

# Building an Inclusive & Innovative Culture

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## SOLO

### 1. Create a list of values that matter to you.

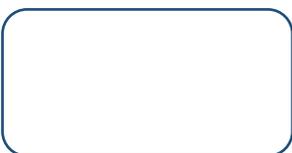
What do you want people to say about you as a leader and the culture of your dealership? Assume that profit is a given: it is what you need to do, but not why you feel passion for the car business. An inclusive culture is a way to create more performance and profit, but where do these ideas overlap with your personal values?

These are only suggestions to get you started:

- |                 |             |               |            |
|-----------------|-------------|---------------|------------|
| Acceptance      | Direct      | Integrity     | Serenity   |
| Access          | Discretion  | Intelligence  | Speed      |
| Accountability  | Effective   | Intuitive     | Strength   |
| Adaptability    | Ethical     | Justice       | Supportive |
| Agility         | Equity      | Open          | Teamwork   |
| Altruism        | Fairness    | Original      | Thankful   |
| Appreciation    | Fearless    | Opportunity   | Thorough   |
| Attentive       | Formal      | Participation | Timely     |
| Authenticity    | Generosity  | Passion       | Tolerance  |
| Awareness       | Gratitude   | Patience      | True       |
| Belonging       | Growth      | Recognition   | Trust      |
| Choice          | Helpful     | Respect       | Unity      |
| Collaboration   | Honest      | Resourceful   | Value      |
| Commitment      | Hospitality | Responsive    | Variety    |
| Community       | Humility    | Safety        | Vitality   |
| Communication   | Humor       | Self-Reliance | Warmth     |
| Consistent      | Imagination | Sensitivity   | Welcoming  |
| Cooperativeness | Inclusion   | Simple        | Wisdom     |
| Determination   | Insight     | Sincerity     | Wonder     |

## GROUP

### 2. Share and sort the values into related groups

### 3. Identify the two-three most important buckets

		
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**4. Dig deeper**

What could respect or trust really look like in your dealership?

What would it feel like?

What behaviors would matter to create this culture?

**5. Add a list of BEHAVIORS that would support your values.**

Start with a verb. For example, here are 13 behaviors of inclusive leaders that are all linked to more workplace psychological safety, belonging, productivity, retention and innovation.

VALUES	BEHAVIORS
Community	INVEST personal energy in broader relationships
	INVITE more participation
	ENGAGE in meaningful conversations
	ASK deeper questions
Trust	CLARIFY expectations
	RESPOND productively
	REMOVE obstacles
	DELIVER recognition
	ACKNOWLEDGE bias & thoughts accent
Belonging	EMBRACE a wider range of voices
	PROMOTE cultural excellence
	TELL new & different stories
	VALUE difference as a resource
	INTERRUPT behavior with new processes or questions

Your turn. You can use insights from other sessions & any examples that align with your values.

VALUES	BEHAVIORS	ACTION	OUTCOMES
1.			
2.			
3.			

## **6. Commit to ACTION**

Pick one or two behaviors and discuss what concrete actions you could take in your dealership. Put this in the action column.

## **7. Measurable Outcomes**

What will this new culture feel or look like?

How will you know you are building community or that all voices are heard?

Return to your plan and add desired outcomes. Consider both existing quantitative measures (like increased employee retention and sales or the diversity of your staff or customers) but also qualitative measures (like employee and customer satisfaction or a survey of employee engagement, psychological safety or belonging).

## **8. Communicate & Get Feedback**

You can't hit the target if you don't know where to aim. You need to tell people about these values and why they matter—it is one of the reasons you tell stories. (Make sure you CONNECT the stories you tell with the values or goals you want them to represent.)

Tell your team what you want your culture to feel like and why.

Ask for their help and suggestions in making it happen.

Commit to new behaviors and actions to make it happen.

## **9. Prioritize, Act, Measure, Repeat**

Pick one or two new behaviors or actions where you have a high chance of success.

Re-evaluate every quarter and re-commit to new behaviors.

You can't focus on everything at once, so try this for a while and do a quick measurement (for an ex, a two question employee survey: 1. Is this action improving our culture? 2. What would be a more important next step?) Then re-evaluate or try a different action.

**EXAMPLES**

<b>VALUES</b>	<b>BEHAVIORS</b>	<b>ACTION</b>	<b>OUTCOMES</b>
1. Belonging	EMBRACE a wider range of voices	Before the end of the conversation, specifically ask for different perspectives and respond productively	Psychological Safety survey after 6 months
2. Inclusiveness	PROMOTE cultural excellence	Shift the training focus to emphasize learning, personal growth and more multi-cultural awareness	Employee and customer satisfaction ratings
3. Community	TELL new & different stories	Ask and collect a variety of employee experiences and use at least one at each large company meeting. Repeat	Ask about most important stories in annual review