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 women and people of color 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 to achieve success.

Figure 1: Global Corporate Pipeline by Gender
The silver lining is that many women and people of color 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 all the talent on their teams 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 explore new models of leadership that are inclusive of men and women, and those of different races, ethnicities, and sexual orientations.
- To identify key barriers facing women and people of color, especially in the US, as they move through the pipeline, and strategies and practices women, men and companies can adopt to address those barriers and achieve a more inclusive workplace and leadership.
- To help students create a personal definition of inclusive 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 inclusion across difference (a Profile in Leadership) and a Personal Leadership Plan. Efforts will also be made to provide opportunities for students to prepare assignments that can bolster their class participation, which tie the readings to concepts being discussed that session and analyze their relationship to strategies for creating and sustaining inclusive mindsets and leadership. Such projects must be cleared with either Profs. Basch or Weisberg at least one week in advance of the session.

Office Hours: Mondays, 5 to 5:45 pm, KMC 7-100

Teaching Fellow: Ijemaka Obasi, ijo203@stern.nyu.edu
Outline of Topics and Readings

I. What Do We Mean by Inclusive Leadership? (November 13)

Discussion Topics:

Different Approaches to Defining and Achieving Inclusion

1. Individual vs. institutional approaches
2. Diversity vs. Inclusion
3. The image of a leader

Do different perspectives lead to better decisions? What are the challenges of developing a diverse leadership?

Required Readings/Assignment:

- Take the following Implicit Association Tests: IAT – Gender and Careers; IAT-Race; IAT-Sexuality; IAT-Disability; IAT-Arab/Muslim [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
- Written in Black and White, Dr. Arin N. Reeves (Nextions, 2014)
- Women and Minorities Are Penalized for Promoting Diversity, Stefanie K. Johnson and David R. Hekman (HBR, 2016)
- The Cost of the Closet and the Rewards of Inclusion, Deena Fidas & Liz Cooper (Human Rights Campaign, 2014)

During this class a Self Assessment Scorecard will be distributed.

The assignment focused on Developing a Profile in Leadership will be discussed and an Interview Guideline will be distributed

Optional Readings:

- HBR Diversity Special Section (July-Aug, 2016)
- Beyond Bias: How To Shift Ingrained Thinking, Heidi Grant Halvorson; David Rock (Strategy + Business 2016)
II. Career Advancement Strategies: What Individuals Can Do (November 20)

Required Readings/Assignment:


- Why Women Aren’t C.E.O.s, According to Women Who Almost Were, by Susan Chira, July 21, 2017

- Case Study: Leading the Josie Esquivel Franchise (A & B), HBS 9-405-027.
  - What were the key factors in Josie’s success as an analyst?
  - How did she manage and build her stakeholder network and what impact did that have?
  - What role did Josie's gender and ethnic background play?
  - What role did covering/uncovering play in this case?
  - How much did Josie’s success depend on her own personal attributes and how much on the context in which she worked?
  - How did her life outside of work affect her decisions?

Optional Readings:

- Women Rising: The Unseen Barriers,” Herminia Ibarra, Robin Ely, Deborah Kolb, HBR, Sept. 2013


- Latinos at Work: Unleashing the Power of Culture, Noni Allwood & Laura Sherbin (Center for Talent Innovation, 2016)


Confirmed Speakers: Bo Young Lee, Global Diversity and Inclusion Officer, Marsh and Guy Carpenter; Nellie Borrero, Senior Global Inclusion and Diversity Managing Director, Accenture
III. Building Inclusive Cultures: What Companies/Organizations Can Do (November 27)

Discussion Topics

1. **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?

2. **The Business Case for Inclusive Policies and Practices**
   - What role do the talent and client market places play in driving efforts to create more inclusive leaderships?
   - How can diversity be leveraged to drive the business?
   - What are the challenges and how can they be overcome?

Required Readings/Assignment

- **Before You Make that Big Decision ...** Daniel Kahneman, Dan Lovallo, Olivier Sibony, HBR, June 2011
- Case study: **CEO Activism (A)** (HBS Case 9-617-001, 2017)
- Time Warner Chairman’s Challenge Business Problem

Optional Readings:


Confirmed Speaker: Sally Wolfe, Consultant, Time Warner

*Profiles in Leadership assignment must be submitted by this class, and will be discussed.*

*During this class, the assignment for creating a Personal Leadership Plan will be discussed.* In preparing this assignment, students should read:

IV. New Approaches to Leadership (December 4)

Discussion Topics
1. Leadership in an Age of Complexity
2. Collaborative 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?
4. Changing paradigms of ideal workers and ideal leaders

Required Readings/ Assignment

- Watch Linda Hill’s TED Talk on what makes a great leader: https://www.youtube.com/watch?v=DjcZrtcBZi4
- Building an Inclusive and Diverse Workforce at PayPal, CEO Dan Schulman (Aug. 4, 2016)
- Case Study: George Martin at the Boston Consulting Group (A & 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?
  ▪ How are these new norms sustained over time?
- Why Some Men Pretend to Work 80-Hour Weeks, Erin Reid, HBR. April 2015

Optional Readings

- “Leadership in the Age of Complexity: From Hero to Host,” Meg Wheatley
- “What Flying Nannies Won’t Fix,” Anne Weisberg. NYTImes, 8/24/15. p. A21
Be a Better Leader, Have a Richer Life, Stewart D. Friedman, HBR, 2008

Confirmed Speaker: Franz Paasche, SVP of Corporate Affairs and Communications, PayPal

V. Building the Leadership Pipeline (December 11)

Discussion Topics

- How can talent management practices yield a more inclusive leadership?
- What is the role of business schools in educating leaders to be inclusive?

Required Readings/Assignment

- Case Study: BlackRock: Diversity as a Driver for Success, HBS 415-047 (2015)
  - What were the driving forces for BlackRock to seek to leverage diverse talent at this time?
  - 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?


Optional Reading

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


Confirmed Speaker: Pamay Bassey, Global Head of Learning and Professional Development, BlackRock

Personal Leadership Plans must be submitted by December 11
VI. Ready, Go! (December 18)

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

NYU Leadership Development Program Coaches and External Coaches

(as of 11-1-17)