

LET'S MAKE A DIFFERENCE

A Strategic Business Approach In a Global Context

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- **Successul Projects completed for (partial list)** Air Products, Allianz, BP, Commerzbank, Deutsche Bank, Deutsche Telekom, Ford, Hewlett-Packard, Kraft Foods, Motorola, Siemens Power Generation, Symantec Volkswagen AutoUni, Volkswagen Bank & Non-Profit-Organisations



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Overview

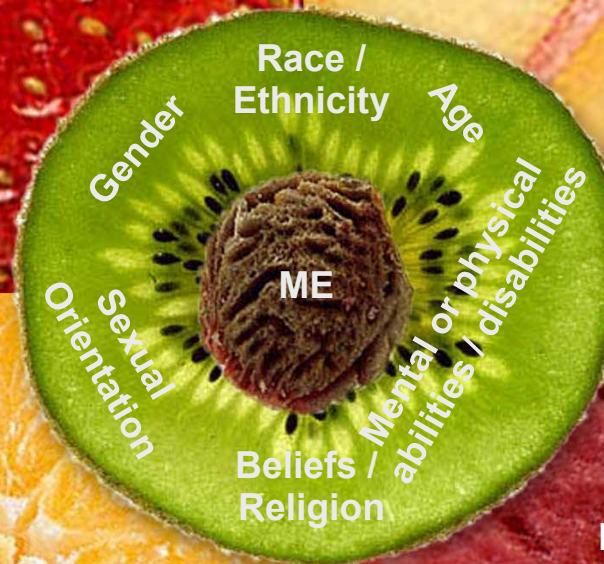
- **What is European Diversity?**
- **Why is Diversity so important?**
- **Which goals are pursued by Diversity?**
- **How is Diversity implemented?**
- **Which concrete approaches make Diversity successful?**
- **What Benefits can be reaped through Diversity?**

The diversity of Diversity

Personal & Lifestyle

Foreign language(s)
Living surroundings
Social environment
First language(s)
Marital status
Parenthood
Perception
Aim in life
Mobility
Habit

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
Work & Employment



Organisation

Work conditions
Compensation
Working time
Career path
Procuration
Seniority
Location
Function
Division
Level

Wishes
Realities
Aesthetics
Media usage
Product affinity
Brand awareness
Purchasing power
Service orientation
Consumer behaviour
Type of consumption
Market & Consumption

What is Diversity?

Individual Perspective

- **Reality**
 - Diversity describes the phenomenon that people are in many ways different – and in some ways similar („diversity“)
- **Mindset**
 - Diversity embodies our attitude towards differences and our awareness of the impact that being different has on our daily interactions („valuing diversity“)

Organisational Perspective

- **Management Tool**
 - Diversity describes how an organisation improves its bottom line by actively acknowledging, valuing and fostering differences („managing diversity“)
- **Business Principle**
 - Diversity describes a new way of doing business that is based on recognising that the uniqueness of every stakeholder is key („Diversity & Inclusion“)

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**

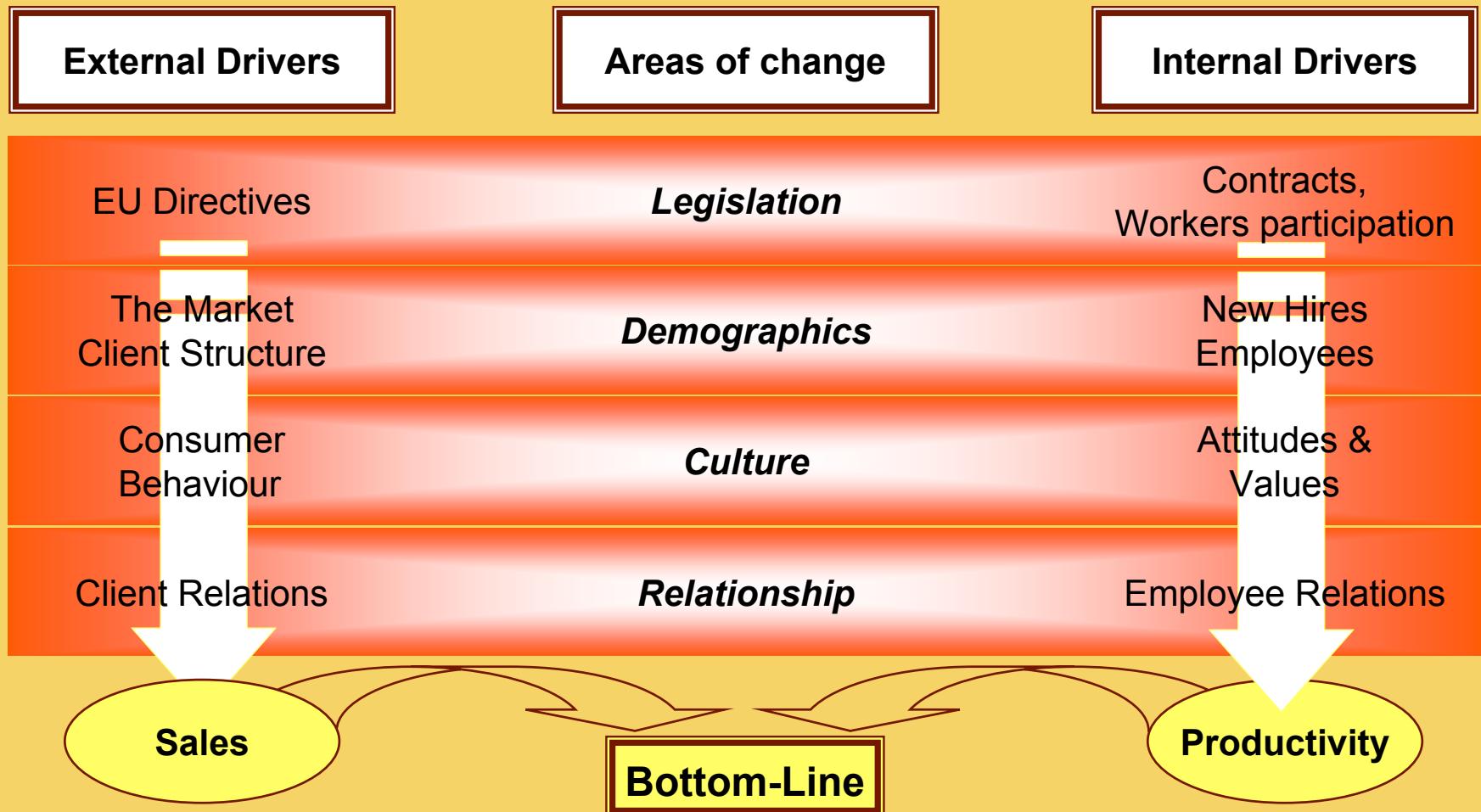
Diversity - A Close Cousin to the Changing Business Landscape

- **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!**

Diversity is Becoming a Necessity



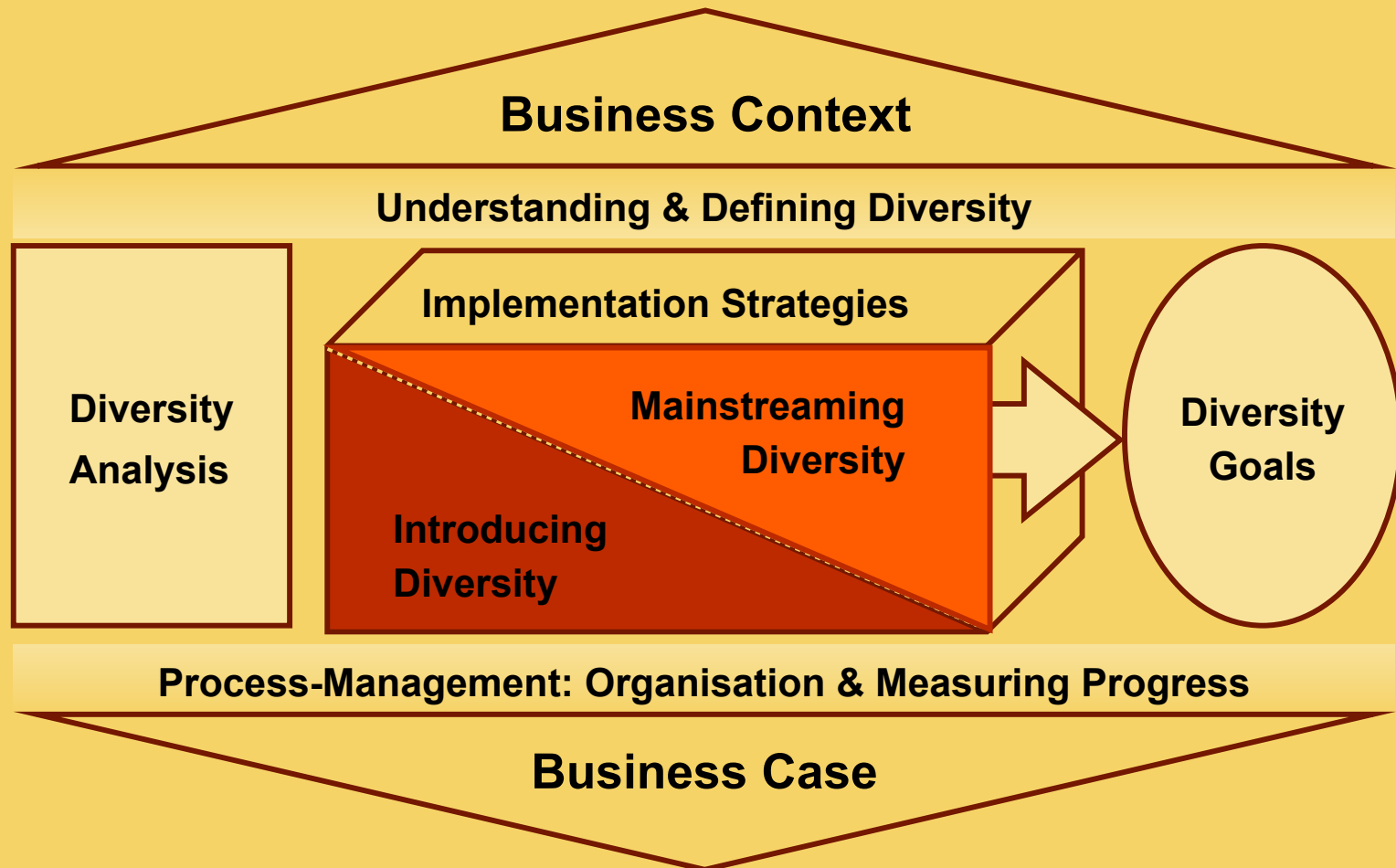
Business Case für Diversity

- 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>

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

How is Diversity 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)

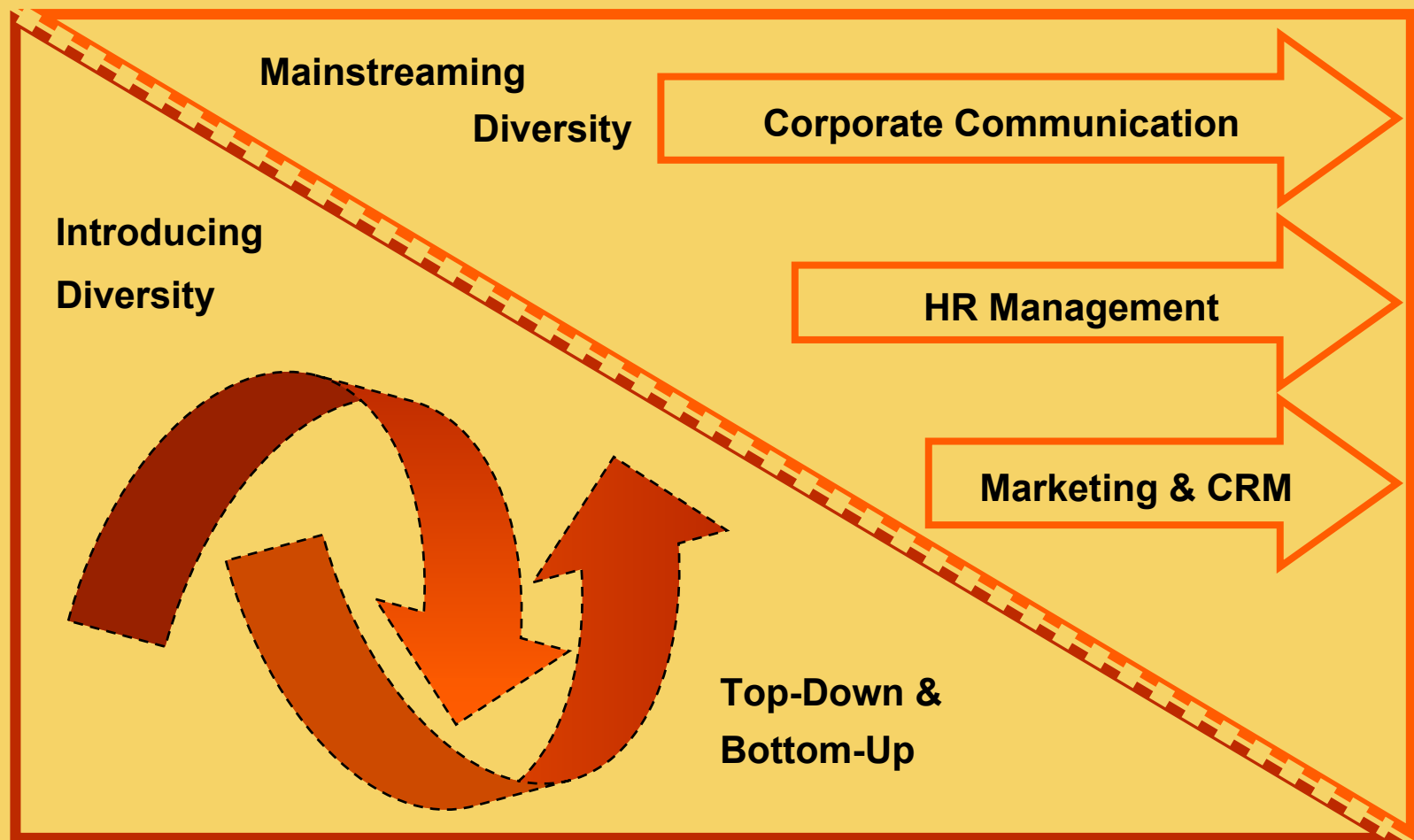
- **Strategy design: Identification of effective approach**

- 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

Realisation of Implementation



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

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

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)

Mainstreaming Diversity (2/3)

■ HR Management

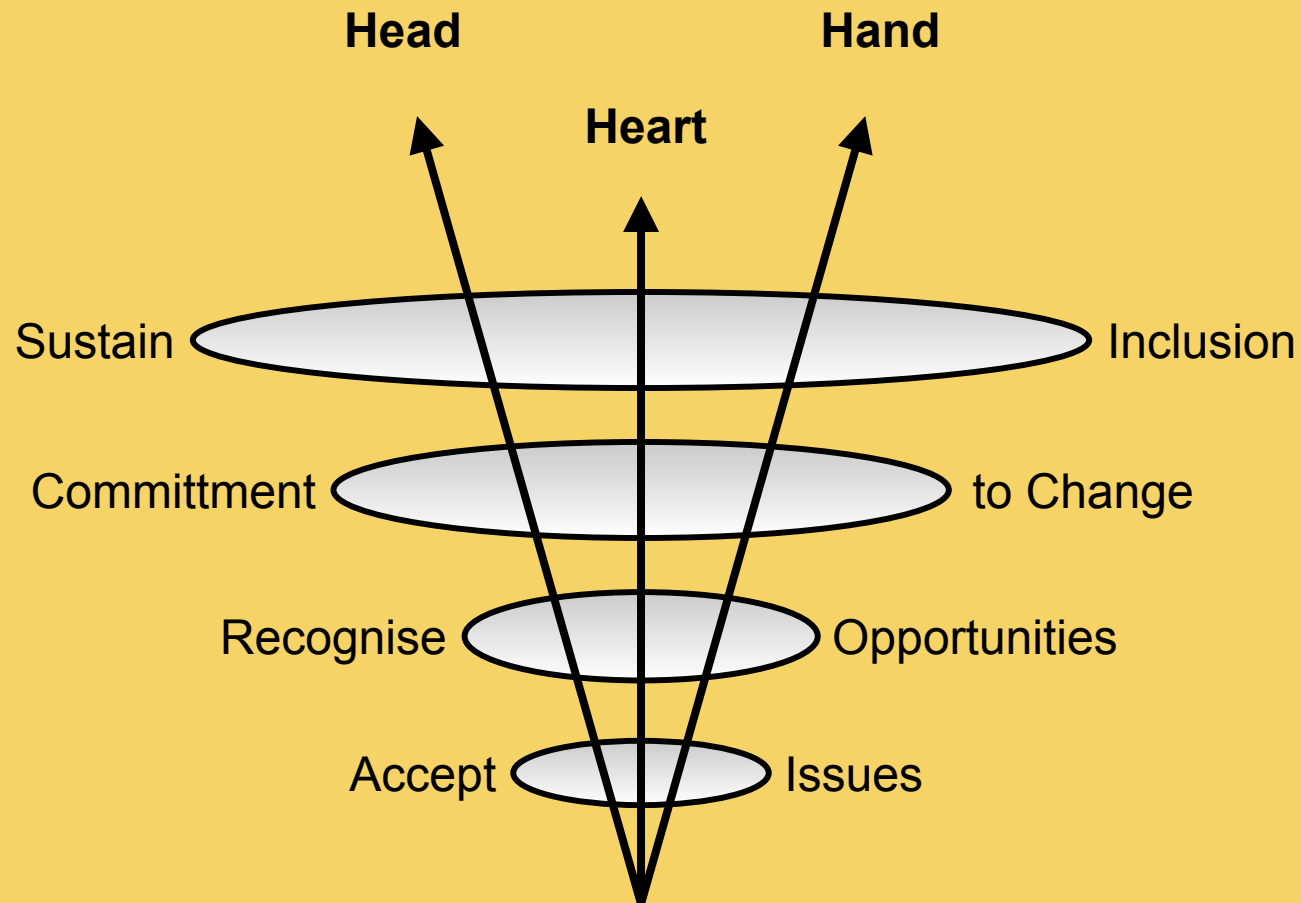
- Staff recruitment
 - Job descriptions, job posting, employer image marketing
 - Selection criteria and process
- Staff development
 - Career management
 - Training, further education
- Employment
 - Workplace, working time, employee development
 - Compensation & Benefits
- Staff reduction

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

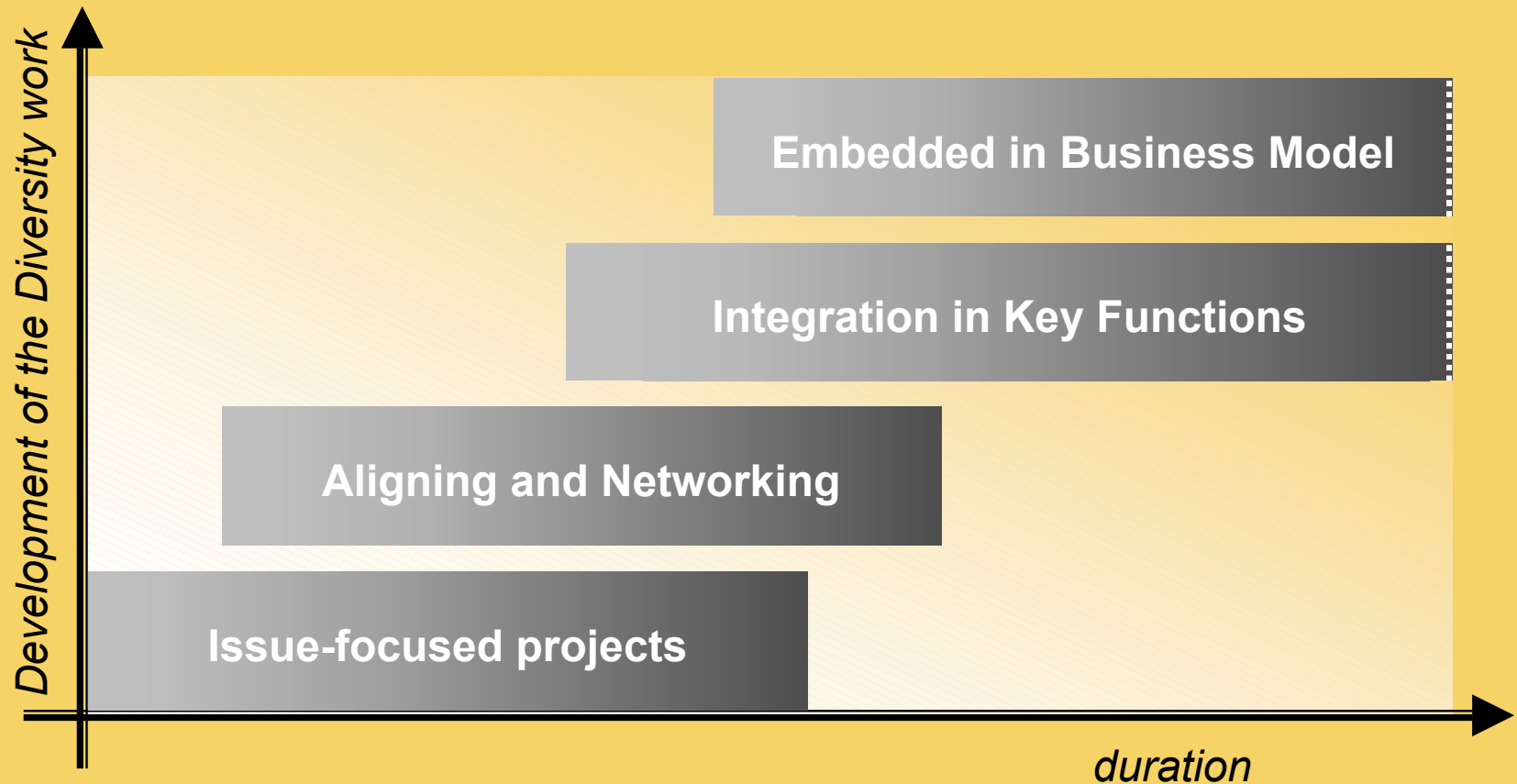
Diversity Implementation Strategies



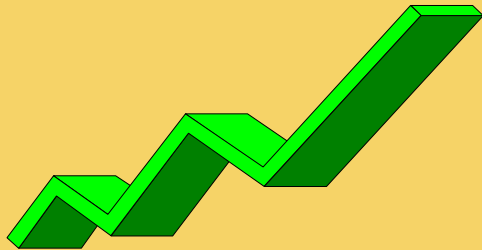
Change Phases and Approaches

	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

Diversity Developmental Phases

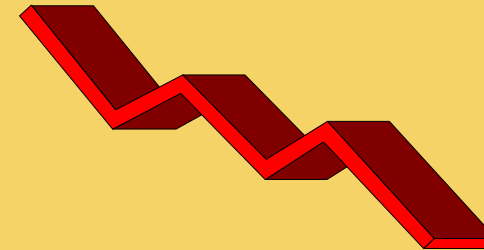


The Do's and Don'ts of European Diversity



■ 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

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 		

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