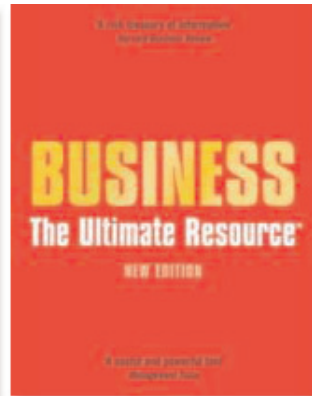
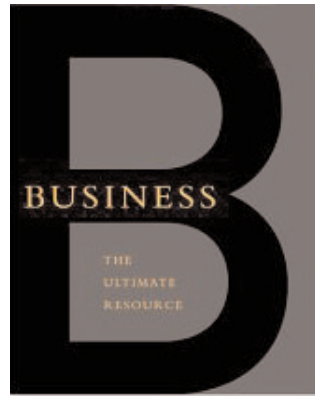


1st Edition 2002:
Bloomsbury (UK)
and Perseus (US)
Pages 29 - 30

2nd Edition 2006:
A&C Black (UK)
Pages 26 - 27

2nd Edition 2006:
Basic Books - Perseus (US)
Pages 27 - 28



BEST PRACTICE
BOOSTING BUSINESS SUCCESS THROUGH DIVERSITY

Includes BEST PRACTICES from IBM, HP and Kyocera Corporation in Japan

by **Debbe Kennedy**

Business
The Ultimate Resource



BOOSTING BUSINESS SUCCESS THROUGH DIVERSITY *by Debbe Kennedy*

EXECUTIVE SUMMARY

- Creating a great place to work is a competitive essential in the global marketplaces and communities of the 21st century.
- Embracing many dimensions of difference and creating a culture of inclusion are key success factors. The business reasons are twofold: attracting and keeping the best people is a must to drive new levels of creativity and innovation; serving the changing needs of an increasingly diverse set of customers requires an organization with people that can understand, relate and respond.
- With practice, you can develop three diversity leadership disciplines that can boost business success: create a culture of inclusion, trust and mutual respect; lead by example every day; make diversity and inclusion organizational habits in all work.

industry that proves that innovation is driven by diversity and creates new wealth of:

- sustainability
- variety
- innovations
- efficient resource utilization
- new thinking
- lowered risks
- increased predictability
- improved productivity
- economic wealth

Leading companies are recognizing these truths and acting on them to position themselves for success.

INTRODUCTION

Regardless of your business, organizational goals, or where you live and work in the world, we share two undeniable areas of common ground as leaders. We all have a mission and we all have an increasingly diverse set of “customers” to serve both inside and outside our organizations. Whether your goals are bringing new product and service innovations to the marketplace, serving communities or nations, creating new wealth, or just getting better and better at your brand of excellence in any endeavor, it is clear that our leadership calling across industries, sectors, and geographies is to forge new paths—to lead the way, embracing new faces, cultures, and a broad array of differences in order to fully participate in the opportunities of the 21st century.

Interestingly, we have been talking about such realities all over the world as if they were some new phenomenon. In fact, this leadership calling is not new. Great leaders have always been able to tap into the best in people. You can see examples in the history and success stories of enduring global corporations like Hewlett-Packard, IBM, and General Electric of the United States, Kyocera Corporation of Japan, and Siemens of Germany, just to name a few. Each of them in their own unique way built success upon deeply held beliefs and values about people, striving to create an environment of mutual respect.

Today, leading corporations are expanding their focus on diversity and inclusion worldwide. Their purpose is one that touches every organization today: To attract and retain multicultural, multi-talented workforces. The aim is to enable them

to connect and serve a multitude of new customers in emerging unexplored markets, reaching people, places and potential that will nourish them and ensure their continued business success.

The next generation of bold steps into a more richly diverse world rests with leaders like you. So, what is the link between diversity and business success? What can you learn from what others are doing to make diversity a competitive advantage? What diversity leadership disciplines are essential? These are the important questions we will explore.

THE BUSINESS CASE FOR DIVERSITY

Don't make the mistake of seeing diversity and inclusion as “nice to do” moral issues, nor quickly dismiss them as North American problems. Not today. It is true that across the world we may need to deal with unique issues of difference in our workplaces, marketplaces, and communities. Additionally, our specific issues about creating an inclusive environment may also be unique, but in principle, a culture of inclusion operates in a similar way anywhere. No one is left out. More importantly, there is increasing evidence that the business case for diversity and inclusion is one that transcends geographic boundaries.

One of the most compelling presentations of the new business thinking surrounding the topics of diversity and inclusion comes from the research of futurist Joel A. Barker in his landmark film, *Wealth, Innovation, & Diversity*. In his research on innovation and creating new wealth he discovered some startling evidence in history, science, and

DIVERSITY BUSINESS LEADERSHIP BEST PRACTICES

Below are four companies that serve as examples for all of us. Each has a history of leadership in valuing people, reflected in their beliefs, policies and practices. Each is positioning itself for leadership in the 21st century, translating their enduring values into a new level of commitment to diversity and inclusion. Here is a sampling from their efforts:

MINI-CASES

HEWLETT-PACKARD (CORPORATE H.Q. U.S.)

Hewlett-Packard have strengthened their long-held commitment to diversity by establishing diversity and inclusion as key business priorities for HP's reinvention. Their expanded business focus incorporates diversity and inclusion in the marketplace, workplace, and the community, maximizing the opportunity for creativity, invention, profitability and fulfilling their vision of being “a winning e-company with a shining soul.”

Our goal is to integrate diversity into the fabric of HP—into all our processes, into day-to-day business practices—creating a mindset within every employee and manager so they think about diversity and inclusion in everything they do.

Emily Duncan, Director, Global Diversity

IBM (CORPORATE H.Q. U.S.)

As IBM worked to reinforce the link between the marketplace and the workplace, they developed a Global Diversity Council that established six global challenges to guide their actions:

“Staff should reflect the diversity of the company's user base.”

(Fabiola Arredondo)



- the global marketplace
- multicultural awareness and acceptance
- diversity of the management team
- advancement of women
- work/life balance: dependent care and work flexibility
- integration of people with disabilities within IBM

General managers from the Americas, Asia-Pacific, and EMEA (Europe, Middle East, Africa) and our Global Industry team, come in once a year to present their results and their strategies to address these challenges the next year. Leadership for diversity at the top remains an IBM tradition.

J. T. (Ted) Childs, Jr., Vice President, Global Workforce Diversity

KYOCERA CORPORATION (GLOBAL H.Q. JAPAN)

The “Kyocera philosophy,” based on a strong belief in people, led to global expansion, serving a diverse set of customers and a legacy of business success.

Respect the divine and love people. Preserve the spirit to work fairly and honorably, respecting people, our work, our company, and our global community.

As a leader, you must clearly indicate your unselfish stand. You should set a meaningful goal for your group and follow it yourself.

Kazuo Inamori, Founder and Chairman Emeritus, Kyocera Corporation

MAKING IT HAPPEN ►►

“We are what we repeatedly do. Excellence then, is not an act, but a habit.” (Aristotle)

To make embracing differences and mastery of creating an inclusive environment a *habit* of your excellence requires developing a conviction to a few leadership disciplines. The rationale is best illustrated with a story.

Some years back, I visited Sue Swenson, president and C.O.O., Leap Wireless International, to discuss her approach to diversity and inclusion. “As a practice, I don’t do disconnected programs and separate launches of initiatives”, she told me. “I have been on the receiving end of such headquarters-driven programs. As a young manager, I was continuously asked to put energy into new programs. If I had responded to every one, I would have done none of them well. As a leader, I’ve personally taken responsibility for finding ways to engage the organization—integrating fairness, openness, diversity, and

inclusion into our business strategies, measures, recruiting practices, new hire orientation, management training, employee development, recognition programs, and our common protocol of behaviors and expectations for everybody. What has convinced me that this approach works are the results”.

So, what can you do take such an integrated approach? Below are three leadership disciplines that when practiced can become *habits of excellence*.

- **Create a culture of inclusion, trust, and mutual respect.** Start by internalizing company values and beliefs that support a culture of inclusion. Learn to express what they mean to you. Set expectations for everyone’s behavior by example and through your messages. Guarantee that everyone who does business with you, or who works for you, will experience a culture of inclusion, trust, and mutual respect. Tolerate nothing less.

How to practice: Let your beliefs and values become part of your day-to-day dialog. Develop your own style of integrating them, perhaps subtly, into your messages, conversations, business planning considerations, and interactions to keep beliefs, values, and expectations in the forefront.

- **Lead by example every day.** See every day as an opportunity to set an example for others in building a culture of inclusion. Develop a genuine interest in your employees and customers. Look for the good in others. Appreciate their differences. Model inclusiveness more by your actions than your words. As Gandhi said, “Be the change you want to see in the world.”

How to practice: Make a habit of reviewing your behavior and actions at the end of each day. Evaluate your effectiveness as a role model for the culture of inclusion you are working to create.

- **Make diversity and inclusion organizational *habits* in all work.** Integrating diversity and inclusion considerations into your mainstream business procedures, practices, programs, and protocol of behavior starts with thinking and questioning. Keep it simple. Begin by asking questions that cause you to consider diversity and inclusion implications

in such practices as hires, job assignments, promotions, development opportunities, meetings, recognition and awards, pay, who you invite into your inner circle, who you talk with, spend time with, and get to know. Your attention will communicate the importance you place on creating a culture of inclusion. It will also help others in the organization develop their own discipline of thinking about considerations of diversity and inclusion in all their work.

How to practice: Help yourself develop your own diversity and inclusion thinking and questioning *habits*. Create a reminder on the back of a business card. Keep it where you can see it as you work through your day. Commit to practicing for two weeks to develop your skill and make it a habit.

CONCLUSION

The great leaders of the 21st century will be those who incorporate considerations of diversity and inclusion into their *habits of excellence* as leaders and into the mainstream of their organizations. It is essential to fully participate in the opportunities of the 21st century.

For More Information

Book:

Inamori, Kazuo. *For People and for Profit: A Business Philosophy for the 21st Century*. Tokyo: Kodansha International Ltd., 1997.

Web Site:

www.DiversityInc.com: a resource for diversity news in the marketplace, workplace and community.

See also:

- ☆ **Generation Veneration (pp. 39–40)**
- ☆ **Viewpoint: Christopher Bartlett (pp. 45–46)**
- ☆ **Viewpoint: Jim Kouzes (pp. 309–11)**
- ✓ **Implementing a Diversity Management Program (pp. 442–43)**
- 📖 **Diversity (pp. 1955–57)**
- 📖 **Equal Opportunities (pp. 1975–77)**

“If multicultural management is to become a reality, then skills adequate to the management of diversity must become a central component of management education.”

(Stewart Clegg)