



I WANT TO BE AN INCLUSIVE LEADER

We all share the responsibility of embracing the principles of diversity and inclusion. The most powerful driver of change in the diversity space is not at an organisational level – **it is at a really personal level.**

► Are you aware of your impact?

Do you:

- spend time getting to know every individual in your team?
- recognise and respect your team's different talents, abilities and skills?
- give positive feedback when it is deserved?
- give constructive feedback when it is required to all members of your team?
- provide equal opportunities for development?
- equally disperse your team on development assignments, special projects, training etc?
- make sure your team building and social events encourage all your team to participate?
- ensure all your team feel free to share ideas during meetings? *

**Sourced: Supporting Diversity as a Manager, written by Lynne Gaines and Adelaide Wilson*

► What gets in the way of being diverse and inclusive?

Unconscious bias refers to a bias that we are unaware of, and which happens outside of our control. It is a bias that happens automatically and is triggered by our brain making quick judgments and assessments of people and situations, influenced by our background, cultural environment and personal experiences.

It is important to remember unconscious bias is not intentional; it is caused by a lack of awareness when making a decision. It is your brain's way of creating shortcuts and making you more efficient with decisions. At work when your unconscious bias makes decisions for you, it restricts your ability to be diverse and inclusive. Understanding unconscious bias and being aware is a critical in becoming a diverse and inclusive leader.

There are four types of unconscious bias:

1. In and Out Groups

This is also known as "us vs. them". When you are part of a group you feel "in" with, you feel comfortable and accepted despite differences. Members of In Groups are more willing to contribute due to increased feelings of trust, worth, security and self-esteem.

Out Groups minimise differences and members are seen to be all the same. When you are not valued for your individual contribution, you are less likely contribute and to feel anxious, distrust and hostility.

Example:

In and Out groups can change dependant on the situation, i.e., a football fan entering a bar alone will look for someone supporting the same team to talk to. If there is no one, he will look for anyone wearing football colours



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who shares an interest in the game. If that fails, he will look for a fellow sports fan. And in the end, he will settle for just talking to another man. His Out Groups can flex.

2. Power Bias

“When a feeling of power is induced in people they are less likely to take others’ viewpoints and more likely to centre their thinking on themselves. The result is a reduced ability to comprehend how others see, think and feel.” (Robert Trivers)

Simply, power can make people less open to differences.

3. Normalisation of Deviance

“Social normalisation of deviance means that people within the organisation become so much accustomed to a deviant behaviour that they don't consider it as deviant, despite the fact that they far exceed their own rules for the elementary safety” (Diane Vaughan)

The more you are exposed to something, the more familiar it becomes until it is considered normal, even if it is not correct.

Example:

The most famous example of normalisation of deviance is the explosion of the 1986 space shuttle named the Challenger due to the failure of the “O-rings”.

Concerns and failures with O-rings had been reported since 1979. Though NASA had come to accept the failure of the O-rings as normal because no disaster or negative impact had occurred ... that is until the Challenger exploded due to the combination of the O-ring failure and the usually cold weather at the time of the launch.

4. Stereotypes

A stereotype is making an assumption due to a widely held but fixed and oversimplified image or idea of a particular type of person or thing.

Assuming all stereotypes are true stops diversity of thought and limits the way we treat people both within and outside of the workplace.

Examples:

Are ALL men good at fixing things?

Are ALL women better communicators?

Are ALL old workers less able to learn new work?

Are ALL Gen Y excellent with technology?

... No. It's not at ALL possible.

Question:

I want to become more aware, can I test if I have unconscious bias on a topic?

Yes, Harvard is running unconscious bias tests on a range of topics.

<https://implicit.harvard.edu/implicit/>

Have a go- it's interesting!



► What should I be aware of to be an inclusive leader?

To be an inclusive manager you need to create a workplace where all employees feel valued and their ideas count. Creating this environment encourages diversity and is energising and motivating. As an inclusive manager you will make each employee feel authentically valued, respected and engaged in achieving a shared vision.

Sourced: Supporting Diversity as a Manager, written by Lynne Gaines and Adelaide Wilson

General tips and tricks

- Remember to schedule meetings at times that accommodate your whole team
- Encourage your team to share knowledge and experiences
- Have a variety of team building activities
- Encourage conversations between your team
- Be aware of your power to influence thought

Employment lifecycle D&I tips



ATTRACT AND SELECT

Unconscious bias can greatly affect a hiring manager's decision to select a candidate on merit and fit for the role, when they are not aware of what is required in the role. We want you to recruit and select the best fit for the role, regardless of their race, gender or any other personal attribute.

Tips:

- Prior to reviewing resumes list out on paper the skills and experience you are looking for
- Review each resume against the pre-defined list of skills. It is much easier to find a match when you know what you are looking for and it prevents you from excluding an applicant due to unconscious bias
- Prepare an interview guide and ensure you ask every candidate the same questions. Similarly, judge their answers with the same criteria. If you conducted an experiment five different ways, it would not be fair to compare the results.
- Recognise individuals bring different thoughts and answers. This is diversity and can be a strategic advantage if correctly harnessed.

Resources:

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- Speak to your local HR business partner about attending the [Hiring Right training programme](#).
- [Download the Hiring Right cheat sheet](#).
- For more information, refer to the [“I want to hire diversely” section](#)

ONBOARD AN AFFILIATE

Having a diverse team supports individuals to speak up and share their thoughts, leading to innovation and wider range of solutions. As a manager, you are key to creating a conducive environment for your team to foster results and growth.

Tips:

- Get to know the new individual in your team; what motivates them, how they like to be recognised and rewarded.
- Introduce your new employee to individuals they will be working with
- Ensure your new employee understands the ethical nature of JLL and is committed to embracing a diverse workplace
- Make your team an “in” team where everyone feels supported despite differences
- Ensure you set up an IPMP with clear goals and expectations

Resources:

- View the [“Effective Communication Model”](#) to help make sure you make your conversations matter

REVIEW AND ASSESS

Consistency across how you treat your team member creates a work environment where all employees have equal opportunities to achieve career development and success. Giving fair and honest feedback is critical when leading a diverse and inclusive team, as it ensures deviant actions are not supported and stereotypes do not come into play.

Tips:

- Create a criteria of what is expected and the deliverables. You will be able to give fair and honest feedback based on the criteria and not on your unconscious bias
- Give regular feedback, do not wait until performance review time
- Be aware that males are confident and woman are clear about their abilities. Woman are careful not to oversell themselves’ and males will oversell themselves.

Resources:

- Review the [IPMP Guide for Managers via your Country HR connect page](#)
- Use the [“Situation Behaviour and Impact Feedback Model”](#) to help deliver constructive feedback

DEVELOP AND TRAIN

Your team are your greatest asset. Dissatisfaction with development and opportunities leads employees to look elsewhere. We want to retain our top talent and make each employee feel authentically valued, respected and engaged in achieving a shared vision.

Tips:

- Get to know your team, don’t just assume you know them, ask them what motivates them, what do they like to do, where do they want their career to go
- Assign project and development project equally across your team
- Research reflects that woman don’t see development programs as the top enablers for career development. You should invest in development activities that are tailored to the individual.

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- Embrace your employees strengths and encourage your employees to embrace their strengths further.
- Give immediate positive feedback.
- Give all employees similar opportunities, if individuals are not involved think about other methods to evolve them.
- Take opportunities to let your employees learn from each other.

Resources:

- Understand the flexible working options in your country
- Have conversations with your team to encouraging flexible working arrangements
- Encourage your team to take part in mentoring, contact your local HR

RECOGNISE AND REWARD

Research reflects the most proven method for improving productivity continues to be capturing and improving employee motivation. Employees will either choose to strive for excellence, or settle for mediocrity resulting in either a productive or counter-productive impact on their performance, team motivation and JLL's success. Every individual is different and how they want to be recognised and rewarded will be different.

Tips:

- Know your team and how individuals like to be rewarded
- Ensure you equally reward your team for their results
- Recognise and acknowledge your teams different talents, abilities and skills
- Give positive feedback to all employees when it is deserved
- Do not reward behaviour which is detrimental to your diverse team, you are the leader and you set what is acceptable
- Ensure you promote based on merit and results, not company tenure and expectations

Resources:

- Nominate your employees for an Ovation award via your [country HR connect page](#)