

Inclusive Leadership and Organisational Impact

Enhancing organisational performance from personal insight

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Why should anybody be lead by you?

Professor Rosabeth Moss Kanter:

Three aspects of globalisation are that reshaping the work leaders must perform:

- **Complexity**
- **Uncertainty**
- **Diversity**

Current leadership decision-making is prone to a set of cognitive biases:

1. Overconfidence
2. Bandwagon effect
3. Groupthink

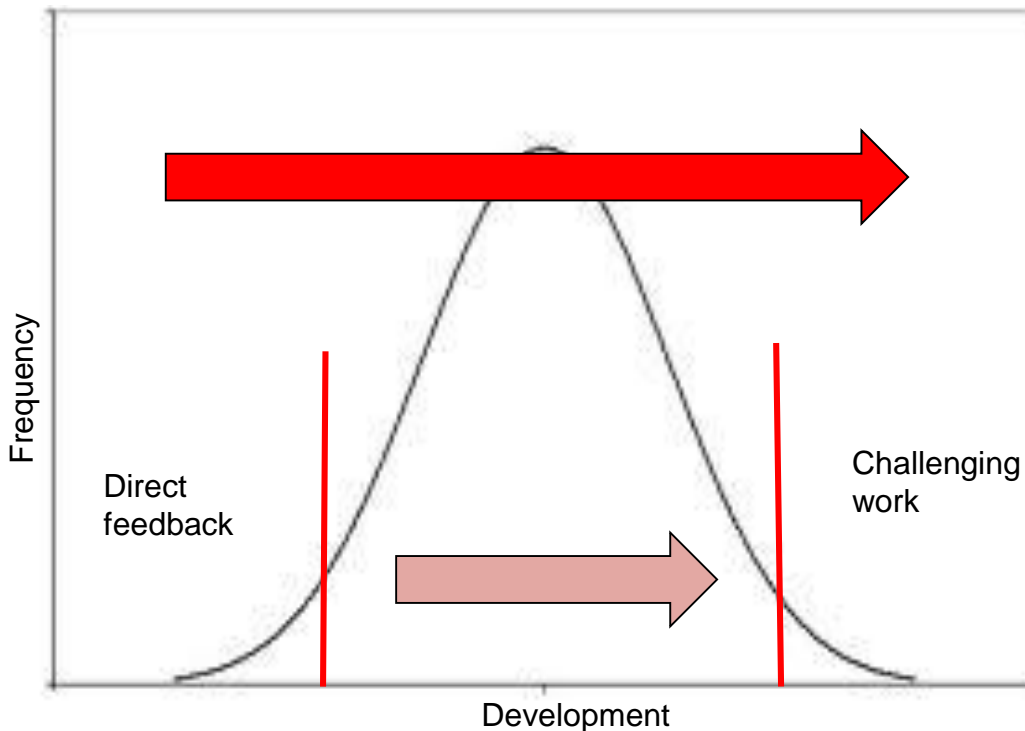
Affinity Bias

Individuals and groups gravitate to people like them...

Commonness leads to **Comfort** which leads to **Trust** and some people being seen as more **Competent**



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Impacts:

1. Who we hire
2. Who we listen to and whose opinions we value
3. How we allocate work
4. The way we provide feedback
5. Informal support (including flexible working opportunities); coaching, mentoring and sponsorship we provide
6. Access to networks



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Insider and outsider dynamics in organisations

Insiders

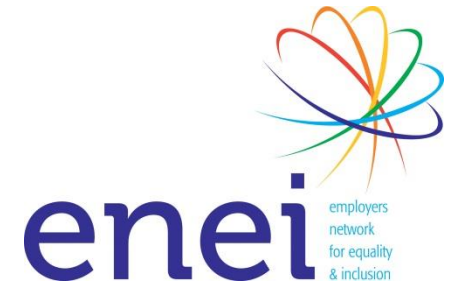
- Set the norms.
- Often don't see their 'group-ness.'
- Benefit from unconscious bias.

Outsiders

- Fit into the cultural norms.
- Very aware of group identity.
- Negatively impacted by unconscious bias.

What makes a great (inclusive) leader?

Marvin Bower (1997): The Will to Lead



Fairness

Broad-mindedness

Unassuming behaviour

Flexibility and adaptability

Open-mindedness

Trustworthiness

Making sound and timely decisions

Sensitivity to people

Capacitive to motivate

Sensitivity to situations

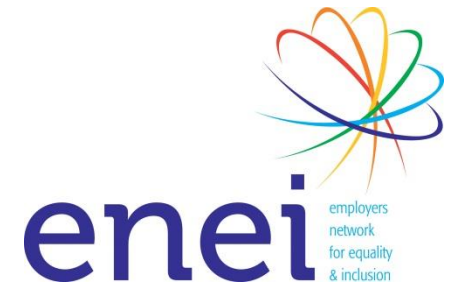
Initiative

A sense of urgency

Good judgement

Inspiring others

A new model of Inclusive Leadership



1. **Unqualified Acceptance** – Do you show acceptance of everyone without bias?
2. **Listening** – Do you listen to the opinions of diverse groups?
3. **Growth** – Do you provide opportunities for all employees to realise potential?
4. **Awareness** – Do you have self-awareness?
5. **Stewardship** – Do you show commitment to leading by serving others for the good of everyone rather than for self-gain?



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