

6 Core Behaviors of Inclusive Leadership

We empower the world's
most inclusive workplaces.

Trusted Partner to Organizational Change Agents

ASSESSMENT AND STRATEGY

Uncover the Real Levers to Unlock DEI Progress

Unfiltered insight into the employee experience powered by innovative technology and over 40 years of DEI data and insights

RESEARCH AND ADVISORY SERVICES

Set Strong Foundations and Build Actionable Roadmaps

Expert guidance rooted in research and benchmarking to support your strategic talent priorities

LEARNING AND DEVELOPMENT

Transform Your Culture by Enabling DEI at Scale

Impactful workshops and events that build core leadership competencies at every level

We partner with **450+** corporations, government entities, and nonprofits **globally**.

We guide **~50%** of the **Fortune 100** and **~25%** of the **Fortune 500** on their DEI journey.

Welcome and Introductions



Shyama Venkateswar, Ph.D.

*Senior Director, Learning Solutions,
Seramount*

Session Objectives



- ▶ Understand how to interrupt your own mindsets and behaviors that can hinder overall organizational inclusion efforts
- ▶ Experience firsthand the actionable strategies for culture change provided by Seramount's research and insights
- ▶ Examine how building competencies can expand a leader's toolkit to develop a culture of loyalty and belonging while driving innovation and collaboration in teams

- 1 **A New Way to Lead**
- 2 The Urgency of Our Current Moment
- 3 Core Behaviors of Inclusive Leaders
- 4 Creating an Action Plan

Current Talent Landscape



Workplace toxicity is fueling the mental health crisis American workers continue to face. The losers of the talent war will be those who fail to address it."

Gaëlle de la Fosse, President, LHH

3 in 4

of employees report being more effective at their job **when they feel heard**

69%

of employees rate **job fulfillment** as one of the most important factors in job selection

56%

of employees would not consider a job at a company that has **values** with which they disagree

69%

of workers want a more **flexible work schedule**

A New Way to Lead



Employee experiences vary greatly depending on how leaders act

Effects of leadership behaviors on employees' mindsets and quality of work



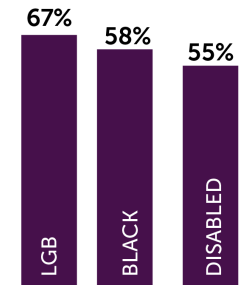
Challenge

- 1 A New Way to Lead
- 2 **The Urgency of Our Current Moment**
- 3 Core Behaviors of Inclusive Leaders
- 4 Creating an Action Plan

Emotional Tax Harms Employees and Organizations



Who Covers At Work?



45% of straight white men report covering on at least one identity

Employees Who Cover

15% Less likely to report having opportunities to advance

1.5x More likely to seriously consider leaving

Employees Who Are Highly On Guard

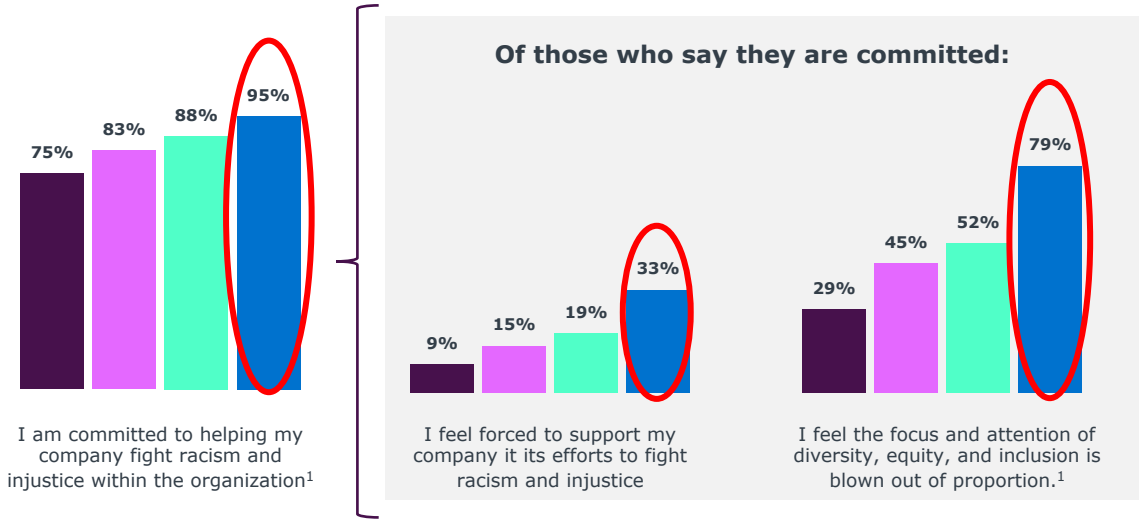
27% More likely to consider quitting "frequently" or "all the time"

2x More likely to have sleep problems

DEI Work Requires Authentic Buy-In



Corporate executive commitment may not be authentic



■ Non-Managers ■ Managers ■ Senior Managers ■ Corporate Executives

1) Strongly Agree/Somewhat Agree
©2023 by EAB. All Rights Reserved. seramount.com

Source: Pledge to Progress: Corporate America One Year after George Floyd's Death," Report from Seramount, May 2021

Inclusive Leadership is Essential to the Success of Your Organization



Fostering Psychological Safety



Open Discussion & Debate



Transparent communication



Collaboration



Investing in Personal Growth & Development



Improved Outcomes



Productivity



Innovation

- 1 A New Way to Lead
- 2 The Urgency of Our Current Moment
- 3 **Core Behaviors of Inclusive Leaders**
- 4 Creating an Action Plan

6 Inclusive Behaviors

How to implement them in the workplace

Communicating transparently

▶ Being transparent means saying what you know and what you don't know. This leads to trust.

Fostering psychological safety

▶ Establishing trust and a safe space to engage with each other. Being vulnerable.

Investing in personal growth and development

▶ In your growth AND others' growth. Assess your own behaviors, and actively learn, ask others for feedback, read, and discuss.

Driving shared/team vision

▶ Understand and reinforce how the values, mission of the business and DEI are all in alignment.

Collaborating with team members

▶ Openly and proactively seek collaboration across diversity, function, teams (not just with your team, but reach outside your team).

Engaging in open discussion and debate

▶ Be willing to be an Upstander, actively seek new insights.

We All Have the Power to Build Greater Psychological Safety



Your Actions Create the Context for Other People's Experience

"The Looking Glass Self"

We use other's expressions like smiles or behaviors – like acknowledging us – reactions like listening or insulting – to define ourselves

You Impact Your Culture:

- As leaders and colleagues, we have the power to influence people to feel better or worse – day-to-day
- Civility lifts people whereas incivility pulls them down. It makes them feel small.
- It is a moral imperative to have a positive impact on other people's experiences

Toolkit

"Be a fountain, not a drain"



Always Give Credit



Be Generous With Your Time



Listen Intently



Be Vulnerable About Mistakes



Express Gratitude

- 1 A New Way to Lead
- 2 The Urgency of Our Current Moment
- 3 6 Core Behaviors of Inclusive Leaders
- 4 **Creating an Action Plan**

Key Organizational Domains for Conscious Inclusion



Be Intentional About Diverse Recruitment

- Sourcing and building a diverse pipeline
- Engage in outreach using nontraditional forums – e.g. job boards of associations for diverse talent
- Audit CV selection process for bias



Address Gaps in Talent Development

- Ensure parity of stretch assignments
- Mentorship and sponsorship across difference
- Create networking opportunities
- Be intentional about exposure to senior leaders
- Embrace your role as a people developer



Create Succession Plans

- Prioritize inclusion when identifying the next generation of leaders
- Be transparent about the responsibilities and capabilities required for key leadership roles
- Be mindful of the diversity of the decision makers

Normalizing a Culture of Inclusion



Work is demanding—leaders are pulled in many different directions, plus, changing our behavior is always hard. Intentionally addressing barriers to behavioral change can help us sustain inclusive behaviors.

Pressed for Time



Be Proactive

- Incorporate inclusive commitments into time that is regularly open or flexible
- It is human to have days where making extra time for inclusion is not feasible. What is always possible is to make sure whatever interactions you are having are at least not a "drain" on colleagues



Inclusive Colleagues

Stressed



Be Intentional

- Habituate inclusive behaviors by incorporating them into your daily routines
- Mindset Reframe: Human connection can improve your day and your work

Inclusive Behavior Exercise



Most often, inclusion initiatives fail not because leaders lack commitment but because behavioral change is hard.

Intentionally crafting "if, then" statements can be a powerful first step to bringing inclusive behaviors into the workplace: by intentionally linking inclusive behaviors with cues that arise in the workplace, we can prime ourselves to act with intention.

After you complete the fill-in questions below, brainstorm a few additional cues that are relevant to your workplace:

1

High-Visibility Projects _____

If I am working on a high-visibility project and need to assemble a team, then I will _____ .

2

Decision-Making _____

If there is an important decision to be made, then I will _____ .

3

Receiving Feedback _____

If a team member comes to me with critical feedback about my communication style, then I will _____ .

4

Vulnerable Moments _____

If a colleague expresses vulnerability, then I will _____ .

How Else Can We Help?

We'd Love to Hear from You

I'm interested in...

- 1 Talking to an expert about Seramount's learning solutions
- 2 Accessing the presentation, *6 Core Behaviors of Inclusive Leadership*
- 3 Receiving a copy of the guide, *Resources for Inclusive Leadership Training*

Q&A

Connect with us @Seramount   



202-747-1000 seramount.com