Diversity and Why It Matters

After reading this section, you should be able to:

1. describe diversity and explain why it matters.
Diversity: Differences That Matter

Diversity Is Not Affirmative Action

How to Build a Business Case for Diversity

Diversity Is Not Affirmative Action

- Broad focus
- May exist without a program
- Not legally based
- Create a positive work environment
- Generally accepted

Affirmative Action

- Narrow focus
- A purposeful, established program
- Legal requirement
- Compensate for past discrimination
- Controversial

Controversy: Does diversity need help?

- A study in the Journal of Public Economic Theory concludes that a ban on affirmative action may result in a 35 percent drop in enrollment at competitive colleges by underrepresented minorities.
- Under a ban, minority students with good SAT scores may be more likely to attend less competitive schools.
- Moreover, the average SAT score among all students at competitive schools may decrease because competitive schools will still look for minority students to achieve a "critical mass." But, under a ban, they may look geographically (e.g., to low-income neighborhoods) rather than by SAT score. As a result, competitive colleges may lose the highest caliber minority students.

**Affirmative Action Programs**

*The purpose of affirmative action programs is to...*

- compensate for past discrimination
- prevent ongoing discrimination
- provide equal opportunities to all, regardless of race, color, religion, gender, or national origin

**General Purpose of Diversity Programs**

*To create a positive work environment where...*

- no one is advantaged or disadvantaged.
- "we" is everyone.
- everyone can do his or her best work.
- differences are respected and not ignored.
- everyone feels comfortable.

**Diversity Makes Good Business Sense**

- Cost Savings
- Attracting and Retaining Talent
- Driving Business Growth
Diversity Makes Good Business Sense

**Cost Savings**
- Reduces turnover
- Decreases absenteeism
- Avoids expensive lawsuits

**Attracting and Retaining Talent**
- Attracts better *and* more diverse job applicants
- Results in higher stock market performance
- Encourages workers to stay

**Driving Business Growth**
- Improves understanding of the marketplace
- Improves quality of problem solving
Diversity and Individual Differences

After reading these sections, you should be able to:

2. understand the special challenges that the dimensions of surface-level diversity poses for managers.
3. explain how the dimensions of deep-level diversity affect individual behavior and interactions in the workplace.

Surface and Deep-Level Diversity

Surface-Level Diversity
- Age
- Gender
- Race/Ethnicity
- Physical Disabilities

Deep-Level Diversity
- Values/Beliefs
- Family/Background
- Race/Ethnicity

Copyright © 2011 by Cengage Learning. All rights reserved.
Age

- Treating people differently because of their age
- Performance does not decline with age
- Older employees show better judgment and are less likely to quit, show up late, or be absent
- Age discrimination is more pervasive than managers think

Benefits of Age Diversity Show Through at Disney

Disney recognizes the value of employees of all ages. Younger employees just out of college often have a lot of technological savvy to offer. Disney has developed a two way mentoring program where the older more experienced workers come alongside the new recruits and the new recruits, in return, can help get workers who have been out of school for a while up to speed on the latest programs and design software.

Sex

- Treating people differently because of their sex or gender
- Glass ceiling
  - invisible barrier that keeps women and minorities from advancing to the top of the organization
- Can be diminished by:
  - mentoring
  - stopping unintentional behavior
Sex

Women’s Earnings as a Percentage of Men’s, 1979-2008

2.2

Women at Fortune 500 and 1000 Companies

2.2

Race / Ethnicity

• Treating people differently because of their race or ethnicity
• Employment disparities do exist
• Legislation has lessened the problem
• Reduce by:
  – eliminating unclear selection and promotion criteria
  – training managers who make hiring and promotion decisions

2.3
Mental or Physical Disabilities

- A disability is a mental or physical impairment that substantially limits one or more major life activities.
- Disability discrimination occurs when people are treated differently because of their disabilities.
- **Reduce by:**
  - educating to address incorrect stereotypes
  - committing to reasonable workplace accommodations
  - recruiting qualified workers with disabilities

Reasonable Accommodations for Disabled Workers

- **Physical changes**
- **Quieter workspace**
- **Training and other written materials**
- **TTYs for use with telephones, computer hardware, and software**
- **Time off for treatment**

Socio-Economics Diversity

Can the model of surface- and deep-level diversity accommodate socio-economic difference as a metric? Why or why not?
Incorporating Religion into the Mix

In Canada, McGregor Jackman, a bus driver for the York Region’s VIVA public transportation system, was sent home for the organization’s violating dress code by refusing to take off his kufi, a brimless cap often worn by Muslims as part of their religious observance. Said Jackman, “I just want to go back to work and take care of my family. I just want to be a Muslim and do my job.”

Deep-Level Diversity

“Big Five” Dimensions of Personality

Other Work-Related Aspects of Personality

Big Five Dimensions of Personality

Extraversion

Emotional Stability

Agreeableness

Conscientiousness

Openness to Experience
Work-Related Personality Dimensions

- **Authoritarianism**
  - the extent to which an individual believes there should be power and status differences

- **Machiavellian Tendencies**
  - believe that virtually any type of behavior is acceptable if it leads to goal accomplishment

- **Type A/B Personality**
  - Type A personalities
    - hard driving, competitive, perfectionist, angry, unable to relax
  - Type B personalities
    - Easygoing, patient, able to relax, engage in leisure activities

- **Locus of Control**

- **Positive / Negative Affectivity**
Locus of control: the degree to which people believe that their actions influence what happens to them

- **Internal locus of control**
  - (what happens to you is under your control)

- **External locus of control**
  - (what happens to you is beyond your control)

Affectivity: the stable tendency to experience positive or negative moods and to react in a generally positive or negative way.

- **Positive affectivity**
  - consistently focusing on the positive aspects

- **Negative affectivity**
  - consistently focusing on the negative aspects

- **Mood linkage**
  - a phenomenon where one worker’s negativity spreads to others

How Can Diversity Be Managed?

*After reading these sections, you should be able to:*

4. explain the basic principles and practices that can be used to manage diversity.
Chapter 12

Managing Diversity

Different Diversity Paradigms

Diversity Principles

Diversity Training and Practices

Diversity Paradigms

<table>
<thead>
<tr>
<th>DIVERSITY PARADIGM</th>
<th>FOCUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discrimination and Fairness</td>
<td>Equal opportunity</td>
</tr>
<tr>
<td></td>
<td>Fair treatment</td>
</tr>
<tr>
<td></td>
<td>Recruitment of minorities</td>
</tr>
<tr>
<td></td>
<td>Strict compliance with laws</td>
</tr>
<tr>
<td>Access and Legitimacy</td>
<td>Acceptance and celebration of differences</td>
</tr>
<tr>
<td>Learning And Effectiveness</td>
<td>Integrating deep-level differences into organization</td>
</tr>
</tbody>
</table>

Organizational Plurality

A work environment where:

- all members are empowered to contribute in a way that maximizes the benefits to the organization, customers, themselves
- the individuality of each member is respected by not segmenting or polarizing people based on their membership in a group
Benefits of the Learning and Effectiveness Diversity Paradigm

- Values common ground
- Makes a distinction between individual and group differences
- Less likely to encounter conflict, backlash, and divisiveness
- Focuses on bringing different talent and perspectives together

Diversity Principles
1. Carefully and faithfully follow and enforce all equal employment opportunity laws
2. Treat group differences as important, but not special
3. Tailor opportunities to individuals, not groups
4. Solicit negative as well as positive feedback
5. Set high but realistic goals

Diversity Training and Practices

<table>
<thead>
<tr>
<th>Training</th>
<th>Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness Training</td>
<td>Diversity Audits</td>
</tr>
<tr>
<td>Skills-Based Diversity Training</td>
<td>Diversity Pairing</td>
</tr>
</tbody>
</table>