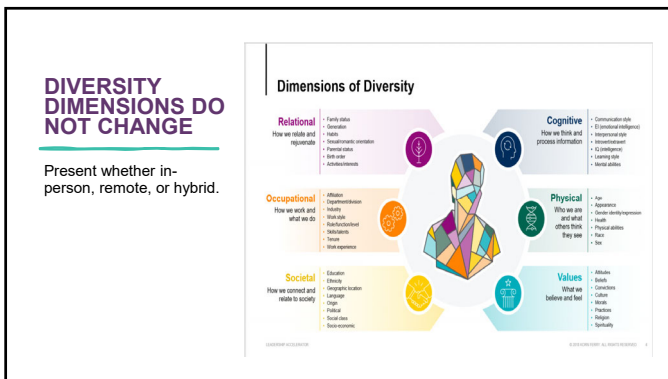




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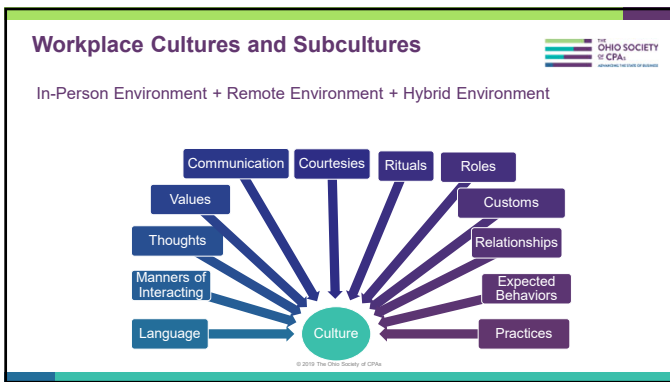
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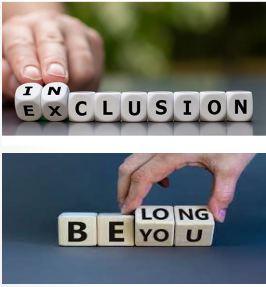
Cues and Challenges: In-Person Environment

1. Gossip and social exclusion
2. Unfair differential treatment
3. Coaching and mentorship
4. Access to growth opportunities
5. Undermining
6. Biases and stereotyping
7. Micro-aggressions
8. Micro-managing

Who's In and Who's out highly visible

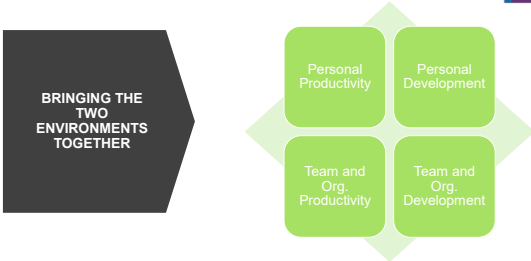
6

Cues and Challenges: Remote Environment



1. Unfair differential treatment
2. Micro-managing
3. Learning and development
4. Coaching and mentorship
5. Access to growth opportunities
6. Fewer social interactions
7. Fewer organic collaborative sessions
8. Tribal knowledge (unwritten norms)
9. Hidden conflict

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BRINGING THE TWO ENVIRONMENTS TOGETHER

Personal Productivity Personal Development

Team and Org. Productivity Team and Org. Development

What works for personal productivity and development may not promote team and organizational productivity and development.

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CONSOLIDATED CHALLENGES

- Gossip and social exclusion
- Unfair differential treatment
- Coaching and mentorship
- Access to growth opportunities
- Undermining
- Biases and stereotyping
- Micro-aggressions
- Micro-managing
- Learning and development
- Fewer social interactions
- Fewer organic collaborative sessions
- Tribal knowledge
- Hidden conflict
- Less certainty and more speculation around performance management
- Harder onramp for new employees and promotees
- Biases can have greater impact
- Less opportunity for discovery of hidden talent
- Creating team cohesion takes more time and effort, further adding to leader demands

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LEADERSHIP BEHAVIORS


- 1. Commitment
- 2. Bias Awareness
- 3. Courage
- 4. Curiosity
- 5. Cultural Competence
- 6. Structured Collaboration



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COMMITMENT

- Investment of time and energy signals commitment
- Motivations
 - Belief in the business case
 - Belief that creating a welcoming culture begins with them
 - Personal values (e.g., deep-seated sense of fairness)
 - Personal experience
 - Strong sense of personal responsibility for change



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BIAS AWARENESS

- Understand impact of biases
- Identify own biases
- Learn ways to counteract bias influence personally and organizationally
- Be especially alert to self-cloning




WE NATURALLY FORM AFFINITY WITH THOSE MOST LIKE US

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COURAGE

- ❑ Challenge entrenched organizational attitudes and practices that yield homogeneity
- ❑ Might be politically or culturally unpopular
- ❑ Acknowledge personal limitations
- ❑ Admit you don't have all the answers
- ❑ Seek contributions from others



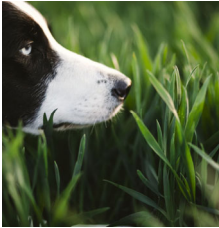
Nelson Mandela: "Courage is not the absence of fear, but the triumph over it. The brave man is not he who does not feel afraid, but he who conquers that fear."

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CURIOSITY

- ❑ Open-mindedness
- ❑ Passion for learning
- ❑ Desire for exposure to different ideas.
- ❑ Hunger for other perspectives
- ❑ Respectful questioning
- ❑ Active listening
- ❑ Minimization of blind spots
- ❑ Synthesized ideas
- ❑ Improved decision-making



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CULTURAL COMPETENCE

- ❑ Moves beyond "book" knowledge
- ❑ Ability to adapt styles in response to different cultural norms
- ❑ This requires:
 - ❖ An understanding of other cultures
 - ❖ Self-awareness of own culture
 - ❖ Recognize how cultural lenses shape worldviews
 - ❖ Recognize how cultural lenses influence expectations of others
- ❑ Example:
 - ❑ Natural style: extroverted, demonstrative leader
 - ❑ Cultural environment: reserved
 - ❑ Style adaptation: slower, more regulated pace

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STRUCTURED COLLABORATION

- ❖ Design team composition and team processes
- ❖ Team dynamics including sub-teams
- ❖ Create "one team" atmosphere
- ❖ Cultivate group identity and shared goals
- ❖ Mutual understanding of other's knowledge and capabilities.

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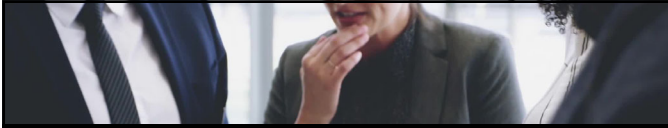
LEADERSHIP SUPPORT

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RETHINKING LEADERSHIP SUPPORT

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**INCLUSIVE LEADERSHIP IN A
HYBRID ENVIRONMENT**

NOT FOR THE FAINT OF HEART
