

# HOW TO BE AN INCLUSIVE LEADER YOUR ROLE IN CREATI Academic PDF

## how to be an inclusive leader your role in creati

In today's diverse and interconnected world, the importance of inclusive leadership cannot be overstated. As organizations strive for innovation, employee satisfaction, and a strong reputation, inclusive leadership emerges as a vital component for success. But what does it truly mean to be an inclusive leader, and how can you embody this role to foster an environment where everyone feels valued and empowered? This article explores the essential steps and strategies to help you become an effective inclusive leader, emphasizing your role in creating a culture of belonging and collaboration.

## Understanding Inclusive Leadership

Inclusive leadership involves more than just acknowledging diversity; it requires actively cultivating an environment where all individuals feel respected, heard, and valued. Inclusive leaders recognize the unique perspectives and experiences that each team member brings and leverage these differences to drive innovation and performance.

## Key Characteristics of Inclusive Leaders

- **Empathy:** Understanding and sharing the feelings of others.
- **Open-mindedness:** Willingness to consider different viewpoints.
- **Self-awareness:** Recognizing your biases and working to mitigate them.
- **Effective communication:** Creating spaces for honest dialogue.
- **Adaptability:** Adjusting leadership styles to meet diverse needs.

## Your Role as an Inclusive Leader

As a leader, your influence shapes organizational culture. Your role in creating an inclusive environment involves intentional actions, policies, and behaviors that promote equity and belonging.

### 1. Cultivate Self-awareness and Recognize Biases

Understanding your own biases is the first step toward inclusive leadership. Engage in regular self-reflection and seek feedback from colleagues to identify unconscious prejudices that may

impact decision-making.

Strategies:

- Participate in bias training sessions.
- Maintain a reflective journal about your interactions and decisions.
- Solicit diverse perspectives to challenge your assumptions.

## **2. Foster an Inclusive Culture**

Create an environment where diversity is celebrated, and everyone feels comfortable sharing their ideas.

Actions to Take:

- Implement inclusive policies that promote equity in hiring, promotions, and rewards.
- Encourage diverse teams to collaborate on projects.
- Recognize and address microaggressions or exclusionary behaviors promptly.

## **3. Promote Open and Respectful Communication**

Effective communication is at the heart of inclusive leadership. Ensure that all voices are heard and valued.

Best Practices:

- Establish ground rules for respectful dialogue.
- Use active listening techniques to validate team members' perspectives.
- Create anonymous feedback channels to gather honest input.

## **4. Empower and Develop Diverse Talent**

Support the growth of all team members, especially those from underrepresented groups.

Strategies:

- Provide mentorship and sponsorship programs.

- Offer professional development tailored to diverse needs.
- Set clear, equitable criteria for advancement opportunities.

## 5. Lead by Example

Demonstrate inclusive behavior through your actions and decision-making.

Examples:

- Showcase diverse role models within the organization.
- Celebrate cultural holidays and awareness days.
- Admit mistakes and learn from them openly.

## Implementing Inclusive Leadership Strategies

Transforming your leadership approach into an inclusive style requires deliberate planning and ongoing effort. Here are some practical strategies to embed inclusivity into your leadership practices.

### Develop an Inclusion Action Plan

Create a roadmap that outlines specific goals, initiatives, and metrics to measure progress.

Steps:

- Assess the current organizational culture through surveys and feedback.
- Set measurable objectives, such as increasing diversity in leadership roles.
- Identify resources and training needed to support inclusive practices.
- Regularly review and adjust your plan based on outcomes and feedback.

### Foster Psychological Safety

Ensure team members feel safe to express ideas, ask questions, and admit mistakes without fear of negative consequences.

Tips:

- Encourage vulnerability and openness in team meetings.

- Address conflicts constructively and promptly.
- Recognize and reward inclusive behaviors.

## Promote Diverse Hiring and Retention

Building a diverse team starts with equitable recruitment practices.

Approaches:

- Use blind recruitment techniques to minimize bias.
- Partner with organizations that serve underrepresented communities.
- Implement onboarding programs that reinforce inclusive values.

## Measure and Communicate Progress

Regular monitoring and transparent communication reinforce your commitment to inclusion.

Methods:

- Collect data on diversity metrics.
- Share success stories and challenges with your team.
- Solicit ongoing feedback for continuous improvement.

## Challenges and How to Overcome Them

While striving for inclusivity, leaders may encounter obstacles such as resistance to change, unconscious biases, or organizational inertia.

### Common Challenges

- Resistance from team members or stakeholders.
- Unconscious biases hindering fair decision-making.
- Lack of organizational support or resources.
- Difficulty measuring inclusion success.

### Strategies to Overcome Challenges

- Provide ongoing education about the benefits of diversity and inclusion.
- Engage allies and advocates within the organization.
- Secure executive sponsorship to champion initiatives.
- Use data-driven approaches to demonstrate impact.

## Conclusion: Your Continuous Journey Toward Inclusive Leadership

Becoming an inclusive leader is an ongoing journey rather than a one-time goal. It requires commitment, self-awareness, and proactive efforts to create a workplace where all individuals feel valued and empowered. By understanding your role and implementing practical strategies, you can foster a culture of inclusion that benefits your team, organization, and the broader community.

Remember, inclusive leadership is about more than policies; it's about everyday actions that demonstrate respect, empathy, and a genuine commitment to diversity. As you continue to learn and grow in this role, you will not only enhance your leadership effectiveness but also contribute to a more equitable and innovative future.

Keywords: inclusive leadership, diversity and inclusion, inclusive leader traits, how to be an inclusive leader, promote diversity in workplace, leadership strategies, creating an inclusive culture

How to Be an Inclusive Leader: Your Role in Creating a Culture of Diversity and Equity

In today's rapidly evolving workplace landscape, inclusive leadership has become more than just a desirable trait; it is a fundamental component of organizational success. Companies that prioritize diversity and inclusion (D&I) are better positioned to innovate, attract top talent, and foster a positive environment where all employees can thrive. As a leader, your role in cultivating inclusivity is pivotal—not only in shaping policies but also in embedding inclusive practices into everyday interactions and decision-making processes. This article explores what it means to be an inclusive leader, why it matters, and practical strategies to develop and embody inclusive leadership qualities.

## Understanding Inclusive Leadership

### What Is Inclusive Leadership?

Inclusive leadership refers to a leadership approach that actively seeks to recognize, respect, and leverage the diverse perspectives, backgrounds, and experiences of all team members. It involves creating an environment where everyone feels valued, heard, and empowered to contribute fully. Unlike traditional leadership models that may prioritize authority and individual achievement, inclusive leadership emphasizes collaboration, empathy, and cultural competence.

Inclusive leaders are not just passive supporters of diversity initiatives; they are proactive champions

who embed inclusion into the organizational fabric. They understand that diversity alone is insufficient; inclusion ensures that diverse talent is integrated, engaged, and given equitable opportunities.

## The Business Case for Inclusive Leadership

Research consistently demonstrates that inclusive leadership correlates with numerous positive outcomes, including:

- Enhanced Innovation: Diverse teams generate a wider array of ideas and solutions.
- Improved Employee Engagement: Employees who feel included are more committed and motivated.
- Better Decision-Making: Multiple perspectives reduce groupthink and foster smarter choices.
- Talent Attraction and Retention: Inclusive cultures are more attractive to top talent, especially among younger generations.
- Market Competitiveness: Organizations that mirror their diverse customer base can better understand and serve their markets.

Understanding these benefits underscores why embracing inclusive leadership is not just ethically sound but strategically advantageous.

## Key Traits and Competencies of Inclusive Leaders

Effective inclusive leaders embody a set of core traits and competencies that enable them to foster an inclusive environment:

### 1. Self-Awareness and Cultural Humility

Inclusive leaders are cognizant of their own biases and assumptions. They actively seek feedback, practice humility, and remain open to learning about different cultures and perspectives.

### 2. Empathy and Emotional Intelligence

Empathy allows leaders to understand and share the feelings of others, creating trust and psychological safety within teams.

### 3. Active Listening

Listening attentively without judgment boosts understanding and signals respect for diverse viewpoints.

## 4. Courage and Openness to Difficult Conversations

Addressing sensitive issues around bias, discrimination, or exclusion requires bravery and a commitment to transparency.

## 5. Commitment to Equity and Fairness

Inclusive leaders strive to ensure equitable access to opportunities and resources for all team members.

## 6. Flexibility and Adaptability

They are willing to adjust policies, processes, and behaviors to better accommodate diverse needs.

## Strategies for Being an Inclusive Leader

Transforming leadership style to be more inclusive involves deliberate actions and mindset shifts. Here are several strategies to help you on this journey.

### 1. Educate Yourself and Promote Continuous Learning

- Stay Informed: Regularly engage with resources on diversity, equity, and inclusion.
- Attend Training: Participate in workshops or seminars on unconscious bias, cultural competence, and inclusive practices.
- Encourage Team Education: Foster a culture where ongoing learning about D&I is valued and supported.

### 2. Foster Psychological Safety and Open Dialogue

- Create an environment where team members feel safe to voice opinions, concerns, and ideas without fear of retaliation.
- Use inclusive language and model vulnerability to encourage openness.
- Address microaggressions and bias promptly and constructively.

### 3. Implement Inclusive Policies and Practices

- Review recruitment, onboarding, and promotion processes to eliminate biases.
- Ensure flexible work arrangements that accommodate diverse needs.

- Establish clear anti-discrimination policies and accountability mechanisms.

#### 4. Amplify Marginalized Voices

- Actively seek input from underrepresented groups.
- Create forums or affinity groups that support diverse employees.
- Recognize and celebrate different cultural traditions and contributions.

#### 5. Practice Inclusive Decision-Making

- Use diverse panels for hiring and decision-making.
- Incorporate multiple perspectives before reaching conclusions.
- Be transparent about criteria and processes to foster fairness.

#### 6. Lead by Example

- Demonstrate inclusive behaviors consistently.
- Admit mistakes and show a willingness to learn.
- Highlight and reward inclusive actions within your team.

### Overcoming Challenges in Inclusive Leadership

While the benefits are clear, practicing inclusive leadership is not without obstacles. Common challenges include:

- Unconscious Bias: Leaders may unconsciously favor certain groups or perspectives.
- Resistance to Change: Organizational inertia or entrenched cultures can impede inclusion efforts.
- Tokenism Risks: Superficial diversity initiatives may backfire if not genuinely integrated.
- Resource Constraints: Implementing inclusive practices requires time and investment.

To navigate these challenges:

- Commit to ongoing self-reflection and bias mitigation.
- Engage stakeholders at all levels to foster a shared vision.
- Prioritize authenticity over superficial diversity efforts.

- Allocate resources strategically to support inclusion initiatives.

## Measuring and Sustaining Inclusive Leadership

Effective leaders recognize the importance of accountability and continuous improvement.

### Metrics and Indicators

- Employee engagement and satisfaction surveys disaggregated by demographic groups.
- Diversity ratios in hiring, promotions, and leadership roles.
- Inclusion index scores based on perceptions of belonging and fairness.
- Retention rates among underrepresented groups.

## Creating a Culture of Continuous Improvement

- Regularly solicit feedback from employees.
- Set measurable inclusion goals aligned with organizational values.
- Celebrate milestones and success stories to reinforce commitment.
- Adjust strategies based on data and evolving needs.

## The Impact of Inclusive Leadership on Organizational Success

Organizations led by inclusive leaders are better equipped to navigate complex markets, foster innovation, and build resilient cultures. Inclusive leadership not only enhances individual employee experiences but also drives collective organizational performance. As workplaces become increasingly diverse and globalized, the importance of inclusive leadership continues to grow.

In conclusion, becoming an inclusive leader is both a personal journey and an organizational imperative. It requires intentional effort, self-awareness, and a genuine commitment to equity. By embodying the traits and implementing the strategies discussed, leaders can create workplaces where diversity is celebrated, voices are amplified, and everyone has the opportunity to succeed. In doing so, they not only contribute to a fairer society but also unlock the full potential of their teams and organizations.

**Question** What are the key qualities of an inclusive leader in today's workplace? An inclusive leader demonstrates empathy, active listening, cultural awareness, openness to diverse perspectives, and a commitment to equitable opportunities for all team members. **Answer** How can I foster an inclusive environment as a leader? You can foster inclusion by promoting open communication, encouraging diverse viewpoints, implementing equitable policies, providing diversity training, and

actively addressing bias and discrimination. What role does self-awareness play in inclusive leadership? Self-awareness helps leaders recognize their own biases and assumptions, enabling them to make more conscious decisions, model inclusive behavior, and create a culture of trust and respect. How can I ensure my team feels valued and included? You can ensure this by acknowledging individual contributions, providing equitable opportunities for growth, seeking input from all team members, and creating a safe space for open dialogue. What are practical steps to develop inclusive leadership skills? Practical steps include participating in diversity and inclusion training, seeking feedback from diverse colleagues, mentoring underrepresented groups, and continuously educating oneself on equity issues.

**Related keywords:** inclusive leadership, diversity and inclusion, team management, emotional intelligence, cultural competency, equitable workplace, inclusive communication, leadership skills, bias awareness, organizational change

## ROLE MODELS

**Role models:** Inspiring Paths to Personal Growth and Success

In a world filled with diverse aspirations and life challenges, having a role model can serve as a guiding beacon. Role models influence our decisions, shape our values, and motivate us to reach our full potential. Whether they are public figures, community leaders, family members, or mentors, role models provide concrete examples of success, resilience, and integrity. This article explores the importance of role models, their characteristics, the impact they have on individuals and societies, and how to become one yourself.

## Understanding the Concept of Role Models

### What Are Role Models?

Role models are individuals whose behaviors, achievements, or qualities are admired and emulated. They serve as examples for others to follow in personal, academic, professional, or social contexts. A role model embodies traits such as honesty, perseverance, compassion, and integrity, inspiring others to develop these qualities.

### The Significance of Role Models

Having a role model can:

- Provide motivation during challenging times
- Offer a blueprint for success
- Reinforce positive values
- Encourage self-improvement
- Foster a sense of belonging and purpose

In essence, role models are catalysts for growth, helping individuals navigate their paths with confidence and clarity.

## Types of Role Models

Role models can be categorized based on their influence, background, and the context in which they inspire.

### Public Figures and Celebrities

These include athletes, actors, entrepreneurs, and political leaders whose achievements garner widespread admiration. Their stories often reach millions and can inspire social change.

### Community Leaders and Local Mentors

Individuals who actively contribute to their communities often serve as relatable role models, especially for youth and marginalized groups.

### Family Members and Personal Connections

Parents, siblings, teachers, and friends are often the first role models in a person's life, shaping foundational values and behaviors.

### Historical Figures

Figures like Mahatma Gandhi, Martin Luther King Jr., or Marie Curie inspire through their enduring legacies and pioneering efforts.

## Characteristics of Effective Role Models

Not all role models are equally impactful. Certain traits amplify their influence:

- **Authenticity:** Genuine in their actions and values
- **Resilience:** Demonstrates perseverance through adversity

- **Empathy:** Shows understanding and compassion towards others
- **Integrity:** Upholds honesty and strong moral principles
- **Dedication:** Committed to their goals and responsibilities
- **Humility:** Recognizes their limitations and values others
- **Vision:** Has clear goals and inspires others to pursue theirs

An effective role model not only exhibits these traits but also communicates their stories authentically, making their influence more relatable and inspiring.

## The Impact of Role Models on Personal Development

Role models influence individuals at various stages of life:

### In Youth and Adolescence

During formative years, role models help shape identity, aspirations, and moral compass. They inspire young people to pursue education, develop discipline, and cultivate self-confidence.

### In Professional Growth

In the workplace, role models demonstrate leadership, ethical conduct, and innovation, guiding others towards excellence and integrity.

### In Overcoming Challenges

Role models who have faced and overcome adversity motivate individuals facing their own struggles, illustrating that perseverance and resilience lead to success.

### In Fostering Social Responsibility

Role models often promote community engagement, social justice, and environmental consciousness, encouraging others to contribute positively to society.

## How to Identify and Choose Effective Role Models

Selecting the right role model is crucial for meaningful inspiration. Consider these factors:

### Alignment with Personal Values

Choose individuals whose principles resonate with your beliefs and aspirations.

## **Relatability**

Opt for role models whose experiences or backgrounds you can relate to, making their journey more accessible.

## **Achievements and Traits**

Focus on those who exemplify qualities you wish to develop, such as perseverance, kindness, or innovation.

## **Accessibility and Interaction**

While some role models are celebrities, others are accessible through books, speeches, or mentorship programs.

## **Long-term Inspiration**

Select role models whose influence sustains over time, encouraging consistent growth.

## **Becoming a Role Model Yourself**

Anyone can aspire to be a positive influence on others. Here are steps to cultivate your role model qualities:

### **Self-Reflection and Growth**

Identify your strengths and areas for improvement. Commit to continuous self-improvement.

### **Lead by Example**

Demonstrate integrity, responsibility, and kindness in your actions.

### **Share Your Journey**

Be open about your experiences, challenges, and lessons learned to inspire others.

### **Support and Mentor Others**

Offer guidance, encouragement, and constructive feedback to those seeking your example.

### **Maintain Authenticity**

Stay true to your values and principles, fostering trust and respect.

## Stay Committed

Consistency in your behavior and efforts solidifies your role as a reliable role model.

## The Power of Role Models in Society

Role models shape societal norms and drive cultural change. Their influence extends beyond individual lives, fostering community development and social progress.

## Promoting Positive Values

Role models exemplify virtues like honesty, perseverance, and compassion, encouraging societies to uphold these standards.

## Driving Social Change

Activists and leaders who serve as role models catalyze movements for equality, justice, and environmental sustainability.

## Inspiring Future Generations

Mentors and teachers cultivate the next generation of leaders by embodying exemplary qualities.

## Enhancing Collective Well-being

Communities thrive when role models promote cooperation, empathy, and shared responsibility.

## Conclusion: Embracing the Role Model Mindset

In essence, role models are vital for personal growth and societal advancement. They serve as living proof that perseverance, integrity, and compassion can lead to meaningful success. Whether you look up to public figures or family members, the key is to learn from their examples and strive to embody similar virtues. Moreover, aspiring to be a role model yourself can create a ripple effect, inspiring others to pursue their best selves. Remember, everyone has the potential to influence positively?becoming a beacon of hope, resilience, and kindness in your community and beyond.

Keywords: role models, influence, personal growth, leadership, inspiration, qualities of role models, becoming a role model, societal impact, mentorship, virtues, resilience, integrity, positive influence

Role models are an integral part of personal development and societal influence. They serve as benchmarks for behavior, achievement, and values, inspiring individuals to pursue their goals and navigate life's challenges with integrity and perseverance. Whether in the realms of sports, arts, science, or everyday life, role models shape perceptions, motivate change, and often define cultural ideals. Understanding the significance of role models involves examining their qualities, impact, and the ways they influence both individuals and communities.

## Understanding the Concept of Role Models

Role models are individuals who exemplify qualities, behaviors, or achievements that others aspire to emulate. They act as living examples of success, resilience, morality, or innovation. The concept of a role model extends beyond mere admiration; it involves identifying traits that resonate with personal values and aspirations, fostering an internal motivation to improve oneself.

## Characteristics of Effective Role Models

- Integrity: Consistency between words and actions.
- Resilience: Ability to overcome setbacks and adversity.
- Empathy: Understanding and sharing others' feelings.
- Dedication: Commitment to personal growth and goals.
- Humility: Recognizing limitations and learning from failures.
- Authenticity: Being genuine and true to oneself.

Effective role models typically display a combination of these traits, making their influence both inspiring and trustworthy.

## The Impact of Role Models on Personal Development

Role models influence various aspects of an individual's life, including self-esteem, motivation, moral development, and career choices. They serve as a blueprint for what is possible and provide tangible examples of success and virtue.

## Positive Effects of Role Models

- Motivation and Inspiration: Seeing someone succeed encourages individuals to pursue their own goals.
- Behavioral Guidance: Role models demonstrate desirable behaviors, such as honesty, perseverance, and kindness.
- Skill Development: They often serve as mentors, providing knowledge and guidance.

- Cultural and Moral Values: Role models reinforce societal norms and ethical standards.
- Resilience Building: Witnessing role models overcome failures encourages perseverance.

## Potential Downsides or Limitations

- Unrealistic Expectations: Idealized images can lead to feelings of inadequacy.
- Overdependence: Excessive admiration might inhibit independent thinking.
- Misguided Emulation: Not all role models embody positive traits; some may set harmful examples.
- Context Dependence: Traits admired in one context may not translate well to another.

Recognizing these limitations emphasizes the importance of critical thinking when selecting role models.

## Types of Role Models

Role models can be categorized based on their relationship to the individual and the context in which they influence.

### Personal Role Models

These are individuals personally known to the individual, such as family members, teachers, or friends. They often have a direct influence and can provide tailored guidance.

### Public or Celebrity Role Models

Famous figures, including athletes, actors, scientists, or political leaders, serve as aspirational icons. Their achievements and public persona often inspire large audiences.

### Historical Role Models

Figures from history whose actions and principles serve as lessons, such as Mahatma Gandhi, Martin Luther King Jr., or Marie Curie.

### Virtual Role Models

Influences from media, social platforms, or fictional characters that embody qualities admired by individuals.

## Choosing Effective Role Models

Selecting a suitable role model involves evaluating qualities, achievements, and values that align with personal goals.

## Criteria for Choosing Role Models

- Alignment with Personal Values: The role model's traits should resonate with your principles.
- Authenticity: Genuine behavior rather than superficial fame.
- Achievements and Character: A balance of success and moral integrity.
- Relatability: Similar background or circumstances that make their journey more tangible.
- Mentorship and Accessibility: Willingness to offer guidance or inspiration.

## Strategies for Engaging with Role Models

- Study their journey: Read biographies or watch interviews.
- Seek mentorship: Reach out for advice if possible.
- Reflect on their traits: Identify behaviors to emulate.
- Apply lessons learned: Incorporate insights into personal actions.

## The Role of Role Models in Society

Beyond individual influence, role models play a pivotal role in shaping societal norms, cultural ideals, and collective progress.

## Promoting Positive Social Change

- Role models can challenge stereotypes and advocate for equality.
- They exemplify civic responsibility and activism.
- Their visibility can inspire social movements.

## Addressing Societal Challenges

- Leaders and innovators serve as catalysts for technological and environmental solutions.
- Role models in marginalized groups can foster inclusion and diversity.

## Potential Challenges in Society

- Over-reliance on celebrity culture may distort perceptions of success.
- The idolization of flawed individuals can propagate negative traits.
- Societal expectations might pressure individuals to conform to certain models.

## Critiques and Controversies Surrounding Role Models

While role models are generally viewed positively, there are nuanced debates about their influence.

### Pros

- Inspire excellence and virtuous behavior.
- Provide tangible examples of overcoming adversity.
- Foster community cohesion and shared values.

### Cons

- Risk of idolization leading to loss of individuality.
- Potential for disillusionment if role models falter.
- Ethical dilemmas if role models engage in misconduct.
- The phenomenon of "toxic admiration" can create unhealthy comparisons.

## Conclusion: The Power and Responsibility of Role Models

Role models wield significant power in shaping individual lives and societal trajectories. Their influence can motivate achievement, uphold moral standards, and foster resilience. However, with this influence comes a responsibility—to embody authenticity, demonstrate ethical behavior, and inspire positively. For individuals seeking role models, critical discernment is vital; not all admired figures are exemplary, and understanding the full context of their actions ensures meaningful emulation. Society benefits when role models serve as catalysts for growth, integrity, and progress, fostering a culture where aspiration and virtue go hand in hand. Ultimately, the best role models are those who inspire others not just through their successes, but through their character and commitment to making a difference.

**Question** Why are role models important in personal development? Role models provide guidance, inspiration, and a blueprint for behavior, helping individuals develop positive habits and values essential for personal growth. **Answer** How can I choose a good role model? Look for someone whose qualities, values, and achievements align with your goals and principles, and who demonstrates integrity, resilience, and kindness. Can role models influence youth positively? Yes, positive role models can inspire young people to adopt healthy behaviors, pursue education, and

develop confidence, thereby shaping their future success. What is the difference between a role model and a mentor? A role model is someone admired for their qualities and achievements, while a mentor actively guides and supports you through personalized advice and interaction. How can I become a good role model for others? Lead by example, demonstrate integrity, show empathy, and continuously work on self-improvement to positively influence those around you. Are role models necessary in the digital age? Yes, especially as social media exposes many to various influences; positive role models can help navigate online spaces responsibly and ethically. What qualities should I look for in a role model? Qualities like authenticity, resilience, kindness, leadership, and a commitment to personal and professional growth are key traits to admire. Can role models change over time? Absolutely, as people grow and evolve, their role models may change to reflect new aspirations, values, or life circumstances.

**Related keywords:** mentors, idols, inspirations, leaders, examples, mentors, guides, heroes, figures, exemplars

**Read the full article online:** [Role models](#)