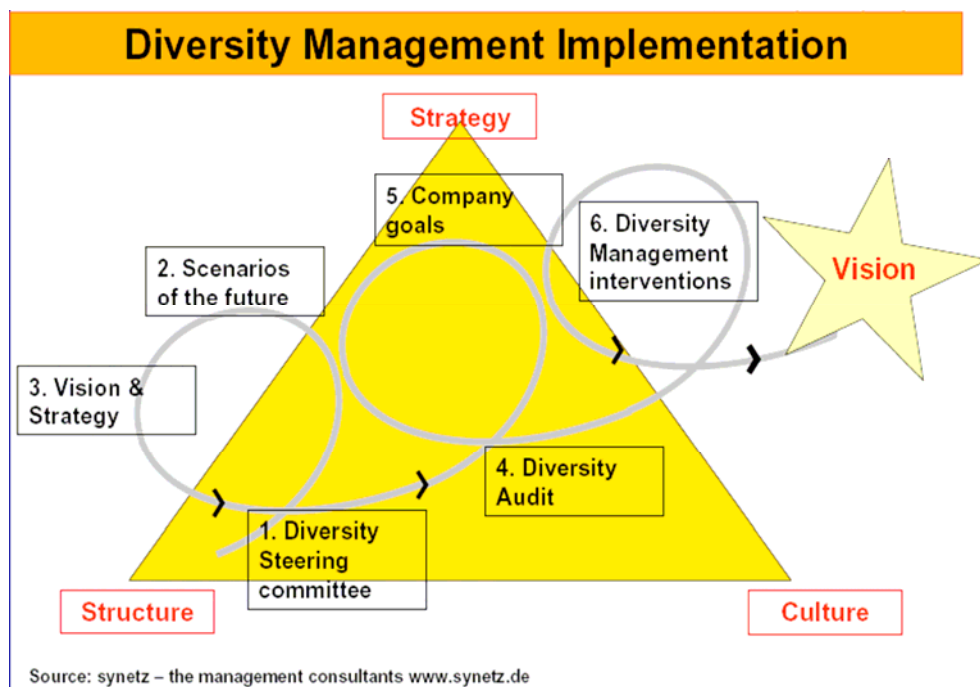


## The Diversity Management Change Process

The process how to implement Diversity Management is crucial. It can be seen as an organizational learning loop. A steering group and line management need to be closely connected. They reflect and decide on the way what needs to be changes and how to go about it. However, six big steps should be followed:



### Step 1 Diversity Steering Committee

Since most companies have a mono-cultural background (i.e., leadership predominantly composed of men between 30 and 40 years, of the dominant nationality, etc) the analysis of the environment risks being conducted in a restrictive manner and the requirements for any change are viewed through a narrow perspective. In order to overcome these limitations a project team (Diversity Steering Committee) of committed people with diverse backgrounds could be formed by top management to widen this perspective. This Diversity Steering Committee should be given a clear mandate and aim for a clear contractual basis with the top management of the company.



## **Step 2** *Scenarios of the future*

Together with top management, key stakeholders and representatives of various departments of the company the Diversity Steering Committee should organise a so-called Scenario Building Workshop. As a rule three different scenarios on how the business world would look like (externally and internally) 10-20 years hence should be created – with an emphasis on the impacts and effects of diversity related factors. The aim is to prepare the company for various alternatives. In the end one scenario should be selected and focused upon. (It will be important to conduct this exercise with external support such as facilitators).



## **Step 3** *Vision and strategy*

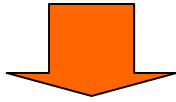
The next step should be to formulate a vision and mission of the company from the scenario selected previously. This exercise should involve top management and key stakeholders. It should focus on the strengths, weaknesses, opportunities and threats for the company emanating from the scenario. In the end, vision and mission statements should be formulated. The next step is to formulate the company's strategy with a considerable part relating to the way how Diversity Management is implemented. If the strategy is clear the company gains orientation to move on the way. Once a vision, mission and strategy have been formulated the company should now go back to the present situation and identify its current status quo. This requires a Diversity Audit.



## **Step 4** *Diversity Audit*

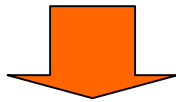
The Diversity Audit is a good tool to analyse the company's current situation. Questions to be asked include: What is the attitude of top management and your workforce regarding diversity? What is your company's culture today? How inclusive are the structures and processes today? The Diversity Audit is conducted through semi-structured, personal interviews with all stakeholder groups and may be accompanied by a standardized questionnaire to explore attitudes to Diversity.

The outcome of the Diversity Audit should be taken up by the Steering Committee to present key assumptions about the status quo to a wide audience and provide the starting point for outlining the appropriate "interventions" for change leading towards the adoption of a genuine Diversity Management approach.



## **Step 5** *Company Goals*

As a next step, Management together with the Diversity Steering Committee defines the company overall goals for implementation of Diversity Management. These goals should be clearly related to the formulated overall strategy and ensure participation of all relevant sections and departments. The overall goals are then broken down to the level of each business unit. Each unit should be invited to adjust these to its own level and define clear measurable criteria for implementation of Diversity Management at its level.



## **Step 6** *Diversity Management Implementation*

During the implementation process the Steering committee plays a crucial role: it oversees, steers and accompanies the various activities. It will be a focal point of communication.

For example it will be responsible for :

- Top and middle management leadership development programmes on Diversity Management
- Diversity Team Building Events in each business unit
- Large Group Events for the workforce to communicate Diversity Management
- Change of Performance Management appraisals tools to foster Diversity Management and make it measurable
- Change of HR tools for recruitment and retention of a diverse workforce etc.