

Inclusive Leadership Course Notes

KEY TERMS

ALLYSHIP

Allyship is the process where someone with privilege and power seeks to learn about the experiences of a marginalized group of people, develops empathy for them and identifies ways to extend their privilege to the marginalized group.

BIAS

A preference or prejudice for or against someone or something. It's usually influenced by our backgrounds, our cultural environments and of course, our personal experiences.

DIVERSITY

A group of people with unique beliefs, styles, perspectives, experiences, identities, ideas and opinions.

INCLUSION

Valuing, supporting, and championing unique beliefs, styles, perspectives, experiences, identities, ideas and opinions.

PRIVILEGE

Privilege is special rights, advantages, access or immunity that are granted or available to only a particular person or group. An example of privilege is being able-bodied or having access to running water.

UNCONSCIOUS BIAS

A preference or prejudice for or against someone or something **that we are not aware of**. It's usually influenced by our backgrounds, our cultural environments and our personal experiences.

ROLE MODELING INCLUSION

USE INCLUSIVE LANGUAGE

Use gender inclusive language and titles. Make sure you use a broad range of references when giving examples to appeal to varied interests.

SPEAK UP

Speaking up when you see non-inclusive or inequitable behaviors is critical. Keep a few techniques in your pocket that help you speak up without laying blame.

Techniques for speaking up

Expect unsettling emotions like frustration or anger when an apology is in order. Remember to maintain your composure and lead with a listening ear.

- Use empathetic language to show understanding such as, "I understand," or "I can see your perspective."

- Subtle statements like: "Say more about that" or "I'm not sure I follow" prompt someone to reconsider what they said or did so they can reconsider the impact.
- Direct approaches work: "I find what you said offensive and inappropriate - I would like to tell you why."
 - We always want to say why
- Assume positive intent: "I know you mean well, but that statement bothers me." Or; "I don't think you intentionally excluded Robert, but this direction could have lasting impact. Perhaps we can look at taking another approach?"
- Subtle rephrase, where you hear "I can't understand anything Asian people are saying," you can interject with, "Sometimes I have a difficult time understanding different accents, too. Have you tried asking them to speak more slowly?"

MIND YOUR MICROS

Microaggressions are minor, verbal or non-verbal actions that can discount a person, single someone out or belittle someone based on a diversity attribute such as age, race or gender.

APOLOGIZE

We all make mistakes and missteps when navigating a world with people who are different than we are. Knowing how to apologize and recover are hallmarks of great leadership.

Tips on apologies

Everyone has bias and makes mistakes in messaging. Be open to apologize when you make a mistake.

- An apology includes two parts:
 - I apologize for _____.
 - Moving forward I will _____.
- One way to message to ensure your apology feels meaningful to the recipient, is to invite feedback by asking a question. For example, "Can you tell me why it is offensive to say all Black people are good at sports? I think understanding will help me to not offend again."

MIND YOUR NON-VERBAL MESSAGES

We talk with our hands, our eyes, our arms – pretty much our whole bodies. Pay attention to what you are communicating with hand gestures, eye-contact and more because the recipient reads your actions over your words.

BE AGILE

Different people need different leadership behaviors and styles of collaboration. Whether it is generational, gender, religion, or even ethnic background – being able to adapt to create mutually beneficial collaborative environments helps create a sense of belonging.

KINDNESS ≠ INCLUSION

Being inclusive is more than kindness. Inclusion also doesn't require harmony or agreement. In fact many times, being inclusive will require us to lean into sharing tough messaging, hear perspectives that don't align with our own and make space for people with whom we are not similar.

Learn more techniques: Amber Cabral. (2020) *Allies and Advocates*, Wiley

SELECT BIAS TYPES

ATTRIBUTION BIAS

Applying personal identity or character reasoning for others behaviors, but apply situational circumstances to our own behavior. Attribution bias is thinking "she must be clumsy," or "they are not very careful," (internal). Versus, if we spill coffee on ourselves, it is because we had to slam on the breaks to avoid an accident (environmental).

CONFORMITY BIAS

Conformity bias refers to our tendency to take cues from the actions of others rather than exercise our own independent judgment. If you have heard of the saying "fit in before you stand out," or "fitting our culture." This all leads to conformity bias.

DIAGNOSIS BIAS

The tendency to label people, ideas or objects based on our initial impression of them - and the inability to reconsider these judgements once they are made. Imagine someone joins your team that you have heard several people describe as being pushy and hard to work with. In their first week on the team they ask for a change on a project your are working on. It reinforces your idea that the person is challenging because of the initial diagnosis, versus if you hadn't been given the information at all.

HALO/HORN EFFECT

The tendency to subconsciously see one great characteristic we like about a person and the "halo" of that one thing influences our opinions on everything else about that person.

The Horns effect is the opposite of the Halo effect. It is the tendency to subconsciously see one perceived negative thing about a person and the "horns" of that one negative thing influences our opinions on everything else about that person.

SIMILARITY BIAS

We naturally want to surround ourselves and work with people who are similar to us. And we hire individuals who remind us of ourselves. Favoritism that results from similarity bias can give certain people an unfair advantage over others.

RECENCY EFFECT

Recency effect is when we weigh recent events more heavily than earlier events. Imagine you are giving a performance appraisal for a leader who very recently knocked it out of the park with a project, but previously had a number of performance issues. Recency effect causes us to remember the most recent events as being more important when making an assessment of performance.