

Inclusive Leadership – 21st century skills

**Presentation to the Change Management
Institute**

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Thank you for inviting me!



- Worked in the oil industry in industrial relations
- Change management at Fawley Refinery and beyond
- Founded Schneider - Ross in 1989 – a D&I practice
- Leadership coaching: EQ and CQ

- Theme of inclusive leadership - experience of working with global organisations & the challenges ahead

- Where next – for us all as change agents?

Why Inclusive Leadership Now?

- Emotionally and culturally intelligent leadership more vital than ever:
 - Leaders' resilience and flexibility in the dance of change
 - Geopolitical and organisational demands test how we respond to difference
 - Growing intolerance at waste of talent, slow pace of change, poor decision making



How are we doing in organisations?

- Playing at the edges to more playing on the field
- Diversity strategy for change set in principle for leading edge organisations
- McKinsey's 26% success rate of change programmes
- More focus on inclusive culture and behaviour change
- An impatience for change – how do we change mind set around “other”?



Leading by example: Vodafone



- Exec dedicated 1.5 days to develop strategy and leadership expectations
- Delivered train the trainer programme to develop internal resources
- D&I embedded in performance targets
- Cultural sensitivity means business: Al Johara : <https://www.youtube.com/watch?v=h1o3Lfn6bxM>



Diversity With Inclusion

HIGH	Q2	Q4	
DIVERSITY	Q1	Q3	
LOW	INCLUSION		HIGH

- **Diversity**
 - Personality
 - Gender, ethnicity, sexual orientation
 - Nationality, language
 - Age, disability, religion, family status
 - Organisational – level, function, location, contract
- **Inclusion**
 - Engagement
 - Respect
 - Leadership behaviours
 - Team working
 - Constructive challenge

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Leadership of difference

- Current challenge to leaders: to become fluent in the “language of difference”
 - Start with self awareness: what are my cultural norms, preferences and prejudices?
 - Notice more and be curious about difference
 - Widen leadership styles to include coaching and collaborative styles



Leading by example: Standard Chartered Bank

- Alan noticed that colleagues from Singapore and China did not contribute ideas across a large group discussion, and that US and UK bosses were speaking most
- He found out more about preferences around hierarchy (power distance) and group harmony
- Now he runs global meetings differently: mini brainstorm tables using post it's for ideas, building up to a total picture



Inclusive leadership – what do we mean?

- Self awareness of preferences
- Curiosity mindset
- Empathy
- Third level (deep) listening
- Skilful questioning and desire for feedback exchange
- Communicating clear messages using meaningful language



Curiosity & Judgement

- A state of mind: Balancing “Curiosity” with “Judgement”



Empathy

Empathy – 3 stages:

- Tune in to others' agenda and emotional content
 - Acknowledge their position and emotions
 - Align your message to resonate better with them
-
- NOT sympathy or always agreeing



How do we best support & challenge our leaders?



- As change agents:
 - What are we doing already?
 - How could we engage leaders on the journey and help to open minds?

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