

Inclusion Coaching

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Inclusive leadership, cultures, and organizations have proven time and again to outperform others and win every time. We have also experienced that inclusion is, in fact, a developable competency. As we consider developing inclusive leadership, the question becomes “how?” Change comes with understanding how to behavioralize inclusive leadership, and meaningfully engaging a leader in his or her own development.

In a broad review of research and data on diversity, equity, and inclusion, with an eye for what comprises an inclusive leader, we arrive at a few conclusions:

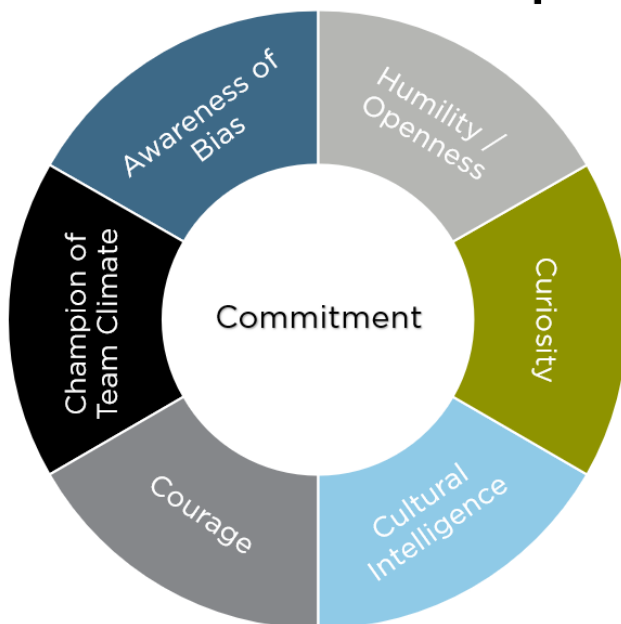
- Inclusion is a must-have competency for today’s leaders.
- The journey to inclusive leadership requires a personal commitment.

“A leader must make a commitment, both publicly and privately, to make inclusion a personal priority in leadership and decision making.”

Defining Inclusive Leadership

Most research agrees that inclusive leaders have six broadly defined competencies:

Inclusive Leadership



- **Awareness of Bias** - Have you thought about your blind spots? Have you considered biases embedded in your organization?
- **Humility/Openness** - Do you readily admit mistakes and accept suggestions? Do you consciously create space for other’s opinions?
- **Curiosity** - Are you genuinely interested in others? When did you last actively listen, learn and adopt a new idea from a team member?
- **Cultural Intelligence** - Are you comfortable in cross-cultural environments? Are you prone to stereotype individuals based on their culture?
- **Courage** - Have you challenged the status quo around bias and inclusion? Have you ever held anyone else accountable to address their biases?
- **Champion of Team Climate*** - Do you consider the psychological safety of your team and colleagues? Do others share their opinions freely with you?

*“Champion of team climate” is described as “Collaboration” by Deloitte¹ and HBR².

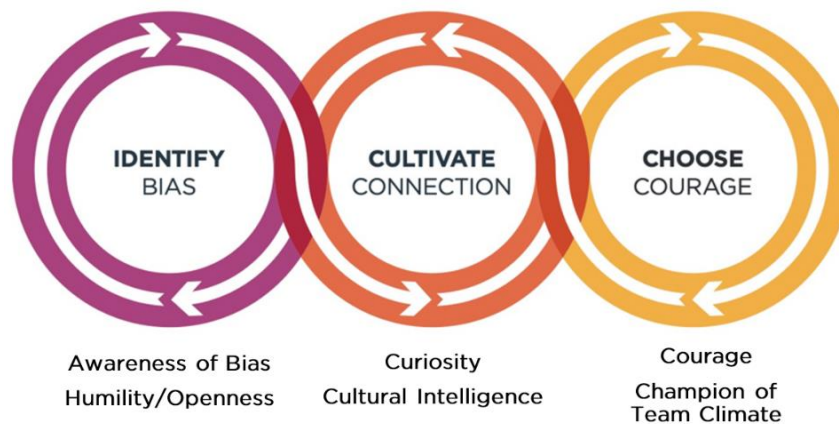
Robert Gregory Partners’ coaching process makes inclusive leadership more achievable, so you can help your leaders think, act, and lead more inclusively. Our coaching process is the bridge between the leaders they are today and the inclusive leader you need them to be.

¹ Bernadette Dillon and Juliet Bourke. “6 Characteristics of Inclusive Leaders.” *The Wall Street Journal*, October 3, 2016. <https://deloitte.wsj.com/cio/2016/05/04/6-characteristics-of-inclusive-leaders>.

² Juliet Bourke & Andrea Titus. “Why Inclusive Leaders Are Good for Organizations, and How to Become One.” *Harvard Business Review*, March 29, 2019. <https://hbr.org/2019/03/why-inclusive-leaders-are-good-for-organizations-and-how-to-become-one>.

Robert Gregory Partners leverages a powerful executive coaching methodology and infuses best-in-class content from FranklinCovey's *Unconscious Bias: Understanding Bias to Unleash Potential* to develop skills needed for today's leadership challenges. Hogan Personality Inventory data also informs this holistic approach to develop Inclusive Leaders.

The *Unconscious Bias* content is divided into three sections. Each section helps to build the Inclusive Leader competencies mentioned above in the following way:



Inclusion Coaching follows the process below:

1. Commitment

- Organizational Alignment re: DEI Strategy
- Sponsor Team Alignment Meeting
 - Discuss DEI Objectives, draft IDP, and define success with:

Manager Candidate HR/Talent Coach

2. Data Collection

- Life/career history, role analysis
- Inclusion 360 Survey (Pre-Assessment)
- Hogan Personality Assessments

3. Learning

- Unconscious Bias Curriculum (delivered via asynchronous learning)
 - Identify Bias
 - Cultivate Connection
 - Choose Courage
- Immersive discussion and application

4. Coaching & Application

- Debrief with purpose of creating behavioral change
- Meet every 2-3 weeks to allow candidate time to practice new behaviors

5. Process Assurance

- Stakeholder interviews and Inclusion 360 Survey
- Debrief and recalibrate IDP
- Sponsor Team meeting

6. Transition & Sustainability

- Action Planning (IDP and formal sustainability plan)
- Formal Transition Meetings with Sponsor Team (Roles and accountabilities for sustaining development)
- Final Meeting between Coach & Candidate

Inclusion Coaching is the optimal vehicle for a leader to learn and effectively implement the behaviors that lead to inclusive leadership. Learning and insight in this sensitive area is most effective in the context of a safe, trusted coaching relationship.

For additional information on **Inclusion Coaching**, please contact Robert Gregory Partners at info@robertgregorypartners.com or 614-389-3670.