

JUMP

Promoting gender equality, advancing the economy

4th May 2017

JUMP Corporate Hub

**Diversity training & development:
what works, what doesn't**

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- Welcome by Euroclear
- Introduction & overview: Christine Cecil (JUMP)
- Expert presentation: Dominique Delferrière (CEO at Management Information)
- Company testimonial: Claire Godding (Head of Diversity & Inclusion at BNP Paribas Fortis)
- Company testimonial: Katrien Goossens (HR global diversity & well-being officer Euroclear)
- Q&A
- Best practice sharing session, moderated by Isabella Lenarduzzi (JUMP)
- Wrap-up (JUMP)
- Close of the Hub Session

- The JUMP Corporate Hub is the network of corporate diversity officers dedicated to the exchange of best practices on gender equality at work
- Thank you to our host: Katrien Goossens , HR global diversity & well-being officer (Euroclear)



Post-trade made easy

JUMP Corporate Hub - Programme 2017

Lunch & Learn sessions 12.00-15.30 in / around Brussels

- 21 Sept. 2017 - **Inclusive leadership: What does it mean in practice? How do you identify it and select the right talent for the future?** (*Hosted by Accenture*)

Guest speaker: **Thaïs Compoint** (author of *How to Become an Inclusive Leader*)

- 14 Nov. 2017 - **Managing gender and generations: the end of "careers" as we know them?** (*Hosted by Procter & Gamble*)

Guest speaker: **Saskia Van Uffelen** (CEO Ericsson Belux)

***L'égalité professionnelle :
Dépassez les bonnes intentions!***
Centre de Conférence Etoile St Honoré, Paris 8e



Maria Guadalupe
Professor, INSEAD



Stéphanie Seydoux
Ministère des droits des
femmes



Bill Proudman
White Men as Full
Diversity Partners



Sophie Boissard
CEO Groupe Korian



Pam Jeffords
Partner, Mercer



Michel Landel
CEO Sodexo



Monika Queisser
OECD



Marie Donzel
Donzel & Cie

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Overview of trainings and development for gender equality

“ *As defined by UN Women, gender-equality training is a **‘tool, strategy, and means to effect individual and collective transformation towards gender equality through consciousness raising, empowering learning, knowledge building, and skill development’.***

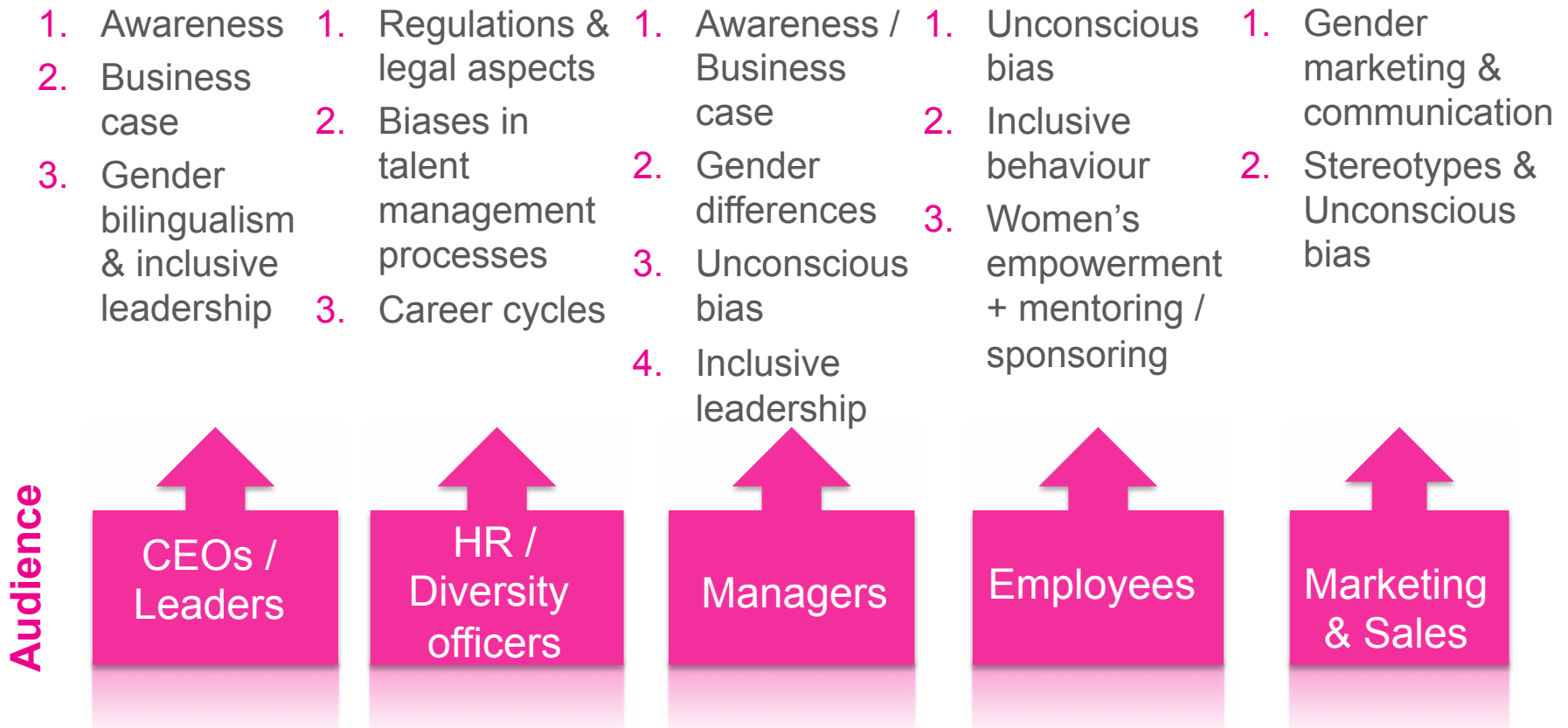
Gender-equality training is not a goal in itself, or a single tool to implement gender mainstreaming. It is part of a wider set of tools, instruments and strategies. Gender-equality training should be incorporated into a continuous and long-term process.

Nevertheless, gender-equality training is an important component of the gender-mainstreaming strategy. ” ”



European Institute for Gender Equality

Typical gender equality training topics



- **Train internal facilitators**
 - ▶ Keep the focus on gender balance
 - ▶ Communicate on the company's strategy
- **Mainstream into management and leadership development programmes**
 - ▶ Gender & inclusiveness as a basic managerial competency
 - ▶ Framed by other key issues and situated in the overall programme
- **Go online**
 - ▶ So many resources such as case studies, Q&As, best practices...
- **Offer e-learning**
 - ▶ Wide, cost-effective, multilingual communication
 - ▶ Allows to monitor results

- **Trainings are good, but not enough** – careful not to make them the pretext for not making efforts to implement structural change.
 - ▶ Other methods to promote: experiential learning, process change, data-driven tools, transparency, mentoring, accountability, imbedding into processes and systems
- **Compulsory methods** are often met with resistance, leading to the opposite effect. **Voluntary trainings** lead to better results but they need to be attractive
- **Empowering women** rather than fixing women
- **Involving men** in gender equality vs. making them feel threatened. They have to understand what is in it for them
- Promoting **inclusive behaviour** in leaders & middle managers
 - ▶ Positive effects of training last... 1 or 2 days!
 - ▶ Critical for the lasting effect of the trainings

■ Unconscious bias training – does it work?

- ▶ Doesn't address all the issues: Not all bias is unconscious, some people are consciously biased. Bias isn't the only problem, also issues of narrow conceptions of leadership and career success that indirectly disadvantage women
- ▶ Making employees aware of unconscious bias is important but not sufficient; HR and business leaders must develop practices to mitigate it, such as imbedding diversity into processes and systems and developing a culture of inclusive behaviour

“ *Education is only the beginning of the conversation. It's like joining the gym - you still have to exercise.* ”

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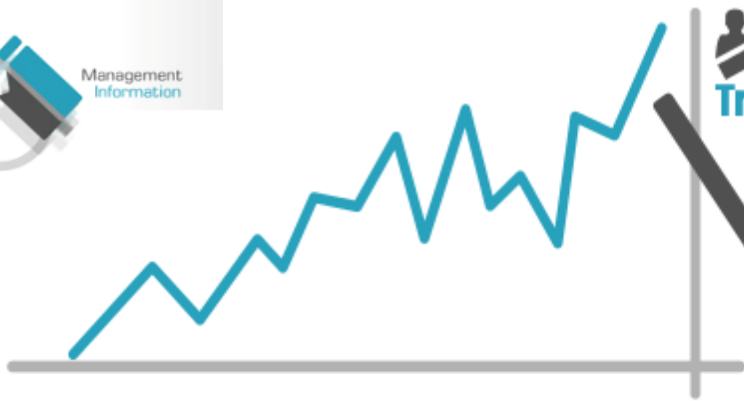
Expert presentation & company testimonials



Dominique Delferrière
CEO at Management Information



 **ROI**
Training



REDUCE your training investments
and get **MORE** results !





Créer de la
VALEUR POUR LES CLIENTS
et la valoriser





Return on Training Investment



HOW TO GET MORE IMPACT?



Focusing on TRAINING? Does not make

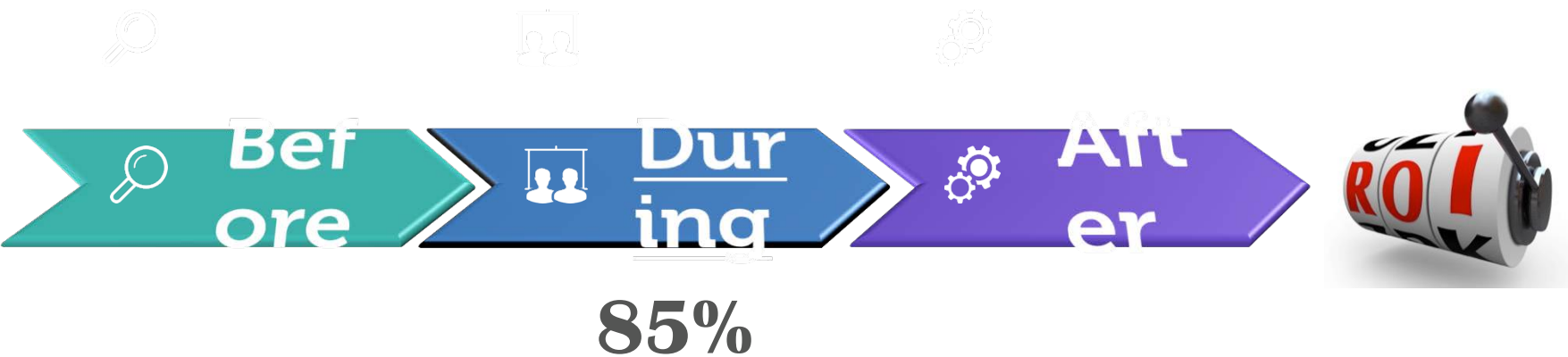
sense



It is the combination of our efforts



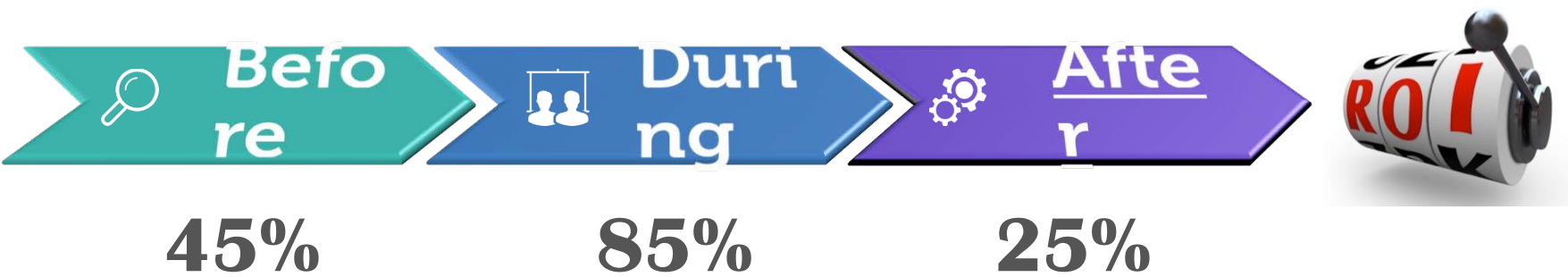
Take a look at the reality



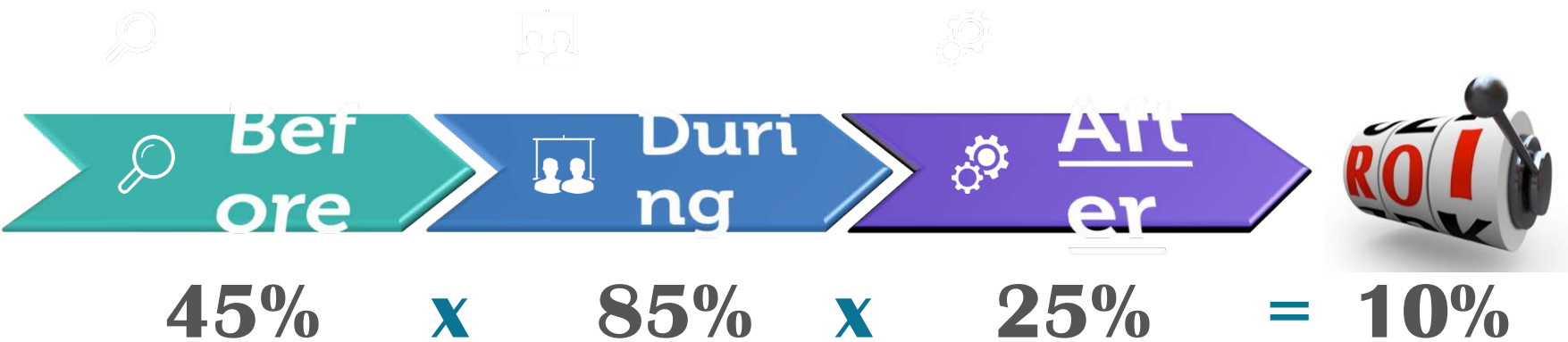
 The training action is very professional



 In the phase training needs analysis there is often little time



**Nowadays the deployment is still
the sick brother**



**ROTI = the multiplication of the output
of each phase**



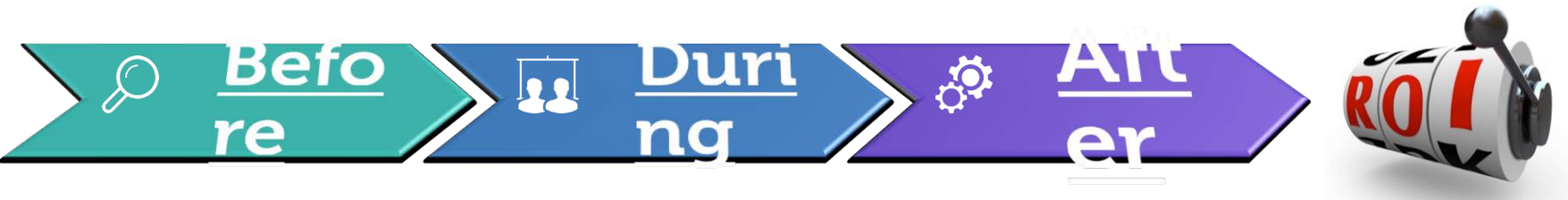
45% x 85% x 25% = 10%

45% x 95% x 25% = 11%

+10%



Often we want to improve the
pedagogical action



45% x 85% x 25% = 10%

55% x 90% x 35% = 17%

+70%



Add some extra care in each phase



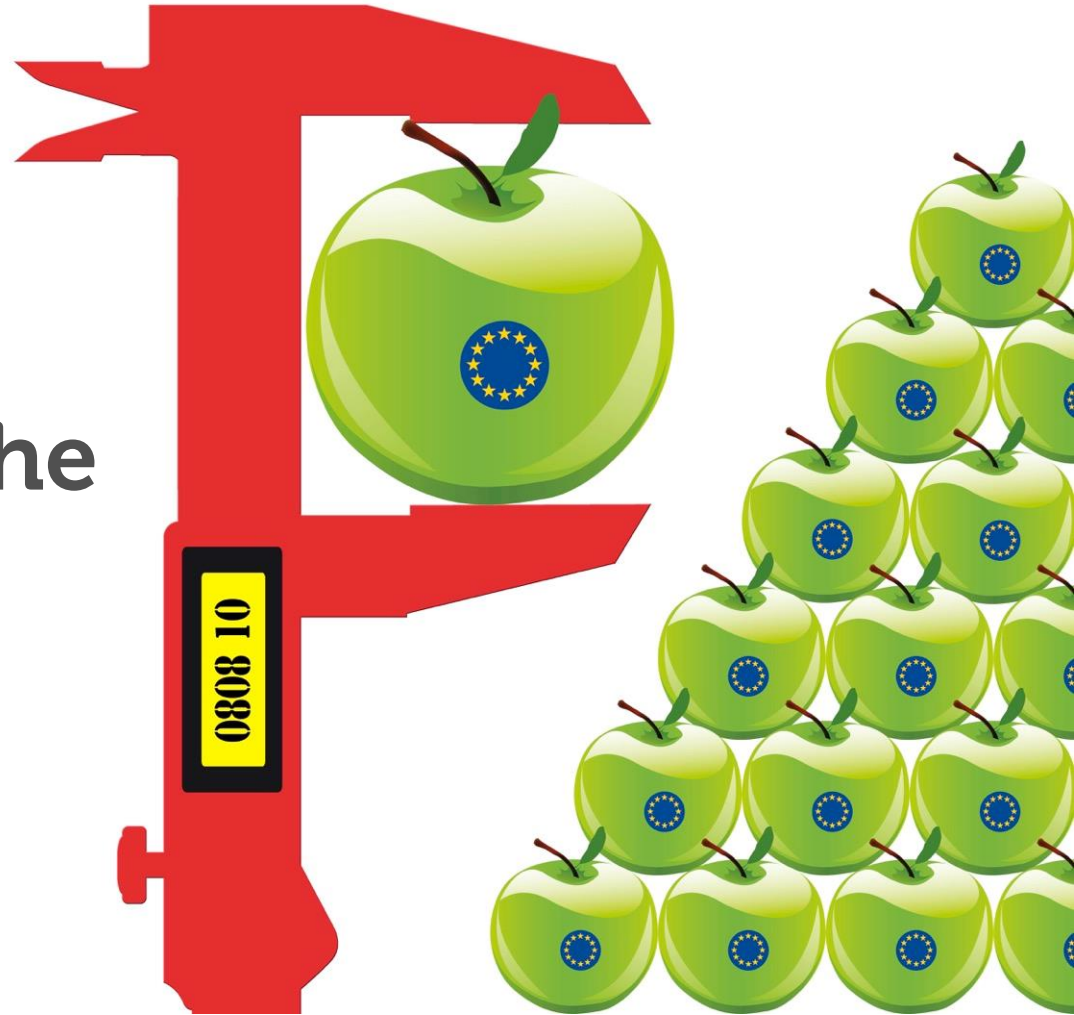
Up to 70% improvement!

An aerial photograph of a city skyline at sunset. The sky is a mix of deep blue and orange, with the sun low on the horizon to the right. The city is densely packed with skyscrapers, and the lights of the buildings are beginning to glow. The text "The core" is overlaid in the center of the image in a white, sans-serif font.

The core



... according to the
best practices







Waste of time and money...



1



2





SURVEY





Result achieved



In YOUR advantage

TrainUp[®]

Online training evaluation and follow-up system



Strengthening of
impact



Automatic
management



Powerful
reporting

Already 12 years on the market



Practical results for the stakeholders.



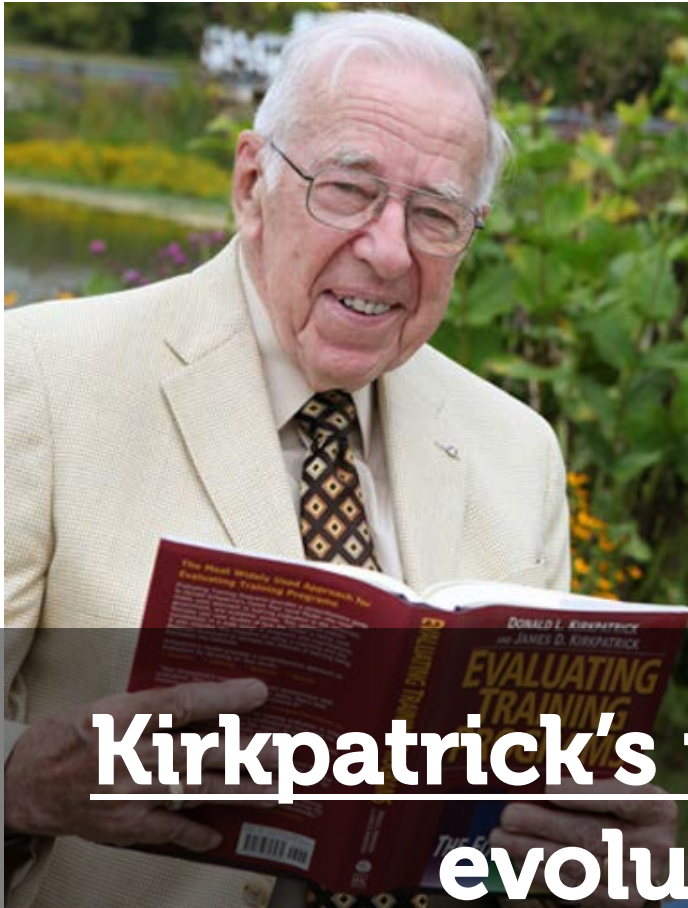


**It is not easy for
them to cooperate actively**

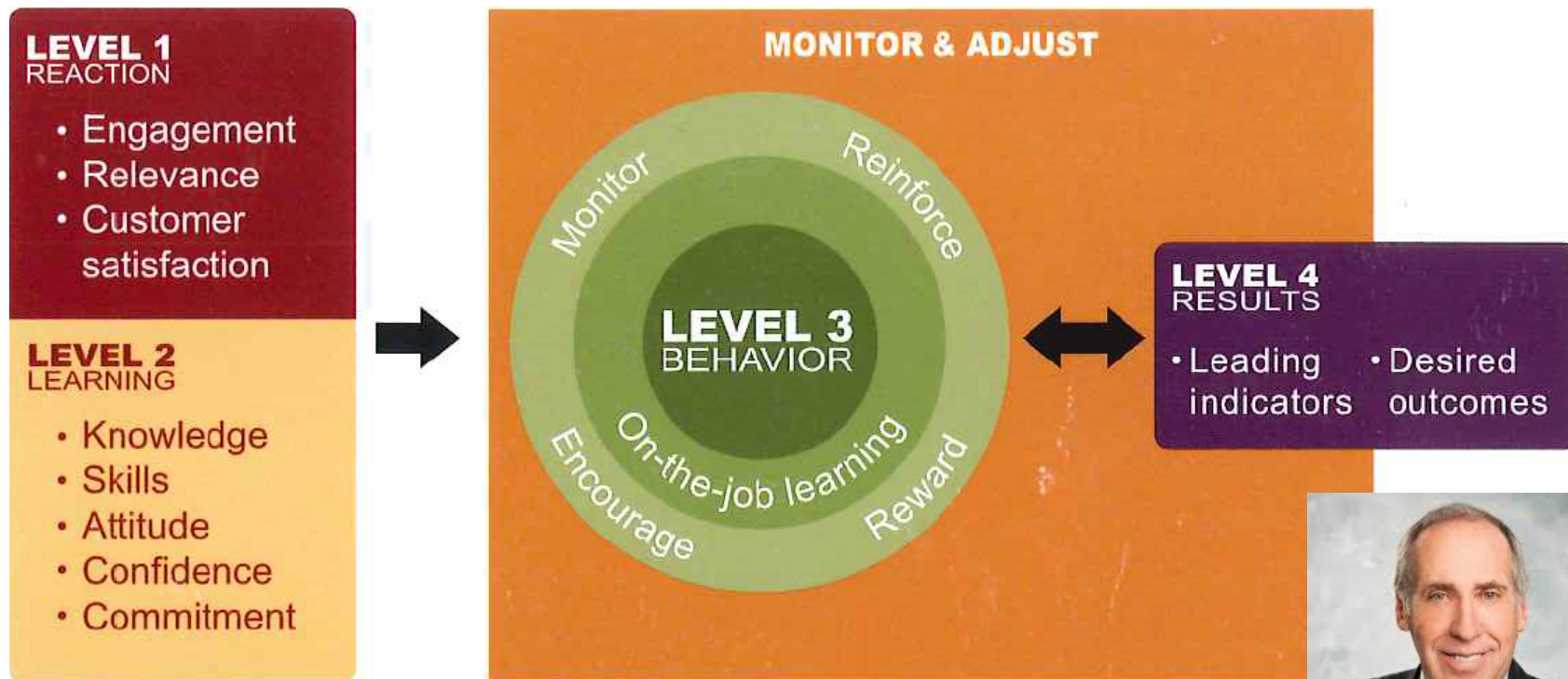




Get involved in simple and realistic ways



Kirkpatrick's four-level Training evolution model



The new world Kirkpatrick model

HOW DO YOU GET THE **TRAINEES** BEHIND THE **OBJECTIVES** OF THE TRAINING?





Own objectives of
each trainee ...



...aligned to the
training objectives?



Get in touch with the direct responsible



moral contract

HOW DO YOU ENCOURAGE THE TRAINEES TO FOLLOW THE LEARNED INTO PRACTICE ?





**Trainees wants to put the learned into
practice!**

INTENTIONS
G
O
D

At this moment, give an impuls to each
trainee



**Direct supervisor involved in the
validation of the practical objectives**

J

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

F

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

M

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						



**Confront the trainee with its
own action plan**



**Encourage again to apply the skills they
have learned**

How do you obtain the
**COOPERATION OF THE DIRECT
SUPERVISOR?**

AND WHEN?

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
31	1	2	3	4	5 Opleiding	6
7	8	9	10	11	12	13
14	15	Too late!			19	20
21	22	23	24	25	26	27
28	<u>After the training it is too late!</u>					



HOW TO ENCOURAGE THE TRAINER ?

how to always
do your best

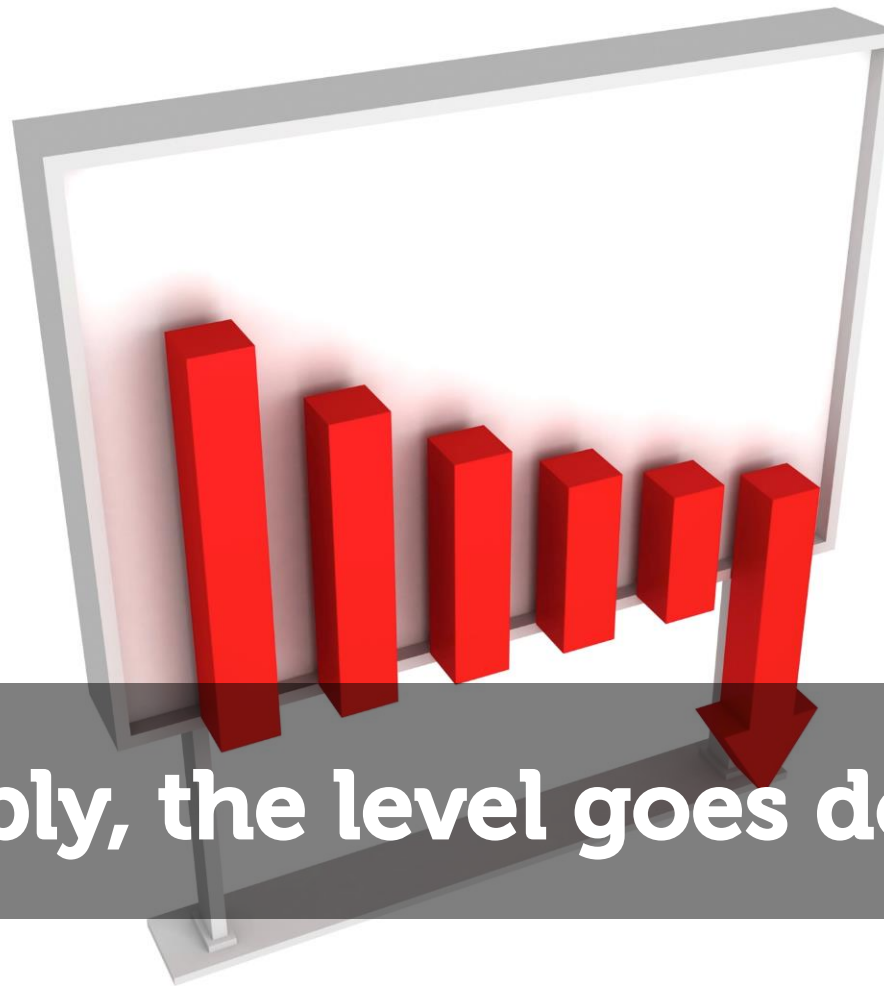
How to always do your best



Intensive work



Danger: let him do his thing



Inevitably, the level goes down



Appreciate the efforts of the trainer



Do you
always
give
them?



Feedback is therefore very important



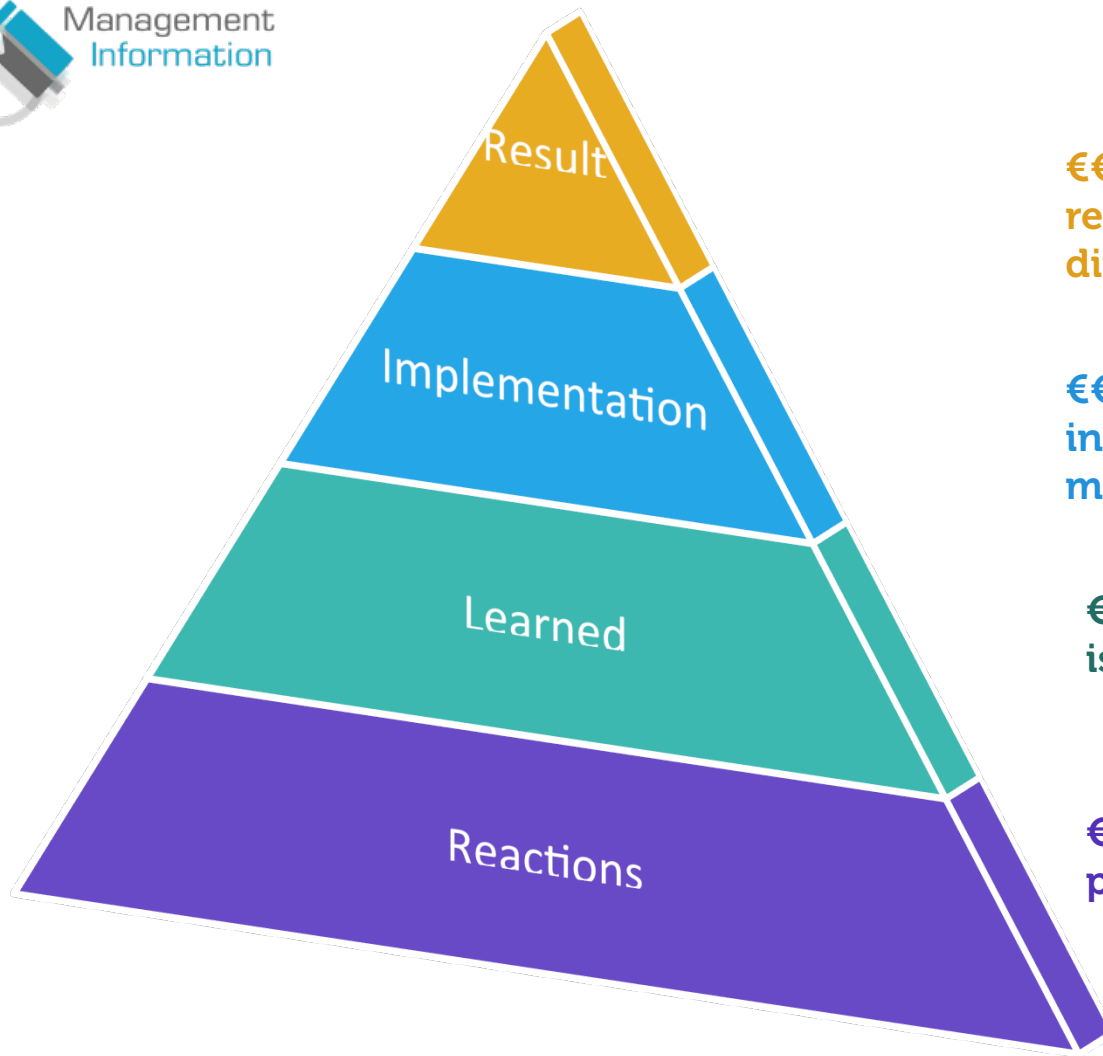
**HOW DO YOU INVOLVE THE
CUSTOMER IN THE LONG TERM?**



Quantitative follow-up of the training actions



The costs of the follow-up system



€€€€ Measuring the effects on the results of the company is very difficult

€€€ Measuring the performance increase on the grounds, costs and much more

€€ Measuring the scholar is the first measure level

€ Measuring the satisfaction of the participants shall not much costs



Claire Godding

**Head of Diversity & Inclusion at BNP
Paribas Fortis**



Katrien Goossens

**HR global diversity & well-being officer
at Euroclear**

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Best practice sharing session



- What are the key trainings to start with, which should follow?
- Who should be trained, on what? Men vs women? Leaders vs. middle managers...?
- What has worked in your organisation? What hasn't?

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Wrap-up

- Don't forget to fill in the **evaluation forms!**
- Evaluation of the JUMP Gender Equality Hub (2013-2015)

Content of
the workshop



Relations with
our team



Networking



Organisation
of the event



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*Thank you
and see you next time!*

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