



Leading People Inclusively

Lisa Reynolds

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

Partners leading our work



Endorsed by:  Construction Leadership Council

Rules for today



Shout-Out





Aims & Objectives

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 organisational and individual performance towards a shared vision

Areas we will look at during this session:

- Your individual leadership styles and the impact of inclusive behaviour on staff and colleagues
- The importance and legal considerations of diversity in relation to the Equality Act
- Unconscious bias and the impact on listening, seeking out and taking account of the views of diverse people
- How your own behaviour can contribute to, or help to prevent, discrimination and harassment



“Diversity is being invited to the party, but inclusion is being asked to dance.”

Vernā Myers

“Inclusion is not just about being invited to the party, it’s not just about being asked to dance, its about having your tracks on the playlist and the playlist being left on shuffle!”

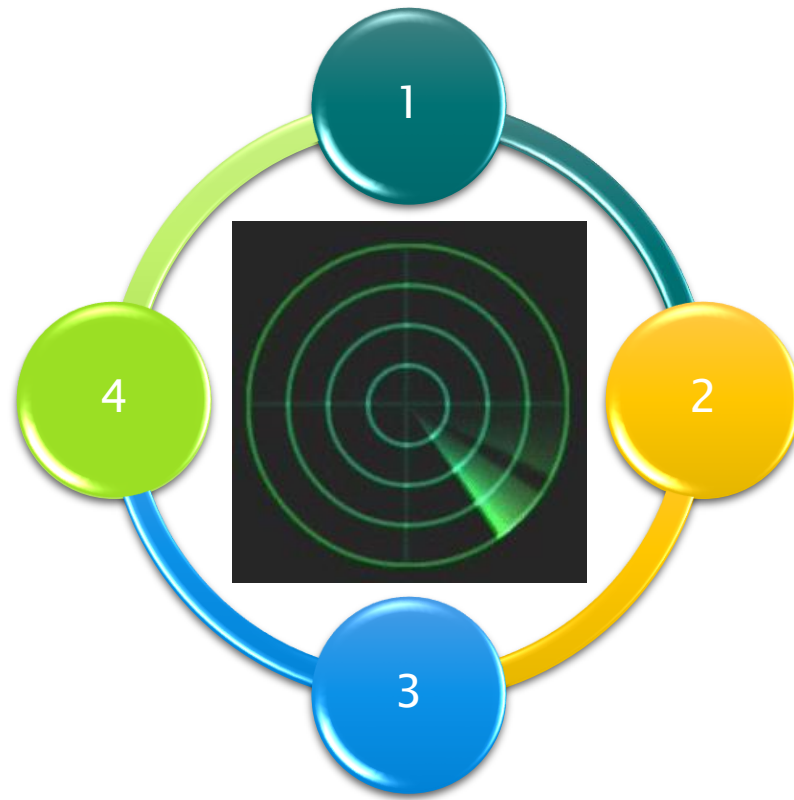
Lisa Reynolds, **ioda**



Do we know the 9 Protected Characteristics identified in the Equality Act 2010 ?



“Think about the impact your behaviour and decisions will have on people”



“Think about the impact your behaviour and decisions will have on the environment”

What you permit you promote...
(Your integrity)

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?



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”

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

Types of leaders and managers



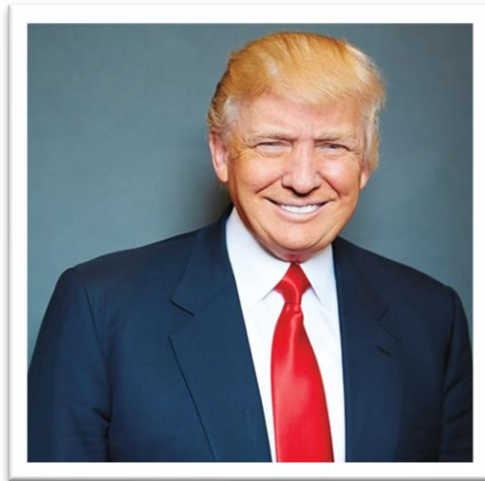
2 types



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

Types of leaders and managers

PERSONALITY **2 types** CONSISTENT



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

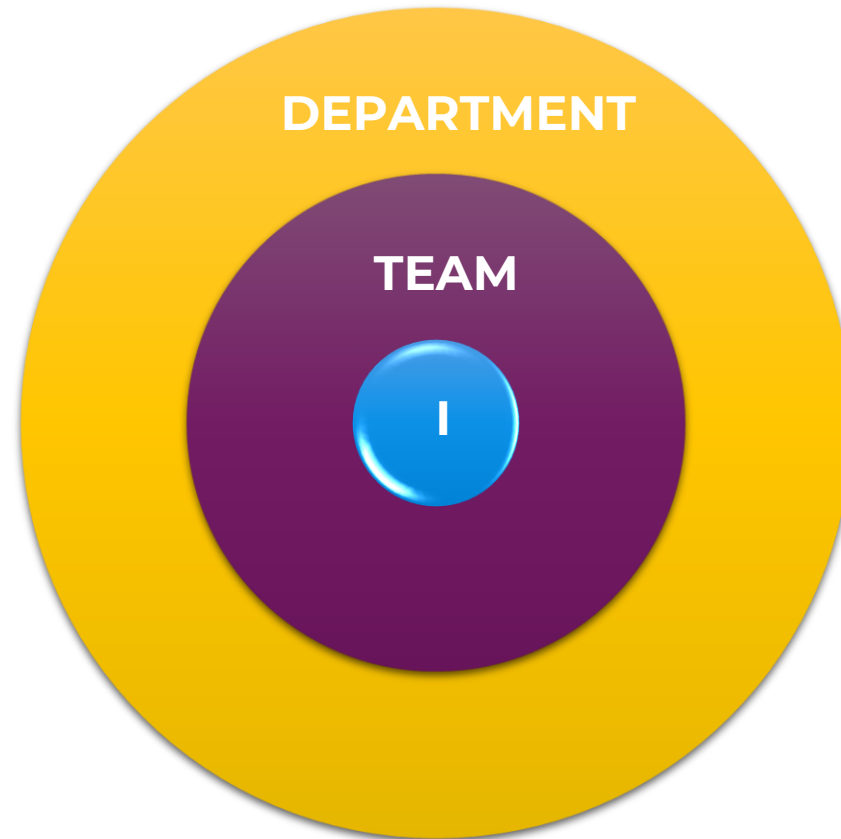


Most things they do is considered, managed and calm

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

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

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



Three important components of Inclusive Leadership

Fairness & Respect

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

Valuing & Belonging

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

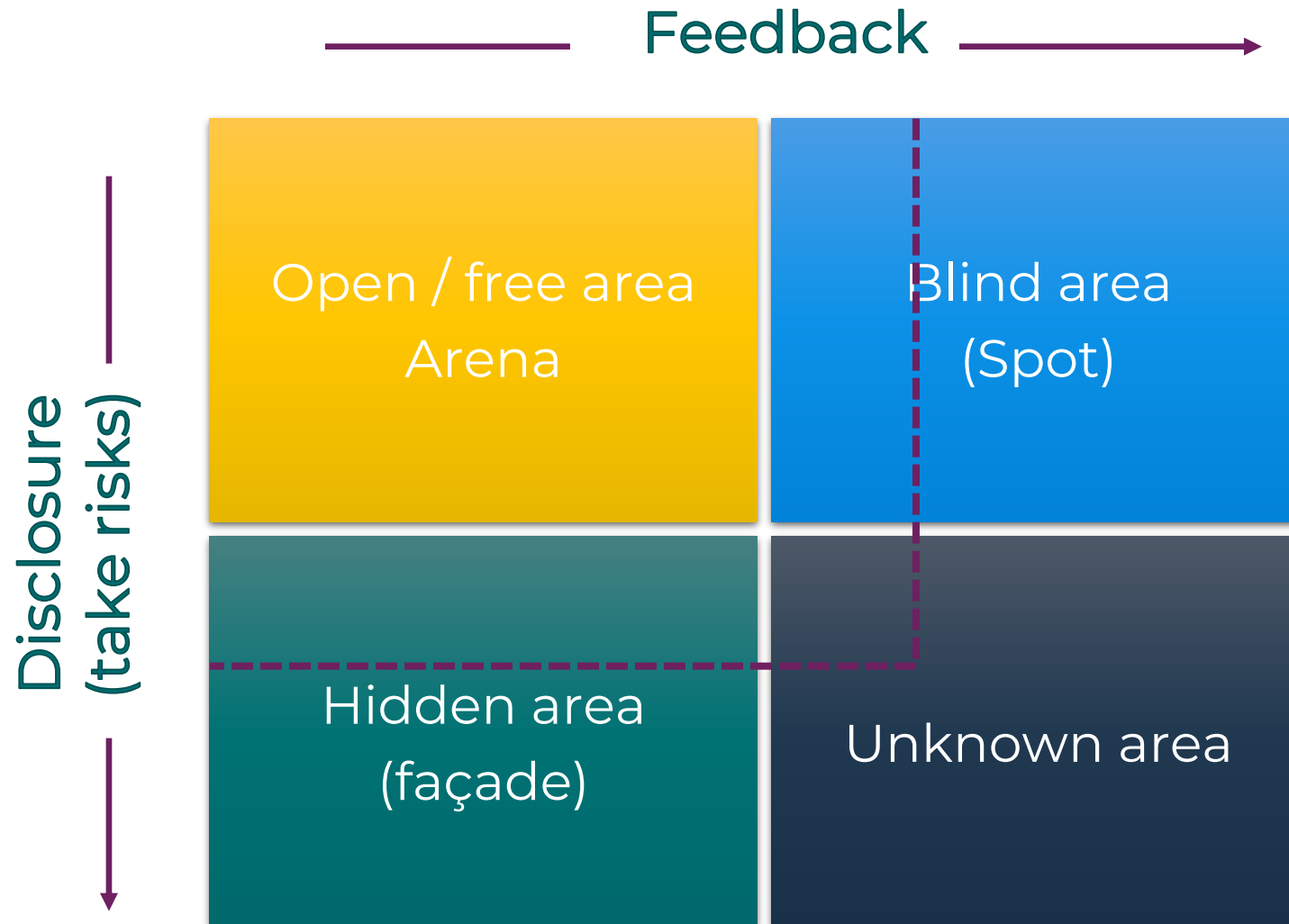
Confidence and Inspiration

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

Six traits of Inclusive Leadership



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?



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

Behaviour

'Our Shadow'

Attitude

Prejudice & Stereotyping

Unconscious Bias

Beliefs

Values

L
i
f
e

E
x
p
e
r
i
e
n
c
e
s



STEREOTYPE, PREJUDICE, UNCONSCIOUS BIAS & DISCRIMINATION

Stereotype :

Are oversimplified generalisations about groups of people.

Like caricatures, which are pictures that exaggerate certain features while oversimplifying others and end up distorting the essence of an individual.

The thoughts

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.

The thoughts & feelings

Unconscious bias:

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

Our feelings

Discrimination:

Is stereotyping, prejudice or unconscious bias in action.
When a person is treated less favourably than another.

The actions

Emotional Intelligence – EQ *Daniel Goleman*

(adapted from Meyer and Salovey)



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

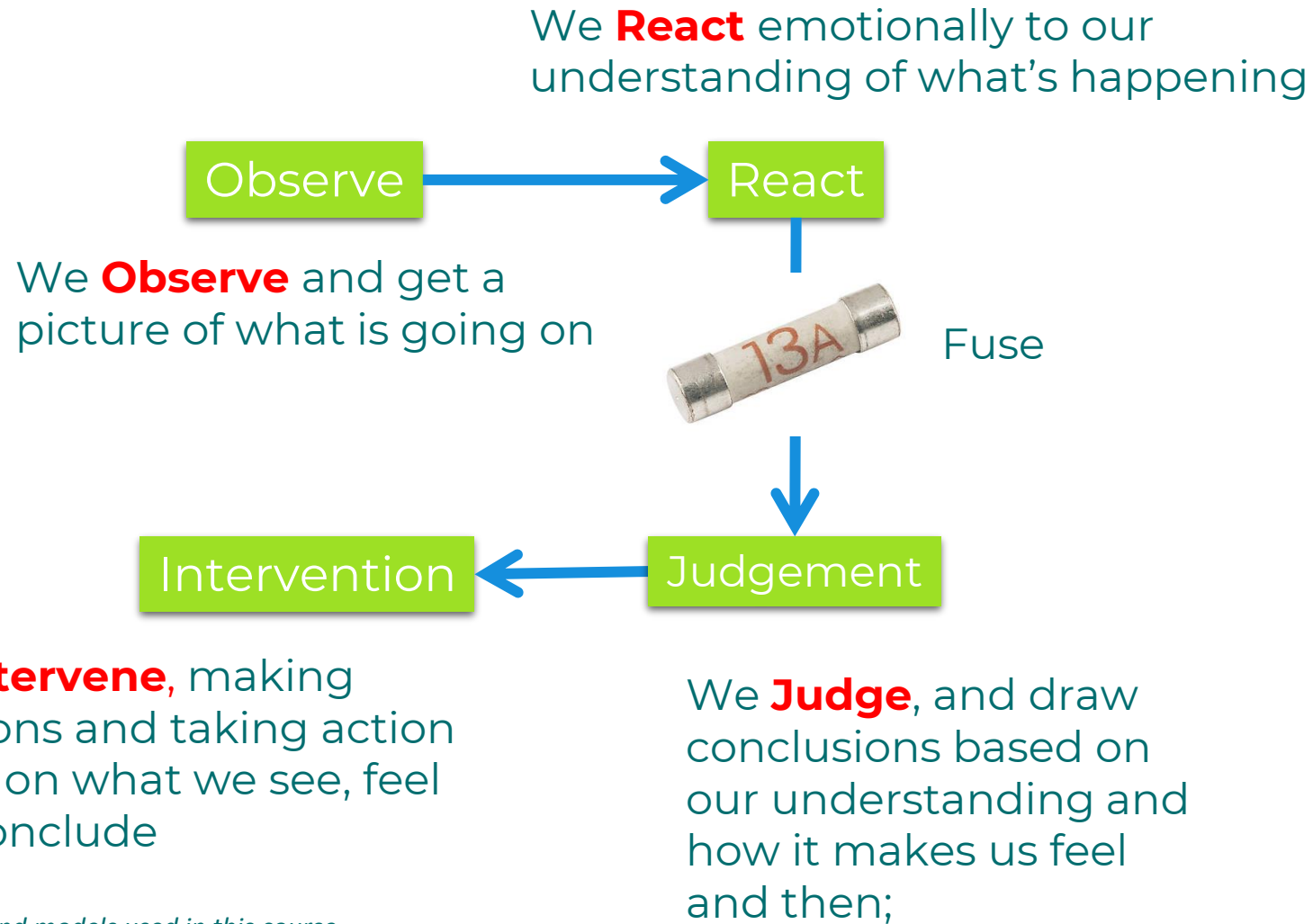
Different kinds of unconscious bias

- **Affinity Bias** – Favouring 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

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



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

The Behaviour Continuum



The behaviours that fall below

Clumsy

Inappropriate

Unacceptable

Educate

Challenge

Confront formally



“Kevin was the name used to describe everyone of colour in a very derogatory manner, whether that be publicly or in the dressing room”

Azeem Rafiq December 2021

Professional Standards of the Organisation



The behaviours that fall below

Clumsy

Inappropriate

Unacceptable

Educate

Challenge

Confront formally

What is the difference between Banter & Bullying ?

Difference between Banter & Bullying



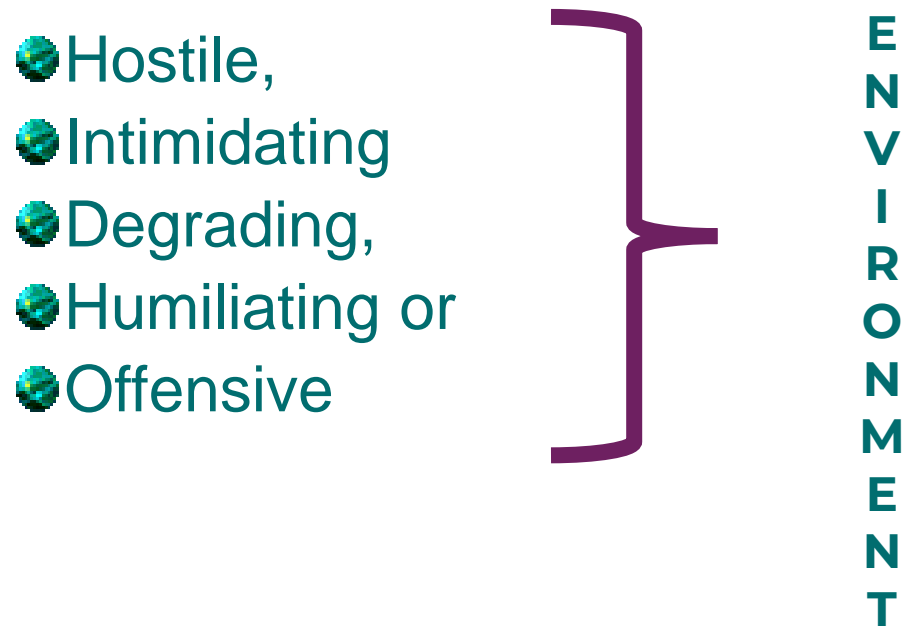
Banter has an important place in British culture and can often help in developing cohesive workplace relationships

True banter is friendly and, most importantly, an exchange. It is neither designed to nor has the effect of, shaming, upsetting, belittling, offending or otherwise making anyone hearing it uncomfortable. It is a shared joke.

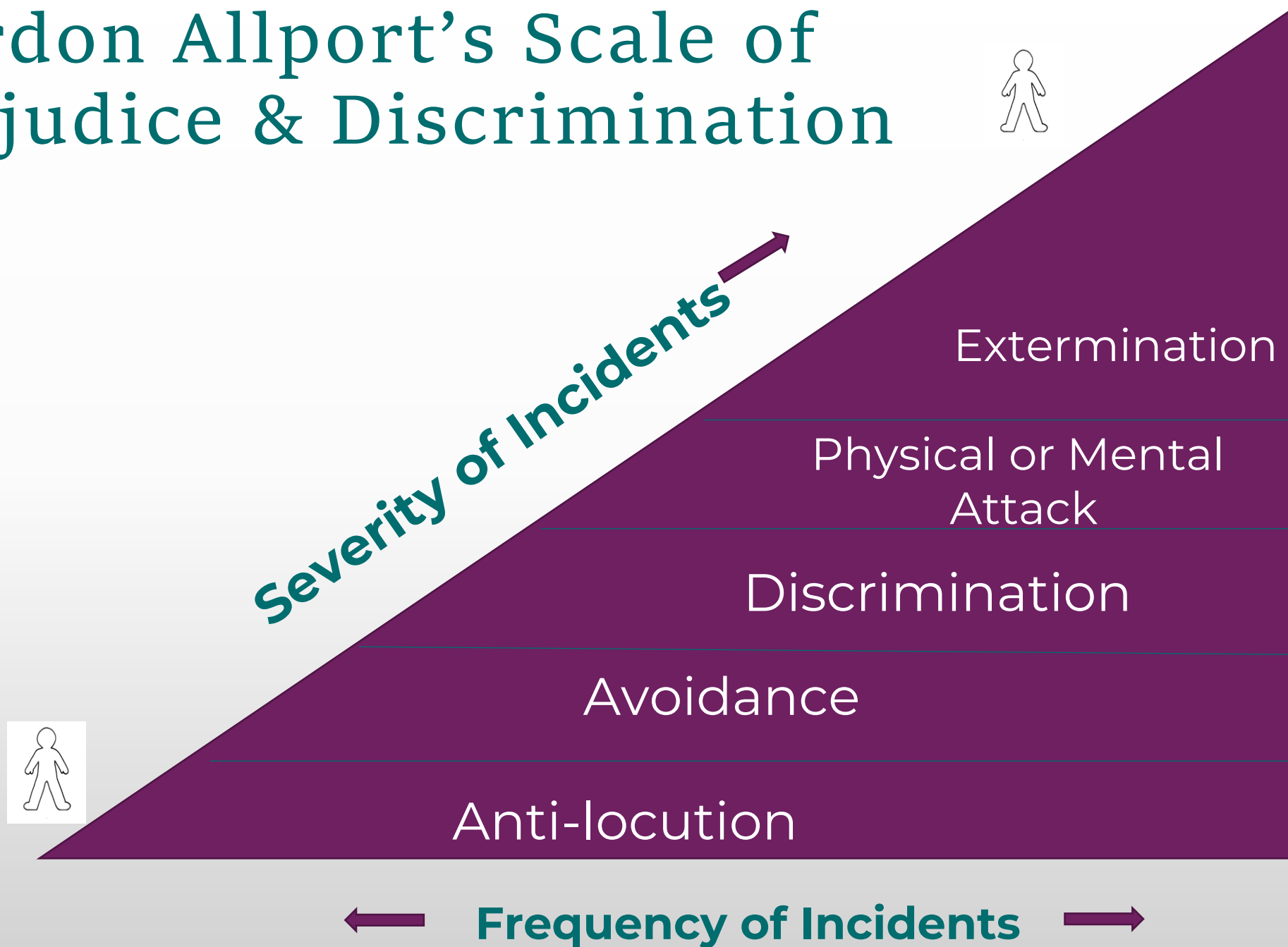
What is the difference between Bullying & Harassment?

Harassment & Bullying

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



Gordon Allport's Scale of Prejudice & Discrimination



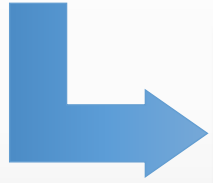
3 step approach to effective challenge

- 1. State the BEHAVIOUR/ISSUE**
- 2. State the IMPACT/EFFECT**
- 3. State the ACTION/OUTCOME**

Three Step Approach

State the Behaviour

- When you
- .



State the Impact

- This is the effect/what happens



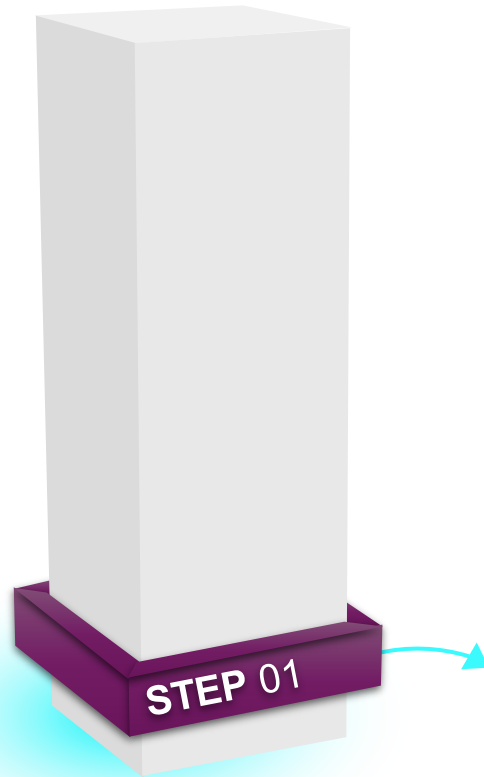
State the Expectation

- What I would like to happen in the future is...



Where do I go from
here...?

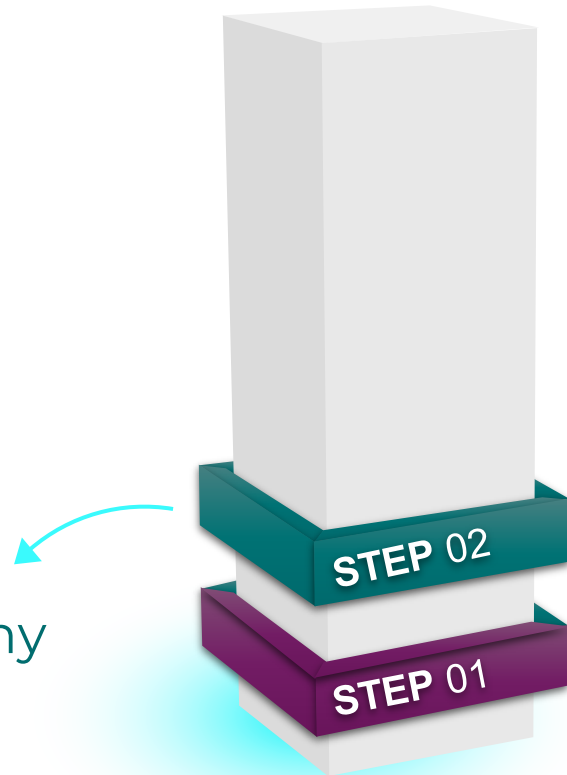
What do we do now?



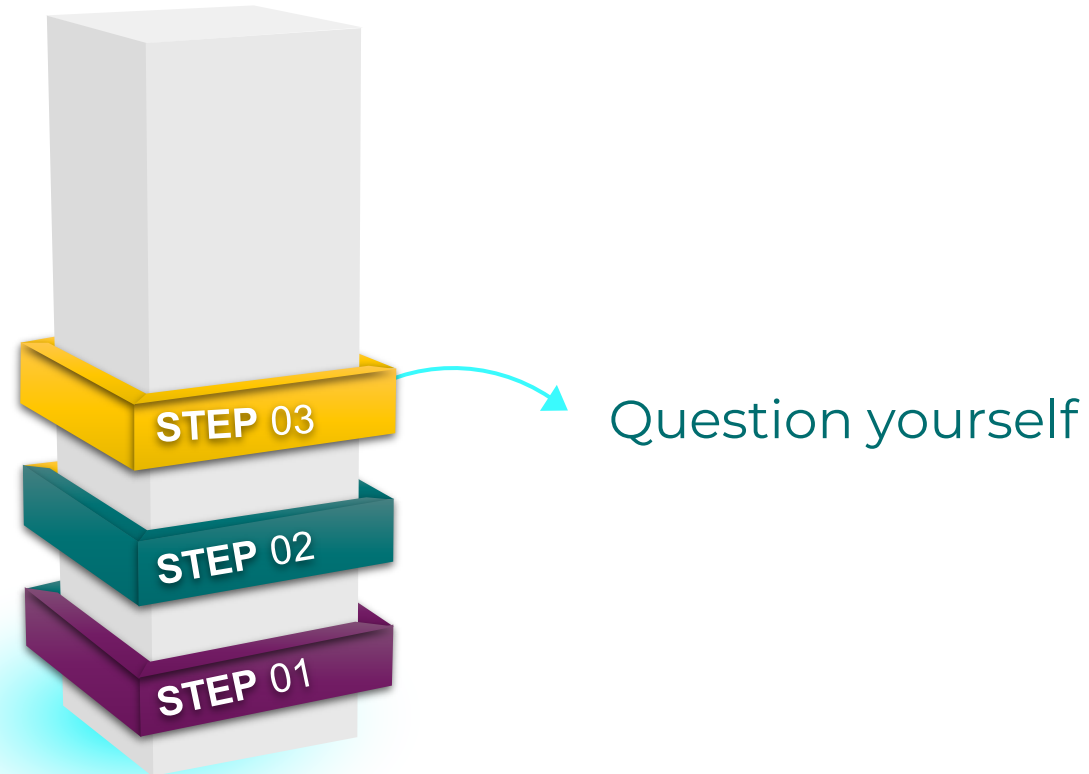
Slow down and focus
your attention

What do we do now?

Cultivate empathy
and connection



What do we do now?



What do we do now?

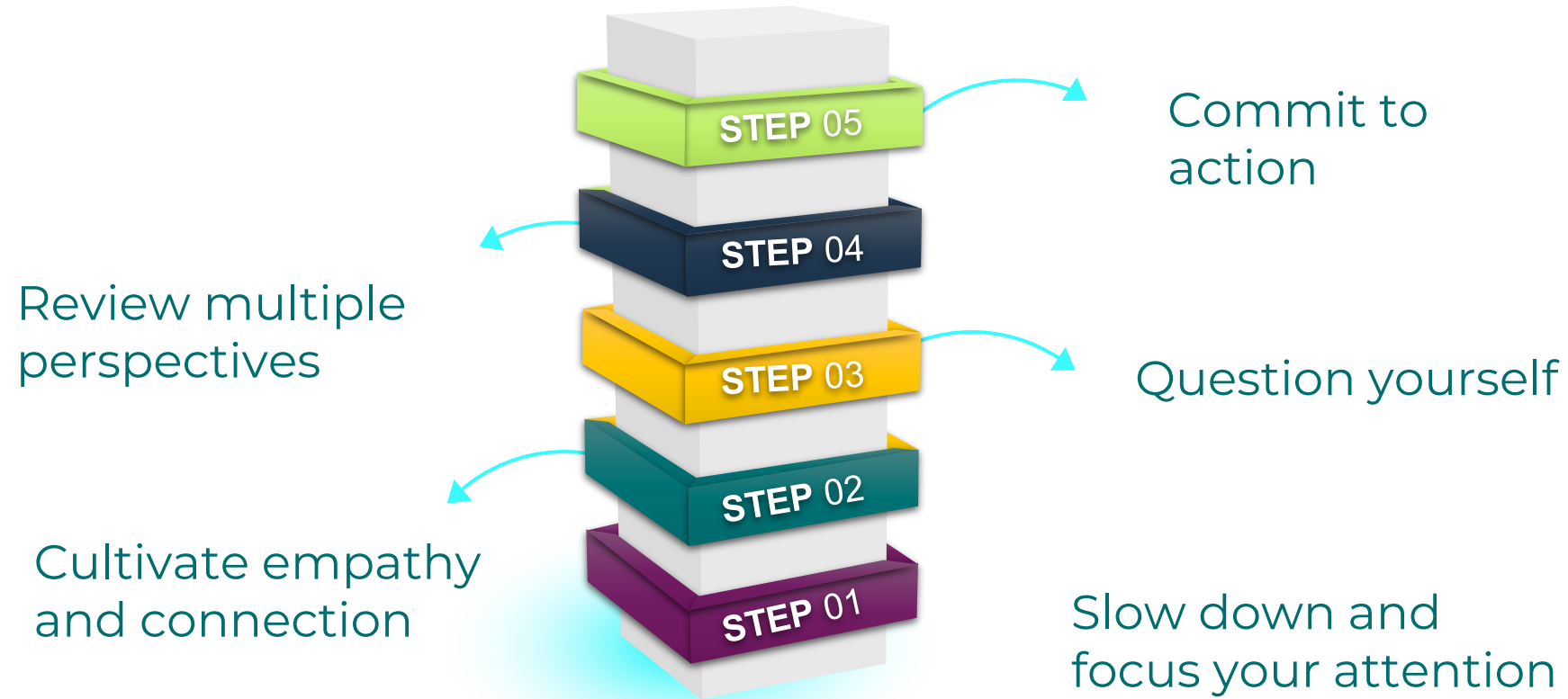
Review multiple perspectives



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 for your contributions today.

Any questions ?

Please click the link in the chatbox and
leave feedback on today's sessions