

# Inclusion in Fire and Rescue Services

## Why does Inclusion matter?

Might be great for the Ego when everyone agrees and thinks what you're saying is right but terrible for organisational performance – Diversity of Thinking makes great teams and better solutions

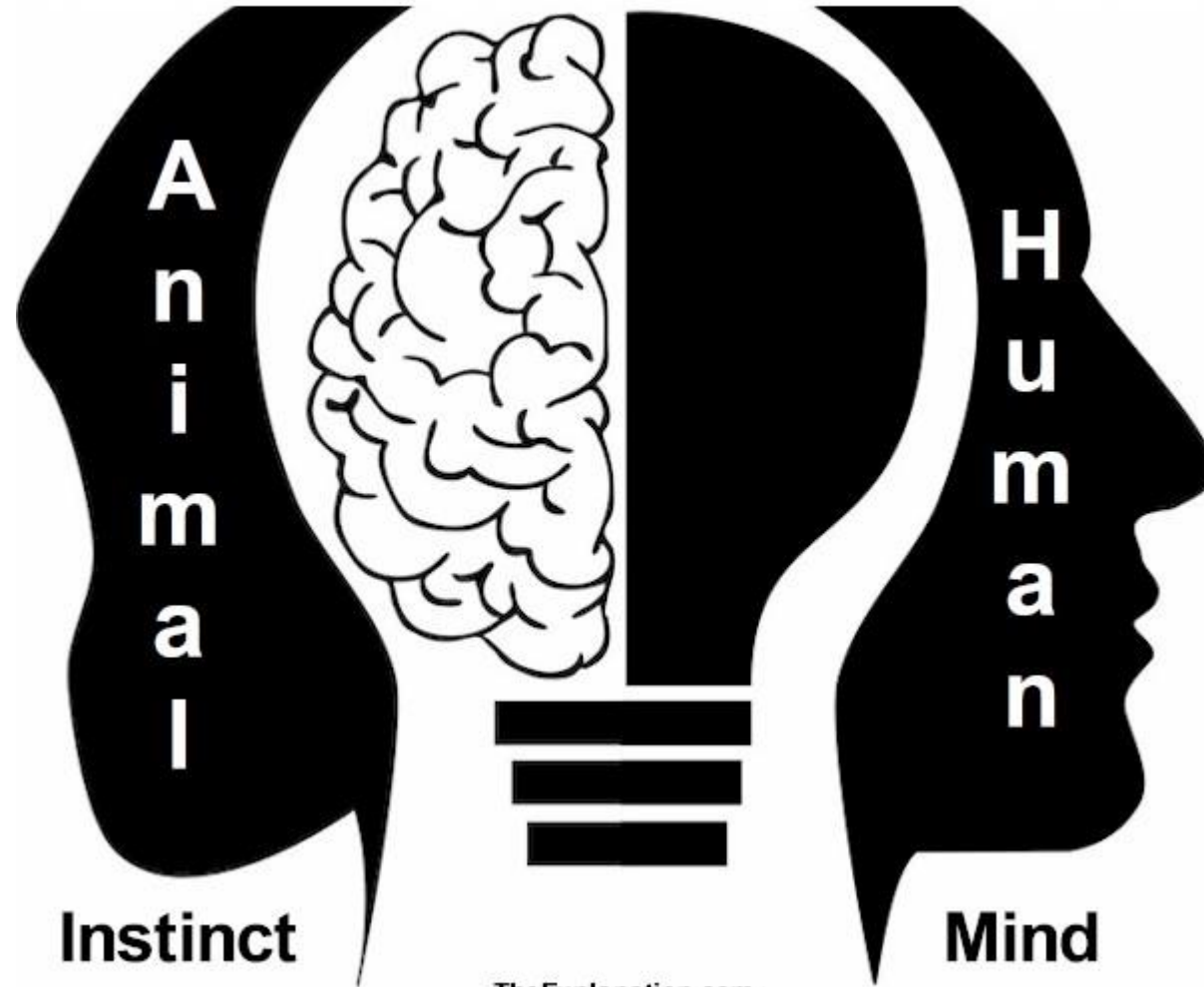
Ever felt like you don't belong and your actively deselected in overt and nuanced ways from the In-group – how likely is it your bringing 100% of your talent to work?

Deloitte [study](#) found that employees are more likely to have higher rates of engagement, attendance and performance in diverse organisations

# Inclusion in Fire and Rescue Services

- Why is this so difficult for human beings?
- What do we mean by inclusion?
- What are we doing in Fire?
- The Six Traits of an Inclusive Leader
- How does our Leadership framework meet that challenge?

# The Insurmountable Gulf



# Being Inclusive

- According **to** British anthropologist Robin Dunbar, the “magic number” for how many people you can care about **is 150**. Dunbar became convinced that there was a ratio between brain sizes and group sizes through his studies of non-human primates.
- This is based on two main concepts. Time and memory. If you focused on everyone you met you’d only give them two minutes and no close relationships would form – and we need closeness for survival and furthering the species
- Memory – how many names can you remember?

# Being Inclusive

- Inclusion has to come first. Increasing evidence across world research that efforts to involve all becomes the base for better diversity of thinking and characteristic.
- Only works in harness with other workforce strategies – wellbeing, focus on distributed leadership, how you conduct meetings, succession planning.
- Draft NFCC Inclusion Strategy and Action plan outlines actions across many workforce and service design areas
- We are working on national tools for many of these areas and Leaders across the Sector are mainstreaming inclusion into the design of their internal systems and how we focus on the people we serve through tools such as shared People Impact Assessments

# Deloitte

## Six traits of Inclusive Leader

### Cognizance

Because bias is a leader's Achilles' heel



### Curiosity

Because different ideas and experiences enable growth



### Courage

Because talking about imperfections involves personal risk-taking



### Cultural intelligence

Because not everyone sees the world through the same cultural frame



The six signature traits

### Commitment

Because staying the course is hard



### Collaboration

Because a diverse-thinking team is greater than the sum of its parts



	1	2	3	4	5	6
Six traits	Commitment	Courage	Cognizance of bias	Curiosity	Cultural intelligence	Collaboration
15 elements	Personal values	Humility	Self-regulation	Openess	Drive	Empowerment
	Belief in the business case	Bravery	Fair play	Perspective-taking	Knowledge	Teaming
				Coping with ambiguity	Adaptability	Voice

# NFCC Leadership Framework



## Personal Impact

ensures we value, respect and promote equality and diversity. It's about being a positive presence on others, having personal integrity and an ability to self-manage. The focus is on self and how a manager uses leadership to create a positive, open-working environment focusing on ethics and wellbeing.

## Outstanding Leadership

is about building high-performing teams and developing people to their full potential. It's about communicating with integrity, being open and honest to foster trust and building collaborative working partnership. An ambassador and role model for the fire and rescue service. The focus is on others and how a manager uses leadership to create high performance teams.



## Organisational Effectiveness

is ensuring everything we do is linked to organisational plans and values. It's driving the mission and ensuring decisions and actions are beneficial to the customer. The focus is on the organisation and how a manager uses leadership to continuously improve, innovate and change.

## Service Delivery

is about delivering high quality services now and into the future. It's about intelligent problem solving with an outcome focussed approach, continuous improvement and value for money to our customers. The focus is on task and how a manager uses leadership to produce outcome-focussed results which meet customer needs.

# Personal Impact



Leading Yourself	Leading Others	Leading the Function	Leading the Service
<ul style="list-style-type: none"> <li>I value inclusion and set a positive example of appropriate behaviour for peers and new starters.</li> </ul>	<ul style="list-style-type: none"> <li>I take responsibility for inclusion, and encourage different points of view.</li> </ul>	<ul style="list-style-type: none"> <li>I role model and mentor others in how they communicate and engage to encourage inclusion.</li> </ul>	<ul style="list-style-type: none"> <li>I promote and role model inclusion.</li> <li>I promote and uphold our values and professional standards and communicate the importance of ethical and inclusive approaches to our work.</li> </ul>

<ul style="list-style-type: none"> <li>I encourage open communication and actively listen to and value others contributions.</li> </ul>	<ul style="list-style-type: none"> <li>I communicate responsibly and with sensitivity and respect for others.</li> </ul>	<ul style="list-style-type: none"> <li>I enter into dialogue not conflict. When conflict does occur, I handle it in a professional manner.</li> <li>I use a variety of engagement methods to seek feedback and understand people's views on emerging issues.</li> </ul>	<ul style="list-style-type: none"> <li>I communicate with passion and integrity to maintain and elevate the reputation of the service to staff, stakeholders and the public.</li> <li>I use non-stigmatising behaviours or language and non-stereotypical language.</li> <li>I promote two</li> </ul>
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<ul style="list-style-type: none"> <li>I look for opportunities to learn and develop my skills and behaviours.</li> <li>I admit and learn from my mistakes and celebrate my successes with the team.</li> </ul>	<ul style="list-style-type: none"> <li>I encourage others to admit to and learn from their mistakes, and to celebrate their successes.</li> </ul>	<ul style="list-style-type: none"> <li>I seek feedback about my own performance in order to keep learning and developing.</li> </ul>	<ul style="list-style-type: none"> <li>I evaluate my performance steps to continue to improve.</li> </ul>
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<ul style="list-style-type: none"> <li>I understand how my actions and behaviour impacts on others.</li> <li>I recognise and challenge inappropriate behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>I am aware of my impact on the people around me and I always seek to improve how I work with others.</li> <li>I take a proactive approach to dealing with difficult or sensitive situations, influencing others to reach an acceptable solution.</li> </ul>	<ul style="list-style-type: none"> <li>I recognise and monitor the impact of my decisions.</li> <li>I am willing to adapt and modify my behaviour in order to meet emerging needs.</li> <li>I am willing to coach and mentor others to adapt their behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>I work hard to build and keep trust by listening to others' views and adapting to change.</li> </ul>
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<ul style="list-style-type: none"> <li>I look after myself and others, and seek help if I need it.</li> <li>I look after my mental health.</li> </ul>	<ul style="list-style-type: none"> <li>I look after the people around me and look for behaviours that show someone might be struggling, ensuring there is support available.</li> </ul>	<ul style="list-style-type: none"> <li>I create a culture where individual and team wellbeing is a priority and have systems and processes in place to make sure the teams in my area are coping.</li> </ul>	<ul style="list-style-type: none"> <li>I recognise the pressures of leading an organisation, role modelling resilience and promoting a healthy work-life balance.</li> <li>I embed wellbeing and mental health in all strategies, setting up systems to monitor and support employee mental health and organisational wellbeing.</li> </ul>
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**Business case belief**

- Commercial value of diversity and inclusion with respect to talent, innovation, customers, and new market growth
- Treat diversity and inclusion as a business priority
- Take personal responsibility for diversity and inclusion outcomes
- Clearly and authentically articulate the value of diversity and inclusion
- Allocate resources toward improving diversity and inclusion within the workplace



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# Personal Impact



- Voice
- Adapting styles and processes to ensure that every team member has a voice
  - Create a safe environment where people feel comfortable to speak up
  - Explicitly include all team members in discussions
  - Ask follow-up questions

# Personal Impact



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Element	What inclusive leaders think about	What inclusive leaders do
Humility	<ul style="list-style-type: none"> <li>Awareness of personal strengths and weaknesses</li> </ul>	<ul style="list-style-type: none"> <li>Acknowledge personal limitations and weaknesses</li> <li>Seek the contributions of others to overcome personal limitations</li> <li>Admit mistakes when made</li> </ul>

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# Personal Impact



**Bravery**

- Being an agent for change and the positive impact diversity and inclusion can have
- Approach diversity and inclusion wholeheartedly
- Challenge entrenched organizational attitudes and practices that promote homogeneity
- Hold others to account for noninclusive behaviors



# NFCC Outstanding leadership



Leading Yourself	Leading Others	Leading the Function	Leading the Service
<ul style="list-style-type: none"> <li>I am an ambassador for the service, taking pride and responsibility for the work we do and encouraging others to do the same.</li> </ul>	<ul style="list-style-type: none"> <li>I work with the team to establish a clear sense of purpose and set expectations to achieve our goal.</li> </ul>	<ul style="list-style-type: none"> <li>I work with people both inside and outside the organisation to set clear work and objectives, actively monitoring the performance of the team and giving positive developmental feedback.</li> </ul>	<ul style="list-style-type: none"> <li>I work with others to establish the strategic direction and the working goals of the organisation.</li> </ul>
<ul style="list-style-type: none"> <li>I take responsibility and accountability for the quality of my own work.</li> </ul>	<ul style="list-style-type: none"> <li>I take responsibility for team effectiveness which focusses on improving outcomes and decisions.</li> </ul>	<ul style="list-style-type: none"> <li>I am accountable for the output of my teams and devolve responsibility for work to the appropriate level.</li> </ul>	<ul style="list-style-type: none"> <li>I commit and improve service and the</li> <li>I use non-stigmatising behaviours or language and non-stereotypical language.</li> <li>I promote two-way dialogue.</li> </ul>
<ul style="list-style-type: none"> <li>I value and appreciate differences in people and treat everyone with kindness and respect.</li> </ul>	<ul style="list-style-type: none"> <li>I encourage all the people in my team to speak and share their views.</li> </ul>	<ul style="list-style-type: none"> <li>I value the team and know how to make best use of their diverse skills and strengths.</li> <li>I use a variety of engagement methods to seek feedback and understand people's views on emerging issues.</li> </ul>	<ul style="list-style-type: none"> <li>I champion our ambition to display outstanding leadership at every level, to create an environment where people can bring their whole self to work and be the best they can be.</li> </ul>
<ul style="list-style-type: none"> <li>I role model proactively, learning new skills and behaviours.</li> </ul>	<ul style="list-style-type: none"> <li>I look for opportunities to support others through appraisal and coaching, developing my own skills where necessary.</li> <li>I use debriefing and other learning from the organisation to help my team develop.</li> <li>I am flexible in my leadership approaches, appropriate to the individual and situation, to ensure people give their best.</li> </ul>	<ul style="list-style-type: none"> <li>I look for opportunities to develop people and promote a learning culture.</li> <li>I nurture future talent and proactively plan for succession.</li> <li>I take the opportunity to coach, support and mentor people outside of my own immediate team or discipline.</li> </ul>	<ul style="list-style-type: none"> <li>I foster and embed the principles of a learning organisation.</li> <li>I ensure fair and effective systems and methods are in place for succession and nurturing people's career.</li> <li>I role model ethical and outstanding leadership, encouraging a coaching culture and putting in place mechanisms which give people access to coaching and mentoring.</li> </ul>

Personal values

- Alignment of personal values to inclusion
- Treat all team members with fairness and respect
- Understand the uniqueness of each team member
- Take action to ensure each team member feels connected to the group/organization
- Proactively adapt their work practices to meet the needs of others



# NFCC Outstanding leadership



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• Awareness of the three features of fairness: outcomes, processes, and communication

• Make fair and merit-based decisions about talent (for example, with respect to promotions, rewards, and task allocations)

• Employ transparent, consistent, and informed decision-making processes about talent

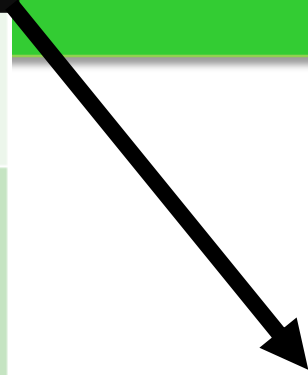
• Provide those affected with clear explanations of the processes applied and reasons for decisions made



# Service Delivery



Leading Yourself	Leading Others	Leading the Function	Leading the Service
<ul style="list-style-type: none"> <li>I am focussed on customer needs in my approach to my work, including issues of safeguarding and inclusion.</li> <li>I act as a role model for my community.</li> </ul>	<ul style="list-style-type: none"> <li>I focus on the needs of our customers.</li> <li>I seek to understand and address the specific risks and diverse needs of people and communities.</li> </ul>	<ul style="list-style-type: none"> <li>I take a business-like approach that considers how to achieve better outcomes for communities.</li> </ul>	<ul style="list-style-type: none"> <li>I am aware of the wider impact the organisation has on improving community outcomes.</li> </ul>
<ul style="list-style-type: none"> <li>I plan ahead and prioritise my work, managing my time effectively to get things done.</li> </ul>	<ul style="list-style-type: none"> <li>I look ahead to anticipate issues with local service delivery and performance, and make plans to resolve or minimise issues.</li> </ul>	<ul style="list-style-type: none"> <li>I monitor the quality of service delivery and share information so that people know how well we are performing and can plan accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>I take a long-term view to consider the future political, social and economic landscape and communicate this to the organisation.</li> </ul>
<ul style="list-style-type: none"> <li>I am careful with all types of resources (money, time, materials, fuel and energy) to provide value for money.</li> </ul>	<ul style="list-style-type: none"> <li>I develop and review plans to make the best use of resources, and challenge any misuse of resources.</li> </ul>	<ul style="list-style-type: none"> <li>I consider the financial and resource implications of decisions and adjust my approach and recommendations, and manage budgets accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>I set strategies and budgets through consultation, which represent the best value service now and into the future for communities. I ensure that all staff demonstrate appropriate levels of business awareness.</li> </ul>
<ul style="list-style-type: none"> <li>I spot opportunities to improve the way we do things for people, and put ideas forward.</li> </ul>	<ul style="list-style-type: none"> <li>I develop systems and processes that are people focussed.</li> </ul>	<ul style="list-style-type: none"> <li>I seek the views of others on service quality and effectiveness to identify ideas for improvement.</li> </ul>	<ul style="list-style-type: none"> <li>I promote the use of formal and informal engagement and consultation methods to get feedback from staff and customers about how we deliver and improve our service.</li> </ul>
<ul style="list-style-type: none"> <li>I actively contribute to problem-solving and take time to understand the issues fully.</li> </ul>	<ul style="list-style-type: none"> <li>I use different problem-solving techniques with others to generate solutions that improve the service for our customers.</li> </ul>	<ul style="list-style-type: none"> <li>I develop and implement thoughtful solutions or recommendations based on sound evidence and feedback from internal and external sources.</li> </ul>	<ul style="list-style-type: none"> <li>I implement systems to measure the quality of our decision making and to learn lessons.</li> <li>I take account of emerging issues and risks and put in place plans to limit the negative consequences to our service.</li> </ul>
<ul style="list-style-type: none"> <li>I take decisions based on supporting evidence, risk, and my prior knowledge of good practice.</li> </ul>	<ul style="list-style-type: none"> <li>I make evidence-based decisions and consider the risks, including financial and resource impacts.</li> </ul>	<ul style="list-style-type: none"> <li>I evaluate the impact of any changes to service delivery to learn lessons and implement that learning.</li> </ul>	<ul style="list-style-type: none"> <li>I use evidence from our own and other's organisations to set strategy and direction for the service.</li> </ul>
<ul style="list-style-type: none"> <li>I work to foster trust with others and build constructive working relationships to achieve goals.</li> <li>I find out about my local community and risks, to ensure we are offering the best service.</li> </ul>	<ul style="list-style-type: none"> <li>I encourage my team to build constructive working relationships with others to achieve our aims.</li> <li>I'm outcome focussed in my approach and make decisions based on better service outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>I seek out opportunities to work collaboratively across teams and functions to improve service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>I proactively build and sustain collaborative relationships with members, partners and high-level stakeholders to shape and influence wider public service delivery, reducing barriers to effective working.</li> <li>I encourage innovation, including new technology, to improve service delivery.</li> </ul>



Knowledge	
	<ul style="list-style-type: none"> <li>The differences and similarities between cultures</li> <li>Relevant country-specific knowledge to operate effectively within specific geographies (for example, business and economic knowledge, norms, practices, and conventions)</li> </ul>
	<ul style="list-style-type: none"> <li>Seek information on the local context; for example, politics and ways of working</li> </ul>

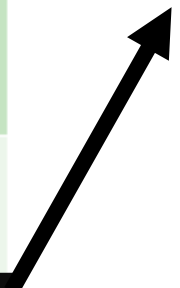
# Service Delivery



Leading Yourself	Leading Others	Leading the Function	Leading the Service
<ul style="list-style-type: none"> <li>I am focussed on customer needs in my approach to my work, including issues of safeguarding and inclusion.</li> <li>I act as a role model for my community.</li> </ul>	<ul style="list-style-type: none"> <li>I focus on the needs of our customers.</li> <li>I seek to understand and address the specific risks and diverse needs of people and communities.</li> </ul>	<ul style="list-style-type: none"> <li>I take a business-like approach that considers how to achieve better outcomes for communities.</li> </ul>	<ul style="list-style-type: none"> <li>I am aware of the wider impact the organisation has on improving community outcomes.</li> </ul>
<ul style="list-style-type: none"> <li>I plan ahead and prioritise my work, managing my time effectively to get things done.</li> </ul>	<ul style="list-style-type: none"> <li>I look ahead to anticipate issues with local service delivery and performance, and make plans to resolve or minimise issues.</li> </ul>	<ul style="list-style-type: none"> <li>I monitor the quality of service delivery and share information so that people know how well we are performing and can plan accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>I take a long-term view to consider the future political, social and economic landscape and communicate this to the organisation.</li> </ul>
<ul style="list-style-type: none"> <li>I am careful with all types of resources (money, time, materials, fuel and energy) to provide value for money.</li> </ul>	<ul style="list-style-type: none"> <li>I develop and review plans to make the best use of resources, and challenge any misuse of resources.</li> </ul>	<ul style="list-style-type: none"> <li>I consider the financial and resource implications of decisions and adjust my approach and recommendations, and manage budgets accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>I set strategies and budgets through consultation, which represent the best value service now and into the future for communities. I ensure that all staff demonstrate appropriate levels of business awareness.</li> </ul>
<ul style="list-style-type: none"> <li>I spot opportunities to improve the way we do things for people, and put ideas forward.</li> </ul>	<ul style="list-style-type: none"> <li>I develop systems and processes that are people focussed.</li> </ul>	<ul style="list-style-type: none"> <li>I seek the views of others on service quality and effectiveness to identify ideas for improvement.</li> </ul>	<ul style="list-style-type: none"> <li>I promote the use of formal and informal engagement and consultation methods to get feedback from staff and customers about how we deliver and improve our service.</li> </ul>
<ul style="list-style-type: none"> <li>I actively contribute to problem-solving and take time to understand the issues fully.</li> </ul>	<ul style="list-style-type: none"> <li>I use different problem-solving techniques with others to generate solutions that improve the service for our customers.</li> </ul>	<ul style="list-style-type: none"> <li>I develop and implement thoughtful solutions or recommendations based on sound evidence and feedback from internal and external sources.</li> </ul>	<ul style="list-style-type: none"> <li>I implement systems to measure the quality of our decision making and to learn lessons.</li> <li>I take account of emerging issues and risks and put in place plans to limit the negative consequences to our service.</li> </ul>
<ul style="list-style-type: none"> <li>I take decisions based on supporting evidence, risk, and my prior knowledge of good practice.</li> </ul>	<ul style="list-style-type: none"> <li>I make evidence-based decisions and consider the risks, including financial and resource impacts.</li> </ul>	<ul style="list-style-type: none"> <li>I evaluate the impact of any changes to service delivery to learn lessons and implement that learning.</li> </ul>	<ul style="list-style-type: none"> <li>I use evidence from our own and other's organisations to set strategy and direction for the service.</li> </ul>
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## Teaming

- Being disciplined about diversity of thinking in terms of team composition and processes
- Assemble teams that are diverse in thinking
- Work hard to ensure that team members respect each other and that there are no out-groups within the team
- Anticipate and take appropriate action to address team conflict when it occurs



# Organisational effectiveness



Leading Yourself	Leading Others	Leading the Function	Leading the Service
<ul style="list-style-type: none"> <li>I know what the key organisational goals are and how I make a difference.</li> </ul>	<ul style="list-style-type: none"> <li>I make sure the team understands how our work contributes to and delivers organisational priorities.</li> </ul>	<ul style="list-style-type: none"> <li>I am aware of wider organisational and political priorities and how our function contributes more widely.</li> </ul>	<ul style="list-style-type: none"> <li>I lead the organisation and develop the vision, mission and strategic business plan, which are inclusive of diverse and changing community risks.</li> <li>I take a long-term view which considers the future political, social and economic landscape as well as other public service drivers to set a clear and positive direction for the organisation.</li> </ul>
<ul style="list-style-type: none"> <li>I work within the organisations policies, procedures and processes.</li> <li>I speak out promptly if I see or hear of a safety or organisational risk.</li> </ul>	<ul style="list-style-type: none"> <li>I manage quality in my team, and use various sources of feedback and evidence to understand how we are performing and managing risk.</li> </ul>	<ul style="list-style-type: none"> <li>I actively seek to understand the nature of risk in various projects and act to mitigate those risks or report them.</li> </ul>	<ul style="list-style-type: none"> <li>I act as a professional advisor to governance at all levels.</li> <li>I ensure that our approach to corporate risk is well considered and reasonable in the circumstances.</li> </ul>
<ul style="list-style-type: none"> <li>I offer ideas and feedback to improve our services, and take on board other's ideas.</li> </ul>	<ul style="list-style-type: none"> <li>I encourage staff to be flexible in their approach and empower them to contribute and influence decisions.</li> <li>I create conditions where team members are empowered to suggest and implement new ways of working.</li> </ul>	<ul style="list-style-type: none"> <li>I look at what other organisations are doing to solve similar organisational issues, taking on board what they are doing and sharing best practice with them.</li> <li>I encourage and respond to challenge appropriately, and am willing to adapt my thinking with new information or better evidence.</li> </ul>	<ul style="list-style-type: none"> <li>I strive to establish a learning ethos both internally and externally.</li> <li>I create conditions for innovation and change that support our vision.</li> </ul>
<ul style="list-style-type: none"> <li>I continuously seek to improve my performance to contribute to organisational goals.</li> </ul>	<ul style="list-style-type: none"> <li>I promote continuous improvement for the team and the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>I improve business processes to promote more efficient ways of achieving our plans.</li> </ul>	<ul style="list-style-type: none"> <li>I foster and enable continuous improvement through using the right tools and methods.</li> <li>I continuously develop the organisation to be an inclusive employer of choice.</li> </ul>
<ul style="list-style-type: none"> <li>I am open to, and positively engage with, new ways of working.</li> </ul>	<ul style="list-style-type: none"> <li>I take time to understand how change will impact on our work and how we can contribute to success, evaluating how things are working and how change is being embedded.</li> </ul>	<ul style="list-style-type: none"> <li>I take ownership of change and help others to understand, adapt to, implement and embed change.</li> </ul>	<ul style="list-style-type: none"> <li>I challenge the status quo and compare our performance against other fire and rescue services, other public services, and other relevant business sectors.</li> <li>I evaluate and ensure changes are being embedded in the organisation.</li> </ul>
<ul style="list-style-type: none"> <li>I positively seek organisational information about how well we are doing and what is changing.</li> <li>I can be trusted with sensitive information.</li> </ul>	<ul style="list-style-type: none"> <li>I set up communication processes to ensure that people in my team have access to accurate information, clarifying information where I need to.</li> </ul>	<ul style="list-style-type: none"> <li>I take responsibility for delivering organisational messages positively, even in difficult circumstances.</li> </ul>	<ul style="list-style-type: none"> <li>I take responsibility for crafting key organisational messages, monitoring and evaluating how they are being received and passed down the organisation.</li> </ul>



Empowerment	<ul style="list-style-type: none"> <li>Ensuring that others feel able and comfortable to contribute independently</li> </ul>	<ul style="list-style-type: none"> <li>Give team members the freedom to handle difficult situations</li> <li>Empower team members to make decisions about issues that impact their work</li> <li>Hold team members accountable for performance they can control</li> </ul>
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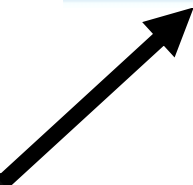


# Organisational effectiveness



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Coping with uncertainty	<ul style="list-style-type: none"> <li>Acceptance that some ambiguity and uncertainty is inevitable</li> </ul>	<ul style="list-style-type: none"> <li>Cope effectively with change</li> <li>Demonstrate and encourage divergent thinking</li> <li>Seek opportunities to connect with a diverse range of people</li> </ul>
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# No home yet.....



## Self-regulation

- Acceptance of bias and concern for its impact
- Moments when they are most vulnerable to bias
- Learn about their personal biases, including through feedback
- Follow processes to ensure personal biases do not influence decisions about others
- Identify and address organizational processes that are inconsistent with merit

## Drive

- The personal and organizational benefits of learning about, and experiencing, different cultures
- Take an active interest in learning about other cultures
- Seek out opportunities to experience culturally diverse environments
- Are confident leading cross-cultural teams

## Openess

- Their own limitations and the value of new and different ideas and experiences
- Demonstrate a desire for continued learning
- Actively seek the perspectives of diverse others in ideation and decision making
- Withhold fast judgment when engaging with diverse others

## Adaptability

- Acceptance that different cultural situations may require behavioral adaptation
- Work well with individuals from different cultural backgrounds
- Change style appropriately when a cross-cultural encounter requires it
- Use appropriate verbal (for example, speed, tone, use of pause/silence) and nonverbal (for example, gestures, facial expressions, body language, physical contact) behavior in cross-cultural encounters

## Perspective taking

- Enhancing one's own understanding of new or different perspectives
- Listen attentively when another person is voicing a point of view
- Engage in respectful and curious questioning to better understand others' viewpoints
- Demonstrate the ability to see things from others' viewpoints