
Building a diverse and inclusive IT delivery organisation

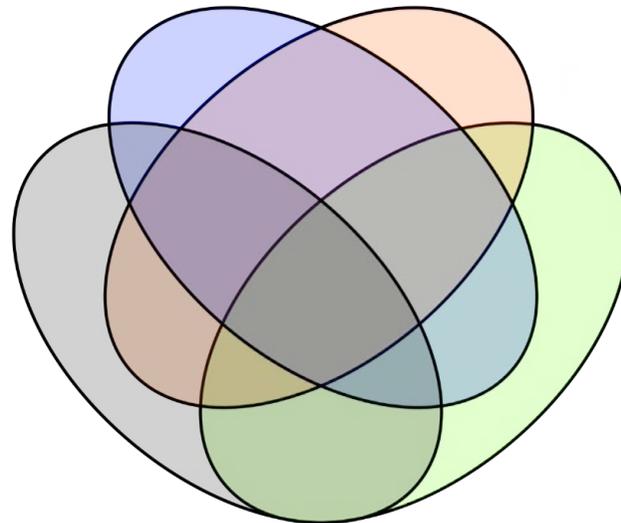
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Global Head of Service Delivery
13 October 2022



What we're going to talk to today



Diversity, Equity and Inclusion



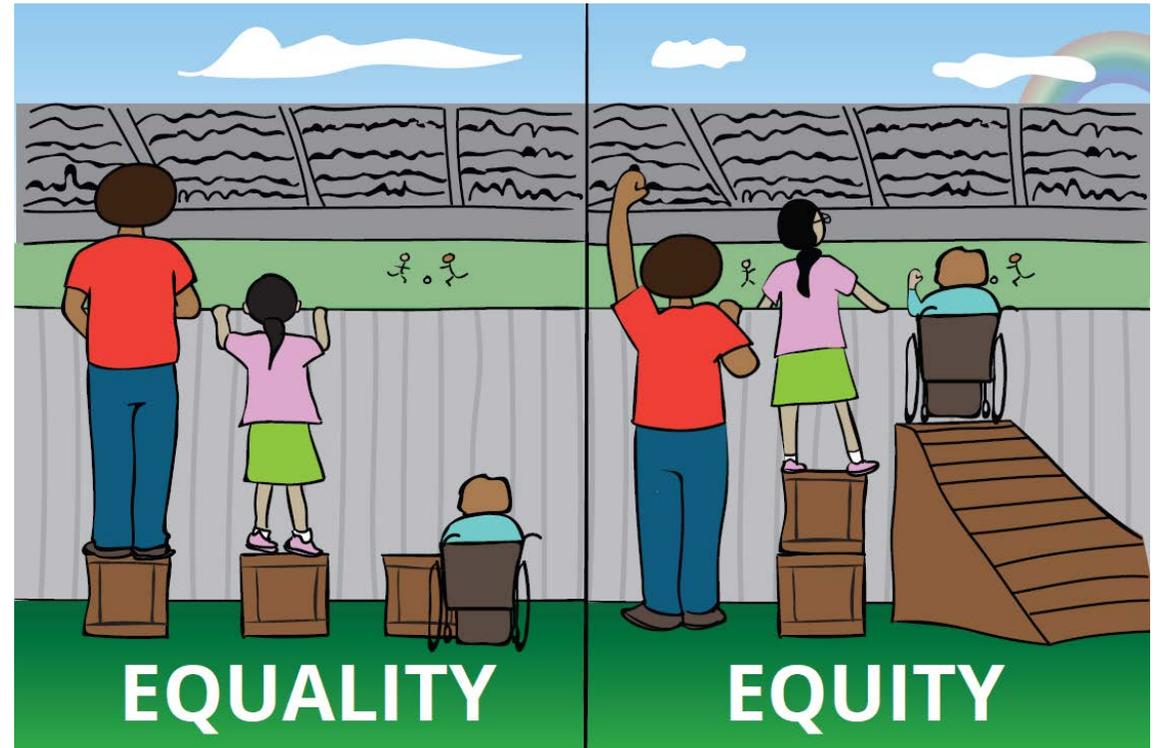
Where to begin with DE&I?



equity

*/'ɛkwɪti/
noun*

the quality of being fair and impartial.
"equity of treatment"



Where to begin with DE&I?



inclusion

/ɪnˈkluːʒ(ə)n/
noun

1. the action or state of including or of being included within a group or structure.

"they have been selected for inclusion in the scheme"

2. the practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those who have physical or mental disabilities and members of other minority groups.

"we value and promote diversity and inclusion in every aspect of our business"



Where to begin with DE&I?



diversity

/dʌɪ'vɜːsɪti,dɪ'vɜːsɪti/

noun

1.
the state of being diverse; variety.
"there was considerable diversity in the style of the reports"
2.
the practice or quality of including or involving people from a range of different social and ethnic backgrounds and of different genders, sexual orientations, etc.
"equality and diversity should be supported for their own sake"

equity

/'ɛkwɪti/

noun

- the quality of being fair and impartial.
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inclusion

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Where to begin with DE&I?



belonging

/bi'lonɪŋ/
noun

an affinity for a place or situation.
"we feel a real **sense of belonging**"



If it's so easy, why isn't everyone doing it?



Many barriers exist that can prevent or derail DE&I initiatives:

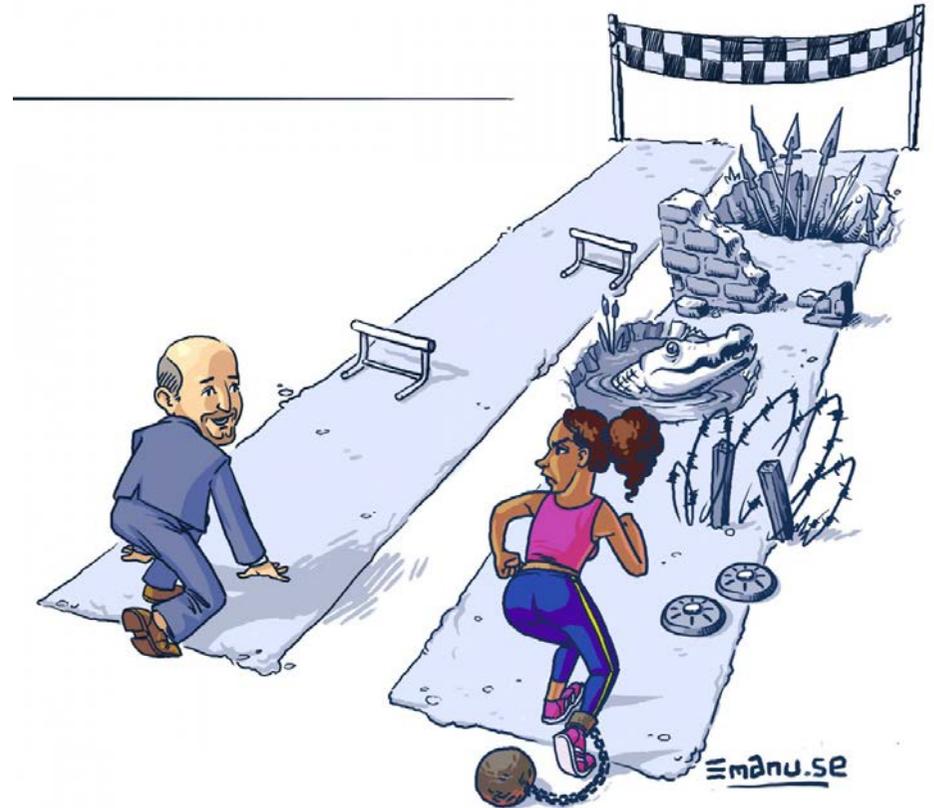
- Thinking of DE&I as someone else's problem or limiting who can be involved
- Fear of doing or saying the wrong thing
- Not understanding the gaps your organization has
- Not knowing where to start
- It can be uncomfortable to talk about
- Not having sponsorship at the right level
- Some people might not want things to change



Recognise your own privilege

Privilege isn't just about your wealth or your status, it's an absence or reduction in the barriers you face in life

- Have you benefited from an education that meets the minimum criteria for a job advert?
- Can you go to a venue without checking first whether it's physically accessible to you?
- Can you use a gendered toilet without people questioning your right to be there?
- Can you apply for a job without your name or skin colour affecting whether you will get an interview?
- Can you walk down the street and hold your partner's hand without fear of discrimination or attack?
- Has the way you speak, or the accent you have, slowed down your career progression?



“What’s the matter?
It’s the same distance!”

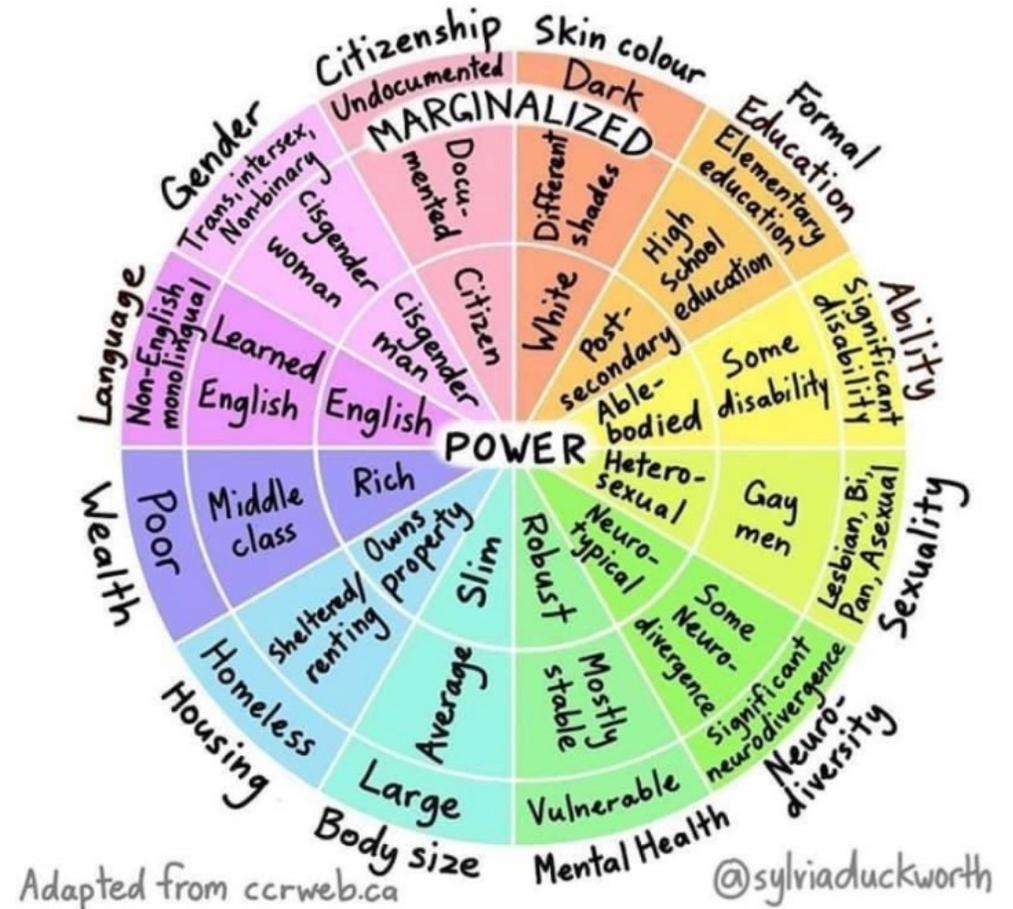
Intersectionality



- Intersectionality was first described by Kimberlé Crenshaw, a law professor at UCLA and Columbia
- It describes the way people's social identities can overlap, operate together, and exacerbate each other.
- The closer to the centre of the 'wheel of power', the closer to societal norms someone is, the further out the more marginalized someone might be.

“Intersectionality is a lens through which you can see where power comes and collides, where it locks and intersects. It is the acknowledgement that everyone has their own unique experiences of discrimination and privilege”

Kimberlé Crenshaw



Let's look at one characteristic - Neurodiversity

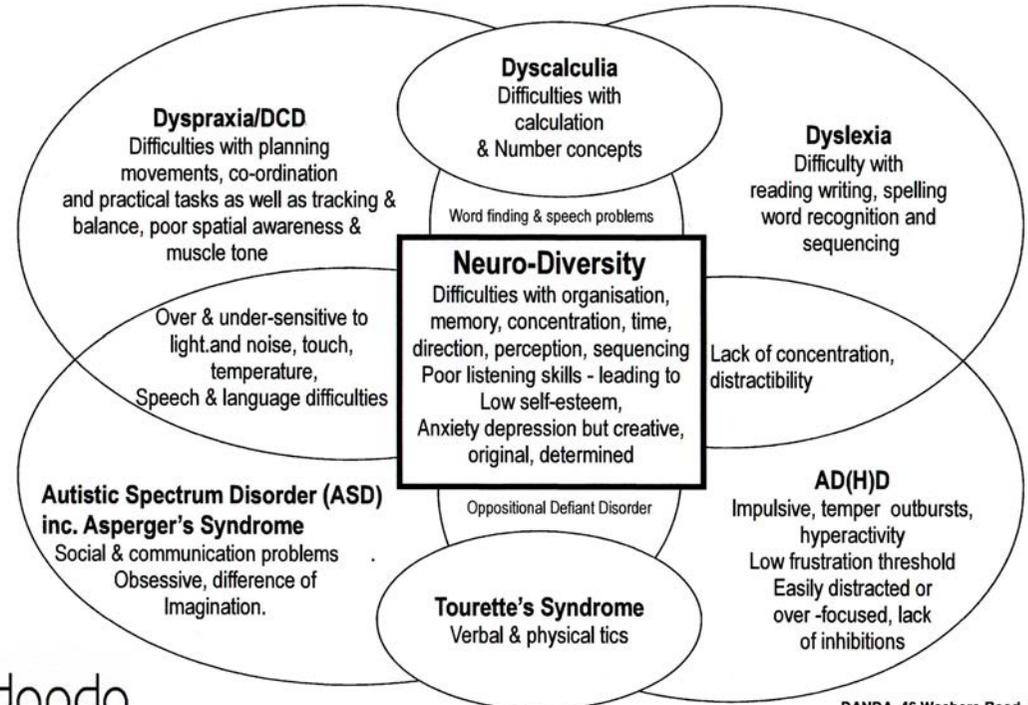


Every characteristic we discussed on the previous page is multi-faceted, there are very few absolutes.

Neurodiversity is a broad collection of conditions and diagnostic labels

- They explain the diverse ways in which people think, learn, process, and behave
- Often invisible or masked by people who've been conditioned that those are the 'rules' to fit in
- Each of these is a spectrum, within a spectrum.
- Everybody is unique, the challenges they face daily could be different, conversely the benefits they will bring to your team will be different
- An estimated 10-15% of the workforce has one or more neurodivergent conditions

The Make-up of Neuro-Diversity
 This is a document for discussion. Concentrating mainly on the difficulties of those with neuro-diversity. It must however, be pointed out that many people with neuro-diversity are excellent at maths, co-ordination, reading etc . We are people of extremes.



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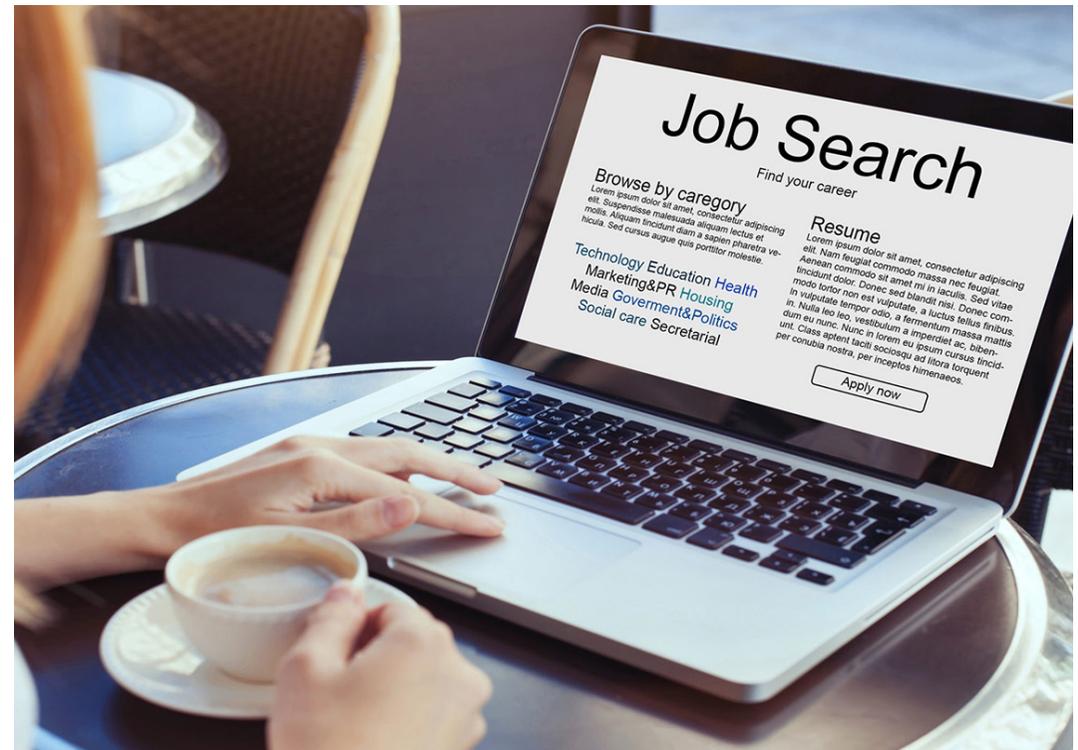
DANDA, 46 Wesbere Road, London, NW2 3RU, Tel: 020 7435 7891

Encouraging applications from a more diverse talent pool



Don't assume that if people want jobs they'll apply for them.

- If people can't hear you talking about diversity, will they trust you enough to apply?
- Do you have people in your organisation who are happy to talk about their own experiences?
- Consider how and where you advertise your jobs could send messages about your organisation, there are many specialist job boards that can help you reach a wider audience



Are you creating barriers to people applying?



While people browse job adverts in a similar way, they apply for them differently

- People from minority communities who face structural oppression are less likely to apply unless they meet all the criteria. Studies have shown people from ethnic minorities are more likely to be rejected just because of their name or educational background, so are less likely to apply in the first place.
- Neurodivergent people face similar barriers. An estimated 10-15% of the workforce is neurodivergent but a much lower proportion of neurodivergent people are in employment.
- Insisting on university degree in professions that don't require degree level education can exclude many who were not able to partake in further education.



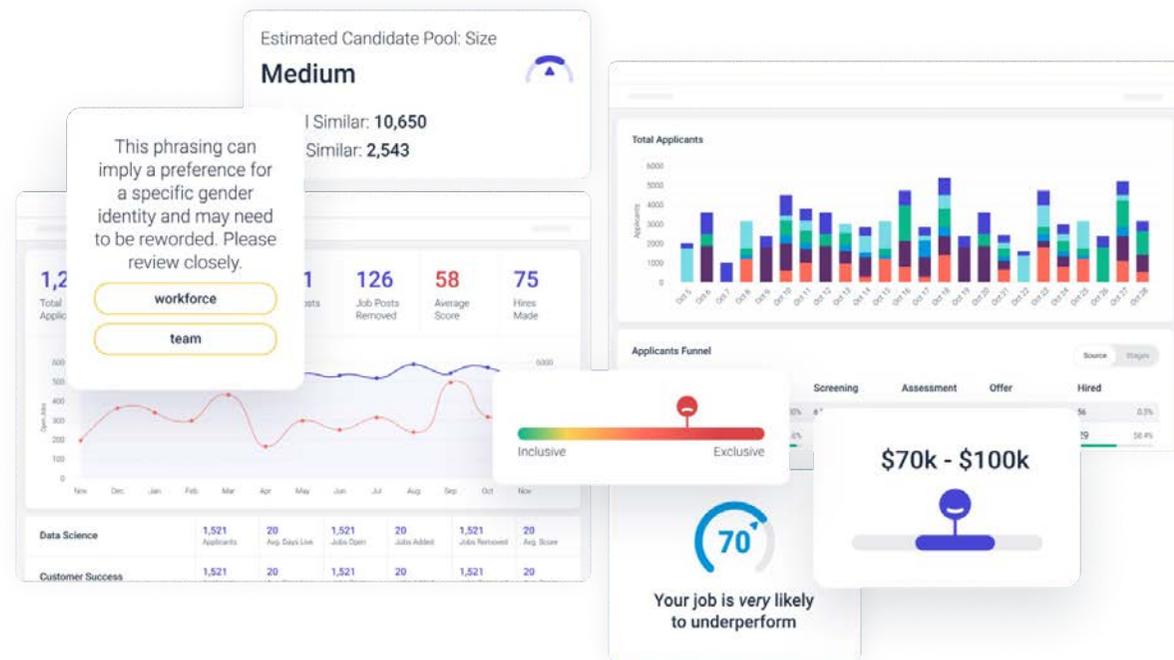
Small changes can make a big difference



Small changes can make a big difference:

- Consider the number of requirements you list and ask yourselves what's truly a must-have and what's merely a nice-to-have
- Think about the language you use, tools like Datapeople can help 'de-gender' your job descriptions
- Consider adding a qualifier to your job adverts:

Don't meet every single requirement? Studies have shown that women, people of colour, and neurodivergent people are less likely to apply unless they meet all the requirements listed in a job specification. We are dedicated to building a diverse, inclusive, and authentic workplace, where everyone can feel they belong. So, if you're excited about this role but your skills and experience don't align perfectly with every requirement we've listed, we still encourage you to apply. You may be just the right candidate for this or other roles.

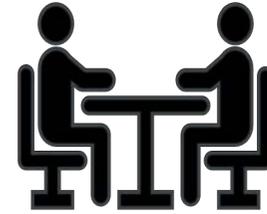


GfK's Diversity Champions Programme



At GfK we're training "diversity champions" across our business

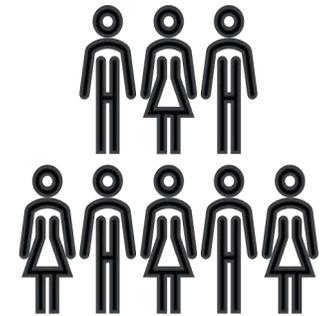
- Puts fairness at the core of the recruitment process
- Improves standards and consistency of recruitment and interviewing
- Provides trust in the process to staff
- Gives a broader pool of willing candidates to support
- Sends a positive message to candidates



Interview techniques training



Unconscious bias training



Do not need to have any specific diversity characteristics

You've recruited someone, now what?



DE&I isn't a one time thing and should be considered at every point throughout the employee lifecycle

- It starts on day one, a warm welcome can make or break someone's time with an organisation
- Learning and development catering for different styles of learning
- Rewards and recognition should be inclusive and not just favour the most vocal or visible
- Make it clear how people can progress their career and what they need to do to get promoted
- Signpost other opportunities in your business, it's better to keep someone's corporate knowledge and skills within the business than to lose it to another company



Psychological safety as an enabler for DE&I



Creating an environment where people feel confident in trying new approaches and not fearing mistakes is the path to psychological safety

- If our teams feel safe in making mistakes they are, in my experience, less likely to make the mistake in the first place
- Operating in a culture of fear is not productive for anyone
- Psychological safety can lead to greater diversity, more inclusion, and most importantly belonging – a place where all your team can be themselves

PSYCHOLOGICAL SAFETY

Speaking out starts with you!

- 1. Admit your mistakes**
By admitting your mistakes, the team are able to take action, and it creates a safe environment for others to do the same.
- 2. Run experiments**
The outcome of work should be knowing how to do it better next time.
- 3. Make space to speak**
Ask questions, create space for discussion, and say "I don't know."
- 4. Be patient**
Psychological safety takes time, effort, and persistence.

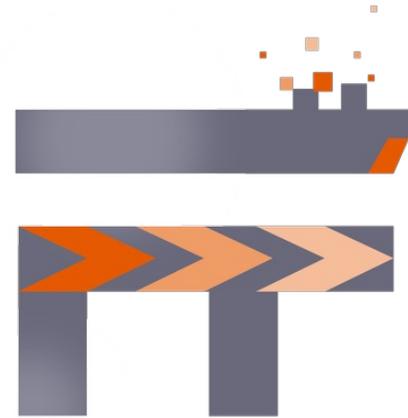
psychsafety.com

Start a movement to create a change



Start a movement and spread the word

- Building a diversity network can take time, but from small acorns great oak trees can flourish
- In GfK we created our Fast Forward network as a group to help our organization develop and mature its DE&I initiatives, and advocate for and drive change
- Create a diversity calendar for your organization and plan a schedule of events, articles, and outside speakers (take a look at Inclusive Employers for inspiration – <https://www.inclusiveemployers.co.uk/diversity-calendar/>)
- Partner with organizations who can help you address your diversity gaps and bring new knowledge or ways of thinking in to your business



FAST FORWARD
Driving diversity and inclusion



So why DE&I in the context of Service Delivery?



- Satya Nadella, CEO of Microsoft has a great saying - “A company’s culture needs to be a microcosm of the world we hope to create outside of the company”
- Our IT organisations should reflect the diversity of the businesses we serve and the customers they serve
- Diversity is something that we can encourage at every level of our organisations, from the board to our most junior positions.
- There are many changes we can influence within our teams
 - How we recruit
 - How we encourage and support our team
 - How we talk and explore DE&I with our teams



In summary...

- 01 – DE&I is for all of us, challenge yourself daily
- 02 – Consider intersectionality as well as single issues
- 03 – Start small but make a start
- 04 – Small changes can make big differences
- 05 – Listen to the voices of lived experience

Thank you

Contact me...

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