The Center for Automotive Diversity, Inclusion & Advancement

CADIA Academy Administrative Guide

CADIA Academy - What is it?

- Professional Development delivered virtually

- Includes (4) Professional Development Tracks

- Each course has (12) modules.

- Each module contains:
  - Series of video lessons – each lesson runs about 5 – 15 minutes
  - Fillable PDF workbook – can be used in group discussions
  - Mentor/conversation guide – can be used with mentor or team
  - Copy of the training slides

CADIA
CENTER FOR AUTOMOTIVE DIVERSITY, INCLUSION & ADVANCEMENT

CADIA Academy - Who is it for?

1. **Developing Leader:** Intended for an individual who is building their career – could be early career or someone who is reenergizing their career.

   Focus: Career Development and Advancement

2. **Emerging Leader:** Intended for new leaders or those on a leadership track. Includes essential information for new leaders and leading in a diverse and inclusive way.

   Focus: Leadership Development

3. **Established Leader:** Intended for all leaders, includes leading in a diverse and inclusive way and using influence to advocate and drive systemic change.

   Focus: Talent/Organizational Development

4. **Diversity and Inclusion Champions:** Intended for anyone who wants to learn more about Diversity and Inclusion.

   Focus: D&I Awareness and Support

CADIA Academy – Getting Started

Currently Course 1 (Developing Leaders) and Course 2 (Emerging Leaders) are available with 12 modules, Course 3 (Established Leaders) and Course 4 (Diversity, Equity & Inclusion Champions) each have the first 6 modules only, the remaining modules coming later in 2021.
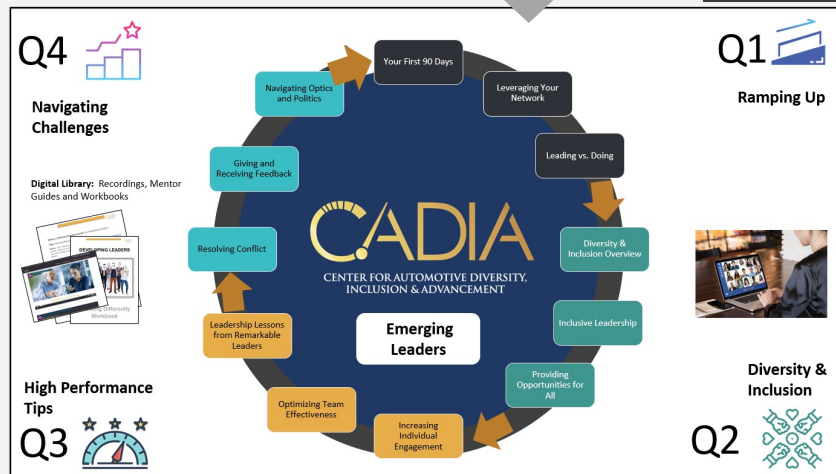
CADIA Academy

Developing Leaders (Top Left Panel)

Q4 — Work-Life Integration
Digital Library: Recordings, Mentor Guides and Workbooks

Q1 — Leadership Mindset

Q3 — Being an A-Player

Q2 — Position Yourself For Advancement

Circle labels (clockwise from top): Thinking Differently, Building Your Network, Exploration, Visibility, Own Your Equity, Presence, Strategic Planning, Building Teams, Success Tips from High Achievers, Boundaries, Productivity, Regenerate Your Energy for Resilience

Center: **Developing Leaders** — CADIA, CENTER FOR AUTOMOTIVE DIVERSITY, INCLUSION & ADVANCEMENT

Early Pipeline Leadership Development

Diversity, Equity & Inclusion Champions (Top Right Panel)

Q4 — Inclusive Leader Tools
Digital Library: Recordings, Conversation Starter and Workbooks

Q1 — Foundational

Q3 — Retooling Talent Development

Q2 — Strategy Development

Circle labels (clockwise from top): DEI Basics, The Business Case, Success Factors, Getting Started, The Essentials, Tools, Systemic Approach to Talent Development, Growth and Development for All, Every Leader Has a Role to Play, Developing Inclusive Leadership Behaviors, Courageous Conversations, Shared Learning Communities

Center: **Diversity, Equity & Inclusion Champions** — CADIA, CENTER FOR AUTOMOTIVE DIVERSITY, INCLUSION & ADVANCEMENT

Advance Inclusion, Equity and Diversity Everywhere for Everyone

Center Notes

1. Professional Development delivered virtually

2. An Individual can be offered any of the four (12) month programs

Four (12) Month Programs
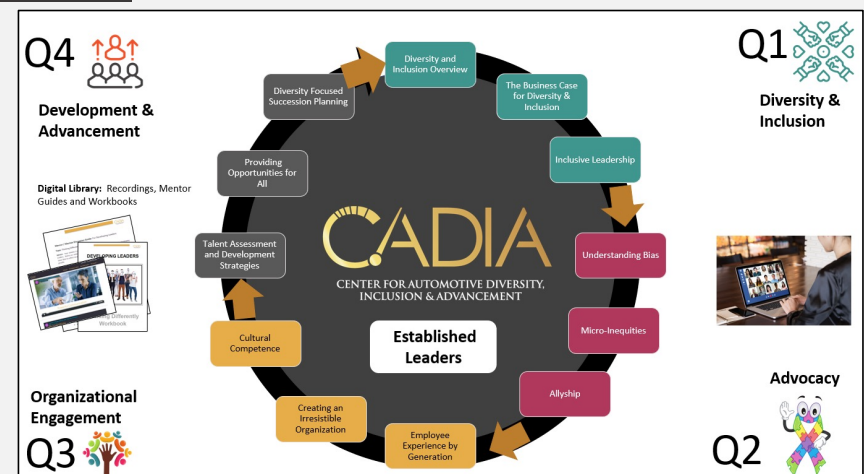
Emerging Leaders (Bottom Left Panel)

Q4 — Navigating Challenges
Digital Library: Recordings, Mentor Guides and Workbooks

Q1 — Ramping Up

Q3 — High Performance Tips

Q2 — Diversity & Inclusion

Circle labels (clockwise from top): Your First 90 Days, Leveraging Your Network, Leading vs. Doing, Diversity & Inclusion Overview, Inclusive Leadership, Providing Opportunities for All, Increasing Individual Engagement, Optimizing Team Effectiveness, Leadership Lessons from Remarkable Leaders, Resolving Conflict, Giving and Receiving Feedback, Navigating Optics and Politics

Center: **Emerging Leaders** — CADIA, CENTER FOR AUTOMOTIVE DIVERSITY, INCLUSION & ADVANCEMENT

New Leader Development + Foundational Inclusion, Equity and Diversity elements

Established Leaders (Bottom Right Panel)

Q4 — Development & Advancement
Digital Library: Recordings, Mentor Guides and Workbooks

Q1 — Diversity & Inclusion

Q3 — Organizational Engagement

Q2 — Advocacy

Circle labels (clockwise from top): Diversity and Inclusion Overview, The Business Case for Diversity & Inclusion, Inclusive Leadership, Understanding Bias, Micro-Inequities, Allyship, Employee Experience by Generation, Creating an Irresistible Organization, Cultural Competence, Talent Assessment and Development Strategies, Providing Opportunities for All, Diversity Focused Succession Planning

Center: **Established Leaders** — CADIA, CENTER FOR AUTOMOTIVE DIVERSITY, INCLUSION & ADVANCEMENT

Drive Inclusion, Equity, Diversity and Allyship at Senior Levels

Q4
Work-Life Integration
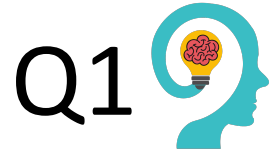
Digital Library: Recordings, Mentor Guides and Workbooks

Being an A-Player

Q3

Q1
Leadership Mindset

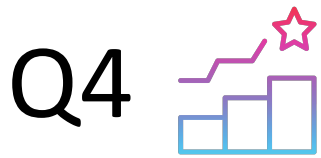Position Yourself For Advancement

Q2

Thinking Differently

Building Your Network

Regenerate Your Energy for Resilience

Exploration

Productivity

Boundaries

Visibility

Success Tips from High Achievers

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Developing Leaders

Own Your Equity

Building Teams

Presence

Strategic Planning

Training Outline for Developing Leaders

Leadership Mindset	1. Think Differently	Slaying the Myths - Freedom, Autonomy, $, who you need to be Inclusion - bias, how to be you and not "fit in" Confidence – Transform Power Leaks into Superpowers Environment – high expectations where you are valued	Being an A Player	7. Strategic Planning	Tactics vs. Strategy Unwritten rules Building a 5-year organizational plan Day to day strategy - meetings, projects, buy-in
	2. Building Powerful Networks	Role Models - importance of Mentors - types, when/how to find one, what to discuss Advocates - how to earn one Community – aspirational like-minded people		8. Building Teams	Building a healthy culture / environment Meritocracy Managing / leveraging Conflict Leveraging team and individual strengths
	3. Exploration	Importance of Exploring - Life and Career Inventory Look for Themes, Patterns and Lessons Mapping out the Possibilities Build a plan to pursue		9. Success Tips from High Achievers	Being of service, adding value Focus on Leadership and Organizational Hot Buttons Never underestimate your boss' workload Aligning your time with criteria for promotion
Positioning for Advancement	4. Visibility	Strategic Volunteering Your Brand / Reputation Leveraging standing out Tips for self-promotion (tactful bragging)	Work life Integration	10. Boundaries	Setting your work up for 80% Capacity Define and Design with Intention Outsourcing and Delegating Saying No
	5. Own Your Equity	KSA Inventory, Resume, LI Profile, Internal Company Profile Build a 5-year plan - Substantive Career Path Be Interview Ready - how to prepare, what to convey, practice Stay Relevant - Readiness Drills - Maintaining your Equity		11. Productivity	Producing vs. Procrastinating Personal Strategic Planning Scheduling Utilizing all of your home and work team members
	6. Presence	Appearance - dress, body language Outer Game Appearance - Inner game and self care Presenting yourself in writing - "just the facts" Speaking - presenting, influencing		12. Regenerate Your Energy for Resilience	Physical - environment, nutrition, sleep, fitness Mental - focus, planning, compartmentalize Emotional - understanding impact on effectiveness Meaning and Purpose

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Q4
Navigating Challenges

Digital Library: Recordings, Mentor Guides and Workbooks

DEVELOPING LEADERS

Thinking Differently Workbook

High Performance Tips
Q3

Q1
Ramping Up

Your First 90 Days

Leveraging Your Network

Leading vs. Doing

Navigating Optics and Politics

Giving and Receiving Feedback

Resolving Conflict

Leadership Lessons from Remarkable Leaders

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Emerging Leaders

Diversity & Inclusion Overview

Inclusive Leadership

Providing Opportunities for All

Optimizing Team Effectiveness

Increasing Individual Engagement

Diversity & Inclusion
Q2

Training Outline for Emerging Leaders

Ramping Up	1. Your First 90 Days	Build a high-performance team and culture Your Leadership Lens Your Allies Navigating Potential Pitfalls	**High Performance Tips**	7. Increasing Individual Engagement	Developing and Challenging Cognitive Strengths Affective Assessments Conative Assessment Strength Based Approach
	2. Leveraging Your Network	Who do you know and what do they know? Up level your network Strategic networking inside and outside of work Assessing and filling gaps in your network		8. Optimizing Team Effectiveness	Leveraging Strengths Trust Psychological Safety Team Effectiveness
	3. Leading vs. Doing	Power vs. Control Shifting Expertise Coaching Individuals Next Level Communication		9. Leadership Lessons from Remarkable Leaders	Lessons from History Stephen Covey Alan Mullaly Mary Barra
Diversity & Inclusion	4. Diversity & Inclusion Overview	DEI vs. Compliance Dimensions of Diversity Trends Impacting the Business Case for D&I Leveraging D&I for Innovation and Creativity	**Navigating Challenges**	10. Resolving Conflict	Constructive Conflict Neuroscience of Conflict Conflict and Teams Framework for Conflict
	5. Inclusive Leadership	Your role in creating an inclusive environment Learning from people who are different than you Engagement and discretionary effort Making others feel seen, heard, acknowledged and valued		11. Giving and Receiving Feedback	Performance Reviews Providing Timely and Relevant Feedback Framework For Giving Tough Feedback Putting Your Ego Aside
	6. Providing Opportunities for All	Tips for career development discussions Finding the right support for team members Ensuring everyone has opportunities for visibility Finding and assigning developmental opportunities		12. Navigating Optics and Politics	Your Leadership Lens Leveraging your network for influence Understanding and being aware of politics The other side of politics

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Q4
Development & Advancement

Digital Library: Recordings, Mentor Guides and Workbooks

Q1
Diversity & Inclusion

Organizational Engagement
Q3

Advocacy
Q2

Diversity and Inclusion Overview

The Business Case for Diversity & Inclusion

Inclusive Leadership

Understanding Bias

Micro-Inequities

Allyship

Employee Experience by Generation

Creating an Irresistible Organization

Cultural Competence

Talent Assessment and Development Strategies

Providing Opportunities for All

Diversity Focused Succession Planning

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Established Leaders

Training Outline for Established Leaders

Diversity, Equity & Inclusion	1. Diversity and Inclusion Overview	DEI vs. Compliance Dimensions of Diversity Trends Impacting the Business Case for DEI Leveraging DEI for Innovation and Creativity	Organizational Engagement	7. Employee Experience by Generation	Silent Generation and Baby Boomer Gen X Millennials Gen Z
	2. The Business Case for Diversity, Equity & Inclusion	Review of the financial research Innovation, creativity and productivity Making it relatable by functional area How to secure and promote quick wins		8. Creating an Irresistible Organization	Meaningful work Positive work environment Growth opportunities Leadership – trust, transparency and support
	3. Inclusive Leadership	Your role in creating an inclusive environment Learning from people who are different than you Engagement and discretionary effort Making others feel seen, heard, acknowledged and valued		9. Cultural Competence	Elements of culture – symbols, language, values and beliefs, norms Global awareness Ethnocentrism and Cultural Relativism Global view of survival vs. self-expression values
Advocacy	4. Understanding Bias	Types of bias Self-reflection of your own bias Impact of bias - Bias in talent systems Minimizing bias	Development and Advancement	10. Talent Assessment and Development Strategies	Hiring Process – strategic view Recruiting, finding diverse talent Interviewing – best practices to minimize bias Assessing developmental assignments for emerging talent
	5. Microinequities	Defining microinequities Create a learning culture - teaching others through experience Reacting to and minimize the impact of micro-inequities Being a role model – teach with no blame or shame		11. Providing Opportunities for All	Tips for career development discussions Finding the right support for team members Ensuring everyone has opportunities for visibility Finding and assigning developmental opportunities
	6. Allyship	The inclusion continuum Continuing to learn Finding your voice to provide support to others Using your influence for systemic change		12. Diversity Focused Succession Planning	The role of the Personnel Development Committee The role of the senior executive team Professional development opportunities for top diverse talent Sponsorship

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Q4
Inclusive Leader Tools

Digital Library: Recordings, Conversation Starter and Workbooks

Q1
Foundational

Retooling Talent Development
Q3

Strategy Development
Q2

DEI Basics

The Business Case

Shared Learning Communities

Success Factors

Courageous Conversations

Getting Started

Developing Inclusive Leadership Behaviors

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The Essentials

Every Leader Has a Role to Play

Diversity, Equity & Inclusion Champions

Tools

Growth and Development for All

Systemic Approach to Talent Development

Training Outline for DEI Champions

Foundations	1. DEI Basics	Diversity Equity Inclusion Unconscious Bias	Retooling Talent Development	7. Systemic Approach to Talent Acquisition	Inclusive Recruiting Diverse Candidate Slates Interview Processes and Practices Selection Processes and Practices
	2. The Business Case	The Case for Change in Auto-Mobility P's - Performance, Profits, Productivity Representation What Have We Learned?		8. Growth and Development for All	Engagement and Contribution Exposure and Opportunity Progression Retention
	3. Success Factors	Leadership Commitment Champion Diverse Talent Create Inclusive Cultures Systemic Change		9. Every Leader Has a Role to Play	Creating a Diverse Pipeline Career Path Development Mentoring Sponsorship
Strategy Development	4. Getting Started	Meeting People Where They Are Fostering Understanding Identifying Demographic Gaps Identifying Culture Gaps	Inclusive Leader Tools	10. Developing Inclusive Leadership Behaviors	Your Teachable Point of View Self Awareness Your Personal Journey Inclusive Leadership Continuum
	5. The Essentials	Vision Goals Metrics Leadership Accountability		11. Courageous Conversations	Addressing Bias Allyship Productive Conflict Frameworks for Difficult Conversations
	6. Tools	GDIB Change Management Training and Development Using Existing Problem Solving Tools		12. Shared Learning Communities	Sharing Lessons Learned Sharing Best Practices Diversity Fatigue Celebrating Wins

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Additional Information

Included in CADIA Membership:
- Monthly on demand training
- Monthly activity guide
- Mentoring Guide to create culture of mentorship

Available for additional fee:
- Onsite and/or remote live group facilitation
- Programs customized per request: 3-day intensives or 12-week boot camps are popular options
- Monthly Office Hours

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Developing Leaders

Q1 — Leadership Mindset
- Thinking Differently
- Building Your Network
- Exploration
- Visibility
- Own Your Equity

Q2 — Position Yourself For Advancement
- Presence
- Strategic Planning

Q3 — Being an A-Player
- Building Teams
- Success Tips from High Achievers
- Boundaries
- Productivity

Q4 — Work-Life Integration
- Regenerate Your Energy for Resilience

Digital Library: Recordings, Mentor Guides and Workbooks

Early Pipeline Leadership Development

Diversity, Equity & Inclusion Champions

Q1 — Foundational
- DEI Basics
- The Business Case
- Success Factors
- Getting Started
- The Essentials

Q2 — Strategy Development
- Tools
- Systemic Approach to Talent Development

Q3 — Retooling Talent Development
- Growth and Development for All
- Every Leader Has a Role to Play
- Developing Inclusive Leadership Behaviors

Q4 — Inclusive Leader Tools
- Courageous Conversations
- Shared Learning Communities

Digital Library: Recordings, Conversation Starter and Workbooks

Advance Inclusion, Equity and Diversity Everywhere for Everyone

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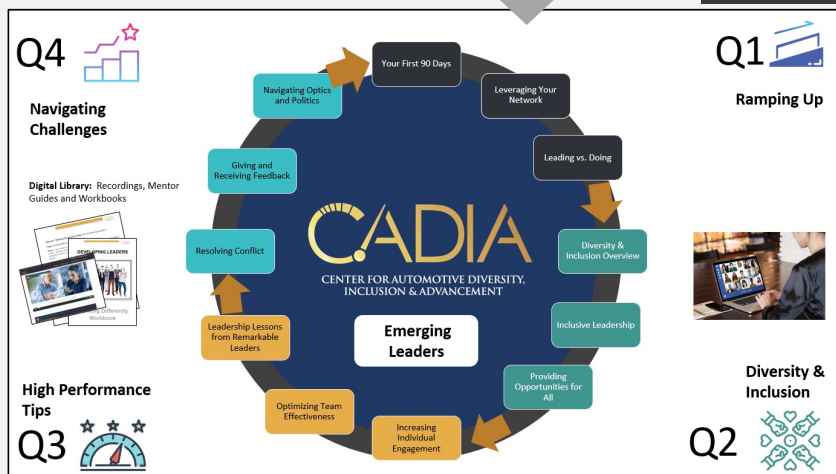1. Professional Development delivered virtually

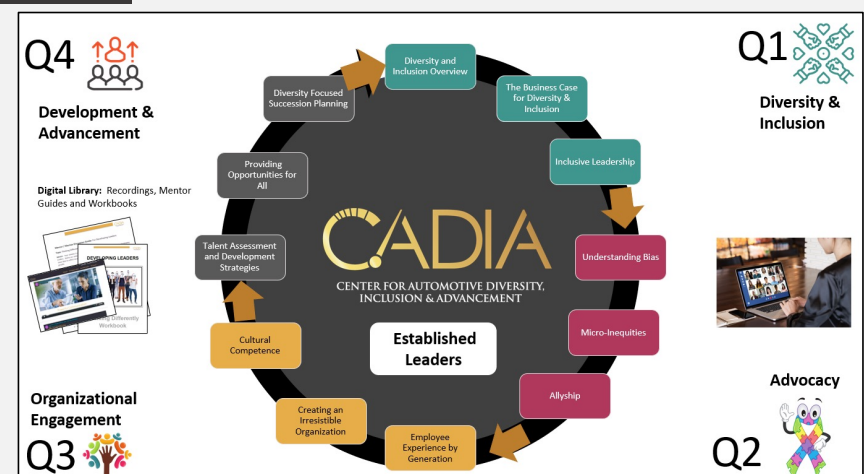2. An Individual can self-select into any of the four (12) month programs

Four (12) Month Programs

Emerging Leaders

Q1 — Ramping Up
- Your First 90 Days
- Leveraging Your Network
- Leading vs. Doing
- Diversity & Inclusion Overview

Q2 — Diversity & Inclusion
- Inclusive Leadership
- Providing Opportunities for All
- Increasing Individual Engagement

Q3 — High Performance Tips
- Optimizing Team Effectiveness
- Leadership Lessons from Remarkable Leaders
- Resolving Conflict

Q4 — Navigating Challenges
- Giving and Receiving Feedback
- Navigating Optics and Politics

Digital Library: Recordings, Mentor Guides and Workbooks

New Leader Development + Foundational Inclusion, Equity and Diversity elements

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Established Leaders

Q1 — Diversity & Inclusion
- Diversity and Inclusion Overview
- The Business Case for Diversity & Inclusion
- Inclusive Leadership
- Understanding Bias

Q2 — Advocacy
- Micro-Inequities
- Allyship
- Employee Experience by Generation

Q3 — Organizational Engagement
- Creating an Irresistible Organization
- Cultural Competence
- Talent Assessment and Development Strategies

Q4 — Development & Advancement
- Providing Opportunities for All
- Diversity Focused Succession Planning

Digital Library: Recordings, Mentor Guides and Workbooks

Drive Inclusion, Equity, Diversity and Allyship at Senior Levels