



# Conceptualising & Embedding Inclusive Leadership in Organisations Workshop

With Sile Walsh 17<sup>th</sup>  
European Congress of  
Psychology 2022, Slovenia.

# What to expect today?

- A brief Introduction to today's workshop, my background and motivation.
- An introduction to Inclusive Leadership and the definition we are working with today *and a little about its place in the wider inclusive leadership space.*
- Meaning-making circles
- Working through a systemic lens
- Reflective Space

# Our process ..

In this workshop we have a dual process occurring.

- How we work is aligned with inclusive leadership (processes)
- As is the topic of conversation (content)

It is based on an overarching peer-to-peer dialogic process that can support integrating inclusive leadership in organisations.

# Why this workshop, this process?

- Inclusive leadership has become popular however my PhD research to date is fragmented in terms of conceptualisation and evidence.
- We have a room full of great minds and hearts, who better to discuss this with.
- To play, to have an experience together, to learn, to share, to think together.

During this session we will explore ...

- How we conceptualise inclusive leadership
- How we can utilise our current knowledge, experience and expertise to explore our insights into embedding inclusive leadership in organisations.
- Our live experience of the topic, and process

# Who am I?

*Sile Walsh: In a Nutshell*



## PROFESSIONAL BACKGROUND

- **11 years in private practice** in Ireland and working internationally (Mainland Europe, USA, Finland, Malta, UK)
- Main Practices involves **Integrative Coaching Psychology & Dialogic Organisational Development**
- **Work with leaders across settings** such as higher education, education, first responders, healthcare, pharmaceutical, technology, 3<sup>rd</sup> sector/not-for profit/charities, governments internationally, medical devices, retail, services, and hospitality.
- **PhD researcher** Inclusive Leadership in the School of Applied Psychology at Canterbury Christ Church University, UK
- Engage in **reflective practice and supervision** frequently with an anti-oppressive lens.

## RELEVANT WORK EXPERIENCE

- **Inclusive Leadership trainer** with the British Psychological Society (new project)
- **Inclusive leadership trainer and advisor** with the Irish Centre for Diversity
- **Guest lecturer** in University College Cork, Ireland and Greenwich University UK on several leadership Masters
- **Leadership coach** at Trinity University Dublin
- **External Professional Supervisor** for Dublin City University
- **“When We Are the Other”** - An Exploration of Assimilation Bias, Inclusion and Wellbeing, poster (2021) Pac Rim Conference,
- **Associate specialising in leadership and dialogic organisational development** with Roffey Park Institute, Ireland and the UK

## MEMBERSHIPS / ASSOCIATIONS

### Association for Coaching (Ireland)

- Coach & Accredited Supervisor (2015 – Present)

### Psychological Society, Ireland (PSI)

- Associate Member (2017 – Present)

### British Psychological Society (BPS)

- Test User (2018 – Present)
- Associate Member, Coaching Psychology Division (2021 – Present)

### American Psychological Society

- International Associate Member (2020 – Present)

### European Association of Work and Organisational Psychology

- Member (2021 – Present)

### Anti-Victim Blaming Trauma-Informed Network

- Member (2021-present)

### SIETAR UK/EU

- Member of society for intercultural education, training, and research (2022-present)

# *Some of my key influencers...*

- Michael Breathnach
- Lorretta Murray
- Julie Sile Breathnach
- John Murray
- Micheal Walsh
- Nally Flanagan
- Peggy Kingston
- Professor Alex Hassett
- Professor Sarah Corrie
- Maggie Archer
- Myria Khan
- Kelly Diels
- Dr Bernardo Fredman
- Dr Sebastian Green
- Wilfred Ruprecht Bion  
*(work)*
- Dr Maya Angelou *(work)*
- Rory O'Connell
- Myrtle Allen
- Brid Walsh (Breathnach)
- Owen Loughrey
- Dr Robert Worrall
- Dr Helen Turnbull
- Mary McAleese
- Pat O'Leary
- Sister Eimear
- Dr Jessica Taylor *(work)*
- Dr Amy E. Randel *(work)*
- Dr Michalle E. Mor Barak  
*(work)*
- Dr Bob Marsh
- Professor Gervase Bushe

Pit Stop

Introduction to A Inclusive Leadership

Definition



Before we start, on a piece of paper write a sentence (in English) how you describe inclusive leadership right now.

Inclusive leadership is a practice, one that isn't always formal.

# How many ways does Inclusive leadership apply to you?

- Work with leaders and organisations.
- Work within an organisation
- Are a formal leader
- Participate in community settings
- Participate in associations
- Participate in teams
- Participate in industry events
- Work in private practice or consultancy
- Participate in research, lecturing and communication
- Any others?

Inclusive leadership is an emerging leadership approach that has gained popularity in recent times, with an influx of papers being produced in the past decade.

Randel et al (2018) have defined practising inclusive leadership as; supporting group members, ensuring justice and equity, sharing decision-making, encouraging diverse contributions and helping group members fully contribute.

Randel et al (2018) lens on inclusive leadership is that of *leading a workgroup*.

*While it speaks of inclusive leadership, its primary focus is on being an inclusive leader and their behaviours, as experienced from the perspective of direct reports.*

# There are two pillars

## Facilitate belonging

- Supporting Group Members
- Ensuring justice & equity are part of everyone's experience
- Provide opportunities for shared decision making

## Facilitate Uniqueness

- Encouraging diverse contributions to the workgroup
- helping group members fully offer their unique talents and perspectives to enhance the work of the group

1<sup>st</sup> Experiential Process

Meaning Making Circles



# Explore our concept of inclusive leadership

- How do we conceptualise inclusive leadership?
- What metaphor would we use to describe inclusive leadership following the definition given?
- What associations are we making? (Imagery, beliefs, experiences, fears)
- What images, quotes, reflections, poems, songs, and experiences are coming to mind?

# Inclusive Leadership

## **Facilitate belonging**

- Supporting group members
- Ensuring justice & equity are part of everyone's experience
- Provide opportunities for shared decision making

## **Facilitate Uniqueness**

- Encouraging diverse contributions to the workgroup
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# 2<sup>nd</sup> Experiential Process

A systemic view

# Exercise

Given our experience, and knowledge in small groups discuss the potential barriers and facilitators to embedding inclusive leadership as defined by Randel et al's 2018 work in organisations.

# Inclusive Leadership

## **Facilitate belonging**

- Supporting group members
- Ensuring justice & equity are part of everyone's experience
- Provide opportunities for shared decision making

## **Facilitate Uniqueness**

- Encouraging diverse contributions to the workgroup
- helping group members fully offer their unique talents and perspectives to enhance the work of the group

3<sup>rd</sup> Experiential Process

Reflective Practice

Before we finish, on a piece of paper write a sentence (in English) that describes inclusive leadership to you now.

# Reflective Practice

- How do I relate to Inclusive leadership? Do I know why?
- How did I relate to the process?
- Did any new questions emerge about my own practice/work?
- Did I notice any cognitive or emotional responses during the conversation?
- How might today's session influence me in my practice?
- How did we relate during the process, did we emulate the qualities of inclusive leadership in our interactions?



# References

Amy E. Randel, Benjamin M. Galvin, Lynn M. Shore, Karen Holcombe Ehrhart, Beth G. Chung, Michelle A. Dean, Uma Kedharnath, Inclusive leadership: Realizing positive outcomes through belongingness and being valued for uniqueness, *Human Resource Management Review*, Volume 28, Issue 2, 2018, Pages 190-203, ISSN 1053-4822, <https://doi.org/10.1016/j.hrmr.2017.07.002>.

Thank You