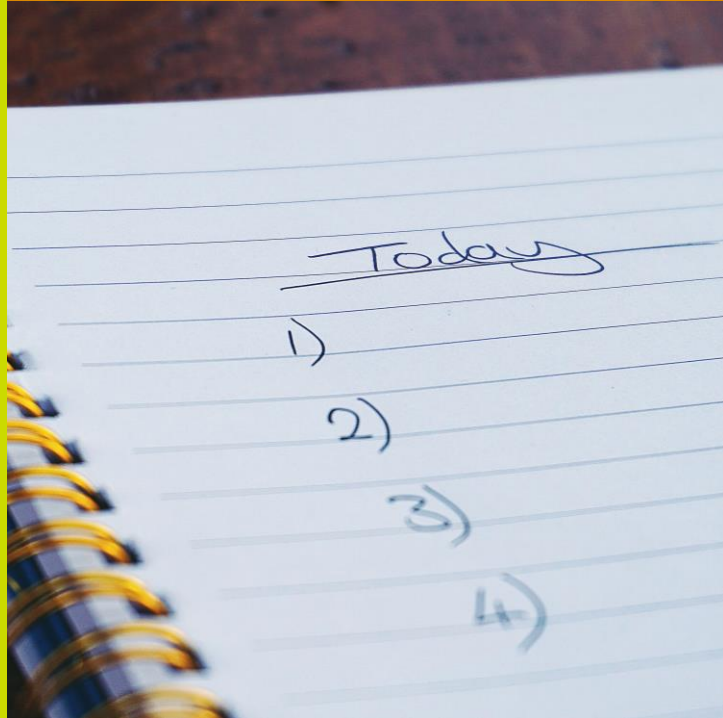# Creating Inclusive Workplaces: Role of Managers

Michelle Okwudiafor

Digital Leadership Forum 2023

Agenda

- Two Truths and a 'diversity' fact

- Inclusion is good for business

- Are companies ready to be inclusive?

- Taking action to build inclusive workplaces- what works

- Managers as Gamechangers

- What's working-TotalEnergies

- Key takeaways

Meet the presenter

Michelle is a culture and communications expert with 14+ years of experience in the UK, USA, Qatar, and Nigeria. She's dedicated to using communication to inspire and improve organizations. In 2020, she founded Career Invest to help early to mid-career professionals gain future-ready skills. Michelle also conducts dynamic workshops on topics like Personal Branding, Inclusion, Allyship, Confidence, and Personal Impact, advocating for workplace belonging and inclusion..

Two Truths and a 'Diversity' fact

1

Write down two true facts about yourself and one diversity-related fact

2

The diversity fact can be related to culture, heritage, language, travel or any aspect that highlights your unique background

3

Share your answers with each other.

"Inclusion is not just about numbers. It's about making people feel welcome, respected, and valued."
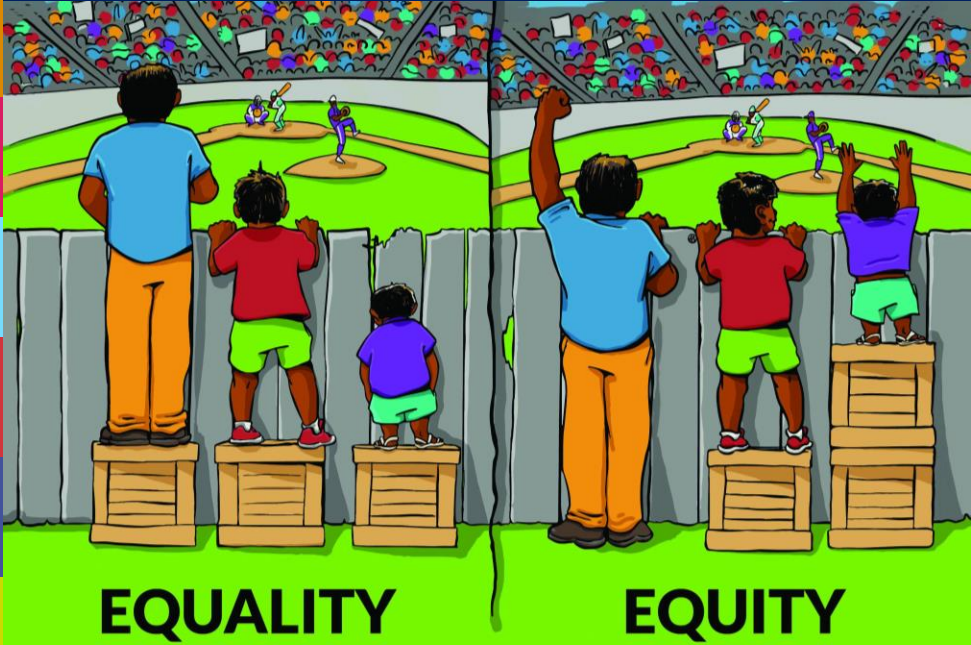
Forbes

Hypothesis

Diverse hiring alone doesn't ensure equal workplace experiences and opportunities.

Inclusion is the key to making diversity meaningful, enabling all employees to thrive by fostering individual experiences and a sense of belonging.

EQUALITY   EQUITY

Equity acknowledges that we all have an unequal starting place, works to correct and address the imbalance and ensures everyone has access to the same treatment, opportunities, and advancement.

slido

Who is responsible for driving inclusion in the workplace?

ⓘ Start presenting to display the poll results on this slide.

8

Some research to consider…

Are companies ready to embrace inclusion?

CIPD In partnership with **Reed**

We surveyed over 2,000 employers on their inclusion and diversity activity; these are the key findings…

CIPD In partnership with **Reed**

Over one third of employers are not planning to focus on any specific I&D characteristics over the next five years

CIPD In partnership with **Reed**

25% of employers say their approach to I&D is reactive. Public and charity sectors most likely to say their approach to I&D is proactive

Taking action to build inclusive workplaces- what works

1

Listening- Employee Feedback

2

Line Manager Capability

3

Senior Leadership Commitment

4

Organisational Policies
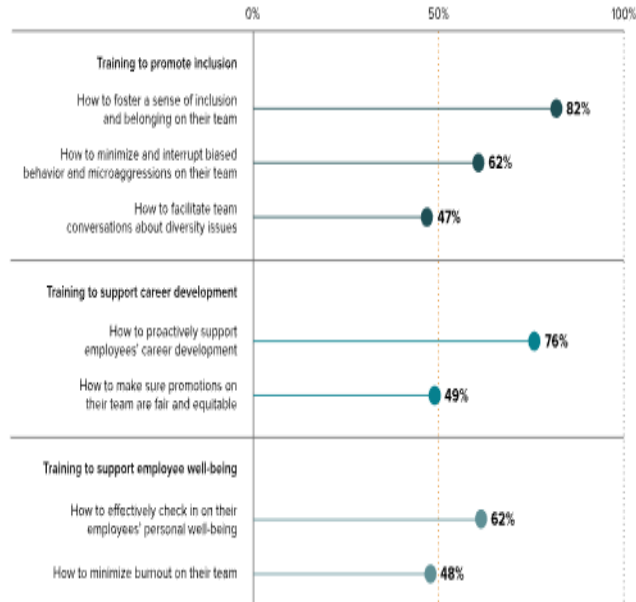
Managers as Gamechangers

Where should we improve line manager skills to boost inclusion?

ⓘ Start presenting to display the poll results on this slide.

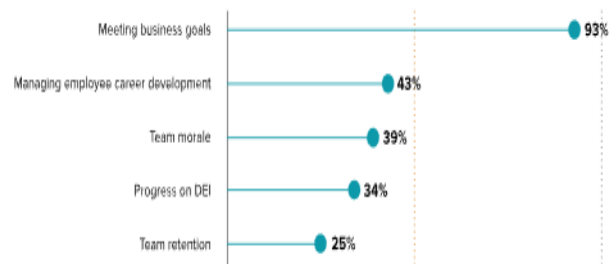# Most companies are not doing enough to train and recognize managers

CRUCIAL ASPECTS OF TEAM MANAGEMENT ARE OFTEN MISSING IN MANAGER TRAININGS...

% of companies that report the following topics are covered in their manager training

Training to promote inclusion

How to foster a sense of inclusion and belonging on their team — 82%

How to minimize and interrupt biased behavior and microaggressions on their team — 62%

How to facilitate team conversations about diversity issues — 47%

Training to support career development

How to proactively support employees' career development — 76%

How to make sure promotions on their team are fair and equitable — 49%

Training to support employee well-being

How to effectively check in on their employees' personal well-being — 62%

How to minimize burnout on their team — 48%

...AND ARE EVEN LESS LIKELY TO SHOW UP IN MANAGERS' PERFORMANCE EVALUATIONS

% of companies that report the following are included in manager performance evaluations

Meeting business goals — 93%

Managing employee career development — 43%

Team morale — 39%

Progress on DEI — 34%

Team retention — 25%

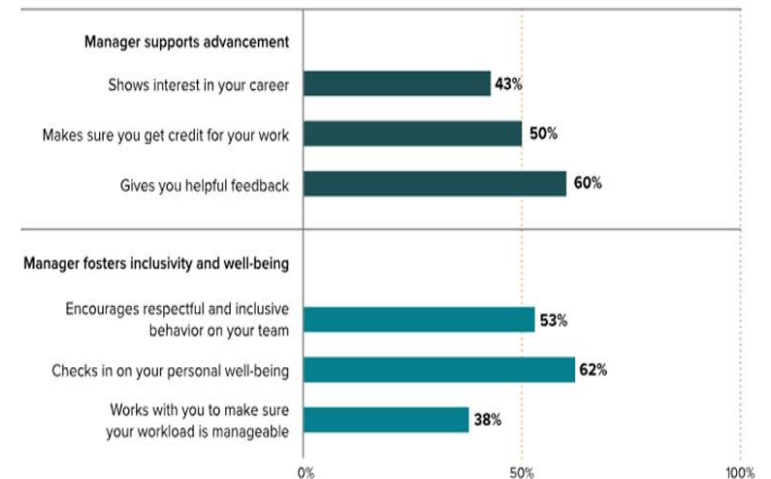# Company expectations are rising, but most managers aren't prepared to meet them

COMPANIES ARE EXPECTING MANAGERS TO DO MORE TO SUPPORT EMPLOYEES AND FOSTER INCLUSION...

% of HR leaders who say managers are expected to do more than they were two years ago to:

Help employees develop their careers — 60%

Support employee well-being — 78%

Promote inclusion on their teams — 80%
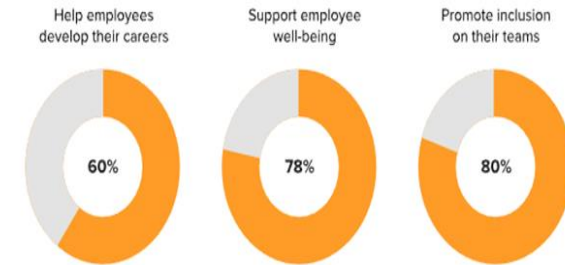
...BUT EMPLOYEES SAY MANAGERS AREN'T SHOWING UP CONSISTENTLY

% of employees who say managers have consistently taken the following actions in the past year

Manager supports advancement

Shows interest in your career — 43%

Makes sure you get credit for your work — 50%

Gives you helpful feedback — 60%

Manager fosters inclusivity and well-being

Encourages respectful and inclusive behavior on your team — 53%

Checks in on your personal well-being — 62%

Works with you to make sure your workload is manageable — 38%

Feedback from 2021 Diversity & Inclusion Survey

In our 2021 D&I Survey, we asked you what we could do to improve. Below are those views grouped into the same areas as the D&I Index: belonging and openness, respect, career and opportunities, organisation and leadership.

LEADERSHIP & ORGANISATION

- Improve diversity in senior management
- Ensure our managers are equipped to handle D&I issues effectively
- Ensure commitment to this; that our Managers are actively participating and driving our D&I ambitions
- Managers to be / role model behaviours to create an inclusive environment
- Effective safeguards for discrimination in place

CAREER & OPPORTUNITIES

- Challenge recruiters to engage diverse talent
- Equip managers with tools to tackle bias in these processes, e.g. training
- Transparency and fairness in promotion

BELONGING, OPENNESS & RESPECT

- Start - and keep – the momentum of the conversation
- Create safe spaces
- Education/ Awareness
- Do more with experts/guest speakers
- Celebrate cultural days to raise awareness

Our Demographic
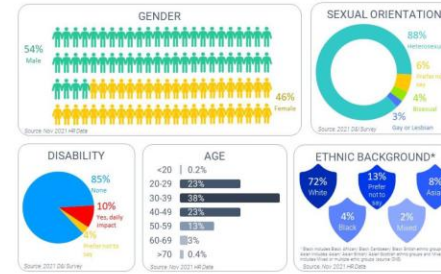
Diversity & Inclusion Report 2022

2023 Plans

Looking Forward To The Coming Year's Roadmap

To address employees' demands for greater transparency and information regarding the organisation's plans, this report was put together to offer a candid and open perspective on our organization's progress in fostering diversity and our strategies for improvement .

Habits of highly inclusive managers

- Leading by example
- Diverse hiring and promotion
- Training and Education

- Open communication
- Inclusive meetings
- Conflict resolution

- Feedback and recognition
- Mentorship and sponsorship
- Acknowledging/celebrating difference

From my experience, what works…

Setting SMART inclusion goals

Leadership buy-in sets the tone

Learning, Training, Education are key

Communicate often/ask for feedback

Support ERGs

Support Managers

Inclusive Policies and Procedures

Transparency and Reporting

Key Takeaways

Inclusion Drives Innovation and high performance

Inclusion requires dedication, commitment from the top down

Managers are a key tool in advancing inclusive cultures

Building inclusive work cultures is a journey

Thank you