

Steps Leaders Can Take to Promote Diversity and Inclusion (page 1 of 3)

A. Personal Awareness and Support	Check (✓)
1. Do your personal work with regard to diversity awareness – increase your ability to recognize, understand, appreciate and talk about diversity issues; examine your own behavior, assumptions, biases, and levels of comfort	<input type="checkbox"/>
2. Be clear and vocal about the benefits of diversity to the company, other leaders, colleagues, staff, and to you	<input type="checkbox"/>
3. Participate in and support diversity activities sponsored by the company (both inside and outside the company)	<input type="checkbox"/>
4. Expand the circle of people you socialize with at the company	<input type="checkbox"/>
5. What resources were made available to you by individuals instrumental to your career? Can you provide these types of resources to colleagues with whom you work? (Especially colleagues of color, women, LGBTQI, disabled colleagues or those traditionally underrepresented in your industry i.e. “Underrepresented Groups”)	<input type="checkbox"/>
6. Model inclusive behavior – think about: <ul style="list-style-type: none"> • your language • the jokes you tell • what you talk about when you aren’t talking at work • who you get drinks with • who you speak to in the elevator • whose office you stop by • whose names you know • who you say “thank you” to for work done • who you select to make presentations, go to conferences, write articles, etc. • who you mentor • who you talk to at company events or invite along on client activities 	<input type="checkbox"/>

Steps Leaders Can Take to Promote Diversity and Inclusion (2 of 3)

B. Targeted Support of Employees from “Underrepresented Groups”	Check (✓)
7. Examine the company’s and your department’s systems and policies to determine how well they support or hinder diversity and inclusion (e.g., compensation, evaluation, orientation, feedback, assignment, hiring, etc)	<input type="checkbox"/>
8. Pay attention to how people from Underrepresented Groups in the department or on your team are doing (e.g., hours, development, client access)	<input type="checkbox"/>
9. Make it a point to reach out to and invest in the career of an employee from an Underrepresented Group. Who have you sponsored in the last 10 years?	<input type="checkbox"/>
10. Identify and groom junior employees from Underrepresented Groups for leadership roles; create exposure opportunities for women	<input type="checkbox"/>
11. Think about how you assemble your team; refer business, allocate work. Are you starting with a list of all possible candidates or your mental list?	<input type="checkbox"/>
12. Publish the good work of employees from Underrepresented Groups to fellow managers and clients	<input type="checkbox"/>
13. Expand your network to include more employees from Underrepresented Groups inside and outside the company	<input type="checkbox"/>
14. Show your support for employees on alternative work arrangement schedules: familiarize yourself with the policy; set expectations; indicate your preferred mode of communication; be flexible with and respectful of the employees’ schedules when possible; create regular check-ins; seek input regarding what work they can handle; and communicate how much you value these employees.	<input type="checkbox"/>

Steps Leaders Can Take to Promote Diversity and Inclusion (3 of 3)

C. Best Management Practices	Check (✓)
15. Give timely, critical, and specific feedback to everyone	<input type="checkbox"/>
16. Evaluate how well your managers and senior employees work in a team and across differences	<input type="checkbox"/>
17. Be clear about deadlines and keep employees updated on developments on the matter	<input type="checkbox"/>
18. Don't wait until the last minute to assign work or respond to employees' work	<input type="checkbox"/>
19. Consult with employees when planning calls and meetings with clients	<input type="checkbox"/>
20. When possible honor employees' vacation plans	<input type="checkbox"/>
21. Consider when calls and other work can be performed from home when it is necessary	<input type="checkbox"/>
22. Have an open door policy; make it a point to listen when employees talk about issues; make it clear that you are open to hearing and addressing perceived bias and discrimination	<input type="checkbox"/>
23. Be proactive when you see exclusive or insensitive behavior - be willing to tell your manager where his/her behavior may be creating an uncomfortable or exclusive environment and suggest an alternative behavior; don't be silent; speak with the parties present who may be impacted by the behavior; inform the appropriate personnel in the company.	<input type="checkbox"/>