



## **WORKSHOP**

**“Diversity Management:  
innovative perspectives to attain a long-lasting  
competitive advantage”**

**Following are ITALIAN CASE HISTORIES**

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## *Diversity Management of businesses ran by women*

**Anna Maria Gandolfi**

*President of the Committee for the  
Promotion of Women Entrepreneurship -  
Brescia Chamber of Commerce*



*and the women-business  
relation*



6 March 2009

“Diversity Management” Workshop

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# Establishment of the committee for women entrepreneurship

The committee was established with the aim of:

- Promoting, at local level, development and qualification of the presence of women in the field of entrepreneurship (and assign it some value)
  - Identify the various needs that women entrepreneurship requires as businesses ran by women
- ... taking up and enhancing the values the specific gender brings into the organisation

# Objectives

## Managing the diversities of the needs involved in a business ran by women

- Ensure that women diversity turns into a resource and a competitive advantage in business management

## Supporting women entrepreneurs

- Monitoring the most common problems encountered by women entrepreneurs
- Taking measures facilitating access to loans and entry into various financial fields regarding business
- Enhancing synergistic relations with authorities and institutions, especially those involved in women entrepreneurship, in such a manner that it is the women themselves that promote a “network culture”;
- Facilitating cultural change with respect to women entrepreneurship.

# What has been done so far

## Discovered its territory

**Giving voice to more than 42,000 women entrepreneurs from Brescia through a research system that outlined its main features**

*\*\* the studies were carried out by Nomesis – Ricerche e Soluzioni di Marketing*

## These studies showed that:

- Women entrepreneurs from Brescia were aware of the commitment and effort required to run a business;
- Most of them are aware that businesswomen have a different approach to business with respect to businessmen.
- The characterising factors of women management represent – in a period of crisis – an important competitive advantage factor (see the market report)
- The spirit of innovation and readiness to take risks are deemed equally important factors;

## Study results: what hinders women entrepreneurship?

*D6: Which obstacles and/or psychological hindrances could a young woman intending to undertake entrepreneurship face?*

Fear to fail 37.6%

Financial risk 23.2%

Heavy investment 16.3%

Finding trustworthy personnel 14.4%

*D9: is it easier for a man or a woman to start a business in our society?*

It is easier for a man to start a business  
73.4%

There is no difference between men and women in starting a business  
24.1%

It is easier for a woman to start a business  
2.2%

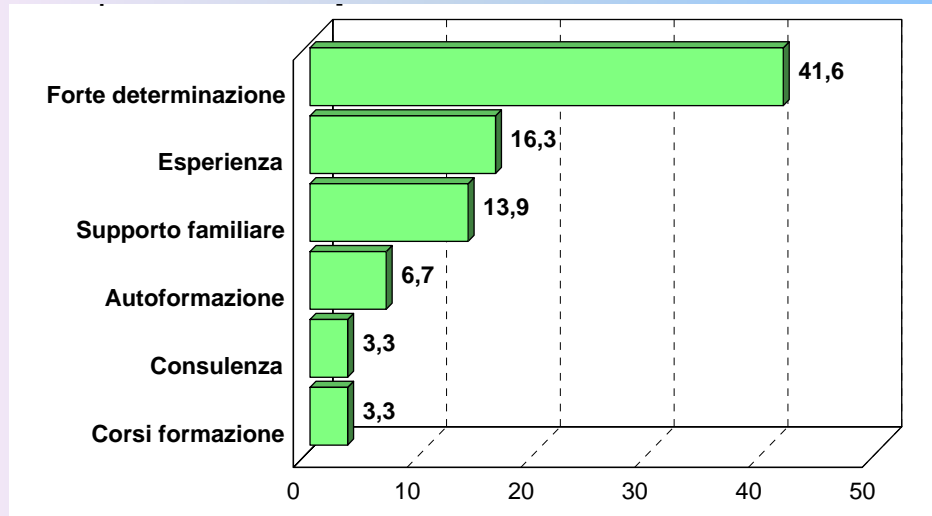
Source: Nomesis report

6 marzo 2009

Workshop "Diversity Management"

# Study results: strategies adopted to overcome obstacles

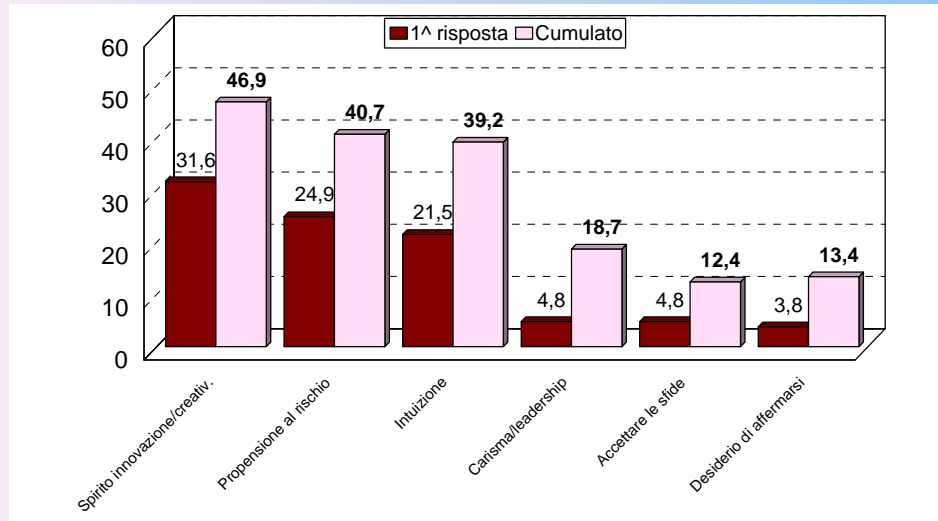
Cumulated percentage values ["other/no answer/I don't know" options omitted]



Italiano	English
Forte determinazione	Strong determination
Esperienza	Experience
Supporto familiare	Family support
Autoformazione	Self-training
Consulenza	Consultancy
Corsi di formazione	Training courses

## Study results: characteristics of a businesswoman

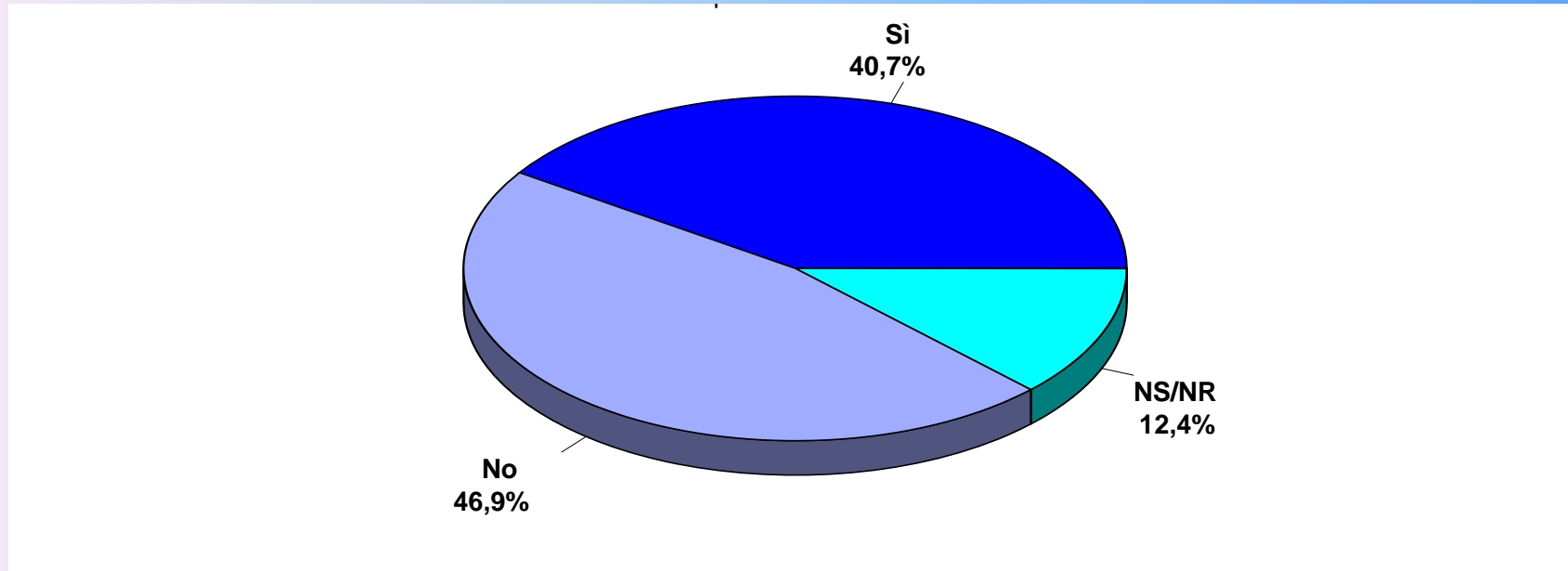
Cumulative percentage values [order according to the accumulated value – other/“no answer/I don’t know” options omitted]



Italiano	English
Risposta	Answer
Cumulato	Cumulative
Spirito innovazione/creatività	Spirit of innovation/creativity
Propensione a rischio	Readiness to take risks
Intuizione	Intuition
Carisma/leadership	Personality/leadership
Accettare le sfide	Taking challenges
Desiderio di affermarsi	Will to succeed

# Study reports: is there gender discrimination in business management?

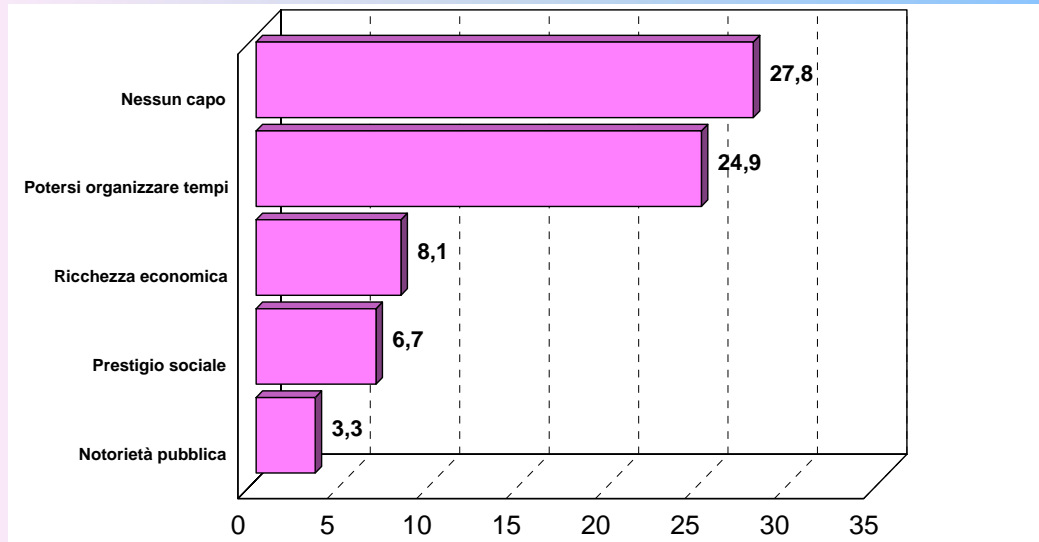
Percentage values



Italiano	English
Si	Yes
No	No
NS/NR	"I don't know/No answer"

# Study results: advantages of being a “businesswoman”

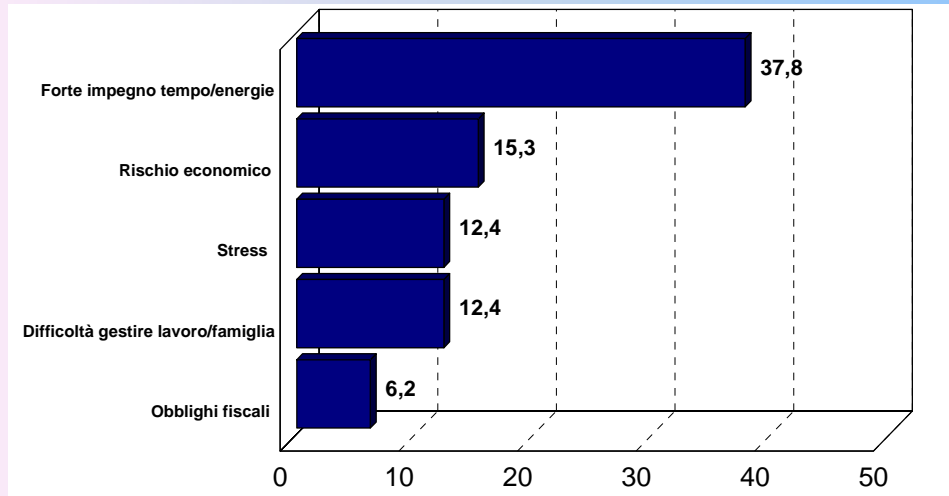
Cumulative percentage values [other/“no answer/I don’t know” options omitted]



Italiano	English
Nessun capo	No boss
Potersi organizzare i tempi	Free to organise oneself
Ricchezza economica	Richness
Prestigio sociale	Social prestige
Notorietà pubblica	Fame

# Study results: disadvantages of being a “businesswoman”

Cumulative percentage values [other/“no answer/I don’t know” options omitted]



Italiano	English
Forte impegno tempo/energia	Considerable time/energy required
Rischio economico	Financial risk
Stress	Stress
Difficoltà gestire lavoro/famiglia	Problems managing work/family
Obblighi fiscali	Tax obligations

# What has been done so far /2

## Identifying one's target

## Understanding the priority needs of businessmen with respect to the business ran

- Businesswomen are happy with their job
- The advantages of entrepreneurship are self-dependence (no bosses) and possibility to organise one's time
- Commitment, financial risk and stress are the price to pay
- Businesswomen admit that it is easier for a man to start a business
- Businesswomen fear to fail and the financial risk
- Main obstacles are related to financial issues
- Businesswomen adopt strategies based on will
- Businesswomen have had to develop skills in such a manner to organise work, motivate, communicate and discover the market
- The need for training is linked to the possibility of “doing business” with a strong marketing structure where they feel lacking
- Businesswomen feel that there is “gender discrimination” in business management
- Businesswomen consider and perceive themselves as being different when it comes to managing organisational methods and motivating the personnel
- The “external world” considers businesswomen to have a strong personality as well as being skilled, committed and responsible.

# How to create opportunities through Diversity Management

**Having considered a primary difference (gender)**

**COMBINED WITH**

**More secondary differences (family status, organisation position etc)**

**TO IDENTIFY**

**personalised issues**

# What has been done so far/3

Taken concrete measures

Taking concrete measures for targeted responses

School-university project

		NEEDS OF WOMEN ENTREPRENEURS	
		•A businesswoman as a person	•Businesswomen as business representatives
FIELDS OF INTERVENTION OF THE COMMITTEE	•Outside •Women entrepreneurship	<ul style="list-style-type: none"> <li>• Groups for comparison with businesswomen</li> <li>• Training courses</li> <li>• Coaching</li> <li>• Promotion of business culture in fields of socialisation (schools-universities)</li> </ul>	<ul style="list-style-type: none"> <li>• Give voice to women entrepreneurs</li> <li>• Support access to loans</li> <li>• Facilitate communication between businesses</li> <li>• Remove obstacles (bureaucracy, time required, achieving one's goals...)</li> </ul>
	•Inside •Women entrepreneurship	<ul style="list-style-type: none"> <li>• Fields of empowerment</li> <li>• Marketing analysis</li> <li>• Work organisation</li> <li>• Women entrepreneurship opportunities</li> <li>• Management skills</li> </ul>	<ul style="list-style-type: none"> <li>• Ad hoc problem solving</li> <li>• Access to loans</li> </ul>

Women-business agreement

# What has already been achieved: Business culture project

## What occurred:

*Survey on young women attending the last year in secondary school and university*



**Entrepreneurship?**  
**No, thanks!**

## School-University project:

- Involving young women with entrepreneurship potential
- Instilling business culture
- Allowing exchange of ideas with the women entrepreneurship committee and enhancing the role of women entrepreneurs
- Providing training/information on basic concepts regarding business-start-up
- Knowledge of the opportunities offered by the system

# What has already been achieved: Women-business agreement

## What occurred:

*On 21 July 2008*

“Women-business” agreement promoted by the Women Entrepreneurship Committee and the Chamber of Commerce

*Underwritten by*

14 Credit institutions

11 Trade associations

8 Credit consortiums

## The added value of the agreement:

- Supporting creation and development of small and medium enterprises ran or prevalently ran by women
- Grant loans at **particularly favourable conditions** for women, with the possibility of **suspending payment of instalments by the businesswomen in case of expectancy, adoption of minors or serious illness.**



Project carried out by  
*Committee for women  
entrepreneurship*



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# The Unicoop Firenze case history: *Far Close*

Monica Checcucci

*Head of development and training  
department*



*and the Far-close project*

# Unicoop Firenze

- Established in 1963 from the merger of the previous cooperatives
- It is one of the 9 large consumer cooperatives of the Coop chain and alongside Coop Centro Italia and Uniccop Tirreno (as well as other more than 75 small and medium Tuscan cooperatives) it created “*Distretto Tirrenico*”.
- 97 sales points, distributed among minimarkets under the name InCoop (49), supermarkets and superstores under the name Coop (42) and hypermarkets under the name Ipercoop (6)
- 7.800 employees mainly women (holding low responsibility positions)
- 1,081,000 members

...mainly focuses on the possibility to maintain purchasing power of the consumer-member.



# Conception of the Far-close project:

the will combine needs

## Collaborator

- Maternity needs
- Need to cover the tasks under the duties of the person in question
- Needs of the future baby (presence of the mother at different frequencies depending the child's age)

**F**  
**a**  
**r**  
**-**  
**c**  
**l**  
**o**  
**s**  
**e**

**F**  
**a**  
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**s**  
**e**

## Company

- Need to cover the position left vacant
  - Optimisation of growth investment
  - Collaborator satisfaction
- Balance between the collaborator's out-of-work and work time

# Extension steps of the project

Experimental step



Step completed

Collaborator holding a key position is on maternity leave

Validation step



In progress

Extension to other people with similar need to validate the best practice

Extension step



Yet to be implemented

Organisation process for all collaborators covering medium-high responsibility positions, needing a long leave period (to care for aged parents, disabled people in the family, studies etc.)

# The Far-close project: objectives

## Allow the collaborator to manage her out-of-work times

Allow the collaborator, who should take a long leave from work, to manage the activities regarding her position according to the most suitable methods (direct management/remote management/delegation to third parties/.....)

## Create remote monitoring methods and instruments

Develop methods and instruments allowing the collaborator, during the period of absence, to monitor the progress of the delegated activities

## Allowing returning to former position after long leave period

Allow the collaborator to return to the actual position even after long leave periods

## Avoid organisation discrepancy due to long leaves

Avoid organisation discrepancy caused by long periods of absence by the collaborator

# The Far-close project: targets and times

## Who is the target...

Collaborator expected to be absent for a long period of time and who, due to the skills required to cover his/her position, is difficult to replace with other human resources elements in the short-term

## Times

Variable depending on the complexity of the position and the type of absence in question

# The Far-close project: development steps

## Step 1

Identification of the tasks covered by the collaborator and the information/data flows required to perform said tasks

## Step 2

Definition of the methods for managing the tasks/data/information during the period of absence and progressive return to work

## Step 3

Definition and implementation of the “transition plan” aimed at having the organisation conditions to manage the tasks during the period of absence/return as established previously

## Step 4

Management of the period of absence by monitoring the correct management of the tasks

## Step 5

Progressive return of the collaborator to work

# Benefits of the project “partners”

## Company

**There is an ideal performance of the tasks under the collaborator even during the period of absence**

**There arises the opportunity to train and thus further grooming of collaborators involved in the tasks management plan during the absence**

## Collaborator

**Is constantly updated on the work activities even during the period of absence**

**Eases the interior conflict torn between desire for maternity and career enhancement**

**Smoother return to work**

# Focus points regarding extension

## Will on the collaborator's part

- The collaborator must strongly desire to maintain control over his/her even during the period of absence

## Availability of collaborator's potentially able to cover said position

- People, to whom such activity is delegated, with good potential are required

## Openness

- There should be no closure behaviour when it comes to transferring one's know-how from the collaborator
- The collaborators involved in the task management plan must consider such situation as a growth and learning opportunity and not as a further burden

## Control by the organisation

- During the period of absence, the organisation must ensure that all tasks are managed as planned and intervene in case of criticality
  - The organisation must clearly report to the authorities the temporary management method of the tasks under the collaborator in question



Project developed by  
*Unicoop Firenze*

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# The Finiper case history: *How management of needs can be turned into a competitive advantage*



**Emiliano Bovarini**  
*Head of the Trade Unions Relations  
Department*



*and the efficient counters*

## Our history

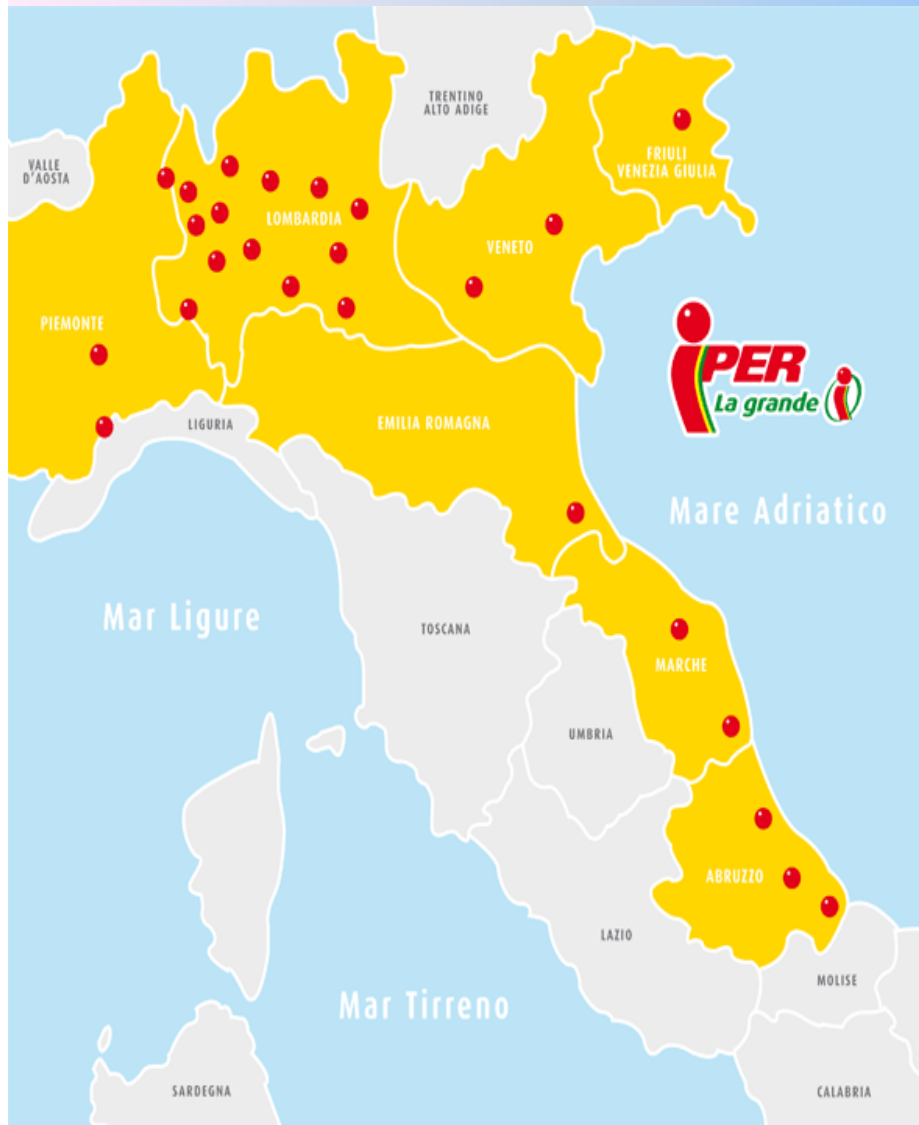
- **1974: Marco Brunelli inaugurated the first Italian hypermarket, in Montebello della Battaglia (PV)**
- **1985: *Iper Cremona*, first gallery with a hypermarket**
- **1992: First *Iper* outside Lombardy, in Savignano sul Rubicone (FC)**
- **2004: *Iper Portello*, the hypermarket perfectly integrated in the core of Milan**
- **2007: *Leone di Lonato* (BS), the new generation gallery**
- **2009: *Iper Vittuone* (MI), the near future**

## A big Italian company

- 1 - Iper Montebello 1974
- 2 - Iper Cremona 1976
- 3 - Iper Brembate 1977
- 4 - Iper Tortona 1982
- 5 - Iper Magenta 1983
- 6 - Iper Varese 1988
- 7 - Iper Seriate 1990
- 8 - Iper Rozzano 1992
- 9 - Iper Rubicone 1992
- 10 - Iper Busnago 1993
- 11 - Iper Pozzolo 1994
- 12 - Iper Castelfranco 1995
- 13 - Iper Udine 1995
- 14 - Iper Pescara 1995
- 15 - Iper Orio 1998
- 16 - Iper Solbiate 1998
- 17 - Iper Grandate 1999
- 18 - Iper Pesaro 1999
- 19 - Iper Colonnella 2000
- 20 - Iper Ortona 2001
- 21 - Iper Civitanova 2003
- 22 - Iper Serravalle 2003
- 23 - Iper Monza 2004
- 24 - Iper Portello 2004
- 25 - Iper Verona 2005
- 26 - Iper Lonato 2007



# Our success in figures



- 25 *Iper* stores 7 regions
- More than 8,000 employees
- 230,000 sqm extension of sales surface
- More than 2 billion Euros turnover
  
- 167 supermarkets (Unes, U2)
- 20 restaurants (Ristò)
- 15 cafés (Portello Caffè)
- 10 pizzerias (Margherita&Co.)

# Clients are our largest asset



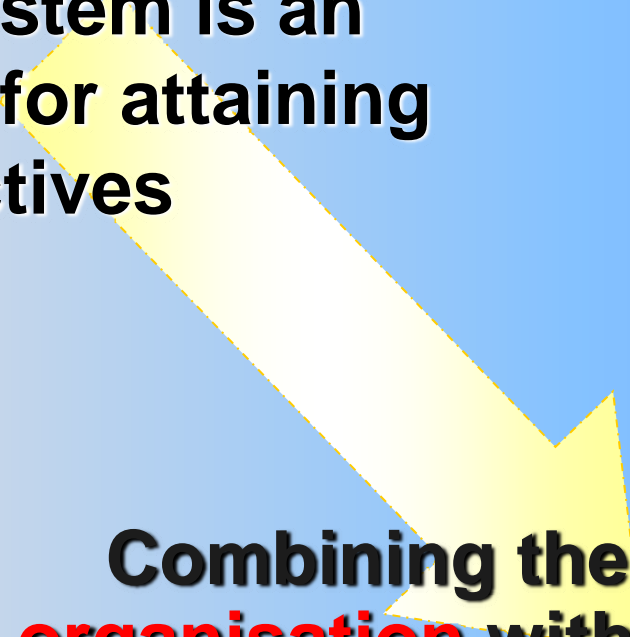
- 47 million receipts every year.
- 2 million “*Carte Vantaggi*” (Iper fidelity cards) active.
- 90 thousand copies of “*Luogo Ideale*” (Iper products magazine) distributed in the sales points.
- “*Vantaggi Family*”, the first entertainment network among the Italian Department Stores.

# The islands system: timeline

- The organisation of islands started in France about 30 years ago
  - It was established and developed in the big French department stores
    - Introduced in Italy more than 10 years ago
      - An innovative method for planning and managing working hours
    - Usually used at the paying counters at the big department stores
- 

## The island system

Just like any other organisation model, the ISLAND system is an instruments for attaining objectives



Combining the times of the **organisation** with the needs of the **consumer** as well as with those of the **employees** through self-scheduling of work hours.

# The island system: combining needs

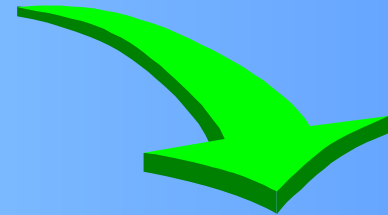
system simultaneously meeting the needs of



**CUSTOMERS**



**COMPANY**



**CASHIER**

# Organisation needs, requests and expectations

Of the client :

- » **Welcoming**
- » **Care**
- » **Quickness**
- » **Goods treatment**
- » **Ability**
- » **Courtesy**

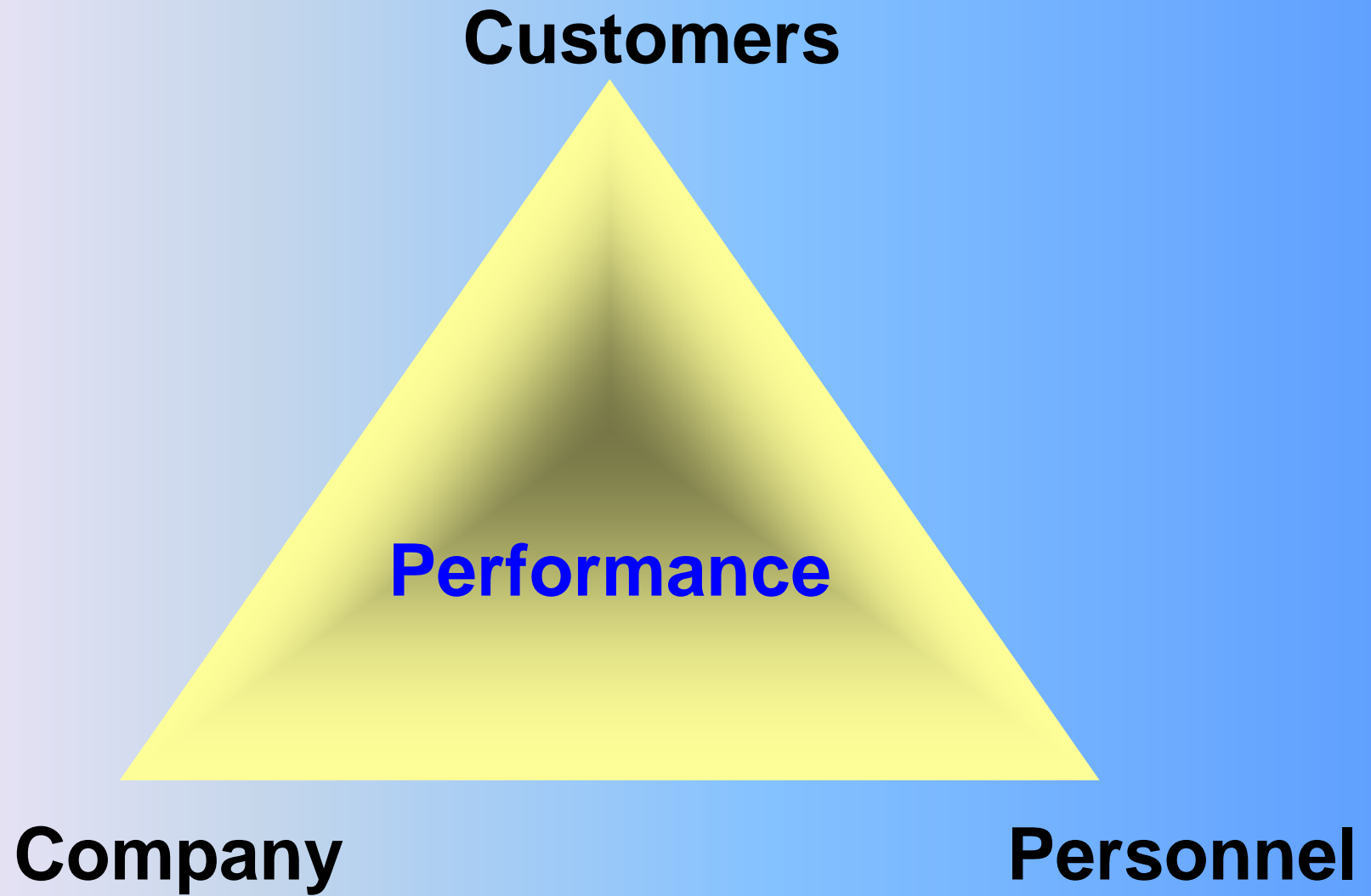
Of the employees:

- » **Balanced management between out-of-work time and work time**
- » **Professional attitude**
- » **Work environment**
- » **Positive time flexibility**

Of the company :

- » **Customer satisfaction**
- » **Employees satisfaction**
- » **Organisation fluidity**
- » **Positive internal climate**
- » **Professional attitude**
- **Productivity**
  - » **Flexibility**

# The triptych



# The key words of the Island organisation

## Solidarity

- The members of the island support each other sharing the work curve expected that week

## Cooperation

- The members of the Island must express their desires but bearing in mind the needs and request of the colleagues

## Consultation

- The more members of the Island consult each other and agree to vary their work hours, the greater the flexibility.

## Responsibility

- Each member of the Island has a responsibility towards commitments (timetable) undertaken with respect to the work curve

# The key words of the Island organisation

## Adaptability

- The more the members of the island adapt to the variations of the work loads, the easier the consultation hence the greater the flexibility.

## Participation

- Each member of the Island must be ready to modify his/her expectations taking into account both the “conditions of the others” as well as the needs and necessities in terms of market orientation and customer satisfaction.

## Flexibility

- The required flexibility must be provided
- Flexibility is not only a question of work hours but also mental and behavioural flexibility is required

# The process

- **AGREEMENT ON RULES**
- **TRAINING CASHIERS, CHIEF CASHIERS, ENTERTAINERS**

Composed through sociological data requested in advance:

Age; Family Status; Number of children; Distance from home to work; Second job / university; Current workday preferences; Preferred month of holiday

- **CREATING ISLANDS (DIVIDING THE GROUPS)**
- **CREATING WORK LOADS (CURVES)**
- **FILLING THE DESIRES FORM**
- **POSITIONING**
- **CONSULTATION**
- **PRINTING WORK HOURS**
- **EQUALITY TABLES**
- **TREASURE BOX**

# The steps

## Work load

Creation of the workloads and sub-workloads by the chief cashier and the respective positive and negative recording in a form

## Filling the desire forms

This is the document where the cashier writes his/her work hours proposal according to his/her needs and commitments always in compliance with the rules; such proposal could be modified. Once filled the form shall be filed away in the special files.

## Positioning

After filing his/her desires form, the cashier shall indicate the work hours on the notice board using coloured pieces which are the physical representation of the work hours. Each worker has pieces bearing his own identification.

## Consultation

After setting their work hours according to their needs, the cashiers shall modify it according to the curve and hence according to the company needs. The chief cashier validates the closure of the curves.

## Printing the work hours

After the consultation step and modifications thereof by the coordinator, the forms are submitted to the chief cashier who validates and prints them.

Once printed, the work hours are deemed final and any requests for leave or days off shall be forwarded chief cashier.

# The instruments

## Equality tables

- Each island has its equality table and it is hanged near the notice boards for everyone to see.
- Each equality table bears the modifications (positive or negative) that the cashier performs on his/her work hours, the number of weekly closures and all the Saturday work hours, in such a manner that the coordinator may control the equality of the island when adjusting the timetable.

## Treasure box

- Practically the treasure box is some sort of deposit where all the extra or lacking hours of a cashier during the week are accumulated (modulation).
- The treasure box shall never exceed, neither positively nor negatively, the cashier's base contract, i.e. 23 hours
- The treasure box balance is updated on weekly basis by the coordinators on special forms displayed on the island rooms
- At the last week of the island reference year all the treasure boxes should be at zero

# The rules

## Conventional

- The minimum daily work hours amount to 3 continuous hours and the maximum daily work hours amount to 8 hours for part-time employees and 10 hours for full-time employees.
- For a total of more than 6.50 daily work hours, considering at least a half an hour break mandatory

No one should work for more than 6 hours without a break

## Equality

- Compliance with the deadline positioning and consultation date
- Minimum two weekly days off per person (positioning)

## Coordinator

- The coordinator may modify the work hours up to + / – 1 hour per day (shift, cut or add).

## The reasons behind this strategy

- **60-70% of the total personnel composed by women**
- **100% personnel at the counter**
- **Hence if one wants to implement an actual human resources focused policy in the Company as well as on the employees' families, then a **woman** focused attitude is required**

## Focus on our human asset

- **Post maternity part - time**
- **Child care centre**
- **School text books assistance**
- **Support for medical/specialised check-ups**
- **.....**
- **Attention to work hours**

## Time need

**The need regarding the time available progressively changes over one's work life**



**However, such change is more rapid and articulated when it comes to women**

## The social role of a woman

- **Woman**
- **Worker (supports the family income)**
- **Wife**
- **Mother**
- **Support as regards welfare issues (Law n°104)**
- **.....**

**The work time and out-of-work time ratio changes rapidly due to flexibility needs due to age and family life progress and the roles played by the person in question**

## Results achieved so far

- **Plenty**
- **Many**
- **Positive**
- **Interesting**
- **Verifiable analytically**

- **Increase of worker satisfaction combining time out-of-work and work time**
- **Increase of overall work satisfaction**
- **Balance between work and personal needs**
- **Better environment at work**
- **Lower turn-over**
- **Work quality improvement**
- **Reduction of waiting times at the counter and more fluidity during passage**
- **Improvement of the company image**
- **Optimisation of the employees' timetable**
- **Adaptation of the presence of the personnel to the actual customer flow**
- **Improvement of the service rendered**

**How much do we value the serenity and peace of mind concerning spending our work life in a place a little bit more focused on our wellbeing?**

**Analytically, perfectly rationally .....**  
**It is IMPOSSIBLE to tell .... But it is**  
**definitely worth A LOT and as long**  
**as we can continue investing in this**  
**direction, we strongly believe it is**  
**really worth every effort!!!!!!!**



Project developed by

*Finiper*



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# Inclusive organisation:

case history regarding integration of  
different ethnic groups and cultures in  
Cassa Padana

**Luigi Pettinati**  
*General Manager*



**CASSAPADANA**

*and the inclusive organisation*

6 March 2009

“Diversity Management” workshop

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# Context

1. **Cassa Padana is a Cooperative Credit Bank owned by the cooperative members: The propensity to support production activities ensures that the richness produced in the reference area is directed to support social and economical growth.**
2. **Each year, Cassa Padana drafts the Coherence budget disclosing – to its members and citizens – how it implements the values represented by its vision.**
3. **Glocal Bank: Cassa Padana is deeply rooted locally, but open to give and receive external contribution.**
4. **Territorial roots: Territorial development implies enhancing all values, not only economical but also social, civil and cultural values of the local community.**

# Market diversity: an outline

**PRIOR EVENTS:** immigration has substantially changed the job market

**CONSEQUENCE:** the multiethnic presence in the external market was not reflected in the composition of the personnel

**WHAT IS REQUIRED TO IMPLEMENT THE TERRITORIAL VOCATION**

(so that a territory can be identified with its bank)?

**RECRUIT PERSONNEL REFLECTING SUCH CHARACTERISTICS → CREATE AN INCLUSIVE ORGANISATION ENHANCING THE VALUE OF SUCH DIVERSITY**

# Action guidelines

**Local development rotates around the ENHANCEMENT OF ENDOGENOUS RECOURSES.**

**There is one abundant resource in the Cassa Padana territory: THE HUMAN CAPITAL**

**The process of orientation to the local market must be based on:**

- **Reconstructing a relation reflecting the situation between the organisation and the surrounding environment**
- **Incorporation of the diversity principle (ethnical in the case of Cassa Padana) in the organisation structure**
- **Training collaborators to manage diversity**
- **Activating an exchange and integration circuit between the internal resources and the “external opportunities” (involving the new entry in delivering the service/products)**
- **Reconstructing the value chain in the internal-external relation**
- **Coordinating the actions that enhance the human capital (within the collaborators) and external capital (clients)**

## Objective of the action...

1. “Diversified” approach to management of human resources, aimed at creating a work environment capable of enhancing diversity values
  2. Inclusive organisation, facilitating the expression of the individual potential and use it as a strategic lever for the attainment of the objectives
  3. Business: enhancement of diversity values is attained through innovation of the service.
- Selecting collaborators from ethnic groups present in the reference context and from other ethnic groups/cultures in order to improve the multicultural level within the organisation
  - Introduce them into the organisation
  - Modify the symbolic and cultural representations that exclude diversity
  - Acknowledge the value of new entries

# Organisation and inclusion

**An inclusive organisation is an organisation that is conceived to incorporate diversities: hence passing from organisation to system, intended as a relationship and co-construction “environment”**

- **Raising questions on one’s symbolic representations present in the company vision and mission**
- **Learning in a circular manner: learning from enriching diversities (others from oneself) e and from the implemented changes (oneself)**
- **Operatively investing not in doing the same things better but doing them differently including the point of view of the diversities present to be enhanced**

# Characteristics of the inclusive organisation

- 1. Management of diversities is included in the mission and in the company values**
- 2. Diversity management strategies and policies are integrated with the general strategy**
- 3. The company promotes cultural change to enhance the diversity value**
- 4. Information is shared extensively, each one feels appreciated and put in a condition to fully exploit his/her potential**
- 5. Everyone in the company should acknowledge the diversity value and special support is required of the managers as regards diversity values and policies**
- 6. It is necessary to continue verifying organisation processes and systems to eliminate discriminations and create proper diversity management processes.**

# The five stages of inclusive organisation: towards Diversity Management

- 1. Reflect the diversity of customers and environment surrounding them in the organisation hence reflecting such diversity in one's organisation**
- 2. Generate business value through diversities inside and outside the organisation: internal ones being resources and the external ones being opportunities**
- 3. Attain complete equality by defining a socially responsible organisation: hence manage diversity all round, according to the different expressions and places it occurs**

# Follow up: from the "included subjects" perspective



# Collaborators' perspective



## Main characteristics of the sample:

- **Position** → Teller, accountant
- **Period of time in the company** → Less than 2 years
- **Nationality** → Argentine, Indian, Croatian

# Main factors against obstacles at work

**Which were the main obstacles encountered as a Cassa Padana employee?**

Learning an entirely new job

Use of information technology programmes

Relations with the customers

Gaining trust from colleagues

“Thanks to my office colleagues and especially their helpfulness I did not encounter any obstacles in my job”

**Which were the main factors that allowed you to overcome such obstacles?**

Patience

Kindness



Cordiality

Helpfulness

“The fact that I come from another country helps me when it comes to meeting new people and entering new work environments without worrying too much”

## Advantages/disadvantages of introducing new cultures

**What was the main advantage obtained by Cassa Padana by employing personnel coming from foreign countries?**

1. "The bank attracted foreign customers and tied good relations with them"
2. "Give a positive message of integration and tolerance"
3. "Portray an image of open mindedness for the bank"



- Expanding business circle
- Social responsibility (helping the society to change)
- New positioning

**What about disadvantages?**

"At the beginning, especially in small towns, foreigners are not easily accepted"

"There may be people who do not like foreigners, discriminate, and thus decide to stay away from the bank"

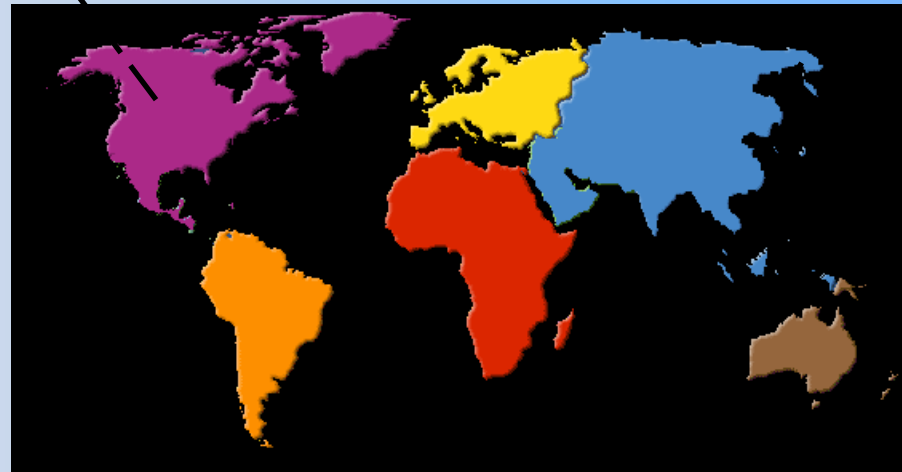
## Breakable intercultural barriers

**What main differences did you notice between your culture and the Italian culture during the period you worked at Cassa Padana?**

“Human relations are “cold”,  
More linked to work/study relations  
than friendship”

“There are many differences but I do  
not think that culture can be an  
obstacle to my career”

“There are no  
particular  
differences”



“The gap with  
respect to my  
culture is very  
wide”

**Awareness of  
one's value**

“The new Italian society is becoming more and more multicultural”

# Learning from experience: planning inclusive organisation

1. **Sharing the idea and the need for change**
2. **Building meanings and visions capable of enhancing diversity values in relation to the core business of the organisation**
3. **Detecting the different perspectives of those living in the organisation regarding the diversity to be included (stereotypes, resistances, perception of opportunity)**
4. **Processing the data and feeding back information to allow self-awareness processes**
5. **Defining priorities and planning the organisation development capable of enhancing diversity values**
6. **Process follow up and fields of improvement**



*Project developed by*

*Cassa Padana*



# The Spedali Civili case history :

*Diversity Manager proposal in hospitals*

**Annalisa Voltolini**

*President of CPO (Committee for  
Equal Opportunities) of Spedali Civili  
di Brescia*



*and the Diversity Manager*

# The conception of Diversity Manager:

Desire to enhance diversity values

Tackling the diversity issue by identifying a specific function capable and having the duty of **systematically** managing diversities: the Diversity Manager

# Total personnel 6263

## Hospital 6094

4476 women	73%
1618 men	27%

## University 169

50 women
119 men



# Diversity Management: Position

## Duty

Enhancing difference values, given that contrary to the common belief that differences and their enhancement represent an opportunity in the process of creating values, including economical values.

## How it can be implemented...

- Dialoguing with the employees
- Understanding that disadvantages/handicaps can be turned into opportunities
- Carrying out an analysis – objective and transparent – of the potentialities
- Intervening to lower the level of organisation conflict
- Managing out-of-work times

# Diversity Management: tasks

1. Identifying internal diversities
2. Promoting education programmes to create diversity awareness
3. Evaluating performances according to the conformity of diversity policies and promoting more flexible work hours
4. Facilitating longer permanence of personnel in the company
5. Updated and constant supervision of the internal population
6. Mentoring and coaching activity for people determined to improve
7. Guaranteeing equal selection processes
8. Integrating work and family needs
9. Exploiting the best practice within the company

# Implementation function: objectives

## Creating an open work environment

Creating a work environment suitable for all workers

## Engaging pro-active managers

Encourage managers to take measures to increase and motivate the collaborators so as to obtain their full potential

## Ensuring balance of the organisation system

Make sure that policies and practices are not more advantageous to a group with respect to another

## Creating an inclusive organisation

The inclusive idea aims at modifying the work behaviour including diversities through organisation culture

## Offering a better service

Improving the client/user service by understanding their needs

# Function implementation process

## Diagnosis

Why does the organisation need to implement a diversity management approach? Why is it necessary?

## Internal accreditation

Taking up (by the high management commitment) responsibilities towards internal sponsor initiatives regarding the organisation

## Defining the role and identifying the person

Defining the contents of the position and the skills required to cover such position

## Workshop with the internal references of the function

HR and General management to outline the borders and mutual organisation expectations

## Identifying the relation organisation processes

To be carried out together with the reference positions and all the collaborators

# Advantages of the position observed up to date as of survey

**Performance/productivity increase**

**Increase of creativity and flexibility**

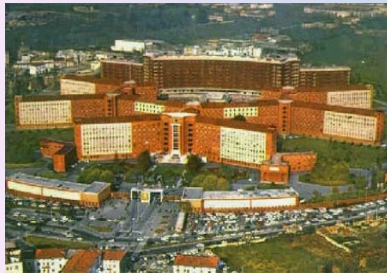
**Enhanced propensity to Problem Solving**

**Improvement of job satisfaction and work environment**

**Enhanced understanding of the market and penetration into specific targets**

**Lower absenteeism and higher retention**

**Lower legal remedies against the company**



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