

## Inclusive Committee Leadership



### Why does WEF need inclusive leadership?

- ✓ To facilitate learning from each other
- ✓ To maximize professional development
- ✓ To network outside of your geography and company
- ✓ To drive innovation



### Committee Leadership sets the tone for WEF work

Leadership in committees and taskforces sets the tone, and it directs the course of the work. It's a team effort and requires a good mix of people, experience and thought. **As leaders**, we must be willing to support all committee participants' learning styles, facilitate work meetings in which everyone can contribute, and develop group rapport that invites challengers to bring their concerns forward in order to innovate.

### ASSESS YOURSELF AND YOUR LEADERSHIP TEAM

- Set the tone for a learning environment.** Be vocal that while you may be the lead, you are not the expert on everything.
- Model self-awareness** and self-management, e.g. minimize your own reactivity by pausing and taking a breath or two, or three!
- Listen to understand**, not just to respond or defend. What can you learn from what is being said?
- Decide when you will speak** first, and when it is better to speak last, to moderate your influence

*The act of inclusion embraces and celebrates the perspectives, voices, values, and needs of each individual to generate a culture where all feel heard, respected, valued, and included in the broader WEF purpose.*



### Facilitate Inclusive Meetings

**Collaboratively develop agreed meeting norms**, such as communication, decision making and application or invitation norms.

**Determine how members join the group and** make this information public and transparent.

**Develop committee agreements** that focus on mutual respect. For example:

- Invite diverse perspectives
- Listen before responding
- Raise hands and wait to speak until called
- One person speaks at a time
- 'three before me', or 'four before more' rule of contribution in a meeting
- Post and remind participants of these agreements at the beginning of each meeting.
- Consider appointing an 'upholder' for agreement accountability
- Ensure in-person meetings are welcoming to newcomers. Consider stationing a greeter at the door and strategically placing leadership at different tables.



I have definitely endeavored to be a much more understanding listener. I am more thoughtful in listening to understand rather than respond and to take time to process rather than providing a primarily emotional instead of thoughtful response.

**Aimee' Killeen**, WEF Vice President



## Plan meetings that encourage participation and contribution

### Develop and distribute meeting agendas in advance.

- ❑ This accommodates different reading and learning styles—those who think “on their feet” and those who need time to consider information and come prepared with questions and comments
- ❑ Invite input to the agenda and send out a revised agenda if individuals do have additions.
- ❑ Build camaraderie with ice breakers or share outs that invite people to share personally and professionally
  - Make sure the ice breaker invites participation from all spaces and individuals who are joining—in-person, remote, and hybrid

**Rotate unassigned duties** such as time keeping, note taking, and, if in-person, room clean up, to allow participants to contribute and participate fully in equal measure

- ❑ Make sure these aren’t always women, people of color or the least experienced people in the room

**Use breakouts** for collaborative problem solving and strategizing

- ❑ Use a variety of modalities to allow participants to reflect on their own ideas, share ideas in small groups, and report out ideas to the whole group in order to accommodate different styles and comfort levels with contribution.

**Elevate diverse voices**, by inviting a variety of committee members and external specialists, when appropriate, to present on relevant topics at meetings



Inclusiveness is a cultural change that we individually have to make in our mind and to revisit a check list to know if someone is getting left out of the group or the conversation.

**Gustavo Raymundo Gallo Chacon**, Board of Trustees

*Diversity encompasses the varying experiences, strengths, skills, perspectives, personal characteristics, cultures, and backgrounds represented by and within the WEF community.*



By increasing diversity and inclusion, I think we transform from a hierarchical organization to one that really becomes fluid and on the forefront of ideas and innovation. In the future I see all different ages, colors and genders of people contributing to the work at WEF, and out of that will come richer and faster ideas.

**Amy Corriveau**, Committee Leadership Council Chair



## Actively Facilitate the Meeting

**Develop skilled facilitators**, whether on the steering committee or within the general committee who can facilitate different topic discussions.

- ❑ **Develop norms for acknowledging contributions.** Skillful facilitation appreciates all comments equitably, “Thank you for sharing,” or “I appreciate that comment,” or, “Thank you, noted” to each person who speaks in a way that does not show favoritism.
- ❑ **Manage the room** to skillfully navigate dominant speakers. You may need to interrupt someone who is dominating the conversation by reminding them of group agreements, and then move to invite other speakers. For example, “I’d like to invite folks we haven’t heard from yet to share.”
- ❑ **Periodically stop to check-in** with members, “Do these comments or suggestions make sense? Does anyone have questions about what’s come up so far?” Regularly encourage participation by inviting all questions, comments, and suggestions.