

# From Buzzwords to Outcomes:

Getting Real about Diversity and  
Inclusion in the Workplace

**Maria Loumpourdi**

Global Head of Talent Development, Betsson Group  
Doctoral Researcher, University of Glasgow



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From Buzzwords to Outcomes:  
Getting Real about Diversity and Inclusion in the Workplace

- Global Head of Talent Development at Betsson Group: Learning & Development, Performance Management, and Diversity & Inclusion.
- Previously led large Learning & Development functions in Manufacturing, Banking, and iGaming.
- Certified Coach and Coaching Supervisor.
- Doctoral Researcher at the University of Glasgow, specialising in leadership development.
- Research papers published in international journals: Gender in Management, Journal of Vocational Education and Training, and Scottish Educational Review.



Maria Loumpourdi  
LinkedIn: [linkedin.com/in/maria-loumpourdi](https://www.linkedin.com/in/maria-loumpourdi)

# What's in it for you?

- Business Case (Why) – How to build a unique D&I business case for your organisation.
- D&I Strategy (What) – How to craft a tangible D&I strategy and measure real outcomes.
- Execution (How) – How to execute your strategy and bring real change.



## D&I 101

- **The rise and fall of D&I.**  
CDIO 169% increase from 2019 to 2022 (LinkedIn study).  
2018 less than half of S&P 500 vs 2022 3 out of 4.  
*'Diversity executives hit the exits as company priorities shift'*  
(The Wallstreet Journal, 2023).  
*'How corporate America is slashing DEI workers amid backlash to diversity programs'* (ABC News, 2023).
- **D&I, DEI, EDI, DEIB...**It's the action that matters, not the acronym you choose to describe it!
- **The broadening remit of D&I:**  
Not just about HR.  
Not just about a singular diversity dimension.

My biggest concern or perplexity when it comes to creating a diverse and inclusive workplace is...

#INCLUSION





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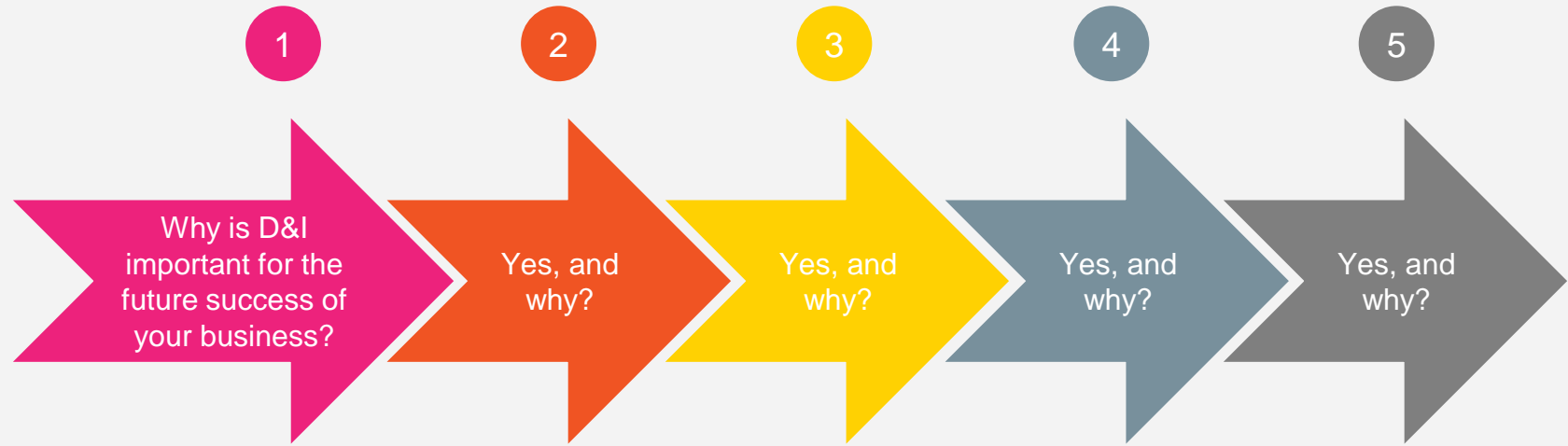
# D&I Business Case

How to build your unique business case for D&I

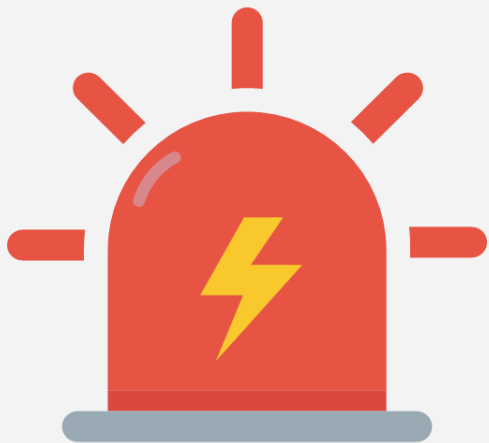
**"People don't  
buy what you do;  
they buy  
you do it."**

 **AKA Business Case**

# Identify & articulate you 'why'



## Identify risks & benefits



If my organisation is not diverse and inclusive, it presents these issues or risks now or in the future...




By being diverse and inclusive, I would expect these core benefits for my organisation...

# Collect facts & figures to support your D&I Business Case

**FACTS**



- **Collect facts and figures as closely related to your organisation as possible:**
  - ✓ The case for talent shortages and employee turnover.
  - ✓ The case for productivity (employee engagement) and financial performance.
  - ✓ The case for innovation.

Example: Deloitte Case Study - Emma Codd, Global Inclusion Leader: calculated the cost of replacing everyone who had left the company the previous year due to culture or D&I reasons. That number came out at £68 million.

- **Translate facts and figures into a coherent, persuasive narrative to get the buy-in from key stakeholders.**

**Spoiler Alert!** Chat GPT can't help you here. You need to create a unique business case that reflects the realities of your organisation.

# Assess the D&I maturity of your organisation



## Unaware

- What's the point of D&I?
- No desire to address D&I and no policies in place.



## Compliant

- D&I has to be done, so we do it.
- D&I only as a legislatively required.



## Strategic

- D&I is important to our success.
- D&I is a strategic objective for the organisation.



## Integrated

- D&I is part of everything we do.
- All organisational policies and practices reinforce the D&I strategy.



## Disruptive

- We are leading D&I best practices.
- The organisation ideologically supports D&I and can share best practices with other companies.



#INCLUSION

# Assess the D&I maturity of your organisation

Collect insights and feedback:

- D&I surveys.
- Focus groups.
- Exit interviews.
- Perceived Group Inclusion Scale.

## THE PERCEIVED GROUP INCLUSION SCALE

This group...

1. ...gives me the feeling that I belong
2. ...gives me the feeling that I am part of this group
3. ...gives me the feeling that I fit in
4. ...treats me as an insider
5. ...likes me
6. ...appreciates me
7. ...is pleased with me
8. ...cares about me
9. ...allows me to be authentic
10. ...allows me to be who I am
11. ...allows me to express my authentic self
12. ...allows me to present myself the way I am
13. ...encourages me to be authentic
14. ...encourages me to be who I am
15. ...encourages me to express my authentic self
16. ...encourages me to present myself the way I am

1–4: group membership subscale; 5–8: group affection subscale; 9–12: room for authenticity subscale; 13–16: value in authenticity subscale.

*Jansen et al. (2014)*

## Assess the D&I maturity of your organisation

- Collect insights and feedback (D&I survey, focus groups, exit interviews, Perceived Group Inclusion Scale, etc.).
- Summarise and interpret the results.
- Present the results to your organisation's key stakeholders – including top management.
- Feed these insights into your D&I strategy.

**It takes effort but remember WHY you started!**



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# D&I Strategy

How to craft a tangible D&I strategy and measure real outcomes.

# D&I Strategy



## Objectives

What you strive to achieve.



## Key Results

How you will measure your progress towards your objectives.

If you can't measure it, you can't manage it.



## Initiatives

How you will achieve your objectives.

Caution! If you have implemented your initiatives and nothing has changed, these need to be rethought and re-designed or replaced.

## Example



### Objectives

Equality of opportunity and outcome through inclusive, fair, and transparent organisational processes and practices.



### Key Results

- 100% pay equity (race, gender, age, etc.).
- At least 90%\* of the respondents in the annual employee survey believe that the company provides equal opportunities and feel that they are treated fairly.

\*Depending on your starting point.



### Initiatives

Conduct a pay equity analysis and close potential gaps (if any are identified).

## Common traps



### **Quotas.**

- An exercise of counting heads.
- Potentially reproduce the very stereotypes they are meant to eliminate.
- ‘Positive’ discrimination (no such thing!) as a punishment for historical discrimination.

### **Training doesn’t work on its own.**

A meta-analysis of over 40 years of research on diversity training evaluation revealed that most programmes fall short of achieving their objective of promoting D&I in the workplace.

However, the positive effects of diversity training are greater when training is:

- Complemented by other diversity initiatives,
- Targeted to both awareness and skills development,
- Conducted over a significant period of time.



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# D&I Strategy Execution

How to execute your strategy and bring real change.

# Adopt a change management approach

## Lewin's Change Model



UNFREEZE



CHANGE



RE-FREEZE

## Kotter's 8-Step Change Model

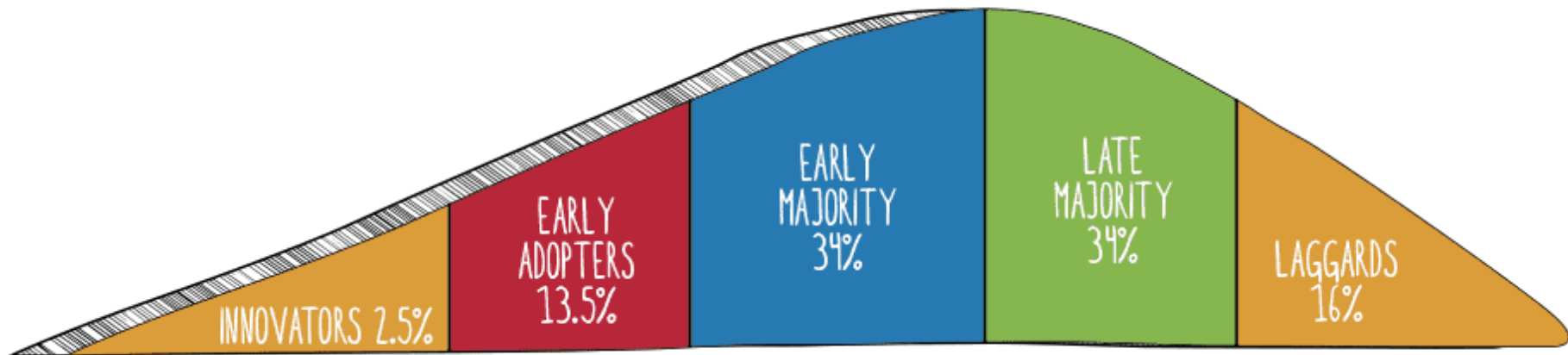
1. Increase urgency.
2. Build the guiding team.
3. Get the vision right.
4. Communicate for buy-in.

5. Empower action.
6. Create quick wins.
7. Don't let up.

8. Make change stick.

## Adopt a change management approach

Challenge the status quo by leveraging your innovators and early adopters, who can spreadhead an inclusive culture (e.g., Employee Resource Groups).



**Continuously assess  
your progress  
against the set  
objectives**



# Communicate



Maintain open communication with key stakeholders, providing updates on:

- Progress (irrespective of the outcome).
- Achievements.
- Challenges.
- Next steps.
- Requests for support and resources.

# Did I deliver on my commitment?

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Thank you.

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## DIVERSITY & INCLUSION CONFERENCE

**8 November, 2023**

Radisson Blu St Julian's, Malta | 09:30 – 14:00 CET

Following the launch of Malta's very first official Diversity & Inclusion (D&I) Network and two successful conferences earlier this year to raise awareness on the topic, we now present to you our next D&I Conference – and this time, it's all about **taking action!**

Join us as we delve into leading multi-generational teams, explore the impact of biases on AI algorithms, and hear from the D&I Network members as they share their actionable ideas and plans on various diversity and inclusion topics. Don't miss this inspiring and hands-on conference, register below to save your seat!

[REGISTER TODAY](#)