

500 WORDS ON LEADERSHIP
DEVELOPMENT

inclusivity

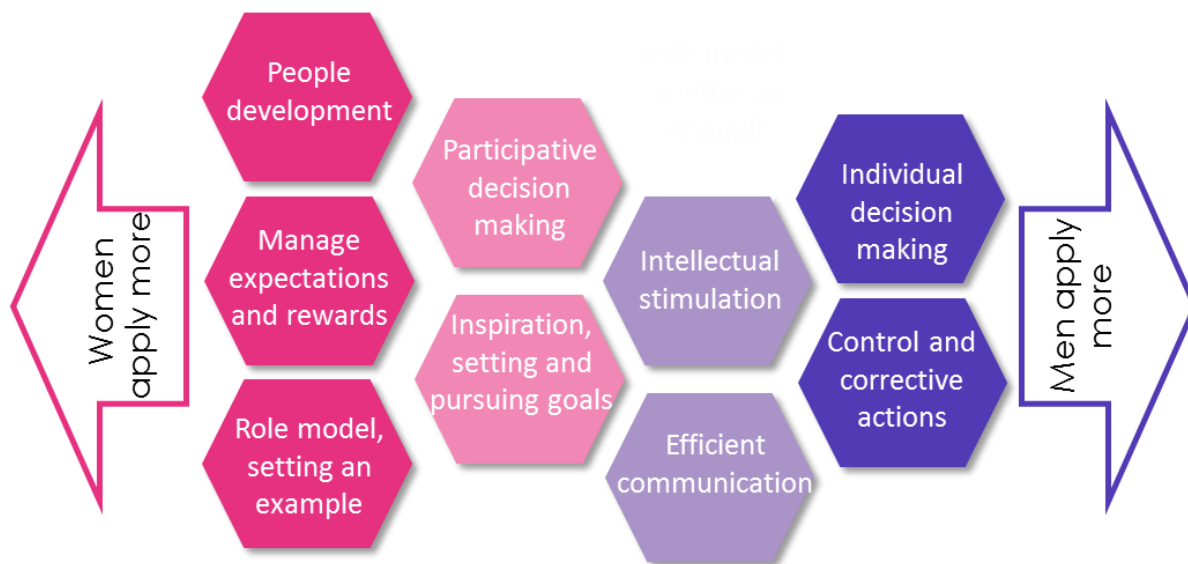
FROM GENDER DIVERSITY TO DIVERSIFIED LEADERSHIP

“

Once girls and boys see people like themselves employed in all industries, their choices in life will be much greater - and employers will benefit from their capability and talent, not their gender.

”

Research shows that gender balanced leadership can give companies a real competitive edge, which is a major factor in survival and growth, as well as a matter of diversification in the market place. Next to research, CLP constantly witnesses how diversified groups in organisations are more efficient, communicate more openly, set and achieve higher goals, and implement a more socially responsible leadership than male-dominant groups.



RESEARCH SHOWS THAT...

..even though women are generally believed to excel in so-called nurturing competencies, there are other core features proven to be strongly present. Taking initiative, displaying integrity and honesty, and driving for results are just a few of them. These skills describe leaders who take on difficult challenges, improve overall organisational performance, ensure that people act with integrity, and who simply achieve challenging results.

Leadership behaviours more frequently applied by women are found to improve organisational performance, by strengthening three dimensions:

- Direction - setting and pursuing goals
- being accountable/responsible
- leadership and setting an example

“ While men and women apply similar leadership behaviours, they do so with different frequencies ”
- *Women Matter 2*, McKinsey & Company (2016)

“ Gender and cultural diversity are among the building blocks of CLP. I chose to work at CLP because our team is composed of both men and women in the same ratio, as well as having a variety of cultural backgrounds. From my personal experience, being a woman team member at CLP is certainly easier than in other companies. Our diversified team approach to projects and problem-solving inspires us to be creative and innovative. I experience the positive effects of inclusivity in my everyday work life, especially during our brainstorming sessions. ”

- Chiara

The idea that women and men apply similar leadership behaviours in different ratios is becoming more and more widely accepted. Nonetheless, the unbalanced presence of women in lead positions is still compromising the overall outcome.

By developing diversified leadership, companies experience an expansion of the range of behaviours among their leaders that allows a strengthening of organizational performance.

WHAT CAN WE DO?

Even though these 500 words will not cover all the elaborate solutions that the situation might require, CLP is discussing and using in practice some essential measures such as:

- 1 involving male colleagues in the leadership diversification process, shifting the situation from a “women’s problem” to everyone’s problem;
- 2 communicating the importance of a shift in mentality when it comes to why diversified leadership should be supported and promoted;
- 3 implementing measures to facilitate work-life balance and healthy leadership;
- 4 embracing inclusivity as an element of CLP’s leadership development programmes targeted to increase women’s awareness of self-imposed limitations.

DIVERSITY vs INCLUSIVITY

Diversity often has a passive meaning and is used to express the intention of recognising individual differences. Inclusivity has a deeper and broader, but most of all active meaning: the intention to include people who might otherwise be excluded or marginalized.

Yours,

Chiara Consoli

(Generation Y, woman and very happy to work in the CLP highly inclusive team)

Key words:

Inclusivity, diversified leadership, women, gender, business, competitive edge, female/male ratio, leadership development, leadership behaviours, role model, organisational performance.