

VantagePoint

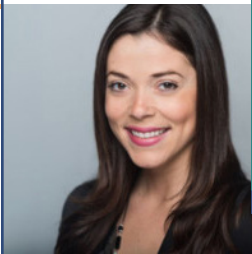
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ORGANIZATIONAL CULTURE

SUPPORTING DEI THROUGH LEADERSHIP ASSESSMENTS AND COACHING.



BY **Amanda Bell,**
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At Vantage, we have the privilege of working with some of the world's most impactful and essential leaders. We are constantly impressed by the significant role they play in the diversity, equity, and inclusion (DEI) initiatives in their organizations. With that, doing great work in the assessment and coaching space includes supporting broader DEI initiatives like selecting inclusive leaders and developing diverse top talent.

For instance, given the importance of inclusive leadership in high-impact roles, how does one assess inclusive leadership behaviors in a typical assessment process? Specifically, if an organization requires its senior leaders to role model inclusive leadership, we could use various methods to measure this more precisely. While this competency is as complex as any, here are a few tools we have deployed with success.

1. Powerful interview questions. After conducting hundreds of interviews with senior leaders worldwide each year, we continue developing a benchmark of world-class responses to some of the following questions. For instance, how do leaders self-reflect on and mitigate their personal biases? What steps have they taken to get educated on bias, stereotypes, and inclusive leadership? Have they participated as an ally? How do they solicit and include diverse perspectives? We encourage assessors to provide leaders multiple opportunities to speak about different inclusive leadership behaviors?

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Happy Holidays
...and a Very
Happy New Year!

From All of Us at Vantage



Paul Goetz, Ph.D. has been with Vantage for four years and is one of our Leadership Consultants.

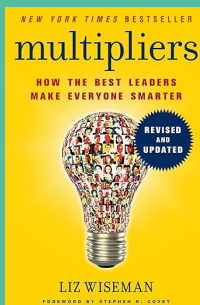
MEET PAUL GOETZ, PH.D.: 10 QUESTIONS IN 10 MINUTES

- Q: What is the most important room in your home?** **A:** My woodshop. It's a place where I relax and can really exercise creativity and see ideas come to life. Even when I was growing up, I think my favorite room was the garage. My dad would always be working on something in there, and I loved "helping" him. He taught me how to work with my hands, fix things, and build things. It's always been a part of me. Now, I focus on building furniture.
- Q: What did you want to be when you were small?** **A:** A cowboy or a pilot. I loved the idea of flying a fast jet, but that became much less appealing as I got older. Looking back, I think those aspirations had more to do with wanting to explore and discover new things. I fill that bucket now with travel.
- Q: What is the best gift you have been given?** **A:** Our 4-year-old son, Otto. He is such a joy and has taught me so many things already in my role as a father and as a human being. My favorite part of the day is when he comes home from school, and it never fails that he is so excited to see us. I know it won't always be like that (e.g., teenage years), so I'm soaking it up while I can.
- Q: If you could go back in time to change one thing, what would it be?** **A:** I would have kept up with playing the bass guitar more after high school. I played it in jazz band, and my friends and I had a garage band. It was a fun, creative escape, kind of like woodworking.
- Q: What's your favorite family tradition?** **A:** A newer tradition that we've created is ordering Indian food over Thanksgiving. It started when my wife and I traveled to Germany about six years ago, and we found a cute little Indian restaurant to have lunch on Thanksgiving Day. My wife's family is from Sri Lanka, and South Asian cuisine is our comfort food. So now, every Thanksgiving that we're home, we order in our favorite dishes.
- Q: If you had a warning label, what would yours say?** **A:** Do not engage in meaningful conversation with him until he has had his morning coffee
- Q: What's the most fun you've had this week?** **A:** I celebrated my birthday with Dil and Otto (wife and son) this past weekend. There was a spontaneous rendition of "Happy Birthday" from Otto. We ate some of my favorite foods, relaxed, went to a park, took naps – it was perfect.
- Q: What's the last movie you went to see?** **A:** I actually can't remember the last movie I went to in the theater. It was before the big covid lockdown, so it's been a while. But I think the last movie I watched was probably Paw Patrol or Frozen. It's what happens when you have a 4-year-old.

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BOOK CLUB RECOMMENDATION



Multipliers: How the Best Leaders Make Everyone Smarter

by Liz Wiseman

An acclaimed *Wall Street Journal* bestseller that explores why some leaders drain capability and intelligence from their teams while others amplify it to produce better results. In this engaging and highly practical book, leadership expert Liz Wiseman explores these two leadership styles, persuasively showing how Multipliers can have a resoundingly positive and profitable effect on organizations—getting more done with fewer resources, developing and attracting talent, and cultivating new ideas and energy to drive organizational change and innovation.

Supporting
DEI Through
Leadership
Assessments
And Coaching.

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2. Related leadership competencies. Based on the scientific review of inclusive leadership, we also measure proximal indicators of inclusive behaviors. For instance, does this leader have a fair and consistent approach to managing employees? How do they accurately judge and assess talent (to avoid bias)? What are the norms and unspoken expectations of their team members?

3. There are also a range of quantitative measures that predict inclusive leadership. For instance, what are their norm-based scores on empathy, open-mindedness, and consensual behaviors? Most validated leadership assessment tools have researched which measures predict inclusive leadership outcomes. Turn to your test representative or the technical manual for more information on this (before applying in practice).

In addition to helping our clients measure inclusive leadership in critical hires and promotions, we can also work closely as coaches of select high-potential leaders, specifically leaders with backgrounds that may be underrepresented in their organizations. When coaching leaders with diverse identities, we always strive to appreciate their unique experiences to continue to empower and support them in their realities at work. Here are some additional recommendations for supporting diverse leaders.

1. As a coach, become competent in your client's unique personal experiences, context, and challenges. Once you build trust, consider discussing whether their work experiences may differ from their colleagues. How do they experience the culture? What has worked to their advantage or against it? What support do they need, and who are their allies? These questions can encourage more reflection on areas they might otherwise avoid.

2. Help leaders individuate their work identity to manage perceptions or stereotypes. For instance, if our coaching clients feel like their race or visible identity is too salient, help them consider what else they would like to be known for and valued for and drive diagnostic behaviors in those ways. What else makes them different and unique from the team? What do you want to be known for?

3. Partner with leaders as they interpret feedback that may be biased. Soliciting 360° feedback from one's colleagues is something we encourage all our coaching clients to do on an annual (or more) basis. A comprehensive look helps them continue bridging the "intention/perception" gap. However, if a leader receives feedback they interpret as biased, it needs to be handled with extra consideration. Before sifting through the feedback, define their goals in collecting the responses to help guide the coach and participant in interpreting the input. Also, determine what business outcomes they want to drive and how this feedback will help. Doing so allows them to leverage the input based on what they need to push results and leave the rest they may find less relevant.

We hope some of these ideas inspire others who conduct talent assessments and coach diverse leaders to take extra consideration in supporting organization-wide DEI efforts. We believe that leaders at the top set the tone for inclusive leadership, and promoting leaders who don't demonstrate these behaviors may

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Meet Paul
Goetz, Ph.D.:
10 Questions
in 10 Minutes

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Q: What childhood activity do you wish you could still do now? **A:** Taking off in a dead sprint without stretching first. At 45, there's too high of a probability that I will pull a hamstring or something.

Q: Would you rather explore a new planet or the deepest parts of the ocean and why? **A:** Hmm, both sound intriguing. But I think I would go with a new planet. Even though there would be deep space travel involved and more dangerous to get to another planet, I don't like the idea of being that far under water. 🌐

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contradict what an organization is driving from a DEI perspective. By aligning with DEI initiatives and implementing targeted strategies, we can strive to foster a broader culture of inclusivity that begins at the top, positively influencing leadership behaviors and organizational dynamics. ○

ABOUT AMANDA BELL, PH.D.

Amanda (Mandy) is an expert in assessing top candidates for high-impact leadership roles, executive coaching for emerging or transitioning leaders, and training teams to be more effective amid disruption or change. Her perspective on leadership and organizational dynamics is informed by 10 years of applied psychological research. Her work emphasizes employee health and recovery from stress, and the trickle-down effects of leaders' behaviors on teams and organizations. She complements this research background with undergraduate teaching and lab management. .

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