



# impactify

training

## Business Plan

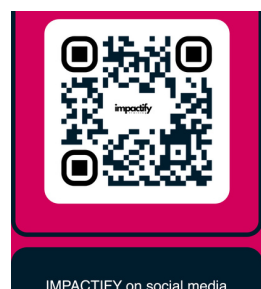
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Idea, vision, values<sup>1</sup>  
What we offer<sup>4</sup>  
Why it's Worth it<sup>8</sup>  
Founder and Trainer<sup>10</sup>  
Sketch of the Research Landscape<sup>12</sup>  
Lets Talk<sup>12</sup>



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# IMPACT + DIVERSIFY = IMPACTIFY

## **Vision**

In an increasingly globalized world, change is inevitable. Companies and organizations are reflections of the society in which we live. They are subject to constant change. Impactify strives to be a catalyst for transformative change at individual and organizational levels. Our goal is to shape a future in which diversity is not only accepted, but celebrated and used as an enrichment - also in everyday working life. That's why we are committed to ensuring that social justice is anchored in every decision and that inclusion becomes a cornerstone of every organizational culture.

## **Change on all levels.**

At Impactify, we believe that change is only sustainable when all levels of an organization are involved. This includes an inclusive leadership culture and effective communication. We therefore offer tailor-made training modules and advice on the topics of diversity, equity & inclusion, leadership, allyship, communication, strategy development & change management - for both small and large teams, decision-makers or individuals.

Our solutions are flexibly adaptable and always up to date with the latest research. We invite you to join Impactify on the path to an inclusive, fair and future-oriented corporate culture.

# WHAT WE DO DIFFERENTLY

The mistakes we often observe in training are: superficiality and tokenism\*, one-size-fits-all approaches, lack of connection to the corporate culture/lack of management taking responsibility, lack of management involvement, unclear or missing goals and evaluation, focus on blame.

We offer the following answers:

- Promote open dialogue and understanding to avoid blame and instead create a positive and collaborative environment
- Close support of the organizations in setting goals and strategy development in order to ensure the effectiveness of the training and adapt it if necessary.
- Implementation of in-depth measures that address structural problems and not just superficial image cultivation.
- Individualized measures that take into account diversity within the organization and address different needs and challenges.
- Integrate diversity training into overall culture and strategic business plans to ensure long-term change and sustainable impact.
- Ensuring support and active participation from senior leadership to enable transformation.

\*Tokenism is the superficial inclusion of people from underrepresented groups to maintain the appearance of diversity without granting them substantial power or influence.



# WHO WE ARE



## **GROW.**

We recognize that growth is a lifelong journey. We are committed to remaining at the forefront of DEI research and equipping our clients with the latest insights and strategies.



## **IMPACT.**

We measure our success by the tangible impact we have on individuals and organizations. Our goal is not only to impart knowledge and skills, but to inspire sustainable and meaningful change.



## **TEACH, DON'T PREACH.**

We believe in empowering managers and decision-makers to drive sustainable change using expert knowledge, skills and tools.



## **BE REAL.**

We value authenticity in leadership and encourage individuals to bring their identities to the workplace and foster a culture of genuine connection.



## **RESPECT.**

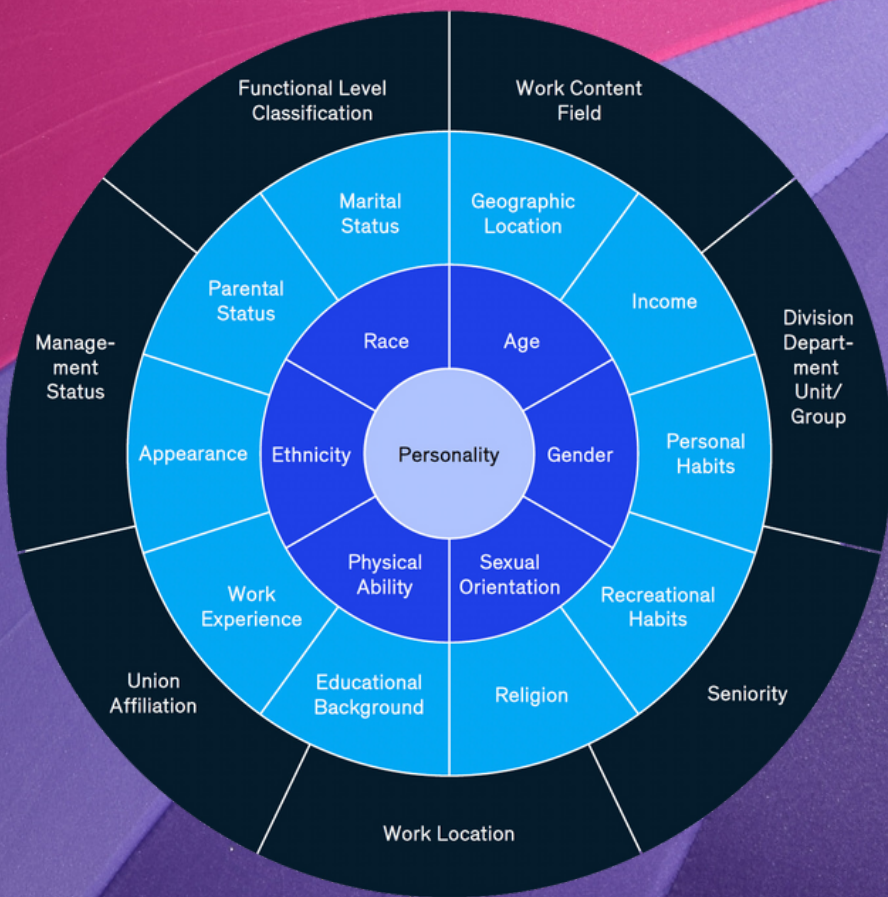
We know when to talk and when to listen. We believe that every person is an expert in their own biography. That's why we make sure to find a language and approach that includes self-descriptions and avoids attributions from others.

# DIVERSITY MANAGEMENT

Analyses of the spread of diversity management in German companies make it clear that the concept has become increasingly important. The available studies emphasize that diversity management is implemented not only in large companies, but also in organizations of different sizes. It is emphasized that the intensity and type of measures vary depending on the organization. This diversity underlines the need for tailored approaches that meet the individual needs and structures of companies in order to strengthen collaboration and shape decision-making processes.

Findings about the various fields of action of diversity management - such as age and life stages, disability and health, gender and family, migration and integration, religious and ideological diversity as well as sexual orientation and gender identity - emphasize the complexity of this concept. This makes it clear that society as a whole is not just concerned with gender-specific aspects, but rather with taking all forms of diversity into account. Companies that integrate diversity management into their corporate practices not only respond to legal requirements, but also strive for positive changes in the organizational culture. Various companies and organizations are confirmed by further studies to be more innovative, effective, productive and competitive\*.

Against the background of demographic change and the skills shortage crisis, diversity management is becoming increasingly important. Demographic change is leading to an aging population and a shrinking labor market, which presents companies with the challenge of attracting and retaining talented and qualified employees. Diversity management thus becomes a strategic instrument to utilize the diversity of the workforce, promote innovative solutions and create an attractive working environment.



**Diversity dimensions according to Rowe**

(from the outer circle to the inside): organizational dimension, external, internal & personal dimension

Especially in times of a shortage of skilled workers, the targeted integration of different talents and potential becomes a decisive competitive advantage for organizations. In the context of these challenges, Impactify offers a wide range of tailored solutions for a diverse range of customers.

**WHAT WE OFFER**



# TRAINING & ADVISING

## **Teamtraining**

Successful teams are based on respect and strive for excellence. Impactify delivers tailored team training to promote strong team dynamics. Our offerings integrate findings from numerous studies and exciting methods to develop innovative solutions.

## **Training for decision makers**

An organization can only grow if all levels grow with it. We have developed modules specifically for managers and upper management that enable inclusive leadership. Our top-down training courses are designed to ensure that managers acquire the necessary skills to promote an inclusive organizational culture.

## **Advice and coaching for individuals**

Our consulting and coaching offers are tailored to individuals who are looking for personal growth and professional development, or who want to train leadership skills in peace and quiet. Based on in-depth insights, we offer individually tailored solutions to address specific needs.

## **Audits & strategy development**

Increase your company's innovative strength and competitiveness through our tailor-made diversity audits and the development of strategic solutions for an inclusive organizational culture.



## **DIVERSITY, EQUITY & INCLUSION TRAINING**

Helping organizations integrate DEI principles into their business and organizational structure through comprehensive diversity audits, strategies and check-ups.



## **LEADERSHIP TRAINING**

Providing decision makers with tools to address complex leadership challenges, promote inclusive leadership, and challenge and address problematic behaviors.



## **ALLYSHIP TRAINING**

Strengthen ally profiles by addressing prejudice, promoting understanding and creating collaborative environments (e.g.: anti-bias & non-discrimination).



## **COMMUNICATION TRAINING**

Argumentation and communication training, presentation techniques and skills, active listening, target group-specific addressing.



## **ORGANIZATIONAL DEVELOPMENT & CHANGE MANAGEMENT**

Guide organizations through systematic change to ensure DEI is not just a checkbox, but an intrinsic part of their culture.

**WHY IT'S WORTH IT**

# IT'S WORTH IT

## **ADAPTABILITY**

Teams that invest in training are often more flexible and better able to adapt to changing customer needs and market conditions.

## **SATISFACTION**

A diverse team is better able to understand and meet the diversity of customer needs, which can lead to higher customer satisfaction.

## **CULTURAL UNDERSTANDING**

Training promotes a better understanding of different cultures, which leads to improved communication with customers from different backgrounds.

## **GLOBAL PERSPECTIVE**

In a globalized world, it is crucial to have a global perspective. Diversity training can help teams be better attuned to the needs and expectations of customers in different parts of the world.

## **INNOVATION**

Diverse teams bring different perspectives and ideas, which increases the ability to innovate. This can help develop innovative products and services that better meet the needs of different customers.

## **CONFLICT RESOLUTION**

Through diversity training, employees can develop more effective conflict resolution strategies, which can have a positive impact on customer relationship management.

## **REPRESENTATION**

A diverse team can help customers feel better represented. This can strengthen customer loyalty as customers identify with a company that recognizes and respects their diversity.

## **COMMUNICATION**

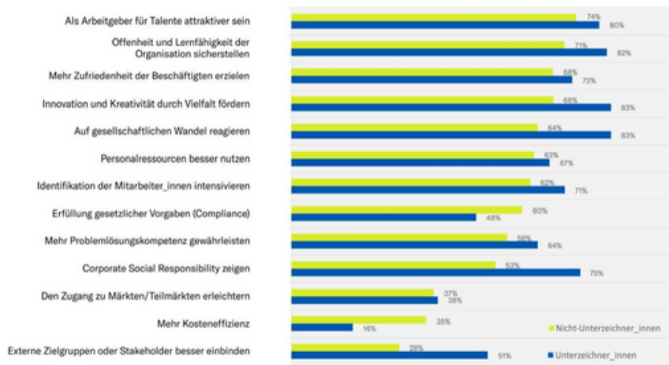
Diversity training promotes effective communication in teams, which in turn can impact communication with customers. A better understanding of communication styles of different customers can lead to clear and precise customer interactions.

## **IMAGE AND REPUTATION**

Companies that are committed to diversity can build a positive image and enjoy a better reputation among the public. This can also have a positive effect on the perception of clients.

## Der Nutzen von Diversity

Wie wichtig sind für Ihr Unternehmen/Ihre Institution die folgenden Vorteile, die sich aus Diversity-Maßnahmen ergeben können? (Nennungen in % der Befragten)

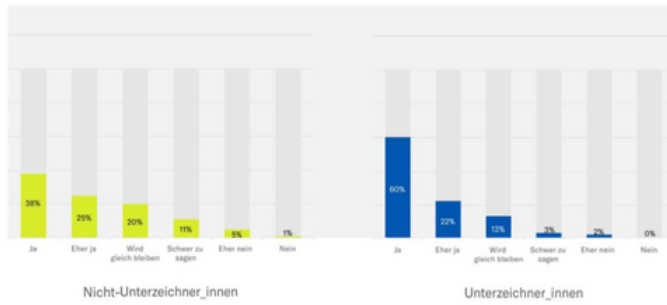


How important are the following issues to your organization, pertaining to diversity management?  
(green = non-signers/members of the diversity charta  
blue = signers/members)

- to be attractive to all talent as an employer
- to secure openness and learning opportunities for employees
- to improve happiness amongst employees
- to improve innovation and creativity
- to react to societal change
- to better use human resources
- to improve employee identification with work
- to comply to laws
- to improve problem solving skills
- to portray corporate social responsibility
- to break into new markets
- to improve cost-efficiency
- to better include target groups/stakeholder

## Zukünftige Relevanz von Diversity

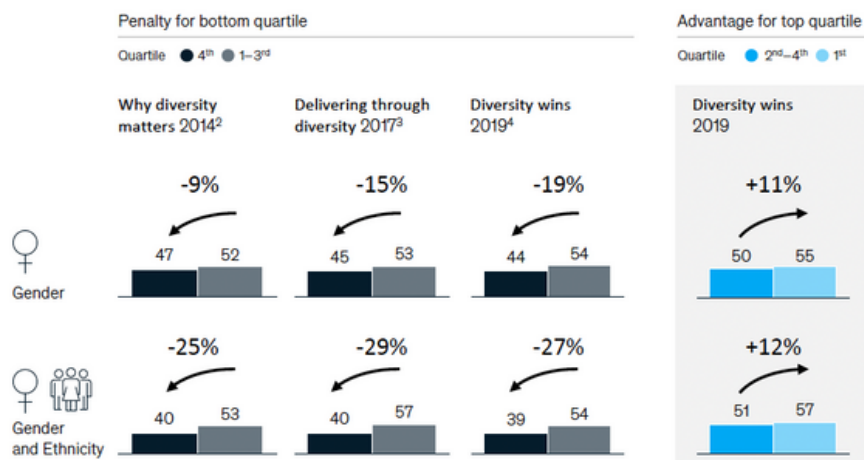
Wird Diversity als Ansatz in der strategischen Führung von Unternehmen bzw. Institutionen künftig eher an Relevanz gewinnen?



Future importance of diversity  
Will Diversity be more important in the future, pertaining to strategic leader decisions?  
(green = non-signers/members of the diversity charta  
blue = signers/members)

- left to right:
- yes
- tendency yes
- it will stay the same
- can't say
- tendency no
- no

Exhibit 8  
**The penalty for lagging on diversity is growing, while top-quartile companies are more likely to outperform all their peers**  
Likelihood of financial outperformance<sup>1</sup>, %



1. Likelihood of financial outperformance vs the national industry median. p-value <0.05, except 2014 data where p-value <0.1.  
2. n = 363 for Gender; n = 364 for Gender and Ethnicity; US, UK, Brazil, and Mexico; EBIT 2010-13.  
3. n = 991 for Gender; n = 589 for Gender and Ethnicity; US, UK, Brazil, Mexico, Australia, India, Japan, Singapore, France, Germany, Nigeria, and South Africa; EBIT 2011-2015.  
4. n = 1,039 for Gender; n = 533 for Gender and Ethnicity; US, UK, Brazil, Mexico, Australia, India, Japan, Singapore, France, Germany, Nigeria, South Africa, Denmark, Norway, and Sweden; EBIT 2014-18.  
Source: Diversity Matters data set

**FOUNDER AND TRAINER**

Out of a passion for change and seeing diversity as a positive necessity, Timothy founded Impactify as a platform for transformative education and consulting. Shaped by a military childhood as the son of a German nurse and a Canadian soldier, Timothy developed an intellectual curiosity and a quest for a deeper understanding of differences and similarities. He realized early on that his own worldview was in stark contrast to his father's military concept of masculinity. This motivated him to leave his home country of Canada and start over in Germany. Migrating to Germany at the age of sixteen, without any local or language knowledge, led him to receive training and start his professional life at IKEA Germany. There he was asked by the human resources department in 2001 to join a diversity project group. A pivotal event that ignited his passion for DEI.

Equipped with practical knowledge, Timothy overcame personal, linguistic and cultural hurdles and began to realize his dream of studying. A high school diploma, a bachelor's degree in Gender & Diversity Studies (English) at the Rhine-Waal University of Applied Sciences and a master's degree in Gender and Queer Studies (German) at the University of Cologne followed. The focus on migration studies shaped his final theses, which dealt with the Federal Participation Act and the experiences of queer people with refugee biographies in Germany. After completing his studies, various positions followed, including scientific work for members of the Bundestag and the North Rhine-Westphalia state parliament, and many years as HR & organizational development manager at DOMiD (The Documentation Center and Museum about Migration in Germany).

Despite challenges in his migration biography, Timothy views his migration experience as privileged because he experienced it as a white, cis-male person, free of experiences of racism or sexism. His passion for Allyship is fueled by the belief that it is critical to advocate for those who are "othered" in our society.



# TIMOTHY TASCH

- MA Gender & Queer Studies, 1,2
- BA Diversity & Gender Studies, 1,2
- 10+ years of experience as a research assistant in the field of migration research, politics and university operations
- AIHR certified Diversity Specialist
- Trainer in dealing with the film material Blue Eyed: Anti-discrimination concept by Jane Elliot
- 5 years of experience as HR manager at DOMiD (documentation center and museum about migration in Germany)
- 5 years of experience as a diversity specialist at IKEA GmbH & Co-KG
- various training courses and internships in the area of training and development
- 10+ years of experience as a trainer and speaker

## ZEUGNIS

University of Applied Sciences  
in Köln

TIMOTHY TASCH  
geboren am 10. Januar 1982 in Köln

in Köln

### GENDER & QUEER STUDIES

Im Studiengang Gender & Queer Studies der Fachhochschule für Angewandte Wissenschaften (FAW) der Universität zu Köln, Fachbereich Wirtschaftswissenschaften, Campus Siefersheim, am 10. Dezember 2017

### GESAMNOTE

MASSCHWERP

Prüfung über die Inhalte der Lehrveranstaltungen  
Gender & Queer Studies I und II

Ergebnis: 1,0

Prüfungstermin: Prof. Dr. Barbara Frenkel

10.12.2017

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AIHR  
ACADEMY TO  
INNOVATE HR

Certified DEIB Specialist

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ACADEMY TO  
INNOVATE HR

Certified DEIB Specialist

BLUE EYED

ein Film von / a film by  
BERTRAM VERHAAG

Director of Photography: ...  
Music: ...  
Production: ...



## A LITTLE EXCURSION...

The potential audience for Impactify is not easy to define as it is complex, multi-layered and multi-faceted. Companies of all kinds can potentially benefit from diversity and leadership training. The complexity of the training offerings encompasses numerous dimensions, such as classic diversity and management training along the axes of race, gender, age, sexual orientation, gender identity, socioeconomic background and more. Leadership training also focuses on change management, organizational development, leadership behavior and personality development.

To identify potential customers, we considered six comprehensive studies and other reports that look at the complex structures of diversity in different industries and organizational structures. These studies not only explore the diverse composition of the potential clientele, but also consider the specific training requirements required to meet the specific challenges and opportunities in each context. Adopting a differentiated approach based on empirical research, we can tailor our offerings to the specific needs of organizations that want to promote an inclusive and equitable workplace culture. No matter what industry they come from.

The findings of the respective studies are briefly presented below.



# **SKETCH OF THE RESEARCH LANDSCAPE**

# Mc Kinsey: Diversity Management in the Public Service: Catalyst for Successful Administration\*

Public administration in Germany is striving for a more diverse workforce and is planning to introduce a diversity strategy. The McKinsey study confirms: Successful teams reflect the diversity of society.

## Need for action in the public service

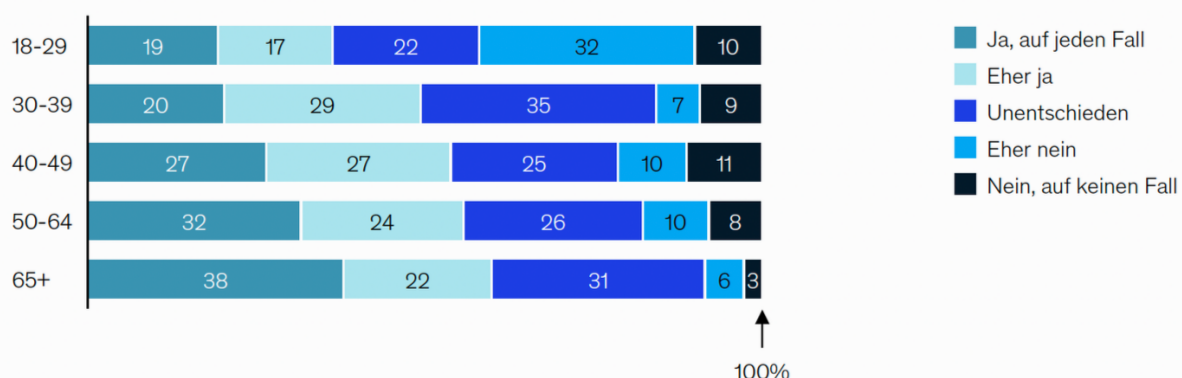
A survey of public sector employees shows a clear need for action. Despite existing legal instruments, the public service, especially at the federal level, is not yet sufficiently diverse. The federal government is therefore planning to introduce a comprehensive diversity and inclusion strategy with concrete measures. Implementation requires structured planning, starting with a thorough diagnosis. Successful international organizations rely on a “3x3” approach that includes nine measures, from initial motivation to measuring success. The introduction of D&I at this level is seen as crucial for social participation and the role model function of the administration. A targeted D&I strategy plays an important role in talent acquisition. This shows that DEI training is urgently needed in the public sector. The public sector and the state administration in North Rhine-Westphalia and elsewhere should not be neglected as potential customers.

\*Hieronymus, S., Scharf, S., & Islam, R. D. (2022). Diversity & Inclusion in the public service: Catalyst for successful and sustainable administration. In "Diversity & Inclusion in Public Service", McKinsey, 1-17.

Abbildung 10

### Fühlen sich Mitarbeitende unterrepräsentierter Gruppen Ihrer Einschätzung nach an Ihrem Arbeitsplatz als gleichwertig und akzeptiert?

Erwerbstätige im öffentlichen Dienst/in staatlichen Institutionen, ausgewertet nach Alter, in Prozent



Do employees belonging to marginalized communities feel appreciated and accepted?

by age category

yes / tendency yes/ undecided/ tendency no / no

# Diversity Management in German Multinational Companies: A Benchmark Study by Quach and Frey\*

## **Study background**

This study by Sophie Quach and Dieter Frey examines diversity management in German multinational companies. Interviews with diversity management experts provide insights into best practices and measures to promote diversity.

## **Results and recommendations for action**

The importance of top management support, awareness raising and internal communication is emphasized several times in the study. A five-phase model for implementing diversity management is presented, including implications for future ways of working. The study highlights that successful implementations of diversity management at the level of German multinational companies are based on strong leadership and a holistic integration strategy. Top management support is critical to foster cultural change and create widespread acceptance of diversity. The authors also emphasize the role of internal communication in raising awareness and actively involving employees in the process.

The five-phase model developed for implementing diversity management takes into account the specific challenges and opportunities on the German labor market. The phases include analyzing the company culture, developing a tailored strategy, implementing measures, monitoring progress and adjusting the strategy based on the results. The model forms a basis for Impactify when it comes to designing training offerings for the corporate sector.

\*Quach, S., & Frey, D. (2020). Diversity Management in Multinational Companies in Germany. *The International Journal of Organizational Diversity*, 20\*(2). <https://doi.org/10.18848/2328-6261/CGP>

# Chang et. al.: Diversity training - does it work as it should?\*

## **Study background and surprising results**

This study on the impact of diversity training in Fortune 500 companies shows surprising results. Positive effects on employee attitudes through the implementation of training are presented. The study found so-called “limited behavioral changes” and unexpected positive effects in junior women. These findings represent important starting points for developing offerings for Impactify.

The results show that targeted training has a positive impact on employee attitudes. In particular, employees who previously showed little understanding of classic anti-bias and anti-discrimination training have shown an increased willingness to recognize discrimination and advocate measures to support those affected after the training. In addition to anti-bias and anti-discrimination training, this is also a significant result in the context of Allyship training, as in this way a special solidarity can be achieved among colleagues. Despite these positive results, overall behavioral changes were limited, particularly among male and white employees, the groups often the focus of such interventions. This indicates a potential field that can be tapped with Allyship Training.

An unexpected positive behavioral change was observed among junior women in US offices. These women who participated in bias-focused training were more proactive in seeking mentorship from experienced colleagues, regardless of gender. The training made these women more aware of prejudices and barriers in the workplace and motivated them to act on their own initiative. Another surprising result emerged from gender-focused training, which had a positive impact on attitudes and behavior towards ethnic minorities among US employees. The training made employees more willing to acknowledge their own racial biases and support ethnic minorities. Studies from the Diversity Charter show that these impulses are and will be important in the German context now and in the future.

## **Recommendations for organizations**

The study highlights the need to rethink the approach to diversity & leadership training and adopt a broader, experimental and data-driven strategy. The researchers recommend that organizations not view diversity training as the sole solution. Instead, investments must be made in broader programs to promote diversity and inclusion. Targeted training, redesigning hiring practices, normalizing flexible work schedules, and leveraging technology and behavioral science to reduce bias in reviews are key elements to successfully diversifying the workforce. Impactify offers support and support in all of these areas.

\*Chang, E., Milkman, K. L., Zarrow, L. J., Brabaw, K., Gromet, D. M., Rebele, R., Massey, C., Duckworth, A. L., & Grant, A. (2019, July 09). Does Diversity Training Work the Way It's Supposed To? Harvard Business Review. <https://hbr.org/2019/07/does-diversity-training-work-the-way-its-supposed-to>

Another important aspect, according to the study, is the regular collection and review of data on employee attitudes and behavior, which is the focus of diversity training. Organizations should gain insight into the impact of interventions and make informed adjustments. The authors suggest viewing diversity & leadership training as an experiment by testing training using a control group. This makes it possible to gain insights into effectiveness and possible spillover effects. The study highlights that it is time to rethink the way diversity training is designed and delivered. A broader, experimental and data-driven strategy is necessary to create an equitable and inclusive workplace. Impactify starts right here.

## PwC DE&I Benchmarking Survey: Key Findings\*

The information provided in this study highlights important issues related to accountability for leadership, diversity, equity and inclusion outcomes in European organizations. Key findings are:

### **Management level**

Only 30% of European organizations set specific DEI goals for their leaders and only 18% track leaders' progress towards these DEI goals.

### **Influence on performance appraisals and compensation**

12% of organizations link DEI goals to executive performance reviews and compensation. A slightly higher percentage, 14%, ties DEI goals to performance reviews and compensation outcomes for all employees.

### **responsibility**

Surprisingly, 32% of organizations reported having none of the above accountability measures for DEI results.

### **Training programs**

While unconscious bias training is popular, only 26% of organizations go a step further and provide leadership training on managing diverse populations.

### **Resource groups**

Affinity groups are common in 72% of European organizations surveyed. However, these groups are primarily used to foster networks and implement programs rather than inform decision-making or advance business priorities.

### **Use of data**

Over half of the organizations surveyed collect employee demographic data. However, fewer organizations measure differences in compensation, performance or promotions based on these demographics.

In summary, the results of this study suggest that an increased focus on accountability measures is needed, such as: B. setting specific DEI goals for managers and strengthening inclusive leadership skills.

Linking these goals to performance reviews is advisable. Additionally, there is room for improvement in using data to monitor and address disparities in various aspects of the workplace. Derived from this, the following factors are central to the development of training & consulting offers for Impactify:

### **Management level**

Setting clear, measurable DEI goals for managers and integrating them into corporate strategy. Implementing regular checks and feedback to measure progress towards achieving goals. Strengthening inclusive leadership skills.

### **Performance appraisal and compensation**

Linking DEI goals to performance reviews and compensation structures for all employees.

Ensuring that the impact on remuneration is communicated transparently.

### **responsibility**

Establishing clear responsibilities for implementing and monitoring DEI initiatives within the company.

### **Reward for success**

Implementing specific incentives or rewards for leaders and teams that successfully implement DEI goals. Make celebrating successes and best practices public to increase motivation.

These measures can help address the challenges mentioned and create a more inclusive and diverse work environment. It is important that these measures are continually monitored and adjusted to promote long-term positive change. Impactify offers constant support here.

### **Training and awareness raising**

Expanding existing training programs to promote not only unconscious bias, but also leadership skills in dealing with diversity. Implementing mandatory training for all employees to raise awareness of DEI.

### **Affinity groups**

Introducing training and providing resources to affinity groups to strengthen their role in advancing DEI goals. The integration of representatives from affinity groups into strategic decision-making processes.

### **Use of data**

Expanding data collection to identify disparities in areas such as compensation, promotions and performance. The implementation of measures that lead to the elimination of proven inequalities.

### **Communication and transparency**

Communicating all DEI goals and progress in a regular and transparent manner to all employees. Encouragement to establish and maintain open communication about DEI topics across the organization.

# Diversity Management as an advantage in competition: Bačík & Turáková\*

The research paper "Diversity Management as a Competitive Advantage - Source of a Successful Company" by Radovan Bačík, PhD and Alexandra Turáková from the University of Presov highlights the central importance of diversity as an essential part of corporate culture. The authors argue that diversity is not just a consciousness issue, but must be authentically addressed within an organization to gain a competitive advantage in the global business environment.

Corporate culture is considered unique and crucial to the success of a company. Every employee contributes to shaping a company's culture through diversity, including behavior, thoughts, beliefs and core values. The authors emphasize the need for managers to actively manage diversity and to promote, accept and treat the associated differences equally.

Although the study does not explicitly address diversity training, its results can serve as a basis for the development of diversity training programs. Emphasizing the need to treat diversity authentically and recognizing diversity as a catalyst for innovation and success

of the company reflect the core goals of diversity training. This training could aim to increase employees' and decision-makers' sensitivity to diversity, reduce prejudices and promote an inclusive work environment.

## McKinsey: "Diversity wins: How inclusion matters"\*\*\*

According to McKinsey, despite strong results in DEI training, progress remains slow. Female representation on leadership teams has increased only slightly, and more than a third of companies still have no women on their leadership teams. Representation of ethnic minorities has improved in some areas, but is still modest globally, at just 14 percent in 2019.

The illustrations on the following page show clear opportunities for improvement in the areas of acceptance and "belonging". Areas of potential in relation to publicizing DEI topics within organizations are also highlighted. This is where Impactify focuses on imparting basic knowledge for teams, but also increasingly on a "top-down" approach that is aimed at upper management and managers (decision makers).

\*Bačík, R., & Turáková, A. (2018). Diversity Management as a Competitive Advantage Source of the Successful Company Journal of Global Science.

\*\* Hunt, V., Dixon-Fyle, S., Prince, S., & Dolan, K. (2020, May). Diversity wins: How inclusion matters. McKinsey & Company. <https://www.mckinsey.com/business-functions/organization/our-insights/diversity-wins-how-inclusion-matters>



Abbildung 1

### Fühlen sich Mitarbeitende unterrepräsentierter Gruppen Ihrer Einschätzung nach an Ihrem Arbeitsplatz als gleichwertig und akzeptiert?

Erwerbstätige im öffentlichen Dienst/in staatlichen Institutionen, in Prozent

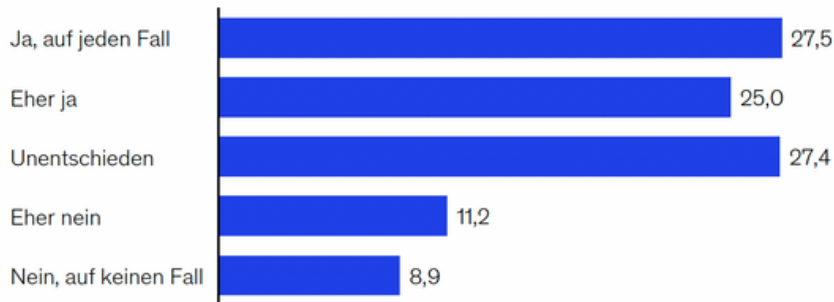
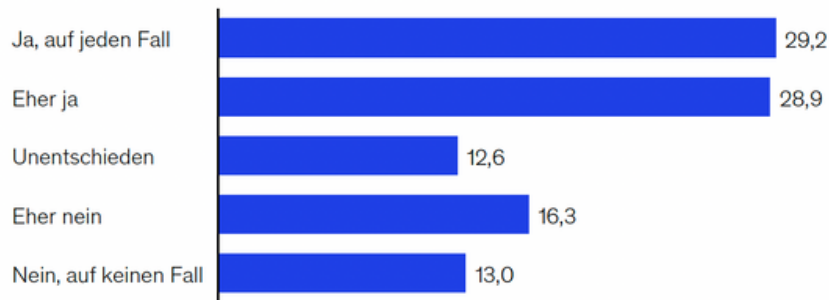


Abbildung 2

### Ist Ihr Arbeitsplatz von Respekt, Fairness und Anerkennung gegenüber allen Mitarbeitenden geprägt?

Erwerbstätige im öffentlichen Dienst/in staatlichen Institutionen, in Prozent



Quelle: McKinsey-Civey-Umfrage April/Mai 2022

Do employees belonging to marginalized communities feel appreciated and accepted?

by age category

yes / tendency yes/ undecided/ tendency no / no

Is your organization influenced by fairness and acceptance towards all employees?

top to bottom:

yes

tendency yes

undecided

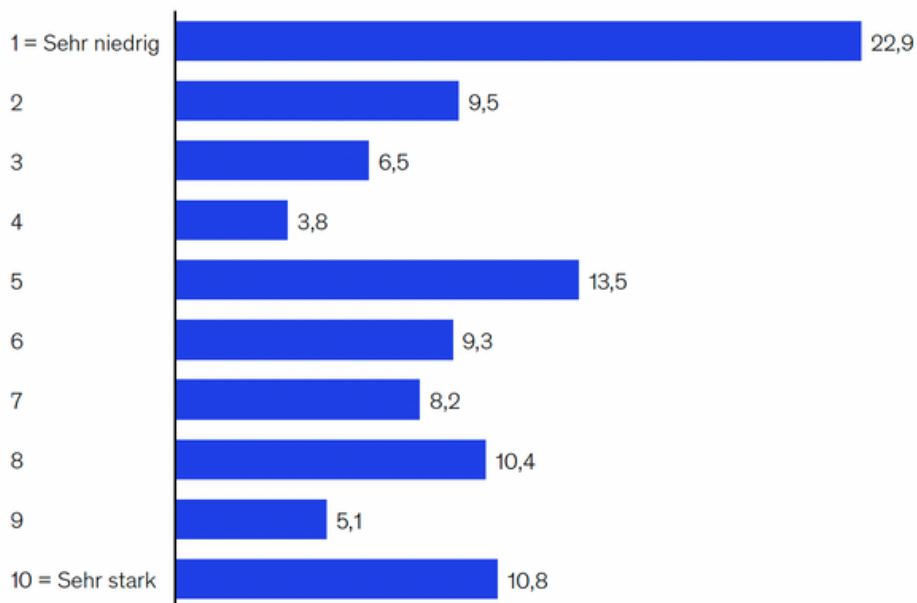
tendency no

no

Abbildung 3

### Auf einer Skala von 1 bis 10, wie stark wird das Thema Diversity & Inclusion an Ihrem Arbeitsplatz berücksichtigt?

Erwerbstätige im öffentlichen Dienst/in staatlichen Institutionen, in Prozent



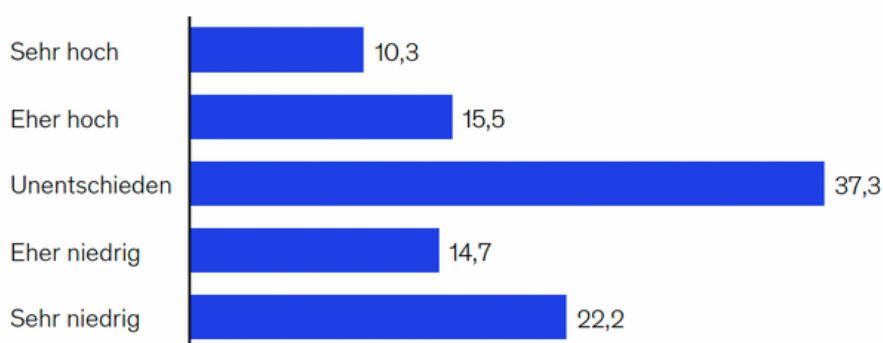
Quelle: McKinsey-Civey-Umfrage April/Mai 2022

On a scale of 1-10, to which grade is diversity regarded as important in your organization?

Abbildung 6

### Welchen Stellenwert hat Ihrer Einschätzung nach die Inclusion (Einbindung) von unterrepräsentierten Gruppen in Ihr Kollegium für die Führungsebene?

Erwerbstätige im öffentlichen Dienst/in staatlichen Institutionen, in Prozent



Quelle: McKinsey-Civey-Umfrage April/Mai 2022

How important is inclusion of underrepresented communities amongst your colleagues for leaders in your organization?

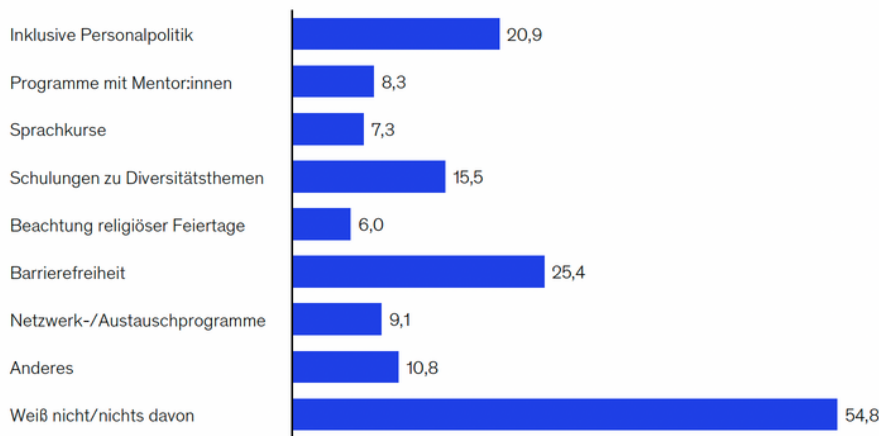
top to bottom:

very important, tendency important, undecided, tendency not important, not important.

Abbildung 7

**Was wird an Ihrem Arbeitsplatz bereits getan, um die Themen Diversity & Inclusion zu fördern?**

Erwerbstätige im öffentlichen Dienst/in staatlichen Institutionen, in Prozent



What is being done to promote Diversity within your organization?  
 top to bottom: inclusive human resource politics, mentoring programmes, language courses, DEI-Training, inclusion of religious holidays, all-access architecture, networking programmes, other, unknown/undecided.

Exhibit 12  
**Employee reviews provide companies with additional insight into workplace experiences of inclusion**

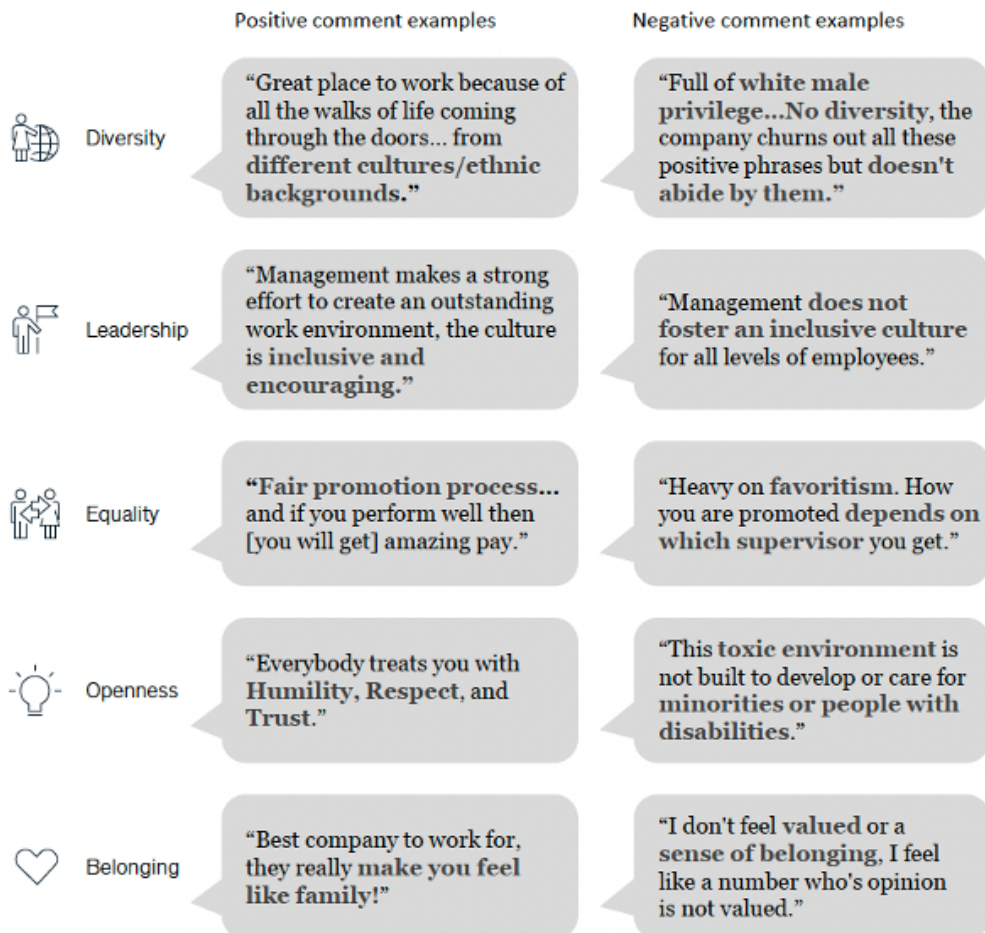
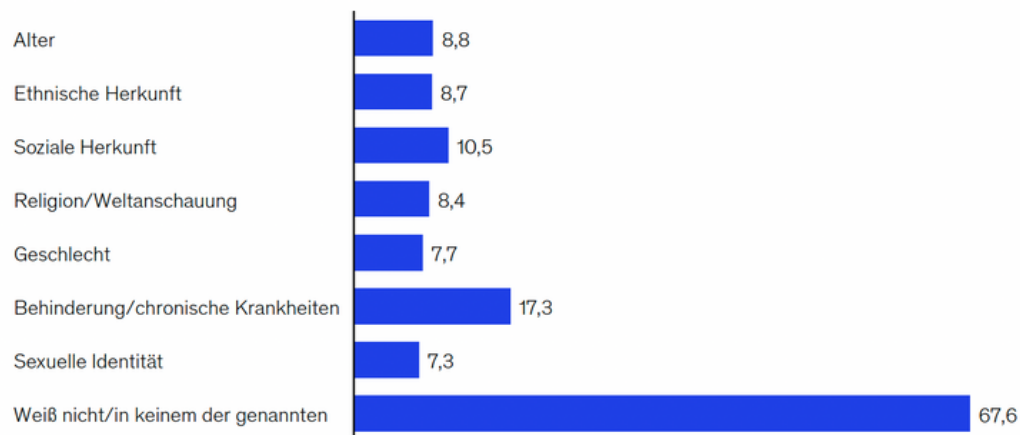


Abbildung 8

**In welchem dieser Bereiche wird Ihrer Meinung nach an Ihrem Arbeitsplatz zu wenig getan, um die Themen Diversity & Inclusion zu fördern?**

Erwerbstätige im öffentlichen Dienst/in staatlichen Institutionen, in Prozent

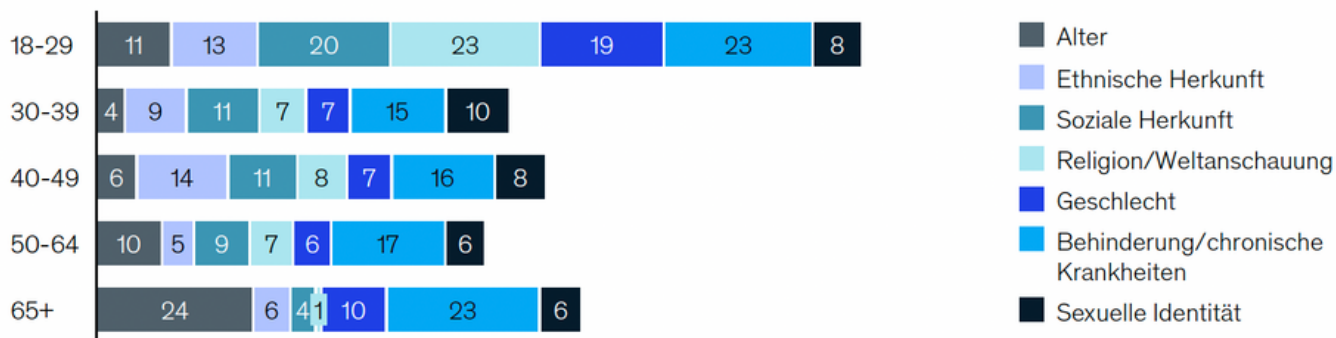


In which are should more be done to promote Diversity and Inclusion?  
 in percent, top to bottom:  
 age, ethnic diversity, social origin, religion/worldview, gender,  
 impairment/chronic illness, sexual identity, unknown/undecided/none of the  
 above

Abbildung 9

**In welchen dieser Bereiche wird Ihrer Meinung nach an Ihrem Arbeitsplatz zu wenig getan, um die Themen Diversity & Inclusion zu fördern?**

Erwerbstätige im öffentlichen Dienst/in staatlichen Institutionen, ausgewertet nach Alter, in Prozent<sup>1</sup>



<sup>1</sup> Aus Gründen der Übersichtlichkeit ist der Anteil der Befragten, die „Weiß nicht/in keinem der genannten“ geantwortet haben, nicht dargestellt worden  
 Quelle: McKinsey-Civey-Umfrage April/Mai 2022

In which of these areas is too little done, pertaining to diversity and inclusion?  
 by age category in percent  
 legend top to bottom:  
 age, ethnic origin, social origin, religion/worldview, gender, impairment/chronic  
 illness, sexual identity.

## INCLUSION: OFTEN AN AFTERTHOUGH

The slow progress in diversity management highlights a growing gap between leading diversity and leadership training practitioners and companies that have not yet fully embraced diversity. A third of companies studied by McKinsey made significant progress in top management diversity over the past five years, while most companies showed little progress or even regressed. Five categories emerge based on the speed of progress in gender and ethnic minority representation in top management: the so-called “Diversity Leaders” and “Fast Movers” showed significant improvements, with significant increases in gender and ethnic diversity. So-called “laggards”, at the other end of the spectrum, were faced with poor numbers (see chart on this page).

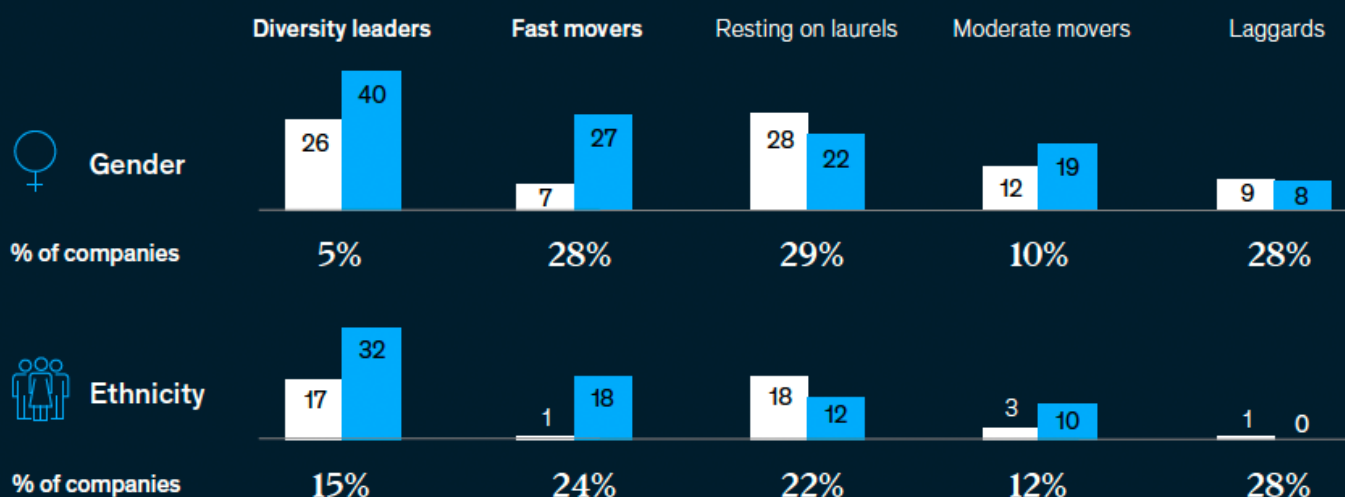
When examining aspects of inclusion through external employee evaluations, the authors identified key problem areas. While sentiment toward diversity was 52 percent positive and 31 percent negative, sentiment toward inclusion was challenging at just 29 percent positive and 61 percent negative. The way managers dealt with their responsibility for diversity and inclusion was largely assessed negatively. The negative sentiment regarding equal opportunities was particularly high. These results highlight the importance of not only diversity, but also nuanced aspects of inclusion.

## There is a widening gap between leaders and laggards

One-third of the firms we tracked since 2014 have achieved real gains in executive team diversity. However about 50% have made little or no progress and, within that, many have seen gender and ethnic minority representation even go backwards.

Representation in US and UK, %

■ 2014 ■ 2019



## Promoting diversity does not ensure a culture of inclusion

We used a social listening approach to analyze employer reviews posted online<sup>3</sup>

Overall sentiment on diversity is positive

52%

positive

31%

negative

But sentiment on inclusion is the opposite

29%

positive

61%

negative

## Bold actions are needed to strengthen both inclusion and diversity

A systematic, business-led approach to I&D

1

Increase diverse representation, particularly in leadership and critical roles

2

Strengthen leadership and accountability for delivering on I&D goals

Bold steps to strengthen inclusion

3


Enable equality of opportunity through fairness and transparency

4

Promote openness, tackling bias and discrimination

5

Foster belonging through support for multivariate diversity



Despite their diversity, some companies struggle to create work environments that effectively promote inclusive leadership, equality, openness and freedom from prejudice and discrimination. Addressing these challenges is critical to sustained progress in diversity and inclusion and is a core aspect of Impactify's customer acquisition strategy. The following recommendations provide guidance.

## **Winning through bold measures: recommendations for action from McKinsey**

### **Representing diverse talent**

Companies should nurture diverse talent in leadership roles, develop a strong business case for DEI, and set data-driven goals.

### **Strengthening leadership responsibility**

Core management must be actively involved in efforts. Inclusive leadership skills should be strengthened and all leaders must be held accountable for progress (See Figures 6 & 7).

### **Equal opportunities through fairness and transparency**

A fair promotion process and clear criteria for promotions are crucial. Analytics tools can promote transparency and fairness.

### **Promoting openness and dealing with microaggressions**

Zero tolerance for discriminatory behavior, training managers to recognize and address microaggressions, and establishing behavioral norms are important.

### **Promote belonging by fully supporting multivariate diversity**

A corporate culture in which all employees can contribute their diversity should be created. This requires the active engagement of managers and the support of employee resource groups.

# LET'S TALK.

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