

# DEI Leader Competencies

Themes highlighted within  
The Conference Board's 2008 Report

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## Change Management

### Organisational development

- Understands and facilitates the change process through completion
- Demonstrates an ability to flex style when faced with myriad dimensions of culture in order to be effective across cultural contexts
- Gains leadership involvement and line ownership

### Corporate communication

- Communicates the full spectrum of inclusion
- Understands multiple cultural frameworks, values and norms
- Utilises multiple communication vehicles such as websites, brochures, talking points and more

### Tracks and communicates strategy progress and setbacks

- Acknowledges and addresses challenges/obstacles/opportunities

### Critical interventions

- Offers useful and timely interventions in cases where progress is impeded due to a diversity-related issue

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## Diversity, Inclusion and Global Perspective

### Cultural competence

- Understands the dynamics of cross-cultural and inclusion-related conflicts, tensions, misunderstandings or opportunities

- Understands the history, context, geography, religions and languages of the regions in which the organisation does business
- Is fluent in more than one, and ideally several, languages

## Negotiation and facilitation

- Maintains a balanced global perspective that offers flexibility and variations for use at the local level
- Negotiates and facilitates through cultural differences, conflicts, tensions or misunderstandings

## Continuous learning

- Keeps what is best for the business at the forefront
- Recognises and addresses one's filters, privileges and cultural preferences
- Commits to continuous learning/improvement in diversity, inclusion and cultural competence
- Elaborates on benefits of D&I and addresses possible unfavourable impact
- Acknowledges and utilises feedback from diverse sources

## Complex group dynamics

- Understands and effectively manages complex group dynamics and ambiguity

## Judgment

- Is able to discern when to inquire, advocate, drive or resolve more decisively

## Subject matter expertise

- Knows and applies best practices in diversity and inclusion practices, strategies, systems, policies, etc.
- Understands subtle and complex diversity and inclusion issues as they relate specifically to marginalised groups (while these vary by region, they often include women, people with disabilities, older people, and racial, ethnic or religious minorities)
- Establishes and manages D&I councils effectively
- Collaborates with other functional teams
- Is a role model for inclusive and culturally competent behaviour

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## Business Acumen

### External market knowledge

- Understands and is current on global and local trends/changes and how they inform and influence D&I
- Understands multiple cultural frameworks, values and norms

- Gathers and uses competitive intelligence

## Corporate customer/client needs

- Understands and is current with global socio-political environments
- Understands context and lessons learned
- Understands diverse customer needs

## Holistic business knowledge

- Understands the impact of the financial, economic and market drivers on bottom line results

## Uses information from multiple disciplines and sources

- Offers integrated ideas and solutions on issues important to the organisation

## Diversity and inclusion ROI (return on investment)

- Determines and communicates how D&I contributes to core business strategy and results
- Creates insights on how D&I contributes both to people and business strategies as well as business results
- Designs and develops D&I metrics that exhibit the ROI impact

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## Strategic External Relations

### Corporate social responsibility/government/regulatory

- Well-informed about external pressure points (e.g. society, work councils, environment, regulatory, government, customers and related trends)
- Effectively anticipates and manages stakeholders (e.g. advocacy, community, non-government organisations)
- Recognises and addresses human rights issues through policy and practice
- Influences media and marketplace via communication and community outreach to competitively position the organisation

### Strategic alliances

- Identifies, partners and leverages relationships with key external organisations/leaders to enhance business results

### Diverse markets/supplier diversity

- Identifies, partners and leverages relationships with key external diverse suppliers, organisations and customers to enhance the supply chain and increase market share, revenues and loyalty

## Brand/reputation management

- Positively influences media and marketplace
- Forges strategic partnerships with internal constituencies through community outreach
- Supports communities in which the organisation operates

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## Integrity

### Ethics

- Acts ethically and with integrity
- Behaves in a way that leads others to trust him/her
- Speaks with candour and tact
- Acts as a voice for perspectives, levels and cultures that are not otherwise represented

### Resilience

- Pursues goals with drive and energy; seldom gives up before finishing, especially in the face of resistance
- Maintains positive and constructive outlook

### Influence

- Negotiates and persuades effectively at all levels of the organisation
- Navigates corporate landscape and has an impact up, down and sideways
- Listens and adapts approach to fit audience
- Manages and mediates conflict effectively

### Empathy

- Understands the point of view and emotions of others, in the context of their cultures, including both minority and majority groups
- Acknowledges, in a stated or unstated fashion, others' perspectives
- Understands how to motivate and work with both minority and majority groups

### Communication

- Knows where resources are and how to access them
- Communicates effectively
- Engages audience

### Diversity and inclusion future state

- Collaborates appropriately with others to envision and convey an inspiring, compelling and relevant D&I future state
- Actively seeks new ideas, experiences and thought leaders
- Is a catalyst for change; translates/makes connections between new ideas and applications
- Frames new directions in understandable, innovative and inspiring terms

### Pragmatism

- Differentiates between strategy and tactics
- Drives alignment with clients, partners and stakeholders
- Is pragmatic regarding working within business realities
- Proactively creates foundation for influence at all levels of the organisation

### Political savoir-faire

- Facilitates and manages complex and sensitive matters

### Knows to whom and where to go

- Gets things done (including working with the Board, CEO and top leaders)
- Collaborates with other functional areas to maximise outcomes for all (especially HR, organisational development, leadership development)
- Possesses the ability to influence and execute beyond positional power
- Is seen, at all levels, as a trusted source for advice and counsel

### Total rewards/talent management/organisational development/work and life balance/training

- Understands the basic tenets and workings of compensation and benefits programme, policies and best practices
- Provides programme options to ensure equitable treatment and mitigate disparities
- Possesses knowledge of programmes, policies and best practices that ensure equity and achievement of organisational D&I objectives in a variety of HR areas, including but not limited to recruiting and staffing, OD, work and life balance, succession planning, training/development and performance management

## Compliance

- Understands applicable laws, regulations and government requirements and their impact on the business
- Ensures compliance through effective programme, policies and practices

## Employee relations

- Works with others appropriate to the situation to resolve individual and group conflict, including the development and delivery of successful interventions
- Sustains and improves the work environment in the face of change and environmental challenges