Mercer Study « Creating an Inclusive Culture »
CORPORATE RESEARCH FORUM
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**« Interacting with others**

- How well do you know the members of your team? Are you clear about what motivates them and how they ideally would like to be managed?
- Can you adapt your management style to respond to the needs of different individuals?
- Have you worked out how to establish rapport with team members who are 'different' from you?
- Think about interactions with direct reports over the past week. Whom did you offer to connect with a senior colleague? Whom did you advise on workplace politics? To whom did you mention a plum project opportunity? Did these interactions vary by gender, race etc.?
- Pay attention to who asks for things such as promotions, pay rises or assignments to key projects. Consider who else might have earned it, or would most benefit from it, before granting a request.
- Take opportunities to put yourself in another person's shoes, perhaps through reverse mentoring. Ask questions such as "What is it like being the only black/female on the team?"
- Consider the 'norms' of the team, such as how you socialise together, in-jokes, shared banter. Does this consistently exclude certain people?
- Pay attention to who's included in informal activities, such as who goes for lunch together.
- Notice if casual conversation is excluding someone else – and either bring them in or change the subject.
- Notice when you instantly 'connect' with someone, and recognise the bias in that connection.
- Monitor whom you spend informal time with on your team. With whom are you most comfortable stopping for a quick chat? Who manages to get into your office for casual conversations? Where do most casual conversations occur? Are all of those evenly distributed across your team or are you accessible to some people more than others? »