



CIPD | People Management Awards 2016



Diversity in Action

—

Inclusive Leadership

Twitter: @HDN_UK



HDN – Your Network to Diversity

Our Expertise in diversity develops your organisation's effectiveness.

Supporting you to:

- attract and grow the best talent
- deliver appropriate, accessible services
- build inclusive communities

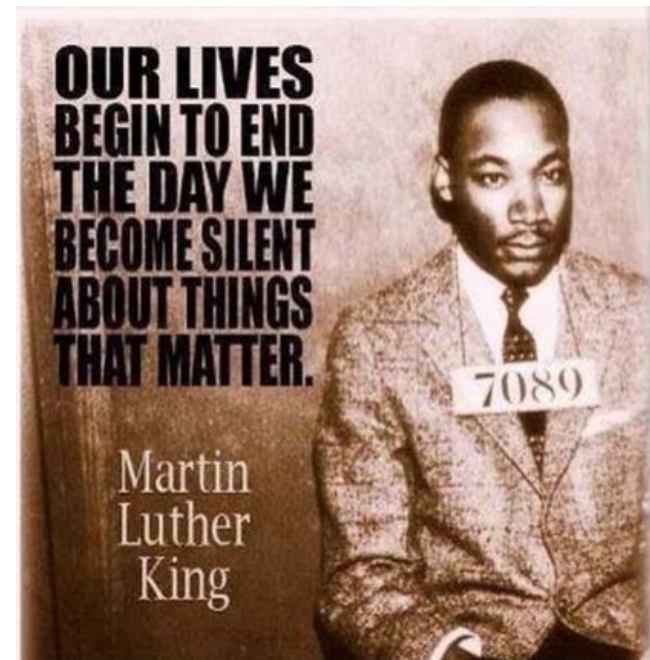
We are a social enterprise with a national network of members across England.



The challenges we face

- Rising Homelessness
- Reducing affordability
- Increasing poverty
- Crisis in health and social care support
- Increasing inequality and exclusion
- Hate crime and risk to community cohesion

Housing Associations
are more vital than ever.



#EdgeTalks

@JodiOlden

@KateSlater2



Facing Fundamental Challenges

- Our Funding
- Our Business Model
- Our Communities
- Our Values

Leadership is more vital than ever.



A changing world...

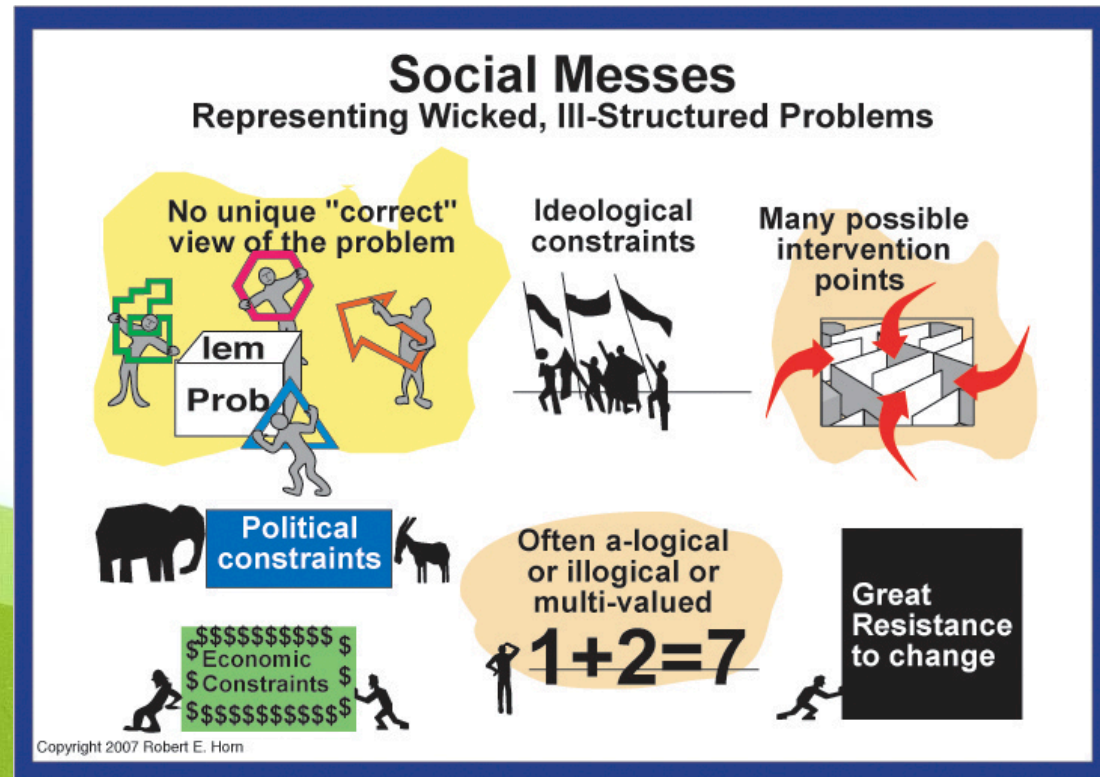


New:
Markets
Customers
Ideas and talents



Facing 'Wicked Issues'

"a social problem in which the various stakeholders can barely agree on what the definition of the problem should be, let alone on what the solution is." Tim Curtis



What is the problem when our leadership lacks diversity ?

- More focus on command and control – hierarchy
- Siloed working – teams. organisations, sectors
- Group think – blinkered view of the world and what works
- Lack of connection with customer base/wider society
- Not reflective of changing culture



What are the consequences?

- Failure to recognise risks - less responsive to objective measures
- Failure to work collaboratively and benefit from wider creativity



"Today's theme is 'Getting Beyond Group Think'."



- Failure to innovate
- Disconnection from employees, customers and wider society
- Losing sight of the vision and purpose of the organisation

A way forward - Inclusive Leadership

- Diverse leadership
- Diffuse leadership/influence/power
- Respecting and valuing people



Diverse Leadership

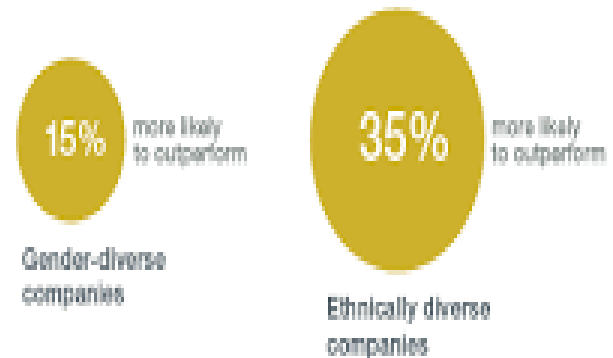
- Better Decision Making – overcoming ‘unconscious bias’
- Greater sensitivity to diverse needs
- A Regulatory Requirement

Better business outcomes:

- Diverse leadership - 80% business improvement - Deloitte
- Companies with the most women directors outperform those with the least by 26% - Catalyst

Diversity's dividend

What's the likelihood that companies in the top quartile for diversity financially outperform those in the bottom quartile?¹

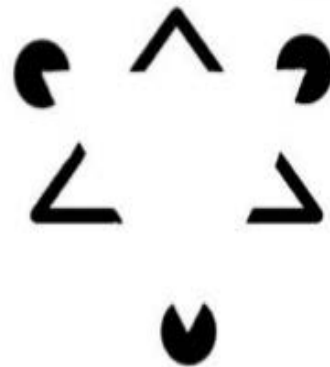


¹Results show likelihood of financial performance above the national industry median. Analysis is based on composite data for all countries in the data set. Results vary by individual country.

Source: McKinsey analysis

What is Unconscious Bias?

- Human beings are wired to see patterns as a survival tool.
- Our perceptions are shaped by past experience, indirect/direct messaging,



Law of Closure:

Objects grouped together are seen as a whole.

We tend to ignore gaps and complete contour lines. In the image above, there are no triangles or circles, but our minds fill in the missing information to create familiar shapes and images.

Pin it

"How can I address my biases if I don't know that I have them?"



Tips to achieve Diverse Leadership

Ensure a diverse workforce

- Understand current position and potential barriers
- Recruitment training - including 'unconscious bias'
- Set aspirations for diverse recruitment at all levels
- Positive Action (not discrimination)

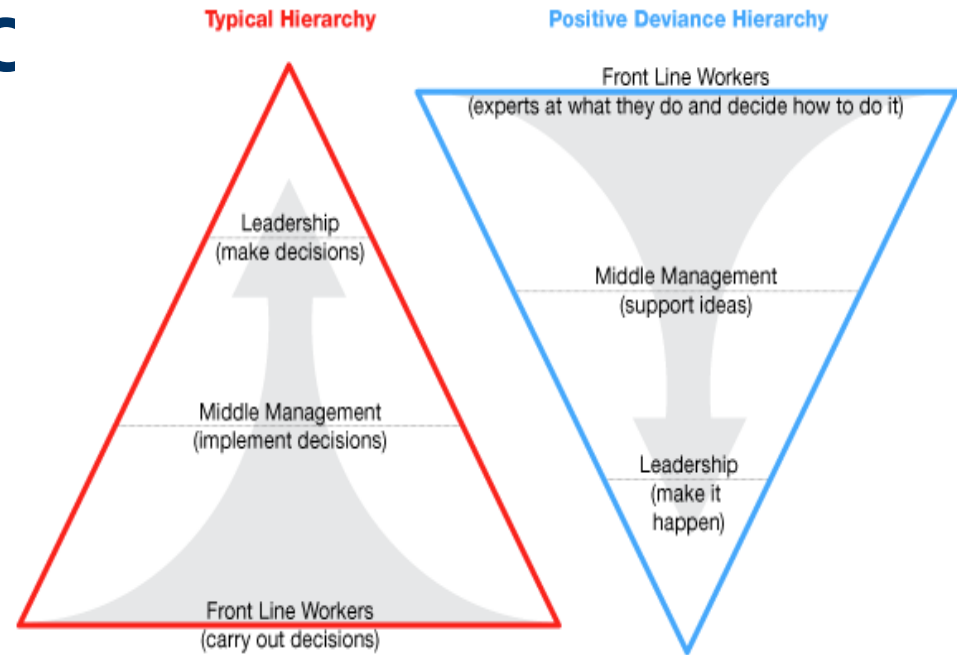


Ensure a diverse talent pipeline

- Support and Mentor diverse staff to help them progress
- Succession Planning for Executive & Board roles
- Board Training & Mentoring

Diffuse leadership/influenc

- More and **better** ideas
- Better identification of risk
- Avoidance of 'group think'
- Opportunity to benefit from 'positive deviance'



'Positive Deviance' – malnutrition in Vietnam

- 64% children malnourished
- Explored what the 36% were doing differently
- Brought community together to learn from each other
- Malnutrition reduced by 85%



Some tips for Diffuse leadership/influence

- 'Randomised coffee trials'
- NHS Trusts 'Patient Experience' at all Boards
- Board Awaydays involving frontline staff, service users & stakeholders
- Resident Boards – Cross Keys



Respect and valuing diversity – in your Workforce and Communities

Treating people and groups fairly and encouraging integration

- Promotes cohesion – through compassion and empathy
- Builds ‘social capital in communities
- Gets the most out of your people – only 13% employees truly engaged in their work (Gallup)
- A Legal and Regulatory Requirement

‘Initiative, imagination and passion can’t be commanded, they’re gifts. Every day, employees choose whether to bring those gifts to work or not, and the evidence suggests they usually leave them at home’

Amicus Horizon

- Target of 75% new Board Members women, BME or disabled.
- Mentoring and coaching
- Internal staff sounding board
- Networking groups
- Training
- Comms and culture



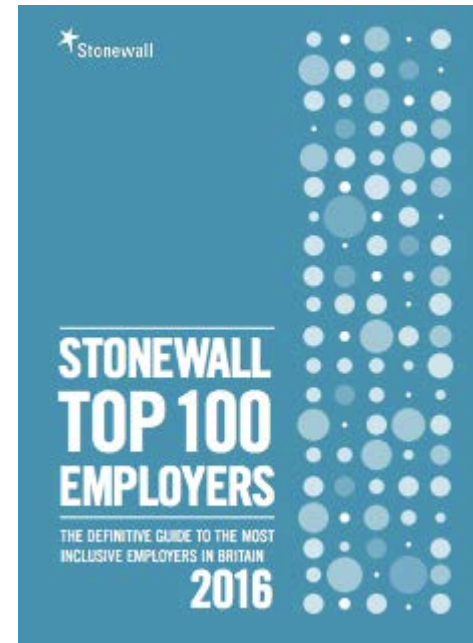
Swan

- Diverse leadership including Board
- Inclusive and positive organisational culture
- Community development approach
- Diversity Days



Riverside

- Commissioned an 'Audit' to understand current performance
- Developed Group Board Action Plan
- Ambitious training programme to embed E&D
- Active and visible Staff Groups (BME, Disability, LGBT)



Don't forget....

2x

People who are highly connected
have twice as much power to
influence change as people with
hierarchical power

Leandro Herrero

<http://t.co/Du6zCbrDBC>

Our support

Helping organisations to

- Ensure a diverse talent pipelines
- Increase senior leadership & board diversity
- Evaluate & benchmark inclusion & diversity practice
- Manage change positively & inclusively

- ➔ **On-line self-assessment tool in partnership with Salford University – available to members from July**
- ➔ **CIPD Award winning Staff Mentoring**
- ➔ **Board Mentoring**
- ➔ **Training & development programmes**
- ➔ **Online resources & monthly e-bulletin and topical briefings**
- ➔ **Strategic Diversity Networking events**

Exercise – how confident are you that your organisation has:



a diverse workforce that reflects the communities you serve

Leadership Team diversity

Board diversity

clear targets & practices to increase diversity at all levels

measures to tackle unconscious bias when making key decisions

mechanisms for workforce & customers involvement in planning & development

a culture of open communication

a culture of championing & celebrating diversity

Contact Us

Alison Burns & Sallie Bridgen, Joint Chief
Executives

sallie@housingdiversitynetwork.co.uk

alison@housingdiversitynetwork.co.uk

Tel: 01484 652606

info@housingdiversitynetwork.co.uk

Web: www.housingdiversitynetwork.co.uk

Twitter: [@HDN_UK](https://twitter.com/HDN_UK)