

GLOBAL EQUALITY & DIVERSITY CONFERENCE 2018

“Getting a real return on your investment in diversity and
inclusion”

November 22nd 2018

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BY DESIGN

Diversity solutions
to strategic questions

DIVERSITY – *WHY BLOODY BOTHER?*

LET'S START FROM A NEW PLACE....

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*WHAT ARE YOUR
COMPANY'S/DEPARTMENT'S TEAM'S
GOALS?*

WHO DO YOU NEED TO ACHIEVE THEM?

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- 1 why there has been *so little and such slow progress on diversity*, despite the level of *investment of money and good intent* over the years, and what the best and latest research tells us about that
- 2 why organisations need *specific reasons* for trying to achieve *greater diversity* in their employees, management and governance in order to get traction and results
- 3 *what we must change* - in order to (i) *develop talent* more, (ii) *improve staff wellbeing* and their enjoyment of work and (iii) enhance a company's ability to *achieve its goals*

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**As it happens none of these companies have any
black people in their Exec teams.**

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DEFICITS

and

DIVIDENDS

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UNDERSTAND THE LOCAL NATURE OF THE DEFICITS

*NEED TO UNDERSTAND THE **PARTICULAR CULTURE** IN YOUR COMPANY*



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SOME ACTIONS CAN BE TAKEN AT THE TOP

***Refer all disciplinary files up before initiating**

***Do the same with flexible working**

***Rooney Rule**



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QUESTION ONE

PROPOSE TO EXEC

One *top-down immediate solution* to a significant deficit

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THE DIVIDENDS

I FUNDAMENTAL:

TO HAVE A CLEAR RATIONALE FOR **WHY** MORE DIVERSITY IN
YOUR COMPANY WILL IMPROVE THE **ACHIEVEMENT OF YOUR**
STRATEGIC GOALS

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BHP - THEY GOT THERE BY BEING SPECIFIC

Recently BHP Billiton, the largest mining company in the world, set, in the words of its CEO, Andrew Mackenzie, “an ambitious and aspirational goal.. to achieve gender balance globally by 2025”



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QUESTION TWO

PROPOSE TO EXEC:

*THE **SPECIFIC** REASON(S) FOR PURSUING THIS DIVERSITY IN YOUR TRUST TO ACHIEVE THE GOALS ABOVE*

*(USE AN **ACTUAL EXAMPLE**)*

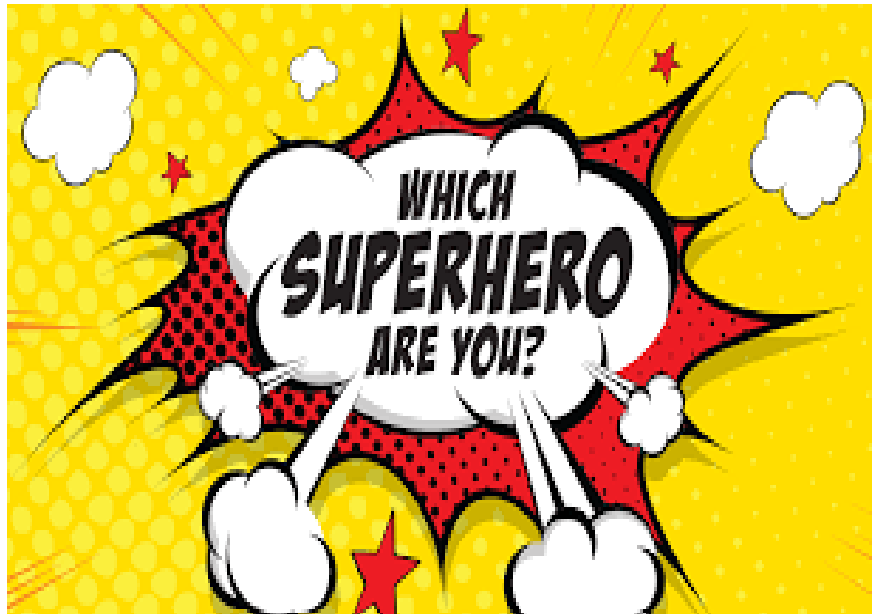
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2 RECRUIT INTO **TEAMS**

DITCH THE SUPER HERO

no one achieves change on their own



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**YOU NEED TO VALUE DIFFERENCE AND DIVERSITY
IN ORDER TO MAKE TEAMS PERFORM AT A HIGH
LEVEL**

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"A FRESH VOICE."—New York Times

Scott E. Page

THE
DIFFERENCE

HOW THE POWER OF DIVERSITY
CREATES BETTER GROUPS, FIRMS,
SCHOOLS, AND SOCIETIES

With a new preface by the author

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2012-13 Project Aristotle

180 teams across the company to see whether they could discover whether there were characteristics that were common to the ones that performed the best.

And they concluded that what distinguished the “good” teams from the dysfunctional groups was the *norms* they developed about *how teammates treated one another*.

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Conclusions

the crucial norms are:

*an **equal sharing of contributions** to the work and discussions –
no-one dominates;*

*the **sensitivity** of the groups towards one another – that they get
to know and understand each other;*

*and the **presence of women** (and, by extension, others who bring
difference).*

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Homogenous Teams Feel Easier.....



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.....but “easy” is bad for performance



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The work often feels harder, but the outcomes are better.

In fact, working on diverse teams produces better outcomes precisely because it's harder.



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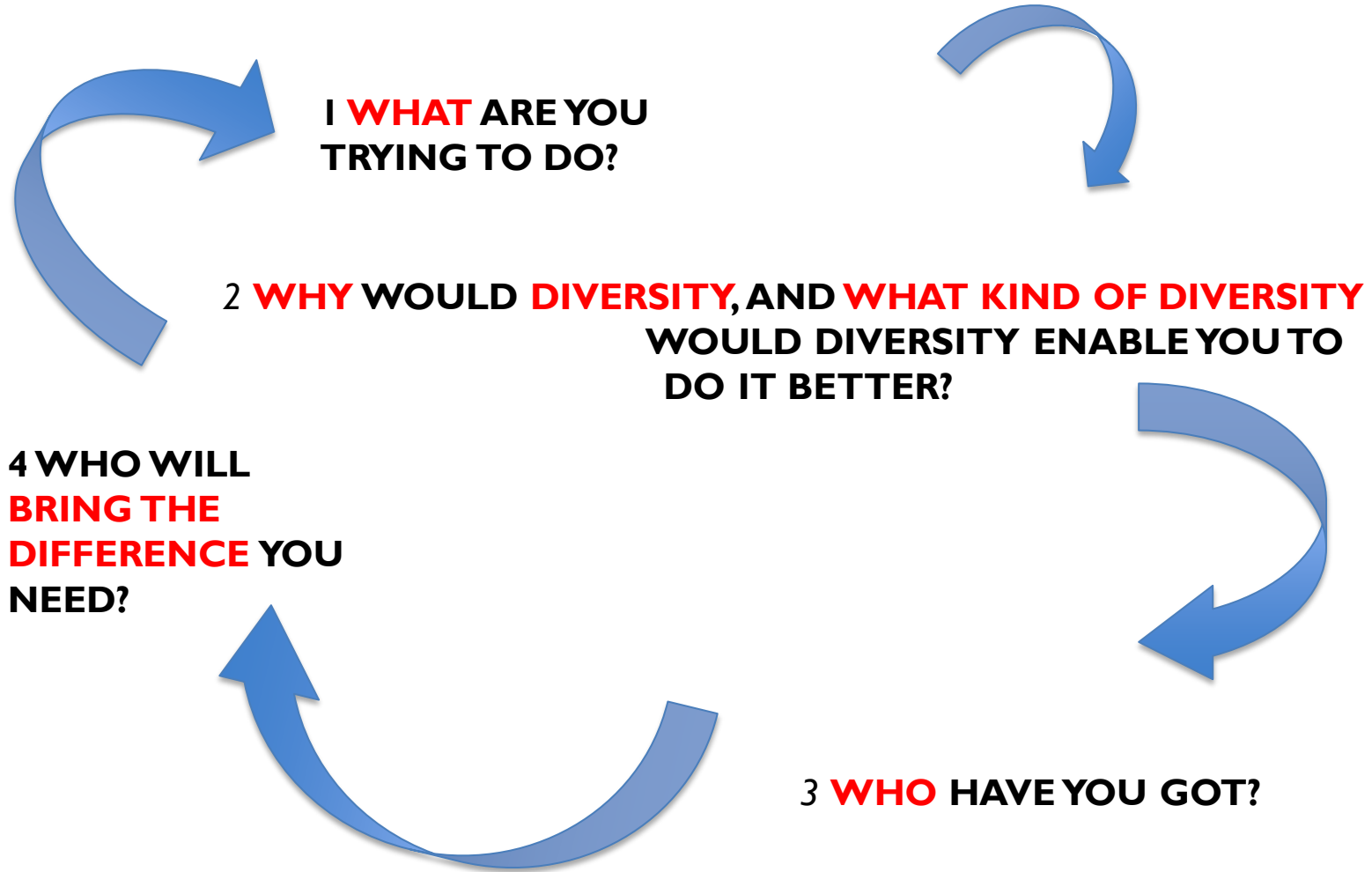
TO RECRUIT THE **RIGHT COMBO OF PEOPLE** AND CREATE THE **TEAMS** YOU
NEED YOU HAVE TO
PUT IN THE CURTAIN



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FIRST: THE VIRTUOUS CIRCLE OR RECRUITMENT AND PROMOTION



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SECOND: THE RED CRITERIA

ROLE CRITERIA

ESSENTIAL CRITERIA

DIFFERENCE CRITERIA

(VALUING **WHO** PEOPLE ARE AT WORK AND **HOW** THEY ARE)

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HERE'S THE **CLEVER** BIT.....



SET ASIDE THE CV
just use it for due diligence

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ONLY ASSESS AGAINST THE RED CRITERIA

“YOU WILL ONLY BE ASSESSED AGAINST THE FOLLOWING CRITERIA YOU WILL NOT BE ASSESSED ON YOUR CV.

We are looking for a *senior partner* with expertise in *commercial law* who:

- *has the breadth of experience in *working collaboratively* with colleagues from a *wide range of cultural and socio-economic backgrounds*;
- *can evidence how they can create and manage teams where *relationships between men and women are respectful* and fulfilling
- *will build a team *where difference is valued* as the partners believe that this will build the firm’s ability to develop stronger solutions for our clients
- *can draw on the strengths of their team to *deliver new business to the firm and solutions for clients* that will give us a competitive edge in the legal market place
- *who can develop business in *hitherto untapped markets*”

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MAKE THE INVITATION EXPLICIT I

We believe that *diverse teams deliver* the highest quality teaching, research and student experience. So, *to achieve the Faculty of Engineering's vision of being top ranked* in all areas for Research and Knowledge Exchange as well as Education and Student Experience, we are seeking applications from high quality people whose *backgrounds, experience and identity broadens and enhances the diversity* of our existing team.

The Faculty is committed to creating opportunities for *people from groups traditionally under-represented* in Engineering.

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RESULTS on two two recent Professorial appointments

APPLICANTS **15%** women

SHORTLIST (without them knowing who they were shortlisting) **35%** women

APPOINTED **2** women

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QUESTION THREE

DECIDE ON A *MEASUREMENT OF THE SUCCESS* OF THAT
DIVERSITY

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TO RECAP – 6 THINGS

- (i) **CHANGE**
- (ii) BE **SPECIFIC** ABOUT WHY DIVERSITY
- (iii) PUT IN THE CURTAIN TO GET THE BEST – **DESIGN OUT THE BIAS**
- (iv) SELECT ONLY ON **EVIDENCE AGAINST CRITERIA**
- (v) MAKE THE **INVITATION/SEARCH EXPLICIT**
- (vi) **THINK BIG ..TRIAL SMALL** – CREATE MOMENTUM

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