An abstract painting of a tree with a thick, dark trunk and branches. The foliage is rendered in vibrant, textured brushstrokes of red, orange, yellow, and blue. The background is a mix of warm and cool tones, including orange, yellow, and blue. The overall style is expressive and modern.

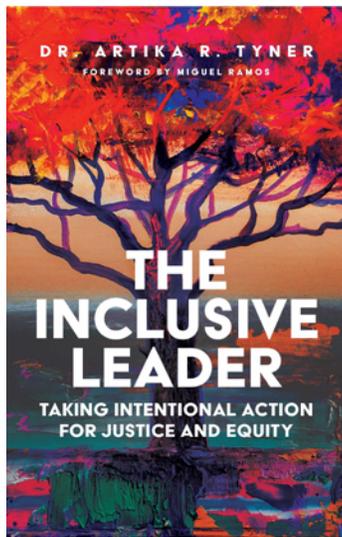
**DR. ARTIKA R. TYNER**

FOREWORD BY MIGUEL RAMOS

# **THE INCLUSIVE LEADER**

**TAKING INTENTIONAL ACTION  
FOR JUSTICE AND EQUITY**

**READING & DISCUSSION GUIDE**



# The Inclusive Leader:

Taking Intentional Action  
for Justice and Equity

by Dr. Artika R. Tyner

## Reading & Discussion Guide

**“Become a leader; make a difference.”**

- Dr. Artika R. Tyner

### Foreword by Miguel Ramos

1. Why is it critical that inclusive leaders speak out in the face of injustice? What does it feel like before you speak up (do you feel nervous, energized, angry)? What does it feel like after you stand up for what is right?
2. Miguel Ramos writes that ‘authenticity comes from the heart.’ What does being authentic mean to you? What does it mean to act from your heart? Who is a person you admire who models authentic leadership? How do they lead by example?
3. What are some of the ways that you value and reward the contributions of others? How can personal reflection help you gain a deeper understanding of injustice, inequities, and their systemic roots?

### Preface

4. Why does the future of the world depend on the power of human capital? How is the United States aging and browning? Why is this meaningful?
5. What can data in employment trends (hiring, retention, representation in key leadership roles) tell us about how companies are creating and meeting DEI goals?
6. What were some of Artika Tyner’s primary motivations for writing this book? What do you hope to learn from her research and experience?



## Introduction

**Leaders can develop and actualize their goals for diversity, equity, and inclusion within an organization with a clear and detailed vision. Take the time to identify your roles and responsibilities as an inclusive leader and your goals for creating and supporting a diverse and inclusive workplace.**

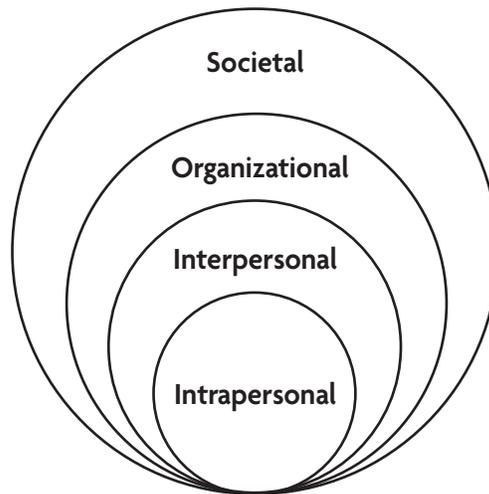
7. What is your personal definition of leadership? Write 2-3 sentences about how you define inclusive leadership. Review the leadership definition chart below. Does your personal definition of inclusive leadership include any of the descriptions in the “traditionally defined” column? Does your definition include any of the descriptions in the “redefined” column?

### A New Definition of Inclusive Leadership

Leadership Traditionally Defined	Leadership Redefined
Leadership is a position.	Leadership is about influence.
Leadership is identified by a title.	Leadership is identified by character and authenticity.
Leaders suppress emotions and focus on command and control.	Leaders demonstrate empathy and humility and are open to being vulnerable.
Leaders create a hierarchy of power.	Leaders promote collective power, collaboration, and community engagement.
Leaders relegate DEI to the work of a committee or chief diversity officer.	Leaders incorporate DEI into the DNA of the organization.
Leaders have good intentions for DEI efforts.	Leaders are self-aware and proactively work to build an inclusive workplace.
Leaders hope for the best with achieving DEI goals.	Leaders take action to make inclusive excellence a lived reality.

8. Do you believe that everyone has the capacity to lead? Why or why not? What communities, organizations, and individuals are in your sphere of influence? What is your response to Artika Tyner’s question, “How will you use your influence to leave the world a better place than you found it?”
9. In your own words, how do you define diversity, equity, and inclusion? How would you explain the importance of DEI leadership to someone who is not familiar with these terms? How have you personally engaged (or not engaged) with DEI work? How does your organization think about DEI? What opportunities for growth exist, for you and for your organization?

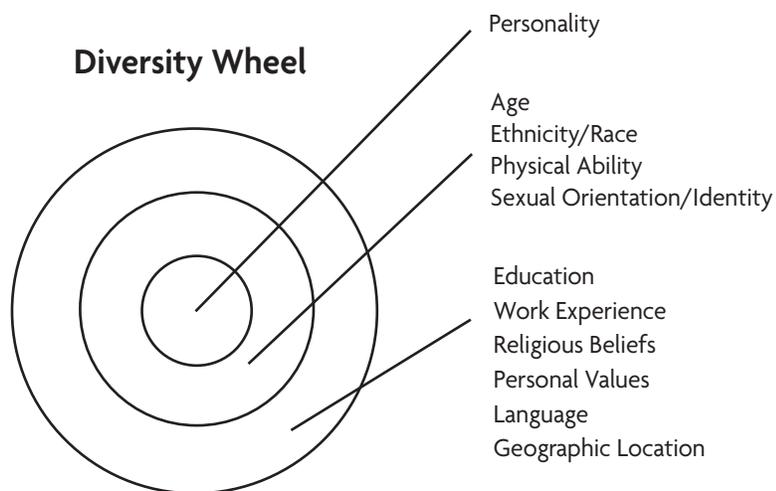
## Leadership Framework for Action



### INTRAPERSONAL LEVEL: Developing Core Leadership Competencies Starts with You

Your leadership story shapes how you see and engage with the world and how you engage with others in the workplace. Understanding your leadership story, engaging in self-reflection, and learning more about your own identity can help you recognize and address your individual biases, privileges, and opportunities to create change.

10. How have you previously told your leadership story? Do you include your culture, heritage, and history when you tell this story? Why or why not? How might you tell your leadership story differently today? How can you affirm and support the cultural experiences and leadership stories of others?



adapted from Marilyn Loden and Judy Rosener's 1990 diversity wheel

11. How could you use the Diversity Wheel within your team to support deeper understanding? Why is it important to support ongoing learning and sharing following an organizational diversity training?

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12. Why is it important for inclusive leaders to practice self-awareness? Do you currently have any self-awareness practices? How can you deepen your personal commitment to being a more self-aware, more inclusive leader?
  13. What is your vision for influencing the world as a leader? How have you witnessed your influence—on individuals, groups of people, or organizations—lead to positive change?
  14. What is a growth mindset? When does it feel difficult to operate from a growth mindset? How can you deepen your own commitment to growth?
  15. How do you define justice and freedom? Why does Tyner emphasize the need for leaders to promote justice and freedom? How will you answer this call?
  16. What is intercultural competence? Why does developing intercultural competence require that leaders engage in an ongoing process of self-discovery?
  17. What is implicit bias? Have you explored your own implicit biases? If no, why not? How were Tyner's own beliefs challenged when dropping her car off for servicing? How did her bias obstruct her from seeing a bigger picture?
  18. What individual privileges do you hold? How do these privileges impact your leadership? How does white privilege impact your organization?



## INTERPERSONAL LEVEL: Team-Building Strategies

**Building an effective team and an inclusive organizational culture requires ongoing development and intentional action. Inclusive leaders can support their teams by creating opportunities, developing their emotional intelligence, and eliminating obstructions to an inclusive culture.**

19. What is the diversity advantage? How can leaders utilize the diversity advantage in order to support stronger teams and organizations? What happens to companies who fail to make DEI work a priority? How does a lack of inclusion lead to low retention rates and a decline in employee morale? Have you ever left a job for a new employer with a more inclusive culture? If not, would you consider it? Why or why not?
20. Why is it critical for DEI to be integrated into the mission, vision, and strategic plan of an organization? What is your organization's culture? How does it support DEI? What are some concrete ways that you can support change within your organization?
21. What is stereotype threat? Have you personally experienced stereotype threat? Have you witnessed stereotype threat in your workplace? How can you support an organizational culture that works to eliminate and interrupt stereotype threat?
22. What is cultural taxation? How can you evaluate your organization for cultural taxation that excludes people from opportunities for advancement?

23. Tyner offers seven strategies for navigating stereotype threat (pp. 23-24):

- Reframe the task
- De-emphasize threatened social identities
- Encourage self-affirmation
- Provide role models within the same social group
- Develop strategies for sponsorship, mentorship, and coaching
- Offer “counterstereotypical images”
- Attribute the difficulty of a task to its intrinsic nature

Are there any strategies that you haven’t used before? Which strategies do you feel most comfortable using and which strategies ask you to utilize a growth mindset in order to practice?

24. What is a microaggression? Can you think of a time that you experienced a microaggression in the workplace? How can you create a work environment that does not allow microaggressions to take place? How can you interrupt microaggressions when you hear them in the workplace, or elsewhere?

25. What is the difference between emotional and cultural intelligence? How do these types of intelligence inform your leadership? What are some specific ways that you can continue to develop your own individual emotional and cultural intelligence?

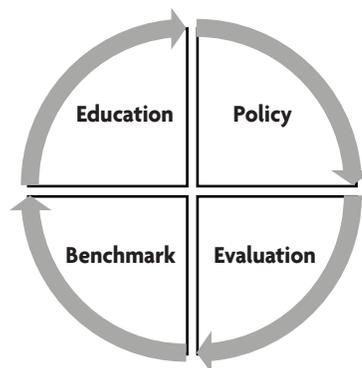
## ORGANIZATIONAL LEVEL: Building an Inclusive Workplace

**An action plan can help inclusive leaders advance diversity, equity, and inclusion within their organizations. Ongoing education, policy review, evaluation, and benchmarking can support an inclusive work environment.**

26. What is your vision for fostering a more inclusive workplace? What concrete steps will you take to make this vision a reality? How will you communicate this vision throughout your organization?

27. Why is it critical to identify and measure metrics that support your DEI vision? How can you utilize the DEI Strategic Leadership Action Plan to ground and strengthen your work?

### DEI Strategic Leadership Action Plan©



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28. How do policies impact whether a workplace is inclusive or not? Which policies within your organization align with your DEI vision? Which policies need to be amended or improved? How can new policies be developed in line with your DEI vision?
29. Why are the terms “best talent” and “diverse talent” not mutually exclusive? How can hiring and recruitment practices be structured and evaluated to be more inclusive?
30. Review and answer the Questions to Consider on pp. 42-46:
- Do your hiring pools and interview panels reflect the diverse cultural landscape of the world?
  - How do you address potential biases and stereotypes in the interview process?
  - Do your policies reflect a commitment to equal pay for equal work?
  - Is there equal access to promotion opportunities and advancement on the career ladder?
  - What is the role of your CDO?
31. Why is ongoing evaluation critical to achieving DEI goals? What are some of the strengths of your organization’s evaluation structures and processes? What room for growth exists within these same structures and processes?
32. How can benchmarking support inclusive leaders? What are some of the limitations of benchmarking? How can benchmarking help support and actualize your DEI vision?
33. How will you commit to ongoing education to support your role as an inclusive leader? What readings, podcasts, social media accounts, and conferences can support your learning and work to advance equity within your organization?
34. Why does effective DEI work require an explicit focus on antiracism? How can you strengthen your individual efforts to combat racism and white supremacy within your organization?



### **SOCIETAL LEVEL: Leadership for Social Justice**

- Through intentional service and leadership, inclusive leaders have an opportunity to advance societal change. Bolstered by a collective vision, shared goals, and a strong team, inclusive leaders can pursue justice in the workplace and in the world.**
35. Tyner asks, “What is in your hands to make a difference in the world?” What resources do you have access to that you can utilize in order to build a more just and inclusive society?
36. Tyner names Ida B. Wells, Shirley Chisholm, and Wangari Maathai as a few ordinary people who have done extraordinary things. Who are leaders who inspire you to effect change?
37. Who is on your team of inclusive leaders? How can you build and support a leadership community? How can this community help you with accountability and moving through challenging situations?

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38. Can you think of a time that you have stood on the sidelines and observed a problem rather than getting involved? Why is it imperative that we “move from the margins to the center of societal reform”? What does this look like in practice for you?
  39. As a leader, how can you stand up and speak up for justice? What are some of the ways that you can break down barriers for others? How can you amplify others’ voices and cultivate new opportunities?
  40. What is Artika Tyner’s leadership theory, Planting People, Growing Justice? What are some of the ways that leaders can “plant” people? How can you use your skills and resources to support leaders within your community?
  41. How is the process of social change like the growth of the banyan tree? How can you maintain connection, growth, and support? How can your passion for social justice serve as your anchor for the leadership journey ahead? What do you need to support you in this journey?



## Conclusion

42. Develop a reading and learning list for deepening your work as an inclusive leader. What will you commit to reading and doing? How will you support your individual continued learning and learning within your organization?
43. What is your personal responsibility to support DEI work? How will you support your team in doing this work?
44. Who can support you as you continue to dedicate your time and energy to DEI work? When you face challenges or make mistakes, how do you hope to practice accountability?



## About the Author



Dr. Artika R. Tyner is a passionate educator, award-winning author, sought-after speaker, and advocate for justice. Learn more at [www.artikatyner.com](http://www.artikatyner.com).



## About this Guide’s Writer

Rachael Zafer is the author of over a dozen discussion guides for texts like *How to Be an Antiracist* by Ibram X. Kendi, *Caste* by Isabel Wilkerson, and *We Do This ‘Til We Free Us* by Mariame Kaba. View all of her guides at [www.rachaelzafer.com/curriculum](http://www.rachaelzafer.com/curriculum).