



Information about Pluribus



Our passion:

Support individuals,
teams and organisations
to succeed through
diversity and inclusion



Our vision:

Create an environment where **everyone** feels valued, included and can fulfil his or her full potential.

*« I see and I forget. I hear and I remember. I do and I understand »
Lao-Tzu, Chinese Philosopher*



Who is Pluribus?



Isabelle Pujol

Founder & director Pluribus

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- Diversity & Inclusion Consultancy **founded in 2006** by Isabelle Pujol
- **Over 18 years** of developing and implementing diversity and inclusion strategies, at global, regional & national levels in global organizations
- Team of qualified and passionate associates **across the world**



How can we *help*?

Pluribus provides the following services in the area of diversity & inclusion:

- Strategic consulting
- Assessment & diagnostics
- Inclusive leadership behaviours and capacity building
- Learning and exploratory interventions
- Train the trainer
- Operational implementation
- Executive coaching (individual & group)
- Team effectiveness and team building
- Change management (World Café, Open Space Technology)



What *differentiates* Pluribus?

- Pluribus provides many years of experience in supporting international companies across any industries through its worldwide network of associates.
- All associates are experts in the field of D&I, many of them with in-house corporate experience of managing D&I. They are eager to share their knowledge, experiences, competencies and passion.
- Pluribus recognizes that diversity is becoming an essential component of the identity and values of small, medium and large organizations which operate locally, internationally or globally.
- **Inclusion** is the key to valuing diversity. Making inclusion an intrinsic part of how organisations do what they do, everywhere they do business, will make the real difference. **The richness of diversity can only be optimised by the creation of a culture of inclusion.**
- Pluribus knows that managing Diversity and Inclusion is not a project with a beginning and an end rather it is a journey. It is not a separate Initiative but must be included in all people management processes and strategic positioning.



Key members of our multi-cultural team



Isabelle Pujol
French
based in Belgium
Director & Founder



Dorian Baroni
Italian / American
based in US / Europe
Senior Associate



Nicola Shearer
English
based in the UK/Asia
Senior Associate



Alain De Bruyne
Belgian
based in Belgium
Senior Associate



Satu Kreula
Finnish
based in the UK



Kingsley Weber
Sri Lankan
based in the UK/Malaysia
Asia Region



Silvia Golinni
Italian
based in France



Magda Barcelo
Spanish
based in Spain



Katrin Andersson
Swedish
based in the UK



Key members of our multi-cultural team



Tomas Hancil
Czech
based in Prague



Virág Dezső
Hungarian, based in
The Netherlands



Burcu Yalman
Turkish
based in Turkey



Irina Pshenichnikova
Russian
based in Russia



Essia Ben Hassine
French
based in France



Jose Cox
Costa Rican
based in Philadelphia



Marcelo Algoti
Argentinean
based in Argentina
Latin America region



Sarah Rozenthueler
English
based in the UK



Doris Mor
Israeli
based in Israel



Andrea Heer German
based in Germany

Key members of our multi-cultural team



Siracuzza Gomes

Spanish
based in Germany



Virginie Allard

French
based in France



Stéphanie Léonard

French
based in France



Pernette van der Werff

Swiss
based in The Netherlands



Danielle Doeve

Dutch
based in The Netherlands



Barbara Cecil

American
based in US



Archie Tew

American
based in New Mexico



Sergio Condeço

Portuguese
based in Portugal



Sergio Peireira

Brazilian
based in US



Michèle Steckler

American
based in US



Zachary Minor

American,
based in New York



Nana Efua Otoo

Ghanaian
based in UK



Kyoko Seki

Japanese
based in Tokyo



Floris Rommerts

Dutch
based in Netherlands



Karen Bummele

American
Based in New York

Some of our clients



Success Case Study 1 – L'Oréal

- Diversity is positioned as a **strategic lever** to the overall global growth strategy of L'Oréal with the strong buy-in of Jean-Paul Agon (CEO).
- In 2007, co-design of Phase 1 “**Diversity @ L'Oréal**” (1.5 days) introduced to the 8000 middle managers in Europe.
- Delivery of **Training Needs Analysis** to understand organisational culture and behavioural norms.
- Design and delivery of several European **Train The Trainers**.
- Design and delivery of key diversity sessions for **Global Leadership Teams**.
- Supported the identification of the **Key progress indicators** and facilitated the first diagnostic tool 2005-2010.
- Global rollout of Phase 2 (“Diversities workshop” 1 day) in 2011-2012 targeted **to all staff worldwide**. Referenced as preferred vendor, Pluribus involved in rollout in Europe, Asia Pacific, Middle East, Africa and Latin America. Started July 2011 - 2014

L'Oreal's ambition 2020: “Search, attract and develop 1 billion new customers’ loyalty” – Number 1 in Diversity Management

(References: Rachid Bensahnoune, Global Head of Diversity L'Oréal)



Success Case Study 2 - Sodexo

- Supported Michel Landel (CEO) and his top 200 at **Global Inclusion Summit** in Paris (2007) to understand and value gender differences .
- In 2008, design and delivery of the “**Global Spirit of Inclusion**” 1 day workshop for a Sodexo European audience. This firstly requires
 - addressing **local senior management** teams and ensuring understanding of their respective business cases.
 - Then helping them to realise and challenge the existence of **unconscious bias** (personal & organisational) in order to create an inclusive working environment that enhances performance and motivation.
- European rollout and building internal capability with the “Spirit of Inclusion **Train the Trainer**” approach (Belgium, UK, Finland, Sweden, Spain).
- In **2012**: focusing on France, Italy, Russia, The Netherlands, Germany and Poland.
- Designing and piloting a new **Global Gender module** to raise awareness about the importance of having a gender balance at Sodexo. Pilots run in 2011 and delivery in 2012-2013 (including Train the Trainers)

Sodexo received a number of external recognitions (diversity awards in the UK & in France as a result of Pluribus’ support) and the 2012 Catalyst Award)

(References: Rohini Anand, SVP and Global Chief Diversity Officer Sodexo and Jean-Michel Monnot, VP Europe Diversity & Inclusion Sodexo and Satu Chauvin, D& I European Training Manager Sodexo)



Success Case Study 3 - Unilever

Pluribus has been involved in a number of high level diversity & inclusion projects with Unilever across geographies and businesses:

- Since July 2012, Pluribus designed and delivered a number of facilitated Gender diversity & inclusion strategic dialogues with Leadership Teams (Global Supply Chain, European Supply, Marketing and Global Food Solutions) in Asia and Europe
- Pluribus run a post-exit interviews exercise with more than 45 women across the world. The key findings were presented to the CEO
- Pluribus run a “Feminine Leadership In Action” programme (3 days) in Singapore in January 2013 with 14 senior women of Unilever Supply Chain (Russia, Africa and Asia Regions)

(Reference: Leena Nair, Global Diversity Director, Unilever)



Success Case Study 4 - Philips

- Pluribus has partner with Philips to design and build a Diversity & Inclusion "Stand Alone Toolkit" to be used by different selected populations of managers throughout the Group.
- This Toolkit will raise Diversity & Inclusion awareness of various management teams across different geographies and businesses by selling the case in a coherent, consistent and powerful way in order to get buy in for follow up measures and actions.
- The rollout is planned in 2013-2014. The module focused on addressing and challenging unconscious biases and gender diversity

(Reference: Veronika Huckle, Global D&I manager, Philips)



Success Case Study 5 – Reed Elsevier

- Pluribus designed and delivered 4 pilots “Diversity & Inclusion for managers” in the US. The programme has been validated and the rollout in the US has started on 17 April 2013.
- A global rollout is planned in 2014.

(Reference: Frank Reed)



Success Case Study 6 - Cargill

- Designed and delivered 5 pilots “Conversation for Inclusion” in the US and Europe in 3Q2011. Content included applying **diversity and inclusion principles in all conversations** including performance, development and career discussions in order to make a step change in business performance.
- A US & European Pluribus Team was formed for the design and delivery to respond to the needs of both the **US and European** audiences.
- **Review interviews** were conducted 1 month after the pilots to gather further information to refine the content.
- A **train the trainer** 3 day workshop was delivered in Oct 2011 – participants included both Pluribus and the client facilitators.
- All pilots and train the trainer were **observed** by 1 person from the client’s central D&I team to ensure consistency, local relevance and Pluribus Facilitator capability. The client was very happy in all three areas.
- **US Train the Trainer** and Global Roll out is in process.

(Reference: Maija an Langendonck, Global Diversity Manager Cargill)



Overview of various learning interventions supported by Pluribus

GenderSpeak Gender Dialogue	Feminine Leadership in Action
Diversity & Inclusion Workshops (different levels of awareness and skills building)	Valuing our diversity of styles of communication (Insights Discovery Model)
Change Management Open Space Technology & World Café	Coaching & Mentoring



Diversity & Inclusion Awareness and skills building



*Valuing **diversity** through **inclusion***



Diversity & Inclusion - description

Mission

Help organisations, teams and managers to create a truly ***inclusive*** culture: optimize the potential of all employees by valuing and respecting their differences.

Audience

We highly recommend to start any diversity & inclusion awareness workshops with leadership teams before any rollout to the next levels. This will ensure internal credibility and provide the right platform for successful organisational buy-in.

Objectives

- Explore the different facets of diversity, visible and invisible
- Understand the business case
- Identify, explore & challenge our personal barriers (stereotypes, prejudices, labels, unconscious biases)
- Reinforce the link between a culture of inclusion and its impact on recruitment, retention, motivation, creativity and performance
- Ensure behavioural changes and raise self-awareness to commit to the role of change agent, build inclusive leadership behaviours



Diversity & Inclusion - details

Learning methodologies

The design is highly interactive, experiential through participative exercises, video cases and real case studies. Participants will be confronted with their day to day behaviours, decision making, communication styles and recruitment processes etc. A toolkit of best practices is shared throughout the workshop. It is about engaging Head, Heart and Hand!

Length

It is possible to tailor the workshops, from half-day to 2 days, depending on the level of awareness to reach, the skill building and the expected impact.

Langages

Our international Associates can facilitate in various languages



GenderSpeak



*working **together** successfully*



GenderSpeak - mission

To facilitate men and women in understanding, valuing and including each other's cultures in order to be more successful together both professionally and personally

*It is **not** about right or wrong, it is **not** about good or bad, it is about acknowledging and valuing differences!*



GenderSpeak - objectives

- Describe how men and women have different rules about what is considered “appropriate behaviours”
- Describe how these rules cause us to see the behaviours of the other gender as problematic
- Explain the different ways men and women speak and how we often misread each other
- Identify non verbal barriers due to gender differences
- Identify the different leadership styles men and women uses and how these styles are most effectively implemented
- Describe how men and women define “teamwork” and “team player” differently.

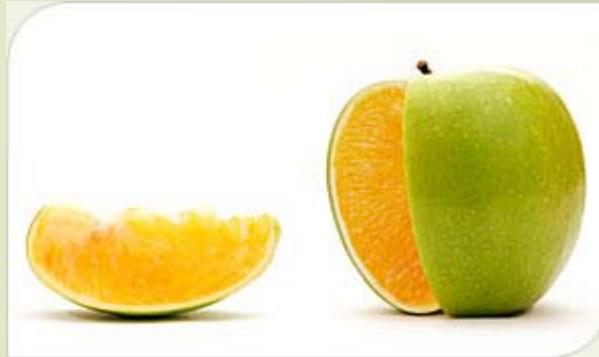


GenderSpeak - learning intervention

- The GenderSpeak 1 day workshop is a major step in producing an inclusive environment, which enables the interpersonal interactions necessary for men and women to feel valued and respected in order to contribute to the best of their ability
- The workshop is based on Dr Pat Heim's research on gender communication
- The design is highly interactive, experiential through participative exercises, video cases and real case studies
- The key messages can be adapted using various learning models: E-Learning, Cartoons, Newsletters etc.
- Maximum number of participants 12 with a 50/50 split of men and women
- Our team of experienced and certified GenderSpeak facilitators can conduct the workshop in English, French, German and Spanish. The videos and participant guides are also available in these languages.



Self-awareness and effectiveness



To understand and respect
the **diversity** of our
communication
styles



Value our diversity of styles of communication - description

- **The Insights Discovery model is a preference-based system with its foundations in the work of Carl Jung.**
- It uses colour as a common language for self-understanding, effective interaction and organisational growth.
- As its entry point, the Insights Discovery learning system identifies four colour-energies – Cool Blue, Earth Green, Sunshine Yellow and Fiery Red – and presents these on a wheel we call the Insights Discovery Wheel.
- Each of us uses these colour energies to varying degrees, though it is our unique ordering of the energies that will shape our personal style, and it will be our preference for one colour energy that will indicate our dominant or preferred style of thinking, working and communicating.
- **Team work:** Good teamwork is about relationships. It's about each team member understanding their role and contribution to the group and **feeling valued** for the part they play in helping the team succeed. When relationships are respectful, valuing and inclusive, the sky is the limit.
- **Self-awareness and effectiveness:** It is about increasing our levels of self-awareness and learning to understand how our behaviour and leadership style can impact on those around me.



GenderDialogue



*Focusing on creating
an **inclusive** work environment*



GenderDialogue - objective

Create an inclusive environment in which men and women can share more effectively their ideas, concerns, success factors and barriers in order to come up with key concrete actions to build gender inclusion in the work place



Feminine Leadership in Action



Feminine Leadership In Action (in house corporate programme)- description

Key objectives:

- Identify systemic challenges to and opportunities for women's leadership through a collective inquiry framework that enables any group to see a situation from 4 strategic perspectives (note: this framework is a powerful generative inquiry tool for both women and men)
- Explore ages and stages unique to women's lives, so as to see oneself, one's career and one's personal dynamics in a larger life context
- Understand archetypal leadership stances and their practical applications, so as to best engage others and deepen one's natural leadership effectiveness in higher stake situations
- Create the conditions for effective engagement in critical interactions to produce more powerful outcomes when leading or participating in team efforts
- Learn to diagnose systemic intervention points in one's own organizations or spheres of influence so as to bring about sustainable business improvements
- Learn and practice the following tools and frameworks, as they pertain to day-to-day work situations, meetings and change initiatives

In-house 3 day residential program



Change management



Different practices can be organised depending on audiences and aims

Dialogue: goes beyond politeness to raise participant's awareness on their respective mental models and reach new collective understanding

Open Space: enables what really matters to participants to unfold and translates a strategy into a concrete roadmap

World Café: creates connections while building shared insights around a topic **Insights**

Creative

Listening

Feeling safe

Collective intelligence

Sharing

Positive energy



Executive coaching



Executive coaching

Coaching is about supporting individuals or teams to go through any change situations in order to succeed in the working or personal environments.

Through coaching, clients can improve their knowledge about themselves and blossom to increase their performance.

Pluribus Europe is committed to coach managers and teams to develop their inclusive leadership behaviours but also to lead any other change management processes.

Various tools:

- SIMA approach (System for Identifying Motivated Abilities)
- JMW Manager of the Future
- Insights Discovery Model
- Symbol Process
- Appreciative Enquiry



Mentoring Schemes



Mutual Mentoring - description

The Mutual Mentoring is a **voluntary** programme that pairs members of management teams and young high potential employees in a reversing mentoring role over a 8 month period.

Mutual Mentoring offers a unique learning experience through building open, innovative and inclusive relationships, which might not naturally occur, based upon mutual trust, confidence and equality. It forms an excellent catalyst for change, creating a more understanding and inclusive working environment.

Mutual Mentoring is MUTUAL because both sides receive benefits from the relationship. It facilitates the interchange of experiences between people from different genders, different cultural backgrounds, different age groups and different parts of the organization.

Benefits:

- Gain insights into managing gender or cultural issues via informal, face-to-face and group conversations
- Promote personal growth, self-awareness and unique learning
- Explore sensitive diversity and inclusion issues in a safe environment
- Build relationships and understanding across any perceived boundaries
- Engage in free coaching & develop feedback skills
- Improve business performance





Thank you!

