



■ **Maximizing the Power of Diversity and Inclusion within the CGIAR family**

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Mini-workshop Objectives

- Understand head/heart/hands framework for diversity
- Explore the Global Diversity & Inclusion Benchmarks tool and discuss how where CGIAR and our home organisations
- Discuss and identify different ways to take actions to enhance diversity and inclusion at our home organisations and within the larger CGIAR family

Session Roadmap

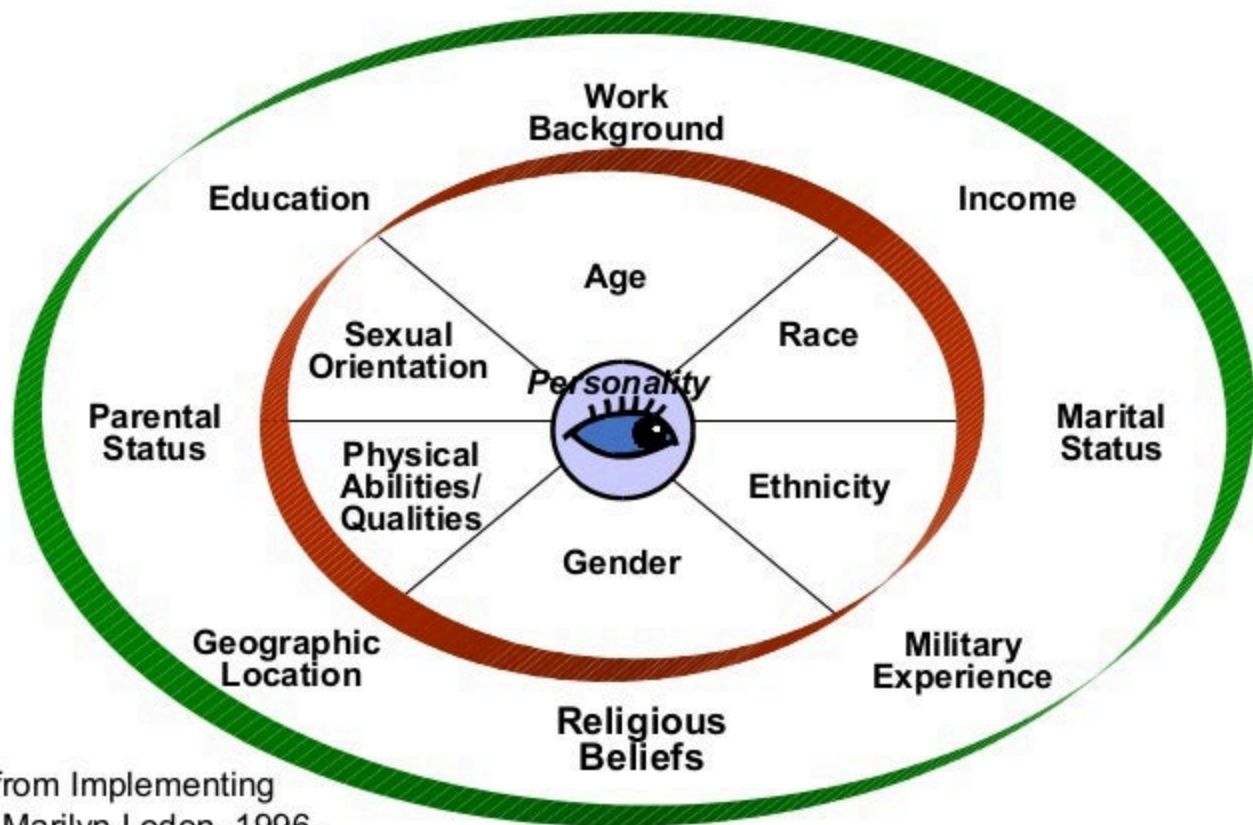
- Definitions and Dimensions
- The Business Case for global diversity & inclusion
- Global Diversity & Inclusion Benchmarks
- Taking the Learning Forward
-

Diversity Defined

Diversity refers to the variety of similarities and differences among people, including but not limited to: gender, gender identity, ethnicity, race, native or indigenous origin, age, generation, sexual orientation, culture, religion, belief system, marital status, parental status, socio-economic difference, appearance, language and accent, disability, mental health, education, geography, nationality, work style, work experience, job role and function, thinking style, and personality type.

Source: Global Diversity and Inclusion Benchmarks, © 2016, O'Mara & Richter

Dimensions of Difference: Primary & Secondary



Adapted from Implementing Diversity, Marilyn Loden, 1996.

H3:A Framework for working with Diversity



HEAD - Insight



HEART - Inclusion



HANDS – Adaptation

Respect for Diversity (UN Definition)

- Works effectively with people from all backgrounds (hands)
- Treats all people with dignity and respect (heart and hands)
- Treats men and women equally (heart and hands)
- Shows respect for and understanding of diverse points of view and demonstrates this understanding in daily work and decision-making (head and hands)
- Examines own biases and behaviours to avoid stereotypical responses (head, heart and hands)
- Does not discriminate against any individual or group (head, heart and hands)

Inclusion Defined

Inclusion is a dynamic state of operating in which diversity is leveraged to create a fair, healthy, and high-performing organization or community. An inclusive environment ensures equitable access to resources and opportunities for all. It also enables individuals and groups to feel safe, respected, engaged, motivated, and valued, for who they are and for their contributions toward organizational and societal goals.

Source: Global Diversity and Inclusion Benchmarks, © 2016, O'Mara & Richter

Inclusion can be experienced at the interpersonal, team, department, organization and societal levels...

The Business Case for Global Diversity

- Organizations effectively harnessing Global Diversity experience an improved ability to **recruit and retain talent** and improved **leadership effectiveness**
- Organizations leveraging Global Diversity experience higher **creativity** and an enhanced quality of **problem solving**, and consequently increased productivity and profitability over less progressive organizations
- Organizations valuing Global Diversity have increased **goodwill and reputational capital**

Age Research

The average work age in the UK, the highest in history. 20 million consumers in the UK are over 50 years old (30% of the population).

Older workers (over 40) in the US have:

- Higher motivation and job satisfaction
- Fewer on-the-job accidents
- Equal or better attendance records
- Productivity as high as the younger workforce

Source: The National Council on the Aging, 2001; Career Magazine, 1998

Ethnicity Research

- The 50 Best Companies for Asians, Blacks and Hispanics beat the S&P 500 over the last three and five years.

Source: Fortune, July 19, 1999

Research from Tufts University indicates that diverse groups perform better than homogenous groups. In a study involving 200 participants on 29 mock juries, panels of whites and blacks performed better than all-white groups by a number of measures: diverse juries deliberated longer, raised more facts about the case, conducted broader and more wide-ranging deliberations, and made fewer factual errors in discussing evidence.

Source: Tufts University, April 2006

Gender (and other) Diversity Research in the UK

The FTSE 100's most admired companies have more diverse boards (as defined by functional background, international experience, and gender diversity) than the rest of the FTSE 100.

90% of the top 20 companies by market cap in the FTSE 100 have women directors, while only 40% of the bottom 20 companies have women directors.

Sources: Marx, Elisabeth, 1998, A View at the Top

Diversity Best Practices in the Corporate World, Women and Equality Unit, dti, 2004

Gender Research in US

- 19-year study of 215 Fortune 500 firms
- Strong correlation : promoting women into the executive suite = 18% - 69% more profitable than median firms
- 3 measures of profitability were used - profit as a percent of revenues, assets and stockholders' equity

This information is made possible by Roy D. Adler, Executive Director, Glass Ceiling Research Center

Valuing Differences - Moving To Teams

Within GE, shifting to teams caused productivity gains:

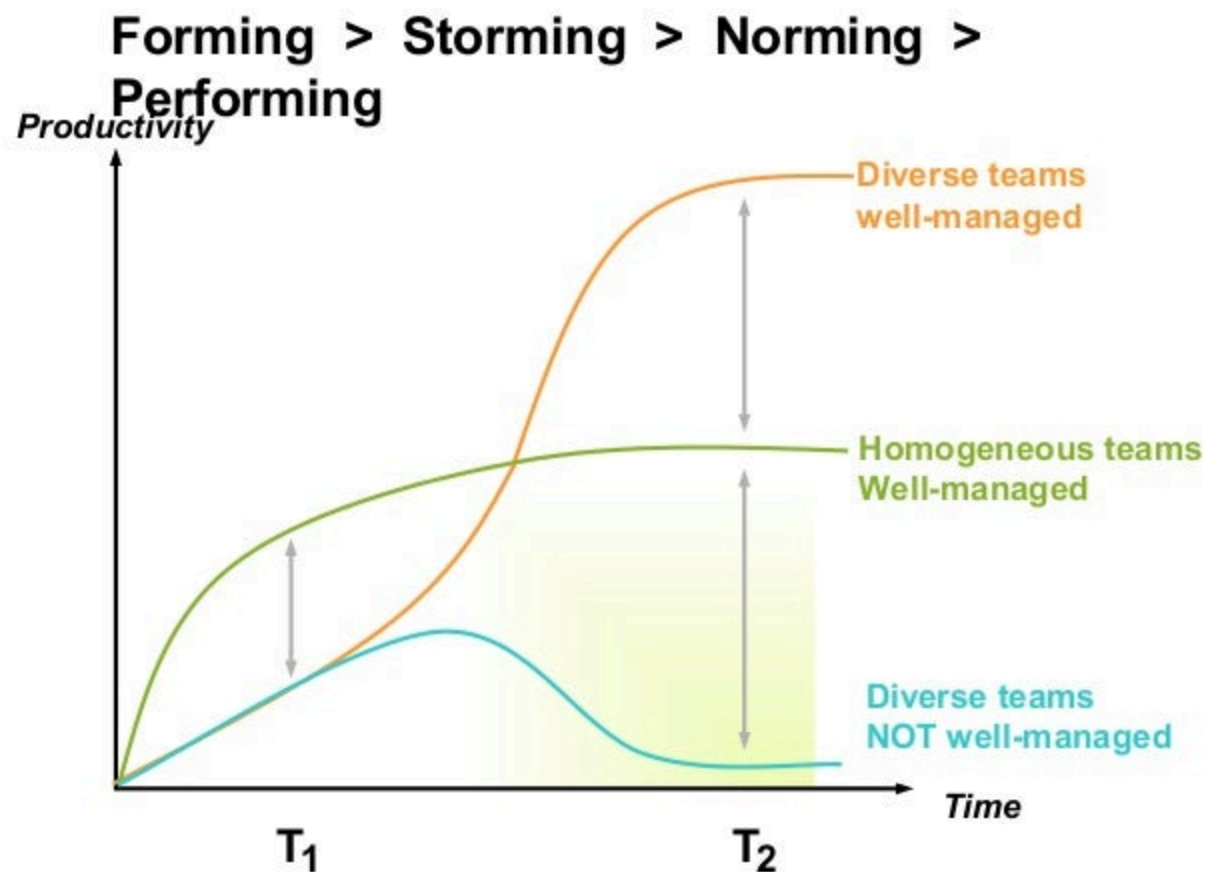
For homogeneous teams the gain was 13 percent

For diverse teams the gain was 21 percent

Source: Study conducted by Bob Lattimer

Towers Perrin, Atlanta, Georgia, 1995

Stages in Team Development



Valuing Differences – Greater Innovation

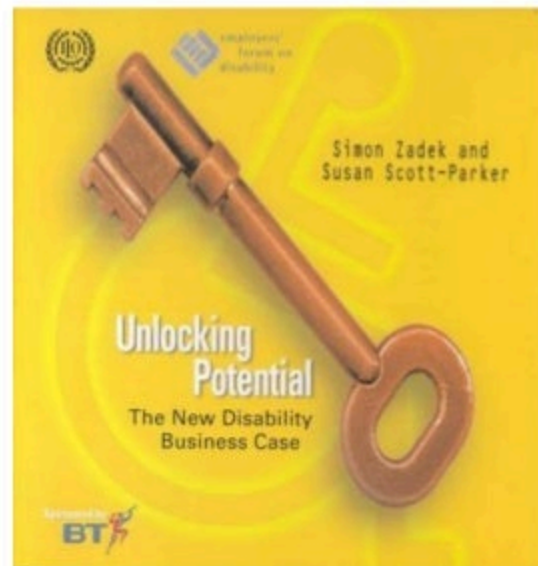
Hypothesis: Innovation is positively and significantly associated with both human capital and diversity

- **Openness to diversity seems to enhance a region's capacity to produce innovations**
- **Measures of diversity: the Gay index, the Bohemian index, # of foreign born, degree of racial integration**
- **Three Ts: Talent, Technology and Tolerance**
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Source: Innovation, Human Capital, and Diversity, by Richard Florida and Sam Youl Lee, Carnegie Mellon University, November 2001. No Monopoly on Creativity, by Richard Florida, HBR, Feb. 2004: Breakthrough Ideas for 2004.

Workers with disabilities: the business case

- Managing a diverse workforce, including disabled workers, is a major factor in efficiency, productivity and overall success
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- People with disabilities make positive contribution to the workplace, are good workers
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- Hiring and retaining disabled workers improves workplace morale, team work
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- People with disabilities, their families and networks are customers, with large disposable incomes in some countries



Insights?

**Global Diversity and
Inclusion Benchmarks:
Standards for Organizations
Around the World**

By Julie O'Mara,
Alan Richter, Ph.D.,
And 80 Expert Panelists

Sponsored by
 **The Diversity Collegium**

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Where are you?

An Organisational Assessment Tool

Global Diversity & Inclusion Benchmarks

- ✓ Assess organisational progress in implementing stated commitment to diversity and inclusion
- ✓ Global in reach
- ✓ Incremental in application
- ✓ Descriptive, rather than prescriptive
- ✓ 4 areas of focus
 - Foundation
 - Internal
 - External
 - Bridging
-
- ✓ 14 categories, 266 benchmarks
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Table Group Exercise

1. At your tables, review the 14 categories and the 28 benchmarks
2. As a group, identify categories you believe CGIAR has achieved most of the time (i.e. > 80%)?
3. As a group, identify which categories you feel are the most challenging for CGIAR to address?
4. Individually, assess your own organisation. In your own opinion, which have you achieved? Which are most challenging?

Debrief

D&I Levels of Maturity

•Level of Maturity	•%
• Best Practice	•100
• Progressive	•75
• Proactive	•50
• Reactive	•25
• Inactive	•0

5 approaches to D&I

- Social Justice
- Organisational Performance
- Dignity
- Compliance
- Competence

Group Discussion

Based on our GDIB assessment:

1. What are our most pressing Diversity & Inclusion related issues and concerns?
2. What is the most common approach to D&I within our organisations?
3. What can the CGIAR family do about these D&I concerns?
4. What can you and your teams at work do to create a culture of diversity and inclusion?
5. What support do you need and from whom?

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Wrap up: I can, I will

With a partner, reflect on what we have discussed and explored today:

- What **can you do** differently?
- What **will you** do differently, starting now?
- Share your plans for taking steps to enhance diversity and inclusion in the workplace and with your teams.
- Group debrief: Let's gather the best ideas.

Resources available from QED Consulting

- Global Diversity & Inclusion Benchmarks (GDIB)
- Global Diversity Survey (GDS)
- Global Gender Intelligence Assessment (GGIA)

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