



E-zine v/m

Newsletter Opportunity in Bedrijf

□ Newsletter Autumn 2011



Opportunity E-zine f/m is OiB's online newsletter. It covers news and events within our network and current issues related to diversity and inclusive leadership. We hope you enjoy this number.

On behalf of the Opportunity team,

Lizzy Venekamp, director

If you have any questions or would like to suggest copy, please contact mberkel@opportunity.nl.

N.B. For the Dutch version of this E-zine, please surf to: www.opportunity.nl

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□ Opportunity Events and Projects

New Opportunity publication an indispensable guide in appraisals



OiB will be presenting a new publication (in Dutch) entitled *Kwestie van Kijken* [A Question of Looking] during the first part of its unique Diversity as Strategy course.* This handy publication is a must for anyone involved in employee appraisals.

Human beings tend to evaluate the world around them subjectively. We all measure with multiple yardsticks, see only what we want to see, make contradictory demands, and are flexible about criteria. As a result, women and bicultural employees tend to be underrepresented at the junior and senior executive levels of organisations. The relevant mechanisms – for example negative stereotyping and the double bind – are subtle and seem to have only limited repercussions. Taken individually, they do not appear to matter much, but when viewed over the course of an entire career, their cumulative effect can be seriously detrimental to people who “happen” not to belong to the dominant group. It is therefore important that we all pay close attention to these mechanisms, especially those of us who influence other people’s careers, such as line managers, CEOs, HR officers, and D&I managers.

Kwestie van Kijken is an easy-to-read publication that includes:

- a convenient and straightforward review of recent research on the unobserved influence of image on employee appraisals;

- key points, true-to-life experiments, and practical cases in each chapter;
 - guidelines for keeping subjectivity in check during formal and informal employee appraisals;
 - an explanation of unconscious patterns of behaviour in everyday working life;
 - a new approach to behaviour that will help you detect undiscovered talent.
- OiB members will receive the publication automatically in early December (free of charge). Non-members may order it at oib@opportunity.nl or by calling +31 (0)20 426 5890.

**For more information about the course (in Dutch), see:*
http://www.ru.nl/abk/leergangen/diversiteit_als/

Closing event and kick-off of Boardroom Coaching Programme



The first Boardroom Coaching Programme had its official close on 24 October. Participants at the closing event looked back on the course and enjoyed a concert by the celebrated Sweelinck Orchestra, whose conductor, Peter Biloen, had organised a conducting master class in close collaboration with Annemarie van Iren based on the relevant leadership issues. The participants greatly appreciated the master class, especially because it really did make them operate outside their comfort zone.

The meeting also marked the kick-off event for a new group of executives, each of whom would be acting as a boardroom coach for a female junior executive at a different company. Sixteen companies are scheduled to participate in the second Boardroom Coaching Programme over the coming year. The meeting, which was limited to course participants, took place at KPMG's elegant headquarters in Amstelveen.

How ambitious is your m/f brain?



This was the title of the second "brainpower meeting" on 10 November, an Opportunity event organised in collaboration with Netherlands Railways. In the course of this lively, interactive afternoon event, those attending learned about the "Limbic Mixer", the instruments that your brain uses to boost your ambition and career and those of others as well. Brigitte Spee, consultant at NS Opleidingen and a Human Brain Development expert, explained the Limbic Mixer model, which can be used both individually and organisation-wide.

Lizzy Venekamp then reviewed the latest research findings concerning male/female ambition, talent management, diversity, and the unconscious mechanisms – controlled by our brain and influenced by our environment – that play a role in these areas.

During the break-out sessions, participants collected and shared various brainpower tips. The person who came up with the winning tip – to use the Limbic Mixer to carry out periodic "inspections" – was presented with a chocolate gift in the shape of a brain. Chocolate is well known as "brain food"; it stimulates the brain to produce the neurotransmitter dopamine, which may have a positive influence on the brain.

The value of inclusive leadership: Opportunity's focus in 2012



How does inclusive leadership help an organisation attain its targets and pursue its strategy? And what are the values behind inclusive leadership?

Opportunity in Bedrijf

Inclusive leadership is the underlying theme for the OiB programme of events in 2012. As a thought leader, we will continue to build our expertise and develop innovative projects. We will also share our expertise

with our network. In the year ahead, we will focus specifically on “theme dossiers” and D&I stories.

The expertise that we have accrued in the past fifteen years has been collected into a large number of theme dossiers. The following list is merely a sample: The diversity business case; Diversity in times of crisis or reorganisation; Gender and ethnic diversity, what can they learn from each other and how they are mutually complementary; Inclusive leadership; Team diversity – under what circumstances does it work best; Succession planning and the informal rules of the game; D&I – how to get women and men involved and how to deal with resistance; Ambition and men’s and women’s careers; How to develop a strategic D&I plan; Effective mentoring, coaching, sponsoring; Why talented women leave organisations, and why they stay; Flexibility and the work/life fit.

OiB will be collecting and sharing personal stories and thoughts about inclusive leadership from its network.

These are just a few of our new initiatives, which we have based on interviews with our members, market trends, and research.

Opportunity members will receive the annual programme of events at the start of the new year.

□ Opportunity - development and training

University of Twente pursues diversity policy



Interview with Monique Duyvestijn (policy official for diversity, Directorate for Human Resources at the University of Twente) about critical success factors and the impact of the Manage Your Career course by Opportunity Advies.

Target figures

Our Executive Board decided in 2007 to work on getting more women into the university’s senior ranks. We adopted the national targets for universities as our own. It soon became clear that we were falling short of those targets. The university has a lot of technical faculties, and that certainly plays a role. We updated the policy, and specifically gave each faculty the leeway to set its own targets. We also offer active support and mentoring by those already in senior positions, in addition to a broad range of other measures. Our experience is that this approach works better. When we first began collecting figures in 2008, 6% of our senior positions were filled by women; our target for 2014 is 13%. In the most recent survey, in May 2011, we had reached 10%. The University of Twente is therefore well on its way to meeting its targets.

Success factors

Two success factors in our diversity policy are the Executive Board’s monitoring programme and inspections by our own Diversity Ambassadors network. The Board provides guidance and checks the faculties’ and business units’ progress towards meeting their diversity targets twice a year. The targets are seen as KPIs. We also have our own active network of ambassadors, consisting of professors and department heads who visit all the deans twice a year to discuss the diversity policy with them. The concept is based on OiB’s old ambassadors network. The network members are all authoritative figures, and that quickly nips in the bud any tendency to laugh off the policy. The ambassadors network is a serious interlocutor for a serious topic. The discussion tends to focus on what works, in other words on good practices and tips.

More: <http://www.opportunity.nl/2011/12/university-of-twente-pursues-diversity-policy/>

Diversity as Strategy course: shifting gears at different levels

Diversity management is a strategic issue: it calls for a knowledge of the subject itself and for an understanding of change management. The Diversity as Strategy course – developed jointly by

Opportunity Advies and Radboud University – offers the necessary background and context. Course instructor Mohamed el Achkar (Haaglanden Police Force) and course participant Nicolette Straver (ABN AMRO) share their thoughts about Diversity as Strategy, which will commence for the third time in December.

Interview with Mohamed el Achkar (Deputy Director of Administrative Operations, Haaglanden Police Force) on teaching the Diversity as Strategy (DaS) course



How did you get involved in the course as an instructor?

I had become acquainted with Opportunity in the past and knew that it was one of the innovators in the Netherlands in diversity management. I was responsible for developing and implementing diversity policy at my previous employer, TNT Post. I attempted to bring about a change there, both culturally and in the systems and work processes. It taught me a lot and I'm eager to share what I learned with others. The course gives me an excellent platform for doing so. So when Opportunity's Sandra

Doelman asked me, I immediately said yes.

Why would you advise people to enrol in the course?

Because there's no better course on diversity! It offers a whole series of insights and tools for achieving successful change.

What do you find unusual and/or innovative about the course?

It goes much further than most diversity training courses. They tend to be more instrumental and try to teach you a bag of tricks. But there's more to diversity than that. To be a successful change manager, you have to be able to shift gears at all kinds of levels and on all sorts of topics. The course covers all that.

More: <http://www.opportunity.nl/2011/12/diversity-as-strategy-course-shifting-gears-at-different-levels/>

A new face at Opportunity Advies: Valéry Oude Groen

Valéry Oude Groen-van Rijswijk (34) began working as a trainer and consultant for Opportunity Advies on 1 September 2011. She has already spent six years at Opportunity (2002-2008), when she helped set up DIV, the Netherlands' national diversity management network.

More: <http://www.opportunity.nl/2011/12/a-new-face-at-opportunity-advies-valery-oude-groen/>

Good Practice

Good Practice – Ministry of Infrastructure & Environment generates new energy from personal accounts



Ministerie van Infrastructuur en Milieu

In its outline of new policy principles, the Dutch Ministry of Infrastructure & Environment – the product of a merger between the Ministry of Housing, Spatial Planning and Environment and the Ministry of Transport, Public Works and Water Management – has listed diversity as one of its core values. In other words, it is aiming to achieve staff diversity.

It is important for the Ministry to do so, in part with a view to ageing within its workforce and the demand for new talent following the mass exodus of baby boomers into retirement. The Ministry will be depending on young job-seekers to take over, both Dutch natives and minorities. Another important point is to make good use of what the differing generations at the Ministry can offer, and to ensure that they learn from one another. The Ministry organised a successful conference on this topic in October, together with networks of seniors and youths and with the

sponsorship of the Ministry's secretary-general. One particular group of managers are "ambassadors" for this policy. They gathered at a special motivational event in September, where they set new targets.

They also agreed to put together an inspirational booklet to which various ambassadors will contribute personal accounts concerning the topic of diversity. Rather than focus on strategies and methods, the authors will explore their personal convictions and motivation. This innovative approach fits in perfectly with OiB's annual theme, "from organisational commitment to personal engagement".

□ Opportunity thinks...

There are enough talented women. All we need do is look at things differently



Woman Capital has six thousand women in its network who are capable of assuming top-level executive positions and who are eager to do so, says Berçan Günel, founder of this executive search agency (*FD*, 5 November 2011). And Olaf Smits van Waesberghe, Director of the National Register in The Hague (which helps organisations find qualified top executives and supervisory directors), says in an interview with *FD* (7 November) that he's worried about the lack of

diversity on supervisory boards. In his view, the frequent complaint that there are too few qualified women is out-of-date: the National Register has a database showing that there are enough qualified female candidates.

In other words, the real problem now is that selection committees have not yet learned to look at things differently during appraisals and selection procedures. This means that they often fail to recognise ambition and signs of leadership or potential leadership in women. True meritocracy does not exist in the real world: no one is without prejudice. Our new publication, *Kwestie van Kijken* [A Question of Looking], makes that very clear.

As difficult as it may be, it all starts with acknowledging your own prejudices and your tendency to favour candidates in which you see something of yourself. The solution is obvious: prepare for the interview by studying as much objective information as possible. Invite others to challenge your perceptions and ask questions about the perceptions of others before making a choice. Leadership comes in many different shapes, sizes, and career paths. You need to look at things differently to recognise talent that expresses itself in a form other than the one you are accustomed to.

□ News from the Opportunity-network

Siemens gives diversity a boost



Diversity has been on Siemens' agenda for quite some time now. CEO Ab van der Touw has also been personally committed to diversity for a number of years. For example, in 2005 he became the chair of the Diversity Ambassadors Network set up by DIV, the Netherlands' national diversity management network.

The company's management now promotes the idea that opportunities must be open to everyone. "The intention is there, but that's not enough. Real diversity calls for more than good intentions," says Tanja Schmitz, who chairs the Diversity Work Group and was recently appointed Diversity & Inclusion manager/project coordinator at Siemens.

To give its policy another boost, Siemens signed the Talent to the Top Charter in October 2010. It also took steps to turn its intentions into actual plans and initiatives by becoming a member of OiB. Siemens will now be taking part in Opportunity's second Boardroom Coaching Programme, and Schmitz has joined the D&I professionals network. The company is also looking forward to

investigating (in 2012) why female junior executives do or do not stay with Siemens. Siemens is not limiting its policy to gender diversity; it will also be calling on OiB's expertise in ethnic diversity as well.

Minority Woman Manager of the Year for 2011 works for KPMG



Shaktie Rambaran Mishre was named Minority Woman Manager of the Year for 2011 at the EZVN Business Club's gala dinner on 8 October. EZVN is a foundation that supports business women in the Netherlands who come from minorities. Shaktie Rambaran Mishre works as a manager for the Performance & Technology Department at KPMG Netherlands (a member of the Opportunity network). She is also a member of the Council for Public Administration (RoB) and, as the jury explained, has demonstrated her commitment to community service in the many volunteer

projects that she has led. Her leadership style is regarded as personal, authentic, and unifying, and she allows for every person's unique talent and background.

For more information (in Dutch), see:

<http://perssupport.nl/apssite/persberichten/full/2011/10/09/Etnische+Zakenvrouw++Etnische+Vrouwelijke+Manager+2011+gekozen>

Media review

"First movers" sought

The September/October 2011 issue of Lof has an article with Margo van Berkel, Programme Manager at OiB. In the interview, Margo talks about the involvement of men in the diversity business case and the practice of diversity, in part in connection with the Opportunity publication *Diversity v/m: een mannenzaak*. The interview also covers Opportunity's successful Cross Mentoring Programme, which focuses on diversity and the promotion of female high potentials. The personal commitment of senior managers – most of whom are male – is indispensable in this. Although it can be difficult to involve this group in diversity initiatives, there are clear exceptions. Such "first movers" are driven by their sense of fairness, their tendency to question the status quo, or their positive experience of female or bicultural role models. The aim is to find these men and get them involved in diversity initiatives.

Striking: Just how conservative is the Netherlands?

When it came time to appoint its CEO's successor, Merford, a family-owned business in Gorinchem, made an unusual choice: not the retiring CEO's 42-year-old son, but his 30-year-old daughter. From 1 January on, Adrienne Vertooren will bear final responsibility for the production of soundproof doors and crane cabs. Merford has a workforce of 180.

But even though her father and three older brothers – all of whom work for the company – think she's perfect for the job, and everyone in the firm has accepted her appointment, the entire Supervisory Board has resigned in protest. One of the brothers, Joost Vertooren, suspects it's because "...a 42-year-old guy makes a bigger impression than a 30-year-old gal."

(Source: *FD*, 29 September 2011, by Hans Maarsen)

Opportunity congratulates

Opportunity has taken note of the following appointments of women to top positions (in alphabetical order):

Ruth van Andel, Supervisory Board Member, Imtech

Céline van Asselt, Chief Finance & Risk Officer, APG Asset Management

Hanne Jesca Bax, Executive Board Member, Ernst & Young B/NL

Cathy van Beek, Executive Board Member, UMC St RadboudIris van Bennekom, Executive Board Chair, Cedris
Britta Böhler, Professor of the Legal Profession (by special appointment), University of Amsterdam
Imke de Boer, Professor of Animal Production Systems, Wageningen University
Dorret Boomsma, Royal Netherlands Academy Prize for Women in Science
Maartje Bouvy, CFO, KPN Wholesale & Operations
Gea van Craaikamp, Director, Province of Noord-Holland
Nyncke Dalstra, CFO, Royal Haskoning
Ineke Dezentjé Hamming-Bluemink, President of FME employers' association
Lisette de Groot, Professor of Nutrition and Health, Wageningen University
Victoria Haynes, Supervisory Board Member, DSM
Marieke Heringa-van Kruiningen, Communications Director, Grontmij
Petra van Hoeken, CFO, NIBC Bank
Guusje ter Horst, Supervisory Board Chair, Netherlands Institute for Sound and Vision
Mijke Houwerzijl, Professor of Labour Law, Tilburg Law School
Eileen Kennedy, Supervisory Board Member, DSM
José Laseroms, Executive Board Member, UWV Social Security Agency
Joke van Lonkhuijzen-Hoekstra, Supervisory Board Member, Eureko
Mijntje Lückerath-Rovers, Supervisory Board Member, Eureko
Solveig Menard-Galli, CFO, Heineken Netherlands
Annemieke Nijhof, Executive Board Member, Grontmij
Marjan Olfers, Supervisory Board Member, AFC Ajax
Carolijn Ploem, COO, Equipe Zorgbedrijven
Elly Ploumen, Human Resources Director, Achmea
Jolanda Poots-Bijl, Supervisory Board Member, Gasunie
Viviane Regout, Project Development Director, Ymere
Shula Rijxman, Executive Board Member, NPO (Dutch Public Broadcasting System)
Jessie van Rooij, Property Director, Vitalis WoonZorg Groep Eindhoven
Marlies de Ruyter de Wildt, Supervisory Board Member, Netherlands Brain Foundation
Caroline Simon-Thomas, Director, Kone Regio Randstad
Alette Smeulders, Professor of International Criminology, Tilburg University
Lisette Spaanbroek, Partner, PwC
Willemijn Verloop, Supervisory Board Member, Natuur & Milieu
Anne-Marie Verschuur, Partner, Tax Team, NautaDutilh
Marjolein Verstappen, Supervisory Board Member, VitaValley
Lizette Willemse, HR Director, PepsiCo
Dieuwke Wynia, TV Director, BNN
Marjet van Zuijlen, Supervisory Board Member, Holland Casino

More information

For more up-to-date information and good practices, go to:
www.opportunity.nl

Opportunity in Bedrijf is an expertise centre and national network of leading organisations that aim to achieve an even balance between male and female managers/executives.

Opportunity Advies works on putting the associated policy into practice. It does this by guiding changes in corporate culture, providing training courses and advising clients on diversity and leadership issues.