

At Connect the Dots Consulting, we are committed to providing practical and timely leadership coaching and development. At a time when leaders are stretched to the limit, we want to share a Toolkit for effectively leading and connecting with your teams.

## Leadership Connect Toolkit: Inclusive Leadership

### How do we foster inclusive leadership?

A recent discussion with a client summarized a challenge that many HR and Diversity Officers are working to address: How do we foster inclusive leadership? Our client shared, “We need to better educate our leaders on what it means to be an inclusive leader, how to cultivate an inclusive work environment- and what that looks like.”

Recent research from Korn Ferry found that only 5% of leaders across the globe demonstrated the qualities to lead inclusively when assessed against the 5 traits and 5 competencies outlined in the following model.

The Inclusive Leader Model



Source: “Five Disciplines of Inclusive Leaders: Unleashing the Power of All of Us,” Korn Ferry, 2021.

As Chief Diversity, Equity, and Inclusion Officers are beginning to implement their strategies, many are focusing on developing their leaders' understanding and demonstration of these traits and competencies of inclusive leadership. They are aware that this is critical to realizing the impact and outcomes of a diverse organization.

So where do you start?

**1. Articulate your desired state.**

Define what inclusive leadership looks like in your organization.

**2. Understand your current state**

- Assess your leaders against your defined traits and competencies.
- Identify leaders who are demonstrating these qualities now.

**3. Develop a roadmap to bridge the gaps**

- Design creative approaches to increase leader awareness and skill development.
- Include your inclusive leaders in the process.
- Embed inclusive leadership language and examples in existing leadership development.

**4. Operationalize your inclusive leadership in the organization.**

*For example:*

- Identify a key organizational project with executive sponsorship.
- Form a purposeful, diverse project team .
- Develop a team charter that includes demonstrating inclusive leadership characteristics.
- Embed a coach in the team who can support the participants' understanding and development of inclusive leadership characteristics.
- Use metrics that reflect both desired project outcomes and leadership behaviors.

Most leaders understand the importance of creating an inclusive organization. And they want to define themselves as inclusive leaders. However, as the research shows, they are not clear about what that looks like, therefore, they are not sure how to make changes that will get them there.

To truly make progress, be careful not to start with the “solution” before defining your objectives and understanding where you are today. This approach will provide your leaders with a practical understanding and actions that build capabilities and desired outcomes.

*We would appreciate hearing from you about which strategies that are working or not working in our evolving workplaces. Please drop us a note, follow us on LinkedIn and Twitter, or check out our [website](#).*