



# IDFA

**International  
Dairy Foods Association**

## Women in Dairy Webinar

*Building Inclusive Cultures and Unlocking Leadership Potential*

Thursday, April 16, 2020 | 1:00 – 2:00 p.m. ET



# Welcome and Introductions



**IDFA**  
International  
Dairy Foods Association



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Chief of Staff

Strictly confidential

# Building inclusive cultures and unlocking leadership potential

April 16, 2020

**EgonZehnder**



**IDFA**  
International  
Dairy Foods Association

# Your facilitators



**Cynthia Soledad**

*Consultant, Egon Zehnder  
D&I Expert  
Chicago, US*



**Vanessa Chehlawi**

*Consultant, Egon Zehnder  
D&I Expert  
Toronto, Canada*



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*Consultant, Egon Zehnder  
Dairy Industry Expert  
Montreal, Canada*

# Agenda



Why we are here



Inclusive Leadership



Potential for self and team-development



Closing

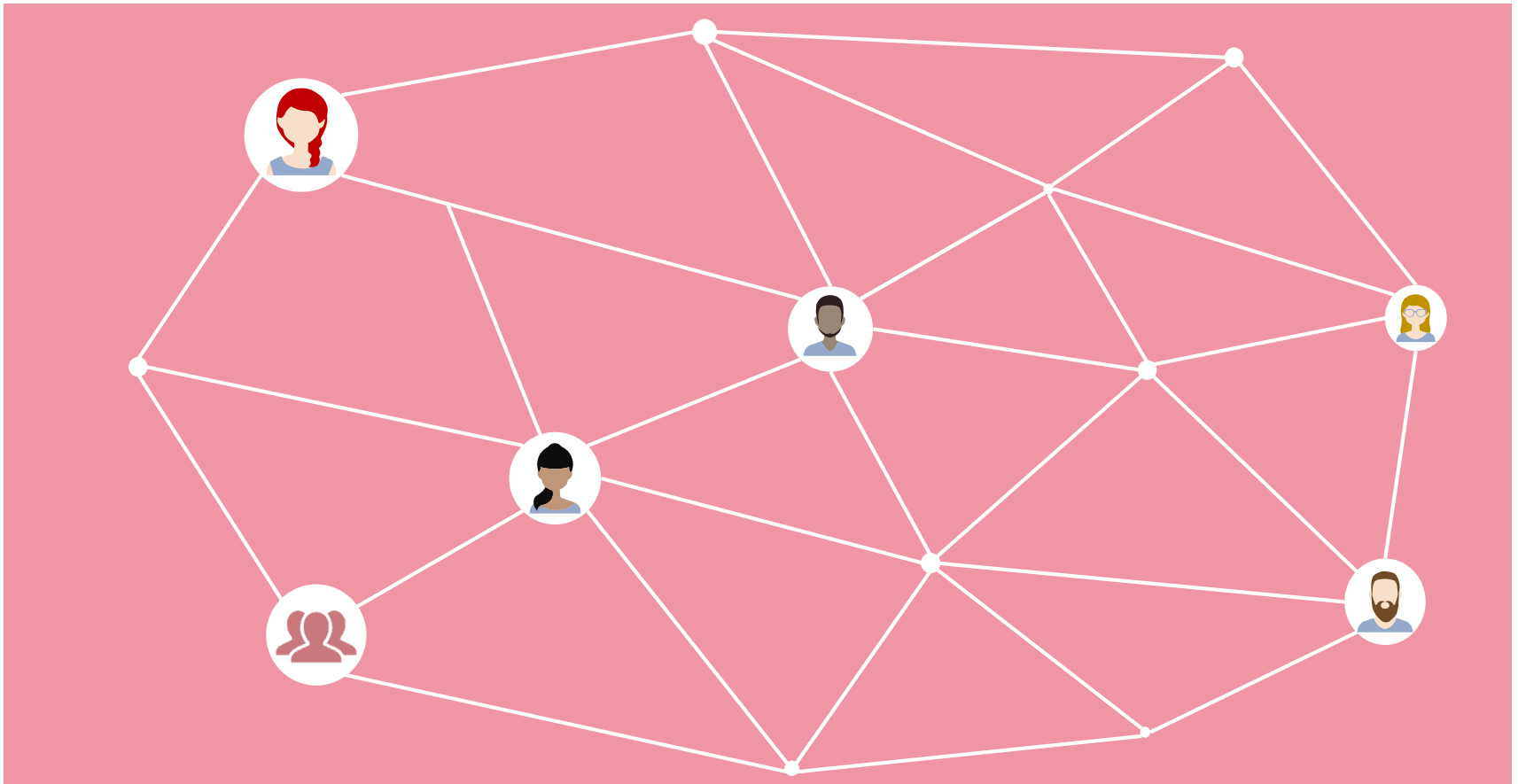
# Why we are here

# Diversity in organizations – defined broadly – is as important now as ever

DIVERSITY – in gender, age, ethnic and racial background, sexual orientation ...

Also

DIVERSITY – in experience, perspective, working style, assumptions...



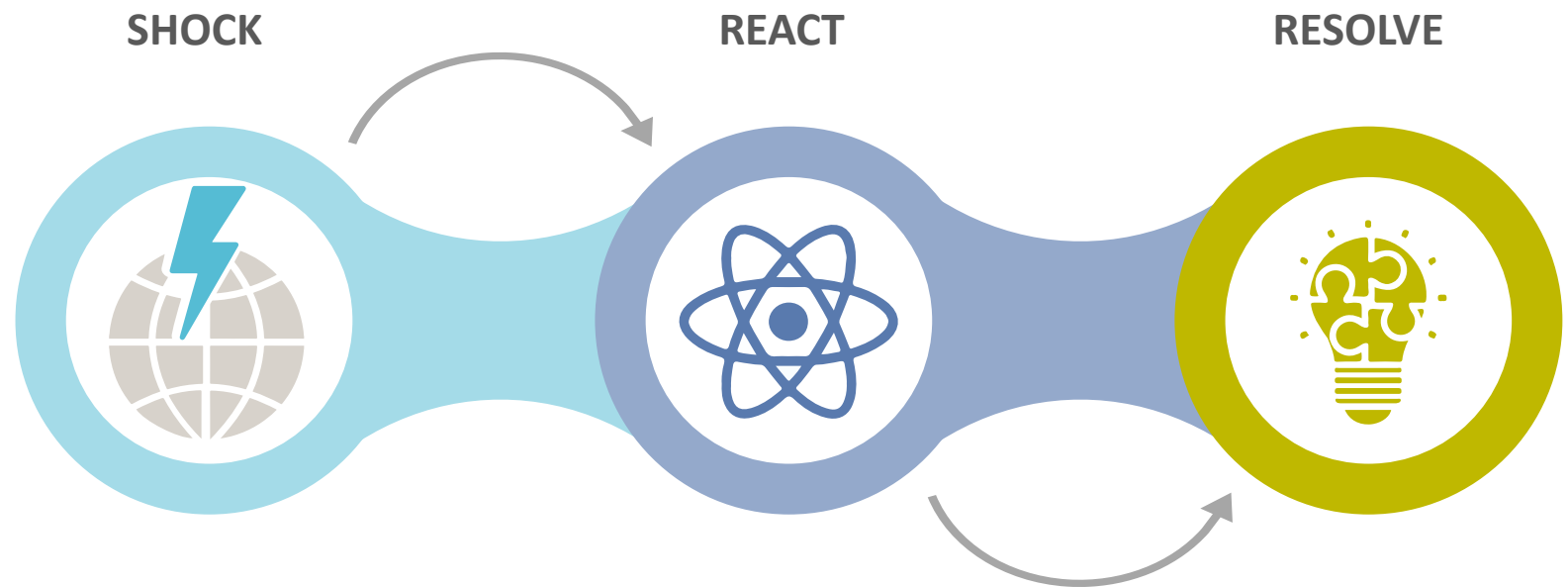


A culture of inclusion is what enables diverse organizations to work





# Building Inclusion and Unlocking Potential is critical in the COVID Context



# Inclusive Leadership skills

## INCLUSIVE LEADERS...

- Effectively build and lead teams with a **diversity of talents, experiences, styles and motivations** relative to one another and relative to themselves.
- Insure employees **feel valued for their uniqueness** while fostering a **sense of belonging** and unity amongst employees through a common set of attributes and goals.
- Have the ability to **unlock the potential of their teams**, yielding higher performance overall.

# Inclusive Leadership is both a mindset AND a skill that can be developed intentionally

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Inclusive Leadership is observed through a subset of behaviors exhibited across three competencies



**Influencing  
Collaboratively**



**Team Leadership**



**Developing  
Talent**

# Influencing Collaboratively with Inclusivity



Influencing collaboratively is about effectively working with peers, partners, and others who are not in the line of command.

An actively **inclusive** leader:

- Openly discusses issues, seeks input from those of different views and actively listens and responds to feelings of colleagues
- Seeks diverse network of relationships
- Is attuned to a range of motivations – logical, emotional, historical, organizational, etc.

# Leading Teams with Inclusivity

Team Leadership is about focusing, aligning, building, enabling and inspiring, effective groups in one's immediate organization.

An actively **inclusive** leader:

- Sets norms for behaviors necessary to maintain a productive team without inhibiting individual variation and personal diversity and confronts bad behavior
- Encourages the open expression of ideas and opinions to create positive debate and input from all (psychological safety)
- Identifies missing skills and diversity of views on the team and recruits people who have them
- Is perceived as genuine and accessible and creates an environment in which the team members can be themselves





## Developing Talent with Inclusivity

Developing talent is about developing the long-term capabilities of others and the organization.

An actively **inclusive** leader:

- Develops all members of the team to the extent of which they are motivated and capable
- To counter biases, uses sound assessment methods for selection, development, and succession planning.
- Assesses potential as distinct from performance and takes calculated bets on people as a means to develop a diverse talent pool




# Potential Model for self and team development

## POTENTIAL MODEL...

- Helps us identify: when and how is an individual **most likely energized**
- And the **capacity/speed** to take on leadership roles that **are greater** in both size and complexity

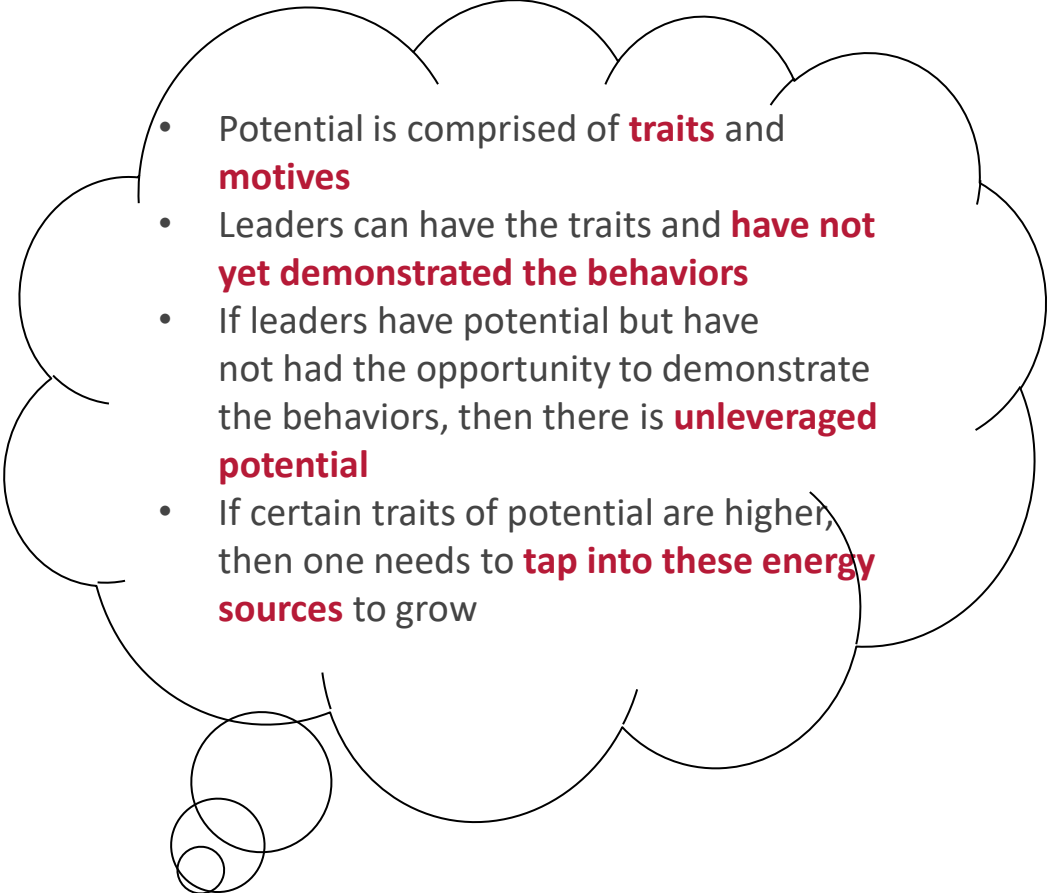
# The difference between Leadership Competencies and Leadership Potential?

## Competencies



Competencies are the **behaviors** that are **demonstrated**

## Potential

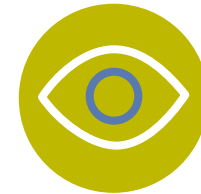
- 
- Potential is comprised of **traits** and **motives**
  - Leaders can have the traits and **have not yet demonstrated the behaviors**
  - If leaders have potential but have not had the opportunity to demonstrate the behaviors, then there is **unleveraged potential**
  - If certain traits of potential are higher, then one needs to **tap into these energy sources** to grow

Our Potential model: if you are looking for potential within your team, or to develop yourselves

**Curiosity**



**Insight**



**Engagement**



**Determination**



# Curiosity

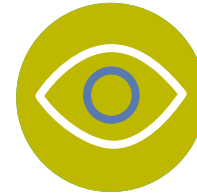
Seeks out new experiences, ideas, knowledge.  
Proactively seeks feedback and changes behaviour in response.



*"I am instinctively driven to seek out new ideas, experiences and information. This insatiable curiosity also means that I invite feedback and act upon it"*

# Insight

Proactively gathers and makes sense of a vast range of information, discovering new insights that, when applied, transform past views or set new directions (creates vision).



*“I can process a vast range of information from many kinds of sources and use it to shape the insights that make sense of the big picture and set a clear path for transformative action. This is where conceptualisation, creativity and energy meet”*



# Engagement

Engages the emotions and logic of others to communicate a persuasive vision and connect individuals to the organization and the leader.



*“I connect with people because I resonate with their motivations and priorities. My enthusiasm, energy and sense of purpose are infectious: I engage the hearts and minds of those around me to deliver shared objectives and mutual benefits”*

# Determination

Keeps driving to achieve the vision (goals of substantial scope and difficulty) despite challenges. While continuing to look for disconfirming evidence.



*“When I resolve to do something, I will drive hard to achieve it, with a disciplined approach, overcoming obstacles and risks with ingenuity and tenacity. However, I do not let strength of purpose descend into mere stubbornness. If I need to change direction, I will”*

# Putting the potential model to work for your development



# Closing



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# Thank you!



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