AGRiP Webinar

Elevating Board Performance: Understanding Inclusivity

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Today’s Objectives

1. Inclusivity Matters:
   To activate an appreciation for the importance of inclusivity, which includes both cognitive and demographic diversity.

2. Inclusivity Work:
   To understand the specific steps to understand your governing body’s inclusivity capabilities and needs.

3. Inclusivity Benefits:
   To provide an opportunity to discuss the benefits of inclusivity and how your governing body can thrive with inclusivity.

WELCOME

In Chat Box provide:

Your First Name
Location and Pool
Board Member or Executive
How long you have been in pooling
Pool governing body’s service... complex, meaningful and varied

Who Governing Bodies Are Directly Affects How They Work

The People

The Culture

The Work

The Impact
Inclusivity Matters

Inclusivity Definition

COGNITIVE DIVERSITY + DEMOGRAPHIC DIVERSITY = INCLUSIVITY
Poll Question?

Has your governing body had a focused discussion about inclusivity and diversity?

Yes
No
Unsure

Cognitive diversity within the team matters – diversity of thought, experiences, and ways of working.

How individuals think about and engage with routine, new, uncertain, and complex situations.

Effective teams need individuals who see the world differently.
Cognitive Diversity

Peter Robertson, MD

Cognitive diversity is defined as differences in perspective or information processing styles.

Knowledge Processing & Perspective
Demographic Diversity within the team matters – range of nationality, ethnic, racial, age, gender and gender identity, religion, social economic status, sexual orientation, and other social characteristics of individuals.

Is uniquely defined
Poll Question?

Does your current governing body have more cognitive diversity, demographic diversity, both or neither?

Cognitive Diversity
Demographic Diversity
Both
Neither

Functional Bias

“We recruit in our own image.”

Most gravitate toward the people who think and express themselves in a similar way. As a result, boards and organizations often end up with like-minded teams.

When this happens, we have what psychologists call

*functional bias* — and

low cognitive diversity.
**Unconscious Bias**

Attitudes, feeling and beliefs about subgroups of people or associate stereotypes without our conscious knowledge.

Activated involuntarily, without awareness or intentional control.

Everyone is susceptible.

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**Inclusivity Work**
Cognitive Diversity Strategies

Strengthen from Within

- Build the team’s sense of psychological safety – to explore and share hidden cognitive strengths.
- Encourage different modes of thinking.
- Make it safe to try things multiple ways.
- Encourage and support curiosity – different ideas and experiences support growth.
- Structure processes to support collaboration and support diverse thinking.
- Focus on challenges – talking about the imperfections supports risk taking.

Cognitive and Demographic

Strengthen Intentional Inclusivity Strategies

Identify  
Cultivate  
Recruit
Pool Governing Body

Inclusivity Strategies

**Review Bylaws:** Fact or fiction - What are your degrees of freedom. Work to change what’s needed (board eligibility criteria, terms + term limits).

**Inclusivity as Top Priority:** Allocate time for a meaningful board discussion about inclusivity. Consider whether a facilitator from your community might be useful.

**Develop a Composition Matrix:** Create the ideal board matrix demographic + cognitive diversity. Use this as your north star for cultivating potential board candidates.

**Transparency:** Use all opportunities to make public statements that value inclusivity.

**Inclusivity Work Group:** Appoint a work group to focus on strategies for cultivating potential board members based on composition matrix and focusing on making your governance body welcoming.

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**Promote Pooling:** Get the word out about pooling – testimonials, social media, LinkedIn.

**Identify Pipelines:** Seek divergent views among eligible members in leadership programs and on committees. What avenues do you have to invite divergent views and demographic diversity?

**Develop Leaders:** Invite for attend board meetings, appoint to committee or tasks, invite as guest speaker, have intentional conversations about pooling to cultivate interest.

**Include Partners, Stakeholders, Members:** Discuss your inclusivity goals – invite them to help with identifying potential board candidates.

**Develop a Plan & Commitment:** It takes 2-3 years to change the board’s composition and establish consistent practices.
Poll Question?

Does your current governing body have and use a board building (recruitment) plan?

- Yes
- No
- Unsure

Inclusivity Leadership
Six Traits - Deloitte

Commitment
Courage
Cognizance of Bias
Curiosity
Cultural Intelligence
Collaboration

Deloitte University Press
The Six Signature Traits of Inclusive Leadership
Inclusivity Leadership Mindset

1. Care about unique individuals not stereotypes.
2. Seek to understand and value diversity while creating a sense of belonging.
3. Leverage diverse thinking for better ideation and decision making.
4. Ensure and support fairness and respect of cognitive and demographic diversity.
5. Demonstrate commitment – both personally and to the business case.
6. Seek to understand organizational bias and blind spots - regulating to ensure fairness.
7. Support transparency and effectively communicates about processes and decisions.

Inclusivity Benefits
Inclusivity Strengthens Performance

More likely to achieve financial goals

More likely to achieve desired business outcomes

More likely to be high-performing

More likely to be innovative and agile

The ability to see, understand and interpret information from multiple perspectives fuels robust discussion and debate.

Highly inclusive teams have an open mindset, the ability to be innovative both within and outside of typical boundaries.

Valuing that teams are more effective when demographically and cognitively diverse enough to override group think, stereotypes, and similarity bias.

Collaboration, curiosity, adaptability, and openness are leading characteristics.

Inclusivity modulates risk as a result of the expanded expertise and capacity of the team.

The preference for discovering and identifying various pathways to achieve the outcomes and even redefining the desired outcomes.

Inclusivity Benefits
Discussion

Thank You

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