How Hard Should You Push Diversity?

Case Study Harvard Business Review
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AGENDA

1. Introduction
2. Problem Definition
3. The concept of diversity
4. Best practice
5. Possible solutions
6. Recommendation
‘A glance at the photos of our executive committee on our website is all it takes to see how little headway we’ve made on diversity.’

- CEO of GlobeBank Will Sonenberg
PROBLEM DEFINITION

- Overall diversity quote is very acceptable
- Diversity quote decreases noticeably towards upper management levels
- Retention rate in lower positions is weak, due to low number of promotions
- 'Too many of the business-unit heads are still blockers'

--> leading to consideration about the creation of financial incentives in order to increase quote in upper management positions
THE CONCEPT OF DIVERSITY

Diversity refers to human qualities that are different from our own and those of groups to which we belong, but are manifested in other individuals and groups. Dimensions of diversity include, but are not limited to: age, ethnicity, gender, physical abilities/qualities, race, sexual orientation, educational background, geographic location, income, marital or partner status, military experience, parental status, religious beliefs, work experience and job classification.

(1) (2)
Facts and Figures

- 17% of Fortune 250 boards are composed exclusively of white directors
- 40% of the Fortune 250 directors are aged 60-67 and 28% are aged 68 and above
- Representation of Hispanic, Asian and female directors on Fortune 250 boards has grown modestly in the past year, while Black directors maintained their level of representation

(3) (4)