



FUTURE
TALENT
COUNCIL



La gestione delle risorse umane come chiave per un modello di sviluppo sostenibile



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Chief People Officer & DEI Advisory Board Leader - Future Talent Council
Country Manager Italy & Global Account Manager - Potentialpark



Who is Potentialpark?

As thought leaders in the field of Talent Communication since 2002, we bring the voice of candidates to the table by providing knowledge and insights to help shape the future of employer branding, talent acquisition, and talent communication.

Every year, candidates worldwide take part in Potentialpark's Communication Studies and Experience Panels to share with us their expectations, preferences, and needs during the job search and application processes. Our in-depth analysis of this data helps local and global employers improve their career channels and stay up-to-date with what is important for young talent.



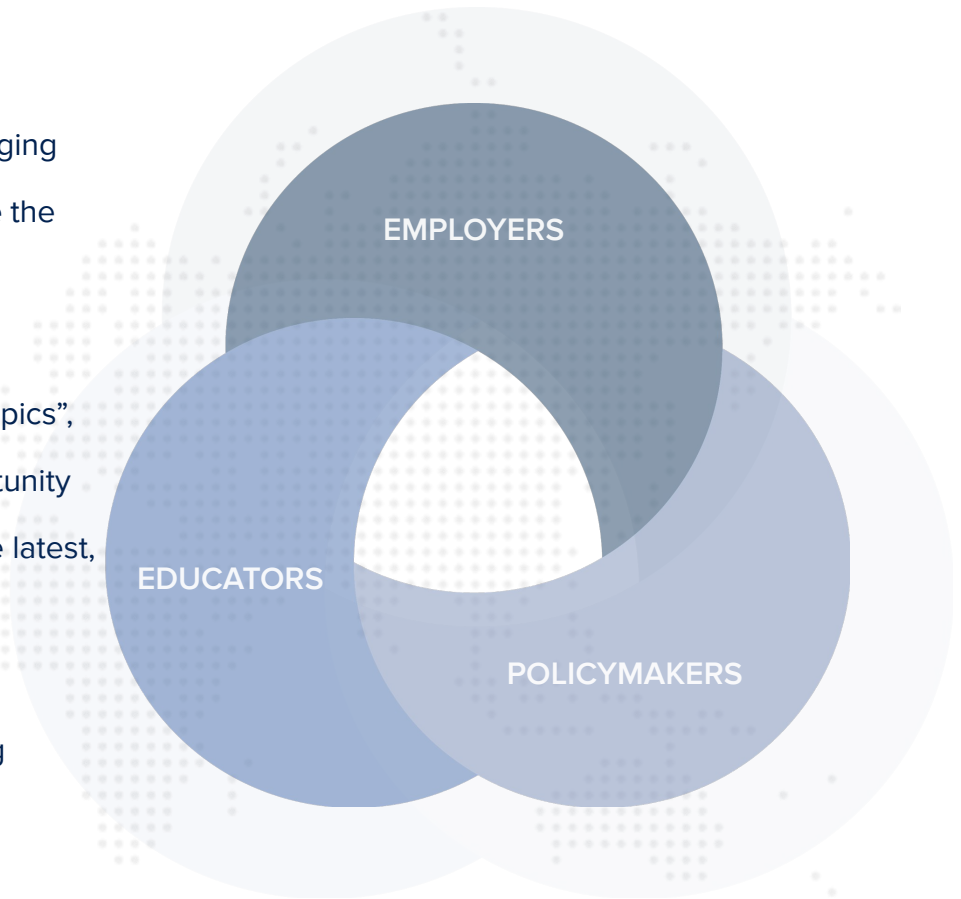
Our **vision** is to **inspire
communication**

because everyone should
have the opportunity to
find the work and place
where they belong.

Future Talent Council is a global **member organization** bringing together employers, educators and policymakers to **reshape** the future of **work** and **education**.

Often referred to as “the World Economic Forum for talent topics”, the objective is to help improve human capability and opportunity around the world by **connecting leaders**; while providing the latest, relevant insights and best practice strategies and solutions.

In 2022, **47 countries** and **210 global employers** were being represented.



Talent Acquisition

- Talent Pools & Pipelining
- Employer Branding & Reputation
- Corporate Culture
- Sourcing Strategy Innovation
- Employee Value Proposition

Future Skills

- Career Readiness
- Skills Architecture
- Anticipating Future Skills Needs
- The Role of AI & Automation
- Global & Cross-Cultural Competence

Sustainability

- Sustainable Development
- ERGs
- Social Impact
- Green Washing prevention
- Sustainability KPIs

Diversity, Equity & Inclusion

- Measuring DEI Progress & KPIs
- Cognitive Diversity
- Inclusive Organizational Culture
- Unconscious Bias Awareness & Mitigation
- Leadership's Role, & Sustainability of Efforts

Curriculum Innovation

- Partnership Innovation & Industry Needs
- Global Program Benchmark
- Experiential Learning
- Dual Education Models & Apprenticeships
- Industry-Driven Research Collaborations

Strategic Talent Management

- Workforce Planning
- Job Architecture
- Talent Retention
- Employee Experience & Lifecycle
- Internal Mobility & Succession Planning

Talent Development

- Learning & Development
- Leadership Development
- Personalized Learning Journeys
- Remote & Hybrid Work Plans
- VR & AR Learning Experiences

Industry & Academia Partnerships

- Online Learning & Digitally Native Cohorts
- Micro-Credentials
- Accessibility & Digital Divide
- Lifelong Learning
- A Reimagined Higher-Ed

Societal Impact of Artificial Intelligence

- Future of Education
- Transformation of Jobs
- Risks of a Societal Divide & Socioeconomic Inequality
- AI Transparency & Explainability



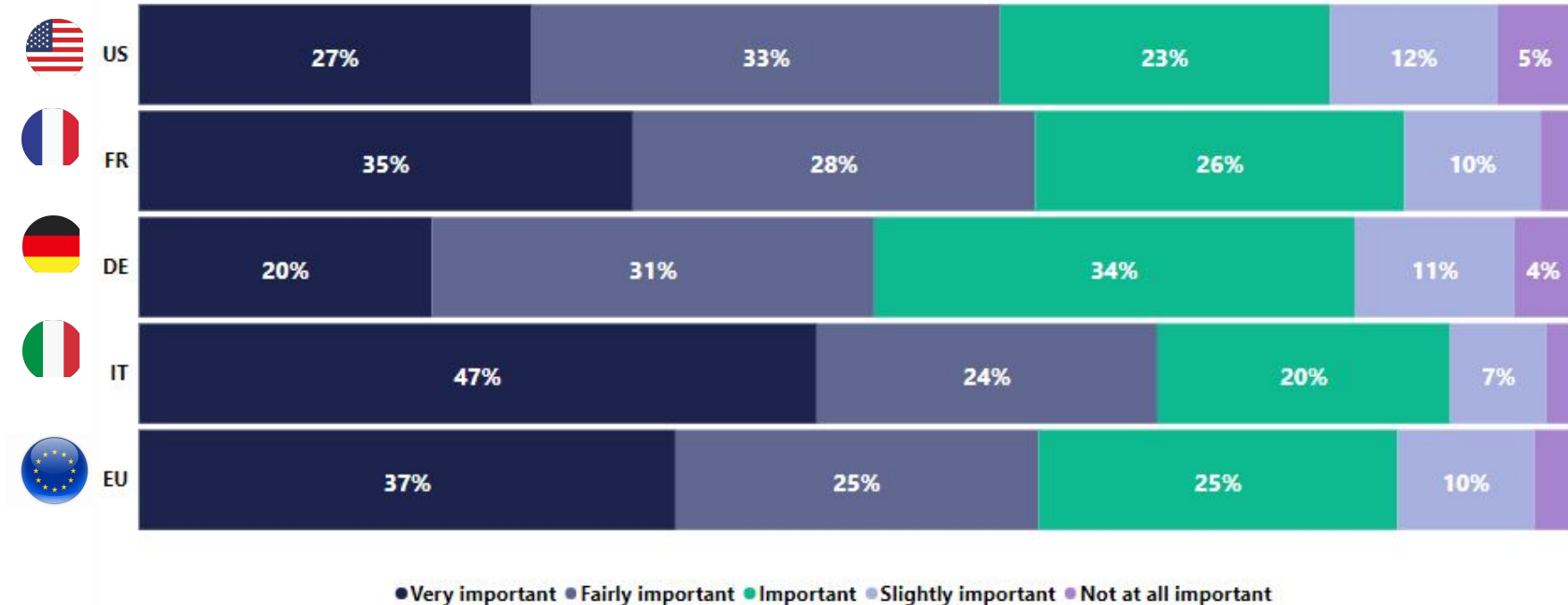
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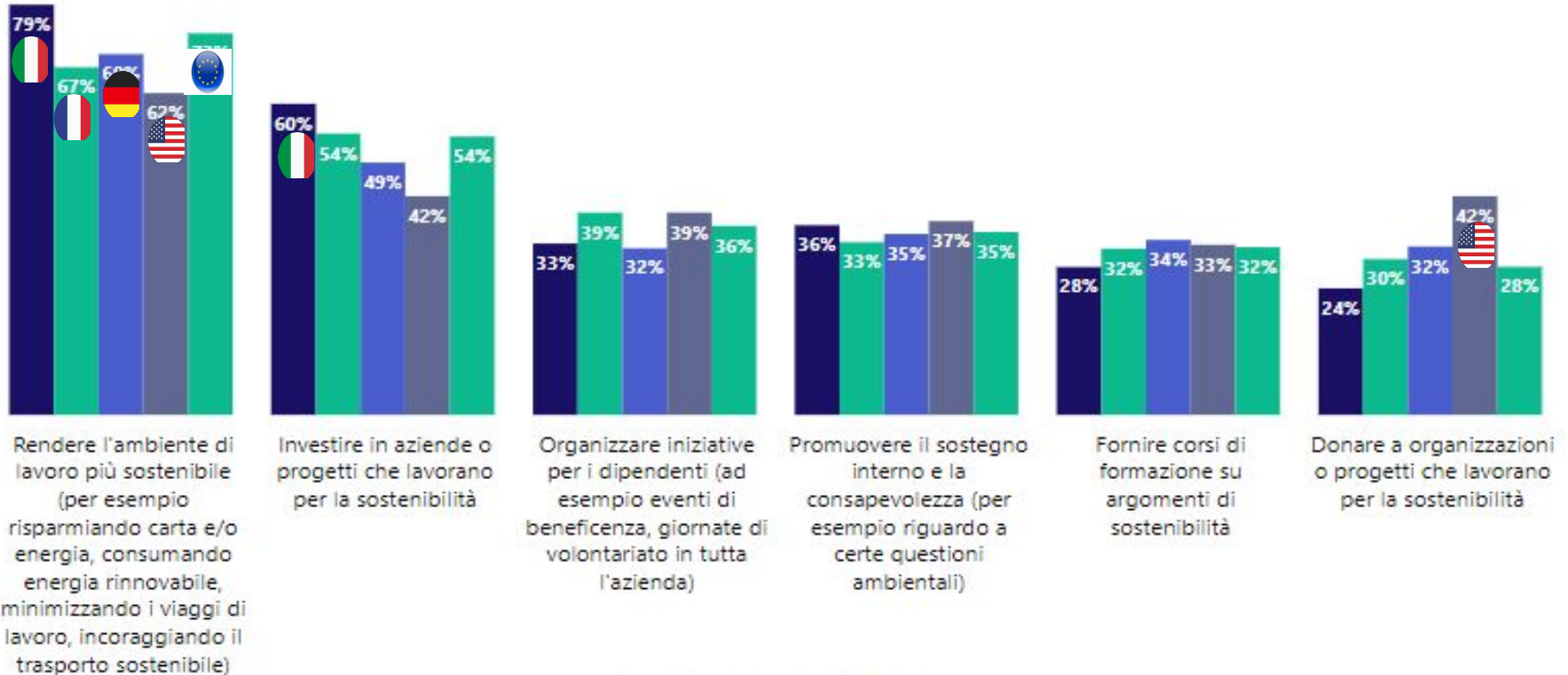
SUSTAINABLE DEVELOPMENT GOALS



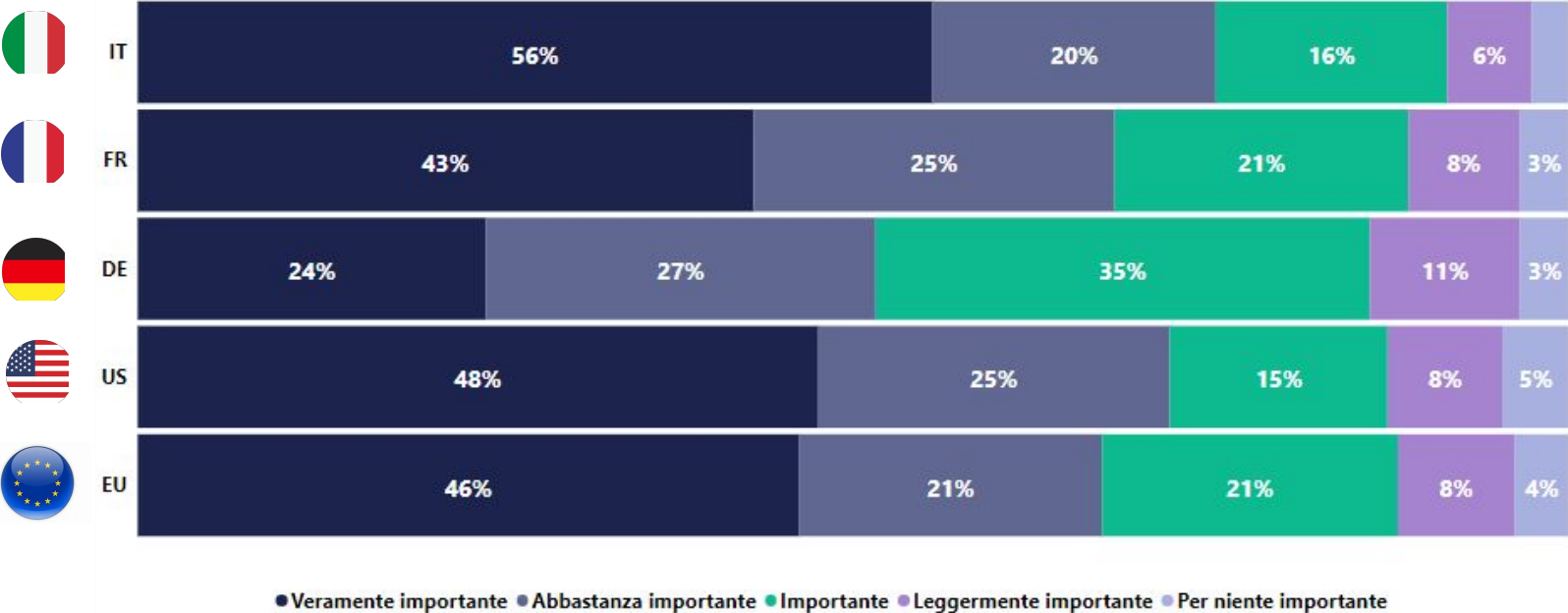
How Important Is It That An Employer Works Towards Environmental Sustainability?



What kind of Sustainability efforts would you like to see from an employer?



How is it important for you that an employer works towards DEI?





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WHAT MAKES INCLUSION, DIVERSITY, EQUITY, AND BELONGING SO IMPORTANT?





The Space Shuttle Columbia disaster was a fatal incident in the United States space program that occurred on February 1, 2003, when the Space Shuttle Columbia disintegrated as it reentered the atmosphere, killing all seven crew members.



REASONS TO COMMIT TO THIS

**ATTRACTING AND RETAINING
TALENT – CREATING A SUSTAINABLE
FUTURE WORKFORCE**

**CAPTURING
OPPORTUNITIES**

**GROWING THE BOTTOM LINE
AND ENHANCING REPUTATION**

**IT'S SIMPLY THE RIGHT
THING TO DO**

SOME STATISTICS

**FOR EVERY 10% INCREASE IN GENDER
DIVERSITY, EBIT ROSE BY 3.5%**
MCKINSEY & COMPANY

**ETHNICALLY DIVERSE COMPANIES MORE
LIKELY TO OUTPERFORM BY 36%**
MCKINSEY & COMPANY

**GENDER DIVERSE COMPANIES MORE
LIKELY TO OUTPERFORM BY 15%**
MCKINSEY & COMPANY

**COMPANIES IN THE TOP QUARTILE
FOR GENDER DIVERSITY ON EXECUTIVE
TEAMS WERE 25% MORE LIKELY TO HAVE
ABOVE-AVERAGE PROFITABILITY**

PricewaterhouseCoopers, one of Britain's largest accountancy firms, has launched an investigation after male staff at one of its branches in Ireland were found circulating emails where they rated the attractiveness of their female colleagues.



PRICEWATERHOUSECOOPERS STAFF RATE FEMALE COLLEAGUES IN 'VIRAL' EMAIL.

THE TELEGRAPH 2010. (NOVEMBER 11, 2010)

Some colleagues of the PwC company, during working hours, had fun sending an email containing the photo of their female colleagues in which they gave them the marks on their beauty. In addition to the votes, three of them had entered sexist comments. The email, however, went viral and a scandal was born. The thing that makes you think even more is that, while all the male colleagues were in copy, only three participated in the game, while the others pretended nothing and no one had the courage to stop them. This is an example of an environment where there is no respect, trust and fear of speaking.



GUCCI APOLOGIZES AND REMOVES SWEATER FOLLOWING 'BLACKFACE' BACKLASH.

NPR FEBRUARY 7, 2019, 1:22 PM ET

The well-known fashion company Gucci a few years ago launched a sweater on the market that resembled the 'Blackface': a theatrical mask with which black slaves were represented and mocked. The sweater immediately created protests in the black community and forced the company to withdraw it from the market causing economic loss.

THE GLASS CEILING METAPHOR



The term glass ceiling refers to a metaphorical invisible barrier that prevents women from being promoted to managerial- and executive-level positions within an organization or industry.

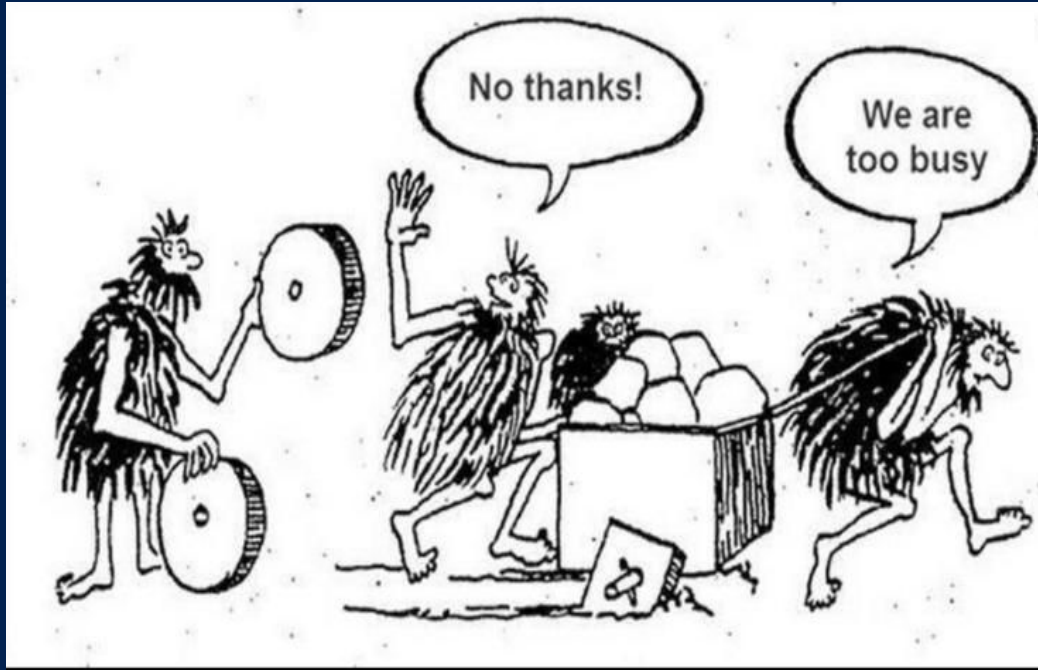
WHY DOES DIVERSITY MATTER?



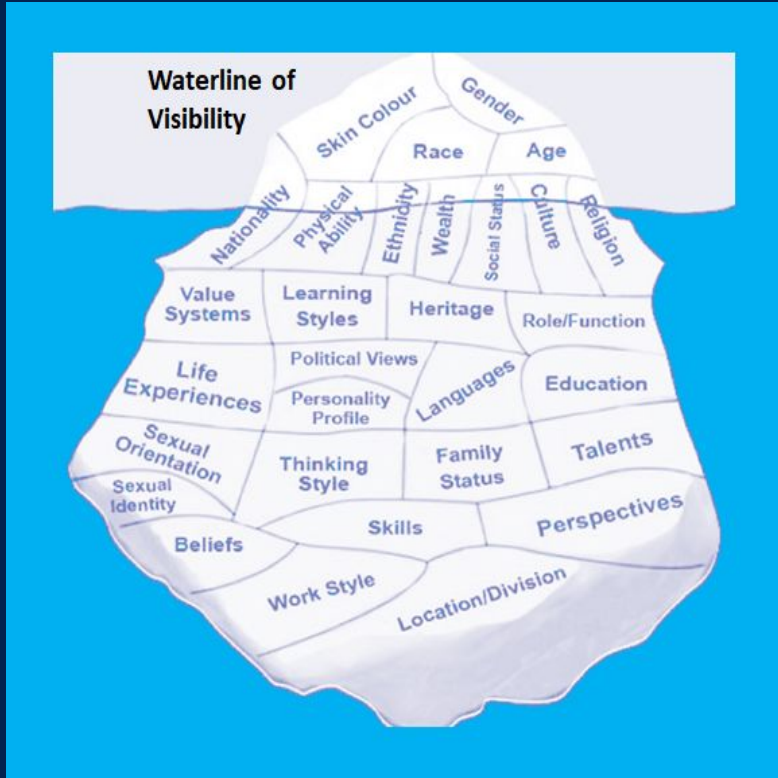
“ at Adidas diversity isn't a box to check but the secret formula for inventing the future of sport ”



WHY IS INCLUSION IMPORTANT?



INCLUSION IS A PREREQUISITE TO MAKE YOUR CULTURE THRIVE AND MAKE SURE ALL THIS DIVERSITY WORKS



**Diversity can add complexity
if we don't include it and foster it
!**

*“Diversity is the mix...Inclusion is making
the mix work”*

WHY DOES EQUITY MATTER?

EQUALITY vs. EQUITY



© 2014, Saskatoon Health Region

EQUALITY= SAMENESS
GIVING EVERYONE THE SAME THING

Only works if everyone starts from the same place

EQUITY= FAIRNESS
GIVING EVERYONE ACCESS TO THE SAME OPPORTUNITIES

We must first ensure equity before we can enjoy equality

Equity image credit: Please note, this image was adapted from an image © 2014, Saskatoon Health Region

 **Nick Boyd, MBA** · Following
Sr. Director, Learning & Development, Culture & Team Member Experience at Target
2mo · 🌐

Proud to work for a company working hard to make the world more equitable and inclusive for all.



Target to Increase the Number of Black Employees By 20% Over Next 3 Years



Gender equity in the workplace isn't a women's issue — it's a business issue.

Grant F. Reid
Mars CEO



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SO... WHAT EXACTLY IS INCLUSION, DIVERSITY, EQUITY & BELONGING (IDE&B) ?

A SIMPLE APPROACH

WHAT EXACTLY IS DEI&B?

DIVERSITY

IS ANY DIMENSION, VISIBLE AND NON-VISIBLE, THAT CAN BE USED TO DIFFERENTIATE GROUPS AND PEOPLE FROM ONE ANOTHER. IT'S ABOUT EMPOWERING PEOPLE BY RESPECTING AND APPRECIATING WHAT MAKES THEM DIFFERENT.

INCLUSION

IS CREATING A SENSE OF BELONGING WHERE EACH INDIVIDUAL IS VALUED, RESPECTED AND TREATED EQUITABLY. AN INCLUSIVE CULTURE ALLOWS ALL EMPLOYEES TO CONTRIBUTE, THRIVE AND DEVELOP AS WHO THEY ARE.

EQUITY

WE ENSURE ALL OF OUR PEOPLE HAVE FAIR TREATMENT, ACCESS, OPPORTUNITY, AND ADVANCEMENT, WHILE AT THE SAME TIME STRIVING TO IDENTIFY AND ELIMINATE BARRIERS THAT HAVE PREVENTED THE FULL PARTICIPATION OF SOME GROUPS

BELONGING

FEELING SECURITY AND SUPPORT WHERE THERE IS A SENSE OF ACCEPTANCE, INCLUSION AND IDENTITY FOR EVERY GROUP.

THE DEI&B DANCE



- **DIVERSITY IS BEING ASKED TO THE PARTY.**
- **INCLUSION IS BEING ASKED TO DANCE.**
- **EQUITY IS EVERYONE HAVING THEIR OWN STYLE OF DANCE.**
- **BELONGING IS CHOOSING SONGS ON THE PLAYLIST.**



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Diversity is a Fact,

Equity a Choice,

Inclusion an Action

and Belonging the Outcome.

THE SCIENCE BEHIND BELONGING



-
- **THE NEED TO BELONG IS AN INTRINSIC MOTIVATION, TO AFFILIATE WITH OTHERS AND BE SOCIALLY ACCEPTED.**
 - **THE NEED FOR OTHERS IS HARD-WIRED IN OUR BRAINS.**
 - **INTERACTIONS ARE CRAVED IN THE SAME REGION OF THE BRAIN WHERE ONE CRAVES FOOD.**
 - **SOCIAL EXCLUSION LIGHTS UP THE SAME REGION OF THE BRAIN WHERE WE EXPERIENCE PHYSICAL PAIN.**
 - **THE BRAIN REACTS TO EXCLUSION BY GOING INTO SURVIVAL MODE. PEOPLE ARE LESS LIKELY TO TRY NEW THINGS, LESS ABLE TO PERFORM DIFFICULT TASKS AND TENDS TO BE LESS CREATIVE.**
-

THE BENEFITS OF BELONGING

- **56% INCREASE IN JOB PERFORMANCE WHEN EMPLOYEE FEELS AS THOUGH THEY BELONG**
- **50% DROP IN TURNOVER RISK**
- **75% REDUCTION IN SICK DAYS**
- **FOR A 10,000-PERSON COMPANY, THIS WOULD RESULT IN ANNUAL SAVINGS OF MORE THAN \$52M**
- **167% INCREASE IN THEIR EMPLOYER PROMOTER SCORE (WILLINGNESS TO RECOMMEND THEIR COMPANY TO OTHERS)**
- **DOUBLE THE RAISES AND 18 TIMES MORE PROMOTIONS**

HARVARD BUSINESS REVIEW; DECEMBER 16, 2019



INTENT

YOUR IMPACT AND INFLUENCE

IDE&B IS ABOUT ENSURING EVERYONE IN YOUR SHADOW HERE CAN THRIVE.



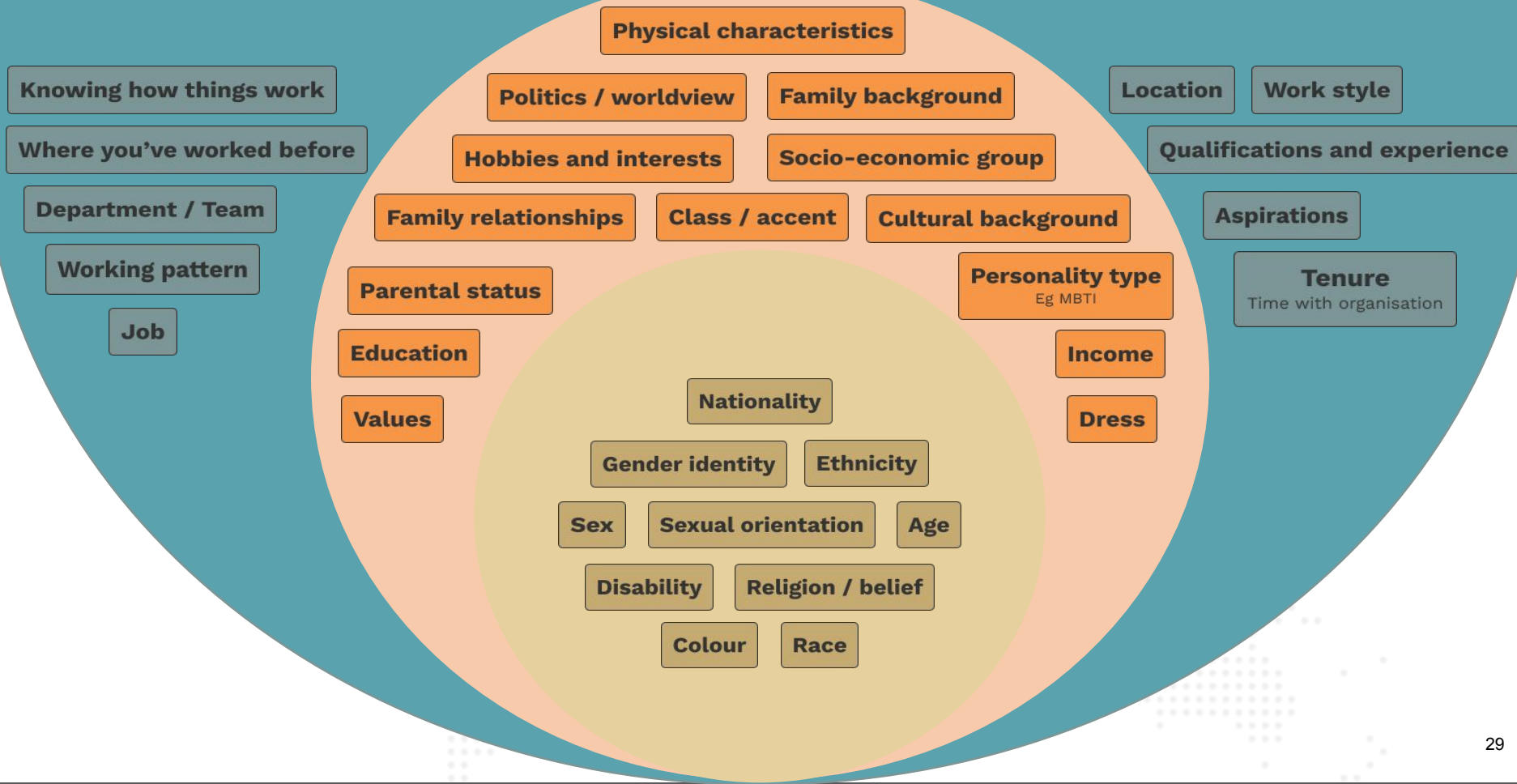
On a human level, we tend to keep PLM close to us: People like me. A true Leader must be able to involve and make NLMs shine too, that is People NOT like me. Only in this way can a diverse team be successful.

UNDERSTANDING UNCONSCIOUS BIAS



OUR BRAIN CAN PROCESS MORE THAN
11 MILLION BITS OF INFORMATION
EVERY SECOND

... BUT ONLY 40 BITS ARE CONSCIOUS



WHEN IS BIAS WORSE?

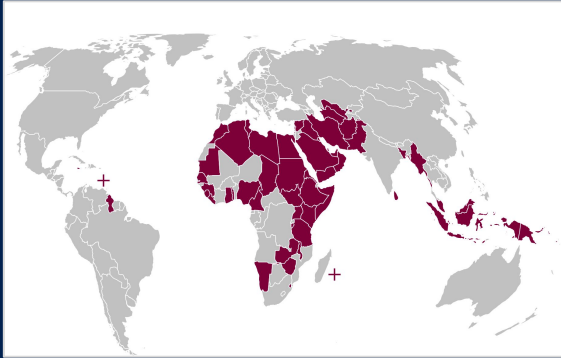


-
- **THE LESS ENERGY YOU HAVE, THE MORE YOU RELY ON INSTINCT OF AUTOPILOT**
 - **CERTAIN EMOTIONAL STATES I.E. ANGER, DISGUST (EVEN UNRELATED)**
 - **AMBIGUITY**
 - **LOW COGNITIVE ENERGY (FATIGUE)**
 - **DISTRACTED OR PRESSURED DECISION-MAKING**
 - **LACK OF FEEDBACK, LITTLE ACCOUNTABILITY**
-

THE DIFFERENCE BETWEEN EXPLICIT AND UNCONSCIOUS BIAS

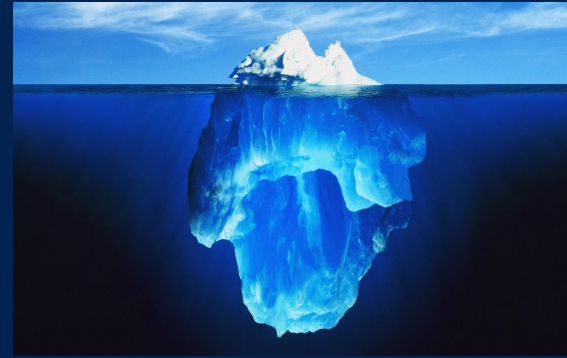
EXPLICIT BIAS

- **EXPRESSED DIRECTLY**
- **AWARE OF BIAS / CONSCIOUS**



UNCONSCIOUS BIAS

- **EXPRESSED INDIRECTLY**
- **UNAWARE OF BIAS / UNCONSCIOUS**



AFFINITY BIAS



**WE ARE MORE
LIKELY TO TRUST
SOMEBODY LIKE US.**

OTHER TYPES OF BIASES

CONFIRMATION BIAS
TO INTERPRET NEW EVIDENCE AS
CONFIRMATION OF ONE'S BELIEFS.

EXPECTATION BIAS
OUR EXPECTATIONS INFLUENCE
PERCEPTIONS OF OUR OWN AND
OTHERS' BEHAVIOR.

ANCHORING BIAS
TO RELY TOO MUCH ON AN INITIAL PIECE
OF INFORMATION WHEN MAKING
A DECISION ABOUT SOMEONE.

STEREOTYPE BIAS
TO ASSUME THAT SOMEONE HAS SPECIFIC
TRAITS BECAUSE OF THE GROUP THEY
BELONG TO (I.E. GENDER, RACE, CLASS, JOB,
INTERESTS).



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HOW IT AFFECTS THE DECISION MAKING?

SOME RESEARCH

AUDITIONS



In the past, orchestras in America were composed only of white musicians. To understand if it was linked to a fact of actual skill or just a bias, some companies tried to do blind auditions, and they realized that they were also recruiting black musicians ...

THOMAS MEYER MEMO

22 ERRORS IN TOTAL IN THE MEMO!
THE SAME MEMO

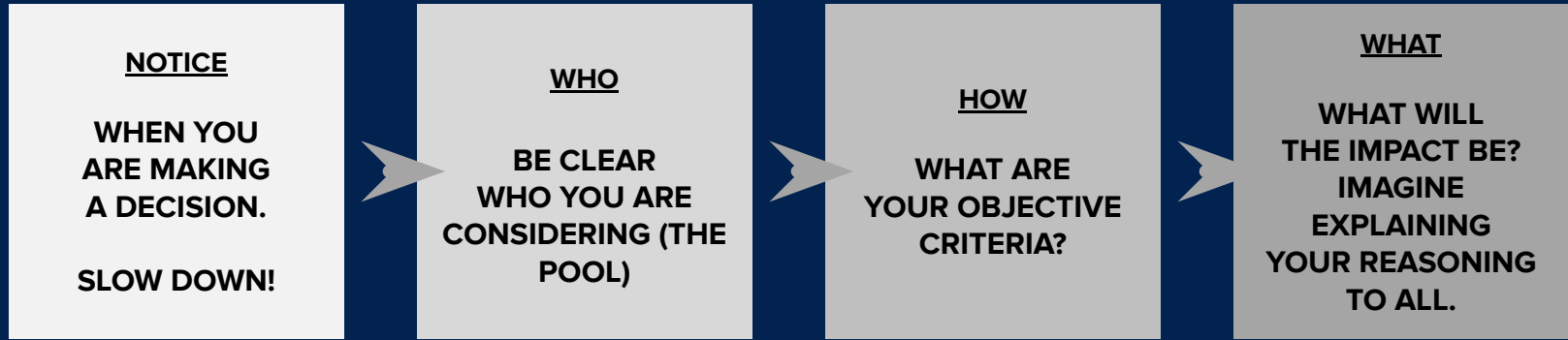
CAUCASIAN THOMAS

- SCORED 4.1 OUT OF 5
- “GOOD ANALYTICAL SKILLS”
 - “POTENTIAL”

AFRICAN AMERICAN THOMAS

- SCORED 3.2 OUT OF 5
- “CAN’T BELIEVE HE WENT TO NYU”
 - “AVERAGE AT BEST”

CONSCIOUS AND INCLUSIVE DECISION MAKING



COMMON MISTAKES

- NOT NOTICING WE DEFAULT TO OUR PREFERRED PEOPLE
- BELIEVING YOU HAVE NO BIAS
- GOING TOO QUICKLY
- GOING FOR 'FIT' OVER COMPETENCY AND MERIT

BECOMING MORE INCLUSIVE

SOME ACTIONS - 1

**RAISE AWARENESS OF
YOUR OWN BIASES
(E.G. HARVARD IATS)**

**NOTICE YOUR 'GUT' REACTIONS
AND FIRST IMPRESSIONS
(IS IT SOMEONE LIKE YOU?)**

**ASK FOR FEEDBACK ON
HOW INCLUSIVE YOU ARE.
HEAR WHAT THEY TELL YOU**

**ACTIVELY LISTEN AND SEEK
OUT DIFFERENT PERSPECTIVES**

BECOMING MORE INCLUSIVE

SOME ACTIONS - 2

**IMPROVE YOUR 1:1S –
ESPECIALLY WITH PEOPLE
NOT LIKE YOU**

**FOCUS ON CULTURE -
LEVERAGE OFF OUR DIVERSITY
AND SHARE LEARNING AND STORIES**

**NOTICE OUTCOMES OF
YOUR CAREER CRITICAL DECISIONS –
WHO IS BENEFITING?**

**NOTICE LACK OF INCLUSION
IN YOUR SHADOW –
TAKE TIMELY ACTION**



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BUILDING AN INCLUSIVE AND RESPECTFUL WORKPLACE



WHAT'S OK?

Jacques has been working long hours under pressure for a few weeks. One evening he's chasing a deadline and something goes wrong. Jacques slams his hand on the desk, swears loudly – to no-one in particular – “F*** it! This is an absolute f***ing nightmare! They're useless.”

OK

NOT OK

As you are leaving a meeting you hear one team member say to another, “I really like the dress you're wearing, it suits your figure.”

OK

NOT OK

You are walking back to the office with Saskia, a newly promoted manager. You are talking about some people you have just met from another team. Saskia says, laughing, “I can't pronounce the names of any of them !”

OK

NOT OK

Damien's been working long hours on a project. He's 45 minutes late for an early morning meeting with a client. His store manager calls him out for it in front of the wider leadership team, saying “this idiot slept in and the client was furious. So if we lose the contract, we know who to blame!”

OK

NOT OK



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A QUICK POLL ON A COUPLE OF THESE...

1

2

3

4

5

6

7

8

COMPLETELY
NOT OK



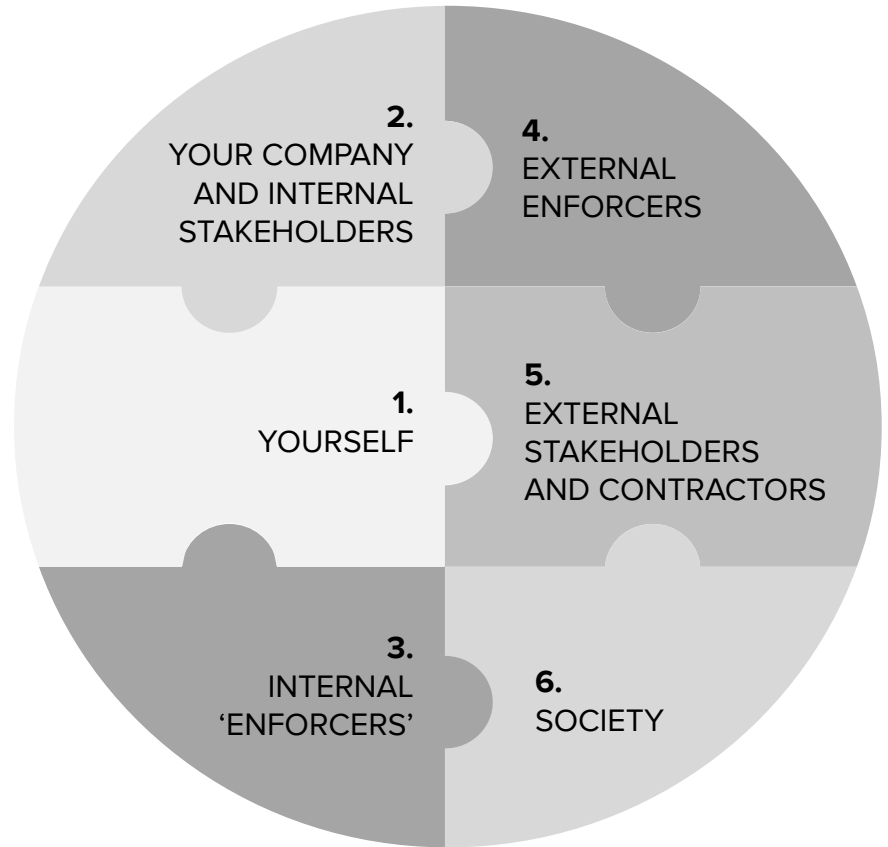
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WHAT CAN WE TAKE FROM THAT? EVERYONE'S DIFFERENT.

**YOUR 'OK' MIGHT BE SOMEONE ELSE'S EXTREME.
RESPECT IS SUBJECTIVE.**

OFTEN, PEOPLE DON'T INTEND TO CAUSE OFFENCE.

WHO ARE YOU ACCOUNTABLE TO FOR THE IMPACT OF YOUR CONDUCT?



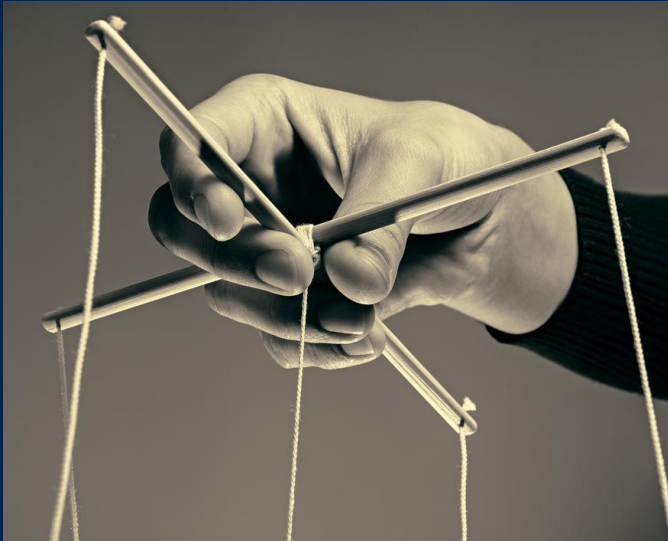


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INTRODUCTION TO GASLIGHTING

THE MEETING INVITE



CARA IS A JUNIOR EMPLOYEE IN THE COMMUNICATIONS DEPARTMENT. HER SUPERVISOR, MIKE, HAS ASKED HER TO JOIN IN MEETINGS WITH A MAJOR CLIENT WHO IS ALSO A WOMAN.

CARA TELLS MIKE THAT SHE IS UNCOMFORTABLE BECAUSE EVERYONE ELSE AT THE MEETINGS ARE SENIOR LEVEL EMPLOYEES AND ABOVE. SHE FEELS OUT OF HIS LEAGUE WITH SUCH HIGH-LEVEL EXECs AND SHE THINKS SHE WAS ONLY ASKED TO ATTEND BECAUSE SHE IS A WOMAN.

MIKE REPLIES, “NO - THAT’S IN YOUR HEAD. I’D NEVER DO THAT. YOU’RE GREAT AT YOUR JOB.”

INTRODUCTION TO GASLIGHTING

A specific type of manipulation where the manipulator is trying to get someone else (or a group of people) to question their own reality, memory or perceptions.

“I never said that”

“Stop being so sensitive”

“That never happened”

“You’re so dramatic”

“Its all in your mind”

“That’s just how he/she is.”

“It was a joke. Have a sense of humor”

“You’re just being paranoid”

“I think you need help”

MANAGER'S RESPONSIBILITY

- **BE A ROLE MODEL - SET THE RIGHT TONE**
- **ALWAYS BE MINDFUL OF POWER DISPARITIES**
- **YOUR INTENT IS NOT THE FOCUS; IT'S THE IMPACT THAT COUNTS**
- **OFFSITE OR AFTER HOURS DOES NOT LESSEN THE STANDARDS – THE SAME RULES OF APPROPRIATE CONDUCT APPLY**
- **CONSIDER YOUR ROLE WHEN COMMUNICATING ON SOCIAL MEDIA**
- **REPORT ANY INAPPROPRIATE CONDUCT EVEN IF NO ONE IS COMPLAINING**

HOW TO BE A GOOD INCLUSIVE MANAGER

GETTING IT RIGHT – YOUR ROLE

ACTOR

RECEIVER

OBSERVER



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BELONGING

**“WHEN WE HAVE A SENSE OF BELONGING;
IT IS NOT BECAUSE WE ARE THE SAME AS EVERYONE ELSE.**

IT IS BECAUSE WE FEEL PSYCHOLOGICALLY SAFE”



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