

The Inclusive Leader

Foreword

The practice of inclusivity is woven throughout each of the leadership ladder levels, however it is recognised that there is a need for a more explicit approach to inclusive leadership within NHSBT if we are to make it a “great place to work”.

This programme is based on the NHS Compact framework and has been designed to provide initial resources that will help everyone be more aware of how to be an effective inclusive leader.

It is expected that your current thinking and practices may be challenged; that is a good thing, as it is hard to move outside of our comfort zone and much easier to keep doing the same things and getting the same results.

So, the questions to ask yourself are; What next? What will I do to make a difference? How can I ensure that everyone I meet feels valued and experiences that sense of belonging? How can I be a visible advocate for inclusivity?

Please note that being an Inclusive Leader is an on-going development leading to real change, rather than just a programme that provides more knowledge that is not actioned.

There will be no overnight fix, rather it will take time to make those shifts that will result in lasting change. We won't always get it right, but we can apologise for clumsy handling of situations, and learn ready for the next encounter.

You can find additional information to further develop your inclusive practices towards all the protected characteristics on [Link](#), [People First](#), [Library](#) and [Yammer](#).

This workbook is designed as a blended approach to learning and as you work your way through you will find information, graphics and links to various videos and articles. **Text in this colour** identifies a resource, *Press Ctrl and click on the text or image* to view the video or open the document.

You will also find questions and space for reflecting on your learning and how you will apply it. These spaces are to give you some structure and guidance, not for you to be constrained, so please feel free to reflect, share and discuss your learning in a way that suit you best.

Below you will see the questions and subjects you will cover in the workbook but, before you start:

- Make yourself comfortable
- Make sure you can see and hear what you are going to watch, listen or read
- Give yourself a chance to avoid being interrupted

Inclusive Leadership

As an organisation we need leaders who are going to create teams with individuals that feel valued and included. According to the paper by Bourke and Titus this will make people feel more inclined to “speak up, go the extra mile and collaborate”. Read the following article as they describe six signature traits of an inclusive leader.

The key to inclusive leadership Juliet Bourke Andrea Titus click [here](#)

You may find it useful to refer to the Inclusive Language [guide](#) as part of raising your awareness of inclusive practice.

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How do I understand and recognise bias?

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- Understanding race bias
- How to identify and mitigate unconscious bias in the workplace

How do I become a more inclusive leader?

- The Kings Fund Inclusive leadership: how ready are we to learn. Tracie Jolliff NHS Leadership Academy
- Sharon Allen (Kings Fund) Compassionate and Inclusive Leadership
- The Diversity and Inclusion Revolution: Eight Powerful Truths. Juliet Bourke & Bernadette Dillon
- Top 10 skills you need at work that have nothing to do with your job Melanie Pinola

How do I effectively challenge non-inclusive behaviour?

- The Impact of micro behaviours in the workplace
- How the things we say and do can turn into microaggressions. NHSBT

How do I enable others to understand the inclusivity challenge?

- So, you want to build antiracist teams
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How do I become a more inclusive leader?

- Learning is the key to addressing racism John Amaechi
- The role of psychological safety in diversity and inclusion
- The Essential B side of Psychological Safety

How do I effectively challenge non-inclusive behaviour?

- You've been called out for a microaggression. What do you do? Rebecca Knight HBR

How do I get information to help me fully understand the Inclusion challenge at NHSBT?

The following are key resources to understanding why inclusivity is an important characteristic of NHSBT and that it must be demonstrated at all levels.

The aim of the [Workforce Race Equality Standard](#) report is to encourage NHS organisations to close the gaps in workforce inequalities between Black Asian and Minority Ethnic and white staff.

[Here](#) is the WRES report using NHSBT's 2021 data.



A message from our chair, Peter Wyman

In an email to staff, seen by *HSJ*, NHSBT chair Peter Wyman said: “I am very conscious that we can further improve the way we work. Like every good organisation, we should always be challenging ourselves to do even better.

“In particular, I want to ensure we have a culture that enables each of us to be our best, that encourages everyone to speak up without fear or favour if they see something wrong or something which might be done better.

“I want a culture where everyone is valued for who they are and what they contribute. There can be no place for any form of discrimination, bullying or harassment.”

<https://www.hsj.co.uk/workforce/ceo-of-national-nhs-agency-resigns-ahead-of-cqc-report/7032963.article>



What are my thoughts?

During 2020 the [Organisation Diagnostic Report](#) was published; in the same year the world was dealing with the first worldwide pandemic since the Spanish flu (1918).



One of the outcomes from the Covid-19 pandemic was how those from Black and Asian ethnicity were more likely to die as a result of infection when compared to a comparable white demographic.

Organisation Diagnosis Report for the Services at NHS Blood and Transplant

In addition, the resurgence of Black Lives Matter due to observed examples where black people have been negatively targeted by law enforcement and some individuals from the general public. So, the release of the report was further evidence of discrimination and being held back from career ambitions.

Use the link above to read the full report before moving on.

In 2021 TCM carried out an independent review of the Globis recommendations, [here](#) is the full report. However, pages 36-41 provide the recommendations and conclusions of the investigation.

Please be aware, contained within the following video is 18 seconds video footage of George Floyd's murder. The footage starts at 4 minutes, 32 seconds and ends at 4 minutes, 50 seconds.

In the 10 minute video [NHSBT Racism and Prejudice](#) some of our colleagues share their experiences of working at NHSBT and the changes they would like to see.



Having read the report and watched the video, what do I think and feel?

[Stonewall](#) is the UK's leading bench marking tool for LGBT Inclusion in the workplace. Organisations volunteer to submit data to Stonewall as a means of improving their LGBT+ inclusion practices.

Ctrl+ Click on the image to find out more.



Use this link [Stonewall report for NHSBT](#) to access the NHS Blood and Transplant: Workplace Equality Index 2020 Feedback.

Workplace Equality Index 2020: NHS Blood and Transplant



NHS Blood and Transplant: Workplace Equality Index 2020 Feedback

Congratulations on taking part in Stonewall's 2020 Workplace Equality Index. As an employer that has taken the time to participate, you've demonstrated commitment to your LGBT staff and the wider LGBT community. In this report you will find feedback from Stonewall to help you plan your year ahead to drive forward LGBT inclusion in your workplace.

What this report contains

This report is specific to your organisation. It gives you the following information:-

- Your overall score
- Your overall rank, and rank within the health and social care sector
- Your performance on key questions for bi and trans staff
- Your scores in the ten sections of your submission
- A short qualitative summary of your performance in each section
- Comparison data for different groups of entrants:-
 - All entrants
 - Entrants in the health and social care sector
 - Top 100
 - Top 100 threshold: those ranked one hundred to eighty-five, typical of organisations newly entering the Top 100

Use this link [National Inclusion Week: Stonewall WEI and Action Plan](#) for a 59min video where NHSBT's Luke Foster and Matt Clee from the LGBT+ Network explain NHSBT's Workplace Equality Index (WEI) score and the supporting action plan.

Stonewall update.

In the [Stonewall Workplace Equality Index 2022](#) report, NHSBT has been ranked 210 with a score of 58.5/200 and has been awarded a silver award.



Read this paper to identify what else you can do to support NHSBT's LGBTQ+ employees
[Supporting LGBTQ+ NHS staff](#)



What can I do to remove barriers and be more inclusive?



For Action

Watch the short video [What sort of racism and racial prejudice have you come across in your life?](#) to see people talking about how they have experienced racism when in public, when socialising and during a job interview.



[Disability etiquette](#) is a 12-minute video by Skill Boosters. A statistic shared in the video is that there is a 1 in 2 chance that we will be disabled by the end of our life. A range of hints and tips are shared so that we communicate effectively with customers and/or colleagues who may have a disability and so demonstrate inclusivity.



What are my thoughts?

Reflection:

What have I learned about how I get information to help me fully understand the Inclusion challenge at NHSBT?

Give yourself some time to think about what you have just experienced:

What have I learned?	
What does this mean to me?	
What am I going to do differently?	
What impact will what I am going to do have?	
How might others be impacted? Is that a good thing or bad thing?	
Are the things I am expecting of myself and others reasonable?	
What obstacles might I face and how will I get around them?	
Do I need support? How will I get that support?	
When will I start?	
How will I know I have been successful?	

So, what am I going to do now?

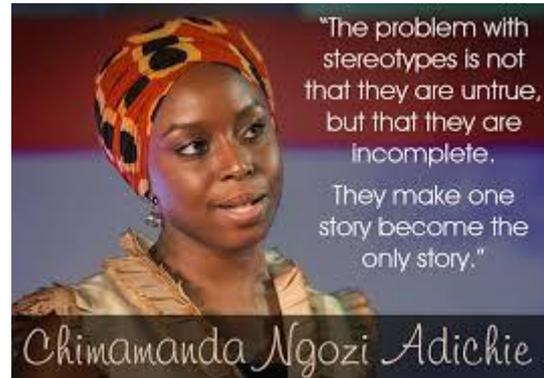


For Action

How do I understand and recognise bias?

The video [The Danger of a Single-Story TED talk from Chimamanda Ngozi Adichie](#)

provides relatable information regarding the sources of bias. However, it is not enough to be aware of personal biases, it is about how we consciously make the necessary shifts to ensure we are not inadvertently being prejudicial towards others.



Share this resource with others so that open conversation can be held to discuss where bias originates and how it affects everyone on a day-to-day basis.



What are my thoughts?

The short paper [How to identify and mitigate unconscious bias in the workplace.](#) sets out the scientific background behind unconscious bias and some of the ways to identify and mitigate its effects in the workplace. **Note:** *Recommend opening this document through Chrome.*



When you have read this paper discuss the contents with your manager and colleagues.

Subtle manifestations of racial bias continue to have a negative effect on Black Asian and Minority Ethnic people.

These instances can have a long-lasting impact on how an individual views themselves and their abilities.

The 14min video [Understanding race bias](#) explores some real-life stories of race bias.



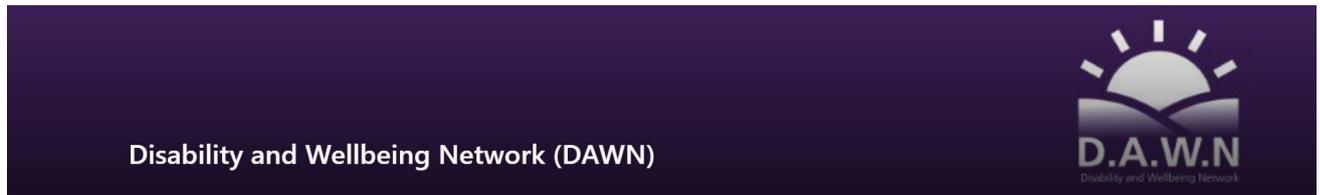
Have look here for [6 examples of unconscious bias that you may not notice. Gender Bias](#)

Read this article [Why disability bias is a particularly stubborn problem.](#)



Watch this video to hear some [LGBT experiences at work](#)

Watch this video [Unconscious bias: Shattering assumptions & surprising ourselves](#)



If you are an NHSBT employee living with a disability, or you are support someone you can find additional resources through the [DAWN](#) network (Disability and Wellbeing Network).

[Inclusion: Tackling unconscious bias against LGBT+ employees](#)

Many NHSBT teams can have up to four different generations working side by side. As a leader or member of a multigenerational team there is a need to understand the differences and benefits that each brings. Leaders may need to work to develop individuals within the team so that they value and not belittle the generations that they do not belong to. Discrimination can be demonstrated from older colleagues towards younger colleagues, or from younger colleagues towards older colleagues. The aim of all leaders must be to ensure each person on their team feels like they belong to and are valued by their leader and colleagues. Watch this 10 min Skill Boosters video [Tackling Age Bias](#).

Neurodiversity – alternative thinking styles

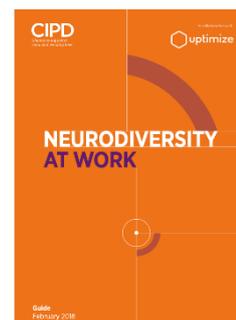
Have you ever wondered why person A performs tasks in a specific order, or why they don't seem to communicate well or "get" the jokes, or excel when given task that requires time alone but struggle with wider team involvements? Perhaps they knowingly or unknowingly are neurodivergent. Watch this 12 minute introductory [video](#).

This section of the workbook is to provide a starting point and reflective look at neurodiversity. It is estimated that 10% of the population are neurodivergent, which means there could be members in your team who may not have disclosed or are unaware that they have a neurodiversity.

So, what is it? Judy Singer a sociologist devised the term "neurodiversity" in the late 1990. The collinsdictionary.com defines neurodiversity as "variety in human behavioural traits and brain function, viewed as normal variation within the population; used especially with reference to autistic spectrum conditions."

The CIPD guide [Neurodiversity at Work](#) provides advice to help you provide the environment to enable that individual to thrive.

Watch this short video [A guide to neurodiversity at work](#) from CIPD to complement the guide.



Get yourself comfortable and watch this 17min 59sec video

[Elisabeth Wiklander, Neurodiversity – the key that unlocked my world.](#)

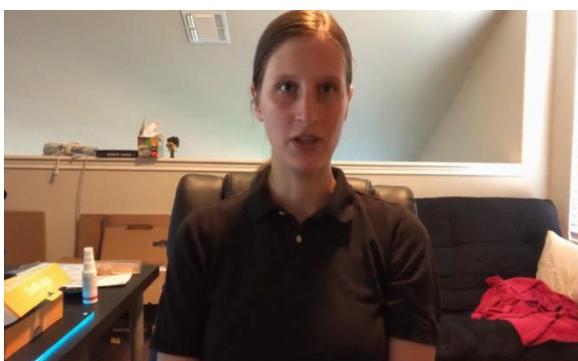
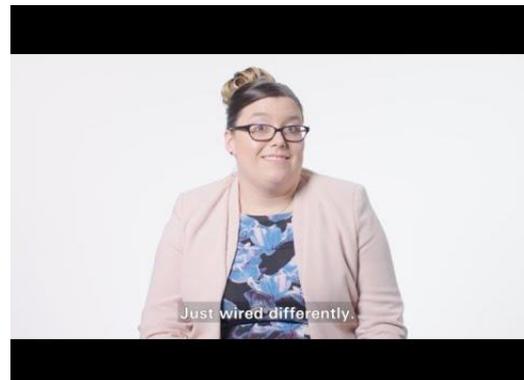


Many children remain undiagnosed as neurodiverse, some like Elisabeth may find out when they are adults. But what about the others?

A good leader/manager will need to understand the individual, identify their strengths and weaknesses help create an environment where they can excel. This may require the patience and cooperation of the whole team that you lead, where everyone feels valued.

In this short video we [hear from employees at HSBC.](#)

What if their stories are the same as some employees within NHSBT or your team?



[Advice for Neurodiverse Professionals](#)

This video is from other neurodiverse professionals sharing their hints and tips on how to succeed in the workplace.

There are many other resources available from the [Neurodiversity Network](#) pages.



What awareness do I have of my personal biases?



What can I do / will I do to ensure my biases do not prohibit me being an inclusive leader within NHSBT?

So, what am I going to do now?



For Action

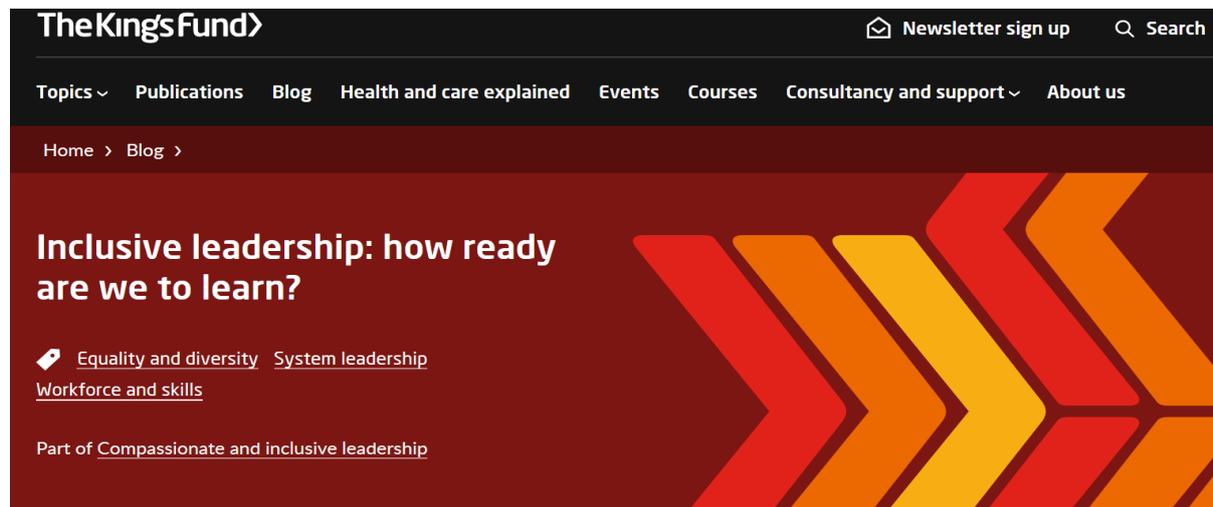
How do I become a more inclusive leader?

Definition of Inclusive Leaders: “leaders who are aware of their own biases and preferences, actively seek out and consider different views and perspectives to inform better decision-making. They see diverse talent as a source of competitive advantage and inspire diverse people to drive organisational and individual performance towards a shared vision.” Employers network for equality and inclusion (enei) 2016.

Tracie Jolliff is Director of Inclusion at the [NHS Leadership Academy](#).

Speaking truth to power, we have some work to do on inclusion. At times it appears that we’re not all on the same page about what is meant by ‘inclusion’ and, importantly, what we should expect to see as evidence of inclusive practice from leaders. There are currently no clear or shared expectations that leaders will possess inclusive leadership qualities, and inclusive leadership capability and practice standards seem at best arbitrary, if demanded at all. The only people who are expected to ‘get’ inclusion, appear to be those most impacted by exclusion.

Read the rest of the blog by Tracie Jolliff: [Inclusive leadership: how ready are we to learn?](#)



The screenshot shows the top of a webpage from The King's Fund. The header includes the logo, a newsletter sign-up button, and a search icon. Below the header is a navigation menu with links for Topics, Publications, Blog, Health and care explained, Events, Courses, Consultancy and support, and About us. The main content area features a large red and orange graphic with the title 'Inclusive leadership: how ready are we to learn?'. Below the title are tags for 'Equality and diversity', 'System leadership', and 'Workforce and skills'. At the bottom of the graphic, it says 'Part of Compassionate and inclusive leadership'.

Compassion is a core NHS value where there is demonstration of compassionate care of patients and compassionate leadership for colleagues. Compassionate leadership is also closely linked to staff wellbeing and improved team performance. This type of leadership is informed by open communication, feedback and reflection and is an extension of inclusive leadership.

The 6 min video [Compassionate and inclusive leadership with Sharon Allen](#) are her reflections on what compassionate and inclusive leadership means to her.



Here are a few video resources that can be used to raise the awareness of leaders and colleagues and so create workspaces that are: inclusive; everyone can bring their whole self; feel valued; and feel like they belong. Please note this list is not exhaustive as this is an ongoing personal development pathway.

Supporting trans and non-binary people at work

Sexual orientation: Building a supportive working environment

Cultural awareness: religion and belief

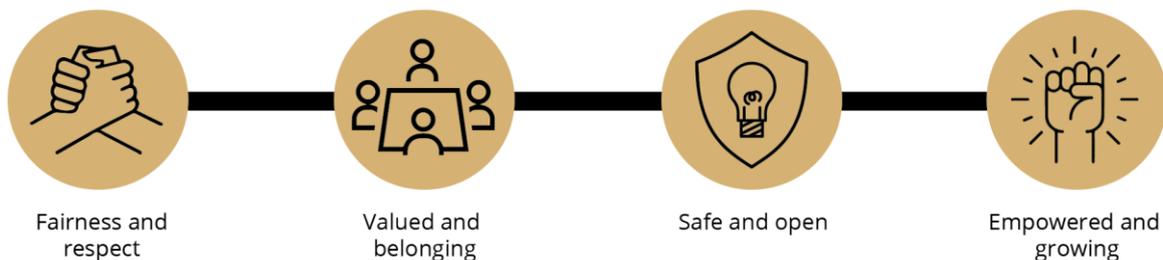
The following podcast provides insight into the health inequalities experiences from LGBTQ+ people. It also provides an opportunity to understand the impact the words we use can have, and the impact of not actively listening.

<https://www.kingsfund.org.uk/audio-video/podcast/what-can-be-done-tackle-lgbtq-health-inequalities>

The term Inclusion has been used throughout this workbook, but what does it really mean? The following paper “The Diversity and Inclusion Revolution: Eight Powerful Truths” reveals four related but discrete elements of inclusion as seen in “Figure 3: The science of inclusion”. It states that “at its highest point, inclusion is expressed as feeling “confident and inspired””.

As inclusive leaders that is what the hope is for the team that you lead no matter how many are in the team.

FIGURE 3 | The science of inclusion: Deloitte’s inclusion model



Sources: Bersin by Deloitte, *High-impact diversity and inclusion: The new maturity model*, 2017; Juliet Bourke and Bernadette Dillon, *Waiter, is that inclusion in my soup? A new recipe to improve business performance*, Deloitte Australia and the Victorian Equal Opportunity and Human Rights Commission, 2012.

Deloitte Insights | deloitte.com/insights

While most business leaders now believe having a diverse and inclusive culture is critical to performance, they don't always know how to achieve that goal.

Have a look at the article [The Diversity and Inclusion Revolution: Eight Powerful Truths. Juliet Bourke & Bernadette Dillon](#)

Eight powerful truths that can help turn aspirations into reality:

1. Diversity of thinking is the new frontier
2. Diversity without inclusion is not enough
3. Inclusive leaders cast a long shadow
4. Middle managers matter
5. Rewire the system to rewire the behaviours
6. Tangible goals make ambitions real

7. Match the inside and the outside
8. Perform a culture reset, not a Tick-The-Box programme

One of the more practical ways of being a more inclusive leader is through education so that you can better support colleagues within your team and the wider organisation. **Allyship** is “the status or role of a person who advocates and actively works for the inclusion of a marginalized or politicized group in all areas of society, not as a member of that group but in solidarity with its struggle and point of view and under its leadership: *Genuine allyship does not come with special recognition—we do not get awards for confronting issues people have to live with every day.*”

<https://www.dictionary.com/browse/allyship> Watch this Skill Boosters [video](#) for further understanding.

More information and Ally Training dates can be found on the [LGBT + Allies](#) pages on Link.



What are my thoughts?

An inclusive leader must demonstrate many different skills and have an ability to change and adapt styles when required. The following paper lists ten skills that you need to enhance your performances. Please note you do not have to be an expert in all these skills, and you may have to go beyond your comfort zone, and plan how you will demonstrate the skill; having a strategy to develop yourself, or utilising someone else’s strength is permissible provided they receive the credit for work done.

[Top 10 skills you need at work that have nothing to do with your job Melanie Pinola.](#)

- 10 Writing Skills
- 9 Verbal Communication Skills
- 8 Self-confidence and assertiveness
- 7 Time management
- 6 Networking skills
- 5 Basic technology skills
- 4 Critical thinking and problem-solving skills
- 3 Negotiation skills
- 2 The ability to work well on a team
- 1 Empathy and emotional intelligence



What skills do I need to develop, use more, or use less? **Where will I get help if I need it?**



For Action

Reflection:

What have I learned about how I become a more inclusive leader?

Give yourself some time to think about what you have just experienced:

What have I learned?	
What does this mean to me?	
What am I going to do differently?	
What impact will what I am going to do have?	
How might others be impacted? Is that a good thing or bad thing?	
Are the things I am expecting of myself and others reasonable?	
What obstacles might I face and how will I get around them?	
Do I need support? How will I get that support?	
When will I start?	
How will I know I have been successful?	

So, what am I going to do now?



For Action

How to effectively challenge non-inclusive behaviour?

As a leader manager you must have the confidence to effectively challenge non-inclusive behaviour. You will have to decide whether you speak in the moment, or in a separate conversation, not challenging is **NOT** an option. The [CEDAR](#) model can be used and would provide a framework for a difficult conversation.

Derald W Sue defines microaggressions as “The everyday slights, indignities, put downs and insults that people of colour, women, LGBT populations or those who are marginalised experiences in their day to day interactions with people.”

Find out more in this article: [What exactly is a microaggression?](#)

This poster [How the things we say and do can turn into microaggressions](#) identifies common microaggressions that people have experienced. It also views the microaggression statements from 3 perspectives; Belief/Perception of the person making the statement; Impact on the individual; Hints and Tips regarding how to make a positive change.

Watch this 10 minute video [The impact of micro behaviours in the workplace](#) that further explores the impact of these behaviours in the workplace.



Reflection and action plan for challenging non-inclusive behaviour:

Give yourself some time to think about what you have just experienced:



What impact did this have on me?

So, what am I going to do now?



For Action

How to enable others to understand the inclusivity challenge



[Intersectionality and health explained](#)

To many this will be a new term that is being added to our repertoire. One description of intersectionality is: **“standing in the middle of the road being hit by cars from many & unexpected sides”** which is quite a vivid description.

[Time to speak up: some necessary words about racism](#), a Kings Fund blog



In the short video [How to be anti-racist](#) John Amaechi starts by explaining the concepts of not being racist and being anti-racist.

Following on from the previous video [The Effective Bystander](#) is a 12 minute video that further challenges everyone to step up and speak out when inappropriate behaviour is witnessed.

There are several different interventions that can be used as direct confrontation may not be the best option.





Reflecting on these resources.

What can I / will I do differently?



For Action

Being color brave

Definition of Color brave from Price Waterhouse Cooper (PwC)

“Being color brave means having candid conversations about race that can help us better understand each other’s perspectives and experiences so that we can make better decisions and secure better prospects for future generations.”

Access the [Being color brave discussion guide](#) please note the links within the document will not work.

Learning about others’ experiences and perspectives is at the heart of our ability to build authentic relationships.

Note the link in this article cannot be used, use the Mellody Hobson link in the next section.



Being color brave
Discussion guide



How can I use this?

Watch the 14 minute video [Color blind or color brave? | Mellody Hobson](#) – Finance executive Mellody Hobson makes the case that speaking openly about race — and particularly about diversity in hiring — makes for better businesses and a better society.

Although many of the references in the video are America based, parallels can be made to the experiences within the UK and NHSBT.



Reflection:

What have I learned about how to enable others to understand the inclusivity challenge?

Give yourself some time to think about what you have just experienced:

What have I learned?	
What does this mean to me?	
What am I going to do differently?	
What impact will what I am going to do have?	
How might others be impacted? Is that a good thing or bad thing?	
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So, what am I going to do now?



For Action

Level 2

How do I become a more inclusive leader?

The short paper [Learning is the key to addressing racism, by John Amaechi](#) reaffirms that self-learning is vital to address what is unknown.

There are many resources on the D&I pages on People First and Link that provide learning materials for understanding how to be more inclusive towards all of the protected characteristics.



Psychology Today

Find a Therapist | Get Help | Magazine | Today

Find a Therapist (City or Zip)

The Essential B-Side of Psychological Safety

Are we forgetting something?

Posted Jan 26, 2020

Overheard today in a doctor's waiting room:

"I've told them that, and I've told them patients have complained. You'd think they'd listen to me, who's been doing this for 30 years, but no."

Of course, being the person I am, I tuned right in, hoping not to hear any personal details. I just was curious about the system breakdown I was witnessing. For 20 plus years I have been writing and teaching about the importance of psychological safety, an atmosphere where people free to speak up with a concern or question without fear of reprisal.

Psychological safety is a phrase that has been used more in 2020 than ever before. If side A of the disc relates to people speaking up, then side B requires someone to be listening, that someone is you.

[The Essential B-Side of Psychological Safety](#)

As previously stated, hiring based on diversity alone is not enough.

Once hired everyone needs to experience that sense of belonging and willingness to bring their whole self to work.

The short paper [The Role of Psychological Safety in Diversity and Inclusion](#) explores the role of psychological safety in creating the environment to enable each employee to succeed.

Reflection:

What have I learned about how I become a more inclusive leader?

Give yourself some time to think about what you have just experienced:

What have I learned?	
What does this mean to me?	
What am I going to do differently?	
What impact will what I am going to do have?	
How might others be impacted? Is that a good thing or bad thing?	
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For Action

Level 3

How do I effectively challenge non-inclusive behaviour?

Being an effective inclusive leader will mean having to deal with uncomfortable situations. The 14 minute video [Bullying and harassment - effective interventions](#) provides examples of how to manage situations where non-inclusive behaviour needs to be challenged.

“By taking a stand and challenging inappropriate behaviour..... help build a workplace where everyone is treated with dignity and respect..”, a quote from the video.



How would you or do you respond if you are given feedback that you do not want to hear?

Or that you must provide feedback that you know the recipient will not want to hear?

The paper [You've been called out for a Microaggression. What Do You Do?](#) By Rebecca Knight explores the topic and what to do, and what not to do.

Whatever the cause of development feedback, it is there to help you, or the individual make the necessary changes to leave behind poor practices, and embrace better practices.



You've Been Called Out for a Microaggression. What Do You Do?

by Rebecca Knight

July 24, 2020



Reflection:

What have I learned about how I effectively challenge non-inclusive behaviour?

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For Action

Conclusion

The leadership qualities within the whole Inclusive Leadership programme have been to evidence the following:

- To proactively build capabilities of self and the team to eliminate discrimination based on the evidence of what works
- Provide consistent communication in relation to public and private modelling of inclusivity.



For Action

Now that I have successfully completed this module:

- **What are my key learning points?**
- **What have I put into practice?**
- **What actions do I need to take as a leader manager?**
- **How will I review my progress and the impact of these?**

As part of the Virtual Classroom workshop associated with this module, you will be expected to share your learning in a 3-5-minute presentation, using the media of your choice. This presentation should also be shared with your line manager and can be shared among peers and direct reports.

Please complete the [Evaluation Survey](#) to indicate that you have completed the programme.

This workbook provides a solid foundation in raising your awareness and improving your capability to be an inclusive person and leader. Even though you may have finished the book this journey continues, and we wish you good luck in embracing your future development and inclusion revelations.

Our challenge to you; take your place in making this a better world.

My Action Plan

Immediate Action	Description of action and outcome
Short term (within 3 months)	
Medium term (within 6 month)	
Long term (6 months plus)	