

Improving Diversity and Inclusion in Senior Leadership

<https://doi.org/10.6084/m9.figshare.14315846>



Acknowledgement of country

I begin today by acknowledging the Boon Wurrung people, Traditional Custodians of the land on which I work and live today, and pay my respects to their Elders past and present. I extend that respect to Aboriginal and Torres Strait Islander peoples here today.

And since today is about actions, please donate:

- The Westerman Jilya Institute for Indigenous Mental Health ([link](#))
- Dhadjowa Foundation supporting families affected by a Black death in custody ([link](#))



Impact across organisations

This workshop explains the underlying principles that have helped other communities.

In one example, setting up a committee for a community that was overwhelmingly (91%) male, with the end result of this was we selected two very capable co-chairs - both women, with one being a woman of colour.

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This is like an iceberg. It is quite simple but the majority of the information hides below the water:

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This will challenge you

Feeling uncomfortable is part of change. This presentation allows you an opportunity to change but doesn't shy away from "uncomfortable truths".

Ruby Bridges was 6 in 1960 when she went to a previously white school. How did she feel throughout that year?

This is why it is important to centre marginalised perspectives.



Trigger alert

- I need to acknowledge that writing the original document and preparing for this presentation was difficult emotionally.
- It will be difficult for me to give this presentation. I will be anxious, especially with any questions at the end.
- If you disagree with the premise of this, that's fine, but please keep it to yourself. Your opinion is already over-represented in the media, politics, business and education.

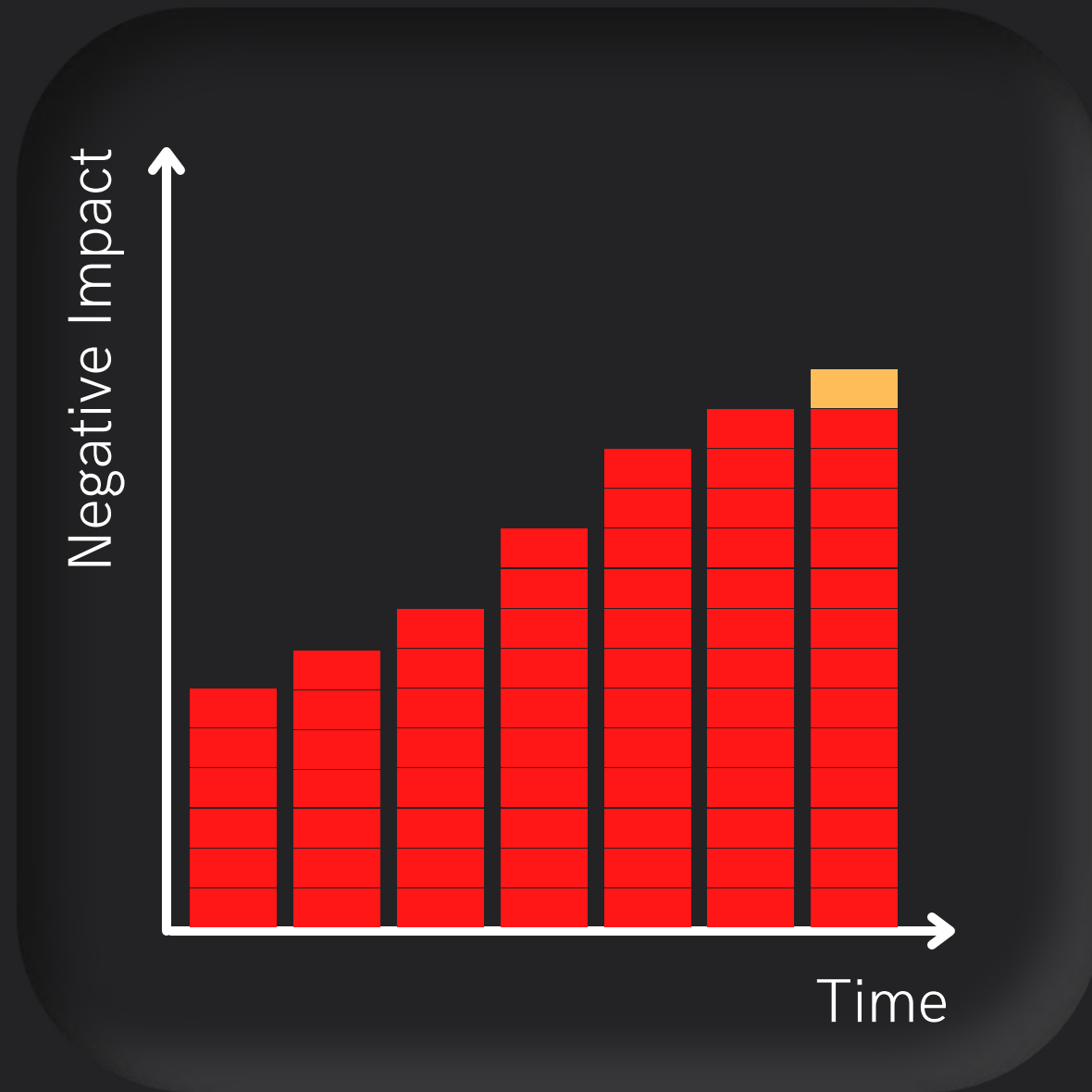
The goal is to
understand in a
safe space so we
can improve

"Thank you for spending the time and mental effort to articulate these uncomfortable truths so clearly in front of an audience that needs to hear it." - Anonymous

"I was truly grateful to have a safe space to ask my awkward questions. And, I am very grateful for your kindness and feedback." - Anonymous

Why so sensitive?

- The sensitive event has to be viewed as part of a cumulative impact
- High pressure situations like this are not in isolation for marginalised groups. They are “the straw that broke the camel’s back”. ie. they are cumulative.
- “Cumulative exposure to racial discrimination has incremental negative long-term effects on the mental health of ethnic minority people in the United Kingdom.”



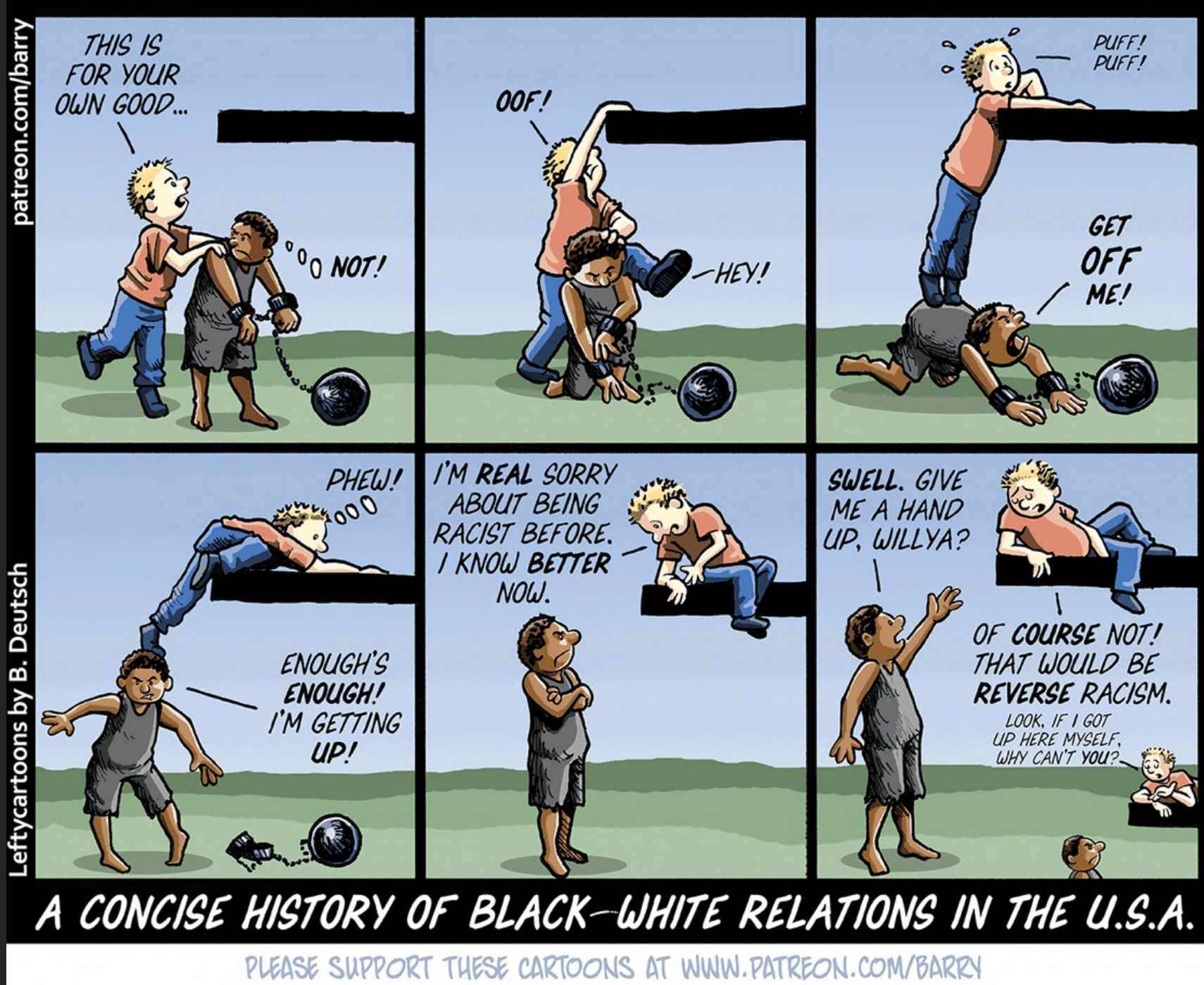
The left figure shows how I react to a "minor" event that triggers deep emotional reactions based on previous trauma that accumulates over time.



The right figure is how a person with privilege might view the same "minor" event and judge my reaction as an "overreaction".

Motivation for doing this

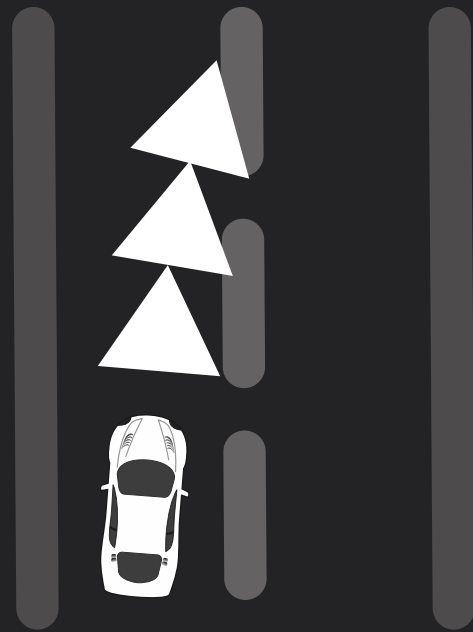
- There is still systemic imbalance and lack of diversity in the workforce that leads to a lack of opportunity for people from marginalised groups. This needs to be fixed systematically. It is especially true in senior roles.
- There is a large conceptual gap between diversity researchers/advocates and typical corporate diversity training.
- This is a complex subject that is over-simplified and needs a framework to help navigate the complexity.
- There was a need for a tool to help aid communication around this topic.



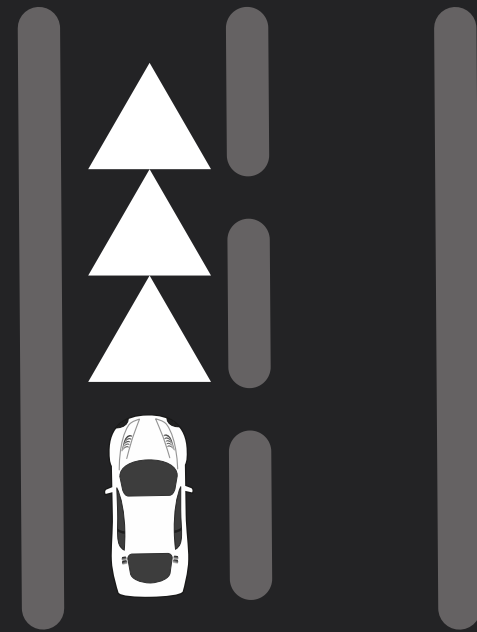
Systemic imbalance

There is an imbalance in the system that is biased against people from marginalised groups.

We cannot fix this imbalance by treating people equally as if they have had the same opportunities, resources and rights.



Systems biased to the right so the car drifts if we keep the steering wheel neutral.



We have to turn the steering wheel to the left to stay in our lane.

Neutral sides with oppression

"If you are neutral in situations of injustice, you have chosen the side of the oppressor. If an elephant has its foot on the tail of a mouse and you say that you are neutral, the mouse will not appreciate your neutrality." – Desmond Tutu

"Why are Asian women's feet so small? So they can stand closer to the sink!" a male employee joked with his Asian colleague, then got angry when she didn't like it.

Blatant discrimination is not acceptable now

Blatant issues for racism and sexism are well articulated in Australian society. This is because it is easy to spot, even though it is still commonplace in many organisations.



But subtle discrimination is more challenging

This image shows the idea of cumulative problems that increases the "degree of difficulty" and the lack of opportunities of a person from a marginalised group, that may not be apparent to an outsider.

If you only measure someone's experience and not take into account their "degree of difficulty", you could miss out on talent.

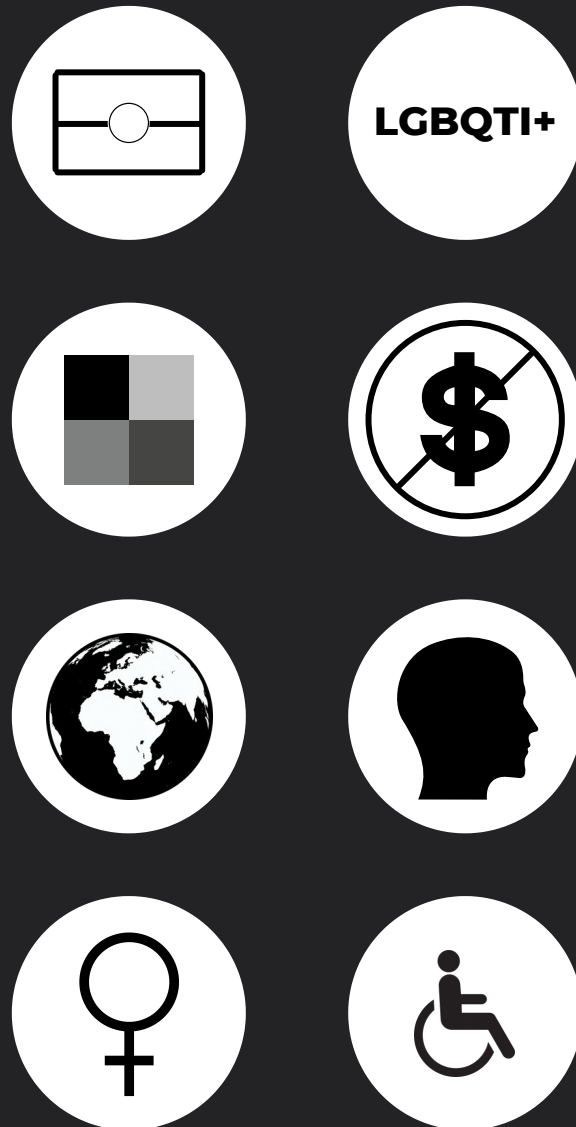
Subtle discrimination can be worse

But more importantly, the results show that across every job and individual outcome, the effects of subtle discrimination were at least as bad as, if not worse than, overt discrimination.

I now define a microaggression as:

A microaggression is a clear sign to a marginalised person that they do not belong in that environment.

Intersectionality increases the degree of difficulty



Intersectionality is belonging to more than one marginalised group. It means that you have more “areas” that can open you up for attack.

Understanding the range of areas and the effects is key to being able to help.

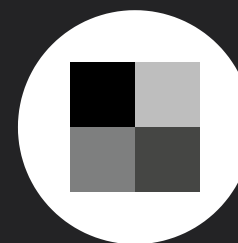
Discrimination results in a lack of opportunities

Here are a few examples of how people are discriminated against.

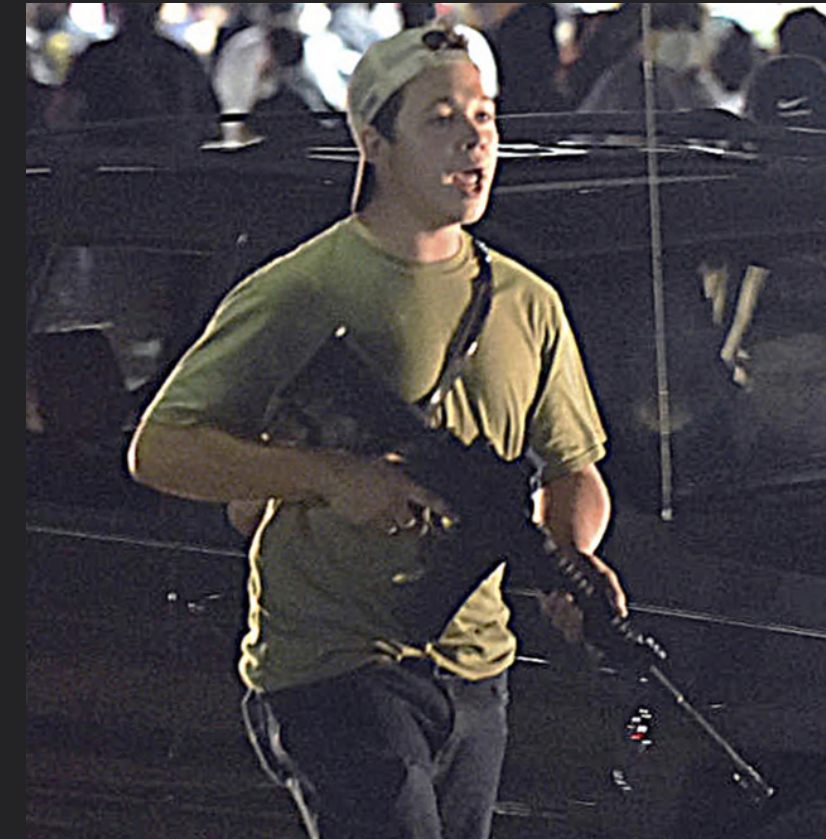


Tamir Rice was 12 years old when he was killed by a policeman while holding a replica gun. He did not make any verbal threats nor point the gun towards the officers.

<https://www.bbc.com/news/world-us-canada-30172433>



Side by Side



The Illinois teen accused of fatally gunning down two protesters during violent demonstrations sparked by the police shooting of Jacob Blake is fighting extradition to Wisconsin, according to reports.

<https://nypost.com/2020/09/25/kyle-rittenhouse-fighting-extradition-to-wisconsin/>

Sadly, it's important to note that such blithe racism isn't limited only to me. I've had a trainee tell me they were chosen to present a case by a senior consultant doctor reciting "Eenie, meenie, miney, mo ... catch a n*gger by the toe" so that it landed on her - the brown student. A Māori colleague is regularly asked if he's the orderly, despite wearing a uniform and ID that both say 'doctor'. An Indian friend gets told by a prospective landlord that his Thai wife can't cook her smelly food, despite being accepted to pay the costly rent.



Stereotyping

Dr Satra Browne is a black American living in Aotearoa New Zealand who shares her story about racism in Aotearoa New Zealand.

White privilege still reigns and people of colour are still the target of racism which shortens our lives. As long as it's our reality, we have no choice but to talk about it.

While Ashlee Kelly was working at a department store, one of her colleagues went even further, cornering her in the women's toilets and trying to look up her skirt.

She said: "As soon as people hear that you're trans, they think it's their business to know everything about your medical history or sexuality. On the one hand, I understand people's curiosity and it's important to ask questions. But it has to be at the right time and not in the middle of the workplace."

LGBTI+

Lack of privacy

As part of The Health and Well-Being of Transgender Australians: A National Community Survey; out of 927 responses, 304 or 33% were discriminated against in employment, 26% in accessing health care and 16% in government services.

To learn more you can follow Professor Sandy O'Sullivan from Macquarie Uni at <https://twitter.com/sandyosullivan>



Low expectations

"You can't study chemistry." That was what a well-meaning teacher told Angela Bijimba, a Malawi refugee, but now she is studying biomedical science and is on her way to becoming a doctor.

PS. Note how the teacher was treated very generously in that statement.

In high school, I felt like I was living a complete lie: I was the only black disabled girl in the school, frequently paraded around by the administration as an example of the school's diversity. In reality, only four out of the school's 1,400 students were black, and the teachers and administration often took the side of students who committed racist acts. Teachers there would make me justify affirmative action to an all-white class, or try and get me and the only other disabled kid, a wheelchair user, to race each other down the hall.



Gaslighting

Gaslighting is a form of psychological manipulation in which a person seeks to sow seeds of doubt in a targeted individual or in members of a targeted group, making them question their own memory, perception, and sanity (Wikipedia).

The story is from Imani Barbarin, someone you can follow and support on Patreon.



Even looking for housing can affect your work

Hassan, an engineer, applied for a five-bedroom rental property in the same neighbourhood. He was rejected and told the landlord had not liked his application despite earning a good salary.

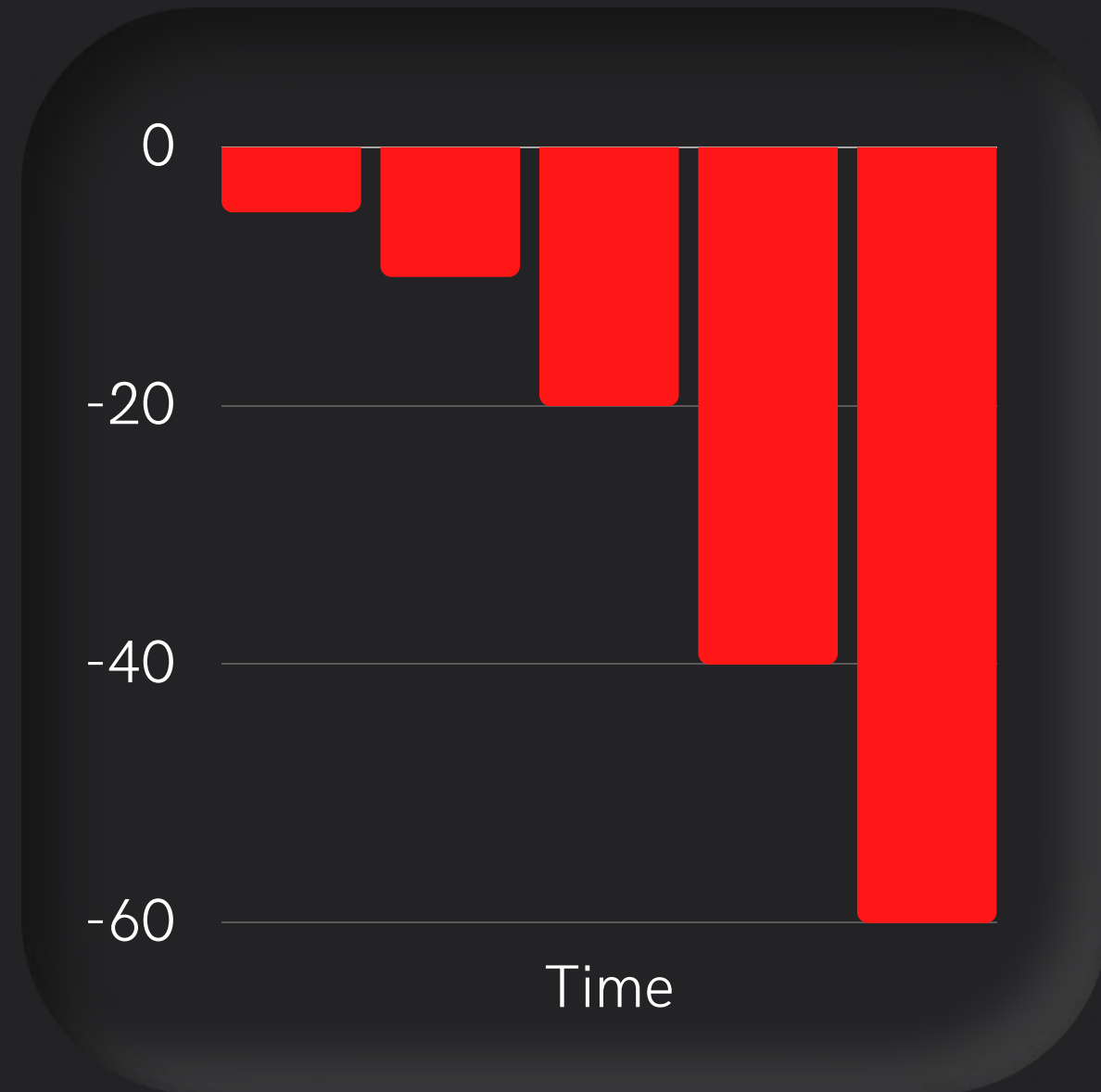
He said while he was disappointed, he wasn't surprised by the decision. "It's very common for people of African background. They always get knocked back."

You can even be erased altogether (twice)

Outrage at whites-only image as Ugandan climate activist Vanessa Nakate cropped from photo by Associated Press.

This was at Davos and it also happened in 2021 at COP26.





Lack of
opportunities over
time reduces
employability



This is demonstrated in the video "Are you really hiring on merit? A story about hiring senior management with Diversity and Inclusion"

The key is to give people from marginalised groups more opportunities to make up for the ones they have lost.



Capability Maturity Model for Diversity in Organisations

There is just one slide for the CMM, but it is quite a complex table that doesn't make sense if we didn't go through all the preamble.

Capability Maturity Model for Diversity in Organisations

CMM Level	Understanding	Key Question
#1 Systems encouraging lack of diversity	There is no understanding	There are no questions being asked.
#2 Systems neutral that keeps status quo	There is understanding of blatant issues in diversity, but not systemic issues.	How do we stop unconscious bias and only judge on skills and experience?
#3 Individuals actively fighting the status quo	There is understanding of blatant and systemic issues in diversity by individuals.	How do we get privileged people to give people from marginalised groups more opportunities?
#4 Systems improvement in one organisation	There is understanding of blatant and systemic issues across the organisation.	How do we build systems to give people from marginalised groups more opportunities?
#5 Systems improvement across organisations	There is understanding of systemic issues across multiple organisations.	How do we build systems to give people from marginalised groups more opportunities?

This will challenge you

To work towards a better community, we need to sacrifice our privilege and comfort. This is mentioned in a 2015 article by Clementine Ford:

Equality comes from people either sacrificing their privilege or having it forcibly taken away from them. It does not come from waiting from the oppressed to rise up and meet it. [...] But if all you can think about when you think about equality is everything you stand to lose, then you're not trying hard enough. And yes, you are part of the problem.



Pushback

As you move into CMM level 3 you can expect to get pushback. This is easily seen in the infamous words of Scott Morrison.

Here are some other forms of pushback.

*"We want to see women rise. But we don't want to see women rise only on the basis of others doing worse." - Scott Morrison
International Women's day
2019*

In 1853, The *New York Herald* reported on a speech Frederick Douglass delivered in the state capital. While the paper applauded the “extraordinary” and “eloquent” lecture, it regretted that Douglass’ rhetoric was “a little too fierce on the slavery question.” Years later, this time after emancipation, an Indiana paper came to the same judgment. The publication was “unfeignedly glad” for Douglass’ message, but beckoned him to change his tone, arguing he “will certainly do harm,” with “demands, however just, if arrogantly made.”

You are being too loud

People who push back usually make excuses that have been made before in more horrific situations.

"a little too fierce on the slavery question"

"[this] will certainly do harm"

This was the reaction to an anti-slavery speech in 1853 by Frederick Douglass.

Benchmark Men, that is, those who are white, Anglo-Celtic, heterosexual and able-bodied, have traditionally dominated masculinist institutions like the police force. As a result, it has come to be assumed that they must be the best people. Accordingly, decision makers persist in appointing and promoting those who look most like themselves. 'It's like looking in a mirror', said one member of a recruitment panel when asked what image he held of the 'best person'.^[9] The essential subjectivity of determining who is the best person for the job has allowed the status quo to be perpetuated, institutionalised and normalised. It then becomes very difficult to change. As Rosabeth Moss Kanter has said of this phenomenon: 'The more closed the circle, the more difficult it is for 'outsiders' to break in. Their very difficulty in entering may be taken as a sign of incompetence ... '^[10]

Not the right fit

This is a very common phenomenon.

What does the best person look like?

'It's like looking in a mirror'.



That doesn't happen anymore

Remember Ruby Bridges? This is what she looks like now in 2020. She even has a website at <https://www.rubybridges.com/>

Don't let the black and white photos fool you into thinking it was a long time ago. Then remember the murder of George Floyd.

HIDING IN PLAIN SIGHT



THE INVENTION OF DONALD TRUMP
AND THE EROSION OF AMERICA

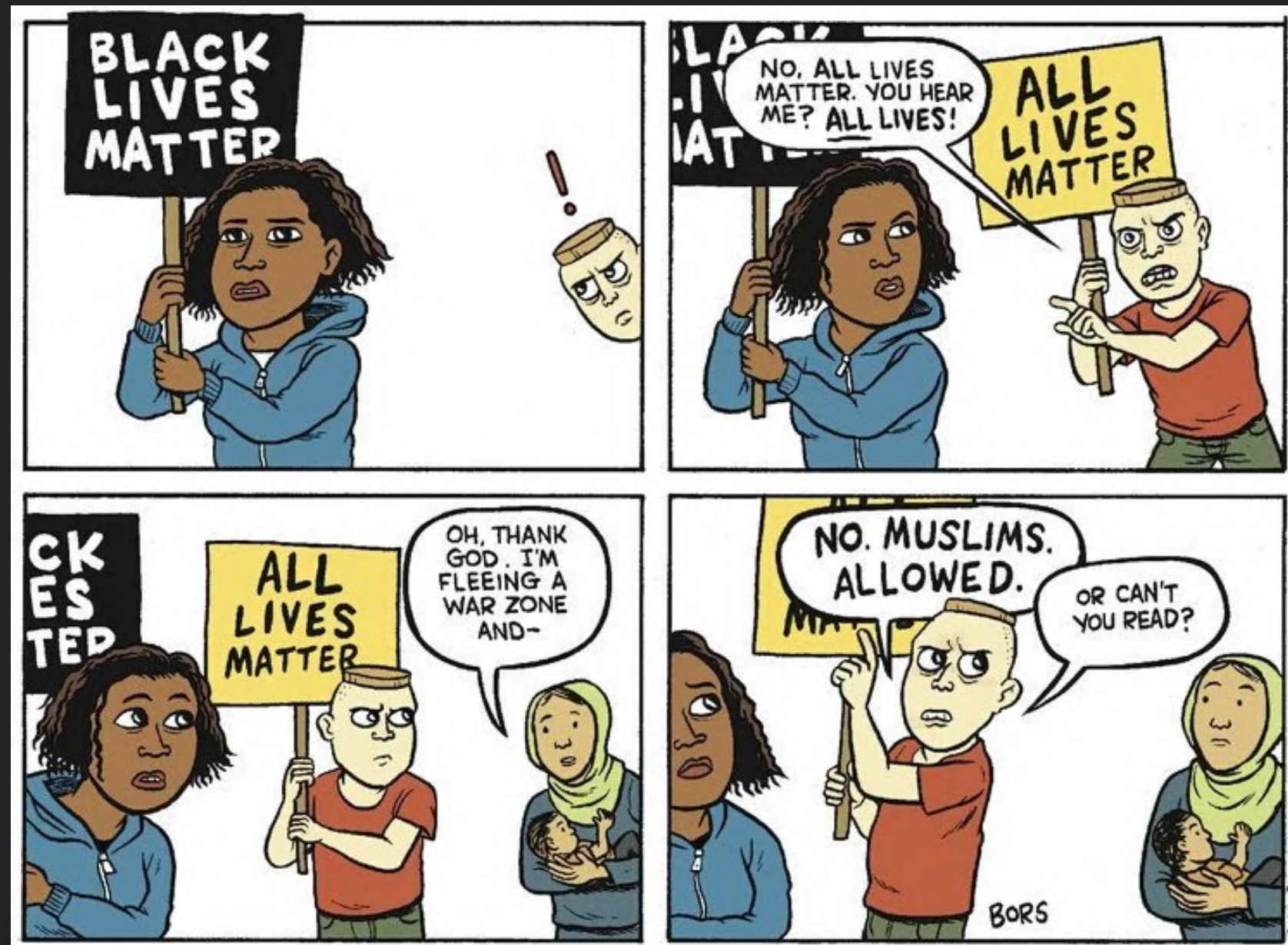
SARAH KENDZIOR

New York Times Bestselling Author of *The View from Flyover Country*

But we already hire on merit

But all of this information about Trump's lifelong criminal activity has been documented, for years—it just wasn't brought to the forefront when voters needed to know about it.

Did Donald Trump, Boris Johnson and Scott Morrison get to the top due to merit?



There are many more

Some of the others include:

- This isn't the right time
- There are no quality candidates
- I'm already doing X, I can't do Y as well!
- We tried before and failed
- Good idea, we will get back to you...
- But that has never effected me personally
- I don't have privilege, I just worked hard
- But All Lives Matter

Intersectionality Spectrum

I created a model to help visualise “degree of difficulty” based off this picture so that it can be taken into account when looking at “merit”.

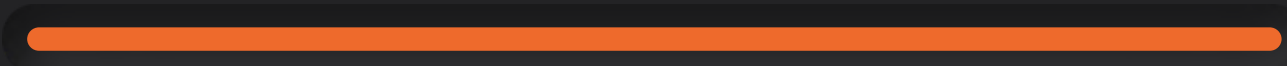
But the risk is that this will dehumanise and this needs to be kept in mind as we continue.



At a fundamental level, we need to rehumanise the marginalised people that have been dehumanised.

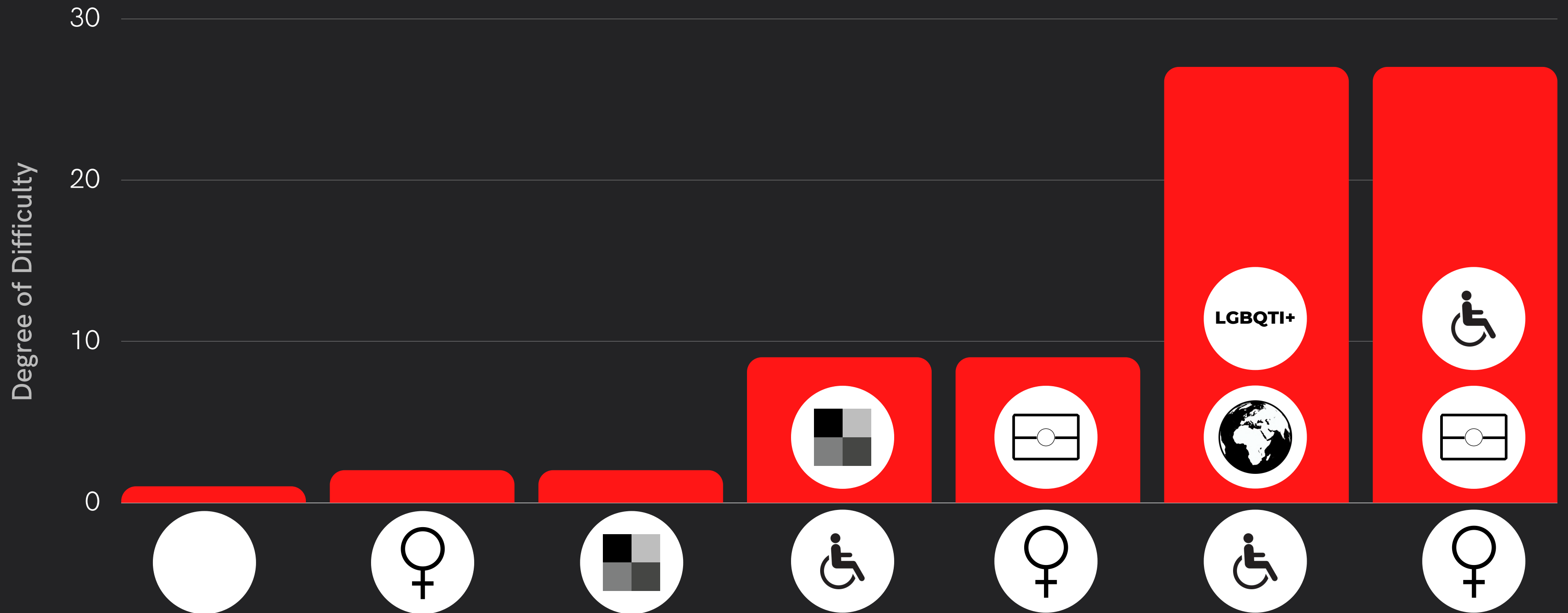
All models are wrong but some are useful

George Box

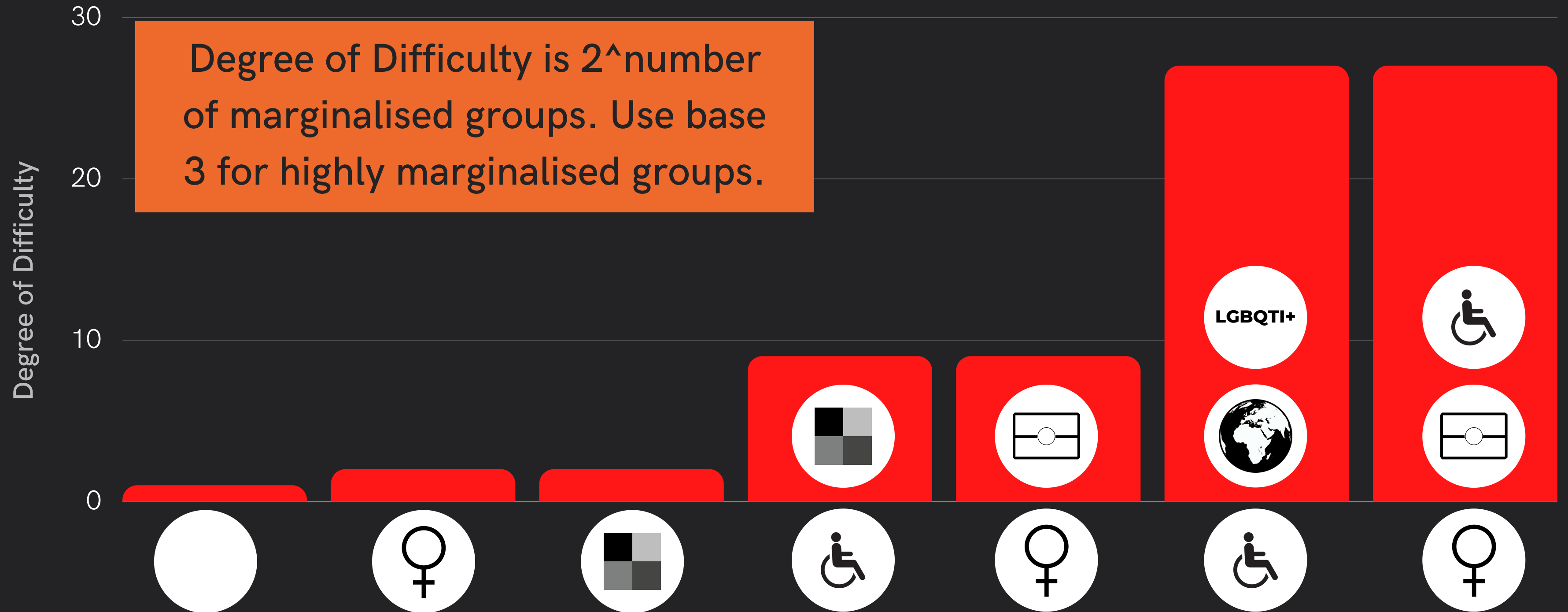


¹Box, G. E. P. (1979), "Robustness in the strategy of scientific model building", in Launer, R. L.; Wilkinson, G. N. (eds.), Robustness in Statistics, Academic Press, pp. 201-236, doi:10.1016/B978-0-12-438150-6.50018-2, ISBN 9781483263366.

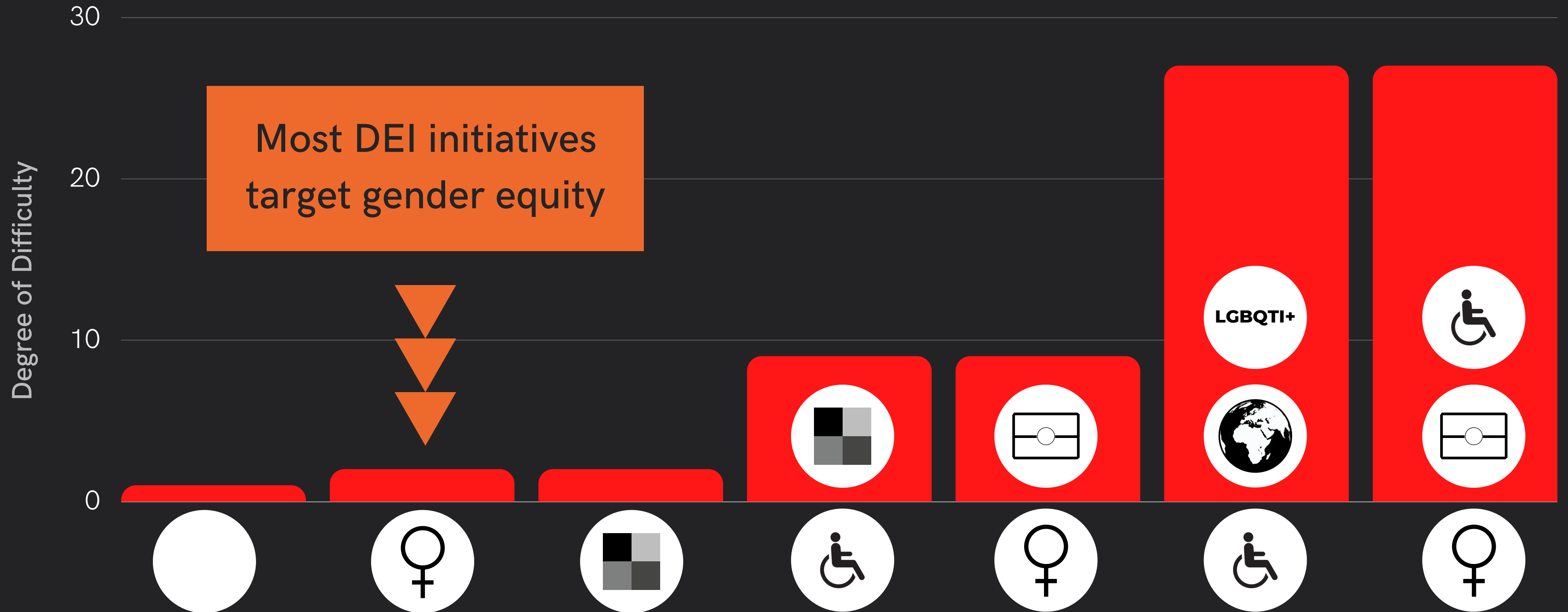
Intersectionality Spectrum



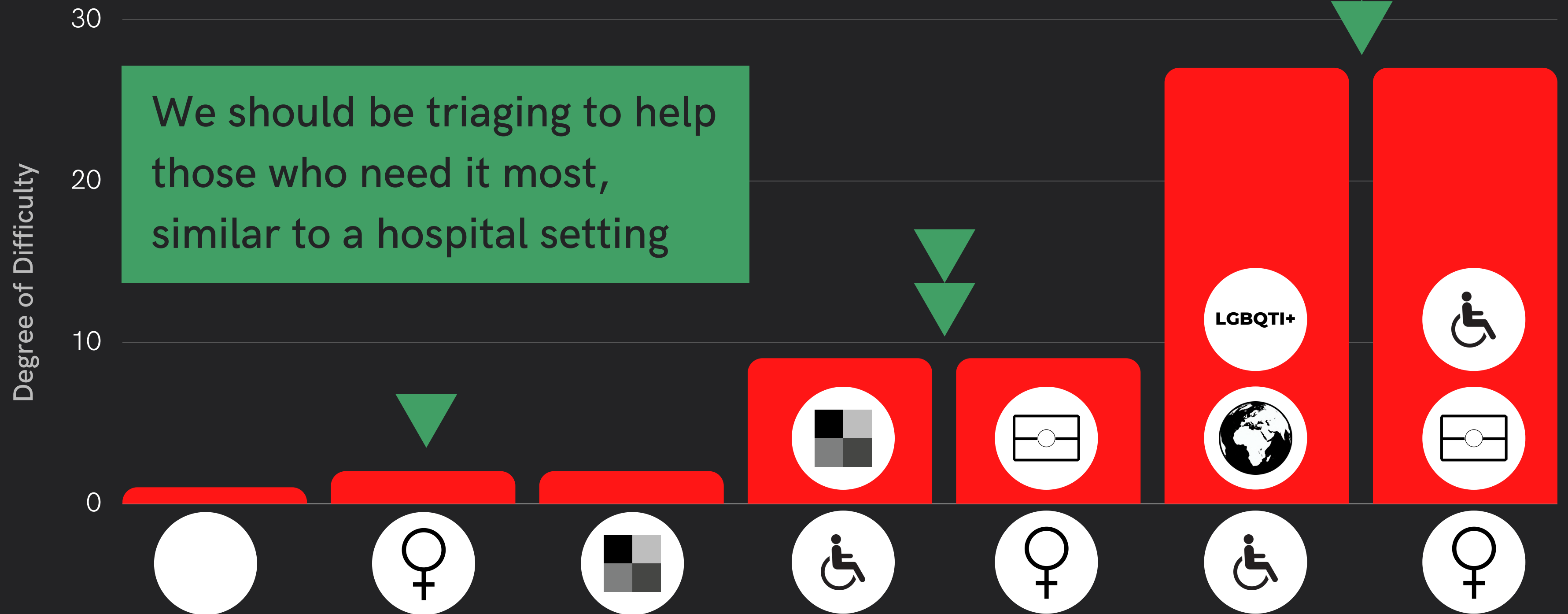
Intersectionality Spectrum



Intersectionality Spectrum



Intersectionality Spectrum

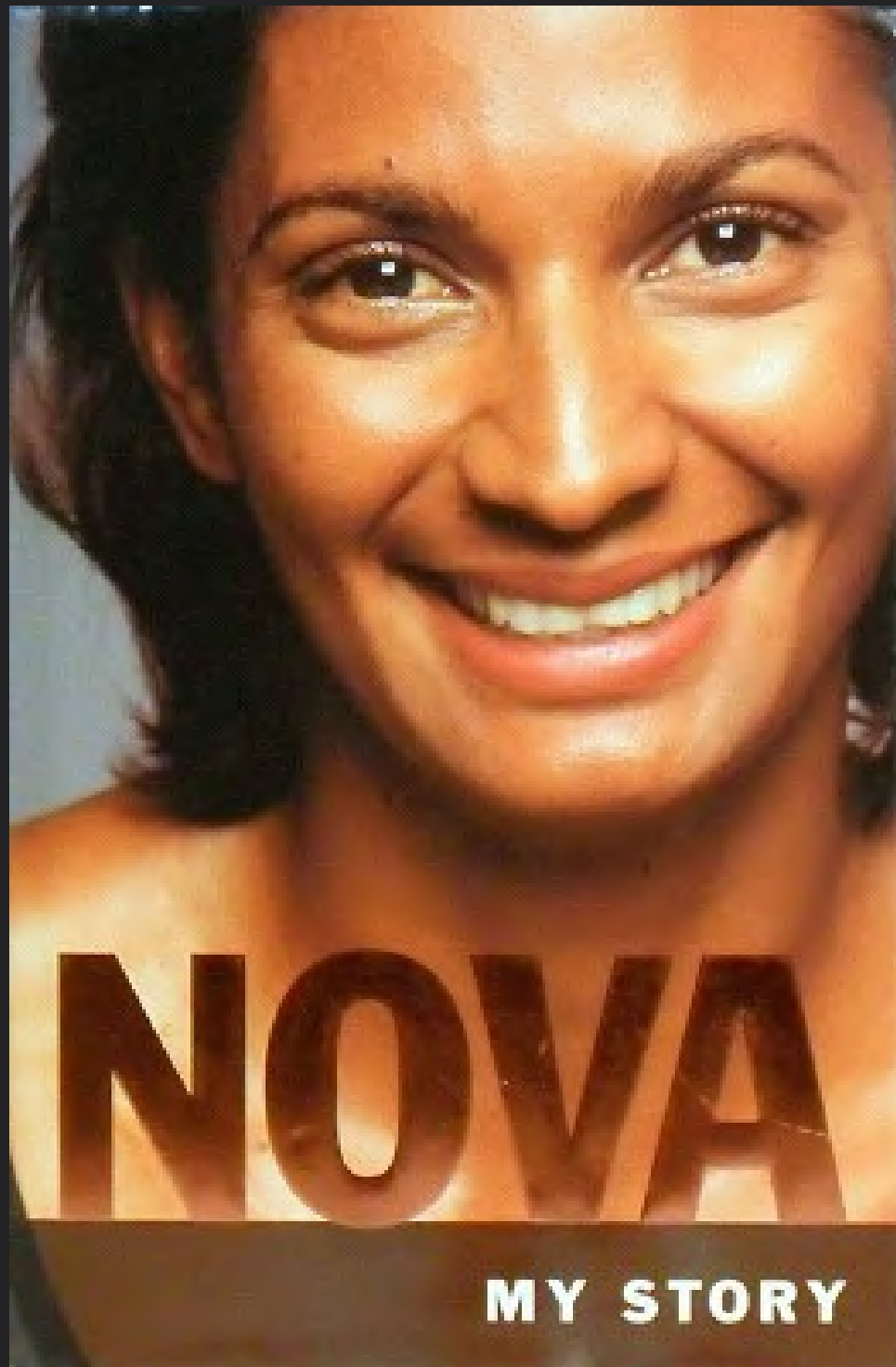


Merit Model Percentage

Further to the Intersectionality Spectrum and the Degree of Difficulty, I wanted to demonstrate what merit might look like if you took into account opportunities as well.

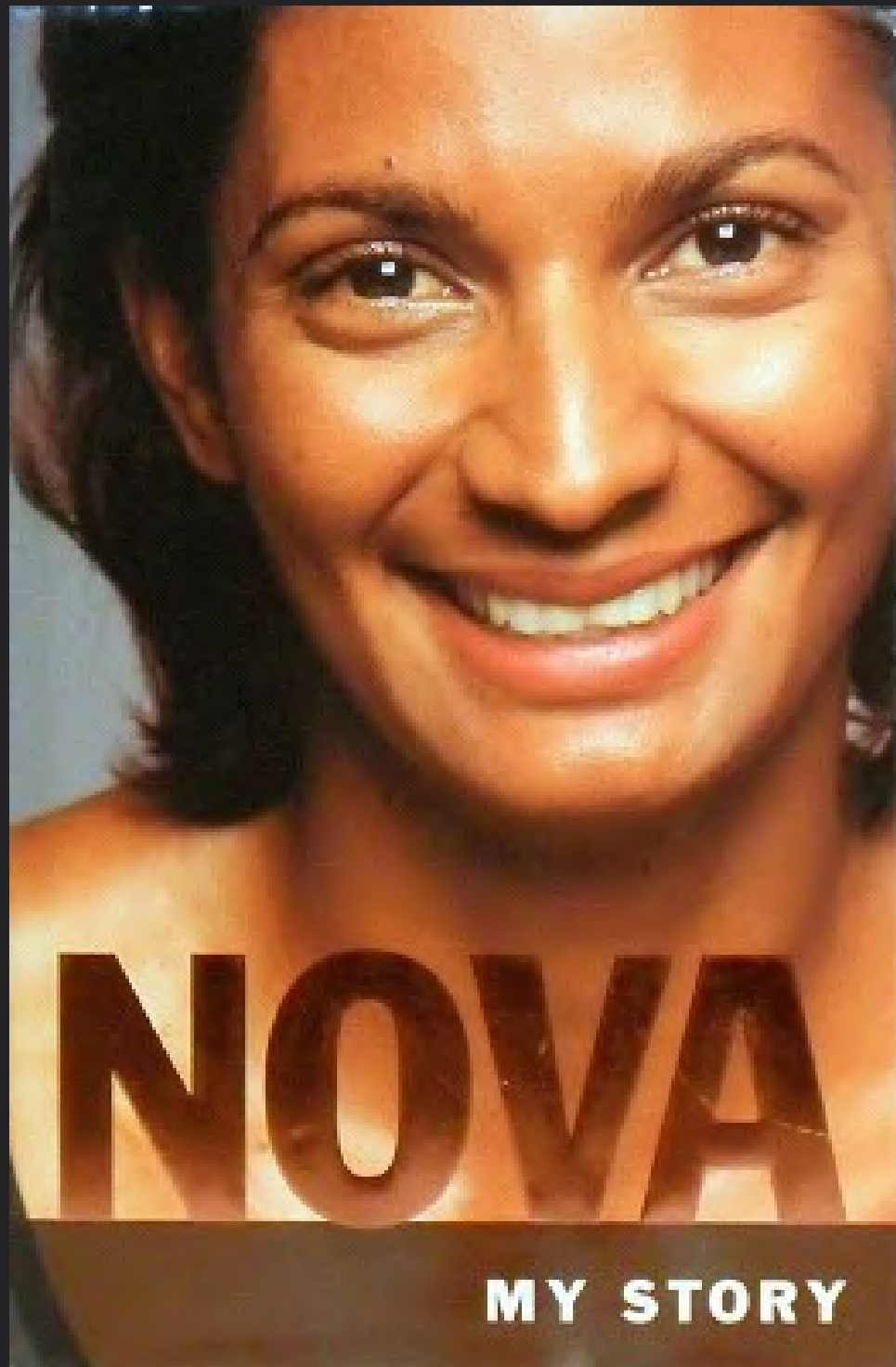
This is similar to the Achievement Relative to Opportunity that is part of Monash University, but should also take into account opportunities missed before becoming a student or worker.

$$\frac{\textit{skills \& experience opportunities}}{\textit{Degree of Difficulty}} \times$$



Nova Peris

- The first First Nations person to win an Olympic gold medal.
- One of the very first people to represent their country at Olympic level in two distinct sports.
- The only Australian athlete to win Olympic gold in one sport and Commonwealth Games gold in another.
- Australia's first First Nations woman elected to federal parliament.



Merit Model for Nova Peris

Her range calculation:

- Skills and experience is 3
- Opportunities is a range 1 or 2
- Degree of Difficulty is $3^2 = 9$
- Merit Model % range is 1350% to 2700%
- To give a benchmark, I could only obtain a maximum of 600% given my Degree of Difficulty of $2^1 = 2$. I would rate myself in the range of 200 to 300%.

How can you help?

In this section, we will talk about how to help out as an individual and how to help out as an organisation.

Focus on Action



Advocate for people from one or more
marginalised groups



Redefine Merit



How can you help as an individual?

This is what you
need to do to move
from CMM Level #2
to CMM Level #3.



CMM Level	Understanding	Key Question
#1 Systems encouraging lack of diversity	There is no understanding	There are no questions being asked.
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Centre people from marginalised groups

Because people from marginalised groups get erased from the conversation every single day.

- Setup your social media to include a core of people from marginalised groups that you wouldn't normally see.
- Proactively find databases of intersectionality marginalised people in your industry to build new relationships.





EdwardMO
@EdwardHMO

Ella Fitzgerald #botd

"I owe Marilyn Monroe a real debt. It was because of her that I played the Mocambo, a very popular nightclub in the 1950s. She called the owner and told him if he'd book me, she'd take a front table every night. I never had to play a small jazz club again."

[Traducir Tweet](#)



Step aside for people from marginalised groups

Instead of applying for a choice opportunity for yourself, encourage, mentor and help people from a marginalised group apply.

This is not tokenism if they have the talent and potential and you are willing to share your skills and experience with them.

https://twitter.com/_BHB_/status/1386365587153055751

I get excited when I see us [Black women] do well. When I see African-American women doing great stuff, I get excited. Usually I drop them a note and say, "Hey, you go for it", "You go girl!" It's never that, oh, "Who do you think you are?" Or, better yet, I'm not going to help you, or I'm not going to be a part of that." I don't have time for that. You know what, we don't have time for that. 'Cause there's still too few of us... So again, so that's why it's important that when you see in opportunity you, you pick up the phone, say, "There's a position that's available. You need to go look into it." Okay? Or, become the on-ramp (Health Care / Executive, personal communication, February 9, 2018).

Encourage people from marginalised groups

- Interview marginalised candidates by default and provide them with constructive feedback.
- Go out of your way to engage with, help with introductions, and mentor them.
- When you see a marginalised person do something well, compliment them. This can help with fighting the effects of gaslighting.
- Encourage them to build a support network from their own marginalised group who can support them now and in the future.

Future-Proofing your Workforce while Navigating Organizational Change

Rowland Mosbergen
<https://doi.org/10.6084/m9.figshare.16725757>



Identify talented people from marginalised groups

- Focus less on skills and experience and more on potential and talent.
- Go out of your way to engage with, help with introductions and job opportunities, and mentor.
- Especially be proactive in job opportunities!
- The more marginalised a candidate, the more the gap between skills and experience should be reduced as a weighting when hiring.
- Take into account extenuating circumstances eg. returning from long-term maternity leave when comparing skills tests.



How can you help as an
organisation?

This is what you
need to do to move
from CMM Level #3
to CMM Level #4.



CMM Level	Understanding	Key Question
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Proactive pre-recruitment activities

Item	Proof / Reference
Ensure that your organisation strategy highlights increasing diversity.	Strong poll response
Proactively engage with diverse groups eg. Mentoring for PoC aspiring to senior management.	Lived experience
Setup a support network inside and outside your organisation for underrepresented marginalised groups.	Publication 1
Keep a database of intersectionally marginalised people that have impressed you. Use this database to build relationships and distribution channels.	Lived experience
Look at opportunities to job-share a senior position ie. a person with talent and potential sharing a job with someone with experience	Publication 2

Publication 1 <http://www.members.advancingwomen.com/awl/summer2001/kerlmoore.html>

Publication 2 <https://capabilityjane.com/wp-content/uploads/2018/05/CapabilityJane-Individual-Guide-to-Job-Sharing-at-Senior-Level.pdf>

Writing the position description

Item	Proof / Reference
Ensure increasing diversity strategy is counted as a KPI or selection criteria in the position description.	Strong poll response
Do a discourse analysis to ensure the PD and the ad doesn't use stereotypical male attributes for leadership.	Publication 1
Ensure the PD and the job ad point to the Diversity and Inclusion strategy.	Strong poll response
Ask for a referee that worked for the applicant and belongs to a marginalised group.	Theoretical
Highlight that feedback on the inclusivity and language of the position description is welcomed.	Theoretical

Writing the position description selection criteria

Item	Proof / Reference
Demonstrated ability to have difficult conversations around Diversity, Equity, and Inclusion.	Lived experience
Demonstrated ability to raise and solve diversity and inclusion issues in the workplace.	Lived experience
Demonstrated ability to champion, identify and mentor diverse candidates for senior management roles and provide safe spaces for them.	Lived experience
Demonstrated ability to connect with diverse stakeholders.	Lived experience
Demonstrated ability to attract diverse, talented, future leaders to the organisation.	Lived experience

Examples

As I review position descriptions, I will add my suggestions to an online spreadsheet to explain what I changed and why.

Here are some examples from that spreadsheet.

Previous	More explanation	New
We are looking for an experienced candidate	Experience can be highly correlated with opportunity, rather than ability. This is already reducing the chances of people from marginalised groups. If experience is a high factor in your senior leadership search you are going to reduce your pool of diverse candidates.	We are looking for a talented candidate
Participates in the identification and selection of key business talent.	Note there is no comment about their ability to lead and understand a diverse workforce. There is also no comment about how to improve diversity in the organisation.	Participates in the identification and selection of key business talent with an emphasis on building the careers of diverse candidates.

Reviewing resumes and shortlisting for interview

Item	Proof / Reference
Increase the emphasis on skills and ability and de-emphasise experience as experience can be highly correlated with opportunity, not ability.	Strong poll response
50% target of people from intersectionally marginalised groups reviewing resumes.	Lived experience
Give constructive feedback to any candidates from intersectionally marginalised groups that don't make the interview.	Lived experience
Ensure candidates from intersectionally marginalised groups are kept in mind for other opportunities.	Lived experience
Add an extra weighting to a candidate based on their "Degree of Difficulty" or "Achievement relative to Opportunity".	Lived experience

Interview process

Item	Proof / Reference
Increase the questions on skills and ability and de-emphasise ones on experience as that can be highly correlated with opportunity, not ability.	Strong poll response
50% target of people from intersectionally marginalised groups on the interview panel.	Strong poll response
Ask diversity questions in the interview. eg. explain a time when you helped someone from a marginalised group deal with discrimination at work.	Medium poll response
Highlight commitments and support mechanisms to counteract the attrition that marginalised hires experience after successful recruitment.	Medium poll response
Ask how many diverse or highly marginalised people have you mentored, and can they be contacted as a referee?	Lived experience

Choosing the candidate

Item	Proof / Reference
Increase the weighting on skills and ability and de-emphasise ones on experience as that can be highly correlated with opportunity, not ability.	Strong poll response
50% target of people from intersectionally marginalised groups on the decision panel.	Strong poll response
Weight the diversity questions responses higher in the interview.	Medium poll response
Add an extra weighting to a candidate based on their "Degree of Difficulty" or "Achievement relative to Opportunity".	Lived experience
Review the diversity of the organisation and weight higher if this candidate will add to the diversity of leadership in the organisation.	Lived experience

Onboarding and beyond

Item	Proof / Reference
Ensure there are commitments and support mechanisms to counteract the attrition that marginalised hires experience after successful recruitment.	Strong poll response
Setup a support network inside and outside your organisation for marginalised groups.	Publication 1
Review their progress and ensure that they have the right supports to rapidly increase their experience if hired on potential.	Lived experience
Ask for "frank and fearless" feedback on the recruitment process and the culture of the organisation and use this to improve the organisation.	Lived experience
If you are truly committed, you can use this as an opportunity to leverage goodwill and market your organisation.	Lived experience



More examples from the NHS

The National Health Service East of England commissioned a report from Roger Kline called "No more tick boxes". This 163 page document provides more specific options that are focused on improving the equitable treatment of women, Disabled staff, and staff of Black and Minority Ethnic origin.

While I disagree with the premise that we should be removing bias from systems and processes (as we need to do more and be anti-racist to reduce the cumulative effects of racism), nevertheless it is an extensive report that is complementary.

*Being supported and
understood creates
inclusive spaces*

When I know that I am supported and people understand why I am sensitive, I feel safe. When I feel safe, I am comfortable being myself and am able to share when something is wrong without being worried about losing my job, losing friendships, or damaging my career. To me, that is inclusion. - Rowland Mosbergen

Real life impact

In this section, we will talk about how this has already made an impact using three case studies.



STEMFORMATICS

- I organically built a very diverse software engineering team that at one point consisted of 4 women (including 3 students and 3 women of colour) and myself
- To give you a benchmark, I had a colleague in a similar industry who struggled to find female software engineers.
- These experiences later shaped my thoughts on workforce planning and diversity in organisations.



- Setting up a committee for a community that was overwhelmingly (91%) male
- I wrote the CMM to argue we should use a collaborative framework and that people with privilege should step aside
- This convinced a candidate who went from wanting to be the chair to backing a candidate who had a higher “Degree of Difficulty”
- There was pushback even from the ones who would benefit (Token hire).
- The end result of this was we selected two very capable co-chairs - both women, with one being a woman of colour.



- Setup of a new 8 strong data analytics group at the University of Melbourne
- During the initial interviews I recognised there was no cultural diversity in the interview panel.
- I reached out to my network of culturally diverse colleagues and they responded.
- In many interviews we had one or more culturally diverse interviewers.
- The result was that we ended up having 44% of the initial recruitment being culturally diverse and 25% intersectionally diverse.

Feedback

“So much respect to you for undertaking a challenging feat to open up difficult conversations. These conversations are extremely important and it’s a shame they are not a part of occupational health and safety procedures.” – Priyanka Pillai

“As a stupendously privileged white male whose life has essentially gone the easy-route to success, I would like to compliment you on this work. Seriously.” – Sven Dowideit

It has kick started other ideas

A website and Twitter account called “Not The Only One” - Capturing, curating and sharing stories and data about racism and intersectionality (<https://nottheonlyone.org/>).

A mentoring program called “Mentoring for PoC aiming for Senior Leadership positions”. In September 2020, the program managed to connect 4 mentees with mentors.

And many other presentations including Unconscious Bias and other resources.

15 minute introduction to Diversity and Inclusion for workplaces

<https://doi.org/10.6084/m9.figshare.16802680>



Discourse Analysis Framework for DEI

Discourse Analysis Framework

This discourse analysis framework takes the ideas from the background and turns them into specific areas to review.

It allows an individual to review a DEI strategy to see if initiatives contain core messages that demonstrate the core ideas that can help accelerate change.





Find out more

More open and free resources at
<https://www.practicaldiversity.org>

Part of the "Enlightened" organisation series



Hiring for continuous improvement skills



Advocacy-based strategic planning

Key Continuous Improvement Skills



Learnability



Collaborative by Default



Adaptability



Critical Thinking



Tolerance for Ambiguity



Tolerance for Complexity

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I recommend that you follow the following people on twitter as they have all helped me at some point in my journey and still do:

<https://twitter.com/i/lists/1386261499321065478>

Thank you.

Hands-on workshop

- Do you need to go deeper into anything you have seen today?
- Do you have a senior leadership role coming up? Do you want to work through the advice?
- Let's use what we have learned today and work with other senior leaders / HR people in small groups.
- Do you need help to find and follow diverse leaders in your industry?
- What tips that you heard today will be easy to sell? Which ones will be difficult?
- You will need buy-in across the organisation for this to work sustainably. What are your individual challenges and how can you help each other?