



BUS 1370 : Principles of Management

Lesson 12

Diversity and Management

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Learning Outcomes

- Understand the meaning of Diversity and Inclusion.
- Examine how Diversity has challenged the traditional management practices in organisations.
- Identify the importance of managing Diversity and practicing inclusivity in organisations.

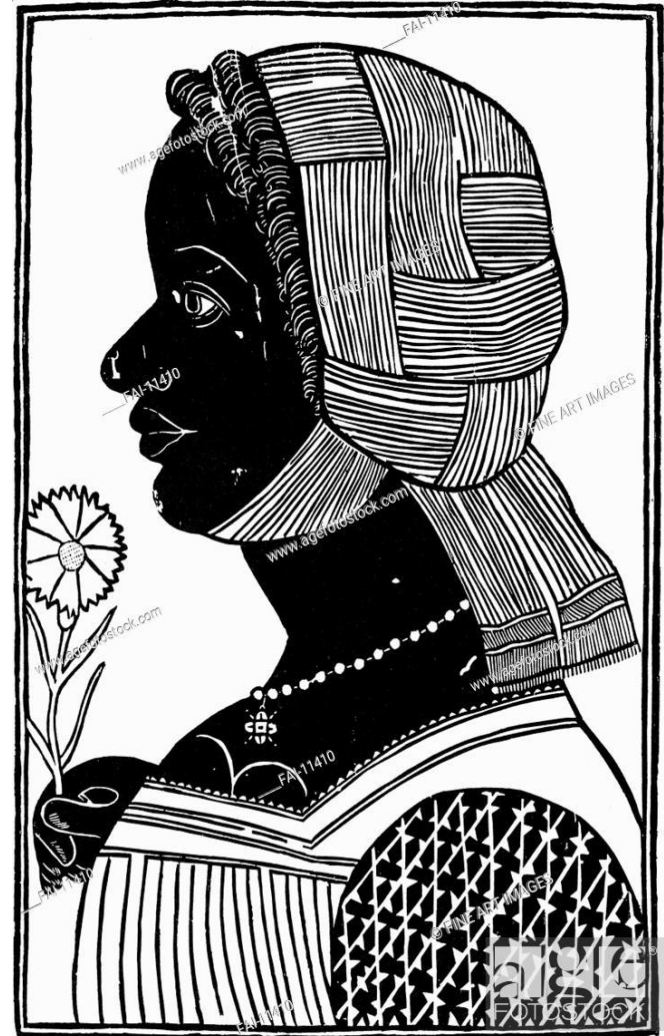


*An individual has not started living until he can
rise above the narrow confines of his
individualistic concerns to the broader
concerns of all humanity.*

Martin Luther King, Jr.

A Negro Woman

*carrying a bunch of marigolds
wrapped
in an old newspaper:
She carries them upright,
bareheaded,
the bulk
of her thighs
causing her to waddle
as she walks
looking into
the store window which she passes
on her way.
What is she
but an ambassador
from another world
a world of pretty marigolds
of two shades
which she announces
not knowing what she does
other
than walk the streets
holding the flowers upright
as a torch
so early in the morning.*



Source: Google images

-William Carlos

What is Diversity?

Diversity is dissimilarities—differences—among people due to age, gender, race, ethnicity, religion, sexual orientation, socioeconomic background, education, experience, physical appearance, capabilities/disabilities, and any other characteristic that is used to distinguish between people.

(George & Jones, 2009, p. 171)

Why Diversity Matters in Contemporary Organisations?

- Gender at workplace
- Aging population
- Ethnic minorities / Social class / Religion / Caste / Sexual orientation/ Rural vs. Urban / Language differences / Technical competency / Access to communication / Different abilities

Gender Diversity

- The French philosopher Simone de Beauvoir (2014) has said, in her book, *The Second Sex*, that "one is not born, but rather becomes a woman." This now famous statement is at the heart of the way we understand gender today.
- The WHO (2022) states that "gender refers to characteristics of women, men, girls, and boys that are socially constructed while sex refers to those that are biologically determined".

Sexual Identities

- Human sexuality is the way in which we experience and express ourselves as sexual beings (Rathus et al., 1993).
- A key challenge in contemporary society is to understand that there are many ways in which humans express their sexuality and that accepting mutual and respectful forms of sexual expression are an important part of living with diversity.

Class

- Social class is commonly thought of as "a social relation determined by a group's place or function in the process of production. Social class is also understood in terms of social status, and members of a class may move upward in the class hierarchy."
- Class is a social relation between people with competing economic interests. They form their identity through their common belonging to a class. Therefore, it is important to know that people from different classes do not represent some innate cultural quality, but a social relation that is linked to various cultural ideas about different groups with contradictory economic interests.

Caste

- The encyclopedia Britannica defines caste as “any of the ranked, hereditary, endogamous social groups, often linked with occupation, that together constitute traditional societies in South Asia.”
- A key challenge in contemporary society is understanding caste differences and creating social spaces that are inclusive of people with different caste identities.

Language as identity

- All human societies are based on the language(s) their members use to communicate with each other.
- In ancient times, a person was only exposed to one language, at best. We have heard of learned people in the past who spoke several languages, but they were rare and belonged to an uncommon breed of cosmopolitan scholars.
- However, in the modern world, being at least bilingual has become an everyday need. We come into contact with people who speak different languages both face to face and in virtual environments. As a result of colonization and globalization, some languages have become the languages of education, commerce and trade. Thus, it is nearly impossible to remain monolingual in the modern world.

How Diversity Challenges Conventional Management Practices?



Managing Diversity?

Managing diversity is maximizing the ability of all employees to contribute to organisational goals and to achieve their full potential unhindered by group identities such as race, gender, nationality, age and departmental affiliations.

(Cox, 2010)

What is Inclusion?

the thread that holds us together

Inclusion involves bringing together and harnessing diverse forces and resources in a way that is beneficial. Inclusion puts the concept and practice of diversity into action by creating an environment of involvement, respect, and connection—where the richness of ideas, backgrounds, and perspectives are harnessed to create business value and overall success.

(University of Wisconsin)

What is the difference between Diversity & Inclusion?

- Diversity is simply a representation of many different types of people (gender, race, ability, religion, etc.)
- Diversity often focuses on the differences and is referred to as “the mix.”
- Inclusion is the deliberate act of welcoming diversity and creating an environment where all different kinds of people can thrive and succeed.
- Inclusion is the act of "making the mix work."

What is the difference between Diversity & Inclusion? (Contd.)

- Diversity is what you have. Inclusion is what you do.
- Simply having a diverse group, team, workforce, classroom, etc., is not enough.
- Everyone should feel safe and encouraged to fully participate and share and be on equal footing as everyone else.

(University of Wisconsin)

Obstacles for Managing Diversity

- Prejudice
- Discrimination
- Stereotyping
- Ethnocentrism
- Lack of understanding about diversity and inclusion – Perceiving diversity and inclusion as a challenge but not as a strength

How to Overcome the Obstacles

Developing awareness (mind-set change)
about the strengths/advantages of
appreciating diversity and accommodating
for inclusion

Appreciating Diversity and Practicing Inclusion – PUMA Brand Ambassador for Body Wear and Swim Wear



15 May 2024

Appreciating Diversity and Practicing Inclusion – PUMA Brand Ambassador for Body Wear and Swim Wear

Winnie Harlow

“I hope I am helping to open the door a little further for someone else to get through. My mentors have done that for me and it’s my ambition to do the same for others as I grow in my career. I want to continue to help champion confidence, **inclusivity and acceptance**”

- Winnie Harlow -

A Sri Lankan Example; Breaking the Stereotypes



Sources: <https://www.facebook.com/barefootceylon/photos/a.206273828400/10159069351903401/>
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Questions *and* Discussion