

INCLUSIVE LEADERSHIP: SUCCEEDING IN THE COVID-19 WORLD



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Leading in Times of Crisis

COVID-19 has accelerated the need for leaders to focus on the well-being of their employees and help them build resilience during turbulent times.

The challenge for women leaders remains that of breaking down the siloed thinking about men being assertive achievers while women are emotionally intelligent, collaborators.

There's no one-size-fits-all solution, but key to meeting the challenges of crisis are inclusive leadership practices and behaviors that support psychological safety and a sense of belonging while also requiring accountability and building a commitment to sustainability.



A Paradigm Shift in Leadership Qualities

Differences between 20th Century and 21st Century Leaders

20 th Century	21 st Century
Perfect resume	Learning though experiencing difficulties
Hierarchical leadership, individual achievement, top-down control	Distributed leadership, collective achievement, shared accountability
IQ	EQ

Source: William George, *True North*

“I believe there is not only no substitute for experience, but there is no substitute for emotional intelligence. You build by being part of a community or society in grave difficulty.”

--Kristalina Georgieva,
Managing Director
IMF



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Valuing “Feminine” Leadership Qualities

Studies reveal that in times of stress and crisis women draw on family, friends, and colleagues, more than men do, whether the stress is a result of unemployment, cancer, death in the family, physical violence, epidemics, or financial losses.

Source: Shelley Taylor, *The Tending Instinct*

This turning to others, seeking and supporting collaboration is a primary feature of women’s leadership which draws on social networks of influence, and emphasizing fluidity, inclusiveness and mutuality.





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The Challenge to Inclusive Leadership

Power without love
is reckless and abusive,
and love without power is
sentimental and anemic.

Martin Luther King Jr

And/Both - Using “Masculine” **and** “Feminine” Qualities

“Leadership has long been associated with masculine characteristics such as coercion, authority and power. Yet in the past decade, we started introducing terminology to the leadership literature, such as ethical and moral leadership, compassion and care.



Although we often attribute these characteristics to women, they are not exclusively feminine. Today, compassion, care and morality are attributed to both men and women leaders.

It is not only with power that will we achieve results. We need power with compassion, morality and ethics at the leadership level.”

--H.E. Lolwah RM Al-Khater

Assistant Foreign Minister and Foreign Ministry Spokesperson, State of Qatar

Diversity + Inclusion = Improved Business Performance

When employees think their organization is **supportive of diversity and they feel included**, employees report better business performance.

Work-life balance is a key signal –

It signals that an employee is seen as a whole person with a life within and outside the workplace. Work-life balance is also read as a signal of the organization's support for diversity and inclusion.



Source: *Waiter, is that inclusion in my soup?* Deloitte Australia 2013

A Beautiful Story

“Inclusion was originally thought about in terms of equality of treatment (i.e. fairness and respect) and we now know that inclusion also encompasses feelings of individual value and belonging.

Moreover, when the setting tips from ‘I feel included’ to ‘we feel included’, the findings point to a new potential borne out of a large group of employees feeling inspired by each other.

It’s a beautiful story of collective intelligence, driven by diverse ideas which are set free through inclusive behaviors. Contrast this to an understanding of inclusion that stops at ‘let’s just get more diverse people in the game.’

A focus on the bigger potential can reap bigger rewards.

Source: *Waiter, is that inclusion in my soup?* Deloitte Australia 2013

Inclusive Leadership: Psychological Safety and Accountability



Source: Amy Edmondson

Inclusive Leadership Behaviors

Qualities	Behaviors
Respect, equality, fairness	Listen, enquire to learn
Collaboration	Share knowledge and experience
Openness	Explore underlying assumptions and unconscious biases
Empathy, authenticity	Acknowledge emotions and ideas
Creativity	Encourage problem-solving
Adaptability, flexibility	Adjust to reflect new experiences and understanding

Drawn from: Bettye Pruitt & Philip Thomas, Democratic Dialogue – A Handbook for Practitioners

Women in Business Leadership – Creating Value



Source: *Women in Business Leadership Boost ESG Performance*, IFC 2019

Inclusive Leadership - Creating Value in the Health Sector

“The key was to make sure that your client—the patient—was satisfied with the level of care. When the patient receives value for money, the patient becomes your marketing engine and subsequently you experience greater referrals which translates to increase volumes of patients accessing your facility. You create your own investment case.”

--Faith Muigai

Regional Director, PharmAccess Foundation

IFC Women's Leadership in Private Health Care Report 2019

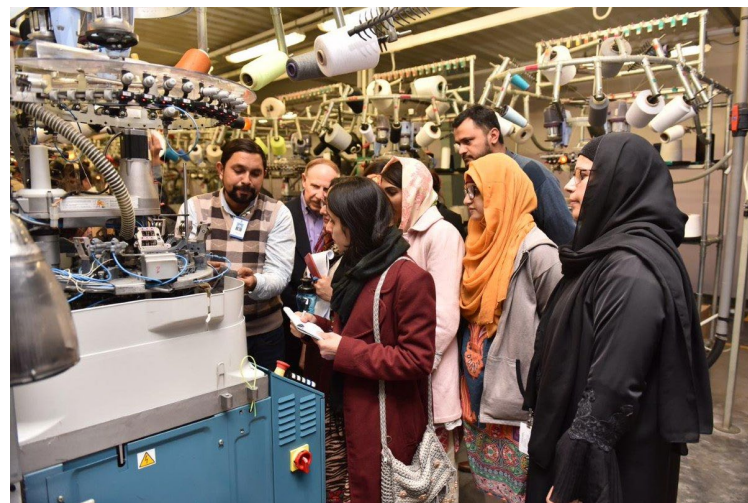


Inclusive leadership: Creating Value in Manufacturing

“In my company, we were conscious of the impact this pandemic was having on communities, and particularly the vulnerable. So we earmarked nearly \$500,000 for food, healthcare equipment, and PPE donations.

And while business continuity was key for us, we were careful not to make any short-term decisions that would impact the 23,000 people who work for us. We put in place budget suspensions on non-critical spending. But our priority was to not retrench and not let go of any of our employees. Nothing makes me happier than to share that we’ve been able to navigate this crisis without laying off anyone. As a result, we have a committed and loyal employee base that can be mobilized quickly as we shift gears and move into growth mode.”

--Faryal Sadiq,
VP Sales and Marketing
Interloop, Pakistan



Inclusive Leadership: Creating Value in Agriculture

“Look at the women, if you want to find resilience! I see huge opportunities in agro-processing; in food production, processing and marketing; in the development of consumer-packaged goods. There are also opportunities for planting and growing our own food no matter how small a scale.

Women are renowned for the ability to multi-task, to provide for their families during crisis, and their ability to find solutions; so the women have been the first to bounce back after a shock. Capitalize on their fearlessness and their strength.”

--Jeannine Cooper
Minister of Agriculture, Liberia
Member of the Women on Boards Network, Liberia



Thank You!

<https://www.ifc.org/cggender>



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AND IN BUSINESS
LEADERSHIP**

