curium | empower potential

Empowering inclusive leaders for a diverse world

About the authors

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Anne is a key player in the global development of TetraMap, forming TetraMap UK in 2007. Since her introduction to TetraMap in 2004, Anne has been responsible for the development of facilitators and leaders across Europe with organisations including BBC Worldwide, O2, Deutsche Bank, Deloitte, Repsol and Lidl.

Anne's passion is to help people maximise their potential by recognising and understanding their own behavioural preferences. Now Head of Performance Solutions at Curium Solutions, Anne's experience enhances Curium's award-winning approach to people development.

Together, we offer a rich and impactful suite of services and support to individuals, teams and organisations who need our help.

James Farrow
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TetraMap Master Facilitator, NLP Master Practitioner and Extraordinary Coach® and Extraordinary Leader®

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Over the past 20 years, James has designed and delivered business transformation programmes for major organisations, such as E.ON, Lloyds Banking Group, Kingfisher Group and Sainsbury's Argos.

With a passion for performance learning, James coaches and develops leaders from the C-suite down. He speaks regularly at conferences across the UK and US on subjects that include performance mindset, business transformation and leadership.

More recently, James judged the inaugural Midlands Leadership Awards, demonstrating his expertise in the role leadership plays in organisational success when going through transformational change.

Leyla Okhai
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Leyla is the Director of Diverse Minds, working to create a positively productive workplace for all. Diverse Minds enables individuals and businesses to work more effectively by understanding differences and leveraging unique cultural strengths via coaching, training and consultancy.

Leyla has more than 16 years' experience in developing and implementing diversity, inclusion and equality practices, including working closely with senior leadership teams at Imperial College London and the University of Oxford.

Leyla is passionate about simple solutions that bring about change. She is a regular speaker on mental health, well-being and inclusion on podcasts, conferences and leadership round tables.

Foreword

We live in a diverse world. Employees, customers, markets, ideas and cultures are all diverse. Inclusive leaders embrace this diversity, harnessing different perspectives, experiences and ways of thinking to ensure their organisations and their employees thrive.

For many organisations, progress towards a more diverse and inclusive workplace has focused on characteristics like race, gender and disability. For us, that doesn't go far enough.

Leaders need to understand and empower diversity of personality, thinking and behaviour if they are to be truly inclusive. We are all different. Successful leaders will harness the power of that diversity.

In this report, we look at how the notion of a 'leader' is changing, and consider diversity, inclusive leadership and the benefits they bring.

We will also explore how you can support your organisation's leaders so that they can tap into and develop the skills needed to become inclusive leaders.

Anne Clews
Head of Performance Solutions, Curium Solutions

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TetraMap® is a registered trademark of TetraMap International in New Zealand and other countries.

Introduction

We live in a diverse world. Employees, customers, markets, ideas and cultures are all diverse. Inclusive leaders embrace this diversity, harnessing different perspectives, experiences and ways of thinking to ensure their organisations and their employees thrive.

Research by McKinsey & Company shows that:

Companies in the top-quartile for ethnic and cultural diversity on executive teams are

33% more likely to have industry-leading profitability.

Companies in the top-quartile for gender diversity on executive teams are

21% more likely to outperform on profitability.[1]

Research by McKinsey & Company shows that companies in the top-quartile for ethnic and cultural diversity on executive teams are 33% more likely to have industry-leading profitability.

Companies in the top-quartile for gender diversity on executive teams are 21% more likely to outperform on profitability.[1]

A more diverse team improves financial performance.

Despite this data, research by Curium Solutions and Diverse Minds suggests that, although organisations have made some progress in terms of gender and cultural diversity, there is less diversity around leadership style.

We carried out a study of managers and supervisors working in various business sectors including telecommunications, retail and leisure, and financial services.

Each of them has experienced TetraMap®, a learning model used by organisations including BBC Worldwide, NASA, O2, Lidl, Deutsche Bank and Sainsbury's Argos, which looks to nature to increase personal well-being and team cohesion.

Our results show that people with a high Earth preference – who are typically task and outcome focused – are more likely to be in senior roles.

In our data, more people-focused individuals – those with a high Water preference – are less commonly found in leadership roles.

Is it surprising that someone more focused on goals, decisions and delivery will attain a leadership role? Probably not. However, does this focus make them best suited to getting the most from their diverse range of employees and to fostering a culture of innovation and creativity?

Earth
like a mountain is firm

Air
like the wind is clear

Water
like a lake is calm

Fire
like the sun is bright

Our results show that people with a high Earth preference – who are typically task and outcome focused – are more likely to be in senior roles. In our data, more people-focused individuals – those with a high Water preference – are less commonly found in leadership roles.

More likely to be in senior roles

Less likely to be in senior roles

In this report, we look at how the notion of a 'leader' is changing, and consider diversity, inclusive leadership and the benefits they bring. We will also explore how you can support your organisation's leaders so that they can tap into and develop the skills needed to become inclusive leaders.

Changing perceptions of a leader

In forward-thinking organisations, 'command and control' leadership is over.

Having dominated organisations for many years, the diverse world we live in has created the conditions for change.

Deloitte talks about **four mega-trends** reshaping the environment and influencing business priorities:

- Diversity of markets
- Diversity of customers
- Diversity of ideas
- Diversity of talent

Against this background, the notion of a single individual having all the answers is untenable. "Understanding and being adept at inclusive leadership will help leaders thrive in their increasingly diverse environment."[2]

Inclusive leadership also benefits employees. Research by ENEI (the Employers Network for Equality and Inclusion) and Bucks New University showed that people working with inclusive leaders are more productive, satisfied and engaged than those working with non-inclusive leaders.[3]

The research involved almost 1000 employees and managers from Affinity Sutton, CIPD, EY, Nationwide, NHS, Network Rail, Pitney Bowes, PageGroup, Pearson, Santander and Sodexo.

As well as personal benefits for the individuals working with inclusive leaders, the ENEI survey revealed that respondents believe that inclusive leadership results in positive outcomes for the organisation.

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ENEI and Bucks New University's definition of inclusive leadership includes:

Communicates
authentically and honestly in a way that inspires trust, loyalty and well-being

Puts effort into
helping diverse people identify their talents and develop them for performance now and future advancement

Provides
positive feedback to boost people's self-efficacy

Leverages
difference for high performance and provides responsive excellence to customers', clients' and service users' needs

**A role model**
exemplar of inclusive behaviour

Listens to
and seeks out the views of diverse people and takes account of these views, without bias, in the decisions they make

Appreciates
that a diverse group of people will generate more creative solutions to problems and encourages this

Inspires
people through a shared vision of future success and motivates them to deliver it
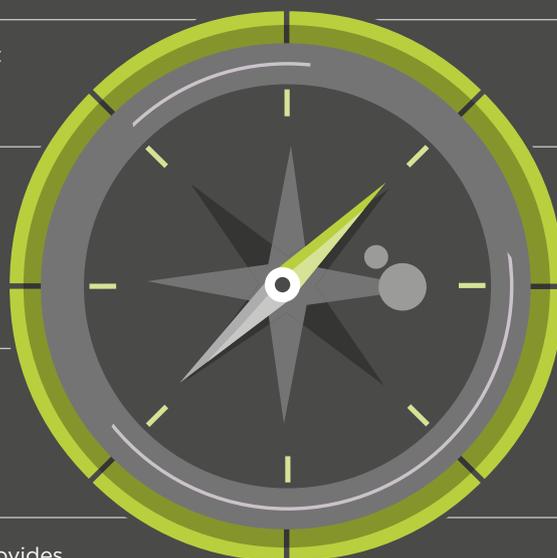
Anne says, "To be an inclusive leader is to recognise the diversity of employees, customers, markets, ideas and cultures, and how to integrate inclusive practice into each of these elements."

For example, thinking about global market opportunities and how to facilitate access to products and services. This then feeds into the customer experience and how different groups will buy and promote your product or service.

"Innovation distinguishes the mediocre from the great. Creating a culture in which innovation is encouraged and incubated is essential. Recruiting and retaining staff with diverse skillsets and diversity of thought underpins this approach to innovating.

"Organisational culture is the most impactful way to build an inclusive brand identity within staff and for customers. To avoid 'group think', we need to be challenged and challenge each other to stretch our perspective," adds Anne.

"Innovation distinguishes the mediocre from the great. Creating a culture in which innovation is encouraged and incubated is essential."

Anne Clews, Head of Performance Solutions, Curium Solutions

Equality, diversity and inclusion

In the UK, the Equality Act 2010 provides a legal framework to help tackle disadvantage and discrimination.

The Act includes nine protected characteristics: age, disability, gender, gender identity, race, religion and belief, sexual orientation, pregnancy and maternity, and marital and civil partnership status.

However, legislation is one thing; creating a more inclusive workplace is a different challenge.

In their book, *Inclusive Leadership*, Charlotte Sweeney and Fleur Bothwick talk about the differences between equality, diversity and inclusion: "Equality is being invited to the room. Diversity is getting a seat at the table. Inclusion is sharing your views and being heard. An inclusive leader enables all of this to happen."

There is evidence that attitudes are changing: "While social justice, legal compliance, or maintaining industry-standard employee environment protocols is typically the impetus behind [inclusion and diversity] efforts, many successful companies regard I&D as a source of competitive advantage, and specifically as a key enabler of growth."[4]

McKinsey found that workforces that are diverse and inclusive have 12% higher employee productivity, 19% higher retention and 57% higher team collaboration.[5] But, to succeed, inclusion and diversity must be genuine leadership priorities.

In 'Why Diversity Programs Fail'[6], Harvard Business Review highlighted that mandatory equality, diversity and inclusion training has little-to-no positive impact or effect on diversity in organisations in the USA. As an example, the proportion of African-American men in management went from 3.0% in 1985 to just 3.3% in 2014.

Despite high-profile initiatives like the 30% Club[7], this year's Hampton-Alexander Review revealed that the number of women in FTSE 350 Chair roles is just 22, while the number of female CEOs is 12, down from 15 last year.

> "Inclusive leadership has to cover all areas and aspects of diversity to ensure everyone is included. We rarely think of ourselves as one attribute, most people define themselves in a multitude of ways. Even a leader isn't a leader 24 hours of every day,"
>
> James Farrow, Director and Co-founder, Curium Solutions

Workforces that are diverse and inclusive have:

12% higher employee productivity

19% higher retention

57% higher team collaboration

Anne says, "For authentic inclusive leadership, embracing diversity and inclusion in its fullest sense is required. Equality is not treating everyone the same, but removing the barriers to facilitate equal participation in a way that will work for all groups."

"Inclusive leadership has to cover all areas and aspects of diversity to ensure everyone is included. We rarely think of ourselves as one attribute, most people define themselves in a multitude of ways. Even a leader isn't a leader 24 hours of every day," says James Farrow, Director and Co-founder of Curium Solutions.

Organisations who create opportunities to engage, increase contact between groups of diverse people and draw on employees' psychological needs to appear fair and just to others had much more impact.

Inclusive leaders empower direct reports to excel and shine by acting as a sponsor for them: instilling confidence in them by giving them autonomy and holding them accountable for the areas they control. This can be done through clear objectives, targets and support.

Inclusive leaders will admit when they are wrong and learn from things that didn't work. They may also take calculated risks in the name of innovation for the benefit of the customer or client, based on advice/data and information from experts.

How then, can organisations best create the culture and conditions in which inclusive leadership can thrive?

Diversity numbers

In 2050, those aged 65 and over are predicted to make up

22% of the global population,

up from 10% today

(World Economic Forum)

Millennials will comprise

50% of the global workforce

by 2020

(World Economic Forum)

75 FTSE 350 companies have only one woman on their board

1 woman on their board

(Hampton-Alexander Report)

Next, Rightmove, Taylor Wimpey and Hargreaves Lansdown all have

50% women on their boards

(Hampton-Alexander Report)

1 in 5 (19%) lesbian, gay and bi employees have experienced verbal bullying from colleagues, customers or service users because of their sexual orientation in the last five years

(Stonewall)

46%

of lesbian, gay or bisexual people experienced homophobic prejudice

(Equalities and Human Rights Commission)

61%

of people with a mental health condition experienced disability-based prejudice

(Equalities and Human Rights Commission)

People with disabilities are underrepresented across the board in the public and private workforce both as a whole and in leadership positions generally significantly below that in the local working age population

(West Midlands Combined Authority's Leadership Commission)

64%

of people from a black ethnic background experienced race-based prejudice

(Equalities and Human Rights Commission)

The proportion of BAME people in the workforce of local public and private sector organisations is generally significantly below that in the local working age population

(West Midlands Combined Authority's Leadership Commission)

Aspects and impact of an inclusive culture

Leyla Okhai, founder of Diverse Minds, has created the following framework. In it, she marries each aspect of inclusion with team and organisational impacts.

Organisational level of impact	Aspect of inclusion	Team level of impact
Empathy for the customer experience, needs and wants. Political nous of external environments and an understanding of the organisation's strengths and how it may need to adapt.	**Emotional intelligence**	Taking an interest in the team. Managers and team leads being aware of their own emotions and potential effects. Resolving conflict effectively to build a cohesive and productive team.
Awareness and ongoing discussion about organisational culture and how this meets customers' expectations. Recruitment and selection will integrate this into the skills matrix. An appreciation of different cultures.	**Cultural awareness**	The culture of the team is reflected upon during team meetings, along with how it fits into the overall organisational culture. Team culture will also accommodate and flex depending on the team members to ensure maximum inclusivity.
Building relationships by creating a shared vision and synergy. Focus on developing people to bring them along and accelerate their careers.	**Sponsorship**	Shifting from a hierarchical system. Teams are encouraged to play to their strengths, develop in areas and champion each other.
Blaming, naming and shaming is not viewed as good practice. The ethos is to learn from mistakes and share best practice to improve policies, processes, systems and procedures.	**Openness**	Team leaders and managers take collective responsibility when delivery may not go according to plan. Constructive feedback drives improvements.
Diversity and inclusion are a key part of day-to-day business. It is not seen as an additional bolt-on or 'nice to have' element.	**Embedding**	Everyone has responsibility for creating, upholding and maintaining diversity and inclusion at a team level.

Elements at work:
TetraMap and inclusive leadership

TetraMap is a learning model which accelerates an understanding of self and others. At the heart of TetraMap is this belief: strength lies in valuing differences. The Elements TetraMap uses are rooted in nature and are: Earth, Air, Water and Fire. Every Element has a part to play.

Earth
is firm and facts oriented - good at making decisions and not afraid of taking risks

Air
is clear and logic oriented – likes everything kept orderly and organised, step by step

Water
is calm and feeling oriented – supportive and considerate, usually avoiding conflict

Fire
is bright and possibilities oriented – spontaneous, loves change and can handle many things at once

To investigate the relationship between inclusive leadership and TetraMap preferences, we surveyed more than 700 people. All of them had undergone a facilitated learning experience and knew their TetraMap preferences. 92% of our respondents were aged between 25 and 54, with 52% male and 47% female.

In terms of their TetraMap Elements, both Earth and Water were the highest preference for 25% of respondents, with Air – often orderly and focused – accounting for 34% and Fire – typically positive and creative – 16%.
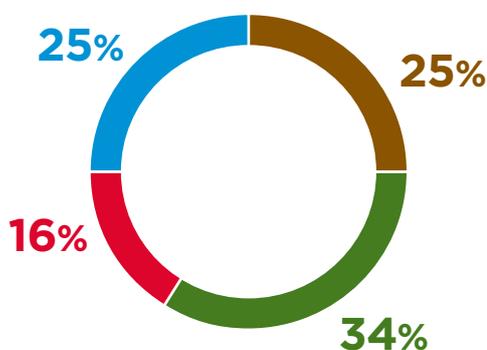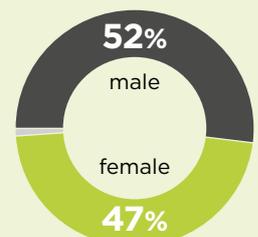
These preferences contrasted with those of senior leaders in the organisations involved in the research. Here, Earth is the highest preference for 39% of senior leaders, with Air and Fire next (both 23%) and Water featuring as the highest preference for only 15% of senior leaders.
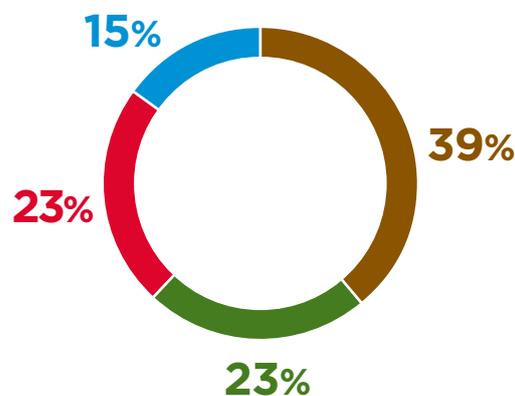
92%

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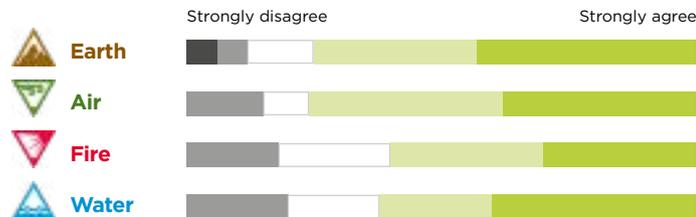
25% 25% 16% 34%

15% 39% 23% 23%

We asked:

Which Element is **most likely** to reach a senior position?'.

The results show a similar split across the four TetraMap Elements. Almost half of our respondents said that people with a high Earth preference are most likely to reach a senior position. Air and Fire were cited by 20.5% with Water being chosen by only 4%.
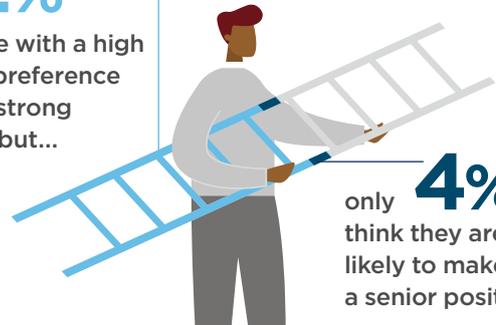
Earth

Fire

Air
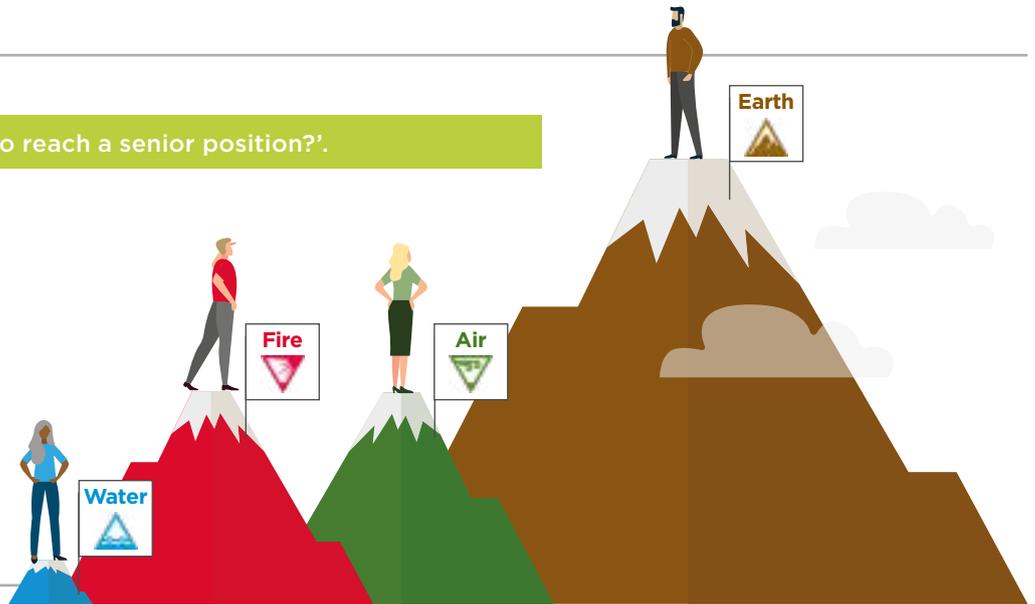
Water

I have a **strong desire** to reach a senior position within my organisation.

Encouragingly, all four Elements score highest on strongly agree / agree. Interestingly, 62% of those with a high Water preference have a strong desire, but only 4% think they are likely to make it to a senior position.

	Strongly disagree	Strongly agree
Earth		
Air		
Fire		
Water		

62%
of those with a high Water preference have a strong desire, but...

4%
only think they are likely to make it to a senior position

I believe **I've got what it takes** to reach a senior leader position.

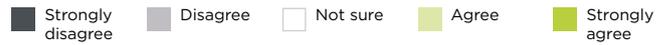While people with a high Water preference score highly on desire, their self-belief score is much lower. Earth and Fire preferences score highest on strongly agree / agree, showing a high degree of confidence in their abilities.

|	Strongly disagree	Strongly agree
Earth		
Air		
Fire		
Water		
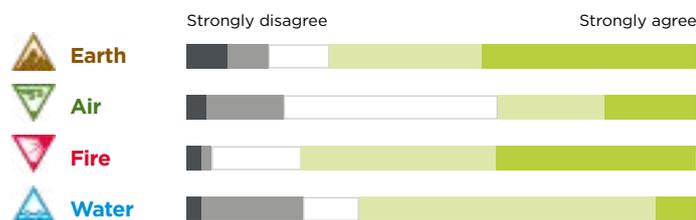
Earth
and
Fire
show a high degree of confidence in their abilities

I find it easy to promote myself and communicate my ambitions upwards

The responses show a marked difference in ability to self-promote. 88% of people with a high Earth preference and 60% of Fire preferences strongly agreed / agreed, compared with those with a high Water preference, where 56% disagreed / strongly disagreed.

88% **60%** **56%** **33%**

Strongly disagree — Strongly agree

- Earth
- Air
- Fire
- Water
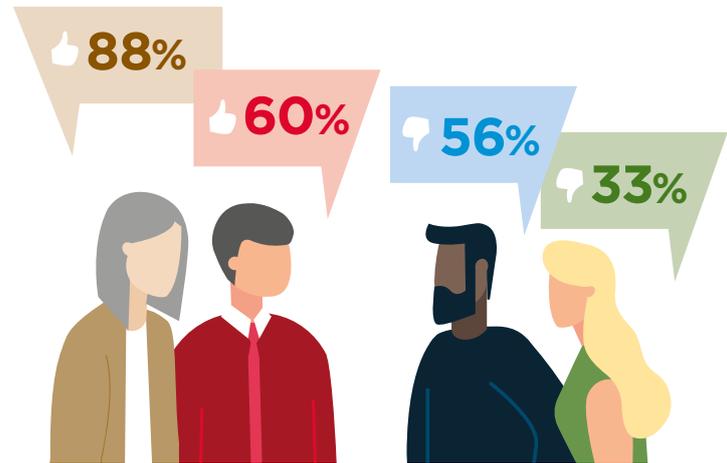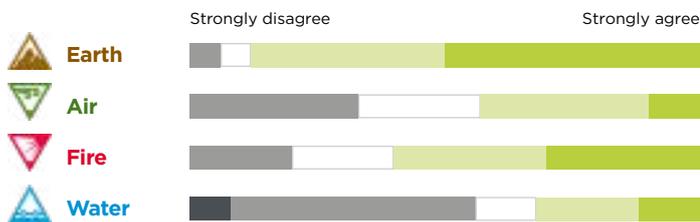
Anne says:

"Our research shows that the current trend is for leaders with high Earth preferences. **Typically, this group sees fewer barriers to leadership.** Earth thinking is, if you want it enough, then you can go out there and be a leader."

"On the other hand, those with a high Water preference know they have the ability, but not always the opportunity. There is a sense that **their skills are not seen to be as valuable,**" she adds.

Leyla adds, "From the Black, Asian and Minority Ethnic (BAME) programmes I run, there tends to be a preference for the Water Element. We are less likely to see BAME leaders in large organisations, which correlates with the research that Water Elements can find it more challenging to communicate their ambitions."

However, the attributes that make successful inclusive leaders, for example building relationships and understanding people, are those common among people with a high Water preference. The way to craft an inclusive organisation is through empathy and team work.

Prioritising one type of leader in an organisation can lead to one way of thinking and acting.

For example, in the West, a high Earth preference is seen as positive. This leader will get the job done, in some cases putting the task before people and / or relationships.

But, this modus operandi for long periods of time can result in staff, particularly those with a low Earth preference, to feel burned out and exhausted; on a task treadmill and without human connection. Operating in this style can miss potential opportunities for sponsorship and nurturing others.

James Farrow says, "This is where the real beauty of TetraMap comes into play. Understanding others and the value all four Elements bring can help leaders to build a working environment which aids inclusive leadership.

"TetraMap removes the guess work about how a team will function or why some members of a team co-operate better with each other than others. Knowing the different styles people prefer and how to communicate with them is invaluable.

"More than any other tool I have seen in 20 years, TetraMap emphasises the importance of all four Elements being in play. Understanding the different Elements is one thing, having the personal diversity to embrace all preferences can take a leader to the next level."

TetraMap

A team's strength lies in valuing differences. TetraMap simplifies the complexity of how people work together. It enables teams to foster and leverage natural diversity and creatively solve organisational challenges together.

Helping people to understand one another and why we are all different provides a chance to explore commonalities, preferences and build positive working environments.

The TetraMap learning model overcomes internal silos to improve team unity and collaboration, enhancing productivity, customer service and sales.

Anne and Leyla have taken applied TetraMap thinking to inclusive leadership, showing how using each of the four Elements can create the conditions which lead to inclusive leadership behaviours and a culture of inclusivity.

TetraMap Elements and Diversity Model

	Earth Outcomes **Performance outcomes sought**	Linking to the needs and wants of the customer or client. Placing the Earth Element at the heart of the process so an organisation can ensure they are meeting their targets for their customers and staff. Moving from good to great, with increased productivity.
	Air Systems **Systems, processes and timeframes that require consideration**	Embedding good practice with systems that are fit for purpose for the organisation. Taking account of all work areas and roles to create this system. Placing the Air Element at the heart of this process for clarity, functionality and the building block for innovation.
	Water Culture **How you want people to feel**	Uses emotional intelligence principles to create an awareness of self, others and build empathy. Placing the Water Element at the heart of the process to ensure belonging, a sense of loyalty and encouraging openness. Also helps establish effective working relationships with competitors.
	Fire Image **How this can transform your team or organisation's future**	The long-term vision and legacy of the organisation and what it seeks to achieve. Placing the Fire Element at the heart of the process to bring inclusion of staff and customers alike together. Ascertaining what the X-factor is and how organisations can harness all the diverse internal talent. This includes sponsorship.

Conclusion

We are entering the age of the inclusive leader but to do so we need to move from transactional diversity to transformational diversity – unlocking the potential of all employees.

Being an inclusive leader is about tapping into others' strengths and unlocking the collective intelligence of the team. If diversity and inclusion are to be an integral part of an organisation, then knowing how to work together constructively is a cornerstone of inclusive practice.

The key traits leaders need to develop inclusive capabilities are:

- An awareness of their own personal biases and how they judge others
- Being attuned to the behaviours of others and having an appreciation of what their uniqueness can bring to a team
- The ability to create a culture of collaboration where every voice is heard, and every opinion valued
- Being an advocate and champion of continuous coaching and development to raise confidence and skills

If leaders are to act with minimal bias, they will require people around them to be constructive and reflect back any discrepancies in behaviour for the benefit of the organisation.

Inclusive leaders will leverage diversity and difference for high performance, thus providing an innovative response to customers', clients' and service users' needs.

Effective leadership through communication is crucial in every role from CEO, the senior leadership team, managers and team members.

Inclusive leaders build trust with and earn respect from all people, whether they see eye-to-eye or not. Being mindful of communication preferences and styles, while investing in staff, is one of the easiest ways to achieve inclusive cultures.

Questions to consider:

- What is the predominate leadership style of your organisation?
- Do the leaders in your organisation champion diversity and inclusion?
- Do your leaders have the knowledge, skills and mindset to create a diverse culture?

Take action:

✓ **Use consistent communication where everyone has a voice**

✓ **Shift mindsets by promoting the positive impact difference and diversity have on achieving results**

✓ **Use a diagnostic tool like TetraMap as a starting point to discover the perceived leadership style of your organisation**

✓ **Implement a leadership programme where leaders learn and practise the skills and behaviours needed for a diverse and inclusive future**

Inclusive leaders will leverage diversity and difference for high performance.

Footnotes:

1. 'Delivering through diversity', Vivian Hunt, Sara Prince, Sundiatu Dixon-Fyle, Lareina Yee, McKinsey & Company (2018)
2. 'The six signature traits of inclusive leadership: Thriving in a diverse world', Deloitte (2016)
3. 0.89 correlation show a very strong relationship between the perceived presence of inclusive leadership in an organisation and employee self-motivation and performance – 'Inclusive Leadership… driving performance through diversity!', ENEI (2016)
4. 'Delivering through diversity', Vivian Hunt, Sara Prince, Sundiatu Dixon-Fyle, Lareina Yee, McKinsey & Company (2018)
5. Delivering through diversity', Vivian Hunt, Sara Prince, Sundiatu Dixon-Fyle, Lareina Yee, McKinsey & Company (2018)
6. 'Why Diversity Programs Fail', Frank Dobbin and Alexandra Kalev, Harvard Business Review (2016)
7. The 30% Club launched as a campaign in the UK in 2010 with a goal of achieving a minimum of 30% women on FTSE-100 boards - currently the figure stands at 28.9% up from 12.5%

Inclusive leadership and Curium Solutions

Curium Solutions is an award-winning business transformation company. At the heart of what we do is a simple idea to 'empower potential'.

Experience tells us that people and organisations are fascinated by the concept of potential and how they can achieve more.

Our three brand promises determine how we approach our work:

People First
Keep It Simple
Make It Real

Curium specialises in business transformation. We focus on developing organisational capability to ensure improvements can be sustained.

Two core practices: Change Delivery and Performance Solutions, combine to provide a complete range of products and services that are tailored to your business transformation.

Within the Performance Solutions practice, we help customers with:

- Leadership development
- Team Performance
- Behaviour profiling
- Executive coaching
- Practitioner Skills
- Culture development

Curium works across multiple business sectors, including legal, retail, financial services and the public sector. Clients include Lidl, O2, Kingfisher Group and E.ON.

To find out how we can help you, contact us by telephone (0121 233 9438) or email (contactus@curiumsolutions.com).

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Empower your personal and business **potential**

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