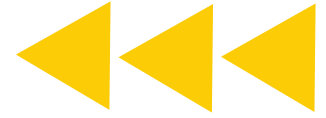


W A L K I N G
T H E T A L K
-
P R A C T I C A L
T O O L B O X

Questions and qualities for
inclusive organizations

N E W V I S I O N S



Dear changemaker,

We prepared this short toolbox, which consists of reflection questions and recommendations, with the intention to support you in thinking about concrete steps towards more diverse and inclusive workplaces, which is a complex and long-term process.

The toolbox is structured around five areas for potential change - environment, recruitment, processes for discrimination/harassment, communication, onboarding, and leadership training.

We first invite to to reflect on a few broader questions through the lens of diversity and inclusion in each area, and then offer a list of recommendations of steps that can be taken to strive for more diversity and equity in these areas. The recommendations come from empirical research and our experience in supporting organizational change.

This is in no way an exhaustive list of questions and recommendations, and we welcome you to engage with this material, bearing in mind the specific geographical, cultural, social and industry context of your organization.

Also, change is often a path into the unknown and we are all in this process together - trying, failing, learning from mistakes and trying again.

Reach out to us if we could support you in form of a consultancy session, long-term partnership, or workshops and courses. See more [here](#) or ask for an offer by writing to hello@newvisions.me.

Agnieszka and Liene

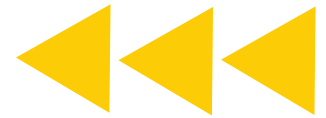
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FOCUS AREA ENVIRONMENT



QUESTIONS TO START WITH

- How does our work space look and feel like from the perspective of a disabled person, a trans-person, a woman, a breastfeeding mother, an elderly person, etc.?
- What are the cultural symbols that are visible in our work space? What holiday attributes/decorations are there at what times, and how might people that celebrate different holidays feel about that?
- What is the overall atmosphere in our work place - how do we provide spaces for sharing feedback? Do we encourage and empower each other?

REFLECTION AND THOUGHTS

RECOMMENDATIONS

Equity in the day-to-day

Be mindful about task distribution: create a fair division of administrative work, such as taking notes, planning meetings etc. and "office housework".

Feedback loops, open communication and empowerment

Create channels to offer feedback, also anonymously. Ask people about the culture, how they feel, what they need. Shortly - what is working and what not. Create safer space where people can share their concerns without fear and openly. Make sure that leadership is vocal about Diversity and Inclusion.

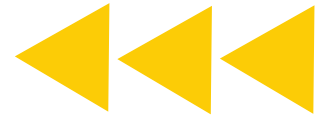
Look at how is the space designed

Think about accessibility for people on wheelchairs. Look at spaces such as toilets, are they gender-inclusive, do you provide material for people that menstruate, do you have changing boards in all gender toilets

Be committed to creating an inclusive and equitable culture

It shows up in variety of forms: be it code of conduct, celebration of diverse events and traditions, events your organization take part in, having a Diversity and Inclusion Work Group.

FOCUS AREA RECRUITMENT



QUESTIONS TO START WITH

- Where and how do we disseminate information about vacancies? Who is this information most likely to reach/not reach? What effect it might have on the diversity of our team?
- What kind of language we use in our openings/job offers? How do we describe the positions?
- Who is conducting recruitment interviews, how might that influence decisions about potential candidates?

REFLECTION AND THOUGHTS

RECOMMENDATIONS

Review your recruitment areas.

Look for new places to find candidates from underrepresented communities. They may be not present on LinkedIn. Would it be universities, searches on medium.com or Twitter, using female names in search engines or addressing job offer to a chosen group.

Redesign your recruitment process to be diversity and inclusion sensitive

- Rewrite your job descriptions:
 - use gender neutral language and inclusive pronouns
 - focus on experience not education
 - state your commitment to building diverse team and offering inclusive working culture.
- Eliminate bias in resume evaluation. Review applications and resumes in anonymized form.
- While selecting applicants focus on “culture add” instead of “culture fit”.
- Structure the interview process to challenge the recruiters biases also.
- Include underrepresented employees in interview processes - yet do not tokenize people. If there is one female developer present at each interview something is wrong.
- Develop a consistent interview feedback process.
- Focus and inform interviewers - be coherent on global level.

Set employee, leadership and board demographic diversity goals

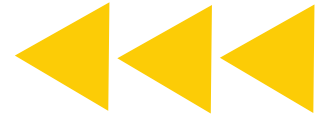
Think about demographics that reflects your community, country and area you operate in. You can also consider reflection demographics of your clients.

Train existing team

Coach people to be inclusive to new hires. People working with recruitment need to be aware of what does it mean to be an ally! Build policies that focus on retaining your underrepresented talent. Report on attrition and employment rates as it relates to underrepresented groups.

FOCUS AREA

PROCESSES FOR DISCRIMINATION/ HARASSMENT



QUESTIONS TO START WITH

- Where can people go to report harassment? Is it clear for everyone?
- How do we provide support for persons affected by discrimination?
- How safe do people in our organization feel to raise concerns or complaints?

REFLECTION AND THOUGHTS

RECOMMENDATIONS

Affinity Groups

Make it possible to create Affinity Groups (also called Employee Resource Groups) for the people, where representatives of underrepresented communities can come together. This is how their voices can be amplified and address group needs clearly.

Create a possibility for anonymous feedback. Learn from mistakes, make them visible, talk about situations when s* hits the fan. Who would report the sexist behaviour from their supervisor without trust that they will not be penalized for doing so?

Take a clear stand - no discrimination, recognizing and not accepting sexism, reacting to incidents, guidelines on language use on communication channels.

Train existing team

Coach people how to react to discrimination/harassment claims, sensitize about power dynamics. Invite a lawyer who specializes in discrimination law, etc.

Introduce a code of conduct that sets clear norms for accepted behaviors, including anti-harassment and anti-discrimination policies, making it accessible and visible to people, including in onboarding and training sessions, including clear process on how the code is enacted. Include consequences for actions, with examples and timelines .

FOCUS AREA COMMUNICATION



QUESTIONS TO START WITH

- How do we communicate about our work? Who is represented in our visibility materials? What kinds of images do we use?
- What kind of language do we use? What are our organizational values and how do we practice them?
- How transparent are decision making processes in our organization?

REFLECTION AND THOUGHTS

RECOMMENDATIONS

Ensure visibility to D&I efforts

- Clear statements from leadership
- Newsletter with data on diversity, vision, strategy etc.
- Transparent and open/welcoming D&I taskforce

Review the public image materials and make them inclusive

(e.g., gender neutral language, images that represent diverse demographics and interests etc)

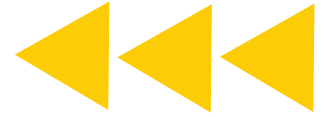
Empower with recognition and support.

Recognize passionate people - they are the agents of change and their impact must be recognized and valued. Diversity efforts have to be supported from the top and will empower these individuals.

Humble and open approach in communication.

There is always space for improvement - admit to the need to improve and work on issues, instead of claiming that it is something that it is not, yet.

FOCUS AREA ONBOARDING AND LEADERSHIP TRAINING



QUESTIONS TO START WITH

- What kind of information about our culture do newcomers receive? Which information do we prioritize?
- How are newcomers supported to become familiar with their roles and tasks in the organization as quickly and smoothly as possible?
- Which leadership trainings we value and consider important?

REFLECTION AND THOUGHTS

RECOMMENDATIONS

Offer support for new team members

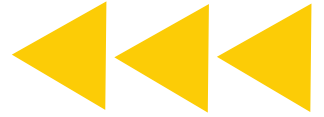
People in Junior positions, people new to culture need support to learn how to navigate through the new working environment. You can use a buddy system to onboard new employees - matching new candidates with someone working in related role and able to support for their first six months.

Onboarding session about D&I

Making leadership vocal about D&I

Allyship practices in everyday can include - pointing out interruptions, include D&I to performance review, offer learning spaces to boost emotional intelligence, represent the company at conferences in their area of interest.

WHERE SHOULD WE BEGIN?



WHAT CAN BE MY MOST GRACEFUL NEXT STEPS?

STEP 1

STEP 2

STEP 3

NEW VISIONS

