

Executive summary and critical success factors

Inclusive leaders get the best out of **all** their people, helping their organisations to succeed in today's complex, diverse national and global environment. Through their skills in adaptability, building relationships and developing talent, inclusive leaders are able to increase performance and innovation.

Employees that have worked with an inclusive leader¹:

81%
improved performance and productivity

84%
increased motivation

86%
increased innovation and creativity

79%
improved collaboration

81%
greater engagement and loyalty

Organisations with inclusive leaders²:

70%
more likely to have captured a new market in the past twelve months

45%
more likely to increase market share¹

Inclusive Leadership Gap

Despite the valuable contribution of inclusive leadership to business success, its core competencies are rare in organisations today. 66% of employees said that, in their experience, less than half of the managers and leaders in their organisation are great inclusive leaders.

If you are to ensure your leaders of today and the future can build the trust, influence, collaboration and diversity needed for your organisation to thrive and grow in the 21st century, inclusive capabilities must become synonymous with excellent management and leadership.

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1 Inclusive Leadership: From Pioneer to Mainstream, 2011, Shapiro Consulting and Opportunity Now

2 'Innovation, diversity and market growth', Sylvia Ann Hewlett, Melinda Marshall & Laura Sherbin, Center for Talent Innovation, 2013.

A Five-Point Framework for change

The Five-Point Framework sets out the approach required to develop and embed inclusive leadership over a two to three year timeframe, and should be used in tandem with the [online resource kit](#) which provides the practical tools.

It is the result of an 18 month action research programme undertaken with five organisations: **BAE Systems**, the **British Army**, **Citi**, **Fujitsu**, and **HM Revenue & Customs (HMRC)**.

The Framework acknowledges that each organisation has unique challenges, environments and cultures, and is designed to be flexible to those needs. It does not need to be used in a linear way, though we recommend organisations begin with *Vision* and move sequentially through to *Evaluate*:

- **Vision** – set out why inclusive leadership matters to your business and set achievable targets
- **Lead** – build a group of sponsors from across the business
- **Develop** – put inclusive capabilities into the core of management and leadership
- **Embed** – make inclusive leadership sustainable by embedding in day-to-day process
- **Evaluate** – track impact and ensure accountability at the senior level

Critical Success Factors

We have identified three critical success factors to ensure the development of inclusive leadership in an organisation is successful and sustainable:

1. Establish senior leaders and managers as sponsors and role models for inclusive leadership

- The support of the CEO or equivalent is key for ensuring success, but to make inclusive leadership sustainable requires support from more than one senior leader
- Senior leaders need to set out why inclusive leadership is important in supporting the delivery of organisational objectives and values. Managers and leaders will only change their behaviour and put inclusive leadership capabilities to work when there is a clear incentive to do so
- Inclusive behaviours are learnt through the experience of working with an inclusive leader. Senior leaders have a vital part to play in being a role model for change through their own actions and behaviour

- To make real change happen, senior leaders need to shift inclusive leadership from ‘just another initiative’ to the core of what it means to be a successful manager and leader. Whilst it is critical that the drive for inclusive leadership is led from the top, it must also be pushed from the middle by managers at all levels

2. Build a group of change agents equipped to embed inclusive leadership

- Change cannot be driven by one individual or a team operating in silo. Build a group of change agents drawn from all levels and from across multiple business areas. This will help to protect long-term success
- Change agents must be prepared to lead by example and take real action. They must be assessed for:
 - Readiness to be an active role model
 - Shared understanding of the motivation, need or conviction for inclusive leadership

- Ability and willingness to co-ordinate and collaborate
- Necessary knowledge, skills and understanding required to develop and embed inclusive leadership

3. Position inclusive leadership as part of an overall organisational programme of change

- Success in embedding inclusive leadership is highly dependent on being alert to and seizing the opportunity to embed it into existing or new organisational processes, programmes and frameworks. This requires inclusive leadership to be part of an overall planned programme of change being undertaken by an organisation, not a standalone activity