

A background image of a rainbow-colored gravel surface, with colors transitioning from red on the left to purple on the right.

GEAR UP!

IMPLEMENTING A MODEL FOR DIVERSITY AND INCLUSION



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Why Diversity *and* Inclusion?

Research shows that diversity is a driver for innovation. Variety of skills, experience and knowledge among employees improves companies' capacity to innovate

Lack of diversity may hinder possibilities for hiring and keeping skilled workers, develop effective team-processes, including "missed opportunities" for innovation, product development and business

Recruitment is the first step, however research shows that diversity must be combined with inclusion.

Inclusion does not happen by itself, instead organizations need to work with their work culture and norms to succeed.

Gear up! Implementing a Model for Diversity and Inclusion

Aim?

Increased norm-awareness among managers and employees at Volvo Group to strengthen innovation capacity

How?

Together with Volvo Group develop, test and evaluate the Organisational Diversity and Inclusion model (ODIL) using a norm-reflexive methodology.

Why?

The project “Trucks for all: Developing norm-critical innovation at Volvo”, 2017-2018, detected several organisational “fire walls” that both hinders and enables norm-creative innovation. The current project will target barriers for innovation.



Norm-reflexive methodology

In the project a norm-reflexive methodology is used to visualize implicit/taken for granted norms, which is organized as follow:

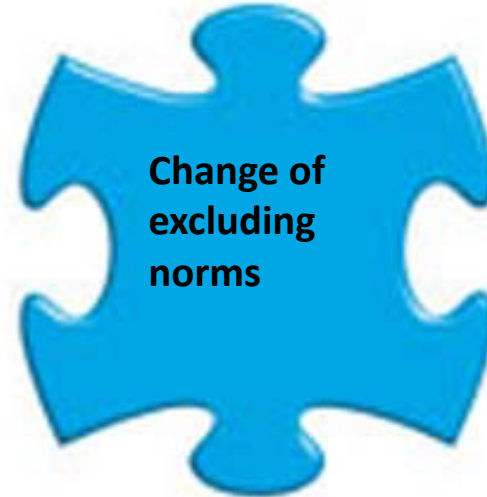
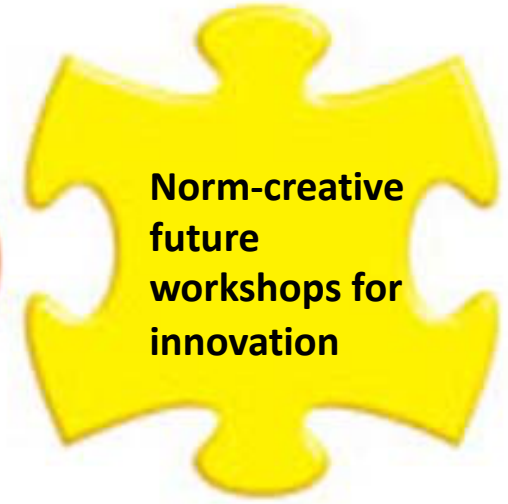
- a) Doing interviews with practitioners; mostly HR and hiring managers.
- b) Written internal report with preliminary analysis of the interviews
- c) Organized workshops with practitioners.

Preliminary analysis are discussed, validated and revised. Discussions around implicit and taken-for-granted implicit and explicit norms.

Using specific tools that facilitate norm-reflection over everyday practices for learning and change.

The puzzle...

How can norm-aware recruitment and inclusion increase the innovation capacity and the development of a norm creative innovation?



Organisational Diversity and Inclusion Level (ODIL) –
A model for an increased innovation capacity (Anderson, Balkmar och Callerstig 2019)

Commitment from the top management

The pledge is summarized in six topics: An inclusive leadership, inclusive culture, aspiration and goal setting, clear responsibility, equal opportunities, and societal engagement and responsibility.

To be committed to create the right environment and conditions for all employees to reach their full potential – that is the promise.

Inclusive recruitment

Inclusive and norm aware recruitment and competence development means to pay attention to potential norms that can create biases in recruitment processes and in competence development.

The ambition with the workshop is to increase norm-awareness in recruitment with a focus on its informal aspects



Inclusive leadership

An inclusive leadership is a leadership that creates good conditions for all employees' learning and development. This workshop focus on what strategies managers use to create an inclusive work culture and what obstacles and challenges they meet in everyday practices.

