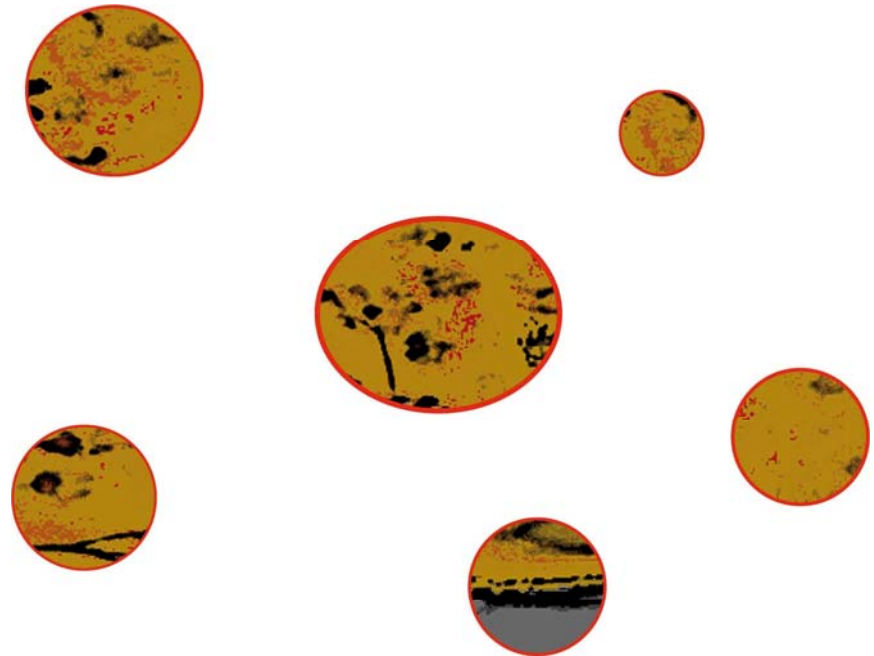
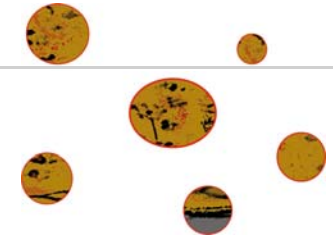


# **Why Diversity? Why Gender?**



Antwerpen, Köln, Karlsruhe, New York - September 2009

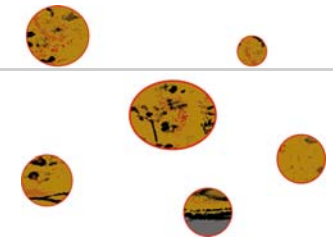




Because it's already a fact.

The question is: Do we have an openness towards diverse people and diverse behavior within our working environment or do we expect and honor a highly adaptive behavior?

Thinking about gender: What do we expect from the other gender – assimilation or a difference?

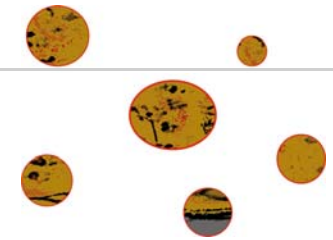


Because transnationality is impossible without accepting and valuing diversity.

Leading and managing a company across nationalities, gender, ethnicities, religions, sexual orientations, age et cetera needs a culture of inclusiveness which gives room for differences in both behavior and mental models of the people.

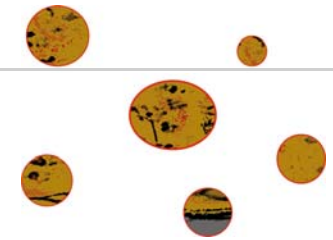


## ... why diversity?



Because understanding different markets and different needs of customers is only possible, if differences are reflected within the company.

You can't see that you can't see what you can't see.



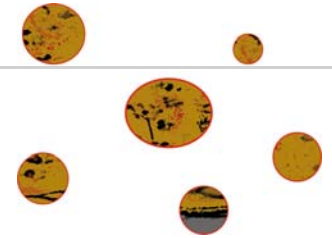
Because innovation (products, services, processes ...) needs differences. Diversity of people is a main source for differences.

Thinking and acting out of the box is quite a challenge if we are all sitting in the same box.

Because we need highly talented people. They are more and more coming out of diverse origins and have formed highly diverse identities. A trend which will increase in the near future.

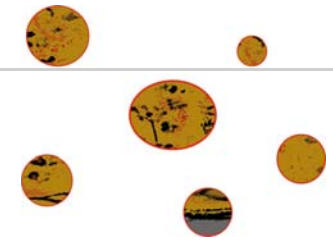
We can ask talents for assimilation and we will get assimilated behavior and thinking. Doing so we often lose the talent we were looking for. The task is to find a good balance between a common company culture and space for differences.

Women are representing the largest group of talents we are not adequately able to integrate into the hierarchical ranks of our companies.





## ... why diversity?



Because integrating different approaches towards leading people, towards internal competition, towards making decisions, towards developing people increases the cultural richness and economic adaptability.

Gender and gender related behavior is an important source for gaining corporate flexibility.

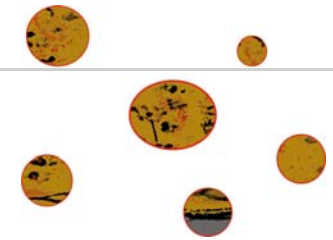
We are narrow minded by nature – being part of a specific culture and a group with decisive judgments reduces complexity and gives us the impression of the capacity to act.

In our discourses we have learned to respect diversity. To develop a mutual behavior of inclusiveness we have to learn to value diversity and to foster diversity. In this matter we talk about mind sets of groups and quite deep rooted biographical patterns. Working with these concepts first needs awareness. Awareness proceeds change. Awareness needs experiences and dialogs. A good dialog is developing in a slow speed, accelerated by conflicts.

But when do we start to really share insights and invest in humble dialogs? Often when we meet an obstacle – for example a companies quota for the number of women in leading positions.



... awareness



For the development of diversity and inclusion the awareness of homogeneousness and exclusion within our own behavior and the behavior of our group is what the sense of urgency is for a change process: The first and unavoidable step.

Applying what is proven  
and exploring what is new

