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**signature
traits**

of an inclusive leader

do it

Cognisance

Because bias is a leader's Achilles' heel



Curiosity

Because different ideas and experiences enable growth



Courage

Because talking about your imperfections involves personal risk-taking



Cultural intelligence

Because not everyone sees the world through the same cultural frame



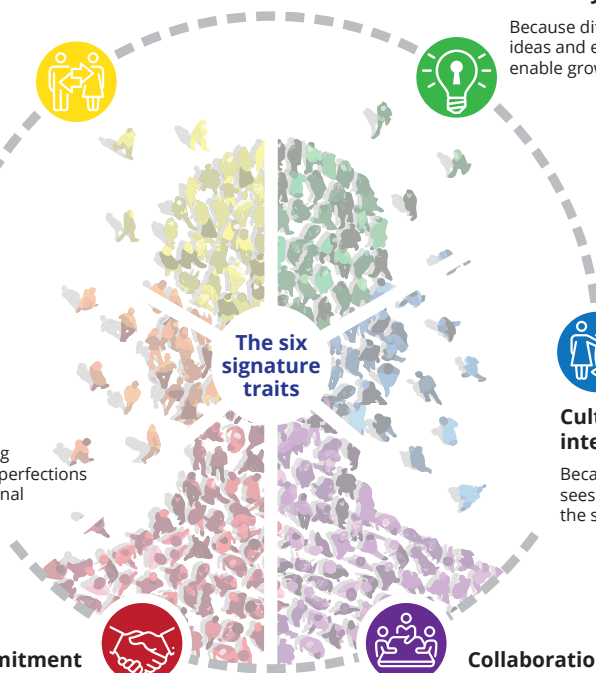
Commitment

Because staying the course is hard



Collaboration

Because a diverse-thinking team is greater than the sum of its parts



Everyday Acts of Inclusion

1. Commitment



Tell your story

Personal stories resonate. Talk about why inclusion is important to you both as a person, and as a business leader. Include D&I as a key message every time you present.

Hold yourself and others to account

Make a public pledge and dedicate time and energy to set diversity targets/goals. Keep to them. Ask yourself: is this team or group 50% women? If not, why not? If you see or hear exclusive or disrespectful behaviour, have the bravery to stop it when it happens. Remember the mantra: 'the standard I walk past is the standard I accept'.

2. Courage



Nobody's perfect

Be humble, admit your mistakes and acknowledge your personal limitations. Create a test-and-learn environment in your teams where everyone feels comfortable talking about their mistakes and learnings, so innovation can thrive.

Open up

Share your development areas with others (including your direct reports) so they can better understand how their strengths complement your gaps and what you are working on to improve.

My act of inclusion is:

3. Cognisance of bias



Know yourself

Know your biases. Self regulate your behaviour and schedule meetings or talent decision making moments for when you are most energized – it takes concentration to check yourself! Remember inclusion is in the eye of the beholder. Ask others for feedback on how you can be more inclusive.

First impressions

Suspend judgement and hold structured conversations – avoid the temptation to 'wing it' or improvise – especially in interviews. Interview everyone to the same standard, with the same questions. If you tend to look for 'cultural fit' when hiring, challenge yourself. Do you really just mean finding the next 'mini me'?

4. Curiosity



Tell me more, tell me more...

Discover the other person's perspective and keep an open-mind. Ask questions, listen actively, suspend judgement and respect all perspectives.

Rewind... playback

Re-affirm that you 'get it' and understand someone else's perspective using paraphrasing: 'so is this what you're saying...?'

5. Cultural intelligence



Start with one

Rather than trying to be an expert in every culture, start with one. Pick one culture that you're interested in and focus your energy on that. It's easier where there's motivation!

When in Rome...

Talk to people from other cultures and ask questions to find out more – this will broaden your horizons, sensitivity and knowledge. Support building cultural intelligence in your team by encouraging global experiences like secondments, global roles or simply networking across geographies.

6. Collaboration



Speak last

Give everyone a voice by hearing what each person has to say – then speak last and synthesize what has been said by others to provide clarity. Are you still talking after 40 seconds? Conversations are two way – being long winded can cut off other perspectives.

Break barriers, build bridges

Remove barriers. These can be both physical (office furniture, where teams sit, walls) and social (tension between team members, language barriers, use of jargon). Build an 'us' mentality by articulating a common goal.