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THE DILEMMAS OF DIVERSITY: UNDERSTANDING AND IMPLEMENTING PURPOSEFUL DIVERSITY AND INCLUSION IN ORGANIZATIONS

Faculty
Chris Bennett



10 July 2024
9:00am – 5:00pm



RM 2,500
before SST



Program Overview

In recent years, the push for greater diversity in Malaysia has gone beyond the call for more women in government and to sit on company boards, in line with global trends. It now includes calls for equal-pay-for-equal-work and a broader acceptance of differences in the workplace. This has put significant pressure on board of directors and senior management to design and implement “effective” Diversity, Equity, and Inclusion (DEI) policies for their organisations.

Why are DEI policies important? How does one go about designing an appropriate DEI policy? What should one look out for? How far should one go?

Among others, this program will explore such questions while recognising the complexity of the issues involved. It will also discuss the dilemmas and challenges that often arise in the implementation of DEI policies within organizations. The program will also discuss the concepts of “the diversity of diversity,” “purposeful diversity” as well as “culture” in different organisational contexts.

Current research on the topic will be shared as well as relevant examples and case studies.

Learning Outcomes

At the end of the program, participants will be able to:

- Explain the concepts of “diversity”, “inclusion”, “equity” and “culture” as well as their impacts in different organisational settings;
- Explain the concepts of “the diversity of diversity” and “purposeful diversity”;
- Discuss the importance of context when designing and implementing DEI policies in organisations and the consequences of sub-optimal design and implementation;
- Describe what DEI “means” in their individual organisations and context;
- List methods to assess the success (or otherwise) of DEI implementation;
- List the keys to successful implementation of DEI policies in organisations;
- Explain the role of the Board and Senior Management with regards to DEI policy design and implementation.

Who Should Attend?

- Board of Directors
- Senior Management

Faculty



Chris Bennett is an experienced director, senior executive, researcher, and teacher/facilitator with significant international exposure. He has lived and worked in 6 countries and has held directorships and/or senior managerial responsibilities in 20. He has held senior managerial responsibilities for major British and American companies in Asia, the Middle East, Europe, Australia, New Zealand, and the Americas.

Chris is based in Malaysia; and is focused on research, writing, and facilitation/teaching. His interests are centred around the ways in which corporate governance is impacted by human behaviour in boards and top management teams, with a particular interest in how these factors manifest in Asian cultures and under conditions of complexity. His recent research is a study of the impact of job-related and non-job-related diversity on the decision-making of directors serving on boards in South-East Asia and Australia - Boards of Directors and the Boundaries of Rationality.

He has authored several major books and reports including:

- *The Principles and Practice of Effective Diversity and Inclusion* (Ethics International Press UK, 2023) – with John Zinkin
- *The Challenge of Leading an Ethical and Successful Organization* (DeGruyter, Berlin, 2022) – with John Zinkin.
- *Principles and Practice of Effective Leadership* (DeGruyter, Berlin, 2021) – with John Zinkin
- *Guardians of the Capital Markets* (2016) – with Professor Mak Yuen Teen
- *The Governance of Company Groups* (CPA Australia, 2014) – with Professor Mak Yuen Teen

Chris has an MBA from Aston University and is a member of the Australian Institute of Company Directors.



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