Diversity in the Workplace

- What is Workplace Diversity?
- Accepting Diversity in the Workplace
- Managing Diversity in the Workplace
- The Importance of a Diverse Workforce
- Identifying Top Talent – Recruiting from a Diverse Pool of Candidates
- Interviewing, Hiring, Onboarding, Retaining Top Talent and Exiting.
- HR Issues Around Not Hiring a Diverse Group of Talent
- Compliance, Discrimination, Diversity
Diversity was traditionally defined in terms of race, national origin, sex and disability.

Today however, diversity encompasses a wider range of differences and similarities throughout the workplace and the overall population.

Diverse groups in the multigenerational workforce include traditionalists to Generation Y workers; there are differences in sexual orientation that some feel represents diversity pertaining to personal and family values.

Diversity in work styles or religion can also present challenges in scheduling and work rules to accommodate workers whose culture prohibits them from working certain days or times, or requires clothing that differs from your company's dress policy.

These are just a few of the issues that diversity in the workplace presents for business owners, managers and employees.
“Our preconceived theories and images determine what we see, what we do, and what we accomplish.”

–Bowman & Deal, 2003
What Does Diversity Look Like

Current Workforce Generations
*Source: PMI Online May / June ’11

<table>
<thead>
<tr>
<th>Generation</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Traditionalists</td>
<td>3%</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>37%</td>
</tr>
<tr>
<td>Generation Y / Millennials</td>
<td>38%</td>
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<tr>
<td>Generation X</td>
<td>32%</td>
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Generational Management

- 26-30: Mature Judgement
- 26-35: Ambitious Enthusiasm
- 51-70: Sage Philosophical
- 16-25: Fresh Ideas
Diversity in the Workplace

- Interaction with co-workers of varied cultures, races and generations provides your work force with an exposure they might never have had if they were not employed with your company.

- Diversity can enlighten your staff and encourage colleagues to explore alternative ways of developing interpersonal relationships.

- Learning different work styles and understanding communication differences among co-workers.

- A diverse workplace enables you to broaden your client base.
Managing Diversity in the Workplace

- To manage diversity you need to create a workplace that encourages every person in the company to succeed.

- Base promotions and raises on the employee's performance and her contribution to the company.

- The University of California, San Francisco's Human Resources Department suggests that people should be treated in ways they would like to be treated.

- Train your managers to be sensitive to the way each employee gauges respect, and use that form of respect as recognition for those employees.

- Offer the same opportunities for advancement to all employees through on-site training, the availability of company resources and through a mentor program that gives new employees access to veteran employees for advice and guidance.
The Importance of a Diverse Workforce

Advantages VS Disadvantages
Advantages

A benefit of a diverse workforce is the ability to tap into the many talents which employees from different backgrounds, perspectives, abilities and disabilities bring to the workplace.

An impressive example of this is found on the business cards of employees at one Fortune 100 technology company.

Employees at this company have business cards that appear normal at first glance. Upon closer inspection, the raised Braille characters of employee information are evident.
Ability to Identify Top Talent

- Recruiting from a diverse pool of candidates can launch a company operationally, financially and culturally.
- A diverse body of talent with fresh ideas and perspectives is one of the essential ingredients to a company's long-term success.

Food for Thought: As you look around your office, is everyone just like you? Probably not.

- The demographics of the American workforce have changed dramatically over the last 50 years.
  - In the 1950s, more than 60% of the American workforce consisted of white males, typically the sole breadwinners in the household, expected to retire by age 65 and spend their retirement years in leisure activities.
  - Today, the American workforce is a better reflection of the population with a significant mix of genders, race, religion, age and other background factors.
SUMMARY OF HOW DIVERSITY ARRIVED
From the aftermath of a 50+ year evolution

<table>
<thead>
<tr>
<th>Model</th>
<th>Ideology</th>
<th>Focus</th>
<th>Driver</th>
<th>Benefits</th>
<th>Foundation</th>
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<tbody>
<tr>
<td>Affirmative Action</td>
<td>Remedial</td>
<td>Equal opportunity</td>
<td>Laws</td>
<td>Targeted groups</td>
<td>Assimilation model</td>
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<tr>
<td>Valuing Diversity</td>
<td>Idealistic</td>
<td>Appreciation of differences</td>
<td>Ethics</td>
<td>All employees</td>
<td>Diversity model</td>
</tr>
<tr>
<td>Managing Diversity</td>
<td>Practical</td>
<td>Building skills and changing policies</td>
<td>Corporate strategy</td>
<td>The organization and all employees</td>
<td>Synergy model</td>
</tr>
<tr>
<td>High Performance</td>
<td>Inclusive</td>
<td>Growth, continual change, and tangible impact</td>
<td>Globalization and demographics</td>
<td>The organization, all employees, shareholders, vendors, and other partners</td>
<td>Integrated business model</td>
</tr>
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</table>
Disadvantages

- Many companies face challenges around building a diverse environment.
- Part of the reason is placing employees in a different silos based on their diversity profile.
- In the real world, diversity cannot be easily categorized.
- Those organizations that respond to human complexity by leveraging the talents of a broad workforce will be the most effective in growing their businesses and their customer base.
- Those who continue to demonstrate the inability to maximize their talent will experience minimal growth.

Food for Thought: If an employee is female, over 50, Hispanic, and an atheist, under what diversity category does this employee fall? Gender, generational, global or religious?
Compliance, Discrimination, Diversity

- Workplace diversity is more than “good faith” efforts, it is supported by federal and state laws that forbid discrimination in all areas of employment, including hiring and firing, pay practices, promotions, training and job assignments.

- Title VII of the federal Civil Rights Act of 1964 states that it is illegal to discriminate against someone because of race, color, religion, national origin or gender.

- The Age Discrimination in Employment Act of 1967 protects those who are 40 and older.

- The Americans with Disabilities Act of 1990 protects a qualified person from job discrimination because of a disability.

- The Equal Employment Opportunity Commission enforces the federal laws, and individual states have their own anti-discrimination laws.
Developing Diversity Guidelines

- Link diversity to the bottom line – When exploring ways to increase corporate profits, look to new markets or to partnering with your clients more strategically.

- Walk the talk – If senior management advocates a diverse workforce, make diversity evident at all organizational levels. If you don't, some employees will quickly conclude that there is no future for them in your company.

- Broaden your efforts – As baby boomers age and more minorities enter the workplace, the shift in demographics means that managing a multi-generational and multi-cultural workforce will become a business norm.

- Measure your results. Conduct regular organizational assessments on issues like pay, benefits, work environment, management and promotional opportunities to assess your progress over the long term.

How do you measure the impact of diversity initiatives at your organization?
What to Think About?

How to promote and advance excellence in organizational or institutional leadership, training and development, and representational diversity.

What to Know About?

Identifying optimal practices to manage and mature organizational behavior. Cultivating new behaviors into everyday life of the institution.
What to Value?

- Integrated social and professional networks.
- Enhanced and sustainable development programs.
- Sustainable and effective internal and external relationships.
- Improved workplace environment: demonstrated care and safety mechanisms.
- Employee empowerment to be an integral component of the organizations success and capstone experiences.
- Participation in significant transformative experiences which prepare employees for civic responsibility and global awareness.
What Does it Matter?

- Leaner institutions/organizations attract better talent.
- Better talent contributes heavily to the bottom line.
- ROI from employee investment is exponential.
- Costs of law suits, low moral, conflict, absenteeism, incompetence, etc. are exponential.
- Breakthrough thinking is the hallmark of diverse perspectives and the edge over competition.
The New Diversity

Diversity is no longer just a black/white, male/female, old/young issue. It is much more complicated and interesting than that.

In *The Future of Diversity and the Work Ahead of Us*, Harris Sussman says, "Diversity is about our relatedness, our connectedness, our interactions, where the lines cross. Diversity is many things – a bridge between organizational life and the reality of people's lives, building corporate capability, the framework for interrelationships between people, a learning exchange, a strategic lens on the world."
Most Important!
Workplace Diversity is about relationships and what YOU do starting today.

DON’T EXPECT TO BE SUCCESSFUL BY LUCK, BUT BY INTENT and PERSISTENCE