I. DETAILED OUTLINE

Selecting case study and researching

Step 1: Find Case

Tips:

- **Where to find** the organizations and its issues:
    + **Online News Outlets:** Use search engines like Google to find news articles about the company. Keywords like "[Company Name] diversity issues" or "[Company Name] discrimination cases" can be useful.
    + **Social Media:** Check the company's social media profiles for any public discussions or campaigns related to diversity. Also, look at public sentiment in comments or posts.
- **Cross-Reference Information:** Cross-check facts from multiple sources to confirm accuracy.
- **Some pro-tip to find interesting cases**
    ○ Brainstorm a novel angle then research related cases using keyword searches on credible sites.
    For example:
        + Discrimination in hiring on the basis of sex, race and national origin at FedEx
        + Discrimination towards the disabled: Walmart's Case
        + Racial bias: The Coca-Cola Company Racial Discrimination
        + Gender bias in construction: Green JobWorks LLC's case
        + Harassment of LGBTQ+: University of Florida v. Raymond Rodrigues

Step 2: Select the Most Suitable Case

Tips:

- Crucial criteria for you to choose a case include:
    ○ Clearly define the marginalized group(s) experiencing discrimination
    For example:
    The Activision Blizzard case focuses on discrimination against specific groups - women, pregnant workers, and women of color at this game company.
        ■ Women make up only about 20% of the 9,500 employees (Liz 2021)
        ■ 700 reported incidents (Amanda, 2022)
    ○ Researchability - Sufficient accessible data (workforce diversity, policies, complaints)
    ○ Timeliness - Recent controversies provide real-world relevance
    ○ Creativity - Allows easy-to-think solutions and analysis

Content

A. Introduction

Suggested Flow:
- **First Slide: Presentation Title**
  - Choose a title that encapsulates the main theme of your presentation.
  - Reflect the focus on discrimination/bias in the organization.
  - List all group members' names in an easy-to-read format.
  - If applicable, include each member's specific role or contribution next to their name (e.g., Researcher, Analyst, Designer

<u>Example</u>: "Unveiling Shadows: Addressing Hidden Bias at Starbucks"

"Nguyen Van A – Analyst"

"Nguyen Van B – Research Coordinator"

"Nguyen Van C – Slide Designer"

- **Second Slide: Objectives of the Presentation**
  - Clearly state what the presentation aims to achieve.
  - Include the agenda

B. Raising the problems

Suggested Flow:
- **Third Slide: Brief Mention of the Organization and Issue**
  - State the name of the organization you are focusing on and a brief background of the organization (e.g., industry, size, location)
  - In one or two bullet points, briefly introduce the issue of discrimination/bias.

Example: Tesla's workplace discrimination against Black employees

Affected Individuals:
- Black employees at Tesla's Fremont factory.
- Specifically, former Tesla worker Owen Diaz, who was awarded $3.2 million in damages (Wiessner, 2023)

Clear Evidence: (Bellan, 2023)
- The U.S. Equal Employment Opportunity Commission (EEOC) filed a lawsuit against Tesla for tolerating widespread racial harassment of its Black employees.
- Black employees faced retaliation, such as increased scrutiny and potential firing, after reporting harassment.
- The lawsuit alleges violations of Title VII of the Civil Rights Act of 1964, and seeks damages, fines, and a permanent injunction against the responsible Tesla management, along with policies to protect Black workers in the future

- **Fourth Slide: Explaining The Problem**
  - Provide a detailed explanation of the discrimination or bias issue, such as gender bias, racial discrimination, or other forms of bias.
  - Include real-life examples or cases within the organization, with detailed data or statistics

<u>Example</u>: "[Organization Name] is a leading [Industry] company based in [Location], renowned for its [Core Value] but facing challenges in creating an inclusive workplace."

- Here are **3 key tips to focus on** when describing discrimination::

1. **Identify affected group**s - Note specific marginalized groups impacted like women, minorities, and pregnant workers

   For example:

   Black workers in the U.S. labor force - delayed promotions

   Especially those in transit, health care, and security fields, report experiencing more racial discrimination on the job and place a higher value on diversity, equity, and inclusion efforts in the workplace (Pew Research Center, 2023) with among Black workers, 51% say that being Black makes it harder to succeed where they work.

   => **Remember to link statements** with validated accounts, data, and reports

   Some **recommended sites** to find **data and statistics**:

- Catalyst - A non-profit organization focused on advancing women in the workplace. Their website includes research reports, statistics, case studies on the gender pay gap, women in leadership roles, bias, and barriers.

- Glassdoor - They produce **diversity and inclusion workplace reports** using employee reviews and company data. These highlight employee sentiment, diversity ratings, pay gaps, and inclusion controversies.

   -> Puts a human face on the problem.

2. **Spotlight acute areas** - Call out parts of the organization where issues are most prominent like events and leadership roles.

   For example:

   Black workers in the U.S. labor force - middle management roles

   In corporate America, women, particularly women of color, continue to face significant underrepresentation and barriers, especially in middle management roles (Field et al., 2023).

3. **Cite magnitude** - Use statistics on complaints, representation gaps, and compensation to show **scale.** Then, provide some bullet points of **consequences to show severity**

   For example

   Nearly half of black workers in the U.S. labor force experienced discrimination

   About 41% of Black workers say they have experienced discrimination or been treated unfairly by an employer in hiring, pay, or promotions due to their race or ethnicity (Pew Research Center, 2023)

   => Consequences:

   - **Impact on Wellbeing and Psychological Safety:** Discrimination in the workplace can deeply affect employees' perceptions of an organization's culture, their opportunities, and their sense of belonging (Maese, 2021)

   - **Cost of Disengagement:** Gallup estimates that the global economy loses $7 trillion a year due to disengagement, with highly disengaged companies bearing the most significant burden (Maese, 2021)

   Tips:

   - **On analysis of the consequences, consider**
       - **Comprehensiveness:** Ensure the section covers a range of consequences, from personal to professional, and from individual to systemic.

- **Evidence-Based**: Use credible sources and data to support your statements, suggested sites include [Gallup](#) or [Pew Research Center](#) to provide evidence-based insights,
- **Perspectives:** Include various viewpoints, such as those of affected employees, experts in the field, and organizational leaders.
- **Implications:** Discuss the broader implications for businesses, society, and policy.

- **Fifth Slide: Calling For Help**
  - Add a "Company Responses" section which has about 2-3 bullet points about how the company has/has not responded to solve the issue, for example how HR's failure to protect female employees' complaints and confidentiality resulted in retaliation,....

For example:
- HR's failure to protect female employees' complaints and confidentiality resulted in retaliation, including exclusion from projects and termination (Liz 2021)
- Activision failed to address sexual harassment, pay gaps, and discrimination against pregnant employees, neglecting corrective measures (Liz 2021)

- **Sixth Slide: Identifying Root Causes**
  - Analyze the factors contributing to the issue, such as biased hiring practices, lack of diversity in leadership, or an exclusionary culture.

- **Tips:**
  - Strategically choose 3-4 direct, data-backed root causes that can be logically deduced from the evidence and problem description provided.
  - Some angles to find root causes:
  + **Analyze the organizational culture and norms that enable discrimination to persist.**
    E.g. The prevailing workplace culture at Activision Blizzard has been described as fostering a "frat boy" environment that ultimately enables and normalizes sexual harassment and discrimination against women. "Multiple employee accounts detail inappropriate behaviors at work events referred to as "cube crawls", where male employees would drink and engage in sexually charged conduct around female coworkers" (Kotaku, 2021).
  + **Consider gaps in policies/training.**
    E.g. "Weak anti-discrimination policies and minimal training failed to prevent workplace misconduct."
  + **Compare industries - Contrast policies/cultures enabling discrimination in similar industries.**
  + **Research the gaps in the code of conduct**

Example: Organization Name: Activision Blizzard
- [Their code of conduct](#)
- Talking about their code of conduct gaps that haven't been strict or useful enough in preventing discrimination and harassment in the workplace:
    - **1.** No clear guidelines on how to report incidents of sexual harassment or discrimination
    - **2.** The company doesn't commit to investigating and addressing all reports of sexual harassment or discrimination appropriately.
    - **3.** The company doesn't ensure protection from retaliation

for reporters or participants in investigations.
- **4.** The company does not offer training to prevent sexual harassment and discrimination or promote a respectful, inclusive environment.

- **Seventh Slide: Reference Theoretical Concepts**
  - **Use course concepts** (e.g., reflexivity, groupthink, collective blindness,....) to explain how these root causes manifest in the organization.

  E.g. **<u>Groupthink</u>** among male employees contributed to dismissal of women's concerns.
  <u>Knowledge gaps</u> on appropriate conduct enabled harassment issues to persist, pointing to the role of ignorance.
  - **Cite data** indicating systemic issues.

  Example script for this part:
  Reflexivity, as a course concept, refers to the practice of self-awareness and critical self-examination in decision-making and actions. Unfortunately, within [Organization Name], we observe a distinct absence of reflexivity among key decision-makers and employees. This lack of self-awareness results in a failure to recognize and acknowledge inherent biases that influence their judgments and actions. For instance, during hiring processes, the interview panels often comprise individuals who share similar backgrounds and perspectives, leading to unconscious bias favoring candidates who fit the prevailing mold. This limited viewpoint perpetuates gender bias as it fails to consider the diverse skills and experiences that individuals from different backgrounds bring.

C. Raising the solutions

Ninth Slide: Proposing solutions
  - Include **at least 2 bullet points of solutions**

<u>Tips:</u>
- It is recommended that **you should only add 2-3 optimal solutions** to be thoroughly examined for such a short time of presentation
- Besides, the more detailed the better. From stating the solutions to linking them with practical frameworks and programs like SMART, or DEI training programs or building a structured action plan.

- **Tenth Slide Onwards: Detailed Solutions**
  For each solution, you should have a structure of at least 4 more slides to examine its application, whether it uses the course concepts you have studied and the effects that it brings
  -> Suggested structure for each solution:
  + **Slide 1: Course Concepts Application**
    - Include information and a detailed analysis of whether this solution applies some of your course concepts

- Include details of how course concepts are applied to optimize the solution

Example: You want to establish a clear Reporting Mechanism and Investigation Process, your slides could include:
- The application of 2 concepts:
  + **Psychological Economies (Berger & Luckman 1966)**
    Comparing the costs and benefits of reporting
  + **Tacit and Explicit knowledge (Pan and Scarbough 1999)**
    Sharing useful knowledge to prevent discrimination and harassment
- The effects of those concepts on this solution:
  + Establish an independent reporting and investigation system, in which:
    + Providing a safe environment for employees to speak out
    + Eliminating the barrier of reporting/speaking out in fear of retaliation

+ **Slide 2: Solution Real-life Details**
  - Include about 4-5 bullet points detailed solutions application for each individual/member of the board of management/department/….

Example: - Choose a platform to create a private group or a forum where employees can post their complaints anonymously.
  - The HR department must respond to any reported cases

+ **Slide 3: Solutions in Application**
  - Propose format/frameworks in which helps the solution to be actionable and useful for long-term usage

Example: For the solution of "Choose a platform to create a private group or a forum where employees can post their complaints anonymously", you should include on the slide what kinds of forums, on what format/sites and give examples of other organizations for reference like Facebook, Quora, Zalo or link with how other organizations are doing the same.

+ **Slide 4: Potential Effects**
  - Include details about which stakeholder will be affected (both positively and negatively) by the solution, e.g. the employees, the organization, the public.

Example: "Potential Effects" being written the header and given that the solutions being proposed is making a platform to create a private group or a forum where employees can post their complaints anonymously:

Employees	The organization	The public
Boost morale and productivity	More positive and productive workplace	Improve the company's reputation

II.   TIPS & TRICKS

- **Narrative Approach:** Structure your presentation as a story. Begin with a compelling introduction that outlines the problem, dive into analysis, and conclude with transformative solutions.
- **Engagement Techniques**: Use interactive elements like polls or hypothetical scenarios to engage your audience and illustrate points more vividly.
- **Visual Aids:** Utilize infographics and charts to make complex data more understandable.
- **Practice Delivery:** Rehearse your presentation focusing on clarity, pacing, and engagement. Ensure every team member is confident in their part.
- **Feedback Loop:** Prior to the final presentation, seek feedback from peers or mentors and refine your presentation based on their inputs.

III.   REFERENCES

For your assignment on analyzing discrimination against marginalized groups, here's a list of reliable and accessible references:

1. **U.S. Equal Employment Opportunity Commission (EEOC):**
   Website: www.eeoc.gov
   Provides detailed reports and statistics on various types of workplace discrimination.
2. **Pew Research Center:**
   Website: www.pewresearch.org
   Offers research on social issues, demographic trends, and public opinion.
3. **Catalyst:**
   Website: www.catalyst.org
   Focuses on research related to women in the workplace, including studies on gender discrimination and leadership.
4. **American Civil Liberties Union (ACLU):**
   Website: www.aclu.org
   Provides information on legal cases and issues related to civil rights, including LGBTQ+ rights.
5. **McKinsey & Company:**
   Website: www.mckinsey.com
   Publishes reports on diversity and inclusion in the corporate world.
6. **Glassdoor**:
   Website: www.glassdoor.com
   Offers employee reviews that can provide insights into a company's culture and diversity practices.
7. **Harvard Business Review**:
   Website: hbr.org
   Provides articles and studies on organizational behavior, leadership, and workplace diversity.
8. **The Williams Institute at UCLA School of Law:**
   Website: williamsinstitute.law.ucla.edu

Offers research on sexual orientation and gender identity law and public policy.

9. **National Center for Transgender Equality:**
   Website: transequality.org
   Provides resources and information on issues affecting transgender people.

10. **Society for Human Resource Management (SHRM):**
    Website: www.shrm.org
    Offers resources and articles on human resource management, including diversity and inclusion.