

# INCLUSIVE LEADERSHIP LESSONS FROM OUTSIDE HIGHER EDUCATION

Sharon E. Jones, Interim Director Center for Diversity Innovation

Department Chairs Meeting

November 13, 2018

567 Capen Hall

novation



# Overarching Lessons Learned

Both diversity and inclusion are important—and separate concepts

You must be intentional to create a diverse and inclusive team and workplace culture

Both small steps and big steps matter

Creating an inclusive culture takes time—it's a marathon and not a sprint

There is no “silver bullet”



# Importance of Diverse Faculty/Leadership

Role models matter to students and junior faculty

Diverse perspectives create better work product/research

Diversity and inclusion is important for recruitment and retention of top talent (both students and faculty)

An effective diversity and inclusion strategy will minimize litigation risk and improve engagement

A successful diversity and inclusion initiative is likely to become a competitive advantage over peer universities

Informal mentoring opportunities develop with diverse leadership/faculty



# Lessons for Outreach and Hiring Diverse Talent

Be targeted in approach. Go where diverse talent are—not where they are not

Use diverse teams in recruiting and hiring process

Establish benchmarks to measure your progress

Prepare FAQs for interviewers to answer questions of diverse candidates

Address any lack of diversity upfront and with candor

Realize your peer research universities are very aggressive in recruiting top talent

Make sure your interview teams have received education on implicit bias in decision-making/hiring process

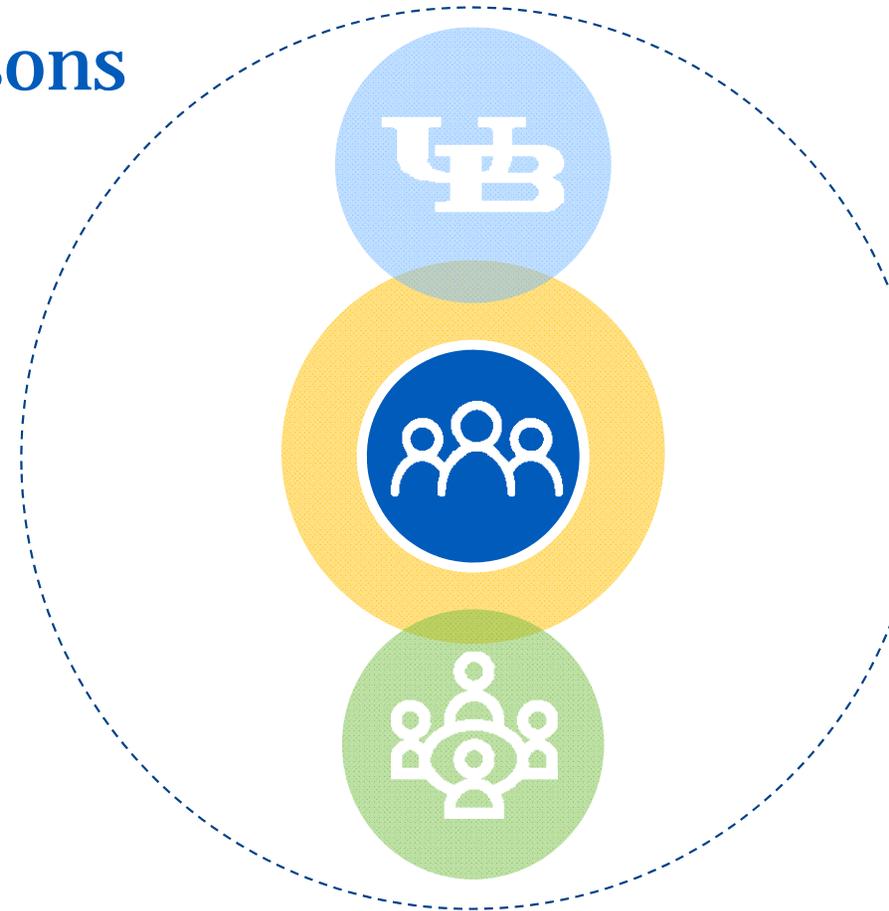
Adopt the “Rooney Rule” for hiring—require a diverse slate before decisions are made

Create diverse and inclusive recruiting materials (photos matter)

## Retention of Diverse Talent Lessons

.....

A **robust onboarding process** is important (connect them to the community outside UB as well as internally—especially for people not from the Buffalo area). Make sure the unwritten rules are covered.



## Retention of Diverse Talent Lessons

.....

### **Mentoring relationships are key:**

Match the new candidate to a department mentor as well as a mentor outside the department



## Retention of Diverse Talent Lessons

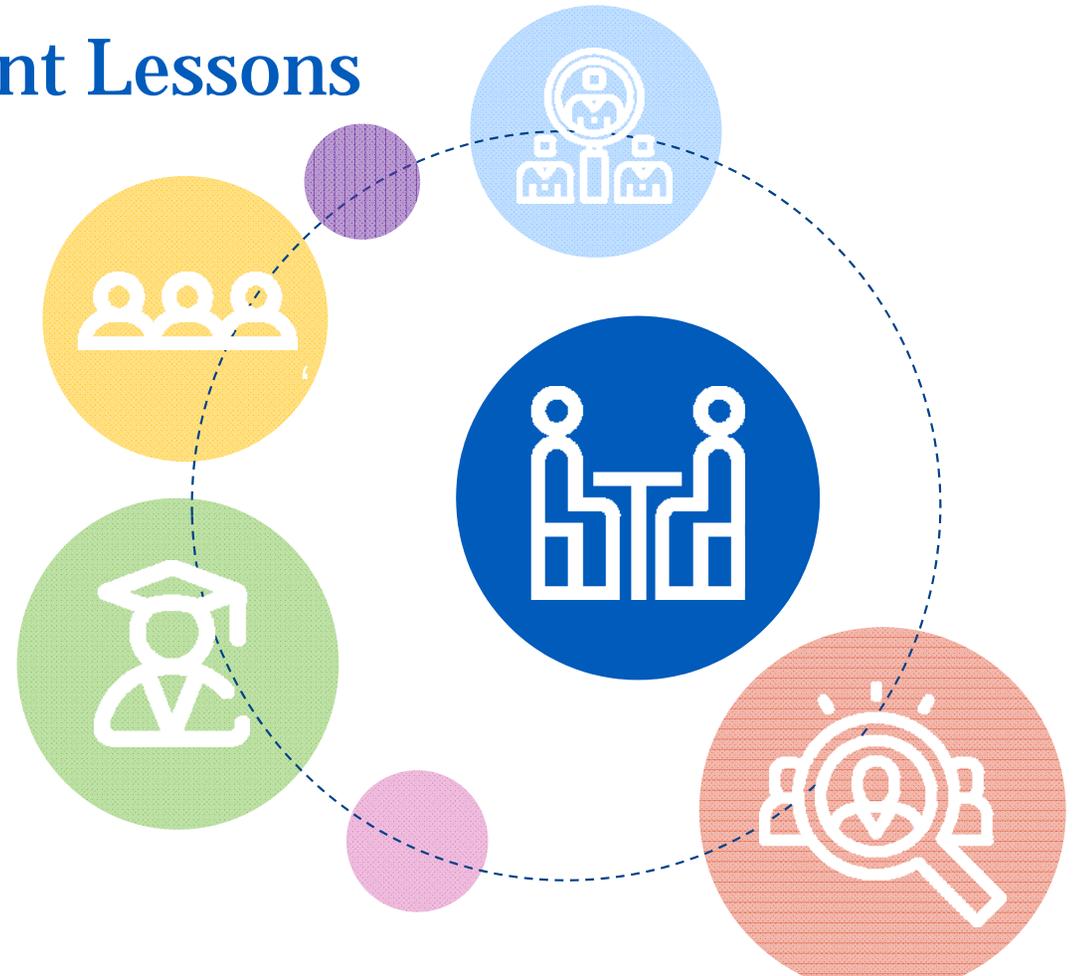
### Education on implicit bias

is essential and needs to be mandatory and repeated often (e.g., micro-aggressions, structural inequities, affinity bias, among others)



## Retention of Diverse Talent Lessons

Recognize that **diverse talent often play many roles** which are uncompensated and undervalued (committees, diverse students, recruiting, hiring etc.). Can impact advancement.



## Retention of Diverse Talent Lessons

.....

**Women of color** face the most challenges due to intersectionality. Need a specific focus on them.



# Advancement and Leadership Roles

**Look for opportunities to build leadership skills** among top talent (e.g., thru co-chairs)

A **sponsorship program** for diverse talent is essential

**Look for opportunities to reward excellence** and contributions to the inclusive environment (e.g., awards)

**Review lists of potential chairs** and nominees for inclusion. Same for program speakers.

**Report on diversity and inclusion metrics** and progress routinely at departmental meetings

Work to **reduce any implicit bias** in the evaluation process. Provide candid, timely constructive feedback.

**Make sure exit interviews occur** for professors who leave and address issues raised



## Diversity and Inclusion References

### Unconscious Bias

Kahneman, D. (2011). *Thinking, fast and slow*. New York: Farrar, Straus and Giroux.

Staats, C., Capatosto, K., Wright, R.A., & Jackson, V.W. (2016). State of the Science: Implicit Bias Review 2016. *Kirwin Institute for the Study of Race and Ethnicity*.

Williams, J.C., Malthaup, M., Li, S., & Korn R. (2018). [You Can't Change What You Can't See: Interrupting Racial & Gender Bias in the Legal Profession – Executive Summary](#). *American Bar Association Commission on Women in the Profession & Minority Corporate Counsel of Association*.

### Diversity & Inclusion: Gender

Bohnet, I. (2016). *What Works: Gender Equality by Design*. Harvard University Press.

Charles, K.K., Guryan J., & Pan, J. (August 2018). [The Effects of Sexism on American Women: The Role of Norms vs. Discrimination](#). *Becker Friedman Institute for Economics at the University of Chicago*.

Gans Epner, J.E. (2006). Visible Invisibility: Women of Color in Law Firms. *American Bar Association Commission on Women in the Profession*.

Reeves, A.N. (2008). From Visible Invisibility to Visibly Successful: Success Strategies for Law Firms and Women of Color in Law Firms. *American Bar Association Commission on Women in the Profession*.

### The Business Case for Diversity

Hunt, V., et al. (January 2018). [Delivering through Diversity](#). *McKinsey & Company*.

### Value of Diversity in Decision Making

Page, S. (2008). *The Difference: How the power of diversity creates better groups, firms, schools, and societies*. Princeton University Press.

Phillips, K.W. (October 1, 2014). [How diversity makes us smarter](#). *Scientific American*.

## Diversity and Inclusion References

### The Importance of Diversity with Inclusion

Sherbin, L. & Rashid, R. (February 1, 2017). [Diversity Doesn't Stick without Inclusion](#). *Harvard Business Review*.

### Affinity Groups

Thomas, D.A. (September 2004). [Diversity as Strategy](#). *Harvard Business Review*.

### Flexibility in the Workplace

Smith, C. & Turner, S. (2015). [The Radical Transformation of Diversity and Inclusion: The Millennial Influence](#). *Deloitte University: The Leadership Center for Inclusion*.

### Paid Family Leave

Krause, E. & Reeves, R. (February 20, 2017). [Paid family leave: Paid leave for fathers, too, please](#). *American Enterprise Institute*.

### Mentoring

Sabattini, L. & Dinolfo, S. (2010). [Unwritten Rules: Why Doing a Good Job Might Not Be Enough](#). *Catalyst*.

### Sponsorship

Catalyst for Managers' Association of Slovenia. (2015). [Catalyst Sponsorship Guide](#). *Catalyst*.

Foust-Cummings, H., Dinolfo, S., & Kohler, J. (August 17, 2011). [Sponsoring Women to Success](#). *Catalyst*.

Hewlett, S.A. (January 26, 2011). [The Real Benefit of Finding a Sponsor](#). *Harvard Business Review*.

Hewlett, S.A. (April 13, 2013). [Mentors Are Good. Sponsors Are Better](#). *New York Times*.

Hewlett, S.A. (September 11, 2013). [The Right Way to Find a Career Sponsor](#). *Harvard Business Review*.

Hewlett, S.A. (October 8, 2013). [As a Leader, Create a Culture of Sponsorship](#). *Harvard Business Review*.

### Unwritten Rules

Jones, Sharon & Poluru, Sudheer (May 2018). *Mastering the Game: Strategies for Career Success*

# Questions? Comments?

 University at Buffalo  
Center for Diversity Innovation

