

Focus Consultancy in the Private Sector

How we can make
the difference for you

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FOCUS CONSULTANCY

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FOCUS CONSULTANCY IN THE PRIVATE SECTOR

PLACING DIVERSITY AT THE HEART OF YOUR BUSINESS

In recent years, most corporations have begun to appreciate the importance of diversity. In many cases, corporate responses to issues relating to gender, age, disability, sexuality, and race have been driven by moral, ethical, legislative or public relations considerations. However, increasingly the promotion of diversity is a strategic economic response to the changing characteristics of marketplaces, customers and the human resource pool. For any company engaged with challenging markets at home and abroad, diversity needs to be positioned at the very strategic heart of the business as a core component of the drive towards greater competitiveness and profitability.

Focus can assist you in enabling diversity to enhance your company's performance in a number of key areas. Our approach is analytical, practical, cost-effective and objective, delivered in the context of a corporate modernisation and change management agenda. We expect you to profit from diversity, and we expect benefits to flow to your customers, suppliers and shareholders as well.

"Without diversity there can be no equality. Without either, there can ultimately be neither quality nor profitability".

Professor Chris Mullard, Chair & CEO, Focus Consultancy

Strategic Organisational Development

Your top team needs to have a firm grasp of the significance of diversity in market growth and development, in the creation of partnerships, in quality of service and in the development of your organisation as a whole. Our holistic and integrated approach from strategy to operational implementation - including rigorous measurement and systematic review - is more likely to deliver extraordinary results than one-off programmes or individual initiatives, however well structured.

Capitalising on diverse and fragmented markets

The demographic and cultural shifts that have

occurred in the UK and right across Europe have created new opportunities for those corporations that can respond quickly and appropriately to the changing landscape. These developments present an incredible opportunity for those corporate marketers, buyers and recruiters who understand and exploit increasingly diverse and fragmented markets.

Our experience and understanding of diverse markets and the cultural dynamics that underpin buying decisions can assist you in developing a more sophisticated and effective approach towards marketing in your company. We can facilitate a more productive strategy to accessing, engaging and communicating with diverse groups - across gender, age disability, sexual orientation, religion and race. We can partner with you in incorporating diversity into your strategies for corporate and product brands, making their projected values more compatible with those held by your target audience, and more profitable.

Modernising your corporate culture

Embracing a culture that lives and breathes diversity impacts on corporations in a fundamental way. It serves to facilitate communication and encourage the recognition of individual talent, to enhance responsiveness, flexibility and creativity, and to maximise business success. The key to competitive success therefore lies not only in the quality, skills, and knowledge of your people, but in the values they share and the relational interaction between them. Our approach is to help your company to recruit the best people from a diverse labour pool. We can train and develop all your staff to ensure they maximise their potential and their contribution to your organisation, and embrace the modern corporate culture. We can also coach your leadership team through this dynamic diversity change-management process so that the modernisation of your corporate culture results in enhanced economic performance.

▶ RECENT CLIENTS

DfES. Outreach campaign to raise status of child-care careers in BME communities.

DfID. International equality and diversity training programme.

Disney Corporation. Equality and diversity training for HR practitioners.

Ford. Production of advertising concepts targeting Afro-Caribbean women.

National Blood Service. Outreach and social marketing project to raise awareness of the importance and relevance of blood donation amongst BMER communities.

Gateshead Metropolitan Council. Equality and diversity training for all council staff utilising drama based techniques.

Immigration and Nationality Directorate. Programme of tiered equality and diversity training for all staff.

European Commission. Review of diversity poli-

cies and practices within the commission. Produced the report "The Situation of Roma in an Enlarged European Union".

Lloyds TSB. Review of equality and diversity strategy.

McDonalds. Advertising campaign to market vegetarian burgers to BMER communities

MoD. Equal opportunities advisors course.

The British Army. Outreach and social marketing campaign aimed at raising the status of Army careers amongst BMER communities.

The Gleaner Company. Diversity market research.

The Institute of Directors. Recruiting a more diverse membership.

University College London. Race and equality training for university staff.

Yorkshire Building Society. Managing inclusion: leadership and diversity training.



SERVICES PROVIDED

Equality and diversity are fundamental principles, which are critical to your performance in relation to all people being served. Equality and diversity concerns are people concerns and

therefore integral to the all organisations – their policies, functions and delivery of professional and appropriate services and accessibility to people of all backgrounds.

CONSULTING

Diversity Audits

Focus can provide a comprehensive audit or rapid appraisal of your strategies, policies and procedures, and organisational culture, to identify where you are in terms of responding to legislative requirements and equality and diversity best practices elsewhere. Our approach uses a methodology adapted from the Audit Commission Comprehensive Performance Assessment, and can be applied in both the public and commercial contexts. The key outputs are the audit conclusions and the development of an action plan around the major themes of vision and leadership, employment practices, service delivery, community consultation, organisational culture, and performance management.

Strategy and planning

We take a holistic and integrated approach to organisational development from strategy to

operational implementation. We provide strategies and tools for the mainstreaming of race equality and diversity into managerial and organisational processes. We conduct in-depth reviews of services and operations, with particular emphasis on assessing whether they are as accessible to target groups/populations as intended, appropriate to target audiences and ultimately effective in achieving their aims. Our focus is clear - to develop and implement strategies for organisational change and performance enhancement.

Board or Leadership Orientation

Focus has wide experience of working with senior managers to clarify the vision and value sets around diversity, to identify strategic priorities and accountabilities for implementation, and to develop the top-level diversity team, its objectives and action plans.

EDUCATION

We have the expertise and scale to design and deliver customised training programmes, large or small, with an outcome driven focus on improving your individual and organisational performance. From training needs analysis to design, delivery and evaluation, Focus sets the standard. We provide innovative and customised solutions, using the best trainers and facilitators in the field. As an example, our training and development activities can ensure that your equality and diversity competences are achieved, and that creative and sus-

tainable individual and organisational change and transformation is effected.

Equality and diversity training

This hands-on training course develops each person's understanding of the legislative and business case for diversity, and their role and responsibility with regard to equality and diversity. It helps them to understand and value self, and gain a sense of ownership and responsibility with regard to equality and diversity, so as to be able to

- ▶ engage and challenge others. Participants also identify and develop the skills associated with putting equality and diversity into practice.

Management development

This programme develops managers to address new organisational priorities and to develop the confidence, knowledge and skills to respond effectively to rapidly changing, increasingly diverse, needs and markets. It includes practical tools for managers that will improve their interactions with staff.

Black and Asian management development

This programme moves beyond the traditional approach – which sees these managers as ‘lacking’ in managerial skills, tools and techniques – and offers ways of analysing organisational contexts and the barriers they may be up against, as well as their own strengths, enabling them to maximise their effectiveness and achieve their potential.

Inclusive leadership

Aimed at senior management this programme emphasises how you can gain a competitive edge, benefits at professional and organisational level, as well as personal development and progression. Areas covered include strategic ownership and delivery of equality and diversity, legislation and knowledge of diversity issues, inclusive decision-making, communicating with mosaic, and a continuous development-learning tool. The programme also includes high level coaching for senior managers and executives.

Training the specialist

A range of workshops tailored to the needs of specific staff groups: “Developing Equality & Diversity Managers & Specialists”; “Train the Trainer workshop”; and “Diversity and Customer Excellence”.

Team building

This program is designed to increase the effectiveness of diverse teams. The requirements of an effective team-building programme are largely determined by ‘where the team is’ in terms of its own development. Participants may be familiar with the process of ‘forming, storming and norming’ that often underpins team dynamics. However, those dynamics are often complicated by the nature and diversity of the team itself and the social and cultural dynamics that can come into play. The programme enables team members to increase their understanding and awareness of these issues, and their competence and skills to work effectively as diverse teams.

Cross-national cultural awareness

This highly engaging programme develops each participant’s awareness of cross-national cultural differences. Participants examine their own national cultural influences and the assumptions, stereotypes and value-sets that may create obstacles to effective communication and collaborative working. They explore the principles that underpin effective working across cultural boundaries and how these can be applied. Through case studies, they gain an awareness of the range and complexity of the issues they may face in different international settings. ▶

MARKETING & COMMUNICATIONS

At Focus, we combine an understanding of multi-cultural and ethnic minority markets with powerful strategic and creative solutions that have enabled a UK and international clientele to significantly improve awareness and penetration of their organisations and brands.

Social marketing

Focus has a deep understanding of the key defining characteristics of ethnic minority audiences - linguistic, religious, historical, political, domestic and aspirational. Coupled with a thorough knowledge of the relevant social, economic and cultural networks, this insight allows us to create social marketing campaigns designed to influence or alter patterns of thought and behaviour. Often this calls for a combination of publicity and outreach, creating a unique

community partnership approach – pioneered by Focus – to produce powerful solutions.

Brand management

This is an increasingly important consideration for public institutions as they look to promote their services to an expanding diverse customer base. Focus has expertise in helping organisations to successfully promote their brand to diverse audiences to enhance recruitment, service levels and customer satisfaction.

Public relations

This is an essential component of any marketing programme, enhancing the credibility of your publicity campaign. Our close relationship with specialist press and media gives your campaign the edge in reaching ethnic minority audiences.

SEARCH & SELECTION

A tailored Selection Service for senior and middle management roles. By working with Focus you will benefit from a broadening of your potential recruitment pool, and a successful evidenced based process to ensure the best candidate is recruited for the role.

Our approach is to build diversity and the equal opportunities dimension into all aspects of the process. We develop “outcomes” based job

descriptions and person specifications; devise advertisements and advise on media selection; engage in an active search service utilising our extensive database and networks; design and run assessment centres, and contribute to short listing and final interview process; provide a response management service; and, provide induction and support to new appointees.

