

# **DIVERSITY & INCLUSION**

## **THE PROPELLING POTENTIAL PRINCIPLE**

Activating Resources – Facilitating Change

# Profile & Portfolio: European Diversity Research & Consulting

## ■ Profile European Diversity Consulting

- ♣ Specialisation on Diversity since 1997
- ♣ Innovative – international - integrated

## ■ Strengths

- ♣ In-house research & knowledge management
- ♣ Pioneer status & international network

## ■ Portfolio [www.diversity-consulting.eu](http://www.diversity-consulting.eu)

- ♣ Research: data & analysis
- ♣ Communication: concepts & tools
- ♣ Interaction: experiencing & learning

**International Clients** Airbus / EADS, Air Products, AXA Winterthur, BP, Brown-Forman, Credit Suisse, Ford, Hewlett-Packard, Johnson Controls, Johnson & Johnson, Kraft Foods, Motorola, Sandoz Group Germany, Swiss Post, Stryker, Symantec, UBS, Vodafone

**Not-for-Profit Clients** European Commission, Federal Ministry for Family, Seniors, Women and Youth, Federal Employment Agency, Evangelisches Diakoniewerk Gallneukirchen, IOM, Heinrich Böll Foundation

**German Clients** Allianz, Bayer, Bosch Engineering, Commerzbank, Deutsche Bank, Deutsche Post World Net, Deutsche Telekom, Elite MediaNet, E.ON, GEA Group, Henkel, Infineon, Merck, RWE, T-Systems, Volkswagen AutoUni, Volkswagen Bank

## ■ Profile Michael Stuber (Owner)

- ♣ Researcher, author
- ♣ Consultant, speaker
- ♣ Industrial Engineer



## ■ Expertise [www.michael-stuber.biz](http://www.michael-stuber.biz)

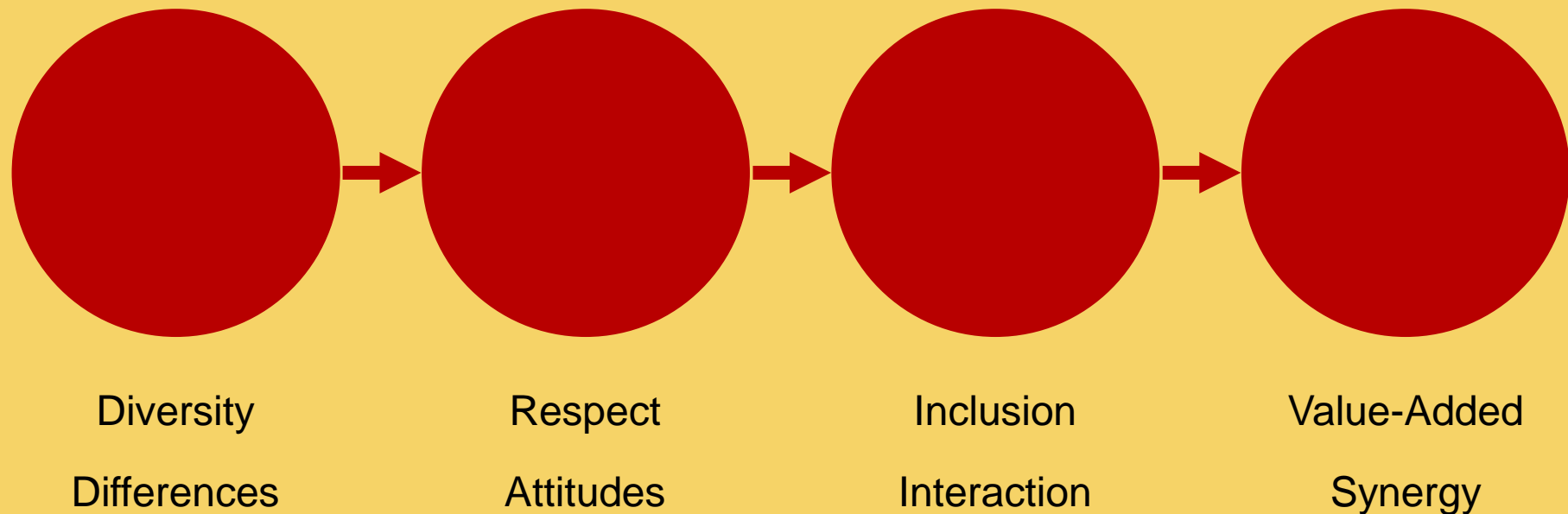
- ♣ 20 years of international experience
- ♣ Change & organisation development
- ♣ Leadership & management development
- ♣ Marketing & communication
- ♣ Age, gender, culture, work/life integration,...

# Overview

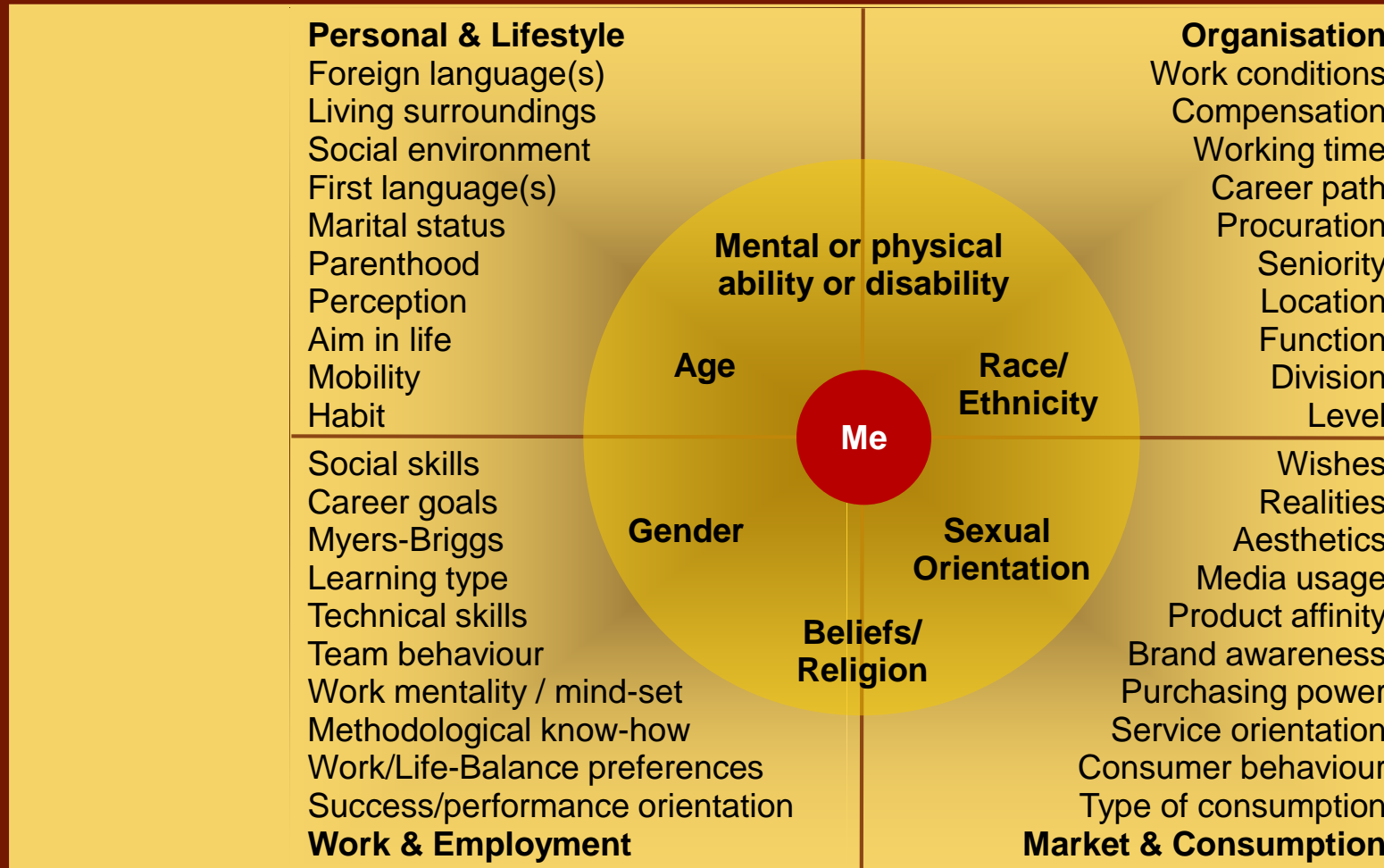
- **What is the Propelling Potential Principle?**
- **What is the importance of Diversity & Inclusion?**
- **Why is D&I a necessity?**
- **Why should companies be aware of D&I?**
- **How is D&I successfully implemented?**
- **Which concrete approaches make D&I a driver for success?**
- **What are the advantages and disadvantages of D&I?**

## What is the Propelling Potential Principle?

**The Propelling Potential Principle uses D&I systematically through consciously valuing and pro-actively including differences and similarities of people for the advantage of all parties**



# The diversity of Diversity



## What is the importance of D&I?



# D&I and the key strategic themes of corporations

## ■ Corporate Challenges – now and in the future

- European Integration & Enlargement
- Globalisation
- Organisational change and complexity
- Complex organisation structures
- M&A, strategic alliances
- Shorter innovation cycles
- Shareholder Value (pressure on costs and productivity)
- Brutal competition
- Differentiation - in search of profiles

## ■ Diversity relates directly to all those trends!

# D&I and the key strategic themes of SMEs

## ■ Corporate Challenges – now and in the future

- Internationalisation
- Ensuring and increasing success through investment in employees and markets
- Focus on employees as individuals rather than business resource only
- Skilled labour and managers
- Succession (family owned, external, through company sale)
- Corporate and shop floor management (flexible and personal contact)
- Corporate culture as a competitive edge
- Salary policies (performance-based)

## ■ Diversity, Individuality and Inclusiveness relate directly to all these trends!



# Why is D&I a necessity?



# Business Case for Diversity & Inclusion

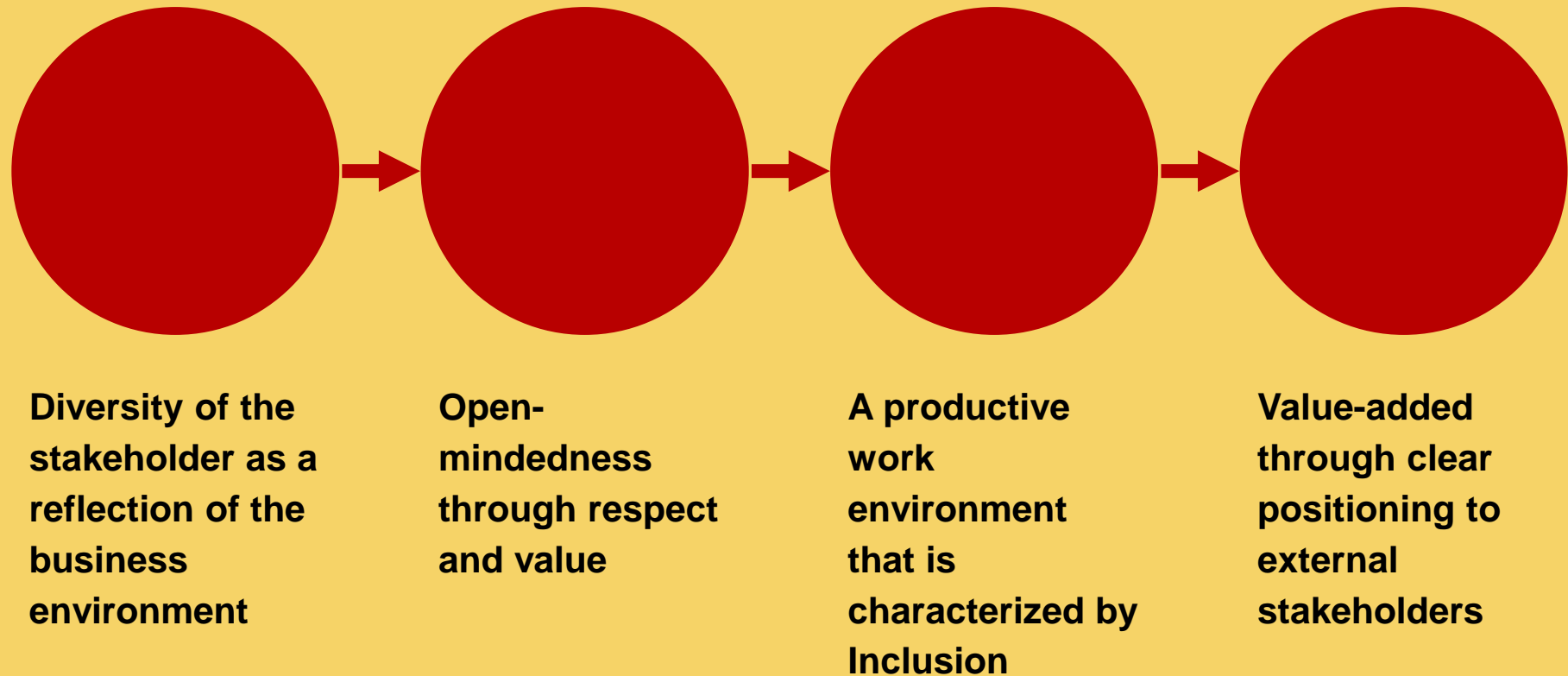
## ■ Our services:

- A downloadable Business Case Presentation
- [www.european-diversity.com/resources](http://www.european-diversity.com/resources)
- <http://www.european-diversity.com/downloads/Diversity-Business-Case-EN.pdf>

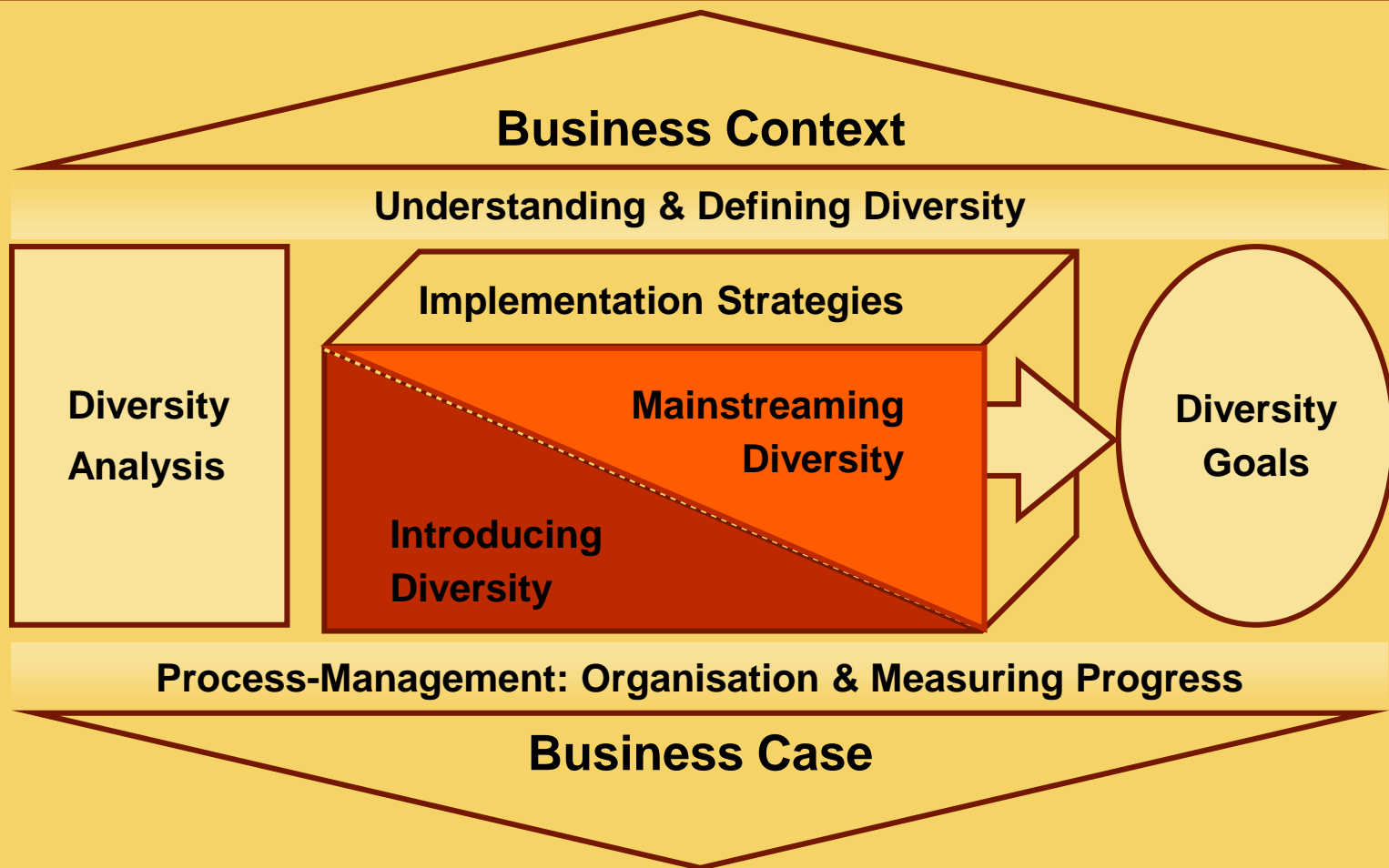
## ■ Our study:

- International Business Case Report (IBCR)
- 90 robust, empirical studies – each summarized on on single page
- 135 pages – pdf format – 370 Euro (plus VAT if applicable)

## The goal and objectives of the Propelling Potential Principle



# How is D&I successfully implemented?



## Basics of Implementation (1/2)

- **Business-Context: Connection between Diversity and the core business**
  - Vision and mission statement (values), corporate goals and strategies, challenges and key issues
- **Understanding Diversity: Definitions and Paradigms**
- **Diversity Goals: Description of the Goal system**
  - Goals and Objectives
- **Diversity Analysis: Review of the situation**
  - Demographic analysis of diversity at the company, analysis of the culture in the company and the workplace, external Diversity analysis of markets, customers, image and position

## Basics of Implementation (2/2)

### ■ **Business Case: Benefits of Diversity**

- The strategic added value of Diversity (cf. Business-Context)
- The costs of ignoring Diversity (Push-Factors, cf. slide 8)
- The achievable Business Benefits and costs (Pull-Factors, cp. slide 23)

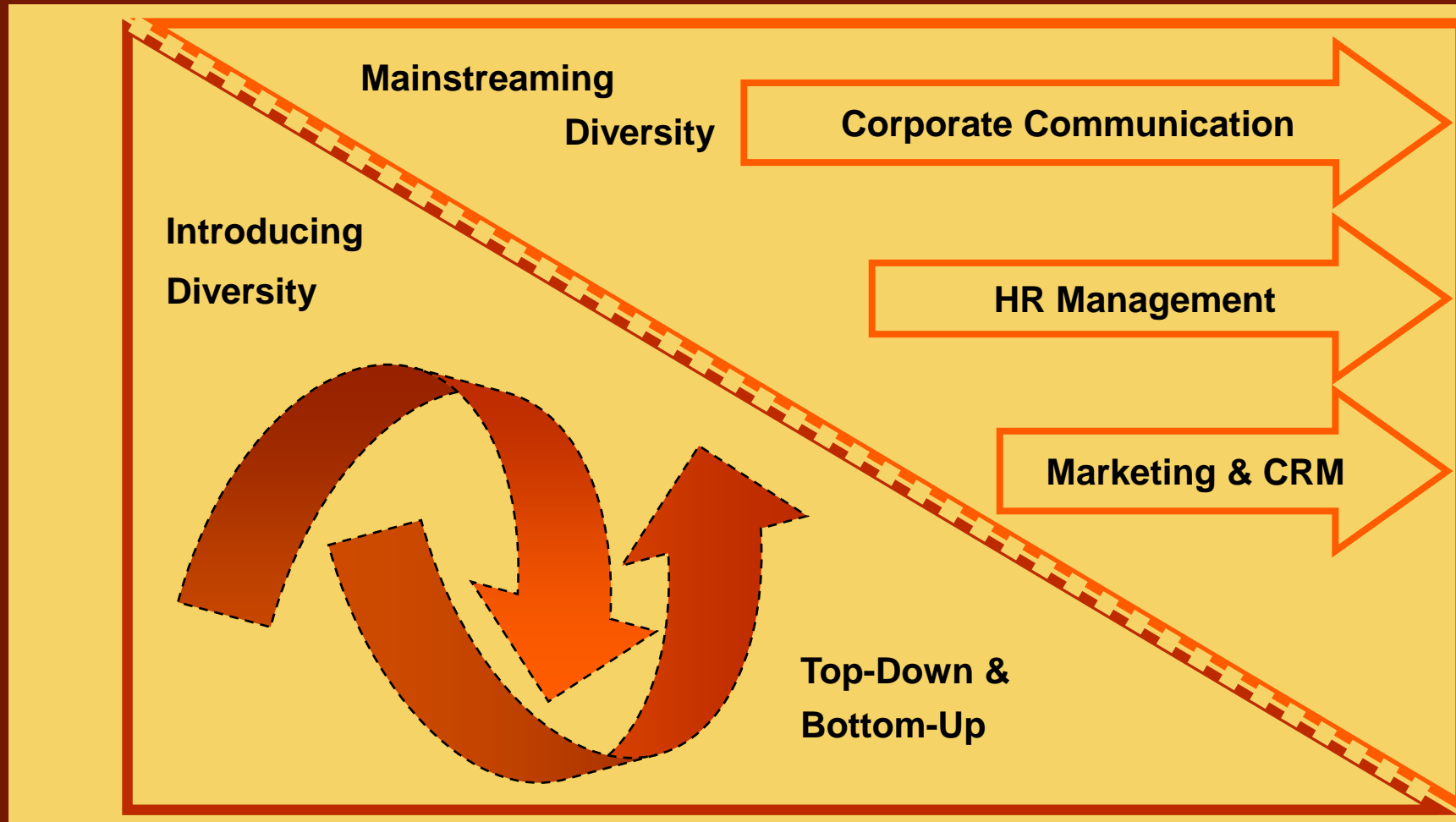
### ■ **Strategy design: Identification of effective approach**

- Models and approaches: tactical analysis, model of phases, approach of promoters or identification of key activities

### ■ **Process-Management: Organisation & Measuring Progress**

- Responsibilities and interfaces, milestones and achievement of the goals

# The Implementation of D&I



## Introducing D&I (1/2)

### ■ Top-Down

- Extended vision statement
- Policies
- Accountability for action (score cards)
- Pilot projects with involvement of the Top-Management (Sponsor, Champion)
- Statements of management and other forms of communication
- Awards
- Training of management



## Introducing D&I (2/2)

### ■ Bottom-Up

- Communication with employees  
(wide communication with feedback possibilities)
  - Posters, brochures, flyers, employee journal
  - Corporate TV, Intranet
  - Discussion groups, hotline
- Employee networks
- Trainings (Awareness Training and Skill-Building Training)
- Mentoring

# Mainstreaming D&I (1/3)

## ■ Corporate Communication

- Internal (employee) Communication
  - Topics, corporate imaging
  - Rules of internal language
- Public Relations
  - Product and corporate PR
  - Sustainability (Sponsoring or promotion in connection with Corporate Social Responsibility)

## Mainstreaming D&I (2/3)

### ■ HR Management

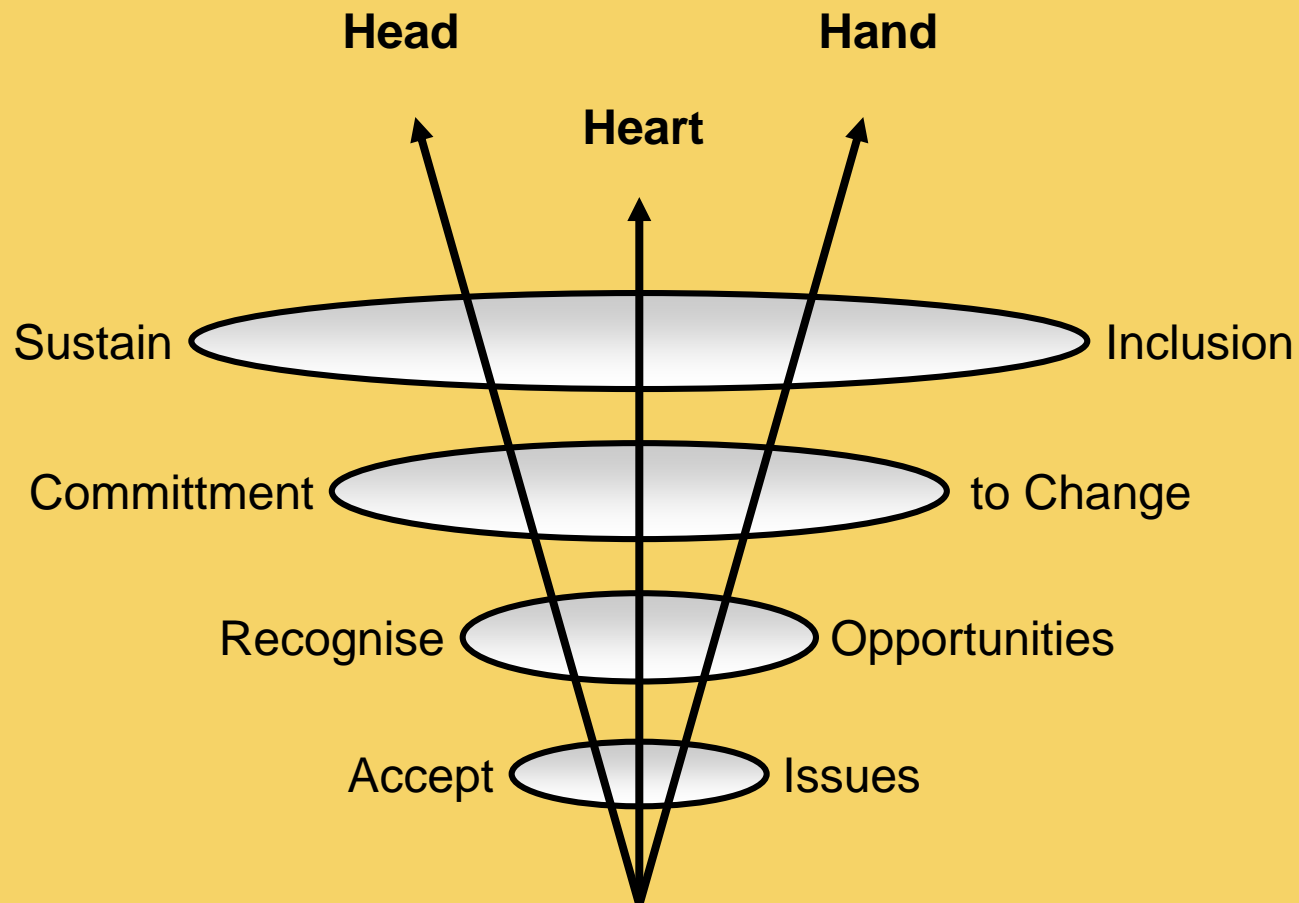
- Staff recruitment
  - Job descriptions, job posting, employer image marketing
  - Selection criteria and process
- Staff development
  - Career management
  - Training, further education
- Employment
  - Workplace, work time, employee development
  - Compensation & benefits
- Staff reduction

## Mainstreaming D&I (3/3)

### ■ Marketing & Customer Relationship Management Methods

- “Diversity”
  - Approaching the entire market, excluding predominantly existing stereotypes
- “P.C.”
  - Approaching the entire market in which diversity is explicitly used
- “Open & Comprehensive”
  - Approaching the entire market open-mindedly in order to implicitly address diverse customers

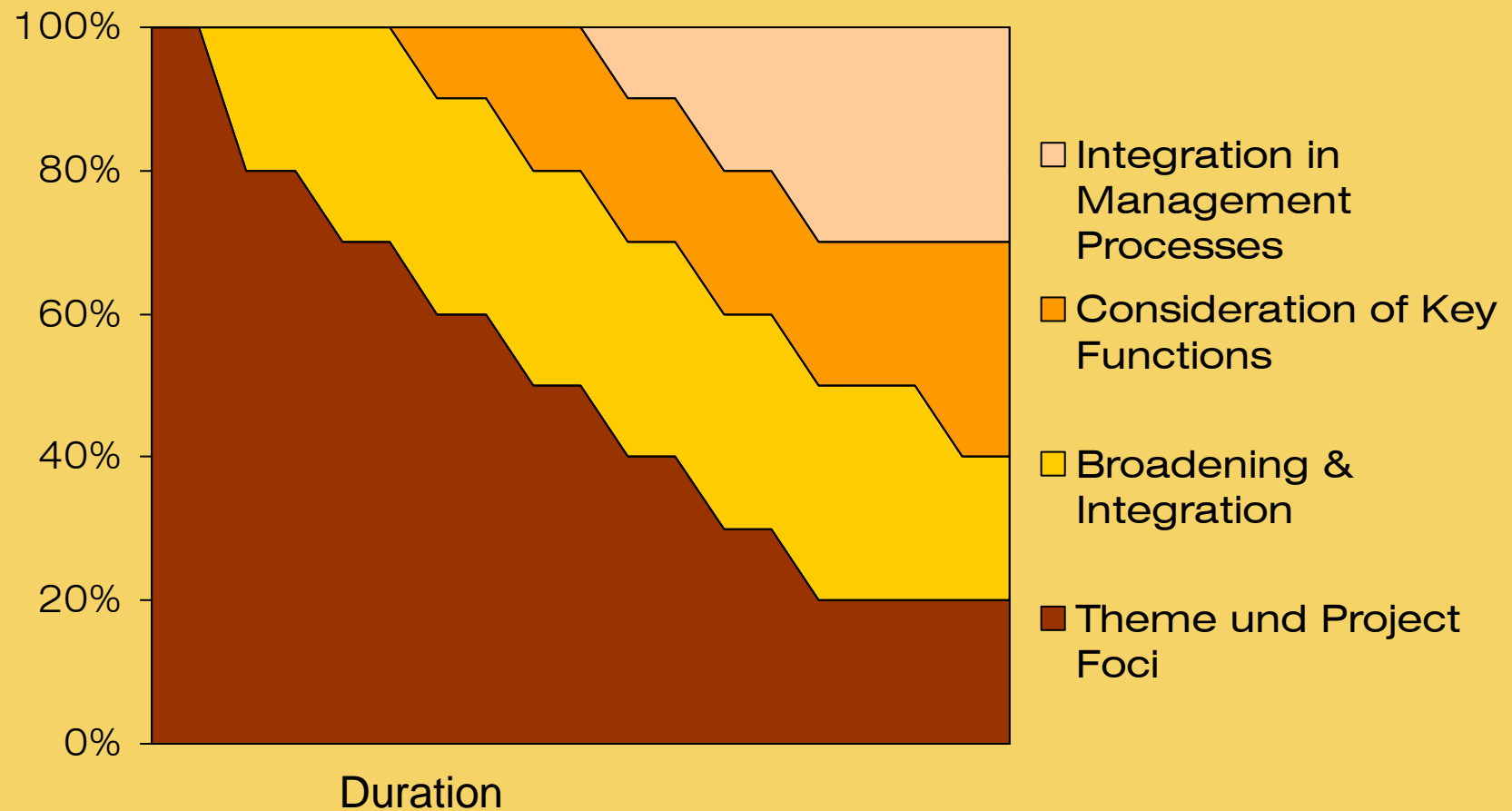
# D&I Implementation Strategies



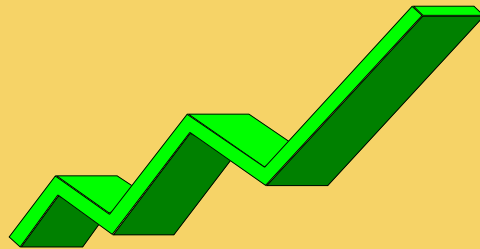
# Changing Phases and Approaches

	Head	Heart	Hand
<b>Accept Issues</b>	<ul style="list-style-type: none"> <li>• Connections to established activities, programs</li> <li>• Benchmarking</li> </ul>	<ul style="list-style-type: none"> <li>• Personal examples for discrimination / exclusion</li> <li>• Point out existing diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Business-Context</li> <li>• Diversity on the agenda at management meetings</li> </ul>
<b>Recognise Opportunities</b>	<ul style="list-style-type: none"> <li>• Inactive market and productivity potentials</li> </ul>	<ul style="list-style-type: none"> <li>• Training videos</li> <li>• Best Practice Examples</li> </ul>	<ul style="list-style-type: none"> <li>• Consider legal consequences</li> <li>• Reward Diversity successes (awards)</li> </ul>
<b>Commitment to Change</b>	<ul style="list-style-type: none"> <li>• Involvement in Diversity marketing</li> <li>• Team Diversity Workshops</li> <li>• Diversity recruiting</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance in networks, mentoring &amp; events</li> </ul>	<ul style="list-style-type: none"> <li>• Mandatory trainings</li> <li>• Cascade accountability for Diversity projects</li> </ul>
<b>Sustain Inclusion</b>	<ul style="list-style-type: none"> <li>• Diversity in (Business-) strategy</li> <li>• 360° feedback of Diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Learning labs</li> <li>• Direct complaint reporting</li> <li>• Job rotation</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Balanced score card</li> <li>• Diversity as leadership competence</li> </ul>

# Developmental Phases of D&I Implementation

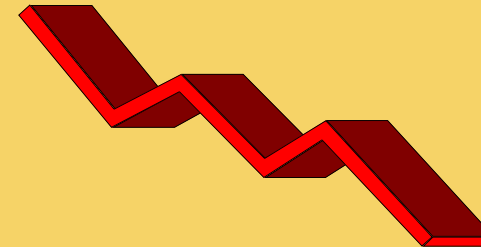


# The Do's and Don'ts of European Diversity



## ■ Do's

- ♣ Intensive work at all levels
- ♣ Differentiated strategy
- ♣ Visible engagement of top management
- ♣ Intensive communication & inclusion
- ♣ Projects that produce fast results along with long-term goals for optimal business benefits



## ■ Don'ts

- ♣ Focus on few differences
- ♣ No full-time position for Diversity implementation
- ♣ Use of quotas
- ♣ Marginal budgets
- ♣ Make Diversity only an HR matter



# Return on Investment (ROI): The Business Benefits of Diversity

External		Internal	
<b>Consumer Markets</b>	<ul style="list-style-type: none"> <li>■ Increased market share</li> <li>■ Easier entry to new markets</li> <li>■ Improved customer intimacy</li> </ul>	<b>Individual</b>	<ul style="list-style-type: none"> <li>■ Increased productivity (quantitative and qualitative)</li> <li>■ Improved morale, commitment</li> </ul>
<b>Shareholder</b>	<ul style="list-style-type: none"> <li>■ Enhanced rating</li> <li>■ Improved attractiveness</li> </ul>	<b>Inter-Personal</b>	<ul style="list-style-type: none"> <li>■ Improved team effectiveness and co-operation</li> <li>■ Easier integration of new staff</li> </ul>
<b>Labour Markets</b>	<ul style="list-style-type: none"> <li>■ Broader access to labour markets</li> <li>■ Improved employer image</li> </ul>	<b>Organisational</b>	<ul style="list-style-type: none"> <li>■ Increased openness to change (re-structuring, M&amp;A etc.)</li> <li>■ Enhanced effectiveness of complex organisation</li> </ul>
<b>Community</b>	<ul style="list-style-type: none"> <li>■ Improved public image</li> </ul>		