

5 x 5 Method

GUIDE FOR PEOPLE LEADERS

How to start moving diversity, equity and inclusion conversation to action in your workplace.

This is a guide developed for people leaders to learn more about their workplace culture.



WHO IS GOING TO CREATE WORKPLACES THAT ARE DIVERSE, EQUITABLE AND INCLUSIVE?

It takes the collective effort of workplace people leaders to begin the journey from conversation to action regarding diversity, equity and inclusion.

Every people leader must build their 21st-century leadership skills by regularly taking the 'pulse' of their workplace culture. This discussion guide will assist in doing just that.



GETTING PRACTICAL

CASE Study

Martin Parkinson: former Head of Treasury

Parkinson commissioned an external review of Treasury to understand why women were not advancing. The output of the review was poor and Parkinson was quoted saying to a colleague 'we are not leading the organisation we thought we were.'

Perhaps the responsibility for DEI had been delegated to the HR team or the employee resource group.

Assigning responsibility for DEI action to HR/DEI teams and employee resource groups is dangerous in that it absolves the people most likely to enact the change required from taking action—the people leaders.

4 Ways

FOR INCLUSIVE LEADERS TO ACT



01 / GET INFORMED

- Ask yourself, what is the current representation of women and under-represented groups at all levels in my workplace?
- Where are these folks getting stuck? Why?
- What is it like to work here for those folks?

03 / GET DONE

- The saying done is better than perfect has never been truer.
- Ensure workplace leaders at all levels have some accountability for DEI.
- Allocate resources to implement the workplace DEI strategy.
- Be an active ally to women and under-represented people in the workplace.

02 / GET SERIOUS

- Know the organisational DEI policy and strategy.
- Set targets to help deliver on the strategy.
- Be transparent with the people you lead about the current state of DEI in your workplace and why it needs to change for the better.

04 / GET TESTING

- What do you really know about your workplace culture?
- Check in with women and other underrepresented folks in your workplace to see what their lived experience is.
- Ask the people who report to you their understanding is of the workplace culture for women and other underrepresented folks.

The 5 x 5 Method

HOW TO CHECK THE PULSE OF YOUR WORKPLACE CULTURE

1

- Select people from your workplace who are women and from under-represented groups to have a 1 on 1 meeting with.
- The people should be from different levels of seniority, with different managers and years of tenure.

2

- When you request the meeting, provide context about the purpose to the people you are meeting with (they may be intimidated otherwise!)
- Be transparent and advise them that you are serious about diversity, equity and inclusion in the workplace and that you want their help to understand more about the current workplace culture from their perspective.



3

Before you attend the meetings prepare!

- Accept you may hear things you are not pleased about;
- Accept that you are listening to the current state to learn, not to defend;
- Accept that you will not have solutions immediately, nor should you offer them;
- Ensure you create a psychologically safe space for the people to be as open and honest as they can;
- Challenging your mindset: "what would our workplace look like, sound like and feel like if our DEI goals were met?"



4

Use these questions as a guide when you meet with your colleagues.

1. What can you see or have you experienced that tells you we have room to improve our diversity, equity and inclusion performance?
2. How do you think we're is getting it right regarding DEI? (ask for specific examples and the impact they had)
3. What is one thing you would like me to do MORE of to make a positive impact on an inclusive workplace for you?
4. What is one thing you would like me to do LESS of to make a positive impact for an inclusive workplace for you?



5

Collate all the responses from your meetings. Schedule time to reflect on what it means to you (use the reflective guide on the next page), then debrief with your direct reports.

- Ask your team the same questions you asked during your workplace meetings.
- Compare the answers.
- Ask your team, “what would our workplace look, sound, and feel like if our DEI goals were met?”
- Commit to collective action to close the gaps and leverage the opportunities for a diverse, equitable and inclusive workplace.

REFLECT!

Please take 10-15 minutes after each 5x5 meeting to reflect. Use these questions to capture your reflections and as a discussion guide with your team of direct reports.

- What do I now know about my workplace that I didn't know before these conversations?
- What surprised me about what I heard? Why?
- What didn't surprise me about what I heard? Why?
- What did I feel anxious/alarmed/annoyed about hearing? Why?
- What other emotions did I notice during the meeting?
- What did my colleagues say that I disagreed with? Why?
- What did my colleagues say that I agreed with? Why?
- What action do I feel most compelled to take now? Why?