

Inclusive Leadership:
Unleashing The Power of All of Us
Literacy and Beyond



LITERACY TEXAS ANNUAL CONFERENCE 2024

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Vicki Clark



Chela Sanchez

An aerial photograph of a river winding through a lush, green forest. The river is the central focus, with its banks covered in dense trees. The sky is clear and blue. The text "INDIGENOUS LAND ACKNOWLEDGMENT" is overlaid in large, white, bold letters across the middle of the image.

INDIGENOUS LAND ACKNOWLEDGMENT

**— NATIONAL —
DISABILITY
INDEPENDENCE
DAY —
JULY 26**

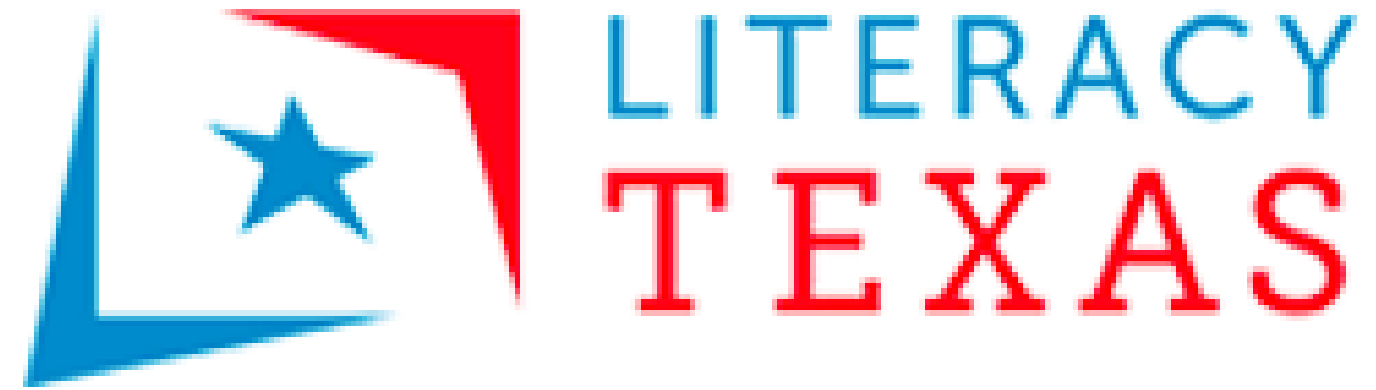


JULY IS
DISABILITY
PRIDE MONTH



**NELSON
MANDELA
INTERNATIONAL
DAY**





Who We Serve & How We Serve

The Mission: The mission of Literacy Texas is to connect and equip literacy programs through resources, training, networking, and advocacy.

The Vision: Our vision is that every literacy organization in Texas will have the resources it needs to help as many people as possible learn basic literacy skills in order to participate fully in society.

Why This?

Why You?

Why Now?

LEADERS

IN THE NONPROFIT SECTOR

TACKLE THE MOST

COMPLEX &
PRESSING

ISSUES FACING OUR COMMUNITIES

Literacy is a Basic Human Right

Literacy is a bridge from misery to hope. It is a tool for daily life in modern society. It is a bulwark against poverty, and a building block of development, an essential complement to investments in roads, dams, clinics and factories. Literacy is **a platform for democratization**, and a vehicle for the promotion of cultural and national identity. Especially for girls and women, it is an agent of family health and nutrition. For everyone, everywhere, literacy is **a basic human right...** Literacy is, finally, the road to human progress and the means through which every man, woman and child can realize his or her full **potential.** ~Kofi Annan

5 PILLARS OF THE RIGHT TO LITERACY

Pillar 1: Building the Community

Pillar 2: Strengthening the Family

Pillar 3: Ensuring People's Right to Self-Determination

Pillar 4: Improving the Workforce

Pillar 5: Transforming the Literacy System

Justice, not Charity.

CHARITY

Performative, rooted in patronizing "charity" mentality towards differences.

Doing things *to* or *for* others rather than seeking to empower.

SHORT-TERM



JUSTICE

Promotes social and systems change in institutions and boards.

Directed at the root causes of injustice.

LONG-TERM SOLUTIONS

A Definition of a Leader

A leader is any person who influences individuals and groups within an organization, helps them in the establishment of goals, and guides them toward achievement of those goals, thereby allowing them to be effective.

By Afsaneh Nahavandi



Peter Drucker's 5 Questions For Leaders

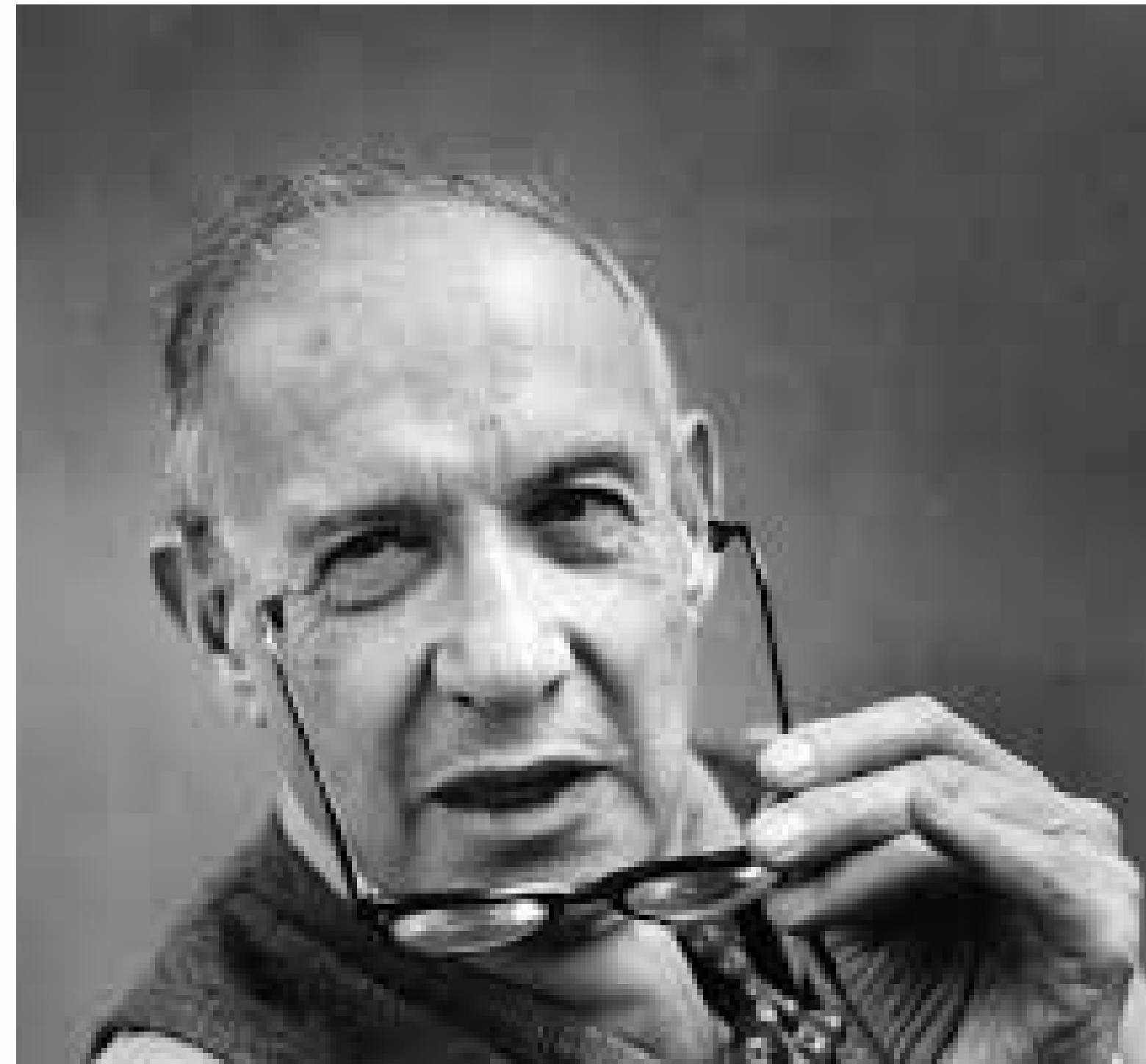
What Is Your Mission?

Who Is Your Customer?

What Does Your Customer Value?

What Are Your Results?

What Is Your Plan?

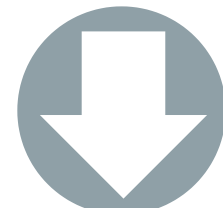




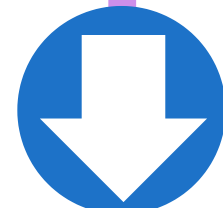
Inclusive Leaders:

Inclusive leadership is not just about diversity and inclusion. Inclusive leaders empower team members to take risks and bring their authentic selves to their organization while also helping the organization to innovate and capitalize on new opportunities.

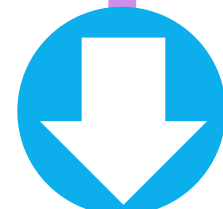
Inclusive Leaders Drive GROWTH in The 21st Century



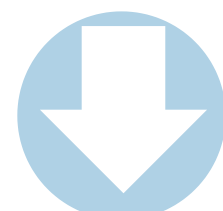
Biggest challenge:
create growth



To have growth you
need to differentiate

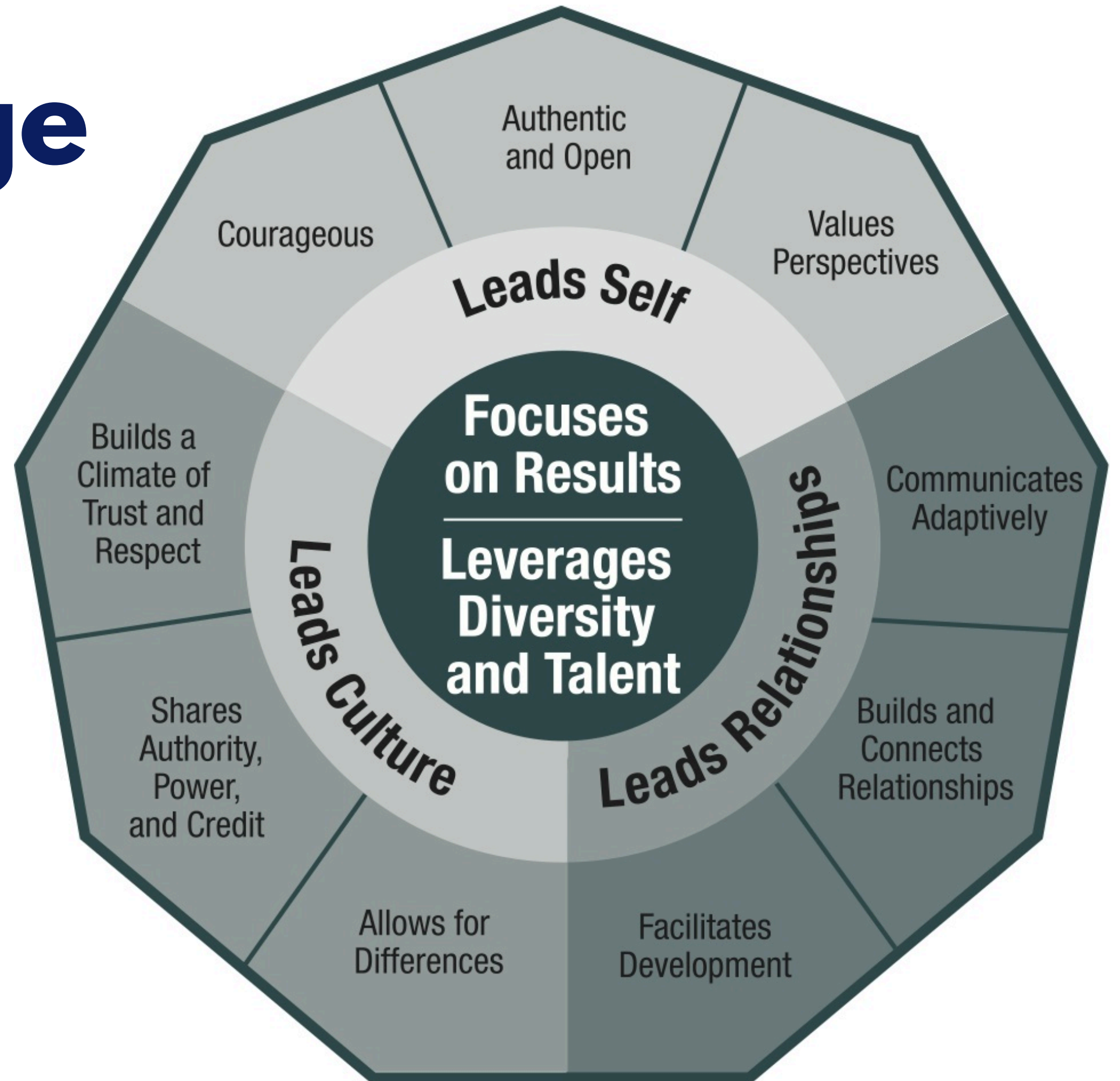
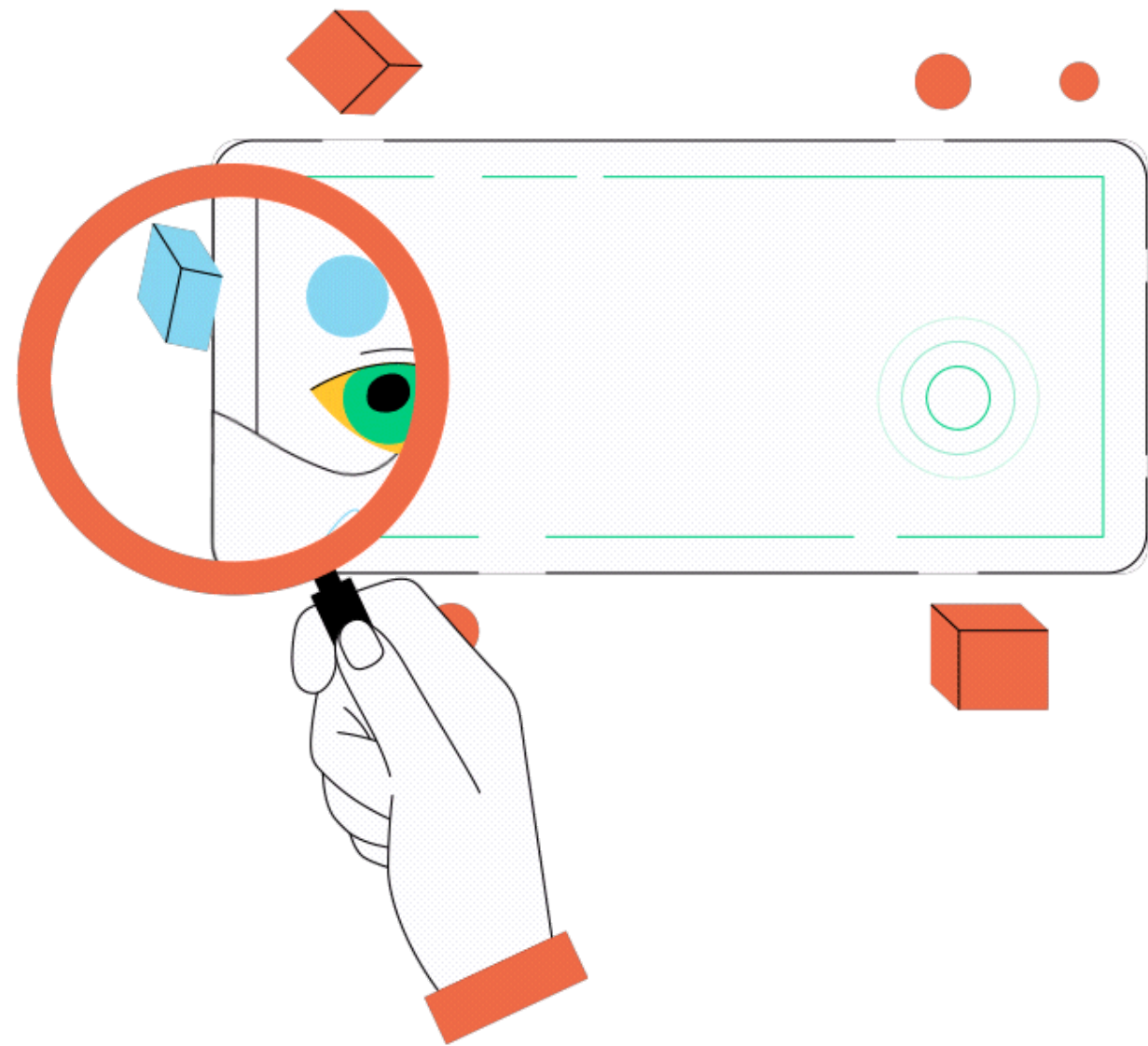


To differentiate you
need to innovate



To innovate you
need diversity

Focus & Leverage



Culture Shift on The Horizon...

Organizational culture refers to the values, beliefs, attitudes and behaviors shared by the organization.



**Visible
Organizational
Culture**



**Invisible
Organizational
Culture**





Leadership and Management | Part 4 of 4: The Iceberg o...

3 Levels of Culture

Share



Artifacts

Values
& Beliefs

Underlying
Assumption

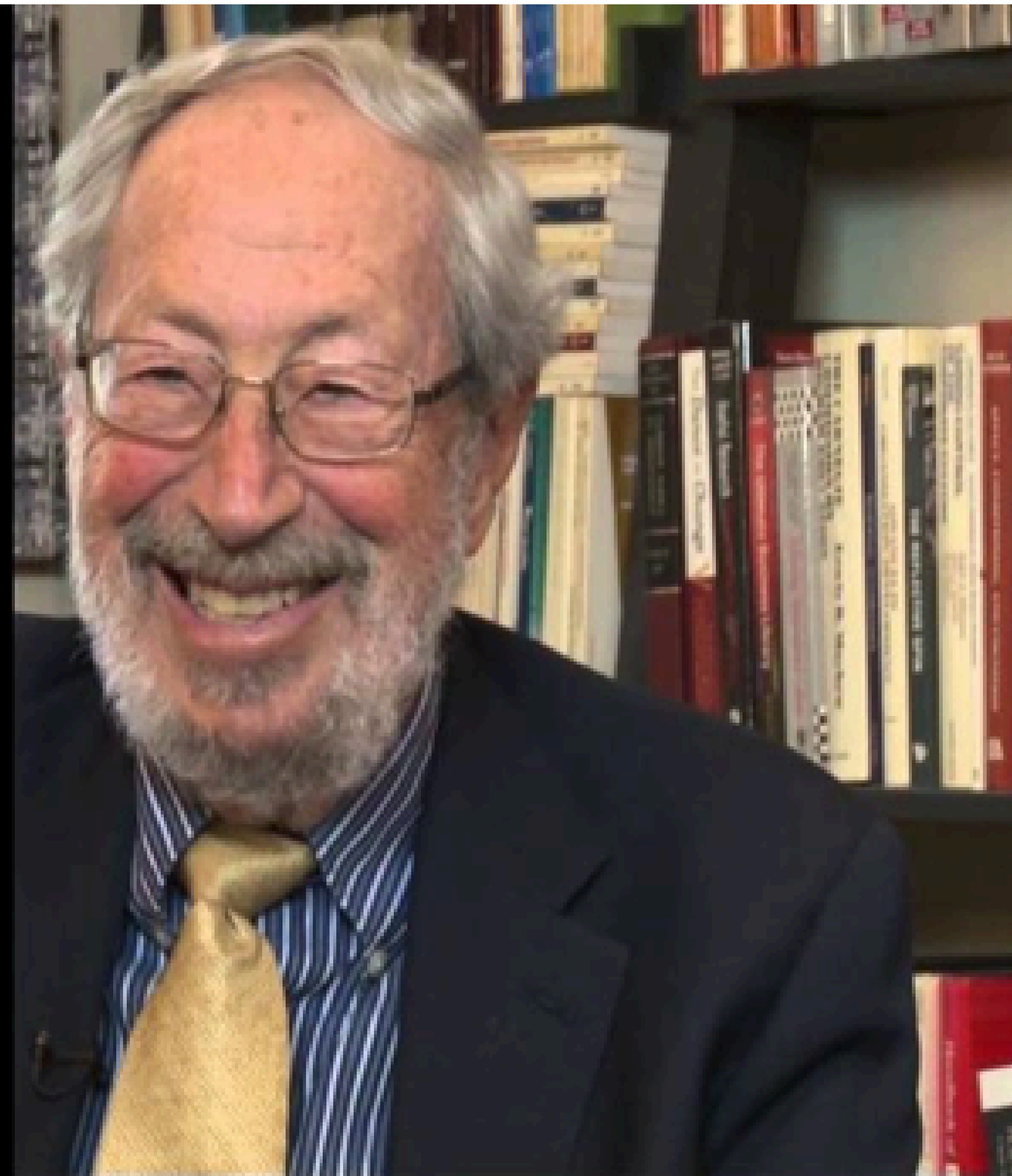
Watch on YouTube

Organisational Culture, Values, and Leadership

The only thing of real importance that leaders do is to create and manage culture.

If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening.

–Edgar Schein



ALL

IN!



Inclusive Leaders CARE!

The Zinger Model Engagement for Results



INTERNAL COMMUNITY



"Community grows stronger through hundreds of little and big actions leaders take everyday."



Signature Characteristics of an Inclusive Leader



1 Commitment

Highly inclusive leaders are committed to diversity and inclusion because these objectives align with their personal values and because they believe in the business case.



1

Signature Trait: Commitment

Element	What inclusive leaders think about	What inclusive leaders do
Personal values	<ul style="list-style-type: none">• Alignment of personal values to inclusion	<ul style="list-style-type: none">• Treat all team members with fairness and respect• Understand the uniqueness of each team member• Take action to ensure each team member feels connected to the group/organization• Proactively adapt their work practices to meet the needs of others
Business case belief	<ul style="list-style-type: none">• Commercial value of diversity and inclusion with respect to talent, innovation, customers, and new market growth	<ul style="list-style-type: none">• Treat diversity and inclusion as a business priority• Take personal responsibility for diversity and inclusion outcomes• Clearly and authentically articulate the value of diversity and inclusion• Allocate resources toward improving diversity and inclusion within the workplace

2 Courage

We Can Do It!



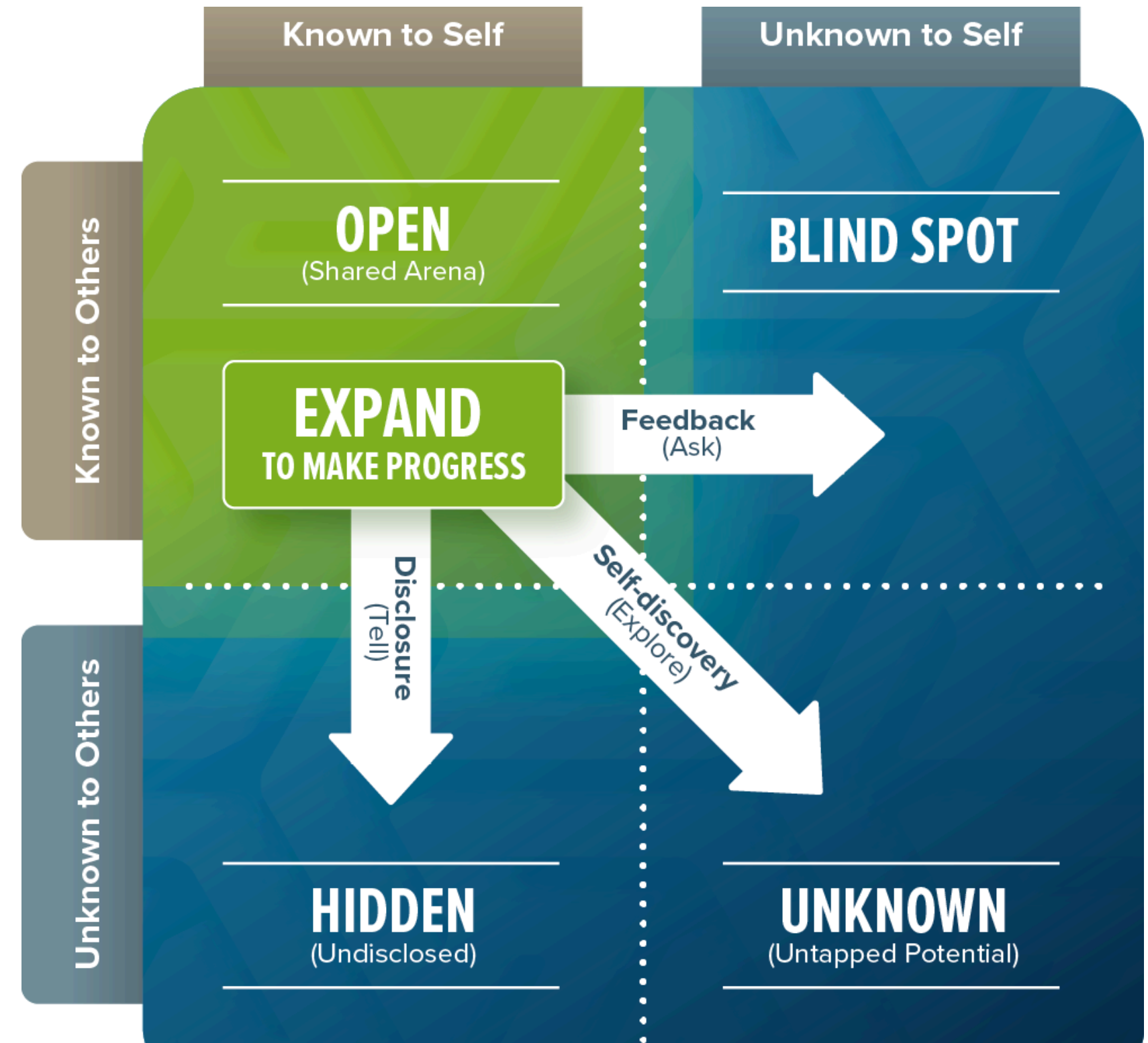
Highly inclusive leaders speak up and challenge the status quo, and they are humble about their strengths and weaknesses.

2 Signature Trait: Courage

Element	What inclusive leaders think about	What inclusive leaders do
Humility	<ul style="list-style-type: none">• Awareness of personal strengths and weaknesses	<ul style="list-style-type: none">• Acknowledge personal limitations and weaknesses• Seek the contributions of others to overcome personal limitations• Admit mistakes when made
Bravery	<ul style="list-style-type: none">• Being an agent for change and the positive impact diversity and inclusion can have	<ul style="list-style-type: none">• Approach diversity and inclusion wholeheartedly• Challenge entrenched organizational attitudes and practices that promote homogeneity• Hold others to account for noninclusive behaviors

3 Cognizance of bias

Highly inclusive leaders are mindful of personal and organizational blind spots, and self-regulate to help ensure “fair play”.






Blind spots: Enhance objectivity



Share



Watch on  YouTube



3

Signature Trait: Cognizance of bias

Signature trait: Cognizance of bias		
Element	What inclusive leaders think about	What inclusive leaders do
Self-regulation	<ul style="list-style-type: none"> • Acceptance of bias and concern for its impact • Moments when they are most vulnerable to bias 	<ul style="list-style-type: none"> • Learn about their personal biases, including through feedback • Follow processes to ensure personal biases do not influence decisions about others • Identify and address organizational processes that are inconsistent with merit
Fair play	<ul style="list-style-type: none"> • Awareness of the three features of fairness: outcomes, processes, and communication 	<ul style="list-style-type: none"> • Make fair and merit-based decisions about talent (for example, with respect to promotions, rewards, and task allocations) • Employ transparent, consistent, and informed decision-making processes about talent • Provide those affected with clear explanations of the processes applied and reasons for decisions made

4 Curiosity

Highly inclusive leaders have an open mindset, a desire to understand how others view and experience the world, and a tolerance for ambiguity.



4

Signature Trait: Curiosity

Signature trait: Curiosity		
Element	What inclusive leaders think about	What inclusive leaders do
Openness	<ul style="list-style-type: none"> • Their own limitations and the value of new and different ideas and experiences 	<ul style="list-style-type: none"> • Demonstrate a desire for continued learning • Actively seek the perspectives of diverse others in ideation and decision making • Withhold fast judgment when engaging with diverse others
Perspective taking	<ul style="list-style-type: none"> • Enhancing one's own understanding of new or different perspectives 	<ul style="list-style-type: none"> • Listen attentively when another person is voicing a point of view • Engage in respectful and curious questioning to better understand others' viewpoints • Demonstrate the ability to see things from others' viewpoints
Coping with uncertainty	<ul style="list-style-type: none"> • Acceptance that some ambiguity and uncertainty is inevitable 	<ul style="list-style-type: none"> • Cope effectively with change • Demonstrate and encourage divergent thinking • Seek opportunities to connect with a diverse range of people

5 Culturally intelligent

Highly inclusive leaders are confident and effective in cross-cultural interactions.



5 Signature Trait: Culturally Intelligent

Element	What inclusive leaders think about	What inclusive leaders do
Drive	<ul style="list-style-type: none"> The personal and organizational benefits of learning about, and experiencing, different cultures 	<ul style="list-style-type: none"> Take an active interest in learning about other cultures Seek out opportunities to experience culturally diverse environments Are confident leading cross-cultural teams
Knowledge	<ul style="list-style-type: none"> The differences and similarities between cultures Relevant country-specific knowledge to operate effectively within specific geographies (for example, business and economic knowledge, norms, practices, and conventions) 	<ul style="list-style-type: none"> Seek information on the local context; for example, politics and ways of working
Adaptability	<ul style="list-style-type: none"> Acceptance that different cultural situations may require behavioral adaptation 	<ul style="list-style-type: none"> Work well with individuals from different cultural backgrounds Change style appropriately when a cross-cultural encounter requires it Use appropriate verbal (for example, speed, tone, use of pause/silence) and nonverbal (for example, gestures, facial expressions, body language, physical contact) behavior in cross-cultural encounters



"Normal???"

"You think you're acting normal when you are in your culture."

-- Edward T. Hall

6 Collaborative

Highly inclusive leaders empower individuals as well as create and leverage the thinking of diverse groups.





Signature Trait: Collaborative

Element	What inclusive leaders think about	What inclusive leaders do
Empowerment	<ul style="list-style-type: none">Ensuring that others feel able and comfortable to contribute independently	<ul style="list-style-type: none">Give team members the freedom to handle difficult situationsEmpower team members to make decisions about issues that impact their workHold team members accountable for performance they can control
Teaming	<ul style="list-style-type: none">Being disciplined about diversity of thinking in terms of team composition and processes	<ul style="list-style-type: none">Assemble teams that are diverse in thinkingWork hard to ensure that team members respect each other and that there are no out-groups within the teamAnticipate and take appropriate action to address team conflict when it occurs
Voice	<ul style="list-style-type: none">Adapting styles and processes to ensure that every team member has a voice	<ul style="list-style-type: none">Create a safe environment where people feel comfortable to speak upExplicitly include all team members in discussionsAsk follow-up questions

Table 2. The six signature traits of an inclusive leader

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

INCLUSIVE LEADERS

ALWAYS SEE *THE BEST* IN EVERYONE

We meet no ordinary people in our lives. If you give them a chance, everyone has something amazing to offer.

C.S. Lewis

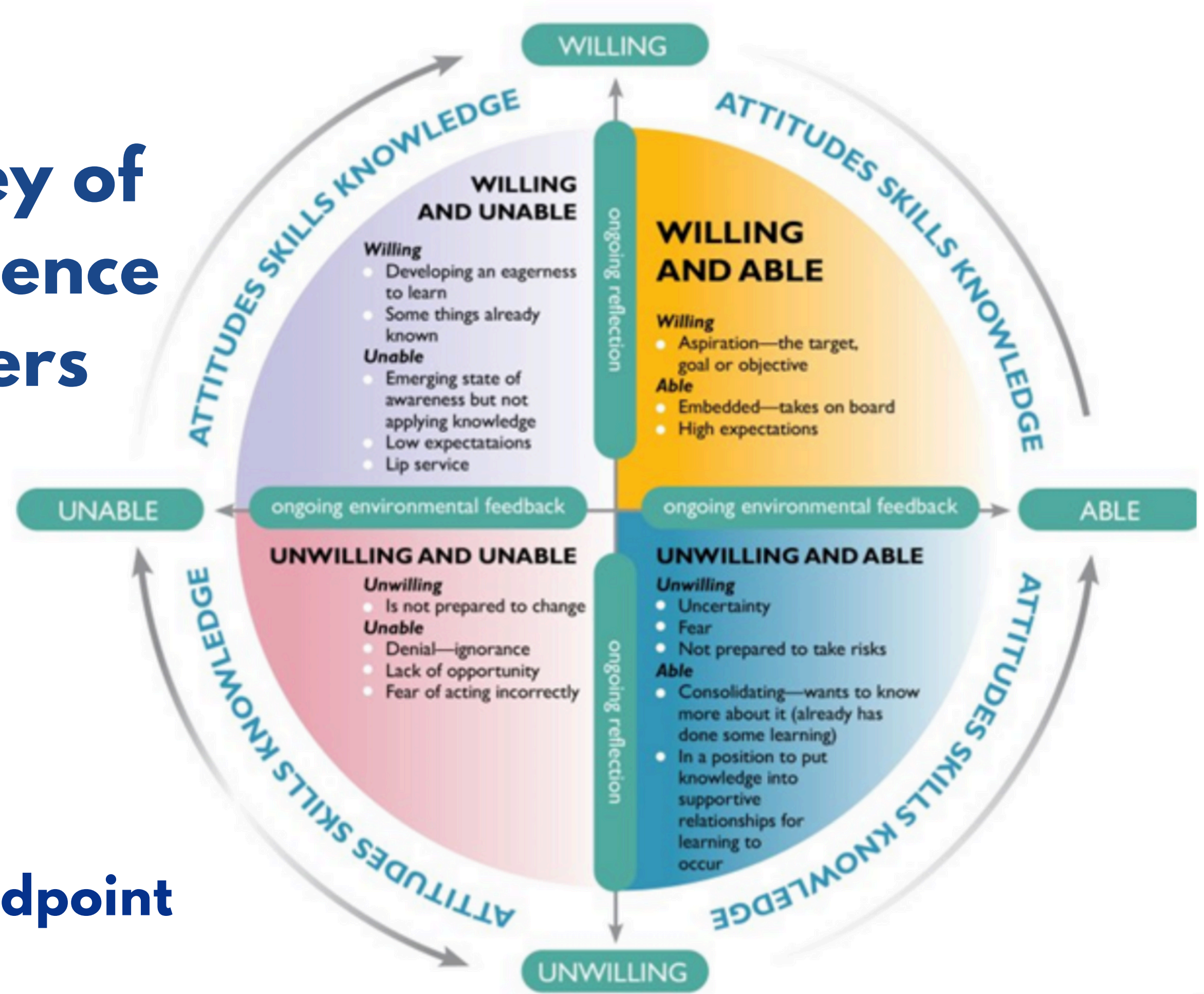
Assets Thinking

- Strengths based
- How can we create community spirit?
- What can I do?
- We're all in this together
- We're getting there
- Work with engaged people
- People have the answers
- People control their lives

Deficit Thinking

- Problem orientated
- How to fix this problem?
- Someone needs to sort this
- Us versus them
- Problems are embedded
- Do things to people
- People are a problem
- People can't be trusted to decide/be in control

Learning Journey of Cultural Competence Inclusive Leaders



A Journey Not an Endpoint



UNAWARE

You think diversity is compliance-related and simply tolerate it. It's someone else's job—not yours.

AWARE

You are aware that you have a role to play and are educating yourself about how best to move forward.

ACTIVE

You have shifted your priorities and are finding your voice as you begin to take meaningful action in support of others.

ADVOCATE

You are proactively and consistently confronting inequities and discrimination and working to bring about change in order to prevent them on a systemic level.

Move to Action:

7 Actions of Inclusive Leaders

- Deepen your self-awareness. As your first empowering act of inclusion, build a solid foundation of personal understanding. ...
- Foster social awareness. ...
- Reveal blind spots. ...
- Listen to understand. ...
- Create connections. ...
- Lead with courageous vulnerability. ...
- Invest resources in inclusion.



Time to Reflect

Of the Six Characteristics of an Inclusive Leader:

- **Your Strongest**
- **Your Challenge**
- **Why?**

”The pessimist complains about the wind; the optimist expects it to change; the realist adjusts the sails.”

William Arthur Ward



Session Enhancements

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