



# What is a Leadership Shadow?

As a leader, your words, actions, attitudes and behaviour impact on those around you. That impact is your “shadow,” which influences the culture of your organisation.

Diversity and inclusion (D&I) are elements of your organisation’s culture that are critical to its success. Organisations where employees feel they can bring their “full selves” to work are more profitable, innovative and able to manage risk.

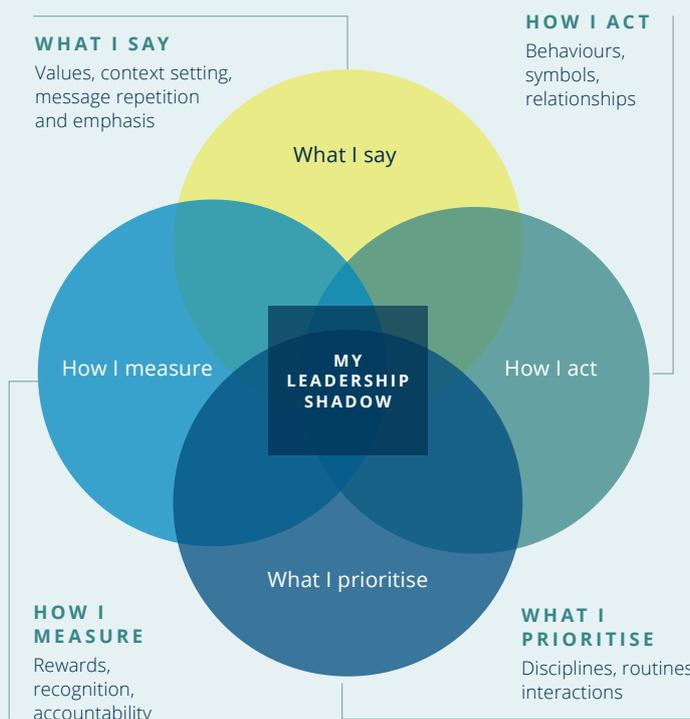
To build and maintain a workplace that celebrates diversity and reaps the benefits of different experiences and points of view, leadership is critical. Global Women’s research shows employees feel more included when senior leaders challenge the status quo and hold others to account.

As a leader do you know how your “shadow” is impacting company culture? And is it helping or hindering diversity and inclusion in your workplace?

“Culture is the shadow of the leader.”

*Larry Senn, author of Winning Teams, Winning Cultures.*

## My Leadership Shadow



### WHAT MAKES UP A LEADER’S “SHADOW?”

The Global Women Leadership Shadow model breaks the leader’s “shadow” into four major elements:

- 1. SPEECH:** How is your message getting across? Is it being heard and understood? Are you connecting your understanding of diversity and inclusion with your organisation’s strategy and values?
- 2. ACTIONS:** Do your actions back up your words? Do you model inclusiveness in a way that is visible to the wider team? Is your top team gender balanced?
- 3. PRIORITIES:** Are you taking steps to eliminate bias? What policies, such as flexible working and hiring changes, have you put in place?
- 4. MEASUREMENT:** Has your organisation set targets for achieving greater gender balance? Are senior managers accountable for D&I results?



# How we can help.

*Engage Global Women to run the process on your behalf.*

To enable leaders to better understand their influence and its impact on staff and stakeholders with regards to diversity and inclusion, Global Women has adopted the Leadership Shadow model as a framework for measuring influence.

The core of the Leadership Shadow is a series of interviews facilitated by Global Women's experienced consultants. You choose the interviewees, and Global Women will facilitate frank and open feedback sessions using an internationally recognised question framework.

The Leadership Shadow includes:

- An initial CEO briefing
- 1-hour interviews with up to eight people (run by Global Women approved consultants)
- A written report summarising feedback
- A 90-minute CEO feedback session
- Administration of all stakeholder interviews

Costs are \$3,500 +GST per person with all proceeds going to scholarships for the Global Women Leadership Development programmes.

The Leadership Shadow programme is tailored to your schedule and areas of interest, and can be done with the full executive team, or any business leader.

## How will it help me?

The Leadership Shadow will allow you to:

- identify key learning gaps
- gain feedback on your current behaviours from stakeholders
- develop insights into your diversity and inclusion strengths and weaknesses
- create a realistic plan for addressing areas for improvement that are measurable and actionable.

You can expect feedback that enables you to develop insights into your leadership style and your effectiveness when it comes to leading on diversity and inclusion.

The model will also help you identify blind-spots and develop an action plan to address these to be revisited one year later to track your progress.

It will also tell you what is currently working and how your current behaviours are helping you to grow a strong and effective diverse and inclusive workforce.

To find out more, please contact our office on **09 300 6348** or at [hello@globalwomen.org.nz](mailto:hello@globalwomen.org.nz)