



# Managing Diversity in the Workplace

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Keys to Leadership Success

Hire ❖ Develop ❖ Retain

## Managing Diversity in the Workplace

The diversity training movement has been around for decades. In the 60's, companies often dealt with issues of diversity using a confrontational, encounter-group style. In the 70's came the introduction of "sensitivity" training and affirmative action. In the 80's, companies began to value differences. Today, companies are moving toward managing diversity, a process by which a company, not the employees, makes the effort to embrace differences.

Ground Rules Today and EVERYDAY!

*Respect!*



## Introductory Activity



# identity

## DEFINE

CULTURE – \_\_\_\_\_

\_\_\_\_\_

DIVERSITY – \_\_\_\_\_

\_\_\_\_\_

INCLUSION – \_\_\_\_\_

\_\_\_\_\_



## DEFINE

Stereotypes - \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

*Have you ever been stereotyped?*

How did you feel? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What did you do? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

View Video, then in groups discuss  
"The fear of the single story"



Prejudice: \_\_\_\_\_  
\_\_\_\_\_

Disparate Treatment and Impact: \_\_\_\_\_  
\_\_\_\_\_

Microaggressions: \_\_\_\_\_  
\_\_\_\_\_

Compassion: \_\_\_\_\_  
\_\_\_\_\_

Empathy: \_\_\_\_\_  
\_\_\_\_\_

Sensitivity: \_\_\_\_\_  
\_\_\_\_\_



**DISCRIMINATION** — Denial of opportunities and equal rights to individuals based on group membership. There are federal laws to prohibit this action.

- Title VII of the Civil Rights Act:
- Equal Pay Act:
- Age Discrimination Act:
- Americans Disabilities Act or ADA:
- Genetic Information Act:



## The Legal View:

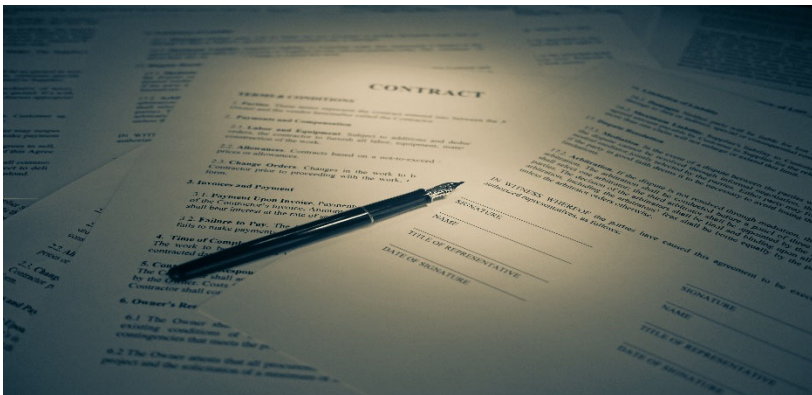
### EEOC: Equal Employment Opportunity Commission

This agency enforces statutes to PREVENT employment discrimination based on protected class.

What is a protected class?

A protected class is a characteristic which cannot be targeted for discrimination.

- Age
- Sex
- Race
- Color
- Religion
- Disability
- Sexual Orientation
- National Origin
- Veterans
- Genetic Information





## **What Does Managing Diversity Really Mean?**

- Creating an environment that enables all participants to pursue organizational goals.
- With this approach in mind, organizations can move beyond race and gender issues and look at how all differences affect working relationships.
- Managing diversity looks at corporate culture, whereas the other approach is geared toward changing personal bias.
- An individual can be free of bias, and still not know how to manage a diverse work team.
- It is the organizations actions that aim to promote greater inclusion of employees from different backgrounds into an organization's structure.

## **Characteristics of Diversity Management**

### **Voluntary**

Unlike legislation that is implemented through sanctions, diversity management is a voluntary organizational action. It is self-initiated by organizations with a workforce from different ethnicities, religions, nationalities, and demographics. There is no legislation to coerce or government incentives to encourage organizations to implement diversity management programs and policies.

### **Provides tangible benefits**

Unlike in the past when diversity management was viewed as a legal constraint, companies use the diversity strategy to tap into the potential of all employees and give the company a competitive advantage in its industry. It allows each employee, regardless of his/her race, religion, ethnicity, or origin to bring their talents and skills to the organization. A diverse workforce enables the organization to better serve clients from all over the world since diverse employees can understand their needs better.



## **Best Practices of Diversity Management**

Organizations can implement these best practices to maintain a competitive business advantage and also capitalize on the potential of its diverse workforce. The following are the best practices that an organization can implement:

### **Commitment from top management**

Workforce diversity can succeed if it is adopted by a shared vision within the company's top management. The senior executives of an organization are responsible for policy formulation, and they can promote or eliminate workplace diversity depending on the policies they make. When the senior management fails to show commitment to implementing the diversity strategies, the diversity plan becomes severely limited.

### **Identify new talent pools**

In an organization where more people are leaving the workforce than are being hired, management must immediately employ fresh talents. Most companies prefer traditional new-employee sources, such as competitor organizations and graduate schools, to recruit the best talent.

Companies should look beyond the traditional new-hire sources and explore other talent pools, such as veterans exiting the military, minority groups, and talents from other regions or countries. Hiring individuals with diverse skills and knowledge can help companies to deliver better quality services to a global client base.

### **Provide a safe avenue for dialogue on diversity-related issues**

Organizations should create resource groups where employees from similar backgrounds can connect and communicate their concerns in a safe environment. People from minority groups often feel isolated from organizations and may, therefore, increase employee turnover.

Creating avenues for mentorship, networking, and socializing helps to increase employee engagement and performance levels. Successful staff



members can demonstrate how they found success within the organization and mentor new staff members.

## **Make diversity part of the company's objectives**

An organization that practices workforce diversity should not shy away from letting the world know that the organization embraces diversity and works with people from all backgrounds. The organization can start by encouraging and supporting its staff who volunteer in different causes such as a disability walk or an HIV/AIDs awareness forum.

It can sponsor fund drives to raise funds to support vulnerable and underrepresented populations. The organization can also offer internships and scholarships to minority groups.

## **Distinguish between diversity and affirmative action**

Various governments around the world have implemented affirmative action programs to provide opportunities for women and other minority groups. While such affirmative action's complement diversity, organizations should make a distinction between affirmative action and diversity.

Diversity is proactive rather than reactive, and it requires a change in the organization. People from diverse cultures, backgrounds, and beliefs bring a range of work styles, thoughts, and perspectives that an organization can use to improve efficiency and encourage creativity in product development.



## **Challenges in Managing Diversity**

- Individual vs Group Fairness
- Resistance to Change
- Resentment
- Group Cohesiveness
- Interpersonal Conflict
- Segmented Communication Networks
- Backlash
- Retention
- Competition for Opportunities



## Diversity Commitment

Valuing diversity – creating a work environment that respects and includes differences, recognizing the unique contributions that individuals with many types of differences can make and maximize the potential of all employees.

Diversity is anything that sets one individual apart from another.

It is about including ideas, backgrounds and opinions in the mix when making decisions, developing, and generating new ideas and solutions to our intentional challenges, and to our internal and external customers.

Diversity **is not** compliance. This makes it to be a burden one you or your organization.

Diversity **is not** about special treatment or charity for certain groups of people. However, it is about RESPECT.



## Where Do We Start?

- By understanding what diversity is and by becoming more aware of it as an area of opportunity.
- By thinking about diversity in recruitment, in development of talent, in mentorship, in communications, and in our partnerships.

We must start somewhere so let's try this.

## Developing a P-DAP

- What 2 things can you do in a week?

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- What 2 things can you do in a month?

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- What 2 things can you do in a year?

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Diversity is the one true thing we have in common. Let's celebrate it every day!

Thank you!



**Corporate Membership**

**Compensation**

**Compliance**

**Background Screening**

**Recruiting & Talent Acquisition**

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