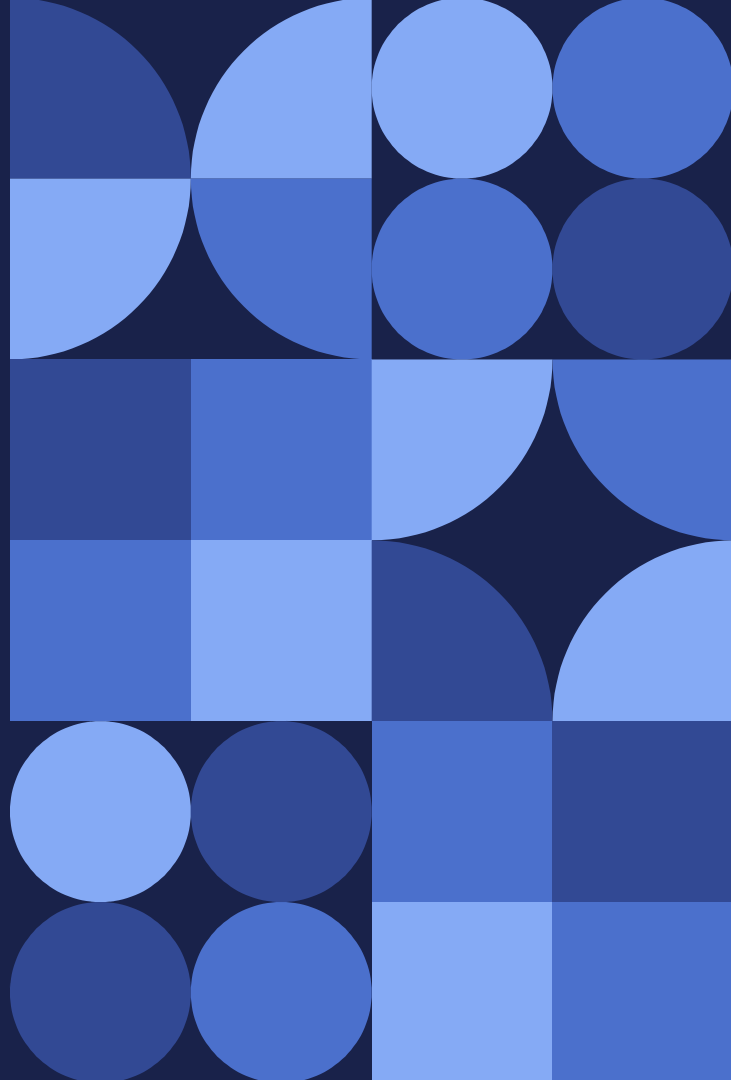


02.06.26

# Inclusion

What works... and why  
I'm still talking about it.

Becky Pauley, Member of Technical Staff





## WHAT DO I MEAN BY INCLUSION?

How well the contributions, presence and perspectives of different groups of people are valued and integrated into a shared environment.

Paraphrased from *Great Place to Work*®

# Diversity VS Inclusion



**Diversity without inclusion,  
inclusion without diversity**



## Diversity

Representation, or the 'make-up' of a group/organisation.



## Inclusion

How well the contributions, presence and perspectives of different groups of people are valued and integrated into an environment.

Inclusion: What works... and why I'm still talking about it.

# User Manuals





# Who I am

 What I want you to know

 Working with me

 tailscale

# Hi, I'm Becky!

Pronouns: she/her

I'm based in Birmingham - but spend a lot of time exploring the UK in a van with my husband Tom. 🚐

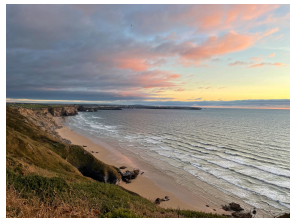
I started out my career as a primary teacher - and spent seven years in education before teaching myself to code and moving into tech several years ago. Since then, I've spent lots of time as a Platform Engineer and increasingly writing Go - which is how I landed here 😊.

I love a challenge. Whether that's a difficult problem at work, or climbing, surfing and attempting to skateboard in my spare time.



If you're interested in personality types, I'm somewhere between a [mediator](#) and [adventurer](#) depending on the day

## PLACES THAT MAKE ME HAPPY:



### HOW I WORK

I generally start sometime between 8 and 8:30am and work til around 5:30pm ish - but I sometimes like a very early start to get ahead of the day. I really value direct communication and early feedback. Slack is great for async chats - or a call for discussion/collaboration.

### PREFERRED WAYS TO RECEIVE FEEDBACK

Written or 1:1 on a call are both appreciated.

### HOW I LEARN BEST

Diving into the biggest problem I can find and sticking with it until it makes sense.

### THINGS I NEED

I collaborate best with written docs/diagrams as reference points. I'm thorough and like to prepare for things - prior reading and agendas work well for me.

### THINGS I STRUGGLE WITH

Lots of verbal information at once. I take notes and draw things out A LOT because I process information visually.

### THINGS I LOVE

A challenge. Being active: climbing, surfing, hiking, yoga, skateboarding (badly). A good book. Great food. Great conversation. Van adventures.

## Feedback

I learn best through demonstration. I find it hard to read something and immediately know how to put it into practice. However, if I am shown how to do something it will stick.

And I will never be offended if you treat me like a complete novice, sometimes the simplest instructions are the best.

I appreciate honest feedback and truly believe that there is **better social value in honest conflict rather than dishonest harmony.**

## What I struggle with...

...I can occasionally oversubscribe myself in new contexts, which results in a brief period of overwork while I go into overdrive to pay down the stack of work I've added to my plate. The good news is I communicate well, so if this does start to happen, I'll let you know and work quickly to remediate..



## Depression

### WHAT THIS MEANS FOR ME AT WORK:

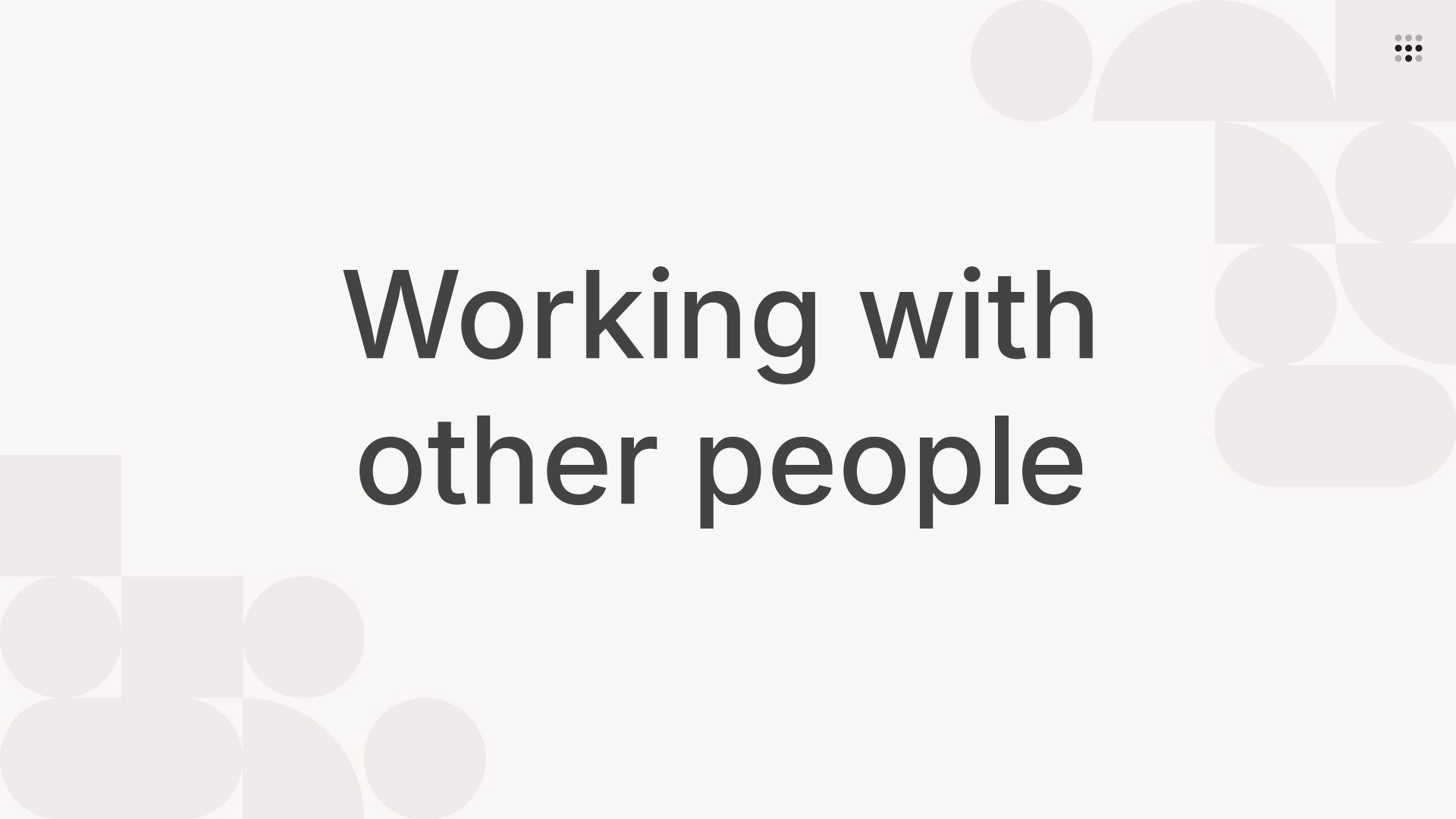
Sometimes I might seem a little down - oftentimes a virtual coffee or lunch will perk me right up

I need to proactively manage my energy at work to make sure I don't burn out - if you know me well, or work closely with me, I'd love for you to hold me accountable to healthy habits like taking breaks and meditating daily.

### WHAT THIS DOESN'T MEAN FOR ME AT WORK:

I lack resilience or can't handle things if/when they get tough

My reactions to things at work are likely to be emotional, rather than rational



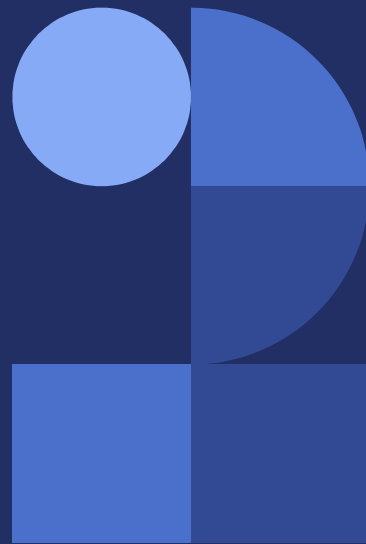
# Working with other people

The background features decorative geometric shapes in the corners. The top-right corner contains a cluster of shapes including a circle, a semi-circle, a square with a 3x3 dot grid, and another semi-circle. The bottom-left corner contains a cluster of shapes including a square, a circle, another square, another circle, a rounded rectangle, a semi-circle, and another circle. The text "Getting started..." is centered in the middle of the page.

Getting started...

Inclusion: What works... and why I'm still talking about it.

# Distributed decision making





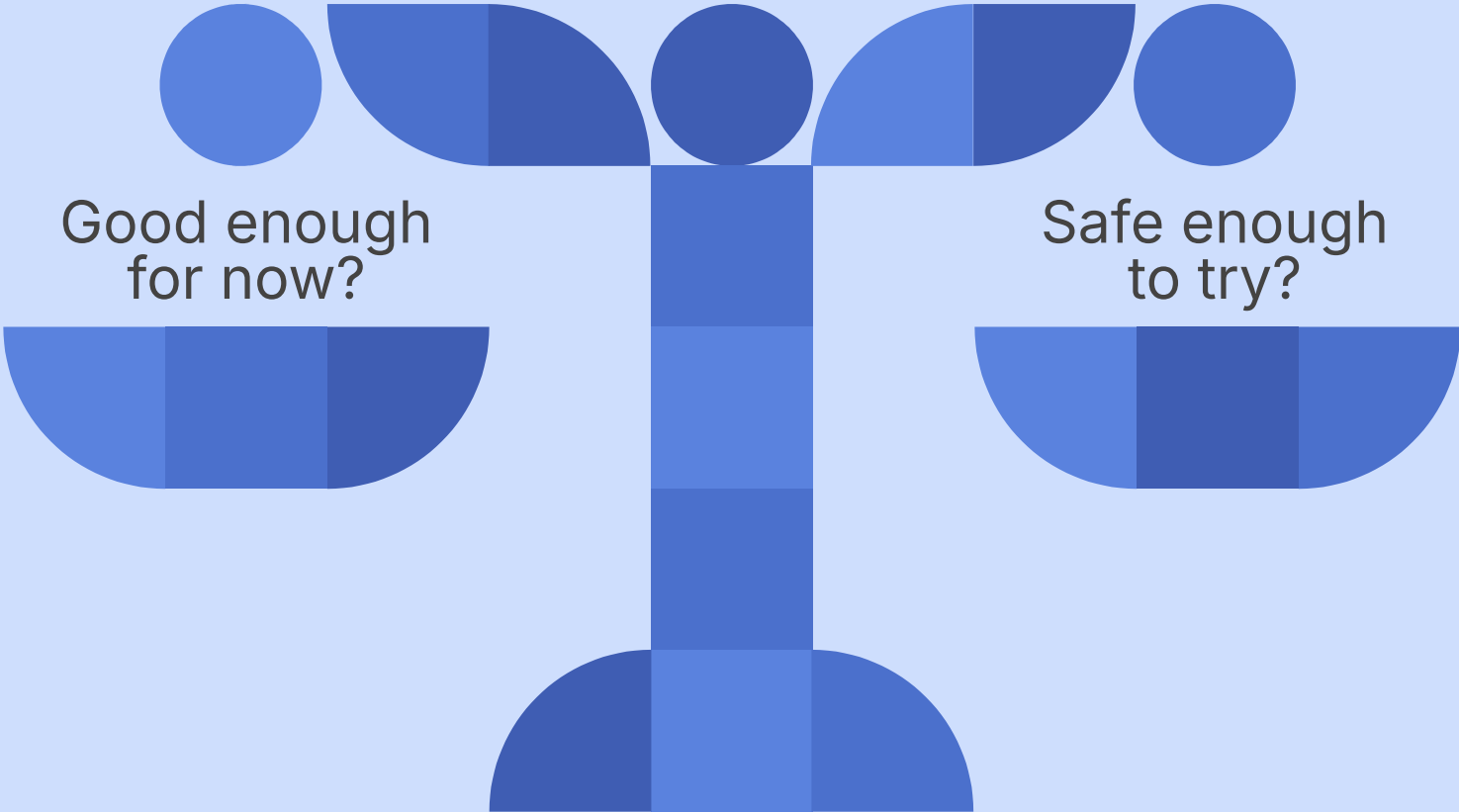
# Consensus?

Inclusion: What works... and why I'm still talking about it.

# Consent-Based Decision Making



# Is this...



Is this...

Good enough  
for now?



Safe enough  
to try?

# Other things



## Sickness Policy

Makes explicit reference to mental health.



## Co-working

Funded-isolation/connection.



## Wellbeing

Slack and resources curated by and for peers.



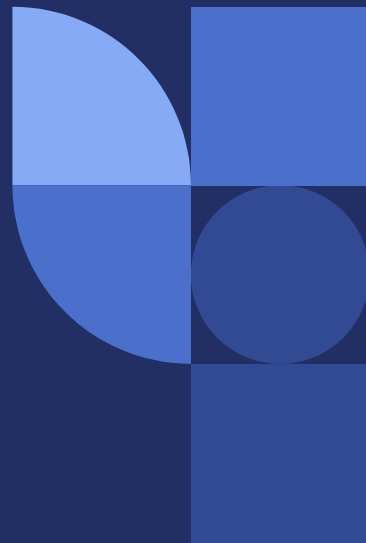
## Parental Leave

Birthing and non-birthing parents.

Inclusion: What works... and why I'm still talking about it.

# Open by default

 tailscale



# Inclusion: a Positive Experience



User manuals



Distributed  
decisions



Consent-Based  
Decision Making



Open by default

newwaysofworking.notion.site/New-Ways-of-Working-Pl

# WorkPulse

The collaboration, culture & engagement tool for people-first organisations

## New Ways of Working Playbook

Hello! 🌟 Use this to explore the **patterns found in progressive organisations** and, crucially, to experiment with some of the most helpful practices out there | Curated by [Mark Eddleston](#).

### Meetings

- Theory | Meetings
- Practice | Meetings

### Feedback

- Theory | Feedback
- Practice | Feedback

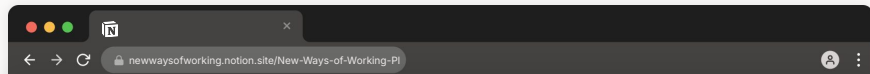
### Roles

- Theory | Roles
- Practice | Roles

### Decision-Making

- Theory | Decision-Making
- Practice | Decision-Making

# Mark Eddleston's New Ways of Working Playbook



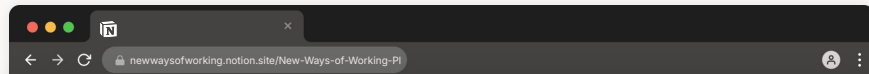
## Theory | Decision-Making

💡 Distributed decision-making is a tried and tested pattern in progressive organisations. Recognising that it makes enormous sense to move control to where the information is, progressive organisations distribute the control that is traditionally hoarded by a few people at the top.

✍️ Sign up for the [New Ways of Working Online Course](#) to put the Playbook into practice.

### 📖 Reading

- [3 Ways to ease the pain of slow & frustrating decision-making](#) | Corporate Rebels (7 mins)
- [Using Consent to make decisions faster](#) | Max Sather (4 mins)
- [\\*Create an empowered organization using 'participatory governance' \(decision-making\)](#) | Jurriaan Kamer (9 mins)
- [\\*What does "safe to try" actually mean?](#) | Murmur (2 mins)
- [The No Hard Feelings Guide to Decision Making](#) | Liz & Mollie (5 mins)
- [Make better decisions with the advice process](#) | by Corporate Rebels (9 mins)
- [Don't like how decisions are made in your group?](#) | Ted Rau (5 mins)
- [\\*Why frontline employees should make all decisions](#) | by Corporate Rebels (8 mins)
- [A leader's framework for decision making](#) | David Snowden & Mary Boone (10 mins)
- [Mastering Group Decision-Making: Striking the Perfect Balance](#) | by Lisa Gill (5 mins)



## Practice | Decision-Making

💡 **Reminder:** *there is no one-size fits all approach, so we can't copy & paste ways of working from another organisation. What works for one team may not be the right fit for yours, and the solution is for each team to discover through experimentation what works for them.*

✍️ Sign up for my [New Ways of Working Online Course](#) to put the Playbook into practice.

- [\\*Decision proposal template](#) | Template

*Use this template to write a clear proposal that will help everyone involved to get clear on the opportunity/problem, relevant context, the plan, who is affected, and how and when the decision will be made.*

- [\\*The Advice Process](#) | Decision-making process, step-by-step guide

*"Anyone can make any decision, so long as they are willing to take responsibility for the outcome, and they have first listened to input from anyone who will be affected, or who has relevant expertise", Richard Bartlett*

# Where can I look?

## Open HR

Parental bereavement, menopause - helping us realise the things we're missing.

[Link here](#)

## Project Include

Recommendations and resources on diversity and inclusion (non-profit focused on tech industry).

[Link here](#)

## Open Organization

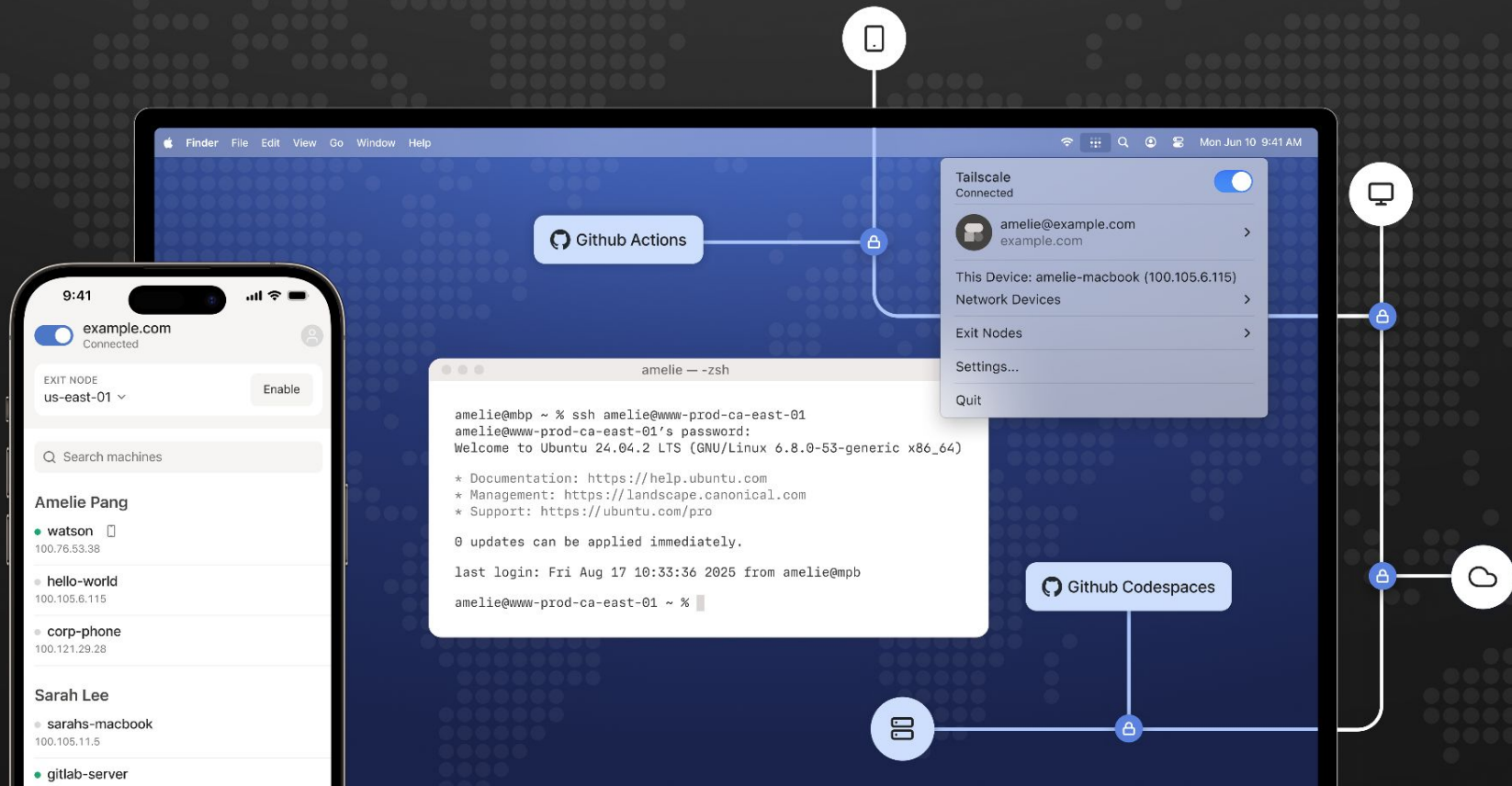
My next read...

[Link here](#)

BOOTH 303



# The secure connectivity platform for modern development teams



# Thanks!

Becky Pauley, Member of Technical Staff

