

Inclusive Leadership

Objective: Explore challenges and potential solutions to inclusive leadership in the workplace.

Video Questions:

Pre-screening sample questions:

1. What are the challenges faced by people from a refugee background and other migrants in finding employment in their new country?
2. In your view, why should leaders engage in proactive hiring of immigrants, including people from a refugee background?
3. What makes a company's recruitment processes inclusive? What hinders inclusiveness?
4. What does inclusive leadership mean in practice? What specific examples of inclusive leadership in action are you familiar with?

Video: Watch the video at

https://www.youtube.com/watch?v=gb_3TFJE9c4&list=PLAm08ZbW6-XZw6APi2m8UsFWz3TtN7mc1&index=1

or the entire set of videos at

<https://www.youtube.com/playlist?list=PLAm08ZbW6-XZw6APi2m8UsFWz3TtN7mc1>

Post-screening questions:

1. What are the key takeaways from the video?
2. What best inclusive employment practices have you heard of?
3. What else could leaders do to make their organizations more inclusive?
4. What personal actions can you take to advance a supportive and inclusive environment in your teamwork? How can you lead inclusion?

Assignment:

Your team of consultants has been engaged to review the level of inclusion practices among new incoming and current employees at a client¹ organization. Your assignment involves two tasks: 1) assess what policies and practices are in place in this organization in support of an inclusive work environment; and 2) design an evaluation tool to evaluate whether these policies and practices are effective.

Q1. What corporate practices would you look for to assess the organization's inclusivity culture and practices? Consider both the reactive practices (i.e., those focused on the elimination of discrimination), as well as the proactive ones (i.e., those focusing on enhancing the climate of inclusiveness and belonging for everyone).

Q2. For each identified practice, how would you assess its effectiveness? What would you measure to understand whether the organization is truly inclusive?

Q3. What specific actions could be taken by leaders to increase corporate inclusiveness?

¹ Students can choose an organization, or the teacher can assign an organization that students should investigate.

Q4. Which of these learnings can you apply in your own teamwork?

Upon completion of your work, prepare a written report providing complete answers to the four questions. In addition, you are responsible for developing a 5-minute class presentation overviewing your work.

Grading

Grades will be based on:

- the quality, depth, comprehensiveness, and realism of your analyses
- the potential transformational impact of your recommendations
- the quality of evidence used to present your arguments.

Recommended readings:

Lee, E. S., Szkudlarek, B., Nguyen, D. C., & Nardon, L. (2020). Unveiling the canvas ceiling: A multidisciplinary literature review of refugee employment and workforce integration. *International Journal of Management Reviews*, 22(2), 193-216.

Szkudlarek, B., Roy, P., & Lee, E. S. (2022). How Multinational Corporations Can Support Refugee Workforce Integration: Empathize Globally, Strategize Locally. *AIB Insights*, 22(3), 1-5. <https://insights.aib.world/article/32998-how-multinational-corporations-can-support-refugee-workforce-integration-empathize-globally-strategize-locally>

Supplementary video on the concept of Canvas Ceiling:

<https://www.youtube.com/watch?v=HI4Q2NNvL4c>