

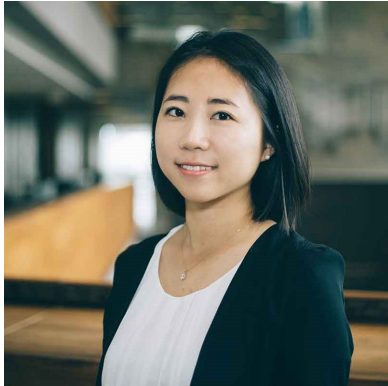


# 7th St. Gallen Diversity & Inclusion Week

NETWORKING IN THE NEW WORLD OF WORK (FOR WOMEN,  
MINORITIES, AND MINORITY WOMEN)

11. – 15. September 2023

# Our Speaker



Mihwa Seong, Ph.D.

*Postdoctoral researcher*

- *Competence Center for Diversity and Inclusion (CCDI) & Institute for Leadership and Human Resource Management (IFPM)*
- *Paths to Leadership that Advance Inclusion and Diversity (PLAID) – led by Prof. Dr. Jamie Gloor*

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# Networking

Proactive actions and behaviors that are taken “to build, manage, or leverage relationships”



(Kuwabara et al., 2018; see also Casciaro et al., 2014; Bensaou et al., 2013; Wolff & Moser, 2009).



# What do we know about what successful networking looks like?





# Old and new challenges to networking for marginalized groups

# Old challenges (1)

## Personal level

- A general sense of belonging uncertainty
- Feeling inauthentic, manipulative, or selfish
- Questioning one's own abilities and worth

Carboni, 2021; Greguletz et al., 2019; Walton & Cohen, 2011

## Old challenges (2)



### Social structure level

- Systematic exclusion from networking events
- Gender biases resulting in differential returns to networks

Ibarra, 1992; Roberts & Mayo, 2021; Woehler et al., 2021

# New challenges (1)

PERSONAL FINANCE · SIDE HUSTLE

## Side Hustle Nation: The number of Americans working multiple gigs to just pay the bills is nearly double what we thought

BY ALEX TANZI AND BLOOMBERG

February 6, 2023 at 9:00 PM GMT+1



**WOMEN'S ENTREPRENEURSHIP IN THE GLOBAL PRESS**  
How often female entrepreneurs were mentioned in the global press.



SOURCE LEXIS-NEXIS GLOBAL, ASPEN NETWORK OF DEVELOPMENT ENTREPRENEURS, 2012

HBR.ORG

### More workers have side gigs

Share

By Cate Chapman, Editor at LinkedIn News

Updated 7 months ago

Twice as many Americans [have side gigs](#) as government reports suggest, according to recent data from Stanford economist Nicholas Bloom. The [Survey of Working Arrangements and Attitudes](#) shows that almost 10% of workers claimed one main job plus at least one side hustle, compared to the 5% reported by the Labor Department. This side hustle surge reflects the "huge financial strain" many are under due to inflation, forcing many to live on credit and, in this case, seek a secondary source of income.

Here is how the workforce breaks down, according to SWAA:

- 78% of employees have one job.
- 9.9% have a job plus side hustle(s).
- 8.6% are self-employed.
- 3.6% are gig workers.

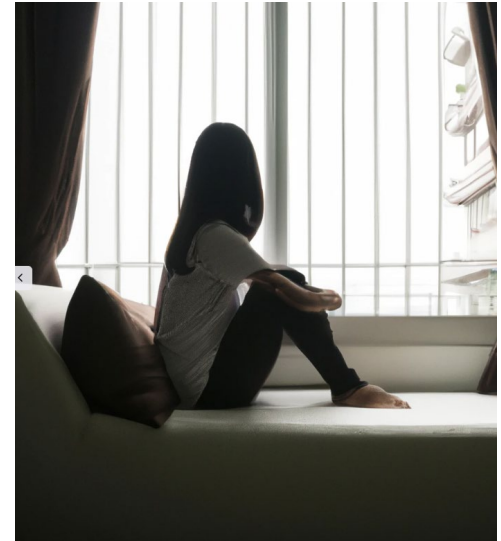
# D&I in networking & the *future of work*: How would it change for workers? (2)

**Americans are embracing flexible work—  
and they want more of it**

June 23, 2022 | Article

## **Teleworking is here to stay – here’s what it means for the future of work**

Coronavirus response measures have accelerated the transition to telework, with the proportion of Europeans who work remotely shooting up from 5% to 40%, and this is unlikely to return to pre-pandemic levels, according to experts. But beyond eliminating commutes and water cooler moments, how will this reshape the way we work?



Becker et al., 2022; European Commission, 2020; Jung et al., 2022; Knight et al., 2022; McKinsey, 2022; Moss, 2018; Staniscuaski, 2021





How does D&I in  
networking matter for the  
*future of work?*

# D&I in networking & the *future of work*: Why should leaders, managers, and organizations care about it? (1)

## Social Responsibility

Any employer with 250 or more employees on a specific date each year (the 'snapshot date') must report their gender pay gap data.

You must report and publish your gender pay gap information within a year of your snapshot date. You must do this for every year that you have 250 or more employees on your snapshot date.

### Updates to this guidance

We have updated the format of this guidance to:

- make it clearer and simpler
- locate it in one place on GOV.UK
- remove any unnecessary duplication and repetition



### 5 BOARD DIVERSITY RULE: WHAT COMPANIES SHOULD KNOW

*Last Updated February 28, 2023*

#### LE HIGHLIGHTS

by Rule requires companies listed on Nasdaq's U.S. exchange to:  
ard-level diversity statistics annually using a standardized template; and  
y they do not have, diverse directors.



# D&I in networking & the *future of work*: Why should leaders, managers, and organizations care about it? (2)

## Employee Experience

### Live panel: What's the future of Employee Experience?

EX is now a critical business need that's driving the biggest talent crisis to date. Join our Live panel of experts and learn the essential steps to build your EX strategy.

### This time it's personal: Shaping the 'new possible' through employee experience

September 30, 2021 | Article

#### 3. A more connected workplace

While remote work offers many advantages, one of the major drawbacks is that employees may feel more *isolated* – not just from each other, but from their organization as a whole. The

## Employee Experience: The neglected pillar of future readiness for enterprise organizations



# D&I in networking & the *future of work*: Why should leaders, managers, and organizations care about it? (3)

## Innovation & Creativity

### Reinvention needed

Ask executives about their company and you can expect to be shown an organization chart. No wonder. The management concepts that the org chart visualizes—coordination, hierarchy, a matrixed organization—are the ones leaders grew up with and know best, as did generations before them. The [original org chart](#) hails from 1854, and was introduced to help run the New York and Erie Railroad during the age of the steam locomotive.

### Unprecedented automation



- Increased automation undercuts the mechanistic thinking upon which organizations were created

### To Build Less-Biased AI, Hire a More-Diverse Team

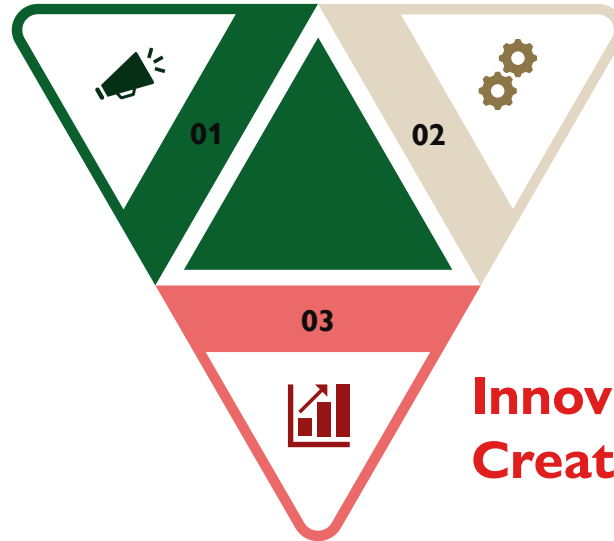
TECHNOLOGY & OPERATIONS DIGITAL ARTICLE by Michael Li

Technology will always be limited by the perspectives of the people building it.



Summary: Why should leaders, managers, and organizations care about it?

**Social  
Responsibility**



**Employee  
Experience**

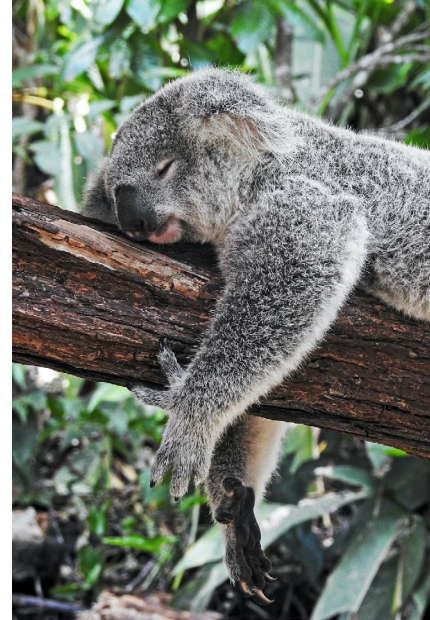
**Innovation &  
Creativity**



What can we do?

# Takeaways: Networking strategies as a member of the underrepresented group

1. Tap into your dormant connections



Levin et al., 2011; Roberts & Mayo, 2022



# Takeaways: Networking strategies as a member of the underrepresented group

1. Tap into your dormant connections
2. Participate in learning communities



Roberts & Mayo, 2022

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Roberts & Mayo, 2022

# Takeaways: Networking strategies as a member of the underrepresented group

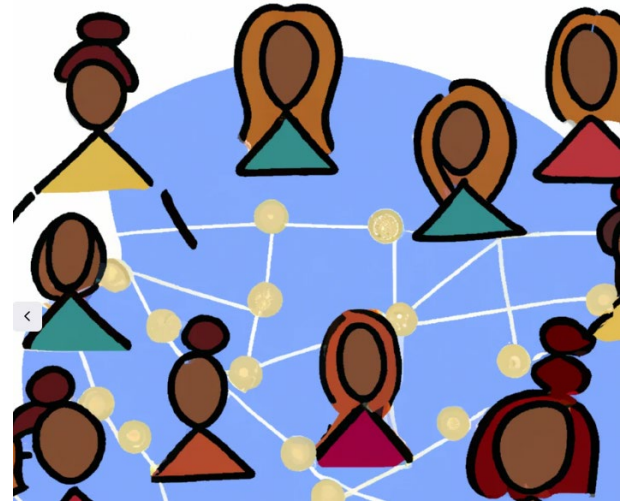
1. Tap into your dormant connections
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3. Maintain periodic outreach to champions and sponsors
4. Network through community service



Roberts & Mayo, 2022

# Takeaways: Networking strategies as a member of the underrepresented group

1. Tap into your dormant connections
2. Participate in learning communities
3. Maintain periodic outreach to champions and sponsors
4. Network through community service
5. Focus on shared networks and organize group networking



Anchor, 2022; Roberts & Mayo, 2022

# Takeaways: Networking strategies as a member of the underrepresented group

1. Tap into your dormant connections
2. Participate in learning communities
3. Maintain periodic outreach to champions and sponsors
4. Network through community service
5. Focus on shared networks and organize group networking
6. Take advantage of remote resource groups



Roberts & Mayo, 2022

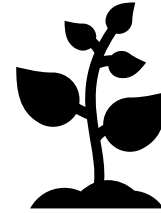
# Ongoing exciting research findings



Non-traditional  
networking  
opportunities



Framing networking  
differently



Growth mindset  
about networking

# Takeaways: Leaders, managers, and organizations seeking to improve D&I in networking

Raising awareness around the importance of diversity and inclusion in networking events



“...as the only woman of color and immigrant woman in my department, I wondered how I could score an invitation.”

Tulshyan, 2018



Takeaways: Leaders, managers, and organizations seeking to improve D&I in networking



Promoting allyship at workplace – for a more inclusive workplace experience

## Takeaways: Leaders, managers, and organizations seeking to improve D&I in networking



Get feedback after networking events and programs from marginalized groups to better understand their experiences and aspects for further improvement

# Any questions or comments?

Feel free to reach out later, too!

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# Upcoming events CCDI

- **«Successful through Diversity & Inclusion»**  
Next edition: May 28, 2024, Language: DE, Registration [here](#)
- **«Aiming Higher – Karriereentwicklung für Assistenzärztinnen»**  
Next edition: March 2024, Language: DE, more infos [here](#)
- **Male Allyship Training,**  
More infos [here](#), Language: EN (contact us if you are interested)
- **St. Galler Diversity Benchmarking 2024 – NEW digital as dashboard**  
Registration and more infos [here](#)

All our offers can also be found at [www.ccdi-unisg.ch](http://www.ccdi-unisg.ch) and updates on upcoming events on our [LinkedIn page](#).

# SAVE THE DATE: D&I Week 2024



You will find the slides and further information on our website [www.inclusion-tagung.ch](http://www.inclusion-tagung.ch) in a few weeks.

Note: The sponsors of the D&I Week are in no way responsible for the content presented by the University of St. Gallen.

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