



## LLMC DISCUSSION GUIDE INCLUSIVE LEADERSHIP





# FOUNDER'S MESSAGE TO LLMC PARTICIPANTS



**Troy Crosby**  
Assistant Deputy Minister,  
Materiel, National Defence

“Thank you” doesn’t feel like enough to describe how happy we are, for you to have made the commitment to join the Lifting As You Lead Mentoring Circles program 3rd edition, organized by the Diversity and Inclusion Office, Materiel Group, National Defence, and open to all Federal Public Service members.

What began as a simple idea from our consultations has grown into a thriving network, addressing the desire for meaningful networking and professional growth.

## **There’s Power in People Coming Together**

You're now part of a diverse network of inclusive-minded leaders, assigned to a circle—a small, trusted group for goal achievement in a safe space. This circle will facilitate learning from others' experiences and diverse perspectives, expanding your knowledge and tactical skills.

LLMC offers a unique opportunity for sponsorship, especially for deserving equity groups. Sponsorship is an intentional relationship where influential individuals advocate for career advancement and barrier removal.

By actively engaging with your circle, sharing experiences, and fostering connections, you'll unlock personal and professional growth opportunities. This knowledge empowers you to advance in your career.



**Samantha Moonsammy,**  
Diversity and Inclusion,  
Materiel, National Defence



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## The Time to Act is Now!

Thank you for answering the call to action, committing to creating a psychologically safer workplace for all, especially those from deserving equity groups.

We hope you will feel a real and fundamental shift throughout the program. And together we will celebrate all the hard work you put into this experience. Thank you for showing up for yourself, your family, your organization and the community you're called to serve.

Going forward, take advantage of all the networking that will take place, meet new LLMC members in GCmessage and on LinkedIn. Lean into the Masterclasses.

Choose to stay consistent with that next level version of you. We are rooting for you.

In collaboration,

Troy Crosby  
Assistant Deputy Minister,  
Materiel, National Defence

Samantha Moonsammy  
Diversity and Inclusion Section Head,  
Materiel, National Defence



# Agenda

## Inclusive Leadership

“In today’s interconnected and globalised world, it is now commonplace for people of dissimilar world views, faiths and races to live side by side. It is a matter of great urgency, therefore, that we find ways to cooperate with one another in a spirit of mutual acceptance and respect.”

**Dalai Lama XIV, spiritual leader and head of Tibet**

“Inclusive leadership is not a destination; it’s a journey of continuous learning, growth, and unlearning biases to create a more inclusive world.”

**Ava DuVernay, award-winning filmmaker**

### 1. Check-In: Warm up and get going (17 minutes)

#### 1.1 Welcome (~ 1minute)

Welcome everyone to our second Circle session which is on Inclusive Leadership.

Inclusion isn't simply handed down to members by the Deputy Minister or Associate Deputy Minister. We are all responsible for building and creating a culture of inclusion. In this week's Circle, we will explore some of the recommended strategies that people can use to promote inclusion. We will examine ways to create an inclusive climate and consider how people can bring about more inclusivity in decision-making.





## 1.2 Your Health Comes First (~1 minute)

Before we begin today's Circle, let's do a check-in. The intent of these sessions is to have safe conversations about important subjects that will help transform the Federal Public Service by creating diverse and inclusive psychologically safer workplaces.



The subjects may be difficult for some people to discuss. If at any point during this session you feel that you need to step away, you may leave the session in order to protect your mental health. Your health comes first.

If you need to talk to someone, whether before, during, or after a circle, there is support available to you 24/7. Please see the support section at the end of this guide for contact information.

## 1.3 Overview (1 minute)

Leadership is often identified as the most critical role in an organisation. It is the art of influencing and developing others to achieve their highest potential.

Inclusive leadership refers to a style of leadership that promotes and embraces diversity, equity, and inclusion within an organisation or community, as well as aims to cultivate a space of psychological safety. Inclusive leaders are courageous enough to lead with empathy, compassion, and care. They foster an environment where all individuals feel respected, empowered, and included, and in which everyone's contributions are equally valued and recognized.

Let's learn how we can enhance our leadership skills to lead across our differences and cultivate a more inclusive workplace, establish trust, build relationships (up, down, and across the public service), lead change through agility and resilience, have difficult conversations, and so much more. Let's get started!



## 1.4 Icebreaker - Inclusive Leadership quotes - Share what inspires you (10 minutes)

Quotes are a way to raise the subject and start the discussion without worrying about saying the wrong thing. The purpose of these sayings is to inspire thought, discussion, and action about making the world a more equitable and respectful place for all.



**Instructions:** From the list below, each member selects a quote and shares why their selected quote resonates with them.

(1 minute per member)

1 - "We must open the doors and we must see to it they remain open so that others can pass through."

Rosemary Brown, advocate for women's rights and the first black woman elected to public office in Canada

2 - "Success comes not when you fail but when you fail and rise again to work harder."

Nelson Mandela, former president of South Africa

3 - "Inclusivity means not: 'we are only just allowed to be there,' but we are valued. I've always said: smart teams will do amazing things, but truly diverse teams will do impossible things."

Claudia Brind-Woody, IBM managing director/diversity & inclusion champion

4 - "If you tell me, I may forget. If you teach me, I will remember. But if you involve me, I will definitely learn."

Benjamin Franklin, inventor and statesman

5 - "Every individual matters. Every individual has a role to play. Every individual makes a difference."

Jane Goodall, zoologist, ethologist, conservationist and inspiring global leader

6 - "The function of leadership is to produce more leaders, not more followers."

Ralph Nader, activist and author

7 - "Diversity really means becoming complete as human beings - all of us. We learn from each other. If you're missing on that stage, we learn less. We all need to be on that stage."

Juan Felipe Herrera, poet, writer and activist



8 - "Leadership should be focused on extending the ladder of opportunity for everyone."

Justin Trudeau, prime minister of Canada

9 - "Unity, not uniformity, must be our aim. We attain unity only through variety. Differences must be integrated, not annihilated, not absorbed."

Mary Parker Follett, American management consultant, social worker, philosopher, pioneer on the fields of organisational theory and organisational behaviour



10 - "A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others."

Douglas MacArthur, United States army general

## 1.5 One Action from the last meeting (5 minutes)

**Instructions:** Once you're warmed up, go around your Circle and have each member share their One Action update from week #1, Sponsorship and Career Building. Your "One Action" is a concrete commitment you made during your previous Circle session.  
(1 minute or less per member)



## 2. Educational activity: Lean in, get inspired, and add to your toolkit

(22 minutes) 

### 2.1 Video: Why Good Leaders Make You Feel Safe

(12 minutes)

**Instructions:** Watch the Simon Sinek Ted Talk “Why Good Leaders Make You Feel Safe

[https://www.ted.com/talks/simon\\_sinek\\_why\\_good\\_leaders\\_make\\_you\\_feel\\_safe](https://www.ted.com/talks/simon_sinek_why_good_leaders_make_you_feel_safe)

### 2.2 Group Discussion #1: Sharing Your Insights

(10 minutes)

**Instructions:** Share one key takeaway from the video - Why Good Leaders Make You Feel Safe.

(1 minute per member)

Interested in learning more about inclusive leadership? The LLMC Program Team recommends that we continue our learning following the Circle by watching the Ted Talk, [“We Need Leaders Who Boldly Champion Inclusion.”](#) In it, June Sarpong makes us consider how we can disrupt the status quo by being inclusive leaders. We can cultivate a sense of security within teams and between colleagues by leading with compassion, care, patience, and understanding.





### 3. Group activity: Share your story, learn from others, and make new connections (15 minutes) 🕒

#### 3.1 Managers Fostering Inclusion Checklist (5 minutes)

**Instructions:** Think of a manager you have worked with recently. Take a few minutes to share your observations of the inclusive behaviours this manager exhibited and complete the following checklist.

Which of the following behaviours do you see your manager exhibit? (Check all that apply)





	Demonstrates self-reflection, growth, and understanding through the use of intentional, professional, and inclusive language
	Greets people authentically (takes an interest in everyone)
	Speaks up when people are being excluded (intentionally includes everyone on the team)
	Ensures that equal representation is met at the decision-making table
	Respects confidentiality with regard to information shared
	Demonstrates empathy by connecting with members of the team
	Uses instances of hurt, miscommunication, and misunderstandings as teachable moments
	Seeks to understand diverse beliefs and practices
	Listens and engages as an ally
	Creates a sense of safety for all by strategically and intentionally cultivating an empowering and affirming workspace.
	Embraces mentorship and sponsorship to promote equity within the workspace.
	Approaches leadership through a democratic framework by communicating results from staff engagement surveys and applying the data to improve the workspace
	Encourages and enables others to participate in Diversity, Equity & Inclusion events and groups
	Leads the team to establish and follow group norms for a safe and inclusive workplace
	Adjusts performance goals for team members in ways that exhibit compassion, care, and attentiveness to individual circumstances.



### 3.2 Group Discussion (10 minutes)

**Instructions:** Share one key takeaway from the activity - Managers Fostering Inclusion Checklist.  
(1 minute per member)



### 4. One Action: Apply yourself, pledge to grow, and inspire others (10 minutes)

#### **Group Discussion: Apply what you have learned**

Your “One Action” is a concrete commitment you undertake related to the topics discussed during each Circle. The goal of a One Action is to step outside your comfort zone, practise a new skill, or try something new. Examples of one actions for this Circle can be found in the table that follows:

**Instructions:** Each member declares their One Action commitment for this week.  
(1 minute per member)



Inclusive Leadership		One Action
1	I will balance the mandate for our work while considering the well-being of the people who form my team.	Use the video " <a href="#">We Need Leaders Who Boldly Champion Inclusion</a> " on page 3 of the Discussion Guide to inform how your One Action makes you an inclusive leader.
2	I will encourage vulnerability and care within my teams by modelling these characteristics.	
3	I will commit to helping others develop their own leadership skills.	
4		<b>Write down your One Action commitment in the table cell to the left and get ready to report about it at Circle #3.</b>



## 5. Wrap-up: What's next and a few final words (5 minutes)

Thank you everyone for your active participation in this week's topic. We now have some new thoughts on inclusive leadership and how we might all use what we have learned to create a safer, more inclusive and diverse working environment. We hope you are able to take what you learned and put it into action.



**Recap:** To recap today's Circle, please review this discussion guide to help you reflect on this Circle session and implement your One Action for inclusive leadership.

**Masterclass:** Our next Masterclass takes place on **Wednesday, October 18, 2023**, at 1:00 pm Eastern Time. This 90-minute Masterclass is a hands-on coaching class on inclusive leadership. Invitations to all 5 Masterclasses have been sent to you prior to the start of this LLMC cohort. Please see your calendar for details.

**Next Circle:** The next Circle session is titled "Mastering the Art of Negotiation." In this session, we will focus on how to achieve an outcome that is a win for all parties. Please review Circle #3 Discussion Guide and watch "[Three Steps to Getting What You Want in a Negotiation](#)" prior to our third circle session.

**Circle Leader and Assistant Circle Leader Selection:** Do we have our circle leader and assistant circle leader for next week? If leaders for the next Circle were not chosen, ask for volunteers for both positions.

**LLMC Written Component:** Please share your comments by completing the weekly written component forms. A link to the form can be found in your calendar. Completion of these forms is one of the commitments you made when you applied. The LLMC Program team relies upon your feedback to continue to grow the program.



**Office Hours:** This 60-minute session offered each Friday is an opportunity for you to ask questions related to the program and our other initiatives. We also plan to use 15 minutes of the session for a senior leader to drop in and share with us on the theme explored that week. This is a chance to learn about our leaders and their vision for more diverse and inclusive workplaces:



[https://teams.microsoft.com/l/meetup-join/19%3ameeting\\_MDc0Yml4OTgtMDZiMS00OGUzLTg5ZjctNTcwYWFmZDk2MwVh%40thread.v2/0?context=%7b%22Tid%22%3a%22325b4494-1587-40d5-bb31-8b660b7f1038%22%2c%22Oid%22%3a%22c2d093df-2beb-4796-b59e-3fe19605c039%22%7d](https://teams.microsoft.com/l/meetup-join/19%3ameeting_MDc0Yml4OTgtMDZiMS00OGUzLTg5ZjctNTcwYWFmZDk2MwVh%40thread.v2/0?context=%7b%22Tid%22%3a%22325b4494-1587-40d5-bb31-8b660b7f1038%22%2c%22Oid%22%3a%22c2d093df-2beb-4796-b59e-3fe19605c039%22%7d)

**Thank you everyone! Be well, take care and see you for our next Circle.**

## Video: Why Good Leaders Make You Feel Safe

[https://www.ted.com/talks/simon\\_sinek\\_why\\_good\\_leaders\\_make\\_you\\_feel\\_safe](https://www.ted.com/talks/simon_sinek_why_good_leaders_make_you_feel_safe)



### Key Video Messages

In this video, you will learn how leaders can foster a sense of safety and inclusivity in the workplace. In organisations where people feel safe and included, several key factors sustain the teams: open and transparent communication, mutual respect, active listening, recognition of individual contributions, and a willingness to sacrifice for the greater good.

- Strong inclusive leaders model these behaviours and inspire others to follow suit. These actions can also bolster a sense of security in others by demonstrating empathy, providing support, and proactively addressing any concerns or conflicts that may arise.
- A true leader goes beyond achieving results and considers the process by which those results are achieved. They are committed to democracy, helping others develop their own leadership skills, and fostering inclusivity.
- Self-sacrifice is the pinnacle of strong leadership. Similar to how a caretaker ensures that those under their care are nourished first, effective leaders prioritise the needs and security of their team members.
- When individuals feel valued and protected, they willingly go the extra mile, sacrificing personal interests for the collective success of the team. This cycle of sacrifice and support builds trust, fosters collaboration, and empowers the team to overcome challenges and achieve remarkable results. Strong leadership recognizes that nurturing the team's safety and welfare encourages team members to selflessly sacrifice for the greater good.
- To create a safe and inclusive environment, leaders should encourage vulnerability, prioritise the needs of team members over their own interests, strike a balance between safety and promoting growth, address fears and anxieties through open communication, and implement strategies such as diversity training, clear communication channels, and inclusive policies.



## List of Circle Members

#	Name	Department/Position	I remember this member because of... (list 3 characteristics)
1	<b>Circle Leader</b>		
2	<b>Assistant Circle Leader</b>		
3			
4			
5			
6			
7			
8			
9			
10			





## Reflection Question

**Instructions:** Write down 3 insights/key takeaways learned from the session

1	
2	
3	



## Support

### Employee Assistance Program (EAP)

EAP provides free short-term counselling for personal or work-related problems as well as crisis counselling.

Toll-free: 1-800-268-7708

TTY (for people with hearing impairments): 1-800-567-5803

<https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/employee-assistance-program.html#E>



### Hope for Wellness Helpline

24/7 access to Indigenous Counsellors

Available in French and English and, upon request, Ojibway, Cree and Inuktituk.

1-800 #1-855-242-3310

Chat line via: <https://www.hopeforwellness.ca/>

### Member and Family Assistance services (Canadian Armed Forces)

The Member and Family Assistance services is a 24 hour, 7 days a week bilingual telephone and face to face counselling service that is voluntary, confidential, and available to Canadian Armed Forces (CAF) members and their families who have personal concerns that affect their well-being and/or work performance.

<https://www.canada.ca/en/department-national-defence/services/benefits-military/health-support/member-family-assistance-services.html>

### Sexual Misconduct Support and Resource Centre (National Defence)

The Sexual Misconduct Support and Resource Centre (SMSRC) was created by the Department of National Defence but is independent from the CAF chain of command and is not required to report incidents of sexual misconduct to the CAF. Support services for CAF members, National Defence public service employees, Cadets and Junior Canadian Rangers affected by sexual misconduct and their families, aged 16 and older. Guidance and support for leaders and management on addressing sexual misconduct.

<https://www.canada.ca/en/department-national-defence/services/benefits-military/health-support/sexual-misconduct-response.html>



## Support

### **The Canada Suicide Prevention Service**

Talk Suicide Canada provides nationwide, 24-hour, bilingual support to anyone who is facing suicide.

Toll-free: 1-833-456-4566.

<https://www.crisisservicescanada.ca/en/>



### **Wellness Together Canada**

Mental Health and Substance Abuse Support.

Toll free 1-866-585-0445

<https://wellnesstogether.ca>

**The Lifting as you Lead Mentoring Circles Discussion Guide was created by the Diversity and Inclusion Office, Materiel Group, National Defence.**



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