

## **Inclusive Leadership Behaviors Self-Assessment and Worksheet**

As a new dimension of leadership theory, ***inclusive leadership*** reflects a *leadership approach that leverages diversity by welcoming unique and authentic individual contributions while simultaneously shaping a shared reality of belonging to ensure full engagement in problem-solving, decision making, and commitment to organizational effectiveness.* Research suggests that inclusive leaders have specific attributes as part of their leadership style, and these attributes, along with their actions, can have a positive impact on performance, engagement, and morale.

The purpose of this self-assessment and worksheet is to encourage reflection and identification of some opportunities for becoming a more effective inclusive leader. Please read the definition of each attribute below and some representative behaviors reflecting the attribute. Based on your self-knowledge and feedback you have received from others, rate yourself from 1 to 5 on the rating scale. Reflect on your response and identify your strength, opportunity for change, and what may get in your way to change.

**Psychological Safety: *Highly inclusive leaders create a work environment where team members feel (1) included, (2) safe to learn, (3) safe to contribute, and (4) safe to challenge the status quo—all without fear of being embarrassed, marginalized, or punished in some way.***

- I encourage team members to bring their whole self to work and express aspects of themselves that may be different from their peers.
- I ensure team members can engage in the discovery process of learning, asking questions, experimenting, and even making mistakes—not if but when they will make them.
- I encourage a workplace environment where individuals feel secure and confident enough to engage in constructive risk-taking behaviors without fear of being undermined or shamed.
- I advocate innovative thinking by supporting individuals to step outside of the status quo by sharing their different thoughts or ideas without retribution, reprisal, or viewing them as troublemakers.
- I facilitate dialogue and productive debate and work to manage conflicts productively.

<b>1</b> Totally off my radar screen	<b>2</b> A definite area for leadership development	<b>3</b> Inconsistent demonstration as a leadership strength	<b>4</b> Developing as a leadership strength	<b>5</b> A core leadership strength and impactful
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Strength	Opportunity for Change	What may get in my way?

**Accountability: *Highly inclusive leaders demonstrate confidence in direct reports by holding them responsible for performing the direct report can control, including holding team members accountable for their behavior, development, and work processes.***

- I guide team members to set clear and measurable goals aligned with organizational purpose, goals, and values.
- I set clear expectations ensuring team members understand what they need to achieve to be successful.
- I provide access to relevant information, resources, and opportunities to participate in decision-making.
- I avoid inconsistent treatment by making an exception or idiosyncratic deals for some team members but not others.
- I provide regular feedback to discuss strengths and areas for opportunities for development, including mentoring and coaching.

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**Curiosity: *Highly inclusive leaders have an open mindset, a desire to understand how others view and experience the world, and a tolerance for ambiguity. You proactively seek to understand different points of view by cultivating your perspective-taking skills.***

- I actively and intentionally seek the perspectives of diverse others, especially when problem-solving and facilitating high-stakes decision-making.
- When listening to a team member describe an issue or challenge, I do not immediately fix it. Instead, I ask meaningful follow-up questions better to their viewpoint and perspective.
- I engage in dialogue to understand 'others' experiences, unearth deep-rooted assumptions and identify adaptations that are needed to strengthen the team climate of inclusivity, including asking what is and is not working.
- I encourage team members and colleagues to communicate their here and now experience,” including thoughts, feelings, and needs, and make requests.
- I am vigilant about observing group dynamics, especially power dynamics (e.g., microaggressions), evidence of shifting standards, or flawed assumption-driven behavior.

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**Humility: *Highly inclusive leaders learn from criticism and different points of view and seek contributions from others to overcome limitations. You take ownership of your mistakes and learn from missteps.***

- I am aware of how my own social identity and others' impact perception of and reactions to workplace experiences.
- I challenge my assumptions by not assuming that others share my experience, viewpoints, or approaches.
- I recognize the limitations of my perspective and seek different points of view.
- I acknowledge that admitting mistakes or limitations may feel risky for some individuals, and I role model how not to cover up mistakes.
- I am receptive to feedback about my unconscious biases, cultural blind spots, and intercultural insensitivities.

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**Courage: *Highly inclusive leaders speak up and challenge the status quo, and they are humble about their strengths and weaknesses. You act in accordance with your principles, even when it involves personal risk-taking or is uncomfortable.***

- I stand up for my convictions and principles to advance the greater good, even if it is uncomfortable or risky.
- I identify behaviors that contradict the message of inclusion and intervene to stop those behaviors.
- I challenge entrenched organizational attitudes and practices that promote homogeneity.
- I track and discuss unintended consequences, missteps, and progress in creating an inclusive culture.
- I take responsibility for setting the tone of my team culture by role modeling my values, e.g., if I say, *we value honesty*, "I proceed to speak my truth".

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**Allyship: Highly inclusive leaders recognize that biases contribute to institutionalized norms and behaviors that may contribute to inequities and excluded individuals. You actively support people from underrepresented groups.**

- I identify and seek to change processes that create subtle advantages for some and subtle disadvantages for others that perpetuate inequity and undermine inclusion.
- I amplify the voices of underrepresented or marginalized individuals and support them in learning how to use their voices.
- I engage in dialogue with employees about the realities of biases, discrimination, and barriers and co-create strategies to address them.
- I interrupt biased behaviors—and encourage others to do the same, including following processes to ensure personal biases do not influence decisions overly advantaging or disadvantaging others.
- I reflect on who is considered an ally or not and disrupt the idea that allyship is reserved for only white, able, heterosexual, and male.

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