

# Introducing: The Business of Inclusion


Linbert Spencer OBE; Paul Anderson-Walsh



Paul Anderson-Walsh & Linbert Spencer OBE

# **Introducing: The Business of Inclusion**

Unleashing the extraordinary power that comes from fitting together rather than just fitting in...



Introducing: The Business of Inclusion

1<sup>st</sup> edition

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# Contents

	Something about us...	8
1	The Context	9
2	Equality Legislation	19
3	Why it Matters	25
4	The 4 A's	29
5	The Inclusion Hypothesis	37
6	The Performance Formula	42



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7	<b>The Inclusion Framework</b>	47
8	<b>The X Factor</b>	52
9	<b>Endnotes</b>	57



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# Pause Points

Pause Point 1	13
Pause Point 2	17
Pause Point 3	26
Pause Point 4	31
Pause Point 5	36
Pause Point 6	47
Pause Point 7	51
Pause Point 8	56

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## List of Models/Diagrams

Fig. 1: The Box	9
Fig. 2: The Pragmatist, The Paranoid, The Principled and The Prescient	12
Fig. 3: Essential, Important, Optional	14
Fig. 4: Threat or Opportunity	16
Fig. 5: International comparison of anti-discrimination laws	21
Fig. 6: Brief history of UK anti-discrimination laws	22
Fig. 7: Forms of discrimination	23
Fig. 9: 'Protected Characteristics' under UK Equality Law	24
Fig. 10: 'When I'm Included' Flip chart	27
Fig. 11: The 4 A's	30
Fig. 12: The cycle of difference	35
Fig. 13: The learn, earn, return cycle	39
Fig. 14: The zones of inclusion/exclusion	40
Fig 15: The performance formula	44
Fig. 16: Fox and the hounds	48
Fig. 17: IDEAS Model	49
Fig. 19: Hygiene & Motivation Factors	54

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# Something about us...

Who am I being that they  
are not shining?

**Linbert Spencer OBE** has been enabling organisations and individuals to transform themselves for more than 30 years. He is vastly experienced in the development of diverse talent. His work around this agenda was formerly recognized by being named in the Queen's New Year's honours list in 2008.

Author, consultant, trainer and coach, he has facilitated seminars and workshops across the world. He is an innovative, inspirational facilitator with proven experience of effective board level and community interventions, and leadership team development. In 2004 he co-founded The Windsor Fellowship, a national charity that aims to prepare minority ethnic undergraduates for management roles in industry, commerce and the public sector.

**Paul Anderson-Walsh** has been an L&D practitioner since 1997. He has a vast amount of experience in facilitating high-level strategic change workshops. He has worked with a wide variety of organisations including: Cambridge University Press, Oxford Summer School, The Disney Corporation, The Design Council, Sir Robert McAlpine, Defra, Bank of New York Mellon, NWLH NHS Trust and Rabobank. He is highly regarded for his ability to help management teams work together.

Paul is also the founder and director of The Grace Project – a charity dedicated to working with people to help them discover their identity and resolve issues of self-worth and self-esteem. Paul has written three books on the subject. He is a well-respected commentator who is called upon by the BBC & he is a regular contributor at Premier Radio. Paul is the former CEO of The Stephen Lawrence Charitable Trust.

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# 1 The Context

“Business is a game, played for fantastic stakes, and you’re in competition with experts. If you want to win, you have to learn to be a master of the game.”

[Sidney Sheldon,](#)  
[Master of the Game](#)

## Overview of the Series

So much of what has been written around the equality agenda over the last few years has been connected with legislation. This is valid, of course, but too narrow. The aim of this series of books is to broaden the subject and to help readers to see the equality agenda from an entirely different perspective.

Whilst we’ll cover equality legislation, and do so in some depth, our main purpose is to encourage readers to reflect on the fuller implication of what the term “Equal Opportunities” really does and doesn’t mean, and to begin to unpack what “*The Business of Inclusion*” could look like.

The series charts the logical flow of a client journey from the cul-de-sac of equality to the open highways of inclusion.

In Book One “*Introduction to the Business of Inclusion*” we aim to provide readers with the context for this conversation and some concepts to enable them (you) to begin to engage in the conversation within your organisation.

Some of the out-of-the-box stuff you’ll find in this book

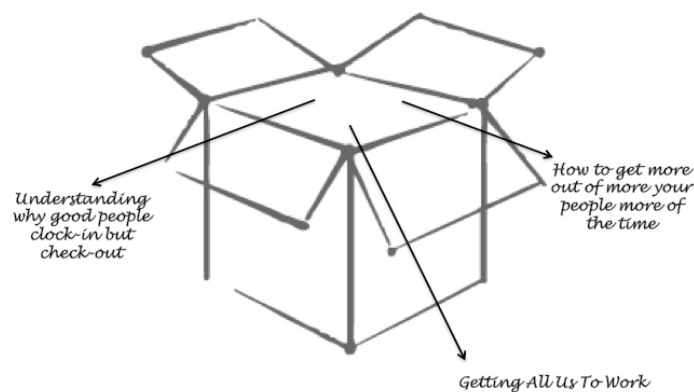


Fig. 1: The Box

Book Two is entitled “*From validation to values*” and is intended to create a paradigm shift in your thinking. In it we start to have a few more possibly uncomfortable conversations around this whole agenda. For many the Equal Opportunity agenda is about compliance. They see it as implementing processes, not inspiring people. We will look at how this conversation sits foursquare within a values-based approach to leadership and then show you how you can begin to “*include*” the inclusion conversations in your day-to-day talent development conversations.

We suspect that it’s very likely that many will find Book Three, “*The Alchemy of Inclusion*” the most challenging. We use this volume in the series to explain that not only can you not *manage diversity* – diversity is not the point.

Book Four, *Collaterising Inclusion* drives home the business intention of the series. Here we will calculate both the cost of exclusion and the dividend payments that perennially accrue to those who create inclusive environments. In this, the penultimate book in the series, we will introduce our coaching concepts to you as well as other tools that you could use for support on your journey towards becoming a more inclusive organisation consistently generating value from diversity.

We were tempted to title the final book in the business of inclusion series “So what?” but maturity prevailed (just). Instead we called the final book “*Championing Change*”. This book explains how to anchor this agenda in your business and to see it transform your business, such that the C.A.V.E. dwellers<sup>1</sup> become raving fans<sup>2</sup> and you are able to know that, strategy and tactics aside, the one thing you can take to the bank is that you get more out of more of your people more of the time. We trust you enjoy this series...

Oh yes, one last thing. As you read, you’ll notice what we call a “Pause Point” and see this icon next to it.



When you see one here’s what we’d like you to do: *Pause...* Why? To give you time to reflect on the question(s) we will be asking.

So...

## Triaging

The vast majority of our initial, pre-client conversations with organisations, triaging as we call them, are aimed at helping potential clients to self-diagnose. In the healthcare world triaging is the means by which the appropriate treatment can be assigned based on the degree of urgency of patients' needs. In our context, triaging enables the potential client to determine whether the equality agenda in their particular environment is essential/critical, important/urgent, or simply optional/supportive.

Triaging is important because if the actions a client is to take on this agenda are to be effective, it won't simply be a matter of allocating resources to run a few training events; it will instead be about change, possibly a deep change that amounts to a change in culture. In some organisations such deep change is avoided, because short-termism reigns. The agenda discussed here is for those who know that who they are (belief and values) defines what they do, not what they do defines who they are.

Culture change is both an intellectual and an emotional journey. We believe that an intellectual understanding of the need for change, the emotional readiness for change and the courage to effect that change are different things. All three need to be present if change is to be brought about and sustained. Courage is frequently the issue when it comes to deciding whether, and if so how, the equality agenda should be addressed, as this always depends more on corporate resolve than corporate resources.

Most of our triaging conversations happen because our potential clients have done the traditional back of an envelope calculation and figured out the cost in terms only of the threat and risk to their business reputation if the agenda is not addressed. They then self diagnose against one of the following four 'ideal types':

## Self-Diagnosed Types

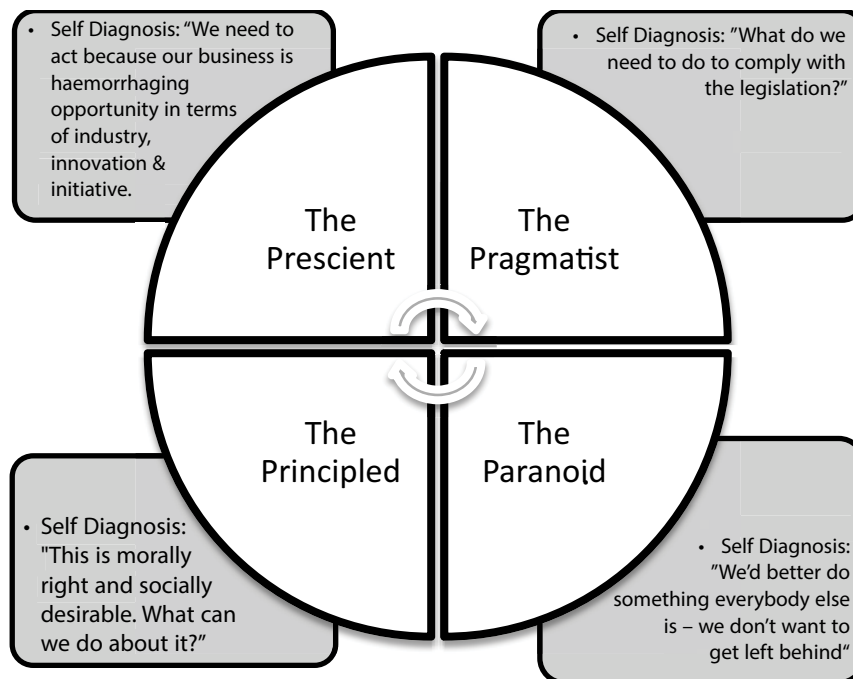


Fig. 2: The Pragmatist, The Paranoid, The Principled and The Prescient

The vast majority of our triaging conversations follow a similar pattern. They go something like this:

**Prospective Client:** *We need to do something about increasing the diversity of our management **teams**.*

**Us:** *Why?*

**Prospective Client:** *[raised eyebrow, followed by a pause, followed by], Because it is a hot topic in the firm.*

**Us:** *Why?*

**Prospective Client:** *Because it is a major driver for the company.*

**Us:** *Great. Why?*

**Prospective Client:** *...Ummm*

We'll get to the profound bit, don't worry, but for the moment it might be useful for you to stop and reflect on the same type of questions:



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My Organisation	Urgency (from your perspective)	Likelihood of gaining executive support
Essential/critical		
Important/urgent		
Optional/supportive		

Fig. 3: Essential, Important, Optional

### A Needle in a Haystack

There is little doubt that the equality and diversity conversation is trending among HR Professionals and Organisational Development (OD) specialists. Beyond doubt, our institutions and organisations are right to be concerned about under-representation. Any initiatives that seek to address such imbalances are to be applauded. But, and this is meant as a cautionary “but”, so much of the chatter around this subject seems to promote a difference that makes no difference. It is frequently the change that brings about no change.

**The needle of inclusion has been lost in the haystack of equal opportunity and diversity.**

Do a quick Google or Amazon search and you’ll notice that most of the guidance on this subject is around Equal Opportunity legislation and diversity. Over the last 20 years in particular, a not insignificant industry, together with a compliance culture, has grown up around Equality Legislation. Taken together with the drive to generate more diversity, sad to say, we have created what has proved to be an equal opportunity and diversity haystack in which is hidden the needle of inclusion.

Worse still, pursuing the farming metaphor, many of us are blissfully unaware that there is a needle to find.

Nor does the statistical evidence make for encouraging reading; diversity found at the bottom of organisations isn’t reflected higher up. Two thirds of FTSE 100 companies do not have any executive leaders of minority ethnic origin, and most organisations that we have talked to reluctantly concede that this ‘diversity deficit’ is reflected in the higher echelons of their management structure.

Two unmistakable trends keep being repeated:

1. The number of women in senior positions trails off, they fall off what one of our clients call “The Gender Cliff” and
2. The number of minority ethnic people is non-existent. In our language they “flat-line”.

Cream, at least of the ‘diverse talent’ variety, doesn’t easily rise to the top.



## The Diversity Deficit

A 2014 [research study](#) by Green Park reveals that:

- Overall, the top leadership of the FTSE 100 remains white and male, with just a dozen women out of 289 people occupying the Top Three positions: Chair, CEO or CFO. Just 10 of the posts at this level are held by minority ethnic leaders.
- The next layer – the Top 20 positions – is more diverse, with about a fifth of those occupied by women; but these are heavily skewed towards non-executive posts – about one in four non-executive directors are women, compared with about one in ten executive directors being women.

**Two out of every three FTSE 100 companies have an all-white executive leadership.**

- 53 companies show no minority ethnic presence at all amongst their Top 20 leaders. Discounting non-executive directors, 65 companies have no ethnic or cultural minority presence. In effect, two out of every three FTSE 100 companies have an all-white executive leadership.
- In the Top 100 positions, about one in four are women, and leaders of minority ethnic origin account for just under one in seventeen.
- The talent pipeline shows that there are enough female and minority ethnic candidates available for the top jobs. In fact, if each FTSE 100 firm had, on average, two fewer men and two more women, women would make up 30 per cent of the Top 20 employees in FTSE 100 companies.

## Equal Opportunity and Diversity

Why the diversity deficit? – Unconscious bias...? Maybe. Is it because of all the various ‘isms’: racism, sexism, ageism etc.? Perhaps. What we do know for sure is that a focus on equal opportunity neither harnesses energy nor encourages independent thought and commitment. In fact, however unwittingly, it infers inflexible obedience rather than freeing personal creativity.

The equality agenda is seen as being primarily about compliance, equity and fairness and, resuming our metaphor, this will certainly get you onto the “farm”. However, to get into the farmhouse, a house in which you are minded to make room for others, you will need to take on board and understand that the agenda is also about business imperatives, performance and profit.

## Threat or Opportunity

So whilst *the pain if you don’t* (the potential loss of your market dominance, job security, organisational survival etc.) will bring you into the conversation, it is *the gain if you do* that will keep you in it and inspire you to take your stand for inclusion, to stand-up and to stand out.

The principle drivers of change are invariably threat and opportunity.

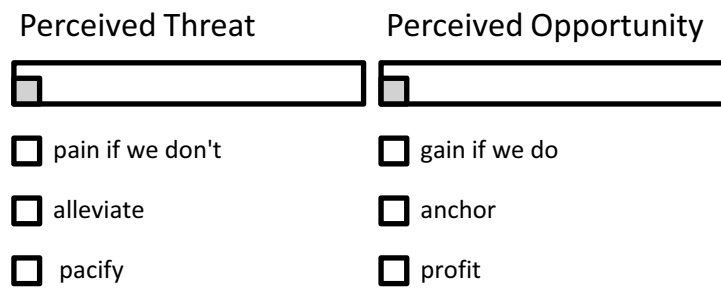


Fig. 4: Threat or Opportunity

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## Pause Point 2



Threat usually provides a sufficient motive to move away from doing [or not doing] certain things. It's really not enough. The Business of Inclusion seeks to aim higher than simply ameliorating pain; its ambition is to create a paradigm shift in the minds of those who seek to address this agenda. Never was there a more opportune time than now to take a lead and act.

The advent of globalisation has meant that this agenda has been kicked upstairs into the boardroom. Equal Opportunity legislation was designed to make sure organisations stopped "sinning"... It is not a remedy. It is designed to protect the individual's right to be different but it does not necessarily create an environment in which an individual can make a difference.

The remedy, the culture change strategy that will turn a problem to be solved into an opportunity to be exploited, is to be found in the *paradigm of inclusion*.

### A Paradigm Shift

Inclusion is the key that will turn on the engine of enterprise, excellence, discretionary effort and willing followership. A focus on inclusion, will, by definition, ensure equality of opportunity.

People who feel included are more likely to:

- Be believers rather than cynics
- Make a difference rather than look for something different
- Be volunteers rather than conscripts
- Fight for the organisation rather than fight against it
- Solve problems rather than simply point them out
- Be contribution rather than compensation focused

The Business of Inclusion is about unlocking the door to the boundless energy that is released in people who are given permission to express themselves rather than endlessly having to prove themselves.

As John Kotter so astutely observed, “People [organisations] change what they do less because they are given an analysis that shifts their thinking, but rather (*because*) they are shown a truth that influences their feelings.” This series of books then is for people who:

fancy a different point of view?



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## 2 Equality Legislation

"It may be true that the law cannot make a man love me, but it can stop him from lynching me, and I think that's pretty important."

*Martin Luther King Jr.*

### A Paradox

There may be some among those not immediately drawn to the pages of this book who would point to Equality legislation as being yet another example of Nanny State-ism. But such thoughts speak only to their inconsistency. In the main, even these detractors recognise that the story in which we find ourselves, at least in the UK, is a paradoxical one. On the one hand the concept of fairness is believed to be native to the British culture, yet on the other hand we acknowledge the fact that inequality is ingrained into the very fabric of our society.

Rather than making up endless and needless laws or telling people how they should live their lives (nannyism), equality legislation is statesmanship in that, inter-alia, it acknowledges past imbalances and seeks to redress the effects of these. It is responsive not directive. One might say that equality laws demonstrate that the voice of protest has been heard, reflected upon and, where merited, acted upon. They, the laws, are evidence of a full-blooded democratic process rather than a symptom of some of political anemia...

As we look out on the world, it is hard to imagine that it wasn't until The Sexual Offences Act was passed in the UK in 1967 that sexual activity in private between two men, both of whom had to have attained the age of 21, was decriminalised. Or again, in 1955, had Rosa Parks not *sat* and broken the law Martin Luther King Jr. would not have *walked* to change the Law; and had he not walked Barrack Obama may never have had the opportunity to *run* and make laws. Consequently, "No you can't" became, "Yes we can!"

The Business of Inclusion is not about legislation and we would assert that legislation is not sufficient. However, we fully acknowledge the fact that without legislation there would be no foundation for inclusion.

## Anti-discrimination Laws

As with other laws, anti-discrimination legislation has developed in order to regulate behaviour. By its very nature legislation is responsive and is still evolving as different societies, jurisdictions and nations conclude that certain behaviours within their borders are not, or are no longer, to be tolerated. In the United Kingdom, the raft of anti-discrimination legislation that had developed since the 1940s was consolidated into one catch-all, concise and comprehensive piece of legislation known as [The 2010 Equality Act](#).

The vast majority of developed, and many emerging, countries have anti-discrimination laws. However, no two countries have anti-discrimination legislation relating to the same set of personal characteristics. See Fig1. The primary, though not the entire focus, of anti-discrimination legislation is on employment. Essentially different countries have created a legislative framework that requires organisations to treat all individuals appropriately and which in turn requires individuals in those organisations to conduct themselves in particular ways when interacting with others in the organisation.

Anti-discrimination legislation is about responsibilities as well as rights.



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## International Comparison of Anti-Discrimination Laws

Protected Characteristics	England Scotland Wales	Northern Ireland	Republic of Ireland	Australia	Canada	India	South Africa	USA
Aboriginal People					😊			
Age	😊	😊		😊	😊		😊	😊
Birth							😊	
Caste						😊		
Colour				😊	😊		😊	😊
Culture							😊	
Conscience							😊	
Disability	😊	😊	😊	😊	😊	😊	😊	😊
Ethnic Origin				😊			😊	
Family Status					😊			
Gender reassignment	😊		😊	😊				
HIV Status							😊	
Language							😊	
Marital or Relationship Status	😊	😊	😊	😊	😊		😊	
Nationality or National Origin				😊	😊			😊
Civil Partnership	😊							
Pregnancy and Maternity	😊		😊	😊	😊		😊	😊
Race	😊	😊	😊	😊	😊		😊	😊
Religion or Belief	😊	😊	😊	😊	😊		😊	😊
Sex or Gender	😊	😊	😊	😊	😊	😊	😊	😊
Sexual Orientation	😊	😊	😊	😊	😊		😊	
With/without dependants		😊	😊					
Political Opinion		😊					😊	
Irish Travellers			😊					

Fig. 5: International comparison of anti-discrimination laws

## A Brief History of UK Anti-Discrimination Legislation

Year	Act	Intent /Impact
1944 & 1958	Disabled Persons (Employment) Act	3% quota scheme, disabled persons register and record keeping to show compliance.
1957	Treaty of Rome	Unlawful to discriminate against EEC workers on grounds of nationality and citizenship.  Men and women should receive equal pay for equal work.
1965	Race Relations Act	Unlawful to discriminate on grounds of colour, race, ethnic or national origins in 'places of public resort.'
1968	Race Relations Act	Extended the '65 act into employment, provision of services and housing provision.
1970	Equal Pay Act and Equal Pay Act Northern Ireland	Unlawful to discriminate between men and women with regards to pay and other contractual terms and conditions.
1970	Chronically Sick and Disabled Persons Act	Provision for physical access to public buildings, parking facilities, toilets and signs.
1975	Sex Discrimination Act (SDA)	Direct and indirect discrimination introduced. Concept of Positive Action and Genuine Occupational Qualification established. Equal Opportunities Commission established.
1976	SDA – Northern Ireland Order	Broadly speaking as 1975 SDA above.
1976	Race Relations Act (RRA)	Replaced the previous RRAs. Established the Commission for Racial Equality. As SDA above, direct and indirect discrimination introduced. Concept of Positive Action and Genuine Occupational Qualification established.
1976	Chronically Sick and Disabled Persons Act (Amendment) Act	1970 Act amended to cover places of employment.
1995	Disability Discrimination Act (DDA)	Gave rights in employment, goods and services etc; requires educational institutions to provide information for disabled people, allows for minimum standards re public transport.
1997	Race Relations Act (Northern Ireland)	Established the Commission for Racial Equality Northern Ireland.
1998	Human Rights Act	Enacted to incorporate the European Convention on Human Rights.
2004	Gender Recognition Act	Enacted to provide transsexual people with legal recognition in their acquired gender
2006	Employment Equality (age) Regulations 2006	Made it unlawful to discriminate directly or indirectly against someone because of their age.
2006	Equality Act	Outlawed discrimination on the grounds of religion or belief in provision of goods, services, education etc; and allows for discrimination on grounds of sexual orientation. Created the Commission for Equality and Human Rights.
2010	Equality Act	Objectives to: eliminate discrimination, harassment and victimisation to the greatest possible extent; promote and protect rights as in the Charter of Human Rights; to encourage the elimination of systematic causes of discrimination; facilitate the progressive realisation of equality.
2013	Marriage (Same Sex Couples) Act 2013  (See fig 9)	Extension of marriage to same sex couples  (1) Marriage of same sex couples is lawful.  (2) The marriage of a same sex couple may only be solemnized in accordance with— (a) Part 3 of the Marriage Act 1949, (b) Part 5 of the Marriage Act 1949, (c) the Marriage (Registrar General's Licence) Act 1970, or (d) an Order in Council made under Part 1 or 3 of Schedule 6.

Fig. 6: Brief history of UK anti-discrimination laws

## UK Anti-Discrimination Legislation

As at 2014 in the UK, the anti-discrimination legislation rests on four main pillars; direct discrimination, indirect discrimination, harassment and victimisation and protects nine personal characteristics. See fig 7.

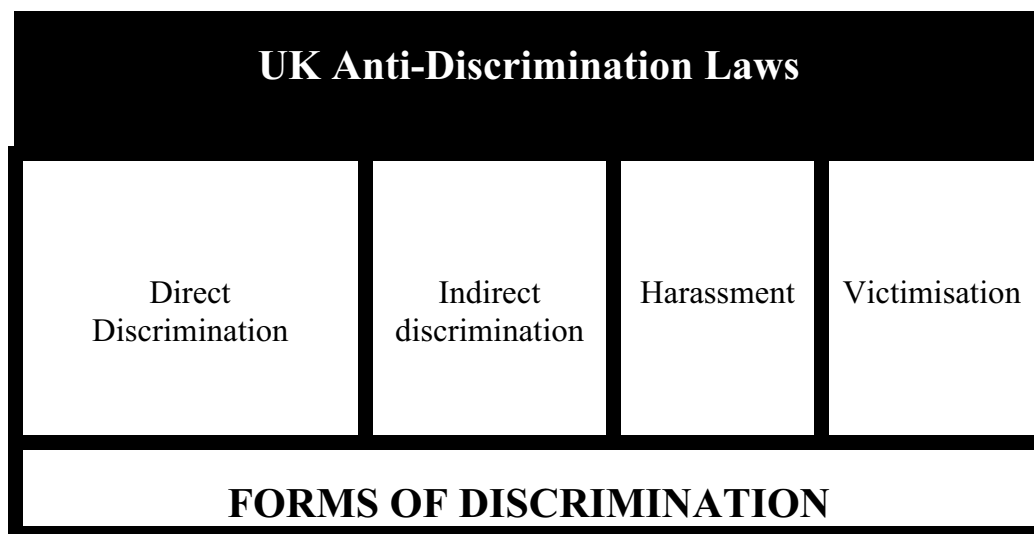


Fig. 7: Forms of discrimination

If direct discrimination is transparent then indirect discrimination is opaque. Refusing to promote an individual because they are female is an obvious example of direct discrimination. In contrast, indirect discrimination is subtle and could in fact be unwitting. Suppose, for example, that a company has a requirement that only individuals with 10 years' continuous service can qualify for promotion, it might not strike you as a serious violation if that stipulation were to be applied. However, whilst it may initially appear to be fair, its effect would place some groups at a disadvantage that cannot be justified. In this example the imposition of the requirement makes it more difficult for women to reach senior positions, as many take time off for child-care.

**Discrimination is defined as being the unjust or prejudicial treatment of different categories of people.**

Direct Discrimination	Treating a person or group of people less favourably because of any protected characteristic than you would treat another person, or group of people, who did not have that protected characteristic.
Indirect Discrimination	Indirect discrimination is caused by the application of requirements, rules or conditions, which initially appear to be fair, however, once they are applied, they place some groups at a disadvantage and they cannot be justified.
Harassment	A person harasses another if they engage in unwanted conduct related to a relevant protected characteristics and the conduct has the purpose or effect of violating the other's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment.
Victimisation	Victimisation occurs if a person experiences "less favourable treatment" after they make a complaint about discrimination; or if it is suspected that they are going to make a complaint about discrimination or if they are going to provide evidence about discrimination.

Fig. 8: Forms of discrimination expanded

### Defining the Nine Protected Characteristics (2010 Equality Act)

<b>Age</b>	A person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).
<b>Disability</b>	A person has a disability if s/he has a physical or mental impairment that has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.
<b>Gender reassignment</b>	The process of transitioning from one gender to another.
<b>Marriage and civil partnership</b>	Marriage is defined as a 'union between a man and a woman'. Same-sex couples can have their relationships legally recognised as 'civil partnerships'. Civil partners must be treated the same as married couples on a wide range of legal matters. (See Fig 6 Marriage, Same Sex Couples Act 2013)
<b>Pregnancy and maternity</b>	Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.
<b>Race</b>	A group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.
<b>Religion and belief</b>	Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.
<b>Sex</b>	A man or a woman.
<b>Sexual orientation</b>	Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

Fig. 9: 'Protected Characteristics' under UK Equality Law

### 3 Why it Matters

*We need to give each other the space to grow, to be ourselves, to exercise our diversity. We need to give each other space so that we may both give and receive such beautiful things as ideas, openness, dignity, joy, healing, and inclusion.*

**Max de Pree**

#### Feedback

The equality agenda matters because a diversity of perception, thinking and approaches can add tremendous value to society, communities and organisations. A diversity of perception, thinking and approaches is more likely when a society, community or organisation is made up of people from different backgrounds, but there is added value, only if they experience inclusion. Moreover, we would assert that managing inclusion, valuing diversity and promoting equal opportunity is morally right, socially desirable and economically sensible. Feedback from more than 2,000 employees during 2012 and 2013 told us that the equality agenda is:

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All created equal	Creates community cohesion	Our society, communities and businesses are able to use the skills and commitment of more people more of the time	Fines
We all have the same intrinsic value	Makes for happier citizens		Legal Fees
Everybody matters	Makes for healthier citizens		Reputation
It delivers justice	People feel safer	People are prepared to go the extra mile when they feel included	Low staff moral
It's common humanity	Individuals are able to find their place		Loss of contracts
We are all human beings	We get less conflict, disharmony and mistrust	Enables our difference to make a difference	Management time
			HR time

There is of course another reason why the equality agenda matters and that's because it's underpinned by legislation. But let's be clear, whether or not you are in sympathy with absolutely everything contained in the feedback from the 2,000 plus people listed above, one thing is certain. Even if there were no anti-discrimination legislation, the only things that could be removed from the four lists with absolute certainty, would be 'fines' and 'legal fees'. Everything else would remain as statements of truth from those providing the feedback.



### Pause Point 3



The equal opportunity agenda matters **and** there is anti-discrimination legislation. To many leaders in too many organisations, the equal opportunity agenda matters **because** there is anti-discrimination legislation, and therein lies their first, and possibly most fundamental conceptual barrier to generating value from diversity.



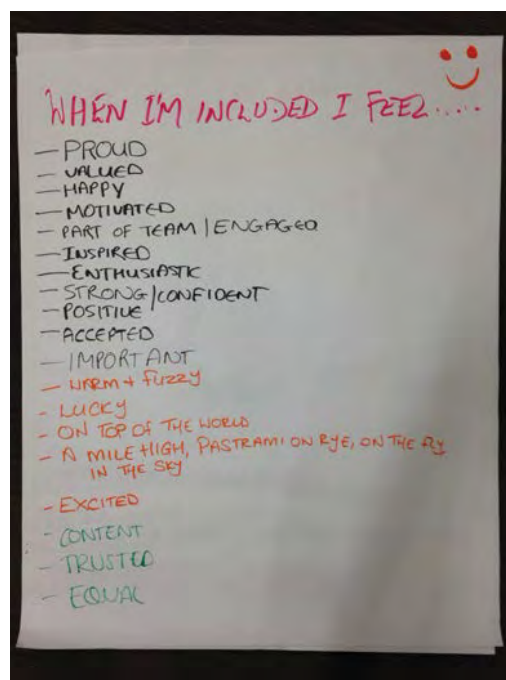
In far too many organisations, just as the „Why“ question gets eclipsed by the “How” question, so too the Inclusion question: “Is everybody onboard and did we leave anybody behind?” gets eclipsed by the “Are we compliant and have we ticked all the boxes?” question.

This agenda matters because, when properly understood:

- It's about *inspiring people* not just implementing policies
- It's about *developing all of your people* rather than simply ensuring you're not discriminating against any of them
- Being the business of choice for your customers means *being the employer of choice* for your staff
- *It is about transformation* not transaction

### Inspiring Your People

Knowing you're fully included as part of your work team is tremendously inspiring. When your people feel included the equal opportunity policies are of little relevance to them. However, the fact that your people are experiencing inclusion will almost certainly mean that the very essence of the equal opportunity policies is being achieved.



A flip chart from one of our workshops in March 2014

Fig. 10: 'When I'm Included' Flip chart

## Developing Your People

If you take this agenda seriously, the focus will shift from ensuring that you do not discriminate, to developing your people – all your people. The us and them view of this agenda, which was almost entirely focussed on ‘how do we make sure we don’t discriminate against them’ has no developmental intention and takes nobody anywhere. If your intention to get more out of more of your people more of the time, you will be keen to make sure everyone has the development opportunities necessary to take them closer to achieving their full potential.

## Business of Choice

For the vast majority of organisations, employees are an important, if not the most important window through which clients, customers, potential employees and other stakeholders see them. Why would someone choose to do business with an organisation that they viewed as unattractive? Addressing this agenda effectively is business critical, a superficial one-off project designed to pacify a particular marginalised group, or groups, simply will not do. Understanding that to be the choice for your customers means being the choice of your people, is a conceptual shift that you and other leaders in your organisation may well need to make.

## Transformation

We are convinced that the IDEA – the inclusion, diversity and equality agenda – when properly implemented in an organisation will be transformational. Individuals will be encouraged to be who they are, and will therefore bring all their skills and experience to work. Organisations will be more effective, efficient and efficacious as more and more of their people, whose creativity they had previously failed to harness, feel sufficiently included and safe to be, and give more of, themselves in the workplace.

## 4 The 4 A's

"Diversity and independence are important because the best collective decisions are the product of disagreement and contest, not consensus or compromise."

*James Surowiecki – The Wisdom of Crowds*

### The Bottom Line

The bottom line is that this agenda is about the bottom line. When it comes to being intentional around building effective and profitable relationships with different clients, customers and other stakeholders, understanding the implications of diversity matters a great deal. It pays to be deliberate.

There are four A's for achieving greater effectiveness and profitability. Access to customers, clients, other stakeholders and the wider community, Attractiveness to employees, Anomie in society and Avoiding the cost of discrimination.

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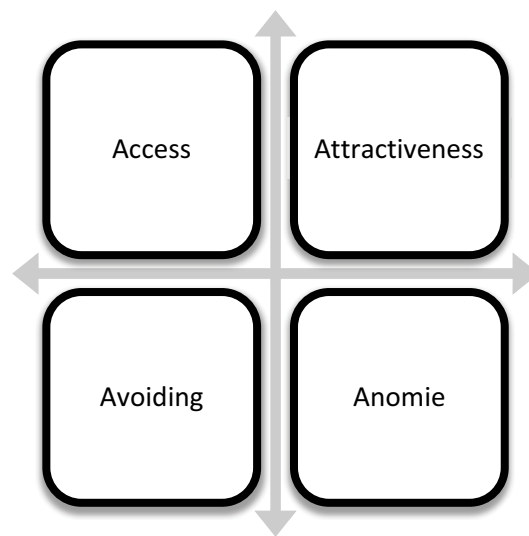


Fig. 11: The 4 A's

### Access

Unfettered **access** to markets, customers and clients, partners and stakeholders, is vital for the survival and growth of any enterprise. If an organisation does not understand the nature, culture and rhythm of a particular marketplace and/or client group, then getting access will be difficult, if not impossible. Organisations that fail to reflect the diversity of the marketplace and/or client group risk being discounted by those markets or clients in the long run. Different markets need a different voice, a voice that can speak in their language. As discussed in [chapter 1 The Context](#), the 'Diversity deficit' is a genuine threat to FTSE 100 companies' competitiveness.

### Attractiveness

There is a well-worn maxim among sales professionals that says, "All other things being equal, people buy from people they like." When it comes to attracting the world's best talent, we might want to reflect on a slightly reworded version of that statement: "All other things being equal, people work for people that they believe like them and appreciate and recognise their efforts." To be well armed in the war for talent we would all be well advised to increase our understanding of what, in our knowledge-based economy, **attractiveness** looks like.

Attractiveness to employees is key. Truly successful organisations are attractive places to those who would invest their time and energy. When it comes to providing effective and efficient services, managing inclusion, valuing diversity and effective equal opportunity practice is no less important than corporate ethics & vision, health & safety policies and learning and development programmes.

All of us would prefer to work in an environment where our unique contribution is sought after and valued. Also, talent doesn't come in one size, colour, gender, family structure or background, sexual orientation, skill set, way of thinking or academic background. In the continuing struggle for talented and committed employees, diversity and inclusion are attractive corporate features. Think about your own organisation, especially at and near the top. How attractive does it look?



#### Pause Point 4



#### Anomie

Anomie defines the lack of the usual social or ethical standards in an individual or group that is (or perceive themselves to be) alienated from the wider society, community, organisation or group. If particular individuals or groups conclude that they have no equity in a society not only do they disengage from it, but, worse they are likely to believe that no matter what they do, however anti-social or unacceptable, it won't matter because they have nothing to lose.

The maintenance of a stable society is clearly desirable for the vast majority of businesses and the implications for the economic and social well being of the nation is self-evident. Corporate entities, and especially, but not only, public service providers, do not have the luxury of disowning society. Well functioning, vibrant communities are crucial for our continued economic and social health and well being. CIPD (Chartered Institute of Personnel and Development) estimate that workplace conflict has cost British business an eye-watering £24billion.

Anomie is not only a societal concern (we have seen what happens in disenfranchised communities), **Corporate Anomie** is equally damaging. **Corporate Anomie** is one likely outcome when a mismatch of aspirations between workers and those for whom they work occurs. The deadening effect of people withdrawing their discretionary effort and then feeling justified in acting against the best interests of their organisation have yet to be calculated but you need look no further than the level of absenteeism, lateness, grievances etc. to get a sense of what **Corporate Anomie** costs.

### Avoiding

If ever there was an unnecessary and divisive cost to a business, then the cost of discrimination is it. When organisations discriminate, the cost comes in a great big package. The package contains bad publicity, damage to staff morale, increased absenteeism and staff turnover, fines, legal fees and of course loss of reputation.

For organisations that discriminate, paying the price can persist long after the offence. Loss of reputation in particular can dull organisation effectiveness for many years.

Better **access** to markets and clients, **attractiveness** to potential employees and investors, pre-empting **anomie** in society and the workplace and **avoiding** the cost of discrimination are some of the reasons why inclusion, diversity and equality matters.

In a global economy this agenda needs to be driven by business imperatives not altruism or fad.



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## Equal Opportunity and Diversity

We began this chapter by saying that equal opportunity and inclusion are not the same thing. We end by reminding ourselves that neither are equal opportunity and diversity the same thing. Many people use these terms as though they were interchangeable, thinking that diversity is 'what we call it now'. This is a serious error with important implications for the decisions an organisation might take in addressing diversity and equality issues.

Equal opportunity is about:

1. Tackling unlawful discrimination and dealing with inequality
2. Fairness, decency, respect and high standards of behaviour between individuals and groups
3. Demonstrating the will to extend yourself for the purpose of nurturing someone else's growth and development.

In corporate terms, equal opportunity is a concept underpinned by legislation - see chapter 2. It requires organisations to provide relevant and appropriate access for the participation, development and advancement of all individuals and groups. In turn, equal opportunity requires individuals and groups to conduct themselves in particular ways when interacting with others.

**Diversity is a given.** It is not an option or something to decide to have or not to have. Where there are two or more people, you have diversity. Diversity is difference and we are all different from each other.

In addition to the *Protected Characteristics* referenced in chapter 2, our differences include:

1. Interests, physical abilities and qualities and appearance
2. Life and work and experience
3. All the other experiences that have touched our lives or influenced our thinking.

Differences between us give a unique range of attributes and characteristics and a distinctive view of the world. Our customers and clients are diversity personified.

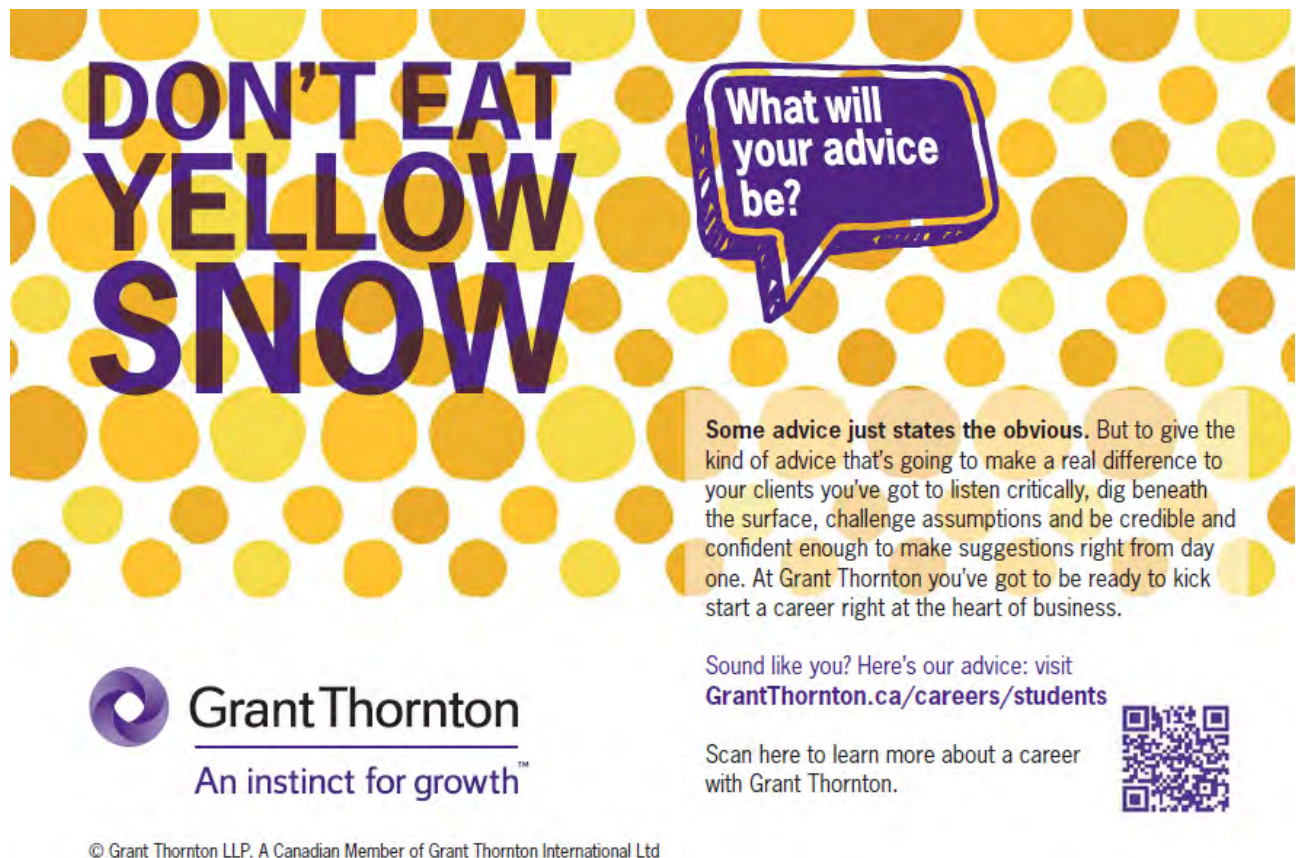
Organisations wanting to be more successful by reflecting the diversity of their customers or clients, need to recognise, capitalise on and maximise the diversity of their staff. The starting point for organisations is to recognise the value of, and then actively seek to benefit from, the diversity of the staff team.

Our staff teams have additional layers of diversity that we need to take account of. As well as grade, location and department and exhibiting most if not all of the differences referred to above, our people may also be...

- Consultants
- Contractors
- Home workers
- Part-timer workers
- Specialists
- 'Support' staff
- Telecommuters
- Temporary staff
- Work-share partners

In addition they might belong and have strong affiliation to specific professional or trade groups.

We need to recognise and actively seek benefits through these differences also.




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The IDEA (Inclusion, Diversity and Equality Agenda) is not about:

1. Having a conscience about difference *it's about being conscious of difference*
2. Assimilating and homogenizing difference *it's about valuing difference*
3. Making people who are different, the same as us

*No, it's about the power that an organisation can derive from deliberately nurturing and integrating heterogeneous groups of people so that we fit together*

### The Cycle of Difference

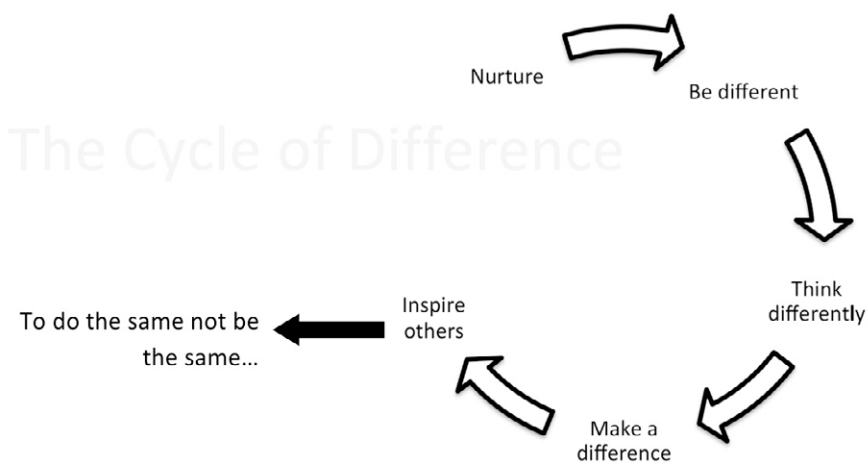


Fig. 12: The cycle of difference

Leaders who generate value from diversity enable people to:

1. **Be** different
2. **Think** differently
3. **Make a** difference
4. **Inspire** others to be different, think differently and make a difference



## Pause Point 5



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What if you could build your future and create the future?

One generation's transformation is the next's status quo. In the near future, people may soon think it's strange that devices ever had to be "plugged in." To obtain that status, there needs to be "The Shift".



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# 5 The Inclusion Hypothesis

“The fundamental task of leaders, we argue, is to prime good feeling in those they lead. That occurs when a leader creates resonance – a reservoir of positivity that frees the best in people.”

*Daniel Goleman*

## Getting More from More

In the absence of documented empirical evidence we thought it prudent to temper the approach to this subject by referring to it as a hypothesis. It is based on our observations and experience and we are confident that our premise is predicated on an immutable logic, that is, people who feel included feel good about themselves and their organisations and consequently do good work. People who do good work feel good about themselves and the organisations they work for, and reinforce their feeling of inclusion.

Our hypothesis therefore is this: effectively managing inclusion enables organisations to get more out of more of their people more of the time. Or to quote a participant from one of our workshops, “happy chickens lay more eggs.”

Readers in *Darwinian* organisations, where staff appraisal processes are based on a forced ranking system, and who might find the idea of *getting more from more* counter-intuitive can relax. We are not challenging The Pareto Principle<sup>3</sup>, there are a lot of the “right” people in “wrong” jobs, we are simply discussing how to get more out of more in terms of:

1. more productivity
2. more loyalty to the organisation, and,
3. more employees who are Raving Fans.

We want to focus on how to get good people fired-up, as opposed to the rather different problem of how to fire those you’ve identified as not so good (or not good enough). Suffice to say that if you have attracted the world’s best talent and want to develop and retain them, then you must quickly come to see that ensuring that they feel included is business critical. Knowing you are included means you feel listened to and valued for what you bring. You know that you have permission to, and can exercise your ability, to make decisions and act autonomously for the good of the organisation.

For too many employees this is not the experience. Whilst employees may have power in their knowledge, skills, judgement and attitude they do not always work in empowering environments that release and focus this power. Regrettably, unless empowerment starts at the top, it’s going nowhere.



Organisations that are over over-managed and under-led tend to create environments that nurture discontent and people become apathetic instead of being inspired and becoming advocates or raving fans. Rather than being engaged, employees feel, rightly or wrongly, estranged and as though their career development is viewed as an unnecessary expense rather than a worthwhile investment.

Amongst the disengaged, a typical water cooler conversation might go something like this:

**Jumping Jack:** “Arghh, I’m telling you, I’ve got the boss from hell. He’s such a...”

**Push-him-off the-window-sill Jill:** “Seriously I don’t know why you put up with it. Once the bonus payments have been made, I’m going to be looking around: I hate my job too. You should do the same. I was talking to Winston, you remember Winston don’t you? He says that they’ve got openings at Cherished Assets Inc. He loves it there.”

**Jumping Jack:** “Bonus! Good luck with that. I’ve been stuck on the same salary level for a while and tried to get a pay rise but apparently ‘We’ve got no scope for rises at the moment.’ I’m telling you, if I receive an offer for a better job, I’m off. To be honest, I’m bored, I feel like I’ve outgrown my job...”



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### On the Edge or the Privet Hedge

For Millennials, (people born between 1977–1997) job-hopping is considered the absolute norm. The likelihood is that they will remain with one employer for less than three years. That means that many talented people leave our organisations long before they complete the “learn, earn and return” cycle. (See Fig.13 below)

The impact on your business of losing those you want to keep, in terms of disruption, loss of productivity, corporate memory etc. cannot be overstated. Quite apart from the human cost of losing a good employee there is the cost of recruiting, on-boarding and training a suitable replacement. It is estimated that it costs something in the order of 38% of an employee’s annual earnings to replace them.

### The Learn, Earn and Return Cycle

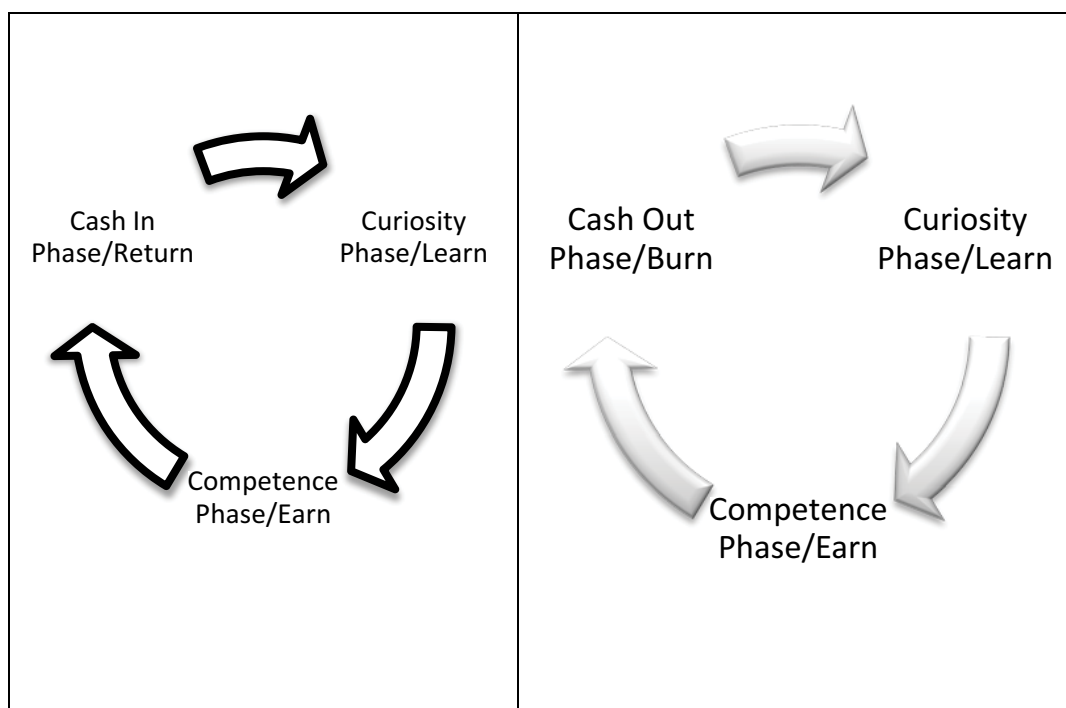


Fig. 13: The learn, earn, return cycle

There is an apparent contradiction at work here because all the sociological data suggests that Millennials want to belong. Yet, evidently not to our organisations. Unlike the Baby Boomer generation (those born between 1946 and 1964), for whom financial security and settling down was the aspiration, Millennials value freedom over stability; living on the edge rather than owning the privet hedge, and it’s variety rather than predictability that energises them.



## In The Zones

Those who become advocates for your business inevitably come from among those who feel included and see that their contribution makes a difference, regardless of who they are or where they are in the organisation.

We talk to our clients about what we call the zone of exclusion and the zone of inclusion. In the zone of exclusion, people are risk averse. They fear that any mistake, rather than being seen as an opportunity to increase competence, is seen as a reason to justify not taking actions or decisions, or worse, facing censure. so they tend to keep their head down. They fit in by editing out as much of themselves as they can in order not to draw unwelcome attention and thereby keep “safe”.

In the zone of exclusion people feel that they are more likely to be viewed as a liability than an asset. So they live by the wisdom proverb “even fools are thought wise when they keep silent; with their mouths shut, they seem intelligent.” Have you ever noticed how quiet some dysfunctional some offices are?

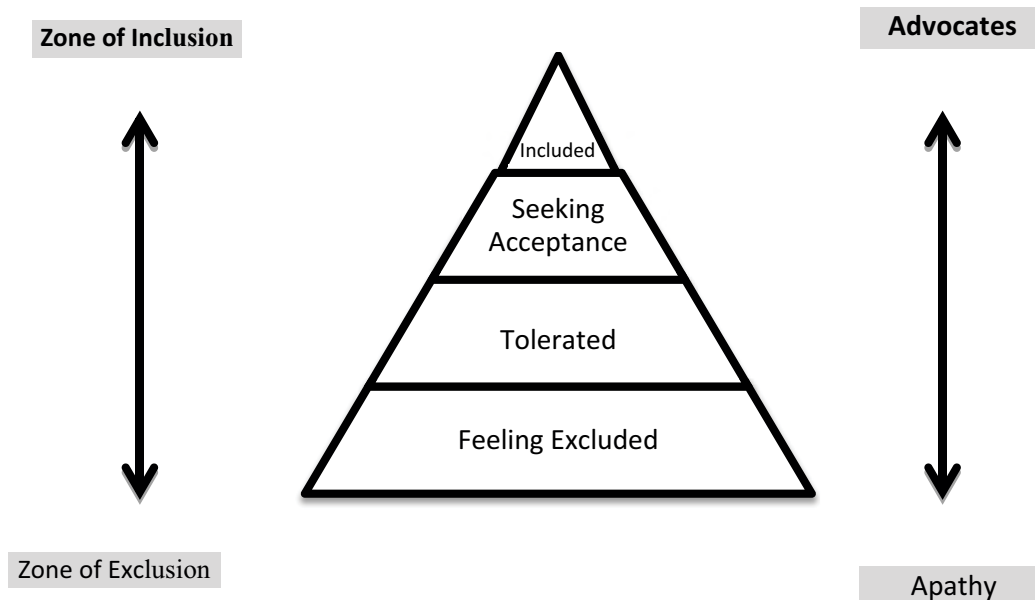



Fig. 14: The zones of inclusion/exclusion

In order to ensure that your organisation remains in the zone of inclusion and doesn't unwittingly drift into to what we call the zone of exclusion, you will want to create a culture where:

1. Interoperability<sup>4</sup> is axiomatic – it is self evident that everyone has the desire and the ability to work well with each other. People fit together rather than simply fit in
2. Individuals' abilities are continuously developing – they are agile and have a great attitude
3. On-going learning is a given that enables the organisation to continually expand its capacity to innovate and create its future
4. There is congruence between the corporate rhetoric of 'our people are our most important asset' and our people's reality.

If this isn't where you are right now but it's where you want to be, read on –

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## 6 The Performance Formula

“The welfare of the organisation is bound up with the health of its employees.”

ACAS guide to workplace Mediation

### An expense or an investment?

To quote Aesop “after all is said and done, more is said than done.” Sadly this is true of the inclusion, diversity and equality agenda. In truth organisations have varying degrees of success, ranging from modest to minimal, in attracting, on-boarding, retaining and developing the best diverse talent.

It is tempting, but may be too simplistic, to advance a conspiracy theory as to why diversity at the bottom of our organisations is not reflected higher up. It is likely that it’s because it’s hard, if not impossible for compliance thinking to generate profit. Until we change our thinking this agenda is likely to continue to be seen as an expense rather than an investment.

The Business of Inclusion is written in order to create a step change in your mind to enable you to transform your pragmatism into preference: A preference for getting quality performance from more of your people more of the time.

At the outset the challenge is easy enough to understand, as certainly one of the biggest errors we make in seeking quality performance from our people is in the recruitment cycle when we often fail to determine what we are really looking for. But let us assume that we have been clear at the definition phase. Let us further suppose that our attraction strategy has bagged us the right person, for the right role at the right time. The next challenge is how do we on-board, develop and retain that talent?

### Jenny Newgal

Okay so let’s head over to Acme Investments Inc. It’s induction day and Jenny Newgal, headhunted from one of Acme’s competitors is sat in reception at 8.30 a.m. for a 9.00 a.m. start. She is keen, as keen as mustard, she wants to get going and to make a good first impression. She comes pre-loaded with industry knowledge, skills, good judgement and has a terrific attitude.

When the offer letter was pushed through Jenny Newgal’s letterbox, she was thrilled to bits. Seldom had she been so excited. This was her dream job. But, the clock, both chronologically and metaphorically, is ticking...

How long will it take for the idealisation phase to be over?

At 9.20 a.m. after having been furnished with an apologetic cup of coffee by the receptionist, who confided in Jenny that her new boss is always late, Jenny Newgal's boss emerges from the lift with his iPhone glued to his ear. Jenny motions to get up to meet him, but he smiles and urges her to sit down. Cradling the phone in his neck he raises his hands to indicate that he needs 10 minutes to resolve whatever it is that he's talking about on the phone. "Sorry – It's a client" he mouths, raising his eyebrows in a "what-a-pain-in-the-neck this is" kind of a way.

Jenny's boss disappears down the hallway. Jenny sits down again. The receptionist, Mary offers her another cup of coffee. Jenny picks up the corporate brochure from the table in front of her and starts to read it (again). It begins, "At Acme Investments Inc. our people are our greatest asset"... Jenny Newgal senses that there may be a disconnect between their rhetoric and her reality.

The honeymoon is over...

Jenny Newgal's honeymoon didn't last too long. Other "emotionally divorced" colleagues were quick to express opinions about what's wrong with the company. But Jenny Newgal kept telling herself these guys and gals have been there so long that they are jaded, resistant to change, and they have an attitude problem. But after a while however, Jenny (not-so) Newgal begins to notice that some of their critical remarks are not entirely wrong.

Her interaction with the boss has become less and less and the open door seems more and more to be closed. Feedback from her boss has become blunt and directive. What at interview looked like she would be empowered and have autonomy, in practice feels more like an absentee boss.

In a company like Acme Investments Inc., your enthusiasm wanes over time. Questions about: strategy, vision, values and culture surface. Unproductive meetings follow unproductive meetings, trust is eroded, your patience gets shorter and your lunch breaks get longer. You leave earlier and arrive a bit later. You're clocking in, but you're checking-out. You'd hope that you could be a force for change but you quickly realize that you are being forced to change. And so it goes on. The truth is that nobody willingly joins a dysfunctional company, what they do is delay their decision to leave it. But, leave it they do.

It is a sobering thought that the majority of people, who leave their organisations, quit their bosses. They don't quit their job. Most people change jobs because they don't like the way that they're being treated. You see, no matter what we say we are doing, people respond primarily, to how experience us.

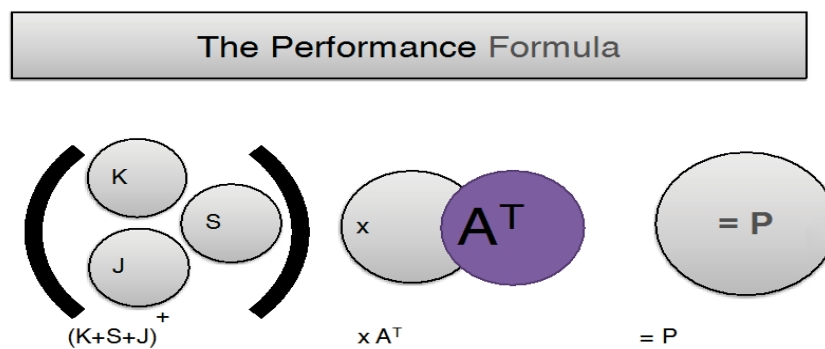


Fig 15: The performance formula

Allow us to explain the Performance Formula

Our formula has two “sides”: the employee side (K+S+J) x A – knowledge, skills, judgement and attitude, and the employers’ side the “T”, treatment. It is the positive interaction of all the elements that combine to create profit and performance.

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The key factor in the formula is **T** – treatment: A small increase in **T** produces a dramatic increase in **P** – performance and/or profit. How we treat others in our organisation is a product of two things:

1. What we believe about them
2. What we are committed to doing to help them reach their potential and by extension, generate more value for the business

### Belief

What you believe about other individuals, especially those you do not yet know well or personally, is influenced by a number of things.

To return to Acme Investments Inc., what have you heard about Johnnie Newguy who joined the week before Jenny? Who did you hear about him from? How much weight do you give to what you have heard? How much credibility do the people have who told you about Johnnie? Did you hear about Johnnie from one of your go-to people or from someone else?

What you believe about Johnnie could be influenced by what you believe about the organisation he used to work for, or did his training at, or the university he went to, or the fact that he didn't go to university.

What you believe about Johnnie could be influenced by what you 'know' about people from his background; people who dress like him, speak like him, come from where he comes from.

What you believe about Johnnie, before you get to know him personally, could be influenced if not totally driven by, your assumptions, pre-judgements or stereotypes all of which can conspire to stop you getting to know who he really is, and what he could achieve.

Investing time and energy in getting to know your people is vital if you are to provide them with quality treatment, which is a necessary ingredient, if they are to deliver high quality performance.

### Commitment

The other necessary ingredient for providing quality treatment to your people is commitment. Being committed to your people's learning, growth and development and them reaching their full potential provides a powerful stimulus for quality treatment. As counter-intuitive as it may seem the leader needs to be committed to their people out-learning them.

If managers in Acme Investments Inc., are more concerned to ensure that Jonny Newguy never does as well as they do, there is little chance of him receiving quality treatment from them; and consequently, little or no chance that they will enjoy high quality performance from him.

Our value proposition rests on our conviction that, ultimately, the greatest asset that any business has is its people.

An environment in which people are primed to give of their best and realise their full potential requires a culture of inclusion. That occurs when the heart and mind-set of the leader is one in which he or she looks at the talent under their guidance and says, “I believe in you, you can do this, and I’ll show you how.”

The extent to which your people are motivated to freely contribute their discretionary effort to the corporate agenda is directly related to the degree to which they feel included, and not necessarily the amount that they are paid.

An advertisement for SKF. It features a woman with long dark hair smiling in the foreground. In the background, a large white wind turbine is visible against a blue sky. The text 'Brain power' is written in large white letters on the left. On the right, there is a block of text about wind energy and SKF's role. At the bottom left, there is a call to action to visit the SKF website. The SKF logo is in the bottom right corner.

Brain power

By 2020, wind could provide one-tenth of our planet's electricity needs. Already today, SKF's innovative know-how is crucial to running a large proportion of the world's wind turbines.

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**SKF**



# 7 The Inclusion Framework

"Different strokes for the same folks"

*Ken Blanchard*

How to get more out of more of your people more of the time

Having attracted the best talent the last thing you want to do is to see them hired away to your competitors. If attraction is the business of the hiring managers then retention and development is the business of leadership. In simple terms, leadership is not something you do *to* people it is something that you do *with* people.

We have spoken previously about what we call the IDEA (page 25), as we move towards the end of this the first book in the series, allow us to apply the *IDEA* to the *IDEAS* (page 42). When we speak about our *IDEAS* our primary thought is not idea in the sense of a thought or suggestion as to a possible course of action but rather in the sense of an idea being the aim or the purpose. Here the bottom line is *the bottom line*. Plain and simple.

It's week two at Acme Investments Inc. Jenny Newgal is waiting to get into the lift, she has an out of office appointment. As she steps into the lift, her boss, still with his iPhone glued to his ear, steps out. Recognising Jenny, he places his hand over the phone and says to Jenny, "Hey, Newgal, how are you *fitting in*?" It was a genuine enquiry but, more importantly, it is an eloquent testimony to life at Acme Investments Inc.



## Pause Point 6



“Fitting *in*” is a seemingly innocuous phrasal verb. It means that you feel that you belong to a particular group and are accepted by them. But at what cost? How much personal editing do you have to do in order to fit in? It’s quite possible that you fit *in*, but it is equally possible that in order to do so the environment is ill-fitting. Our place of work shouldn’t be like that jacket you bought knowing that it is two sizes too small for you but you’re determined to lose weight and fit into it. Why not? Because in the workplace, in order to fit in, you don’t loose weight – you shrink.

You shrink yourself and become smaller than you really are. You become like a fox amongst hounds. Just keeping your head down and hoping that nobody notices that you’re different.



Fig. 16: Fox and the hounds

In an inclusive organization people fit together rather than simply fit in. Consequently leaders and managers in these organisations get more out of more of their people more of the time. Individual’s abilities are continuously developing – people are agile and have a great attitude. Critically, there is congruence between the corporate rhetoric of our “people are our most important asset” and their reality. We have developed new IDEAS to help organisations become more adept at enticing “all of us to work” by creating an environment where people *fit together* rather than being forced to *fit in*.

## IDEAS

The IDEAS model is a simple five-step approach to creating an inclusive workplace.

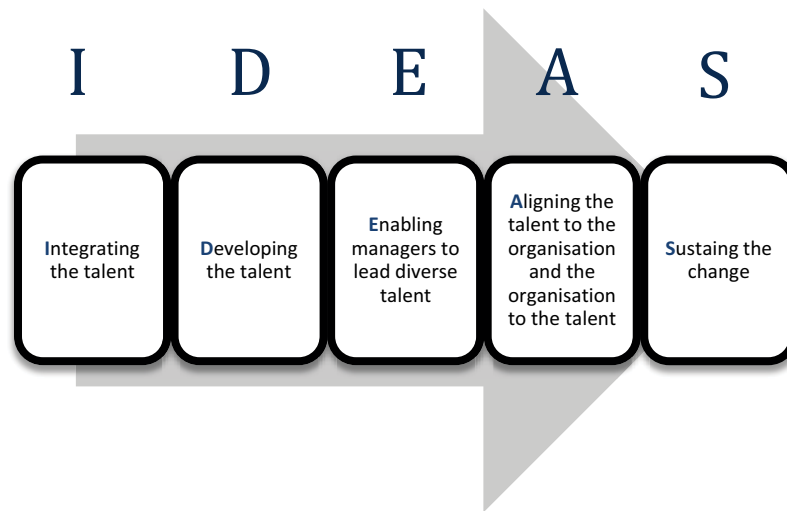


Fig. 17: IDEAS Model

### Integrating the talent

It is reported that between 30%–50% of new hires off-board in the first two years (and at no mean cost to the business, we might add). It is therefore worth asking how, in an inclusive organisation, on-boarding is an integral part of the development and retention process.

Over at Jenny Newgal's workplace, Acme Investments Inc., on-boarding takes the form of an induction day. This takes about an hour, and pretty much consists of exchanging a few documents/bank details, P60 etc. In exchange for this the Johnnies and Jennys, Suhails and Aishas get shown where their desk is, given an e-mail address, a log-in code and a staff handbook, and pointed in the general direction of the photocopier and the kitchen. They are and then made to endure a Ra Ra talk from the boss and Bob's your uncle.

Parody aside, in an inclusive organisation, the on-boarding process might stretch itself to at least one (probably two) performance management cycle(s).

## Performance Management Cycle

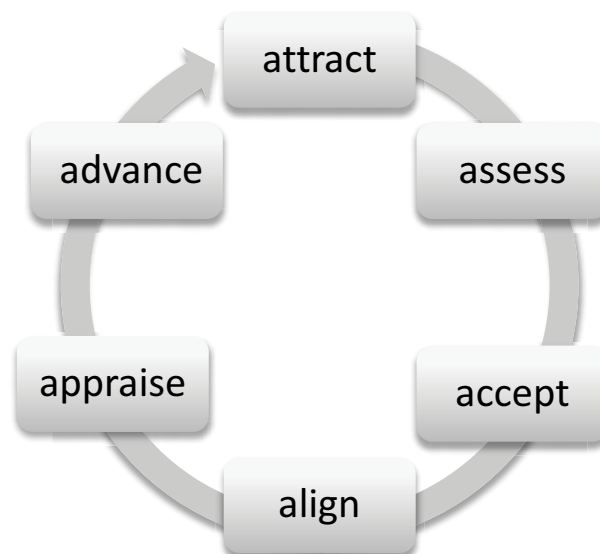


Fig. 18: The performance management cycle

**Developing the Talent:** Some call it the diversity cliff, others call it the diversity ceiling but whatever term we give it we are concerned about the same issue. The issue is, promoting difference, not for difference's sake but, to make a difference. All of us are unique and complex, so understanding who we are working with, why they are the way they are and why they respond the way they do, is key.

If understanding this difference is important at the attraction stage, it becomes critical at the promotion, engagement and succession planning stages. In the past, we have far too often fallen into the trap of making our judgement calls based on two levels of assessment. Level one, how people appear to us (appearance, manner, expressiveness, interests and presence). And level two, what they (say they) can do, (we base this on their education, their credentials, their experience etc).

Looks, they say, can be deceiving, and indeed they can. But they don't simply deceive us, they act as hooks and triggers to our sub-conscious making positive and negative connections and, crucially, providing us with our implicit associations (unconscious biases and prejudices).

Now, sadly, whilst we judge whether someone will or won't succeed based on their appearance and other surface data, what we don't know is what they would do, given the opportunity. Interestingly, success or failure on the job is no more than 25% attributable to how a person appears to be, level one, plus what they can do, level two.

What a person *will do* is a complex cocktail of their attitude, self-motivation, stability, persistence, maturity, judgement, aptitude and temperament, all served in a long tall glass with a "how-they-are-treated" chaser.



## Pause Point 7

Take the Harvard Implicit Association Test <https://implicit.harvard.edu/implicit/>

**Enabling the managers to lead traditionally marginalised talent:** AWSS LLP provides managers with both the toolkit and the support to enable them to add coaching and mentoring to their leadership repertoire. This radically increases their chance to get more out of more of their people more of the time. Any organisation that charts a course towards inclusion needs to have at its fingertips the forensic evidence that allows it to measure to what extent, if any, people who are different from “us” are having to edit or crunch themselves in order to survive in the roles.

We are able to assess (by use of an ipsative [personality test](#)) core personality traits, as well as how a person is behaving in their current role or job. The analysis between the two shows any adjustments the individual is making. This is important as it includes high and low morale and inclusion, which in turn, have a direct impact on their performance and long-term ability to advocate for their organisation.

**Aligning the talent** The inclusion-savvy organisation knows only too well the value of “clean-eyes.” The renowned management thinker and commentator Peter Drucker once remarked that ‘ignorance is the most important component for helping others to solve any problem in any industry.’ And so it is. Yet so keen are we to get the Johnnies & Jennys and Suhails & Aishas, to see the world through the lens of our corporate spectacles that we miss the opportunity to see what they see, with clean eyes.

We often talk about aligning our talent to the organisation but we don’t so readily think about how the organisation could benefit from aligning itself to its talent. Consider for a moment how the English language has come to be the global language – one reason, among many, is that it is a language that allows itself to be infiltrated by other tongues and cultures (popular culture included). It embraces new words and consequently has an ever-expanding, ever-relevant vocabulary.

**Sustaining the change** For change of any nature to be sustained it must be anchored in the culture. Simply put, culture is how we do things around here. We cannot overstate the importance of communicating the core values. But let’s be ruthlessly clear on this point, if you go into Acme Investments Inc. where Jenny Newgal works (for now) you will find emblazoned on the wall a set of core values. In fact Jenny Newgal’s boss sent an email to everyone in his team to tell them what they were. But you see, we often confuse communicating with broadcasting. Broadcasting is about scattering seed. Communicating on the other hand is sowing seed and sowing seed head-to-head and heart-to-heart, such that the one who has been communicated with says, yes this makes sense (head) and it feels right (heart).

## 8 The X Factor

"He who has a why to live for  
can bear almost any how."

*Friedrich Nietzsche*

### CAVE Dwellers

As we saw from a previous chapter, our optimum performance formula,  $(K+S+J) \times AT = P$ , is based on the compelling logic that our performance is primarily a function of how we treated. We have also seen that the equality conversation is not simply about diversity, it is about inclusion. The extent to which people feel included is a key barometer to gauging the extent to which they are likely to be motivated.

A recent Gallup Survey reports that a staggering 71% of employees are disengaged and 23% of those report as being CAVE dwellers.

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**SUBSCR**✓**BE** - to the future



Here are five subliminal messages guaranteed to make you and me CAVE dwellers:

- “You’re not one of us.”
- “You don’t matter.”
- “Your opinion is not important.”
- “I’m indifferent to your being here.”
- “There are more interesting or more important people to talk to than you.”

[Gallup](#) quantified the link between employee feelings and corporate outcomes, reporting that lost productivity due to employee disengagement costs more than \$300 billion in the U.S. annually. [Teresa Amabile and Steven Kramer’s \*The Progress Principle\*](#), argues convincingly that people are more productive and creative when they have more positive emotions. The report found that, “if happier on a given day, people were not only more likely to come up with a new idea or solve a complex problem that same day but also to do so the next day.”

If you are going to be the business of choice for your customers you have to be the employer of choice for your staff. Since 2008 the question of what are known as “non-comp-motivators” (non-monetary) has exercised the minds of the HR professionals in the Financial Services sector. Non-comp-motivators speak to the incentives that organisations offer to retain and develop their staff. They have become increasingly important in straightened economic times.

### Hygiene and Motivation

Frederick Herzberg the distinguished American psychologist said, „Man has two sets of needs. His need as an animal to avoid pain and his need as a human to grow psychologically.“ In the work context, he named two factors to meet the needs - hygiene and motivation.

Equal opportunity and inclusion can be seen as addressing both sets of needs. Equal opportunity is a vital hygiene factor, whilst inclusion is the driver of engagement and motivation and the means by which organisations get value from diversity.

Effective organisations need to pay attention to both hygiene and motivation factors, because the factors that motivate people at work are different from, and not simply the opposite of, the factors that cause dissatisfaction.

Viewed in terms of hygiene and motivation, it’s easy to understand why ‘not being discriminated against’ does, not of itself, inspire people.

Equal Opportunity is a critical hygiene factor and if it is not present at a basic level people will leave. However, the fact that Equal Opportunity is perceived as present, (even by your people) does not mean that their creative and discretionary effort is engaged or that the key in the lock of the door of profit and performance has been turned to open.

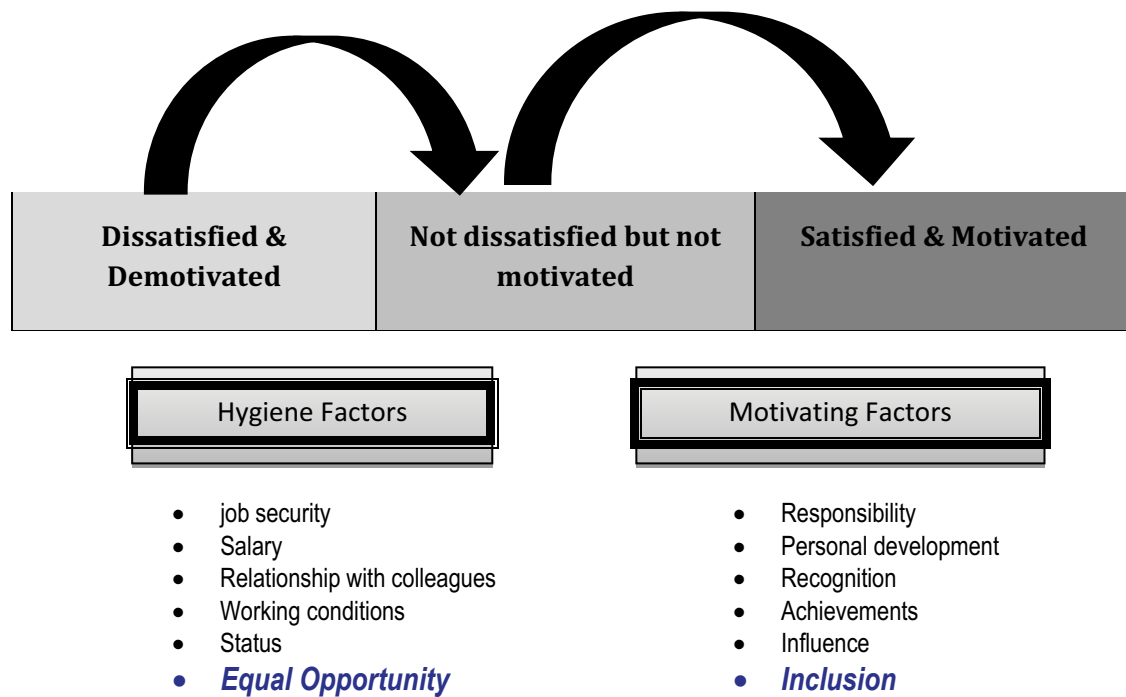


Fig. 19: Hygiene &amp; Motivation Factors

**What do you want to do?**

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### Just Different or Making a Difference

Equality legislation protects the individual's right to be different; a culture of inclusion enables the individual to make a difference and by extension enables their organisations to benefit from diversity. Equality and Inclusion ought not be confused. In the business context, you cannot have one without the other and expect to be successful, it is a combination of both that equates to performance and profit.

Since [The Macpherson Report](#)<sup>5</sup> was published in 1999 the phrase “institutional racism” came into popular usage. The charge, rightly or wrongly, has been levelled against others since. Few would argue that our notion of fairness is in need of some revision. However, our reading of the situation is that it is not institutional racism that is the biggest threat to progress. Rather, it is but organisational inertia on the one hand and perceived lack of opportunity on the other that are the sludge that can often cause a blockage in the talent pipeline for certain groups of employees.

We have been engaged around the inclusion agenda for many years. We cannot count the number of times we've seen that knowing look from both senior hiring managers and high potential employees when we've reframed the issue of developing minority ethnic talent pipelines in organisations.

### The View from the Top

The pipeline problem runs something like this: High potential talent from traditionally marginalised groups looks through the window and says, “There are no people like me sitting on the top tables.” So they conclude, “maybe I need to become more like them or look elsewhere.” On the other hand, the senior hirer and board members look out of the window and don't see (m)any high potentials from traditionally marginalised groups queuing up to be considered, so they assume that there is a paucity of high potential from traditionally marginalised groups. So they look elsewhere.

If, as Evelyn Glennie puts it, “society cannot continue to disable themselves through their need to categorise people or make assumptions as to another individual's abilities” then how much more damaging is it to the profit and performance of our organisations if we fail to manage inclusion?

At the beginning of the chapter we spoke about five subliminal messages that are guaranteed to make you and me become CAVE dwellers. We end it by asking you to reflect on the kind of things that give organisations the X-Factor as far as their employees are concerned...

**Pause Point 8**

We believe that what turns CAVE dwellers into Raving Fans may be no more complicated than reversing the things that cause us to lock ourselves up.

Maybe when we know that:

- “We’re all one of us.”
- “We all matter.”
- “Our opinions are important.”
- “We are all invested in all of us being .”
- “We all have an interest in us.”

We spoke earlier about people being our biggest asset. Well assets, prudently invested ones at any rate, have growth yields and dividends. Sir. John Whitmore, author, renowned performance coach and former British racing driver, estimates that the average person is realising no more than 35% of his or her potential. There is a direct correlation between how much of that unrealised 65% you can coax out of your employees and your bottom-line.

One thing is for sure, so long as those who work for you feel as though they are being repressed, you have an under-performing asset. If they are suppressing aspects of themselves because they fear that they won’t be accepted or supported, you have an under-performing asset.

Don’t just seek to protect the individual’s right to be different. Take action to enable all your people to make a difference by creating a culture of inclusion. This will enable you to generate growth, yields and dividends from your greatest asset – your people.

## 9 Endnotes

1. CAVE dweller: those who are consistently against almost everything
2. A raving fan is „a customer who is so devoted to your products and services that they wouldn't dream of taking their business elsewhere and will sing from the rooftops about just how good you are. Ken Blanchard 'Raving Fans'
3. The Pareto Principle or the "Law of the Vital Few" asserts that 80% of the productivity is produced by 20% of the staff
4. the ability to work with other individuals or groups without special effort
5. The report of a public inquiry headed by Sir. William McPherson into the murder of Stephen Lawrence – a Black British man from South East London 22, April 1993
6. A profoundly deaf (since age 12) international percussionist

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