INCLUSIVE ACADEMIC LEADERSHIP:

Strategies for Facilitating Collaboration and Motivating Teams

Presenters:

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(2:15-3:30)

Caveat and clarification: Individual or even group change is not enough to create multicultural and inclusive campuses. Rather, **systemic transformation** that re-imagines the core values and practices of an institution **is vital to creating true or lasting multicultural change.** (Lisa Scott, Luther College Vice President for Equity, Inclusion and Student Success citing Pope and Reynolds, 2004)

INCLUSION

When have you felt most included in leadership conversations and decisions?

What about the experience(s) made you feel included and valued?

ROADMAP

- Engagement 'Golden Rules'
- Inclusive leadership
- Leadership identity
- Appreciative inquiry
- Opportunities for collaboration and teamwork
- Best practices

LEARNING OUTCOMES

1. Understand **inclusive leadership** and the intersection of DEI

2. Consider how your **leadership identity** affects your approach to inclusion

3. Understand why **inclusive excellence** is essential for productive work environments

4. Gather resources to **encourage** staff to experience **a sense of belonging** in the workplace

5. Generate **best practices** for engaging staff/faculty in more mindful inclusion efforts

INCLUSIVE LEADERSHIP

A set of proactive behaviors that leverage the <u>unique attributes of each person</u> in the workplace with the goal of enhancing overall performance potential.

Characteristics:
- Great listener – facilitate conversation
- People-person – foster collaboration
- Diplomatic – open to input

Inclusion is a choice, it is intentional and purposeful

Exclusion can happen without a choice. We assume everyone feels included the same way we do. We assume that things that work for me, work for everyone.

"What you have to understand as an employer, you're not hiring individuals, you're hiring teams. There is no job I have for an individual. I have teams- and multiple teams- and the people who are winning are the people who are great at teams."

Van Jones (October 7, 2019)

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Considering Your Leadership Identity

Additional Ways of Reflecting on Your Identities:

1. Identities do you think about more often

2. Identities you think about least often

3. Identities that have the strongest effect on how you perceive yourself as a leader

4. Identities you perceive have the greatest effect on how others perceive you as a leader

IDENTITY ICEBERG

Lessons learned from Inclusive Leaders:

- Not the only one with great ideas/works hard
- Recognize the contributions of others
- Understand importance of team *member* in team *work*
- Acknowledge all ideas

People respond to their leaders *authentic* words and emotions

Model that seeks to engage stakeholders in self-determined change

Process for facilitating positive change

APPRECIATIVE INQUIRY

Problem-Solving	Appreciative Inquiry
"Felt need"-identification of the problem	Appreciating and valuing the best of "what is" - DISCOVER
Analysis of causes	Envisioning "what might be"- DREAM
Analysis of possible solutions	Dialoguing "what should be"- DESIGN
Action planning/treatment	Innovating "what will be" - DESTINY
BASIC ASSUMPTION: An organization is a problem to be solved	BASIC ASSUMPTION: An organization is a mystery to be embraced

Cooperrider and Srivasta (1987)

APPRECIATIVE INQUIRY

The Talent Spirit - Talent Development Solutions Group
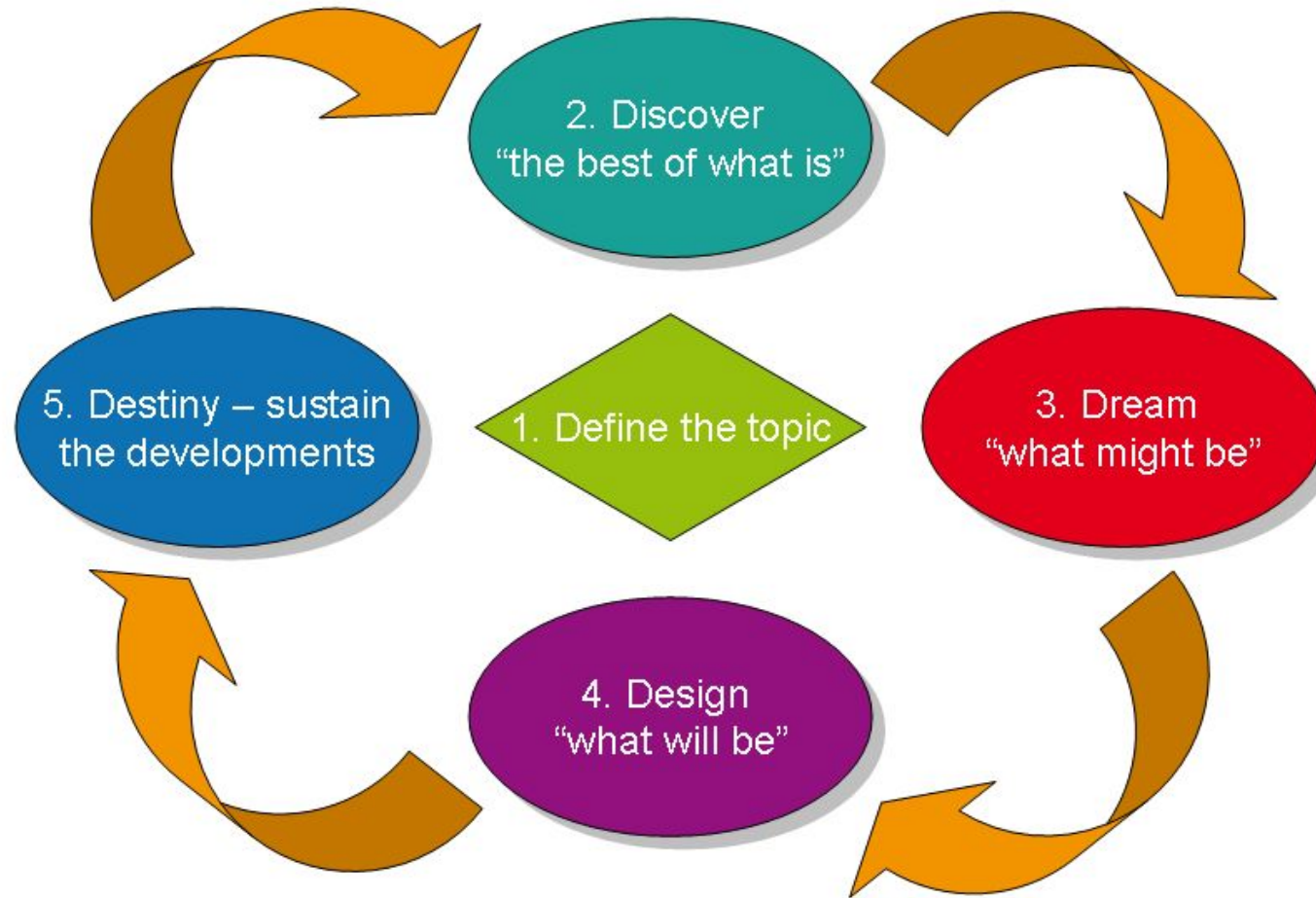
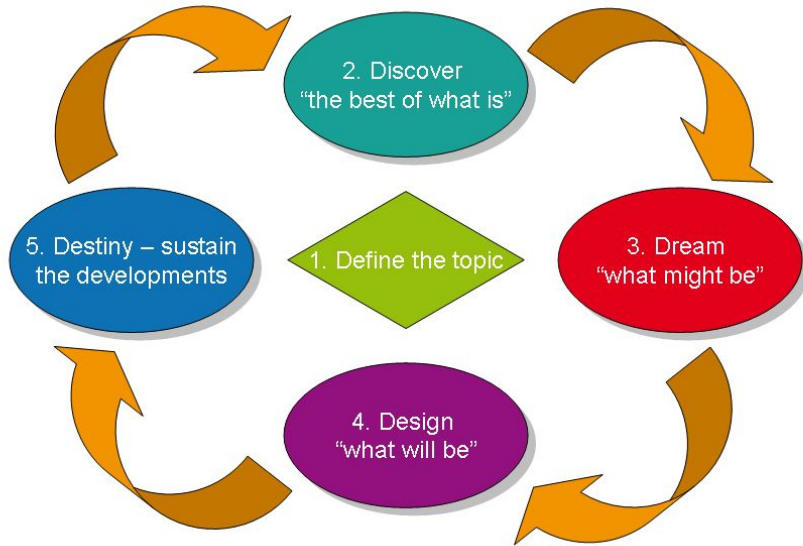When have you felt most included in ~~leadership~~ **team** conversations and decisions?

What about the experience made ~~you~~ **members of your team** feel included and valued?

Given <u>an institution without limits</u>, identify 3 things your staff and/or faculty can do to achieve inclusion within the next year.

Structure

- Staff retreat (full day)
- Divided area staff

Format

- Structured prompts
- Discover | (Value) | Dream

THE "ONE" THING

- LEAP Across Differences Framework

- Stephanie J. Creary, University of Pennsylvania

- Building effective relationships at work.

- Build more effective relationships across difference.

- Discover how to become more attentive to how you can help each other learn and grow.

ENCOURAGING INCLUSIVE ENGAGEMENT

- Opportunities for Intentional Collaboration and Teamwork
  - Communities of Practice
  - Cross-School Working Groups
  - Curriculum Committees
  - Task Forces

- Opportunities for Inclusion
  - Department/Faculty Meetings
  - Events- Accessibility
  - Hiring Processes

- Opportunities for Support
  - Create psychological safety
  - Share the load of DEI work
  - Mentoring and Sponsorship are key
  - Model inclusive behavior

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Other Tools?
Please Share
your best
practices!

RESOURCES

- Inclusion Programs
  - UMich Diversity, Equity and Inclusion Strategic Plan https://odei.umich.edu/category/dei-strategic-plan/
  - UMich Advance Program https://advance.umich.edu/
  - National Center for Institutional Diversity https://lsa.umich.edu/ncid
  - The Program on Intergroup Relations https://igr.umich.edu/
- Inclusion Initiatives
  - Disability Culture at Michigan https://hr.umich.edu/disability-community-month-events
  - CRLT http://www.crlt.umich.edu/category/tags/inclusive-teaching
- Positive Leadership Sources
  - UMich Center for Positive Organizations https://positiveorgs.bus.umich.edu/
  - Wharton Positive Psychology Center https://ppc.sas.upenn.edu/
- People/Programs
  - Cooperrider and Srivastva - AI Commons
  - Stephanie Creary https://www.stephaniecreary.com/
  - Ahmer Amet http://www.amerfahmed.com/ (Appreciative Inquiry)
  - Lisa Scott https://www.luther.edu/diversity-at-luther/

"When evaluated as a single group, teams who took an assessment to learn about their strengths reported significantly higher levels of inclusion . . . Although employees can take some initiative in finding ways to learn and grow at work, it is also the manager's responsibility to help support this sort of development."

Roberts et al. (2019) Race, Work and Leadership