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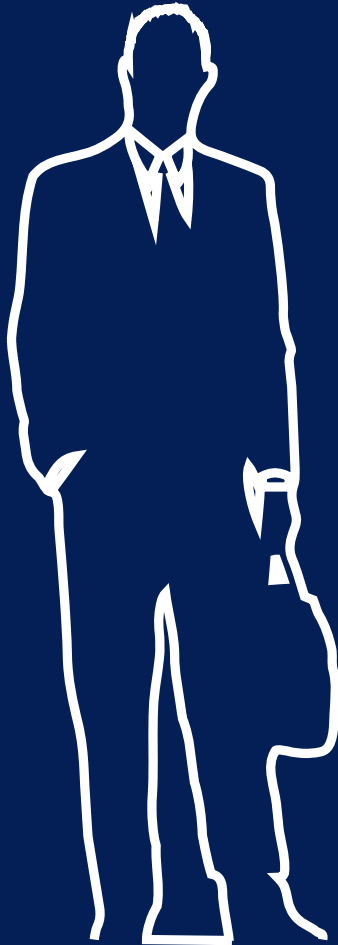
Netherlands & SA



INCLUSION & DIVERSITY 2020

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(Organizational Leadership - **Ongoing**)



Agenda

- 01 Basics of Inclusivity
- 02 How to develop a D&I culture
- 03 Integrating D&I Into Structure & Processes
- 04 Elements of D&I
- 05 Policies related to D&I in the workplace
- 06 Perception Discrimination & Social Bias

Inclusion & Diversity

- ✓ Inclusive & diverse workplaces are the **heart of innovation** and the key to optimizing the health and well-being of employees.
- ✓ It means understanding, respecting and valuing differences, unique styles, culture, personality, experiences, identities, ideas and opinions.



Basics of inclusion & diversity

- a. Treating everyone with respect across gender and cultures etc.
- b. Appreciating staff personality traits and aligning them with corporate culture
- c. Having robust conversations, while holding respectfulness
- d. Understanding the implications of being in a position of power in the workplace and still humble enough to attract open conversation from the staff.
- e. Navigating the strategies to reduce gender parity in decision making e.g. allowing input in an engineering discussion from a female leader who is not an engineer etc.



D & I helps you to understand...

- a. The impact of cultural differences in perception and decision-making.
- b. The stages of personal growth that must occur to formalize an intercultural mindset.
- c. Developing Intercultural Fluency i.e. Articulating the reason why a party from a different diversity appreciates a certain way of handling an issue.
- d. Whose responsibility is it to adapt i.e. The organization should design strategies to encourage employees adapt their differences to form a shared corporate culture.
- e. Overcoming the fear of saying the wrong thing in a culturally diverse setting.



How to develop diversity & inclusion culture

Step 1: Collect data on employees perspectives, backgrounds, personality profiles etc. Develop a corporate inventory register.

Step 2: Identify needs and areas of concern i.e. Individual uniqueness that may affect the corporate culture negatively e.g. a man whose culture doesn't allow women in leadership positions.

Step 3: Address policies or practices affecting diversity e.g. Muslims and seventh day Adventists may wish to have particular days for worship different from Christians for example. Consider having flexi time to accommodate such like scenarios.

How to develop diversity & inclusion culture

Step 4: Identify business objectives on diversity & inclusion e.g. The organization respects the voice of every customer and employee irrespective of age, religion, color etc.

Step 5: Promote buy-in & support by Communicating the initiatives e.g. By having cultural exhibition days, engaging resource persons from diverse aspects, Organize exchange programs for staff to work in different regions etc.

Step 6: Implement the above initiatives by setting aside resources.

Step 7: Measure & distribute outcomes e.g. through cultural surveys, employee satisfaction surveys.

Step 8: Include the results of the above surveys in employee performance management system.

Ground rules of D & I

- a. Listen actively - respect others when they are talking.
- b. Speak from your own experience instead of generalizing
- c. Do not be afraid to respectfully challenge one another by asking questions, but refrain from personal attacks - focus on ideas.
- d. Participate to the fullest of your ability - community growth depends on the inclusion of every individual voice.
- e. Instead of invalidating somebody else's story, share your own story and experience.
- f. The goal is to gain a deeper understanding of each others perspective.
- g. Be conscious of body language and nonverbal responses

Perception Discrimination

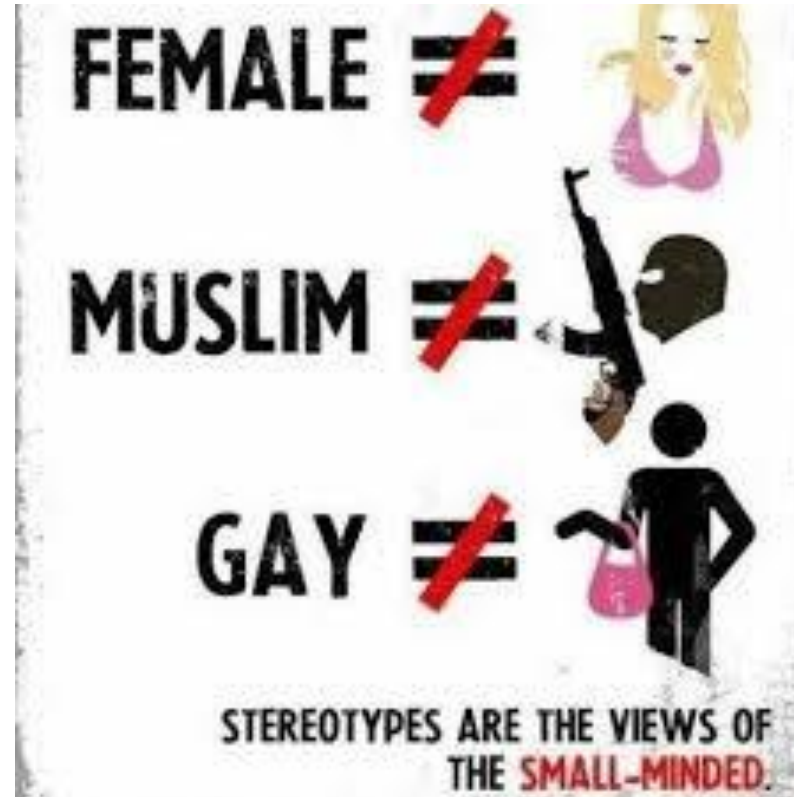
- ✓ This is where an individual is treated less favorably because other people perceive is a member of a relevant protected group even if in reality, they do not. e.g. disability, race, religion or belief, sex and sexual orientation
- ✓ It could occur if e.g. Failing to promote a member of staff because you wrongly believe they have a disability.

Social Bias

This are a result of interactions with other people and the process and analyzing information they convey.

- a. **Group think**- choosing the option that the majority of the group agrees with and/or ignoring conflicts within the group due to a desire for consensus.
- b. **Halo effect**- accepting or rejecting everything another member says because the analyst likes/respects or not the person.
- c. **Institutional bias**- interpreting information in line with the interests of the organization.
- d. **Mirror imaging**- assumption that others will act the same as we would given similar circumstances.
- e. **Stereotyping**- expecting a group or person to have certain characteristics without having real information about the person.

Avoid Stereotyping





Integrating D & I into your structure & processes

- a. Set up basic principles to institutionalize best practices
- b. Conduct employee trainings to create a more inclusive workplace
- c. Create a comprehensive plan to integrate i.e. via your core values, mission, key departments, teams, processes, programs and policies
- d. Develop a D & I committee or hire a diversity employee



Elements of Inclusion & Diversity

- a. Have support from senior managers/leaders
- b. Include diverse members, both of different demographic groups, teams, and leadership positions
- c. Create a long term strategy and link it to overall business strategy
- d. Have metrics to measure progress and performance
- e. Communicate frequently to every stakeholder in the organization



Policies related to D & I in the workplace

a. Equal opportunity/ Employment

This policy applies to all terms, conditions and privileges of employment, including recruitment, hiring, placement, compensation, promotion, discipline and termination and making reasonable accommodations for qualified individuals with disabilities to the extent required by law.

b. Complaints/grievance process

The company will promptly investigate all allegations of discrimination and harassment, and take action as appropriate based on the outcome of the investigation treating it as confidential.



Policies related to D & I in the workplace

c. Non-discrimination/ Harassment policy

Each individual has the right to work in a professional atmosphere that promotes equal employment opportunities and is free from discriminatory practices i.e. race, color, religion, creed, sex, national origin, age, disability, marital status, veteran status or any other status protected by applicable law, including without limitation harassment.



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Thank you