

2023 – 2025  
Course Curriculum

By  
Roscommon LEADER Partnership



## Our Guide to DARE Modular Curriculum Kit

[www.projectdare.eu](http://www.projectdare.eu)



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# 01

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## Introduction to the DARE Curriculum

## Project Curriculum

The DARE Curriculum consists of a structured set of course modules and educational experiences designed to achieve specific learning objectives and outcomes within a particular subject area, in our case SME diversity and inclusion integration. This document outlines the content, materials, instructional methods, and assessments used to guide the necessary teaching and learning activities required to deliver the DARE course targeted at SMEs and VET students.

### Objective

Welcome to our pioneering “Diversities are Reviving Enterprises” (DARE) Project Curriculum, a free and open resource developed as part of a new suite of resources to apprise and upskill/reskill European Small and Medium Enterprises (SMEs) and those who train, mentor, and support them regarding the economic and ethical gains diversity and inclusion can bring to small business workforces.

### Approach

The DARE Curriculum is built on the project-detailed Competency Framework Document consisting of seven competency areas developed from an assiduous study of the skills and knowledge needed by SMEs to meet the challenges of transformation regarding diversity and inclusion in today’s world through.

- an analysis of the current situation of the labour market in Europe
- an intensive needs assessment and partner analysis

of expert research, interviews, reports, and surveys developed from the positioning report conducted before project application and in addition to further desk research and comprehensive interviews in all partner countries with SME, VET and staff in key areas.

Throughout the curriculum examples of the Sustainable Development Goals (SDGs) which were adapted by the United Nations as a worldwide “call to action” to address poverty, protect our planet, and ensure that everyone is living in peace, harmony and prosperity by 2030, are referenced.

## OBJETIVOS DE DESARROLLO SOSTENIBLE



By referencing and aligning Sustainable Development Goals (SDGs) as a thread through the curriculum, a culture of equity, diversity and inclusion will be fostered and promoted.

The United Nations outline the Sustainable Development Goals as being;

The blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate change, environmental degradation, peace, and justice. The 17 Goals are all interconnected, and in order to leave no one behind, it is important that we achieve them all by 2030.

<https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

This innovative approach aims to revolutionize the experiential world of work for all stakeholders with regard to diversity and inclusion concerns i.e. SDG 17: Partnerships for the Goals - the curriculum's development involved partnerships across multiple European countries to achieve the outlined goals. Our Curriculum Objectives turn the framework into specific topic complexes, modules, and learning objectives. The DARE Curriculum is designed to be flexible, modular, and adaptable, serving a wide spectrum of e.g., sector educators/trainers, employers/business owners in the SME sector, industry and business specialists, funders, peer workers, and employees. policy makers, employer/employee representatives and representative bodies etc. across Europe.

The DARE Course Curriculum offers multiple formats, from classroom-based to online self-learning. Our curriculum can also be integrated into existing in-house programs. With an emphasis on diversity and inclusion in the SME employment sector across Europe, we aim to promote an experiential learning model e.g., as developed by David Kolb in the mid 1980's as an example of a good method of knowledge transfer for this course. This model utilizes a 4-pronged approach of learning by experience which initially introduces the new concepts providing a feel for the subjects; followed by an opportunity to observe; leading on to the opportunity to reflect on the experience; and finally providing for participants to actively participate. This model is outlined in the Learning Pathway section of the course. Join us in this transformative journey towards a more inclusive and flexible approach to Diversity & Inclusion within the SME sector in Europe!

# 02

## What is Included in the DARE Curriculum?





# *What is Included?*

## **6 Modules**

Covering all aspects of diversity & inclusion concepts and principles relating to SMEs and the workplace

## **Exercises**

To enable full understanding of the lessons learned and encourage engagement and application of the knowledge adopted.

## **Case Studies**

Showcasing real-life suggested best practices as examples to enhance the learning experience.

## **Interactive Content**

Videos, quizzes, e-books, online, resources, games, platforms, links to articles and media and FREE access to the DARE Self-Assessment Tool.

## **Sustainable Development Goals (SDGs) woven into the curriculum**

E.G. SDG 4: Quality Education highlights how the curriculum contributes to quality education through its structured modules and diverse learning methodologies.

<https://projectdare.eu/>





# 03

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## Course Timeline



## Course Timeline

Welcome to the DARE Course Timeline which includes a structured outline or schedule that describes the course sequence of topics, activities, and milestones. This section of our Curriculum illustrates key time scales such as how long the course should take, assessments, and important events or milestones. The DARE timeline provides learners and educators with a clear overview of what they can expect throughout the course so they can stay on track with their teaching and learning progress.

First, we will introduce you to the Course Modules complete with a description, overview of the topics and competencies covered, and proposed length of time it takes to deliver each Module. For the entire course, we would propose educators and students to prepare for a full 6-week course schedule, alternative timelines can also be accommodated.

Educators are free to edit the resources and modules, they can deliver one or all, merge modules or deliver parts of modules depending on their course and lecture needs. Due to the format of PowerPoint, this should prove easy to do. We just request that educators retain the copyright logos and branding for what belongs to the DARE project.

## Description: Module 1

MODULE 1 Introduction to DARE – How SMEs can Benefit from Diversity and Inclusion (D&I) in the Workplace

**Understanding Diversity and Inclusion (D&I) in the SME Context**

Definitions, Key Concepts, Dimensions and the DARE Framework.

**Explore D&I from the Perspective of VET Educators, SMEs, and Employees**

**Recognise the D&I Obstacles and Challenges SMEs Face**

**Discover the Benefits, Positive Impact and Opportunities of D&I for SMEs**

**The Importance of Integrating SME Business Strategies with Diversity and Inclusion and SDGs**

**Develop an Understanding of the Seven DARE Competency Areas**

Proposed MODULE Delivery - 1 week for MODULE 1

## Description: Module 2

### MODULE 2 SME D&I - Nurturing Management Support and Leadership

#### The Role of Leadership and Management in Driving D&I

Leading with genuine visible commitment. Leading by example by modelling inclusive behaviour and setting the tone for the organization.

#### Building a D&I SME Strategy

Setting clear measurable D&I goals aligned with business objectives. Developing a D&I roadmap, providing steps to create a detailed action plan to achieve these goals.

#### Equipping Leaders and Managers with D&I Training and Development

D&I education and awareness e.g., online training programs and assessments to enhance leaders' understanding of D&I concepts and issues. Learning D&I skills such as cultural competence, emotional intelligence and bias mitigation.

#### How Leaders and Managers can Cultivate Inclusive SME Teams

Empowering managers to take ownership of D&I efforts within their teams. Providing the tools and resources that can assist them in implementing D&I practices.

#### Measuring Leadership Impact on D&I

Establish methods for monitoring and reporting to track progress, effectiveness of leadership and accountability. Develop systems that recognise and reward inclusive leadership.

#### D&I Crisis Management and Resilience Strategies

Proposed MODULE delivery - 1 week for MODULE 2

## Description: Module 3

### **MODULE 3** Innovative D&I Talent Management Strategies

#### **Equip SME Managers with D&I Recruitment and Hiring Practices & Strategies**

How to write the perfect job descriptions to attract a diverse pool of applicants. Bias-free recruitment processes and strategies. Onboarding and integration strategies that welcome and support new employees e.g., mentoring and buddy programs

#### **Employee Talent Development and Retention**

Design career pathways and development plans that cater for diverse talent and ensure equitable opportunities for advancement. Continuous learning and D&I training programs for staff to enable an inclusive environment and promote cultural competencies among employees.

#### **Performance Management and Feedback**

Develop fair and objective evaluations that are unbiased and focus on measurable outcomes. Establish channels for providing and receiving constructive feedback that respects diverse perspectives, talent and experiences.

#### **Succession Planning and Leadership Development**

Create a diverse employee talent pipeline so they can advance and move onto leadership roles. Develop programs to prepare diverse employees for leadership positions to ensure they have the support they need to succeed.

Proposed MODULE delivery - 1 week for MODULE 3

## Description: Module 4

### **MODULE 4** Empowering Employees as D&I Champions.

#### **Training and Development for D&I Champions**

Provide in-depth training on D&I principles, cultural competencies and effective advocacy. Ongoing education and support to ensure continuous learning opportunities and best practice resources.

#### **Enhance Internal Communication for D&I**

Develop an inclusive communication plan and strategy that considers the diverse needs of all employees. The importance of using inclusive language and a respectful tone in all internal communications. Promoting open dialogue and feedback by developing communication channels and mechanisms to encourage employee communication. Accessibility considerations. Training inclusive communication. Celebrating and sharing D&I success stories highlighting achievements and recognising employee contributions.

#### **Identifying and Selecting D&I Committee**

Establish criteria for nominating and selecting employees who can effectively serve as a D&I committee. How to support and assist the D&I committee. How to effectively share experiences, challenges and successes and implement solutions. How to collaborate with employees to develop and implement innovative D&I projects and initiatives.

#### **Roles and Responsibilities of D&I Champions**

Outline the specific roles and responsibilities for employees and how they can contribute, promote and implement D&I initiatives. How to make everyone accountable, make D&I suggestions and solutions.

#### **Motivate and Sustain Engagement to Enable a Long-Term D&I Culture**

Recognise and reward employee contributions, efforts, achievements and support towards D&I. Provide incentives such as professional development opportunities and benefits to motivate and sustain D&I employee engagement.

Proposed MODULE delivery - 1 week for MODULE 4

## Description: Module 5

### **MODULE 5** Marketing Strategies that Promote Diversity and Inclusion

#### **Craft an SME Brand that Celebrates Diversity and Inclusion**

How to integrate D&I values into brand identity, reputation and messaging. Conduct market research to help you better understand diverse customer needs, demographics and preferences.

#### **Inclusive Marketing Campaigns and Content That Resonate Commitment**

Marketing campaigns and strategies that communicate commitment and build a reputation by using authentic diversity representation. Understanding content development using inclusive language, text and imagery that resonates with diverse audiences.

#### **Targeting and Segmentation of Diverse Audiences**

Learn D&I segmentation strategies to help segment target markets based on diverse demographic factors e.g., race, ethnicity, age and gender. Ensure marketing campaigns are culturally sensitive and respectful of diverse cultural norms and values.

#### **Measuring the Impact of D&I Marketing for SMEs**

Establish metrics and analytics to measure the effectiveness of D&I marketing efforts. Gather feedback from diverse stakeholders to assess the impact and perception of your marketing.

#### **Embrace the Power of Collaborating with Diverse Stakeholders**

Learn how to collaborate with diverse suppliers, partners, influencers and community organisations to enhance D&I efforts. Develop CSR and community engagement activities that support D&I causes and initiatives aligned with your SME business strategies.

Proposed MODULE delivery - 1 Week for MODULE 5

## Description: Module 6

### MODULE 6 Engagement with Communities to Cultivate D&I

#### Understand Community Engagement and How to Cultivate D&I

The importance of community engagement and why SMEs should engage with external communities to promote D&I. Strategies to build trust, meaningful relationships and partnerships with diverse community groups.

#### Collaborate with Local Organisations and Networks that are D&I Focused

How to collaborate with local organisations, communities, networks, non-profits and NGOs focused on D&I issues. How SMEs can support community-led initiatives that promote D&I.

#### Participating in Community Events That Showcase the Power of D&I

How to host events, workshops, events and forums that address community issues but focus on those that address D&I issues. How SMEs can participate and support cultural events and diversity celebrations.

#### Measure and Communicate SME Community Impact for Future Planning

Measure SME impact of community engagement on achieving D&I goals. Communicate successes and lessons learned from community engagement initiatives internally and externally. Establish a sustainability strategy to strengthen D&I community partnerships and consistently pursue opportunities for diversity and inclusion.

Proposed MODULE delivery - 1 Week for MODULE 6



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## Authors

Project Partners

*(Ireland, Poland,  
Denmark and Germany)*

## Authors

“Diversities are Reviving Enterprises” (DARE) project partners have been collaborating to produce this curriculum. The partnership consists of:

|   |  |
|---|--|
|  <p>The logo for Roscommon LEADER Partnership features a stylized map of Ireland in blue, with three human figures in yellow, green, and blue. The text 'ROSCOMMON LEADER PARTNERSHIP' is written in a semi-circle above the map, and 'Your Local Development Company' is written below it.</p> | <p>Roscommon LEADER Partnership (RLP) - Ireland</p> <p>Roscommon LEADER Partnership is a local development company based in Ireland. RLP seeks to champion needs responsive, local yet outward looking development initiatives which focus on improving the quality of life in Co. Roscommon for all. RLP provide practical and needed supports including grants, training, work placement and advice to community and voluntary groups, social inclusion target groups, small businesses, farm families and businesses and potential entrepreneurs. RLP also collaborate with a wide range of local organisations in the delivery of support services.</p> <p><a href="https://www.rosleaderpartnership.ie/">https://www.rosleaderpartnership.ie/</a></p> |
|---|--|

|   |   |
|---|---|
|  <p>The logo for the Northern Chamber of Commerce (NCC) is circular with a blue and white compass rose in the center. The text 'PÓLNOČNA IZBA GOSPODARČA' is written around the top and 'SZCZECIN' is at the bottom.</p> | <p>Northern Chamber of Commerce - Poland</p> <p>Northern Chamber of Commerce (NCC) based in north-western Poland, established in 1997 and representing 1500 companies in Szczecin is the largest chamber of commerce in the country. The principal task of NCC is to provide services to member companies, including training and education, the organization of cooperation visits and the facilitation of networking opportunities, financial assistance and interest representation and lobbying; it is therefore well attuned to their training and development needs.</p> <p><a href="https://polnocnaizba.pl/">https://polnocnaizba.pl/</a></p> |
|---|---|

The logo for 'the vision works' features the words 'the vision' in a bold, lowercase, yellow sans-serif font, with 'works' in a similar font below it.

#### The Vision Works - Germany

Vision Works, a German consultancy in Halle, offers comprehensive business solutions, including startup support, crisis management, sales guidance, digital transformation strategies, business intelligence, project management, and tailored coaching. With over 15 years of experience and a diverse team, they serve clients across Europe.

<https://thevisionworks.de/>

The logo for 'momentum' features the word 'momentum' in a purple sans-serif font, with '[educate + innovate]' in a smaller, grey sans-serif font below it.

#### Momentum Educate + Innovate - Ireland

Based in Ireland, Momentum is involved in education and innovation. They specialize in EU programs for youth, adult, higher education, and vocational training. They are known for innovative problem-solving, economic development vision, and the design, funding, and delivery of impactful projects and programmes.

<https://momentumconsulting.ie/>

The logo for the European E-Learning Institute features a stylized geometric icon on the left, composed of several overlapping triangles in shades of blue and green. To the right of the icon, the words 'European E-Learning Institute' are written in a blue sans-serif font.

#### European E-Learning Institute - Denmark

EUEI is committed to providing high-quality learning experiences and innovative educational programmes. They engage learners from a range of sectors and socio-economic backgrounds, promoting social cohesion, inclusion and sustainability across Europe.

<https://www.euei.dk/>

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# DARE Learning Pathway



## ***DARE Learning Pathway***

By following a structured learning pathway learners can effectively acquire the knowledge and skills needed to succeed in Diversity and Inclusivity Reviving Enterprises (DARE). The DARE course provides flexibility for all tutors and learners to take the necessary steps, resources and activities that help them to progress throughout their learning journey. Both educators and learners can tailor their learning by freely combining and matching topics and modules based on their preferences, understanding and perspective on Diversity and Inclusion issues. Creating a learning pathway that uses this multifaceted approach will ensure learners will become competent in various aspects of knowledge, skills, and attitudes relative to this important topic. This learning pathway is structured around the principles of learning through.

1. Acquiring knowledge
2. Testing that knowledge
3. Reflecting on the learning and experience
4. Engaging in discussions with others.

**Acquiring Knowledge** is the foundation stage of Diversity & Inclusion learning achieved through e.g., Readings/text, articles, videos, case studies and multimedia materials introducing the concepts of diversity and inclusion within each module. Understanding Bias and Stereotypes through Interactive modules exploring unconscious bias, stereotype threat, and subtle prejudice. Use of podcasts in discussing the power dynamics in Diversity & Inclusion and use of E-learning or online examples on inclusive leadership, psychological safety, and effective communication.

**Testing that Knowledge**, learners will apply their acquired knowledge through Quiz Assessments, multiple-choice quizzes, or knowledge checks after each module to assess understanding. Case Studies can be introduced and analysed related to Diversity & Inclusion scenarios. Role-Playing Exercises/simulations could be included to test skills in addressing bias while fostering inclusion.

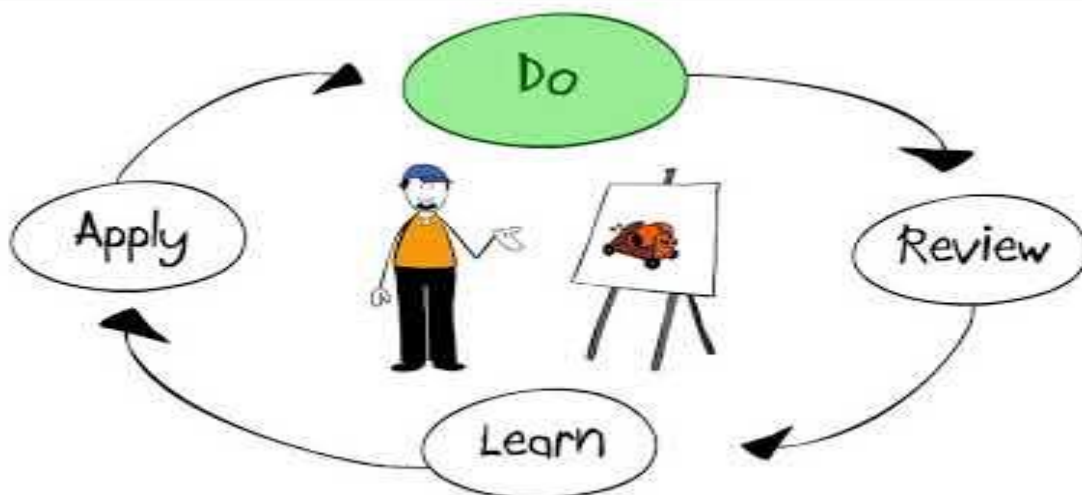
**Reflecting on Learning and Experience** Reflective journaling will be encouraged to prompt self-reflection on personal biases, experiences, and growth. Engagement in peer feedback sessions where participants share insights and provide constructive feedback to each other to be facilitated. Personal development plans outlining goals, areas for improvement, and strategies for growth in Diversity & Inclusion competency developed.

**Engaging in Discussion with Others** through facilitated small group discussions on key topics led by the trained moderators. Participation in online forums or discussion boards to share perspectives, ask questions, and engage in dialogue with peers. Organise virtual roundtables or panel discussions featuring experts in Diversity & Inclusion to exchange ideas and insights. Collaborate on action learning projects where participants apply Diversity & Inclusion principles to real-world challenges within their organizations. Develop an implementation plan outlining specific steps to integrate Diversity & Inclusion initiatives into organisational practices and culture. Gather feedback from stakeholders and make iterative improvements

to Diversity & Inclusion strategies based on insights and outcomes.

By following this learning pathway, participants can progressively build their understanding and skills in diversity and inclusion through a combination of knowledge acquisition, testing, reflection, and discussion with others. This holistic approach fosters deeper learning, self-awareness, and actionable insights that can drive meaningful change in organisations and communities. Engagement can also be driven according to participants competency knowledge level through the learning through experience model. The theorist David A Kolb pioneered the concept of Learning by doing. This is the concept of experiential learning or learning by 'reflection on doing'. Experiential learning is focused on the individual learning process. Kolb describes learning as a circular process with the best learning outcomes and intrinsic learning occurring when going through the whole cycle repeatedly as required. Please refer to the video below to explore the Kolb model of Learning Styles and the Experiential Learning Cycle.

1. **Concrete Experience** – the learner encounters a concrete experience. This might be a new experience or situation, or a reinterpretation of existing experience in the light of new concepts.



<https://www.youtube.com/embed/pLZEKheS2I?feature=oembed>

2. **Reflective Observation** of the New Experience – the learner reflects on the new experience in the light of their existing knowledge. Of particular importance are any inconsistencies between experience and understanding.
3. **Abstract Conceptualization** – reflection gives rise to a new idea, or a modification of an existing abstract concept (the person has learned from their experience).

4. **Active Experimentation** – the newly created or modified concepts give rise to experimentation. The learner applies their idea(s) to the world around them to see what happens.

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## Objectives and Expected Results

## ***Objectives and Expected Results***

The aim of the Learning Objectives within the DARE Course Curriculum is to introduce participants to the DARE Project and underscore the importance of advancing Diversity & Inclusion concepts in the Workplace across the European Union. Below are the outlined learning objectives:

A breakdown of the objectives for each module is as follows:

### **OBJECTIVES OF MODULE 1 - Introduction to DARE - Revitalising Inclusion and Diversity in SME**

**Workplaces: Understanding Diversity and Inclusion (D&I):** Equip learners with comprehensive knowledge of D&I concepts and principles.

- Providing an overview of the DARE principles, goals, and objectives
- Understand the meaning of Diversity & Inclusion
- Recognise the main stakeholder perspectives: SME + VET + Employee.
- Identify obstacles and challenges relating to diversity & inclusion in the Labour Market
- Overview and Outline of DARE's Seven Competency Areas

### **OBJECTIVES OF MODULE 2 - D&I Integration Demands Top-Level Support and Leadership Brilliance**

**Leadership and Support for D&I:** Highlight the role of top-level support and leadership in integrating D&I into SME workplaces.

- Developing a strategic “top-down” model of support and commitment from management
- Advancing a compelling business rationale for diversity and inclusion and strategic alignment with organisational goals and outlook
- Promotion of an inclusive leadership accountability and development strategy
- Innovative problem-solving and collective decision-making to include regular evaluation
- Training for leaders on inclusive leadership practices, empathy, and managing diverse teams.
- Holding leaders accountable for fostering inclusive environments and promoting diversity within their teams
- Learn about what makes people feel included in organisations.
- Learn about what qualities should a good inclusive leader have.



**OBJECTIVES OF MODULE 3** - Innovative D&I Human Resource Management Strategies  
**Human Resource Management Strategies:** Develop innovative D&I strategies for HR management.

- HR Professionals Training and Support – Diversity & Inclusion focus on recruitment and retention practices.
- Integration of inclusive recruitment and hiring policies, processes, and strategies with the promotion of organisation diversity and inclusion policies from the outset
- HR Employee Management policies, processes, and strategies
- Focus on all aspects of employee engagement to progress the diversity and inclusion agenda within the organisation.
- SDG 5: Gender Equality  
emphasise the importance of gender equality in recruitment, employment, and retention policies.

**OBJECTIVES OF MODULE 4** - Empowering Cultural Inclusivity Engagement  
**Cultural Inclusivity Engagement:** Foster cultural inclusivity within SMEs.

- Awareness of cultural nuances and differences crucial to promoting a respectful and inclusive environment.
- Understanding the barriers for diverse cultures to engage in training programmes.
- Essential skills to communicate effectively across diverse cultural backgrounds to avoid misunderstandings and conflicts.
- Commitment to lifelong learning of diversity, equality, inclusion, and personal change
- Fostering open communications and feedback in the workplace
- Understanding barriers and promoting effective communication across cultural backgrounds
- Encouraging open dialogue, active listening, and empathy
- Integration of regular feedback opportunities to verify successes.

## **OBJECTIVES OF MODULE 5 - Marketing Strategies that Promote Diversity and Inclusion**

**Marketing and D&I:** Create marketing and external communication strategies that promote D&I.

- Reflecting Diversity in Branding
- Language, Messaging and Content Development
- Communicate and promote Diversity & Inclusion Related Activities
- Form and Promote Diversity and Inclusion Partnerships
- Company Reporting, PR, and Media Communication
- SDG 10: Reduced Inequalities - highlight strategies for reducing inequalities through inclusive marketing and branding practices.

## **OBJECTIVES OF MODULE 6 - Engagement with Communities to Cultivate D&I**

**Community Partnerships:** Empower SMEs to unite and strengthen communities through dynamic D&I networking.

- Identification and Mapping of key stakeholders
- Maintenance of regular and meaningful communication and engagement with stakeholders
- Stakeholder and community involvement
- Continuous evaluation and monitoring
- Building Trust with diverse stakeholders
- SDG 11: Sustainable Cities and Communities  
focusing on how SMEs can contribute to building inclusive and sustainable communities through active partnerships.

## ***Expected Results***

After this course, learners will be empowered with the knowledge, skills and attitudes necessary to progress the “Diversities are Reviving Enterprises” (DARE) agenda instinctively within their individual employment roles and will be empowered to understand and action the significance and value of progressing Diversity & Inclusion concepts in the workplace.

**Module 1** is an introduction to the DARE Project regarding the significance and value of progressing Diversity & Inclusion concepts in the Workplace across the European Union, learners will be able to:

- ✓ Demonstrate awareness and understanding of the DARE principles, goals, and objectives
- ✓ Articulate the importance of embracing diversity and inclusion perspectives in an organisational setting
- ✓ Fully comprehend and demonstrate understanding of the main stakeholder perspectives: SME + VET + Employee
- ✓ Identify obstacles and challenges relating to diversity & inclusion in the world of work and the implications of not applying DARE principles in the workplace
- ✓ Demonstrate awareness and knowledge of the DARE Seven Competency Areas

**Module 2** After Module 2, learners will:

- ✓ Exhibit an understanding of the concepts of a “top-down” strategic management support and commitment model
- ✓ Ability to progress a convincing business logic model for diversity and inclusion and strategically align with the objectives and ethos of the organisation
- ✓ Exhibit understanding and development of an inclusive leadership accountability and progress strategy on D&I
- ✓ Develop an innovative problem-solving and collective decision-making strategy including regular evaluation of the process  
Demonstrate a clear understanding of the role of the leader
- ✓ Exhibit openness to continued professional development on inclusive leadership practices, empathy, and managing diverse teams
- ✓ Embrace take ownership for fostering inclusive environments and promoting diversity within teams
- ✓ Demonstrate awareness and understanding of what makes people feel included in organisations
- ✓ Demonstrate awareness and understanding of what qualities a good inclusive leader should have

### **Module 3** After Module 3, learners will:

- ✓ Understand the importance of maintaining a Diversity & Inclusion focus on the recruitment and retention practices function of the organisation
- ✓ Embrace the enhancement of the recruitment and retention policies, processes and strategies of the organisation utilising diversity and inclusion principles
- ✓ Cultivate the HR Management policies, processes, and strategies with a D&I dimension in relation to Employee Management
- ✓ Progress all aspects of employee engagement to progress the diversity and inclusion agenda within the organisation

### **Module 4** After Module 4, learners will:

- ✓ Develop an awareness of cultural nuances and differences crucial to promote a respectful and inclusive environment
- ✓ Demonstrate an understanding the barriers for diverse cultures to engage in training programmes
- ✓ Understand the essential skills to communicate effectively across diverse cultural backgrounds to avoid misunderstandings and conflicts
- ✓ Develop a commitment to lifelong learning of diversity, equality and inclusion and personal change
- ✓ Exhibit enhanced communications skills and facilitation of feedback in the workplace
- ✓ Demonstrate understanding of barriers and promotion of effective communication across cultural backgrounds
- ✓ Facilitate and promote open dialogue, active listening and empathy across the organisation
- ✓ Utilize regular feedback methods to verify successes

### **Module 5** After Module 5, learners will:

- ✓ Demonstrate ability to reflect Diversity in Branding
- ✓ Exhibit improved language, messaging and content development skills
- ✓ Identify opportunities to communicate and promote Diversity & Inclusion Related Activities
- ✓ Display enhanced interest and capacity to form and promote diversity and inclusion partnerships
- ✓ Develop D&I focus organisational reporting, PR, and media communication strategy

### **Module 6** After Module 6, learners will:

- ✓ Demonstrate knowledge of how to identify and effectively map key stakeholders
- ✓ Prepare and present regular and meaningful communication and progress engagement opportunities with stakeholders
- ✓ Cultivate stakeholder and community involvement
- ✓ Set specific achievable systems in place to continuous evaluate and monitor progress
- ✓ Demonstrate a clear ability and understanding of how to build trust with diverse stakeholde

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# Modules



## Lesson Plan

Each module includes case studies, additional resources, practical tips, and activity sheets to enhance the learning experience for the participants. The curriculum is designed to progress from foundational to intermediate levels of learning, with a focus on hands-on exercises and real-world application for migrant and ethnic minority background founders.

### ***Module 1: Introduction to the DARE Project and the significance and value of progressing Diversity & Inclusion concepts in the Workplace across the European Union***

#### Module Content

- Introduction to the DARE principles, goals, and objectives.
- Case studies and additional resources showcasing Diversity & Inclusion and its complex implications in the contemporary workplace.
- Practical tips, methods, and activity sheets exploring diverse stakeholder perspectives, with a focus on Small and Medium-sized Enterprises (SMEs), Vocational Education and Training (VET) institutions, and individual employees.
- Identifying obstacles and challenges pertaining to Diversity & Inclusion within the labour market, fostering an awareness of the complexities involved.
- Outlining the DARE Seven Competency Areas to establish a comprehensive framework for addressing D&I issues.

#### Module Exercises:

- Group discussions and case studies: explore real-world applications of DARE principles and Diversity and Inclusion concepts.
- Self-Reflection exercise: simulate diverse stakeholder perspectives, encouraging participants to understand with SMEs, VET institutions, and employees.
- Interactive activities to identify and brainstorm solutions for obstacles and challenges related to D&I in the labour market.
- Mapping exercises: visualising and understanding the interconnected nature of the DARE Seven Competency Areas.
- Discussion: connect module content with personal experiences and insights, promoting a deeper understanding of the material.

## ***Module 2: Introduction to the DARE Competency Area: Top Level Executive Support and Leadership Brilliance Integrating Diversity and Inclusion***

### **Module Content:**

- Introduction to the DARE Competency Areas.
- In-depth outline of Competency Area 1: Top Level Executive Support.
- Examining strategies that can be implemented as a "top-down" model of support and commitment from management.
- Recognising and developing business rationale for diversity and inclusion and strategic alignment with organisational goals and outlook.
- Developing initiatives that promote inclusive leadership accountability and development strategy.
- Developing problem solving skills, explore group decision making and regular evaluation.
- SDG 8: Decent Work and Economic Growth
- In-depth exploration of Competency Area 3: Inclusive Leadership and Management
- Research the crucial role of the leader and the soft skills every leader should have and actively demonstrate.
- Introduction to leaders on inclusive leadership practices, empathy, and managing diverse teams.
- Best practises for leaders; encouraging accountability, fostering inclusive environments, and promoting diversity within their teams.
- Exploration of factors that make individuals feel included in organisations.
- Identification of qualities that a good inclusive leader should possess.

### **Module Exercises:**

- Group discussions on the importance of top-level executive support in fostering diversity and inclusion.
- Analyse case studies of successful integration of diversity and inclusion at the executive level and real-world examples.
- Role-playing exercises to simulate scenarios involving inclusive leadership and decision-making.
- Develop a group project on 'how to implement initiatives promoting inclusive leadership accountability including a development strategy.
- Interactive sessions for identifying and addressing challenges in promoting inclusive leadership accountability.
- SDG 8 - Discuss how inclusive leadership promotes decent work environments and contributes to

economic growth

- Leadership self-assessment activities to identify areas for improvement in inclusive leadership skills.
- Case studies illustrating the impact of inclusive leadership on team dynamics and organisational culture.
- Group discussions on the challenges leaders may face in promoting diversity and inclusion within their teams.
- Role-playing scenarios for practicing inclusive leadership communication and decision-making.
- Workshop-style activities for leaders to develop action plans for fostering inclusivity in their respective teams.
- Interactive sessions to explore and share experiences related to inclusive leadership practices and their effectiveness.

### ***Module 3: Introduction to the DARE Competency Area: Inclusive Human Resource Management Strategies***

#### **Module Content:**

- Re-introduction to overview of the DARE Competency Areas.
- In-depth exploration of Competency Area 2: Inclusive Human Resource Management.
- Exploring various HR Professionals Training and Support – Diversity & Inclusion focus on recruitment and retention practices.
- Importance of the integration of inclusive recruitment, employment and retention policies, processes, and strategies with the promotion of organisational diversity and inclusion policies from the outset
- Understanding of all aspects of employee engagement to progress the diversity and inclusion agenda within the organisation.

#### **Module Exercises:**

- Resilience- building activities for HR professionals cultivating the practice of inclusive recruitment, employment/hiring, and retention processes.
- Develop sustainable strategy plan fostering successful integration of inclusive hiring processes in line with HR policies within an organisation – Brainstorming exercise.
- Research exercise on HR policies that promote diversity and inclusion from recruitment stages to employee management policies and procedures.
- Workshop-style activities to create and analyse inclusive HR policies.
- Practical exercises for HR professionals to address challenges and obstacles related to diversity and inclusion in HR practices.



## **Module 4: Introduction to the DARE Competency Area: Diverse and Inclusive Cultural Engagement**

### **Module Content:**

- Awareness of cultural nuances and differences: Understanding, recognising, and respecting cultural differences to create an inclusive working environment.
- Identifying barriers for diverse cultures in training programs: Exploring the challenges and obstacles that individuals from diverse cultural backgrounds may face when engaging in training programs.
- Essential skills for effective communication across cultures: Learning techniques and strategies to communicate effectively across diverse cultural backgrounds to prevent misunderstandings and conflicts.
- Commitment to lifelong learning of diversity, equality, and inclusion: Emphasising the importance of continuous learning and personal growth in promoting diversity, equality, and inclusion in both professional and personal contexts.
- Exploring the importance of fostering open communications and feedback in promoting a healthy work environment.
- Identifying common barriers to effective communication across cultural backgrounds and strategies to overcome them.
- Understanding the role of empathy and active listening in promoting understanding and reducing conflicts.
- Integrating regular feedback mechanisms to document successes and address challenges in communication and collaboration within teams.

### **Module Exercises:**

- Cultural adaption activity: Enact scenarios that mirror interactions with individuals from different cultural backgrounds,
- Resilience-building activities: practice cultural sensitivity and effective communication skills to resolve conflicts.
- Document and Analyse: Analyse real-life case studies highlighting cultural misunderstandings or barriers to diversity and inclusion in training programs.
- Self-examine exercise: Reflect on your own cultural biases. Encourage self-awareness and personal growth in cultural competence.
- Setting objective exercise: Develop individual action plans outlining specific steps they will take to further their commitment to lifelong learning of diversity, equality, and inclusion.
- Role-playing: Participants will practice communicating across cultural differences, focusing on active listening and empathy.
- Group discussions: Exploring personal experiences with communication barriers and provide constructive feedback, emphasising the importance of clear and respectful communication.
- Case studies: Analyse real-world communication challenges in diverse workplaces and propose solutions to improve communication and collaboration.
- Action plans: Set clear goals and timelines for implementation the action plans for integrating regular feedback.

## ***MODULE 5: Introduction to the DARE Competency Area: Embracing Diversity-Focused Internal Communication***

### **Module Content:**

- Understanding the importance of reflecting diversity in branding and its impact on organisational reputation and customer perception.
- Exploring language, messaging, and content development strategies that promote diversity and inclusivity in branding efforts.
- Techniques for effectively communicating and promoting diversity and inclusion-related activities through branding channels.
- Strategies for forming and promoting diversity and inclusion partnerships with other organisations or community groups.
- Guidelines for company reporting, public relations (PR), and media communication regarding diversity and inclusion initiatives.

### **Module Exercises:**

- Market research project: Examine examples of branding materials from various organisations to identify how diversity is reflected or could be improved.
- Language improvement plan: Develop language, messaging, and content ideas that align with diversity and inclusion values for specific branding campaigns.
- Explore effective communication techniques: Practice communicating diversity and inclusion initiatives to different stakeholders, such as employees, customers, or the media.
- Focus on effective reporting techniques: Develop examples of company reports or press releases highlighting diversity and inclusion achievements and initiatives, with feedback and refinement sessions.

## ***MODULE 6 Introduction to the DARE Competency Area: Diverse and Inclusive-Centric Marketing***

### **Module Content:**

- Identification and mapping of key stakeholders: Understanding the importance of identifying stakeholders and mapping their interests, influence, and needs.
- Maintenance of regular and meaningful communication: Techniques for establishing effective communication channels and maintaining regular engagement with stakeholders to address their concerns and keep them informed.
- Stakeholder and community involvement: Strategies for actively involving stakeholders and communities in decision-making processes and project activities to foster ownership and support.
- Continuous evaluation and monitoring: Methods for ongoing evaluation and monitoring of stakeholder engagement to adapt strategies and address emerging issues or concerns.
- Building trust with diverse stakeholders: Approaches to building trust among diverse stakeholder groups through transparency, accountability, and responsiveness.

### **Module Exercises:**

- Networking and Mapping Exercises: Identify and chart key stakeholders relevant to a given project, considering their interests and level of influence.
- Work-through Scenarios: Create exercises simulating stakeholder interactions, focusing on effective communication, and building relationships.
- Brainstorming exercise: Facilitate discussions on strategies for involving stakeholders and communities in decision-making and problem-solving processes.
- Strengths and weakness exercise: Review and assess hypothetical stakeholder engagement plan, providing feedback on its effectiveness and suggesting improvements.
- Trust-building scenario analysis: Appraise case studies of successful and not so successful stakeholder engagement efforts, identifying key trust-building factors.

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# Follow our Journey

