



Interventions to advance Diversity, Inclusion & Belonging

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Who Are We

Providing Leadership development for almost two decades.

We are a leadership and coaching consultancy, founded and led by Award winning coach, author and leadership developer Jenny Garrett OBE. Over almost 20 years the business has provided development in following areas:

- **Diversity, Inclusion and Belonging** – 'no longer counting people, but making people count', exploring and appreciating difference, culture, and beliefs to provide the best organisational solutions.
- **Leadership coaching** – providing the challenge and support that can be missing for executives at the most senior levels of an organisation to keep them on track.
- **Team performance** – through team coaching, enabling improved lines of communication, increased self-awareness, and an understanding of others' perceptions.

Our programmes range from one-to-one coaching, bespoke 6–8-month Leadership programmes for those from ethnically diverse backgrounds to navigate their career to whole organisation programmes to cultivate belonging.

We support organisations to:

- Progress diversity and inclusion strategic aims
- Equip all staff with the skills to lead their careers effectively and maximise their potential.
- Create a culture where all can contribute and thrive.



Who Are We

We have a team of experienced and qualified trainers, coaches, authors and researchers who are passionate about making a difference in the world.

- 97% from ethnically diverse backgrounds
- 89% women
- 9% neurodivergent
- 3% LGBTQ community

The Team

Internal team



Jenny
Garrett OBE



Tania
Christopher



Debbie
Lawrence



Chaten
Parmar

Some of our team of facilitators



Rob
Garrett



Hira
Ali



Dianne
Law



Ishreen
Bradley



Nita
Sharma



Vijaya
Nath



Janice
Taylor



Geetha
Ramachandran



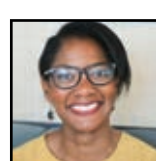
Jannett
Morgan



Jess
Rogers



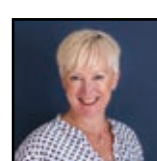
Anjana
Nathwani



Obehi
Alofoje



Carol
Stewart



Debbie
Anderson

What we do

We are the leading provider in development that supports organisations to increase representation of those from underrepresented groups at senior levels, through training, coaching and development of staff, their managers and senior leaders.

We have a track record of results
In the last 4 years we have taken over 3000 staff through our programmes. Feedback is consistently 90% very good or excellent.

Our flagship Brilliant Leaders consistently results in 25% of staff on the programme being promoted before they complete the programme. Typically rising to 35-40% within the first year.

We support organisations to:

1.

Progress Diversity and inclusion strategic aims

2.

Equip all leaders with the skills to lead effectively and maximise their potential

3.

Create a culture where all can contribute and thrive

Clients include



centrica

University of
Kent

 **EQUANS**



Interventions

Tried and tested approaches to advance representation of your diverse talent at senior levels and advance inclusion in your organisation

Interventions to advance the careers of your colleagues from ethnically diverse backgrounds



#IWillAccelerate

Brilliant Leaders
Programme

One-to-one Coaching

Interventions to advance inclusion in your organisation



Allyship programme

Diversifying your
coaching pool

Cultural Intelligence



#IWillAccelerate

A programme of 3 engaging and
interactive webinars

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#IWillAccelerate is a researched, accessible and practical programme to enable successful career navigation for your diverse talent. It is a series of 3 engaging and interacting webinars focused on:

Playing to your strengths

Wondering how to:

- Identify and optimise your key strengths
- Raise your hand for opportunities
- Leverage your difference, releasing your full potential

In this interactive session you'll be introduced to:

- Tools that reveal your hidden strengths
- Strategies to overcome your weaknesses
- The key to making your strengths work for you

Brand You

Wondering how to:

- Help others promote you when you are not there
- Identify your unique combination of skills
- Not feel disloyal by sharing what you are good at

In this interactive session, you will:

- Start creating your personal brand
- Get a sense of the process and approach to develop your personal brand
- Be clear about the importance of your personal brand and what it will do for your career

Overcoming Imposter Syndrome

Wondering how to:

- Not doubt your abilities
- Go for opportunities and not hold yourself back
- Feel like you to deserve the opportunities that you have been given

In this interactive session you will be introduced to:

- The concept of imposter syndrome
- Uncovering what drives you
- Identifying, challenging and replacing limiting beliefs and how to combat them.



NHS Case Study

The NHS Leadership Academy engaged us at Jenny Garrett Global to deliver the #IWillAccelerate programme for 150 of their staff from ethnically diverse backgrounds.

- 89% said that their expectations were met
- 92% said that the sessions had given me knowledge to improve their effectiveness
- 96% would recommend this development opportunity to a colleague

Feedback we received

"I think running these sessions again would be extremely useful. I would like to direct some of the team/colleagues to attend as feel they would also find the session helpful"

- Deputy Manager

"Really enjoyed the sessions, I thought Jenny was great and the whole way the session was structured, meant that I got a lot out of 90 minutes."

- Department Head

"Very helpful and stimulating sessions."

- HR Manager





Brilliant Leaders Programme

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Brilliant Leaders Programme

Research shows that employees from underrepresented groups still face significant barriers in the workplace.

We are proud to have worked with over 2000 staff from underrepresented backgrounds (as well as their line managers and sponsors) to help them build their confidence, enhance their leadership skills and maximise their opportunities to take on more senior roles.

Authenticity, identity & purpose [2 x 3 hours]	Communication with influence [3 hours]	Personal brand & self promotion [3 hours]	Networking and Managing Upward [3 hours]	Career Planning and Lessons Learned [3 hours]
• Concept of authenticity when 'covering' and 'code switching' is necessary • Leveraging difference successfully • Overcoming imposter syndrome	• Tactical actions to increase trust • Understanding of your natural influencing style and how to flex and adapt • Practical strategies to respond to microaggressions	• Crafting what colleagues say about you when you are not in the room • Sharing what you stand for • How to provide colleagues with sufficient information to make the best of your talents	• Responding to feedback that you don't agree with • Instigating and executing courageous conversations • Strategic networking • How to manage Upward	• Creating a career vision • Consolidating learning about self, team, organisation • Action Planning
Colleague Briefing (1 hour)	Support & Challenge Group (3 hours)	Support & Challenge Group (3 hours)	Support & Challenge Group (3 hours)	Support & Challenge Group (3 hours)
Programme Intro	Unpacking Feedback	Communication Challenges	Challenges with Self-Promotion	Challenges when Managing Up

Sponsorship

Line manager webinars

Each cohort will have 4 facilitated Support and Challenge groups in small groups of 6. These provide a space in which to bring workplace challenges and opportunities to work through to take away learning and solutions.

Line manager webinars

Line Manager Webinars [2 hour] will take place at the beginning and end of the programme to prepare line managers to support their colleagues through the programme and garner the learning from the lived experience of the programme at the end.

Coventry City Council Case Study

Coventry City Council commissioned us to support their talent from Black, Asian and minority ethnic backgrounds.

They found that talent from Black, Asian and minority ethnic backgrounds represented just 19% of their headcount and considerably less at senior leadership level.

We worked with a group of 15 talented staff from Black, Asian and minority ethnic backgrounds following a rigorous application process

And the results speak for themselves...

- 100% now feel that they can be themselves at work (compared to 21% at the start of the programme)
- 100% can now talk to their line manager about Race and ethnicity (compared to 57% at the start of the programme)
- 100% would recommend the programme to a colleague
- 30% were promoted during the programme duration and others have been promoted since

Here's what a few participants said about the programme...

"The empowerment and confidence that this programme gave to participants cannot be measured."

"I have led on projects, something that I thought I'd never be able to do."

"I thought leadership was out of my reach. I am now focused and empowered to embrace my potential and the possibilities."

"The programme has also opened doors for me. With the support of my mentor, I'm now working with him and other directors on a new project."

"The programme has helped me unpack challenges that I have had in the workplace and take the positives and learn and grow from these experiences in the support and challenge groups."

A sponsor said...

"It has enabled me to see things from a different perspective. I've learnt about how important culture and diversity is. I hadn't thought previously about the impact that coming from a different cultural background might have on your working life."





One-to-one Coaching

One-to-One Coaching

Our typical approach to one-to-one coaching:

- Understand coachee's needs – usually by completion of a form
- Match 2-3 coaches for 30-minute chemistry session online
- Coachee makes a choice and agrees number of sessions over what period – typically 6 sessions over 6 months
- Three-way meeting between coach, coachee and linemanager.
- 30 minutes – to agree top line objectives and confidentiality.
- Coach and coachee have 6 x 1.5-hour coaching sessions
- Final Meeting meeting which begins with three-way conversation with coach, coachee and line manager to discuss impact of coaching, what still needs to be worked on and how to sustain progress
- Feedback from coachee and line manager to us or you.

1. Authenticity & Identity	2. Purpose	3. Communication Skills
You will explore: • How you can be authentic AND adaptable • How you can leverage your difference successfully • Where your comfort zone ends, and your growth zone begins	You will explore: • Your values and how you bring them to life at work • What it means to be on purpose for you • How to overcome imposter syndrome	You will explore: • What it means to communicate well in your organisation • What your natural communication approach is, and why • How your heritage can help your communications
4. Networking and Feedback Giving	5. Personal Brand & Self Promotion	6. Career Planning
You will explore: • How do you build a diverse Strategic • Network & nurture relationships? • How do you make connections, when you are in the minority • How do you have courageous conversations calmly, particularly on sensitive subjects or in response to micro aggressions and unconscious bias?	You will explore: • How to craft what colleagues say about you when you are not in the room. • What you stand for and how your organisation values that. • How to provide colleagues with sufficient information to make the best of your talents	You will explore: • What have you learned about yourself, team, organisation? • What do you still need to work on? • How will you sustain momentum?

Case Study – The world's biggest building society

The building society engaged Jenny Garrett Global to support a cohort of 25 of their high potential colleagues, with the aim of equipping participants to navigate the potential challenges and opportunities that they may face as colleagues from ethnically diverse backgrounds.

The building society were keen to incorporate one to one coaching and masterclasses in the design led by Jenny Garrett Global. These interventions would be incorporated into their programme alongside other elements designed and delivered by the building society.

They made it clear that Inclusion and Diversity was a strategic imperative for the building society.

The programme consisted of psychometrics at the start, followed by 3 masterclasses over six months with coaching in between each session.

Feedback we received

"Coach was exceptionally good, really helped identify areas for development. Sessions were effective."

"The coaching has been life changing. The way we are thinking about career pathway and being open about it is great - this has triggered all the right discussions between myself, my line manager, my sponsor and my community leader."

The programme was deemed highly successful with 27% of those on the programme achieving promotion during its duration.

Programme successes

A shift in participants' confidence (from 59% positive to 76% positive), improved perception of how diverse perspectives are received (18% positive upwards shift) and significantly improved access to mentoring and sponsorship (from 35% to 88% positive).

Highlights - Coaching was a highlight. Matching worked well, with coachees having up to 3 chemistry calls before making their decision. The client was happy that we fed back on themes to help them improve their inclusion.





Allyship programme

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Allyship must start with leaders...

- To demonstrate commitment from the top
- Because you have the power to change things
- Because others look to you as a role model
- To lift the burden of inclusion from being the work that those from underrepresented groups must undertake
- So that change filters downward challenges the status quo

This programme is for you, if you are a leader, or manager wanting to champion all things inclusion in your team. You know inclusion is anything but a tick box exercise and that it's about changing attitudes and confronting discrimination head on. You are prepared to be a passionate advocate and driver for equality, diversity and inclusion and want to learn more.

Programme Modules

The programme is delivered through six 2.5-hour sessions.

Session 1: Foundations of Belonging

What we'll cover:

- Why psychologically safe spaces are crucial for cultivating belonging
- Creating a psychologically safe space for those in the cohort
- How to create a psychologically safe space at work
- Sharing your why

Outcomes:

- Increased self-awareness about your 'why' for being an ally.
- The ability to evaluate how you contribute to the psychological safety of others.
- Approaches to identify gaps in psychological safety and develop a plan to establish and sustain psychological safety for your team and beyond.

Session 2: Overcoming Barriers to Belonging

What we'll cover:

- Microaggressions and their impact on belonging
- Danger of banter
- Types of bias and case studies to explore how and why they show up and, the effects on decision making and what to do about them

Outcomes:

- Strategies to counter microaggressions perpetrated by yourself and others
- Understanding of your own privilege and how to leverage it positively
- Recognition of your triggers and fragility and how not to let them hold you back.

Session 3: Building Connection

What we'll cover:

- Why connection is important in the journey to belonging
- Approaches to creating real connection at work, even in the online world
- The role of trust, effective practices and diversity in building connection

Outcomes:

- An understanding of the implications of gaps in your circle of trusts.
- Approaches to creating real connection at work, even in the online world.
- Renewed energy and commitment to expand diverse connections in conjunction with your 'why'.

Session 4: Courageous Conversations

What we'll cover:

- How to have conversations that mention protected characteristics, such as sexual orientation and race
- How to provide difficult feedback on bias or microaggressions experienced
- How to give and receive feedback

Outcomes:

- Frameworks and approaches for courageous conversations
- Strategies to manage your discomfort.
- How to end difficult conversations positively

Session 5: Being an advocate

What we'll cover:

- How to be an advocate for others
- What Allyship looks like
- The qualities you need to develop to be an ally
- The support that Ally's need

Outcomes:

- A plan for your ongoing development and support as an ally
- A commitment to visible allyship with your teams
- Specific acts of allyship that you will undertake -organisational and individual

Alongside these sessions, you can choose to have optional facilitated Action Learning Sets. These take place in between the modules. They are an opportunity to unpack your learning, share the unique challenges and opportunities that you are experiencing in advancing inclusion. You are divided into smaller groups with your peers for the action learning sets and will use the power of open questions to come up with bespoke tangible solutions that you can put into practice immediately. They are a crucial aspect of the programme ensuring implementation action and will be a supportive network for you as you move forward on your allyship journey. (We recommend 4 x 2.5 hour sessions in group of up to 5 leaders)



Testimonial

"We have made tangible changes in the way we do things, some of the concepts introduced really challenged us, but they also benefited us. We think that are better equipped to serve us service users and staff now. We just need to sustain the momentum and continue to embed the Learning."

HR Director
Princess Alice Hospice

Diversifying your pool of coaches

Diversify your pool of coaches

We connect you with qualified and experienced executive coaches from diverse backgrounds.

Organisations that use the Diverse Coach directory benefit from trusted connections, an increase in supplier diversity, and diverse perspectives infusing their organisation.

We believe that every corporate coaching pool should have coaches from diverse backgrounds, and we help you make that happen through Quality, Diversity and Change.

Our coaching approach

Typically, solution focused approach, positive and appreciative approach to find what's working and do more of it. Also, a holistic approach. Some coaches have a specific speciality such as work life balance, confidence, or strategy.

All of our coaches go through a rigorous process of recruitment and meet the following criteria

- Be a UK based executive, leadership, performance or career coach, or coach supervisor
- Identify as having Black, Asian or Minority Ethnic heritage
- Have relevant stand-alone coaching qualification and have provided evidence of that
- Have at least 3 years formal coaching experience
- Are a member of a professional coaching body – such as the EMCC/ICF • Have regular coach supervision – minimum quarterly
- Have Professional Indemnity and Public Liability insurance
- We have obtained references directly from their clients
- Have helped your clients achieve their goals





CULTURAL INTELLIGENCE, or CQ

Equip your staff to function and relate effectively in culturally diverse situations.

Benefits of developing CQ for organisations: Success in culturally diverse markets, Speed and efficiency across borders, Multicultural and global team effectiveness, Profitability and cost-savings, Harmonised and productive workplace.

IN CULTURALLY DIVERSE SITUATIONS, CQ PREDICTS:

Personal Adjustment and Adaptability
Judgment and Decision-Making
Negotiation Effectiveness
Trust, Idea-Sharing, and Innovation
Leadership Effectiveness
Profitability and Cost-Savings

Homogeneous teams outperform diverse teams when CQ is low. But when CQ is high, diverse teams outperform homogeneous teams.

We believe that improving intercultural effectiveness will nurture inclusive leadership in any organisation.

Developing Cultural Intelligence Workshop

This interactive workshop will introduce you to cultural intelligence, an innovative approach to working and relating across cultures. Rooted in scholarly research and used by organizations like Harvard, Goldman Sachs, BMW, and Google, this engaging, practical session will give you a chance to assess your levels of CQ, discuss some of the intercultural

challenges and opportunities you face, and create an action plan for developing and applying your CQ. Learning outcomes include:

- Self-awareness of how culture influences your interactions with others
- Understanding how to develop and apply CQ in yourself and others
- Effectiveness working with multicultural colleagues and customers



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