



# DIVERSE AND INCLUSIVE LEADERSHIP WORKSHOP REPORT

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This report is part of Humanitarian Advisory Group's *Diverse Leadership* research project.

HUMANITARIAN  
ADVISORY GROUP



# ACKNOWLEDGEMENTS

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Cover photo: Autumn leaves. Maksim Shmeljov / Shutterstock.

## **Acknowledgments:**

Humanitarian Advisory Group would like to thank the workshop participants for their contribution. This includes representatives from Australian Red Cross, CARE Australia, Department of Foreign Affairs and Trade, International Planned Parenthood Federation, OXFAM Australia, Save the Children Australia, and the United Nations High Commissioner for Refugees, alongside an independent inclusion expert.

We would also like to thank Dr. Rosanna Duncan and Jessica Liang from Palladium for facilitating the workshop.

This research is supported by the Australian Department of Foreign Affairs and Trade.

Humanitarian Advisory Group (HAG) was founded in 2012 to elevate the profile of humanitarian action in Asia and the Pacific. Set up as a social enterprise, HAG provides a unique space for thinking, research, technical advice and training that can positively contribute to excellence in humanitarian practice.

Humanitarian Horizons is a three-year research initiative. The program adds unique value to humanitarian action in Asian and Pacific contexts by generating evidence-based research and creating conversation for change. The program is supported by the Australian Department of Foreign Affairs and Trade.

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## ABOUT THIS WORKSHOP

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How do we strengthen humanitarian leadership to make it fit for purpose? The international humanitarian sector needs a greater diversity of approaches, funding sources, and thinking to confront its rapidly changing landscape. Evidence highlights that diversity and inclusion in leadership is key to being able to address new and emergent challenges. Humanitarian Advisory Group is currently undertaking research to understand how diverse and inclusive leadership can contribute to tackling key challenges faced by the humanitarian system.

This workshop explored potential methodologies and approaches to conducting Humanitarian Advisory Group's Diverse Humanitarian Leadership research under its Humanitarian Horizons program. It convened a range of representatives from international non-government organisations, the United Nations, the Red Cross Movement and the Australian Department of Foreign Affairs and Trade (DFAT).

Participants were invited to discuss the challenges and opportunities for diverse and inclusive leadership, and to co-create ideas for a research approach for measuring the impact of diverse leadership.

The workshop was facilitated by Palladium's Chief Diversity Officer, Dr. Rosanna Duncan with support from Jessica Liang, Palladium; and Humanitarian Advisory Group's research team.

Photo: Traditional paper lanterns hanging from sticks in Hoi An, Vietnam.  
Konstantin Yolshin / Shutterstock

# INTRODUCTION

## WORKSHOP OBJECTIVES

1

**To identify and jointly define the research imperative:** why is the research needed? How will it help the humanitarian sector?

2

**To agree on the research scope and approach,** including the role that the different research partners will play.

3

**To agree on how the research will take place:** the tools, the timing, and the locations.

## AGREED ACTIONS TO FURTHER THE DESIGN AND IMPLEMENTATION OF THE RESEARCH

### KEY ACTIONS

### RESPONSIBLE PARTY



**Develop a sector-wide survey tool** to measure the current state of diversity in the humanitarian sector

HAG



**Develop specific case studies to investigate key questions** proposed by research partner organisations

HAG and participating organisations



**Develop an overview of key barriers and enablers** to diversity in leadership drawn from the workshop

HAG



**Share the workshop outcomes and the research objectives** with partner organisations and the wider humanitarian sector

All workshop participants

# WORKSHOP JOURNEY



## Framing the workshop

Participants discussed research term definitions and desired workshop achievements

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**Framing the workshop - see page 7**



## Challenges and opportunities

Participants identified challenges to and opportunities for increasing organisational diversity and inclusion

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**Challenges and opportunities - see page 9**



## Impact of diverse and inclusive leadership on humanitarian response

Participants brainstormed how their work (individually and at the organisational level) may be positively or negatively impacted by increasing the diversity of organisational leadership

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**Impact exploration - see page 10**



## Burning questions: priorities for research

Participants proposed key questions for the research to explore at the individual and organisational levels

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**Burning questions - see page 11**



## Presentation of proposed methodology

Participants reviewed the proposed methodology, and brainstormed ideas for alternative methodologies or adjustments

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**Methodology framework - see page 12**



## Tools: Phases 1 and 2

Participants discussed the target research groups for key informant interviews, focus groups and other methods, both at Phase 1 (sector-wide) level and Phase 2 (case study) level

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**Phase 1 tools- see page 14**

**Phase 2 tools - see page 16**



# FRAMING THE WORKSHOP

## DEFINITIONS

The following definitions were used to inform the workshop discussion.<sup>1</sup>

**Diversity:** the differences between individuals in how they identify according to gender, age, disability, cultural background, sexual orientation and social and economic background, profession, education, work experiences, and organisational role.

## DEFINING DIVERSITY IN THE CONTEXT OF THE RESEARCH

The definition of diversity that the group would be using throughout the workshop was discussed and agreed upon by the participants. The definition emphasised an understanding of diversity beyond the categorical view of gender, race, and other 'visible' characteristics. Diversity is defined "in the broadest sense"<sup>2</sup>, capturing concepts such as diversity of thought and socioeconomic diversity.

**Inclusion:** as defined by the Diversity Council Australia, inclusion occurs when a diversity of people feel valued and respected, have access to opportunities and resources, and can contribute their perspectives and talents to improve their organisation.

**Positional leaders:** leaders in positions of power, that are formally recognised and rewarded in an evident manner.

**Humanitarian leadership:** Positional leaders of humanitarian organisations who provide a clear vision and objectives for humanitarian action (whether at the program, organisational or system-wide level).

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<sup>1</sup> These definitions are drawn from the initial paper in the research project: Humanitarian Advisory Group, *Drawing on our diversity: humanitarian leadership*, 2018. p. 19

<sup>2</sup> Workshop participant

# WHY DIVERSITY AND INCLUSION IN HUMANITARIAN LEADERSHIP MATTERS

## to Humanitarian Advisory Group

Humanitarian Advisory Group's Co-Director, Kate Sutton, and Regional Advisor for Asia, Seeta Giri, discussed the personal, sector, and wider incentives for this research on diversity and inclusion:

- ▶ Diversity and inclusion can be used to think about and approach humanitarian challenges differently
- ▶ Diverse and inclusive leadership leads to increases in innovation and reduction of risk in other sectors. What might this mean for the humanitarian sector and the challenges it is currently facing?
- ▶ Organisational diversity needs to be harnessed through an inclusive environment where everyone's voice is valued.

## to DFAT

DFAT<sup>3</sup> highlighted a number of policy frameworks and programs that frame the Australian government's commitment to diversity and inclusion. These include initiatives and approaches such as:

- ▶ 2017 Foreign Policy White Paper—'diversity is a national strength'<sup>4</sup>
- ▶ Diversity and Inclusion approach to recruit, support and promote a diverse and inclusive workforce<sup>5</sup>
- ▶ Aboriginal and Torres Strait Islander inclusion program.<sup>6</sup>

DFAT representatives reflected on their experiences and understanding of implementing diversity and inclusion strategies, and identified some of the enablers and barriers to increasing diversity.

## to organisations participating<sup>7</sup>

Participants outlined some of the drivers in their organisations:

- ▶ To support the development, implementation and monitoring of diversity and inclusion strategies
- ▶ To identify and implement tools for culture change
- ▶ To support the development of research methodologies
- ▶ The importance of an actionable 'on-the-ground' focused research framework
- ▶ To understand the state of diversity in organisations, including existing policies and strategies.

3 DFAT staff represented at the workshop include the First Assistant Secretary and Humanitarian Coordinator; A/g Diversity Team Leader | Indigenous HR Adviser; Development Policy Division Director | CALD Network Senior Advocate; Asst Director | Humanitarian Reform and Performance Section.

4 Australian Government, *2017 Foreign Policy White Paper*, 2017. <https://www.fpwhitepaper.gov.au/foreign-policy-white-paper>

5 The approach includes diversity champions, a number of diversity and inclusion strategies, and diversity networks <https://dfat.gov.au/careers/dfat-aps-careers/Pages/diversity-and-inclusion.aspx>

6 <https://dfat.gov.au/careers/dfat-aps-careers/indigenous-programs/Pages/indigenous-programs.aspx>

7 Participating organisations include: Save the Children Australia, UNHCR, IPPF, CARE Australia, Australian Red Cross, OXFAM Australia



# CHALLENGES AND OPPORTUNITIES: INCREASING DIVERSITY

A number of challenges and opportunities associated with developing diverse and inclusive organisations, including leadership teams, were identified. The below table explores some of the current challenges to, and future opportunities for, increasing diversity.



## OPPORTUNITIES

- ✓ Spaces created through the localisation agenda for diversity and inclusion initiatives
- ✓ Using existing expertise in organisations that have strong diversity and inclusion practices
- ✓ Resourcing diversity and inclusion experts to provide practical recommendations for change
- ✓ Focusing on intersectionality in diversity and inclusion agendas
- ✓ Training of national staff to diversify surge rosters
- ✓ Spaces created by sector focus on Protection from Sexual Exploitation and Abuse (PSEA) and potential to enact cultural change
- ✓ Leverage research on effectiveness of local leadership in humanitarian response
- ✓ Adjusting entry-level requirements for education and relevant experience
- ✓ Analysing and improving the appropriateness of diversity and inclusion initiatives and partnerships



## CHALLENGES

- ✗ Socioeconomic/educational barriers to entering the sector
- ✗ Stigma against diverse populations in various local contexts
- ✗ Cultural norms
- ✗ Current sector practices, including deployment practices
- ✗ 'Tick-box' diversity, filling a quota and pursuing no further action
- ✗ Assumed representation by one member of a group for the group as a whole<sup>8</sup>
- ✗ Western patriarchal model of leadership
- ✗ Self-selection into the humanitarian sector
- ✗ Poor resourcing for diversity and inclusion initiatives (reluctance to fund new initiatives in a difficult financial climate)
- ✗ Lack of frequent and honest conversations around everyone's needs
- ✗ The requirement to be neutral can conflict with the ability to be inclusive

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8 For example, one woman being asked to represent all women



# IMPACT OF DIVERSE AND INCLUSIVE LEADERSHIP ON HUMANITARIAN RESPONSE

Participants discussed the potential impact of diverse and inclusive leadership on effective humanitarian response. This included exploring the potential merits and drawbacks of increasing diversity and inclusion in leadership, and how having diverse leadership may impact staff. The general consensus was that increasing diversity in leadership would have a significantly positive effect on staff and organisations as a whole.



## POSITIVE IMPACT

- + New and different priorities for allocation of funds, improved and differentiated financial decision making
- + New and different program design, e.g. improved needs assessment for diverse populations
- + Improved risk management including in areas such as prevention of sexual exploitation and abuse
- + Culture of change: improved human resources practices, reporting systems, more inclusive and respectful workplaces allowing for improved quality of work from all staff
- + Innovation: diversity of thought and opinion leading to innovative approaches and processes organisation-wide



## NEGATIVE IMPACT

- Creating 'diversity bureaucracy', with extra responsibilities being placed on those from diverse backgrounds
- Tokenistic leadership appointments, diverse leaders being tasked only with diversity agendas rather than leading programs etc, or people being 'set up to fail'
- Diversity of perspective can lead to conflict and tension, as well as shifting internal power dynamics which may cause instability
- Drawing diversity from a context which then leaves a gap, e.g. creating regional surge roster which then leaves national expertise gaps



# BURNING QUESTIONS: PRIORITIES FOR RESEARCH

Participants developed and prioritised key research exploration questions for their organisation and for the sector.<sup>9</sup>

The highest prioritised questions related to the impact of diversity and inclusion on programs, outlining benefits of existing work and initiatives on organisational culture and processes, and exploring current themes that are a focus for the sector such as localisation and surge capacity. Participants were most interested in how a diversity of leadership might impact their organisations' capacity to deliver the most effective and efficient response for affected populations.



## THE FOUR MOST COMMONLY PRIORITISED QUESTIONS WERE:

- ❓ How can more diverse leadership increase accountability to communities? In what ways?
- ❓ What is the impact of diverse leadership on an organisation's delivery of response?
- ❓ What is the link between diversity in leadership and effective response and recovery?
- ❓ What is the impact of gender parity on humanitarian outcomes in surge teams?

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Some proposed methodologies for approaching these questions were also discussed on day two, as informed by the outcomes of this conversation.



## SUGGESTED METHODOLOGIES WITH OVERARCHING SUPPORT INCLUDED:

- ⚙️ A sector-wide, multi-language state of diversity in the humanitarian sector survey
- ⚙️ Decision-making network mapping, both within organisations and between organisations
- ⚙️ Human resources data review: reviewing policies, recruitment process, historical data around turnover, promotions, and complaints
- ⚙️ Perceptions mapping: understanding perceptions around how decisions are made and transparency of decision making from all levels
- ⚙️ Key informant interviews and focus groups discussions, especially in case study contexts

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<sup>9</sup> A themed list of the questions that came out of an exercise where participants wrote their questions on notes which they stuck to a wall can be found in Appendix B.



# RESEARCH METHODOLOGY

## RESEARCH STAGE ONE: MAPPING THE DIVERSITY OF THE SECTOR

### Answering key questions:

- ❓ How diverse is the humanitarian sector?
- ❓ What is the composition of the humanitarian sector?
- ❓ What are the barriers and enablers to diversity in leadership?
- ❓ What are we already doing?



### Agreed principles

- 🔗 Sector-wide
- 🔗 Multi-language
- 🔗 Global reach
- 🔗 Concise

# RESEARCH STAGE TWO: ORGANISATION-ELECTED CASE STUDIES

## Answering key questions

- ❓ What is the relationship between diverse and inclusive leadership and effective and efficient humanitarian response?
- ❓ Does diverse and inclusive leadership affect organisational approaches to key issues such as PSEA and localisation? If so, how?
- ❓ How can the sector become more diverse and inclusive?



## Agreed principles

- 🤝 Actionable research
- 🤝 Efficient and effective
- 🤝 Driven by organisational priorities
- 🤝 More detailed than stage one research



## PHASE ONE TOOLS

The first phase of the research will capture in-depth information around the state of diversity and inclusion in the sector, and explore the following questions: ‘what are the barriers and enablers to increased diversity in leadership?’; and ‘what are we already doing?’

### STATE OF DIVERSITY SURVEY: TOOL REVIEW

The sector-wide research will include a State of Diversity Survey. See Appendix E for the survey questions.

The survey will capture information from all levels of leadership. Data will be able to be disaggregated according to leadership level, and will capture basic location information to be able to show geographical spread of respondents.

Workshop participants were asked to test and review the survey tool. For the survey to be effective and to ensure the highest possible response rate, and therefore the most representative results, it was agreed that it must be:

- ▶ global in scope
- ▶ as accessible as possible, including being translated into multiple key languages; concise; as culturally appropriate as possible and; easily completed.
- ▶ Include strong, clear definitions of key terms, such as ‘diversity’, ‘leadership’ and ‘inclusion’

Some challenges were highlighted by the group that should be considered in the design of the survey.

- ▶ Certain remote populations or those without sufficient internet infrastructure may have difficulty completing an online survey, and therefore would be under-represented.
- ▶ Definition of leadership, and the differences between tiers of leadership especially in larger organisations.

Participants highlighted that it was important to establish this as a first step in the research, even if it cannot capture the depth and complexity of the myriad of diversity in the sector. While the wider survey should be kept as simple as possible, some of the more complex questions could be explored during case studies with participating research partner organisations.

## KEY INFORMANT INTERVIEWS:

Proposed stakeholders include:

### **Human resource staff and recruiters**

Speaking to HR and Recruitment staff will be helpful for accessing complaints information, staff turnover data, recruitment processes, reporting processes, PSEA agendas, diversity and inclusion initiatives, and other relevant information for the state of diversity and inclusion in any given organisation.



### **Internal and external diversity / gender equality social inclusion leads**

These individuals will be helpful to gain expert perspective and broader view of diversity and inclusion within organisations and across the sector, and to help identify what works and doesn't work in their experience. They may also provide an understanding of how organisations prioritise diversity and inclusion initiatives, and knowledge of what an effective diversity and inclusion initiative might look like.



### **Positional leaders**

It was suggested that the research be informed by each organisation's individual leadership structure, to capture program, organisational or system-wide level leaders



### **Response personnel**

Participants highlighted the importance of including research participants from international deployment mechanisms such as the RAPID response team, and national response personnel on the ground.



### **External stakeholders**

- ▶ Donors, and their perceptions of diversity in organisations
- ▶ Civil society partners

1

*Topic/context decided*



## PHASE TWO TOOLS

2

*In-country research conducted*

Phase two will explore existing organisational approaches to diverse and inclusive leadership for a key issue or context, nominated by each research partner organisation. This will take an action research approach with the partner organisation to explore the current landscape, and develop test approaches to improve organisational diversity and inclusion. The research approach will be jointly developed with research partners and Humanitarian Advisory Group to reflect partner priorities and needs.

3

*Baseline report produced*

It will explore the following questions: What is the current state of diversity and inclusion in humanitarian leadership in the case study organisation? What is working or not working? Why? What data currently exists that can be used? What additional data do we need to collect? What are the key recommendations? When implemented, do they have an impact?

4

*Recommendations implemented and measured*



The strongest priorities<sup>10</sup> for organisational action research across the participants were:

Measuring the existing diversity and understanding existing diversity and inclusion initiatives and processes

Measuring the impact of diversity and inclusion on humanitarian operations

Exploring issues such as accountability to affected populations; organisational culture; HR issues such as staff turnover, complaints, reporting and recruitment; and the link between localisation and diversity and inclusion

<sup>10</sup> The overall priorities naturally formed around some strong themes, which have been listed in order of priority in Appendix C

## POSSIBLE APPROACHES

**1. Conducting the research in a context nominated by an organisation/s**, such as an in-country office where local staff hold leadership positions. It is also possible for multiple organisations who work together in contexts, such as in Bangladesh or Mozambique, to participate in a multi-organisational review of diversity and inclusion and its effects in that context.

**2. Conducting research within an organisation to gain an understanding of how diversity and inclusion impacts a particular issue of interest**, such as localisation, surge teams, or PSEA. This would lead to an in-depth analysis of nominated relevant sections of the organisation.

**3. Developing an approach to developing and implementing recommendations arising from the research conducted earlier in this phase.** It will also be possible for organisations to work with Humanitarian Advisory Group to test and implement recommendations and monitor the potential outcomes of those changes to diversity and inclusion policy, strategy or representation<sup>11</sup>.

## EXAMPLE TOOLS



### Resource review

Internal document review of policies, procedures, frameworks, program design, and other documents, in relation to issue/context.



### Diversity monitoring tool

A staff survey to establish what the current composition of the leadership team, and the broader team (at both a sub-office and field office) (see the overarching state of diversity survey tool) .



### Perceptions/self-assessment exercises

A perceptions exercise will be used across different levels of the organisation to explore awareness and understanding of the issue/context.



### Key informant interviews

Key informant interviews will be conducted with diverse stakeholders, and where possible at both

the HQ/Country office and field office. See page 13 for possible key informants.



### Observation

To observe and analyse the strength and implementation of policies/procedures, and decision making and the approach by both leadership and staff.

Example points to observe:

- ▶ Key decisions of risk management
- ▶ Complaints processes/meetings
- ▶ Staff meetings/briefings
- ▶ How decisions are made



### Decision mapping

Decision mapping highlights who and in which parts of an organisation or team, decisions are being made. This is done by asking leaders to identify up to four key people they engage with when making decisions, to determine if there are cluster groups of key decision makers in the organisation/team.

<sup>11</sup> See Appendix D for workshop notes about implementing recommendations

# APPENDIX A: DAY ONE AND TWO AGENDA

This agenda was only to give participants a sense of the day – times and details were not reflected in the workshop exactly as they are written here.



## Day 1

**09.00 am** Welcome, housekeeping, delivery team introductions, high-level workshop objectives

Delegate introductions & required takeaways

**10.00 am** Defining diversity in the context of the research – challenges, and opportunities

**10.15 am** Increasing the diversity of leadership in the sector – Why it matters to DFAT

**10.35 am** Background to the research and HAG perspective

**10.50 am** Workshop approach & required outcomes

**11.05 am Break**

**11.20 am** Challenges to increasing diversity in the humanitarian space

**12.15 pm Lunch & networking**

**13.15 pm** Impact of diversity on delivering humanitarian response

**14.30 pm Break**

**14.45pm** Methodological approach

**16.00 pm** Summary & Close



## Day 2

**9.00am** Welcome, recap of day one

**9.30am** How diverse are we? Testing the Diversity Mapping tool

**10.00am** Wider sector research overview

**12.00pm** Agency case studies part 1 – What can the research answer for your organisation?

**1.00pm** Agency case studies part 2 – How could these questions be answered?

**2.30pm** Interventions

**3.30pm** Summary, next steps and close

# APPENDIX B: KEY RESEARCH QUESTIONS

Participants were asked what questions they would most like the research to explore for their organisation and for the sector more widely. These questions were then prioritised. The group's prioritisation of questions has been captured by colour code in the below table.

## COLOUR CODE:

**4+ priority dots**   **3 priority dots**   **2 priority dots**   **1 priority dot**

### Impact on programs

- How can a more diverse leadership increase accountability to communities? In what ways?
- Yes, diversity, but what is the impact on the organisation's performance (relevance of response)?
- What is the link between diversity in leadership and effective response and recovery?
- Does better representation of 'minority groups' correlate with better programming, and how?
- How does diverse leadership reinforce our sector's values to communities in which we work?

### Risk

- How do you prevent tokenism?
- What are the limits of 'diversity bureaucracy'?
- How are leaders representing others? (one person can't know everyone's situation)

### How diverse are we? (baseline)

- How diverse are we?
- Diversity? Who? What?
- What policies and approaches are we adopting?
- Develop two diversity and inclusion research tools for humanitarian agencies
- Develop 2: provide a qualitative research tool for humanitarian agencies to identify diversity & inclusion barriers & enablers in their agency

### Culture & process

- How does the diversity of senior management translate to diversity in recruitment and retention (and vice versa)?
- What is the impact of special measures and affirmative action on recruitment and retention?
- What is the impact of diverse leadership on recruitment practices?
- What is the impact of blind recruitment on diversity?

## What is the organisational impact? (culture and process)

- How does diverse leadership impact language use – opening space for better ideas?
- Does diversity in leaders promote honest communication ‘upwards’?
- Does diversity in leaders increase self-selection/identification with diversity?
- What are the challenges in increasing leadership diversity and how can they be overcome?

## What are we already doing? (culture and process)

- Are there more open, effective, inclusive mental health policies and procedures?
- Now can D&I initiatives practically be operationalised/mainstreamed into the fast-paced nature of humanitarian response?
- What steps are in place to ensure inclusive pipelines?
- What steps are we taking to ensure we are inclusive?
- What are the different strategies to faster diversity – how does this affect the outcome?
- How do you measure D&I in recruitment metrics?

## Decision making

- How do you identify and advance different ways of thinking?
- What is the impact of formal vs. informal decision-making structures of humanitarian response?
- How do we balance D&I priorities with timely decision-making?
- Are decisions made more quickly/ solutions found more easily?
- Who do leaders consult with? On what types of decisions?
- How often are non-diverse leaders consulting marginalised groups? (within organisations)

## Themes – Localisation

- What are the links between diverse leadership teams and the localisation agenda?

## Themes – Surge

- What is the impact of gender parity on surge teams on humanitarian outcomes?

## Themes – PSEA

- Does diversity in team-level leadership affect PSEA reporting channels and frequency?

# APPENDIX C: THEMES FORMING FROM ORGANISATIONAL PRIORITIES

## BELOW ARE THE KEY THEMES THAT EMERGED FROM ORGANISATIONAL PRIORITIES.

### 1. **Measuring current diversity**

“How diverse are different levels of the workforce?”

“Present the myriad of diversity.”

“Have special measures had an effect?”

### 2. **Understanding existing D&I initiatives and processes, incl. budget tracking**

“What are we already doing and therefore what do we need to do?”

“Budget tracking, how much is put towards career progression and PD for a diverse skill force?”

“Key diversity leaders and the role they've had, how they've influenced others”

### 3. **Measuring the impact of D&I on humanitarian operations (response relevance, affected populations)**

“What is the impact of diversity in surge teams on humanitarian operations?”

“What is the link between diversity in leadership and effective and relevant response and recovery?”

### 4. **Culture / HR Data Review (recruitment, complaints, turnover, etc)**

“Finding out why people aren't being promoted to 'better' duty stations”

“Recruitment processes that are used and are currently in development, the HR policies, etc, enablers and barriers for Pacific Island staff”

### 5. **Link with localisation**

“Close look case study that hooks into localisation as well”

“Links between diverse leadership and the localisation agenda”

### 6. **Barriers and enablers to increasing D&I, esp. in leadership positions**

“Barriers and enablers across levels of leadership”

“Looking at individuals from diverse backgrounds who haven't achieved leadership positions and finding out their perspective on why that is”

### 7. **PSEA reporting + focal point**

“The PSEA linkage to diversity and inclusion in leadership, mapping that out”

### 8. **Decision mapping**

“Decision mapping of policies, key response packages in three different contexts”

# APPENDIX D: POSSIBLE RECOMMENDATIONS FOR IMPLEMENTATION IN ORGANISATIONS

The final session was a blue-sky-thinking task to generate ideas for what kinds of ‘interventions’ might be possible within the participants’ organisations. The participants agreed that interventions could be developed in the form of recommendations that Humanitarian Advisory Group will be able to help organisations implement and monitor, if they should choose to. They were asked to consider what kinds of recommendations may be possible to implement and may have interesting and beneficial outcomes.

Many of the suggestions for interventions were framed as questions that will further inform the development of research methodologies by the research team. The participants were once again given priority dots to stick to these interventions where they were stuck on the wall. Prioritised activities included:

- ▶ Piloting blind recruitment
- ▶ To support diversity of thought, hold a ‘hackathon’ guided around a well-framed problem faced by the humanitarian sector
- ▶ Two-way mentoring; reverse mentoring; mentoring programme
- ▶ Measure how diverse leadership led to a better understanding of diversity in communities and how to include them
- ▶ Analyse and change the language of job descriptions to ensure it is inclusive

Many of these potential interventions could be implemented at low cost or with minimal resourcing. They are very practical ideas that could be adopted and trialled by an organisation.

# APPENDIX E: STATE OF DIVERSITY SURVEY TOOL

How do we strengthen humanitarian leadership to make it fit for purpose? The international humanitarian sector needs a greater diversity of approaches, funding sources, and thinking to confront its rapidly changing landscape. Evidence highlights that diversity and inclusion in leadership is key to being able to address new and emergent challenges.

Humanitarian Advisory Group is undertaking research to understand how diverse and inclusive leadership can contribute to tackling some of the challenges that face the humanitarian system. The first phase of the research will seek to answer, *how diverse and inclusive are we as a sector?* This survey is an important step to answering this question and we greatly appreciate your time to help us on this research journey.

**Confidentiality:** Please note no information will be attributed to an individual or organisation. The survey does not request your name or the name of the organisation you work for. Data collected by Survey Monkey complies with EU and US data protection regulations.

Click [here](#) to find out more about the research.

## A NOTE ON DEFINITIONS:

For the purpose of the research, the following definitions apply:

**Diversity:** the differences between individuals in how they identify according to gender, age, disability, cultural background, sexual orientation and social and economic background, profession, education, work experiences, and organisational role.

**Inclusion:** inclusion occurs when a diversity of people feel valued and respected, have access to opportunities and resources, and can contribute their perspectives and talents to improve their organisation.

**Positional leaders:** leaders in positions of power, formally recognised and rewarded in an evident manner.

**Humanitarian leadership:** Positional leaders of humanitarian organisations who provide a clear vision and objectives for humanitarian action (whether at the program, organisational or system-wide level).

### 9. What is your age? (logic: select one)

- 16-24
- 25-29
- 30-34
- 35-39
- 40-44
- 45-49
- 50-54

- 55-59
- 60-64
- 65+
- Prefer not to say

**10. What gender do you identify as? (logic: select one)**

- Male
- Female
- Other. If Other, please specify (optional) .....
- Prefer not to say

**11. What is your country of birth? (logic: select one)**

(Have all countries as an option)

**12. Where are you currently based? (logic: select one)**

(Have all countries as an option)

**13. Do you identify as a person with disabilities?**

Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others. (CRPD, 2016)

- Yes
- No
- Prefer not to say

**14. What sexual orientation do you identify as?**

- Heterosexual or straight
- Gay woman or lesbian
- Gay man
- Bisexual
- If Other, please specify .....
- Prefer not to say

**15. What type of organisation do you work for?**

- UN agency
- INGO

- National NGO
- Private sector
- National government
- Local government
- Red Cross/Red Crescent
- Faith-based organisation
- Other, If Other, please specify .....

**16. What is your highest level of education?**

- Primary education
- Secondary education
- Diploma/certificate
- Degree
- Masters
- PhD
- Doctorate

**17. Did any of your parent (s) or guardian (s) complete a University degree (e.g. BA, BSc, or higher)?**

- Yes
- No
- Don't know
- Prefer not to say

**18. Are you in a leadership position? (leadership defined as: leaders in positions of power, formally recognised and rewarded in an evident manner whether at the program, organisational or system-wide level.)**

- Yes
- No
- Don't know

**19. What position best describes your role:**

- Highest level leadership (CEO / country director etc)
- Higher level leadership (leadership of multiple teams within an organisation)
- Mid-level leadership (leadership of a team of people within the organisation)
- Team member – technical
- team member (project management etc)

**20. How many people are in your most immediate leadership team** (we recognise that there can be multiple 'leadership teams' in any one organisation please think about the leadership team that takes decisions that most directly impact your work, this may include a leadership team that you are part of)?

- 1-3 people
- 3-4 people
- 4-6 people
- 6+ people

**21. In your opinion: (Logic: Likert matrix)**

(Very; Mostly; Somewhat; Not very; Not at all)

- How diverse is your leadership team?
- How inclusive is your leadership team?

**22. How well does your leadership team: (Logic: Likert matrix)**

(Very well; Mostly well; Somewhat well; Not very well; Not at all well)

- Make decisions?
- Manage risk?
- Promote innovation?
- Retain talent?
- Undertake strong governance?
- Listen to your views?
- Reflect the population we work with?

