

DIVERSITY AND INCLUSION ESSENTIALS TRAINING

Company name : BROWN BROTHERS HARRIMAN (LUXEMBOURG) S.C.A.

Activity sector : Activités financières et d'assurance

Company category : PME

Description of the action

In 2017, BBH had the strategic objective to roll out a [Diversity](#) and Inclusion Training to all HR professionals in the Company including in Luxembourg. This training has taken place in September 2017 and the primary objective is to provide Human Resources professionals with a D&I certification, that will help them integrate the best practices in all aspects of HR from recruitment to onboarding and training.

Approach

The training has been rolled out in 2 phases. The first phase has been to re-focus on the definition of D&I principles within BBH and the best practice implemented at all level of the organisation. The 2nd phase has been to focus specifically on Global Cultural Competence

For Global Cultural Competence, we have focused on the fact that developing cultural competence results in the ability to understand, communicate, with, and effectively with people across cultures. We have also received the key dimensions of culture in the workplace (i.e. is our Firm culture independent, or interdependant, do we communicate directly or indirectly, is our Firm more focused on tasks or relationship building).

Objectives

The Workshops objectives were multiple. The aim was to :

- Understand the role of the Office of [Diversity](#) and Inclusion within Human Resources
- Communicate the meaning of [Diversity](#) and Inclusion to HR professionals and its importance to the success of BBH's business
- Improve awareness, understanding and comfort-level with dimensions of [diversity](#) that may be particularly challenging
- Improve ability to recognize barriers that may inhibit an inclusive and respectful work environment
- Improve the ability to proactively manage situations that occur in the workplace, which could impact our ability and that of our business leaders to create and/or maintain an inclusive and productive work environment

Impact

To identify how HR at BBH can leverage the global cultural competence :

- We will tailor training and development resources for different cultures
- We consider what is important when recruiting and hiring
- Provide guidance to our business leaders on communicating more effectively with different cultures, avoiding misunderstandings, and giving feedback
- Provide guidance to our business leaders on managing meetings, virtual communication and presenting ideas to other cultures

« To do »

- Lead from the top
- Make [Diversity](#) and Inclusion a core value
- Build an infrastructure to support D&I
- Focus on [diversity](#) in the entire pipeline
- Leave room for national variation, especially in a very national diverse environment
- Revise business processes to support [diversity](#)
- Set clear targets
- Establish metrics and track progress
- Make [Diversity](#) and Inclusion training a way of life
- Make use of mentoring and coaching
- Pay attention to [diversity](#) of thought
- Partner with external organizations to broaden recruitment efforts
- Use an online cultural tool to increase awareness of one's own cultural worldview.
- Encourage positive attitude towards cultural differences

« Not to do »

- Limit your own curiosity and ignore [diversity](#) of thoughts
- Ignore that cross cultural skills will harm your business