

Here are NAWO's top ten tips to create truly equitable workplaces and lead inclusively

1. Start with Self!

- Empower yourself with knowledge - be able to articulate key concepts such as Equity v Equality, Understanding Bias, Zero Sum thinking, [The Merit Trap](#), Your [Leadership Shadow](#). Read Articles about topics like the [Man Box](#), Follow Michael Flood, Register for the NAWO Inclusive Habits for Operations Leaders program!
- Connect with stories and experiences that highlight your privilege or bring your attention to your own biases. We all have both.
- Share stories that shine a light on your imperfections, missteps, mistakes, and uncertainties. It is this vulnerability that demonstrates authenticity and enables others to be their authentic selves with you.

2. Invest time in change work beyond your standard day job – here are some prompts to help you start this process

- Where can you help do the heavy lifting in cultural change?
- What ERGs can you be part of?
- Where is your voluntary effort needed?

3. Sponsor diverse talent

- Look beyond your immediate 'go-to' people, expand your circle of connection and your own comfort zone. Seek out great talent. Don't wait for talent to make themselves known to you.

4. Be a loud and proud role model

- Role model to your team members how you work flexibly, share the care, or contribute to endeavours inside and outside of work

5. Be an Upstander

- Find multiple ways to call behaviour in and out and recognise the positive efforts of people in your team who are stepping up to be more inclusive every day

6. Challenge the systemic status quo

- Identify policies and practices that result in inequitable outcomes for people in your teams and influence the stakeholders who can help you change them
- Prioritise budget for inclusive leadership capability, inclusive facilities, safe work, and PPE

7. Face into resistance

- Be courageously curious and step into conversation. Be willing to listen to those who hold different views – as uncomfortable as that might be

8. Encourage and reward others who are doing their best to be great allies

- First followers need to be encouraged and embraced. Bring others with you on the journey and celebrate with one another
- Accept that people striving to be better allies may miss the mark sometimes and make mistakes - be kind to yourself and support others who may trip themselves up occasionally

9. Have zero tolerance for pay gaps

- Check the data, check your bias at performance review time, adjust to ensure equity where required and never bring anyone into your team at a 'bargain' salary – they will never catch up

10. Design inclusivity into your daily routine

- Set team norms for meetings that ensure everyone has a chance to be heard
- Be clear around your expectation regarding behaviour – set the standard for your team
- Check in with yourself when you review your to do list – how inclusive am I being around that task, project, problem?
- Involve your team in aligning team behavioural expectations to your corporate values – bring them to life for your team every day.
- Design 'inclusion shares' (same model as safety shares) into toolbox talks
- Design in feedback mechanisms/pulse checks for your team – e.g. get team members to score your meetings out of 5 – where 1 is My input is not valued and 5 is My contribution is highly valued

Sources

- Brilliant resources curated by Professor Michael Flood: <https://xyonline.net/>
- Masculinity in the workplace ([UK study](#))
- The [Man Box Study](#) (Jesuit Social Services and Michael Flood)
- An [AGEC presentation](#) that gives a very good overview of the 'State of the Nation' in regard to Gender Equality in Australia
- The WGEA [explainer](#) on the gender pay gap
- A brief [article about the NAWO Nine Levers](#).
- A [Podcast](#) that reframes toxic masculinity in a more helpful way

Further reading

- Say the right thing: How to talk about Identity, Diversity and Justice, Kenji Yoshino, David Glasgow, Available at all good book sellers online
- [Beat Gender Bias](#) – Dr Karen Morley
- The Gender Penalty – Anneli Blundell, available on Amazon or Booktopia
- Good Guys – David G Smith, W.Brad Johnson, available on Amazon or Booktopia
- The [six habits](#) of being an inclusive leader – Maureen Frank
- What works – Gender Equality by Design: Iris Bonnet, available on Amazon or Booktopia
- Invisible Women - Caroline Criado Perez, available on Amazon or Booktopia