



KEY INSIGHTS:

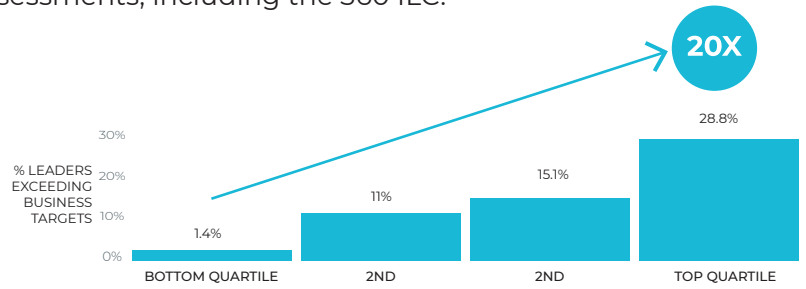
INCLUSIVE LEADERSHIP

The following insights are based on data from almost 16,000 leaders and raters globally using our inclusive leadership assessments, including the 360 ILC.

INSIGHT 1

Inclusive leaders with diverse teams are 20X more likely to exceed their business performance targets than non-inclusive leaders.

Investing in inclusive leadership development is a business choice that returns real value and there is a risk in failing to do so.



INSIGHT 2

2 in 3 leaders are not confident they're effectively role modelling inclusion.



Anecdotal evidence suggests this is due to uncertainty about the day-to-day behaviors that matter, limited development opportunities and fear of making mistakes.

INSIGHT 3



Leaders rated as the least inclusive are 5X more likely to overestimate their inclusive capability than the most inclusive leaders.

Feedback is critical for leaders to understand their true impact on others and to close the confidence-competence gap.

INSIGHT 4

The largest capability gaps for leaders sit at the Team and Organizational levels of inclusion.

The areas where leaders need the most help — leading diverse teams and driving organizational change — are not addressed in many inclusive leadership models which tend to focus on the intra- and inter-personal competencies only. As shown in Insight #5 below, these are also the competencies that have the greatest impact on business performance so can't be overlooked.

INSIGHT 5

The inclusive leadership behaviors that have the largest impact on business performance are the ones most leaders fall short on.

As shown in Insight #4 above, most leaders scored lowest in these differentiating behaviors, signalling significant opportunities for business performance uplift through targeted development.

ASSEMBLE DIVERSE TEAMS

- Allocate/advocate for resources toward DEI (Vision & strategy)
- Promote cross-team collaboration (Systems & processes)
- Advocate for diversity when assembling teams (Systems & processes)
- Prioritize diversity in recruitment (Systems & processes)
- Give thoughtful attention to meeting attendees (Facilitation)
- Set & reinforce DEI goals (Accountability)

LEVERAGE DIVERSE PERSPECTIVES & EXPERIENCES

- Communicate the value of differences to build trust (Team unity)
- Help team members get to know each other on a personal level (Team unity)
- Identify and manage intergroup cliques and conflicts (Team unity)
- Facilitate the exchange of diverse perspectives (Facilitation)
- Articulate & reinforce requisite inclusive behaviors (Accounting & Coaching)

THE INCLUSIVE LEADERSHIP COMPASS FRAMEWORK



INSIGHT 6

Proficiency in the intra- (SELF) and inter-personal (OTHERS) inclusion competencies are baseline requirements for enabling diverse teams to succeed (TEAM) and embedding DEI across the organization (ORGANIZATION).

This proficiency progression emphasizes the need for organizations to develop relevant inclusion skills in individual contributors before they take on managerial roles.



Note: Top and Bottom Quartiles refer to leaders' inclusive leadership effectiveness as determined by our 360- assessment tool (the 360 ILC). Business performance is self-reported by leaders.