

LET'S MAKE A DIFFERENCE

A Strategic Business Approach In a Global Context

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Overview

- What is European Diversity?
- Why is Diversity so important?
- Which goals are pursued by Diversity?
- How is Diversity implemented?
- Which concrete approaches make Diversity successful?
- What Benefits can be reaped through Diversity?

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The diversity of Diversity

<p>Personal & Lifestyle</p> <ul style="list-style-type: none"> Foreign language(s) Living surroundings Social environment First language(s) Marital status Parenthood Perception Aim in life Mobility Habit 	<p>Organisation</p> <ul style="list-style-type: none"> Work conditions Compensation Working time Career path Procurement Seniority Location Function Division Level
<p>Work & Employment</p> <ul style="list-style-type: none"> Social skills Career goals Myers-Briggs Learning type Technical skills Team behaviour Work mentality / mind-set Methodological know-how Work/Life-Balance preferences Success/performance orientation 	<p>Market & Consumption</p> <ul style="list-style-type: none"> Wishes Realities Aesthetics Media usage Product affinity Brand awareness Purchasing power Service orientation Consumer behaviour Type of consumption

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What is Diversity?

Individual Perspective	Organisational Perspective
<ul style="list-style-type: none"> ■ Reality <ul style="list-style-type: none"> □ Diversity describes the phenomenon that people are in many ways different – and in some ways similar („diversity“) ■ Mindset <ul style="list-style-type: none"> □ Diversity embodies our attitude towards differences and our awareness of the impact that being different has on our daily interactions („valuing diversity“) 	<ul style="list-style-type: none"> ■ Management Tool <ul style="list-style-type: none"> □ Diversity describes how an organisation improves its bottom line by actively acknowledging, valuing and fostering differences („managing diversity“) ■ Business Principle <ul style="list-style-type: none"> □ Diversity describes a new way of doing business that is based on recognising that the uniqueness of every stakeholder is key („Diversity & Inclusion“)


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The Strategic Importance of Diversity



Respond to and manage macro-economic & business trends



Avoid the costs of inaction by anticipating societal changes



Reap benefits from managing Diversity

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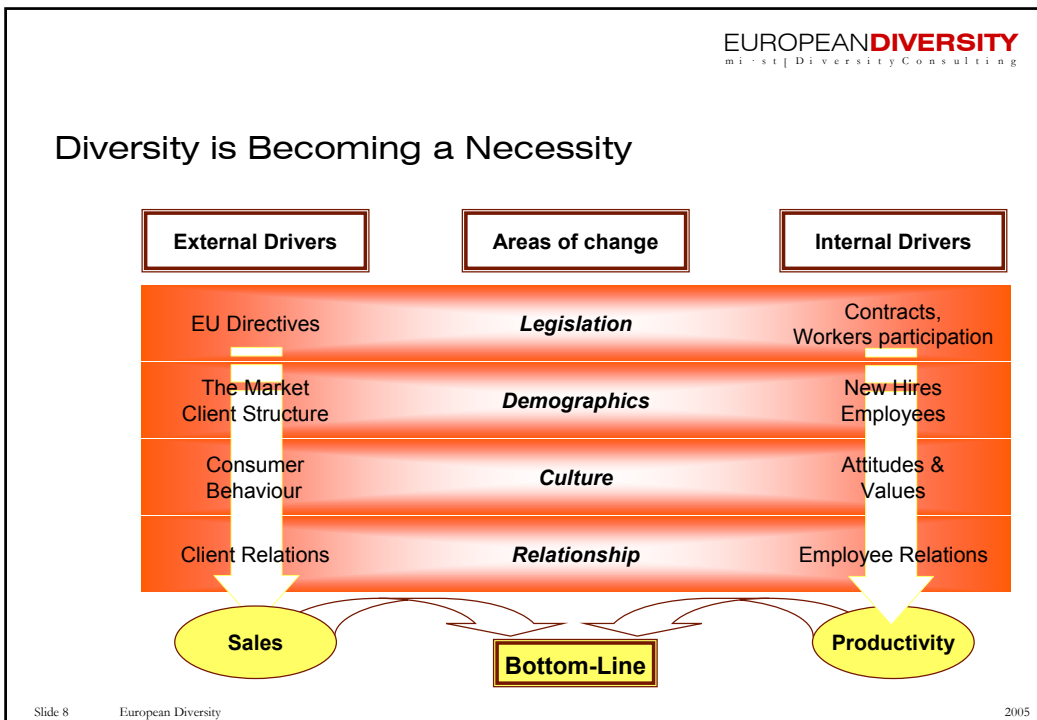
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Diversity - A Close Cousin to the Changing Business Landscape

- **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!**

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Business Case für Diversity

- Our Service for you:
A Business Case Presentation to download
- www.european-diversity.com
Service/ Business Case Europe
- Direct web link
<http://www.mi-st.de/download/Diversity-BusinessCase-EN.pdf>

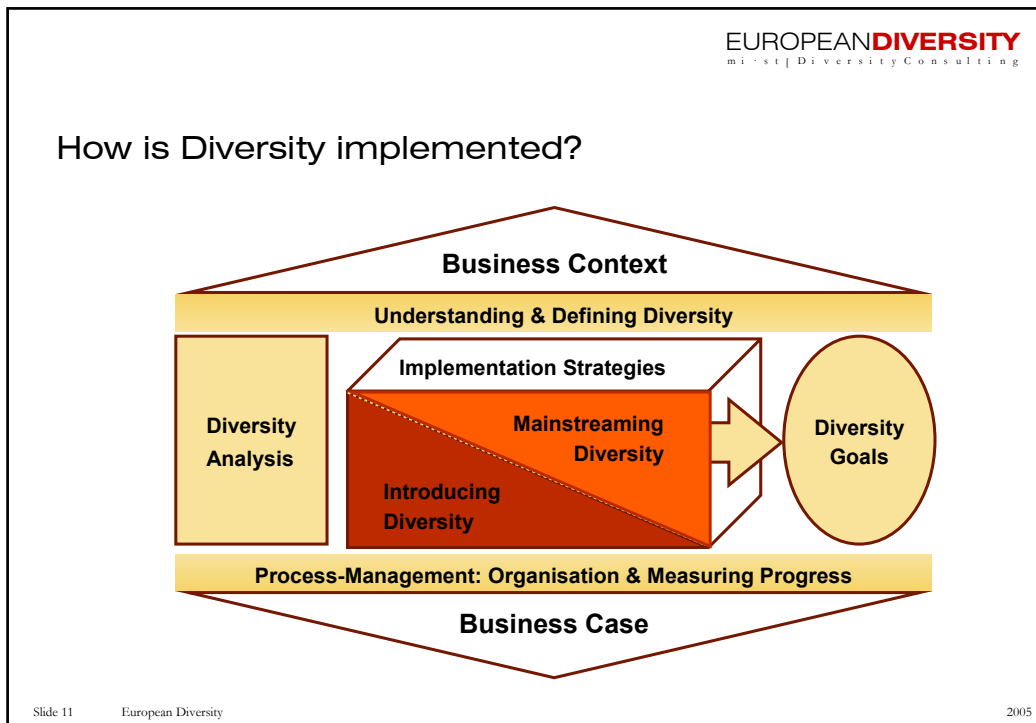
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Which Goals are Pursued by Diversity?

- **Diversity of Stakeholders mirrors the diversity of business environment**
 - Have a diverse workforce, diverse shareholders and diverse customers all of which reflect the overall diversity of society / the market
- **Productive work environment provides the base for success**
 - Have a corporate culture in which each employee is valued as a unique individual and can utilise all potential to the fullest,
- **Clear image position as a link to external stakeholders**
 - Have a reputation to be leading in Diversity from relevant communities

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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

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Realisation of Implementation

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Introducing Diversity (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

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Introducing Diversity (2/2)

■ Bottom-Up

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

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Mainstreaming Diversity (1/3)

■ Corporate Communication

□ Internal (employee) Communication

- Topics, selection of pictures
- Rules of internal language

□ Public Relations

- Product and corporate PR
- Sustainability (Sponsoring or promotion in connection with Corporate Social Responsibility)

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Mainstreaming Diversity (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, working time, employee development
- Compensation & Benefits

□ Staff reduction

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Mainstreaming Diversity (3/3)

- **Marketing & CRM**
 - approach 1 „diversity“
 - Approaching the entire market excluding predominantly existing stereotypes
 - approach 2 „p c“
 - Approaching the entire market in which diversity is explicitly used
 - approach 3 „open & comprehensive“
 - Approaching the entire market open-mindedly in order to implicitly address diverse customers

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Diversity Implementation Strategies

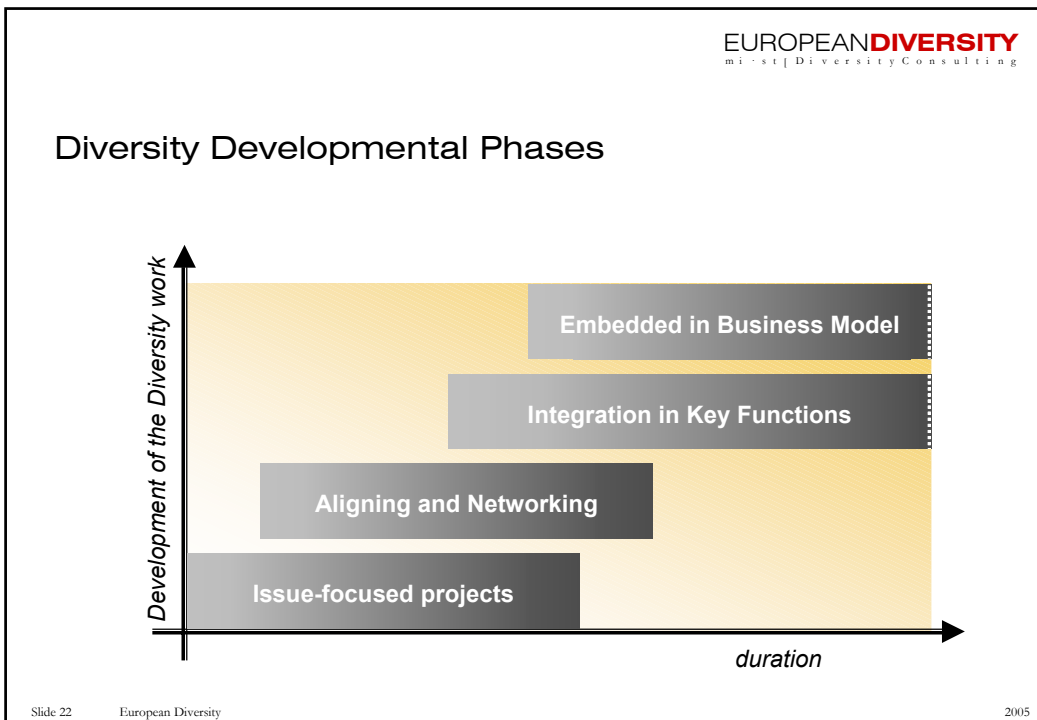
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Change Phases and Approaches


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

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The Do's and Don'ts of European Diversity



■ Do's

- Intensive work at all levels
- Differentiated Strategy
- visible engagement of the top management
- Intensive Communication & Inclusion
- Early quick wins to ensure a long term perspective



■ Don'ts

- Focus on a few differences
- No full time job for the Diversity-Implementation
- Use of Quotas
- Marginal Budgets
- exclusively an HR programme

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The Business Benefits of Diversity

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

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Our Background Fits Diversity

- Expertise
 - Multi-disciplinary degree
 - 12 years+ pan-European and EU experience
 - 8 years+ work on minority/Diversity employment issues
 - HR/OD and marketing / communication background
- Networking
 - Media, specialist events, Universities, NGOs
 - European and Global Consulting partner networks
- Completed projects include
 - Strategic (re-)alignment / positioning of Diversity
 - Business cases / research (D, EU)
 - Diversity project & strategy development
 - Diversity communication: brochures, Intranet sites, Internet sites, management presentations
 - Events for employees, managers
 - European network management
 - Diversity training
 - Marketing & recruitment
 - Non-profit & public sector Diversity