

CFM CAREER MANAGEMENT: CM.7 LEADERSHIP AND ETHICS

Leading Inclusive Teams and Productive Meetings

Detailed practice, calculation, decision-making, and assessment

GRADES 9-12	TIME 2 x 42 min	GROUPING I / pairs / whole	PRODUCT Protocol
YOUR CHALLENGE Plan inclusive participation, delegate fairly, run a decision-focused meeting, and document accountability.			

New York CFM Connections: Leadership Styles, Inclusive Teams, Delegation, and Ethical Safeguards

Inclusive leadership creates fair access to information, participation, development, and recognition. It does not require every person to do the same task. Leaders match roles to requirements and growth goals, remove avoidable barriers, prevent interruption or favoritism, and make decisions transparently.

Term	Student-friendly meaning
Inclusion	Creating meaningful access, participation, and belonging.
Equity	Providing support or access based on actual needs and barriers.
Delegation	Assigning responsibility and appropriate authority.
Facilitation	Guiding a group process toward participation and results.
Psychological safety	A climate where people can raise ideas, questions, and mistakes respectfully.
Accountability	Clear ownership and follow-through for commitments.
CLASSROOM USE All people, employers, figures, brackets, and documents in this packet are fictional. Never place a real Social Security number, employer ID, bank number, or tax document in classroom work.	

Part 1 - Identify Team Participation Barriers

A hybrid team has one remote member, fast speakers dominate, materials arrive late, and the same student always presents.

Observation	Barrier	Possible impact	Inclusive response
Remote member			
Interruptions			
Late materials			
Same presenter			
Uncaptioned video			
Informal side decisions			

Focus on work-process barriers, not labels.

Part 2 - Create a Fair Delegation Plan

Assign research, data check, design, presentation, client update, and final review.

Task	Required skill	Primary owner	Growth opportunity	Support/checkpoint
Research				
Data check				
Design				
Presentation				
Client update				
Final review				

Fair does not mean random; use transparent criteria.

Part 3 - Build a 20-Minute Inclusive Meeting

Plan opening, silent input, discussion, decision, assignments, and recap.

Minutes	Activity	Participation method	Output
0-2			
2-5			
5-12			
12-16			
16-19			
19-20			

The meeting must produce a decision and action list.

Part 4 - Respond to Meeting Challenges

Address interruption, silence, disagreement, off-topic comments, and inaccessible materials.

Challenge	Facilitator statement	Process move	Why
Interruption			
Silence			
Disagreement			
Off topic			
Access barrier			

Do not embarrass participants.

Part 5 - Write an Inclusive-Team Protocol

Write 150–200 words with communication, access, roles, decisions, and follow-up.

Protocol element	Team rule/evidence
Materials	
Participation	
Interruption	
Role rotation	
Decision rule	
Accessibility	
Action log	
Review	

Explain how inclusion improves performance, not only feelings.
