Developing Inclusive Leadership Skills

Geisinger

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Objectives

- Understand the importance of inclusive leadership
- Explore the six traits of inclusive leadership
- Explore the four stages of inclusion
- Be familiar with Geisinger’s commitment to diversity and inclusion
- Commit to two actions to practice and develop inclusive leadership skills
Business Benefits for Inclusive Leadership

• Workforce diversity is accelerating
• Generational diversity is expanding
• Attract, retain, and engage Millennials
• Unlock more innovation
• Outperform the Competition
• Technology has streamlined
Agenda

Check In

Group Norms

Brainstorming

Foundations of Inclusive Leadership

Implementing Inclusion

Getting Involved
Group Norms

- Commitment
- Cultural Competence
- Brave and Psychologically safe spaces
- Understanding Equity and Power
- Ability to address fear and fragility
- Grace and Forgiveness
- Trust and Empathy
- Belonging and Inclusion
Introductions

• A few volunteers:

• Name/Role

• How have you been since March, through COVID, redeployment?

• What are you reading or watching right now?

Equality and Equity
Brainstorming Exercises
Brainstorm 1

Think about the **best** places you’ve worked.

What made them **inclusive** and **satisfying** for you? For others?
Brainstorm 2

Think about the worst places you’ve worked.

What made them cliquish and exclusionary to you? To others?
Foundations of Inclusive Leadership

YOU are the inclusive leader you’ve been waiting for!
Because bias is a leader’s Achilles’ heel

Because talking about imperfections involves personal risk-taking

Because staying the course is hard

Because different ideas and experiences enable growth

Because not everyone sees the world through the same cultural frame

Because a diverse-thinking team is greater than the sum of its parts
Foundations of Inclusion

- Fairness and Respect
- Value and Belonging
- Confidence and Inspiration
15 Elements

Commitment
- Personal Values
- Belief in the Business Case

Courage
- Humility
- Bravery

Cognizance of Bias
- Self-Regulation
- Fair Play

Curiosity
- Openness
- Perspective-taking
- Coping with ambiguity

Cultural Intelligence
- Drive
- Knowledge
- Adaptability

Collaboration
- Empowerment
- Teaming
- Voice
## Exercise II

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Inclusive leadership is not title or role-based. Each of us can exhibit inclusive leadership traits.

How?

- Make the commitment to understand your biases and how they affect you
- Collaborate with colleagues to understand cultural norms and values of your team
- Take the time to learn about and honor the different approaches of your team members
- Intervene when you witness microaggressions or discriminatory behaviors
- Recognize where you hold privilege in the workplace and where you do not
- Embrace the Platinum Rule
- Study and understand the difference between equity and equality
- Increase your cultural intelligence
Inclusive leadership is not title or role-based. Each of us can exhibit inclusive leadership traits.

How?

- Greet people authentically
- Create a sense of safety for yourself and your team members
- Listen as an ally. Listen and engage.
- Lean into discomfort, be willing to challenge self and others
- Link to other’s ideas, thoughts and feelings
- Address misunderstandings, resolve disagreements
- Speak up when people are being excluded: Ask who else needs to be in the room to understand the whole situation
- Build trust: do what you say you will do
- Honor confidentiality
• Inclusive leadership is not title or role-based. Each of us can exhibit inclusive leadership traits.

How?

• Value different perspectives, experiences, styles and backgrounds
• Flex your own style and approach
• Take feedback and advice from various sources
• Understand the value of diversity in maximizing team and organizational performance
• Coach, mentor, sponsor the career development of people different from yourself
• Encourage different voices to speak up
• View difference and disruption as valuable
• Create mutual trust
Four Stages

1) **We belong.**
   Inclusion isn’t a single act, performed once. It is an ongoing set of behaviors that welcomes all voices, particularly those different from your own in identity, style or background, to build an environment where inclusion is a priority for all and a habit in every interaction.

2) **Valued.**
   As employees grow more comfortable with their workplace, they become more confident in their work, more assertive in discussions, and assume a greater sense of responsibility for a project’s success.

3) **Respected.**
   Leaders who regularly express gratitude to high-performing workers ensure that employees feel personally and professionally respected.

4) **Heard.**
   Create opportunities for employees to make or at least contribute to important decisions. Hearing implies potential action on the part of the leadership team, or at least an intentional honoring of input, ideas, and effort. Implies openness to constructive feedback.

*From: Inclusion, by Jennifer Brown*
Implementing Inclusion
Outcomes

What happens to teams who are functioning in psychologically safe, inclusive environments?
Exercise 1

What can aspiring leaders do to ensure that these behaviors or characteristics are present?

“True belonging doesn’t require you to change who you are; it requires you to be who you are.”

- Brené Brown
Worst:

Exercise 2

What can aspiring leaders do to ensure that these behaviors or characteristics are not present?

“Our actions – and importantly, inactions, especially as leaders – are there for all to see.”

- Jennifer Brown
Reflection 1

How are the best (inclusive and satisfying) and the worst (cliquish and exclusionary) work experiences showing up in your department?
Reflection 2

How can we hold each other accountable when our behavior is outside of our community standards?

“We all play a role in how others feel about themselves. Often, it’s the smallest things that help those outside the norm feel included, respected, and valued, not just in work but also in everyday life.”

- Jennifer Brown
Ladder of Inference
Commitment

What two goals will you commit to over the next two months to move toward more inclusive leadership?

What specific steps will you take to meet your goals?

How will meeting your goals be beneficial to you?

How will meeting your goals be beneficial to others?
How to Get Involved

- Journal Club
- Employee Resource Groups
- Trainings
D&I Journal Club

Future dates:
August: D&I Council
September: LEAD
October: GAIN
November: VetNet
December: D&I Council
Employee Resource Groups

- WomenLEAD
- BOLD
- G-PRIDE
- VET NET
- GAIN

Policy Reviews
Input on new HCM
Events
Trainings

Exploring Everyday Bias

At this training, participants will learn to identify how bias and the processes of the unconscious mind can impact critical decisions and results as well as how to use new strategies for practicing conscious awareness — individually and organizationally. All employees are encouraged to take this course and can self-register under instructor-led courses in GOALS.

Safe Zone Training (LGBTQ 101)

Safe Zone Training helps employees gain comfort and understanding of the new Sexual Orientation and Gender Identity form and workflow in EPIC. Additionally, participants will be able to understand and discuss terminology, healthcare statistics and disparities that impact the LGBTQ community and will be prepared to provide positive interactions when caring for LGBTQ patients. The full class is 2 hours long, although a shortened version is available.
Trainings

New Employee

The D&I Office also presents a one hour class on diversity and cultural competence at all new employee orientations and the new provider symposium.

Additional classes are offered through leadership programs such as NEAL, PIL, and Aspiring Leaders.

Tailored

When departments are dealing with specific issues, D&I often works closely with HR Generalists to provide training. These trainings have covered microaggressions, ally training, respect, and the bystander effect, just to name a few.
References

The Six signature traits of inclusive leadership

Thank you