



# Transforming your organizational culture through leader development

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“Deloitte’s research shows that the behavior of leaders (be they senior executives or managers) can drive up to 70 percentage points of difference between the proportion of employees who feel included and the proportion of those who do not.”

*“The Diversity and Inclusion Revolution: Eight Powerful Truths,”  
by Juliet Bourke and Bernadette Dillon  
Published in Deloitte Review, Issue 22, January 2018*



“Effective change has to be led by committed leaders who are focusing on changing behaviours. Leadership is not something that simply occurs, it has to be led by top tiers and sustained through personal commitment.”

*“Without leadership there is no change,”  
by Philip Atkinson and Robert Mackenzie  
Published in Management Services, Summer 2015*

“Our research shows that sustainably shifting leadership behaviors across an entire organization requires engaging a critical mass of pivotal influencers across all levels of the organization, giving all employees an understanding of what great leadership looks like and moving quickly.”

*Reaching a tipping point in leadership development,”  
by Andre Dua, Charlotte Relyea, and David Speiser  
Published in McKinsey & Company, Organizational Blog, January 6, 2020*



## TRAINING

A process by which someone is taught the skills that are needed for an art, profession, or job.

*Merriam-Webster Dictionary*

**VS.**

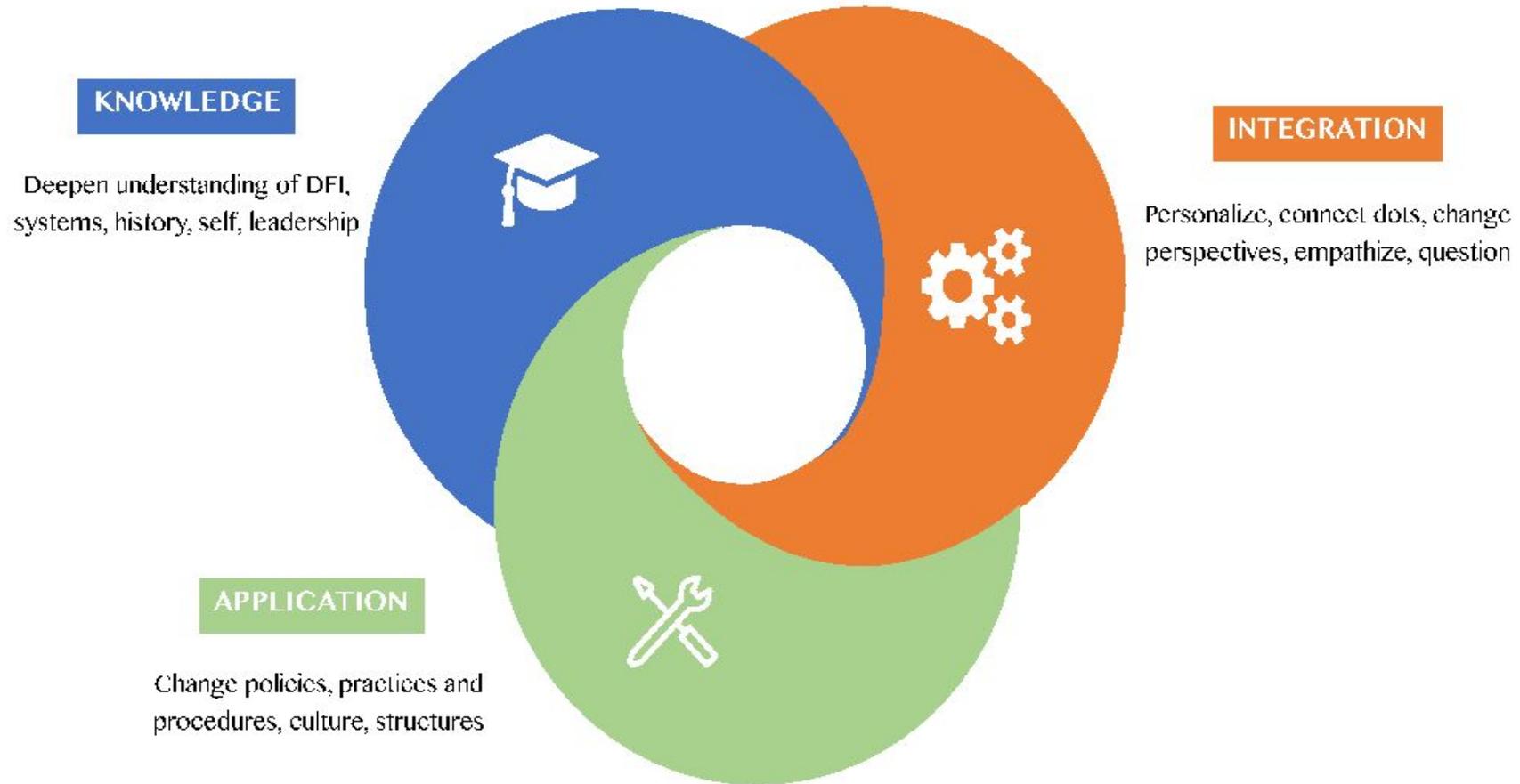
## CAPACITY BUILDING

At the **individual level**, capacity building refers to the process of changing attitudes and behaviours - imparting knowledge and developing skills while maximizing the benefits of participation, knowledge exchange and ownership.

At the **institutional level** it focuses on the overall organizational performance and functioning capabilities, as well as the ability of an organization to adapt to change.

*United Nations Development Programme*

# CHANGE/TRANSFORMATION PROCESS



PERSONAL

INSTITUTIONAL  
ORGANIZATIONAL

SPHERES



1

HOW HAVE WE  
BEEN SHAPED?

2

MESSAGES

3

STRENGTHS

4

CHALLENGES

5

POSITION

6

WHY IS EQUITY  
IMPORTANT?

**PERSONAL**







**HISTORY**



**FOUR LEVELS  
OF OPPRESSION**



**STAGES OF  
INSTITUTIONAL  
TRANSFORMATION**



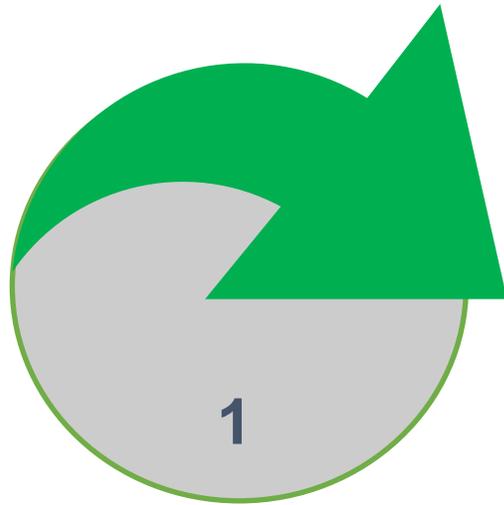
**POLICIES  
PRACTICES  
PROCEDURES**



**INCLUSIVE  
LEADERSHIP  
MODEL**

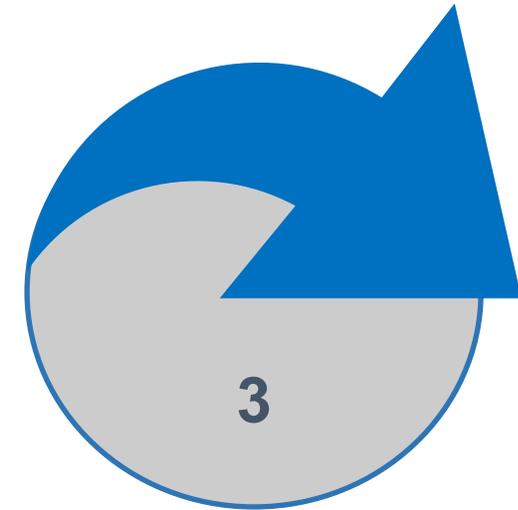
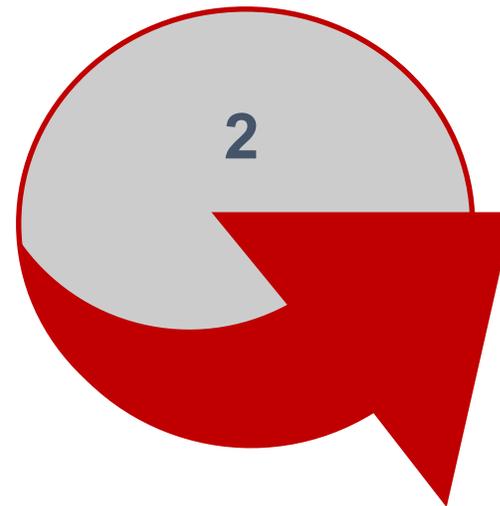
# **INSTITUTIONAL/ORGANIZATIONAL**

# STAGES OF INSTITUTIONAL TRANSFORMATION



**Awareness  
&  
Capacity  
Building**

**Structures  
&  
Process**



**Implementation,  
Assessment  
&  
Revisions**



“When we spoke with our experts, including neuroscientists, we found that it typically takes 6-9 months of intentional support for an individual; otherwise there is a risk that employees revert back to their old behaviors.”

*“Reaching a tipping point in leadership development,”  
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## INVEST TIME IN STAGE 1

To ensure the desired change is sustained beyond our intervention, we recommend that organizations spend a significant amount of time in stage 1.

Our typical engagement is 4-6 months with the leadership and a similar length of time to engage with all staff. In addition, we request that each session is at least 3 hours in duration and is scheduled no more than 3 weeks apart.

The frequency and length of the sessions is critical to ensure that participants spend enough time each time they meet to experience robust dialogue. And, it also ensures that individuals stay connected to the content being covered.



## Cognizance

Because bias is a leader's Achilles' heel



## Curiosity

Because different ideas and experiences enable growth



## Courage

Because talking about imperfections involves personal risk-taking



## Cultural Intelligence

Because not everyone sees the world through the same cultural frame



## Commitment

Because staying the course is hard



## Collaboration

Because a diverse-thinking team is greater than the sum of its parts



The six signature traits of an inclusive leader