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Developing the Inclusive Leader Within

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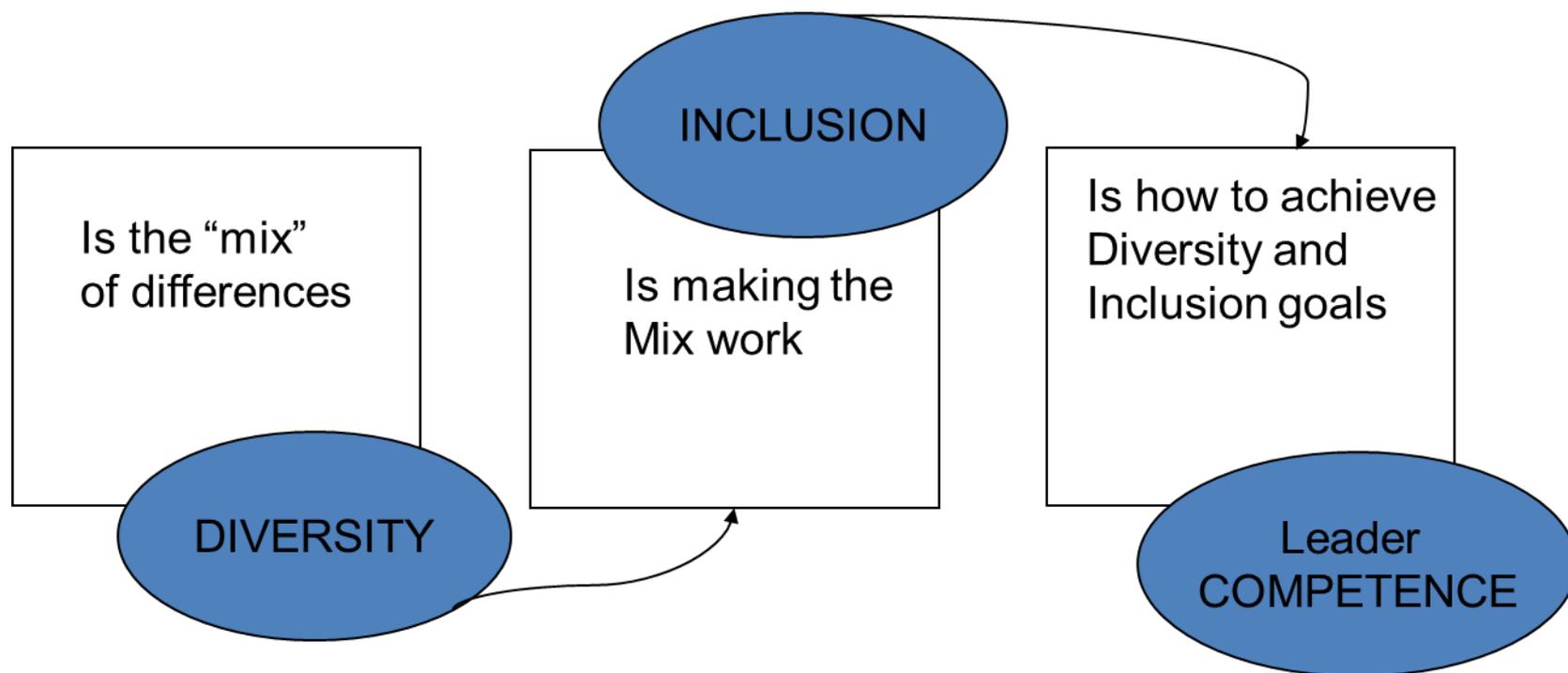
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What we will unpack today



Adapted from Mitchell R Hammer, PhD
Intercultural Development Inventory, 2009

FOUR LAYERS OF DIVERSITY



*Internal Dimensions and External Dimensions are adapted from Marilyn Loden and Judy Rosener, *Workforce America!* (Business One Irwin, 1991)

From *Diverse Teams at Work*, Gardenswartz & Rowe (2nd Edition, SHRM, 2003)

"We do not see things as they are, we see things as we are."
- Anais Nin

WHO AM I?





Activity |



Diversity is the complex differences in human beings.

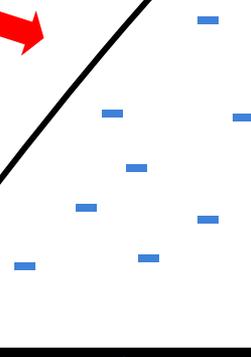
Inclusion is what happens when diversity effectively engaged!



Homogeneous/Monocultural Teams

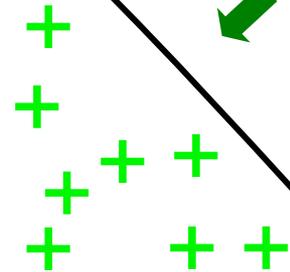


Diverse/Multicultural Teams



Average Performance

Diverse/Multicultural Teams



Less

Effectiveness in creative tasks

More

Leader ignores or suppresses cultural difference

Cultural difference becomes an obstacle to performance

Leader acknowledges and supports cultural difference

Cultural difference becomes an asset to performance



**Organizational
transformation is always
preceded by individual
leader transformation
(Fagan, 2014)**

Impact of Inclusion



Inclusive Leaders are Connoisseurs of Human Behavior

**Understanding
Self**



**Understanding
Others**



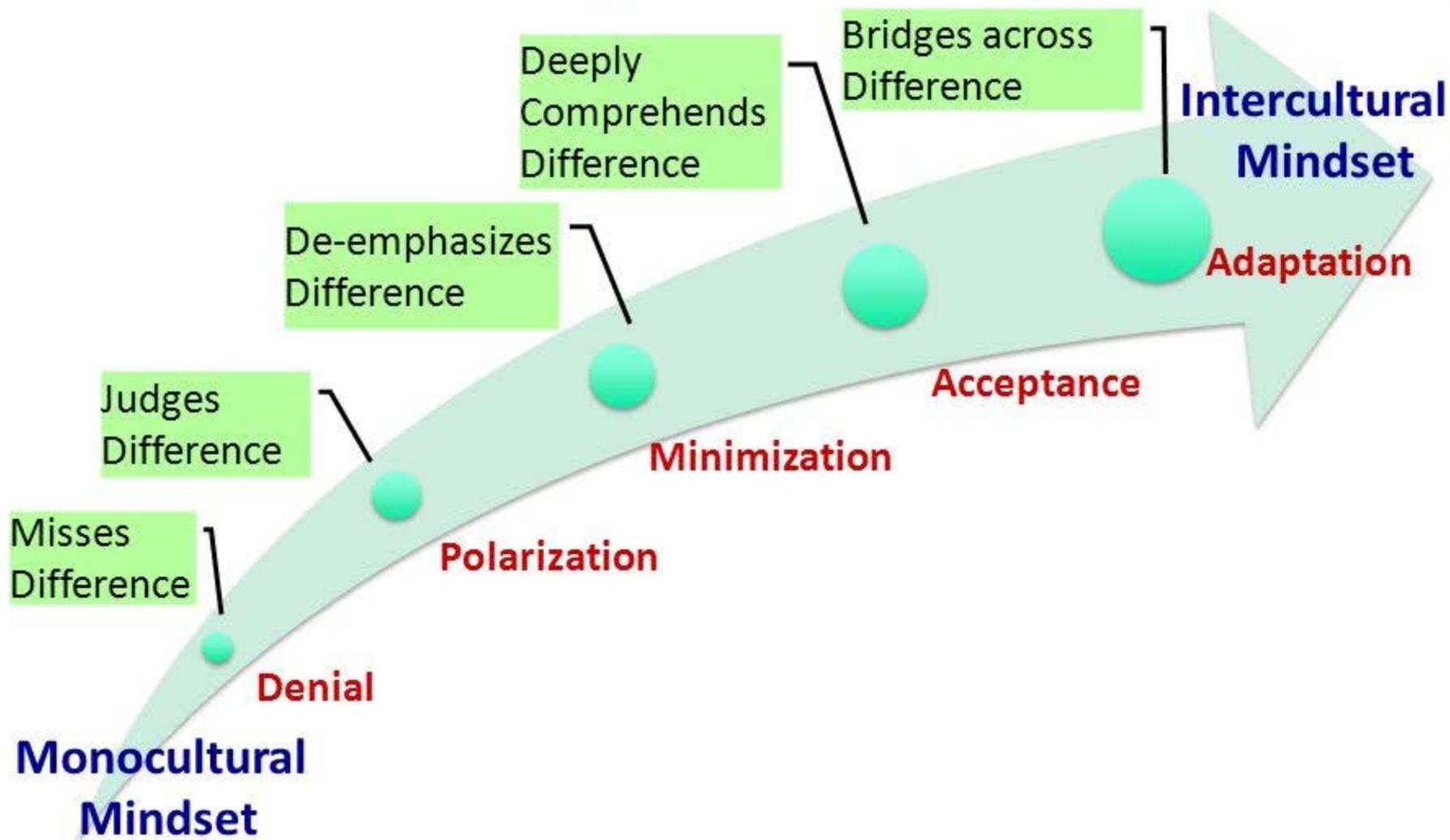
To Become a Connoisseur of Human Behavior

- 1. Developmentally at the Intercultural Mindset**
- 2. Have high levels of EQ and PsyCap**
- 3. Intentionally Tap into System 2 of your brain**



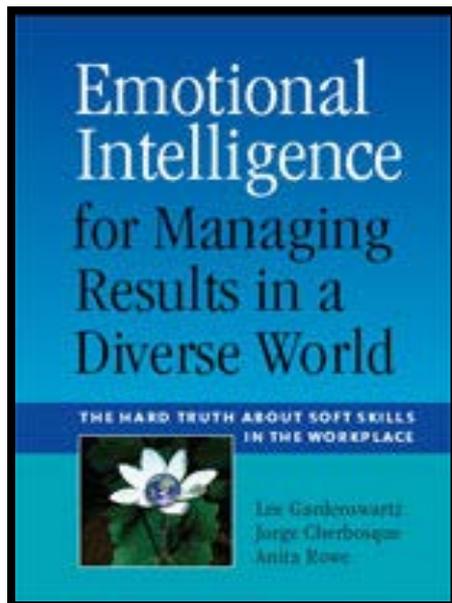
Developmentally at the Intercultural Mindset

Intercultural Development Continuum: Primary Orientations



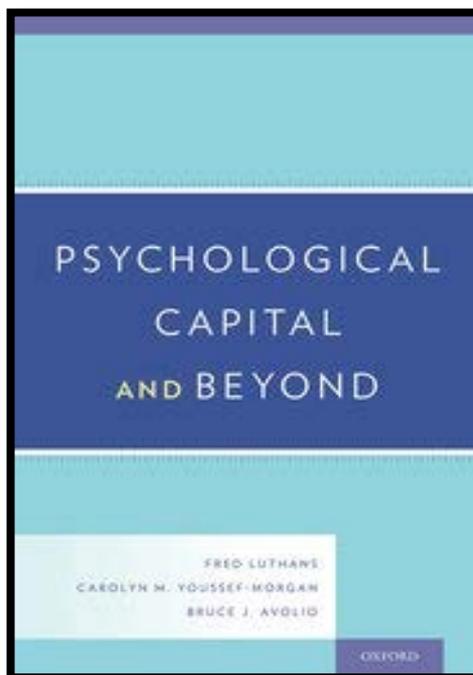


**Have high levels of EQ
and PsyCap**



- 1) **Affirmative Introspection**
- 2) **Self Governance**
- 3) **Intercultural Literacy**
- 4) **Social Architecting**

- 1) **Hope**
- 2) **Efficacy**
- 3) **Resilience**
- 4) **Optimism**





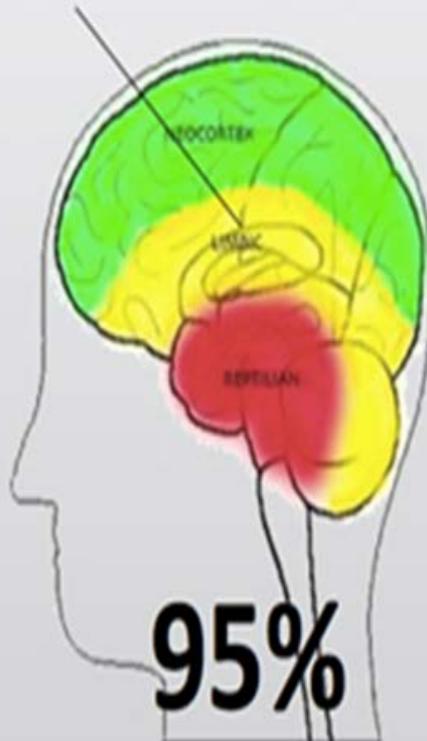
Intentionally Tap into System 2 of your brain

SYSTEM 1 AND SYSTEM 2 PROCESSING



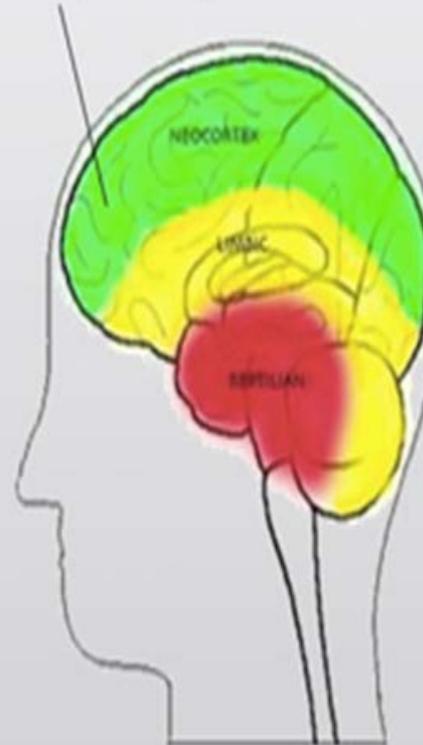
"FIRST REACTIONS"

System 1 ≈ fast, automatic, impulsive, associative, **emotional**, and unconscious processing ≈ limbic.



"THINKING"

System 2 ≈ slower, conscious, reflective, deliberative, analytical, rational, logical processing ≈ neocortex.



The Neuroscience of Inclusion

System 1 Brain ≠ Inclusive

1. The brain's embedded survival circuitry challenges the brain's ability to be inclusive
2. The brain has very strong, built-in preferences for what is familiar and already known and prefers people who look like us
3. Social pain of exclusion registers in the brain as strongly as physical pain

System 2 Brain = Inclusive

1. Recognize and manage unconscious or implicit bias
2. Be open to others' experiences and perspectives
3. Build trust with others quickly
4. Balance logic and emotion for optimal decision making



Lincoln Electric System

- **What HR Team Did**

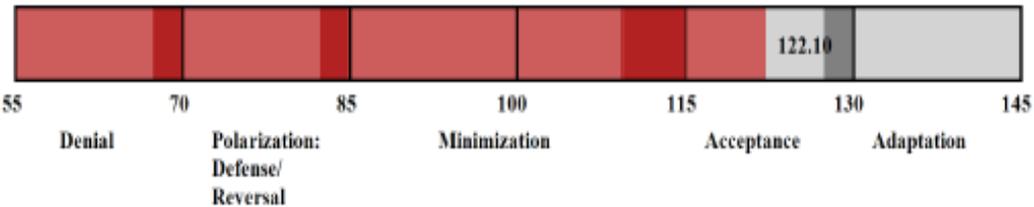
- Pre and Post IDI Assessments
- Pre and Post IDI Interviews
- Quarterly 4-Part (half-day) EQ development
- Intentional about weekly staff meeting developmental dialogues

- **Challenges**

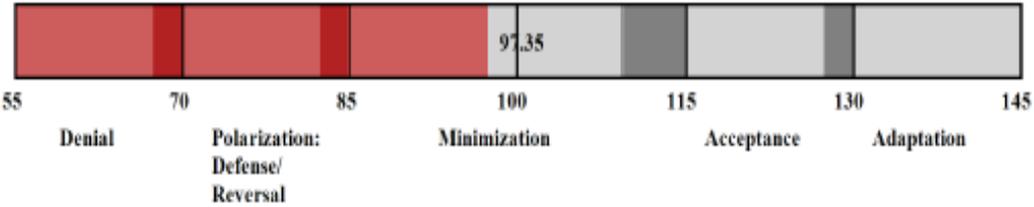
- Lengthy Process – hard to stay focused
- Not all Partnered for IDI Development
- Unique Challenge with one employee impacted others

Start of Journey

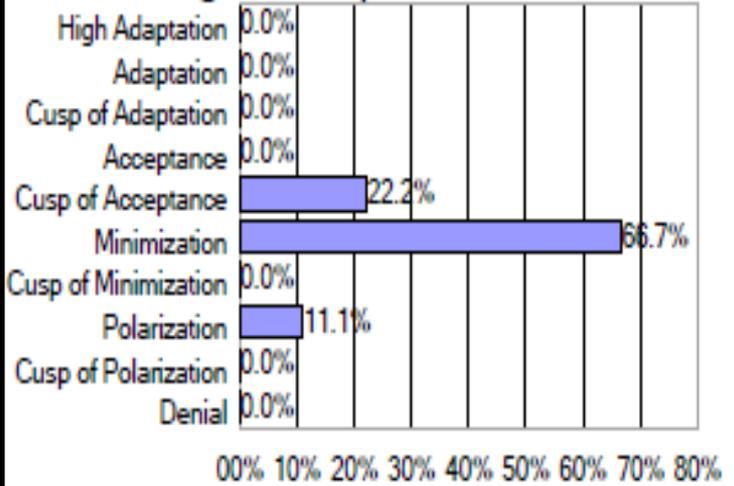
Perceived Orientation (PO)



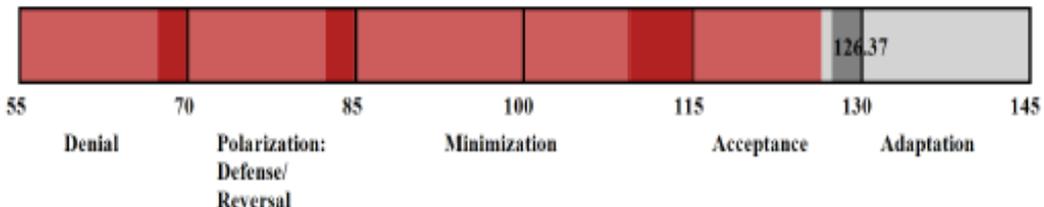
Developmental Orientation (DO)



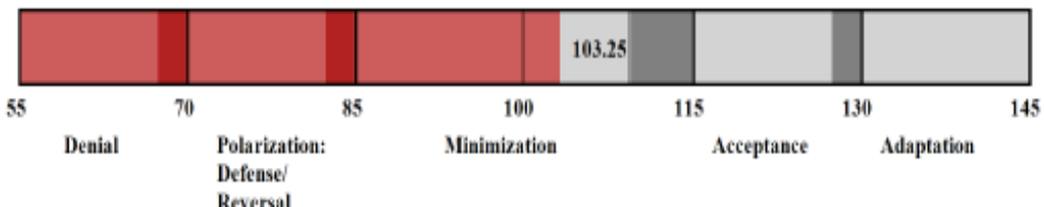
Percentage Developmental Orientation



Perceived Orientation (PO)

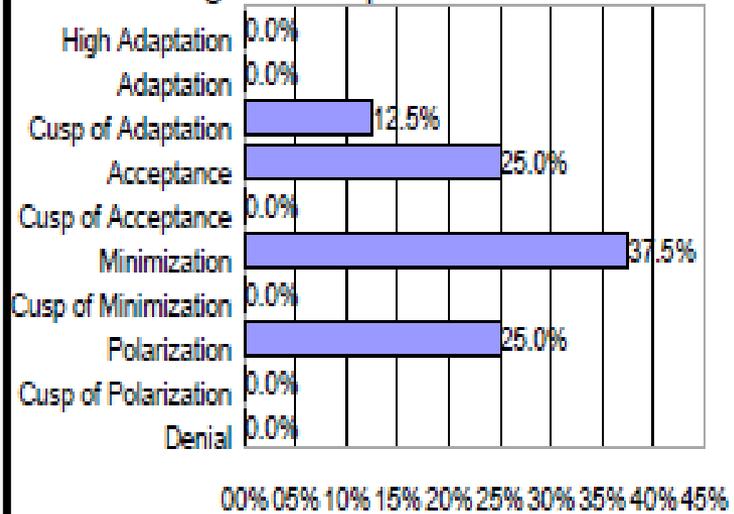


Developmental Orientation (DO)



End of Journey

Percentage Developmental Orientation





Qualitative Feedback

Individual

- Health Challenges
- Loss and Doubt
- Juggling Multiple Roles
- Emotional and Physical Pain
- Self Awareness
- Insight
- Determination
- Commitment
- Self Confidence

Team

- Greater Cohesiveness
- More Willingness to Engage
- Changing Roles
- Shuffling Multiple Responsibilities
- Better Morale Since January
- Unspoken Tension
- Mistakes and Pushing Through



Recommendations for others

1. Start with HR Team – Great idea
2. Include Senior Leader
3. Reduce Process to 6 months (Intro – 4 parts – Coaching others)
4. IDI Check-in Weekly (Partners) and Monthly (with me)
5. Connect to Strategic Initiatives



Thank You for Your Presence and Participation

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