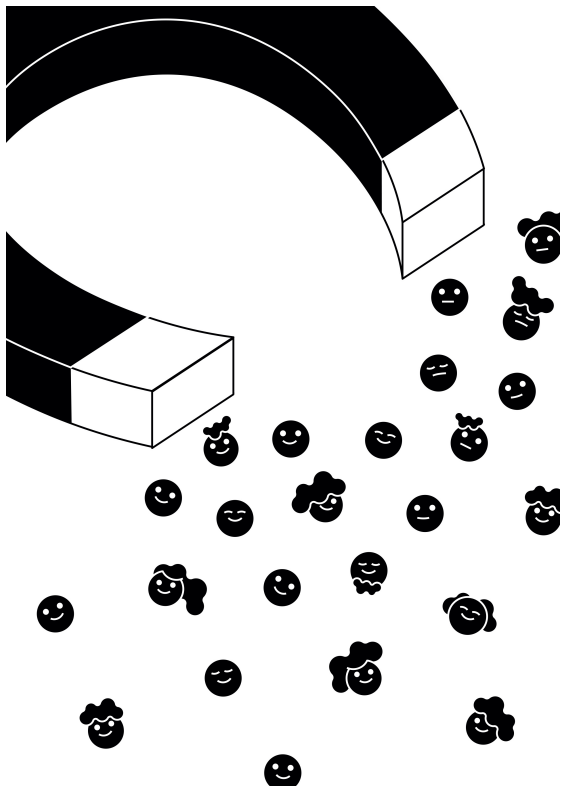# Creating a Culture of Inclusion

Creating an inclusive culture and developing a cadre of leaders who can foster inclusion is the goal of many organisations. In modern organisations it's no longer considered wise, responsible, ethical or profitable just to keep running things the way they've always been.

The quality of an organisation's leaders determines the bottom line: poor leaders get poor results in profitability, shareholder confidence and employee engagement.

The research shows that organisations with inclusive cultures have less turnover, absenteeism, presenteeism, infighting and

reputational risk and more discretionary effort, job satisfaction, engagement, and profit.

Our public and private sector organisations have become more diverse overtime and different skills are needed to lead organisations that encompass a range of genders, ethnicity, thought and style.

Smart, progressive organisations understand that the most immediate way they can respond to these changes and demands is to look for leaders who are flexible, responsive and diverse in their style and thinking; and can engage with employees who are similarly diverse.

Diversity needs inclusion

Many companies have linked inclusion to diversity goals, but studies led by Valerie Purdie-Vaughns at Yale and Victoria Plaut at Berkeley show this may be a mistake. Focusing on difference makes minority groups uncomfortable and increases rather than decreases their feelings of inclusion and can even triggers anger. While people in the majority can feel resentful, confused and anxious, particularly if they feel blamed for a lack of inclusive behaviour and when expectations about the "correct" behaviour are unclear. Diversity without inclusion is not creating the positive results organisations need.

Inclusion a universal need

Insights from evolutionary neuroscience show us that inclusion is important to everyone, not just minorities. We're all shaped by our social interactions, which are processed in a particular area of the prefrontal cortex, the medial prefrontal cortex. We need our group connections in order to survive, and these connections motivate us to work together and develop rewarding social interactions.

Research by Catalyst, an organisation working to help companies become more inclusive, surveyed over 1,500 employees in 250 organisations in six different countries

(Australia, China, Germany, India, Mexico, and the US), looking at the impact of inclusion on key business measures. Around the world, employees who rate themselves as included in their organisations are more likely to identify opportunities for new products and processes, try out new ideas and approaches to problems, and are more likely to offer help to workmates and cover for absent colleagues.

The Pain of Exclusion

Studies by Naomi Eisenberger at UCLA have shown that being excluded activates our pain system, which is such a strong driver it suggests exclusion is a threat to our very survival. When we're excluded from a meeting or when we don't get the promotion the pain we feel is experienced in exactly the same area of our brain as physical pain: it's just as real as a stubbed toe.

At an organisational level, studies by Roy Baumeister and his colleagues have shown that being excluded affects performance, intelligence, social control, self-awareness and wellbeing, and leads to lethargy, lower self-esteem and people being less helpful to each other.

What Makes People Feel Included?

When people feel included, it's an interesting mix of wanting to belong and be identified as part of the in-group and needing to feel individual and have their own unique qualities recognised and valued. Like when you're the only person dissenting on an idea, but your colleagues pay attention to your opinions anyway. Or your style is very different, but people love working with you.

Organisations need to be able to track and measure this potentially contradictory combination of perceptions. And leaders need feedback on whether they are creating an inclusive environment, role modelling and encouraging their teams in this way.

How to Do This?

We have created a unique approach to help organisations and leaders to measure, monitor and enhance inclusion. Our offering includes: two tools to enable organisations of any size to track the degree to which their culture is inclusive. The first is a **survey tool**. Specifically designed to measure levels of inclusion and to identify any exclusion. You can use the tool with teams, business units or the whole organisation. Giving you in-depth data on inclusion.

The second tool is an **inclusive leader self-assessment** which individuals can used to self-assess or to collect 360 data on the impact of their leadership. These tools are offered as part of a package to not just know how inclusive your culture is but to take action to get better.
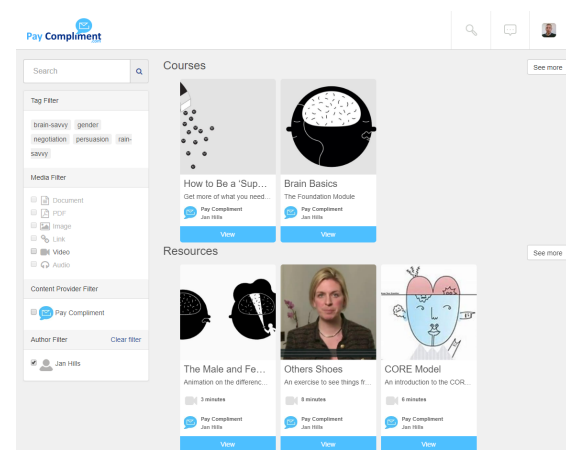

What Does it Take to Be Sure?

A twelve-month programme which includes:
- Benchmarking your current culture
- Cycle frequency is optional although we recommend quarterly to monitor change and implement initiatives to get you on track
- Leader self/360 assessment
- Action planning following each survey / 360 result for leaders
- Tailored micro-learning modules for just-in-time learning

Optional real-time feedback platform for anyone to analyse interactions throughout the period.
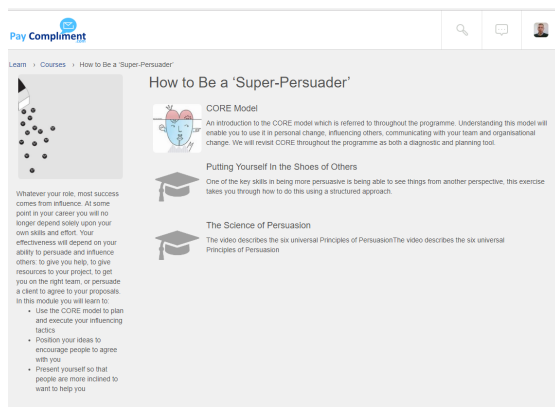
Your Investment

Up to four surveys per year, analysis and report:

+ **Small team**, less than 15 people one leadership assessment, up to 4 learning modules: £12,000
+ **Mid-size team**, between 16 to 50 people, up to 5 leadership assessments, 6 learning modules: £50,000
+ **Large team/enterprise** unlimited people in survey, 20 leadership assessments (more at a per head cost) 10 micro learning modules: £100,000

To learn more call us for an informal discussion about how this may be helpful to your organisation.

Jan Hills + 447766805552 janhills@hhab.co.uk
or
David Perks +61 424 282 465
david@paycomplement.com