Diversity Personas

Diversity Personas Description

DiversifyNow

Description:
Imagine you are sitting in a meeting and suggest that the company should deal more with the issue of diversity.
You will get immediate feedback from "great idea" to "sounds nice but..." to "we are diverse enough! You are dealing with different interest groups that need to be considered. For this purpose we have summarized some of the parties involved including helpful tips and background information.

Assistance:
- Understanding of different points of view
- Management of the different stakeholders
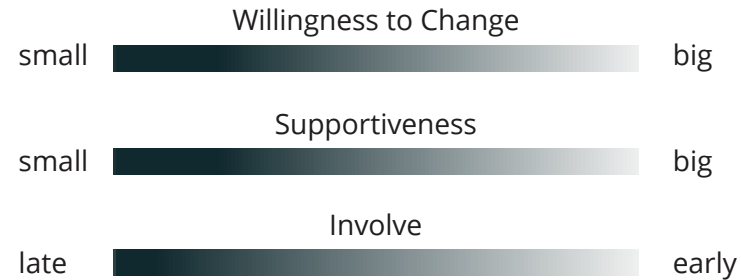- Selection of important allies and sponsors

In Practice:
- Reading through for your own orientation
- Self-reflection: Where do I fit in?
- Share with colleagues and compare with each other: Where do we fit in?
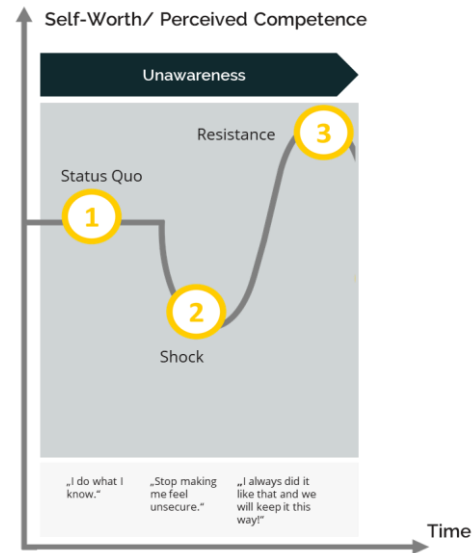- Where do important managers and stakeholder stand in this process?

Pessimists

Opinion:

„I really do not have time to deal with diversity and inclusion. That's just another idea being run through the roost. We have no need for action here. Please excuse me, I have work to do."

Willingness to Change
small ———————————————— big

Supportiveness
small ———————————————— big

Involve
late ———————————————— early

Tips
- Observe; include only when Campaigners are found
- Take fear seriously & allow solutions to be brought forward
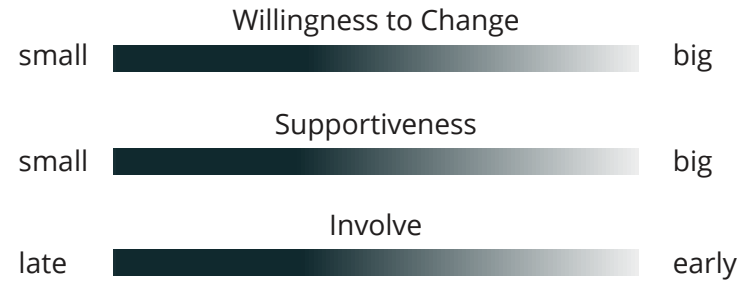- If too destructive, isolate rather than include

Inside the Change Process

Self-Worth/ Perceived Competence

Unawareness

Status Quo — 1

Resistance — 3

Shock — 2

„I do what I know." „Stop making me feel unsecure." „I always did it like that and we will keep it this way!"

Time

Go to process

Goals
- Adherence to established rules and behaviour
- Maintaining competence
- If at all, then he/she is the change agent

Challenges
- Defending the status quo and power status
- Avoiding uncomfortable questioning
- Feels misunderstood and not heard
- Managing daily routine and stress

Motivators
- Recognition
- Visibility
- Responsibility/ Power
- Security

Inside the Journey

	Unawareness		Unawareness
Doing	Denying, Ignoring, Arguing, Discrediting, Overlooking, Doing Business As Usual	Arguments	Our competition is doing it as well; We might get left behind
Thinking	There is no need to talk about diversity in our organization. We are diverse enough. Regulations are time wasting and unnecessary.	Actions	Show facts, figures and best practices; Get human resources on board; Seek for promoters, avoid destructive nay-sayers.
Asking	Why are we talking about this? Why are you wasting my time?	Tools	Playful diversity tests Best practices Playful diversity workshops
Feeling	Annoyed, Attacked, Confronted, Misunderstood, Stressed	KPIs	Number of supporters and promoters
Saying	"Diversity is just another buzzword. Let' get back to work!"	Inspiration	Diversity Studies

Go to journey
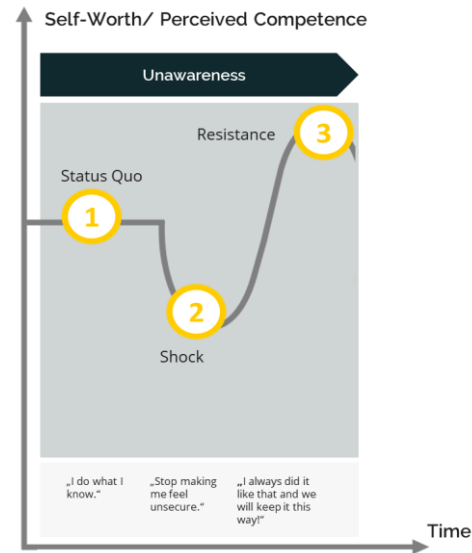
Uninitiated

Opinion:

"Diversity? What is that? Is that really an important issue right now? Well, we haven't had any complaints. Why don't you prepare something first, before we spend too much unnecessary time here."

Willingness to Change

small ▮▮▮▮▮▮▮▮▮▮ big

Supportiveness

small ▮▮▮▮▮▮▮▮▮▮ big

Involve

late ▮▮▮▮▮▮▮▮▮▮ early

Tips
- Prepare background information & arguments for them
- Explain: get them on board at an earlier stage
- Watch closely into which form the uninitiated converts and act accordingly. (Pessimist, Campaigners, Ally)

Inside the Change Process

Self-Worth/ Perceived Competence

Unawareness

Status Quo

Resistance — 3

1

2

Shock

"I do what I know."   "Stop making me feel unsecure."   "I always did it like that and we will keep it this way!"

Time

Go to process

Goals
- Save time and work efficiently
- Let sleeping dogs lie
- Maintaining competence in own field

Challenges
- Not to go under in the struggle for power
- Managing different opinions
- Managing everyday stress
- No time to acquire new knowledge/trends

Motivators
- Recognition
- To be perceived as an initiator
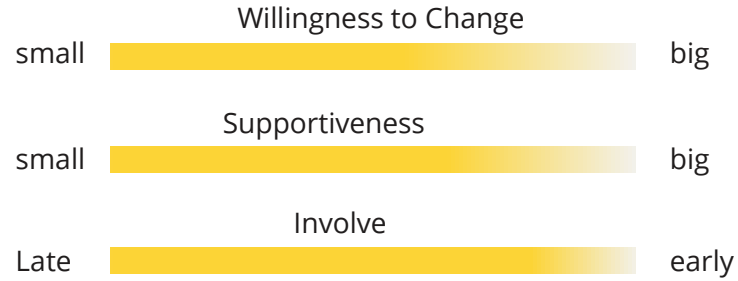- Being able to make a difference

Inside the Journey

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Go to journey
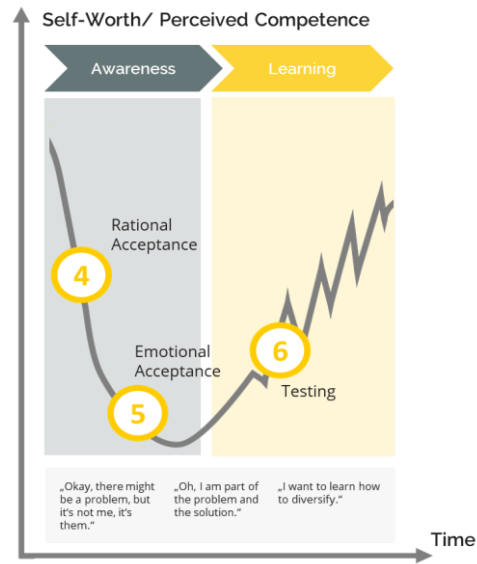
Campaigners

DiversifyNow

Opinion:

"Did someone say change? I love it. Development is really important. I need to learn a bit more about diversity, but that doesn't sound wrong in itself. We could use a little more diversity."

Willingness to Change
small — big

Supportiveness
small — big

Involve
Late — early

Inside the Journey

Inside the Change Process

Self-Worth/ Perceived Competence

Awareness | Learning

Rational Acceptance

4

Emotional Acceptance

5

6

Testing

„Okay, there might be a problem, but it's not me, it's them."

„Oh, I am part of the problem and the solution."

„I want to learn how to diversify."

Time

Go to process

Goals
- Improvement through change
- Keeping their finger on the pulse
- Create something new/good with others
- Active participation

Challenges
- Deep knowledge must be acquired
- Not to fall into actionism
- Getting excited about too many things at once

Motivators
- To be part of a community
- Making a contribution
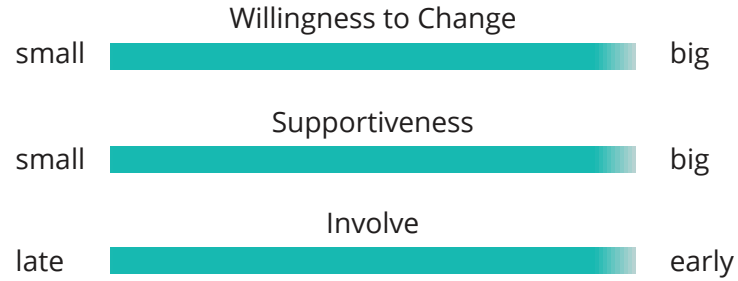- Improve self; new learning
- Helping others

Go to journey

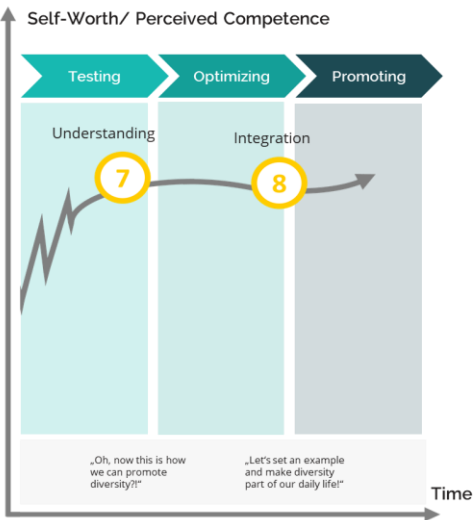|	Awareness	Learning		Awareness	Learning
Doing	Questioning, Asking, Challenging, Searching, Orienting	Researching, Learning, Educating, Training, Collaborating, Processing	Arguments	Higher performance of diverse teams; labour shortages; higher creativity; higher employee satisfaction and retention	We can just start with one project/team; We can draw on experts, no need to reinvent the wheel
Thinking	There is a need to talk about diversity in our organization. We need to know our status quo.	I want to learn about diversity.	Actions	Get top management on board; Evaluate status quo	Set up organizational frame Define dimension to tackle, pilot project / team & first actions; Conduct workshops & trainings; Ask employees
Asking	How diverse and inclusive are we?	What do we need to take action in? What does diversity mean for us as organization?	Tools	Diversity readiness checks Supporting coaches, Personas, Process, Dimensions	Vision and mission statements; Action plan; Employee surveys; Trainers, Action Fields, Canvas
Feeling	Unsure, Overwhelmed, Naive	Openminded, Willing to Learn, Curious	KPIs	Degree of diversity in specific fields; Ratios for each diversity dimension like gender, ethnical heritage or language	Communicated vision, mission and action plan with organization; Employee satisfaction: Ratios for specific diversity dimensions
Saying	"Diversity needs to be considered. Let's talk!"	"Diversity needs to be understood. Let's learn!"	Inspiration	How a coach might help you	The Diversity Vision Statement Examples

Ally

Opinion:

"Finally I found someone who cares about diversity as much as I do. We urgently need to do something here. Let's work together and come up with a plan on how best to tackle the issue."

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Tips
- Form a team
- Open communication with each other
- Draw up a common plan of how best to proceed
- Delegate responsibility

Inside the Change Process

Self-Worth/ Perceived Competence

Testing | Optimizing | Promoting

Understanding ⑦   Integration ⑧

„Oh, now this is how we can promote diversity?!"   „Let's set an example and make diversity part of our daily life!"

Time

Go to process

Goals
- Changing the organization for the better
- Breaking up old, obstructive patterns of thought and behaviour
- Equal rights and fairness

Challenges
- Enlighten the uninitiated and win them over
- Winning and managing the Campaigners
- Proceed strategically and act patiently
- Controlling the Pessimists

Motiviators
- Intrinsic motivation to develop
- Advancing the system as a whole (not working in the system)
- Fairness; The belief in diversity in itself

Inside the Journey

|	Testing	Optimizing		Testing	Optimizing
Doing	Trying, Testing, Defining, Communicating, Developing, Establishing	Adapting, Collecting & Giving Feedback, Reiterating, Improving, Measuring	**Arguments**	Employee engagement increases	Employee satisfaction increases
Thinking	I want to try diversity.	I want to further improve our diversity activities.	**Actions**	Establish feedback loops for employees & management; Include more teams/ people; Share testing results and learnings; Start further projects	Scale tested ideas; Incorporate employee feedback; Adapt organizational frame and action plan
Asking	Where to start? Where should we test it? What works and what doesn´t? How to spread the ideas?	How can we measure progress? Where do we need to adapt? What else do we want to try?	**Tools**	Agile project management; Retrospectives	Fuck up nights; Retrospectives
Feeling	Nervous, Excited, United	Securer, Engaged, Committed	**KPIs**	Number of realized projects; Number of included teams; Number of retrospectives Engagement Rate	Employee satisfaction, Employee retention; Time to completion of new projects
Saying	"Diversity needs practice. Let's try!"	"Diversity is daily routine. Let's innovate!"	**Inspiration**	Library of facilitation techniques	How to track diversity / How to measure diversity

Go to journey

Further Diversity Tools
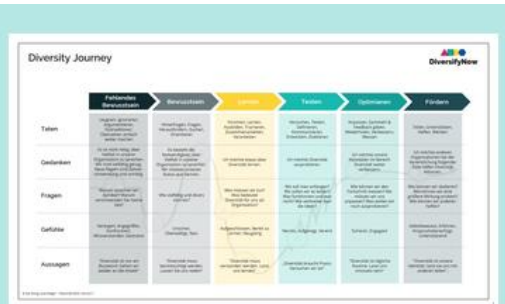
Diversity Journey

Diversity Canvas
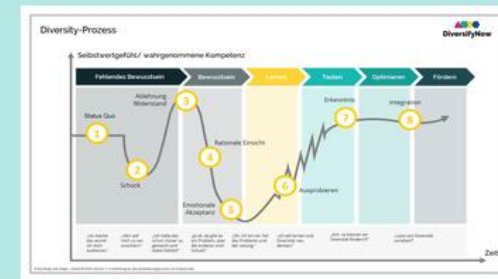
Diversity Process

Contact

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Do you have questions or suggestions for improvement?
Please feel free to write to us, we look forward to your feedback:
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