



Growing an Inclusive Mindset in Leaders

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Identify the organizational indicators of an “inclusive mindset”

Assess your organization’s current strengths and weaknesses

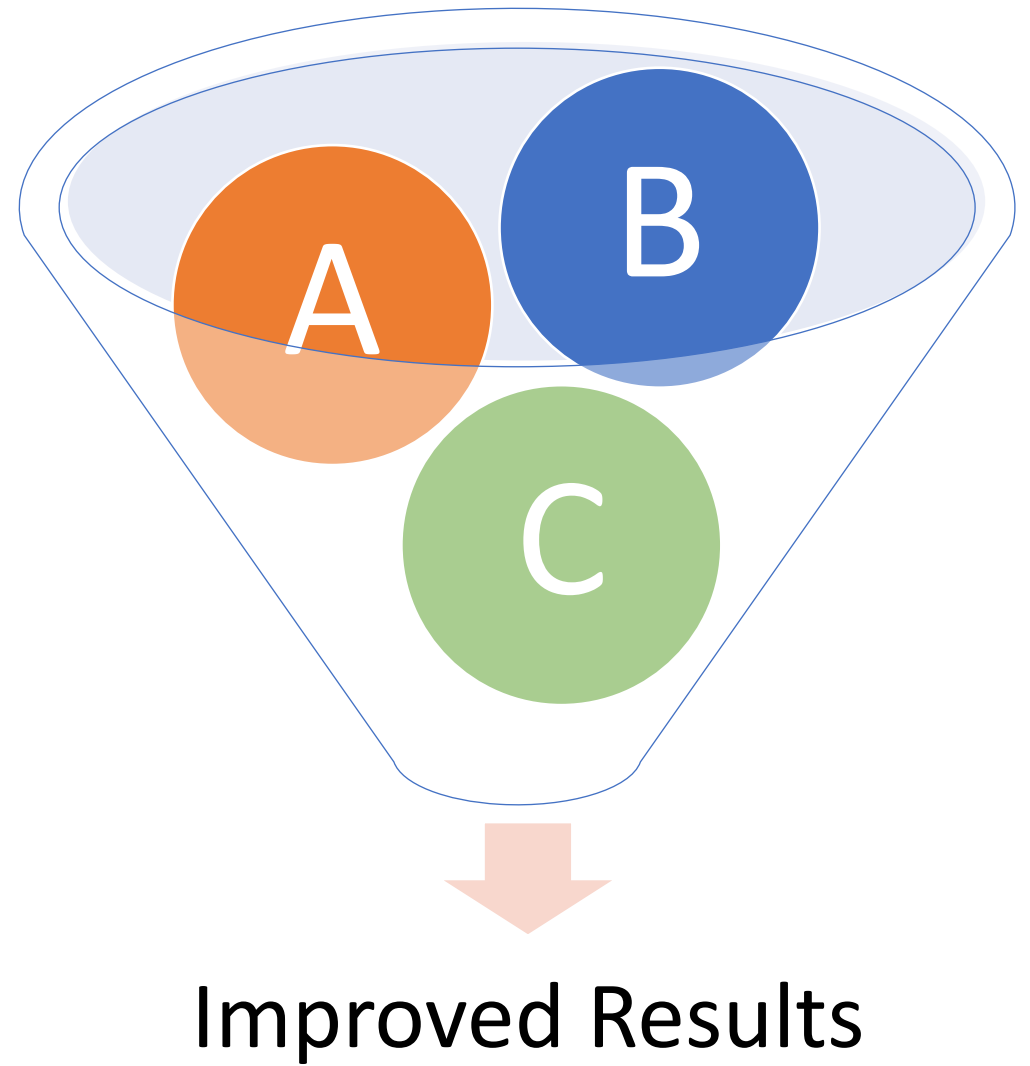
Name the key leadership skills that support the inclusive mindset

Learn best practices to help pre-existing leadership traits be applied to promote inclusion



Monica Ortega
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Inclusive Mindset



Six Signature Traits of Inclusive Leadership

Deloitte Insights
by Juliet Bourke and
Bernadette Dillon

Commitment

Courage

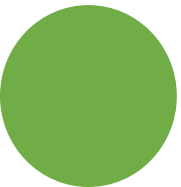
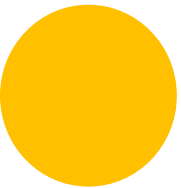
Cognizance
of Bias

Curiosity

Culturally
Intelligent

Collaborative

1. **Commitment** - Committed to diversity and inclusion because these objectives align with their personal values and because they believe in the business case.
2. **Courage** - Speak up and challenge the status quo, and they are humble about their strengths and weaknesses.
3. **Cognizance of Bias** - Mindful of personal and organizational blind spots, and self-regulate to help ensure “fair play.”
4. **Curiosity** - Have an open mindset, a desire to understand how others view and experience the world, and a tolerance for ambiguity.
5. **Culturally Intelligent** - Confident and effective in cross-cultural interactions.
6. **Collaborative** - Empower individuals as well as create and leverage the thinking of diverse groups.



Six Traits of Inclusive Mindset	Transfer to these leadership contexts...
Commitment	Integrity Ethics Hard worker
Courage	<div data-bbox="1345 558 2349 1396" style="background-color: #e67e22; color: white; padding: 10px; text-align: center;"> <p>In the Chat...</p> <p>share applications of the six traits of inclusive leaders in different leadership contexts.</p> <p>Courage = challenge status quo, deliver tough feedback</p> </div>
Cognizance of Bias	
Curiosity	
Cultural Intelligence	
Collaboration	

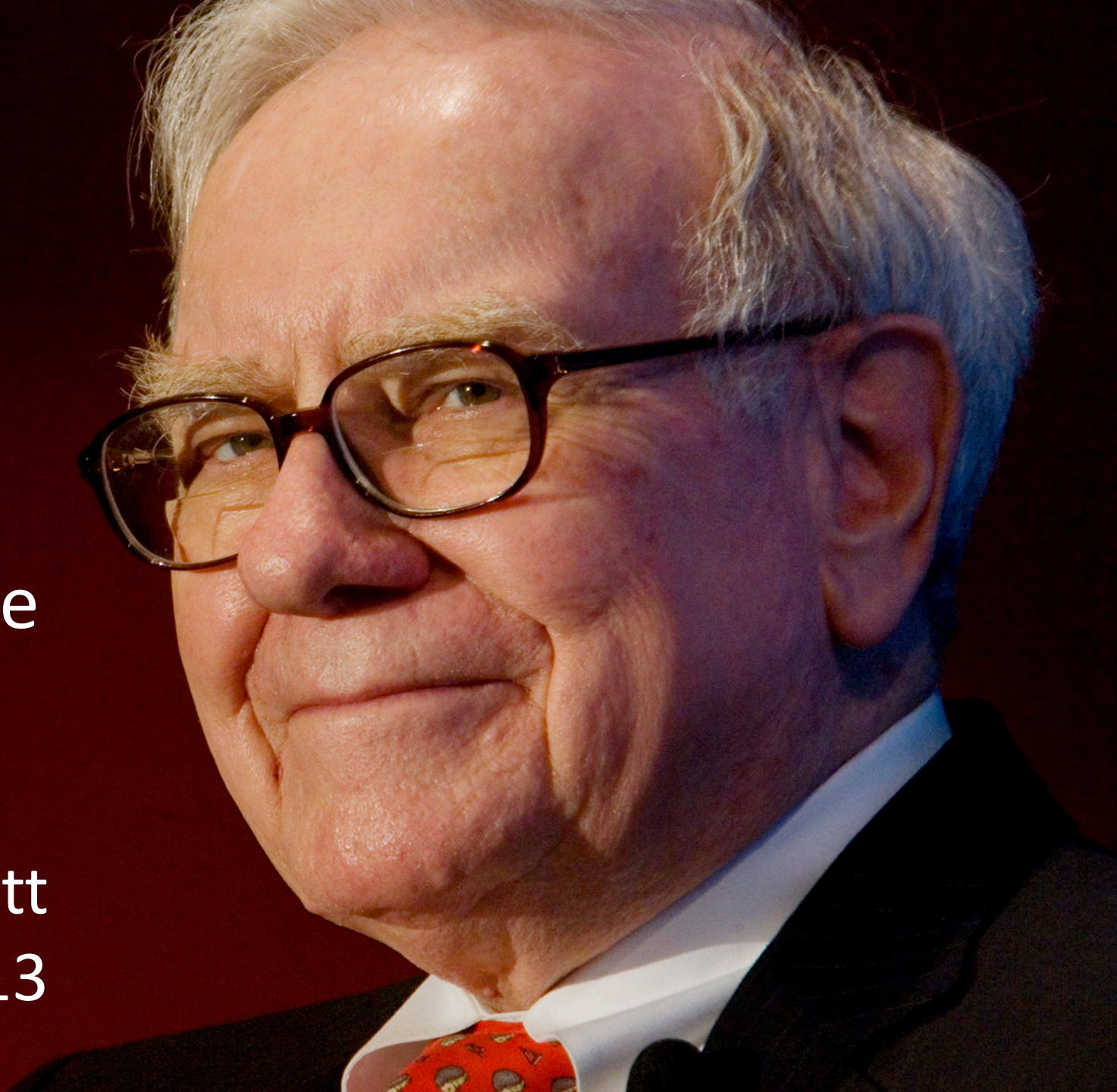
Lubrizol

The logo for Lubrizol features the word "Lubrizol" in a bold, italicized, black sans-serif font. Below the text is a thick, blue, curved swoosh that starts under the 'L' and tapers off to the right.

**BERKSHIRE
HATHAWAY**

But an even greater enemy of change may well be the ingrained attitudes of those who simply can't imagine a world different from the one they've lived in.

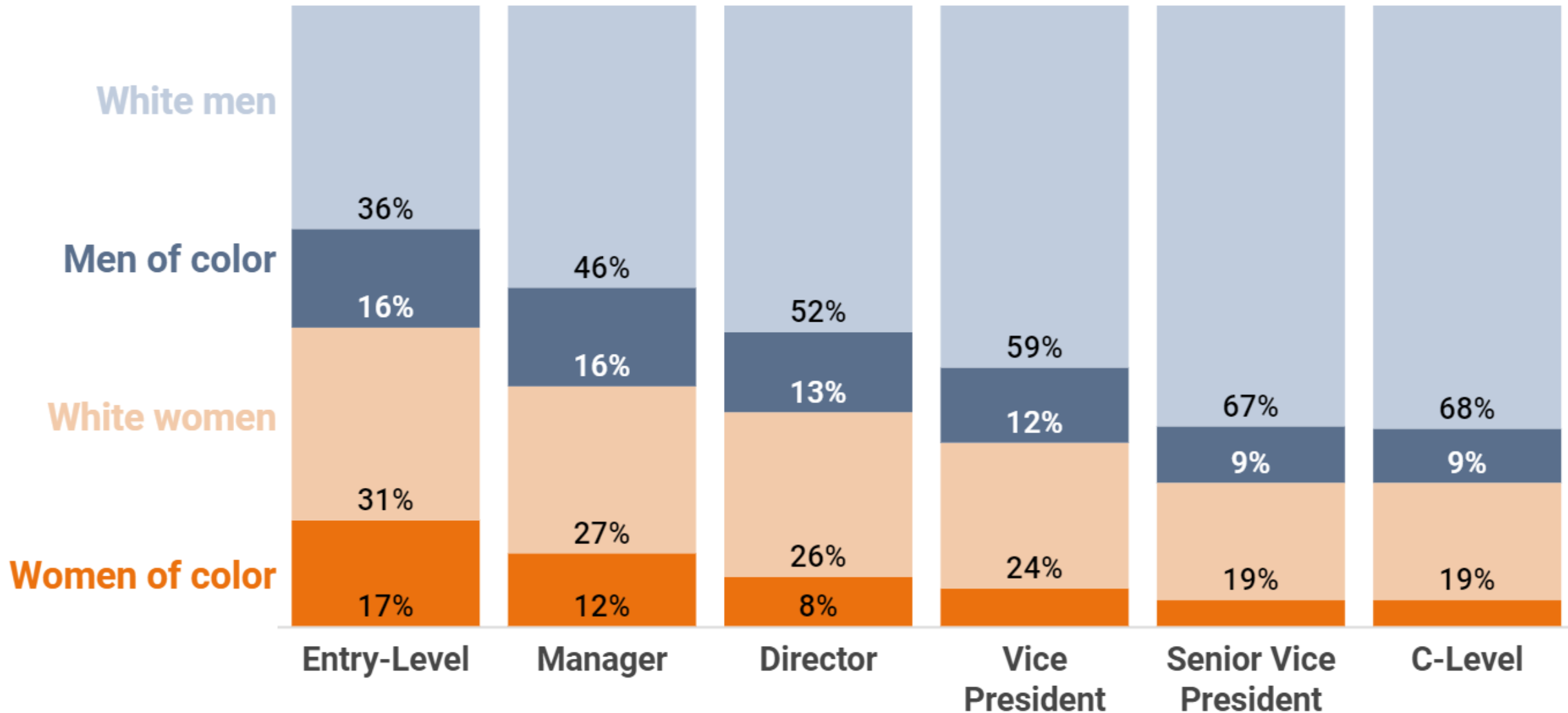
Warren Buffett
Fortune Essay 2013





Lizard Earrings

US Corporate Talent by Gender and Race



Source: *Women in the Workplace 2018*, in which LeanIn.org and McKinsey examined the employee pipeline of 279 US corporations.

Activity: Consider your organizational leaders...

Six Traits of Inclusive Mindset	Strength or Opportunity
Commitment	
Courage	
Cognizance of Bias	
Curiosity	
Cultural Intelligence	
Collaboration	

Different Perspectives	Strength or Opportunity
Gender	
Race/Ethnicity	
Personality/ Thought Style	
Cultural Background	
Age	
Education	

Commitment

Courage

Cognizance
of Bias

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How are
you already
building
these traits
in your
leaders?

Help Leaders Imagine a Different World

- Thought provoking reading and video assignments
 - YWCA 21 Day Challenge
 - Social Justice Reading Lists
- Reverse mentoring
- Non-profit board membership
- Expat assignments and relocations
- Cross-function and division career pathing
- Community engagement and volunteering
- Economic development and leadership programs
 - Greater Cleveland Partnership





Diversify Your Leadership's Perspectives



- Identify existing strengths and weaknesses of non-diverse leadership perspectives
 - Strength of sameness = speed make decisions
 - Weakness of sameness = slower to innovate
- Reassess role requirements
- Mindful recruitment
- Purposeful succession planning
- High Potential development



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Questions & Answers