

Inclusive leadership

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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.

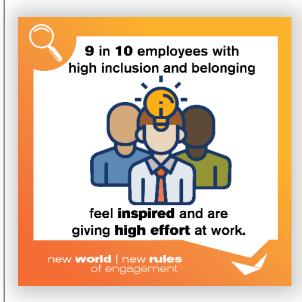
Promoting inclusive behaviors can have a substantial impact on the employee experience and business outcomes. Employees who have inclusive leaders are **10 times more likely** to feel a sense

85% of managers say they want to be equitable and inclusive

but only half of employees rate their leaders as inclusive.

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of belonging at work. Those who feel like they belong are morely 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:

- Provides unbiased feedback
- Uses systematic evaluation systems
- Understands and advocates for principles of DE&I
- Allows all team members to fully and meaningfully contribute to goals
- Involves the entire team in decision-making
- Includes active listening

Inclusive workplace behavior:

- Encourage others to bring their full selves to work
- Seeking out different viewpoints
- ■Changing your perspective
- Acting with integrity
- ■Supporting mistakes
- 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.

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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