RETHINK
DIVERSITY
FOR
COMPETITIVE ADVANTAGE

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CONTENTS

THE CONTEXT

We work in an increasingly inter-dependent world where cross-border teams are becoming the norm and partnerships across the supply chain are a necessity. With technology driving disruption and business transformation, innovation is not 'nice to do'. Traditional businesses are being overtaken by new business models, often started by talented individuals who didn't 'fit' in organisations and the best talent are difficult to attract and retain. Organisations run the risk of falling behind if they do not leverage the power of diverse teams, thinking, and collaboration.

THE PROBLEM

Progress on achieving diversity has been slow, despite the increasing focus on gender diversity in many organisations. Frustration grows on the minority side, and diversity fatigue is seen on the mainstream side. Too often, the topic is approached as a compliance issue or issue of fairness. Without shifting the dialogue to diversity as a competitive advantage, progress will remain slow, but more importantly, organisations will miss opportunities and fall behind as the workplace dynamics change around them.

WHAT TO DO

Shift the diversity dialogue and efforts to:

1. **Focus on diversity as a means to an end**: Building WILL in the critical mass of business leaders is key to making meaningful progress. Focusing on diversity as the end game (eg. gender diversity targets) switches off those who do not benefit directly from those efforts. We can engage more business leaders by focusing on diversity as a critical business need and diversity leadership as a leadership advantage required in the era of globalisation, talent shortage, need for partnering, and innovation.

2. **Go beyond 'visible' diversity**: Shift the diversity conversation from building 'visible' diversity, such as gender, race, age etc., to unlocking the unique potential of everyone. Most of us have experiences of feeling marginalised and unable to contribute our unique and best talents. Focusing our efforts on creating an environment where people can contribute their best will engage more people in the diversity conversation.

3. **Develop diversity leadership capabilities beyond unconscious bias:** Leading diverse teams to outperform is no easy task. Developing our ability to build and leverage diverse groups – diversity leadership – is the key to realising the benefits of diverse teams. Diversity leadership goes beyond awareness of unconscious bias. Additional capabilities include the ability to address 1) cognitive biases, 2) power dynamics, and 3) conflict.

Competitive advantage with diversity comes from the ability to lead and collaborate with diverse groups so that they are united while contributing their unique differences. Diversity leadership is a capability that prepares us for future challenges in the increasingly inter-connected world.

We are in the midst of some challenging dynamics in the ever changing business environment. Knowledge work is the key differentiator for most organisations, and as such, leaders needs to adopt approaches that get the best out of a diverse range of talent. Being stuck in leadership approaches that worked for an industrial era (eg. command and control, conforming to process, efficiency over creativity) will disadvantage organisations, as they will discourage innovation, miss opportunities, or make costly mistakes.

This shift is accelerating due to a number of forces at play.

TALENT SHORTAGE

In most businesses, commercial and technology savvy talent has high currency and is difficult to find, attract, retain and engage. The ability to harness diverse talent, not only broadens the pool from which to find the talent, but it will more likely attract the best talent, many of whom value being appreciated for what they bring and for who they are as a person. *We must become the talent magnet, as well as talent developer to thrive in this environment of talent shortage.* To be a talent magnet and developer, leaders need to be great at leading different types of people.

GLOBALISATION

Global teams are becoming the norm, with clients needing global services with local representation and functions being outsourced or established offshore. Diverse teams are challenging enough without the physical distance. Our ineffective approaches to leading diverse teams will show up in miscommunication, inefficiency, and poor service quality. *To deliver service quality in the increasingly globally diverse teams, we need leaders who can unite diverse teams and leverage the unique differences of team members.*

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PARTNERING

With so many organisations outsourcing non-core operations, productive partnerships across the supply chain is critical for organisations to function effectively. Working across multiple organisations from a diverse mix of organisational and ethnic cultures requires an ability to lead flexibly and leverage differences. Due to the inter-dependent nature of some of the operations, the cost of getting this wrong is significant. The competitive advantage from getting it right is enormous. *We must become skilful partners and leverage differences to generate, not destroy, business value.*

AGE OF DISRUPTION

The rate at which organisations and industries are being disrupted and replaced by new technology and business models has accelerated in the last decade. It is unlikely to slow down, and organisations are needing to rapidly adapt. In the technology, information and knowledge dependent industries, this ability to adapt rapidly and innovate is not a 'nice to have'; it's necessary for survival. *We must become the disruptor, not the disrupted.* To be the disruptor, we need 'out of the box' thinking from people who don't think like we do.

With this leadership context, diversity – more specifically, leaders' ability to build and leverage diversity – will generate greater value than ever before. Organisations who see diversity as compliance or issue of fairness will be outperformed by those who embrace it as a competitive advantage

Despite increasing focus and effort on diversity initiatives, especially in gender diversity, progress has been slow. According to the Workplace Gender Equality Agency (WGEA) in 2012 women held 9.2 per cent of executive roles in the ASX 500[i]. Furthermore there has been little increase in the number of female executives over the past decade in Australia, and we have the lowest percentage of female executives compared to similar countries[ii].

The slow progress is frustrating for people who want changes. Those who do not see diversity as a priority are getting fatigued by the initiatives and are paying less attention, going back to focusing on their business priorities. So long as diversity is seen as a compliance and HR issue, people are unlikely to unite around making progress.

The Korn/Ferry International, Futurestep, and Diversity Council Australia (DCA) survey with more than 100 diversity managers and human resources leaders in Australia and New Zealand revealed a lack of strategic engagement, with most senior level managers only 'somewhat involved' or 'not very involved'[iii].

Below is the shift in thinking required – from compliance to competitive advantage.

Potential is	Perspective		Competitive Advantage
Unlocked	ADVANTAGE	Integrate as part of business strategy	X 10+
Unlocked	OPPORTUNITY	Take active steps to realise benefits	X 5
Untapped	ISSUE	Recognise the problem and show concern	X 1~2
Untapped	COMPLIANCE	Focused on reporting and perception	X 0~1
Undiscovered	UNAWARE	Unaware of issues or missed opportunities	None

Figure 1: Diversity as a Competitive Advantage

UNAWARE

Leaders don't think about diversity as an issue or something to worry about in their team or organisation. They see the media attention on diversity as 'noise' and don't see how it is relevant to their business. They are unaware of any issues that may exist – for example, unhappy minority groups in the team – let alone opportunities that they may be missing.

COMPLIANCE

Leaders see diversity as a compliance activity, something that HR works on and distracts them from their work priorities. Targets may be issued or quotas may be used in the recruitment process. Leaders comply when they can, but do not proactively build diverse teams.

ISSUE

Leaders see diversity as an issue they need to address. It may be that there are unhappy minority groups in the team. It may be that they have a diverse team that lacks cohesion and is not performing. It could be that they realise how homogeneous their teams are and see that as an issue. Whatever the issue, they want to fix the symptoms and engage HR to support them.

With the approaches discussed so far, the talent potential in the teams and organisations are *untapped*, at best. At worst, the potential remains *undiscovered,* and the team/organisation is likely to fall behind others who are further up the scale.

OPPORTUNITY

The tipping point occurs when leaders see diversity as an opportunity. It is likely that these leaders have first-hand experience with a diverse group of people, solving complex problems or generating more value than a homogeneous group could. These leaders take active steps to build diverse teams and organisations and harness the diverse talent.

ADVANTAGE

When leaders see diversity as a business advantage, diversity becomes an integral part of their business growth strategy. By attracting and leveraging diverse talent, they access the best talent and harness the collective intelligence for breakthrough results. These leaders create a big advantage over those lower down the scale.

By having a critical mass of leaders in the organisation, who see the business advantages of building and leveraging the talents of a diverse workforce, you are likely to:

- Have a greater number of leaders engaged in intentionally building and leveraging diverse teams
- Have a more engaged workforce, who feels appreciated for who they are, as well as the talents they contribute
- Deliberately use diversity of thinking for innovation and decision making
- Attract the best talent from a larger pool
- Better leverage a global or geographically distant workforce
- Improve client-supplier partnerships and leverage diverse talents and skill-sets
- Make faster progress on the diversity agenda across all types

A shift in mindset and approach to diversity is needed to leverage diversity as a competitive advantage.

More leaders are buying into the benefits of a diverse workforce and support it through initiatives, such as Male Champions of Change and ensuring women are on the interview list for senior positions. While these efforts are making a difference, progress is still slow and a vast majority of leaders are still unconvinced or see it as a problem that is difficult to solve. Until more of the unconvinced shift their views, the progress will remain slow and frustration will grow.

Below are ways to shift the dialogue and efforts to engage a greater proportion of business leaders and move towards a tipping point for seeing diversity as a business advantage.
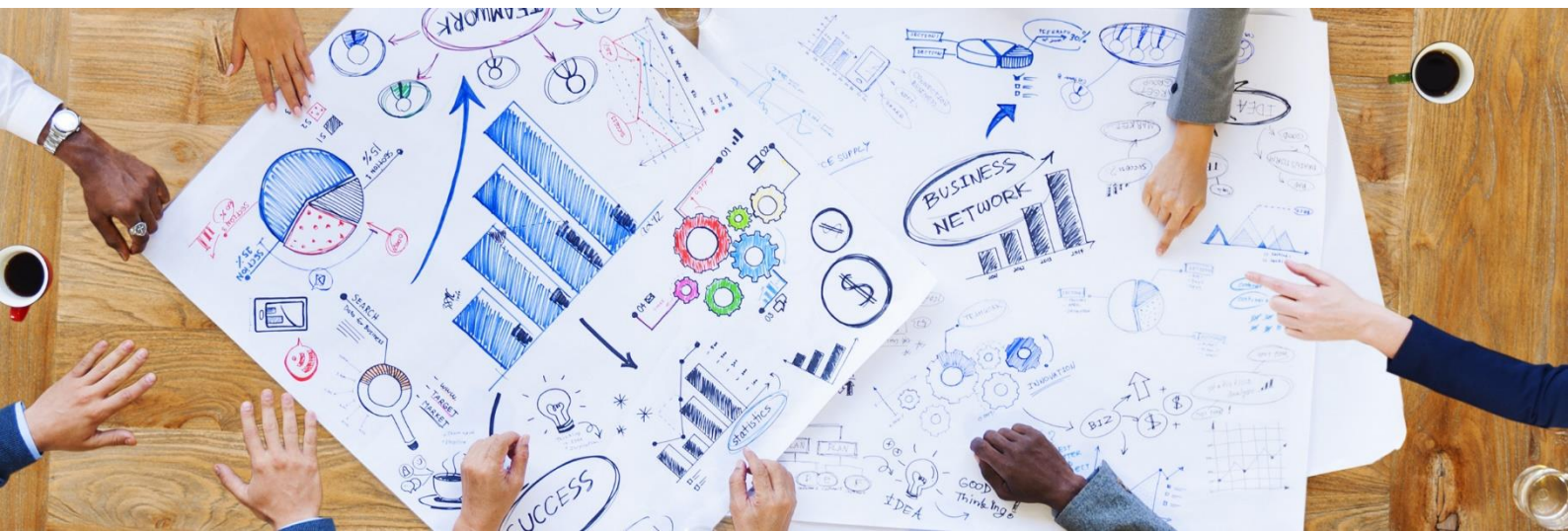
1. FOCUS ON DIVERSITY AS A MEANS TO AN END

Many studies and papers highlight that diverse companies, teams and boards are more successful than their homogeneous rivals. Examples include:

- In 2007, Catalyst found that companies with more women board directors outperformed those with the least on three financial measures: return on equity (53 percent higher), return on sales (42 percent higher), and return on invested capital (66 percent higher).[iv]

- McKinsey found that a) Companies in the top quartile for racial and ethnic diversity on their boards were 30 percent more likely to have financial returns above their respective national industry medians; b) Companies in the top quartile for gender diversity were 15 percent more likely to have financial returns above their respective national industry medians.[v]

For people who are convinced that diversity is good for business, this type of research results may seem to strengthen their case. However, *for the unconvinced, unaware or compliant, no amount of data would be convincing enough to make the effort*. Some will dismiss the studies as showing a correlation between diversity and business performance but not proving causation.

Even with all the research, some would still perceive the effort on gender diversity as favouring women. It may reinforce the perception that diversity is about compliance and fairness, not business advantage. When diversity issues are discussed as the end game (eg. gender diversity targets, need for more women on boards etc.) the unconvinced switch off, as they don't see the relevance to business outcomes.

In addition, studies show that diversity without an inclusive culture have lower operating profit, less innovation, and lower engagement than those with diversity and an inclusive culture[vi]. *Just because a team looks diverse or quotas have been met, it doesn't mean diversity is actually leveraged or good for business.*

I have heard of challenges encountered by senior teams that deliberately recruited female executives. In some cases, the female executive have tried hard to fit in but found it difficult and unsatisfying. She was unable to bring her unique perspectives and approaches, because they didn't 'fit'. In other cases, the female executive either left or got asked to leave, because she didn't quite 'fit' the team culture.

In the latter case, the well-intended strategy of hiring a female executive has resulted in:

- A disappointed female executive, who may feel less confident about her next role.
- A male dominant team that unconsciously registered in their minds that a female executive didn't work out in their team.
- No development of the team in terms of ability to leverage difference.

Treating diversity as the end game is unconvincing and not necessarily good for business.

Instead, we can emphasise and demonstrate diversity as a means to an end in the context of the current and future business challenges, as highlighted earlier in the paper: globalisation, need for partnering, talent shortage, and need for innovation. Diversity can be a means for:

COUNTERING BIASES IN THINKING AND DECISION MAKING

Unconscious bias is a well-known term in the field of diversity and inclusion, and organisations have trained leaders in the topic primarily to reduce biases in hiring decisions. To what extent do we recognise cognitive biases – there are so many more than we realise – in the context of business decision making, innovation, and problem solving? Diverse teams and groups, when leveraged for their unique perspectives, are the antidotes to biased thinking and decision making. Think of corporate failures like Enron, whose over-confidence biases resulted in a 21,000 person organisation to go bankrupt. Listening to diverse views to counteract the biases may have turned the organisation around before bankruptcy.

INTERNAL INNOVATION TO COUNTER DISRUPTIVE CHANGE

Individuals and small businesses are able to develop ideas into business opportunities more easily now, and disruptive business models have challenged established organisations across many industries. Some of these ideas could lie dormant and unrecognised in organisations. The inability to leverage diverse thinking will hinder innovation and leave established organisations at risk of being disrupted.

TALENT ATTRACTION

The best talent are attracted to organisations that allow them to reach their full potential. People get frustrated when they are hired into teams due to their different skill-set or background, but end up needing to 'fit in' because their differences and unique contributions are not valued. Some get frustrated and leave while others stay and become disengaged. An environment where people can express and contribute their unique and

best talents will attract people from a larger pool of talent, and it will give organisations a significant advantage in finding, retaining, and engaging the best talent.

DEVELOPING GLOBAL LEADERS NOW AND FOR THE FUTURE

Leaders who cannot lead and leverage a range of different people are unlikely to succeed in the global, inter-connected world, as talented individuals demand that their uniqueness be acknowledged. Partnering across the supply chain requires flexibility in leadership and greater influencing skills. Working with people who are different, potentially challenging, and having to work through conflict are powerful approaches to developing ourselves personally and professionally. Leaders who are willing to take on this development challenge and grow are more likely to become successful global leaders of the future.

Leveraging diversity for leadership development will lift the profile of diversity as a means to a greater end – the development of a pipeline of future leaders that deliver sustained performance and growth of organisations.

2. GO BEYOND 'VISIBLE' DIVERSITY

A lot of the current attention is on gender, and race to a lesser degree, because they are easier to recognise and measure. Age, disabilities, sexual orientation, and religion do not get much focus. Much less frequently discussed are personality, thinking styles, leadership styles and attitudes. A gender diverse team may not necessarily be that diverse nor generate the intended business benefits.

When we do not pay attention to the different facets of diversity, we also end up marginalising the people who don't receive as much attention. Imagine being an introverted, highly collaborative, part-time white male executive whose contributions do not get recognised or who regularly gets overlooked for promotions. He can easily feel marginalised in a team of extroverted, ambitious men working long hours. He gets minimal attention or support while his female colleagues may receive a range of development options.

It is not to say we shouldn't support those in 'visible' minority groups, as it is definitely challenging to be in the minority. It pays to recognise the complexities of what causes us to feel marginalised and unable to contribute our best, as there are so many factors.

What if we looked at diversity from the lens of unlocking dormant and unique potential of every individual? Consider:

- Have you ever felt like your views were not heard because they were unpopular or too different?

- Have you or others been overlooked because your or their approach and work style does not fit the dominant style in the team or organisation?

- Do some people get marginalised in some way because of the way they look, speak, or interact?

- Do you think that there is a particular archetype that seem to be more successful than others or identified as 'talent' in your organisation?

- Have you or others felt that their work and contributions are not recognised, because they are not as visible as others?

- Are there aspects within yourselves that are marginalised and not allowed out? How does that limit your potential to contribute your best?

So much talent goes unnoticed, underutilised or gets buried. Sometimes, it is because of the differences in the visible qualities, like gender and race. Other times it's the less visible inner qualities or a combination of both. Either way, diversity of thought is weeded out, and we wonder why teams at senior levels are not diverse.

Can organisations afford to have so much talent lying dormant or being under-utilised in the current fast changing, talent shortage environment?

Helping more leaders connect with experiences of being marginalised and having empathy for those who tend to be more marginalised will also allow them get beyond a rational understanding of the issue and missed opportunity. It will help them to personalise the cost to individuals and how it may limit their contribution to the business.

3. DEVELOP DIVERSITY LEADERSHIP CAPABILITIES BEYOND UNCONSCIOUS BIAS

Even for people who see the issue, they are likely to 'get' it rationally but do not take action because of the effort and challenges involved.

Diverse teams can be challenging to lead. Guillaume, Y.R.F, et al identified that diverse teams tend to perform at the bottom or top of the bell curve. Research on workgroup diversity has focused on the impact of increasing levels of heterogeneity (difference) in work teams and group performance. The results fall at two ends of a spectrum, with one end demonstrating positive impacts, and the other end demonstrating negative effects[vii].

Greater diversity in teams means increased likelihood of disagreements. Simply recruiting for diverse teams does not translate to higher performing teams.

There are numerous examples of leaders and teams struggling to have a diverse team to perform. For example, think of a multi-cultural IT delivery team with different cultural norms, potential language barriers, and added challenges of geographical distance. The effort to build cohesion and lift productivity can be huge. Given all the outsourcing of technology operations to India and the Philippines, this challenge is only going to grow. While salary costs may be lower, unproductive diverse teams are not good for business, as it often affects service quality.

Leaders may make unconscious decisions against diversity based on knowing how challenging it can be to bring someone different into a team. For a risk averse leader and/or someone who is not confident about leading people who are different or don't 'fit', it would be much safer and easier to choose more similar team members. There are many examples of people who have been asked to leave or not chosen for the role because they don't 'fit the culture'.

Leaders may not even realise that they are making the lower risk decisions. Even advocates of diversity may make these 'safer' decisions. It is understandable that leaders take the easier and safer option, because they are busy and have so much else to worry about. It

may feel like too much work to get someone in that doesn't quite 'fit'. However, this tendency will slow down progress and realisation of the benefits of diverse teams.

Liane Davey explains in *You First*[viii] about the challenge that leaders face: "Diversity of thought slows you down. At least it feels like it slows you down. In reality, without diversity, you might rocket through the decision-making process only to grind to a halt during implementation."

How many leaders do you see leading diverse teams that outperform? Actual examples and experiences of being in outperforming diverse teams – rather than statistics and talk – are needed to help the unconvinced to see the potential.

Imagine a workplace with more leaders with more confidence and skills in working with a broad range of people. They work better with global teams, different types of suppliers, and ultimately, better serve a broader range of customers. Teams are likely to be more creative and engaged as they are able to express their uniqueness more fully.

For organisations to fully leverage the power of a diverse workforce and partnerships, leaders need to expand their capabilities beyond awareness of unconscious biases.
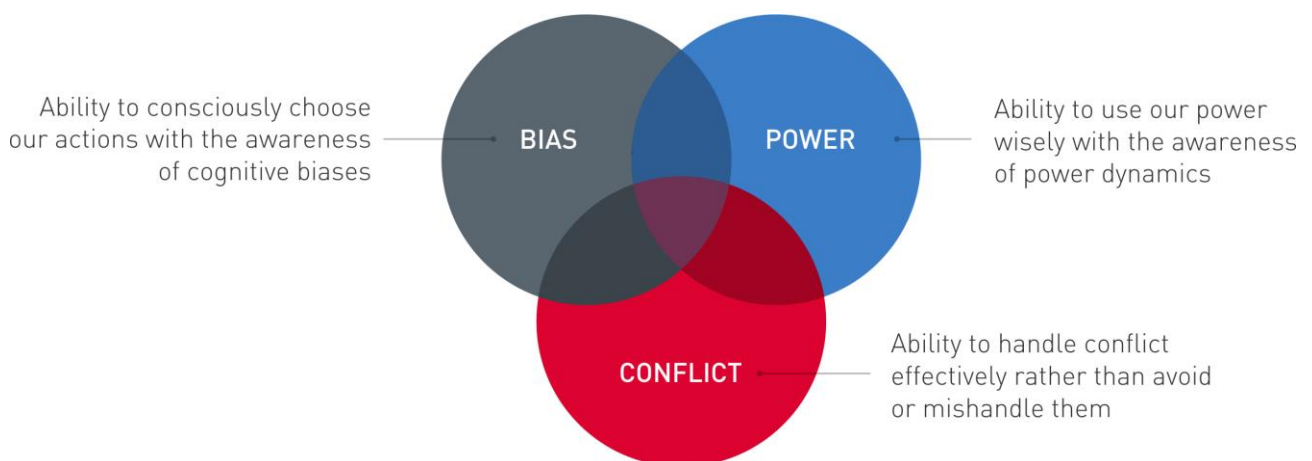
Ability to consciously choose our actions with the awareness of cognitive biases — BIAS

POWER — Ability to use our power wisely with the awareness of power dynamics

CONFLICT — Ability to handle conflict effectively rather than avoid or mishandle them

Figure 2: Three critical diversity leadership capabilities

BIAS – ABILITY TO ACT WITH AWARENESS OF BIASES

No doubt unconscious bias plays a big role, and because it is unconscious, it is difficult to address. Many leaders who have attended training on unconscious bias report great insights into their lack of awareness and begin to put measures in place to counter their biases. Even with increased awareness, leaders may still fall into hiring, rewarding, or listening more to people who are like them, not realising the effect that has.

We cannot avoid cognitive biases. They happen so quickly without our awareness that it's impossible to catch. There are also so many types of biases, as comprehensively written by Heidi Grant Halvorson and David Rock in their article, "Beyond Bias"[ix] and Howard J. Ross in his book, *Everyday Bias*[x]. For example, confirmation bias is rife in organisations. We tend to find and favour information that confirms one's beliefs while giving disproportionately less attention to information that contradicts it. In teams, we may dismiss evidence of an individual's change in behaviour, because it does not fit our beliefs about the person.

We are making biased judgements, assumptions and decisions all the time. The question is whether we realise that is the case and what is most effective. Sometimes our cognitive biases are efficient short cuts and are useful. Other times they lead to missed opportunities and business failures. It is not just about biases during hiring decisions. Imagine where Kodak would be now, if senior management listened to the employee who invented the digital camera in 1975[xi]!

Given that we are wired to have cognitive biases, the best we can do is to:

- Have more people to be aware of biases and be open to challenging our thinking and decision making

- Put in place reminders to trick and challenge our thinking

- Regularly seek feedback and input from people who think differently

So we need people who can think differently and challenge us. However, people do not easily challenge leaders with greater power – whether positional power or other forms. Leaders need greater awareness of their power and use it wisely to enable people to challenge them.
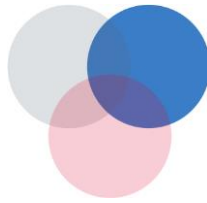
POWER – ABILITY TO USE OUR POWER WISELY

Power dynamics are tricky. In organisations, there are hierarchical power dynamics and so much more. Think of who or which groups generally have more power than others. Take a look at the list of examples below to see if they are true in your organisation.

- P&L divisions over support units
- Those who do strategy over front-line work
- People who are working on the CEO's top priority projects over BAU work
- People from head office over other offices
- Clients over suppliers
- Large organisations over small organisation
- Men over women
- Full timers over part timers
- Anglo-Saxon descent over other ethnicities

- Most people over people with aboriginal descent
- People in their 30's and 40's over those younger or older
- People who are financially well off over those who are not
- Extroverts over introverts
- People with connections with senior leaders over those without
- People with higher IQ over those with lower IQ
- People who are analytical over emotional
- People who are strong willed over those who are accommodating

Figure 4: Power dynamics in organisations – examples

POWER CAN COME FROM BELONGING TO A MAINSTREAM GROUP

Some of the examples above have to do with being in a mainstream group – such as having power by being analytical, rather than emotionally sensitive, where IQ is highly valued in an organisation. Without awareness, those in the mainstream can unintentionally marginalise people who do not fit the mainstream.

POWER RANKINGS ARE NOT ONLY MULTI-FACETED BUT ALSO DYNAMIC

It is dynamic in that who holds power depends on the context and who is involved. For example, an extroverted, 40 year old white male business executive could feel powerful in a strategy meeting, but feel less power in a meeting about technology issues with technology experts.

## LACK OF AWARENESS ALSO LEADS TO LOW EMPATHY FOR THOSE WITH LESS POWER

There is a tendency for us to forget the privileges we have and not appreciate the challenges faced by those with less power. In gender diversity research, McKinsey found just 19 percent of male respondents strongly agree that reaching top management is harder for women, and they are almost six times more likely than women to disagree[xii]. Being in a position of power and privilege blinds us from seeing the challenges faced by those with less power.

LACK OF AWARENESS OF THESE POWER DIFFERENCES LEADS TO UNINTENDED MISUSE OF POWER

When we have power, we are often blind to the impact, some of which can be damaging to the trust in our leadership and confidence of those with less power. For example, not listening to or moving quickly past contributions by people who are emotionally sensitive or introverted in a team meeting has a diminishing effect, even if it is unintended.

When people with less power feel marginalised, under-valued, shut down or even put down, it becomes unsafe or unrewarding to contribute their unique talents. For organisations to be successful, those with power need those with less power to contribute their best. People in the margins are often the ones who are able to see beyond the status quo and have the innovative ideas.

The challenge for us all is to be open to seeing and becoming aware of the power dynamics and our impact. It's more productive to recognise and work with it, rather than pretend it's not there. When we are more aware, we can use our power wisely to enable everyone to contribute their unique strengths, including navigating through constructive conflict.
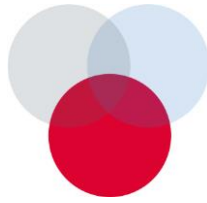
CONFLICT – ABILITY TO HAVE CONSTRUCTIVE CONFLICT

Conflict is often avoided or handled poorly. Conflict avoidance results in passive aggression, undermining, and invisible but palatable tension. Mishandled conflict results in visible tension and the splitting of groups. Both result in productivity loss, which is often why leaders choose the safer option of finding people who 'fit'. The reality is, however, there will be conflict even if you hire for fit. As Meg Wheatley, author of *Leadership and the New Sciences* stated, "Conflict is an inevitable consequence of inter-dependence." Organisations exist because they create more value through inter-dependent roles and functions. The ability to handle conflict well is then a critical leadership skill, with or without diversity.

FEAR OF CONFLICT CAN LEAD TO FEAR OR AVOIDANCE OF DIFFERENCE

The easier thing for leaders to do is to hire someone who will 'fit' the team rather than one that would bring difference. If teams are confident about having constructive conflict, difference will be welcomed and harnessed.

Some of these skills include:

- Uniting around a shared purpose

- Listening and asking with curiosity

- Courage to show conviction and flexibility

Diverse groups and teams have greater opportunity for breakthrough innovation and problem solving, but this is only harnessed when constructive conflict is encouraged and handled with skill. In other cases, globalisation is making it a necessity to lead diverse teams. The ability to handle conflict, and not sweep it under the carpet, is increasingly important.

ALL THREE CAPABILITIES REQUIRE ATTENTION TO CREATE VALUE WITH DIVERSITY

Any one of the missing capabilities could result in missed opportunities or even unproductive diverse teams and groups. The likely outcomes of missing a capability are outlined below:
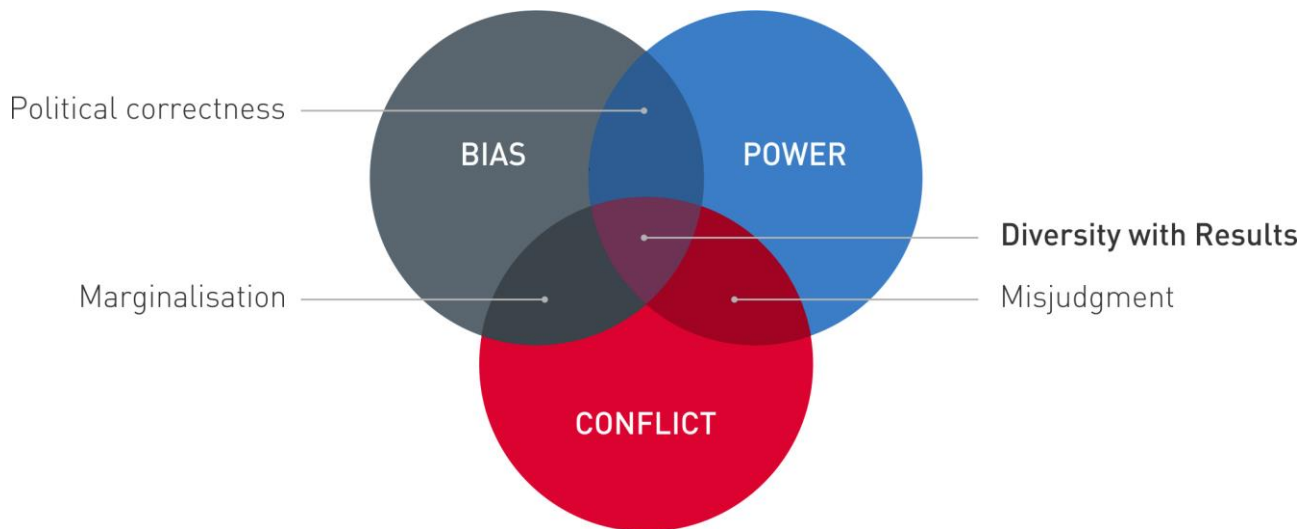

Figure 3: When some of the capabilities are not developed

MARGINALISATION

Some leaders are aware of their cognitive biases and may have had conflict management training as well. Even then, without understanding power dynamics, individuals or groups of people will feel marginalised, often without anyone else realising.

POLITICAL CORRECTNESS

Some leaders have an understanding of power dynamics and cognitive biases. These leaders are could be ones who are very caring and supportive of those who are in the minority. Unfortunately, without effective conflict skills, we end up with teams who are polite and harmonious on the surface but not so underneath.

MISJUDGEMENT

Those who understand power dynamics and conflict may be able to navigate challenging situations within teams and organisations. However, without awareness of cognitive biases, they can make distorted judgements, which could cost them or the business.

As more leaders become **willing** and **skilled** at building and leveraging diversity, the need to push for diversity should reduce, as leaders will ask for diversity as part of their business growth strategy.

WHAT ABOUT YOUR LEADERS?

We can no longer afford to talk about diversity as a compliance and fairness issue. With globalisation, talent shortage, need for partnerships and innovation, effective diversity leadership will put us ahead of our competition. It will help speed up the progress in the diversity agenda, not only because it's the right thing to do, but because it makes business sense. It's time to shift the emphasis to the critical need for diversity leadership.

As an organisation:

- How do your leaders see the business opportunity of building and leveraging diverse teams?

- How do your leaders see their own development opportunity from leading diverse teams?

- What's the cost – in terms of missed opportunities and slow progress in the diversity agenda – of not engaging leaders in the business conversation around diversity?

- How skilled are your leaders at uniting diverse teams while leveraging the unique talents?

- How aware are your leaders of the capability required to build diverse teams that outperform?

To learn more about how to **convince the unconvinced** and develop capabilities in **Diversity Leadership**, talk to **Megumi**.

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Megumi regularly provides insights, thought starters and tools around inspiring people to perform at their best with their diverse talents. Read her articles and sign up to her newsletter at
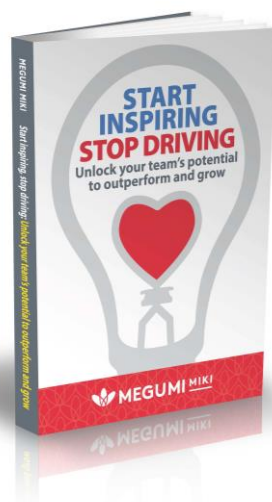
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MEGUMI MIKI

Author of *Start Inspiring, Stop Driving* - Megumi helps leaders make adjustments to their everyday leadership to inspire people to perform at their best. Leaders who have made the adjustments have had breakthroughs with people who have been difficult, engaged people who have been disengaged, teams transformed to become proactive rather than passive, people taken accountability rather than blame and make excuses.

Megumi has over 20 years as an internal and external consultant to large corporations including National Australia Bank, ANZ Bank and Accenture.

Megumi is passionate about inspiring people of diverse backgrounds, styles and talents to be their best by unleashing their own potential, as well as enabling people to inspire others. Her knowledge comes from having direct experiences of being marginalised in groups, as well as extensive studies in relevant fields of psychology, diversity, leadership and culture.

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