



Managing Human Capital

September 2017

DIVERSITY & INCLUSION





Background & Summary





Background & Summary



How we as individuals come together, build on our unique skills and create something new always fascinated me. I grew up in six countries and experienced first-hand how our diverse perspectives spark the creative fire. Recently, I became an associate of Pluribus - the leading consultancy in D&I management - and it is my pleasure to build on their profound experience in this guide. This guide offers you a quick overview of the current state of research on practice. The aim is to offer you a toolkit with 1) insights on how diversity management works and 2) which tools really impact business. Get in contact and tell me what you think! All the best,

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D&I programs often use generic best practices but fail.

Success requires clarity on why diversity fits to the business strategy then scientific tools with impact

“Does he really believe in what he says?”

Those were more or less my thoughts at a recent global diversity conference. No, the speaker himself, I call him Larry, was not to blame. As a senior executive at one of the most admired Professional Service Companies, Larry knew how to present. Neither was it the topic: make sure Diversity in companies works and makes money. In fact, we all came for the conference as we shared the core belief that a diverse workforce is important to any long term success.

No - It was the content. Basically, Larry summarized the old (or better boring) way the leadership committed to “increase our share of diversity.” It more or less sounded like:

“Each employee should bring their full self to work because talent is our greatest asset. To us, Diversity matters in this complex world as we need different views to solve the hardest problems in the ever-changing workplace. Therefore, we implemented this best-practice (IT) solution, from the famous company YY.”

It sounded like the HR section in an annual report of a Fortune 500 company. But this was not an investor presentation. It was a conference where we as HR experts specifically tried to

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find HR tools that lead to a more heterogeneous workforce. Finally work out how diversity improves the bottom-line or ignites innovation. Especially as ever increasing efforts, remain at best, marginally successful.

For instance, among Fortune 500 companies the share of female CEO stands at 6% and for every three open board seats only one is filled by a woman. Moreover, the share of non-white board members remained virtually unchanged during the last decade as still around 80% of new board members are white. Even the most admired tech companies struggle to increase their share of diverse employees, as less than 20% of tech-related jobs are filled with woman⁰. Despite millions spent in diversity programs with advanced data analytics high attrition of women persists and the share of female employees will likely decrease more (Apple, Google and Intel together pledged to spend more than half a billion! USD). Nearly half (41%) of women leave tech companies after 10 years of experience, in contrast to less than one-fifth (17%) of men. At the same time, corporate lawsuits, regulatory requirements and investor activism pressure organizations to show tangible results of their Diversity and Inclusion initiatives. With this increased interest and need to improve diversity the question remains:

Why corporate Diversity and Inclusion initiatives do not improve equality & How Organizations can build effective tools to increase their share of minorities and impact business?

My colleagues and I wanted to answer this simple question, specifically “How and why do tools for diversity work and help business performance?”

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WHY DIVERSITY PROGRAMS FAIL

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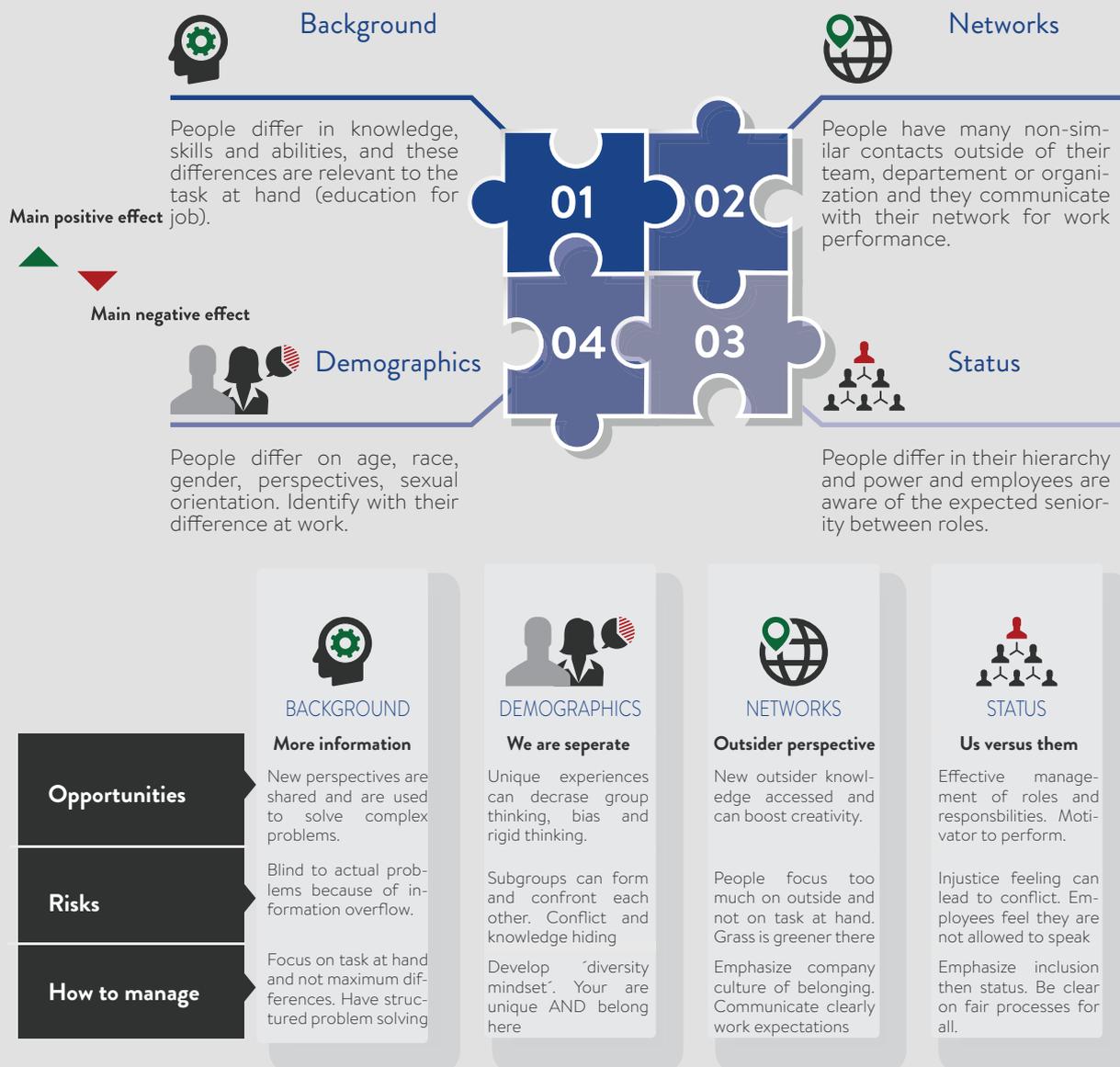
HOW DIVERSITY & INCLUSION SUCCEEDS

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OVERCOMING ROADBLOCKS



Table 1:
Diversity types and performance impact



While most of us believe that diversity is a good thing and positively impacts business performance, the truth is actually not that straight forward. After analyzing, reviewing and putting together 100s of scientific studies on Corporate Diversity conducted in the last two decades, our study¹ clearly confirmed that “Diversity itself has NO consistent effect on performance.” Simply put, for every study that shows a positive effect, there is another one that shows the opposite effect. To our surprise though, whether diversity benefits or harms business performance depends on the type of workforce diversity (see Table I).

For example, diversity in education and job background often improved revenues because companies had broader access to knowledge. However, a high share of demographic differences (e.g. gender, age or race) on average decreased business performance. Those studies showed that because employees eventually formed groups with people similar to them, employees did not share knowledge with other groups. Thus departments and ultimately companies were unable leverage on diverse perspectives. Even worse, several researchers showed that if unmanaged, conflicts between groups and group thinking substantial harmed business performance (e.g. profit).

Importantly, there is clear evidence that early success or failure on managing D&I sets the direction for long-term business outcomes.

At the same time, our study uncovered that the right interventions could change the negative effects of diversity. This can lead to upward spirals in which employees increasingly use their diverse thoughts for higher and higher team performance. In summary, across several industries and functional units, we found that inclusion tools that specifically fit to a diversity type allowed benefits of diversity to dominate. For example, managers that demand a cooperative team culture in which employees honestly discuss their difference but limit personal conflict challenge, do not only increase effective teamwork but also creativity. As conflict remains on the task

Diversity itself has NO consistent effect on performance.



(separate from the person) group-thinking diminishes while teams discuss more ideas and ultimately become more creative. However, our study also showed that leaders can neutralize failures in diversity management. Again, key is an open discussion of why diversity programs failed and to empower employees on which specific processes should change.

In conclusion, companies could limit the downside of diversity and benefit from a heterogeneous workforce, if they: 1) identified the relevant types of diversity and 2) understood how Human Capital tools fit to the forms of diversity.

Nevertheless, many companies still employ tools without scientific backing and hence more often fail than meet their Human Capital goals. At another diversity conference in Zurich, I had the opportunity to discuss with Dr. Alexandra Kalev from Princeton University Why diversity programs fail and what to do. She analyzed diversity programs of more than 800 companies and checked which in fact, work. Her study² was published in Harvard Business Review (HBR) and for its insights received the 2017 McKinsey award. It shows that managers continue to use D&I programs that actually DECREASE workforce diversity. Especially the common and standardized HR tools such as mandatory diversity programs or hiring tests decreased minority share of up to 10% in just 5 years. Most likely, because those programs put employees and managers into a mindset that 1) something is already wrong and 2) if you do not act correctly you will be punished.

So what can you do? How can you manage something messy like a diverse workforce and know which tools work?

Two guidelines can help you on your journey. I developed them based on my Doctoral research, close interaction with leading scholars and from my discussion on HR trends with several Senior HR executives. The aim is to provide you with a comprehensive guide 1) to avoid the common traps why diversity fails; and 2) to build D&I programs that impact your business.

3 common traps in diversity management to avoid - Overcome early failure on your D&I journey

- 1. Leaders are unclear WHY focus on Diversity** in the first place: Different types of diversity influence business result distinctly and need to align to the company culture.
- 2. We don't know WHERE we stand:** Companies have various data points on employees - but are overwhelmed where to start and what the data means.
- 3. We don't know HOW to achieve our diversity goals** and WHAT tools to use: Most tools (e.g. trainings) are generic. What tools fit to our company and are not based on averages?

5 steps that guide a Diversity and Inclusion Strategy – Create success with diversity programs that fit

- 1. Start with Why:** Crystal clear Why diversity matters for business and What type of diversity can impact business performance. Especially senior leader must understand Human Capital goals and commit to them.
- 2. Maximum of 3 measurable goals:** Resources committed to a few measurable goals for fast impact.
- 3. Use the right measure:** Specific and simple criteria to measure diversity of employees and real inclusion at work (policy, culture and empowerment). Existing employee data normally is enough and HR managers do not need to wait for a perfect analytics tool.
- 4. Unique action plan that fits to your culture:** Plan fits to culture and is not generic best practice. Executives own action plan and not outside consultants.
- 5. Start now, adapt and keep moving:** Expectations are set that human capital is complex, but company starts somewhere even if not perfect.

Why Diversity Programs fail



The idea diverse people =
business success - Is too
simple

Insights on 3 common mistakes

While there are literally hundreds of reasons why Diversity and Inclusion fail they mainly cluster around 3 broad shortcomings.

Becoming aware of those common pitfalls can avoid failure of Diversity programs from the start

1) UNCLEAR WHY FIRM WANTS DIVERSITY IN THE FIRST PLACE

Often a company publicly states its commitment to Diversity and then implements various policies to protect discrimination of employees. But then nothing happens. Employees are trained to respect the diversity of others, yet it remains unclear what the company wants to achieve with its D&I commitment in the first place.

Additionally, HR experts themselves may struggle to articulate why and how the company is committed to a diverse workforce. The most common answer is pretty generic and reflects the case of Larry who I introduced above. It remains vague, often formulated as a broad commitment to attract diverse people in the hope for positive results. However, in itself diversity in the workplace will not lead to business success.

Without understanding why and, which form of diversity mat-



3 Reasons

Why Diversity Programs Fail

WHY DIVERSITY PROGRAMS FAIL

UNCLEAR PURPOSE **WRONG MEASURE** **GENERIC TOOLS**

Avoid a wrong start by knowing what normally goes wrong

3 COMMON MISTAKES

- ?** Leaders are unclear WHY focus on Diversity in the first place. Different types of diversity influence business result distinctly and need to align to company culture.
- 🎯** We don't know WHERE we stand. Companies have various data points on employees - but are overwhelmed where to start and what the data means.
- 🔨** We don't know HOW to achieve our diversity goals and WHAT tools to use. Most tools, e.g. training are generic. What tools fit to our company and are not based on averages?

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50%

of tools companies use actually hinder diversity (especially mandatory diversity trainings)

ters specifically to your company it is very hard to gain commitment for any diversity initiative and later set the direction towards effective tools.

2) NO ONE KNOWS WHERE ONE STANDS AS TOOLS DON'T MEASURE WHAT THEY SHOULD

Often there are simply too many numbers used to assess the state of D&I. The idea seems that the more complicated and sophisticated the number the more likely an informed decision and the easier it will be to manage complex diversity. Yet, this information overflow overwhelms HR executives and especially business leaders. No one knows where to start.

In addition, most measures focus exclusively on employee demographic data, such as gender or age and cut them across various lenses (e.g. women in management in Asia). While this is certainly useful information, it completely overlooks other dimensions of diversity, such as personality, work styles, or even gender and age that can all vary at the same time. An HR executive who only focuses on employee numbers can give no indication of why policies do not work. She then is unable to propose effective tools to move forward. Without measures that reflect employee experience of Diversity and Inclusion, an executive's problem solving becomes largely random with many trials and errors.

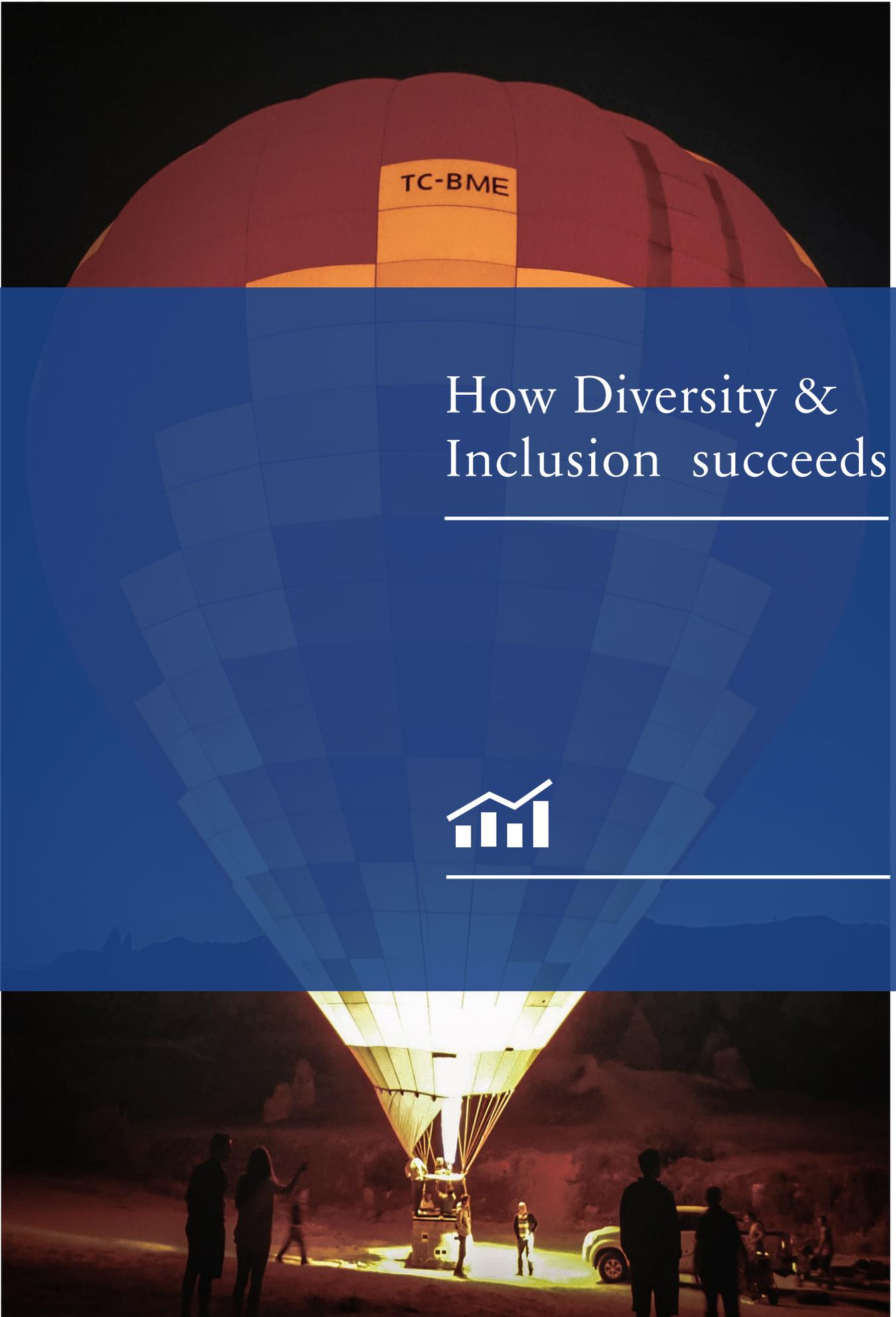
Tools are ineffective for average problems that draw on science from the fifties.

3) TOOLS ARE GENERIC, DEVELOPED FROM THE 60S AND HAVE NO SCIENTIFIC ORIGIN

This is related to the last point. Without measuring where one stands and not knowing why one stands here; it is hard to use tools that can move diversity forward. Furthermore, current tools mostly build on common wisdom or generic consulting solutions, without scientific evidence that they actually work. The HBR study from above, for example, shows that half of the tools companies use actually hinder diversity. Additionally, if tools on D&I do work there is no guarantee that they will work in your company. Thus tools are ineffective for average problems that draw on science from the sixties.

TC-BME

How Diversity & Inclusion succeeds



5 steps for programs with impact

Once aware of the common pitfalls, five key steps can help your diversity program achieve impact at work.

Essential to the success of all steps is the crystal clear commitment to why your company aspires a diverse workforce and what type of diversity is most relevant

Those reasons must fit to the unique situation of your company and thus should be developed within your firm (and not best practices). All remaining steps then form the D&I strategy and the answers to the 'why' will guide each subsequent step.

1) START WITH WHY

Most important is that your senior leaders, are crystal clear of why they want a diverse workforce. Generic or 'common' reasons, while important to investor presentation, do not count. What counts is that the 'Why' specifically fits to your business objective, company values but also to market/ society challenges.

If your company's leaders form a special work group that is committed and accountable to diversity goals then success is most likely. The above Harvard study showed that such diversity task



forces have the biggest positive impact of any management tool (increasing diversity share by up to 30%).

A valid reason for Why could just be “employing a diverse workforce to reflect the needs of the diversity of our customer base.”

Or much simpler as a CEO of large Nordic bank put it: “Society has an equal share of women and men, thus having an equal share across all levels is simply the right thing to do.”

When the ‘Why’ is formulated the answers subsequently guide the entire Diversity and Inclusion strategy. Answering the below ‘What’ then acts as a reference point to decide and realign future initiatives.

Related to being clear of why diversity matters, senior leaders must be sure to link it to what diversity type matters the most the company. ‘Of course all’ – senior leaders would answer.

The aim nonetheless, is not to exclude one for another type of diversity, but to ensure initiatives create impact on diversity that is most relevant.

Thus, one should prioritize on diversity dimensions that are closest aligned to the ‘Why’. In the example of Larry’s service company: If the focus is to enhance innovation and creativity, then its senior leaders should decide on and target di-

versity in personality, work style and background first.

2) DECIDE ON MAX. 3 KEY MEASURABLE GOALS

Once you know why diversity matters to your firm, you and your stakeholders are clear on which diversity type to focus on, it will be much easier to define goals. There is no need to start with all diversity dimensions at once. Resources will be spread thin and senior executives will simply be too busy to focus on business demands than to be aware of all diversity goals. Better one challenge at a time and then use momentum for the next initiative.

However, especially in large corporates with heavy politics, the HR executives end up with myriads of Human Capital goals as they attempt to please all.

Costly IT programs...

...are neither especially scientific nor effective. They do not give any indication of why the workforce is (not) diverse. Or the solution shifts the responsibility to your employees – in the hope they know your state of D&I.

5 Steps for Diversity & Inclusion with impact

5 STEPS for Diversity & Inclusion with impact

30%

Increase of workforce diversity possible - with tools that fit and developed by 'Diversity task-force')

Start with Why



Senior leaders must be crystal clear Why your company wants diversity. Define What type of diversity you need. Both will guide your D&I strategy

Max. 3 measurable goals



Decide on a few goals where you can measure progress. Use momentum, of one challenge a time before moving to the next

Use right measure



Measure your diversity with specific criteria. Use employee data you already have. Assess inclusion around policy, culture & empowerment

Start now, adapt & keep moving



Start somewhere fast, even if not perfect. Set expectations for possible challenges - Your workforce is complex and effects take time. Yet celebrate small successes on the way

Action plan fits to culture



Create unique plan that fits to your culture and aligns to your Why. Overcome blocks with expert advice. Do not fall for best practices and complex but generic solutions



For instance, I advised once a client who had 22 Human Capital priorities! for its workforce. 22 - How can someone call this word priority, which comes Latin word one or first?

One possibility to 'solve' this problem is to acknowledge all diversity goals in an overall strategy, but focus on a 'core goal' for this year. A clearly formulated 'Why' and 'What' from senior leaders can then be quite handy to create buy-in across several departments in your firm (and protect you from new demands).

3) USE RIGHT MEASURES TO SEE WHERE YOU ARE

This is tricky as most companies overflow with workforce data. In an attempt to resolve this overflow, the easiest solution appears to be contracting outside support. A contractor provides tools to measure Diversity and Inclusion.

Nevertheless, I strongly believe there is no need to fall for providers who offer fancy measures, but that do not guide you through understanding the challenges and formulating solutions.

Basically, contractors will offer you an IT solution that visualizes the data you already have.

Such a solution could be useful to allow your managers to assess their workforce composition quickly. But such dash-

boards or KPIs do not give any indication of why the workforce is (not) diverse.

Similarly, employee survey providers frequently fail short to provide clear guidance on your D&I challenge. Providers benchmark your workforce against competitors and based on gaps often formulate a solution based on pre-formulated action points. Those solutions yet are neither especially scientific nor effective. They likely rely on employee numbers or only on generic questions such as "How well is your D&I project?" Basically, we shift the problem to employees. The hope is that your employees are smarter than HR experts as they have to define, assess and then give an honest answer about the state of the workforce.

Finally, the benchmarks are also not very meaningful. Apples are compared to oranges, as companies differ especially on what people perceive as diverse. Just knowing where one stands on an average benchmark does not provide any input on why your company stands there and how to influence it.

While employee engagement data can be a starting point to identify a lack of diversity, managers should not rely on them to formulate action plans. What is needed is expert advice with specific D&I knowledge. Thus I recommend involving an outside Advisor to bring in required knowledge of organizational psychology and to guide your senior managers to employ the right D&I measure. This also ensures that the top management team

Toolbox:

How to measure Diversity & Inclusion



Even though diversity and inclusion is messy, surprisingly you don't need fancy measures. You most likely already have enough data or can quickly produce it yourself in a survey. Below suggested measures:

Employee numbers

- Age, gender, nationality, education background, part vs. fulltime employers
- Personality & workstyle - can all be used from proxies of your employee survey (e.g. questions like “Are you taking risk at work” can be an indication of how your employees differ based on how they work)

In my experience it is sufficient to show the numbers for your **regions or main units and corporate level:**

- Entry, middle managers/ specialists, and senior managers/ expert/ executives.

This will give more than enough information on where your company stands

Also make sure to assess your current diversity or inclusion culture. Most companies overlook this. But it is fundamentally important as it can give you clear insights on WHY diversity is low and HOW to tackle it.

E.g. you could discover that age diversity is especially low among mid-level managers. A question that asks “our HR policies, such as flex time allow workers with diverse needs to balance work life demand” could uncover that your policies hinder older workers to balance work life family demands.

Several high quality studies suggest that inclusion is best measured around three separate dimensions. Each with objective criteria that can be influenced by management.

Inclusion dimensions include:

- Policies
- Culture
- Empowerment

Implementing those measures is simple but making sure you use the right measures is difficult. Also understanding what the numbers mean requires expert insights. This will take time as it should reflect your specific goals and culture (the WHY and WHAT of your strategy).



stands behind a diversity assessment and does not blame one day “Company XZY proposed those measures. However, they were generic and do not work for us.”

4) CREATE ACTION PLAN THAT FITS TO YOUR CULTURE

When you decide on measures that fit it is much easier to develop an action plan that guides you on how to actually achieve your diversity goals. You do not want to be stuck with measures that do not reflect your action plan. Again, I recommend not relying on HR consultancies that provide you with fancy and complicated but generic action plans. It will feel prescribed and simply cannot reflect your culture.

Only because your action plans involve human capital does not mean that your company's way of project management needs to be re-invented. An effective action for D&I goals should follow a similar project management approach as expected from business initiatives.

The more complicated the solution the more excuses people will find that D&I does not work. People will fall back in the old fallacy – too hard, too complicated, or already too outdated.

Having similar expectations on milestones, problem-solving, delivery and time-frames will signal to stakeholders that your D&I project is as relevant and

professional as other top-priority programs. As with formulating the ‘Why’ and ‘What’ the action plan should be sponsored by your executive team. Action plans can be especially effective if your leadership team discusses and commits to specific action steps for a diversity group and builds on reliable Human Capital tools to steer their decision (see the case on advanced statistics below).

5) START FAST, ADAPT AND KEEP MOVING

The last step sounds simple but may actually be the hardest, especially in large organizations. Basically after you invested all the energy to find problems, understand what needs to be done and formulated action steps, the actual implementation can get stuck in corporate politics, perfectionism and simply ‘daily fire-fighting’.

Even if you have executive sponsorship, and your plan aligns perfectly to your culture the first move to implement your D&I strategy may be still a challenge. In my experience, becoming aware of the common roadblocks can help you get unstuck. In the next section I summarized the main roadblocks with suggested solutions.

Authentic success stories...

...will energize your employees to keep moving and to feel empowered they can make a difference.





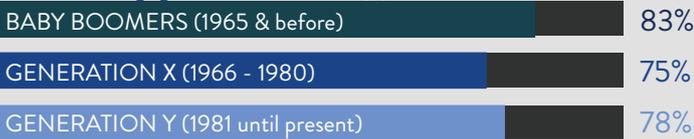
Case:

Start-up gets unstuck on turnover with advanced statistics



Why are our younger workers leaving, despite being engaged?

Engagement levels among generations similar



Willingness to leave substantially higher among GenY

The executive team of a fast growing start-up approached us, because they were struggling with very high turnover among younger workers

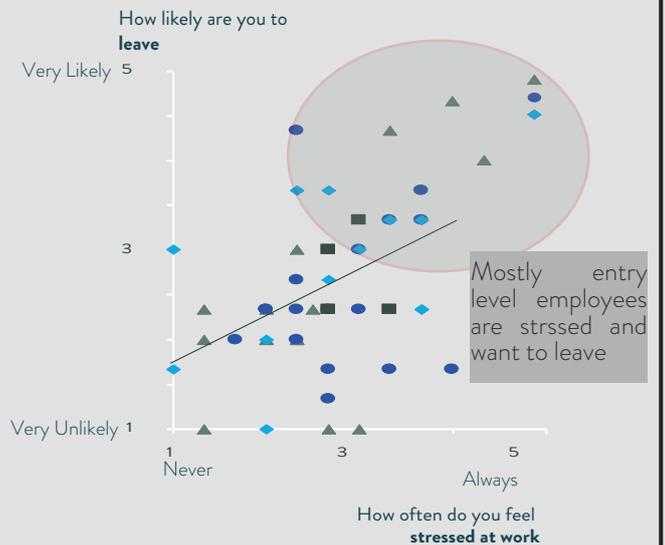
They were especially concerned because they succeeded to have high engagement for all employees, but turnover among younger persisted

Baby Boomer
Generation X
Generation Y

Are younger workers just "switching jobs" after receiving their training? Are they unloyal because they belong to the "generation Me"?



Because they work at entry-level positions with high stress!



After an extensive workshop with the leadership team we actually measured what happens. Employees left because they were stressed, not because they were young. If tools would focus on engagement stress would increase. However most younger employees were on entry level jobs that were highly demanding. But when controlled for job seniority there was no difference between ages in stress or intend to leave.



Experts trained in advanced statistics will help you uncover actually Why your diversity stands where it is.

For instance, for a start-up's executive team I recently used a regression analysis to understand why their share of younger workers was low and decreasing. The results clearly showed not because of overall culture but because of overtime. The relation was so strong that we could actually predict the teams with the lowest age diversity with the number stress and perceived overtime. This allowed us to design specific solutions that decrease overtime (not engagement) and then track progress on age diversity.

D&I is messy, complicated and benefits usually just appear over many years. Human behavior is too complex to understand it with simple dashboards. Your organization is too unique for generic solutions or best practices. To increase the diversity of your workforce and form an inclusive culture, your company requires reliable tools that fit with your business. With the right guidance, your senior leaders will understand Why diversity matters and commit to specific goals to improve diversity that is most important to your company. Once your leaders genuinely support your D&I strategy and support your clear action plan, you are set to reap the various benefits that different people create in an inclusive workplace.



Some suggestions to overcome roadblocks:

Because it is new it likely feels too hard.

No one exactly knows which programs will work and which ones will fail. But the more you wait the more likely any program will fail.

Mini-experiments and pilots can allow a fast start.

An MNE I worked with used such an approach with its performance management system. Basically only for one large unit they created a system in which performance is assessed every three months, while they kept for all other units, the traditional system with yearly reviews based on behaviors and potential for advancement. Although the decision is still out which system works best, the implementation was painless, swift and received wide support. Because it was framed as a pilot, they also had the authority to adapt the program fast or even stop it if needed.

Expectations should be framed to your bosses and you.

Be very clear to your stakeholder, that there is no guarantee for success. Instead of focusing only on the risks, frame your strategy as an opportunity to mitigate long term losses (e.g. legal actions, turnover, etc.). Any action is more probable to be successful than being frozen in the status quo. Executive support, despite failure, will be especially likely if leaders were involved in formulating your company's diversity objectives.

One first step can kickstart momentum.

Even if it is as simple as having a workshop on decreasing bias with each regional leadership team. It will create an upward spiral for success and move things forward. Most important, regional or unit heads will be inspired to be involved in their own D&I initiatives. You can 'recycle' those initiatives for several units and hence save resources.

Not everything at the same time.

First, your resources will quickly fade. Second, employees may feel overwhelmed and third you will never find out which tools worked and which ones did not.

Finally celebrate success.

While long-term success may take years, it is important to affirm positive results. This means no fancy party or artificial success stories to investors - However - genuine success stories of your employees. This can be as small as celebrating the launch of a local employee driven LGBT chapter in Asia. A nice evening in a bar with authentic success stories can nudge others to affirm an inclusive culture.





We look forward to hear from you

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Fire of Creativity?!

How do we spark it? Why are some of us more able to keep it burning? What can leaders do for their teams to become inspired and more effective?

My doctoral research investigates what underlies the creative process and employee motivation. The research is academic, but the goal is to provide value for business executives.

Here I build on several years work experience in strategy consulting and in corporate as a former HR VP. My aim is to build a bridge into your business world as I translate findings into practical tools for you as a manager.

The clients I advice are executives and senior executives at global multinationals. Together we make sense of complex Human Capital topics so YOU make an educated decision

Inclusion First!

A global boutique consultancy specialising in inclusion and diversity strategies, programmes and dynamics in business. We are truly diverse with over 50 associates working in 22 countries worldwide.

Pluribus is deeply committed to inspire, engage and support organisations, teams and individuals. We help our clients value and leverage their workforce diversity, by creating an inclusive and high-performing culture.

Pluribus consists of a team of experienced, passionate and talented I&D consultants, facilitators and leadership practitioners, all with a real passion for inclusion and diversity. Our associates bring a wealth of international private sector experience. Across all levels of seniority and front line business our team builds on operational, commercial and HR roles, all aspects of I&D (age, gender, cross-cultural, disability, ethnic origins, LGBT, personalities, etc.).

We are not "teachers." We aspire to be role models in inclusion and diversity. It is a life journey, where we continuously learn and challenge ourselves.

Key clients are from various sectors and industries, with projects across several continents: including Sodexo, L'Oréal, Hilti, Solvay, PMI, Carrefour, Nestlé, Total, Unilever, Crédit Mutuel Arkea and Bureau Veritas.

STRATEGIC HUMAN RESOURCES /
DIVERSITY & INCLUSION / AGILE
TALENT & WORKFORCE MANAGEMENT
/ FUTURE OF WORK / EMPLOYEE
ENGAGEMENT & MOTIVATION /
ORGANIZATIONAL EFFECTIVENESS /
WORKFORCE ANALYTICS /
ORGANIZATIONAL COGNITION /
CREATIVITY & INNOVATION

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SPEAKING & WORKSHOPS / INTERIM HR /
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GAIN
INSIGHTS -
IMPACT
PEOPLE