

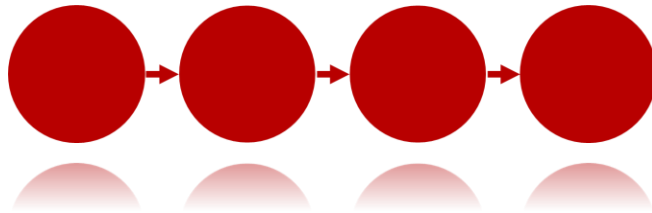
# **MEASURING SUCCESS in D&I**

Relevant types of metrics and their application

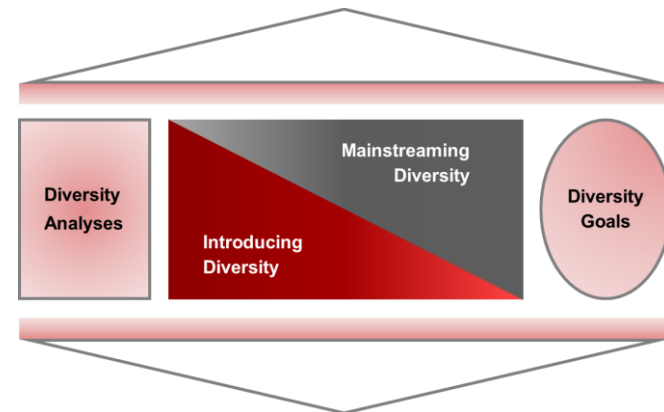
Brussels, 24 April 2018

# Different Contexts for Measuring D&I Success

## Measuring the D&I Value-Chain



## Measuring the D&I OD Process



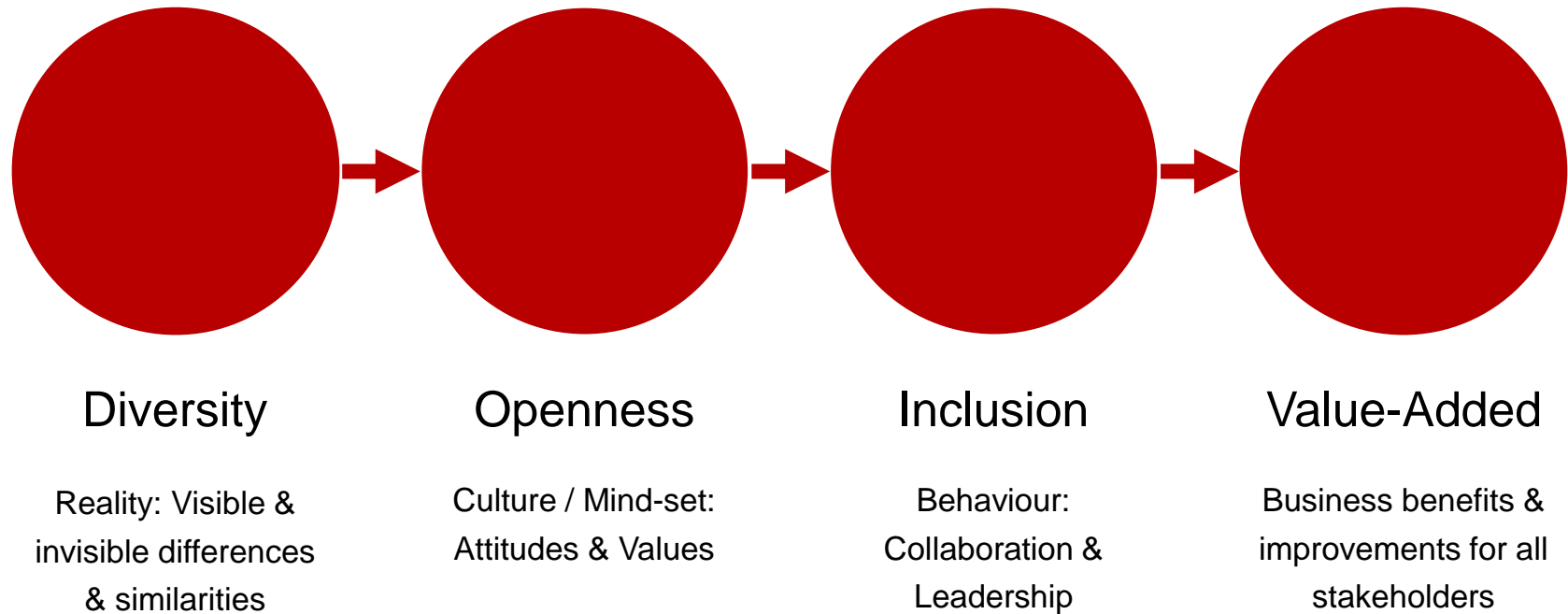
## Measuring D&I benefits (value-add, ROI)



# Diversity & Inclusion as a value-creation process

**Insights for different forms of success measurement**

# Diversity & Inclusion: Propelling Performance Principle



# Diversity & Inclusion: Propelling Performance Principle

## ■ Openness / perceived culture

- Respect
- Being valued
- Feeling of belonging

## ■ Inclusion / Inclusiveness

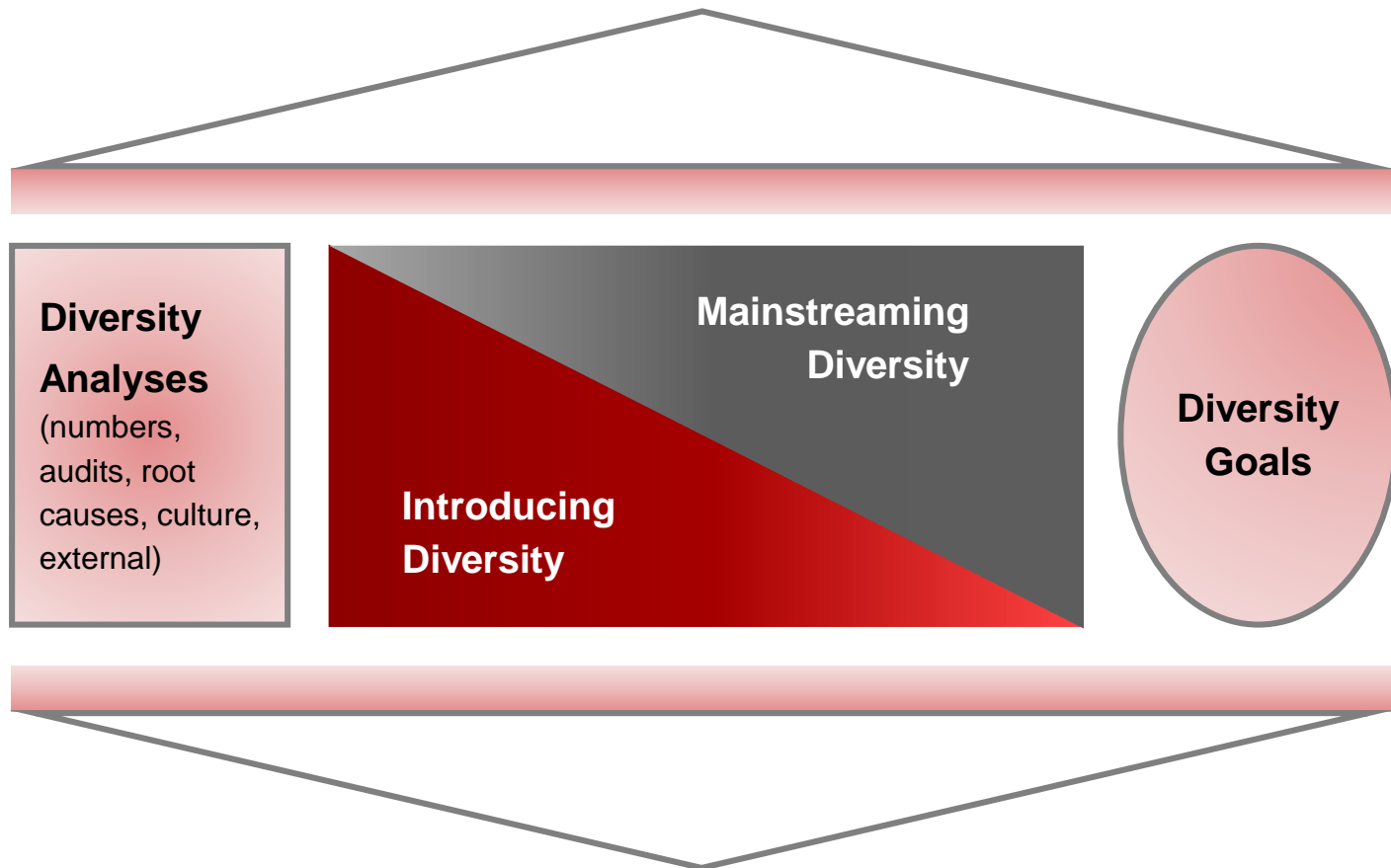
- (Observable) Behaviour
  - Leadership
  - Collaboration
- Processes



# Diversity & Inclusion as an organisation development process

Approaches to success measurement

# OD framework for Diversity & Inclusion



## Activity & Process-based success measurement

### ■ Activity-based

- Accountability for action
- Implementation y/n
- Impact per activity (e.g. mentoring, events or training)

### ■ Process-based (monitoring)

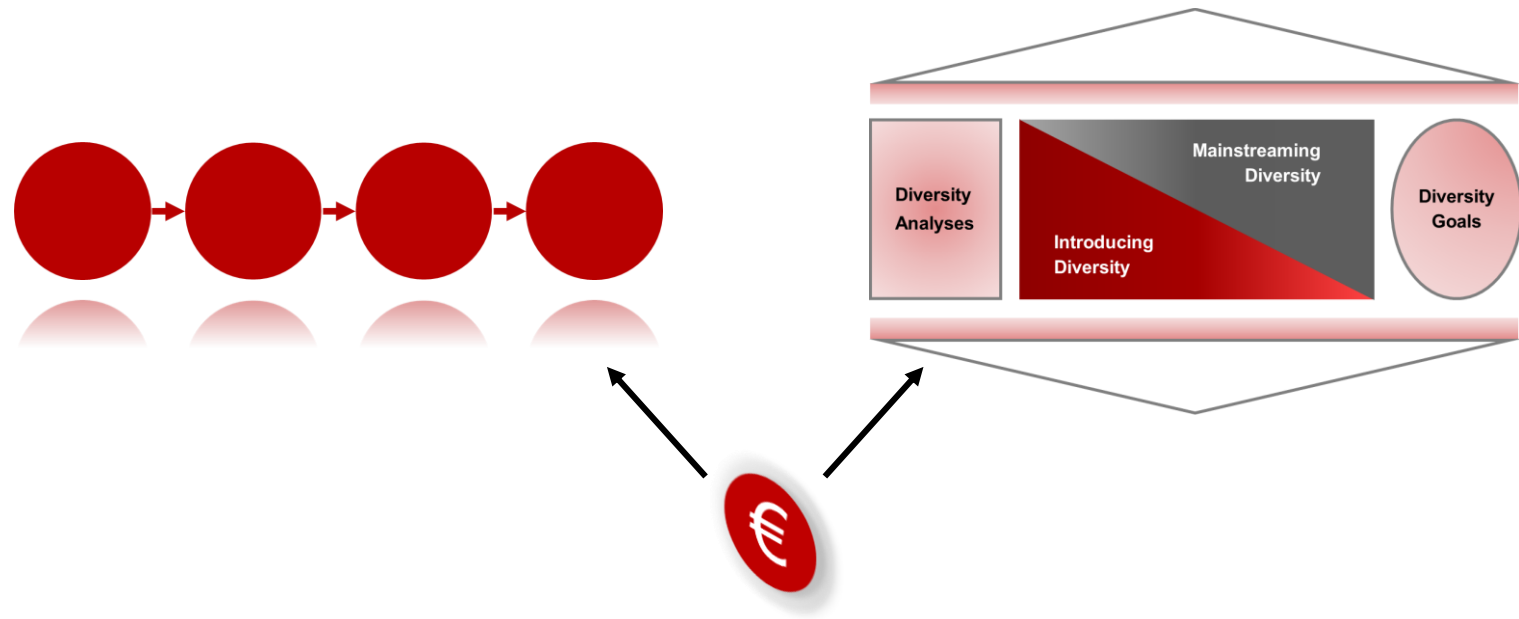
- D&I embedded in processes
- Quality checks / assessments
- Process outcomes (e.g. HR: Recruit, Develop, Retain)



# 3 Measuring D&I benefits (value-add, ROI)

Evaluation formats & studies

# Measuring D&I benefits (value-add, ROI)



## Benefits of well-managed D&I (change processes)

External		Internal	
<b>Customers / Markets</b>	<ul style="list-style-type: none"> <li>Increased market share</li> <li>Easier entry to new markets</li> <li>Improved customer intimacy</li> </ul>	<b>Individual</b>	<ul style="list-style-type: none"> <li>Increased productivity (quantitative and qualitative)</li> <li>Improved morale, commitment</li> </ul>
<b>Shareholder</b>	<ul style="list-style-type: none"> <li>Enhanced rating</li> <li>Improved attractiveness</li> </ul>	<b>Inter-Personal</b>	<ul style="list-style-type: none"> <li>Improved team effectiveness and co-operation</li> <li>Easier integration of new staff</li> </ul>
<b>Labour Markets</b>	<ul style="list-style-type: none"> <li>Broader access to labour markets</li> <li>Improved employer image</li> </ul>	<b>Organisational</b>	<ul style="list-style-type: none"> <li>Increased openness to change (re-structuring, M&amp;A etc.)</li> <li>Enhanced effectiveness of complex organisation</li> </ul>
<b>Community</b>	<ul style="list-style-type: none"> <li>Improved public image</li> </ul>		

# International Business Case Report 2016 (IBCR 3.1)

## 205 Studies: evaluated, selected & summarised

### **Dominant vs. minority group dynamics**

- Impact of Diversity climate on job-related outcomes for majority and minority groups
- Effectiveness of all-inclusive D&I
- Positive impact of ethnic diversity on team performance when both majority and minority members show supportive team learning attitudes

### **Inclusiveness as a factor...**

- Moderates the effect on employee engagement
- In gender-mixed groups induces higher satisfaction

### **Organisational culture and HR practices**

- Relevant moderators on the success of social process

### **Quantity matters (move beyond tokens)**

### ■ **Deeper level diversity**

- Decision Quality | Problem Solving
- Functional Background | Education
- Team Performance | Conflict

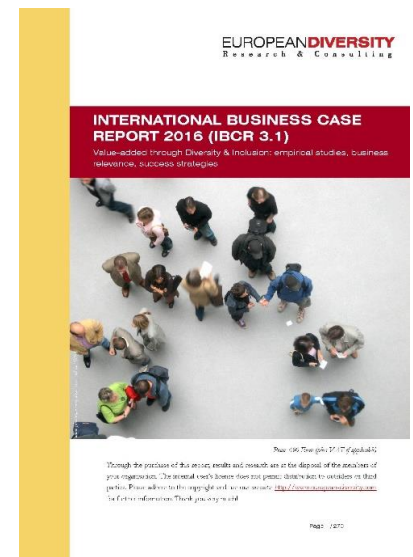
### ■ **Personal demographics**

- Diversity of Thought
- Ethnic Diversity
- Women in Management

# International Business Case Report 2016 (IBCR 3.1)

## 205 Studies: evaluated, selected & summarised

- Global research, evaluated by relevant criteria (validity, reliability, statistical bias testing)
- Structured summary, one page each
- Areas of applicability
  - Markets: Impact of D&I on sales? ...on stock price? ...on employer brand? (# 36)
  - Productivity: Which improvements in motivation, creativity, engagement – and how? (# 30)
  - Collaboration: Which advantages do heterogeneous Teams have and what matters? (# 30)
  - Organisational effectiveness: Which value does D&I add in processes? (# 78)
- 175 further readings



**270 pages**  
**205 studies**  
**690 Euro + VAT** if applicable

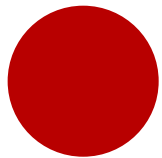
## Lead Questions for Discussion

### ■ Benefits of well-managed **D&I change processes**

- Measuring overall benefits  
(markets, innovation,  
collaboration, engagement)

### ■ Benefits of well-managed **D&I Initiatives**

- Programme ROI / benefits for  
mentoring/sponsoring, ERGs /  
networks, communication



## Wrap up

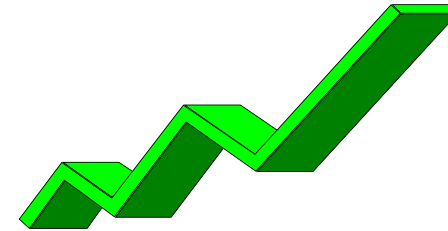
Re-connect with the big picture

## 20 Years of International Learning in D&I



### ■ Common Mistakes: Don'ts

- Standardised approaches, blueprints or year-round events can easily fail
- (Over)Emphasise social, ethical or legal responsibilities
- Simplistic numbers (like quota) can kill D&I
- Marginal resources, minority stakeholders, fast delegation
- Fail to role-model the values of D&I



### ■ Success Factors: Do's

- Pay attention to all elements of the D&I value-creation process
- Clarity on the need for change (processes, behaviours and culture)
- Acknowledge all aspects of individuality, hence include majorities
- Operationalise D&I in processes, teams and leadership behaviour
- Combine disruption & new routines



# Profile & Portfolio: Engineering D&I in Europe

## ■ Unique Combination of 3 assets

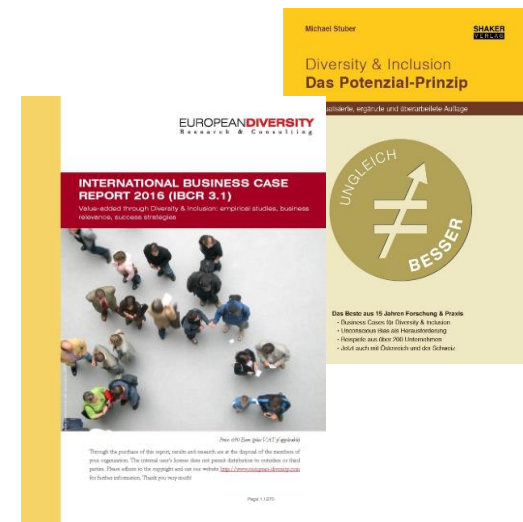
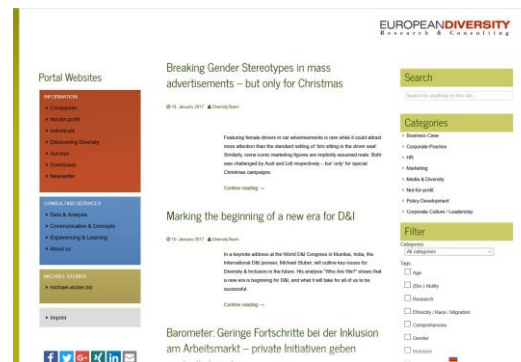
- Pioneer status and hence ability to adapt to new situations and contexts
- Evidence from primary and secondary research resulting in robust concepts, models and tools
- Supra-national approach, focused on the European level ensures consistent transferability

## ■ Breadth, depth and quality illustrated by

- 300+ projects for leading firms in 20 countries on 4 continents, excellent testimonials
- <http://en.diversitymine.eu> knowledge platform with 1,800+ articles resulting from an editorial process
- Hundreds of presentations and publications

## ■ Michael Stuber: Europe's Diversity Guru

- 5 books: 3 on D&I, 1 marketing and 1 anti-discrimination
- The D&I Engineer: analytical, holistic, context-competent
- Inspirational, provocative, passionate and empathic
- Former EU project lead & author of EU D&I checklist



# Communication

## ■ Websites

- Knowledge Portal  
<http://en.diversitymine.eu>
- Information on Diversity  
[www.european-diversity.com](http://www.european-diversity.com)
- Consulting Portfolio  
[www.diversity-consulting.eu](http://www.diversity-consulting.eu)
- Micro-Site Michael Stuber  
[www.michael-stuber.biz](http://www.michael-stuber.biz)

## ■ Social Media

- LinkedIn  
<http://www.linkedin.com/in/michaelstuber/>
- Facebook  
[www.facebook.com/europeandiversity](http://www.facebook.com/europeandiversity)
- YouTube  
<http://www.youtube.com/channel/UCcOMO-9ZNxWQk1wrWYViQkg/videos>

## Contacts

### ■ Office

- Richard-Wagner-Str. 25
- D 50674 Köln / Cologne

### ■ Phone numbers

- 0221-222 1250
- 0221-222 1720 (Webphone / sip)

### ■ Email addresses

- Office  
[office@european-diversity.com](mailto:office@european-diversity.com)
- Michael Stuber  
[mail@michael-stuber.biz](mailto:mail@michael-stuber.biz)

