



Oifig um Sholáthar Rialtais
Office of Government Procurement

Inclusive Leadership

Webinar Designed for Office of Government Procurement



- 1 Inclusive leadership and the characteristic of inclusive leaders
- 2 The importance of nurturing diversity
- 3 Belbin Team Roles
- 4 Techniques to increase inclusivity
- 5 Psychological safety
- 6 Coaching questions to create a more inclusive environment



Inclusive Leadership



Inclusive Leadership is defined as a leadership style that embraces, encourages and taps into the creativity and ideas that come about in diverse groups.

(Shapiro, Wells and Sanders, 2011)



Inclusive Leadership v Traditional Leadership

Traditional Leaders

- ✓ Have one style
- ✓ See their people as high, medium or low performers

Inclusive Leaders

- ✓ Flex their style
- ✓ Believe in their people and get the most out of every person on the team





Diversity



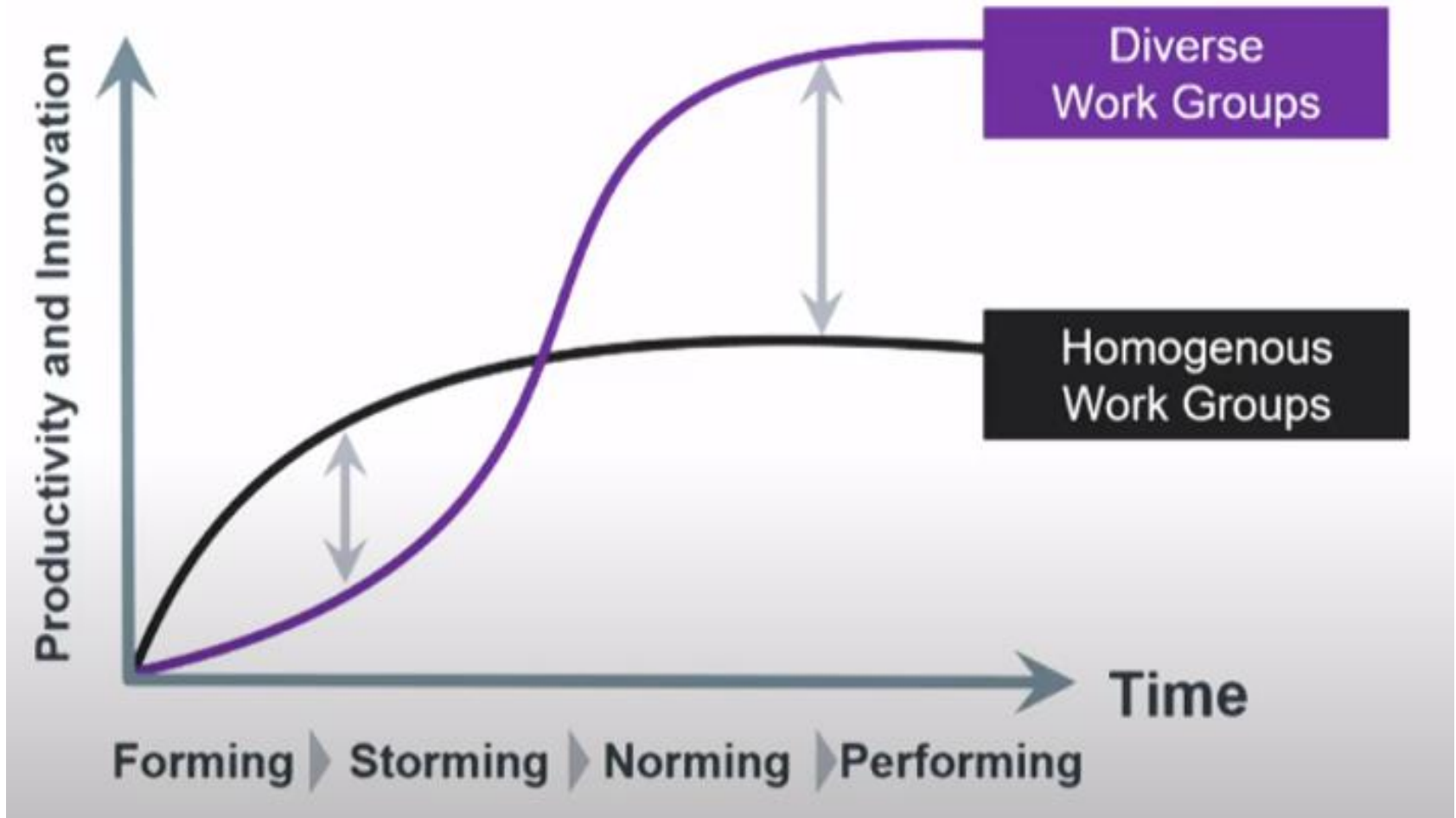


Performance & Innovation Through Diversity

- ✓ The positive relationships between management diversity and innovation and performance are statistically significant
- ✓ The presence of managers who are female or from other countries, industries, or organisations can cause an increase in innovation
- ✓ Fostering a diverse and inclusive culture is a critical success factor: it enables individuals both to shine in their own right and to pull together as a team
- ✓ Organisations whose leaders welcome diverse talents and include multiple perspectives are likely to emerge from crises stronger

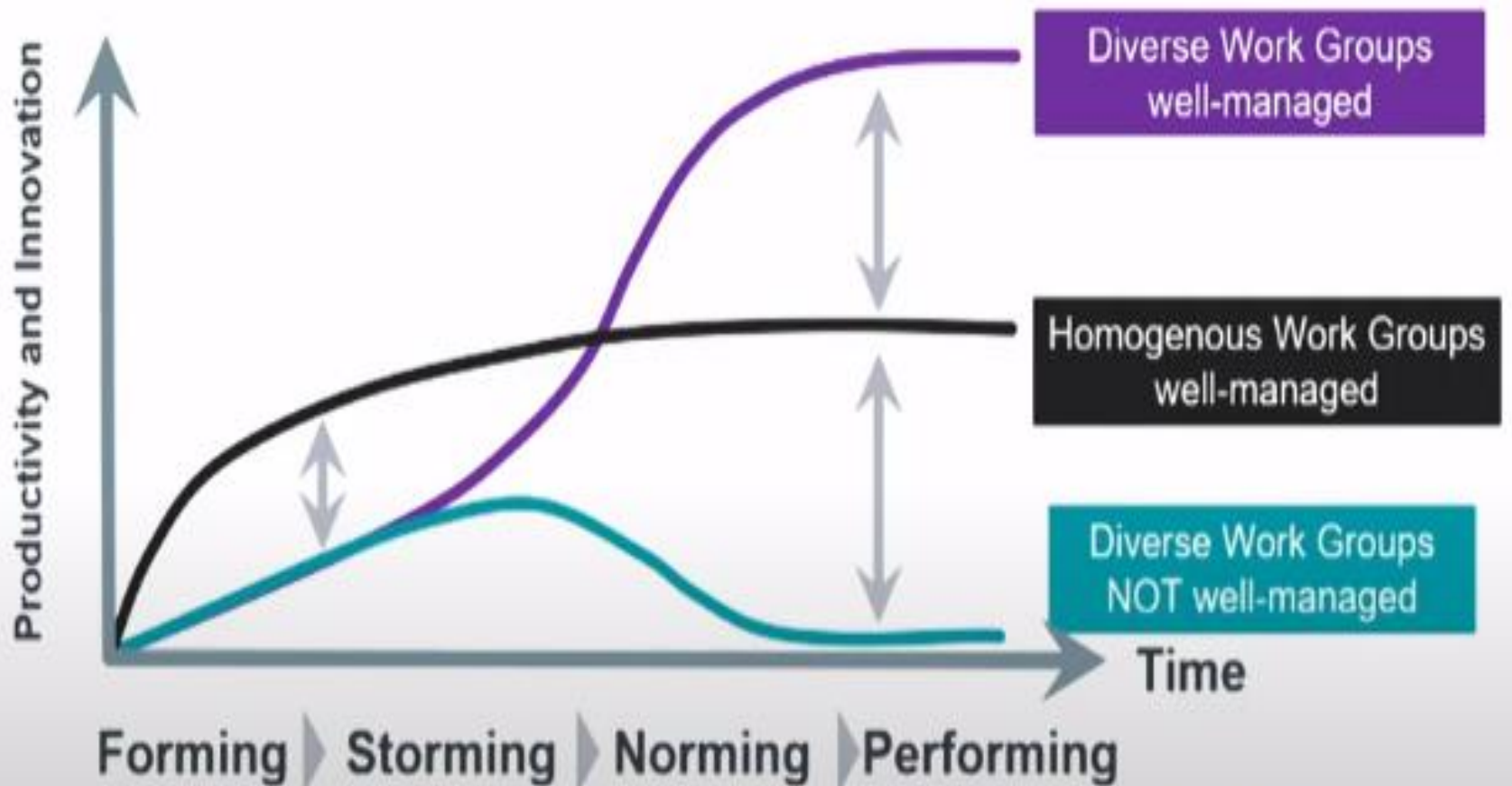


Diversity and Inclusion Drive Productivity & Innovation





Diversity and Inclusion on Productivity & Innovation



Source: QED



Belbin's Team Roles





Belbin's Team Roles

PEOPLE

RESOURCE INVESTIGATOR:

Extroverted, enthusiastic, communicative.
Explores opportunities and develops contacts who can help the project.

TEAM WORKER:

Cooperative, mild, perceptive and diplomatic.
Listens, builds, averts friction and calms the waters.

COORDINATOR:

Mature, confident and a good team leader.
Clarifies goals, promotes decision-making and delegates well.



Belbin's Team Roles

THINKING

PLANT:

Creative, imaginative, unorthodox.
Able to solve difficult problems

SPECIALIST:

Single-minded, self-starting, dedicated.
Provides knowledge and skills in rare supply.

MONITOR – EVALUATOR:

Sober, strategic, discerning.
Sees and evaluates options. Judges accurately.



Belbin's Team Roles

ACTION/TASK

SHAPER:

Challenging, dynamic, thrives on pressure.
Drive and courage to overcome obstacles.

IMPLEMENTER:

Disciplined, reliable, conservative and efficient.
Turns ideas into practical actions.

COMPLETER-FINISHER:

Painstaking, conscientious. Seeks errors and omissions.
Delivers on time.



Diversity – What is Needed

- ✓ To reach its potential, diversity measures need to go beyond tokenism
- ✓ Need to ensure representation of diverse talent and to strengthen leadership and accountability
- ✓ Need to focus on boosting inclusion by enabling equality, promoting openness, and fostering belonging
- ✓ Openness to contributions from all levels of workers and an environment in which employees feel free to speak their minds are crucial in fostering innovation and performance.
- ✓ Find ways to facilitate dialogue between people with different backgrounds

Inclusive Leaders





6 Characteristics of Inclusive Leaders



Commitment

Cognizance of bias

Courage

Curiosity

Cultural Intelligence

Collaborative



Commitment

- ✓ Driven by values - fairness
- ✓ Possess a strong sense of personal responsibility for change
- ✓ Invest in others
- ✓ Inspire others to share their passions, viewpoints and goals
- ✓ Make diversity and inclusion a personal priority





Cognizant of bias

- ✓ Inclusion is not a natural act
- ✓ Understand that biases narrow their field of vision
- ✓ Identify their own biases and learn ways to prevent them from influencing decisions
- ✓ Seek to implement policies, processes, and structures to prevent biases from stifling diversity and inclusion
- ✓ Understand that their natural inclination could lead them toward self-cloning/group think





Asch paradigm





Courage & Humility



Challenge entrenched organizational attitudes and practices



Display humility by admitting their mistakes, acknowledging their personal limitations and seeking contributions from others to overcome them





Curiosity

- ✓ Open-minded
- ✓ Passion for learning
- ✓ Desire for exposure to different ideas
- ✓ Engage in respectful questioning
- ✓ Actively listen to others
- ✓ Synthesize a range of ideas
- ✓ Non-judgmental
- ✓ Empathetic





Curiosity



3 powerful words: help me understand



Seeks feedback





Cultural/Social intelligence

- ✓ Attentive to others' cultures/preferences and adapt as required
- ✓ Regulate their communication style as situations dictate
- ✓ Are aware of their own culture





Collaborative

- ✓ Empower others to express their opinions freely with the group
- ✓ Engender a sense of “one team” by creating a group identity and shared goals
- ✓ Ensure team members understand and value each other’s diverse knowledge, thinking and capabilities
- ✓ Seek win-wins
- ✓ Pay attention to psychological safety



Approaches/Techniques





Reach out and involve quiet people

- ✓ Listen to understand rather than listen to respond
- ✓ Send information ahead of meetings to allow for pre-processing
- ✓ After a meeting, talk to the quiet people offline and probe what would help them speak
- ✓ Let people know that you plan to call on them in a meeting
- ✓ Alternate roles such as meeting chair





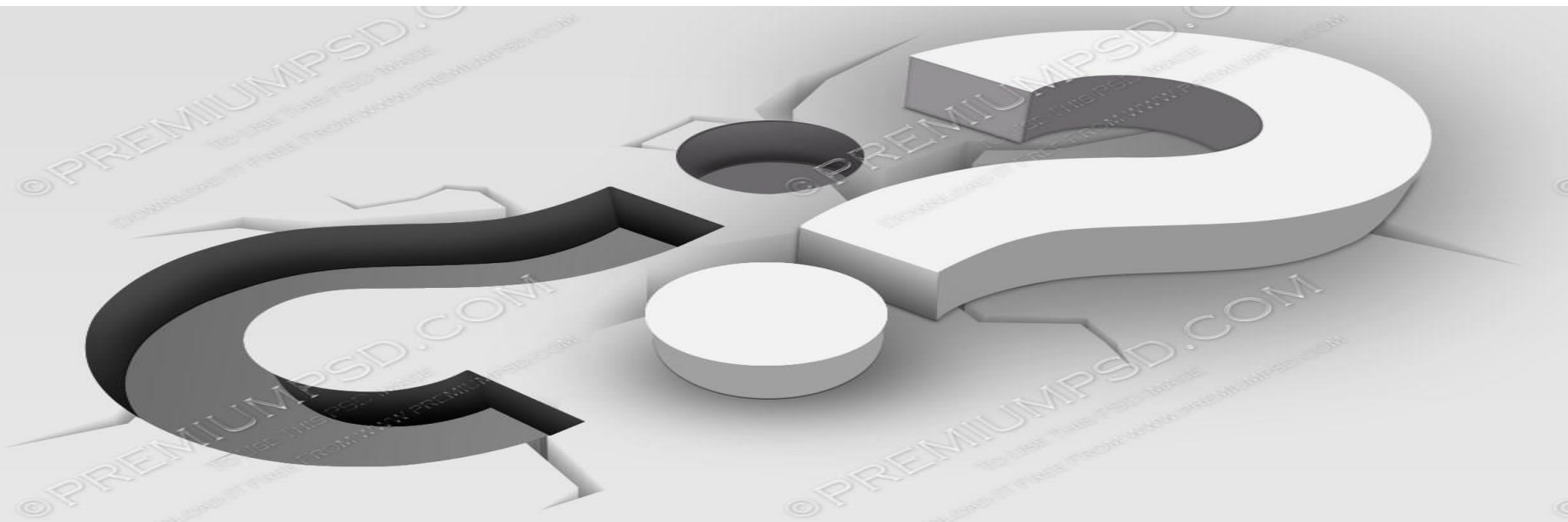
2 and 2 Technique



What are 2 reasons why people might agree with this decision?



What are 2 reasons why people might disagree with this decision?





Psychological Safety





Do better teams make fewer mistakes?

- ✓ The better teams have a climate of openness that allows them to report and get to the bottom of mistakes
- ✓ They actively talk about errors in the process of working together to find new ways of reducing them
- ✓ Psychological safety makes not just teams but entire organisations perform better





What distinguishes high performing from low performing teams?



Project Aristotle

A Google study



Psychological Safety

Psychological safety is a condition in which human beings feel;

1. Included
2. Safe to learn
3. Safe to contribute
4. Safe to challenge the status quo

All without fear of being embarrassed, marginalized, or punished in some way



**Failure is not the opposite of success;
It's part of success**

Arianna Huffington





Steps to create psychological safety

- ✓ Set the stage
- ✓ Be proactive with inviting voice
- ✓ Respond appropriately





Some powerful questions we can ask

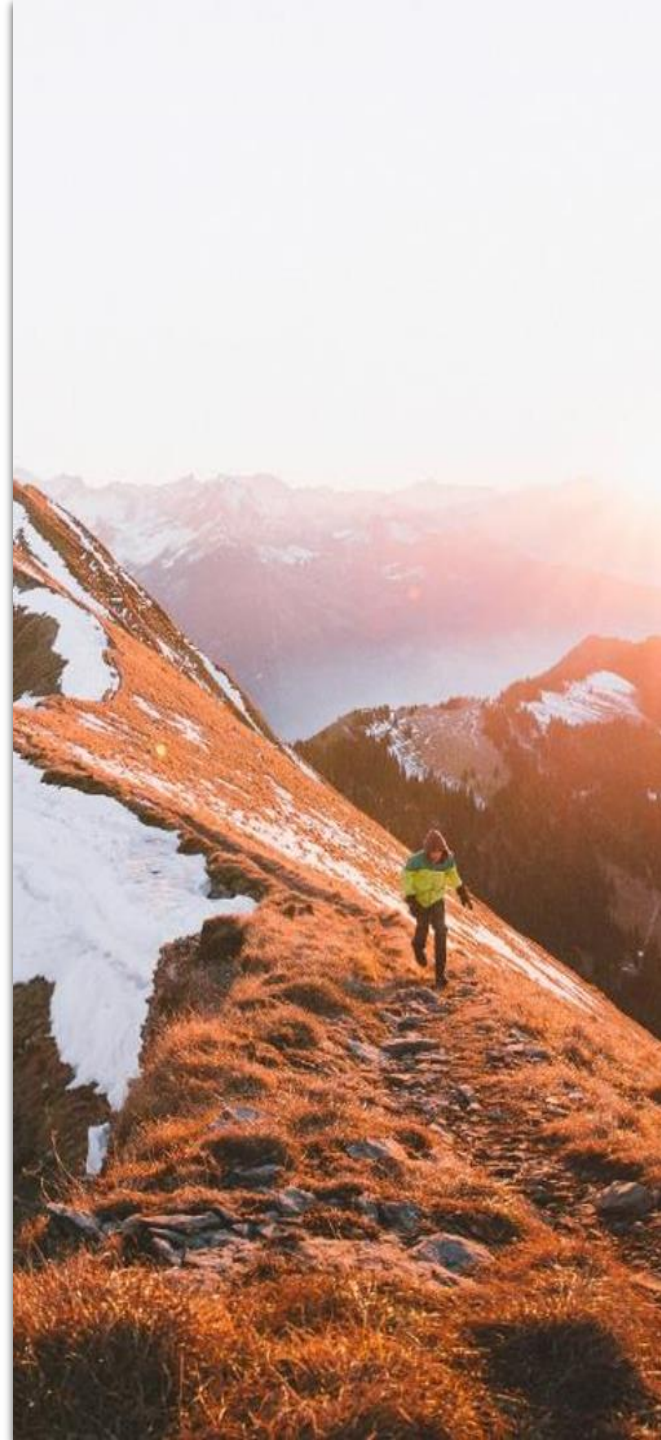
- ✓ To what extent do you feel you can bring your real self to work?
- ✓ What is it like being _____ (e.g. a woman) in this team/organisation?
- ✓ What is your responsibility for creating an environment where everyone feels like their contribution is valued?
- ✓ How can you help to make this a more inclusive place to work?
- ✓ How can you become more aware of, and overcome, your biases?
- ✓ What strengths can you bring to this issue?
- ✓ How can we best collaborate together to work towards our collective purpose?
- ✓ What approaches/techniques/systems can we use to ensure all opinions are heard?





Where to go from here – additional supports and resources

- ✓ Resources List
- ✓ Coaching Essentials Course
- ✓ Certified Coaching Programme
- ✓ 1:1 Leadership Coaching



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Thank You

