



Welcome to

## Building Inclusive Leadership: Embracing Diversity, Equity, & Inclusion

THE TRAINING WILL BEGIN SHORTLY! WHILE YOU'RE WAITING...

**Icebreaker Question**  
(answer in the chat)  
What is one leadership behavior that helps you feel included, supported, or valued at work?

**Survey & Certificate of Completion**  
Available following the training.

Connect With Us! 

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## Hi, We're CalTrin!

*Who we are*

- The California Training Institute
- Funded by the State of California, Dept. of Social Services, Office of Child Abuse Prevention (OCAP) to support child abuse prevention through professional development and extended learning opportunities.
- Designed for staff of family strengthening and child abuse prevention organizations in California, including Family Resource Centers, Child Abuse Prevention Councils, community-based organizations, and other child and family serving systems.

*What we offer*

- Live webinars & small group training
- Virtual, self-paced courses
- Job aids & other resources

This training was made possible with funding from the California Department of Social Services, Office of Child Abuse Prevention. Any opinions, findings, conclusions, and/or recommendations expressed are those of the CEBC, CalTrin and do not necessarily reflect the view of the California Department of Social Services.

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## UPCOMING TRAININGS

mark your calendars!

Visit [caltrin.org](http://caltrin.org) to view and register for upcoming webinars or workshops

 <b>April 29:</b> Self-Care Tools for High-Impact Care Teams	 <b>May 12:</b> Microaggressions
 <b>May 6:</b> CalKIDS Scholarships Overview: Early Wealth Accounts for the Families You Serve	 <b>May 13:</b> Fatherhood: People, Places, & Purpose
 <b>May 7:</b> Use of Self-Assessment Tools in Coaching	 <b>May 20:</b> Foundational Skills in Making Conflict Work

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## Before We Begin...

BEFORE	DURING	AFTER
 Access the notetaking slides now! The link can be found in the chat.	 Review interactive features for today's session. Locate the controls on the toolbar at the bottom of your screen.	 Complete the survey at the end of this webinar to receive your Certificate of Attendance.
 This presentation is being recorded.	 AI assistants are not allowed in CalTrin trainings due to California privacy laws.	 A follow-up email will be sent to all participants within two days.

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## Expectations for **BREAKOUT ROOMS**

 <b>Camera and microphone on</b> <small>(muted if not speaking)</small>	 <b>Be present at all times, even when not speaking</b>	 <b>Participate in the conversation</b>
 <b>Create space for everyone to speak</b>	 <b>What is discussed here, stays here</b>	 <b>If your group gets stuck, click the "Ask for Help" icon</b>

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## Building Inclusive Leadership: Embracing Diversity, Equity, & Inclusion

Presented by Ronesha Jackson, MS

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**CALTRIN**  
California Training Institute

## Speaker SPOTLIGHT

**Ronesha Jackson, MS**

Evolve Training  
Coaching Facilitation

- Founder and Chief Leadership Officer of Evolve Training Coaching Facilitation (EvolveTCF)
- Over a decade of experience working alongside mission-driven organizations, partnering with boards, executive leaders, and staff
- Brings a community-informed, practice-oriented approach to inclusive leadership
- Master of Science with a concentration in Nonprofit and Association Management

Rady Children's Health is not responsible for the creation of content and any views expressed in its materials and programming.

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### CREATING A SUPPORTIVE LEARNING SPACE

**Care for Your Needs**  
Participate in ways that support you. Step away, stretch, or take care of yourself as needed.

**Confidentiality of Stories**  
Stories stay here. Take the learning, not the details.

**Speak From Your Own Experience**  
Use "I" statements. Make space for different perspectives.

**Engagement & Presence**  
Engage in ways that work for you. Speak, listen, use chat, or reflect.

**Access & Support**  
If you need support to participate, please let us know.

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## Who's in the Room?

**In the chat, please share your:**

- Name
- The mission you help to support
- Why inclusive leadership matters to you

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## Session Objectives



Today, we will focus on how to turn **diversity, equity, and inclusion** into everyday leadership practice.

By the end of our time together, you will leave with:

- A **clearer understanding** of how bias, privilege, and systemic barriers show up in your team and decision-making
- **Practical ways** to apply inclusive leadership in your day-to-day work
- **Tools** to support stronger team environments, retention, and long-term impact

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## Why This Matters

- Leadership shapes culture whether we are intentional or not
- Equity shows up in small, everyday decisions
- Teams do their best work when people feel seen and supported

**Think of a time when you felt fully supported at work. What made that possible?**



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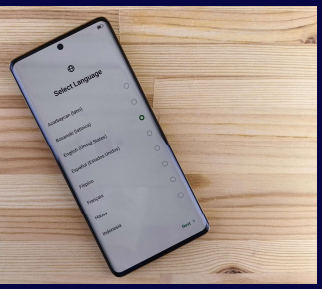
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## Grounding Shared Language

- These words are used in different ways
- That can create confusion, tension, or avoidance
- Today, we're grounding in shared meaning so we can move into practice



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*Defining*  
**DIVERSITY:**

What it's often used to mean:

- Race or representation only
- "Having a diverse team" (without clarity)
- A numbers-based goal

**Diversity is the measure of difference in a group. It's about who is in the room and what perspectives are present.**

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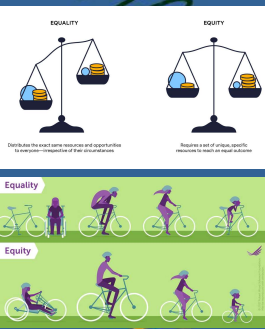
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*Defining*  
**EQUITY**

What it's often used to mean:

- Fairness in a general sense
- Treating everyone the same
- A vague commitment

**Equity is about how decisions are made and how people are supported.**

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**INCLUSION**

What it's often used to mean:

- Being nice
- Making people feel welcome
- Avoiding conflict

**Inclusion is about how people experience the environment once they are in it.**



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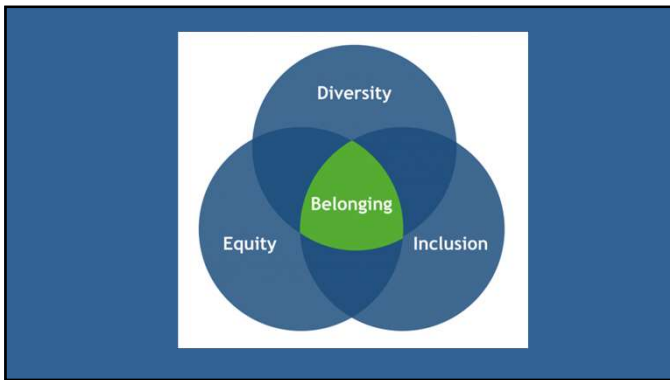
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**From Awareness to Action: Case Study**  
The leadership team is meeting to plan a new program.

The conversation is active, and ideas are flowing quickly. Two team members who are typically quieter have not spoken. Dianna, the Program Director, notices this. She recalls feedback that these team members may not demonstrate strong leadership because they rarely speak up in meetings.

As the discussion continues, Dianna holds this perspective while observing the room.

**Breakout Discussion (10 minutes)**  
**In your group, discuss:**

- What is happening in this moment?
- What assumptions might be present?
- What would an inclusive leader do here?
- What would equity look like in this situation?

Be prepared to share 1-2 insights when we return.

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**INCLUSION IN**  
*Practice*

Instead of moving forward with the loudest or fastest voices, Diana pauses and says:

"Before we move on, I want to hear from those who haven't had space yet."

Then she gives the group a minute to write their thoughts before opening the conversation again.



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**WHY THIS**  
*matters*

Inclusion here is not about adding people into the existing way of working.

It's about *changing how the work happens* so more people can be part of it in real ways.



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**Awareness:**  
**Bias, Privilege, Systems**

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**Levels of Awareness**


**Not Noticing**  
"This seems normal to me"

**Noticing, But Unsure**  
"Something feels off, but I'm not sure why"

**Aware, But Not Naming**  
"I see it, but I'm not saying it"

**Naming It**  
"This is what I'm noticing"

**Responding With Intention**  
"How do we move forward differently?"



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**UNDERSTANDING BIAS**

**Bias is natural, not neutral**  
We all carry patterns shaped by our experiences, environments, and what we've been taught.

**It shapes decisions, even when our intentions are strong**  
Bias often shows up in quick judgments, small decisions, and everyday interactions, not just major moments.

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**Bias in the Workplace**



A. Affinity Bias  
B. Confirmation Bias  
C. Halo Effect

Leaders may give more attention, opportunities, or trust to people who communicate like them, have similar backgrounds, or share similar work styles. Others may be seen as less engaged or less ready, even if that is not true.

**Affinity bias**  
We naturally connect with people who feel familiar to us.

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**Leadership Action: Affinity Bias**



**Create structure around opportunities**  
Affinity bias shows up most when decisions are informal.

**Instead of:**

- tapping someone you feel comfortable with
- offering opportunities in passing

**Try:**

- naming opportunities openly
- inviting interest instead of assuming readiness
- rotating stretch assignments

**This helps ensure access is not based on proximity or comfort.**

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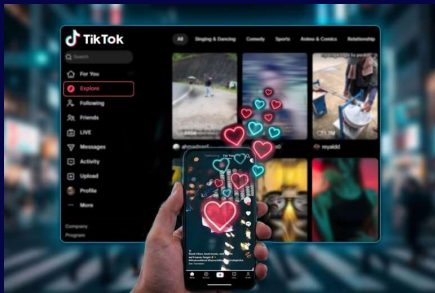
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**TikTok's "For You" Page**



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**Bias in the Workplace**



**A. Attribution Bias**  
**B. Anchoring Bias**  
**C. Status Quo Bias**

Organizations may continue doing things a certain way because it feels familiar, even when it is not producing the outcomes they want or is not working for everyone on the team.

**Status quo bias**  
**We prefer to keep things the way they are, even if change is needed.**

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**Leadership Action: Status Quo Bias**



Addressing status quo bias is not about changing everything. It is about **staying connected to purpose and being willing to adjust how the work happens.** It is choosing to:

- stay curious instead of settled
- focus on impact instead of habit
- make space for the organization to grow as its context changes

Over time, that shift helps teams stay responsive, inclusive, and aligned with the communities they serve.

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**Bias in the Workplace**



A leader already believes someone is not a strong contributor, so they notice when that person is quiet and miss the ways they contribute in other settings. Feedback, data, and observations get filtered to match that belief.

**Confirmation bias**  
**We look for information that supports what we already believe and overlook anything that challenges it.**

A. Contrast Effect  
 B. Confirmation Bias  
 C. Authority Bias

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**Leadership Action: Confirmation Bias**



**Build shared decision-making practices**  
 When decisions are made by a small group with similar perspectives, confirmation bias strengthens.

Shift from:

- "We all agree"

To:

- "What perspectives are missing from this decision?"

This can look like:

- inviting input from different levels of the organization
- including people closer to the work or community
- creating space for disagreement before final decisions

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In nonprofit spaces, decisions often carry **real impact** for communities.

When bias is not examined, decision-making can **unintentionally reinforce the very inequities the organization is trying to address.**

The goal is not to remove bias. That is not realistic.

The goal is to **lead in a way that brings awareness to how they are showing up** and creates processes that widen who is included in decisions.

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### Processing Pause



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### Privilege in Leadership



Leadership roles come with built-in advantages.

Titles like **Director** or **Manager** can shape:

- Whose voice is trusted
- Whose perspective is believed
- Whose ideas move forward

Even without intention:

- Your interpretation may be accepted more quickly
- Your feedback may carry more weight
- Your presence may influence how others participate

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## How We Move from Observation to Action

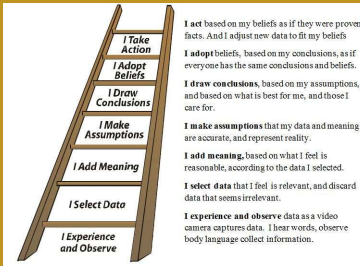
### The Ladder of Inference

We don't just see what's happening. We quickly interpret it, make meaning, and act on it.

The Ladder of Inference helps us slow down and notice:

- what we are observing
- the meaning we are adding
- the conclusions we are drawing

So we can respond with more clarity, not just reaction.




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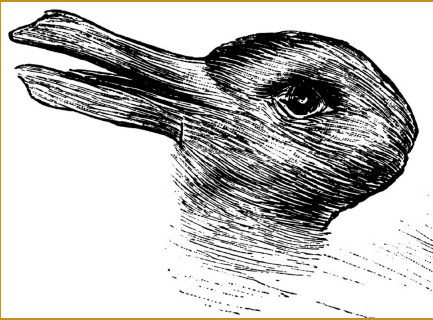
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## What do you see? A duck or a rabbit?




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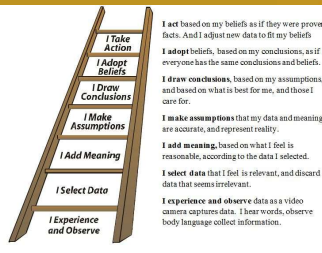
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## How We Move from Observation to Action



- What did I notice? (data)
- What did I focus on? (selection)
- What meaning did I make? (interpretation)
- What did I decide? (conclusion)
- What did I do? (action)

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**Break out**

Activity: Apply the Ladder  
Time: 10 minutes

- What did I notice? (data)
- What did I focus on? (selection)
- What meaning did I make? (interpretation)
- What did I decide? (conclusion)
- What did I do? (action)



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**Practice**  
**What Leaders Can Do**

Please have pen and paper for this section.



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**Inclusive Leadership in Action**

Core Practices

- Clarity builds trust
- Consistency builds safety
- Curiosity builds connection



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### Practice 1 – Setting Clear Expectations

- Equity requires clarity, not assumptions
- Say what success looks like

**Mini Practice:**

Rewrite a vague expectation into a clear one




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### Practice 2 – Creating Space for Voice

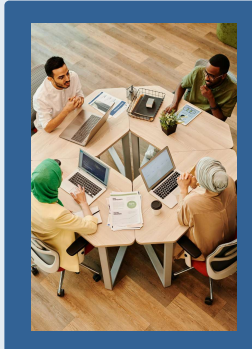
- Not everyone participates the same way
- Inclusion requires multiple pathways

**Examples:**

- Chat, written input, small groups
- Follow-up opportunities

**Mini Practice:**

Write one way you can make space for voices on your team




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### Practice 3 – Feedback with Care and Accountability

- Feedback is part of equity
  - Avoiding it creates inequity
- Framework:
- Name what you observed
  - Share impact
  - Invite reflection

**Mini Practice:**

Write down one piece of feedback that you need to give now.




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### Systems, Not Just Individuals

- Challenges are not only about people, but patterns
  - Policies, norms, and habits reinforce inequity
- Examples:
- Who meetings are designed for
  - How decisions are communicated



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### Personal Reflection

What is one shift you want to make in your leadership?  
Where will you start?



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### How did we do?



Are you leaving with:

- Clear ways to bring this into your daily leadership
- A deeper awareness of how bias, privilege, and systems show up
- Practical approaches to strengthen your team and your impact

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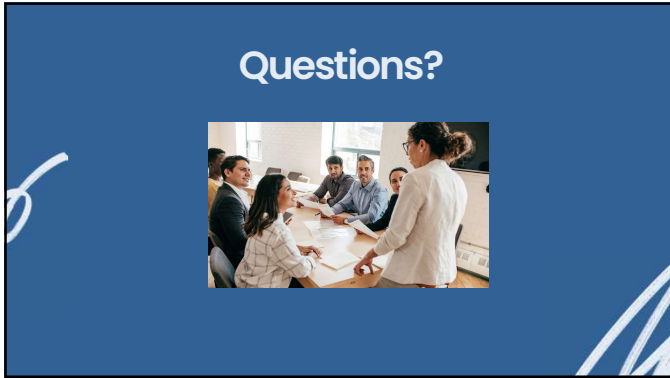
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<p><i>Resource Page</i></p> <p>Here, you'll find all materials, links, and tools referenced during the sessions, as well as additional resources to support your leadership journey beyond the workshop.</p>		<p><b>Understanding How to Use the Ladder of Inference</b>            A practical framework from Harvard Business School Online that helps leaders examine how they move from observations to conclusions.  <a href="https://online.hbs.edu/blog/post/ladder-of-inference">https://online.hbs.edu/blog/post/ladder-of-inference</a></p>
		<p><b>Table of Diversity</b>            A practical tool designed to help leaders bring more intention and structure to conversations about diversity, equity, and inclusion.  <a href="https://www.decidediversity.com/tableofdiversity">https://www.decidediversity.com/tableofdiversity</a></p>
		<p><b>Inclusalytics: How Diversity, Equity, and Inclusion Leaders Use Data to Drive Their Work</b>            A data-informed approach to advancing diversity, equity, and inclusion within organizations.  <a href="https://www.inclusalytics.com/">https://www.inclusalytics.com/</a></p>
		<p><b>Podcast: Untapped</b>            A leadership-focused podcast featuring conversations with practitioners on strategy, talent, and building inclusive organizations.  <a href="https://www.untapped.io/podcast">https://www.untapped.io/podcast</a></p>
		<p><b>National Coalition Building Institute</b>            An organization focused on building stronger relationships across differences through dialogue, reflection, and skill-building.</p>
		<p><b>TED: The Way We Work</b>            A curated series of short talks exploring how people experience work, leadership, and collaboration.</p>

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**Thanks for joining us!**

**WHAT'S NEXT?**

- Survey and certificate in the chat now
- Follow-up email with resources within two days
- Watch your inbox for the next issue of *CalTrin Connect*

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