

Subject: Week 108 learnings - Inclusion
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Dear All

here goes my set of reflections on Inclusiveness. I am outing down as many examples so that as senior managers we recognize the issues we compound on this topic.

1. What is inclusiveness? Inclusiveness at work is when employees have access to information, what's happening, have the same access to resources to maximize their potential and a place where people can contribute to the organization success. This seems simple enough, then why is it so difficult to have?
2. We have four different generations at work, people in their 20s,30s,40s,and 50 s. the mental make-up of the four groups is very different and when a manager tries to apply the same rules across all four generations, he/she fails. Young people want more engagement than any other group and if a manager doesn't do that, he isn't inclusive.
3. An inclusive culture is where people have the freedom to express their views to progress initiatives or to course correct.
4. As a leader whenever I suggest something, I find that there is a pushback, 'we did this ten years ago', 'this has failed' etc. That's hardly inclusive behavior to ideas. I see this directly in senior management teams, these leaders are a victim of being senior managers.
5. Senior managers rarely include their peers in decision making. As a result, they are hardly inclusive. This behavior comes from an ego or I know it all attitude. This is the start of the downfall. EGO is the enemy.
6. Whenever we try something new, many middle managers try to point out what's wrong and are not able to see the bigger idea. Their behavior sets off a chain reaction where people don't move forward. This behavior of class participation in a negative way is hardly inclusive.
7. Inclusiveness is not when the employee alone is heard, inclusiveness is also when the employee hears what's needed for the company and commits to that too. We cannot have one way inclusion only.
8. There is no inclusiveness in a company where leaders sit in their cabins all day long. Leaders must walk around if they want inclusiveness.
9. Inclusiveness does not mean that I as a leader need to accept negative emotions and a negative mindset of employees. There are many prima donnas who are negative and hence pandering to them actually hurts inclusiveness in an organization as people want to be inspired and not go into despair.
10. We get inclusiveness when everyone accepts the same rules. I find many people breaking the rules and that is bad behavior in a company seeking inclusiveness. Rules must be obeyed.
11. Inclusiveness improves when we conduct better meetings. Inclusiveness is not about being nice, it's about challenging the team, raising the bar so that individuals and teams improve. Inclusiveness also improves when you give feedback, it cannot be a one way street only.
12. Inclusiveness improves when the goals and the progress vs goals are clearly articulated regularly to everyone in the organization.

Inclusion leads to higher commitment in an organization. Inclusiveness cannot be conditional, it starts by the employee showing unconditional commitment to the company. May HR managers and leaders confuse inclusiveness as having freebies at work, having nonstop fun and parties. That doesn't help inclusiveness. Genuine inclusiveness is beyond token perks.

Happy to hear from you

Wr
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