

Inclusive Leadership

TU Delft DEWIS Virtual Coffee

May 11th, 2022

BAIN & COMPANY 



Introduction



Daniëlle Stekelenburg

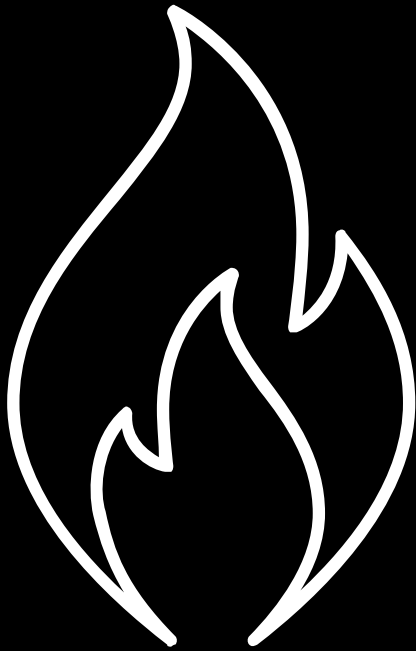
Partner

Bain & Company Amsterdam

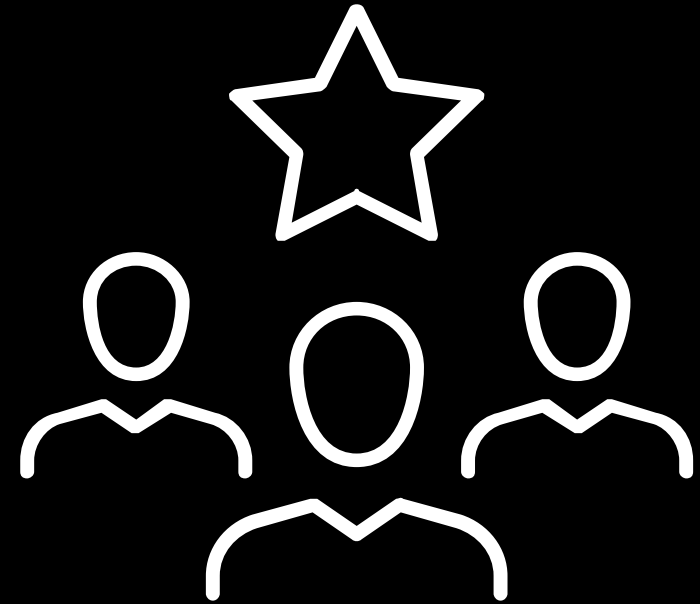
- **TU Delft alum 2007** Systems Engineering, Policy Analysis & Management
- **14 years of management consulting experience** – pioneered flex models (working 80%, LoAs) in Bain over the years
- **Global lead for Diversity, Equity & Inclusion** in Communications, Media and Entertainment industry
- **Supports development of Inclusion & Diversity Score**, allowing us to measure and progress through feedback loops
- Believes you need to be as **rigorous about the human side of change** as you are about the analytical side to get deeper results

Two objectives for today's session

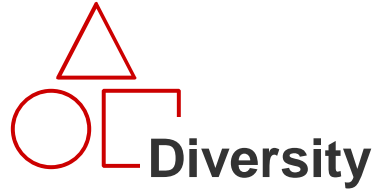
Bringing the inclusion research
insights to life



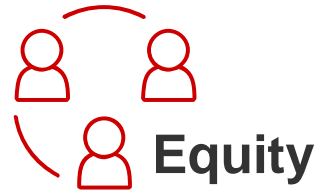
Starting the discussion on
what YOU as a leader can do



Inclusion is an integral part of DEI



Dimensions that differentiate or make alike, including but not limited to race, gender, sexual orientation, skills, backgrounds, personality traits, and other characteristics that shape our identities



Structures, systems, processes and initiatives designed to promote **fair treatment, access, opportunities, and outcomes** for all people



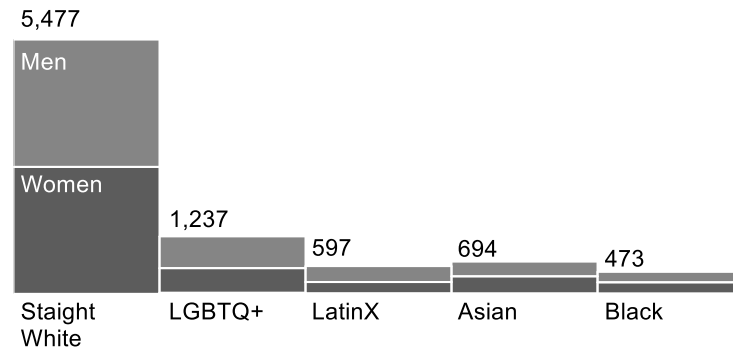
The **feeling of belonging** in your organization and team, feeling **treated with dignity** as an individual, and feeling encouraged to **fully participate** and **bring your uniqueness** to work every day

We surveyed a diverse set of ~10K global respondents to better understand Inclusion

Respondents across diverse industries...

1,903	Technology, Telecom and Media
1,818	Healthcare
1,812	Industrials, Energy and Manufacturing
1,626	Financial Services
1,403	Consumer Products and Retail
526	Professional Services

...demographic backgrounds...



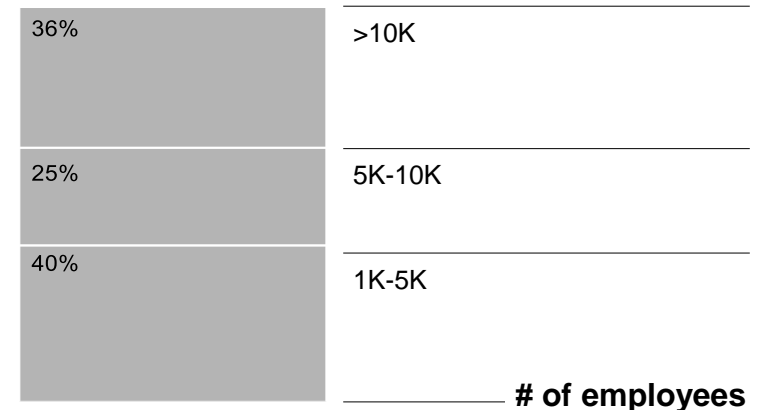
..7 different countries..



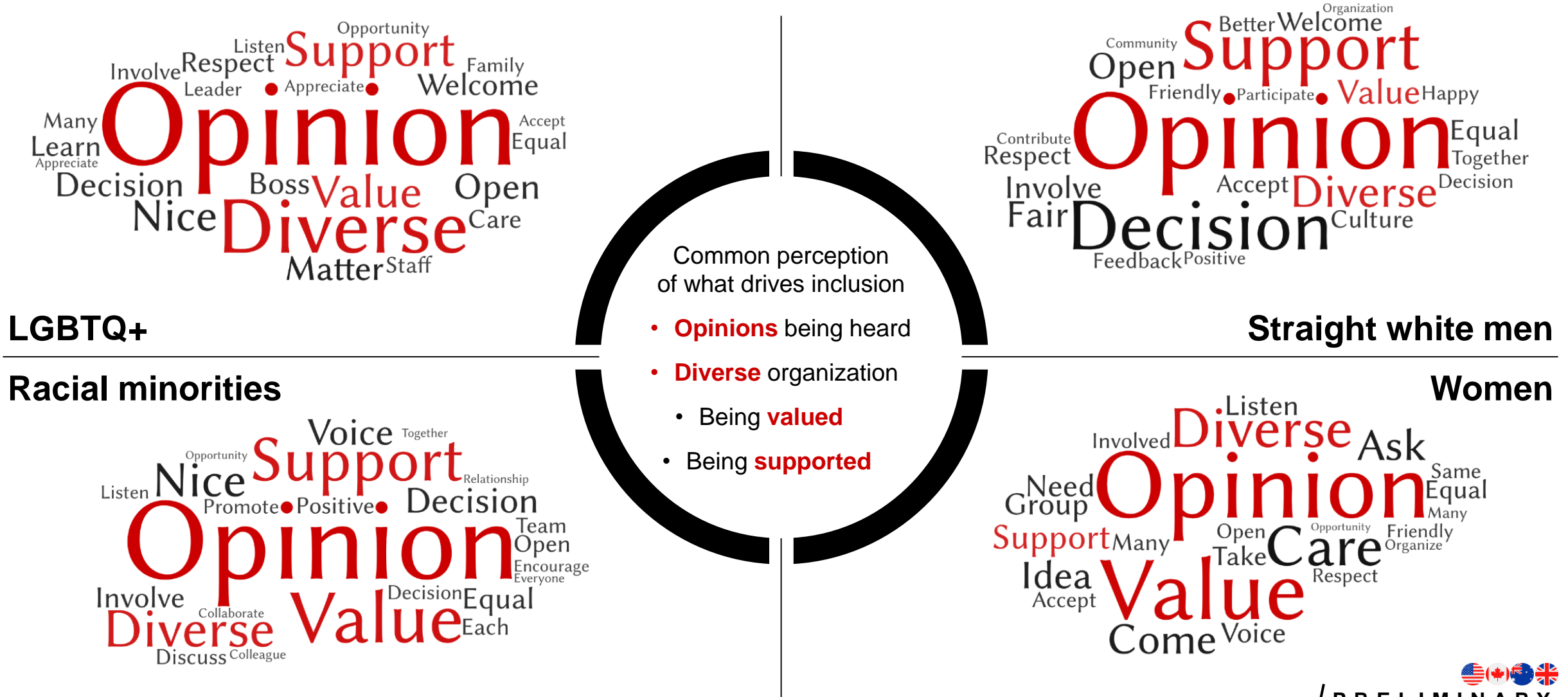
...all levels of seniority...



..and organization sizes

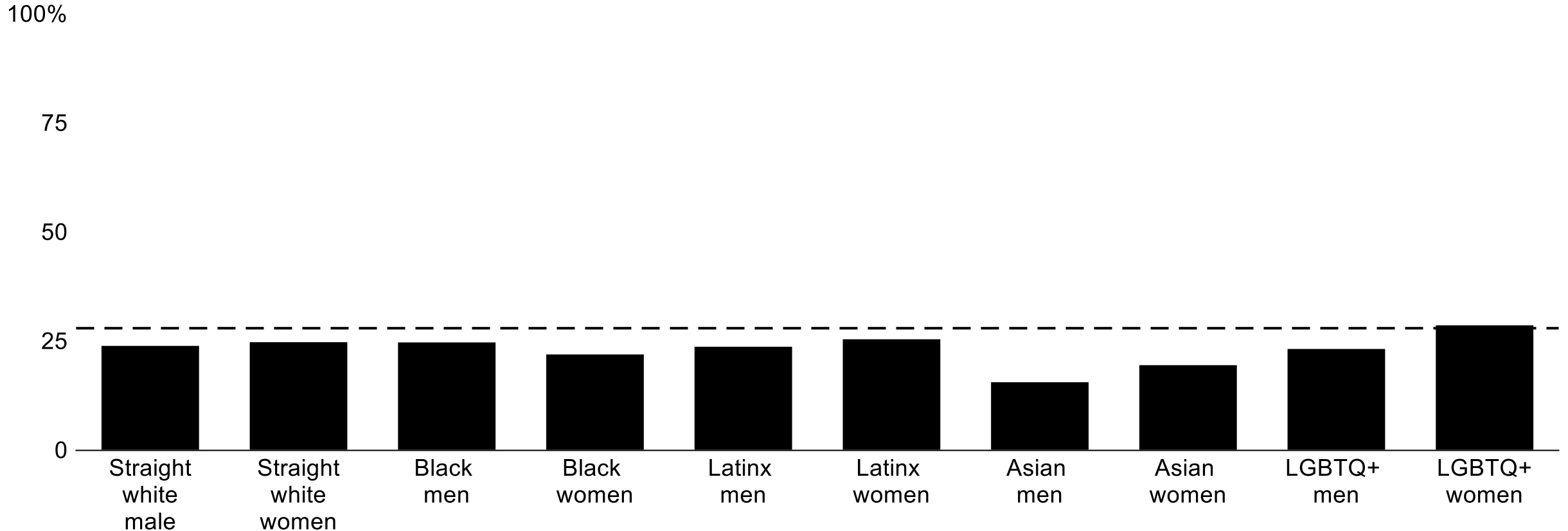


Interestingly, people are universal in how they characterize what it feels like to be included



However, few (if any) organizations have cracked the code with <30% of employees feeling 'fully included'

% respondents who feel fully included by demographic



*True across geographies and industries

Note: Respondent ratings 1-4=Low inclusion, 5= Somewhat included, 6=Moderate inclusion, 7=Full inclusion

Source: Bain Inclusive Organization Survey; N = 9,494

/ PRELIMINARY

And there is no silver bullet: what helps lift a specific populations' sense of inclusion varies



EXAMPLE ENABLERS OF INCLUSION BY POPULATION

Mid-level racial minority populations



Straight white women



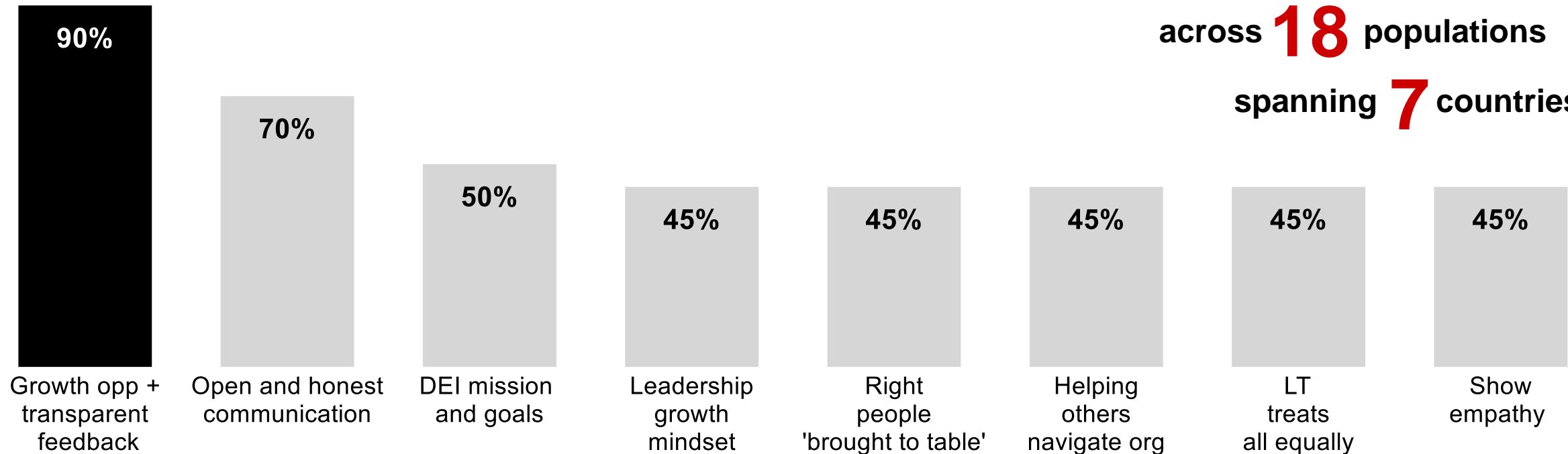
- Behaviors
- LT mindsets
- Peer mindsets
- Structures
- Rituals
- Org purpose/strategy

Still, there are a few elements that are particularly impactful across many populations



Percent of populations with enabler among top 10 enablers of inclusion

72 enablers evaluated
across **18** populations
spanning **7** countries



These more 'universal' enablers provide organizations with immediate opportunities

Signal commitment

- Define your DEI ambition and goals
- Communicate ambition broadly
- 'Take the pulse' of inclusion levels and follow up

Facilitate growth

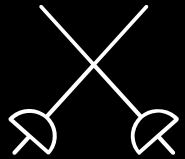
- Install team rituals around coaching and feedback
- Implement sponsorship (and mentorship) programs
- Train leaders on fostering growth mindsets

Foster connection

- Expand employee affinity groups and allyship
- Bring stories to life – this is not about data
- Attack micro-aggressions and promote micro-missions

What **each of us** can do every day as of today

LOOKING INTERNALLY



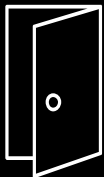
“Challenge yourself”

LOOKING EXTERNALLY



“Listen and be curious”

WHEN YOU GET IT WRONG (we all do!)



“Take responsibility”

WHEN OTHERS GET IT WRONG (we all do!)



“Speak up”

Looking internally – Challenge yourself

/EXAMPLES



“Talent and intellect are spread equally, opportunities are not”

Unattributed

- Check yourself and make space**
 - What ‘privileges’ or ‘preferences’ do I have?
 - What is my ‘bar’ for prior experience?
 - Would I have felt the same if this person was ...?
 - Who might you not be hearing?
- Ask for clarification** versus judgement
- Actively create (frequent) feedback loops**
- ...

Looking externally – Listen and be curious

/EXAMPLES



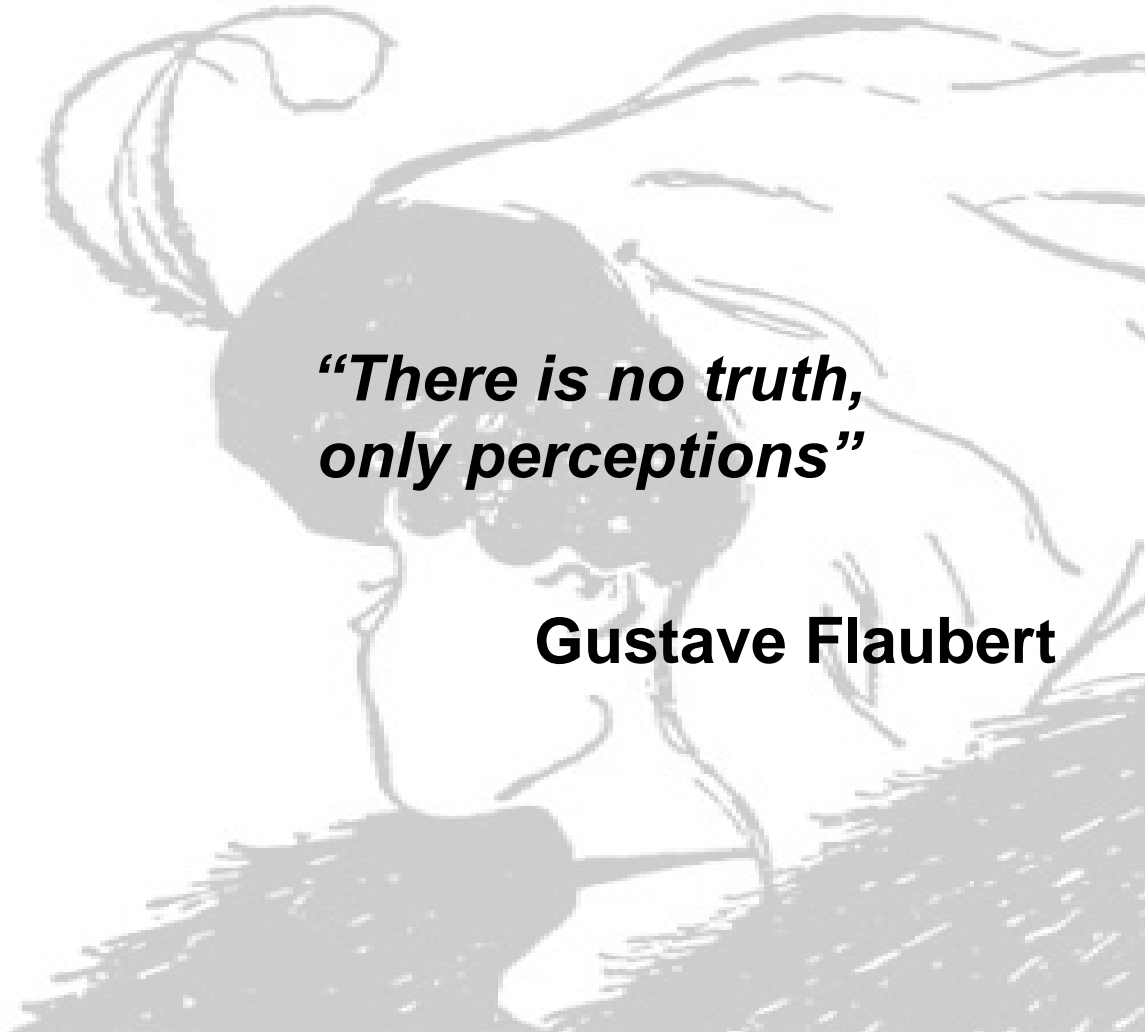
***“An enemy is someone
whose story you haven’t heard”***

Old saying

- ❑ **Ask questions, start a dialogue**
- ❑ **Search for stories** – and share yours
- ❑ Recognize **who may be excluded** and **build bridges**
- ❑ Ask someone on your team to play ‘**devil’s advocate**’
- ❑ **Educate yourself**
- ❑ ...

When you get it wrong (we all do!) – Take responsibility

/EXAMPLES



- ❑ When you catch yourself: **address it**
 - *“I’m worried I just made you uncomfortable”*
 - *“I interrupted you...keep going”*
 - ...

When others point it out

- ❑ **Listen to understand** – accept their feelings
- ❑ **Apologize for the hurt**
- ❑ **Be open to learn and be better**
- ❑ ...

When others get it wrong (we all do!) – Speak up

/EXAMPLES



“Never doubt that a small group of thoughtful, committed citizens can change the world – indeed, it's the only thing that ever has”

Margaret Mead

When it happens to you:

- Address it directly**
“that felt uncomfortable, do you want to try again?”
- Address it indirectly**, e.g., trusted advisor

When you notice it happening to others

- Call it in**
- Call it out**
- Check with the impacted person**
- ...

Reflections and Q&A



Thank you!
And the journey continues...



