

# Becoming an Inclusive Leader

For more information, click the images below to access BOB lessons.

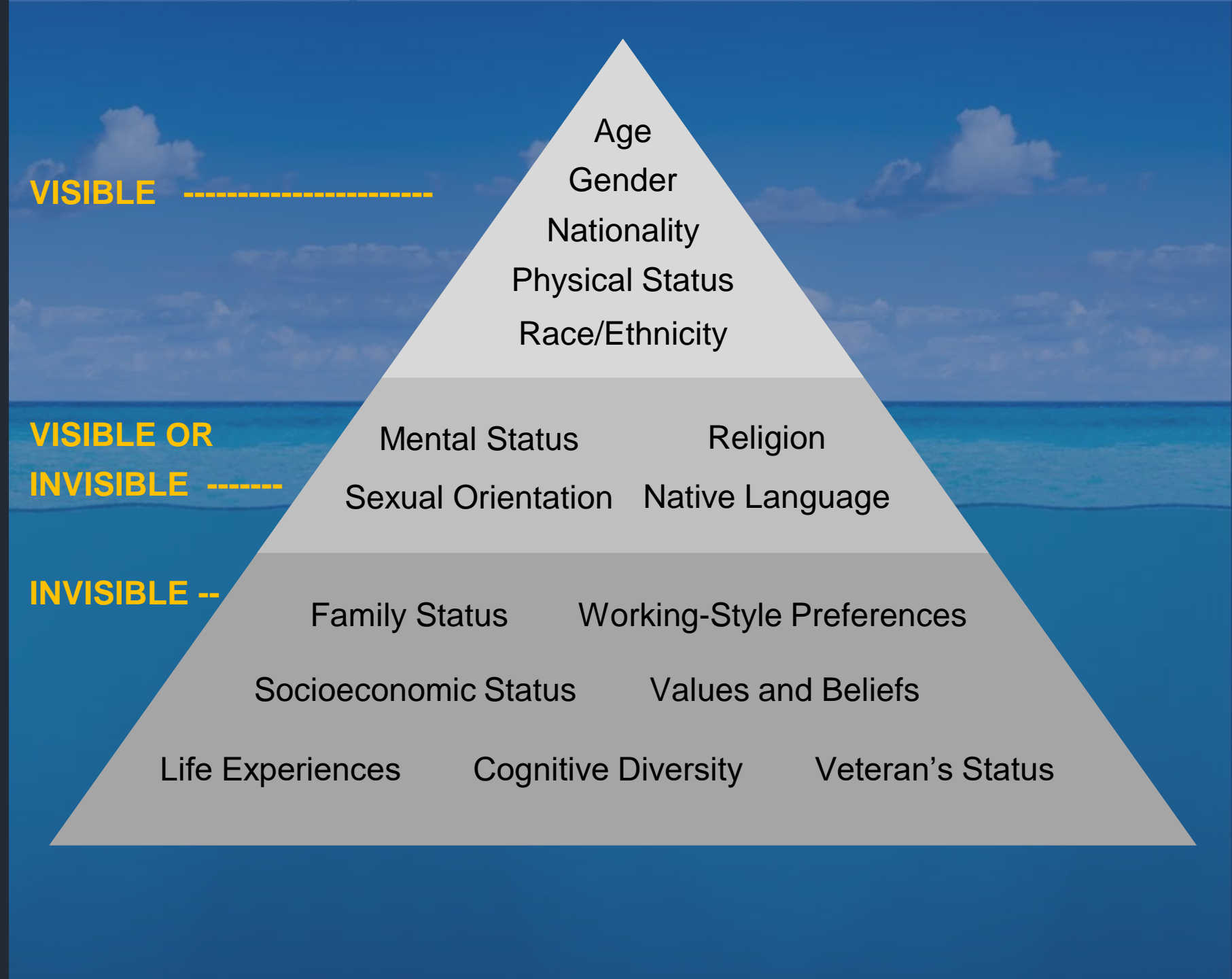


# Becoming an Inclusive Leader

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We all have visible and invisible layers of diversity.



A group of business professionals in a starting crouch. The image shows a line of people from various backgrounds, including men and women of different ethnicities, all leaning forward with their hands on the floor, ready to start a race. They are wearing professional attire like suits and blouses. The background is a plain, light-colored wall.

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Increasing diversity does not, by itself,  
increase effectiveness.

What matters is how an organization harnesses  
diversity, and whether it's willing to reshape its  
structure.

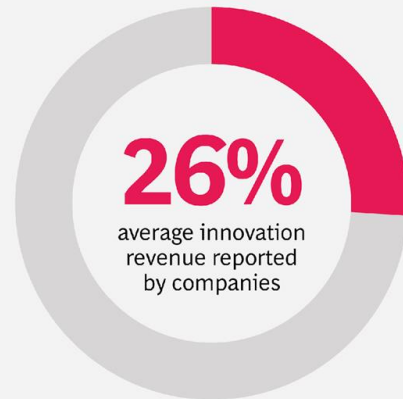
- *Getting Serious About Diversity: Enough Already with the Business Case*, Harvard Business Review.  
Nov 2020

Companies that have more diverse management teams have 19% higher revenue due to innovation.

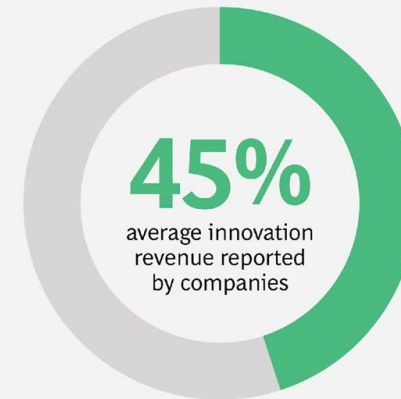
Boston Consulting Group

**EXHIBIT 1 | Companies with More Diverse Leadership Teams Report Higher Innovation Revenue**

Companies with  
**below-average** diversity scores



Companies with  
**above-average** diversity scores



**Source:** BCG diversity and innovation survey, 2017 (n=1,681).

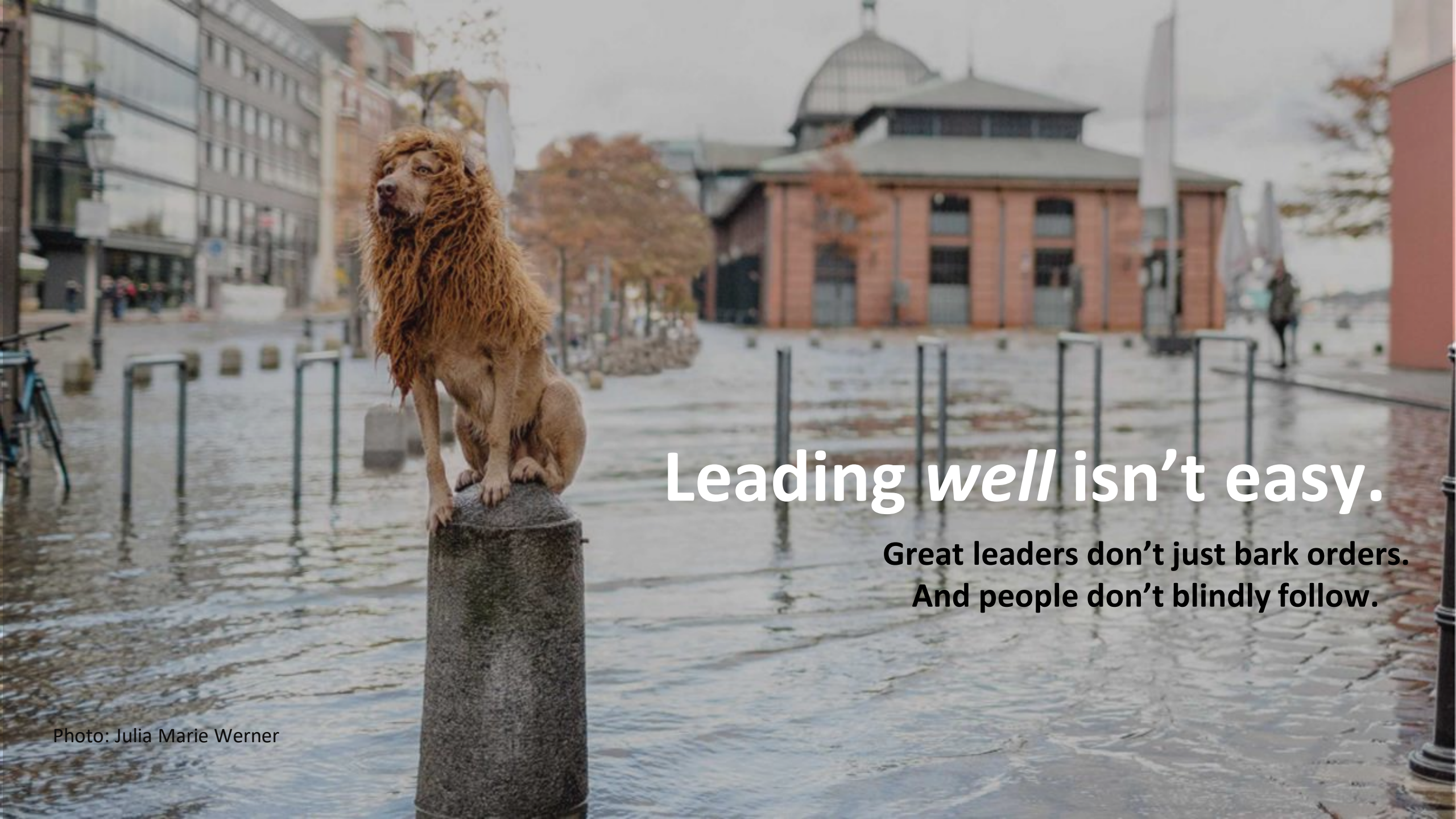
**Note:** Average diversity score calculated using the Blau index, a statistical means of combining individual indices into an overall aggregate index.

Josh Bersin's  
**The Simply Irresistible Organization**

 <b>Meaningful work</b>	 <b>Hands-on management</b>	 <b>Positive work environment</b>	 <b>Growth opportunity</b>	 <b>Trust in leadership</b>
Autonomy	Clear, transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Invest in management development	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Modern performance management	Inclusive, diverse work environment	High-impact learning culture	Inspiration

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Leading *well* isn't easy.

**Great leaders don't just bark orders.  
And people don't blindly follow.**

Photo: Julia Marie Werner



Starting with the End in Mind

What is the outcome of inclusive leadership?

People will give their *all* because they...

Feel  
Belonging

Can be  
authentic

Feel  
empowered  
to contribute

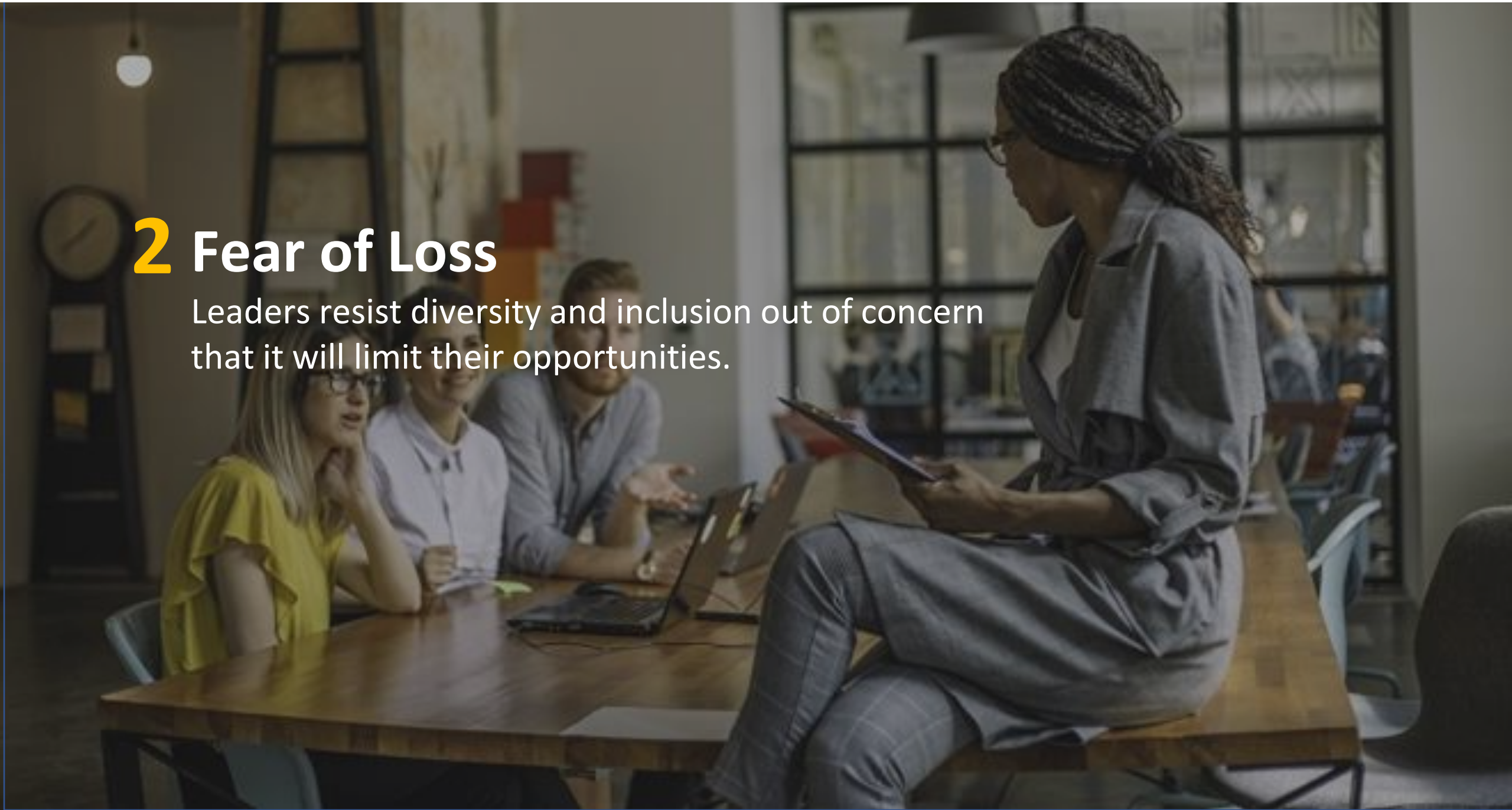
# 1 Advantage Blindness

Leaders have a hard time seeing the challenges of people whose backgrounds are different.



## 2 Fear of Loss

Leaders resist diversity and inclusion out of concern that it will limit their opportunities.





### **3** Backlash and Blame

Majority group members feel a finger is being pointed at them.

## 4 Uncertainty

Many leaders have good intent but aren't sure what is needed or how to help.



# 5 Lack of Leadership Skills

Leaders have been promoted for technical expertise and tenure and lack soft skills.

# QUICK POLL

How inclusive are the leaders in your world?

- Very inclusive
- Somewhat inclusive
- Not inclusive

# Define What Traits You Need to See in Your Leaders

## Cognizance

Because bias is a leader's Achilles' heel



## Curiosity

Because different ideas and experiences enable growth



## Courage

Because talking about imperfections involves personal risk-taking



## Cultural intelligence

Because not everyone sees the world through the same cultural frame



## Commitment

Because staying the course is hard



## Collaboration

Because a diverse-thinking team is greater than the sum of its parts

The six signature traits



## The 6 Signature Traits of Inclusive Leadership\*

What drives your  
**commitment to inclusion?**

*Inclusion is a cornerstone and we are a better,  
more resilient company because of it.*

## The 6 Signature Traits of Inclusive Leadership\*


What gives you **courage** to be an upstander for other people?

The Science of Courage | Exposure and Action

## The 6 Signature Traits of Inclusive Leadership\*

# Do you have the self-awareness (cognizance) to manage your biases?


Bias is a leader's Achilles heel.



**Blind Spot Bias**

We don't think we have bias, and we see it in others more than ourselves.

*"I am not biased!"*



**Dunning-Kruger Effect**

The less you know, the more confident you are. The more you know, the less confident you are.





















*Francis confidently assures the group that there's no help in ice cream. They do not work in the dairy industry.*



**In-Group Favoritism**

We favor people who are in our in-group as opposed to an out-group.

*Francis is in your church, so you like Francis more than Sally.*

Memory	Social	Learning	Belief	Money	Politics
<b>Fundamental Attribution Error</b> We judge others on their personality or fundamental character, but we judge ourselves on the situation.  <i>Sally is late to class; she's lazy. You're late to class; it was a bad morning.</i>	<b>Self-Serving Bias</b> Our failures are situational, but our successes are our responsibility.  <i>You won that award due to hard work rather than help or luck. Meanwhile, you failed a test because you hadn't gotten enough sleep.</i>	<b>In-Group Favoritism</b> We favor people who are in our in-group as opposed to an out-group.  <i>Francis is in your church, so you like Francis more than Sally.</i>	<b>Bandwagon Effect</b> Ideas, fads, and beliefs grow as more people adopt them.  <i>Sally believes fidget spinners help her children. Francis does, too.</i>	<b>Groupthink</b> Due to a desire for conformity and harmony in the group, we make irrational decisions, often to minimize conflict.  <i>Sally wants to go get ice cream. Francis wants to shop for T-shirts. You suggest getting T-shirts with pictures of ice cream on them.</i>	
<b>Halo Effect</b> If you see a person as having a positive trait, that positive impression will spill over into their other traits. (This also works for negative traits.)  <i>"Taylor could never be mean; she's so cute!"</i>	<b>Moral Luck</b> Better moral standing happens due to a positive outcome; worse moral standing happens due to a negative outcome.  <i>"X culture won X war because they were morally superior to the losers."</i>	<b>False Consensus</b> We believe more people agree with us than is actually the case.  <i>"Everybody thinks that!"</i>	<b>Curse of Knowledge</b> Once we know something, we assume everyone else knows it, too.  <i>Alice is a teacher and struggles to understand the perspective of her new students.</i>	<b>Spotlight Effect</b> We overestimate how much people are paying attention to our behavior and appearance.  <i>Sally is worried everyone's going to notice how lame her ice cream T-shirt is.</i>	
<b>Availability Heuristic</b> We rely on immediate examples that come to mind while making judgments.  <i>When trying to decide on which store to visit, you choose the one you most recently saw an ad for.</i>	<b>Defensive Attribution</b> As a witness who secretly fears being vulnerable to a serious mishap, we will blame the victim less and attacker more if we relate to the victim.  <i>Sally sat too long at a green light because she was playing with her phone. She got rear-ended. Greg, who is known to text and drive, got out and yelled at the person who smacked into her.</i>	<b>Just-World Hypothesis</b> We tend to believe the world is just; therefore, we assume acts of injustice are deserved.  <i>"Sally's purse was stolen because she was mean to Francis about their T-shirt and had bad karma."</i>	<b>Naïve Realism</b> We believe that we observe objective reality and that other people are irrational, uninformed, or biased.  <i>"I see the world as it really is — other people are dumb."</i>	<b>Naïve Cynicism</b> We believe that we observe objective reality and that other people have a higher egocentric bias than they actually do in their intentions/actions.  <i>"The only reason this person is doing something nice is to get something out of me."</i>	
<b>Forer Effect (aka Barnum Effect)</b> We easily attribute our personalities to vague statements, even if they can apply to a wide range of people.  <i>"This horoscope is so accurate!"</i>	<b>Dunning-Kruger Effect</b> The less you know, the more confident you are. The more you know, the less confident you are.  <i>Francis confidently assures the group that there's no kelp in ice cream. They do not work in the dairy industry.</i>	<b>Anchoring</b> We rely heavily on the first piece of information introduced when making decisions.  <i>"That's 50% off? It must be a great deal!"</i>	<b>Automation Bias</b> We rely on automated systems, sometimes trusting too much in the automated correction of actually correct decisions.  <i>Your phone auto-corrects "its" to "irs," so you assume it's right.</i>	<b>Google Effect (aka Digital Amnesia)</b> We tend to forget information that's easily looked up in search engines.  <i>"What was the name of that actor in that funny movie? I've looked it up like eight times..."</i>	

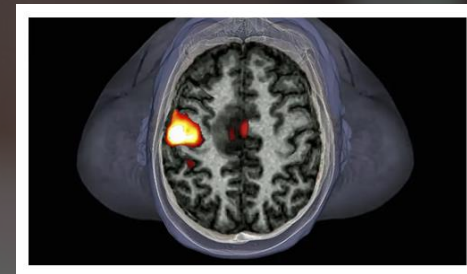
# All humans have implicit biases.

Implicit Bias: Attitudes or stereotypes that affect our decisions in an unconscious manner.

# Inclusive Leaders see bias and interrupt it.

The 6 Signature Traits of Inclusive Leadership\*

Do you have a  
genuine curiosity?



A ginger and white cat is sitting on a laptop keyboard, looking intently at the screen. The background is dark and out of focus, suggesting an indoor setting with a window or screen in the background.

# THINGS CURIOUS LEADERS DO

1. Listen without an agenda.
2. Ask open-ended questions.
3. Admit when they don't know.
4. Remain fully present in conversations.

The 6 Signature Traits of Inclusive Leadership\*

# Can you build greater cultural intelligence?

Expand your network | Read, Watch and Listen | Be Intentional

\* Deloitte University Press

## The 6 Signature Traits of Inclusive Leadership\*

How often do you *really* collaborate with people?

A diverse-thinking team is greater than the sum of its parts.





# QUICK POLL

Which factor do you believe could most enhance belonging across teams at WSIA?

- Commitment
- Courage
- Self-Awareness
- Curiosity
- Cultural Intelligence
- Collaboration

For an Inclusive Meeting

# Focus on Design

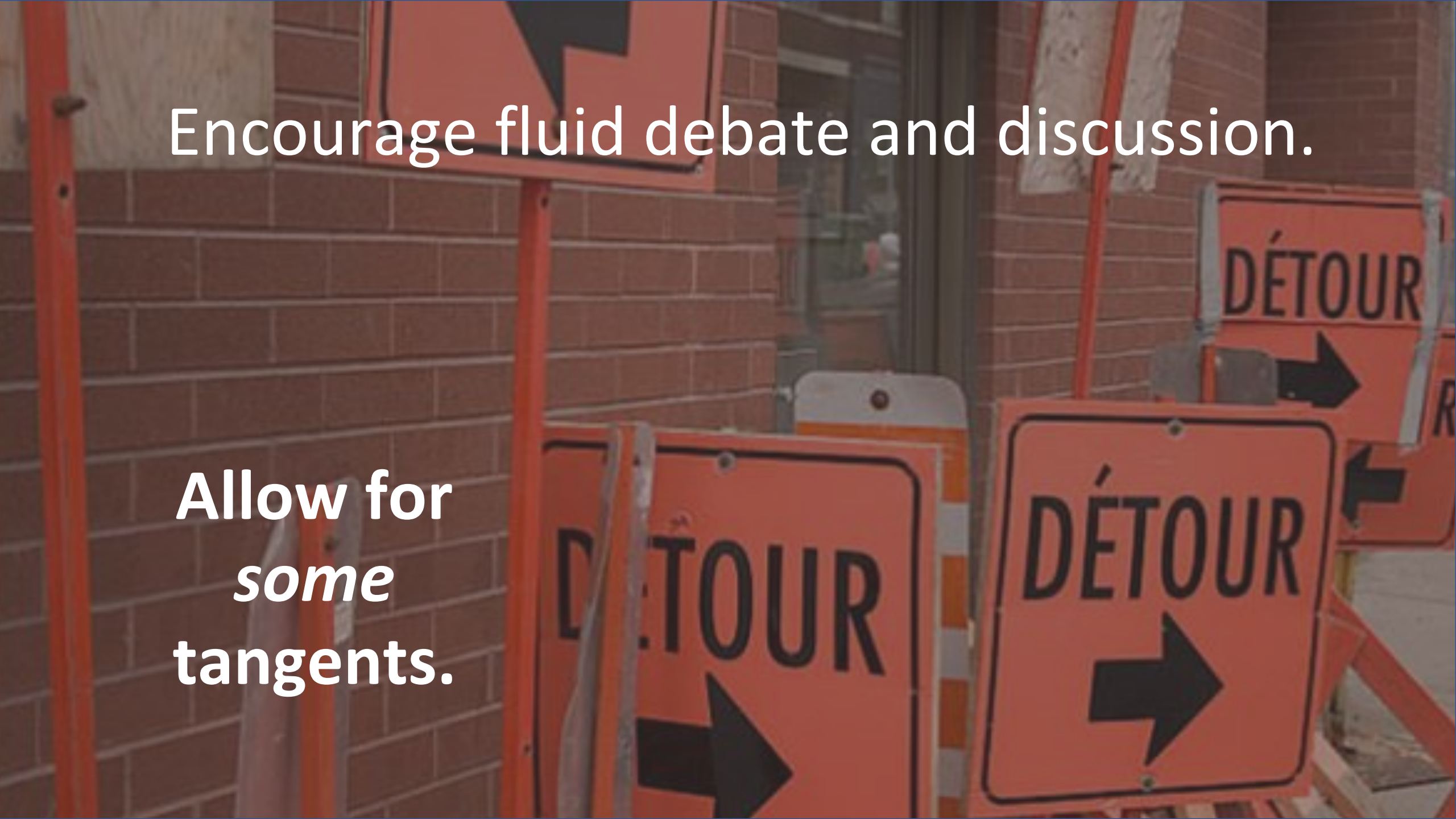


5 to 8

Source: Aggregated research – Robert Sutton, Stanford University

Encourage fluid debate and discussion.

Allow for  
*some*  
tangents.





**Establish inclusive group norms.**

Productive | Belonging | Authenticity Comes Out

A home office scene featuring a wooden desk with a laptop, a notebook, a smartphone, and a potted plant. A blue chair is in the foreground, and a light-colored sofa is visible in the background. The scene is dimly lit, suggesting an evening or indoor lighting.

## Leading Inclusively While Remote

This moment provides an unprecedented window into the lived experiences of others.

## Leading Inclusively While Remote

- Share more about yourself.
- Ask more open-ended questions.
- Allocate time to do a **PEI check-in**.

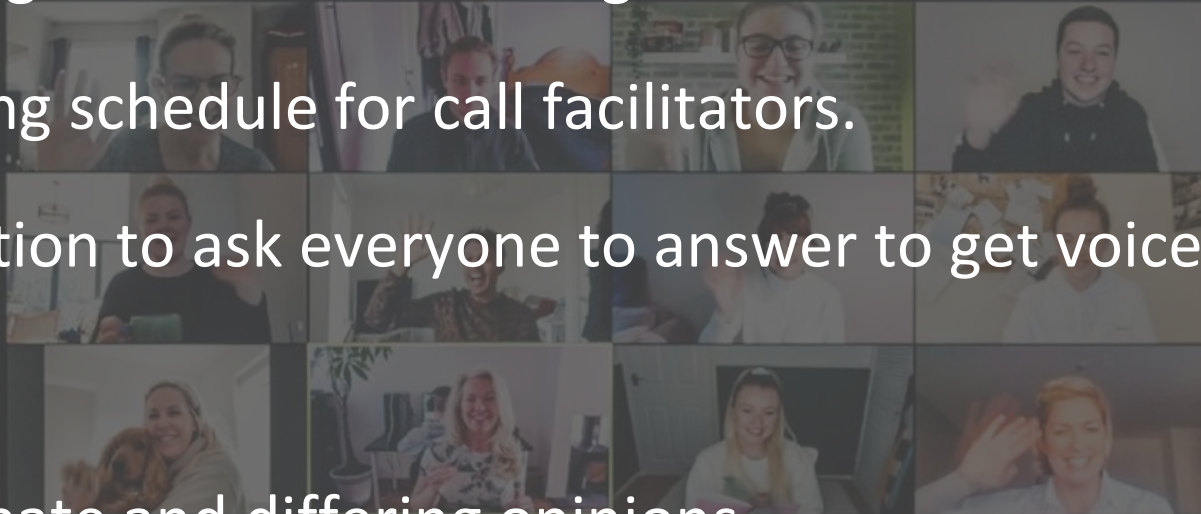
### PEI Check-In

How are you feeling...

- Physically
- Emotionally
- Intellectually

## Leading Inclusively While Remote

- Send out an agenda for the meeting ahead of time.
- Have a rotating schedule for call facilitators.
- Select a question to ask everyone to answer to get voices into the discussion.
- Celebrate debate and differing opinions.
- Ask more questions.
- Try, “Yes, and...”





A hand is shown from the top left, with water dripping from the fingers onto a small green seedling growing out of a mound of soil at the bottom center. The background is a soft-focus green and blue gradient.

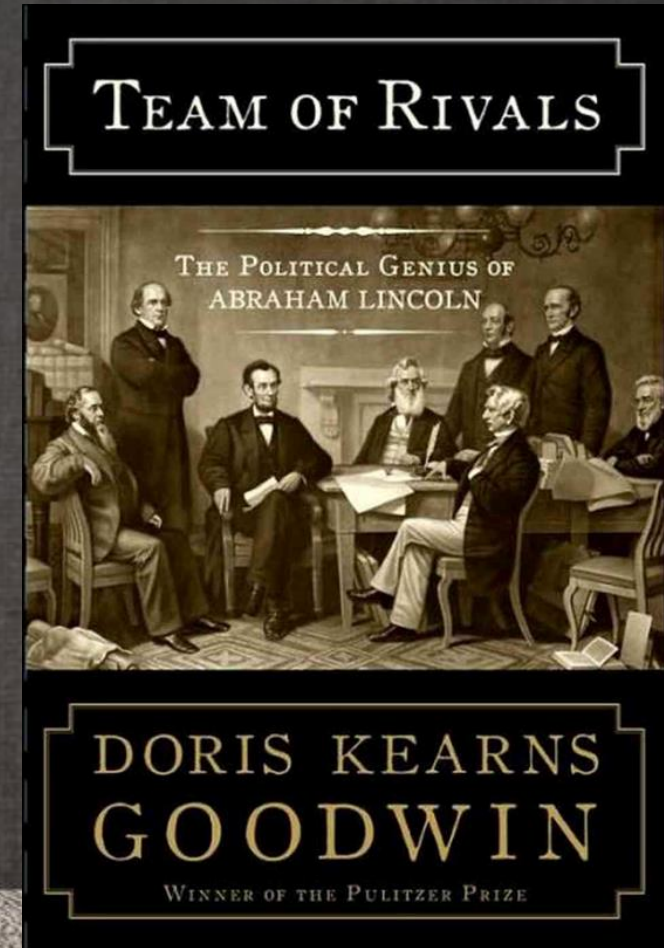
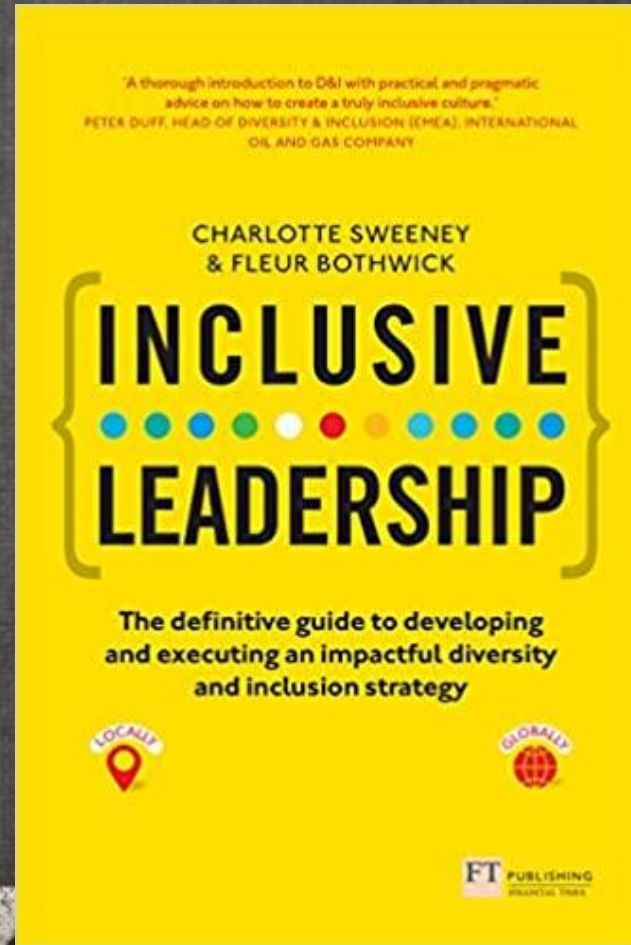
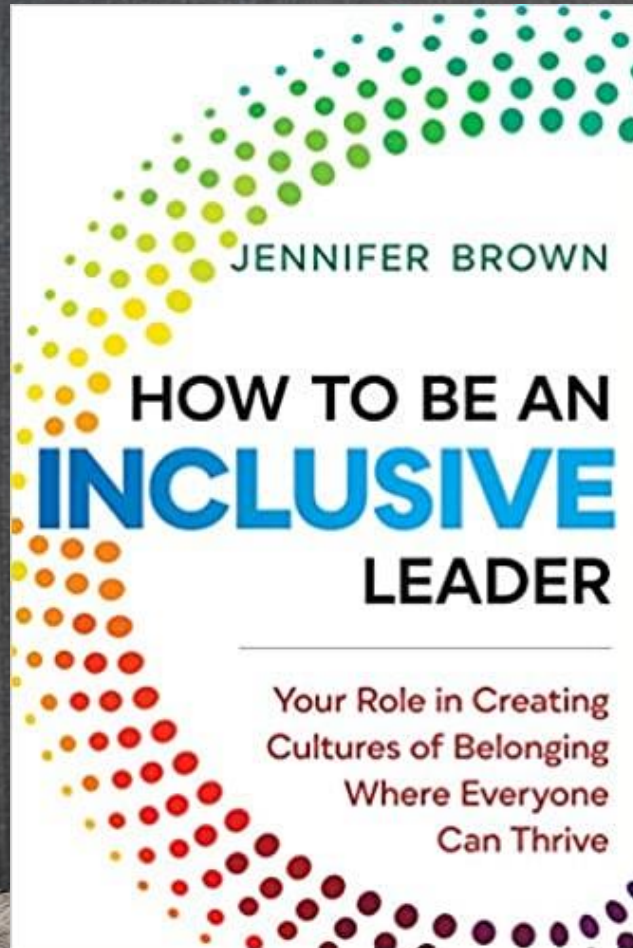
# Inclusive Leaders Prioritize Mentoring and Sponsoring Others

<b>Mentors</b>	<b>vs</b>	<b>Sponsors</b>
Mentors have mentees	→	Sponsors have protégés.
A mentor could be anyone in a position with experience desired by a mentee who can offer advice and support.	→	A sponsor is a senior level staff member invested in a protégé's career success.
Mentors support mentees through formal or informal discussions about how to build skills, qualities and confidence for career advancement	→	Sponsors promote protégés directly, using their influence and networks to connect them to high-profile assignments, people, pay increases and promotions.
Mentors help mentee craft a career vision	→	Sponsors help drive their protégé's career vision
Mentors give mentees suggestions on how to expand their network	→	Sponsors give protégés their active network connections and make new connections for them
Mentors provide feedback to aid a mentee's personal and professional development	→	Sponsors are personally vested in the upward movement of their protégé
Mentors offer insight on how a mentee can increase visibility through finding key projects and people	→	Sponsors champion their protégés visibility, often using their own platforms and reputation as a medium for exposure.
Mentors passively share the "unwritten" rules" for advancement in their organization with mentees	→	Sponsors actively model behavior and involve protégés in experiences that enable advancement

A leader is one who knows the way,  
goes the way and shows the way.

- John Maxwell

# For Your Bookshelf



A photograph of a dog standing on an escalator. The dog is wearing a large, shaggy, orange-brown lion's mane costume around its head and neck. The dog is looking directly at the camera with a neutral expression. The escalator steps are dark grey and lead upwards. The walls of the escalator are light grey and reflective. The overall scene is brightly lit.

Leading *well* is about becoming  
**others-centered** versus self-centered.

Photo: Julia Marie Werner

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