics impact honest dialogue, and leaders will gain the skills and opportunities for practice on fostering healthy and productive dialogue.

COURAGEOUS CONVERSATIONS: HOW TO HAVE THEM

We are living in tumultuous times, where tensions are high and conflict is inevitable. Leaders often choose to retreat, taking sides and/or focusing only on the needs of their department or functional area. It isn't easy sharing information that people don't like to hear, and yet, often, it is the 'elephant in the room' that most gets in our way. It's challenging, but possible to address difficult issues, and name important problems so that others not only hear, but join in addressing the core issue. Courageous conversations require leaders to develop sensitivities to the needs of others, communicate with compassion and understanding, and be aware of personal and group triggers that get in the way of effective leadership. In this course, participants discuss the dynamics and interactions that commonly cause tension and practice how to voice important issues in the service of collaborative leadership.

OTHER WORKSHOPS

MANAGING MICROAGGRESSIONS

FROM ALLY TO ADVOCATE

CREATING CULTURES OF BELONGING

**TRAUMA AND SHAME:
THE INNER WORK OF EQUITY**

EMPATHY LEADS TO EQUITY

THE WORK OF ANTI-RACISM

GENDER & LGBTQ

**THE #METOO SUPPORT WOMEN CREATING
CULTURES OF BELONGING**

THE HIDDEN IMPACT OF WHITE SUPREMACY



ARE YOU READY TO EXPAND YOUR THINKING AND OPEN YOUR HEART?

THIS PROGRAM IS FOR PEOPLE WHO BELIEVE:

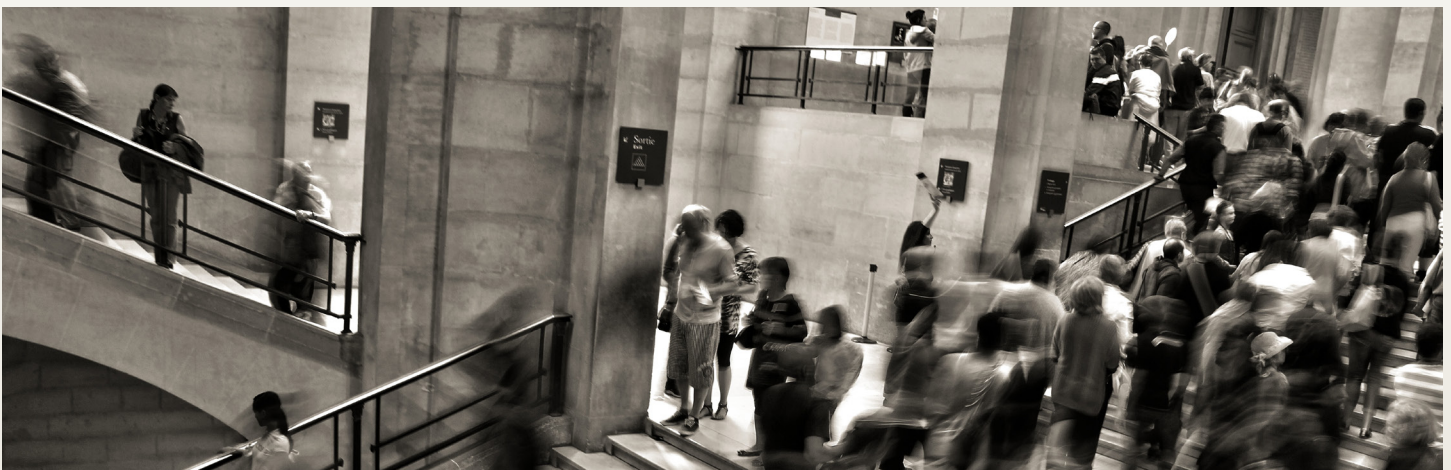
- There is room for growth and expansion in their worldview.
- The work of building trust and creating a culture of belonging is hard but worth it.
- Every employee deserves to show up every day without fear of being their true selves.
- Genuine connection in the workplace fosters higher degrees of productivity, engagement, and creativity that lead to increased revenue.

OUR DIVERSITY, EQUITY, INCLUSION COMMITMENT

We support our clients and honor any current work around DEIB. We strive to supplement our own equity approaches to exist alongside the efforts undertaken by the client.

We believe people deserve to show up as their true selves and feel like a valued member of their communities. To this end, we work hard to encourage and hear all voices.

The kind of shift to meaningful inclusion is not a one-and-done experience. It is a practice, and it takes time and energy. It's unlearning, and learning again. It requires a commitment and dedication to improving your ability to foster belonging and honor diversity in your organizations.





HOW WE SUPPORT YOU IN DOING THIS WORK

We stay steady in conflict—because conflict is essential to the evolution of any organization.

We create a safe space for dialogue—because without candor no conversation is worth having.

We invite you to seek depth—because a shallow-dialogue can only breed shallow-conclusions.

We help you push boundaries—because false safety is a dangerous enemy.

We listen to what is beneath the surface—because what we withhold is often what gets in our way.

THE WORLD IS MOVING

Forward

DON'T GET

left behind

LET'S WORK TOGETHER

**CLICK HERE TO GET IN TOUCH ABOUT BRINGING THIS WORK TO
YOUR TEAM AND ORGANIZATION.**



**CONSCIOUS
LEADERSHIP
ACADEMY** at the
University
of San Diego