

# Inclusive Leadership Framework



Inclusion and diversity fuel our drive to help people live healthier lives and to make the health system work better for everyone. Our values guide us and shape how we behave in pursuit of our mission. Inclusive leadership enables us to tap into UnitedHealth Group's diverse people and perspectives to solve some of our most complex challenges and to achieve our mission. Research shows that there are clear steps we can all practice to become inclusive leaders. This framework describes the necessary behaviors to create and improve our inclusive leadership shadows.

## Inclusive leadership behaviors:

### **Be Curious: Learn about People and Cultures**

- Learn about the people on your team and what makes each person uniquely valuable
- Learn about the cultures of the people you work with and those you serve
- Actively create a sense of belonging by helping team members connect with one another

### **Be Aware of Your Blind Spots and Your Impact**

- Learn about unconscious bias and blind spots and help team members learn as well
- Think about your own biases and how to avoid them with processes and other perspectives
- Understand your personal leadership shadow and always seek to improve

### **Commit to I&D and Lead with Courage**

- Speak openly about of inclusion and diversity
- Demonstrate inclusive behaviors in hiring, projects, promotions, and everyday interactions
- Be an ally and champion for your team members
- Be authentic and demonstrate vulnerability

### **Actively Promote Wellbeing and Safety**

- Encourage and reward risk taking
- Listen to understand in all interactions
- Show concern for team members' well being
- Help team members feel psychologically safe
- Advocate for every team member
- Communicate with transparency and openness

### **Engage and Inspire All Team Members**

- Seek out multiple views and build diverse teams
- Fully engage each team member's unique skills and passion and actively commit to their growth
- Provide a vision for team members
- Help each team member connect their work to the organization's mission

### **Express Gratitude for Every Team Member**

- Express gratitude for the contributions of each team member on a regular basis
- Demonstrate appreciation for the value of each person as a unique individual
- Recognize team members in the way they would like to be recognized

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## Common Language of Leadership and Culture Principles

The Common Language of Leadership (CLL) is a shared vocabulary we use to describe expectations and behaviors for how leaders, managers and individual contributors achieve success. Culture Principles are tools we use to translate our cultural values into behaviors. The table below demonstrates how the Inclusive Leadership Framework aligns with and builds upon these enterprise-wide tools. This table can be used to connect the Inclusive Leadership Framework to your existing CLL-based development plan or your journey to develop your leadership shadow within Our United Culture.

	Be Curious: learn about people and cultures	Be aware of your blind spots and your impact	Commit to I&D and lead with courage	Actively promote wellbeing and safety	Engage and inspire all team members	Express gratitude for every team member
Common Language of Leadership: Leader Library	Growth Mindset Showing Humility Reading and Understanding Individuals Global and Broad Perspective	Self-Management Personal Impact Management Transparency Mindfulness Management	Personal Impact Management Uncertainty and Ambiguity Comfort Leading Change and Transitions Organizational Agility	Interpersonal Agility Conflict Management & Agility Demonstrating Presence	Managing Teams Engagement Management Using Humor Motivating and Influencing Practicing Delegation	Mindfulness Management Developing Others Motivating and Influencing
Culture Principle Alignment	Mood Elevator Be Here Now Positive Intent	Leadership Shadow Results Cone Pattern Recognition Blind Spots Filters	Accountability Ladder Behavioral Styles Values Lens	BASIC Model Levels of Listening Support Alignment Circle	Energy Stay Curious (Innovation) Teamwork (How Big of a Team Am I Playing On?) Alignment Circle	Appreciation Coaching and Appreciative Feedback Mood Elevator

## Integrity Compassion Relationships Innovation Performance

### References

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