



DEVELOPMENT
ASSESSMENT

Inclusive Leader Report



This document contains professional interpretations of biographical data, an in-depth chronological interview and various psychological assessments collected by Summit Leadership Partners. This document should be used in conjunction with other sources of information and is valid for up to two years. All data in this report were collected for the purpose of assessing candidate placement and/or development for the above-named individual. This document is considered confidential and privileged information. It is unlawful to transmit this document to other parties without the written authorization of Summit Leadership Partners and the named client for which this document was prepared.



Developing an inclusive culture begins with leaders showing a commitment to promote DEI through their actions. “Inclusivity” is not a static, permanent state of being. Instead, we define inclusive leaders – or inclusive leaders in development – as works in progress. **The journey to becoming a more inclusive leader is a thoughtful and often uncomfortable path of self-awareness and learning through experiences** and can be moderated by context specific constraints.





The 4 Stages of Inclusive Leadership

- **Awareness:** During this first stage, leaders are aware of diversity, equity, and inclusion and the opportunities that arise with including diverse thinking and perspectives. They recognize the privileges and barriers associated with specific groups and displays keen insight into their unique circumstances and background.
- **Appreciation:** In this next stage, a leader begins to show admiration and respect for diverse perspectives. They begin to truly value diversity and consider inclusive practices as a critical component to effective collaboration and innovative thinking. This leader remains open and humble and strives to learn more about different people, cultures, perspectives, and opinions.
- **Active Engagement:** In this third stage, a leader evolves to actively including people from underrepresented groups to be a part of activities and initiatives. They intentionally foster a psychologically safe environment where others feel valued and represented.
- **Advocacy:** In this final stage, the leader is comfortable acknowledging and calling out all forms of discrimination; will actively challenge their own and other's assumptions and outdated practices that perpetuate inequities. They also remain resilient during tough conversations and act in an authentic manner that is aligned to values of equity and inclusion.



Inclusive Leader Results: Awareness

Based on your responses to the survey, you are most likely in the **Awareness** stage of inclusive leadership. During this first stage, leaders are aware of diversity, equity, and inclusion and the opportunities that arise with including diverse thinking and perspectives. They recognize the privileges and barriers associated with specific groups and displays keen insight into their unique circumstances and background.

Inclusive Leader Resources

Below are behaviors, experiences, and resources you can leverage to move towards the **Appreciation** stage of inclusive leadership.

Experiences to Enhance Inclusive Leadership

- Participate in an unconscious bias training to learn how to question your own implicit biases and understand how to change patterns of thinking.
- Hold a discussion with your team about individual differences and belonging. Suggested discussion questions:
 - What does belonging mean to you?
 - How as a team can you foster a greater sense of belonging?
 - How can understanding individual differences make you a more effective team member?
- Attend events and trainings in your workplace that support underrepresented groups at work. These can be programs held by Employee Resource Groups (ERGs), cultural events, mentoring programs, or diversity and anti-racism trainings.
- Educate yourself on various inclusivity methods and practice those when leading a meeting, assigning tasks or conversing 1:1 with employees. Commit to listening



to a podcast on a weekly basis or pick a new book each month to read.

Behaviors to Enhance Inclusive Leadership

- Develop a cultural calendar where employees can add the holidays they are observing. This also provides the opportunity for you to ask questions to learn more about their culture.
 - The federal government only recognizes Christian holidays as days off, which can be difficult for people who need to take time off to celebrate other holidays. To embrace inclusion in your workplace, offer floating holidays to accommodate religious obligations for all employees.
- Recognize others for unique contributions and challenge the status quo.
- Seek deeper understanding by asking for feedback from others regardless of their status or background. Recognize opportunities for self-growth.
- Cultivate empathy in your leadership and the organization. Use “learner” questions instead of “judger” questions.



Inclusive Leader Results: Appreciation

Based on your responses to the survey, you are most likely in the **Appreciation** stage of inclusive leadership. In this second stage, a leader begins to show admiration and respect for diverse perspectives. They begin to truly value diversity and consider inclusive practices as a critical component to effective collaboration and innovative thinking. This leader remains open and humble and strives to learn more about different people, cultures, perspectives, and opinions.

Inclusive Leader Resources

Below are behaviors, experiences, and resources you can leverage to move towards the **Active Engagement** stage of inclusive leadership.

Experiences to Enhance Inclusive Leadership

- Seek opportunities to get involved in groups that support underrepresented groups at work – Employee Resource Groups (ERGs), diversity initiatives or committees, mentoring, internship or early career programs, etc.
- Identify people to lead discussions or projects that might not otherwise get that opportunity based on their background.
- Find events, programs or other activities where you can donate time or money to support underrepresented groups.
- Encourage others to engage in your outreach efforts (e.g., mentoring, diversity committees, ERGs, volunteering) at work or in the community.



Behaviors to Enhance Inclusive Leadership

- Establish specific priorities to promote diversity and inclusion on your team. Have concrete measures that you can use to check your progress and keep yourself on track.
- Practice “micro-affirmations” – subtle or apparently small acknowledgments of value and accomplishments of people from diverse backgrounds. They contribute to psychological safety and enables a sense of belonging
 - Honest and sincere
 - Tied to the business and functioning of the team
 - Complete: no “buts”
 - Succinct
 - Timed right: when everyone is paying attention
- Find ways to encourage healthy discussion around the team environment, making it a safe space to disagree or offer different suggestions.
- Create an inclusive environment on your team by instilling transparency, trust and equitable behavior. Hold team members accountable to these principles.



Inclusive Leader Results: Active Engagement

Based on your responses to the survey, you are most likely in the **Active Engagement** stage of inclusive leadership. In this third stage, a leader evolves to actively including people from underrepresented groups to be a part of activities and initiatives. They intentionally foster a psychologically safe environment where others feel valued and represented.

Inclusive Leader Resources

Below are behaviors, experiences, and resources you can leverage to move towards the **Advocacy** stage of inclusive leadership.

Experiences to Enhance Inclusive Leadership

- Lead a group of a different identity that supports underrepresented groups at work – Employee Resource Groups (ERGs), diversity initiatives or committees, mentoring, internship or early career programs, etc.
- Constantly ask for feedback from your team on how you can be more inclusive. Using an anonymous survey tool can gauge the most honest answers.
- Implement company policies to foster an inclusive and equitable culture, including an equal family leave policy for both men and women, floating religious holidays, a meritocratic promotion structure, flexible working hours, compensation practices, etc.
- Develop strategies to recruit diverse candidates and set diversity targets. This includes expanding your current recruitment network to include more diverse candidates, using inclusive language on recruitment marketing materials, removing unconscious biases during the application and interviewing process, and setting targets based on data.



Behaviors to Enhance Inclusive Leadership

- Use your awareness to help guide and inform others.
- Address actions or comments by others that are offensive in a quick and direct manner.
- Push for broader advocacy and support for unrepresented groups by initiating inclusive programs in the organization. Leverage your positional power to sponsor talent who are from underrepresented groups
- Actively create an environment of psychological safety. Listen, welcome and incorporate diverse perspectives.



Resources to Enhance Inclusive Leadership

Articles

- [“How to Call out Racial Injustice at Work”](#) by James Detert and Laura Roberts
- [“End Imposter Syndrome in Your Workplace”](#) by Ruchika Tulshyan and Jodi-Ann Burey
- [“Women of Color Get Less Support At Work. Here’s How Managers Can Change That.”](#) by Zuhairah Washington and Laura Morgan Roberts
- [“The diversity and inclusion revolution: Eight powerful truths”](#) by Juliet Bourke of Deloitte. Insights
- [”Diversity, Inclusion and Culture: How to Build Great Teams”](#) by Tessa Ann Taylor
- [”12 Companies Ramping Up Their Diversity & Inclusion Efforts - and How You Can Too”](#) by Dominique Fluker

Books

- [How to Be An Antiracist](#) by Ibram X. Kendi
- [Why Do So Many Incompetent Men Become Leaders? \(And how to fix it\)](#) by Tomas Chamorro-Premuzic
- [White Fragility: Why It’s So Hard for White People to Talk About Racism](#) by Dr. Robin DiAngelo
- [The Loudest Duck](#) by Laura A. Liswood
- [How to Be an Inclusive Leader](#) by Jennifer Brown
- [We Can’t Talk about That at Work!: How to Talk about Race, Religion, Politics, and Other Polarizing Topics](#) by Mary-Frances Winters
- [Better Allies: Everyday Actions to Create Inclusive, Engaging Workplaces](#) by Karen Catlin and Sally McGraw

Podcasts

- [Unlocking Us](#) by Brene Brown



- [Women at Work](#) by Harvard Business Review
- [Race at Work](#) by Harvard Business Review
- [Untapped](#) by Tariq Meyers
- [reWorked: The Diversity and Inclusion Podcast](#) by EW Group
- [The Will to Change: Uncovering True Stories of Diversity & Inclusion](#) by Jennifer Brown