

DISCOVERING DIVERSITY

5 Approaches to Diversity

WELCOME TO OUR DISCOVERING DIVERSITY SECTION

„Discovering Diversity“ provides you with different options in approaching Diversity from your personal perspective and discovering some of the value our services may add to your work. Choose your preferred approach from the following options or from the menu bar on the left:

- Key Issues of Corporate Management
- Dimensions of Diversity
- Diversity Tools
- Diversity Strategies
- Diversity Model

In each of these categories, in addition to describing **issues and activities**, we present **approaches and value-added**, which may be reaped from Diversity and from co-operating with European Diversity Research & Consulting.

Note for the printed version: All content has been developed and designed for the purpose of being presented on the Internet. This may cause some texts to appear fragmented when read offline. Please refer to our website for further information at www.european-diversity.com.

1. KEY ISSUES OF CORPORATE MANAGEMENT

The business sections of big dailies, management magazines, and numerous conferences are frequently covering issues that hold severe implications for the future of corporations. Some of these issues will turn out to be just a flavour-of-the-month, others present ongoing challenges for which new solutions will be developed on a continual basis. A number of key issues appear to be closely linked with Diversity, and this linkage provides an easy access point to discovering Diversity: **Internationalisation, Organisational Change, Inter-company Relations, Shareholder Value, Competitive Pressure, Ethics & Transparency**

1.1. Internationalisation

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ In the light of European Integration, Eastern enlargement and globalisation, leveraging cultural Diversity in the work place and in the market place ■ Cross-border structures and co-operation ■ Co-operation with competitors and business partners from other organisational cultures ■ Acknowledging different mentalities and cultures when communicating internally and externally 	<ul style="list-style-type: none"> ■ Background information on countries or regions ■ Diversity country profiles on the basis of Core Dimensions (e.g. age structure, men and women in management, specification of ethnic minorities or migrant groups) ■ Revealing existing diversity inside and outside of an organisation through qualitative and quantitative analysis ■ Creating a sound understanding of different levels of Diversity and their inter-dependencies

1.2. Organisational Change

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Effective co-operation of new colleagues (e.g. regarding education and experience, ways of thinking or working, communication or leadership styles) ■ Smooth implementation of new processes, reporting lines or work content ■ Actively valuing different people and creating an openness for change ■ Leveraging change by utilising the full potential of all individuals involved 	<ul style="list-style-type: none"> ■ Raising awareness of similarities and differences through exercises and models ■ Communicating existing differences and related opportunities through posters, flyers, the Intranet, employee magazines etc. ■ Awareness workshops to actively discover colleagues (and Diversity), and to expand the appreciation for others ■ Workshops on stereotypes and prejudices, and related in-group/out-group dynamics

1.3. Inter-Company Relations

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Utilising different corporate cultures in strategic alliances, just-in-time solutions, outsourcing or other networking activities ■ Successful cooperation in mergers and acquisitions by leveraging the differences of the parties involved, their contributions and strengths 	<ul style="list-style-type: none"> ■ Analysis of corporate cultures and mutual perceptions ■ Workshops „Get together – Organisational Cultures Meet“ ■ Preparing co-operation in regard to dignity and respect, as well as the value of differences through information and experience ■ Raising awareness for mutual benefits from Diversity and inter-company relations ■ Analysis of learning processes, and utilisation of blended learning

1.4. Shareholder Value

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Optimising productivity through the conscious utilisation of all existing potential of all employees – especially in difficult economic times when resources are scarce ■ Corresponding activities regarding market and customer potential ■ Increased ratings ■ Improved image on financial markets (Investor Relations) 	<ul style="list-style-type: none"> ■ Presenting frameworks for the effective utilisation of internal and external potential in annual reports or on the Internet ■ Diversity Marketing ■ Calculating the Business Case behind Diversity for business planning purposes

1.5. Competitive Pressure

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Improve the strategic position in times of concentration and consolidation through strengthening corporate Diversity & identity ■ Sharpening your profile through Diversity-related values ■ Utilising Diversity as an image factor ■ War of Talents: Diversity helps to attract Top Talents 	<ul style="list-style-type: none"> ■ Analysing competitors with regard to Diversity and benchmarking Diversity activities ■ Analysing the core business, the corporate identity, values and brands in relation to Diversity ■ Developing market strategies that capitalise on work place and market place Diversity ■ Positioning on the Diversity League ■ Communication of Diversity activities in events, on the Internet and in recruiting

1.6. Ethics & Transparency

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Commitment and compliance to present corporate risks, including those HR-related ■ Avoiding law suits for discrimination and harassment ■ Sharpening the corporate image with regard to fairness, equality, dignity and respect ■ Increasing the credibility of Philanthropy ■ Improving Corporate Governance 	<ul style="list-style-type: none"> ■ Workshop on the practical implications of EU Anti-Discrimination legislation ■ Developing Diversity policies or codes of conduct ■ Identification of areas in which Philanthropy will be most effective

2. DIMENSIONS OF DIVERSITY

Each individual is – in some respect – similar to many, few or no other person. Diversity deals with this individuality, with differences, otherness, and with similarities. One pragmatic framework to do so places six dimensions at the core of Diversity, the so-called core dimensions: Age, (dis-)ability, ethnicity & race, gender, religion and sexual orientation & identity. In addition, multiple issues may or may not be acknowledged by or in an organisation. Based on existing models, we have created the following categories to structure the dimensions of Diversity: **Organisation, Market & Consumption, Work & Employment and Personal Life.**

2.1. Core Dimensions

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Age: People of all generations (from young to old) ■ Gender (social, biological): Women, men, trans-gendered people ■ Ethnicity, race, cultural heritage ■ Religion: People of all faiths, beliefs and atheists ■ Sexual orientation: Heterosexual, homosexual, bisexual, asexual ■ (Dis-)Abilities : People with or without physical, mental or psychic disabilities 	<ul style="list-style-type: none"> ■ Discovering and understanding different perspectives, elements and approaches to Diversity ■ Communicating the specifics of an all-inclusive (horizontal) framework ■ Benchmarking activities individually or grouped by dimensions or type ■ Designing coherent programmes fitting in a broader Diversity context or strategy ■ Creating synergies by aligning or connecting separate themes or programmes ■ Auditing or evaluating activities ■ Supporting the creation of employee resource groups / networks ■ Innovative training beyond groups and categories

2.2. Organisation

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Workplace, work conditions ■ Length of service ■ Compensation models ■ Career models or paths ■ Corporate heritage (M&A's) ■ Work organisation, work time, location 	<ul style="list-style-type: none"> ■ Innovative training on specific organisational Diversity aspects ■ Analysis of work conditions or audit with regard to potential discrimination ■ Auditing compensation models ■ Development of horizontal careers

2.3. Market & Consumption

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Aesthetics ■ Purchasing power ■ Lifestyle, realities ■ Product affinities ■ Brand awareness ■ Service orientation ■ Media usage / accessibility ■ Consumer preferences and behaviour 	<ul style="list-style-type: none"> ■ Diversity training for marketing, communication, sales ■ Identification of new (untapped) market potential ■ Auditing sales policies and processes with regard to diverse market needs and consumer requirements

2.4. Work & Employment

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Learning type ■ Career goals ■ Myers-Briggs personality type ■ Team behaviour ■ Social or methodological competences ■ Way or thinking or work style ■ Work/life balance, navigation & integration ■ Meritocracy 	<ul style="list-style-type: none"> ■ Work/Life Balance: Auditing HR policies and procedures ■ Analysing existing work/life balance tools with regard to their usability ■ Benchmarking work/life balance programmes, presentation of good practices

2.5. Personal Life

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Mother tongue & foreign languages ■ Marital status ■ Personal perception ■ Social environment ■ Personal experiences and settings ■ Parental status ■ Aims in life ■ Mobility 	<ul style="list-style-type: none"> ■ Presentation of good practices, e.g. of dependent care or parents' networks ■ Designing inclusive policies in HR

3. DIVERSITY TOOLS

Diversity tools are individual activities or comprehensive programmes, which are being implemented as part of a Diversity strategy. Different tools are used in different phases: They support the initial analysis and audit, the creation of a strategy and/or the introduction of Diversity in an organisation: **Policies, networks & councils, mentoring, communication, training & events, and HR programmes.**

3.1. Policies

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Comprehensive policy clearly linked to corporate objectives, values and strategies ■ Policies for anti-discrimination and/or dignity and respect ■ Commitment to all-inclusive equal opportunities ■ Integration of Diversity into corporate code of conduct 	<ul style="list-style-type: none"> ■ Creation of a Diversity definition tailored to the corporate context ■ Presentation of best practice policies ■ Creation of national or European policies that will meet the requirements of EU anti-discrimination directives ■ Workshop on the implications of EU anti-discrimination directives ■ Communication around anti-discrimination

3.2. Networks & Councils

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Creation of task forces, steering committees, consulting bodies or management structures for Diversity ■ Councils involving managers ■ Networks for employees ■ Functional bodies ■ Geographical working groups 	<ul style="list-style-type: none"> ■ Support the creation of networks or working groups ■ Facilitating task forces or council meetings ■ Presentation of good practices of charters and approaches to Diversity networks / councils ■ Providing input in regards to possible structures and interfaces

3.3. Mentoring

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Optimising knowledge management across generations and hierarchies ■ Direct communication ■ Developing personal and professional skills ■ Providing career opportunities ■ Leveraging potential of employees ■ Increasing motivation 	<ul style="list-style-type: none"> ■ Analysing existing mentoring programmes through a diversity lens ■ Designing innovative mentoring schemes ■ Utilising internal resources for the implementation

3.4. Communication

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Effective communication of Diversity messages and content to internal and external target groups ■ Advertisements (internal, external) ■ Articles in magazines (internal, external) ■ Posters, leaflets, brochures ■ Give-aways ■ Internet, Intranet ■ CD, Film, Video, DVD ■ Participation in conferences 	<ul style="list-style-type: none"> ■ Development of internal and external communication strategies and –plans ■ Design of statements, slogans and logos ■ Development of communication tools (e.g. websites, posters, flyers, brochures) ■ Writings texts, ghost-writing ■ Translation into different languages, final editing ■ Evaluation of communication activities

3.5. Training & Events

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Creation and deepening of Diversity awareness and understanding ■ Developing Diversity competencies ■ Delivering awareness or skill-building training ■ Organising events for managers, employees or customers ■ Conferences, symposia ■ Diversity road shows 	<ul style="list-style-type: none"> ■ Design and implementation and evaluation of training for diverse audiences ■ Delivery of management training ■ Setting up discussion or facilitation guidelines for events ■ Background talks / briefings of top management and multipliers

3.6. HR Programmes

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Supporting performance and employability ■ Flexible work schemes (part time, telework) ■ Dependent care ■ Sabbaticals ■ Health Management ■ Flexible Retirement ■ Convenience Programmes 	<ul style="list-style-type: none"> ■ Evaluating good practices ■ Leveraging public initiatives (e.g. awards) ■ Evaluating existing programmes with regard to additional potential

4. DIVERSITY STRATEGIES

Diversity strategies aim at managing structural, political and cultural change in work organisations. On the one hand, they target different parts of the workforce in order to initiate new thinking, different experiences and behavioural change. To this end, diversity strategies are providing impetuses on different levels: **Rational thinking, emotional experience, and result-oriented behaviour.** On the other hand, diversity strategies target different parts of the system in order to enhance processes, structures and content. To this end, they are utilising change management models: **Creating awareness, recognising opportunities, committing to act, and sustaining change.**

4.1. Rational Thinking

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Addressing people’s rational parts ■ Weighing costs and benefits of Diversity ■ Communicating improvements that relate to the business, the work environment and the success of employees and managers, as well as the whole organisation ■ Overall objective is to trigger a fact-based decision for Diversity 	<ul style="list-style-type: none"> ■ Making and communicating a company-specific business case for Diversity ■ Facilitating discussion (e. g. with managers) about the pros and cons of Diversity ■ Workshop “Diversity & the Business Case” ■ Communicating successful internal and external Diversity practices that had a positive impact upon the business

4.2. Emotional Experience

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Addressing people’s emotional parts ■ Initiating an attitudinal change, based on feelings that relate to Diversity, which will then result in behavioural change ■ Collecting and reflecting positive experiences with otherness ■ Individual benefits include improved satisfaction and success in dealing with others 	<ul style="list-style-type: none"> ■ Diversity training, which focuses on exposure and involvement ■ Forums for employees ■ Communication of personal experiences ■ Creation of personal action plans ■ Moderation of meetings and interaction

4.3. Result-oriented Behaviour

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Addressing people's actions and activities ■ Clear directions with regard to implementing Diversity ■ Ordered change also provides positive personal experiences and awareness for benefits, thus leading to sustained behavioural change ■ Individual benefit results from recognition for complying behaviour and/or from the avoidance of punitive measures 	<ul style="list-style-type: none"> ■ Analysing the expectations of management regarding the contribution of Diversity to the business and the corporate culture ■ Designing guidelines for employees and managers ■ Showcasing exemplary (management) behaviour and engagement, which puts Diversity into everyday practice ■ Training „Train-the-Manager“ ■ Designing Diversity awards and other reward systems ■ Integrating Diversity into management and leadership models

4.4. Creating Awareness

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Recognising the multiple facets and individual meanings of Diversity ■ Relating Diversity to the specific organisational and cultural context ■ Highlighting areas of potential improvement 	<ul style="list-style-type: none"> ■ Round table talks or workshops with management and multipliers on Diversity ■ Presentation of strong examples for the successful implementation of Diversity ■ Communicating and establishing the linkage of Diversity and company-specific issues ■ Reinforcing a comprehensive understanding of Diversity in corporate media (Intranet, corporate TV, videos, posters, flyers)

4.5. Recognising Opportunities

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Creating acceptance for existing room for improvement ■ Explaining the effects of Diversity-related change on an organisation and all stakeholders ■ Mentioning rational and emotional benefits of Diversity 	<ul style="list-style-type: none"> ■ Survey (online or focus groups) of employees and opinion leaders ■ Developing and communicating business cases for Diversity ■ Collecting and presenting best practices (internally and externally) ■ Benchmarking

4.6. Committing to Act

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Achieving personal commitment and accountability for action ■ Identifying individual contributions to achieving improvements ■ Positioning personal activities in a larger framework for change (Diversity Strategy) ■ Providing a platform for implementing Diversity measures 	<ul style="list-style-type: none"> ■ Workshops „My Action Plan“ ■ Showcasing role models ■ Rewards and recognition for successful activities of employees or teams, inside or outside of the organisation ■ Outlining and cascading expectations of management

4.7. Sustaining Change

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Firmly embedding achieved results of change in the structure and the processes of an organisation ■ Transferring Diversity values and behaviour into everyday professional, personal and social life 	<ul style="list-style-type: none"> ■ Implementation of 360° feedback on Diversity ■ Diversity audit of systems and culture ■ Diversity integrated into performance management ■ Embedding Diversity into business models and scorecards ■ Integration of Diversity in all elements and tools of corporate communications

5. DIVERSITY MODEL

The Diversity model systematically visualises all elements, which are required for the successful implementation of Diversity: Business context, understanding (of) Diversity, Diversity goals, analysis, business case, introducing Diversity, mainstreaming Diversity, implementation strategies, and process management. Organisations are already implementing a number of these elements, proving that Diversity is not fundamentally new. But Diversity, and more specifically the model, connects and aligns different approaches and tools in a strategic and synergetic way. The overall focus lies on sustaining success: organising Diversity, corporate communication, Diversity marketing, business Diversity, monitoring & reporting.

5.1. Organising Diversity

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Co-ordinating and networking Diversity activities within an organisation ■ Creating competence centres ■ Responsibility for the Diversity strategy ■ Developing appropriate tools and approaches to facilitate change ■ Internal consulting and services ■ Determining resources required 	<ul style="list-style-type: none"> ■ Analysing current activities and potential networking and synergies ■ Facilitating planning and steering teams ■ Creating and implementing events and other tools to share best practices, knowledge and experiences internally (and externally) ■ Mentoring Diversity champions

5.2. Corporate Communication

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Embedding and integrating Diversity into corporate communication in a comprehensive and all-inclusive way ■ Improving the outreach and effectiveness of Public Relations through differentiation ■ Improving the impact of sponsoring and philanthropy through Diversity 	<ul style="list-style-type: none"> ■ Analysing corporate communication through a Diversity lens ■ Creating and implementing Diversity communication ■ Implicitly integrating Diversity into corporate language and picture language ■ Creating external synergies, e.g. on the European Diversity League

5.3. Diversity Marketing

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Diversity marketing approach #1 „Differences“: Developing the market extensively by consciously utilising differences of consumers ■ Diversity marketing approach #2 „p c“: Working the market by target groups, consciously avoiding (or breaking) stereotypes ■ Diversity marketing #3 „Value-based“: Developing the whole market in an open (-minded) way, so that a diversity customer base will be (implicitly) reached 	<ul style="list-style-type: none"> ■ Analysing the current marketing of an organisation through the Diversity lens ■ Highlighting the diversity of (potential) customers or vendors as well as other external stakeholders ■ Workshops „Marketing Diversity – Diversity Marketing“ ■ Developing target group or dealer brochures ■ Training sales staff (and after-sales people, customer relationship staff etc.)

5.4. Business Diversity

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Embedding Diversity into the business models and strategies of a company ■ Integrating Diversity into business processes and leadership or management models ■ Including Diversity into accountability models, scorecards etc. 	<ul style="list-style-type: none"> ■ Conducting management workshops ■ Leveraging Best Practices ■ Establishing accountability for managers (diverse teams, dignity & respect, inclusion)

5.5. Monitoring & Reporting

Issues and Activities	Our Approaches and Value-Added
<ul style="list-style-type: none"> ■ Supporting overall process management and steering through evaluation ■ Determining overall Diversity goals as well as concrete objectives in different areas ■ Developing metrics, criteria and measurement tools ■ Direct measurement of achievement of objectives or progress made ■ Indirect measurement of benefits reaped or improvements made 	<ul style="list-style-type: none"> ■ Facilitating the development of goals and objectives for Diversity on different levels ■ Supporting the process of developing success measurement systems ■ Designing valid and reliable metrics ■ Carrying out measurements and analysis ■ Developing ongoing reporting systems ■ Communicating the results of measuring and monitoring