



# Diversity & Inclusion

## Inclusive Leadership Toolbox

## Inclusive leadership An impulse by Dr. Meagan Pollock

Belonging and being valued are fundamental human needs. Inclusive leadership helps address these two crucial needs and enhances performance, collaboration, attendance, and reduces turnover. Fostering an inclusive work environment is a fundamental pillar of our company's success. As leaders, we play a vital role in making our work environment more inclusive and empower every employee to develop their full potential, encourage new ideas, engage and attract talents.

### Definition

Inclusive leadership is the ongoing practice of fostering an equitable and diverse culture through understanding and addressing systemic biases and by continuously learning and engaging in empathetic, culturally intelligent communication.

### Culturally intelligent communication

A vital part of being an inclusive leader is to LISTEN. The acronym is a guide to true listening:

- **L**earn: Continuous learning and development in cultural competence
- **I**nquire: Empathy and active interest in others' viewpoints
- **S**ynthesize: Integration of diverse perspectives and cultural intelligence in decision-making
- **T**ranslate: Application of cultural insights to improve educational practices
- **E**mpathize: Emotional intelligence and the ability to connect on a human level
- **N**avigate: Adaptability and flexibility in culturally diverse environments

# Inclusive Leadership



These two tools for inclusive leadership help you to integrate the idea of inclusive leadership into your day-to-day work and leadership behavior.

## Stewarding prompts

### Description:

Stewardship is creating an environment where people can grow and improve while enhancing their sense of wellbeing. It means listening with intent, using empathy rather than hard rules and questioning alternative truths instead of jumping to conclusions.

### Goal:

Cultivate an enriching atmosphere that has a positive impact on performance, collaboration and turnover.

### Implementation:

Use the following prompts organized by four themes to guide you in reflecting on your individual and collective behaviors:

#### 1. Relations:

- Are we building trust and maintaining integrity?
- Are we prioritizing others over our egos?

#### 2. Communication:

- Are we communicating high expectations and our belief that our high expectations can be met?
- Are we encouraging and listening to diverse perspectives in this space?

#### 3. Location:

- Are we making space for other ways of knowing and doing?
- Are we stepping out of the limelight to elevate the contributions of others?

#### 4. Situation:

- Are we intentionally engineering an environment conducive to growth and well-being?
- Are we perpetuating or upholding oppressive behaviors that limit access for traditionally marginalized or minoritized groups?

### Frequency:

- Daily or weekly reflection

## Planning feedback

### Description:

Giving feedback is a skill; just like any skill, the more you practice, the better you will become! Use this four-part checklist to craft self-efficacy-boosting feedback that promotes psychological safety and empowers others to reach their potential.

### Goal:

Preparing your feedback helps ensure that inclusive practices are prioritized.

### Implementation:

The following checklist will guide you in preparing feedback that incorporates inclusive practices:

#### 1. Establish your purpose:

- Before giving feedback it is important to clarify:
- What's your objective, desired outcomes, and the specific and recent facts?

#### 2. Analyze your filter:

- To be equitable and inclusive leaders we must understand how our identities bias our perceptions.
- Reflect on your identity
  - Value multiple ways of knowing and doing and minimize power dynamics
  - Employ an asset- or strengths-based perspective

#### 3. Craft your feedback:

- Specific, actionable, and growth minded
- Based on the initial steps
- Praise the process and effort, not an ability
- Imply confidence of goal completion

#### 4. Prepare your approach:

- Respectful and informative
- Prompting, not answering
- Check for understanding

### Frequency:

- Timely and frequent

If you have any questions or suggestions, please contact [diversity@mahle.com](mailto:diversity@mahle.com).

Your Diversity Team