



*With  
Melissa Majors*

# THE 7 SIMPLE HABITS OF INCLUSIVE LEADERS



Book Discussion Guide

# The 7 Simple Habits of Inclusive Leaders

By Melissa Majors

  
Melissa Majors  
CONSULTING

# A Note from Melissa



## **Hello, friend!**

Thank you for choosing to be an even more inclusive leader. This guide is chocked full of thought-provoking questions to help you find deeper meaning and application of its contents.

I suggest reading 1-2 chapters, then pause to answer the questions within this guide. Be sure to save your answers before closing!

I also invite you to join our Facebook Book Club at <https://www.facebook.com/groups/inclusiveleadersreaders>

You belong there.

Happy reading!

**– Melissa Majors**

hello@melissamajors.com

melissamajors.com

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# Introduction

After reading this chapter, discuss these questions:

1. Have you ever felt shamed or blamed into changing your perspective? What happened, and what was the result?

2. On page 6, the book talks about people who feel shame and guilt about injustices they're now aware of but are previously oblivious to. Can you relate to this? Are there situations related to inclusion in which you should have taken action but didn't know how or what to do?

3. Have you been under-included? Tell us your story and the impact it had on you and others.

# Intentions Versus Habits

After reading the chapter Intentions Versus Habits, discuss these questions:

1. What is a habit you've always wanted to build but struggled to sustain momentum?

2. Why do you believe sustaining change is so hard?

3. Have you witnessed a leader make a public promise that didn't keep? If so, how did it impact their reputation?

# 1st Habit: Perspectives

1. The author argues there's an evidence-based business case for operationalizing inclusion. How did this evidence influence your perspective on the purpose of inclusion?

2. Many C-Suite Executives acknowledge they're "missing the mark" on D&I but don't know how to fix the problem. In your opinion, why do so many leaders lack the knowledge and experience related to implementing effective inclusion strategies?

3. If leaders more frequently involved the perspective of those responsible for the execution of initiatives and strategies, in your opinion, what problems would that mitigate?

# 2nd Habit: Hiring Decisions

1. Based on the author's research, 68% of respondents prioritize hiring candidates that fit in versus candidates that provide a diversity of thought. Take inventory of either your current or previous workplace. Which factor is or was prioritized during the hiring process?

2. The author suggests being intentional about hiring for difference, not familiarity. What tactics will you try to ensure you're hiring for culture add, not culture fit?

3. Hiring people that will fit in with the team is a widely held standard in many companies. If you were asked, "why should we change our hiring philosophy to increase diversity?" what would you say?

# 3rd Habit: Empathy

1. The scale of intersectionality suggests it can be even more challenging to earn trust the more different one is from those in power. Have you witnessed or experienced difficulties earning trust for being more different as compared to those in power?

Conversely, have you noticed or experienced unearned benefits and advantages of being more than same than different?

2. In this chapter, the author reveals an experience of one of her clients, Mia, and her boss's response to a pitch for more inclusivity and change. Applying Chris Voss's approach of using tactical empathy, what could he have done differently to change the outcome of Mia's experience and cultivate more inclusion on his team?

3. In what way did this chapter change your thinking, and how will you apply what you've learned?



# 4th Habit: Leading People and Self

1. The author suggests acknowledging the discomfort with conflict but lean in until both side's positions are thoroughly understood. What is the likely response from your team if you were to do this?

2. What risks are associated with openly admitting you're biased?

3. The author describes her awakening to being racist, how she identified her bias, and intentional actions to overcome it. The influence of television programmed her bias towards others. In the absence of first-hand insight, our minds can be programmed with misinformed viewpoints. What programming likely lurks in your mind that influences how you view others?

# 4th Habit: Leading People and Self, cont.

4. In negotiations or conflict, we often try to convince our counterparts to change their minds by pointing out they are wrong and guilt them into agreement. In light of what you've learned about intellectual humility, what will you do differently?

5. What tactics do you suggest for "popping your social circle bubble"?

# 5th Habit: Collaboration

1. Women are 33% more likely to get interrupted as compared to men. The author suggests a tactic called Echoing to help amplify women's voices and ensure they are heard. What other tactics can be used to mitigate interruptions?

2. If you haven't done so yet, watch the Burger King® video referenced in this chapter available at <https://youtu.be/0e8fcpYX5us>. Although not directly related to inclusion, it proves how easy it is to say you'll take a stand against injustice, but in the moment, choose inaction. What is your reaction to this video, and what will you do to take a stand?

# 5th Habit: Collaboration, cont.

3. Groupthink exists in most organizations and teams. Describe how disagreeing with those in power typically plays out on teams in which you've been involved.

4. In addition to intentionally involving all, especially the less vocal, what else do you suggest leaders do to mitigate and create a safe environment for contrarian viewpoints?

# 6th Habit: Mindset

1. Take a high-level inventory of your social circle and that of the people you serve. Are there gaps? If so, what can you do to ensure you're using evidence-based data to empathize with their needs?

2. How do you typically feel and respond when someone disagrees with your ideas?

3. How did this chapter change your thinking, and what will you do differently?

# 7th Habit: Values and Strategy Design

1. In addition to the sample committable values outlined in this chapter, what other values should teams adopt to build their behavior related to diversity, inclusion, equity, and belonging?

2. What is your company or team's "why" for being more inclusive?

3. What will you do to ensure your D&I solutions are informed by evidence and not opinion? What do you suggest companies and teams measure to evaluate their performance related to D&I?

# Overall Insight

1. Share your top three insights from the book and the habits you will adopt to sustain change. Be sure to review other's posts and suggestions for becoming even more inclusive leaders.