

# DME+ EMPOWER MODEL



2015

Diversity Management



**DIVERSITY MANAGEMENT EXTENDED**

# DME+ empower model

## DIVERSITY MANAGEMENT

### INTRODUCTION

To develop a system of Diversity Management (DME), Empower® has developed a dual model. This dual model consists of a Process model and an Integration Model. The two models can not be separated from one another, and must be used anchored together.

The process model must ensure that the development and elaboration of the diversity management proceeds in a methodical and structured manner. The integration model ensures that the policy is captivating, that it is not limited to a theoretical model, but that it is developed customized and has its repercussions in the workplace.



## PART 1: THE EMPOWER® MODEL : A DUAL MODEL.

### 1. Process model

A process model is a set of processes that can occur in a particular field (eg. the HR department or the management of diversity). The model can serve as an inspiration to professionalize the work domain.

Process modeling is a set of methods and techniques to analyze business processes.

The mapping of business processes and workflow is a good method for evaluating the internal workings of an organization. It aims to ensure that all processes are in line with the business objectives.

When modeling processes business processes are mapped schematically. Making the diagrams (process maps) and adapting them to the reality that is what makes process modeling effective. First, the overall process with the relevant top-level steps can be outlined. Thereafter, each of the sub-processes can be specified to a lower level. Here the relevancy of the different sub-processes can be awarded.

### 2. Integration model

How do you avoid a good project to fail due to a bad process?

An integration model is the solution to this. The development of an integration model provides insight into the complex processes in projects and helps you assess if all conditions are met for a successful integration. Whether it concerns a HR project, a diversity project or a project that focuses on the core business, often a not integrated process is the cause of delay, lack of support, and eventually a bad project. The integration model ensures a correct way of working from the start.



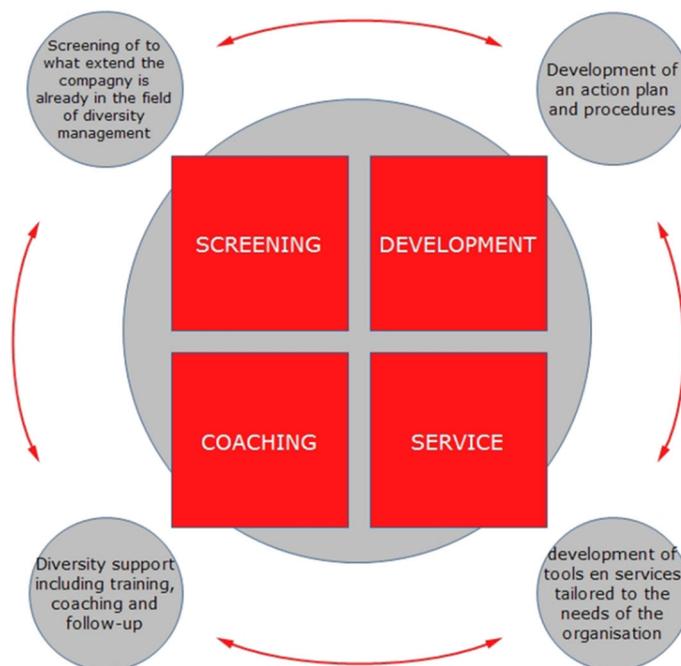
## PART 2 : THE EMPOWER® PROCESS MODEL

Entering a diversity policy does not happen overnight. It is a profound change in the organization, which requires a process-oriented approach. For this to be iterative and structural Empower® has developed a four-phase model.

This model is a dynamic model, that neither has a beginning nor has an end, and that can be run several times by the company.

It is common that the process starts with phase one (especially in companies indicating they still have to start from scratch and really have no idea where and how to approach this).

It is not a must to start with phase 1. A company may choose to initiate in phase two or three, and to go through the process in that way. You can, at any time, proceed from one phase to another or go back to the previous phase. The process is a circle in which the company circulates and can move forwards or backwards through the different phases.



## Phase 1 : Screening

During this phase there is a screening of to what extent the company is already active in the field of Diversity management. It is verified what the vision is, to what extent diversity already is reflected in the mission or how this can be done in the future. Whether there already are certain actions or procedures that promote diversity in the company and to what extent these actions are embedded.

An analysis is done in this way, that on the one hand the strengths of the organization are mapped and the points of improvement are listed on the other hand.

Different actions can be undertaken during the screening:

- The execution of a Diversity scan.  
EMPOWER® developed a quick scan that enables the organization to get a view on their strengths and points of improvement. The scan helps the organization to set up an action plan (see phase 2).
- A more in-depth analysis can be done, looking at mainly fathoming HR processes by interviewing people involved, screening procedures, documents and tools.
- Individual and group conversations can be organised to get a perspective on the processes in the organization.
- Perception surveys or staff surveys can be set up. These surveys can act on a certain part of HR or can be more generally aimed at the total HR package or diversity management system.

In general we could state that a type of baseline is done, that enables to map the current state of affairs and can offer the organization a mirror.



## Phase 2: Development

When a company has completed the first phase, there will be a lot of information and insights available due to the screening.

Based on this information, a decision will be made with the organization on which areas will be focused and in which time frame this can and will be executed (planning).

This process should culminate in the drafting of an action plan. This action plan contains the different actions formulated SMART.

SMART stands for:

1. Specific = Is the action unambiguous and clear
2. Measurable = Under which (measurable/observable) conditions can the action be attained
3. Attainable = Can the goal be achieved
4. Relevant = Is the action acceptable for the target group and/or the management
5. Time-related = when is the action planned

As has already been indicated, an organization can immediately proceed to the second phase. This would mean that the organization already has sufficient insight into their strengths and points of improvement and can focus on their action plan. When at the start of this phase, it appears that the information is incomplete or not specific enough to create a plan of action, returning to phase 1 is still an option and a new screening can be done.

Besides setting up the action plan in this second phase, another important element is discussed. That is finding out what the capacity and feasibility of the entire project is.

Is the project supported by the management, are they willing to allow changes, has the staff been informed, how is dealt with resistors, are the necessary resources (financial, staff) available.

Is there a vision of what diversity means for the organization and what the final aim is.

The presence of the above mentioned factors are detrimental to the success of the project and must be clarified in order to move on to concrete implementation of actions and the creation of processes (phase 3).



### Phase 3: Service

During phase 2 a concrete action plan has been developed based on the screening, which has been assessed for capacity and feasibility. In this third phase the actions of the action plan will be effectively tackled within the timeframe (planning) that was set.

In this phase is primarily focused on the development of methods, procedures and tools. There will be worked on several domains:

- Development of new methods or adapting existing methodologies tailored to the needs of the organization.
- Development of specific tools the organization can use to achieve certain proposed actions.
- Launch of procedures to map the method of the different actions and implement them within the organization. The procedures indicate according to which method is worked and which tools/documents need to be used.
- There can be focused on different domains:
  - Recruitment and selection
  - Reception policy
  - Mentorship
  - Training and education policy
  - Retention beleid
  - Competence management
  - Working with disadvantaged groups
  - Focus on supportive employment measures
  - Collaboration with specialised services
  - ...

Same as in previous phases, an organization can also immediately enter the third phase. When an organization already has a clear action plan, this can be executed during this phase. If it appears that the action plan is not SMART enough or when it lacks capacity, means or vision, a return to phase 2 is unavoidable to clarify these issues.



## Phase 4: Coaching and Training

The detailed procedures, methods, tools and documents may not disappear in the cupboards of the HR department or the management. They must be used in and through all levels of the company. To have a good assurance of the elaborated policy and the associated items developed, they should be passed on to managers and staff at department level.

Therefore it is important to set up training for the developed actions to continuously distribute them in the company. Main goal is for developed procedures and tools to be used effectively and efficiently where needed.

Different forms of training can be created for this:

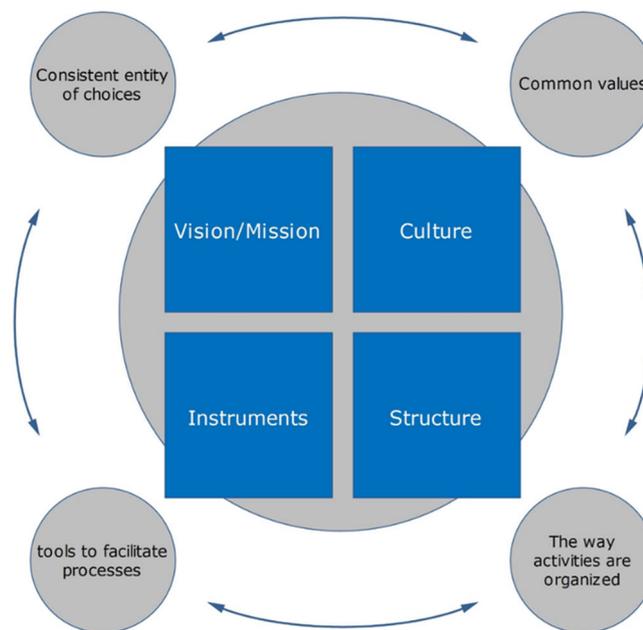
- Informative: passing on information
- Training related to vision: publish and embed the vision to all staff
- Training of procedures
- Training of concrete tools
- Training in coaching and mentorship
- Train the trainer: train others to be able to give above mentioned trainings themselves



### Part 3: The EMPOWER® integration model

Working sustainably on diversity involves different areas within an organization. A diversity policy is preferably embedded in the organization's vision and mission and shared by staff at all levels.

The practical translation of the diversity policy can be accomplished with the use of specific 'tools' or by providing the existing HR tools with clear diversity elements. These must be embedded in the conventional processes within the organization or the structure. Vision & Mission, culture, structure and instruments are like communicating vessels. You can not change one without impacting the other. Within a sustainable diversity policy actions should be plotted on the four domains.



### Phase 1: Vision/Mission

Organizations that fully commit to diversity will also want to see this reflected in their mission and vision. A good mission and vision state which values are important to the organization and what an organization wants to achieve.

The set of values, mission and vision of an organization is a touchstone for everything an organization undertakes.

This also provides a reference framework for defining the rules of behavior within an organization. It is not easy to make a clear distinction between values, mission and vision and then translate them to an organization's strategy. The power of a good mission and vision, after all, lies in the ability to translate them into strategic objectives.

A MISSION defines the reason of existence of an organization:

- What do we stand for?
- What is our primary function?
- What is our main goal?
- Which fundamental need is provided by us?
- For whom do we exist? Who are our main stakeholders?
- What separates us from the others?

A VISION is a glance at the future and describes the desired situation on the (medium-)long term:

- What is our goal?
- Where do we want to be in ...?
- What is our objective?
- To what do we want to contribute?
- A vision is clearly formulated in target objectives.

It is important to formulate an organization's vision on diversity clearly and convincingly. To actually achieve this diversity policy within the organization, it is necessary to set concrete goals that can be pursued and are measurable.

These can give direction to the policy and they also enable a systematic approach.



## Phase 2: Culture

A corporate culture influences the performance and therefore the results of an organization. Culture is something to take seriously. The focus on culture -like structure- concerns the question on how people interact. However, this concerns the soft or informal side of manners.

Having a personal identity or corporate identity -like culture is also called- for many organizations is vital. Corporate culture has become important in recent years even as a subjective and not directly tangible product or service feature that allows an organization to distinguish itself from its competitors. Diversity can also be a factor that can be played.

In the hundreds of definitions of culture that exist, we can see the following common characteristics:

- Culture is something that is shared by people.
- Culture is carried by people.
- Culture is tough.
- Culture is not immediately visible, nor directly suggestible.
- Culture has a sustainable, stable and difficult to influence character.

We use the following simple and pragmatic definition of culture:

Common norms and values of an organization and the resulting behavior.

Culture often remains implicit. Norms and values can not be observed. They become visible in patterns of behaviour, the way is dealt with colleagues, managers, customers, external services... Also rituals as eg. mail and meeting behavior are expressions of culture.

For a more systematic classification we can use the Competing Values Framework of Robert Quinn and Rohrbaugh (1983). The model has four dimensions by which you can characterize a corporate culture. These dimensions are people-oriented, management-oriented, innovative and results-oriented.

### 1. **People-oriented – employees are key**

- What are the growth opportunities?
- Is there a good assessment system?
- What behaviour is not accepted?
- Are there many trainings?

### 2. **Results-oriented – the final product is key**

- Are there targets?
- Is it quality or quantity?



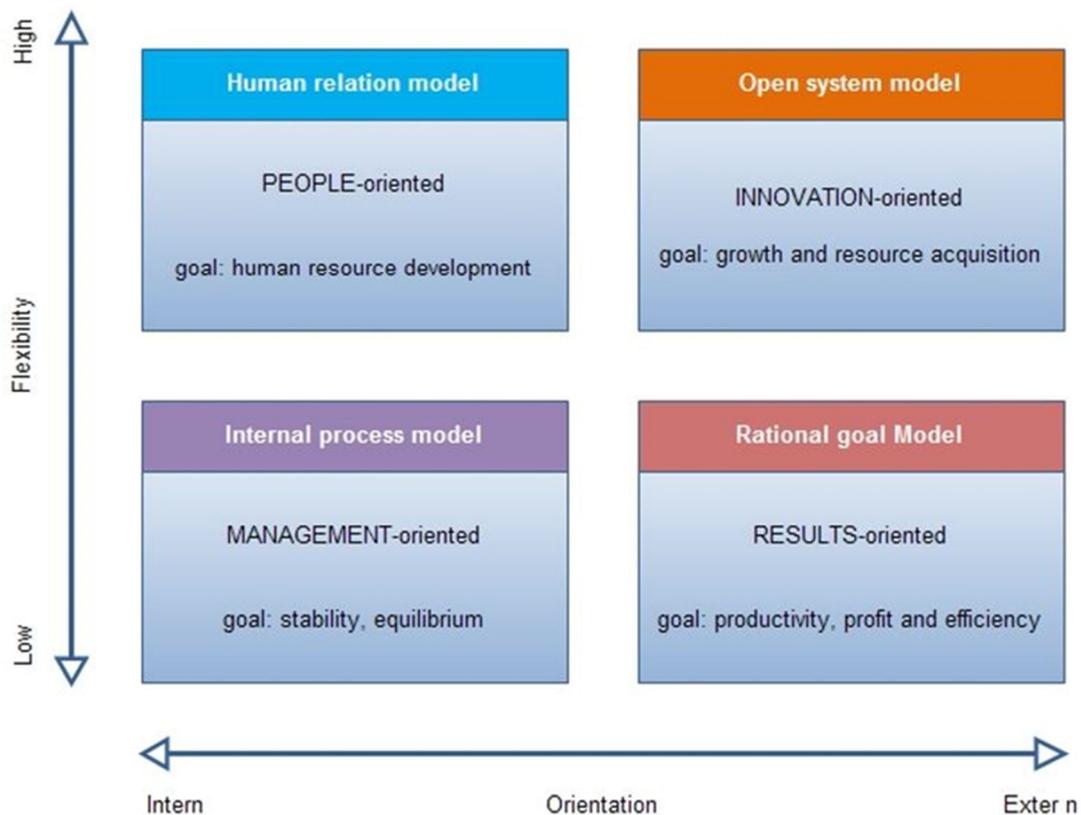
- Is there a lot of overtime?
- Is this rewarded separately?

**3. Management-oriented – rules and procedures are key**

- How many procedures are there?
- How strict are they implemented? How are they controlled?
- How hierarchical is the organization?
- What is the level of meetings?

**4. Innovation-oriented – development of new products or services is key**

- Is the development of new products or services stimulated?
- How many new products are developed on a yearly base?
- How is the organization perceived on the market?
- Is there a research department?



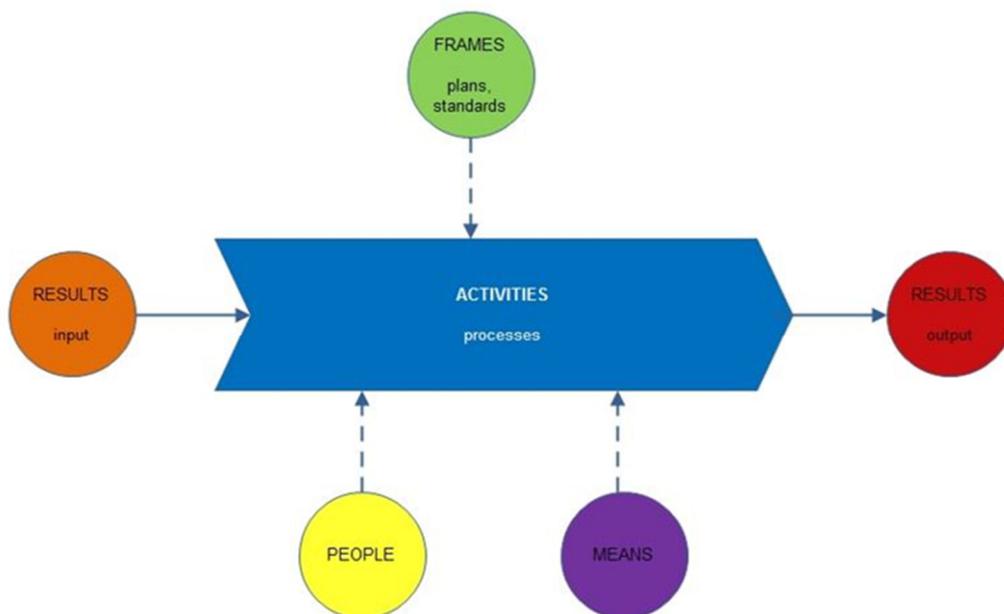
### Phase 3 : Structure

Structure describes the shape and operation of an organization, its hard and formal rules. All other soft unwritten rules, customs, norms and values which define at least as much the shape and functioning of the organization are classified as culture.

Processes are chains of activities. These activities are logically organized and focused on achieving results (output).

Each process is composed of five elements:

- results
- activities
- people
- means
- frames



### RESULTS

A process derives its existence from its output, the result for the customer. These can be purchased materials, as well as advice or other services. In fact, it's all about the result.

During the design of a process, reasoning is done from end to beginning. What result has to be delivered and which activities are needed to achieve that?

Any activity that does not add value, is redundant and is deleted.



Also working with processes is in fact nothing else than aim for results. Each result is linked to targets or standards. These are made measurable by using performance indicators (PI). Each supplied result is permanently controlled on whether the desired quality is achieved.

## **A C T I V I T I E S**

Each process is a chain of activities. These are simple process steps, actions or operations, such as pastry making or reviewing a report. The workflow in a process contains only relevant activities, every step must have a clear relationship with the end result.

The depth of how activities are developed depends on the fact if activities are critical. Detailed regulations are for example necessary for activities that entail certain health risks (injections, medication) or financial risks (fraud).

If processes contain many activities, these are clustered in sub-processes or even smaller units.

## **P E O P L E**

People perform some of the activities within a process. They are seen as actors with a certain role. The division of duties, tasks and responsibilities of these actors is crucial for an effective and efficient proceeding.

Another important issue is the craftsmanship of the respective actor. There must always be a balance between what the processes predescribe and what the actor, based on its own knowledge and expertise, can decide on himself.

The basic principle here is that processes contain a minimum amount of regulations and that is being highly invested in the skills of people.

## **M E A N S**

Means include machines, information, documents and other facilities (housing, equipment) which conduct independent operations within the process or are used by actors to engage with activities.

Means are not input. A means is not consumed immediately in the process, while input serves as a raw material and is converted in output.

The means information has in recent years been given an increasingly important role. Partly by the ongoing comprehensive business automation and partly by the increased use of workflow tools.

## **F R A M E S**

The concept frames is used for all conditions, requirements (standards), plans and triggers that enter from outside and play a role in controlling the process. This could include quality criteria or standards that the end result must meet or frames (money) for the deployment of people and resources.



## RESULTS (INPUT!)

The process structure reveals that the term 'results' is used twice: once as output and one time as input. The underlying idea is that the input is also a result, a result from the present process. In that respect the result 'input' does not differ from the result 'output'. Incidentally, a customer may be an external customer, but also an internal client. In the latter case, there is question of internal processes which are connected to each other via a customer-supplier relationship.

Yet it is not true that processes void the capacity and responsibility of employees. On the contrary. Processes only need to standardize what is strictly necessary: important steps in cooperation or consultation, activities necessary in connection with security or other risks and learning opportunities that show how a problem can best be addressed. The process frameworks are a tool, not a dogma. Within these parameters, there must be maximum freedom for the professional expertise, so that the creativity and skill of the staff can continue to exist.



### Phase 4 : Instruments

As we have indicated above, it is important in an integration model to ensure that there is a clear vision and mission, there is a context (culture) and that there is a well-developed structure (procedures/processes).

A final major step is to ensure that the conditions created in vision, culture and structure actually may be carried out in practice.

For this, specific instruments should be developed and deployed in the field. Without the use of these instruments, the integration remains a paper or theoretical model.

Even though employees have the best tools available, they will not necessarily work with them. Often these tools are part of a change, a different way of working. And if a change is not introduced in a smart, communicative way this could impinge on resistance.

To successfully implement new tools, it is important that organizations focus more on the adaptation of employees to new tools.

The good news is, these employees want to do so. According to a recent survey 59 percent of employees would like to improve their skills and want to use new methods to do this. You can support them best if you pay attention to awareness, knowledge, attitude and behavior.

Inform employees in a timely manner if there are new tools available (create awareness). Then they will be more positive about them (attitude).



Attitude and behavior is not easily influenced, but you can get a long way by informing employees on the benefits of the new tool for their work situation. Clarify how it makes their work easier or more efficient. Then they will use the tool and experience the benefits firsthand.

There are various means or learning methods to allow employees to get accustomed to new technology. Think of trainings, ...

Methods that work for one target group may have an adverse effect on another target group. A training given to an employee who already knows the application, produces frustration. Therefore, choose the appropriate intervention for each group of employees.



The above model of Hersey and Blanchard can help you to do this. They distinguish 'Need to want' and 'Need to be able to'. The quadrant in which you place an employee, determines how much support and guidance this person needs.

