

# 2019 International Women's Day

## The 360 Inclusive Leadership Pledge

The 2019 International Women's Day's theme – Balance for Better – makes a strong call to action for accelerating gender parity.

This change requires a critical mass of leaders moving beyond passive support for diversity and taking personal responsibility for role modelling inclusion on a day-to-day basis. Yet, as the Australian Male Champions of Change point out, it is often hard for leaders to see their own shadow and the impact of their behaviors on others.

The 360 IWD Pledge provides leaders with the opportunity to get specific and actionable feedback on the shadow they cast, demonstrate their commitment to change and make meaningful progress toward gender balance.

- DIFFERENT
- VISIBLE
- IMPACTFUL

### What is the 360 Inclusive Leadership Pledge?

Leaders commit to completing a 360 Inclusive Leadership assessment - a multi rater feedback tool specifically designed to provide feedback on critical aspects of inclusive leadership - and make that commitment known on or before Friday 8 March 2019.

The 360 Inclusive Leadership assessment:

- Collects feedback on a leader from multiple perspectives (i.e. themselves, direct reports, peers and their manager)
- Provides a confidential way for leaders to understand how inclusive others experience them to be and blind spots in their leadership approach
- Supports leaders in setting priorities and making changes to their behaviors to help achieve gender balance.



**If we want our leadership to make a difference, we must understand our own impact – the shadow we cast. The challenge is that it is hard to see our own shadow – its shape, clarity and reach.**

Australian Male Champions of Change



### What does the pledge involve?

Leaders simply:

1. Nominate Raters to provide feedback (5 minutes)
2. Complete their Self-Assessment (20 minutes)
3. Participate in a debrief on their Individual Report and commit to 3-4 meaningful acts to be more inclusive of diversity (60 minutes).

The time effort is comparable to more traditional IWD activities (e.g. event attendance) with arguably greater impact.

### What is the impact?

**Provides a clear and visible statement of ownership**

Provides a highly visible demonstration of leaders' individual and shared commitment toward gender balance and acknowledgement of their role in leading change.

**Increases personal insight**

Helps leaders identify blind-spots in their leadership approach in a safe and confidential environment.

**Supports the development of new behaviors**

Facilitates the creation of a personalized and tangible action plan and helps leaders understand what 'great' inclusive leadership involves.

**Pinpoints group capability gaps**

Enables stakeholders to clearly understand shared capability gaps across a leadership cohort.

**Offers brand reinforcement opportunities**

As a new and different way of marking IWD, the pledge provides positive profiling opportunities for an organization.

### Confidentiality

An individual leader's assessment results and report remain confidential to them and their nominated executive coach.

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## The 360 Inclusive Leadership Pledge

### What does it mean to lead inclusively?

The 360 Inclusive Leadership assessment is grounded in the Inclusive Leadership Compass framework which shows what great inclusive leadership looks like. The framework reflects behaviors across four key practices, which span the related but distinct domains of self, others, team and organization:



#### Self

**Embrace** difference:

Highly inclusive leaders are open and believe in the power of diversity.



#### Others

**Empower** diverse talent:

Highly inclusive leaders support diverse talent to thrive, treating people fairly and respectfully and as valued individuals.



#### Team

**Enable** diverse thinking teams:

Highly inclusive leaders create the conditions that power diverse thinking teams, enabling smarter ideation and decision-making.



#### Organization

**Embed** diversity and inclusion across the organization:

Highly inclusive leaders integrate diversity and inclusion across the organizational ecosystem, from strategy to talent systems.

The framework draws from the psychological literature and empirical research on inclusion, leadership and high-performing teams, and underpinned by 16 focus areas.



#### Self

#### Embrace

Embrace difference



#### Organization

#### Embed

Embed diversity and inclusion across the organization



#### Others

#### Empower

Empower diverse talent



#### Team

#### Enable

Enable diverse thinking teams



### Contacts

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