



TEMPLE  
UNIVERSITY

# Best Practices in Inclusive Leadership

Presented By:  
Dr. Marie Amey-Taylor, Founder, InterACTion Consulting Group  
Dr. Eric Brunner, AVP, HR Learning & Development, TU

By the end of the session participants will be able to...

- Build a rationale for enhancing D & I in TUAA
- Review working definitions for Diversity and Inclusion
- List the six traits of inclusive leaders
- Determine current level of competence of the six traits of inclusive leaders
- Discuss action steps for applying Inclusive Leadership within TUAA

Why is it important for leaders in  
TUAA to embrace  
Diversity and Inclusion?

# Diversity Defined



# *Dive*RSITY

The combinations of ways in which  
each of us is

like all others,

like some others,

and like no other

Source: C. Kluckhohn and H. A. Murray, (Eds.). (1948). *Personality in nature, culture and society*. New York.  
Reproduced from *Diversity Activities and Training Designs* by O'Mara. San Diego, CA: Pfeiffer & Co., 1994.

**“Diversity is being invited to the party;  
inclusion is being asked to dance.”**

*Verna Myers, Diversity and Inclusion Expert*



**True Inclusion is being part of the  
party planning committee**



inclusive  
leadership

# The Six Signature Traits of Inclusive Leadership



Six signature traits developed through:

- A comprehensive review of the literature
- Examining 1000 global leaders
- Survey of over 1500 employees
- Fifteen deep-dive interviews with people who
  - Had a **VISIBLE** commitment to creating an inclusive workplace
  - Demonstrated inclusive behaviors
  - Or were subject-matter experts

Bernadette Dillon and Juliet Bourke (2016)

# Six Signature Traits of an Inclusive Leader

## Cognizance

Because bias is a leader's Achilles' heel



## Courage

Because giving and receiving feedback is hard work



## Commitment

Because leading change and personal change take time

### THE 6 SIGNATURE TRAITS

## Curiosity

Because showing interest and valuing different ideas and experiences stimulates creativity



## Cultural Intelligence

Because everyone sees the world through a unique "cultural" lens



## Collaboration

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



# Inclusive Leader

## Self-Assessment

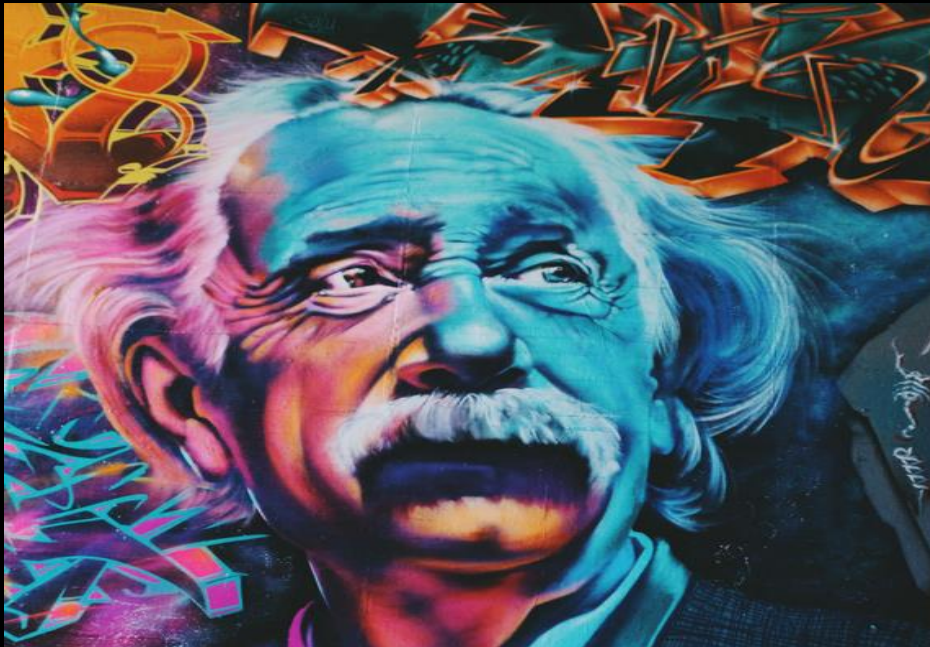
### Six Signature Traits of Inclusive Leadership Bourke and Dillon (2016)

Rate yourself on each trait

- 5** = High level of competence - extensive experience in the skill area
- 4** = Moderately high level of competence - experience in the skill area
- 3** = Average level of competence - some experience in the skill area
- 2** = Low level of competence - little experience in the skill area
- 1** = No level of competence - no experience in the skill area

# Curiosity:

Highly inclusive leaders have an open mindset, a desire to understand how others view and experience the world, and a tolerance for ambiguity.



*"I have no special talents, I am only passionately curious."*

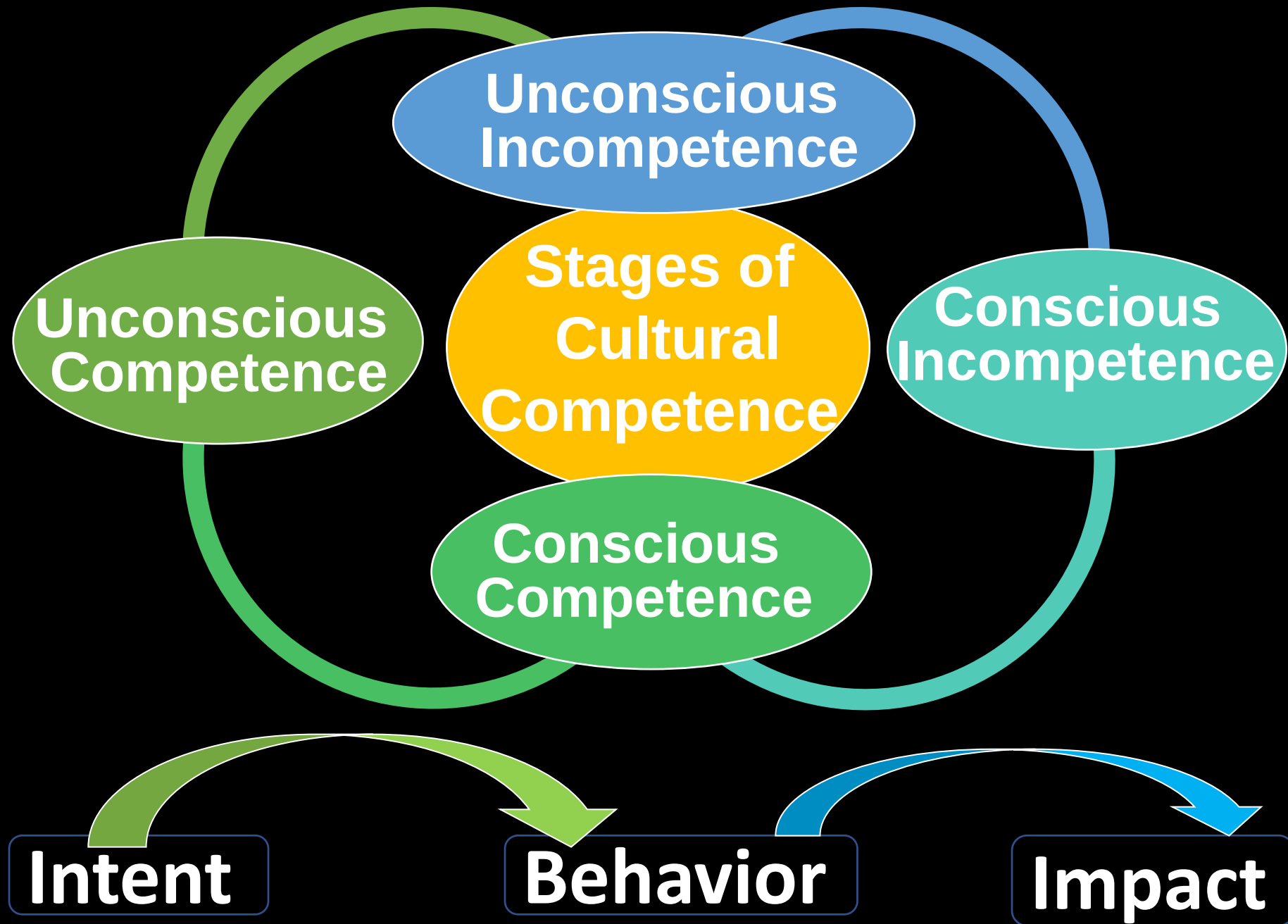
ALBERT EINSTEIN

## Signature trait: Curiosity

| Element                 | What inclusive leaders think about                                                                                               | What inclusive leaders do                                                                                                                                                                                                                                                                  |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Openness                | <ul style="list-style-type: none"><li>• Their own limitations and the value of new and different ideas and experiences</li></ul> | <ul style="list-style-type: none"><li>• Demonstrate a desire for continued learning</li><li>• Actively seek the perspectives of diverse others in ideation and decision making</li><li>• Withhold fast judgment when engaging with diverse others</li></ul>                                |
| Perspective taking      | <ul style="list-style-type: none"><li>• Enhancing one's own understanding of new or different perspectives</li></ul>             | <ul style="list-style-type: none"><li>• Listen attentively when another person is voicing a point of view</li><li>• Engage in respectful and curious questioning to better understand others' viewpoints</li><li>• Demonstrate the ability to see things from others' viewpoints</li></ul> |
| Coping with uncertainty | <ul style="list-style-type: none"><li>• Acceptance that some ambiguity and uncertainty is inevitable</li></ul>                   | <ul style="list-style-type: none"><li>• Cope effectively with change</li><li>• Demonstrate and encourage divergent thinking</li><li>• Seek opportunities to connect with a diverse range of people</li></ul>                                                                               |

Cultural Intelligence:  
Highly inclusive leaders are confident and  
effective in cross-cultural interactions.





### Signature trait: Cultural intelligence

| Element      | What inclusive leaders think about                                                                                                                                                                                                                                                     | What inclusive leaders do                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Drive        | <ul style="list-style-type: none"><li>• The personal and organizational benefits of learning about, and experiencing, different cultures</li></ul>                                                                                                                                     | <ul style="list-style-type: none"><li>• Take an active interest in learning about other cultures</li><li>• Seek out opportunities to experience culturally diverse environments</li><li>• Are confident leading cross-cultural teams</li></ul>                                                                                                                                                                       |
| Knowledge    | <ul style="list-style-type: none"><li>• The differences and similarities between cultures</li><li>• Relevant country-specific knowledge to operate effectively within specific geographies (for example, business and economic knowledge, norms, practices, and conventions)</li></ul> | <ul style="list-style-type: none"><li>• Seek information on the local context; for example, politics and ways of working</li></ul>                                                                                                                                                                                                                                                                                   |
| Adaptability | <ul style="list-style-type: none"><li>• Acceptance that different cultural situations may require behavioral adaptation</li></ul>                                                                                                                                                      | <ul style="list-style-type: none"><li>• Work well with individuals from different cultural backgrounds</li><li>• Change style appropriately when a cross-cultural encounter requires it</li><li>• Use appropriate verbal (for example, speed, tone, use of pause/silence) and nonverbal (for example, gestures, facial expressions, body language, physical contact) behavior in cross-cultural encounters</li></ul> |

Collaboration: Highly inclusive leaders empower individuals as well as create and leverage the thinking of diverse groups.



## Signature trait: Collaboration

| Element     | What inclusive leaders think about                                                                                                         | What inclusive leaders do                                                                                                                                                                                                                                                                                  |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Empowerment | <ul style="list-style-type: none"><li>• Ensuring that others feel able and comfortable to contribute independently</li></ul>               | <ul style="list-style-type: none"><li>• Give team members the freedom to handle difficult situations</li><li>• Empower team members to make decisions about issues that impact their work</li><li>• Hold team members accountable for performance they can control</li></ul>                               |
| Teaming     | <ul style="list-style-type: none"><li>• Being disciplined about diversity of thinking in terms of team composition and processes</li></ul> | <ul style="list-style-type: none"><li>• Assemble teams that are diverse in thinking</li><li>• Work hard to ensure that team members respect each other and that there are no out-groups within the team</li><li>• Anticipate and take appropriate action to address team conflict when it occurs</li></ul> |
| Voice       | <ul style="list-style-type: none"><li>• Adapting styles and processes to ensure that every team member has a voice</li></ul>               | <ul style="list-style-type: none"><li>• Create a safe environment where people feel comfortable to speak up</li><li>• Explicitly include all team members in discussions</li><li>• Ask follow-up questions</li></ul>                                                                                       |

# Homogeneous vs. Diverse Teams Research

## Criteria:

Job Satisfaction/Engagement  
Creativity  
Productivity

## Evaluation Process:

Self-Evaluation  
Objective Observers' Assessment Data



## Timeline

1/3

2/3

3/3



Time- 8 Minutes

In your breakout groups – discuss your  
**curiosity, cultural intelligence and  
collaboration** ratings on the self-assessment  
and the reason you rated yourself  
the way you did.

**Commitment:** 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.



### **Signature trait: Commitment**

| <b>Element</b>       | <b>What inclusive leaders think about</b>                                                                                                                          | <b>What inclusive leaders do</b>                                                                                                                                                                                                                                                                                                                                  |
|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Personal values      | <ul style="list-style-type: none"><li>• Alignment of personal values to inclusion</li></ul>                                                                        | <ul style="list-style-type: none"><li>• Treat all team members with fairness and respect</li><li>• Understand the uniqueness of each team member</li><li>• Take action to ensure each team member feels connected to the group/organization</li><li>• Proactively adapt their work practices to meet the needs of others</li></ul>                                |
| Business case belief | <ul style="list-style-type: none"><li>• Commercial value of diversity and inclusion with respect to talent, innovation, customers, and new market growth</li></ul> | <ul style="list-style-type: none"><li>• Treat diversity and inclusion as a business priority</li><li>• Take personal responsibility for diversity and inclusion outcomes</li><li>• Clearly and authentically articulate the value of diversity and inclusion</li><li>• Allocate resources toward improving diversity and inclusion within the workplace</li></ul> |

Courage: Highly inclusive leaders speak up and challenge the status quo, and they are humble about their strengths and weaknesses.

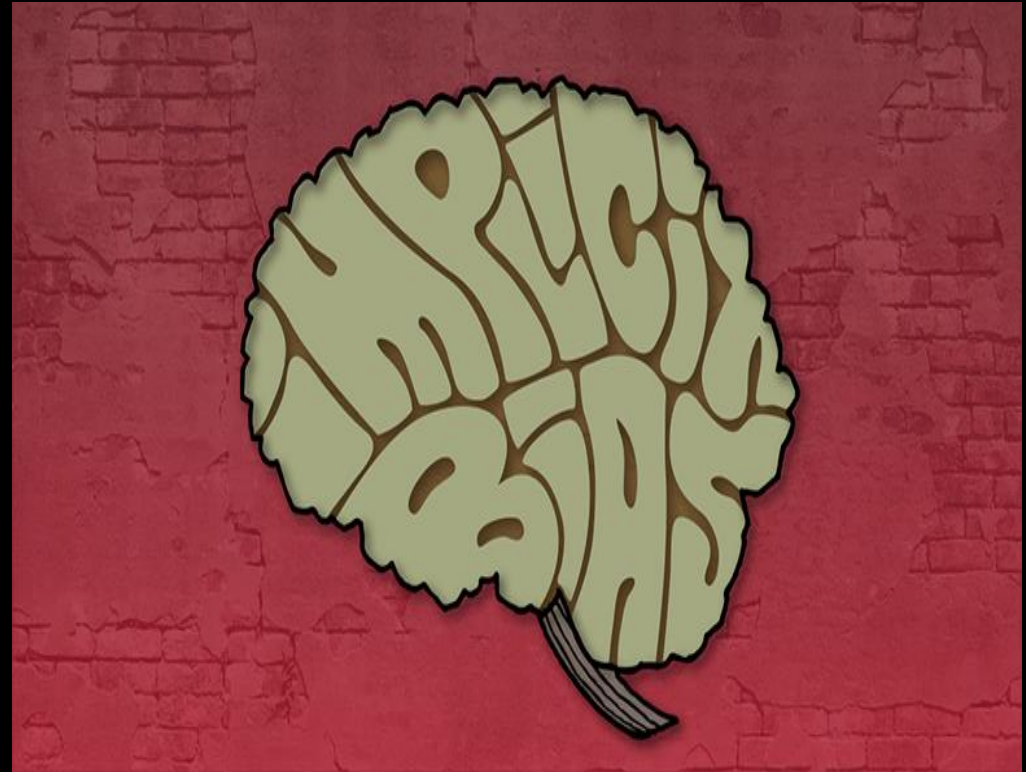


## Signature trait: Courage

| Element  | What inclusive leaders think about                                                                                                   | What inclusive leaders do                                                                                                                                                                                                                                    |
|----------|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Humility | <ul style="list-style-type: none"><li>• Awareness of personal strengths and weaknesses</li></ul>                                     | <ul style="list-style-type: none"><li>• Acknowledge personal limitations and weaknesses</li><li>• Seek the contributions of others to overcome personal limitations</li><li>• Admit mistakes when made</li></ul>                                             |
| Bravery  | <ul style="list-style-type: none"><li>• Being an agent for change and the positive impact diversity and inclusion can have</li></ul> | <ul style="list-style-type: none"><li>• Approach diversity and inclusion wholeheartedly</li><li>• Challenge entrenched organizational attitudes and practices that promote homogeneity</li><li>• Hold others to account for noninclusive behaviors</li></ul> |

Cognizance of Bias: Highly inclusive leaders are mindful of personal and organizational blind spots and self-regulate to help ensure “fair play.”

If you have a brain,  
you have a bias.



**Femi Otitoju**

# Implicit/Unconscious Bias in Action



**Perceptions** – how we see people and perceive reality

**Attitudes** – what we think about certain “types” of people

**Behaviors** – how open/closed we are to/with certain people

**Attention** – who and what about others attracts our attention (positively or negatively)

**Listening Skills** – how well do we actively listen to what certain people say (Confirmation bias & Cognitive dissonance)

**Micro-affirmations** – how much or how little do we comfort/ support/affirm certain people in certain situations

## **Signature trait: Cognizance of bias**

| <b>Element</b>  | <b>What inclusive leaders think about</b>                                                                                                               | <b>What inclusive leaders do</b>                                                                                                                                                                                                                                                                                                                                                           |
|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Self-regulation | <ul style="list-style-type: none"><li>• Acceptance of bias and concern for its impact</li><li>• Moments when they are most vulnerable to bias</li></ul> | <ul style="list-style-type: none"><li>• Learn about their personal biases, including through feedback</li><li>• Follow processes to ensure personal biases do not influence decisions about others</li><li>• Identify and address organizational processes that are inconsistent with merit</li></ul>                                                                                      |
| Fair play       | <ul style="list-style-type: none"><li>• Awareness of the three features of fairness: outcomes, processes, and communication</li></ul>                   | <ul style="list-style-type: none"><li>• Make fair and merit-based decisions about talent (for example, with respect to promotions, rewards, and task allocations)</li><li>• Employ transparent, consistent, and informed decision-making processes about talent</li><li>• Provide those affected with clear explanations of the processes applied and reasons for decisions made</li></ul> |



Time- 8 Minutes

In your breakout groups – discuss your **commitment, courage and cognizance** of bias ratings on the self-assessment and the reason you rated yourself the way you did.

Based on what you now know about the traits and components of *Inclusive Leadership*, what are your next steps?



In unison, say the colors not the words as fast as you can.  
**Repeat until stopped by facilitator.**

**blue yellow red**  
**purple black**

---

Change takes time, serious effort, focus and patience.

# Thank You!

Dr. Marie Amey-Taylor  
Founder, InterACTion Consulting Group



Dr. Eric Brunner  
AVP, HR Learning & Development  
Temple University

