



KATHERINA SWINGS

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Katherina Swings is an HR Strategist and the founder of CO-WINGS. She has extensive expertise in recruitment, specifically in reaching and attracting the talent present in the labour market. In her opinion, this is only possible when policies are anchored in diversity and inclusion. In this context, she has gained extensive knowledge on inclusive leadership.

According to this HR strategist, **promoting inclusive thinking and acting is fundamental**, because good leadership is, by definition, inclusive. As are future-proof organisations, because they are aware of economic and social needs and realities.

AVOID 'US AND THEM' THINKING

'Inclusive measures are for everyone, not just for "us" or "them". This is achieved by always specifically communicating that **everyone will benefit from inclusive measures**. Inclusion is a win-win for everyone, not for one particular group. Explain, for example, that a quiet space is not only useful for employees who want to pray, but also for a colleague who needs a quiet moment, or a breastfeeding mother. Reach mutual agreement on the use of such a space - and make it available to all. This is essential.'

FOCUS ON THE SIMILARITIES

'Promote inclusive thinking and practices by **focusing on the similarities** within the team. Too often the focus is on differences, while every individual, regardless of his or her gender, age, skin colour or religious beliefs, shares with others many common values - such as solidarity, respect, cooperation, etc. Let these similarities come to the surface by ensuring that colleagues get to know each other better at an interpersonal level.'