

Instructions

Use this action planning worksheet to identify what gaps you may currently have in engaging middle managers in your inclusion and belonging efforts and what you can focus on moving forward.

1. What challenges do you think managers are facing in building more inclusive teams? Select all that apply:

- They don't have the time or energy to change their behaviors
- They don't see inclusion as part of their core responsibilities
- They don't want to say or do something wrong
- I'm not sure

2. What initiatives do you currently have in place, and which ones do you want to prioritize moving forward?

The ones you prioritize can be initiatives you already have in place or new ones.

Mark a "✓" for any initiative across the action areas and consider where you might have gaps given the challenges you identified in question #1.

If you selected "I'm not sure" for question #1, consider **hosting a listening session** to better understand your managers' challenges

<p>Challenge: They don't have the time or energy to change their behaviors</p> <p style="text-align: center;">↓</p> <p>Action area #1: Support managers and foster trusting relationships</p>	<p>Challenge: They don't want to say or do something wrong</p> <p style="text-align: center;">↓</p> <p>Action area #2: Develop managers' inclusive leadership capabilities</p>	<p>Challenge: They don't see inclusion as part of their core responsibilities</p> <p style="text-align: center;">↓</p> <p>Action area #3: Incentivize managers to prioritize advancing workplace inclusion</p>
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	Currently in place	Prioritize moving forward		Currently in place	Prioritize moving forward		Currently in place	Prioritize moving forward
Initiatives			Initiatives			Initiatives		
Host listening sessions to understand the challenges that managers face at work			Offer a "best-in-class" inclusive leadership training program			Include inclusive behaviors in managers' performance expectations		
Identify opportunities to simplify or automate tasks			Provide job aids and nudges to help managers more easily adopt inclusive behaviors			Encourage senior leaders to role-model inclusive behaviors (e.g., sharing their personal change story)		
Coach managers on delegation, time management and rigorous prioritization of their day-to-day tasks			Leverage feedback channels for managers to get pointers on their inclusive leadership			Recognize and reward managers who are going above and beyond in inclusive leadership		
Provide coaching and/or mental health support for managers to reflect on and improve their well-being			Facilitate ways for managers to connect with each other and share best practices/challenges (e.g., lunch and learns, online forum)			Implement a mentorship and sponsorship survey that asks employees to identify their top mentors and sponsors		
Other:			Other:			Other:		
Other:			Other:			Other:		

Additional questions on page 2

3. What are the top three initiatives, from the ones you selected as priorities above, **that would have the greatest impact** on helping your middle managers build more inclusive teams?

4. What is a first next step you could take for your selected initiative(s) in question #3? (e.g., look up existing resources on this initiative, look into whether this initiative has previously been tried or launched at your company, set up a call with your team to discuss feasibility, talk to peers about how they have approached this initiative)

5. How would you plan to measure the progress or impact of your selected initiative(s)?