

The Leadership Toolkit for Moving Forward

To help your institution begin the vital work of racial inclusion today, we have developed this practical toolkit. It is designed to transition leadership teams from passive awareness to active, measurable stewardship of ethnic minority talent. By integrating these three tools, you can ensure that talent is identified, supported, and championed through every stage of the career lifecycle.

Tool 1: Reimagining Recruitment

The "Cultural Add" Interview Rubric

Instead of searching for a "cultural fit", which often unintentionally leads to hiring more of the same, organisations should hire for "cultural add". This tool helps interviewers identify unique perspectives and grit that the current team lacks. During interviews, evaluate candidates on the following points:

- **Missing Insight:** What specific cultural, community, or professional perspective does this candidate bring that we are currently missing?
- **Contextual Grit:** Has the candidate demonstrated the resilience to succeed despite facing systemic or environmental hurdles?
- **Demographic Bridge:** Can this individual help our institution connect with and serve a wider, more diverse demographic?



Tool 2: Intentional Retention

The Reverse Mentoring Log

Senior leaders often operate in an echo chamber. This tool builds a culture of belonging by requiring executives to learn directly from those with different lived experiences within the institution. Senior leaders must commit to the following:

- **Active Listening Commitment:** One hour per month spent dedicated to active listening with a junior staff member of a different ethnic background.



- **Identify Systemic Barriers:** The specific goal of this session is not to "fix" the junior staff member, but to identify one concrete systemic or cultural barrier they face.
- **Board Accountability:** The leader must bring that identified barrier to the next executive board meeting for a structured discussion on how to address it institutional-wide.

Tool 3: Strategic Promotion

The Sponsorship Accountability Checklist

True equity requires moving beyond passive "mentorship" (giving advice) and into active "sponsorship" (using your power and advocacy to secure a promotion). Every senior executive should follow this checklist to champion high-potential individuals into the 'upper rooms' of leadership:

- **Identify the Protégé:** Actively identify one high-potential individual from an ethnic minority background whom you will champion for the next 12 months.
- **High-Visibility Assignment:** Assign them a crucial, high-profile project to lead, allowing them to showcase their talent to the entire firm.
- **Executive Board Exposure:** Personally introduce them to the Executive Board and ensure they have direct opportunities to present their work.
- **Promotion Roadmap:** Collaboratively define a clear roadmap for their next move, including target grade and expected date.



References

- UCL (2025) *Ethnic minority and working-class graduates face barriers to top UK jobs*. June.