

8 How Inclusive Leaders Build Relationships and Teams

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“Viewer-friendly” Transcript

<u>Time</u>	<u>Content</u>
00:00	<p><i>Dr. Nic Hammarling</i></p> <p>There are several things that inclusive leaders do that's really important in terms of building good relationships at work.</p>
00:06	<p>Firstly, they invest time getting to know people. So, not at just a surface level or cursory thing, but they really understand what's important to them, who's important to them in their lives. They talk to them about those things.</p>
00:18	<p><i>Prof. Binna Kandola</i></p> <p>A good leader actually needs to be aware of the fact that they need to build relationships with everybody on the team if they are going to be a team.</p>
00:27	<p>And sometimes you do see it where a leader will, and they think they're being efficient, and will just kind of work with a subset of the team. They know them. They've worked together. They trust them. They're reliable and dependable.</p>
00:39	<p>The other members of the team then think the leader has favorites. Their performance will go down.</p>
00:45	<p>So even though I think I'm being efficient, if the perception is that I have favorites, their performance will go down.</p>
00:53	<p>As interesting as that, actually the performance of my favorites will go down because they don't have to work so hard because they're my favorites.</p>
01:00	<p><i>Dave and his team</i></p> <p>I want to hear your bright ideas, people.</p>
01:02	<p>Well, personally, Dave, I think we need to completely reconsider the audience we're trying to target. I think we got it wrong last time.</p>
01:09	<p>All right, we're not here to do a post-mortem, okay?</p>
01:12	<p>Let's think positive. Ben's got some great ideas for a new online campaign. So, why don't we kick off with that and just get the creative juices flowing, all right?</p>
01:22	<p>Dave is really, really nice. Really, really, great. He's always just been very supportive. I mean, obviously I'm new here and stuff, and he's very much championing my ideas, which is great.</p>
01:31	<p>Introducing me to a lot of people, sort of big people, which I think is good for my career.</p>

- 01:36 Would I say I'm an inclusive leader? Definitely. I say it all the time and I mean it.
- 01:41 I want everyone to contribute to a discussion. I want to hear from everyone.
- 01:46 The thing I'd say about this environment, when you're chucking out ideas, is that there's very much a tendency for you to put out an idea and then 'boom' it's just, like, cut down. Or "Yes, that's great" or "That's terrible!"
- 01:59 There's seemingly no room for, kind of, discussion. You know, flipping an idea upside down, trying different things with it, which is a shame.
- 02:06 Oh, Dave definitely has favorites. So we've got Ben at the moment who's just started. So, he's the current favorite. He can do no wrong. But soon enough, him and Ben are going to have a massive run-in, as we all do. So, that will definitely change. Ben will, kind of, get the measure of him before long.
- 02:23 *Narrator*
Inclusive leaders invest time in getting to know the individual members of their team, understanding what makes them tick, and what's important to them as an individual.
- 02:33 They also proactively create an environment where there is mutual support and encourage team members to voice their concerns and say when something isn't right.
- 02:43 *Dr. Nic Hammarling*
That's really important in terms of relationship-building, but it's also important for you as the manager as well.
- 02:49 You need to know when things aren't going right and you need your team to be the eyes and the ears on the ground to tell you that.
- 02:56 *Closing Credits: Skill Boosters, www.skillboosters.com, in association with PearnKanola*