



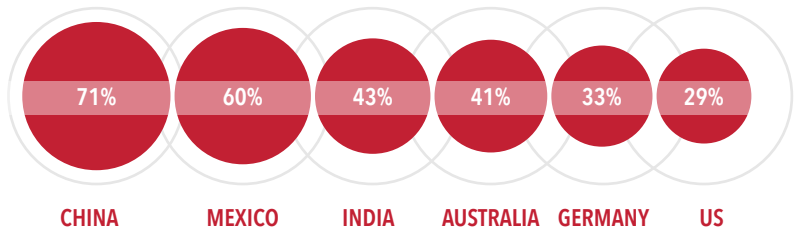
Want to build high-performing teams? Make employees feel more included at work.

**INCLUSION IS CONNECTED TO INNOVATION AND HELPFULNESS**

How Much Does Feeling Included Contribute to Self-Reported Team Citizenship and Innovation?

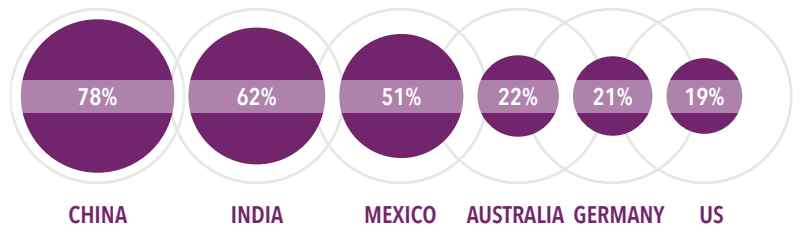
**TEAM CITIZENSHIP**

▶ Going beyond the call of duty to help co-workers. ◀

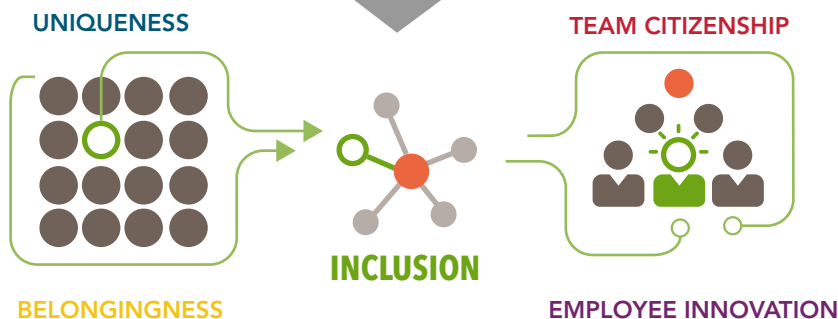


**INNOVATION**

▶ Introducing new and fresh ideas, concepts, processes, or products. ◀



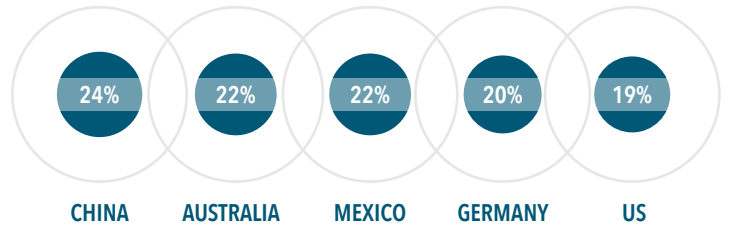
**BELONGINGNESS + UNIQUENESS = INCLUSION IN MOST COUNTRIES**



# How Much Does Perceived Uniqueness and Belongingness Contribute to Inclusion?

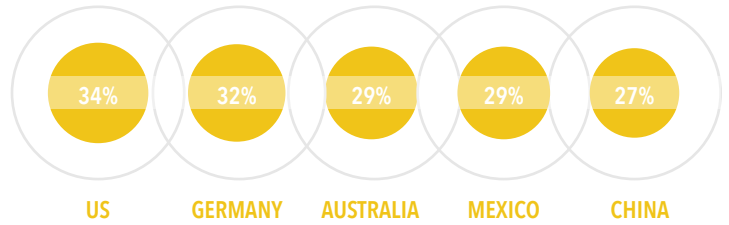
## UNIQUENESS

The perception that you are distinct from others and that your distinctiveness is valued by others in the group.



## BELONGINGNESS

The perception that you are part of a group, such as a work team, and that you are an essential part of the group.



## INDIA

We found no evidence that uniqueness and belongingness were distinct factors for Indian employees' perception of inclusion. Perhaps they saw them as two sides of same coin—both indicators of inclusion.

## KEY LEADERSHIP BEHAVIORS

### Four Leadership Attributions That Link to Inclusion

#### EMPOWERMENT

You enable direct reports to develop and excel.

#### ACCOUNTABILITY

You demonstrate confidence in direct reports by holding them responsible for performance they can control.



#### HUMILITY

You admit mistakes; you accept and learn from criticism and different points of view; you seek contributions of others to overcome limitations.

#### COURAGE

You put personal interests aside to achieve what needs to be done; you act on convictions and principles even when it requires personal risk-taking.

Inclusive leaders create innovative, dynamic workplaces where employees feel connected to and supportive of one another, and where women advance and thrive.



SOURCE: Jeanine Prime and Elizabeth R. Salib, *Inclusive Leadership: The View From Six Countries* (Catalyst, 2014).



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