

'A thorough introduction to D&I with practical and pragmatic advice on how to create a truly inclusive culture.'
PETER DUFF, HEAD OF DIVERSITY & INCLUSION (EMEA), INTERNATIONAL OIL AND GAS COMPANY

**CHARLOTTE SWEENEY
& FLEUR BOTHWICK**

INCLUSIVE



LEADERSHIP

**The definitive guide to developing
and executing an impactful diversity
and inclusion strategy**



Praise for *Inclusive Leadership*

// This book is a high impact, practical how-to guide to D&I, drawing on the extensive real-life experience of two master practitioners.

**STEPHEN SIDEBOTTOM, GLOBAL HEAD OF HR, CIB, STANDARD
CHARTERED BANK**

// This book provides a thorough introduction to D&I with practical and pragmatic advice on how to create a truly inclusive culture. We know that if we get inclusion right, much of our diversity ambitions will follow. Whilst I see compelling research on D&I, there is little advice on how to put this into practice. Fleur and Charlotte have laid out a clear and pragmatic approach that will serve us all well.

**PETER DUFF, HEAD OF DIVERSITY AND INCLUSION (EMEA),
INTERNATIONAL OIL AND GAS COMPANY**

// In a world of increasing disruption, there has never been a better time for organisations to evaluate where they are on the continuum of inclusive leadership, both internally and externally. This practical book offers insightful stories and guidance to bring to life an effective approach to driving sustainable culture change.

CLAIRE IGHODARO CBE, INDEPENDENT DIRECTOR AND TRUSTEE

// Finally, a book that can guide both the experienced and inexperienced leaders to implementing diversity and inclusion in their organisations. Moving from 'initiatives' to 'business change' is a challenge for many – Charlotte and Fleur seamlessly walk you through how to do this, sharing examples from their vast experience. A must read for any leader who is serious about attracting the best and getting the best from their people.

SADEQ SAYEED, FORMER CEO, NOMURA INTERNATIONAL

- Ask others what they have used and found helpful or thought provoking – speak to others within your network and find out what data and information they are aware of for the work you are currently doing. Gaining from other people's experiences of what worked for them is hugely valuable, especially when starting out.

This chapter has hopefully given you a good overview of what is out there to help you start out on your journey. Of course, this is an ever-moving feast with new companies, networks and forums being created all the time as well as new topics emerging and coming to the fore. The important message is that you aren't alone. In fact you are spoilt for choice so you just need to identify what you most want to tap in to.

Five key takeaways from this chapter

- Access existing benchmarking reports and review the level of information and quality of insights available to support you.
- Carefully consider which benchmarks and charters, if any, you would take part in and clearly articulate why you are doing them.
- Review the membership and agendas of existing forums and networks and consider how they would support you – attend a couple of the meetings to clarify your thinking.
- Create your own contact list of individuals, organisations and forums who may be able to help you as you progress on your D&I journey – build this from a diverse range of sectors to ensure you are challenging your own thinking.
- Build a resource of thought leadership articles and research that will continue to increase your knowledge and challenge your thinking. Ensure you stay relevant and up to date with new research and thinking.

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part two

Taking the leap



Building your team

Nothing is easier than saying words. Nothing is harder than living them day after day. ARTHUR GORDON, AUTHOR

Part Two of the book focuses on the key aspects of progressing your journey on the STAR framework and moving towards ‘taking the leap’. Throughout Part Two we look at the elements that will continue to both increase engagement across your organisation as well as embed into business as usual.

In this chapter we consider building a wider team to support and enable delivery of the D&I strategy as well as winning supporters from the board to the shop floor.

Building a broader team

It’s important to create the right team and infrastructure to ensure that effective decisions are made throughout your D&I journey. These decisions will include the right reporting mechanisms, the right level of support and the right resources from across the organisation.

At this stage in their journey, many D&I practitioners form D&I steering committees or advisory councils. Fleur is not a great fan of these although this is a personal opinion and she has peers that rely heavily on such bodies. She has worked with two – one in her first D&I role and one in her second. Both times she has found the actual meetings to be uplifting and motivational. Senior leaders from all areas of the business were around the table and willing to give their time to identify the issues and agree a plan of action. However, all too often, at the end of the meeting, they would go back to their day job and leave the D&I professional to execute on their vision.

At one company Charlotte created a ‘Diversity Steering Group’ which was chaired by the CEO and had representatives from all business areas and