

Report of the workshop's outcomes

The workshop discussed and shared experiences on the various systems and definitions in different countries.

All agree that the future is more and more exigent regarding uncertain environment, and new skills are needed in order to include all in a excellent way, all the expectations and new demands within the industrial and professional fields.

VET managers all agreed that thinking together to find new visions is a good way, and also to get peer support from colleagues all over Europe.

Leadership capacities need to include not just tools for economic and finance management, but more strategic skills focused in people.

As a previous point we reflected on 3 different key issues, and for each one referring to reflections, conclusions and solutions with good examples of good practise.

Key issue A: Changemanagement – The aims of inclusion and diversity.

Participants were lead to discuss how to challenge people and organisations to change attitudes, what new competences, witch skills and ressources are at stake, the lead to new communicational standards, the need to restructuring and reorganizing learning enviroments, and set for higher demands for personal management.

Key Issue B: Leading Strategies – Leading organisations in times of fast changes means...

Participants thinked together on how to set and reset aims according to new developments, how to restructure ressources and funding to new aims and expectations, how to implement closest links to companies,industry and other partners,how to create a smart and efficient quality management, and also the main issue: how to design stable structures for staff on the one hand and flexible process management on the other.

Key Issue C: Personal Management = Diversity & Inclusion Management.

The debate was centred in a positive attitude to I&D, also ways to expand to more flexible individual solutions, and how to include individual offers for personal development. Reflections were made on how personal management should require

close connection, liability and participation, and how leaders should appreciate the chances of successful Diversity.

All were unanimous that there is a lack of understanding of decisions – lack of understanding the fears of the staff, that enables a full participation, and that there is a need of competences to include, participate and diversify.

The main panel's findings, and as **draft conclusions we think that:**

- Visions have to be communicated – in quality processes people think together;
- Everyone has to be involved to identify aims and the values;
- It should be looked at issues holistically not individually;
- Creation of a culture for innovation;
- Development of methods to improve the process of inclusion and diversity.

As Solutions and good practise:

- Empowering staff to innovate and involve them in problem solution
- Get them recognition and the ability for leadership
- Success stories should be told
- Provide network opportunities
- Gain foundations to support the goal of inclusion
- Good practise: Use strategic boards to get constant feedback
- Minimize the number of strategies

Participants were asked to compose a final message for the Workshop at the end of this debate, and reached the conclusion that **Inclusivon and diversity are core values of excellence.**