



Notes

Introduction – the Shift and Brands that change the world

To what extent are these shifts happening in your organization?

As private companies intersect with civil society organizations and governments to change the world they are also part of an eco system made up of talented and motivated people.

- To what extent will these companies and the power of their name and brand make them even tougher competitors for you in the war for talent?
- How do you position yourselves as being a more desirable ‘employer of choice’?
- How do you ensure you can generate innovation and creativity?
- How do you appeal to a younger generation who focus more on the WHY and HOW of a job than the WHAT.

Diversity and Why it Matters

Diversity is often seen as a Campaign, Cause, Turn off, Talk no action, Irritating, Not understood, To be tolerated, HR domain, Gender. Or a combination of some or all of the above.

How to turn the conversation around to focus on diversity meaning ‘difference’ and why companies should want to draw on those differences – welcome them, embrace them, harness them and celebrate them, as part of what enables a successful business and organization.

Despite signs of progress and an increasing body of research (McKinsey, Credit Suisse, Catalyst and many others) that demonstrate correlations and causal links between performance and gender balance in particular, the majority of organizations seem to be struggling to make a clear and compelling connection between their business strategy and how diversity plays an essential role in its execution.

McKinsey’s Diversity Matters report last year showed that companies in the top quartile for gender balanced leadership teams are 15% more like to have financial returns above their respective national industry medians. Companies in the top quartile of racial/ethnic diversity were 35% more likely.

<http://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters>

A study released by the Peterson Institute for International Economics in Washington and EY earlier this year showed 60% of the 21,980 firms in 91 countries had no female board members, over 50% had no female executives and less than 5% had a female CEO.

<https://piie.com/newsroom/press-releases/new-peterson-institute-research-over-21000-companies-globally-finds-women>

Defining Diversity

More than demographics – ‘diversity’ also includes a multitude of factors that influence who we are and how we work and interact with others, eg

- Demographics – Gender, Ethnicity, Geography, Generation
- Experiential attributes – Education, Business, Functional, Market
- Personal attributes - Personality, Interests, Values.

Essential to understand and harness these dimensions and attributes in ways that are appropriate for your organization, based on hard data and facts AND in a holistic way that links to your organizations ambitions, culture and operating environment.

All ‘people strategies’ (eg, recruitment, onboarding, training, development, performance management, reward, benefits, engagement, the way HR functions operate and etc) – are touched and influenced by diversity in relation to the people these strategies are designed for.

They are all inter-connected and need to work together smoothly.

Inclusion is essential

Diversity is about the dimensions, variables, numbers and statistics. Being diverse is not enough. It can be static.

Inclusion is about the effect and results – having an inclusive culture is makes the difference. It brings diversity to life.

It is essential to live and experience what you say. And it is equally essential to look at the language being used to make sure it is inclusive, eg gender-neutral role profiles etc.

Reference and examples of Inclusion Nudges – a concept, a book and examples of techniques that can help to change behaviour:

<http://inclusion-nudges.org/>

Measuring impact and outcomes – putting action into context

D&I should be seen as an essential business enabler and talked about as such

- It is not a separate stream of activity
- It is not something to be ‘delegated’ to HR (alone)
- It is the means keeps an organization and business moving smoothly on its strategic path to growth.
- It is as essential to an organization as oil is to an engine

And it can enable you to make the SHIFT