**Toulouse 2012 EDI Conference**

**Stream title**: **Inclusive Leadership – Connecting Theory and Practice**

**Title of Paper: “**Include Who? A No Holds Barred Discussion Across Industries and Cultures” *(Working Title)*

**Keywords**: diversity, inclusion, power, culture, nonprofit, for profit, organizational development, communication theory, leadership, insider – outsider, labeling theory of race

**Purpose:** The goal of this paper (panel) is to report what it took for four very different organizations to reach a truly inclusive meritocracy, that reached across borders and multiple cultures. Using the lens metaphor of theory, we discuss selected human communication and leadership theories to describe why things happened the way they did, successes and failures. An in-depth discussion detailing the strategic efforts taken for moving the organizations through the necessary steps to become an inclusive organization lies at the heart of the research project.

How practice informs theory is bolted forward addressing a by-product of the ‘labeling theory’. “What is” and “who are” concepts are scrutinized and juxtaposed against the ‘power’ dimension of what is cultural, who are the “insiders” versus “outsiders,” who’s inclusive behaviors are/should be the dominant?

For-profit and non-profit organizational lessons are key elements of the discussion in hopes of lively discourse. The “for profit organization” mix include: representatives from global entertainment media organizations, a manufacturer of products distributed worldwide, an international consulting firm and academic institutions (France and USA). On the non-profit front, we advance the position of how a community based organization, Safer Foundation, uses inclusive leadership practices to address the effects of mass incarceration.

Since 1972, Safer Foundation has been at the forefront of workforce programming for people involved in the criminal justice system. Employment and employment-related services are the cornerstones of Safer’s delivery system including job preparedness, placement, and retention services. Safer Foundation is one of the United States’ largest nonprofit providers of services designed exclusively for people with criminal records. In carrying out its work, Safer must work across boundaries of difference that span most aspects of diversity practice. On the surface it may seem limited to race and economics but an exploration of successful alliances would reveal that there is much more than meets the eye.

Action learning toolkits, training programs, assessment tools and an extensive bibliography of current readings are provided. Call for further research is also included in the conversation.

**Panel Discussion:** The panel discussion is designed to showcase how inclusive leadership enables organizations to unlock the full potential of their employees by rooting out exclusionary practices and marginalization. This mix of panelist will deliver on questions such as:

* How can organizations drive inclusion as a business practice and underscore the business case for diversity and inclusion?
* Share real-world examples of how inclusive leadership was embedded into corporate core values and practices and in community based organizations.
* How can inclusive practices drive stronger collaboration across cultures and other differences?
* How does the power dimension in different cultures operated? What is the impact on local leadership?

The panel includes scholars and practitioners that work for non-profit organizations, global companies, and academic institutions.

**Panelists:**

* Harry Alston, Jr., Ph.D., Associate Vice President – Model Development, Safer Foundation, Chicago, Illinois. (USA)
* Deborah H. Barrett, Executive Consultant and Diversity & Inclusion Practice Leader, TMC/Berlitz, Princeton, NJ (USA)
* Frederique Durand, Esq., Founding Partner, Globeworkers, LLC. Paris, France (Europe)
* Cheryl E. Williams, Ph.D., Vice President, International and Cultural Relations, Professor, Concordia University Irvine, California, Visiting Faculty, ESLSCA, Paris, France. (USA) *(Lead)*

**Note to Selection Committee:** If space is available, we would like to be considered for a two-session slot, (Part One = Theory and Part Two = Application). Thank you.