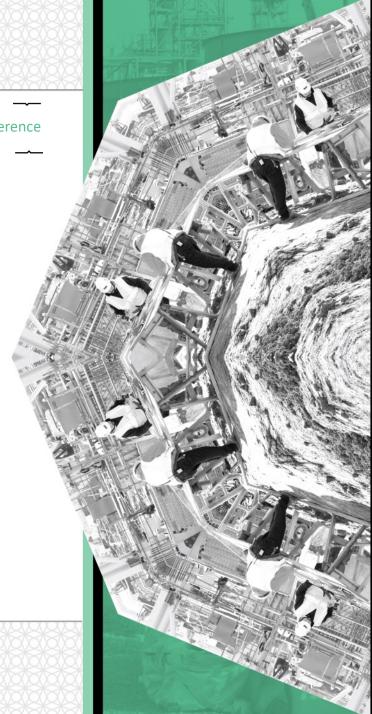
53rd Annual ECC Conference

## **Cultivating Inclusive Leadership Behaviors to Improve Employee Engagement and Performance**



Martha Feeback Senior Director, Catalyst, Inc.

Presented: September 9, 2021



# About Catalyst

Catalyst is a global nonprofit working with some of the world's most powerful CEOs and leading companies to help build workplaces that work for women. Founded in 1962, Catalyst drives change with pioneering research, practical tools, and proven solutions to accelerate and advance women into leadership—because progress for women is progress for everyone.



Accelerating progress

for women through

workplace inclusion.

#### THE FUTURE OF WORK: THE FUTURE IS NOW

## **PRIORITIES**

1 TECHNOLOGY

SHIFTING

PARADIGM OF
WORK & LIFE

CREATE A MORE
EQUITABLE
FUTURE OF WORK
THROUGH
INCLUSIVE
WORKPLACES

RESKILLING & EXPANDED TALENT POOL

INCLUSIVE, FLEXIBLE TEAMS

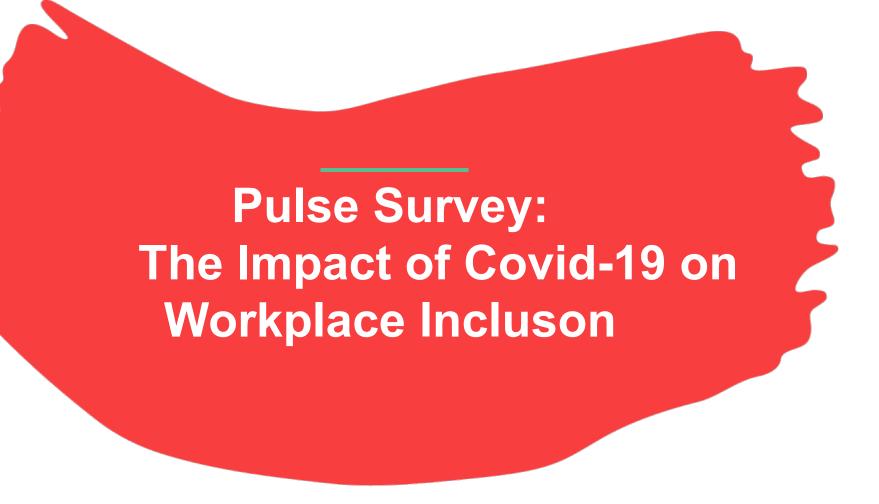
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Make sure organizations enable people to thrive in the 21<sup>st</sup>-century workplace

Catalyst, Covid-19: Women, Equity, and Inclusion in the Future of Work (May 28, 2020).





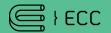
## **Key Takeaways**

- OPTIMISM: Most employees are optimistic about the changing workplace and believe that workplaces will accelerate gender equity in the wake of Covid-19.
- SKEPTICISM: However, employees are skeptical of their employer—they do not perceive that their company is fully committed to taking action to build a more inclusive working environment.

#### DISCONNECTS:

- Business leaders are more likely than employees to believe that Covid-19 provides companies with an opportunity to create more inclusive workplaces for women.
- More employees than business leaders fear that Covid-19 has negatively impacted their prospects for a promotion. This fear is greater for women employees than for men employees.
- PARADIGM SHIFT: One in three men said they have taken on more household chores during the pandemic.

**Source:** https://www.catalyst.org/research/workplace-inclusion-covid-19/



## **EQUITY AND INCLUSION IN THE FUTURE OF WORK**



## LEAD INCLUSIVELY THROUGH CRISIS

Successful leadership during times of extreme uncertainty and ambiguity requires a foundation of inclusion built with vision, courage, clear communication, diversity, equity, transparency, and resilience.

#### **TACKLE INEQUITIES**

Broad and entrenched social inequities have been exacerbated and magnified; companies that diminish these divisions in their workplaces position themselves for greater success.

## CONNECT WITH EMPATHY

Empathy is a skill that helps bond colleagues together and sets the foundation for an innovative, integrated, and inclusive workplace.

#### TRUST YOUR TEAM

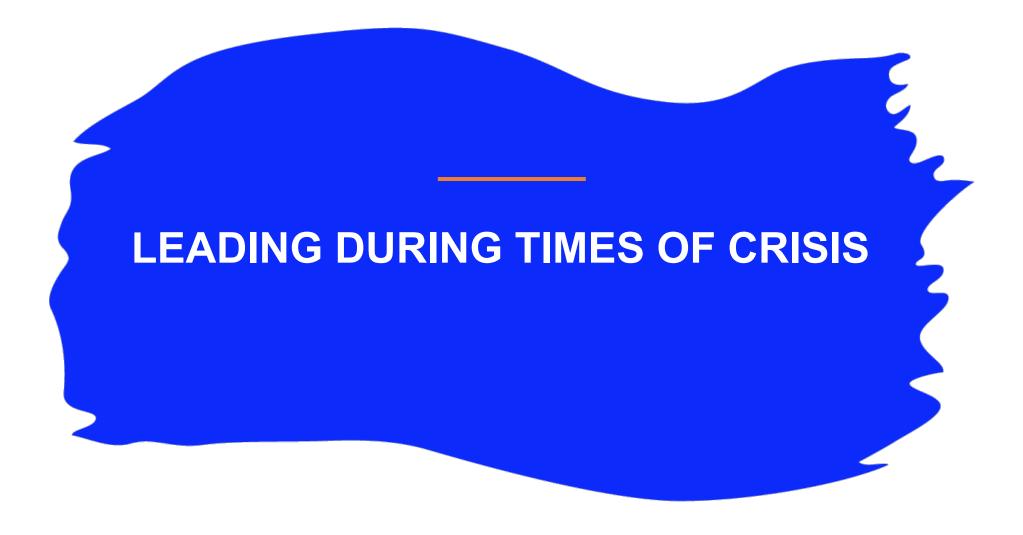
Trust—in particular, being included in decision-making processes—is a key element of inclusion and a catalyst for team empowerment.

## WORK REMOTELY AND FLEXIBLY

With more disruptions inevitable, learning how to work remotely and flexibly is a business-continuity necessity and inclusion accelerator.

**SOURCE**: Catalyst, Covid-19: Women, Equity, and Inclusion in the Future of Work (May 28, 2020).





## **OPENNESS AND VULNERABILITY ARE LACKING**



# of employees said their manager was often or always vulnerable.

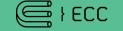
#### **OPENNESS:**

Share information about yourself and show genuine interest in learning more about your employees.

#### **VULNERABILITY:**

Share your own emotions (e.g., happiness, sadness, anxiety, disappointment, surprise), even when doing so may be uncomfortable.

Source: Shaffer, E. & Neal, S. (2021). Why leaders must connect more during times of crisis. Catalyst.



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## **Inclusive Communication Skills**





**Suspend Judgment** 



**Demonstrate Vulnerability** 



### **POLL**

• Which Inclusive Communication Skill is most difficult for you:

- Inquire Across Differences
- Suspend Judgement
- Demonstrate Vulnerability
- Self-Disclose





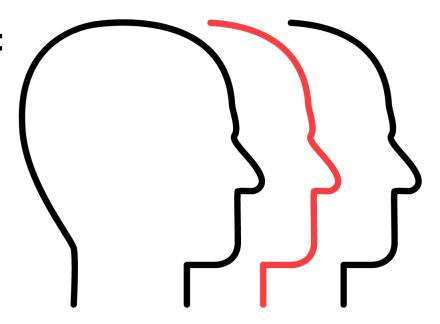
## **Equality vs. Equity**



# What Does it Mean to be an "Other?" Barriers to Advancement

### People who felt like "others" were more likely to:

- Be in lower ranks—work experience does not explain why.
- Receive fewer promotions.
- Lack access to visible work assignments "Hot Jobs"
- Have mentors in non-executive/non-senior level ranks therefore not in sponsorship role.
- Difficulty navigating the unwritten rules.
- Downsize career aspirations.





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## **Managers Have Influence**



Source: Dnika J. Travis, Emily Shaffer, and Jennifer Thorpe-Moscon, Getting Real About Inclusive Leadership: Why Change Starts With You (Catalyst, 2019).



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## **5 HALLMARKS OF INCLUSION**

#### **VALUED**



You are appreciated and respected for your unique perspectives and talents.

#### **TRUSTED**



You make meaningful contributions and are influential in decision-making.

#### **AUTHENTIC**



You can bring your full self to work and express aspects of yourself that may be different from your peers.

#### **PSYCHOLOGICAL SAFETY: LATITUDE**



You feel free to hold differing views and make mistakes without being penalized.

#### **PSYCHOLOGICAL SAFETY: RISK-TAKING**



You feel secure enough to address tough issues or take risks.

## Poll

Which Hallmark of Inclusion resonates with you most?

- -Valued
- -Trusted
- -Authentic
- –Psychological Safety Latitude
- -Psychological Safety Risk Taking

## POLL

Which Hallmark of Inclusion do you think is most difficult to achieve at your company?

- Valued
- Trusted
- Authentic
- Psychological Safety Latitude
- Psychological Safety Risk Taking

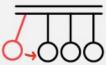
## LEADING OUTWARD BEHAVIORS



### **Leading Outward**

Your ability to bolster team members' capacity to be empowered, treated fairly, and flourish at work.

#### **ACCOUNTABILITY**



You hold team members responsible for their behavior, development, and work processes.

#### **OWNERSHIP**



You guide team members to solve their own problems and make their own decisions.

#### **ALLYSHIP**



You actively support people from underrepresented groups.

## LEADING INWARD BEHAVIORS



### **Leading Inward**

Your ability to act courageously, learn, and self-reflect.

#### CURIOSITY



You proactively seek to understand different points of view.

#### HUMILITY



You take ownership for mistakes and learn from missteps.

#### COURAGE



You act in accordance with your principles, even when it involves personal risk-taking or is uncomfortable.

## Flip the Script - Allyship

#### **ALLYSHIP**

You actively support people from underrepresented groups.

**NOT ALLYSHIP** 





**ALLYSHIP** 

WHAT PEOPLE THINK, SAY, OR DO

"I HAD A WOMAN MANAGER WHO WAS GREAT."

#### HOW IT'S NOT ALLYSHIP

"Think leader, think male" stereotypes are still pervasive.<sup>6</sup> Specifying or qualifying a manager as a woman reinforces this bias.

#### WHAT TO THINK, SAY, OR DO INSTEAD

"I am grateful to have had opportunities to work with people who don't look like me, but I can do more to support those in nondominant groups."

Practice **allyship** by learning more about gender stereotypes that confine our options for "acceptable" behavior.

**Source**: https://www.catalyst.org/research/leading-outward-infographic/



WHAT PEOPLE THINK, SAY, OR DO

"I WORKED HARD TO GET WHERE I AM— THEREFORE, I AM NOT PRIVILEGED."

## HOW IT'S NOT HUMBLE

Working hard doesn't mean you don't have privilege too. It is possible—in fact, likely—that you worked hard to get where you are and that you have benefited from some systemic advantages.9

#### WHAT TO THINK, SAY, OR DO INSTEAD

"While my background may be complicated, it is my responsibility as a leader to acknowledge and recognize the systematic ways in which I may have benefited."

Be open to **learning** about other people's experiences without getting defensive about your own.

**Source**: https://www.catalyst.org/research/leading-inward-infographic/



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WHAT PEOPLE THINK, SAY, OR DO

"I HEAR YOU, BUT NOTHING IS GOING TO MAKE A DIFFERENCE."

#### HOW IT'S NOT COURAGEOUS

Assuming that change is not possible is demoralizing and tells others that speaking up for inclusion is futile. If you don't use your own voice to speak truth to power, how will others learn to use theirs?<sup>11</sup>

#### WHAT TO THINK, SAY, OR DO INSTEAD

"I find this situation difficult as well. What are some of the unspoken issues?

Let's work together to see if we can come up with some new, creative ideas that might have an impact."

Be willing to **challenge** a situation even when you are disheartened or think that your efforts will go unrewarded.

**Source**: https://www.catalyst.org/research/leading-inward-infographic



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#### CREATING CONNECTION DURING TIMES OF CHANGE

## **EMPATHY**

# Empathic communication is one easy way to show empathy to others, even in virtual work environments.

Listen without judgment or assumption

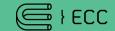
Reflect and check your understanding

Stay present in the moment

Ask questions to further your understanding

Use nonverbals and encouragers to show you care

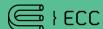
Source: Catalyst, Covid-19: Women, Equity, and Inclusion in the Future of Work (May 28,



#### CREATING CONNECTION DURING TIMES OF CHANGE

## **EMPATHY**

TYPE OF EMPATHY	FORMALLY KNOWN AS	WHAT YOU DO	YOU MIGHT SAY
Head/Thinking	Cognitive	You imagine how your colleague is feeling from their unique perspective.	"I bet this must be very difficult and scary for you."
Heart/Feeling	Affective	You feel concern and/or have similar emotions as your colleague.	"I understand how worried you must be feeling. I'm worried about your father's health, too."
Action/Doing	Behavioral	You demonstrate active listening and a desire to understand more about their feelings, experiences, or reactions.	"It sounds like you're feeling pretty worried and scared. Is that right? How can I best support you during this time?"



WHAT YOU THINK, SAY, OR DO

"WOW, THAT WAS...
A LOT. [AWKWARD
SILENCE.] ANYWAY,
BACK TO OUR
MEETING AGENDA."

## HOW IT'S NOT EMOTIONAL EMPATHY

Sometimes we don't know the "right" thing to say, and it may feel safer to say nothing at all. But shutting down the conversation or changing the subject when someone shares an emotionally charged experience can signal a lack of care and concern.

#### WHAT TO THINK, SAY, OR DO INSTEAD

"Thank you for being authentic and sharing your experience. I'd like to support you in any way I can, though I'm not quite sure how. I will check in after this meeting and give you my full attention and learn more about what you've shared/what you're feeling."

Focus on understanding the emotions being shared rather than trying to find the "right" answer or a solution to the situation. Being willing to admit you don't have all the answers will build trust for further disclosures and deepen your connection.

**Source**: https://www.catalyst.org/research/empathy-workplace-infographic/



#### **COGNITIVE EMPATHY**

Being able to see and understand another person's thoughts, emotions, and perspectives.4

LACKING COGNITIVE EMPATHY



**COGNITIVE EMPATHY** 

WHAT YOU THINK, SAY, OR DO

"THIS REMINDS ME OF WHAT OTHERS HAVE SAID ABOUT [\_\_\_];
I KNOW THIS ALREADY."

## HOW IT'S NOT COGNITIVE EMPATHY

Assuming you already know someone's thoughts, feelings, or opinions undermines your ability to learn from them and consider alternate viewpoints.<sup>5</sup> Even worse, making assumptions can stifle innovation<sup>6</sup> and perpetuate bias.<sup>7</sup>

WHAT TO THINK, SAY, OR DO INSTEAD

"I really value your thoughts and perspectives on this topic. Can you tell me more about what you think?"

Open your mind to other peoples' viewpoints and experiences and let go of your preconceptions. Don't judge. Check in to ensure you are accurately understanding their perspectives.

**Source**: https://www.catalyst.org/research/empathy-workplace-infographic/



NOT EMPATHIC ← EMPATHIC

"I'M SORRY YOU FEEL THAT WAY." **HOW IT'S NOT EMPATHIC** 

Takes no personal ownership for any harm done.<sup>8</sup> Comes across as not being genuine, and devalues the other person's experiences and emotions.

#### WHAT TO SAY INSTEAD

"I apologize for my actions and how they have impacted you. Although my intention was not to cause any harm, I see it did and will try to do differently in the future."

Express **EMPATHY** by showing that you understand and appreciate another point of view or experience. Acknowledge that your words and actions may have had a different effect than what you intended.<sup>9</sup>

**Source**: https://www.catalyst.org/research/empathy-workplace-infographic/



#### **FLIP THE SCRIPT**

#### WHAT YOU THINK, SAY, OR DO

"I'M NOT [INSERT GROUP MEMBERSHIP], SO I AM GOING TO SKIP THE DISCUSSION ABOUT [\_\_\_]."

## HOW IT'S NOT BEHAVIORAL EMPATHY

Ignoring or avoiding conversations about social justice because you do not belong to the group that is seeking equity, rights, or recognition perpetuates the status quo. Refusing to engage sends the message that you don't care about your colleagues' experiences.

#### WHAT TO THINK, SAY, OR DO INSTEAD

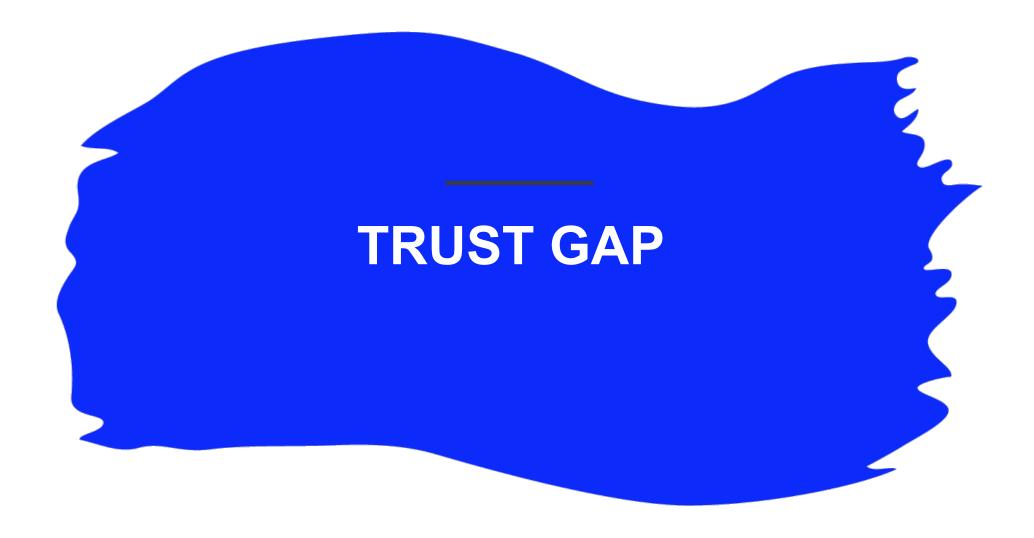
"I am a little uncomfortable with the discussion, but I know how important it is for me to better understand your experiences, so I will definitely be there. It's important to me, and I value the opportunity for growth."

Practice openness and curiosity<sup>14</sup> by committing to learn about the experiences, expectations, and hopes of team members who are different from you in some way. You do not need to have the same experiences as other people to demonstrate empathy with them.

**Source**: https://www.catalyst.org/research/empathy-workplace-infographic/



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# How Do We Define Trust?



#### **TRUSTED**

You make meaningful contributions and are influential in decision-making.

- We often think about trust through the lens of the person granting trust (e.g., whether a manager trusts an employee) and whether trust is present or absent.
- In this report, we instead focus on employees'
   experience of trust—what it means to be
   trusted in the workplace on a day-to-day basis.

Source: Shaffer, E. (2021). The trust gap: The impact on employees in Europe. Catalyst.

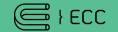
## **Key Findings**

 Only 46% of employees report often or always being trusted at work.

Women (43%) Men(49%).

- The experience of being trusted significantly predicts:
  - team innovation
  - team citizenship
  - team problem-solving
- As teams become more cohesive, and as leaders become more inclusive, employees experience higher levels of trust.

Source: Shaffer, E. (2021). The trust gap: The impact on employees in Europe. Catalyst.



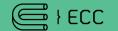
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## **How Do Leaders Establish Trust?**

#### PERCENTAGE OF EMPLOYEES WHO EXPERIENCE A HIGH LEVEL OF TRUST



**Source:** Shaffer, E. (2021). *The trust gap: The impact on employees in Europe*. Catalyst.



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## **Actions Leaders Can Take**

	Leaders	
Accountability	Provide constructive, real-time feedback so employees can course-correct to contribute to organizational goals.	
Ownership	<ul> <li>Avoid micromanaging, including "hovering" virtually or literally over an employee, frequently checking their actions or words, or telling them exactly what to do and how to do it.</li> </ul>	
Allyship	Advocate for employees who belong to marginalized groups and make time for courageous conversations.	

**Source:** Shaffer, E. (2021). *The trust gap: The impact on employees in Europe*. Catalyst.



# Allyship and Curiosity Drive Inclusion for People of Color at Work

#### **Key Findings**

- 68% of people of color in the United States are on guard to protect against bias and unfair treatment within their work teams.
- Of that group, 70% report they are on guard specifically because of their race or ethnicity.
- Through allyship and curiosity, leaders are responsible for nearly 40% of the experience of inclusion for people of color.
- When leaders demonstrate allyship and curiosity, people of color are less on guard to racial bias at work.
- In turn, this reduced burden links to **increased inclusion** and ultimately **intentions to stay** at their organization.

#### **Definitions**

Allyship: Actively supporting people from marginalized groups. It's about using as much institutional, social, and/or cultural privilege or power as you have to advocate for people who face oppression.

**Curiosity**: Proactively seeking out different points of view, listening to others, learning, and reflecting on what you've heard. People who are curious are open to new perspectives, welcome respectful exchanges of ideas, and channel their learning into action.

**Performative allyship:** Saying you're against a certain type of injustice without doing the hard work of changing your behavior or the structures that uphold it.

Source: Brassel, S., Ohm, J., & Travis, D. J. (2021). Allyship and curiosity drive inclusion for people of color at work. Catalyst.



# FUELING ALLYSHIP WITH CURIOSITY ACCELERATES WORKPLACE INCLUSION

Together,

allyship and curiosity explain

nearly **40%** 

of experiences of inclusion for people of color.

Source: Brassel, S., Ohm, J., & Travis, D. J. (2021). Allyship and curiosity drive inclusion for people of color at work. Catalyst.

WHAT PEOPLE THINK, SAY, OR DO

"THAT CANDIDATE IS NOT THE RIGHT 'FIT.'"

## HOW IT'S NOT ALLYSHIP

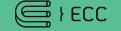
People tend to like others who are familiar and similar to themselves, and we often define those who "fit" as those who reflect our own image. In addition, the unconscious association of leadership behaviors with characteristics attributed to men can make it harder for others to be seen as "fitting" and block their access to opportunities.

#### WHAT TO THINK, SAY, OR DO INSTEAD

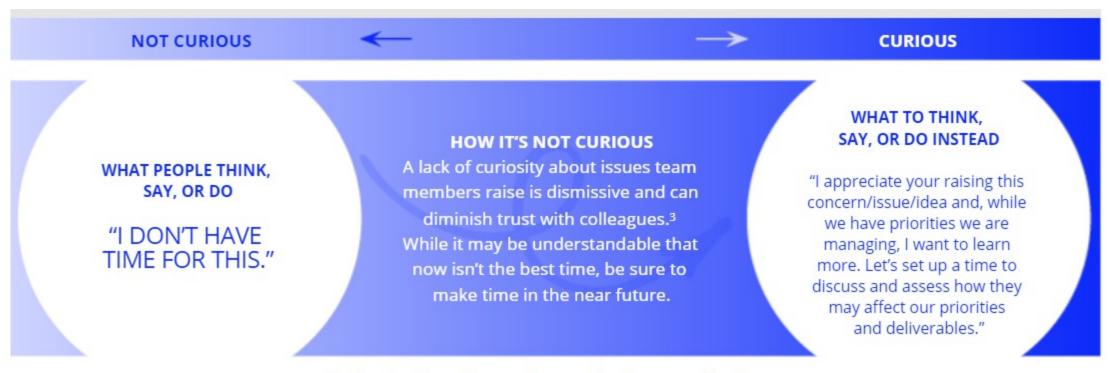
"Although this person doesn't fit the mold of what I am used to, let's talk about how we could leverage their differences as an added value to our team."

Participate in **unconscious bias training** for yourself and your team.

**Source**: https://www.catalyst.org/research/leading-outward-infographic/

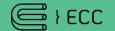


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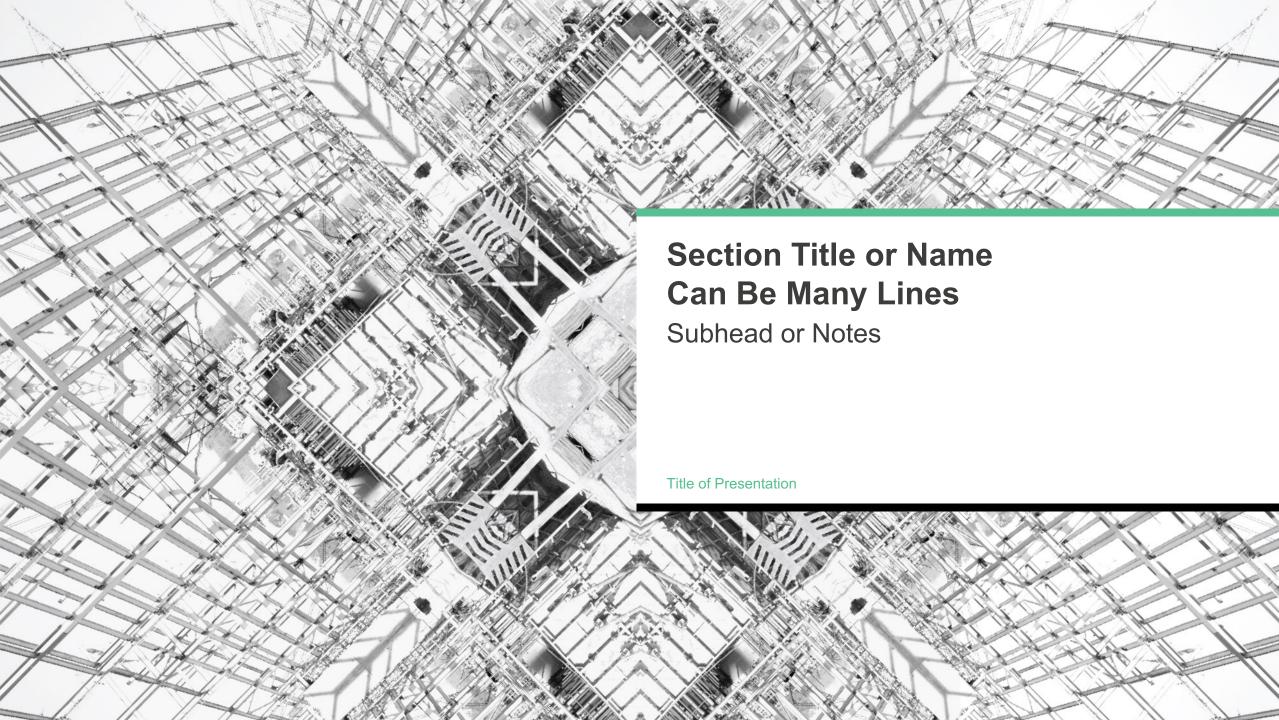


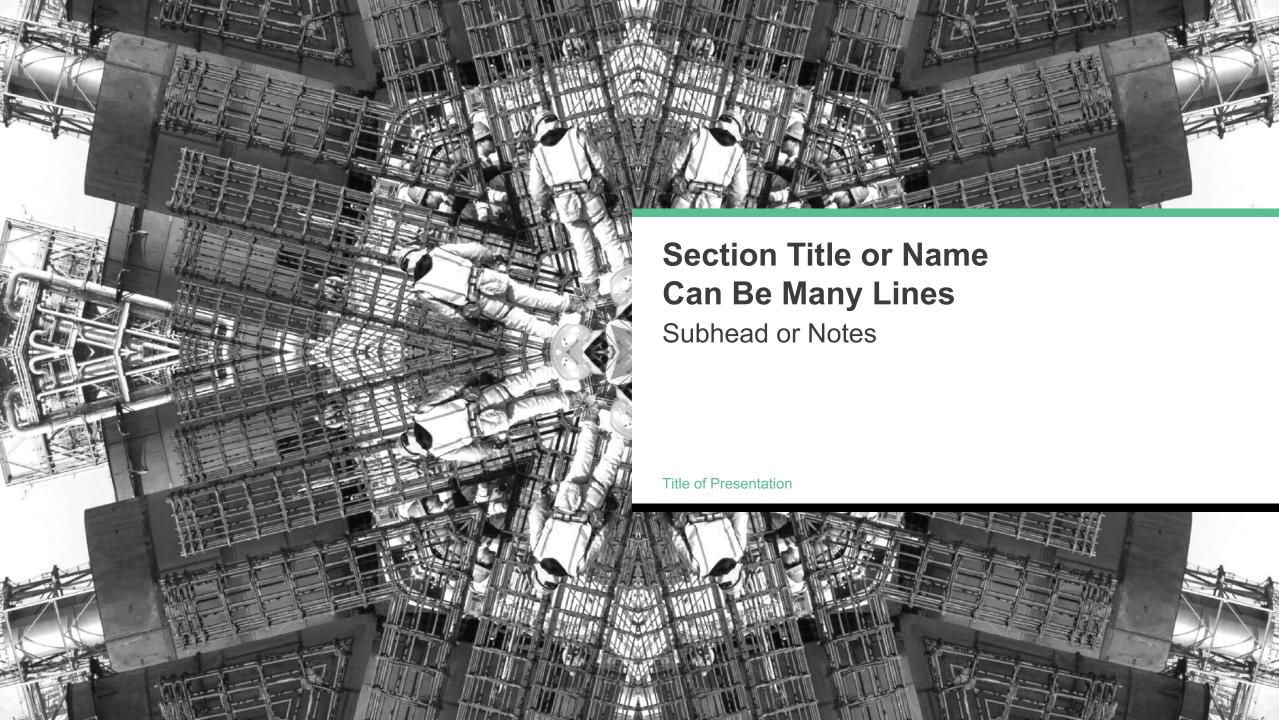
Authentically **seek to understand** other people's views, either in the moment or later.

**Source**: https://www.catalyst.org/research/leading-inward-infographic





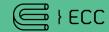




## **Text Styles as Defined on the Master**

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  - Level 2, n-dash bullet, 16-pt Arial
    - Level 3, round bullet, 14-pt Arial
      - Level 4, n-dash bullet, 12-pt Arial
        - Level 5, round bullet, 12-pt Arial

Your text picks up the styles defined on the master page when you use slide layouts with placeholder boxes (Home> Slides>Layout). Using these placeholder boxes will ensure that you maintain branding standards.



## **Color Palette Top row uses brand colors**



- The Theme Colors palette has been designed to use the brand colors
- Use this palette when drawing items
- Charts and tables pick up these colors automatically

