



Inclusive Leadership

“Good leadership requires you to surround yourself with people of diverse perspectives who can disagree with you without fear of retaliation.”

-Doris Kearns Goodwin



Inclusive Leadership

Inclusive leadership means having the ability to lead a diverse group of people while demonstrating respect for each person's unique characteristics without bias.

Tips to boost inclusive leadership at work;

- Attend an inclusive leadership training
- Find a mentor
- Ask for feedback





As a inclusive leader, you will:

- Set the vision
- Influence executives and stakeholders
- Create sustainable digital programs
- Hire A-players
- Define processes for digital excellence
- Track impact
- Optimize and continually improve





An effective inclusive leader is someone who:

- Leads
- Inspires
- Educates
- Enables
- Empowers
- Fosters partnerships
- Is accountable





Burberry in 2006 was an organization that was markedly underperforming against its peer group. It brought in a visionary digital leader, Angela Ahrendts, to help recover the group and she did so through the use of digital transformation. In particular, she implemented the following changes:

- Re-aligned Burberry to target the millennial audience. This enabled digital to play a much larger role.
- Re-launched the brand in a digitally savvy way based on what consumers wanted.
- Brought out the essence of the brand through digital and music.
- Re-designed the online and offline journey to be seamless. The in-store experience was like walking into their website.
- Set the pace and vision that digital was a way of life at Burberry.



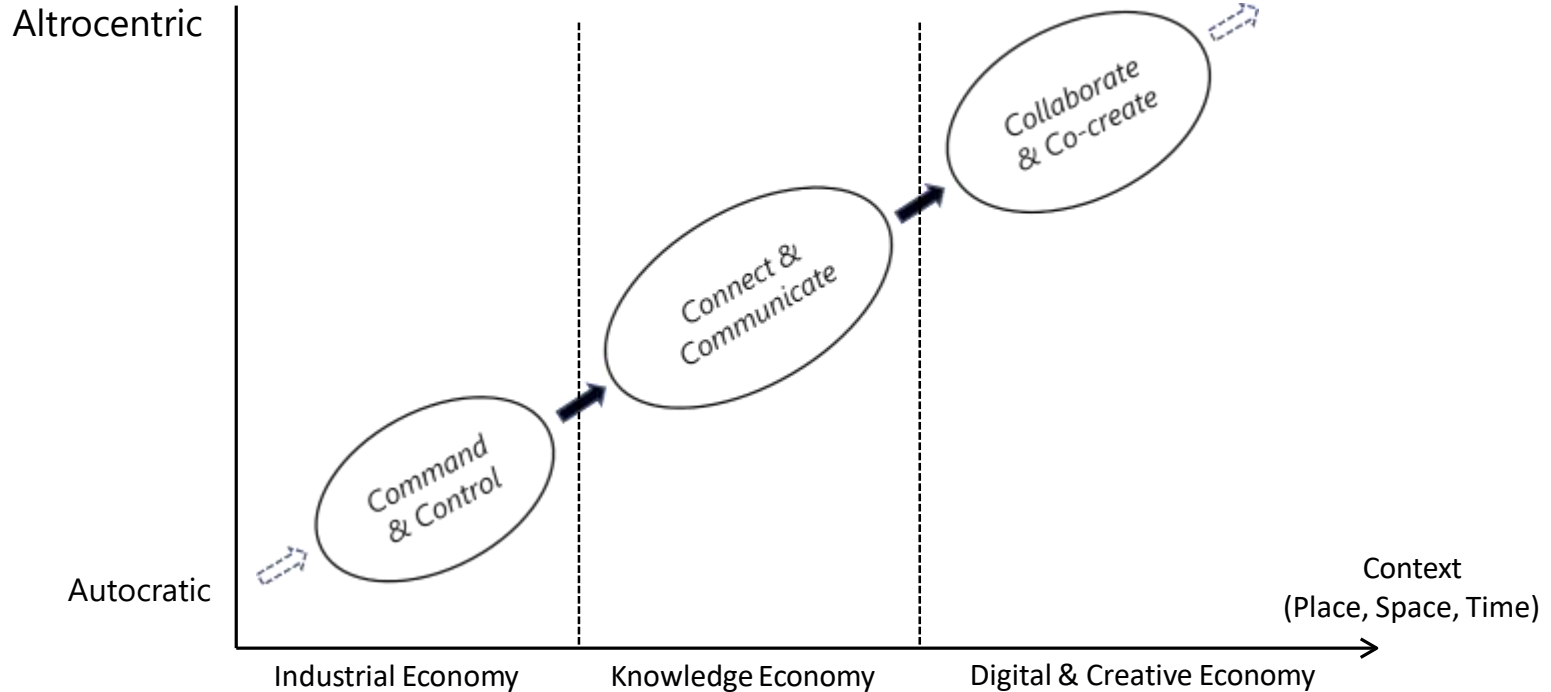


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INDUSTRIAL ECOSYSTEM, LEADERSHIP AND COMMUNICATION



Source: Jakubik (2020)

EVOLVING DIGITAL ECOSYSTEM AND LEADERSHIP



DIGITAL ECOSYSTEM AND LEADERSHIP STYLE



<i>Business Model</i>	<i>Asset class</i>	<i>Leadership style</i>
Network Orchestrator	Network	Co-Creator
Technology Creator	Intellectual	Collaborator
- - - Digital divide		
Service Provider	Human	Communicator
Asset Builder	Physical	Commander

Source: OpenMatters LLC
<https://knowledge.wharton.upenn.edu/article/the-right-leadership-style-for-the-digital-age/>



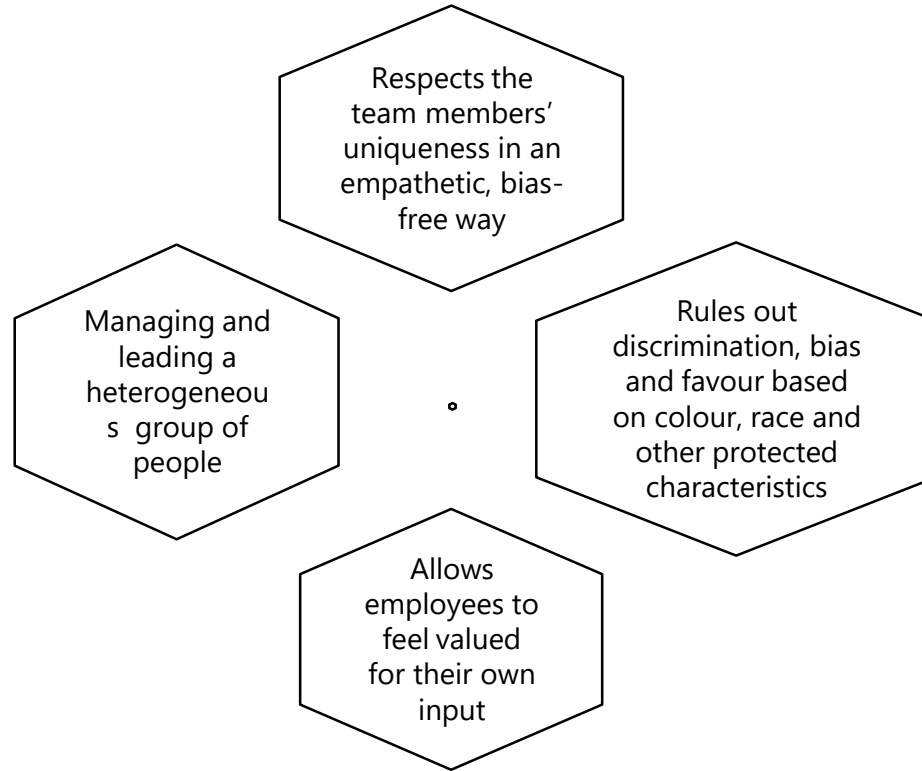
Industrial-Age Management



Digital-Age Leadership



NATURE OF INCLUSIVE LEADERSHIP



SIX SIGNATURE TRAITS OF INCLUSIVE LEADERS



	1	2	3	4	5	6
Six traits	Commitment	Courage	Cognizance of Bias	Curiosity	Cultural Intelligence	Collaboration
15 elements	Personal Values	Humility	Self-regulation	Openness	Drive	Empowerment
	Belief in the business case	Bravery	Fair Play	Perspective taking	Knowledge	Teaming
				Coping with ambiguity	Adaptability	Voice

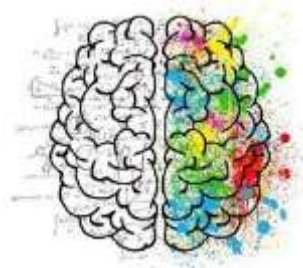
Source: Deloitte Consulting



HOW INCLUSIVE LEADERS PROMOTE COMMUNICATION



Leaders need to learn how unconscious biases affect others, and find out what is creating those biases in the workplace



Leaders need to encourage the team members to analyze and think about their own behaviors and assumptions.



Team members need to be given proper training by leaders to remove negative feelings.





Removing a Silo Culture

In business, organizational silos refer to business divisions that operate independently and avoid sharing information (Cromity and de Stricker, 2011).

- Create a unified vision of team collaboration
- Work toward common goals using collaboration tools
- Educate, work, and train together





Trust and Collaboration

- Encourage employees' share of voice
- Company culture with open and transparent team communications
- Sharing important information with your team
- Foster's peer-to-peer communication





Increasing Influence in a Digital Ecosystem



Avoid arguments

Admit faults quickly

Give others credit

Be personable

Leading in times of digital change with the Digital Leadership Canvas

Company, Organisation, Project

Name, Date

<p>My management and leadership qualities</p> <p>DRIVERS What values, values, competencies and knowledge define my leadership qualities? What drives me forward? What makes me a role model?</p> <p style="text-align: right;">2</p>	<p>My digital leadership style</p> <p>SUPER POWERS What aspects of Digital Leadership do I already live? Which of my vision, values, knowledge and competencies are my super powers that enable me, as a Digital Leader, to lead my team to success?</p> <p style="text-align: right;">3</p>	<p>My leadership network</p> <p>RESOURCES Who are my travelling companions, leaders, cheerleaders and supporters?</p> <p style="text-align: right;">4</p>	<p>How do others perceive my leadership style?</p> <p>CHANGE OF PERSPECTIVE How do I evaluate them? Why do they respect me? Which of my values, values, knowledge and competencies define me as a Digital leader in their eyes?</p> <p style="text-align: right;">5</p>	<p>Our vision of Digital Leadership</p> <p>GUIDING IMAGE Digital Leaders are disruptive and innovative, are courageous leaders, have excellent social skills, and are determined. They develop and share their vision with the team and empower others. They relinquish control and embrace possibilities. They work with data and their intuition. They approach topics with optimism, and new ideas and people with openness.</p> <p>(You can insert additional items, or cross out existing ones, here.)</p> <p style="text-align: right;">1</p>
<p>My / our challenges</p> <p>ANALYSIS How will we, as Digital Leaders, become a bridge between the classical and digital worlds? Where do we have difficulty living our vision and achieving our objectives (field 1)?</p> <p style="text-align: right;">6</p>	<p>My / our development barometer</p> <p>MONITORING How can we measure our progress towards Digital Leadership? How do we define our progress? How do we reward ourselves?</p> <p style="text-align: right;">8</p>	<p>My / our solutions</p> <p>ACTIONS What development requirements do I / we have? What resources do I / we have that enable us to tackle my / our challenges (field 6)? What actions do I / we need to take in order to achieve our objectives (field 1)?</p> <p style="text-align: right;">7</p>		



Exercises- Do on your own...



- What Are the Benefits of Inclusive Leadership?
- Are you aware of the conscious and unconscious biases you had (or have) towards others?
- Your manager gives you a new project, and it's not clear how you should approach it. You:
 - Brainstorm on your own and tell your team what you've decided.*
 - Encourage team members to come up with new ideas.*
 - Brainstorm on your own and ask your team which approach they prefer.*
- A team member isn't sure how to tackle a project and asks for your advice. You say:
 - "Tell me some of the solutions you had in mind."*
 - "I'd do it this way."*
 - "There's no one way to do this, but here are some approaches that have worked in the past."*



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