

<b>Institution:</b> University of Kent		
<b>Unit of Assessment:</b> 17: Business and Management Studies		
<b>Title of case study:</b> Supporting the Career Advancement of BAME Professionals in Healthcare, Education, and Industry		
<b>Period when the underpinning research was undertaken:</b> 2014-2017		
<b>Details of staff conducting the underpinning research from the submitting unit:</b>		
<b>Name(s):</b>	<b>Role(s) (e.g. job title):</b>	<b>Period(s) employed by submitting HEI:</b>
Dr Madeleine Wyatt	Senior Lecturer in Human Resource Management	2011-Present
<b>Period when the claimed impact occurred:</b> 2014-2020		
<b>Is this case study continued from a case study submitted in 2014?</b> No		
<b>1. Summary of the impact</b> (indicative maximum 100 words) <p>Research by Dr Madeleine Wyatt (at the University of Kent Business School) into promoting ethnic diversity at senior levels of organisations has guided diversity and inclusion initiatives aimed at supporting the career progression of Black, Asian and Minority Ethnic (BAME) professionals. Since 2014, Wyatt has worked directly with sector-leading organisations on evidence-based initiatives that address racial inequality in senior management. Partners include a leading international professional services consultancy, EY (Ernst &amp; Young), several NHS Trusts in London, and AdvanceHE, a UK charity that supports organisational development across the UK's higher education sector. In each case, Wyatt's research has contributed to new training or organisational development initiatives, which focus on the role of informal and political workplace dynamics. Outcomes include a more representative board at EY and improved diversity in senior management across UK higher education.</p>		
<b>2. Underpinning research</b> (indicative maximum 500 words) <p>In the UK, the representation of BAME employees on organisations' senior leadership teams remains disproportionately low. The proportion of BAME directors on FTSE 250 company boards is just 5%, far below the 15% of BAME workers at other levels (Parker Review, 2020). Research conducted by Dr Wyatt since she joined Kent Business School in 2011 addresses this challenge by identifying workplace initiatives that promote inclusion and best support the career trajectories of BAME employees. In brief, Wyatt's research establishes that workplace politics are a significant barrier to progression for BAME professionals.</p> <p>The first underpinning study was conducted in partnership with Professor Jo Silvester (Loughborough University) and Dr Ray Randall (Sheffield University) to explore the importance of political behaviours in the workplace, as rated by leaders and their peers [R1]. By applying a 360-degree assessment methodology to political behaviours, the study showed how feedback from colleagues, subordinates, and superiors can help workers reflect on and develop their political skills.</p> <p>Wyatt and Silvester extended this research in a 2015 publication that focused specifically on BAME professional career progression, using a dataset of in-depth qualitative interviews with BAME and white senior managers about the factors that had helped or hindered their journeys to leadership [R2]. This analysis identified that white managers received greater informal support in navigating the workplace (e.g. networking, influencing others, developing reputation). Previous organisational research focused on the barriers that arise during formal stages of</p>		

career progression, such as promotion interviews or performance evaluations. In contrast, this study was particularly innovative in considering how BAME employees are disadvantaged by informal processes and dynamics, such as drinking cultures, managerial favouritism, and shared recreational interests. The findings provided a crucial evidence base for the impacts described in section 4 below by demonstrating the need for organisations to:

1. Acknowledge the detrimental impact of organisational politics on the career progression BAME employees.
2. Implement diversity initiatives that better support BAME employees in navigating political arenas.

In 2015, Wyatt (as sole investigator) received funding from the Richard Benjamin Charitable Trust to support innovative research in organisational and occupational psychology, and to further investigate the experience of BAME professionals in relation to workplace politics and identify solutions [G1, R3]. The findings pointed to several ways in which organisations could better support BAME employees. These included providing better access to mentoring and informal networks, as well as opportunities to engage in formal training that develops political knowledge and skills (e.g. influence and negotiation skills). This project informed several of the initiatives described in section 4 below.

Wyatt had the opportunity to further develop and apply her insights between 2015 and 2017, as part of a collaboration with Dr Doyin Atewologun (University of Oxford) and Dr Elena Doldor (Queen Mary, University of London), when she was invited to join the Charting the Course project. The invitation acknowledged her track record in research on BAME career progression and advanced statistical methods with large datasets. EY (Ernst & Young), one of the largest professional services firms in the world, with 300,000 employees internationally, commissioned the team to investigate barriers to BAME employees' progression into partnership roles [R4]. Wyatt led on analyses of the company's promotion and progression data, which the team triangulated with qualitative interviews with BAME employees about their leadership journeys, as well as interviewing selected managers and mentors. The project identified the need for explicit discussions of how racial issues affect workplace dynamics and processes (known as 'diversity fluency'). The team also identified three types of knowledge that become particularly important at different EY career stages: knowing how (technical competence), whom (informal relationships), and why (crafting a Partner identity). These insights formed the basis of the Charting the Course Framework, which guided EY's ground-breaking culture change strategy and (as detailed below) has also proved influential in UK policy communities.

### 3. References to the research (indicative maximum of six references)

[R1] Silvester, J., Wyatt, M., and Randall, R. (2014). 'Politician personality, Machiavellianism, and political skill as predictors of performance ratings in political roles'. *Journal of Occupational and Organizational Psychology* 87(2): 258-279. ISSN 0963-1798.

<https://doi.org/10.1111/joop.12038>

[R2] Wyatt, M., and Silvester, J. (2015). 'Reflections on the labyrinth: Investigating black and minority ethnic leaders' career experiences'. *Human Relations* 68(8): 1243-1269. ISSN 0018-7267. <https://doi.org/10.1177/0018726714550890>

[R3] Wyatt, M (2016). *Ethnicity and Organisational Politics: Making Sense of the Game and Learning Its Rules*. Report produced for the Richard Benjamin Charitable Trust. ISBN 978-1-78808-567-0. <https://kar.kent.ac.uk/62301/>

[R4] Atewologun, D., Doldor, E., and Wyatt, M (2016). *Charting the Course to Partnership: How Does Ethnicity Affect Professional Careers?* Confidential report produced for EY (UCL).

**Grants**

**[G1]** Richard Benjamin Charitable Trust (2015). 'Ethnicity and Organisational Politics: Making Sense of the Game and Learning How to Play It'. PI: Wyatt. Value: £9,998.

**4. Details of the impact** (indicative maximum 750 words)

Since 2014, Wyatt's research on workplace political behaviours has informed leadership diversity initiatives amongst UK healthcare, professional services, and higher education sectors, with outcomes including improved promotions in the NHS and board-level representation at EY. These outcomes stemmed from evidence-based training courses, development initiatives, and culture change strategies informed by Wyatt's research, and which guided organisations on how to best recognise and support the leadership potential of their BAME employees.

**Professional Services: ground-breaking culture change initiative**

Since 2016, the Charting the Course Framework **[R4]** has, as EY's Diversity and Inclusion Senior Manager states, 'been crucial in informing EY's approach to improving ethnic diversity in leadership' **[a]**. Specifically, the Framework informed two development programmes, Future Leadership and the award-winning Careers Watch Programme. **[R4]**.

The 12-month Future Leadership Programme supports leadership advancement for both high-potential BAME individuals and female employees. Since it started in 2018, 400 EY employees have engaged with the programme, including 90 BAME participants, as well as 310 senior allies who acted as change agents and participated in a mirror programme to develop their capacity for inclusive culture change. An evaluation by EY in 2019 identified that 87% of direct participants had developed the skills and knowledge identified as key to being an effective leader while 80% had developed their political skills **[a]**. Crucially, 86% of the senior allies who participated reported that they better understood racial disadvantage and their role in EY's culture change race strategy **[a]**. As EY's Diversity and Inclusion Senior Manager states, the programme 'equips allies to identify, discuss and tackle ethnic disadvantage in their business areas' **[a]**.

The Career Watch Programme is a sponsorship programme that is complementary to the Future Leadership Programme, and that pairs BAME managers with partners at EY. Career Watch adopted the 'knowing whom' aspect of the Charting the Course Framework **[R4]**. Between 2017 and 2019, three cohorts of 689 participants have taken part in the programme.

EY attributes the increase in BAME board members from 0% in 2013 to 10% in 2020 to the Careers Watch and Future Leader initiatives **[b]**. The EY Diversity and Inclusion Senior Manager states: 'we [EY] have consistently found that participants are less likely to leave compared to peers, more likely to be promoted, and more likely to get a higher performance rating. [...] we are retaining talent that we otherwise would have lost' **[a]**. Providing a useful training initiative is important, but impacting data at career levels is both more important and more challenging, as the ultimate aim must be to eliminate racial inequalities.

The diversity and inclusion strategy developed by EY, and based on Charting the Course, has also gained wider recognition. In 2018, the Careers Watch Programme won the Employers' Network for Equality and Inclusion 'Tapping into Talent' award, while Race for Opportunity named EY as a top 10 private sector organisation for its approach to ethnic diversity. EY has shared the findings of Charting the Course and the associated diversity and inclusion strategy with Government departments, FTSE 250 companies, and other professional services firms. According to EY, the Financial Conduct Authority is amongst the organisations that have adopted similar strategies **[a]**.

**NHS: positive action diversity programme**

In 2014, Wyatt was invited by specialist occupational psychology consultants Glow at Work to help develop and deliver a positive action training programme for the NHS called Leadership Empowerment through Achieving your Potential (LEAP). Underpinned by her research on

workplace political behaviour [R2], the LEAP module designed and delivered by Wyatt focused on developing workplace political knowledge and skills for 80 participants across three NHS Trusts: Hammersmith and Fulham clinical commissioning group, Imperial College Healthcare, and Central London Community Healthcare [c].

The broader LEAP programme also incorporated Wyatt's 360-degree development review tool [R1] to provide trainee development profiles and facilitate skills assessments before and after training [c]. As the CEO and Founder of Glow at Work states: 'the training sessions based on [Wyatt's] research resulted in improvements in the LEAP participants' skills (i.e. political skills)', and the 360 questionnaire 'enabled us to rigorously evaluate the effectiveness of the LEAP programme' [c].

The LEAP project evaluation showed enhanced confidence and capacity across all dimensions of the training [d]. A longitudinal follow-up in 2018 identified that eight of the twelve initial trainees had been promoted [e]. Attendee feedback also highlighted how participants 'feel more confident to influence colleagues' and 'have better understanding of who I am as a leader,' and that the project 'enabled individuals such as myself and my peers to network more with senior managers and become a group' [d].

### Higher Education: advancing leadership diversity

Since 2015, Wyatt's research on the importance of political knowledge for BAME leadership progression has advanced the thinking and strategy of AdvanceHE, a national agency that supports diversity and inclusion across 300 UK higher education institutions, through initiatives such as Athena SWAN and the Race Equality Charter.

In 2015, AdvanceHE used Wyatt's research to inform the design of its Diversifying Leadership programme, which aims to support BAME academics to transition into leadership roles. The Diversifying Leadership programme toolkit (2017) cites Wyatt's research [R3, R4] 20 times and recommends it as core reading for participants. Diversifying Leadership has run eleven times since 2015, and the programme's training and learning advisor highlighted that the 'pivotal insight' Wyatt's work provided was 'seminal in the development of the LFHE sponsor toolkit' [f, g, h]. A programme evaluation reports that participants felt empowered by the programme to network more and aspire to leadership positions [i].

In addition, Wyatt's insights have been used by AdvanceHE in the design of further training programmes adopted by the UCL Medical School and the University of Manchester's Faculty of Biology, Medicine and Health, as well as informing a culture change and leadership programme for the National Union of Students [f].

### Policy: informing diversity and inclusion best practice

Wyatt's research and expertise have informed knowledge of diversity and inclusion best practice for other key stakeholders and organisations. Leading think tank Policy Exchange used EY's Charting the Course as evidence in their report 'Glass ceilings for Britain's ethnic minorities at the top of business and the professions' (2016) [j]. The report included recommendations, such as targets for BAME FTSE 100 board members, ethnic monitoring for all CEO appointments, and annual select committees on ethnic diversity in senior roles. In 2017, Wyatt was invited to support and review a research project on how to redress the under-representation of BAME leaders with the UK's Black British Business Awards (BBBA). The resulting BBBA Talent Accelerator programme has involved 61 BAME professionals from leading companies, including Barclays, British Telecom, Facebook, and Goldman Sachs, [k].

### 5. Sources to corroborate the impact (indicative maximum of 10 references)

[a] Letter from the Diversity and Inclusion Senior Manager, EY (Ernst & Young), describing the impact of Wyatt's research on the diversity strategy for ethnicity/race and the development of programmes in EY (and beyond EY). This file is confidential.

**[b]** Parker Review (2020). *Ethnic Diversity Enriching Business Leadership*, This report describes the Careers Watch and Future Leader initiatives success (EY programme developed based on Wyatt's research). This file is confidential.

**[c]** Letter from the CEO of Glow at Work consultancy, describing the impact of Wyatt's research on the LEAP programme for the NHS.

**[d]** Wyatt, M., Dhatt, H., Anum, B., Jarrett, E., and Park, S. (2015). *Leadership Development in the NHS: Evaluation of the LEAP Programme*. Report on the evaluation of the LEAP programme for the NHS.

**[e]** Report on the follow-up evaluation of the LEAP programme for the NHS. Glow at Work (2018). *Take a LEAP Forwards: Follow-Up of LEAP Trainees*.

**[f]** Letter from the training and learning advisor at AdvanceHE, describing the impact of Wyatt's research on the development of the Diversifying Leadership programme for AdvanceHE.

**[g]** Letter from the programme director of the Diversifying Leadership programme at the Leadership Foundation, describing the impact of Wyatt's research on the development of the Sponsor Toolkit for the Diversifying Leadership programme.

**[h]** Leadership Foundation for Higher Education (now AdvanceHE) (2017). Sponsor toolkit: The Diversifying Leadership Sponsor Programme. This document presents the Diversifying Leadership Sponsorship Programme Toolkit, and shows that Wyatt's research was extensively cited and recommended.

<https://www.lfhe.ac.uk/download.cfm/docid/C9B9FA3D-3A9E-400B-9729A85717DED7C2>

**[i]** Report on the Diversifying Leadership programme, AdvanceHE (2019): Cracking the Concrete Ceiling: Tracking the Impact of the Diversifying Leadership Programme.

<https://www.lfhe.ac.uk/download.cfm/docid/5DFA6A04-268A-480F-8E62CA456BB29813>

**[j]** Saggar, S., Norrie, R., Bannister, M., and Goodhard, D. (2016). *Bittersweet Success? Glass Ceilings for Britain's Ethnic Minorities at the Top of Business and the Professions*. London: The Policy Exchange. Policy Exchange report demonstrating that Wyatt's research and expertise have informed best practice. This file is confidential.

**[k]** Black British Business Awards: Atewologun, D., et al. (2017). *The Middle*. Shows that Wyatt reviewed the project, p. 88 (for the Talent Accelerator BBBA, 2020, see p. 92).