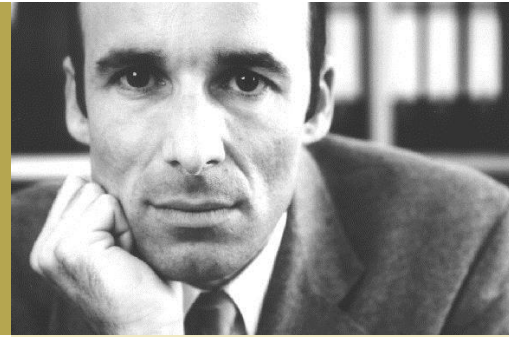


Michael Stuber

CEO of European Diversity Research & Consulting



Michael Stuber started his specialised D&I work more than 18 years ago on the European level and is one of the pioneers in the field. In this role he has, over those years, conducted several ground-breaking studies into D&I including implementation approaches, age diversity, D&I communication, work/life integration, gender diversity, corporate reporting, governance and the business case.

It comes as no surprise that Michael Stuber is one of the most published experts in the field of D&I. The totality of his work comprises more than 70 publications (including 5 books and 8 book chapters), 22 research projects (7 major and 15 smaller-scale studies) and more than 150 features in the media. He also delivered more than 130 speaking engagements internationally.

His work is completely and particularly evidence based – not only due to his many years of research but also due his extensive experience in working with many of the D&I leaders internationally. He has used his knowledge to develop innovative models like the ‘Propelling Potential Principle’ which links D&I with key business issues and provides a systematic framework for comprehensive change and learning strategies. His research and experience proves:

Diversity & Inclusion is a key success factor to excel in critical strategic areas of corporate management

Innovation:	Effectively combining different perspectives & approaches
Competition:	Reaching out to target groups and the mainstream
Cost:	Boosting productivity and efficiency through inclusion
Globalisation:	Utilising cultural differences through active integration
Ethics:	Building and sustaining a responsible reputation
Future of Work:	Mobilising individual talents by fostering inclusion

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The value-added of his work

Leadership quality

Leadership is about empowering people, bringing out the best in others. In order to achieve this leaders must consciously make people feel accepted, respected and connected. Leadership quality through D&I is critical in a complex, globalised and fast changing environment.

Organisational Effectiveness

Going along with trends like internationalisation, concentration and automation, more complex and intransparent organisational structures are being established. Diversity facilitates thinking and acting across borders and thus produces effective work in complex organisations. When people feel good about themselves and the organisation, they perform better individually and as part of a team, resulting in an organisation that performs better.

Change

Only when the system and its actors are willing and capable of dealing productively with frameworks that are different from the commonly known, change process will be successful. Diversity strengthens openness, curiosity and competency in dealing with new situations.

Please find more information about Michael Stuber as a

>> Researcher

>> Speaker

>> Consultant

Michael Stuber: The Researcher

Examining crucial questions to advance the D&I field



As a thought-leader in Diversity & Inclusion, Michael Stuber identified and rigorously examined current issues in his field – at all times over the course of his 18 years of work. His reports rank among the most comprehensive and pronounced of their kind. With dozens of publications (including 5 books and 8 book chapters), 22 research projects (8 major and 15 smaller-scale studies) and over 150 features in the media he is one of the leading Diversity publishers in Europe – hence called the ‘Diversity-guru’ by a leading German business magazine. The following list contains a small selection of his works:

Early studies into the implementation of Diversity

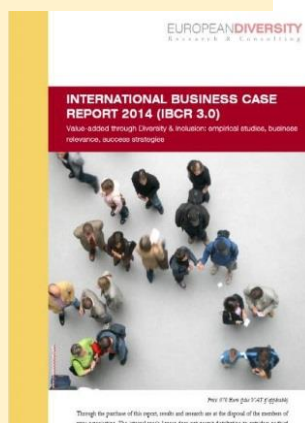
- European Diversity Survey (2002): EDS 1: Framing Diversity
- European Diversity Survey 2 (2004): EDS 2: Key issues for corporate Diversity in Europe
- Diversity Practice Study (2005): DPS: How is diversity implemented in operational practice?
- Work Life Practice Survey (2006): WLPS: International strategies of managing the complexities of Work/Life challenges

The IBCR Series into the Business Case of D&I

- Business Case Report (2008): BCR: Economic success through Diversity Management: Empirical studies, practical examples, strategies
- IBCR (2009): Success through Managing Diversity: Empirical studies, economic relevance & implications
- IBCR (2012) – XL: Provides answers to the profitability and specific benefits of Diversity: Systematic evaluation of 135 relevant empirical studies from around the world. The report summarises the most relevant research projects related to D&I and provides a robust rationale for proactively managing diversity
- International Business Case Report 3.0 (2014): Quantum Leap on quality and quantity of evidence: 195 empirical studies on the business benefits and value-added from D&I

Specialised thematic research

- Feasibility of Gay Marketing (1998)
- Diversity in TV commercials (2002)
- Ageing – Companies react hesitant (2005)
- Diversity and Gender (stereotypes) in print advertisement (2007)
- Diversity in Corporate Reporting and Communication (2008, 2010, 2012)
- The Organisation of International D&I Management (2012)



His latest book: Diversity & Inclusion - The Propelling Potential Principle (2014), 3rd edition in German



The best from 15 years of research and practice. An indispensable compendium for all professionals, managers and consultants. „Stuber succeed in a pleasant way to create a balance between scientific standards and conciseness comprehensibility” (Economic Psychology, 09/2004)

“The standard work on Diversity in the German-speaking region” (Süddeutsche Zeitung 06/2008)

The Propelling Potential Principle

The Propelling Potential Principle outlines D&I systematically through consciously valuing and pro-actively including differences and similarities of people for the advantage of all parties. It is based on an innovative combination of social psychological principles and pragmatic leadership that leads to success.



The Barriers & Bias Model

In the field, resistance frequently reveals against D&I. The Barrier model explains the six types of barriers and biases that interrelate, determine and correlate with each other. The knowledge of a vast meta-analysis is illustrated on three levels - individual, interpersonal and organisational - and explains how barriers against D&I can be overcome.

The Gender Model

The Gender Model is the result of a meta-analysis based on 25 studies concerning gender differences. It incorporates the varieties of approaches that may differ between genders and illustrates how to use them to attain success.

Michael Stuber: The Speaker

Inspiring people for change through D&I



Michael Stuber conveys his expertise with vigour and engagement. His ability to illustrate complex changes and their implications make him a popular and welcomed expert. Whether it is a lecture, a panel discussion or entertaining a large group, Michael Stuber always delivers mission-conscious and articulate presentations. Based on his surveys and experience as a consultant, Michael Stuber presents highly relevant insights into Diversity & Inclusion Management. He is convinced that valuing societal diversity is a prerequisite for unleashing organisational and individual potential and gives rise to economic success. In order to develop and disseminate his expertise, he has always networked with experts from academia. His contributions cover, among others, the following topics: gender diversity & equality, migration & integration, generations & demographic change, and work-life integration.

Always pursuing an innovative approach to D&I

From his Diversity perspective, Michael Stuber questions traditional approaches and rigorously points out barriers to sustainable change. In his work, he concentrates on creating open-minded cultures and inclusive frameworks that specifically recognise Diversity. Michael Stuber offered his expertise in a large number of key-note speeches, presentations, panel discussions, lectures and workshops in organizational, public and academic settings:

Academic settings

- Diversity & Inclusion: The Propelling Potential Principle, Cologne Business School, 2013
- Diversity Marketing, International Summer School Erfurt, 2005
- Diversity Marketing, University of Tilburg, 2004
- Corporate Diversity Practices in Europe, Diverse Solutions, Huddersfield, 2004
- A European Perspective, Stellenbosch, South Africa, 2003
- Diversity Management in practice, University of Trier, 2000

Professional Conferences

- Diversity Management & Culture Diversity, Club Medici – Project 'BRIEF', Rome, 2014 & 2015
- Managing the diversity of generations in the workforce, EuroForum, 2006
- European Work/Life and Diversity Conference, Budapest, 2006
- Diversity Marketing, Gender Marketing Congress, 2006

Corporate Events (design, delivery and/or moderation)

- Diversity Day Luxembourg, European Investment Bank, 2015
- KPMG Luxembourg Gender Diversity Summit, 2015
- EU Disability Matters Conference & Awards, A Springboard Consulting LLC event, Accenture Headquarters, Paris, 2013
- Annual Conference on Diversity in HR, Swiss Post, 2012
- Gender Diversity Day, Vodafone, 2010
- Global Diversity Summit, Bayer HealthCare, 2010
- Internal Women Conference, Bayer, 2010
- International Diversity Kick-Off, Deutsche Telekom, 2004
- Leadership Event on Diversity, Volkswagen Financial Services, 2004
- Diversity & Sexual Identities, Invisible Potentials, Deutsche Bank, 2003



Key-notes

- WO.MEN@WorkAward, Brussels, 2014
- Corporate cultural change as a critical success factor, lecture series, Brussels, Stuttgart, Munich 2013
- The revolution at work, European Diversity Forum, Paris, 2012
- Diversity Leadership Summit – EU Commission Charter Platform, 2010
- Diversity of Generations, Futura Forum, Bremen, 2005

Panel discussions

- A culture of Diversity as a competitive edge, LIPS, Lucerne 2008
- 'Moving to competence', Women Power, Hannover Industry Fair, 2007
- New Alliances for Integration, Frankfurt, 2006
- Having the Courage to Confront the Issues, Paris 2005

Webcasts

- International D&I Implementation, US Corporation, 2011
- Diversity in Marketing & CRM, 2009
- Global data, strategies and case studies, The Conference Board, 2007
- Designing International Diversity Strategies, 2007

Seminars & Presentations

- Activate Potentials and create Sustainability, KiBiS, Vienna 2012
- Global Diversity, The Conference Board, New York/Chicago, 2005
- Gender stereotypes in Marketing, Making a difference Conference, 2003
- Final Conference Horizon, BAG UB, 2000
- Managing Diversity, German Society for HR Management, 2000

Michael Stuber: The Consultant

Committed to add value, develop and unleash potential



On the basis of his international experience, well-grounded practical knowledge and creative approaches, Michael Stuber advises leading companies in shaping their growth **strategies** and organisational **identities**.

For this purpose, he develops comprehensive **change** strategies and concepts to embed Diversity in the core of the organisation. With the focus of his work being awareness raising and **executive development**, Michael Stuber presents new **insights** and improvement opportunities – whether it is through a management development program, a focused workshop, a large event or an interview series.

For Michael Stuber, the development of leadership qualities provides the key to unleashing individual and **organisational** potential. With his **expertise**, he reaches and mobilises people, fosters integration and promotes change.

Whether it is women in executive positions, accessibility or inter-religious dialogue – Michael Stuber shows new ways of using **societal potential** in a positive way.

He has successfully completed more than 250 projects for many leading companies and non-profit organisations, including:

US Clients

Air Products, Brown-Forman, Ford, Hewlett-Packard, Johnson Controls, Johnson & Johnson, Kraft Foods (Mondelez), Motorola, Stryker, Symantec

European Clients

Airbus / EADS, AXA Winterthur, British Petroleum (BP), Credit Suisse, HSBC, KPMG Luxembourg, Panasonic, Sandoz, Swiss Post, UBS, Vodafone

German Clients

Allianz, Bayer, Bosch, Commerzbank, Deutsche Bank, Deutsche Post, Deutsche Telekom, Elite MediaNet, E.ON, GEA Group, IKEA, Infineon, KfW, Merck, Metro, RWE, T-Systems, VW Bank, Volkswagen AutoUni, Volkswagen Bank

Not-for-Profit Clients

European Commission, Federal Ministry for Family, Seniors, Women and Youth, Federal Employment Agency, Evangelisches Diakoniewerk Gallneukirchen, IOM, Heinrich Böll Foundation

References

"Michael Stuber has contributed to develop a very specific Bayer MaterialScience storyline, which integrates Diversity & Inclusion as a business imperative supporting the execution of our business strategy. Through his experience in rolling out Diversity & Inclusion programs in global companies, he has been and is a valuable sparring partner with high credibility for our top leaders as well as the members of the Executive Committee."

Dr. Tony van Osselaer, Executive Committee member of Bayer MaterialScience (2014)

"At HSBC, D&I is a business-lead initiative and as a pan-European committee of managers we were glad to have European Diversity's external perspective and input. Michael Stuber's business acumen and his striving for individual solutions helped to advance the regional D&I agenda taking into account business and country needs. We look forward to continue our collaboration in the future."

Virma Sokmen, Head of CMB HSBC Turkey (2012)

"Michael is the kind of consultant who knows exactly how to deal with balancing external input and internal visibility and ownership. He understands the dynamics of the business and is very sensitive to all kind of different people to work with."

Mieke Smet, Director Global Talent Management, Johnson & Johnson (2008)

"Nobody in Europe is more profoundly acquainted with Diversity as Michael Stuber. He creatively co-designed the 'Diversity & Inclusion Switzerland' conference and his facilitation was both energetic and empathetic."

Eva Ingold, Head of D&I Switzerland, Credit Suisse (2007)