

Inclusive Leadership

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Jina is a consultant and speaker on diversity, inclusion & culture. She has created, developed and delivered a variety of keynotes, conference sessions, webinars and other training, as well as facilitated meetings, retreats and workshops - all designed to be engaging, practical, immediately applicable to real-world situations. She is a story-teller and draws from her unique background and mix of work experiences to offer examples and share insights. She speaks candidly about her experiences, sharing the lessons that helped her understand the importance and value of authenticity, curiosity and individuality, and how she fueled it to grow her personal brand.

Most recently she was Director - Diversity & Inclusion (D&I) for Grant Thornton LLC (GT), a national CPA firm. She managed the firm's D&I team, responsible for developing & implementing GT's national D&I strategy. In her role, she partners with firm leaders and collaborates across business lines to create, promote and implement D&I initiatives and programs.

Before joining GT, she was Principal Consultant at EtiennePartners (EP), a boutique consulting firm that offered a unique strategy development, workshops & coaching to leaders, executives and entrepreneurs. She was previously President & CEO of the National Association of Black Accountants, Inc. (NABA), a nonprofit membership association dedicated to bridging the opportunity gap for black professionals in the accounting & finance.



A leader is the one in the charge,
the person who convinces other
people to follow.

A great leader inspires
confidence in other people and
moves them to action.



"As we look ahead into
the next century,
leaders will be those
who empower others."

~ Bill Gates

"The only definition of
a leader is someone
who has **followers**."

~ Peter Drucker

"Leadership is **influence** -
nothing more, nothing less."

~ John Maxwell

"Leadership is the
capacity to translate
vision into reality."

~ Warren Bennis



Inclusive Leadership

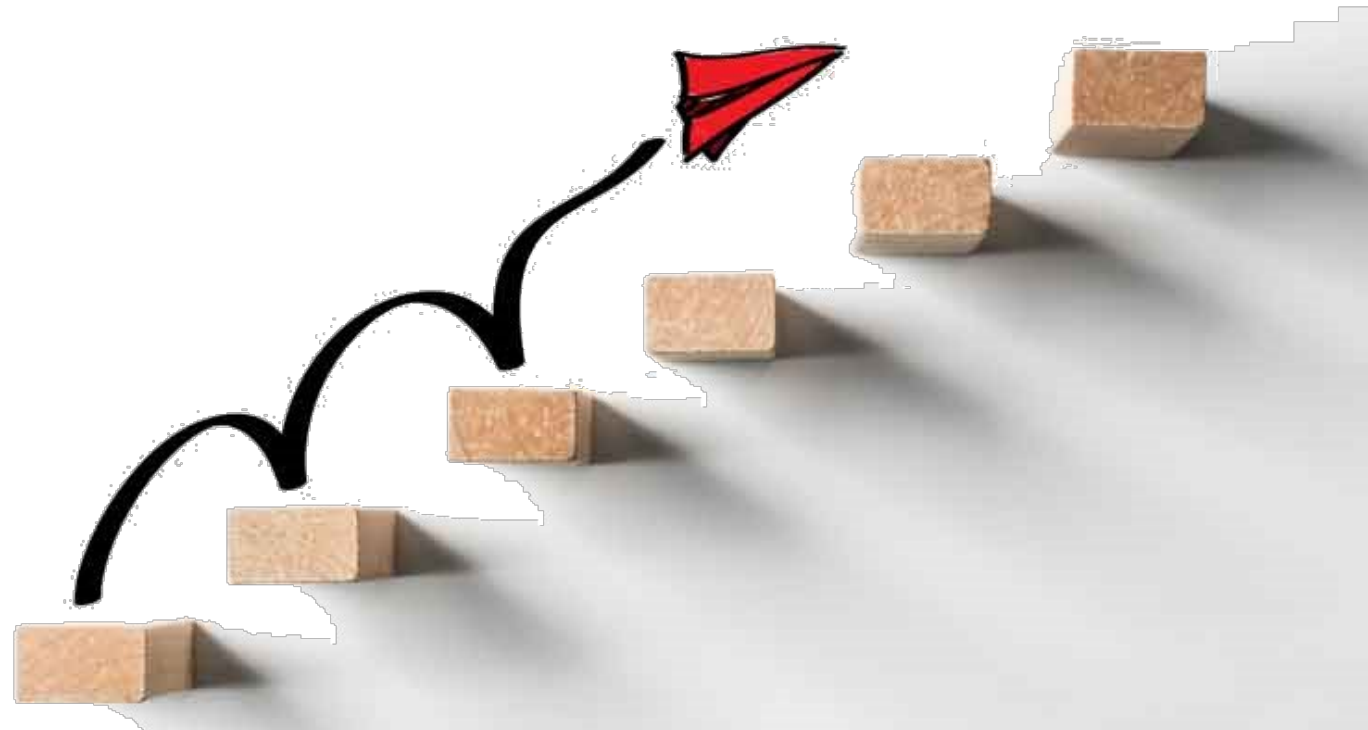
Inclusive leaders foster an environment where everyone is respected, treated fairly and invited to contribute equally.

- Seeks out and value different perspectives and backgrounds
- Creates spaces where people feel safe speaking up
- Models vulnerability and authenticity
- Committed to equity
- Recognizes and values different perspectives and experiences
- Respects different cultures and traditions
- Holds others accountable



Organizational Intention: *Why* D&I?

- Organizational *why*
 - Organizational performance
 - War for talent
- Leadership *why*
 - Team engagement & performance
 - Strengthen trust
- Individual *why*
 - Personal & professional growth
 - Stronger workplace relationships





Alignment of Values

Organizational Values

- Guiding principals and philosophies
 - How employees work together to achieve the company's mission
- Standard for engagement and workplace interactions
- Guides workplace day-to-day actions, decisions and behaviors

Personal Values

- Core beliefs
- Source of inspiration and motivation
- Guide our actions, decisions and behaviors day to day
- Influences our choices
- Provide context for our goals





Action Over Intention

- Leadership actions and behaviors telegraph unspoken intentions, both supportive or potential harmful
- Communicating intention can be a motivating force
 - Can inspire if shared, or possible discourage if unsaid
 - Potential to build “stickiness” with clients
 - Strengthens and reinforces brand
- Alignment of purpose and intention
 - Powers employees to connect work with their purpose
 - Builds trust in D&I vision and commitment
 - Reinforces efforts to help maintain lasting momentum





Inclusive Workplace Culture

An environment that values, appreciates and welcomes employees of all backgrounds and diverse characteristics. It does not strive to ignore differences or adopt a colorblind mindset. Employees feel respected for their differences. It helps encourage all employees to follow the same standards.



What is Culture?

"the set of shared attitudes, values, goals and practices that characterizes an institution or organization."

~Merriam-Webster

- Behaviors of leadership and management
- Day-to-day interactions with colleagues
- Communication styles - of co-workers and across the organization
- Impact of company policies and business practices
- Perceived value of employee programs and benefits
- Perceived fairness of HR practices and policies
- Office design and physical environment



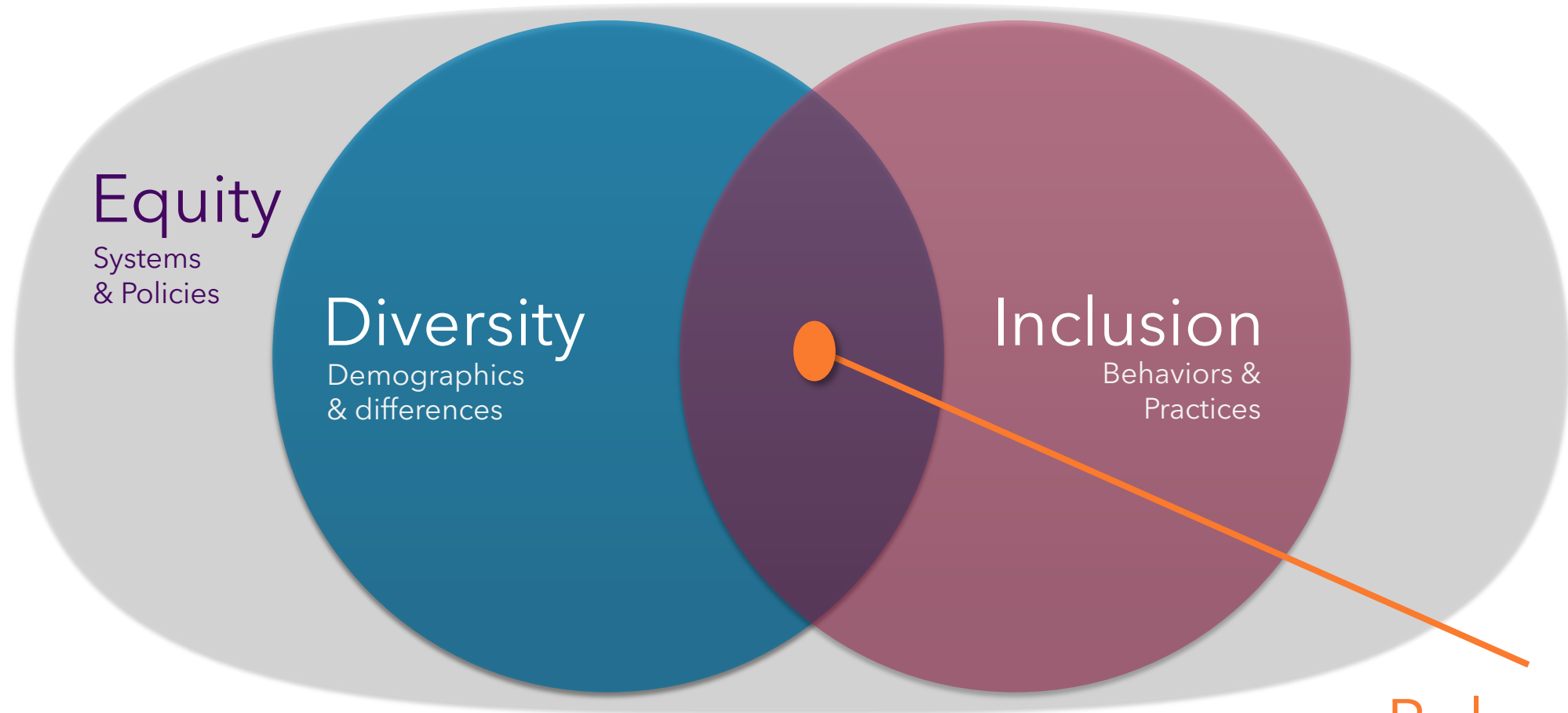
inclusion is not just a feeling, nor a static state. It is continuously created and reinforced—or undermined—through everyday conversations, meetings, leadership behaviors, managerial practices, and corporate policies.

More Than A Feeling: Measuring Workplace Inclusion

by Mary Young



WORKDESIGN
MAGAZINE

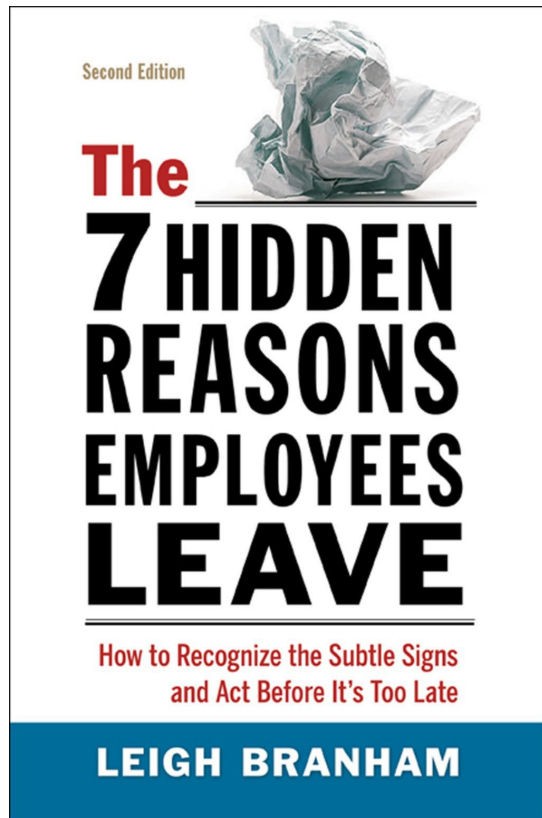


Equity
Systems
& Policies

Diversity
Demographics
& differences

Inclusion
Behaviors &
Practices

Belonging
Valued & Accepted



“Trust in leadership is the single most important driver of employee engagement and commitment.”



Leadership Styles

- **Servant leader**
Focused on growth and well being of employees and key stakeholders
- **Democratic leader**
Invites input when making decisions
- **Autocratic leader**
Makes decision without input from others
- **Transformational leader**
Seeks to improve, not afraid of change
- **Bureaucratic leader**
Traditional style that considers others input
- **Coaching leader**
Seeks to facilitate collaboration and team building
- **Strategic leader**
Balances objectives of executive team with workforce needs and expectations
- **Transactional leader**
Focus on work product, individual efforts



Millennial Leadership

- Prefer a flat management style
- Believe in seeking feedback from all employees
- Quick to challenge policies that don't make sense
- Ongoing learning and development
 - Reinforce existing or learn new skills
 - Mix of modalities (mentorship, online training, group programs, etc.)
- Value self-care to support happiness and emotional health

“Boomers have been autocratic leaders that are all about command, control and policies, such as working nine-to-five. Millennials want to create a more collaborative environment where they exchange ideas with peers and accomplish a mission instead of a corporate culture that’s rigid with policies and procedures.”

~Dan Schawbel



Core Competencies of an Inclusive Leader



Fosters psychological safety



Demonstrates a commitment to equity



Facilitates uncomfortable conversations



Displays cultural awareness and Fluency



Builds interpersonal trust



Communication aligned with intention



Psychological Safety

Psychological safety is the belief that you won't be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes.

- Inclusion Safety

Feel safe to be yourself and are accepted for who you are, including your unique attributes and defining characteristics.

- Learner Safety

Feel safe to exchange in the learning process, by asking questions, giving and receiving feedback, experimenting, and making mistakes.

- Contributor Safety

Feel safe to use your skills and abilities to make a meaningful contribution.

- Challenger Safety

Feel safe to speak up and challenge the status quo when you think there's an opportunity to change or improve.

Not my problem

It doesn't feel "work"
appropriate

Political
correctness

Cancel culture

Personality conflicts

They won't understand

If I just ignore it,
it will go away

We don't talk about that stuff here

Why are difficult conversations difficult?

I feel put
on the spot

Embarrassed that I don't
know the answer

No one cares

I'm too busy

Not my problem

It doesn't feel "work"
appropriate

Political
correctness

Cancel culture

"It might sound surprising, but recognizing and accepting the discomfort -- not resisting and running away from it -- is what makes it less uncomfortable."

~ Pam Bauer,
Certified Life Coach

We do

re it,
way

W

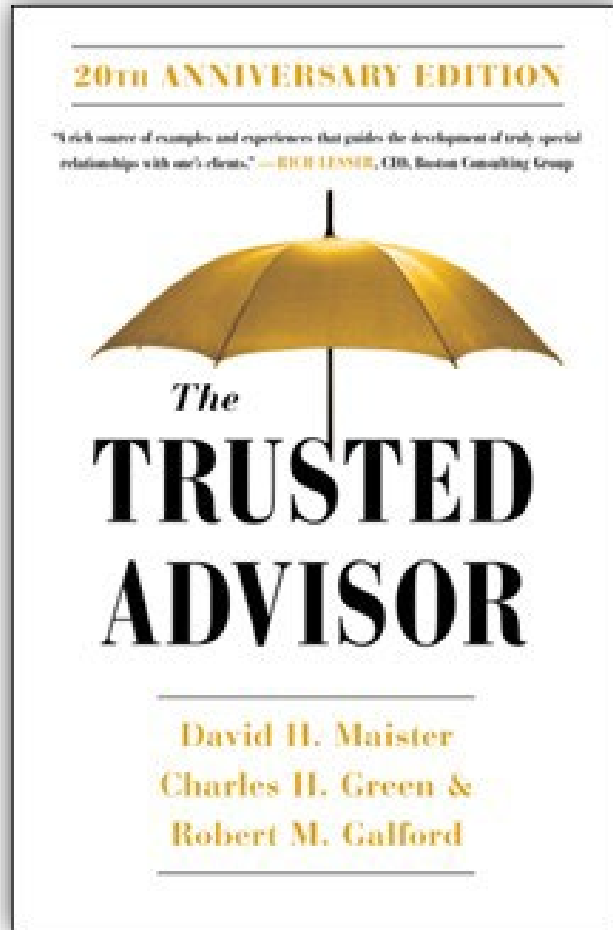
It?

I feel put
on the spot

know the answer

No one cares

I'm too busy



“Most important, we learned that **you don't get the chance to employ advisory skills until you can get someone to trust you** enough to share their problems with you. No one ever taught us how to do that either. Yet we had to learn it. Somehow.”

Trust takes place between two individuals. It can, of course, take place inside organizations, within teams, and in other group settings



The Trust Equation

$$\text{TRUST} = \frac{\text{Credibility} + \text{Reliability} + \text{Intimacy}}{\text{Self-Orientation}}$$

$$\text{TRUST} = \frac{10 + 10 + 10}{10} = 3$$

HIGH Self-orientation = *BAD!*

$$\text{TRUST} = \frac{10 + 10 + 10}{1} = 30$$

LOW Self-orientation = *Good!*

Understanding Equity



Equality



Equity



Cultural Awareness

- Being aware of the different cultures, ethnicities and traditions in people around you
- Internal
 - Reflect on the connection between your identity and cultural background
 - Identify attitudes, beliefs, values and behaviors that influence how you think, behave (including gestures, facial expressions), talk (including slang and euphemisms) work and lead
- External
 - Significant contributor to differences in communication styles
 - Openness to and comfort with social interactions in the workplace





Culture vs Heritage

Culture

- Customary beliefs, social forms, and material traits of a racial, religious, or social group
- The characteristic features of everyday existence (such as diversions or a way of life) shared by people in a place or time

Heritage

- Something transmitted by or acquired from a predecessor
- Tradition
 - An inherited, established, or customary pattern of thought, action, or behavior (such as a religious practice or a social custom)
 - Cultural continuity in social attitudes, customs, and institutions



Intentionality

Intentions

- How you say, act and do based on
 - Desired outcome
 - Expected results
- Centered around your expectations
- Goal oriented



Impact

- How the other person perceives what you say, act and do
- Verbal and nonverbal
- Filters
 - Past experience
 - Assumptions (Bias)
- Listening Barriers



Identifying Intention



Visualize how the message might be received

Anticipate the impact

Check your ego

What do you want to achieve:

- Right now
- In the coming days or weeks
- In the distant future

Are you fulfilling on a promise or commitment?

Are you avoiding something?

Real-Time Awareness[©]



The ability to *notice* your reaction(s), both internal and external, to a situation, person, or environment in order to avoid being reactive and instead *be intentional* in your response.



Foundation of Self-Awareness

- See yourself clearly and objectively
- Understand your impact on others
- Take responsibility for your actions
- Space for deep reflection
- Create space for being intentional
- Identify triggers
- Manage reactivity
- Strengthen connections to parts of the brain





Two Types of Self Awareness



Internal Self Awareness

How clearly we see our own values, passions, perspectives, reactions and impact on others.

External Self Awareness

Understanding how other people view us in terms of their values, passions, perspectives, and reactions.





Characteristics of Self Awareness in Leadership

- Reflective. *Pondering on your own thoughts, words and actions.*
- Observant. *Noticing what's happening and following cues from the environment.*
- Responsive. *Being an active listener and adapting based on the reaction of others.*
- Humble. *Aware of your strengths and weaknesses, and work to correct any shortcomings.*
- Discerning. *Making wise choices about how you will handle a situation.*
- Adaptable. *Assessing a situation and responding by changing your behavior.*
- Self-controlled. *Managing your words and actions.*
- Empathetic. *Understanding the needs of others.*
- Perceptive. *Anticipating the outcome of a situation.*





Real-Time Awareness[©]

- Allows you to recognize the *impact* of your environment
Words | Behaviors | Sounds | Sensations | Movement | Smells
- Creates space to *recognize* your feelings
- Provides a foundation for better *problem-solving*
- Helps to diminish *reactivity*
- Supports development of *self-awareness*
- Opens the possibility of being *intentional*





Leadership Mindfulness

“Mindfulness is a state of awareness in which we observe our own self and outside factors. These observations then become an objective viewpoint of our situation, which can help us to gain perspective and make better decisions.

Leaders can benefit by being more present, focused and compassionate; benefits that can have a positive impact on all who they manage and interact with.”





Impact on Decision Making

“those who practice mindfulness in the workplace are more capable of **aligning their intentions** with their behaviours – a key trait for gaining respect as a leader”

- Early identification of decisions that need to be made
- More creative problem-solving
- More thorough ethical evaluation
- Improved ability to recognize the limits of knowledge
- Improved ability to identify trade-offs and unintended consequences of potential decisions

DIVERSITY is a fact

EQUITY is a choice

INCLUSION is an ~~action~~ ^{Intention}

BELONGING is an outcome

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About Etienne Consulting

We believe hiding is the most dangerous thing we can do. *Being seen is how we unlock our superpowers.* At Etienne Consulting, we coach and facilitate training and workshops using the practice of fearless inclusion. Fearless inclusion is the freedom to be yourself and the ability to create space for others to do the same. It is the combination of intention and consistent action that shatters unseen barriers.

d&i consulting

We meet clients wherever they are on their d&i journey. Whether taking first steps or firmly on the path looking to revise an existing strategy, we provide customized support based on your organization's needs.

training & workshops

We offer training & workshops designed to help individuals, leaders, and teams learn how diversity influences workplace culture, understand the link between self-awareness and belonging, and get more comfortable talking about differences.

speaking & keynotes

Jina is a dynamic, in-demand speaker who engages audiences with guts, passion, clarity, and energy. She is a storyteller unafraid of sharing personal stories and experiences to help her audience connect dots.