

Leading People Inclusively

Course developed by Lisa Reynolds, IODA. Thanks given to IODA for the content and models used in this course.

An overview to be used in conjunction with:

- FIR Workshop Content Development – Briefing Paper

Leading People Inclusively

Presented by: INSERT NAME

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The CPD Standards Office

CPD PROVIDER: 60053
2016 - 2018

www.cpdstandards.com





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FIR Steering Group Members



Aims and Objectives

To demonstrate and promote how Inclusive Leadership supports the overall business case for FIR – ie that embracing Fairness, Inclusion and Respect is fundamental to business cohesion, effectiveness and performance.

To provide managers and leaders with the opportunity to explore their own biases and preferences when managing others and to actively seek out and consider different views and perspectives to inform better decision-making.

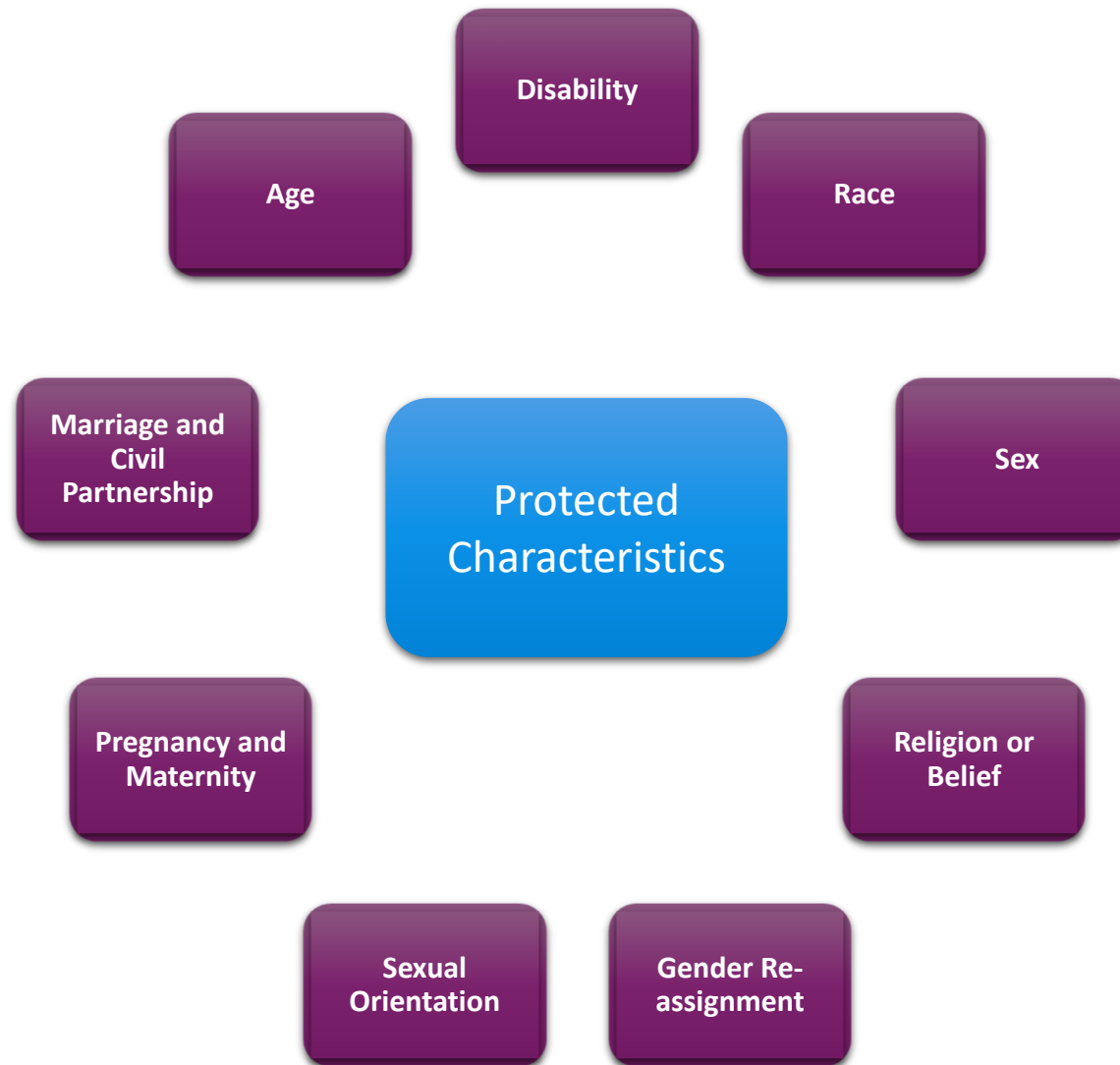
To use feedback to increase their self-awareness.

To explore how staff diversity is a source of competitive advantage that, once inspired, can drive an organisation and individuals towards a shared vision

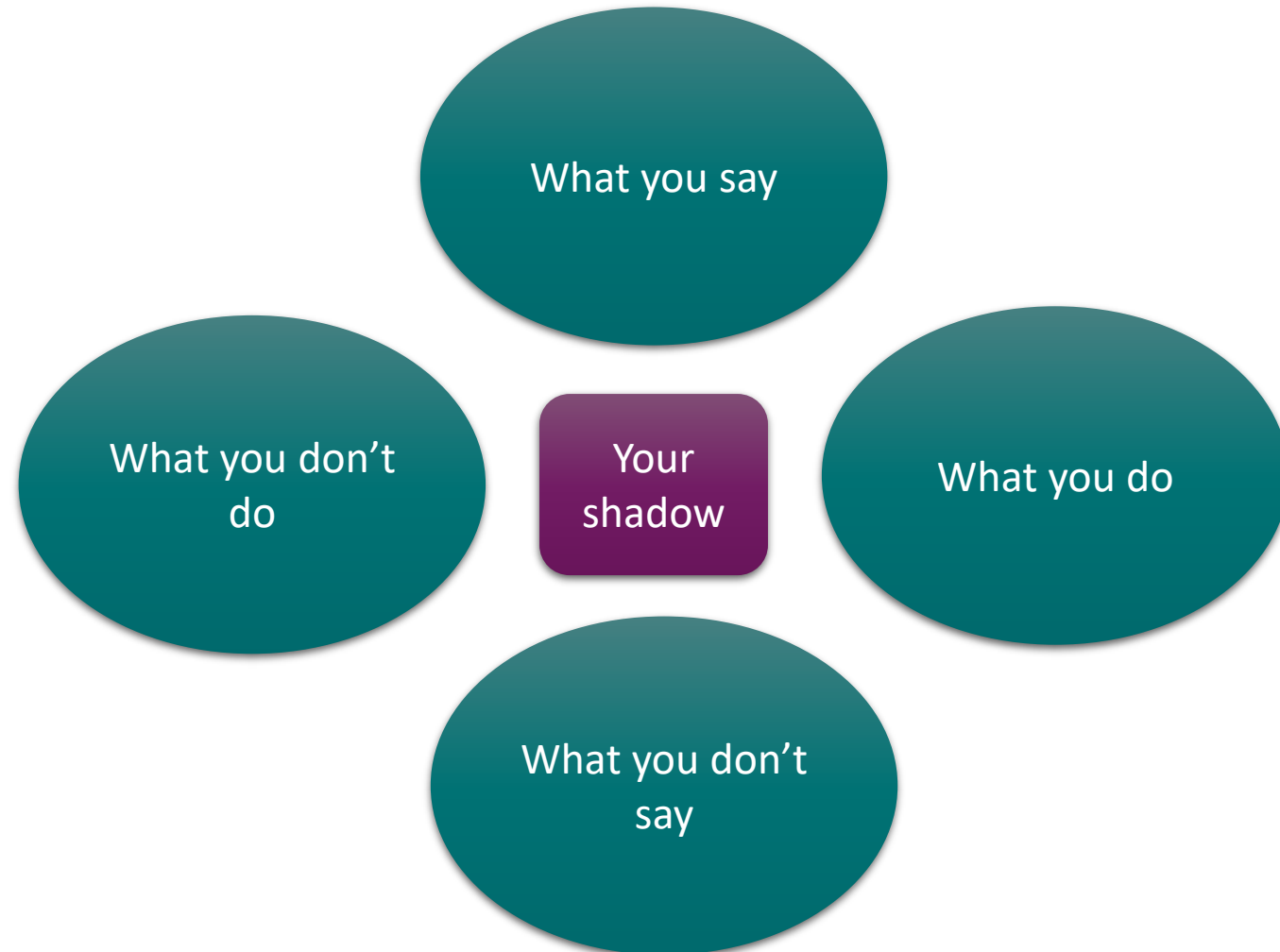
By the end of this programme, delegates will be able to:

- Understand your individual leadership style and the impact of inclusive behaviour on staff and colleagues
- Understand the importance and legal considerations of diversity in relation to the Equality Act
- Be aware of unconscious bias and the impact on listening, seeking out and taking account of the views of diverse people
- Be aware of how your own behaviour can contribute to, or help to prevent, discrimination and harassment
- Put effort into helping diverse people identify their talents and develop them for performance now and future advancement
- Demonstrate a deep understanding of the overall business case for FIR – that Fairness, Inclusion and Respect are fundamental to business cohesion, effectiveness and performance.





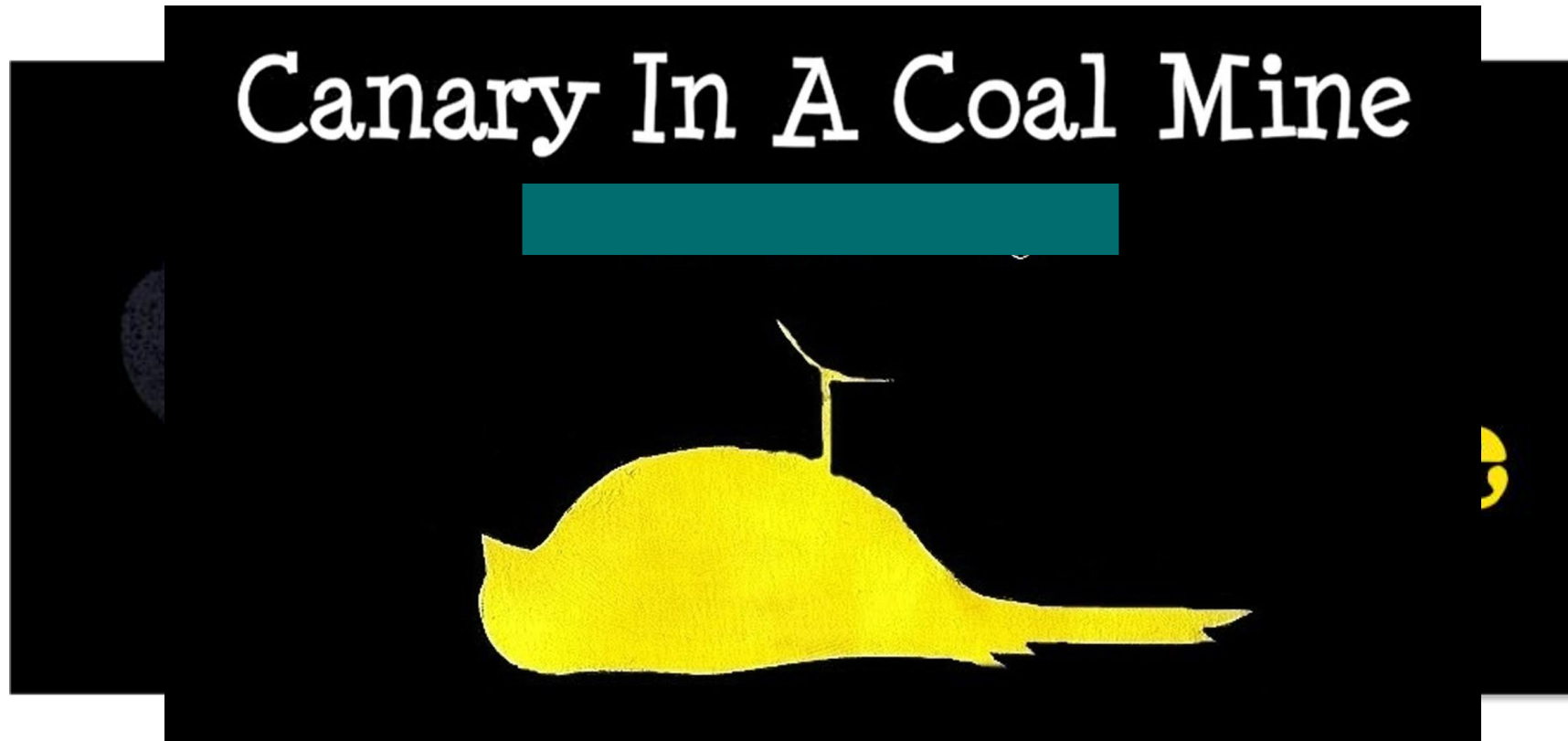
The shadow that you cast



The shadow that you cast



We need you to be like.....



Able to identify a toxic atmosphere!

Concepts around behaviours that I need you to consider throughout your day.....



An Inclusive Leader knows their true shadow..... Do you?

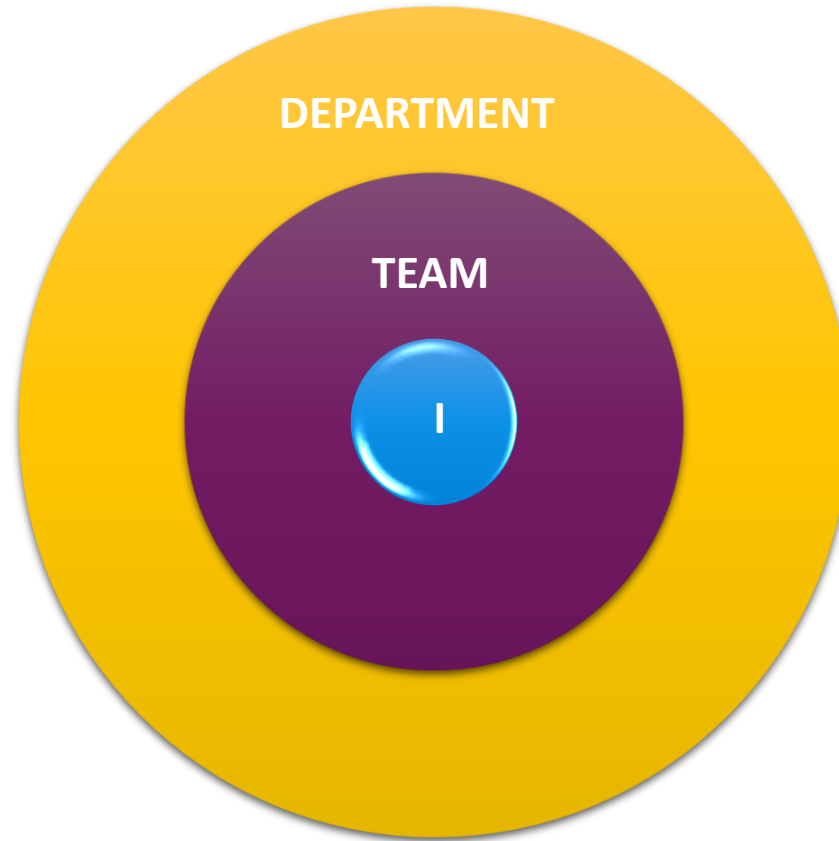
The shadow that you cast

- Do you have a true reflection of the 'shadow that you cast'?
- How do you know?
- When was the last time you asked someone?
- Did you ask a friend, family member or colleague?
- Did you choose to ask someone in your 'in group'?

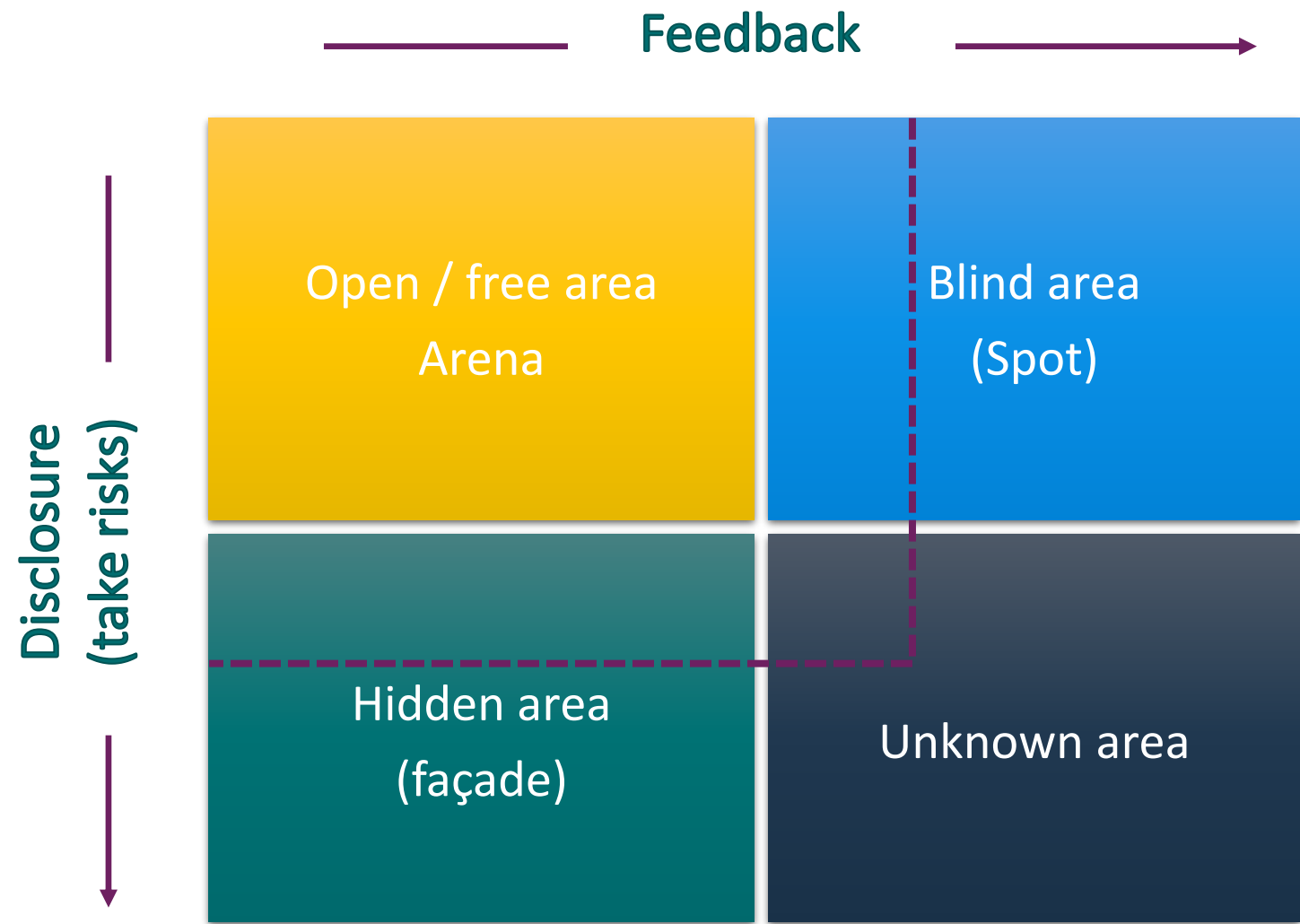


Leadership Shadow
(De Haan and Kasozi, 2014)

“Before we can manage others – we must first manage ourselves”



Johari Window



Adair's Skill List of an Effective Leader



Things to consider

Using Adair's 7 characteristics of a leader, identify:

- How you could get more feedback to reduce the Blind Spot?
- How you could share more (appropriately) to reduce the Façade?
- Do things differently/take risks – to reduce the Unknown?



What is Inclusive Leadership?

“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”

Three important components

Fairness and Respect

A foundation element that is underpinned by ideas about treatment of diversity and equality of opportunity

Valuing and Belonging

Individuals feel that their uniqueness is known and appreciated, whilst also feeling a sense of social connection and group/team membership

Confidence and Inspiration

Creating the conditions for team high performance with individuals having the confidence to speak and the motivation to do their best work

Blanchard ABCD Model

A

ABLE

Demonstrate
competence

How do you do this.....

B

BELIVEABLE

Act with
integrity

How do you do this.....

C

CONNECTED

Care about
others

How do you do this.....

D

DEPENDABLE

Maintain
reliability

How do you do this.....

Blanchard ABCD Model

A

ABLE

Demonstrate competence

- Get quality results. Resolve problems. Develop Skills. Use skills to assist others.

B

BELIVEABLE

Act with integrity

- Keep confidences. Admit when you are wrong. Be honest and sincere.
- Be non-judgmental. Show respect.

C

CONNECTED

Care about others

- Listen well. Praise others. Work well with others. Show empathy with others.

D

DEPENDABLE

Maintain reliability

- Do what you say you'll do. Be responsive. Be organised. Be consistent

Six traits of Inclusive Leadership



Behaviour/Attitudes

‘Leadership Shadow’

Prejudice

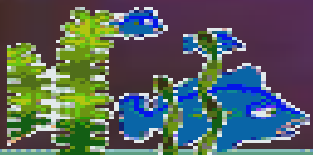
Unconscious Bias

Beliefs

Values

L
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e

E
x
p
e
r
i
e
n
c
e
s



Emotional Intelligence – EQ *Daniel Goleman*

(adapted from Meyer and Salovey)



2018-2020
Pledges

Task

'What we say we will do'

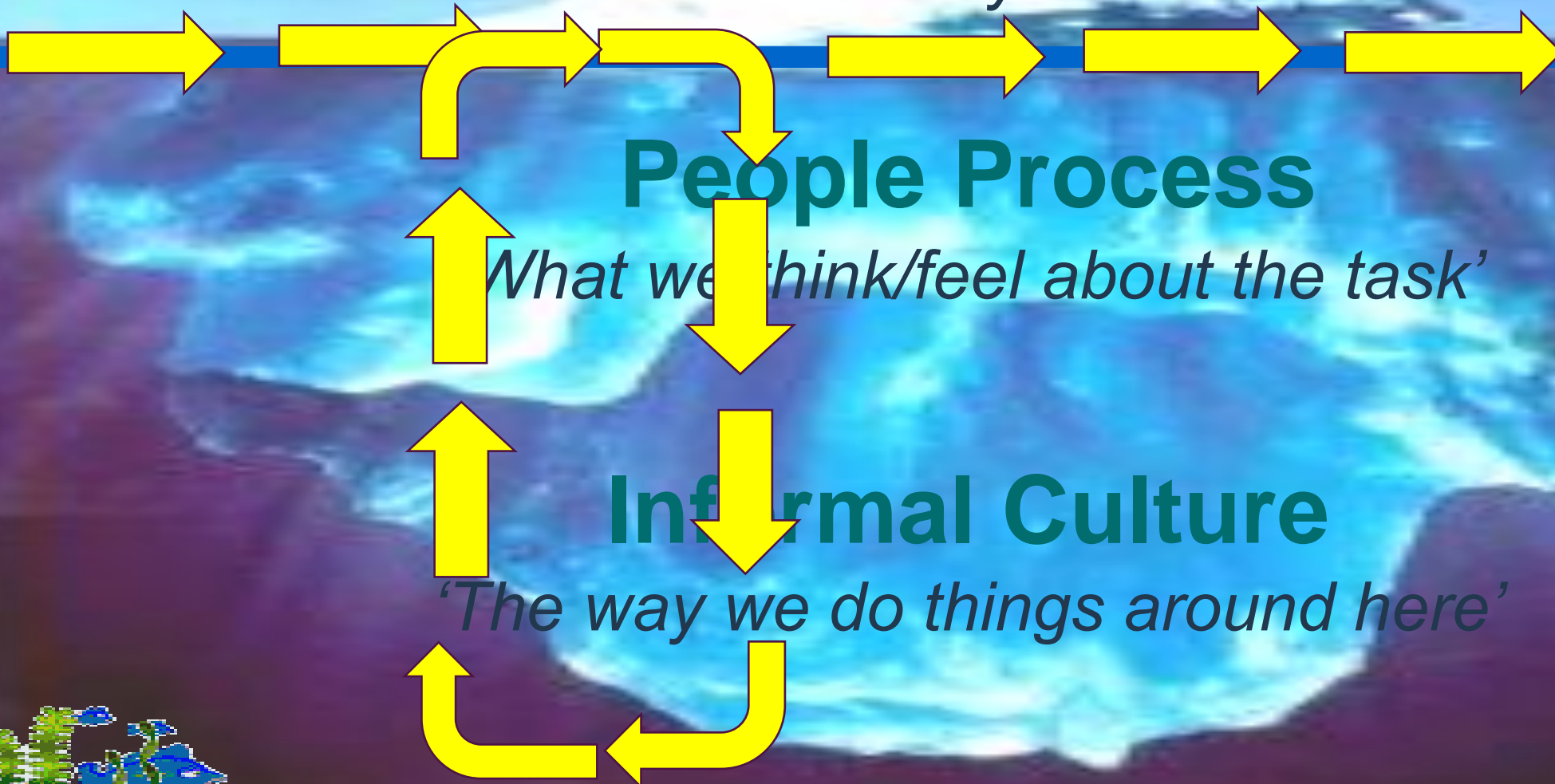


People Process

'What we think/feel about the task'

Informal Culture

'The way we do things around here'



Types of leaders and managers

2 types



Think about their 'Leadership Shadow'
What behaviours do they display ?

Types of leaders and managers

2 types

PERSONALITY



Most things they do is based on how they feel and what they want

CONSISTENT



Most things they do is considered, managed and calm

Personality based leaders can create
'Learnt Helplessness' within their team

Prejudice & Discrimination

Unconscious bias:

I react to things positively or negatively without necessarily knowing why.

Our feelings

Prejudice:

Preconceived ideas based on little or no fact. It is where we take an individual, attach them to a group, and have negative connotations towards that group.

Your thoughts

Discrimination:

is prejudice in action, when a person is treated less favourably than another.

Your actions...your attitude....your Leadership Shadow !

Unconscious Bias

A bias that we are unaware of, and which happens outside of our control. It is a bias that happens automatically and is triggered by our brain making quick judgments and assessments of people and situations, influenced by our background, cultural environment, and personal experiences.

*Unconscious Bias and Higher Education
Equality Challenge Unit (2013)*

How does bias affect our actions?

Our bias affects us and our decision-making processes in a number of different ways:

- **Perception** – how we see people and perceive reality
- **Attitude** – how we react towards certain people
- **Behaviours** – how receptive/friendly we are towards certain people
- **Attention** – which aspects of a person we pay most attention to
- **Listening** – how much we actively listen to what certain people say
- **Micro-affirmations** – how much or how little we comfort certain people in certain situations

Different kinds of unconscious bias

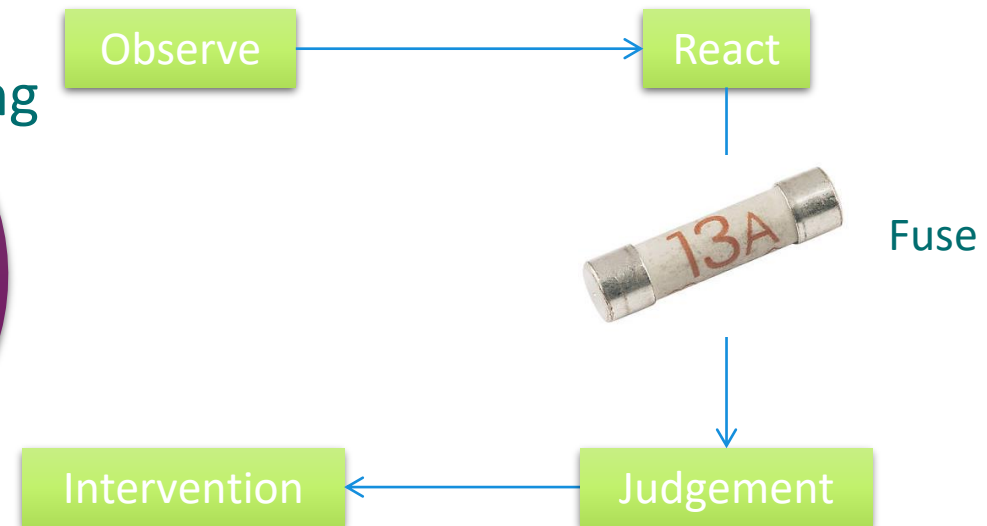
- **Affinity Bias** – Favours people who share the same social background, who look and sound like ‘one of us.’ We ignore the faults of people we like and notice the faults of those we don’t
- **Confirmation Bias** – Noticing or looking only for evidence which confirms our ideas, good or bad, and ultimately reinforces our original viewpoint
- **Social Comparison Bias** – Having feelings of dislike and competitiveness with someone, or groups of people, that are seen as physically, or mentally, better than you
- **Stereotype Threat** – Fearing being viewed through the lens of a negative stereotype and of doing something that would confirm it
- **Gender Bias** – Including being viewed as less competent, over protection, and asserting dominance over
- **Anchoring Effect** - Also known as the relativity trap, this is the tendency we have to compare and contrast only a limited set of items

ORJI Model

Focuses on how what goes on inside your head affects your behaviour

We
un

By taking time to assess the situation, pictorially placing a fuse in the process, you give yourself time to reassess the situation and react more rationally



2018-2020
Pledges

Task

'What we say we will do'

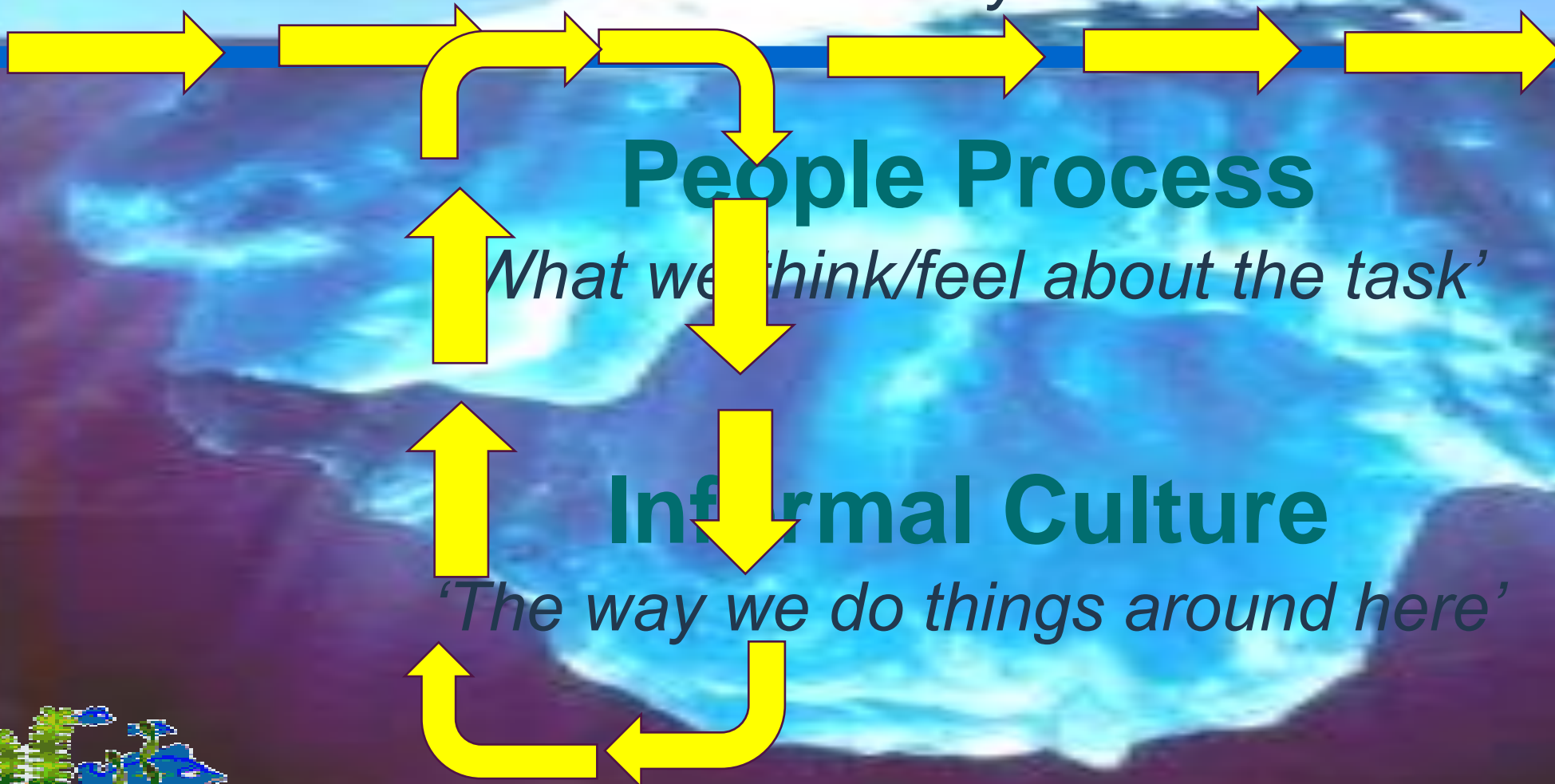


People Process

'What we think/feel about the task'

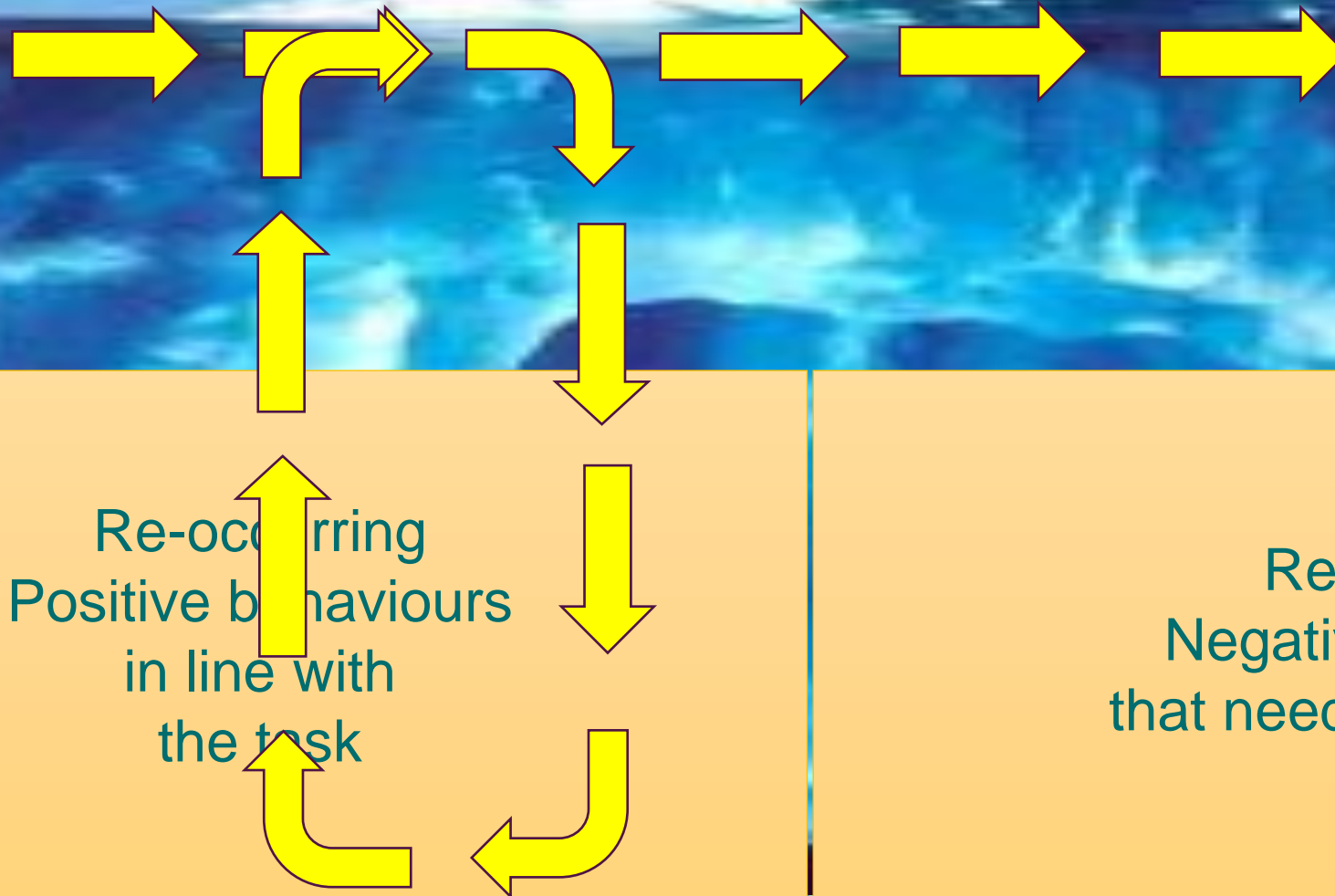
Informal Culture

'The way we do things around here'



Task

Equality Objectives

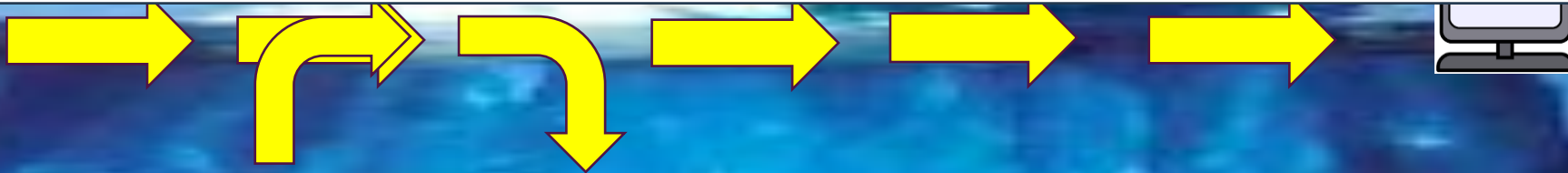


Re-occurring
Positive behaviours
in line with
the task

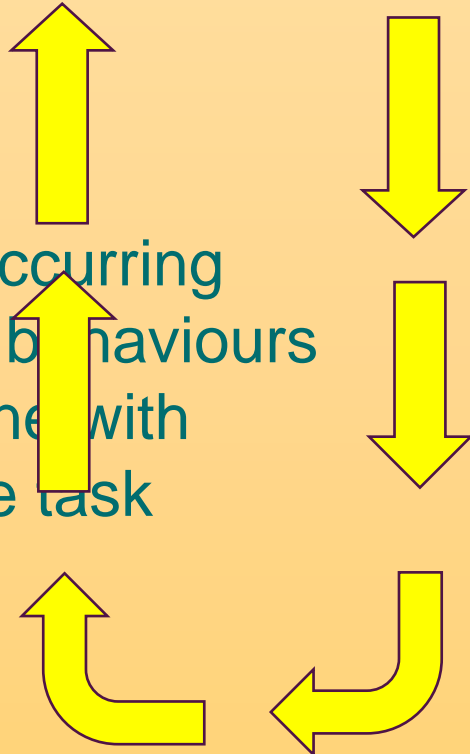
Re-occurring
Negative behaviours
that need an intervention

Task

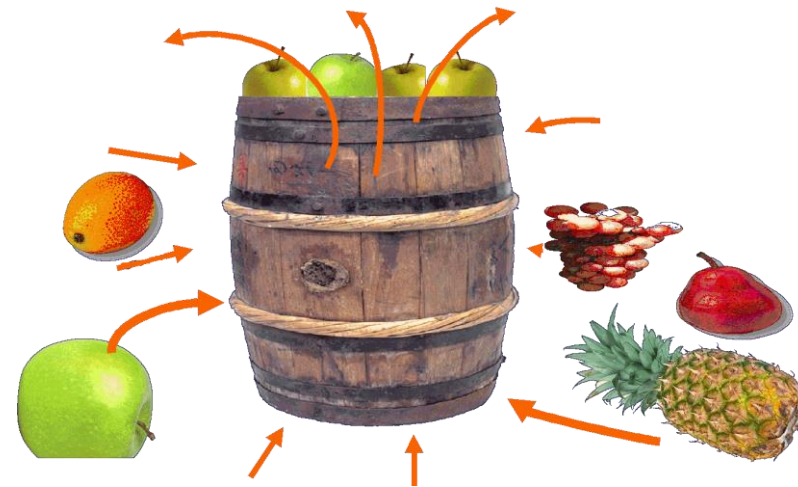
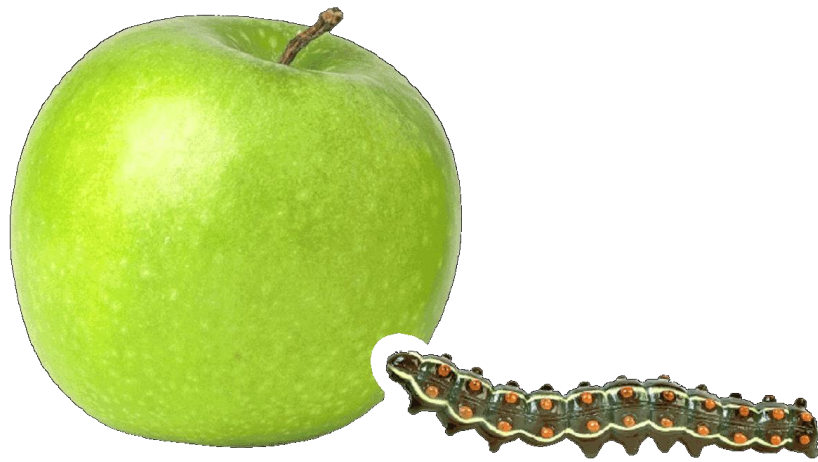
Our organisation is a diverse, inclusive and professional community that respects individuals and enables them to strive for success in order to contribute positively and sustainably in the local region, wider society and national economy.



Re-occurring
Positive behaviours
in line with
the task



Barrel Issue



What is the difference?

Racist

&

Racism

What is the difference

Racist

&

Racism

Ageist

&

Ageism

Sexist

&

Sexism

ist = intent

ism = impact

Sex**ist** & Sex**ism**

Rac**ist** & Rac**ism**

Age**ist** & Age**ism**

Concepts around behaviours that I need you to consider throughout your day.....







Clumsy

Inappropriate

Unacceptable

Educate

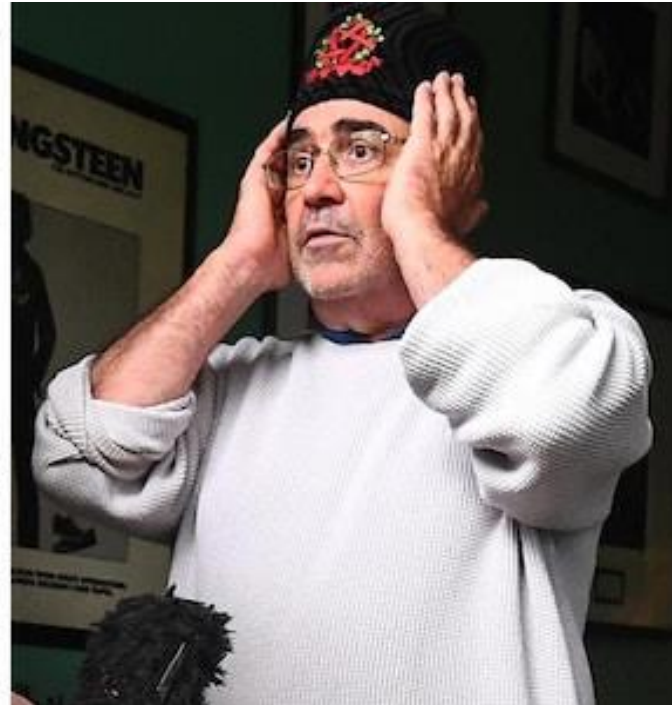
Challenge

Confront formally



Danny Baker
@prednose

Royal baby leaves hospital.



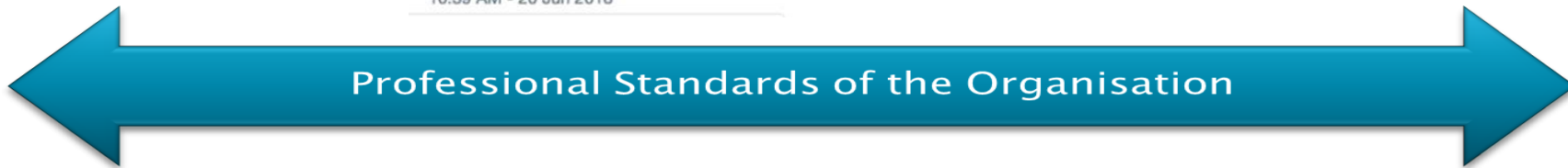
Danny Baker's response

“Once again. Sincere apologies for the stupid unthinking gag pic earlier. Was supposed to be joke about Royals vs circus animals in posh clothes but interpreted as about monkeys & race, so rightly deleted” .

“Following one of the worst days of my life I just want to formally apologise for the outrage I caused and explain how I got myself into this mess. I chose the wrong photo to illustrate a joke. Disastrously so.

“In attempting to lampoon privilege and the news cycle I went to a file of goofy pictures and saw the chimp dressed as a Lord and thought, ‘That’s the one!’ Had I kept searching I might have chosen General Tom Thumb or even a baby in a crown. But I didn’t. God knows I wish had.”



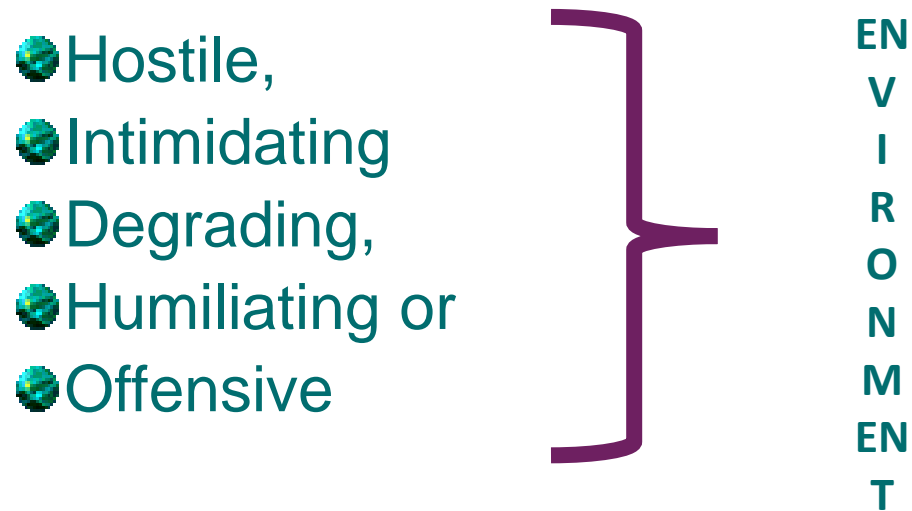


What is the difference
between Bullying &
Harassment?

What is the difference between Bullying & Harassment?

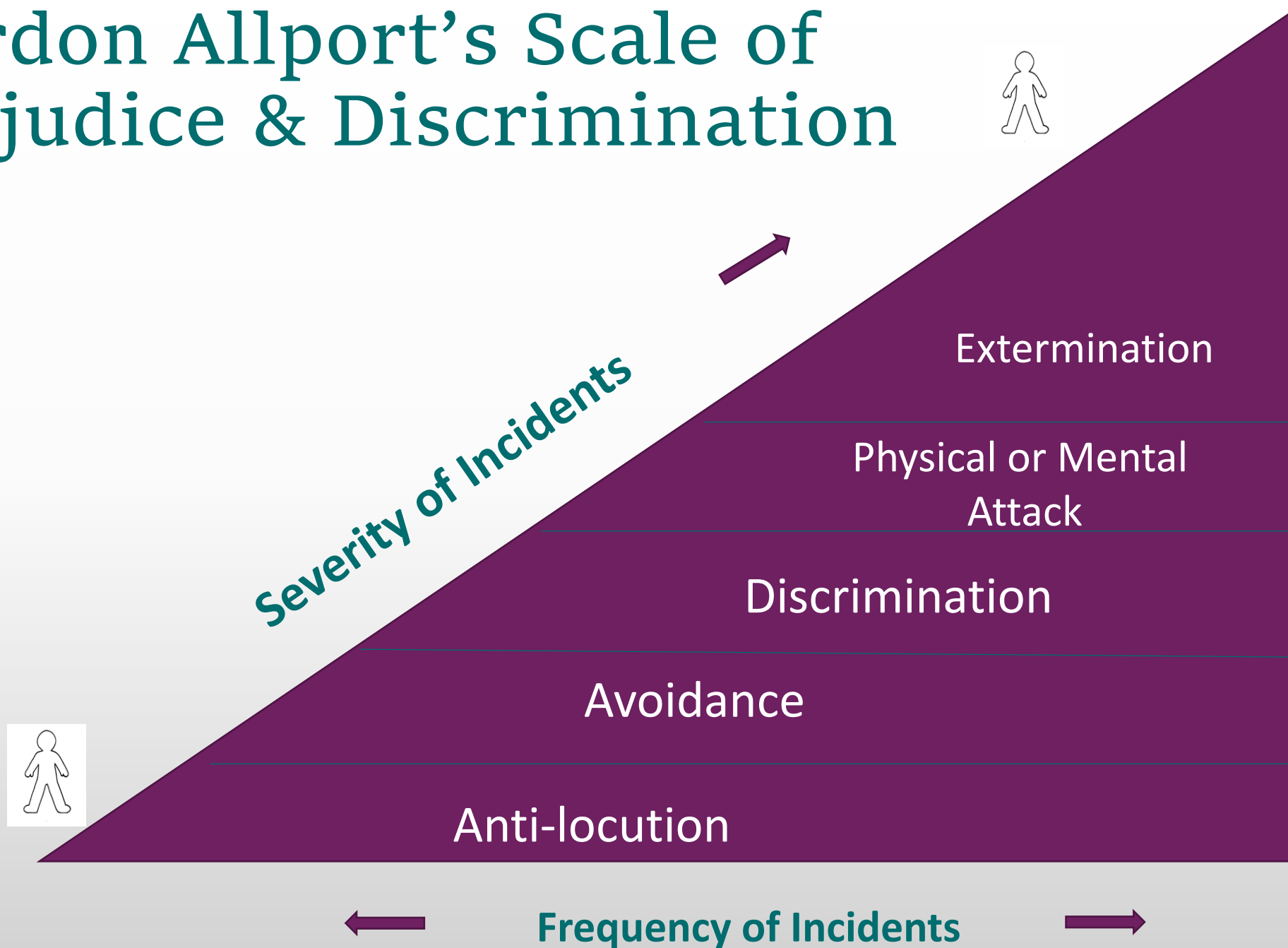
Harassment & Bullying

Unwanted conduct which has the purpose or effect of violating someone’s dignity or



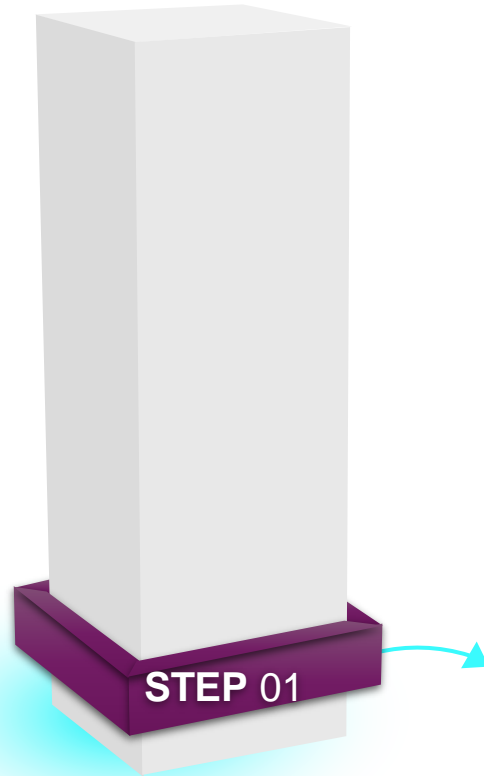
H I D H O

Gordon Allport's Scale of Prejudice & Discrimination



Where do I go from here?

What do we do now?



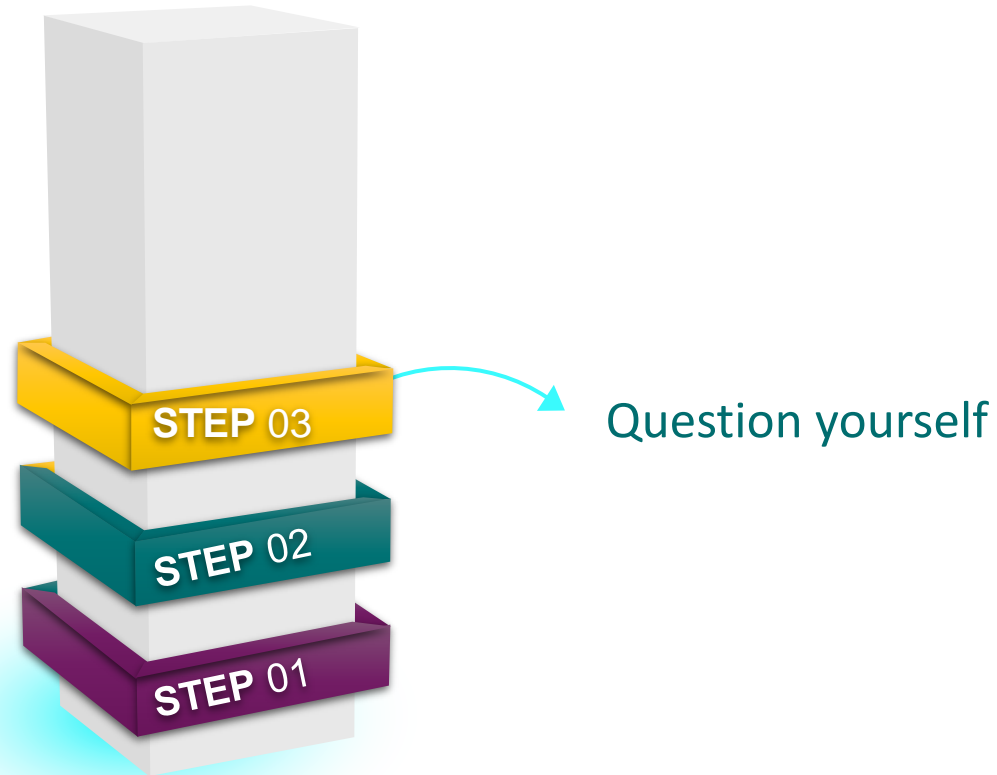
Slow down and focus your attention

What do we do now?

Cultivate empathy and
connection

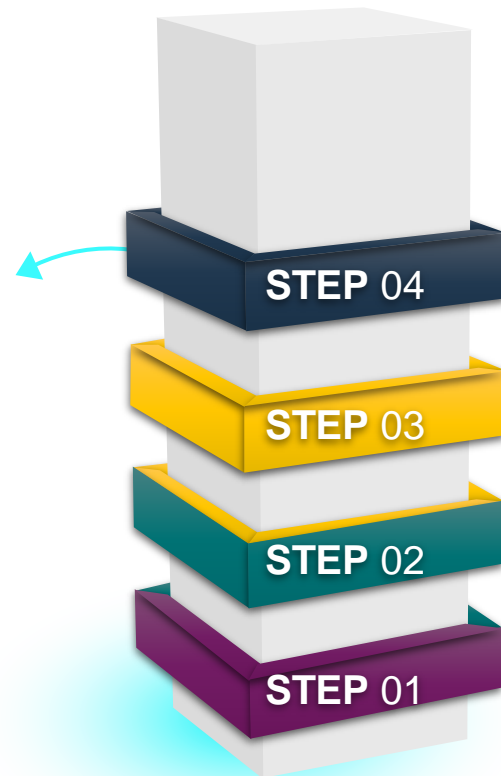


What do we do now?



What do we do now?

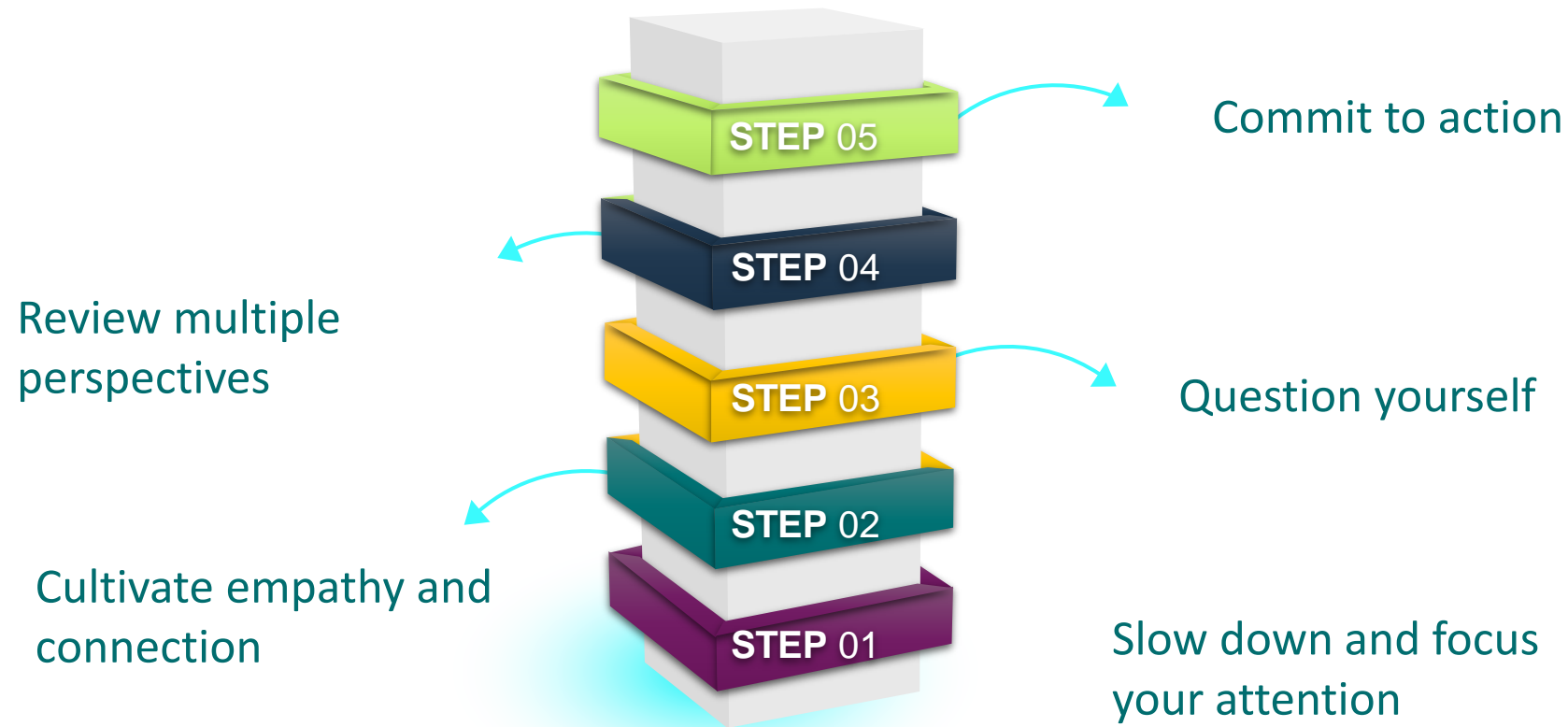
Review multiple perspectives



What do we do now?



What do we do now?



What do we do now?

Consider what you can practically do in relation to managing unconscious bias and managing more inclusively ?



What support do you require to make those changes?

Thank you for your contributions
today.

Any questions ?

Thank-you!

Please complete and return your feedback form

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