Inclusion Maturity Model

January 2026

A Short Self-Assessment

This self-assessment is designed to help you reflect on how inclusion shows up in practice in your organisation today.

There are no right or wrong answers.
The value lies in recognising patterns, not achieving a score.

Answer each question by choosing the option that best reflects what happens **most often** in your organisation.

The Questions

Stage 1

When developing or reviewing people-related policies, which best reflects your organisation's current approach?

☐ We rely largely on what feels like common sense and generally accepted norms
☐ We have some awareness of legal requirements, but interpretation varies

Stage 2

Which statement most closely reflects how difference is talked about in your organisation?

☐ We believe we already have sufficient diversity, and people are expected to adapt to existing norms
☐ We value diversity, but expect a degree of fit with how things are currently done
☐ We regularly pause to ask whether our ways of working still serve the people in them

Stage 3

How consistent is the experience of inclusion across your organisation?

☐ We believe our intentions and behaviours are largely aligned across the organisation
☐ Experiences vary, depending on team, role, or manager
☐ We actively seek and act on staff feedback to understand where experience and intention diverge

Stage 4

When it comes to making changes related to inclusion, which best reflects what your organisation does most often?

☐ We tend to act in response to issues, feedback, or challenges once they are raised
☐ We have ongoing work underway and regularly make improvements without needing a specific prompt

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Stage 5

When inclusion-related change happens in your organisation, what most often initiates the work?

☐ Issues, concerns, or feedback that highlight a problem

☐ Scheduled reviews, programmes, or systematised processes

☐ Anticipating change through ongoing learning, legal insight, and early signals

Crossover Questions

These questions cut across all stages and help explain *why* an organisation operates as it does.

Crossover 1: Dominant decision logic

When your organisation needs to decide how to respond to inclusion-related issues, what most often shapes the approach taken?

☐ What feels like common sense or the prevailing view
☐ The loudest concerns or most persistent voices
☐ Legal or regulatory requirements
☐ A considered balance of legal clarity, lived experience, and organisational values

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Crossover 2: Role of values

Which statement best reflects the role organisational values play in everyday decisions and behaviour?

☐ Our values are largely implicit and assumed to be understood
☐ Our values are written down and communicated, but interpretation varies
☐ Our values are actively taught and referenced, though not always applied consistently
☐ Our values are embedded in policies, decision-making, and how behaviour is addressed

Crossover 3: Response to pushback

When inclusion-related changes are questioned or resisted, what typically happens next?

☐ The issue is avoided or softened to maintain harmony
☐ The loudest or most senior view prevails
☐ The change proceeds only if it is mandated
☐ The organisation stays engaged and works through the discomfort

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Crossover 4: Source of authority

When there is disagreement about what inclusive practice looks like, where does your organisation most often look for guidance?

☐ Personal judgement or senior opinion
☐ Past practice or precedent
☐ External rules, frameworks, or benchmarks
☐ Ongoing learning informed by evidence, feedback, and context

How to Read Your Results

This is not a scoring exercise.

Instead:

1. **Identify your dominant stage**
   Look at the five stage questions and notice which stage appears most often in your answers. This is likely where your organisation currently operates most of the time.
2. **Notice tensions and contradictions**
   The crossover questions may reinforce your dominant stage or reveal different patterns. It is common to see more than one stage reflected. That complexity is normal.
3. **Focus on moving one stage forward**
   The most useful next step is rarely aiming for the highest stage. Real progress comes from strengthening what would help your organisation move **one stage forward, reliably**.

Inclusion maturity is not linear, and it is not permanent.
It is shaped by decisions, habits, and how organisations respond under pressure.

How I Can Help at Each Stage

My role changes depending on where your organisation is operating. I am clear about what I do, and what I do not do, at each stage.

Stage 1 → Stage 2

From assumption to shared clarity

At this stage, my role is **advisory**.

I help organisations surface where "common sense" is standing in for shared understanding, and support leaders in identifying what clarity is needed next, including when specialist legal or regulatory expertise should be sought.

I do not provide legal advice, but I help organisations ask better questions of those who do.

Stage 2 → Stage 3

From conditional inclusion to belonging

Here, my role is **sense-making and norms examination**.

I work with leaders to explore how language, expectations, and unwritten rules shape who is expected to adapt, and why. This often includes examining how "fit" is defined and reinforced.

Stage 3 → Stage 4

From intent to consistent practice

At this stage, my role is **alignment and translation**.

I support organisations in understanding where leadership intention and staff experience diverge, and in translating commitments into more consistent, everyday practice.

Stage 4 → Stage 5

From responsive action to anticipatory capability

Here, my role is **capability building**.

I work with organisations to shift from reacting to issues towards building habits, systems, and ways of thinking that anticipate barriers before they surface.

Stage 5

Sustaining maturity

At this stage, my role is **thought partnership and sensing**.

I support leaders in staying alert to emerging signals, learning from beyond their own context, and ensuring inclusion remains a living capability rather than a static achievement.

Many Thanks,

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