Inclusive Leadership

Action Points

Inclusive Leadership:
Addressing the business issues of the decade.

Increased agility, flatter, less hierarchical structures in organisations in response to emerging markets, the economic downturn and the cultural change inspired by social media and new ways of networking all combine to give a business imperative for inclusive leadership.

Inclusive leadership: breaking the barriers

Our research told us that inclusive leaders can make a real impact in tackling the challenges that women and others can face in progressing at work. This includes:

- Making them feel more valued
- Increasing their self confidence and self belief
- Enabling them to be more authentic in the way they operate at work
- Creating career promoting opportunities

So what makes a great inclusive leader?

They are:
- Adaptable: highly aware of diversity amongst the people they work with and manage.
- Skilled in building a diverse pipeline in an organisation
- Innovative: they understand small, incremental innovations that can improve quality, productivity, customer satisfaction and save costs.

Characteristics of great inclusive leader can be found on page 9 of the complete *Inclusive Leader* research.

Identify your organisation's inclusive leadership gap

In order to establish your organisation's inclusive leadership base line, the organisation should ask itself:

What is the extent of our inclusive leadership capabilities and where are our inclusive leaders?
Find out by following these four suggested approaches:
- Employee surveys
- Diagnostic conversations (see appendix 1 Inclusive Leader research)
- 360 degree feedback
- Self–assessment questions (see page 44 *Inclusive Leader* research).

From Pioneer to Mainstream

The move from pioneer to mainstream needs organisations to consider the extent to which the skills, knowledge, behaviours and actions of inclusive leadership are reflected in their leadership framework, leadership development programmes and talent management and reward strategies. Inclusive leadership should be central to the recruitment, retention and development of leaders and managers.

Five step framework for mainstreaming inclusion as a core leadership capability.

recruitment

performance management, promotion & reward

organisational policies

leadership development

Build a sponsorship & change agent group

Assess the outcomes and ensure senior accountability

Define the strategic imperative for inclusive leadership

Mainstream Inclusive Leadership

Equip leaders to become great inclusive leaders

Identify the organisation's inclusive leadership gap

- **Recruitment**
  Build the elements of the Inclusive Leadership into your management and leadership person specifications.
- **Performance and Management promotion and reward**
  Check, challenge and where necessary make changes to their performance.
- **Leadership Development**
  Ensure that leadership frameworks reflect the core qualities of inclusive leadership and that characteristics are explicitly built in.

- **Organisational Policies**
  Check whether the formal processes in your organisation support inclusion:
  For example:
  - Do you operate an effective flexible working policy?
  - Do you encourage a listening and learning organisation?
  - Do you tackle unconscious bias?
  - Do you have a system of mentors and sponsors?
  - Do you have a communications strategy that includes highlighting senior women role models?

Equip leaders to become great inclusive leaders

- **Step 1**
  Build a sponsorship and change agent group
- **Step 2**
  Define the strategic imperative for inclusive leadership
- **Step 3**
  Identify your organisation's inclusive leadership gap – see page 11 in the complete Inclusive Leadership
- **Step 4**
  Equip leaders to become great inclusive leaders
- **Step 5**
  Assess the outcomes of mainstreaming inclusive leadership. It is important that the progress of the organisation's work on building inclusive leadership is regularly measured and monitored.
  In addition consider whether your work on inclusive leadership has increased the diversity in your organisation.
  For example:
  - Diversity in current leadership
  - Diversity in promotion
  - Diversity in the leadership/ talent pipeline.