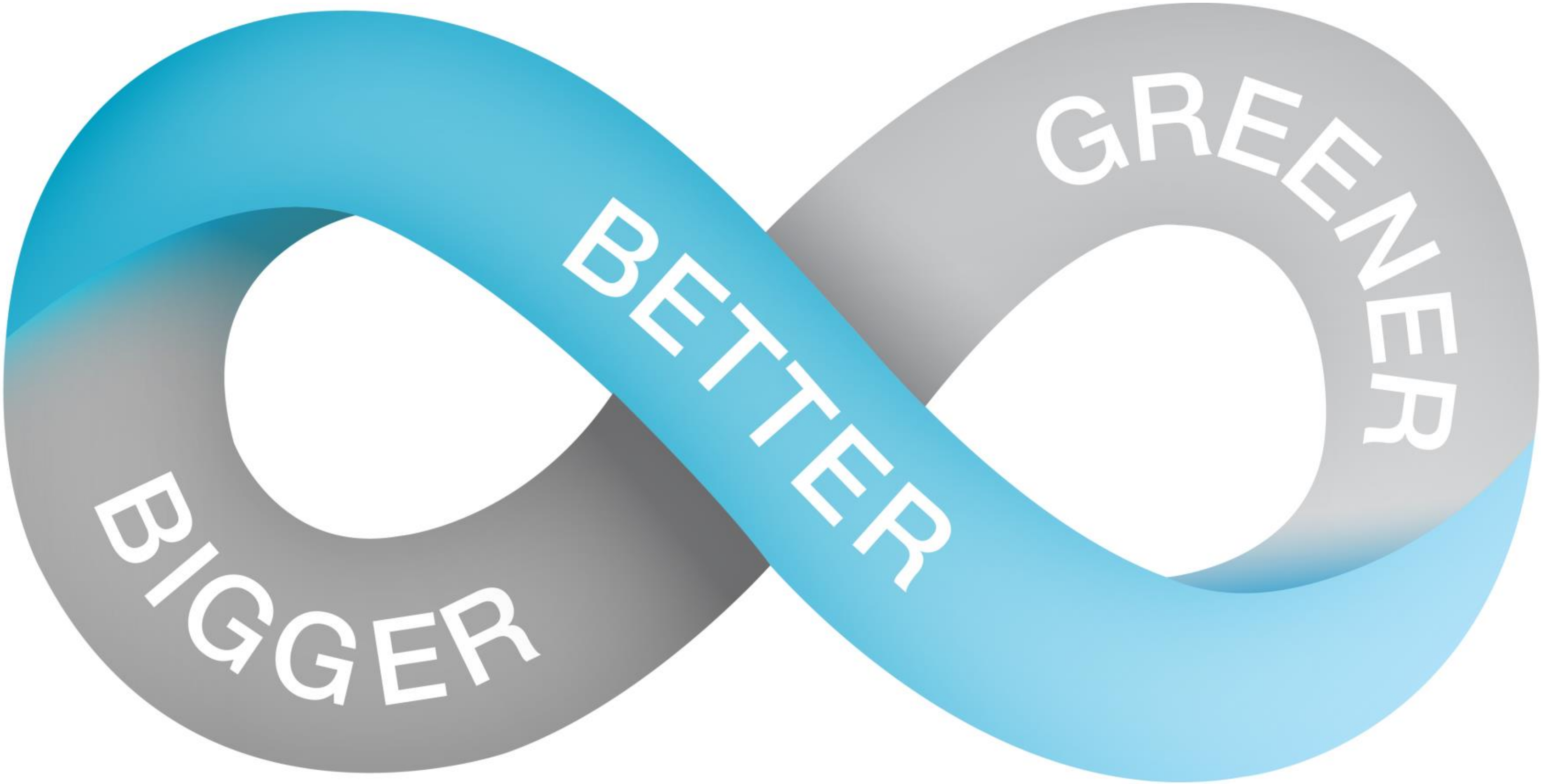
# Sensibilisierung zum Thema Vielfalt

# Agenda

| Uhrzeit | Thema |
|---|---|
| ↓ | Einführung |
|  | Teil 1: Warum Vielfalt? |
|  | Teil 2: Überzeugungen hinterfragen |
| *1 ½ Std.* |  |

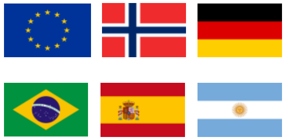
# Film – Was genau ist Vielfalt eigentlich - SRB

- HYDRO DIVERSITY TYSK NY 081113.wmv

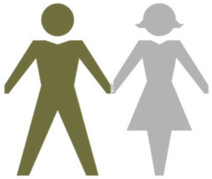

BIGGER
BETTER
GREENER

# Vielfalt hat viele Dimensionen – wir müssen mit denen beginnen, die für uns besonders relevant sind

**Kultur**



**Geschlecht**

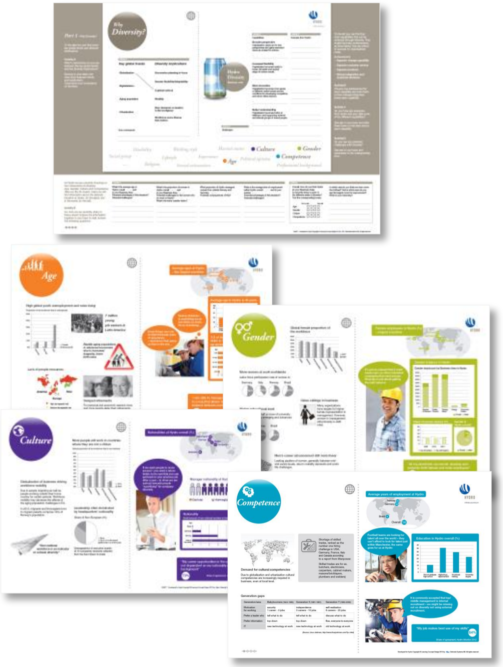


**Kompetenzen**

**Alter**

# Übungen

- Warum Vielfalt?



Why Diversity?

Age

Gender

Culture

Competence

- Überzeugungen hinterfragen

*Myth or Fact*

*Profitability*

Gender-diverse management teams leads to better financial performance.

*Myth or Fact*

*Innovation*

To support innovation it's better to strike a balance between depth and breadth than to focus on just one field.

# Teil 1: Warum Vielfalt?

5 Minuten

„Die Integration von verschiedenen Arten von Menschen in eine Gruppe oder eine Organisation.“
http://www.merriam-webster.com/dictionary/diversity

# Diversity (aus Wikepedia): die Geschichte

Das Konzept *Diversität* hat seinen Ursprung in der Bürgerrechtsbewegung der USA, die gegen die Benachteiligung von Schwarzen gekämpft hat. Diversität steht damit für die Herstellung von Chancengleichheit von Gruppen, die nach bestimmten Merkmalen benachteiligt werden. Daraus entstand in den USA das Antidiskriminierungsgesetz und die Affirmative Actions zur Förderung benachteiligter Gruppen (Rasse, Geschlecht, Hautfarbe, nationale Herkunft, Alter, Behinderung oder Religion).

Seit dem Ende der 1990er Jahre wird das Konzept auch von der Europäischen Union als Leitbild verwendet.

Seit 2006 sind in der deutschen Gesetzgebung die Aspekte der Vielfalt im Allgemeines Gleichbehandlungsgesetz berücksichtigt und schützen Personen aus diesen Dimensionen vor Diskriminierung.

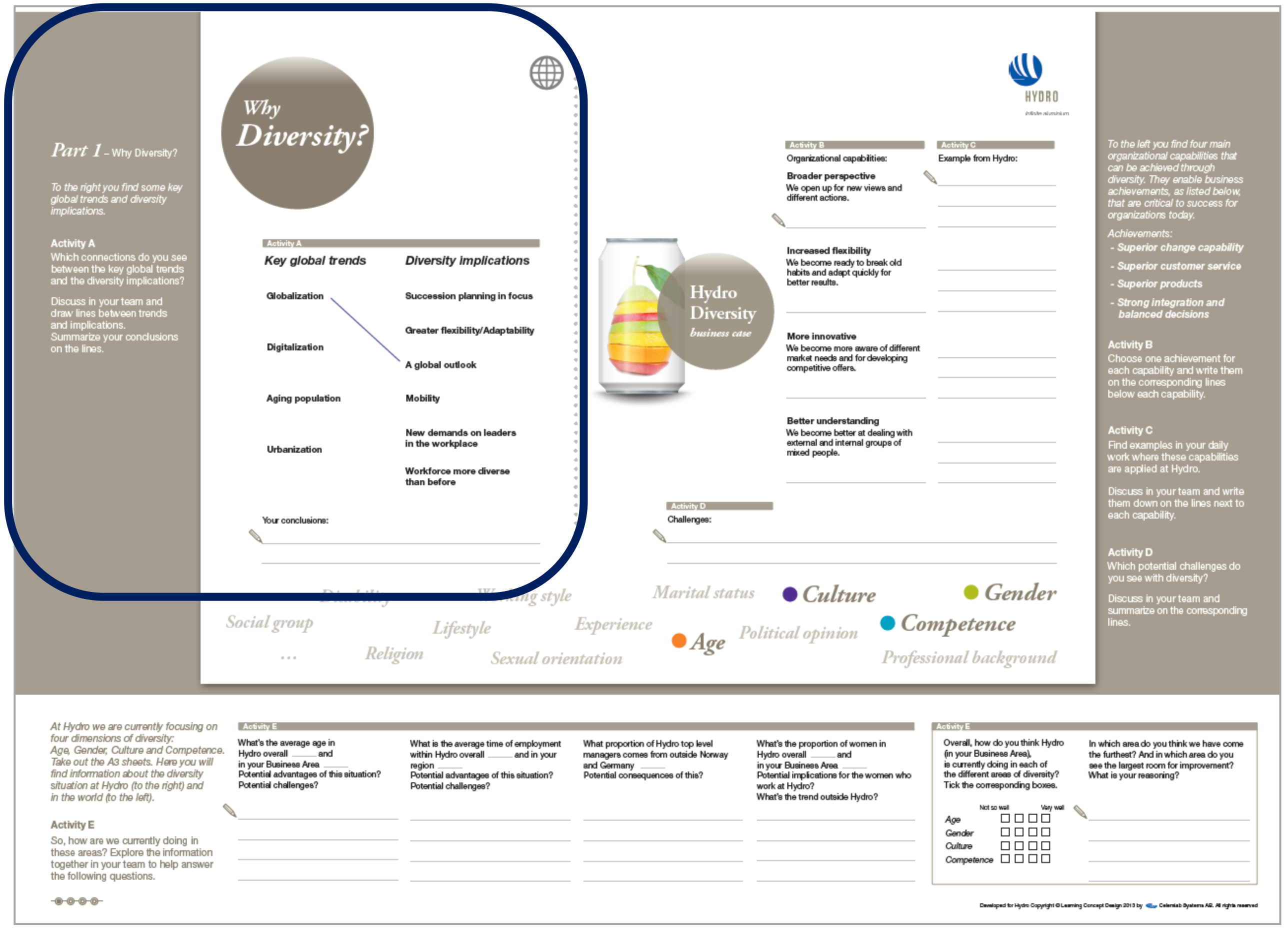
2006 wurde in Deutschland die Charta der Vielfalt gegründet, in der sich viele Unternehmen verpflichten die Vielfalt der Menschen zu respektieren und zu fördern, wobei der Begriff Vielfalt stark erweitert wird und schlussendlich jeder Mensch mit seiner Einzigartigkeit respektiert werden soll.

# Diversity (aus Wikepedia)

**Diversity Management** (auch *Managing Diversity*) bzw. **Vielfaltsmanagement** ist Teil des Personalwesens (engl. *Human-Resources-Managements*) und wird meist im Sinne von „soziale Vielfalt konstruktiv nutzen“ verwendet. Diversity Management toleriert nicht nur die individuelle Verschiedenheit (engl.: *diversity*) der Mitarbeiter und Mitarbeiterinnen, sondern hebt diese im Sinne einer positiven Wertschätzung besonders hervor und versucht sie für den Unternehmenserfolg nutzbar zu machen. Die Ziele von Diversity Management sind es, eine produktive Gesamtatmosphäre im Unternehmen zu erreichen, soziale Diskriminierungen von Minderheiten zu verhindern und die Chancengleichheit zu verbessern.

Dabei steht aber nicht die Minderheit selbst im Fokus, sondern die Gesamtheit der Mitarbeiter in ihren Unterschieden und Gemeinsamkeiten. Bei den Unterschieden handelt es sich zum einen um die äußerlich wahrnehmbaren Unterschiede, von denen die wichtigsten Geschlecht, Ethnie, Alter und Behinderung sind, zum anderen um subjektive Unterschiede wie die sexuelle Orientierung, Religion und Lebensstil.

# Teil 1 – Warum Vielfalt?



*Part 1* – Why Diversity?

*To the right you find some key global trends and diversity implications.*

**Activity A**
Which connections do you see between the key global trends and the diversity implications?

Discuss in your team and draw lines between trends and implications.
Summarize your conclusions on the lines.

*Why Diversity?*

Activity A

| *Key global trends* | *Diversity implications* |
|---|---|
| **Globalization** | **Succession planning in focus** |
| | **Greater flexibility/Adaptability** |
| **Digitalization** | **A global outlook** |
| **Aging population** | **Mobility** |
| **Urbanization** | **New demands on leaders in the workplace** |
| | **Workforce more diverse than before** |

Your conclusions:

HYDRO

Infinite aluminium

Hydro Diversity *business case*

Activity B
Organizational capabilities:

**Broader perspective**
We open up for new views and different actions.

**Increased flexibility**
We become ready to break old habits and adapt quickly for better results.

**More innovative**
We become more aware of different market needs and for developing competitive offers.

**Better understanding**
We become better at dealing with external and internal groups of mixed people.

Activity C
Example from Hydro:

Activity D
Challenges:

*Disability* *Working style* *Marital status* ● *Culture* ● *Gender*
*Social group* *Lifestyle* *Experience* ● *Age* *Political opinion* ● *Competence*
*...* *Religion* *Sexual orientation* *Professional background*

*To the left you find four main organizational capabilities that can be achieved through diversity. They enable business achievements, as listed below, that are critical to success for organizations today.*

*Achievements:*
- ***Superior change capability***
- ***Superior customer service***
- ***Superior products***
- ***Strong integration and balanced decisions***

**Activity B**
Choose one achievement for each capability and write them on the corresponding lines below each capability.

**Activity C**
Find examples in your daily work where these capabilities are applied at Hydro.

Discuss in your team and write them down on the lines next to each capability.

**Activity D**
Which potential challenges do you see with diversity?

Discuss in your team and summarize on the corresponding lines.

*At Hydro we are currently focusing on four dimensions of diversity: Age, Gender, Culture and Competence. Take out the A3 sheets. Here you will find information about the diversity situation at Hydro (to the right) and in the world (to the left).*

**Activity E**
So, how are we currently doing in these areas? Explore the information together in your team to help answer the following questions.

Activity E

What's the average age in Hydro overall ______ and in your Business Area ______
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Potential challenges?

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Potential consequences of this?

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Potential implications for the women who work at Hydro?
What's the trend outside Hydro?

Activity E

Overall, how do you think Hydro (in your Business Area), is currently doing in each of the different areas of diversity? Tick the corresponding boxes.

| | Not so well | | | Very well |
|---|---|---|---|---|
| *Age* | ☐ | ☐ | ☐ | ☐ |
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In which area do you think we have come the furthest? And in which area do you see the largest room for improvement? What is your reasoning?

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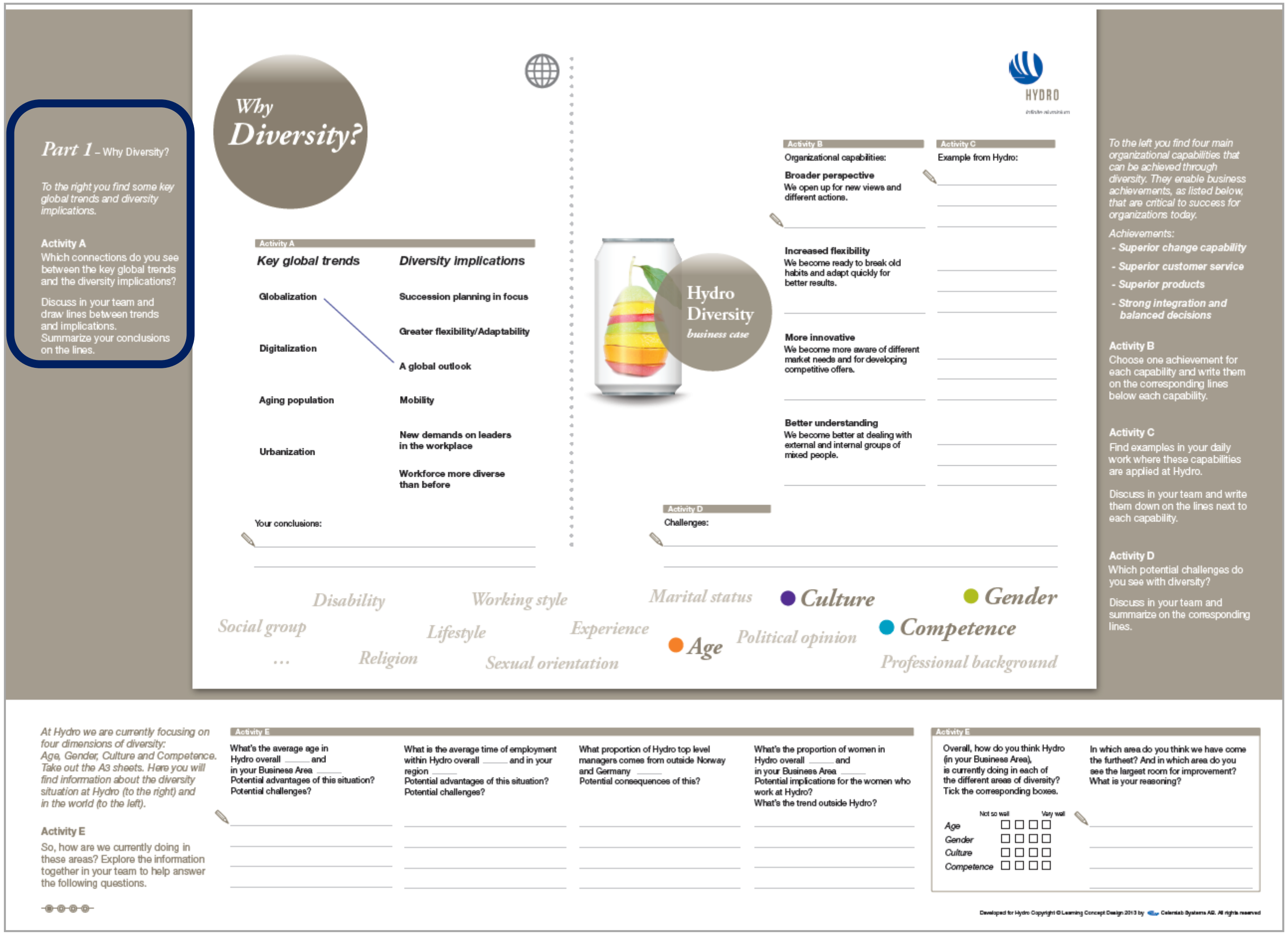
# Teil 1 – Warum Vielfalt?

5 Minuten



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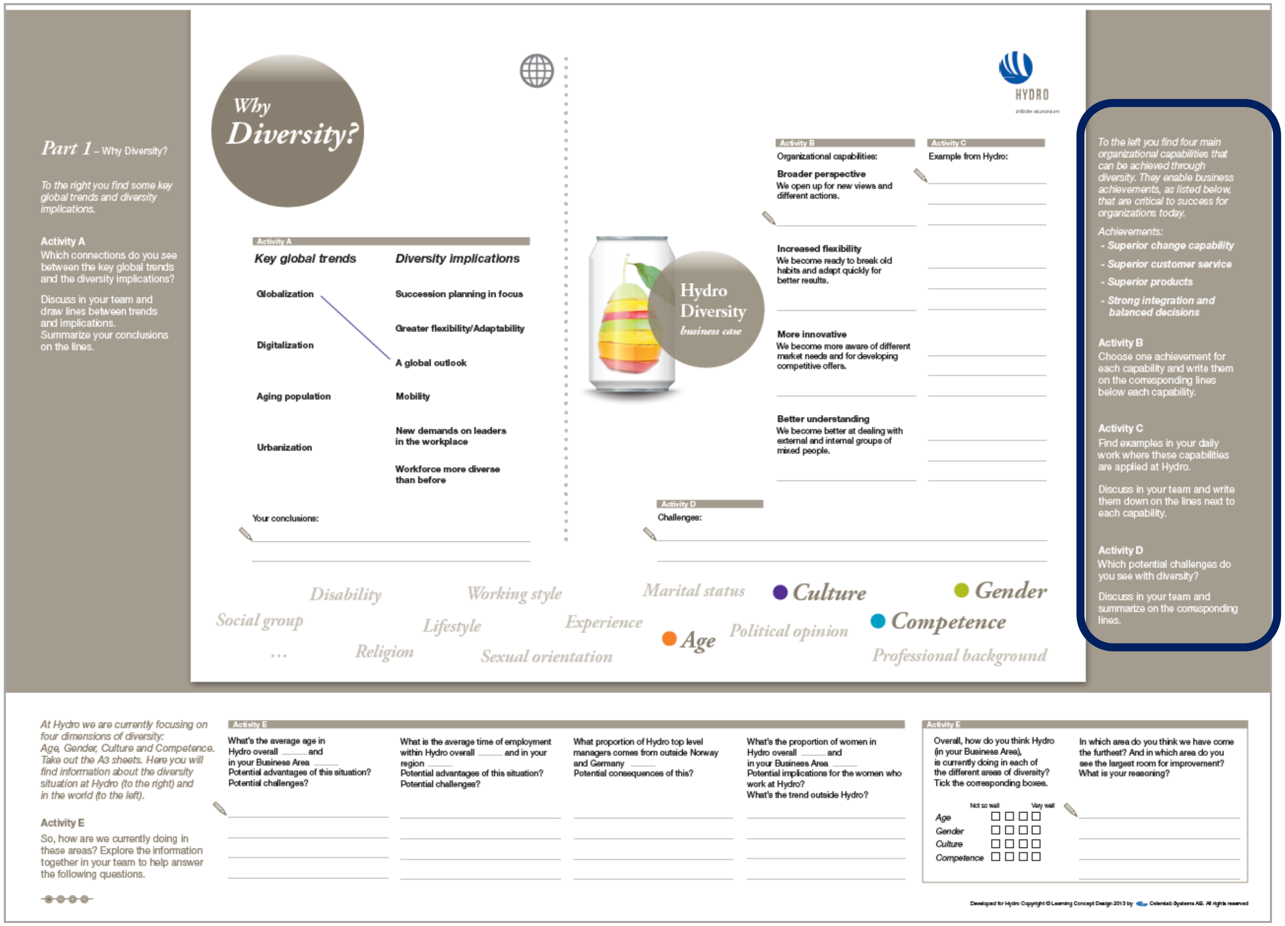

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***Key global trends***

- Globalization
- Digitalization
- Aging population
- Urbanization

***Diversity implications***

- Succession planning in focus
- Greater flexibility/Adaptability
- A global outlook
- Mobility
- New demands on leaders in the workplace
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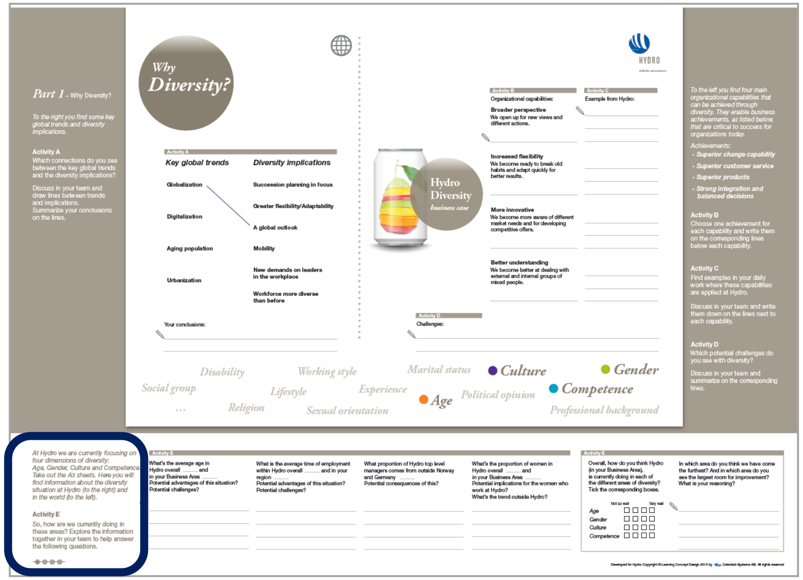

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Your conclusions:

Hydro Diversity *business case*

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*… Religion Sexual orientation Professional background*

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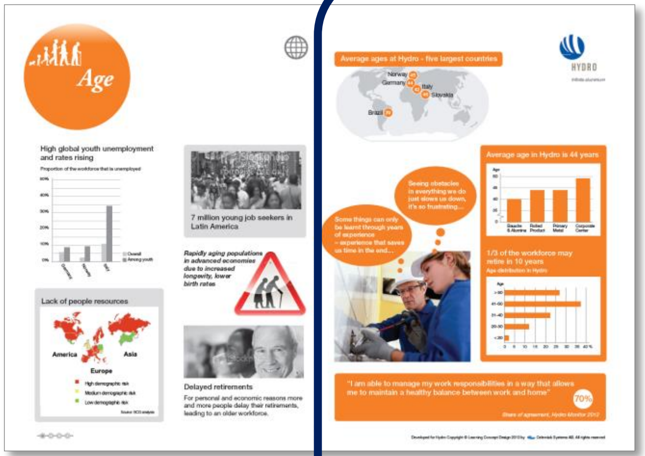
Age
Gender
Culture
Competence
HYDRO

# Teil 1 – Warum Vielfalt?



## Age

High global youth unemployment and rates rising

Proportion of the workforce that is unemployed

7 million young job seekers in Latin America

*Rapidly aging populations in advanced economies due to increased longevity, lower birth rates*

Lack of people resources

America · Asia · Europe

- High demographic risk
- Medium demographic risk
- Low demographic risk

Delayed retirements

For personal and economic reasons more and more people delay their retirements, leading to an older workforce.

Average ages at Hydro - five largest countries

Norway · Germany · Italy · Slovakia · Brazil

Some things can only be learnt through years of experience – experience that saves us time in the end...

Seeing obstacles in everything we do just slows us down, it's so frustrating...

Average age in Hydro is 44 years

Bauxite & Alumina · Rolled Product · Primary Metal · Corporate Center

1/3 of the workforce may retire in 10 years

Age distribution in Hydro

"I am able to manage my work responsibilities in a way that allows me to maintain a healthy balance between work and home" 70%

*Share of agreement, Hydro Monitor 2012*

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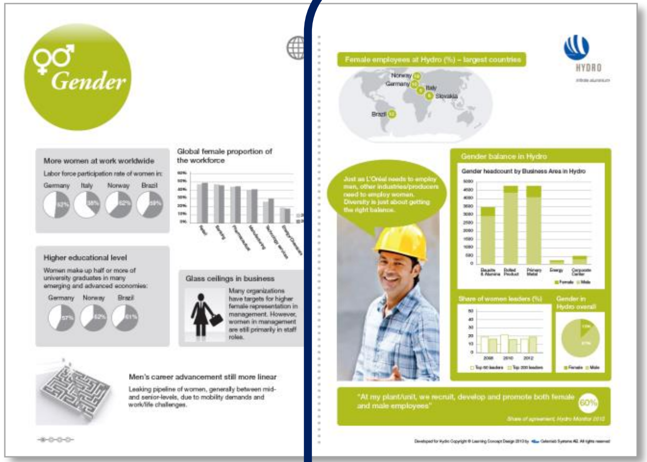

## Gender

More women at work worldwide

Labor force participation rate of women in:

Germany · Italy · Norway · Brazil

Global female proportion of the workforce

Higher educational level

Women make up half or more of university graduates in many emerging and advanced economies:

Germany · Norway · Brazil

Glass ceilings in business

Many organizations have targets for higher female representation in management. However, women in management are still primarily in staff roles.

Men's career advancement still more linear

Leaking pipeline of women, generally between mid- and senior-levels, due to mobility demands and work/life challenges.

Female employees at Hydro (%) – largest countries

Norway · Germany · Italy · Slovakia · Brazil

Just as L'Oréal needs to employ men, other industries/producers need to employ women. Diversity is just about getting the right balance.

Gender balance in Hydro

Gender headcount by Business Area in Hydro

Bauxite & Alumina · Rolled Product · Primary Metal · Energy · Corporate Center

Female · Male

Share of women leaders (%)

2008 · 2010 · 2012

Top 60 leaders · Top 200 leaders

Gender in Hydro overall

Female · Male

"At my plant/unit, we recruit, develop and promote both female and male employees" 60%

*Share of agreement, Hydro Monitor 2012*

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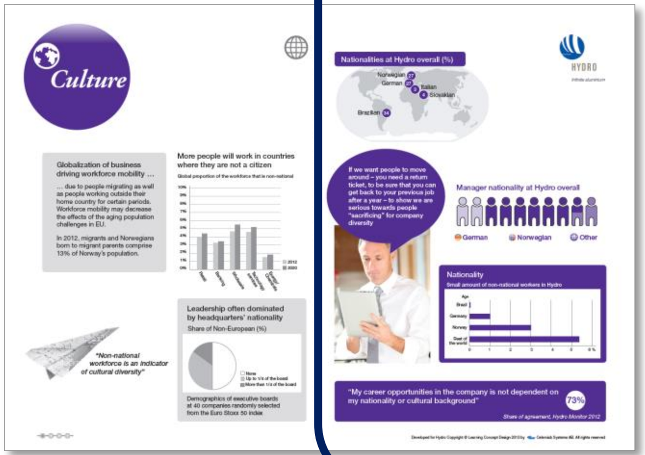

## Culture

Globalization of business driving workforce mobility ...

... due to people migrating as well as people working outside their home country for certain periods. Workforce mobility may decrease the effects of the aging population challenges in EU.

In 2012, migrants and Norwegians born to migrant parents comprise 13% of Norway's population.

More people will work in countries where they are not a citizen

Global proportion of the workforce that is non-national

2012 · 2020

*"Non-national workforce is an indicator of cultural diversity"*

Leadership often dominated by headquarters' nationality

Share of Non-European (%)

- None
- Up to 1/4 of the board
- More than 1/4 of the board

Demographics of executive boards at 40 companies randomly selected from the Euro Stoxx 50 index

Nationalities at Hydro overall (%)

Norwegian · German · Italian · Slovakian · Brazilian

If we want people to move around – you need a return ticket, to be sure that you can get back to your previous job after a year – to show we are serious towards people "sacrificing" for company diversity

Manager nationality at Hydro overall

German · Norwegian · Other

Nationality

Small amount of non-national workers in Hydro

Brazil · Germany · Norway · Rest of the world

"My career opportunities in the company is not dependent on my nationality or cultural background" 73%

*Share of agreement, Hydro Monitor 2012*

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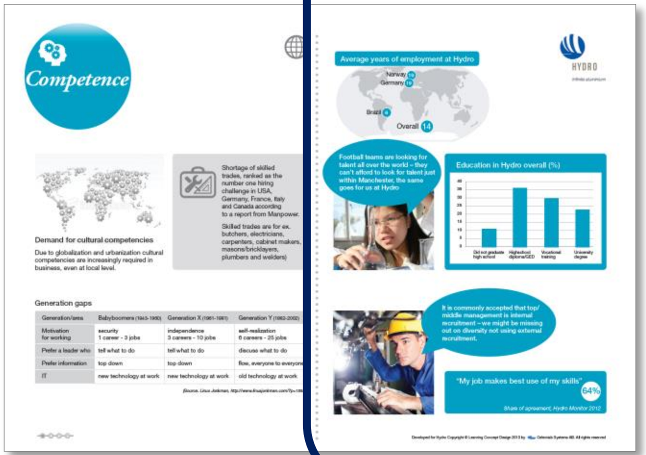

## Competence

Demand for cultural competencies

Due to globalization and urbanization cultural competencies are increasingly required in business, even at local level.

Shortage of skilled trades, ranked as the number one hiring challenge in USA, Germany, France, Italy and Canada according to a report from Manpower.

Skilled trades are for ex. butchers, electricians, carpenters, cabinet makers, masons/bricklayers, plumbers and welders)

Generation gaps

| Generation/area | Babyboomers (1943-1960) | Generation X (1961-1981) | Generation Y (1982-2002) |
|---|---|---|---|
| Motivation for working | security<br>1 career - 3 jobs | independence<br>3 careers - 10 jobs | self-realization<br>6 careers - 25 jobs |
| Prefer a leader who | tell what to do | tell what to do | discuss what to do |
| Prefer information | top down | top down | flow, everyone to everyon |
| IT | new technology at work | new technology at work | old technology at work |

*(Source: Linus Jokinen, http://www.linusjokinen.com/?p=1*

Average years of employment at Hydro

Norway · Germany · Brazil · Overall 14

Football teams are looking for talent all over the world – they can't afford to look for talent just within Manchester, the same goes for us at Hydro

Education in Hydro overall (%)

Did not graduate high school · Highschool diploma/GED · Vocational training · University degree

It is commonly accepted that top/middle management is internal recruitment – we might be missing out on diversity not using external recruitment.

"My job makes best use of my skills" 64%

*Share of agreement, Hydro Monitor 2012*

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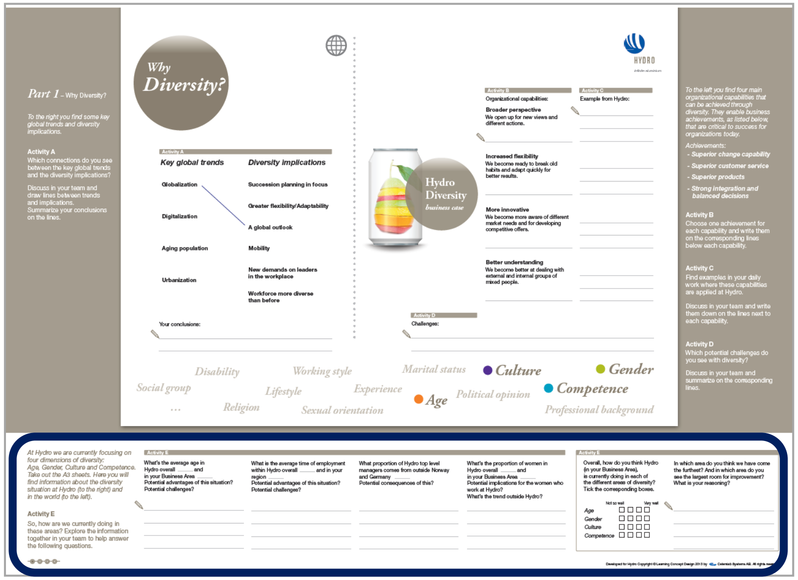
20 Minuten



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| | **Greater flexibility/Adaptability** |
| **Digitalization** | **A global outlook** |
| **Aging population** | **Mobility** |
| **Urbanization** | **New demands on leaders in the workplace** |
| | **Workforce more diverse than before** |

Your conclusions:

*Hydro Diversity business case*

Activity B

Organizational capabilities:

**Broader perspective**
We open up for new views and different actions.

**Increased flexibility**
We become ready to break old habits and adapt quickly for better results.

**More innovative**
We become more aware of different market needs and for developing competitive offers.

**Better understanding**
We become better at dealing with external and internal groups of mixed people.

Activity C

Example from Hydro:

Activity D

Challenges:

*Disability* *Working style* *Marital status* ● *Culture* ● *Gender*
*Social group* *Lifestyle* *Experience* ● *Age* *Political opinion* ● *Competence*
*…* *Religion* *Sexual orientation* *Professional background*

*To the left you find four main organizational capabilities that can be achieved through diversity. They enable business achievements, as listed below, that are critical to success for organizations today.*

*Achievements:*
- ***Superior change capability***
- ***Superior customer service***
- ***Superior products***
- ***Strong integration and balanced decisions***

**Activity B**
Choose one achievement for each capability and write them on the corresponding lines below each capability.

**Activity C**
Find examples in your daily work where these capabilities are applied at Hydro.

Discuss in your team and write them down on the lines next to each capability.

**Activity D**
Which potential challenges do you see with diversity?

Discuss in your team and summarize on the corresponding lines.

*At Hydro we are currently focusing on four dimensions of diversity: Age, Gender, Culture and Competence. Take out the A3 sheets. Here you will find information about the diversity situation at Hydro (to the right) and in the world (to the left).*

**Activity E**
So, how are we currently doing in these areas? Explore the information together in your team to help answer the following questions.

Activity E

What's the average age in Hydro overall ______ and in your Business Area ______
Potential advantages of this situation?
Potential challenges?

What is the average time of employment within Hydro overall ______ and in your region ______
Potential advantages of this situation?
Potential challenges?

What proportion of Hydro top level managers comes from outside Norway and Germany ______
Potential consequences of this?

What's the proportion of women in Hydro overall ______ and in your Business Area ______
Potential implications for the women who work at Hydro?
What's the trend outside Hydro?

Activity E

Overall, how do you think Hydro (in your Business Area), is currently doing in each of the different areas of diversity? Tick the corresponding boxes.

| | Not so well | | | Very well |
|---|---|---|---|---|
| *Age* | ☐ | ☐ | ☐ | ☐ |
| *Gender* | ☐ | ☐ | ☐ | ☐ |
| *Culture* | ☐ | ☐ | ☐ | ☐ |
| *Competence* | ☐ | ☐ | ☐ | ☐ |

In which area do you think we have come the furthest? And in which area do you see the largest room for improvement? What is your reasoning?

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Age
Gender
Culture
Competence

# Teil 2: Überzeugungen hinterfragen – Mythen oder Fakten?

10 Minuten

*Myth or Fact*

*Level of education*

People with migra
generally have low
education than na

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*Myth or Fact*

*Profitability*

Gender-diverse management teams
leads to better financial performance

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*Myth or Fact*

*Innovation*

To support innovation it's better to strike a balance between depth and breadth than to focus on just one field.

8

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# Hydro Diversity ambitions 2020

**Hydro Diversity ambition**

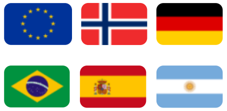
**Attract, develop and retain a diverse workforce through a well-balanced mix of age, gender, cultures and competencies at all organizational levels**

**Hydro overall focus areas**

Age

Gender

Culture



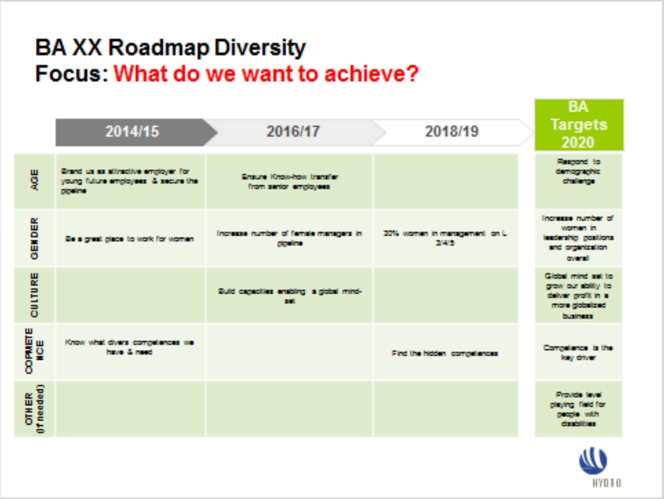
Competencies

**Hydro overall targets**

**Gender:** Increase the share of female leaders in the leadership pipeline to 40%

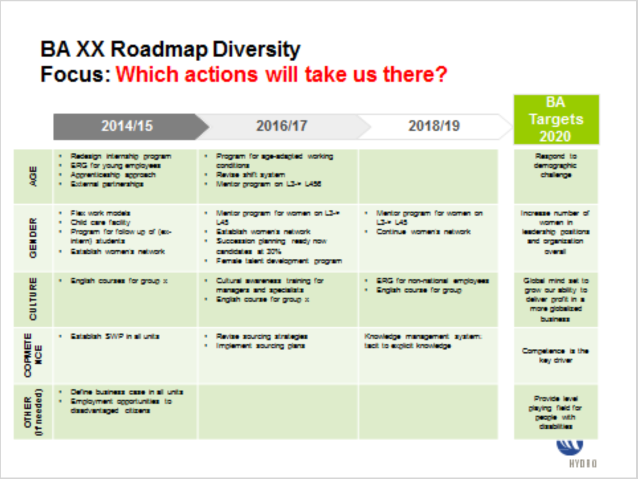
**Culture:** Double the number of high potentials on international assignments

# Von hier…



## BA XX Roadmap Diversity
Focus: What do we want to achieve?

| | 2014/15 | 2016/17 | 2018/19 | BA Targets 2020 |
|---|---|---|---|---|
| AGE | Brand us as attractive employer for young future employees & secure the pipeline | Ensure Know-how transfer from senior employees | | Respond to demographic challenge |
| GENDER | Be a great place to work for women | Increase number of female managers in pipeline | 30% women in management on L 3/4/5 | Increase number of women in leadership positions and organization overall |
| CULTURE | | Build capacities enabling a global mind-set | | Global mind set to grow our ability to deliver profit in a more globalized business |
| COPMETENCE | Know what divers competences we have & need | | Find the hidden competences | Competence is the key driver |
| OTHER (if needed) | | | | Provide level playing field for people with disabilities |



## BA XX Roadmap Diversity
Focus: Which actions will take us there?

| | 2014/15 | 2016/17 | 2018/19 | BA Targets 2020 |
|---|---|---|---|---|
| AGE | • Redesign internship program<br>• ERG for young employees<br>• Apprenticeship approach<br>• External partnerships | • Program for age-adapted working conditions<br>• Revise shift system<br>• Mentor program on L3→ L456 | | Respond to demographic challenge |
| GENDER | • Flex work models<br>• Child care facility<br>• Program for follow up of (ex-intern) students<br>• Establish women's network | • Mentor program for women on L3→ L45<br>• Establish women's network<br>• Succession planning ready now candidates at 30%<br>• Female talent development program | • Mentor program for women on L3→ L45<br>• Continue women's network | Increase number of women in leadership positions and organization overall |
| CULTURE | • English courses for group x | • Cultural awareness training for managers and specialists<br>• English course for group x | • ERG for non-national employees<br>• English course for group | Global mind set to grow our ability to deliver profit in a more globalized business |
| COPMETENCE | • Establish SWP in all units | • Revise sourcing strategies<br>• Implement sourcing plans | Knowledge management system: tacit to explicit knowledge | Competence is the key driver |
| OTHER (if needed) | • Define business case in all units<br>• Employment opportunities to disadvantaged citizens | | | Provide level playing field for people with disabilities |

**Hydro:**
Geschlecht & Kultur

**RP:**
Geschlecht & Alter

# Derek Sivers:

## „Verrückt oder einfach nur anders?“

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