



# INCLUSION PERFORMANCE MEASURE™ REPORT

Name:

Job Title:

Business Unit:

Organisation:

Level:

Date:



**nclusion**

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## Aim and usage of the Inclusive Leaders Measurement™ Report

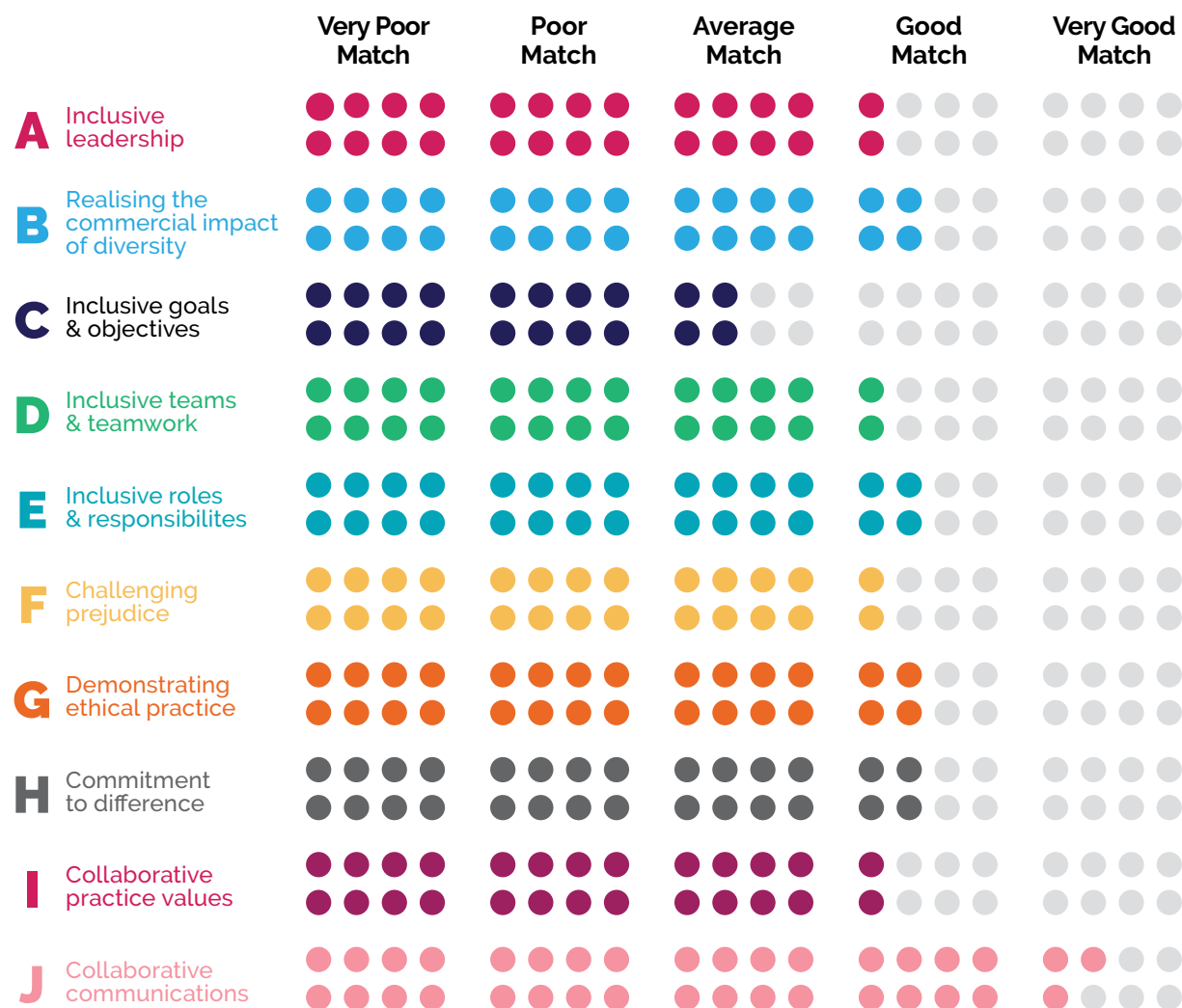
The value of this report is limited in time. Its content is intended to support decision-making but at a specific time and in relation to specific criteria. It is not, therefore, advisable to use it for other purposes. It should also not be used in isolation, nor should it be the sole input into the decision making process. It should be used in conjunction with other information about the participant such as performance data and should facilitate decision making, rather than be the deciding factor. It should also be used as a basis of discussion with the participant so as to obtain their views on the points raised and to add supplementary information to these conclusions.

This report is being sent to named recipients and it is each person's responsibility to ensure this report and its contents are kept confidential and are not passed to third parties, or used for any purposes other than those specified above.

The participant will receive a copy of this report and will also have the opportunity of a further validation meeting with the consultant to review and discuss its content and identify development needs.



# Inclusion Performance Measure™ Report



## Validity of these results

RDDPM endorsed 10 items on the Inclusive Leadership Measurement Consistency Scale.  
This score indicates that the profile is valid and interpretable.

# Inclusion Performance Measure™ Report

## Inclusive Leadership

- Learn about the cultural backgrounds, lives and interests of colleagues outside of the work place.
- Be creative, flexible and look for new ways of doing things.
- Acknowledge all faiths present in your workplace.
- Demonstrate a knowledge and interest in other cultures.
- Admit you don't know the answer when you don't, and seek opinions from those around you.
- Exert effort to identify your own biases, and find ways to manage them in the workplace.
- Demonstrate open-mindedness, a passion for learning, and a desire for exposure to different ideas
- Show acceptance of everyone without bias.
- Have self-awareness of how preconceived

views can influence behaviour towards others.

- Ensure that information systems that guide decision making are free of bias.
- Select the right communication tool for the right task, and not necessarily the most efficient one best suited to your work habits.
- Get involved in mentoring another person who requires support within the business, or seek mentoring to develop a new skill that is of interest and use.
- Create employee resource groups, or networks of employees who share an affiliation (such as women, ethnic minorities, or young professionals).
- Within the resource groups seek real assignments that are of tangible benefit to the business.

## Learning & Development Tasks





# Inclusion Performance Measure™ Report

## Realising the Commercial Impact of Diversity

- Gain access to different perspectives and sources of information.
- Gain greater understanding of customers.
- Strive to ensure better communication with customers with different perspectives.
- Provide multilingual service and support to improve customer satisfaction and open up opportunities in different sectors of the market.
- Ensure that product and service concepts do not conflict with different cultural values.
- Fend off the dangers of groupthink by offering fresh blood and alternative solutions.
- Understand the cost of integrating workers poorly, as demographic diversity increases.
- Adopt a diversity management approach to attract more talented women, ethnic minorities and other groups than otherwise.
- Examine how to realise market gains from improved insight and cultural sensitivity.
- Examine how customers are becoming more diverse and aim to reflect this diversity.
- Increase creativity and problem solving by providing a wider range of perspectives to customers.
- Create more flexibility to react to environmental changes.
- Utilize multiple communication vehicles such as web sites, brochures, talking points, and more.
- Elaborate on benefits of diversity and inclusion (D&I).
- Acknowledge and addresses possible unfavourable impact of procedures and processes on customers.
- Track and communicates D&I strategy progress and setbacks.

## Learning & Development Tasks



# Inclusion Performance Measure™ Report

## Inclusive Teams & Teamwork

- Develop an atmosphere that is safe for all team members to ask for help.
- Actively seek information from people from a variety of backgrounds and cultures, including multiple parties where possible on the problem solving and decision making process.
- Create a team spirit where every member feels valued.
- Ensure you place a high value on the ideas of others.
- Allow time to foster creativity.
- Develop your own teamwork definition that you all share and fits your context.
- Provide immediate feedback on performance (so that it is clear how well everyone is doing) and encourage others to support and provide feedback to each other.
- Create and/or review the team's charter.
- Discuss why the team exists.
- Allow each team member to express commitment.
- Use the common purpose to prioritize team actions.
- Be honest.
- Work to eliminate conflicts of interests.
- Trust teammates (you must trust them before they will trust you.)
- Request solutions; get each party to identify how the situation could be changed.
- **Go beyond the role of a diversity advocate by being a:**
  - Individual that sets the example and becomes a role model.
  - Team builder that pulls people into a unified team.
  - Team builder that pulls people into a unified team.
  - Devil's advocate, raising issues for better understanding.

## Learning & Development Tasks



# Inclusive Performance Measure™ Report

## Inclusive Goals & Objectives

- Confirmation Bias - Avoid the tendency to seek out the things that fit into your preconceived ideas and beliefs.
- Stereotypes - Avoid stereotypes by using 'blind' processes where possible, i.e. avoid identification of gender, ethnicity, sexuality, age religion etc.
- Intuition - With gaps to fill, start paying more attention to personality and interests. Intuition happens a lot when interviewing someone very similar to ourselves. Further, when interviewing, stick to questions concerning past work and qualified skills. This will help keep you on track and ensure that intuition is backed up by answers or disproven by facts.
- Provide culturally appropriate consumer experience; design products and services to meet their needs.
- Get involved in mentoring another person who requires support within the business, or

seek mentoring to develop a new skill that is of interest and use.

- Demonstrate open-mindedness, a passion for learning, and a desire for exposure to different ideas.
- Exert effort to identify your own biases, and find ways to manage them in the workplace.
- Model and promotes a culture of respect, fairness and trust where people feel appreciated and valued for their unique contribution.
- Demonstrates openness to others' ideas or to being influenced about another person (e.g., believing that others have something valuable to say or offer, no matter what position(s) they hold).
- Facilitate open and honest dialogue and create a safe environment to learn, give and receive feedback.

## Learning & Development Tasks



# Inclusion Performance Measure™ Report

## Inclusive Roles & Responsibilities

- Communicate effectively with internal and external stakeholders important to your role using a range of methods.
- Be transparent, objective and accessible.
- Ensure that feedback information from clients is systematically sought, considered and used for the improvement of services.
- Gain further developments in people skills through an accredited course.
- Request peer review or coaching (coaching others and being coached in your subject or vocational area).
- Work shadow a manager working in areas of diversity and inclusion.
- Read and review books or journal articles in relation to creating inclusion in organisations, try to implement at least one idea that will benefit your immediate team.
- Ensure that all voices feel they are being heard.
- Strive to work flexibly in a way that pro-actively manages stress. Flexible working is linked to employee engagement.
- Understand the importance of employee engagement and diversity as 'two sides of the same coin.'
- When working on wider organisational projects and engaging with either internal or external professionals, ensure you strive to identify following:
  - What your desired **OUTCOMES** will be.
  - A defined, and **REFINED** set of criteria that will ensure success.
  - Determination of project requirements and **SCOPE**.
  - Assessment of the **VALUE** of the project to the organisation.
  - How any external professionals will fit into the **CULTURE** of the immediate environment.

## Learning & Development Tasks





# Inclusion Performance Measure™ Report

## Challenging Prejudice

- Make a commitment to speak up when you hear prejudicial remarks that signal prejudice.
  - Take advantage of events and other informational materials and make it a point to learn something new about different cultures.
  - Think about ways to improve your workplace to promote and understand equality. Be proactive about making suggestions.
  - Never make assumptions about other individuals or their beliefs. Ask questions about cultural practices in a professional and thoughtful manner, if the situation arises.
  - Participate in company-sponsored affinity and networking groups.
  - Develop informal social support networks made up of people who can offer insight into workplace issues.
  - Keep a detailed log of any identified issues of discrimination.
- Gain access to different perspectives and sources of information.
  - Strive to ensure better communication with customers with different perspectives.
  - Make a commitment to speak up when you hear prejudicial remarks that signal prejudice.
  - Think about ways to improve your workplace to promote understand and equality. Be proactive about making suggestions.
  - Never make assumptions about other individuals or their beliefs. Ask questions about cultural practices in a professional and thoughtful manner, if the situation arises.
  - Lead by example in relation to fairness within the business.
  - Focus on the solution and never the problem.
  - Take first person responsibility when issues occur.

## Learning & Development Tasks



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## Demonstrating Ethical Practice

- Respect clients' diverse personal values, beliefs and attitudes.
  - Make sure that you and your colleagues meet your responsibilities when handling critical business issues.
  - When practices are unclear, clarify any uncertainty and check that it follows your organisation's requirements and legal and ethical guidelines.
- Respect colleague expertise.
- Listen to the ideas and advice of others.
- Encourage creative and innovative thinking.
- Work to create individual autonomy within the team.
- Be forgiving and offer helpful advice when mistakes are made.
- Praise success within the team.
- Create a culture of continuous learning, seek training and strive to upskill.
- Ask to be given responsibility and to be

trusted with it.

- Learn what team members do best and work out how to maximise each other's skills to team advantage.
- Do something voluntarily to help people with a protected characteristic. This is called 'positive action'. Taking positive action is legal if people with a protected characteristic:
  - are at a disadvantage
  - have particular needs
  - are under-represented in an activity or type of work
- Be forgiving and offer helpful advice when mistakes are made.
- Learn what team members do best and work out how to maximise each other's skills to team advantage.
- Promote evidence of eliminating unfair practices and or issues that threaten the wellbeing of colleagues.

## Learning & Development Tasks



# Inclusion Performance Measure™ Report

## Commitment to Difference

- Never operate in crisis mode, manage boundaries in relation to any delegated deliverables, and communicate what you can realistically can achieve.
- Have a fundamental desire to complete things, maintain your focus even in the context of challenge.
- Seek, give, and summarise information to ensure that the situation/issue at hand is understood.
- Use appropriate influence strategies (such as demonstrating benefits or giving rewards) to gain genuine agreement; persist by using different approaches as needed to gain commitment from different audiences.
- Close discussions with clear summaries; summarise outcomes of discussions and establish next steps if needed.
- Establish good interpersonal relationship by helping people feel valued, appreciated, and included in discussions.
- Capitalise on personal initiatives that support others by harnessing the support of the line manager.
- Actively seek a mix of developmental activities from classroom to teamwork to individual projects that improve workplace wellbeing.
- Enhance life management skills such as how to manage stress.
- Examine how to make a good/persuasive argument to persuade/influence a positive change to a procedure or process.
- Work to make others feel ownership of any new solutions they may put forward.
- Identify key decision-makers on issues of diversity with a view to identifying opportunities for change within own business area, and communicate this to management.

## Learning & Development Tasks



# Inclusive Leaders Measurement™ Report

## Collaborative Practice Values

- Critique own performance from the perspective of a diverse range of colleagues as a means of self-improvement.
  - Gauge standards of work performance in terms of the impact it has on fairness and wellbeing.
  - Set high standards for supporting others so that team members might follow lead.
  - Complete own work on time, and against agreed commitments; act on promises to others.
  - Support others' work giving due consideration to how different views and attitudes lead to quality of output.
  - Suggest new ways to apply existing knowledge.
  - Look beyond tried-and-true methods of solving problems.
- **Seek to understand the invisible manifestations of organisational culture:**
    - Values
    - Private Conversations (with self or confidants)
    - Invisible Rules
    - Attitudes
    - Beliefs
    - Worldviews
    - Moods and Emotions
    - Standards of Behaviour
    - Assumption
  - Ensure these cultural drivers are positive in nature, and do not hinder rather contribute to effective performance and wellbeing.
  - Take responsibility for your own professional and career development.
  - Seek support as required to further understand your role.

## Learning & Development Tasks







# Inclusive Leaders Measurement™ Report

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## Collaborative Communications

- Display confidence and seriousness to ensure that you will not be taken for granted.
- Use words that can be easily understood, avoiding ambiguity.
- Use visuals where possible to communicate a message to instill understanding.
- When communicating diversity goals and objectives apply the 7 Cs, communication needs to be:
  1. Clear.
  2. Concise.
  3. Concrete.
  4. Correct.
  5. Coherent.
  6. Complete.
  7. Courteous.
- Consider the message you are attempting to deliver, against managing the message that the person/people receive.
- Work on building your communication tool kit, develop and practice multiple approaches and phrases to use in different situations and with different people, and learn to read situations so that you can choose the best communication tool for the job.
- Zero in on the source of any silence on a diversity issue, and examine what is driving it.
- Make openness a routine; dedicate part of the agenda in your regular team meetings to air out problems.
- Constructive feedback is information-specific, issue-focused, and based on observations.
- Avoid "need to" phrases, which send implied messages that something that didn't go well.
- State observations, not interpretations.
- Observations are what you see occur; interpretations are your analysis or opinion of what you see occur.

## Learning & Development Tasks

