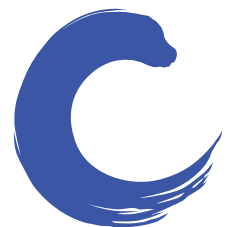


LEADING WITH EQUITY AND INCLUSION

# Becoming an Inclusive Leader

Virtual Instructor-Led Training



**CATALYST**  
WORKPLACES THAT WORK FOR WOMEN

# welcome

**THIS IS THE BEGINNING OF YOUR JOURNEY TO BECOMING AN INCLUSIVE LEADER.**

Inclusive leadership is a journey, not a destination, and this workshop is designed to get you started. The benefits of inclusion are profound: increased productivity, greater team problem-solving and innovation, higher engagement levels, an overall better place to work, and a positive impact on the bottom line.

In this course, you will:

- Understand the characteristics and benefits of diversity, inclusion, and inclusive leadership.
- Work through personal assumptions and biases.
- Acquire strategies to become a more inclusive leader.

## **ABOUT CATALYST**

Catalyst is a global nonprofit working with some of the world's most powerful CEOs and leading companies to help build workplaces that work for women. Founded in 1962, Catalyst drives change with pioneering research, practical tools, and proven solutions to accelerate and advance women into leadership—because progress for women is progress for everyone.

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# What Is Inclusive Leadership?

*Inclusive leadership creates the condition that turns diversity into a competitive advantage.*

## **DIVERSITY**

When a group is made up of people who are different from each other, in both visible and invisible characteristics.

### **How would you describe inclusion?**

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**R** Catalyst and other research consistently find that well managed diverse and inclusive workplaces make for better business. Some of the benefits include:

- Increased productivity
- Higher levels of innovation
- Increased employee engagement
- Decreased turnover
- Higher customer satisfaction
- Improved corporate sustainability
- Higher scores of organizational excellence
- Increased creativity
- Better performance
- Better financial performance: higher return on equity, better stock growth, more profit
- And... a better place to work

Catalyst, *Why Diversity Matters* (2013)

# LEAD OUTWARD AND LEAD INWARD TO BUILD AN INCLUSIVE WORKPLACE

You have the power—and responsibility—to lead with inclusion.  
Learn how and reap the benefits for both your team and your business.<sup>1</sup>

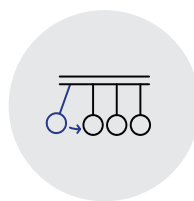
## HOW

### LEADING OUTWARD, LEADING INWARD

6 core behaviors foster an inclusive culture.<sup>2</sup>

#### LEAD OUTWARD

Your ability to bolster team members' capacity to be empowered, treated fairly, and flourish at work.



##### ACCOUNTABILITY

Hold team members responsible for their behavior, development, and work processes.



##### OWNERSHIP

Guide them to solve their own problems and make their own decisions.



##### ALLYSHIP

Actively support people from underrepresented groups.

#### LEAD INWARD

Your ability to act courageously, learn, and self-reflect.



##### CURIOSITY

Proactively seek to understand different points of view.



##### HUMILITY

Take ownership for mistakes and learn from missteps.

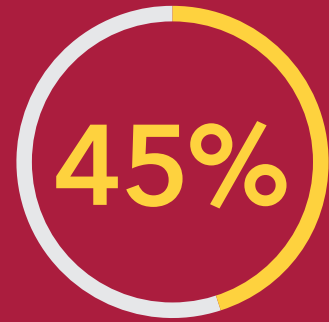


##### COURAGE

Act in accordance with your principles, even when it involves personal risk-taking or is uncomfortable.

## WHY

Inclusive leadership explains almost half of employees' experiences of inclusion.



## THE IMPACT

### AN INCLUSIVE WORKPLACE

Your employees will experience being:



#### VALUED

They are appreciated and respected for their unique perspectives and talents.



#### TRUSTED

They make meaningful contributions and are influential in decision-making.



#### AUTHENTIC

They can bring their full selves to work and express aspects of themselves that may be different from their peers.



#### PSYCHOLOGICALLY SAFE: LATITUDE

They feel free to hold differing views and make mistakes without being penalized.

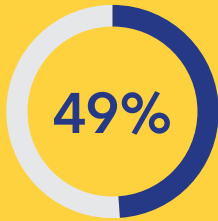


#### PSYCHOLOGICALLY SAFE: RISK-TAKING

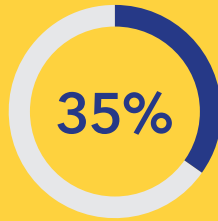
They feel secure enough to address tough issues or take risks.

# THE BENEFITS

Employee experiences of inclusion are a key factor in company results. They explain:



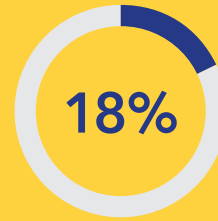
TEAM PROBLEM-SOLVING



WORK ENGAGEMENT



EMPLOYEE INTENT TO STAY



EMPLOYEE INNOVATION

1. Dnika J. Travis, Emily Shaffer, and Jennifer Thorpe-Moscon, *Getting Real About Inclusive Leadership: Why Change Starts With You* (Catalyst, 2019).
2. Catalyst surveyed 2,164 employees in countries across the world. We conducted confirmatory factor analysis to develop the inclusive leadership and inclusion constructs and structural equation modeling to determine the link between inclusive leadership, employee experiences of inclusion, and the outcome variables.



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CATALYST.ORG

CATALYST

# Gentyx Inc. Case Study

**Were you surprised by any of the pictures? What assumptions did you make?**

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**How does making assumptions impact your decision making at work? How might your unconscious biases affect the way you work with your colleagues?**

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**How does knowing more about your employee's background, career goals, development needs, and life translate into creating more feelings of inclusion?**

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# Your Team Members



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# Your Team

If you're not aware of your biases and assumptions, you may not see all of the options before you.

**Do you notice any patterns or themes in terms of who you tend to "go to" on your own team? Do they share things in common with you (e.g., backgrounds, similar communication styles, particular visible and invisible elements of diversity, etc.)?**

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**Are there people who didn't make your list? Are you making assumptions about people on your team who you know the least? Have you tested your assumptions to see if they are valid?**

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# Your Inclusive Leadership Priorities

**Based on your reflections on your workgroup, what element of inclusion do you feel needs the greatest attention (valued, trusted, authentic, psychological safety)? Why?**

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**Which of the Leading Outward behaviors is a top developmental priority area for you (accountability, ownership, allyship)? What might this look like for you? What impact do you hope it will have?**

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**Which of the Leading Inward behaviors is a top developmental priority area for you (curiosity, humility, courage)? What might this look like for you? What impact do you hope it will have?**

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# Commitment to Action

**What will you do tomorrow that you weren't doing yesterday?**

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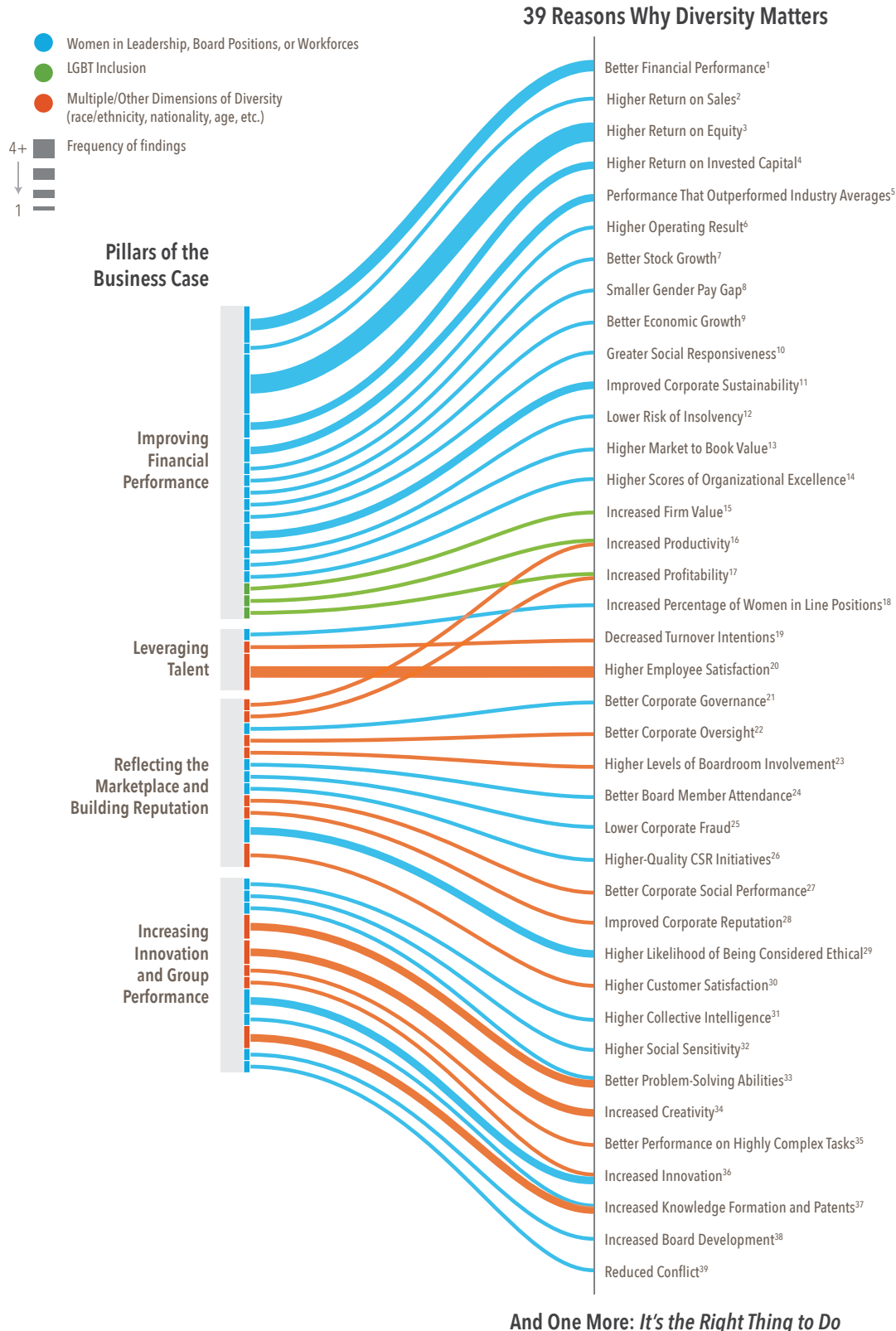
APPENDIX

# Resources

# The facts support the claim: DIVERSITY MATTERS

Trusted research consistently finds that well-managed diverse and inclusive workplaces make for better business. The impressive list of benefits detailed below represent findings drawn from important global studies positively connecting diversity and business.

Use this graphic and accompanying tool to raise awareness, move toward mobilization and action, and enact change.



SOURCES:

For more detail on each study, see Catalyst, *Why Diversity Matters* (2013).

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# What is UNCONSCIOUS BIAS?

An implicit association or attitude—for example about race or gender—that:<sup>1</sup>

Operates beyond our control and awareness.

Informs our perception of a person or social group.

Can influence our decision-making and behavior toward the target of the bias.

## BIAS IS PERVASIVE

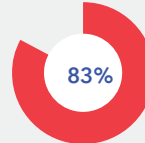
Analyses of tens of thousands of tests on implicit bias have revealed:

People can be consciously committed to equality, and work deliberately to behave without prejudice, yet still possess negative prejudices or stereotypes.<sup>2</sup>

### Showing bias:<sup>3</sup>



of White people had a pro-White or anti-Black implicit bias.



of heterosexuals showed implicit bias in favor of straight people over gays and lesbians.

### Minority Groups are biased too:<sup>4</sup>

Minorities internalized the same implicit biases as majority groups.



of Blacks showed a pro-White or anti-Black bias.



of Arab Muslims showed an anti-Muslim bias.



of gays and lesbians showed a bias in favor of straight people over gays and lesbians.

## UNCONSCIOUS BIASES ARE POWERFUL PREDICTORS OF BEHAVIOR

Implicit attitudes affect snap judgments, as well as decisions that are given careful conscious consideration.<sup>5</sup>

The effects of unconscious biases can be seen in action, especially if conscious controls over decision-making are lowered, for example when people are stressed, distracted, relaxed, or in competition.<sup>6</sup>

This is true even if unconscious biases are not aligned with conscious beliefs and convictions. For example, people with egalitarian views can harbor unconscious biases toward certain groups that affect their behaviors and decisions.<sup>7</sup>

## BIASES CAN BE OVERCOME

Thinking about strong women leaders or seeing positive images of underrepresented groups can temporarily change unconscious biases.<sup>8</sup>

Working together in structured settings to solve shared problems can dramatically alter people's attitudes about diversity.<sup>9</sup>

A person with biases will not necessarily always act in biased ways; it is possible to consciously override bias.<sup>10</sup>

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# Inclusive Leadership Strategies



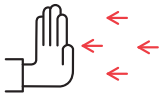
## DEVELOPING AWARENESS AND ROLE MODELING

Inclusive leaders work to build awareness of their cultural assumptions and values. By getting into the habit of uncovering the assumptions they make about others, inclusive leaders are better able to test their perspectives and assess whether they are fair. Leaders who hone these skills are able to overcome insidious unconscious biases. Furthermore, by modeling their skills for questioning assumptions, leaders can influence others to act in a similar manner.



## ENGAGING OTHERS THROUGH DIALOGUE

Engaging others through dialogue helps to build connections across differences. Through authentic inquiry and remaining open to new perspectives, leaders are better able to acknowledge, respect, and value differences. This “critical dialogue”—very open-ended, nonjudgmental conversations—has been shown to be effective in bringing people from different backgrounds together. This skill requires courage to delve into conversations that may feel uncomfortable (but will become more comfortable with practice) and humility to learn from other people and admit to your blind spots.



## INTERRUPTING PRACTICES THAT INHIBIT INCLUSION

Formal and informal organizational practices, even those that appear neutral, can inhibit inclusion. For example, a work culture that rewards “face time” at the office can inadvertently create gender inequalities. Since men are far more likely than women to have a spouse or partner who can shoulder primary responsibility for personal commitments (such as child care), a “face time” culture can create systematic disadvantages for women and advantages for men. By disrupting workplace norms like “face time” and role modeling more productive ways of demonstrating work commitment, leaders can promote inclusion.



## BUILDING ALLIANCES

Collaboration leads to a shared understanding of problems and opportunities for change, increased credibility of the change effort, and accelerated learning about the most effective ways to make change. By involving others in the discovery of the causes of workplace inequities, leaders create greater buy-in and support for addressing inequities. Collaboration also increases learning about what works and what does not work, thereby maximizing the chances of successful change.

**R** Catalyst has identified four inclusive leadership strategies that are critical for promoting a climate of inclusion, informed by our advisory work, our research, and research by other change experts. By developing and applying these four skill sets—Engaging Others through Dialogue, Interrupting Practices that Inhibit Inclusion, Role Modeling and Developing Awareness, and Building Alliances—inclusive leaders will be poised to maximize impact.

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# Inclusive Leadership Checklist

Answer the questions below and start reflecting about how you approach your leadership most of the time. We encourage you to go with your first instinct, and if you find yourself thinking “it depends,” select the answer that most accurately reflects what your default response is. If you feel that the situation does not apply to you, think about the question in the context of what you would most likely do.

**YES**      **NO**      **HOW CAN YOU GET TO “YES”?**

**1.** When making decisions, do you consider how your own cultural and social upbringing may influence your choice?

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**2.** Do you seek opportunities to mentor/advise employees from a different background than your own?

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**3.** Do you share personal stories with your team members?

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**4.** Do you participate—or support your team members who participate—in affinity groups, employee resource groups, or other internal networking opportunities?

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**5.** Do you regularly inquire about your team members’ experiences, opinions, aspirations, etc.?

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**6.** Do you regularly think about the assumptions you are making in your business interactions?

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**7.** Do you speak up when you observe an employee being treated unfairly?

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**8.** Do you think about ways to collaborate and problem solve with others?

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**9.** Do you often use open-ended, nonjudgmental questions when working with your team members?

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**10.** Do you openly admit to areas of weakness or mistakes made and acknowledge their impact on others?

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**11.** Do you think about how you could distribute roles and assignments to give opportunities to different people?

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**12.** Do you think critically about workplace norms, and consider whom they might exclude?

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NOTES



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