

WHAT IS INCLUSIVE LEADERSHIP?

A systematic review of the evidence

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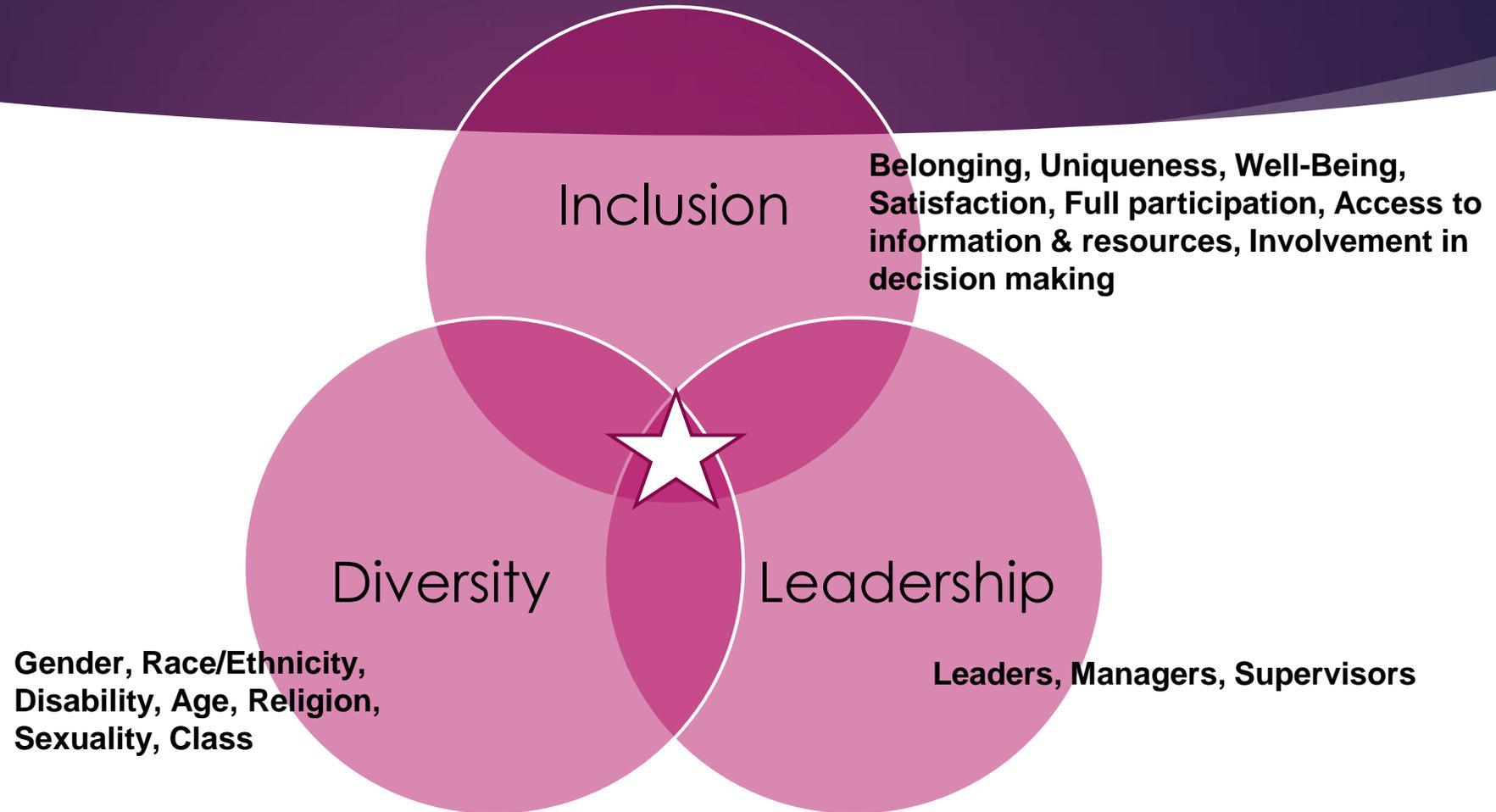
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'Inclusive Leadership' has 3 components



A transparent, replicable investigation of a practical issue

A **SYSTEMATIC REVIEW** seeks to identify all relevant studies on a specific topic as comprehensively as possible, and to select appropriate studies based on explicit criteria. These studies are then assessed to ascertain their internal validity. A systematic approach is applied to selecting studies: the methodological quality of the studies in question is assessed by several researchers independently of each other on the basis of explicit criteria. A systematic review is therefore transparent, verifiable and reproducible. Because of this the likelihood of bias is considerably smaller in a systematic review compared to traditional literature reviews.

Systematic reviews are not only used as a way to aggregate evidence relating to a specific topic, but also to make clear what is not known and, thereby, to direct new primary research into areas where there is a gap in the body of knowledge.

Recognising 'Inclusive Leadership' in the literature

Our review question

What leader behaviours/styles/approaches/traits are positively (negatively) associated with inclusion (exclusion) of historically-marginalised employees?

- ▶ What do leaders/managers actually do?
 - ▶ How are inclusion and exclusion operationalized?
- ▶ To whom do they do it?
 - ▶ How is diversity operationalized?
- ▶ What impact does their action have on the individual, the team and the organisation?
 - ▶ What are the multi-level outcomes?

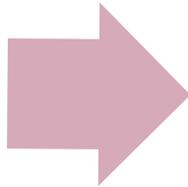
Our review team

- ▶ Dr. Doyin Atewologun
- ▶ Prof Rob Briner
- ▶ Indrani Choudhury
- ▶ Tinu Cornish
- ▶ Nic Hammerling
- ▶ Dr. Etlyn Kenny
- ▶ Maria Nitu
- ▶ Dr. Kathlyn Wilson



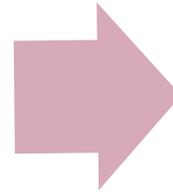
The Systematic Review process

Scoping study



Review Protocol

Review questions
Search strategy
Inclusion/Exclusion criteria
Evaluation criteria



Systematic Review

Searching for articles using academic databases & practitioner sources



Searching citations & references list



Extracting data from included articles



Critically appraising relevance & quality



Synthesizing evidence and drawing conclusions

200 relevant studies

Evaluation criteria

Inclusion

Quality

Leader-
ship

Practice

Diversity

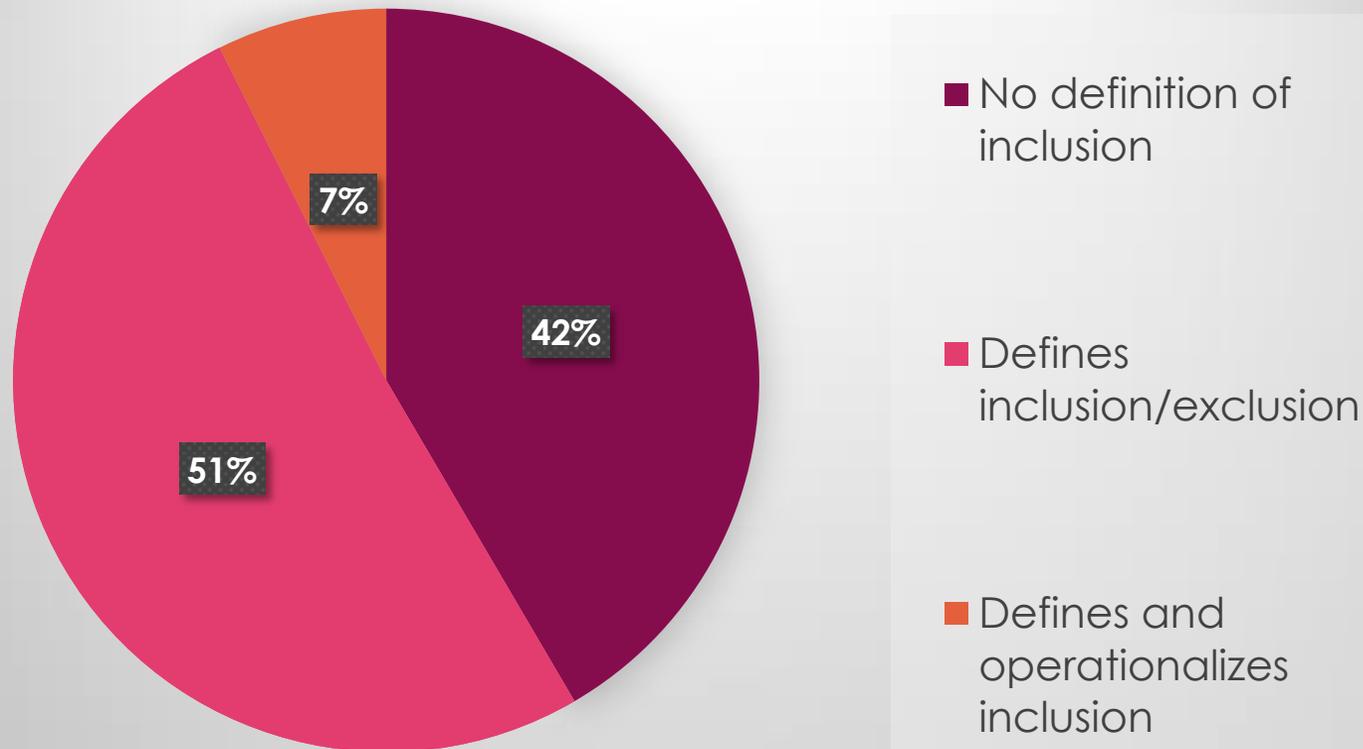
A typical 'highly rated' study

- ▶ Quantitative
- ▶ North American
- ▶ Gender, race, age, nationality

- ▶ What we may be missing
 - ▶ Narratives about lived experience
 - ▶ Other identities religion, sexual orientation, disability
 - ▶ Intersectional perspectives

What do leaders/managers do?

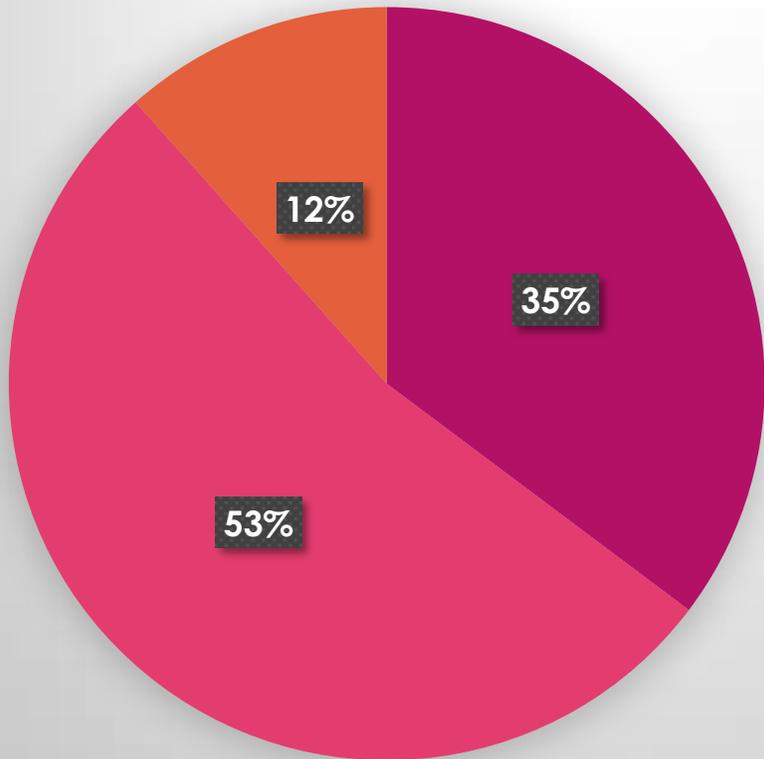
How is inclusion operationalised?



N = 200

Mor Barak et al. (1998) – participation in decision-making, access to information and connectedness	3
Masterson & Stamper (2003) – need fulfilment, mattering and belonging	2
Roberson (2006) - removal of obstacles to employees' full participation and contribution at work	2
Shore et al. (2011) - belongingness and uniqueness	2

What leadership theories have been studied in relation to inclusion?



■ Does not directly seek to contribute to examining leadership

■ Refers to individuals in leadership or management roles

■ Seeks to develop/contribute to specific/established body of leadership literature (e.g. authentic, transformational)

Leader – Member Exchange	7
Transformational leadership	5
Charismatic leadership	2
Authentic leadership	1
Others (e.g. servant leadership, heroic leadership, leader openness, leader categorization tendencies)	7

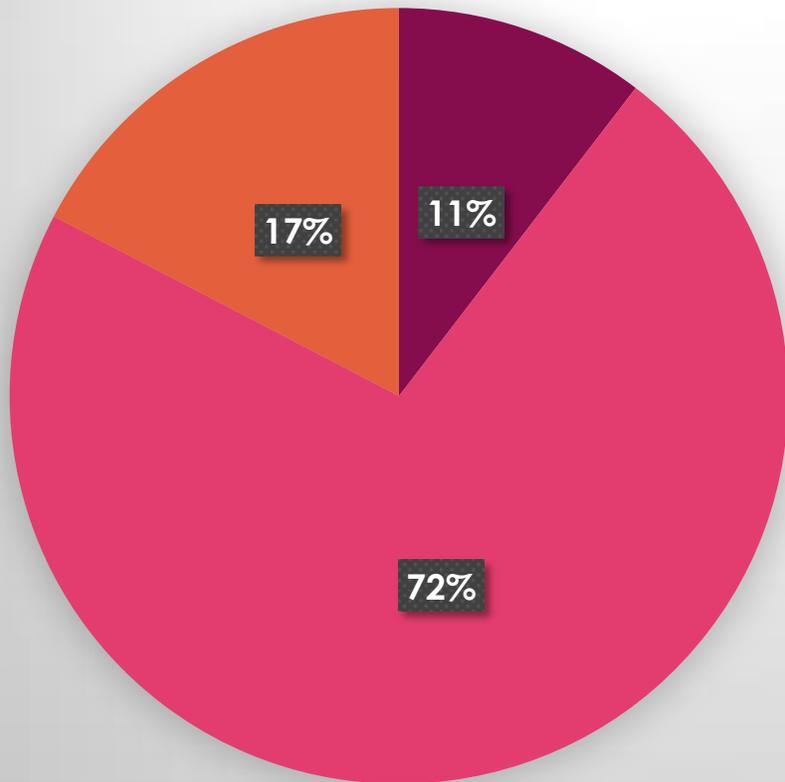
What do leaders/managers do?

Illustrations of how inclusion is operationalised

- ▶ Leader/manager perceptions
 - ▶ Racial awareness
 - ▶ Perceived importance of cultural change
- ▶ Leader/manager behaviours
 - ▶ Performance feedback
 - ▶ Similarity/ affinity
- ▶ Subordinate perceptions
 - ▶ Perceived belonging
 - ▶ Procedural justice
- ▶ Subordinate behaviours
 - ▶ Leader-directed voice
 - ▶ Participative leadership

To whom do they do it?

How is diversity operationalised?



N = 200

- General sample without looking at differences between groups
- Examines differences based on one demographic characteristic
- Examines differences based on min. 2 demographic variables

Gender	56.6%
Race/ethnicity	28.9%
Age	9.8%
Sexuality	6.93%
Culture/Nationality	6.35%
Disability	5.78%
Diversity in general	4.62%
Class	2.31%
Religion	0.58%

What is the impact of inclusive leadership on individual, team and organisation?

Illustrations of multi-level and moderated outcomes

- ▶ Indication that some behaviours more effective overall than others e.g.:
 - ▶ **leader-rated importance of cultural change**, above and **beyond leader racial awareness**, influenced representational diversity
 - ▶ **Recruitment** and **provision of performance feedback predicted** minority-group representation, while **diversity as an organizational strategic priority did not**
- ▶ Indication that some behaviours more effective for some people than others e.g.:
 - ▶ The above relationships were **stronger for women and racial-ethnic minorities** than for White men
 - ▶ Support for equal opportunities **more strongly linked to satisfaction and loyalty for Blacks/Hispanics** than for other groups

Work in progress...

So, what exactly is inclusive leadership and what is the evidence for it ?

- ▶ Much research on what can be done to increase belonging and participation of employees from less privileged groups and maximise gains from this
- ▶ However there's relatively little consistency in what these behaviours are, and what may be the expected outcomes
- ▶ There's also relatively little connection made between these behaviours and what we know about 'good, effective leadership'
- ▶ There's less insight into 'lived experiences' of inclusion
- ▶ Some indication that different behaviours work better for some groups than others (to be further investigated)

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