

Leading Diverse Teams

Number of questions: 15

Description



Welcome to the Leading Diverse Teams Qstream. This course covers key essentials to leadership including strategic visions, managing conflicts and leading across cultures.

Leadership means many different things to people because of our own backgrounds, experiences and interactions with others. Each of us has a unique filter through which we see the world and because of this we interpret questions, ideas and experiences from that individual perspective. These questions are designed to engage your thinking and curiosity. They might also challenge how you see the world or raise questions that you can talk about with your team. We recognize that while we have created these questions and answers, some people may have different interpretations of the questions and answers based on their own backgrounds and filters. If you do interpret the questions differently, we encourage you to talk about it with the people you work with.

When you talk with team members or interact with them, remember that it is important to respect other people's experiences, even if they do not mirror or reflect our own. We invite you to explore with us the rich world of diversity and the human experience.

Syllabus

(Multi-correct answer): What is leadership



Leadership is defined as which of the following:

Choices:

- ✓ "The ability to obtain followers."- John C. Maxwell
- ✗ Having complete control over the people you are leading
- ✓ Providing guidance, vision and strategy
- ✗ Telling people what they should be doing

Explanation:

There are countless definitions and viewpoints of leadership. There are also levels of leadership. Technically, if you are in a hierarchical organization, and you are above someone on the hierarchy chart, you are a leader. Placement on a hierarchy chart doesn't mean that you can really lead people from anything other than from that power position. True leadership comes, as John Maxwell said, from the ability to gain followers. You can't be an effective leader if everyone is following you because they fear for their jobs. To acquire followers and to have leadership, there is no need for absolute control, authority, or obedience. This refers to more of a totalitarian or dictatorial approach. True leadership is about setting a vision, goal and strategy for where you want to go and then helping the people you are leading to make the choices that will help them to accomplish what they need to accomplish. True leadership is when people are willing to follow you because of how you make them feel. This takes practice and skill.

To conclude with another great quote from John Maxwell: “He who thinks he is leading and has no-one following is merely taking a walk.”

What is Leadership?

<https://www.investopedia.com/terms/l/leadership.asp>

Question Topics: Defining Leadership

(Multiple Choice): Defining Leadership

Who can be a great leader?



Choices:

- Someone appointed to a role
- Individuals with a specific title
- The person at the top of a hierarchy
- Anyone can be a great leader

Explanation:

Being a leader does not involve having a specific title or position (i.e. CEO). If you think beyond formal leadership, which is when someone has a title, then anyone can be a leader, because anyone can have people who are willing to follow them. Being a leader does not require exerting absolute authority or power over others. Someone who is appointed to a role or who is given a specific title may or may not be a great leader. They may simply command from on high, but they don't actually lead people through vision and belief in their people. These types of leaders rarely make it into the history books, nor do they typically have high performing teams. Leading through fear isn't a great motivator.

Leadership is ultimately about influence. Who can influence others? When seen from this perspective, then it is easy to see how anyone can be a leader. They don't need a specific title or role to lead people. In fact, if you think about your organization, probably some of the people with the most influence don't have an important title. But they do have great power and influence. For example, think of the gatekeeper for a senior leader in your organization. That gatekeeper controls who has access to the senior leader. They can also influence and lead the senior leader by controlling what information they see. This is a form of informal leadership.

Although a primary responsibility is to lead others, a way of gaining influence as a leader is to be open to other points of view on your team. If you ignore these in favor of your own, just because you are the leader, it can be detrimental to your team and your organization. There is a clear need for a person for a fee people to be leaders so that chaos does not ensure. However, the job is not to dominate but to oversee, navigate, and integrate people's ideas to best meet the needs of the job.

Leadership Skills and Examples:

<https://www.indeed.com/career-advice/resumes-cover-letters/leadership-skills>

Question Topics: Defining Leadership

(Multiple Choice): Management vs. Leadership



What is the difference between management and leadership?

Choices:

- There isn't any – they are two ways of saying the same thing
- Managers focus on tasks, leadership focuses on vision and strategy
- Leaders focus on controlling the work, managers focus on tasks
- Leaders focus hierarchy and the managers focus on roles

Explanation:

While the words 'management' and 'leadership' are often interchanged, there are indeed differences between the two. Leadership is about strategy, vision and motivating others. Management is about the day-to-day work of getting tasks done and ensuring that deadlines get met. Some managers are great leaders, but not always. Likewise, some inspirational and motivational leaders are not great managers.

Achieving a goal has two parts of it – the vision to see where you are going and the big picture on how to get there (need to get through a mountain of a challenge), and the daily tasks (shovels in the ground digging the hole) that accomplish that vision. A motivational leader may also know the right kind of shovels and work teams to make it happen, but not always. Therefore, great teamwork often includes people who can see the vision, and people who can make sure that the vision comes to fruition.

Leadership vs. Management

<https://www.nextgeneration.ie/blog/2018/03/the-difference-between-leadership-and-management>

Question Topics: Defining Leadership

(Multiple Choice): Hierarchy

In a group of more than four people, you tend to find formal and informal hierarchies.
Which of these statements best describes the purpose of hierarchy?



Choices:

- To help people recognize seniority
- To maintain order and prevent chaos in the team or organization
- To help people recognize who has the power in the group
- To help establish status, which is crucial to the workplace

Explanation:

As we have explored, being a leader does not necessarily involve status or seniority. The purpose of having leaders and a hierarchical structure is to ensure that chaos does not break out and that tasks are able to get done. The type of leader entirely depends on different fields and sizes of an organization, but the presence of leaders is required to maintain order on teams and in organizations. It is important to note that the person in a group that has the power may or may not be the person at the top of the hierarchy.

The role of a leader is very situational and can differ depending on various positions and fields. In certain jobs, like the medical field, first-responders, and the armed services, hierarchy is crucial because there is not much time or room for flexibility. In fact, lives may depend upon a very structured and rigid hierarchy. However, in other jobs, there may not be a need for a rigid hierarchical system, and there is more room for negotiation between leaders and the people they are leading. Leaders need to understand the culture of their teams and organizations and then lead with what works best for the type of the job that needs to get done. In other words, great leaders understand the context of the situation that they are in and adapt their style or their form of hierarchy accordingly.

25 Leadership Skills You Need to Learn Fast

<https://www.imd.org/imd-reflections/leadership-reflections/leadership-skills/>

Question Topics: Defining Leadership

(Multiple Choice): Servant Leadership

The term “servant leadership” is bandied about quite a bit these days.
Being a leader is about:

**Choices:**

- Putting the needs of those you lead over your own
- Having the team serve in the roles you have defined for them
- Seeing leadership as a way to serve others
- Serving the needs of those above you

Explanation:

In abstraction, the phrase “servant leadership” could be interpreted in many different ways. In the leadership circles, it is a way of seeing leadership through a non-traditional lens. If traditional leadership is about obtaining a particular rank, using that rank to drive performance, and measuring success through metrics and output, then servant leadership flips these ideas around. Servant leadership represents success through a leader who serves the needs of those they lead, while they cultivate and develop those teams. They seek to achieve results through sharing power, driving engagement and listening. They believe that leadership is not about them, but instead about the team that they are leading.

One way that you can be a servant to your team as a leader is to be accountable. If you say you are going to do something, make sure that you do it. If others say they will, hold them accountable as well. Don't take this too far (no stop watches when deadlines are coming up); but holding yourself and others accountable shows that you respect your team enough to keep your word, and it also helps to build trust.

<https://gurianinstitute.com/servant-leadership-the-pulse-of-some-the-call-to-many/>

Question Topics: Defining Leadership

(Multi-correct answer): Vision and Mission

Like leadership and management, vision and mission are often used interchangeably.
Which of the following statements is true about mission and vision?

**Choices:**

- Mission and vision mean essentially the same thing
- Mission statements are short-term, they share how you are going to get someplace
- Vision statements describe a future state and its value – it's where you want to go
- Mission statements describe your future state, the vision is how you are going to do it

Explanation:

Both mission and vision are necessary to have a successful team. However, they are not synonymous and should not be used interchangeably. A mission, often referred to as a mission statement, is a concise and well-articulated outline of goals and the values a company stands for. It is a statement that answers the question of why do we exist? It serves to clarify what needs to be done and why.

A vision is less concrete than a mission and is representative of where the team is trying to go. It challenges people to help achieve a future state. It is about what the team or organization will become in the future.

The purpose of both a mission and vision are to help outline for people in a company or team to know and achieve their goals. Using both as a leader helps you to lead your team with both a vision on where they need to be and a mission on how to get there.

Question Topics: communication

(Multiple Choice): Conflict Resolution

Part of the role of a leader is to be able to resolve conflict and to have difficult conversations when they are needed. Consider the scenario below:

Both Leo and Reggie are working on a project. Leo likes to finish things ahead of the deadline, while Reggie likes working right up until something is due. Both of their styles have worked so far and have produced great results. However, since working together, there has been some tension occurring. This finally escalates into a verbal conflict at the weekly team meeting.

If you were the team leader, what is the best next step?

Choices:

- Split them up into two separate teams, so they no longer have to interact with each other
- Not do anything because they are adults and should be able to resolve this themselves
- Bring both in for a meeting to discuss everything
- Send them to communication training

Explanation:

There will always be conflicts and disagreements between people. However, it is often up to the leader to help resolve situations like this when they arise. Doing nothing would be failing to fulfill the role of a leader (i.e. the person who is supposed to be tasked with managing circumstances like these). Separating them both, such as placing them on separate teams would not be the best option either; the same issues could arise if they are placed in a new group as well. Plus, the team would lose out on the creativity sparked by their different points of view. Avoiding the problem, while easier in the short term, can lead to long-term issues if not addressed.

Holding a meeting in which both team members can state their points of view to reach a resolution would be the most helpful in this situation. It will also give the leader a chance to provide additional insight or guidance to Leo and Reggie about how they might work better together and how they can create great results for the team.

Sending them to training is a good option, but it would be the second step in a situation like this. It would be done after a meeting, in order to reinforce what was discussed and as an effort to avoid future conflicts.

On a final note, it is always very powerful when leaders tell people on their teams that they believe in them. Sharing with both that you believe in them individually and that they will find a way to work together will reinforce your confidence in their abilities.

8 Essential Qualities that Define Great Leaders

<https://www.forbes.com/sites/kimberlyfries/2018/02/08/8-essential-qualities-that-define-great-leadership/#1b81dcb33b63>

Question Topics: communication

(Multi-correct answer): Personal Filters



Everyone has a personal filter – the result of our past experiences. This filter impacts how we see our interactions with each other. Leaders often must work with other leaders and so consider the following scenario and how filters might be impacting this interaction.

The heads of the finance and advertising departments, Luna and Jeff, have both had power-house careers, have take-charge personalities and have enjoyed great success. They are put in charge of working on a new project together, fleshing out the costs for a huge advertising campaign about a new product that is being launched after many years in development. They each think they know what the CEO would want and how to complete the project in the best way. As a result, conflicts are starting to arise between them.

The best way to proceed includes which is the following steps?

Choices:

- ✓ As the money comes through the finance department Luna should explain to Jeff the best way to keep this within budget, a key priority for the CEO
- ✓ Jeff has been working on this product launch for more than a year so Jeff should explain to Luna the background that has gone into the project thus far
- ✗ Jeff and Luna should develop the aspect of the project separately and then come together at the end to bring it all together
- ✗ Jeff and Luna should rope in Ricardo whom they have both worked with in the past to help them gain perspective

Explanation:

Learning to work effectively with peers is crucial to being a leader. This is about modeling for those you lead how to work in a team. It also enables a leader to be more effective in their role if they can work closely with leaders in other positions. When working with others, it is important to understand the other person's perspective. It is easy to forget that people do not view the world and certain situations the same way that you do. In this case, both Jeff and Luna should take time to share their perspectives with each other – how to stay on budget and how to keep the creative integrity of the project. While involving a third party might help bring perspective, if Luna and Jeff are both open to listening to each other's ideas, then they shouldn't need someone else to mediate.

While different viewpoints are completely normal and can benefit teams, they can also be a source of conflict. When conflict arises, it is best to gain insight into the filter through which the other person is seeing the situation. Seeking to understand how the other person is looking at a situation is done by asking open-ended questions such as “can you tell me more?” or “what brought you to this conclusion?” When people are openly communicating about their views without rancor or vying for power or prestige, great things can happen. Never assume that you are more qualified because of your position or skills, but instead be humble and open to what you can give to a project and learn from another person.

Question Topics: communication

(Multi-correct answer): Driving Engagement



As leaders we all want to have engaged team members. Great things are rarely accomplished by people who are only half-heartedly doing their jobs.

What do you think are ways to create highly engaged teams?

Choices:

- Give people more time off so they are happier at work
- Ask open-ended questions to learn more about ideas
- Have stand up meetings so that no one is bored and disengaged
- Be responsive and follow up on commitments made

Explanation:

While it may be natural to think that what most people want is more time off or to avoid being bored at work, what drives employee engagement the most is feeling like they are important, that their voices are valued and heard and that they are part of something greater than themselves. Being responsive to ideas and challenges shows team members that you think they are important and that once you make a commitment to them, you can be counted on to make it happen.

Examples of open-ended questions that can help increase engagement:

- What are considerations for this work we haven't discussed?
- Who has an off-the-wall idea that we should explore?
- How can I help you/the team be more successful?
- Given your perspective, what new approaches do you think we should take to solve this problem?

Leadership Articles

<https://thoughtleadershipzen.blogspot.com/search/label/Leadership>

Question Topics: communication

(Multiple Choice): Cultural Awareness



Rena has just joined your team from the foreign office where you were stationed for two years. She had a great reputation there, and you are thrilled to have her join you as she just relocated with her husband to your region. She was delighted to find that she could still work for your company. Rena is keen to fit into the team, and you want her to come up to speed quickly, as the position she is now in has been open for some time.

As Rena gets started, you do which of the following?

Choices:

- Make sure to check in to see how she is adjusting outside of work
- Feel relieved that as she has worked for your company already, she should fit in quickly
- Feel confident that she will be successful: when you worked in her country you did fine, so she should too

✗ Considering that the world is getting smaller, culture should not have a big impact on how work gets done

Explanation:

Just because you were able to be successful in Rena's country does not mean that Rena will do well on your team without any assistance. Perhaps this is her first time living in a foreign country, while you have traveled around the world. There should never be an assumption that just because someone has worked in a similar job or at a branch of the company oversees that they can transition without any help or support. In addition, culture does influence work style. The customs for such things like eye contact and body language vary in different cultures. Plus, any language differences also impact how people interact. This is even true if your team members work in a virtual-communication environment and their cultural styles vary greatly around the world, which can have a huge impact upon how successful a team is. In addition to adjusting to a new workplace, Rena will also be making huge adjustments to her life outside of the office. This can be tiring and overwhelming at times and offering ideas for resources that can help her adjust will ultimately make it easier for her to do her job.

As a leader, it is crucial to make sure everyone feels comfortable and supported in the workplace. Having an understanding about cultural differences and how they impact interactions is considered an essential leadership skill in today's global and ever-changing workplace. It is also important to share this awareness with Rena's colleagues so they can also help her to adapt and to feel comfortable as an important member of the team.

Question Topics: cultural

(Multi-correct answer): Listening



Luis has been struggling in the past few weeks, coming in late and not paying attention. Normally he is right on time and very focused. You ask him to come into your office to tell you what is going on. Luis' father is sick, and he would like to take a month off to go back home and see him. However, he only has one week of vacation accrued as he took a long vacation last year.

Which should you do when you meet with Luis?

Choices:

- ✗ Knowing your boss is worried about the project Luis is working on, reply to her text when she asks for an update (as Luis hasn't responded)
- ✓ Actively listen for what is not being said by Luis as this could help you gain insights into how serious this issue is for his family
- ✓ Express concern for his family and be attentive
- ✗ Watch the time as you know that Luis likes to tell stories, and you have several other people who are waiting to speak with you

Explanation:

Active listening is a great skill to have as a leader. Your interest in the people on your team is often communicated most by your small actions—like looking at your phone and responding to text messages instead of paying attention to Luis. Likewise, if you keep looking at the time, you are communicating to Luis that he is not important. Neither of these will help you to build trust and rapport with Luis.

As a leader, it is important to be empathetic and responsive to those around you. However, this does not mean you have to comply with everyone's demands. It is up to you to decide what the balance is between supporting employees during critical times in their lives and getting the work done. At times like this, supporting employees may require some creativity and flexibility. This helps to create a workplace that engages employees, as they feel that they are important.

Question Topics: listening

(Multi-correct answer): Bias



While we may not want to admit it, we are human, and this means we all have biases. This is just the way our brain is wired. The trick is to understand how bias impacts interactions in the workplace. As a leader, it is important to spot bias so that you can limit the impact it has on your work.

Which of these examples below do you think show bias?

Choices:

- ✓ Making sure the ad for a new product features a good looking woman, as your key customer is men ages 28-40
- ✓ Choosing 27 year-old over a 53 year-old to work for the team because you want someone who is cutting edge
- ✓ When a man says he is married, you ask the name of his wife
- ✗ Asking which pronouns a person uses

Explanation:

Asking which pronouns someone uses is the only one of these examples that doesn't have a hidden bias within it.

Using women as a sexual object to sell items has been a historical way to sell things to men. It objectifies women and shows women not as smart, capable human beings, but rather as objects to be admired if they conform to a certain image.

Choosing someone younger by presuming that they will be cutting edge based on their age is a bias against someone who is older. Perhaps this older employee has been the one inventing the cutting edge that you want to tap into?

If a man says he is married and you ask for his wife's name, your bias is that he is straight and has a wife. If you ask what his spouse's name is, this signals that you are not making an assumption about his sexual orientation.

Bias can be tricky as it is built into so many different layers of our society, workplace habits and communication styles. While it may seem daunting at first to try and look into assumptions and ideas, a good tip to help with this is to ask the question "If this person was a different age/gender/sexual orientation/race/ethnicity, would I feel the same way and say the same thing? If the answer is no, then you need to stop and ask yourself what bias is coming up for you on this topic.

Question Topics: bias

(Multi-correct answer): Stereotypes



As a leader seeking to build inclusive and engaged teams, it is important that people feel that they are valued and heard. This can be hard when stereotypes come into play. People are not aware of their stereotypes. And, even when they are, they can still make comments or behave in a way that perpetuates the stereotype.

While you are waiting for a team meeting to start, you hear the following comments. Which are stereotyping people?

Choices:

- ✓ I heard that they want to hire someone from Yale for the new job. Don't they know that we only hire the best, and so Harvard is the way to go?

- ✓ When I needed numbers for that marketing report, I made sure to ask for Yu Yuan in Accounting. She is a natural at math.
- ✓ I tried to get something from the plant manager in France last week. He is out on vacation for two weeks: no wonder the French never get anything done on time.
- ✗ Hey – I am all about equality – everyone gets the same treatment from me, no matter what.

Explanation:

When we call out all people for one behavior or attribute, that is stereotyping. In this case – thinking that all the French are lazy is a stereotype. Presuming that people from Harvard are better than other people is stereotyping about education. While some may think that the comment about Yu Yuan being good at math (inferring as she is Chinese that she would naturally be good at math) is positive, it still contains the stereotype that all Chinese people are good at math. With more than 1 billion people, there are plenty of people in China who are not natural math whizzes. The comment about equal treatment isn't a stereotype, but it also is not a great thing to say.

It is important to identify when bias and stereotyping are occurring because they can negatively affect the entire workplace and many decisions being made. Bias can come in many forms. It can surface in decision-making like hiring someone just because they went to your same school or come from your same town.

“Good” stereotypes do not exist so they should never be used as an excuse. Inevitably, not everyone who identifies as a part of that group will be good at that thing, and so it is still causing harm and exclusion. In addition, you should always treat people as individuals and never reduce their identity to a larger group they may or may not be a part of.

On a final note about how to treat people, many people think the Golden Rule is the best– treat everyone as you want to be treated. But, does everyone see the world the same way as you do? Do they want to be treated as YOU want to be treated, or do they want to be treated as THEY want to be treated? Treating others as they want to be treated is called the Platinum Rule.

Question Topics: Stereotypes**(Multi-correct answer): Diversity Hiring**

You are leading a department that has had some turnover. You understand from leadership that diversity is important to the organization, and you think having a diverse team will help you to get the results that are needed going forward. The problem is that while you have a diverse group of people applying for positions, your managers continue to fill empty positions with the same kinds of people who held those role in the past.

Which of the following could be impacting your desire to build a more diverse team?

Choices:

- ✗ The talent acquisition team is not finding the qualified diverse candidate
- ✓ A lack of understanding of unconscious bias could be contributing to the issue
- ✗ The team has received a Qstream training course on diversity
- ✓ Everyone who is applying is not the right ‘culture fit’

Explanation:

Unconscious bias is a factor that you need to consider. If you have a diverse pool of candidates that are applying to positions, yet none of them are getting hired, then you need to ask what is happening in the hiring process. Are they not getting interviews? Are they not getting job offers? Are they not accepting the jobs? Depending upon the answer you find, this will impact how you work to address this issue.

‘Culture fit’ is a phrase that is often used to cover up biases, stereotypes and excuses to not hire people who are different than what has been there before. When someone says that people weren't a good ‘culture fit,’ asking them why often results in an uncomfortable silence. When this happens, it is because they don't want to say that they don't want to hire someone because they have an accent, are older than 30, didn't go to their school etc. Instead of ‘culture fit’, ask your hiring managers to look for a ‘culture add’. What is something that a candidate can add to a team that it didn't have before? How can a new team member help to position the team for success in the future? This may require a very different skill set than what got your organization to where it is today. Given the evolving workforce demographics, the “culture add” approach is a benefit to the organization.

From the introduction above the question, talent acquisition is finding you diverse candidates– and it is not because people are not qualified that they aren't getting hired. The phrase “qualified diverse candidate” is often used as an excuse. Talent acquisition isn't going to find you people who aren't qualified

regardless of what they look like or their background. Putting the qualifier of “qualified” before diverse candidates infers that other candidates are always qualified but that there is a risk that diverse candidates are not, which implies some level of stereotyping. Diversity training is a good tool that can help your team. Reinforcement is key to any training topic, and ensuring that you reinforce key ideas is important in helping to keep the topic on mind.

Question Topics: Hiring

(Multi-correct answer): Inclusive Team Culture



You have been working hard hiring a group of people who bring diverse backgrounds and experience to your team. Now, you want to keep them, engage them and leverage their differences to build a high performing team.

How do you build and sustain an inclusive team culture?

Choices:

- ✓ Create a sense of respect so people feel recognized and that their opinions are heard and valued
- ✗ Treat everyone the same so that everyone has access to the same opportunities
- ✓ Be proactive about supporting team members in large and small ways to help them be successful
- ✗ Make sure everyone goes through a diversity course so that they learn the rules on how best to interact with each other

Explanation:

As important as it is to have a diverse team, it is just as crucial to create and maintain a sense of community and belonging for everyone. As a leader, you should be respected and listened to, while at the same time respecting and listening to all those around you. You should also make sure that others are respecting and listening to each other. This is not the same thing as making everyone happy; it is working so that everyone feels heard and valued at work.

Being proactive with team members is a sign of quality leadership. Looking for ways to support people before challenges arise shows team members that you are paying attention and that you are thinking about them. Listening to their ideas, finding solutions to challenges and getting to know people as individuals are other ways to build an inclusive team culture.

Diversity courses can be great foundational awareness and skill-building exercises, but if they are a one-and-done, then their impact and effectiveness in building an inclusive team culture will be limited. Augmenting a training program with team discussions on building an inclusive team culture, understanding what makes people feel respected, and other activities and discussions will help to build upon ideas presented in a diversity training so that it becomes practical and sustainable.

While it may seem that treating people equally is a good idea, in fact you want to treat people equitably. Creating equitable opportunities for everyone is not the same as equal opportunities. Equity is a more personalized and individualized approach to opportunity. This may mean that some employees need more support or a mentor; some may need additional education to gain key skills. The difference between equality and equity is illustrated beautifully in this picture from the Robert Wood Johnson Foundation. Equal means everyone gets the same bike. Equity means everyone gets a bike that they can use. As a leader, strive to make sure that all your team members have bikes that they can use to get ahead.

Question Topics: inclusion
