

# The Spies Among Us: Inclusive Leadership

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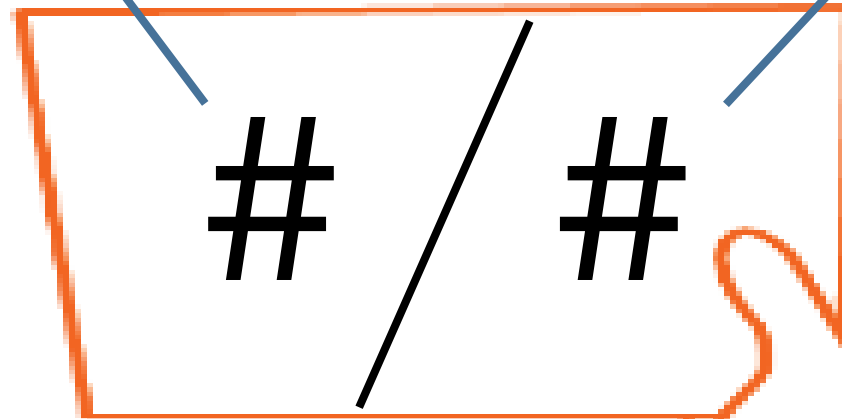
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# Table Team Challenge



Unanimous  
Answer

Number of  
Spies



# Spy Behaviors

- Disagreed with the majority/rest of the team
- Had a lot to say
- Took the lead
- Spoke very little
- Brought up a lot of details
- Offered a quick answer
- Waited until the end to give an answer
- Changed their mind about the answer
- Smiled
- Questioned other's logic
- Called out a team member's behavior
- Had a different colored paper

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# Conditions Leading to Spy Accusations

- ❑ Aura of suspicion/mistrust (partially caused by leader's messages)
- ❑ Competition/wanting to “get it right”
- ❑ Tight deadline/running out of time
- ❑ Need to come to a full agreement
- ❑ A problem more complex than it initially seemed
- ❑ Not knowing all team members and/or team members acting different than they “normally” do
- ❑ Need to both solve a problem AND assess team members' behaviors

# Table Team Discussion

1. In what **work situations** might individuals be **inaccurately judged** and be **excluded** (the “Spy” dynamics)?
2. What **examples of these dynamics** have you experienced?
  - a) What was the **behavior** being negatively judged?
  - b) How was the person **excluded**?
3. What can you do to **prevent/reduce these dynamics**?  
(What does it take to be an inclusive leader and create an inclusive culture?)

**Be prepared to share your examples and suggestions!**

# Being an Inclusive Leader: “**CARE**-fully”

**C**atch yourself in negative judgment

**A**void assuming other's intentions

**R**espond objectively

**E**ngage in dialogue

“

WE FIND **COMFORT** AMONG  
THOSE WHO AGREE WITH US,  
AND **GROWTH** AMONG  
THOSE WHO DON'T.

”

– FRANK A. CLARK