



LEADING INCLUSION IN A HYBRID AND REMOTE WORKPLACE

Training Program for Professionals with HR and People Management Responsibilities for Leading Inclusion in a Hybrid and Remote Workplace



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the European Union**

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Description of the Training Program and Development Process

As part of the Erasmus+ REWORK project, particularly WP4 “Training Program for Professionals with HR and People Management Responsibilities”, we are providing the materials for the 3-day Face-to-Face Training Program for Professionals with HR and People Management Responsibilities for Leading Inclusion in a Hybrid and Remote Workplace.

Work Package 4 (WP4) focused on developing and delivering a **training program for 30 professionals with HR and people management responsibilities in each partner country**. The program addresses the risks of Human Resource Work (HRW) reinforcing bias and discrimination, while strengthening Diversity, Equity, and Inclusion (DEI) practices in organisations.

The program was developed through a **co-design approach**, involving stakeholders, disadvantaged groups, and project partners, ensuring that content is relevant, inclusive, and aligned with the needs of the target audience. The training program combines **face-to-face delivery, sustainable learning materials, and e-learning tools** to build long-lasting competences in inclusive management.

Its development followed a **step-by-step process**:

1. **Research and Needs Analysis** – Reviewing societal, organisational, and individual DEI challenges in HRW.
2. **Co-Design Workshops** – Engaging stakeholders and disadvantaged groups in each country to shape the curriculum.
3. **Curriculum Development** – Led by CEFI, with IPAG and UNIR, and supported by all partners through feedback and localisation.
4. **Pilot Testing** – Training piloted in Greece, then adapted and delivered across all partner countries.
5. **Capacity Building** – CEFI trained consortium partners to deliver the training independently, ensuring sustainability and cost efficiency.
6. **Finalisation and Dissemination** – The course was refined, translated, and made available online for wider access and long-term use.

Specific Objectives of WP4

1. Create an **attractive, relevant training program** tailored to target groups’ needs.
2. Develop **inclusive management competences** for the future of work.
3. Involve **stakeholders and disadvantaged groups** in program design.
4. Draft **co-design methodologies** for each partner country.
5. Pilot and deliver the training across all partner countries.
6. Encourage **exchange of ideas, practices, and collaboration** among partners and stakeholders.
7. Produce **sustainable training materials** to ensure long-term use beyond the REWORK project.

Contribution to the General Objectives of the Project

The WP4 objectives contribute by:

- Developing a **high-quality, innovative training program** to address DEI challenges in HRW.
 - Embedding **participatory methods** through co-design with stakeholders and disadvantaged groups.
 - Strengthening **inclusive management skills**, ensuring competitiveness in a human-centered way.
 - Reinforcing **partnership cooperation** via collaborative curriculum development and delivery.
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Main Results of WP4

- A **face-to-face training program** for HR practitioners, middle managers, SME leaders, and VET trainers.
- Pilot testing and delivery in all partner countries.
- Improved competences for inclusive management and addressing disadvantages in HRW.
- Training content and practices that can be **integrated into daily organisational activities**.
- Enhanced **employee satisfaction, morale, and organisational competitiveness**.
- Development and transfer of **innovative management practices** across national and European contexts.
- **Long-lasting positive effects** within organisations and communities.

Teaching Plan for DEI in Remote and Hybrid Workspaces – Day 1

Total Workshop Duration: 3.5-4 hours

1. Introduction and Workshop Overview

Duration: 15 minutes

Objective: Set the stage for the workshop, introduce participants to the key objectives, and outline the day's agenda.

Instructional Approach:

Briefly introduce the REWORK project and its relevance to DEI in remote/hybrid work environments.

Highlight the importance of active participation and sharing personal experiences throughout the workshop.

Ensure that participants understand the flow of the session, emphasizing the practical applications of DEI in their work.

2. Ice-Breaker Activities: Diversity Awareness & Assumptions

Duration: 30 minutes

Objective: Break the ice and introduce DEI concepts through fun, interactive exercises.

Instructional Approach:

Activity 1: "One Unique Thing" Exercise

Have participants share something unique about themselves that others may not know. Afterward, ask them to reflect on how these differences influence workplace contributions.

Learning Focus: Celebrating diversity and how unique experiences shape work interactions.

Activity 2: "Two Truths and a Lie" Exercise (Slide 4)

Put participants into groups and ask them to share two truths and one lie related to DEI or their identity. Others guess which is the lie. This introduces unconscious biases and assumptions.

Learning Focus: How assumptions shape perceptions in the workplace.

3. Core Concepts: DEI Foundations

Duration: 30 minutes

Objective: Provide foundational understanding of key DEI terms: Diversity, Equity, Inclusion, and Belonging.

Instructional Approach:

Lecture based on slides 5 – 10.

Instructors can embed exercise on slides 9-10: The Belonging Moment

Debrief: Discuss how these feelings can be replicated for all team members, both remote and in-office.

4. DEI in Remote/Hybrid Workspaces: Challenges, Implicit Biases and Microaggressions

Duration: 60 minutes

Objective: Explore the challenges that arise and deepen understanding of implicit biases and their impact on decision-making in remote work environments. Present the challenges: isolation, exclusion, unconscious bias (e.g., proximity bias), and communication barriers. Define implicit biases and microaggressions and explain how they differ from explicit biases. Use examples of how biases and microaggressions are formed, recognized and addressed in organizations.

Interactive Poll: Use a tool to survey participants on which DEI challenges they've observed in their own teams.

Activity: Self-Reflection: Ask participants to reflect on any implicit biases they may have noticed in themselves. Have them write down one bias they believe could impact their role as HR professionals.

Group Activity: In groups, participants will analyze one scenario and present their plans for addressing the challenges of the scenario at the plenary group.

5. Developing an Inclusive DEI Roadmap

Duration: 40 minutes

Objective: Create actionable DEI strategies for participants to bring back to their organizations.

Instructional Approach:

Interactive DEI Roadmap Creation

Divide participants into teams and ask them to create a DEI roadmap for their organizations, specifically focusing on hybrid/remote work environments. Each team will choose one aspect of DEI (e.g., inclusion, unconscious bias, supporting underrepresented groups) and develop practical steps for implementation.

Group Presentations: Have each team present their DEI roadmap and share key takeaways.

Debrief: Facilitate a group discussion on the importance of creating measurable DEI goals and how HR can champion these efforts.

6. Reflection and Personal Action Plan

Duration: 15-20 minutes

Objective: Encourage participants to commit to personal growth and action following the workshop.

Instructional Approach:

Reflection and Action Plan

Ask participants to develop a personal action plan with three specific steps they will take to foster DEI in their remote/hybrid teams. Use reflection questions from the slide:

“What biases have I noticed in my decision-making as an HR professional?”

“How can I ensure that remote employees feel a sense of belonging?”

Debrief: Ask for a few volunteers to share their action plans.

7. Closing and Final Takeaways

Duration: 10 minutes

Objective: Summarize the key takeaways and end the workshop on a motivating note.

Instructional Approach:

Recap the key concepts discussed: DEI in remote/hybrid settings, implicit bias, microaggressions, and creating inclusive cultures.

Encourage participants to stay connected and continue sharing best practices in their roles as DEI advocates.

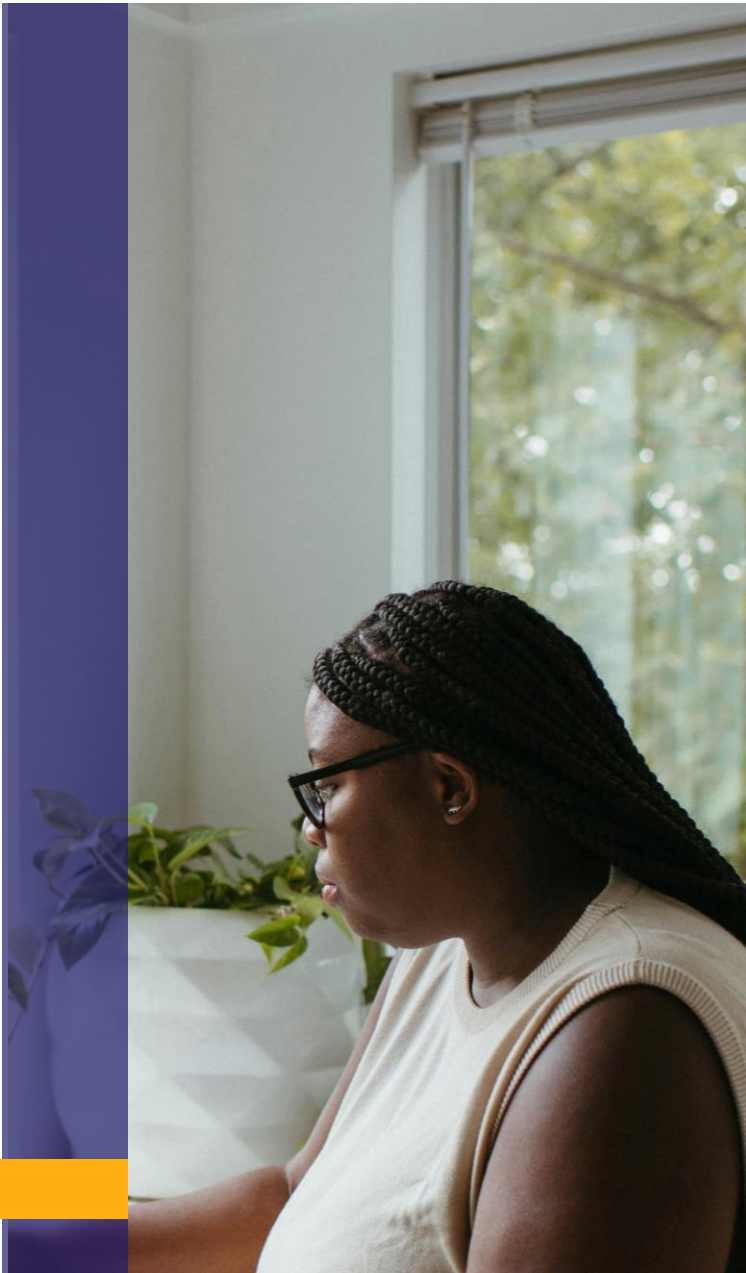


Leading inclusion in hybrid and remote workplaces

Day 1: Diversity, Equity, and Inclusion in
Remote and Hybrid Work



Introducing the **REWORK** project



Session Goal and Overview

Goal: Learn about the diversity and inclusion challenges in remote and hybrid work and develop a roadmap to overcome them.

Overview:

- Diversity and inclusion in remote and hybrid work
- Unconscious biases and microaggressions
- Develop a DEI roadmap for remote and hybrid work based on the OKR method



Ice-breaker

“Two truths and a lie”

Two-truths and a lie

- Please introduce yourself and share three statements about your background, identity, or experiences
- These should relate to something meaningful to you, particularly around your identity, culture, or unique traits
- As each person shares, the group guesses which statement is the lie!
- After the reveal
 - Explain briefly your truth
 - Share how your identity or experiences shape your contributions or interactions in the workplace.

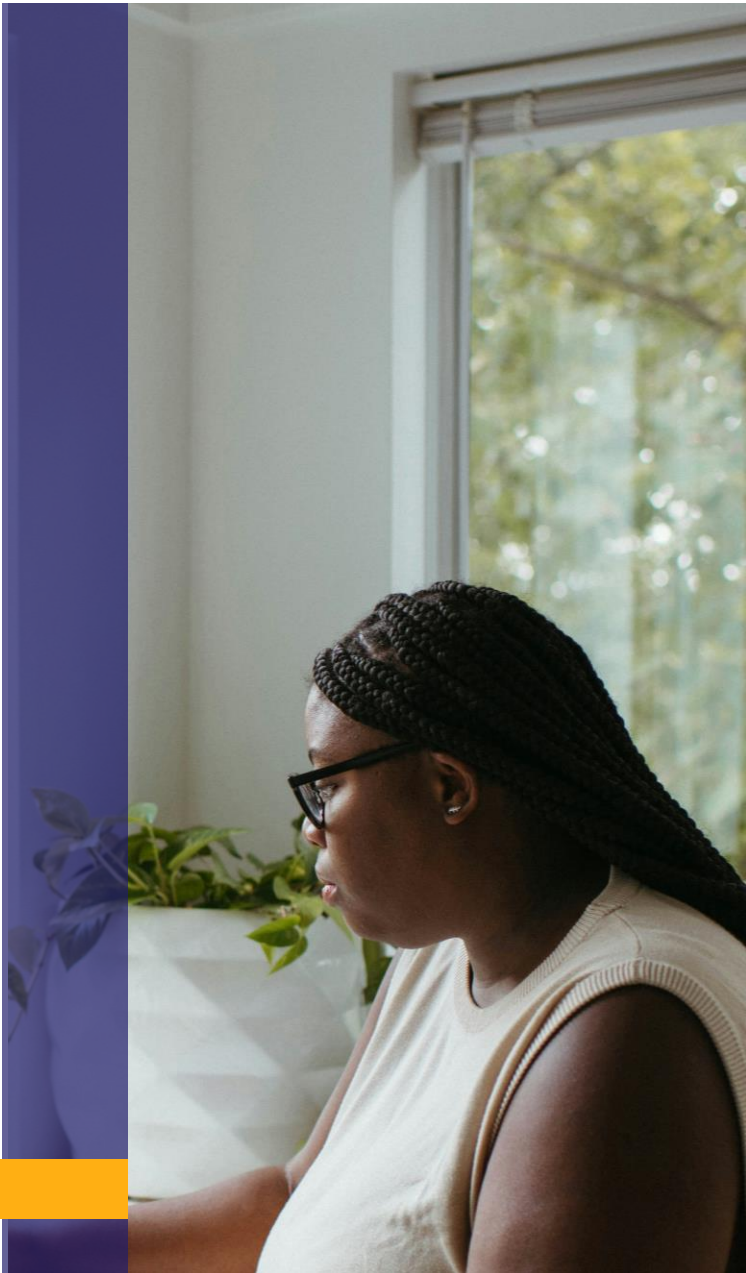


Reflection

- What surprised you about what you learned from your colleagues?
- Did you notice any assumptions you made about someone that turned out to be incorrect?
- How do these insights help us understand the value of diverse perspectives at work?

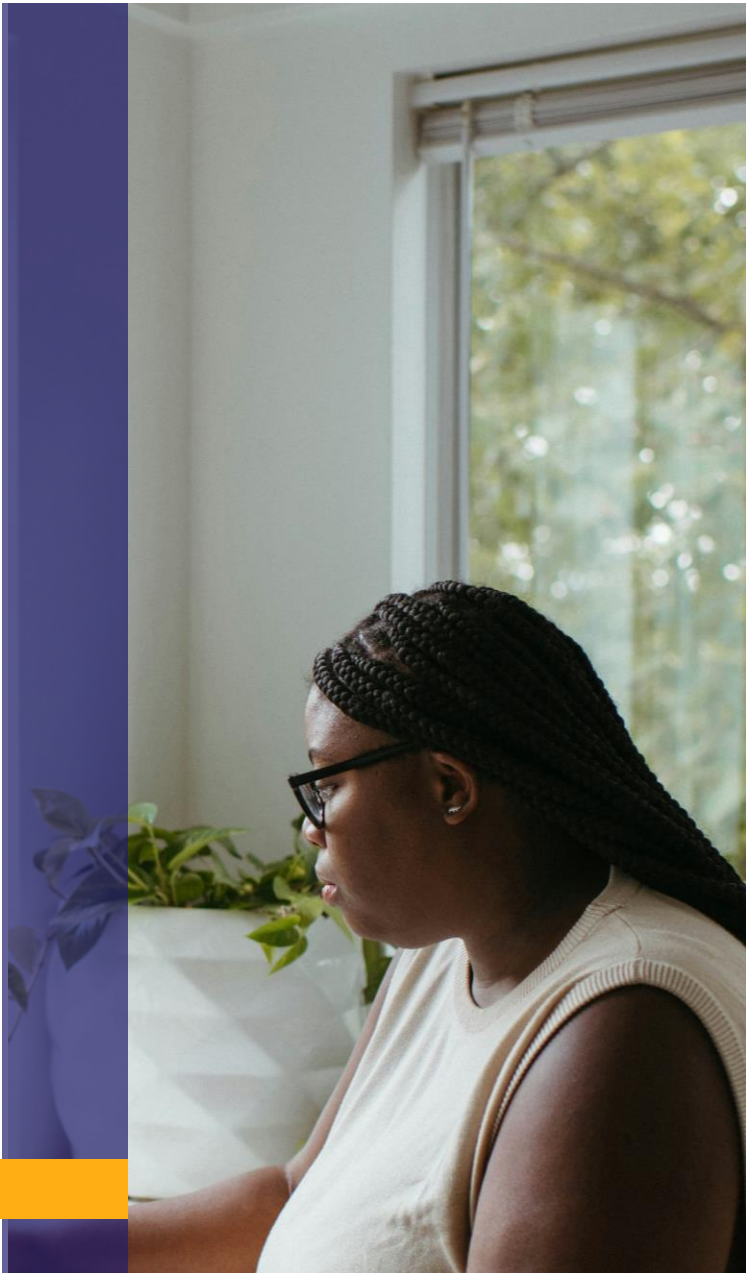


Core concepts: DEI foundations



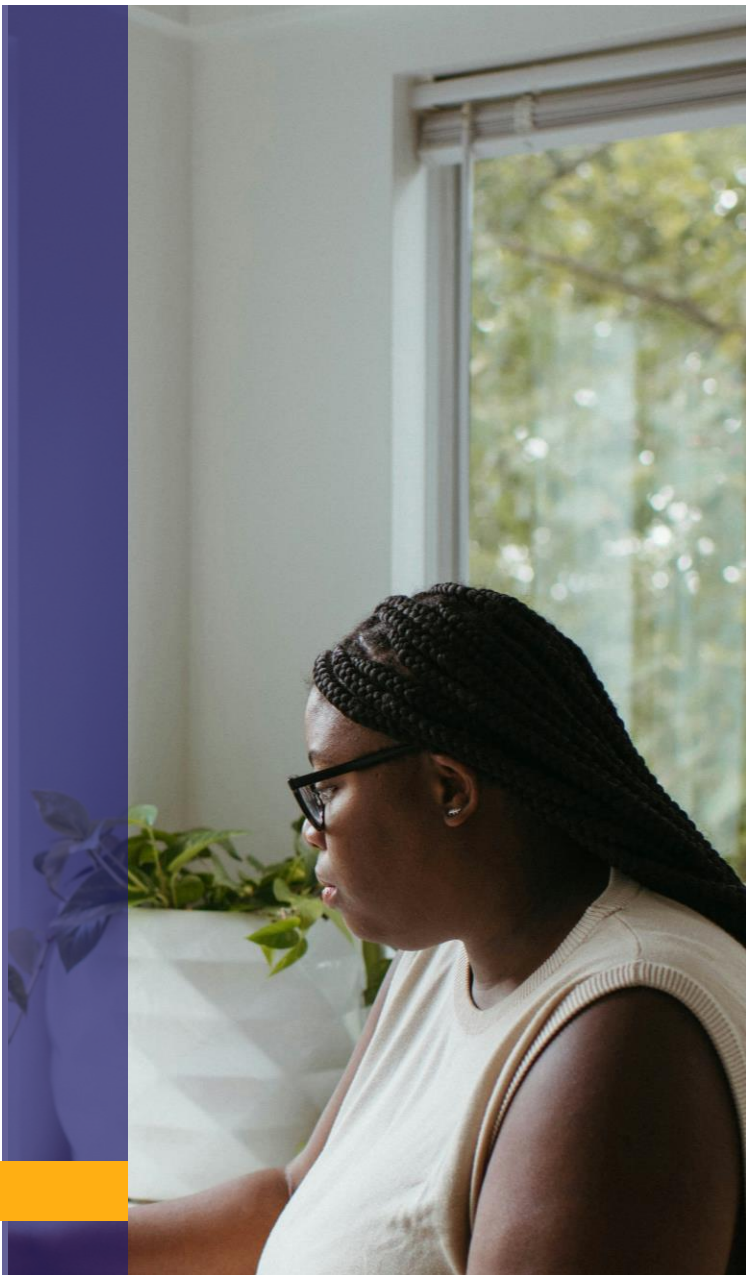
What is diversity?

- Diversity deals with people's biological, social, and cultural characteristics – it is about the co-existence of individuals with their characteristics and differences (Ozbilgin & Erbil, 2023)
- Diversity refers to the presence of differences within a given setting, including differences in race, ethnicity, gender, gender identity, sexual orientation, age, and socioeconomic background, as well as differences in experiences, perspectives, and ideas (Ely & Thomas, 2001)



What is inclusion?

- How organizations, groups, their leaders, and their members provide ways that allow everyone, across multiple types of differences, to participate, contribute, have a voice, and feel that they are connected and belong, all without losing individual uniqueness or having to give up valuable identities or aspects of themselves (Ferdman & Deane, 2014).



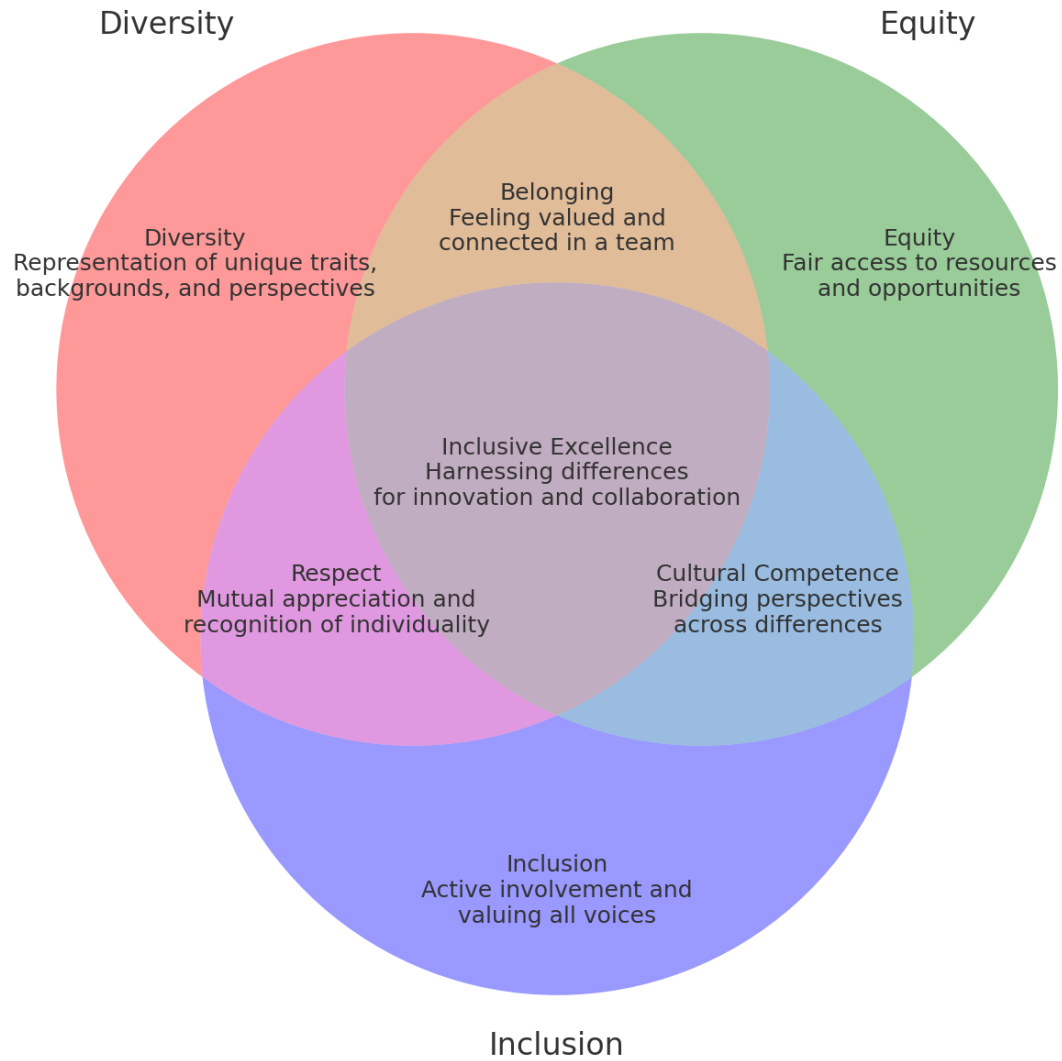
What is inclusion?

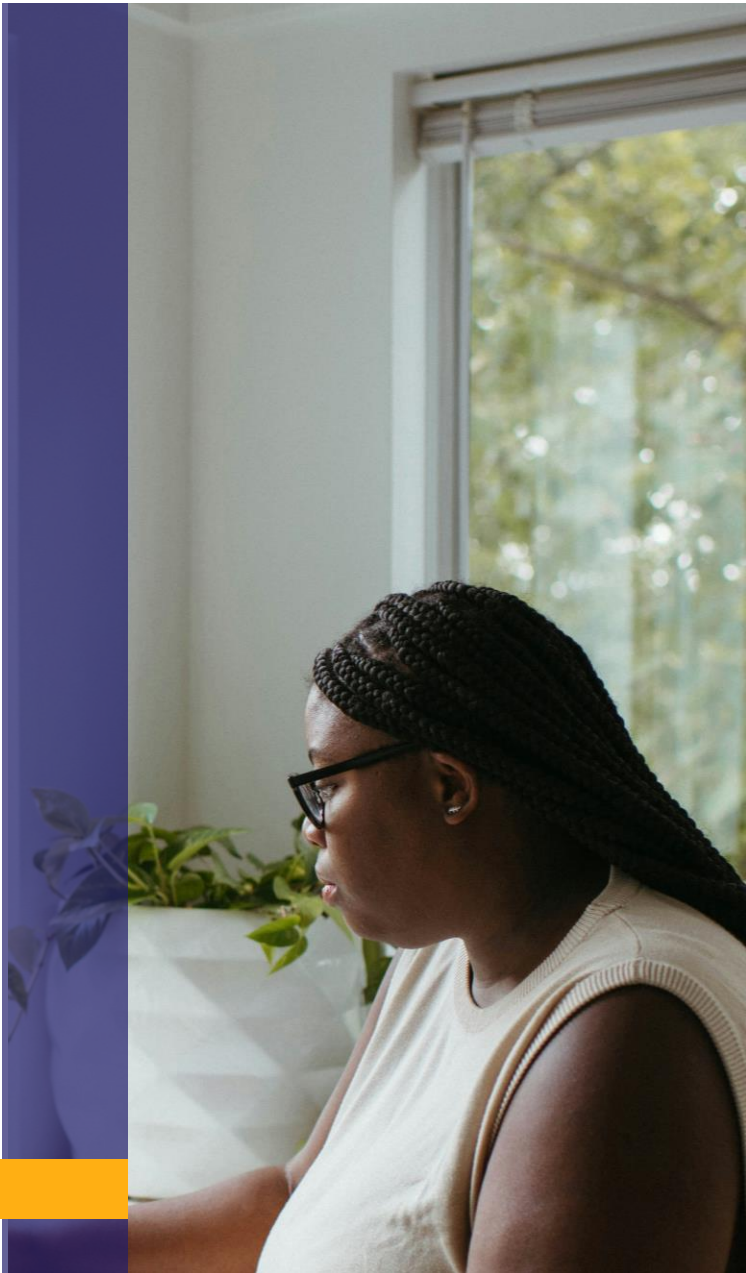
- The achievement of a work environment where all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization's success (Strategic Human Resource Management Society, 2023)
- Empowering individuals and creating a culture where everyone feels they belong, regardless of their identity or background (World Economic Forum, 2021)



“If an organization brings in new people but doesn't enable them to contribute, those new people are bound to fail, no matter how talented they are. Diversity without inclusion does not work” (Miller & Katz, 2002)

Interconnection of Diversity, Equity, Inclusion, Belonging, and Respect





Intersectionality

- “Intersectionality is a lens through which you can see where power comes and collides, where it interlocks and intersects. It’s not simply that there’s a race problem here, a gender problem there, and a class or LGBTQ problem somewhere else. Many times, that framework erases what happens to people who are subject to all of these things” (Crenshaw, 1991)



Let's reflect!

Inclusion moments in
a remote or hybrid
group



Let's discuss!

What prevents
inclusion in remote
and hybrid
workspaces?

A woman with glasses and a headband is sitting at a desk, working on a laptop. She is in a room with large windows that let in bright, warm light. There are several indoor plants in the room, including a hanging plant on the left and a potted plant on the desk. The overall atmosphere is bright and airy.

DEI Challenges in Remote and Hybrid Work

Why DEI matters in HRW? Equitable Access to Opportunities



Challenge: Remote workers, particularly those from underrepresented groups, may struggle with visibility, access to mentorship, or participation in decision-making processes, resulting in unequal career development opportunities.

Challenge: Remote workers miss out on informal, spontaneous interactions like water cooler chats and brainstorming sessions, where key relationships and decisions are often built.

Evidence

A study by **Buffer's 2023 State of Remote Work** found that 52% of remote workers feel less visible to leadership than their in-office counterparts. This disproportionately affects women and minorities, who already face systemic barriers to advancement.

Why DEI matters in HRW? Preventing Isolation and Fostering Belonging



- **Challenge:** Remote employees can feel isolated or disconnected from team culture, leading to disengagement, decreased morale, and higher turnover.
- **Evidence**
 - A **Harvard Business Review** study reported that feelings of belonging increase productivity by 56%, reduce turnover risk by 50%, and improve job performance by 75%.

Why DEI matters in HRW? Building Inclusive Virtual Cultures



- **Challenge:** Without intentional efforts, remote work environments can lack the psychological safety needed for employees to share diverse perspectives and feel valued.
- **Evidence**
 - Research from **Deloitte Insights** shows that companies with inclusive cultures are six times more likely to be innovative and twice as likely to meet or exceed financial targets.

Why DEI matters in HRW? Enhancing Employee Engagement and Retention



- **Challenge:** Employees disengage when they feel undervalued, unseen, or excluded, leading to higher turnover and decreased organizational loyalty.
- **Evidence**
 - **Gallup data** shows that highly engaged teams show 21% greater profitability, with DEI initiatives playing a significant role in increasing engagement among remote employees.

Why DEI matters in HRW? Addressing Unique Challenges for Marginalized Groups



- **Challenge:** Marginalized groups may face compounded challenges in remote work, such as technology accessibility, digital skills, or discriminatory communication practices.
- **Evidence**
 - The **World Economic Forum** notes that marginalized workers often lack access to equitable technology or ergonomically sound home workspaces, exacerbating disparities in performance and well-being.

Why DEI matters in HRW? Creating Fairer Leadership and Decision-Making Processes



- **Challenge:** Remote employees often miss opportunities for leadership exposure, limiting their participation in decision-making processes.
- **Evidence**
 - A report by **McKinsey & Company** highlights that diverse teams in leadership roles outperform their peers by 36% in profitability, yet remote settings often underrepresent these groups in key decisions.

Why DEI matters in HRW? Communication Barriers and Cultural Differences



- **Challenge:** Virtual communication increases the potential for misunderstandings, especially across different languages and cultures. Non-verbal cues are harder to read, and cultural nuances may be overlooked.
- **Evidence**
 - A report by **McKinsey & Company** noted that 61% of remote employees faced challenges interpreting tone or intent in written communication, particularly those from diverse cultural backgrounds.

Why DEI matters in HRW? Flexibility vs. Overwork



- **Challenge:** While remote work provides flexibility, it often leads to blurred boundaries between work and personal life, disproportionately impacting certain groups. For example, women, who traditionally shoulder more caregiving responsibilities, may experience higher stress levels as they juggle professional and domestic tasks.
- **Evidence**
 - The **National Bureau of Economic Research** found that remote workers experienced a 48.5-minute increase in their average workday during the pandemic, with women reporting greater difficulty maintaining work-life balance.

Why DEI matters in HRW? Unconscious Bias in Decision-Making



- **Challenge:** Remote work exacerbates unconscious biases such as proximity bias (favoring in-office employees), affinity bias (favoring employees with similar backgrounds), and stereotype bias (judging based on cultural or demographic assumptions). These biases influence decisions in hiring, promotions, and project allocation.
- **Evidence**
 - A study by **Harvard Business School** found that managers unconsciously rated in-office employees as more dependable and higher-performing than remote employees, even when performance was identical.
 - **LinkedIn's 2021 Workforce Confidence Index** found that 38% of remote workers believe their work is less likely to be recognized than that of their in-office peers.



• Unconscious bias

Implicit biases



- The attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner. Activated involuntarily, without awareness or intentional control. Can be either positive or negative. Everyone is susceptible
- Where do they originate?
 - Can you “catch” bias from others? (Willard et al., 2015) – implications for organizational culture and the transmission of bias to newcomers
- Implicit vs. explicit biases
- Why implicit bias matters

Unconscious biases in remote and hybrid work



Bias	Proximity Bias	Availability Bias	Recency Bias
What it is	Tendency to favor physically closer employees over those working remotely	When decisions are influenced by the most immediate information rather than a full data set	Recent interactions disproportionately influence decisions
Impact on remote work	More opportunities and recognition given to in-office employees because they are seen more frequently, even if remote employees are equally or more productive	Employees who are more visible may be perceived as more committed, even if other employees contribute just as much, but work more quietly or have different working hours	Managers might overvalue the contributions of employees they recently had a meeting with (likely in-office or synchronous interactions)

Unconscious biases in remote and hybrid work



Bias	Affirmation Bias	Out of Sight, Out of Mind Bias	Similarity Bias
What it is	Seek, interpret, or recall information that confirms one's pre-existing beliefs or assumptions	Remote employees are forgotten or overlooked in daily decision-making, project assignments, or social interactions	People tend to prefer those who are similar to them in terms of background, interests, or work style
Impact on remote work	If a manager believes remote employees are less productive, she/he may focus on instances where they are not immediately available, ignoring instances of high performance that contradict this belief	Remote employees may miss out on critical projects or informal in-office networking, leading to less visibility and fewer career development opportunities	Underrepresented employees may be unintentionally sidelined as, in virtual settings, informal chats and team bonding can happen more easily among people who feel similar to one another

Unconscious biases in remote and hybrid work



Bias	Halo Effect	Leniency Bias	Negativity Bias
What it is	It occurs when one positive trait or action of an individual positively colors the perception of all their actions	The tendency to be more lenient in evaluating individuals we have a close relationship with or see more frequently	The tendency to focus more on negative events or behaviors than positive ones
Impact on remote work	An employee who is always active in virtual meetings may be seen as a high performer overall, even if his/her actual contributions are average	In-office workers may receive more favorable evaluations simply because managers interact with them more often, whereas remote workers might face more critical evaluations due to less frequent interaction	Remote employees may be disproportionately affected by this bias if their mistakes or absences are noticed and emphasized more than their achievements, especially if they are not visibly participating in day-to-day office interactions

Unconscious biases in remote and hybrid work



Bias	Stereotype Bias	Cultural Bias	Gender bias
What it is	It involves holding generalized beliefs about specific groups and applying them unfairly in decision-making	When people unconsciously favor individuals who share similar cultural norms or backgrounds	It involves unconsciously favoring one gender over another, often due to ingrained societal norms or assumptions
Impact on remote work	Employees from marginalized groups may be unfairly judged based on stereotypes rather than their actual performance. For example, assumptions may be made that mothers working remotely are less committed to their jobs	If remote team members don't share the same cultural context as their managers, they might be unfairly perceived as less engaged or less competent	Women may face biases that question their ability to manage work and home life simultaneously in remote settings which may cause managers to offer fewer leadership roles to them

Unconscious biases in remote and hybrid work



Bias	Disability bias	Motherhood penalty	Age bias
What it is	When individuals form assumptions about the abilities or limitations of people with disabilities, often resulting in exclusion or diminished expectations	The tendency to view working mothers as less competent or committed to their careers compared to their peers	It occurs when individuals are judged based on their age, either as being too young or too old, to perform certain tasks.
Impact on remote work	People with disabilities may experience biases regarding their productivity or competence in a remote setting, especially if they use assistive technology or require certain accommodations.	Women with children working from home may be assumed to be less productive or distracted by childcare responsibilities, resulting in fewer challenging assignments, limited opportunities for advancement, or negative performance reviews.	Younger employees, especially those from underrepresented backgrounds, may be perceived as less experienced or capable in remote work settings. Conversely, older employees may be seen as less tech-savvy or adaptable to virtual collaboration tools.

Scenario 1



Sofia is a remote employee who works from a different city than her company's headquarters. Over the past year, she has consistently exceeded her performance targets and contributed significantly to key projects. However, during the annual review, Sofia learns that a colleague, Mike, who works on-site, has been promoted over her, even though his performance has been similar to hers. Sofia feels that her remote status has made it harder for her contributions to be recognized and valued by the leadership team.

Discussion Questions:

- What DEI challenges are present in this scenario?
- How might this situation be affecting the promotion decision?
- What could HR do to ensure equitable recognition and promotion for both remote and in-office employees?

Scenario 2



Michael, a team member based in Romania, frequently contributes to team meetings, but English is not his first language. During a recent video call, when Michael tried to express his thoughts, a few of his colleagues interrupted or completed his sentences. At one point, someone jokingly said, “I don’t understand you. Can you say that again, but slower this time?” Although Michael has excellent ideas, he has started participating less in meetings due to these experiences.

Discussion Questions:

- What microaggressions or biases are evident in this scenario?
- How does this situation contribute to inclusion or exclusion in remote settings?
- What actions could HR take to ensure more inclusive communication practices during virtual meetings?

Scenario 3



Maria, who works remotely, notices that her colleagues in the office frequently get together for impromptu brainstorming sessions, lunches, and team-building activities. These in-person gatherings often lead to decisions being made or ideas being formed without her input. When she joins scheduled virtual meetings, she feels like an outsider because her colleagues already have inside jokes or refer to discussions she wasn't part of.

Discussion Questions:

- What DEI issues are present regarding inclusion and exclusion in this scenario?
- How can informal office interactions affect decision-making and career progression for remote employees?
- What can HR do to ensure remote workers are included in both formal and informal team activities?

Scenario 4



Alicia, a Black woman who works remotely, applies for a leadership position within her team. Although she has years of experience and positive performance reviews, she is told by her manager that the position would be better suited for someone who works in the office, as they can "better manage in-person dynamics." Alicia suspects that her race and gender may also be influencing the decision, as she has noticed fewer women and people of color in leadership roles within the company.

Discussion Questions:

- What role might biases play in this situation?
- How could Alicia's identity as a Black woman affect her career progression in a remote/hybrid environment?
- What can HR do to address bias in leadership opportunities and ensure diversity in leadership, especially in hybrid work models?

Scenario 5



Kostas, who has a visual impairment, has been working remotely since the start of the pandemic. His role requires him to frequently participate in virtual meetings and collaborate using various online platforms. Despite his requests for accessible software tools and features like screen readers, HR has been slow to provide the accommodations he needs. As a result, Kostas struggles to keep up with collaborative projects and feels his contributions are overlooked.

Discussion Questions:

- What disability bias issues are present in this scenario?
- How can a lack of accommodations in remote work settings affect an employee's ability to perform their role effectively?
- What steps can HR take to ensure equal access to technology and accommodations for remote workers with disabilities?

Scenario 6



Gregory, who is in his 50s, has been struggling with adapting to new collaboration technologies being used for remote work. His younger colleagues are quick to pick up the new tools, and his manager has made comments like, "You might need some extra time to get the hang of it, but you're getting there." Gregory feels singled out due to his age and worries that this bias will limit his opportunities to take on new projects.

Discussion Questions:

- What bias can you identify in this scenario?
- How could age-related assumptions about technology skills affect inclusion in a remote/hybrid work environment?
- What actions can HR take to combat age-related bias and ensure that all employees are given equal support and opportunities?

Microaggressions



- **Microassaults**
- **Microinsults**
- **Microinvalidations**

Microaggressions in remote work



Type	Interruptions in Virtual Meetings	Mispronouncing or Ignoring Names	Assuming Availability Across Time Zones
Example	Constantly interrupting or speaking over women, people of color, or non-native English speakers during virtual meetings	Repeatedly mispronouncing the names of colleagues from different cultural backgrounds or avoiding their names altogether	Scheduling meetings without considering the time zones of remote employees
Impact	This behavior undermines the contributions of marginalized individuals, making them feel that their opinions are not valued or that they need to work harder to be heard	Failing to learn or respect someone's name can make them feel disrespected or invisible. It reinforces the idea that individuals from certain backgrounds are less important or worthy of attention	This can imply that employees in certain time zones are less important, reinforcing a hierarchy based on geographical location. It can also disrupt work-life balance for those working remotely in different time zones

Microaggressions in remote work



Type	Tokenism in Team Discussions	Using Inappropriate Humor	Overlooking Contributions in Virtual Meetings
Example	Asking someone from a marginalized group to speak on behalf of their entire group during a virtual meeting	Making jokes during video calls that rely on stereotypes or are derogatory toward certain groups (e.g., jokes about gender roles, race, or disability)	Failing to acknowledge the contributions of underrepresented groups in virtual settings
Impact	This places undue pressure on the individual and reinforces the idea that they are only valued for their identity, rather than their expertise or contributions to the project. It can make them feel isolated or singled out in a negative way	Even if presented as "harmless," such jokes perpetuate harmful stereotypes and can make colleagues feel marginalized or unsafe. The remote nature of communication can make it easier for such remarks to go unaddressed	This reinforces feelings of exclusion and can lead to decreased motivation and engagement. Employees may feel that their work is undervalued



Microaggressions in remote work

Type	Assuming Remote Employees Are Less Productive	Questioning Professionalism Based on Background or Appearance	Ignoring or Dismissing Cultural Holidays and Practices
Example	Suggesting that remote employees, especially those from marginalized groups, are less productive or less dedicated than those working in-office	Commenting on someone's home office setup or personal appearance in a virtual meeting, especially when it targets cultural or socioeconomic differences	Scheduling important meetings on culturally significant holidays or failing to acknowledge holidays important to underrepresented groups
Impact	Remote work is considered "less legitimate" creating feelings of inadequacy against those who may choose to work remotely due to family responsibilities or health issues	These comments can reinforce cultural stereotypes, making employees feel judged for their living conditions or personal choices	This can make employees from certain cultures feel invisible or unimportant. It reinforces the idea that only mainstream holidays are valued in the workplace

Microaggressions in remote work



Type	Assuming Family Status or Caregiving Roles	Making Assumptions About Communication Skills	Downplaying Racial or Gender Issues in Discussions
Example	Making assumptions about an employee's caregiving responsibilities based on gender, such as assuming that a woman working remotely is doing so to take care of children	Criticizing the way a non-native English speaker communicates in emails or virtual meetings	In virtual meetings or chats, dismissing concerns about race or gender, such as saying, "I don't think race or gender matters in our remote environment"
Impact	These assumptions perpetuate gender stereotypes and can alienate employees who do not fit traditional molds, such as single parents, men taking on caregiving roles, or women who do not have children	This can make non-native speakers feel self-conscious and unwelcome, reinforcing a linguistic bias that elevates native speakers over others	This erases the real experiences and challenges faced by marginalized employees and invalidates their concerns, creating a dismissive work culture where their voices are silenced

Microaggressions in remote work



Type	Assuming Disability or Health Needs Don't Apply Remotely	Failing to Acknowledge Intersectionality	Assuming Technical Competence Based on Age
Example	Ignoring accessibility needs in remote settings, such as not providing captions for virtual meetings, or saying, "You're working from home, so you don't really need accommodations, right?"	Treating issues of race, gender, disability, or sexuality as separate or one-dimensional in discussions, without acknowledging how these identities intersect	Making remarks such as, "Are you sure you're comfortable with this technology?" to older employees or assuming younger employees are naturally more adept with remote work tools
Impact	This minimizes the needs of employees with disabilities and can make it difficult for them to fully participate in virtual work environments	This can lead to exclusion and isolation for employees whose identities overlap multiple marginalized groups	These comments reinforce ageist stereotypes, creating an environment where older employees may feel alienated, while younger employees may feel undue pressure to be tech experts

Scenario 1



Nina, an Asian American woman, regularly participates in virtual team meetings. During these meetings, she often finds herself being interrupted when she tries to voice her opinions or ideas. When she attempts to make a point, a colleague frequently cuts her off to redirect the conversation. Additionally, she notices that when her male colleagues share similar ideas, they are allowed to speak without interruption, and their points are praised more frequently.

Discussion Questions:

- What specific microaggressions are occurring in this scenario?
- How might these behaviors impact Nina's sense of belonging and inclusion in the team?
- What steps can HR take to address microaggressions like this during virtual meetings?

Scenario 2



During a team meeting, Olga, a woman who works remotely, mentions that she needs to log off early to attend to a family matter. Later, in a follow-up conversation, her manager says, “I get it—women always have a lot of family responsibilities. I don’t know how you manage to balance everything!” Olga notices that when her male colleagues request time off for family obligations, they are met with different reactions, often praised for being “helpful dads.”

Discussion Questions:

- What microaggressions are evident in this scenario?
- How might these gender-based assumptions affect Olga’s experience as a remote worker?
- What can HR do to ensure gender equality in how family-related responsibilities are viewed and managed in the workplace?

Scenario 3



During a virtual team meeting discussing a diversity initiative, Jamal, an African American employee, is repeatedly asked for his opinion on how to improve the company's racial diversity. While Jamal is passionate about DEI, he notices that his other contributions, unrelated to diversity, are often overlooked. It seems that the team only seeks his input when the topic is race-related.

Discussion Questions:

- What microaggressions can you identify in this scenario?
- How does tokenism affect an employee's sense of professional identity and inclusion?
- What steps can HR take to ensure that all employees are valued for their full range of contributions, not just based on their identity?

Scenario 4



- During team video calls, John, who is gay and works remotely, notices that after formal discussions, his colleagues often chat informally about their weekend plans, which usually revolve around family activities or social events with their spouses. While John tries to join in, he feels excluded when the conversation focuses on heterosexual relationships and traditional family dynamics. When he once mentioned spending the weekend with his partner, the conversation quickly shifted to another topic.

Discussion Questions:

- What microaggressions are present in this scenario, and how might they affect John's sense of inclusion?
- How do informal conversations contribute to inclusion or exclusion in remote and hybrid teams?
- What steps can HR take to foster an inclusive virtual culture that values all personal identities?

Scenario 5



Maria, who works remotely, is originally from Brazil and speaks English as her second language. During a virtual meeting, she presents a detailed project update. After her presentation, a colleague comments, “Your English is really good for someone from Brazil!” Maria appreciates the acknowledgment but feels uncomfortable, as the comment implies surprise about her language skills rather than focusing on the quality of her work.

Discussion Questions:

- What microaggression is happening in this scenario, and why might it be harmful?
- How might comments about language skills impact Maria’s sense of competence and inclusion in the team?
- What steps can HR take to raise awareness about language-related microaggressions and promote inclusive communication?

A woman with dark hair in a braid, wearing glasses and a white sleeveless top, is sitting at a desk by a large window. She is looking at a laptop screen. The window has two potted plants on the sill. The scene is bathed in a blue light, and there is a white rectangular object in the top right corner.

Interactive DEI Roadmap Creation for Remote and Hybrid Work

Based on the Objectives – Key Results (OKRs) method

Objectives – Key Results (OKR) Method



- **Objective:** A specific, ambitious, and inspirational goal.
- **Key Results:** Measurable outcomes that track progress toward the objective.
- Example
 - **Objective:** Foster a culture of belonging in a hybrid workplace.
 - **Key Results:**
 - Conduct quarterly inclusion workshops with 90% employee participation.
 - Launch a mentoring program for underrepresented groups, with 80% satisfaction rates.
 - Achieve a 20% increase in employee satisfaction scores related to inclusivity.



Indicators of DEI challenges in HRW



- Indicators of Unconscious Bias in Decision-Making
 - Uneven Distribution of High-Visibility Projects
 - Lack of Diversity in Promotions
 - Low Participation in Leadership Development Program
- Indicators of Exclusion from Informal Networking and Decision-Making
- Indicators of Communication Barriers and Cultural Misunderstandings
 - Miscommunication Across Cultures
 - Non-Inclusive Meeting Dynamics
- Indicators of Limited Visibility and Recognition
 - Remote Employees Feel Undervalued
 - Disparities in Awards and Recognition

Indicators of DEI challenges in HRW



- Indicators of Isolation and Lack of Belonging
 - Feelings of Disconnection
 - Higher Turnover Rates Among Remote Workers
- Indicators of Inconsistent Access to Resources
 - Disparities in Technology Access and digital skills
 - Unequal Training Opportunities
- Indicators of Inequities in Work-Life Balance
 - Disproportionate Burnout Rates
 - Unfair Scheduling Practices



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Final Takeaways



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Questions?

Thank you for your participation!



Leading inclusion in a hybrid and remote workplace

Day 2: Adapting Communication Styles for Inclusion



Session Goal and Overview



Goal: Learn how to adapt communication styles and practices to foster inclusion in a diverse, remote/hybrid work setting.

Overview:

Importance of inclusion.

- Role-play
- Tools and techniques.
- Building an inclusive remote culture.

Importance of Inclusion in Remote and Hybrid Work

Definition of Inclusion: Creating an environment where everyone feels respected, valued, and able to contribute.

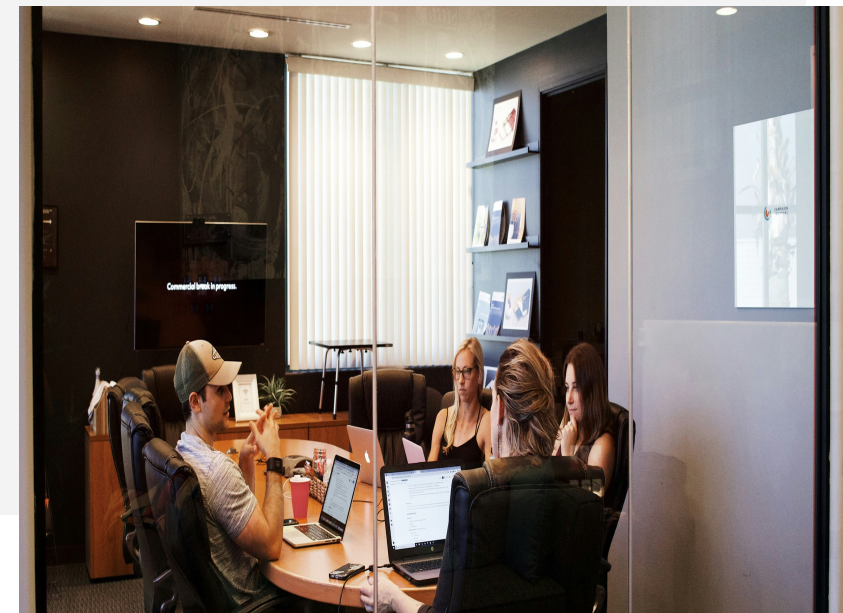
Why It Matters:

- Enhanced Collaboration and Innovation
- Increased Employee Engagement and Retention
- Improved Team Performance
- Equitable Opportunities and Support
- Resilience and Adaptability
- Reflecting Organisational Values and Brand



If inclusion is not prioritised:

1. Reduced Employee Engagement and Morale
2. Higher Turnover Rates
3. Decreased Team Performance and Collaboration
4. Increased Conflict and Misunderstandings
5. Equity and Fairness Issues
6. Negative Impact on Mental Health and Well-being
7. Damage to Organizational Culture and Reputation
8. Decreased Adaptability and Resilience



Barriers to Inclusion in Virtual Environments

Common Barriers

- Lack of non-verbal cues.
- Time zone differences.
- Language barriers.
- Unconscious biases.

Overcoming Inclusion Barriers

- Create Psychological Safety
- Use Inclusive Meeting Practices
- Actively Listen
- Solicit Feedback Regularly
- Normalise Constructive Criticism
- Celebrate Diverse Perspectives

Role Play Scenario: Actively Listening

Scenario: A team member, Alex, feels frustrated because they believe their contributions during team meetings are being overlooked. They approach their manager, Sam, to discuss their concerns.

Roles:

- 1. Alex (Team Member):** Expresses their frustration and desire to be heard and valued.
- 2. Sam (Manager):** Demonstrates active listening skills to understand and address Alex's concerns.
- 3. Observer**

The background image shows a woman with glasses and a white sleeveless top sitting at a desk, looking at a tablet. She is in a bright room with large windows that look out onto greenery. There are several indoor plants on the desk and windowsills. The entire image has a warm, yellowish-orange tint. There are some white geometric shapes in the corners: a small square in the top right and a horizontal bar in the bottom left.

Question Time:

How do we create Psychological Safety?

How do we create Psychological Safety?

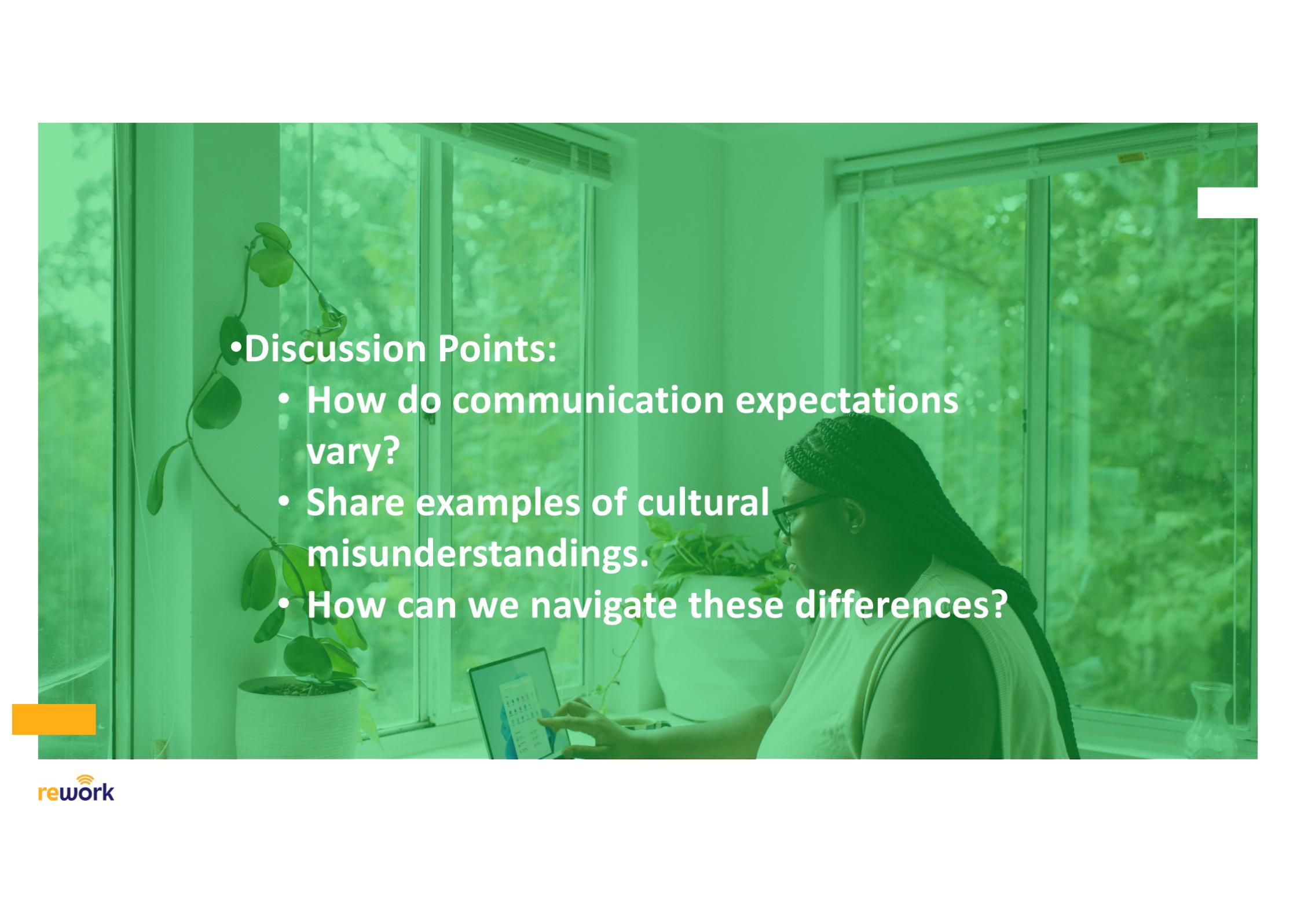


- Model Vulnerability and Openness
- Encourage Open Dialogue
- Respond Positively to Feedback and Questions
- Normalise Mistakes as Learning Opportunities
- Establish Clear Team Norms and Expectations
- Ensure Equal Participation
- Build Trust through Consistency and Fairness
- Provide Regular Positive and Constructive Feedback
- Encourage Team Bonding and Support
- Be Mindful of Cultural and Individual Differences
- Solicit Anonymous Feedback Regularly
- Commit to Continuous Improvement



Cultural Communication Norms

- **Direct vs. Indirect:** Direct communicators (e.g., some Western cultures) may prioritise clarity and straightforwardness.
- **Indirect communicators** (e.g., many Asian cultures) may value context and nuance, leading to more subtle expression.
- **High-context vs. Low-context cultures** rely heavily on non-verbal cues and the surrounding context (e.g., Japan and Middle Eastern cultures).
- **Low-context cultures** favour explicit verbal communication (e.g., the United States and Germany).



- Discussion Points:

- How do communication expectations vary?
- Share examples of cultural misunderstandings.
- How can we navigate these differences?

Group Activity



Activity: Share communication challenges you've faced.

Objective: Brainstorm inclusive communication strategies.

Format: Breakout groups, 5-6 participants each.

Prompts:

- How do you handle time zone differences?
- How do you ensure everyone's voice is heard?
- How do you address language and cultural barriers?

Sharing Solutions

- Each group presents their top strategies.

Strategies for Effective Communication



Cultural Awareness: Encourage team members to learn about each other's cultural backgrounds and communication preferences. This can foster empathy and understanding.

Clarification Techniques: Use strategies like asking clarifying questions and summarising what others have said to ensure understanding and alignment.

Adaptability: Promote flexibility in communication styles and adjust one's approach based on the audience's preferences and cultural norms.

Building Relationships: Emphasise the importance of building trust and relationships to facilitate open communication. Engaging in informal conversations can help break down barriers.



Key Takeaways:

- Asynchronous communication best practices.
- Language sensitivity and clarity.
- Building trust in diverse teams.

Tools for Inclusive Communication:



- **Virtual Meetings:**

- Rotate meeting times to include all time zones.
- Use visual aids and clear agendas.

- **Inclusive Language:**

- Avoid jargon and idioms.
- Use gender-neutral and culturally sensitive language:

Inclusive and gender-neutral language



Inclusive and gender-neutral language is a way of communicating that doesn't discriminate against or demean any gender identity, social gender, or sex. It's important to use inclusive language because it:

- Shows respect for people who identify across the gender spectrum
- Helps address prejudice and discrimination
- Promotes gender equality and reduces gender bias

Some examples of inclusive and gender-neutral language:

- Using "parenting" instead of "mothering" unless referring to a mother-child relationship
- Using "caregivers" and "caregiving" to include non-parents in caregiving roles
- Using "they/them" until you know someone's pronouns
- Using "cleaner" instead of "cleaning lady"
- Making singular pronouns and nouns plural

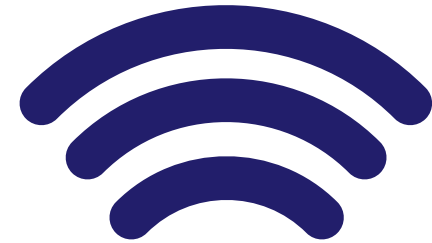
Virtual Meeting Best Practices



Tips:

- Set clear agendas and share them in advance.
- Encourage all participants to contribute.
- Use “round-robin” to ensure equal participation.

Avoiding Exclusion in Remote Meetings



- **Challenges:**

- Dominance of a few voices.
- Technical difficulties.

- **Solutions:**

- Use features like hand-raising in virtual platforms.
- Check-in with silent participants.

Role of Communication Platforms



- **Platforms:**

- Zoom, Teams, etc.

- **Features for Inclusion:**

- Breakout rooms for small group discussions.
- Polls and surveys for anonymous input.
- Transcription and translation tools.

Conflict Resolution in Remote Teams



Challenges:

- Misinterpretation of messages: In remote communication, especially when relying heavily on written messages, the absence of non-verbal cues (such as tone, body language, and facial expressions) can lead to misunderstandings and misinterpretations.
- Delayed responses: Remote teams often operate across different time zones, leading to response delays. This can prolong conflicts and hinder timely resolution.

Techniques:

- Address conflicts promptly and directly.
- Use video calls to resolve sensitive issues.

Building an Inclusive Remote Culture



- **Creating Belonging:**

- Regular check-ins and casual conversations.
- Celebrate cultural events and personal milestones.

- **Encouraging Collaboration:**

- Cross-cultural team projects.
- Mentorship and buddy systems.

Virtual Team-Building Strategies



- **Ideas:**

- Virtual coffee breaks and social hours.
- Online games and quizzes.
- Team storytelling or show-and-tell sessions.

Recognising and Valuing Contributions



- **Practices:**

- Publicly acknowledge team achievements.
- Use “shout-outs” in team meetings.
- Celebrate diversity and unique contributions.

Sustaining an Inclusive Culture



- **Long-term Strategies:**

- Regular training on cultural awareness.
- Feedback loops and continuous improvement.
- Leadership commitment to inclusivity.

Common Challenges Discussed



- **Topics:**

- Handling cultural misunderstandings.
- Balancing synchronous and asynchronous communication.
- Maintaining engagement and motivation.

Personal Reflection Exercise



- How will you adapt your communication style?
- What changes can you make to be more inclusive?
- Share your reflections in the chat.

Reflection Sharing and Discussion



Please Share:

- Key takeaways from the session.
- Your commitment to inclusive practices.

Group Reflection:

- What's one action you will implement immediately?



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Questions?

Thank you for your participation!

Teacher's Guidelines for Active Listening Role-Play Exercise

Objective: To practice and observe active listening skills in a real-life scenario, followed by group analysis and discussion.

Setup and Preparation

1. Group Formation:

- Divide participants into groups of three.
 - Role 1: **Alex** (Team Member) - Expresses their frustration about needing to be heard in meetings.
 - Role 2: **Sam** (Manager) - Demonstrates active listening to understand and address Alex's concerns.
 - Role 3: Observer - Analyses the interaction, focusing on the use of active listening techniques and overall effectiveness of the conversation.

2. Preparation:

- Provide a brief outline of the scenario to the Team Member (**Alex**) and the Manager (**Sam**).
- Distribute the role-play script or a scenario outline to each group.
- Ensure all participants are comfortable with their roles.
- Distribute the Observer Checklist to each observer, which includes specific elements to watch for, such as:
 - Use of open-ended questions
 - Paraphrasing and summarising
 - Demonstration of empathy and validation
 - Use of body language and non-verbal cues
 - Approach to problem-solving and follow-up

3. Materials Needed:

- Printed copies of the role-play script or scenario outline for each group.
- Observer Checklist for each observer.
- A whiteboard or flip chart to capture key points during the discussion.

Role-Play Execution (10-15 minutes)

1. Context Setting (2 minutes):

- Briefly explain the scenario to the whole group: Alex is a team member who feels overlooked during meetings, and **Sam** is the manager who needs to use active listening skills to understand and address **Alex's** concerns.
- Emphasise the importance of active listening in resolving workplace issues, especially in remote and hybrid settings.

2. Role Play (5-7 minutes):

- In their groups, **Alex** and **Sam** perform the role-play while the Observer takes notes on their checklist.

- Encourage **Alex** and **Sam** to stay true to the scenario but allow for some improvisation to keep the interaction authentic.
- Remind Observers to focus on the manager's use of active listening techniques.

3. Observation:

- Observers should remain silent and focused during the role play, jotting down notes on their checklists, especially on how well the manager uses active listening techniques.

Post-Role Play Analysis and Group Discussion (20-25 minutes)

1. Initial Feedback from Participants (3-5 minutes):

- Within each group, the participants who played Alex and Sam share their experiences:
 - **Alex:** "How did you feel during the conversation? Did you feel heard and understood?"
 - **Sam:** "How did you find practising active listening? Were there any challenges or surprises?"

2. Observer Feedback (10-15 minutes):

- The Observer shares their observations with the group using guided questions such as:

"What active listening techniques did you notice the manager using?"

"How effective was the manager's response in addressing the team member's concerns?"

"Were there any missed opportunities for deeper engagement or understanding?"

"How did the manager's body language and tone of voice contribute to or detract from the conversation?"

3. Group Analysis:

- Discuss the effectiveness of the active listening techniques demonstrated. Encourage participants to refer to their checklists and provide concrete examples.
- Highlight good practices observed and discuss areas for improvement.

4. Feedback Summary and Teacher's Input (5-7 minutes):

- Summarize the key points from the discussion, emphasizing what went well and what could be improved in active listening.
- Provide additional insights or suggestions, such as:
 - The importance of allowing pauses and not rushing to respond.
 - Techniques for managing emotional responses and showing empathy.

5. Application to Real Life:

- Ask the group to reflect on how they can apply these active listening skills in their own remote or hybrid work environments.
- Encourage participants to share personal experiences where active listening made a difference or could have been improved.

Follow-Up Activity

1. Practice in Pairs:

- Ask participants to pair up within their groups and take turns practising active listening in a new scenario. Each person should have the chance to be both the listener and the speaker.
- After each practice session, partners should provide constructive feedback to each other based on the Observer Checklist.

2. Written Reflection:

- Assign a brief reflection exercise where participants write about their key takeaways from the role play and how they plan to incorporate active listening skills into their communication practices.
-

Additional Teacher Guidelines

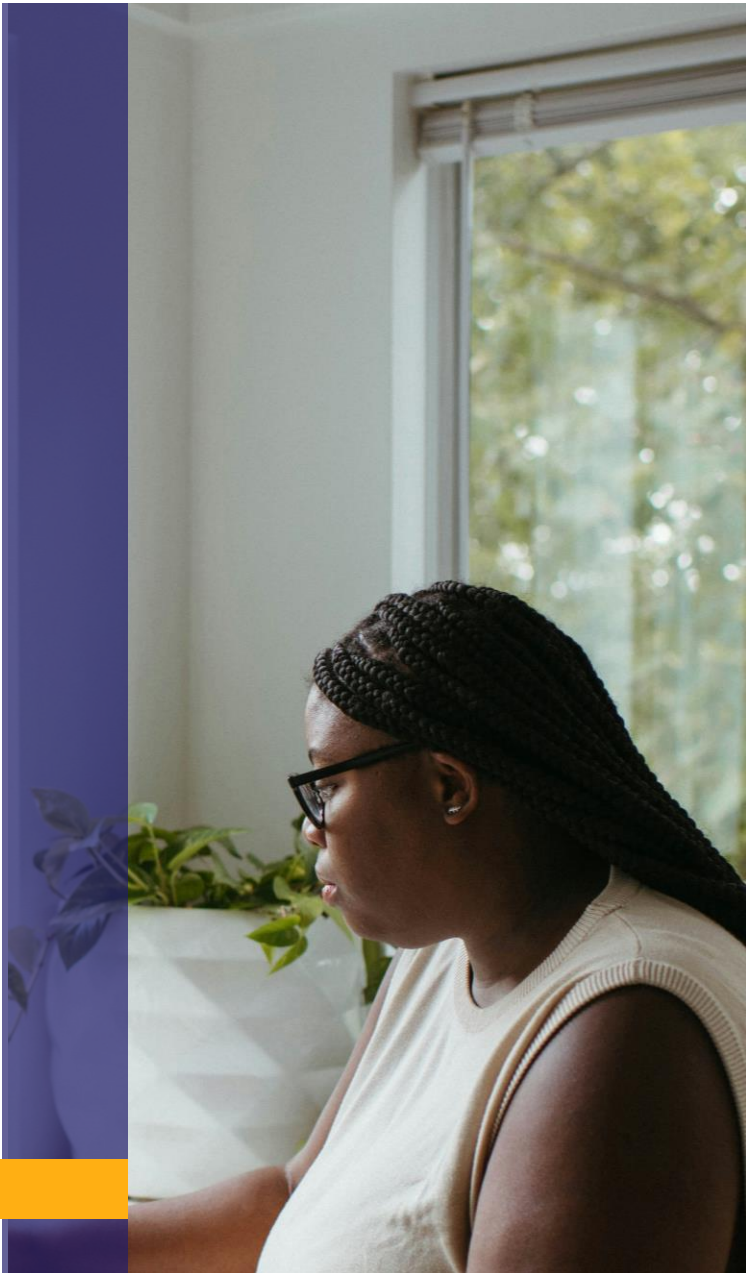
- **Monitor Group Dynamics:** Ensure that all participants are engaged and comfortable with the exercise.
- **Time Management:** Keep track of time to ensure each segment is completed within the allocated time frame.
- **Support and Guidance:** Provide support to groups as needed, clarifying any confusion about the scenario or roles.
- **Encourage Participation:** Foster an inclusive environment where all participants feel encouraged to share their observations and feedback during the group discussion.



Leading inclusion in a hybrid and remote workplace

Day 3:

Equipping Leaders for Success: Leadership in Diverse Remote Teams



Session Goal and Overview



Goal: Equip leaders with the skills to manage and support diverse teams in remote/hybrid environments.

Overview:

- Leadership in Diverse Remote Teams
- Building Trust and Psychological Safety
- Role Play: Overcoming Inclusion Challenges
- Inclusive Leadership Practices
- Q&A and Workshop Reflection

Importance of Inclusion in Remote and Hybrid Work

Key Leadership Qualities:

- **Adaptability:** Adjusting leadership style to fit diverse team needs.
- **Empathy:** Understanding team members' perspectives and challenges.
- **Cultural Competence:** Navigating different cultural backgrounds effectively.



Enhancing Team Performance Through Diversity



Benefits of Diversity in Remote Settings:

- **Innovation:** Diverse perspectives foster creative problem-solving.
- **Increased Engagement:** Team members feel valued and respected.
- **Broader Skill Sets:** Access to a wide range of skills and experiences.

Understanding Inclusion in Remote Teams

Inclusion Means Creating a Culture Where Everyone Feels Welcomed and Valued

- **Explanation:** Inclusion goes beyond simply having diverse team members; it involves fostering a culture that embraces differences and ensures everyone feels like they belong.

Key Points:

- **Welcoming Environment:** Inclusion starts with creating an environment where team members feel safe to express themselves without fear of judgment or exclusion.
- **Recognition of Value:** Organisations must actively recognise and celebrate each individual's unique contributions. When people feel valued, they are more likely to engage fully and contribute to team success.

Leadership Styles and Inclusion

Impact of Leadership Styles:

- **Transformational Leadership:** Transformational leaders inspire their teams by creating a compelling vision and fostering an environment of enthusiasm and engagement.
- **Servant Leadership:** Servant leaders prioritise the needs of their team members, empowering them to grow and succeed personally and professionally.
- **Democratic Leadership:** Democratic leaders value collaboration and actively seek input from team members in the decision-making process.

Inclusive leadership: a leadership style that values and includes a variety of perspectives and backgrounds. Inclusive leaders recognise and appreciate differences among team members, such as culture, gender, age, and sexual orientation.

Video: <https://www.linkedin.com/learning/skills-and-competencies-for-leading-today-s-dei-workforce/inclusive-leadership?resume=false&u=101753706>

Importance of Inclusion in Leadership

- **Inclusion in Remote Teams:**

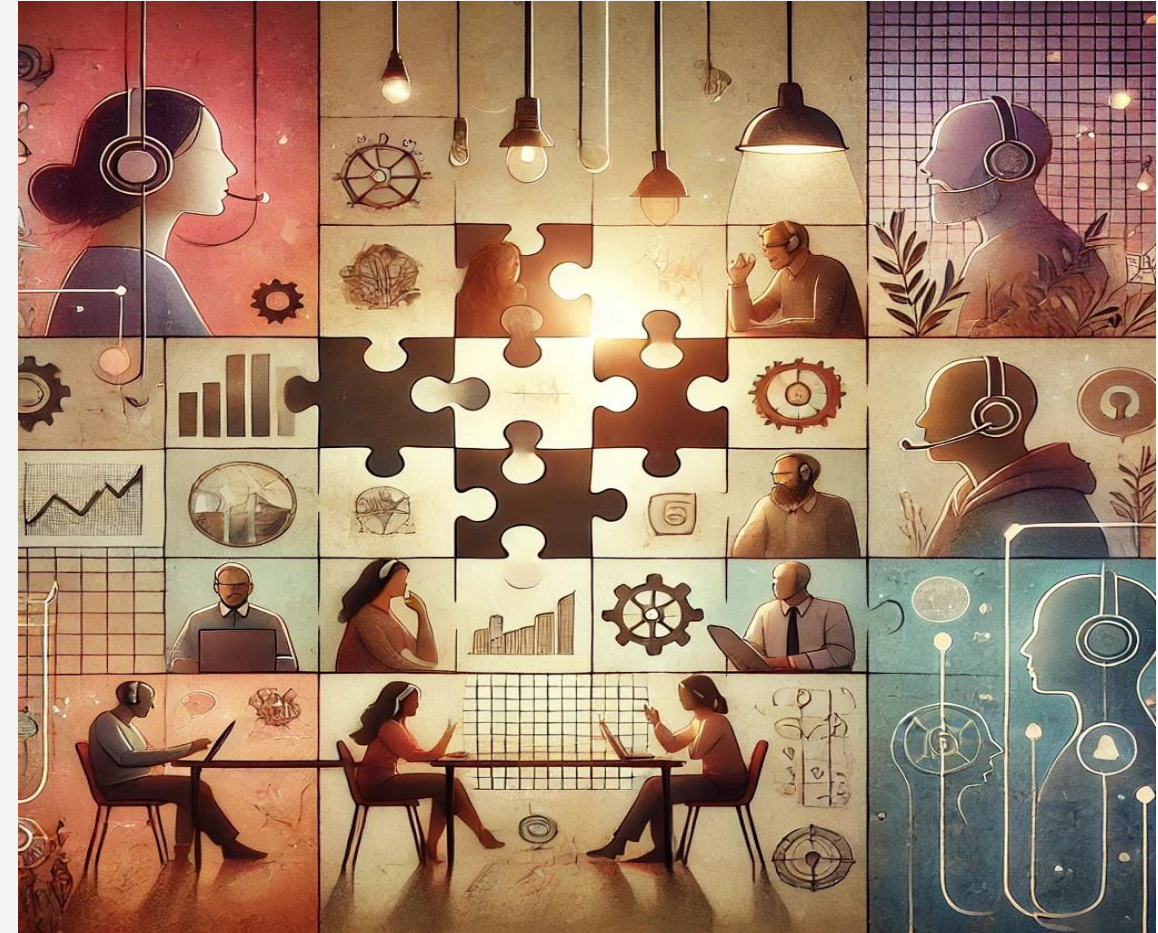
- Increases collaboration and trust.
- It helps mitigate feelings of isolation in remote settings.
- Fosters engagement and commitment.
- Encourages creativity and innovation.
- Drives better decision-making through diverse perspectives

Inclusion Challenges in Remote Teams



Common Challenges:

- Communication barriers.
- Time zone differences impacting collaboration.
- Feelings of isolation among team members.
- Unconscious Bias.



Roleplay: Overcoming Inclusion Challenges



Setting the context:

Thomas is a team leader who has received feedback regarding the lack of participation and representation of female voices in team discussions.

Maria is a female team member who feels her contributions are often overlooked during meetings, particularly when competing with male colleagues.

Three roles: Thomas, Maria and Observer

Building Trust in Remote Teams

Importance of Trust:

- Trust is essential for open communication and collaboration.
- It creates a safe environment for sharing ideas and feedback.



Psychological Safety Defined

What is Psychological Safety?

- Psychological safety refers to a team's collective perception that it is safe to take interpersonal risks. This means team members feel confident they won't face negative consequences for speaking up, sharing ideas, or making mistakes.
- A shared belief that the team is safe for interpersonal risk-taking.
- Encourages team members to express themselves without fear.



Techniques to Build Trust

Actions Leaders Can Take:

- Be consistent and transparent in communication.
- Regularly check in with team members.
- Recognise and celebrate individual and team contributions.

Creating a Culture of Inclusion

Leadership Actions:

- Develop team norms that emphasise respect and inclusion.
- Establish safe spaces for sharing ideas and feedback.
- Actively listen to team concerns and suggestions.

Please share examples of team norms you have experienced. How did these norms influence team dynamics and collaboration?



The Role of Empathy in Leadership

Explanation

- One-on-One Meetings
- Ask Open-Ended Questions
- Be Attentive to Non-Verbal Cues

Discussion Point: Please share an experience where you felt their challenges were understood or overlooked. How did that impact your engagement and performance?



Leading through Change

Managing Change Inclusively:

- Communicate changes transparently and clearly.
- Involve team members in the change process.
- Provide support and resources during transitions.



Inclusive Leadership Practices

Promoting Inclusion:

Ensure diverse candidate pools during hiring.

- Provide cultural competency and diversity and inclusion training for new hires.
- Use inclusive criteria for performance reviews.



Transparency and Flexibility

Key Practices:

- Share goals, challenges, and organisational changes openly.
- Be flexible with work arrangements to accommodate different needs.
- Encourage feedback and be willing to adapt processes.



Promoting Equal Participation

Techniques to Ensure Everyone is Heard:

- Implement structured discussion formats to allow all voices.
- Rotate meeting facilitators to empower different team members.
- Use technology (like polls) to gather input anonymously.



Importance of Continuous Learning: Commitment to Growth

Key Points

- Regular Workshops and Seminars: Offer workshops focusing on various aspects of diversity, such as unconscious bias, cultural competence, and inclusive leadership.
- Online Learning Modules: Provide access to online courses and resources that leaders can use at their own pace.
- Certification Programs: Encourage leaders to pursue certification programs in diversity and inclusion to formalise their learning and commitment.



A woman with glasses and a headband is sitting at a desk, looking at a laptop. She is in a room with large windows that look out onto a green landscape. There are potted plants on the desk and windowsill. The entire image has a warm, yellowish-orange tint.

Discussion Time:
How can leaders benefit from regular exposure to new ideas and practices?

Importance of Continuous Learning: Commitment to Growth

Foster an Environment Where Learning from Experiences is Valued: Creating a culture that values learning from experiences allows leaders and team members to reflect on their successful and unsuccessful actions and continuously improve.

Key Points:

- Feedback Loops
- Celebrating Mistakes as Learning Opportunities
- Peer Learning Sessions

Importance of Continuous Learning: Commitment to Growth

Share Best Practices and Insights Across the

Organisation: Sharing knowledge and successful practices across teams and departments fosters a unified approach to diversity and inclusion, helping to ensure consistent application and understanding.

Key Points:

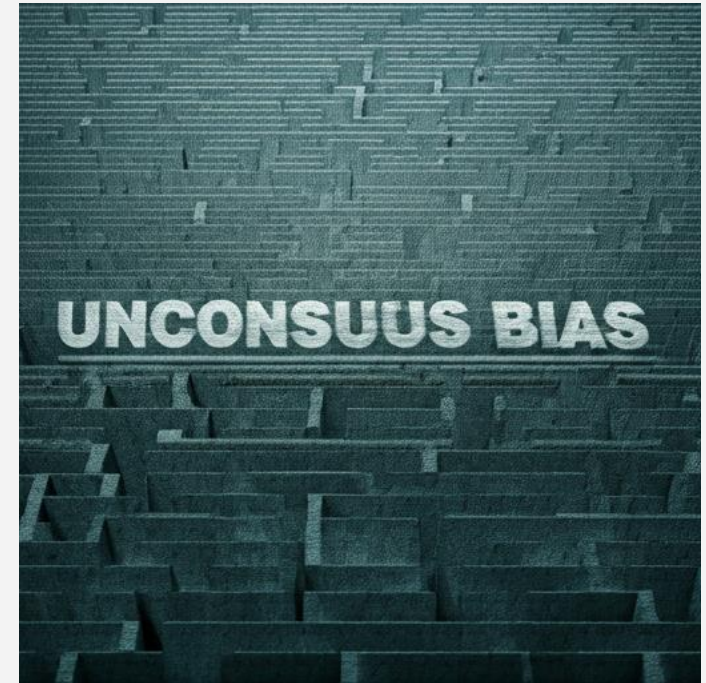
- Knowledge-Sharing Platforms
- Mentorship Programs
- Regular Updates and Communication



Addressing Unconscious Bias

Recognising Bias:

- Provide training
- Create awareness
- Implement strategies



Discussion Points:

- Explore how personal experiences shape individual biases. What insights can be gained from self-reflection?
- Discuss the importance of vulnerability in sharing personal biases and how it can enhance team trust and collaboration.

Guidelines for Conflict Resolution in Diverse Remote and Hybrid Teams

- Foster a Culture of Open Communication
- Set Clear Expectations
- Address Conflict Promptly
- Utilise Technology Effectively
- Promote Diversity and Inclusion
- Seek External Mediation if Necessary



Reflection Sharing and Discussion



Think about the key concepts we discussed: What stood out to you the most?

Consider how these strategies might be applied in your own teams.



Actionable Steps Moving Forward

Consider the following questions:

What specific changes can you make in your leadership approach?

How can you foster greater inclusion and

Open Q&A Session



Consider sharing your experiences:

What hurdles have you encountered in fostering inclusion or engagement within your teams?

Let's leverage this opportunity to discuss best practices:

If anyone has successfully navigated similar challenges, please share your insights with the group.



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Questions?

Thank you for your participation!

Teacher's Guidelines Leadership Role-Play Exercise: Group of 3

Objective: To practice and observe leadership skills in addressing diversity and inclusion issues within remote and hybrid teams, followed by group analysis and discussion.

Setup and Preparation

Group Formation:

- Divide the participants into groups of three.
- Assign roles within each group:
 - **Team Leader (Thomas):** Acts as the team leader addressing gender dynamics.
 - **Team Member (Maria):** A female employee expressing concerns about gender dynamics in team discussions.
 - **Observer:** Analyses the interaction, focusing on leadership techniques and responses.

Preparation:

- Provide the team leader and team member with a brief outline of the scenario, highlighting the gender-related issues they will address.
- Ensure all participants are comfortable with their roles.
- Distribute the Observer Checklist to each observer, which includes specific elements to watch for, such as:
 - Acknowledgement of gender-related concerns
 - Use of inclusive language
 - Encouragement of diverse perspectives
 - Body language and non-verbal cues
 - Suggestions for actionable gender diversity initiatives

Materials Needed:

- Printed copies of the scenario outline for the Team Leader and Team Member.
 - Observer Checklist for each observer.
 - A whiteboard or flip chart to capture key points during the discussion.
-

Role-Play Execution (10-15 minutes)

Context Setting (2 minutes):

- Briefly explain the scenario to the whole group:
 - **Thomas** is a team leader who has received feedback regarding the need for more participation and representation of female voices in team discussions.
 - **Maria** is a female team member who feels her contributions are often overlooked during meetings, particularly when competing with male colleagues.
 - Addressing gender dynamics is crucial for enhancing team performance and fostering an inclusive work environment, especially in remote and hybrid settings.

Role Play (5-7 minutes):

- The Team Leader and Team Member perform the role-play within their group. Encourage authenticity and allow for some improvisation.
- The Observer silently notes the behaviours and techniques used by the Team Leader using the checklist.

Observation:

- Observers remain focused and silent during the role play, taking notes on how well the Team Leader uses inclusive and supportive leadership techniques.

Post-Role Play Analysis and Group Discussion (20-25 minutes)**Initial Feedback from Participants (3-5 minutes):**

- Within each group, the Team Leader and Team Member share their experiences:
 - **Maria:** “How did you feel during the conversation? Were your concerns about gender dynamics acknowledged?”
 - **Thomas:** “How did you find leading this discussion? What challenges did you face in addressing the gender issues?”

Observer Feedback (10-15 minutes):

- The **Observer** shares their observations with the group using guided questions such as:
 - “What techniques did the leader use to acknowledge gender-related concerns?”
 - “How effective was the leader’s response in promoting gender inclusion?”
 - “Were there any missed opportunities to engage Maria more deeply?”
 - “How did the leader’s body language and tone of voice contribute to the interaction?”

Group Analysis:

- Groups discuss the effectiveness of the leadership techniques demonstrated. Encourage reference to the checklist and provide concrete examples.
- Highlight good practices observed and discuss areas for improvement.

Group Sharing and Teacher’s Input (5-7 minutes)

- Each group shares their key takeaways with the entire class.
- Summarise the overall discussion, emphasising effective practices and areas for improvement in promoting gender diversity and inclusion.
- Offer additional insights or suggestions, such as:
 - Actively inviting input from female team members.
 - Techniques for creating an inclusive environment where all voices are valued.
 - Strategies for implementing gender diversity initiatives based on team feedback.

Application to Real Life:

- Ask the group to reflect on how they can apply these leadership skills in their own remote or hybrid work environments to foster gender diversity.
- Encourage participants to share personal experiences where gender inclusion made a difference or where improvements could be made.

Follow-Up Activity**Practice in Groups of Three:**

- Rotate roles within each group so everyone has the opportunity to be the Team Leader, Team Member, and Observer.
- Use a new gender-related scenario for practice, such as a team meeting discussing a project impacting women or underrepresented genders.

- After each practice session, the group should provide constructive feedback based on the Observer Checklist.

Written Reflection:

- Assign a brief reflection exercise where participants write about their key takeaways from the role play and how they plan to incorporate gender diversity and inclusion practices into their own leadership style.