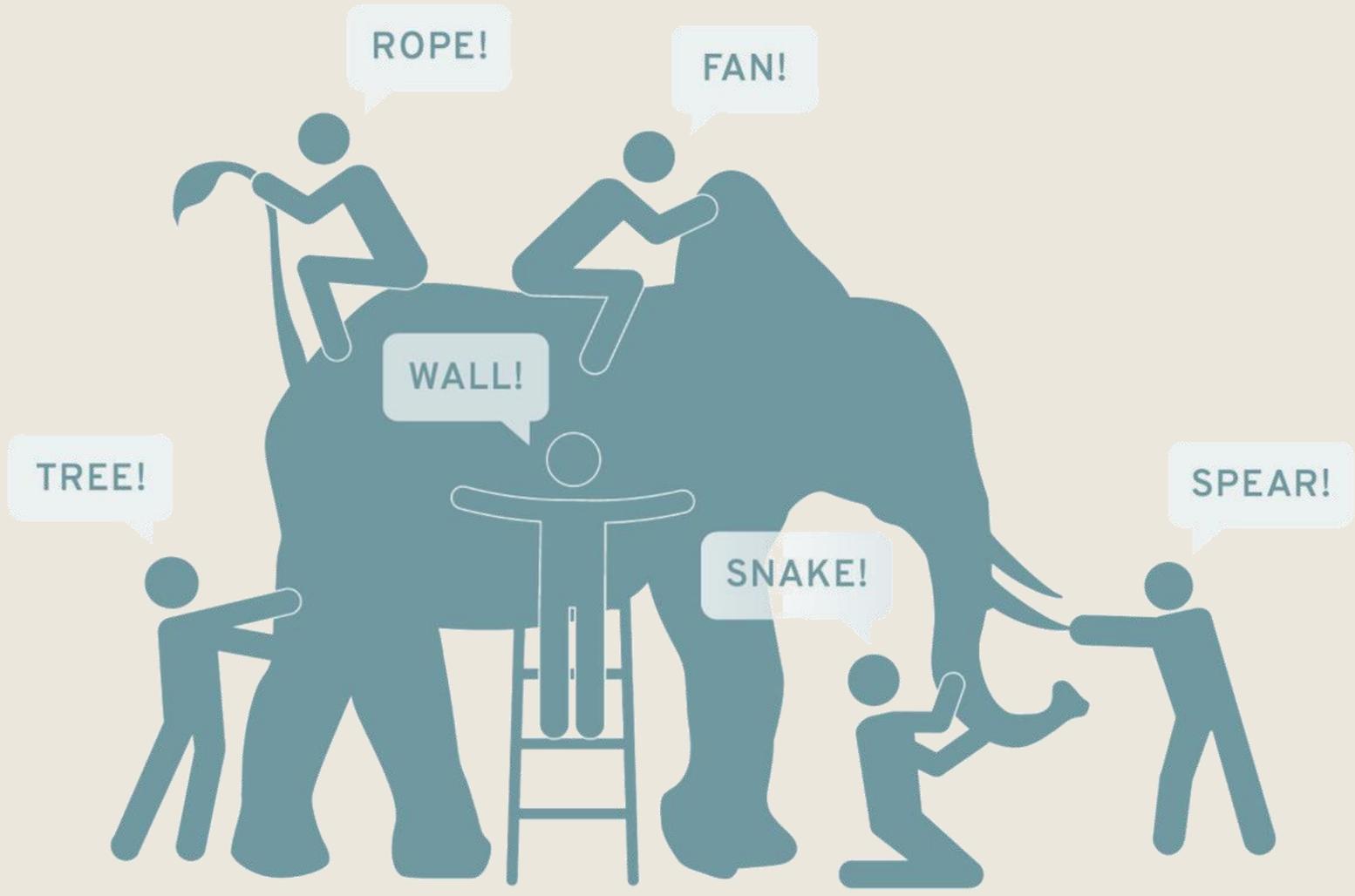# STAKEHOLDER PERSPECTIVES ON BAME PROGRESSION
GLOBAL EQUALITY & DIVERSITY CONFERENCE NOV, 2018

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Identity is central to individuals' and groups' attitudes and actions

- Answers the question "who am I?"
- Central to our:
  - *Attitudes*
  - *Perspectives*
  - *Behaviours*
- Influences:
  - *How we perceive others*
  - *How others perceive us*

Ethnic representation in senior leadership is a shared organisational goal

- There is a strong business case for ethnic diversity and representation

- Diversity is a strategic priority for most significant businesses in the UK

- Support for organisational goals relies on:
  - *Acknowledging the identities of key stakeholders/ groups*
  - *Identifying shared goals*
  - *Developing a valued and shared identity grounded in shared goals*
  - *Utilising shared identity to meet the organisational goal*

(Haslam, Eggins & Reynolds, 2003)

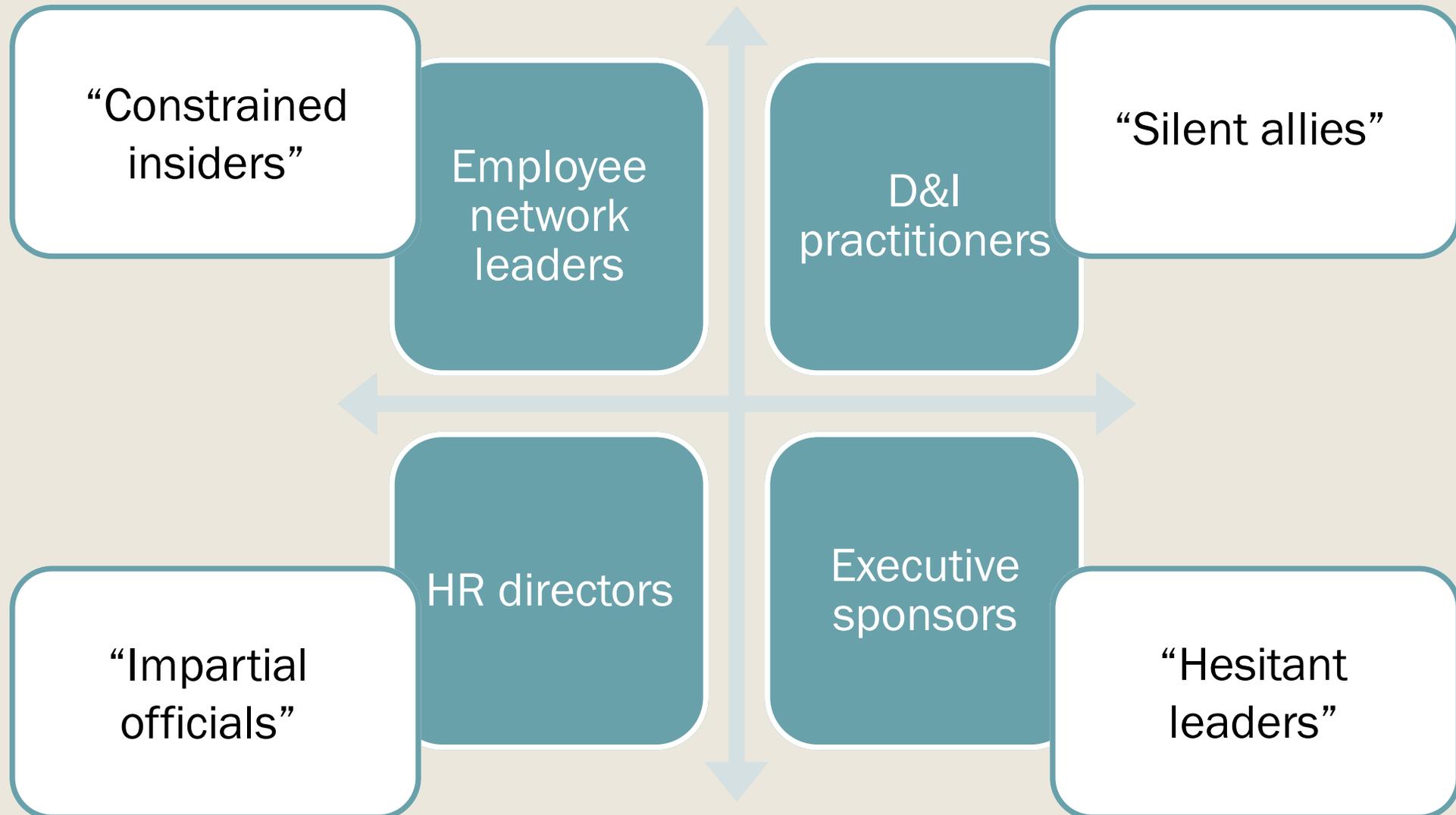# There are four primary "stakeholders"
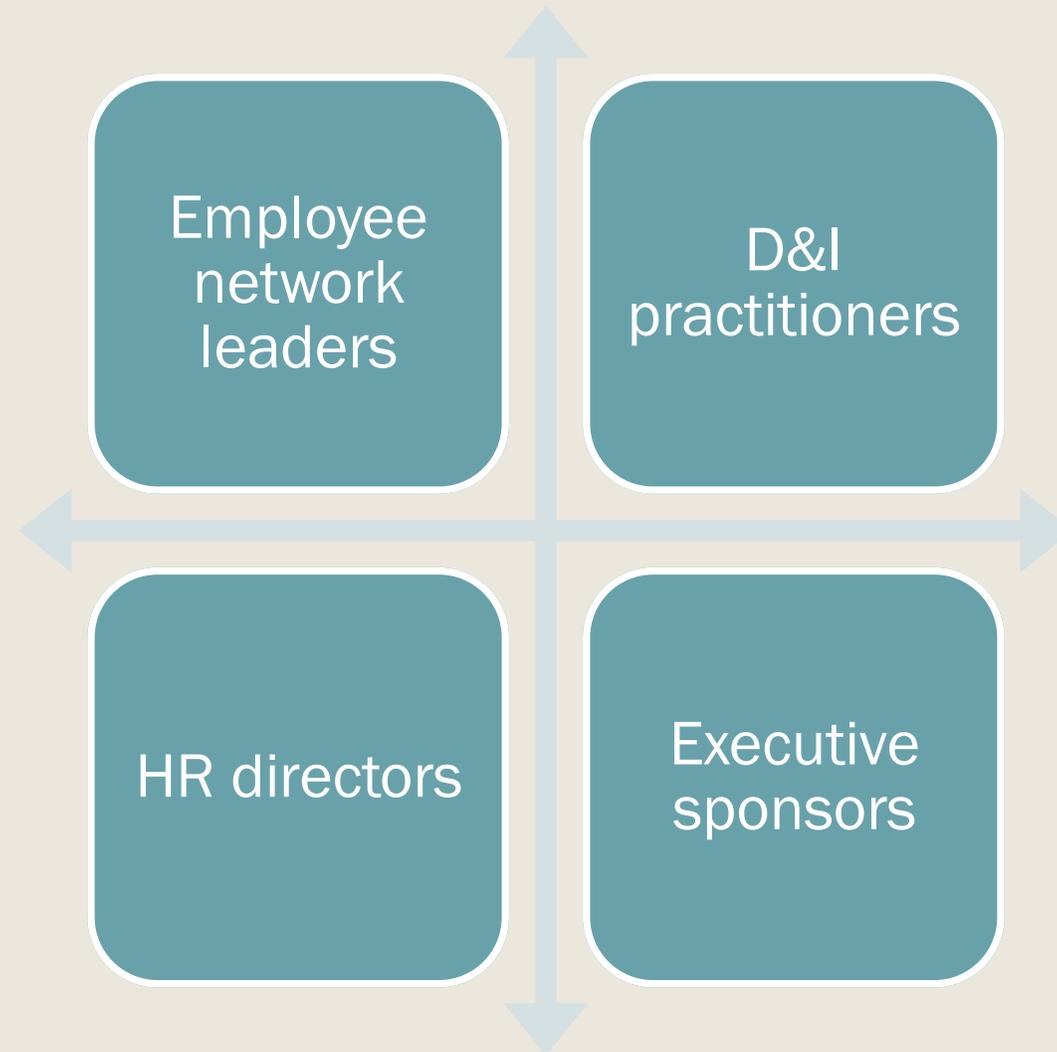
Methodology

- Four focus groups

- 60 individuals from across 35 blue-chip companies

- Focus group questions/ aims:
  - *What are the key challenges?*
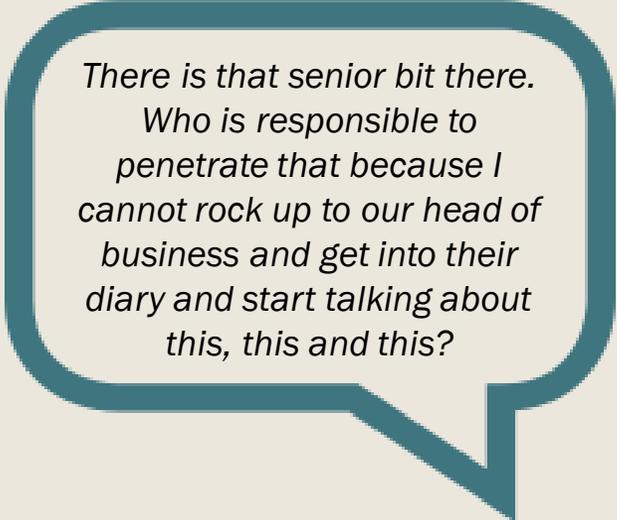 - *What is being done/ can be done?*

- Cue cards

- Online survey

Key findings

Key findings

"Constrained insiders"

Employee network leaders

D&I practitioners

"Silent allies"

HR directors

Executive sponsors

"Impartial officials"

"Hesitant leaders"

Employee network leaders as "constrained insiders"

There is that senior bit there. Who is responsible to penetrate that because I cannot rock up to our head of business and get into their diary and start talking about this, this and this?

- Sociodemographic identity
  - *Represent the "target" group through lived experience*
  - *Formal commitment to the cause leads to being a role model at a more junior level*
- Professional identity
  - *Limited resources and/or authority to make strategic progress*
  - *Rely on support of senior ethnic minority individuals who can identify*
- Concerned with:
  - ***Improving the everyday experience of ethnic minority people***

D&I practitioners as "silent allies"

I think, generally speaking, as diversity practitioners we shy away from having difficult conversations. If we cannot have the conversation, how are we expecting the business to have the conversation?

- Sociodemographic identity
  - *Often have a personal commitment to the cause (moral case)*
  - *Not always visibly identified as being allied to the moral case*

- Professional identity
  - *Concerned about presenting the business case*
  - *Balance being "change-makers" with meeting demands of the business*

- **Concerned with:**
  - ***Maintaining equilibrium***

HR directors as "impartial officials"

There's actually quite a well-worn business commercial argument for diversity inclusion at a very top level.
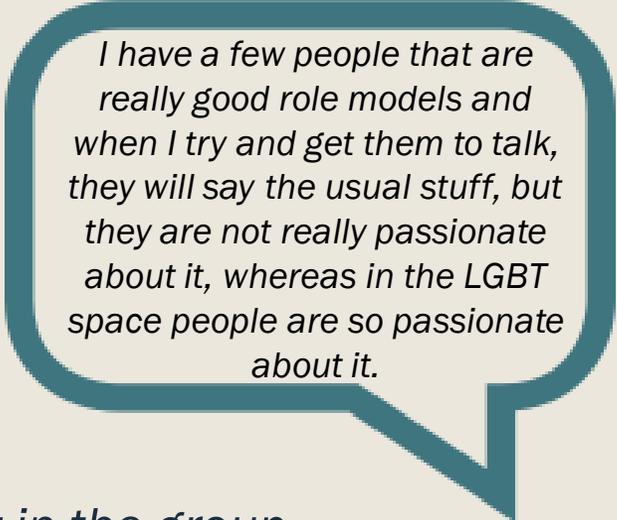
- Sociodemographic identity
  - *Perceive to be less relevant*
  - *Ethnic diversity is a business issue to be solved within HR remit*
- Professional identity
  - *Access to senior leadership and resources/ authority to make change*
  - *Concerned with the business case to "win" senior leadership over*
- **Concerned with:**
  - ***The business case***

Executive sponsors as "hesitant leaders"

> *I have a few people that are really good role models and when I try and get them to talk, they will say the usual stuff, but they are not really passionate about it, whereas in the LGBT space people are so passionate about it.*

- Sociodemographic identity
  - *Legitimacy to represent the group or personal investment in the group*
  - *Feel isolated as senior advocates, ethnicity is "risky" compared to other diversity strands*

- Professional identity
  - *Senior leadership perspectives on key challenges*
  - *Authority to make strategic progress*

- Concerned with:
  - *Gaining wider support from senior leadership*

Aligning stakeholder attitudes and action will progress BAME representation in senior leadership

- Supporting the organisational goal of BAME representation:
  - *Do you understand the unique and important identities of stakeholder groups?*
  - *Can you highlight how stakeholder group goals are shared?*
  - *Have you created a collective task force?*
  - *Can you realign group goals to organisational goals?*

Case studies: Turning research into action

- Delta Alpha Psi's leadership programme for diversifying EY's senior talent, targeting:
    - *40 senior managers/directors*
    - *80 line relationships, 80 Inclusive Change Allies, a Steering Group*
    - *Measurable differences compared to control group over time on authenticity, leveraging relationships across difference and driving change for race inclusion*
- The Black British Business Awards' Talent Accelerator
    - *27 high-potential BAME future leaders*
    - *Cross-company*
    - *Engaging the "ecosystem" of peers, managers and executive sponsors*

Contact us

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