Uncovering Authentic Leadership

with

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1. REFLECT (First 10 minutes)
Each person, write about your experience.

Describe a time in the past six months when you covered. For example, when you avoided talking about certain things or tried not to spend time with certain people as a way of masking a disfavored identity.

Why did you feel the need to cover? How did that make you feel?

What strategies could help you move towards uncovering? What are the risks and benefits associated with uncovering?

2. SHARE (For the next 10 minutes)
Now pair up. Share your experience with your partner. How have you covered? What strategies could help you move towards uncovering? After 5 minutes, switch and let your partner share. Stick to the allotted time so everyone gets a turn.

3. DISCUSS (For the next 15 minutes, as a group)
Each person, share one key take-away or reflection from this education module.

If time permits, select one axis of covering you would like to discuss further. Then have group members share ways they have navigated the decision to cover or uncover along this dimension. What strategies have you used and what has been the result of covering or uncovering?

4. ACTION (For the final 10 minutes)
Pick One Action you will do after the meeting. Imagine what, where, when, and with whom it will happen. Each person, share the One Action with the group. Plan to report back at the next meeting.

One Action:

Uncovering Authentic Leadership
Key Take-Aways

Covering: Tones down a disfavored identity as a way to try to fit better into the mainstream.

Uncovering: Supports organizations to create inclusive environments where leaders are more authentic and employees can bring their whole selves to work.

THE FOUR AXES OF COVERING
Appearance: Changing your physical presentation
Affiliation: Downplaying your cultural or personal connections (e.g., parenting, heritage)
Advocacy: Not advocating on behalf of others like you
Association: Avoiding relationships with others like you

STRATEGIES TO SUPPORT UNCOVERING
Tell your own story: Talk about an area where you have covered or uncovered
Create safe spaces: Create a culture where each person’s unique story is valued and accepted
Be curious about others: Open a dialogue of mutual discovery

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