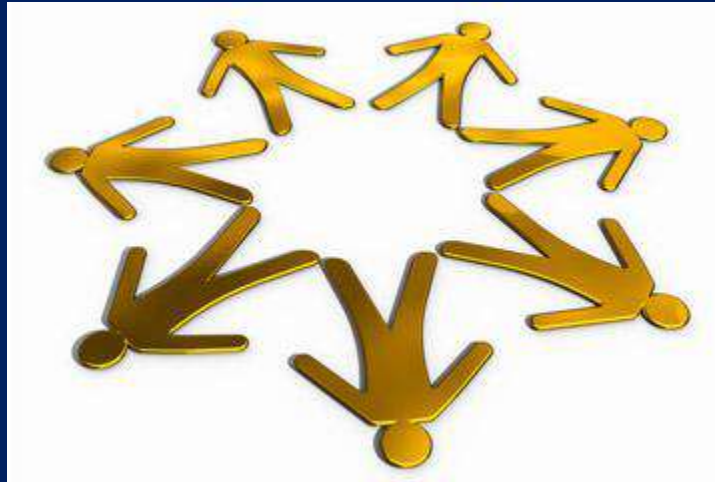


[Developing, Leading and Engaging People]



Lecture Title:

3. [Developing People - Strategies]

Lecturer: Paul Gauci

Date: 18th May 2026 9.00 – 13.00hrs



**Masters in
Human Resources Management**

Learning Objectives

Following this session students will be able to:

- Critically develop multi-disciplinary people development strategies, processes, and initiatives. Key steps to consider: Understand Organizational Needs; Integrate Multi-Disciplinary Perspectives; Build Comprehensive Processes; Encourage Initiatives for Growth; Measure and Optimize.
- Strive to ensure a diverse and inclusive workforce: Essential in fostering innovation, collaboration, and a stronger organizational culture:
- Cultivate Inclusive Hiring Practices: Foster an Inclusive Work Environment; Promote Equitable Opportunities; Embrace Diverse Leadership; Measure & Improve.



Learning Method

- **Lecture focused on learning objectives and core content** as a key instructional process.
- **Formative assessment through participative learning tools and activities** will be utilised evaluating students' comprehension and academic progress throughout - with respect to understanding and applying HRM concepts.



- Critically develop multi-disciplinary people development strategies, processes, and initiatives.
- Key steps to consider: Understand Organizational Needs; Integrate Multi-Disciplinary Perspectives; Build Comprehensive Processes; Encourage Initiatives for Growth; Measure and Optimize.



Introduction

Importance of strategic people development

Need for a multi-disciplinary approach in a complex, evolving workplace

- Overview of today's framework:
 1. Understand Organizational Needs
 2. Integrate Multi-Disciplinary Perspectives
 3. Build Comprehensive Processes
 4. Encourage Growth Initiatives
 5. Measure and Optimize



Step 1: Understand Organizational Needs

- Align people development with strategic business goals
- Conduct skills gap analysis
- Engage stakeholders (HR, leadership, employees)
- Identify future capabilities required (e.g. AI, ESG, cross-functional teamwork)



Step 2: Integrate Multi-Disciplinary Perspectives

- Combine insights from HR, psychology, tech, data science, and operations
- Use design thinking, agile principles, and behavioral science
- Encourage cross-functional collaboration
- Promote inclusivity and diverse learning styles



Step 3: Build Comprehensive Processes

- Develop layered learning frameworks (formal, informal, experiential)
- Map out career pathways and succession plans
- Introduce coaching, mentoring, and peer learning
- Create agile, scalable L&D programs



Step 4: Encourage Initiatives for Growth

- Promote a learning culture (growth mindset, psychological safety)
- Offer personalized learning journeys
- Encourage stretch assignments, secondments, and innovation labs
- Reward knowledge sharing and continuous improvement



Step 5: Measure and Optimize

- Set KPIs: Engagement, retention, productivity, skill acquisition
- Use data analytics to track impact and ROI
- Gather continuous feedback (360°, pulse surveys)
- Iterate and evolve based on outcomes



Best Practices and Challenges

Best Practices:

- Executive buy-in
- Employee voice
- Continuous learning loop

Challenges:

- Resistance to change
- Silos and lack of integration
- Measuring soft-skill impact



Conclusion & Call to Action

- People development must be proactive, cross-functional, and data-driven
- Build systems that evolve with the organization
- Empower teams to take ownership of learning

Ask yourself: Is our people development future-ready?



- Strive to ensure a diverse and inclusive workforce:
- Essential in fostering innovation, collaboration, and a stronger organizational culture.



Duads Exercise and Discussion

- What are the benefits of diversity?

Formative Assessment



Top 10 **benefits** of workplace diversity



- Armstrong's (2009) perspective on diversity in Human Resource Management (HRM) emphasizes that a diverse and inclusive workforce is a source of strength, leading to better decision-making, increased innovation, and improved business outcomes.
- He advocates for HRM practices that actively foster a sense of belonging for all employees, regardless of their background, and highlights the importance of creating an environment where everyone feels valued and respected.





"We should all know that diversity makes for a rich tapestry, and we must understand that all the threads of the tapestry are equal in value no matter what their colour."

- Maya Angelou

Individual Exercise and Discussion: Self Assessment

Cultural Diversity Awareness Questionnaire

- https://edge.sagepub.com/sites/default/files/9.3_cultural_diversity_awareness_questionnaire.pdf

Formative Assessment



What is Workplace Diversity? | HRM | From A Business Professor

- <https://www.youtube.com/watch?v=L2W4Z0i9zHc>



Why Diversity & Inclusion Matter

- Drives innovation through different perspectives
- Enhances team collaboration and communication
- Builds a resilient, adaptable culture
- Reflects the global customer base
- Contributes to better decision-making and performance



The Business Case for D&I

- Companies in the top quartile for diversity are more likely to outperform peers
- Inclusive teams make better decisions 2x faster with 60% better results
- Diverse companies attract and retain top talent



Innovation Through Inclusion

- Varied experiences = fresh ideas
- Different perspectives challenge groupthink
- Inclusive environments encourage risk-taking and creativity



"Diversity is being invited to the party; inclusion is being asked to dance."

– Verna Myers



Collaboration Across Differences

- Diverse teams bring cultural intelligence
- Improved empathy and interpersonal communication
- Stronger team dynamics = greater trust and cohesion



Building a Stronger Culture

- Inclusive culture fosters belonging and engagement
- Increases employee satisfaction and retention
- Encourages shared values and purpose



Key Strategies for Promoting D&I

- Recruitment: Broaden sourcing and reduce bias
- Training: D&I education for all levels
- Leadership: Hold leaders accountable for D&I goals
- Policies: Inclusive workplace practices and flexibility



Measuring Success

- Track hiring and promotion data by demographics
- Conduct employee inclusion surveys
- Evaluate impact on innovation, turnover, and engagement



Real-World Examples

- Company A:
Boosted product innovation through employee resource groups
- Company B:
Reduced turnover by 30% after inclusive leadership training
- Company C:
Grew market share by tailoring services to diverse clients



Final Thoughts

- Diversity fuels progress
- Inclusion ensures everyone thrives
- Together, they shape a resilient, forward-thinking organization

Call to Action:

Let's commit to creating a workplace where everyone belongs and contributes.



“Diversity is not how we differ. Diversity is about embracing one another’s uniqueness.”

- Ola Joseph





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- Cultivate Inclusive Hiring Practices:
- Foster an Inclusive Work Environment; Promote Equitable Opportunities; Embrace Diverse Leadership; Measure & Improve.



Why Inclusive Hiring Matters

- Attracts a broader, more qualified talent pool
- Helps eliminate unconscious bias in decision-making
- Lays the foundation for a more inclusive workplace
- Drives innovation, representation, and performance



Foster an Inclusive Work Environment

- Inclusive hiring is the first step toward an inclusive culture
- Prioritize belonging and psychological safety
- Onboard with cultural awareness and empathy
- Support diverse hires with mentorship and resource groups



Promote Equitable Opportunities

- Use standardized, bias-reducing interview frameworks
- Ensure equal access to roles, promotions, and development
- Address systemic barriers (e.g., degree requirements, referral bias)
- Create transparent job descriptions and salary ranges



Embrace Diverse Leadership

- Representation at the top influences culture and decision-making
- Encourage diverse succession planning
- Invest in leadership development programmes for underrepresented talent
- Highlight and support diverse role models



Practical Hiring Actions

- Audit job descriptions for inclusive language
- Train hiring teams on bias mitigation
- Use diverse interview panels
- Implement structured evaluation criteria



Measure & Improve

- Track hiring data: diversity across hiring funnel
- Monitor retention and promotion rates
- Collect and act on candidate and employee feedback
- Set and review clear, measurable goals



Benefits of Inclusive Hiring

- Better alignment with customer demographics
- Higher employee engagement and retention
- Improved team creativity and collaboration
- Stronger brand reputation and trust



Success Stories / Case Studies

- Example 1: Tech company saw 40% increase in women in tech roles
- Example 2: Inclusive internships boosted minority hires by 25%
- Example 3: Executive mentoring led to more diverse leadership pipeline



Final Thoughts

- Inclusive hiring is not a checkbox — it's a commitment.
- Start with equity
- Stay intentional
- Stay accountable
- Create space for every voice to grow

Call to Action:

Let's build hiring practices that reflect the world we live in — and the future we want to lead.



How to get serious about diversity and inclusion in the workplace | Janet Stovall | TED

- <https://www.youtube.com/watch?v=kvdHqS3ryw0>



Practical Application

-  Case Study: Salesforce – Driving Diversity and Inclusion as a Core Business Strategy
- _____
-  Background:
- Salesforce, a leading customer relationship management (CRM) company, has made diversity, equity, and inclusion (DEI) a strategic priority. As the company scaled globally, it recognized the need to create a workforce that reflects its diverse customer base and to foster an inclusive culture where everyone thrives.

D&I Strategy and Implementation

Focus Area	Actions Taken
Leadership Commitment	CEO-led DEI councils and public D&I goals published annually.
Recruitment & Hiring	Inclusive job descriptions, blind resume reviews, partnerships with diverse hiring platforms.
Learning & Development	Mandatory inclusive leadership training; unconscious bias workshops.
Pay Equity	Annual global pay audits to eliminate gender and racial wage gaps.
Employee Resource Groups (ERGs)	Over 13 ERGs supporting race, gender, LGBTQ+, veterans, and disability inclusion.
Transparency	Public diversity dashboards and ESG reports.
Inclusive Culture	Celebrations of cultural awareness months, accessible office design, neurodiversity hiring.

-  Outcomes:
 - 47.3% of U.S. workforce identify as underrepresented minorities.
 - 100% pay equity achieved globally.
 - Increased innovation metrics in diverse teams.
 - Employee satisfaction and engagement scores above industry average.

 Question:

- Critically evaluate how Salesforce strives to ensure a diverse and inclusive workforce and the business impact of its strategy.

- Model Answer:
- Salesforce exemplifies a data-driven and leadership-led approach to diversity and inclusion.
- The company embeds DEI at the highest levels of strategy, with the CEO and executive team publicly championing transparency and accountability.
- This top-down commitment ensures alignment across business units and lends credibility to its initiatives.
- Recruitment strategies are proactively designed to minimize bias, using inclusive language and expanding outreach through minority-serving institutions and platforms.
- This aligns with best practices in equitable hiring and supports representation from the earliest stages of the employee lifecycle.



- Salesforce also heavily invests in inclusive learning and development, offering mandatory training on unconscious bias and inclusive leadership.
- This reflects social learning theory, emphasizing learning through modeling and organizational culture.
- The company's approach is grounded in continuous improvement <https://www.youtube.com/watch?v=VbuJVIUi5Xo>, as evidenced by its annual pay equity audits and public reporting.
- The creation of robust Employee Resource Groups (ERGs) fosters constructivist learning environments, where individuals share experiences and build inclusive community knowledge.
- ERGs also influence policy and product decisions, ensuring diversity of thought impacts both internal practices and customer-facing solutions.



- Critically, Salesforce's commitment is not limited to representation—it's about equity and belonging.
- By achieving global pay equity and supporting diverse voices in leadership, Salesforce has shown measurable improvements in innovation and employee engagement, which reinforces the business case for inclusion.
- In conclusion, Salesforce's D&I strategy is holistic, intentional, and effective.
- It goes beyond compliance to create a genuinely inclusive workforce that drives innovation, talent retention, and brand trust—proving that diversity and inclusion are not just ethical imperatives, but also strategic differentiators.



References

- Armstrong M. (2009) Handbook of Human Resource Management Practice - Kogan Page 11th Edition
- Shore, L. M., et al. (2011).
Inclusion and Diversity in Work Groups: A Review and Model for Future Research.
Journal of Management, **37**(4), 1262–1289.



Diversity and Inclusion Training - Building a Better Workplace (16 Minutes)

- <https://www.youtube.com/watch?v=1MeBCyKZt48>





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