

applied



How to make your CEO really care about D&I

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Confession time



You can't **MAKE** your CEO care about D&I...you can **up your chances** of them choosing to engage



Why does CEO support matter?



“Progress on D&I...is unlikely without the influence of senior managers.”

Diversity Management That Works: Evidence Based Review, CIPD, 2019



About today



Models and strategies to help persuade those in power to embrace D&I (based on lived experience)

- Model based on marketing
- Model based on learning styles
- Model based on campaigning
- Learning from developing and implementing the Full Colour approach

Context is all: use models in ways that make sense for you!



Poll time!



On a scale of 0-5 how ready is your CEO to commit their own time and organisational resources to drive better diversity and inclusion in your organisation?

- 0
- 1
- 2
- 3
- 4
- 5



About me



- 30 years in not for profit sector
- Campaigner and strategic communications background
- 16 years leadership experience – 3 CEO roles
- More than 25 years serving on Boards – 4 chair roles
- Motivating people around change (organisations/
public/politicians)
- Consultancy around strategy, leadership and culture
- Full Colour launched last year
- Mentoring and coaching leaders

The learning informs how I approach D&I



About Full Colour



- Work at leadership level, taking a strategic approach
- Equipping you to define and travel your journey
- Starts with where you are and what you have
- Addressing your business challenges and goals through D&I
- Fun and psychologically safe



The reasons why CEOs should care...

- Companies in the top-quartile for gender diversity on executive teams were 21% more likely to outperform on profitability and 27% more likely to have superior value creation.
- Companies in the top-quartile for ethnic/cultural diversity on executive teams were 33% more likely to have industry-leading profitability.
- More diverse companies are better able to attract top talent; to improve their customer orientation, employee satisfaction, and decision making

Delivering through diversity, McKinsey & Co, 2018



The reasons why CEOs should care...



“(Diversity) helps people grow and learn, tackles under-utilisation of skills by enabling people to reach their full potential, improves decision-making, boosts engagement and innovation, and enables businesses to better meet the needs of a diverse customer base....”

CIPD Factsheet, 2019



The reasons why CEOs should care...



“The potential benefit to the UK economy from full representation of BME individuals across the labour market, through improved participation and progression, is estimated to be £24 billion a year, which represents 1.3% of GDP.”

Race in the Workplace, McGregor Smith Review, 2018



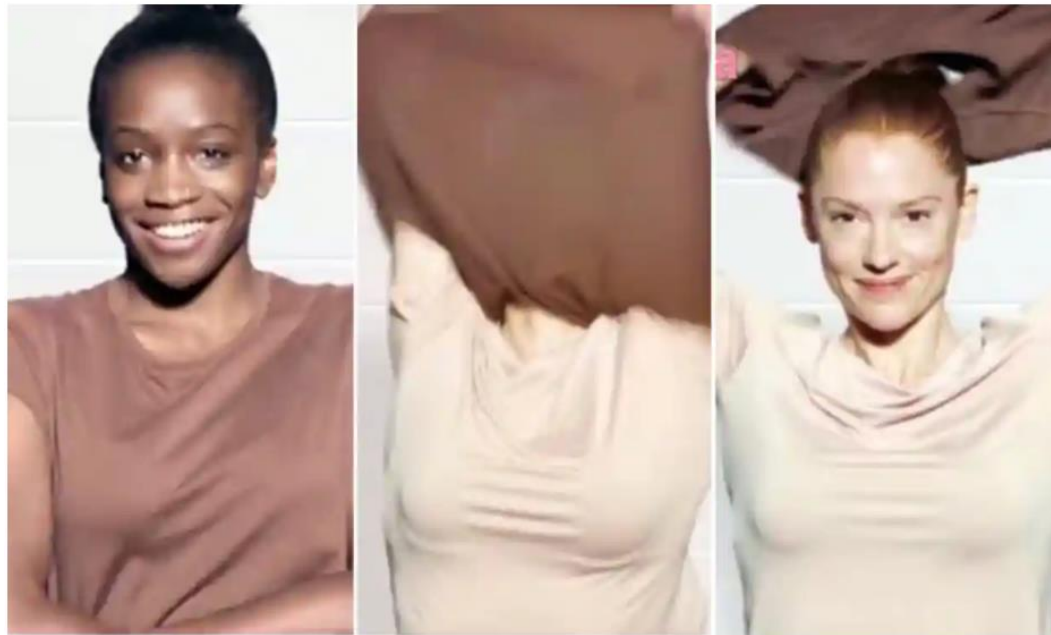
Most CEOs know this stuff...so why are they still not engaging?

The reasons some CEOs do care...



Dove apologises for ad showing black woman turning into white one

Brand says it 'missed mark' after being accused of racism in campaign promoting body lotion



Starbucks closes more than 8,000 US cafes for racial bias training

Company shuts coffee shops early to put in place training for 175,000 employees - but says 'isn't a solution, it's a first step'



▲ A woman walks past a Starbucks closed for racial bias training in the New York district of Chelsea on Tuesday. Photograph: Bryan R. Smith/AFP/Getty Images



The reasons some CEOs do care...



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Why do CEOs find it hard to engage?



- The issues aren't personal (I'm not affected by discrimination)
- The issues are too personal (does it mean I have to change?)
- D&I is in the "too hard" box
- "I'm a good person/I don't discriminate/I believe in merit"
- They don't really know what "diversity" and "inclusion" is
- Fear of the issues/ fear of opening can of worms
- We are not rationale creatures
- No meaningful drivers for change
- Lack of time/ more urgent priorities



Poll time!



How many steps away are you in the hierarchy from the CEO?

- 1
- 2
- 3
- More than 3



Before we talk about models...



Some principles:

- Know your CEO!
- Know what's on your CEO's plate
- Allow time for the change in CEO appetite to happen
- Understand the context – internal and external
- Be specific in working the models – data and asks

**Most people don't do things because
they are the right thing to do...**



Marketing approach

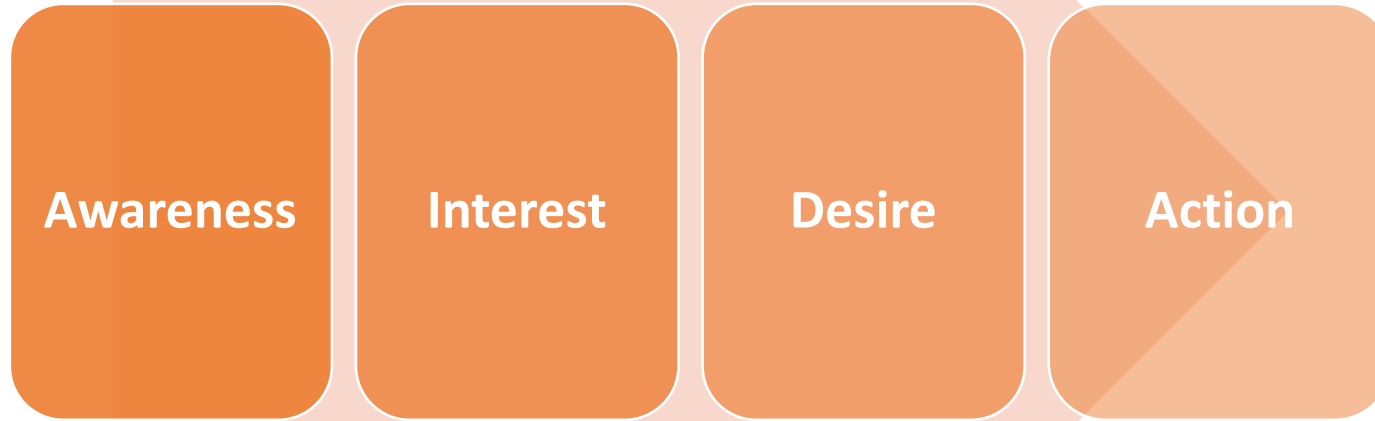


Persuading your CEO of the value of D&I is a marketing job:

- Understand your “market”
- Are there (trustworthy) marketeers in your organisation who can help?
- What value is D&I adding **to the CEO?**
- Understand that it is a journey...
- Be precise about the product you are selling
 - Pleasure/pain principle of sales



Marketing model: AIDA (my version)



- Awareness – build CEO's knowledge
- Interest - how it helps/hinders your organisation/ CEO
- Desire – connecting with ego/ emotions/ motivation (jam today?)
- Action – commitment of time, energy and resources



In the chat bar...name a form of exercise you hate?



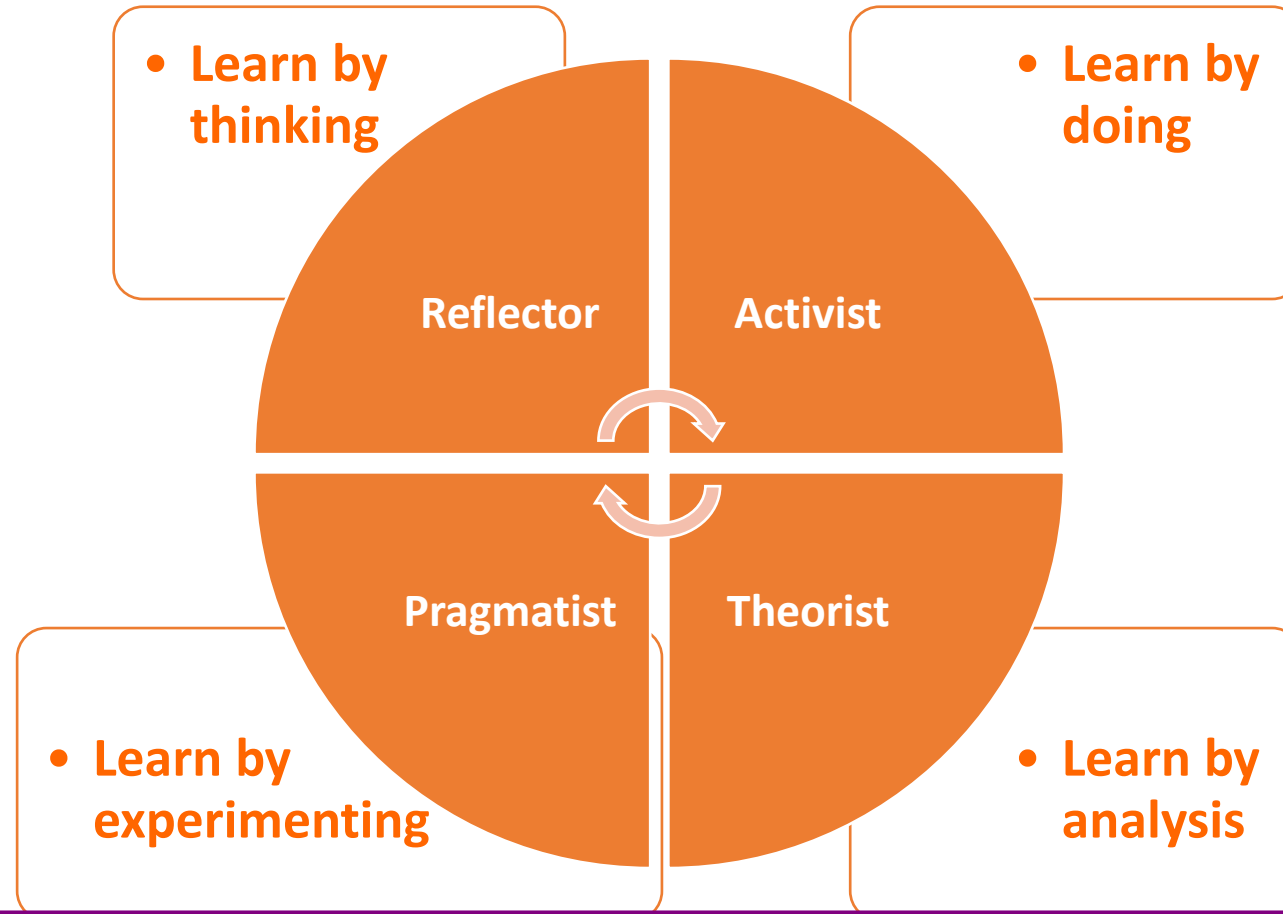
Learning styles approach



- How much does your CEO know about D&I? How does this influence their view of the area?
- People learn in different ways
- Who can tell you what suits your CEO best?
- Who can tell you how they feel about D&I?

Learning styles model: Honey & Mumford

The Manual of Learning Styles, Honey, P. and Mumford, A. 1986





Campaigning approach



- Useful for encouraging people to do something that is not a priority for them
- Know your CEO
- A lot of the work is in the thinking/ preparation
- Be explicit about what you know, what you are assuming and how you can test your assumptions
- Implement in stages
- The CEO's attitudes and feelings on D&I (stated or not) will be a big factor in success (NB: what they think they know)



Before we look at the campaigning approach

An explanation of white privilege...

<https://www.facebook.com/2537725/posts/10111037314440206/?extid=ZCzDMk2ry4jBunbL&d=n>



Campaigning model: Planning a campaign (stakeholder mapping)



1. Why does your organisation need to get better at D&I (Business case)?
 2. What specific role do you need your CEO to play and why?
 3. What is their level of interest in D&I?
 4. What is their level of knowledge/ understanding
 5. How do they feel about D&I? (Emotions)
 6. What's in it for them/ motivator/ trigger?
 7. Who or what influences their thinking?
 8. Who can help?
 9. Timing?
- ONLY THEN...**
10. What actions do I need to take by when to bring my CEO on a journey? (How do I follow up...)



Bonus thoughts/questions:

(learning from Full Colour on the D&I journey)



- How can you use what you have/who you are – think laterally?
- How does power work in your organisation?
- Who could be your allies? How do you get them on board?
- Be true to yourself
- How will you sustain YOUR journey? (personal resilience, avoiding distraction)
- You have to be able to draw a clear, precise, direct link between D&I and business success
- How can you integrate inclusion into how you do what you do, not make it an extra “to do”?



CEOs are people too



- How can you make it easy for your CEO?
- How can you make it psychologically safe for your CEO to engage?
- How can you make it fun?
- How can you make it relate to “normal” (not something “out there”)
- How can you find people to support your CEO on the D&I journey?



Masterclass on the 16th



- Run as a surgery
- On booking, set out a question/issue you'd like to explore in relation to getting your CEO/ SLT on board with D&I
- I'll group the questions into themes before the session
- I and the rest of the group will offer insights into how you move forward with your issue
- Three questions/ groups of questions per session



Questions?

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Thank you and good luck!

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