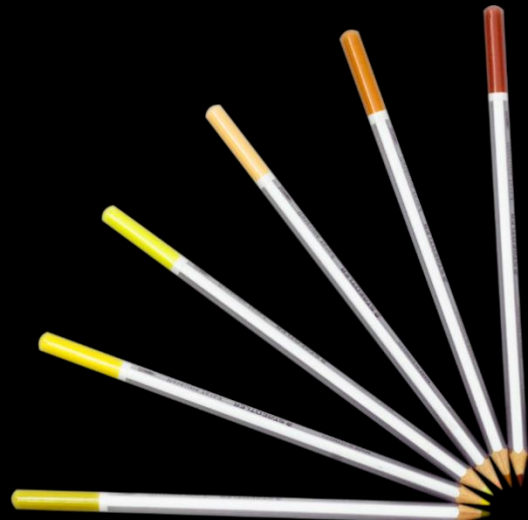


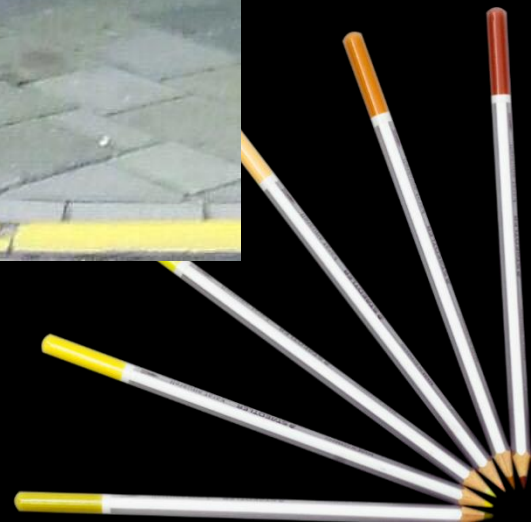
Diversity, Equity & Inclusion *or is it about leadership?*

ter gelegenheid toekenning
VNVA Els Borst Oeuvreprijs
Prof. dr. Marian Mourits

drs. Egon Hoppe EMSD
Partner Deloitte Consulting
Human Capital lead (Change management, Leadership and Future of Work)









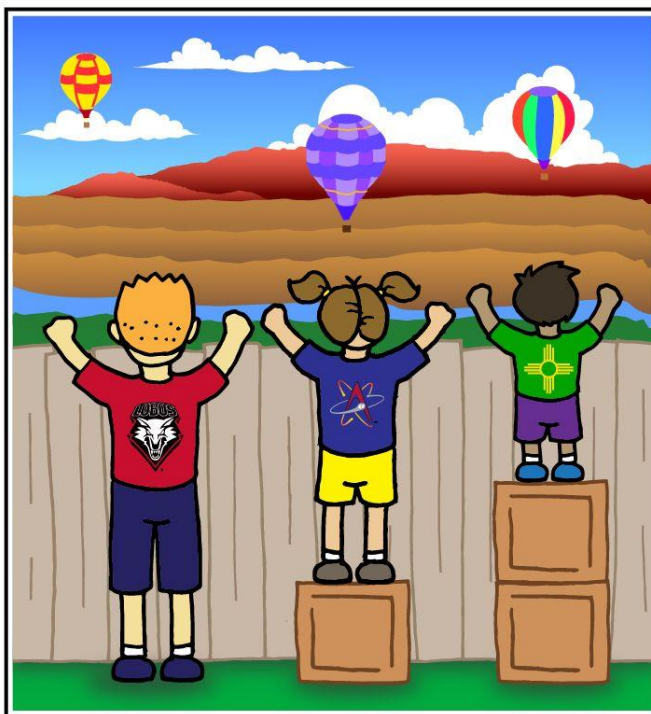
Importance of creating new successful behavior



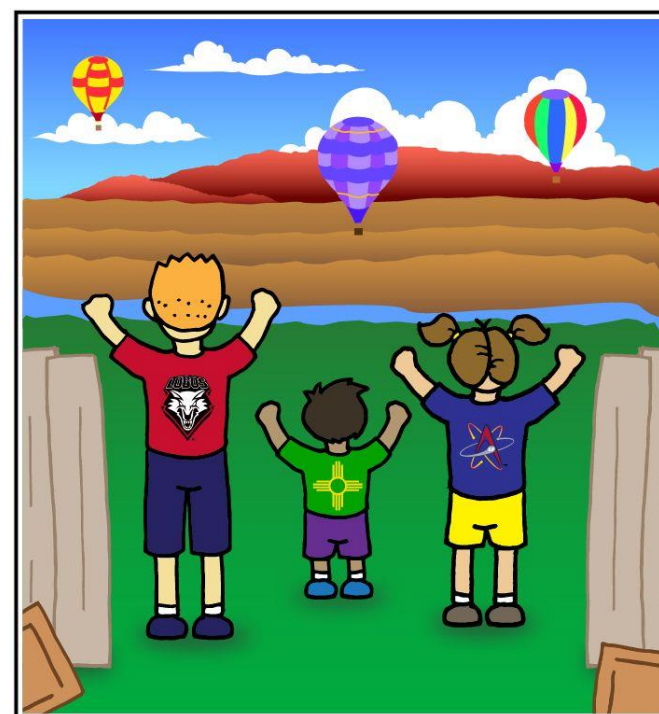
Equality

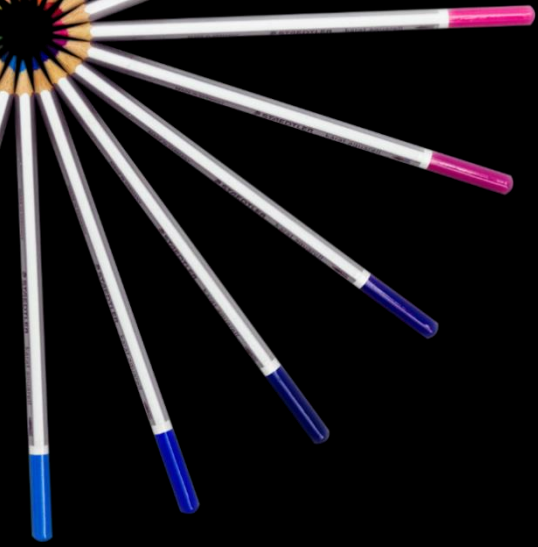


Equity



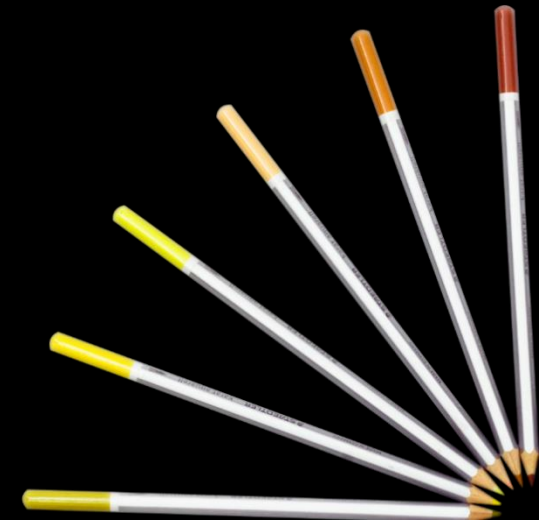
Empowerment





DE & I at Deloitte, lessons learned

1) First EXPLORE and truly LISTEN





Understand our Potential Employee
Deloitte Consulting Diversity & Inclusion Challenge
March 2018

Explore and truly listen

Use of data, persona's, employee journey

a: potential employee with working experience

Mark (31)

Rianne (29)

Work/life characteristics

- In a relationship without kids or with young kids
- Recently bought a house together with partner
- Plays sports and loves to have dinners with friends
- Likes travelling for work, but no longer than 3 days in a row
- Wants to be respected for knowledge and skills and sharpen this in a friendly, high performing working environment

Associations with Deloitte (Business Profiles)
Business Profiles know Deloitte, STEM Profiles barely not

1 Market success	3 Professional training and development
2 Challenging work	4 High performance focus

Gains

- I bring experience from previous (consulting) job and can add value to the firm and client projects
- I like the dynamic consulting work environment, with smart people, diverse projects and large client accounts
- I like the high performance culture and possibility to develop myself every day in my job and in learnings
- I bring expertise how to figure out a problem in an innovative way and develop smart tools (STEM Profiles)

Pains

- I don't feel valued in the (long) application procedure, I am a number. STEM Profiles: the procedure is too traditional
- I am more critical on the organization culture and opportunities to lead than a few years ago. I chose my new employer with care
- I know my strengths and weaknesses. I saw people of my age in a burn-out. I am ambitious, but not without limit
- I don't want to wear a suit and spend a lot of time building networks. I just want to solve complex puzzles (STEM Profiles)

Gender differences

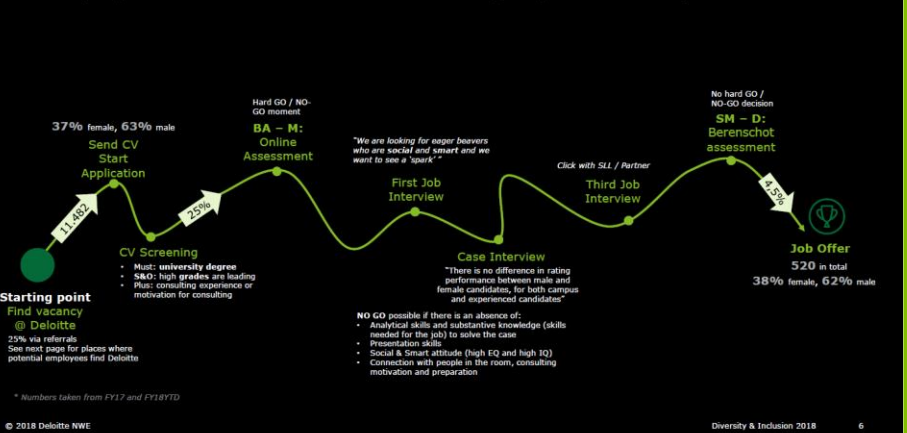
- Male business candidates are slightly more interested in Deloitte than female business candidates. However, the opposite holds for technology candidates.

Source: "Attracting Experiences" / Bureau (2018)

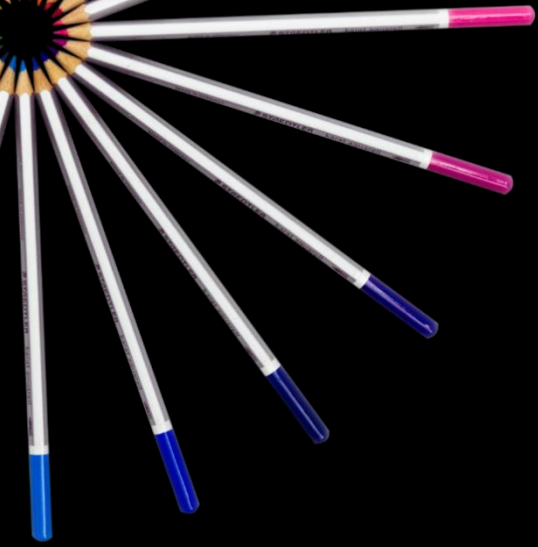
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Potential employee recruitment journey

11.482 people send their CV to Deloitte Consulting - 4,5% receive a job offer

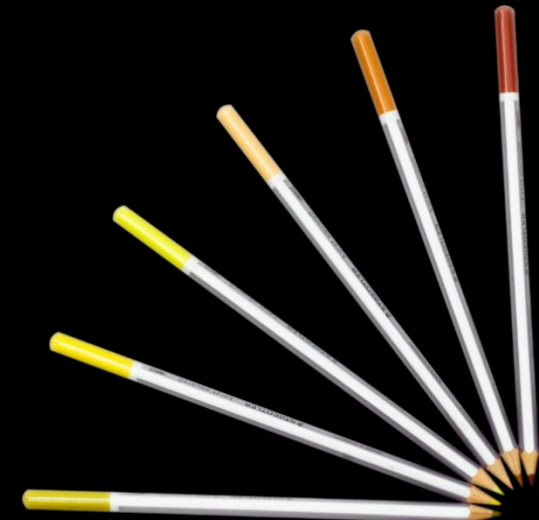


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DE & I at Deloitte, lessons learned

- 1) First EXPLORE and truly LISTEN
- 2) Have a clear and coherent STRATEGY



Strategy house for Diversity & Inclusion

Aspiration:

**To have an inclusive culture where we value diversity
and bring our authentic self to work**

Attract diverse talent

**& prioritize the must win battle
in the talent market**

- Redesign of the recruitment process
- Return to consulting/work programme for experienced female hires*
- Extra referral bonus for female new hires*

Enable our talent to thrive by leveraging their authentic self

- Target setting per SL
- Promotion challenging committee & promotion support
- D&I in Performance Experience

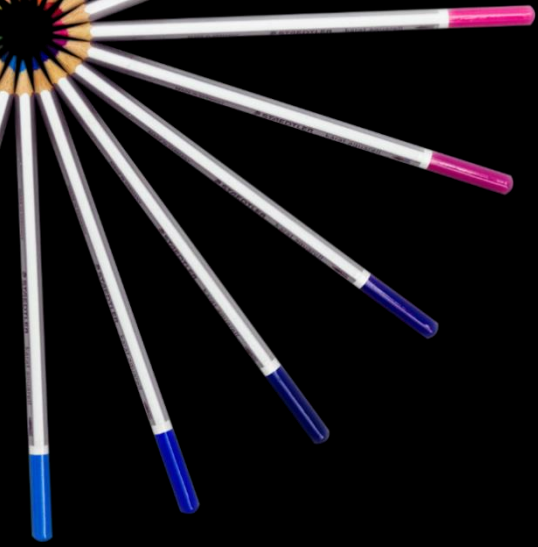
Create a truly distinctive talent experience and a great workplace

- Female role model in each SL
- 'Potential Leaver Signal Card'
- Extra coaching/support life events
- Inspiring women initiative/Award Program

Inclusive culture:

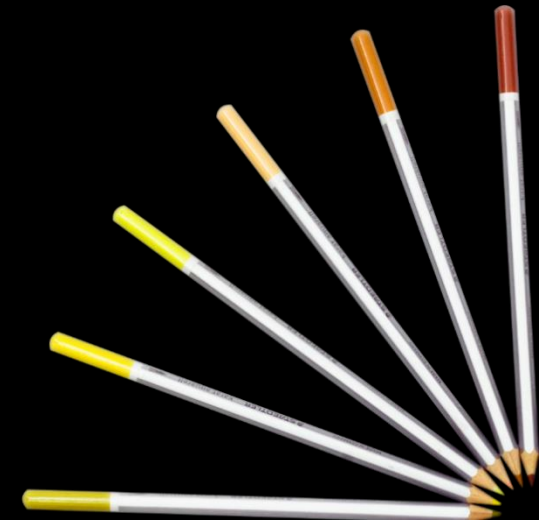
- Inclusive leadership assessment
- Respect & Inclusion training*
- Inclusive culture campaign & communication*

* Alignment with central D&I initiative



DE & I at Deloitte, lessons learned

- 1) First EXPLORE and truly LISTEN
- 2) Have a clear and coherent STRATEGY
- 3) ACT on it RELENTLESSLY and make it personal



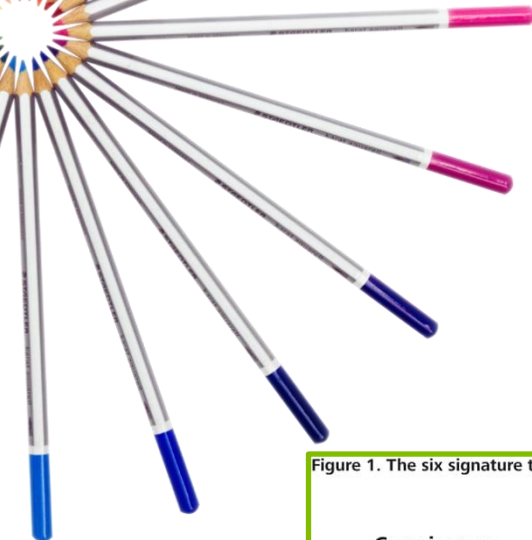


Figure 1. The six signature traits of an inclusive leader



Graphic: Deloitte University Press | DUPress.com

CIRCUMPLEX SUMMARY

The following circumplex offers an overview of how you performed in each of the inclusive leadership trait areas. Results for each trait have been determined by taking an average of rater responses for all questions relating to each trait and comparing this to your self-assessment of each trait.

INCLUSIVE LEADERSHIP MODEL

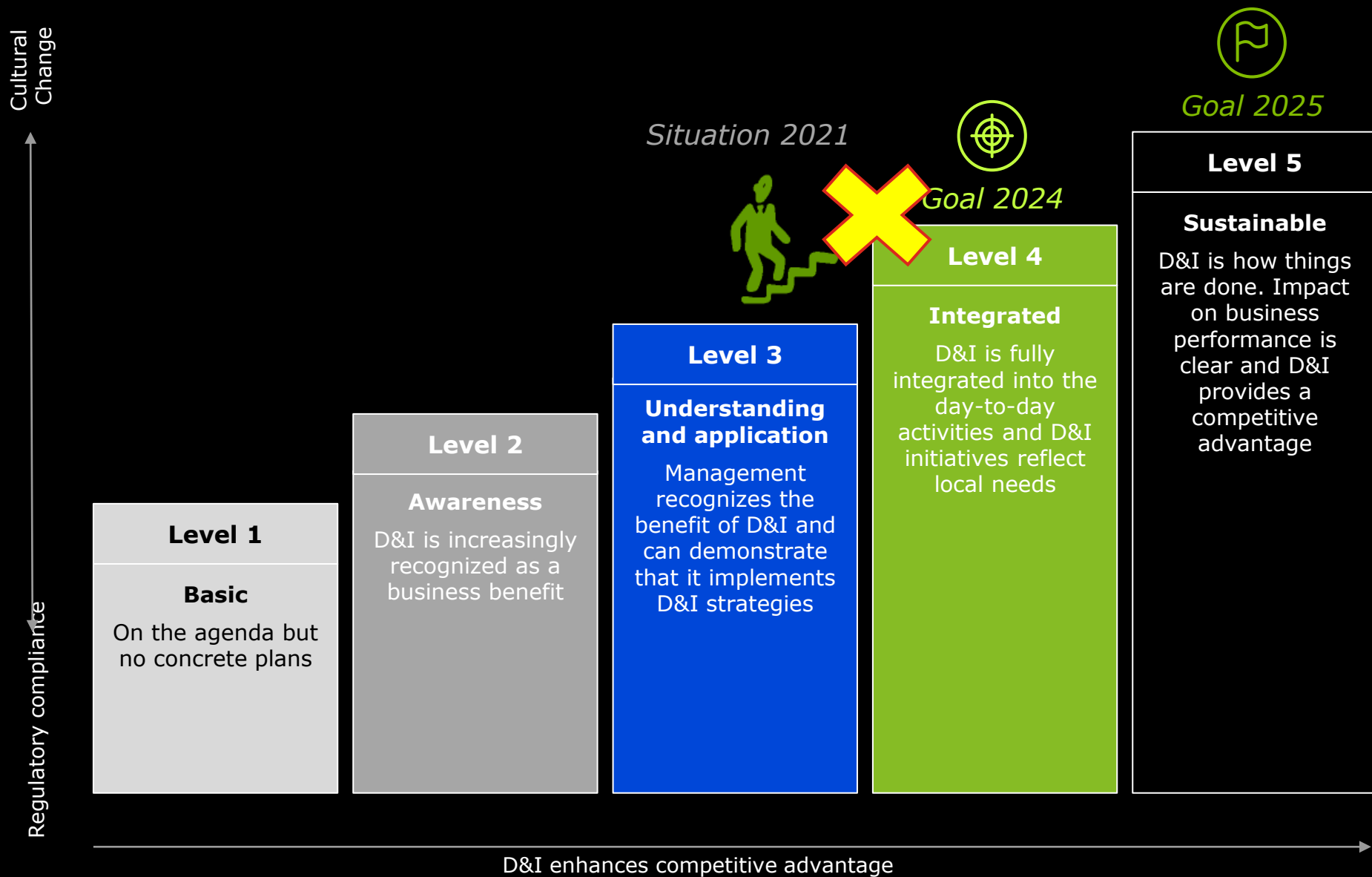
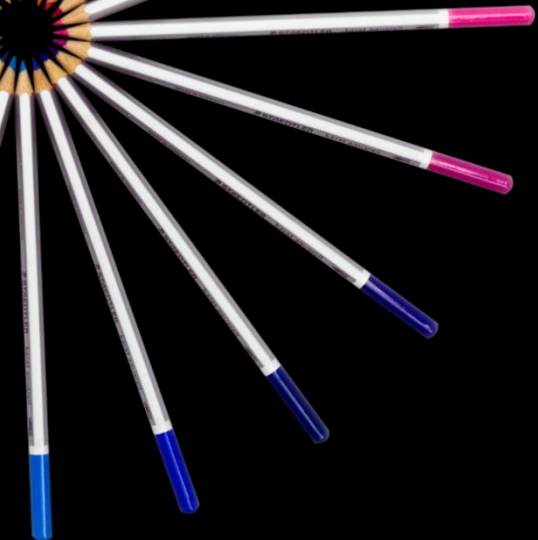
Figure 1. The six signature traits of an inclusive leader

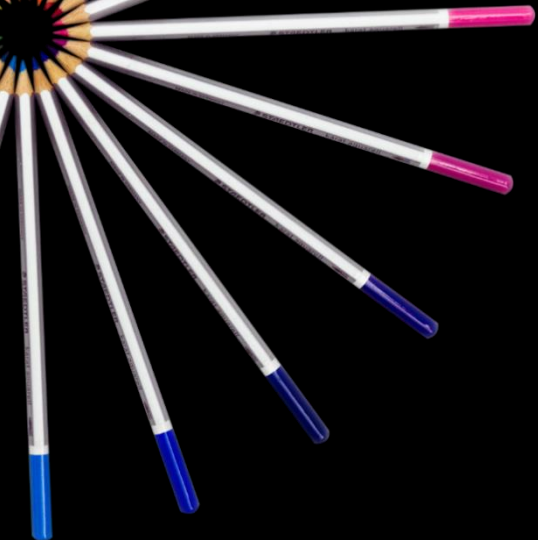
TRAIT	DESCRIPTION	PERSONAL VALUES
COMMITMENT	A highly inclusive leader expends time, energy and resources on diversity and inclusion.	Personal values
COURAGE	A highly inclusive leader speaks up and challenges the status quo, and acknowledges their personal limits.	Belief in business
COGNIZANCE OF BIAS	A highly inclusive leader is mindful of personal and organizational blind spots and interferences.	Prioritization
CURIOSITY	A highly inclusive leader has an open-minded and desire to understand how others view and experience the world.	Humility
CULTURAL INTELLIGENCE	A highly inclusive leader is confident and effective in cross cultural interactions.	Bravery
COLLABORATION	A highly inclusive leader connects diverse individuals, and creates the conditions for formal and serendipitous collaboration.	Acceptance

Inclusive Leadership Assessment

Sally Sample
18/10/2017

Deloitte.

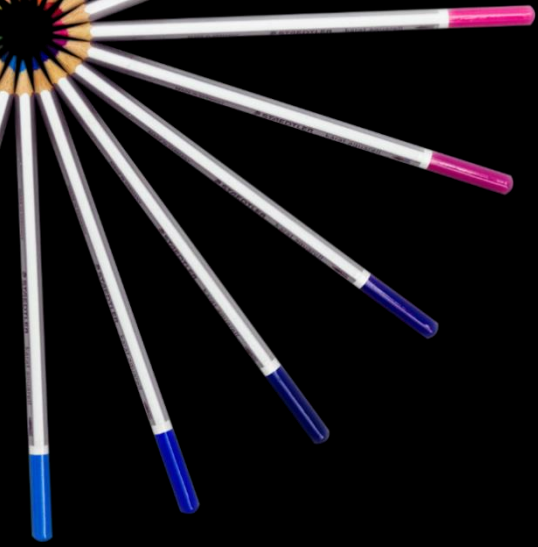




The system ...

interventions vs Transformation

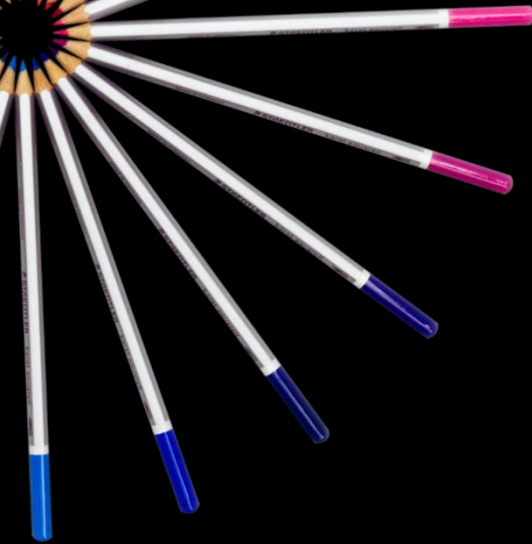




Leadership

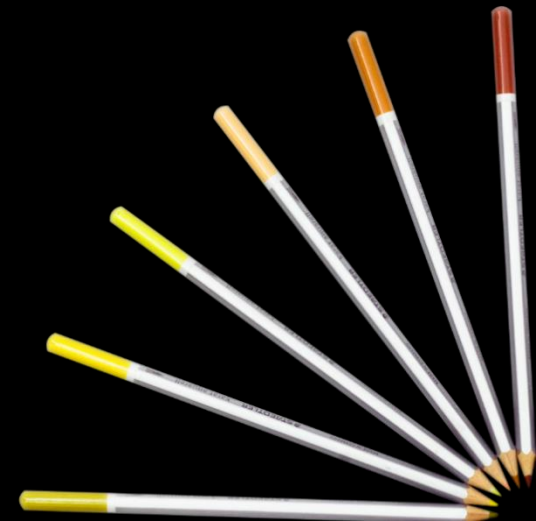
Lead the way, lead with COURAGE





Conclusions:

- 1) Inclusion is not the same as 'being nice'.
It takes hard work.
- 2) Interventions are good, but you are looking for a transformation.
Aim to become great, more than doing good.
- 3) It starts and ends with Leadership.
Lead with COURAGE to become successful.



Als **diversiteit** de
mix van
ingrediënten is...



...dan is **inclusie** ervoor
zorgen dat het werkt!