



# The Inclusive Leader Program






# Building a Culture of Belonging. *The Inclusive Leader Program*

Leaders set the tone for their company culture. Their behavior has an outsized impact on all aspects of the employee's experience, especially their experience of inclusion and belonging.

Leaders who are aware of this impact use their power to create healthy and inclusive cultures in which employees can thrive, grow, and contribute freely and fully to the success of the organization. Yet when leaders are unaware of this impact, which happens all too often, it has the opposite effect. Does the behavior of your managers and leaders:

- ◆ Unleash potential talent or dampen engagement?
- ◆ Encourage risk taking and innovation or create a “play-it-safe” culture?
- ◆ Foster team spirit or create cliques and silos?





The *Inclusive Leader Program* shines a light on leadership impact, helping leaders connect the dots between their behavior and organizational culture.

We offer a unique and innovative approach to inclusion, one that views it through the lens of power. The effective use of power, both personal and positional, plays a significant and critical role in workplace culture — a factor that our research has shown to influence outcomes such as psychological safety, trust and teamwork, engagement, and the experience of inclusion, fairness, and belonging.





# What makes our *Inclusive Leader Program* Unique?



Inclusion as a Leadership Competency



Data-driven



Power



Culture



Intact Teams



Deeply Developmental



Global and Cross-Cultural

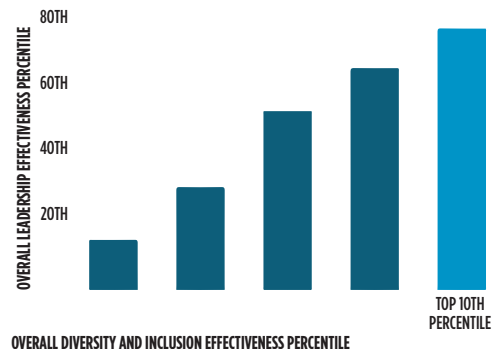


## WE SEE INCLUSION AS A KEY LEADERSHIP COMPETENCY.

**Good leadership is inclusive leadership.**

Our program is first and foremost a leadership development program. We help leaders master the competencies for creating an inclusive and psychologically safe work environment. This is crucial when business outcomes depend on learning, knowledge sharing, error reporting, and innovation.

Leaders who were rated in the top 10% for valuing diversity and inclusion were rated in the 79th percentile for overall leadership effectiveness.



OVERALL DIVERSITY AND INCLUSION EFFECTIVENESS PERCENTILE

<http://hbr.org/2017/10/leaders-arent-great-at-judging-how-inclusive-they-are>





## WE ARE DATA DRIVEN

Occupying a high-power role reduces the amount and quality of feedback that leaders receive. This makes it difficult for leaders to precisely identify the behaviors that others experience as inclusive or non-inclusive. We employ our proprietary 360, the Diamond Power Index® to measure inclusive leadership behaviors. Because high rank directly correlates with a more favorable perception of organizational culture, it's not surprising that employees are stronger critics of corporate culture than their managers. Thus, along with the 360, we utilize our proprietary culture survey, the Diamond Power Audit™, to identify employees; experience of:

- ◆ Trust and psychological safety
- ◆ Perceptions of bias and opportunities for advancement
- ◆ Ingroup and outgroup dynamics
- ◆ Support for development and career progression
- ◆ Incidences of harassment, bullying, or disrespect
- ◆ Perception of positive leadership behaviors modeled by managers and senior leaders
- ◆ Transparency and fairness of policies and procedures

Data gathered from our scientifically validated assessments enable us to diagnose hot spots, pinpoint the exact developmental needs in your organization, and measure program results.



## WE TACKLE POWER HEAD-ON

**Character. Integrity. Humility. Honesty.**

There are many ways we dance around the central problem of leadership: power. While power is a generative and creative force necessary to leadership, it comes with some serious “side-effects.” If left unchecked, the misuse or abuse of power can diminish psychological safety, create inequitable cultures, and lead to a toxic and unstable workplace.

Power is an important but often neglected aspect of leadership — one that our research has found to have a profound impact on how employees’ experience organizational culture. While positional authority is the most obvious expression of power, power is exercised by managers and employees alike in a variety of unhealthy behaviors: ingroup and outgroup dynamics, preferentialism and bias, gossip,



bullying, aggression, siloes, turf battles, and unhealthy competition on teams. Building a culture of inclusion and belonging first requires an awareness of the types of power that are being exercised in your organization.

Our Inclusive Leader Program helps leaders master the competencies necessary for the effective use of power. Our assessments identify areas of concern and deliver individualized pathways for development — helping leaders use their power to foster healthy and inclusive cultures.



## WE FOCUS ON CULTURE

Inclusion is a matter of culture. We understand that whatever issues affect one group of employees are symptoms of a cultural issue. In fact, the experiences of exclusion, unfairness, and lack of respect are among the top complaints cited by employees. One out of four workers say they:

- ◆ Dread going to work
- ◆ Don't feel safe voicing their opinions about work-related issues
- ◆ Don't feel respected and valued at work

Culture is built not just through stated values and policies, but through the minute-by-minute behavior and actions—conscious and nonconscious—of all employees. Building a healthy and inclusive culture for everyone means aligning behaviors to the vision, purpose, and goals of the organization.



## WE WORK WITH INTACT TEAMS

The Inclusive Leader Program works with intact leadership teams, which directly impacts business goals by building the collective capacity to learn and work together. This team-based approach anchors learning more deeply by creating a culture of joint accountability and support.

Learning in an intact team also achieves a multiplier effect—amplifying the impact of the learning across the leaders' organization. It aligns team members on their purpose and vision and provides a shared language and set of tools for working effectively together.





## WE ARE DEEPLY DEVELOPMENTAL

Leadership development is fundamental to fostering a culture of belonging. Developing senior leaders should not be approached as a one-and-done activity, nor should it be separate from the day-to-day workings of the organization. Our mission is to apply practices to real-time business activities. We focus on evidence-based behaviors, measurable attitudes and beliefs, and apply our methodology through individual and team coaching, practice, and continual feedback processes.



## WE ARE GLOBAL AND CROSS-CULTURAL AT OUR CORE

We are a small company with a global reach. We've delivered development and assessment solutions for organizations around the world for over 20 years. Our cross-cultural team of associates have experience consulting with organizations across industries and sectors, around the globe. Our unique focus on power is a cross-cultural approach to the problem of inclusion and belonging.

Power is the dynamic underlying inequity, exclusion, discrimination, and bias. All cultures have dominant and non-dominant identities, yet expressed differently from one culture to the next. Focusing on power allows us to address the problem of exclusion and inclusion without prioritizing some cultures or identities over others.





# The 7 Behaviors of an Inclusive Leader

Our research has uncovered 7 unique behavioral competencies for using power effectively that are necessary for creating inclusive cultures:

Self-Awareness



**Approachable:** creating a psychologically safe environment

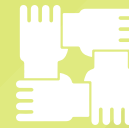


**Respectful:** building a safe and respectful workplace

Other-Awareness



**Conflict Competent:** creating an atmosphere of constructive challenge and debate



**Empowering:** growing and developing people to reach their full potential

Role-Awareness



**Fair:** establishing a fair and unbiased workplace



**Diplomatic:** cultivating trust through confidentiality and discretion



**Judicious:** placing the good of the organization ahead of one's self-interest







## How the Inclusive Leader Program Works:



A series of team coaching sessions with your leadership team



Diamond Power Audit™ Culture Survey to gather insights on employees' experience of the culture



Diamond Power Index® Leadership 360 to assess inclusive leadership behaviors and identify areas of improvement



1:1 Executive coaching to discover opportunities for development and apply new learning



Team meetings to analyze insights and data from the assessments and create a plan of action for your team and organization





## About Diamond Leadership

[Diamond Leadership](#) is a boutique consulting firm with a global reach. Based in Portland, Oregon, Diamond Leadership has been providing leadership and talent development services, including coaching, assessment, and training to its global clients for over 20 years.

Our passion is power. We believe that the key to great leadership is the healthy use of power. Our work around the globe with some of the world's most respected organizations has shown us that empowered and empowering leaders create exceptional cultures.

Diamond Leadership is the publisher of a suite of proprietary assessments that help organizations optimize their leadership and enhance their culture through improving their use of power. The multi-rater instrument, [Diamond Power Index®](#) is a leadership 360 for senior leaders, and the [Diamond Power Audit™](#) is a culture survey that measures employee experience of the organizational culture.

Diamond Leadership is founded and led by [Julie Diamond, Ph.D.](#), executive coach, consultant, and author of [Power: A User's Guide](#). With over 30 years' experience in the field of human and organizational change, Julie has been at the forefront of creating transformational learning opportunities and leader development programs around the world. She is the co-founder of the [Power2Leaderlab](#), an executive coaching program for women leaders, and a sought-after inspirational speaker.

