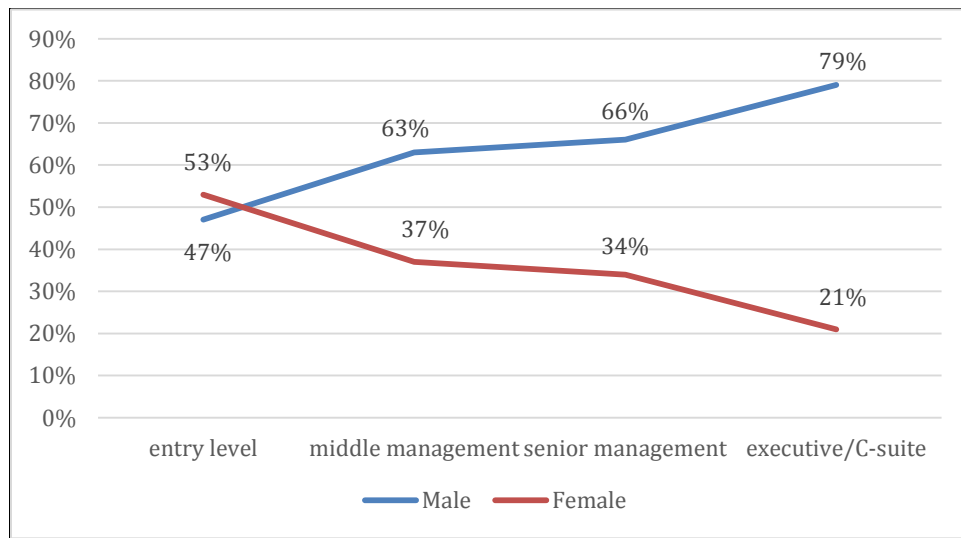


Inclusive Leadership

Course syllabus by Linda Basch, PhD and Anne Weisberg, JD

In today's rapidly changing global economy, companies with the best talent are at a competitive advantage. To this point, research shows that companies with more gender diverse and inclusive leaderships produce stronger results. Yet the reality is that female executives are markedly underrepresented in the leadership pipelines of most companies. It is vitally important for business school students, who will become the leaders of domestic and global companies, to have an informed and forward-looking understanding of how to create the conditions that enable all their people —women and men—to achieve success.

Figure 1: Global Corporate Pipeline by Gender



Source: *The Sponsor Effect* (Hewlett et al, 2010). Data representing 60 companies operating in over 100 countries and employing close to 4 million people.

The silver lining is that many women aspire to leadership positions and those companies that have invested in promoting gender inclusive leadership have seen positive results. In other words, the situation is not intractable – but it takes dedicated effort on the part of individuals, organizations and policymakers to change current leadership imbalances.

This course will provide students with the skills and strategies to leverage their talents, including female talent, and in so doing to become more inclusive – and better - leaders. It will also identify new approaches that can bolster inclusive leadership. Women and men who take this course will be able to utilize the skills and knowledge taught when making their own career decisions, as well as when managing, being managed by, or collaborating with others of diverse backgrounds. The course will draw on the latest research on these issues, relevant case studies, and the personal experiences of men and women who have reached the top.

Course Objectives

- To present the business case for gender-inclusive leadership from both a talent and marketplace perspective.
- To explore new models of leadership that are inclusive of both men and women.
- To identify the key barriers facing women as they move through the pipeline, and strategies and practices women, men and companies can adopt to address those barriers and achieve a gender inclusive workplace and leadership. To help students create a personal definition of leadership and “success” – as well as a plan for developing those qualities and making a difference in the world.

Course Requirements

The grade for the course will depend on class participation (50%) and written work (50%). Because class participation is essential, students should come to class prepared to contribute. Assignments will include a term paper focused on an interview study related to leadership and gender (a Profile in Leadership) and a Personal Leadership Plan.

Outline of Topics and Readings

I. The Value of Inclusive Leadership (Monday, Nov. 2)

Discussion Topics

1. **The Link between Diversity, Leadership and Corporate Performance**
 - Do different perspectives lead to better decisions? What are the challenges of developing a diverse leadership?
2. **The Talent Landscape – the Global Impetus for Inclusive Policies and Practices**
 - What roles do the “talent market place” and “client market place” play in driving efforts to create more inclusive leaderships? Where are the challenges and how can they be overcome?

Required Readings/Assignment

- Take the Implicit Association Test (IAT – Gender and Careers; IAT-Race: <https://implicit.harvard.edu/implicit/takeatest.html>) and come prepared to discuss what you experienced
- Do the exercise “Can You Avoid Segregation?” at <http://www.understandingprejudice.org/segregation/> and come prepared to discuss what you experienced
- Think of a product or service that would benefit from using a diversity lens to expand its market and come prepared to discuss. Some examples include:
 - Motorcycles
 - Toys
 - Airlines and hospitality

- Financial Services
- *Uncovering Talent: A New Model of Inclusion*, Kenji Yoshino & Christie Smith.. Deloitte: the Leadership Center for Inclusion. 2013.
- “*Women Rising: The Unseen Barriers*,” Herminia Ibarra, Robin Ely, Deborah Kolb, HBR, Sept. 2012

Optional Reading

- *Women in Fund Management: A Road Map for Achieving Critical Mass and Why It Matters*, National Council for Research on Women, 2009
- *The Gender Dividend*, Weisberg et al, Deloitte, 2011

During this class, the assignment focused on Developing a Profile in Leadership will be discussed and an Interview Guideline will be distributed

II. New Approaches to Leadership (Monday, Nov. 9)

Discussion Topics

1. Leadership in an Age of Complexity
2. Positive/ Centered Leadership
3. Adaptive Leadership
 - How do these new approaches, which emphasize the potential of others and building trust and community, affect the bottom line?
 - Do these approaches in fact contribute to creating a more inclusive leadership, and what is the impact on company success?

Required Readings/ Assignment

- Watch Linda Hill’s TED Talk on what makes a great leader:
<https://www.youtube.com/watch?v=DjcZrtcBZi4>
- Watch the John Gerzema TED talk on The Athena Doctrine:
<https://www.youtube.com/watch?v=YxgTsyL4y0E>
- “Be a Better Leader, Have a Richer Life,” Stewart D. Friedman, HBR, 2008
- *The Practice of Adaptive Leadership*, Ron Heifetz et al, 2009, Harvard Business Press, Chapter 7
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Optional Readings

- “Leadership in the Age of Complexity: From Hero to Host,” Meg Wheatley

Invited Speakers: Dina Dublon, former CFO, JP Morgan Chase, and Board member of Microsoft; current Board member of Accenture and PepsiCo.

III. Career and Life Strategies: What Individuals Can Do (Monday, Nov. 16)

Discussion Topics

1. Building Relationship Capital

What are key elements in building a successful career? How can you build relationship capital across difference?

2. Managing Across Gender

- What do men need to understand about women's experiences?
- What do women need to understand about men's experiences?

3. Managing Work as Part of Life

- What are key factors in improving satisfaction and performance in all aspects of one's life and what role does gender play?

Required Readings/Assignment

- Case Study: *Leading the Josie Esquivel Franchise* (A & B), HBS 9-405-027
 - How did Josie become a star analyst? What was her competitive advantage?
 - Should Josie Esquivel have changed companies? Why or why not?
 - How broad was her stakeholder network and what difference did that make to her success?
 - What is the single biggest turning point in her story? Why?
 - What role did Josie's gender play, if any?
- "Everyday moments of truth: Frontline managers are key to women's career aspirations," Bain Insights, 2014
- "Centered Leadership: How Talented Women Thrive," Joanna Barsh et al, McKinsey Quarterly, 2008
- *Embracing, Passing, Revealing And The Ideal Worker Image: How People Navigate Expected And Experienced Professional Identities*, Erin Reid, Organization Science, 2014

Optional Readings

- "How Star Women Build Portable Skills," Boris Groysberg, HBR, 2013
- "How Leaders Create and Use Networks," Herminia Ibarra and Mark Hunter, HBR, Jan. '07
- "Managing Your Career," Linda Hill, HBR, 1998
- *Rethink What You "Know" About High-Achieving Women*, by Robin Ely, Pamela Stone, Colleen Ammerman, HBR, Dec 2014
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Invited Speaker: Melinda Wolfe, Chief Human Resources Officer, Pearson Education; Jennifer Allyn, Managing Director, PWC

During this class, the assignment for creating a Personal Leadership Plan will be discussed and a Self Assessment Guide will be distributed.

IV. The leadership Pipeline – What Companies and Organizations Can Do (Monday, Nov. 23)

Discussion Topics

1. Building and Supporting the Leadership Pipeline

- What were the driving forces for BlackRock to seek to leverage female talent at this time?
- How can current talent management practices yield a more inclusive leadership?

2. Changing the Culture to Develop and Support Inclusive Leadership

- What are key components of culture change that have met with success, and what factors drove the success?
- What forces get in the way of implementing culture change, particularly with regard to creating and sustaining inclusive leadership?

Required Readings/ Assignment

- Case Study: *BlackRock: Diversity as a Driver for Success*, HBS 415-047 (2015)
 - What factors enabled the success of BlackRock's Women's Network and its Women's Leadership Forum?
 - In what ways did the merger with Barclay's Global Investors affect these two initiatives, and how did these initiatives impact the merger?
 - What has to happen next to advance an inclusive leadership culture at BlackRock?
- Case Study: *George Martin at the Boston Consulting Group* (B)
 - What are the key behavioral changes featured in this case?
 - What are the implications of these changes for broader culture change at BCG?
 - Could these changes be implemented in other contexts?
- "What Flying Nannies Won't Fix," Anne Weisberg. NYTimes, 8/24/15. p. A21
- Discussion of Profiles in Leadership: Class members share key findings from their interviews

Optional Reading

- *"Realizing the Power of Talented Women,"* Michelle Angier & Beth Axelrod, McKinsey Quarterly, September 2014

- *"The Language of Performance Evaluations: Gender-Based Shifts in Content and Consistency of Judgment,"* by Monica Biernat, M. J. Tocci and Joan C. Williams, Social Psychological and Personality Science, 2011
- *The Challenge and the Charge: Strategies for Advancing and Retaining Women of Color,* Basch et al, National Council for Research on Women
- "A Toxic Work World," Anne-Marie Slaughter. NYTimes, Sunday Review, p. 1. 9/20/15.

Invited Speaker: Anne Ackerley, Managing Director and Chief, Defined Contribution Business, BlackRock

Profiles in Leadership (5 to 7 pages) must be submitted by this class.

V. Building Inclusive Cultures: The Role of Top Leadership, the Role of Business Schools in Creating 21st Century Inclusive Organizations (Monday, Nov. 30)

Required Readings/ Assignment

- Case Study: *Meeting the Diversity Challenge at PepsiCo: The Steve Reinemund Era*, HBS 9-410-024, 2009
 - What were the key factors that accounted for the success of the practices enacted during Reinemund's leadership?
 - How sustainable were Reinemund's practices?
- *Full Participation: Building the Architecture for Diversity and Community Engagement in Higher Education*, Susan Sturm et al. 2011
- Discussion of Profiles in Leadership: Class members share key findings from their interviews

Optional Reading

- *Women and the MBA: Gateway to Opportunity (Catalyst, Ross School of Business, 2000)*

Invited Panel of Speakers: Peter Henry, Dean, NYU Stern; Susan Sturm, Professor, Columbia Law School

Personal Leadership Plans, no more than 2 pages, must be submitted by Dec. 3.

VI. Ready, Go! (Monday, Dec. 7)

Discussion Topic

How to Get Where You Want to Go ... as an Inclusive Leader

- Small Group Discussion Circles, with Executive Coaches, focused on Personal Leadership Plans
- Coaches' RoundTable Discussion: Planning and Preparing for Your Future as an Inclusive Leader

Required Readings/ Assignment

- *"What's Your Story?"* Herminia Ibarra & Kent Lineback, HBR, 2005

Invited Coaches:, Eric Berger, Larry Kaye, Cindy Levine, Franne McNeal, Roopa Unnikrshnan.

(As of 10-12-15)