**NATIONAL Child Welfare WORKFORCE INSTITUTE**
*Learning, Leading, Changing*

# Leadership & Inclusion

Cottrill, K., Lopez, P. D., & Hoffman, C. C. (2014). How authentic leadership and inclusion benefit organizations. *Equality, Diversity, and Inclusion: An International Journal, 33*(3), 275–292.

## WHAT IS THIS RESOURCE?

This paper explores the role of authentic leadership (AL) in enhancing perceptions of inclusion and also examines two outcomes potentially related to inclusion: organizational citizenship behavior (OCB) and organization-based self-esteem (OBSE).

## WHAT ARE THE CRITICAL FINDINGS?

- Authentic leaders play a significant role in contributing to employee perceptions of inclusion and are more likely to motivate co-workers to support group and organizational effectiveness.
- Perceived authentic leadership, perceived inclusion, and organizational based self-esteem are positively related to greater self-worth as organizational members (OBSE).

### Organizational Citizenship Behavior (OCB)

Individual actions which promote effectiveness by creating an enhanced social and psychological environment:

1. Employees demonstrate **altruism** by helping others with work-related problems.
2. **Conscientiousness** emerges when employees accept and follow organizational rules even when no one else is watching.
3. Employees demonstrate **sportsmanship** when they tolerate work inconveniences without complaining.
4. **Courtesy** involves preventing work-related problems.
5. **Civic virtue** occurs when employees take an interest in organizational governance, trends and external threats.

### + Perceived Authentic Leadership

- **Self-awareness** – a deep knowledge of one's skills, values and preferences;
- **Relational transparency** – openness and integrity in interactions;
- **Balanced processing** – consideration diverse perspectives in decision making; and
- **Internalized moral perspective** – the demonstration of integrity and using one's values and well-evaluated external standards to guide behavior

### + Perceived Inclusion

- Employees feel they are important, valued, and trusted.
- More likely to help their co-workers manage and prevent problems, demonstrative initiative, show up on time, overlook inconveniences and care about their organization's status.
- Perceived inclusion acts as a mediator between AL and OCB

### + Organization Based Self-Esteem

- Employee appraisals of their value as organizational members and the degree to which employees feel their needs as organizational members are satisfied.
- OBSE mediates the relationship between perceived inclusion and OCB

## WHAT ARE THE IMPLICATIONS FOR OUR WORK?

As organizational diversity increases, understanding how inclusion influences organizational effectiveness and employee outcomes can help leaders improve performance. *Authentic organizational leaders who foster inclusion will benefit from employees with high self-esteem who are willing to go beyond the formal job requirements to help their colleagues and the organization.* Organizational performance will be enhanced when employees work together to solve problems and achieve departmental outcomes, further creating an environment where people want to come to work.