



# Inclusive leadership

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BI WORLDWIDE research suggests that if you ask 100 managers, 85 will say they want to be equitable and inclusive. Organizations have made great strides in leaders understanding the **why** of inclusive leadership, but the **how** remains a bit of a mystery. And this leaves half of employees without truly inclusive leaders.

Many managers realize they may have this gap in knowledge. 23% of those who said they wanted to be more equitable and inclusive shared they have not had training on how to do so. One in four of those managers say they don't know what inclusive behaviors even look like.

Promoting inclusive behaviors can have a substantial impact on the employee experience and business outcomes. Employees who have inclusive leaders are **10 times more likely** to feel a sense of belonging at work. Those who feel like they belong are more likely to want to stay at the organization, give their best effort, and feel inspired by the work they do. And, leaders who feel included are more likely to want to be inclusive themselves.





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So what behaviors should we strive for?

Inclusive leadership behavior:	Inclusive workplace behavior:
■ Provides unbiased feedback	■ Encourage others to bring their full selves to work
■ Uses systematic evaluation systems	■ Seeking out different viewpoints
■ Understands and advocates for principles of DE&I	■ Changing your perspective
■ Allows all team members to fully and meaningfully contribute to goals	■ Acting with integrity
■ Involves the entire team in decision-making	■ Supporting mistakes
■ Includes active listening	■ Advocating for others
	■ Speaking up

Everyday behavior change is perhaps the most difficult part of creating a diverse, equitable and inclusive workplace. Organizations can support these behaviors by identifying and recognizing them. Managers can further benefit from nudges to change their daily behavior.

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It is exciting to see leaders enthusiastic about becoming more equitable and inclusive, but it will not happen on its own. They need support, education, reinforcement and most of all, practice.

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