



Business Management Institute

Foundations of Leadership vs Management: Building Cultures of Belonging

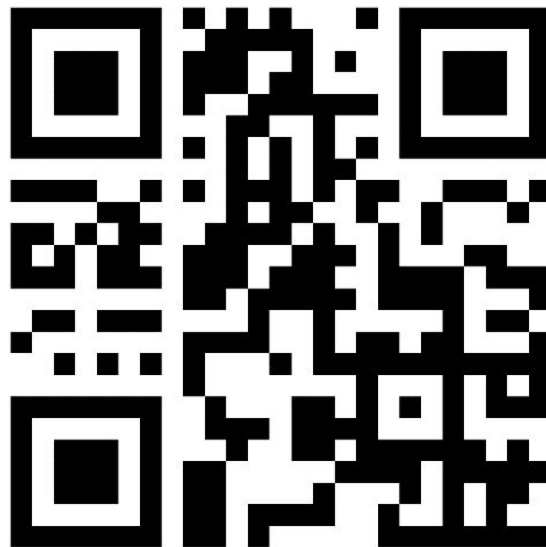
Nakita Saxon

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Foundations of Leadership vs Management:

Building Cultures of Belonging

Office of Human Resources



Why This Conversation Matters

Think about the last difficult situation at work.

Were you expected to:



Keep operations moving?



Inspire people?



Navigate uncertainty?



Build trust?



Which of these required **management?**



Which required **leadership?**





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Culture and Inclusion

Building an innovative approach



Advancing Inclusion

Implementing a strategic framework in alignment with ASU Charter and Design Aspirations. Coordinate collaboration emphasizing shared responsibility.



Organizational Culture

Conducting cultural assessments, enhancing employee engagement, supporting organizational development, mindfulness, and cultural competency.



Initiatives and Programs

Affirmative Action planning, change management and cultural integration of processes, digital transformation, communication and branding.



Education and Training

Training customization, content development, delivery methods at scale, leadership and employee development, metrics and evaluation.



Shared Responsibility



Collaboration



Innovation



Impact

Agenda



Explore - Manage the Work

Structure, clarity, accountability, and execution.



Activate - Lead the People

Courage, empathy, influence, trust, and communication.



Innovate - Build the Culture

Belonging, inclusion, innovation, and sustainable performance.



Learning Outcomes

By the end of today's session participants will be able to:

- ✓ **Distinguish leadership from management.**
- ✓ **Recognize when each approach is needed.**
- ✓ **Apply inclusive leadership practices.**
- ✓ **Use ASU's Nine Dimensions during change.**
- ✓ **Build trust while delivering results.**



Leadership and Management Are Not Opposites





EXPLORE:

Inclusive Leadership Practices



Explore: Reflection

“

Where in your role do you primarily manage, and where are you expected to lead, regardless of title?

”



Inclusive Leadership Practices

What does it mean

The ongoing effort to create and sustain inclusive environments through continuous learning, adapting and improving.



Continuous Improvement

Commit to getting better every day.



Habit Formation

Make inclusive behaviors part of your daily routine.



Adaptability

Stay open, flexible and ready to adjust.



Skill Development

Build empathy, cultural competence and communication through practice.



Community Building

Create a culture of belonging where everyone feels valued and respected.



Why Leadership Matters



Management
tells people
what



Leadership
influences
how



Inclusive leadership
influences
how people
experience the work.

Activating an Inclusive Culture

Elements for Innovation



Behavioral Inclusion

Inclusive mindsets,
skill sets, relationships

+



Inclusive Leadership

Vision, Accountability,
Role modeling

+



Structural Inclusion

Equitable & transparent
structures, processes,
practices, and algorithms

=



Driving Change

Culture, Outcomes,
Feedback Loops



Leadership Creates Culture



Management
creates
consistency.



Leadership
creates
culture.



Culture
determines
belonging.



Belonging
determines
performance.

Nine Leadership Dimensions

Nine ways we lead to
drive impact and **advance ASU.**



Think expansively,
think differently



Support ongoing
adaptation



Be innovators and
institution builders



Nurture a culture that
values inclusion and
innovation



Champion
collaboration



Develop a pipeline
of leaders



Lead with
courage



Execute with
influence



Engage with
empathy

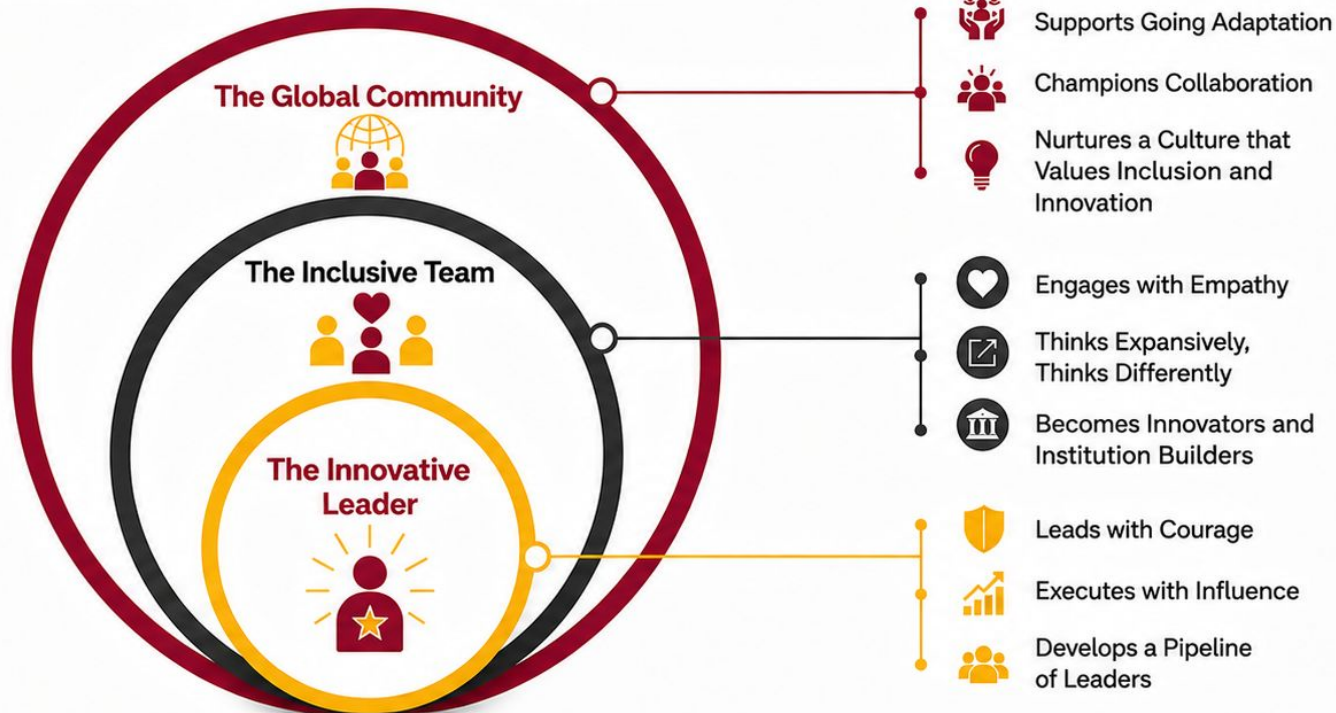
Reimagine a Culture of Inclusion



Connected • Collaborative • Innovative



Reimagine a Culture of Inclusion



Connected • Collaborative • Innovative



The Innovative Leader



Lead with Courage



Take risks



Advance bold ideas



Challenge status quo



Execute with Influence



Mobilize resources
to drive impact



Inspire people
through their strengths



Execute beyond authority
to achieve results



Develop a Pipeline of Leaders



Sustaining a culture of design and innovation over time requires **an intentional effort to identify talent early.**



Invest in the **next generation of leaders** for the institution.





Leads with Courage



Executes with Influence



**Develops a Pipeline
of Leaders**



**Engages
with Empathy**



**Thinks Expansively,
Thinks Differently**



**Becomes Innovators and
Institution Builders**



**Supports
Going Adaptation**



**Champions
Collaboration**



**Nurtures a Culture that
Values Inclusion and
Innovation**



ACTIVATE:

Your Personal Leadership Style

Activate: Reflection

- ➔ Recall a time when you felt included by a leader/colleague. What specific actions did the leader take to make you feel included?



Leading by Example



**Seek
feedback.**



**Be outspoken
about role
modeling.**



**Seek diverse
opinions.**



**Identify
biases.**



**Build trust
and rapport.**



**Check your
actions.**

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Nine ways we lead to
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Group Discussion

- ➔ How has your leadership style shown up in times of change or pressure?
- ➔ Where does your style support inclusion, and where might it unintentionally limit it?





INNOVATE:

Leadership vs Management in Action

Leadership vs. Management



Management
ensures stability
and clarity



Leadership
creates trust,
motivation, and
belonging



Inclusive leaders
intentionally
practice both



Effective workplaces require both management and leadership, the difference is **how we respond**, not just what we do.

Responses to Complexity

Same Strategy. Different Outcomes.

 Managerial-Only	 Inclusive Leadership
 Authority-driven	 Influence-driven
 Efficiency first	 People and outcomes
 Compliance	 Commitment
 Short-term clarity	 Long-term capacity
 Silence mistaken for alignment	 Voice used as data
 Reduces ambiguity	 Creates meaning
 Coordinates work	 Builds commitment

VS.

Leading through complexity



Business Management Scenario

Your department has been selected to implement a university-wide operational change aligned with university's strategic priorities.



The change impacts:



Long-standing workflows and decision-making authority



Cross-functional teams with different power dynamics and histories



Staff morale following several years of continuous change and uncertainty



While the change is strategically sound, early signals show:



Declining engagement and trust



Increased resistance framed as "change fatigue"



Middle managers struggling to translate vision into day-to-day practice



Informal conversations revealing fear about role clarity, workload, and voice



As a leader, you are accountable for outcomes and culture.

Leading through complexity



Business Management Scenario



Small Group Discussion



What must be managed immediately to stabilize operations?



What must be led intentionally to sustain trust and commitment?



Which voices are essential to hear before moving forward?



What risks exist if leadership relies on authority alone?

How might managers and leaders respond differently?

Managers



Focus on:

- Planning
- Processes
- Structure
- Efficiency
- Short-term stability

VS.

Leaders



Focus on:

- Purpose
- People
- Relationships
- Trust
- Long-term impact



Innovate: Reflection

**Which leadership behavior
would most improve belonging
on your team?**

Leadership That Sustains Excellence

Final Takeaways



Leadership
creates
direction.



Management
creates
consistency.



**Inclusive
leadership**
creates
belonging.



Belonging
creates
organizational
excellence.

Together, they build a culture where people thrive,
ideas grow, and excellence becomes our standard.

Develop Strategies for Enhancing Inclusion

Create your plan of action

-  Identify specific areas where your team or department can improve in terms of culture, access, and inclusion?
-  Set one measurable goal for enhancing inclusion within your workplace culture.
-  Develop five action steps and a timeline for implementing your plan.
-  Assign responsibilities to ensure that your action plan is effectively executed.
-  Identify 3 resources that will help with your development and implementation.



links.asu.edu/actionplan



Questions?





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Thank you!







Looking to Obtain CPEs?

**Don't forget to
Check-Out
from the
system!**

