



INCLUSIVE LEADERSHIP E-GUIDE

HOW INCLUSIVE
ARE YOUR LEADERS...REALLY?

inclusiveleadersgroup.com



INCLUSIVE
LEADERS GROUP

INTRODUCTION

Our clients often request tools to help them capture a competitive advantage from changing demographics across the workplace and in the marketplace. These companies increasingly rely on diverse, cross-functional teams that combine the shared capabilities of women and men, people of different racial and cultural heritage, and multi-generational workers. But these clients realize that merely hiring diverse talent doesn't ensure high performance; it requires inclusive leadership – leadership that assures that all team members feel they are treated respectfully and equitably, are valued, and feel that they belong.

You likely have a clear understanding of your organizations leadership strategy and preferred leadership style, Autocratic, Laissez-Faire, Democratic, Bureaucratic, but... how inclusive are your managers, leaders, and senior executives? Is your leadership approach about recognizing and valuing each team member's uniqueness, what they bring to the table, and helping them to stand out from the crowd?

Ask yourself these questions

01	Are you aware of your biases towards others?	Are you open with others about your shortcomings?	02
03	Are you open to learning from others ?	Are your behaviors aligned with your belief in equality ?	04
05	Do you wholeheartedly believe you treat everyone equally and fairly ?	Do you consistently hold yourself and others accountable for equity & inclusion ?	06

This eBook explains:

- 3-5** What 'Inclusive Leadership' really means
- 6-8** The Business Case for Championing Inclusivity
- 9-10** How to Assess Inclusive Leaders
- 11-12** Action Plan to Develop Inclusive Leaders

WHAT 'INCLUSIVE LEADERSHIP' REALLY MEANS

"I honestly believe that this is something that can be learned. One of the things we often say at Deloitte is that being a leader means being an inclusive leader. It's fundamental to our culture. "

Dr. Terri Cooper, Deloitte's Vice Chair of External DEI

"We want to create an environment where every employee can bring their whole self to work and not just make a living but also have a life"

Indra Nooyi, Former CEO of PepsiCo

"Before I joined Facebook, I didn't really know how I could be effective as a change-agent. At Facebook, we acknowledge everyone carries bias, and we have to be honest and aware of how we're operating to manage inclusively."

Facebook's Ken H., HR Business Partner



Leveraging Diversity Through Inclusive Leadership

There's no longer any doubt that diversity is good for business performance. But what the headlines gloss over – or miss altogether – is that simply building diverse teams isn't a silver bullet. Leaders have to be able to activate and engage those diverse teams; they have to be inclusive of the many different viewpoints, perspectives, and styles that diverse teams offer.

Inclusive leadership is what makes diversity work.

In a busy, target driven, outcome focused environment - we can lose sight of the bigger picture and find we don't pay attention to being inclusive. Being an inclusive leader is challenging as it takes time and energy, but the benefits cannot be underestimated. Embedding equity and inclusion, as well as diversity, into everyday work practices has never been more important.

Belonging is the feeling of being part of something and mattering to others. We create it through inclusion, which consists of intentional acts. Employees don't need to be popular or liked by everyone, but they do need to have a sense of belonging somewhere and with someone.

Getting it right creates an engaged, collaborative, and **high-performing workforce**. One that **drives businesses for profitable growth** through inclusive leadership, equity. And a sense of belonging for both employees and customers/patients.

What is an Inclusive Leader?

As a leader you are a role model within your organization. You set the tone and lead the way in creating the culture – your people mirror your behaviors and attitudes. An inclusive leader will take account of the diversity of both their people and their customers or patients.

The different traits of highly inclusive leaders are well documented – Inclusive Leaders Group advises leaders and organizations to track their progress in the transition from diversity to equity and inclusion by observing the **six** traits of inclusive leadership developed through extensive research by **Deloitte**:



THE BUSINESS CASE FOR CHAMPIONING INCLUSIVITY

“Inclusiveness isn’t just nice to have on teams. Our research shows that it directly enhances performance. Teams with inclusive leaders are 17% more likely to report that they are high performing, 20% more likely to say they make high-quality decisions, and 29% more likely to report behaving collaboratively.”

Juliet Bourke and Andrea Espedido,
Human Capital, Deloitte Australia, Diversity and Inclusion Consulting Practice



The need for leaders to create welcoming workplace cultures is growing exponentially.

- In 2020, as the racial equity protests continued in the United States throughout the summer in response to the killing of George Floyd, people around the world began to stand up with them. From Chicago to London to Pretoria to Sydney, people took to the streets to express the need for police reform and racial equality. Many held signs that read "Black Lives Matter," while others kneeled. At some protests, marchers stood in silence for the amount of time Floyd struggled to breathe while police officers detained him.
- Corporate America has joined protesters in condemning the death of George Floyd at the hands of police and calling for action to confront racial inequalities in the United States. "Businesses have to use every instrument at their disposal to reduce these barriers" Merck CEO Ken Frazier said after the first week of demonstrations. CEOs, including those from Walmart, Bank of America, and Johnson & Johnson, talked on CNBC about plans and investments to break down those barriers.
- By the year 2050, researchers project there will no longer be a clear racial or ethnic majority in America, and immigrants and their children will account for 83 percent of U.S workforce growth. This heterogeneity is occurring as organizations become less hierarchical and more dependent on complex, knowledge-based tasks that require greater teamwork and collaboration.
- History suggests that companies that invest in innovation during a crisis outperform their peers during recovery. Organizations that maintained their innovation focus through the 2009 financial crisis, for example, emerged stronger, outperforming the market average by more than 30 percent, and continuing to deliver accelerated growth over the subsequent three to five years.

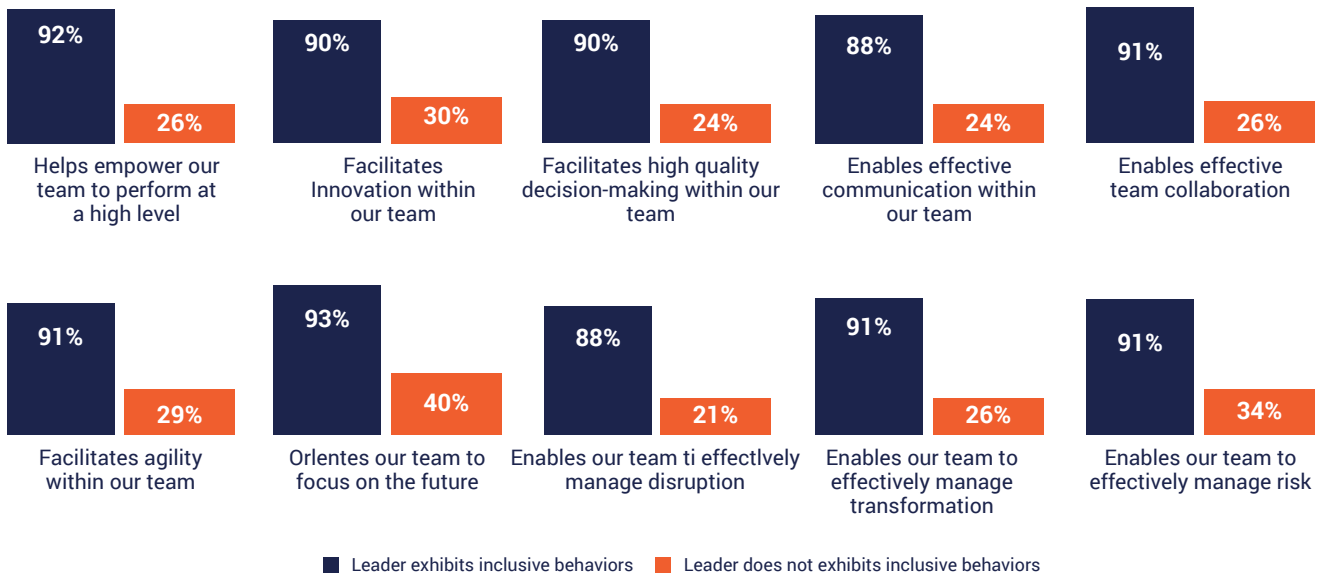
Inclusive leaders get the best out of all their people, helping their organizations to succeed in today's complex, diverse national and global environment. Through their skills in adaptability, building relationships and developing talent, inclusive leaders are able to increase performance and innovation.

The Impact of Inclusive Leadership on Executives



The Impact of Inclusive Leadership on Teams

This leader...



Source

Russell Reynolds: Inclusive Leadership: Unlocking the Value of Diversity and Inclusion, 2019

HOW TO ASSESS INCLUSIVE LEADERS



ILG's assessment approach to Inclusive Leadership provides measurable results.

With a **valid and reliable** Assessment, Inclusive Leaders Group assesses your organization through an Equity and Inclusion lens and uses **data-driven insight** to inform strategies that achieve real change.

We have a proven track record with decades of experience helping shape DEI cultures, assess and develop inclusive leaders, and guide clients through change. Our practice area dedicated to assessment and analytics **includes** a team of talented experts in custom research methods and employee experience. Our DEI and assessment experts come together to deliver relevant and reliable data brought to life through presentations that connect the findings with the action you can take to address your most pressing issues.

From measurement to insight. From insight to action.



INCLUSIVE LEADERSHIP

INCLUSIVE LEADERSHIP ASSESSMENT



01

What does inclusive leadership look like?



02

How can organizations hire and develop leaders who demonstrate inclusive behaviors?



03

What is the impact of inclusive leadership?

ACTION PLAN FOR DEVELOPING INCLUSIVE LEADERS

“Education is the most powerful weapon which you can use to change the world”
Nelson Mandela

Inclusive Leadership Foundations Course

Wherever you are on your path to inclusive leadership, whatever detours and delays you may face, access ILG’s Inclusive Leaders Journey to support your next steps for equity, inclusion and belonging. Here are a few of the resources you may need:



Virtual Workshops for Senior Executives, Mid-Level and Frontline Leaders

- Senior Executives: we will work with your Board and Executive team, focusing on strategies and processes that value the diversity of your organization while achieving successful outcomes.
- Middle and first line managers: learning interventions that explore Inclusive Leadership, teach how to identify and manage biases; challenge non-inclusive behaviors and set standards for everyone.

To discuss these services please contact:

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