



# Belonging Playbook



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# Introduction

**Welcome to Leading Inclusive Cultures, one of the four work streams of Champions for Change. Together, we aim to break down barriers and create new opportunities on a large scale, in order to achieve our shared vision of a prosperous and equitable Aotearoa.**



An inclusive culture is the key to unlocking the power of diversity. By fostering a sense of belonging, safety, and respect within your organisation, you can accelerate the realisation of the business case for Diversity, Equity, and Inclusion (DEI).

As a collective, a working group from within the Champions for Change organisations has developed the Belonging Index. This tool consists of six common questions (or the nearest version that gives a result while maintaining the integrity of the Index), which can be found in most organisational engagement/people/wellbeing/pulse check surveys. These questions cover the areas of Inclusion, Diversity, Belonging, and Wellbeing.

Once your organisation's results are entered into the Belonging Index tool, it will provide you with an overall score (as a percentage) and break it down for each of the six questions.

Once you have assessed how your organisation rates in each of these areas, you can utilise this Belonging playbook, which is divided into six categories that correspond to each of the questions. Within each section, you will find a pick'n'mix selection of best practices and commonly used ideas or interventions that you might want to use to improve the specific area(s) you are targeting. These are not prescriptive, nor are they exhaustive, and we invite you to help add to this playbook with more examples of what has worked for your organisation.

**We envision this Belonging playbook as a living document, owned by all Champions for Change Organisations. It serves as a platform for sharing ideas among member organisations. This peer-to-peer sharing embodies our collective commitment to enhancing our sense of belonging and fostering inclusive organisational cultures.**





# Section 1

## We build teams that are diverse

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# Why creating a diverse team in Aotearoa is important



## Cultural Diversity

New Zealand is a multicultural country with a significant percentage of its population made up of the many ethnic groups including - Māori (tāngata whenua), Pasifika, Asian, and other ethnicities. This diversity of people will continue to grow even more in the future with a young and growing Māori and Pasifika population, and the ongoing inflows of migrant workers and families to Aotearoa.

Organisations will need to focus on building cultural intelligence into their workplace practices which allows for a deeper understanding of different cultural norms, values, and perspectives, fostering a more inclusive work environment.

## Innovation and Economic Benefits

Research has shown that diverse teams are more innovative and perform better financially. A study conducted by McKinsey & Company found that companies with more diverse executive teams had higher earnings margins. This economic benefit can apply to businesses in New Zealand, promoting economic growth and competitiveness.

## Social Cohesion and Harmony

Embracing diversity helps build social cohesion and harmony in society. By creating inclusive work environments, New Zealand can strengthen its social fabric and promote a sense of belonging among diverse communities.

## Addressing Skills Shortages

New Zealand, like many other countries, faces skills shortages in certain industries. Embracing diversity can help tap into under-represented talent pools, addressing skill gaps and fostering a more skilled and adaptable workforce.

## Customer Understanding

New Zealand has a diverse customer base with different preferences and needs. Having a diverse team can provide valuable insights into the preferences and expectations of various customer segments, enabling businesses to better cater to their markets.

## Legal and Ethical Obligations

New Zealand has laws and regulations that promote diversity and prevent discrimination in the workplace. Creating diverse teams is not only a legal requirement but also an ethical responsibility for businesses.



# Guide for Leaders: Harnessing Team Talent



Being an effective leader isn't just about issuing orders and making decisions; it's about leveraging the diverse talents of your team members to achieve collective success. Here's a comprehensive guide on how to harness your team's talent to drive innovation, collaboration, and productivity.

## 1 Know Your Team

- Understand each team member's strengths, weaknesses, skills, and passions.
- Conduct regular one-on-one meetings to build strong relationships and gain insights into their aspirations.

## 2 Set Clear Goals

- Clearly define your team's objectives and goals.
- Align these goals with the individual strengths and aspirations of team members to create a sense of purpose.

## 3 Encourage Open Communication and Create Psychological Safety

- Foster an environment where team members feel comfortable expressing their ideas and concerns.
- Use active listening to understand their viewpoints and show that their contributions are valued.

## 4 Promote Collaboration

- Create opportunities for cross-functional collaboration to pool diverse talents.
- Encourage brainstorming sessions, workshops, and knowledge-sharing to stimulate creativity.

## 5 Delegate Wisely

- Assign tasks based on individual strengths and expertise.
- Empower team members to take ownership of their responsibilities and decisions.



**6 Provide Learning Opportunities**

- Offer training, workshops, and resources to help team members develop new skills.
- Support their growth by encouraging them to pursue learning experiences both within and outside the organisation.

**7 Recognise and Reward**

- Acknowledge and celebrate individual and team achievements.
- Use both intrinsic (praise, autonomy) and extrinsic (bonuses, promotions) rewards to motivate and retain talent.

**8 Lead by Example**

- Display the behaviours and qualities you expect from your team.
- Demonstrate a strong work ethic, adaptability, and a growth mindset.

**9 Empower Decision-Making**

- Give team members the autonomy to make decisions within their areas of expertise.
- Guide them by setting clear boundaries and objectives.

**10 Provide Constructive Feedback**

- Offer regular feedback to help team members improve and grow.
- Focus on strengths while suggesting areas for development, and ensure feedback is specific and actionable.

**11 Adapt to Change**

- Be open to new ideas and approaches, and encourage your team to innovate.
- Adapt your leadership style to different situations and the evolving needs of your team.

**12 Create a Supportive Environment**

- Address conflicts and challenges promptly and constructively.
- Provide the resources and tools needed for success and remove obstacles that hinder productivity.

**13 Celebrate Diversity and Inclusion**

- Embrace diversity in all its forms and promote an inclusive environment where every voice is heard and valued.

**14 Promote Work-Life Balance**

- Respect boundaries and encourage a healthy work-life balance to prevent burnout and sustain long-term productivity.

**15 Continuously Improve**

- Regularly review your leadership strategies and their impact.
- Seek feedback from your team on how you can better support their growth and leverage their talents.

# Guide to Developing Cultural Intelligence for Leaders



**Understanding and effectively navigating diverse cultural landscapes is an essential skill for modern leaders. Cultural intelligence (CQ) is the ability to comprehend, communicate, and collaborate across different cultural contexts.**

By cultivating high levels of cultural intelligence, leaders can build stronger relationships, improve team dynamics, and drive organisational success in a globalised world. This guide outlines steps to develop cultural intelligence as a leader.



### 1 Recognise the Importance of Cultural Intelligence

- Understand how cultural diversity impacts business success and team dynamics.
- Recognise that cultural intelligence is a critical leadership skill, especially in multinational organisations and diverse teams.

### 2 Develop Self-Awareness

- Reflect on your own cultural background, values, and biases.
- Understand how your cultural lens shapes your perceptions and behaviours.
- Identify areas where your cultural assumptions might hinder effective communication and collaboration.

### 3 Seek Exposure to Different Cultures

- Travel, read, and engage with diverse cultural experiences to broaden your perspective.
- Interact with people from various cultural backgrounds to learn about their values, communication styles, and norms.

### 4 Learn Cultural Norms and Practices

- Study the customs, traditions, and etiquette of different cultures you interact with regularly.
- Be aware of differences in communication styles, negotiation approaches, and decision-making processes.

### 5 Practice Active Listening

- Pay attention to both verbal and nonverbal cues during conversations.
- Ask open-ended questions to encourage others to share their perspectives.
- Avoid making assumptions or jumping to conclusions about others' intentions.

### 6 Develop Empathy

- Put yourself in others' shoes to understand their emotions, thoughts, and viewpoints.
- Consider how cultural factors might influence others' behaviours and reactions.

### 7 Adapt Communication Styles

- Learn to communicate clearly and respectfully across cultural differences.
- Use simple language, avoid jargon, and confirm understanding during discussions.
- Adjust your tone, pace, and style of communication based on the cultural context.

### 8 Flexibility in Leadership Styles

- Recognise that different cultures may have distinct expectations of leaders.
- Be adaptable in your leadership approach, balancing between direct and indirect leadership styles as appropriate.

### 9 Build Cross-Cultural Teams

- Foster an environment that values diversity and promotes inclusivity.
- Capitalise on the strengths of a diverse team, leveraging various perspectives for innovative solutions.

### 10 Handle Conflicts Constructively

- Understand that conflicts may arise from cultural misunderstandings.
- Address conflicts with empathy, active listening, and a willingness to find mutually beneficial solutions.

### 11 Continuous Learning and Improvement

- Embrace cultural intelligence as an ongoing journey.
- Stay curious, seek feedback, and refine your cultural intelligence over time.

### 12 Lead by Example

- Model the behaviours and attitudes that demonstrate cultural intelligence.
- Show openness to learning from others' cultural backgrounds.

### 13 Cultural Intelligence Training

- Consider formal training programmes or workshops on cultural intelligence.
- Encourage your team members to enhance their own cultural intelligence as well.

### 14 Measure and Assess Progress

- Evaluate your growth in cultural intelligence periodically.
- Use feedback from team members, colleagues, and mentors to track improvements.

### 15 Promote Cultural Intelligence in the Organisation

- Advocate for the importance of cultural intelligence within your organisation.
- Encourage initiatives that celebrate diversity and create a more inclusive workplace.

## Section 2

# My people leader cares about my wellbeing



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# Guide to conducting empathetic wellbeing conversations as a leader



**Empathetic wellbeing conversations** lie at the heart of effective leadership, offering a chance to foster a nurturing work environment and elevate team performance. This comprehensive guide will walk you through the steps to master the art of empathetic wellbeing conversations.

These conversations provide an avenue for leaders to genuinely connect with their team members, addressing their mental, emotional, and physical wellbeing.



*"I've noticed your enthusiasm for painting. I'd love to hear more about your artistic journey."*

## 1 Build Trust and Rapport

Cultivate a foundation of trust and rapport by engaging in informal conversations beyond work duties. Share your own experiences and passions, and encourage your team members to do the same.

*"Let's find a quiet corner where we can have an open and confidential conversation."*

## 2 Choose the Right Setting

Choose a calm, private space that guarantees a comfortable and confidential atmosphere for sensitive discussions.

## Section 2: My people leader cares about my wellbeing

**"I'm here to support you in all aspects. Let's schedule regular catch-ups to discuss how you're doing, both professionally and personally."**

**"I'm fully present to listen to whatever you'd like to share. Please take your time."**

**"Amid the difficulties, what strengths have you been relying on to navigate through?"**

**"Your perspective matters most. Please share as much or as little as you're comfortable with."**

### 3 Be Proactive

Initiate regular check-ins that encompass work-related concerns and personal wellbeing, expressing your dedication to their overall welfare.

### 4 Active Listening

Demonstrate attentive listening through direct eye contact, affirmative nods, and the absence of interruptions. This communicates your genuine care for their thoughts.

**"Dealing with these challenges can be quite overwhelming. It's natural to feel the way you do."**

**"How have you been managing the balance between your workload and your personal life? I'm interested in your experiences."**

### 7 Focus on Strengths

Channel the conversation towards their strengths and coping mechanisms to highlight the positive side.

**"Know that I'm here to assist you in any way possible. If you need adjustments to your workload or access to resources, feel free to reach out."**

### 5 Empathetic Communication

Express empathy by validating their feelings and demonstrating understanding.

### 6 Ask Open-Ended Questions

Encourage them to open up by posing questions that invite detailed responses.

### 9 Offer Support

Assure them of your availability to offer support and assistance whenever needed.

### 8 Avoid Assumptions and Judgment

Keep the dialogue non-judgmental and devoid of assumptions, allowing them to express themselves freely.

**"Your privacy is paramount. Our discussion remains confidential unless there's a potential risk to your safety or others."**

## Section 2: My people leader cares about my wellbeing

"We offer workshops that focus on holistic wellness. Participating might offer valuable insights and tools."

"Let's brainstorm together. What steps come to mind that could help you manage stress more effectively?"

"I've found that mindful breathing keeps me centred. How about you? Any practices you find uplifting?"

"I've noted our conversation and the steps we outlined. This will help us keep track of your journey."

### 11 Provide Resources

Be prepared to recommend resources like wellness programmes, counselling services, or workshops that can aid their wellbeing journey.

"In a few weeks, let's reconnect and see how the strategies we discussed are impacting your wellbeing."

### 13 Follow Up

Post-conversation, follow up to check on their progress and any additional support required.

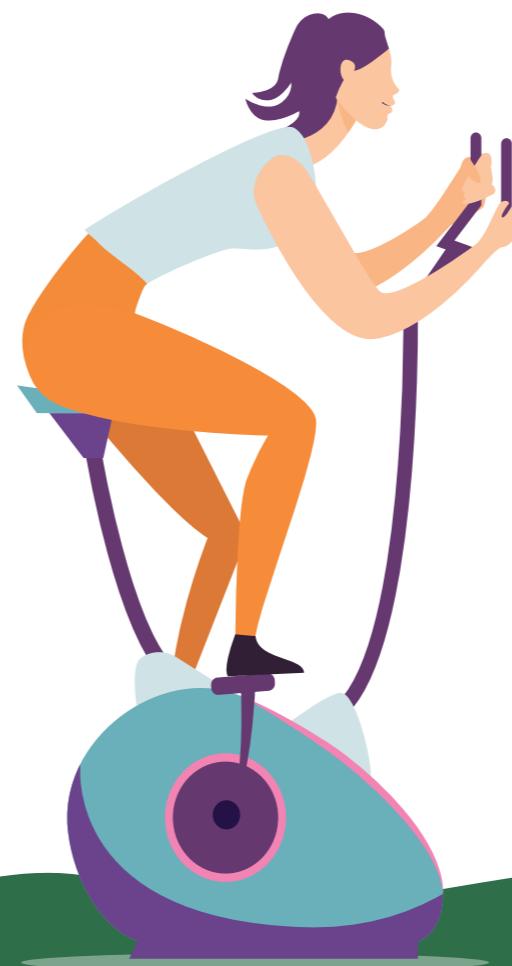
### 12 Set Actionable Steps

Collaboratively identify practical steps they can take to enhance their wellbeing.



### 14 Lead by Example

Share your personal experiences and practices related to wellbeing, promoting an environment of mutual openness.



### 15 Document and Monitor

Maintain concise notes about the conversation, action steps, and progress to ensure consistent follow-up.

By embracing these conversations with an empathetic approach, you cultivate an atmosphere where each team member's holistic wellbeing is cherished – fostering trust, collaboration, and accomplishment. Tailor your approach to their individuality, letting your commitment to their wellbeing resonate.



# Section 3

## People from all backgrounds have equal opportunities to succeed here

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# Guide to Maximising the Benefits of Reverse Mentoring



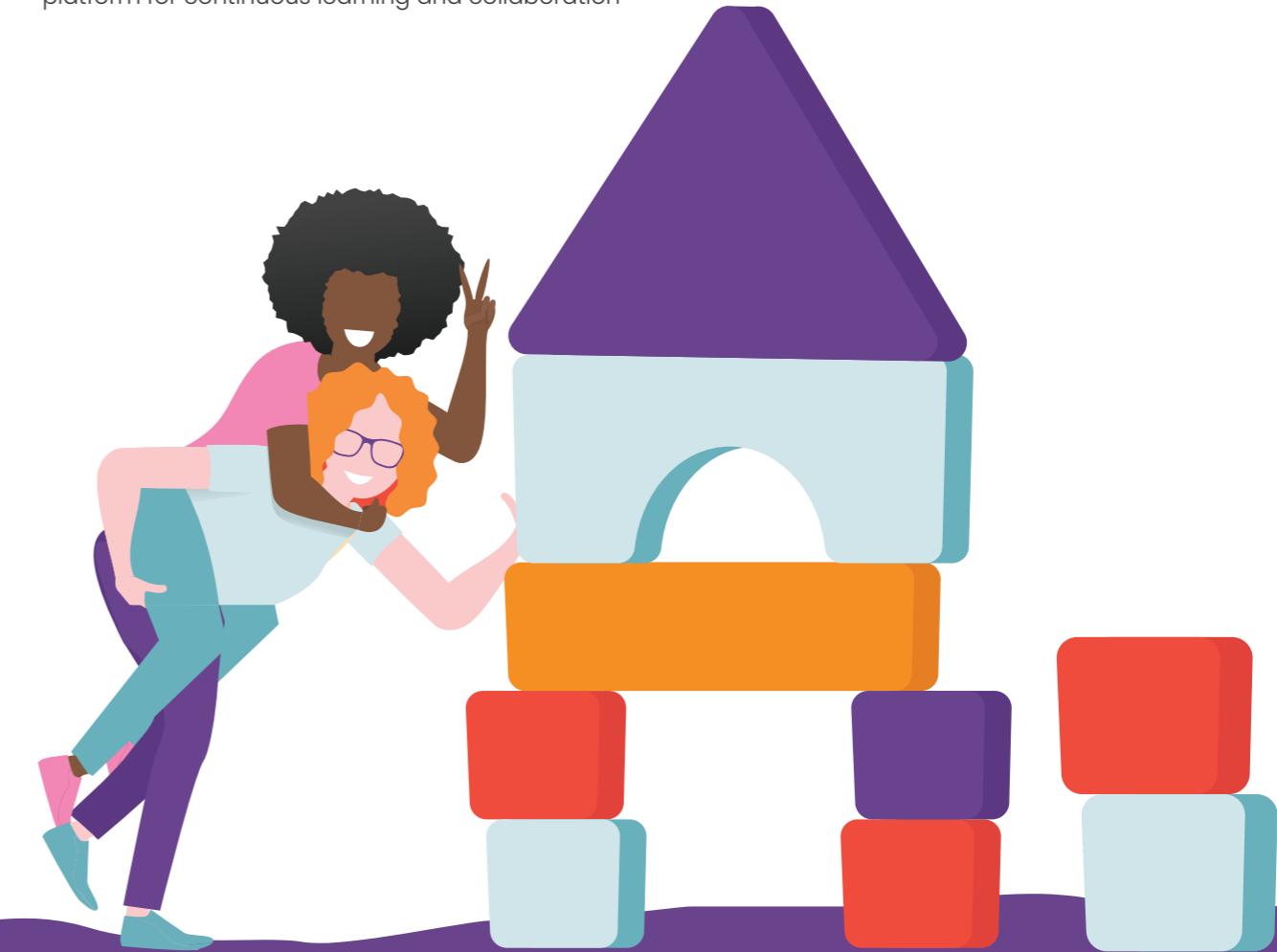
**A reverse mentoring programme stands out as a dynamic and mutually beneficial initiative, allowing early-in-career and diverse employees to mentor their more experienced counterparts.**

The tuakana-teina relationship, an integral part of traditional Māori society, provides a model for buddy systems. An older or more expert tuakana (brother, sister or cousin) helps and guides a younger or less expert teina (originally a younger sibling or cousin of the same gender). In a reverse mentoring environment that recognises the value of *ako* (to learn, guide and seek understanding), the tuakana-teina roles may be reversed at any time.

This innovative approach fosters a rich exchange of knowledge, perspectives, and skills, creating a platform for continuous learning and collaboration

across different generations or groups within an organisation. While each participant gains valuable insights, this guide emphasises the pivotal role of the early-in-career staff member and also how the benefits of the mentoring are reciprocal.

The senior mentor also has the opportunity to learn from the mentee (the mentee's skills, knowledge, cultural/ethnic background and their lived experiences) which are what they bring to the table.



Here's a step-by-step guide to running a reverse mentoring programme that highlight the two-way sharing aspect:

#### Step 1 .....

##### Define Programme Goals and Objectives

Clearly articulate the goals and objectives of the reverse mentoring programme, with a special focus on the advantages for early-in-career participants:

##### 1 Knowledge Exchange

Facilitate the transfer of skills, expertise, and insights, with a spotlight on the early-in-career staff member's contributions.

**Benefit for senior mentor:** Gain fresh insights and perspectives from early-in-career staff, enhancing their own knowledge and understanding.

##### 2 Diversity and Inclusion

Promote inclusivity by encouraging dialogue and understanding, emphasising the early-in-career staff member's role in shaping a diverse workplace.

**Benefit for senior mentor:** Gain a deeper understanding of diverse perspectives and foster a more inclusive work environment.

##### 3 Innovation

Drive creativity by showcasing the fresh perspectives of early-in-career employees and how their insights contribute to organisational innovation.

**Benefit for senior mentor:** Gain new ideas and approaches to problem-solving, fostering a culture of innovation.

#### Step 2 .....

##### Identify Participants

Focus on selecting participants with attention to the development of early-in-career staff:

##### 1 Senior Participants

Identify open-minded senior employees who are eager to learn from their early-in-career mentors and embrace new perspectives.

**Benefit for senior mentor:** Acquire new knowledge and insights from early-in-career mentors, fostering personal and professional growth.

##### 2 Early-in-Career Participants

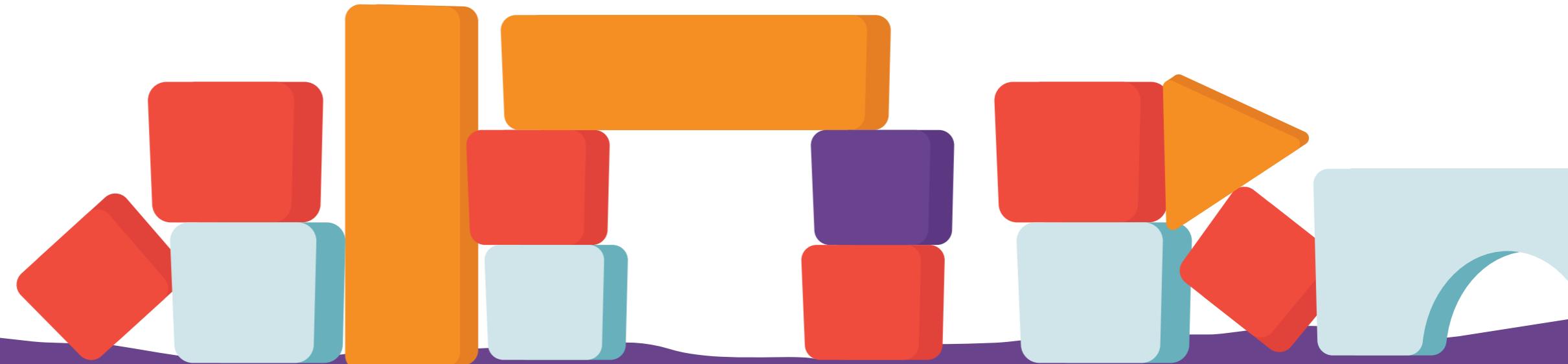
Choose knowledgeable, enthusiastic early-in-career employees capable of effectively mentoring and deriving significant learning from the experience.

**Benefit for senior mentor:** Gain a fresh perspective and stay connected with the knowledge and insights of early-in-career staff.

##### 3 Matching Criteria:

Consider diversity factors such as age, gender, background, and experience when pairing mentors and mentees.

**Benefit for senior mentor:** Engage with individuals from diverse backgrounds, expanding their understanding and cultural awareness.



### Step 3

#### Provide Training and Guidelines

Ensure both senior and early-in-career participants receive training that highlights the two-way nature of the mentoring relationship:

##### 1 Roles and Expectations

Clearly define the roles of mentors and mentees, emphasising the mutual learning aspect. This ensures that the mentee clearly understands what is required from their behalf.

**Benefit for senior mentor:** Enhance their mentoring skills and gain a deeper understanding of their role in the learning process.

##### 2 Communication Skills

Helping both participants to understand how they best communicate by sharing this with each other and giving specific examples.

**Benefit for senior mentor:** Improve their communication and listening skills, enhancing their effectiveness as mentors and leaders. Also ensures effective communication throughout the mentoring process.

##### 3 Confidentiality

Stress the importance of maintaining a confidential and safe space for discussions, underscoring the mutual trust required for effective mentoring. This is to ensure that the early-in-career individual knows that they are in a safe environment to speak openly with their senior mentor.

**Benefit for senior mentor:** Foster a trusting relationship with the early-in-career mentee, by creating an environment for open and honest communication. Keep your conversations together confidential unless it's been agreed by the mentee that it's OK to share something.



### Step 4

#### Set Up a Structured Framework

Establish a structured framework that highlights the early-in-career staff member's developmental journey:

##### 1 Meeting Schedule

Determine the frequency of meetings, ensuring they provide ample opportunities for early-in-career staff to contribute.

**Benefit for senior mentor:** Regularly engage with early-in-career staff to gain new insights and perspectives and learn themselves.

##### 2 Meeting Format

Define whether sessions will be one-on-one, small group discussions, or virtual, considering what best suits the early-in-career staff member's learning style.

**Benefit for senior mentor:** Adapt to different learning styles and preferences, enhancing their mentoring effectiveness. This can be achieved through asking questions, listening and showing that you understand. Showing empathy also builds trust between you and the mentee.

##### 3 Agenda

Incorporate discussion topics that resonate with the early-in-career staff member's interests and career aspirations.

**Benefit for senior mentor:** Explore new topics and areas of interest, expanding their knowledge and understanding.

##### 4 Duration

Set time limits for each session, ensuring a focused and productive exchange.

**Benefit for senior mentor:** Maximise the efficiency of mentoring sessions, making the most of their time and resources.



#### Step 5 .....

##### Facilitate Mentorship Sessions

Encourage an environment where the early-in-career staff can actively contribute and learn:

###### 1 Learning Exchange

Ensure a balanced sharing of insights, experiences, and perspectives, highlighting the early-in-career staff member's valuable contributions.

**Benefit for senior mentor:** Gain new insights and perspectives from early-in-career staff, broadening their own understanding.

###### 2 Feedback

Encourage mentees to provide feedback, emphasising the importance of their reflections in shaping the programme.

**Benefit for senior mentor:** Receive feedback on their mentoring approach, enabling them to refine their techniques and improve their mentoring skills.

###### 3 Challenging Assumptions

Prompt participants to engage in critical thinking to challenge assumptions and biases, fostering a culture of continuous learning and development.

**Benefit for senior mentor:** Engage in critical thinking and reflection, challenging their own assumptions and broadening their perspectives.



#### Step 6 .....

##### Measure and Evaluate

Quantify the developmental impact on early-in-career staff:

###### 1 Surveys

Collect feedback through surveys to understand the early-in-career staff member's experiences and the impact on their growth.

**Benefit for senior mentor:** Understand the effectiveness of their mentoring and identify areas for improvement for themselves, and for the overall mentoring programme.

###### 2 Performance Indicators

Track changes in the skills, attitudes, and collaboration of early-in-career staff resulting from the programme.

**Benefit for senior mentor:** Measure the impact of their mentoring efforts on the development of early-in-career staff.

###### 3 Adjustments

Make programme adjustments based on feedback, ensuring it aligns with the developmental needs of early-in-career staff.

**Benefit for senior mentor:** Contribute to improving the mentoring programme to meet the evolving needs of early-in-career staff.

#### Step 7 .....

##### Showcase Achievements

Celebrate the successes and highlight the developmental milestones of the early-in-career staff:

###### 1 Sharing Stories

During conversations with early-in-career staff, showcase their mutual success stories, emphasising the transformative impact on both mentors and mentees.

**Benefit for senior mentor:** Recognise the impact of their own mentoring to contribute to their own reputation and fulfilment.

###### 2 Recognition

Publicly recognise early-in-career staff contributions through awards, certificates, or acknowledgments.

**Benefit for senior mentor:** Enhancing their own professional standing and job satisfaction by highlighting their role in the personal growth of early-in-career staff.

###### 3 Integration

Integrate the valuable insights gained from early-in-career staff into organisational strategies, initiatives, and policies.

**Benefit for senior mentor:** Influence organisational decision-making by incorporating the perspectives and ideas of early-in-career staff.

#### Step 8 .....

##### Continuous Improvement

Focus on the continuous development of the programme with an emphasis on the growth of early-in-career staff:

###### 1 Adaptation

Stay responsive to shifting demographics and employee needs, adapting the programme to remain relevant.

**Benefit for senior mentor:** Connect with fresh perspectives to stay adaptable to the evolving needs and perspectives of early-in-career staff.

###### 2 Incorporate Feedback

Use feedback from early-in-career staff to refine programme elements and ensure it continues to meet their developmental needs.

**Benefit for senior mentor:** Continuously improve the effectiveness of their mentoring.

###### 3 Promote Sustainability

Embed the programme into long-term learning and development initiatives, ensuring sustained benefits for early-in-career staff.

**Benefit for senior mentor:** Leave a lasting legacy within the organisation, and contribute to the long-term growth and development of early-in-career staff. Running a successful reverse mentoring programme requires strategic planning and a genuine commitment to the development of early-in-career staff.

By emphasising the two-way sharing experience, organisations can create a workplace environment that thrives on diverse perspectives and ensures continuous growth for all participants.

# Guide to Running an Effective School Outreach Programme for Attracting Future Talent



Running a successful outreach programme in schools is a valuable strategy for attracting and nurturing future talent. Engaging with students at an early age can create a lasting impression and inspire them to pursue careers in your field.

Here's a comprehensive guide to help you plan and execute an effective school outreach programme.

## 1 Define Your Goals

Determine the objectives of your outreach programme. Are you looking to raise awareness about your industry? Inspire students to pursue related careers? Identify your goals to tailor your approach accordingly.

## 2 Identify Target Schools

Research and identify schools that align with your programme's goals. Consider factors such as location, demographics, and existing curriculum offerings. Prioritise schools where your industry's presence might be limited, maximising the impact of your outreach.

## 3 Collaborate with Educators

Establish strong partnerships with teachers, counsellors, and school administrators. They can provide insights into the students' needs, interests, and the best ways to engage them effectively.

## 4 Design Engaging Activities

Create interactive and age-appropriate activities that showcase the excitement and opportunities within your industry. Examples include workshops, hands-on demonstrations, competitions, and career panels. Ensure activities are engaging, informative, and aligned with curriculum standards.

## 5 Leverage Role Models

Invite professionals from your industry to share their personal journeys and experiences. Students are more likely to be inspired by real-life success stories. Role models can provide valuable insights into potential career paths and the skills required to succeed.

## 6 Incorporate Technology

Utilise technology to make your outreach programme dynamic and relevant. Virtual reality demos, interactive apps, and online presentations can capture students' attention and enhance their understanding of your field.

#### 7 Customise for Different Age Groups

Tailor your approach to suit different age groups. Younger students might benefit from more hands-on and visual activities, while older students could engage in deeper discussions about career paths and educational requirements.

#### 8 Promote Diversity and Inclusion

Highlight the importance of diversity and inclusion within your industry. Showcase individuals from various backgrounds and demographics who have excelled in your field. Emphasise that everyone is welcome and can contribute meaningfully.

#### 9 Provide Resources

Offer educational materials, brochures, and online resources that students can access beyond the outreach event. This helps maintain their interest and provides avenues for further exploration.

#### 10 Encourage Skill Development

Integrate skill-building components into your outreach activities. Practical workshops that teach relevant skills can empower students and show them the real-world applicability of what they learn.

#### 11 Measure Impact

Establish key performance indicators (KPIs) to measure the success of your outreach programme. These could include attendance rates, student feedback, interest in related programmes, or the number of students who pursue further education in your field.

#### 12 Foster Long-Term Relationships

Maintain a relationship with the schools and students you engage with. Offer follow-up sessions, mentorship opportunities, or visits to your workplace to sustain their interest and support their growth.

#### 13 Gather Feedback

Regularly seek feedback from students, teachers, and administrators. Use this feedback to refine your programme, improve its effectiveness, and ensure its relevance.

#### 14 Spread the Word

Promote your outreach programme through various channels, including social media, local newspapers, and community events. The more visibility your programme has, the wider its impact will be.

#### 15 Continuously Improve

Regularly assess and update your outreach programme to keep it fresh and appealing. Incorporate new trends, technologies, and insights to ensure its ongoing relevance.

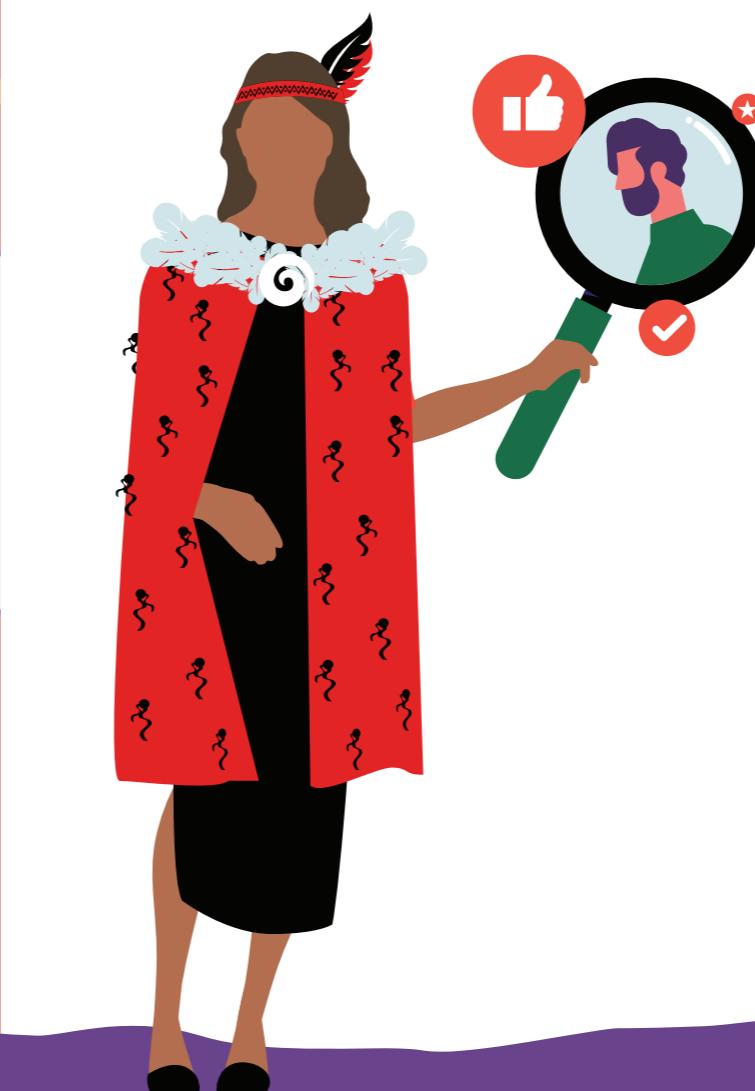
You can create a compelling school outreach programme that not only attracts future talent to your industry but also fosters a sense of curiosity, learning, and inspiration among students. Remember, your investment in these young minds can have a lasting impact on their educational and career choices.



# Guide to Fostering Inclusive Representation in New Zealand's Workforce



**Acknowledging the critical importance of diversity and inclusion, this guide offers a detailed approach to developing and preparing staff for leadership roles while focusing on inclusivity for all.**



By prioritising representation among diverse groups – such as gender, ethnicity, Māori, and Pacific peoples – organisations can enhance creativity, innovation, and decision-making at every level.

## 1 Assessing and Setting Inclusive Goals

- Conduct a thorough demographic assessment across all staff levels, examining gender, ethnicity, and other relevant characteristics.
- Define specific and measurable goals for representation, ensuring alignment with organisational values and broader diversity strategies. Establish targets that span all levels of the organisation.

## 2 Inclusive Leadership Competencies

- Develop a set of leadership competencies that explicitly emphasise the importance of diversity and inclusion.
- Integrate these competencies into job descriptions and performance expectations for all staff, fostering a culture where inclusive leadership is valued across the organisation.

## 3 Expanding Talent Pool

- Actively engage diverse networks, organisations, and platforms to broaden the pool of talent.
- Encourage employee referrals and establish partnerships with diversity-focused organisations, ensuring that the organisation is attracting a wide range of qualified candidates at all levels.

#### 4 Mitigating Implicit Bias

- Provide comprehensive training for all staff to identify and address implicit biases in their interactions.
- Foster a culture where decisions are based on merit and inclusivity by regularly reinforcing the importance of unbiased decision-making.

#### 5 Structured Professional Development

- Implement a standardised professional development approach that addresses the specific skills needed for inclusive leadership.
- Align professional development opportunities with the organisation's values, ensuring that staff at all levels have access to resources that foster an inclusive environment.

#### 6 Diverse Inclusion Initiatives

- Establish committees and groups that represent diverse backgrounds and perspectives.
- Ensure that decision-making processes and organisational initiatives involve input from staff at all levels, creating a culture of collaboration and inclusivity.

#### 7 Mentorship and Development Opportunities

- Design mentorship and development programmes that support the growth of all staff, irrespective of their current positions
- Provide opportunities for skill enhancement and exposure to different aspects of the organisation, preparing staff for leadership roles.

#### 8 Transparency and Communication

- Regularly communicate the organisation's commitment to diversity and inclusion to all staff.
- Share progress updates on increasing representation and fostering an inclusive environment, maintaining open lines of communication throughout the organisation.

#### 9 Feedback and Continuous Improvement

- Solicit feedback from staff at all levels to refine professional development processes and inclusivity initiatives.
- Use this feedback to continuously improve practices and ensure ongoing inclusivity and equity in organisational operations.

#### 10 Celebrating Achievements

- Recognise and celebrate the achievements of all staff, creating a culture that values diversity and inclusivity.
- Implement recognition programmes that highlight individual and collective successes, fostering a positive and inclusive work environment.

#### 11 Monitoring and Reporting Progress

- Develop a robust system to continuously track and report progress in representation and inclusive practices.
- Share regular updates to showcase the organisation's commitment to accountability and diversity goals.





## Section 4

# I can voice my opinion without fear of negative consequences

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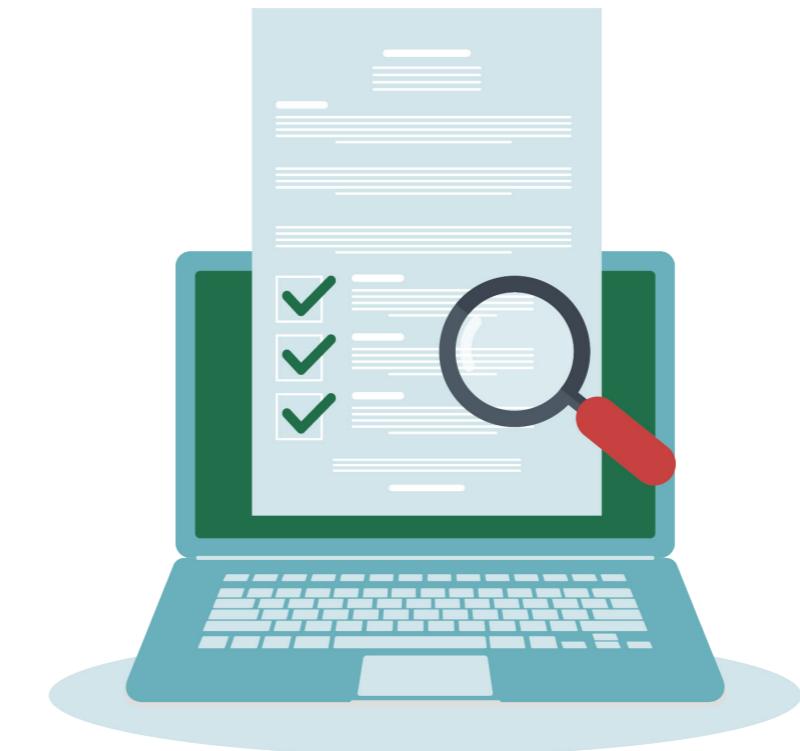
Guide to Running “Pie in the Sky” Brainstorming Sessions: Unleashing Creativity and Innovation 48

# Guide to Implementing Inclusive Policies in New Zealand Organisations



**Fostering an inclusive workplace is not only a moral imperative but also a strategic advantage that enhances creativity, productivity, and employee well-being.**

Having your work population reflect the communities you serve (or your clients) is crucial to better meeting their needs. This means taking into account policies that help you achieve this goal. Think about gender considerations, and the unique needs of the different ethnic, national, cultural backgrounds within which you operate.



Here's a list of potential Inclusive Policies you might want to consider:

**1 Starting point - the Importance of an Inclusion, Diversity, Belonging and Equity Policy for Organisations Embarking on Their Journey**

For organisations starting their journey towards inclusivity, establishing a Inclusion, Diversity, Belonging and Equity (IDB&E) policy (or even better a strategy) is crucial. A workforce that mirrors the diversity of the communities it serves is better equipped to meet the varied needs of its clients/customers.

**2 Anti-Discrimination and Harassment Policy with Cultural Sensitivity**

Establish a zero-tolerance policy for discrimination, harassment, and retaliation that acknowledges cultural nuances. Clearly define unacceptable behaviour, provide multiple reporting channels, and ensure that all reported incidents, including those with cultural implications, are thoroughly investigated and appropriately addressed.

**3 Accommodation for Disabilities with Cultural Awareness**

Develop policies that outline the process for providing reasonable accommodations to employees with disabilities, ensuring cultural sensitivity in the approach. Communicate how employees can request accommodations, and handle these requests promptly and confidentially, considering diverse needs.

## Section 4: I can voice my opinion without fear of negative consequences

### 4 Flexible Work Arrangements with Cultural Considerations

Create policies that support flexible work arrangements, taking into account cultural considerations. This includes accommodating different cultural practices and recognising the importance of work-life balance for employees with diverse needs.

### 5 Whānau-Focused Parental and Caregiver Leave

Offer parental and caregiver policies that go beyond legal requirements, recognising the importance of whānau (family) in Māori and Pacific cultures. This could include extended parental leave, support for adoptive parents, and flexible options for employees caring for elderly relatives.

### 6 Gender-Inclusive Policies with Cultural Respect

Implement policies that respect and support employees of all gender identities, incorporating cultural respect. This could involve providing gender-neutral facilities, using inclusive language in official documents, and accommodating transition processes for transgender employees while respecting cultural norms.

### 7 Employee Resource Groups (ERGs) with Cultural Focus

Encourage the formation of ERGs that focus on various dimensions of diversity, including those with a cultural focus such as Māori and Pacific peoples' groups. These groups can provide support, foster a sense of belonging, and offer valuable insights to the organisation.

### 8 Cultural Competence Training and Education

Offer regular diversity, equity, and inclusion (DEI) training that includes a focus on cultural competence for employees at all levels. This training should cover topics such as unconscious bias, cultural sensitivity, and bystander intervention to raise awareness and promote positive behaviours.

### 9 Pay Equity and Transparency with Cultural Considerations

Develop policies that ensure pay equity across all demographics, considering cultural factors. Provide transparency around compensation structures and regularly review pay practices to identify and rectify any potential disparities.

### 10 Cultural Mentoring and Sponsorship Programmes

Implement programmes that connect employees from under-represented groups, including Māori and Pacific peoples, with mentors and sponsors within the organisation. This can help them navigate their careers more effectively and access growth opportunities while considering cultural contexts.

### 11 Employee Feedback Mechanisms with Cultural Insight

Establish mechanisms for employees to provide feedback on the organisation's inclusivity efforts, ensuring cultural insight is considered. Regular surveys, focus groups, and open-door policies can provide insights into areas that need improvement from diverse cultural perspectives.

### 12 Inclusive Leadership Development with Cultural Sensitivity

Develop leadership programmes that emphasise inclusive leadership behaviours and skills, incorporating cultural sensitivity. Leaders should be trained to foster an environment where all voices, including those from diverse cultural backgrounds, are heard and valued.

### 13 Regular Assessment and Improvement with Cultural Adaptability

Continuously assess the effectiveness of your inclusive policies, considering cultural adaptability, and make necessary adjustments based on feedback and data. A dynamic approach ensures that your organisation evolves with changing needs while respecting cultural diversity and norms.



# Guide to Running "Pie in the Sky" Brainstorming Sessions:

## Unleashing Creativity & Innovation



Innovation often stems from thinking beyond the boundaries of what is considered possible. "Pie in the Sky" brainstorming sessions are designed to encourage teams to think outside the box and generate ideas that might seem unrealistic or even impossible at first glance.

This guide will walk you through the steps of organising and facilitating such sessions to inspire creative thinking and foster a culture where no idea is considered too far out there.



### Preparing for the Session

#### 1 Set the Right Environment

Create a comfortable and relaxed environment for the brainstorming session. Consider arranging the seating in a circle to promote open communication and collaboration. Use a whiteboard, flip chart, or digital collaboration tool to record ideas as they come up.

#### 2 Choose a Diverse Team

Invite individuals from various backgrounds and expertise levels. Diverse perspectives often lead to more creative ideas. Ensure that participants feel comfortable sharing their thoughts without fear of judgement.

#### 3 Define the Purpose

Clearly communicate the purpose of the session: to generate imaginative and unconventional ideas without any limitations. Emphasise that no idea is too unrealistic or unfeasible.

#### 4 Introduce the "Pie in the Sky" Concept

Explain the concept of "Pie in the Sky" thinking to the team. Use examples of groundbreaking innovations that were once considered far-fetched. Encourage participants to suspend their scepticism and embrace the spirit of limitless creativity.

### Facilitating the Session

#### 1 Icebreaker Activity

Start with a light icebreaker activity to warm up the participants and encourage a free-flowing mindset. This could be a quick game or a fun question related to the session's theme.

#### 2 Set the Rules

Establish ground rules for the brainstorming session. Emphasise that criticism or evaluation of ideas is not allowed during this phase. The focus is solely on generating ideas.

#### 3 Define the Challenge

Present a broad and open-ended challenge or question that aligns with your goals. Encourage participants to think about the challenge from various angles, considering both conventional and unconventional solutions.

#### 4 Generate Ideas

Encourage participants to brainstorm individually for a set period (e.g., 5-10 minutes) and write down as many ideas as they can. Then, ask each participant to share their ideas, no matter how outrageous they may seem.

#### 5 Build upon Ideas

After the initial round of sharing, encourage the team to build upon each other's ideas. This collaborative approach can lead to the refinement of seemingly wild concepts into more viable solutions.

#### 6 Spark Inspiration

If the creativity seems to be slowing down, introduce provocative prompts or scenarios to spark fresh thinking. Encourage participants to envision extreme scenarios and explore how they might lead to unexpected breakthroughs.



### Post-Session Steps

#### 1 Idea Evaluation

After the session, transition into a more conventional brainstorming phase where the team evaluates and refines the generated ideas. Some ideas might have hidden potential that becomes clearer upon closer examination.

#### 2 Select Ideas to Pursue

Identify a few ideas from the brainstorming session that stand out as potentially disruptive or innovative. These could become starting points for more focused ideation and experimentation.

#### 3 Cultivate a Culture of Creativity

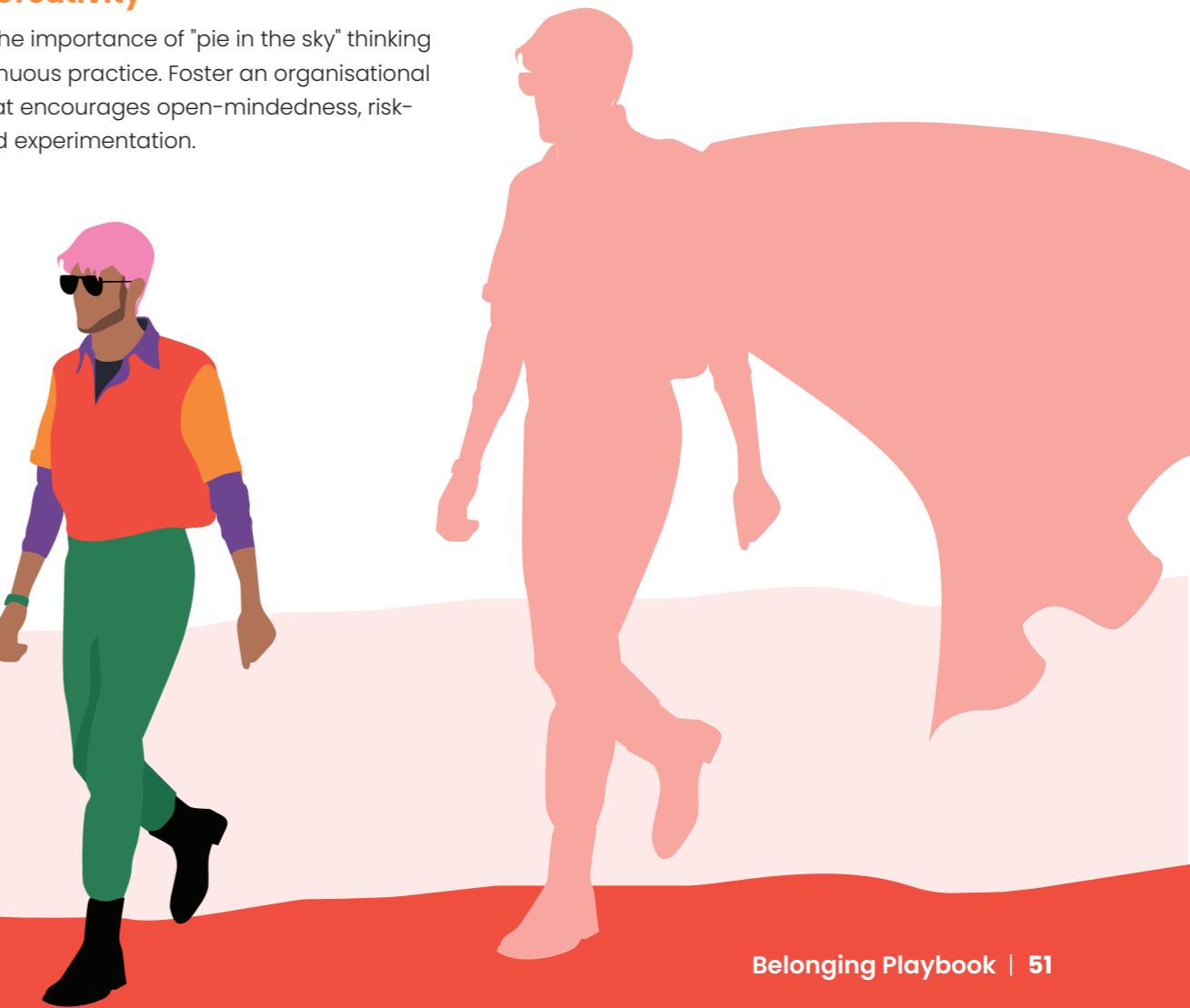
Highlight the importance of "pie in the sky" thinking as a continuous practice. Foster an organisational culture that encourages open-mindedness, risk-taking, and experimentation.

#### 4 Celebrate Unconventional Thinking

Recognise and celebrate instances where unconventional ideas lead to breakthroughs or unexpected success. Reinforce the idea that no idea, no matter how far-fetched, is ever truly off the table.

#### 5 Document and Review

Compile the ideas generated during the session, even the wildest ones. Periodically review these ideas to see if any new developments or technologies make once-impossible concepts more viable.



# Section 5

## I can bring my authentic self to work, whatever that means to me



### In this section

Guide to Understanding Psychological Safety in the Workplace

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# Guide to Understanding Psychological Safety in the Workplace



**Psychological safety is a critical component of a healthy and thriving workplace. It involves creating an environment where employees feel safe to express their thoughts, opinions, and ideas without fear of negative consequences.**



## Key Elements of Psychological Safety

### 1 Trust

Employees trust that their contributions will be valued and respected.

### 2 Open Communication

Individuals can express their thoughts and ideas without fear of judgement.

### 3 Risk-Taking

Employees feel empowered to take calculated risks and explore innovative solutions.

In a psychologically safe workplace, individuals can bring their whole selves to work, fostering a culture of openness, innovation, and collaboration.

This guide aims to provide a clear understanding of psychological safety and underscore its importance in creating a workplace where every staff member feels valued and included.

## What is Psychological Safety?

Psychological safety refers to a climate in which individuals feel comfortable taking interpersonal risks, such as speaking up, sharing ideas, or admitting mistakes, without fear of punishment or humiliation. It is a key factor in creating a positive work environment where employees can be authentic and contribute to their fullest potential.

### Why is Psychological Safety Important?

#### 1 Enhanced Innovation and Creativity

When employees feel safe to share their ideas, creativity flourishes. A psychologically safe environment encourages innovative thinking and problem-solving.

#### 2 Increased Employee Engagement

Employees who feel psychologically safe are more likely to engage in their work. They are motivated to contribute actively to the organisation's success.

#### 3 Improved Team Collaboration

Teams that operate in a psychologically safe space collaborate more effectively. Open communication leads to better understanding and cooperation among team members.

#### 4 Risk-Taking and Learning

Psychological safety fosters a culture where employees are willing to take risks and embrace challenges. This, in turn, promotes continuous learning and development.

#### 5 Reduced Turnover and Absenteeism

Employees who feel psychologically safe are more likely to stay with an organisation. Reduced turnover and absenteeism contribute to a more stable and productive workforce.

#### 6 Positive Mental Health Impact

A psychologically safe workplace supports employees' mental health and wellbeing. Feeling accepted and valued at work positively influences overall job satisfaction.

#### 7 Attracting and Retaining Talent

Organisations known for fostering psychological safety are attractive to top talent. Employees actively seek workplaces where they can be themselves and contribute meaningfully.



### Creating a Psychologically Safe Environment

#### 1 Leadership Commitment

Leaders must actively demonstrate their commitment to psychological safety. This includes modelling open communication, being receptive to feedback, and addressing issues promptly.

#### 2 Promote Inclusive Practices

Foster inclusivity by celebrating diversity. Recognise and appreciate different perspectives, backgrounds, and experiences.

#### 3 Encourage Open Communication

Create channels for open dialogue. Regularly seek feedback from employees and respond constructively to their input.

#### 4 Provide Training

Offer training on topics such as unconscious bias, active listening, and conflict resolution. Equip employees with the skills to navigate diverse perspectives respectfully.

#### 5 Recognise and Reward Contributions

Acknowledge and reward employees for their contributions. This reinforces the value placed on individual input.

#### 6 Establish Clear Policies

Develop and communicate clear policies that emphasise the importance of psychological safety. Ensure that there are mechanisms in place to address any violations promptly.





# Section 6

## I feel like I belong at [organisation]

### In this section

**Learning Session Guide: Creating an Inclusive Culture and Building a Sense of Belonging**

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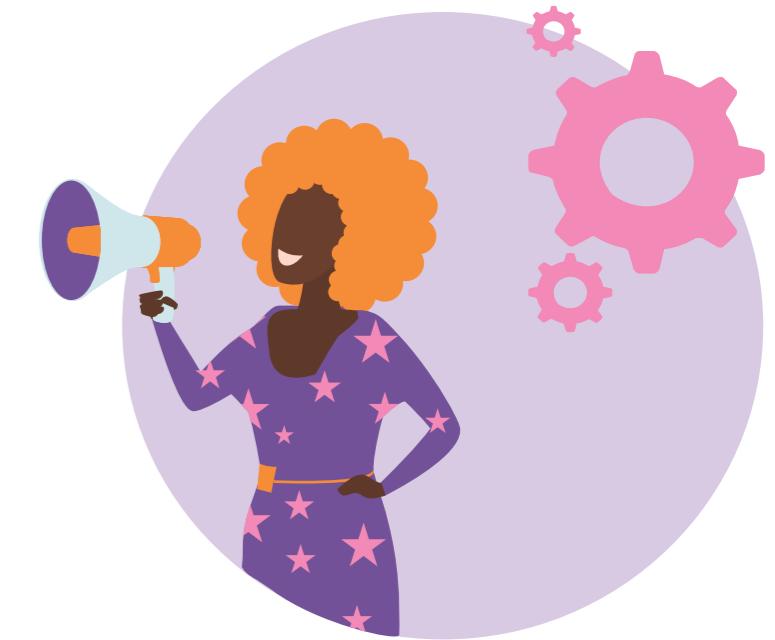
# Learning Session Guide: Creating an Inclusive Culture and Building a Sense of Belonging



5 mins

## Introduction

- Welcome and introduce yourself as the facilitator.
- Explain the purpose of the session: to explore the concepts of unconscious bias, privilege, inclusive language, and building a sense of belonging to create a more inclusive culture within the organisation.
- Emphasise the significance of creating a sense of belonging as the team has expanded significantly in recent months.
- Set expectations for active participation and a respectful learning environment.



15 mins

## Part 1: Understanding Unconscious Bias

- Define unconscious bias and its impact on decision-making and workplace dynamics.
- Present examples of common biases (e.g., affinity bias, confirmation bias, halo effect) and their potential consequences.
- Facilitate a brief discussion on personal experiences with unconscious bias and its effects.

10 mins

## Activity: Bias Awareness

- Divide participants into small groups.
- Assign each group a specific bias to discuss and share examples.
- Reconvene and have each group present their findings.
- Encourage reflection on how biases may have influenced decision-making within the organisation.

## Section 6: I feel like I belong at [organisation]:

15 mins

### Exploring Privilege

- Define privilege and its relationship to power dynamics.
- Discuss different forms of privilege (e.g., race, gender, socioeconomic status) and how they intersect.
- Facilitate an open conversation about participants' awareness of their own privileges and the privileges present within the organisation.



10 mins

### Activity: Privilege Walk

Instruct participants to form a line in the middle of the room.

- Read out a series of statements highlighting different privileges.
- Participants take a step forward or backward based on their experiences with each statement.
- Reflect on the varying positions of participants and the insights gained from the activity.

15 mins

### Inclusive Language and Communication

- Emphasise the importance of inclusive language in fostering an inclusive culture.
- Discuss the impact of language on different individuals or groups.
- Present guidelines for using inclusive language and avoiding common pitfalls.
- Provide practical tips for addressing and correcting language that may exclude or marginalise others.



10 mins

### Activity: Language Audit

Share a workplace scenario or example communication.

- In small groups, analyse the language used and identify any potentially exclusionary or biased elements.
- Share and discuss findings as a whole group, focusing on alternative approaches to promote inclusivity.

## Section 6: I feel like I belong at [organisation]:

15 mins

### Part 4: Building a Sense of Belonging

- Discuss the importance of creating a sense of belonging, especially in a rapidly expanding team.
- Highlight the benefits of a strong sense of belonging, such as increased engagement and productivity.
- Introduce the concept of psychological safety and its role in fostering belonging.

10 mins

### Activity: Belonging Workshops

- Divide participants into smaller groups.
- Instruct each group to brainstorm and discuss ideas on how to enhance a sense of belonging within the team.
- Encourage creativity and openness in generating ideas.
- Reconvene and have each group present their workshop ideas to the whole group.

10 mins

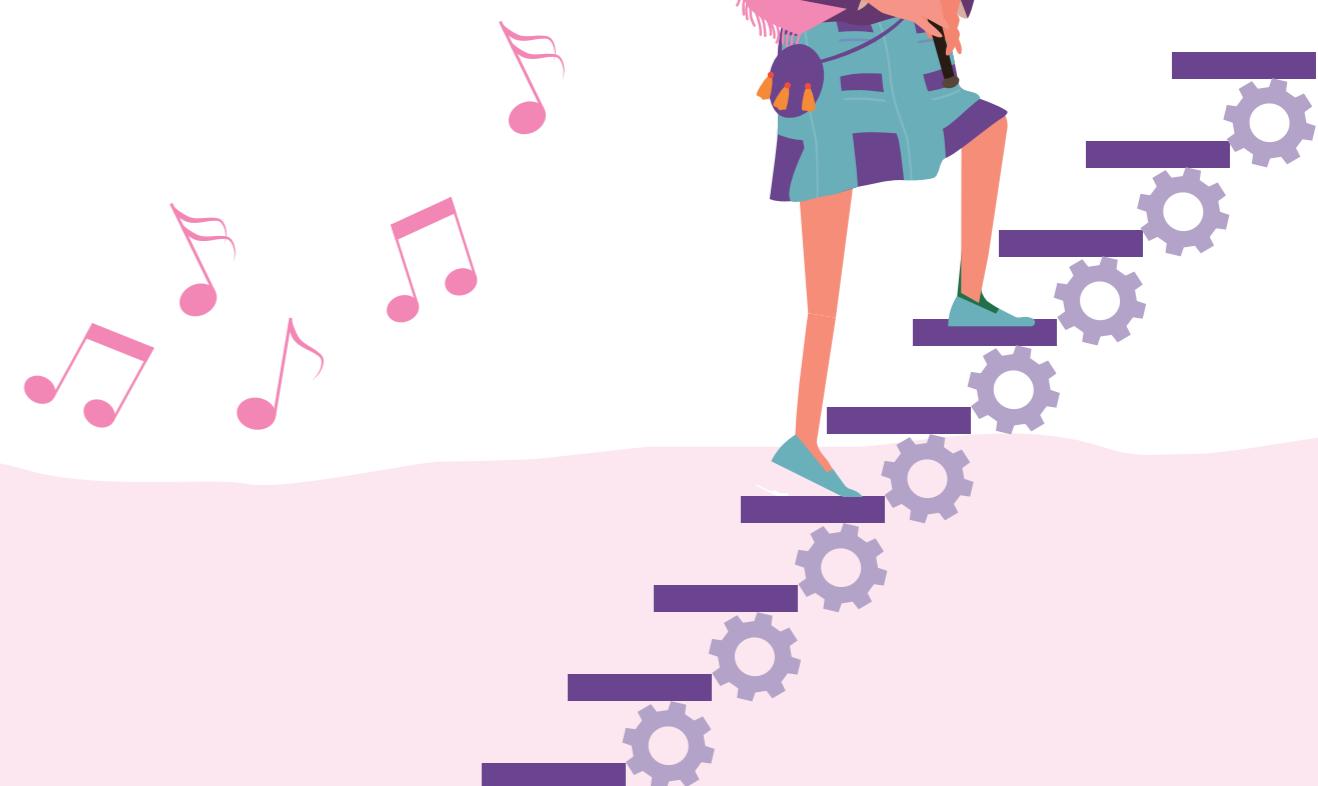
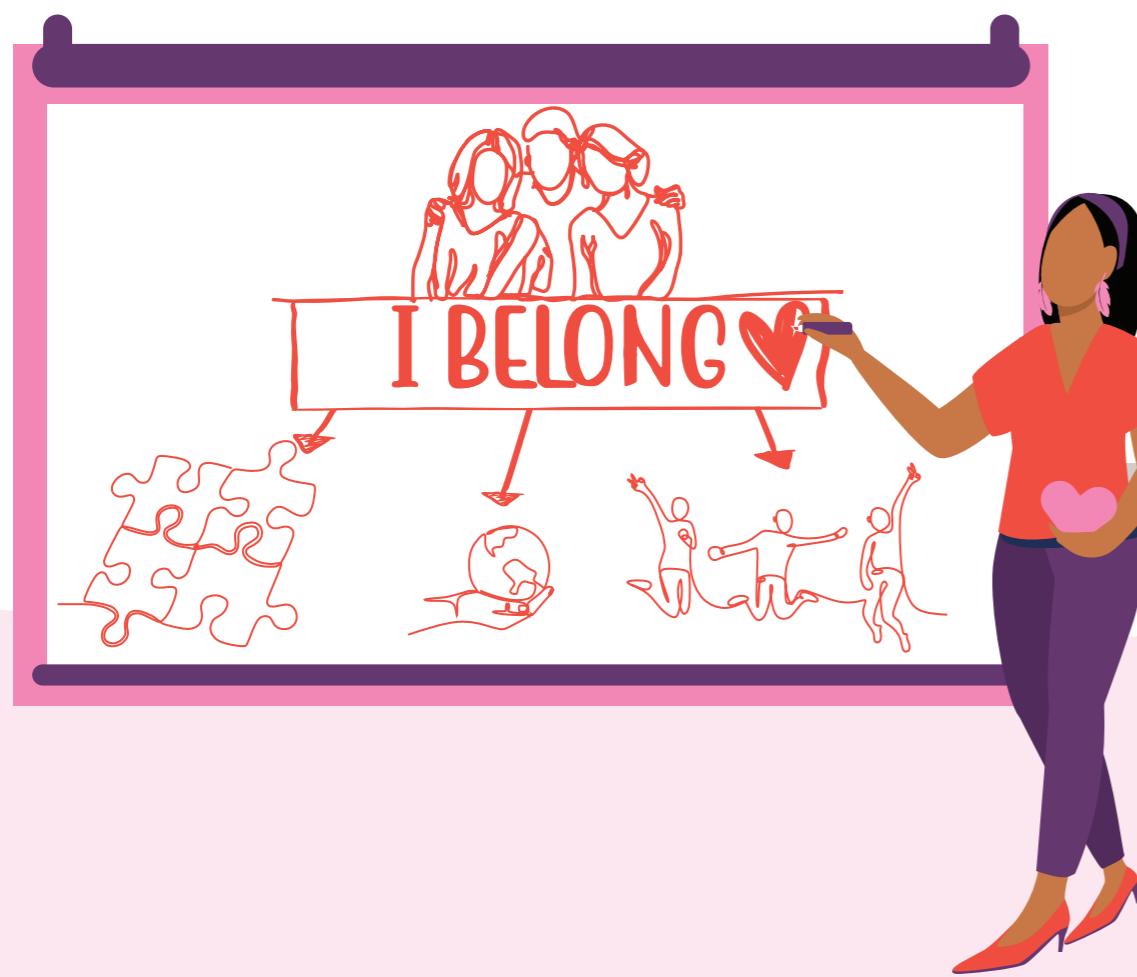
### Conclusion and Action Steps

- Summarise the key takeaways from the session, including the understanding of biases, privilege, inclusive language, and building a sense of belonging.
- Encourage participants to reflect on their own biases, privileges, and language use, as well as the workshop ideas generated.
- Share resources and tools for further learning and self-reflection.
- Discuss concrete actions that leaders can take to promote inclusivity and a sense of belonging within the organisation.

5 mins

### Q&A and Closing

- Allow participants to ask questions or share additional thoughts.
- Express gratitude for their engagement and willingness to learn.
- Reiterate the organisation's commitment to creating an inclusive culture and fostering a sense of belonging.



## Facilitator Script

### Introduction

**Facilitator:** Welcome, everyone! Thank you for joining this learning session on creating an inclusive culture and building a sense of belonging. I'm [Your Name], and I'll be your facilitator today.

The purpose of this session is to explore unconscious bias, privilege, inclusive language, and how to foster a sense of belonging in our rapidly expanding team. Let's create a respectful and engaging learning environment. Shall we begin?

### Part 1: Understanding Unconscious Bias

**Facilitator:** To start, let's dive into understanding unconscious bias. Unconscious biases are deeply ingrained attitudes or stereotypes that affect our decisions and behaviours without us even realising it. They can have a significant impact on workplace dynamics.

Examples include affinity bias, confirmation bias, and the halo effect. Can anyone share their experiences with unconscious bias?

### Activity: Bias Awareness

**Facilitator:** Now, I'd like to divide you into small groups. Each group will be assigned a specific bias to discuss and share examples.

Take some time to explore biases and their potential consequences. We'll reconvene and have each group present their findings. Ready? Let's begin.

### Part 2: Exploring Privilege

**Facilitator:** Moving on, let's explore the concept of privilege. Privilege refers to the advantages and benefits individuals receive based on their social identities. It affects power dynamics within society and the workplace. Different forms of privilege include race, gender, and socioeconomic status.

Can anyone provide examples of privilege?

### Activity: Privilege Walk

**Facilitator:** Now, I want you to form a line in the middle of the room. I'll read out a series of statements highlighting different privileges.

Based on your experiences, take a step forward or backward. This activity will help us reflect on the varying positions we hold. Let's begin.

### Part 3: Inclusive Language and Communication

**Facilitator:** Let's shift our focus to inclusive language and communication. Using inclusive language is crucial in creating an inclusive culture. It's essential to consider the impact of our words on different individuals or groups.

I'll present some guidelines and practical tips to help you use inclusive language effectively.

### Activity: Language Audit

**Facilitator:** I'll share a workplace scenario or example communication with you. In your small groups, analyse the language used and identify any potentially exclusionary or biased elements. We'll then share and discuss our findings as a whole group.

This activity will provide insights into promoting inclusivity through language. Let's get started.

### Part 4: Building a Sense of Belonging

**Facilitator:** Now, let's focus on building a sense of belonging within our expanded team. As the team has grown significantly, it's important to ensure everyone feels connected and valued.

We'll discuss the significance of belonging and its positive impact on engagement and productivity.

### Activity: Belonging Workshops

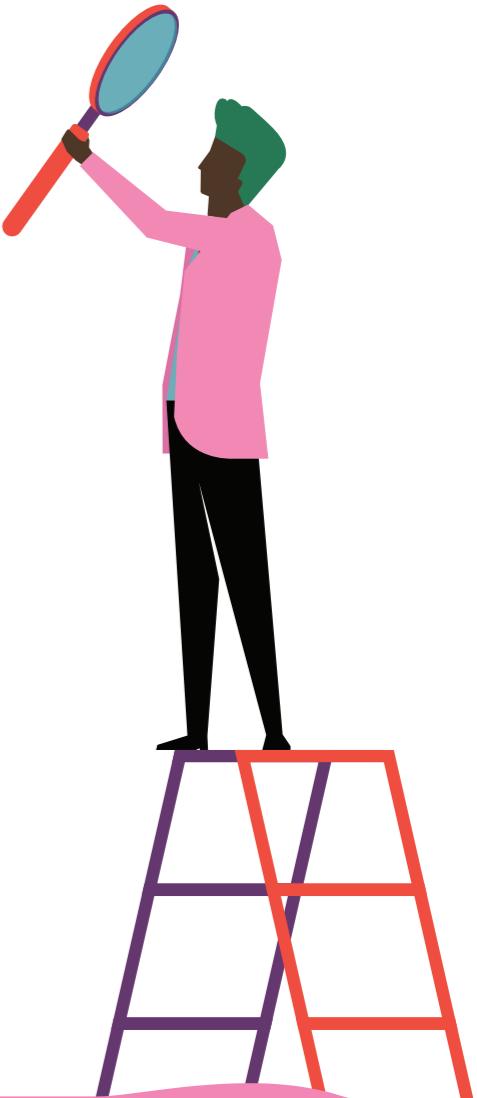
**Facilitator:** In your small groups, I'd like you to brainstorm and discuss ideas on how we can enhance a sense of belonging within our team. Be creative and open-minded. Afterward, we'll reconvene, and each group will present their workshop ideas to the whole group. Let's begin generating ideas.

### Conclusion and Action Steps

**Facilitator:** We've covered a lot of ground today. To summarise, we explored unconscious bias, privilege, inclusive language, and building a sense of belonging. It's important to reflect on our own biases, privileges, and language use.

I'll share resources and tools for further learning. Let's discuss concrete actions that leaders can take to promote inclusivity and a sense of belonging within our organisation.

### Q&A





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**Change**