DIVERSITY &
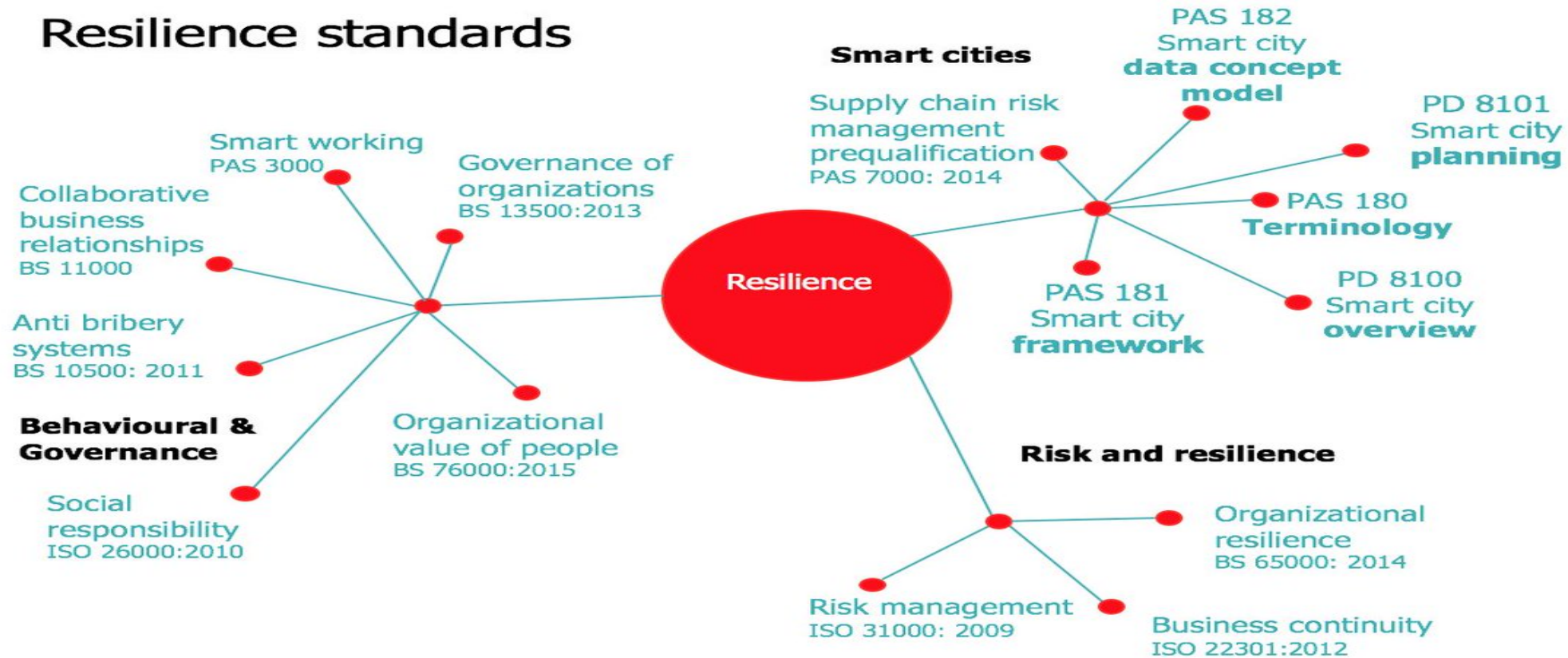# INCLUSION

BS76005: It's development and methodology

BSI Standards – resilience

Resilience standards

Smart cities

Behavioural & Governance

Risk and resilience

- Smart working PAS 3000
- Collaborative business relationships BS 11000
- Governance of organizations BS 13500:2013
- Anti bribery systems BS 10500: 2011
- Organizational value of people BS 76000:2015
- Social responsibility ISO 26000:2010
- Supply chain risk management prequalification PAS 7000: 2014
- PAS 182 Smart city **data concept model**
- PD 8101 Smart city **planning**
- PAS 180 **Terminology**
- PAS 181 Smart city **framework**
- PD 8100 Smart city **overview**
- Organizational resilience BS 65000: 2014
- Risk management ISO 31000: 2009
- Business continuity ISO 22301:2012

Resilience

CIPD

BS 76000 ….
Human resource – Valuing people – Management system – Requirements and guidance
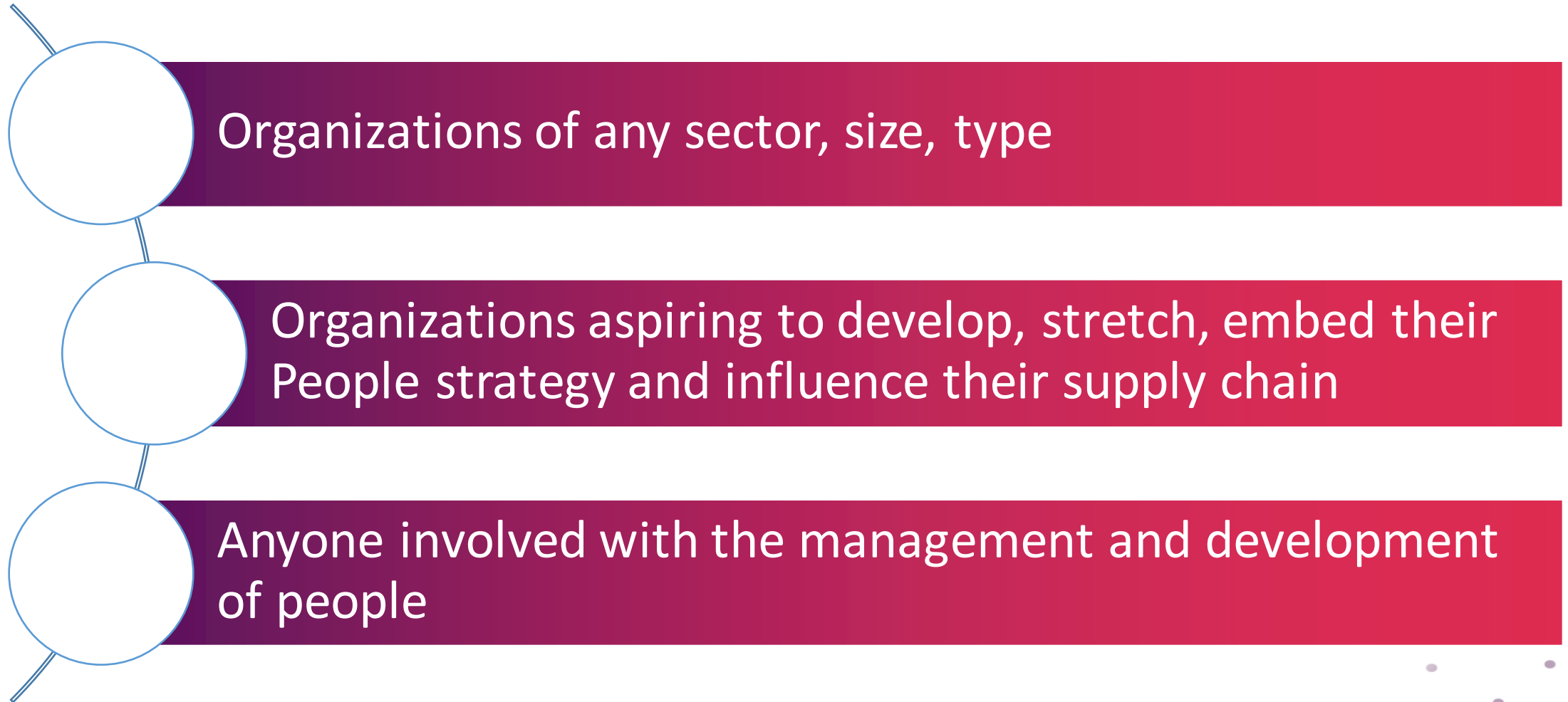

CIPD

Principles

a) people working on behalf of the organization have intrinsic value in addition to their protections under the law or in regulation, which needs to be respected;

b) stakeholders and their interests are integral to the best interests of the organization;

c) every organization is part of a wider society and has a responsibility to respect its social contract as a corporate citizen and operate in a manner that is sustainable;

d) a commitment to valuing people who work on behalf of the organization and to meeting the recommendations of this standard which is made and supported at the highest level;
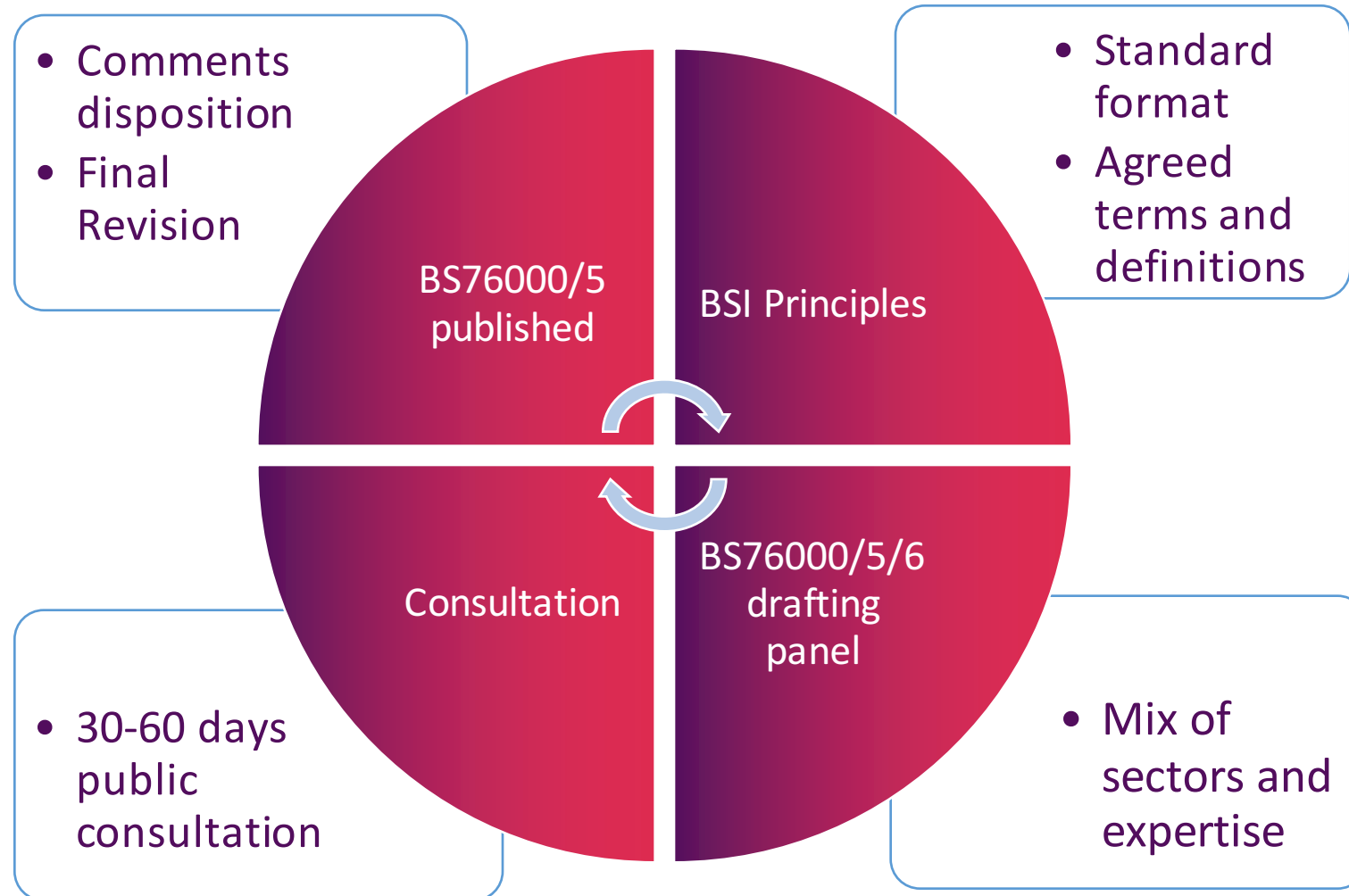
and

a) each principle is of equal importance

CIPD

Who are the standards written for?

Organizations of any sector, size, type

Organizations aspiring to develop, stretch, embed their People strategy and influence their supply chain

Anyone involved with the management and development of people

CIPD

Development process

- Comments disposition
- Final Revision

BS76000/5 published

BSI Principles

- Standard format
- Agreed terms and definitions

Consultation

BS76000/5/6 drafting panel

- 30-60 days public consultation

- Mix of sectors and expertise

CIPD

Why Diversity & Inclusion

strategy
An organization that values its people as individuals and encourages every one to recognise their unique and different perspectives, abilities and contributions is one that creates value for the individual, their teams, the organization and its stakeholders

Performance
Supporting inclusive development, sustainability and resilience in a competitive and changing environment

benefits
Organizations

workforce

customers

communities

society

CIPD

Structure of the Code of Practice

Introduction

1. Scope

2. Normative references

3. Terms and definitions

4. Getting in/starting the relationship

5. Staying in/continuing the relationship

6. Moving on/leaving the relationship
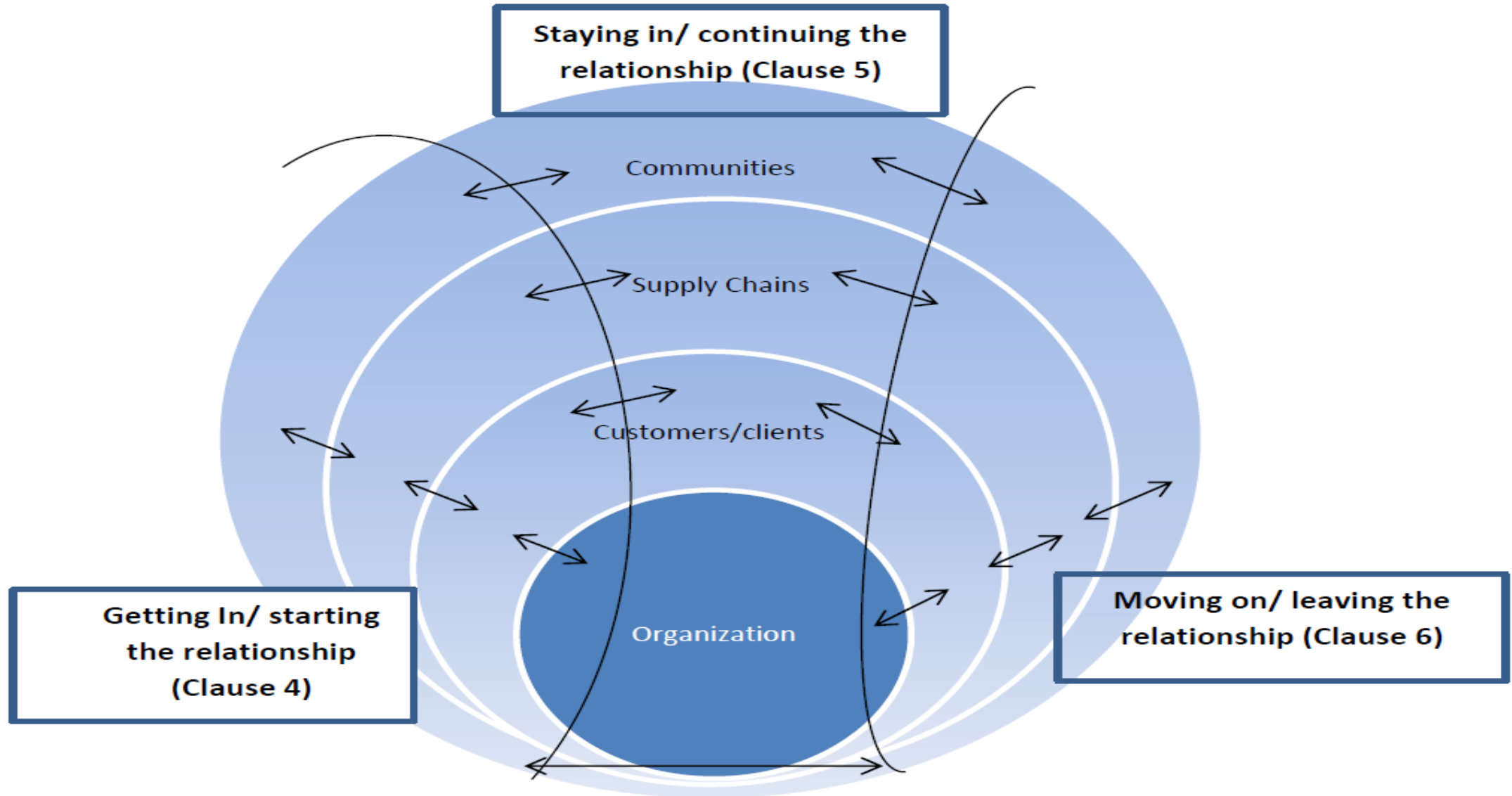
Annexes A- H

CIPD

Translating aims into practice

- Objectives, policies, processes, practices and behaviours should be established that enable the organization's aims for valuing D&I to be met

- These policies should focus on four aspects of organizational and commercial life:

  - The organization itself

  - Supply chains

  - Customers and clients

  - Communities.

CIPD

Framework for valuing people through diversity and inclusion

Staying in/ continuing the relationship (Clause 5)

Communities

Supply Chains

Customers/clients

Organization

Getting In/ starting the relationship (Clause 4)

Moving on/ leaving the relationship (Clause 6)

Structure

Getting in	Staying in	Moving on
Job design Candidate requirements and expectations Candidate search and shortlisting process Selection process Appointment decisions and feedback	Induction Appearance Job quality Working time Compensation & benefits Promotion Coaching & mentoring Learning & development Relationships Voice, representation & employee networks/forums Health, safety & well-being	Redundancy Dismissals Retirement Leaving process Succession planning

Implement in the organization	Communicate with customers/clients	Contract with supply chain	Engage with communities

Underpinned by:

Leadership and commitment; management system to manage prompted changes; HR and workforce policies; frameworks for establishing relations with customers/ supply chain partners; and communities; and performance evaluation
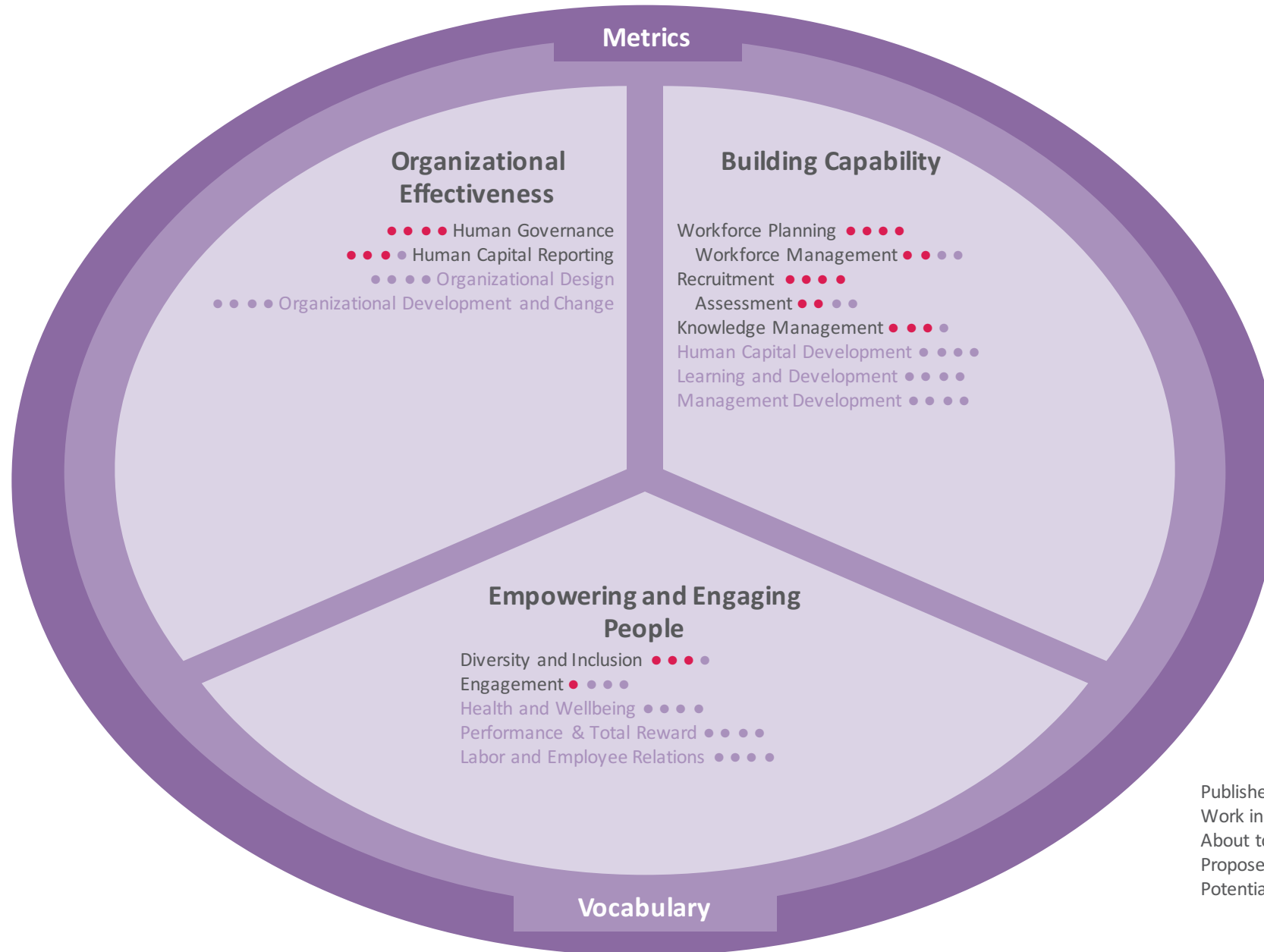(see Annexes)

	Getting in/ starting the relationship	Staying in/ continuing the relationship	Moving on/ leaving the relationship	(i)Leadership commitment and supportive behaviours; (ii) integration and co-ordination of activities
Implementation of actions to value diversity and inclusion in your own organisation				
Communication of D&I priorities to customers/clients; developing diversity of customers/clients				
Contracting with supply chain partners to implement D&I in their organisations; developing diversity of supply chain partners				
Engaging with communities to support D&I priorities and develop diversity of workforce; customers; supply chain partners				

e.g. Working time

- Commitment to stability and sustainability requires contractual working time arrangements that are:
  - ➤ balanced between the needs of employers and employees
  - ➤ effectively managed, transparent and kept under review
  - ➤ compatible with family life/life outside of work.

- Sustainable flexible working arrangements should be:
  - ➤ available to all
  - ➤ reconcilable and compatible with other non-work commitments such as child or elder care responsibilities

- Changes to working time should be:
  - ➤ proposed with reasonable notice to allow scope for rearranging other commitments

CIPD

ISO TC260 Human Resource Management Standards

Metrics

Organizational Effectiveness

- ● ● ● ● Human Governance
- ● ● ● ● Human Capital Reporting
- ● ● ● ● Organizational Design
- ● ● ● ● Organizational Development and Change

Building Capability

- Workforce Planning ● ● ● ●
- Workforce Management ● ● ● ●
- Recruitment ● ● ● ●
- Assessment ● ● ● ●
- Knowledge Management ● ● ● ●
- Human Capital Development ● ● ● ●
- Learning and Development ● ● ● ●
- Management Development ● ● ● ●

Empowering and Engaging People

- Diversity and Inclusion ● ● ● ●
- Engagement ● ● ● ●
- Health and Wellbeing ● ● ● ●
- Performance & Total Reward ● ● ● ●
- Labor and Employee Relations ● ● ● ●

Vocabulary

Published ● ● ● ●
Work in progress ● ● ● ●
About to start ● ● ● ●
Proposed ● ● ● ●
Potential ● ● ● ●

TC 260
Participating & Observing Countries

ISO/TC 260 - Human resource management
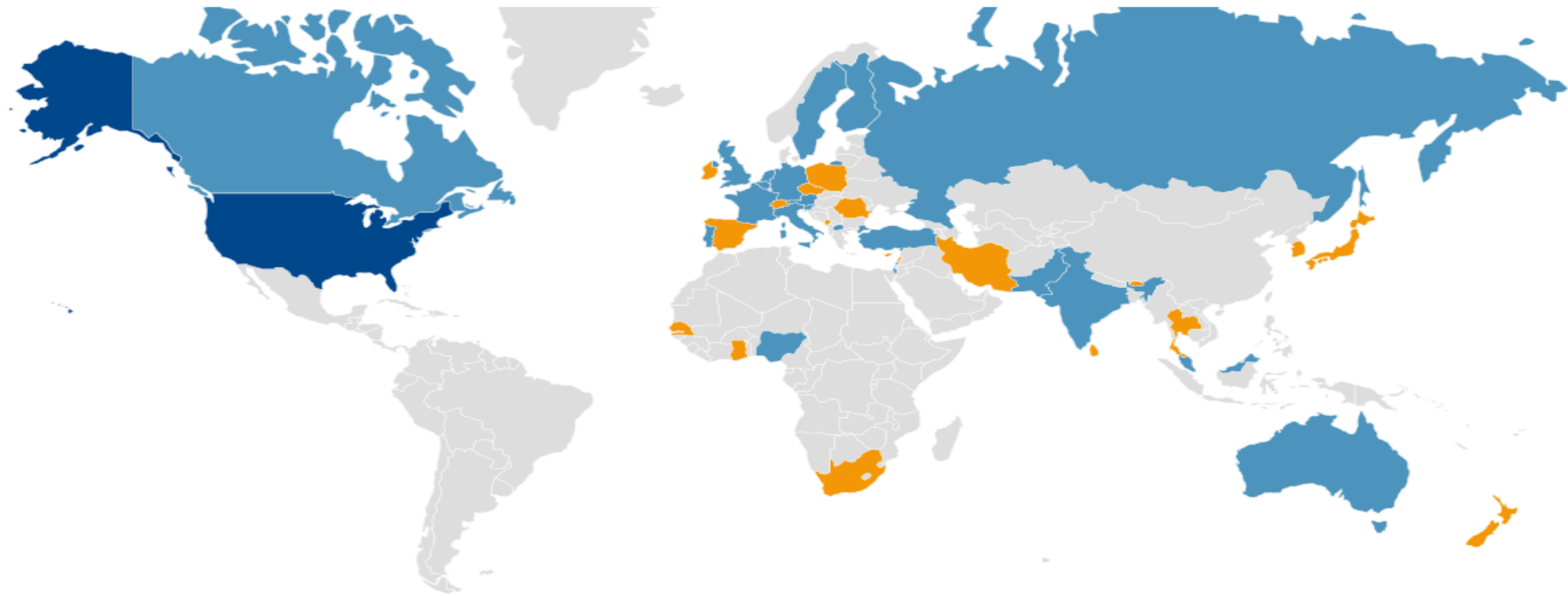
Participating Countries (23) • Observing Countries (19)

CIPD

Thank you

w.wong@cipd.co.uk
@drwilsonwong

Diversity
AND INCLUSION

The Philosophy

The standard is built upon the philosophy that valuing people is at the heart of organisational performance

In a changeable, unstable and complex environment, people remain the most important factor in ensuring that their organisations not just survive but also thrive

Therefore how organisations nurture and cultivate the best from their people is vitally important

Evidence suggests that when organisations demonstrate that they value their people, people in turn will prove their worth

The BS 76000 Valuing People Management System epitomises this important idea

Diversity

AND INCLUSION

Background

BS 76000 is the first of a new suit of management systems in the field of Human Resources Management

It is a Code of Practice through "Valuing Your People through Diversity and Inclusion" (BS 76005) and is a British National Standard

The standard has been developed by experts from industry bodies, employers, and unions to provide an easy to implement framework

Diversity
A N D   I N C L U S I O N

Background

The BS 76005 code of practice provides a holistic framework for organisations to maximise value from diversity and inclusion

The standard offers an end-to-end guide from the point of job advertisement all the way to retirement and succession planning, from top management to external stakeholders

This standard goes beyond the Equalities Act's protected characteristics and is aimed at organisations that aspire to have diversity and inclusion as part of their strategic journey

Diversity

AND INCLUSION

How is Diversity defined?

Characteristics of differences and similarities between people

Diversity includes factors that influence the identities and perspectives that people bring when interacting at work

Diversity can foster learning from others who are not the same, about dignity, respect and inclusiveness for everyone, and about creating workplace environments and practices that foster learning from others to gain advantages of diverse perspectives

Diversity

AND INCLUSION

How is Inclusion defined?

Practice of including all stakeholders within the organisational con

Stakeholders from different groups are to be accepted and welcomed (e.g. offered opportunities on the basis of abilities, talents and skills)

Legislation exists protecting people identified with certain characteristics

Commitment to the valuing and inclusion of all the ways people are different requires a transparent approach that goes beyond legal compliance and embeds and sustains wider cultural change

Diversity
AND INCLUSION

Group Exercise

In your tables have a quick discussion (max 5 minutes) on the following and mark your thoughts on your flipcharts:

• Why is Diversity and Inclusion important in the workplace?

• What impact can it have on an organisation including your people and your customers?

Diversity
AND INCLUSION

What does the standard cover?

The Standard provides recommendations for reviewing, assessing and undertaking **a competent and principled** approach to diversity & inclusion that encompasses:

✓ **people management and development;**

✓ the evolution of **more inclusive policies, procedures, practices and behaviours** within organisations supporting supply chain capability and diversity;

✓ the **building of productive relationships with others,** including customers, clients and people within communities.

Diversity
AND INCLUSION

How flexible is it?

This standard recognises that **each organisation is different** and that decision-makers need to determine the most appropriate **approach according to** their **organisation's context.**

This **approach focuses on diversity and inclusion** in organisations of **all sectors**, **sizes**, **types** and **stages of development.**

Women in Leadership

Valuing People through Diversity and Inclusion

Ann Marie Vibert

28 March 2018

'Size of the Prize'

or

why this still matters!

RBC Wealth Management

Current organisational context

Diversity AND Inclusion matter and they MUST co-exist

There's a moral, social, economic and personal cost of 'lost women'
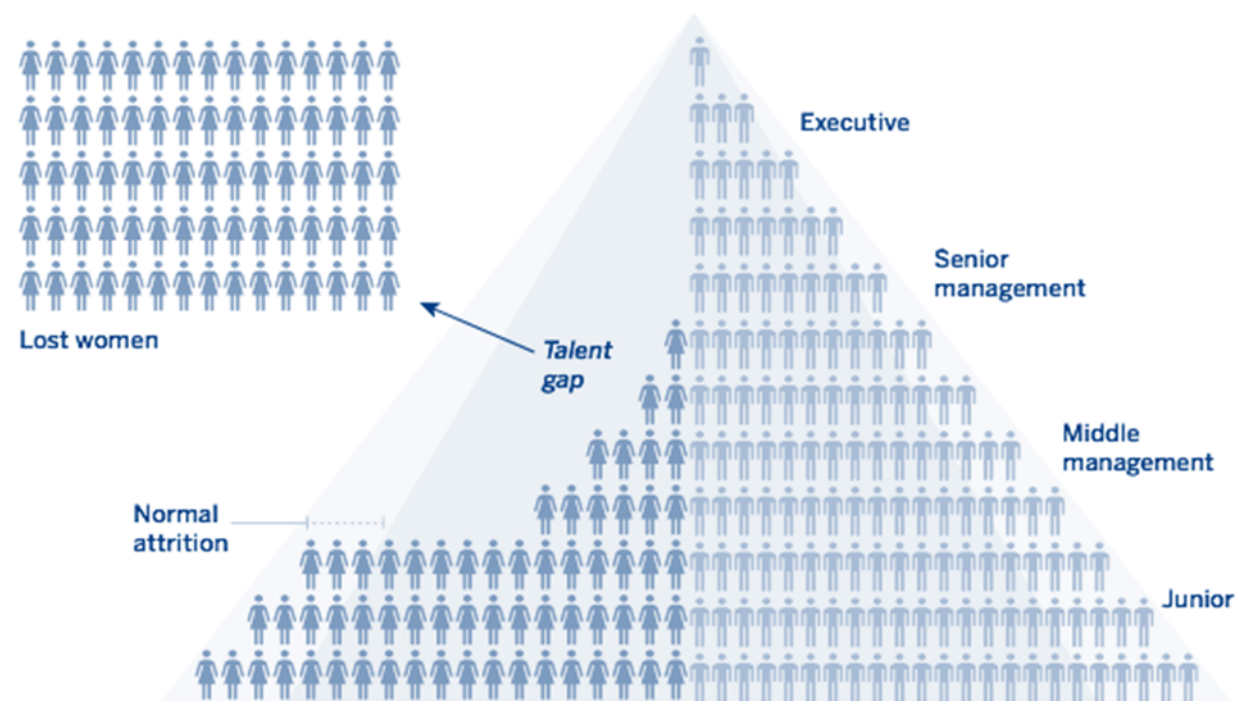
Source: Your loss: How to win Back your Female Talent, 2010

Evidence and research supporting the gender diversity dividend

Just a little snapshot of it

Homogeneity and the dangers of gender imbalance at the top

Group think = higher risk culture

Low innovation without differing perspectives

A familiar picture?

We're agreed, we want to avoid perpetuating this…

Creating the conditions

Key conditions to encourage more balance in the leadership pipeline

High Trust Culture

Career Progression

Work-life Balance

High Trust Culture at RBC

'Doing What's Right' – a culture of integrity where it's everyone's responsibility

Collective Ambition – articulating our Purpose, Vision, Values and how we will win

Leadership Model – embodies the mindset and behaviours expected of all RBCers

Radical Candour – direct, honest challenge with personal care

LIFT – new approach to performance and new feedback app

Career Progression
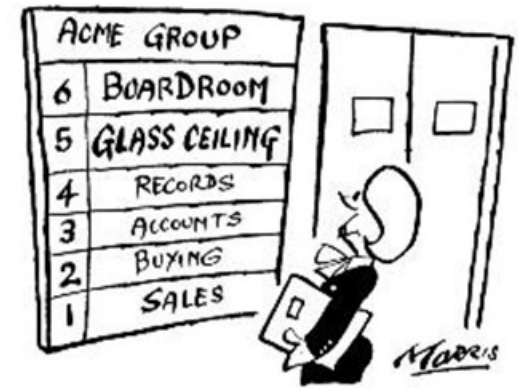
Women in Leadership Programme

External commitments e.g. Women in Finance Charter

Networking – digitally and in an analogue way!

Role Models

Coaching, mentoring and sponsorship

Work-life Balance

All roles are presumed to be worked flexibly unless proven otherwise

Managers are encouraged to be positive about formal and informal arrangements

Senior leaders speak about their Work-life Balance challenges and how they overcome them

Storytelling about the wonderful interests and accomplishments of RBCers outside of the workplace

Work-life Balance is for everyone!!

Call to action

How you can make a difference – starting now
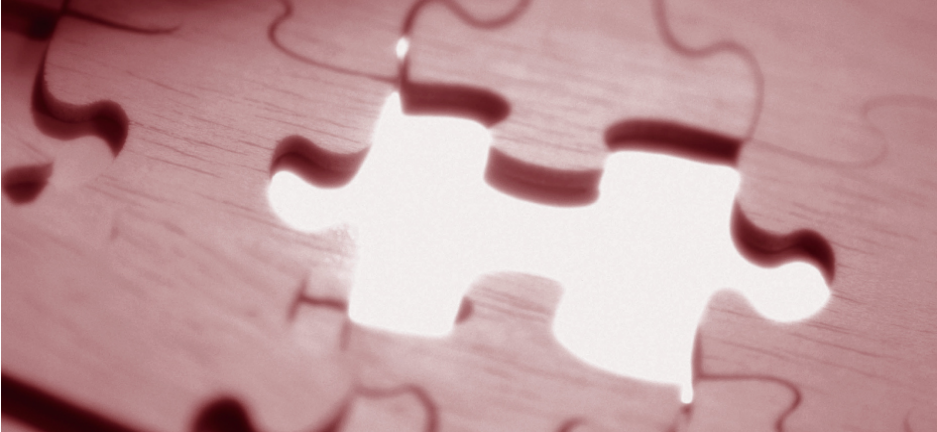
Strategic Time

Share insights and experiences

Be authentic, open and curious to make connections for others

Thank you

Inclusive Leaders

Diversity and Inclusion

Inclusive leaders drive organizational growth in the 21st century

Biggest challenge: create growth

To have growth you need to differentiate

To differentiate you need to innovate

To innovate you need diversity

To activate the diversity you need inclusion

To manage all this you need inclusive leadership

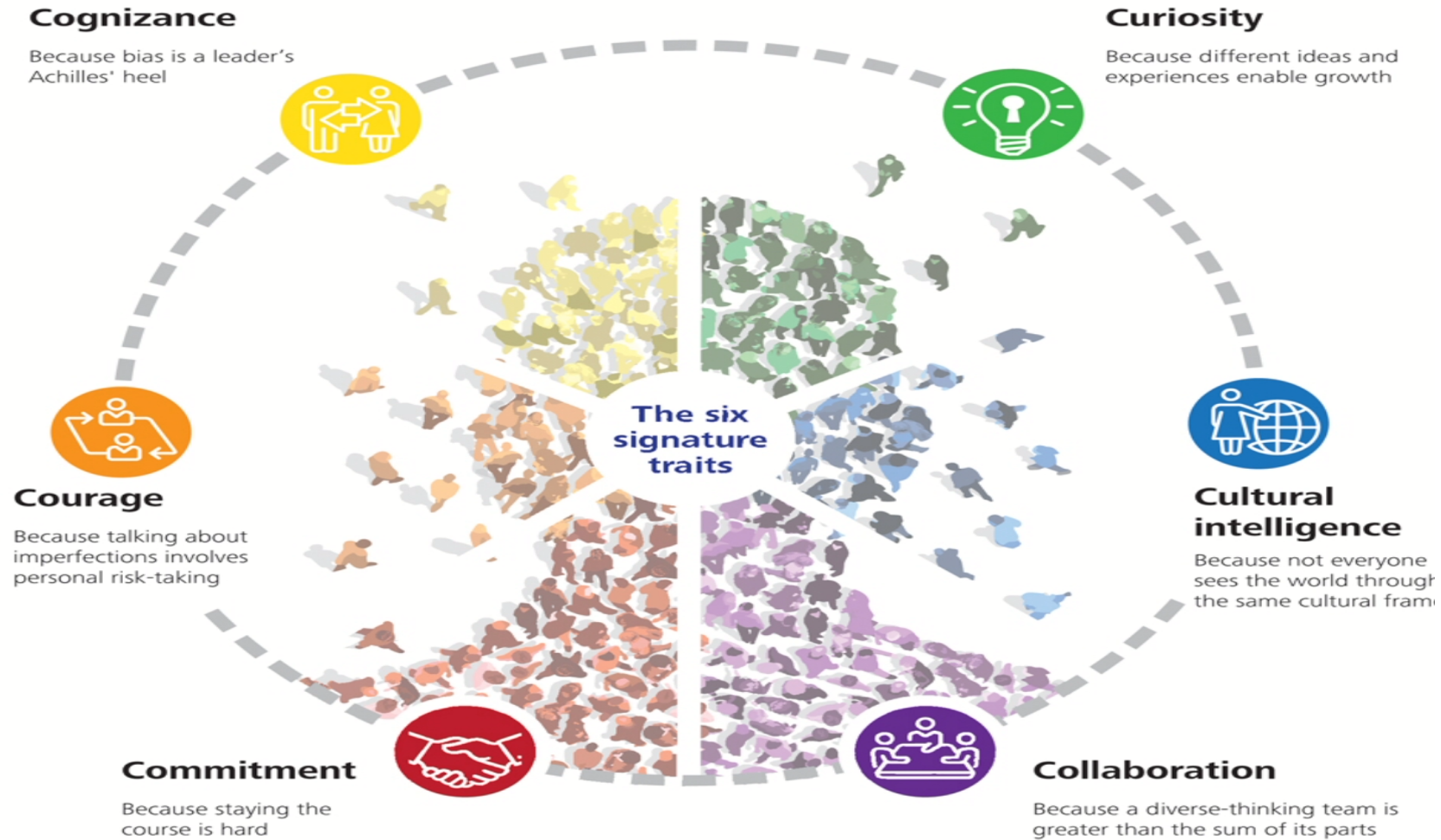# Birds of a Feather Tend to Flock Together

The above statement may be true, however in a diverse workforce there will be a number of flocks.

These need to be blended together for workforce inclusion and alignment to be achieved.

One model-the 6 signature traits

To EACH their own

4 leadership attributes linking to inclusion

Empowerment

Enabling direct reports to develop and excel

Accountability

Confidence in people and holding them to be responsible for their performance

Courage

Put personal interests aside to achieve what has to be done.
Act on convictions and principles

humility

Admit vulnerably, admit mistakes
Accept criticism and learn from others

PDQ Key competences of Inclusive Leaders

❑ Customer / client focus

❑ Change Management

❑ Consultation and Communication

❑ Culture of empowerment and involvement

❑ Collaboration, co-operation and creativity

❑ Continually developing self and others

❑ Commitment to improve processes practice and performance

What are the benefits of using 76005

❑ An increased ability to recruit and retain good staff
❑ A more creative and engaged workforce
❑ A more flexible and responsive staff
❑ A more proactive way to anticipate and plan for change
❑ Greater staff empowerment
❑ Greater engagement with the wider community in planning and evaluation
❑ Possible introduction of new services/products
❑ Reduced absence
❑ Reduced costs of recruitment

Thank you for listening

Any questions

www.pdqsolutions.co.uk

What is Diversity & Inclusion?

Definition of Diversity

- 1. variable noun

- The diversity of something is the fact that it contains many very different elements.

- 2. singular noun

- A diversity of things is a range of things which are very different from each other.
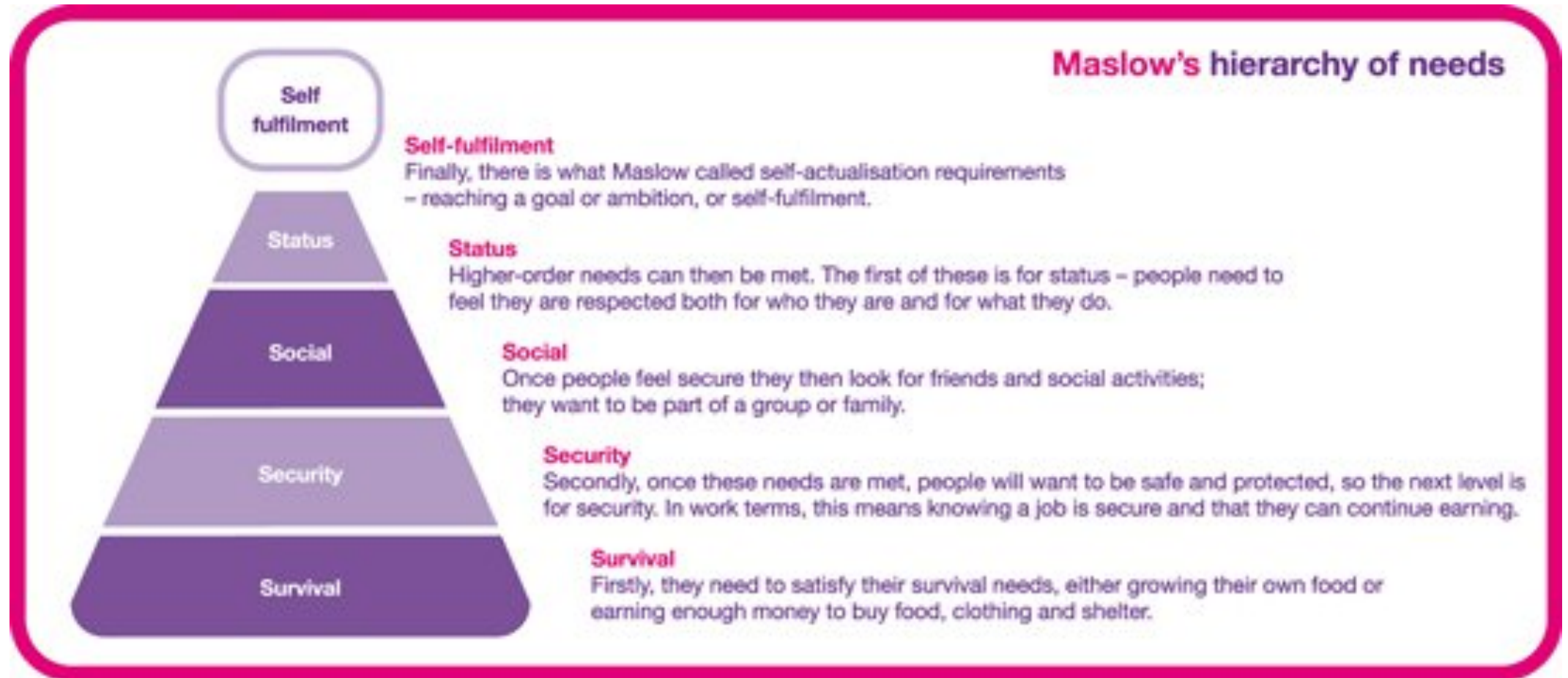
Definition of Inclusion

- 1. variable noun

- Inclusion is the act of making a person or thing part of a group or collection.

Equality vs Equity

Motivation

Maslow's hierarchy of needs

Self fulfilment

Self-fulfilment
Finally, there is what Maslow called self-actualisation requirements – reaching a goal or ambition, or self-fulfilment.

Status

Status
Higher-order needs can then be met. The first of these is for status – people need to feel they are respected both for who they are and for what they do.

Social

Social
Once people feel secure they then look for friends and social activities; they want to be part of a group or family.

Security

Security
Secondly, once these needs are met, people will want to be safe and protected, so the next level is for security. In work terms, this means knowing a job is secure and that they can continue earning.

Survival

Survival
Firstly, they need to satisfy their survival needs, either growing their own food or earning enough money to buy food, clothing and shelter.

CIPD
Championing better work and working lives

How do we feel when the sun shines?

- Respect
- Adapt
- Yack

How can organisations promote D&I?

- Values that include respect & trust
- Culture that aligns with its Strategy
- Goals/Objectives
- Policies that recognise D&I
- Bring awareness to the forefront of what it is!

'Leadership'
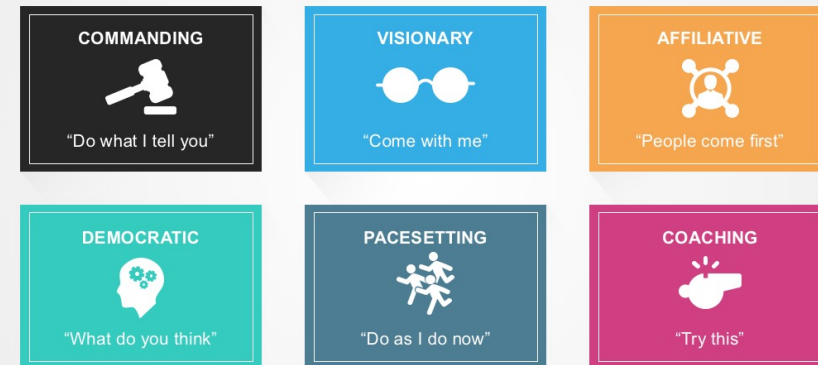
CIPD

Leadership

- 1970's
- McGregor x and y theory

- 2000's
- Daniel Goleman –

Summary

Remember that 'RAY' of sunshine, think about a time when you felt unrecognised, not respected or included. Speak up and try not to make others feel that way!

We all have an individual duty not to discriminate and if we do it could be costly! Don't be unconscious bias, get to know and understand diversity and nurture it!

CIPD
Championing better work and working lives

"People fail to get along because they fear each other; they fear each other because they don't know each other; they don't know each other because they have not communicated with each other."
— Martin Luther King Jr.

Thank you

https://www.youtube.com/watch?v=C-uyB5I6WnQ

Contact us at *Jersey@cipdbranch.co.uk*

CIPD
*Championing better
work and working lives*

The Health of Diversity and Inclusion from the perspective of a HR Practitioner

1. The importance of a diverse and inclusive workplace

2. Why now and why HR?

3. CIPD resources to galvanise action

4. CIPD's own journey to a diverse and inclusive workplace

CIPD

1. The importance of a diverse and inclusive workplace

In addition to the undeniable moral case, a non-inclusive labour market will not benefit from diversity of thought, ideas and ways of working that come about when people from different backgrounds, experiences and identities can reach their full potential

- **What's the evidence for D&I?**
  - We're conducting a rapid evidence assessment (REA)
  - What robust evidence is there about diversity and inclusion outcomes?
  - What evidence is there about intermediate outcomes?
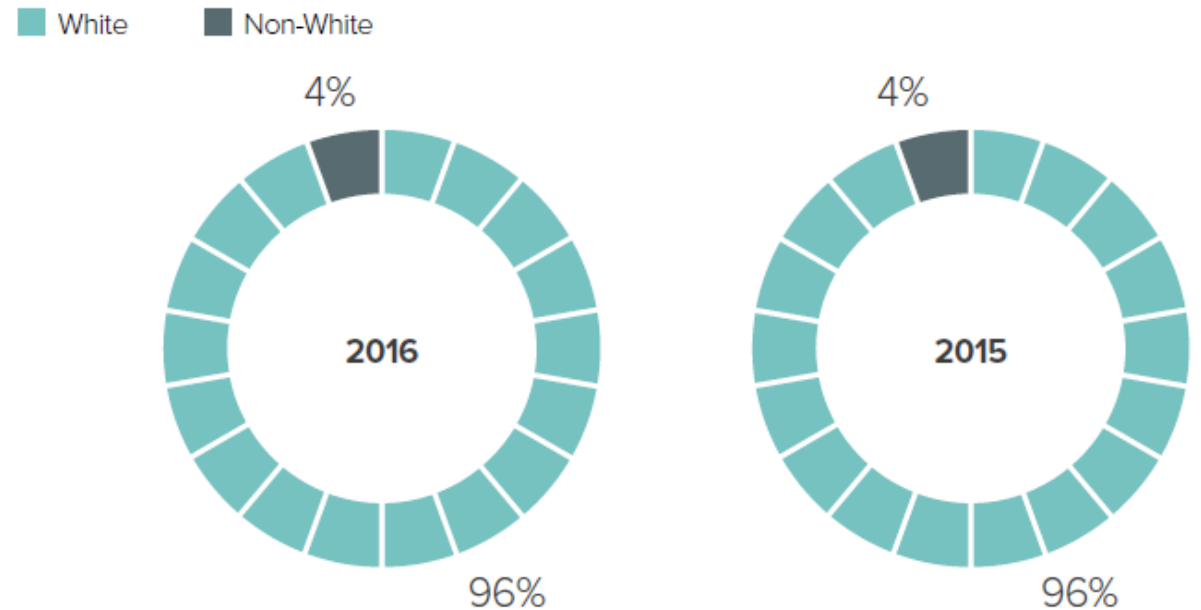 - To be published in May

CIPD

Race

£24 billion: potential benefit to the UK economy from full representation of BAME individuals across the labour market

£24 billion

CIPD

CHIEF EXECUTIVE OFFICER

Fig 3: FTSE 100 **CEOs: Ethnocultural** Diversity

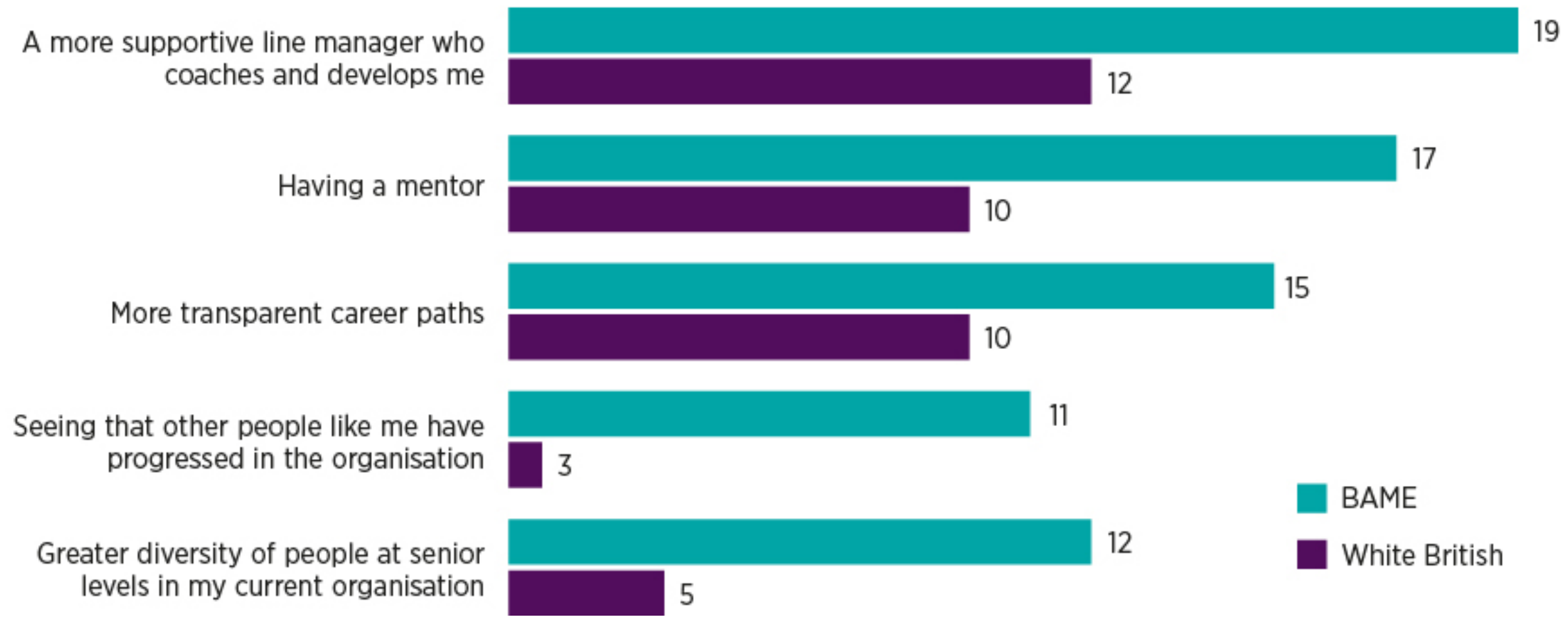■ White   ■ Non-White

4%

2016

96%

4%

2015

96%

FTSE 100 Chief Executive Officers

Non-white CEOs remain the same.

Source: Green Park, 2017 Leadership survey of FTSE100 companies

What would help kick-start your career? (% agree)

A more supportive line manager who coaches and develops me
- BAME: 19
- White British: 12

Having a mentor
- BAME: 17
- White British: 10

More transparent career paths
- BAME: 15
- White British: 10

Seeing that other people like me have progressed in the organisation
- BAME: 11
- White British: 3

Greater diversity of people at senior levels in my current organisation
- BAME: 12
- White British: 5

Legend: BAME, White British

CIPD

Disability

In mid-2016 in the UK, 49% of disabled people aged 16–64 were in work, compared with 81% of non-disabled people
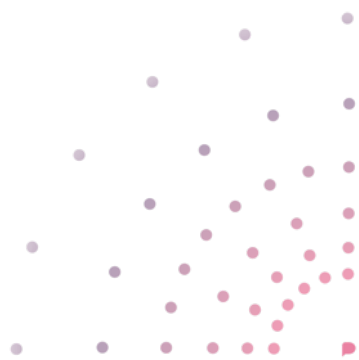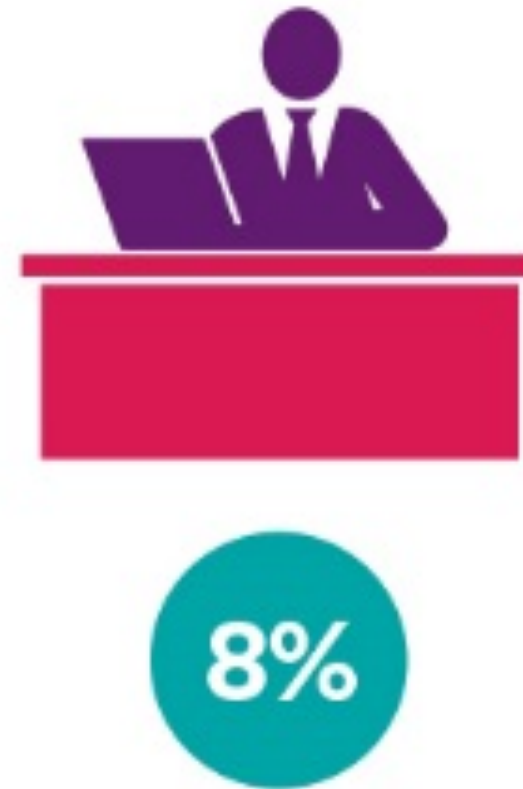
Source: www.parliament.uk

49%

81%

CIPD

However....

56% of employers recognise the business benefits in employing people from disadvantaged groups

In 2013, only 8% of employers had recruited someone with a disability or long-term health condition over the last 12 months

56%

8%

Source: Disability Confident stakeholder presentation

CIPD

Flexible working

Those who said they feel under excessive pressure at work every day or once or twice a week

49 Employees who don't work flexibly

29 Flexible workers

Those who said they were satisfied or very satisfied with their work-life balance

47 Employees who don't work flexibly

65 Flexible workers

CIPD

Pay gaps

- Gender pay gap regulations now cover approximately 9,000 employers with over 15 million employees, representing nearly half of the UK's workforce.

- The UK gender pay gap in 2016 was 18.1%.

CIPD

2. Why now and why HR?

Why is it important to act now?
- Population and social mobility
- Skills shortages and other labour market strains brought to the fore by Brexit
- Technology enabling working opportunities for those previously unable to access the labour market
- Renewed government focus on productivity
- Increased business focus on people

The challenges

- Many organisations focus on diversity rather than inclusion. Inclusion is harder because it often requires a cultural shift

- A lot of focus on D&I has been on the individual characteristics. However, we often posses multiple characteristics

- How to ensure everyone feels included? Bringing it all together.

CIPD

2. Why now and why HR?

Why HR?

HR professionals, are in a unique position to:

- Help organisations understand the importance and value of diversity and inclusion
- Challenge structural and cultural barriers to equal access and opportunity
- Deliver lasting change through coherent policies underpinned by principles that actively celebrate and encourage differences
- HR have access to valuable workforce data

CIPD

3. CIPD resources to galvanise action

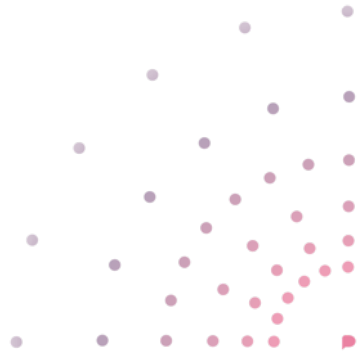|		
Neurodiversity at work	BAME employee career progression	Flexible working
Working carers	Mental health	Disability Confident
Gender Pay Gap	LGBT+	Age diversity

CIPD

4. CIPD's journey to a diverse and inclusive workplace

CIPD

Thank you

CIPD

Silkworth
CHARITY GROUP

The Recognised Leader in Drug and Alcohol Treatment Services in the Channel Islands

Primary Treatment

Secondary Treatment

Corporate and School Education Programmes

Recovery Day Service

Family Programme

Childrens Programme

Diversity & Inclusion

March 2018
Jason Wyse - CEO

WHO ARE WE ?

- A local charity giving hope for individuals and their families affected by drug or alcohol addiction.

- We've been working with the community for over 20 years.

- One of our main strategic aims is to have a positive input into the social impact that chemical dependency brings to the community

- We work in partnership with Government, Voluntary Agencies and Corporate Organizations.

Our Services

- **Silkworth Lodge - Residential Rehabilitation Centre**
  (12 bed facility offering between 4-12 week treatment programmes as well as day recovery)

- **26-28 West Park Avenue - Secondary Care Facility**
  (4 Bed Communal House & 5 individual flats where we provide a safe environment for Detoxes)

- **The Clubhouse - Recovery Day Programme drop-in facility**

- **Silkworth Lodge Aftercare Programme**

- **Family Programme**

- **Education Programme for Schools & Employers**

- **Childrens Programme (7 to 12 year olds)**

- **Social Enterprise Charity Shop - 2018**

Our Staff & Clients

- Where do our referrals come from?

- Treating each client as an individual

- Power of group Therapy and interaction despite backgrounds being very different

- Jersey has a huge problem with illegal drugs which is not necessarily noticeable to many

- Everyone deserves an opportunity

Stereotypes

- An Alcoholic – The Person on a park bench with a can of strong lager or bottles of spirits

- A Drug Addict – The person in a dark and depressing room surrounded by needles. (Trainspotting !!)

- The above, whilst may be partly true only touches the surface as there are many people that function daily whilst being addicted.

- It doesn't matter who you are, where you are from or what class in society you are. Addiction can affect anyone.

Addiction – What is it ?

Addiction is defined as not having control over doing, taking or using something to the point where it could be harmful to you (and others).

Being addicted to something means that not having it causes withdrawal symptoms or a 'come down.'

www.NHS.UK/Addiction

THANK YOU

Jason Wyse

CEO – Silkworth Charity Group

Jason.wyse@silkworthlodge.co.uk

Background

•'Mental Health', 'Inclusion and Diversity', 'Health' are all very important words, seamlessly intertwined with emails and narratives about targets… successes… drivers for change… and so on and so on.

•Policy and people are not always good companions. When we develop policies to support our people, do we really think about what success looks like? And, more importantly, have we done the analysis that strives for one crucial element… balance?!

•We have all developed strategies to reduce costs, improve process and make the organisation more efficient, but during that process did we give serious consideration to things like balance or what the proposed work environment would look like for our people – did it provide a balanced environment where people could continue to work, thrive and be happy?
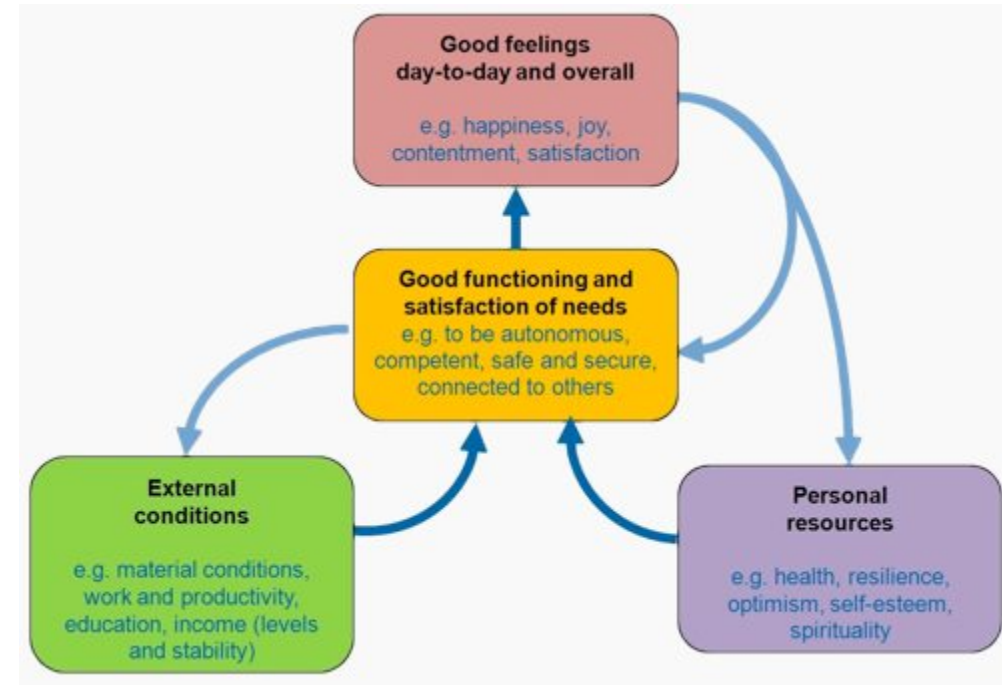
Questions?

- Do we do enough due diligence when we think about change, develop a strategy, respond with enough conviction to the yearly staff survey; that we challenge if the value proposition of all our collective 'health' policies are working and create balance?

- When engagement scores are low and managers and leaders can sense morale and productivity are suffering at what point, once we have poured over the balance sheets, do we look at the health and wellbeing policies and be brave and ask what else needs to change?

- Maybe it is in the process by which organisations review or measure that they care about which needs to change.

- The point being, that we have a duty to develop our mission balancing all the policies against the impacts of them on our people to 'roll forward' and test the impact of these goals and know what 'strategic success', or the 'strategic end-state', looks like.
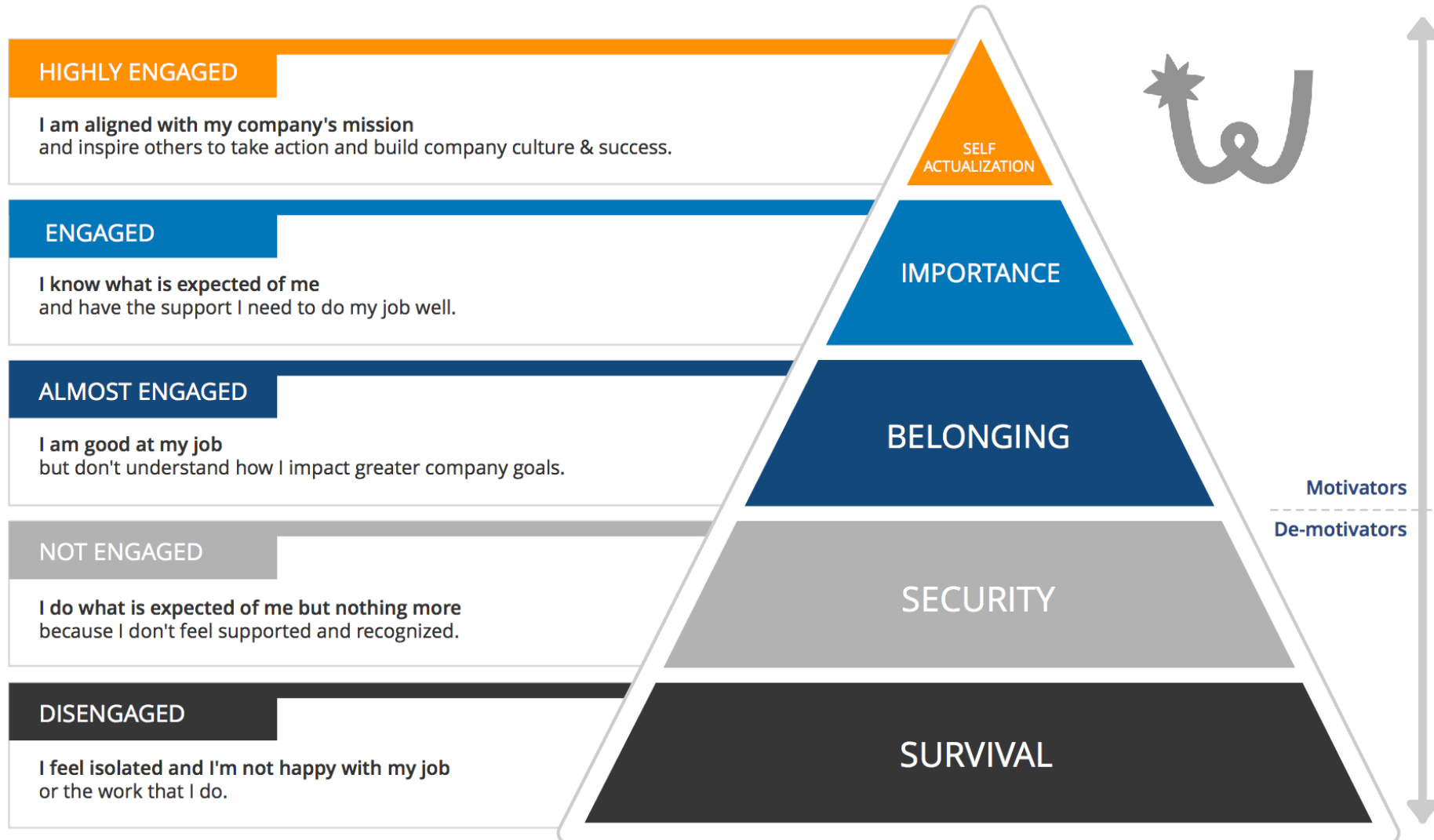
The relationship between diversity, inclusion and wellbeing

- Few organizations would dispute the benefits of developing inclusive working practices.

- Of course it is good professional practice, backed by legal and compliance reasons, and many also see it produces a more productive workforce, or even that it might help sales. These are good reasons.

- But what interests me is whether being more inclusive might have personal benefits for staff – in terms of their wellbeing? Does it produce a happier workforce?
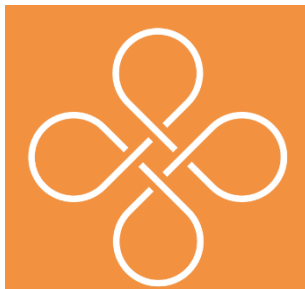
Maslow's Hierarchy of Needs
## Applied to Employee Engagement

HIGHLY ENGAGED

I am aligned with my company's mission
and inspire others to take action and build company culture & success.

ENGAGED

I know what is expected of me
and have the support I need to do my job well.

ALMOST ENGAGED

I am good at my job
but don't understand how I impact greater company goals.

NOT ENGAGED

I do what is expected of me but nothing more
because I don't feel supported and recognized.

DISENGAGED

I feel isolated and I'm not happy with my job
or the work that I do.

SELF ACTUALIZATION

IMPORTANCE

BELONGING

SECURITY

SURVIVAL

Motivators

De-motivators

Wellness? Well-Being? How does it relate to workplace strategy?

Applying Maslow's Hierarchy to the Workplace

Self-Actualization — purpose, values, empowerment

Esteem — trust, respect, autonomy, transparency

Belonging — social needs, team dynamics, culture, connections

Safety — ergonomics, privacy, safety, work-life fit

Physiological — lighting, temperature, food, movement, air quality, noise, health

WELL-BEING

WELLNESS

Do Something Different (Fletcher, 2016)

• The employees on the Do Something Different *Diversity & Inclusion* program began by completing an online diagnostic suite about their working habits in respect of diversity and inclusiveness, wellbeing, openness to change and personality.

• New behaviours were then tried out.

• The results were based on an analysis of data from 1,153 working age employees at the start of the program, and 261 of them who were followed up with repeat diagnostics after the 6 weeks.

• The program was designed to promote inclusive behaviours and this made it possible to examine if changes in inclusive behaviours over time also resulted in changes to wellbeing and openness to change.
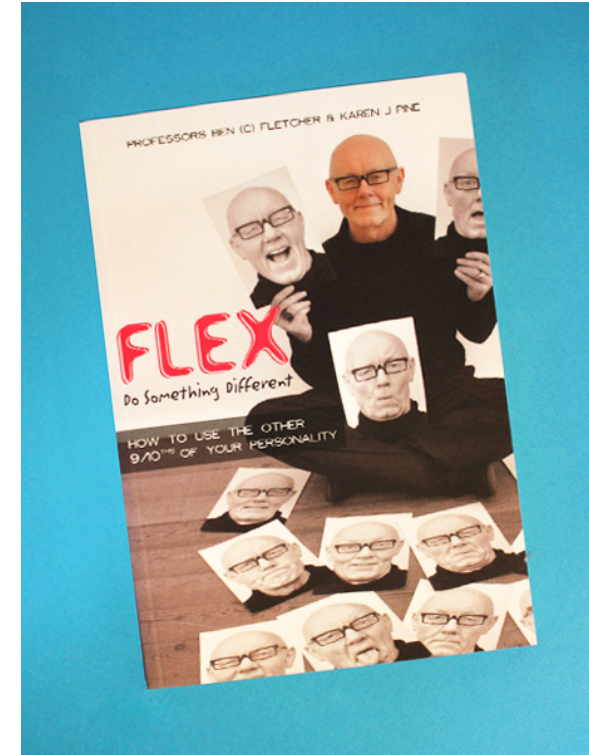
The results

	Low WB	Medium WB	High WB
• Low inclusiveness	28	100	27
• Medium inclusiveness	80	476	291
• High inclusiveness	5	47	99

To put these results in another way:

• *Someone with high inclusiveness was about four times more likely to have high wellbeing, compared to someone with low inclusiveness.*

• *Someone with medium inclusiveness was twice as likely to have high wellbeing, compared to someone with low inclusiveness.*

• *Someone with high inclusiveness was very unlikely (only 3% chance) to have low wellbeing*

Overall findings and Workplace benefits

- These findings indicate that being biased and less open to others may be detrimental to one's health and wellbeing.

- Having a flexible perspective to others suggests a flexible approach to life, one that is nurtured by developing workplace practices which promote diversity and inclusion.

- A non-inclusive and narrow attitude to others may extend to the narrowing down of options in life, a path that will ultimately negatively impact one's wellbeing.

Conclusion

- So the picture is a really positive one for being open to diversity and open to people not like yourself.

- Wellbeing and openness to change are strongly linked to inclusiveness - the more inclusive a person is, the better their wellbeing – in all of the areas measured.

- Developing inclusiveness can lead to increases in wellbeing because there is a 'dose-response relationship' - people whose inclusiveness increases may experience greater improvements in wellbeing.

- For more information contact Glenda on Glenda@soulgenic.com

Diversity
AND INCLUSION

Creating a Strategy for Diversity and Inclusion

"All organisations are perfectly designed to get the results they are now getting.
If we want different results, we must change the way we do things"

Tom Northup, author and leadership guru

Diversity

AND INCLUSION

For many organisations their focus is on 'equal opportunities' or 'equality'. This is often driven by legislation.

There are many reasons to now focus on D & I and often there is more than one reason why organisations starts along the D & I journey.

Some reasons may be:
• Introduction of new legislation
• Requirements to publish gender pay gap
• Tribunal claims
• Low staff engagement survey results
• Keep up with competitors
• Pitch for new business
• Leadership strategic vision
• Talent Management
• Recruitment

Getting Started

Creating change is not easy and many D & I programmes, although positioned as attempting to change the culture and structure within organisations, actually have no change management principles wrapped around them.

The majority of these programmes are focused on initiatives and a number of separate actions.

Diversity
AND INCLUSION

Tips to building and embedding a Strategy for Diversity and Inclusion

Step 1 - Assessing your current position – You need to build a holistic picture
Step 2 – Creating a Case for Change
Step 3 – Building a Strategy Plan
Step 3 – Your Role as a Change Agent
Step 4 – Who is there to help?
Step 5 – Creating your Team
Step 6 – Communicating your Plan for Change
Step 7 – Include Training as part of your plan
Step 8 – Talent Management – Recruitment to Career Development
Step 8 – Inclusive Leadership Development
Step 9 – Create New Ways of Working

Why do Strategies Fail

• Allowing too much complexity – falling into the details rather than focusing on the bigger picture
• Failing to build a sustainable coalition
• Not understanding the need for a clear Vision
• Failing to clearly communicate the Vision
• Permitting Roadblocks
• Failing to create short term wins
• Declaring victory too early
• Not anchoring change into the corporate culture