



every
woman
WORKBOOK

DIVERSE AND
INCLUSIVE
LEADERSHIP:
THINKING BEYOND
GENDER

About this workbook

At everywoman, we deliver a range of innovative products and resources that unlock the potential and talent of women in business globally. Whether you're just starting out, looking to progress your career, or even to build and develop your own enterprise, the everywomanNetwork provides a wealth of personal development resources, advice and inspiration to address the challenges you face at key stages in business. We produce workbooks on topics that matter most to our members and we're constantly listening to your views to give you the tools you need to propel you through your life's work, at a time and place that suits you.

Welcome to our workbook, *Diverse and Inclusive Leadership: Thinking Beyond Gender*.

A fundamental task of leadership is to create a workplace community in which every team member, regardless of gender, race, different ability, sexual orientation, age or religion — to name but a few of the differences in the human race — can pull together to work as a team and harness the strengths that come from that diversity.

This workbook follows on from everywoman's popular introductory workbook *Diverse and Inclusive Leadership: A Guide to Getting Started* and looks at the different characteristics of the people who make up teams and how those differences can be harnessed to positive effect. The content in this follow up workbook is relevant to all leaders who manage diverse teams and seek to develop an inclusive approach.

Content includes:

- **Recap on gender diversity and the impact on business:** gender diversity is a much-researched area and good practice in this field attracts attention, and as a result it is often top of mind when leaders and their organisations think about managing the differences in their workforce. It continues to matter because a lot of work still needs to be done on this front — but it is not the only difference deserving of attention.
- **Diversity in context as a leader:** we'll explore the different types of diversity you will manage and how to value different and unique input. How well do you know your team members? What holds people back? And how can you set them free?
- **Finding your voice on diversity and inclusion:** finding your voice on this subject, whether as a leader or team member, is not easy. This workbook will look at the best ways to do it, and how to balance the risk against the gains.
- **How to support your team:** how do you create an open environment which balances zero tolerance of bias, whether conscious or unconscious; in which team members have a safe space and are empowered to speak out?

All of this is part of a process, and that process needs to be viewed as a long game. It starts with awareness and grows through the actions and commitment of leadership and individual people, to the point that it becomes part of the culture of the company, or as is sometimes said: 'The way we do things around here'.

We'd love to know how you get on – email us at karenmax@everywoman.com or tweet us @everywomanuk.

Max & Karen
and the everywoman team

“Inclusion is not a matter of political correctness. It is the key to growth.”

Jesse Jackson

Recap on gender diversity and the impact on business

In this section, we will cover some facts about gender diversity and why it is a key business issue.

- Companies in the top quartile for gender diversity on executive teams are 25 percent more likely to have above-average profitability.
- Companies with more than 30 percent female executives are more likely to outperform companies where this percentage ranged from 10 to 30.
- 15 percent is the average profit increase for companies whose leadership team is made up of 30 percent women.

Sources: HBR, BITC, McKinsey

S&P Capital IQ monitors some 300,000 businesses across the world. Its 2021 data shows that the UK, for example, ranks 5th among G20 nations for women leading private companies and listed businesses. Only 6.3% of companies are run by a female chief executive, and while this is up from 6% in 2019 and 6.2% in 2020, it is still woefully low. The USA is the leader, with 8.4%, followed by South Africa at 7.3% and 5.4% in China.

So why is this still the case? Increasingly in developed countries, women have equal access to education, training and employment opportunities, but the numbers tail off as women climb the ladder, until there are very few in positions of power. The gender pay gap remains, and is exacerbated by the fact that the highest paying jobs are often those with the least gender balance.

The truth remains that the pipeline of women in the workforce is shaped like an inverted telescope. Equal numbers join at the outset of careers but at each significant stage of progression, the balance is eroded. Whether this is due to lack of opportunity, lack of confidence, lack of sponsorship or simple bias, the result is the same. In senior management roles, corporate leadership and boardrooms, women are still rare. What this means in practice is that companies invest in people when they hire and develop them but lose all that knowledge and experience when they drop out of the organisation for various reasons.

However, just hiring more women at various levels throughout the company is not enough in itself to improve performance and impact the bottom line. This is where inclusion comes in. It's one thing hiring a more diverse workforce, it's quite another actually engaging with individuals to harness the benefits that come from the breadth of thinking and different experiences that they bring to the table. That's where the real results come from.

So how can you, as a leader and a team member, do your bit to address this?

Numerous studies and anecdotal evidence show that seeing other women succeeding and thriving in the workplace is highly inspirational for other women – you've no doubt had that experience yourself. A 2016 study by everywoman found that 74% of women surveyed felt inspired through having access to role models, and were 42% more likely to be promoted. So actively supporting female colleagues that you meet in the course of your work is more than a nice thing to do – it's your duty!

There are so many ways you can do this. Some of them you may already have in hand, such as mentoring or actively encouraging female co-workers to put themselves forward for opportunities as they arise. Can you use a 'pull' approach in meetings that you run by asking a less senior person to speak up or even make a presentation? Have you thought about the 'norms' in your organisation that actually discourage certain behaviour or silence certain voices?

Map the women you regularly encounter in the course of your work, be they less senior or your peers. What might stand in the way of their progress and what is the reason for that? Is there something you can do directly to help and support them or is there evidence of a pattern emerging – for example of women not having the opportunity for stretch assignments, or jobs and opportunities going to the usual suspects?

Question the status quo – have you come across situations where someone has left because, despite policies enabling flexible working, an individual manager did not interpret the rules in the spirit in which they were intended? Or where a capable and ambitious colleague of colour was continually passed over for opportunities or promotion, while white colleagues with apparently less ability carried on rising up the ladder? You will undoubtedly have other examples.



EXERCISE

Work through them here:

Situation	
Fairness scale (0-10)	
What can you do to move the dial?	
Who else needs to be brought in to support?	

If you can see a pattern of bias, conscious or unconscious, summon up your courage and call it out. Nothing will change if people look the other way. There's more on this and how to do it in section 3.

Diversity in context as a leader

In this section, we will cover the different types of diversity you may manage during your career and how to value the unique input of the individuals concerned.

The role of a leader is to get the job done by harnessing the skills and experience of a group of individuals, pulling together as a team. That sounds easy enough, but it is one of life's most complex tasks. The very definition of an individual — a single human being as distinct from a group — defines the issue. Add to that as many singular life experiences and abilities as there are people in the team and you start to see the issue at hand. And that's before you even get into the mindsets that go with all the differences. So, managing diversity is not a task for the fainthearted leader, but get it right and it can produce significant results and be truly rewarding.

ACAS, the UK workplace Advisory, Conciliation and Arbitration Service, says:

A workplace encouraging equality, diversity and inclusion can help:

- make it more successful,
- keep employees happy and motivated,
- prevent serious or legal issues arising, such as bullying, harassment and discrimination,
- to better serve a diverse range of customers,
- improve ideas and problem-solving, and
- attract and keep good staff.

These differences may include:

- age
- disability
- gender reassignment
- marriage or civil partnership
- pregnancy or maternity
- race (including colour, nationality, ethnic and national origin)
- religion or belief
- sex
- sexual orientation

These are called 'protected characteristics' under UK law (the Equality Act 2010) and many other countries have similar lists. Discrimination based on any of these protected characteristics is usually against the law and can include unfair treatment as well as harassment and bullying. To that list we can add learning or developmental differences such as dyslexia or autism, physical differences such as verbal or sight impairment, deafness, mobility problems, paralysis and wheelchair use. The list is very long.

A word about generations

Workplaces today are multi-generational. Team members can range from Baby Boomers now in their 60s, through Generation X now in their 40s, Millennials now in their 30s, through to Generation Z, many of whom are only just entering the workforce. Their values, work ethics, feedback and communication preferences are markedly different. These diverse characteristics can create the potential for creativity and innovation, but also for conflict and misunderstanding.

You can avoid these pitfalls by...

- Being respectful, flexible and understanding.
- Shunning stereotypes.
- Being open to learning from others, and helping them learn from you.
- Adjusting your communication style.
- Focusing on similarities between individuals, rather than on generational differences.

Empathy versus understanding

The challenge with leadership is that if you haven't lived someone else's life, it's very hard to understand their experience — or even to be aware of it. Your own experience is shaped by the colour of your skin, the culture in which you were raised and live now, your body and how it works, your mind and how that works, your age, religion, sexual orientation and many other things.

So, if you have never been overlooked because of the colour of your skin, been ostracised for wearing something that indicates your religion, been patronised for being too old or too young, been afraid to be open about your sexuality, or any of the other differences that shape human lives, you cannot actually understand it. You can empathise and you can learn, but you cannot live that experience and nor can others live yours. Equally, if you have been discriminated against for any reason, it's important not to assume your reaction is the same as that of others in the same situation. Human beings are all different and we react differently, even to similar circumstances.

Bias in action

Human beings are hardwired to be social creatures. A sense of belonging is a fundamental need which drives us to gravitate towards people who are like us in looks, attitudes, behaviours and experiences, and to have our outlook shaped and reinforced by that experience. This then leads to stereotyping and received wisdom, reinforced by the group you belong to. Over time, all sorts of stereotypes and misunderstandings have come to be represented as fact and that affects how we view other people. Despite our best efforts, we are all guilty of unconscious bias, in all sorts of ways and about all sorts of things, and it impacts our behaviour.

Gina Rippon, cognitive neuroscientist and author of *The Gendered Brain*, says: 'Social stereotypes have a self-sustaining characteristic whereby, once they become part of an individual's or a society's social guidance system, they will determine that the individual or their society behaves according to the messages embedded in the stereotype.'

An example of this would be the worldwide under-representation of girls studying STEM subjects, long regarded as a 'male' domain. There is no reason why girls and women should not excel in Science, Technology, Engineering and Maths but the stereotype holds them back from getting involved, and those who do can find it hard to be taken seriously.

All of us have an unfair pull towards those who are like us, whether in obvious or more subtle ways, and, alongside that, prejudices against individuals or groups who do not match our own perceived norms. This bias, whether conscious or unconscious, is a very human condition and all of us have it because:

- Our patterns of belief and their impact are so deeply ingrained, and so concealed in our unconscious, it becomes difficult for us to fully understand their impact on our decision-making.
- Our minds automatically justify our decisions, blinding us to the true source, or beliefs, behind our decisions.
- We believe our decisions are consistent with our conscious beliefs, when in fact, our unconscious is the driver.

This leads to discriminatory behaviour in thinking, in language and in behaviour. Things we are all familiar with, such as hiring on 'gut feeling' or making snap judgments about people based on instinct. We may not think it matters, but it is bias in action.

There are less obvious examples too. Research by Queen Mary University of London in 2019 looked at how a person's accent could affect their opportunities and life outcomes and found that there is an 'enduring hierarchy of accents' in the UK. The research found that people over the age of 40 are more likely to judge a job candidate as less employable if they speak with a regional working-class accent.

Many disabled people continue to face negative attitudes — in the playground, in the street, and from employers. Research by the charity Scope found that 67% of the British public admit that they feel uncomfortable talking to disabled people and that one-fifth of 18-34-year-olds avoid talking to a disabled person because they aren't sure how to communicate with them. People worry that they will say something inappropriate or use an offensive term by mistake.

They are not alone. Language around any type of diversity makes people uncomfortable because they literally do not know which words to use. But if we can't talk productively, we can't do anything to improve the situation. It's important to make time to deepen your understanding by reading, listening, observing, and when the time and opportunity arise, to start a conversation.



EXERCISE

Think of a time when you may have heard bias in action.

What happened?

What was the impact?

What did you do?

What would you have liked to have done?

What might you do now?

Actions you can take:

- Notice your defensiveness and accept the discomfort.
- Try and look at things from others' perspectives.
- Develop a desire to know, become better informed, practice and correct your mistakes.
- Check the appropriateness of a term with a member of the group being referred to.
- Challenge negative terminology (more on this in section 3).

“WE HAVE A MORAL DUTY TO REMOVE THE BARRIERS TO PARTICIPATION, AND TO INVEST SUFFICIENT FUNDING AND EXPERTISE TO UNLOCK THE VAST POTENTIAL OF PEOPLE WITH DISABILITIES.”

STEPHEN HAWKING, AUTHOR, COSMOLOGIST, AND THEORETICAL PHYSICIST.

As well as different life experiences, your team will have a wealth of personalities, opinions, talents and skills. Make a point of getting to know them as individuals. What are their experiences? What skills and talents do they have beyond those you see in use every day in their work? Who are they as people? What do they care about? What are their ambitions? How would they like to develop? What do they need to see change? What do they suggest can be done about it?

In this way you can see the wider picture and ensure that through better understanding, you value the unique input of each person you interact with.

In an article for *Harvard Business Review*, Robin Ely and David A. Thomas make the case that companies can benefit from diversity if leaders create a psychologically safe workplace (see more in section 4), combat systems of discrimination and subordination, embrace the styles of employees from different identity groups, and make cultural differences a resource for learning and improving organisational effectiveness.

Wherever you sit in the organisational hierarchy, you can play your part.



EXERCISE

Map your team or a wider colleague set by putting their names into these categories:

People I deal with a lot but don't know much about	People I know well and whose talents I harness
People I have little to do with and hardly know anything about	People I have little to do with but I'm aware of their skills and experience

What conclusions do you draw from this exercise?

What actions will you take as a result?

Set priorities and timelines for your actions below.

Finding your voice on diversity and inclusion

In this section we will cover good practice in addressing inappropriate speech or behaviour, and how to balance the risk against the gains.

With greater awareness of these issues comes an imperative to do something to address them. But this is not an easy course of action. Whether you are the leader with a duty to set the tone, or a team member, ignoring the situation is not an option. Many of us are conscious of and often frustrated by both bias and inequality every day of our lives, whatever our own circumstances, but to do something about it requires courage and integrity. Only in that way can we achieve greater diversity and inclusion.

Discrimination can range from seemingly small things such as inappropriate comments or humour, to outright unfair treatment based on a certain general characteristic or perceived difference. The bias is often unconscious but that doesn't make it acceptable. The challenge is to move on from our inner dialogue to taking action. We may think, 'How dare they say that?', 'I can't believe they did that!', 'That is totally unacceptable', before we walk away and let it go. The challenge is to call it out.

We can all remember circumstances when we were part of a group and an offensive comment was made about someone else. It may have been intended as a joke and perhaps others laughed, but in your heart, you felt uncomfortable.

Or perhaps you witnessed a pattern emerging of people in one group being selected for projects or promotion even though there were equally capable and qualified people available in another group.

It's hard to move from feeling uncomfortable to calling it out. It requires courage as well as some thought about the best way to tackle the issue. But think about it. If we want it to change, we must make the issue visible and there are good reasons to do so. Firstly, it's important that we are each true to our values because if we are not, it will eat away at us, eventually leading to unhappiness and dissatisfaction. And if we don't address the issue, it makes us complicit. Ultimately it is harmful to the business we work in. A company culture where such behaviour goes uncorrected will become toxic; unacceptable to the best people (who will leave), and the company will develop a poor reputation which makes it harder to recruit great talent and achieve its mission.

“THERE IS NO QUESTION THAT OBJECTING TO SUCH SITUATIONS IS DIFFICULT. THE PERSON WHO DECIDES TO RAISE THE ISSUE COULD DAMAGE THEIR RELATIONSHIP WITH THE PERSON MAKING THE COMMENTS OR ASSIGNING THE WORK, WHICH COULD ADVERSELY IMPACT THE OBJECTOR'S CAREER OPPORTUNITIES. THIS IS ESPECIALLY TRUE WHEN THE COMMENTS OR BEHAVIOUR AREN'T TECHNICALLY ILLEGAL. IT TAKES COURAGE TO BE THE ONE, PERHAPS THE ONLY ONE, WHO CALLS OUT BEHAVIOUR AS UNHELPFUL TO A PRODUCTIVE WORK ENVIRONMENT.”

AMBER LEE WILLIAMS, WALMART

You can be sure that you were not the only person in that situation who felt the way you did, so how can you be brave enough to be the one to challenge it?

- It may be that you can simply put another point of view forward there and then, for example if a role is being discussed, you could suggest a suitable alternative candidate. If a joke is made in poor taste, you could initially bat it away with a light touch, frown and say something like, 'That's not appropriate'. That may be enough to make the other person stop and think. But if it is the culture of the team or the organisation, you need to challenge double standards and language that fosters stereotypes or puts people down.
- Stay calm. When you are offended or upset, your initial reaction will be emotional and that's not the best foundation from which to make a valid point. Take the time you need to process what has happened and how it makes you — and probably others — feel.
- Plan the message you want to communicate so that the point will be clearly understood and not undermined by the way it's put across. Think through what you want the other person to realise. It often helps to write it down in the first instance, so that you can choose your words carefully. The key is to be respectful of the other person, and objective but candid. Consider what the reaction is likely to be and that will help you decide whether you can tackle this personally or whether you need the support of others.
- If appropriate, tackle the situation then and there with the person concerned, or see them alone immediately afterwards. Voice your concern but approach it from a learning perspective rather than any intent to shame them. Use the feedback technique:
 - **SITUATION**: outline the situation you are referring to, so that it is clear and in context.
 - **BEHAVIOUR**: describe precisely the behaviour that needs to change.
 - **IMPACT**: explain the impact the behaviour had on you or how you perceive it to have affected someone else, the team and, if appropriate, the company.For example: *"In the meeting just now (SITUATION) you made a joke about women's heads being so full of kids and shopping that they can't focus on an important project. (BEHAVIOUR) I don't know whether you realise how that sort of comment makes the women in the room feel? We find it offensive and belittling and we think less of you as a result. It makes us all clam up so there's no useful discussion afterwards. (IMPACT)."*

You may be surprised to find that the person had no real understanding of the impact of their words. Opening a dialogue about what happened can sometimes be enough to spark change.

- That technique may be suitable for tackling a peer, a subordinate, or someone you know well, but what if the person who behaves or speaks inappropriately is a senior colleague? That is (and feels like) a riskier situation. In that case, seek help and support. Speak confidentially to a trusted colleague who was there and check if their reaction is similar to yours. This knowledge will boost your resolve. Discuss it with your mentor if you have one, or someone else you trust. They will also give you a 'reality check' on your reaction and provide moral or practical support. They may help you to identify the appropriate person to speak to about the problem or they may be able to raise the issue themselves.
- The ultimate sanction may be to raise a grievance and your organisation will have a process for that — but it is not a step to be taken without a lot of thought about the consequences.

Your goal in all this is to encourage the other person to think again and consider the issue so that they can gain a greater understanding. This in turn will lead to a change in behaviour. One of the ways to do this is to set your own boundaries and make sure others are aware of them.

“THE POINT IS TO DRAW A LINE, TO SAY, ‘I DON’T WANT YOU TO USE THAT LANGUAGE WHEN I’M AROUND.’ EVEN IF ATTITUDES DON’T CHANGE, BY SHUTTING OFF BAD BEHAVIOUR, YOU ARE LIMITING ITS CONTAGION. FEWER PEOPLE HEAR IT OR EXPERIENCE IT.”

BOB CAROLLA, SPOKESMAN FOR THE NATIONAL ALLIANCE FOR THE MENTALLY ILL

Think of some open-ended questions or comments you could use the next time you encounter discriminatory comment or behaviour.



EXERCISE

Situation	Question/comment
Someone makes a slur about another's ethnicity.	'Why do you say that?'
A colleague is speculating about someone's sexuality.	'That sort of talk makes me feel very uncomfortable. I don't want to hear it.'
A manager says there's no point asking someone to do a piece of work because 'they're dyslexic'.	'I think it's unfair to prevent them gaining experience for that reason. I've noticed Ben is brilliant at portraying complex concepts visually. Could we go about this differently?'
Someone comments that women cannot make decisions.	'What is your evidence for that statement?'
Add your own examples here:	Add your own questions/comments here:

If the moment passes without you having done or said anything, don't beat yourself up. This is a complex issue. Make time to think about it and what the result will be if the behaviour continues. That will give you the courage to call it out another time – and sadly, there will be another time.

“....SILENCE IS PERVASIVE IN ORGANIZATIONS DUE TO THE WIDELY SHARED BELIEF THAT SPEAKING UP ABOUT SENSITIVE ISSUES IS FUTILE OR EVEN DANGEROUS. CONSEQUENTLY, ORGANIZATIONS NEED TO CONVEY TO EMPLOYEES THAT THEY WILL BE PROTECTED AND VALUED IF THEY SHARE SUGGESTIONS, OPINIONS, AND CONCERNS — AND THAT THOSE WHO HARMED THEM WILL FACE SERIOUS CONSEQUENCES. BY DOING SO, LEADERS CAN ENCOURAGE THOSE WHO ARE BEING MISTREATED TO FIND THEIR VOICE.”

FRANCESCA GINO, HARVARD BUSINESS SCHOOL

How to support your team

In this section we will cover...

- How to create an open environment.
- How to establish zero tolerance of bias, whether conscious or unconscious.
- How to create a safe space for team members to speak out.
- How to nurture a spirit of community.

“PSYCHOLOGICAL SAFETY IS A BELIEF THAT ONE WILL NOT BE PUNISHED OR HUMILIATED FOR SPEAKING UP WITH IDEAS, QUESTIONS, CONCERNS OR MISTAKES.”

AMY EDMONDSON, HARVARD PROFESSOR

It is the job of the leader to create an environment in which team members can do their best work. Partly this is about inspiring them and enabling development so that excellence becomes a goal that everyone can aspire to reach — but it is also about the circumstances people are working in. Unsurprisingly, all the evidence is that the environment needs to be one of trust and integrity and that this does not happen by accident. Google’s famous Project Aristotle, a study to understand team effectiveness, found that psychological safety was the critical factor that explained why some teams outperformed others. Creating an open and supportive environment is the job of the leader too.

People talk about building trust, but this is not an overnight fix. Trust comes from a consistent set of behaviours, role-modelled by the leader which sets standards for the entire team to adhere to. When this happens, trust builds over time and that’s when teams can achieve high performance.

How the leader can set the scene:

- **Define behavioural standards and be the role model**

Make it clear through your actions and how you deal with issues that arise, what standards you require from team members. Be consistent in your own behaviour and require your team to be respectful and supportive of one another. Show zero tolerance of bias, by dealing with it whenever it comes to light.

- **Be honest and believe others are too**

This is not a Pollyanna stance, characterised by irrepressible optimism and a tendency to find good in everything, but a mindset. Assume people have the best intentions until and unless you find otherwise – and when you do, appeal to their higher instincts. After all, no-one comes to work intending to do a poor job or create conflict.

- **Focus on solutions rather than blame**

Encourage team members to be open about problems and obstacles and don't allow a blame culture. It doesn't matter who is at fault; what's important is to define the problem and find a solution and everyone should be involved in the process. Solving problems is like doing a jigsaw – everyone has a piece to slot into place so that the whole picture can be seen.

- **Keep promises – to yourself as well as to others**

Team members need to know they can rely on the leader's word. If you say you'll do something, do it or explain why a different course must be taken. If you don't know the answer, say so but give facts and explanations as soon as you can. Over time, people will know they can trust you.

- **Show vulnerability**

When the leader is willing to show their own vulnerability, to admit they don't have all the answers and to be open about their own mistakes, they create an environment in which others can be equally open. People will then know they can safely ask questions, admit they don't understand something or have made a mistake. It's about how we share with others, allowing our vulnerability to show and our authenticity to shine through. It's also about keeping confidences, avoiding gossip, and working to be honest and open in all we do.

- **Show care and appreciation**

People need to know that their work has significance and how it fits into the bigger picture of the team's mission and the organisational vision. A leader who communicates, demonstrates empathy and cares about the wellbeing as well as the performance of their people, who thanks them for their effort and congratulates them on a job well done, will reap rewards in terms of commitment and loyalty from team members.

These actions nurture a spirit of community, which motivates people and binds the team together towards a common purpose. It also creates an environment where people feel able to share their knowledge as well as concerns, questions, mistakes and ideas in a psychologically-safe space.

As Amy Edmondson's quote above indicates, psychological safety describes a belief that no-one will be punished for taking interpersonal risk, such as asking for help or admitting failure. In her book *The Fearless Organisation*, she makes it clear that people will still disagree about things and won't avoid issues in the interests of being nice to one another. It sets the stage for more honest, challenging and collaborative work and enables people on different sides of an argument to be able to speak openly about their concerns.



EXERCISE

Think about...

What standards do I set for my team?

How does this show up in my leadership?

What do I need to do to foster a no-blame culture?

What can I do as a leader to help my team feel psychologically safe?

Personal action plan

Go back through this workbook and consolidate the actions you have committed to, here:

Action	Target date



REFLECTIONS

Do you sponsor someone with high potential who is from a group currently underrepresented in leadership, to support them in realising their career aspirations?

Do you ask those you lead for feedback on the impact of your style and approach in supporting them to perform well and/or progress their careers?

Do you challenge others if their behaviour or actions do not support inclusion and diversity?

Are you aware of your unconscious biases and what you can do to minimise the potential negative impact of these?

Do you encourage those you manage or lead to identify problems early on, come up with solutions and ideas for improvement?

Does your team reflect diversity in its demographic make-up, background and perspectives and do you leverage this to avoid groupthink?

Are you clear how inclusion and diversity can help you meet your own and the wider organisation's business goals?

Do members of your team ensure others are not rejected for being different and nobody is left out?

Would all your team members answer yes to the following statement? 'My unique skills and talents are valued and employed in my work as part of this team.'

Adapted from BITC/Opportunity Now

Diverse and Inclusive Leadership: Thinking Beyond Gender

Further resources

[Getting Serious About Diversity: Enough Already with the Business Case - Robin Ely and David A. Thomas](#)

[Trusting Teams - Simon Sinek](#)

The Fearless Organisation - Amy Edmondson

Glass Half-Broken: Shattering the Barriers That Still Hold Women Back at Work - Boris Groysberg and Colleen Ammerman

everywomanNetwork Resources

[Six ways to fast track diversity and inclusion in a time of change](#)

[Diverse and Inclusive Leadership: A guide to getting started](#)

[Leaders and Followers: Building truly inclusive cultures together](#)

[Diversity and inclusion in the new normal](#)

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Any topics you'd like to see on the everywomanNetwork?

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