

**Inclusive Leadership**  
 Mgmt- G.B. 2100|  
 Fall, 2020 (Nov. 2 – Dec. 7)  
 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 and ethnically diverse leaderships produce stronger results. Yet the reality is that women and people of color are markedly underrepresented in the leadership pipelines of most companies.

**Leadership Pipeline in Corporate America**

REPRESENTATION IN THE CORPORATE PIPELINE BY GENDER AND RACE



<sup>2</sup> Due to rounding, representation by race and gender may sum to 101 percent or 99 percent within some levels.

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.

The silver lining is that many women and people of color aspire to leadership positions and those companies that have invested in promoting 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. 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, those of different races, ethnicities, sexual orientations and ages, and those with disabilities.
- 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, 5:15 to 5:45 pm

**Teaching Fellow:** TBD

## Outline of Topics and Readings

### I. What Do We Mean by Diversity, Inclusion and Inclusive Leadership? (Nov. 2)

#### *Discussion Topics:*

- How do we perceive and relate to difference?
- How do we make the unconscious more conscious?
- How do we foster feelings of inclusion and belonging at work?
- What are the tensions between inclusion, belonging and authenticity?

#### **Required Readings/Assignment:**

- Take the following Implicit Association Tests: IAT – Gender and Careers; IAT-Race; IAT-Sexuality; IAT-Disability; IAT-Age (<https://implicit.harvard.edu/implicit/takeatest.html>) and come prepared to discuss what you experienced
- *Written in Black and White*, Arin N. Reeves (Nextions, 2014)
- *The Different Words We Use to Describe Male and Female Leaders*, by David G. Smith, Judith E. Rosenstein, and Margaret C. Nikolov (HBR, 2018)
- *Uncovering Talent: A New Model of Inclusion*, Kenji Yoshino & Christie Smith.. Deloitte: the Leadership Center for Inclusion. 2013. [www2.deloitte.com](http://www2.deloitte.com)
- *Diversity and Authenticity: Minorities hesitate to share information about themselves at work. That's a problem for everyone.* by Katherine W. Phillips, Tracy L. Dumas, and Nancy P. Rothbard (HBR 2018)

#### *Optional Readings:*

- *The Authenticity Paradox*. Herminia Ibarra, HBR, Jan-Feb 2015
- HBR Diversity Special Section (July-Aug, 2016)
- *Beyond Bias: How To Shift Ingrained Thinking*, Heidi Grant Halvorson; David Rock (Strategy + Business 2016)

***The first writing assignment to profile an inclusive leader, along with an interview guideline, will be distributed in this class. This assignment includes reading “Six Traits of Inclusive Leadership” (see next week’s required readings). Assignment is due Nov.16 at 10 am.***

## II. Building Inclusive Cultures: What Can You Do? (Nov. 9)

### Discussion Topics

- Understanding your context: Is there support for diversity, equity and inclusion in your organization? Are there role models for inclusive behavior? Are there limiting assumptions, and what are they? How do you think of yourself in this context?
- How can an understanding of social identity foster inclusion?
- How can your behaviors in everyday interactions promote an inclusive culture?
- How can we recognize and address small acts of exclusion/micro-aggressions?

### Required Readings/ Assignment:

- o *The Six Signature Traits of Inclusive Leadership* (Deloitte, 2016)
- o Do the exercise “Can You Avoid Segregation?” at <http://www.understandingprejudice.org/segregation/> and come prepared to discuss what you experienced
- o *Women and Minorities Are Penalized for Promoting Diversity*, Stefanie K. Johnson and David R. Hekman (HBR, 2016)
- o *Micro-affirmations & Micro-inequities*, Mary Rowe, MIT (2008)
- o *How Diversity Makes Us Smarter*, Katherine Phillips (Scientific American, 2014), <https://www.scientificamerican.com/article/how-diversity-makes-us-smarter/>
- o *Making the Invisible Visible: Dealing with Disability in the Workplace* (2015)

### Optional Readings:

- o *The Challenge and the Charge: Strategies for Advancing and Retaining Women of Color*, Linda Basch et al, National Council for Research on Women (2012)
- o *Latinos at Work: Unleashing the Power of Culture*, Noni Allwood & Laura Sherbin (Center for Talent Innovation, 2016)

**Invited Speaker: Subha Barry, President Working Mother Media**

## III. The Impact of Leaders on Diversity and Inclusion (Nov. 16)

### Discussion Topics

- What is the role of business leaders in addressing social issues related to diversity and inclusion? Why should business leaders be concerned about these issues?
- What leadership attributes are needed to lead effectively in fostering diversity and inclusion, both internally and externally? Do these attributes vary across the world, and if so, how?
- What impact have leaders you have observed had on building diverse and inclusive environments? How has this mattered to the business?

## Required Readings/ Assignment

- Watch Linda Hill's TED Talk on what makes a great leader:  
<https://www.youtube.com/watch?v=DjcZrtcBZi4>
- *Diversity Matters*. Vivian Hunt, Dennis Layton, Sara Prince. (McKinsey, Feb, 2015)
- *CEO Activism (A)*: Case study (HBS Case 9-617-001, 2017)
- Larry Fink's Letter to CEOs: <https://www.blackrock.com/corporate/investor-relations/larry-fink-ceo-letter>

## Optional Readings

- "Leadership in the Age of Complexity: From Hero to Host," Meg Wheatley.  
<http://www.margaretwheatley.com/articles/Leadership-in-Age-of-Complexity.pdf>
- *What Sets Successful CEOs Apart*, Elena Lykina Botelho, Kim Rosenkoetter Powell, Stephen Kincaid, and Dina Wang. (HBR, May-June, 2017)

**Invited speaker: Franz Paasche, SVP of Corporate Affairs, PayPal**

***Leadership Profiles must be submitted by 10 am.***

**During this class, the assignment for creating a Leadership Development Plan will be distributed; due Dec. 2 at 10 am.**

## IV. Building Inclusive Teams: Leading Yourself and Others (Nov. 23)

### Discussion Topics

- What behaviors are more likely to build trust and foster inclusion across differences and within teams?
- How can you give -- and receive -- honest feedback?
- How can you become an effective ally to those on your team and around you?
- What behaviors are more likely to promote work/life integration and how can these behaviors affect relationships at work?

### **Required Readings/Assignment:**

- Teams: “Psychological Safety at Google and Saturday Night Live,” in *Smarter, Faster, Better: The Transformative Power of Real Productivity*, Charles Duhigg. (Random House, 2016)
- *Everyday moments of truth: Frontline managers are key to career aspirations*. Julie Coffman & Bill Neuenfeldt. (Bain Report, 2014)
- *What’s Really Holding Women Back?* Robin J. Ely & Irene Padavic. (HBR, March-April 2020)
- *How Dual-Career Couples Make It Work*, Jennifer Petriglieri. (HBR, Sept.-Oct. 2019)

### **Optional Readings:**

- “What Flying Nannies Won’t Fix,” Anne Weisberg. NYTimes, 8/24/15. p. A21
- *Mass Career Customization: Building the Corporate Lattice Organization*, Cathy Benko and Anne Weisberg (*Deloitte Review*, 2008)
- *Women Rising: The Unseen Barriers*,” Herminia Ibarra, Robin Ely, Deborah Kolb, HBR, Sept. 2013

**Invited speaker: PD Villarreal, Senior Vice President - Litigation, Allergan Inc.**

***Be prepared to discuss your Leadership Profile in class.***

## **V. Building Leadership Pipelines (Nov. 30)**

### **Discussion Topics**

- What are the business and social cases for developing inclusive leaders and cultures? What role do the talent and client marketplaces and consumer expectations play in driving efforts to do so?
- How can diversity and inclusion be leveraged to drive the business? What are the challenges to doing so and how can they be overcome?
- How can organizations grow and enable inclusive leaders?

### **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 across the firm?
  - Can BlackRock's efforts in building an inclusive culture have a broader impact beyond BlackRock? In the financial services? Globally?
- *Ethnic Diversity Deflates Price Bubbles*, S. Levine, E. Apfelbaum, et al, <https://www.pnas.org/content/111/52/18524>
  - *Before You Make that Big Decision ...* Daniel Kahneman, Dan Lovallo, Olivier Sibony, (HBR, June 2011)

### **Optional Reading**

- *The Other Diversity Dividend*, Paul Gompers and Silpa Kovvali, (HBR, July-August, 2018) <https://hbr.org/2018/07/the-other-diversity-dividend>.
- *Women in Consulting: Findings from Source for Consulting's Research on Women in US Consulting Firms*. (Sourceforconsulting.com, October 2014)
- *Women in Fund Management: A Road Map for Achieving Critical Mass and Why It Matters*, (National Council for Research on Women, 2009)

**Invited Speaker: Bo Young Lee, Chief Diversity Officer, Uber**

**Leadership Development Plan due Nov. 30 at 10 am.**

## **VI. Ready, Go! (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' Round Table Discussion: Planning and Preparing for Your Future as an Inclusive Leader

### **Required Readings/ Assignment**

- *The Talent Curse: Why High Potentials Struggle – and How They Can Grow Through It*, Jennifer Petriglieri & Gianpiero Petriglieri. (HBR, May-June, 2017)
- "What's Your Story?" *Herminia Ibarra & Kent Lineback* ( HBR, 2005)

### **Invited Coaches:**

**Casey Carpenter, Kameka Dempsey, Margaret Downs, Margaret Enloe, Masa Gong, Stephanie Hanson, Diana Hyde, Ed Kim, Beth Korn, Kathryn Mayer**

(as of May 5, 2020)

