



Promoting gender equality, advancing the economy

## JUMP Corporate Hub

4<sup>th</sup> May 2017

### **Diversity training & development:** *What works, what doesn't, How to ensure a positive and lasting impact.*

## Summary of the session

Twenty-four people from nineteen different companies gathered at the Euroclear building to participate in this session dedicated to the issues surrounding diversity training and development. Katrien Goossens, HR Global Diversity & Well-being Officer at Euroclear, welcomed everybody on the part of the host company.

### **1. Overview of gender diversity training & development**

#### **Christine Cecil, Strategy & Business Development at JUMP**

Christine gave an **overview of diversity training** and development methods. She presented the most common ones, the different targets they need to focus on, which trainings were best for which profiles within organisations, as well as the successful delivery mechanisms for gender diversity trainings (cf. PPT for more details).

Many questions have been raised around diversity and gender equality trainings:

1. Trainings are good, but not enough – careful not to make them the pretext for not making efforts to implement structural change.
2. They need to be accompanied by other methods such as experiential learning, process change, data-driven tools, transparency, mentoring, accountability, imbedding into processes and systems
3. Compulsory methods are often met with resistance, leading to the opposite effect. Voluntary trainings lead to better results but they need to be attractive
4. The focus needs to be on empowering women rather than fixing women
5. Men need to be involved or they may feel threatened. They have to understand what is in it for them.
6. Positive effects of training last 1-2 days! For long-lasting effects of training, it is critical to continue to promote inclusive behaviour in leaders & middle managers.

In particular, the **efficiency of unconscious bias trainings**, hailed as a critical training for diversity,

has been questioned by the latest research:

1. Unconscious bias training doesn't address all the issues: Not all bias is unconscious, some people are consciously biased. Bias isn't the only problem, there are also issues of narrow conceptions of leadership and career success that indirectly disadvantage women.
2. 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.

## 2. Expert Presentation: Key success factors of an effective training programme

### **Dominique Delferrière, CEO at Management Information**

Management Information is an organisation that evaluate the efficiency of trainings in order to enhance their impact, so that companies can optimise their Return On Training Investments. It does not specifically focus on gender issues, although they did build a database of gender equality trainings for one of their clients. They are now the market leaders to deliver certification to consulting companies, and developed a software to evaluate trainers.

On their website Trainup (<http://trainup.eu/fr/>), you can find 8 free five-minute videos on how to reinforce the impact of trainings.

According to Dominique, getting satisfied trainees is easy, but the key issue for companies is obtaining an effective long-lasting impact outside of the training room. Most trainers are focused on the training itself, not on what comes before (training analysis), nor on what comes afterwards (putting into practice). Nowadays, with the excellent level of the trainers, trainings are generally very well delivered. **The problem is that the “before” and “after” parts of the training are usually insufficiently planned, significantly reducing its possible effect.**

An average training reaches 85% of its maximum effectiveness during the training. But it reaches only 45% of max. effectiveness in the “before” preparation and only 25% of max. effectiveness in the “after” putting into practice.

It is important to focus more on the preparation (before) and the implementation (after). Most companies actually focus on increasing the quality of the actual training, but the quality of delivery is actually very high (say 85% of maximum effectiveness reached) and raising this to 95% will have little overall impact on the lasting effect of the training. Focussing on **raising the level of the preparation up-front** (eg. from 45 to 55% max. effectiveness) or on **increasing the way the training is put into practice after** (eg. from 25 to 35% max. effectiveness) will have far more impact.

However, asking managers and employees – who are already stretched for time - to put more time into the preparation of a training and putting it into practice after is unrealistic. So **how do you get everyone involved in a simple & realistic way?**

1. Align the objectives of the training with those of the trainee, by identifying the trainees' objectives upfront.
2. Engage the trainees and their supervisors with a moral contract, by committing (publicly) to

an action plan during the training, when they are full of good intentions.

3. Don't forget to provide feedback to the trainers.

A key question arose on **how to evaluate impact of trainings on behaviours**, what KPIs could be used. It was suggested looking at KPIs that reflects the type of behaviour you wish to change, and measure it through employee surveys, inclusive leadership surveys, company culture perception surveys, before and after the trainings to evaluate their impact.

### **3. Company Testimonial n°1: BNP Paribas-Fortis**

#### **Claire Godding, Head of Diversity & Inclusion at BNP Paribas Fortis**

BNP Paribas Fortis is a very diverse company, with 14 000 employees in Belgium and about 50 nationalities.

When Claire started in her function over 10 years ago, there had been a few attempts at diversity and inclusion trainings, without much success, and she had to build up a new approach. She recommends not to jump straight into the new trending things, but to progressively build layers, to think about what you want to achieve and who should be in the room.

She started looking at the different populations to address. At BNP Paribas Fortis, the first area of focus was **training HR and managers on “Discrimination”**. As discrimination entails a reputational and operational risk, especially for a bank, these trainings were compulsory.

The second layer was a **diversity e-learning for all employees**, which was voluntary. They set goals, with a team-bonus for achieving them. This moral pressure from the teams themselves meant that over 80% of their employees did the e-learning.

Then BNP Paribas Fortis set a specific **training for managers about managing a diverse team and inclusive leadership**. This training covered topics such as recruitment (looking at age, gender, culture...), work-life balance and inclusive leadership. This was an anonymous online training and 2000 managers took it.

An added benefit of this online training was that the Diversity teams could then analyse the data to understand correlations between management profiles and behaviours. They revealed interesting results; eg. 90% of the company's female managers had at least 33% women in their teams... but only 66% of men did.

At the end of the self-assessment, tips were given to the managers and they were asked to build an action plan, which gave them a sense of accountability.

The work-life balance part of the e-training taught the managers that if their own work-life was very unbalanced, it was likely that their employees will feel somehow forced to follow that lifestyle. Thus, managers realised they had to start working on themselves to become inclusive leaders: they had to show and lead the way.

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Claire insisted on the importance of **training “diversity coordinators”**, who act as relays for the diversity behaviours throughout the organisation. To have an impact on 14.000 employees, a little team of D&I agents is not enough, you need a wider team. These diversity coordinators were managers sensitive to the issue of diversity and benefited from a training once a year. They represented about 30 people, in different cities. It was a low investment for those people (10% of their time). These “relays” allow BNP Paribas to reach a wide public, test the crowd in strategic meetings or identify specific needs for their teams - one person at the right place at the right moment asking the right questions can be a game changer.

Finally, Claire suggested **classroom trainings for the very male-dominated departments** where there was a risk of stronger “sexist” behaviours. In BNP Paribas Fortis, they decided to develop such trainings for the IT department. Important to note: they picked a trainer whose profile was like that of the employees to be trained, for better credibility and more impact.

Claire’s final recommendation was for **companies to take the time to measure at their own data**, develop their own statistics on diversity, for more impact. They did this within each division / business. In this way, each manager could access their own statistics and see where they were scoring low and how they needed to improve.

## 4. Company Testimonial n°2: Euroclear

**Katrien Goossens, HR global diversity & well-being officer at Euroclear**

Diversity is a relatively new topic at Euroclear. They started 2 and a half years ago. Why? To attract the best talent and to make good use of their existing talent pool.

They started with the **business case & awareness to get the senior management on board**. Then they used unconscious bias to get the message through, reduce any resistance. Indeed, when you put the topic of D&I on the table, you get a lot of defensive attitudes: men feel accused of consciously discriminating, women do not want to be singled out. Starting with unconscious bias trainings can be a way to face those reactions, showing why you need to work on diversity in the workplace.

They started with the top 100 managers, who were asked to take an **unconscious bias self-assessment**. It was a great training, much appreciated. Having their own individual results motivated the managers a lot, they were suddenly coming asking to be “unbiased”. But the impact afterwards was limited.

The next step after awareness was to **accompany managers in “unbiasing” themselves**. Catalyst’s list of **inclusive behaviours** provides tips on how to act every day to be more inclusive (link to download these in the Hub session Toolbox). But people actually found this almost too simplistic (eg. asking people how they felt, their opinions, etc)!

Without knowledge of their unconscious bias, HR managers will never want to change their hiring approaches, nor managers their evaluations, but trainings are not enough to change behaviours. What is most needed most was **process changes, imbedding the guidance within the process**, as Iris Bohnet explains in her book “Gender Equality by Design” or as Tinna Nielsen does with

her “Inclusion Nudges” (cf. Hub session toolbox for these readings). This will help managers hire differently or induce change in performance evaluations.

Katrien’s guiding principle is that Diversity & Inclusion is an opportunity, not as a risk. She does not recommend that Diversity trainings should be compulsory, and does not develop a specific Diversity module in the company training programme. If you do, these modules tend to only attract people who are already interested in the topic and hence already make efforts in inclusion, and this drastically minimises the impact within the company.

**Her solution is to include Diversity & Inclusion in other trainings**, to introduce an inclusion angle everywhere. For example, a manager’s training, a performance or recruitment training, a leadership training will include an element of diversity. She is working with HR and the trainers to do this.

The big question is how to measure the impact of such trainings. It is difficult to directly measure the impact of such a training programme. You can measure the diversity element in the annual Employee survey, you can look at people manager feedback in terms of behaviours, you can measure inclusive behaviours through a survey.

## **5. Best Practices Sharing Session**

The JUMP survey on the Belgian police was an example of **measuring inclusive behaviours, as a starting point then to evaluate the results of actions taken**. JUMP ran on survey on the perceptions of policewomen and their career opportunities within the police force. This provided the organisation with strong insights on how women perceive the police work culture and how to change this. Claire Goddings from BNP Paribas confirmed this: internal data is a key starting point to develop trainings and measure their impact.

Dominique from Management Information underlined the fact that trainings are considered a loss of effective work time by managers, especially when you ask employees to prepare before a session and implement afterwards. **Investing properly into one training for maximum impact is far more efficient and time-saving** than running several trainings ones after the other with little impact!

A law firm partner shared the difficulties of her own environment. She is the only female partner in her company, and over the last ten years, there has been no change in female participation at the top level. Given the company’s great results, there is little incentive to change. **What arguments should she use to convince her male partners that they need diversity trainings?**

Several ideas and arguments emerged from the network:

1. Adapt your communication when talking to men and focus on the business case. Explain the risk of losing business by bringing a quasi-all-male team to pitches where diversity is more and more encouraged. Share also the opportunity of winning extra business by being more inclusive.
2. Make the most of your investment in female talent. As a high percentage of law graduates are now female, law firms hire a lot of women and train them for years. By not encouraging them towards partnership positions, this is a wasted investment. If women feel there is a strong glass ceiling in their company they will not want to stay.
3. Find potential men allies (those with daughters are good targets) and develop the relation with them: men listen to men way more than to women.

4. One participant working in the legal department of her firm said that positive pressure can come from the clients. She even offered to send an email stating that they are happy to work with that law firm, but they are concerned about their low number of women partners.

It was noted that a common assumption is that all bias are unconscious. Yet **many biases can be conscious**: there are a lot of prejudiced people still in the workplace. How can one address this and confront them? All people carry within them a certain number of stereotypes, prejudices and biases, some conscious and some unconscious. What is important is to be aware of this and act on it. It is important for people to share their prejudices, to express their ideas and perspectives, so that we can address them.

Inclusiveness is not about one leader acting the right way, about all acting the same way, it is about **accepting all team members with their different approaches and ideas**. Decisions need to be made by a team, so it is about making sure that everyone has a voice and feel comfortable to discuss it openly, even when it is not “appropriate”. However, inclusiveness only works when there is an agreement at the company level: if the executives do not encourage women for senior positions, they will block the entire process. You need to have the top on your side if you want inclusive teams.

One way to go through it is to **offer trainings containing a D&I angle instead of D&I trainings per se**, as Euroclear is developing. Managers and leaders may not want to take part in a “diversity training”, but they may be attracted to “leadership training”; by including the “inclusion” elements into such trainings you can reach everyone.

One example of changing behaviours is that of Tinna Nielsen, a Danish anthropologist, who developed the concept of **“Inclusion nudges” to change mindsets**. To convince her leadership team of the case for diversity, after trying the rational business case several times, she then decided to speak to the heart. Rather than showing them data and statistics, she filled the room with quotes from the company’s employees about their perceptions of the corporate culture. The executive team read these quotes and were shocked by the way their teams felt. This was a real “aha” moment that convinced them of the importance of a diversity programme.

Another example of changing behaviours is **how to turn a strategic person resistant to D&I into an ally**. In the context of a training or event, ask a senior manager who you know is not very committed to come and share his vision on diversity and inclusion. The person would most likely accept as it would be politically incorrect to say he does not care about diversity. He’ll then have to research the topic to build his presentation, to avoid losing face. And maybe he will not be very convincing, but he will have taken the first steps to be more convinced himself. It is a way to make people who are resistant or unengaged start caring about the topic.

The discussion finished around several “hot” questions about diversity trainings:

**What is best for a gender training: a professional trainer or a gender expert?** The most powerful way to do that is to make the two work together to mainstream gender diversity in pre-existing training programmes.

**Can – and should – you encourage faking interest in diversity?** “Fake it ‘til you make it” was a proposed solution. Some managers fake their interest so that people think they are inclusive





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leaders, but after a while they may start acting in a more inclusive way.

**Should trainings be women-only or mixed?** How do you make them inclusive for both men and women, *and* at the same time have women feel safe to talk about anything, which usually requires women-only environments? Isabella shared JUMP's experience of animating employee diversity networks with some of their partners. At the beginning, most of them were women's networks. Now they are becoming diversity networks, involving men as well. But companies doing that have sometimes started losing women in their networks. Women do not always feel like the environment is safe for them to discuss these topics any longer with men around, especially as some may still be critical about diversity. As a result, women do not talk about their shared experiences during the meeting: in front of men they act like everything in the company is wonderful. But at the end of the meeting, they come to Isabella to share their bad experiences. Katrien agreed that safe environments are very important but they actually are for both genders. Men also want to discuss their fears.

To ensure that people speak up, it is important to **account for the differences between introverted and extroverted people**. Encouraging other ways of expressions like putting up anonymous posters on the walls may also help. Tours de table are efficient tools too.

## Thank you to all participants!

Join the next HUB session in Brussels, on 21<sup>st</sup> September 2017 from 12.00-15.30, hosted by Accenture: **"Inclusive leadership: What does it mean in practice? How do you identify it and select the right talent for the future?"** with our guest-speaker Thais Compoin, Founder & CEO Declic International, author of "Succeed as an Inclusive Leader".