
“MAKING INCLUSIONARY WORK REAL”

**DON TRAHAN, JR., PHD, DBA
SENIOR DIRECTOR, REDI**



RULES OF ENGAGEMENT

- Bring an Open Mind
- Assume the Best of Others
- Maintain Confidentiality
- Speak your Truth
- Embrace Paradox
- Commit to Non-closure
- Lean into Discomfort
- Seek Intentional Learning
- Actively Listen and Participate

LEARNING OBJECTIVES

- Participants will be able to identify different leadership styles
- Participants will be able to assess the lens through which they see the world
- Participants will be able to develop a foundation for fostering an organizational culture that is equitable and inclusive

“I AM”

I am.....

.....smells like home

My name is.....

.....sounds like home

My name is not.....

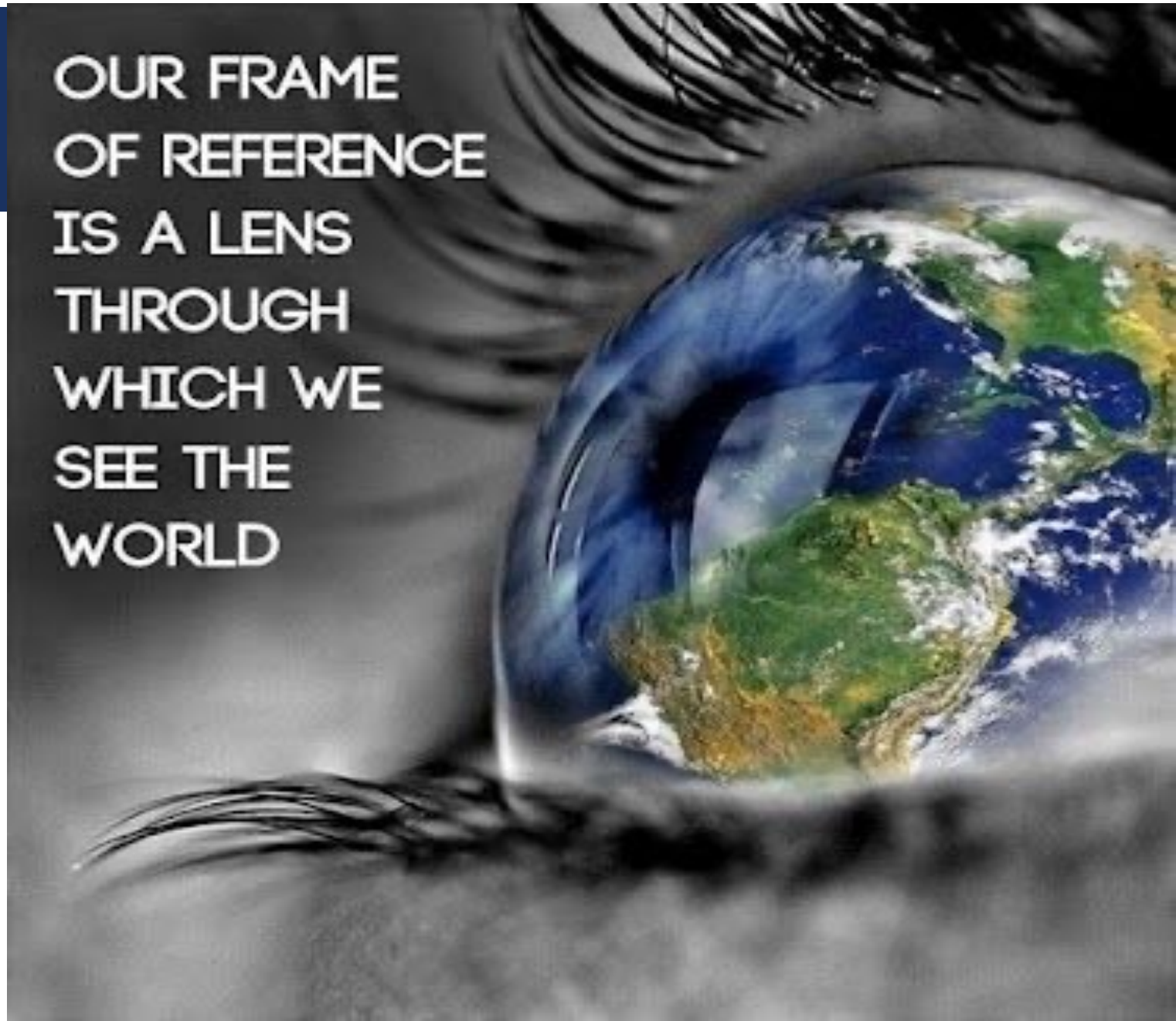
My community is.....

People who look like me are...

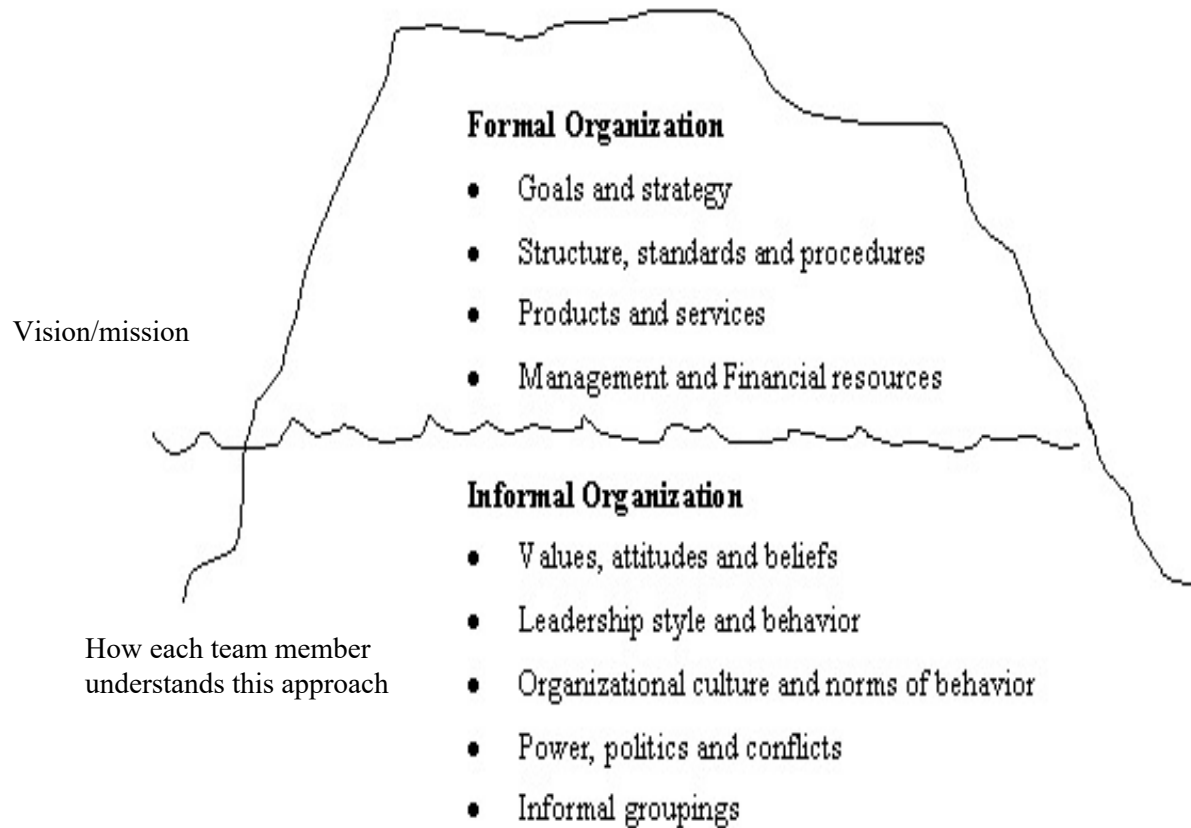
...makes me feel powerful

DO YOU SEE
WHAT I SEE?

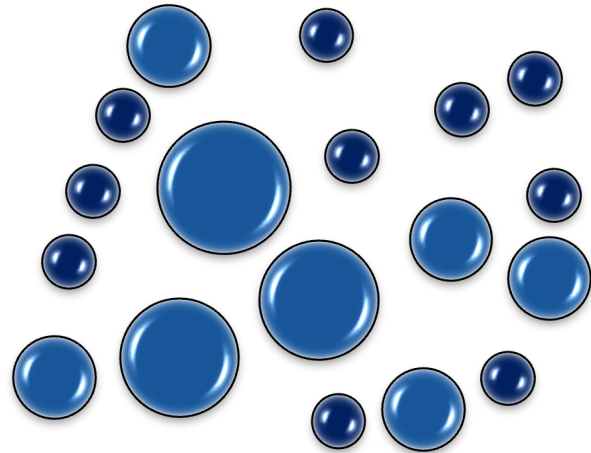
OUR FRAME
OF REFERENCE
IS A LENS
THROUGH
WHICH WE
SEE THE
WORLD



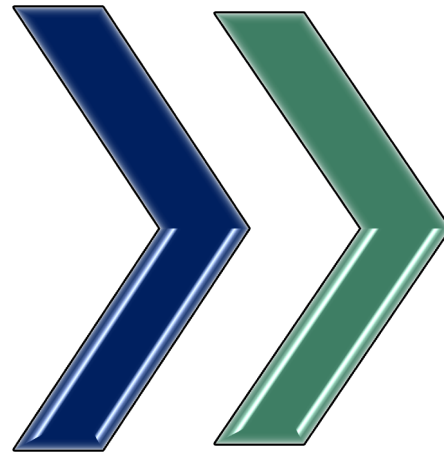
ORGANIZATIONAL CULTURE



RE-IMAGINING REDI



Past State



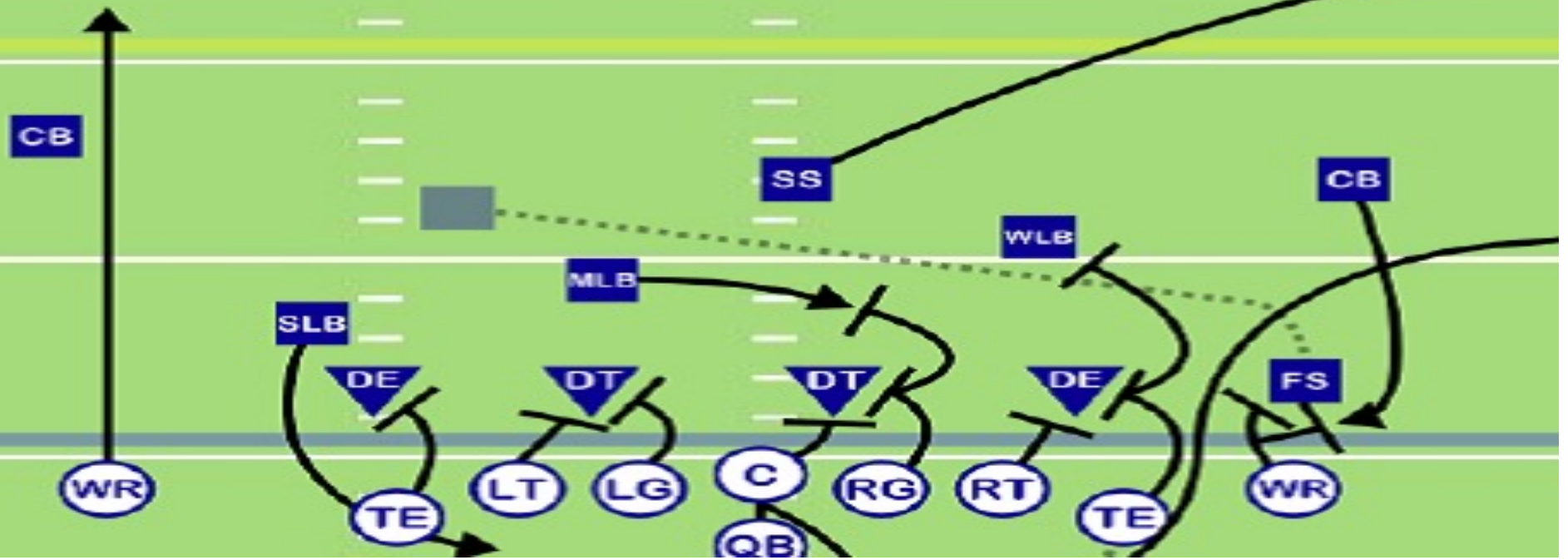
Current State




Desired State

GAME CHANGER

Diversity as a Business Case (ROI)

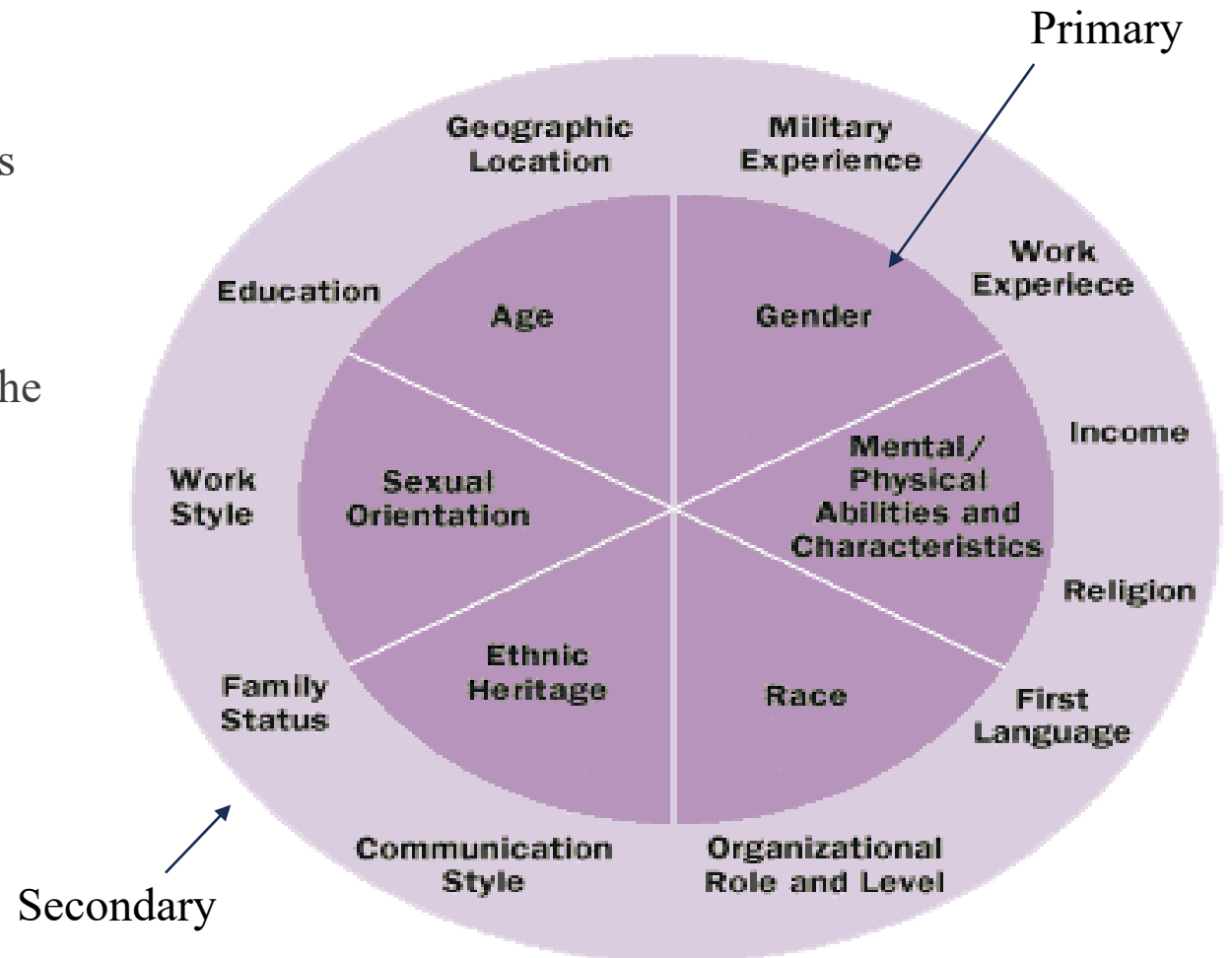


Organizational Learning Theory

- ❖ Organizational Learning Theory
 - Improve the Abilities of Individuals
 - Understand and Manage the Organization
 - Three Stages of the Learning Process (**Feedback Loop**)
 - Data Acquisition
 - Interpretation
 - Action
- 

DIMENSIONS OF DIVERSITY

- There are several cultural factors that we identify as prominent (see pie chart).
- This leads to a dominant discourse that reinforces the mindset that such factors are the ‘norm’, which fosters a culture of assumptions.
- Such assumptions fuel the various ‘isms’ that exist and cultivate deeply embedded biases.



LEADERSHIP TYPES

- Transformational Leadership
- Adaptive Leadership
- Culturally Responsive Leadership

TRANSFORMATIONAL LEADERSHIP

- Transformational leadership is the process that changes people through deeper exploration of **emotions, values, ethics, and long-term goals** (Northouse, 2018).
- These leaders assess followers' **motivations, satisfy their needs, and treat them as full human beings** (Northouse, 2018).
- These leaders are charismatic, and exhibit qualities of being **strong role models, competence, articulation of goals, communication of high expectations, confidence, and the ability to arouse motives** through which they are able to produce effects on followers that lead them toward trust, unquestioning acceptance, obedience, affection, goal orientation and confidence (Northouse, 2018).

ADAPTIVE LEADERSHIP

- Adaptive leadership focuses on followers and is orientated toward **problem-solving and reconciling conflicting values through activities that mobilize, motivate, organize, orient, and focus the attention of others** (Northouse, 2018).
- Adaptive leaders assist followers with addressing problems relevant to prevalent issues. Here, the problem-solving process is **led by employees NOT LEADERS!**
- Adaptive leadership requires leaders to **address technical problems in the workplace that are clearly defined and adaptive challenges which are not easily identified** (Northouse, 2018).

CULTURALLY RESPONSIVE LEADERSHIP

- Culturally responsive leaders possess the **skills to foster inclusive environments that address the specific needs of all stakeholder groups** (Khalifa, Gooden, & Davis, 2016).
- Culturally responsive leaders center **inclusion, equity, advocacy, and social justice in their leadership practices**.
- Culturally responsive leaders create inclusive organizational climates through **a) critical self-reflection on their own leadership behaviors; b) the development of culturally responsive staff; c) the promotion of culturally responsive work environments; and d) active engagement with the community and those from indigenous contexts** (Khalifa, Gooden, & Davis, 2016).

FORWARD-THINKING

A.I.I.R

Tactics

Strategy

Culture



ORGANIZATIONAL CLIMATE

What is the narrative?

Do you see what I see? Do you hear what I hear?

- Leadership
- Staff
- City/State/Region/USA/Global

Professional Development (e.g., HR Diversity Series)

Management (e.g., Culturally Responsive Leadership)

Leadership Development (e.g., Leadership Academy)

Learning Management System

Engagement Tactics

Accountability Tactics

Symbolic Tactics

Communication Tactics

Research Tactics

THE ART AND THE SCIENCE OF DIVERSITY & INCLUSION

The Strategic Approach:

- How do you define diversity?
- How do you define inclusion?
- How do you define cultural competence/sensitivity?
- Assessment (e.g., KPI)

The Application (and/or specific touch points for equity and inclusion across your organization:

- Goal 1:
- Goal 2:
- Goal 3:

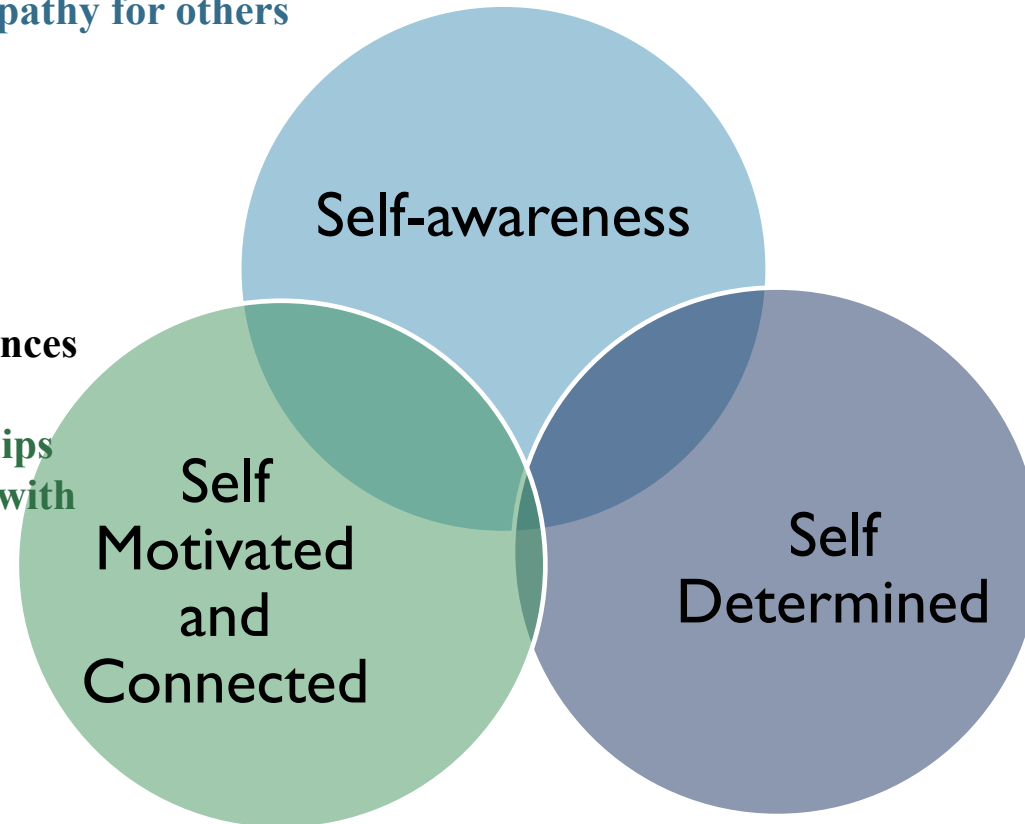
Change Management Process



INCLUSIVE LEADERSHIP MODEL

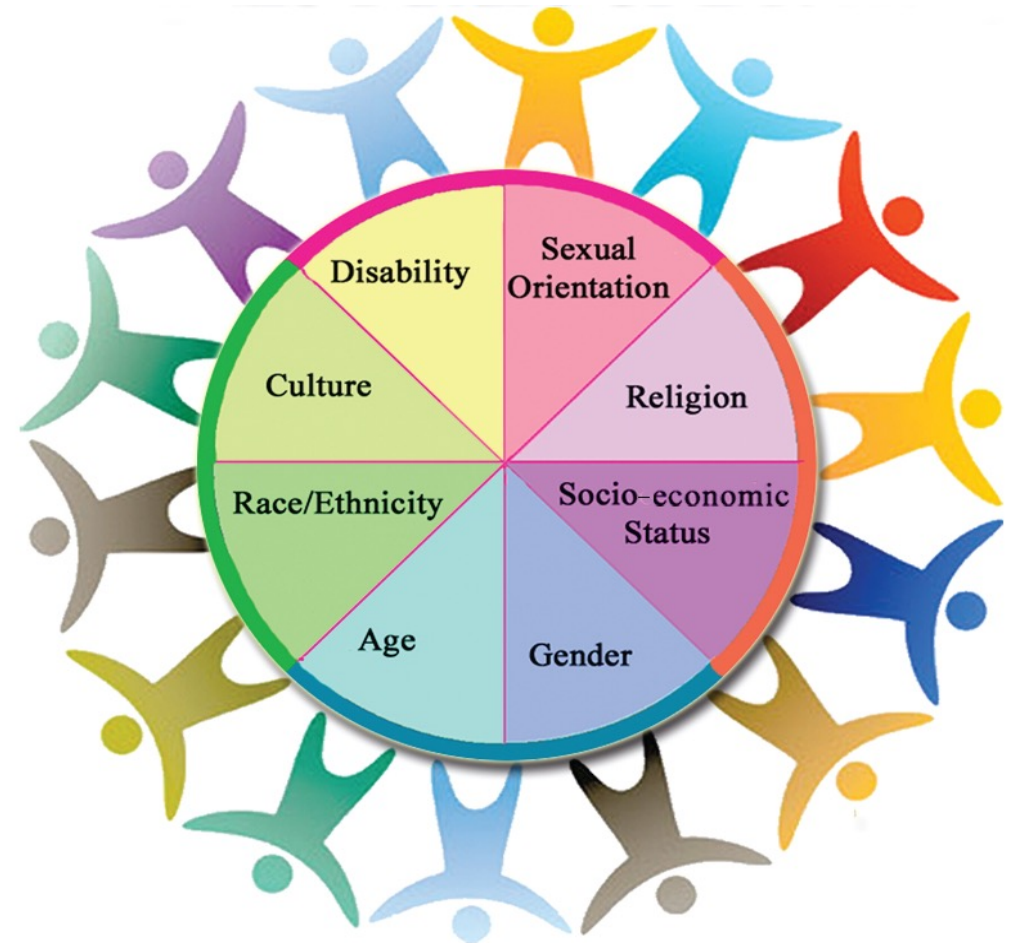
- **Acknowledge and manage unconscious bias**
- **Accept privilege impact and perspective**
- **Leverage “whole brain” thinking**
- **Show empathy for others**

- **Have a curious mindset**
- **Explore multiple diverse experiences intentionally**
- **Develop many diverse relationships**
- **Seek belonging and connections with others**



- **Demonstrate appreciation of others and relatedness**
- **Have competence in working across differences**
- **Develop and implement intentional autonomous inclusive actions**
- **Build trust and engagement with all**

INCLUSION - IS THE ABILITY TO GIVE EVERYONE A VOICE AND THE OPPORTUNITY TO BE VALUED, RESPECTED, AND SUPPORTED.



QUESTIONS

