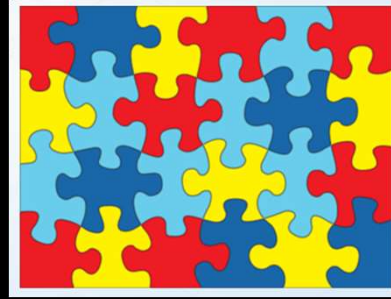
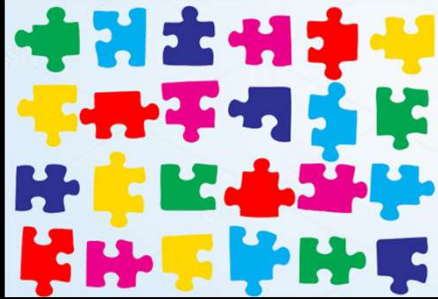


Leading Inclusively



Modupe N. Akinola, PhD
Columbia Business School

The National Academies of Sciences, Engineering, and Medicine
Summit on DEIA in 21st Century STEMM Organizations | June 29-30, 2021

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What is Leadership?

***Leadership** is the capacity to motivate, enable,
and integrate a collection of individuals toward
the success of a common goal or shared
purpose*

2

Capacities of Leaders Admired for Inclusivity



Guiding Questions for Inclusion Work

- What diversity dynamics do you need to be aware of as a leader?
– Capacity: **cognizance; curiosity**
- Can you recognize diversity dynamics when they are at play and intervene?
– Capacity: **courage; cultural intelligence**
- How will you motivate and engage everyone who you work with in creating a climate of inclusion?
– Capacity: **commitment; collaboration**



Leader as...

Actor



People **observe, evaluate, follow and are motivated** by the behavior of leaders

Architect



Leaders **set-up policies/structures** that motivate, enable, and integrate others

Leader as...

Actor

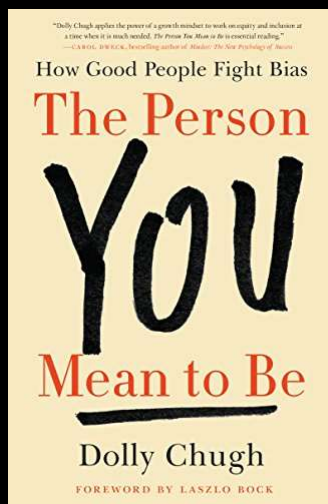


People **observe, evaluate, follow and are motivated** by the behavior of leaders

Improving implicit attitudes

- The biases you hold
 - Pay attention to when stereotypes and bias manifest themselves
 - Identify them without judgment

Strive to be “good-ish”



Experiences of exclusion can stem from ...

- **Stereotypes:** set of attributes ascribed to a group and imputed to its members (cognitive)
- **Prejudice:** emotions aroused when interacting with people from distinct social groups; biased evaluation of a an individual or group based on actual or perceived characteristics (affective)
- **Discrimination:** unequal treatment of individuals or groups of individuals (behavior)

Improving implicit attitudes

- **The biases you hold**
 - Pay attention to when stereotypes and bias manifest themselves
 - Identify them without judgment
- **The company you keep**
 - Cross-race peers
 - Same-race peers with non-prejudiced attitudes

#1 Determinant

- What is the **top determinant** of who we form professional (and personal) relationships with?
 - A. Intelligence
 - B. Attractiveness/charisma
 - C. Similarity**
 - D. Frequency of contact (proximity)
 - E. Power/status

Building Relationships Across Boundaries



People often assume **sharing similarities will help more** than sharing differences...
...It doesn't!

Best Practice for Getting to Know Someone Better

Fast Friends Paradigm (Aaron et al., 1997; Page-Gould, Mendoza-Denton & Tropp, 2008)

Set I

- For what in your life do you feel most grateful?
- Would you like to be famous? In what way?

Set II

- What do you value most in a friendship?
- What is your most treasured memory?

Set III

- Complete this sentence: "I wish I had someone with whom I could share..."
- What, if anything, is too serious to be joked about?



People felt closer after reciprocal self-disclosure regardless of whether they shared core beliefs

Improving implicit attitudes

- **The biases you hold**
 - Pay attention to when stereotypes and bias manifest themselves
 - Identify them without judgment
- **The company you keep**
 - Cross-race peers
 - Same-race peers with non-prejudiced attitudes
- **The image you project and the images you seek**
 - Defy expectations; be a counterstereotypical exemplar
 - Increase exposure to counterstereotypical role models/ exemplars
 - Reduce negative media exposure

Descriptive Stereotypes and Discrimination in Language



A young man walks through chest deep flood water after **looting** a grocery store in New Orleans on

Tuesday Aug. 30, 2005

(AP/Dave Martin)



Two residents wade through chest-deep water after **finding** bread and soda from a local grocery store after Hurricane Katrina came through the area in New Orleans, Louisiana.

Tuesday Aug. 30, 2005

(AFP/Getty Images/Chris Graythen)

Improving implicit attitudes

- The biases you hold
 - Pay attention to when stereotypes and bias manifest themselves
 - Would you have the same reaction if the person was the opposite gender, race, etc.
- The company you keep
 - Cross-race peers
 - Same-race peers with non-prejudiced attitudes
- The image you project and the images you seek
 - Defy expectations; be a counterstereotypical exemplar
 - Reduce negative media exposure
 - Increase exposure to counterstereotypical role models/ exemplars
- The mindsets you adopt
 - Diversity Perspectives
 - Colorblindness v. multiculturalism

Three Diversity Perspectives (Ely & Thomas, 2001)

- **Discrimination and Fairness Perspective**
 - Address historical inequities; do the right thing
 - Focus on equal opportunity, fair treatment, recruitment, and compliance with federal Equal Employment Opportunity requirements
- **Access and Legitimacy Perspective**
 - New ethnic groups are quickly gaining consumer power
 - A more diverse workforce helps organizations gain access to these consumers and gain legitimacy with them
- **Integration and Learning Perspective**
 - Cultural differences to inform and enhance core work and work processes
 - Cultural differences are a resource for learning, providing different perspectives about work and different experiences at work



Integration-and-Learning Perspective Optimizes Diversity

Leader as...

Actor



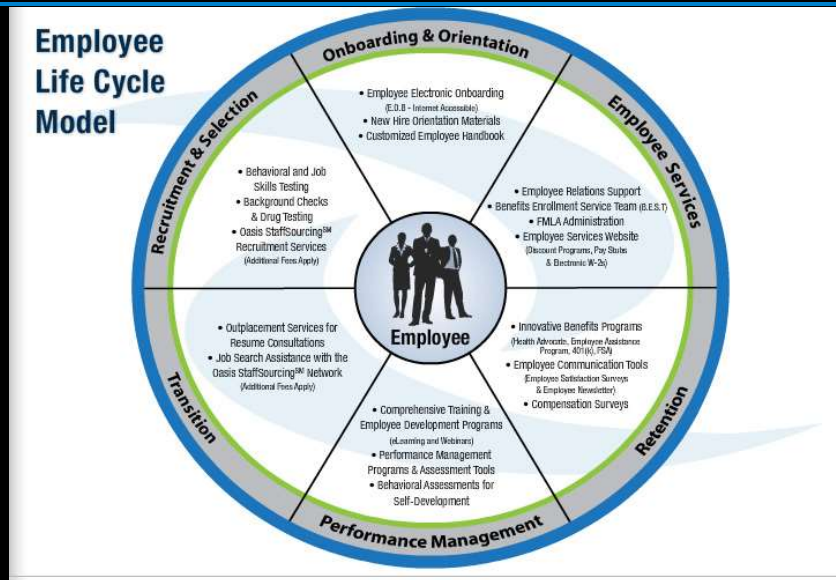
People **observe, evaluate, follow and are motivated** by the behavior of leaders

Architect



Leaders **set-up policies/structures** that motivate, enable, & integrate others

Where might bias affect your organization?



Promoting Equity at all Phases

- Recruitment
- Selection and Promotion
- Ongoing Diversity Management



Leaders **set-up fair policies/structures** along both **gateways and pathways** in organizations

Fair Processes at Key Junctures

Gateways



Opportunities where a **yes or no decision** is made in the employment process
(e.g., hiring and promotion)

Pathways



Processes that influence the extent to which one has **access to a gateway**
(e.g., mentoring, networks, feedback)

Promoting equity in...

- ...the **processes leading up** to applying

Joint work with



Katherine Milkman

The Wharton School,
University of
Pennsylvania



Dolly Chugh

NYU Stern School
of Business

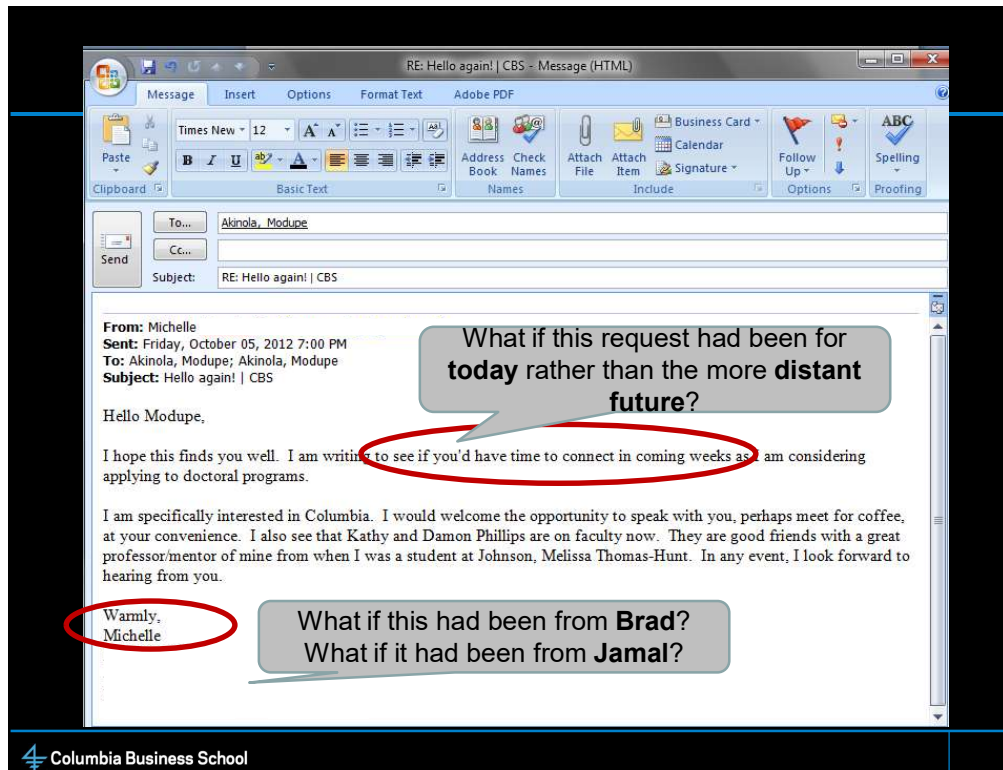
Milkman, Akinola & Chugh (2012; 2015)

We all get these emails...

- I got your name from ...
- I read your paper on....
- I saw you on XYZ website...
- *...and I am interested in applying to PhD programs*



Are you available to meet?



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Construal Level Theory

- **Immediate** Events Trigger **Low Level Construal**:
 - Concrete reasoning
 - Focus on **how** the event will occur
 - Focus on **feasibility** of the event
- **Distant** Events Trigger **High Level Construal**:
 - Abstract generalizations
 - Focus on **why** the event should occur
 - Focus on **desirability** of the event



Near-future events lead one to consider “**can I do it?**” whereas **distant future** events lead one to consider “**is doing it worthwhile?**”

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Field Experiment Set in Academia

- **Procedure:** Subjects (faculty at U.S. universities) received an email from a prospective doctoral student *requesting a 10 minute meeting*
- **Randomization:**
 1. Student's name (designed to signal identity)
 - Gender (male or female)
 - Race (Caucasian, Black, Hispanic, Chinese or Indian)
 2. Timing of meeting request: "now" vs. "later"

SUBJECT: Prospective Doctoral Student (On Campus **Today/Next Monday**)

Dear Professor **[Surname of Professor Inserted Here]**,

I am writing you because I am a prospective doctoral student with considerable interest in your research. My plan is to apply to doctoral programs this coming fall, and I am eager to learn as much as I can about research opportunities in the meantime.

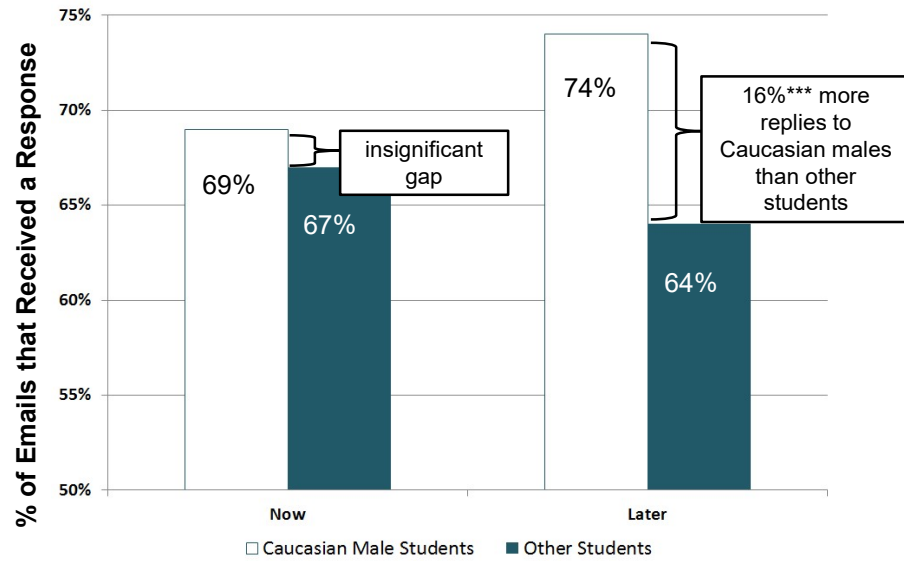
I will be on campus **today/[next Monday]**, and although I know it is short notice, I was wondering if you might have 10 minutes when you would be willing to meet with me to briefly talk about your work and any possible opportunities for me to get involved in your research. Any time that would be convenient for you would be fine with me, as meeting with you is my first priority during this campus visit.

Thank you in advance for your consideration.

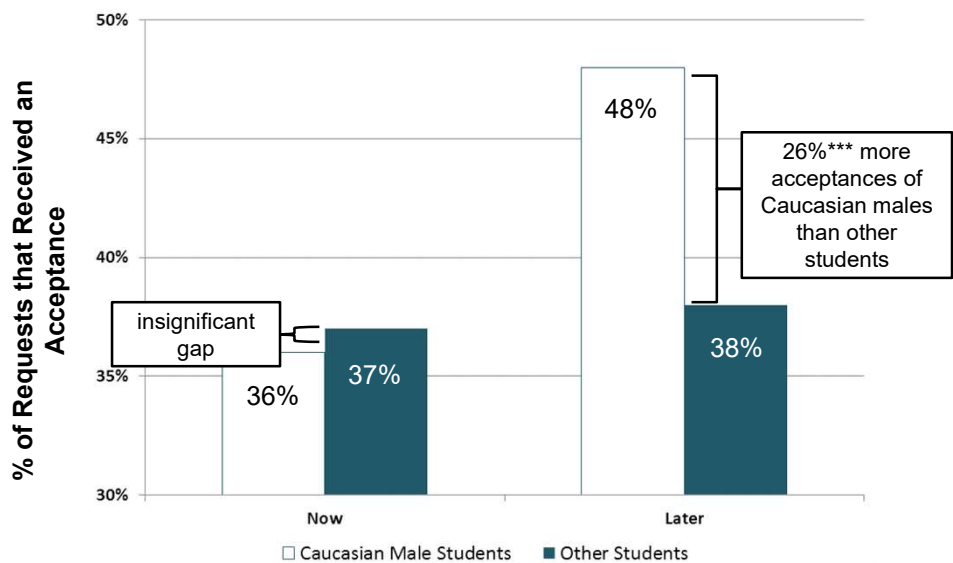
Sincerely,

[Student's Full Name Inserted Here]

Response Received



Request Accepted



Promoting equity in...

- ...the **processes leading up** to applying
- ...**recruitment** materials

Recruitment Materials

What do your company's hiring materials look like?

Problematic terms

ambitious	hierarchical
analytical	rigid
assertive	Silicon Valley
autonomous	stock options
best of the best	strong
boastful	takes risks
chairman	workforce
competitive salary	
dominate	
foosball	
ninja	

Textio

The screenshot shows the Textio Talent Beta interface. On the left, a sidebar displays the 'TEXTIO SCORE' as 25, labeled 'WEAK'. Below the score, it lists 'STRENGTHS' (Optimal length, Strong use of active language, Appropriate use of adjectives, Strong use of verbs) and 'PROBLEMS' (Uses corporate clichés, Missing equal opportunity statement, Not enough bulleted content, Uses repetitive wording, Too much directive language, Needs more 'you' statements). A 'TONE' slider is also visible. The main content area shows a job description for a 'Senior Software Engineer' in 'Engineering'. The job description text is highlighted with various color-coded tags (green for positive, red for negative, blue for repetitive, etc.) indicating areas for improvement. A 'Feedback?' button is present at the bottom right of the job description area.

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Textio

The screenshot shows the Textio Talent Beta interface. On the left, a sidebar displays the 'TEXTIO SCORE' as 94, labeled 'VERY STRONG'. Below the score, it lists 'STRENGTHS' (Optimal length, Uses positive language, Limited corporate clichés, Strong equal opportunity statement, Strong use of active language, Appropriate use of adjectives, Strong use of verbs) and 'PROBLEMS' (Not enough bulleted content, Needs more 'you' statements). A 'TONE' slider is also visible. The main content area shows the same job description for a 'Senior Software Engineer' in 'Engineering'. The job description text is highlighted with various color-coded tags (green for positive, red for negative, blue for repetitive, etc.) indicating areas for improvement. A 'Feedback?' button is present at the bottom right of the job description area.

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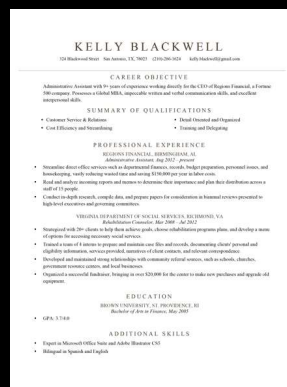
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Promoting equity in...

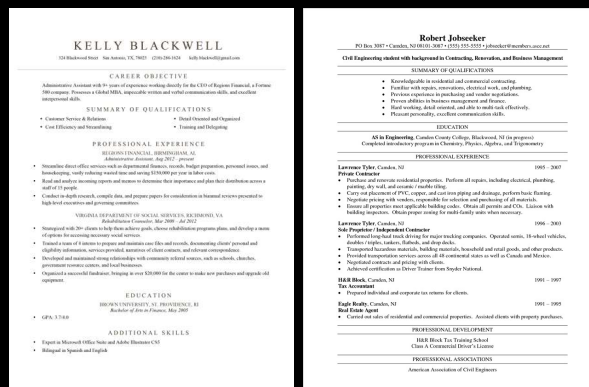
- ...the processes leading up to applying
- ...recruitment materials
- ...interviewing processes

Evaluating Candidates

Should resumes be viewed one at a time (separately)...



...or two at a time (jointly)?



Joint vs. Separate Evaluation

- When evaluating candidates **separately**, interviewers are **much more likely to base decisions on gender**, with male candidates preferred for mathematical tasks and female candidates preferred for verbal tasks.
- When evaluating candidates **jointly** (i.e., a man and a woman at the same time), **the interviewers base decisions more on their past performance** than on their gender. The gender gap completely disappeared.



Joint evaluations shift evaluators' **mindsets from stereotype-based thinking to deliberative, performance-based thinking**

(Bohnet et al., 2017)

Be cautious with shortlisting

Why So Few “Diversity Candidates”
Are Hired

BASED ON THE HBR ARTICLE BY STEFANIE K. JOHNSON,
DAVID R. HEKMAN AND ELSA T. CHAN

**Harvard
Business
Review**

(Johnson, Hekman, & Chan, 2016)

Promoting equity in...

- ...the **processes leading up to** applying
- ...**recruitment** materials
- ...**interviewing** processes
- ...**promotion and evaluation** processes

Promoting equity in Promotion Processes

 The New York Times

Nikole Hannah-Jones Says She Won't Join UNC Without Tenure

The university's tenure committee and chancellor, along with the journalism school's dean and faculty, recommended her for tenure upon her ...




 WGBH

Cornel West And The Problems Of Tenure - wgbh.org

Professor Cornel West is in a dispute with Harvard University, where he teaches. West says the school has denied his request to be considered ...
2 Mar 2021



 The Chronicle of Higher Education

Reversing Course, UVa Recommends Tenure for a Black ...

Paul C. Harris, an assistant professor in Virginia's counselor-education program, gained widespread support on social media and from prominent ...
25 July 2020



Goldman Sachs Example

Black banker sues Goldman Sachs for racial discrimination

Daniel Wiessner

3 MIN READ



(Reuters) - A black banker in Goldman Sachs Group Inc's (GS.N) personal wealth management unit filed a lawsuit on Wednesday accusing the firm of steering top clients to her white colleagues and denying her promotions because of her race.



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Paul, Weiss Law Firm Example



Paul, Weiss Announces Election of New Partners

paulweiss.com

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Promotion and Disclosing Aspects of our Identities

“I was told by my boss that I was really good at my job, but that the partners felt like they really didn’t know me. I was afraid to really open up, but once I did things turned around for me – I got the promotion”

-Black Male Executive, International Bank
(Phillips, Dumas, & Rothbard, 2018)



People feel closer to those who disclose personal information

We like people who disclose to us
We disclose more to people we like

Promoting equity in Evaluation Processes

Feedback Giver

Sugarcoat information because fear being viewed as biased or discriminatory



Not Candid

Feedback Receiver

Defensive to feedback because fear being discriminated against



Not Open



(Cohen, Steele, & Ross, 1999; Yeager et al., 2014)

Promotion and Evaluation Processes

What can be done?

- Have **clear checklists** that outline specific assessment criteria and prompt the evaluator to judge performance based on these criteria
 - Prevents evaluators from relying on gut reactions which is where stereotyping can emerge
- Move **away from vague questions** such as: what has the employee done well? What are areas of improvement?
 - Be specific: consistently identify three explicit and measurable results each employee has achieved
- Have **evaluations reviewed by HR for gendered language or include gender-neutral wording options** in feedback forms
 - No more evaluations penalizing women for being aggressive; while praising men for the same behavior
 - No more language around timidity for Asians, anger for Blacks, emotional/moody for women

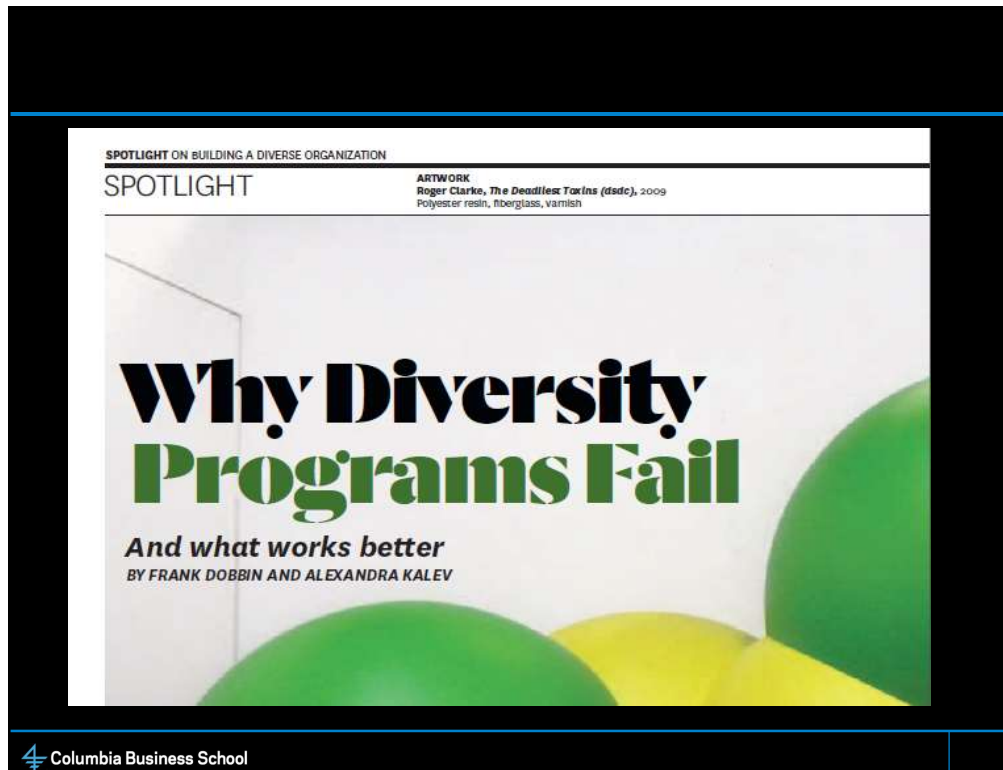


Add Friction and Structure!!

(Correll et al., 2020; Eberhart, 2019)

Promoting equity in...

- ...the **processes leading up to** applying
- ...**recruitment** materials
- ...**interviewing** processes
- ...**promotion and evaluation** processes
- ...other **practices, systems, and processes** intended to promote diversity, equity and inclusion



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Diversity Programs Often Fail

“In analyzing **three decades’ worth of data from more than 800 U.S. firms** and interviewing hundreds of line managers and executives at length, **we’ve seen that companies get better results when they ease up on the control tactics**. It’s more effective to engage managers in solving the problem, increase their on-the-job contact with female and minority workers, and promote social accountability—the desire to look fair-minded. That’s why interventions such as targeted college recruitment, mentoring programs, self-managed teams, and task forces have boosted diversity in businesses. **Some of the most effective solutions aren’t even designed with diversity in mind.**”

(Dobbin & Kalev, 2016)

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Diversity Programs: What Doesn't Work

- **Diversity training**
 - 75% use negative messaging (“Discriminate, and the company will pay the price”)
 - 75% have mandatory programs – fuels resistance; Voluntary training reduces bias
- **Hiring tests**
 - Used selectively, managers cherry-pick results
- **Performance ratings**
 - Raters tend to lowball women and minorities in performance reviews
- **Grievance procedures**
 - Among the nearly 90,000 discrimination complaints made to the Equal Employment Opportunity Commission in 2015, 45% included a charge of retaliation




When companies **highlight diversity programs**, people are more likely to **overlook discrimination** (Kaiser et al., 2013)

Diversity Programs: What Works

- **Engagement**
 - College recruitment programs
 - Mentoring programs
- **Contact**
 - Cross-training
 - increases interaction between different people
 - Self-managed teams
 - allow people in different roles and functions to work together on projects as equals
- **Social accountability**
 - Diversity task force
 - Diversity managers

Transformational Conversations



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Jose and Cindy

Imagine you are in a team meeting with your peers and you notice Jose constantly interrupts Cindy. You say nothing during the meeting. However, as you are leaving the office, you realize Jose is also about to leave. You decide to have a conversation with Jose



*What would you say to Jose?
What is your goal?
What is your ideal outcome?*

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Initiators of Difficult Conversations

- **Your goal**
 - Maintain a balance between **advocacy** and **inquiry**
- **Advocacy**
 - State views directly and fully
 - Share reasoning
 - Illustrate with data and examples
 - Raise lingering concerns
- **Inquiry**
 - Ask for reactions to your views
 - Explore the person's reasoning, concerns and interest
 - Paraphrase to test understanding
 - Raise lingering questions or solicit ways to help the person

Structural Solutions to Facilitate Psychological Safety



Producer: Glen Mazzara

- Noticed **two young female writers** were quiet during pitch meetings
- Pulled them aside, **encouraged them to speak up** more during pitch meetings
- Almost every time they started to speak **they were interrupted or shot down** before finishing their pitch
- When one had a good idea, **a male writer would jump in** and run with it




No Interruption During Story Pitching

Pat

Imagine you are in a meeting with senior leadership discussing hiring and the need for greater diversity. Pat remarks, “we need to make sure we don’t lower our standards.” This isn’t the first time Pat has made a comment like this during a meeting focused on diversity recruiting



How would you respond?

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Difficult Conversations Suggestions

- **Pick a private place**
 - Preferably a neutral place where power dynamics are minimized
- **Take ownership**
 - Don't ever say:
 - Several of us have noticed
 - Other people have mentioned
 - Mentioning others can make the person feel even more vulnerable
- **Be Clear**
 - “I want to talk with you about an issue that may be sensitive, and I find the best way is to be direct”
- **Let them respond**
 - Give them voice

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The Apology

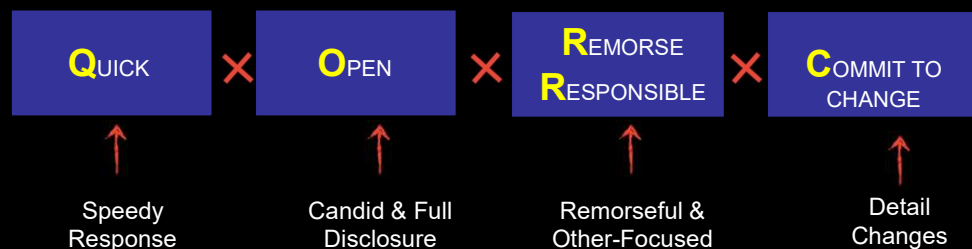
Imagine you inadvertently offended someone based on their cultural or demographic background. You likely made them feel excluded in some way



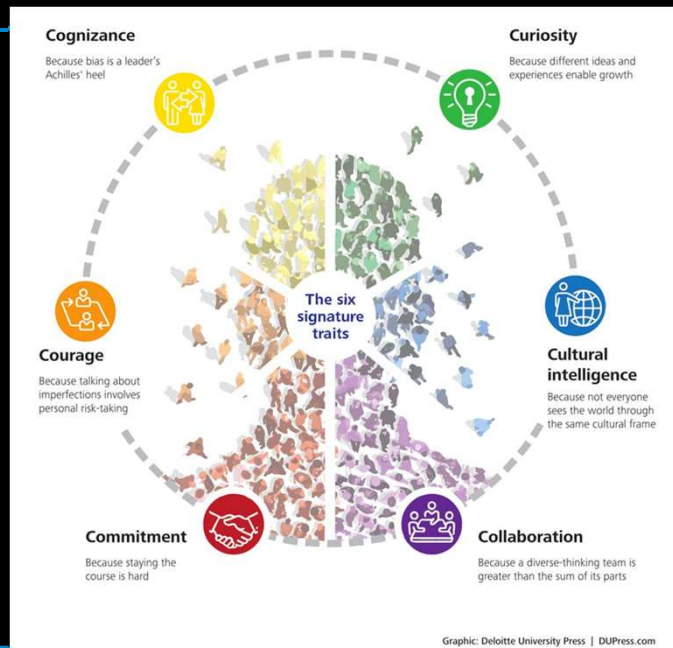
What would you say when you meet with them to apologize?

The Apology Formula: **QORC** a Crisis

Effective Apologies =



Capacities of Leaders Admired for Inclusivity



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"Diversity is being invited to the party; inclusion is being asked to dance"
- Verna Myers, Netflix, VP of Inclusion Strategy

...and maybe even letting someone else choose the music...



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Thank You and Stay Connected...

maikinola@columbia.edu

modupeakinola.com

@ProfAkinola



Modupe Akinola

LinkedIn

business@ted.com

