

BEING A LEADER

Equality, diversity and inclusion



Introduction

Equality, diversity and inclusion are such politically-charged words that it can be difficult to think clearly about your own capacity to address these issues at work and in your role as a manager. So where to begin? A good start is with the University's equality policy:

The University understands inclusion to mean institutional and individual efforts and actions to foster an environment and institutional culture

in which each member feels, and is, valued, listened to and respected, able to be themselves and empowered to participate fully in the life of the University.

The University expects all members of the University community to treat each other with respect, courtesy and consideration and does not tolerate any form of unlawful discrimination, bullying, harassment or victimisation.



[Web link for the University of Oxford Equality Policy](#)

ACTIVITY

Here are some quotations about inclusion.

- Inclusivity means not just 'we're allowed to be there', but we are valued. I've always said: smart teams will do amazing things, but truly diverse teams will do impossible things. – Claudia Brind-Woody
- When everyone is included, everyone wins. – Jesse Jackson
- Diversity is the mix. Inclusion is making the mix work. – Andres Tapia
- Unity, not uniformity, must be our aim. We attain unity only through variety. Differences must be integrated, not annihilated, not absorbed. – Mary Parker Follett
- Diversity: the art of thinking independently together. – Malcolm Forbes
- Diversity may be the hardest thing for a society to live with, and perhaps the most dangerous thing for a society to be without. – William Sloane Coffin Jr

- Diversity is being invited to the party; inclusion is being asked to dance. – **Verna Myers**
- Diversity is a fact, but inclusion is a choice we make every day. As leaders, we have to put out the message that we embrace, and not just tolerate, diversity. – **Nellie Borrero**
- I do think that treating everyone equally no matter where they come from, no matter who they are and what role they have, is a big key, because you never know who you're talking to, really. You never know where they've been. You never know where they're going. So, it just makes a lot of good sense to treat everyone the same and treat them well.
– **Arlan Hamilton**
- We all have the ability to promote a culture of acceptance and inclusion – and that is something I believe every leader has a responsibility to do. It starts with having a dialogue until we are all comfortable and no longer have the fear of saying the wrong thing.
– **Inga Beale**

- a) Which ones resonate with you? Or perhaps you have other examples which support your thinking.
- b) Use these quotations with your team to stimulate a discussion about your individual experiences of inclusion or otherwise at work.
- c) How do you think you are doing as a team in this respect?
- d) If you as a team wanted to be more inclusive, what would you do differently?
- e) Choose one action to focus on. Review at the next team meeting.

Record your agreed action:

NB. We ALL have unconscious biases. The difficulty is recognising they are there and then taking action to minimise their negative impact.



Complete the Reflection sheet