



Serious About Diversity? Measure Rigorously!

| A four-step approach



 By Tom Haak

Some time ago I gave a presentation to an international group of students. In the Q&A session, there were several questions about diversity. What had I done in my positions as HR Director to increase diversity? At the business school, I gave a somewhat vague and politically correct answer, but the honest answer is: not a lot.

Of course, I was involved in some diversity projects and there was always a KPI such as “The percentage

of females in job levels A-C positions”. One of the students (from Sweden) told about the diversity approach a company she had worked in. The basis of the approach was rigorous and granular measurement. An example she mentioned: it turned out the average length of the job interviews of females was substantially lower (15 minutes or so) than the job interviews of male candidates. They looked at the interviews in more detail, and it turned out that especially in male-male interviews the time spend

[Submit Your Articles](#)