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Hakim Benichou is a consultant in the field of the inclusive organisation and CEO of Teamspeler, a full-service consultancy agency that guides clients to work smarter, more effectively and more inclusively.

According to him, creating support is important, for any issue. Why? A decision that is supported by everyone will lead to **better implementation** of that decision. On the other hand, the process of creating broad support **cannot function as an obstacle** to introducing the chosen change. After all, the behaviour and culture of organisations only change as a result of doing new things, and not by endlessly discussing them.

A PREREQUISITE

'I notice that many managers often don't think through their own decisions sufficiently, simply because they ask themselves too few questions about them. Moreover, SME managers should not only be clear about what they mean, but should also fully understand the choices they make. So, they should first check whether they can tell a coherent story that can also be conveyed to others, and which they are 100% behind.'

COMMUNICATE OPENLY ABOUT BOUNDARIES

'When building support, also **indicate where the boundaries lie**. For example, if an organisation decides not to allow ideological symbols in the workplace, it must justify this ban objectively and reasonably. You cannot base such a decision on the argument that customers and/or colleagues insist on it. And you have to **communicate that clearly and well**.

'Please note that there are always some grey areas, in which boundaries are less clear and therefore **require extra communication effort**. What do you do at Christmas, Sinterklaas or Ramadan? And how does that relate to a decision not to allow symbols of philosophies? Or what do you do regarding ideological symbols during team-building activities that take place outside the company walls?'

AVOID INCONSISTENCY

'Finally, make sure that all the efforts you make to deal with ideological diversity in your organisation don't contradict each other. Align your HR policy, as well as your mission, vision, value-adding activities and support processes, with all the worldview issues you want to create support for, so that there are **no inconsistencies**.'