



LEARNING
Snipp-ets

Course Outlines

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Topic: Leadership

Leadership 101

This is an introductory course that's ideal for new or emerging leaders. It invites leaders to reflect on their own leadership style and builds core competencies to help leaders get the best work from their team members. The program is based on the work of Liz Wiseman, a researcher, executive advisor, the CEO of the Wiseman Group, and the best-selling author of "Multipliers: How the Best Leaders Make Everyone Smarter." It is co-developed with Jennifer Porritt, CHRL, CTD. Jennifer is the founder and principal consultant of JP Consulting, a firm offering custom leadership training plans built on award-winning and notable tools. She brings 25+ years of experience in the Human Resources industry and has empowered more than 5,000 individuals and led more than 475 trainings.

LEVEL: Introductory

Core Skills & Behaviours

- 1. Developing strengths:** Learners practice recognizing the various strengths of their team members, connecting them with opportunities, and removing obstacles to growth.
- 2. Challenging and motivating:** Learners let go of micromanaging tendencies by extending clear and concrete challenges, building in functional milestones, and celebrating victories.
- 3. Decision-making:** Learners practice making a plan ahead of engaging in decision-making conversations to build trust and safety while moving through tough decisions.
- 4. Accountability:** By defining ownership, providing resources, and allowing small doses of natural consequences, leaders can create a motivating form of accountability on their team.

Leadership 101

	Snippet Title	Topic Covered
1	First Pitch	Encourages leaders to identify, develop, and leverage the strengths of their team to boost performance and attract top talent.
2	We Tried Everything	Shows that leaders can encourage performance and growth by keeping standards high and creating a safe environment.
3	Small But Costly	Shows how to leverage inevitable mistakes as learning opportunities rather than covering them up or shaming team members.
4	The Kickoff	Demonstrates the importance of setting clear goals and seeding opportunities to leverage team members' skills.
5	The Long Haul	Shows how leaders can leverage "quick wins" and functional milestones to keep their team motivated through long or challenging projects.
6	A Big Decision	Demonstrates the importance of carefully considering the approach to decision-making and communicating this transparently with team members.
7	Just an Idea	Shows how leaders should create safety to encourage their team's best thinking, but also demand evidence and accountability.
8	We All Agree	Presents strategies for drawing out the ideas and perspectives of all team members, rather than making decisions based solely on the dominant perspective.
9	Can You Help?	Shows how leaders support growth by assigning ownership of problems, decisions, and projects, and by clearly handing back control if they have to help.
10	Delayed Launch	Demonstrates the importance of letting team members experience the natural consequences of their mistakes and decisions to promote accountability and growth.

Difficult Conversations for Leaders

This advanced-level program presents a clear framework to guide leaders through difficult conversations about workplace conflict and performance issues. It is unique in that each Snippet builds upon the last, showcasing the importance of every step of the process, from articulating boundaries and expectations all the way to co-creating an action plan. This program was co-created with Brian McDougall who successfully implemented this framework as Senior Director of Human Resources at Mazda Canada Inc.

LEVEL: Advanced

Core Skills & Behaviours

- 1. Prepare and self-reflect:** By reflecting on the goals of a conversation, leaders can identify and process any strong emotions in order to approach the conversation calmly and with intention. Considering the timing, the setting, and the tone of the conversation is also key to success.
- 2. Objectively describe the situation:** To begin any difficult conversation, a leader must clearly state the situation, the specific actions or behaviours, and the impacts on the workplace. This should be done without blame.
- 3. Listen and respond:** In difficult conversations, leaders can listen with an open mind and explore the other person's perspective. When a disagreement arises, leaders should determine whether its basis is emotional (solved with empathy) or informational (solved with facts).
- 4. Agree on a way forward:** Leaders should build solutions or next steps based on what the conversation has revealed. Defining Objectives and Key Results (OKR) or agile workplans can help address performance issues without fear or pressure.
- 5. Restore relationships:** By asking thoughtful questions, leaders can help restore relationships between people who have caused harm and those who have been harmed.

Difficult Conversations for Leaders

	Snippet Title	Topic Covered
1	He's Barely Here	Demonstrates that setting clear expectations and boundaries at work can give us the courage to address small issues before they grow or cause resentment.
2	Boiling Over	Encourages learners to make an emotional plan before a difficult conversation. Considering our emotional responses, our personal "buttons," and our expectations can help frame a healthier conversation.
3	Carlee's Complaint	Shows that difficult conversations require preparation and establishing facts. Facts are not always presented, but they can guide and clarify the conversation and increase the speaker's confidence.
4	Please Handle This	Emphasizes the importance of setting the tone for difficult conversations. This includes considering the <i>person</i> above the <i>problem</i> and choosing a helpful time, venue, format, and level of formality.
5	He Lost the Client	Illustrates the importance of clearly stating the situation, the behaviour, and its impacts. This foundation brings clarity to the conversation and allows the person to respond.
6	The Accusation	Prompts learners to notice whether challenges are informational or emotional during a difficult conversation. Shows that emotional challenges should be met with empathy rather than with fact-based answers.
7	The Impatient Administrator	Demonstrates the importance of empathic listening during a difficult conversation, once the behaviour and its impacts are established.
8	I'll Do Better	Emphasizes the solution-building role of a difficult conversation. Provides strategies and verbal cues to help the learner set goals collaboratively and make a follow-up plan.
9	Managing the Fallout	Asks leaders to view difficult conversations in a broader relational context and to focus on restoration, repair, and reintegration as the conversation comes to a close.
10	What's Next?	Points to the importance of ending every difficult conversation by creating an action plan and agreeing to the way forward. Solutions and positive feelings do not mark the end of the conversation.

Inclusive Leadership

This intermediate program is designed for people leaders at all levels and explores best practices for actively promoting equity and inclusion. Through engaging scenarios, leaders are challenged to visibly demonstrate a commitment to equity, to listen with empathy and curiosity, to admit to and address structural forms of discrimination, and to challenge the presumed “neutrality” of workplace cultures and events.

LEVEL: Intermediate

Core Skills & Behaviours

Six Traits of Inclusive Leaders

1. **Visible commitment:** Inclusive leaders communicate an authentic commitment to diversity, find ways to challenge the status quo, hold themselves and others accountable, and make diversity and inclusion their personal priority.
2. **Humility:** These leaders are modest about their capabilities, are willing to admit their mistakes, and create the space and psychological safety for others to contribute.
3. **Awareness of bias:** Inclusive leaders reflect on and show awareness of their personal blind spots, look for the flaws within their current systems, and work to ensure a meritocracy.
4. **Curiosity about others:** These leaders demonstrate an open mindset, deep curiosity about others, practice active listening and reflexivity, practice empathy and withhold judgement to better understand those around them.
5. **Cultural intelligence:** Inclusive leaders attend to others’ cultures and are willing to adapt as is required of them.
6. **Effective collaboration:** Empower others, invite diversity of thinking and psychological safety, and work to create team cohesion.

Inclusive Leadership

	Snippet Title	Topic Covered
1	Loaded Labels	Through an exploration of the term “queer,” demonstrates that differences and tensions can exist within marginalized groups. As an outsider, listening with empathy can help support those experiencing tension.
2	The Blockade	Shows the importance of making an authentic commitment to supporting Indigenous employees through words and actions, even in situations of political or cultural conflict.
3	Brianna’s Idea	Highlights class divides in the workplace and shows how leaders can intentionally include people across socioeconomic backgrounds.
4	Telling Turnover	Explores strategies that leaders can use to address their lack of awareness about workplace racism. Shows that leaders should be aware of racism that is structural, not just interpersonal.
5	The Meritocracy Myth	Highlights the potential pitfalls of traditional “merit-based” hiring practices and gives leaders strategies for reducing bias in hiring and for finding top talent.
6	The Corporate Goth	Through the lens of personal aesthetic, shows the importance of inclusion even when colleagues’ differences feel like liabilities.
7	Golf For The Guys	Demonstrates that trans-inclusive HR policies are sometimes not enough to foster inclusion. Suggests strategies for building truly inclusive workplace cultures.
8	The Ramadan Picnic	Shows how company events, policies, and schedules are not culturally “neutral” and suggests ways that leaders can advocate for inclusivity.
9	They Don’t Get Us	Explores the challenges of international collaboration and shows how leaders can build cultural humility in their teams.
10	Different and Disruptive	Explores the challenge of neurodiversity in the workplace. Shows how approaching individuals with respect and curiosity can help leaders find accommodations that work.

Leadership EQ

Emotional Intelligence (EQ) competencies, first identified by psychologist Daniel Goleman, PhD., are proven to be the strongest predictors of job performance. This introductory-level program helps leaders practice and grow their self-awareness, self-regulation, empathy, motivation, and social skills. It also creates opportunities for learners to reflect on strengths and gaps in their leadership competencies and offers strategies for growth.

LEVEL: Introductory

Core Skills & Behaviours

Five Dimensions of Emotional Intelligence

- 1. Emotional Awareness:** Through reflection, strong leaders can identify and process the strong emotions they experience. This practice helps leaders to respond calmly and intentionally rather than reactively.
- 2. Self-regulation:** Leaders who are aware of their emotions can begin to regulate them by observing patterns and triggers in their responses to challenging people or events. They can stick to their values even when it's hard.
- 3. Motivation:** Emotionally intelligent leaders can identify and challenge their "fixed mindset triggers" to sustain motivation through difficult tasks.
- 4. Empathy:** Leaders can put empathy into action by detecting the development needs of their team members and helping them grow through feedback and coaching.
- 5. Social Skills:** Leaders can balance "task orientation" with "relationship orientation" by re-stating goals and asking others for input in tense moments. They can also facilitate healthy conflict that leads to win-win outcomes.

Leadership EQ

	Snippet Title	Topic Covered
1	A Bold Request	Illustrates the importance of identifying and processing strong emotions through reflection before responding to challenging situations. Presents self-awareness as the foundation of EQ.
2	The Big Rejection	Building on the theme of self-awareness, shows that leaders can disrupt emotional patterns and regain control of their responses through mindfulness.
3	The Controversial Initiative	Illustrates the importance of moving beyond self-awareness and toward self-regulation in emotionally tense situations.
4	The New VP	Through an ethical dilemma, shows how self-regulation includes visibly sticking to values and ethical standards, even when it's difficult.
5	Me, A Mentor?	Shows that motivation, a key EQ competency, is sometimes negatively impacted by a fixed mindset. Suggests that leaders identify and challenge their fixed mindset triggers.
6	We Did It!	Encourages leaders to transmit their motivation to their team through effective recognition and the celebration of successes.
7	Caught Off Guard	Shows how leaders can put empathy into action by detecting the development needs of others and helping them grow their skills through feedback and coaching.
8	Better Alignment	Provides strategies for listening with empathy, including the use of open questions and clarifying questions, listening deeply, and refraining from judgement.
9	Quality vs Timeliness	Highlights the tension between task-oriented and relationship-oriented leadership. Suggests that re-stating goals and asking for input can preserve collaborative relationships in tense moments.
10	The Stalemate	Shows how leaders should apply social skills in order to encourage healthy conflict, debate, and discussion on their teams and facilitate win-win resolutions.

Leading Healthy Conflict

This advanced leader-facing program introduces learners to conflict handling modes based on the Thomas-Kilmann Conflict Mode Instrument (TKI). They reflect on their own conflict style and practice analyzing common workplace situations and intentionally selecting the best conflict handling mode. This program is co-developed with Christa Renner, MA Peace and Conflict Studies, who is the founder and principal consultant of unSpeakable and a member of Mediators Beyond Borders International (MMBI). Crista's career has centered on the study of systemic conflict and the underlying factors that cause conflict in workplaces.

LEVEL: Advanced

Core Skills & Behaviours

- 1. Situation analysis:** Learners take time to reflect before they respond and to ask the right questions about a situation. By assessing factors like stress levels, available time, complexity, and relationship dynamics, they can inform their next steps.
- 2. Choosing the right conflict mode:** Learners practice intentionally selecting an appropriate conflict handling mode, whether it is competing, accommodating, avoiding, collaborating, or compromising. They understand the pros and cons of each, in different circumstances.
- 3. Deploying a conflict mode:** There are right and wrong ways to deploy each conflict handling mode. Learners practice each mode to avoid common pitfalls and gain confidence.

Leading Healthy Conflict

	Snippet Title	Topic Covered
1	The Allergy	Demonstrates that there are times when competing can be the most appropriate conflict strategy, particularly in crisis or when health and safety are at stake.
2	The Invitation	Illustrates how to effectively use competing as a strategy when conflicts emerge around values that are non-negotiable.
3	Who Makes the Call?	Shows that collaborating is the best strategy for complex situations that are emotionally loaded, and where it is crucial to listen empathetically to different concerns.
4	Tight for Space	Teaches that collaborating can be the best way to guide others to a multifaceted solution so that everyone feels like it is a “win.”
5	We Need it More	Explores how compromise can be the right strategy for finding middle ground when both options are good and other approaches aren’t working.
6	Too Senior for This	Illustrates how compromise can help parties see the bigger picture in situations that require a temporary solution.
7	The Brief	Demonstrates how accommodating by setting your own concerns aside can be the most appropriate strategy when something matters more to the other person and preserving a good relationship is critical.
8	Off Topic	Shows that in times of high stress or tense personality clashes, avoiding or delaying difficult conversations can be the most effective strategy.
9	The Wrong Time	Demonstrates how respectfully withdrawing from unhealthy conflict can give us the time needed to find a better solution.
10	It’s My Turn!	Explores how being receptive to healthy conflict can drive positive change and why it’s important to help build this capacity in others.

Psychological Safety

Creating a psychologically safe workplace is essential for fostering trust, innovation, and collaboration among team members. This intermediate-level program based on the work of Dr. David Rock of the NeuroLeadership Institute explores how leaders can promote psychological safety and belonging on their teams by mitigating threats to status, certainty, autonomy, relatedness, and fairness.

LEVEL: Intermediate

Core Skills & Behaviours

Five Dimensions of Psychological Safety

1. **Status:** Leaders can use status-affirming language and techniques, emphasize “power with” rather than “power over” their teams, and leverage their power to effect positive change on behalf of others.
2. **Certainty:** Leaders can use “what if” scenarios to reduce uncertainty on their teams, particularly in moments of change or challenge.
3. **Autonomy:** Leaders can use meaningful consultation and offer choices to maintain autonomy. They can also enhance autonomy, rather than restricting it, when responding to performance issues.
4. **Relatedness:** Creating opportunities for inter-group collaboration can help foster a sense of relatedness within or across teams. Leaders can admit their own mistakes and challenges to be more relatable mentors.
5. **Fairness:** Leaders should engage in transparent decision-making to reinforce fairness.

Psychological Safety

	Snippet Title	Topic Covered
1	Growing Pains	Demonstrates how threats to status reduce psychological safety in the workplace. Suggests 'status-affirming' leadership techniques.
2	Performance Reviews	Demonstrates how threats to status are inherent in all leader-subordinate relationships. Suggests that leaders focus on 'power with' rather than 'power over' their teams.
3	The Client's Scandal	Shows that status threats can be compounded by leaders' identities (gender, race, class, etc.). Suggests that leaders use their 'power to' effect change on behalf of others to disarm status threats.
4	The Team Shakeup	Shows that ambiguity causes a high degree of stress for some people. Suggests that leaders create certainty and use 'what if' scenarios whenever possible.
5	New Tech	Demonstrates that resistance to top-down changes is often rooted in a threat to autonomy. Suggests that leaders use meaningful consultation and create choices.
6	Another Mistake	Shows that threats to autonomy negatively affects job performance, particularly for neurodiverse employees. Suggests that leaders should respect and enhance autonomy when responding to performance issues.
7	Developer Delays	Shows how leaders should respond to intergroup tensions by reinforcing relatedness and creating opportunities for collaboration.
8	What Happened?	Shows that leaders are less effective coaches or mentors if they pose a threat to relatedness. Demonstrates how openness and admitting fallibility can increase leaders' relatability.
9	The Ideal Candidate	Through the lens of hiring, explores how perceptions of unfairness can affect a team. Recommends that leaders engage in transparent decision-making.
10	Slipping Performance	Demonstrates that it is not always easy for leaders to discern why someone is struggling at work. Emotionally intelligent leaders must engage people with curiosity and ask them about their sensitivity to threats.

Topic: Diversity, Equity & Inclusion (DEI)

Inclusivity 101

Inclusivity 101 is an introductory-level program based on highly relatable diversity, equity, and inclusion workplace scenarios. This program encourages awareness of unconscious bias and builds the critical thinking and relational skills needed to identify, challenge, and respond to identity-based bias and discrimination in the workplace. This program is a great choice for audiences new to Learning Snippets or to DEI concepts.



This program contains 1 hour of
EDI Professionalism Content.

LEVEL: Introductory

Key Concepts

- Disability: Interactions and representation
- Indigenous reconciliation
- Gender bias and sexism
- Hiring for “fit” and discrimination
- Religious discrimination
- LGBTQ2S+ identities and inclusive pronouns
- Chronic illness and accommodation

Core Skills & Behaviours

- Recognizing and challenging unconscious bias in one’s self
- Responding to bias or stereotyping in the speech and conduct of others
- Advocating for change when we see discrimination in policy or practice
- Centering the needs of others and relating empathetically
- Moving forward productively after someone is “called out” for their actions

Inclusivity 101

	Snippet Title	Topic Covered
1	Good Samaritan's Bad Day	Shows the impact of ableist biases and teaches learners to check their biases when interacting with people living with disabilities.
2	Land Acknowledgement	Discusses how thoughtful land acknowledgements can be a first step on the path to reconciliation with Indigenous communities. Highlights the dangers of token or symbolic inclusion.
3	The Domineering Manager	Show how gender biases can lead to sexism in interactions with a client. Encourages the learner to respond when unchecked bias leads to discriminatory conduct, even in the face of a power imbalance.
4	Revealing Advice	Demonstrates how racial bias is often rooted in our preference for what is familiar. Shows the learner how to identify bias in the ideas and opinions of colleagues during the hiring process.
5	Not Funny	Explores the subject of religious bias and workplace humour. Shows that impact is more important than intent when it comes to workplace jokes.
6	The Insensitive Client	Shows how to respond to bias and discrimination toward LGBTQ2S+ people at work and reinforces the importance of respectful pronoun usage.
7	Uncomfortable Coffee Run	Demonstrates how biases against parents can affect professional advancement. Focuses on using empathy as a way to point out bias in others.
8	Health Secrets	Demonstrates the impact of unconscious biases toward people who live with a medical condition, and helps the learner understand how accommodations can be an option in the workplace.
9	Misfired Motivation	Discusses the objectification of people living with a disability. Shows how to support someone who has been “called out” for harmful behaviour without absolving them.
10	It's About Fit	Illustrates how preoccupations with “workplace fit” can mask bias. Shows that provoking discussions can help us address biases in collaborative workplace environments.

Anti-Black Racism

This intermediate-level program highlights the lived experiences of Black colleagues in the workplace, ranging from “inadvertent” comments to systemic hiring discrimination. It empowers learners to identify and disrupt racial discrimination, to practice allyship, and to seek system-level changes to help combat Anti-Black Racism. This program was co-created by Camille Dundas, the co-founder of byblacks.com and a DEI and intersectionality expert.



This program contains 1 hour of
EDI Professionalism Content.

LEVEL: Intermediate

Key Concepts

- How to identify anti-Black racism in the workplace.
- What is white privilege?
- What are racially-motivated stereotypes?
- What is tokenism?
- What are everyday forms of racial discrimination?

Core Skills & Behaviours

Impact of anti-Black racism on personal and professional relationships

- How to know when anti-Black stereotypes are at play
- How to address microaggressions in the workplace
- Strategies to recognize your own biases and stereotypes
- Reflect on the impact of anti-Black racism in work situations

Managing biases on a personal level or systemic level

- What it means to be an ally
- Why we rely on stereotypes
- Practical ways to start to mitigate racist stereotypes
- How to start a dialogue with co-workers about anti-Black racism
- How to talk to coworkers when you observe anti-Black racism in action

Anti-Black Racism

	Snippet Title	Topic Covered
1	We're So Lucky	Helps learners recognize the existence of systemic anti-Black racism, even in "good" workplaces. Demonstrates that involving leaders is necessary to create a meaningful change.
2	Anger On Display	Introduces learners to the concept of misogynoir – the intersection of anti-Black racism and sexism. Shows how to address the "angry black woman" stereotype.
3	Paul's Promotion	Shows how ingrained racism can impact the perception of an employee's qualifications. Encourages learners to promote the advancement of Black colleagues.
4	Uncomplimentary	Outlines the impact of "subtle" or "inadvertent" forms of racism in the workplace and models how to respond when we offend someone or accidentally rely on a racist trope.
5	Insulted By A Leader	Demonstrates how Black employees are subject to hyper-scrutiny and more frequently reprimanded. Teaches learners to believe and support Black colleagues when they experience discrimination.
6	Denying White Privilege	Introduces the concept of "white privilege" and how to discuss it constructively. Shows how to respond when someone denies their own privilege.
7	You Don't Think I'm Racist, Do You?	Demonstrates how to constructively respond to racist comments or microaggressions whether you are the harmed person, a bystander, or the one who has caused harm.
8	David's Idea	Shows how racial bias can affect who gets credit for good ideas at work. Encourages learners to resist "saviourism" and to support wronged colleagues in the ways they prefer.
9	Culture Fit	Introduces the concept of code-switching and shows what employees should do when people show their true selves at work.
10	A Bad Reputation	Explores possible responses to racism from a supplier. Shows the importance of acting to extend anti-racism commitments beyond internal or HR matters.

Offsetting Racial Bias

This intermediate-level program introduces learners to race-based discrimination and to nuanced concepts like “the model minority myth,” intersecting and invisible identities, and code-switching. Through scenarios featuring a wide range of characters, learners practice disrupting racism at the interpersonal and workplace policy levels. This program was co-created with Colleen James, the Principal Consultant of Divonify, a leading consultancy on racial equity and inclusion.



This program contains 1 hour of EDI Professionalism Content.

LEVEL: Intermediate

Key Concepts

- Policies that support religious and cultural expression in the workplace
- Non-discriminatory hiring practices
- Responding to “positive” stereotyping and “positive” racial tropes
- Inclusion of food cultures at events and in shared workspaces
- The hidden impacts of microaggressions or “casual racism”
- Code-switching and the burden of conformity for employees of colour

Core Skills & Behaviours

- Recognizing and challenging racial bias in oneself
- Responding to racial bias or stereotyping in the speech and conduct of others
- Advocating for change when we see racial discrimination in policy or practice
- Centering the needs of racialized employees and relating empathetically

Offsetting Racial Bias

	Snippet Title	Topic Covered
1	The Smart Asian	Introduces the concept of “the model minority” as experienced by the Asian community and shows that discrimination can lurk behind positive stereotyping.
2	The Daastar and the Dress Code	Shows how discriminatory dress codes can impede legally-protected religious expression in the workplace. Demonstrates why and how to advocate for workplace policy reform.
3	Room for Prayer	Shows how work spaces can be set aside, designed, and shared to support prayer and other contemplative practices to support the inclusion of Muslim colleagues.
4	Newcomer Candidates	Explores the issue of “local experience” as a marker of merit in the hiring process. Shows how skills-based hiring processes can help mitigate bias against newcomers.
5	Kitchen Politics	Highlights the disproportionate consequences of workplace kitchen rules on racialized employees and their food cultures. Discusses how shared food culture can decrease tension and increase belonging.
6	Smoke in the Office	Introduces the Indigenous practice of smudging and how it can be appropriately incorporated into the workplace.
7	Cheap Stuff	Highlights historical and current anti-Chinese racism in North America, and demonstrates how to effectively respond to racist comments in the workplace.
8	Stuck at Home	Explores invisible identities as experienced by a bi-racial person. Suggests strategies for responding to racist comments by using questions that invite nuance.
9	Professional Hair	Through the lens of Black hair culture, discusses how casual racism in the form of comments (or even compliments) can have a large cumulative effect on Black colleagues.
10	Suddenly Latina	Introduces the concept of “code-switching” and shows how to respond when colleagues express their cultures at work.

Gender Identity

Gender Identity is an intermediate-level program co-created with trans, non-binary, and gender non-conforming people to highlight their experiences of workplace discrimination. It invites learners to go beyond the labels and acronyms and to learn the behaviors, skills, and communication techniques that build an environment in which all staff can feel confident expressing their gender.

LEVEL: Intermediate

Key Concepts

- Honouring gender identities through pronoun use, inclusive documents, processes, events, and spaces
- De-gendering workplace roles, responsibilities, and expectations
- Avoiding “rainbow-washing” through consultation and inclusive ERGs
- Non-discrimination policies that extend to gender and gender expression
- Engaging respectfully with trans or gender non-conforming colleagues

Core Skills & Behaviours

- Recognizing and challenging gender-based bias in oneself
- Responding to bias or discrimination in the speech and conduct of others
- Applying the lens of gender identity in workplace decision-making
- Advocating for change when we see discrimination in policy or practice
- Centering the needs of others and relating empathetically

Gender Identity

	Snippet Title	Topic Covered
1	One of the Guys	Introduces the concept of nonbinary gender identities. Shows the importance of “de-gendering” workplace meetings and events instead of requiring conformity to gender stereotypes.
2	They Look Like a Woman	Shows that gender identity is self-determined and not always tied to outward appearance. Emphasizes the importance of honouring pronouns in the workplace.
3	Rainbows and Parades	Explores the intersectionality of gender and other marginal identities, showing the need to amplify trans voices in LGBTQ2S+ spaces.
4	Dress to Impress	Highlights the importance of clothing in gender expression and shows how traditional dress codes can reinforce harmful gender binaries.
5	Are You M or F?	Highlights the role of forms and other workplace communications in creating a trans-inclusive environment.
6	Karl's Earrings	Shows how gender-based harassment can gain a foothold in workplaces when we don't foster inclusion preemptively.
7	Trans and Traveling	Explores the risks of business travel for LGBTQ2S+ people and suggests mitigation strategies for workplaces.
8	The Transition	Shows how to appropriately support a colleague who is transitioning at work. Discusses privacy, pronoun use, and emotional support.
9	The Ladies' Room	Through the issue of gendered bathrooms, explores gender binaries in the work environment. Shows how to respond when we're unsure about accommodations for LGBTQ2S+ people.
10	Outed to Clients	Shows how microaggressions like deadnaming and misgendering can be harmful. Repeated instances should be treated seriously.

Religious Inclusion

This intermediate-level program is for leaders and colleagues alike. Through scenarios featuring ten faiths, learners practice responding to faith-based stereotyping or discrimination, and proactively supporting religious colleagues by considering religious needs and preferences, supporting religious expression, and engaging in respectful conversations about religion. This program was co-developed by Brian Carwana, the Executive Director of Encounter World Religions.

LEVEL: Intermediate

Key Concepts

- Workplace accommodations for religious and spiritual practices
- Religious appropriation
- Essentializing or stereotyping religious groups or beliefs
- Responding to religion-based conflict
- Religion and workplace health & safety

Core Skills & Behaviours

- Considering religion when planning workplace events or celebrations
- Aiming for respect and equality rather than secularization
- Responding to religious disclosures from candidates or colleagues
- Recognizing and challenging anti-religious bias in oneself
- Responding to anti-religious bias or stereotyping in the speech and conduct of others
- Advocating for change when we see religious discrimination in policy or practice

Religious Inclusion

	Snippet Title	Topic Covered
1	Hindu Halloween	Highlights the importance of considering all employees' religious practices when planning celebrations at work. Encourages learners to gather this information before conflict arises.
2	Zen as a Buddhist	Illustrates how "essentializing" religious identities can be harmful. Encourages learners to privately address the issue when they witness positive stereotyping about someone's religion.
3	The News from Gaza	Discusses how to create supportive work environments in the midst of ethno-religious conflict. Encourages the learner to focus on individual wellbeing, the power of listening, and shared values.
4	The Atheist's Condolences	Shows that the beliefs of atheists are worthy of equal consideration in the workplace. Encourages learners to value everyone's viewpoint and to avoid imposing religious or spiritual practices on others.
5	The Mormon Director	Explores the presumed tension between religion and rights-based advocacy in the workplace. Showcases the importance of suspending assumptions about religious people's moral or political convictions.
6	The Attack	Explores how individuals and workplaces should respond to anti-religious violence. Focuses on centering victims, sharing condolences appropriately, and providing tangible support.
7	Xmas	Through an exploration of Christmas, shows that the goal of workplace inclusion should not be "secularization" but "equality." Suggests the use of a multi-faith calendar and granting equal consideration to Christians.
8	The Rasta Candidate	Demonstrates how to appropriately respond to religious disclosures in the hiring process, and encourages learners to challenge anti-religious bias when they see it in themselves or in others.
9	Double Belonging	Shows that it's possible for people to belong to two or more faiths at once. Encourages learners to approach others with curiosity and to accommodate adherents of smaller, newer, or less centralized faiths.
10	Vision Quest	Introduces the concept of religious "appropriation" in the context of Indigenous Spirituality. Encourages learners to meaningfully support Indigenous communities and colleagues.

Respect in the Workplace

This intermediate-level program is for leaders and colleagues alike and is often used as a complement to mandatory anti-harassment training. Through scenarios featuring women and LGBTQ+ people, this program encourages learners to take action to prevent, recognize, and respond to workplace harassment. It also encourages learners to advocate for policy changes wherever gaps are identified. Equitable workplaces are built on a foundation of respect and anti-harassment.

This program was co-created by Adriana Leigh, a workplace human rights lawyer, facilitator in gender equality, and the Principal Consultant of ALG Consulting. If you're looking for guidance in developing robust anti-harassment policies and practices, ALG service bundles are a great complement to Learning Snippets. Ask us about ALG's services, or [click here to learn more](#).



This program contains 2.5 hours of EDI Professionalism Content.

LEVEL: Intermediate

Key Concepts

- Cyber sexual harassment
- Imbalanced speaking time in meetings
- Pregnancy-based discrimination
- Respectful pronoun usage
- Intimate partner violence in the workplace
- Power dynamics in workplace romantic relationships
- Anti-fat bias and body shaming
- Workplace safety planning

Core Skills & Behaviours

- Taking bold and practical steps to disrupt sexist workplace cultures
- Responding to instances of harassment by using the 5 Ds of bystander intervention
- Choosing appropriate responses to sexual harassment to protect oneself and others
- Critical evaluation of policies and practices through an intersectional gender lens
- Developing clear policies and safety plans for intimate partner violence at work
- Awareness of how power dynamics impact consent in workplace relationships

Respect in the Workplace

	Snippet Title	Topic Covered
1	What Did You Wear?	Highlights the importance of responding firmly and promptly to cyber sexual harassment and how “subtle” harassment can escalate.
2	Hey, Princess	Illustrates appropriate and effective bystander responses to sexual harassment at work. Shows that reporting is an important follow-up step that can prevent future incidents.
3	Time to Speak	Shows how workplace sexism can manifest as men monopolizing speaking time in meetings or disregarding women’s insights and expertise. Suggests direct and practical advocacy when sexism is evident.
4	But She’s Pregnant	Explores the topic of pregnancy-based discrimination and its professional impacts. Suggests accommodations and increased autonomy for parents and parents-to-be.
5	Dani’s Request	Highlights the importance of respectful pronoun use and demonstrates how to respond to the exclusion or misgendering of trans or gender non-conforming colleagues.
6	Your Boyfriend Called	Frames domestic violence as a workplace issue. Illustrates the importance of safety planning and domestic violence policies in the workplace.
7	Taking an Interest	Explores how power dynamics affect consent in workplace romantic or sexual relationships. Suggests that conversations about power and consent are more effective than “no dating” policies.
8	Body Talk	Explores the topic of anti-fat bias and its connection to workplace harassment and discrimination. Suggests calling out and addressing anti-fatness to create safer workplace cultures.
9	The Dance	Highlights the sexual harassment risks inherent in workplace events and parties. Demonstrates responses to colleagues’ reports of harassment.
10	A Tough Cookie	Through the lens of customer interaction, explores the importance of considering intersecting identities and risk in workplace safety planning.

Topic: Collaboration

Collaboration 101

This introductory program helps colleagues build the skills they need to work collaboratively toward a goal. It invites learners to reflect on healthy team dynamics and on their own contributions to the group. It offers useful strategies for handling mistakes, avoiding “groupthink,” managing conflicts, and asking solution-focused questions. The program is co-developed with Jennifer Porritt, CHRL, CTDP. Jennifer is the founder and principal consultant of JP Consulting, a firm offering custom leadership training plans built on award-winning and notable tools. She brings 25+ years of experience in the Human Resources industry and has empowered more than 5,000 individuals and led more than 475 training sessions.

LEVEL: Introductory

Core Skills & Behaviours

- 1. Strengths-based approaches:** By reflecting on their own strengths and those of colleagues, learners can appreciate everyone’s unique contributions and bring multiple perspectives into any collaborative project.
- 2. Choosing the right tools and processes:** To ensure that everyone can participate in collaborative processes, learners are encouraged to move beyond “opening the floor.” They consider accessibility needs and select tools and processes that ensure everyone’s voice is heard.
- 3. Taking responsibility:** Learners are encouraged to make meaningful contributions to collaborative projects by delivering what they commit to, and by speaking up rather than going with the flow.
- 4. Getting unstuck:** Collaborative processes often stall due to mistakes, conflicts, and disagreement about goals. This program equips learners with simple strategies to move through these moments while maintaining psychological safety.

Collaboration 101

	Snippet Title	Topic Covered
1	In the Weeds	Encourages reflection on what unique skills and perspectives each person contributes to the team dynamic. Positions diversity as the cornerstone of collective intelligence.
2	So Many Edits	Promotes the intentional inclusion of colleagues with differing viewpoints to avoid “my-side” and “our-side” bias.
3	The Right Tech	Emphasizes the importance of understanding the team's needs and choosing appropriate and accessible tools and environments.
4	Don't Be Shy	Suggests strategies to ensure that team members contribute roughly the same amount and are equally heard.
5	A Big Problem	Presents the concept of risky shift and offers strategies to identify potential gaps, risks, or problems in a group's work.
6	An Extra Task	Emphasizes the importance of following through on commitments. Provides practical strategies for documenting accountabilities and managing capacity.
7	Rocky Start	Suggests strategies that foster psychological safety and encourage growth and risk-taking.
8	Outside the Box	Shows the importance of creating clear goals, roles, and plans at the outset of a collaborative project. Expectations can help us avert conflict, derive meaning, and celebrate wins.
9	Party or Professional?	Presents practical strategies for handling disagreements, such as stating interests or concerns instead of reiterating a position.
10	The Perfect Solution	Introduces the concept of groupthink and presents an inquiry activity that can help teams detect and prevent it.

Difficult Conversations for Colleagues

This advanced-level program presents a clear framework to guide colleagues through difficult conversations about common workplace issues and conflicts. It is unique in that each Snippet builds upon the last, showcasing the importance of every step of the process, from articulating boundaries and expectations all the way to co-creating an action plan. This program was co-created with Brian McDougall who successfully implemented this framework as Senior Director of Human Resources at Mazda Canada Inc.

LEVEL: Advanced

Key Concepts

- Self-reflection when emotions run high
- Conversation planning
- Emotional vs. informational challenges
- Moving toward outcomes and solutions
- Restorative justice in the workplace

Core Skills & Behaviours

1. **Prepare and self-reflect:** By reflecting on the goals of a conversation, colleagues can identify and process any strong emotions in order to approach the conversation calmly and with intention. Considering the timing, the setting, and the tone of the conversation is also key to success.
2. **Objectively describe the situation:** To begin any difficult conversation, it's important to clearly state the situation, the specific actions or behaviours and their impacts on the team. This should be done without blame.
3. **Listen and respond:** In difficult conversations, colleagues can listen with an open mind and explore the other person's perspective. When a disagreement arises, listeners should determine whether its basis is emotional (solved with empathy) or informational (solved with facts).
4. **Steering toward solutions:** Based on what the conversation has revealed, colleagues can use key questions to focus on solutions or next steps.
5. **Restore relationships:** By being aware of the larger relational picture and asking thoughtful questions, colleagues involved in a conflict can help restore productive relationships.

Difficult Conversations for Colleagues

	Snippet Title	Topic Covered
1	Late Again	Shows that setting clear expectations and boundaries at work can give us the courage to address small issues before they grow or cause resentment.
2	I've Had It	Encourages learners to make an emotional plan before a difficult conversation. Considering our emotional responses, our personal "buttons", and our expectations can help frame a healthier conversation.
3	He Did What?	Shows that difficult conversations require preparation and establishing facts. Facts are not always presented, but they can guide and clarify the conversation and increase the speaker's confidence.
4	The Blame Game	Emphasizes the importance of setting the tone for difficult conversations. This includes considering the <i>person</i> above the <i>problem</i> and choosing a helpful time, venue, format, and level of formality.
5	So Many Questions	Illustrates the importance of starting a difficult conversation with a concise, open question. This type of question allows the person to freely share their perspective without defensiveness or confusion.
6	Facts Don't Lie	Prompts learners to notice whether challenges are informational or emotional during a difficult conversation. Shows that emotional challenges should be met with empathy rather than with fact-based answers.
7	Vandana's Venting	Demonstrates the importance of empathic listening during a difficult conversation, once the behaviour and its impacts are established.
8	On Edge	Emphasizes the solution-building role of a difficult conversation. Provides strategies and verbal cues to help the learner turn the conversation toward solutions.
9	The Fallout	Asks learners to view difficult conversations in a broader relational context and to focus on restoration, repair, and reintegration as the conversation comes to a close.
10	Now What?	Points to the importance of ending every difficult conversation by setting goals and making a follow-up plan. Solutions and positive feelings do not mark the end of the conversation.

PROGRAM COMING SOON:

Intergenerational Collaboration

This introductory-level program explores strategies for working on multigenerational teams. Through familiar workplace scenarios, it encourages learners to identify and challenge negative age-based biases and deepens their understanding of generational experiences. This program builds a foundational awareness of generational challenges, viewpoints, and strengths. It also emphasizes shared values and the universal need to feel understood and appreciated, both as a member of a generation and as an individual.

LEVEL: Introductory

Key Concepts

- Generational biases and stereotypes
- Tech and communication preferences
- Two-way or reverse mentoring
- Collaborative flexibility

Core Skills & Behaviours

1. **Empathetic communication:** Instead of questioning the realities of others or playing “who has it worse,” we can intentionally respond with empathy, legitimize the perspectives of others, and draw connections based on shared values.
2. **Recognizing and combating generational bias:** We can prioritize age diversity when hiring, promoting, or building project teams and gently push back on generational stereotypes by stating their impact.
3. **Fostering connection:** Engaging in formal or informal two-way mentoring, cross-functional projects, peer-to-peer learning, and knowledge sharing sessions can help build powerful connections and leverage generational strengths.
4. **Taking a person-first approach:** Balancing an understanding of generational challenges with a person-first approach can help us avoid hurtful assumptions and stereotyping.
5. **Getting comfortable with “Why?”:** By taking the time to question the “why?” of policies and practices, we can better identify and articulate shared values and include everyone in the process of change.

Mental Wellness at Work

Mental wellness isn't a checkbox, it's a culture. This intermediate-level program explores how leaders and colleagues can promote wellness by focusing on recognition, influence, involvement, work-life balance, clear expectations, and other psychological health and safety factors identified by the Mental Health Commission of Canada.

LEVEL: Intermediate

Key Concepts

- Reducing stigma around mental health and "sanist" workplace cultures
- Avoiding unhealthy competition and cultures that reward overwork
- Addressing bullying and harassment
- Using flexibility and accommodation to avoid job strain
- Creating opportunities for consultation, feedback, and recognition
- Building a culture of physical health and safety
- Allowing religious and cultural self-expression to promote belonging

Core Skills & Behaviours

- Recognizing and challenging "sanist" beliefs and biases in oneself
- Advocating for policies and practices that support mental health
- Centering the needs of others and relating empathetically to support psychological safety

Mental Wellness at Work

	Snippet Title	Topic Covered
1	Where Should I Pray?	Illustrates the importance of religious inclusion to mental wellness in the workplace. Suggests seeking company-wide solutions when policies and practices are not religiously and culturally inclusive.
2	A Bit Jumpy	Demonstrates the appropriate response to behaviours that are consistent with PTSD, a common and serious mental health condition. Equips learners to support colleagues from a trauma-informed perspective.
3	Who Gets the Glory?	Demonstrates the importance of recognition for everyone, not just high-status employees. Suggests that every person should contribute to a culture of recognition.
4	The Surprise Announcement	Shows that influence and involvement are key to mental wellness in the workplace, particularly for people whose identities are already marginalized. Suggests consultation and feedback mechanisms and Employee Resource Groups as solutions.
5	Katie's Kids	Demonstrates the value of work-life balance and strong boundaries for mental wellness. Suggests that colleagues with caretaking responsibilities benefit from planning and flexibility rather than a culture of overwork.
6	The Offset	Highlights the importance of alignment between work and values with emphasis on the experience of Millennial and GenZ workers.
7	She's Unpredictable	Demonstrates how stigma in the workplace negatively impacts people who have or who develop mental health challenges. Suggests supportive actions colleagues can take when someone's struggle becomes apparent.
8	The Headache	Highlights the impact of workplace health and safety on employees' mental wellness. Encourages appropriate levels of concern and escalation for health and safety issues.
9	The Indian Guys	Demonstrates how casual or subtle acts of racism can be compounded, affecting mental wellbeing. Suggests developing clear standards of conduct instead of minimizing missteps.
10	The Deadline	Shows how to respond to colleagues' shortcomings while maintaining psychological safety. Emphasizes the role of leaders in modeling mental health awareness.