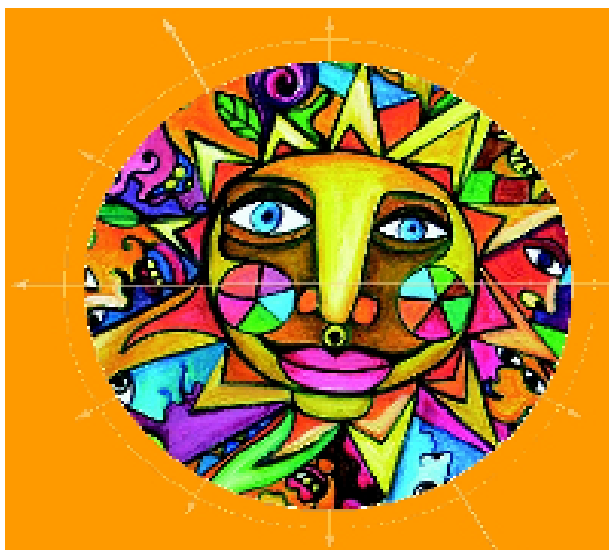


‘Create the competitive edge
-the challenges in achieving results’

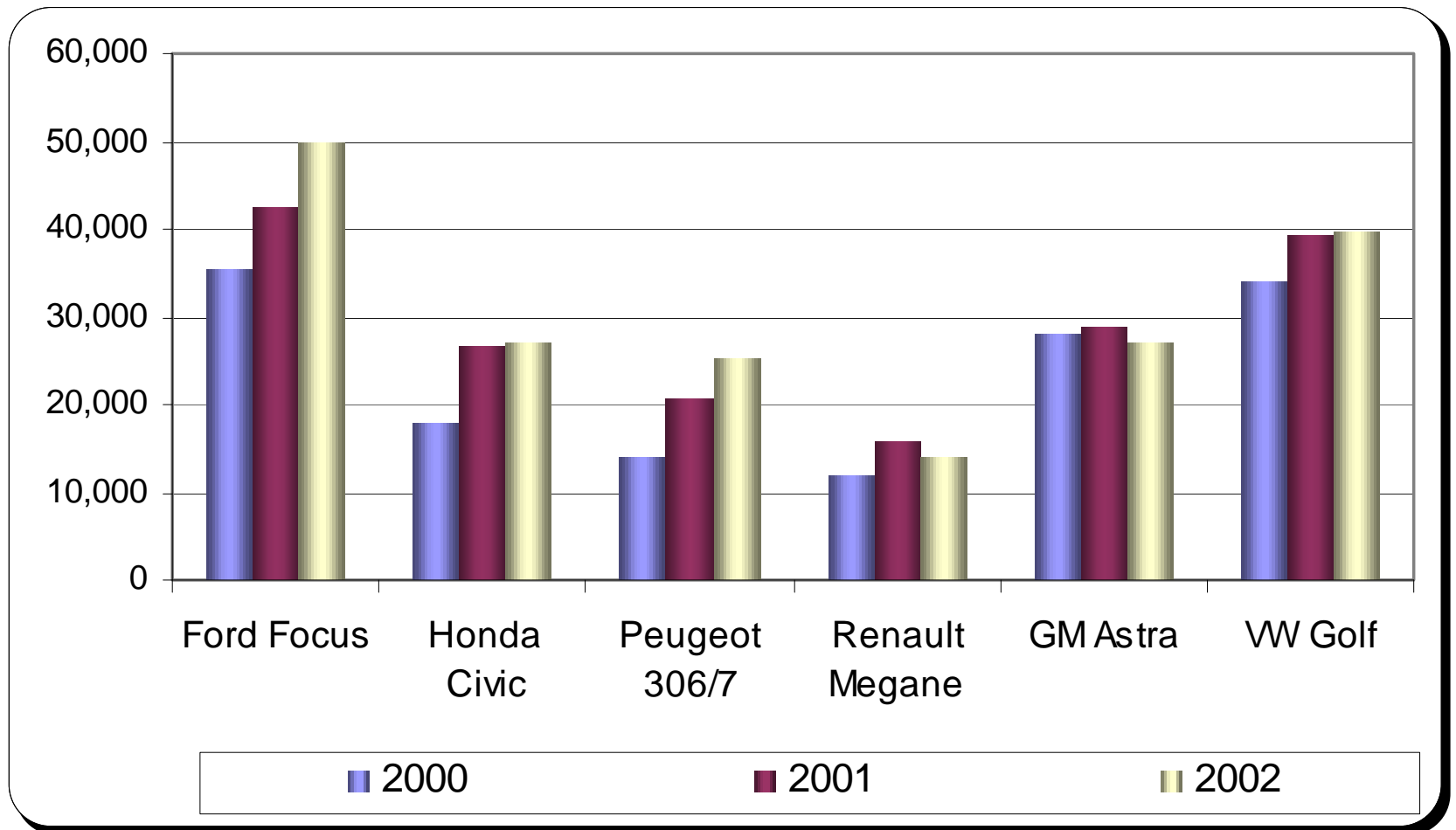


Kamaljeet Jandu
Quandu

Create the Competitive Edge
Cultural Diversity: Driving Organisational Success
IMI BizLabs Conference: November 5 2008

kamaljeetjandu@btinternet.com

Does it work?



Business Achievements

Internal processes

- Implementation of the Dignity at Work Policy
- DaW Training
- Worklife Balance Policies
 - Flexible working / Job share / Telecommuting
- Maternity Policy (BiC)

Outcomes

- No case of Race Discrimination lodged at Employment trib
 - 80% reduction in complaints
- 10% uplift in Employee Awareness of Cultural diversity
- Women retention rate increased from 6.5%(01) to 9.1(04)
- 97 % return rate – (£3 million)



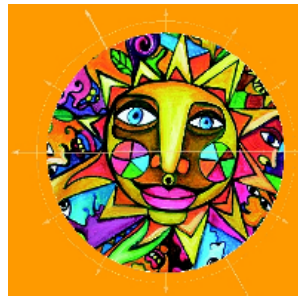
Business Achievements

Internal processes

- Broaden Apprentice Pool
- Focussed strategy & best in class workplace benefits eg flexible working
- Selection / Recruitment / Cultural diversity Training for Managers

Outcomes

- BAME applicants increased from 183 to 450 – (3yrs)
- Intake of female engineers - 20% compared with 10% leaving university
- Increase in senior management
 - 10% BaME
 - 20% Women



Business Achievements

Process Change

- Direct Marketing - The Asian Market (50 B)
- Title Sponsor of the Mela (Festival)
- Regional Sponsorship—the Essex Mela event

Gay, Lesbian Bisexual Market

- GLOBE (Gay Lesbian or Bisexual Employees). Sponsored Pride in the Park which attracted over 30,000.

External impact

- 30 / 40,000 visitors to the exhibitions. 42% recall Ford name & brand; generated over £300k media value
- 5,000 attended, 160 vehicle sales leads were generated.
- purchase consideration 41% by those aware of sponsorship compared with 17% by those who are unaware



Business Achievements

Performance – Ford Transit Production (2000 – 06)

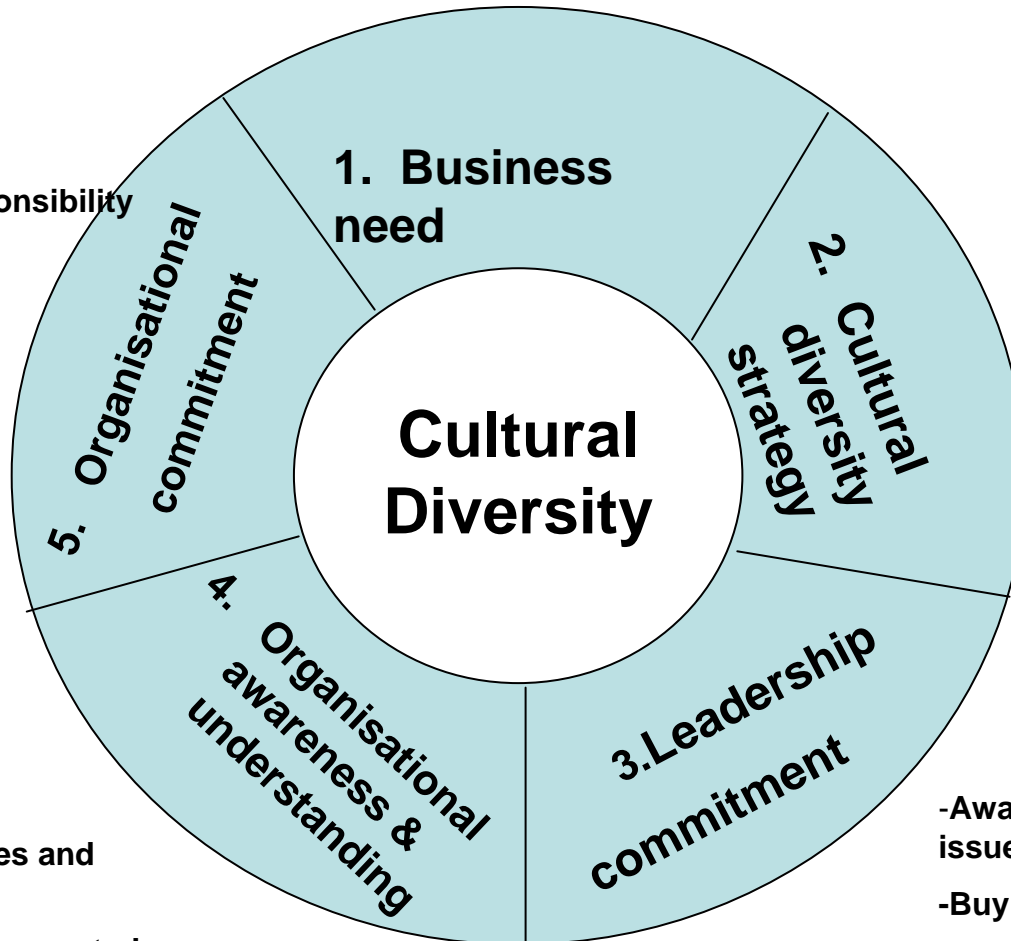
- Customer satisfaction up 20%
- Warranty costs per unit down 50%
- Production volume up 30%
- Hours per vehicle down 27%
- Cost per unit to produce down 45%
- Major work practice changes achieved



Cultural Diversity: Five Steps to Success



- Identify clear business rational
- Internal and external drivers



- Address key factors
- Support existing strategy
- Alignment where possible
- Face the issues
- realistic and pragmatic

- Policy deployment
- Accountability & responsibility
- Reward & recognition

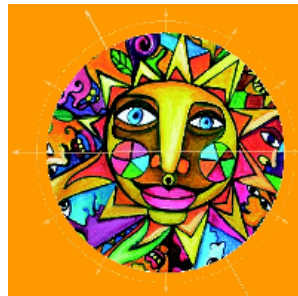
- Awareness & understanding issues
- Buy in to business case
- Be honest
- Role models

- Communicating issues and strategy
- Consistent message, repeated
- Inclusion not just representation

1. Business need

Improve:-

- Connecting with changing consumer base
- Attracting, recruiting, developing and retaining all talent - demographics
- Organisation effective
- Good corporate citizen
- Avoidance of litigation



2.Cultural diversity and business strategy



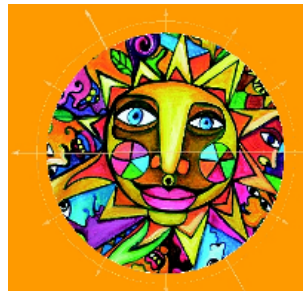
3. Leadership Commitment

- Vision and strategy approval
 - ‘Political correctness’
 - ‘Conspiracy’
 - ‘cynicism’
 - ‘do gooders’
 - Inertia**
 - Business case
 - Legal compliance
 - ‘moral case’
- Deployed resources (heads/times)
 - ‘No resources’
 - ‘Don’t you know there’s recession’
 - B,L,M
 - Ring fence
- Governance structures
 - ‘I have operational priorities’
 - ‘another committee’
 - Committee – key stakeholders involvement & ownership. Define role and benefits Culture Change
- Process tool
 - Systematic measurement of change and progress
 - Baseline
- Performance objectives (kpi’s) on cultural diversity
 - ‘What does this look like?’
- Role model acceptable behaviours
 - Training
 - 360 feed back



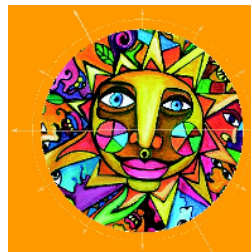
4. Organisation Awareness & Understanding

- Policy Changes
- Training Curriculum
- Communication Strategy
- External involvement – reinforce internal message
- Raise awareness campaign
- Resource Groups – migrant workers, Polish Workers.



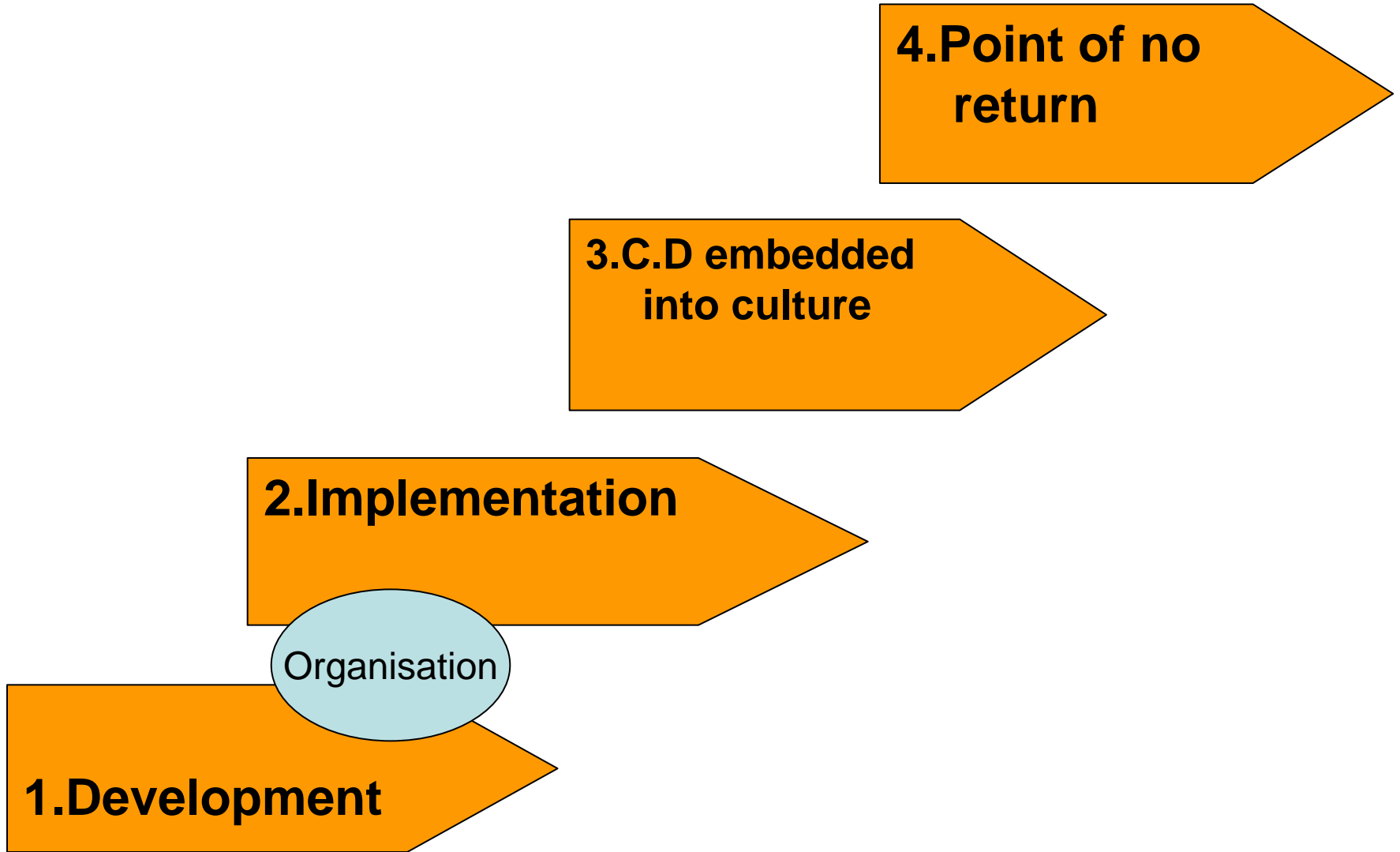
5. Organisational Commitment

- Policy deployment – all management have cultural diversity objectives (must be SMART)
- Compensation linked to achievements
- Reward & Recognition – Cultural diversity awards
- Zero Tolerance/disciplinary action
- Message to supplier/agencies/contractors
- Reviewing policies and procedures
- Resource commitment to make it happen














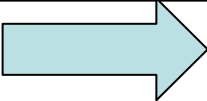
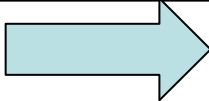


'Create the competitive edge'

Key Stages – the journey



Specific Challenges

	Small, Medium, Enterprises	Different Sectors	Public Sector
1. Business Needs			
2. Cultural Diversity Strategy			
3. Leadership Commitment			
4. Organisational awareness & understanding			
5. Organisational Commitment			



Specific Challenges

‘Ireland tumbles into recession’

FT - SEPTEMBER 26 2008

- SHRINK BY BETWEEN 0.5 AND 2 PER CENT IN THE YEAR.
- THE SLOWDOWN IN CONSTRUCTION ACTIVITY
- 78,000 – 2007
- 50,000 – 2008
- 20,000 - 2009

- ‘Cultural diversity is a luxury’
- ‘reduce our cost base’
- ‘sustain shareholder value’

- Greater reason for adopting cultural diversity policies.
- Attain competitive edge

Summary

- Not just a Business Case – it is a business imperative
- Organisations embrace Cultural Diversity
 - Otherwise locked out of talent
 - locked out of customer
 - locked out of investment
 - locked out of business
- Cultural diversity programmes are a must to achieve a competitive edge to ride the recession and grow business.

