

MANAGING

DIVERSITY

WITH ORGANIZATIONAL NETWORK ANALYSIS



Addressing the **Organizational Challenge** making the most out of **DIVERSITY**

UNCONSCIOUS BIAS AND DIVERSITY

THE STATUS QUO

The call for a diverse workforce and an inclusive environment is not new for large corporations and policy makers, but over the last few years, the interest around D&I has risen enormously.

This renewed attention on Diversity has convinced the vast majority of international companies to appoint a D&I manager and adopt a series of internal best practices in every HR area (selection, training, promotions, etc.). However, while the D&I metrics have so far proved to be effective ways to measure the level of genders or minorities representation, they have often failed to measure the impact of diversity initiatives on employees' everyday working life.

*To gauge the impact of D&I efforts, companies typically track indices on hiring, attrition, promotion, and composition of the current workforce. In reality, diversity and inclusion are not merely the number of nonwhite male employees you have. Rather, a truly inclusive organization contains a diverse cross-section of employees who actually interact with one another, and D&I managers need smart tools to check whether they are on the right track or if the initiatives taken so far have been stunted by the detrimental effects of **unconscious bias**.*

THE PROBLEM

Biases in the workplace can become barriers that not only **prevent people from working together effectively**, but also damage the development of inclusive relationships that foster **creativity and innovation**.

Unconscious bias can result in **unfair discrimination** in many aspects of the workplace: from hiring decisions to performance evaluation, promotions and even how work gets allocated within a team.

But what does the term unconscious bias really mean? How can such an automatic mechanism prevent the creation of an inclusive work environment?

“an inflexible, positive or negative, often unconscious belief about a particular group of people”

“3 Keys to Defeating Unconscious Bias” (2015), Sondra Thiederman

3 TYPES OF BIAS



Affinity bias (like me) – It leads to favor people who look, sound and behave similarly to ourselves. With affinity bias we would tend to ignore faults in people who are more like us and notice faults in people who are less like us.



Confirmatory bias – This form of bias makes us look for or interpret information so as to confirm our existing beliefs. In other words, we will “weight” information that confirms our existing viewpoint and ignore information that might contradict it.



Social comparison bias – We constantly compare ourselves to others in order to develop a sense of individual or group identity – and we tend to see ourselves as better than or superior to other groups.

THE ADVANTAGES OF ADDRESSING UNCONSCIOUS BIAS



**MORE EFFECTIVE
DECISION MAKING**



**MORE DIVERSE
AND
INNOVATIVE
WORKPLACE**



**LOWER
RECRUITMENT
COSTS**



**HIGHER STAFF
ENGAGEMENT**



**MORE
PRODUCTIVE
TEAMS**



**REDUCED
ATTRITION**



**LOWER NEED
FOR
MEDIATION**

MANAGING DIVERSITY WITH ORGANIZATIONAL

THE SOLUTION: ORGANIZATIONAL NETWORK ANALYSIS

Standard HR Statistics fail to reflect the **heterogeneity** and the **strength** of **employees' interactions** and **work relationships**, whereas Organizational Network Analysis exactly captures these aspects.

It can help people inquire whether their **networks** are **strong** and **diverse**, examine the impact of **working ties** on **engagement** and **carrier progression** and understand how complex networks could be governed and nurtured for the organization's overall benefit.

One of the main advantages of ONA methodology is that data on networks and behaviors of an entire organization are **ready in a very short time** (few days), eliminating the time-consuming phase of observation and interviews typical of an organizational study.

APPLICATIONS: ONA IN THE DIVERSITY & INCLUSION STRATEGY

■ TRIANGULATING ONA RESULTS WITH COMPANY'S DEMOGRAPHICS

Tracing the distribution of Centrality and Cooperation indexes

Once the entire company network has been traced, it is possible to calculate, for each node, the levels of **Centrality** and **Cooperation**. These metrics reveal the **pivotal people** within the company and the distribution of **organizational "Power"**. By mapping the **networks of every employee**, organizations can understand if differences exist in Centrality, Cooperation and organizational Power among specific groups of employees' networks **at different levels of the formal hierarchy**. This data enables organizations to see if target group employees have been provided with the right opportunities to **develop formal and informal ties and gain visibility**.

■ EXAMINING INSTRUMENTAL TIES

A bottom-up perspective on the driver of biased carrier progression

Employees with strong relationships with individuals higher up in the hierarchy have a **higher likelihood of promotion**. A stream of literature about diversity investigated how **women's networks are inherently different from men's**, contributing to overall gender differences in carrier paths. On average, men have a greater number of **instrumental ties**, relationships that provide job-related resources, in their networks than women. Women instead tend to shy away from relationship with peers and higher-grade colleagues, suffering a **disadvantage in terms of career possibilities**. The same holds true for minorities. Organizational Network Analysis data can shed light on these possible sources of bias in carrier progression thanks to a set of solid indicators: **Closeness**, **Betweenness**, etc., and **intuitive network maps**.

■ ANALYZING MANAGERS ATTITUDES TOWARDS DIVERSE NETWORKS

A top-down perspective on unconscious bias in Team management

Structural differences in the composition of **managers' networks** can lead to unconscious bias in **team management** and may have a negative effect on various dimensions of the business: from **talent retention** to **innovation potential**, from **cooperation** to **performance management**. To help managers understand how their own **unconscious biases** operate and influence their decisions, ONA data provides a **quantified view of every manager's network** for them to see. By combining **diversity data** with **network data**, managers can see the **diversity** and **variety** in their own work networks.

NETWORK ANALYSIS

OUR APPROACH TO ONA: HOW4

HOW4 (www.how-4.com) features a **state-of-the-art platform** that allows Network Analysis in large and complex organizations based on the study of the **working interactions among people**.

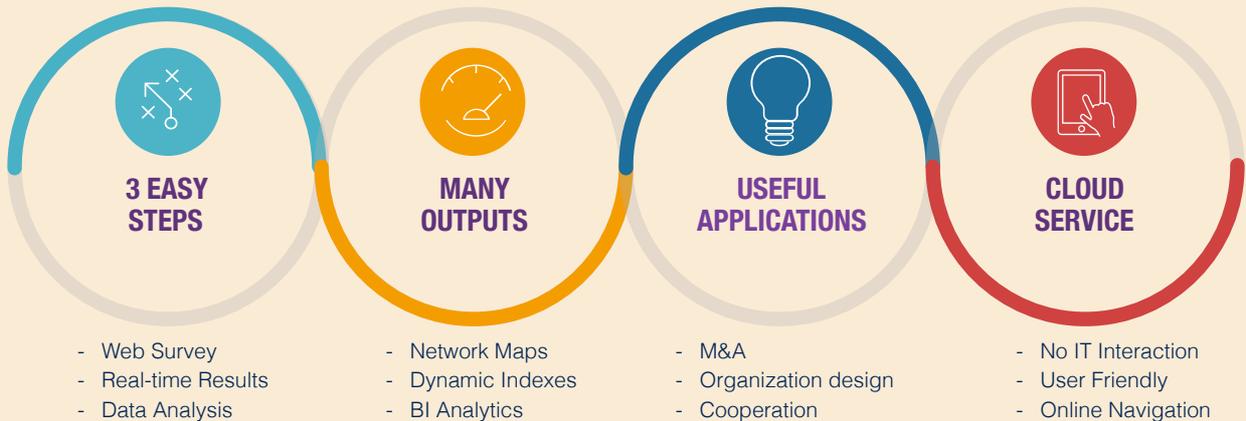
It produces not only **relational maps**, but also a “new” massive set of data (relating to the placement, role, organizational behavior of each resource/Team) and **quantitative indexes** to understand **how the organization works**, spot its **strengths and weaknesses** and **monitor evolution over time**.

Our tool can be used to map how your company really works as a whole as well as at individual and unit level. It provides 3 modules according to your goal of mapping and analysis. **Tailored synthesis indicators** facilitate the **understanding of the evidences** according to key management views **at each level of analysis**.

OUR VALUE PROPOSITION: 3 TOOLS TO EMPOWER HR MANAGERS



HOW⁴ AT A GLANCE



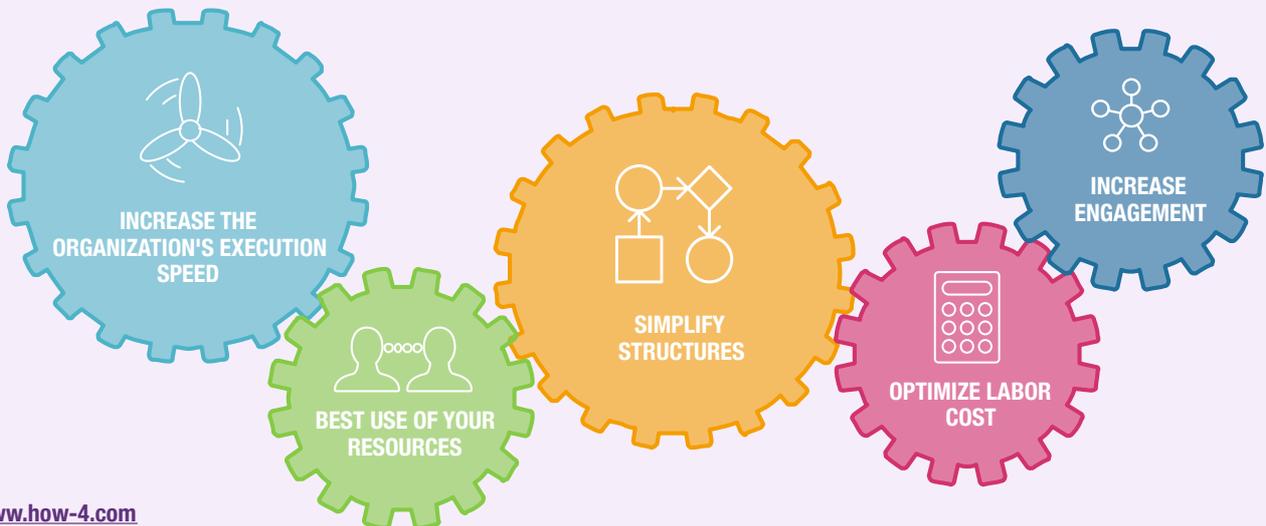
- Web Survey
- Real-time Results
- Data Analysis

- Network Maps
- Dynamic Indexes
- BI Analytics

- M&A
- Organization design
- Cooperation

- No IT Interaction
- User Friendly
- Online Navigation

WHY HOW⁴



www.how-4.com

TIMING



SET UP

- Definition of the organizational layers (Unit/Team) according to the kind of analysis
- Information collection to sort out Database



SUBMIT SURVEY

- Communication of the initiative
- Submit survey to participants



ANALYSIS OF RESULTS

- Reading and management analysis of the evidences
- Sharing results, identifying first recommendations of intervention and in-depth
- 3 - 4 weeks or more according to analysis dimension and the organizational complexity

ACTIVE VALUE ADVISORS.

A data driven Management Consulting Firm

3 Competence Centres

Active Value Advisors is an independent management consulting firm that provides advice and solutions to companies around the globe.

We combine specialist expertise with a global perspective to help our clients develop, implement and manage best-in-class managerial frameworks.

Our method and data driven approach mean that we partner with our clients to create knowledge and a sustainable impact which become assets for our clients.

We deal with three specific areas of expertise with the goal of maximizing the Value of Shareholders, Customers and People. None of these at the expense of the other.

Constant and highly specialized research activity offers implementable answers for our clients.

Our Solutions represent a precious asset for CEOs that find in Active Value Advisors a unique and tailor-made blend of distinctive managerial know-how, strategic ideas and appropriate tools, within a common “fabric” to face at best their challenges.

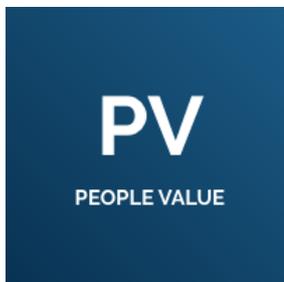
Understanding the factors underlying performances is an important step to maximize growth and value of the business



We can not avail from any useful data or information if we are unable to organize, read and use them to make decisions.

Information discovery and data visualization are enhanced thanks to the new generation of self-BI Tools

The way people work, their relationships, the intertwining of their skills and their motivation are the elements that can make the difference between a good and an excellent organization



Enhancing the knowledge of Customers and better managing the relationship with them is the key to success in any business



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Visit our **Website**: www.activevalue.eu

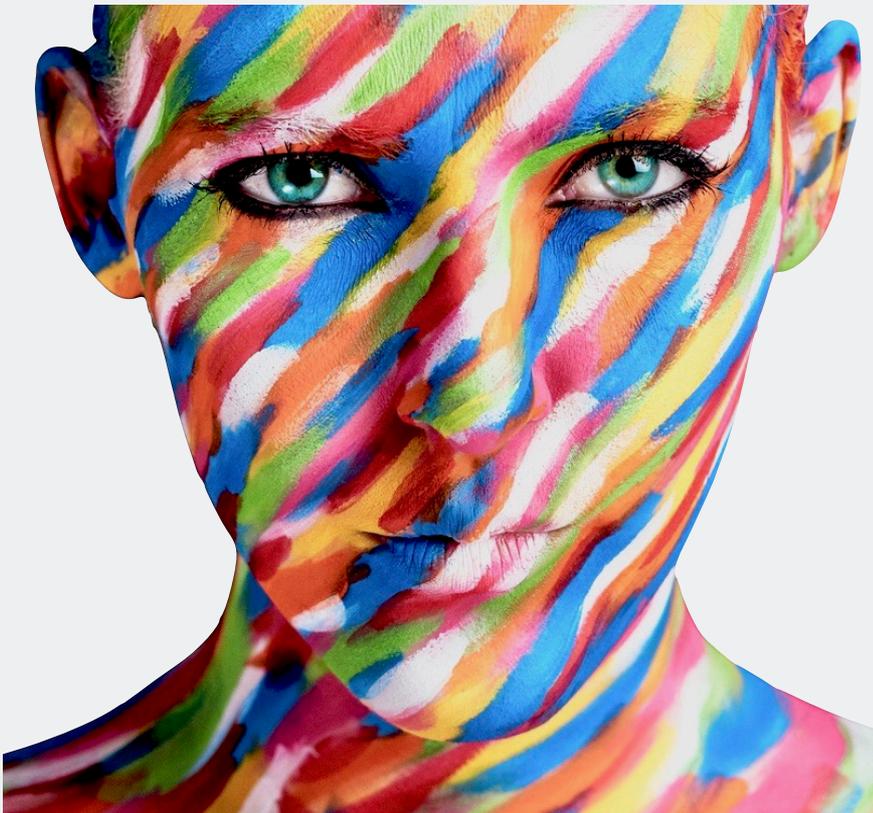
Visit us on **PatPat360**: www.patpat360.com

Visit us on **HOW4 - Enhancing Cooperation**: www.how-4.com

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