



Men Learning in Survey Stories of Success

Potentia

Talent
Consulting
Limited

**TOKEN
MAN!**

Introduction

We believe that any successful Inclusion and Diversity strategy must include a specific strategy to engage men with Inclusion and Diversity. If you don't, then you are potentially setting yourself up for failure.

One of the problems we often find is that men feel disenfranchised from the I&D agenda and don't see the value of actively leaning in. So we decided to carry out a survey to better understand the benefits of men leaning into I&D. These are the results of that survey.


We have also included some very practical tips at the end of the report to help you better engage men with Inclusion and Diversity.



Daniele Fiandaca
Founder
Token Man Consulting



Robert Baker
Founder
Potentia Talent Consulting

A group of people at a social gathering, with a woman in a striped shirt and a man in a dark shirt in the foreground. The background is dark and out of focus, showing other people and lights.

“Companies where men are actively involved in gender diversity, 96% report progress. Conversely, among companies where men are not involved, only 30% show progress.”

Source: BCG

Our respondents

95 senior leaders and managers from
over 24 companies (see overleaf)

Our respondents

Our respondents worked at the following companies:

Bank of England

Barclays

BP

CDM London

Coca-Cola Europacific Partner

Credit Suisse

DLA Piper

Fujitsu

Innocent

Invesco

Ipsos

JHI

Legal & General

Merlin Entertainment

Natwest

Ogilvy

RAPP

Santander

Sky

Simmons & Simmons

Squire Patton Boggs

UBS

Wickes

Wise

Key trigger for getting involved with I&D

Knowing what it
is like to be in the
out-group


Being a father of
girls

Recognising own
privilege

Sense of
injustice


It's the right
thing to do

Personal Stories of Why our Participants engaged with I&D



“I want to make KP a workplace where everyone feels they belong and they can be themselves at work. Ultimately this will lead to us creating equity for all and enabling a more diverse group of colleagues and stronger teams.”

Mark Thorpe
CEO
KP Snacks



“An odd mix. I think it was mainly selfish. I felt it would make me a better leader and a better person by exploring it.”

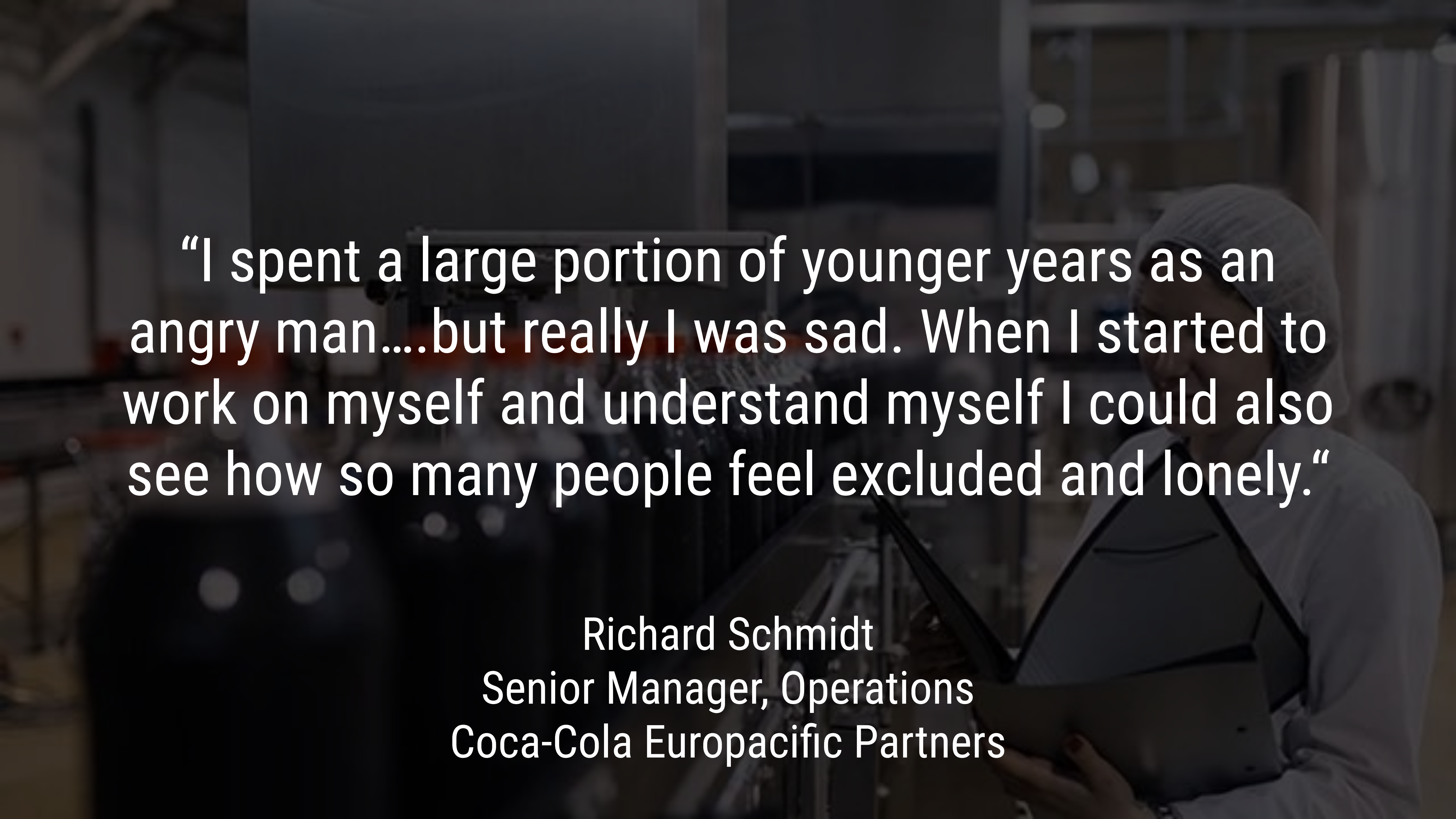
Greg Randall
European Head of Customer Supply and Service
Innocent Drinks

“Hearing first hand stories from colleagues on how they felt disadvantaged. People having to pretend to be something they are not.... Wanting to ensure the women in my family develop in a world with equal opportunity and to try to show my boys 'role model behaviour'.”

James Oates
Head of Iris
Ipsos

Ipsos MORI

Ipsos

A person wearing a white lab coat and a white hairnet is holding a clipboard and looking down at it. The background is a blurred industrial setting with machinery and pipes.


“I spent a large portion of younger years as an angry man...but really I was sad. When I started to work on myself and understand myself I could also see how so many people feel excluded and lonely.”

Richard Schmidt
Senior Manager, Operations
Coca-Cola Europacific Partners



“A desire to use the privilege I have had my whole life to support people who haven't had the same advantages.”

Sam Stamp
Head of New Business
Simmons & Simmons



“As part of the LGBTQIA+ community, I feel responsibility to lift up and celebrate both my female and other queer colleagues, given my position of a cis white male provides privileges not afforded to others.”

Connor Holland
Customer Relations Specialist
Wickes

“Justice and fairness for 50% of the population
who get a raw deal from society.”

Anonymous

“Fear of losing my job.”

Anonymous

What Changes have you Made?

What have you done at an organisational level?

ERG lead or sponsor

Championed under-represented talent

Sponsorship & Mentoring

Part of Policy/Process review

Joined a network

Mix of respondents

Leaning In

Ally

Agent of
Change

50%

34%

16%

Men Leaning In Matrix

Men Leaning In Matrix

It was clear from the responses that men were leaning in at very different levels, with around half doing what we consider being the bare minimum while the other half were going beyond this by being either allies or agents of change.

To help quantify this, we developed, with a little help from some friends (see Appendix), a Leaning In Matrix to show what kind of activity sits in each quadrant. This is designed to allow people to see where they are now and to inspire them to do a little more. It is by no means an exact science and as an agent of change you are not expected to do everything in that column. It may be that you are focusing on one action and then doing lots in the allies column.

Overleaf you will find the summary of the matrix but you can access a more detailed version at <https://bit.ly/MenLeaningInMatrix>.

Men Leaning In Matrix

Leaning In	Allies	Agents of Change
Becoming aware of your biases / privilege	Undergoing training in inclusive behaviours	Behaving inclusively and creating psychological safety
Being open to feedback	Actively seeking feedback	Establishing a diverse Circle of Advisers / Mentor / Sponsors
Taking extended parental leave	Equally share parental leave with your partner	Campaigning for matched paternity policy
Be prepared to discuss vulnerability and empathy	Demonstrating vulnerability and empathy in your team	Role modelling vulnerability and empathy as a leader
Being member of a male allies group or an ERG	Being co-sponsor to an ERG	Creating an ERG or Male Allies Network
Mentoring diverse talent	Sponsoring diverse talent	Launching an equity programme
Calling in/calling out behaviours	Role modelling inclusive behaviours	Being a public voice for inclusive behaviours
Becoming familiar with your organisation's HR policies and whether they support inclusion	Campaigning for HR policies that promote inclusion	Ensuring HR policies are fair and inclusive
Supporting intentionally balanced hiring and promotion slates	Participating in the formation of hiring and promotion panels to ensure diversity	Holding leadership accountable for diverse hiring and retention policies

Some problematic statements

“Treated everyone the same both in my professional and personal lives.”

The above statement represents equality. This assumes everyone is coming from the same place which is simply not true. We need to be aiming for equity (equal outcomes for all) rather than equality (equal opportunities for all)

Some problematic statements

“Promoting the concept of the best person for the job with any openings.”

We believe every business should be hiring the best person for the team rather than the best person for the job

Inclusive Leadership Skills

Inclusive Leadership traits

Made most progress

- 1= Cognisance of bias
- 1= Commitment (to I&D)
- 3 Empathy
- 4 Curiosity
- 5 Collaboration

Need to work on

- 1 Cultural Intelligence
- 2 Vulnerability
- 3 Cognisance of bias
- 4 Collaboration
- 5 Empathy

Are you better?

Are you better?

At a business level




80%



“Greater engagement with stakeholders, more respected and efficient internal relationships, more profitable business.”

Andrew Butchart
NatWest Markets




“A more harmonious workplace with good work/life balance so the general atmosphere internally is collaborative. Fresh ideas with different perspectives has enabled us to drive agendas in different directions from the traditional..

Graeme Fox
Director of Technical
BESA Group




“Diverse representation in advanced technical and leadership positions.”

Jonathan Polivy
Director Cloud Solutions
Invesco

A photograph of two people sitting in wire mesh chairs, facing each other in conversation. The person on the left is seen from the back, wearing a patterned shirt. The person on the right is a woman with glasses, wearing a patterned shirt and dark trousers. The background is a plain wall with several papers or posters pinned to it. The entire image is overlaid with a dark, semi-transparent filter.

“Engagement (scored 6-monthly) connected to business results.”

Phil Bartlett
President
CDM London

An aerial view of a modern city with several glass skyscrapers and greenery. The image is darkened to serve as a background for the text.

“We have moved from 100+ to #15 position in the Social Mobility Index. Our metrics relating to diversity are improving (we set targets).”

Rob Elvin
Partner
Squire Patton Boggs

Are you better?

As a leader and/or
human being



97%

A low-angle, dark photograph of a modern multi-story office building. The building's facade is composed of a grid of windows and architectural panels. At the top of the building, the words "CREDIT SUISSE" are visible in large, dark letters, accompanied by the company's logo, a stylized blue and white winged figure. The overall lighting is dim, suggesting dusk or dawn, with a dark sky in the background.

CREDIT SUISSE


“Less silo'd thinking, less ego, more open to new ideas and new ways of doing things, innovation, better at challenging the status quo, more trusted, happier, more fulfilled, built more talent, got people promoted and seen them shine.”

Chris Poulloura
Director of Technology
Credit Suisse



“I'm more empathetic and more patient.”

Oliver Bryan
Business Intelligence Manager
Wickes



“I am more aware of more nuance around me in the people I engage with, and much less likely to believe I have an answer to a problem.”

Ben Wickham
Director of Creative Output
Sky Sports




“Confident to stand up and challenge”

Ties Tiessen

Operating Manager WM & PC Technology

UBS



“As a leader, I've built much better connections as a result of my exploration of vulnerability. As Brené says, it's essential to build trust.”

Greg Randall
European Head of Customer Supply and Service
Innocent Drinks



“People talk to me more.”

John Fellows
Senior Transport Supervisor
Wickes

“Feedback from staff indicates they see me as an inclusive manager - I hope that through discussing D&I, I'm making them more comfortable to bring their true selves to work.”

Anonymous

“I am so much more aware of the different challenges people face and I have learnt so much from the people I have met across the different networks.”

Anonymous

**What have been your own
biggest challenges on your
journey?**

Biggest challenges

Fear of saying
the wrong thing

Calling out/
calling in bad
behaviour

Judgement from
other men

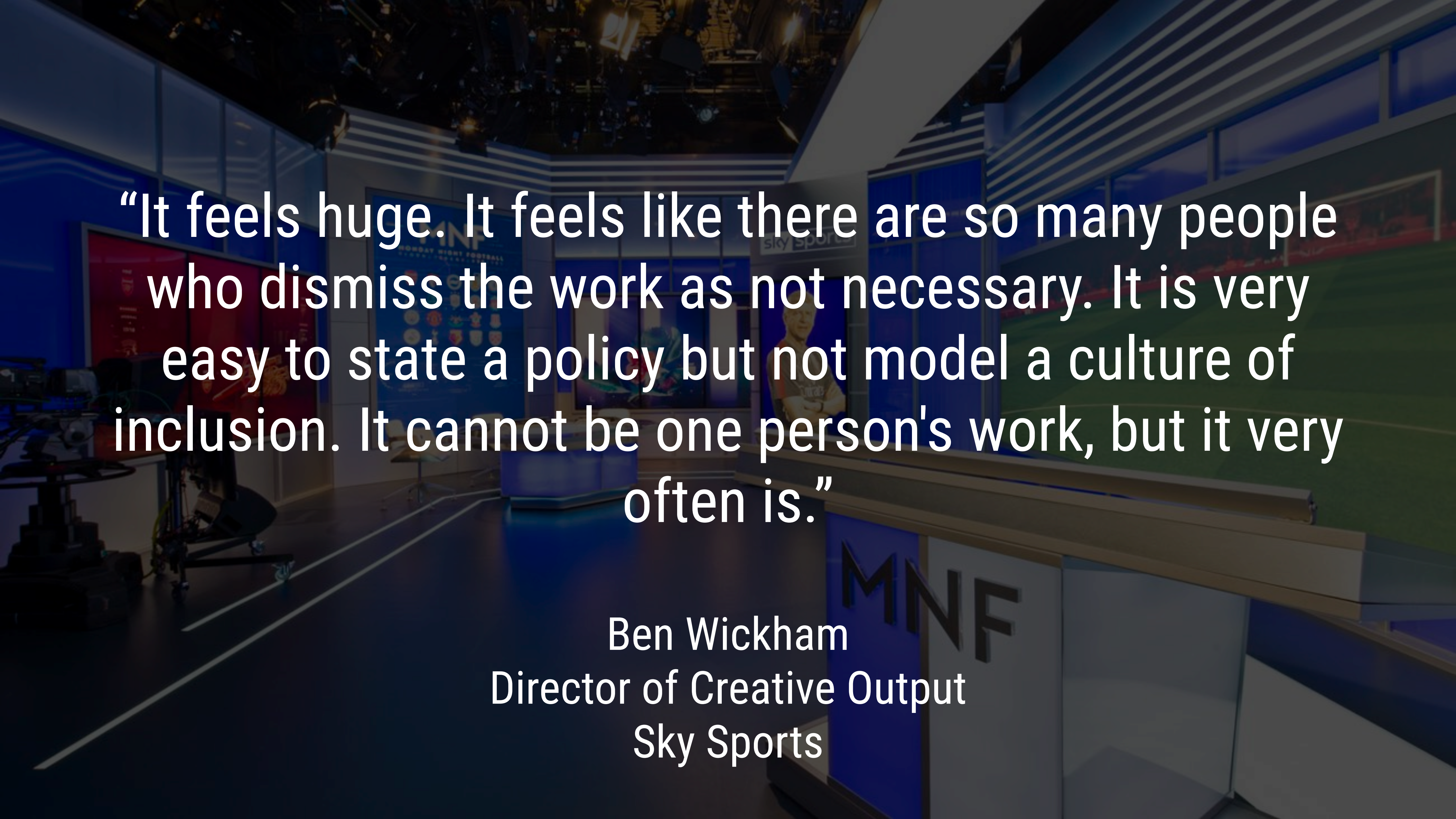
Time and effort

Challenging own
behaviours



“Getting full engagement and alignment
across our leadership teams in a time of
great uncertainty.”

Mark Thorpe
CEO
KP Snacks




“It feels huge. It feels like there are so many people who dismiss the work as not necessary. It is very easy to state a policy but not model a culture of inclusion. It cannot be one person's work, but it very often is.”

Ben Wickham
Director of Creative Output
Sky Sports


“This work is hard. You can be under appreciated by those who don’t value it, and for those that do, be criticised for decisions you have to make as it doesn’t align with their perspective. Leadership buy in is also a challenge. The Board members of many companies still expect DEI to be done for them, on their behalf, by DEI leads or by ERG members”

Matt Foster
Director of Diversity, Equity & Inclusion
Ogilvy



“Ostrich like behaviour from other males who won't recognise that we need to change.”

John Lockwood
Applications Development Manager
Fujitsu



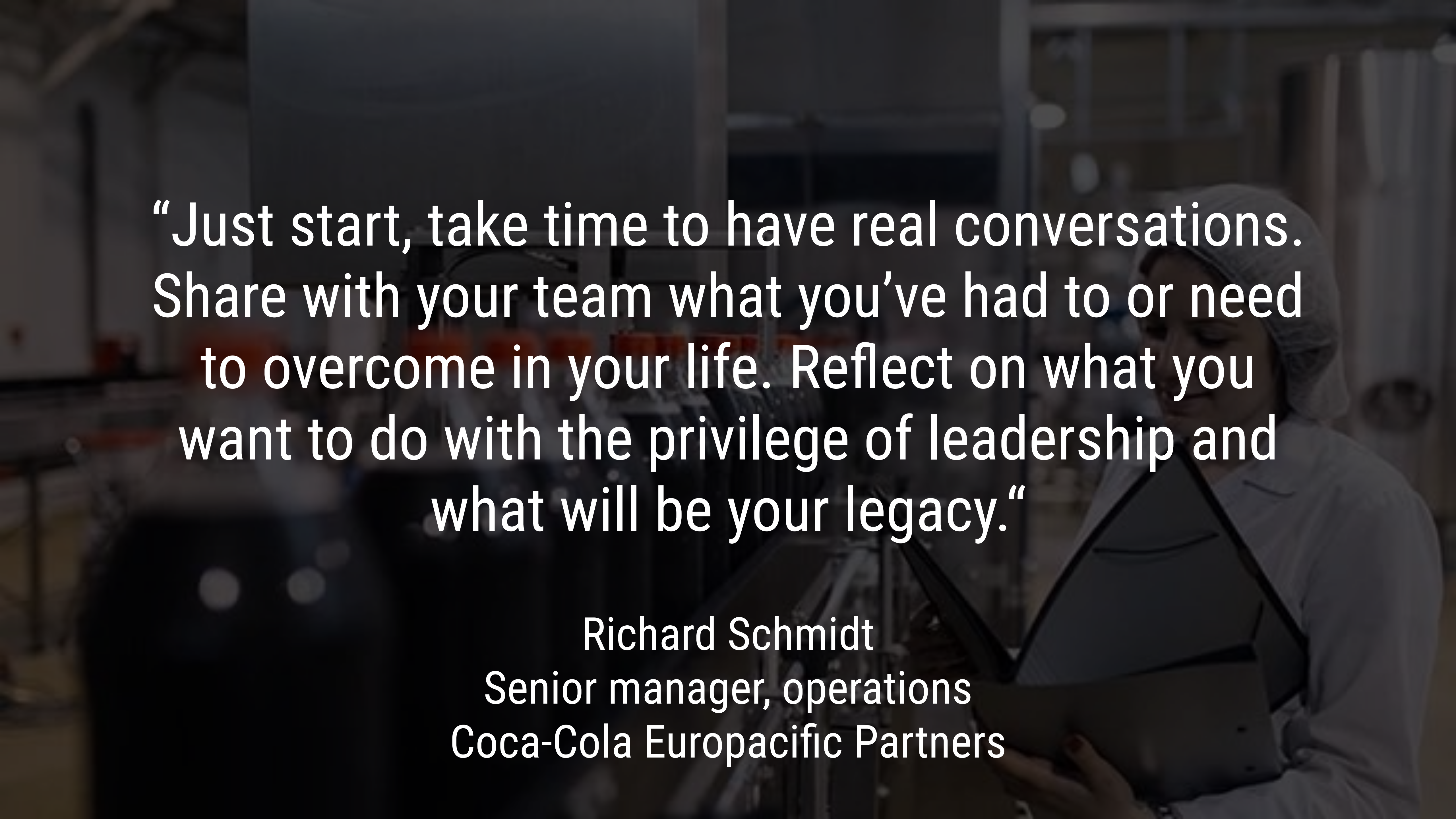
“A willingness to be vulnerable and make mistakes.”

**Tom Maddick
Project Manager/Business Analyst
Janus Henderson Investors**

“Getting the rest of the senior leadership team to do more than pay lip service.”


Anonymous

**What advice would you give
any male leader when it comes
to leaning into Inclusion &
Diversity?**

A woman in a white lab coat and hairnet is looking at a laptop screen in a laboratory setting. The background is slightly blurred, showing various pieces of equipment and a clean, professional environment.


“Just start, take time to have real conversations. Share with your team what you’ve had to or need to overcome in your life. Reflect on what you want to do with the privilege of leadership and what will be your legacy.”

Richard Schmidt
Senior manager, operations
Coca-Cola Europacific Partners




“Seek to understand privilege and equity and challenge yourself to do something about it.”

Mark Thorpe
CEO
KP Snacks




“Find allies and be allies - this gives you the confidence to challenge behaviour. There isn't a silver bullet, you can't just recruit a diverse workforce - you have to start with being wholly inclusive and be seen to be so.”

Mike Vallis
Divisional Director Midway UK
Merlin Entertainment

A woman with long dark hair, wearing a patterned top, sits in a wire chair on the left, facing right. A man with glasses and a patterned shirt sits in a wire chair on the right, facing left. They are in a dimly lit room with a white wall and a yellow light fixture. The text is overlaid in the center.

“Be prepared that it's not going to be easy, and when it gets really hard that's when to remind yourself why you're doing it. It's always darkest before the dawn.”

Phil Bartlett
President
CDM London

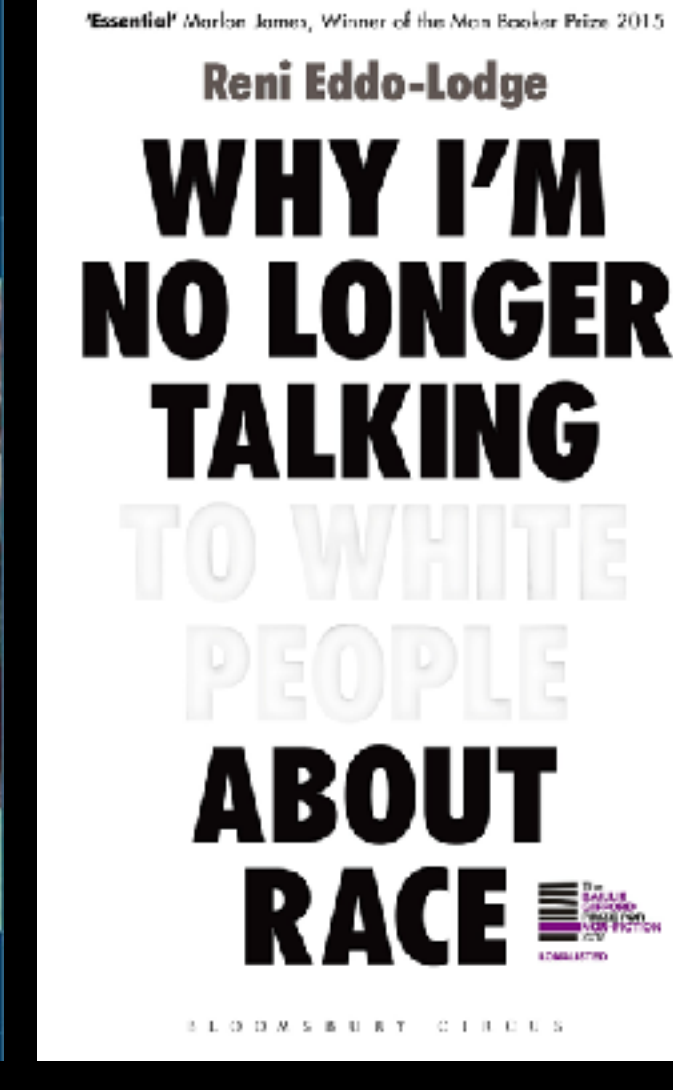
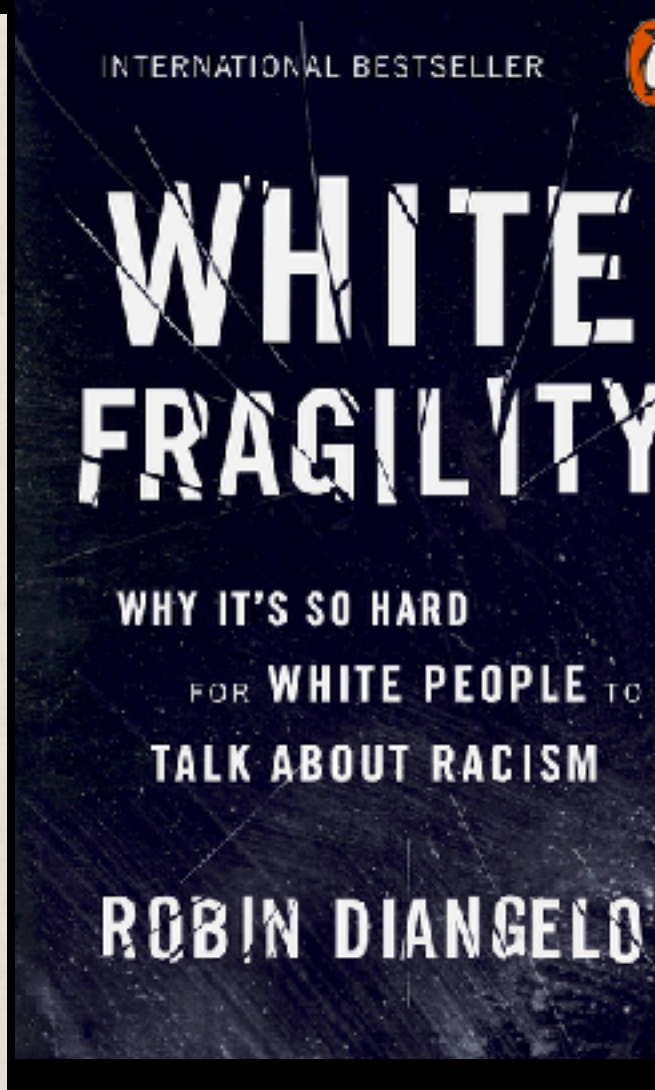
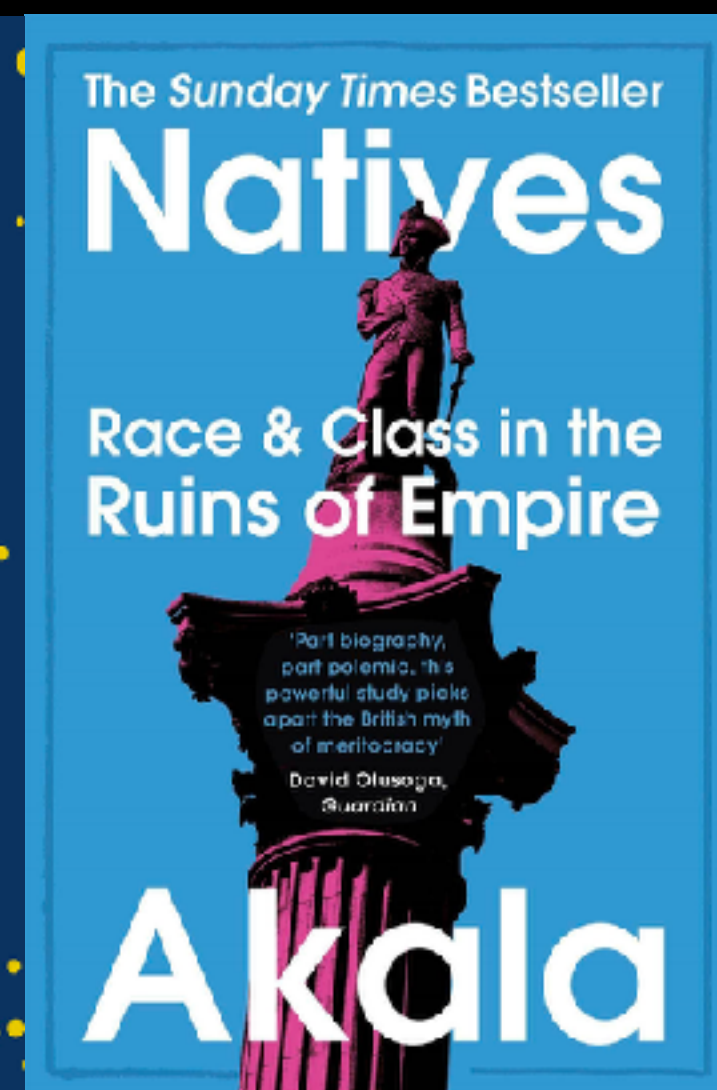
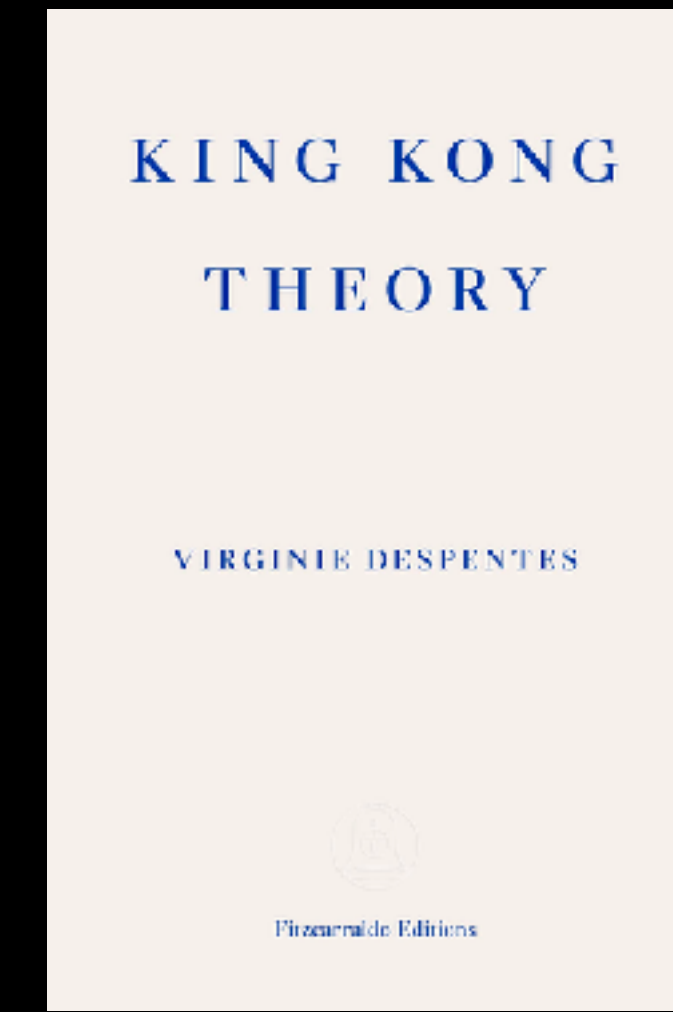
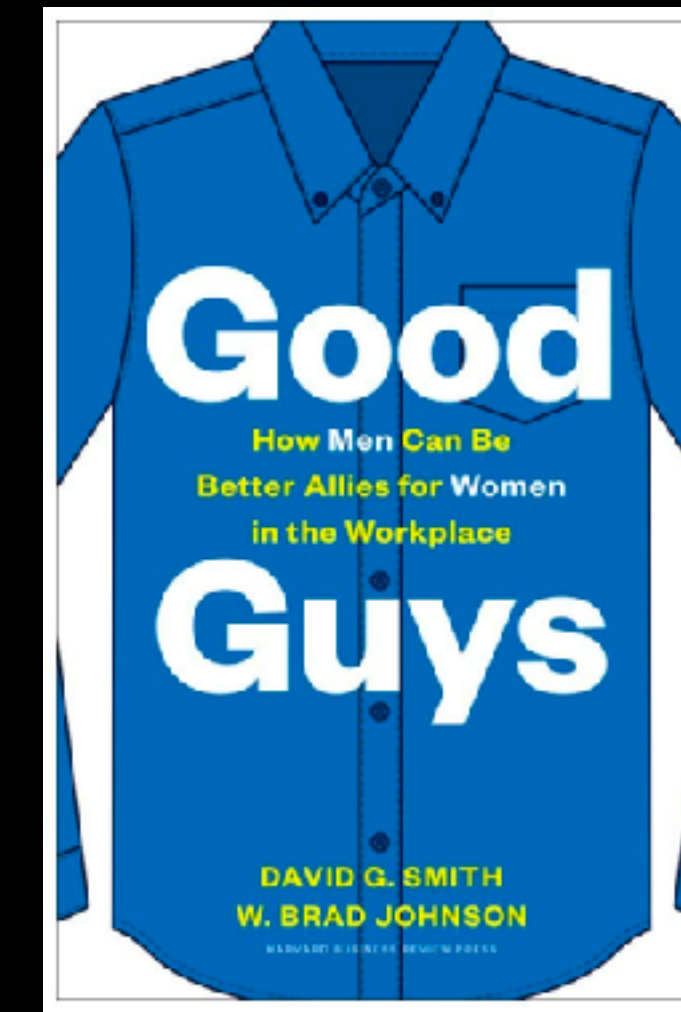
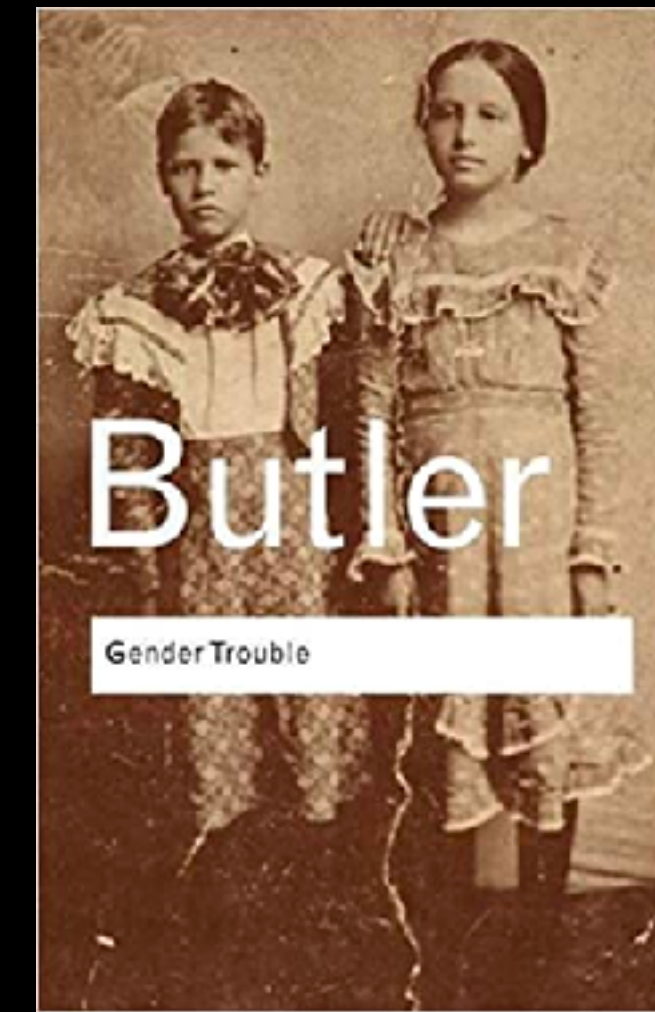
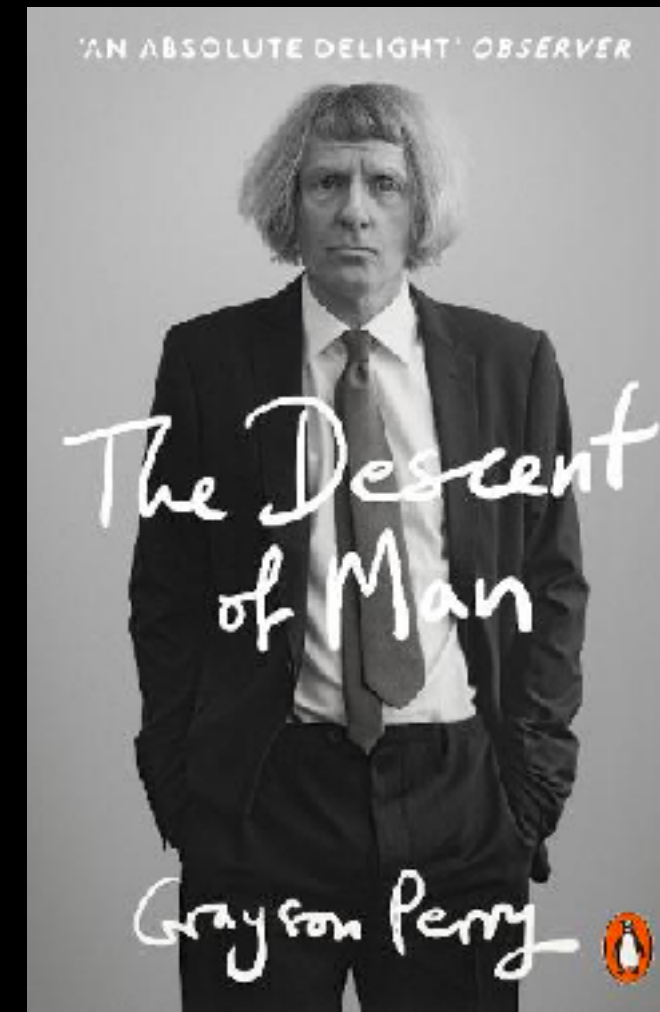
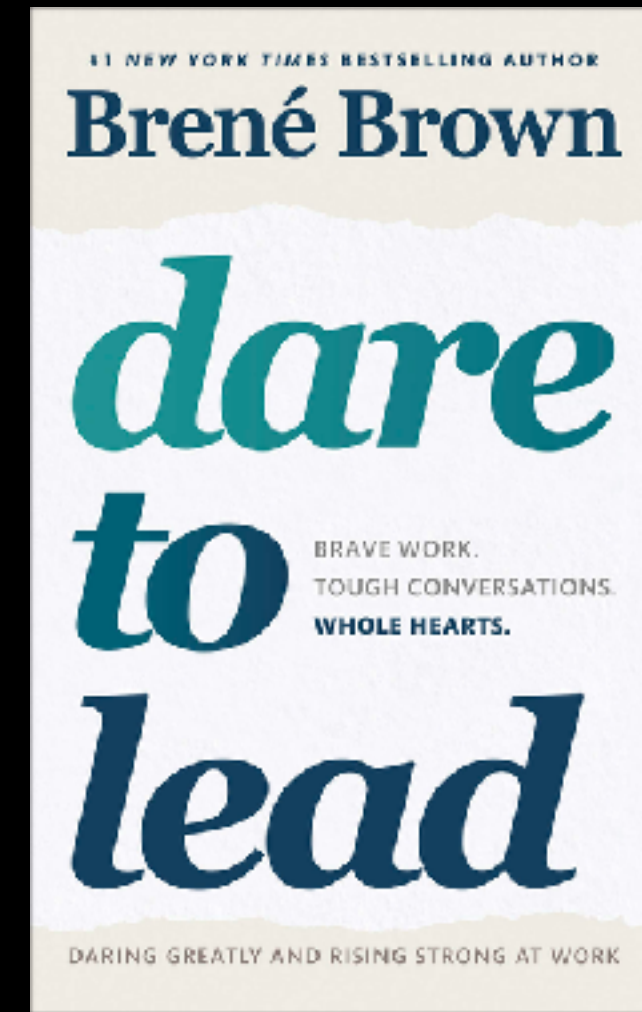
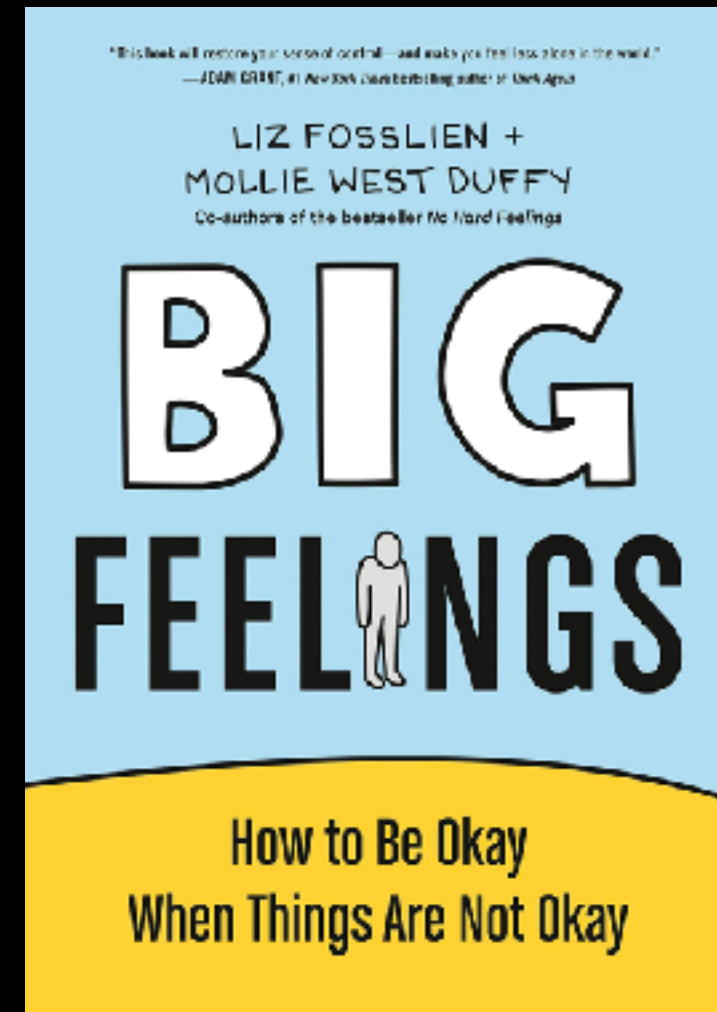
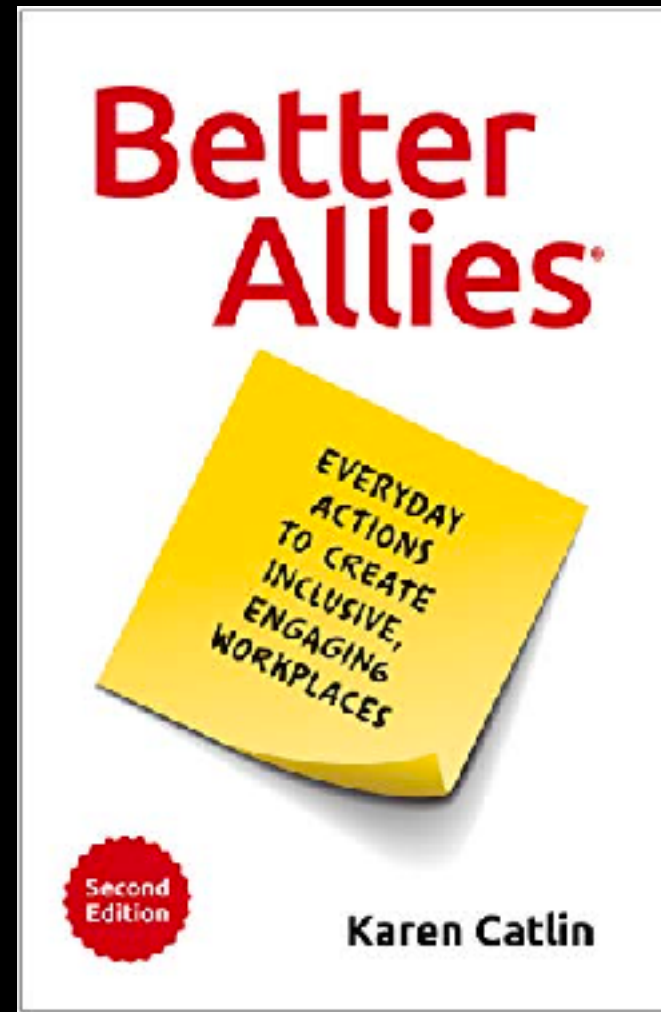


“Don't be a passive supporter. Take any action you can to promote a more inclusive and diverse environment and you will notice your colleagues become more comfortable.”


Oliver Bryan
Business Intelligence Manager
Wickes

**What sources of information /
research, books or articles
have had an impact on you on
your journey into inclusion and
diversity?**

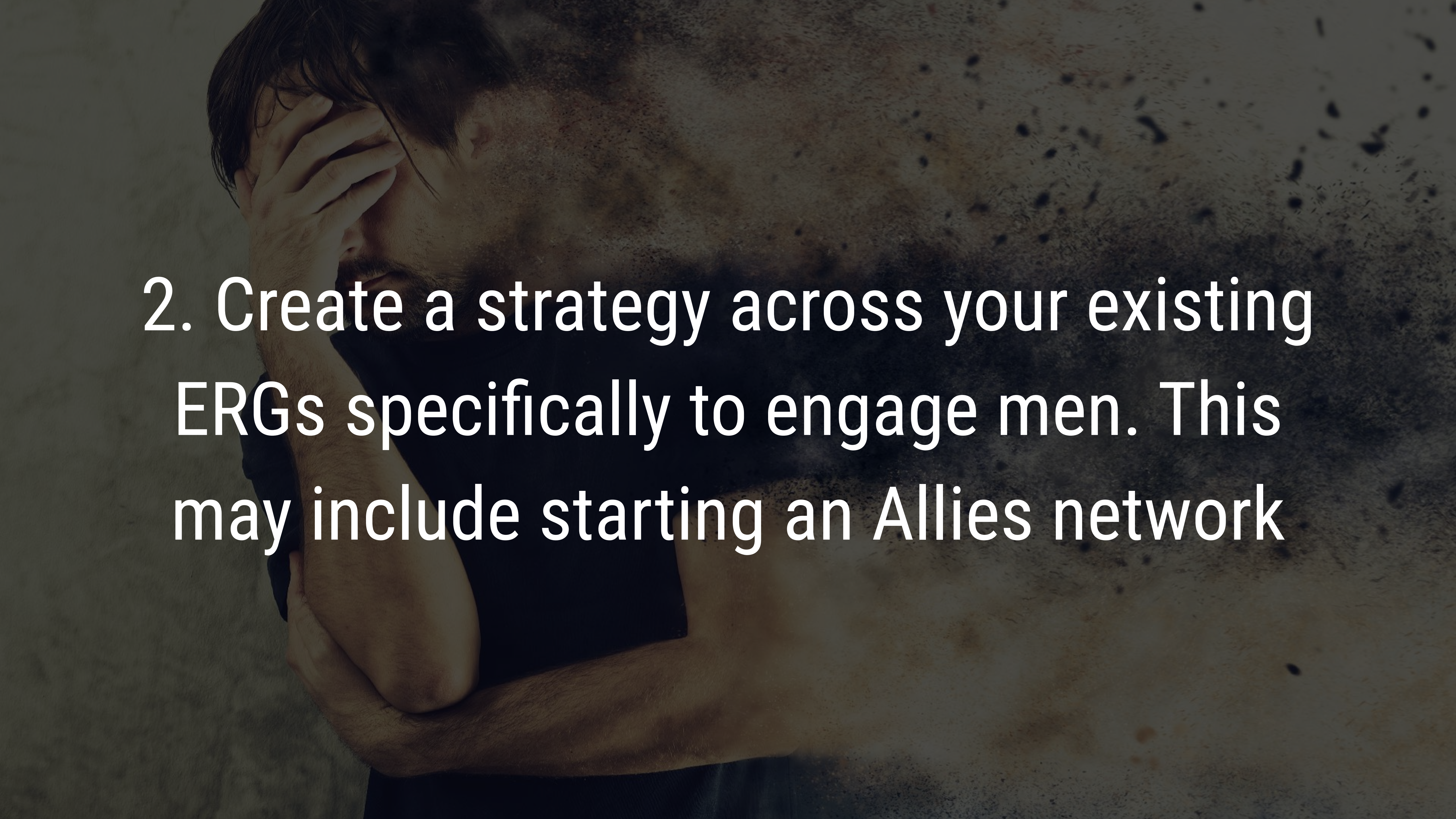
Books



Top 5 tips to engage more men with Inclusion and Diversity



1. Find ways to connect men to inclusion and diversity, ie find out their why

A man with dark hair and a beard is shown from the chest up, wearing a dark tank top. He is covering his face with his right hand, with his fingers spread, suggesting a state of distress, frustration, or despair. The background is a textured, light-colored wall. The overall lighting is dim, creating a somber and contemplative mood.

2. Create a strategy across your existing ERGs specifically to engage men. This may include starting an Allies network

A photograph of three men in a meeting. The man in the center is laughing heartily, looking towards the man on the left. The man on the right is wearing glasses and looking towards the center. The background shows a window with greenery outside. The image is dimmed to allow text to be overlaid.

3. Run some targeted men's circles to allow men to share their feelings

A field of sunflowers with a dark overlay. The text is centered in the middle of the image.

4. Use everyday to challenge norms, e.g.
give men flowers



5. Use International Men's Day to engage men in your organisation

MASCULINITY IN THE WORKPLACE

22nd November, 1345 - 1800 GMT

Via Zoom

<https://bit.ly/MIW22Nov>



TOKEN
MAN!

Thanks

Please do get in touch if you would like support in engaging your men with Inclusion and Diversity



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The logo for Potentia Talent Consulting Limited, consisting of a purple square background with the text 'Potentia' in a large, white, sans-serif font, and 'Talent Consulting Limited' in a smaller, white, sans-serif font below it.

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Appendix - Collaborators

A massive thanks to those who have supported us in the development of the Learning In Classification Matrix

Our Collaborators



Dianne Greyson
Synergised Solutions



Hilary Gallo
Enabler



Josh Fineman
Mensch



Lee Chambers
Essentialise



Piers Roberts
Riskkit



Rachel Rowland
Leadership Coach



Rachel Cottam
Clearlink