



Hello and welcome back to INsight, the e-newsletter from the INclusion Network.

After the hype of the new age discrimination legislation last October, it's important not to rest on your laurels. As the implementation of diversity becomes the law it's important to remember to diversify your diversity as well!

In order to keep up with the changing times our IN The News section deals with Deep-Level Diversity, which could see your staff turnover rates dropping.

As the need for diversity continues to grow in corporate importance, it might be worth considering external help. So, in our INspiring People section we have profiled Laxmi Chaudhry an HR professional, who helps to set up new companies and whose credentials in diversity and business are hard to match. She also happens to be one of the INclusion Network's board members

As we near the middle of 2007 it's good to keep in mind that several important diversity conferences are coming up. Have a look at our INteresting section to see if any catch your eye.

We are also featuring an exciting opportunity with the charity; African Caribbean Diversity, so if this might interest you or someone you know, don't forget to check that out too!

As always, we'd love to hear from you, so if you have any ideas, comments or questions, please email me: lexi.meens@haysexecutive.com

INteresting People

Laxmi Chaudhry

Laxmi is a seasoned Human Resources and Cross Cultural Training professional, with 27 years' experience in both strategic and operational HR. Following a successful international corporate career, Laxmi now runs her own company '1-Stop HR' which adds value to businesses by providing world best practice in Human Resources services 'on demand'. 1-Stop HR also delivers interactive training in performance management and customer services programmes.



Clients include blue chip companies in the financial services, business-to-business, publishing, airline and engineering sectors in the UK, Europe and Asia Pacific.

Laxmi's strengths include the setting up of Human Resource departments from scratch, designing and conducting performance management programmes, interactive customer services workshops and coaching senior and middle management on cultural awareness and effective business management. Her experience of working in European and American companies across Europe and Asia Pacific has exposed her to working in a multicultural environment and she enjoys the challenges of the workplace.

Laxmi is fluent in English, Hindi, Punjabi, Gujarati and Urdu and has extensive international and cultural experience. She coaches management in cultural awareness and effective management in a cross-cultural environment: Laxmi also provides real time interpreting services to the NHS in the UK.

In addition, Laxmi is a trained Mentor, supporting small and start up businesses in the technology sector. As a result of her many strengths, Laxmi sits on the board of the Hays INclusion Network, and also works alongside Hays on specific assignments, advising on cultural diversity.



INfocus

Walking the Brand with Patrick Frederick

“Your personal brand decides how the market perceives you” was Patrick Frederick’s advice to the Hays INclusion Network members, who gathered to hear him speak on Thursday 1st March 2007.

Patrick was asked to speak at the networking event about the importance of having and developing a personal brand. He is the Founder and Chief Executive of Aimex International, his own consultancy providing global corporate funding and advisory services to international clients and also Chairman of Conservative Business Relations for South East England and Southern London. www.conservativebusinessrelations.com

Before discussing personal branding, Patrick opened by stating that “heart, depth and vitality” are three of the main ingredients needed to establish a personal brand. He is without doubt proof of having heavily invested all three into ‘Brand Patrick’.

Patrick then went on to give a taste of his own personal brand in 5 points:

- A tenacious high achiever
- Highly personable, a “people person”
- An energetic and enthusiastic leader
- A highly skilled motivator and communicator
- Highly political with a strong desire to advance the development of global economies and the reduction of poverty

By developing a personal brand that is synonymous with you and your actions, you will discover how the market perceives you and reciprocally, how you perceive the market. According to Patrick, if your personal brand can be absolutely trusted and people buy into it, you are a considerable way towards achieving your personal success.

Patrick then expanded on the potential impact of your Personal Brand:

- Raises your credibility and authority
- Immediately elevates you above your peers
- Communicates your personality, values and unique talents
- Helps you gain increased self-awareness, self-confidence and remuneration
- Imprints you in the minds of influencers, creating expectations of how you perform

Your personal brand is just like any other product brand: it should be perceived as an identifiable entity that makes a specific promise of value. It is essentially inspirational by design, consisting of about 80% experience and 20% communication. Finally, it should become synonymous with the quality of the people, organisation and trust which it encompasses.

One overwhelming benefit of having a personal brand is that “people will begin to perceive you exactly as you would wish them to see you” said Patrick, who emphasised that just as you often associate a product by its jingle, so people will associate you by your personal brand.

Inspired by Patrick’s speech and the promise of some delicious finger foods, the attendees were ready to network and start building their own personal brands. A good mix of people from across the different sectors made for an enriching and unique evening.

For a further discussion, Patrick may be contacted on:

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E-mail: principal@aimexcorp.com





IN the News

The Business Imperative – Diversifying Diversity

Diverse workforces are slowly becoming reality and 'pale, male and stale' boards are slowly to fade into the past. It is vital that companies now begin to look into the different types of diversity they could and should be implementing.

Several acts have been passed over the last decade or so which all focus on the importance of surface-level diversity, i.e. diversity that you can see such as age, gender or ethnicity.

One of these Acts which ensured a more varied workforce was thrust into the lime-light in 1995 with the passing of the Disability Discrimination Act (DDA) and again in October last year with the implementation of the Anti-Age Discrimination Act.

While all these Acts are necessary starting points, recent research has lent evidence to the fact that surface-level or visual diversity could actually have a negative effect on a company in the long run.

A faultline could develop along the lines that the observable features in a group could correlate into clear sub-groups. For example, a case study by Lau and Murnighan in 1998 shows that all the marketers within a company could be young woman and all the engineers old men but the companies age diversity requirements would still have been satisfied.

The inclusion of deep-level diversity seems to be the answer.

Instead of focussing on visible differences, such as disability or ethnicity, deep-level diversity focuses on differences in knowledge and values.

Just as investors are encouraged to vary their portfolios to minimise risk, companies also need to start varying their diversity if they wish to succeed in the future.

It is becoming essential that company executives ensure that employees with differing sources of knowledge share their unique perspectives with one another.

Instead of merely monitoring the ethnic background, disabilities, or gender ratios within a company and filling jobs based on these quotas, it is vital that both large and small companies implement a deeper, less superficial type of diversity if they wish to keep up and improve the effectiveness of the company.

The best way to ensure that deep-level diversity is happening within a company is to create an awareness of who has access to what knowledge.

Fostering debate amongst employees with differing values and beliefs can often accomplish just this. By getting individuals to interact on an intellectual and cognitive level,

you can get them to share their views with one another and give opinions on any number of tasks. Just make sure the debate is well monitored and constructive!

Case studies of companies that have implemented both surface and deep-level diversity indicate that, while superficial diversity weakened over time, the effects of deep-level diversity strengthened, giving employees the opportunity to engage more meaningfully with one another.

The argument for deep-level diversity is strong, but as with any relationship it takes time to evolve and become entrenched company policy.

One useful way for executives to start implementing deeper diversity is to ensure that any proposals are discussed within a group consisting of people from different sectors of the company. Individuals with varying backgrounds and learning experiences need to be encouraged to contribute and interact, knowing that their input, in whatever format, will be welcomed and acted on.

With more and more companies embracing surface-level diversity at both general and board levels, there is certainly a broader platform for a deeper type of diversity to develop. As this continues, companies will become more inclusive, staff retention rates and quality hiring will improve. A fact no executive with an eye on the bottom line should ignore!



INtroducing

Opportunities:

England's Regional Development Agencies - Board Appointments

We are currently seeking individuals with the requisite expertise in one of the areas outlined below to join the Boards of England's RDAs. The RDAs help businesses compete and create opportunities for employment. They facilitate innovation and promote sustainable development and, as well as improving regional infrastructure, they revitalise both urban and rural areas. Positions are available in the following areas:

West Midlands

- 1 business
- 1 voluntary

East of England

- 2 business
- 1 local authority

East Midlands

- 1 business
- 1 voluntary

North West

- 3 business
- 2 local authority

North East

- 2 business
- 1 trade union
- 1 education
- 1 local authority

South East

- 1 business

South West

- 2 business
- 1 local authority

Yorkshire

- 1 business
- 1 local authority

The required time commitment is a minimum of two days per month, attracting a remuneration of £8371 p.a.

For further information please contact David Cairncross (david.cairncross@hays.com) or Andrew Timlin (andrew.timlin@hays.com) on 020 7799 8620

African and Caribbean Diversity

African and Caribbean Diversity (ACDiversity) is the leading organisation delivering programmes of excellence for the benefit and advancement of people of African and Caribbean heritage in the UK. Its objective is to advance the education of the public and in particular people of African and Caribbean origin in the subjects of commerce, business, finance and economics so that the beneficiaries of the association may be more able to secure employment, especially in sectors where they are under represented. To meet this objective ACD provides programmes and support to benefit and further the advancement of people from the African and Caribbean community

The charity is in the process of expansion and is looking for an office manager to work 3 days a week from

September. Key requirements of the job include:

- Must work on either Mondays or Fridays. The other days are negotiable.
- Proven organisational skills are essential
- Experience of supervising work colleagues
- Good literacy and numeracy skills are a must
- The ability to show initiative
- MS Office experience
- Must have a clear telephone voice
- Event planning skills and the ability to deal with corporate sponsors is an advantage although not essential

They wish to appoint a friendly, proactive and positive person who has an enthusiasm and willingness to learn. The work is wide-ranging and would suit someone who is methodical, well organised and who pays attention to detail. It is essential that they communicate and relate well to others. To enjoy working as part of a team with the ability to take personal responsibility for certain areas of work is essential, as is a commitment to ACDiversity's core values.

Applications from outside the UK are welcomed from those who are eligible to work in the UK.

For further information or to apply, please contact Lexi Meens - lexi.meens@haysexecutive.com



INteresting

Events

The 7th International Conference on Diversity in Organisations, Communities and Nations 3rd – 6th July, 2007

This conference will address a range of critically important themes that are impacting on diversity today

Amsterdam, Holland
<http://diversity-conference.com/>

London's Disability Rights Festival 1st September, 2007

Liberty is the UK's largest disability rights festival, with street arts, theatre, music and dance that is aimed at everyone. This one-day event in Trafalgar Square showcases the talents of disabled artists, musicians, dancers and performers. There is also a variety of stalls and displays. Admission is free. Liberty 2007 will take place on Saturday 1 September.

London
<http://www.london.gov.uk/mayor/equalities/liberty/index.jsp>

Link & Learn Event July, 2007

Following the success of our London Link and Learn events we are moving northwards.

Last month we held a successful event at the Alambra Members Club in the heart of Birmingham. Sue Acton, who is Head of Diversity at Barclays was our key note speaker and delivered a well received speech on her own successes and some of the challenges of implementing workforce diversity - more on this in a future issue.

Our next move is to Manchester where we will be holding a link and learn event in the beginning of July.

Please look out for further information about this event coming to you in the next few days.