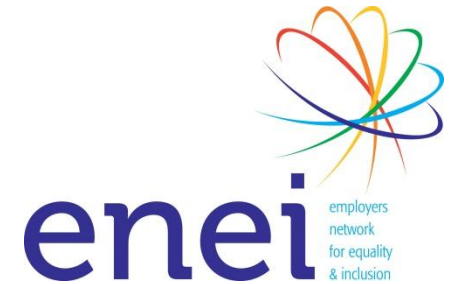


Inclusive Leadership and Business Impact

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



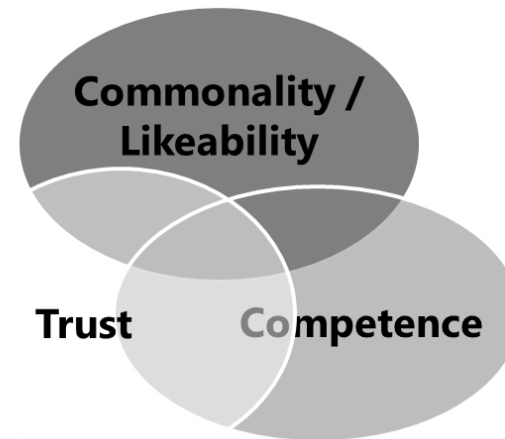
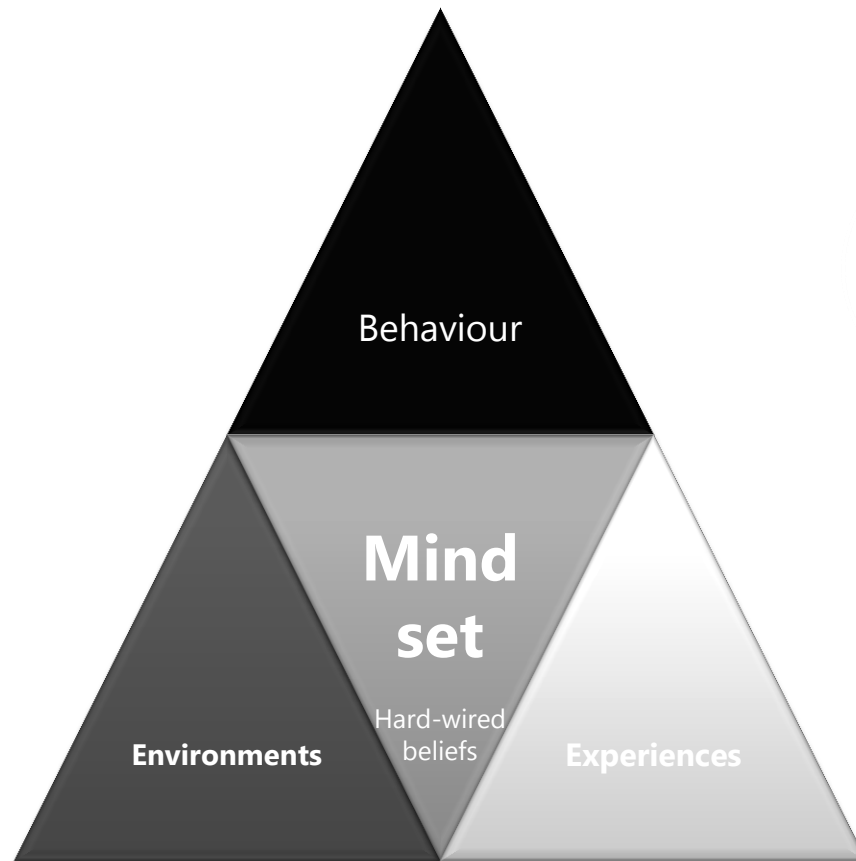


Traditional leadership styles



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



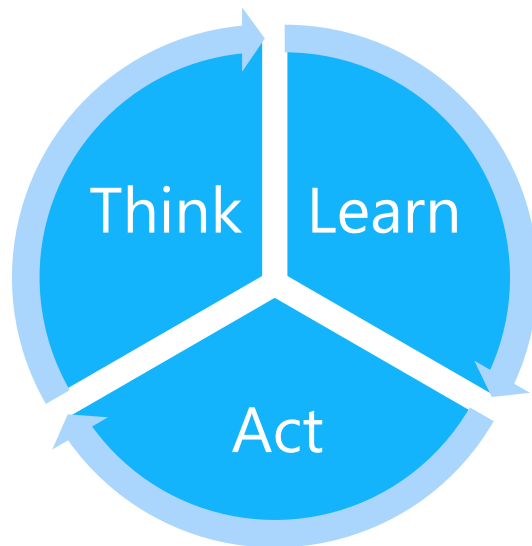
1. Team formation
2. Work allocation
3. Feedback
4. Informal mentoring
5. Networks

Inclusive leadership in practice



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Inclusive leaders . . .



and do it all with a global mindset

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

Inspiring others

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**

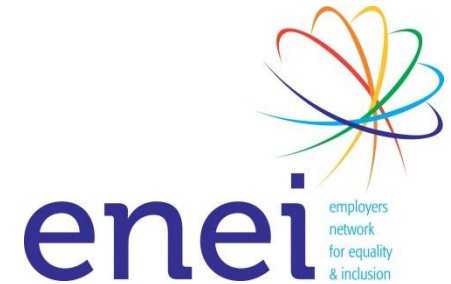
- A. **Supporting critical programmes** – focusing on bias with performance reviews
- B. Asking **direct reports** to discuss programme on diversity

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



Fairness

Broad-mindedness

Unassuming behaviour

Flexibility and adaptability

Open-mindedness

Trustworthiness

Making sound and timely decisions

Sensitivity to people

Capacitive to motivate

Sensitivity to situations

Initiative

A sense of urgency

Good judgement

Inspiring others

Diagnosing your leadership population

Complete the Inclusive Leadership assessment provided.

What stands out for you?



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