

Inclusive management skills

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Embodying and passing on the organisation's values in hybrid and remote work (HRW)

The role of managers is essential: through their words and actions, they represent the organisation, embody its values and adopt an exemplary position. They are the operational relay best fit to make a fair and equitable decision as they know the organisation, the work environment, the different roles, the teams and the individuals.

The **objectives** of management in HRW

- 1 Recruiting without discrimination
- 2 Ensuring an inclusive social climate within one's team, on-site and remotely
- 3 Calling upon objective criteria in all decision-making
- 4 Ensuring a proper division of work and cooperation within the team

Managing on a **day-to-day basis**

To talk about diversity management or inclusive management is above all to talk about management. Listed here are the skills defined by managers as being necessary for their missions. We associated them with practices for preventing discrimination and taking diversity into account. These skills are meant to be applied anytime and in all work settings, whether it be with on-site teams or ones working remotely.

Listening

- ✓ **Build conditions that favour listening** based on benevolent dialogue and empathy
- ✓ **Make sure that everyone can express themselves during meetings**
especially people who work remotely
- ✓ **When needed, make it possible for employees to express their feelings about a decision**, a tough or equivocal situation, or a relationship issue. Rely on internal rules to explain the decision and how it fits into the professional framework
- ✓ **Use pre-set meeting times to take stock of a potential interpersonal conflict or a situation of potential discrimination or harassment**: annual interviews, team meetings or individual assessments allow you to hear and support all the parties concerned
- ✓ **Pay attention to «tell-tale signs»**, for example during informal moments, which can indicate future problems for employees (e.g. greater stress or fatigue than usual, discomfort during breaks or meals, etc.)

Supporting

- ✓ **Ensure recognition of all parties, and guaranty equity**
- ✓ **When making decisions, rely on factual information as much as possible**
Make sure you have heard all stakeholders and try to be mindful of your own cognitive biases
- ✓ **Seek a conciliatory solution with the help of team members** in case of a misunderstanding or conflict
- ✓ **Ensure a work environment that respects the team's pluralism** by promoting the deconstruction of stereotypes and preconceived ideas. Do not hesitate to explain how this is useful for the proper functioning of the organisation

Explaining

- ✓ **Learn about the organisational rules and the legal framework pertaining to D&I** (internal regulations, agreements, guides, charters, etc.) from HR or diversity departments
- ✓ **Be able to explain the purpose of each decision:** clarify the thought process or logic behind choices to allow for better
- ✓ **Provide a firm response to repeated transgressive behaviour**, and be able to scale the response, from warning to sanction
- ✓ **Systematically prohibit stigmatising and/or hurtful «humour»**
Intervene when you are told of inappropriate remarks or unequal treatment, particularly in relation to the gender, age, origin, sexual orientation, belonging or non-belonging to a specific religion, etc. of an employee

Elevating

- ✓ **Implement good practices to promote the career of each person in one's team**, and consider the situation of employees working remotely
- ✓ **Ensure the dignified treatment of individuals**, by taking an interest in their personal situation, their trajectory, their aspirations and the origin of such-and-such behaviours
- ✓ **Identify best practices and share them with your team:** diversified sourcing, inclusive purchasing, gender-neutral writing, non-discriminatory recruitment practices
- ✓ **Listen to employees' professional requests and expectations**
- ✓ **Promote the achievement of each team member's individual goals**

Encouraging

- ✓ **Open spaces for dialogue between colleagues on D&I topics:** how far can we go in considering singularities? What is professional or private?
- ✓ **Display available resources on D&I,** and relay awareness-raising tools and events
- ✓ **Encourage employees to get involved in internal networks** and to co-implement D&I related projects

Assisting

- ✓ **Refer to the tools provided by senior management** to explain the organisation's positioning. Identify the contact of a resource person in the event of a problematic situation
- ✓ **Foster an inclusive culture**
Enable everyone to weigh in on decision making, to participate in activities and to access information and resources
- ✓ **Faced with complex individual situations, find out about the legal framework and the organisational rules as well as the impact on the rest of the collective to make a decision**
Heed the interests of everybody involved in the situation



References

This checklist was adapted from the 2023 AFMD and Numeum's toolkit on Integrating diversity and inclusion into management practices, available in French:
<https://www.afmd.fr/mode-demploi-integrer-la-diversite-et-linclusion-dans-le-management>