



The real purpose of Diversity and Inclusion

Diversity. Inclusion. Equality.

Too often these become 'processes' to be done in organisations.

Building more diverse and inclusive workplaces starts with clarity of purpose. Being clear about the reasons for wanting a more diverse organisation is a good starting point.

Such deep concepts go to the core of who we are as people. They cannot be reduced to mere processes or solved in a single training event. They are profound ways of being, ways of thinking, ways of acting towards each other.

At Apex HR, we see many well-intentioned training sessions which focus on diversity and things like 'unconscious bias'. Anything that promotes more awareness and understanding is helpful but too often they fall woefully short of changing behaviour.

Too often we try to address fundamental and deep issues about our humanity in superficial ways. We are seen to be doing the right thing by training people in diversity. The relevant boxes are ticked, but it results in little or no meaningful change.

Clarity of purpose starts with the leadership team. What sort of organisation are we looking to build? Building a more diverse and inclusive workplace makes business sense. It is great for business and for wider society.

The business case for diversity and inclusion, including diversity of thought, is compelling. Getting this right means building better organisations and contributes to a better world.

We really enjoyed listening to this podcast on the topic: <https://audioboom.com/posts/7724281-kathryn-jacob-and-sue-unerman-the-key-to-belonging-at-work>

Top tips for new managers

As a HR company we often see our clients internally promote their people into senior positions. We strongly encourage the development and career progression of individuals, being a new manager is an exhilarating experience but can often have its draw backs. It is quite common to see people promoted to a managerial position because they have performed well operationally in their jobs, however when there is additional responsibility of leading people, this can often be challenging, not only for the individual but for their team.

We have put together some top tips on how support and embrace the new leadership role:

1. Get ready for the role prior to being promoted, get to know the responsibilities and be inquisitive about what the role will entail.
2. See this role as a 'new job', although there is continuous service, see it as a new job where you get to know the people you will be leading and understanding the expectations of behaviour and performance as a leader and from your team.
3. Get to know your team, their strengths, key skills; their backgrounds; their aspirations; this information will help you to lead the team in an inclusive way as a whole team and as individuals.
4. Learn the art of active listening, really listen to your team, their ideas and suggestions. Whilst you are listening, you may learn from them, it is ok not to know everything as a leader, learning from your team makes way for successful outcomes.
5. Finally, a good leader can challenge and support their team members. Being able to challenge on performance or behaviours in a respectful and human way; but also, being able to understand that the team members have their own fears and personal challenges and to balance the challenge and support for the right output.

For a deeper dive into how to support your newly promoted managers or how to coach managers to be the best they can be, we would love to discuss this further with you, explore more ways of having successful leaders, contact us at info@apexhr.co.uk.

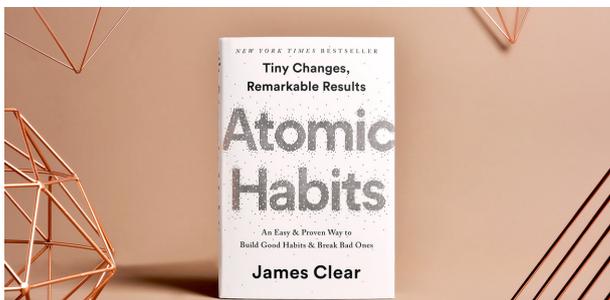
Book review from Nicola - Atomic Habits

Atomic Habits is a book I like to dip in and out of on Scribd. One of the parts I share most often is when James talks about the aggregation of marginal gains in the context of British Cycling. I find this story inspirational, on challenging days it helps me focus on what I can do rather than dwell on the things that aren't possible straight away. Every single action and every single step counts and contributes.

When Dave Brailsford joined British Cycling as Performance Director in 2003 Britain had won only one single gold medal at the Olympic Games between 1908 and 2003. Within 5 years at the 2008 Olympic Games in Beijing the British Cycling team dominated the road and track cycling where they won 60 percent of the gold medals. Four years later, when the Olympic Games came to London, the Brits raised the bar as they set nine Olympic records and seven world records. The trajectory of success that was achieved by the British Cycling team was simply astounding. Below is an extract from the book that describes the approach that Performance Director Dave Brailsford brought to the team in 2003.

"It is so easy to overestimate the importance of one defining moment and underestimate the value of making small improvements on a daily basis. Too often, we convince ourselves that massive success requires massive action. Whether it is losing weight, building a business, writing a book, winning a championship, or achieving any other goal, we put pressure on ourselves to make some earth-shattering improvement that everyone will talk about. Meanwhile, improving by 1 percent isn't particularly notable—sometimes it isn't even noticeable—but it can be far more meaningful, especially in the long run. The difference a tiny improvement can make over time is astounding. Here's how the math works out: if you can get 1 percent better each day for one year, you'll end up thirty-seven times better by the time you're done. Conversely, if you get 1 percent worse each day for one year, you'll decline nearly down to zero. What starts as a small win or a minor setback accumulates into something much more."

Read the full extract from James' book here <https://jamesclear.com/marginal-gains>.



HR in the news

We saw an article recently that grabbed our attention about a lady who worked for a bank and on her retirement left them a brutally honest note.

The lady was fed up with her "aggressive and cruel" boss and decided on her last day that she was finally able to reveal her true thoughts.

The lady in question who remained anonymous encouraged the boss and others to be kind and treat people with more respect regardless of their position.

Here is the link if you would like to take a look <https://www.thesun.co.uk/news/14838578/hsbc-cleaner-honest-note-boss-retirement/>

People will always remember how you made them feel. At Apex, we are always championing people-centred cultures because how we treat people has significant ripple effects. People thrive when they feel valued and appreciated. Be kind and see the person before the employee, always.



Do you have a question, query or concern? We're here to help. Give us a call or drop us an email so we can talk.

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