



April 2022

Leadership Institute

Session 4

Leading Diverse and Inclusive Teams

# Leadership Institute Cohorts

## New approach to leadership development

- Facilitate smoother transitions in committee leadership
- Enable lagging committees to reengage
- Provide a platform through which committee chairs/vice chairs can interact more directly

## Topics

- TOPIC 1: Roles & Responsibilities: Connecting to APS Strategic Plan, delegation as chair, leading, managing, identifying/mentoring next leaders
- TOPIC 2: Leading, Managing, Partnering, Engaging
- TOPIC 3: Tools & Techniques to lead committees (what we've learned so far)
- TOPIC 4: Building an authentically diverse and inclusive culture

## Virtual Series

- TOPIC 1: July 2021
- TOPIC 2: October 2021
- TOPIC 3: January 2022
- TOPIC 4: April 2022

(The)role of the leader is the toughest, most-important role for the team's eventual success or failure . . . .

It has been said that the role of the leader is “like giving a brain to the scarecrow, a heart to the tin man, and courage to the cowardly lion.” Teams with good leaders can accomplish results even when it appears that the deck is stacked against them.

(F.M. Furman)

# Today's Session

- Diversity – What do we mean
- Authentic Inclusion
- Next steps for your group

# Sources

- A growing body of research and resources on diversity, equity, and inclusion is exciting, continues to evolve, and is daunting for leaders. The material used in this presentation come from a consolidation of information from a wide range of sources along with TI's experience working with many organizations over many years.
- There are two resources which consolidate much of this information in a particularly effective manner and have been utilized for these discussions. They are:



These resources will be shared with participants.

# Six Competencies Exemplary Leaders Share

- Warren Bennis



Create a sense of common purpose - vision



Engage and Motivate Others



Build an adaptive and agile social structure



Generate and sustain trust (culture of candor)



Develop Leaders



Get results / outcomes

“Perhaps the only unperishable characteristic at the base of all effective leadership is character. It is the human connection between the leaders, the led, and the organization.”



# Why People Behave the Way They Do

- What is perceived is.
- Perceptions are based on personally available information.
- In the absence of information, we assume.
- Behavior, no matter how crazy, has a logical basis.



# What Will Earn Engagement From Volunteers?

- Working on the things that matter to them.
- Demonstrating the work is making a positive difference.
- Providing an enjoyable opportunity for involvement.





Just because everything is different  
doesn't mean anything has changed.

- Irene Peter (US Writer)

# Diversity – what do we mean?

Traditional context – measurable “categories”

- Gender, race, ethnicity, location



Evolving context – cognitive diversity

- Experiences, perspectives, attributes



# The Power of Three \*



- One – can make a substantial contribution but cannot speak on behalf of all. Often viewed as a proxy.



- Two – can be more powerful than one but sometimes the binary creates an instinct to “disagree” and the opportunity to discount.



- Three or more – enhances the likelihood that perspectives and experiences become embedded. Leadership dynamics are substantially and measurably altered.

# Role of Member Groups in Voluntary Organizations

- **Thought Force** – a group with unique knowledge, experience, and/or perspective brought together to make recommendations on strategic directions or new policies, products or services.
- **Work Force** – a group with unique knowledge, experience, and/or perspective brought together to deliver a specific product or service that is aligned with the strategic goals of the organization.

Groups are most often brought together (or come together organically) based on common wants, needs and preferences. This may create a challenge to our broad sense of diversity. It also means diversity may have a different frame for each group.



# Discussion 1

How do you/we define *diversity* personally?

How might the group you lead define *diversity*?

What perspectives are critical for the work of the group you lead?

Which currently exist in the group?

Which are missing?

What are the implications for the group you lead?

Have patience. All things are difficult before they become easy.

- Saadi (13<sup>th</sup> Century Persian Writer)



# *Inclusion unleashes the power of diversity \**

Authentic inclusion is about how inclusion **looks** and **feels**.

It is rooted in the ongoing experiences of individuals. Individuals do not view programs as the only way to foster an inclusive culture. They want to see it demonstrated in the behaviors of their leaders and peers.

Building a culture of inclusion takes intentional, significant, and sustainable change.

# Leading - 4 Dimensions with a focus on building a culture of inclusion.



## Leading Strategically

### Competencies

- **External awareness**
- Strategic thinking
- Vision
- Decisiveness
- Entrepreneurship
- Problem-solving



## Leading People

### Competencies

- Conflict management
- **Diversity**
- **Integrity**
- **Accountability**
- Credibility
- **High-level communication**
- Developing others
- Team building



## Leading Change

### Competencies

- Creativity
- **Innovation**
- Flexibility
- **Resilience**
- **Initiative**
- Self confidence
- Prudent risk-taking



## Leading Collaboratively

### Competencies

- Building coalitions
- Political savvy
- Influencing/negotiating
- **Fostering relationships**
- **Creating a sense of belonging**

# A Culture of Inclusion is built by:



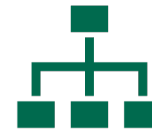
Leaders to authentically talk about the value of inclusion and how diversity will improve the work of the group. It is not an exercise, but an imperative.



Mindsets that positively shape change behaviors such as self awareness, curiosity, courage, vulnerability, and empathy. They do not push change but make it a desire by all.



A common sense of belonging that improves the ultimate outcome.



Embedding inclusion into regular systems, processes and operations of the organization.



Representation / input / engagement that is focused on valuing diverse perspectives and attributes. Also understanding who we are missing and why they are not participating.

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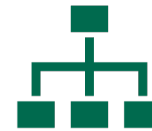
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## Reflection / discussion – how would we assess progress toward these foundations of inclusion?

# Discussion – identifying barriers to inclusion

Think about a group that you have felt excluded from. What were the barriers that excluded you?

How would you describe the barriers to inclusion in the group you lead?

Who do we need to ask?

How would we measure progress toward a culture that promotes and celebrates inclusion?

# Reflection

What progress do you hope to make with your group in the coming months?

Are you making progress toward the goals you set?

What have you learned?

What steps will you take to create/enhance a culture that models diversity and promotes inclusion?



A small, vibrant green plant with several leaves is growing out of a crack in a grey asphalt surface. The background is a bright, hazy sky with a warm, golden light. The overall scene is a metaphor for resilience and overcoming adversity.

“It always seems impossible –  
until its done”

– Nelson Mandela

# Questions

Additional questions, comments or ideas?

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