

Leadership is action, not position

What attributes do you need to be an Inclusive Leader?



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About Your Facilitator



Ama is a valiant culture builder, helping companies improve their culture, inclusion, well-being and employee experience. She has built her career and expertise with different industries such as - start-ups, tech, professional services, legal, financial services, media & entertainment..

Currently the Head of Culture & Wellbeing at Mental Health First Aid (MHFA) England, her role includes defining, implementing and maintaining the company culture and values across the organisation, with a specific focus/lens on mental health & wellbeing and diversity & inclusion.

She works with the senior leadership, management teams and employees to embed and integrate the organisational culture through behaviour, processes and systems and seeks to promote a positive, inclusive and supportive work environment and company culture by developing and evolving programmes and initiatives to support the organisation's mission.

She is a Fellow of The Royal Society for the encouragement of Arts, Manufactures and Commerce UK, a Trustee of Artworks, and a Governor on the Board of The Boxing Academy.

Learning Objectives

As a result of attending this program, participants will:

- ▶ Gain an understanding of The Equality Act 2010
- ▶ Gain an understanding of what it means to be an inclusive leadership and why it matters
- ▶ Understand the signature traits, skills and competencies needed to effectively lead global and diverse teams
- ▶ Identify specific strategies to increase inclusive leadership competencies and build an inclusive culture in your business/organisation

Diversity & Inclusion

Diversity

Individuality and
difference

Equality

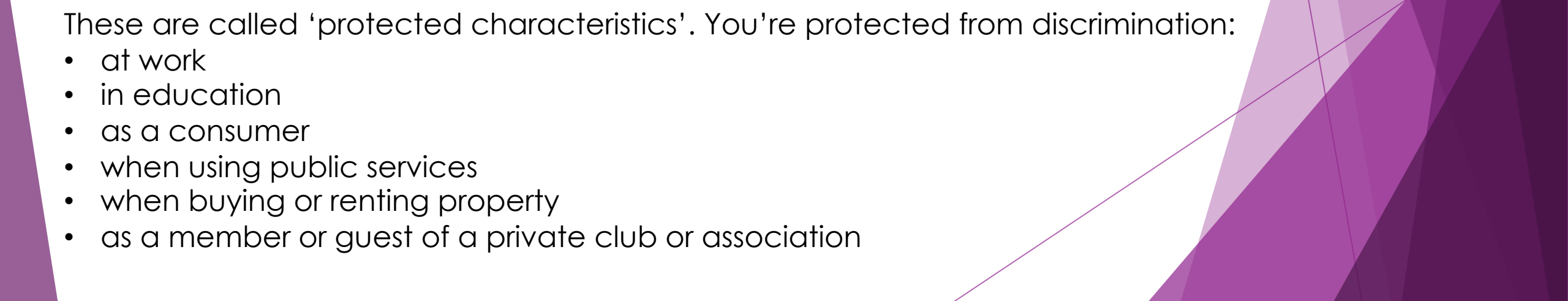
Equal access to
opportunity

Inclusion

Sense of
belonging, feeling
valued for who
you are, where
differences are
supported and
respected, where
all talents are
fully leveraged
and people can
bring their whole
self to work

and in

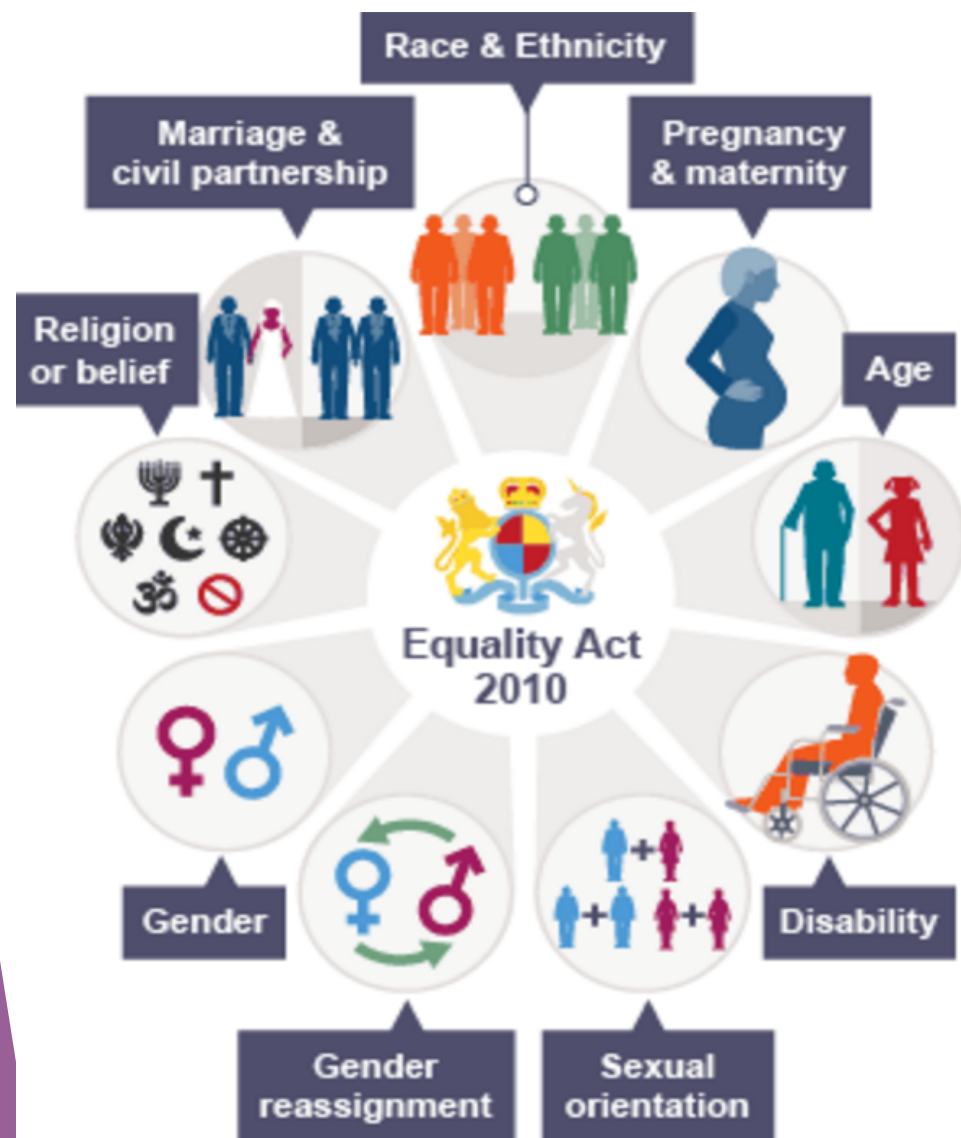
on:



- at work
- in education
- as a consumer
- when using public services
- when buying or renting property
- as a member or guest of a private club or association

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Protected characteristics -It is against the law to discriminate against anyone because of:



You're protected from discrimination:

- at work
- in education
- as a consumer
- when using public services
- when buying or renting property
- as a member or guest of a private club or association
- You're legally protected from discrimination by the [Equality Act 2010](#).

You're also protected from discrimination if:

- you're associated with someone who has a protected characteristic, e.g. a family member or friend
- you've complained about discrimination or supported someone else's claim

Diversity's dividend

What's the likelihood that companies in the top quartile for diversity financially outperform those in the bottom quartile?¹



more likely
to outperform

**Gender-diverse
companies**



more likely
to outperform

**Ethnically diverse
companies**

¹Results show likelihood of financial performance above the national industry median. Analysis is based on composite data for all countries in the data set. Results vary by individual country.

Source: McKinsey analysis

Inclusive Leadership

What is inclusive leadership?

Impact on motivation and performance

Fairness and Respect

Foundational element that is underpinned by ideas about equality of treatment and opportunities

Value and Belonging

Individuals feeling that their uniqueness is known and appreciated, while also feeling a sense of social connectedness and group membership

Confidence and Inspiration

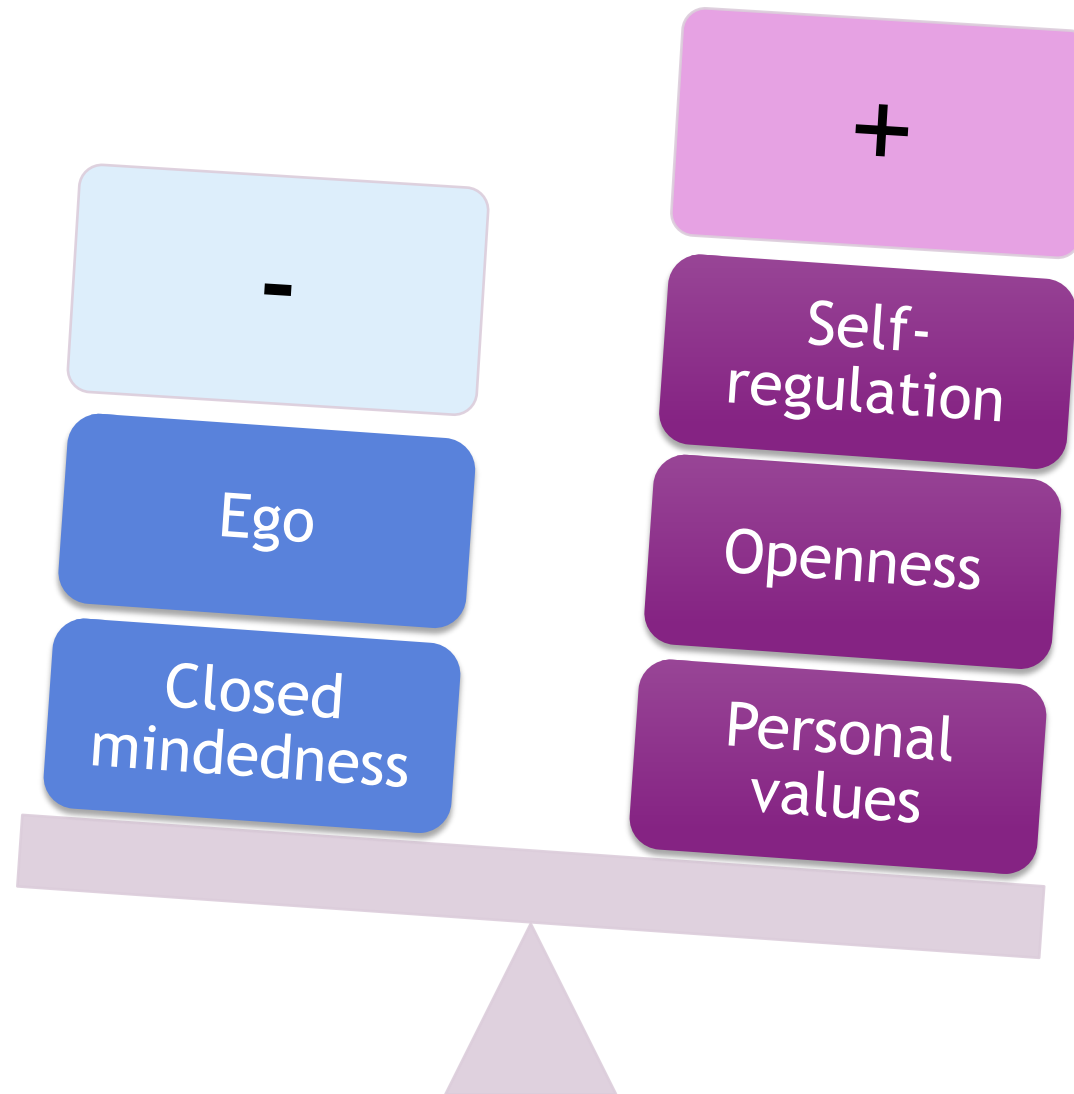
Creating the conditions for high team performance through individual having the confidence to speak up and the motivation to do their best work

Why does it matter?

It matters because the business landscape is changing rapidly



What makes a great inclusive leader?



What makes a great inclusive leader?

Cognizance

Because bias is a leader's Achilles' heel



Curiosity

Because different ideas and experiences enable growth



Courage

Because talking about imperfections involves personal risk-taking



Cultural intelligence

Because not everyone sees the world through the same cultural frame



Commitment

Because staying the course is hard



Collaboration

Because a diverse-thinking team is greater than the sum of its parts

The six signature traits

Moments that Matter

Not a good 'fit'



Often interviewers use 'not a good fit' to explain selection decisions that are based on vague and intangible 'gut feel', that often reflects unconscious biases.

Example strategy:

Establish strict and transparent criteria for assessing 'a good fit' based on the organisations values.

The squeaky wheel



According to Susan Cain 'there is zero correlation between gift of the gab and an ability to come up with great ideas'. Yet often those who self promote get ahead.

Example strategy:

Introduce a regular mechanism for each team member to share what they are working on and their achievements.

Speech bias and priming



Whoever speaks first will set the tone of the meeting, which can result in an unfair weighting on their point of view and others being influenced. Meetings risk becoming unbalanced.

Example strategy:

Circulate the agenda and key questions before the meeting and ask all participants to prepare a brief paragraph on their views.

Strings attached



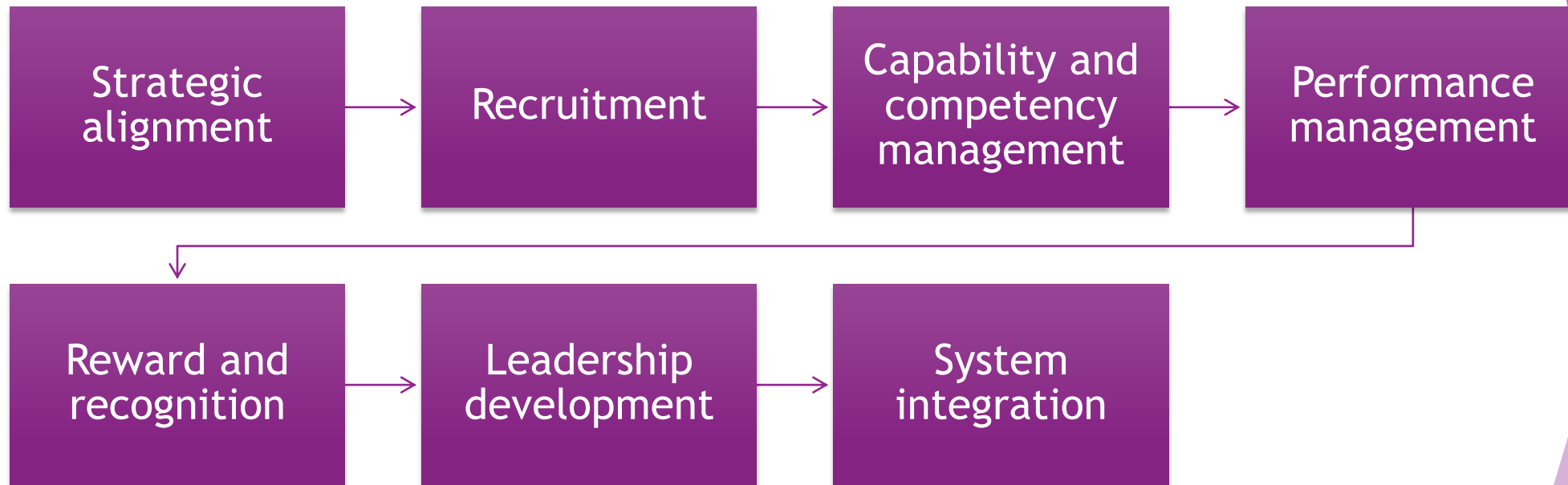
In some cases, flexibility is offered with strings attached such as career cessation, marginalised work or without an adjustment to workload.

Example strategy:

Periodically review the quality and range of work assigned to flexible and non-flexible employees.

Building a culture of inclusion

Gap analysis



Strategic alignment

Highlight inclusive leadership as a *core pillar within* the organisation's diversity and inclusion strategy

Articulate a compelling narrative as to how inclusive leadership *drives innovation, supports greater customer connectivity, optimise talent*, and/or enable leaders to *operate more effectively* in a global marketplace

Incorporate inclusion into an organization's values to *guide behaviours*, and **appoint** senior leaders who *embody inclusive leadership*

Recruitment

Ensure that job advertisements *emphasise inclusive leadership capabilities* and the *organisation's commitment* to diversity and inclusion

Incorporate inclusion into *behavioural* interview questions

Capability and competency management

- **Integrate** inclusive leadership *capabilities* into the organisation's *leadership competency model*

Performance Management

- *Link Key Performance Indicators (KPIs)* to inclusive *behaviours* and diversity and inclusion *outcomes*
- Ensure that those appointed to senior level positions *embody inclusive leadership* or *demonstrate a genuine commitment to developing the capability for inclusive leadership*
- Hold leaders to account for non-inclusive behaviors.

Reward & Recognition

- *Reward* leaders who *role-model* inclusive behaviours
- *Showcase* highly inclusive leaders across the organisation as well as the *benefits derived* from their inclusive behaviours

Leadership development

- ***Formally assess*** inclusive leadership capabilities across senior leaders and people managers. ***Identify*** individual and organisational ***developmental gaps*** and ***create development plans***
- ***Encourage*** leaders to ***seek informal feedback from others*** on their capability for inclusive leadership.
- ***Integrate*** development of the ***signature traits*** of inclusive leadership ***into leadership development programmes***

System integration

- ***Integrate*** inclusive leadership into the ***organisation's global mobility strategy*** in order to help ***assess*** participant ***readiness*** and to ***develop*** current and future leaders.
- Consider how inclusive leadership, as well as the broader principles of diversity and inclusion, ***fit within the organisation's innovation strategy and processes***

Are you an inclusive leader?

You noticed that one of your team members, doesn't speak a lot during meetings

- A. You start doubting whether he/she's a valuable team member.
- B. You assume her/him doesn't have anything to say, and don't do anything in particular about it.
- C. You talk to him/her about it, and during meetings you make sure she/he's given an opportunity to contribute to the discussions.

You're hiring for a manager position. Jonathan, a very good candidate is in his 50's. One of your colleagues says "Let's exclude Jonathan, he's probably too costly"

- A. You agree with your colleague. We should go for a younger candidate.
- B. You wonder whether we'll lose a good candidate by excluding Jonathan. But you don't say anything.
- C. You challenge your colleague. If we have questions about Jonathan's salary expectations, we should ask him. Let's not make any assumptions based on his age.

One of your team members asks if it's possible to avoid meetings early in the mornings, as he needs to take his kids to school

- A. You say no. You won't change the whole team's organisation to fit one person's request.
- B. You can see his point and stops organising meetings early in the morning.
- C. You ask all team members if they have preferences regarding team meetings timings, and reschedule the meetings taking everyone's input into account as much as possible.

What are some of the signature traits of an inclusive leader?

- A. Commitment
- B. Curiosity
- C. Cultural Intelligence

What is the purpose of The Equality Act 2010?

- A. To legally protect people from discrimination in the workplace and in wider society
- B. To legally protect people from discrimination when buying or renting property
- C. To legally protect 'protected characteristics' from discrimination in the workplace and in wider society



Leadership is action, not position

Donald H McGannon

How can you create a more inclusive connection and culture with the people you employ, for the customers you service and the markets and industries you currently operate within and want to branch into?