

Diversity and Inclusion in Service, Relationship Building and People Management.

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Abstract: This paper talks about diversity and inclusion in mindset and behaviour towards developing services, relationship building and people management. Diversity and inclusion are best practiced with a deep understanding and acceptance of human differences. In order to fully embrace diversity and inclusion practices we must remove existing biases that contributes towards judgment and rejection of the unknown. We can then improve our attitude and behaviour in providing services, building relationships and managing people resulting in solutions that would be practical and applicable for everyone.

Key words: Diversity - Image - Management - Inclusion.

[Resúmenes en inglés y portugués en la página 88]

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Diversity and inclusion have been a topic that is widely discussed in the recent years more so during this period of time as we are still undergoing a pandemic since 2019. Everyone in all regions, countries and the world are going through this period of time with similar phases of restriction in moving about physically and geographically. The impact is felt globally and we are now seeing major shifts and changes in the market place, economy, social and cultural evolvement and so forth.

However, due to this one common challenge that everybody is facing regardless of where they are on this earth, we can feel and relate to each other more despite of differences in background, geographical areas, place of origin, etc. We can all feel the impact of the pandemic hence we have grown and evolved collectively during this phase no doubt at different paces.

Now more than ever, we understand that as human race, we are all interrelated and when it comes to a global pandemic, no one is being spared from the impact of it. We have collectively chosen together to eradicate the situation and aim to make our life better by improving things, environment and the way we connect and communicate.

Ironically, we are now more connected than ever as everyone makes the choice to be more present on virtual platforms or have the choice to do so.

It is at this crucial moment that we truly have to embrace and practice diversity and inclusion in our life so that all of us can expand and rise to the next level.

Diversity has been discussed, defined and explained in many ways. It is almost impossible to have a finite meaning to diversity in human race.

Hence we would just simplify it in the following manner:

Diversity in human race encapsulates the differences in gender, ethnic, cultural, educational, places of origin, the way we think, belief systems, lifestyle, vocation, professions and religions. Our diversity is the basis of our perception to things, people, life, environment, world, universe etc. When we can acknowledge, accept and embrace diversity of human race, we then are able to practice inclusion.

We will start to understand that the only thing separating one to another is merely differences of views or opinions. We can now initiate the practice of understanding and leveraging on differences so that collectively as a human race we can increase our emotional intelligence and acceptance.

In this paper, we will look in depth on how to practice diversity and inclusion in service, relationship building and people management. We will be looking at implementing diversity and inclusion practices from an inside-out approach which involves science of percep-

tion, change of mindset, and embracing, accepting and respecting values. We will share with you the science and insights on practicing diversity and inclusion in your everyday life and work.

Perception

Our brain sits in our skull and our body. It does not communicate to the external world. The brain receives information through our senses (sight, hear, taste, feel, smell) and form analysis and meaning to the inputs. A major portion of this meaning is influenced by what we already know and therefore forms our perception about the subject.

Perception is pretty much our sensory experience to the world. What you perceive to be true and what is actually true aren't always the same. In fact, those two things can be the complete opposite from each other. This is when people can fall into betrayal, treachery and deceit; because they put their trust in those they perceive to be trustworthy.

Let's look into the science of perception to increase our awareness on how our mind works.

Science of Perception

In psychology and the cognitive sciences, **perception** is the process of taking in, picking, organizing, and understanding sensory information. It includes collecting data from sense organs and interpreting it in the brain. The brain then constructs the experience of reality by combining this sensory information with internal information such as fears, desires and goals.

Most of these processes are automatic and based on a person's life experience leaving perception to be no longer neutral and colored with biases, triggers and engrams. In a broader aspect, perception is not what our eyes and ears tell us; it is what our brain makes us to see and hear.

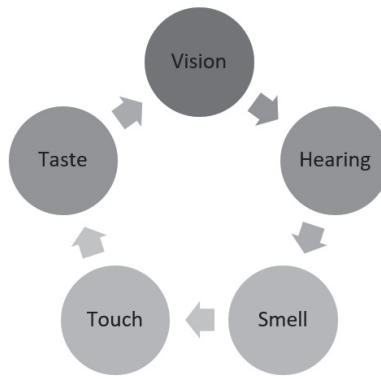
In understanding the science of perception, we will be able to understand how to correct our baseline beliefs in order to remove negative influences on our perception processes to enable the practice of diversity and inclusion mindset.

There are 5 stages that occur in the process of perception:



- Stimulation: The process when we receive inputs through our senses.
- Organization: The process when we identify and recognize objects and events.
- Interpretation – Evaluation: The process when we form opinions.
- Memory: The process where we access stored information (of the past).
- Recall: The process where information is reconstructed in a way that applies meaning.

1. Stimulation



We receive information through our 5 sensory pathways; visual (vision), auditory (hearing), olfactory (smell), haptic (touch) and gustatory (taste). These information come in the form of stimuli that exist in the world around us. The stimulus creates sensory impressions. The brain then proceeds to the organization process to make sense of these stimulus.

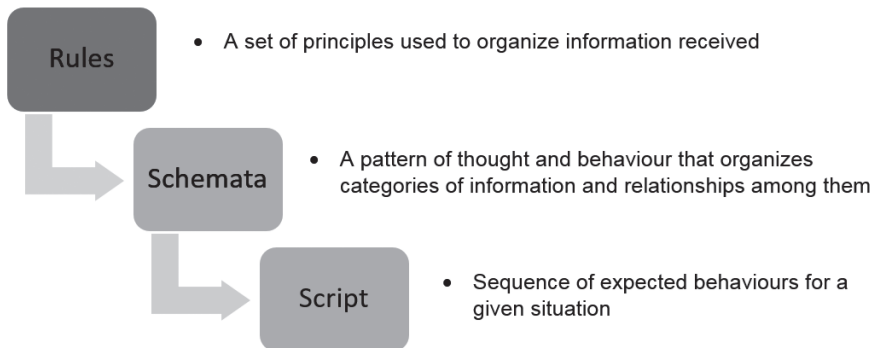
When we meet a new person, we process the way this person looks (vision), how they sound (hearing), the perfume they use (smell) and how firm is their handshake (touch).

2. Organization

To effectively use the senses, the brain will rely on its capacity to identify and recognize objects and events.

The formation of perception is organized by rules, schemata and scripts.

1. Rules are when people perceive things that are physically close together to constitute a unit.
2. Schemata is developed from actual experiences as well as vicarious experience from daily activities or from exposure to society behaviour and media. Some familiarity represented in the mind will be some kind of schema.
3. A script is a form of schema that focuses on action, event or procedure. It is a process of how we behave and how we organize perception with our own action which forms a behaviour pattern.



We start to identify who this person is and the appropriate behaviour towards them.

3. Interpretation-Evaluation

In this stage, we form opinions on the information we have gathered and organized. This is also the stage where our opinions are influenced by our life experiences and needs; values, expectations, physical and emotional state, gender and beliefs. For example, meeting a new person who is a lawyer, one tends to view this person as someone serious, academically strong and rigid. Based on this evaluation, we then decide our behaviour towards this person and perform appropriate or inappropriate actions.

We recognize that this person is a lawyer, and based on what we think about lawyers, we decide how we want to behave and what outcome we want from our behaviour.

4. Memory

Both of our perception and interpretation-evaluation are kept in the memory region of the brain according to scripts and schemas. These will then be point of references for future perception processes.

Our perception process is now understood to be heavily influenced by our preconceptions and schemata.

5. Recall

The recall stage reconstructs what individuals have heard in a way that apply meaning to them. Most of the times, the recall information is consistent with schemas. However, some recall information can drastically contradict one's schema especially when an individual is forced to think or even rethink.

We apply meaning to the information from our memory to be applied to the decided behaviour to this new person.

Each individual has differences according to their culture, beliefs, knowledge and life experience. Therefore, these factors would greatly influence a person's perception as they make up parts of the rules, schemata and scripts in a person's mind.

When a group of 10 people is presented with the same challenge, each one of them can produce their own unique perception of the challenge and how to overcome it. Everyone in the group has to learn to listen to other's opinions and solutions and not push his/her solutions as the only "right one". This is the basis of the practice of diversity and inclusion, to leverage on differences, not to reject or exclude what is not familiar to us just because we have never experienced it.

Cognitive bias

In discussing perception, it is also vital for us to look into cognitive biases that may influence a person's perception towards others.

A cognitive bias is a systematic pattern of deviation from norm or rationality in judgment. Individuals create their own "subjective reality" from their perception of the input. An individual's construction of reality, not the objective input, may dictate their behaviour in the world.

In other words, cognitive biases are mental shortcuts that our brain will access to expedite information processing – to quickly help it make sense of what it is seeing. Since this process is automatic, most people are not aware of their biases until it is made known to them (bring to awareness by others).

There are 12 types of cognitive biases:

1. Confirmation bias: Refers to the tendency to seek out information that supports something you already believe.
2. The Dunning-Kruger Effect: Refers to how people perceive a concept or event to be simplistic just because they think they know about it.
3. In-group bias: Refers to how people are more likely to believe or support someone within their own social group.
4. Self-serving bias: Refers to assumptions that good things happen to us when we've done all the right things, but bad things happen because of other people.
5. Availability bias: Refers to the tendency to use the information we can most easily recall.
6. Fundamental attribution error: Refers to the tendency to attribute other people's behaviour to a certain stereotype, while attributing our own similar behaviour to external factor.
7. Hindsight bias: Refers to the "knew-it-all-along effect". This is what happens when people perceive events to be more predictable after they happen.
8. Anchoring bias: Refers to those who rely too heavily on the first piece of information they receive – an "anchoring" fact – and proceeds to base all subsequent judgments or opinions on this fact.
9. Optimism bias: Refers to how humans are more likely to estimate a positive outcome if we are in a good mood.
10. Pessimism bias: Refers to how humans are more likely to estimate a negative outcome if we are in a bad mood.
11. The halo effect: Refers to the tendency to allow our impression of someone, something or situation influence our overall impression of the person or entity.
12. Status quo bias: Refers to the preference to keep things in the current state, while regarding any type of change as a loss.

With all the types of biases that exist, it is not hard to understand how a person's opinion can be formed and result in disagreement over presented facts. Biases can be strongly entrenched in a person's mind especially if they are commonly held among family members and become part of their family or society culture growing up.

Biased people can be close-minded, prejudicial and unfair. When a person practices biases heavily, it can influence their perception greatly and the biases can become part of their belief system.

Managing Perception

Perception is not reality. It's only the way we perceive things according to how we have been taught to view and process information. If we are not aware of how the science of perception works, we will tend to believe our inner assumptions and judgments about the people that we meet. We would label and categorize them in boxes in our mind and apply socially incorrect behaviours and actions.

Now what would happen if we meet someone who is totally unfamiliar from our experience? Someone who is from another part of the world, whose culture and ways of living is totally different than ours. We may end up treating them with disdain and hostility, and those who are familiar to us will be treated with high respect; regardless of the person's true characters.

Some of the fiercest conflicts in the world persist due to fixed beliefs in one's perception towards another. The unwillingness to adjust perception has hurt many and does not allow for change or flexibility. Many atrocities have also been unleashed to the world due to facts built on perception with the help of cognitive biases.

In order to practice diversity and inclusion, we have to understand that we cannot rely entirely on our perception as they are based on information and biases we have been taught in the past.

Our perception today may even be part of a long-standing cultural beliefs and can be taboo to even talk about or question. However, if we want to cultivate diversity and inclusion practices within us, we have to learn to adjust and manage our perception.

We should also teach ourselves to look beyond perceptions and make space for new rules, schemata and scripts. This will enable us to look at things, situations and people in a more flexible and open manner. And this allows our mind to process new information on a neutral basis.

Mindset in Diversity and Inclusion

Mindset can be defined as a set of principles that the mind operates on; to process, analyse and conclude what is going on around us. Our mindset forms thoughts and judgments towards something, someone or situations and determines or greatly influences our next course of actions.

In relations to diversity and inclusion, we are going to talk about the different types of mindset that a person should work to cultivate in order to be able to implement diversity and inclusion practices in his or her daily life.

Our mindset determines how we behave, act and treat others around us. Not only that, our mindset will also influence how we look at situations and our environment; positive or negative.

When our mindset guides us to look at the people, situations, and environment as something positive and can be worked on, it will also influence the state of our beings and emotions. This results in positive actions that create favourable outcomes and solutions.

Likewise, when our mindset guides us to look at people, situations, and environment as something negative and cannot be worked on, it will influence our state of beings and emotions to result in negative actions thus creating unfavourable outcomes and problems. Our mindset is our inner mind compass. It leads the way to how we usually think and open up pathways towards building relations and situations that we think are align to our principles and goals.

For those who are unaware or have never taken conscious actions to shape their mindset, then their mindset is shaped by life experience, socialization, culture, media exposure, spirituality and religion. And many will have unwanted triggers and engrams from their life experience that lead them to have fixed mindset.

Life situation example:

(Person A) Emily grew up with a very loving pet dog called Angus. Angus is from the breed pitbull. Angus is 15 years old and is regarded as a loving member of the family. Angus is almost like Emily's best friend and now acts as a part-time nanny to Emily's 3 years old daughter.

(Person B) Allison grew up with 2 elder brothers. One day, when they were playing in the park (they were 6, 8 and 11 years old respectively), a pitbull came out of nowhere and bit Allison's eldest brother's leg (Alex). Alex had to spend 2 days in the ICU at the hospital and until today he walks with a slight limp. It turned out that something had triggered the pitbull and the owner lost control of his own dog. Allison can never forget the sound of the pitbull's growl and her brother's scream in pain.

Reflection:

What will happen when Emily and Allison bump into a friend (Sarah) with a pitbull pet on a leash at the park?

Emily will look at Sarah's pitbull with full of affection and feels the desire to know more about the pet and exchange stories and care tips.

Allison on the other hand will be anxious and apprehensive because she views Sarah's pet as a dangerous animal that may strike anytime.

Note:

This is how our experience in life shapes our current reality. They form our frame of mind aka mindset and determines how we view the world. Our mindset is a collection of thoughts and beliefs that shape our thought habits.

The Fixed Mindset in Everyone

There are 2 main types of mindset that are always presented whenever one is talking about progress and change:

1. Fixed mindset
2. Growth mindset

A fixed mindset is one that is filled with judgments, labelling, fear, self-limiting beliefs, and a deep belief that one can never grow. A person with fixed mindset is highly likely to reject anything that is new and foreign; believing that it's a threat to their being instead of opportunity to learn and grow. And a person with fixed mindset is highly likely to react emotionally towards people or situations that don't "fit" in their frame of mind.

Generally a person with a fixed mindset:

1. Avoids challenges
2. Gives up easily
3. Sees efforts as fruitless or worthless
4. Cannot handle criticism and ignores useful feedback
5. Feels threatened by the success of others

People with fixed mindset have an innate desire to protect their external image; whatever image that may be that they have worked so hard to build. They do not want others to see their weaknesses as they fear judgments from others. They also are highly likely to believe that they are inadequate and therefore do not wish to be exposed to others.

This leads to a very restrictive "only me" behaviour. It is hard for them to accept new people, new concepts and new situations because these are viewed as threats that are challenging to their image and being.

The major difference between fixed and growth mindset is actually in the way one views failure. The former views failure as a setback while the latter views it as a learning point.

Diversity and Inclusion Mindset-Behaviour Matrix

Diversity and inclusion require someone to be able to adapt to change, accept and work with new or foreign ideas or concepts. The idea of diversity and inclusion thrives on the concept of differences between people and this can be difficult for someone who has a mindset that doesn't allow him or her to process or act on new or foreign ideas.

In this paper, we are going to discuss 3 types of mindsets that are useful in increasing one's ability to practice diversity and inclusion behaviour in both professional and personal settings.

1. Growth mindset

A belief that anyone can develop intelligence through hard work, good strategies and input from others.

2. Inclusive mindset

A non-judgmental belief that all individual experiences are valuable and are met with empathy, compassion and emotional intelligence.

3. People mindset

A belief that other people's opinions are valid and to look at situations or things from other people's point of view or perspective to have clear insight and understanding of their needs.

The education system and political system in certain countries may contribute to the development of fixed mindset. Studies have been conducted to show that the majority of people in society today has a mixture of fixed and growth mindset depending on subjects and situations and that a person with 100% growth mindset is rare.

More awareness needs to be created to urge people to work intentionally towards cultivating growth mindset to have a more socially intelligent society and shape generations to come.

Growth Mindset

Growth mindset is a belief that anyone can develop intelligence through hard work, good strategies and input from others.

A person with growth mindset views the world as a pool of opportunities and limitless possibilities. This allows the person to explore their capabilities and become better versions of themselves from time to time.

This kind of person is an asset to themselves and to others around them because they are prone to creating solutions and contributing ideas to improve their profession, self and community at large. They also spur on others to behave the same way as they believe in living beyond themselves. They do not view new ideas or foreign concepts as a threat, instead they welcome them as a source of creativity and strategic thinking.

Inclusive Mindset

Inclusive mindset is a non-judgmental belief that all individual experiences are valuable and are met with empathy, compassion and emotional intelligence. A person with inclusive mindset is always ready to accept and listen to other people's opinions and ideas and this creates a relationship and society culture that is based on change and collaboration.

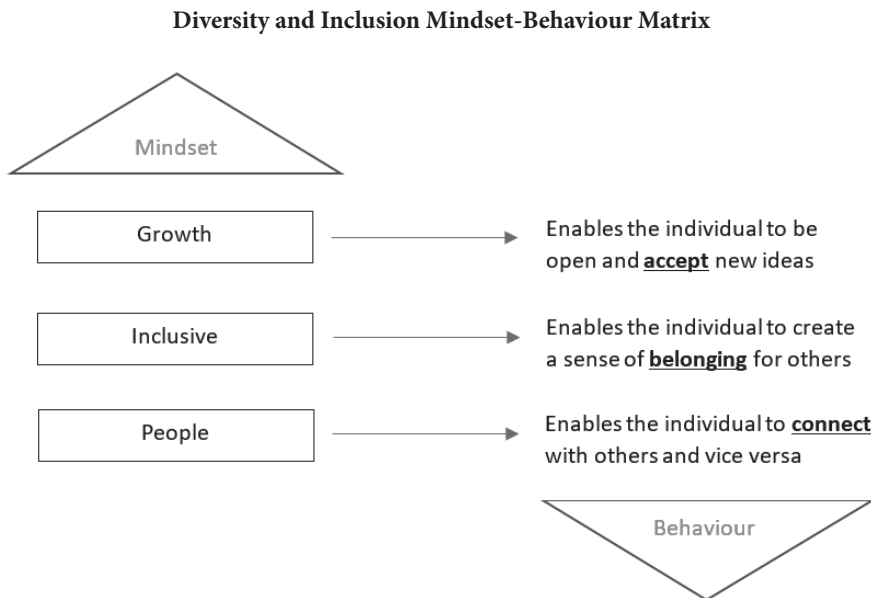
People who operate on this mindset will inspire change in others as they make others feel welcome and able to offer suggestions without judgments. With inclusive mindset, they are also genuinely interested in other people's differences and take the opportunity as a learning process to improve their own knowledge and outlook in life.

People Mindset

People mindset is a belief that other people's opinions are valid and drives the individual to look at situations or things from other people's point of view or perspective to have clear insight and understanding of their needs. A person with people's mindset will always be in tune about other's needs and alert to creating solutions and situations that are inclusive and accommodating to the majority or all of the people involved.

People who operate on this mindset learn to put other's needs in the top list of their service provision and able to connect with most people regardless of background. They are in service of the people and always alert to other's situations.

The combination of these 3 mindsets helps someone to be open and able to accept others and therefore be a part of a diverse group of people without issues. They can also make others feel that they belong and connect well with everyone.



The world is moving towards globalization and we have seen how rejection of differences create tension and rifts in society. Now more than ever, the society craves unity and people all over the world are connected through virtual platforms and social media. Moving forward together as one requires understanding and openness and a set of mindset principles that allow an individual to embody diversity and inclusion practices in their daily life; be it at work or in personal settings.

In doing so, we are now on the verge of the people of the world becoming a more advanced society as diversity and inclusion practices spur higher forms of creative thinking and problem-solving skills.

Without applying the proper mindset, an individual will not be able to practice diversity and inclusion practices and will be left behind as the world moves forward. What's more dangerous is that the individual will become so fixed in their ways that they do not even accept differences in the people around them or the society they live in.

This creates a bitter individual who thrives on hate and social enmity behaviour; championing unfounded prejudices and old society principles which will no longer be relevant.

It is natural for humans to want to connect with only those who are familiar or possess similar qualities; those otherwise to be deemed a threat due to what's "unknown".

Diversity and inclusion mindset practices challenges this natural human tendency and therefore may be difficult in some people to implement without going through deep mindset changes. Embracing the unknown requires courage and willingness to explore. And this appeals to the other human nature which is always seeking to learn new things.

Our brain is always hungry for knowledge and feeding it new information further enhances our mental strength. Diversity and inclusion practices will eventually lead to a generation with higher mental strength, resilience and adaptability nature.

Every major change starts with awareness and eventually becomes a normal practice and behaviour that characterizes the society at large.

Attitude and Behaviour in Diversity and Inclusion

Attitude refers to a standpoint or stance one has towards something or someone. It is commonly influenced by environment, experiences, and moral values. It can be primarily negative or positive and results in the behaviour of a person.

Attitude can be explicit and implicit. Explicit attitudes are those that we are consciously aware of and that clearly influence our behaviours and beliefs. Implicit attitudes are those that we are not conscious about but still influences our behaviour and beliefs on a subconscious level.

Behaviour refers to a way in which one acts or conducts oneself, especially towards others. It is influenced by attitudes, character traits, and/or also biological factors like endocrine and nervous responses. It can be innate and learned and results in the reflection of a person's character.

Diversity and inclusion require a set of attitude and behaviour that is open towards other people, concepts and situations; not viewing differences as threats or challenges. With awareness, we should strive towards intentionally implementing these behaviours in our daily life, professional or personal, so that it becomes second nature to us.

Inclusive Behaviours

Inclusion is a sense of belonging, feeling respected and valued and seen for who we are as individuals. Inclusive behaviours are a set of behaviours that invoke a sense of belonging towards others. They ensure those around us feel valued, heard, seen and respected and enable us to connect and engage with people from diverse backgrounds.

These are 16 inclusive behaviours that we can practice to promote diversity and inclusion:

1. Include and seek input from everyone.

Create the habit of thinking as a community. Seek input from everyone around us so that their voices are heard and you are able to take into consideration all opinions and point of views.

2. Listen carefully to the person speaking until they feel understood.

Practice active listening when someone is talking. It gives opportunity for you to understand their view of the situation and at the same time, the person speaking feels their voice is heard and considered.

3. Make a habit of asking questions.

Asking questions invite further understanding and clarification of the subject matter at hand. When we ask relevant questions, it deepens our understanding and broadens our knowledge. We will go beyond what we think we already know.

4. If you have a strong reaction to someone, ask yourself why.

Our emotions are indications of our subconscious programming; our rules, schematas and scripts that may be derived from past unpleasant experiences. They may have nothing to do with the person or situation at present. Asking ourselves why will create awareness and mindfulness that our brain is processing information from the past. This will allow us to be certain whether the invoked emotion and reaction are justified for the present situation.

5. Address misunderstandings and resolve disagreements.

Misunderstandings and disagreements will tend to happen in a group of diverse people when everyone tries to stand up to their beliefs or what they may think is right. Addressing these issues will prevent further rifts and allow everyone to elaborate on how they think the issues should be resolved. Through effective communication, this will lead to a more united and considerate behaviour moving forward.

6. Act to reduce stressful situations.

When no action is taken to reduce stressful situations, the people involved may feel denied their rights or ignored. Therefore, whenever stressful situations happen, we must act on reducing the situation and ensure everyone has the space to voice out their views and agree to resolve matters before moving forward.

7. Understand each person's contribution.

Make extra efforts to understand each person's contribution. When you don't understand, ask more questions to clarify where they are coming from and why they view it as such. This way everyone feels their voices are heard and included in the making of solutions or conclusions.

8. Examine your assumptions.

Whenever you find yourself automatically assuming about something or someone, take a step back and ask yourself why you have assumed so. Check whether you are making assumptions based on past experiences and see whether this information is relevant or justified for the current situation.

9. Ensure all voices are heard.

Ask opinions from every member of the team even when they seem reserved. Open up the floor and make everyone feel safe to verbalize their opinions with no judgements or discriminations.

10. Be brave.

Take the lead in taking actions. In a group of people, all it takes is just one person to be brave and the rest will follow suit. Your actions can empower the person next to you and so forth.

11. Initiate contact.

Do not hesitate to initiate contact. Start conversations, ask questions, create relationships with everyone.

12. Build trust.

By providing everyone with a safe environment to voice out their opinions, you are showing to them that they can trust you to be themselves. Build upon this trust and you will soon become the ambassador of diversity and inclusion.

13. Connect.

Be open to connect with every single person you meet. The moment you start connecting with people, they will open up to you and have the space to express themselves too.

14. Share.

Sharing is a great way to tell people that you are open to connecting and building relationships with them. By sharing, you are opening up your space and telling people that you welcome connections.

15. Be flexible.

If something doesn't 'fit' into your principles or your thinking paradigm, allow yourself to explore it as something new to learn. Allow yourself to be open to new things and differentiate between who you are and what you are willing to learn. Learning something new is not a threat to your sense of being. It is an opportunity for you to grow and be better.

16. Think systemically.

Understand that everyone's opinions matter and everyone is interconnected and is part of a whole big system; community or society. Therefore, strive for solutions that are fitting to everyone in the system so that everyone can move forward together on the same page.

Cultivating Inclusive Behaviours in Ourselves

In cultivating inclusive behaviours in ourselves, there are 9 steps we should take to change our own perspective and existing attitude and behaviour:

1. Recognize own prejudices, biases, and assumptions.

Be aware of thoughts that automatically present themselves in our mind. These thoughts normally invoke unpleasant emotions towards another person that cause us to reject their presence. Once these thoughts exist, pay attention to them and question ourselves what has formed these thoughts in our mind in the first place and whether they are justified to still exist in our mental space right now.

2. See differences in people as valuable and potential assets.

Train ourselves to start seeing differences as potential for growth, learning and opportunities. Differences can represent more service, business opportunities and specializations. Once we apply a different meaning to differences, we will start to appreciate it rather than view it as a threat to our principles and being.

3. Encourage open dialogue on diversity and share personal experiences and learnings.

By conversing about diversity and inclusion, we invite sharings from others. The more we exchange stories and ideas, the more familiar this topic is to us and the brain starts getting used to the practices and start becoming creative in building the skills for it.

4. Listen to fully understand.

Sometimes we have the habit of listening to respond, which means that we are not fully processing what the other person is saying. Listening without thinking and just accepting

fully what the other person is saying allows us to be neutral in the conversation and understand the correct meaning of what is being said.

5. Adapt to changing demographics and business needs.

Be willing to adapt and change according to the new demographics and business needs. Be flexible and be creative in providing solutions. As the world evolves, we have to understand that our demographics and needs will also evolve and we should develop better plans according to the new demographics of audience.

6. Write and speak in language that's respectful and sensitive.

Learn to write and speak diplomatically and with full of awareness. Remove the assumptions that we are writing and speaking to those who are familiar to us. Be mindful that we are speaking and writing to a wider base of audience and therefore our statements should be neutral and sensitive to everyone.

7. Become an ally or a change agent.

In embracing a new practice, it is important for us to apply action to give magnitude to the change. Choose to become an ally or change agent in diversity and inclusion practices everywhere you go so that you cultivate this practice to become second nature to you and help others around you to do the same.

8. Take risks, challenge the norm and speak up for others.

Step outside your comfort zone by taking risks, challenging old behaviours and speaking up for others. This will help you expand your comfort zone and grow into inclusive behaviours.

9. Empower and motivate others.

By empowering and motivating others, we are also encouraging ourselves to do the same. This creates a constant reminder to ourselves and eventually becomes part of our life principles.

Cultivating Inclusive Behaviours in Others

For the people around us, here are 3 ways to cultivate inclusive behaviours in them so that they too can practice diversity and inclusion:

1. Increase awareness and shift habits.

Create awareness on the topic and importance of diversity and inclusion. Encourage others to shift their thought and emotion habits to be more inclusive and flexible.

2. Create specific measurement and accountability.

Guide them to specific parameters and accountability standards that will allow them to measure their progress and development towards practicing diversity and inclusion.

3. Play active role.

Take the lead in embracing diversity and inclusion and create examples in daily practices that will allow others to emulate and aspire to.

Diversity and Inclusion Affirmations

In cultivating diversity and inclusion practices in ourselves, sometimes we may be presented with old habits of negative thoughts, emotions and judgements. Affirmations help to remind us and create the belief in ourselves to continue with positive changes.

Affirmations in New Thought and New Age terminology refer primarily to the practice of positive thinking and self-empowerment – fostering a belief that “a positive mental attitude supported by affirmations will achieve success in anything.”

Basically, affirmations are words we say to ourselves to strengthen our mental attitude which in turn helps to strengthen our beliefs. They are especially helpful to help one overcome self-sabotage and negative thoughts.

The followings are examples of affirmations that can be used in cementing diversity and inclusive attitude and behaviours in us:

- I value diversity.
- I acknowledge my biases.
- I identify opportunities to demonstrate inclusive behaviours.
- I demonstrate inclusive behaviour consistently.
- I anticipate, plan for and deal with ambiguous and confusing situations.

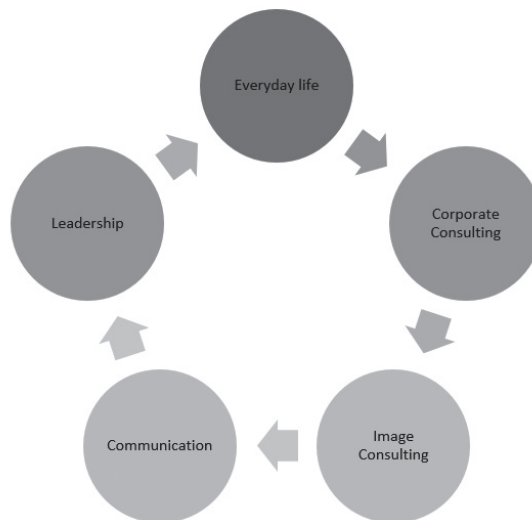
Diversity and Inclusion in Practice

We are fortunate to be in Malaysia as it is a place where people describe as a melting pot in Asia. In Malaysia, we are spoilt with choice of eateries ranging from the Europe cuisine, The American Big Breakfast, Middle Eastern Kebab, Mediterranean BBQ, Vietnamese beef noodle, Chinese Exquisite Cuisine, the local Malay, Mamak, Chinese, India and the Native dishes just to name a few. We are truly blessed. We are born, raised and grew up in a diverse culture, ethnic groups and religion beliefs. We have learned about tolerance and respect, and acknowledge and accept the differences between various cultures, ethnic groups and religious beliefs since young in neighbourhood and in school. E.g., When we invite our Indian friends for dinner, we will not serve beef simply because cow is considered a holy resemble in Hinduism.

Due to our country's richness in natural resources e.g., oil, palm oil, timber we also attract many expatriates from the western countries to work and some choose to reside here as they have fallen in love with our tropical weather, landscape, moderate life style and

friendly people. The majority of people in the cities and urban areas understand and can communicate in English which removes the communication barrier. In the commercial sectors, all transactions and daily communication are in English medium and coupled with the affordable living standard here, it has made Malaysia a likable place to many foreigners.

With this history of diversity and inclusion in our country, it makes it easier for many of us here to expand our understanding on diversity and inclusion. It is for this same reason that it gives us the data to share the 5 Circles of Diversity & Inclusion in the context of AAA Academy's work (AAA Academy focuses on peak performance and productivity for corporations, working professionals, entrepreneurs and individuals).



1. Everyday life

Often, we project bias and judgement thoughts on to others automatically when we see people, things and events out of our norm. We disapprove of them not by saying out loud but by just a mere thought of 'I do not agree with that'. With this thought we carry a judgement when we deal with that person and in the handling of the situations.

Neuroscience has proven that we learn the most when we are in unfamiliar or uncomfortable situations. Your brain has to figure out a new way or another way to deal with the unfamiliarities (i.e. people, situation and event). It is like learning a new skill, new knowledge or developing a new muscle strength.

To practice diversity and inclusion is to infuse conscious efforts in our daily life that promote diversity and inclusion in our surrounding environment. Surround yourself with different perspectives in life. Be willing to learn from all walks of life. Join various groups, communities that you would like to be represented. Point out stereotypes and bias behaviours or opinions in social or business meetings to create awareness among the people that you are associated with. Let others know that you embrace diversity and practise inclusion, show them that there is not just one way to look at things, and that looking at a situation in 360-degree manner creates a win-win, harmony and inclusion for all.

2. Corporate Consulting

Many companies have made it a point to include diversity and inclusion in their hiring and recruitment process. Gender diversity is a common practice in the corporate sector and more so in STEM field that use to be dominated by men but now you can witness certain multinational companies has as much as 52% of the employees are females. Large corporations like Pinterest, Facebook and Intel incorporate specific initiatives, metrics and rules for diversity hiring in place. These are great evidences that diversity is practised in the working field.

However, you will not achieve diversity and inclusion merely by change in company policies. Consistent efforts by companies to drive through their policies, training, creating awareness and practices that allow employees to implement these practices in their everyday work activities will produce sustainable result in the long run.

In our recent years of corporate consulting work, Diversity, Inclusion and Adaptability are topics that are well sought after by our clients. This has given us an opportunity to dive deep with the Learning and Development personnels in the organization by exploring and understanding current practices, cultures, company goals, mission, visions and plan and design new practices and in certain cases new corporate culture, revised mission and vision that comprises sustainable diversity and inclusion in the long run.

While AAA focuses on our core consulting work around peak performance and productivity, we also incorporate and implement diversity and inclusion in all our programs.

E.g., we have simulations and case studies where employees go through their own experiences of different races, genders, ethnicity, age, dress -- into their own biases and assumptions and how they might or might not bring that into workplace interactions with colleagues, team members and superiors. Also, we allow our programs to provide a safe place for them to voice out their ideas on practicing diversity and inclusion in the workplace and work with the management on implementing these ideas by stages.

The aim is to allow everyone to be different and express their differences and thrive in the organization by achieving their own personal and professional development and not forgetting individual accountability and responsibility towards organization's goal at large. We also push forth the idea that diversity should be recognized in a broader perspective and that businesses and companies should consider individuals from different professions (career switch or change) who have the right attitude, passion, communication skills and team spirit to fill up a vacancy in the company because we believe skills can be taught and learned. When a person has passion in their job and possess discipline, innovative thinking, solutions driven and people skill, you can rest assure that they will learn fast at work.

Given time, they will be asset to the company's human capital. These talents are gems for any organization and it is a loss if the organization do not recognize their worth.

3. Image Consulting

Image consulting has evolved into branding, executive and leadership presence. It is beyond looking good or professional image for individuals and corporates.

At the personal consultation level (one-to-one consultation), it is apparent to practise diversity and inclusion as our clients can come from anywhere with various background, culture, races, geographical areas etc. Our firm has the expertise in practising image consulting for years and through our verse exposure to many local and oversea client consultations, we have developed a Client Assessment that is provided free for anyone who engage with our services. We understand the importance of personal preference and truly embrace it in our practises. Below is some of the main areas we work with client during the assessment:

- What are your desired states of your image?
- What do you hope that your image will help you to achieve?
- What is your favourite color/colors?
- What is the color/colors that you avoid?
- What do you take pride in your body image?
- What would you like to improve about your body image?

The questions are crafted in a general manner that given an experienced image consultant in our firm, she/he will be able to gather important and at times sensitive personal information that the consultant can better help the client to achieve his/her goal in a safe place that the client can truly expressed whom he/she is. We truly believed that every image consultation session is an opportunity to us to help the client to transform to express their best version of themselves and it is for sure a life changing experience that support the individuals to progress to the next level, better career, better relationship, broaden visibility and experience more joy and fulfilment in life.

- Customised color analysis

Driven by diversity and inclusion in our consulting practises, we designed and produced a color system especially for people from tropical weather. It was by chance that we discovered that some Latin Americans also has similar skin tone like the people in tropical countries. Our hesitation of the limitation of the color system in the past stopped us from producing what we need for most of our clients. When diversity and inclusion was getting more attention in the recent years, it gave us a good reason to finally launch our very own color system. Since then, our color consultations are well sought after in the region and the easy-to-use color tools and affordable pricing have made it attractive to many color analysts and image consultants to use it for their own practises.

In our view, practising diversity and inclusion in consulting practises is to look into the needs and requirements of every individual that you encounter and do your best to cater to their needs (in terms of tools, assessment and outcome of the consultation) and practise the followings:

- a. The Inclusion Mindset
- b. The Unbiased view for all.
- c. Have an open mind to listen to client's viewpoints and be creative while offering feedbacks, advises, suggestions and solutions. Go beyond the principles and elements of art and designs, because image is both science and art (refer to our previous paper Psychology of Image published by University of Palermo https://fido.palermo.edu/servicios_dyc/publicacionesdc/cuadernos/detalle_publicacion.php?id_libro=851 Pg121-150). We are here to help our clients to be their best and embrace areas of themselves that they are less comfortable (in terms of body image). After all we are all not perfect but can be perfect in our own sense when we truly embrace who we are and accept as it is. As an image consultant, we have the opportunity to support the clients to go through all the areas of their body image that they are not comfortable and embrace it all and bring the best out of them.

- Customised style analysis

Our dressing style goes beyond our own preferences. We interact with others in our daily life via visual, non-verbal and verbal communications. How we present ourselves in our daily activities, is both a way of self-expression and communication with others. People forms perception of us through how they view us in every encounter. Hence as we are in the midst of embracing diversity and inclusion, as a seasoned and experienced image consultant, it is our responsibility to educate and advise our clients beside dressing in their personal preference, share with them insights on culture, business practices, social and business norms influence on dress codes. Adopting an open mindset in dress by occasion to encourage rapport building and relationship building.

We shall look at the practise of diversity and inclusion in 2 broad terms:

- a. Self
- b. With others – Society, workplace, social and business settings, etc

Generally, we create our personal dressing style that accentuates us. Most of adopt a dressing style that incorporate both our personal preference and the accepted dressing norm of the geographical location where we are based. We understand that by dressing in a way that is eye pleasing and acceptable to others in a community, we can connect and communicate with people better. It is a way of practising self-respect and respect to others. Our personal dressing preference is influenced by our perception of our body image that includes both favourable and unfavourable aspects.

Through our years of image and branding consultation, we understood that the services we provide are both for personal advancement and transformation as it involves us seeking personal data or sensitive information about the client personally in order to achieve the image transformation and creating an authentic brand for the client. Working with many clients from various regions gave us the opportunity to gather sufficient data that in order to achieve the end goal of a Style Consultation, we absolutely have to take into consideration the client's personal preferences, the people that she or he deal with daily

and the environment she lives and work in. There are 3 stages in a 360 Style Analysis that involves research work.

Phase 1 : Understanding client's goal and the context of the intended goals (people and environments e.g. Client wants to be increase her visibility at the regional meetings when there are leaders mainly from Asia and Europe Region).

Phase 2 : Fact finding on client's preferences. Research on the background e.g. races, cultures, society and business practices about the people that client meet daily and the setting of those meetings.

Phase 3 : Articulate possible styles in both visuals and words to client that will help her or him to achieve her/his goals. This is an important phase. As a consultant you lead the discussion that practises diversity and inclusion that could at times, goes beyond the technical aspects of image consulting e.g. it could be a style that is not in accordance to a design principle. This is where you can showcase your creativity to make the style work for the client that can both achieve the client's goals and still visually pleasant. To upskill as an international image consultant that can work with clients from various regions across the world, you have to be open to try and understand new concepts, human's needs and requirements. If you practise inclusion during the consultation, you will be able to derive new solutions or styles that are favourable to your clients that gives you fulfilment in your creative work.

Key questions to contemplate on during the analysis or consultation:

1. What do you like and do not like about your current personal style. (Self)
2. What do you hope to change in your current personal style. (Self)
3. What is the background of the people that you connect with in your daily life. (Others)
 - Social – personal social events and social business meetings.
 - Business
4. What is the preferred dress codes in the social and business settings that you frequently attend (Others)

Upon completion of this consultation session, continue to update clients with information on diversity and inclusion evolvement.

- Customised dressing solutions

I have had the opportunity to work with clients across Asia, Middle-East and North America. Within the Asia region, the diversity in races, ethnic groups, cultures, religion and various provinces and state practices heavily influence the dressing needs and requirements. E.g. Many women in India wear their traditional costume 'Saree' that are commonly in bold colors. The middle-eastern community are in general, moderate in their dressing style.

The United States is one of the leading countries in the fashion design industry, along with France, Italy, the United Kingdom, Germany and Japan. Apart from professional business attire, American fashion is eclectic and predominantly informal. While Americans' diverse cultural roots are reflected in their clothing, particularly those of recent immigrants, cowboy hats, boots, jeans, and leather motorcycle jackets are emblematic of specifically American styles.

New York City and Los Angeles are the centers of America's fashion industry. They are considered leading fashion capitals. New York City is generally considered to be one of the "big four" global fashion capitals, along with Paris, Milan and London. (source : Fashion in United States, Wikipedia)

'Customised dressing solutions' require the following expertise, understanding and application from the image or branding consultant:

- a. Inclusion Mindset
- b. Growth Mindset
- c. Science of Perception
- d. Psychology of Image (https://fido.palermo.edu/servicios_dyc/publicacionesdc/cuadernos/detalle_publicacion.php?id_libro=851 Pg121-150)
- e. Knowledge and background information on diversity in community locally, regionally and globally
- f. Design principles and elements
- g. Knowledge on color, body dimension and style analysis

Working with clients on "Customised Dressing Solutions" to achieve client's goals while expressing your creativity through your image consulting expertise is truly a fulfilling task. The language of consulting with a client that practices diversity and inclusion is one of probing the client to review his or her desired everyday dressing that makes her feels comfortable and confident, building a wardrobe that have all the items that she or he favours and feel-good wearing it.

A seasoned image or branding consultant will be able to lead the client to reveal their heart desired dressing style, capsule, clothing freely (this can only be done when a consultant practise inclusion and growth mindset and fully accept the client as he or she is). The consultant becomes a friend, a confidant to the client whom the client trusts and is comfortable to share all related information without the concern or worry of being judged. Only then the consultant will achieve success in creating a wardrobe that offers customised dressing solutions that addresses all needs of the client.

That is the key ingredient to have happy and satisfied clients that eventually become friends and advocate to an image consultant. We have the privilege to have many such clients that are our good friends that continue to engage us at different levels of services e.g., Transformational Image Consulting, Career Advancement, Performance Coaching etc.

4. Communication

Communication is one of the most important channels in building relationships with others be it your family, friends, co-workers, peers, superiors, subordinates, team members and business associates.

In the broader term we want to practice effective communication that is infused with our understanding of diversity and inclusion. The way to do this is influenced by many factors i.e., the audience, the culture (personal or corporate culture), individual perception and belief system, local practice, geographical areas, society norms (the dos and don'ts) etc.

In the past 2 decades, AAA Academy's corporate consulting, training, coaching has practised inclusivity in our communication with clients and participants. No doubt it is hard to define in a narrow scope of a success formula for practising diversity and inclusion in communication, but it is possible through the business services we provide to derive basic principles and best practices in applying diversity and inclusion in communication. We can view communication in the following 3 broad segments and understand the best practices in each segment.

Family & Friends	Co-workers & Team	Business Associates
<ul style="list-style-type: none"> • Family values • Background of friends 	<ul style="list-style-type: none"> • Culture, ethnic, races, gender, belief system, religious etc. • profession. 	<ul style="list-style-type: none"> • Culture, ethnic, races, gender, belief system, religious etc • business field

The basic principles in Communication should be applied to all 3 segments of the above. The principles are as follows:

- Remove all unbiased judgement
- Let go of expectations on others
- Be open to listen to everyone
- Hold a safe space for others to express themselves freely
- Do not take things personally
- Be willing to find out and understand why people think, behave, act/react and speak in a certain way
- Accept YOU as you are
- Learn to adapt when needs arises
- Drop your ego
- See the good in everyone
- Respect others' views and values

- Communication with family and friends

With family members and friends, many of us tend to have expectations because of the common understanding that family and friends should take care of each other. We have to understand that everyone is unique and has their own personal preferences. You have to let go of the expectation that comes with the family ties e.g. my sister should help me up when I reach out to her. Amy is my best friend and she knows me well and she should support my decision and stand, you will find communication with family members and friends are more at ease. With family and friends, even though we are probably from the same circle of familiarity, diversity can exist in the forms of differences in ways of thinking and paradigms of the world. Therefore, as family and friend, we should be open and allow others to express and conduct themselves freely and not hold them accountable to our own principles.

This leads to a more open communication which leads to better understanding of one's needs and life directions. Many people are of the view that differences can cause a rift in relationships but we must remember that the freedom of expressing oneself is one of human basic needs. And being able to do this with your family and friends may bring the relationships closer instead due to the acceptance of the differences.

- Communication with colleagues/team members

Diversity can also boost employee engagement, recruitment, and retention, specifically for Millennials, which make up more than a third of the workforce. According to **Deloitte** survey, 75 percent of millennials believe an organization is more innovative when it fosters a culture of diversity and inclusion - and they are more likely to leave if a company does not meet their standards.

It is a need to practice diversity and inclusion when communicating with colleagues/team members especially those that you are working closely with. Frequent friendly communication can help team members develop a sense of belonging and strengthen relationships. Take time to understand each of your team members their background and skillset, this helps you better in communicating with them to create teamwork and collaboration beside assigning task to them accordingly. Provide a safe space for every team member to express their unique ideas. Research has shown that team that practise cognitive diversity derive a more comprehensive approach towards planning, problem solving and solutions. When there is conflict or misunderstanding happen in the workplace, do not jump into the conclusion of who is right or wrong rather see it as an opportunity to demonstrate diversity and inclusion to seek and understand the viewpoints of each person involved. Ultimately you want to work through the difference with your co-worker and align to work together towards a common goal of achieve project/team or company success.

Among colleagues and team members, one should also practice mindfulness in the modes and mediums of communication so that they take into consideration the sensitivities of all parties involved.

The spirit of diversity and inclusion among colleagues/team members can also be enhanced by one taking the effort to gain some knowledge into the other's cultural background and wishing them well on significant days. This is regarded as a sign of respect, acknowledgement and value which inculcates the sense of belonging and inclusion in the team.

- **Communication with business associates**

When communicating with business associates, always acknowledge the differences, personal preferences and practises of each individual. The goal in business dealings is to create collaboration and cooperation in achieving a win-win outcome. When you are able to practise an inclusion mindset, you will be able to share creative ideas and solutions in business meetings and discussions. This of course helps you to build better meaningful relationships with your clients, business associates and vendors.

In any disagreement, practise asking questions to clarify and do your best to see things from the other person's point of view. Also do take note to include interest of all parties (including the minority group or underrepresented group) in your suggested plans or solutions. This will give you the mileage that your business associates will call you in for your expertise whenever opportunities arises because they know you will be able to suggest and provide them a solution that caters to all interested parties. This allows you to also play a part in promoting diversity and inclusion at your business associate's establishment. Policies and practices of diversity and inclusion are still at the very beginning stage of development however if we play our part in supporting it through our actions and communication practices, changes can take place. Every one of us has a role in creating a community that is more inclusive in every aspect that we are aware. It is a commitment that we can all do our part by our act of respecting and valuing everyone in our surrounding.

In conclusion, to practice diversity and inclusion in communication is to embrace all differences in your encounters with everyone and accepting them as they are. Connect and communicate with them at your best level to understand them. Be willing and open to adjust and change your communication style, choice of words and most importantly change or improve your understanding about others when situations render you the opportunity to do so. Very often this could help you to avoid misunderstanding and conflict with family, friends, co-workers or business associates.

As the world evolve post-pandemic, we need to learn to accept and embrace every individual as they are. Learn to live in harmony and together create a more sustainable living space and environment.

Communication can make or break relationships and words can be sharper than a knife. If used wisely, communication is one of the best tools to foster and build relationships and will be the key to unlocking diverse school of thoughts and solutions.

5. Leadership

In leadership, diversity and inclusion practices allow a leader to be effective across cultures, races, generations, etc. The practice itself opens one to explore, connect and engage with others that allow for more effective leadership by influence.

A diverse group of members brings many benefits to the team, likewise a diverse group of employees brings many benefits to the organization.

Diversity brings:

- A variety of perspectives in creating solutions and decision making.
- Increased creativity as new perspectives challenge old ways of thinking.
- Increased productivity as a group.
- Ability to boost brand's reputation with wider scope on solutions.
- Capability to give global impact with combination of different ideas.

Leaders now need to understand and recognize the shift in global understanding of diversity and inclusion. Diversity in the workplace today can include some or all of the followings:

- Race
- Ethnicity
- Gender
- Sexual orientation
- Religious affiliation
- Generation
- Disability
- Personality type
- Thinking style

A leader who wants to lead while practice diversity and inclusion practices has to be able to adapt and embrace these differences. Inclusive leaders do not control, they engage. They also leverage on the differences to be able to coach, motivate and bring out the best of each team member.

Leaders who embrace inclusion will encourage teamwork and collaboration in diverse workplaces. They will create a working environment where people are encouraged to talk, cooperate, discuss different ideas and create collective goals. They engage their people with a common purpose and vision so that everyone is able to focus on achieving the same objective. In order to do this, a leader has to practice inclusive behaviour and ensure the same culture is created within the workforce. This could mean creating more events and activities that foster a sense of belonging for every team member and becomes a solid and encouraging work culture.

Some of the efforts an inclusive leader should take includes:

- Establish an environment and a sense of belonging for everyone.
- Practice empathetic leadership.
- Understand a top-down approach isn't enough and more should be done about it.
- Understand that quotas don't automate inclusion and conscious efforts need to be taken.
- Ensure inclusion practices are ongoing and not just a one-off effort.
- Maximize joy and connection among employee to minimize fear.

Leaders must empower inclusiveness by their action, so that the organization can take advantage of the broad spectrum of a diversion workforce and leverage on differences to create innovation.

Inclusive leaders need to educate themselves and increase their strengths in the following areas in order to be able to implement diversity leadership:

1. Emotional intelligence

A leader has to be able to self-regulate and rise above triggers and deep beliefs as not to influence decisions and management.

2. Strategic leadership

A leader has to be able to adapt and see beyond the needs of everyone to make sure a group of diverse people form a team that complements each other.

3. Empathetic leadership

A leader has to be able to understand the needs of everyone without judgments, taking conscious efforts in understanding the other person's point of view.

4. Professional communication

A leader has to be able to communicate in a neutral and diplomatic manner, sensitive and mindful to differences.

5. Self-awareness

A leader has to be self-aware at all times in order to be able to genuinely engage and interact with different members of the team.

6. Social competency

A leader has to be able to have high social emotional, cognitive and behaviours skills needed for successful social adaptation.

There are 6 traits of an inclusive leader:



1. *Curiosity*

A leader has to have the genuine desire to know and learn new things. He/she has to have the understanding that different ideas and experiences will enable growth as a team. This trait is related to inquisitive thinking and leads to creativity and innovation. A leader with curiosity trait will always strive to know more in order to understand better and through this, able to create better solutions for the team through better knowledge gained.

Cultural Intelligence

A leader who has cultural intelligence will have the capability to relate and work effectively across cultures, bearing similarity to the term cultural agility. It's the capability to cross boundaries and prosper in multiple cultures. This trait allows a person to be comfortable with whomever they associate with and create a sense of kinship in the other person. This will create a sense of belonging for every member of the team and creates high level of trust which in turn is translated into a sense of loyalty to the organization.

2. *Collaboration*

A leader has to have the ability to work together harmoniously with another person (two or more) to complete a task or achieve a goal. He/she is able to coordinate efforts and communicate and listens to the needs of team members to make tasks or goals achievable. This trait allows the leader to create a working environment which feels safe and team members feel that they can openly express themselves and offer suggestions without judgments or discrimination.

3. *Commitment*

A leader has to be dedicated to his/her cause in practicing diversity leadership and being an inclusive leader. He/she needs to pledge herself to champion diversity and inclusion

and be an active ally and embrace this behaviour fully. This action will empower others to do the same and ensures consistency and continuity in the practice.

4. *Courage*

A leader has to have the willpower to impact change and not afraid to rise up and speak up when the situation requires so. Practicing diversity and inclusion is also about championing differences and removing prejudices at all costs and courage is needed to ensure every step taken is not undermined and is accepted as permanent.

5. *Cognizance*

A leader has to always have the habit of seeking and continuously learning to increase awareness and knowledge. This helps in removing bias and increases exposure to new things which helps in recognizing the importance of championing diversity and inclusion.

There are multiple practices and measures that can be used to ensure efficiencies in diversity leadership:

- a. Global mentoring programs
- b. Employee resource groups
- c. Multicultural talent management
- d. Strategic partnership development
- e. E-Learning modules

Among the key findings of the UNC Leadership Survey 2016 : Diversity Competencies for Leadership Development study was that:

- 73.2% of companies recognize that attracting top talent is positively impacted by a culture of inclusivity.
- A positive attitude toward diversity improves employee retention (68.3%).
- 59% believe that diversity and inclusion improve customer experience.
- More than 95% agree that diversity is important to improving bottom-line profits.
- More than 90% believe that a culture of inclusion is critical to future success.

Cognitive diversity breeds high performance while completing complex tasks. Global workforces powered with diverse thinkers hold the ability to foster innovation and has the potential to spearhead teams that can create change that can have a global impact.

With the increase in demand for diversity and inclusion in the workplace, every leader now has to practice diversity leadership and be an inclusive leader in order to be able to champion the organization's growth.

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Resumen: Este documento habla sobre la diversidad y la inclusión en la mentalidad y el comportamiento hacia el desarrollo de servicios, la construcción de relaciones y la gestión de personas. La diversidad y la inclusión se practican mejor con una profunda comprensión y aceptación de las diferencias humanas. Para adoptar plenamente las prácticas de diversidad e inclusión, debemos eliminar los sesgos existentes que contribuyen al juicio y al rechazo de lo desconocido. Entonces podemos mejorar nuestra actitud y comportamiento en la prestación de servicios, la construcción de relaciones y la gestión de personas, lo que da como resultado soluciones que serían prácticas y aplicables para todos.

Palabras clave: Diversidad - Imagen - Administración - Inclusión

Resumo: Este artigo fala sobre diversidade e inclusão na mentalidade e no comportamento para o desenvolvimento de serviços, construção de relacionamento e gestão de pessoas. A diversidade e a inclusão são mais bem praticadas com uma profunda compreensão e aceitação das diferenças humanas. Para abraçar plenamente as práticas de diversidade e inclusão, devemos remover os preconceitos existentes que contribuem para o julgamento e a rejeição do desconhecido. Podemos, então, melhorar nossa atitude e comportamento na prestação de serviços, construção de relacionamentos e gestão de pessoas resultando em soluções práticas e aplicáveis a todos.

Palavras chave: Diversidade - Imagem - Gestão - Inclusão

[Las traducciones de los abstracts fueron supervisadas por su autor]