
Diversity in the Future
Eurocadres Conference

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What we have heard until now...

- The laws for diversity for Europe are in place and improving ...since 1999
 - Laws show direction – but not HOW to behave!
- A number good examples of diversity management presented
 - Examples give ideas – but not how to do it yourself – in our own contexts!
- So much of diversity work is therefore – more personal and psychological So, the question that we have together is –
 - Why is integrating diversity into our work, lives, business practices - so complicated?
 - How can we develop better approach to working with diversity in the future?

Aim of this presentation ...

- To share something personal
 - (there is nothing that is not personal – regarding diversity)
- To reflect together on the demand and the need to change in our **approach** to working and managing diversity
- To present a **model** to better understand and manage this phenomenon
- To reflect together on what was learned

Inside information...

- Some facts and experiences
 - Javed – working with diversity issues in Sweden – since 2001
 - Leader – the VåGa Program
 - Sif Diversity Ombudsman
 - Emigrated to Sweden in 1977 From Pakistan

- Sari - Working with diversity and integration issues in Sweden - since 1991
 - Leader and teacher, psychologist, researcher –
 - From 'Inner to Outer Integration' program'
 - International Competence Program
 - Evaluator –
 - Sif's VåGa Program
- Emigrated to Sweden in 1990 from the USA
 - Have been trying to 'find a new home' in my 'new' country ever since.... – to 'fit in'
- Worked with EEO and Affirmative Action in the USA since 1976!

The external need to change in approach to diversity

- Migration trends
 - Increasing opportunity to work internationally
 - Increasing search for career and personal development abroad
- Local Workforce changes
 - Ageing workforce
 - More women in the workforce
- Ongoing Underutilization of groups of human resources
 - Overdominant representation of unemployed persons with foreign backgrounds
- Insufficient local labor source for special competence needs
- Increasing demand for organisations
 - to attract work talent from global market
 - To utilize existing labor force in non-discriminating way

The internal need to change approach to

Diversity activities:

Some of our observations and *frustrations*:

Project orientation!

■ Final product – To write report

- Limited to report writing – no demand for fruitful exchange
- Tried to create stakeholder participation – but no true commitment and engagement or feedback
- Project over - The process stops!
- **No learning! No honest sharing** with others! No Building. Islands. Loneliness.

■ Each project needs to be 'unique' or 'innovative'

- Difficult to build on mistakes and learnings and successes
- Short term perspective

□ **No learning! No integration of knowledge!**

Internal needs(cont.)

Organisation Resistance

■ 'The Anorexic Organisation'

- ❑ Lean Management philosophy – too lean!
- ❑ No resources or room for extra staff
- ❑ No time to share with others... Everyone is overworked ... No one interested to help...Pretending to know - Can't share mistakes (can't be weak – too risky!)
- ❑ **No learning!! No Sharing!**

■ Diversity and integration

- ❑ is barely on the agenda – 'formal policies'....
- ❑ But there is no 'owner' and driver of this process
- ❑ No leadership commitment...
- ❑ Not integrated into daily routines or processes
- ❑ **~~NO priority or integration of diversity, 'learning'!!!!~~**

Other important shifts

1. Comprehensive European anti-discrimination legislation
2. Union membership density trend
 1. Trade union membership losses and reorientation
 2. Need to find other approaches to make the union more attractive!

So what are our Choices.....

- Romantic, visionary, revolutionary !? **Fight! Shock Shout!**
'wake up'!!! Let's **Be ready!**
yes.... We need innovative and charismatic leaders! (unions?)
- Requirement, should follow laws **Force!**
need to know the rules and consequences !
but not much more than formalities - obedience
- Pretend you are interested
Hope that someone will take responsibility it?! **Flight!!!**
no time to deal with these problems as well
- **Conscious reflective change agent!? Lead Care!**
try it and reflect--- learn....!!! More tactical and slower - predictable!
not as sexy... Working hard, dedicated, humble work – often
thankless work!! More strategic!

So what is this phenomenon???

What **stops** or **supports** each of us from daring to share our mistakes, build on our learning... integrate our learning into our work?

Diversity work – is so much more that meets the eye – it is so personal, emotional, energetic work.....

How does diversity effect you? Nourished-drained?

- in your body – sensations
- in your head – thoughts
- in your heart – feelings
- in your spirit - energy

□ Take up to 1 minute per person to share with neighbor

Our Personal and Professional Challenge!

- So, what do we need

- to slow down....
- To reflect,
- To reveal our mistakes and successes
- To learn from our mistakes and successes
- To share and integrate our learning into our daily work, our work process,
- To maintain commitment and the standards we hope for

- What do we need as a 'movement' – to build on and merge our individual projects, program, experiences

Need to develop deeper conscious approach to working with diversity!

Opportunity to evaluate the Sif VåGa

Program

- A 9 month 'experimental' program dedicated to teaching 15 'line' managers in Southern Sweden to learn about and apply their learning on diversity management and intercultural mentorship in their work in order to support their organisations to be more sensitive and develop more clear processes to integrate diversity values and practices in order to help contribute to improving the attractiveness of organisations in Southern Sweden
- For Sif – it is a program to conduct, learn from, in order to integrate the successes and improvement into future program

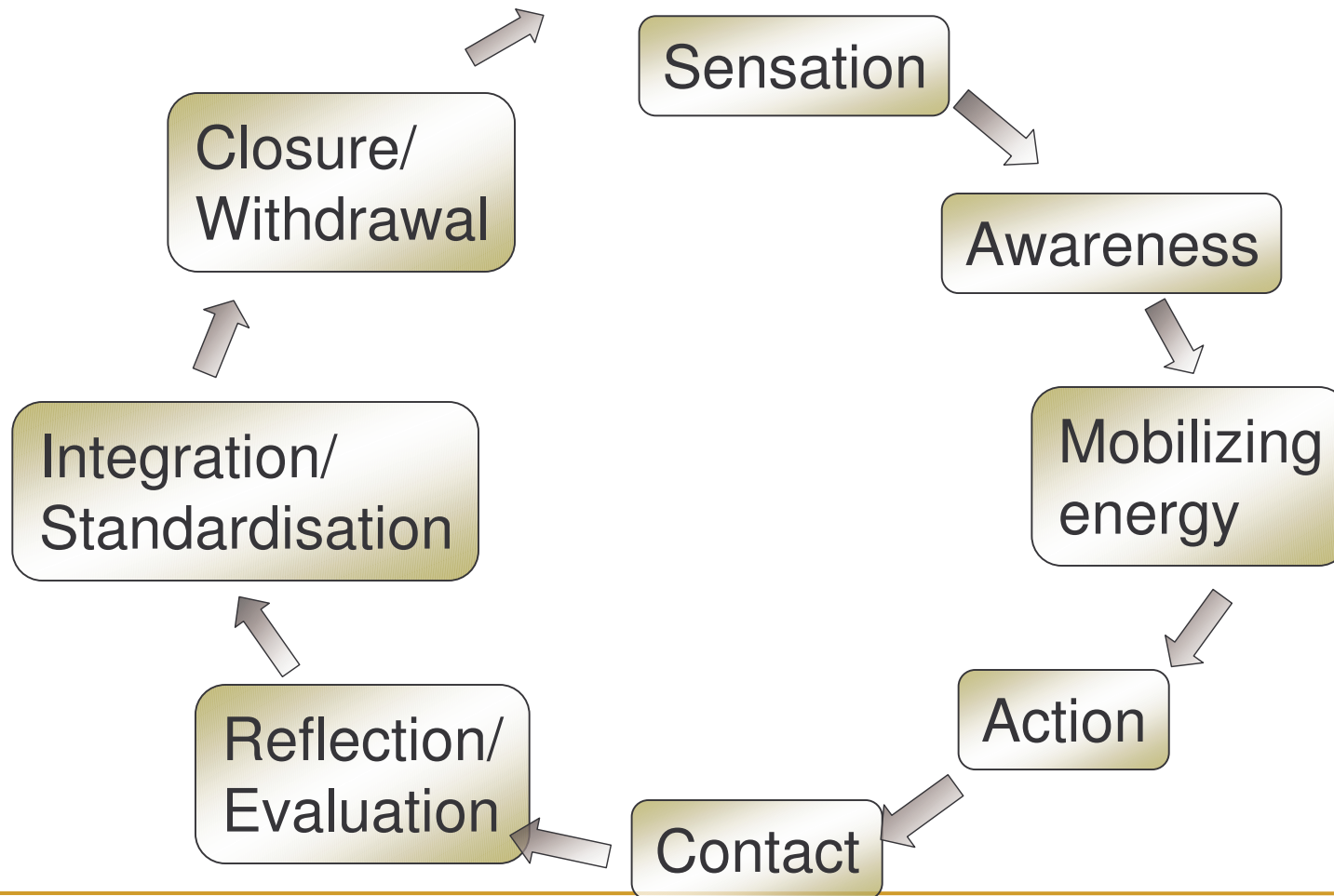
Opportunity to evaluate Sif Dare

- **Assignment and New Approach to support learning:**
 - Qualitative and Phenomenological
 - To evaluate the experiences and results achieved by the participants during the Dare Program
 - Action research
 - To interview the key stakeholders in this program –
 - To identify what can be learned from this program's Mistakes and successes
 - To present the initial results at a Joint Workshop to examine, discuss and debate results found
 - Conceptual framework – the Cycle of Experience
 - To evaluate the program in a conscious and systematic way – to find what supported and hindered the program to successes and failures
 - Reflexivity
 - To include my own personal reflections and observations and those from all of the stakeholders throughout the process

Goals of the program

1. To develop concepts and tools for intercultural mentorship
2. To give the participants the possibility to develop and use their knowledge and experiences in intercultural practice and in working with diversity in their organisation
3. To support the pilot organisations to increase their knowledge on international markets and create more diversity inside their companies
4. To create an international network
5. To make this program visible, communicated and diffused to various stakeholders

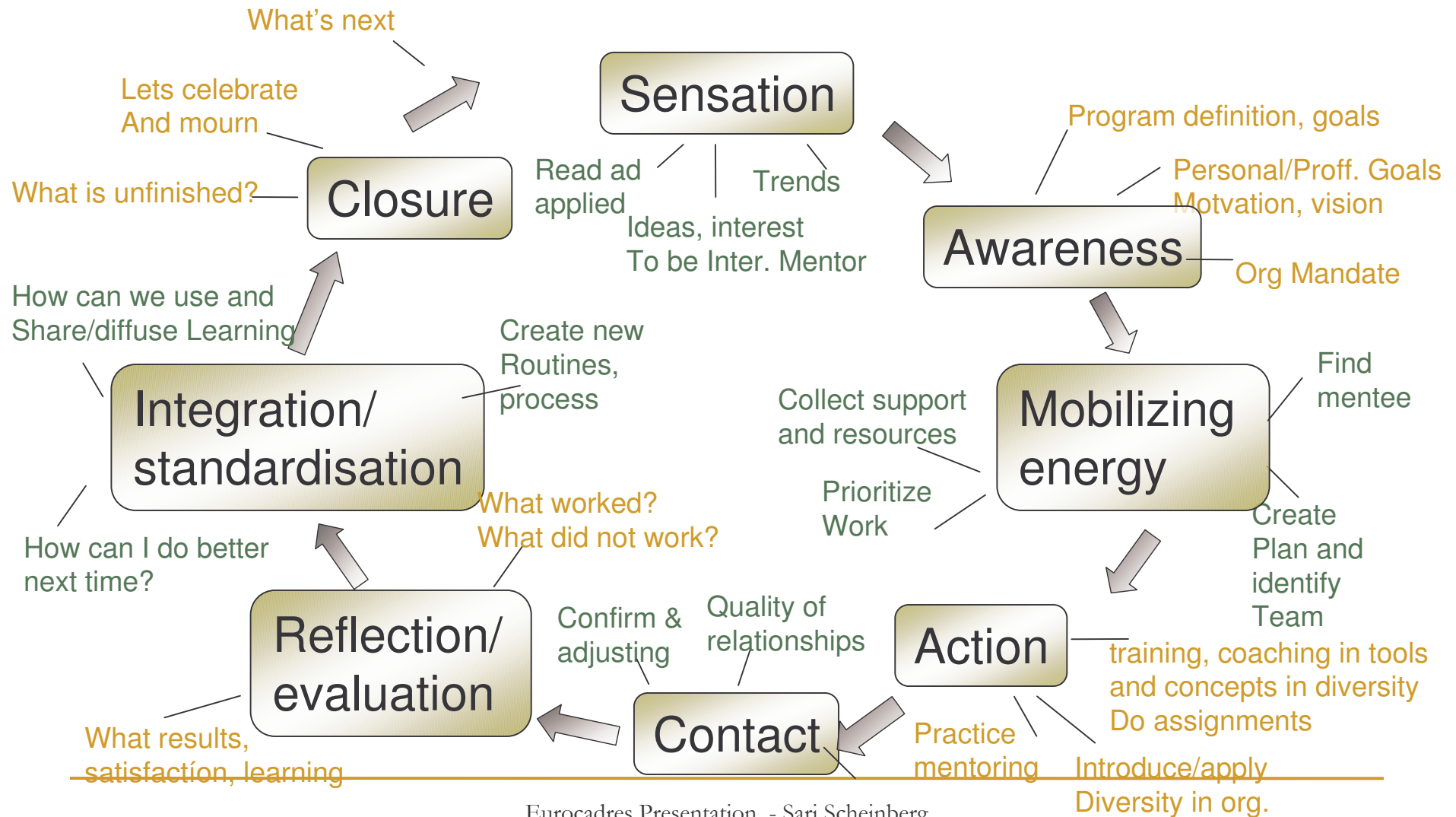
Cycle of Experience



Cycle of Experience - Working definition

The process by which we, individually or collectively, become **aware** of what is going on at any moment, and how we **mobilize energy** to take some **action** and then take time to **reflect** on what has been achieved, in order to **integrate** the insights and learnings made into work routines and organisation processes and to **share** it with our stakeholders. Then to **close** the experience consciously. This will then allow us to be open to, or to deal constructively with possibilities suggested by **new** awareness.

Cycle of Experience – applied to VåGa Program Goals



Summary of evaluation/reflection

■ **Questions**

- Why did you apply for this program? Motivation? Hopes? Company background and orientation?

■ **Awareness**

- What are the Goals of the program? Own goals? Org. goals? Ambition level?

■ **Mobilizing Energy**

- What Planning, preparation, resources needed for participation, engagement and work as a mentor and internal facilitator?

■ **Action**

- Participate in training? Coaching? Do assignments? Work as mentor? Conduct activities in Diversity in the organisation?

■ **Contact**

- Consciousness in working? Are we on track? Adjustments over time? Feedback and continuous improvements over time?

Summary of evaluation/reflection

■ Evaluation and Reflection questions

- What key results achieved? Did you reflect? What did you learn? Key successes? Mistakes made?

■ Integration and Standardization

- Did you integrate learning - Personally? Professionally? Organisationally? How will you change work routines, org. processes – in future? Diffuse your learning? Standardize processes?

■ Closure

- What is unfinished? Are you ready to close? Do you know how you will continue?

So what findings have been observed?

■ Objective Goal just now -

- What are the findings –
- What mistakes were made – what successes?
- Where is the learning in this process?

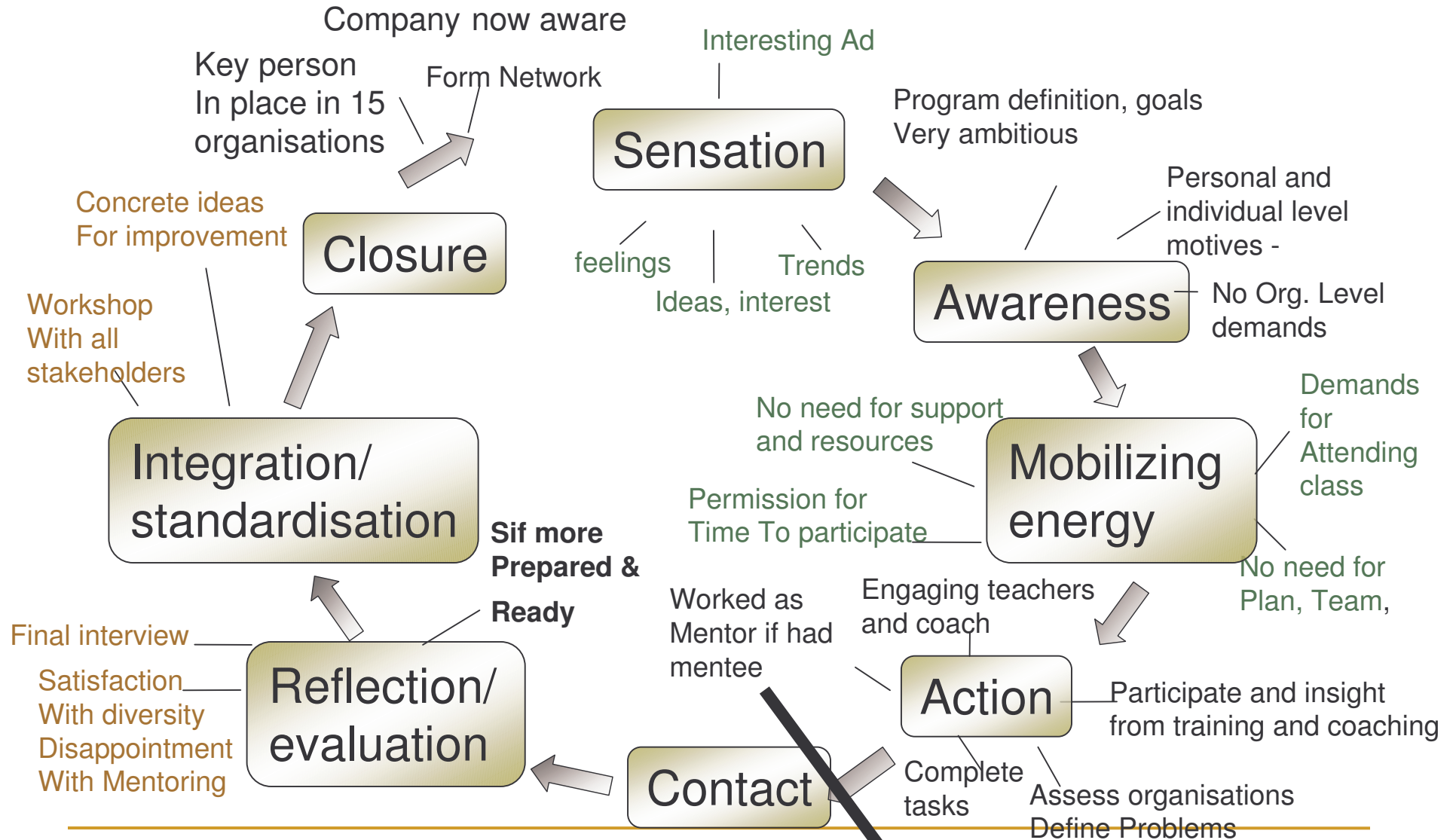
■ *Subjective Reality – here & now...!*

- *Big fear – to 'expose' the mistakes made*
- *Would rather only focus on the positive*
- *To appear like a big success to all of you!*

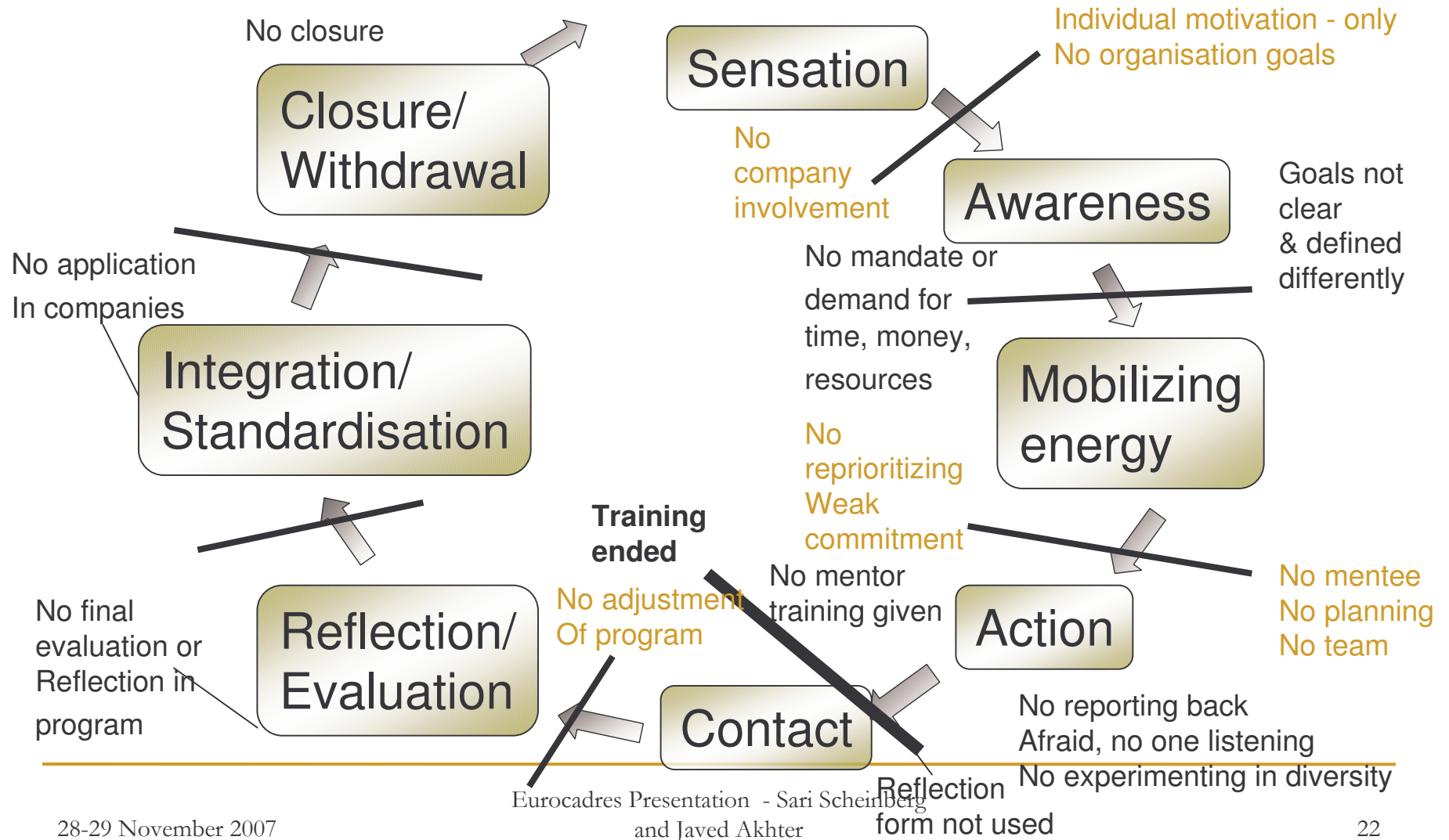
■ **We live this dilemma all of the time!**

- What do we lose – when we hide our vulnerabilities?
- What do we gain – when we take time to learn?

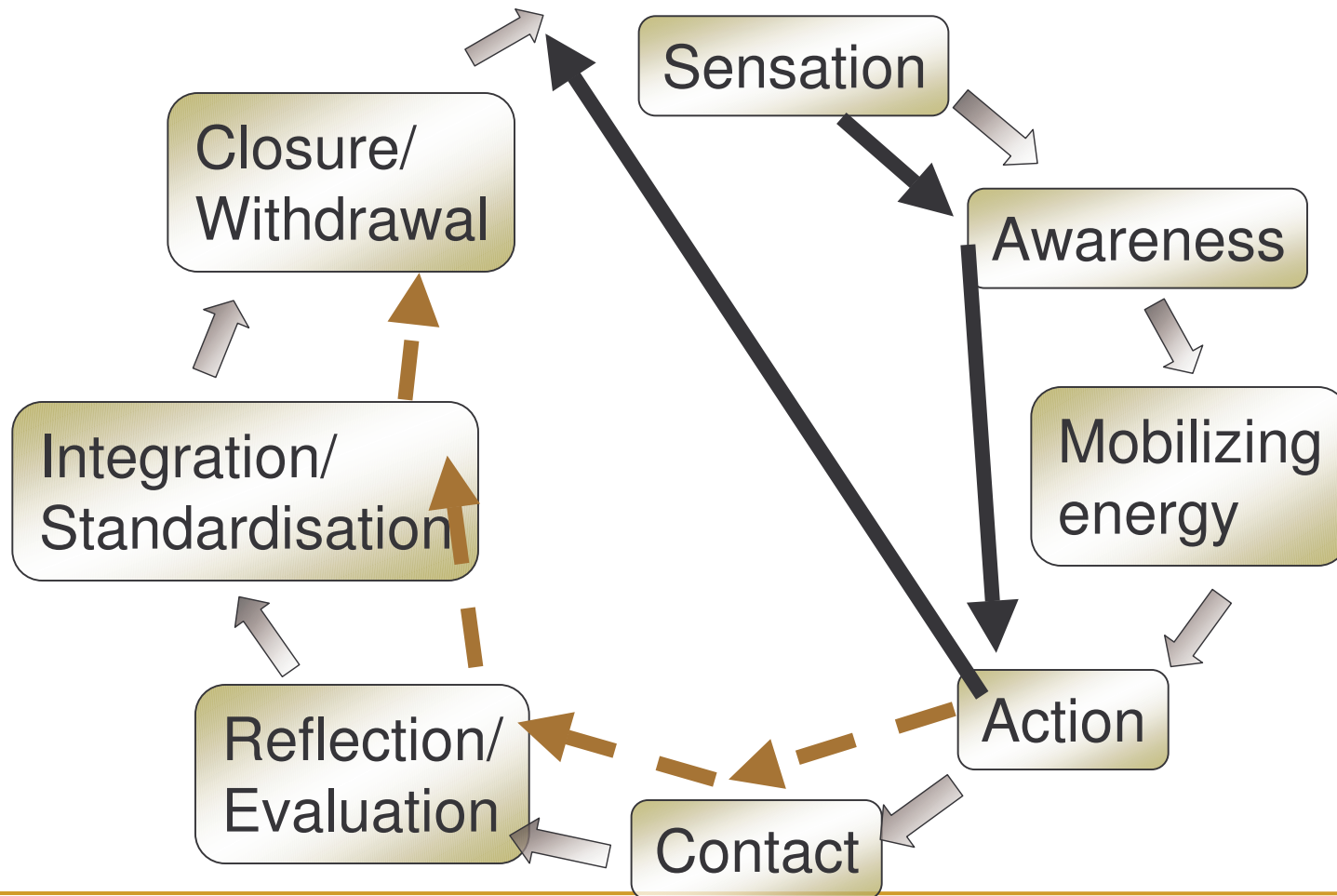
Cycle of Experience – support for goal success



Cycle of Experience – hinders to goals



Cycle of Experience – analysis of what happened



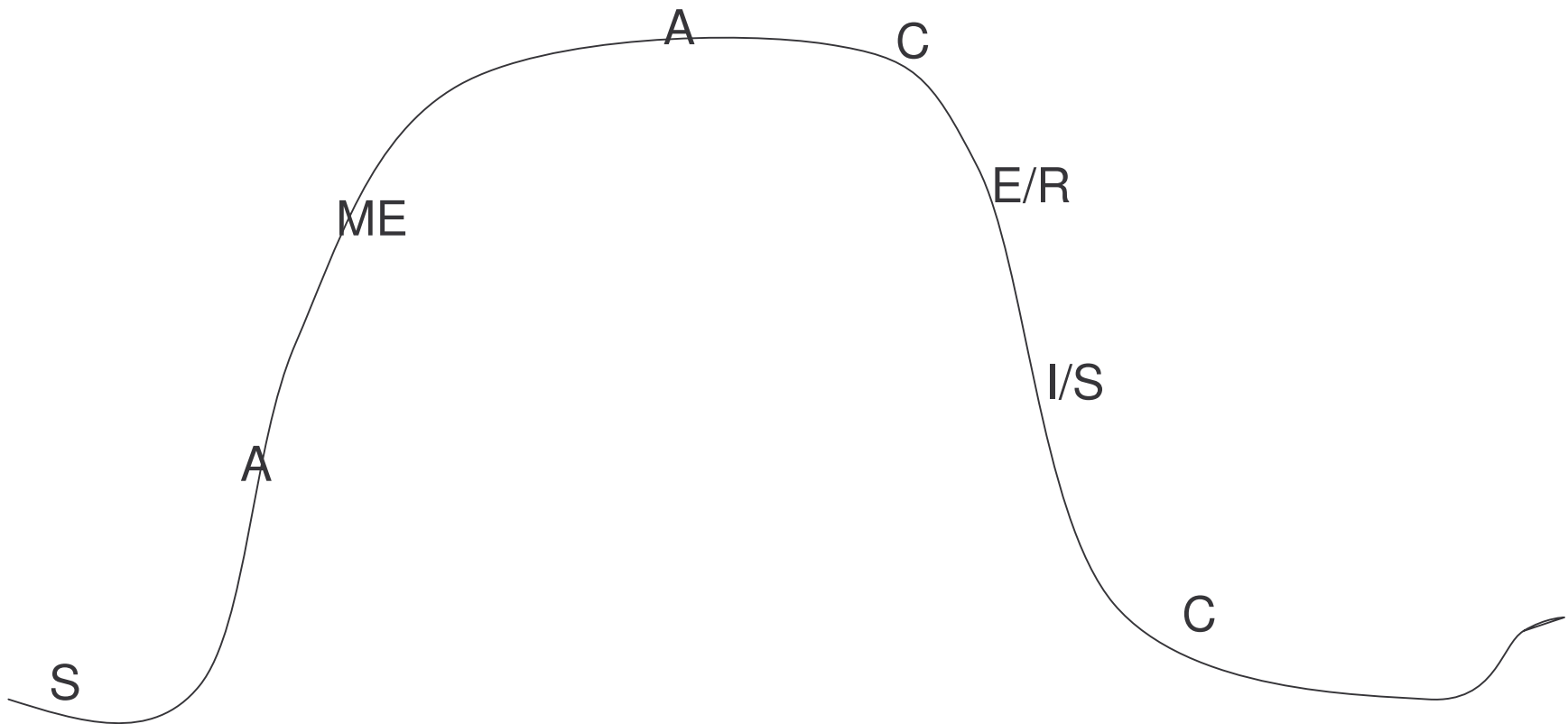
Why is it so hard to:

- continue our experiences
- reach learning.. ?
- Integrate our learning?
- Close consciously ?

Unfortunately we do not always follow a conscious and systematic way of working

- 'Firefighting' – problem solving – in a hurry
 - Go from Sensation to action and back again
 - Skip awareness building, mobilizing teams or motivation, contact, reflection, integration...
- Action Junkies... – afraid of slowing down
- If we do not set goals then we do not evaluate
- Believe 'i can do it better myself'
 - Skip mobilizing energy
- Ambition level – not 'even' between all parties, not so committed from the start
 - Skip awareness, mobilizing energy
- Dangerous to admit mistakes – no one cares what i think
 - Skip reflection and integration

Experience as an energy wave....



Non-conscious or systematic way of working

- Do not take time to reflect
 - We are not skilled in reflecting and integrating
 - If we take time to reflect – it is hard to concentrate – so many other things come to mind...or we can get tired
 - The culture we live in does not support reflection and learning
- Don't know how to give and get feedback
 - Don't feel qualified enough...
- Unfinished business takes our energy
 - Skip closure
- Company tradition or culture – 'it's how we do it here'

Types of Resistances –

What can block energy or an experience?

- **Fears** – afraid of: contact, failing, succeeding
- **Egotism** – I know best, stop listening, intellectualizing
- **Deflection** – changing focus, cynical, humor, excuses, chaos, procrastination,
- **Confluence** – polite, need to be liked, conflict avoiding, only agreeing
- **Projection** – blame others, judge, guilt
- **Introjection** – (swallow no chewing) should, duty,
- **Retroflection** – not good enough, perfectionism, fear of failing
- **Desensitized** – out of touch, not using senses, not paying attention
- **Parallel Process** – symptom of a larger system

Experience Cycle

Consequences of not completing a full cycle:

Underutilization or misappropriation of resources

Ineffective – do things wrong, do wrong things

Don't feel appreciated

Don't get feedback

Feel lonely

You do not learn, or grow

Unfinished business

Don't remember experiences

Do not feel present, distracted

Stress

You do not get any nourishment

Burnout, depression

Key Learning and Improvement

- **ideas** ~~The~~ visionary and ambitious goals need to be owned and shared by all of the stakeholders involved and given the proper resources - budget and time
 - Longer program, more training and coaching
 - More time to apply learning, experiment and get feedback
- It is critical for both the individual and the organisation to commit to and be actively involved in this program
 - Individuals for their own – grass roots learning and initiatives
 - Organisations – to give mandate and priority and resources needed for application –
 - Need to be linked to the HR department
 - To be grounded in the opportunity and strategic meaning of diversity

Reflections and considerations

- Sif needs to take the learning and insights found and the key people they have now trained, and integrate into next program design
- To consider this training as a the ‘first step’ in a series of training in Diversity and intercultural mentorship in the future
- Sif needs to work closer with all of the stakeholders concerned with Diversity issues in Southern Sweden to continue their initiative!
 - Local industry, Communities, ESF, Sif Members

Reflection?

- What does their approach look like today?
 - Using the cycle as a guide
- What do you need to do better in the future?

Better way to manage dilemma and

challenge

- Participants – want 'quick fix' training

- Low level of time and effort to invest – but with ambitious result!
- people are afraid – to stick out their neck – the climate is not inviting. They don't dare or willing to be a visible agent of change - to take risks, holding to hold the vision, 'daring to wake the sleeping giant'

- Organisations - Not fully ready or mature

- Few diversity managers, diversity is not on the agenda, prioritized, etc.
- Diversity is often seen as a problem – and not as opportunity
- Few willing to take the initiative to create more awareness
- ~~Whose responsibility is it?~~

Dilemma and challenge

- ❑ The change agent – invisible
 - Often working alone.... – lonely, thankless work
 - Need to be driving, persistent, strategic, tactical
 - Need to be patient, humble,
 - A good communicator, entrepreneurial
 - Need to have a clearer mandate!! Need to be appreciated!!
- ❑ Work – project orientation, short term orientation
 - Need to integrate diversity work into strategic plans, work processes, daily work
- ❑ The Labor union – Sif
 - Need to establish their own mission, authority and clarity on role and responsibility with diversity.

Winding down....

- Thank you for your consideration today
- In Closing....
 - What results achieved from this presentation?
 - What are your main impressions,
 - What learning do you take from today?
 - Any next steps?

Final reflections.....

- To think without learning....is worthless
- To learn without thinking...is dangerous

Confucius

- *To work with diversity and integration without learning, sharing and continuity - is self defeating!*
- *We need to **Dare (VåGa)** to be more conscious and systematic in our work – to slow down, share and learn and cooperate!*