

CHAPTER #04

→ Diversity refers to variety, differences, multiplicity or dissimilarities.

→ Workforce Diversity: The ways in which people in an organization are different from & similar to one another in terms of anything like race, gender, age, physical characteristics, communication skills, culture, talent etc.

↳ Example: Like in our class we are likely to see going old, male/female, tall/short, any no. of races and variety of dress styles. We see some people taking notes or some people quietly listening to lecture some sleeping & some daydreaming.

• TYPES OF DIVERSITY:

① Surface-Level Diversity: Easily perceived differences that may trigger certain stereotypes, but that do not necessarily reflect the ways people think or feel. (Age, race, gender).

② Deep-Level Diversity: Difference in values, personality & work preferences. These differences can affect the way people view organizational work rewards, communicate to leaders & generally behave at work. These differences are not obvious at first glance they require more interaction & understanding to uncover.

"Diversity powers innovation, helping businesses generate new products & services."

• Benefits of Workforce Diversity:

① People Management:

- ↳ Better use of employee talent
- ↳ Increased quality of team problem-solving efforts.
- ↳ ability to attract & retain employees of diverse backgrounds.
- ↳ We can get more creative ideas & solutions.

② Organizational Performances

- ↳ Reduced costs associated with high turnover, absentee^{ism}.
- ↳ Enhanced problem-solving ability.
- ↳ Improved system flexibility.

③ Strategic:

- ↳ Increased understanding of marketplace, which improves ability to better market to diverse consumers.
- ↳ Potential to improve sales growth & inc. market share.
- ↳ Can better anticipate to customer needs.

→ Examples: A recent report found that US companies waste \$64 billion annually by losing & replacing employees who leave their jobs "solely due to failed diversity management." It also state that 34% would of those would have stayed if these issues were addressed by the managers.

• TYPES OF WORKPLACE DIVERSITY:

① Age:

- People perceive that old workers are sick more often and they can't work as hard or as fast as younger ones.
- Some say that old workers bring experience, judgement, a strong work ethic & commitment to doing quality work.
- Older ones not flexible and adaptable to technology.
- Managers need to ensure that these workers, regardless of age, are also treated fairly & as a valuable asset.

② Gender:

- Gender pay gap (Cricket teams)
- ~~No~~ Difference in job performance.
 - ↳ No consistent male-female differences exist in problem solving, analytical, or learning ability.
 - ↳ Women tend to be more agreeable.
 - ↳ Men are more aggressive & more likely to have expectations of success.
- Difference in work schedule.
- Women tend to use a broader, more effective range of leadership styles to motivate & engage people.
- Men tend to rely primarily on masculine styles.

③ Race & Ethnicity:

- ↳ Race is defined as biological heritage that people use to define themselves.
- ↳ Ethnicity is related to race, but it refers to social traits, such as one's cultural background
- ↳ People tend to favor colleagues of their own race in performance evaluation or promotion or hiring decisions or pay raises.
- ↳ African American receives lower rating, lower job performance ratings, are paid less & less frequently promoted.

④ Disability / Abilities:

- Fear: Leads to higher employment cost & lower profit margin
 - ↳ Absenteeism rate is same for with & without disabilities.
- Fear: Lack job skills & experience necessary to perform
 - ↳ many individuals with disabilities have great problem solving skills.
- Fear: ~~How~~ uncertainty over how to take disciplinary action with a worker with dis.
 - ↳ Disable and able should have same rules & regulations.

- Fear & high cost associated with accommodation
 - ↳ Most workers require no accommodation, but for those who do, modification cost is less than \$500 or less

⑤ Religion

- A woman might not be allowed to wear hijab in international companies, because it can violate the "look policy"
- The greatest religious diversity issue in the US revolves around Islam, especially after 9/11.

• CHALLENGES IN MANAGING DIVERSITY:

① **BIAS**: Tendency or preference towards a particular perspective or ideology. Generally "one-side" perspective. These preconceived opinions creates inaccurate judgments & attitudes.

↳ **Prejudice**: A preconceived belief, opinion, or judgement towards a person or group of people based on race, age, gender and other types of diversities.

↳ **Stereotype**: Judging a person on the basis of one's perception of a group to which he or she belongs.

Example "Married persons are more stable employees than single persons"

→ It can lead to persons treating other members unequally.

$$2(x-y)^1$$

$$2(x-y)^2$$

$$4(x-y)^3$$

↳ Discrimination: When someone acts out their prejudicial attitude toward people who are the targets of their prejudice

⇒ Types of Discriminations

- ① Discriminatory policies or practices: Action
- ② Intimidation → over threats or bullying
- ③ Mockery & insults → jokes or negative stereotypes
- ④ Exclusion → exclusion of certain people from jobs opportunities
- ⑤ Incivility → Discrep Disrespectful treatment.

• Glass Ceiling: Invisible barrier that separates women & minorities from top management positions.

The idea of ceiling means that there is something blocking upwards movement & "glass" is that whatever the blocking it isn't immediately apparent.

• MENTORING: A process whereby an experience organizational member (a mentor) provides advice & guidance to a less-experience member.

- Provides instruction - Offers advice - Gives constructive criticism
- Helps build appropriate skills - Shares technical expertise
- Develops a high quality, close & supportive relation
- Keeps lines of communication open
- Knows when to "let-go" and let the protégé prove what he/she can do.

• **DIVERSITY SKILLS TRAINING:** Specialized training to educate employees about the importance of diversity & teach the skills for working in a diverse workplace.

• **EMPLOYEE RESOURCE GRP:** Groups made up of employees connected by some common dimensions of diversity.

Example: Kellogg Company, the cereal company, is a pioneer in workplace diversity. More than 100 years ago, the company founder employed women in the workplace & reached across cultural boundaries.

→ Individuals in minority often feel, they are invisible and unimportant to organization's scheme of things. ERG provides opportunities to these employees.

For eg: at Kellogg there is WOK (Women of Kellogg), YP (Kellogg Young Professional Empl. Reso. Grp)