



Inspire Inclusion

Inclusive Leadership



ESTHER MOLLEMA

DIRECTION
HPO CENTER



GENERAL INFO

- We will send you the slide deck of today
- You can always mail me with questions or comments: mollema@dir.nl



OUTSIDE IN

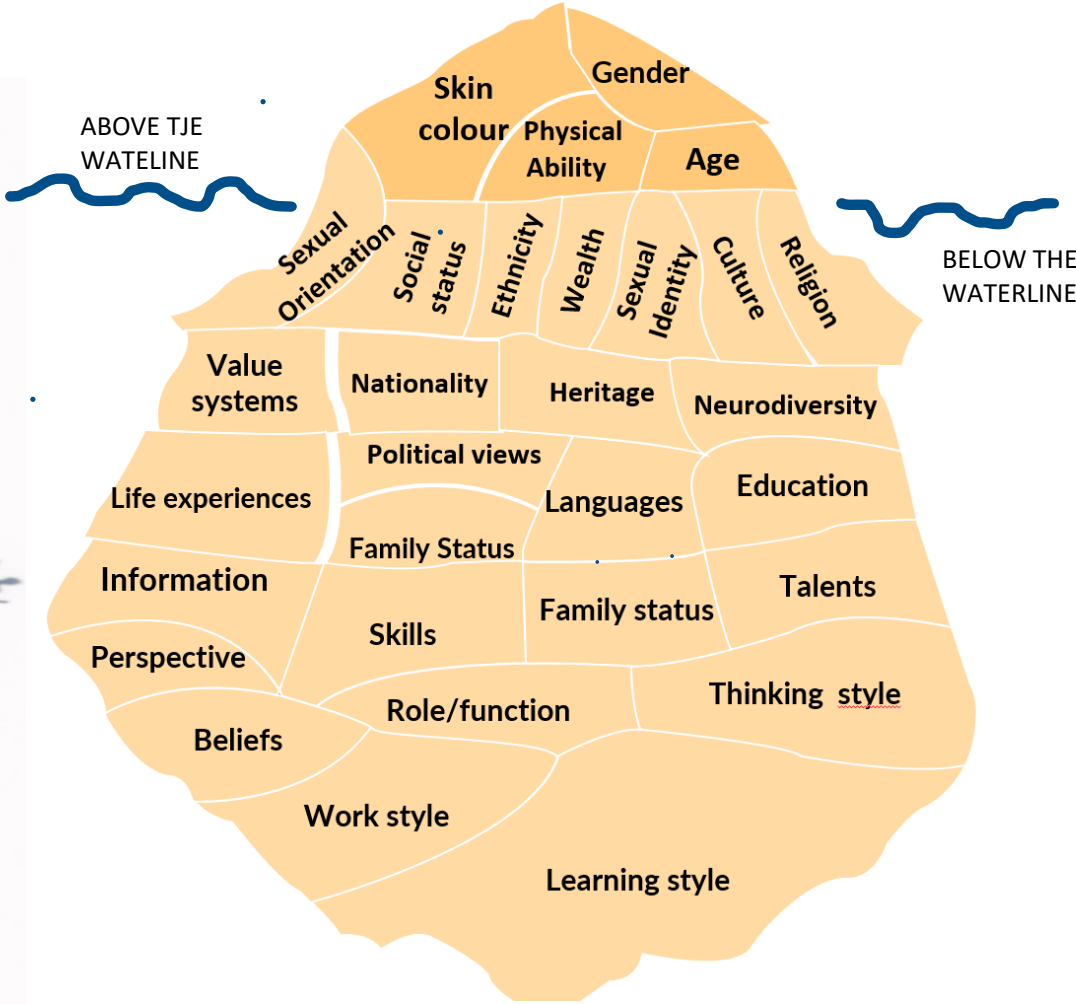
TO FULLFILL THE NEED OF SOCIETY FOR SUSTAINABLE SOLUTIONS TO GLOBAL CHALLENGES YOU NEED A TU DELFT THAT RUNS WITH THE BEST RESULTS FOR ALL STAKEHOLDERS AND WITH THE HIGHEST REPUTATION IN SOCIETY

- CULTURE OF COLLABORATION AND INCLUSION
- LEADERS THAT DEVELOP TRUST, VISION AND PERSONAL GROWTH

Women are often the largest victims and the solution to many of the global challenges – count her in

WHY IS THIS SO HARD?

ALL HANDS ON DECK

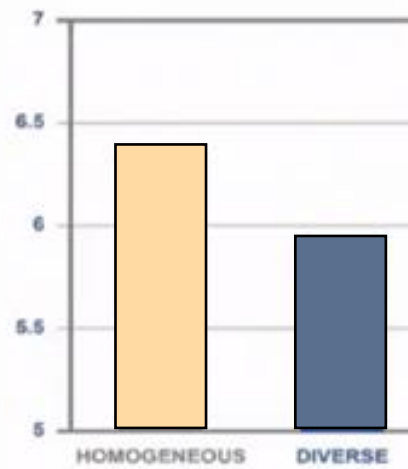


ICEBERG OF DIVERSITY

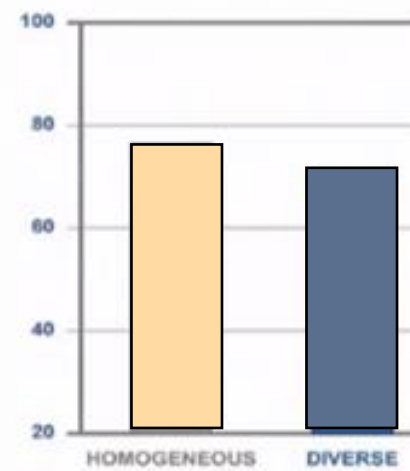
UNDERSTANDING THE MECHANISMS: DIVERSITY WORKS... BUT IT MAY NOT FEEL LIKE IT



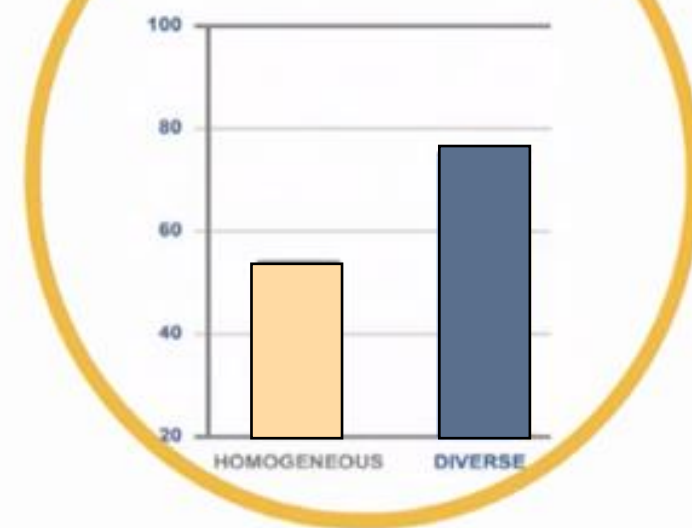
Perceived Effectiveness



Confidence



Task Performance



Source: Philips, Liljenquist & Neale, 2009

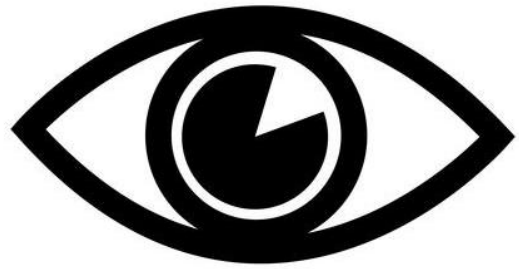


YOU MAKE 100.000+ DECISIONS A DAY

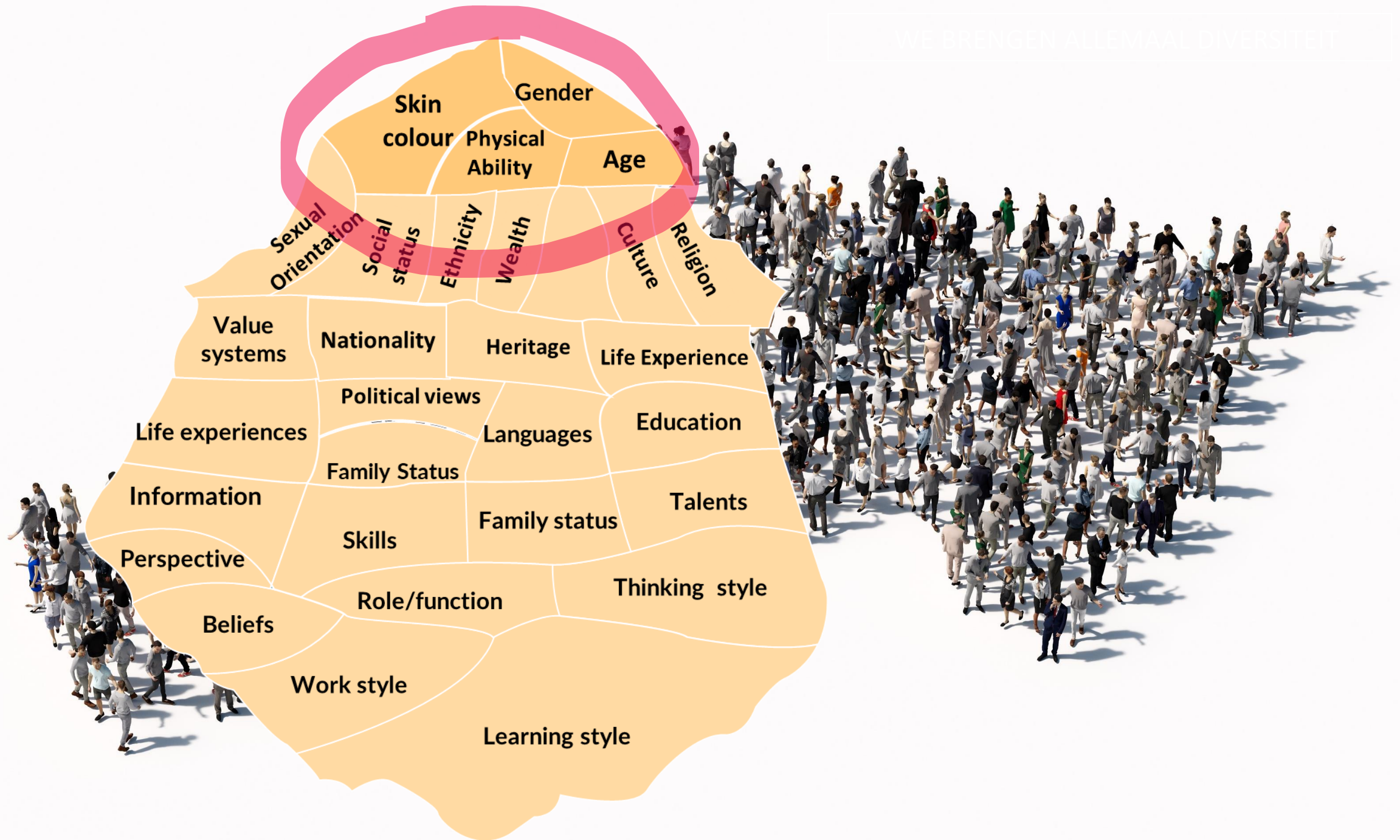
95% UNCONSCIOUS, AUTOMATIC, YOU ARE NOT EVEN AWARE OF THESE

5% OF YOUR DECISIONS ARE CONSCIOUS

WHAT TRIGGERS BIAS?



WE BRENGEN ALLEMAAL DIVERSITEIT





DIRECTION MINDBUGTEST RESULTS

RESULTS DIRECTION MINDBUGSTEST

GENDER

N = 18,621

96%



81%

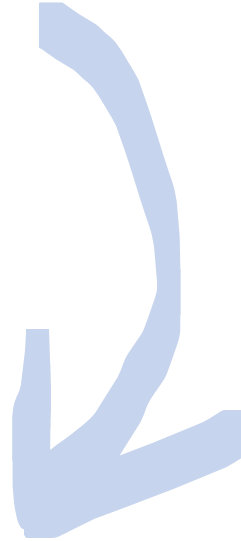
CONSCIOUS : I DO NOT
DIFFERENTIATE BY GENDER OR
SKIN COLOR FOR LEADERSHIP
POSITIONS

UNCONSCIOUS: I HAVE A
BIAS TOWARDS MEN
AND/OR PEOPLE WITH
LIGHTER SKINS

SKIN COLOR

N = 3,230

98%



75%



66 COUNTRIES TESTED ON WOMEN
ADVANCING
IN THE WORKPLACE

NETHERLANDS SHOWS THE LARGEST
DISCREPANCY BETWEEN SELF IMAGE AND
TESTED BIAS

Source: David I. Miller, Alice H. Eagly,
Marcia C. Linn, 2014

BIAS IN JOB PERFORMANCE FEEDBACK

Gender bias

- Women are more often described as outspoken (7x) and unfriendly (11x).
- Men are more often described as having high self-confidence (3x) and being ambitious (3.7x).
- 46% of high-performing women receive critical and vague feedback compared to 2% of men.
- 88% of high-performing women receive feedback about their personality compared to 12% of men.

Source: Bias in Performance Feedback, Textio (2022)



ADJUSTING TO A
MASCULINE
NORM IS NOT A
REAL OPTION

CINE ▶ 0+00



CINE ▶ 0+00

Enforcing
DARING

ANALYTICAL

STRATEGY

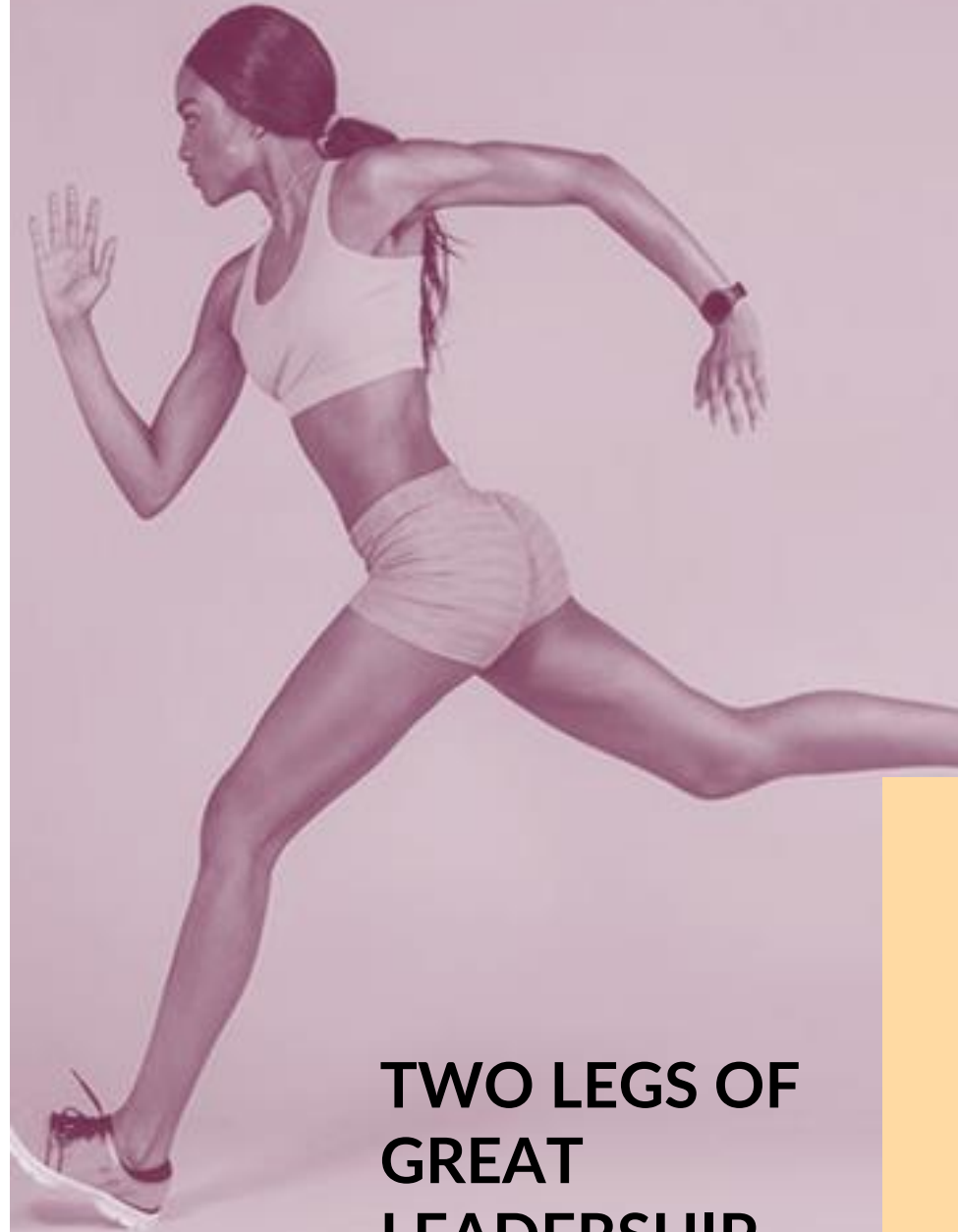
FOCUS

OVERVIEW AND
CONTROL

CREATING SPEED,
DECISIVENESS

CLARIFY DILEMMAS
& RESPONSIBILITIES

DECISIONS AROUND
NON/LOW ACHIEVERS



**TWO LEGS OF
GREAT
LEADERSHIP**

Compassionate
CARING

ENCOURAGING DIALOGUE

LISTEN, WARMTH, EMPATHY

INVOLVE, BUILD TRUST

INSPIRE

EXCHANGING KNOWLEDGE,
ALLOW LEARNING FROM
MISTAKES

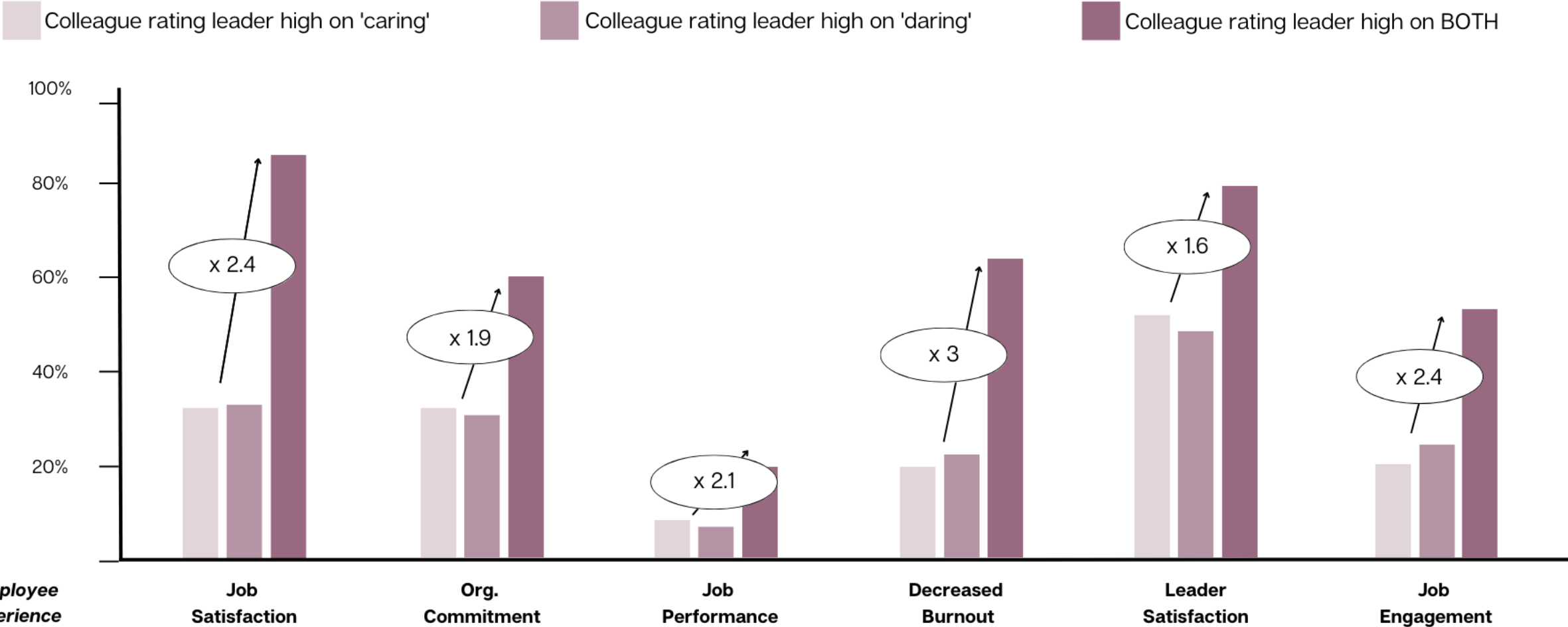
BUILDING DIVERSE TEAMS

WORKING TOGETHER,
CONTINUOUS
IMPROVEMENT

DEVELOPING YOURSELF &
YOUR TEAM

ROLE MODEL ON INCLUSIVE
HABITS

THE TWO OF GREAT LEADERSHIP: LEADING THE HUMAN WAY



Source: Hougaard & Carter, 2022



ONLY 1% OF
LEADERS ARE
RATED HIGH ON
BOTH DARING
AND CARING.

Source: Lieberman, HBR, (2013)

REFLECTION

WHAT IS CARING/ INCLUSIVE LEADERSHIP ABOUT?

- INVOLVEMENT WITH THE OTHERS IN THE TEAM
- SHARE IN GROUP DECISIONS
- FEEL RESPECTED AND VALUED
- PSYCHOLOGICAL SAFETY



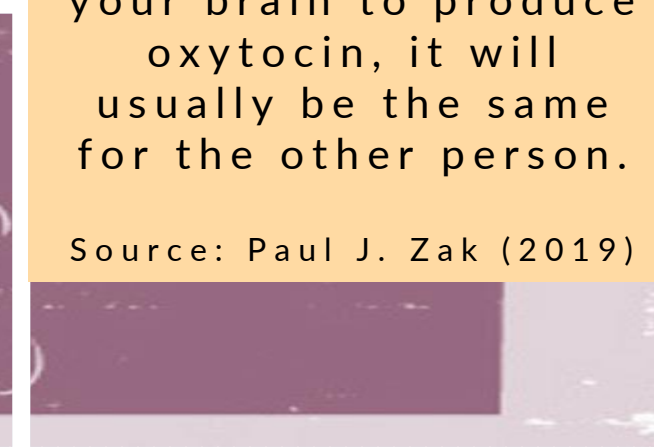


The human brain gives priority to processing social information.



The release of oxytocin is often mutual - if an interaction causes your brain to produce oxytocin, it will usually be the same for the other person.

Source: Paul J. Zak (2019)



**INCLUSION/ EXCLUSION/ SOCIAL ISOLATION
IS ALWAYS PICKED UP BY YOUR BRAIN
- EXCLUSION MAKES YOU LESS CAPABLE**





INCLUSION HELPS TO BUILD BETTER TEAMS

A SATISFIED TEAM = **100**
versus an
INSPIRED TEAM = **200**

Source: Bain & Company, (2020)

THE EFFECTS OF EXCLUSION/SOCIAL ISOLATION

The brain can no longer function optimally. Your brainpower "freezes."

1. Reduced intelligent thought and reasoning
2. Reduced pro-social behavior
3. Increased self-defeating behavior
 - more irrational, foolish and risky behavior
4. Impaired self-regulation
 - less self-control, more easily frustrated
5. Less sense of well-being, burnout, 30% increased chance of early death

DOWNWARD SPIRAL



LACK OF INCLUSION

LOSS OF MOTIVATION

LESS ENTHUSIASM

LESS OVERVIEW

LESS PRO-SOCIAL ACTIVITIES

LOWER PRODUCTIVITY

LESS EYE-CONTACT

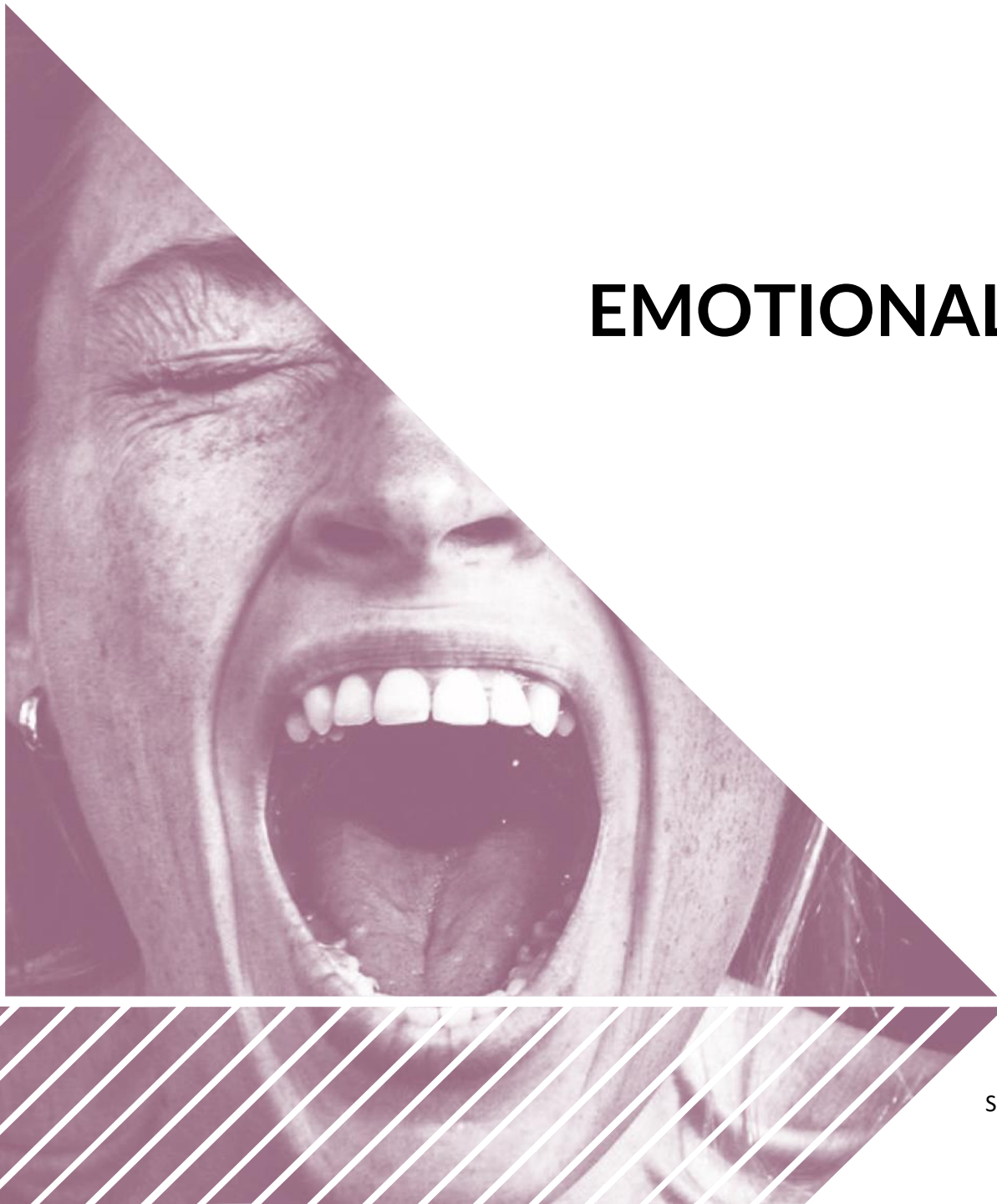
MORE RESISTANCE

MORE FRUSTRATION, MORE GOSSIP

HIGH LEVEL OF SICKNESS ABSENCE

....

EMOTIONAL PAIN = PHYSICAL PAIN



Source: Naomi Eisenberger, UCLA (2017)

REFLECTION:
HAVE YOU EVER FELT THE
PAIN OF EXCLUSION?



THE SIGNIFICANT INFLUENCE OF MANAGERS ON THEIR EMPLOYEES

- 9 OUT OF 10 LEADERS BELIEVE THEIR ORGANIZATION POSITIVELY IMPACTS EMPLOYEES' MENTAL HEALTH.

Sources: The Workforce Institute, (2023)

and

- 70% OF ALL EMPLOYEES INDICATE THAT THEIR MANAGERS HAVE A GREATER IMPACT ON THEIR MENTAL HEALTH THAN THEIR PARTNER.

Sources: Glaso et al., 2010, Workforce Institute, (2023)

THE COST OF BAD BEHAVIOR



EXPLICIT
VIOLENCE

DISCRIMINATION,
HARASSMENT,
THREATENING, MANIPULATION,
DEGRADATION, VICTIM SHAMING

MICRO-AGRESSIONS:
JOKES, COMMENTS, EXCLUSION, NOT
RECEIVING CREDIT, BLAMING

EVERYDAY BIAS, PRIVILEGES, SOCIAL NORMS
OF ENTITLEMENT

Tolerance of the behaviors at the bottom support or excuses those higher up.

To change outcomes, we must change our everyday behavior and habits.

A close-up photograph of a smiling man with a beard, wearing a blue shirt, holding a smartphone. The phone's screen is white and displays two lines of text in a bold, black, sans-serif font. The background is a soft, out-of-focus green. At the bottom of the phone's screen, there is a small, solid orange square.

**HABITS ARE
CONTAGIOUS.**

**IT IS ABOUT
THE MICRO
MOMENTS.**

	PASSIVE verbal/non-verbal	ACTIVE verbal/non-verbal
LOW POWER / STATUS	<ul style="list-style-type: none"> • Not introducing a newcomer • Avoiding someone 	<ul style="list-style-type: none"> • Belittling others' efforts • Talking disrespectfully about others
SOME POWER/STATUS	<ul style="list-style-type: none"> • Not listening, showing little interest • Checking your mobile in meetings • Withholding information 	<ul style="list-style-type: none"> • Interrupting conversations • Acting irritated when someone asks for a favor • Spreading rumors about others, gossip
HIGH POWER/STATUS/ PRIVILEGES	<ul style="list-style-type: none"> • Showing up late or leaving a meeting early without explanation • Fail to recall agreements made • Sending bad news by e-mail • Leaving things intransparent • Remaining silent in important moments 	<ul style="list-style-type: none"> • Showing preference for <i>mini-me's</i> • Stereotyping others • Making derogatory remarks/jokes • Intimidation • Cutting off conversations • Throwing temper tantrums

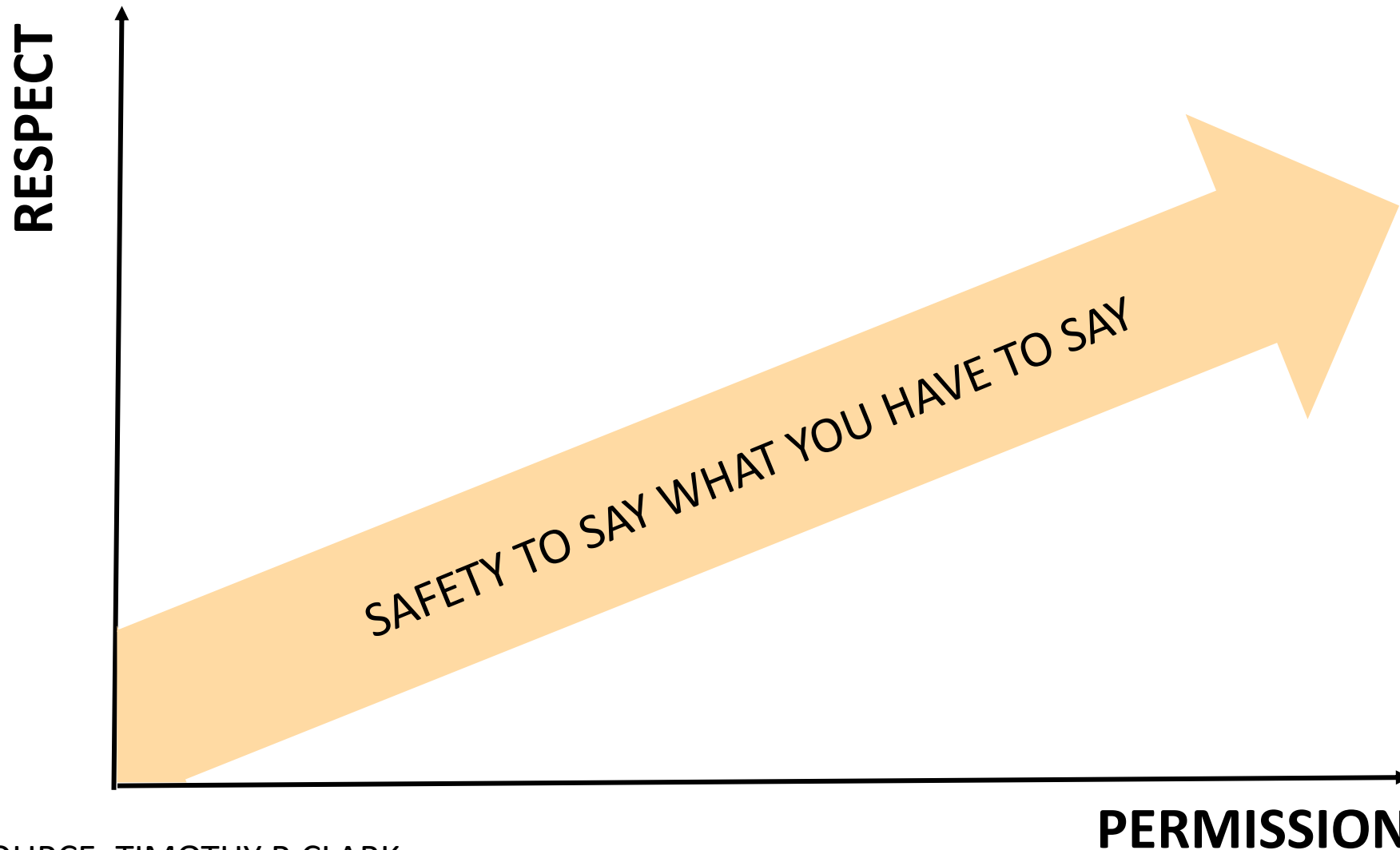




“PSYCHOLOGICAL SAFETY IS BELIEVING YOU CAN BE CANDID.”

Source: Amy Edmundson, 2023

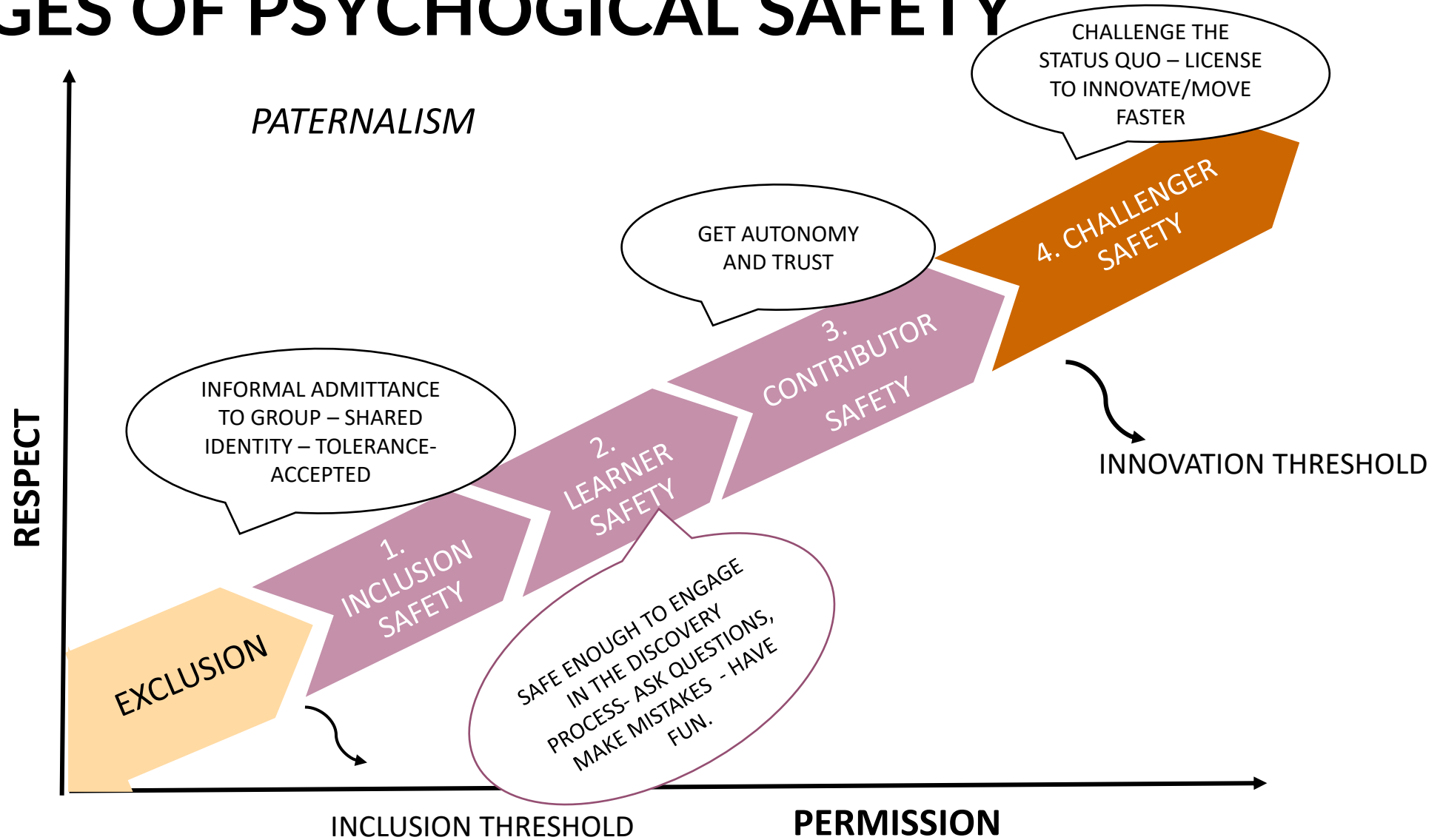
STRONG TEAMS START WITH PSYCHOLOGICAL SAFETY



EFFECTS:

- ENGAGEMENT
- COLLABORATION
- LEARNING
- QUALITY
- PERFORMANCE
- INNOVATION

THE 4 STAGES OF PSYCHOLOGICAL SAFETY



SOURCE: TIMOTHY R. CLARK

PSYCHOLOGICAL SAFETY

"Aren't we going too far now? We do have a performance culture here."

A safe environment...

Is not warm and cozy -
IT'S CHALLENGING THE STATUS QUO

Is not seeking agreement -
IT'S PROMOTING PRODUCTIVITY
BY DISAGREEING

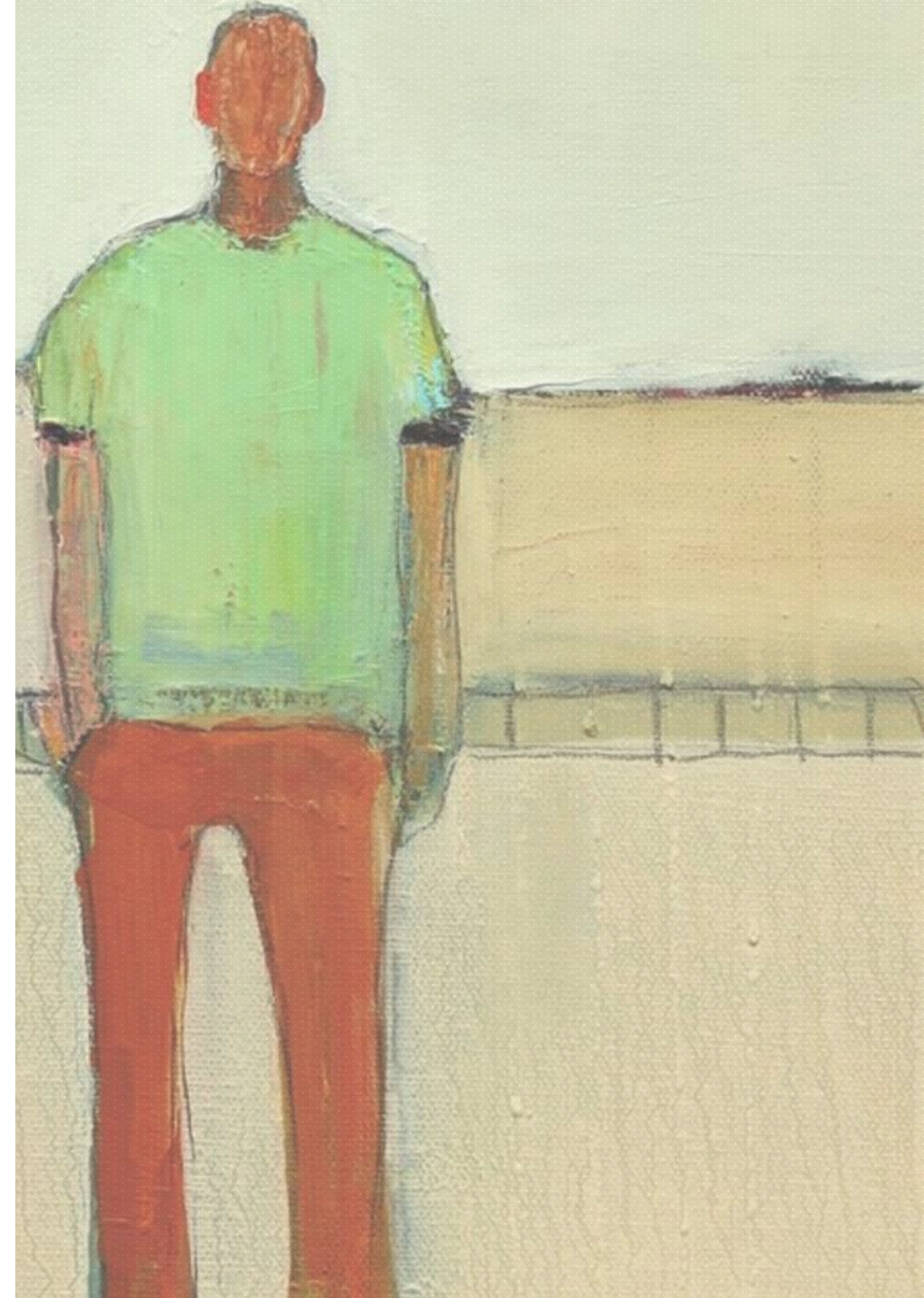
Is not a lack of accountability -
IT'S HOLDING EACH OTHER
ACCOUNTABLE



WORKING TOWARDS INCLUSION

ASK YOURSELF AT THE START OF EVERY DAY:

- WHO CAN I HELP TODAY ?
- WHO CAN I EMPOWER TODAY?

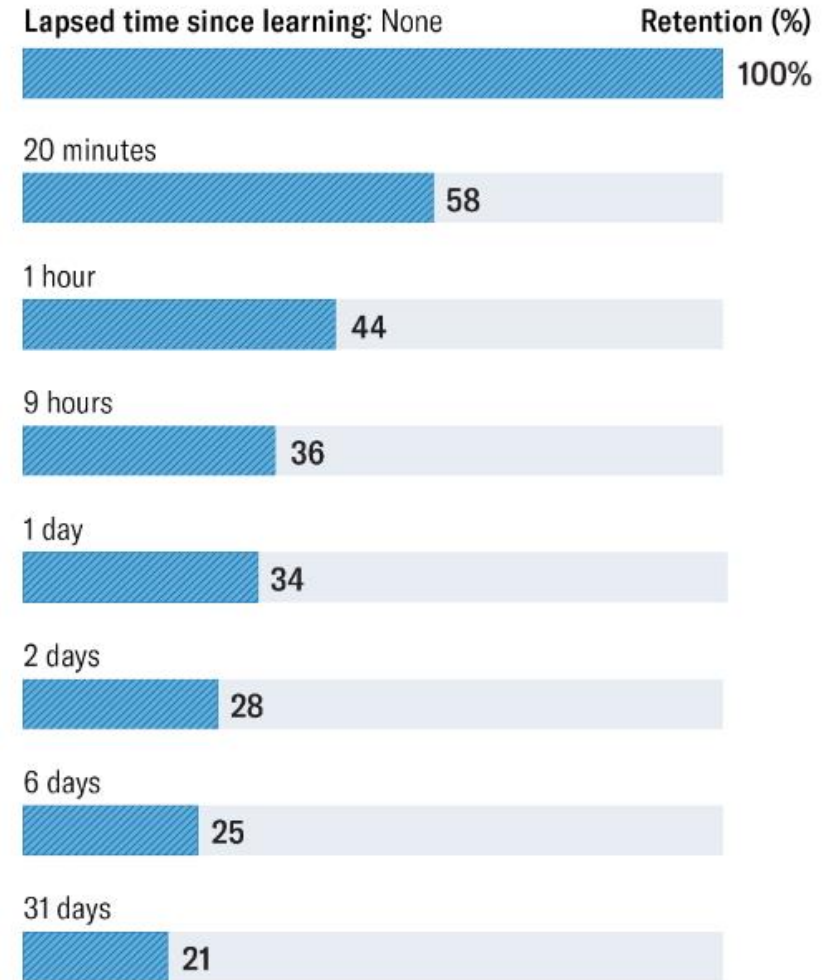


USE IT OR LOSE IT: OUR BRAINS QUICKLY FORGET WHAT WE DON'T USE

1. What is the core of what you learned today?
2. What and how can you apply this to real-world situations immediately? Keep it simple.
3. What is your first, easy 66 day challenge?
4. What are you going to discuss in your team?

The Forgetting Curve

If new information isn't applied, we'll forget about 75% of it after just six days.



Source: Hermann Ebbinghaus

DANK!



✓ Esther Mollema

★ High Performance ★ Inclusion
★ Diversity & Unconscious Bias...



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