



SANA SELLAMI

Strategy and inclusion expert

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Dr. Sana Sellami is an expert in the field of diversity and inclusion, in which inclusive organisational culture and communication are **key** topics. As a diversity and inclusion expert she is part of the Untitled Workers Club, an agency specialising in cultural branding.

According to her, it is important to determine how the organisation scores in terms of inclusion and in terms of the way it deals with ideological diversity in the workplace. This informs managers where their SME stands today and which steps it needs to take in the future.

ASK HOW PEOPLE FEEL

'Inclusion is not monitored by counting the number of employees from different backgrounds, but rather by **putting the issue to your employees, at regular intervals**. This can be done face-to-face or via a questionnaire, depending on the composition and wishes of the team concerned. Be sure to include the following in this survey: "How do you feel in the workplace? Can you be yourself during working hours? Do you feel that you belong? Do you feel recognised?" This provides a clear picture of the perception of inclusion in the workplace and can be used to set up targeted action.'

MONITOR QUANTIFIED DATA

'It is certainly also useful to measure and analyse **quantified data**. For example, staff turnover numbers. Although one cannot make a direct connection between these figures and inclusion, they can indirectly give an indication of how good a person feels in the workplace. The **exit phase** is also of essential importance. One gains much information from systematically tracking why people leave.'

TREAT PHILOSOPHICAL QUESTIONS IN THE SAME WAY AS ALL OTHER QUESTIONS

'Finally, it is important to get rid of the often-negative connotations or negatively charged feelings relative to philosophical issues. Questions like, "May I go and pray?" or "Can I have a smoke break?" are simply requests for a short break from work, for personal needs. So, treat them in the same way. Investigate what is possible in the organisation and engage in dialogue during your search for a possible solution.'