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Inclusive Leadership Training: Becoming a Successful Leader

The following resources were provided within the course by the instructors and by fellow learners in various runs of the course.

Section 1: 21st Century Leaders

Article: *"Building up the people who aren't natural leaders but who have qualities that can serve our organizations and our communities"*

Rob Asghar, "[Why Followership Is Now More Important Than Leadership](#)," *Forbes*, January 17, 2016.

Article: *Six global leaders discuss leading into the future*

Dominic Barton, Andrew Grant, and Michelle Horn, "[Leading in the 21st Century](#)," *McKinsey Quarterly*, June 2012.

Article: *"They're kind without being weak"*

Travis Bradberry, "[6 Things Great Leaders Do Differently](#)," *Forbes*, January 13, 2016.

Article: *What do people want in a leader?*

Chad Brooks, "[Integrity and Fairness Matter Most in a Leader](#)," *Business News Daily*, September 26, 2016.

Article: *Leaders are human too*

Ron Carucci, "[Great Leaders Know They're Not Perfect](#)," *LiveMint*, December 30, 2015.

Infographic: *Intentional leadership and inclusion*

Catalyst, "[The Road to Inclusion Begins With Intentional Leadership](#)" (November 11, 2013).

Video: *What is inclusion and why does it matter to leadership?*

"[Inclusive Leadership](#)," YouTube video, 2:21, posted by "Knowledgenetwork," November 1, 2011: (Video, Ernst & Young Global Vice Chair Beth Brooke talks Nov. 1, 2011, at Thunderbird School of Global Management).

Article: *Inclusive leadership is key to success*

Douglas LaBier, "[Why Humble, Empathic Business Leaders Are More Successful](#)," *The Huffington Post*, October 24, 2014.

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Article: *The benefits of humility*

Jeanine Prime and Elizabeth Salib, "[The Best Leaders Are Humble Leaders](#)," *Harvard Business Review*, May 12, 2014.

Article: *The value of inclusive leadership*

Rebecca Shambaugh, "[Why Inclusive Leadership Is So Important](#)," *The Huffington Post*, August 11, 2016.

Video: *The "Dancing Guy"*

Derek Sivers, "[How to Start a Movement](#)," *TED*, February 2010.

Section 2: Unconscious Challenges & Otherness

UNCONSCIOUS BIAS AND STEREOTYPES

Article: *The impact of name-blind recruiting*

Laura Allner, "[Will Name-Blind Recruitment Stop Race Discrimination?](#)," *Personnel Today*, December 1, 2015.

Blog: *How gender stereotypes affect men*

Noah Aronin, "[Using Outdated Gender Stereotypes Hurts Men Too](#)," *The Times of Israel*, December 11, 2013.

Article: *A focus on the tech industry*

Sean Captain, "[Analyzing the Subtle Bias in Tech Companies' Recruiting Emails](#)," *Fast Company*, December 8, 2015.

Infographics: Combatting unconscious bias

Catalyst, [How to Combat Unconscious Bias as an Individual](#), (2015).

Catalyst, [How to Combat Unconscious Bias as a Leader in Your Organization](#), (2014).

Article: *Diversity plus inclusion*

Christine Comaford, "[How To Work With Unconscious Bias In Your Organization](#)," *Forbes*, June 25, 2016.

Article: *Research and solutions to lessen bias and stereotypes*

Adam Grant and Sheryl Sandberg, "[When Talking About Bias Backfires](#)," *The New York Times*, December 6, 2014.

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Article: *Man in Michigan stopped for walking with hands in his pockets during winter because he is black*

Laura Mandaro, "[Man, Cop Film Stop for Walking with Hands in Pockets](#)," USA Today, December 3, 2014.

Article: *Bias can be hard to conquer, but it doesn't mean we stop working at it*

Sendhil Mullainathan, "[Racial Bias, Even When We Have Good Intentions](#)," *The New York Times*, January 3, 2015.

Article: *Resume bias experiment results from around the world*

Max Nisen and David Yanofsky, "[Rich Countries and the Minorities They Discriminate Against, Mapped](#)," *Quartz*, December 3, 2014.

Article: *Word choice reduces applicant pool*

Aimee Picchi, "[Where Does Gender Bias Start? In the Job Ads](#)," CBS News, September 20, 2016.

Video: *10 minute crash course*

"[Prejudice & Discrimination: Crash Course Psychology #39](#)." YouTube video, 9:53, posted by "CrashCourse," November 17, 2014.

Article: *Societies continue to hold rigid gender stereotypes for men*

Emily Alpert Reyes, "['Men are Stuck' in Gender Roles, Data Suggest](#)," *Los Angeles Times*, December 26, 2013.

Blog: *Writer did not get the job because she was missing "grey hair and a beard"*

Aarti Shyamsunder, "[When Stereotypes Are Disguised as 'Professional' Advice](#)," Catalyzing, February 20, 2014.

Article: *Companies signing up for new "blind" recruitment program*

Fiona Smith, "[Anonymous Recruitment Aims to Stamp out Bias, but can it Prevent Discrimination?](#)" *The Guardian*, July 4, 2016.

Article: *Everyone has unconscious biases*

Madhumita Thakur, "[Do You Also Suffer From Unconscious Bias?](#)," *The Times of India*, November 5, 2012.

Article: *Training alone won't solve the problem*

Mark Toner, "[Unconscious Bias Training Is Not Enough](#)," *Women's Agenda*, December 21, 2015.

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Video: *Everything you've wanted to know about unconscious bias in a one-hour long video*
"Unconscious Bias @ Work, Google Ventures," YouTube video, 1:02:50, posted by "Google Ventures," September 25, 2014.

Article: *The resume bias experiment discussed by Deepali and Emily in the unconscious bias video*
Martin Wood, Jon Hales, Susan Purdon, Tanja Sejerssen and Oliver Hayllar, "A Test for Racial Discrimination in Recruitment Practice in British Cities," Department for Work and Pensions (2009).

OTHERNESS

Infographic: *Otherness*
Catalyst, *It's Not Easy Feeling Different* (2014).

Infographic: *How people hide parts of who they are, including appearance, affiliation, advocacy, and association*
Catalyst, *What Is Covering?* (2014).

Video: *TED video looks at hiding identities and the negative impact*
Christie Smith, "It's Time to Get Under the Covers," YouTube video, 16:05, posted by "TEDx Talks," December 9, 2014.

Section 3: Getting to Inclusive Leadership

Article: *Looking at the impact of leadership commitment in workplaces in Australia*
Juliet Bourke, "Getting Personal About Committing to Diversity," Catalyzing, July 3, 2014.

Report: *Explores the striking similarities across most countries in how employees characterize inclusion*
Jeanine Prime and Elizabeth R. Salib, *Inclusive Leadership: The View From Six Countries* (Catalyst, 2014).

Additional Articles Around the EACH Attributes:

EMPOWERMENT

Bill George, "Are You An Empowering Leader?," *The Huffington Post*, October 6, 2015.

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Marshall Goldsmith, "[Empowering Your Employees to Empower Themselves](#)," *Harvard Business Review*, April 23, 2010.

Drew Hendricks, "[6 Ways To Empower Your Employees With Transformational Leadership](#)," *Forbes*, January 27, 2014.

Øyvind L. Martinsen and Stein Amundsen, "['Empowering Leadership' Improves Firm Productivity](#)," *LSE Business Review*, January 5, 2016.

Adam Toporek, "[How Employee Empowerment Impacts Culture](#)," *Talent Culture*, August 22, 2016.

ACCOUNTABILITY

Henry Browning, "[6 Keys to Becoming a Trusted Leader](#)," *Forbes*, March 27, 2012.

Michael Hyatt, "[How Real Leaders Demonstrate Accountability](#)."

Arinya Talerngsri, "[Becoming an 'Outward Mindset' Leader](#)," *Bangkok Post*, September 26, 2016.

COURAGE

Kholwaphi Dlamini-Mdziniso, "[Courage, a Fundamental Trait of Leadership](#)," *Swazi Observer*, January 12, 2016.

Susan Pearce, "[Courage, The Most Important Leadership Virtue](#)," *The Huffington Post*, June 2, 2016.

Steve Tobak, "[8 Ways to Be a Courageous Leader](#)," *Inc.*, February 15, 2013.

Sandra Ford Walston, "[Courageous Leadership—Dare To Take Control](#)," *Training Industry*, November 3, 2011.

HUMILITY

Zachary Feder and Khatera Sahibzada, "[Turns Out, Humility Offers a Competitive Advantage](#)," *Entrepreneur*, October 10, 2014.

"[Humility: Your No. 1 Leadership Asset for 2016](#)," *Industry Week*, January 7, 2016.

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Joann Lublin, "[The Case for Humble Executives](#)," *Wall Street Journal*, October 20, 2015.

Gwen Moran, "[6 Ways Humility Can Make You A Better Leader](#)," *Fast Company*, August 11, 2014.

Gadadhara Pandit Dasa, "[Humility in Leadership](#)," *The Huffington Post*, October 27, 2014.

Section 4: Pulling It All Together

Video: Brené Brown on vulnerability

Brené Brown, "[The Power of Vulnerability](#)," TED, June 2010.

Article: *Courage and accountability are critical*

Kathy Caprino, "[Has Accountability Died In Our Culture? Reviving It, Courageously](#)," *Forbes*, September 7, 2016.

Video: Amy Cuddy's "inspiring and motivating" talk

Amy Cuddy, "[El Lenguaje Corporal Moldea Nuestra Identidad](#)," TED, June 2012.

Article: "Give them space" and other tips

Julie Ellis, "[10 Tips On How To Empower And Engage Your Employees](#)," *Talent Culture*, May 5, 2016.

Article: *Could be interesting; the survey finds Humility as top answer*

Leslie Gaines-Ross, "[What Executives Value in their CEOs](#)," *Harvard Business Review*, March 5, 2015.

Video: Seth Godin's "amazing explanation"

"[Seth Godin on the Difference Between Leadership and Management](#)," YouTube video, 7:11, posted by Radicals4J, August 28, 2013.

Video: *To understand "unconscious bias" is very useful. You should watch this TEDx video*

Hideshi Hamaguchi, "[Break the Bias](#)," TEDxPortland 2012, May 23, 2012.

Article: *Awareness is first step*

Kelly Long, "[How to Recognise and Overcome Your Unconscious Bias](#)," *The Guardian*, December 14, 2016.

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Video: *Stanley McChrystal's on leadership*

Stanley McChrystal, "[Listen, Learn...Then Lead](#)," TED, March 2011.

Article: *See how unconscious bias impacts the workplace*

Suzanne Price, "[Think Slow: How Unconscious Bias Impacts the Workplace](#)," *Price Global/BCCJ*, April 2014.

Video: *This video is about Engagement: in relation to the EACH attributes, is it Empowerment or Accountability? The video is a perfect description of my workplace!!*

Root Inc., "[E is for Engagement - an Animated White Paper](#)," September 8, 2014.

Article: *I see EACH being at the core of many of these points*

Tony Schwartz and Christine Porathmay, "[Why You Hate Work](#)," *The New York Times*, May 30, 2014.

Video: *Awesome way to teach the message of diversity and inclusion.... This is pretty interesting, probably a good example of unconscious bias*

"[Skeletons Hug, Kiss, And Dance Before A Crowd](#)," Dibly.

Video: *I would like to share the following video: a TED talk by Roselinde Torress on "what it take to be a great leader." Hope you'll enjoy and learn from it.*

Roselinde Torres, "[What it Takes to be a Great Leader](#)," TED, February 19, 2014.

Article: *A principal explains how she transformed her school culture*

Vicki Zakrzewski, "[How to Cultivate Humble Leadership](#)," *Greater Good*, February 9, 2016.

Article: *Interesting article about a company president recognizing her own bias*

Katharine Zaleski, "[Female Company President: 'I'm Sorry to All the Mothers I Worked With'](#)," *Fortune*, March 3, 2015.

Articles: *Check out the [Leadership section](#) of the Harvard Business Review. An excellent resource!*



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