

Stop the *emotional* Jenga.

Ten questions that show where your organisation actually stands — and where the first real shift can sit.

What this is — *and what it isn't.*

This is not a score. Not a report. Not "five tips for a more inclusive workplace."

Ten questions. Read them. Answer honestly. Then look at the pattern they trace.

The questions are designed to grate. Not to judge your organisation — but to make visible what we usually don't name. Between what we promise and what we do. Between intention and impact. Between 'we're working on it' and what people actually experience in a meeting on Friday afternoon.

Behind each question are three answers. Pick the one closest to reality — not what you hope reality is. The difference between thinking and being — that's where the work begins.

Most organisations think they're at level 4.

Functionally, they often sit at level 2.

That's not judgement. That's data.

01

How often do you talk about inclusion without an incident, report, or external prompt coming first?

- A Basically never without a trigger.
- B Sometimes — when there's room on the agenda.
- C Regularly. It's a recurring topic.

02

When someone gets interrupted in a meeting, does something happen — or does the conversation just continue?

- A The conversation continues. Never really addressed.
- B Sometimes noticed. Not always named.
- C It gets named, even when it's uncomfortable.

03

Who sits at your leadership table? And who was there three years ago?

- A Same people. Or: we haven't thought about it.
- B One or two shifts. Policy in the works.
- C Conscious shifts, with explicit reasoning.

04

When an employee says "this isn't right here" — what's the first response?

- A A defensive reflex or minimising.
- B Acknowledgement, sometimes followed by inquiry.
- C Inquiry, even when it implicates the organisation.

05

What unspoken rule determines who gets promoted here?

- A We've never explicitly discussed it.
- B We have criteria — but 'fit' still plays a role.
- C Criteria are clear, defensible, and consistently applied.

06

If you've signed a charter or policy — can you point to concrete behaviour that has changed since?

- A Not really. It hangs on the wall.
- B In one or two places, we notice a difference.
- C Yes — behaviour, decisions, and processes are adjusted.

07

Who feels free to say "this isn't right" — without having to summon courage to do so?

- A A few people. The others usually stay quiet.
- B Depends on the leader in the room.
- C The norm: you can speak, and it won't be held against you.

08

How much of your inclusion policy can a newcomer feel on her first day — before anyone explains it?

- A Almost nothing. It lives in documents, not behaviour.
- B Some — a welcome conversation, a buddy.
- C A lot — it shows in how people work, meet, decide.

09

Have you discussed at executive level what 'covering' costs — and who lives with it daily?

- A Never. The word isn't on the table.
- B We talked about it once. No follow-up.
- C Yes, and it's a recurring topic.

10

If you hired someone from an underrepresented group tomorrow — would they still be there in eighteen months?

- A Honestly? We see them leaving more often.
- B Sometimes yes, sometimes no. Depends on the team.
- C Yes, and we can point to why.

Count your answers.

Which column shows up most?

That's a direction — not a score, not a verdict.

Next page: what each pattern means.

Five levels of *inclusive maturity.*

Count your answers. Which column (A, B or C) shows up most? That's a direction — not a score, not a verdict.

01	Reactive Inclusion only comes up when something goes wrong.	Mostly A
02	Functional Basic respect is present, but implicit and fragile.	Mix A/B
03	Aware Differences are recognised and discussable.	Mostly B
04	Structural Inclusive behaviour is embedded in decisions and processes.	Mix B/C
05	Adaptive The organisation learns from friction and adapts.	Mostly C

No one diagnoses themselves accurately. That's where the value of an outside perspective comes in.

What do you do *with this?*

Look at the pattern. Not at the score.

If you chose mostly A's: there's foundational work. Not tomorrow, not through one training. Through honest looking at what happens daily — before you roll anything out.

If you mix B's and C's: your organisation is aware, but not yet structural. The biggest win now is in embedding — behaviour, processes, decisions.

Mostly C's? Then the question isn't whether you're inclusive. It's: how do you keep adjusting as the world shifts.

Unsure about the pattern?

Book a call.

BOOK A CALL →

Thirty minutes · no pitch.

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