

mi-st Consulting

Michael Stuber
Diversity Management
& Marketing Services

GLOBAL DIVERSITY

In the Workforce

Corporate Practices in Europe

by Michael Stuber

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The Grand, Amsterdam

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European Diversity Management and Marketing Services



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- Successful projects completed
for clients such as

- Deutsche Bank, Ford, Kraft Foods,
Hewlett-Packard, Motorola
- NGOs & Public Sector

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Introduction

■ Survey Design

- 60 potential participants identified by Internet / Press research, Networking, relevant contexts
- 1st round November 2000, 2nd round May 2001
- Total of 20 respondents (10 US-owned, 10 European)
- 12 pages questionnaire, follow-up telephone interview, emails, reviews of information material / literature

■ Participants

- Air Products Europe, Air Rianta, American Express Europe, Bausch & Lomb, British Airways, British Telecom, Cable & Wireless, DuPont Europe, Ford of Europe, GE Plastics Europe, General Motors Europe, IF / Skandia, Kraft Foods Europe, Lucent Technologies Europe, Deutsche Lufthansa, Procter & Gamble Europe, Sara Lee / DE, Royal Dutch Shell, Telia, Virgin Retail

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Table of Content (Overview)

- Understanding Diversity
- The Business Case
- Aims, Strategies & Change
- Organisation & Evaluation
- Mainstreaming Diversity
 - HR
 - Marketing & Sales
 - Corporate Responsibility
- Successes & Perspectives

■ How to read the slides:

- The top-down order reflects the overall survey result (ranking)
- The colours show whether criteria were given very strong (green) or very little importance (orange)
- Red stands for "not at all mentioned"
- US+ or US++ indicates that American companies put much greater emphasis on this item than their European peers

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Defining Diversity

- Differences (many or all)
- Business nexus, economic rationale
- To be inclusive, to value, to respect
- Individuality, uniqueness
- Business attitude, way of doing business
- Part of managerial tool-kit

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Dimensions of Diversity

- Gender
- Race/Ethnicity
- Disability
- Age
- Sexual Orientation
- Religious Beliefs

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Dimensions of Diversity

- Work style
- Education
- Parental status
- Lifestyle
- Language(s) (Eu ++)
- Organisational dimensions (50 %)

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The Business Case (I): Macro-Economic / Business Trends

- Ongoing organisational change
- International shifts
- Strategic necessity
- Increased M&A
- Technological innovation
- Productivity, cost, markets, shareholders

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**The Business Case (II):
External Drivers - Demographics**

- Changing Role of Women
- Potential of ethnic minorities
- Ageing of society
- Changing impact of disabilities
- Increasing religious diversity
- Visibility and pride of homosexuals

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**The Business Case (II):
External Drivers - Culture**

- Values of the young
- Strive for self-fulfilment, flexibility
- Alternative Lifestyles on the rise
- Changing values, roles
- More single parents
- Smaller households

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**The Business Case (III):
Expected Business Benefits - External**

Access to labour markets (EU+) *

Customer intimacy (US+)

Enhanced employer image (EU+)

Entering new markets

Increasing market share

Improved investor relations, ratings

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**The Business Case (III):
Expected Business Benefits - Internal**

Improved team effectiveness

Increased individual productivity

Improved morale (US+)

More openness to change (EU+)

Effectiveness of complex organisation

Better integration of new staff

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Aims: What Companies are Trying to Achieve with Diversity

To have a diverse workforce

To have an inclusive environment

Workforce to reflect customer base

To have a Diversity image / reputation

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An Approach to Change

Addressing the Head

Data, survey results

Addressing the Heart

Training, workshops, mentoring

Addressing the Hand

Policies, accountability

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An Approach to Change

EU: Divisional & National

Buy-in from businesses, managers

US: Divisional & Functional

Differences in Europe

Spreading Ownership, Ensure Commitment (I): Involving Individual Employees

Networks, special issues (US)

Feedback structures, participation (EU)

Training

Spreading Ownership, Ensure Commitment (II): Holding HR Accountable

Reviewing and aligning HR systems

Provide support / guidance

Monitoring (data) (US)

Spreading Ownership, Ensure Commitment (III): Holding Management Accountable

Training

Score Cards

Feedback, Meetings, Councils

Spreading Ownership, Ensure Commitment (III): Holding Senior / Top Management Accountable

Target setting (US+)

Training (US+)

Diversity Statements (US ++)

corporate publications

Electronic media

In presentations

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Press, PR

X

Internet

T

Brochures

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Communicating Diversity

Intranet (US+) **Newsletter, Mag**

Surveys **Networks (US+)**

Speeches **Posters**

Focus Groups **Leaflets**

Hotline / Office **Workshops**

Email **Stickers**

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Mainstreaming Diversity into Communication

Management speeches (US+)

Employee magazine (US+)

Intranet (US+)

Job postings

Business presentations (US+)

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Effective Communication Tools

- Mgt. speeches
- Intranet
- Employee mags.
- Meetings
- Bus. presentations
- Internet
- Advertising
- Employee networks
- Workshops
- Email
- Change Agents

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Organising Diversity

- Global / regional (US+) D-managers
- Specialists for HR functions
- Specialists for implementation tool
- Marketing specialists
- Special interest / issues
- Consultants for businesses

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Organising Diversity

Structures used by US companies

Champions from HR

Employee networks

In-country councils

Regional managers

Structures used by Europeans

Champions from business units

In-business or cross-functional councils

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Measuring the Success of Diversity Work

Employee demographics

Employee satisfaction

Recruitment (employer) image

Public image

Specialists perception

Customer satisfaction

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Mainstreaming Diversity into HR (I): Recruiting

EU: reviewing & aligning systems

Special, targeted efforts (US+)

US: concrete (Diversity) recruiting goals

Mainstreaming Diversity into HR (II): (Personnel) Development

Schemes for specific groups (US+)

Concrete development training

Review & alignment of systems (EU+)

Mainstreaming Diversity into HR (III): Employee Relations - Work / Life Balance

Flexible scheduling

Leave policies (EU -)

Counselling support

Convenience programmes

Child / dependent care

Mainstreaming Diversity into Marketing/Sales

Product development & market segmentation

targeted approaches | *integrated*

Advertising & sales

targeted campaigns | *'engraved'*

CRM & Customer Care

Languages, reasonable accommodation ...

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Community / Society Relations Corporate Social Responsibility

- Sponsoring Activities**
 - Culture, sports*
- Social / charitable work**
 - Gender, minorities, disadvantaged, medical*
- Mechanisms used**
 - Event, membership, donations, programmes*

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The Essence: Success Stories - Internal

- Leadership** **Councils**
- Business case** **Metrics**
- Training** **Awareness**
- Skill-building**
- Networking** **Mentoring**
- Special interest**

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The Essence: Success Stories - External

Labour market

Women & minority customers

Sponsoring, social engagement

Awards, events, (PR, networking)

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Perspectives: Future Aspects & Issues

Business rationale, businesses link

Customer focus

Diverse management

Cross-cultural / mixed teams

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Perspectives: Future Aspects & Issues

Spreading ownership,

linked to corporate values

National and local initiatives

Work/Life

(Western) European perspectives

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Reap Additional Benefit From This Survey:

- **Acquire a comprehensive understanding of the Diversity arena in Europe**
 - Get an in-house presentation of all results with commentary, concrete examples and learnings
 - Fee: 6 hours x 200 EUR / hour = 1,200 EUR + travel expenses
- **Re-position your Diversity work in the light of the survey results**
 - Get an assessment of your own Diversity strategy, approach and activities along with specific recommendations [initial input from your side needed]
 - Fee [max.]: 2.5 days x 1,600 EUR / day = 4,000 EUR + travel expenses

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Our Background Fits European Diversity

■ Expertise

- Multi-disciplinary degree
- 12 years+ pan-European and EU experience
- 7 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

■ Project examples

- Strategic re-alignment of Diversity
- Global Diversity brochure
- European business case
- European project development
- European Intranet Site and management presentation
- European network management
- Diversity marketing
- Diversity recruitment
- Non-profit use of Diversity
- Public sector Diversity:
Combat racism & intolerance

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Next Steps

- For more information on our services, please consult the presentation

- **“Implementing and Mainstreaming European Diversity - Value-added created by mi.st [Consulting”**
- available on request

- To receive your personal proposal, discuss any concrete project or simply get your questions answered

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