LEAD OUTWARD AND LEAD INWARD
TO BUILD AN INCLUSIVE WORKPLACE

You have the power—and responsibility—to lead with inclusion. Learn how and reap the benefits for both your team and your business.¹

HOW
LEADING OUTWARD, LEADING INWARD
6 core behaviors foster an inclusive culture.²

LEAD OUTWARD
Your ability to bolster team members’ capacity to be empowered, treated fairly, and flourish at work.

ACCOUNTABILITY
Hold team members responsible for their behavior, development, and work processes.

OWNERSHIP
Guide them to solve their own problems and make their own decisions.

ALLYSHIP
Actively support people from underrepresented groups.

LEAD INWARD
Your ability to act courageously, learn, and self-reflect.

CURIOSITY
Proactively seek to understand different points of view.

HUMILITY
Take ownership for mistakes and learn from missteps.

COURAGE
Act in accordance with your principles, even when it involves personal risk-taking or is uncomfortable.

¹ Carruthers et al. (2019).
² Martin et al. (2020).
Why
Inclusive leadership explains almost half of employees’ experiences of inclusion.

45%

The Impact
An Inclusive Workplace
Your employees will experience being:

- **Valued**: They are appreciated and respected for their unique perspectives and talents.
- **Trusted**: They make meaningful contributions and are influential in decision-making.
- **Authentic**: They can bring their full selves to work and express aspects of themselves that may be different from their peers.
- **Psychologically Safe: Latitude**: They feel free to hold differing views and make mistakes without being penalized.
- **Psychologically Safe: Risk-taking**: They feel secure enough to address tough issues or take risks.
THE BENEFITS

Employee experiences of inclusion are a key factor in company results. They explain:

- **Team Problem-Solving**: 49%
- **Work Engagement**: 35%
- **Employee Intent to Stay**: 20%
- **Employee Innovation**: 18%

---

2. Catalyst surveyed 2,164 employees in countries across the world. We conducted confirmatory factor analysis to develop the inclusive leadership and inclusion constructs and structural equation modeling to determine the link between inclusive leadership, employee experiences of inclusion, and the outcome variables.

This work is licensed under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License.