

A MANAGERS GUIDE TO INCLUSIVE LEADERSHIP

In these uncertain and unprecedented times, employees are looking to their managers now more than ever. So how can managers support their teams in this moment? Below, you will find resources on how to lead more inclusively and equitably.



THE CASE FOR INCLUSIVE ACTIONS IN TIMES OF UNCERTAINTY

We, as leaders at UT Southwestern, have the opportunity to advance equity and inclusion in our own sphere of influence—but the conversations are not always easy. We know from research that [sense of belonging is tied to workplace outcomes such as retention and job performance](#). The need to belong is part of who we are as humans. As managers, we must lead inclusively to further this effort.

BUSINESS CASE

According to the Harvard Business Review, teams with inclusive leaders are **17%** more likely to report that they are high-performing, **20%** more likely to say they make high-quality decisions, and **29%** more likely to report behaving collaboratively.

The business case is incomplete and enforces a checklist mentality that makes people feel “othered.”

LEGAL CASE

The rationale for inclusive actions is grounded in antidiscrimination law. There is a shared consensus that discriminatory behavior is wrong. The 1964 Civil Rights Act prohibits employers from discriminating on the basis of race, color, religion, sex, or national origin.

The primary goal is to integrate the workforce and eliminate the arbitrary bias.

MORAL & VALUES CASE

Mitigating bias must be essential to our norms, culture and goals. It has to be mission-critical. When we have a diverse and inclusive workforce, we are better able to provide greater equity of care. When we create an environment where everyone can bring their full, authentic selves, we can make advances in education and research.

Inclusive actions are mission-critical & the right thing to do.

What Can I Do?

Educate yourself. Review resources on [Racial Inequality in Healthcare](#), [The Disproportionate Impact of Covid-19 on Black Health Care Workers in the U.S.](#), [Understanding Implicit Bias](#), and [Strategies to Address Unconscious Bias](#).

Leverage your sphere of influence to be an effective ally. Sending a supportive message to a colleague is just as effective as supporting local black organizations, businesses, and community initiatives dedicated to advancing inclusion and equity. Read information on [how to be an affective ally to your black colleagues](#) in this moment.

Be proactive and lead with intention. Be cognizant of the fact that some employees may not be fully present during the days following societal injustices and be kind in how you support them. Being an effective leader does not begin and end here, however. Be sure to intentionally and proactively create an inclusive environment for your team at all times. Here are a few ways [managers can be more inclusive](#).



What words and actions should I avoid?

Please lead our discussion on behalf of your race/group?
This may place an emotional burden on that employee.

I'm sure this is a difficult time for you.
Not everyone is experiencing this moment in the same way.

Do not make light of the current situation through jokes or insensitivity.

Remaining silent.
Your silence speaks louder than any words

Send a Message of Support & Solidarity

Team:

I know that now must be an incredibly busy time, but I want to call attention to the unique trauma and uncertainty affecting the community and many of our colleagues in this moment. In the wake of all the unrest facing our nation, I want to assure each of you that there is no room for prejudice or discrimination at UT Southwestern. I am writing to acknowledge the anxiety some of you may be feeling, and acknowledge this same anxiety may be felt differently among us. I want to echo Dr. Podolsky's sentiments that this is a place where everyone belongs and reaffirm my dedication to leading inclusively. I am proud of the diversity of our team, and acknowledge that it is our diversity that make this such a special place to work. Even more, it is the intersection of all our various identities, seen and unseen, that make our team better.

This moment has given me the opportunity to reflect on our team culture. I want to communicate my personal commitment to education and inclusion to each member of the team. I look forward to working collaboratively with you as UT Southwestern reaffirms its commitment to an inclusive environment where employees of all backgrounds feel a sense of belonging and are valued for their individual and collective contributions.



Lead With Action

- Communicate your commitment to your employees during this uncertain time and your commitment to an environment where everyone feels valued and respected.
- Ensure your employees know about the benefits and policies regarding leave and family benefits.
- Create a culture of empathy around adjusting deadlines and rescheduled meetings.
- Create an anonymous survey and ask your employees how they would like to be supported, then act on the items they suggest.

Role Model Inclusive Leadership

- Advance diversity and inclusion in your everyday interactions. Challenge biased, racist, sexist, and xenophobic behaviors in the moment.
- Humanize the workplace with more meaningful one-on-one and team interactions.
- Change the culture around mental health. Create an environment where encouragement of EAP services starts at the top.
- Acknowledge that colleagues may not be showing up as their full selves in the workplace. Be kind in how you support them.
- If you mess up, admit your mistakes, apologize, and educate yourself.

Mental Health Hygiene

Empower yourselves and your colleagues through community and self-care. The [Employee Assistance Program \(EAP\)](#) provides information, short-term counseling, advice, and referrals from licensed professionals. Telephone coverage for intake is available 24/7 at 1-800-386-9156. EAP@UTSouthwestern.edu.

Balance your presence versus your psychological safety.

Prioritize your personal well-being.

Maintain Mental Health Hygiene.

Support those around you and those in your community.

