

FOUR CAMPUSES UNITED  
**ALL FOUR:COLORADO**



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

# Excellence in Leadership Program Cultivating Inclusive Leadership

Brenda J. Allen, Ph.D.

@TheBrendaJAllen

August 7, 2019

# Objectives

**Define inclusion and factors associated with inclusion in higher education.**

**Describe practices of highly inclusive leaders.\***

**Explain why inclusion matters to leadership in higher education.**

**Assess your behaviors related to inclusive leadership.**

**Draft plans to cultivate inclusive leadership at individual and institutional levels.**

\*Bourke, J. & Dillon, B. (2016). The six signature traits of inclusive leadership: Thriving in a diverse new world. Deloitte University Press.



# Agreements

**Fully present  
Receptive  
Responsible for learning**

# Inclusion?

# Inclusion?



**EVERYONE**  
feels respected and valued

# Factors of Inclusion\*

**Fairness and Respect**

**Equity**

**Non-discrimination**

**Value and Belonging**

**Uniqueness**

**Decision making**

**Connectedness**

\*Deloitte (2013). Waiter, is that inclusion in my soup? A new recipe to improve business performance

# **Social Identity\***

**Group oriented**

**Membership**

**Meaningful**

**Identifiable**

**Learned**

**Assigned**

\*Tajfel, H., & Turner, J. C. (1979). An integrative theory of intergroup conflict. In W. G. Austin & S. Worchel (Eds.), *The social psychology of intergroup relations* (pp. 33–47). Monterey, CA: Brooks/Cole.



Who are you?





# Leadership

**“Leadership is a process of social influence which maximizes the efforts of others toward the achievement of a greater good.”**

**Kevin Kruse and Travis Bradberry, 2015**



# **Inclusive Leadership**



**Why does  
inclusive leadership matter?**





# Cultivating Inclusive Leadership





# **Commitment Courage Cognizance of Bias Curiosity Cultural Intelligence Collaboration**

Bourke, J. & Dillon, B. (2016). *The six signature traits of inclusive leadership: Thriving in a diverse new world*. Deloitte University Press.



# Self-Assessment



# Commitment

## Dictionary Definition

**“The state or quality of being dedicated to a cause, activity, etc.”**

## Elements

**Personal values  
Business case belief**

\*Bourke, J. & Dillon, B. (2016). The six signature traits of inclusive leadership: Thriving in a diverse new world. Deloitte University Press.

# **Commitment in Action**

**Take personal responsibility**

**Treat everyone fairly and respectfully**

**Discover individuals' uniqueness**

**Promote connections**

**Honor D&I as a priority**

**Deepen understanding of the “bottom line”**

**Articulate the value of D&I**

**Allocate resources**





# Courage\*

## Dictionary Definition

“mental or moral strength to venture, persevere, and withstand danger, fear, or difficulty”

## Elements

**Bravery**

**Humility**

\*Bourke, J. & Dillon, B. (2016). The six signature traits of inclusive leadership: Thriving in a diverse new world. Deloitte University Press.

# **Courage in Action**

**Acknowledge limitations & areas to improve**

**Admit & rectify mistakes**

**Embrace D&I wholeheartedly**

**Challenge entrenched attitudes and practices**

**Hold others accountable**

**Be an upstander**



# Cognizance of bias\*

## Dictionary Definition

**Bias - “an inclination of temperament or outlook; especially : a personal and sometimes unreasoned judgment”**

## Elements

**Self-regulation**

**Fair play**

\*Bourke, J. & Dillon, B. (2016). The six signature traits of inclusive leadership: Thriving in a diverse new world. Deloitte University Press.

# Categories Related to Bias



# How to Manage Bias

**Remember that we all have biases.**

**Commit to managing your biases.**

**Learn more about biases.**

**Be mindful of T.U.I.\***

**Focus on fairness.**

**Sloooooow down.**

**Solicit feedback.**

**Individuate.**

**Review & revise practices.**

\*Thinking Under the Influence (Allen, 2011) . *Difference matters: Communicating social identity*. Waveland Press.



# Curiosity\*

## Dictionary Definition

**“desire to know: inquisitive  
interest in others' concerns”**

## Elements

**Openness  
Perspective taking  
Coping with uncertainty**

\*Bourke, J. & Dillon, B. (2016). The six signature traits of inclusive leadership: Thriving in a diverse new world. Deloitte University Press.





# Curiosity in Action

Be a lifelong learner

Actively seek others' perspectives

Suspend judgment

Listen attentively

Ask respectful, curious questions

Develop coping strategies

Model & encourage divergent thinking





# Cultural intelligence\*

## Dictionary Definition

**CQ: “the capability to relate and work effectively in culturally diverse situations”**

<https://culturalq.com/>

## Elements

**Drive  
Knowledge  
Adaptability**

\*Bourke, J. & Dillon, B. (2016). The six signature traits of inclusive leadership: Thriving in a diverse new world. Deloitte University Press.



# Culture

Attitudes, customs, meanings, and beliefs that distinguish one group of people from another.

# **How to Develop Cultural Intelligence**

**Actively learn about other cultures**

**Interact in diverse environments**

**Hone cultural humility**

**Respect others' ways of communicating**



# Collaboration\*

## Dictionary Definition

**“to work jointly with others  
or together especially in an  
intellectual endeavor”**

## Elements

**Empowerment  
Teaming  
Voice**

\*Bourke, J. & Dillon, B. (2016). The six signature traits of inclusive leadership: Thriving in a diverse new world. Deloitte University Press.

# **Collaboration in Action**

**Empower others**

**Assemble diverse groups**

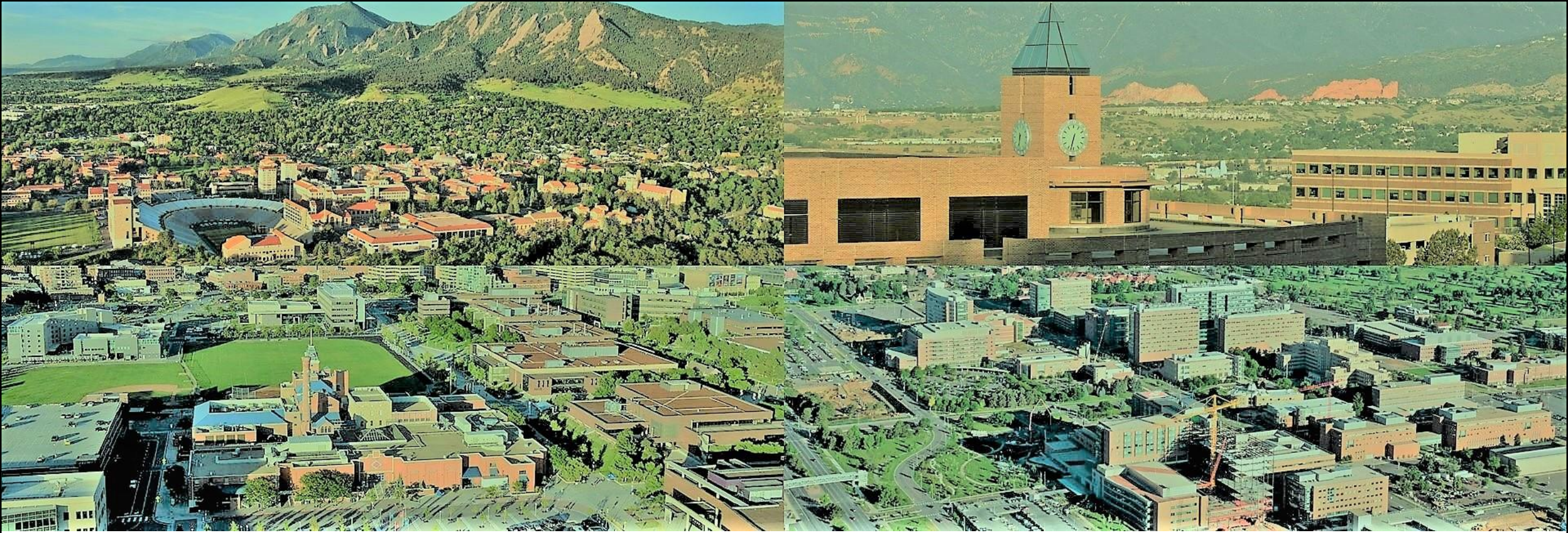
**Cultivate respect**

**Be proactive about conflict**

**Engender safe environments**

**Be explicitly inclusive**





# Summary





# **Institutional Level**

**Strategic Alignment**

**Recruitment**

**Performance Management**

**Leadership Development**

**Rewards and Recognition**

**System Integration**



# **Affinity Work Group Discussion**





# Individual Action Plan



