



Inclusive Leadership: Pushing Beyond Leadership Buy-in to Leadership in Action

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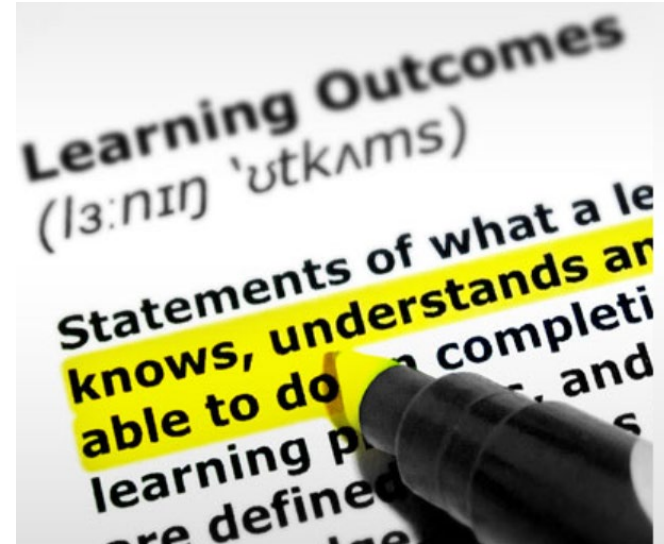
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It's our business
to be there for you in the

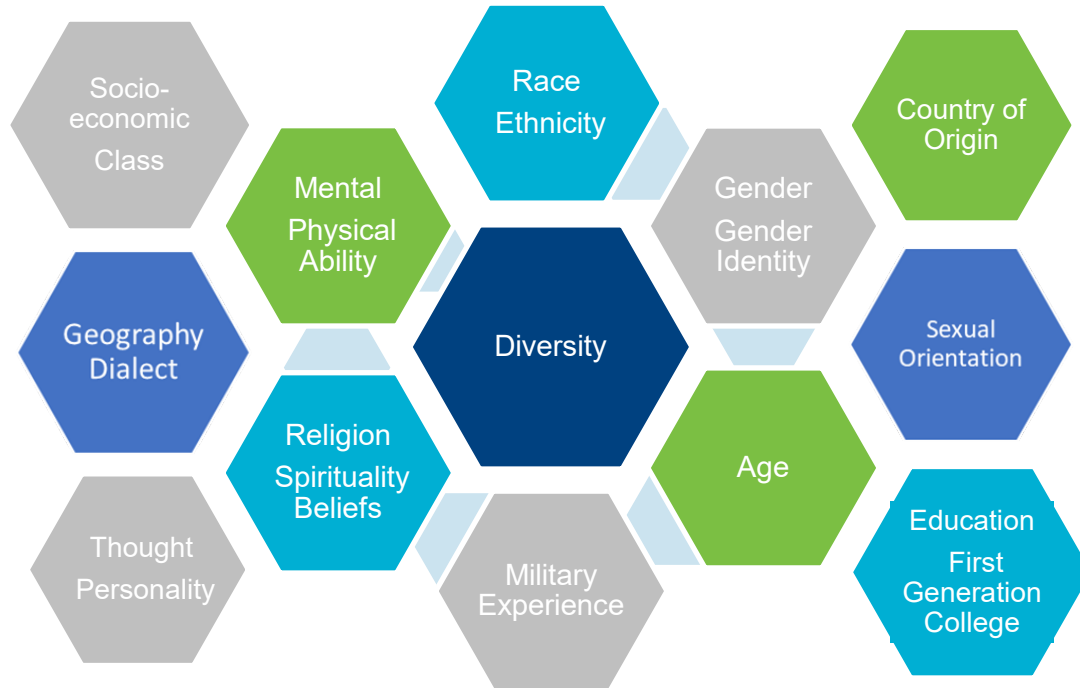
**MOMENTS
THAT
MATTER.**

Learning Outcomes

- A model framework for inclusive leadership development
- Key traits of inclusive leaders
- Assessing inclusivity of leadership within an organization
- Demonstrating inclusive leadership both inside and outside your organization



What do we mean when we say “diversity?”



Why is Inclusive Leadership what we need now?

“Good” leadership is not enough to advance inclusion

“Nice” will not get us there – inclusive leadership does not play it safe; it disrupts the status quo of systems, practices, policies, workplace culture

Inclusive leadership goes beyond traditional leadership to promote thriving engagement at a deeper, more personal level; it values authenticity and the whole self

Employees who do not feel adequately recognized are two times more likely as those who do feel adequately recognized to quit in the next year

Source: Gallup (2017) State of the Workforce Survey



Why is Inclusive Leadership what we need now?

- Almost 70% of US employees are not engaged
- 50-70% of workers who quit jobs quit their manager (leader), not their company
- 83% of executives and 84% of employees rank having engaged and motivated people as the top factor that substantially contributes to a company's success
- Employees who identify as authentic at work (a central outcome of inclusive leadership) were 16% more engaged than those who do not identify as authentic
- High engagement leads to productivity and retention & a culture of inclusivity creates a pathway to engagement for all

Source: Gallup (2017) State of the Workforce Survey & Mike Robbins (2018) Bring Your Whole Self to Work

The Concept of Covering

Many people do not feel completely safe at work sharing all of who they are, so they downplay or hide parts of their identity to fit in or to make their situation easier.



The Concept of Covering

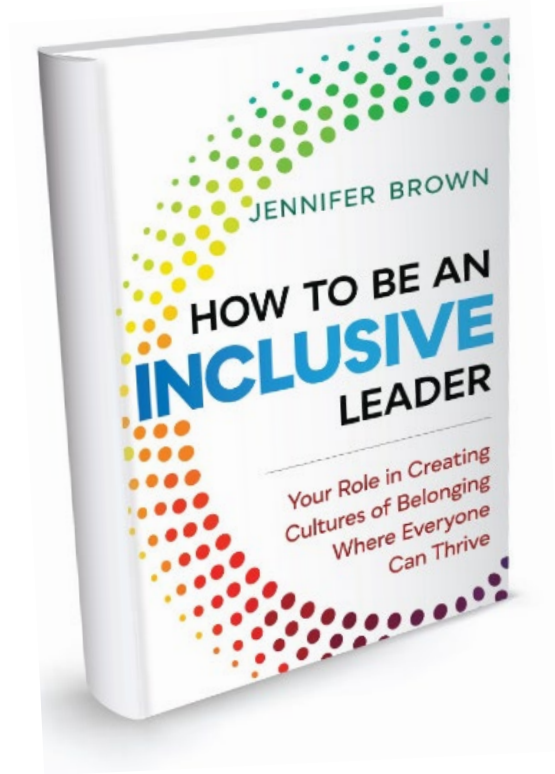
In fact, **61% of employees feel they need to cover** key parts of who they are because they fear negative stereotypes, and nearly **50% of LGBTQ+ employees remain closeted** in the workplace.



Source: Smith & Yoshino (2018) Uncovering Talent: A New Model of Inclusion; Elliott Kozuch, "HRC Report: Startling Data Reveals Half of LGBTQ Employees in the US Remain Closed at Work."

Examples of Covering Self-talk

- “Co-workers keep inviting me to bring my boyfriend to work events, but I’m afraid to because he’s black.”
- “I haven’t brought photos of my partner & me to work because then they’ll know I’m gay.”
- “I’m so nervous my co-workers are going to ask me why I’m fasting. What will they think of me as a Muslim?”
- “I’m so glad I’m white-passing, I’m not sure how my team would feel about me being from a family who came from Mexico.”
- “The team asks me to go out with them every Thursday. I keep saying I’m busy. I can’t tell them I’m going to AA.”
- “I’m going to wait as long as I can to tell my boss I’m pregnant. I want that promotion.”
- “My colleagues keep telling me I’m such a hero because I’m a vet. I really just want to tell them I’m overcome by PTSD.”

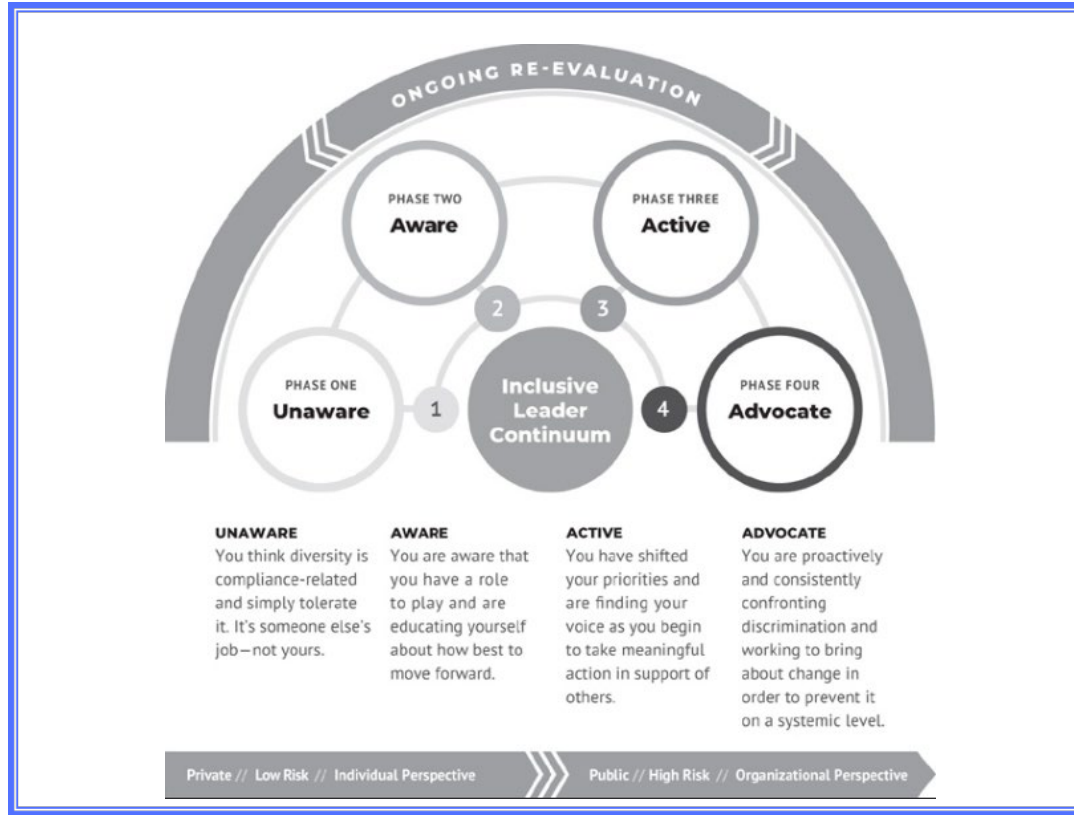


A Model Framework for Inclusive Leadership Development

This is a Journey, not a Destination....



Stages of the Inclusive Leadership Continuum



Stage 1 Characteristics - Unaware

You lack knowledge about issues around inclusion or how inequalities are perpetuated.

You grew up as part of the majority demographic, not being exposed to different types of people and not having experienced exclusion.

You don't realize that inequalities are hard-wired into systems, institutions, processes and are not easily undone.

You believe that diversity is compliance-related and are unaware of the benefits of creating an inclusive workplace.

Source: Jennifer Brown (2019) How to Be an Inclusive Leader

Stage 2 Characteristics - Aware

You begin to learn how much you really don't know about others' experiences of the world and that your reality is not the only reality.

You may realize you've been making work decisions based on your own perspectives without recognition of other points of view.

You come to understand colleagues' advantages & disadvantages; what has made their career advancement easier or harder.

You begin to consider who has supported you and who you haven't felt supported by. You look at how and to whom you provide support and who needs it.

Source: Jennifer Brown (2019) How to Be an Inclusive Leader

Stage 3 Characteristics - Active

You apply your gained awareness and begin to act! You put yourself in a place of discomfort and assume more responsibility as a colleague and as a leader.

You shed unproductive behaviors & thoughts that get in the way of advancing inclusion.

You begin to communicate new ideas and use your voice in visible ways to promote inclusion.

You'll experience naysayers; colleagues who don't agree with you. Stay the course. They haven't done the self-work you've done.

Source: Jennifer Brown (2019) How to Be an Inclusive Leader

Stage 4 Characteristics – Advocate

You commit to disrupting harmful practices & systems that perpetuate an inequitable playing field.

You feel bolder and challenge others directly when decisions, language or behavior undermine inclusion.

You are interested in knowing & keenly attentive in observing if colleagues are feeling valued.

You commit time, energy, resources and capital to ensuring inclusion in your workplace. You sponsor diverse talent.

Source: Jennifer Brown (2019) How to Be an Inclusive Leader

Inclusive Leadership Traits



Source: National Diversity Council DiversityFirst Certification (2020), Bourke & Dillon (2015) Leading in a Brave New World of Diversity

As an inclusive leader you will:

- ★ Model vulnerability and authenticity to inspire others to be vulnerable and authentic
- ★ Hold oneself and others accountable for creating an inclusive culture – define acceptable & unacceptable behavior
- ★ Be aware of privilege and use it to raise issues, challenge norms and root out exclusionary dynamics
- ★ Take a strong stand against bias and resistance; address issue head-on
- ★ Invite dialogue and foster transparent decision-making
- ★ Purposefully engage diverse individuals to have a voice and opportunity; remove barriers that get in the way
- ★ Define how creating an inclusive organization is connected to your mission & vision



Benefits of being an inclusive organization that places great value on the diversity and authenticity of its workforce:

A thriving and engaged team

Collaborative and respectful relationships

A dynamic and innovative environment

Increased productivity and revenue

A boost for employer brand

Enhanced employee empowerment, participation & ownership of organizational success

Taking your inclusive leadership out of your organization and into your community:

- ★ Boards
- ★ Volunteer opportunities
- ★ Speaking engagements
- ★ Mentoring opportunities
- ★ Schools
- ★ Houses of worship
- ★ Arts & Culture
- ★ Neighborhoods





What you can do to start advancing inclusive leadership:

- ★ Read the book – Jennifer Brown (2019) *How to Be an Inclusive Leader: Your Role in Creating Cultures of Belonging Where Everyone Can Thrive*
- ★ Use the book for your next executive team or any team book club
- ★ Take the self-assessment www.inclusiveleaderthebook.com
- ★ Complete the *Inside Circle Inventory* (image next slide)
- ★ Talk with your leadership team and/or manager about adding inclusive leadership development to your leadership development curriculum

Inside Circle Exercise

Directions: Write the five individuals in your life with whom you are closest who are not family members.

Name	Gender	Age	Race	Sexual Orientation	Education	Disability	One Word that Describes the Relationship
1.							
2.							
3.							
4.							
5.							



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