

WHAT **INCLUSIVE LEADERSHIP** IS AND WHY IT **MATTERS** IN EXTRAORDINARY TIMES

TU/e EINDHOVEN
UNIVERSITY OF
TECHNOLOGY


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Leiden



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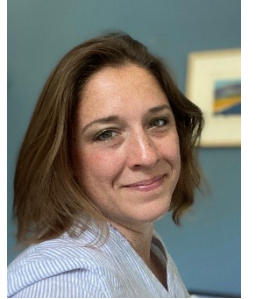
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WELCOME



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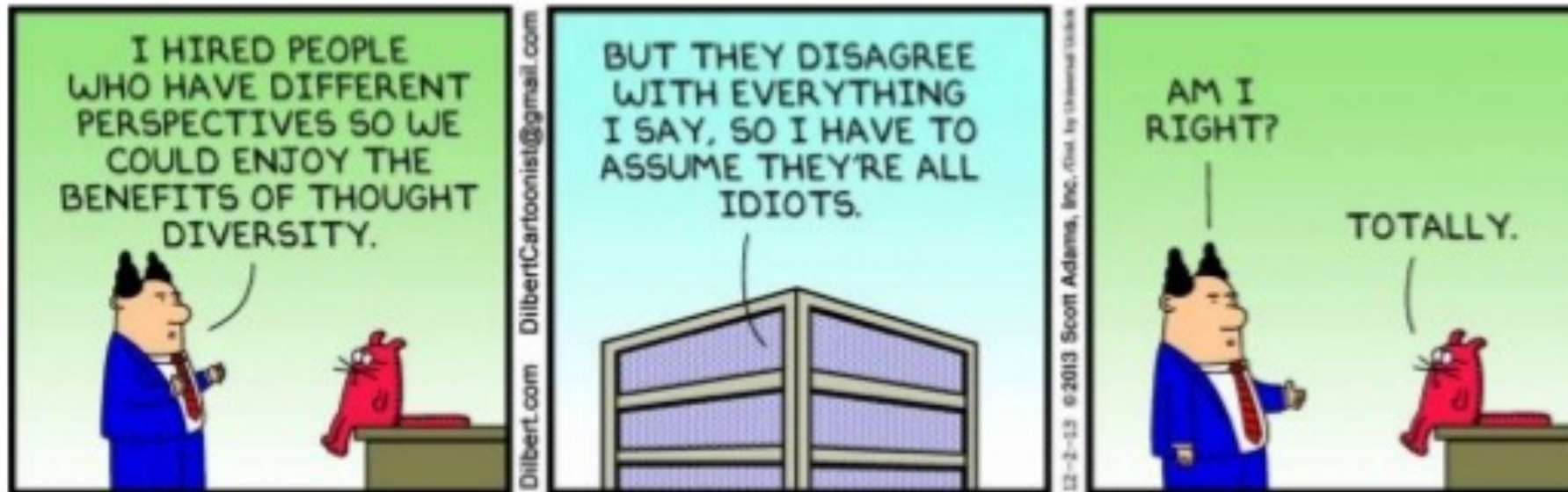
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Janna Behnke

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FROM DIVERSITY TO INCLUSION & INCLUSIVE LEADERSHIP



BUT... WHAT REALLY IS “INCLUSION”?

Low value in
belongingness

Low value in
uniqueness



High value in
belongingness



High value in
uniqueness



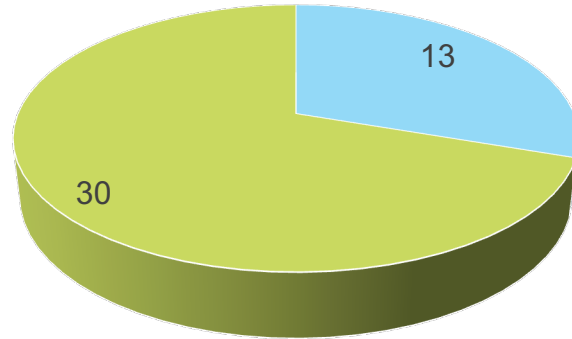
Shore et al., 2010

WHY LEADERSHIP MATTERS IN CREATING INCLUSIVE WORKING CLIMATES?

- Pivotal role of leadership in multiplying and magnifying inclusion at individual, team and organizational levels due to their position as **linking pin between several layers** within the organization
 - Leaders are often the critical forces behind the communication and **implementation of HR practices**. These HR practices increasingly involve diversity programs and interventions aiming to reduce inequalities or discrimination in the workforce.
 - **Aligning a leader's identities** to the **identities of their employees**, when implementing diversity practices, could strongly enhance employees' felt inclusion
- Ferdman & Deane, 2014; Shore, Cleveland & Sanchez, 2018; Buengeler, Leroy & Stobbeleir, 2018

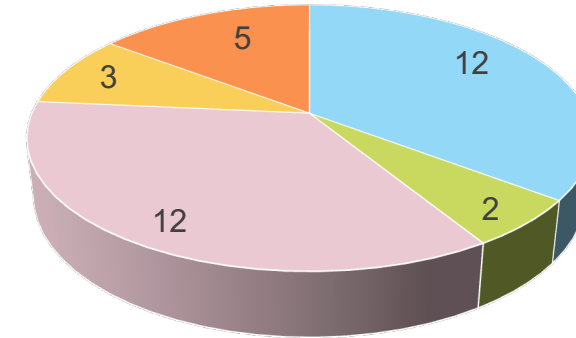
STUDY 1: HOGESCHOOL LEIDEN - LESSONS AND BUILDING BLOCKS FOR AN INCLUSIVE ORGANIZATIONAL CULTURE (ÇELIK, GEUTJES, VAN OIJEN & SABAJO, 2020)

Gender



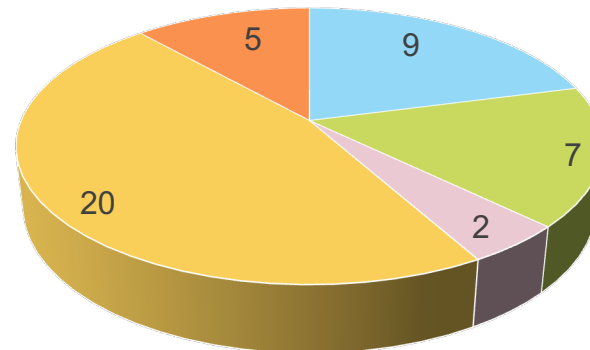
■ Men ■ Women

Faculties



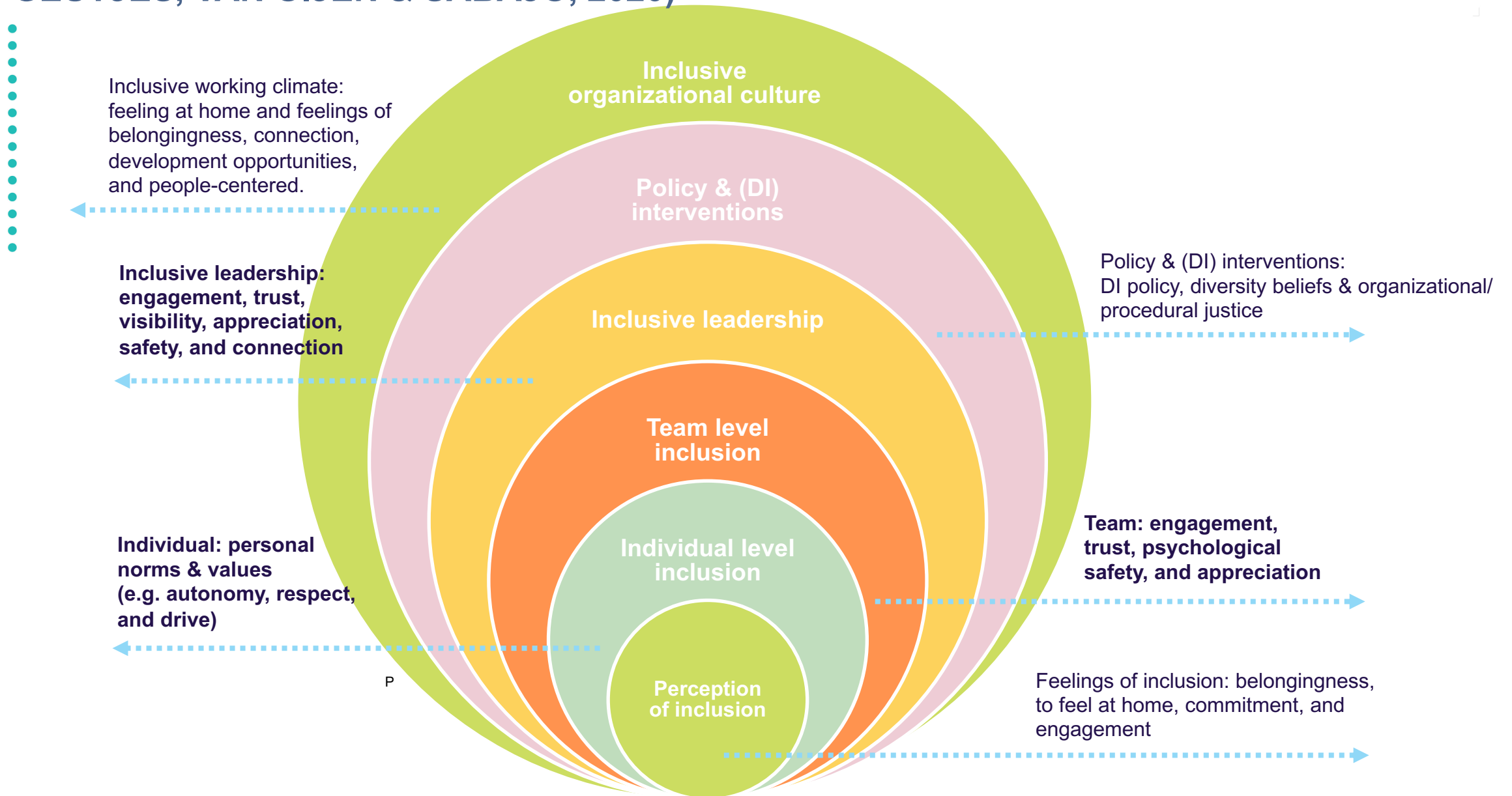
■ Education ■ Management & Organization
■ Science & Technology ■ Social work/Applied Psychology
■ Supporting services

Distribution of roles



■ Faculty director ■ Manager ■ Team lead ■ Teacher ■ Supporting services

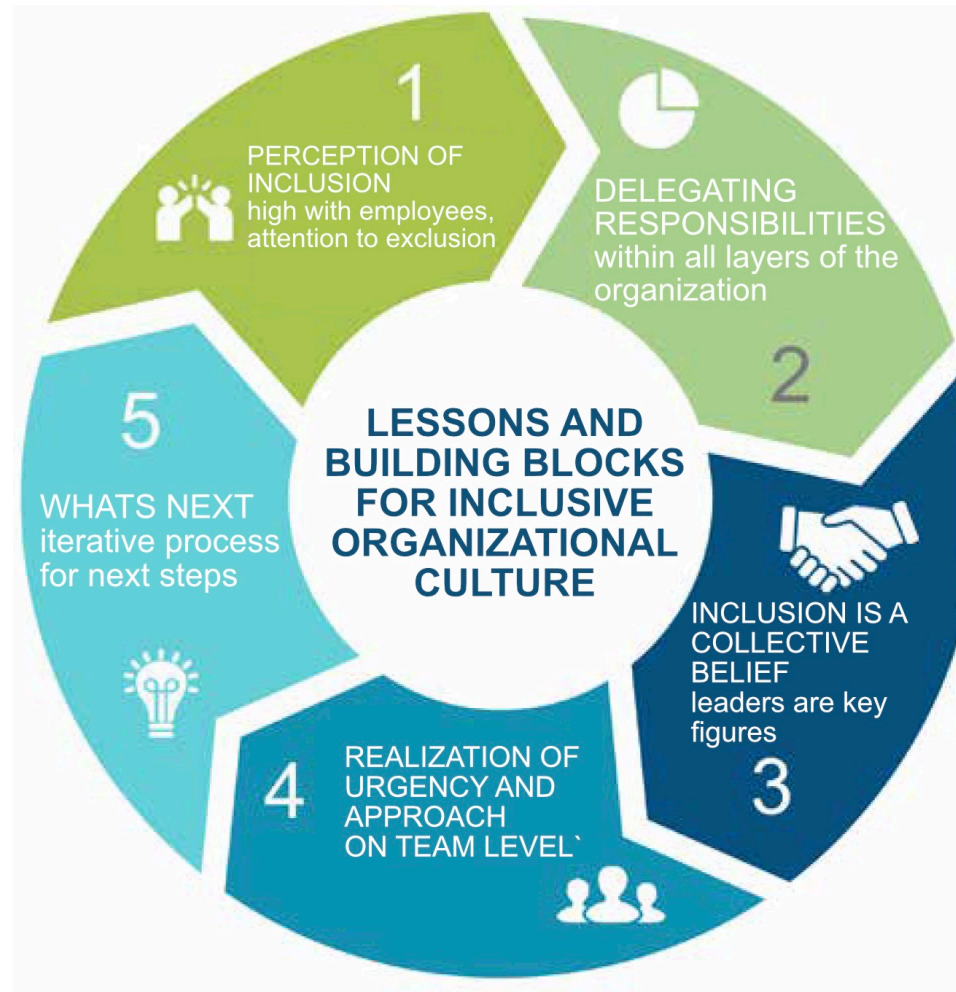
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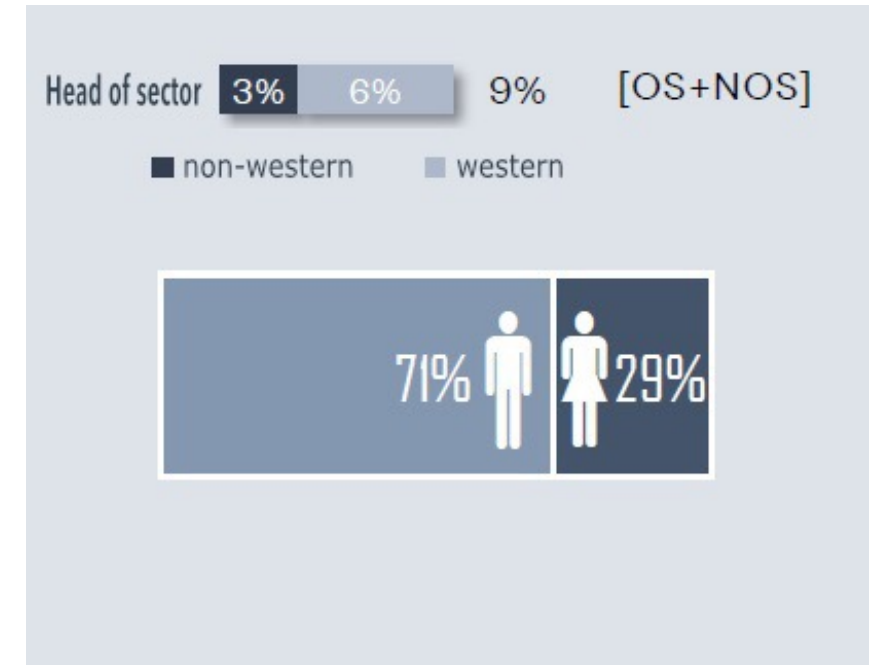
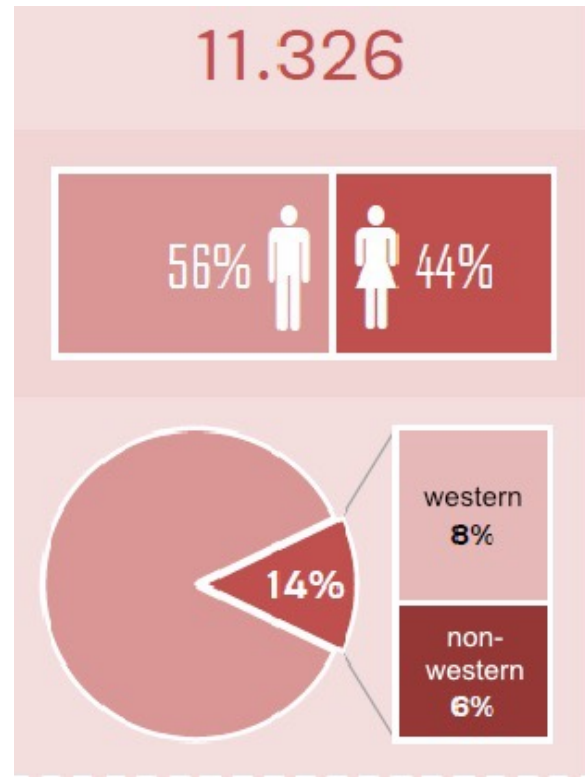
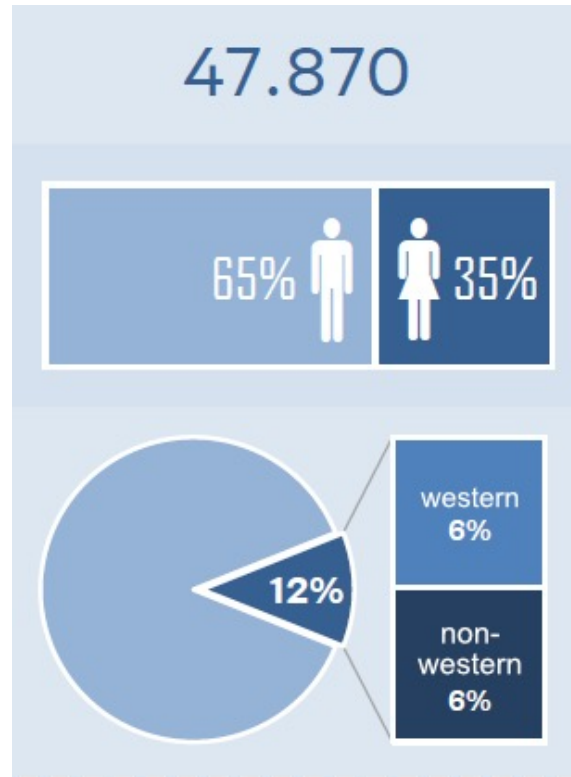
Level of inclusion	Themes
Organizational & policy	Physical environment, (lack of) Inclusive facilities, Words versus Deeds
Leadership	Personal attention, Recognition, Autonomy, Reciprocity
Team	Psychological Safety, Group pressure, Stereotyping & Prejudice, Teamsize
Individual	Connection, Collaboration, Recognition, Autonomy, Trust

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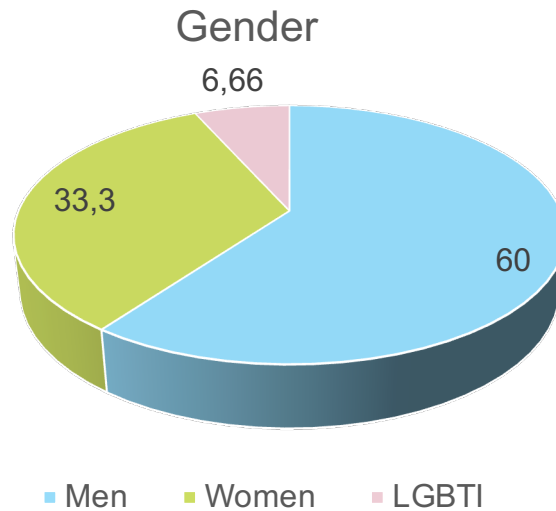
STUDY 2: THE NETHERLANDS POLICE – THE ROLE OF LEADERSHIP IN FOSTERING AN INCLUSIVE WORKING CLIMATE

(GEUTJES, OOSTROM, JANSEN & ÇELIK, 2021)

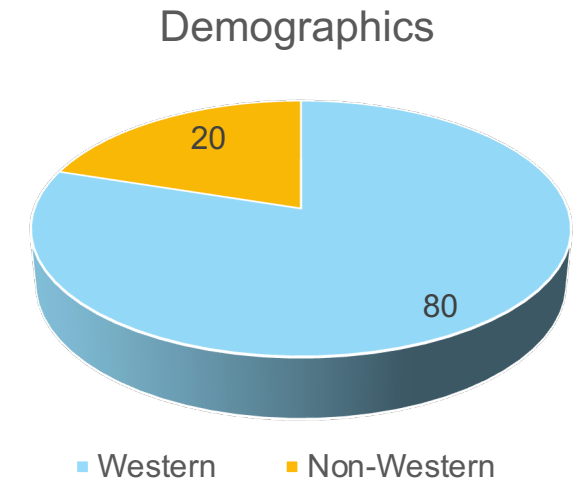
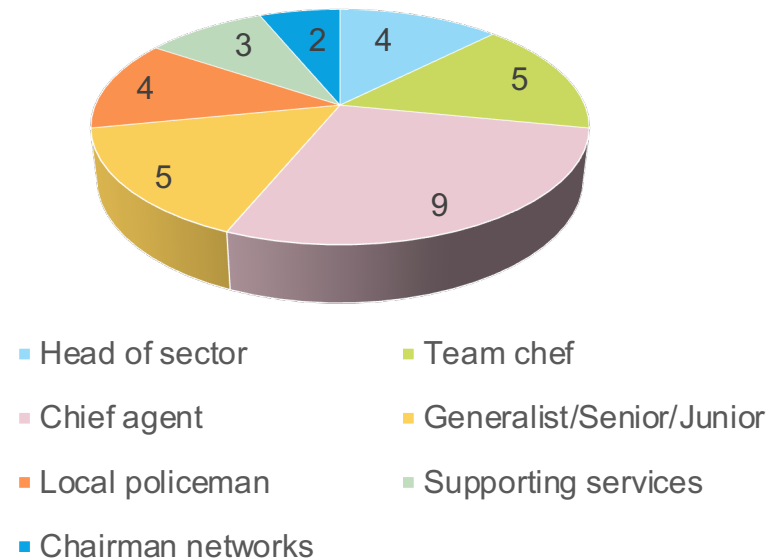


The Netherlands Police (2018). Infographic Diversity.

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Distribution of roles



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Level of inclusion	Themes
Organizational	<ul style="list-style-type: none">➤ Bureaucracy & Hierarchy suppress feelings of inclusiveness
Leadership	<ul style="list-style-type: none">➤ Culture barriers➤ Formal & informal leaders➤ Value-driven leadership➤ Transformational leadership
Team	<ul style="list-style-type: none">➤ “Scope” of inclusion➤ Family feeling➤ Higher interpersonal dependence/ Lower culture of approach
Individual	<ul style="list-style-type: none">➤ Strong differences in perception of inclusion between Western and non-Western police officers➤ Inclusion = Reciprocity

LEADING TOWARDS INCLUSION: KEY CHALLENGES DURING AND AFTER COVID-19 TIMES

THANKS FOR LISTENING

? YOUR QUESTIONS ?

