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Leadership and inclusiveness in public organizations

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About the author

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Tanachia Ashikali (9 November 1988, The Hague) is an assistant professor of Public Administration at the Institute of Public Administration at Leiden University. Her research expertise includes diversity management, leadership and inclusion in public organizations, with a focus on quantitative research methods and techniques. She teaches courses on human resource management and public management, and supervises master theses on these and related topics. She acts as a speaker at practitioners' seminars and, as a research fellow of the Leiden Leadership Centre, engages in research collaborations on inclusive leadership with practitioners in various Dutch public organizations.

In 2010 Tanachia Ashikali obtained a Bachelor's degree in Public Administration at Erasmus University Rotterdam, where she obtained her Master's degree in Public Administration with a focus on Work, Organization & Management in 2011. Her master thesis on diversity management was awarded with the Brasz 2011 thesis prize and the Albeda 2011 thesis prize, respectively granted by the Dutch Association for Public Administration and by the Albeda chair of 'Labour relations in the public sector', Leiden University and CAOP.

After graduation, Tanachia started working as a junior researcher and teacher at the department of Public Administration, Erasmus University Rotterdam. From 2014 to 2017 she was employed as an academic teacher and researcher at the Institute of Public Administration at Leiden University. Tanachia participated and presented her work in a number of academic research conferences, such as the Public Management Research Conference, the annual European Group for Public for Public Administration conference, the EGPA/IIAS Trans-Atlantic Dialogue, the annual conference of the Netherlands Institute of Government, and the International Conference of the Dutch HRM Network. For her article, on diversity management, transformational leadership, inclusiveness and employees' affective commitment co-authored with prof. Sandra Groeneveld, she was granted the best article published in 2015 award by the journal *Review of Public Personnel Administration*.



This dissertation shows how diversity management and leadership relate to inclusiveness in public organizations and individual employee and team outcomes. Inclusiveness is about team members feeling they belong to the group, while they can have their own unique identities. Inclusive leadership stimulates this by encouraging diverse team members to value, exchange, discuss and learn from their different backgrounds, perspectives and ideas. Inclusiveness in turn contributes to employees' organizational commitment and involvement. This is particularly required in a changing society demanding of public organizations to be adaptive and responsive.