Inclusive Leadership

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Introduction

Why should anybody be led by you? This is of course the critical question asked by Goffee and Jones in their now classic Harvard Business Review article from 2000. This question was raised within the context of Authentic Leadership. For me, however, this question remains just as relevant today within a context of Inclusive Leadership.

Many of today’s business leaders continue to view leadership as simply a position within an organisational structure, and by doing so they fail to recognise that leadership in today’s complex, uncertain and sometimes turbulent world leadership is indeed a privilege. And with this privilege comes a new authority and power to act not in one’s own interests, but in the interests of the community in which leaders seeks to serve.

To help today’s organisational leaders to think and act inclusively the enei have developed a research based Inclusive Leadership competence framework. Based on 15 core competencies, this framework sets out a new standard for reducing bias and promoting inclusive working practices.

enei are pleased to be working in partnership with Marshall E-Learning to provide this guide on Inclusive Leadership. With our new e-learning module on Inclusive Leadership we together hope that this guide provides a practical resource and helps to answer a number of existing questions, including:

What is Inclusive Leadership? What are the business advantages of adopting the principles of inclusive leadership? How can inclusive leadership be measured? What does good practice look like?

Dan Robertson

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The Employers Network for Equality & Inclusion (enei)
What is leadership?

Leadership in organisations matters. According to Ken Blanchard, Visiting Professor at Cornell University, leaders play a major role in setting an organisation’s vision and creating an environment that motivates people to meet agreed goals. Blanchard suggests that excellent leaders can turn a good organisation into a great one, and poor leaders can, in his view, ‘send a great organisation downhill’ (Blanchard, 2011).

John P. Kotter, in a Harvard Business Review classic on leadership (Fall 2014) helpfully sets out the fundamental characteristics of a leader. As opposed to management, which is characterised by coping with complexity and creating order and consistency within organisational decision-making, leadership is about coping with change. The role of the good leader is to set a strategic direction and vision, align attitudes and behaviours to this vision and also motivate and inspire people to move in the same direction.

Leadership in a changing world

According to Harvard Business School Professor Rosabeth Moss Kanter the modern global business environment is increasingly being defined by growing uncertainty, complexity and diversity. Within this context, driven by new technologies, business leaders will continue to face the ever increasing ‘disruptive’ forces that are reshaping consumer behaviours. Companies such as Amazon, iTunes, Netflix, Uber and Airbnb are radically disrupting traditional consumer markets.

In order to meet these strategic business challenges organisational leaders need to reconsider their understanding of what leadership is and how they as leaders think and act. Leaders in modern global businesses are now required to reconsider traditional styles of leadership that are too often driven by a command and control approach, by a leader-knows-best attitude and the
idea that leadership is individualist, often driven by the superman figure (and far too often the image of leadership is male-centric).

Leaders in today’s world must begin to consider leadership as a process of dialogue between them and their diverse followers. The modern, inclusive leader is one who sees leadership as being characterised by collaborative decision-making, actively listening to and engaging with multiple stakeholders in order to fully motivate, inspire and to lead change in their organisations.
Traditional leadership and Bias Decision-Making

Behavioural psychologists such as Daniel Kahneman have demonstrated how organisational leaders are prone to a set of cognitive biases. In his book, Thinking Fast and Slow (2011) Kahneman describes human decision-making as being governed by two systems of thinking: System 1 (fast thinking) which is driven by emotion and intuition and System 2 (slow thinking), which is more reflective and deliberative.

Leaders like to think that they have considered all the pros and cons before agreeing on their latest brand strategy or marketing campaign or which products and services are pushed to market. What Daniel Kahneman and others suggest is that leadership decision-making is too often informed by a set of cognitive biases.

4 key cognitive biases that affect leadership decision-making include:

• Overconfidence bias: Overconfidence bias occurs when a leader’s confidence in their own judgement is greater than the objective accuracy of the situation. In the context of diversity and inclusion, leaders often consider their behaviours and decisions to be bias free, whereas data on talent progression profiles may present a different picture.

• Confirmation bias: Once a leader, or group of leaders, have made a decision on the direction of change, they are likely to search for information and evidence which supports their stated direction of travel. They are likely to dismiss counter evidence. Confirmation bias can result in significant errors in judgement and in decision-making.
• Status quo bias: Whilst the role of a leader is, as suggested by Kotter, to cope with and manage change, human beings have a preference for the status quo. We like to stick to existing rituals and routines. Leaders who suffer from status quo bias are more likely to view an outsider perspective more negatively. They are more likely to close down the alternative view, which hinders innovative and out-of-the-box thinking.

• Bandwagon effect: Leaders often do things that are counter to their own values and beliefs simply because others around them are behaving in a particular way. In a workplace context the bandwagon effect is often driven by a desire to conform to organisational norms. This can result in Groupthink and a reduction in organisational creativity and innovation, which in turn impacts customer and market insight.
The perils of unconscious people bias and leadership decision-making.

Psychologists refer to unconscious biases as our unintentional people preferences that result from the processes of socialisation and social categorisation. Research has demonstrated that when the unconscious brain sees two things occurring together (for example, men and leadership roles) it begins to wire these associations together neurally. Constant exposure to images and stories of men in leadership roles via work environments, the media and home situations reinforce these neuro connections resulting in what is often referred to as ‘soft-wired’ bias.

Our unconscious biases are likely to be activated whenever we encounter people who are similar to us and people who are different to us. Importantly we know that our biases affect our perceptions of competence and thus our hiring and talent management decisions within a workplace context. A 2012 study by the Policy Exchange found ingrained levels of age-based bias in the UK labour market, whilst a 2009 Department for Work and Pensions study found significant levels of ethnic bias amongst UK employers. These studies and others into areas such as appearance and sexual orientation indicate high levels of unconscious biases and the extent to which our unintentional people preferences play out in recruitment and people management decisions.

Research tells us that we need to be mindful of certain types of biases. A common form of unconscious bias is affinity bias. This type of bias impacts talent processes in organisational decision-making in the following ways:

• How we recruit: Leaders are more likely to hire people who look similar, have similar work styles and patterns or who share cultural values and backgrounds.

• Work allocation: Leaders are more likely to assign key client projects to individuals within their teams who they have an unconscious affinity with.
• Performance management: Leaders are more likely to spend time discussing contributions to the organisation and will focus on development and future work plans with those who they have an affinity with. For those where there is little affinity leaders are more likely to question past performance.

• Sponsorship: Leaders are more likely to provide informal sponsorship to those who they have some kind of affinity with. This could be social background, personality or workstyle.
Leadership and gender bias at work

Of course the issue of gender diversity, particular at the executive level, is complex, although when we examine the issues closely a number of themes that hinder women’s progress to leadership do emerge. In a Harvard Business Review paper entitled Women Rising: The Unseen Barriers, Herminia Ibarra and colleagues identify the often subtle ‘second-generation’ forms of workplace gender bias. Amongst the most prevalent forms of second-generation gender bias are:

• A paucity of role models for women: Women simply do not have the number of senior role models in the same way as their male colleagues moving up the organisational pipeline do. The lack of visible role models sends negative messages to both male and female talent about the possible roles and positions of women in organisations.

• Gendered career paths: Despite efforts through flexible and agile working practices, current organisational structures and working patterns continue to fit more easily around men’s lives. The idea of a (female) supporting spouse is prevalent in many work sectors from legal, professional services and sales.

• Women’s lack of access to networks and sponsors: Men in positions of power tend to provide direct development opportunities to junior men, often through direct sponsorship. Junior men are also more likely to have access to informal mentors and thus women’s connections tend to be less efficacious.

• Double binds: The types of attributes we ascribe to the ideal leader in most organisations are closely linked to positive male characteristics: decisive, assertive and independent. A number of research studies have shown that women who excel in traditional male domains may be viewed
as competent, but when they demonstrate similar leadership traits, they are seen as less likeable to their male colleagues. In short the types of behaviors that we often value in men such as self-confidence appear, unconsciously, as arrogance in women.

In addition to these four types of ‘second-generation’ gender bias as described by Ibarra, Susie Babani, the Chief Human Resources Officer at ANZ, suggests that understanding benevolent bias is key to identifying the root causes of the glass ceiling. Collectively these types of gender biases create a culture of exclusion without intention. And thus, as described by Avivah Wittenbery-Cox in a recent HBR article, it’s the cultures that need to change.
Why inclusive leadership matters

In a modern globalised world that is increasingly defined by business turbulence, complexity, uncertainty and diversity the need for a new approach to leadership has never been more critical. There are 3 key drivers for promoting inclusive leadership.

Innovation and creativity

Work by Professor Scott E. Page from the University of Michigan has demonstrated how the power of difference can help organisational leaders to avoid the pitfalls of Groupthink and learn how to innovate and grow through utilising an organisation’s collective wisdom.

For many businesses the way to address some of the impact of unconscious bias and utilise collective wisdom is through the adoption of inclusive leadership.

A positive impact on productivity, satisfaction and engagement

Research undertaken by the Employers Network for Equality & Inclusion (enei) in 2016 found that organisations whose employees perceive high levels of inclusive leadership are more likely to regard their leaders as having a positive influence on their productivity, satisfaction and engagement. This research showed that when perceptions of inclusive leadership increase, perceptions of motivation, satisfaction and engagement increase.

Diversity and business profit:

Research published under the title of Is there a payoff from top-team diversity? by the global consulting firm McKinsey (2012) found that companies ranking in the top quartile of executive-board diversity, ROEs were 53 percent higher, on average, than they were for those in the bottom quartile.
EBIT margins at the most diverse companies were 14 percent higher, on average, than those of the least diverse companies.

Additionally, research by enei found perceptions of inclusive leadership in organisations had the following additional outcomes:

• Enhanced loyalty

• The advancement of under-represented groups

• Enhanced creativity

• Better services to clients, customers and service users

• Better teamwork

• Motivation to go the extra mile

• Higher retention rate

**Ernst & Young (EY): A case study on the business case for inclusive leadership**

EY believes inclusive leadership will help the business to innovate and grow. Part of EY’s approach to inclusive leadership is based on the principles of thinking differently, learning differently and acting differently.
Think differently: collaborate in the face of uncertainty

Diverse teams perform better than homogeneous teams — but only if they are managed properly. Leaders must expect friction, and rather than try to defuse it, listen to what the various people in the debate are saying without punishing them for speaking up. This means modifying the old command-and-control style of leadership and actively embracing a collaborative leadership style in an uncertain global economy.

Collaboration, in this context, means more than just working together across geographical or organisational boundaries; it involves bringing together people with different backgrounds or capabilities, sparking healthy conflict, fresh ideas and potentially, new products and services.

In fact, the appreciation of differences of all kinds can help leaders manage better in the face of uncertainty. In a new survey of 1,050 executives conducted by EY and the Economist Intelligence Unit, the majority of respondents believe that diversity of teams and experiences improves both financial performance and reputation.

These findings suggest that companies recognise the importance of diversity of experience, and are taking steps to improve it. But tackling this challenge is a long-term issue that may take many years to address.

“Business leaders will have to figure out how to manage multiple viewpoints and perspectives across the company,” says Navi Radjou, Executive Director of the Centre for India & Global Business at Cambridge Judge Business School.

“But rather than trying to seek convergence, which is the easy route, companies will need to encourage divergence, because divergence leads to diversity and diversity leads to more innovation. If you want to fight complexity, the answer is not simplicity.”
Learn differently: seek out different experiences

Learning from different cultures and viewpoints isn’t just a polite thing to do — it’s critical if the leaders of tomorrow want to have any impact at all on the health and growth of their organisations.

Leaders will be able to respond most appropriately to challenging situations when they have the ability to engage with individuals from all over the world, grasp the nuances of different cultures and understand the actions that work best in various contexts.

A creative, globally savvy management team and workforce can only be developed by encouraging employees to move around the organisation both geographically and functionally, experiencing a wide variety of roles and developing new skills and competencies through exposure to different cultures, industries, individuals and ways of thinking.

Kathryn Komsa, Vice President and Chief Diversity Officer at global professional services provider Marsh & McLennan Companies states:

“Take them (Executives) out of their comfort zone, then add a layer of multicultural environments, and this can really broaden your perspective. When you send someone abroad, you’re hoping they can do the work involved and also come back and bring a new perspective that helps the organisation.”
Act differently: sponsor people who are not like you

While mentoring is a tried-and-true approach to helping young professionals advance, a better approach to leading inclusively is sponsorship, which is more dynamic and active.

Unlike a mentor, who is usually a senior executive required to participate in mentoring in the context of a diversity and inclusiveness program, a sponsor functions as an advocate, supporter and defender.

The problem, however, is that we tend to sponsor people we like, or people who remind us of ourselves. In our own limited cultural context, that might make sense, but not in a diverse global market. In their sponsorship, leaders must be aware of any unconscious biases and actively support people who think and behave differently. Leaders must also expand their own professional networks to include diverse individuals who can help broaden their perspective.

“You ability to recognise top talent may be culturally biased,” says Cultural Anthropologist Joerg Schmitz. “If you don’t consider the cultural underpinnings of your assumptions, you might be missing a huge talent pool.”

Everyone has biases — some are helpful and others can be unintended. The unintended biases are so ingrained that leaders must make conscious efforts to not only recognise them but also act to counter them.

Using insight to act differently may take considerable personal courage and integrity. For example, appointing more women or ethnic minorities to leadership positions may not be a popular move. But ultimately, this is the true test of whether an organisation really cares about inclusiveness or not, and whether it is bold enough to turn discussion into action.
Diversity helps lead in a polycentric world

It’s only been six years since Thomas Friedman wrote about the ‘flattening’ of the world because of globalisation. But already, there’s some evidence that the world may not be so flat after all. Rather, it’s turning out to be polycentric, with multiple centers of influence and growing differences in purchasing power, consumer preferences and market characteristics.

A polycentric world requires a leadership team that understands the dynamics of multiple, divergent markets. Respondents to a recent survey of global companies, conducted by EY and the Economist Intelligence Unit, emphasized that homogenous management teams made up of individuals who have spent their entire career at corporate headquarters will not be suitable for that task. Instead, companies need to ensure that management teams include diverse individuals with different backgrounds and experiences, including experience in both fast-growth and slow-growth markets.

“In Asia, you have a completely different set of characteristics,” says Kal Patel, Executive Vice President for Asia at Best Buy, a global consumer electronics retailer. “Your main challenge will be your ability to experiment, fail and make resource allocation decisions quickly enough.”

This case study is taken from:
What is Inclusive Leadership?

The Employers Network for Equality & Inclusion defines inclusive leadership as:

Leaders who are aware of their own biases and preferences, actively seek out and consider different views and perspectives to inform better decision-making. They see diverse talent as a source of competitive advantage and inspire diverse people to drive organisational and individual performance towards a shared vision.

Other key findings of the enei research include:

Inclusive leadership must be role modelled from the top to have the greatest impact:

A very high proportion of managers perceive that the top person’s behaviours and attitudes have a very strong influence on the behaviours of those working in the same organisation. Therefore, behaviour and attitudes of the top person are extremely important to drive performance.

Having an organisational strategy based on ‘explore’ rather than ‘exploit’ factors will help in the achievement of inclusive leadership:

Organisations with the highest levels of perceived inclusive leadership have a tendency to place a higher priority on the ‘explore’ aspects of organisational strategy (i.e. developing new products, services and markets) than on the ‘exploit’ aspects of strategy (i.e. focusing on the control of costs and procedures).

The reverse is the case for organisations perceived as having the lowest levels of inclusive leadership.
Measuring Inclusive Leadership

As stressed in a 2012 paper on inclusive leadership by the professional services company Deloitte, there is an urgent need to develop business leaders who can let go of the iconic image of leader as hero, and to embrace the principles of inclusive leadership.

Catalyst, the global not-for-profit organisation, provides a useful framework for leaders by identifying four key qualities of an inclusive leader:

**Empowerment:**
Inclusive leaders enable diverse talent and teams to grow by encouraging them to solve problems. Moving away from the leader as hero figure.

**Courage:**
Inclusive leaders stand up for what they believe is right. Thus they challenge existing norms and call out both conscious and unconscious biases when they see or experience them.

**Humility:**
An inclusive leader is someone who creates an organisational environment where it’s OK for them and others to admit their mistakes. They are curious about difference and actively seek out different points of view to increase innovation and leverage diverse skills to meet wider business goals.

**Accountability:**
A key aspect of inclusive leadership is holding oneself and others to account. This involves questioning the hiring of managers and reviewing differences in performance management scores between different groups and questioning why.
enei’s research identified 15 core competencies of an inclusive leader:

**Individual consideration:**
Showing individual interest and offering one-to-one support for people. To meet this competency leaders should ask themselves, do I pay attention to all views within my team? Do I make sure all of my team’s talents are valued or do I tend to value certain types of people of others?

**Ideal influence:**
Providing an appealing vision that inspires others. To meet this competency leaders should ask themselves: Do I role model ethical behaviours? Do I speak out and challenge when I think decisions are not fair for others?

**Inspirational motivation:**
Encouraging others to develop ideas and to be challenging. To meet this competency leaders should ask themselves: Do I seek out minority voices to help me to challenge the status quo? In what ways do I work to motivate those around me, particularly those with difference work styles and preferences?

**Intellectual stimulation:**
Encouraging creative thinking. To meet this competency leaders should ask themselves: In what ways might my behaviour close down innovation and creative thinking? Do I go out of my way to ensure team members are stretched and developed?

**Unqualified acceptance:**
Showing acceptance of everyone without bias. To meet this competency leaders should ask themselves: Before making a decision, do I consult with people who may share an alternative point of view? In what ways do I challenge conformity and encourage people to be themselves at work?
Empathy:
Being able to appreciate the perspectives of others and endeavouring to understand how others feel. To meet this competency leaders should ask themselves: Am I able to put myself in the shoes of others? Am I able to connect with other people on an emotional level?

Listening:
Truly listening to the opinions of others. To meet this competency leaders should ask themselves: Do I genuinely gather views that challenge traditional thinking? Do I actively seek out views that challenge my own thinking patterns and assumptions?

Persuasion:
Having an influence on people’s actions without force or coercion. To meet this competency leaders should ask themselves: Do my behaviours ensure all staff members reach their potential and achieve high levels of performance, or do my behaviours favour people who are like me?

Confidence building:
Providing positive feedback to boost people’s self-efficacy. To meet this competency leaders should ask themselves: Do I invite everyone to contribute to important decisions? Do I praise colleagues consistently?

Growth:
Providing opportunities for all employees to realise their potential, make autonomous and unique contributions and progress in the organisation. To meet this competency leaders should ask themselves: Do I ensure work opportunities are provided fairly? Do I encourage and develop all team members?

Foresight:
Being able to consider the views of others about possible outcomes. To meet this competency leaders should ask themselves: Do I seek and encourage contributions from a range of team members? Do I acknowledge team weaknesses and seek to address these?
**Conceptualisation:**
Being able to focus on how employees contribute to long-term objectives. To meet this competency leaders should ask themselves: Do I have a diverse team to help me to see things from a range of perspectives? Do I consider the wider strategic goals of the organisation when making decisions?

**Awareness:**
Having self-awareness of how preconceived views can influence behaviour towards others. To meet this competency leaders should ask themselves: Do my behaviours align to stated values? Do I adopt an overall view when considering individuals’ contributions?

**Healing:**
Showing a respect for the wellbeing of all employees. To meet this competency leaders should ask themselves: Do I show respect and promote wellbeing amongst those I manage? Do I promote work/life balance?

**Stewardship:**
Showing a commitment to leading by serving others for the good of everyone rather than for self-gain. To meet this competency leaders should ask themselves: Do I work towards creating win:win situations? Do I try and obtain the best possible outcomes for everyone?
Inclusive Leadership in practice: Case study: Affinity Sutton

The Affinity Sutton Group Ltd (ASG) owns 57,000 properties across 122 local authorities including some of the UK’s most deprived areas. They provide social and affordable housing to over 150,000 residents.

As well as being a social landlord, Affinity Sutton run a comprehensive community investment programme. This provision is delivered through Affinity Sutton Community Foundation. The foundation’s activities focus on reducing antisocial behaviour, supporting residents into work and training, and maximising incomes to boost financial stability.

The Challenges Faced

Creating an inclusive culture at Affinity Sutton is very important because they have such a diverse workforce (for example, 55% female and 15% BAME), although the protected characteristics are only some indicators of the diversity of Affinity Sutton’s population when taking into account different backgrounds, educational attainment, income levels etc.

Many of Affinity Sutton’s key services such as repairs and maintenance are delivered by contractors so this is also an area where they need to be mindful and respectful of the diversity of their resident population. Customer satisfaction currently achieves a year-on-year level of 80%, which is an indicator that people feel fairly treated, however, Affinity Sutton can never be complacent which is why they focus so heavily on inclusive leadership.
Innovative Actions Taken

Affinity Sutton’s motto is ‘Strength in Diversity’ and stems from a belief that diverse teams are much more innovative and make better decisions.

Over the last two years, their Senior Management teams have gone through inclusive leadership training and developed a game called ‘Panopoly’ to roll out as part of the training, which is designed to give senior leaders insight into the inclusive behaviours expected of them; a chance to give each other feedback on how well they see each other demonstrating those behaviours; and the opportunity to discuss areas of concern, e.g. the difference between positive action and positive discrimination in managing under-represented groups almost always needs further exploration.

The emphasis on treating people as individuals, flexibility, the value of diverse teams in innovating and being proactive in building diverse teams were common themes throughout the training.

Definitive Outcomes

Affinity Sutton have measures in place that show record levels of employee satisfaction (84%). Their LGB staff, for example, gave a score of 89% to the question ‘The workplace culture is inclusive of LGB people’ in the latest Stonewall Index satisfaction survey. In 2014 Affinity Sutton won the enei award for Employee Engagement.

Evidence of Impact

In enei’s inclusive leadership survey Affinity Sutton achieved a high level of inclusive leadership as rated by non-managers and first-level supervisors, with high ratings also for the influence of leaders on their productivity, engagement and work satisfaction.
• Females scored higher on inclusive leadership index than males.

• Those without a religion gave higher ratings than those whose religion was Christianity.

• New employees who had worked for Affinity Sutton for less than a year gave higher inclusive leadership ratings than those who had worked in the organisation for longer.

• In interviews conducted inclusive leadership competences were cited most frequently by respondents as an important element of leveraging differences.

• 87.5% of non-managers when asked indicated that inclusive leadership was practised to ‘some’ or ‘a great extent’.
Inclusive Leadership in practice: Case study: EY

EY employ 212,000 people based in 728 offices in 150 countries, organised into 28 Regions and four Areas.

The insights and quality services EY deliver help build trust and confidence in the capital markets and in economies the world over. EY develop outstanding leaders who team together to deliver on promises to all of their stakeholders. In so doing, EY play a critical role in building a better working world for their people, their clients and for their communities. EY’s values define who they are. They influence the way EY employees work with each other, their clients and regulators, and their communities, where they use professional skills to create positive change close to home and around the world.

The Challenges Faced

EY are committed to having 30% women and 10% BMEs in their partnership. They used a research-based approach to determine the best way to pay attention to underrepresented groups. Concluding that unconscious biases come together to form the organisational culture, EY rolled out unconscious bias training to partners and employees. After identifying that unconscious bias training creates change in individuals, but does not sufficiently change the company culture, EY looked towards a programme of inclusive leadership to interrupt that culture and reduce barriers to under-represented groups progressing to leadership positions.

Innovative Actions Taken

From the outset, the Inclusive Leadership Programme intentionally introduced tools and methodologies that would enable EY’s leaders to lead inclusively.

The Inclusive Leadership Programme was piloted with EY’s partners who are critical friends, who by the end of the workshop were able to articulate the importance of inclusive leadership.
In Phase 1, 94% of UK&I partners completed the Inclusive Leadership Programme, which included pre-work, a workshop, followed by support in the form of 5 hours of 1-2-1 coaching, and 6 hours of peer learning.

Phase 2 has focused on those below partner level, from executive directors through to managers. To maintain focus, EY held a summer of inclusion, which involved senior partners reflecting on and sharing what inclusive leadership means to them.

**Definitive Outcomes**

The strongest impact has been on challenging the majority to think about how inclusively they lead, in small everyday ways as well as in bigger ways. The Inclusive Leadership Programme has created a mind-set shift in ensuring that EY leaders’behaviours are inclusive towards all their people, no matter what their gender, ethnicity or background, thus creating a climate where they can advance their careers and succeed.

Due to the programme’s emphasis on inclusive behaviours, the challenge of nurturing all talent now falls on the whole organisation. There is now greater accountability in terms of performance ratings and promotion and the firm has already seen a difference in promotions, engagement and in representation in leadership. The new partner intake exceeds EY’s target of 30% female and 10% BME, with EY set to reach that target for the overall partner group by 2020, and performance ratings and promotions are moving ever closer towards an equitable balance.

EY’s focus on inclusive leadership means that they are taking a more sophisticated approach to diversity than before. They recognise that everybody has multiple dimensions.

At review committee meetings, one person is required to play the role of inclusiveness champion. Data on proportional promotions is reported up to the Board and is challenged if not proportionate. The Inclusive Leadership Programme helps each individual to lead inclusively in their daily role, and they leave the Inclusive Leadership Programme with practical ideas about how to make a real difference in their teams and with their clients.
EY are clear in their communications from their Inclusive Leadership Programme that the culture change is for everyone. EY make sure that they progress talent and are the best in the market place.

**Evidence of Impact**

In enei’s inclusive leadership survey EY achieved a high level of inclusive leadership as rated by non-managers and first-level supervisors, with high ratings also for the influence of leaders on their productivity, engagement and work satisfaction.

For EY, most respondents were of the Millennial Generation and the vast majority had only been working in the organisation for less than a year. In fact, a high 92% of EY respondents were new employees. Also, whereas 57% of the overall survey sample indicated they had no caring responsibilities outside of work, a much higher 73% of EY respondents indicated that they did not have any caring responsibilities (parenting or other).

Since 62% of the EY respondents were female, this difference seems to reflect the younger ages of the EY participants rather than gender-related factors.

In interviews the inclusive leadership competence cited most frequently by respondents as an important element of inclusive leadership was being free of bias and prejudice (16%). When asked the extent to which inclusive leadership was encouraged and practised in their organisation, 100% of non-manager responses indicated that inclusive leadership was practised to ‘some’ or ‘a great extent’.

In a further related question about trust in leaders, 100% of non-managers indicated trust in leaders.

In terms of outcomes of inclusive leadership, the largest % of responses about positive outcomes highlighted the role of inclusive leadership in performance and productivity (24%).

55% of managers described EY as ‘adventurous and keen to develop new ideas’. 

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Inclusive Leadership in practice: Case study: PageGroup

PageGroup are a leading global recruitment business who employ 5,600 people based in 153 offices in 35 countries. Their success has been built on strong organic growth over nearly 40 years of operation.

They are recognised as the best in the recruitment industry for qualifying and placing the right candidates for their clients. PageGroup’s focus is on specialist areas of the market, including industry sectors and job functions, replicated across their international network.

The Challenges Faced

People are PageGroup’s biggest asset. Understanding, embracing and operating in a multicultural world is fundamental to both their success as a business and that of their employees. PageGroup strive to nurture an inclusive working environment and work closely with their clients to support their diversity and inclusion strategies, sourcing from a diverse talent pool and working hard to ensure the environments they recruit into are inclusive.

Innovative Actions Taken

PageGroup have implemented a wide range of learning and development practices providing employees with a blended learning approach delivered by their Talent Development team. They run courses on unconscious bias as well as attending seminars and workshops around inclusive leadership to understand best practice. Inclusive leadership is promoted through OpenPage, a forum promoting change in the business that is driven from the top down with executive board member sponsors driving its initiatives across the global business. PageGroup is also a committed member of the 30% Club and are actively involved with their mentoring scheme both with mentees and as mentors.
Definitive Outcomes

PageGroup provide guidance and advice around diversity and inclusion training to all employees and pride themselves on the work they’ve undertaken to embed this into the organisational culture. Since 2012, in the UK, PageGroup’s female to male manager ratio has improved from 42:58 to 50:50 with the number of female directors increasing from 31 in 2012 to 48 in 2015. Having introduced maternity workshops PageGroup have seen their maternity return rate rise to 90 percent and are proud to be one of very few organisations that can say 87% of their directors have been promoted from within.

Evidence of Impact

In enei’s 2016 research on inclusive leadership Page Personnel (the professional, clerical, and support level recruitment division of PageGroup) achieved a high level of inclusive leadership as rated by non-managers and first-level supervisors, with high ratings also for the influence of leaders on their productivity, engagement and work satisfaction.
Inclusive Leadership in practice: Case study: Sodexo

Founded in 1966 Sodexo is the worldwide leader in quality of life services. They have developed unique expertise, backed by nearly 420,000 employees in 80 countries across the globe.

Sodexo are the world’s 18th largest employer. In the UK and Ireland their employees deliver on-site service solutions to clients at over 2,000 locations in the corporate, healthcare, justice, education, leisure and defence sectors.

The Challenges Faced
As a values-driven organisation, where the individuals Sodexo employ are the only asset they have, Sodexo very much recognise the importance of inclusive leadership behaviours as pivotal to staff engagement, performance and retention.

Innovative Actions Taken
Inclusion is one of six areas of focus in Sodexo’s diversity and inclusion strategy. They have undertaken a number of initiatives to develop a culture of inclusive leadership throughout their organisation. This has included Sodexo’s executive team participating in unconscious bias workshops, which is now being cascaded to the senior management team. Sodexo also have an e-learning programme that the rest of the management population can undertake. Sodexo have a cultural navigator tool that helps foster self-awareness and other-awareness so individuals can effectively communicate and collaborate in a global team environment. As part of the reorganisation of moving from a country to a global operating model Sodexo have designed and delivered a suite of e-learning programmes supporting managers in their development as inclusive leaders such as on managing change and inclusive leadership behaviours. All of the organisation’s managers attend a diversity & inclusion programme looking at what actions they can take to promote inclusion.
Sodexo have a charter, ’15 golden behaviours’ that sets out actions an inclusive leader can take throughout the employee lifecycle. They also have a ‘focus of five’ behavioural framework that identifies the five key management behaviours required to manage people effectively. Sodexo managers are measured against this as part of their annual employee performance appraisal.

Sodexo proactively promote flexible working recognising and supporting people to work flexibly for a variety of reasons including childcare, eldercare and to pursue interests outside of work. Their four employee networks, Women Work, Generations, Origins and Pride, work collaboratively to raise awareness, engage employees and provide education on these agendas.

**Definitive Outcomes**

Through Sodexo’s engagement survey the organisation have been able to measure the impact of their initiatives, for instance 78% of employees agreed with the statement, “I feel Sodexo values diversity in the workplace”, 14 points above the UK benchmark.

**Evidence of Impact**

In the enei research on inclusive leadership, 50% of responses from across leaders and non-managers indicated that there is a lot of emphasis on delegating power with a further 50% indicating that leaders share decisions.
Inclusive Leadership

Written by Dan Robertson Diversity and Inclusion Director, the Employers Network for Equality & Inclusion
About Marshall E-Learning

Marshall E-Learning offer flexible, managed e-learning services focusing on quality, speed and innovation for over 250 UK, Irish and international clients in public, private & voluntary sectors. We’re friendly, helpful people passionate about blending learning and technology to provide effective and cost-effective services.

David Marshall launched Marshall E-Learning in 2002. As a former Head of Research at Penna Consulting, he saw many organisations commission e-learning but not always get the most from their investment. Marshall E-learning has grown from humble startup to established e-learning leader operating from offices at the Metal Box Factory in the London Bridge area.

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