



# Thinking Diversity and Inclusive Practice in Leadership

30<sup>th</sup> November 2020

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## SESSION OBJECTIVES

By the end of the session you will have considered:

- Anti-discriminatory practice
- Working with difference and diversity
- Current thinking about how leaders can impact, and influence the development of inclusive work cultures

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## Contracting - creating a safe space for dialogue and learning

- Open and collaborative
- Appreciative of different learning styles
- Respectful
- Confidential
- Active listening
- Self care

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Why think about diversity and inclusion? .....

“People like you should be in homes, it’s not fair that the rest of us have to deal with your problems”

“Isn’t it lovely to see them out and about?”

“I’d give anything to be sick like you and be thin”

“People don’t want to see people with disabilities on stage - they’ve come out to have a nice time”

because some attitudes still prevail

“Disgraceful disgusting shocking”

Home is Christmas

Be a good egg. Treat your daughter for doing the washing up.

Our Fairtrade chocolate Easter Egg with surprise jelly beans is the perfect Easter treat.

#Heardwhilstdisabled

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Why think about diversity and inclusion?

Much work still to be done.....

- Social, health and economic inequalities: COVID-19.
- Gender: 207 years to address the gap.
- Disability: protections only been in place since 1995.
- Institutionalised racism still present.
- Prevalence of discriminatory speech online - ethnicity, gender, religion, sexuality, disability (Lingiardi et al., 2019)

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Why think about diversity and inclusion?

“Diversity and inclusion are about giving value to every human being no matter our differences”

(Author Unknown)

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Diversity and inclusion in the workplace

- Forbes insight research (2017) – 97% of the Fortune 1000 companies had Diversity and Inclusion Strategies, 14% of the executives did not see a diverse and inclusive workforce as crucial.
- Research indicates that prejudiced attitudes and discriminatory behaviours in the workplace now more subtle and implicit.
- Argument that we should strive for inclusive cultures and behaviours, rather than inclusive architecture.

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Diversity and inclusion in the workplace

The business case for organisations:

- Moral imperative?
- A culture that values all staff and service users, customers and clients creates a reputation for fairness.
- Positive impact on employee engagement, performance, job satisfaction, retention, creativity and organisational success.

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Diversity and inclusion in the workplace

- The importance of leadership:  
***What leaders say and do makes 70% difference as to whether an individual reports feeling included*** (Bourke and Titus, 2020)
- Leaders are agents of change.
- Key role in belongingness and creating the conditions that enable a team and team members to perform well.
- Use of Self

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# Anti-discriminatory Practice

- Any practice meant to counter discrimination and promote equality.
- Becoming more curious.
- Attending to, and validating, the lived experience.
- Seeing discomfort as data.
- Being able to stay in a **'Zone of Uncomfortable Debate'** or ZOD (Professor Cliff Bowman, 1995)

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# Power and Privilege

"Unnamed, unasked for, and often invisible benefits that are readily available to dominant identity groups" (Peggy McIntosh, 1988)

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# Talking about Difference

## SOCIAL GRACES

Devised by John Burnham

**G**ender **R**ace **A**ge **C**lass **E**thnicity **S**exuality  
**G**ender-identity **R**eligion **A**bility/Disability **C**ulture **E**ducation **S**exual orientation  
**G**eography **R**efugee **A**pppearance **C**olour **E**conomics  
**C**aste **E**mployment

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### Working with Bias

- Social, Familial, educational learning.
- Across generations and developmental ages and stages.
- Reinforced internally – beliefs, experiences.
- Reinforced externally – books, films, TV, magazines.

**UNCONSCIOUS BIAS** – AUTOMATIC, LEARNED STEREOTYPING. IT CAUSES US TO MAKE JUDGEMENTS AND ASSUMPTIONS, FAVOURING SOME PEOPLE OVER OTHERS WITHOUT VALID REASON OR EVIDENCE.

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### System 1 and System 2 thinking (Daniel Kahneman)

**System 1 = Gut**

- System 1 acts on associations.
- Can lead to errors and bias.

**System 2 = Head**

- System 2 is less efficient.
- Exhausting if used all the time.

System 1	System 2
Fast	Slow
Unconscious	Conscious
Automatic	Effortful
Everyday Decisions	Complex Decisions
Error prone	Reliable

14

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### ThinkingPath Framework (Pallid, 2008)

- Conscious and Unconscious thought.
- ‘*thought habits*’
- Moment to moment thoughts and feelings experienced as ‘reality’.

RESULTS

ACTIONS

FEELINGS

THINKING

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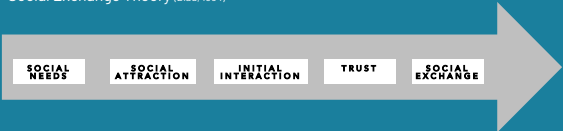
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# Leader-Member Exchange (LMX) Theory

- Leaders do not treat all followers the same.
- Notion of LMX differentiation: in-groups and out-groups.
- Social Exchange Theory (Blau, 1964)



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# Working with Bias

Impact .....

- Micro behaviours
- Recruitment
- Supervision and support
- Promotions and access to opportunities
- Organisational 'Pathology' (Brown, 1997)

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# Working with Bias

Personal Actions .....

- Interrogate own biases.
- Deconstruct
- Self-Reflexivity
- Argyris (1976) Double-Loop Learning
  - theory of personal change
  - question assumptions underlying current views
  - engage in open-loop learning to disconfirm 'theory-in-use'.

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## The Role of Leaders



How inclusive is the culture in my service/organisational system?

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## The Role of Leaders

Six traits of inclusive leaders (HBR, 2020)

- Visible Commitment
- Humility
- Awareness of Bias
- Curiosity about others
- Cultural Intelligence
- Effective collaboration

In what ways can I influence the development of an inclusive culture in my service/ within my organisational system?

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## Reflections

What understanding of self might you want to deepen, change or learn about after today?

Name one step you will take following this session?

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# Noa

COACHING AND CONSULTANCY SERVICES

Want to talk through anything covered today, or interested in being part of a reflective leadership community of practice?

Get in touch at:  
[info@noaservices.org](mailto:info@noaservices.org)

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