



Diverse and inclusive leadership: a guide to getting started

WORKBOOK

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About this workbook

ESTABLISHED IN 1999, everywoman advances women in business. Our aim is to ensure women from all over the world fulfil their potential. We produce workbooks on topics that matter most to our members and we're constantly listening to your views to give you the tools you need to kick start your career, at a time and place that suits you.

Congratulations. In undertaking this workbook, you are already demonstrating one of the six Cs of inclusive leadership: commitment. Fostering and maintaining diverse and inclusive cultures requires a business leader's time and energy, so motivation is a key factor in its successful implementation, and one that can pay huge dividends.

We'll start this workbook by looking at some of those dividends. Some are financial: a growing body of research provides a compelling business case for investment in diversity and inclusion initiatives as a means to greater profit and improved business outcomes. Others are more personal: a more enjoyable working environment, a sense of fair play, a better balance of ideas and opinions.

As specialists in the advancement of women in business, we have included many examples and case studies in this workbook that relate specifically to gender diversity. But the six Cs we explore have been identified in research by Deloitte as key traits for inclusive leadership in its widest sense. The good news about these six qualities is that they are all tangible and able to be developed. You will be invited to take self-assessment tests to examine how you currently perform in some of these areas, before uncovering practical suggestions for what you can do to further bolster your credentials.

Diversity and inclusion is a huge topic, and an on-going, career-long commitment for a business leader. This workbook offers an introduction to its key principles. We hope it will act as a springboard for you to embark on or propel forward your journey to inclusive leadership, benefiting you, your team and your organisation's success in the process.

We'd love to know how you get on. Share your experience with contact@everywoman.com. Good luck!

Maxine & Karen

The everywoman team

Section I: Introduction

Diversity versus inclusion: the key differences

Diversity and inclusion are typically spoken of in the same breath, but it is important to recognise that they mean different things, and that both must be present in order to make a real difference. Read through what some of today's thought leaders have to say on this subject.

GET THINKING: Do you have any examples of workplace situations where both diversity and inclusion have existed side by side? What was the outcome for individuals and teams? Conversely, where have you seen diversity without inclusion?

“Diversity is being invited to the party. Inclusion is being asked to dance.”

Vernā Myers
Diversity advocate
& TED speaker

“We have to recognise that just because we have diversity doesn't mean we have inclusion. It's a challenge to get a seat at the table, but nothing really happens until you have a voice at the table. It's very important to help colleagues have a voice.”

Billie Jean King
Tennis professional and
feminist activist

“It is not enough to celebrate, tolerate or appreciate difference – it is about saying ‘I need your difference’.”

Andrés Tapia

SOURCE: CORPORATE EXECUTIVE BOARD (2009 AND 2014)

The business case for diversity and inclusion: why does it matter?

A growing body of research finds that empowering women in the workplace is not simply 'the right thing to do' – it's the smart thing for every business. Gender-balanced teams produce better outcomes and create greater prosperity.

A SPOTLIGHT ON GENDER DIVERSITY

In French multinational firm Sodexo, data from 50,000 managers across 90 entities worldwide showed that teams with a male/female ratio between 40% and 60% produce more sustained and predictable results than those of unbalanced teams.ⁱ

Companies across all sectors with the most women on their boards of directors significantly and consistently outperform those with no female representation – by 41% in terms of return on equity and by 56% in terms of operating results.ⁱⁱ

Listed companies with male-only boards in the UK (FTSE 350), US (S&P 500) and India (CNX 200) are foregoing potential profits of \$655bn, while in the UK and US alone, moving to mixed boards on the FTSE 350 and S&P 500 could boost GDP by around 3%.ⁱⁱⁱ

Closing the gender gap could raise US GDP by 9% - that's more than a trillion dollars - and add an additional £23bn to the UK treasury alone.^{iv}

A TriNet study finds that the cost of each professional staff member leaving is equal to that person's salary; or half the salary for non-professionals. If you have 10 professionals each earning £45,000 a year, that's £450,000 in turnover costs.^v

SOURCES: MCKINSEY, GRANT THORNTON, BUSINESS IN THE COMMUNITY,

As well as the financial benefits to business, diversity and inclusion has a powerful effect on individuals and teams.



SOURCE: BUSINESS IN THE COMMUNITY^{vi}



SOURCE: DELOITTE^{vii}

As compelling as the financial and business rewards of a diverse and inclusive workplace may be, for many leaders, the notion of basic fairness is equally important in the drive for parity for all. US-based think tank Catalyst has found that “a strong sense of fair play” is, in fact, the most important predictor that men would champion gender diversity initiatives in their business.^{viii}

In the next section – the six traits of an inclusive leader – we will look at why it is important to consider both the business and personal aspects of diversity and inclusion.

Section II: The six traits of an inclusive leader

What does it mean to be a great leader? Your answer is likely to be different to the one that your parents and grandparents would have given as they navigated their careers. In today's world, the business and political leaders we admire, whose faces grace the covers of magazines and books, by and large demonstrate an approach to leadership that differs hugely from that of those who commanded the world's attention 20, 30 or more years ago.

Compare Tupperware inventor Earl Tupper with Facebook founder Mark Zuckerberg. The former became a very wealthy man indeed when a woman called Brownie Wise tweaked his business model and started the global trend for Tupperware parties. But when the press attributed his \$100m sales to her canny thinking, he promptly fired her. Yet, when Mark Zuckerberg convinced Sheryl Sandberg to head up operations at his social network, he was so pleased with her success he encouraged her to write a book that would inspire millions of women around the world to 'Lean In'. The all-powerful, distant leader is out; the collaborative, supportive team member is in.

This is an example of the altered environment in which business leaders now operate, and one that research by Deloitte highlights as being characterised by diversity. It defines four global 'mega-trends' that are reshaping the environment and influencing business priorities: diversity of markets, of customers, ideas and talent. The upshot of all this is a demand for a diverse leader who must challenge traditional notions of leadership in order to be successful. This shift is creating a leader who displays six key tangible and developable traits.^x

THE SIX TRAITS OF A DIVERSE & INCLUSIVE LEADER

1

COMMITMENT

2

COURAGE

3

COGNISANCE
OF BIAS

4

CURIOSITY

5

CULTURAL
INTELLIGENCE

6

COLLABORATION

We'll work through each of these traits in turn, looking at how they play out in the workplace, and how you can begin to cultivate these qualities, building on skills you already have, to enhance your diverse and inclusive leadership credentials.

1 Commitment

Being an inclusive leader requires time and energy. In order to go the distance, a leader must be motivated to do so, and one of the first questions a new leader must ask him or herself is:

“Why does this matter to me?”

In his work on the subject of motivation, business expert John Kotter argues that for a leader to go the distance on a particular topic or cause, he or she must be invested. This means from a business perspective (that is agreeing with the commercial facts) but also from an emotional perspective (being personally aligned with whatever is going on).^x



For everywoman's male ambassador of change, Ed Alford (Vice President of Enterprise Systems, part of the IT function, BP), gender diversity is simply a matter of better balance equalling better business outcomes. He, like many business leaders, has fully bought into the compelling business case for a diverse and inclusive workplace. But by John Kotter's estimation, for Alford to continue in his tireless and on-going quest for gender parity, he must also be committed from an emotive standpoint.

“Growing up on the west coast of Scotland, I was very aware of different types of discrimination around me, and formed an opinion early on that this was wrong. So when I saw gender discrimination happening in the workforce, how talent was being constrained and the wrong things were being focused on, it pushed a button in me. A female colleague made me realise that as a senior guy I could change things, so that for me was the start of it all.”

ED ALFORD, VICE PRESIDENT OF ENTERPRISE SYSTEMS, PART OF THE IT FUNCTION, BP

As a senior figure with challenging targets to meet, Alford knows from the research that he is more likely to be successful if he fosters a gender-balanced team. However, he is equally motivated by personal experience of discrimination. He has also spoken about how having a broader mix of individuals at his table makes his work life more fun – another strong personal reason for being invested in continued change.

EXERCISE

EXPLORING YOUR HEART AND MIND

To kick-start your thinking around your commitment to diversity and inclusion, we invite you to undertake some free writing. You may wish to consider:

- Any stats and figures from section one that particularly resonate with you, your workplace and professional goals.
- Any personal experiences with past injustices or missed opportunities that you can relate to a deeper, more personal connection with this topic.

PERSONAL VALUES	BUSINESS CASE BELIEF

2 Courage

In 2017, International Women's Day highlighted courage as a key factor in bringing about gender parity, asking the world's employees, regardless of their business seniority, to 'be bold for change' in the drive for workplace equality. Courage, research by Deloitte shows, is a key trait for any inclusive leader.

Giving honest and direct feedback is one such way a leader can take bold action to shape workplace cultures. For many people managers, delivering developmental feedback to their director is a daunting challenge. Many shy away, offering feedback only when required through official channels such as the annual performance review. But as an inclusive leader, it is your duty to speak up and challenge the status quo. Sometimes that might necessitate challenging those above us, as well as peers and others we are not directly responsible for.

"I talk [to my team] about how I came across in that meeting. But I also give them really regular feedback: 'Did you know you did that in that meeting, how others may perceive that?' It's really important to make the feedback regular...on-the-ground coaching is critical."

A BUSINESS LEADER SPEAKING TO DELOITTE

It is important to remember that courage is not just about daring to cast a spotlight on the behaviour of others. To do so inevitably means that others will examine your own behaviour more closely – something that today's leader should undertake of their own accord. It may go against traditional notions of leadership for a senior figure to admit their own mistakes and weaknesses, but research by US think tank Catalyst reveals that employees report greater feelings of inclusion when their bosses demonstrate this type of humility.

When we talk about courage with regard to diverse and inclusive leadership, then, we mean both the bravery to speak up even when it is uncomfortable and daunting to do so, and the humility to look inwards and recognise your own limitations.



Forbes magazine highlights 10 distinct ways in which leaders demonstrate courage.^{xi} As you've progressed through your working life, you will undoubtedly have demonstrated many of these. The following checklist will help you to see areas where you may need to invest more development.

EXERCISE

CHECKLIST

Tick each statement for which you can agree you have a recent and tangible example of demonstrating such a behaviour or action.

1.	Before making any change that will impact my team, I ensure I have all the facts and data at my disposal.	<input type="checkbox"/>
2.	I proactively ask my line manager and others for feedback, welcoming constructive insights into how I can change and grow.	<input type="checkbox"/>
3.	If I truly believe something, I will speak up in a meeting or 1-2-1, even if I know that what I have to say will be unpopular.	<input type="checkbox"/>
4.	If one of my direct reports doesn't agree with my way of doing things, I actively encourage them to bring the problem to me for us to debate.	<input type="checkbox"/>
5.	If someone in my team is underperforming, I plan how I'm going to deliver the feedback and I do it as soon as I possibly can, not waiting for a 1-2-1 or performance review.	<input type="checkbox"/>
6.	If I don't know the answer to something, I tell the truth, even if I'm worried that I'll look stupid in front of my team, boss or peers.	<input type="checkbox"/>
7.	If a project is veering off course, I throw on the brakes and make sure everyone is on the same page with a viable new plan before any more work is done.	<input type="checkbox"/>
8.	I put deadlines on making decisions to avoid getting stuck in 'analysis paralysis' – at some point, you just have to take a risk and move forward.	<input type="checkbox"/>
9.	I always ensure that credit is given where it is due, taking any opportunity to big up my team members or colleagues when they have performed well.	<input type="checkbox"/>
10.	If I say I'm going to do something, I always follow through, and I expect the same of others – calling them out if they don't deliver.	<input type="checkbox"/>

Below you can see which trait each question relates to. As well as celebrating those that you can clearly attribute to your strengths, look carefully at those where you have been unable to assign examples in your own behaviour. Think about how you can begin to create opportunities to stretch and grow in these areas, and which resources you can draw on for support. In the personal action plan at the end of this workbook, you can list any action points and time frames in relation to this.

<p>1 Confront reality head-on</p>	<p>Ditch the rose-tinted spectacles and face the facts about the state of your organisation and business. Only by knowing their true current state can you lead your team to a better place.</p>
<p>2 Seek feedback and listen</p>	<p>We all have blind spots that impact the way we interact with others. Unfiltered 360-degree feedback is not always easy to hear, but it can breathe new life into your relationships and leadership style if you listen and act.</p>
<p>3 Say what needs to be said</p>	<p>Real conversations can be awkward and uncomfortable, especially if conflict is involved. Having crucial conversations helps to move through issues. This also means having the courage to put your opinions on the table, even if they are unpopular.</p>
<p>4 Encourage pushback</p>	<p>Many leaders feel pressure to have all the answers. By encouraging constructive dissent and healthy debate, you reinforce the strength of the team and demonstrate that within the tension of diverse opinions lies a better answer.</p>
<p>5 Take action on performance issues</p>	<p>Confronting people issues is hard, which is why so many leaders ignore them until they become a toxic threat to the team or company's performance. By taking swift action, you are helping yourself, the team and your organisation.</p>

SOURCE: FORBES MAGAZINE

<p>6 Communicate openly and frequently</p>	<p>Keep the lines of communication open, even when you don't know all the answers. Courageous leaders refuse to hide behind jargon – they use straight-talk and are not afraid to say “I don't know”. They also share information instead of hoarding it.</p>
<p>7 Lead change</p>	<p>In fear-based environments, it's all about protecting the status quo. Envision a better way, a better solution, a better product and approach it with determination and an open mind, knowing that it may be messy and require adaptability along the way.</p>
<p>8 Make decisions and move forward</p>	<p>Especially in environments of fear and intense change, it can feel unsafe to commit to a decision and move ahead. Avoid the crutch of ‘analysis paralysis’ and make the decision. Forward movement is always better than being stuck.</p>
<p>9 Give credit to others</p>	<p>Let go of the need for praise and give credit to those around you. At first it feels scary – will I be rendered irrelevant if my people are doing all the good stuff? Remember, a good leader takes more than their fair share of blame and less of the credit.</p>
<p>10 Hold people (and yourself) accountable</p>	<p>Expect people to deliver on their commitments, and call them out when they don't follow through. Remember that accountability begins with you – holding yourself responsible for modelling the behaviours you expect of others.</p>

SOURCE: FORBES MAGAZINE

3 Cognisance of bias

The first step towards cognisance of your biases is to accept that, as uncomfortable as it may be to accept, you and everyone around you has them. They may play out in the stereotypical views you have of any one particular group of individuals, or in less implicit ways. For example, you may gravitate towards networks whose community of people is just like you. You might take under your wing a member of the team who reminds you of your younger self. Or you might avoid giving travel opportunities, say, to a returning mother, telling yourself she has enough on her plate, without really having an awareness of her situation or career ambitions – something that is called ‘benevolence bias’.

EXERCISE

QUIZ

Understanding unconscious bias and the many forms it can take in the workplace.

Questions

1. An American research group sent two CVs for consideration for a laboratory manager position to 127 male and female professors. Both fictional candidates were white, aged 22 and had identical grades and comparable references. Can you hazard a guess at the upshot?

- ‘John’ was more likely to be hired than ‘Jennifer’ and at a starting salary of \$4,000 more.
- ‘Jennifer’ was more likely to be hired than ‘John’ and at a starting salary of \$4,000 more.
- Both ‘John’ and ‘Jennifer’ were just as likely to be hired and at equal starting salaries.

2. A British government sting operation using false identities concluded that jobseekers with ‘white-sounding’ names could expect to receive one positive response for every nine job applications. How many CVs did a candidate with ‘Asian or African-sounding’ names have to distribute in order to obtain an interview?

- Nine – the same as those with ‘white-sounding’ names.
- 12 CVs in order to obtain one interview.
- 16 CVs in order to obtain one interview.

3. Only 14.5% of men in America can claim to have this attribute, yet, nearly 60% of Fortune 500 Company CEOs do. What is it?

- An IQ of over 150.
- A standing height of over six foot.
- A college degree.

4. Economists have found that the best-looking third of the population makes 12% more than less attractive individuals.

- True
- False

5. What percentage of hiring managers in the UK admit to negative biases towards individuals with certain regional accents?

- 15%
- 37%
- 80%

6. Which of the following statements describes how gender biases are formed?

- Biases are formed through socialisation, for example the gender-specific toys you're given as a child.
- Biases are formed through the labels assigned to individuals, for example discouraging only little girls from being "bossy".
- Biases are formed through media exposure, for example gender portrayals in cartoons, soap operas, newspapers and movies.
- Biases are formed through personal experiences of how those around us behave.

7. Giving a job to the candidate you most "clicked" with, perhaps because of a shared interest or the fact that they studied at the same university isn't unconscious bias, particularly if they're a different gender, ethnicity or sexuality to you.

- True
- False

8. If you perceive a colleague on a flexible working scheme as lazy or work shy, it's not unconscious bias if later they do indeed shirk some responsibilities.

- True
- False

9. If a new mum returns to your organisation, it isn't unconscious bias to spare her the stress of overseas business trips for her first hectic year of working motherhood.

- True
- False

10. Unconscious bias always stems from the way we perceive differences in others and how we behave accordingly.

- True
- False

Answers

- 1.** According to a 2012 Princeton University study, the fictional 'John' was more likely to be hired, despite having otherwise identical characteristics to the fictional 'Jennifer' – an example of how the science community's gender biases can favour males.
- 2.** The UK's Department for Work & Pensions found in 2009 that fictional candidates with 'white-sounding' names could expect to receive a job interview for every nine roles applied for; a jobseeker with an 'Asian or African-sounding' name would have to distribute 16 CVs in order to obtain the same result.
- 3.** *The Tall Book* by Arianne Cohen states that only 14.5% of American men stand over six foot tall, yet 60% of Fortune 500 company CEOs are blessed with such height. One study concludes that every inch of additional height relates to a corresponding annual salary gap of £500 in favour of the tall.
- 4.** It's true. *In Beauty Pays: Why Attractive People Are More Successful*, Daniel Hamermesh claims that this bias can, over a lifetime, amount to an earnings gap of \$250,000.
- 5.** Research by the Peninsula Group in 2015 found that eight out of ten UK managers discriminate against those with regional accents, most notably Birmingham, Liverpool, Newcastle, Glasgow and London.
- 6.** They're all true! Gender biases can be formed at an early age through a variety of factors.
- 7.** It's false. 'Affinity ('like me') bias' is the factor at play when a juicy role goes to the graduate who went to the same college or with whom you have an avid interest in a shared hobby. 'Hiring in your own image' can have a long-lasting effect: in the long-term it can mean that you're likely to build a stronger relationship with that particular individual, which can ultimately lead to that person receiving more stretch assignments, better support of their abilities or increased visibility across the organisation.
- 8.** It's false. Ingrained prejudices become self-perpetuating through 'confirmation bias', whereby we seek evidence to confirm that our original perception was correct. If you have an inherent belief that employees on flexible work schemes are less committed than those working traditional hours, you may start to develop perceptions of someone working flexibly that confirm that belief.
- 9.** It's false. This is actually a classic example of 'benevolence bias'. A new mum might be discounted for attendance at an overseas conference in order to spare her the added stress – a conscious decision underpinned by a plethora of unconscious assumptions about motherhood, and which may ultimately harm her career.
- 10.** It's false. Unconscious bias isn't just about differences. 'Own group bias' can see male executives perceive other males as less trustworthy or hardworking than females. And young girls fostering 'self bias' are twice as likely as boys to worry that pursuing a leadership role will make them seem "bossy".

Perhaps this exercise has given you some things to consider about your own biases. It is also a good idea to carry out further investigation into your own personal and professional blind spots.

EXERCISE

REFLECTION

Take a brief pause in this workbook to participate in Harvard University's Project Implicit - an online test designed to uncover some of your own ingrained biases. Briefly document your learnings from this undertaking, as well as anything you've discerned from the above quiz that relates to your own behaviours, below.

Note that it is not enough simply to be aware of your own conscious biases. As diversity advocate Vernā Myers urges in her 2014 TED talk you must also **“boldly walk towards them”**.

The table below offers examples of how inclusive leaders have turned awareness of their biases into bold action.

<p>“I am very clear about the type of person I gravitate to when hiring. Consciously, I put all sorts of checks and balances in place with respect to the thinkers I gravitate to. There have been times when I have overridden my opinion with others’ advice, and it has worked out spectacularly.”</p>	<p>Mike Henry, President Operations, BHP Billiton</p>
<p>Alan Joyce, CEO of Qantas</p>	<p>“In the past, people’s opinions and biases were often at the forefront of our talent discussions. We embarked on a strategy to take out bias – using external assessments, global benchmarking, and leadership and ‘potential’ data. Now we have a more objective and collective view of talent. This enables us to confidently discuss career planning, mobility, and the benefit of getting different critical experiences across diverse business segments.”</p>
<p>Source: Deloitte</p>	

In order to ensure that biases do not impact negatively on individuals, inclusive leaders use the ‘outcome, process, communication’ model. This works as follows:

- 1. Outcome:** Are outcomes such as pay and performance ratings, as well as development and promotion opportunities, allocated on the basis of capability and effort, or does their distribution reflect bias?
- 2. Process:** Are the processes applied in deciding these outcomes (a) transparent, (b) applied consistently, (c) based on accurate information, (d) free from bias, and (e) inclusive of the views of individuals affected by the decisions, or are they tinged with bias, thus

leading to undeserved success for some and failure for others?

- 3. Communication:** Are the reasons for decisions made, and processes applied, explained to those affected, and are people treated respectfully in the process?

Consider this framework in terms of a recent hire you made or promotion you awarded. What might you do differently next time to ensure fair play?

4 Curiosity

It's been described as "one of the most important values for any science" (Cancer researcher Kevin Jones), "the basis of our modern economy" (physicist Brian Cox), that which is "the true role of the educator to cultivate" (chemistry teacher Ramsey Musallam) and even the key to "breaking bad habits" (psychiatrist Judson Brewer).

Harvard Business Review declares curiosity evidentially "just as important" as intelligence and emotional intelligence. And where you sit on its scale could reveal a lot about the likelihood of achieving your workplace goals, particularly with regard to diversity and inclusion.

The following exercise, drawing on personality research by Hogan Assessments, assesses your curiosity quotient (CQ) across its three key areas. The good news is that CQ, like emotional intelligence (EQ), can be cultivated, so wherever you sit on the scale, you can work towards dialling up.ⁱⁱ

"I have no special talents. I am only passionately curious."

ALBERT EINSTEIN

EXERCISE

PUT YOURSELF ON THE SCALE

For each of the following three sets of statements, rate to what extent you agree (one being completely disagree, five being completely agree). Once you've added up your scores in each section, locate your position on the relevant scale.

Part one

- | | |
|---|---|
| <input type="checkbox"/> I enjoy being first in my peer group to try new things, for example a new food trend or technology. | <input type="checkbox"/> Just because a senior figure says there's a right way of doing something, doesn't mean they're correct or that they shouldn't be challenged. |
| <input type="checkbox"/> I'd rather find a new way of doing the same thing than stick to the tried-and-tested - routine bores me. | <input type="checkbox"/> At work, I seek to do things that I think will get me noticed for being new or a bit different. |
| <input type="checkbox"/> Once a new trend becomes popular, I tend to lose interest in it. | <input type="checkbox"/> I've been described as very independent, or even as a 'free spirit'. |



Part two

- I'd rather take a night class in a completely new discipline than keep getting better and better at something I already know.
- I'd rather tackle a problem that requires me to go off in search of answers than one that draws on experience and knowledge I already have.
- I've tried a long list of hobbies and extra-curricular pursuits - I'm more interested in exploring new things than becoming an expert.
- When faced with a complex problem, I like to brainstorm and ruminate for as long as possible before I get down to the doing.
- I've been described as someone who takes a philosophical approach, or even as a 'deep thinker'.
- Given the choice, I'd rather hear someone give a talk or presentation from a completely different business function or discipline than someone in my own department.



Part three

- I enjoy having a diverse network made up of people from very different backgrounds to my own.
- I've felt at my most demotivated when I'm in 'business as usual' mode - routine robs me of energy.
- I can honestly say that I've really enjoyed the feeling of stepping outside of my comfort zone.
- I don't mind planning but I'd 'go with the flow' more if I had a choice.
- I get frustrated with colleagues who have the attitude that we should do things exactly the same way as last time, if it worked then - I'd rather shake things up and see what happens.
- I have close friends and colleagues, but I'm happiest when I'm drawing new people into my social and professional circles.



What your scores mean

PART ONE is concerned with your **THINKING STYLE**. The highest scorers in this section are typically thought of in the workplace as 'one-offs' or 'originals'. They aren't afraid to challenge the status quo, and are drawn to different or unusual methods, tiring quickly of the usual way of doing things. They might be early adopters or trendsetters, and they like to stand out from the crowd because of their unusual ideas, interests or willingness

to question protocol. As independent thinkers, they enjoy coming up with creative ideas and solutions, relishing the brainstorming and germinating process as much as they do their implementation and realisation. Those towards the lower end of the scale will typically be more traditional in their approach to authority, following etiquette within the hierarchy and taking a more sceptical approach to new trends or processes.

Three tips for shaking up your thinking style

1. Creativity can't be forced – it's not for nothing that our best ideas are said to come to us in the shower, rather than while we're sat at our desks, willing forth a brilliant solution. A change of scene is a great stimulant – try a walk in the park, a different lunch venue or going for coffee with a new or little-known colleague.

2. If you stick to the tried-and-tested ways of generating ideas, your ideas may suffer from

being equally tried and tested. Challenge yourself to find and try new brainstorming techniques to unlock new thinking.

3. Get in touch with how, when and where you do your best thinking. Trace back your best ideas to their origins. What does their creation tell you about your ability to innovate, and the tools, environments and methods that work best for you?

Your personal everywoman reading list

Quick read: [4 ways to battle through when you're not feeling creative](#)

In-depth look: [Unleashing your creativity in the workplace](#)

PART TWO is concerned with your **INTELLECTUAL HUNGER**. The highest scorers in this section have an enormous appetite for acquiring knowledge and do so with a great deal of agility. They might be well read in a variety of subject matters or genres, or be regular attendees at classes or talks. Those with lower scores in this section may also be avid learners, but take a more practical approach to these activities – signing up to a training course or seeking introductions with a clear end purpose, rather than for the love of doing so.

Three tips for developing your intellectual appetite

1. Examine a process you or your team follow at work. Once you've noted your own thoughts, look at the situation again from the perspective of five other individuals – they could be colleagues, friends, even celebrities or fictional characters.

What new insights can you gain from the exercise?

2. Use curiosity to undermine your limiting beliefs. If you regularly tell yourself that you can't do something, ask why. Examine all the evidence

until you arrive at the core problem, and then challenge yourself to find a solution.

3. Change can be fear-inducing, but it's also essential to personal growth, resilience and your ability to flex to the inevitable dramas of the working world. Think back over some of the biggest changes you've weathered at work. What did you learn about yourself that enabled you to develop?

Your personal everywoman reading list

Quick read: [6 strategies for coping with change when you're not the boss](#)

In-depth look: [Resilience: Bouncing back](#)

PART THREE is concerned with **RISK-TAKING AND NEW EXPERIENCES**. Those towards the top end of the scale relish any opportunity to learn from a diverse spectrum of people, fostering social and professional networks that include individuals from many walks of life. They are rarely fazed by change or new situations, and seem to emerge from workplace shake-ups relatively unscathed or even refreshed. When a challenging project presents itself, they're often the first to raise their hands, and may become jaded or disappointed when returning to the predictability of the normal routine. Those with a lower score are more likely to stay in their comfort zones, preferring familiarity to change, and fostering small networks of likeminded individuals they know well. The motto of a low scorer might be "If it ain't broke, don't fix it".

Three tips for stepping out of your comfort zone

- 1.** Think about something you'd like to achieve within the next six months. Write a list of the new skills that could help you to complete your goal sooner or with greater success, committing to one action that will help you acquire or develop that skill.
 - 2.** If you're someone who needs time to get your thoughts in order before you volunteer, you can easily miss out on opportunities. Ask your boss what new projects are coming up
 - 3.** When eating elephants, take bite-sized chunks. A small step out of your comfort zone is much more likely to see you grow in confidence and resilience than a huge leap into the unknown. Think about mini milestones you can aim for, rather than career changers.
- the sneak peek at the horizon gives you the chance to think things through before summoning the courage to raise your hand.

Your personal everywoman reading list

Quick read: 7 reasons you're stuck in your comfort zone

In-depth look: Step up! Are you ready to put yourself forward at work?

Relating curiosity to diversity and inclusion

<p>“I tend to specifically ask the opinion of someone who will bring a different view from my own. As we discuss an issue, I will often go to people who are likely processing things differently, and purposely ask for their opinion, knowing it will come from a different place than my own.”</p>	<p>François Hudon, Executive, Bank of Montreal</p>
<p>Lieutenant General Angus Campbell, Chief of Army, Australia</p>	<p>“I try to listen. And I try to understand why someone’s opinion is different from mine. And I think in those two efforts... you are both recognising the individual and respecting them, and you’re giving pause to analyse, compare, complement, and question your own beliefs. In trying to understand the difference of opinion, you are giving the project or the initiative you are dealing with space to become better.”</p>
<p>“I really make an effort to try to learn something new from the people I talk to. As an extrovert it’s very easy to talk, but if you’re quiet, you can hear more about others and what is going on, and it can be a much more valuable experience.”</p>	<p>Maaïke Steinebach, Chief Executive of CBA’s Hong Kong branch</p>
<p>Hayden Majajas, Diversity & Inclusion Director Asia-Pacific, BP</p>	<p>“If we are talking about religion in the workplace, it is one thing to be curious, but another to be able to suspend your own beliefs. Asking a question knowing that you could not change your beliefs under any circumstances – not in terms of taking on someone else’s religion, but in terms of what you think is right and wrong – is pointless. But temporarily suspending your beliefs enables you to learn more and to engage, and often that is the key to overcoming barriers.”</p>
<p>Source: Deloitte</p>	

5 Cultural intelligence

“There is no one culture that is smarter than another,” says Geert Peeters, CFO of CLP Group. “In recognising intelligence in each culture, your culture’s intelligence may not necessarily be used today for today’s problems, but it will be used tomorrow for tomorrow’s problems. There is no point in judging. We just need to bank all of these cultural differences to have a collective intelligence and to be able to use it.”

Cultural intelligence is not about having exhaustive knowledge of every conceivable culture you may encounter in your working life. Rather it is about developing the sensitivity and mindfulness to understand why, when and how you should make tweaks in your own words and behaviour according to cultural demands. Part of this comes through developing some of the behaviours we have already discussed as part of the previous four traits, such as active listening and self-awareness.

CASE STUDY

When faced with leading a remote team on a different continent, former Google and Apple executive Kim Scott realised that she didn’t have to become like her colleagues in a different time zone in order to foster a team environment; she simply had to show willing.

“I feel more connected with you than any other leader I’ve worked with,” a Japanese delegate shared with her not long after taking up the post. The compliment was unexpected because Scott had made far fewer Asia trips than some of her predecessors. And it stemmed, she discovered, from a tweak she’d made to her working hours. For just one week per quarter, she worked from 3pm until midnight, meaning she was online and available while her Asia Pacific colleagues were at their desks.

She also ensured that communication between visits wasn’t consigned only to scheduled 1-2-1s, being disciplined about talking to direct reports two or three times a week over video calls rather than by phone. These informal chats created opportunities to begin conversations with the kind of impromptu, getting-to-know-you openers that are the norm between same-building co-workers, and foster familiarity and camaraderie.

“With frequent short conversations you begin to develop an intuition for what’s going on with the person, with their moods. Are they agitated today? Then you can ask why and then you can understand if it’s something that’s happening at home, or if they’re frustrated by something you’re doing or they’re frustrated with something else at work that you can impact.”^{xii}

A cultural intelligence checklist for inclusive leaders:

- Am I aware of the personal and business benefits of understanding different cultures?
- Do I take an active interest in learning about other cultures, seeking out opportunities to do so?
- Am I confident that I could lead a cross-cultural team and, if not, what's stopping me from feeling I could rise to the challenge?
- Do I proactively seek to fill gaps in my knowledge of the differences and similarities between cultures?
- Do I accept that I may need to moderate my words, body language and behaviours according to different cultural norms?

EXERCISE

ONLINE LEARNING

When it comes to understanding a new culture, there is no substitute for living in that environment, immersing yourself in its people and languages. But the Internet is an invaluable tool for developing your cultural intelligence. Select one of the following types of online resource and spend some of your break time delving in, to discover what you can learn.

1. A self-assessment test used to train expatriates to a particular country or region
2. A TED talk by a speaker from a background or nationality different to your own
3. The BBC World Service homepage (bbc.co.uk/worldserviceradio), where you'll find an enormous archive of stories of individuals from all four corners of the earth.

Inclusive leaders recognise that the term cultural intelligence applies more broadly than national or regional boundaries. It can also refer to communities defined by gender, age, sexual orientation, disability, sexuality, educational background or other factors. Empathy, a key ingredient of emotional intelligence, is the secret weapon in a leader's armoury that allows them to find common ground and build rapport with individuals from any of these groups.

EXERCISE

QUIZ

Take the empathy quiz published on the Berkeley University of California website at greatergood.berkeley.edu/quizzes/take_quiz/14 to understand your base levels of empathetic ability. To understand more about empathy and how you can foster more of it, download the everywomanNetwork workbook *Developing your Emotional Intelligence*.

6 Collaboration

“Facebook, Twitter, LinkedIn, video conferencing and a host of other technologies have put connectivity on steroids and enabled new forms of collaboration that would have been impossible a short while ago,” declares the *Harvard Business Review* (HBR). But a leader committed to diversity and inclusion knows that such technologies are only as collaborative as their users.^{xiii}

As part of its research into the world’s top-performing CEOs, HBR looked closely at those leaders who were classed as ‘collaborative’ and distilled this essential ingredient into four key areas:

1

BEING A CONNECTOR

Being a connector is about the quality rather than the size of your network and how you use it to benefit others. Collaborative leaders seize every opportunity to make relevant introductions that can inspire success stories for others. They are also mindful of groupthink and affinity biases creeping into their networks, noticing where there are gaps in terms of the types of individuals and communities they are networking with, and taking steps to address these.

“I check in on Foursquare often and post my location to Facebook and Twitter. It lets employees in different Akamai locations know I’m in town so that anybody at any level can bring me suggestions or concerns. Second, every time I go to one of our locations, I have lunch or coffee with 20 to 40 people. We go around the room, and people ask questions on topics they most want to address. Often my answer is to connect them with others in Akamai or even people at other companies who have expertise on the topic.”

DAVID KENNY, PRESIDENT, AKAMAI TECHNOLOGIES

2

STRENGTHENING PERIPHERAL VISION

Who are the support staff in your environment who beaver away quietly with little recognition? What can you do you ensure their voices are in the mix when it comes to opinions being presented and decisions being made? These are the questions a collaborative leader asks. He or she also notices when a diverse team is breaking up into sub groups, finding ways to ensure that individuals from different cultures, generations and genders have as many opportunities to learn from one another as they do from those of their ‘own groups’.

“We spend a fortune on interpreters so that being less articulate in English is not a barrier [when all the managers worldwide get together for the company’s annual strategy review]. Some of our executives have even presented their business case in native dress. This helps us to steal away talent from competitors where those who don’t speak perfect English get stuck.”

FRANCK RIBOUD, CEO, DANONE

3

COLLABORATING WITH PEERS AND SENIORS

Being a collaborative leader isn't just about encouraging or facilitating collaboration for those you manage. After all, those whose behaviour you seek to influence expect to see you demonstrating the qualities you demand of them. Inclusive leaders collaborate at all levels, regularly brainstorming with bosses and colleagues, and demonstrating this when communicating to their own teams how decisions have been made.

"Most of the respondents [to our 360-degree review programme] operated within the same area as the person they were evaluating. This reinforced the boundaries between the parts of the pyramid. But we were trying to change all that. We wanted to encourage people to operate across these boundaries. [I set the tone by posting my own 360-degree evaluation on the web. Once executives got used to the new transparency, the 360-degree reviews were expanded to a broader group. A new feature was added, allowing all employees whom a manager might affect or influence to evaluate that manager – regardless of their reporting relationship.]"

VINEET NAYAR, CEO, HCL

4

KNOWING WHEN TO DRAW THE LINE

Just as a director who wallows in the data for too long can end up in 'analysis paralysis', never moving towards action, a team who collaborates over every tiny detail or decision can wind up in a series of endless brainstorming sessions. A collaborative leader treads a fine balance between encouraging teams to share and debate ideas, and knowing when it's time to direct the troops forward. He or she also knows when a more authoritarian approach is appropriate or necessary, and is able to instigate it with the backing of the team.

"[At Reckitt Benckiser] when teams meet, people know that it is OK – in fact expected – to propose ideas and challenge one another. They debate loudly and furiously until the best idea wins. If no obvious agreement is reached in time, the person chairing the meeting normally makes a decision and the rest of the group falls in line. This ensures vigorous debate but clear decisions and quick action – diversity in counsel, unity in command."

HERMINIA IBARRA, PROFESSOR OF ORGANISATIONAL BEHAVIOUR, INSEAD

SOURCE: HARVARD BUSINESS REVIEW: ARE YOU A COLLABORATIVE LEADER?

REFLECTION

For each of the traits of a collaborative leader, summarise a) an example of an occasion when you've demonstrated this behaviour, b) any opportunities you can identify for further employing this behaviour in your workplace.

	EXAMPLES OF THIS BEHAVIOUR	FURTHER OPPORTUNITIES
BEING A CONNECTOR		
STRENGTHENING PERIPHERAL VISION		

EXERCISE

	EXAMPLES OF THIS BEHAVIOUR	FURTHER OPPORTUNITIES
PEERS AND SENIORS		
KNOWING WHEN TO DRAW THE LINE		

This completes the section on the six traits uncovered by Deloitte’s research. In the final section, you’ll explore some ideas for how you can consolidate this learning and take it further to set you on a path to diverse and inclusive leadership.

Section III: Next steps

This introduction to diversity and inclusion, and the traits that you as a leader must develop in order to realise your goals, will undoubtedly have given you lots to think about. Before you go on to create your personal action plan, have a look through these self-assessment questions, which will probe deeper into some of the areas we've covered in this workbook, and highlight new lines of thought for onwards exploration of this topic. Use the note space to jot down any ideas you have.

10 INCLUSIVE LEADERSHIP SELF-ASSESSMENT QUESTIONS

FURTHER EVERYWOMAN RESOURCES

1. Being an inclusive leader isn't just about how you manage your own team. Consider the ways in which you can become an enabler of your boss's inclusive leadership in order to propagate the initiatives in your environment.

See the everywomanNetwork workbook **Managing Upward with Success**, particularly the sections **Becoming a Junior Partner** and **Powering up your Partnership**.

2. As someone with the power to influence diversity and inclusion in your workplace, how will you share that power with others so that your initiatives resonate far and wide?

See our collection of articles and other resources on the topic of delegation.

3. You've personally committed to diverse and inclusive leadership. How will you communicate that? Who will you talk to about your ambitions and how will you frame your language in a way that engages others to come on the journey with you?

Browse the everywomanNetwork topic area on communication.

4. Look at your network. Where are there gaps in the types of individuals you regularly connect with and how can you fill these gaps?

See the everywomanNetwork workbook **Building Strong Networks** and our archive of other resources dedicated to networking.

5. With whom do you naturally align yourself in your workplace? Are there any high-potential individuals outside your inner circle? Think about whose voice and skillset might currently be being underused and consider if you could mentor or sponsor that person.

See the everywomanNetwork workbook, **Harnessing the Talent of High-Potential Individuals in your team**.

6. How can you build feedback into your everyday working life for the benefit of all? Think about how you ask for and accept feedback, as well as how you offer developmental coaching to others.

Read a quick overview of effective feedback models for managers, or for a more in-depth understanding see the everywomanNetwork workbook **Giving & Receiving Feedback**.

7. You understand your own motivation to be a diversity and inclusivity champion, but do you understand the motivation of others? How can you gain a deeper understanding of the topic in your environment? What channels of communication will enable this?

Develop your understanding of what motivates you and others with the everywomanNetwork workbook **60 Minutes to Motivation**, particularly the sections **The Science of Motivation** and **Motivation: Its Main Components**.

8. How is information shared in your workplace? How can you introduce more transparency to the way decisions are made, goals are set and success is rewarded?

Take a look at how you structure your 1-2-1s with both your boss and your direct reports.

9. How is your team currently structured in terms of its operations and what role does this play in how voices are heard? Does the structure have any limitations? How can meetings and systems be tweaked to enable greater levels of participation by all?

Read **The 5 Questions that will make your Team more Powerful**. Distribute the article and hold a team session on how you can better collaborate.

10. How can you raise awareness of unconscious bias in your workplace, and how will you take action when you see unconscious biases playing out to the detriment of any one individual or group?

Browse everywoman's archive of content on the topic of unconscious bias.

NOTES

Your personal action plan

Now it's time to draw on everything you've learned and highlight how you intend to use this going forward. Each prompt below is linked to one of the six key traits.

1. COMMITMENT:

Summarise below the key motivations you have identified for becoming a diversity and inclusion champion.

Having examined your motivation, how will you communicate your intentions and commitment to diversity and inclusion to those around you?

2. COURAGE:

Summarise your biggest workplace fears and the steps you will take, and by when, to build practice and resilience in these areas.

3. COGNISANCE OF BIAS:

What further investigation will you undertake to increase your awareness of your own unconscious biases and how those of others play out in your workplace?

4. CURIOSITY:

Highlight any topic that intrigues you, but that you know little about. Map out a plan for how you'll explore the subject.

5. CULTURAL INTELLIGENCE:

List any opportunities that exist in your environment to develop your understanding of communities outside your own. What steps will you take and by when?

6. COLLABORATION:

Identify one change initiative you can employ to increase participation for all among your team. What will you do and by when?

7. FINALLY:

Highlight any key initiatives you intend to follow through on. What are they and what resources will you draw on to enable your success?

everywoman Experts

EVERYWOMAN CREATES WORKBOOKS on topics that matter to our Network members. We draw on member surveys and the latest thinking from the academic and business worlds, as well our own experiences as we navigate our careers. Each workbook offers practical advice, enabling tangible actions for your daily work life ahead of those important performance reviews.



MAXINE BENSON, MBE & KAREN GILL, MBE

Co-founders of everywoman, Karen and Max have spoken to thousands of women about the challenges they face at work. Through their own experiences of starting a business, they uncovered a real need for a network where female entrepreneurs and businesswomen could interact and share experiences. The everywomanNetwork, launched in 2013, serves as a truly global tool to enable members the world over to propel their careers or their businesses through online membership.

EVERYWOMAN WORKBOOK TEAM

Rebecca Lewis, Associate Editor

Anna Melville-James, Editor

Kate Farrow, Head of Partnerships

Any topics you'd like to see covered on the everywomanNetwork?

We'd love to hear from you: contact@everywoman.com

Further reading

everywomanNetwork resources

Harnessing the Talent of High-Potential Individuals in your Team
(an everywomanNetwork workbook)

Inclusive Leadership: New or Nuanced
(an everywomanNetwork webinar)

Leaders and Followers: Building Truly Inclusive Cultures Together
(an everywomanNetwork webinar)

External resources

Why diversity is upside down by Andrés Tapia
(TED Talk)

Angela Davis in conversation at the London Southbank Centre (WOW Festival)

Endnotes

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