Excellence in Leadership Program
Cultivating Inclusive Leadership

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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.

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*

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

Self-Assessment
Commitment

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

Elements
- Personal values
- Business case belief

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

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

Categories Related to Bias

- Age
- Physical Abilities/Qualities
- Race
- Ethnicity
- Gender
- Sexual Orientation
- Marital Status
- Functional Specialty
- Military Experience
- Job Level
- Native Born/Non-Native
- Religious Beliefs
- Union/Non-Union
- Thinking Styles
- Geographic Location
- Parental Status
- Education
- Smoking Status/Non-Smoker
- Economic Status
- Family/Worklife
- Work Background
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.
Sloooow down.
Solicit feedback.
Individuate.
Review & revise practices.

Curiosity*

Dictionary Definition

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

Elements

Openness

Perspective taking

Coping with uncertainty

THE UNITED STATES OF AMERICA

IN GOD WE TRUST

ONE

ONE DOLLAR
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

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

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
Individual Action Plan