Inclusive Leadership

joe gerstandt
slides, additional resources
What looks like resistance is often a lack of clarity.

Switch, Dan and Chip Heath
diversity...
diversity... → difference
di·ver·si·ty

[dih-vur-si-tee]
noun, plural –ties

1. the state or fact of being diverse; difference; unlikeness.
2. variety; multiformity.
3. a point of difference.
diversity...

→ difference
→ relational
diversity... → difference → relational → takes many forms
identity
diversity

Adapted from Loden, 1991
personality

Adapted from Loden, 1991
Adapted from Loden, 1991
Adapted from Loden, 1991
Adapted from Loden, 1991
The extent to which the group reflects differences in knowledge, including beliefs, preferences and perspectives.

diversity...

difference
relational
takes many forms
disruptive
↑diversity =
↑variance in performance

groups with more diversity perform better or worse than groups with less diversity

inclusion
inclusion

1. An active process of change (to include).
2. An experiential outcome (to be included).
inclusion:

“...being at home...”
“...belonging...”
“...able to bring my whole self to work...”
“...feeling that my unique contribution was valued...”
“...my perspective is always considered...”
“...I have a say in what happens...”
Inclusion and Diversity in Work Groups

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Michelle A. Dean
Karen Holcombe Ehrhart
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Journal of Management Vol. 37 No. 4, July 2011
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Individual is treated as an insider in the work group when he/she conforms to dominant culture norms and downplays uniqueness.

Individual is treated as an insider and is allowed and encouraged to retain uniqueness within the work group.
Individual is treated as an insider in the work group when he/she **conforms** to dominant culture norms and **downplays uniqueness**.

Individual is treated as an insider and is allowed and encouraged to **retain uniqueness** within the work group.
Individual is treated as an insider in the work group when he/she conforms to dominant culture norms and downplays uniqueness.

Individual is treated as an insider and is allowed and encouraged to retain uniqueness within the work group.

How would you score your culture and why?
Fear of Being Different Stifles Talent

Harvard Business Review
March 2014
Kenji Yoshino, Christie Smith
29% altered their attire, grooming or mannerisms to make their identity less obvious
40% refrained from behavior commonly associated with a given identity
57% avoided sticking up for their identity group
18% limited contact with members of a group they belong to
83% of LGBT
79% of African American
67% of Women of Color
66% of Women
63% of Hispanic
45% of straight White men
Inclusion is activist...

If you do not intentionally and deliberately include, you will unintentionally exclude.
physical: processes, tools, some structures

infrastructure: strategy, systems, rewards, metrics

behavior: what groups & individuals do

culture: deeply held assumptions, values, beliefs & norms
physical: processes, tools, some structures

infrastructure: strategy, systems, rewards, metrics

behavior: what groups & individuals do

culture: deeply held assumptions, values, beliefs & norms
competencies & commitments
competencies & commitments

self
Inclusive leaders are self-aware and they act on that self-awareness. They have clarity on their own identity, on their own personal commitment to diversity and inclusion, and on their own limitations. They realize that bias prevents objective decision-making, and that, despite best intentions, both they and their organization must work toward policies, processes and structures to mitigate bias.
1. Know your own story.
2. Recognize your privilege.
3. Acknowledge your bias.
DILBERT

DILBERT, I'D LIKE YOU TO MEET BEN, OUR NEWEST FAST-TRACK MANAGER.

HI

BEN HAS NO REAL EXPERIENCE BUT HE'S VERY TALL, SO WE KNOW HE'LL GO FAR.

I ALSO HAVE EXECUTIVE STYLE HAIR.

WE THINK IT WILL TURN SILVER.
Good person.
Good person.
Bad person.
Bad person.
brain function

- unconscious
- conscious
McGurk Effect
What does a pilot look like?
competencies & commitments

- others
- self
Inclusive leaders have a positive orientation toward difference. They are confident and effective working with diverse others and in conversations about difference, proactively seeking out the experiences of others and of working in unfamiliar environments. Openness to different ideas and experiences is a defining characteristic of inclusive leaders, who give weight to the insights of diverse others.
1. Educate yourself on respectful language.
2. Be ontologically and intellectually curious and humble.
3. Diversify your network.
competencies & commitments

- team
- others
- self
Inclusive leaders empower individuals as well as create and leverage the thinking of diverse groups. Inclusive leaders understand that, for collaboration to be successful, individuals must first be willing to share their diverse perspectives. Inclusive leaders understand that people are most collaborative when they feel safe to contribute without fear of embarrassment or punishment. They focus on building psychological safety within the group and establishing guiding principles.
1. Build relationships.
2. Tackle ingroup / outgroup dynamics.
3. Increase psychological safety.
Group intelligence is not strongly tied to either the average intelligence of the members or the team’s smartest member.

-Thomas Malone, MIT Center for Collective Intelligence
The new talent equation:

Individually:
- Ability

In groups:
- Diversity

Inclusively:
- Container
the new talent equation:

individual ability + group diversity \times inclusive container
competencies & commitments

organization

team

other

self
Inclusive leaders are committed to diversity and inclusion because these objectives align with their personal values and because they believe in the business case. They make clear and specific commitments regarding their own actions and behaviors and hold themselves accountable. They also hold others accountable to shared values and the organizational commitment to D&I.
1. Know the business case.
2. Take personal ownership.
3. Hold others accountable.
Thank you.
slides, additional resources

gettalk.at/include