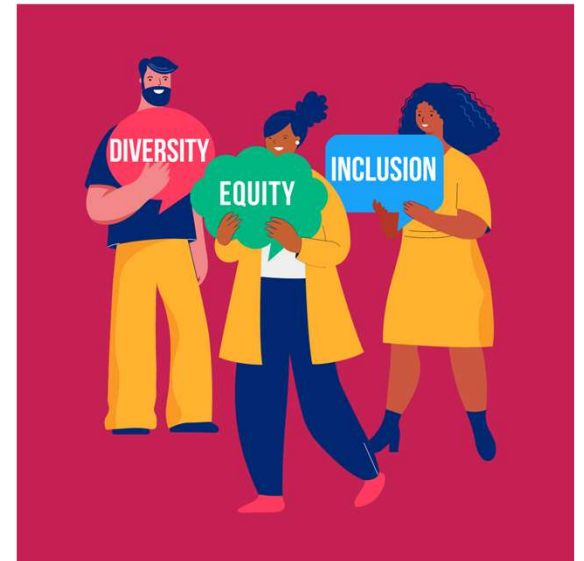


WELCOME



17 May 2023
IDAHOBIT.ORG.AU



The Inclusive Leader

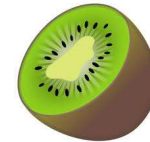
Cherry Pennycuick

www.cherryknight.com

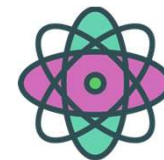


Cherry Pennycuick

Gender diverse (they/them)	Able bodied	Queer
Neurotypical	Spiritual	Scientifically inquisitive
Born in Scotland	Lived in Mexico, Peru and Aotearoa (NZ)	Situational depression
Bachelor of Arts: Language, Culture and Identity	Married to a cis- gendered kiwi- woman	Master of Business: Philanthropy & Nonprofit

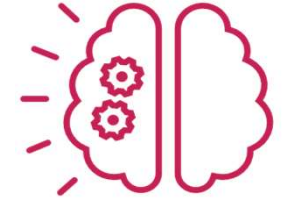


Woman / Neutral / Man



The inclusive leader journey





Agenda

1. Key terminology
2. Why inclusive leadership matters
3. Attributes of the inclusive leader
4. Six signature traits of an inclusive leader
5. Latest research and trends
6. Knowledge sharing

Terminology



Diversity is the state of having people in a group who differ along race, gender, sexuality, age, disability, religion, class, caregiver status, etc.

Equity is recognizing that we do not all start from the same place and must acknowledge and make adjustments to imbalances.

Inclusion means that everyone in a diverse group is valued, included and respected without unfair discrimination.

Belonging is the feeling of security and support when there is a sense of acceptance, inclusion, and identity.

Terminology – expand our concepts



Who can be a leader?

Anyone so long as you are passionate and know a fair amount of information about it

Where can we apply inclusive leadership capabilities?

Multiple aspects of our lives, not just in the workplace

Terminology



Inclusive leadership:

Refers to the capabilities (i.e. mindsets, knowledge, skills, and behaviours) which ensure that a diversity of employee perspectives shape and improve an organisation's strategy, work, systems, values and norms for success (DCA, 2023)

Commitment to the equitable treatment of people and ideas

Ability to lead and manage people and organisations without biases or prejudices

Ability to cultivate a work environment where all individuals are treated fairly and feel safe, respected and valued

Inclusive leaders create successful organisations

Why inclusive leadership matters



D&I is good for business



D&I is the 'right' thing to do

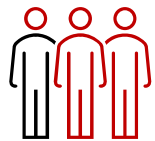


Gender diversity improves team dynamics

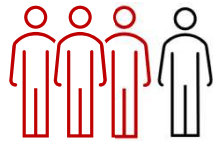


Visual racial diversity triggers curiosity and listening and this process increases performance

Why inclusive leadership matters, DCA



Less than one in three workers have an inclusive manager



Three out of four workers supported their organisation taking action to create a workplace that is diverse and inclusive

Workers in inclusive teams are:



4 times more likely to work extra hard



10 times more likely to be innovative



10 times more likely to be very satisfied

Attributes of the inclusive leader



The Myers-Briggs Company. To be an Inclusive Leader, You Must Understand and Respect Personality Preferences, 2023

DCA. Building Inclusion: An Evidence Based Model of Inclusive Leadership, 2015



6 signature traits of an inclusive leader

- Commitment
- Courage
- Cognisance of bias
- Curiosity
- Cultural intelligence
- Collaboration



Bourke & Dillon (Deloitte). The Six Signature Traits of Inclusive Leadership 2016

Graphic: Deloitte University Press | DUPress.com

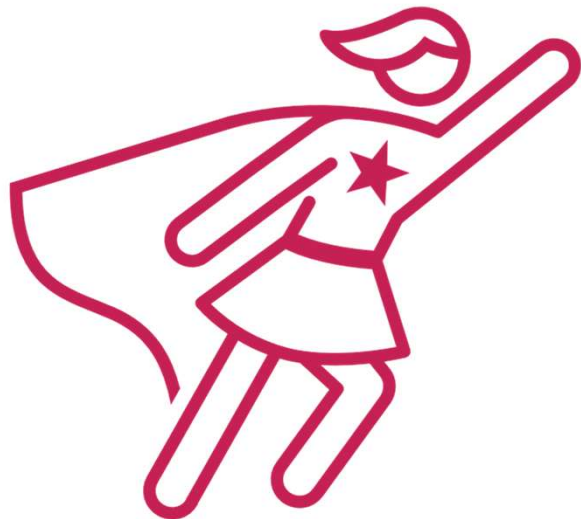


Commitment



- Believe in the business case
- Aligns with personal values
- Authentic, consistent & walk the talk
- Prioritise their time, resources & energy to address inclusion
- Starts with themselves
- Treat all with fairness & respect
- Proactively adapt to meet the needs of others
- Treat DE&I as a business priority

Courage



- Challenge the status quo;
 - with others
 - with the system
 - with themselves
- Actively hold others to account for non-inclusive behaviours
- Will be met with challenges and cynics
- Take the risk & are vulnerable
- Learn from criticism & seek contributions from others
- Don't pretend you have all the answers
- Self-awareness is important, to know your limits



Cognisance of bias terminology

Unconscious bias is about having social stereotypes about certain groups of people that individuals form outside their own conscious awareness.

Unconscious bias can lead to microaggressions

Microaggression is a term used for commonplace daily verbal, behavioral or environmental slights, whether intentional or unintentional, that communicate hostile, derogatory or negative attitudes toward under-represented groups

Avoid; I don't see race/colour - Your English is good - All lives matter - Unlike normal people, people with disabilities ... - She's such a drama queen - That's so gay.



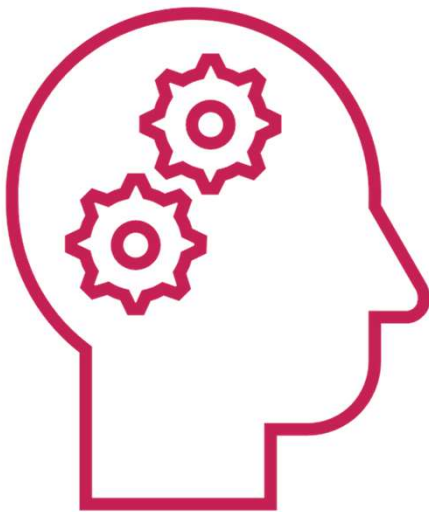
Cognisance of bias terminology

Affinity bias is the tendency to favor people who share similar interests, backgrounds, and experiences with us.

Confirmation bias is the tendency to process information by looking for, interpreting, or confirming information that is consistent with our existing beliefs.

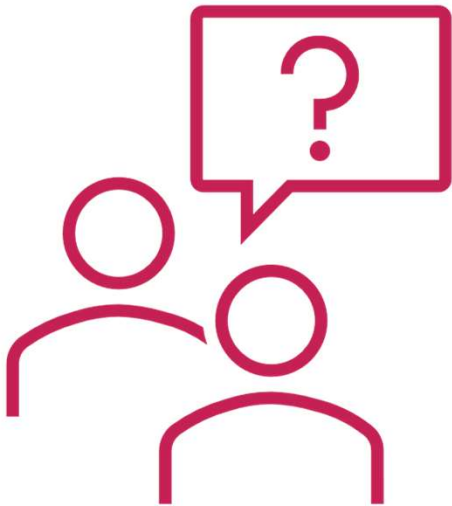
Groupthink is the practice of thinking or making decisions as a group, resulting typically in unchallenged, poor-quality decision-making. It occurs when a group of individuals reach a consensus without critical reasoning or evaluation of the consequences or alternatives.

Cognisance of bias (or awareness of bias)



- Mindful of personal & organisational blind spots
- Actively seek ways to understand their own biases often using feedback techniques
- Work towards putting systems in place to counter personal bias
- Seek out processes that advantage one group over another & they change them
- Aware of implicit stereotypes & process bias
- Provide those affected with clear explanations of the processes and reasons for decisions made

Curiosity



- Have an open and growth mindset
- Have a thirst for continual learning & improving
- Empathetic & ok with ambiguity
- Accept their limitations
- Actively seek the perspectives of diverse others
- Engage in respectful questioning to better understand the views of others
- Practice active listening techniques
- Avoid judgment as this can limit personal growth

Cultural intelligence



- Value cultural differences
- Seek out opportunities to experience culturally diverse environments
- Understand how our own cultural position can influence our views
- Avoid thinking other cultures are inferior (or superior) to their own
- Adapt style appropriately when a required
- Flexible yet authentic

Collaboration



- Top-down management approach is a thing of the past
- Work together & leverage each other's strengths
- Empower others to collaborate & to make the decisions that impact their work
- Consider the diversity of thinking in team composition
- Consider process bias with collaborating
- Create safe environments so that others can feel comfortable contributing

Six Cs of the inclusive leader



Commitment



Curiosity



Courage



Cultural Intelligence



Cognisance of bias



Collaboration

Dale Buss. 12 Ways Companies are Boosting their DE&I, 2022



D&I → DE&I (adding equity to diversity and inclusion)

Many companies focus on diversity because diversity is easy ...

Whereas inclusion is hard ...

Equity is even harder

Companies are having the uncomfortable conversations and deliberately moving away from biases like groupthink

They have embraced diversity and know we are **stronger together**

Kris Clelland. Is ChatGPT Positive or Negative Through a DE&I Lens ..., 2023



- ChatGPT, a computer program powered by AI, produces text conversations in response to questions asked by a person
- Cons: there is a danger the conversations could be overly simplified, inaccurate, biased or discriminatory and therefore harmful
- Can provide a safe space to have honest & open conversations
- Help employees better understand & empathise with one another
- Connect staff with support systems and resources

Jennifer Brown. How to be an Inclusive Leader, 2022



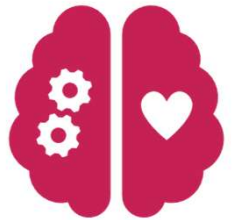
Power of personal storytelling

Storytelling has the power to shift hearts as well as minds and often a story will compel action more than a statistic

*Inclusive leaders bring more of themselves to the workplace ... believing that through their own **vulnerability** and **authenticity**, they can create a space in which others can do the same*

*Bringing your authentic self to work **creates magic***

Knowledge sharing



- Do you have any tools or tips you would be willing to share with us about inclusive leadership?
- What are some examples you have seen of excellent inclusive leadership?

Six Cs of the inclusive leader



Commitment



Curiosity



Courage



Cultural Intelligence



Cognisance of bias



Collaboration

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