

# embRACE *your career*



## EMBRACE YOUR CAREER TOOLKIT

[www.diversityproject.com/embraceyourcareer](http://www.diversityproject.com/embraceyourcareer)

#ImpactThruInclusion #embrACEyourcareer #RaceAndEthnicity





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## INTRODUCTION

Career progression is of key importance to both firms and their employees, yet over the years we have not seen any tangible movement of the dial when it comes to ethnically diverse individuals holding senior management level, Board or ExCo positions.

EmbRACEyourCareer is a multi-phased initiative targeted towards ethnically diverse individuals who are either (a) looking to advance their careers into more senior positions or (b) are already accomplished leaders and can pass on key tips for success to those looking to advance their careers.

Practical advice and insight are seldom shared widely and numerous studies have shown that a great mentor and role model can not only inspire an individual but can also be the catalyst to help accelerate career potential.

This initiative is about identifying how perceptions and attitudes towards ethnically diverse employees may have formed over time and consciously working to understand people who have had different experiences based on aspects such as race, colour, religion, and national origin.

Aimed at the next generation of leaders in the investment and savings industry, the video series has laid a great foundation for amplifying the voices of ethnically diverse senior investment professionals. By sharing their experiences, reflecting on the barriers they may have faced, and condensing key advice, the journey to help create the next generation of ethnically diverse investment leaders within our industry has commenced.

**Our mission is simple – materially move the dial on ethnic representation at senior levels within the industry.**

**With this mission in mind, this toolkit can enable firms to make that difference.**



# A MESSAGE FROM THE TEAM

The true power of a group lies in its diversity. Now more than ever before, we are starting to see cognitive diversity being celebrated, amplified and valued in the industry.

However, for those of us from an ethnically diverse background, there can be additional lifelong hurdles to navigate, whether this be in the form of an accent, the persistent need to conform to cultural norms or raging Imposter Syndrome! Our initial group of four ladies came together in mid-2021 equipped at that stage, only with our personal stories or stories from friends, colleagues and clients about barriers that had been faced, that in hindsight and with more of an objective lens we could share and laugh at.

However, beneath this, there was a feeling that it shouldn't have to be this way and it was that fierce determination (that is often a key characteristic of marginalised communities), that drove us to draw on our individual networks to find educational and inspirational stories from those that had successfully overcome their hurdles. Slowly, the embRACE your career series was meticulously planned and curated. We ourselves learnt along the way; there were many lightbulb moments and catchphrases that we have had the privilege of experiencing and which we shared with you throughout the summer of 2022, in the 8 videos that were produced.

For all those that were involved in thrashing around those initial ideas, to organising busy calendars with senior people who gave their valuable time, we thank you for sharing your raw and empowering experiences.

The next phase involves building our community and asking firms to pledge their support (using the toolkit) to increase the representation of ethnically diverse leaders at Executive and Board levels within our industry. With your help, we are aiming to gain the support of 100 firms to achieve better ethnic diversity and 'diversity of thought' across our C suite and Boards which will drive better decision-making for all our firms.

Our next goal is embRACE100!

Please join us in working towards this next exciting milestone.



**Saira Farooq**  
**Director, Compliance, Barings**



**Rita Bajaj**  
**Independent Non-Executive Director/  
Board member – Financial services**



**Natasha Silva**  
**Managing Director, CAMRADATA**



**Upasna Bhadhal**  
**Founder, Kaleido**



# MEET THE SPEAKERS

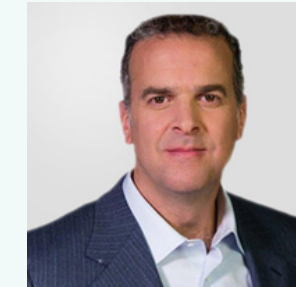
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**Ashok Gupta**  
Independent Non-Executive  
Director & Chair, Mercer & Finstic



**Dimple Mistry**  
Head of Human Resources, Europe,  
GIC



**Hani Kablawi**  
Chairman of International,  
BNY Mellon



**Mitesh Sheth MBE**  
CIO Multi-Asset,  
Newton Investment Management



**Nachu Chockalingham**  
Senior Credit Portfolio Manager,  
Federated Hermes



**Natalia Krol**  
Managing Director, EM Debt,  
Barings



**Nita Patel**  
Chief Compliance Officer,  
Credit Suisse



**Ozge Usta**  
Head of Sustainability Delivery,  
HSBC Asset Management



**Rita Bajaj**  
Independent Non-Executive  
Director/ Board member (FS sector)



**Rita Dhut**  
Chair, Independent Non-Executive  
Director, Venture Investor



**Yoshie Phillips**  
Director of Investment Research,  
Russell Investments



# THIS TOOLKIT CONTAINS:

#embRACEyourcareer Toolkit Overview

#embRACEyourcareer Guided Conversation Instructions

#embRACEyourcareer Reflective Questions

This guide can be used in multiple ways within your organisation. The toolkit covers 7 key topics:

1. Barriers to Progression
2. Authenticity
3. Opportunities to increase expertise
4. Becoming leadership ready
5. Advocacy
6. Leadership/Boards
7. Advice to my younger self

Any topic can be selected to enhance current programs already in place.



“

**Building a diverse and inclusive firm wasn't just about attracting diverse talent. It was about creating an environment in which that talent could thrive and succeed and progress.**

Mitesh Sheth MBE, CIO Multi Asset, Newton IM

”



# How to use this Toolkit: LEADERSHIP AND BOARD SPONSORSHIP

Although diversity data and dashboards are an important form of management information for leadership, this alone does not move the dial in increasing the number of ethnically diverse individuals at the senior/leadership level. Our industry faces rapid and dynamic change, our Boards and ExCos have always thrived when they attract the best talent across their specialism. Unlocking the talent of your organisation by incorporating successful C-suite and Board role models can help support your future leaders.

- Use the videos as a mini course covering all these topics over a period of time or particular topics where your organisation is looking to make enhancements. Use one video per session and then think about where there may be gaps in your organisation, use the advice provided by the senior leaders in the videos and confirm one or two objectives your organisation can put into place. Most importantly, monitor the progress of these.
- Ask leadership key questions from each topic (or the topic you are focusing on) and prepare short communications / or a video of your own using the Q&A style and share this with the entire organisation on your intranet. You can spotlight different leaders and highlight accountability by using questions such as “As a leader, how have you encouraged diverse talent progression?” or “How do we drive true meritocracy in our industry, what is the most important thing Senior Executives and Boards can do to drive material change?” Consider then, putting responses into place as firm objectives.

- Often, the diversity box is considered as being ‘ticked’ where an organisation has at least one individual from a particular unrepresented ethnicity on their leadership team and we are seeing narrow concentrations on progression outcomes of only particular communities rather than more holistic ethnic diversity across senior levels.
- Use the videos to increase cultural intelligence across the business - create more awareness of cultural nuances and highlight other ethnicities. Think about how you can ensure consideration and inclusion of all ethnicities, remember there are many facets to diversity.
- Use the videos and/or questions to shape your Leadership training. There is a real opportunity to design and incorporate inclusive leadership modules into your Leadership training. This can be impactful for the leadership group specifically, as they will be responsible for implementing diversity objectives. As an example, the individual videos with reflection questions can be incorporated into Leadership training already in place.
- Use the videos alongside our guided conversation instructions.







# Employee Resource Groups

Employee Resource Groups (ERGs) are extremely important within organisations and often provide for a good conduit to understand staff sentiment between Senior Leadership and those doing their 'business as usual activities'. Due to their openness, feedback/insights provided from these groups may be more raw and extremely beneficial in planning for opportunities to advance cultural and ethnic diversity across the business.

- Utilise the individual videos with the guided conversation toolkit. ERG leaders should collect candid feedback and discuss how this feedback can be translated into potential objectives/opportunities with Senior Leadership.
- It is not a requirement that you have an ERG that covers ethnicity for these purposes, however, a key focus for the firm should be that there are a wide variety of ethnicities and cultures who have the same issues as other represented groups – the videos should be used to improve wider cultural intelligence and should be introduced with Senior Leadership support.

# DEI Teams

All too often, improving aspects of diversity are seen as a DEI Team or HR responsibility. This is not the case – improvements can only be made with Senior Leadership support, drive, and accountability.

- Enhance and elevate your annual DEI training by making the sessions tailored to the culture of your employee population by using the videos and the Guided Conversation instructions.
- The foundation of inclusion is fostering psychological safety within your organisation. You can use the key topics alongside the reflective questions to create more space for alternative views to be shared, amplify diverse voices, challenge cultural norms and stimulate curiosity - creating more psychological safety within the organisation and ultimately greater inclusion for all.
- Use responses to the reflective questions to consider how DEI strategies can be focused to allow for the inclusion of all the jurisdictions in which you operate. A one size fits all approach from 'Head office' can often lead to other offices/locations feeling excluded or less important. Use the information gained to engage leadership in multiple locations, and add accountability objectives that are then reported back to the 'Head office'.
- Use questions from the toolkit in your annual culture surveys.
- Use questions to frame conversations as part of internal listening groups and reverse mentoring programs.

# The Wider Organisation

- "If you can see it, you can be it". Role modelling is a powerful tool for change. Raise the profile of your ethnically diverse senior leadership by using the videos and questions as a template to make your own video series to showcase ethnically diverse talent already in the business. This will not only empower potential future ethnically diverse leaders in your business but also hopefully help those profiled to have additional opportunities for promotion.
- Inclusive Communications: Spotlight diverse individuals within the organisation. For example, you can use one topic such as - Advice to my younger self - to ask different leaders in the business "what do you wish you knew at the start of your career?" and collate all their responses to make a short video of your own to share internally and/or on social channels. Create key insights and advice from your business leaders that can be shared with all employees.



# #embRACEyourCareer Questions and Episodes

**Episode 1: Barriers to Progression**

**Episode 2: Authenticity**

**Episode 3: Opportunities to increase expertise**

**Episode 4: Leadership Ready**

**Episode 5: Advocacy**

**Episode 6: Leadership/Boards**

**Episode 7: Advice to my younger self**

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## Episode 1: Barriers to Progression

Senior individuals from ethnically diverse backgrounds in our industry talk about cultural code and making difficult decisions regarding moving elsewhere to further their career.

- a. What do you think is the biggest obstacle to people from ethnically diverse backgrounds securing senior roles?
- b. How do we drive true meritocracy in our industry, what is the most important thing Senior Executives and Boards can do to drive material change?
- c. What three points of advice would you give to future leaders who feel unable to progress after going above and beyond in their roles; when is enough, enough?
- d. What top tip would you give to future leaders to challenge cultural stereotypes they may be receiving and to break down barriers? (e.g. unconscious bias)

[CLICK HERE](#)

“

**You can't have change, when it's just a headline**

Rita Bajaj, Independent Non Executive Director

”

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## Episode 2: Authenticity

**"You're expected to conform, you're expected to fit in and it's very easy in a desire to succeed – to fit in – to actually become someone who is different to the real person you are."**

Ashok Gupta, Chair Mercer UK

“

**"I always just felt strongly about my roots, my background, who I am, how I was brought up and that's always been a part of who I was, that I was not willing to cover up or appear differently from."**

Hani Kablawi, Chairman of International, BNY Mellon

”

**Senior individuals from ethnically diverse backgrounds in our industry talk about bringing one's true self to work.**

- How have you always brought your true self to work?
- Is it easier to do that now rather than when you started your career?
- What is the one thing that you do most days which shows that you are able to bring our true self to work?
- What do you think is the greatest challenge for people of ethnically diverse backgrounds bringing their whole self to work?
- Describe a scenario where you didn't let your background/ heritage stand in your way?

[CLICK HERE](#)



A photograph of two women in a meeting, one with curly hair and one with long straight hair, both looking towards the left. The image is overlaid with a teal tint.

## Episode 3: Opportunities to increase expertise

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To progress, future leaders need the opportunity to increase their management experiences and EQ.

- a. What are the top three key skill sets you look for when identifying future leaders?
- b. What is the best way for future leaders to ask for leadership and progression opportunities?
- c. What broader skills should future leaders build in preparation to become a leader?
- d. What is EQ to you?

[CLICK HERE](#)

“

As a leader you need to think about yourself as walking round with a torch on your head and anyone who comes into your light should feel differently when they exit that light than when they came in and you need to be very conscious and very aware of the impact you have on that individual.

Ashok Gupta, Chair, Mercer UK

”



## Episode 4: Leadership Ready

Senior individuals from ethnically diverse backgrounds in our industry advise on the best way to ask for a promotion or demonstrate they are ready to become Exec management/join a Board.

- a. How should you demonstrate you are ready for leadership?
- b. How do you communicate ambition without being perceived negatively? (e.g. aggressive, emotional, etc.)
- c. What is your best advice for securing a promotion?
- d. What is the best way to ask for/negotiate a pay rise?
- e. How do you become recognised as a future leader? (trusted advisor, influencer)

[CLICK HERE](#)

**“To be recognised as a future leader, you really need to behave as one... because perception generally becomes reality.”**

Nita Patel, Chief Compliance Officer  
Credit Suisse

“

**Someone showing ambition should be considered positive. It's good to show you have ambition. It's okay to show it.**

Ozge Usta, Head of Sustainability Delivery  
HSBC Asset Management

”

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## Episode 5: Advocacy

**“One person saw the insight and intellect that I had...they gave me the opportunity and since then I really haven't looked back”**

Nachu Chockalingam, Senior Credit Portfolio Manager  
Federated Hermes



**Senior individuals from ethnically diverse backgrounds in our industry talk about effective utilisation of mentoring/sponsorship and networking.**

- a. Do you think having a senior sponsor in your firm is necessary to progress in your career?
- b. What has been the biggest benefit in sponsorship and/or mentoring throughout your career?
- c. Provide an example where you have utilised mentoring effectively?
- d. What are the top three skills an effective mentor should have?
- e. What is your number one tip for developing meaningful networking relationships?

[CLICK HERE](#)



Senior individuals from ethnically diverse backgrounds in our industry talk about being a minority in senior leadership positions.

- a. What types of skills should you build in your Executive career for a Board Role?
- b. What is your top tip for becoming an effective Board member?
- c. As a leader, how have you encouraged diverse talent progression?
- d. How you did you tackle a situation where unconscious bias affected your career progression?
- e. If employers in our industry could do one thing to promote the psychological safety of their employees at work, what would that be?
- f. How have you dealt with setbacks in your career (e.g. not receiving a promotion, being side-lined)?
- g. What are your top 3 tips of advice for future leaders in their career journeys?

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I think looking internally, maybe from less obvious places...maybe from a different department and not a straightforward fit, but somebody that you can train, or somebody that you know has potential you can work with. I think this is something that's often overlooked.

Natalia Krol, Managing Director, EM Debt, Barings

”



## Episode 7: Advice to my younger self

**"Your career accountability lies with you, you are in charge of your career, no one else"**

Yoshie Phillips, Director of Investment Research, Russell Investments

Senior individuals from ethnically diverse backgrounds in our industry share advice they wish they had at the beginning of their careers.

- a. What three tips would you give to your younger self?
- b. What are the top three most useful skills to build to become an effective Senior Executive or Board member?
- c. What is the best way to identify the areas you need to improve and develop (e.g. feedback/ 360 reviews)?
- d. What is the best way to accept feedback, whether favourable or unfavourable?
- e. In building a career, how important is finding and working for a firm whose values and cultures match your own?

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“

**"Own your differences... Because the beaten path wasn't created by someone who looked like me"**

Mitesh Sheth MBE, CIO Multi Asset, Newton Investment Management

”



# THE COMPLETE VIDEO CATALOGUE

## Episode 1: Barriers to Progression

Senior individuals from ethnically diverse backgrounds in our industry talk about cultural code and making difficult decisions regarding moving elsewhere to further thier career.

[CLICK HERE](#)

## Episode 2: Authenticity

Senior individuals from ethnically diverse backgrounds in our industry talk about bringing one's true self to work.

[CLICK HERE](#)

## Episode 3: Opportunities to increase expertise

To progress, future leaders need the opportunity to increase their management experiences and EQ.

[CLICK HERE](#)

## Episode 4: Leadership Ready

Senior individuals from ethnically diverse backgrounds in our industry advise on the best way to ask for a promotion or demonstrate they are ready to become Exec management/join a Board.

[CLICK HERE](#)

## Episode 5: Advocacy

Senior individuals from ethnically diverse backgrounds in our industry talk about effective utilisation of mentoring/sponsorship and networking.

[CLICK HERE](#)

## Episode 6: Leadership/Boards

Senior individuals from ethnically diverse backgrounds in our industry talk about being a minority in senior leadership positions.

[CLICK HERE](#)

## Episode 7: Advice to my younger self

Senior individuals from ethnically diverse backgrounds in our industry share advice they wish they had at the beginning of their careers.

[CLICK HERE](#)



# ADDITIONAL RESOURCES – GUIDED CONVERSATION INSTRUCTIONS & REFLECTIVE QUESTIONS

## Guided conversations

STORYTELLING IS A POWERFUL TOOL FOR EMPLOYEE ENGAGEMENT AND INCLUSION. WE WANT CONVERSATIONS TO BE AUTHENTIC AND MEANINGFUL. STAFF SHOULD FEEL THEY CAN HAVE CONVERSATIONS IN A SAFE AND OPEN FORUM WITH NO JUDGEMENT OR REPERCUSSIONS.

YOU CAN USE THIS GUIDE TO HELP YOU LEAD CONVERSATIONS IN YOUR OWN WORKPLACE.

### STEP 01

#### Watch the EYC Video

Ask everyone to watch the same EmbRACEyourCareer episode beforehand or watch them in the group together.

### STEP 02

#### Create a safe space

Sharing personal experiences is incredibly impactful and paramount for group engagement. Try to ensure that you create a safe and open space that allows for vulnerability, encourages empathy and limits judgement to all.

### STEP 03

#### Start a guided conversation

First, go around the group and ask for everyone's thoughts on the video they have watched.

You can ask probing questions to stimulate the conversation:

- Can you relate?
- Do recognise these experiences/challenges?
- How can we build career progression for all?

### STEP 04

#### Listen, learn and share your own experience.

It is very important for the person leading these conversations to role model vulnerability; they can do this by sharing first.

Also, try to create moments of reflection for the group and allow your colleagues to share as much or as little as they feel comfortable and safe to do. Listen, learn and share.

### STEP 05

#### Next steps and actions

No conversation is complete without a call to action to truly embed change. Make sure you discuss key take aways and changes both employee and employer can/will do.

Learn more at: [www.diversityproject.com/embraceyourcareer](http://www.diversityproject.com/embraceyourcareer)



### Episode 1. Barriers to Progression

embRACE your Career

Senior individuals from ethnically diverse backgrounds in our industry talk about cultural code and making difficult decisions regarding moving elsewhere to further one's career.

[Access the full video here](#)

**Questions to Ask/Reflect on:**

- What (if any) barriers to progression have you experienced?
- What do you think is the biggest obstacle to people from ethnically diverse backgrounds securing senior roles?
- What can we do to challenge cultural stereotypes and 'break down barriers'?

### Episode 2. Authenticity

embRACE your Career

Senior individuals from ethnically diverse backgrounds in our industry talk about bringing one's true self to work.

[Access the full video here](#)

**Questions to Ask/Reflect on:**

- Have you always brought your true self to work?
- Describe a scenario where you didn't let your background/ heritage stand in your way.
- What can you do to be your Authentic self in the workplace?

### Episode 3. Opportunities to increase expertise

embRACE your Career

To progress, future leaders need the opportunity to increase their management experiences and EQ.

[Access the full video here](#)

**Questions to Ask/Reflect on:**

- What broader skills should future leaders build in preparation to become a leader?
- What can you do to help yourself to be identified as a potential future leader within the business/by your senior leadership team?
- What is EQ to you?

### Episode 4. Leadership Ready

embRACE your Career

Senior individuals from ethnically diverse backgrounds in our industry advise on how to ask for a promotion or demonstrate they are ready to become Exec management/join a Board.

[Access the full video here](#)

**Questions to Ask/Reflect on:**

- How should you demonstrate you are ready for senior leadership opportunities?
- Reflect on the advice from the speakers on securing a promotion/pay rise, what can you implement now?
- How do you become recognised as a future leader? (trusted advisor, influencer)

### Episode 5. Advocacy

embRACE your Career

Senior individuals from ethnically diverse backgrounds in our industry talk about effective utilisation of mentoring/sponsorship and networking.

[Access the full video here](#)

**Questions to Ask/Reflect on:**

- What are the top 3 skills an effective mentor should have?
- How can you develop meaningful networking relationships?
- Write a list of potential mentors for yourself and why they would be a great mentor to you. Take action to connect and ask for mentorship.

### Episode 6. Leadership/Boards

embRACE your Career

Senior individuals from ethnically diverse backgrounds in our industry talk about being a minority in senior leadership positions.

[Access the full video here](#)

**Questions to Ask/Reflect on:**

- What types of skills should you build in your Executive career for a Leadership/Board Role?
- Reflect on the insights from the speakers on career setbacks, think about how you may have dealt with setbacks in the past and the advice from the video.
- From the speakers, note the top tips given on becoming a future leader that resonate the most with you.

### Episode 7. Advice to my younger self

embRACE your Career

Senior individuals from ethnically diverse backgrounds in our industry talk about advice they wish they had at the beginning of their careers.

[Access the full video here](#)

**Questions to Ask/Reflect on:**

- What is the best way to identify the areas you need to improve and develop?
- What is the best way to accept feedback, whether favourable or unfavourable?
- As a group or individually, what advice would you give to your younger self?

### Episode 8. The 'One Thing'

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Throughout your career, what has been the most important and constant 'thing' which you have carried through to where you are now?

Examples may include things like always speaking up/challenging, working outside of your comfort zone, pushing for equal opportunities etc. Put differently, if you could do just one thing every day that would set you up for success, what would that be?

[Access the full video here](#)

**Questions to Ask/Reflect on:**

- What's your 'One Thing'?



# #embRACEyourCareer Video Series - Full Question List

## Topic 1: Barriers to Progression

- a. What do you think is the biggest obstacle to people from ethnically diverse backgrounds securing senior roles?
- b. How do we drive true meritocracy in our industry, what is the most important thing Senior Executives and Boards can do to drive material change?
- c. What three points of advice would you give to future leaders who feel unable to progress after going & above and beyond; in their roles, when is enough, enough?
- d. What top tip would you give to future leaders to challenge cultural stereotypes they may be receiving and 'break down barriers'? (e.g. unconscious bias)

## Topic 2: Authenticity

- a. How have you always brought your true self to work?
- b. Is it easier to do that in 2022 rather than when you started your career?
- c. What is the one thing that you do most days that shows that you are able to bring your true self to work?
- d. What do you think is the greatest challenge for people of ethnically diverse backgrounds bringing their whole self; to work?
- e. Describe a scenario where you didn't let your background/ heritage stand in your way?

## Topic 3: Opportunities to increase expertise

- a. What are the top three key skill sets you look for when identifying future leaders?
- b. What is the best way for future leaders to ask for leadership and progression opportunities?
- c. What broader skills should future leaders build in preparation to become a leader?
- d. What is EQ to you?





# #embRACEyourCareer Video Series - Full Question List

## Topic 4: Leadership Ready

- a. How should you demonstrate you are ready for leadership?
- b. How do you communicate ambition without being perceived negatively? (e.g. aggressive, emotional etc.)
- c. What is your best advice for securing a promotion?
- d. What is the best way to ask for/negotiate a pay rise?
- e. How do you become recognised as a future leader? (trusted advisor, influencer)

## Topic 5: Advocacy

- a. Do you think having a senior sponsor in your firm is necessary to progress in your career?
- b. What has been the biggest benefit in sponsorship and/or mentoring throughout your career?
- c. Provide an example where you have utilised mentoring effectively?
- d. What are the top three skills an effective mentor should have?
- e. What is your number one tip for developing meaningful networking relationships?

## Topic 6: Leadership/Boards

- a. What types of skills should you build in your Executive career for a Board Role?
- b. What is your top tip for becoming an effective Board member?
- c. As a leader, how have you encouraged diverse talent progression?
- d. How did you tackle a situation where unconscious bias affected your career progression?
- e. If employers in our industry could do one thing to promote the psychological safety of their employees at work, what would that be?
- f. How have you dealt with setbacks in your career (e.g. not receiving a promotion, being sidelined)?
- g. What are your top three tips of advice to future leaders in their career journeys?



# #embRACEyourCareer Video Series - Full Question List

## Topic 7: Advice to my younger self

- a. What three tips would you give to your younger self?
- b. What are the top three most useful skills to build to become an effective Senior Executive or Board member?
- c. What is the best way to identify the areas you need to improve and develop (e.g. feedback/ 360 reviews)?
- d. What is the best way to accept feedback, whether favourable or unfavourable?
- e. In building a career, how important is finding and working for a firm whose values and cultures match your own?



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# Episode 1.

# Barriers to Progression

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Senior individuals from ethnically diverse backgrounds in our industry talk about cultural code and making difficult decisions regarding moving elsewhere to further one's career.

**i** [Access the full video here](#)

## Questions to Ask/Reflect on:

- What (if any) barriers to progression have you experienced?
- What do you think is the biggest obstacle to people from ethnically diverse backgrounds securing senior roles?
- What can we do to challenge cultural stereotypes and 'break down barriers'?





# Episode 2.

# Authenticity

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Senior individuals from ethnically diverse backgrounds in our industry talk about bringing one's true self to work.

**i** [Access the full video here](#)

## Questions to Ask/Reflect on:

- Have you always brought your true self to work?
- Describe a scenario where you didn't let your background/ heritage stand in your way.
- What can you do to be your Authentic self in the workplace?





# Episode 3.

# Opportunities to increase expertise

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To progress, future leaders need the opportunity to increase their management experiences and EQ.

 [Access the full video here](#)

## Questions to Ask/Reflect on:

- What broader skills should future leaders build in preparation to become a leader?
- What can you do to help yourself to be identified as a potential future leader within the business/by your senior leadership team?
- What is EQ to you?





# Episode 4.

# Leadership Ready

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Senior individuals from ethnically diverse backgrounds in our industry advise on how to ask for a promotion or demonstrate they are ready to become Exec management/join a Board.

**i** [Access the full video here](#)

## Questions to Ask/Reflect on:

- How should you demonstrate you are ready for senior leadership opportunities?
- Reflect on the advice from the speakers on securing a promotion/pay rise, what can you implement now?
- How do you become recognised as a future leader? (trusted advisor, influencer)






# Episode 5.

# Advocacy

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Senior individuals from ethnically diverse backgrounds in our industry talk about effective utilisation of mentoring/sponsorship and networking.  [Access the full video here](#)

## Questions to Ask/Reflect on:

- What are the top 3 skills an effective mentor should have?
- How can you develop meaningful networking relationships?
- Write a list of potential mentors for yourself and why they would be a great mentor to you. Take action to connect and ask for mentorship.





# Episode 6.

# Leadership/Boards

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Senior individuals from ethnically diverse backgrounds in our industry talk about being a minority in senior leadership positions.

**i** [Access the full video here](#)

## Questions to Ask/Reflect on:

- What types of skills should you build in your Executive career for a Leadership/Board Role?
- Reflect on the insights from the speakers on career setbacks, think about how you may have dealt with setbacks in the past and the advice from the video.
- From the speakers, note the top tips given on becoming a future leader that resonate the most with you.





# Episode 7.

# Advice to my younger self

Senior individuals from ethnically diverse backgrounds in our industry talk about advice they wish they had at the beginning of their careers.

**i** [Access the full video here](#)

## Questions to Ask/Reflect on:

- What is the best way to identify the areas you need to improve and develop?
- What is the best way to accept feedback, whether favourable or unfavourable?
- As a group or individually, what advice would you give to your younger self?





# Episode 8.

# The 'One Thing'

embRACE  
*your Career*

Throughout your career, what has been the most important and constant 'thing' which you have carried through to where you are now?

Examples may include things like always speaking up/challenging, working outside of your comfort zone, pushing for equal opportunities etc. Put differently, if you could do just one thing every day that would set you up for success, what would that be?

**i** Access the full video [here](#)

## Questions to Ask/Reflect on:

- What's your 'One Thing'?





# Guided conversations

STORYTELLING IS A POWERFUL TOOL FOR EMPLOYEE ENGAGEMENT AND INCLUSION. WE WANT CONVERSATIONS TO BE AUTHENTIC AND MEANINGFUL. STAFF SHOULD FEEL THEY CAN HAVE CONVERSATIONS IN A SAFE AND OPEN FORUM WITH NO JUDGEMENT OR REPERCUSSIONS.

YOU CAN USE THIS GUIDE TO HELP YOU LEAD CONVERSATIONS IN YOUR OWN WORKPLACE.

## STEP 01

### Watch the EYC Video

Ask everyone to watch the same EmbRACEyourCareer episode beforehand or watch them in the group together.

## STEP 02

### Create a safe space

Sharing personal experiences is incredibly impactful and paramount for group engagement. Try to ensure that you create a safe and open space that allows for vulnerability, encourages empathy and limits judgement to all.

## STEP 03

### Start a guided conversation

First, go around the group and ask for everyone's thoughts on the video they have watched.

You can ask probing questions to stimulate the conversation :

- Can you relate?
- Do recognise these experiences/challenges?
- How can we build career progression for all?

## STEP 04

### Listen, learn and share your own experience.

It is very important for the person leading these conversations to role model vulnerability; they can do this by sharing first.

Also, try to create moments of reflection for the group and allow your colleagues to share as much or as little as they feel comfortable and safe to do. Listen, learn and share.

## STEP 05

### Next steps and actions

No conversation is complete without a call to action to truly embed change. Make sure you discuss key take aways and changes both employee and employer can/will do.



**embRACE**

*your Career*

Learn more at:

[www.diversityproject.com/embraceyourcareer](http://www.diversityproject.com/embraceyourcareer)