

Recommendations for Managing Diversity

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WHAT'S COVERED

In this lesson, you will learn what organizations can do to ensure applicants, employees, and customers from all backgrounds are valued. Specifically, this lesson will cover:

1. Interview Selection Process

Organizations that are committed to equality and inclusion must take steps to combat the examples of discrimination and harassment that have been covered in this challenge. And they must take steps to make diversity a goal in the pre-employment stages as well as in the post-employment stages. Anyone with managerial or supervisory responsibilities should pay careful attention to hiring and performance-rewarding practices, and make sure to rely on relevant information for making decisions and ignore race-based stereotypes.

To ensure fairness for all applicants, organizations should use **highly structured interviews** during the selection process to avoid bias based on race or gender (McCarthy et al., 2010). Highly structured interviews consists of the following 15 characteristics: "(1) job analysis, (2) same questions, (3) limited prompting, (4) better questions, (5) longer interviews, (6) control of ancillary information, (7) limited questions from candidates, (8) multiple rating scales, (9) anchored rating scales, (10) detailed notes, (11) multiple interviewers, (12) consistent interviewers, (13) no discussion between interviews, (14) training, and (15) statistical prediction (McCarthy et al., 2010; Palmer & Champion, 1997)." Similarity bias can occur when interviewers prefer interviewees with whom they share similar traits. Organizations can mitigate this challenge if all 15 characteristics of a structured interview are used consistently with each job applicant.



REFLECT

How can managers ensure fairness in the interviewing and selection process regarding diversity?



TERM TO KNOW

Highly Structured Interviews

Interviews that can be structured objectively to remove bias from the selection process.

2. Diversified Mentoring Relationships

Thanks to the rapid growth of international travel and globalization, managers are often called upon to manage a workforce that is increasingly diverse. Research has shown that racially and ethnically diverse firms have better financial performance than more homogeneous firms, because, as mentioned, employees from different backgrounds and with different experiences can give the firm a competitive advantage in various ways. It is necessary, however, that managers and those in positions of power are adequately equipped to manage diverse workforces in ways that are beneficial to all. **Diversified mentoring relationships** are relationships in which the mentor and the mentee differ in terms of their status within the company and within larger society. The differences could be in terms of race, gender, class, disability, sexual orientation, or other status. Research has found that these types of relationships are mutually beneficial and that the mentor and the mentee both have positive outcomes in terms of knowledge, empathy, and skills related to interactions with people from different power groups (Young et al., 2017).



TERM TO KNOW

Diversified Mentoring Relationships

Relationships in which the mentor and the mentee differ in terms of their status within the company and within larger society.

3. Visible Leadership

Another key to ensure that employees are treated fairly is utilizing appropriate leadership strategies (Thoms & Ely, 1996). Leadership must sincerely value a variety of opinions, and organizational culture must encourage openness and make workers feel valued. Organizations must also have a well-articulated and widely understood mission and a relatively egalitarian, non-bureaucratic structure. Having such a work environment will ensure that the attitudes and values of employees are aligned with those of the organization. In this way, culture serves as a control mechanism for shaping behaviors.



REFLECT

What is the role of leadership regarding diversity?

4. Strategies for Employees

Individuals can increase positive employment outcomes by obtaining high levels of education, because for all groups, education is a predictor of employment and increased earnings. Individuals can also seek employment in larger firms, which are more likely to have formal hiring programs and specific diversity provisions in place. Individuals of any race or ethnic background can also take steps to eliminate discrimination by being aware of their own personal stereotypes or biases and taking steps to challenge and address them.



SUMMARY

In this lesson, you learned what organizations can do to ensure applicants, employees, and customers from all backgrounds are valued. You learned about the importance of the **interview selection process** and how organizations should consistently use the 15 characteristics of **highly structured interviews** during the selection process to avoid bias based on race or gender. You learned that **diversified mentoring relationships** are a useful tool for managers and those in positions of power to

manage a workforce that is increasingly diverse, and that **visible leadership** is another key to ensure that employees are treated fairly. You also learned about several **strategies for employees** to increase positive employment outcomes, such as obtaining high levels of education and seeking employment in larger firms with structured hiring programs and diversity provisions.

Best of luck in your learning!

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TERMS TO KNOW

Diversified Mentoring Relationships

Relationships in which the mentor and the mentee differ in terms of their status within the company and within larger society.