



Personality type and organizational inclusion

A research report from
The Myers-Briggs Company

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Executive summary

Overview

Many diversity and inclusion initiatives are unsuccessful or even counterproductive, especially if they focus on diversity at the expense of inclusion. To be included, an employee should be able to feel that they are valued by their organization, that they belong, that they are included by their co-workers and by their manager, and that they can be their authentic selves while at work. The role of the manager, and of leaders in general, is central to an individual employee's experience of inclusion. Inclusive leaders will demonstrate a degree of humility, curiosity, openness, empathy, courage, and flexibility. They will be self-aware and use differences between individuals positively. Previous research suggests that inclusive leadership fosters greater employee engagement. Fostering employees' perceptions of inclusion, in part by inclusive leadership, is important for organizational success.

Very little research has investigated the impact of personality on inclusion, or the link between personality and inclusive leadership behaviors. This study attempts to examine the relative importance of personality and other factors on employee perceptions of four aspects of inclusion:

- The extent to which individuals feel they are included by their co-workers.
- The extent to which they feel they belong to, are 'at home' in, and are valued by their organization.
- The extent to which they feel they can be their authentic selves.
- The extent to which they feel their manager behaves in an inclusive way to them.

Data was collected on 251 people who completed an online survey. Any respondents who were themselves managers or leaders were also asked questions about their own inclusive leadership style.

Summary of results

- The survey successfully measured four scales or dimensions of organizational inclusion:
 - Feeling valued by, and at home in, the organization.
 - Feeling included by co-workers.
 - Feeling included by manager.
 - Allowed to be oneself.
- Most survey respondents were broadly positive about their inclusion in the workplace. The only real exception was that less than a third of respondents agreed or strongly agreed that the senior management of their organization was diverse.
- Across all four scales, those who felt more included:
 - Worked in organizations that had been paying more attention to both diversity and inclusion over the last year. Where organizations had been paying the same amount of attention, scores on the inclusion scales were a little lower. Where they had been paying less attention, scores were significantly lower.

- Either did not answer the question, “What one action could your organization take to make you feel more included” or answered by saying that they already felt included.
- Did not choose ‘prefer not to disclose’ when asked about their sexual orientation.
- Other factors applied to some but not all the facets of inclusion:
 - Inclusion initiatives can make a difference. Respondents whose organization had an inclusion program in place felt more valued and at home, believed they were more included by their manager, and felt more able to be their authentic self. Diversity programs had less impact. Respondents felt they only affected and enhanced feelings of inclusion by their manager.
 - Respondents who worked for very small organizations felt more included by their co-workers, more valued by their organization, and more at home in their organization.
 - Executives and senior managers felt more valued by and at home in their organization than did middle managers, first line managers, or non-supervisory employees.
 - Respondents who described themselves as white or Caucasian felt more valued by and at home in their organization than those who described themselves as Latino, Latina or Hispanic, or as African American or Black. They felt more able to be their authentic self than those who described themselves as Latino, Latina or Hispanic, or as Asian.
 - Personality impacted on managerial inclusion. Respondents who felt more included by their manager were more likely to have personality type preferences for Introverted Thinking, Introverted Intuition or Extraverted Intuition. They were less likely to have preferences for Introverted Sensing, Extraverted Thinking, Introverted Feeling, or Extraverted Feeling.
- Looking at inclusive leadership:
 - The scale of inclusive leadership held together well, with a high internal consistency reliability.
 - The leaders in our study generally saw themselves as behaving in a very inclusive way, rating themselves significantly higher than their own managers. The data is based on self-report, and some leaders may have had an unrealistically positive view of their own inclusive leadership behaviors and attitudes.
 - Leaders with an Intuition preference scored significantly higher than those with a Sensing preference on the overall scale of inclusive leadership and on seven of the 11 individual items. In absolute terms, both Sensing leaders and Intuition leaders saw themselves as generally acting in an inclusive way, but this was significantly greater for those with an Intuition preference.
 - The temperaments model, related to type, is often used in manager and leader development. In terms of this framework, Idealists scored significantly higher on the overall scale than Artisans or Guardians. Rationals scored significantly higher than Guardians.
 - Leaders with a Feeling preference showed a significantly greater difference between their self-rating of inclusive leadership and the scores they gave their own manager, compared with leaders with a Thinking preference. The data suggest that Feeling leaders tend to see their own managers as less inclusive, compared with how Thinking leaders view their managers. This tallies with the findings of the main survey.
 - Looking at interpersonal needs and the FIRO® model, leaders with high Wanted Inclusion scored significantly higher on the inclusive leadership scale than those with medium or low Wanted Inclusion. Those with high Wanted Affection scored significantly higher than those

with medium Wanted Affection. It could be hypothesized that a greater need to belong and to have intimacy could be a driver for leaders to behave in a more inclusive way.

Recommendations

Based on the results of the study, the following recommendations can be made to increase employee perceptions of inclusion:

- Organizations should make it clear that they are increasing, or at least not decreasing, the amount of attention being paid to issues of diversity and inclusion.
- Ensure that there is an inclusion initiative or program in place. The data suggest that only having a diversity initiative, while beneficial, is not so effective in increasing feelings of inclusion.
- Where diversity and/or inclusion programs do exist, ensure that they contain a training element and, especially for inclusion, are not purely target-driven.
- Review what is being done to make employees feel valued, and whether the culture allows individuals to speak out. This should apply not only to new hires, but to all employees, including middle and junior managers.
- Check if the culture of the business really allows people to be openly gay, lesbian, or bisexual without consequence to them.
- Managers should be aware of the importance of personality and individual differences in their interactions with their reports. They should avoid a 'one size fits all' approach when it comes to fostering inclusion.
- Managers should be aware of their own personality preferences and of how they can best work with others who have different preferences.
- Inclusive leadership is, in general, likely to foster greater levels of inclusion among the workforce. But asking leaders to self-report their levels of inclusive leadership should not stand on its own. It should form part of an integrated program including other elements, such as the development of greater self-awareness, facilitated self-assessment of their Inclusive Leadership Quotient, and other feedback.

Introduction and methodology

What is organizational inclusion?

Many organizations have spent a great deal of time and effort attempting to increase the diversity of their workforce. One report estimates that in the US, there has been an increase of over 100% in executives with job titles related to diversity or inclusion (Tonneson, 2020). Yet many of the most widely used diversity initiatives have been shown to be unsuccessful or even counterproductive (Dobbin & Kalev, 2016; Gartner, 2019). In some cases, this may be because of an overly simplistic approach to diversity. For example, attempting to recruit individuals from a minority background without paying attention to how included or excluded these people feel once they become an employee—do they then feel appreciated and encouraged to participate fully in the organization?

Organizational inclusion can be defined as “what an organization does—the actions it takes—to ensure that individuals feel welcomed, supported and valued as a member of the team” (Morley, 2018). Without inclusion, diversity programs may fail (Puritty, et al., 2020), and where programs both attempt to manage diversity and foster inclusive behaviors, the former may not have a significant impact unless sufficient attention is paid to the latter (Sabharwal, 2014). This is tacitly recognized by the many organizations that now run “diversity, equity and inclusion” (or “DE&I”) programs rather than “diversity initiatives”. One important consideration for such programs is that while diversity can, to some extent, be mandated in a top-down way, inclusion depends on fostering a climate where individual employees will voluntarily act in an inclusive way. People should feel included by their co-workers.

There may be more than one aspect to inclusion. An employee should be able to feel that they are valued and that they belong, but also that they can be their authentic selves. In other words, they should not have to hide their uniqueness to fit in (Hofbauer & Podsiadlowski, 2014; Shore, et al., 2011). Managers, co-workers, and organizational practices may all have slightly different roles to play (Shore, Cleveland, & Sanchez, 2018). The role of the leader in an individual employee’s experience of inclusion is central (Mor Barak, 2011), and more attention is now being paid to inclusive leadership (Bourke & Titus, 2020). Inclusive leaders will demonstrate a degree of humility, curiosity, openness, empathy, courage, and flexibility. They will be self-aware and use differences positively. Previous research suggests that inclusive leadership fosters greater employee engagement (Carmeli, Reiter-Palmon, & Ziv, 2010) and can create more inclusive organizations (Gotsis & Grimani, 2016).

Purpose of this research

Much of the research literature on the factors that influence an individual’s feelings of inclusion has centred on demographic variables such as gender, age, or ethnicity, or on manager behavior. Very few studies have looked at the impact of personality, or at the link between personality and inclusive leadership behaviors. Where personality is mentioned, it may be simply listed as a factor influencing feelings of inclusion, without discussion of the dimensions of personality or any other differentiation (Daya, 2014, for example).

This study attempts to examine the relative importance of personality and other factors on employee perceptions relating to four aspects of inclusion:

- The extent to which employees feel they belong to, are 'at home' in, and are valued by their organization.
- The extent to which individuals feel they are included by their co-workers.
- The extent to which they feel their manager behaves in an inclusive way to them.
- The extent to which they feel they can be their authentic selves.

In addition, any respondents who were themselves managers or leaders were asked questions about their own leadership style. The aim here was to lay the groundwork for personality-based guidelines for inclusive leadership by recognizing how people are diverse from each other in their perspective, ways of seeing, ways of working, personality type, values, and experiences.

Two personality frameworks were used in the research:

- The Myers-Briggs Type Indicator® (MBTI®) model of personality (Myers, McCaulley, Quenk, & Hammer, 2018). This is already widely used for self-development by organizations and individuals and in many leadership programs (Furnham, 2017). It therefore provides a useful starting point for developing guidelines for the many people who already know their MBTI personality type. The MBTI approach looks at four areas of personality type (Extraversion or Introversion, Sensing or Intuition, Thinking or Feeling, and Judging or Perceiving) and at how these combine dynamically to describe the whole person. The model is described in detail in Appendix A.
- The Fundamental Interpersonal Relations Orientation–Behavior™ (FIRO-B®) model (Hammer & Schnell, 2000). The FIRO-B assessment measures behaviors that derive from interpersonal needs, specifically Inclusion (the need to belong), Control (the need for influence), and Affection (the need for intimacy). It was felt that all three need areas, but particularly Inclusion, would be likely to influence how included by their organization an individual feels themselves to be. The framework is described in detail in Appendix B.

Methodology

To carry out the study, we created an online survey. This was publicized via LinkedIn, Facebook, online forums, on The Myers-Briggs Company website (<https://www.themyersbriggs.com>), and by direct communication to individuals who had previously completed the FIRO-B assessment online. Respondents were asked for information about their employment (employment status, job category and level, country of employment, remote working status, size of organization). This was followed by 21 questions about inclusion in the workplace and 8 questions regarding the behavior of their manager. These questions were developed following a review of existing scales of workplace inclusion (Mor Barak, Cherin, & Berkman, 1998; Nishii, 2013; Pearce & Randel, 2004; Roberson, 2006).

Respondents who were leaders or managers were also asked 11 questions about their own inclusive leadership behaviors. These were derived from the *Self-Evaluation of Inclusive Leadership Quotient* (Cubas-Wilkinson & Haynie, 2020).

All respondents were also asked about diversity or inclusion programs in their organization and about the effects of the COVID pandemic. All were asked for demographic information such as gender, race, age, and sexual orientation. All were asked to give their MBTI personality type (though not all respondents knew it or could supply it). Those respondents who had not been contacted directly because they had previously completed the FIRO-B assessment were also asked to supply their FIRO-B results if they knew them.

The analysis is based on responses from 251 people who completed the online survey.

Results

Who took part? Description of the sample

Group demographics

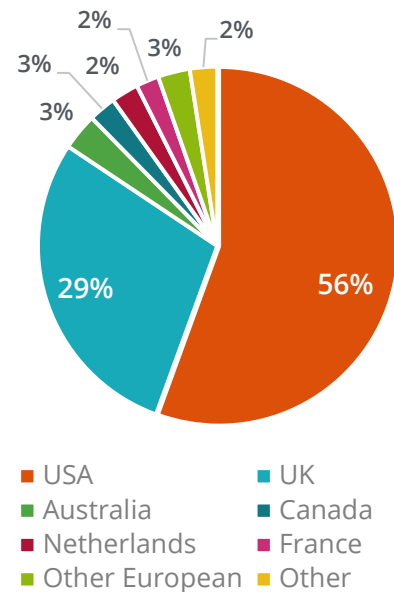
64% of the group were female and 33% male. 3% chose a different category (gender nonconforming, transgender or self-describe) and one person preferred not to disclose. In terms of sexual orientation, 84% chose “heterosexual or straight”, 6% “bisexual”, 5% “gay or lesbian”, 3% “prefer not to disclose”, and 2% “prefer to self-describe”.

A little over half (55%) of the group worked in the USA, with a further 29% working in the UK. The sample was, however, broadly international with residents of 17 different countries taking part.

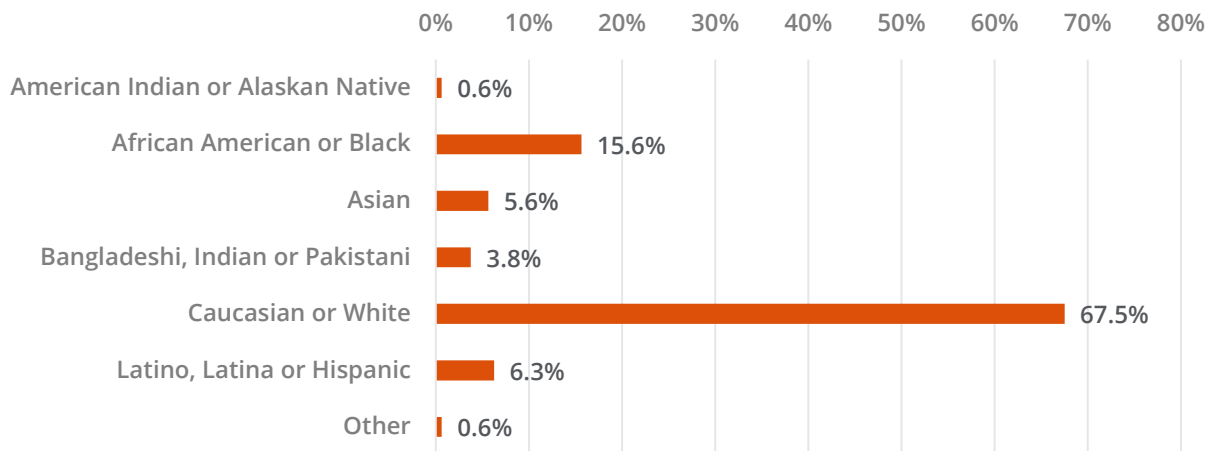
In any study of the factors affecting inclusion, it is important to capture information on ethnicity or race. However, the categories typically used to collect this data vary from country to country. The data was therefore collected using local categories. These have been used in separate analyses of the larger US and UK groups. The data was also combined into a majority or minority classification for overall analyses.

Overall, 73% of the sample were in the majority group, and 24% in the minority group, with a number unclassified. Detailed breakdowns of the US and UK samples are given below.

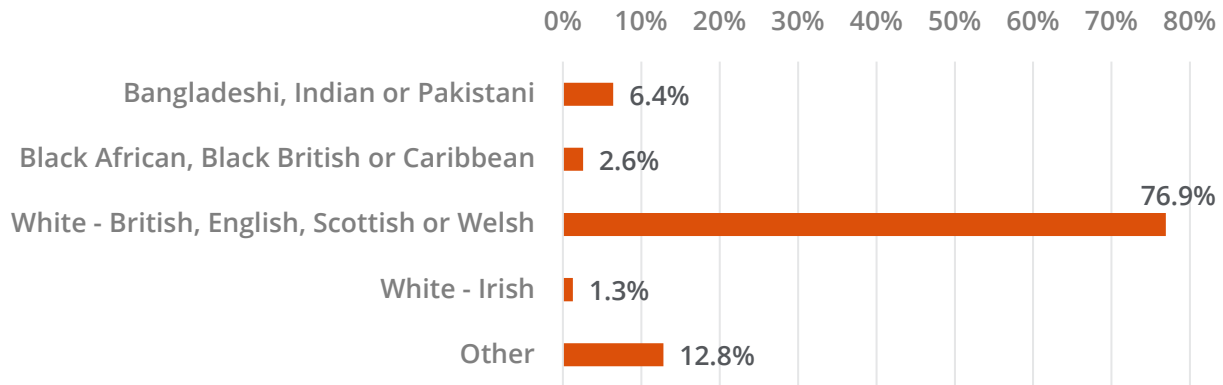
Country you principally work in



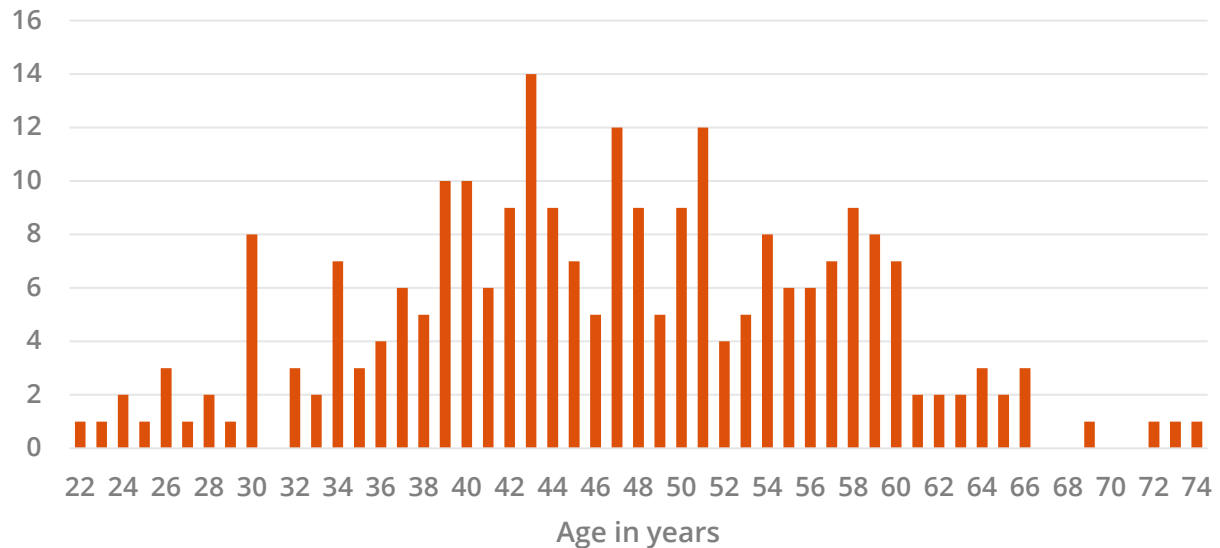
US: ethnicity/race breakdown



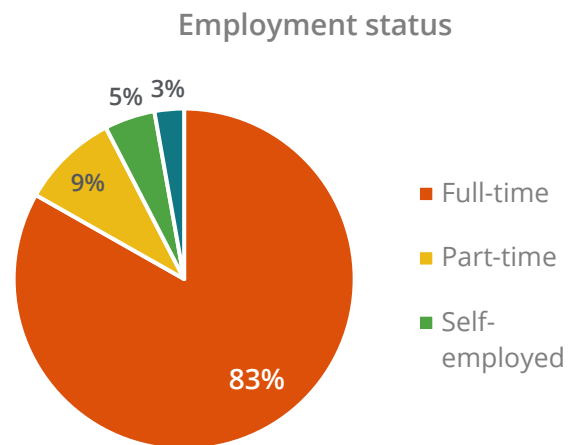
UK: ethnicity/race breakdown



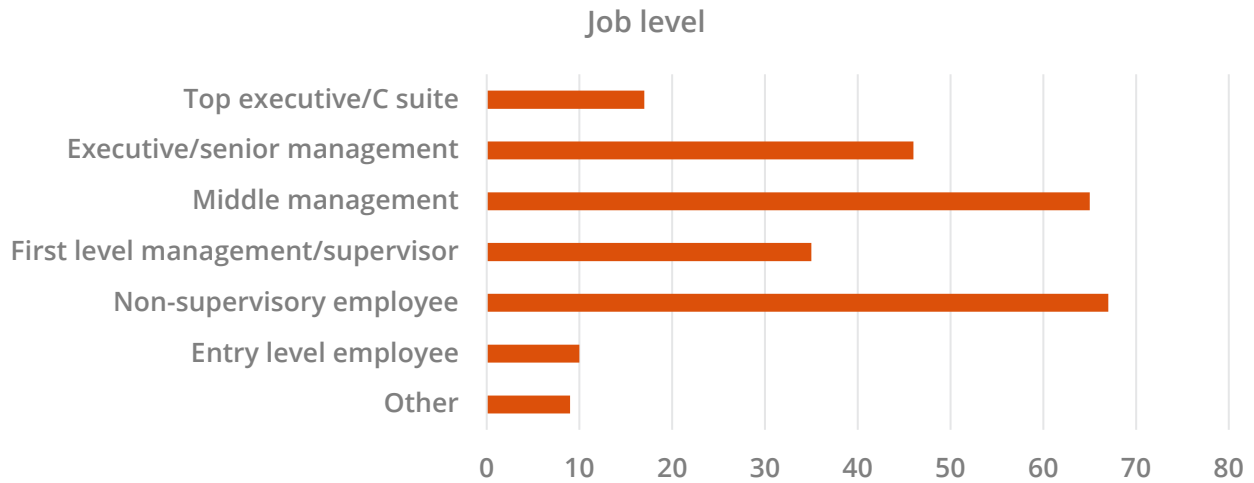
Age ranged from 22 years to 74 years, with an average (mean) of 47 years:



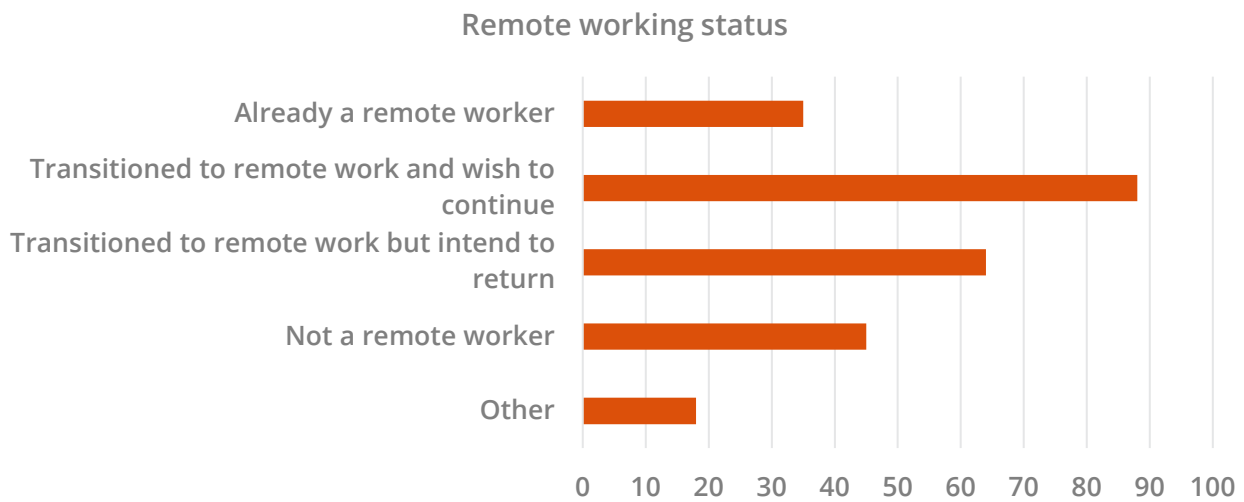
Most respondents (83%) were employed full-time in an organization. Those not in full-time employment were asked to either complete the survey in the context of a recent job within an organization, or in the context of an organization they worked with, or to withdraw from the survey. Only the results of those who chose not to withdraw were used for the analysis presented in this report.



A wide range of job roles were represented, and all job levels.

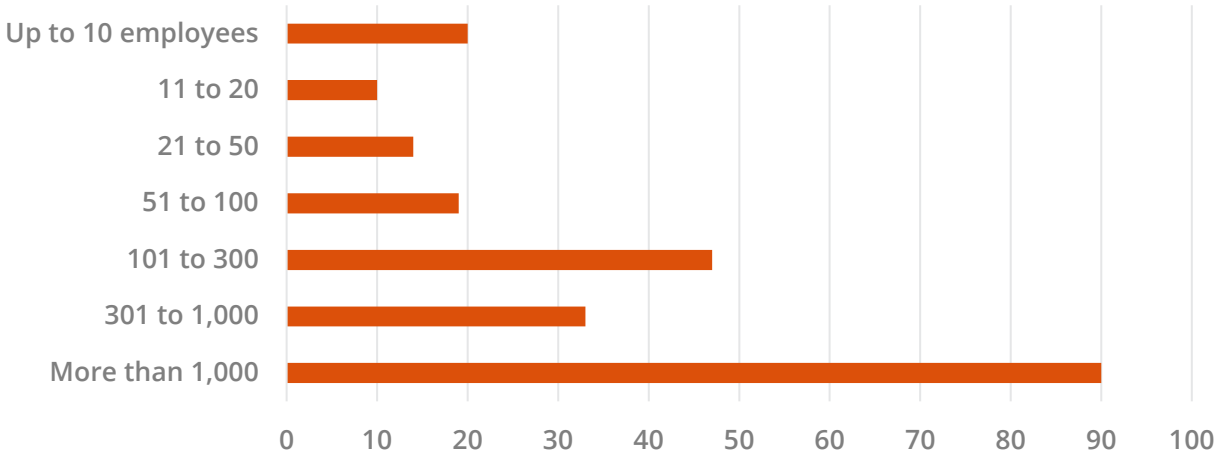


Most respondents were currently working remotely.



Most were employed by medium-sized or large organizations.

Size of organization



Type distribution

Type data was available for 200 individuals. A type table for this group is shown below:

Type	N	%
ISTJ N=24 12.0% SSR=1.03	E	89
ISFJ N=9 4.5% SSR=0.33		
INFJ N=13 6.5% SSR=4.33		
INTJ N=23 11.5% SSR=5.48		
ISTP N=13 6.5% SSR=1.20	I	111
ISFP N=3 1.5% SSR=0.17		
INFP N=14 7.0% SSR=1.59		
INTP N=12 6.0% SSR=1.82		
ESTP N=2 1.0% SSR=0.23	S	74
ESFP N=3 1.5% SSR=0.18		
ENFP N=20 10.0% SSR=1.23		
ENTP N=15 7.5% SSR=2.34		
ESTJ N=11 5.5% SSR=0.63	N	126
ESFJ N=9 4.5% SSR=0.37		
ENFJ N=14 7.0% SSR=2.80		
ENTJ N=15 7.5% SSR=4.17		
	T	115
	F	85
	J	118
	P	82

The SSR (Self-Selection Ratio) compares the sample to the general population. Types with an SSR greater than 1 are over-represented in this group compared with the general population.¹ All Intuition types are therefore over-represented, and most Sensing types under-represented. This is not uncommon in a group of people interested in personality type. However, there are sufficient numbers of each type in the sample to carry out meaningful analyses at the preference pair level and for a number of type combinations or lenses.

¹ The US national representative sample (Myers, McCaulley, Quenk, & Hammer, 1998) was used as a reference group.

FIRO-B® results

FIRO-B results were available for 136 people at the category level. 101 of these also had FIRO® raw score data.

FIRO-B scale	Category data (N=136)			Score data (N=101)	
	Low (0-2)	Medium (3-6)	High (7-0)	Mean	SD
Expressed Inclusion	30 (22%)	81 (60%)	25 (18%)	3.82	2.273
Wanted Inclusion	78 (57%)	25 (18%)	33 (24%)	2.29	3.244
Expressed Control	35 (26%)	77 (57%)	24 (18%)	3.81	2.448
Wanted Control	42 (31%)	79 (58%)	15 (11%)	3.43	1.873
Expressed Affection	41 (31%)	63 (47%)	30 (22%)	4.08	2.464
Wanted Affection	25 (19%)	69 (51%)	40 (30%)	4.74	2.509

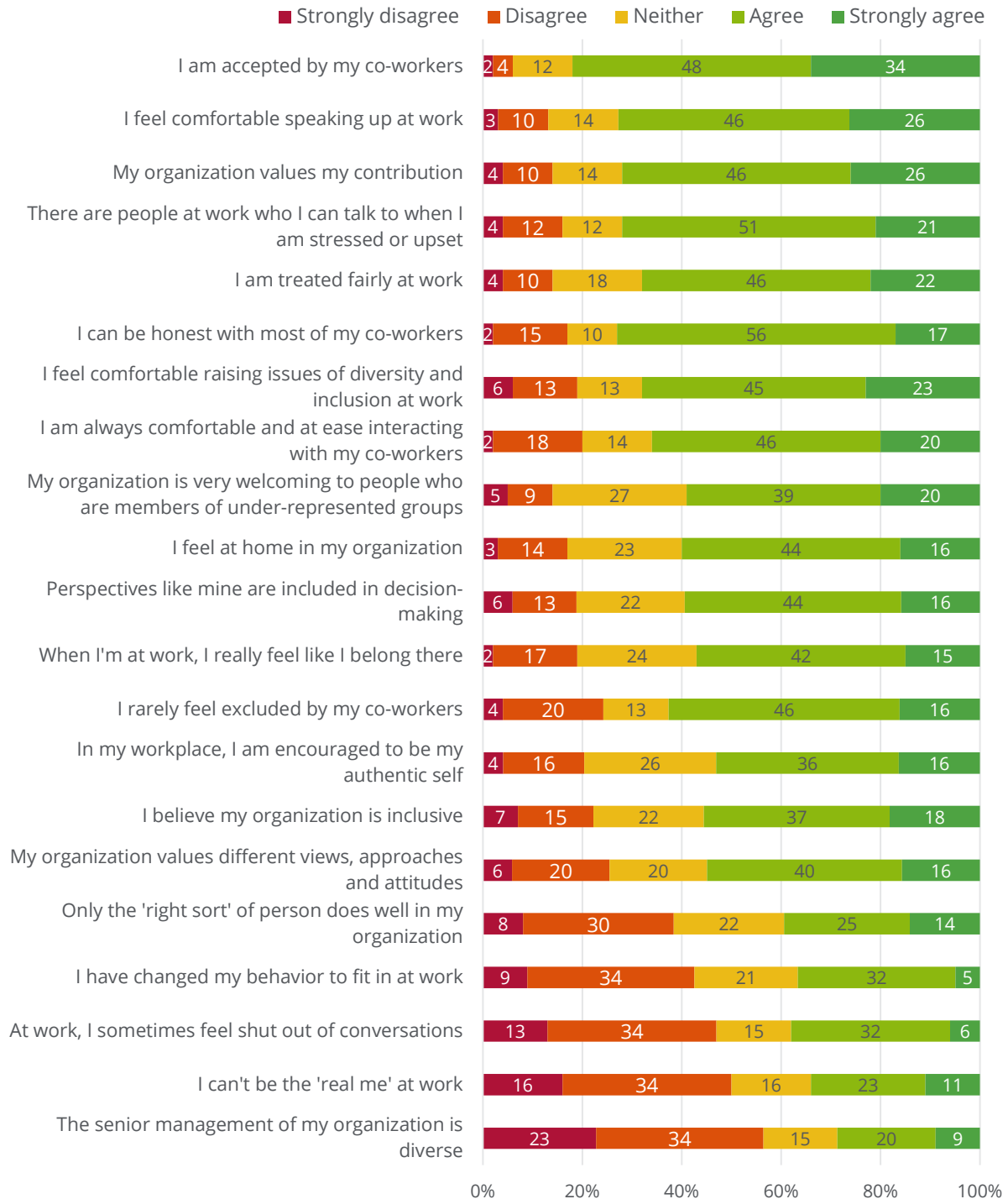
Neurodiverse people and people with disabilities

A small amount of previous research has looked at how neurodiverse people and people with disabilities are included in or excluded from the workplace (for example, Dobusch, 2020; Kulkarni, Boehm, & Basu, 2016; Walkowiak, 2021). For the current study, however, a decision was made not to collect this data. Given the limits of survey data, there would not have been sufficient numbers to carry out analysis.

Perceived inclusion and the factors that affect it

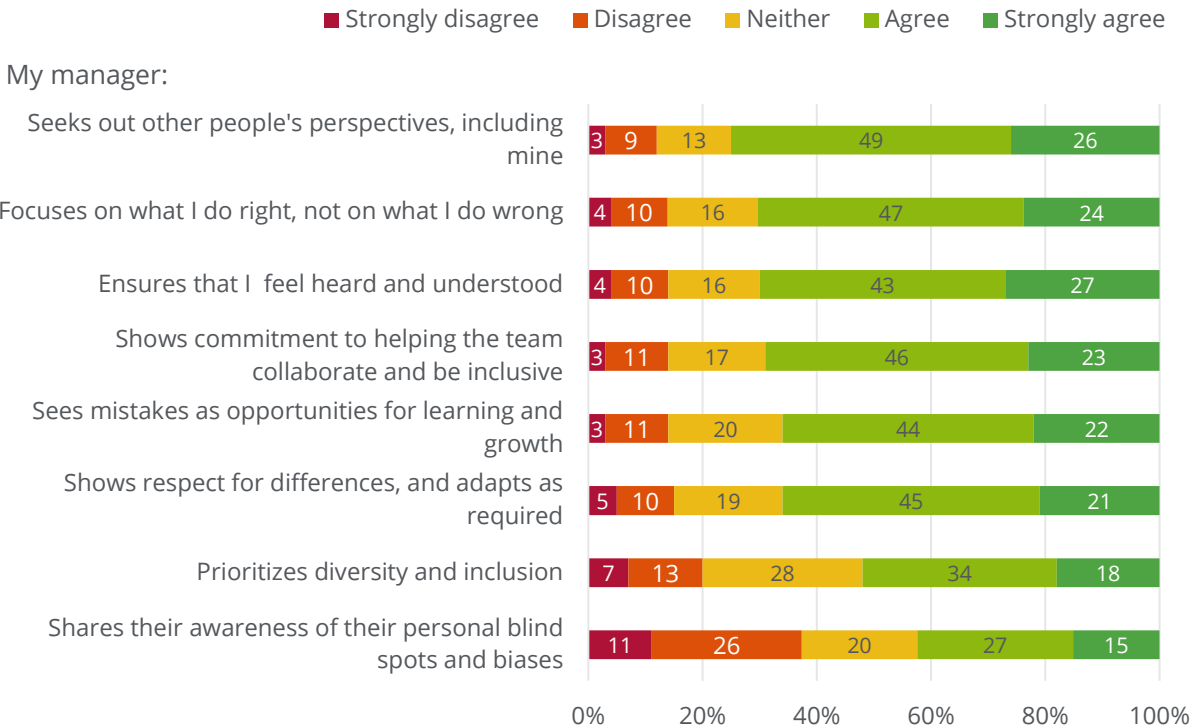
Overview: How included did respondents feel?

Respondents were asked 21 questions about how included they felt in the workplace, using a five-point scale from “Strongly disagree” to “Strongly agree”. The percentage choosing each option for each question is shown below.



Most respondents were broadly positive about inclusion in their workplace. 83% agreed or strongly agreed that they were accepted by co-workers, and 72% that they felt comfortable speaking up at work and that their organization valued their contribution. However, less than a third felt that the senior management of their organization was diverse.

Survey respondents were also asked eight questions about their manager. Again, most gave positive responses.



Three-quarters of respondents agree that their manager “Seeks out other people’s perspectives, including mine”. Only one item, “Shares their awareness of their personal blind spots and biases”, was agreed or strongly agreed with by less than half of respondents—42%.

The survey items were designed to measure four scales or dimensions of organizational inclusion:

- Feeling valued by and at home in my organization.
- Feeling included by my co-workers.
- Feeling included by my manager.
- Allowed to be myself.

One item, “The senior management of my organization is diverse”, was not included in any of the scales but analyzed separately.

The four scales showed good internal consistency reliabilities, as shown in the following table.

Scale	Items	Reliability (alpha), Scale mean, Item mean
Valued by and at home in organization	<ul style="list-style-type: none"> - I am treated fairly at work. - I believe my organization is inclusive. - I feel at home in my organization. - My organization is very welcoming to people who are members of under-represented groups. - My organization values different views, approaches, and attitudes. - My organization values my contribution. - Perspectives like mine are included in decision-making. - When I'm at work, I really feel like I belong there. 	<p>0.927 28.62 3.58</p>
Included by co-workers	<ul style="list-style-type: none"> - I am accepted by my co-workers. - I am always comfortable and at ease interacting with my co-workers. - I rarely feel excluded by my co-workers. - There are people at work who I can talk to when I am stressed or upset. - At work, I sometimes feel shut out of conversations.* 	<p>0.788 18.19 3.64</p>
Included by manager	<ul style="list-style-type: none"> - Ensures that I feel heard and understood. - Focuses on what I do right, not on what I do wrong. - Prioritizes diversity and inclusion. - Sees mistakes as an opportunity for learning and growth. - Seeks out other people's perspectives, including mine. - Shares their awareness of their personal blind spots and biases. - Shows commitment to helping the team collaborate and be inclusive. - Shows respect for differences and adapts as required. 	<p>0.936 29.14 3.64</p>
Allowed to be oneself	<ul style="list-style-type: none"> - I can be honest with most of my co-workers. - I feel comfortable raising issues of diversity and inclusion at work. 	<p>0.814 25.88 3.41</p>

- I feel comfortable speaking up at work.
- In my workplace, I am encouraged to be my authentic self.
- I can't be the 'real me' at work*.
- I have changed my behavior to fit in at work*.
- Only the 'right sort' of person does well in my organization*.

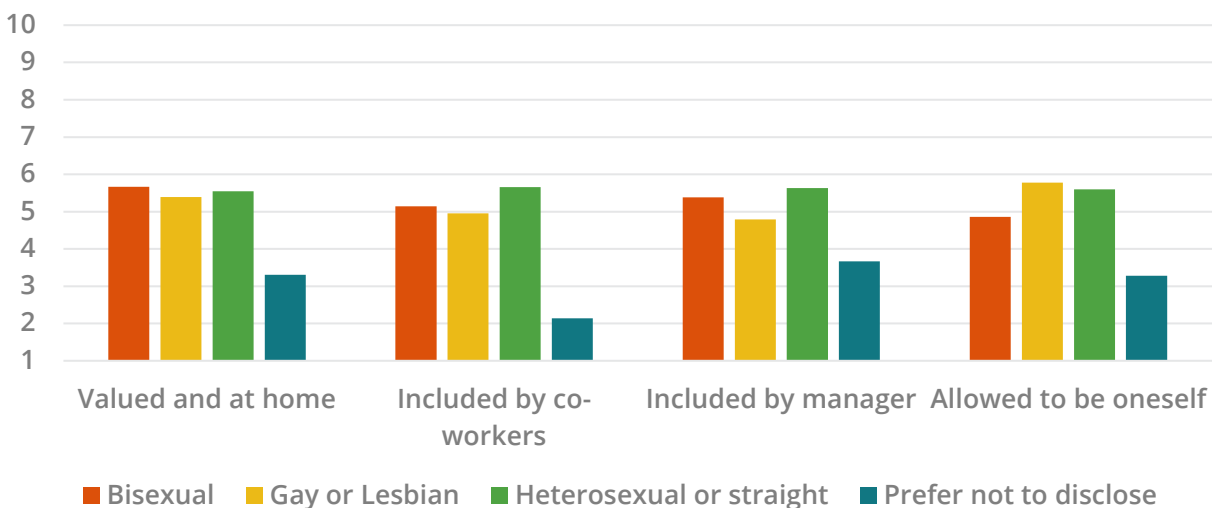
(* scored negatively)

Relationship to gender and sexual orientation

There were no statistically significant differences between men and women at the scale level, but one item did show a gender difference². Women were significantly more likely than men to say that there were people at work who they could talk to when they felt stressed or upset.

There was one, unpredicted, difference in terms of sexual orientation. When respondents completed the survey, it was made clear at several points that their responses were confidential and anonymous. Nevertheless, nine respondents chose the “prefer not to disclose” option when asked their sexual orientation. This is a very small number, so any results must be treated with great caution, but on average these individuals felt less included than heterosexual or straight, gay or lesbian, or bisexual people, scoring significantly lower on all four scales³. In the chart below, scores on each scale have been converted into a 1–10 standardized scale (a “sten” score⁴) to allow comparison across scales.

Average (mean) sten score on inclusion scales for each orientation



² Based on an independent-samples t-test.

³ Other significant differences in mean scores listed on this page are based on a one-way analysis of variance.

⁴ A standard score with a mean of 5.5 and standard deviation of 2, often used in psychology for personality and similar scales.

There was one further significant difference at the item level. Gay or lesbian respondents were significantly less likely than heterosexual or straight respondents to agree that “I rarely feel excluded by my co-workers”, implying that the former group may be more likely to feel excluded.

Group	% choosing 'Agree' or 'Strongly agree'
Heterosexual or straight	68%
Bisexual	50%
Gay or lesbian	25%
Prefer not to disclose	11%

Ethnicity or race

Because of the small sample sizes of some individual groups, an overall grouping into majority or minority was produced. There was no significant difference between these two groups on any of the four scales, but, based on chi-square analysis, the majority group were significantly more likely than the minority group to agree to four items:

	% choosing 'Agree' or 'Strongly agree'	
	Majority	Minority
I am accepted by my co-workers	85%	75%
I can be honest with most of my co-workers	74%	66%
I am treated fairly at work	73%	55%
I feel at home in my organization	67%	46%

Note that members of the minority group do still on average tend to agree with all but the last of these items. They just agree less emphatically than the majority group.

The larger individual groups were also compared at scale level, using a one-way analysis of variance. A significant effect was found for two inclusion scales, *Valued by and at home in organization* and *Allowed to be oneself*. The US Latino, Latina or Hispanic group scored significantly lower than either the US White or UK White British group.

	N	Valued and at home		Allowed to be self	
		Mean	SD	Mean	SD
White British, English, Scottish or Welsh	60	5.76	1.818	5.89	1.620
Caucasian or White (US)	101	5.69	2.126	5.57	2.131
Asian (US)	8	5.21	1.699	4.53	1.650
African American or Black (US)	25	4.94	1.891	5.09	2.172
Latino, Latina or Hispanic (US)	10	3.95	2.144	4.18	2.017

Several individual items showed a similar effect, as shown in the following table.

	% choosing 'Agree' or 'Strongly agree'				
	White UK	White US	Asian US	African American	Latino, Latina
I am accepted by my co-workers	88%	83%	87%	71%	70%
(My manager) focuses on what I do right, not on what I do wrong	88%	68%	75%	56%	50%
I am treated fairly at work	78%	71%	63%	52%	40%
I feel at home in my organization	72%	66%	75%	37%	20%
In my workplace, I am encouraged to be my authentic self	62%	54%	37%	36%	20%
Perspectives like mine are included in decision-making	57%	68%	38%	54%	30%

Age differences

Age did not show a significant relationship with any of the scales or any individual items.

Remote working status

Those who were already a remote worker were less likely to agree that they felt at home in their organization. They were also less likely to agree that there were people at work who they could talk to when stressed or upset, compared with other workers.

Job level

Previous research (Cho & Mor Barak, 2008) has suggested that more senior employees tend to show higher levels of inclusion, and this was to some extent reflected in the current study. Using a one-way analysis of variance, those at the C-suite, executive, and senior management levels were found to score significantly higher on the scale of feeling *Valued and at home in the organization* than middle management, first line management, or non-supervisory employees. They were more likely to agree with several individual items. This gap between senior and middle management may not be surprising given previous research into this area (Westley, 1990).

Level	Valued and at home		
	N	Mean	SD
Top executive/C suite	17	6.54	1.827
Executive/Senior management	46	6.33	1.527
Middle management	65	5.25	1.972
First level management/Supervisor	35	5.25	1.759
Non-supervisory employee	65	5.07	2.136
Entry level employee	10	5.61	2.249

	% choosing 'Agree' or 'Strongly agree'					
	Top exec /C suite	Exec /Senior mgmt	Mid mgmt	1 st level mgmt	Non-super	Entry level
I feel comfortable raising issues of diversity and inclusion at work	88%	82%	69%	65%	54%	90%
Perspectives like mine are included in decision-making	88%	78%	54%	54%	49%	50%
My organization values my contribution	81%	91%	65%	74%	67%	70%
In my workplace, I am encouraged to be my authentic self	71%	67%	41%	65%	45%	40%
The senior management of my organization is diverse	24%	30%	19%	23%	30%	20%

It is interesting that middle management are the least likely group to feel they are encouraged to be their authentic self, and the least likely to see the senior management of their organization as diverse.

Organization size

On average, those working for organizations with 10 or less employees felt the most included by their co-workers (significantly more so than those in organizations with 11 to 50, 50 to 100, or more than 1,000 employees) and felt the most allowed to be themselves (significantly more so than those in organizations with 11 to 50, 301 to 1,000, or more than 1,000 employees). Those in organizations with 101 to 300 employees also saw themselves as significantly more included by their co-workers than those working for organizations with more than 1,000 employees⁵. Four individual items also showed a significant difference by organization size.

Size of organization	N	Included by co-workers		Allowed to be self	
		Mean	SD	Mean	SD
Up to 10 employees	20	6.87	2.026	6.67	2.375
11 to 50	24	5.25	2.219	5.11	2.066
51 to 100	19	5.51	1.851	5.84	1.455
101 to 300	46	6.05	1.239	5.84	1.648
301 to 1,000	33	5.79	1.479	5.24	1.874
More than 1,000	90	5.09	2.229	5.28	2.089

	% choosing 'Agree' or 'Strongly agree'					
	Up to 10	11 to 50	51 to 100	101 to 300	301 to 1,000	Over 1,000
I am accepted by my co-workers	95%	79%	84%	94%	93%	74%
I rarely feel excluded by my co-workers	85%	54%	58%	85%	67%	49%
In my workplace, I am encouraged to be my authentic self	70%	42%	53%	68%	55%	48%
Only the 'right sort' of person does well in my organization	40%	38%	26%	32%	42%	48%

⁵ All significant differences based on a one-way analysis of variance.

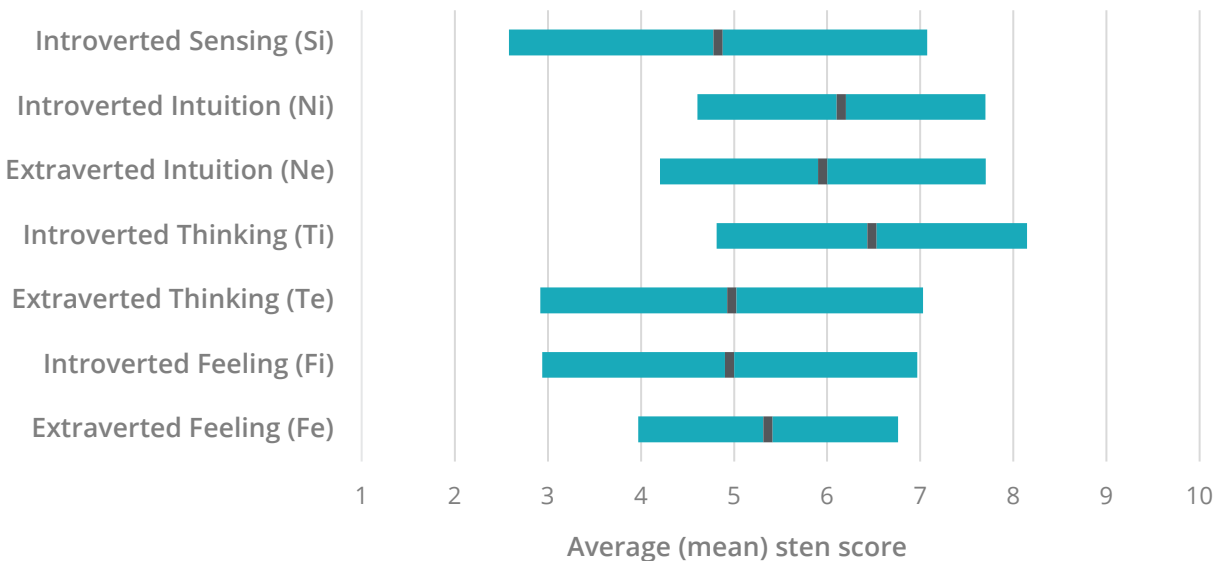
Personality type

There were several significant⁶ differences on individual items between preference pairs, specifically:

- Respondents with Extraversion preferences were more likely than those with Introversion preferences to agree with “There are people at work who I can talk to when I am stressed or upset”.
- Respondents with Intuition preferences were more likely than those with Sensing preferences to agree with “I feel comfortable raising issues of diversity and inclusion at work” and “The senior management of my organization is diverse”. This may be because senior managers are more likely to have an Intuition preference.
- Respondents with Thinking preferences were more likely than those with Feeling preferences to agree with “I feel comfortable speaking up at work”, “Perspectives like mine are included in decision-making”, and “(my manager) Focuses on what I do right, not on what I do wrong”.

In using MBTI type, practitioners look at type combinations—whole type—rather than the individual preference pairs (see Appendix A for more information). Whole type did have a significant effect on how included by their manager an individual felt themselves to be. The chart below shows the mean (black line) and standard deviation (blue bars) for each favorite process. Respondents with preferences for Introverted or Extraverted Intuition or Introverted Thinking felt significantly more included by their manager than did those with other preferences.

Type differences in the "included by manager" scale



Note that Extraverted Sensing has been omitted due to the small size of this group.

⁶ Significant differences on this page based on independent samples t-tests, chi-square analysis or one-way analysis of variance.

These differences are reflected in responses to several individual items showing a significant difference between types.

My manager...	% choosing 'Agree' or 'Strongly agree'						
	Si	Ni	Ne	Ti	Te	Fi	Fe
Ensures that I feel heard and understood	58%	83%	74%	84%	58%	56%	70%
Focuses on what I do right, not on what I do wrong	70%	69%	77%	88%	58%	63%	65%
Sees mistakes as opportunities for learning and growth	55%	75%	79%	84%	50%	44%	65%
Seeks out other people's perspectives, including mine	61%	94%	77%	84%	62%	69%	83%
Shows commitment to helping the team collaborate and be inclusive	58%	83%	74%	76%	52%	56%	65%
Shows respect for differences, and adapts as required	58%	78%	77%	84%	54%	50%	48%
<i>Group size: n=</i>	33	36	35	25	26	16	23

Note that most of the entries in this table are over 50%. Most respondents, of all type preferences, saw their manager as being inclusive in most aspects of their behavior. However, there are clearly some areas where some types see their manager as falling short.

Interpersonal needs

It had been predicted that the three need areas of the FIRO-B assessment, and in particular Inclusion, would show a relationship to organizational inclusion. However, the research results showed only a very limited relationship. None of the six FIRO dimensions (Expressed and Wanted Inclusion, Control, and Affection) showed a statistically significant relationship with the four overall inclusion scales. There were a small number of significant relationships at the item level (based on a Chi-squared analysis). Those higher on Expressed Inclusion and Expressed Control saw their manager as being less inclusive in a small number of areas.

Expressed Inclusion	% choosing 'Agree' or 'Strongly agree'		
My manager...	Low (0-2)	Medium (3-6)	High (7-9)
Prioritizes diversity and inclusion	72%	54%	28%
Seeks out other people's perspectives, including mine	87%	80%	60%
<i>Group size: n=</i>			
	29	79	25

Expressed Control	% choosing 'Agree' or 'Strongly agree'		
My manager...	Low (0-2)	Medium (3-6)	High (7-9)
Shows commitment to helping the team collaborate and be inclusive	74%	76%	54%
<i>Group size: n=</i>			
	35	75	24

Differences on three items suggest a slight tendency for those scoring in the mid-range on Wanted Affection to feel more valued.

Wanted Affection	% choosing 'Agree' or 'Strongly agree'		
My organization values my contribution	Low (0-2)	Medium (3-6)	High (7-9)
Only the 'right sort' of person does well in my organization	48%	28%	48%
Perspectives like mine are included in decision-making	60%	70%	55%
<i>Group size: n=</i>			
	25	67	40

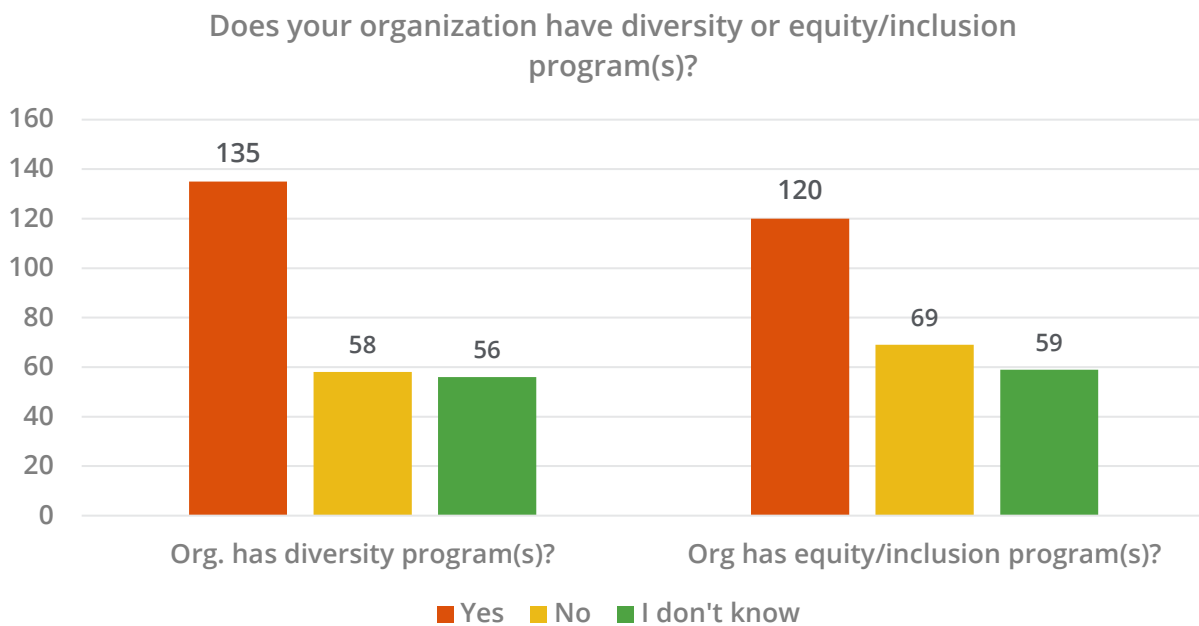
Impact of diversity, equity, and inclusion programs and of COVID-19

Overview

Respondents were asked the following questions:

- Does your organization have any programs or initiatives that aim to increase the diversity of the employee population?
- Does your organization have any programs or initiatives that aim to increase equity or inclusion amongst employees?

The results were as follows:



It is perhaps worrying that almost a quarter of the group did not know whether their organization had any diversity initiatives or equity/inclusion initiatives.

Types of diversity initiative

If respondents had answered yes to the diversity initiative question, they were asked to briefly describe these. 106 people gave an answer. These open-ended responses could be grouped into seven categories, as shown in the following table.

Category	Number of mentions	Percent of responses
A: Diversity committee, task force, working group	28	26%
B: Recruitment initiatives or focus	26	25%
C: Overt diversity goals, targets, stated values	23	22%
D: Training programs	22	21%
E: Affinity groups, interest groups, clubs	12	11%
F: Dedicated staff or other resources	10	9%
G: Mentoring, scholarships, cadetships	5	5%

Impact of diversity initiatives

Respondents whose organizations did have some form of diversity initiative or program felt significantly⁷ more included by their manager than respondents who had responded 'no' to this question. There were no statistically significant differences on the other three scales.

Does your organization have any programs or initiatives that aim to increase the diversity of the employee population?	Included by manager scale			
	Mean	SD	N	Cohen d ⁸
Yes	5.70	2.233	133	0.41
No	4.84	2.101	57	

Several individual items also showed a significant difference.

% choosing 'Agree' or 'Strongly agree':	Yes	No
I can be honest with most of my co-workers	74%	60%
The senior management of my organization is diverse	33%	19%
(Manager) Shows respect for differences, and adapts as required	70%	49%
(Manager) Prioritizes diversity and inclusion	63%	30%
(Manager) Shows their awareness of their personal blind spots and biases	49%	33%

⁷ Based on an independent-samples t-test

⁸ Cohen's d is a measure of effect size, how large or important the difference is between two groups. A d of around 0,2 is considered small, 0,5 medium, 0,8 large and 1,2 very large. A value of 0,41 therefore represents a moderate difference.

Having diversity programs does appear to affect manager behavior, or at least employees’ perception of it. The results also suggest that such programs are either more likely to happen in organizations where the senior management is diverse, or that having such programs makes it more likely that senior management is seen as diverse.

The data also suggest that some types of program are more effective than others. In the table below, a ✓ indicates where respondents who mentioned a specific type of program gave significantly more positive responses to individual items (for the key to letters A to G, see the note at the bottom of table).

Item	A	B	C	D	E	F	G
I am always comfortable and at ease interacting with my co-workers				✓			✓
I am treated fairly at work						✓	✓
I can be honest with most of my co-workers				✓			
I can’t be the ‘real me’ at work				✓			
I feel at home in my organization				✓			
I feel comfortable raising issues of diversity and inclusion at work							✓
I rarely feel excluded by my co-worker				✓			
In my workplace, I am encouraged to be my authentic self						✓	✓
My organization values my contribution						✓	
Only the ‘right sort’ of person does well in my organization						✓	
The senior management of my organization is diverse		✓			✓		
There are people at work who I can talk to when I am stressed or upset							✓
When I’m at work, I really feel like I belong there				✓			
(Manager) ensures that I feel heard and understood				✓		✓	
(Manager) focuses on what I do right, not on what I do wrong				✓			
(Manager) prioritises diversity and inclusion		✓					
(Manager) shows commitment to helping the team collaborate and be inclusive				✓			
(Manager) shows respect for differences, and adapts as required							

(A: Diversity committee, task force, working group. B: Recruitment initiatives or focus. C: Overt diversity goals, targets, stated values. D: Training programs. E: Affinity groups, interest groups, clubs. F: Dedicated staff or other resources. G: Mentoring, scholarships, cadetships).

Training programs appear to have the greatest impact, even though this was mentioned less often than some other initiatives. This is reflected at scale level where, based on an independent-samples t-test, those who mentioned training programs score significantly higher on *Included by manager* and *Allowed to be oneself* than those who mentioned any other diversity initiative.

	Included by manager				Allowed to be oneself		
	N	Mean	SD	Cohen d	Mean	Sd	Cohen d
Training programs	22	6.56	1.380	0.61	6.43	2.196	0.55
Other initiatives	83	5.44	2.214		5.29	2.010	

Types of equity or inclusion initiative

If respondents had answered yes to the equity/inclusion initiative question, they were asked to briefly describe them. 91 people gave a response.

Category	Number of mentions	Percent of responses
A: Inclusion training	30	33%
B: Inclusion or DE&I committee or workgroup	27	30%
C: Affinity groups, interest groups	17	19%
D: Inclusion targets, goals, aims, value statements	13	14%
E: Becoming inclusive through recruitment	8	9%
F: Mentoring, coaching, reverse mentoring	6	6%
G: Dedicated staff or resources	2	2%

Impact of inclusion initiatives

Respondents whose organizations had some form of inclusion initiative or program felt significantly more included than respondents who had responded 'no' to this question, scoring significantly⁹ higher on three of the four inclusion scales. There were no statistically significant differences on the co-worker scale.

⁹ Based on an independent-samples t-test

Does your organization have any programs or initiatives that aim to increase equity or inclusion amongst employees?		Mean	SD	Cohen d
Valued by and at home in organization	Yes	6.12	1.656	0.71
	No	4.72	2.261	
Included by co-workers*	Yes	5.74	1.759	0.25
	No	5.24	2.223	
Included by manager	Yes	6.05	1.767	0.67
	No	4.75	2.080	
Allowed to be oneself	Yes	6.02	1.669	0.63
	No	4.80	2.193	

*No significant difference

Most individual items also showed a significant difference.

% choosing 'Agree' or 'Strongly agree':	Yes	No
I can be honest with most of my co-workers	84%	55%
I am treated fairly at work	82%	51%
My organization values my contribution	82%	60%
I feel comfortable speaking up at work	82%	61%
I feel comfortable raising issues of diversity and inclusion at work	78%	65%
Perspectives like mine are included in decision-making	76%	46%
I am always comfortable and at ease interacting with my co-workers	71%	58%
My organization is very welcoming to people who are members of under-represented groups	70%	44%
I feel at home in my organization	69%	49%
My organization values different views, approaches and attitudes	68%	44%
When I'm at work, I really feel like I belong there	68%	46%
I believe my organization is inclusive	66%	48%
In my workplace, I am encouraged to be my authentic self	65%	38%

The senior management of my organization is diverse	33%	21%
Only the 'right sort' of person does well in my organization	32%	55%
(Manager) Shows commitment to helping the team collaborate and be inclusive	78%	54%
(Manager) Focuses on what I do right, not on what I do wrong	77%	65%
(Manager) Shows respect for differences, and adapts as required	76%	50%
(Manager) Sees mistakes as opportunities for learning and growth	75%	50%
(Manager) Ensures that I feel heard and understood	75%	59%
(Manager) Prioritises diversity and inclusion	68%	34%
(Manager) Shares awareness of their personal blind spots and biases	53%	31%

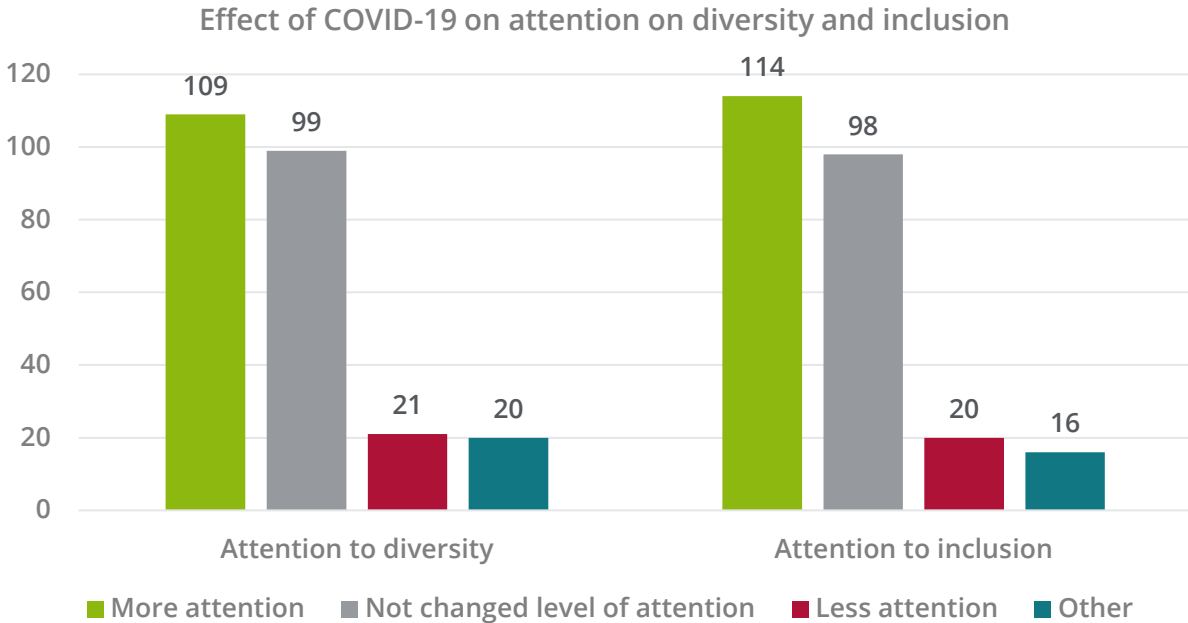
Although having one or more inclusion initiatives made a significant difference to employee perceptions of inclusion, the type of initiative made less difference. Only a small number of significant differences were seen:

- Respondents who mentioned inclusion training were more likely than others to agree with “I feel comfortable speaking up at work” and “(My manager) Focuses on what I do right, not on what I do wrong”.
- Respondents who mentioned affinity or interest groups were more likely than others to agree with “I feel comfortable speaking up at work”.
- Respondents who mentioned recruitment were more likely than others to agree that “My organization is very welcoming to people who are members of under-represented groups”.
- Respondents who mentioned inclusion targets, goals, or value statements were **more** likely than others to agree that “I can’t be the ‘real me’ at work” and scored significantly **lower** on the *Allowed to be oneself* scale.

	N	Allowed to be oneself		
		Mean	SD	Cohen d
Inclusion targets, goals, aims, value statements	13	5.15	1.723	0.70
Other inclusion initiatives	77	6.27	1.484	

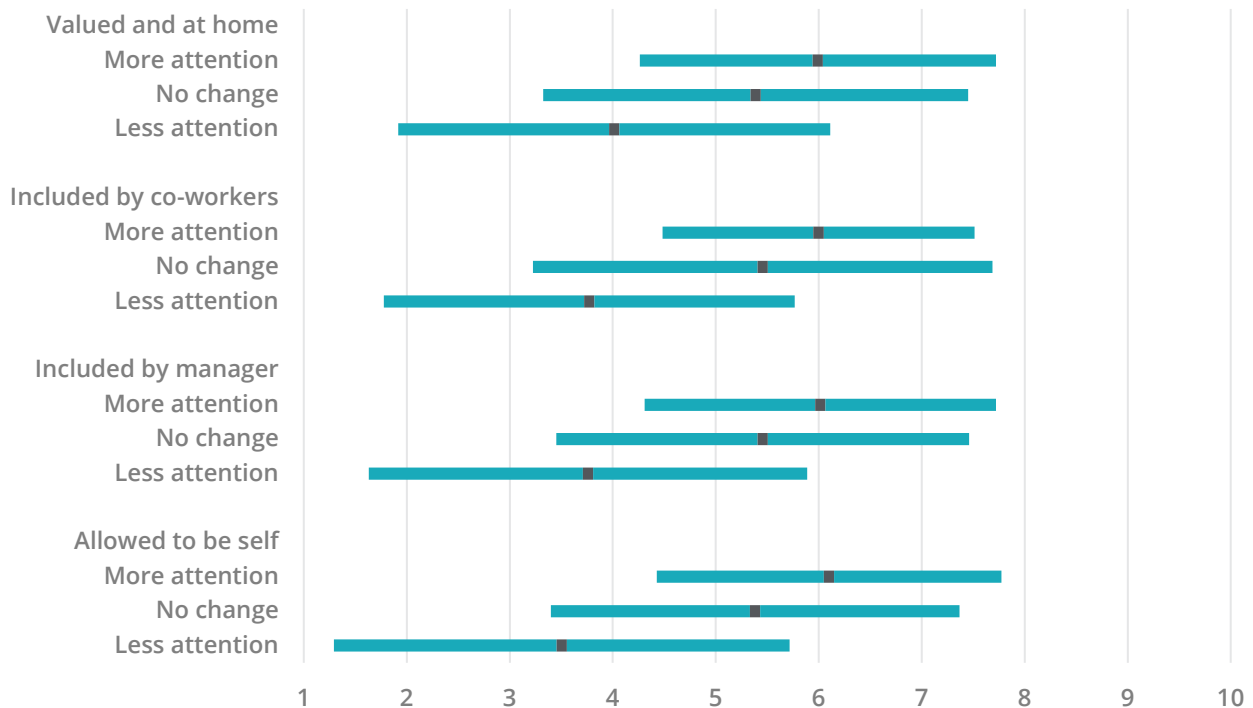
The effect of COVID-19

Survey respondents were asked if, following the COVID outbreak, their organization had been paying more, less, or the same amount of attention to diversity and to inclusion. Most were either paying more attention or had not changed.

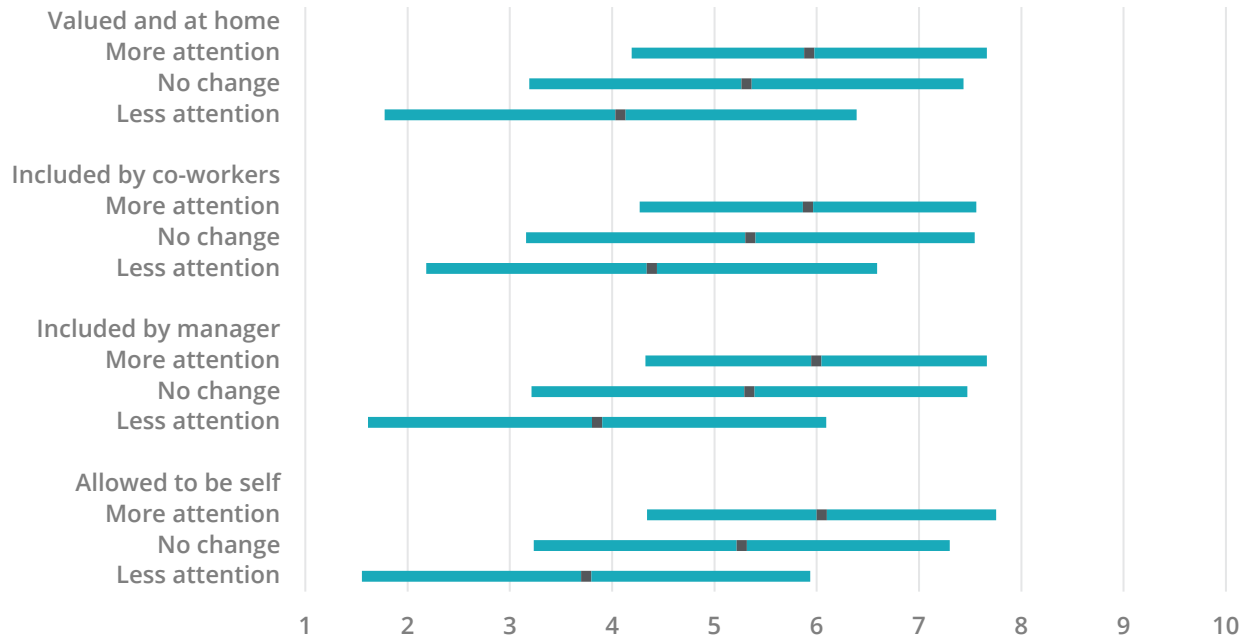


A one-way analysis of variance showed that all four scales, and almost every individual item, was answered in a less positive way by people who were working for organizations paying less attention to diversity and inclusion. The charts below show the mean (black line) and standard deviation (blue bars) for each inclusion scale.

Effect of changes in attention paid to diversity post COVID-19



Effect of changes in attention paid to inclusion post COVID-19



Both for changes in attention paid to diversity and attention paid to inclusion:

- Respondents in organizations where attention had increased scored significantly higher on all four scales than:
- those in organizations where attention had not changed.
- those in organizations where attention had decreased.
- Respondents in organizations where attention had not changed scored significantly higher on all four scales than:
- those in organizations where attention had decreased.

The results for changes in attention paid to diversity and attention paid to inclusion were very similar. This reflects the fact that most respondents answered both questions in the same way.

		Post-COVID attention to inclusion			Total
		More attention	No change	Less attention	
Post-COVID attention to diversity	More attention	101	4	4	109
	No change	9	87	2	98
	Less attention	2	4	14	20
	Total	112	94	20	227

Several respondents commented that though there had been increased attention paid to diversity and to inclusion in the past year, in their view this was less related to the pandemic and was more a response to the Black Lives Matter movement and related events.

What would make people feel more included?

Overview

In an open-ended question, respondents were asked, “What one action could your organization take to make **you** feel more included?” 128 individuals replied. A full listing of their answers can be found in Appendix C, but for analysis purposes, these were grouped into nine categories:

Category	No. of mentions
More contact and communication with and transparency from managers and/or senior management	31
Action on specific issues (e.g., age, gender, racial discrimination, disability, neurodiversity)	25
Include or consult the respondent/employees generally more in decisions, planning, etc.	22
Already feel included, nothing more is needed	17
Training programs or events	16
Accept me for who I am/allow me autonomy	13
More diversity amongst managers and/or senior management	10
Inclusion has gone too far, we should stop talking about it, take care of the majority	8
Tokenism/using me as an example or ‘trick pony’	5

These results are not dissimilar to those from a previous research study which found that “senior leadership”, “communication”, “transparent recruitment, promotion, and development” and “line manager/subordinate relationship” were among the factors that would need to be transformed by an organization in order for employees to feel more included (Daya, 2014).

Relationship to demographic factors

The total number of individuals mentioning any one category is small or relatively so. It is therefore difficult to demonstrate that, for example, men were more likely to mention an action from a particular category than were women. However, a chi-square analysis does suggest some statistically significant relationships. In the table below, a '+' sign means that a particular group mentioned actions from this category more often than would be expected by chance. A '-' sign means that they mentioned it less often.

Category	Relationships
More contact and communication with and transparency from managers and/or senior management	+ Bisexual, gay or lesbian + Middle management
Action on specific issues (e.g., age, gender, racial discrimination, disability, neurodiversity)	(No significant group differences)
Include or consult the respondent/employees generally more in decisions, planning, etc.	(No significant group differences)
Already feel included, nothing more is needed	(No significant group differences)
Training programs or events	+ US African American or Black - US Caucasian or white + Non-supervisory employees
Accept me for who I am/allow me autonomy	- Men + White British - US Caucasian or white
More diversity amongst managers and/or senior management	- Majority + Minority - US Caucasian or white
Inclusion has gone too far, we should stop talking about it, take care of the majority	+ Men - Women
Tokenism/using me as an example or 'trick pony'	- Men + Women

Personality type and Interpersonal needs

There were no statistically significant relationships with personality type or with FIRO-B results.

Relationship with perceived inclusion

Respondents’ responses to the open-ended action question were compared with their scores on the four scales of workplace inclusion. Using an independent samples t-test, it was found that:

- Respondents who had not responded to the question, who therefore had not found it necessary to mention any action that would make them feel more included, scored significantly higher on all four scales than those who had suggested an action that would make them feel more included.
- Respondents who had responded to the question by saying that they already felt included, or that nothing more needed to be done, scored significantly higher on all four scales than those who had mentioned any other action.
- Respondents who had mentioned taking action on specific issues, such as age, gender, racial discrimination, disability, or neurodiversity, scored significantly lower on *Valued by and at home in organization*, *Included by co-workers*, and *Allowed to be oneself*.

Respondents who mentioned any action compared with those who did not				
Valued by and at home in organization	N	Mean	SD	d
Mentioned an action to make them feel more included	119	5.98	1.708	0.49
Did not mention any action	126	5.04	2.151	
Included by co-workers	N	Mean	SD	d
Mentioned an action to make them feel more included	119	5.82	1.717	0.31
Did not mention any action	126	5.20	2.120	
Included by manager	N	Mean	SD	d
Mentioned an action to make them feel more included	119	5.92	1.680	0.42
Did not mention any action	126	5.10	2.193	
Allowed to be oneself	N	Mean	SD	d
Mentioned an action to make them feel more included	121	5.90	1.701	0.40
Did not mention any action	126	5.12	2.189	

Almost all individual items were also answered more positively by those who did not mention any action, except for the following, which did not show a difference between the two groups:

- I am accepted by my co-workers.
- I can't be the 'real me' at work.
- There are people at work who I can talk to when I am stressed or upset.
- When I'm at work, I really feel that I belong there.

Respondents who already felt included compared with those who mentioned other actions				
Valued by and at home in organization	N	Mean	SD	d
Already felt included	17	7.17	0.987	1.23
Mentioned another action	109	4.72	2.098	
Included by co-workers	N	Mean	SD	d
Already felt included	17	7.14	1.270	1.09
Mentioned another action	109	4.90	2.162	
Included by manager	N	Mean	SD	d
Already felt included	17	6.43	1.555	0.71
Mentioned another action	109	4.90	2.211	
Allowed to be oneself	N	Mean	SD	d
Already felt included	17	7.11	1.201	1.12
Mentioned another action	109	4.81	2.148	

Respondents who mentioned an action on a specific issue compared with those who mentioned other actions				
Valued by and at home in organization	N	Mean	SD	d
Mentioned an action on a specific issue	25	4.21	2.438	0.49
Mentioned another action	101	5.24	2.033	
Included by co-workers	N	Mean	SD	d
Mentioned an action on a specific issue	25	4.11	2.325	0.63
Mentioned another action	101	5.47	2.094	
Included by manager*	N	Mean	SD	d
Mentioned an action on a specific issue	25	4.40	2.687	0.40
Mentioned another action	101	5.28	2.033	
Allowed to be oneself	N	Mean	SD	d
Mentioned an action on a specific issue	25	4.19	2.168	0.53
Mentioned another action	101	5.34	2.147	

*Not significant

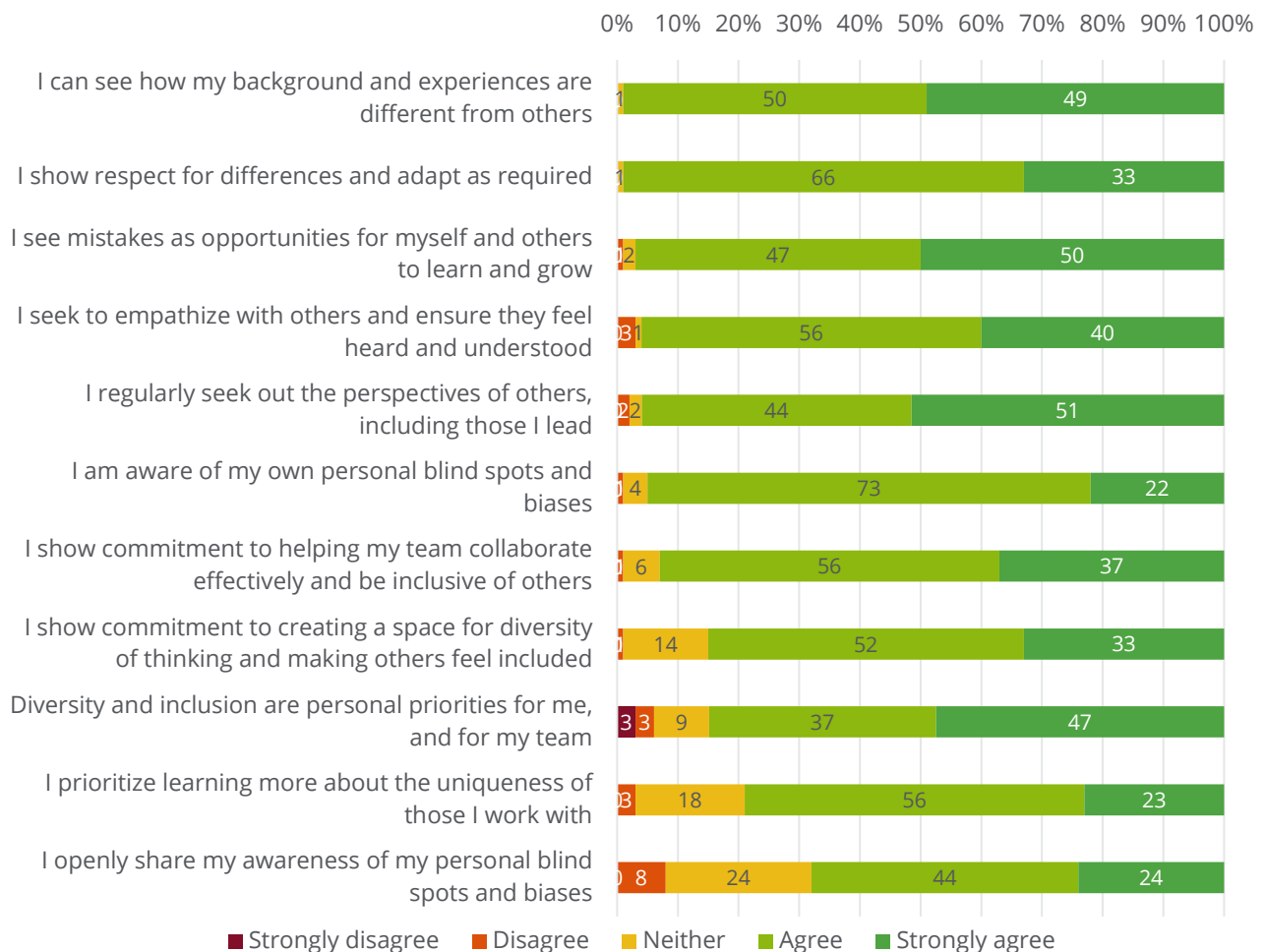
Again, most individual items showed a difference for both these questions.

Inclusive leadership

Overview

All respondents were asked if they were a senior leader, or a manager, or a team leader, and if so, whether they would be happy to answer additional questions on inclusive leadership. 91 individuals indicated their willingness to do so, of which 88 went on to complete the 11 questions in this section. These items were derived from the *Self-Evaluation of Inclusive Leadership Quotient* (Cubas-Wilkinson & Haynie, 2020), and form part of the *Core Competency Model for Practicing Inclusive Leadership*. This has been developed by The Myers-Briggs Company as part of a program to nurture diversity of thought through inclusive leadership. This model is described in more detail in Appendix D.

Almost all leaders rated their behavior positively on all or almost all the questions. Over 90% of respondents agreed or strongly agreed with the first seven questions below. Over three-quarters agreed with the next three questions. More than two-thirds agreed with the final question.



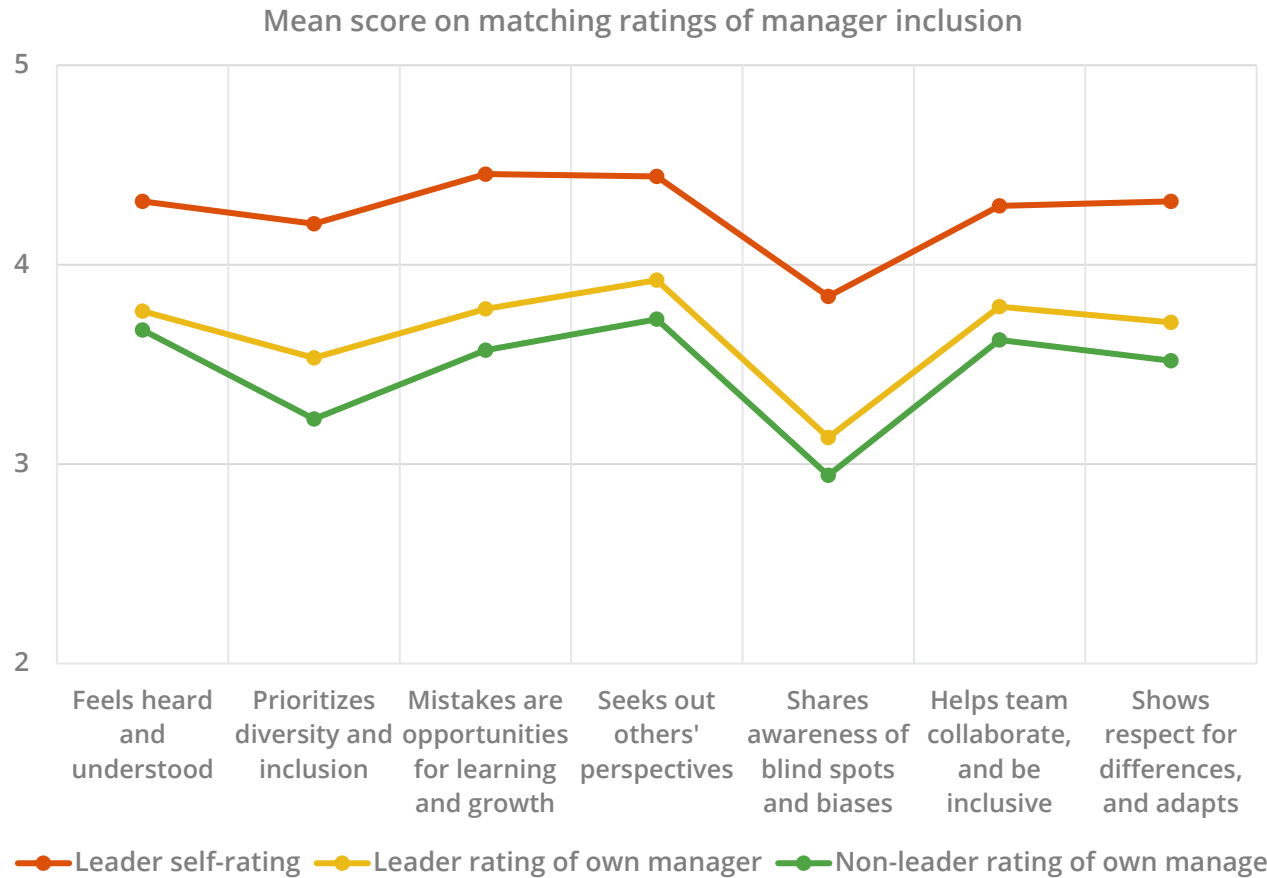
The 11 items were combined to produce an 'inclusive leadership' scale with an internal consistency reliability (alpha) of 0.839, overall mean and standard deviation of 46.65 and 4.695, and item mean of 4.24. This high item mean, greater than 4 on a scale with a maximum possible score of 5, is an

indication of the extent to which most leaders rated themselves positively. For analysis and comparison with other scales, the raw score on this scale was converted to a 1–10 (sten) score.

As shown in the following table, several of the survey questions that leaders would previously have been asked about their own manager were developed to correspond with one of the inclusive leadership questions.

'My manager' question	Corresponding 'inclusive leadership' question
Ensures that I feel heard and understood	I seek to empathize with others and ensure they feel heard and understood
Focuses on what I do right, not on what I do wrong	(No corresponding item)
Prioritizes diversity and inclusion	Diversity and inclusion are personal priorities for me, and for my team
Sees mistakes as opportunities for learning and growth	I see mistakes as opportunities for myself and others to learn and grow
Seeks out other people's perspectives, including mine	I regularly seek out the perspectives of others, including those I lead
Shares their awareness of their personal blind spots and biases	I openly share my awareness of my personal blind spots and biases
Shows commitment to helping the team collaborate and be inclusive	I show commitment to helping my team collaborate effectively and be inclusive of others
Shows respect for differences, and adapts as required	I show respect for differences and adapt as required
(No corresponding item)	I am aware of my own personal blind spots and biases
(No corresponding item)	I can see how my experiences and background are different from others
(No corresponding item)	I prioritize learning more about the uniqueness of those I work with
(No corresponding item)	I show commitment to creating a space for diversity of thinking and making others feel included

The following chart shows the average (mean) score on the seven items in the table above which match for leaders' self-ratings, the corresponding rating of their own manager, and how non-leaders rated their manager. Leaders' self-ratings were significantly higher on all seven items than on the corresponding rating of their own manager.



Adding up the scores on these seven items across leaders' self-ratings and leaders' ratings of their own manager, the former was on average four points ahead of the latter. It should of course be noted that this is self-report data, and that some leaders may have had an unrealistically positive view of their own inclusive leadership behaviors and attitudes. However, as the survey was entirely confidential, there is no reason why any respondents should have deliberately set out to make themselves appear more inclusive than they generally believed themselves to be.

Relationship to gender and sexual orientation

There was no significant gender difference at the scale level, but women were significantly more likely than men to agree with two items:

- I am aware of my own personal blind spots and biases.
- I show commitment to creating a space for diversity of thinking and making others feel included.

There was too small a sample to investigate the effects of sexual orientation.

Ethnicity or race

There was no significant difference between the majority and the minority group, or between the larger individual groups, in how they answered these questions or in overall scale score.

Age

There were no significant relationships with age.

Remote working status, job level, organization size

There were no significant differences by remote working status or job level. There was just one difference in terms of size of organization. Those in larger organizations were more likely to agree that they prioritized learning more about the uniqueness of those they work with. It may be that this is relatively more important in a larger organization.

Number of employees	% choosing 'Agree' or 'Strongly agree'			
	Up to 100	101 to 300	301 to 1,000	1000+
I prioritize learning more about the uniqueness of those I work with	65%	67%	80%	89%

Personality type

There were a number of significant differences between preference pairs.

- Respondents with an Extraversion preference were more likely to agree with “I openly share my awareness of my personal blind spots and biases” whereas those with an Introversion preference were more likely to agree with “I show respect for differences and adapt as required”.
- Respondents with a Feeling preference were more likely than those with a Thinking preference to agree that “Diversity and inclusion are personal priorities for me, and for my team”.
- Respondents with a Perceiving preference were more likely than those with a Judging preference to agree that “I seek to empathize with others and ensure they feel heard and understood”.

However, the greatest degree of difference is seen with Sensing and Intuition. Based on an independent samples t-test, those with an Intuition preference scored significantly higher on the overall scale of inclusive leadership. They also scored higher on seven of the 11 individual items.

	N	Inclusive leadership score		
		Mean	SD	Cohen d
Sensing	19	3.83	1.447	1.25
Intuition	50	5.92	1.873	

% choosing 'Agree' or 'Strongly agree':	S	N
Diversity and inclusion are personal priorities for me, and for my team	78%	86%
I am aware of my own personal blind spots and biases	84%	98%
I openly share my awareness of my personal blind spots and biases	42%	76%
I prioritize learning more about the uniqueness of those I work with	53%	86%
I regularly seek out the perspectives of others, including those I lead	79%	100%
I show commitment to creating a space for diversity of thinking and making others feel included	74%	88%
I show commitment to helping my team collaborate effectively and be inclusive of others	90%	94%

Note that both most Sensing leaders and most Intuition leaders saw themselves as generally acting in an inclusive way, but this was significantly more the case for those with an Intuition preference.

In using MBTI type, practitioners look at type combinations rather than the individual preference pairs (see Appendix A for more information). One combination often used in manager and leader development is the temperaments lens, developed by David Keirsey and Marilyn Bates (Keirsey & Bates, 1984). This framework looks at personality in terms of four temperaments.

Temperament name	Type equivalent	Individual types	Inclusive leadership score		
			Mean	SD	N
Guardians	SJ	ISTJ, ISFJ, ESTJ, ESFJ	3.59	1.485	12
Artisans	SP	ISTP, ISFP, ESTP, ESFP	4.25	1.385	7
Rationals	NT	INTJ, INTP, ENTJ, ENTP	5.63	1.794	27
Idealists	NF	INFJ, INFP, ENFJ, ENFP	6.26	1.947	23

Sample sizes are small, so results must be treated with caution. However, a one-way analysis of variance did show that Idealists scored significantly higher than Artisans or Guardians, and Rationals significantly higher than Guardians.

There was one further personality type difference. Leaders with a Feeling preference showed a significantly greater difference between their self-rating of inclusive leadership and how they rated their own manager, compared with leaders with a Thinking preference.

Difference between self-rating and rating of own manager				
	N	Mean	SD	Cohen d
Thinking	40	2.15	4.984	0.66
Feeling	28	5.79	5.940	

These differences are reflected in the results for the four temperaments.

Difference between self-rating and rating of own manager				
Temperament name	Type equivalent	Mean	SD	N
Guardians	SJ	3.25	3.361	12
Artisans	SP	0.29	4.923	7
Rationals	NT	2.41	5.337	27
Idealists	NF	6.46	5.651	23

Interpersonal needs (FIRO®)

The results of a one-way analysis of variance showed that leaders with high Wanted Inclusion scored significantly higher on inclusive leadership than those with medium or low Wanted Inclusion. Those with high Wanted Affection scored significantly higher than those with medium Wanted Affection.

FIRO-B scale	Low (0-2)			Medium (3-6)			High (7-9)		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
Wanted Inclusion	5.12	1.717	32	4.30	1.496	12	6.31	1.480	11
Wanted Affection	5.14	1.893	15	4.59	1.354	26	6.21	1.725	13

Because of the smaller sample size, the results of individual items were not analyzed.

Inclusive leadership: summary of results

The leaders in our study generally saw themselves as behaving in a very inclusive way, significantly more so than they felt was the case for their own managers. Overall, leaders averaged 4.2 on a five-point scale. The data is self-reported, and some leaders may have had an unrealistically positive view of their own inclusive leadership behaviors and attitudes. However, there is no reason to believe that leaders consciously and artificially boosted their scores.

Taken together, the 11 items in the survey work well as a scale of inclusive leadership, with a high internal consistency reliability (alpha) of 0.839.

There were no significant differences in self-reported inclusive leadership by race, age, remote working status or job level, and no scale level differences by gender or by organization size. Women were, however, significantly more likely than men to agree with two items:

- I am aware of my own personal blind spots and biases
- I show commitment to creating a space for diversity of thinking and making others feel included.

Those working in larger organizations were more likely to agree that *I prioritize learning more about the uniqueness of those I work with*. It may be that this is relatively more important in a larger organization.

There were several personality type differences, especially in terms of the Sensing–Intuition preference pair. Leaders with an Intuition preference scored significantly higher than those with a Sensing preference on the overall scale of inclusive leadership, and on seven of the 11 individual items. In absolute terms, both Sensing leaders and Intuition leaders saw themselves as generally acting in an inclusive way. But this was significantly more the case for those with an Intuition preference.

The temperaments model, related to type, is often used in manager and leader development. In terms of this framework, Idealists scored significantly higher on the overall scale than Artisans or Guardians, and Rationals significantly higher than Guardians. This could be useful when integrating inclusive leadership approaches into existing leadership development programs.

There was one further personality type difference. Leaders with a Feeling preference showed a significantly greater difference between their self-rating of inclusive leadership and the scores they gave their own manager, compared with leaders with a Thinking preference. The data suggest that Feeling leaders tend to see their own managers as less inclusive, compared with how Thinking leaders view their managers. This tallies with the findings of the main survey.

Looking at interpersonal needs and the FIRO model, leaders with high Wanted Inclusion scored significantly higher on the inclusive leadership scale than those with medium or low Wanted Inclusion. Those with high Wanted Affection scored significantly higher than those with medium Wanted Affection. It could be hypothesized that a greater need to belong and for intimacy could be a driver for leaders to behave in a more inclusive way.

Conclusions and recommendations

Summary of results

Dimensions of organizational inclusion—how included do people feel?

The survey successfully measured four scales or dimensions of organizational inclusion:

- Feeling valued by and at home in organization.
- Feeling included by co-workers.
- Feeling included by manager.
- Allowed to be oneself.

All four work well as psychometric scales, with good internal consistency reliability. The results for the scales and for the individual items showed that most survey respondents were broadly positive about inclusion in their workplace. The only real exception was that less than a third felt that the senior management of their organization was diverse.

Factors affecting perceptions of inclusion

To some extent, different factors affected each inclusion scale. For example, an individual's personality type has a significant effect on how included by their manager they feel themselves to be, but does not have an effect on the other three scales. However, three factors do seem to be more universal. Across all four scales, those who feel more included:

- Worked in organizations that had been paying more attention to both diversity and inclusion over the last year. Where organizations had been paying the same amount of attention, scores on the inclusion scales were somewhat lower; where they had been paying less attention, scores were significantly lower. Although the question that respondents were asked was phrased as “since the COVID-19 pandemic”, several respondents commented that increased attention to diversity and to inclusion in the past year was, in their view, less to do with the pandemic and was instead a response to the Black Lives Matter movement and related events.
- Either did not answer the question, “What one action could your organization take to make you feel more included” or answered by saying that they already felt included.
- Did not choose ‘prefer not to disclose’ when asked about their sexual orientation. Although based on a very small number of people, this may suggest that individuals who feel that they cannot state their orientation feel significantly less included.

Looking at all the factors affecting each inclusion scale, then:

Respondents who felt more valued by and at home in their organization were:

- Less likely to choose 'prefer not to disclose' when asked about their sexual orientation.
- More likely to describe themselves as white or Caucasian, and less likely to describe themselves as Latino, Latina or Hispanic or as African American or Black.
- More likely to have a role at the C-suite, executive, or senior management level, and were less likely to be a middle manager, a first line manager, or a non-supervisory employee.
- More likely to work for a very small organization (up to 10 people) and less likely to work for a large organization (more than 1,000 employees).
- More likely to work for an organization with some form of inclusion initiative or program.
- More likely to work for an organization that had been paying more attention to both diversity and inclusion issues over the last year.
- Either did not answer the question, "What one action could your organization take to make you feel more included" or answered by saying that they already felt included. They were particularly unlikely to answer by suggesting taking action on specific issues, such as age, gender, racial discrimination, disability, or neurodiversity.

Respondents who felt more included by their co-workers were:

- Less likely to choose 'prefer not to disclose' when asked about their sexual orientation.
- More likely to work for a very small organization (up to 10 people) and less likely to work for a small (11–50 employees) or medium to large organization (more than 300 employees).
- More likely to work for an organization that had been paying more attention to both diversity and inclusion issues over the last year.
- Either did not answer the question, "What one action could your organization take to make you feel more included" or answered by saying that they already felt included. They were particularly unlikely to answer by suggesting taking action on specific issues, such as age, gender, racial discrimination, disability, or neurodiversity.

Respondents who felt more included by their manager were:

- Less likely to choose 'prefer not to disclose' when asked about their sexual orientation.
- More likely to have personality type preferences for Introverted Thinking, Introverted Intuition or Extraverted Intuition, and less likely to have preferences for Introverted Sensing, Extraverted Thinking, Introverted Feeling and Extraverted Feeling. Personality type may be important in terms of how included by their manager an individual feels themselves to be.
- More likely to work for an organization with some form of diversity initiative or program, especially if this is a training-based program.
- More likely to work for an organization with some form of inclusion initiative or program.
- More likely to work for an organization that had been paying more attention to both diversity and inclusion issues over the last year.

- Either did not answer the question, “What one action could your organization take to make you feel more included” or answered by saying that they already felt included.

Respondents who felt that they were able to be their authentic self were:

- Less likely to choose ‘prefer not to disclose’ when asked about their sexual orientation.
- More likely to describe themselves as white or Caucasian, and less likely to describe themselves as Latino, Latina or Hispanic, or as Asian.
- More likely to work for an organization with a training-based diversity program (rather than other diversity programs).
- More likely to work for an organization with some form of inclusion initiative or program. However, initiatives that focus on stating organizational values and emphasizing specific goals and targets may be counter-productive, with other forms of inclusion initiative being more effective.
- More likely to work for an organization that had been paying more attention to both diversity and inclusion issues over the last year.
- Either did not answer the question, “What one action could your organization take to make you feel more included” or answered by saying that they already felt included. They were particularly unlikely to answer by suggesting taking action on specific issues, such as age, gender, racial discrimination, disability, or neurodiversity.

Inclusive leadership

The 11 items in the survey hold together well as a scale of inclusive leadership, with a high internal consistency reliability. The leaders in our study generally saw themselves as behaving in a very inclusive way, rating themselves significantly higher than their own managers. The data is self-reported, and some leaders may have had an unrealistically positive view of their own inclusive leadership behaviors and attitudes.

There were no significant differences in self-reported inclusive leadership by race, age, remote working status or job level, and no scale level differences by gender or by organization size. In personality terms, however leaders with an Intuitive preference scored significantly higher than those with a Sensing preference on the overall scale of inclusive leadership and on 7 of the 11 individual items. In absolute terms, both Sensing leaders and Intuitive leaders saw themselves as generally acting in an inclusive way, but this was significantly more the case for those with an Intuitive preference.

The temperaments model, related to type, is often used in manager and leader development. In terms of this framework, Idealists scored significantly higher on the overall scale than Artisans or Guardians, and Rationals significantly higher than Guardians. This could be useful when integrating inclusive leadership approaches into existing leadership development programs.

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Looking at interpersonal needs and the FIRO model, leaders with high Wanted Inclusion scored significantly higher on the inclusive leadership scale than those with medium or low Wanted Inclusion, and those with high Wanted Affection scored significantly higher than those with medium Wanted Affection. It could be hypothesized that a greater need to belong and for intimacy could be a driver for leaders to behave in a more inclusive way.

Conclusions and recommendations

The results of this study demonstrate that there are several different facets to how included at work a person feels themselves to be, and that most people feel mostly positive about all four of these. The results do, however, show that there are practical actions that organizations can take to increase levels of perceived inclusion in their workforce. Specifically, they can:

- Make it clear that they are increasing, or at least not decreasing, the amount of attention being paid to issues of diversity and inclusion.
- Ensure that there is an inclusion initiative or program in place. The data suggest that only having a diversity initiative, while beneficial, is not so effective.
- Where diversity and/or inclusion programs do exist, ensure that they contain a training element and, especially for inclusion, are not purely target-driven.

While this study found little evidence of age or gender affecting feelings of inclusion, the results do suggest that ethnicity/race may remain an issue. Within the US subsample, respondents who described themselves as Latina, Latino or Hispanic, or as African American or Black, saw themselves as less valued by and at home in their organization than those who described themselves as Caucasian or white. Those who described themselves as Latina, Latino or Hispanic, or as Asian, saw themselves as less able to be their authentic selves than those who described themselves as Caucasian or white. Organizations may wish to:

- Review what they are doing to make employees feel valued, and whether the culture allows individuals to speak out. This should apply not only to new hires, but to all employees, including middle and junior managers.

Although based on a very small sample, the data do suggest that some people may feel that they cannot state their sexual orientation, and that these individuals then feel significantly less included. A further recommendation therefore is that some organizations may find it useful to:

- Check if the culture of their business allows people to be gay, lesbian, or bisexual without consequence to them.

There are a range of strategies that might be useful here. See Mara, Ginieis, & Brunet-Icart (2021) for a review.

Personality affected how included by their managers people felt themselves to be, and how inclusive managers and leaders believed themselves to be. Individuals with Introverted Thinking, Introverted Intuition, or Extraverted Intuition as their favorite process felt more included than others. Leaders scoring higher on inclusive leadership were more likely to have an Intuition preference. Both findings emphasize the importance of the personality dynamics of the manager-employee relationship in fostering feelings of inclusion. This means that:

- Managers should be aware of the importance of personality and individual differences in their contact with their reports and avoid a 'one size fits all' approach when it comes to fostering inclusion.
- Managers should be aware of their own personality preferences and of how they can best work with others with different preferences.

Although inclusive leadership is in general likely to foster greater levels of inclusion among the workforce, the data suggest that some leaders may over-estimate just how inclusive they are. Therefore:

- Asking leaders to self-report their levels of inclusive leadership should not stand on its own, but form part of an integrated program including other elements, such as the development of greater self-awareness, facilitated self-assessment of one's Inclusive Leadership Quotient, and other feedback.

One drawback to this study was that it was not possible to collect data on factors such as disability or neurodiversity. This should be a focus for future research.

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Appendices

Appendix A: Psychological type and the MBTI® assessment

The Myers-Briggs Type Indicator® (MBTI®) assessment is probably the most widely used personality questionnaire in the world. It does not measure our ability or skill, or how much of a particular personality trait we have. It looks at whether we have an in-built preference to do things in one way or in another way. It looks at four pairs of preferences:

Opposite ways to direct and receive energy	
Extraversion (E)	Introversion (I)
Gets energy from the outer world of people and experiences	Gets energy from the inner world of reflections and thoughts
Focuses energy and attention outwards in action	Focuses energy and attention inwards in reflection
Opposite ways to take in information	
Sensing (S)	Intuition (N)
Prefers real information coming from five senses	Prefers information coming from associations
Focuses on what is real	Focuses on possibilities and what might be
Opposite ways to decide and come to conclusions	
Thinking (T)	Feeling (F)
Steps out of situations to analyze them dispassionately	Steps into situations to weigh human values and motives
Prefers to make decisions on the basis of objective logic	Prefers to make decisions on the basis of values
Opposite ways to approach the outside world	
Judging (J)	Perceiving (P)
Prefers to live life in a planned and organized manner	Prefers to live life in a spontaneous and adaptable way
Enjoys coming to closure and making a decision	Enjoys keeping options open

For convenience, these pairs of preferences, or pairs of opposites, are often called type preference pairs. So, we might talk about the E-I preference pair, the S-N preference pair, the T-F preference pair or the J-P preference pair.

In each pair, we will have a preference for one type. So, for example, we might prefer E rather than I, and spend much more of our time and energy doing things typical of Extraverts, and little of our

time or attention on activities and ways of doing things typical of Introverts. Or we might prefer I rather than E. Whatever our preference, however, we will spend some time and carry out some activities associated with the other side. The same applies to S–N, T–F, and J–P. In each case we will have a preference, but we will visit the other side from time to time. We will use all eight modes at least some of the time.

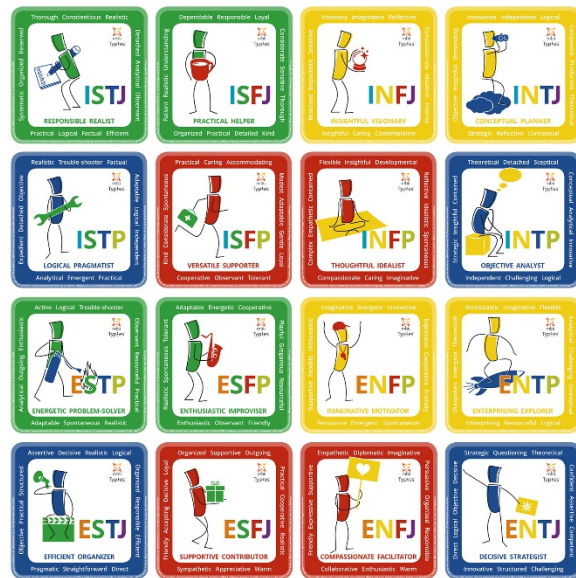
The MBTI assessment is a method for helping individuals to work out what their type preferences are, so you may hear people say things like "I'm an ESTJ" or "I've got preferences for INFP" or "I'm definitely a Perceiving type". They can then use this knowledge in all sorts of ways to help them with their development as human beings. The four letters can be combined to give 16 different types, but this four-letter type formula should not be used to 'put people in a box'. The MBTI instrument is used to open up possibilities, not to limit individuals.

The 16 types are often illustrated using a *type table*, as shown here.

Each of these 16 types has a particular characteristic taking the lead in directing their personality—what's often called their favorite process.

So, for ISTJ and ISFJ for example, Introverted Sensing (Sⁱ) leads. Central to their personality is the importance of lived experience and drawing on their rich store of memories.

For ESTP and ESFP, it is Extraverted Sensing (S^e)—experiencing the moment and the here and now with all their senses—that leads, and so on for all 16 types. See the table below.



Types	Favorite process
ISTJ, ISFJ	Introverted Sensing (S ⁱ)
ESTP, ESFP	Extraverted Sensing (S ^e)
INFJ, INTJ	Introverted Intuition (N ⁱ)
ENTP, ENFP	Extraverted Intuition (N ^e)
ISTP, INTP	Introverted Thinking (T ⁱ)
ESTJ, ENTJ	Extraverted Thinking (T ^e)
ISFP, INFP	Introverted Feeling (F ⁱ)
ESFJ, ENFJ	Extraverted Feeling (F ^e)

Appendix B. The FIRO-B® framework and assessment

The Fundamental Interpersonal Relationships Orientation–Behavior (FIRO-B®) assessment was originally developed by William Schutz in 1958. The instrument measures three areas of interpersonal needs:

- Inclusion: the need to belong.
- Control: the need for influence.
- Affection: the need for intimacy.

Within each of the three need areas, the assessment measures both expressed behavior (behaviors that an individual expresses and initiates towards others) and wanted behavior (what an individual wants from others; the behaviors they use to receive this need from others). There are therefore six basic scores or scales within the FIRO-B framework:

	Inclusion	Control	Affection
Expressed behavior	The extent to which a person makes efforts to include and involve others in their activities	The extent to which a person makes efforts to control and influence others	The extent to which a person makes efforts to be warm and friendly to others
Wanted behavior	The extent to which a person wants others to include and involve them in their activities	The extent to which a person wants to be in an environment that provides them with structure and clarity	The extent to which a person wants others to make efforts to be warm and friendly to them

Each of the six scales will have a score between 0 and 9 in an individual's FIRO-B results.

Score	Category	Meaning
7–9	High	Needs this often, and from many people
3–6	Medium	Several possibilities: <ul style="list-style-type: none"> - Needs this often, but prefers to have this from only a few people - Only needs this infrequently, but prefers this from everyone - Moderate need and moderate number of people
0–2	Low	Only needs this infrequently, and only from a few people

In this study, those who were asked separately for their FIRO results were only asked for their score category—high, medium, or low—on each of the six areas.

Appendix C. Responses to “Which one action could your organization take to make you feel more included?”

360 feedback evaluations
Accept constructive criticism readily
Accept that introversion is also valuable. Be more aware of neuro divergence
Active listening would be good and not showing favoritism. Our Exec team is definitely discriminatory (age and sex)!
Activity where I get to write with people I do not already know
Allow me more autonomy
Appreciate the structured approach that I take, rather than favoring the bubbly, excitable, and erratic working style that all other employees operate with
Ask how I feel or what I think
Ask me more often
Ask me to be part of a group that isn't focused on diversity—as a woman in a male-dominated field, I'm often asked to lead diversity initiatives
Be more intentional about informing the staff on what is being done/happening
Be more transparent and honest
Be open to honest answers even if it goes against the majority
Call or check in on me more often
Change things, not talk about them
Communicating more effectively. I am Autistic so would prefer more direct communication from management and they are terrible for not using written forms of communication for actions and minutes from meetings
Consult lower-level employees when making big decisions
Direct contact for opinions on major initiatives. Communication to demonstrate how they've acted upon employee feedback
Disability awareness—more of it
Don't want any more inclusion
Embrace different thinkers
Embrace menopausal/age in females
Embrace the nerds!
Emphasize the team more. It seems that there is so much focus on individual obligations that the concept of the team is lost
Employee resource groups
Employing me permanently (I am on a contract that finishes shortly)
Enable me to take jobs that fit my competences
Equal pay for equal work.
Even the playing field based upon merit rather than today there is a feeling that we are so biased towards persons who represent physical diversity that a person of color or woman will get a role every time as long as they are as qualified as their "non-diverse" competition
Feel included
Frequently speak more openly and intentionally about inclusion and how everyone feels about it
Growth opportunities

Have less bosses. We have a manager for everything. It would be nice to answer to only one person instead of many. Then we could get feelings across and not feel so left out
Have more diversity in top management
Have open decision tables—involve more high potentials in your prioritization and hard decisions
Hear my story
Hire a different manager
Hire more ethnically diverse people in senior management roles
I am good for now!
I am included
I cannot answer that for I ran the D&I initiatives
I don't think an organization is required to make people "feel" included. People should be authentic and do the work they were hired to do
I feel included and the leaders try to make everyone feel so
I feel included in most decision-making ventures
I feel there is so much focus on visible diversity we have lost touch with invisible diversity. I have a unique background, but it is seldom tapped into anymore
I feel very included
I feel very included in broader organizational goals, and support from some of our leadership especially our CEO and GC is very high. I think these are difficult times, Covid has caused much disruption in my work area and current direct reporting structure may not be ideal in the longer term. Changing that and appropriately aligning my role with the correct reporting structure would help me feel more included
I really don't know. I have been with the organization for only 6 months working remotely
I work with a group that is largely African American and as accepting as I am, as an older white and gay man although subtle, the lack of inclusion is clear
I would like to see qualified people in positions, instead of having special assignments go to unqualified employees
I'm not sure
If my organization provided training, and more importantly, actual visible action to include all different people, even I who already feel included, would feel more included
Include everyone in meetings.
Include me (hearing my views) when making decisions especially the HQ
Inclusion in decision making
Inclusion in strategic planning
Increase number of women in management roles
Invite me places
Ironically not have a DEI initiative
Judge me based on what I contribute, which they already do and have helped me thrive. Not because of my skin color
Just acknowledge and accept differences can be good. A career path
Lead a diversity training lead by our own staff that will not dismiss bias in our work area
Leadership needs to support their employees and not be so political
Let me be myself by not expecting me to fit in the broken culture
Listen, be open, stop the 'clicks'
Listening groups with the exec board
Look at my skills and abilities and contributions based on my creativity and not just my past roles

Lose the boys club
Make career opportunities fair and open to all. Provide career training and other resources to make all employees inclusive
Make room for more voices to be heard in policy discussions
Make time to learn more about my life experiences
Meet face to face once we are able to meet up with each other again
More communication
More direct interaction from leadership. I receive a lot of emails, but that isn't really personal. It would be nice that if on my anniversary I received a call from a supervisor who could actually note some of my contributions.
More diverse leadership team
More education, new programs
More interaction with top leaders, but that is difficult during COVID
More people like me in senior leadership positions
More recognition of work done well and opportunities to debrief when my work falls short
More training around neurodiversity
Multi-language platform and different ways of consultation
My bigger questions are around equity. Am I and other minority employees being paid equally as others. I would like to know if we are/aren't and increases given if not
My team leader could listen to me, for real and without bias. My team leader could try to understand why I say things and what are my thoughts
Na
No comment
Not applicable—sole trader
Not be afraid to let people grow to eventually leave the organization
Not bring me out as a trick pony at a show for being a female
Not sure
Not treat me like a complete entry-level employee when I take on a lot of the operations
Nothing
Nothing I can think of
Nothing, I can't ask for more to be honest
Nothing, I feel 100% included in everything
Offer more training opportunities and hire more older workers and promote/hire women in leadership roles
Proactive post-Brexit follow up to ensure everything's in order for continuing employment
Promote from the global majority group
Provide adequate training for new employees
Provide advancement opportunities for single mothers and additional assistance for single parents looking to advance their education
Psychology review of supervision
Purposely design governing forums to include voices of diversity
Recognition of workers over the age of 50
Regularly discuss ED&I, with the same level, frequency and normalisation as health and safety
Required gender-bias awareness training
Rethink the annual holiday party, which is actually a Christmas party that is labeled a "holiday" party (but with Christmas decorations, music, themes, etc.)

Reverse gender typical roles
Seek input before making final decisions
Seek out my opinion
Senior leadership could be more human and mesh more with all levels
Senior leadership interacting more with employees at less senior levels
Set goals on diversity and inclusion hires and promotions
Should not have let me go, that sent a message to the disabled community here that they will not work with you no matter what
Show more interest in my area of work
Some senior leaders could increase their own self awareness
Stop buying into "culture"
Stop putting me in a box that puts limitations around what I can do, the roles I'm put into; break down hierarchical barriers that serve to create an organisational 'class system'
Stop saying it and simply do it
Stop seeing me as THE diversity example :-)
Stop the silos on projects
Stop workplace bullying
Take a diversity and inclusion program to become more aware of the differences that are in the world, different than my view
Take the time to find out what it's like to not be included
Talk more about gender bias. I'm glad race issues are being addressed, but we continue to overlook gender
The issue (in all DE&I messaging I've seen from different organizations/publications) is that DE&I in itself is exclusive. It's not inclusive, it's teaching that we need to prioritize POC over others. Then they typically use a Black American organization as examples of Diversity and Inclusion, which seems to be non-diverse and non-inclusive because those organizations are not open to other races. The messages are divisive and are having an opposite effect on an entire population who all of a sudden isn't important
The organization can truly pay attention to the employee yearly review comments from me and have a conversation about it as a starting point. Unfortunately, this never happens
There are always 'turf wars', as definition of who has oversight over what is not clearly defined. Due to this, often times people feel challenged and don't want to let others into discussions
There are lots of opportunities to get involved in decision making but we are not paid for these extra hours. I would feel more included and valued if they did so.
They are doing it now!
They do a lot already
This is my first week; I cannot answer
To accept and stimulate diversity in personality, the focus really lies on ESTJ now
Training for managers on how to better include "lower level" employees
Unfortunately, due to the organizational make-up of my business, being older and working in a non-traditional area of the law, it would take a miracle, and that isn't going to occur
Weekly meeting

Appendix D. The core competency model for practicing inclusive leadership

The model consists of eight competencies:



Humility

I am aware of and open with others about my limitations, biases, and blind spots. I am open about what I don't know and give the spotlight to others. I admit my mistakes. I am open to criticism from all levels, and I invite feedback to improve.

Curiosity

I have a strong desire to learn or know about other people's personality type, motivations, ideas, perspectives, backgrounds, experiences, and ways of working.

Openness

I am receptive to new ideas and/or ways of working that are different from my own. Others know they can come to me and I will listen. I can listen to and appreciate differing perspectives, ideas, and thoughts of others. I seek out all sides from all types of people on issues and when making decisions.

Leveraging differences

I create space for diversity of thought and personality types. I seek to understand diverse individuals, work from their perspective, and integrate the similarities and differences among different people into a diverse collective capability.

Empathy

I inquire about others' well-being. I seek to understand how and why others feel the way they do and ensure others feel heard. I seek to understand by taking the perspective of others. I create safe space for owning and learning from mistakes.

Courage

I can do and say what is needed to role model inclusion for myself and others. When necessary, I hold myself and others accountable to support inclusion and mitigate exclusionary behaviors.

Flexibility

I am open and adaptable when faced with other perspectives or new, different, and/or changing circumstances and information. I can listen to and integrate different perspectives, including those that are divergent from my own and/or require that I change my course/plan.

Self-awareness

I know my thoughts, emotions, values, personality preferences, strengths, challenges, stressors, and tendencies to react as well as how these have an impact on myself and others. I am cognizant of my biases and seek to discover my blind spots. I am aware of how I come across to others. I strive for an accurate view of self.