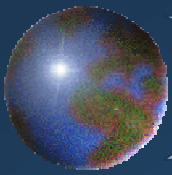


*Leadership for Inclusion:
Addressing the Complexities
and Meeting The Challenges*

Bernardo M. Ferdman
Alliant International University

Presented to San Diego I-O Professionals (SDIOP)

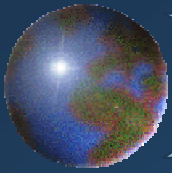
October 27, 2005



Effective Leadership (Heifetz)

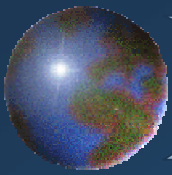
- Leadership is an activity, not a set of personality characteristics
- The activity of leadership:

mobilizing groups and individuals to address adaptive challenges, and helping to create the conditions that make this work possible



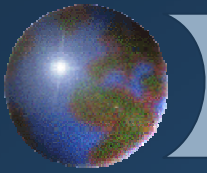
Adaptive challenges

- ❖ no clear answer
- ❖ require learning, experimentation, and adjustment
- ❖ contrast with technical problems – which require expertise and procedures)
- ❖ The role of leaders: direction, protection, orientation, managing conflict, shaping norms



How to optimize results in the face of adaptive challenges?

- Tap into all possible resources
- Enable creativity & innovation
- Engagement, connection, dialogue
- Productive conflict
- DIVERSITY & INCLUSION

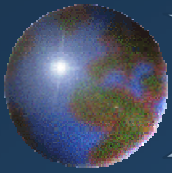


The challenge of diversity

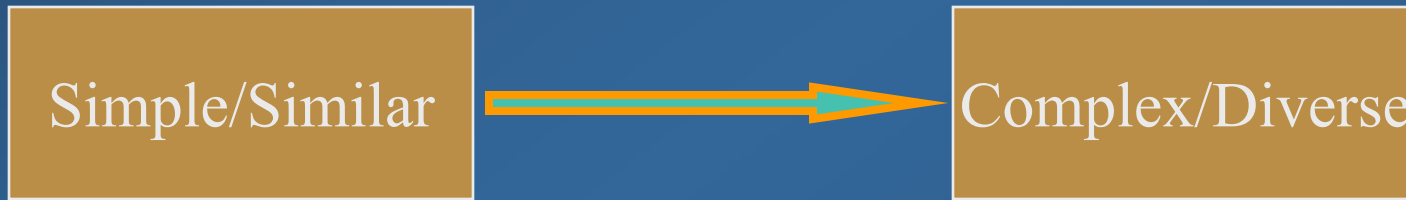
Diversity:

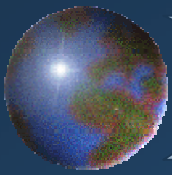
“The varied perspectives and approaches to work that members of different identity groups bring.”

(D. Thomas & Ely, 1996)

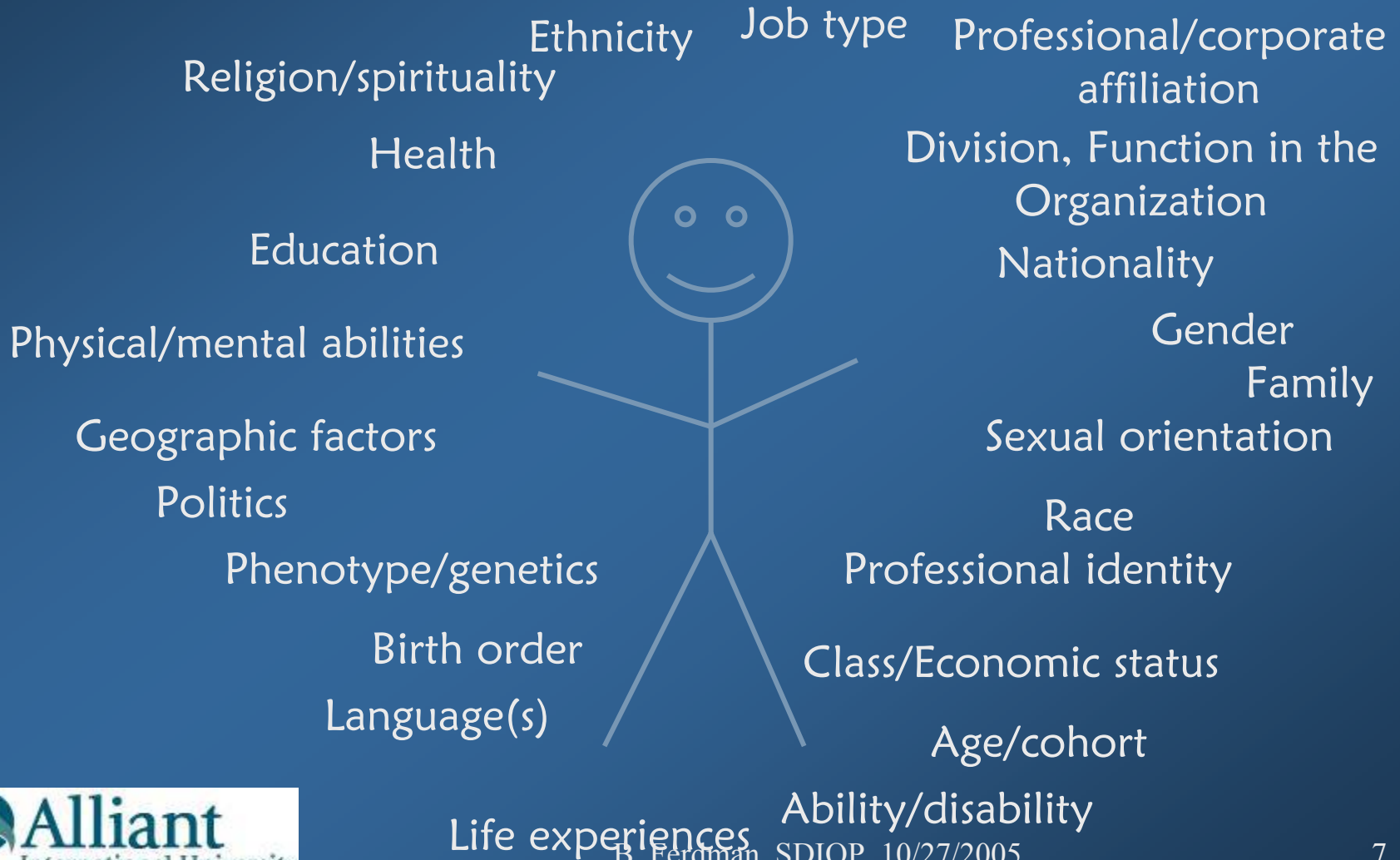


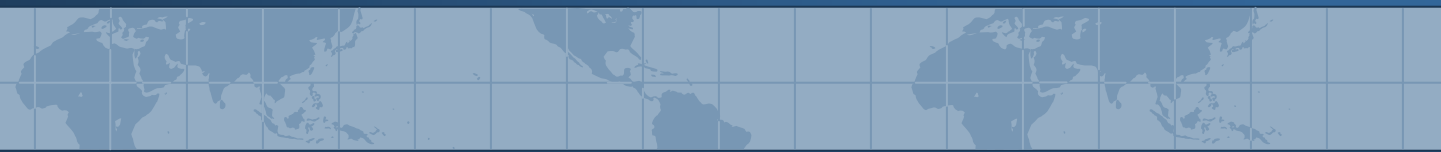
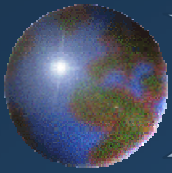
New images of people at work...





Some sources of our (social) identity





Model of Multicultural Organizational Development



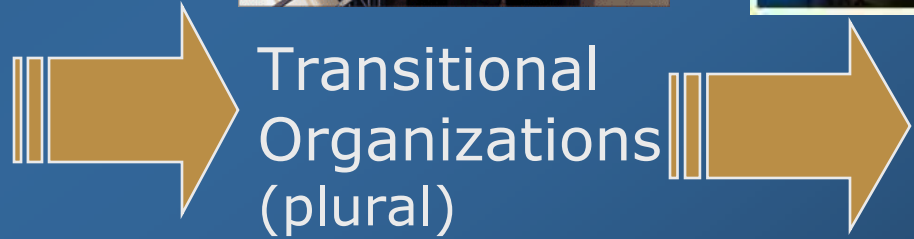
Monocultural Organizations
(exclusive, homogeneous)



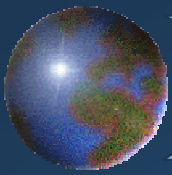
Transitional Organizations
(plural)



Multicultural Organizations
(inclusive, many differences, many ways)



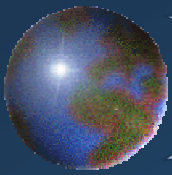
(Holvino, 1998, in Holvino, Ferdman, Merrill-Sands, 2003)



Key element: Inclusion

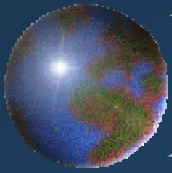
- “the degree to which individuals feel part of critical organizational processes” **(Mor-Barak & Cherin, 1998)**
- employees are valued and their ideas are taken into account and used
- people partner successfully within and across departments
- current employees feel that they belong and prospective employees are attracted to the organization
- people feel connected to each other and to the organization and its goals
- the organization continuously fosters flexibility and choice and attends to diversity

(Gasorek, 2000)



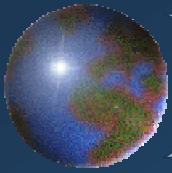
Components of inclusion

- Presence/visibility
- Safety (for self & group)
- Feeling of being valued
 - Individually
 - As a group member
- Ability to express oneself authentically (“bringing the **whole** self to work”):
 - social identities *and* cultural features
- Participation, voice, engagement, ownership
- Continuous learning & adaptation (individually & collectively)



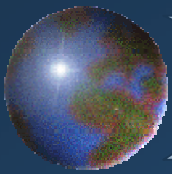
The key challenge for leaders

- To be champions of inclusion
- Why is it challenging?
 - Because inclusion is complex!



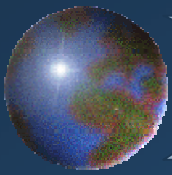
Complexities of inclusion

- ❖ Multifaceted & changing social identities
- ❖ Subtle & covert prejudice and discrimination
- ❖ Changing societal/legal views regarding legitimacy of marking/expressing social identities at work
- ❖ Within- and between-group differences



Challenges of inclusive leadership

- ⊕ Setting boundaries
- ⊕ Dialogue vs. decisiveness
- ⊕ Direction vs. facilitation (focus on the work vs. focusing on process)
- ⊕ Understanding of/comfort with diversity
- ⊕ Personal development/qualities
 - ⊕ E.g., flexibility, courage, vulnerability, trustworthiness
- ⊕ Bringing oneself to work/facilitating for others



Small group work

- Groups of 6 to 8
 - Research focus
 - Applied focus
- Work on task for 25 minutes (5' individually, 20' in group)
- Prepare brief group report (3' or less)
- While working: try to practice inclusive behavior!