

BUILD PURPOSEFUL REPRESENTATION TO DRIVE PERFORMANCE

LEADER GUIDE

LEADING DIVERSITY, EQUITY, & INCLUSION

Focusing on the Builds Purposeful Representation behavioral anchor, this guide is part two of a three-part series designed to strengthen your *Elevate* leadership skills. It builds on the previous session, which explored how your talent's unique identities shape their work experiences.

By completing this guide, you will:

- Apply what you know about your talent to unlock your team members' potential, driving sustained growth and business impact.

KEY LEARNINGS

- Building purposeful representation starts with knowing your talent including their visible and non-visible identities.
- Knowing your talent is not a one time conversation and requires continual focus and intention to build and sustain trust.
- Understanding our people and their identities enables us to unlock their potential in service of the individual, delivering sustained growth, and business impact.

REFLECT

Think of a talent on your team.
What must be different about your leadership as you think about aligning their strengths and development areas to your key priorities?

COMMITTING TO ELEVATE

Our *Elevate* leadership competency builds upon our Be Inclusive core value. Our core values represent who we are, while leadership competencies define how we aspire to lead. *Elevate* requires that we lead with curiosity, remain mindful of our own inclusive behaviors so that we can intentionally build purposeful representation, bring equity to our business practices, and create inclusive communities in which everyone can thrive.

ELEVATE BEHAVIORAL ANCHOR	DEFINITION
Demonstrates Self-Awareness	Leads with curiosity. Understand and leverage cultural influences, values and identities to support the execution of diversity, equity and inclusion priorities.
Builds Purposeful Representation	Intentionally build teams with people of different backgrounds & experiences. Leverage their unique contributions & talents to be in service to organizational results.
Leads with Equity	Analyze and adapt our talent practices to inherently possess equity in how we engage, evaluate, and reward people.
Creates a Community of Inclusion	Actively builds a climate of trust, appreciation, and openness to differences in communication, styles, and approach.

INCLUSIVE LEADERSHIP IN ACTION

REFLECT ON YOUR TEAM'S UNIQUE IDENTITY

Our journey to build purposeful representation requires that you know your talent, linking what's beneath the surface (the unseen layers of identity) to their roles within the organization. Inclusive leadership requires continuous reflection and action - not just knowing your talent, but applying those insights to make inclusive decisions in service of your team and organizational results.



WHERE TO BEGIN

Begin by reviewing your notes on the hidden layers of identity for each team member from the [Know Your Talent Conversation Guide](#). These layers shape their approach to work - their strengths, opportunities, success indicators, preferences, and goals. By knowing your talent and leveraging these insights to align team members with the right work, you can create inclusive practices that improve business outcomes and foster team success.

STRENGTHS

- What are they exceptionally good at?
- What unique perspectives or skills do they bring to the team?

OPPORTUNITIES

- What can they grow or develop further?
- What opportunities could help them build new skills or experience?

SUCCESS INDICATORS

- What specific tools, resources, or conditions do they need to thrive?
- What challenges or barriers might impact their ability to succeed?

WAYS OF WORKING

- How do they prefer to communicate, collaborate, and receive feedback?
- What level of autonomy or support do they need?

MOTIVATIONS / GOALS

- What motivates them?
- What work energizes them?
- What have they expressed an interest in?
- Are there specific skills they want to build that align with organizational goals?

CREATING A TALENT INVENTORY

Being an inclusive leader involves continuously reflecting on what you know about your talent and using that knowledge to unlock each team member’s impact on key priorities. This tool is designed to help you create an inventory of your team by reflecting on how each individual approaches their work, allowing you to align team members with the right priorities while making inclusive-focused decisions for your team.

Begin by using the table below, *or any other method that works best for you to organize the information*. For each team member, record your understanding of their strengths, opportunities, success indicators, ways of working, and motivations/goals. Then, review the action planning steps below to align your team members to your team’s key priorities.

TEAM TALENT MAP							
TEAM MEMBERS	Strengths		Opportunities	Success Indicators	Ways of Working	Motivations/Goals	Key Priority

ACTION PLANNING

1

Review Your Talent Inventory
Look for themes or patterns that can guide your approach to aligning what you know about team members with your team’s key priorities. Consider development areas, future growth, their career aspirations, and performance against goals.

2

Take Intentional, Inclusive Action
Have one-on-one conversations with team members to discuss opportunities. Connect their capabilities to their work, ensuring they have clarity on their strengths and development areas and how they connect their work against the key priorities.