

Inclusive Leaders Help to Reduce Turnover in Diverse Teams

Key Finding: Inclusive and consistent relationships between leaders and team members can help reduce turnover that is associated with diverse teams.

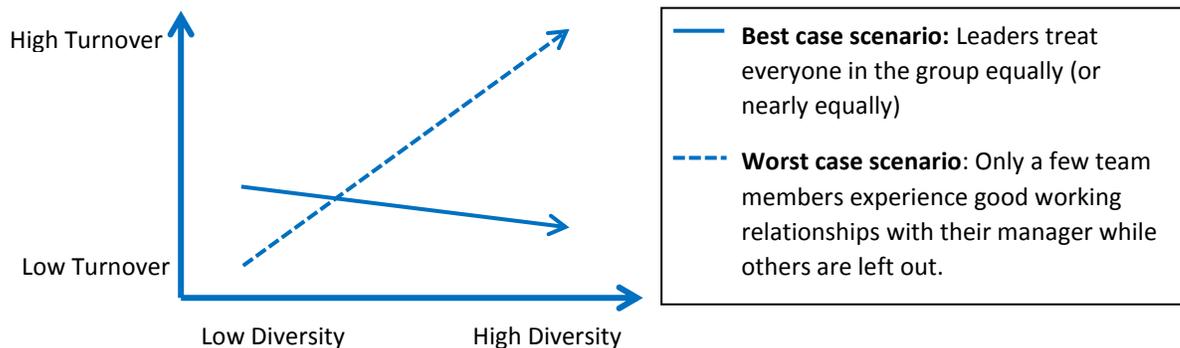
Executive summary

Leaders must successfully manage an ever-increasingly diversified workforce and being able to do this effectively is often quoted as a key strategic issue for organizations. This is easier said than done though since diversity in a company's workforce is positively related to turnover. So the more diverse the team is, the higher the turnover rate will be. This dilemma is the starting point of this article, in which the authors investigate how the relationship between the leader and the team members can be structured to reduce the high turnover costs associated with greater diversity.

Why is this important?

Because it proves that inclusive leadership matters!

- If the majority of team members have a good working relationship with their manager, the effects of diversity on turnover decrease.
- It is essential for leaders to develop high quality relationships consistently across the group and not just with a few individuals since unequal relationships will negatively affect turnover in diverse work groups.



What are the implications for my organization?

When leaders treat their team members differently, it has a negative effect on teams and is associated with higher turnover.

- *Managers of diverse teams should focus on building equally good relationships with each team member.* Managers may need training in diversity management and inclusive forms of leadership.
- *Measure to detect if there are any detrimental patterns apparent in teams right now.* Ask about quality of relationship with leader and perception of whether leaders have equally strong relationships with all team members can be added to employee surveys and exit interviews.

Summary of: Nishii, L.H. & Mayer, D. (2009). Do inclusive leaders help to reduce turnover in diverse groups? The moderating role of leader-member exchange in the diversity to performance relationship. *Journal of Applied Psychology*, 94(6), 1412-1426.