

Becoming an Inclusive Leader

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Name:

Pronouns:

Becoming an Inclusive Leader

This workshop will help leaders at all levels – from the front lines to the corner office – embrace a more inclusive approach that reduces workplace tensions and barriers to growth and transforms differences into strengths.

Attendees will:

- Learn to recognize and redirect their own unconscious biases
- Practice the six traits of inclusive leadership
- Explore how to leverage diversity for better business outcomes

COMMUNITY AGREEMENTS

- Respect each other. Do not speak when someone else is speaking.
- Listen actively. Be mindful of the space you take up
- Feeling something? Use some snaps
- Value risk-taking and the right to pass
- Use gender neutral language
- Ask for clarification if you are confused
- What happens here stays here and what is learned here leaves here

Any others?

INCLUSIVE LEADERSHIP

- Treating people and groups fairly—that is, based on their unique characteristics, rather than stereotypes
- Personalizing individuals—that is, understanding and valuing the uniqueness of diverse others while also accepting them as members of the group
- Leveraging the thinking of diverse groups for smarter ideation and decision making that reduces the risk of being blindsided

ARE YOU AN INCLUSIVE LEADER: TAKE THE QUIZ

- Your manager gives you a new project and it's not clear how you should approach it. You:
 - A. Brainstorm on your own and tell your team what you've decided.
 - B. Brainstorm on your own and ask your team which approach they prefer.
 - C. Encourage your team to come up with new ideas.
- You've assigned your team a new long-term project with many moving parts and deadlines. To make sure the job gets done, you:
 - A. Create a timeline of deliverables for your team members and check in with them twice a week to assess their progress.
 - B. Ask them to create the list of deliverables and check in with them regularly.
 - C. Suggest they create a timeline with specific, measurable goals and provide you with weekly progress reports.
- You've recommended one of your team members for a managerial position, even though she's never supervised anyone before. Your boss would rather bring in someone more experienced from outside. You:
 - A. Don't push it, figuring your boss will have the last word anyway.
 - B. Arrange for your team member to be interviewed and hope management will be impressed enough to give her a chance.
 - C. Actively advocate for your team member by providing your boss with tangible examples of what she's accomplished and explaining how she can help the organization going forward.
- A project you spearheaded was not as successful as you had hoped, and your boss points this out in a departmental meeting. How do you react?
 - A. Blame it on factors out of your control.
 - B. Acknowledge that it didn't work, saying you don't understand why—it seemed like such a good idea.
 - C. Admit it didn't work, and work with your team to find out what could have been done differently.

RESULTS



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What do your results mean?

- Mostly As – You have some work to do!
- Mostly Bs – You're on the right track!
- Mostly Cs – You have many of the skills of an inclusive leader. Continue the great work!

INCLUSIVE LEADERSHIP SKILLS

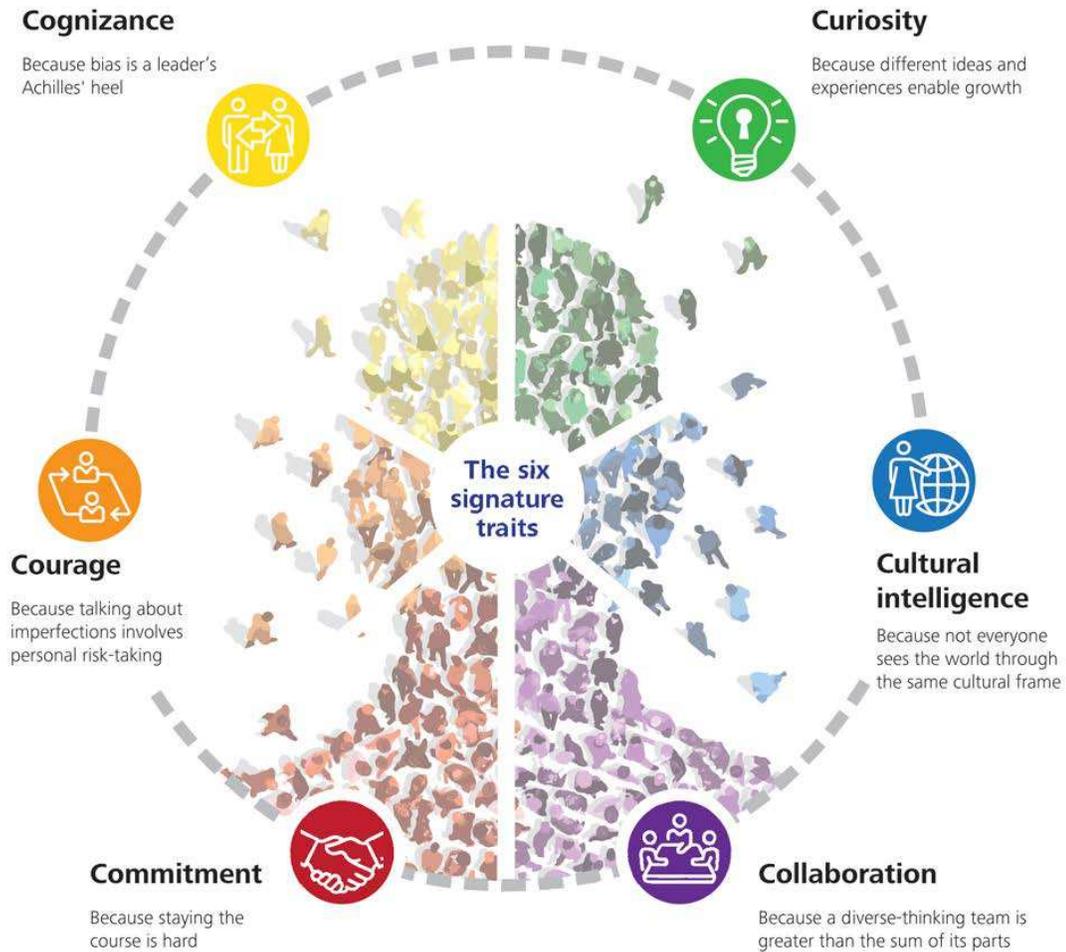
Empowerment: You enable direct reports to develop and excel by providing protection and support

Accountability: You demonstrate confidence in direct reports by holding them responsible for performance they can control and seeking out continuous feedback

Courage: You put personal interests aside to achieve what needs to be done; you act on convictions and principles even when it requires personal risk-taking and vulnerability

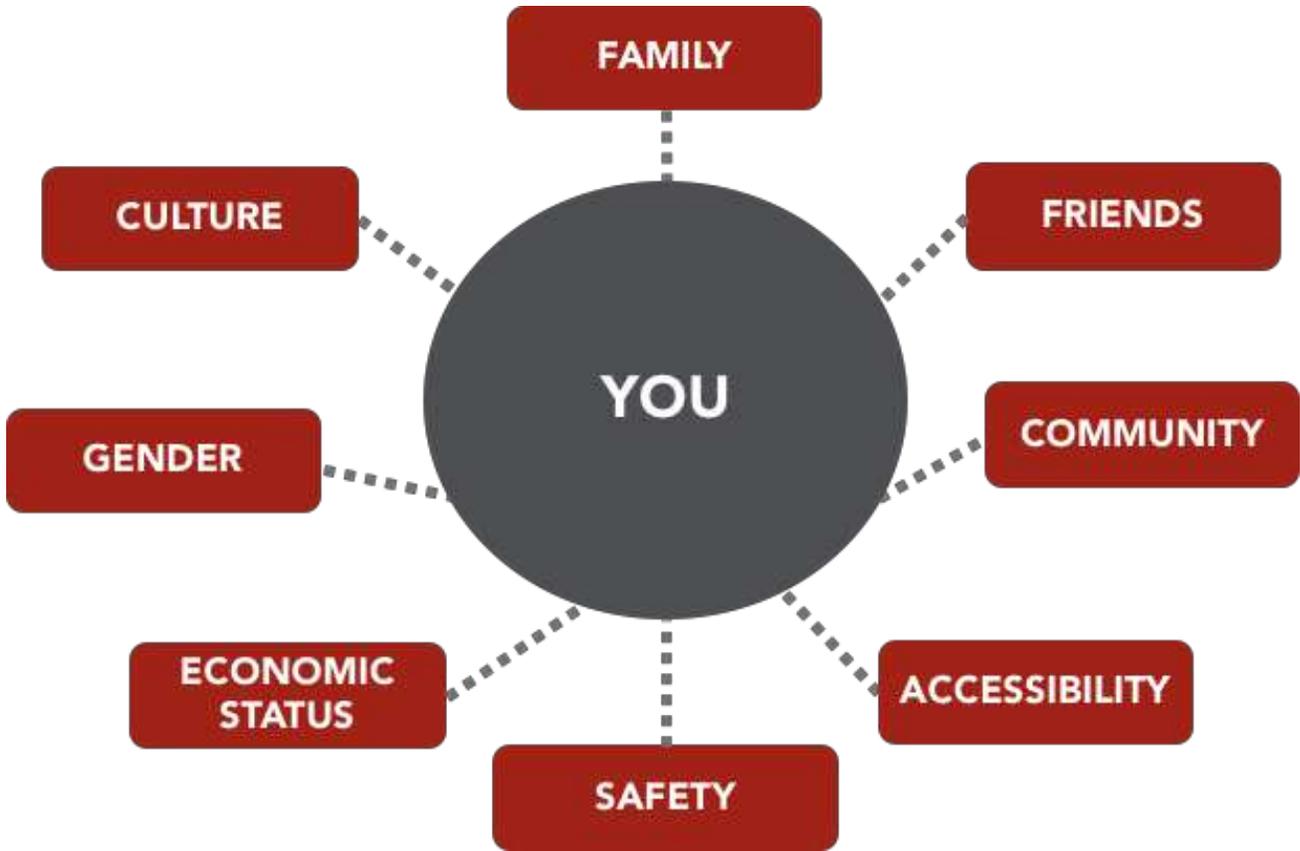
Humility: Be transparent. You admit mistakes, you accept and learn from criticism and different points of view; you seek contributions to overcome limitations through shared responsibility.

TRAITS OF INCLUSIVE LEADERS



TRAIT	DESCRIPTION
Commitment	<i>Highly inclusive leaders are committed to diversity and inclusion because these objectives align with their personal values and because they believe in the business case.</i>
Courage	<i>Highly inclusive leaders speak up and challenge the status quo, and they are humble about their strengths and weaknesses.</i>
Cognizance of bias	<i>Highly inclusive leaders are mindful of personal and organizational blind spots, and self-regulate to help ensure “fair play.”</i>
Curiosity	<i>Highly inclusive leaders have an open mindset, a desire to understand how others view and experience the world, and a tolerance for ambiguity.</i>
Culturally intelligent	<i>Highly inclusive leaders are confident and effective in cross-cultural interactions.</i>
Collaborative	<i>Highly inclusive leaders empower individuals as well as create and leverage the thinking of diverse groups.</i>

CONNECTING TO THE ROOT
How do I know what I know?



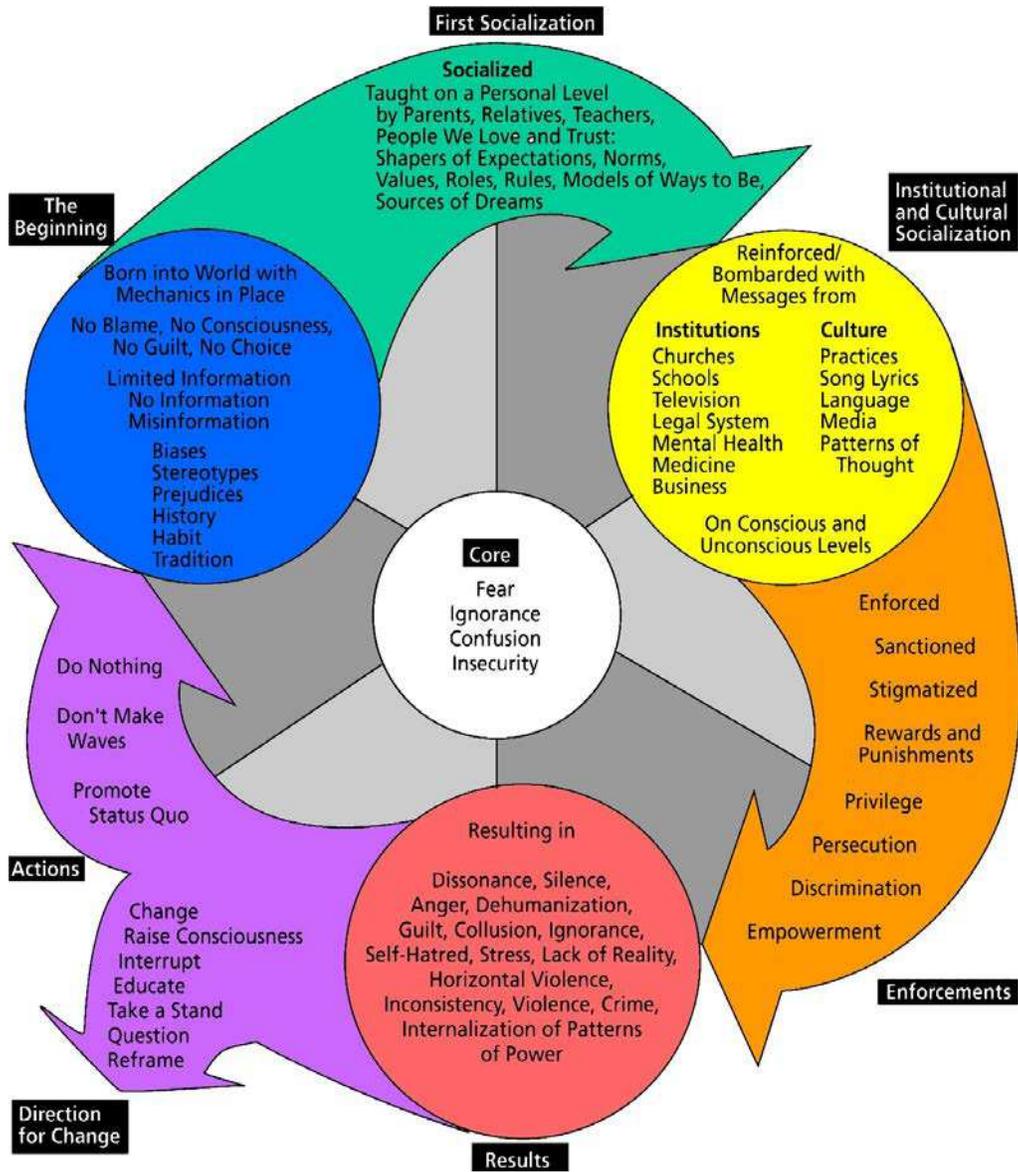
What dimensions are missing that represent you?

Which dimension has had a significant impact on who you are?

What social identities (race, gender, socio-economic status, class, etc.)?

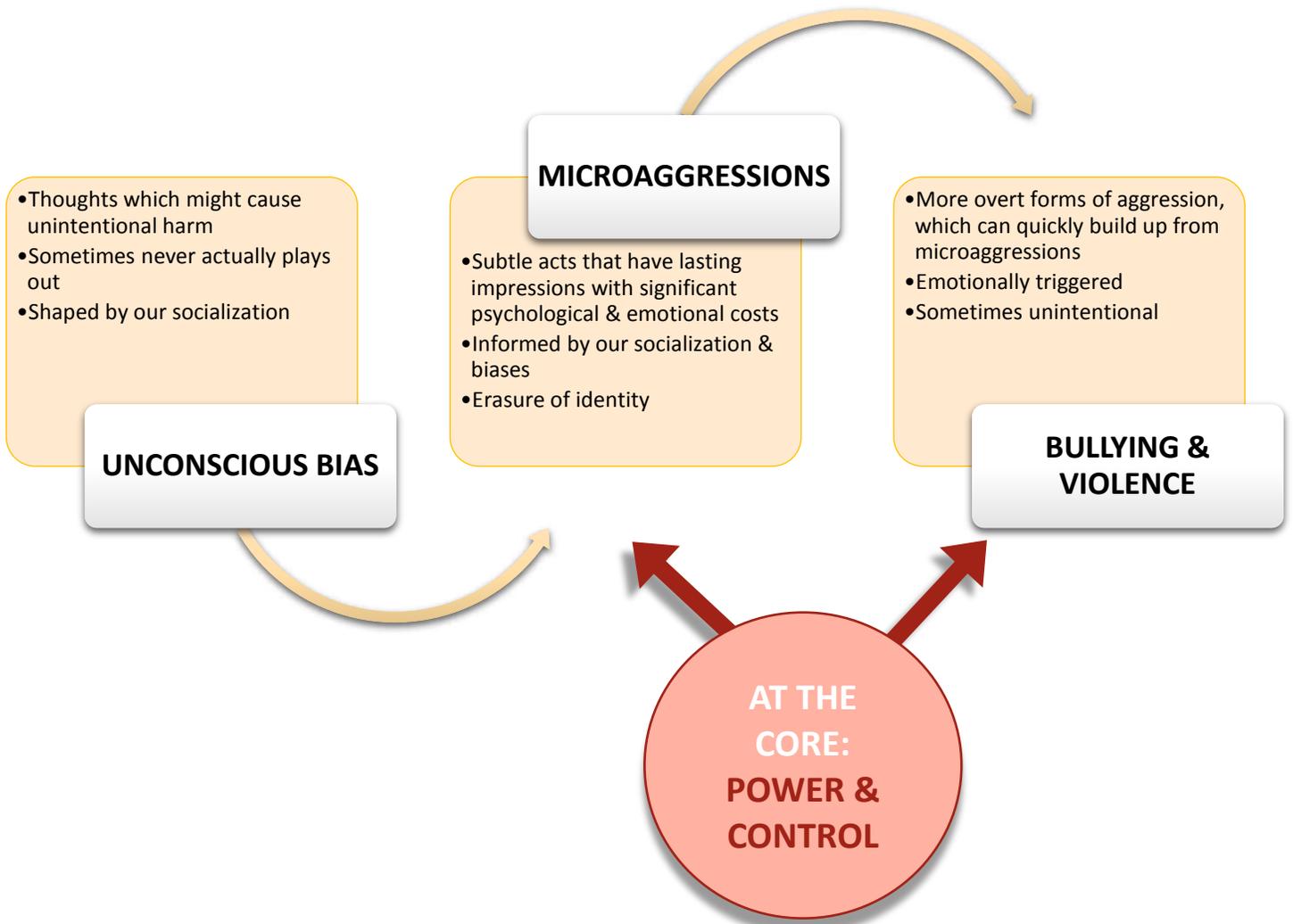
How does that inform how you view others?

CYCLE OF SOCIALIZATION



How does the cycle of socialization help to explain how you understand yourself and interaction with others?

CYCLE OF AGGRESSIONS

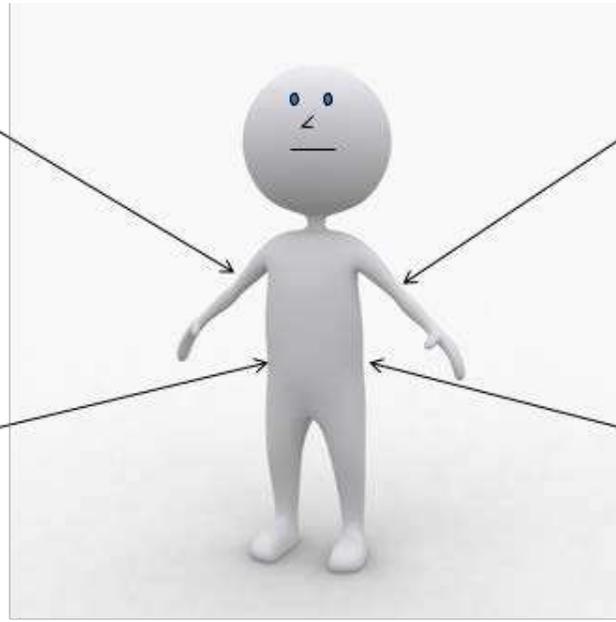


NOTES:

EFFECTS OF MICROAGGRESSIONS & BULLYING

Biological/ Physical

- Accumulation stressors can equal a catastrophic health event



Emotional

- Emotional well-being
- Psychological turmoil
- Identity disengage
- Low self-esteem

Cognitive

- Disrupted cognitive responses-decreased focus
- Trying to make meaning of incidents
- Identity disengage
- Reduced learning
- Lower productivity

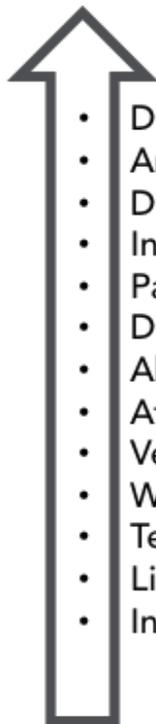
Behavioral

- Hyper vigilance/skepticism conflict
- Devalue social group identities
- Fatigue and hopelessness
- Contribute to a hostile climate
- May reduce education quality

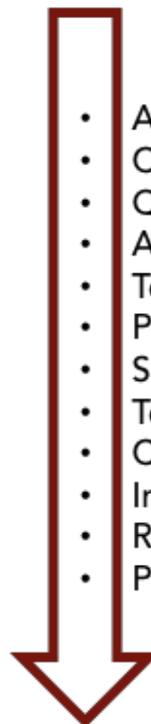
Systematically: creates disparities in health care, education, and employment because they are based upon a biased worldview that is manifested in hiring, retention, and promotion decisions in the workplace

- May reduce the quality of education received by students of color
- May result in lower quality of health care for certain groups

COSTS TO THE ORGANIZATION

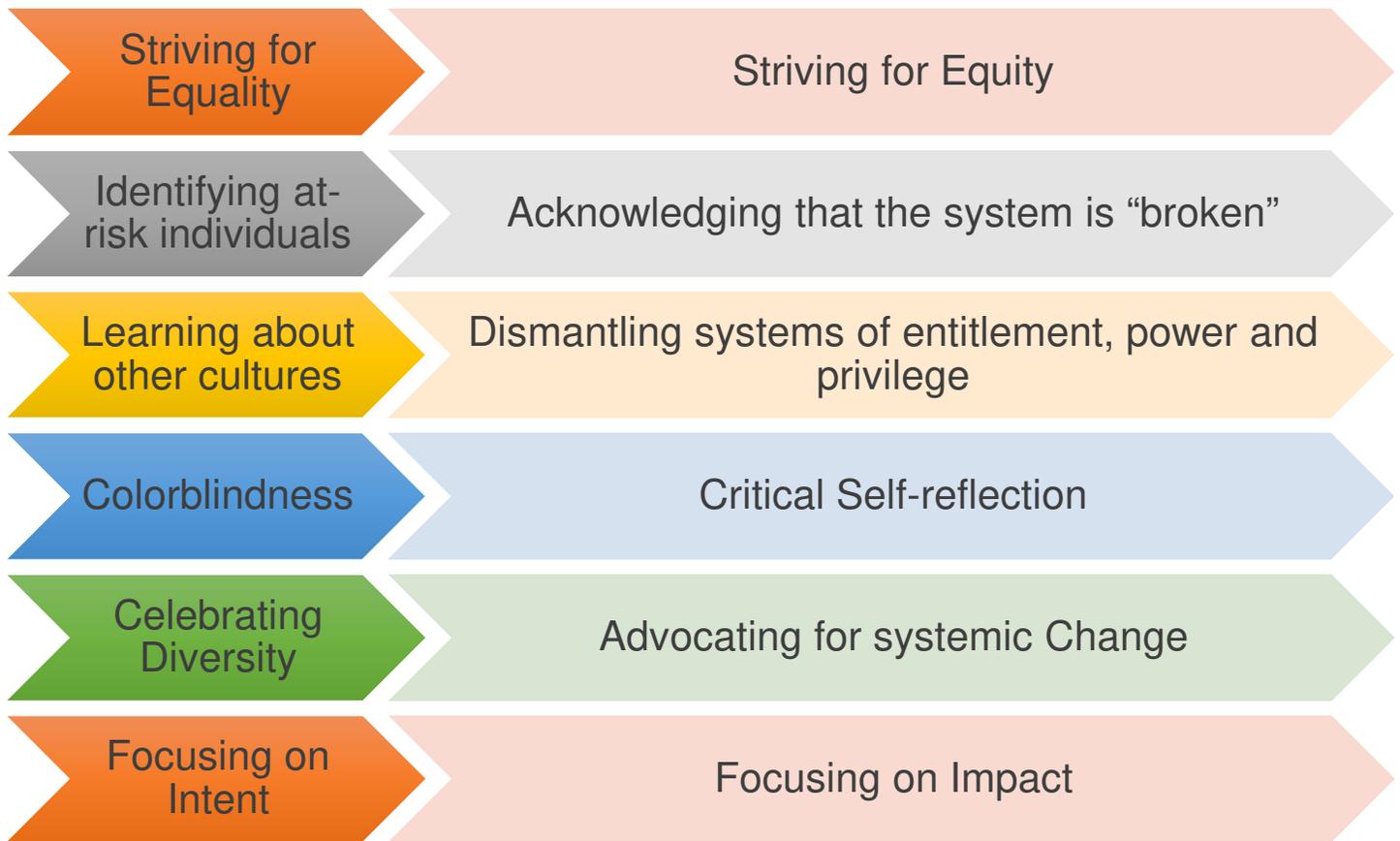


- Depression
- Anxiety
- Discouragement
- Injuries
- Pains
- Distress
- Absenteeism
- Attrition/Turn-over/Departure
- Vengeful activities
- Wasted time
- Team and company politics
- Litigation
- Investment in the business



- Attention
- Concentration
- Quality of performance
- Ability to achieve goals
- Team Cohesion
- Participation
- Self-esteem
- Team and institutional loyalty
- Communication
- Institution reputation
- Relationships
- Positive coping behaviors

SOCIAL JUSTICE PARADIGM SHIFTS



How to become an inclusive leader while promoting inclusion

- Continue yourself work or ME-SEARCH
- Develop an inclusive leadership development plan
- Don't assume that people who work differently (or even less) are less committed; they may be working smart.
- STOP SAYING OR CALLING EVERYONE "GUYS!" Use gender neutral language
- Avoid making "jokes" at the expense of an individual or group. And when you hear others using this kind of harmful "humor," speak up to let them know its not okay.
- Proactively ask about all team members' personal priorities or commitments that are important to honor as the team plans its work stream and deliverables; seek to respect those requests.
- Validate employees' experiences—both the good and the bad—by transparently acknowledging barriers and setbacks faced by the organization. Share plans that illustrate an awareness of both challenges left to face and the continued progress that is possible.
- If you plan on sending emails to colleagues at off hours, add a line to your signature that lets people know you are working at that time because it is most convenient for you, but it does not mean you expect people to respond when they otherwise would not be working.
- Don't just gather metrics—go behind the numbers to explore what's really going on. Ask employees (through surveys, focus groups, and interviews) how programs and policies really affect how they feel about their daily work lives.
- Ban the word "fit" from hiring discussions—recognizing that what is intended to refer to an alignment of values can be translated into comfort with someone who looks, thinks, and acts like the majority.
- Implement a "no-interruption" rule at brainstorming and staff meetings to ensure that everyone is being heard.
- Next time you ask someone for advice on a project (your go-to folks), stop and ask yourself—who did you miss/not ask? Why?
- Intentionally seek out ideas/insights from people who may not look like you.
- Over the course of several meetings, keep track of whose ideas are acknowledged, built on, or adopted vs. ignored or appropriated. Do you see any patterns based on gender, race, and/or ethnicity?
- Speak-up in a non-confrontational manner when on the receiving end of microaggression or unconscious bias
- Base business decisions on facts and minimize unconscious bias in the decision making process
- Listen and be open to the experiences of people of color
- Listen, and avoid being defensive when someone speaks up about a comment construed as a microaggression
- Create environments where people are comfortable raising their issues about unconscious bias and workplace concerns. This can be done through posters, stickers, making books available

NOTES