Inclusive Leadership and Business Impact
Enhancing organisational performance from personal insight

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What does inclusive leadership look like?

At the heart of a team’s success stands the inclusive leader. One who is aware of unconscious biases and open to understanding diverse perspectives to help navigate the challenges facing the team. In a team setting the inclusive leader has a clear “vision of what an inclusive team or culture looks like and works with the team to get there.”
Traditional work models

1. Localised
2. Location / time specific
3. Mono-cultural
Traditional leadership styles

1. **Hierarchical** – leader knows best
2. **Individual** – leader as hero
3. Surrounded by similar types – education, values, qualities. Working within a set of **dominant biases**
4. Want people who **conform** to agreed norms of thinking and behaviour
5. **Close down** alternative perspectives
Unconscious bias and leadership thinking and behaviour

1. Team formation
2. Work allocation
3. Feedback
4. Informal mentoring
5. Networks
Inclusive leadership in practice

Inclusive leaders . . .

Think inclusively
- Focus on both business objectives and shared values
- Seek, value and leverage different perspectives to achieve successful outcomes
- Make ‘difference’ safe, while actively checking their own assumptions and unconscious bias

Learn inclusively
- Engage in powerful listening
- Invite dissent and navigate the inherent friction, yet move quickly to action
- Elicit and use feedback from all directions

Act inclusively
- Identify blind spots and find ways to circumvent them
- Create a shared identity for their teams while respecting differences
- Standardize key processes but encourage local decision-making
- Work outside their comfort zone doing what is often hard and at times less efficient (in the short term) than on homogeneous teams

Sources: Leading across borders: Inclusive thinking in an interconnected world (EYG No KK0774); Susan David, Ph.D., Evidence Based Psychology LLC
6 critical Inclusive Leadership behaviours
Adopted from Winning hearts and minds: How CEOs talk about gender parity by Dr. Elisabeth Kelan and Patricia Wratil

1. **Accountability**
   A. Leaders taking personal ownership and **reporting on progress** for diversity at board level.
   B. Creating **accountability in the chain** of command – internally and externally

2. **Developing ownership**
   A. Identifying **internal champions** to drive the agenda
   B. **Helping others** reflect in personal biases
   C. **Questioning**, for instance performance evaluation scores

3. **Communicating**
   A. **Become a spokesperson** for inclusive behaviour
   B. Use **personal stories** illustrate commitment to change
1. **Leading by example**
   A. Act as **role models** for inclusive behaviour
   B. **Participating** in organisation decisions – recruitment
   C. **Openly challenge** bias decision-making
   D. **Being mindful** of meeting schedules
   E. Having diversity within **senior teams**

2. **Initiating change**
   A. **Supporting critical programmes** – focusing on bias with performance reviews
   B. Asking **direct reports** to discuss programme on diversity

3. **Culture change**
   A. Focus on the **long-term perspective** rather than quick fixes
   B. Creating a **diversity legacy**
What makes a great leader?
Marvin Bower (1997): The Will to Lead

- Trustworthiness
  - Fairness
  - Unassuming behaviour
  - Open-mindedness
- Initiative
- Sensitivity to people
- Sensitivity to situations
- Good judgement
- Making sound and timely decisions
- Capacitive to motivate
- A sense of urgency
- Broad-mindedness
- Flexibility and adaptability
Diagnosing your leadership population

Complete the Inclusive Leadership assessment provided.

What stands out for you?
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