

INCLUSIVE LEADERSHIP

WORKSHOP GUIDE



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LEARNING OBJECTIVES

Having a diverse team that's engaged, respected, and happy is not only the important to having a friendly and stress-free environment, but it's also the key to success. Studies have shown that diverse organisations and leadership teams are more successful than those that are not.

Consultancy firm McKinsey & Co conducted a study of over 1000 businesses worldwide to find out exactly what difference diversity makes. Companies in the top-quartile for gender diversity on executive teams were 21% more likely to outperform on profitability.

In this course the group will find out how allocating tasks fairly and ensuring ALL your colleagues are listened to improves performance and keeps them engaged.

LOOK – watch the videos and reflect on the content and message.

THINK – activities and questions linking the videos to their own experience and workplace.

REMEMBER – a summary of the key learning points.

Each section relating to the videos will last around 15 minutes.

PRACTISE – At the end of the series of videos there is a practical exercise which will bring the learnings together. Delegates should be encouraged to record any personal development actions on their Personal Action Plan sheet.

You may not be a Diversity, Equality or inclusion expert and this course is only intended to provide a framework to introduce the subject and encourage reflection and discussion. If you or any of the team need assistance with issues related to this subject, please use your organisations management structure Human Resources and DEI team to provide support.

FEATURED VIDEOS

- Listen out for all voices
- Allocating roles

FILM 1 – LISTEN OUT FOR ALL VOICES

LOOK (play video, 3 minutes)

Set the scene for the group before showing the film. Unconscious bias doesn't just affect our decision making. It affects all our cognitive reasoning including our expectations. We have expectations of what different types of people do, what they think, what they say. We have an idea of where good and bad ideas come from; of who to listen to and who don't deserve our attention. We need to pay attention to all voices to ensure that our colleagues feel valued and that all good ideas are heard and given recognition.

THINK (10 minutes discussion)

Ask the group to discuss what leaders can do to help the quiet voices? Explain that we all have a responsibility to ensure that everyone is heard. The next time you're in a meeting, think about the practical steps below to ensure that everyone is heard. Share these points and the associated examples.

Bring the conversation back to someone who has been interrupted by someone else.

"I don't think Sarah had quite finished what she was saying. Sarah, please carry on."

Make a point of acknowledging if someone has made a good point but it has gone unnoticed.

"That leads on from the really good point that Sam made earlier..."

If there are dominant voices or personalities in a meeting and someone hasn't had a chance to contribute yet, invite them into the conversation.

"Gabiella, what's your take on all this?"

Finish up reminding the group of that McKinsey research and an additional finding. Companies in the bottom quartile for both gender and ethnic/cultural diversity were 29% less likely to achieve above-average profitability.

Share the following quote by Janet Stoval of UPS

"Companies can mandate diversity, but they have to cultivate inclusion."

REMEMBER

- Diverse organisations outperform those that are not.
- Try to make space for the quieter voices in meetings. Amplify their contributions if unnoticed or misattributed.
- Keep records of where good ideas originate, so that you don't fall into the trap of 'not hearing' certain groups.

FILM 2 – ALLOCATING ROLES

LOOK (play video, 3 minutes)

Set the scene for the group before showing the video. At first glance it might seem like it makes sense for the youngest person to take on more menial tasks, but if it's not actually their job, is that fair? It's inevitable that senior positions are more often held by older people, but age doesn't always translate to seniority, nor does gender equate to domesticity. Matching tasks to job roles and sharing out chores equally keeps things fair across the board.

THINK (10 minutes discussion)

"I am used to women doing the housework and making things run smoothly and I expect young people to fetch and carry and do as they are told."

This isn't something we say in our heads, let alone out loud, but this can be our implicit association if that's what we experience or have seen before.

And it's not just women that are affected by this kind of thinking. Ask the group to discuss if they have ever felt like jobs have been pushed on them or a colleague because they fit a 'type'?

Ask them to share their experiences and add some other pitfalls to watch out for if they haven't been mentioned:

- Always asking a man to carry or lift something for you.
- Asking younger colleagues (particularly men) to sort out IT issues.
- Assuming older people are not capable of using computer systems.

REMEMBER

- We often give roles to people at work that are in keeping with the roles similar people play elsewhere in our lives.
- Allocate work and tasks according to the job role rather than personal attributes. Pay attention to who volunteers for support roles and share them out equitably.
- Try to respond positively when your bias or implicit association is challenged.

GROUP EXERCISE

Finish the session with this quick quiz and ask them to select one or more answer from the options you give below. The suggested correct answers are highlighted.

1. Why do we tend to assign specific tasks to certain types of people?

Because we think only those types of people should do those tasks.

Because we have similar types of people doing those tasks in other areas of our lives.

Because we are assigning out jobs fairly.

2. If someone challenges you on your ability to be fair, how should you react?

Listen to their feedback, be open and willing to change our behaviour if it is negatively affecting others. We often don't realise that our actions/decisions are biased.

Get defensive. You know that you always treat all people with equal respect and dignity.

Have a private chat with anyone that brings critical feedback with you to let them know that this kind of insubordination will not be tolerated.

3. Why is it important to ensure that your organisation/leaders/team have depth of diversity to them?

Team members with diverse backgrounds find it easy to work together.

Diverse teams and organisations outperform those that are not.

Diversity looks good on the company website.

4. How can you ensure quieter voices are heard in meetings? (You may select more than one option)

Bring the conversation back to someone who has been interrupted.

Call people out for not contributing.

Invite people into the conversation if they haven't contributed for a while.

Acknowledge any good points that have gone unnoticed.