

What Do Your Results Mean?

Scores 0 to 14

This score may feel uncomfortable, but it's the start of an important journey. The first step is recognising the need to grow.

Managers who score in this range have some way to go before they become inclusive leaders. Your scores indicate that you tend to be in denial and unaware of issues of racism.

Your scores indicate that you have a tendency to be dismissive of issues of race, and are unaware of your biases and those of others. You have a low awareness of racism and are likely to avoid discussions in this area.

(Scores 10-14)

Your scores indicate that you have some way to go in developing inclusive leadership competencies. You are dismissive and avoidant of issues of race. You recognise racism but avoid taking any action to address issues. You tend to be defensive in your communication and show a surface-level engagement with these issues. You are not yet aligned to the principles of fairness, respect and inclusion.

Consider some of the top tips for how you can develop your thinking and competencies further in the table below.

Your scores align with Stages 1 and 2 of the Six Stages Framework.

Scores 15-20

You are developing positive traits in terms of inclusive leadership. Your scores show a curiosity and desire to learn. You are seeking education and support and starting to take accountability in this area. You want to do better, but you don't know where to begin.

Developing Leadership and Emerging Leadership: You are beginning to develop some positive traits in terms of inclusive leadership. Your scores show a curiosity and desire

to learn.

You do not yet recognise the characteristics and consequences of barriers to inclusion, including for socially isolated and marginalised groups .

Whilst you may use inclusive language you often lack authenticity. You are slow to seek out perspectives different from your own and take advice.

While you may be well-intentioned, your actions may not yet result in meaningful change.

Some of your scores show that you offer performative support in this area and your understanding and actions lack depth,
Consider some of the top tips in the tables below for how you can develop further.

Your scores align with Stage 3 of the Six Stages Framework.

Scores 21-25

Your scores show that you are on your way to becoming an inclusive leader and working hard in this area. You are active in your approach and supporting your teams and organisation in being an anti-racist organisation. You are championing change, advocating for DEI. You also embed DEI in operations, and you challenge discrimination.

You create positive inclusive internal cultures fostering psychological safety and inclusive learning environments for all.

You are actively seeking education and support and starting to take accountability in this area. You encourage dialogue with your teams, and you integrate DEI in decision making.

You adapt your own style to work effectively with others.

You recognise the potential impact of your own values, beliefs and personal biases (which may be unconscious) on practice and take personal action to ensure all service users and carers are treated appropriately with respect and dignity.

You recognise the characteristics and consequences of barriers and systemic inequities to inclusion, including

for socially isolated and marginalized groups
Consider some of the top tips in the tables below for how you can continue to develop further in your journey.

Your scores align with Stage 4 of the Six Stages Framework.

Scores 26-30

You are an authentic inclusive leader. You fully embody and drive inclusivity. You inspire and lead systemic change.

Your scores show that you are an inclusive leader and working hard in this area. You are active in your approach and in supporting your teams and organisation in being an anti-racist organisation. You are championing change, advocating for DEI and supporting the customers clients, stakeholders and communities to do the same. You also embed DEI in operations, and you challenge discrimination.

You model inclusive behaviours and set expectations across your teams and systems
You positively influence others and shape organisational direction.

You open your decision making to other perspectives, embrace diversity and foster inclusion for all.

You understand the duty to make reasonable adjustments in practice and be able to make and support reasonable adjustments in yours and others' practice.

You actively challenge barriers to inclusion, supporting the implementation of change wherever possible

Consider some of the top tips in the tables below for how you can continue to develop further in your journey.

Your scores align with Stage 5 of the Six Stages Framework.

Scores 31+.

You are an authentic inclusive leader. You fully embody and drive inclusivity. You inspire and lead systemic change.

You make success possible for all.

You understand equality legislation and apply it to your own work and practice. You recognise the impact of

culture, equality and diversity on practice and consistently practice in a non-discriminatory and inclusive manner.

You recognise the need to embed equality, diversity and inclusion across all areas of practice. You recognise the need to embed EDI in the application of all service standards and have a commitment to using EDI frameworks and embedding these throughout the organisation and practice.

You act as a coach and mentor to others, embedding sustainable and values-driven inclusion.

You recognise the importance of coaching in EDI practice as a way of going beyond training and embedding change into culture and practice.

Continue on your journey in supporting others and transforming organisations.

Whilst you are on Stage 6 , you know and recognise that you never come off the Six Stages Framework and that this work is ongoing.

Stage 6 is dynamic and evolving. You continue to grow, recognising that inclusive leadership is a lifelong journey

Inclusive Leadership Score Interpretation Guide

This guide is part of the Six Stages Diversity Assessment Toolkit and provides an interpretation of scores to support leadership development in Diversity, Equity, and Inclusion (DEI). It aligns with the Six Stages Framework developed by Dr. Shungu H. M'gadzah.

SCORE RANGE: 0–14 Stages 1 & 2: Emerging Awareness & Discomfort

You have some way to go before becoming an inclusive leader. Your scores indicate a tendency to:

- Be unaware or dismissive of issues of racism.
- Avoid discussions around race and equity.
- Be unaware of personal and institutional biases.
- Exhibit defensive communication and surface-level engagement.

You are not yet aligned with the principles of fairness, respect, and inclusion. See development tips provided to begin your journey.

SCORE RANGE: 15–20 Stage 3: Curiosity & Developing Understanding

You are developing inclusive leadership traits:

- You demonstrate curiosity and a desire to learn.
- You are starting to take accountability.
- You may lack understanding of systemic barriers to inclusion.
- Some of your actions may appear performative or lack depth.
- You are beginning to use inclusive language but may lack authenticity.

This is a key stage for building self-awareness and deeper understanding. Use the recommended strategies to move forward.

SCORE RANGE: 21–25 Stage 4: Active Allyship & Advocacy

You are on your way to becoming an inclusive leader:

- You actively support your teams and promote anti-racist practices.
- You integrate DEI into decision-making and operations.
- You challenge discrimination and promote fairness.
- You acknowledge your own biases and adapt to work effectively with diverse teams.
- You recognise systemic inequities and take action.

Continue to deepen your practice and champion inclusive change.

SCORE RANGE: 26–30 Stage 5: Inclusive Leadership in Action

You are an inclusive leader:

- You inspire change and embed DEI throughout your organisation.
- You create space for diverse perspectives in your leadership.
- You ensure reasonable adjustments are made in practice.
- You actively challenge systemic barriers to inclusion.

You embody inclusive leadership and act as a role model for others.

SCORE RANGE: 31+ Stage 6: Systemic Change & Cultural Transformation

You are an authentic inclusive leader who leads systemic change:

- You understand and apply equality legislation.
- You practice in a consistently non-discriminatory and inclusive way.
- You embed DEI in all areas of service and organisational standards.
- You use coaching and frameworks to embed lasting cultural change.

While you are at Stage 6, you understand that inclusive leadership is a continual journey. You stay committed to growth, learning, and transformation.

Remember: The Six Stages Framework is not linear but cyclical. All leaders continue to evolve through reflection, feedback, and learning.