

EDIQ MAGAZINE

NOVEMBER 2018



Should EQ be part of your recruitment process?

The 411 of Inclusive Recruitment

When does a handshake signal discrimination?

Vicky Henderson

Discussing Emotional Intelligence

EXPLORING INCLUSIVE RECRUITMENT

RRP £12.50

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Next edition In the next edition we will take a look at Visible vs. Invisible Differences.



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Should Emotional Intelligence play a role in your recruitment process?

When considering candidates, employers usually judge on the ability of the candidate to function well in the role, and also their ability to fit with the existing culture of the organization.

EDIQ

Developing
Equality & Diversity
Intelligence

Roianne
Nedd



Natasha
Solomon



Co-Founders

Welcome to EDIQ

Welcome to the first edition of EDIQ Magazine.

EDIQ Magazine is the brainchild of Natasha Solomon and Roianne Nedd. Its purpose is to bring together their expertise and passion for Diversity and Inclusion and writing into one project which is the EDIQ Magazine.

Identifying a gap in the market for high quality and thought-provoking content aimed at people with a personal or professional interest in Diversity and Inclusion. They started to bounce ideas off each other via WhatsApp and email as they live in different countries and operate in different time zones.

Two women with a common purpose are formidable, and it was inevitable that something amazing would happen when they decided to collaborate.

EDIQ Magazine aims to:

- *Educate, inspire and improve the D&I IQ of its readers*
- *Provide a platform for D&I professionals to explore trends and share their opinions*
- *Provide a unique advisory service operated through our Soap Box Feature which enables subscribers to have their D&I questions answered*

To get involved with this exciting new project send us your details at info@ediqmagazine.co.uk

In this first edition, we wanted to focus on the beginning of the journey for most organisations; the recruitment phase. Inclusive Recruitment is all about how organizations attract and recruit new employees. What is the organisational reputation in the market? And, how do organizations ensure that they not only attract diverse candidates but also provide a fair and equitable recruitment process that enables the best person to be picked for the job through transparent and unbiased processes and practices?

Also, as this is the edition before Christmas, let us take this opportunity to wish you a peaceful break whether you celebrate Christmas or not.



INCLUSION



**Happy
Holidays**

**from the
EDIQ Team**



WELCOME MESSAGE, NATASHA

Hello and welcome!

Co-founding EDIQ is really exciting, and as I write this, I am screaming "Hello!" from my office. (Even if my picture says otherwise.)

When not working on EDIQ related issues, I'm found hunched over my computer, writing.

On a side note, if I could meet *anyone* it would be Sherlock Holmes, and yes, I would wear a cape.

Please stop by our social media so that I can get to know you.

Sincerely,

Natasha



WELCOME MESSAGE, ROIANNE

A huge and warm welcome to the first edition of EDIQ. I'm Roianne one of the co-founders.

I'm totally ecstatic to be sharing this first edition with you. Full of insights and thought-provoking content EDIQ is all about disrupting the status-quo and thinking about inclusion differently.

In my other job I am a busy D&I author, speaker, consultant and facilitator I see first hand some of the challenges that organisations and individuals are facing at work and I hope that EDIQ begins to respond to some of these challenges by providing solutions and innovations.

My random thought for today is that I would love to have dinner with Malcolm X and Martin Luther King and I'd pose this question "Is passive resistance the key to change?" Would love to hear your views too.

Let's dive in.



Roianne

5 REASONS TO SUBSCRIBE TODAY!

EDIQ isn't just a magazine. It's a vital resource for ALL D&I professionals, equality advocates or inclusion champions. Here are 5 reasons why you should subscribe TODAY!

1. In EVERY edition we provide thought provoking features from experts in a range of fields including technology, HR, Leadership and Marketing.
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***Quotes for subscriptions in different currencies can be provided upon request.

"EDIQ fills a much needed gap in the market. Stimulating conversations, providing practical support and creating a community of like-minded professionals."

**Chief of Staff
Oil & Gas Industry**

EI Expert



Should Emotional Intelligence play a role in your recruitment process?

There are two candidates shortlisted for a job, your first preference and your second preference; you know about their experience, their skills, their training and how they interview. You've probably asked them to tell you how they work under pressure and you know what they believe their strengths and weaknesses are. The potential stumbling point here is that it is very easy for people to tell you what they believe you want to hear. At this point, it is easy to allow personal bias to influence the choice of which candidate gets put forward.

When considering candidates, employers usually judge on the ability of the candidate to function well in the role, and also their ability to fit with the existing culture of the organisation. To ensure that candidates "fit" a pre-specified criteria, companies are increasingly using personality and profiling assessments such as DISC* to dig a little deeper. However, recruiters should wonder - do tools like DISC give a complete picture? In the initial hiring stage, companies seek to understand the attitudes, beliefs, and behaviours of potential candidates because companies usually have a general idea of the candidate who best suits the role.

This is where Emotional Intelligence comes into play and where an Emotional Intelligence Assessment could make the difference between a great hire and a mis-hire.

Should Emotional Intelligence...

What is Emotional Intelligence?

Emotional Intelligence (EQ or EI) is a term created by two researchers – Peter Salavoy and John Mayer – and popularised by Daniel Goleman. The central premise of EI is that it focuses on emotions both our own and also those around us. EI explores our ability to recognise, understand and regulate our emotions and the emotions of others.

To do this, we must become aware of how our emotions influence our own behaviour, and the emotions and behaviours of others both negatively and positively. Once we have built that awareness, we must consider how we manage those emotions to gain the best outcome.

How Does it Impact Recruitment?

Let's imagine that your candidates are for a managerial role, they may or may not have done any other assessments, but both seem to be of strong character-a trait which will be needed to manage a diverse team, and they both have management experience. They both complete an Emotional Intelligence Assessment and you receive the following results:

Candidate A - (your first choice)

Self-Awareness – below average

Self-Regulation – low

Motivation – high

Empathy – low

Social skills – average

Summary of Candidate A

Struggles to identify their own emotions and is unaware of how their emotions impact themselves and others, therefore their empathy is low and building relationships and networking may be challenging. Candidate A may even appear detached and disinterested when put in certain situations. They may not see the need to change their behaviour as they don't understand how their behaviour impacts others. This makes them difficult to train, and they are unlikely to have a growth mindset.

They score well on the motivation section, showing that they're driven, but their sense of self-regulation is low, meaning that they struggle to control negative emotions and impulses. In a stressful situation or when challenged they may become aggressive, argumentative and unable to see solutions. If others around them don't have the same motivation, they will struggle to understand a different point of view, and it will be difficult for them to find alternative ways of motivating their team. They may be perceived as intimidating and may also be unaware of any unconscious bias they have. If these biases are pointed out, they may be unwilling to accept the observation and

make the necessary changes. This individual will not easily embrace diversity nor will they accommodate differences in others.

Candidate B (your second choice)

Self-Awareness – high

Self-Regulation – above average

Motivation – above average

Empathy – above average

Social Skills – high

Summary of Candidate B

Highly aware of their emotions and the impact they have on themselves and others. Their empathy levels are not too high, meaning that they don't take on everyone else's problems and they can remain objective when placed in challenging situations. They have a great understanding of themselves and others and find it easy to build relationships and networks. This also means that they are generally open-minded, receptive to feedback and that they are willing to learn and change.

Their elevated levels of self-regulation mean that they find it easier to remain calm in stressful situations and tricky negotiations and that they are solution-focused. While they are motivated, they are not intimidating and they understand that others may be motivated in ways which are different to how they are motivated.

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Should Emotional Intelligence...

Summary of Candidate B (continued)

They are likely to have lower levels of unconscious bias and be able to identify unconscious bias in others. If a bias is observed in themselves, they will reflect and be prepared to address it, so that they can improve as a person. They will easily embrace diversity and encourage their team to do the same.

Conclusion

Despite Candidate A being the preferred candidate, based on the Emotional Intelligence Assessment, Candidate B would be a better employee. Though they lack skills, knowledge, and/or experience their high levels of Emotional Intelligence compensates, and makes them a better fit.

Candidate A is likely to develop a reputation for being a bit of a tyrant or a dictator, which puts the company at risk, whereas Candidate B is more likely to be regarded as a well-respected leader and will have the support of the workforce.

Remember

Emotional Intelligence is dynamic and if the individual is open to developing themselves in this area, they can improve their EI. Focused coaching and reflection can lead to radical improvements in relatively short periods of time.

An article entitled '[3 Terrifying Recruitment Statistics](https://mp-squared.com/recruitment-strategy/3-terrifying-recruitment-statistics/)'

published in October 2017 by MP3 sums it up beautifully:

'We strongly believe that if someone has the right attitude, values, and beliefs that match your organisational culture, you can train them to do anything. Of course, there are some obvious exceptions to this rule – Doctors, Pilots, Lawyers, Psychologists, and other professionals who legally need the qualifications to practice, but should still be selected based on their attitudes, values, and beliefs.'

In short, having Emotional Intelligence and relevant job skills is a more valuable skill to employers than having only relevant, hard skills. As companies continue to embrace Diversity and Inclusion, companies need employees, especially leaders, who have the skills to fully embrace diverse employees and customers.

Don't forget that Emotional Intelligence is a skill that can be learned.

Vicky Henderson,

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Useful Links

<https://mp-squared.com/recruitment-strategy/3-terrifying-recruitment-statistics/>

* For an explanation of DISC go to:

<https://www.discassessment.co.uk/about-the-disc-group/>



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A Disruptive Approach to Personal and Professional Development and Inclusive Leadership

Overview

Born out of the Trusted Black Girl Movement which focuses on intersectional feminism, The Evolution Programme was conceptualised in recognition of the fact that an innovative approach was needed to disrupt the biases that drive gender, race and intersectional discrimination.

The Evolution Programme brings together groups of leaders to develop personally, professionally and inclusively within an Evolution Pod. Each pod consists of up to 6 people who are guided by a Pod Facilitator using the principles of action learning where each pod member has an equal voice and is encouraged to challenge, support, educate and learn from their colleagues.

Aims

- To develop truly inclusive leaders
- To disrupt bias relating to race and gender
- To improve organisational inclusive leadership practice

Objectives

- § Greater empathy for experiences of others
- § Access to an affinity group to contextualise and validate experiences
- § Increased organisational advocacy for gender equality
- § Reduction in bias-based decision-making
- § Personal and professional development for participants
- § Diversification of professional networks for participants

Suggested Participants

- Middle and senior managers
- Entrepreneurs and business owners

High-Level Structure

- Session 1- Introductions and Personal Mapping
- Session 2 – Issues and Strategies
- Session 3 – Accountability and Growth
- Session 4 – Reflection and Evolution

Email Team@Rocaro.co.uk for more information

Commentary

Inclusive Recruitment in Practice

In each edition, we consider policy, legislation or cases which challenge or enhance our understanding of an Equality, Diversity and Inclusion principle. In this edition we will explore the case of Farah Alhajeh.

Facts

- 24-year-old Farah Alhajeh was applying for a job as an interpreter in the Swedish city of Uppsala. At the beginning of the interview she explained to the male interviewer that she could not shake his hand for religious reasons, and instead placed her hand over her heart.
- The interview was cancelled and she was escorted from the office.
- Farah Alhajeh took the case to the Ombudsman citing discrimination
- Alhajeh stated that she was capable of performing the job, without the issue of shaking hands with someone of the opposite gender, because her job would be performed via telephone.
- The company argued that it had a duty to treat everyone equally and a potential staff member who refused to shake hands based on gender violated their gender policy.
- Alhajeh stated that she greeted both men and women in the same way to reduce any feelings of discomfort
- The Swedish Labour court however, ruled that the company had discriminated against her, citing the European Convention on Human Rights and ordered the company to pay 40,000 kronor (£3,400/\$4,400) in compensation.

"In my country you cannot treat women and men differently. I respect that. That's why I don't have any physical contact with men or with women. I can live by the rules of my religion and also at the same time follow the rules of the country that I live in." Farah Alhajeh.

Similar examples

Japanese refusing to shake hands because they considered it unsanitary.

<https://japantoday.com/category/politics/obamas-bow-to-emperor-causes-outrage-in-washington>

Kissing hello in France.

<https://theculturetrip.com/europe/france/articles/a-guide-to-kissing-cheeks-like-the-french/>

Another handshaking incident in Sweden

<https://www.upi.com/Handshake-ordeal-leads-to-Swedish-town-paying-fine/97581369084173/>

"This case is extremely upsetting. ... It is absurd and makes a mockery of equality and Swedish values," party leader Jimmie Akesson said in a statement, noting, "equality is more important than multiculturalism."

Commentary (continued)

https://www.thepoachtimes.com/cultures-clash-in-europe-over-muslims-refusing-handshakes-between-members-of-the-opposite-sex_2630315.html

"[Shaking hands] is a central norm in Swedish culture," author and conservative blogger Rebecca Weidemo Uvell wrote. "Teaching immigrants that it's fine to ignore this is not doing them any favors. They will tick off an untold number of Swedes over the course of their lives and make it more difficult for themselves to make Swedish friends, get a job, and get treated with respect," she wrote.

Swedish author and Middle East expert Eli Göndör argues that this issue is reflective of the clash between two cultures—Sunni Muslims from the Middle East and Christian Europeans—who are used to being the majority culture and not having to adapt to others.

EDIQ View - Natasha

This is a great example of two conflicting perceptions of discrimination. The company felt that they were discriminated against because they believed that they should treat each person equally, Alhajeh felt discriminated against because she was being asked to do something which went against her religion. The courts ruled in Alhajeh's favour as she had a right to practice her religion and to not be treated unfavourably as a result of that practice.

However, it makes me think; Shaking hands is a traditional greeting in non - Muslim societies and communities, especially in business meetings - *How can I greet someone if not with a handshake, a kiss on the cheek or both?*

The traditional Japanese greeting is a bow, and I respect their decision regards shaking hands, when I meet a germophobe I respect their decision regards shaking hands, and in this instance I can respond to this scenario by saying - I respect her decision.

On the other side, I respect that Sweden has worked very hard to carve out their own culture. A culture that has developed their own norms, and one of those norms includes shaking hands as a greeting. So when we try to integrate Islam into Swedish culture, it falls on the existing Swedish community to roll back their values and traditions in the name of integration. At times, integration can feel more like infringement.

Ultimately, being committed to diversity means that there will be times when religious freedoms and local customs will not interact, and at times, it can be confusing but overall a commitment to diversity is a commitment worth upholding .

How do you think this situation could have been handled? Are your staff trained to deal with issues like this if they arise?

In every edition we want to give you a glimpse into the reading lists of the EDIQ team. We call this the EDIQ Bookshelf. This month we'll share the top 5 books that every D&I practitioner should read to help them to contextualise their D&I practice and approach.

ESSENTIAL READING FOR DEI PRACTITIONERS

Unconscious Bias - Blind Spot :Hidden Biases of Good People by Richard Clarke Cabot, Mahzarin R Banajali and Anthony Greenwald

Race and Identity - The Good Immigrant by Nikesh Shukla

Gender - The Invention of Difference: The Story of Gender Bias at Work by Binna Kandola

LGBT+ - The Velvet Rage by Alan Downs

Inclusive Leadership - Emotional Intelligence and Working with Emotional Intelligence by Daniel Goleman

"I think we all have empathy. We may not have enough courage to display it."
Maya Angelou

Also for **Intersectionality** check out:

The Trusted Black Girl: Challenging Perceptions and Maximising the Potential of Black Women in the UK Workplace by our Co-Founder Roianne Nedd



Calling All Female Entrepreneurs

As solo business owners, we all feel a little lost at times and isolated, sometimes missing the corporate surroundings of working in a team or just having the buzz of people around us every day. It's the price we pay to take that leap of faith and go all out on our own to find our own freedom and eventually, financial security.

The answer is, you don't have to feel on your own and isolated. We have created Revival Sanctuary as a 'safe place' brimming with diverse women from around the globe. Our ethos is '*collaboration over competition*' and that message is both nurtured throughout the community and adopted by everyone in it.

Imagine... a community where people actually engage together, share their stories purposefully and take the time to get to know you and what your business is about! A place where everyone fully supports and promotes each other and where you have the opportunity to come together at live events and retreats and showcase your own skills in a paid role.

Revival Sanctuary works because it's member inclusive which means, suppliers are being chosen from within the group. Business opportunities are real. We offer different levels of help and support and you can choose what you'd like to take part in. You can also earn extra money through our generous and simple referral scheme, become a trainer or speaker at our retreats and work together through innovative collaborations.

This isn't just another women's network. This is a truly special experience where you'll connect on a deeper level and make friends for life. Join us at www.revivalsanctuary.co.uk and #makeadifference to your own chance of success whilst helping others do the same.

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Creating inclusive recruitment processes and practices takes work. There is no quick fix, and it doesn't happen by itself. That's why here at EDIQ we wanted to share the following advice with you to help to make your inclusive recruitment journey a little easier.

Attraction

How you are showing up in the market? It is all well and good to say that you want to have a diverse workforce but what is your organisation doing to attract a diverse workforce? Where do you advertise? What does your website suggest to potential employees?

Many organisations fail to embed diversity and inclusion principles into everything that they do. The work is usually done by HR, and the rest of the organisation rarely gets involved. For this agenda to be successful everyone needs to be involved. The communications team needs to understand that all the external organisational messaging can have an impact on potential employees as well as clients and suppliers. Images should be diverse and should be as authentic and similar to the actual experience of being in the organisation.

Your recruiting team must be empowered to diversify the places where they engage with potential candidates. You should be looking for job fairs at different institutions and considering how you can identify a wide range of candidates based on the relationships being cultivated within the graduate recruitment space.

Consider how the language used in your job advertisements may be more or less engaging for people from diverse groups.

Consider not using words such as energetic which may give the impression that someone with a physical impairment would not be welcomed or words such as gravitas which people struggle to explain the meaning of but usually evoke images of men.

Shortlisting

Once the CVs are received, look at the logistics of how you can objectively ensure that the right people are being shortlisted for an interview without biased decision-making creeping in. Some organisations use anonymised CVs. These are CVs which remove personal data and any other data which may influence decision-making. In many cases, this may include the university that an individual graduated from, their date of birth and number of years' experience at each role as well as usual things such as name and nationality.

Anonymised CVs are especially useful when a framework of data collection is introduced. So from a data perspective, the organisation should track the demographics of the individuals making applications as well as tracing the demographics of each person who progresses through each recruitment stage. This approach can highlight patterns and trends and help uncover where the process may require fixing.

Other techniques for reducing the impact of bias on shortlisting decisions is to review CVs in one sitting to ensure an even mood and temperament while reviewing. Consider using an assessment approach so that there is an objective way to make recruitment decisions. Also, it may be useful to set a "pass" mark overall so that once CVs are assessed, they can all be considered in line with a pre-determined standard of performance.

Interviewing

The interview technically starts from the moment you begin to interact with the candidate. The way that you greet the candidate and the pleasantries which you exchange can impact on how a candidate approaches the interview and can influence the extent to which they believe that the interview will be conducted objectively.

Questions about people's personal lives, partners, weekend activities, where they traveled from, and anything else that may become a proxy for diversity-related information should be avoided. Although this may seem burdensome, it is recommended as it clears the path for an objective interview process. Some organisations have avoided this issue by asking an independent employee such as the receptionist or an HR officer to accompany the candidates to the interview room.

Notifications

It's time to notify the successful and unsuccessful candidates about the outcome of your interview process. The best way to do this is to inform the successful candidate first, which is usually done by telephone. This enables organisations to quickly ascertain whether the candidate will accept the job and therefore determine how they should proceed with the other notifications.

This is also an opportunity to cement your reputation as an employer of choice by handling unsuccessful notifications in an empathetic and constructive way.

Potentially give each person feedback and if diverse hiring is important and you have interviewed high-quality candidates consider keeping their details for a fixed amount of time to enable you to maximise the return on investment of recruitment activity and increase the diversity of the recruitment pool.

Evaluation

It is also vitally important to consider how you evaluate candidate experience in a constructive way and give candidates ways to share their experiences with the organisation to help aid continuous improvement. Some organisations use an anonymous survey link which is sent to all candidates irrespective of the outcome of their application. This enables candidates to share negative experiences without longer-term consequences if they are eventually offered the role. The survey should also offer candidates the opportunity to speak to someone face to face as a follow up if they so choose.

Learning and Improvement

It is not enough to merely collect the data. Organisations should also use the data to improve recruitment processes. To utilise the data a process of regular analysis must be employed by someone who is responsible for interrogating the data to identify patterns and report exceptions both negative and positive. It is crucial to identify and appreciate good practice as well as areas for improvement. This can be especially useful where different hiring managers are involved, and therefore it presents an opportunity for peer to peer learning.

Case Study Example

John Smith has applied for a job at Gatrack Pharmaceuticals. He has been offered an interview and arrives early for the interview so sits in reception to gather his thoughts before announcing his arrival. A woman (Jen) approaches the receptionist and enquires whether her next candidate has arrived. The receptionist looks up and scans the reception where only John is sitting and says "No it doesn't look like he has arrived yet." Jen tuts and says "I hope he isn't going to be late he only has ten minutes left." John wonders if they are talking about him. Once Jen leaves, he approaches the receptionist and tells her that he is attending an interview. She looks up and says, "What's your name?" When he says John Smith, she looks visibly surprised and says "Ok I will let them know." A few minutes later Jen comes back to reception and approaches John. As she leads him to the interview room, she asks him where he is from and comments that he doesn't look like his name. John feels conflicted about the interview and wonders whether Jen will be able to give him a fair chance.

What three things do you think have gone wrong in this situation?

We will do a short debrief in the next edition. Feel free to share your responses, comments, and reactions with us by emailing info@ediqmagazine.co.uk.

1

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THE SOAP BOX

This is the space where you get to have your say!

The EDIQ Soapbox enables you to ask questions, share your views and make your voice heard.

FUTURE EDITIONS

In future editions we will be looking at:

Visible and Invisible differences and how they influence personal experiences at work and beyond, we will also look ways that organisations manage their D&I Agendas.

The Third Edition will explore Diversity innovations and the way that technological changes are influencing the D&I Agenda.

Intersectionality

D&I Basics: Legislation and Policy

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