

LEADING GLOBAL DIVERSITY, EQUITY AND INCLUSION

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5

GLOBAL PRINCIPLES
DRIVING LOCAL
CHANGE

DO ANY OF THESE SCENARIOS SOUND FAMILIAR?

- You come to the US on a business trip and are surprised by how openly U.S. Americans talk about personal experiences with race. You are uneasy about inviting any U.S. facilitators to your country to talk about DEI in case they don't understand the sensitivities in discussing race.
- Your women's employee resource group has been very successful in creating a sense of community and belonging for women, and you've tried to replicate this in other countries. But in some places, women don't seem to be interested and, at times, are even openly hostile to the idea.
- You can see that there are no Black managers in the office in Europe but are told that you cannot collect data on race.
- You give a presentation featuring the business case for DEI and you hear feedback that some people were offended that the company was trying to capitalize on diversity with no mention of it being the right thing to do.
- Your global CEO is very committed to advancing DEI, but several of the country executive teams are dismissive. They see no value-add to the business, and they believe DEI is a US fad.

1
Make it
Local



2
Leaders
Change to
Lead
Change



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3
And it's
Good
Business,
Too



5
Know What
Matters &
Count it



4
Deep, Wide
&
Inside-Out



DIFFERENT APPROACHES TO GOING GLOBAL



LOCAL

Designed in-country and tailored to a specific local context

TRANSVERSAL

A global framework that shapes and guides the work, along with the flexibility and autonomy to adapt it locally

UNIVERSAL

A centralized top-down homogenous policy across varying countries and contexts.

←————→
DEGREE OF LOCALIZATION



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BUILDING A CHANGE NARRATIVE THAT RESONATES



HOW DID DHL BUILD THE CASE FOR CHANGE IN EUROPE FOR THE HIRING OF REFUGEES?

COMPELLING CASES FOR CHANGE

BUSINESS CASE

Access to an untapped talent pool alleviating the challenges of a regional talent shortage

FAIRNESS & EQUALITY CASE

Employees advocating for company to step up and hire refugees

CONNECTION TO BUSINESS MODEL

Connects to and strengthens DHL's mission of Connecting People Improving Lives



[DHL Refugees](#)



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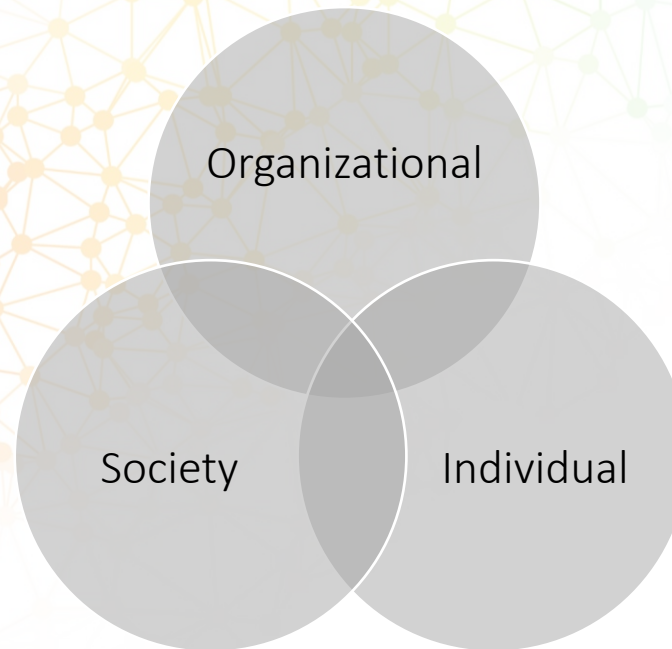
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CONCLUSION

- Importance of sustaining DEI for the long term.
- Organizations can pivot when required - where is the DEI pivot?
- Now is the time – we must be ambitious!



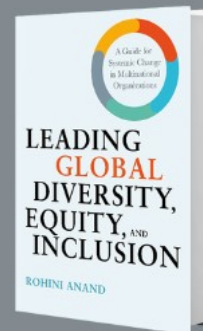


"If thought leadership is about advancing a body of work, Dr. Anand's new book is the quintessential thought leadership primer for global DEI."

INDRA NOOYI
FORMER CHAIRMAN AND CEO, PEPSICO

LEADING GLOBAL DIVERSITY, EQUITY, AND INCLUSION

A Guide for Systemic Change in Multinational Organizations



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