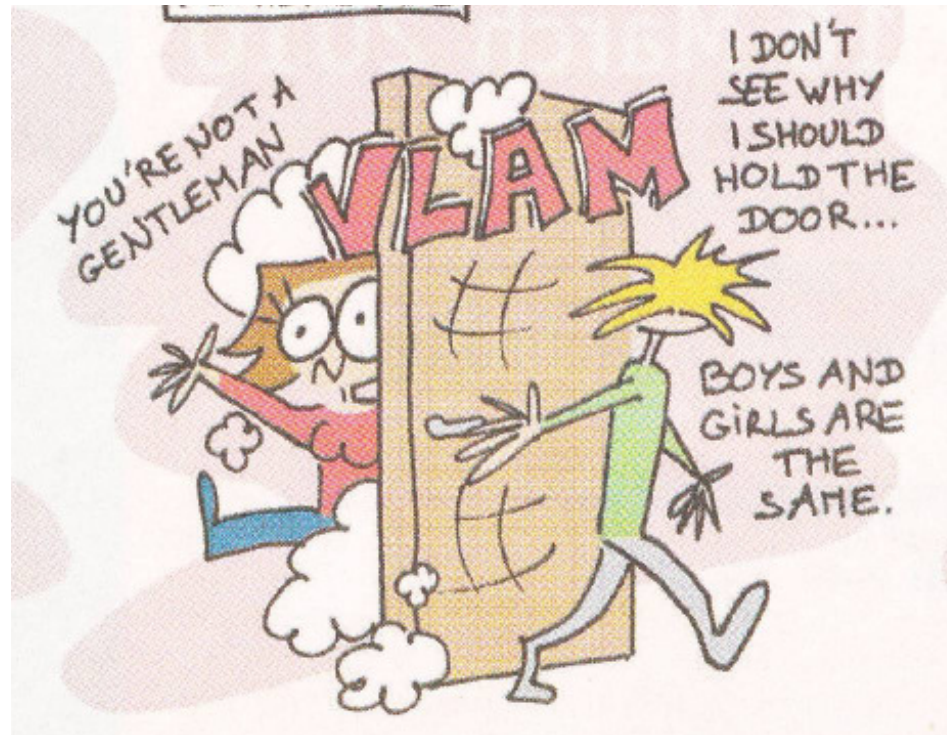


Diversity policies

Some food for thought along propositions

Anke Dählmann, 14 May 2010



TU Delft Magazine Delta nr.8 (4 maart 2010)

Introduction

Charter Talent to the Top, Dutch companies
Project at Fac. of Civil Engineering and Geosciences, TU Delft
Change Agents

I took part in the following conferences:

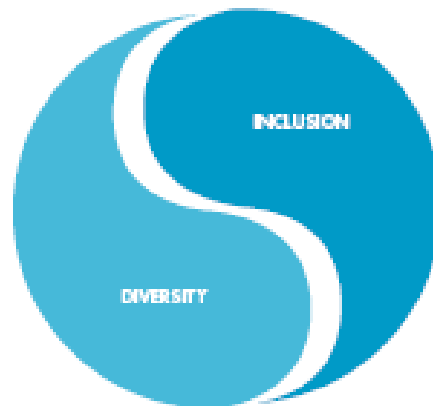
- Changing research landscapes to make the most of human potential - 10 years of EU activities in «Women and Science» and BEYOND, May 2009, Praha
- Going Divers, IDEA leagues (4 European universities of technology), Okt. 2009, Aachen

And gathered 5 propositions and 9 Eye openers to discuss.

The concept of Diversity & Inclusion by Shell

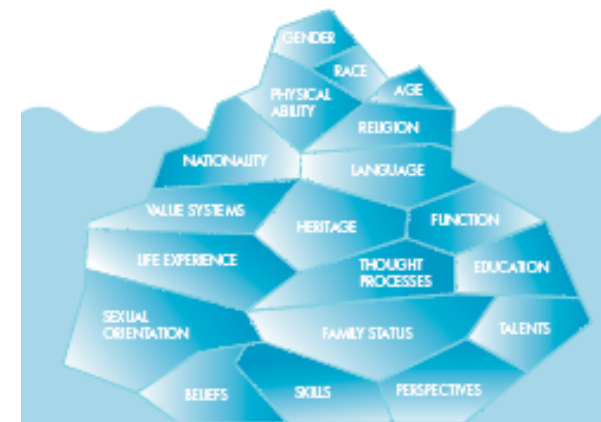
What is Diversity?

Diversity means all the ways we differ. It includes visible differences such as age, gender, ethnicity and physical appearance, as well as underlying differences such as thinking styles, religion, nationality, sexual orientation and education.



What is Inclusion?

Inclusion means creating a working culture where differences are valued; where everyone has the opportunity to develop skills and talents consistent with our values and business objectives. The aim is to make an organisation where people feel involved, respected and connected – where the richness of ideas, backgrounds and perspectives are leveraged to create business value.



We use the metaphor of an iceberg to represent visually our definition of Diversity. The visible portion represents differences such as race, gender and other physically apparent differences. The portion of the iceberg that lies below the water line is representative of those differences that are not outwardly apparent and represent a broad mosaic that makes up who we are as individuals.



Proposition 1

As long as the percentage of women is very low in a particular (sort of) position, it is legitimate to keep the procedure closed, if a female candidate has been spotted.



Proposition 2

Special professorships for women increase the visibility of women *as women* (instead of *as scientists*).
Therefore, these professorships are not in line with our goals



Proposition 3

A minimum number of women in application procedures help too much, unless these women are sensible to the subject. The requirement that this quorum has to be reached with technical women may be substituted of any women who is sensible to the subject (e.g., secretary, HR).

Proposition 4

The diversity issue has three levels (Talke Schroedter, BASF):

- A) Recognizing
- B) Valuing (appreciating the differences)
- C) Leverage

The problem with the acceptance of measures (i.e., whether they are followed up) is that they are *thought by* experts who have passed level A and B but *thought for* managers who did not yet.

Proposition 5

The diversity issue has three aspects
(Junko Takagi, Essec Business school, Paris):

- Separation (difference in position)
- Variety
- Disparity (notion of difference in status)

Any measure to be taken to enhance diversity has to be analysed carefully for not to mix these aspects.

Eye openers

1. Fathers of daughters are very sensible to the subject.
Raise the issue so that they start seeing things in what their daughters tell.
2. Many competences of women are seen as characteristics of women (thus intrinsic to women rather than a competence to profit from).
3. We do not need in women/men but in capabilities/competences.
4. Diversity helps, but differently.
5. In application procedures women are judged on their merits/track-record, whereas men are judged on their (envisioned) potential.
6. In academia bosses don't mind being a boss and showing interest in management is suspicious (Curt Rice, Tromso).
7. If diverse teams perform better, every man wants to work in a diverse team (Curt Rice, Tromso).
8. You can use various patterns of behaviour without identifying yourself with it (Stratego voor vrouwen).
9. Women are only fully equal, when mediocre women also get high positions (Francoise Giroud)