



P.o.P (POWER OF PRINT) SUMMIT '24
SHARE THE KNOWLEDGE

CLASS NOTES

Diverse Leadership



Leadership

Championing Diverse Leadership.



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Christina has over 25 years' experience in sales and marketing and has worked with teams both in a leadership and training capacity for most of her corporate career in Australia and APAC.

As an enthusiastic advocate for professional development, Christina is passionate about selling as a profession, and enhancing the relationship between the seller and the buyer. Her company, Sellabilities®, has been created to help more salespeople build stronger and more beneficial relationships with their customers.

Her experience covers a range of market sectors including professional services, tertiary education, medical devices, healthcare, logistics, manufacturing, and IP law.



“When you create a space for inclusion, you get diversity.”

Christina Bruce

Leadership is no different to selling, however it is internal selling to bring people on your journey/vision.

Are you a leader by design or by default?

I know for me, back when I was first promoted into a leadership role it was because I was the top performer, not necessarily because I was going to make the best leader. This is something that I see when I'm working with businesses, I often see managers and leaders that got into that position because they were technically the strongest, or they were the best performer, not because they had the best leadership qualities, or because they had a clear intention and vision for that the team or organisation that they want to build.

For many leaders being a leader is unconscious, we may have some great skills yet we lead without a clearly defined leadership purpose, a vision for the impact we want to have as a leader which includes our approach to diversity and building diverse teams or organisations.

Do you have conscious relationship with your identity as a leader? Today's topic is about diversity, and therefore your ability and desire as a leader to create diverse teams?

LEADERSHIP - HOW CAN I CHAMPION DIVERSITY?

Leadership is a choice and it is founded in skills you can learn.

Three core elements to leadership:

- > Achieving through task.
- > Achieving through people - human connection and relationships.
- > Leading Self which is about self awareness, self insight and emotional intelligence as a leader.

ACHIEVING THROUGH TASK

- > Creates a compelling vision of where the team needs to be with visibility to strategic vision.
- > Sets and achieves challenging goals.
- > Planning and prioritising.
- > Current and future problem solving.
- > Systems and structures.

ACHIEVING THROUGH PEOPLE

- > At its very heart leadership is about people and relationships. No people, nothing to lead.
- > It all starts with human connection, to come together to do meaningful work together, which includes hiring and training talent that is diverse. Diverse gender and race, diverse experience, skills and expertise, diverse development requirements.
- > Encourages the growth and development of people - having the ability to give feedback and coach, has courageous conversations.
- > Effective communication skills, unleashing potential and talent in others and creates a learning culture.
- > Reflects an interest in developing and maintaining relationships, a genuine concern for others and make others feel a part of things - be inclusive.

We want to have a healthy balance of these.

LEADING SELF

- > Is fulcrum that everything else is based upon - without a solid base here, the others are impossible to achieve effectively and in balance - that is consistently over time.
- > Self-awareness has been cited as the most important capability for leaders to develop time and time again.

DIVERSITY - DEFINING DIVERSITY

Defined as a variation in backgrounds, attitudes, values, beliefs, experiences, behaviours and lifestyle preferences with respect to gender; race; ethnicity; nationality; language; age; cognitive and physical abilities and characteristics; sexual orientation; education; religion; socioeconomic situation; marital status; social role; personality traits; and ways of thinking.

Diversity is the outcome of inclusion and belonging.

Diversity is the data that we capture - so we can categorically state whether we have a diverse workforce or we don't. We know where the dial needs to shift and we can think about the things that are going to need to change to see an improvement. It's important that we know that and many of the businesses that are listening today are probably capturing the data that indicates how you're performing as an organisation in regards to diversity.

DIVERSITY - WHAT IMPACTS DIVERSITY?

Paradigms are our thoughts, attitude and beliefs. They shape our behaviour as an individual and as a leader. They have great impact on how effective we are as a leader and the results we and our teams ultimately achieve. We see everything through the perspective of our own paradigm.

When you're moved from individual contributor to a leader role a paradigm shift is needed to be effective.

Additionally, paradigms can shape our biases.

“If you want to make minor changes in your life, work on your behaviours. If you want to make significant changes, work on your paradigms”.

Stephen R. Covey

UNCONCIOUS BIAS - WHAT IS IT?

Unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from one's tendency to organise social worlds by categorising.

When companies and leaders are unaware of their unconscious bias, teams can lack diversity, inclusivity and the subsequent feeling of belonging in the workplace environment.

Inclusion at work is good for people:

Inclusion is much more than a "feel good" exercise – it creates a better work environment that boosts employee wellbeing, fuels performance and minimises risk. Employees who form part of inclusive teams experience several benefits, especially in contrast to employees in non-inclusive teams.

Inclusion at work is good for business:

There is a clear and strong link between inclusion at work and team performance, with similar results for inclusive managers and inclusive organisations. So, if your organisation is looking to create high-performing teams, it's time to be vigilant about creating a culture in which people feel safe, seen, heard, and respected.



Job Satisfaction

Workers in inclusive teams are 10 times more likely to be very satisfied than workers in non-inclusive teams.



Mental Health

Workers in inclusive teams are 4 times more likely to feel work has a positive impact on their mental health.



Turnover

Workers in inclusive teams are 3 times less likely to leave their organisation than those in non-inclusive teams.



Feedback

Workers in inclusive teams are 2.5 times more likely to have been given feedback that they found useful.



Innovation

Inclusive teams are 9.5 times more likely to be innovative than non-inclusive teams.



Teamwork

Inclusive teams are 8.5 times more likely to work together effectively.



Customer Service

Inclusive teams are 4 times more likely to provide excellent customer service.



Motivation

Inclusive teams are 2.5 times more likely to have members willing work extra hard to help their team succeed.

DIFFERENT TYPES OF BIAS:

1. Gender bias

Due to factors like culture and socialisation, people believe there are rigid "male" and "female" attributes. Men are expected to be confident, rational, and natural leaders. Women, on the other hand, are thought to be more emotional, nurturing, and communal. In reality, there is no scientific basis for gender-specific traits and in fact, the gender spectrum is a lot more complicated.

2. Beauty bias

Research shows attractive people are treated better than those considered "unattractive." The unconscious bias at work is that beauty equals good. A study from the Journal of Nonverbal Behavior found that participants attributed more moral traits to beautiful people than to unattractive people. Another study found that people considered beautiful were more likely to be perceived as trustworthy.

3. Ageism

Ageism is discriminating against someone because of their age. It usually targets older people. An older person may be seen as automatically mentally or physically incapable, unsuited for certain work, or expendable. On the other side, young people may be seen as unreliable, lazy, entitled, or naive. Some people are openly biased against others based on age, but many hold unconscious bias.

4. The halo/horn effect

The halo/horn effect gets triggered when we first meet someone. If they've made a good impression, we're more likely to assume they possess other good traits. If negative traits show up, we're willing to cut them slack because we only see their halo. The beauty bias – "beauty equals good" – is an example of the halo effect. The horn effect is the opposite. If someone has one trait we perceive as negative, we're more likely to assume they have lots of negative traits.

5. Confirmation bias

Confirmation bias is one of the most powerful unconscious biases humans deal with. It impacts our ability to accept new information, make decisions, and grow as people. When operating out of our confirmation bias, we only accept information that affirms our beliefs. Whenever we encounter information that challenges those beliefs, we ignore or dismiss it. If we aren't aware of this natural inclination, it becomes extremely difficult – if not impossible – to be objective and truly listen to opposing viewpoints and information.

6. Attribution bias

Attribution bias affects how people judge cause and effect. If something good happens in our lives, we're more likely to believe it's because of something we did. If something bad happens, we're quick to blame external factors and shift responsibility from our actions. While looking at other people's successes and failures, the bias switches. Good luck is responsible for their success while they're to blame for anything bad. Attribution bias makes it difficult to analyze situations realistically and objectively.

7. Conformity bias

This unconscious bias most likely originated during our hunting-and-gathering phase where if a person fought with their group, they would be on their own for food and safety. That behavior pattern still exists in humans today and it has downsides. Conformity can mean going against our convictions, complying with unethical actions, and discriminating against differences.

8. Affinity bias

Proving the phrase "birds of a feather flock together," humans naturally gravitate towards those like them. However, the unconscious bias towards affinity has downsides. It can lead us to exclude any and all differences. In the workplace, affinity bias can help explain why so many companies lack diversity. It plays into every type of discrimination, including gender and racial discrimination.

9. The contrast effect

The contrast effect is a form of judgment. It happens when you compare two things to each other instead of assessing each one on its merit. It's very easy to do because the human brain loves taking shortcuts. Comparisons can be a great way to speed up an assessment process, but isn't always beneficial.

10. Name bias

Name bias is the common tendency to prefer certain names, usually Anglo names. It's most persistent early in the recruitment process. In a 2021 study, economists sent 83,000 job applications to 108 Fortune 500 employers. Half had traditional white-sounding names while the other half had 'Black-sounding' names. Despite comparable applications, applicants with Black names were called 10% fewer times. Other studies have revealed similar results.



Q: Could you share any experiences you may have had with organisations you've worked with around effective ways to create a sense of inclusion and belonging and what impact they may have had on the business? So often

when I talk to some of our members around knowing how to do all of this, this is a lot, and I'm trying to run a print business and I'm trying to run a sales team and I'm trying to do all of this, why should I even consider looking at this? Well, it actually links to successful business, but businesses with diversity have high profitability, right?

A: Yeah, absolutely. The data is really clear around why we should be doing it. I mean, there's no, I haven't found a research paper. I haven't done that yet or a study yet, and there's lots of global ones that has debunked the idea that inclusion, belonging, and therefore a diverse workforce isn't a good thing. All the metrics stick up. It's a good thing. It's what we should be striving for. Again, the question comes back to me around why we can't get it, and, you know, there's a lot in that. In terms of the question, around organisations we've worked with that have had effective ways to create a sense of inclusion and belonging and what impact that may have had, there's a couple.

I won't share the company name, but I'll give you an example of some of the things these organisations are doing. So, they are proactively getting involved in, for instance, things like women in STEM awards. Again, sorry to use the female example, but an obvious one is how they get involved in sponsoring and supporting women in STEM tech organisations. Another one is you can find businesses now that are recognising different religious holidays. And they're allowing staff to trade the traditional Christian holidays of, you know, Easter and Christmas for their religious days that we don't have a public holiday for here in Australia. That is a, what I think is a very simple way to acknowledge, you know, racial and religious differences.

In Australia, we force everyone to have the same set of holidays, and there are a lot of reasons for that. But it's a pretty simple thing to say you can trade Christmas Day that's not meaningful to you. For a day in your religious calendar that is, rather than at the moment, perhaps you having to take that as personal leave or annual leave. So, that is a very simple thing that says we are inclusive of all religions. Yeah, there's obviously some boundaries to that, of course. The other thing that we see happening is we no longer see people saying we only recruit people, you know, our head offices in Victoria. We have an office in Victoria or Melbourne. And therefore, all of our staff need to be kind of metro based.

We certainly saw during COVID and many organisations have maintained this. We can now recruit interstate and those people work from home. But you must come to the office four times a year for an all office in day at our expense. So, the flip side is we might pay you a little bit less for you to live in Brisbane and do your job remotely. But we will bring you to Melbourne at our expense, four times a year for our hands-on company function. So, again, they're the sorts of things that say, well, I can actually apply for a role with that company now without having to live in that city. Because we're saying, no, you can be inclusive and we can make this work whilst you live interstate.

And we recognise that the task is kind of on us to bring you together. Now, I appreciate that that, as an example, is not necessarily what everyone or every business is able to do. But in terms of that sense of inclusion. Inclusion and belonging, they're the sorts of things we're seeing organisations do all the time. The other thing is teaching leaders the skill to do some of the more competency-based stuff, like how you have effective feedback and coaching conversations is a small one. And so that we are cultivating teams that are really comfortable talking about these things with each other. Going back again to the voice and the referendum, we saw organisations proactively sitting down with teams and saying, how's everyone feeling? You don't need to share your personal perspective or how you're going to vote, but what are you seeing and what are you worried

about? And just having those vulnerable conversations, again, is about inclusivity and belonging, as opposed to here's an organisational perspective, which we did see from some companies. Which may not have been, what their team members felt so it's as simple as just creating a space to have a conversation and agreeing to some tangible outcomes.

KN: Ultimately, I think you know in our industry space at times we're incredibly innovative and at times we're also incredibly conservative, making a profit in a manufacturing space in Australia is no easy feat and our members work tirelessly and are resilient and courageous. I love working in this industry because of that brutal resilience but it is not easy, you have to be operationally excellent, you have to be efficient in everything you do, I think this is a piece that is just another area where we need to be as equally operationally efficient across leadership and diversity however there is another chapter to it, working from home, changing up public holidays, these for small businesses are incredibly

disruptive and at times costly and so understanding how we as small businesses can actually navigate to the excellence and the benefits of higher profitability reduced absenteeism staff retention all of those things partnered with how we can also as a small business not have too much disruption.

I feel we're sort of trying to break down how we're going to be able to manage our business and how we've always done things and that leads into the conservative nature of our industry because it's so hard to kind of make a good business and a successful business in manufacturing in Australia, how we can bring in what we need to out of these sorts of leadership diversity discussions whilst also balancing business.

Q: Any advice around how we can engage or communicate a little bit better with the younger cohort coming up?

A: The first thing I think is getting curious and understanding by asking how people like to be communicated with and this works both ways, the younger person getting curious to understand why would my manager or this business owner, how can I bring value to them, so ask that question, ask it daily, ask it every week, what can I do that would really help you this week.

A younger generation typically needs a lot more feedback than an older generation so that constant check-in and reassurance that you've done a good job is working really well but also getting curious with them and asking them what do they see, you know they've got new eyes and a totally fresh approach coming into your business when they look around, what do they see, what

thoughts have they got about what could be improved or done differently. I'm not sure we do that enough because sometimes we recruit these younger people and I have done it myself and I've given them a set of tasks and I just want the tasks done and you might not get the level of feedback or communication that you're wanting and you know it might be a bit of a, I wasn't doing enough cultivating of what are you seeing what ideas have you got.

Q & A





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