

# INCLUSIVE LEADERSHIP PROGRAM

- claiming the future

A Leadership Program developed with support from Innovation Fund Denmark

## A new demand: Leading cultures of inclusion

In an era of disruption, how do managers secure constant innovation and improved bottom-line results? With increased global competition, how do leaders attract and retain the greatest talents from a diverse workforce in the 21<sup>st</sup> century?

To address these challenges, sameness thinking and doing things the way they have always been done are no longer sustainable options. Instead, there is a need to utilize different thinking and multiple perspectives to create better results. For this purpose, LIVING INSTITUTE proudly presents the new leadership program, *Inclusive Leadership*, developed with support from Innovation Fund Denmark.

*Inclusive Leadership* meets the demands of companies looking to become top performers and industry leaders in a global competition by rebuilding leaders who can:

- Motivate and engage teams with a high degree of diversity on all parameters (gender, culture, ethnicity, age, profession etc).
- Create and sustain cultures of inclusion in which opposing perspectives are authentically valued.
- Connect with diverse customers, access a more diverse spectrum of ideas and enable different individuals in the teams to reach their full potential.

**Dates for Team One**  
Oct. 2017- June 2018\*

8 days presence:  
October 10<sup>th</sup> – 12<sup>th</sup>  
January 16<sup>th</sup> – 18<sup>th</sup>  
April 17<sup>th</sup> – 19<sup>th</sup>  
June 12<sup>th</sup> – 14<sup>th</sup>

**Target Group**  
Leaders and managers working in an environment with a high degree of diversity - or with an ambition to do so

**Number of participants:** 16

**Language:** English

**Price**  
€9450 per participant.  
Early Bird registration before June 30<sup>th</sup> 2017: 10% off

**Contact**  
Kasper J. Knudsen  
kjk@livinginstitute.com  
+45 29 80 12 69  
+45 35 26 26 26

**\* Fill in the gap**  
The 4 Inclusive Leadership-modules can be tailored to fit into existing leadership programs with a simple plug-and-play solution.

## Program:

*Inclusive Leadership is a new training program in 3 modules with an appendix and 8 days of physical presence in total:*

### Module #1

#### The New Leadership Paradigm

*Two days of intensive workshop activities based on individuals' personal profile analysis*

- Mapping personal competencies for leading diversity
- Leaning into conscious leadership
- Adopting the perspective of others
- Understanding the power of opposites
- Building trust
- Followed up by individual and team challenges for implementing a new style of conscious behaviour

**Location: Henne Mølle Å Beach Hotel by stunning Danish west coast**

### Module #2

#### Deep Dive into the Science of Creating Innovative Cultures of Inclusion

*Two days of digging into 500 years of knowledge and the latest research on Diversity Intelligence*

- Best practices for managing the global workforce of the 21<sup>st</sup> century
- Discovering Unconscious Bias
- Cultural Intelligence and virtual team communication
- Accelerate Gender Parity by promoting gender intelligence
- Individual and team challenges for implementing Diversity Intelligence in the workplace

**Location: The Latin Quarter of Copenhagen – in the residence of Leonora Christine and Corfitz Ulfed**

### Module #3

#### Building Strategies for Creating Cultures of Inclusion

*Two days of navigating the minefields of exclusion and homogeneity*

- Mapping present and future diversity in teams using LEGO® SERIOUS PLAY®
- The global war for talents – how to win
- Digging into the knowledge of change management
- Creating individual strategies based on personal values for long-term commitment to inclusive leadership.

**Location at the Royal Defense College in Frederiksberg Castle, Copenhagen**

**“It’s not about what diversity adds, but about what homogeneity takes away”**

# The Appendix Module:

## Hackaton: Hacking into the Future of Leadership and Innovation

*A two-day business marathon of facilitated mapping and testing your best leadership ideas*

- A full Hackathon workshop of 'hacking' innovation in leadership with international experts
- Digging into Management 3.0 – the future of work and management
- Testing and adjusting individual strategies from Module #3 to prepare for the future
- Individual profile analysis of inclusive competences
- Diploma Certification upon completion of all four modules

**Location Ljubljana, Slovenia**

The Inclusive Leadership program may be subject to minor changes

## METHODOLOGY

All courses are developed specifically for Inclusive Leadership by accomplished business executives, entrepreneurs and consultants with strong academic background. Materials used are research-based and practical methods are tried and tested. We use:

- LEGO® SERIOUS PLAY®
- Individual Diversity Intelligence assessment tools tested by more than 50.000 people worldwide
- Quantitative statistics and qualitative processes
- Experiential learning exercises developed by internationally renowned psychologists and actors

## RESULT

In order to gain both knowledge and skills as well as the ability to initiate a fundamental cultural change in the organization, participants in the Inclusive Leadership Program attain the following skills:

- The ability to attract and retain key employees and new talents.
- Practically applicable knowledge of 'Conscious Leadership' and the ability to balance leadership with personal values.
- An understanding of what Diversity Intelligence is and what it can do for the organization as a whole - as well as the ability and the tools for managing teams with a high degree of diversity.
- Individually-organized strategies to ensure long-term, dedicated efforts in creating inclusive cultures in participants' own teams and organizations.
- Become familiar with cutting-edge methods in creating innovative solutions.

**“If you do what you always did, you get the results you always got.”**

**“Understanding and being adept at inclusive leadership will help leaders thrive in their increasingly diverse environment”**

*Bernadette Dillon & Juliet Bourke, Human Capital consulting, Deloitte*

# INSTRUCTORS & FACILITATORS

## S. Salman Ahmad

Salman is Chief Consultant at Living Institute and External Lecturer at Copenhagen Business School. He has a PhD in Psychology and has worked in the area of leadership and organizational development across South Asia, the Middle East and Europe. His special interests lie in developing and deploying processes that harness and leverage the power of paradox and the tension of opposites – facilitating the change and development of human systems towards more inclusive configurations.

**Salman is one of the facilitators in Module 1**



S. Salman Ahmad, PhD Psychology

## Mie Krog

Mie has more than twenty years of leadership experience from several international organizations such as ORKLA, LEGO and the Danish retail chain JYSK. She has worked with senior and C-level leadership and has been highly engaged in the fields of diversity and inclusive leadership in a variety of areas. Today, Mie is a highly sought-after candidate among several boards and she is engaged in cross-cultural leadership and leadership regarding gender in various areas. Further more, she has specific leadership experience in terms of creating a lingua franca in organizations across cultures.

**Mie is one of the facilitators in Module 3 and in the Appendix Module in Slovenia**



Mie Krog, leadership consultant and board member

## Voltaire Xodus

With a background in sociology, Voltaire Xodus is an American social entrepreneur developing the app, ReUp, that measures people's willpower towards life goals. Echoing ideals from Aaron Hurst's "Purpose Economy," and Seth Godin "Tribes", Voltaire has created software and workshops that helps optimize personal goal achievement through the use of small group dynamics. He is a co-contributor in the book *Going Supernova: The Bold Path of 101 Super Achievers*, written by Professor Molly Lavik of Pepperdine University. Over the past 2 years Voltaire has done behavioral research in 17 countries and 40 cities to develop ReUp.

**Voltaire is one of the facilitators in Module 1, 2 and 3**



Voltaire Xodus, software developer, CEO & Founder of ReUp

## Kasper Jelsbech Knudsen

With a PhD in anthropology and a background in neuroscience, Kasper specializes in cross-cultural collaborations and the workings of our unconscious brain in an effort to create awareness of biases in businesses and organizations. Additionally, Kasper is trained in gender intelligence workshops and a certified LEGO® SERIOUS PLAY® facilitator. Kasper conducts leadership workshops, keynote talks and lectures for global companies and universities. Kasper is the overall coordinator for Inclusive Leadership making sure that all participants meet world-class standard for inclusive competences.

**Kasper is one of the facilitators in Module 1, 2, 3 and the Appendix Module in Slovenia**



Kasper J. Knudsen, PhD & Chief Consultant, LIVING INSTITUTE

## Sandja Brüggmann

Sandja is an international conscious leadership and sustainable communication expert, a thought-leader and keynote speaker and CEO of The Passion Institute and Refresh Agency. *Lederne* names her one of the "world's leadership gurus." Sandja has worked with the global business community to create sustainable and social-good change for the past 18 years and brings expertise from her 15 years in the USA. She holds a B.S. in psychology from University of Colorado Boulder, certified yoga and presence teacher, a certified shadow facilitator. Co-author of the #1 Danish bestselling business book in 2017 *Gurubogen* on authentic leadership, innovation and entrepreneurship. Sandja teaches Conscious Leadership at University of Colorado Boulder's Master of the Environment certificate program.

**Sandja is one of the facilitators in Module 1**



Sandja Brüggmann, CEO of The Passion Institute & Refresh Agency

## Jens Rottbøll

Chief Consultant, Partner, former HR Director at B&O and 1 of only 10 global members of the Association of Master Trainers in the LEGO® SERIOUS PLAY® Method, Jens graduated from the Rhythmic Music Conservatorium of Copenhagen. Since 2001 Jens has delivered end-user workshops and programs for both large and small companies globally. His focus is on solving real problems in a real world and in real time using designs based on the LEGO® SERIOUS PLAY® Methodology. Jens has managed Diversity Intelligent projects, leadership training and executing strategies with global management groups from all over Europe, Asia, South and North America.

**Jens is one of the facilitators in Module 3 and in the Appendix Module in Slovenia**



Jens Rottbøll, Partner & Chief Consultant, LIVING INSTITUTE

## Katinka Hyllested

Katinka is Partner and Chief Consultant at LIVING INSTITUTE with an MA in sociology and French from Université Paul Valéry, Montpellier, France and Copenhagen University. Katinka specializes in cultural intelligence and is both a certified CQ trainer from the Cultural Intelligence Center, USA, and is licenced in Intercultural Readiness Check from the Netherlands. Katinka is an expert in conducting individual diversity assessments using quantifiable feedback to enhance the overall level of cultural intelligence in people and teams. Katinka is a certified LEGO® SERIOUS PLAY® facilitator

**Katinka is one of the facilitators in Module 1 and in the Appendix-module in Slovenia**



Katinka Hyllested, Partner & Chief Consultant, LIVING INSTITUTE

## Morten Nielsen

Morten is Senior Consultant at Living Institute and an Actor, graduated from the National Theatre School of Denmark in 1992. Morten is a very experienced lecturer and workshop leader in Denmark and in many different contexts all over the world. With his 25 years of experience as an actor, he is fully aware of how one's self-awareness can alter through playing another character. Morten improves people's empathy towards the other gender, unfamiliar cultures and ethnicities – realizing that the ability to really put yourself into someone else's shoes might be the most important skill to achieve higher Diversity Intelligence. Morten is the leader of the Diversity Project **Through Different Eyes**, which he founded in 2011.

**Morten is one of the facilitators in Module 1**



Morten Nielsen, Actor & Senior Consultant, LIVING INSTITUTE

## Matej Golob

Matej Golob is transforming established organizations into lean and agile innovation leaders, while also playing an important role in regional startup ecosystems and programs - thus well positioned to bridge the two worlds. Balancing motivational and hard-driving cycles, he guides startup teams through treacherous waters full of untested assumptions toward product-market fit and scaling. Managing partner of CorpoHub, diligent connector, TED-ster and insatiable learner, currently half way through 7 marathons on 7 continents challenge.

**Matej is one of the facilitators in the Appendix Module in Slovenia**



Matej Golob, Managing Partner CorpoHub.

## Daniela Bervar Kotolenko

Daniela is a business Hackathon strategist, LEGO® SERIOUS PLAY® certified facilitator, entrepreneur, inspiratory and speaker. She is engaged in several boards of local and international business associations and alumni clubs. She is co-founder or sole-founder of several companies, such as Media Lab, CPS, BIC - Business Intelligence Center. Bootstrapping in her business development equipped her with a valuable experience in her innovation consulting.

**Daniela is one of the facilitators in the Appendix Module in Slovenia**



Daniela Bervar Kotolenko, Partner at Corpohub

## Heidi Rottbøll Andersen

In addition to being Founding Partner, Director and Head of Training at LIVING INSTITUTE Heidi is also a Senior Associate at the Gender Intelligence Group, a jury member of the ISS Diversity Prize and a member of Lederne's Diversity Think Tank. She conducts workshops all over the world for global companies and organizations to grow business by Diversity Intelligence focusing on creating gender balance and enhancing cultural intelligence.

An expert on Diversity Intelligence, Heidi is a visionary thought-leader on advancing the diversity agenda in Denmark as well as globally which she has been actively promoting with LIVING INSTITUTE since 2004. She has studied at Wharton Business School and is certified as a LEGO® SERIOUS PLAY® facilitator.

**Heidi is one of the facilitators in Module 2**



Heidi Rottbøll Andersen, Founder LIVING INSTITUTE

List of instructors may be subject to minor changes



# ABOUT LIVING INSTITUTE:

## What we do

It is our job to improve our client's ability to enhance diversity in their organisation and profit from it. We do so by enabling companies and their people to conduct business effectively by infusing Diversity Intelligence. As a market leader, LIVING INSTITUTE provides training and counseling to a large number of companies with a diversity agenda and an ambition to enhance Diversity Intelligence on all levels in the organization.

We do so guided by our mantra: Research based knowledge made practically applicable.

## Our faculty

Our consultants and facilitators are leading anthropologists, sociologists, actors, country-culture experts, business consultants and business people with vast practical and global experience.

## Our history

LIVING INSTITUTE was founded in April 2004 as a provider of high quality solutions, training and workshops in general, cultural awareness and country specific cross-cultural training.

In the early years, LIVING INSTITUTE focused on cross-cultural training and the wellbeing of expatriate families during the transition process aiming to increase the retention rate, but in recent years we have extended our services to promote Diversity Intelligence on all levels in the organization accelerating cultures of inclusion and innovation.

In 2014 we introduced new solutions for companies with an ambition to create a gender balanced organisation. Also, in 2014 we made it possible to become culturally intelligent when ever you want and where ever you are by introducing online learning programs.

## The Global Task Force

The increase in our global activities has resulted in the formation of LIVING INSTITUTE's global task force. Teams of specialists traveling all over the world to solve tasks on location for our international clients.