



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

Managing Diversity in the Gulf

An introduction to managing diversity in the Gulf

Explore practical inclusion in diverse Gulf workplaces without relying on stereotypes. Participants examine access, communication and everyday decisions, rehearse respectful responses to exclusion and develop a small change that improves participation and fairness.



01 DAY

Introductory taster

IN-HOUSE

Your people. Your context.

PRACTICAL

Explore, discuss and apply

A PRACTICAL STARTING POINT

Understand the topic. Try it in practice.

Gulf workplaces can bring together people with different languages, nationalities, roles and working arrangements. Effective management starts with understanding individuals and removing avoidable barriers to contribution. This introductory workshop explores practical inclusion through everyday communication, access to opportunities and fair decisions, using a fictional workplace case.

Participants examine how everyday routines may include or exclude colleagues and practise asking respectful questions rather than assuming preferences. Case analysis and short conversations help them identify a manageable improvement, clarify responsibilities and recognise matters requiring policy or specialist review.

WHO IS IT FOR?

Managers, HR practitioners, supervisors and team leaders working with diverse teams in Gulf organisations, especially where language, shift patterns or access to development affect participation.

BY THE END OF THE DAY, PARTICIPANTS CAN:**01 Describe the context**

Identify relevant differences in a workplace case without treating nationality, language or any other group characteristic as an explanation for individuals.

02 Spot participation barriers

Examine a routine or opportunity for barriers involving access, timing, language or assumptions, and describe who may be excluded in practice.

03 Check decision criteria

Review how a work allocation or development decision is made and suggest clearer, relevant criteria that can be explained consistently.

04 Communicate with respect

Practise checking understanding and individual preferences using clear language, open questions and appropriate support rather than making cultural assumptions.

05 Respond to exclusion

Rehearse a proportionate response to an exclusionary interaction, recognising when confidentiality, organisational policy or specialist support requires a different route.

06 Plan an inclusive change

Draft one practical improvement to a team routine with affected colleagues, an accountable owner and questions for reviewing participation and experience.

A useful first application

This one-day introduction develops practical inclusion and communication skills using fictional examples. It supports initial improvements; investigations, individual grievances and jurisdiction-specific employment or equality requirements need appropriate policy and qualified specialist review.

THE FRAMEWORK / WORKSHOP FOCUS

Inclusive Practice: workshop working model

This workshop working model connects context, access, voice, decision criteria, respectful response and review. It supports practical enquiry into everyday routines while keeping individual experience and relevant organisational requirements central to decisions.

A PRACTICAL LEARNING AID FOR THIS TASTER

01 Context

What do we know about individuals beyond assumed group characteristics?

02 Access

Who can use this opportunity, channel or routine in practice?

03 Voice

Whose perspective is missing, and how could they contribute safely?

04 Decision criteria

Are the criteria relevant, clear and applied consistently across cases?

05 Respectful response

What response addresses the behaviour while respecting people and process?

06 Review

How will affected colleagues judge whether participation and fairness improve?

This workshop working model is a practical learning aid for structuring the day's exercises. Its six questions help participants examine choices, rehearse an approach and prepare materials for discussion and adaptation in their own organisation.

LEARN BY DOING

Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

01 Assumption or evidence?

Groups sort statements about a diverse team into observations, assumptions and questions. They rewrite stereotyped explanations into respectful enquiries that seek individual preferences, work context and practical evidence.

02 Opportunity access audit

Teams examine a fictional development opportunity advertised through one channel and outside some employees' working hours. They identify barriers, redesign access and explain how eligibility will be communicated clearly.

03 Everyday inclusion rehearsal

Triads practise responding to an interrupting or exclusionary comment in a meeting. Observers assess the specific behaviour addressed, tone, participation restored and any need for a separate policy route.

04 Fair decision challenge

Groups review competing nominations for an assignment, agree relevant criteria and compare evidence. They identify information gaps and explain a provisional decision without using assumptions about nationality or background.

DIAGNOSE BEFORE YOU ACT

Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

ONE CASE, DEVELOPED THROUGH THE DAY

A Gulf services company offers development assignments through informal manager nominations. Day-shift employees hear about opportunities first, while colleagues with less confidence in the meeting language rarely volunteer. Managers assume this reflects different career ambitions, but nobody has checked how invitations, selection criteria or scheduling affect access.

Groups identify barriers and unsupported assumptions, redesign one part of the opportunity process and rehearse explaining the change to managers and employees, including how participation will be reviewed.

THE FACILITATOR WILL

- Invite different perspectives.**
- Make assumptions visible.**
- Welcome constructive debate.**
- Capture practical learning.**

SAMPLE WORKSHOP AGENDA

A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

09:00-09:20	Start with context and experience Sort observations and assumptions from the case, then identify the questions needed before explaining behaviour through cultural or group labels.
09:20-10:15	Explore practical inclusion Use the working model to examine access, voice and decision criteria, connecting inclusion with everyday routines participants can influence.
10:15-10:30	Break
10:30-11:30	Audit access to an opportunity Map the invitation and selection process, identify barriers involving timing or communication and propose practical alternatives for meaningful participation.
11:30-12:30	Practise respectful communication Rehearse checking understanding and preferences, using clear questions and avoiding assumptions while considering appropriate language or accessibility support when needed.
12:30-13:30	Lunch
13:30-14:30	Respond to everyday exclusion Practise addressing a specific exclusionary interaction, restoring participation and recognising when a concern requires a separate confidential organisational process.
14:30-14:45	Break
14:45-15:30	Make decisions explainable Compare nominations using relevant criteria, examine missing evidence and prepare a clear explanation of a provisional decision and its limitations.
15:30-16:10	Design and challenge an inclusive change Present a small improvement to the case process, invite challenge from affected perspectives and clarify ownership, dependencies and review questions.
16:10-16:30	Plan a locally appropriate first step Select one routine for review, identify relevant colleagues and confirm organisational policies or specialist input needed before making changes.

Replace assumptions with enquiry and improve the everyday conditions that let different colleagues contribute fairly.

FROM THE SESSION TO YOUR DESK

Useful models. Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

01 Context and enquiry prompts

A set of questions for understanding individual preferences, working arrangements and relevant experience, with examples showing how to replace group assumptions with respectful practical enquiry.

Use it before interpreting behaviour through nationality or cultural labels.

02 Participation barrier map

A case-based map showing how timing, channels, language and informal nomination practices affect access to an opportunity, with alternative arrangements proposed for further discussion.

Use it when reviewing who can access a workplace opportunity.

03 Clear decision criteria sheet

A worked record of role-relevant selection criteria, available evidence and information gaps, making the reasoning behind a provisional work allocation or development decision visible.

Use it to discuss the fairness of an everyday decision.

04 Respectful response prompts

Practice prompts for naming a specific exclusionary behaviour, restoring participation and following up appropriately, with reminders about confidentiality and matters needing a separate organisational route.

Use it to prepare for an uncomfortable interaction in a team.

05 Inclusive routine proposal

A draft improvement to one communication or opportunity process, identifying affected colleagues, practical ownership, dependencies and questions that require local policy or specialist input.

Use it to propose a manageable improvement with relevant colleagues.

06 Participation review questions

A short set of questions about access, understanding and employee experience, with prompts to examine missing perspectives and adjust a change after initial use.

Use it when checking whether an inclusion change works in practice.

CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)

MAKE THE LEARNING COUNT

A better conversation. A practical next step.

Review one team routine with the people affected, using the barrier map to test assumptions. Agree a manageable change with its owner, check relevant policies and review whether colleagues experience clearer access, communication or decision criteria.

YOUR FIRST 30 DAYS

01

Days 1-7

Examine one routine

Choose a communication, allocation or development routine with the relevant manager. Describe how it currently works, identify whose perspective is missing and agree respectful questions to explore individual experience.

02

Days 8-21

Agree a practical change

Seek input from affected colleagues and compare feasible ways to remove the barrier. Confirm relevant policy requirements, responsibilities and communication before trying a limited change to the selected routine.

03

Days 22-30

Review access and fairness

Ask colleagues whether access or understanding improved and examine who still finds participation difficult. Record the evidence, unresolved concerns and adjustments needed before expanding the approach to other routines.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

AVAILABLE IN-HOUSE

Shaped around your organisation

The client confirms the workplace context, relevant inclusion policies and appropriate routes for employee concerns. Participants bring an anonymised example of a communication or opportunity process; the workshop uses fictional cases for sensitive or disputed situations.

PLAN YOUR IN-HOUSE WORKSHOP

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Discuss your workshop

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