



Inclusive Leadership - new or nuanced?



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Audio connection

You will not need a microphone

To use headphones: click 'OK'

To dial in and listen via phone:
click 'switch to phone call'
and follow the instructions on screen

A background image showing a pair of hands holding a smartphone. The image is overlaid with a semi-transparent purple filter. The hands are positioned to hold the phone from the sides, with fingers visible. The phone's screen is visible in the center, though the content is not clear.

Technical support

If you have any questions regarding
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Questions

Send a question on the webinar topic to 'All Staff'
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everywoman expert

Fiona Morden

Inclusion is a mega trend

69% OF EXECUTIVES SURVEYED SAY

**"Inclusion is an
Important issue"**

UP
10%
FROM
2014

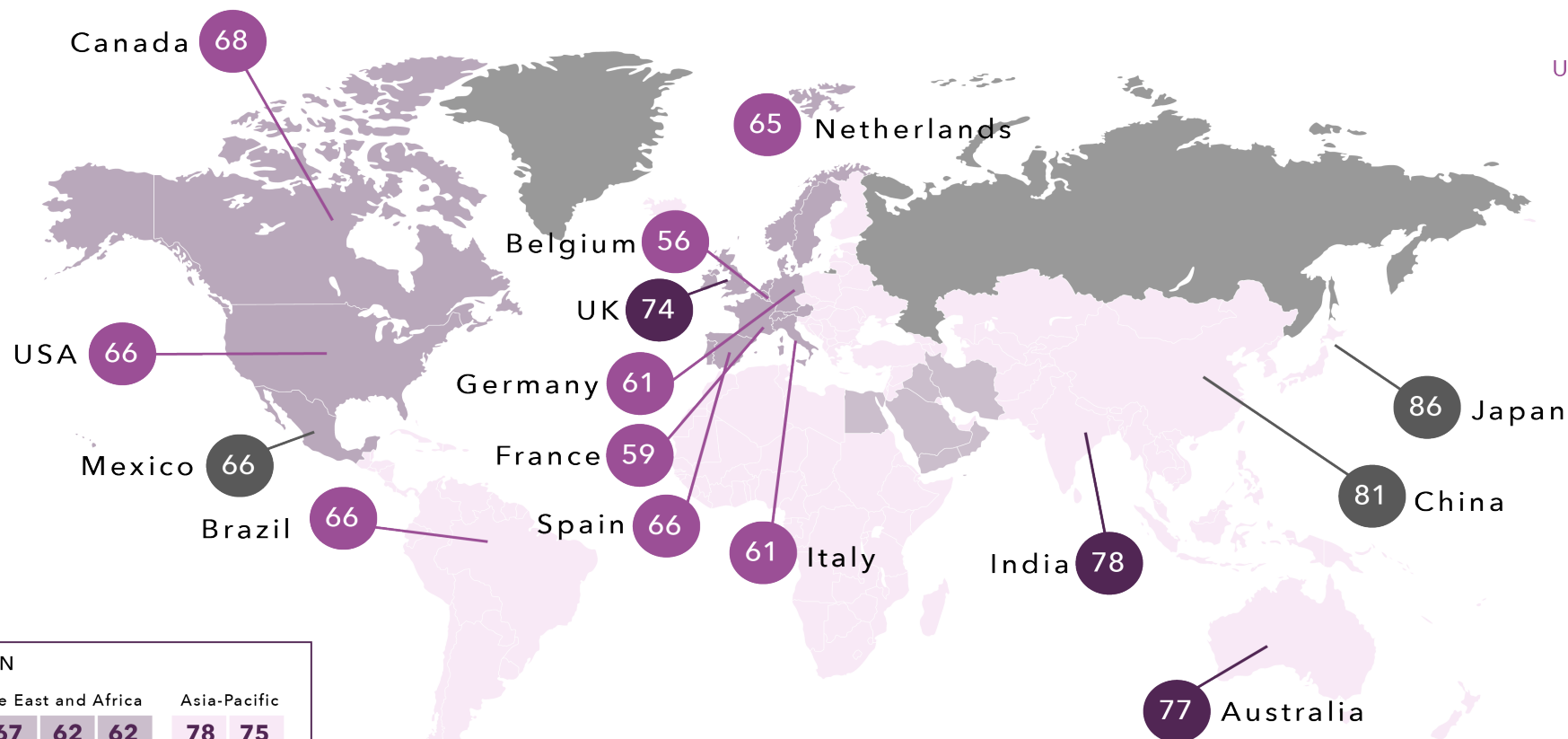
A globally shared priority

Diversity and inclusion:

Percentage of respondents rating this trend 'important' or 'very important'

PERCENTAGES IN
SELECTED COUNTRIES

	%
Japan	86
China	81
South Africa	80
Mexico	79
India	78
Australia	77
United Kingdom	74
Brazil	69
Canada	68
United States	66
Spain	66
Netherlands	65
Italy	61
Germany	61
France	59
Belgium	56



PERCENTAGES BY REGION

Americas		Europe, Middle East and Africa					Asia-Pacific	
73	67	79	60	67	62	62	78	75
Latin & South America	North America	Africa	Central & East Europe	Middle East	Nordic Countries	Western Europe	Asia	Oceania

Leadership - redefined

INCLUSIVE LEADERSHIP

Fairness & Respect

Treating people and groups fairly – based on their unique characteristics, rather than on stereotypes

Value & Belonging

Personalising individuals – understanding and valuing uniqueness while also accepting them as members of the group

Confidence & Inspiration

Leveraging the thinking of diverse groups for smarter ideation and decision making that reduces the risk of being blindsided

The impact of Inclusive Leadership

Inclusion has been proven to positively affect:

- Engagement & followership
- Empowerment
- Innovation
- Team citizenship
- Psychological safety & wellbeing
- Identity

Six traits of an Inclusive Leader

1

Commitment

Because
staying
the course
is hard

2

Courage

Because
talking about
imperfections
involves
personal
risk-taking

3

Cognisance

Because
bias is a
leader's
Achilles'
heel

4

Curiosity

Because
different
ideas and
experiences
enable
growth

5

Cultural intelligence

Because
not everyone
sees the
world
through the
same cultural
frame

6

Collaboration

Because
a diverse -
thinking team
is greater
than the sum
of its parts

Which of these do you believe is most integral to Inclusive Leadership?

1

Commitment

2

Courage

3

Cognisance

4

Curiosity

5

Cultural
intelligence

6

Collaboration

Trait 1: Commitment

Because staying the course is hard

“The business case is compelling.
But for this to work, you need to
connect to the minds and the hearts”

Leader, Coca-Cola

Trait 2: Courage

Because talking about imperfections
involves personal risk-taking

“I think it brings greater confidence to decision making when you know you are being supported by people who have far more diverse points of view”

Leader, Bank of Montreal

Trait 3: Cognisance

Because bias is a leader's Achilles' heel

"I am very clear about the type of person I gravitate to when hiring. There have been times when I have overridden my opinion with others' advice, and it has worked out spectacularly"

Leader, BHP

Signalling your Inclusive Leadership



**Say
it**

**Show
it**

**Signal
it**

Enabling Inclusive Leadership

- what organisations can do

Set clear expectations

Educate and equip

Develop and reward

Listen, learn, implement

A background image showing several hands raised in the air, suggesting a group of people participating in a discussion or voting. The image is overlaid with a semi-transparent purple filter.

Questions