

AY2019 Center for Inclusive Leadership (CIL)

Research Project Grant Progress Report

研究代表者 Research Representative	所属・職位 Affiliation/Position	Associate Dean	氏名 Name	Pardo, Phillip
研究課題名 Research Title	The Development of Inclusive Leadership Potential in Oita Prefecture			
研究メンバー Research Group Members	氏名 Name	所属 Affiliation	職位 Position	
	COOPER Malcolm	APS	Professor	
	CLASTER William	APM	Professor	
	MIERMANOV Serik	APS	Professor	
	BENNETT Leigh	ITLA, Australia	CEO	
	ROUAULT Frank	Practical Learning, Paris	CEO	
YADAV Chaitraj	GSM	Research Assistant		
2020年度 研究経過 (研究経過・到達点を明確にご記入ください。800~1,000字) AY2020 Research Progress (Please state clearly the research progress, results, approx. 400 words.)				
<p>We revised our original research plan in order to compensate for the obstacles posed by CoVID-19 Pandemic. Our initial goal was to discover and test the elements of an inclusive model of healthcare hospitality leadership for the development of Oita Prefecture. We could still achieve our larger goal of understanding the benefits of inclusivity and diversity in developing social and business capital. We held interviews with local medical and aged care providers such as Dr. Zaizen (Tsurumi Hospital) and Dr. Takaji (Shiraume/Aoyama Aged Care Group)</p> <p>In 2020, we continued researching the current Inclusive leadership Programs and undertook a content analysis of the Literature on inclusivity and resilience. Following is the brief summary of activities planned and activities we actually undertook:</p> <ol style="list-style-type: none"> <u>Hold further Workshops with key local stakeholders:</u> CoVID-19 Pandemic hampered our workshops scheduled with Local stakeholders. Instead, we discussed with Students, Professors, Alumni during various presentations of the models proposed. These took place in France, Australia and Japan via Zoom Meetings. <u>Follow-up interviews of a sample of key local businesses in the medical and tourism industries:</u> Number of interviews scheduled were reduced (CoVID-19 Pandemic) but because of that we could hold a more in-depth assessment. We conducted surveys to assess the need for Inclusiveness in various cultures and nations as well as the effectiveness of training with emphasis on Leadership and Resilience. <u>Create an inclusive leadership program for the medical and tourism and hospitality industry for Oita Prefecture based on the existing academic and business offerings identified in our FY2019 activities:</u> This Leadership Research study was formulated in cooperation with Dr. Rouault and Mr. Leigh Bennett. The program slides will be submitted in the Appendix of Research Paper which is due by 30 April 2021. Unfortunately, the Leadership Program developed could only be tested partially due to restrictions imposed by CoVID-19 Pandemic on our Alumni and Professors. Further, due to constraints imposed by internal rules on foreign remittance, the translated Japanese version of this Leadership Program could not be made available. <u>Disseminate our findings through Conference Presentations and the submission of journal articles:</u> Various members attended or were accepted to conferences in 2019 and 2020. Following are the brief 				

highlights:

- Dr Cooper, Mr. Bennett and RA YADAV Chaitraj attended Asia Pacific Conference 2020 in CIL Special Session.
 - Mr. Bennett was invited to share some of the insightful findings in an Australian podcast titled 'Insight Into Impact' (<https://tinyurl.com/bennettspotify2020>)
 - Dr. Rouault held webinars in France via Zoom highlighting the importance of Diversity, Equity, Inclusion and Resilience between January and March 2020.
 - Part of the research findings were submitted to 'Nordic Academy of Management 2021 Conference' for dissemination. (<https://journals.oru.se/NFF2021/about>)
5. **Report to CIL:** We had submitted the 'Progress Report for AY2019.' This document shall serve 'Progress Report for the AY2020'. In addition, we will also be submitting a Research Paper by 30 April 2021 which shall have literature review, methodology, and detailed findings of the overall research we conducted.

2020 年度中の研究発表（予定を含めてご記入ください）

Publication of Research in AY2020 (journal articles, conferences, etc.) (Please include future plans as well)

発表方法 Publication Methods	詳細 Details		
著書・論文等 Books or Articles	著書・論文名等 Title of Books or Articles	出版社／掲載誌・巻号等 Name of Publisher / Name and Volume of Journal	刊行年月日 Date of Publication
	L'engagement Professionnel	Written French Published by Afnor Publications	July 2020
	Professional Engagement	English Translation Complete Publishing in process	Late 2021
	Confusedly Clear? Or Clearly Confused?	Forbes(https://tinyurl.com/confusionforbes)	March 2021
学会等 Presentation at an Academic Conference	タイトル Title	学会名 Name of an Academic Conference	発表年月日 Date of Presentation
	Inclusive Leadership Program for the Healthcare and Tourism Industry in Oita Prefecture	Asia Pacific Conference 2020	November 2020
	Confusion in Management Leadership	Nordic Academy of Management 2021 Conference	August 2021
その他 Others	Workshop Materials	ITLA, CIL and Practical Learning	2021

APPENDIX

INSIGHTS FROM REGIONAL RESILIENCE SURVEY CARRIED OUT IN AUGUST 2020

OUTLINE

We report on our meaningful insights from the Regional Resilience Assessment Survey carried out as part of our Inclusive Leadership Program for the Healthcare Industry in Oita Prefecture CIL Grant.

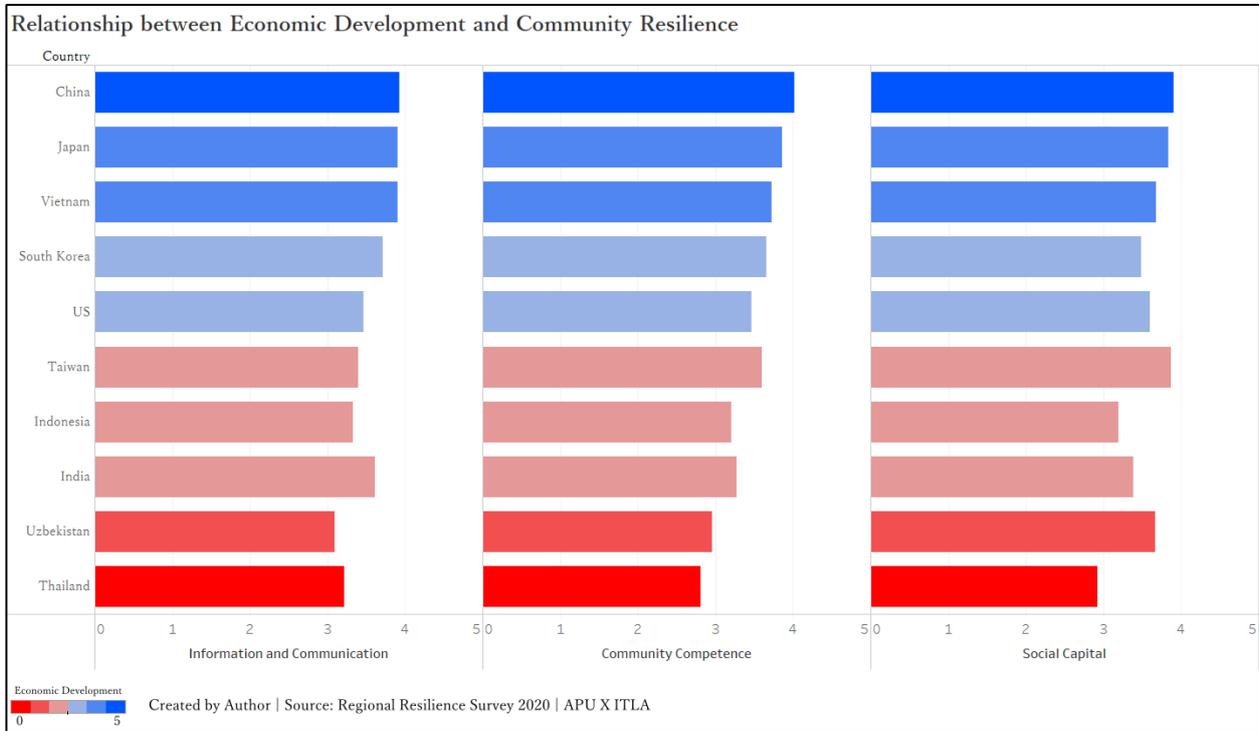
The survey covered the following factors viz. Social Capital, Community Competence, Economic Development, and Information and Communication. Our research looks into the effects of Financial Security, Individualism vs Social Focus, Masculinity and Community Support on building Resilience and Inclusiveness.

This work was carried out between August 2019 and August 2020 and to date has produced a comparative resilience condition and needs dataset covering the east coast of Australia and Oita. We present these data for discussion.

We also report on progress in developing our Leadership model and its practical training component (our tools for inclusive, self-aware leaders who can relate to a diversity of people and perspectives, are open and flexible, and focus on personal, team, culture and organizational growth).

INSIGHTS

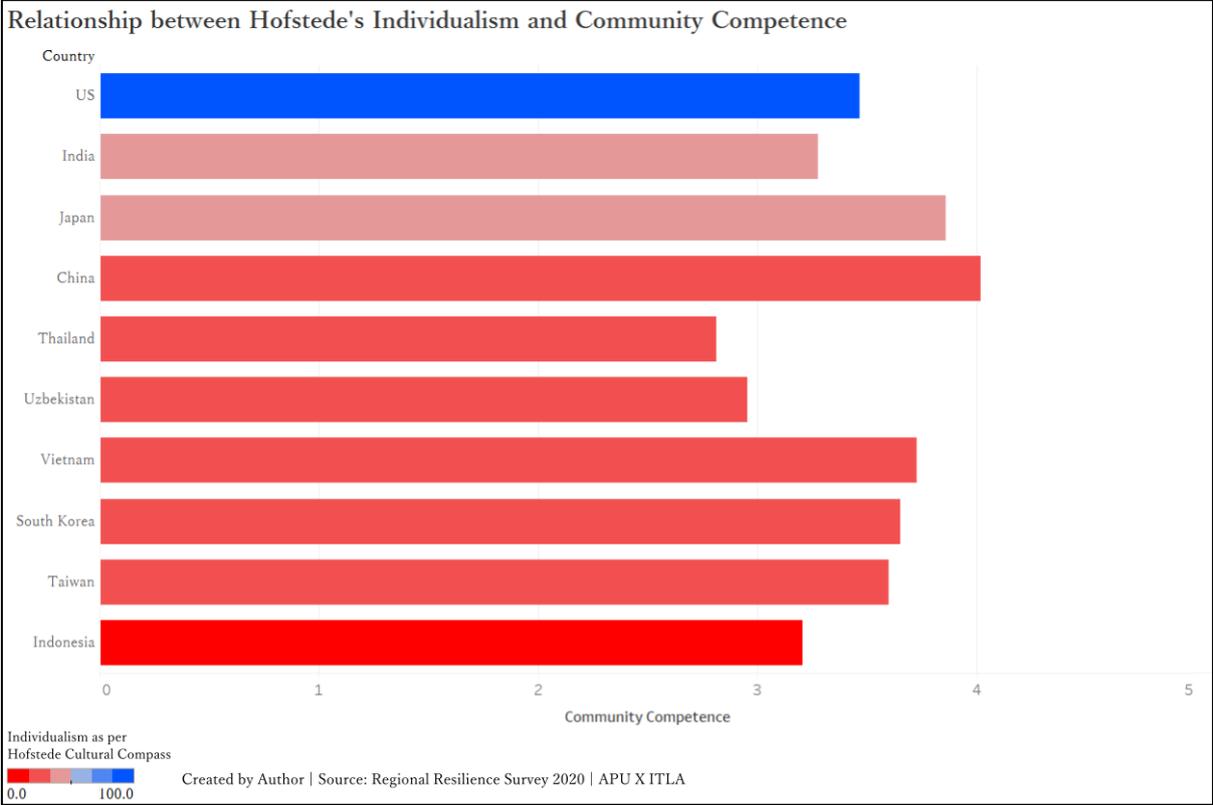
1. Without Economic Development, a community cannot be resilient. Financial Security is of utmost importance.



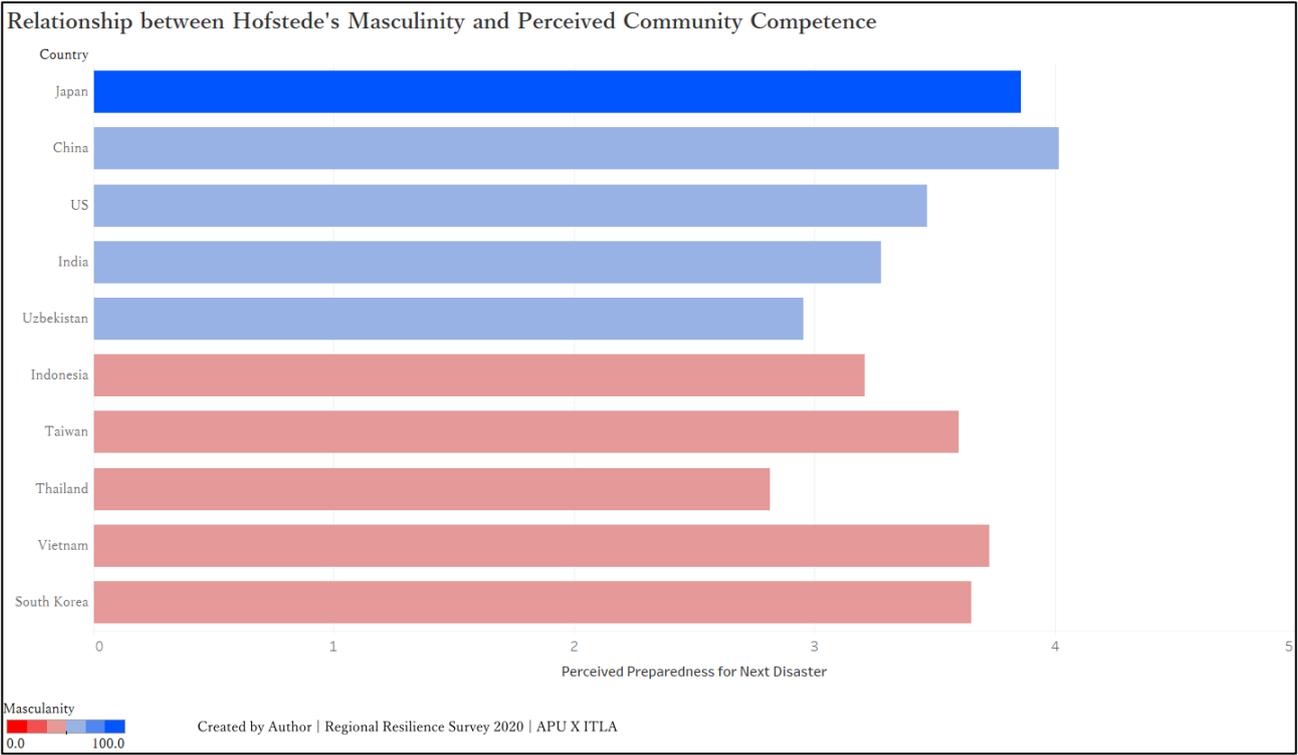
We compared Economic Development vis-à-vis Information and Communication, Community Competence and Social Capital. The former represented by a colour grade of red and blue whereas the latter on a scale of 0 to 5; 0 being not so good and 5 being great.

It can be concluded that higher the Economic Development is highly important in order to have free lines of communication and to circulate authentic news in times of disaster. A community can be as much resilient as much financial security it enjoys. Furthermore, if economic development is achieved then the community tends to make positive contribution to the society.

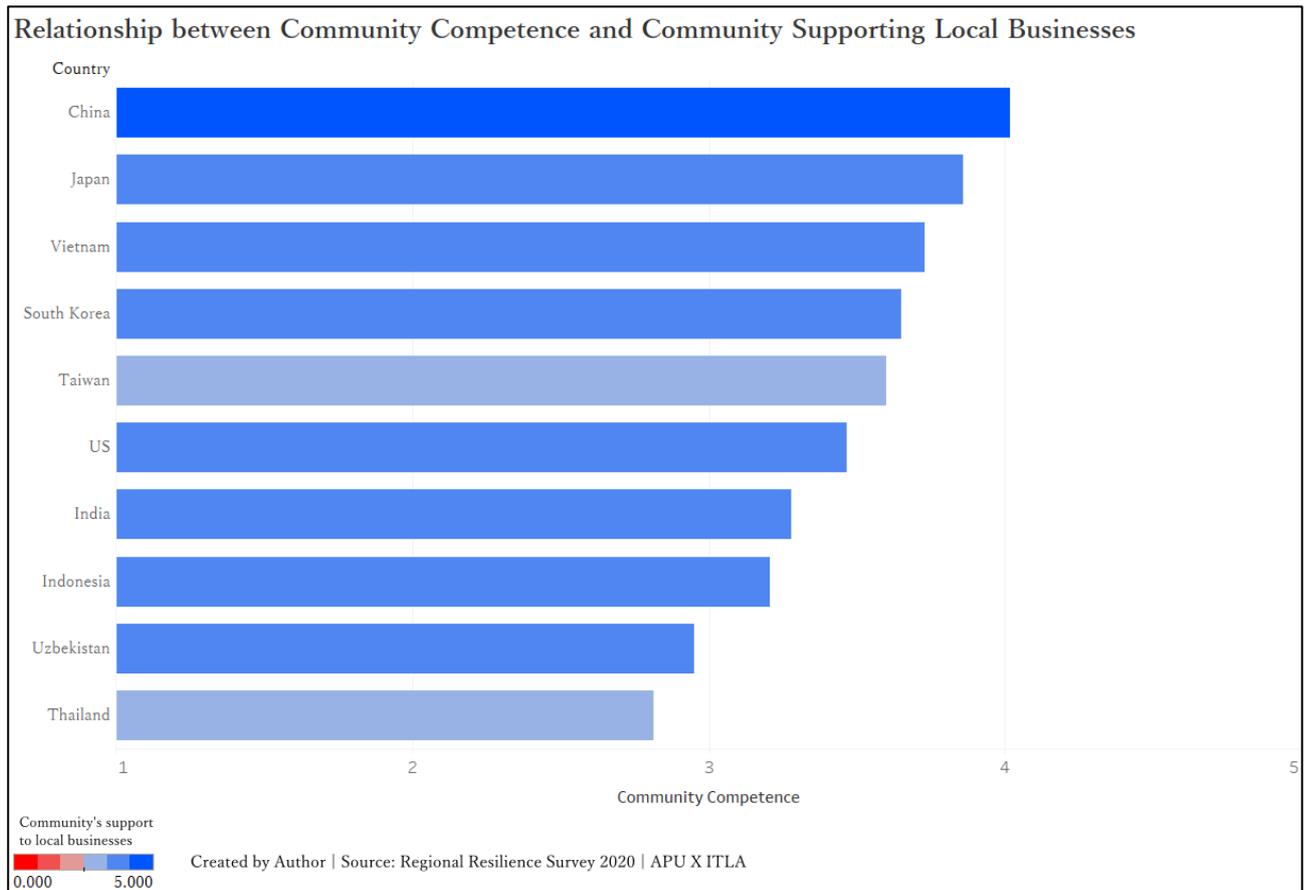
2. Societal focus Individualism has zero to no effect on Community Resilience and Recovery.



3. High masculinity only slightly results into over-estimation of how prepared we are as a community.



4. When communities support local businesses in times of disaster, community as a whole becomes more resilient and inclusive.



NOTES:

- Roughly 200 APU students willingly participated in this survey.
- The survey was conducted on 8th August 2020 for all students.
- Majority students were from China, Indonesia, Japan, India, Vietnam and South Korea.
- Countries with less than 4 respondents have been excluded from the following analysis in order to avoid skewing the results.
- Likert Scale method was used to ask questions to the students. In the context of any and all questions a scale of 0 to 5 was used, 0 being least and 5 being the highest.



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APU Center for Inclusive Leadership
インクルーシブ・リーダーシップセンター

Inclusive Leadership Program for the Healthcare and Tourism Industry in Oita Prefecture



1

Background

2

Methodology



3

Research
Findings

4

Insights for
Leadership



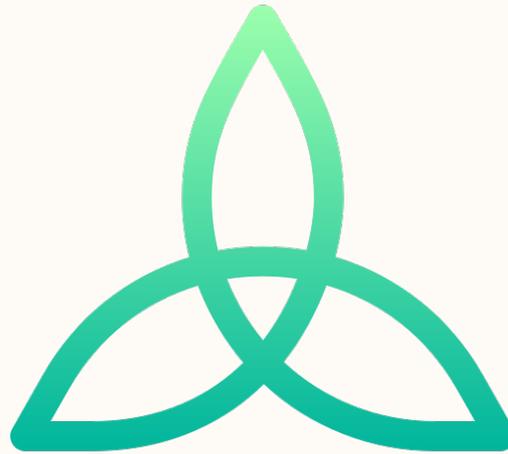
Background

- Development of Oita Prefecture
- APU's contribution to Inclusive Leadership
- Leadership Model and Practical Training





Personal
Resilience



Organizational
Resilience

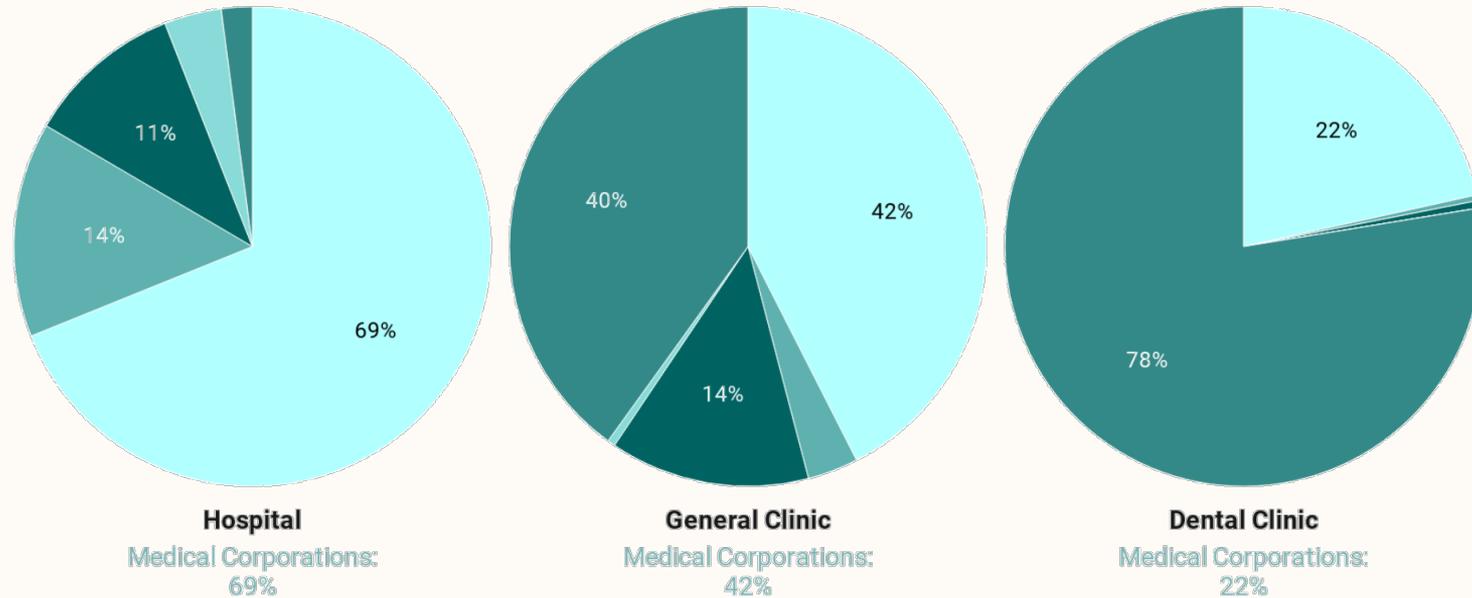
Community
Resilience



- # Healthcare and Tourism
- Over one million tourists every year
 - 98% Active Medical facilities
 - Highest no. of general beds in hospitals

Bifurcation of Medical Facilities in Japan

Medical Corporations Public Health Associations Others Government funded Individuals



Coping



Anticipation

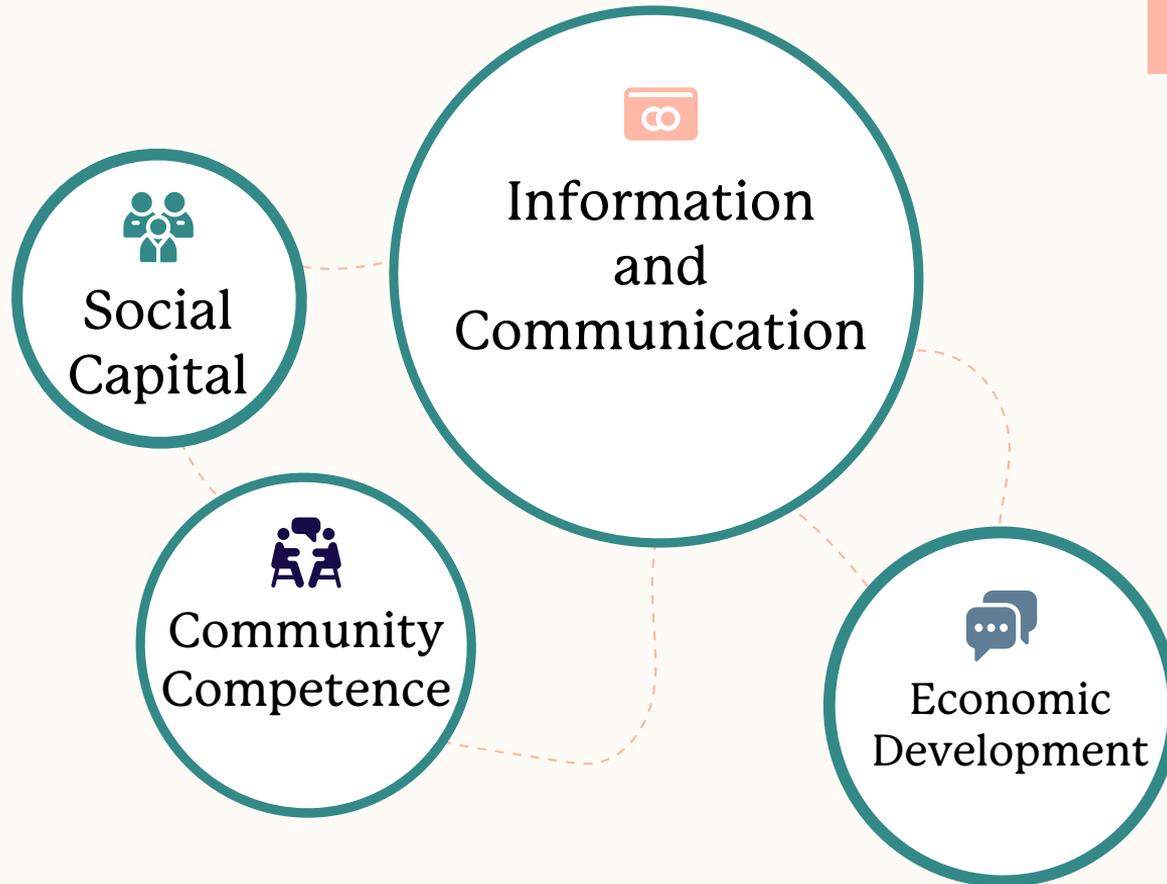
Adaptation



What is Inclusion?

What is Resilience?







The 6 Signature Traits of an Inclusive Leader

(Bourke & Dillon,
2016)



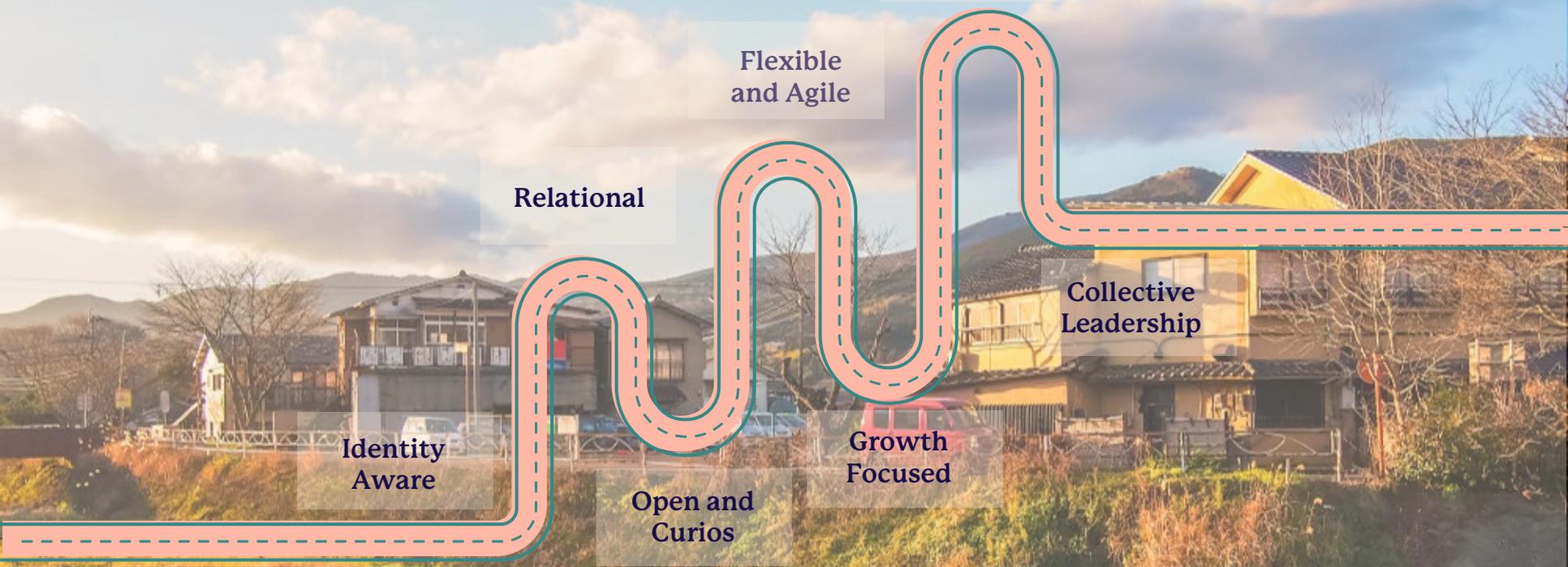
The 5 Mindsets of an Inclusive Leader

(Diversity Council
of Australia)



The 6 Domains of Personal Resilience

(Rossouw et al
2017)



**Identity
Aware**

**Open and
Curious**

Relational

**Flexible
and Agile**

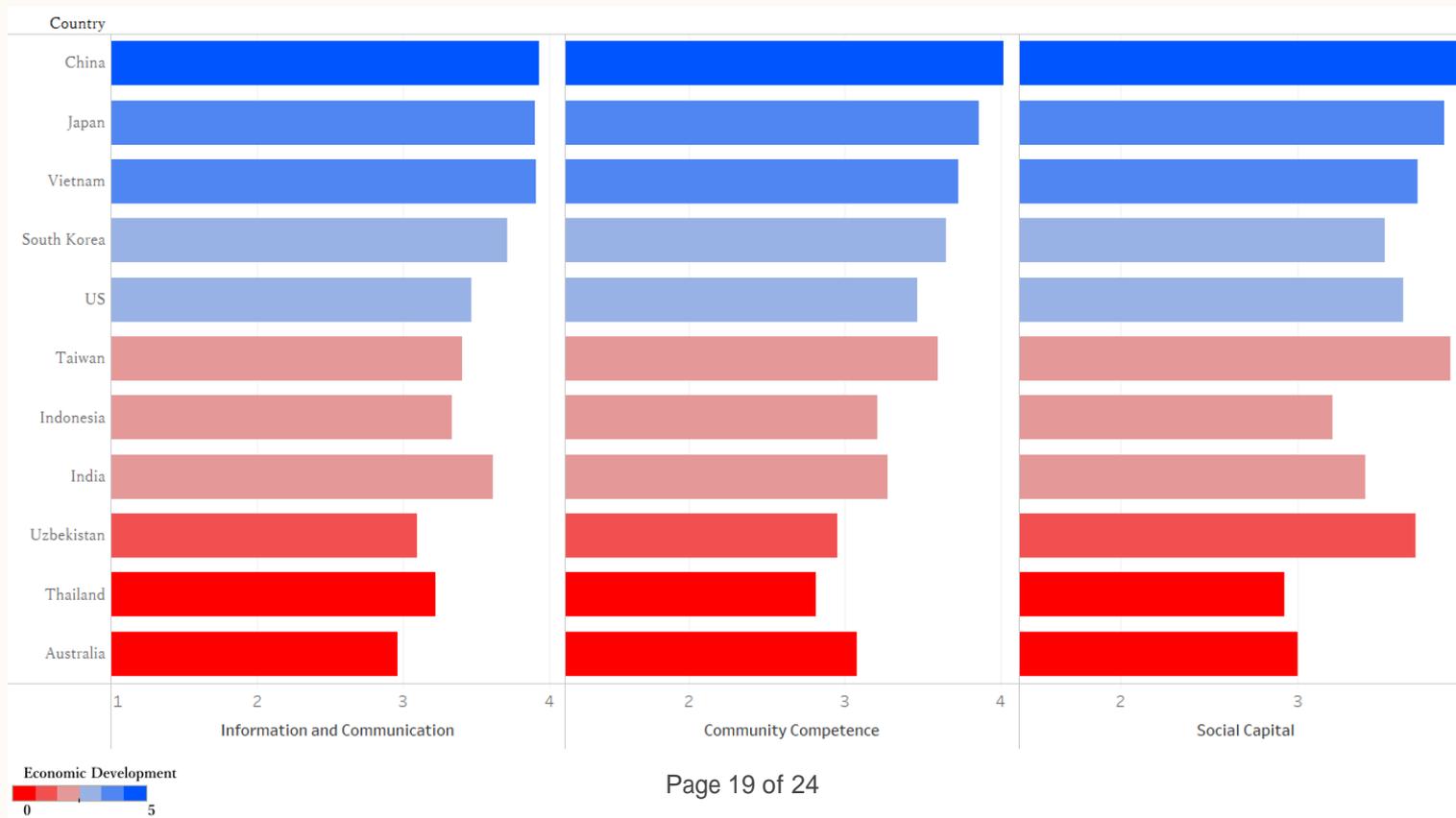
**Growth
Focused**

**Collective
Leadership**

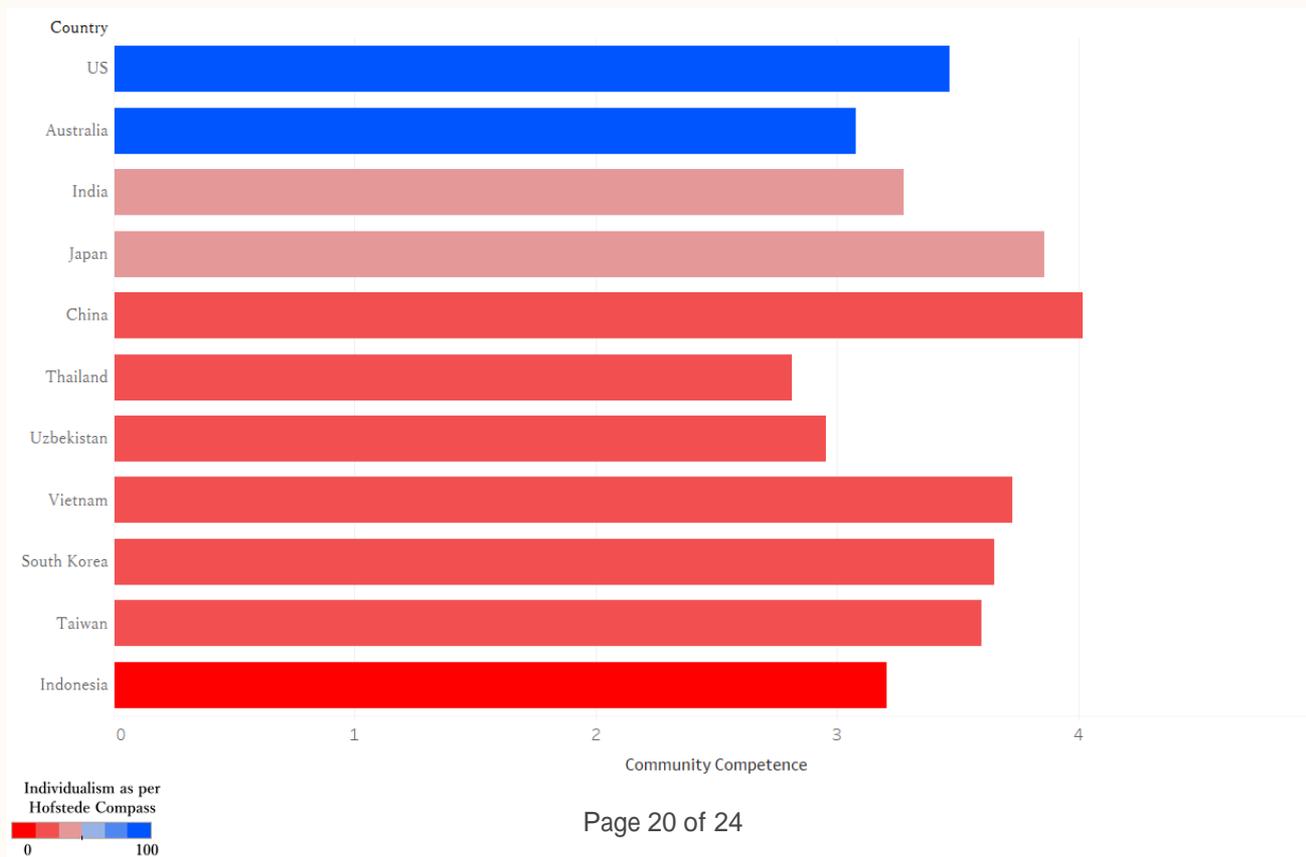
**Health and
Wellbeing**



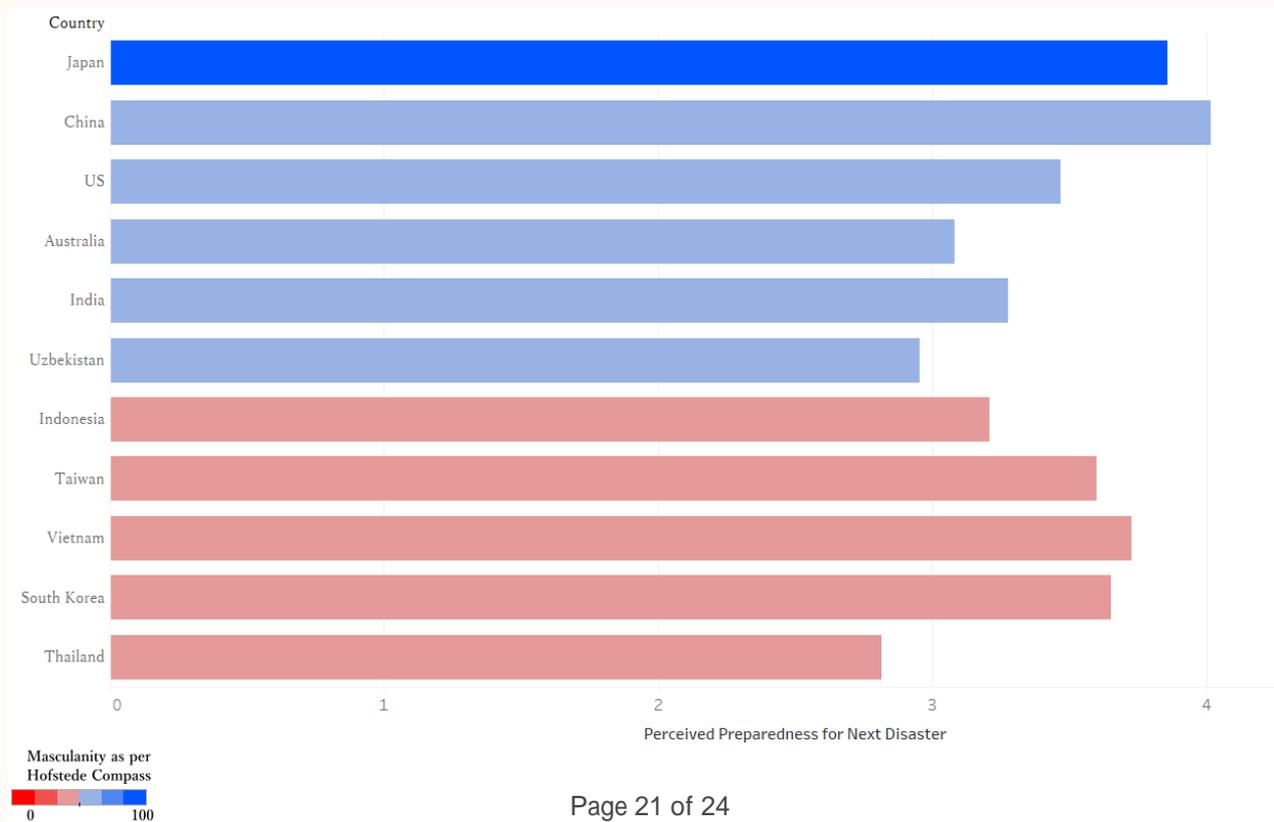
Relationship between Economic Development and Community Resilience



Relationship between Hofstede's Individualism and Community Resilience



Relationship between Hofstede's Masculinity and Preparedness for Disaster



1 Individualism or Collectivism does not affect Resilience Building.

2 There's no measurable difference in perceived threat whether the society is masculine or not.

3 Economic Development is a key condition to have a competent and resilient organization.

4 Open information and communication channels are a important in crisis.



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Thoughts?

17



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APU, Japan



BENNETT Leigh
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YADAV Chaitraj
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APU, Japan

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