

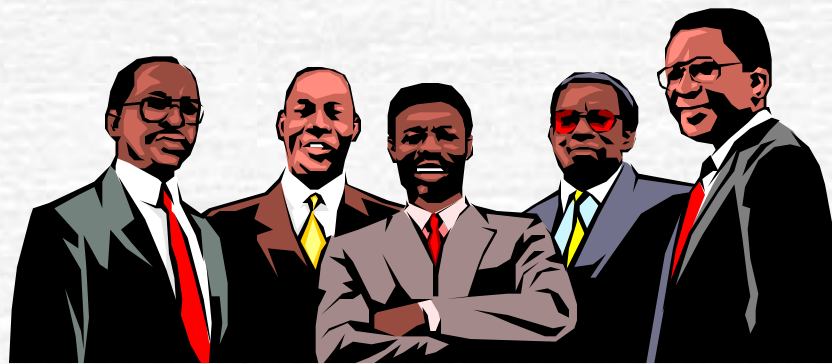
Chapter 14

Diversity Management



Old Boys' Network

Set of informal relationships among male managers providing increased career advancement opportunities for men and reinforcing a male culture.



Glass Ceiling

Invisible, but real obstructions to career advancement of women and visible minorities, resulting in frustration, career dissatisfaction, and increased turnover.



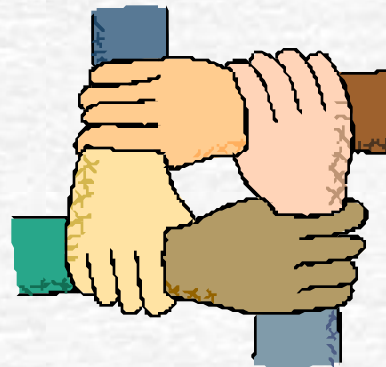
Workplace Diversity

Includes important human characteristics that influence values, perceptions of self and others, behaviours, and interpretations of events.



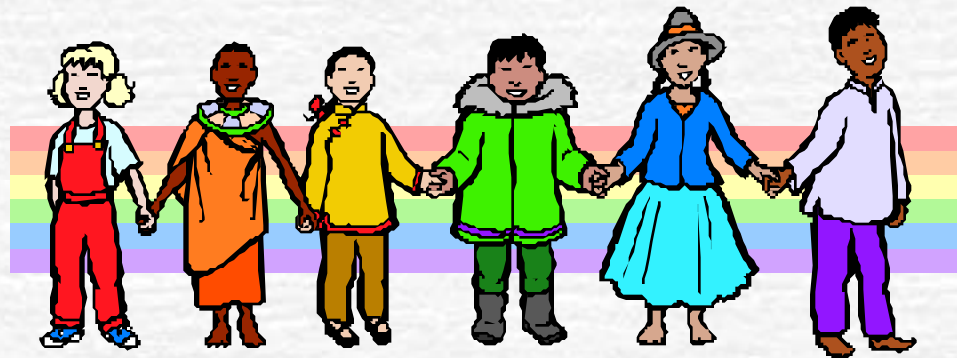
Core Dimensions of Diversity

Age, ethnicity and culture, gender, race, religion, sexual orientation, and capabilities.



Secondary Dimensions of Diversity

Education, status, language and income levels



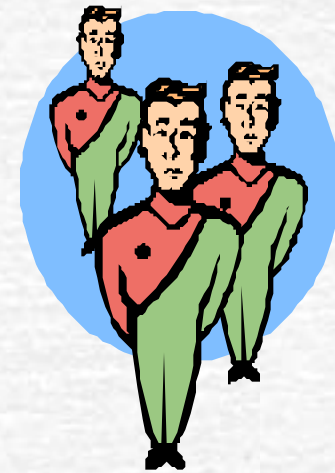
Managing Diversity

Ability to manage teams made up of members with different cultural values.



Stereotyping

The process of using a few observable characteristics to assign someone to a preconceived social category.



Strategic Importance of Diversity Management

- Changing Workforce
- Importance of Human Capital
- Diversity as a Competitive Advantage
- Paradigm Shift
- Increasing Role of Work Teams





A Comparison of Traditional and New Paradigms

Traditional

- Organizational success is linked to standardization
- Diversity is a cost
- Rules and policies are to be shaped by senior executives
- Emphasis on “masculine” values of competitiveness, aggressiveness, and individuality
- Change employed behaviours and attitudes to suit the organization’s culture

New

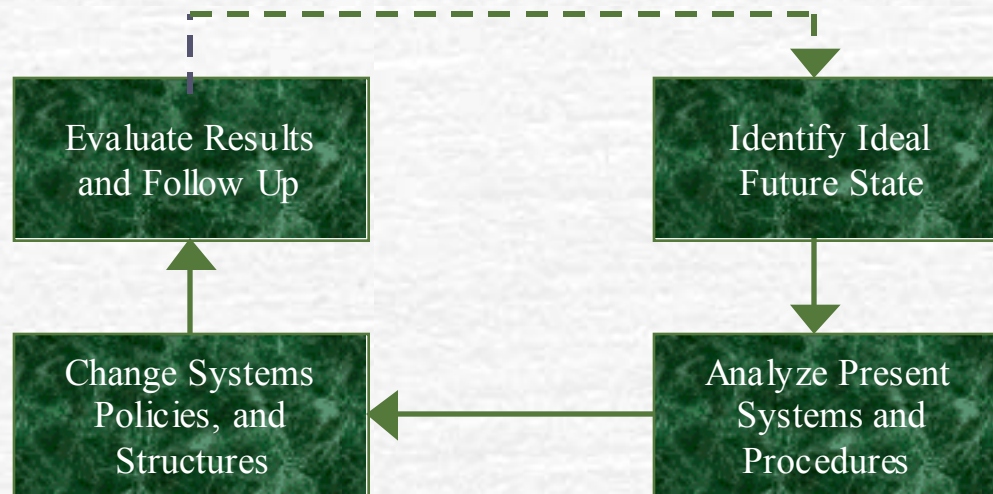
- Success is linked to individual’s contribution
- Diversity is a competitive advantage
- Rules and policies are to be shaped to satisfy the customer and the employee
- Recognition that “feminine” values of openness, flexibility, and relationship orientation are equally important for organizational success
- Modify organizational culture to suit the needs of the employees



Stages of Diversity Management

- Diversity Under Duress
- Leveling the Playing Field
- Tilting the Playing Field
- Valuing Diversity
- Managing Diversity

Steps in Managing Diversity



Change Systems, Procedures, and Practices

- Senior Management Commitment
- Establishment of a Diversity Committee
- Education and Retraining
- Wide Communication of Changes
- Evaluate Results and Follow-up





Systems and Practices Requiring Modification During a Diversity Effort

- Recruitment and selection processes and criteria
- Orientation
- Work assignments
- Performance management
- Reward systems
- Employee communication systems
- Training
- Career and management development policies and programs
- Employee counselling practices
- Benefits policy
- Group and team practices
- Leadership skills and practices
- Job descriptions and specifications

Diversity Audit

Audit to uncover underlying dimensions, causes, interdependencies, and progress-to-date on diversity management matters.



Current Industry Practices to Aid Diversity

- Diversity Training Programs
- Mentoring Programs
- Alternate Work Arrangements
- Apprenticeships
- Support Groups
- Communication Standards





Diversity Challenges for Global Firms

- Recruitment and Selection of Personnel
- Orientation, Training, and Development
- Performance Appraisal
- Compensation Decisions
- Sensitizing Employees to Cultural Differences