

Three key starting points for implementing a 'we culture'

1. Moderating instead of managing

Questions that show a serious desire to understand help demonstrate to employees that they are being appreciated and taken seriously. The questions should cover four areas:

Questions on employee development, e. g.:

- Which tasks do you find particularly interesting?
- Which tasks make you lose track of time?
- Which tasks do you feel like you could perform with your eyes closed?

Questions on the working environment, e. g.:

- How can I support you?
- What do you need to work productively?
- Which work materials and working conditions could make your day-to-day work easier?

Questions on conflicts, e. g.:

- What do you think led to the issue?
- What irritates you about the situation?
- Can we come up with a solution together?

Questions on the development of the workplace, e. g.:

- What do you think we can improve?
- What would you change?
- Where do you see us in five years' time?

2. Real-world diversity

Recognising one's own blind spots helps with the real-world application of diversity. Reflect on the following:

- What types of privilege do you benefit from in your day-to-day work?
- When you find something irritating, ask yourself: could this perhaps be down to my cultural or family background?
- What stereotyped thinking do you recognise in yourself?
- In which areas do you see yourself as tolerant, and where do you think you have blind spots? Ask a trusted colleague what they think.

3. Enabling intergenerational learning

In teams of people of different ages, there will be a wide range of different values, attitudes and experience levels. Ask yourself the following questions to combine the skills of different generations more effectively:

- How can young and old employees benefit from one another?
- What do employees need to successfully create mixed-age teams?
- What can you do to make sure that knowledge can be transferred in both directions?