

Avoid frenetic activity for the sake of it

Organisations follow each other without proper assessment of ROI of initiatives. Organisations have a laundry list of things that are aiming to meet their diversity and inclusion targets. It's good PR but often zero return. How can you do less and achieve more? How can you get really focused on the OUTCOME you are trying to achieve?

Reformulate your story around an 'inclusive culture'

A strategy built around an 'inclusive culture' has a much bigger business case, ticks multiple items in the people strategy – and gains more buy in. You get way more traction and it becomes a real priority not just a 'lip service' priority.

Measure action and indicators of inclusion

Measurement, focus and general understanding of the subject is centered on the 'diversity' component. People struggle to decouple the 'inclusion' component.

Focus on the impact and action taken as a result of new learning

'D&I' is a popular topic, most leaders can talk a good game – but the demonstrated commitment is poor. There is a lot of talking the talk without walking the walk. Build the inclusion habit and seek evidence of individual action and ROI impact.

STOP the tokenistic events mindset

Organisations that 'dabble' are wasting their time and money. The employees of such organisations smell inauthenticity a mile away. An event is a PR exercise creating temporary engagement. It does not change behaviour or shift the dial.

Building a results orientated D&I Strategy: 10 TIPS

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Think CULTURAL CHANGE principles in creating a strategy with a chance of success. If it's not about cultural change it WILL NOT WORK: keep your money, time and resources in your pocket!

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Around \$8 Billion is spent globally on D&I Strategies each year with limited return and result. Successful organisations are willing to take a different approach because the definition of insanity is trying to achieve a different outcome by constantly taking a different approach.

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Ensure your SLT OWN the story and strategy

The senior leadership MUST all be singing from the same hymn sheet in order to succeed as an organisation. They need to be involved in authorship and they need to understand their role and accountability.

Build critical mass understanding at middle management

Middle management do not understand diversity and inclusion and feel threatened by it in some instances. Explaining the HOW of inclusion and making them accountable for that at critical mass will see change happen.

Build your female pipeline into middle management

Focus on a critical mass behavioural change approach at this level. Use it as an opportunity to engage men in inclusive mentoring and sponsorship with a structured approach and conversations.

Habit shift and behavioural change science applied

Leading inclusively and managing difference is HARD – shifting behaviour requires a 'habit shift' approach to adult learning. Creating awareness does not change behaviour (e.g. unconscious bias training is proven to set you backwards).

Passion is not enough.

'Getting' diversity and inclusion requires dedication and learning how to manage difference – which is a new skillset. Well meaning people with personal passion design diversity strategies. Passion does not make an individual an expert on behavioural change and cultural change.

