Inclusive Leadership

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But First...Let’s Get Moving!

Stand up and find a table that has the most people you don’t know or have interacted with the least. Introduce yourself and say hello!
Jillian Hubbard

- Founder & Principal of JHC
- Talent and Organization Development Consultant specializing in diversity, equity, and inclusion (DEI)
- MS in Organization Development from American University
- BA in Multicultural Studies: Conflict and Cooperation from George Washington University
- Lover of dogs and all things cheese!
Agenda

1. **Creating**: Current and Future State
2. **Grounding**: Unpacking and Defining
3. **Thinking**: Strengths, Challenges, and Embodiment
4. **Acting**: Commitments and Accountability
Sound Familiar?

It's fair... everyone gets an equal amount.
1. Creating

What can we create for our agencies by being more inclusive leaders?
Get Creative!

Create Two Visuals

1. A visual that represents your agency today and how it relates to its communities, staff, and stakeholders

2. A visual that represents what your agency would look like in the future if...
   - Power differences were leveled
   - Communities were engaged
   - Voices were elevated
Get Creative!

What do you notice about your two visuals?

- What similarities are there?
- What differences are there?
- How does each visual make you feel?
- Similarities/Differences in the visuals among your group?

Photo by Rhonda K. Native Florida Folk Artist on Unsplash
Get Creative!

Who do we have to be as leaders to create the agencies we envision?
2. Grounding

How do we define inclusive leadership? What are some key characteristics of inclusive leadership?
Defining Inclusive Leadership

From https://jewishweek.timesofisrael.com/looking-for-a-guidebook-on-inclusion-check-the-torah/
Defining Inclusive Leadership

- “leadership that assures that all team members feel they are treated respectfully and fairly, are valued and sense that they belong, and are confident and inspired.” (HBR)

- “...creating an environment of involvement, respect, and connection—where the richness of ideas, backgrounds, and perspectives are harnessed to create business value” (T. Hudson Jordan)

- “leaders who are aware of their own biases and preferences, actively seek out and consider different views and perspectives to inform better decision-making. They see diverse talent as a source of competitive advantage and inspire diverse people to drive organisational and individual performance towards a shared vision.” (Enei.org)
Elements of a Definition

- A continuous practice
- Reflection and openness
- Bias awareness and impact
- Bringing together diverse individuals and perspectives
- Human-centered purpose
- Business-centered purpose

Photo by Hans-Peter Gauster on Unsplash
Is Inclusive Leadership Worth It?

How does embodying inclusive leadership benefit your own agency?
Teams with Inclusive Leaders are...

17% more likely to report that they are high-performing.

20% more likely to say they make high-quality decisions.

29% more likely to report behaving collaboratively.
More Benefits of Inclusive Leadership

- Allows others to show up authentically
- Creates an environment that supports hiring and retaining diverse staff
- Increases creativity, innovation, and diverse ideas
- Increases likelihood that employees will go above and beyond to help team members and meet goals
- Leaders are perceived to have a positive influence on performance, satisfaction, and engagement
- Increases work attendance by ~1 day a year per employee
Characteristics of Inclusive Leaders
Characteristics of Inclusive Leaders

- Commitment
- Courage
- Cognizance
- Curiosity
- Cultural Intelligence
- Collaboration
What Makes This Hard?

What is challenging about embodying inclusive leadership characteristics?
What Stops Us?

- Affinity Bias
- Confirmation Bias
- Status Quo
- TIME
- FEAR
“Stop trying to be good people, we need real people.”

“It’s not about perfection, it’s about connection.”

“You’re not going to get comfortable until you get uncomfortable.”

-Verna Myers
“This is the lynchpin: whether there is a symmetry between what we say we are and what we actually do and are on a day to day basis.”
What Are Your Strengths?

- Commitment
- Courage
- Cognizance
- Curiosity
- Cultural Intelligence
- Collaboration
What Are Your Strengths?

- What did you rank highest?
- What did you rank lowest?
- Why did you give yourself those rankings?
- How can you use your strengths or the strengths of others to develop your areas of growth?
3. Thinking

What strategies can we use to strengthen our inclusive leadership capabilities?
Some Strategies

- **Practice requesting and receiving feedback openly**
- Engage in regular self-reflection
- Adopt a mindset of curiosity
- Develop the habit of asking questions
- Take action to combat bias

- Surround yourself with people who are different than you
- Create spaciousness in your work
- Embrace and welcome mistakes, in yourself and others
- Embrace risk-taking

Photo by Timothy Perry on Unsplash
Share Your Knowledge

Share your best practices

- Think of ways that you have demonstrated these 6 characteristics
- Using sticky notes, post your best practices on the flip chart paper around the room
- Then, walk around the room, see what others wrote – what new strategies might you adopt?
Share Your Knowledge

- Go to the flipchart paper with the characteristic you’re most interested in developing
- With those around you, discuss the best practices that others have posted
  - Do these seem helpful?
  - Could you see yourself doing this at your agency?
  - What might stand in your way?
  - How can you leverage the resources, people, and knowledge in this room to support you?
What actions will I commit to in order to become a more inclusive leader?
Empower Yourself

What two actions will you commit to doing when you return to work next week to continue strengthening your inclusive leadership practice?
Change is a process, not an event. Takes time, patience, attention.
Resources

- Deloitte University Press: The Six Signature Traits of Inclusive Leadership (2016)
- HBR: Why Inclusive Leaders are Good for Organizations, and How to Become One (2019)
- Catalyst: Inclusive Leadership: The View from Six Countries
- Enei: Inclusive Leadership – Driving Performance Through Diversity
- White Supremacy Culture – A List of Characteristics
- The Power of Inclusive Leadership (Bonnie St. John)
- How to Overcome Our Biases? Walk Boldly Toward Them (Verna Myers)
- The Formula for Being an Inclusive Leader (Ritu Bhasin)
- Inclusive Leadership Tips – The #1 Barrier for Inclusion (Thais Compoint)
- Baltimore Museum of Art and Christopher Bedford
Thank You!

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