

# MSM

MAASTRICHT  
SCHOOL OF  
MANAGEMENT

## Workgroup: inclusive organisations and approaches

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## Challenges

- Lack of understanding of general inclusivity topics e.g. gender awareness
- Biases within organisations infused by cultural differences and stereotypes
- Institution voids and ineffective policies and governance structures e.g. gender quota
- Lack of ownership, managerial buy-in and transparency



## Opportunities

- Creation of common language and awareness surrounding importance of topic
- Participatory process to set-up system of internal change → all layers need to be engaged
- Transformative change: don't forget the grass roots
- Affirmative action → although aggressive and controversial
- Publicity and external commitment
- Lead by example: higher management needs to commit



## Recommendations

- Review the curricula currently provided: have a good internal reflection on own actions and offering
- Develop platforms for open discussions and supportive action such as mentoring programs
- Showcase results and successes → learn from best practices
- Tap in the potential of the alumni network and partnerships
- Work on long-term commitment as an institution and management school through follow-up activities and impact measurement