

# Leadership's perception gap

Research on diversity, inclusion and managers



# Your presenter – John Hackston

- Head of Thought Leadership, The Myers-Briggs Company
- Chartered Psychologist
- Creating, using and researching psychometric tests and questionnaires for 35 years
- Using our tools – MBTI, FIRO, CPI, TKI – since 1997
- Regular speaker at conferences and author on the psychology scene



How committed is  
your organisation to  
diversity, equity and  
inclusion?

# Organizations are now paying attention to diversity

**90%** of Fortune 500 companies have on-boarded an executive whose focus is on diversity

In the last five years, there has been a **113%** increase in executives with job titles relating to diversity and inclusion.

*Zoominfo, June 2020*

## Diversity leadership roles are on the rise

Growth of job titles globally over 5 years (2020 vs. 2015)

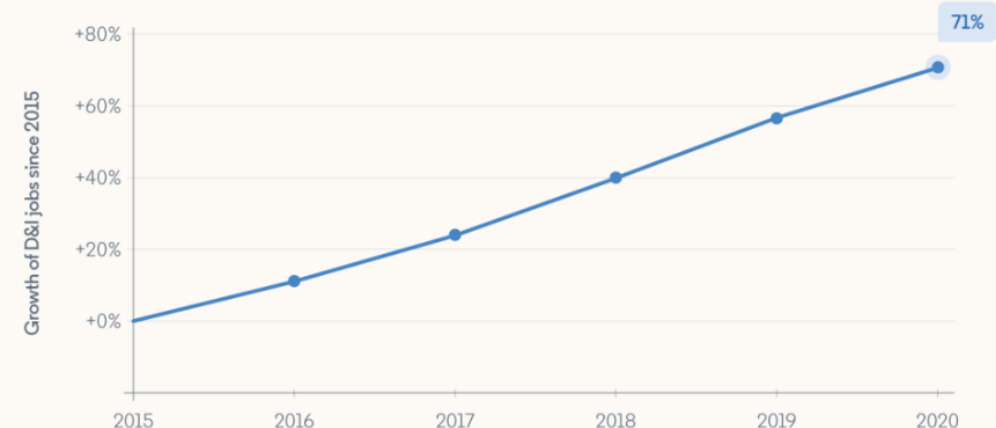


Based on global LinkedIn data.



## Diversity roles are up 71% over last 5 years

Growth of diversity & inclusion employees, indexed to 2015



Based on global LinkedIn data.

*LinkedIn Talent blog, Sept 2020*



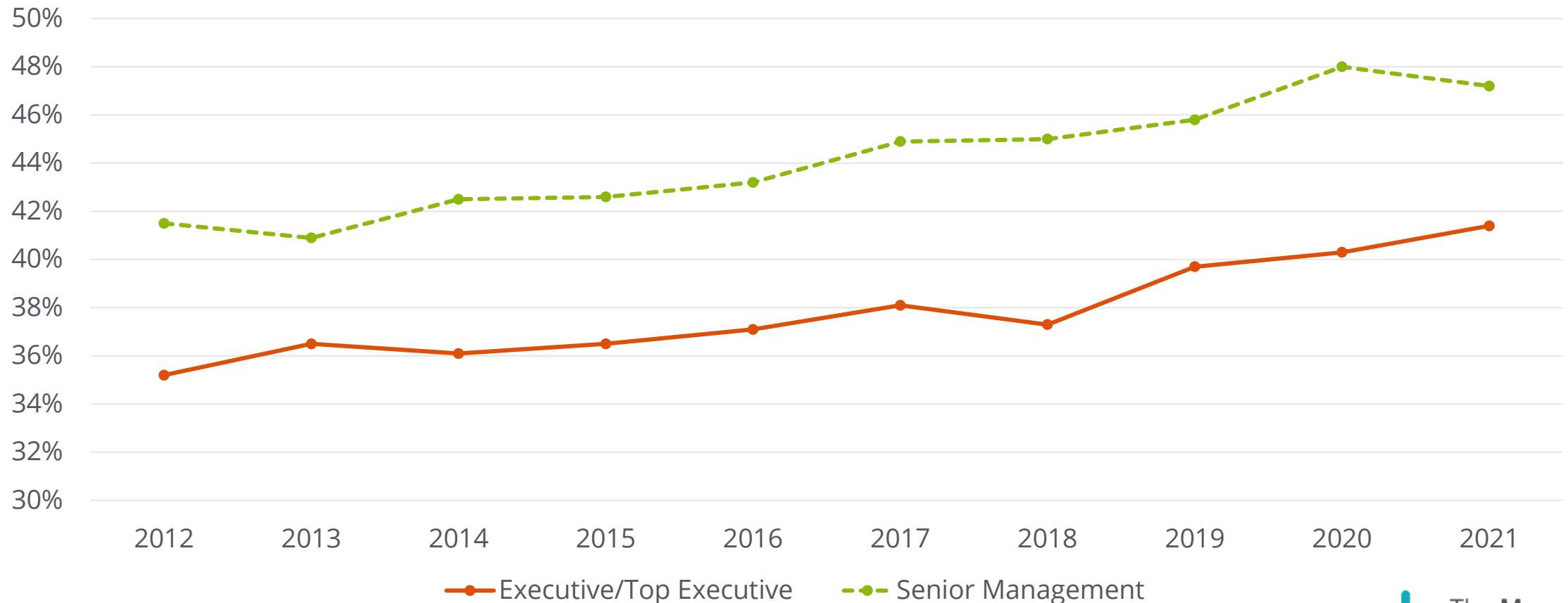
# Gender pay gap across Europe



Source: Eurostat

# Women lag behind in representation at top level

Representation of women in leadership roles by year



# DEI: Diversity, Equity and Inclusion

## Diversity

Having a diverse group of employees, suppliers, clients, etc.

## Equity

Treating everyone justly according to their circumstances. Giving people what they need, to make things fair. Not the same as *equality*

## Inclusion

Everyone in the organization feels respected for who they are as an individual or as a member of a group

“ Simply admitting an under-represented minority student is not enough if that student feels unwelcome, unheard, and undervalued ”

Chandler Puritty et al, 2017





I'm respected for who I am

I can be my authentic self

I feel included by my co-workers, and my manager

I feel able to participate and contribute

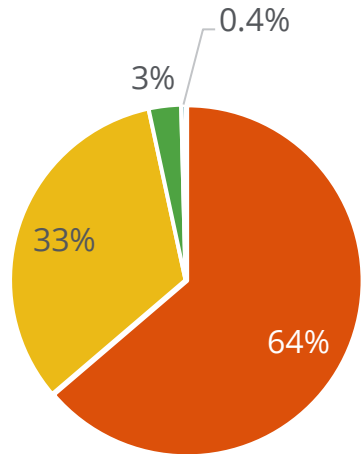
I am included in decision-making

My views are respected, accepted and acted on

**What is  
Inclusion?**

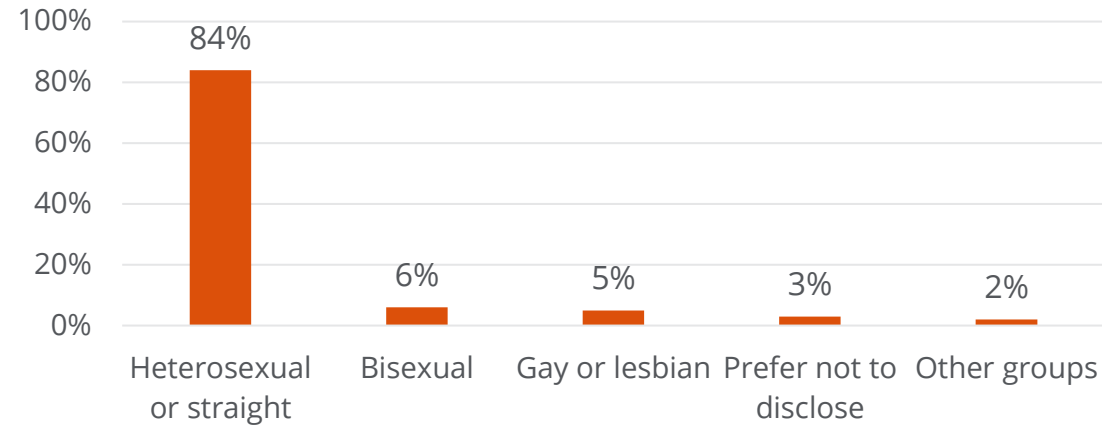
# The inclusion survey sample

Gender

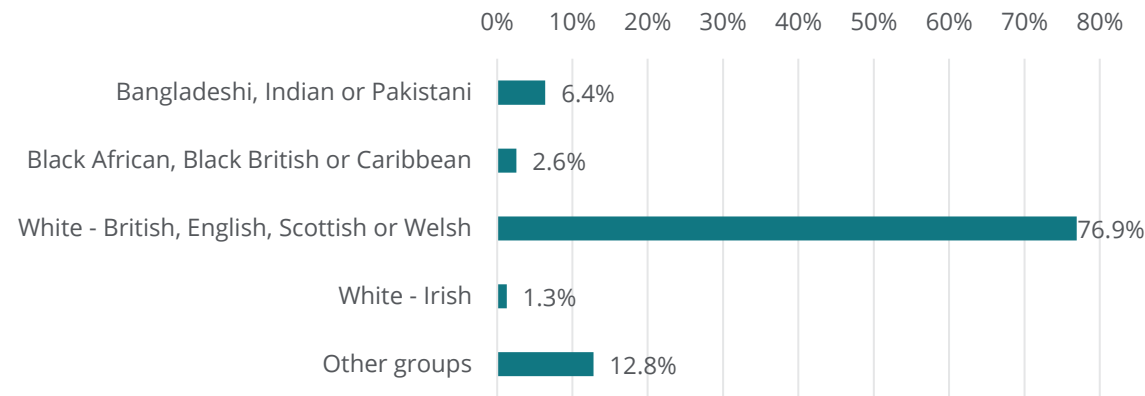


- Female
- Male
- Other groups
- Prefer not to disclose

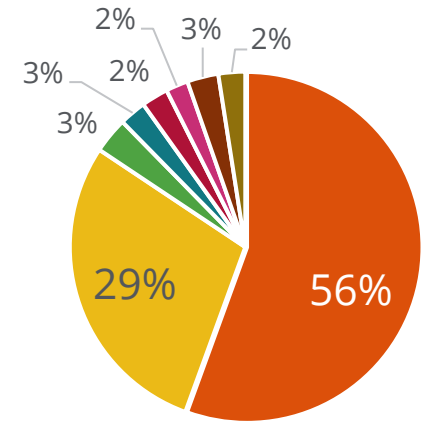
Sexual orientation



UK: ethnicity/race breakdown



Country you principally work in



- USA
- Australia
- Netherlands
- Other European
- UK
- Canada
- France
- Other

# Two example questions:

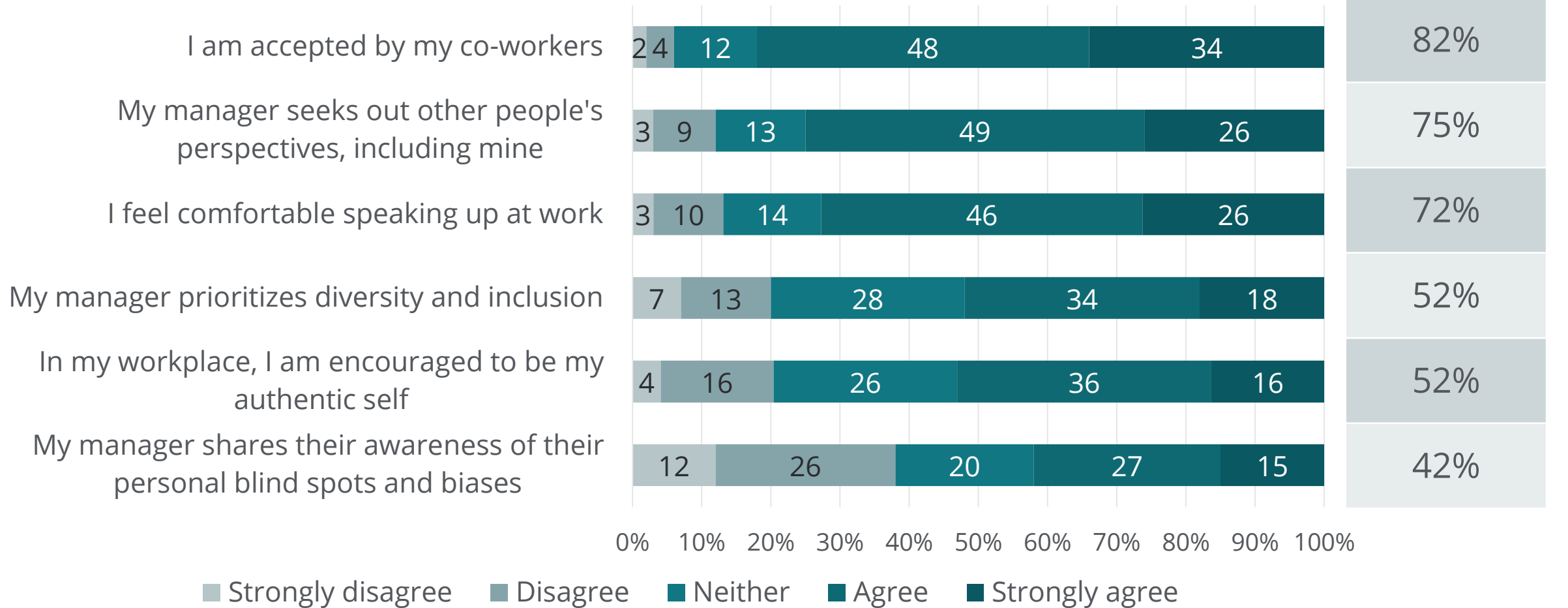
My manager seeks out other people's perspectives, including mine

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

In my workplace, I am encouraged to be my authentic self

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

# Top three and bottom three items



# Dimensions of inclusion

Feels included by co-workers

Feels included by manager

Feels valued by and at home in organization

Feels able to be their authentic selves

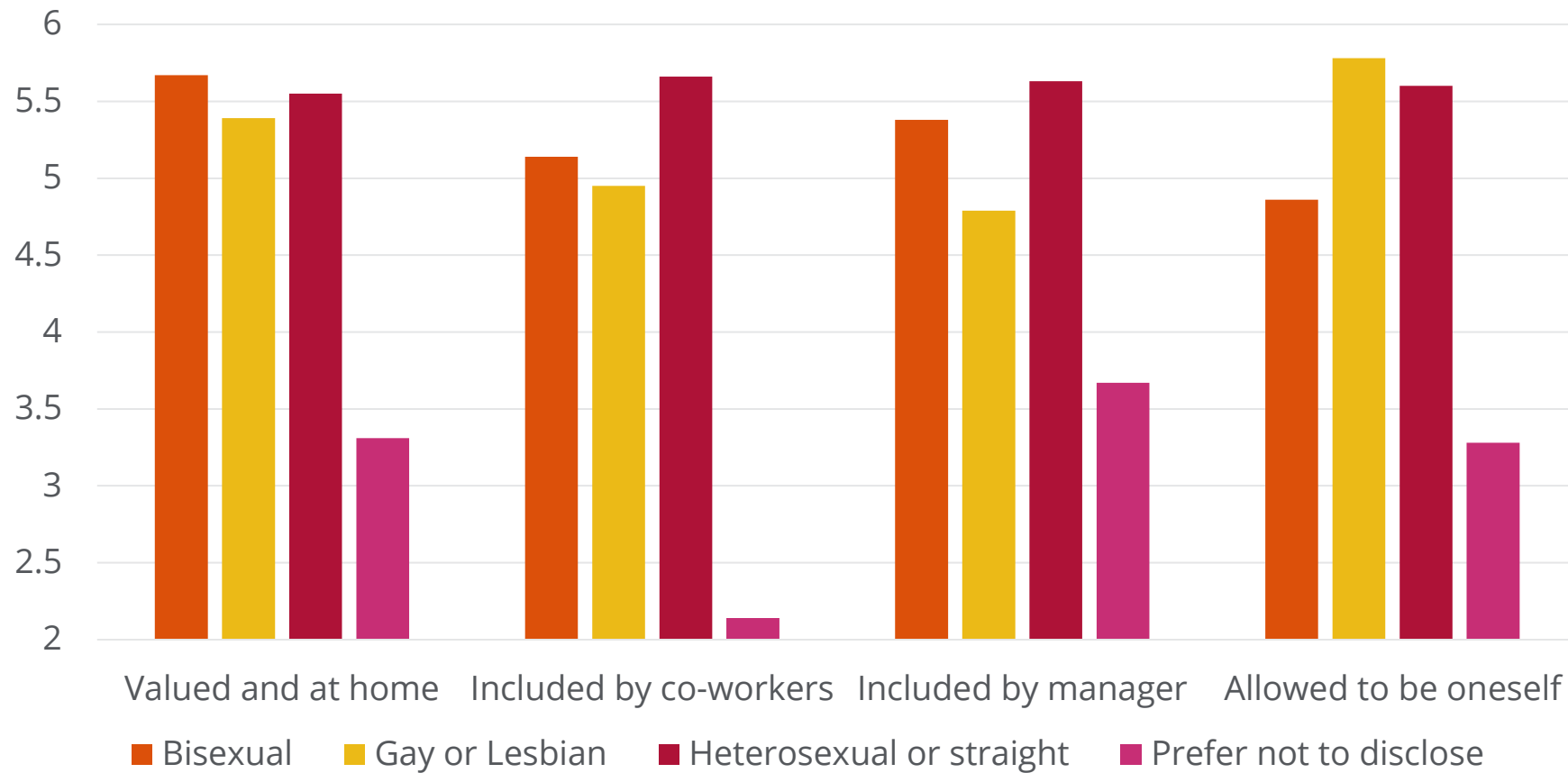
Feels included  
(perceived  
organizational  
inclusion)

# Dimensions of inclusion

Dimension	Example items
Included by co-workers	<ul style="list-style-type: none"><li>• I am accepted by my co-workers.</li><li>• I am always comfortable and at ease interacting with my co-workers.</li><li>• I rarely feel excluded by my co-workers.</li><li>• There are people at work who I can talk to when I am stressed or upset.</li></ul>
Included by my manager <i>All begin "My manager..."</i>	<ul style="list-style-type: none"><li>• Ensures that I feel heard and understood.</li><li>• Focuses on what I do right, not on what I do wrong.</li><li>• Seeks out other people's perspectives, including mine.</li><li>• Shows commitment to helping the team collaborate and be inclusive.</li></ul>
Valued by and at home in my organization	<ul style="list-style-type: none"><li>• I am treated fairly at work.</li><li>• I feel at home in my organization.</li><li>• My organization values my contribution.</li><li>• When I'm at work, I really feel like I belong there.</li></ul>
Allowed to be myself	<ul style="list-style-type: none"><li>• I can be honest with most of my co-workers.</li><li>• I feel comfortable speaking up at work.</li><li>• In my workplace, I am encouraged to be my authentic self.</li><li>• I have changed my behavior to fit in at work. &lt;scored negatively&gt;</li></ul>

# Those who preferred not to disclose their sexuality felt less included

Average score on inclusion scales for each orientation



**I rarely feel excluded by my co-workers**  
(% agree or strongly agree)

Heterosexual or straight	68%
Bisexual	50%
Gay or lesbian	25%
Prefer not to disclose	11%

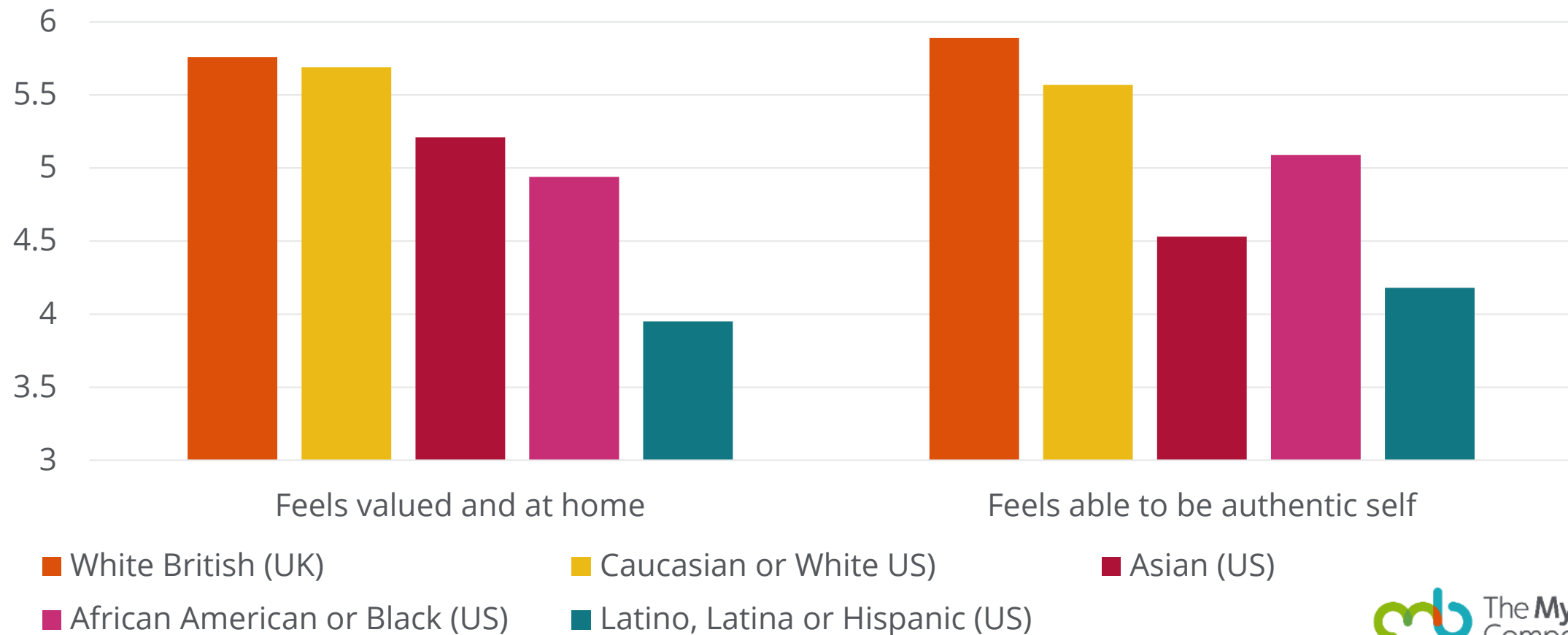
# Members of minority groups felt significantly less included in four specific areas

	% choosing Agree or Strongly agree	
	Majority	Minority
I am accepted by my co-workers	85%	75%
I can be honest with most of my co-workers	74%	66%
I am treated fairly at work	73%	55%
I feel at home in my organization	67%	46%



# Latinx workers feel less valued and at home, and less able to be their authentic selves

Average score on inclusion scales for different groups

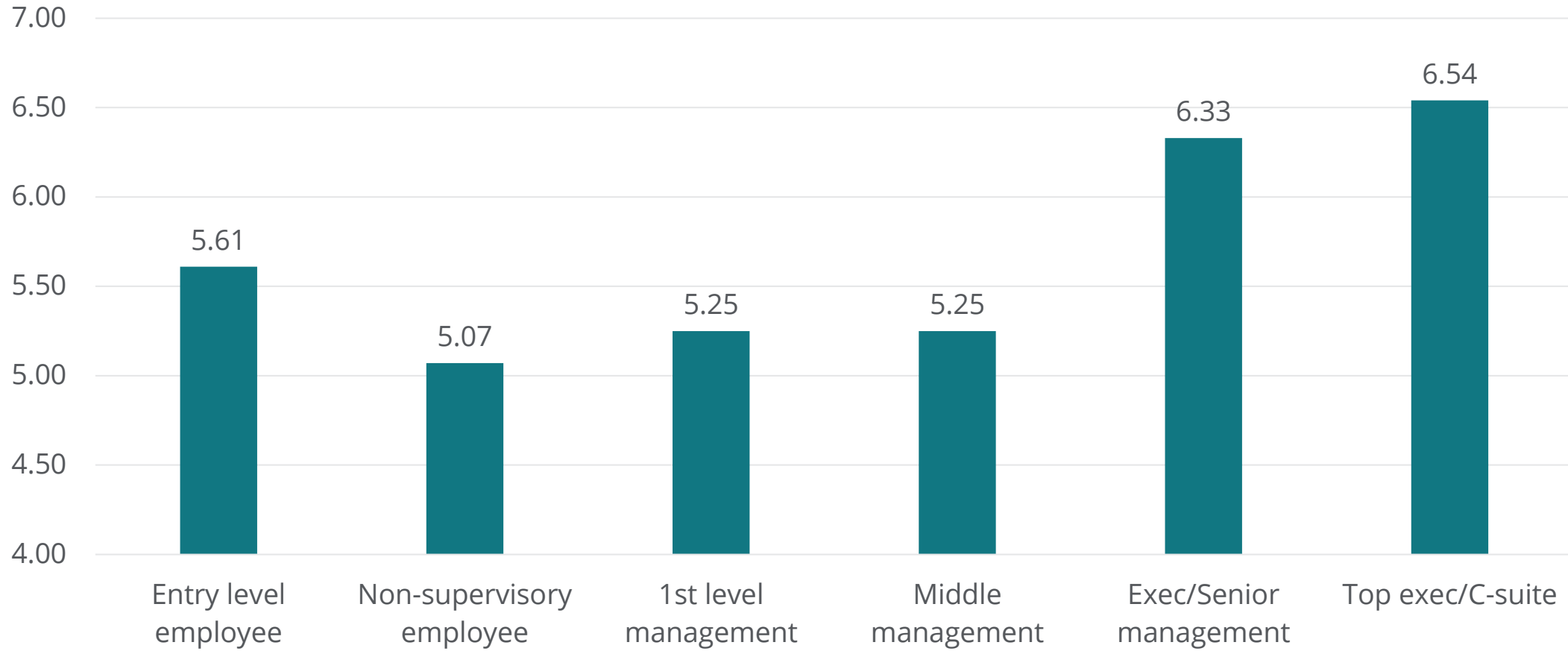


# Some questions showed large differences

	% choosing Agree or Strongly agree				
	White UK	White US	Asian US	African-American	Latino, Latina
I am accepted by my co-workers	88%	83%	87%	71%	70%
I am treated fairly at work	78%	71%	63%	52%	40%
I feel at home in my organization	72%	66%	75%	37%	20%
In my workplace, I am encouraged to be my authentic self	62%	54%	37%	36%	20%
Perspectives like mine are included in decision-making	57%	68%	38%	54%	30%

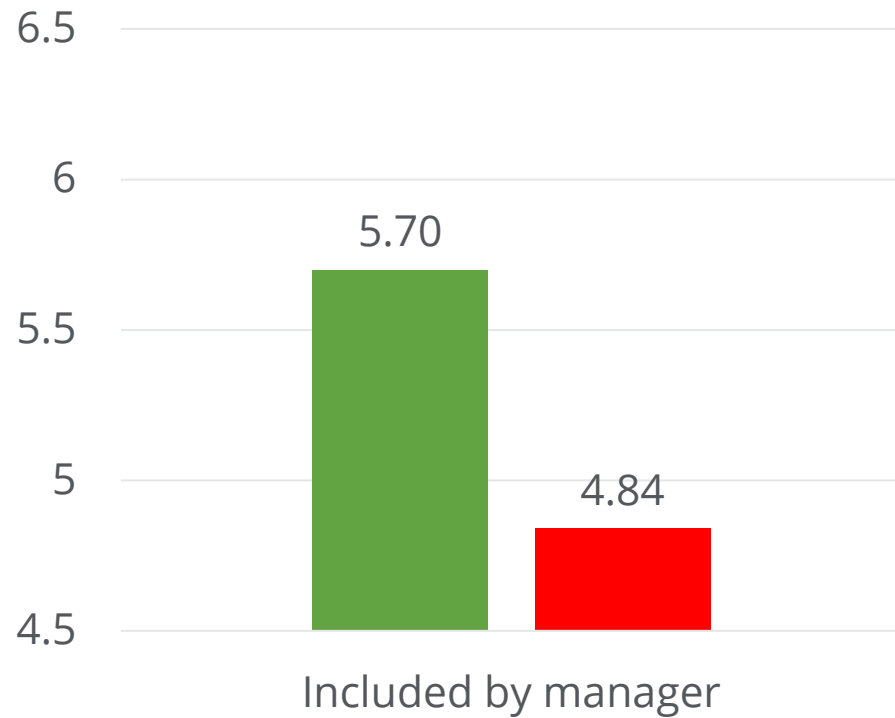
# Job level has an impact

Average (mean) score on *Valued by and at home in organization*

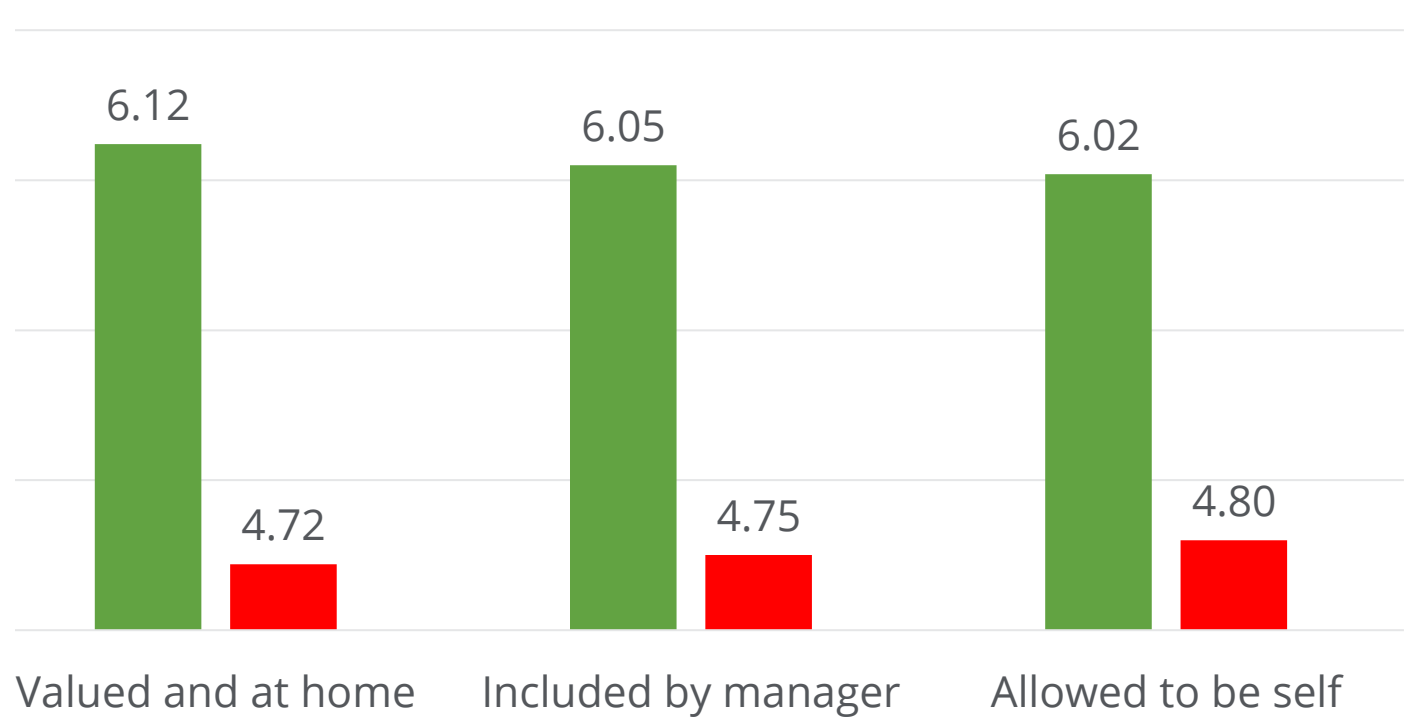


# Diversity and inclusion programs have an impact

Does your organization have any programs or initiatives that aim to increase diversity?



Does your organization have any programs or initiatives that aim to increase inclusion?



■ Yes, there is a program ■ No, there is not

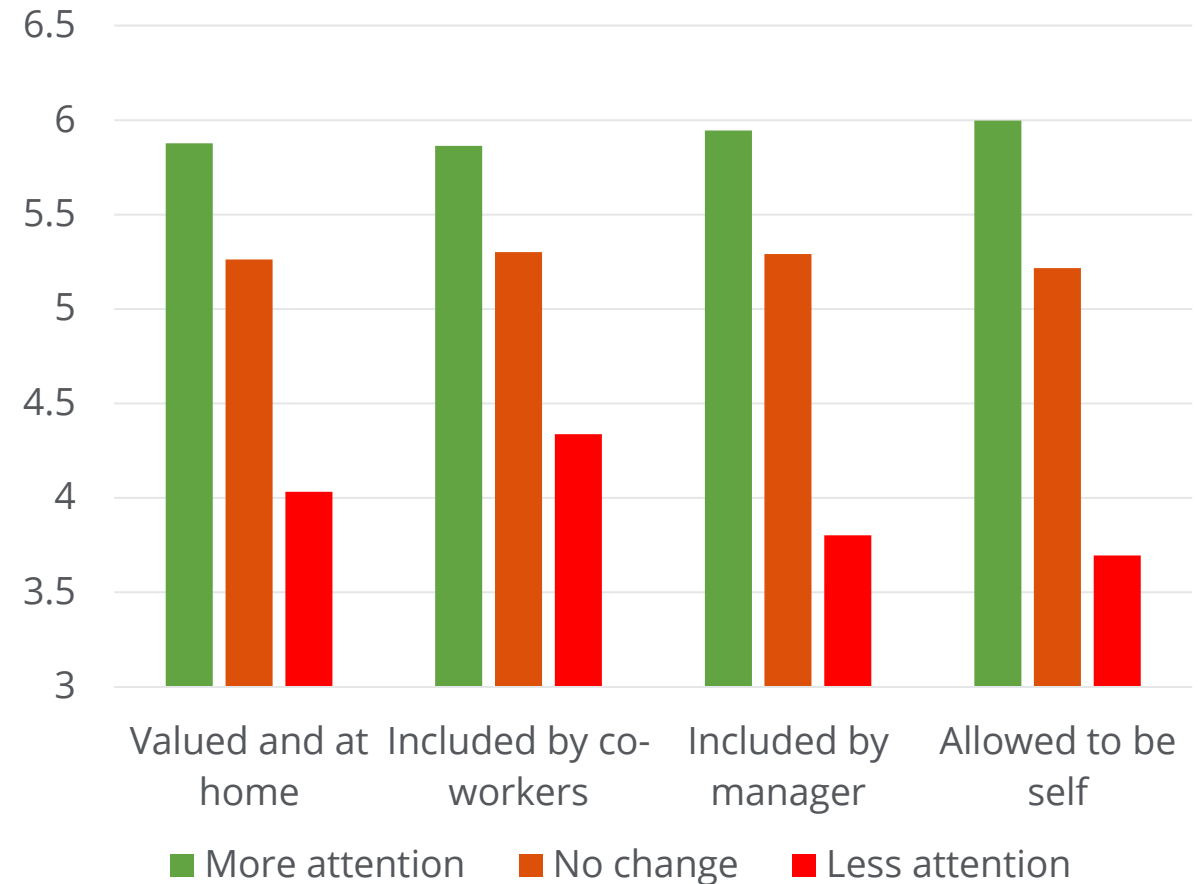
■ Yes, there is a program ■ No, there is not

# When organizations pay less attention, inclusion suffers

Attention paid to diversity in last year



Attention paid to inclusion in last year



# The Myers-Briggs Type Indicator® (MBTI®) framework

EXTRAVERSION

INTROVERSION

Where do you get your energy from?

SENSING

INTUITION

What kind of information do you prefer to use?

THINKING

FEELING

What process do you use to make decisions?

JUDGING

PERCEIVING

How do you deal with the world around you?

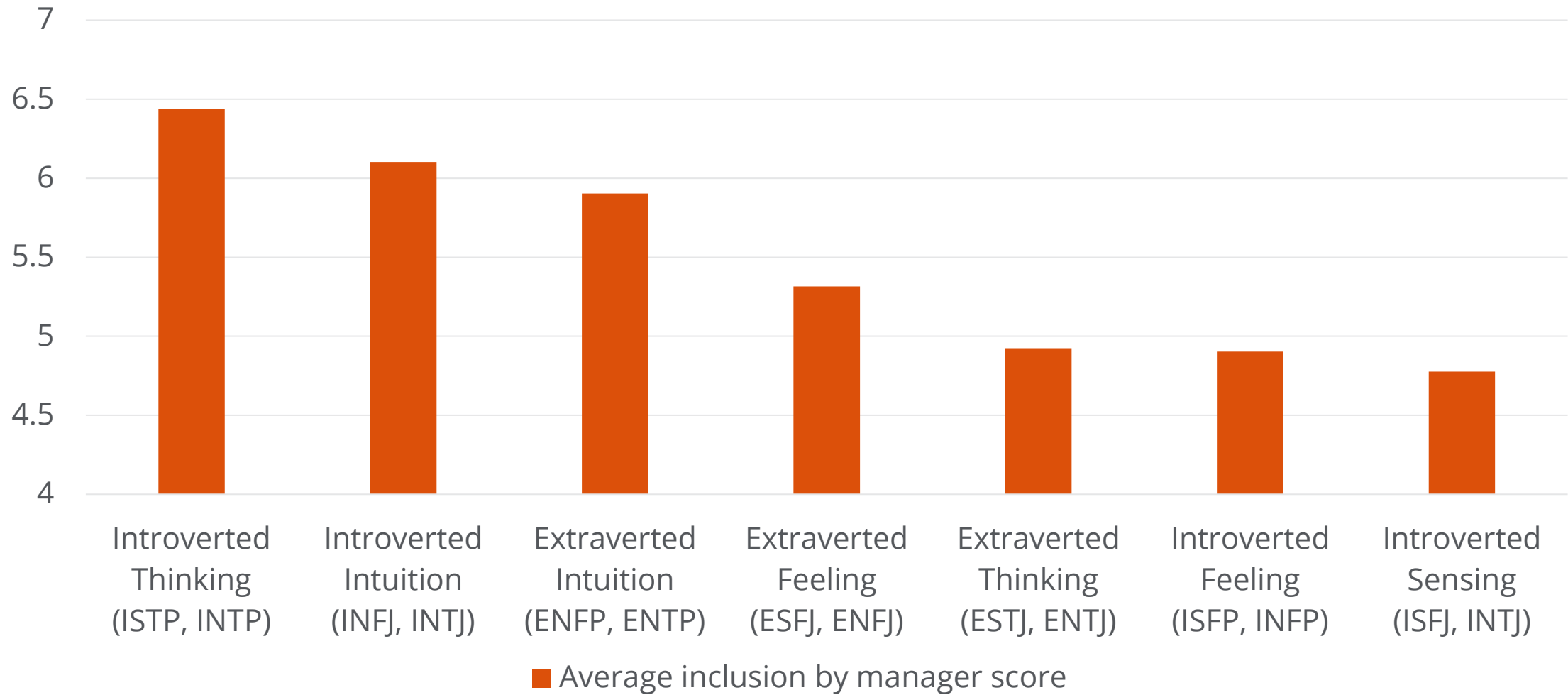


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# Personality differences in feeling included by manager



# The story so far...

- Inclusion has several dimensions
- Most people feel included
- Some do not:
  - Those who feel they cannot disclose their sexuality
  - To some extent, lesbian and gay staff
  - Minority groups, especially Latinx
  - Less senior employees
  - Where there are no diversity and especially inclusion programs
  - Where less attention is being paid to diversity and inclusion
- Personality affects perceived inclusion by manager.





# Why is inclusion important? Some research

- Employees who feel more included perform better, are more innovative, and create higher-performing teams<sup>1</sup>
- Workplace inclusion increased innovation, job satisfaction and quality of care in hospital service staff<sup>2</sup>
- Inclusion increases organizational citizenship behavior in diverse organizations<sup>3</sup>
- Inclusion increases organizational citizenship behavior<sup>4</sup>
- Valuing inclusion leads to more inclusive HR practices, which in turn increase organizational effectiveness<sup>5</sup>

<sup>1</sup>Chen & Tang, *Journal of Managerial Psychology*, 2018

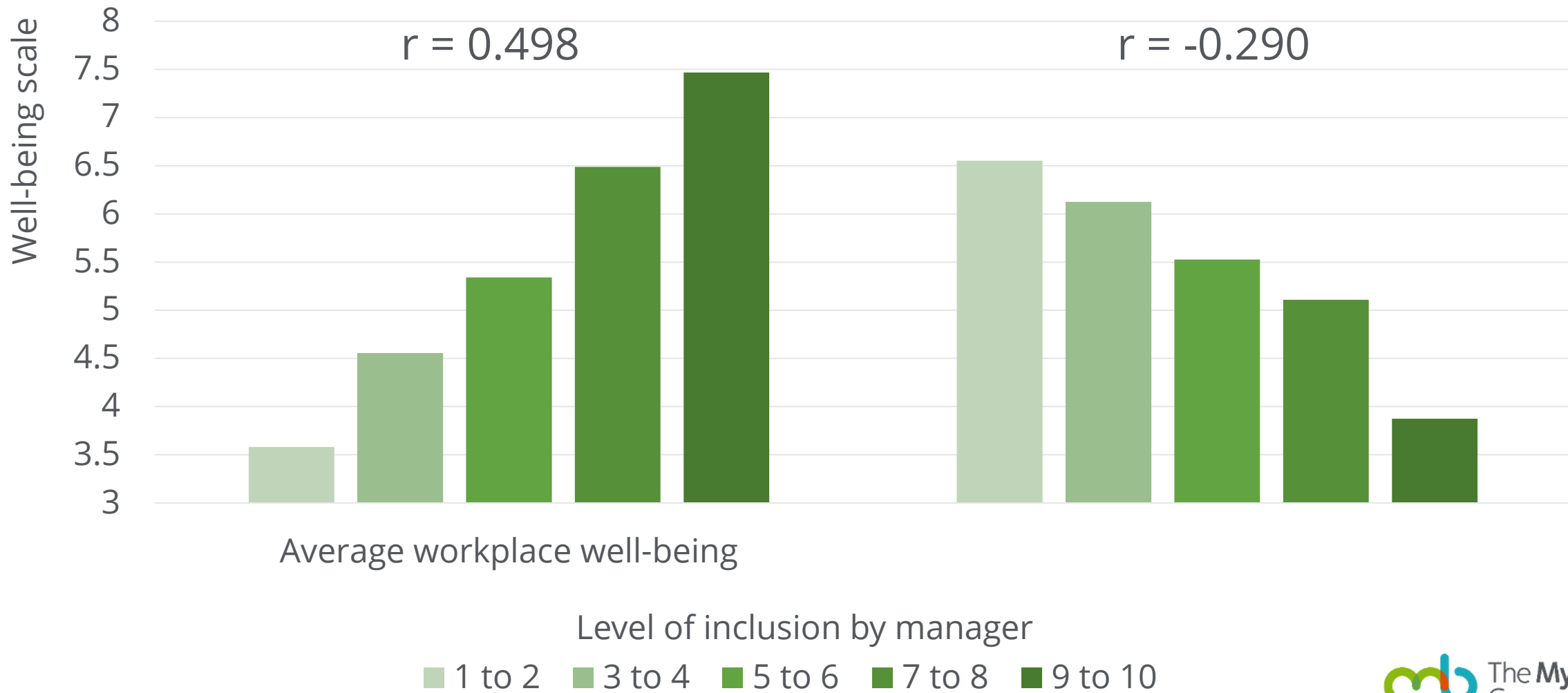
<sup>2</sup>Brimhall & Mor Barak, *Human Service Organizations: Management, Leadership & Governance*, 2018

<sup>3</sup>Khan & Jabeen, *Journal of Management and Research*, 2019

<sup>4</sup>Wen & Oljaca, *International Journal of Business Management and Technology*, 2020

<sup>5</sup>Chung, Dean & Ehrhart, *Personnel Review*, 2020

# Higher levels of inclusion matter



# What one action would make you feel more included?

More contact and communication with and transparency from managers and/or senior management

Action on specific issues (e.g., age, gender, racial discrimination, disability, neurodiversity)

Include or consult me/employees generally more in decisions, planning, etc.

I already feel included, nothing more is needed

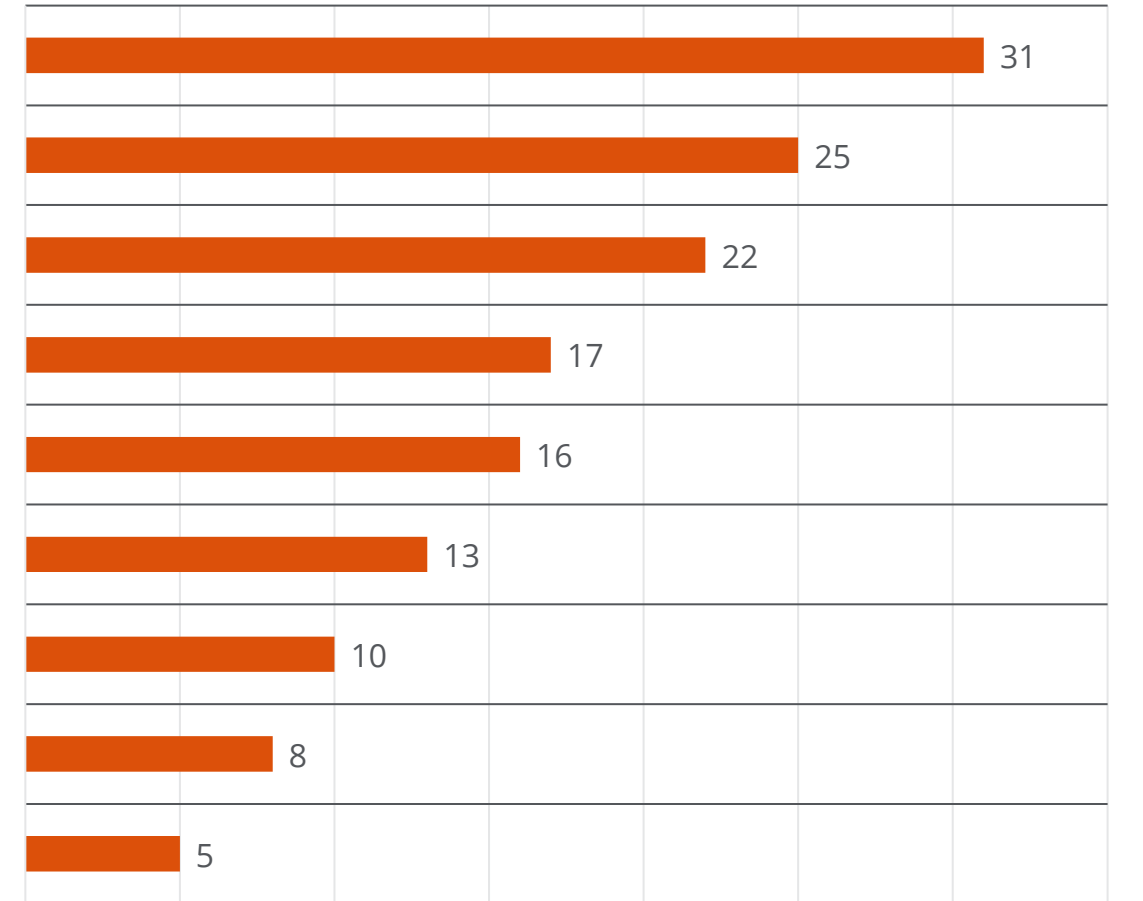
Training programs or events

Accept me for who I am/allow me autonomy

More diversity amongst managers and/or senior management

Inclusion has gone too far, we should stop talking about it, take care of the majority

Tokenism/using me as an example or 'trick pony'



0 5 10 15 20 25 30 35

■ No. of mentions

# Inclusive leadership?

- Feeling included by your manager is important
- But just how inclusive are managers?
- We could ask them...

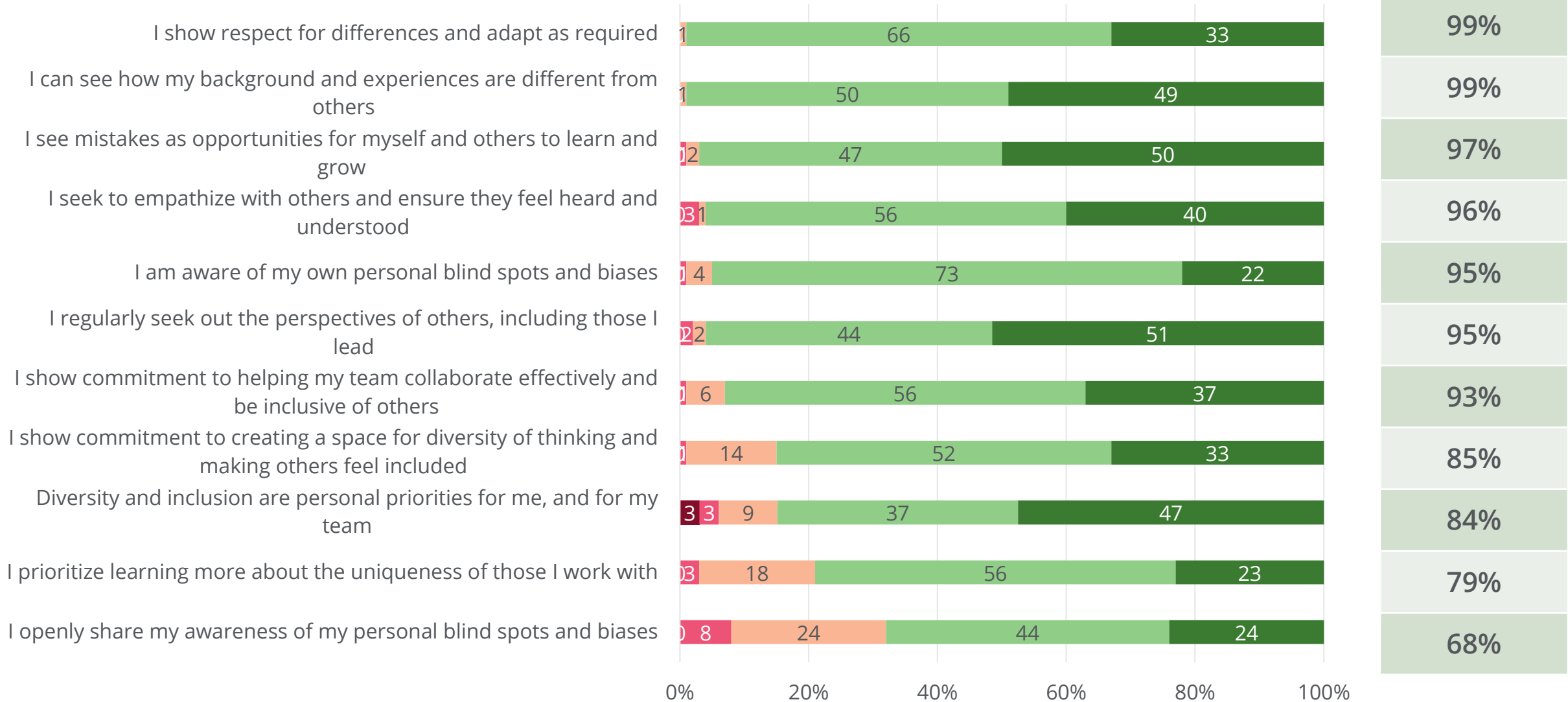
I regularly seek out the perspectives of others, including those I lead

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree



# Leader's ratings

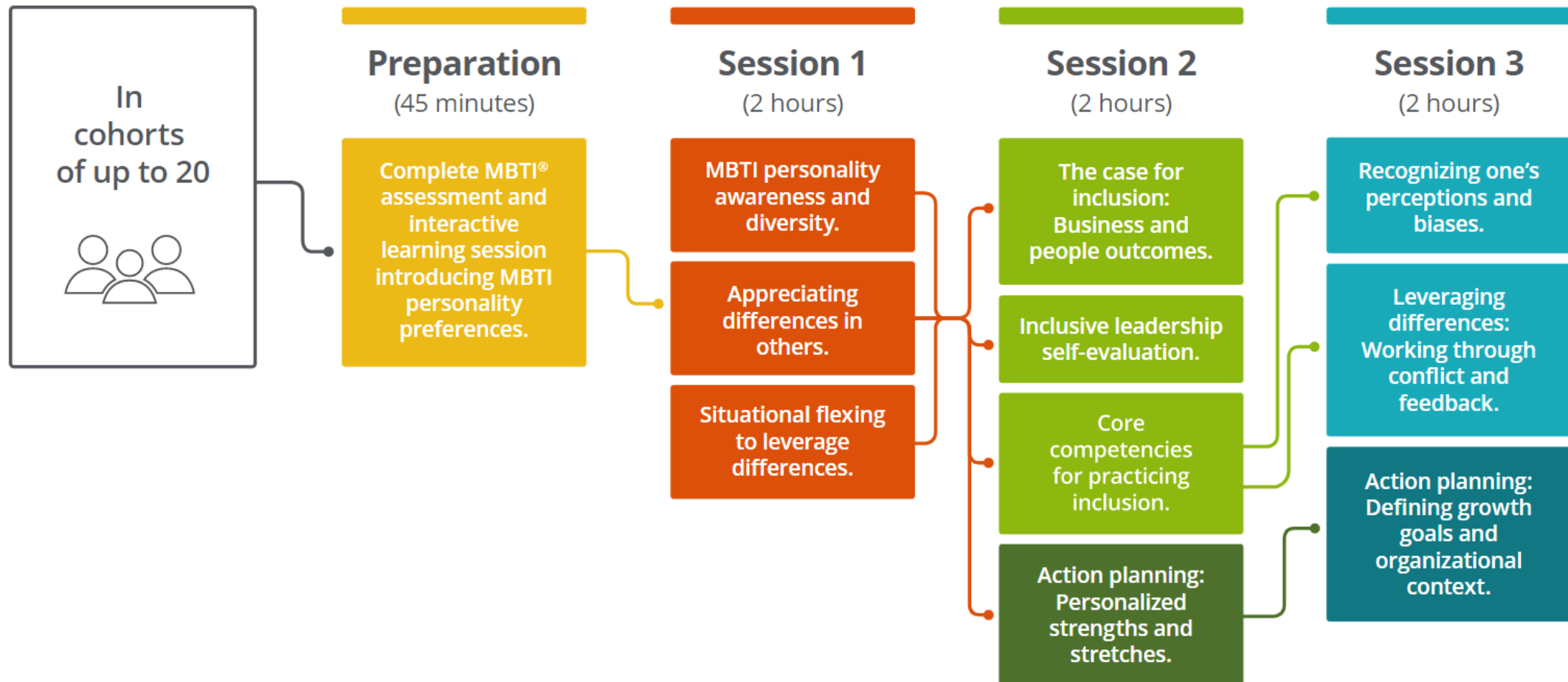
Strongly disagree Disagree Neither Agree Strongly agree



# The leadership perception gap

'My manager' question	Matching 'inclusive leadership' question	% agree or strongly agree		
		Leader self-rating	Leader rating of manager	Non-leader rating of manager
Seeks out other people's perspectives, including mine	I regularly seek out the perspectives of others, including those I lead	95%	77%	68%
Ensures that I feel heard and understood	I seek to empathize with others and ensure they feel heard and understood	96%	72%	63%
Shows commitment to helping the team collaborate and be inclusive	I show commitment to helping my team collaborate effectively and be inclusive of others	93%	71%	62%
Sees mistakes as opportunities for learning and growth	I see mistakes as opportunities for myself and others to learn and grow	97%	74%	57%
Shows respect for differences, and adapts as required	I show respect for differences and adapt as required	99%	70%	57%
Prioritizes diversity and inclusion	Diversity and inclusion are personal priorities for me, and for my team	84%	59%	40%
Shares their awareness of their personal blind spots and biases	I openly share my awareness of my personal blind spots and biases	68%	46%	37%

# Inclusive leadership virtual workshop



**Items 22-25: SELF-AWARENESS-** I know my thoughts, emotions, values, personality preferences, strengths, challenges, stressors, and tendencies to react as well as how these have an impact on myself and others. I am aware of and seek to discover my biases and vulnerabilities. I am aware of how I come across to others. I strive for an accurate view of self.

**Items 18-21: OPENNESS-** I am receptive to new ideas and/or ways of working that are different from my own. Others know they can come to me, and I will listen. I can listen to and appreciate differing perspectives, ideas, and thoughts of others. I seek out all sides from all types of people on issues and when making decisions.

**Items 15-17: LEVERAGING DIFFERENCES-** I create space for diversity of thought and personality types. I seek to understand diverse individuals, work from their perspective, and integrate the similarities & differences among different people into a diverse collective capability.

**Items 12-14: HUMILITY-** I am aware of and open with others about my limitations, biases, and vulnerabilities. I am open about what I don't know and give the spotlight to others. I admit my mistakes. I am open to criticism from all levels, and I invite feedback to improve.

**Items 1-3: COURAGE-** I can do and say what is needed to role model inclusion for myself and others. When necessary, I hold myself and others accountable to support inclusion and minimize exclusionary behaviors.

**Items 4-5: CURIOSITY-** I have a strong desire to learn or know about other people's personality type, motivations, ideas, perspectives, backgrounds, experiences, and ways of working.

**Items 6-8: EMPATHY-** I inquire about others' well-being. I seek to understand how and why others' feel the way they do and ensure others feel heard. I seek to understand by taking the perspective of others. I create safe space for owning and learning from mistakes.

**Items 9-11: FLEXIBILITY-** I am open and adaptable when faced with other perspectives or new, different, and/or changing circumstances and information. I can listen to and integrate different perspectives, including those that are divergent from my own and/or require that I change my course / plan.





# Recommendations for organizations

- Avoid decreasing the amount of attention being paid to diversity and inclusion
- Ensure that there is an inclusion initiative or program in place (not only diversity)
- Ensure diversity and/or inclusion programs contain a training element and, especially for inclusion, are not purely target-driven
- Review what you are doing to make employees feel valued, and whether the culture allows individuals to speak out
- Consider whether the company culture allows people to be gay, lesbian or bisexual without consequences to them

Mara, L.-C., Ginieis, M., & Brunet-Icart, I. (2021). Strategies for coping with LGBT discrimination at work: A systematic literature review. *Sexuality Research and Social Policy*, 18, 339–354.

# Recommendations for managers and leaders

- Managers should be aware of the importance of personality and individual differences in their contact with their reports and avoid a 'one size fits all' approach when it comes to fostering inclusion.
- Managers should be aware of their own personality preferences and of how they can best work with others with different preferences.
- Asking leaders to self-report their levels of inclusive leadership should not stand on its own, but form part of an integrated program including other elements

# MBTI® virtual certification

## Certification

- Next available date: 01-03 Aug

## Coaching courses

- 01 Sep
- 05 May

More dates and details on the website

Ask about our in-house courses at a time a date that suits your team



# MBTI Virtual Live Series - workshops



## Building Resilience

When you feel stressed, it can get in the way of dealing effectively with life's demands, and it can affect everything you do. Participants gain

- Understanding their personal stress triggers
- Identifying strategies for coping with and reducing stress
- Insights to prepare them to build their resilience at work and home



## Managing Change

In this session, participants will explore the process of navigating change by first understanding the role of personality type. Participants gain

- Understanding of personal change style and preferences
- Deeper appreciation for how change can be more successfully navigated through psychological insights
- Actions for increasing one's personal effectiveness during times of change



## Enhancing Communication

Effective communication is at the heart of successful teams and thriving organizations. Participants gain

- Understanding of personal communication style and preferences
- Deeper appreciation for diversity of communication styles and preferences
- Actions for increasing one's personal communication effectiveness

## Workshop features

Arrange a time and date that works for you

Interactive dialogue, exercises, and Q&A

Participants can join individually from their computer or as a group from the same location

Available for groups and teams

## Workshop benefits

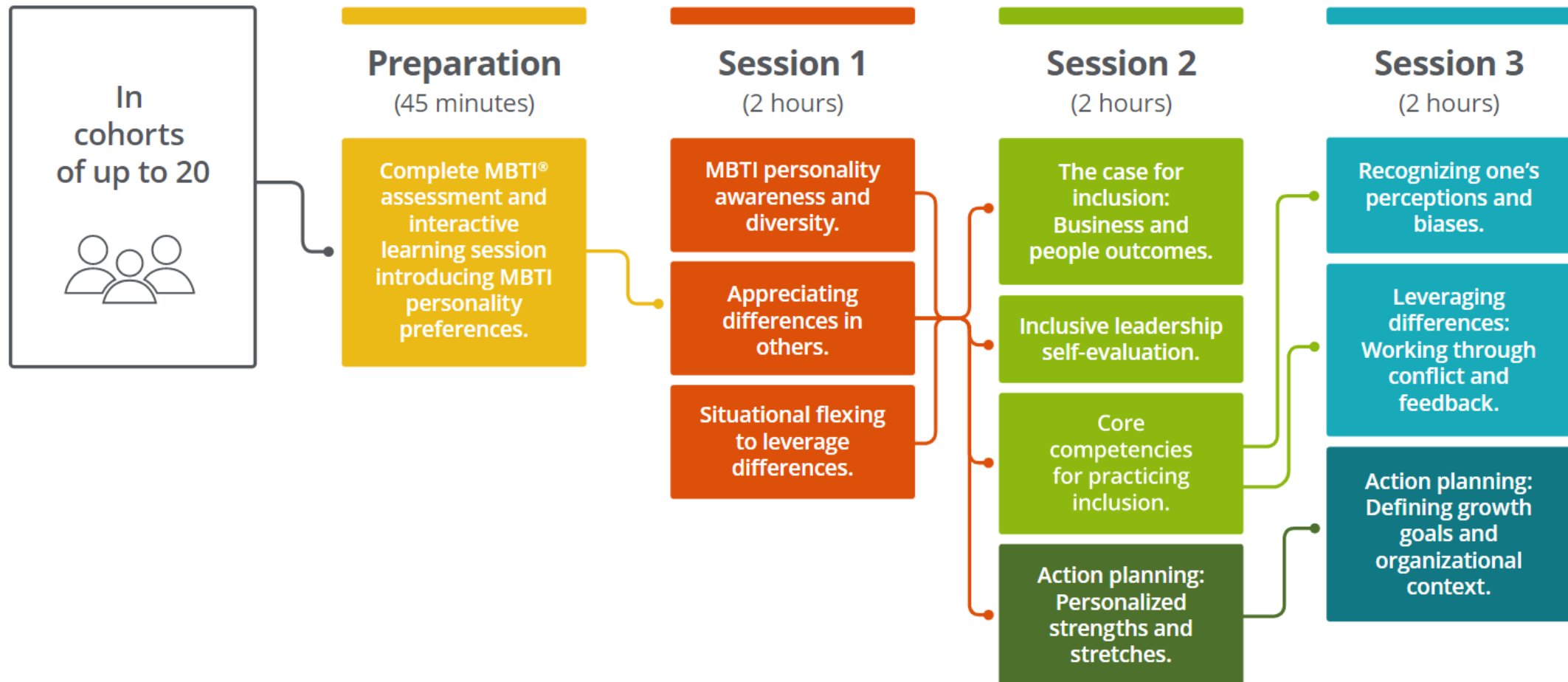
Confirm participants' best-fit MBTI® type

Increase self-awareness by understanding one's natural source of energy, motivations, frustrations, and blind spots

Apply MBTI® type to appreciate differences in how people communicate and make decisions

Create an individual action plan to leverage learnings

# Inclusive leadership virtual workshop





# Questions?



Thank you!

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