



# PEOPLE ANALYTICS IN INCLUSION & DIVERSITY

## VIDEO TRANSCRIPT

### **ARUN:**

Inclusion and Diversity is a topic that is catching a lot of attention and action these days. Asia from this context is very relevant given it is home to a large part of the world's population. But what's happening in Asia from an inclusion and diversity perspective? What are leaders thinking about it? What are they doing about it? Let's understand and explore that a little further with Grace Yip, from Accenture.

### **GRACE:**

Inclusion and Diversity agenda is a very important thing both in terms of the position I hold but more importantly because it's something I've always been very passionate about.

For me Inclusion is really a celebration of individuality. It is about the fact that we all have very different strengths yet if we are able to come together then the sum is greater than the parts. To me that is true Inclusion.

### **ARUN:**

So how do you as an organization or as a leader put together programs that ensure that every level of the organization change their mindset?

**GRACE:**

Programs are as successful as the mindsets that they change and in the space of Inclusion and Diversity there are many different sorts of mindsets to change. It isn't one single mindset. If I think about empowering women, it is also about giving them the confidence and the assurance and the support that they can go as far as they want to go, where their potential will take them.

So I think when it comes to programs it is important to be clear about the outcome that you're trying to achieve. Some of it could be shifting mindsets of women: some of it could be shifting mindsets of men. And I think that's important to have that comprehensive view that different initiatives are targeted to deal with different parts of shifting mindsets.

I think the other thing that I find very interesting and I think you would agree with me is this concept of networks and the importance of networks in building a career and in leaders. I think you shared with me in the past as well that you know a lot of the research that TrustSphere has done has demonstrated that all men and women typically start up building networks in a very similar fashion. Somewhere along the lines it changes doesn't it? I think we mentioned a bit about the fact that men seem to be better buildings skip levels within networks and relationships. And somewhere along the line women stopped doing that. And I think those are very powerful insights and that's where analytics has a real place to play into this.

And again if you look at the fact that we aware of these insights, we provide support to our women. We have about a hundred different networks across the company that allows women to create and build these networks.

**ARUN:**

It's very interesting, it sounds to me that you're doing two things. One is you're pulling up a mirror and showing men and women their networks or what is their individual social capital. There is a presumption that if you have extended social capital, your potential to grow in an organization increases. The second part is you're creating a conducive environment for women to expand the social capital. But how are women engaging? Are they responsive enough? And how are you helping them change their mindsets?

**GRACE:**

I think that ties in very nicely with the power of analytics. And I think the power of analytics, the way I see it; it is about a very sharp surgical knife that is able to cut through a lot of things and to provide actionable insights by which people can actually take targeted actions.

I have to say that from my experience a lot of women have stepped up and to be honest a lot of men have also stepped up to provide their female colleagues, co-

workers the ability to be successful as they need to be. In the space of networking I have seen actually quite a number of very successful events where we've brought both men and women together to provide that opportunity to be able to build those networks internally and externally.

I think analytics has three things that are very powerful. One is a clarity that it brings to the data and to the problem. The second thing is about the ability to target and have clear actions. And the third is consistency. I think we're very fortunate today that you know in the space of analytics, a lot of these challenges are now being put into the world of people analytics. And it is an exciting time that companies can start to think about how they use data differently, to change the conversation on Inclusion and Diversity.

And if you think about what we're doing at Accenture and let's talk about perhaps talent acquisition, it is really important to make sure we remove structural biases from the recruitment process. What we've done as recently as last year is rolled out across ASEAN, a new sort of assessment process as part of recruitment and we've actually used real data to grade. This is no longer just looking at a CV but really understanding an individual's potential. To me the data now gives us a lot more appreciation of the individual strengths and the likelihood of the individual being successful in a company like Accenture and in the roles that we choose to put them into.