

Managers play a critical role in achieving an inclusive culture in organisations. It is they who run meetings, determine work allocation, provide feedback and support for individuals, make promotion and remuneration recommendations and set the tone around the work environment. So how can managers support inclusion?

Meetings	Techniques like turn-taking, active listening and requiring unanimity can ensure that diverse talent feel listened to and that the team benefits from diverse viewpoints. This is particularly important when working by video or conference call.
Recruitment	Demand diverse short lists, employ diverse interview panels and collect feedback from interviewers independently, challenge feedback around fit (but still look for shared values).
Work allocation	Ensure that the allocation of work is fair; stretch assignments can propel careers and often go to the usual suspects.
Building teams	Put teams together with diversity (especially cognitive) in mind while avoiding tokenism. Get to know your team members, their strengths, their working preferences and how they can best contribute to the team's performance.
Performance management	Avoid asking individuals to rate their own performance; it can lead to anchoring of ratings. Apply objective criteria to performance assessments.
Smart working	Encourage individuals to find the working arrangement that allows them to be as effective as they can be; it is ok for different people in a team to work in different ways – we all need different things at different stages of our career.
Behaviours	Behave in a way which shows respect for others and challenge non-inclusive behaviour e.g. talking over others, domineering behaviour in meetings, making jokes about people leaving early etc. Try to give equal access to all your team members, be aware of who is included / excluded from any social events that are organised and try to sit with different team members over time.
Self-awareness	Be aware of your own preferences and working style. Consider how these might affect your working relationships, the messages it can send out and your approach to decision-making. Consider what you have done over the past month / year to help create a more inclusive workplace.