Global Inclusion, Diversity, Belonging, Equity, and Access - GIDBEA.

The Architecture of A New Different

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Abstract

The article asserts the need for organizations to adopt intentional and transformative Global Inclusion, Diversity, Belonging, Equity, and Access (GIDBEA) practices, to ensure their future readiness. The research developed reaffirms the benefits of GIDBEA strategies in identifying gap areas and navigating crises, by providing insights on how to successfully embed a *'new different'* GIDBEA strategy into organizational frameworks.

By drawing trends across the 2020-2021 COVID-19 pandemic and other previous health and economic crises, it is indicated what is described as the "normality of disruption" and the need to move away from the idea of a 'new normal' to a *new different*. The *new different* acknowledges that the 'normal' or the status quo was often challenging for many. The impact and importance of the disruptions that individuals, communities, nations, etc., all have and will face together, is also recognized. The *new different* emphasizes organizational transformation through co-creation, sustainability, adaptivity, resilience, and design thinking. By implementing a design thinking model, GIDBEA proactively engages mistakes while promoting innovation through dissent and disruption. As a result, disruptions are not considered episodic crises but as recurring, expected, and presenting opportunities. Furthermore, it is argued that GIDBEA expertise is essential for remaining agile, innovative, and providing strategic organizational architecture to prepare and innovate for these disruptions. However, it is necessary to consider that GIDBEA practice can be limited due to the failure of organizations and leaders to frame it as an asset and develop strategic plans to leverage it in the same way they do other critical functional business units. Therefore, unless prioritized and conducted intentionally, GIDBEA work will not achieve its promised bonuses and transformative potential.

The article offers readers insights and tools to assess existing GIDBEA within their organization. Using metaphors of "construction" and "architecture," it illustrates how reimaging organizational architectures and constructing initiatives focused on GIDBEA are fundamental to resiliency, organizational sustainability, and the ability to thrive through shifting landscapes.

Keywords: Global; Inclusion; Diversity; Belonging; Equity; Access; New Different Architecture; organizational systems; organizational transformation; asset modeling.

Introduction

The recent COVID-19 pandemic, its variants, and related issues have created broad-reaching, intensive, global, and cross-sector disruptions. This most recent disruption, much like those before (2001, 2008, 2011), indicates the "normality of disruption" that must be navigated as part of future readiness. Disruptions have underscored the need for organizational and, in many cases, personal agility, nimbleness, innovation, and strategic approaches to managing these ongoing challenges. In other words, it is a question of readiness for multiple forms of future disruptions - the future of work, the future of AI, nanotechnologies, gig economies, machine learning, pandemics, and so much more. To prepare for our collective futures, organizations must *be* and *do* differently.

As illustrated by the 2020-21 pandemic, the HIV/AIDS pandemic in the 80s and 90s, the flu pandemic, real estate downturns, banking, climate crises, and so on, there continue to be deeply rooted social inequities and injustices globally. These include, but are not limited to, racism, sexism, xenophobia, ableism, religious intolerance, nationalism, classism, transphobia, cissexism, ageism, and heterosexism. These disparities and forms of oppression continue to spark the need for urgent global action. As one considers shifting global landscapes and demography, the rise of conflicting and new cultures, widespread and sustained social protests, local and global disruptions in the workplace, as well as the unprecedented hiring of Global Inclusion, Diversity, Belonging, Equity, and Access (GIDBEA)[1] officers, there are unique opportunities for institutions to leverage GIDBEA. To move from rhetoric to action, compliance to innovation, tactical to transformational, stagnant to nimble, and the status quo to the *new different*.[2]

Global Inclusion, Diversity, Belonging, Equity, and Access (GIDBEA) Officers and the Work

A recent <u>Forbes</u> article[3] highlights how GIDBEA officers navigate crises, identify gap areas and build capacity for sustainable opportunities and innovations. GIDBEA officers' work has a deep emphasis on transformation, built on and grounded in civil rights

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[1] Coleman, Lisa M. "Belonging & A New Different." *LinkedIn*, LinkedIn, 14 July 2021, https://www.linkedin.com/pulse/belonging-new-different-lisa-m-coleman-ph-d-she-hers-/?trackingId=%2FgeSYDTETMOpMxAMSSxIbw

[2] Coleman, Lisa M. "Belonging & A New Different." *LinkedIn*, LinkedIn, 14 July 2021, https://www.linkedin.com/pulse/belonging-new-different-lisa-m-coleman-ph-d-she-hers-/?trackingId=%2FgeSYDTETMOpMxAMSSxIbw

[3] Umoh, Ruth. "How Diversity Heads Are Steering Their Companies through the COVID-19 Crisis." *Forbes*, Forbes Magazine, 16 Apr. 2020, http://www.forbes.com/sites/ruthumoh/2020/04/15/how-chief-diversity-officers-are-steering-their-companies-through-the-covid-19-crisis/#2c4124c465a9

efforts across multiple intersecting global communities. Furthermore, the profound relevance of GIDBEA work is woven throughout the *United Nations 17 Sustainable Development Goals*[4] and increasingly so with *World Economic Forum Environmental, Social and Governance (ESG)* reporting goals.[5] Deep engagement of this work is necessary to navigate emerging shifts and address some of the most globally salient issues of our times, focusing on reimagining a world that can be different from today. Without GIDBEA, these innovations cannot be realized.

GIDBEA work, when done well, is not only reactive but proactive, action-oriented, and sustainable. Historic and globalized patterns of inequity are often associated with disturbing patterns of exclusion, intensified violence, and divisiveness during societal disruptions. Again and again, disparities related to mortality rates, the quality of life, mental health, and psychological and wellness issues for members of marginalized and vulnerable communities come to the forefront during so-called "crises and disruptions." However, these disparities are deeply rooted in the 'normal', thus, making a *new different* focused on globally centered IDBEA systems, operations, and innovations essential.

While for some, there is newfound momentum and widespread urgency to address and redress inequality, racism, sexism, etc. For the most part, this work has always been central to GIDBEA officers and the discipline. Although many argue that it is time to reconsider foundational concepts of GIDBEA work, I say that much of the essential foci of the work has not dramatically shifted. The work to; shift power structures and related practices that oppress some and privilege others; learn from mistakes and create new opportunities; address and dismantle systems and patterns that support -isms, -phobias, and related exclusions across the globe; and reimagine and innovate new paradigms for new practices, new ways of being, and create new possibilities - *a new different* - has been and continues to be part of the commitment to the ongoing work for GIDBEA officers.[6]

To situate GIDBEA work within the paradigm of a *new different* shifts the notion that the field is bad to one that is emerging with unique challenges and opportunities. It recognizes that it has grown out of particular histories and continues to morph. It dismisses the notion that its contributors, apart from the 'superstars', are incompetent but rather that the leaders and participants are continuously learning throughout their journeys. In this way, it might be likened to the fields of IT and Marketing. GIDBEA work has consistently engaged in the dismantling of systems of oppression to create spaces for those outside of the mainstream to not only have a "place at the table," but

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[4] "The 17 Goals | Sustainable Development." *United Nations*, United Nations, Sept. 2015, https://sdgs.un.org/goals

[5] "Over 50 Global Companies Adopt New ESG Reporting Metrics." *World Economic Forum*, World Economic Forum, Sept. 2021, https://www.weforum.org/our-impact/stakeholder-capitalism-50-companies-adopt-esg-reporting-metrics/

[6] Coleman, Lisa M. "Belonging & A New Different." *LinkedIn*, LinkedIn, 14 July 2021, https://www.linkedin.com/pulse/belonging-new-different-lisa-m-coleman-ph-d-she-hers-/?trackingId=%2FgeSYDTETMOpMxAMSSxIbw

in many cases to create new tables and new spaces that reimagine the systems and boundaries of power. GIDBEA has also become more expansive. Although much of the work remains grounded in organizational transformation, equity, compliance, human rights, transformation, intersection[7] work, redressing disparities, and other related research globally, it also intersects with artificial intelligence, gig economies, robotics, machine and people learning, and beyond. Now, this is not to argue that organizations and institutions have not historically tried to mute, silo, and marginalize GIDBEA work. Still, the people, the change agents, and the field will continue to evolve. There are the exceptions of a few bad apples, but that is no different than any other emerging field learning along the way. New terminology will continue to emerge, and old terminology will shift. There will be innovations in both practices and applications because, like good science, we learn from our mistakes. There will be greater segmentation in the market, which is already being realized, i.e., GIDBEA officers with a specific focus on medicine, law, government, etc. There are tiers across positions, SVPs, VPs, Directors, and the like, similar to other growth fields. To be clear GIDBEA work has evolved, and like other fields, its maturation comes distinction, clarifications, new best practices, and unanticipated yet-to-be-determined benefits.

Architecture and Construction as A Metaphor For Transformative Strategies and Action

By leveraging asset models, the strengths of GIDBEA, and the dynamics of international and intergenerational connections, organizations create structures or architectures for engagement. Race, like gender (as salient institutional examples), are social constructions. *Construction* here is understood as a metaphor and process that can help to illuminate the mechanisms by which these dynamic, plastic, and mutable ideas of race and gender, as examples, become robust architectural, structural, and institutional frames that pattern experiences and access to resources. De-constructing and pulling apart the architecture of organizational systems enable better understandings of how power becomes embedded within and mapped into/onto social and institutional structures, which profoundly shape the lived experiences and contexts within which people thrive and survive or not. To concretize these points, let us take the example of a wall. A wall is built by human labor and technology. There is a construction built on blueprints that bring the imagination into realization. At every step of this process, we must consider the existing power relationships, i.e., wall placement, load-bearing, etc. Within the labor system of construction, who was employed, and what technologies have were used? Walls direct and redirect movement through the built environment. Walls can block or shunt movement; they can be made porous or not, restructured, or torn down for more access—walls matter.

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[7] Crenshaw, Kimberlé W., "On Intersectionality: Essential Writings" (2017), *Books*, 255, https://scholarship.law.columbia.edu/books/255

Within buildings, an architectural landscape is distinct, even if the materials were sourced globally. As we build, there must be an intersectional approach to infrastructure to ensure it works. This focus on the architecture and construction necessarily entails a focus on the power relations between different components of the building. One of the initial steps would be to consider different power aspects. Are there suitable beams and supports in place? The builder, the architect, the construction company, etc., would not want something to collapse; remember, the two-by-fours are just as important as the wood situated in between critical joints - only inches in length, but vital to it all. And, of course, it all has to fit together to work. Interstitial spaces forecast the dynamic needs that will emerge in the use of the building. Before letting any individual go into the building, there would be audits, inspections, tests, coupled with failures, mistakes, and fixes → contestation, disagreements with contractors (anyone ever built or renovated a house?). Then, more strategic design, innovation considering data, metrics from all of the research, learning from mistakes along the way, and holding people across all levels accountable. Of course, ideally, the exterior would also be appealing and inviting to passersby. As one enters the building, there are ramps (of course, we now know these are essential) because this is the new millennium. Next is the interior. The design would consider lights, feeling, temperature, and mood. Here, various and diverse materials are often put together to ensure that there is sustainable and enduring support of the building. There would be attention to the walls, the placements, and equitable access to the building and how welcoming the exterior and interior may be. (*What about the exterior and interior designs of organizations?)* This type of architecture centers thinking differently, reimaging the institutional blueprints related to the status quo, and preparing for inevitable disruptions. The framing emphasizes attention to organizational structure, intentionality and co-created design, iterative learning, and follow-ups that engage contestation and mistakes within continuous learning cycles leading to increased innovation, growth, action, and accountability for a *new different.*[8]

Gidbea Analytics -- The "Blueprints" That Inform Institutions and Leaders

Analyzing our institutional patterns - our "blueprints" - is essential to assessing what exists and the related distributions of power within organizational structures and architectures to begin the process of reimagination and creating a *new different*. Identifying gap areas, patterns of exclusion, and mapping the status quo - particularly the dominant social and intellectual genealogies that inform the institutional milieu - is fundamentally critical. Below are definitions and examples of assessment and auditing templates for organizations and leaders (see Appendix). These templates provide guiding questions to assess the GIDBEA organizational architecture.

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[8] Coleman, Lisa M. "Belonging & A New Different." *LinkedIn*, LinkedIn, 14 July 2021, https://www.linkedin.com/pulse/belonging-new-different-lisa-m-coleman-ph-d-she-hers-/?trackingId=%2FgeSYDTETMOpMxAMSSxIbw

Definitions Revisited

Global Diversity, Equity, Inclusion, Access, and *Belonging* are all parts of the same pie. Many are familiar with Verna Myers, and her <u>TED Talk</u>.[9] Part of what Myers emphasizes in the TED Talk is that "Diversity is being invited to the party. Inclusion is being asked to dance."[10] I like to draw on Myers's dance metaphor with this example: I went to "single-sex" schools based on the gender binary of "girls" and "boys," and for those of you who did not go to single-sex schools, there are things called "mixers." What happens is that the schools bring students together in a room (it was a horrible little thing) to dance. In my experience, students aggregated along identities (including gender) and affinity of interests. For example, the boys would stand on one side, and the girls on the other, and gender non-conforming in another. To make matters worse, there were divisions within groups such as the geek/nerd girls (lovingly written), the athletic girls, the artistic girls, and so on. There was diversity of representation in the room, but nobody was talking, let alone dancing with one another. At this point, Myers argues that *inclusion* would only occur if the students began to engage, talk, and dance together across silos.

Building on Verna Myers' work, it is essential to emphasize the role of *equity* in realizing our GIDBEA goals. Continuing the dance metaphor, let's say only salsa music has been played for the last ten formal school dances. The organizing group, who picks the DJ, really likes salsa. After several years, another group challenges the organizing group and requests reggae and pop music. In an equity model, there would be a recognition of historical inequities and adjustments would be made for more musical representation. Further building on the idea of belonging,[11] debate and dissension would be brought in for co-creation and different musical and DJ selections approaches. Additionally, an intentional strategy of difference would center inclusive design to enhance access in curating all facets of the "mixer." For example, no strobe lighting that could induce seizures would. When setting up the sound system equipment, the placement of speakers would allow for the reverberation of beats to be felt vs. the sole reliance on audible sound. There would be a sliding scale regarding cost and attention to differentials in terms of "dress codes." In these examples, historical patterns are recognized, and the design focuses on inclusion, equity, belonging, and access, utilizing co-constructed strategies and innovations that are sustainable and based on strength-based modeling.

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[9] Myers, Vernā, director. *How to Overcome Our Biases? Walk Boldly toward Them*, TED, Nov. 2014, https://www.ted.com/talks/verna_myers_how_to_overcome_our_biases_walk_boldly_toward_them

[10] Myers, Vernā. "About Vernā Myers." *The Vernā Myers Company*, The Vernā Myers Company, https://learning.vernamyers.com/pages/about-vern-myers

[11] Coleman, Lisa M. "Belonging & A New Different." *LinkedIn*, LinkedIn, 14 July 2021, https://www.linkedin.com/pulse/belonging-new-different-lisa-m-coleman-ph-d-she-hers-/?trackingId=%2FgeSYDTETMOpMxAMSSxIbw

Strength and advantage-based asset models are essential to GIDBEA institutional excellence. Recent scholarship by Scott Page, and others, argue for leveraging diversity (of thought, background, etc.) and inclusion instead of letting assets languish.[12] Some organizational approaches, as have been well documented, focus primarily on recruitment with the expectation that people being together in organizational spaces would allow diverse engagements to happen magically. It is important to note that this is not how organizations address marketing or information technology (IT) function areas. There is an orientation or process that is often intentional and attentive to intersections of portfolios, needed networks, and partnership collaborations. Similarly, GIDBEA work must be deliberate and embedded within the organization's architecture. There must be a reorientation that entails moving away from deficit to asset modeling by leveraging the diverse and innovative possibilities that the combination of diversity of identity, thought, nation, and background creates. There is a tendency to label anything that differs from what is deemed "normal" or the status quo as deficient without attention to the benefits of intersectional collaborations and debate that comes out of difference. It is often the failure of our organizations and leaders where there is not any reframing of GIDBEA as an asset and related to transformational possibility, and as a result, organizations do not develop strategic plans to leverage them in the same way they do other crucial innovations, functions, research, pedagogy, etc. areas.[13] These limitations of GIDBEA leadership and process are often the result of organizational deficit framing, which misses the opportunities to leverage mistakes and/or conflict that emerge from inclusive and generative processes.[14]

Organizations that do not leverage disruption, the emerging, and the diverse as opportunities often do not thrive - no organization wants to be Blockbuster, Altavista, or Netscape (and for those reading the article who do not know these companies, that is the point). Organizations that pivot and engage the *new different*, often thrive and become more sustainable. One example of leveraging GIDBEA architectures is the Nike "*Dream Crazier #justdoit*" campaign.[15] Nike addressed the stereotypes of girls and women in athletics. They leveraged the "problem" and reframed it as an opportunity by developing an ad campaign that focused on women and girls. They used this idea of community and belonging (the very contestation over girls and athletics) to strengthen and embed a *new different* way of thinking, which increased their growth and market

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[12] Page, Scott E. *The Diversity Bonus: How Great Teams Pay off in the Knowledge Economy*. Princeton University Press, 2019. *Diversity of thought is central to these bonuses, and diversity of thought is connected to diversity of background, education, culture, etc.*

[13] Lamson, Melissa. "Transformation and Reconciliation in South Africa." *Diversity Journal*, Profiles in Diversity Journal, 10 June 2013, https://diversityjournal.com/10795-transformation-and-reconciliation-in-south-africa/ *Transformation (South African context) focuses on power; power systems that created inequities that are embedded in all aspects of a society.*

[14] Coleman, Lisa M. "Belonging & A New Different." *LinkedIn*, LinkedIn, 14 July 2021, https://www.linkedin.com/pulse/belonging-new-different-lisa-m-coleman-ph-d-she-hers-/?trackingId=%2FgeSYDTETMOpMxAMSSxIbw

[15] "'Dream Crazier.'" *Nike News*, Nike, 24 Feb. 2019, https://news.nike.com/featured_video/dream-crazier

opportunities. They created an architecture that defined their differences as not only a strength but as an elemental asset. At NYU's Office of Global inclusion (OGI), we are attempting to do the same. By accelerating and leveraging global diversity to create an even more inclusive, innovative, and sustainable organization. Contestation is being embraced, not obliterated, resulting in escalated strategies of inclusion[16] that leverage differences across the GIDBEA landscape.

Being@NYU and NYU BeTogether: A Blueprint to Strategize for GIDBEA

To conclude, I offer an example of how NYU embraced dissension to develop new strategies related to GIDBEA practices, policies, and processes. Note - this is an ongoing constant PROCESS - because GIDBEA work is not a static metric to which we organizationally arrive. It is a dynamic process of work that is ever-evolving. The best GIDBEA innovations emerge when multigenerational, multifaceted, and multi-sectored communities imagine and collaborate to address emerging and shifting landscapes.

In 2017, NYU launched a climate assessment in response to community concerns regarding varied experiences at the university. In the following months, 21,699 students, staff, administrators, and faculty (31.1% of the entire school's population) joined the dialogue. Through these responses, OGI was able to identify where NYU was as an organization and begin mapping out where it would like to be. The Being@ NYU assessment identified areas of success as well as challenges. It concretized information about the areas of improvement needed and vitalized data relevant to the experiences of NYU students, faculty, and staff. As a result, as an institution, we were able to hone in on the areas for growth that provide the strategic compass for our ongoing GIDBEA initiatives across the global network. While the initial data collection undertaking was far from perfect, a lot was learned. There are ongoing data collection efforts to augment, gain new insights, etc., for current and future work.

Following these efforts, I created a new initiative focusing on incubation, innovation, and new architectures of possibilities - NYU BeTogether.[17] This initiative is actively creating the building blocks to realize the *new different* and related GIDBEA goals by leveraging the data (taking it off the shelf and focusing on the action), engaging in processes of co-creation by focusing on opportunities, through accelerated transdisciplinary incubation, collaboration, innovation[18], and systemizing architectural efforts. This initiative forges connections between and among constituents (alumnae included) from across all of NYU's global campuses, sites, and external partners to

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[16] Coleman, Lisa M. "Belonging & A New Different." *LinkedIn*, LinkedIn, 14 July 2021, https://www.linkedin.com/pulse/belonging-new-different-lisa-m-coleman-ph-d-she-hers-/?trackingId=%2FgeSYDTETMOpMxAMSSxIbw

[17] NYU. "What Is Betogether?" *NYU*, New York University, Office of Global Inclusion Diversity and Strategic Innovation, https://www.nyu.edu/life/global-inclusion-and-diversity/centers-and-communities/nyu-be-together/what-is-betogether.html

[18] NYU. "What Is Betogether?" *NYU*, New York University, Office of Global Inclusion Diversity and Strategic Innovation, https://www.nyu.edu/life/global-inclusion-and-diversity/centers-and-communities/nyu-be-together/what-is-betogether.html

co-create, innovate, and escalate existing programs to create *new different* initiatives. BeTogether reimagines and builds infrastructures, and reframes *difference* to generate new pedagogical resources, programs, incubators, theatre productions, hackathons, solvathons, business leadership and managerial strategies, accountability structures, and more. GIDBEA modeling is consistently disseminated across the organization, including accountability metrics to get and utilize needed architectural/organizational data that build in debate, divergent ideas and leverage the bonuses of difference, and mistakes through an iterative learning cycle. The goodish vs. the perfect is embraced[19] across the building processes. Contestation is folded into the talent development, leadership and innovation processes, and organizational structures to shift GIDBEA from HR and departmental silos to operational systems, boards, and the C-Suite. This shift entails moving from the reactive to the proactive and generative, and from focusing on crisis management to organizational readiness that emphasizes innovation, transformation, possibility, and resiliency. Readiness underscores the need to not only be prepared for the technological evolutions, and future disruptions, but also new ways of doing and being[20] that builds on difference within and across organizations. As the ages of knowledge, collaboration, and imagination have emerged[21], to continue to thrive, organizations and their architectures must harness intrapreneurial efforts and the innovations that emerge across the intersections of the diversity of people and thought.

In this instance, the *new different* underscores the architecture of GIDBEA scaffolding by intentionally focusing on engaging the global disruptions, debates, etc., that we all have and will continue to face together. To construct sustainable organizations, the "architectural" strategies of GIDBEA must not only be embedded and interlinked throughout its various components to leverage global diversity, but also to root out exclusionary power dynamics, and create more inclusive, innovative, organizations for our collectively integrated futures that are future-ready, sustainable, and thriving.

Appendix

Organizational Assessment Template

Document Purpose: This template serves as a self-assessment tool to support organizations and leaders (e.g., whole organizations, smaller teams, schools, departments, units, etc.) in reflecting on their climate and leadership practice relative

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[19] Chugh, Dolly. *Person You Mean to Be: How Good People Fight Bias*. Harper Business, 2018.

[20] Coleman, Lisa M. "Belonging & A New Different." *LinkedIn*, LinkedIn, 14 July 2021, https://www.linkedin.com/pulse/belonging-new-different-lisa-m-coleman-ph-d-she-hers-/?trackingId=%2FgeSYDTETMOpMxAMSSxIbw

[21] Hansen, Drew. "Imagination: What You Need to Thrive in the Future Economy." *Forbes*, Forbes Magazine, 12 Aug. 2012, https://www.forbes.com/sites/drewhansen/2012/08/06/imagination-future-economy/?sh=4163bce056dc

to GIDBEA, drawing from Deloitte's *Six Signature Traits of Inclusive leadership*. Such a reflection tool can support you in the process of identifying follow-up actions, aligned resources, and strategies for developing more inclusive organizational practices.

Organizational Climate - Considerations

- Mission - How does your organization define and integrate/embed global inclusion, diversity, belonging, equity, and access (GIDBEA) in relation to its mission?
- How are GIDBEA values/beliefs underscored?
- Who are your peer institutions and how do you rank in comparison/contrast (GIDBEA focus)?
- How are the diverse faculty and staff positively or negatively affected by our culture, system, and practices?
- How does department or unit support, benefit, or impede our GIDBEA values?
- How open and committed (with fidelity) to diversity toolkits, trainings, etc., is the organizational culture? What has been instituted in the last two years? Four years?
- How has the department engaged guidelines relating to GIDBEA recruitment?
- What informal and/or formal measures are in place to measure the effectiveness of GIDBEA initiatives? How will we build in periodic check-ins to see how it's going (i.e., progress monitoring)?
- How do we assess the impact of efforts and remaining gaps? What about the sustainability of impact and efforts? Is the work embedded into practices?
- How does an individual report bias, racism, sexism, or other forms of discrimination? How are reports addressed? What are the formal or informal processes? What is the feedback loop?
- What is your reputation in GIDBEA? Internally? Externally? What are communication plans around GIDBEA priorities, expectations, and strategy?
- Given demographic shifts, what has been instituted to think about your work (teaching, research, etc.) differently and/or adaptively?

Climate Assessment: *On a scale of 1-5, where would you place your department, unit area, on the 6cs of Inclusive Leadership (Organizational) Commitment, Courage, Cognizance of Bias, Curiosity, Cultural Intelligence, Collaboration?*

Leadership Assessment Template

Leadership - Considerations

- How does leadership link GIDBEA to your mission, leadership goals, and practice? What strategies have already been effective? What has not worked?
- How does the leader provide feedback, and in what form? How does the leader receive feedback, and in what form?
- What are the most pressing needs in terms of GIDBEA efforts? What has been addressed and why? What is still in process? What is still unaddressed? Why do they remain?
- How does leadership engage values and encourage GIDBEA practices or not? Can you quickly identify concrete examples and action steps? What are they?
- How does the leadership ensure that they are tying the mission back to GIDBEA principles? How does this reflect in one's leadership practice?
- How does leadership tap others, collaborate, and hold others accountable?
- How does leadership address bias, racism, sexism, or other forms of discrimination when reported? In what formal or informal processes do leaders engage? What is the feedback loop?

Leadership Assessment: *On a scale of 1-5, where would you place your department, unit area, on the 6cs of Inclusive Leadership (Organizational) Commitment, Courage, Cognizance of Bias, Curiosity, Cultural Intelligence, Collaboration?*

Belonging: Quick Pulse Assessment

Reflection Questions for Leaders and Organizations

- How does your organization handle dissension and conflict - overall and at various levels?
- How are new ideas that do not fit into the "status quo" leveraged, or not, across the organization?
- What are organizational leaders' leadership capacity, managerial adaptability, and resilience?
- Is the information clearly disseminated across the organization or not? How are employees given feedback about how contributions are valued or not? Who receives the feedback, and who might not?
- What organizational cultural norms (fit) are open and transparent? Which norms and expectations are more subtle? How are these norms and expectations communicated or not, and to whom?

- How are problems handled and assets leveraged?
- What is the "mistake culture" and learning stance of the organization? In other words, how are mistakes treated when they are non-catastrophic? How do leaders, managers, and peers respond?
- What structures are in place to harness learning and intrapreneurship (i.e., internal entrepreneurship)?
- Organizational & Leadership Self-Rating Scale
- Growth Mindset vs. Fixed Mindset (Dweck, 2008)
- Learning and Development Stance vs. Quiescent
- Future Ready (i.e., succession planning, trans-generational co-learning opportunities, etc) vs. Leadership Gaps
- Nimble/Agile vs. Stagnate
- Asset Model vs. Deficit Approach
- Attuned to Innovation vs Status Quo
- Collaborative vs. Siloed

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