**What's Going On?**

You just saw a shirtless man dancing by himself on a grassy hill surrounded by other people, possibly at a music festival. Suddenly a second person joins him and starts dancing. And then another person and another joins in, until nearly everyone is dancing. What's going on?

Derek Sivers, the TED speaker, says:

***"The biggest lesson...is that leadership is over-glorified. That, yes, it was the shirtless guy who was first, and he'll get all the credit, but it was really the first follower that transformed the lone nut into a leader....If you really care about starting a movement, have the courage to follow, and show others how to follow.”***

Now, let's turn to a completely different situation. Take a look at Ursula Burns, CEO of Xerox, as she talks about leadership at the 2013 Catalyst Awards Conference. Listen to what she says about being a leader—and being a follower.

### Being a Leader - And a Follower

### Ursula Burns on Leading & Following

What have we learned so far? **Anyone can be a leader.**

Anyone. From a “lone nut” in a field with the courage to dance alone, to the CEO of a giant corporation who understands that every single person at her company can sometimes be a leader, and that sometimes the most important thing she can do is simply be a follower.

1- How do you generally approach the annual review process with your team?

- There won’t be any surprises. Each team member knows exactly what’s expected of him or her, and you’ve held weekly one-on-one meetings all year long so employees can check in and address successes and challenges.

Explanation

EACH attribute: Accountability. This question looks at whether you show confidence in team members by holding them responsible for aspects of their performance that are within their control.

2- Everyone’s talking about your team’s great presentation. When colleagues congratulate you, you say?

- I can’t take all the credit—my team worked hard to make it happen and I’m really proud of them.

Explanation

EACH attribute: Humility. This question looks at whether you take credit for yourself or are able to showcase and acknowledge contributions of your team in achieving successful outcomes.

3- A member of your team comes up with a unique idea for a project that she’s really excited about, but it has never been tried before. You think it’s promising, but you’re worried your boss won’t like it and will be critical of you for authorizing your team member to move forward. You?

- Tell your team member to go ahead. Have her keep you in the loop and work with her to craft a compelling argument in favor of her project in case you encounter pushback from your boss.

Explanation

EACH attribute: Courage. This question looks at whether you stand up for what you believe is right, even when it means taking a risk.

4- You’ve recommended one of your team members for a managerial position, even though she’s never supervised anyone before. Your boss would rather bring in someone more experienced from outside. You?

- Actively advocate for your team member by providing your boss with tangible examples of what she’s accomplished and explaining how she can help the organization going forward.

Explanation

EACH attribute: Courage. This question looks at whether you stand up for what you believe is right, even when it means taking a risk.

5-  A team member isn’t sure how to tackle a project and asks for your advice. You say?

-Tell me some of the solutions you had in mind.

Explanation

EACH attribute: Empowerment. This question looks at whether you enable team members to grow and excel by encouraging them to solve problems, come up with new ideas, and develop new skills.

6- Your manager gives you a new project and it’s not clear how you should approach it. You?

- Encourage your team to come up with new ideas.

Explanation

EACH attribute: Empowerment. This question looks at whether you enable team members to grow and excel by encouraging them to solve problems, come up with new ideas, and develop new skills.

7- A project you spearheaded was not as successful as you had hoped, and your boss points this out in a departmental meeting. How do you react?

- Admit it didn’t work, and work with your team to find out what could have been done differently.

Explanation

EACH attribute: Humility. This question looks at whether you can admit mistakes, learn from criticism and different points of view, and overcome your own limitations by seeking contributions from team members.

8- You’ve assigned your team a new long-term project with many moving parts and deadlines. To make sure the job gets done, you?

- Suggest they create a timeline with specific, measurable goals and provide you with weekly progress reports.

Explanation

EACH attribute: Accountability. This question looks at whether you show confidence in team members by holding them responsible for aspects of their performance that are within their control.

### But How Can I Impact Inclusion?

## Inclusion: Why \*you\* matter

Inclusion values both:

* **Uniqueness**: Standing out from the crowd (coworkers, colleagues, team members, peers) and being and feeling recognized for what’s distinct about you.
* **Belongingness**: Being and feeling accepted as part of the crowd, regardless of your differences or similarities with others.

Inclusion happens when people’s needs for individuality (Uniqueness) and connection (Belongingness) are met.

# 

# Inclusion happens when **YOU** value both the differences and the commonalities of others.

### Infographic: Inclusion Matters Around the World

## Inclusion matters Around the World

Catalyst conducted research to answer the following questions:

How much do the very definitions of inclusion vary from culture to culture? Are there gender differences in what makes employees feel included? What leadership behaviours can promote inclusion? And how much do these behaviours need to be adapted for different cultural contexts?

Looking at Australia, China, Germany, India, Mexico, and the US, the study found striking similarities across most countries in how employees characterize inclusion and the leadership behaviours that help to foster it.

Remember, an inclusive leader uses **EACH** attributes (**Empowerment**, **Accountability**, **Courage, and Humility**) to both increase awareness of these challenges and to overcome them with appropriate action. The components of **EACH** support inclusion by valuing people's individuality and finding common ground:

* + **Empowerment** allows people to do things their way.
  + **Accountability** holds people responsible for their own actions.
  + **Courage** helps people put group interests above personal ones.
  + **Humility** fosters connections by encouraging people to learn from one another and demonstrate vulnerability and trust.

How do you do make people feel unique, and at the same time, make them feel like they belong in the team, and are valued as part of the team?

**EACH** is the answer: **empower** others, hold them **accountable**, demonstrate **courage**, and be **humble** as a leader.

Using EACH (Empowerment, Accountability, Courage, and Humility), you can better leverage and value the diverse talents and experiences of your team, direct reports, and those you lead, without stereotyping or alienating them, or making them feel reluctant to share ideas that set them apart. Without people contributing new or different perspectives, you risk falling into “groupthink,” which can often lead to sub-par ideas and solutions.

Remember, being an inclusive leader is not about “using” everyone’s opinion and building consensus. It is about having your team, direct reports, and those you lead feel safe and comfortable sharing their ideas and opinions to enrich the discussion and arrive at a better solution or outcome.

What we say, it's just very simple.

See it.

Own it.

Solve it.

And do it.

## A sampling of resources suggested by the community

**Article: Could be interesting; the survey finds Humility as top answer**.  
Leslie Gaines-Ross, “[What Executives Value in their CEOs](https://hbr.org/2015/03/what-executives-value-in-their-ceos),” Harvard Business Review, March 5, 2015.

**Video: To understand “unconscious bias” is very useful. You should watch this TEDx video**.  
Hideshi Hamaguchi, “[Break the Bias](https://www.youtube.com/watch?v=6g2pMOYmyoQ),” TEDxPortland 2012, May 23, 2012.

**Article: See how unconscious bias impacts the workplace**.  
Suzanne Price, “Think Slow: How Unconscious Bias Impacts the Workplace,” Price Global/BCCJ, April 2014.

**Video: This video is about Engagement: in relation to the EACH attributes, is it Empowerment or Accountability? The video is a perfect description of my workplace!!**Root Inc., “[E is for Engagement - an Animated White Paper](https://www.youtube.com/watch?v=PVN2b64VDKo),” September 8, 2014.

**Article: I see EACH being at the core of many of these points.**Tony Schwartz and Christine Porathmay, “[Why You Hate Work](http://www.nytimes.com/2014/06/01/opinion/sunday/why-you-hate-work.html),” The New York Times, May 30, 2014.

**Slideshow: One of my favorite bits on leadership is this short slide show which highlights a few leadership lessons from one of my favorite films, The Wizard of Oz. Enjoy!**  
“7 Leadership Lessons from the Wizard of Oz,” Slideshare, February 14, 2012.

**Video: Awesome way to teach the message of diversity and inclusion....This is pretty interesting, probably a good example of unconscious bias.**“Skeletons Hug, Kiss, And Dance Before A Crowd,” Diply.

**Video: I would like to share the following video: a TED talk by Roselinde Torress on “what it take to be a great leader.” Hope you’ll enjoy and learn from it.**Roselinde Torres, “[What it Takes to be a Great Leader](https://www.youtube.com/watch?v=aUYSDEYdmzw),” TED, February 19, 2014.

**Article: Interesting article about a company president recognizing her own bias.**Katharine Zaleski, “[Female Company President: ‘I’m Sorry to All the Mothers I Worked With](http://fortune.com/2015/03/03/female-company-president-im-sorry-to-all-the-mothers-i-used-to-work-with/),’” Fortune, March 3, 2015.

**Articles: Check out the**[***Leadership section***](https://hbr.org/leadership?cm_sp=Left%20Navigation-_-Leadership-_-LANDING)**of the Harvard Business Review. An excellent resource!**