



Leadership skills for inclusive & diverse teams

TRAINING DESIGN FOR
INCLUSIVE LEADERSHIP

Introduction

The **fit2LEAD Presence Training** is designed to empower trainers and adult educators with the necessary knowledge, skills, and methods to facilitate leadership training with a strong focus on **inclusive, fair, and effective leadership**. The training aligns with the overall fit2LEAD project objectives by fostering competencies that promote **social responsibility, diversity sensitivity, and leadership excellence**.

Objectives

Through **interactive, practice-oriented, and experience-based learning**, participants will:

- **Understand and internalise key leadership principles**, including communication, empathy, cooperation, and adaptability.
- **Develop inclusive leadership skills**, ensuring fair treatment and equitable opportunities for all individuals.
- **Gain practical tools and strategies** to create psychologically safe learning and working environments.
- **Enhance their ability to facilitate engaging training sessions** that emphasise participation, reflection, and experiential learning.
- **Build confidence in handling diverse leadership scenarios**, including conflict resolution, bias recognition, and legal compliance.
- **Learn best practices in leadership training** and how to **adapt training methodologies** to different learner needs and backgrounds.

The presence training is not just about knowledge transfer but about **practical application**, ensuring that trainers leave with tangible strategies to implement in their professional contexts.

Target group

The training is designed for professionals who work in adult education, leadership development, and organisational training. This includes:

- **Trainers, educators, and facilitators** working in leadership development, coaching, and adult learning settings.





for inclusive & diverse teams **Leadership skills**

- **Leaders and supervisors** looking to enhance their interpersonal, communication, and ethical leadership skills.
- **Organisations and institutions** focused on diversity, inclusion, and professional development for their staff and teams.
- **Non-profit and community leaders** working in social responsibility and inclusion projects.
- **Anyone engaged in mentoring, coaching, or guiding professionals** toward effective and fair leadership practices.
- **Future Leaders** at the beginning of their leadership journey who want to build strong, inclusive, and sustainability-oriented leadership skills from the start.

This training is **designed to be adaptable** to different backgrounds and professions. Whether participants are **experienced trainers** looking to enhance their methods or **new facilitators** seeking structured guidance, the content is structured to provide valuable learning and practical application.

By targeting this diverse audience, the **fit2LEAD Presence Training** ensures a broad impact, equipping professionals with the tools to **lead inclusively, communicate effectively, and foster cooperation and psychological safety** in their environments.

Teaching methods

All teaching methods used in the fit2LEAD training are designed with **accessibility and inclusion** at their core. The approach ensures that participants with diverse abilities, learning preferences, and backgrounds can fully engage in the learning process. By combining flexibility, universal design, and assistive strategies, the training creates a learning environment where **everyone has equal opportunity to participate and succeed**.

Universal Design for Learning (UDL)

- The training applies **multiple ways of engagement, representation, and expression** to cater to different learning styles and abilities.
- **Example:** Content is delivered through **visual aids, audio formats, practical exercises, and discussions** to support different learning preferences.

Experiential & Interactive Learning



- Focus on **learning by doing** through **role-plays, case studies, group work, and simulations** rather than passive lecture-style teaching.
- **Example:** Instead of discussing psychological safety theoretically, participants engage in exercises that demonstrate its real-world impact.

Adaptive Communication Strategies

- Trainers use **clear, simple, and structured language** to ensure understanding.
- Materials are available in **easy-to-read formats, Braille, sign language interpretation, and audio versions** where needed.
- Digital tools such as **speech-to-text software or captioned videos** are used to enhance accessibility.

Small Group & Peer Learning

- Learning takes place in **diverse small groups**, allowing participants to support and learn from each other.
- **Example:** Mixed groups work together to solve a leadership challenge, encouraging different perspectives and collaboration.

Flexible & Needs-Based Approach

- The training is **customised** based on participants' specific needs, ensuring that **disability-inclusive strategies** are embedded in activities.
- **Example:** Adjusting role-plays or discussions for individuals with mobility impairments or providing extra breaks for participants with neurodiverse conditions.

Assistive Technology Integration

- Digital learning tools and assistive technologies are used to **enhance accessibility and participation**.
- **Examples:** Screen readers, real-time captions, digital note-taking tools, and accessible presentation software.

Blended Learning

- The training combines **online self-paced learning** with **face-to-face sessions** to increase flexibility and accessibility.
- This approach supports **continuous learning**, accommodates different schedules, and allows for **deeper reflection** between sessions.





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- **Example:** Participants complete e-learning modules at their own pace and then engage in live group discussions or workshops to apply what they've learned.

Setting

Barrier-Free Physical Spaces

- Training venues are selected based on **accessibility** (proper lighting, acoustics, wheelchair accessible restrooms etc.)
- Seating arrangements ensure that all participants, including those with mobility aids, have equal access to trainers and discussions.

Hybrid & Remote Options

- Where needed, remote participation is enabled through **online tools, virtual breakout rooms, and digital collaboration platforms**.
- Training materials are provided in **both printed and digital formats** for flexibility.

Psychologically Safe & Inclusive Environment

- Participants are encouraged to express themselves freely without fear of judgment.
- Sessions begin with a discussion of **inclusive communication norms** to ensure respectful engagement.

Sensory-Friendly Modifications

- Reduced background noise and controlled lighting to accommodate sensory sensitivities.
- Quiet spaces available for participants needing breaks from overstimulation.

Breaks & Pacing Adjustments

- Regular breaks are integrated into the schedule to **prevent cognitive overload**.
- Trainers remain flexible in adjusting the **pace of sessions** based on participant needs.

By implementing these **inclusive teaching methods and accessible learning settings**, the **fit2LEAD Presence Training** ensures that all participants—regardless of ability—can **engage, learn, and apply leadership skills effectively**.





Leadership skills for inclusive & diverse teams

Ask your participants if they feel comfortable with the specific settings. *Ask them to specify what they appreciate, which can be done in advance as part of the preparation process so that early adjustments can be made. Explain them that the arrangement of a comfortable learning setting, based on the needs of the learners is one of the first steps of the workshop organization.*



Structure

Activity	Description	Material	Duration	Modus
Kick-off	Introduction to the training goals, structure, and timeline. Participants get to know each other, clarify expectations, and receive guidance on the platform, the self-assessment and learning process.	Presentation, program overview, information Flyer , self-assessment etc.	1,5 hours	Online/presence/hybrid
Self-learning phase #1	Participants independently work through Modules 1 to 5 in the e-learning platform. These cover core concepts of inclusive and ethical leadership. Interactive content, quizzes, and reflection tasks are included. • Effective Communication • Empathy • Cooperation • Psychological Safety • Diversity Sensitivity One key responsible person is defined for each module.	E-Learning course	1 week	Self-organised
Presence learning day #1	A hands-on workshop where participants reflect on the content from Modules 1–5. Includes group activities, case studies, and role-plays to deepen understanding and apply knowledge.	Icebreaker , energizer , offline materials etc.	5,5 hours	Presence/hybrid/online
Self-learning phase #2	Participants continue their learning with Modules 6 to 10. Focus shifts to practical tools, communication, and inclusive decision-making. • Equity • Impartiality • Adaptability • Self-Awareness	E-Learning course	1 week	Self-organised



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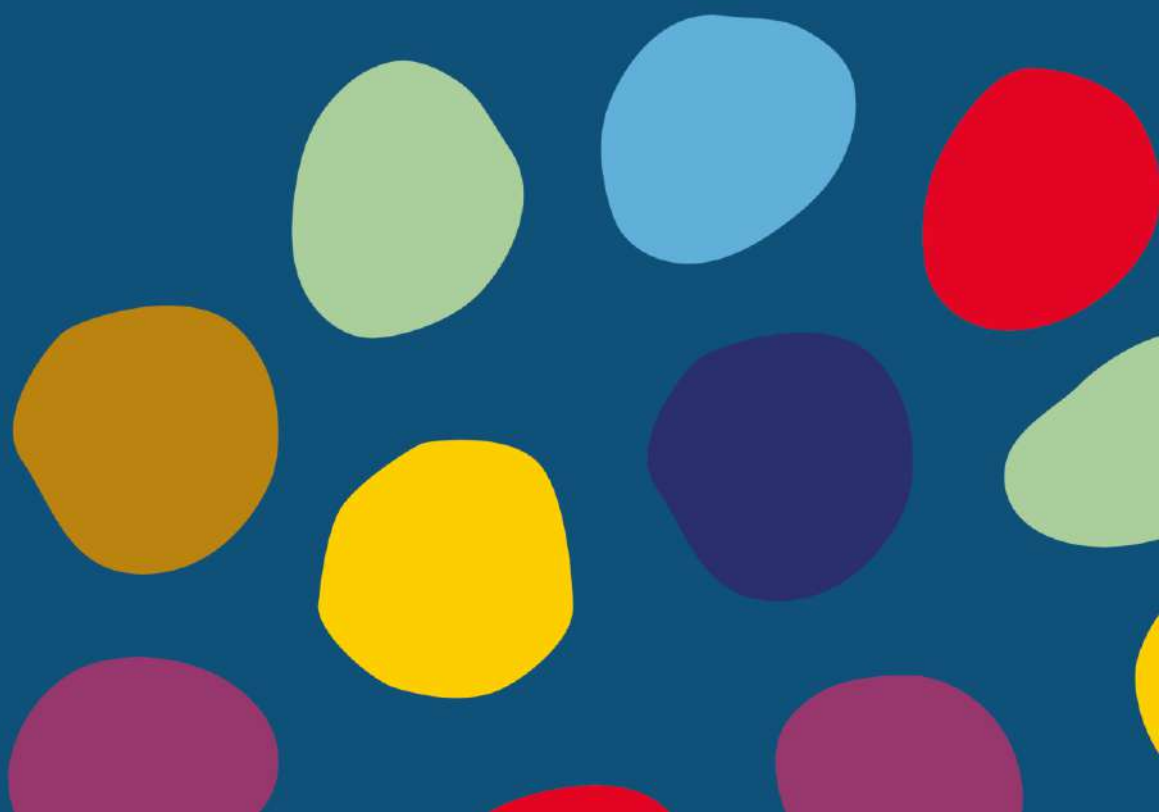
	Legal Knowledge & Compliance One key responsible person is defined for each module.			
Presence learning day #2	Participants apply knowledge from Modules 6–10 in practical exercises. They work in teams on simulated challenges, reflect on leadership behaviours, and discuss real-world applications.	Icebreaker, energizer, offline materials etc.	5,5 hours	Presence/hybrid/online
Closing, reflection and evaluation (could be combined with the last workshop day)	Participants reflect on their learning journey, share key takeaways, and discuss how they will apply new insights in their work context. The session includes individual and group reflection, feedback collection, and an overview of available follow-up resources.	Reflection prompts, evaluation forms, certificates (optional)	1,5 hours	Online/presence/hybrid

Note on Flexibility and Adaptation

The proposed training structure serves as a flexible framework and is intended as a recommendation rather than a fixed format. All elements — from the sequence of activities to the duration, materials, and delivery modes — can be adapted to suit the needs of your target group, organisational context, or available resources. Trainers are encouraged to modify content and methods to ensure relevance, accessibility, and maximum impact for their learners.

Each session includes **practical exercises, discussions, case studies, and interactive elements** to enhance learning and facilitate real-world application. Trainers will be provided with **detailed guidance** on how to deliver each module effectively. To promote maximum participation, the optimal size of a learning group is 6-8 members. Moreover, an experienced educator is required who provides assistance in the learning process and is a tutor with experience in organizing workshops with the target group.

KICK-OFF



Kick-off Session: Introduction & Orientation

Purpose:

This session sets the foundation for the fit2LEAD training. Participants are introduced to the training goals, structure, and timeline. It also serves to build rapport within the group, clarify expectations, and provide an overview of the tools and materials that will support their learning.

Duration: 1,5 hours

Format: Can be conducted **in-person**, **online**, or **hybrid**, depending on group needs and trainer preference.

Methods & Materials:

- Presentation (PowerPoint or printed slides)
- Program overview and **fit2LEAD flyer**
- Brief platform demo (if hybrid/online components are included)
- Icebreaker activity for group connection (e.g., "Two Truths and a Leadership Trait")

Content Overview:

- Welcome and trainer introduction (5 min)
- Interactive icebreaker and group introduction (30 min)
- Presentation of the **fit2LEAD project**: objectives, target groups, structure (10 min)
- Timeline and overview of the training modules (20 min)
- Orientation on the **learning platform**, use of offline materials and the self-assessment (PPTs, flyers, etc.) (15 min)
- Clarifying roles, expectations, and learning outcomes (10 min)
 - Assign a person for each module that is going to present a short overview and a personal reflection to the whole group in the beginning of each module phase.
 - It is suggested that participants are completing the self-assessment before the training and after the training to check the development of their competences





for inclusive & diverse teams **Leadership skills**

Trainer Tip:

Use this session to create a **welcoming, inclusive atmosphere**. Set the tone for openness, accessibility, and active participation—core values throughout the fit2LEAD training.



TRAINING DAY 1

Effective Communication

Empathy

Cooperation

Psychological Safety

Diversity Sensitivity



Training Design Flexibility

The following training structure serves as a flexible framework and can be fully adapted to meet your specific goals, group needs, and contextual priorities. Not all suggested exercises, discussions, or methods need to be included. It is the responsibility of the adult educator or trainer to select the most relevant and goal-oriented elements that align with the participants' learning objectives, prior knowledge, and dynamics of the (target) group.

This modular approach allows for adjustments in both depth and duration. Trainers are encouraged to respond to the energy level and engagement of the group by planning breaks as needed and adapting the pacing of sessions accordingly.

To support your session planning, a separate overview of optional **icebreakers** and **energizers** is available, offering tools to activate, refocus, or build trust within the group at various points throughout the training.

Agenda	Duration	Details
Introduction & Icebreaker	20 min	10 min each
Module 1 Effective Communication	45 min	Introduction 5 min Case study or group exercise 30 min Conclusion 10 min
Module 2 Empathy	45 min	
Break & Energizer	20 min	15 min break, 5 min energizer
Module 3 Cooperation	45 min	Introduction 5 min Case study or group exercise 30 min Conclusion 10 min
Module 4 Psychological Safety	45 min	
Break & Energizer	30 min	25 min break, 5 min energizer
Module 5 Diversity Sensitivity	45 min	Introduction 5 min Case study or group exercise 30 min Conclusion 10 min
Conclusion	20 min	Final remarks and reflection



Overview

→ [Link](#) to icebreakers and energizers

→ [Link](#) to e-learning

→ [Link](#) to offline materials

Suggested setting (if organised on place):

- Quiet, accessible room with flexible seating to allow for small group work, open discussions, and movement-based activities.
- Equipped with a projector or screen for presentations, flipcharts or whiteboards for visual facilitation, and space to display printed materials like posters or worksheets.

For the **practical insights**, divide the participants into groups. They have 15 minutes to work on the task independently, followed by a joint discussion/review with the entire group (15 minutes).

Introduction & Icebreaker (20 min)

Pick an icebreaker that suits your purpose and setting [here](#)!

Trainer Recap – Modules 1–5 (Main Points Overview)

Module 1: Effective Communication

- Importance of clear, respectful, and inclusive communication
- Verbal, non-verbal, and written communication strategies
- Active listening techniques: paraphrasing, summarizing, asking clarifying questions
- Common communication barriers and how to overcome them
- Giving and receiving constructive feedback (e.g. using “I” messages)

Module 2: Empathy

- Definition and relevance of empathy in leadership
- Difference between empathy and sympathy
- Emotional intelligence and perspective-taking
- Barriers to empathetic communication and how to address them





- Empathy as a tool for building trust and strong team relationships

Module 3: Cooperation

- Key principles of effective teamwork
- Shared goals, defined roles, and mutual responsibility
- Group dynamics and the stages of team development
- Importance of inclusive participation and transparent communication
- Conflict prevention and resolution in cooperative settings

Module 4: Psychological Safety

- Understanding psychological safety in teams
- Characteristics of psychologically safe environments
- Impact of fear and blame on innovation, learning, and team performance
- Leadership behaviors that build or reduce psychological safety
- Encouraging open dialogue, feedback, and participation without fear

Module 5: Diversity Sensitivity

- Understanding diversity in its visible and invisible dimensions
- Benefits of diverse teams: innovation, problem-solving, and engagement
- Recognizing and challenging bias, stereotypes, and exclusion
- Inclusive language and culturally sensitive communication
- Leadership strategies for fostering respectful, inclusive team culture

Effective Communication (45 min)

Introduction

The person assigned in the kick-off meeting will give an overview of the main take-aways of the module and a short personal reflection to the whole group.

Practical insight

Case study

OR

Group activity: Conflict resolution game play:





In small groups, read the example email below and identify what could lead to misunderstanding or conflict. Then, role-play a conversation between the sender and recipient—first reacting to the conflict, then replaying the scene using effective communication strategies like active listening and “I” messages. Reflect on how the approach changed the outcome. You can also identify the reasons for conflict and how the e-mail can be improved.

Subject: Re: Report Submission

Hi Alex,

I had a look at your report. Please make sure to review your work more carefully before sending it next time. We’re trying to avoid mistakes at this stage.

Thanks,

Sam

Why it can cause conflict:

- The tone comes across as critical and impersonal.
- It assumes fault without context.
- It lacks specific, constructive feedback or appreciation.

Improved Version (for comparison or after role-play):

Subject: Re: Report Submission

Hi Alex,

Thanks for sending the report. I noticed a couple of small errors, which is totally understandable under pressure. Let’s take a bit of extra time to double-check next time so we can avoid issues down the line. Let me know if you’d like a second pair of eyes.

Best,

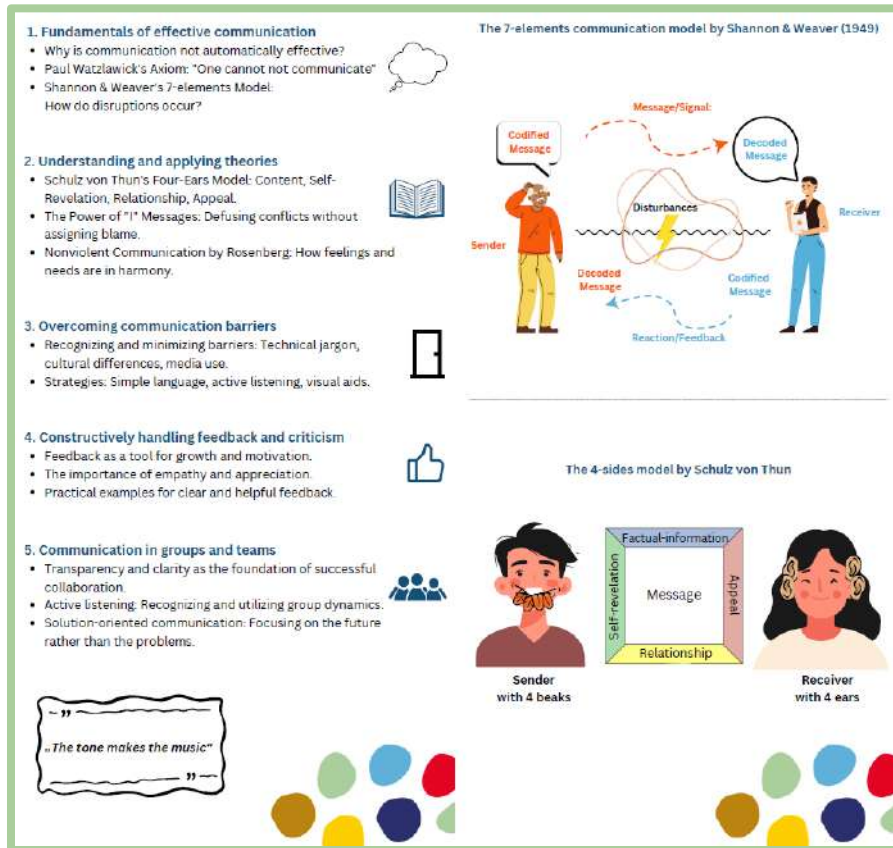
Sam

Closing & Takeaways



What is one communication habit you want to improve or apply more consciously in your daily work?

You can use the following [offline material](#) as inspiration:



Empathy (45 min)

Introduction

- Highlights empathy as a core leadership skill that builds trust and connection.
- Explores emotional intelligence, perspective-taking, and active listening.
- Encourages self-reflection and sensitivity to others' experiences in diverse teams.

Practical insight

Case study

OR

Group activity: "Empathy Walk"



In this warm-up activity, participants are each assigned a different character profile and imagine how that person might experience common workplace situations. They discuss how identity and background shape perspectives, challenges, and leadership opportunities. The goal is to build empathy and awareness of diverse experiences in professional settings.

Examples of profiles:

- A 25-year-old wheelchair user starting their first full-time job.
- A refugee with strong professional skills but limited local language fluency.
- A 55-year-old manager facing age-related bias in a tech-driven team.
- A single mother working part-time while caring for two children.
- A neurodivergent employee in an open-plan office environment.
- A young executive from a privileged background leading a diverse team.

Closing discussion

You can use the following questions for discussion!

Questions and Discussion

- What situations have you experienced where empathy played an important role?
- What do you find difficult when you are expected to respond empathetically?
- How can we specifically promote empathy in daily work life?
- What challenges exist in implementing empathy in intercultural teams?

Break & Energizer (20 min)

Cooperation (45 min)

Introduction

Getting started...cooperation





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Leadership skills

- Builds awareness of how collaboration and shared goals drive team success.
- Explores group dynamics, team roles, and effective problem-solving.
- Encourages mutual respect, joint responsibility, and clear communication in teamwork.

Practical insight

Case study

OR

Group activity

Each group is tasked with **planning a fictional one-day team-building event**. However, each participant receives **only part of the necessary information**, and they must **work together to complete the plan**.

Participant Instructions (one per person):

- **Person A – Budget Manager**
 - You have €500 to spend.
 - Catering costs €20 per person.
 - You must also cover transport and materials.
- **Person B – HR Coordinator**
 - Two participants have mobility impairments.
 - The location must be accessible.
 - Avoid physical activities like hiking or obstacle courses.
- **Person C – Team Lead**
 - The team wants activities that promote **communication** and **trust**.
 - Past feedback shows interest in creative workshops.
- **Person D – Logistics Planner**
 - You have access to a local community center and a nearby park.
 - The center has 2 rooms, one of which is wheelchair accessible.
 - The park has a covered area in case of rain.

Goal:

As a team, create a basic event plan that includes:

1. Location



2. Activity
3. Schedule
4. Budget breakdown
5. Accessibility considerations

Debrief Questions:

- What challenges came up when combining your information?
- How did you ensure everyone's input was included?
- What does this tell you about real-life cooperation and communication?

Wrap-up & Takeaways

What does successful cooperation look like to you—and what can you do to support it in your team?

You can use the following offline material as an overview!

What defines a team?

A team consists of at least two individuals working together toward a clear goal, assuming defined roles in the process.

Characteristics of a team:

- Shared responsibility and goals: Collective accountability and objectives
- Transparent communication: Open and clear exchanges of information
- Defined roles: Clear role distribution among members

Aspect	Work group	Team
Responsibility	individual responsibility	shared responsibility
Role allocation	not strictly defined	clearly defined roles
Communication	sporadic	regular, purposeful
Goals	individual goals	team-oriented goals
Connection	individual identification	identification with the team
Value system	personal values	values based on cohesion
Work methods	assigned by management	established within the team

Psychological Safety (45 min)

Introduction – What is Psychological Safety?





for inclusive & diverse teams Leadership skills

- Introduces the concept of psychological safety and why it's vital for open, high-performing teams.
- Helps participants identify unsafe environments and strategies to foster trust and openness.
- Promotes leadership behaviors that support respectful dialogue and error-friendly culture.

Practical insight

Case study

OR

Group activity: Psychological Safety Scenario Mapping

Participants work in small groups to analyze **realistic workplace scenarios** and assess whether they reflect a **psychologically safe environment**. Then they redesign the situation to reflect a more inclusive and open team culture.

Instructions:

1. Each group receives one scenario (see examples below).
2. They discuss:
 - What makes the environment feel safe or unsafe?
 - How would people likely react in that situation?
3. The group then **redesigns** the scenario, suggesting concrete actions a leader or team could take to foster psychological safety.
4. Groups share their revised version and reasoning with the rest of the participants.

Example Scenarios:

- A junior team member hesitates to speak up after their idea was dismissed in a previous meeting.
- A team member regularly receives critical feedback in front of others.
- A manager ignores early signs of conflict in the team.

Objective:

To help participants **recognize signs of psychological safety**, understand its impact on team



dynamics, and practice **leading or responding** in a way that promotes trust, openness, and **respectful communication**.

Closing & Takeaways

Participants reflect: How will they foster psychological safety in their teams?

You can use the following offline material as an overview!

One of the barriers to psychological safety is High Competition within Teams .

Imagine this: You might think competition within a team could drive productivity, encouraging everyone to give their best. But the truth is, excessive competition often does the opposite—it breaks trust, undermines collaboration, and creates an environment where individuals prioritize their own success over the team's goals.

When competition dominates, team members may:

- Hesitate to share information that could help others.
- Undermine colleagues to appear more competent.
- Avoid asking for help out of fear of looking weak.

This creates a fragmented team dynamic, where mistrust and resentment take root, slowing progress and stifling innovation.



Real-Life Example

In a fast-paced advertising agency, the leadership introduced an "Employee of the Month" program with rewards for the top performer. While it initially motivated individuals, over time, the team began to withhold creative ideas to protect their chances of winning. Collaboration decreased, and mistakes that could have been avoided through teamwork became more frequent. Eventually, the leadership realised the unintended consequences of their competitive strategy. By shifting the focus to team-based rewards and emphasizing collective success, they restored trust and improved overall performance.



Why It's Critical for Today's Workplaces

- 1.Adaptation in Change.** In a world of constant transformation, teams need psychological safety to embrace change, adapt quickly, and experiment with new ideas.
- 2. Mental Well-being.** Safety at work directly impacts emotional health, reducing stress and fostering a sense of belonging.
- 3.Diversity of Thought.** When people feel safe, they are more likely to share unique perspectives that lead to innovative solutions.



Building Psychological Safety—Step by Step

Small Actions, Big Impact

- 1.Ask Questions.** Encourage curiosity in every meeting.
- 2.Admit Vulnerability.** Leaders should model openness by admitting mistakes.
- 3.Celebrate Diverse Ideas.** Create space for fresh perspectives.
- 4.Reframe Mistakes.** Call them "lessons learned."

Actionable Tip.
Start each meeting by asking:
"What challenges are we facing, and how can we solve them together?"

Break & Energizer (30 min)





Diversity Sensitivity (45 min)

Introduction

Getting started... diversity sensitivity

- Raises awareness of the value and challenges of diversity in the workplace.
- Encourages recognition of bias, stereotypes, and structural inequalities.
- Supports the development of inclusive attitudes, language, and leadership practices.

Practical insight

Case study

OR

Group activity: Spot the Bias – Everyday Workplace

Scenarios

Participants work in small groups to identify subtle forms of **bias or exclusion** in common workplace situations. They discuss how these behaviors affect team dynamics and propose more inclusive alternatives.

Instructions:

1. Provide each group with 2–3 short workplace scenarios that contain **hidden biases**, stereotypes, or culturally insensitive behavior (examples below).
2. Groups discuss:
 - What is problematic or non-inclusive in the scenario?
 - How might someone from a different background experience this situation?
 - How can the situation be handled more sensitively or inclusively?





3. Each group presents one scenario and their suggested inclusive alternative.

Example Scenarios:

- A team leader always assigns creative tasks to younger employees and tech tasks to men.
- An employee consistently mispronounces a colleague's name, despite being corrected.
- Team lunches are always scheduled at times that exclude employees observing religious fasting.

Objective:

To build **awareness of subtle exclusionary behavior**, encourage **perspective-taking**, and strengthen participants' ability to **respond constructively and inclusively** in diverse teams.

Wrap-Up & Takeaways

Key insights from the session. → How participants can apply diversity sensitivity in their workplace.

Closing Training Day 1 (20 min)

Use this time to create closure, support personal reflection, and build a bridge to upcoming modules or future application.

Structure:

1. Individual Reflection (5–7 min)

- Ask participants to write down or briefly think about:
 - One key insight they're taking away from today
 - One communication or leadership habit they want to change or strengthen

2. Group Sharing Round (8–10 min)

- Go around the room or ask for volunteers to share:
 - What stood out to them today
 - Something they will try in their team or leadership role
- Encourage active listening and appreciation

3. Trainer Wrap-Up (3–5 min)





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Leadership skills

- Emphasize how these interpersonal and relational skills are the foundation for inclusive leadership
- Give a short preview of what's coming next (Modules 6–10), if applicable

Trainer Tip:

Keep the mood appreciative and open. This closing moment reinforces learning and builds confidence—let participants leave feeling heard and motivated.



TRAINING DAY 2

Equity

Impartiality

Adaptability

Self-Awareness

Legal Knowledge & Compliance



Training Design Flexibility

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This modular approach allows for adjustments in both depth and duration. Trainers are encouraged to respond to the energy level and engagement of the group by planning breaks as needed and adapting the pacing of sessions accordingly.

To support your session planning, a separate overview of optional **icebreakers** and **energizers** is available, offering tools to activate, refocus, or build trust within the group at various points throughout the training.

Agenda	Duration	Details
Introduction & Icebreaker	20 min	10 min each
Module 6 Equity	45 min	Introduction 5 min Case study or group exercise 30 min Conclusion 10 min
Module 7 Impartiality	45 min	
Break & Energizer	20 min	15 min break, 5 min energizer
Module 8 Adaptability	45 min	Introduction 5 min Case study or group exercise 30 min Conclusion 10 min
Module 9 Self-Awareness	45 min	
Break & Energizer	30 min	25 min break, 5 min energizer
Module 5 Legal Knowledge & Compliance	45 min	Introduction 5 min Case study or group exercise 30 min Conclusion 10 min
Conclusion	20 min	Final remarks and reflection



Overview

→ [Link](#) to icebreakers and energizers

→ [Link](#) to e-learning

→ [Link](#) to offline materials

Suggested setting (if organised on place):

- Quiet, accessible room with flexible seating to allow for small group work, open discussions, and movement-based activities.
- Equipped with a projector or screen for presentations, flipcharts or whiteboards for visual facilitation, and space to display printed materials like posters or worksheets.

For the **practical insights**, divide the participants into groups. They have 15 minutes to work on the task independently, followed by a joint discussion/review with the entire group (15 minutes).

Introduction & Icebreaker (20 min)

Pick an icebreaker that suits your purpose and setting [here](#)!

Trainer Recap – Modules 6–10 (Main Points Overview)

Module 6: Equity

- **Equity vs. Equality:** Equality gives everyone the same resources; equity provides what each person needs to succeed.
- **Recognizing Barriers:** Identifying workplace barriers is essential for creating inclusive environments.
- **Systemic Inequality:** Structural barriers and unconscious biases perpetuate inequalities, especially for people with disabilities.
- **Inclusive Recruitment:** Fair practices like anonymized applications and inclusive language reduce bias.
- **Data-Driven Strategies:** Tracking equity data helps organizations build more inclusive workplaces.



Module 7: Impartiality

- **Impartiality enables objective, bias-free decision-making** for effective diversity, equity, inclusion (DEI) leadership.
- **Address discrimination and implicit biases** to improve recruitment and career development.
- **Inclusive climates reduce conflict** and boost satisfaction and productivity.
- **Impartial leaders remove barriers** and amplify all voices equally.
- **Embed impartiality daily** to achieve true DEI and justice.

Module 8: Adaptability

- **Adaptability is critical for effective leadership** in today's rapidly changing work environments, especially when managing diverse teams.
- **Key strategies include continuous learning, open communication, resilience, and inclusive practices** to foster innovative team culture.
- **Inclusive leadership creates adaptable teams** by valuing diverse perspectives, promoting dialogue, and supporting flexibility.
- **Integration into leadership style** requires reflecting on insights and implementing approaches for more adaptable, inclusive environments.
- **True leadership leverages change** to empower every team member and build stronger teams that thrive in any situation.

Module 9: Self-Awareness

- **Self-knowledge comes from conscious self-awareness and reflection.** Observing feelings, thoughts, and behaviors enables proactive action and personal responsibility.
- **Self-knowledge enables personal development.** Like learning a language, it requires time and practice until self-reflection becomes automatic.
- **Self-knowledge is crucial for managers** as it increases sensitivity to recognize others' strengths and potential more easily.
- **Others help uncover "blind spots."** External feedback reveals strengths and weaknesses we can't see ourselves, enabling conscious self-improvement.
- **Self-knowledge benefits individuals and teams.** Companies fostering self-reflection see improved personal responsibility, clearer communication, and better team dynamics.



Module 10: Legal Knowledge & Compliance

- **Legal compliance ensures fair treatment** and equal opportunities for employees with disabilities.
- **Reasonable accommodations are individualized** adjustments employers must provide unless causing undue hardship.
- **EU legislation framework** includes Employment Equality Directive and European Accessibility Act.
- **Common legal risks** include discrimination, accommodation failures, and accessibility gaps.
- **Report harassment through documentation**, communication, support-seeking, and formal procedures.

Equity (45 min)

Introduction

The person assigned in the kick-off meeting will give an overview of the main take-aways of the module and a short personal reflection to the whole group.

Practical insight

Case study

OR

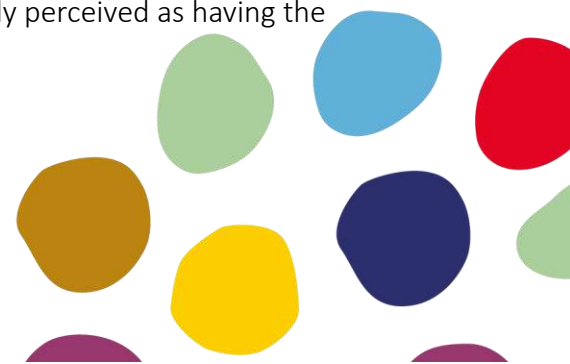
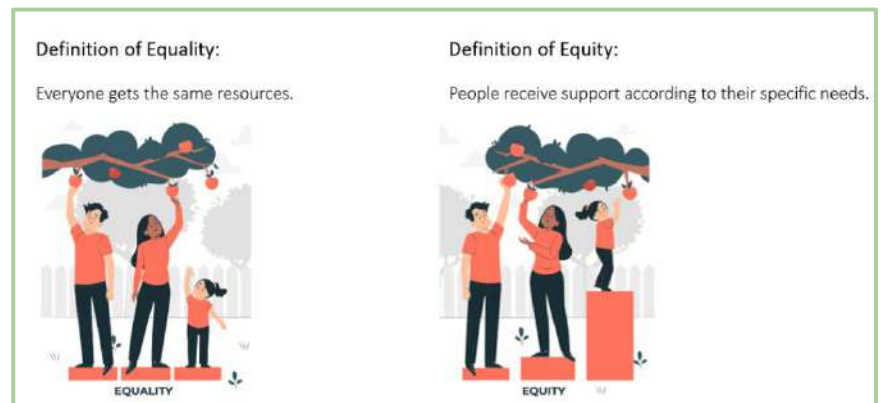
Group activity: Privilege Walk:

Choose a spacious area where everyone can stand in a line and move freely. It's important that this space feels comfortable and safe for all participants to ensure a constructive learning environment.

Instructions:

1. **Start in a Line:** Please stand shoulder-to-shoulder in a single straight line across the room.

This line represents our starting point, where we're all initially perceived as having the



same opportunities.

Online/hybrid: Imagine yourself standing on a virtual line with everyone else.

2. **Listen Carefully:** I'll read a series of statements one by one. Each statement describes a specific life experience or circumstance.
3. **Take a Step Forward:** If a statement applies to your personal experience or life, please take **one step forward**.

Online/hybrid: Take a mental step forward OR Use a piece of paper to track your movement.

4. **Stay Put:** If a statement does **not** apply to you, please remain in your current spot.
5. **Reflect Silently:** There's no talking or reacting during the walk itself. This is a time for individual reflection. Simply focus on your own position and observations as we go through each statement.

The questions, just as the following, can be found in the [offline materials](#)!

General Workplace-Related Questions

- Have you ever had a mentor who helped guide your career?
- Have you ever seen people like you in leadership roles at your workplace?
- Have you never felt uncomfortable because of your gender, disability, ethnicity, or background at work?
- Can you openly speak about your identity (gender, disability, sexual orientation, religion, etc.) at work without fear of discrimination?
- Have you always felt safe and included in office social events?

Reflection & Closing

Given what was discussed about equity, barriers, and inclusive workplaces, what is **one concrete action or mindset shift** you personally commit to adopting in your current or future work environment to actively contribute to a more equitable culture, and why do you believe this particular action will make a significant difference?

Impartiality (45 min)

Introduction

The person assigned in the kick-off meeting will give an overview of the main take-aways of the module and a short personal reflection to the whole group.





Leadership skills for inclusive & diverse teams

- The crucial difference between **equality** (treating everyone the same) and **impartiality** (fair treatment that considers individual needs and systemic barriers).
- How to combat bias and discrimination by building **accountability structures** and implementing **structural practices**.
- The importance of **high-quality interactions** and creating an **inclusive environment** to enhance workplace satisfaction and reduce conflict.

Practical insight





Case study

OR

Group activity: The Unbiased Promotion Panel:

Instructions:

1. Divide into small groups.
2. Present the following scenario:

Scenario: The "Innovator of the Year" Award

"Your team has been tasked with selecting the 'Innovator of the Year' for your company, 'FutureForward Co.' This award comes with a significant bonus, a promotion, and the opportunity to lead a high-profile new project. You are the selection panel, aiming to be as impartial as possible.

Present the three candidates:

- **Candidate A (Alex):** Has consistently delivered groundbreaking projects, often working independently and preferring to present results rather than engage in extensive team discussions. Alex often works unusual hours due to personal commitments, sometimes making them less visible during standard office hours. They are known for being highly analytical and precise.
- **Candidate B (Ben):** A strong team player who excels at collaboration and consensus-building. Ben is very active in internal social events and frequently volunteers for company initiatives outside of their core role. They are great at presenting ideas in large group settings and are well-liked across departments.

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Leadership skills





- **Candidate C (Casey):** Has developed an innovative solution that significantly improved efficiency in their department. Casey recently returned from extended medical leave due to a chronic health condition and has been working remotely more frequently since. Prior to the leave, Casey was a consistent high performer and a visible presence.

The task is to choose **one** 'Innovator of the Year' from these three candidates.

3. Group Task:

- **Individual Ranking (Initial thought):** Each person silently ranks the candidates (1st, 2nd, 3rd) based on the information provided, trying to be as objective as possible.
- **Group Discussion & Justification:** As a group, the individual rankings are to be discussed.
 - What are the candidates explicit strengths for the "Innovator of the Year" award based on the criteria (project outcomes, impact)?
 - What potential **unconscious biases** (positive or negative) might naturally arise when considering each candidate (e.g., visibility, communication style, personal circumstances, perceived "fit")?
 - How might an **impartial decision-making process** address these potential biases? What specific strategies (e.g., blind evaluation of certain metrics, a structured rubric, explicit discussion of assumptions) could you use to ensure the selection is purely merit-based?
 - Ultimately, which candidate would your group select, and what is your **justification based on principles of impartiality**?

4. **Group Discussion:** Each group briefly presents their chosen candidate and, more importantly, *how* they worked to ensure impartiality in their decision-making process, highlighting any biases they had to actively mitigate. Encourage discussion on the challenges of achieving true impartiality.

Closing & Takeaways

Considering that true impartiality often requires active effort to overcome systemic biases, what is **one specific challenge to impartiality** you foresee in your own professional life, and what is **one proactive step** you can take to address it?





Break & Energizer (20 min)

Adaptability (45 min)

Introduction: What this module is about?

Adaptability In today's rapidly evolving workplace, adaptability is a crucial leadership skill. This module equips leaders with the tools to guide teams through change, foster inclusivity, and manage uncertainty effectively. Why Adaptability Matters • Thriving in Change: Adaptable leaders respond to changes quickly and effectively, helping teams stay productive and resilient. • Building Resilience: Adaptability strengthens resilience, ensuring teams can bounce back from setbacks. • Inspiring Confidence: Leaders who adapt to challenges inspire trust and maintain morale, guiding their teams through transitions smoothly. • Inclusive Leadership: Creating environments where all team members can thrive, regardless of ability.	Key Concepts: What is Adaptability? The ability to adjust to new conditions, solve problems creatively, and manage uncertainty. When Do We Need to Be Adaptable? Change in work processes, team dynamics, career transitions, and more require flexibility. Effective Strategies for Improving Adaptability: • Continuous Learning: Stay updated with industry trends and seek new skills. • Open-Mindedness: Embrace new perspectives and approaches. • Resilience: Recover from challenges and maintain a positive outlook. • Emotional Intelligence: Understand and manage emotions for effective leadership. • Effective Communication: Share information clearly and actively listen to feedback.	Inclusive Leadership Impact: 1. Foster Innovation Diverse perspectives lead to better decision-making and increased adaptability. 2. Support Flexibility Embrace new perspectives and approaches. 3. Promote Open Communication Ensures everyone is aware of changes and can contribute ideas. Practical Tips for Leaders: • Stay informed about changes within the company. • Adapt your leadership style to meet the needs of your team members. • Encourage a learning mindset and continuous development. • Build a supportive network within your team. • Focus on what you can control and help your team do the same.
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Practical insight

Case study

OR

Group activity: The Unexpected Project Pivot

Instructions:

1. **Divide into small groups.**
2. **Scenario:** "Your team is two weeks from launching a **new product or service**. Suddenly, a **major, unexpected market shift** (e.g., a competitor's groundbreaking launch, new regulation, or crisis) completely changes customer needs and makes your current product's main feature obsolete. Your leadership demands a **revised strategy within 24 hours** to adapt to this new reality."
3. **Group Task:**
 - **Analyze the Impact:** What's the immediate effect of this sudden change on your project?
 - **Brainstorm Rapid Adaptations:** How will your team pivot immediately? Think about re-prioritizing, re-allocating tasks, and communicating changes.





- **Outline a New Plan:** Sketch a high-level revised strategy for the next 24-48 hours.
 - **Ensure Inclusion:** How will you make sure all team members' perspectives are heard and valued during this rapid adjustment?
4. **Share & Discuss:** Present your revised plan and discuss the key adaptability challenges and how your group addressed them.

Closing & Takeaways

Considering how critical adaptability is in leadership and team dynamics, what is **one personal 'adaptability muscle' you plan to intentionally strengthen** in your own professional life, and how do you anticipate this will positively impact both your own effectiveness and the teams you work with?

Self-Awareness (45 min)

Introduction

The person assigned in the kick-off meeting will give an overview of the main take-aways of the module and a short personal reflection to the whole group.

- Self-knowledge develops through conscious self-reflection and helps shift from passive to proactive behavior.
- It supports personal growth by making new habits possible through ongoing practice and patience.
- For leaders, self-awareness enhances the ability to recognize their own values and better understand others.
- Feedback from others can reveal "blind spots" and help refine self-perception and behavior.
- A culture of self-reflection in teams leads to clearer communication, shared responsibility, and stronger dynamics.

Practical insight

Case study

OR

Group activity: Mirroring Moments



Objective: To uncover personal "blind spots" by reflecting on how others' behaviors trigger us.

Material: Worksheets with these questions:

1. Describe a recent situation where someone's behavior strongly annoyed or bothered you.
2. What emotions did this trigger in you?
3. Applying the "Law of Mirrors," ask yourself: "When/how does this characteristic show up in me, or would I like it to?"
4. What does this reveal about your own unconscious thoughts or feelings?

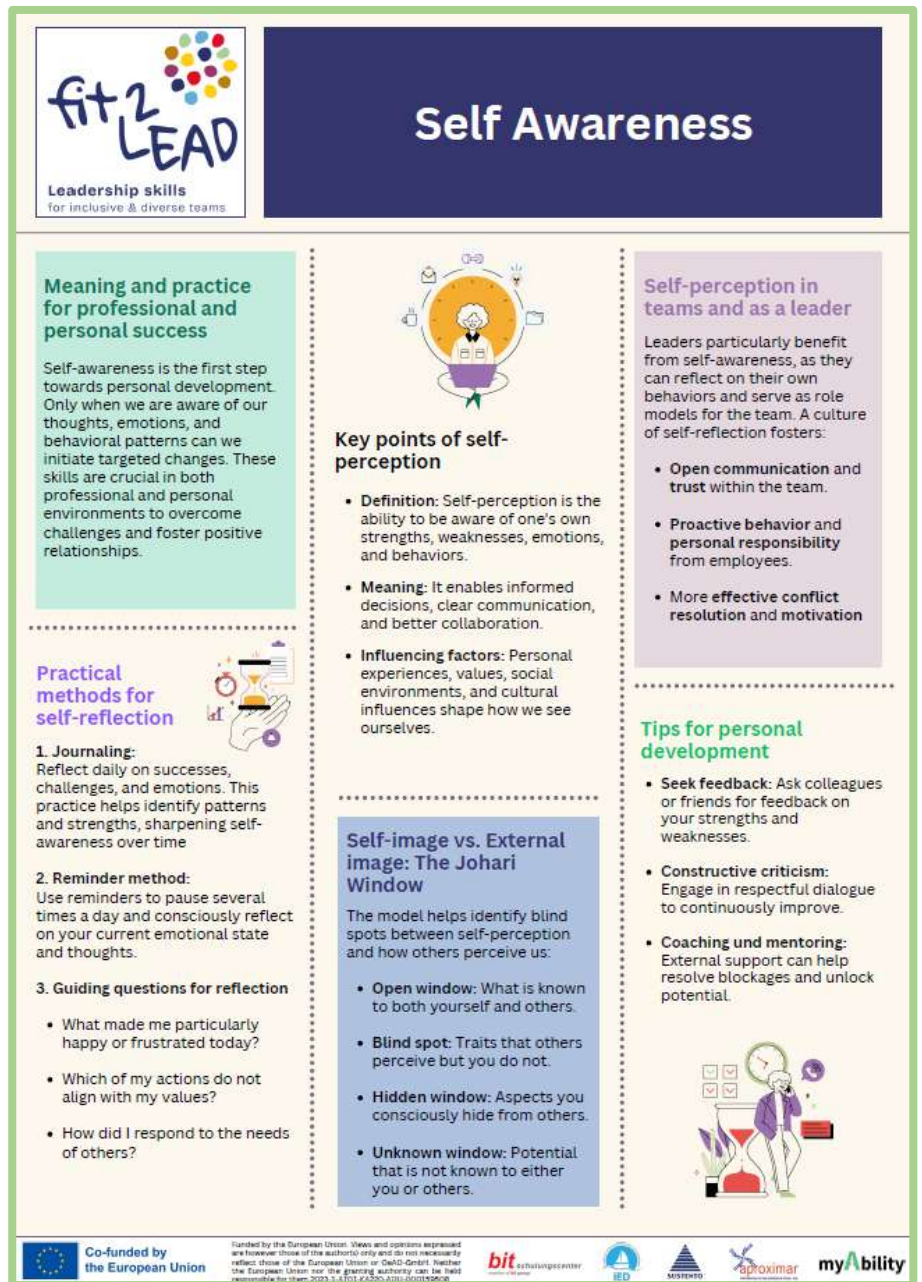
Instructions:

1. **Introduce the "Law of Mirrors":** Explain that our reactions to others can reflect our own unconscious beliefs.

2. **Individual Reflection:** Participants privately answer the questions on their worksheets.
3. **Group Discussion:** Discuss challenges, "aha!" moments, and how this concept improves interactions.

Closing & Takeaways

What's one concrete step you'll take this week to deepen your understanding of your own thoughts, feelings, or behavioral patterns?



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Self Awareness

Meaning and practice for professional and personal success

Self-awareness is the first step towards personal development. Only when we are aware of our thoughts, emotions, and behavioral patterns can we initiate targeted changes. These skills are crucial in both professional and personal environments to overcome challenges and foster positive relationships.

Practical methods for self-reflection

- 1. Journaling:** Reflect daily on successes, challenges, and emotions. This practice helps identify patterns and strengths, sharpening self-awareness over time.
- 2. Reminder method:** Use reminders to pause several times a day and consciously reflect on your current emotional state and thoughts.
- 3. Guiding questions for reflection**
 - What made me particularly happy or frustrated today?
 - Which of my actions do not align with my values?
 - How did I respond to the needs of others?

Key points of self-perception

- **Definition:** Self-perception is the ability to be aware of one's own strengths, weaknesses, emotions, and behaviors.
- **Meaning:** It enables informed decisions, clear communication, and better collaboration.
- **Influencing factors:** Personal experiences, values, social environments, and cultural influences shape how we see ourselves.

Self-perception in teams and as a leader

Leaders particularly benefit from self-awareness, as they can reflect on their own behaviors and serve as role models for the team. A culture of self-reflection fosters:

- **Open communication and trust** within the team.
- **Proactive behavior and personal responsibility** from employees.
- **More effective conflict resolution** and motivation.

Tips for personal development

- **Seek feedback:** Ask colleagues or friends for feedback on your strengths and weaknesses.
- **Constructive criticism:** Engage in respectful dialogue to continuously improve.
- **Coaching and mentoring:** External support can help resolve blockages and unlock potential.

Self-image vs. External image: The Johari Window

The model helps identify blind spots between self-perception and how others perceive us:

- **Open window:** What is known to both yourself and others.
- **Blind spot:** Traits that others perceive but you do not.
- **Hidden window:** Aspects you consciously hide from others.
- **Unknown window:** Potential that is not known to either you or others.

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Break & Energizer (30 min)

Legal Knowledge and Compliance (45 min)

Introduction

- **Legal compliance ensures fair treatment** and equal opportunities for employees with disabilities.
- **Reasonable accommodations are individualized** adjustments employers must provide unless causing undue hardship.
- **EU legislation framework** includes Employment Equality Directive and European Accessibility Act.
- **Common legal risks** include discrimination, accommodation failures, and accessibility gaps.
- **Report harassment through documentation**, communication, support-seeking, and formal procedures.

Practical insight

Case study

OR

Group activity: Inclusive Workplace Scenario Challenge

This exercise focuses on applying legal knowledge to foster inclusive workplaces. It emphasizes proactive thinking to build fair and supportive environments, not just avoid penalties. Use the relevant laws (EU Employment Equality Directive, UN CRPD, European Accessibility Act, etc.).





Key Legal Frameworks

Key Legal Frameworks to Know:

- ❖ **European Accessibility Act (EAA):** Ensures EU products and services meet accessibility standards, enabling full participation for people with disabilities.
- ❖ **EU Equality Directive (2000/78/EC):** Prohibits workplace discrimination and requires reasonable accommodations to ensure fair treatment.
- ❖ **UN Convention on the Rights of Persons with Disabilities (CRPD):** Highlights dignity, equality, and inclusion, framing disability as a human rights issue.

Scenario: The New Project Lead

A team leader has a new, high-profile project with tight deadlines. An experienced team member, Alex, recently disclosed a chronic condition causing fluctuating fatigue and requiring frequent short breaks. Alex has not formally requested accommodation, but the leader observes struggles during intense meetings. The project management software used by the team is also not fully compatible with screen-reader technology, which Alex occasionally uses for complex data analysis due to eye strain.

Instructions:

- 1. Divide into small groups.**
- 2. Scenario Analysis:** Groups will analyze their assigned scenario, aiming to:
 - **Identify Potential Legal Issues:** Pinpoint relevant legal concepts (e.g., discrimination, lack of reasonable accommodation, accessibility issues) using the provided handout.
 - **Propose Solutions:** Outline specific actions the team leader should take to address the situation, ensure compliance, and promote inclusivity.
 - **Justify Solutions:** Explain the legal and inclusive rationale behind their proposed actions. Groups should designate a note-taker and prepare to share their findings.
- 3. Group Presentations & Discussion:** Each group will briefly present their scenario, identified legal issues, and proposed solutions. Following each presentation, a discussion will explore alternative approaches and any similar personal experiences.
- 4. Debrief and Key Takeaways:** The session will conclude with a debrief on lessons learned and challenges faced. Emphasis will be placed on the importance of proactive measures,





understanding legal obligations, and fostering open communication as crucial aspects of inclusive leadership.

Closing & Takeaways

What **proactive step** will you take to ensure both legal compliance and genuine inclusion for individuals with disabilities within your team?

Closing Training Day 2 (20 min)

Use this time to create closure, support personal reflection, and build a bridge for future application.

Structure:

1. Individual Reflection (5–7 min)

- Ask participants to write down or briefly think about:
 - One key insight they're taking away from today
 - One communication or leadership habit they want to change or strengthen

2. Group Sharing Round (8–10 min)

- Go around the room or ask for volunteers to share:
 - What stood out to them today
 - Something they will try in their team or leadership role
- Encourage active listening and appreciation

3. Trainer Wrap-Up (3–5 min)

- Emphasise how these interpersonal and relational skills are the foundation for inclusive leadership
- Motivate participants to complete the self-assessment again after the training to check their competence development

Trainer Tip:

Keep the mood appreciative and open. This closing moment reinforces learning and builds confidence—let participants leave feeling heard and motivated.



CLOSING, REFLECTION AND EVALUATION



Closing, Reflection & Evaluation

Purpose:

To conclude the fit2LEAD training by giving participants space to reflect on their learning journey, share insights, and think ahead about how they will apply what they've gained. This session also collects feedback and provides closure to the group experience.

Duration: 1,5 hours

Delivery Format: Can be held in **person, online, or hybrid**, ideally connected to the final module or workshop day.

Suggested Materials:

- Reflection prompts (e.g. "One thing I've learned..." / "One thing I want to try..." / "A challenge I feel more confident about...")
- Evaluation forms (customised or project standard, see ANNEX)
- Printed or digital certificates (optional, see ANNEX)

Key Elements for the Trainer to Cover:

- Facilitate a short **individual reflection** (e.g. with journaling or reflection cards) (20 min)
- Guide a **group discussion**: How did your competences develop? What are the main takeaways? What has changed in your perspective? (20 min)
- Invite participants to share how they will apply their learning in their work context (20 min)
- Provide or collect **evaluation forms** (paper or digital) to gather feedback on the training experience (15 min)
- Optionally distribute **certificates of participation** (15 min)





Trainer Tip:

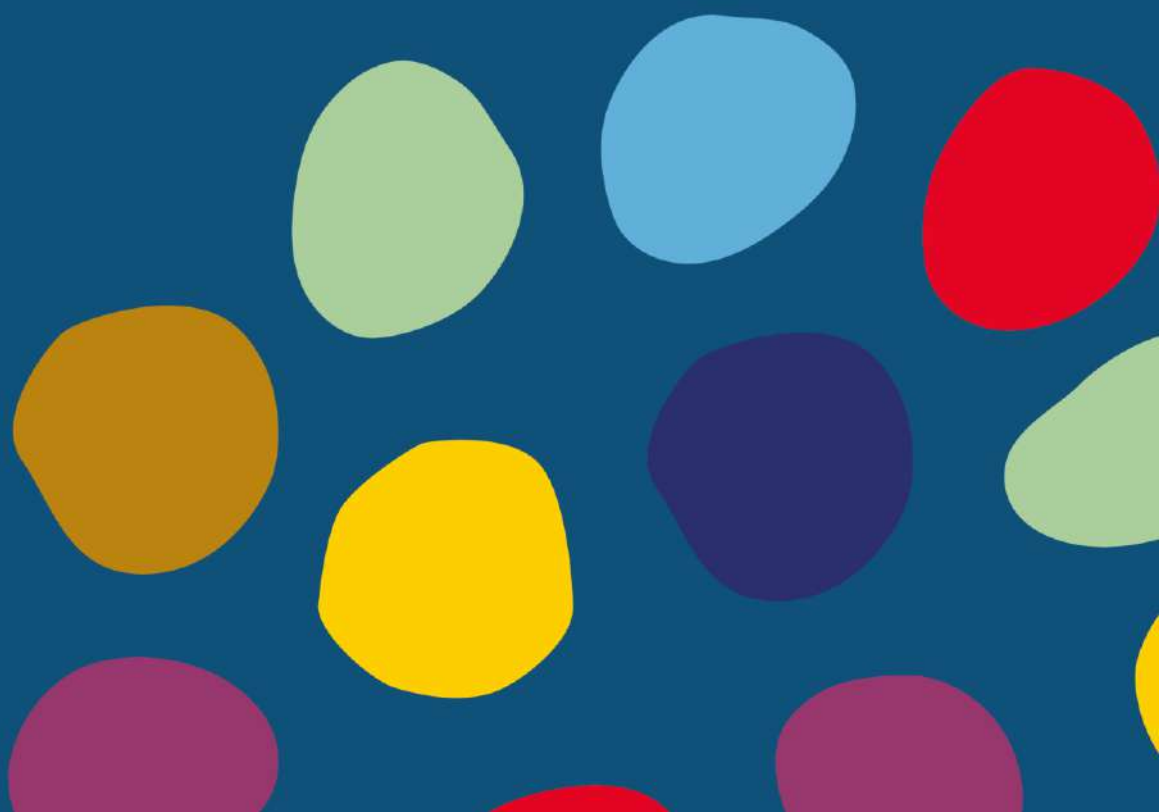
Create a warm and appreciative closing atmosphere. A simple closing circle or a final takeaway round can reinforce learning and strengthen group connection.

Follow up evaluation: see Annex 1

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Leadership skills



ANNEX



Annex 1: Participant Feedback Questionnaire – fit2LEAD Presence Training

Dear participant,

Thank you for taking part in the **training for inclusive leadership!**

Your feedback is very important in order to continue improving the content, methods, and organisation of the training and to ensure it remains as accessible and inclusive as possible.

This questionnaire covers general organisation, didactics, and content. It will take approximately **5–10 minutes** to complete. Your responses will be used **anonymously** to further develop the training.

Thank you for your support!

Section 1: General

1. How satisfied were you with the organisation of the training?

☐ 1 – Not satisfied at all

☐ 2

☐ 3

☐ 4

☐ 5 – Very satisfied

2. How would you rate the accessibility of the training (e.g. barrier-free venue, materials, technology)?

☐ 1 – Not accessible at all

☐ 2

☐ 3

☐ 4

☐ 5 – Completely accessible

3. Have your individual needs (e.g. access, learning preferences) been sufficiently taken into account?

☐ 1 – Not at all



☐ 2

☐ 3

☐ 4

☐ 5 – Yes, completely

4. **How satisfied were you with the duration and timing of the training?**

☐ 1 – Not satisfied at all

☐ 2

☐ 3

☐ 4

☐ 5 – Very satisfied

5. **Do you have any suggestions regarding the overall organisation?**

(Open text field)

Section 2: Didactics & Methodology

6. **Was the learning atmosphere supportive and inclusive?**

☐ 1 – Not at all

☐ 2

☐ 3

☐ 4

☐ 5 – Very supportive and inclusive

7. **Was the content communicated clearly during the training?**

☐ 1 – Not understandable at all

☐ 2

☐ 3

☐ 4

☐ 5 – Very understandable



8. Did you feel actively involved and encouraged to participate?

- ☐ 1 – Not at all
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 – Yes, fully

9. How helpful were the methods used in the training?

- ☐ 1 – Not helpful at all
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 – Very helpful

10. Do you feel confident applying what you learned to your everyday work?

- ☐ 1 – Not confident at all
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 – Very confident

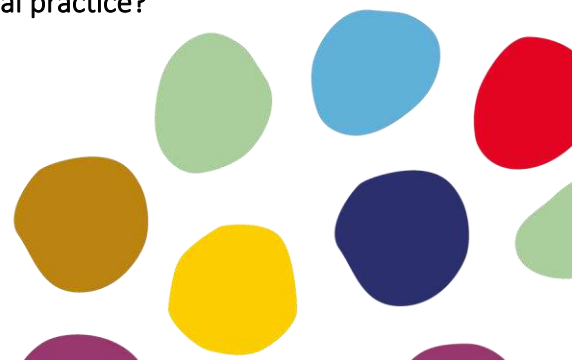
Section 3: Content & Materials

11. How would you rate the learning materials (e.g. handouts, presentations)?

- ☐ 1 – Not helpful or understandable
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 – Very helpful and understandable

12. How relevant was the training content to your professional practice?

- ☐ 1 – Not relevant at all





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☐ 2

☐ 3

☐ 4

☐ 5 – Very relevant

13. Do you feel you have gained new knowledge or skills from this training?

☐ 1 – Not at all

☐ 2

☐ 3

☐ 4

☐ 5 – Yes, to a high degree

14. Any additional comments or suggestions?

(Open text field)





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CERTIFICATE OF ATTENDANCE

This is to certify that

has successfully completed the pilot training on “*Inclusive Leadership skills*” as part of the Erasmus+ Project Fit2Lead comprising *10 hours of presence training* and *6 hours of self-directed learning*.

The training covered the following content:

- Effective Communication
- Empathy
- Cooperation and Collaboration
- Psychological Safety
- Diversity Sensitivity
- Equity
- Impartiality
- Adaptability
- Self-Awareness
- Legal Knowledge and Compliance

Place and Date

Signature

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