

# Inclusive Leadership

## An Alternative to Traditional DEI

Traditional Diversity, Equity, and Inclusion (DEI) efforts have stalled. People are burned out, demotivated, divided, and frustrated. Inclusive Leadership lets you pause, assess what's not working, reset, and empower your organization to move the needle.

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1

## First, About me

Three words: 1) An independent consultant and educator, specializing in Inclusive Leadership and DEI. 2) An adjunct professor at UNC Chapel Hill's Executive Development.

With an academic background and applied experience, I focus on the emerging concept of "Inclusive Leadership" - a personal and organization strategy to empower individuals, organizations, and communities to "reset" their DEI efforts by doing DEI differently. I have a BA, MA, and PhD in Intercultural Communication and experience working in and consulting in corporate, nonprofit, government, and academic settings. I also served as the former Associate Dean for DEI at the UNC Kenan Flagler Business School.

I help people and organizations:

- 1 | ADVISE leaders, managers, boards, employees on Inclusive Leadership
- 2 | CONSULT & COACH Strategy, Equity and DEI audits, Value mapping, Revamping habits, Decisionmaking, Handling situations and conflict
- 3 | EDUCATE Inclusive leadership, Decisionmaking and bias, Cultural intelligence and competencies (identities), Communicating across differences, Leading & managing inclusive meetings, Equitable performance evaluations, Inclusive teaching and classrooms, Difficult conversations and conflict
- 4 | TAILORED WORK To meet organizational needs

Contact me to talk: eadidins@gmail.com, 805.506.0080



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2

“Despite my best efforts, I bet you’ll find something wrong. . .

When (and not if) this happens, I invite you to be critical and extend grace and understanding that this work is messy, ever changing and imperfect.

Proceed thoughtfully with that in mind—and when you can, use my mistakes to expand and build upon your nuanced understanding of this work. That’s how we grow.”

**Citation: DEI Deconstructed, Lily Zheng (2023)**

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3

## Today, We'll cover

**1**

**Traditional  
DEI**

What it is  
What doesn't  
work  
Effects

**2**

**Inclusive  
Leadership**

Fundamentals  
Why it works  
A new  
approach

**3**

**Inclusive  
Leadership  
Education**

Goals  
Topics  
Delivery

**4**

**Applying  
Inclusive  
Leadership**

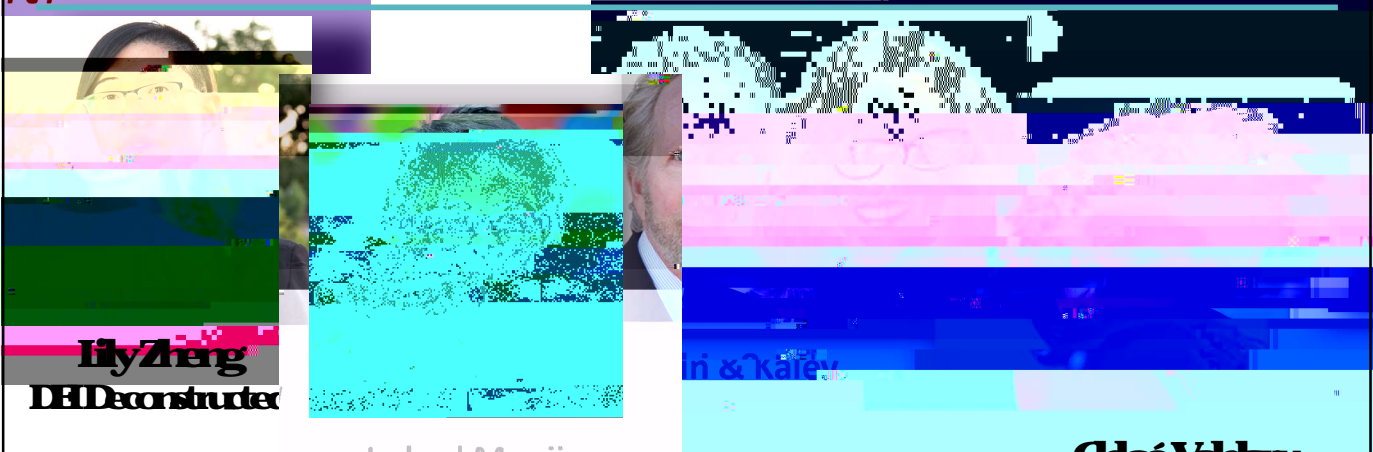
In your role  
& organization  
Create  
change

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4

- **Representation of difference in a group**
  - **Race, class, gender, sexual orientation, ability, religion, age, perspective, etc.**
  - **Groups are diverse, people aren't**
  - **Defined by context**
  - **Current terms:**
- **People/groups get same resources/opportunities**
  - **Goal: equal distribution**
  - **Begins by admitting different starting places**
  - **Goal: allocate resources/opportunities to reach equality**
    - **- process**
    - **- outcome**

## Scholars and Thought Leaders Think traditional DEIB has stalled



**Lily Zheng**  
DEI Deconstructed

**Irshad Manji**  
Diversity without  
Division

**Chloé Valday**  
Theory of Enchantment

Zheng L (2022); Manji, I.; Bacon, J (2019); Doherty, E & Kaley, A (2022); Valday, S; Al-Ghafi, M (2020)  
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1. DEI Strategy & Tactics (missing unclear, inappropriate, debated, unimplemented)
2. Sole focus on Increasing representation (diversity) & superficial contact
3. Lack of personal accountability: "It's not my job" Waiting for senior leaders, HR, Diversity Officers, task forces, ERGs, etc
4. Not embedded within roles, teams, and groups within organization
5. Stalled Education Ineffective trainings that are mostly (but not always):
  - Mandatory and compliance/legal focused
  - One off, simplistic, repetitive
  - Taught by unqualified educators
  - Lack clear, achievable outcomes, "one size fits all"
  - "At least it's something" the belief that something is better than nothing

Effects Burnout, disempowerment, re c c c c c

**I'm afraid what I say might be judged, I'll be called out, or worse, canceled. It's better not to speak at all.**

**I want to participate. But there isn't an open playing field to feel comfortable to ask questions (which may seem dumb) about topics we don't know. People are quick to judge and that makes it hard to learn.**

**As a marginalized person, people expect me to teach them things. It's frustrating and emotionally exhausting. People need to want to learn on their own. And I'm getting tired of waiting.**

**Lacking sense of voice, agency, and control**

**As a white man, I feel like I'm seen as a demon when I walk in the room. I care a lot. But when I'm judged, intentionally or not, I check out and disengage.**

**Race, gender, etc., are overwhelming topics. I don't know how to start or what to do. And I'm not an expert and didn't sign up for this as a job.**

**[Fill in your own]**

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## Inclusive leadership MF [ c 6 Y

- Physiological, emotional that we have a place and are respected
- action
- : result
- Leaders and organizations should intentionally build it
- People/groups get same resources/opportunities
- Goal: equal distribution
- Begins by admitting different starting places
- Goal: allocate resources/opportunities to reach equality
  - - process
  - - outcome

## Inclusive leadership What is it, exactly?

Context: Society Industry Organization, Unit, Role, Etc

Developed by Dr. Elizabeth Dickinson



**Connection Tool**  
**Introspection**

- 1 IQ EQ and CQ
- 2 Critical thinking
- 3 Learning mindset
- 4 Vulnerable
- 5 Handle ambiguity
- 6 Humble

← **Communication** →



**Connection Tool**  
**Engagement**

- 1 Relationally orientated
- 2 Open
- 3 Communicative
- 4 Foster all opinions
- 5 Collaborate
- 6 Inspiring

**Skills and Traits to Learn and Use**

- Recruiting
- Interviewing
- Onboarding
- Communication
- V



How much have  
meetings increased  
during the pandemic?

**250%**  
**more meetings**



