Multi-cultures and Inclusion in the Workplace

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The Workplace of Today

“No culture can live if it attempts to be exclusive” - Mahatma Ghandi

DIVERSITY IS A FACT

• The global workplace is evolving.
• Organisations are now much less hierarchical and more diverse, agile and complex than they were ten or twenty years ago.
• Leaders need more than Emotional Intelligence (EQ) if they are going to effectively lead today’s workforce.
The Workplace of Today

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INCLUSION IS A SKILL

- Without inclusion your diversity will act as a roadblock to achieving your organisational mission.
- With effective inclusion, your diversity becomes your strongest competitive advantage
Why Diversity & Inclusion?

- **Low** Diversity and Inclusion:
  - Low Competitive Advantage
  - Low Collaboration
  - Low Morale
  - Low Engagement
  - Low Retention

- **Average** Diversity and Inclusion:
  - Average Competitive Advantage
  - Average Collaboration
  - Average Morale
  - Average Engagement
  - Average Retention

- **High** Diversity and Inclusion:
  - High Competitive Advantage
  - High Collaboration
  - High Morale
  - High Engagement
  - High Retention
Impact of Diversity in the Workplace

90% of leading executives from 68 Countries identified cross cultural leadership as the top management challenge for the next century.

Economist Intelligence Unit Surveys (2012)

70% of international ventures fail due to inability to work effectively with cultural differences.

International Labor Union
The Changing Business Environment

30-50% - proportion of revenue coming from overseas markets in the next 3-5 years

Majority of CEO’s surveyed during the economic recession were planning to expand internationally rather than retreat because they believed that their greatest opportunity for growth lay outside their domestic markets

Economist Intelligence Unit Surveys (2006, 2012)
Impact of Diversity on Global Leadership

62 Countries – Stark differences in leadership preferences between countries:
- Germany – participative leadership style preferred
- Saudi – authoritative leadership style preferred

Conclusion? Preferences for leadership styles are related to cultural values.
Discuss:

• Which behaviours from your leaders make you feel included?
• Why does it matter that you feel included?

Inclusive Leadership

Managing diversity and promoting inclusion are key leadership skills that will ensure organisations remain relevant, sustainable and competitive in an increasingly diversified world.
Benefits of Inclusive Leadership

Inclusive leaders are able to:

- Effectively engage the workforce
- Attract key talent
- Create a positive workplace culture where people feel valued, seen and included
- Build workforce commitment by inspiring shared ownership of outcomes
- Create competitive advantage for their organizations by inspiring innovation and thought leadership
The Inclusive Leadership Difference

Intention vs Impact

Self Awareness

DIVERSITAS
The A-F of Inclusive Leadership

Awareness
Bias
Cultural Capability
Drive
Empowerment
Flexibility
Inclusive Leadership Survey

Take our 10 minute Inclusive Leadership Survey to determine what your strengths and growth areas are.
Inclusive leaders understand demographic market trends as well as the business case for leading D&I initiatives from the front.

Who are the leaders of tomorrow and how do we attract them?
Future Leaders

Millennials 2020 – 50% of the workforce.

- Flexible work
- A greater purpose
- Less rigid structures
- Open and honest communication
- A positive working experience
- Personal impact
- Ongoing learning
- Progression more than salary
- Work-life balance
Bias

Inclusive leaders work to grow their self-awareness about their own **biases**, strengths and weaknesses as well as those of others in the workplace.

Who is getting hired, promoted, fired and why?
SEEDS Model of Bias

They decide who we hire, fire and promote.

- Similarity
- Expedience
- Experience
- Distance
- Safety

NeuroLeadership Institute
Cultural Capability

Inclusive leaders are knowledgeable about different **cultural contexts** and able to flex their thinking and behaviour when interacting with diversity.

How do I tailor my leadership approach to different cultures?
Cultural Intelligence

CQ is the core leadership capability for the 21st Century!

- **Motivation** – the desire to engage with diversity
- **Knowledge** – a basic working understanding of diversity dimensions and different cultural values
- **Strategy** – the ability to plan for diverse encounters
- **Action** – the ability to effectively engage with diverse others
Cultural Values in the Workplace

**Communicating**
- Low-context
- High-context

**Evaluating**
- Direct negative feedback
- Indirect negative feedback

**Persuading**
- Principles- first
- Applications- first

**Leading**
- Egalitarian
- Hierarchical

**Deciding**
- Consensual
- To-down

**Trusting**
- Task-based
- Relationship-based

**Disagreeing**
- Confrontational
- Avoids confrontation

**Scheduling**
- Linear time
- Flexible time
Inclusive leaders drive themselves and others to be more inclusive and to use feedback effectively for personal and organizational improvement.

What do I need to do more of, less of or differently to become a more inclusive leader?
The Challenge

Inclusive leadership takes skill!

Which are your growth areas? What will you DO now to address these?
Empowerment

Inclusive leaders seek to empower others to use their voices and ensure that all perspectives are valued and respected. They support engagement and promote understanding between individuals, teams, and departments.

What do you need to do to create psychological safety in the workplace?
Inclusive leaders understand the importance of **flexible work design** and the associated benefits of attracting and retaining high performing talent. They actively sponsor unique ways of working that support positive outcomes for employees and organisations.

How do we retain talent across the work life-cycle?
Flexible Work Research (2017)

• **95%** of job seekers said they would like to have the option of working flexibly in their current or future role.

• **47%** of UAE workers are engaged in a flexible work arrangement.

• **62%** of employees said the biggest benefit to having a flexible work arrangement is overall work-life balance.

• **20%** of those surveyed who currently engage in flexible work, come from the professional services sector, which is clearly leading the way for other sectors.

• **65%** of the respondents cited negative career consequences as a key barrier to applying for flexible work.

• **73%** of employees surveyed indicated they would switch companies for an equivalent role with flexible work options.
Thank you!