The Unwelcome Perspective

Practical tools for inclusive leadership

Most teams claim they want inclusion, but meetings stay polite, people hold back the truth, and leaders get stuck between DEI theatre and painful silence. This keynote cuts through the activist DEI talk and shows how real inclusion works in practice: honest conversations, clearer standards, and leaders who discuss the undiscussable. You'll learn simple rituals that bring dissent to the table, turn tension into better options, and create decisions everyone can commit to. If you want inclusion that improves performance, this is the talk you choose.

(+31) 6 8161 3773 info@frankgarten.nl www.frankgarten.com

Frank Garten

INCLUSION OVER DIVERSITY

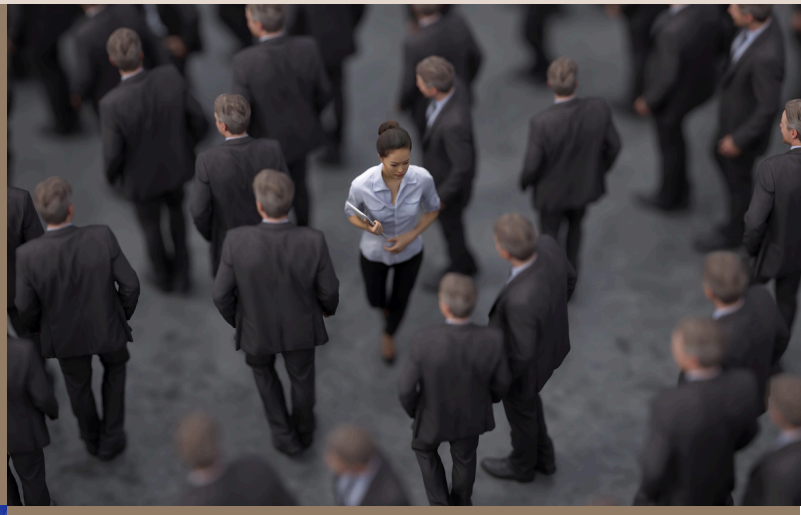
Diversity is often about counting the numbers, and inclusion lives in the shadow of it. But true inclusion leads to faster, better decisions under pressure. This is an invitation to organizations to replace activist DEI talk and optical diversity with honest conversations where truth gets told to power. We strive for a shared outcome, strip status games, and make space for hard truths, while inviting all voices in the room to add their perspectives. Even – or especially - when those views are unwelcome.

Mindset and rituals build inclusion. 'Intellectual-Humility Sprints' let leaders model doubt in 30–60 seconds, inviting the dissenting views in the open. 'Say-the-Unsaid Rounds' turn vague tension into plain language, with prompts and rules that protect people and standards. Disagreement gets channeled and used to advantage, instead of being suppressed.

Then we decide. The Decision-by-Difference Method converts diverse inputs into options, trade-offs, and a clear final decision with buy-in from the team. The result is that complex decisions are made in a smarter, more inclusive way, that signals a culture where all say what they want to say, without fearing the consequences. The result: a stronger culture where truth is told, avoiding the language that often surrounds DEI efforts. Now replaced by clarity.

CONTENT

- Define inclusion as performance: nuanced perspectives, decision quality, trusted follow-through and buy-in from all are the currency of high performance.
- 'Intellectual-Humility Sprints': 30–60 seconds per leader. "One thing I might be wrong about" drops defenses and builds options.
- 'Say-the-Unsaid Rounds': participants point out tension and analyze it through clear rules that prevent defensive routines.

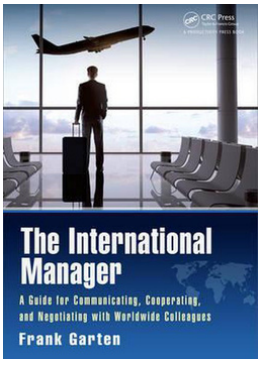
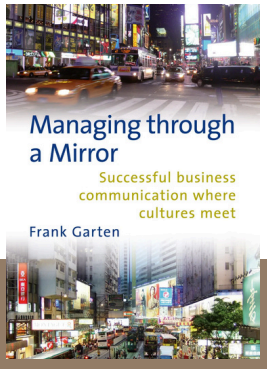


- 'Decision-by-Difference': map differences → extract unique views → integrate → decide → communicate with clarity.
- The voice of the work floor gets heard: frontline experts can safely dissent and contribute to better-quality decisions.
- Unwelcome perspectives are present in every organization: the War for Talent should be fought internally, to make these perspectives heard.

Frank Garten

PRACTICAL

Frank's keynotes are lively, funny, yet grounded in deep research about the topics he is speaking about. Striving for maximum interaction, he will invite the different perspectives living in the room. Use his keynotes as a catalyst to discuss the undiscussable with your teams, or include a talk by Frank in the next offsite when different – and perhaps unwelcome – perspectives should be voiced.

Keynotes are 30-75 minutes and always tailored to the needs of your audience, and your intentions for the event.

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