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# **RESPECT**

## **PART 3**

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# Inclusive Leadership

The following is from *The Six Signature Traits of Inclusive Leadership: Thriving in a Diverse New World* by Bernadette Dillon and Juliet Bourke, Deloitte University Press.

<https://www2.deloitte.com/insights/us/en/topics/talent/six-signature-traits-of-inclusive-leadership.html>

Signature Trait #1:

*Highly inclusive leaders are committed to diversity and inclusion because these objectives align with their personal values and because they believe in the business case*

1. \_\_\_\_\_

	Almost never	Sometimes	Often	Almost always
• Treat all team members with fairness and respect				
• Understand the uniqueness of each team member				
• Take action to ensure each team member feels connected to the group and organization				
• Proactively adapt my work practices to meet the needs of others				
• Treat diversity and inclusion as a business priority				
• Take personal responsibility for diversity and inclusion outcomes				
• Clearly and authentically articulate the value of diversity and inclusion				
• Allocate resources toward improving diversity and inclusion within the workplace				

**"More than just talking, when leaders prioritize time, energy, and resources to address inclusion, it signals that a verbal commitment is a true priority."**

# Inclusive Leadership

Signature Trait #2:

Highly inclusive leaders speak up and challenge the status quo, and they are humble about their strengths and weaknesses

2. \_\_\_\_\_

	Almost never	Sometimes	Often	Almost always
<ul style="list-style-type: none"> <li>Acknowledge personal limitations and weaknesses</li> </ul>				
<ul style="list-style-type: none"> <li>Seek the contributions of others to overcome personal limitations</li> </ul>				
<ul style="list-style-type: none"> <li>Challenge entrenched organizational attitudes and practices that promote homogeneity</li> </ul>				
<ul style="list-style-type: none"> <li>Admit mistakes when made</li> </ul>				
<ul style="list-style-type: none"> <li>Approach diversity and inclusion wholeheartedly</li> </ul>				
<ul style="list-style-type: none"> <li>Hold others to account for non-inclusive behaviors</li> </ul>				

Signature Trait #3:

Highly inclusive leaders are mindful of personal and organizational blind spots, and self-regulate to help ensure "fair play"

3. \_\_\_\_\_

	Almost never	Sometimes	Often	Almost always
<ul style="list-style-type: none"> <li>Learn about my personal biases, including through feedback</li> </ul>				
<ul style="list-style-type: none"> <li>Seek the contributions of others to overcome personal limitations</li> </ul>				
<ul style="list-style-type: none"> <li>Follow processes to ensure personal biases do not influence decisions about others</li> </ul>				
<ul style="list-style-type: none"> <li>Identify and address organizational processes that are inconsistent with merit</li> </ul>				
<ul style="list-style-type: none"> <li>Make fair and merit-based decisions about talent (for example, with respect to promotions, rewards, and task allocations)</li> </ul>				
<ul style="list-style-type: none"> <li>Employ transparent, consistent, and informed decision-making processes about talent</li> </ul>				
<ul style="list-style-type: none"> <li>Provide those affected with clear explanations of the processes applied and reasons for decisions made</li> </ul>				

# Inclusive Leadership

Signature Trait #4:

Highly inclusive leaders have an open mindset, a desire to understand how others view and experience the world, and a tolerance for ambiguity

4. \_\_\_\_\_

	Almost never	Sometimes	Often	Almost always
• Demonstrate a desire for continual learning				
• Actively seek the perspectives of diverse others in ideation and decision making				
• Withhold fast judgment when engaging with diverse others				
• Listen attentively when another person is voicing a point of view				
• Engage in respectful and curious questioning to better understand others' viewpoints				
• Demonstrate the ability to see things from others' viewpoints				
• Cope effectively with change				
• Demonstrate and encourage divergent thinking				
• Seek opportunities to connect with a diverse range of people				

Signature Trait #5:

Highly inclusive leaders are confident and effective in cross-cultural interactions

5. \_\_\_\_\_

	Almost never	Sometimes	Often	Almost always
• Take an active interest in learning about other cultures				
• Seek out opportunities to experience culturally diverse environments				
• Am confident in leading cross-cultural teams				
• Seek information on the local context; for example, politics and ways of working				
• Change styles appropriately when a cross-cultural encounter requires it				
• Work well with individuals from different cultural backgrounds				
• Use appropriate verbal (speed, tone, use of pause/silence) and nonverbal (gestures, facial expressions, body language, physical contact) behavior in cross-cultural encounters				

# Inclusive Leadership

Signature Trait #6:

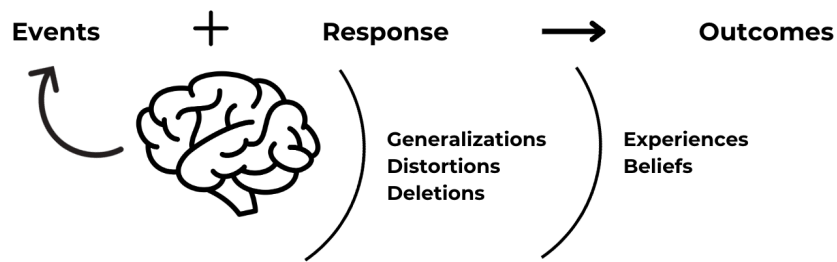
*Highly inclusive leaders empower individuals as well as create and leverage the thinking of diverse groups*

6. \_\_\_\_\_

	Almost never	Sometimes	Often	Almost always
• Give team members the freedom to handle difficult situations				
• Empower team members to make decisions about issues that impact their work				
• Hold team members accountable for performance they can control				
• Assemble teams that are diverse in thinking				
• Work hard to ensure that team members respect each other; that there are no out-groups within the team				
• Anticipate and take appropriate action to address team conflict when it occurs				
• Create a safe environment where people feel comfortable to speak up				
• Explicitly include team members in discussions				
• Ask follow-up questions				

**“Understanding and being adept at inclusive leadership will help leaders thrive in their increasingly diverse environment.”**

# Managing Unconscious Bias



## 5 Facts About Unconscious Bias

(if you are human, you have it!)

1. It can be necessary to survival as our brain strives to be efficient  
Aren't we glad that most of our decisions – sometimes even life or death – are made unconsciously?
2. It is common  
Unconscious bias has been the topic of over 1,000 studies in the last ten years alone.
3. It is superfast  
99% of all learning is unconscious. Some scientists predict we are hit with 2 million bits of information per second. Yet, our brains can only process about 126 bits of information. And less than that when we have cognitive fatigue and overload.
4. It is deeply engrained and difficult to unlearn  
Most of the time, we don't even realize we are acting with bias. As Stephen Covey once said, "the last thing the fish sees is the water."
5. It is most often limiting  
When exercising unconscious bias, we misread people, situations, and opportunities.

## 10 Ways to Manage Unconscious Bias

- Educate people about unconscious bias
- Raise awareness that it exists and the negative impact it has on our reading of people, situations, and opportunities
- Gather data about yourself
- Gather data about your organization – what groups are most often impacted, where, how, and what is the impact?
- Stay curious and eager to learn about others, especially those with whom you have the least in common
- Expand input – seek lots of opportunities to build diverse teams and gather diverse ideas
- Create or identify new role models – when we have role models that violate the stereotype or perception, we expand our thinking
- Share and hear real stories – oxytocin, a powerful chemical in the brain linked with empathy, increases when we hear a powerful story
- Increase awareness and publicity of projects that encourage positive images of specific groups
- Reach out and mentor or be mentored by someone who is completely different from you

“People have a basic desire to feel good about themselves, and we therefore have a tendency to be unconsciously biased in favor of traits similar to our own, even such seemingly meaningless traits as our names. Scientists have even identified a discrete area of the brain, called the dorsal striatum, as the structure that mediates much of this bias.”

# Session Twelve: April 23, 2026

## Application

You can find all LEAD resources at:

Leadership: <https://yellingroup.com/truenergy-leadership-resources>

Foundations: <https://yellingroup.com/truenergy-foundations-resources>

### I commit to:

### The team commits to:



Our brains are wired to filter the world through bias.  
Awareness is the moment we stop reacting and start choosing.