

This checklist acts as a self-reflection tool which leadership teams can use to assess and strengthen inclusive participation in English language meetings across Integrated Resort (IR) environments.

Part 1: Meeting Structure Assessment

1.1 Meeting Preparations

Question	Yes	No	Needs Review
Are agendas shared at least 24 hours in advance?	☐	☐	☐
Are discussion objectives clearly defined (decision / input / update)?	☐	☐	☐
Are key questions provided beforehand for complex topics?	☐	☐	☐
Are attendees invited to share pre-meeting reading materials for operational or financial updates?	☐	☐	☐
Do attendees share key supporting information in advance in order to streamline the meeting?	☐	☐	☐
Is the meeting duration realistic for multilingual participation?	☐	☐	☐

Reflection: Where might language processing time be unintentionally compressed?

1.2 In-Meeting Dynamics

Question	Always	Sometimes	Rarely
Does the chair pause after asking questions?	☐	☐	☐
Are quieter participants invited to contribute?	☐	☐	☐
Is speaking time balanced across key participants?	☐	☐	☐
Are contributions summarised positively before moving on?	☐	☐	☐
Is clarification encouraged without embarrassment?	☐	☐	☐

Observation Task: Identify who speaks most frequently. Does fluency correlate with speaking time more than expertise?

1.3 Language Climate (Confidence Indicators)

Question	Observed	Not Observed
Grammar corrections occur publicly	☐	☐
Light teasing about language abilities	☐	☐
Employees defer to native English speakers automatically	☐	☐
Senior leaders model patience and active listening	☐	☐

Part 2: Leadership Practices

Integrated Resorts operate in high-pressure, fast-paced environments. Meeting inclusivity must work under operational constraints.

2.1 Chairperson Self-Evaluation

Question	1	2	3	4	5
Controls pace appropriately	☐	☐	☐	☐	☐
Encourages operational managers to contribute	☐	☐	☐	☐	☐
Differentiates between language errors and idea quality	☐	☐	☐	☐	☐
Invites frontline insight (e.g., guest experience feedback)	☐	☐	☐	☐	☐
Reinforces respect for multilingual contributions	☐	☐	☐	☐	☐

(1 = Needs Development 2 = Emerging 3 = Developing 4 = Proficient 5 = Strong Practice)

Development Priority: Which competency should be strengthened first?

2.2 Organisational Systems Review

Question	Yes	No
Is inclusive communication part of leadership training?	☐	☐
Are managers trained in cross-cultural facilitation?	☐	☐
Are communication workshops tailored to IR operations?	☐	☐
Is meeting effectiveness measured in engagement surveys?	☐	☐
Are communication skills separated from performance penalties?	☐	☐

2.3: Gap Analysis

Identify the Primary Barriers (tick all that apply)

- ☐ Meeting speed
- ☐ Native-speaker dominance
- ☐ Peer behaviour
- ☐ Leadership style
- ☐ Lack of preparation
- ☐ Limited communication training
- ☐ Cultural hesitation
- ☐ Other: _____

Part 3: 30-Day Action Plan

Immediate Actions (Next 2 Weeks)

1. _____
2. _____
3. _____

Medium-Term Actions (30–60 Days)

1. _____
2. _____
3. _____

Part 4: Success Metrics for Integrated Resorts

Inclusive meetings should produce measurable outcomes.

Track the following:

- Increase in number of contributors per meeting
- Reduction in repeat clarification requests
- Improved engagement survey scores
- Higher cross-departmental idea generation
- Promotion rates of multilingual managers
- Operational decision turnaround time

Executive Reflection

1. Are we unintentionally equating fluency with competence?
2. Does our meeting culture reflect the multicultural workforce we depend on?
3. Are we designing communication systems for speed — or for insight?

Strategic Outcome

When IRs design meetings that value expertise over language ability and clarity over perfection, they unlock operational intelligence across departments—from frontline guest services to executive strategy.