

Leading with an Inclusive Mindset

Attainable, personal practices to increase ability to lead with an inclusive mindset

July 2023

The Accenture logo consists of a blue chevron symbol pointing to the right, followed by the word "accenture" in a bold, black, lowercase sans-serif font.



Welcome & Introduction



Your Session Facilitator



Yesenia Reyes is a Strategy and Consulting leader at Accenture focused on Inclusion, Diversity, and Equity transformations for clients. Over the course of her exciting consulting career, Yesenia has shaped and delivered human resources, finance, and organizational modernization projects. Yesenia draws upon deep experience in organizational change management, talent and workforce transformation, complex enterprise transformation, customer-centric design, and innovation.

Executive Leader Inclusion, Diversity & Equity

Today's Objectives

By the end of today's session, we'll explore each of the topics related to our Inclusive Leadership Competencies:

- ✓ **Establish a baseline** understanding of how to be an inclusive leader
- ✓ **Develop a common language** by which to discuss Inclusion in the workplace
- ✓ **Build leadership capabilities** to enable an inclusive environment
- ✓ **Consider actionable take-aways** to build an inclusive work environment



Guiding Principles for the Session

Appreciate Others' Lived Experiences

Be Respectfully Curious



Prioritize Action

Listen with Empathy

Embrace Discomfort

Accenture's commitment to Inclusion & Diversity

Accenture's purpose is to deliver on the promise of technology and human ingenuity and **our commitment to our people, clients and communities is to accelerate equality for all**. Our purpose and our commitment drives our innovation agenda, helps us deliver 360 value, and ensures we act as a responsible business leader.

It **enables us to attract, develop, inspire and reward top talent**. And it **creates an environment** that **unleashes innovation**, allows our people to **perform at their very best** and underpins a culture in which everyone feels they have an **equal opportunity** to belong and build a career.

This commitment starts at the top with our chair and chief executive officer and Board. **And we expect leaders at all levels to help create and sustain a culture of equality where everyone can advance and thrive**. Our areas of focus include gender, ethnicity, LGBTIQ+, religion, persons with disabilities and cross-cultural diversity.



**Name two actions you have taken
in the last month to bring your
commitment to life.**



Inclusion and diversity is embedded in everything we do – every decision we make and action we take – and remains a key enabler of our business results.

Julie Sweet

Chair & CEO

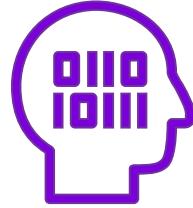


Inclusive Leadership Competencies



VALUES DIVERSITY

To understand the different **dimensions of diversity (both visible and invisible)** and **embrace the uniqueness** that each individual brings



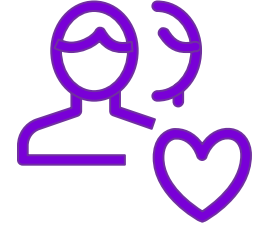
UNDERSTANDS & IDENTIFIES UNCONSCIOUS BIAS

To understand **what unconscious bias** is and how to **identify it at work**, as well as its **unintended impact** on decision-making, work environment, inclusivity



MANAGES UNCONSCIOUS BIAS

To **actively manage unconscious bias(es)** by practicing conscious decision-making, increasing **awareness**, and **educating** oneself and others about the impact of unconscious biases at work.



FOSTERS INCLUSION

To **build trust, relationships, and effective teams**, while celebrating the benefits of **working with diverse viewpoints, perspectives, and backgrounds.**

What is an Inclusive Leader?

An inclusive leader demonstrates an inclusive mindset and behaviors

Inclusive leaders:

- **Embrace the uniqueness** that every team member brings, ensuring everyone feels a sense of belonging.
- **Understand the needs** of others and are committed to **creating an equitable** workplace.
- Hold courageous conversations, actively listen, leverage their influence to **advocate for underrepresented groups**.
- Regularly seek input from others, leveraging diverse perspectives to **drive innovative solutions**.
- Understand individuals' motivations and **bring out their strengths**.
- Develop others by **mentoring, coaching, and sponsoring**.
- Are self aware, seeking opportunities to **foster inclusion** and proactively practice them daily.



I&D Awareness



Associated IL Competencies:



Values
Diversity



Understands
& Identifies
UB



Manages
UB



Fosters
Inclusion



Awareness: Accenture's Inclusion Starts with I

A brief video emphasizing the significance of Inclusion and Diversity to all individuals regardless of their identity or lived experiences.



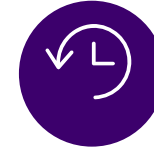
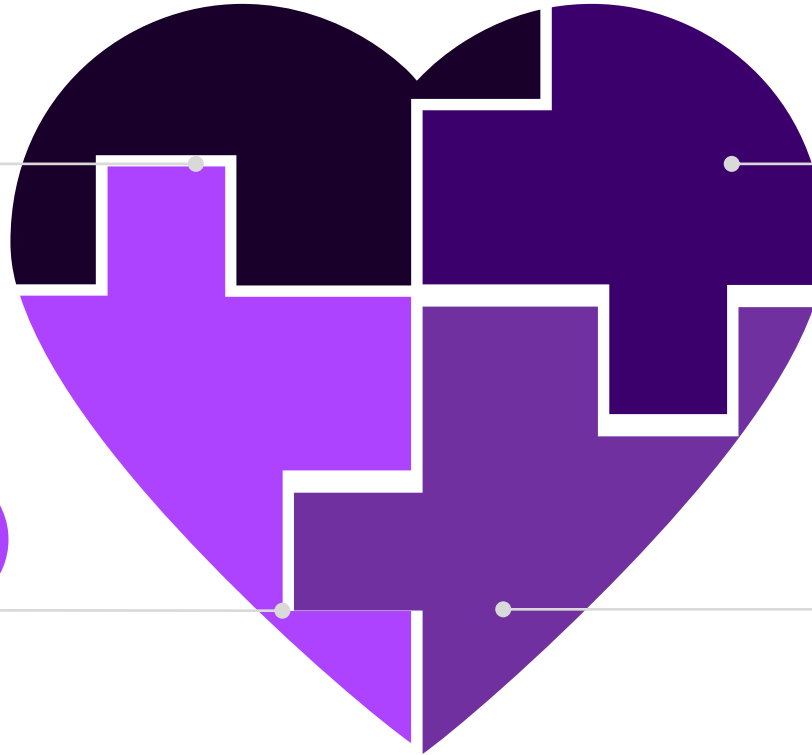
Diversity, Inclusion, Belonging & Equity

Diversity

The **visible and non-visible** ways in which people may differ, and a wide array of other characteristics and backgrounds that make a person unique.

Belonging

The feeling of security and support when there is a sense of **acceptance, inclusion, and identity** for a member of a certain group or place.



Inclusion

An environment where **differences are welcomed, valued and embraced**, and all people—including customers—have a positive experience.

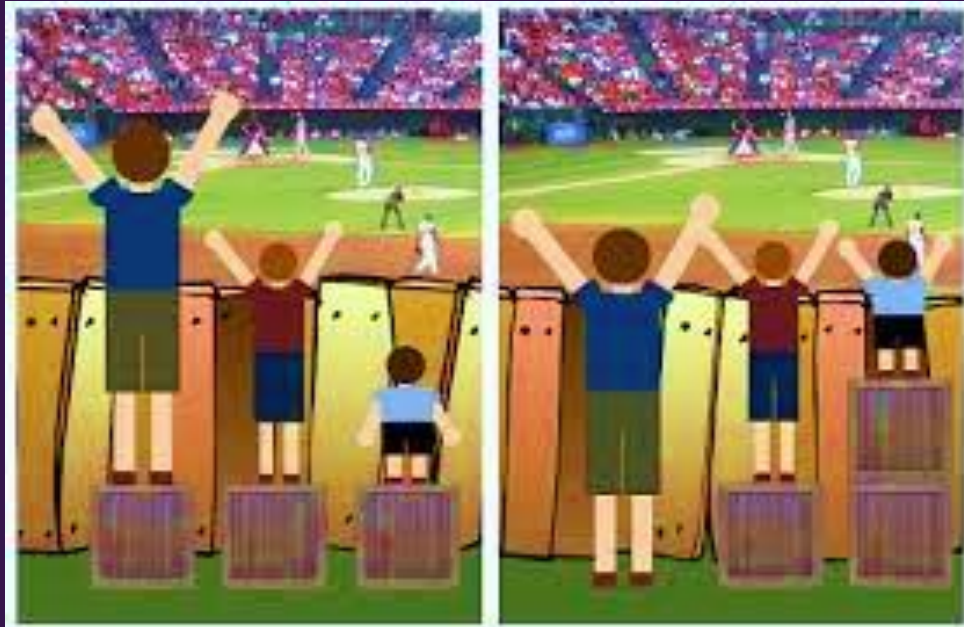
Equity

Working toward **fair outcomes** for people or groups by treating them in ways that address their unique barriers.

“Diversity is being invited to the party. Inclusion is being asked to dance.”



“The Concept of Equity is That Everyone Gets the Nuanced Support They Need”



Equality

Everyone gets exactly the same thing. Resources and supports are distributed equally.

Equity

Since everyone starts from different places in society and have unique lived experiences, the resources supports we provide need to be customized so people can reach similar outcomes.

Identity is More Than What Meets the Eye

VISIBLE DIFFERENCES

Gender

**Physical Ability/
Disability**

Race

Age

INVISIBLE DIFFERENCES

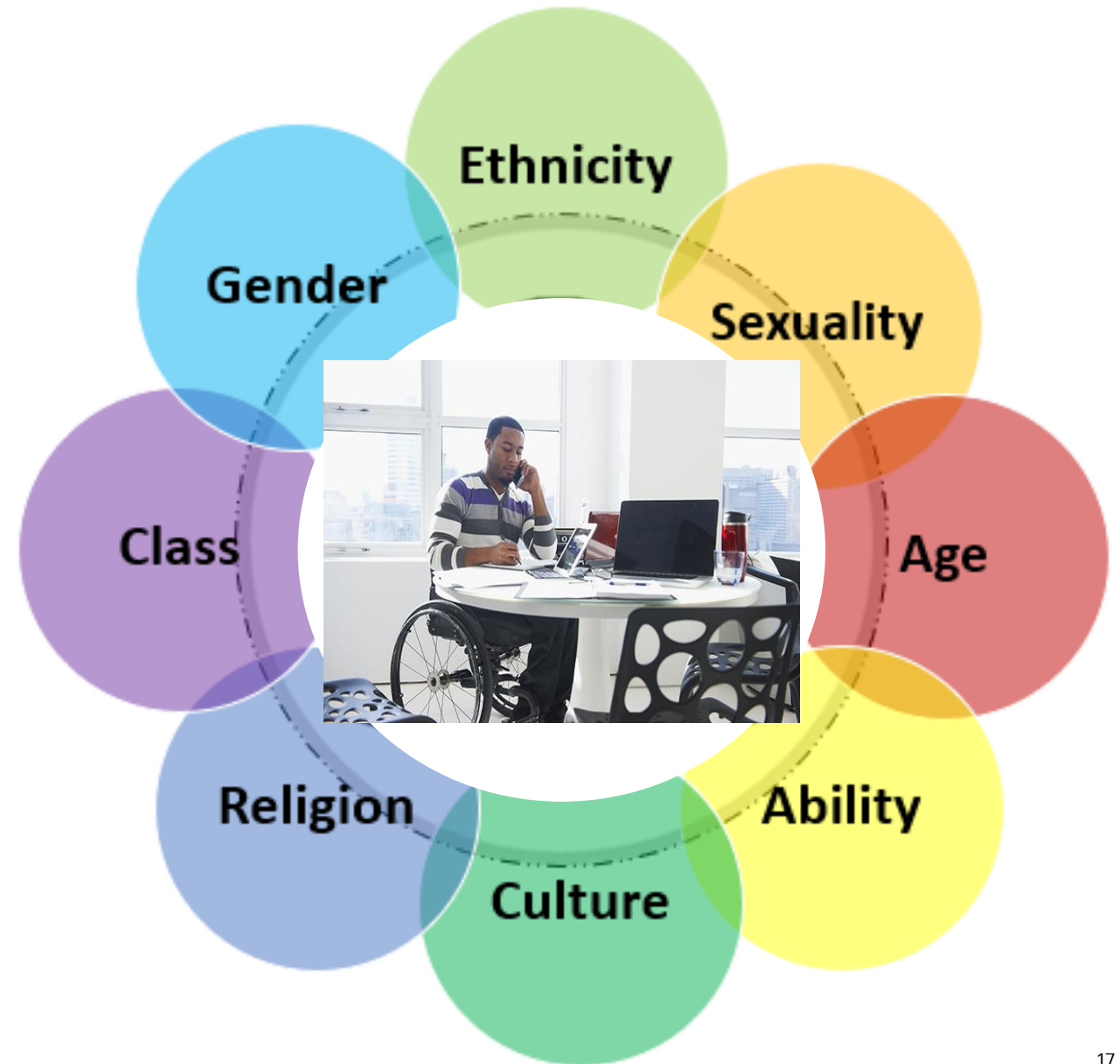
Culture
Educational Level
Family Status
Mental Health
Invisible Disabilities

National / Regional Origin
Language
Position
Religion/Beliefs

Sexual Orientation
Gender Identity & Expression
Thinking Style
Work Experience

The Intersectionality of Identity

Intersectionality is a framework for understanding how social identities—such as gender, race, ethnicity, social class, religion, sexual orientation, ability, and gender identity—**overlap with one another and with systems of power** that oppress and advantage people in the workplace and broader community.



Recognizing Privilege

Privilege: The societal advantages that certain groups of people experience due to a dimension of their identity or their membership in a specific social group



Intersectionality Further Explained

Privileged Groups

Cisgendered Men

White

Top of the Socio-Economic Ladder

Heterosexual

Oppressed Groups

**Women
Non-Binary
Transgendered folks**

**Black
Indigenous
People of Color**

Bottom of the Socio-Economic Ladder

2SLGBTQ+

Systems of Oppression

Sexism

Racism

Classism

Homophobia



Activity



Close your eyes...

What Is Unconscious Bias?

What It Is...

- Implicit attitudes, actions or decisions
- Automatic evaluation without a person's awareness
- Product of culture, family influence or experience

What It Isn't...

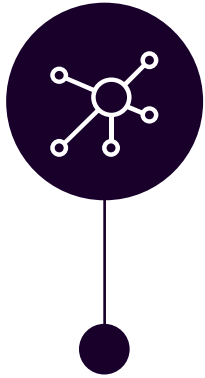
- An obvious attitude
- Action or decisions that somebody is consciously aware of having
- Something we can get rid of
- An excuse for not embracing diversity

What It Does...

- Manifests as micro behaviors
- Hinders diversity recruiting and retention efforts
- Unknowingly shapes an organization's culture
- Distorts performance reviews
- Influences the success of the individual and organization
- Impacts morale, motivation, commitment, and desire to advance in the organization

Where Does Unconscious Bias Come From?

Our experiences, socialization and exposure to other views about groups of people form and shape unconscious bias.



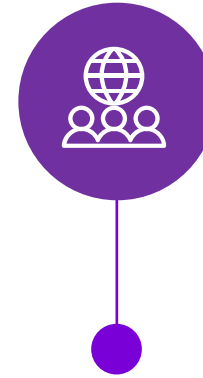
ORGANIZATIONAL AFFILIATIONS

Expectations and norms in the workplace



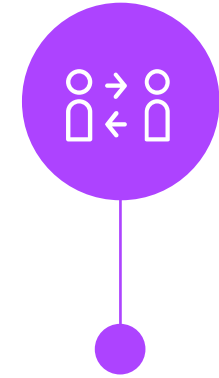
INDIVIDUAL

Experiences and interactions with other people that impact who you are.



CULTURE

The heritage and customs you grow up with.



SOCIAL GROUPING

The groups you identify with.

Types of Unconscious Bias



SIMILAR TO ME EFFECT

Tendency of individuals to rate people who resemble or are similar to themselves higher than they rate others



FIRST IMPRESSION

Tendency to make an initial positive or negative judgement



STEREOTYPING

Tendency to generalize across groups and ignore individual differences



CONFIRMATION BIAS

Tendency to seek out information that conforms to pre-existing viewpoints, and ignore information that goes against them, both positive and negative



HALO/HORN EFFECT

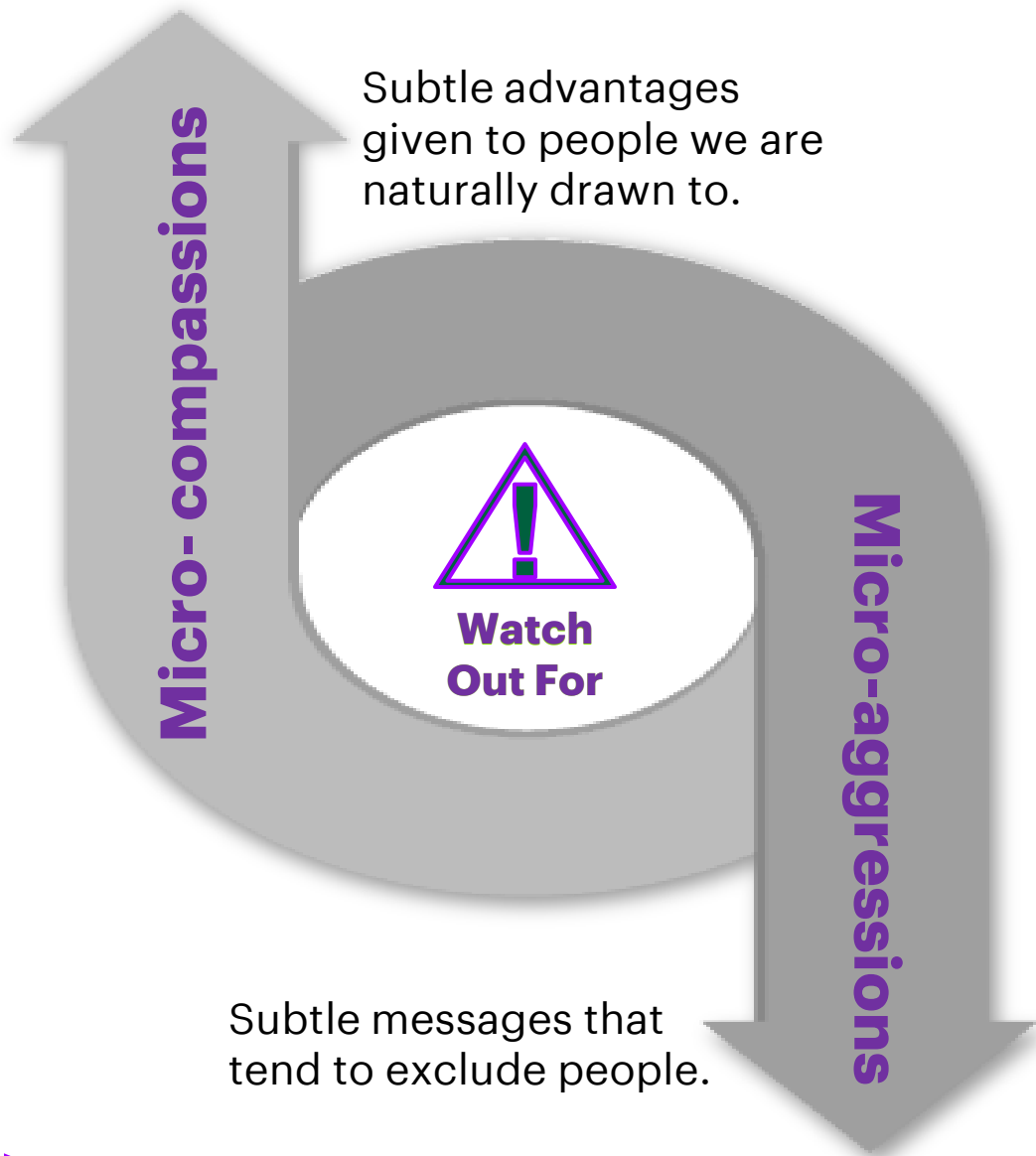
Judgement of a person's character is generalized from a positive (halo) or negative impression (horn) in one specific criterion



CONTRAST EFFECT

Tendency to make evaluations of a person's characteristics that are affected by comparisons with other people, who rank higher or lower on the same characteristics

Micro-Advantages and Micro-Inequities



Micro-Messages And Behaviors

- Transmitted via language and non-verbal cues
- Typically unintentional
- Subconscious communication of values and expectations
- 2000-4000 subtle messages per day
- Up to ~150 micro-messages in average 10-minute conversation
- Take the shape of looks, gestures or tones
- Supportive messages are micro-advantages or micro-affirmations
- Negative messages are micro-inequities or micro-aggressions

What are Micro-Behaviours?

Small gestures influence how included, or excluded, we and the people around us may feel

Micro-Behaviors

Actions, Facial Expressions, Postures, Words And Tone Of Voice

Micro-Compassion (Micro Advantage)

Micro Validation

- Proper pronouns
- Pronouncing names correctly

Micro Affirmation

- Active listening
- Affirming with words

Micro Kindness

- Kind gestures
- Empathy

Micro-Aggression (Micro Inequity)

Micro Invalidation

- Colorblindness
- Denial of bias

Micro Insult

- Assumptions
- Stereotypes

Micro Assault

- Touching Hair
- Avoidance

Activity: Thirsty Thursday Scenario



A project team hosts **Thirsty Thursdays** every week. This happy hour provides a **fun way for the team to connect, network, and enjoy time together**. Many team members come out, including leadership team members who are not necessarily at the project site on a day-to-day basis.

A **promotion** decision between two employees was being discussed during a performance review meeting. **A senior leader made a comment that he knows employee #1 and doesn't know employee #2.** "If he's been so instrumental to the project, why is it that I've never heard of him?"

Then a question was asked about *how* this senior leader knows employee #1 (since the senior leader is not often at the project site day to day) and it turned out he knew him because **they interacted a lot at Thirsty Thursdays**. Then someone else in the room said, "well employee #2 mentioned to me that he never attends Thirsty Thursdays because **he's not comfortable being around alcohol due to his religious beliefs**" (in this case he happened to be Muslim).





Thirsty Thursday Scenario Discovery & Discussion

- What are the **micro advantages and inequities** that led to this experience?
- What are the **consequences**?
- What are the **potential solutions**?
- How would you respond to a **similar experience**?

Disrupt Biased Behaviour: Small Steps For Big Change



Perform a Self-Audit

- Do a deep dive in your social media accounts.
- Broaden and diversify your network.
- Expand your content consumption.
- Are you sitting in an echo chamber?



Harbor a Growth Mindset

- Recognize your keen ability for change.
- Watch out for a limiting internal voice.
- Avoid stopping your self before you start.
- Eliminate self-limiting beliefs.



Practice Willful Awareness

- Recognize what you may not know and educate yourself to fill in the gaps.
- ASK
- Recognize that not every conversation needs your voice.
- Be open to learning about the experience of others, even when you are uncomfortable.



Name Game

- Learn to pronounce three names you don't know how to say.
- Ask for help.
- Help others struggling.
- Be aware if/when you are avoiding someone with a name you are not familiar with.



Expect This To Be Difficult

- Recognize how bias is present in your daily interactions.
- Consider yourself a work in progress.
- Speak up if you see someone being mistreated.



What is Allyship?

An **ongoing process** of building relationships anchored in trust, consistency, and accountability with underrepresented individuals and/or groups of people.

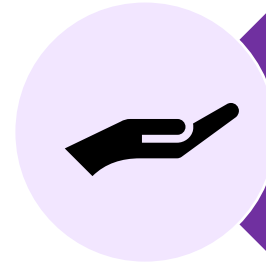
At its core, it is the **practice** of emphasizing social justice, inclusion, and human rights by members of an ingroup, to advance the interests of an underrepresented outgroup.

Allyship is **not self-defined**. One's work and efforts must be recognized by those with whom one seeks to ally.

What Type(s) of Ally Can You Be?



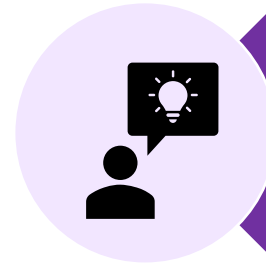
Sponsor



Upstander



Champion



Knowledge
Seeker



Amplifier



Confidant

How to be an Ally: Small Steps for Big Change



Take Time to Listen

- Create a safe space for others to be vulnerable and share their experiences.
- Actively listen with an open mind.
- Embrace that not every conversation needs your voice.



Educate Yourself & Others

- Refrain from expecting to be taught by those facing bias and discrimination.
- Become a sponge for information via every platform possible (books, articles, podcasts, movies, etc.)
- Learn and lead by example.



Pay Attention & Get Uncomfortable

- Recognize how bias is present in your daily interactions.
- Speak up if you see someone being mistreated.



Support Diverse Collogues

- Staffing
- Mentorship
- Sponsorship
- Talent discussion
- [Join](#) a local ERG
- [Volunteer](#)



Own & Correct Your Mistakes

- Be open to receiving constructive criticism.
- Avoid being defensive.
- Apologize when necessary.
- Take responsibility and learn from the experience.



You Have a Platform – Use it

- Amplify the voices of those who are silenced.
- Think global – act local. Include your friends and family.
- Engage and encourage others to do so.
- Signal boost.

Your Commitment



Associated IL Competencies:



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Activity: Personal Change Statement

Considering all topics that were just covered, identify an inclusive practice they you can immediately adopt, and consider the rationale, associated action, and expected outcome of doing so.

INCLUSIVE PRACTICE:

[statement of action]



An intention to address equity, inclusion and diversity.

BECAUSE...

[rationale]



What we know to be true about equity, inclusion & diversity?

IF...

[personal action you can take]



A micro/macro-habit that may alter behavior or experience.

THEN...

[expected outcome]



The impact of this practice on leaders and their teams.

Activity: Personal Change Statement Example

INCLUSIVE PRACTICE:

Proactively increase my **awareness of gender diversity** by being intentional with use of **personal pronouns**.

BECAUSE...

Not all folks identify within the gender binary and we cannot assume someone's gender by looking at them.

IF...

I can begin to introduce myself using my personal pronouns and use gender neutral language when I do not know someone else's pronouns.

THEN...

I can signal to others that gender shouldn't be assumed and normalize gender diversity.

05

Wrap up



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Today's Objectives

By the end of today's session, we'll explore each of the topics related to our Inclusive Leadership Competencies:

- ✓ **Establish a baseline** understanding of how to be an inclusive leader
- ✓ **Develop a common language** by which to discuss I&D in the workplace
- ✓ **Build leadership capabilities** to enable an inclusive environment
- ✓ **Draft actionable take-aways** to build an inclusive work environment at Accenture





THANK YOU