



# Putting Emphasis on Inclusive Leadership

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# TOPIC OUTLINE

- \*Evolution of Leadership
- \*What is Inclusive Leadership?
- \*Foundations of Inclusive Leadership
- \*How to Become an Inclusive Leader

# Leadership Through The Ages

- ❖ Leadership, whether supportive or dictatorial, has existed ever since humans first began to interact.

# Leadership Through The Ages

- ❖ Changes in communication have forced organizations, leaders and followers always to be aware of and to improve their interaction in order to attain common goals.
- ❖ The values and intentions behind leadership behavior are the main reasons for constantly evolving leadership theories and the models and tools related to this.

# Leadership Through The Ages



- ❖ As an abstract term, **leadership** is not used exclusively in the context of paid work.
- ❖ The evolution of the working environment has dominated the way in which relations between decision-makers and their followers, volunteers, professionals and even family hierarchies have been shaped.



*“In the pre-industry era,  
**Leadership** centered around the  
Leader and related values  
Such as honour,  
Prestige and authority:  
Qualities which were not  
Open to debate.”*

# Leadership Through The Ages

## Pre Industrial Era

- ❖ Leader centered with values of *honour, prestige* and *authority*.
- ❖ Good followers were to be obedient and the focus was primarily on **WHAT** people worked on.
- ❖ The goal during this period was the survival and success of mankind.



# Leadership Through The Ages

## Industrial Era

- ❑ Leadership's values were displayed by **productivity, quantity, speed** and **economy**.
- ❑ Goals were related to **growth and economic prosperity**.
- ❑ The main theories at this period focused on **HOW people work**.



# Leadership Through The Ages

## Modern Era

- The start of the **modern leadership era** focused on *interpersonal dynamics and psychology*, although the focus was still on the perspective of the leader or the organization rather than on the influence on the follower.

# Leadership Through The Ages

## Modern Leadership Era

- The key psychological theories were the ***X and Y Humanity Perspective***, ***Maslow's Hierarchy of Needs***, and ***Herzberg's Motivational Theory***, all of which primarily focus on **WHY** people work.

# Leadership Through The Ages

## Modern Leadership Era

□ Goals were generally related to the quality of products, services and life in general.

# Leadership Through The Ages

## Modern Leadership Era

- ❑ As technological innovation continues to increase and IT solutions and robots take over many demanding jobs, the focus is now shifting to an awareness of continually improving efficiency.

# Leadership Through The Ages

## Modern Leadership Era

- ❑ Communication has become essential for leadership and goals are now related to diversity, inclusion and mutual understanding.

# Leadership Through The Ages

## Modern Leadership Era

### Global Communication

- The internet speed up global communication and opened the door for the management of people and production from a distance.

# Leadership Through The Ages

## Modern Leadership Era

- ❑ Leading means being aware that one individual cannot handle everything alone, even when multitasking.



# Leadership Through The Ages

## Modern Leadership Era

- ❑ Leaders must show faith in their team members and need to communicate in order to motivate and to optimize productivity and efficiency

# Leadership Through The Ages

## Modern Leadership Era

- ❑ Shared leadership or leadership teams that consist of people with complementary skills and delegated responsibility have become increasingly common.

# Leadership Through The Ages

## Modern Leadership Era

- An awareness of the similarities and differences in competences and needs is now essential.

# Leadership Through The Ages

## Modern Leadership Era

The knowledge and overview of overlapping systems within a working community has become a must for those involved.

Leadership is now '(leader)team-ship'.

# Leadership Through The Ages

## Modern Leadership Era

- ❑ This evolution of leadership, focus on the elements WHAT, WHY and HOW; examining how people act, react and interact.
- ❑ Focus is on self leadership; distant/remote leadership. Focus shifted from a single leader to interaction between stakeholders, thus shared responsibility. Followers are also leaders.

# Leadership Through The Ages



- Inclusive leadership adds a further dimension to these contemporary trends in leadership development by putting the focus on DIVERSE GROUPS and INDIVIDUALS.

# Inclusive Leadership: A New Dimension in Leadership Theories

- Psychologist Edwin Hollander states that **“Inclusive Leadership”** is about **relationships that can accomplish things for mutual benefit.**
- Reaching leadership at this next level means **“doing things with people, rather than to people.”**



# Inclusive Leadership: A New Dimension in Leadership Theories

- This idea departs from the long-standing tradition of focusing on the leader's qualities instead of giving attention to the followers' needs and perceptions.
- He sees inclusive leadership as oriented significantly more towards the ***involvement rather than the manipulation*** of followers by those in power.

# Inclusive Leadership: A New Dimension in Leadership Theories

- **Respect, recognition, responsiveness** and **responsibility** are vital for the successful implementation of inclusive leadership.
- Robert K. Greenleaf first mentioned the concept of **servant leadership** which put the individual human being at the centre rather than the means for achieving a goal.

# Inclusive Leadership: A New Dimension in Leadership Theories

- ❑ **Servant Leadership** is not a concept, a method or technique.
- ❑ It is an attitude or philosophy, which protects growth of life and is going into all parts of life.
- ❑ It lays the basis for trust for personal and professional growth, efficient team work, responsibility and energy.

# Inclusive Leadership: A New Dimension in Leadership Theories

- Greenleaf calls for a radical personal and corporate accountability, focused personal development and the development of skills such as system thinking, persuasion, intuition, foresight and listening with presence.

# Inclusive Leadership: A New Dimension in Leadership Theories

- ❑ He describes the leader as someone who supports others in becoming leaders themselves and gaining autonomy.
- ❑ To him, “**Empowerment** means that someone at the top must be wise or noble enough to give away some of his power.”

# Inclusive Leadership: A New Dimension in Leadership Theories

- Decision-makers across the institutions of a systems have to go on a joint journey from seeing only their own viewpoint (ego-awareness) to experiencing the system from the perspective of the other players, particularly those, who are most marginalized.



# Inclusive Leadership: A New Dimension in Leadership Theories

- The goal must be to co-sense, co-inspire and co-create an emerging future for their system that values the well-being of all rather than just a few.



# Inclusive Leadership: A New Dimension in Leadership Theories

- All of these theories refer to the concept of **'inclusiveness'** in a very broad sense.
- They fundamentally have 'everybody' in mind, regardless of cultural background, age, sexual orientation, gender, disability, personality type, and ways of working, etc.

# Inclusive Leadership: A New Dimension in Leadership Theories

- Deloitte described an inclusive leader as 'a person who actively creates a workplace in which diverse talent is fostered, whatever the packaging, and in which diverse teams operate to their maximum potential, and a person who understands the link between diversity, inclusion and higher business performance'

# Inclusive Leadership: A New Dimension in Leadership Theories

- ❑ Catalyst sees inclusion as taking place when a person values both the differences between and the commonalities with others.
- ❑ Inclusive leadership positively impacts everyone - no matter whether you are a man or women, old or young, or of a particular race, colour or nationality. Anyone can be an inclusive leader, and everyone benefits from inclusion.

# Inclusive Leadership: A New Dimension in Leadership Theories

- ❑ Inclusive leadership focuses on the individuals at risk of exclusion by looking at their needs, aspirations and potential and empowering them to fully participate in society.

# Needs and Barriers with Inclusive Leadership

- The ***Universal Declaration of Human Rights*** states that ***all human beings are equal in dignity and rights, and that everyone has the right to work and to favourable working conditions.***
- This declaration should shape the fundamental attitudes of an inclusive leader.

# Needs and Barriers with Inclusive Leadership

- The Declaration makes clear that **“social exclusion”** refers to ways in which **individuals may become cut off from full involvement in the wider society.**



# Needs and Barriers with Inclusive Leadership

- ❑ It focuses attention on a broad range of factors that prevent individuals or groups from having opportunities open to the majority of population.
- ❑ This can be access to work, housing or other essential goods and services such as transport.



# Needs and Barriers with Inclusive Leadership

- ❑ Social exclusion can take a number of forms, so that it may occur in isolated rural communities cut off from many services and opportunities, or in inner city neighborhoods marked by high crime rates and substandard housing.

# Needs and Barriers with Inclusive Leadership

- ❑ There exists a desire for their potential to be acknowledged.
- ❑ One of the primary needs of individuals at risk of exclusion was 'to be accepted as they are' and to be regarded as an equal, able to contribute with all of their abilities.

# Needs and Barriers with Inclusive Leadership

- ❑ Caritas Europe has identified **cultural barriers** (e.g. language, social life and religion), **structural barriers** (e.g. lack of legal documents for healthcare, bank accounts), and **socio-economic barriers** (employment, social participation) that can prevent migrants and refugees from feeling fully integrated.

# Needs and Barriers with Inclusive Leadership

- ❑ Inclusive leadership is not, however, only necessary on a governmental level.
- ❑ It is also required in companies, organizations and in general from all individuals in society.

# Needs and Barriers with Inclusive Leadership

- ❑ It is an approach that avoids the trap of labelling people on the basis of a single the deficit or disability, for example being in a Wheel chair.

# Needs and Barriers with Inclusive Leadership

- ❑ One of the biggest factors in the area of rural exclusion is limited access to transport.
- ❑ 'People who do not have access to their own transport are dependent on public transport and in country areas, such service are limited.

# Needs and Barriers with Inclusive Leadership

- ❑ In a professional context this means that the selection of jobs or further educational courses depends on which transport is available.
- ❑ This also has an impact on the availability of medical services or schools and nurseries for children.



# Needs and Barriers with Inclusive Leadership

- Inclusion can be supported in these cases by introducing flexible working hours and creating schedules that fit the needs of all individuals.

# Benefits of Inclusive Leadership

- Based on the ***Universal Declaration of Human Rights*** and the needs, aspirations and potential of people at risk of being socially excluded, ***inclusive leadership seeks to value the intrinsic dignity of every individual by recognizing their needs and acting accordingly.***

# Benefits of Inclusive Leadership

- ❑ Leaders who work with motivated individuals can meet daily challenges with the help of the diverse abilities of their followers.
- ❑ Inclusive leaders share their responsibility, meaning that they are also released from the burden of liability and obligations they may be carrying.

# Benefits of Inclusive Leadership

“Inclusive leadership can provide answers to global challenges in a time of economic disparity, climate change and the unequal distribution of resources”

# Benefits of Inclusive Leadership

- This can lead to an organizational culture that consistently produces results which benefit all stakeholders by embracing the diversities brought by various individuals.

# Benefits of Inclusive Leadership

- ❑ For a company or organization, the ability to act as an inclusive leader and allow diversity to flourish can lead to further innovation.
- ❑ In our globalized world, “innovation provides the seeds for economic and society growth, and for innovation to happen depends as much on collective difference as on aggregate ability.”


# Benefits of Inclusive Leadership

- Allowing this diversity and innovation to take place can also help to benefit the whole company or organization, including through improved performance, success, competitiveness, sustainability and resilience.



# Benefits of Inclusive Leadership

- Last but not least, inclusive leadership can provide answers to global challenges in a time of economic disparity, climate change and the unequal distribution of resources.



# The Nature and Scope of Inclusive Leadership

- The Foundations of Inclusive Leadership Approach
- The Inclusive Leadership Approach

# The Foundations of Inclusive Leadership Approach



- ❑ Inclusive leadership means having the courage to take conscious steps to break down barriers for people at risk of being excluded from society.

# The Foundations of Inclusive Leadership Approach



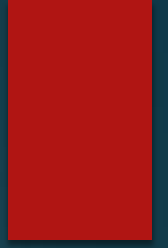
- ❑ Inclusive leaders embody a leadership approach that appreciates diversity, invites and welcomes everyone's individual contribution, and encourage full engagement with the process of decision-making and shaping reality.

# The Foundations of Inclusive Leadership Approach



- The aim of inclusive leadership is to create, change and innovate whilst balancing everybody's needs.

# The Foundations of Inclusive Leadership Approach



□ Inclusive leadership calls for certain preconditions to enable openness and inclusion:

- 1) The acknowledgement and value of everybody's inherent worth
- 2) An approach based on human rights

# The Foundations of Inclusive Leadership Approach

- 3) Awareness of interconnection
- 4) The role of power in inclusive leadership
- 5) Courage to share and take over responsibility



# The Inclusive Leadership Approach

□ In connection with inclusive leadership there are **Four (4) Development Areas** for learning or improving **Inclusive Leadership**.

□ In their daily routine, inclusive leaders should:

- 1) **Practice self-awareness,**
- 2) **Live a shared vision,**
- 3) **Build relationship, and**
- 4) **Create change**

# The Inclusive Leadership Approach

- Each development area was chosen with the aim of having an ongoing process, where inclusive leaders can develop gradually.
- All four areas are interconnected and exert an influence on each other.

# The Inclusive Leadership Approach

- ❑ Communication is the overarching topic which plays an important role in each of the four areas, and also connects them to each other.

# The Inclusive Leadership Approach

- ❑ Each area includes a list of qualities that characterize a leader.
- ❑ These are easily identifiable behaviors, abilities and skills for individuals adopting an Inclusive Leadership Approach.

**Thank You!**