Chapter 1 : 'Leveraging diversity' can help the workplace, say experts | Cornell Chronicle

Leveraging Diversity at Work: How to Hire, Retain and Inspire a Diverse Workforce for Peak Performance and Profit is the book that will truly assist companies in their journey toward cultural competence and a true sense of valuing diversity from both a personal and business perspective.

As you look around your office, is everyone just like you? The demographics of the American workforce have changed dramatically over the last 50 years. They were 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. The long-term success of any business calls for a diverse body of talent that can bring fresh ideas, perspectives and views to their work. The challenge that diversity poses, therefore, is enabling your managers to capitalize on the mixture of genders, cultural backgrounds, ages and lifestyles to respond to business opportunities more rapidly and creatively. Here are two examples of the challenges inherent in managing a diverse workforce: An American health insurance company hired employees from a variety of racial and ethnic backgrounds. The variety of different native languages and cultures, however, did not mix. When the group needed to learn a new intake system, rather than pull together, they became even more estranged and productivity and morale plummeted. In an American subsidiary of a global bank based in Japan, a few Japanese female workers complained to management that their older Japanese male bosses were being disrespectful to them. The human resources manager questioned all of the women in the office. Every Japanese woman reported problems with the Japanese men. In contrast, the American women reported no problems at all. Confused, the human resources manager questioned the Japanese male managers. The Japanese men responded that they understood American expectations related to sexual harassment, so they were careful about what they said to the American women. They were perplexed by the responses of the Japanese women. Any Japanese person would understand. It is much more complicated and interesting than that. An impressive example of this is found on the business cards of employees at one Fortune technology company. Employees at this company have business cards that appear normal at first glance. On closer inspection, the raised Braille characters of employee information are evident. Many companies, however, still face challenges around building a diverse environment. Part of the reason is the tendency to pigeonhole employees, placing them in a different silo based on their diversity profile. If an employee is male, over 50, English, and an atheist, under what diversity category does this employee fall? Gender, generational, global or religious? In the real world, diversity cannot be easily categorized and 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. So, how do you develop a diversity strategy that gets results? The companies with the most effective diversity programs take a holistic approach to diversity by following these 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. Consider how a diverse workforce will enable your company to meet those goals. Think outside the box. At a Fortune manufacturing company, Hispanics purchased many of the products. When the company hired a Director of Hispanic Markets, profits increased dramatically in less than one year because of the targeted marketing efforts Your new customers may be people with disabilities or people over the age of How can your employees help you reach new markets? If senior management advocates a diverse workforce, make diversity evident at all organizational levels. Show respect for diversity issues and promote clear and positive responses to them. Does diversity at your company refer only to race and gender? If so, expand your definition and your diversity 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. Also, there is a wealth of specialized equipment available to enable people with disabilities to contribute successfully to their work environments. If your organizational environment does not support diversity broadly you risk losing talent to your competitors. How can your recruitment efforts reach out to all qualified candidates? Remove artificial barriers to success. The

style of interview â€" behavioral or functional- may be a disadvantage to some job candidates. Older employees, for example, are less familiar with behavioral interviews and may not perform as well unless your recruiters directly ask for the kind of experiences they are looking for. How can your human resources processes give equal opportunity to all people? Retain diversity at all levels. The definition of diversity goes beyond race and gender to encompass lifestyle issues. Programs that address work and family issues â€" alternative work schedules and child and elder care resources and referrals â€" make good business sense. How can you keep valuable employees? Using relevant examples to teach small groups of people how to resolve conflicts and value diverse opinions helps companies far more than large, abstract diversity lectures. Training needs to emphasize the importance of diverse ideas as well. Workers care more about whether or not their boss seems to value their ideas rather than if they are part of a group of all white males or an ethnically diverse workforce. In addition, train leaders to move beyond their own cultural frame of reference to recognize and take full advantage of the productivity potential inherent in a diverse population. How can you provide diversity training at your company? Mentor with others at your company who you do not know well. Involve your managers in a mentoring program to coach and provide feedback to employees who are different from them. Some of your most influential mentors can be people with whom you have little in common. Find someone from a different background, a different race or a different gender. Find someone who thinks differently than you do. How can you find a mentor who is different from you? Conduct regular organizational assessments on issues like pay, benefits, work environment, management and promotional opportunities to assess your progress over the long term. Keep doing what is working and stop doing what is not working. How do you measure the impact of diversity initiatives at your organization? In the book, Beyond Race and Gender, R. The long-term success of any business calls for a diverse body of talent that can bring fresh ideas, perspectives and views and a corporate mindset that values those views. Link your diversity strategies to specific goals like morale, retention, performance and the bottom line.

Chapter 2 : How Firms Can Do a Better Job of Leveraging Diversity - Knowledge@Wharton

6 Strategies for Leveraging Diversity in Your Organization David Witt / September 29, Bringing people together from a wide variety of backgrounds creates tremendous opportunities for organizations, but also some challenges.

Notify me of follow-up comments by email. Notify me of new posts by email. Testimonials Absolute burst of fresh air! Crystal is an absolute burst of fresh air! Amazing ability to deliver content and keep the class engaged. Many compliments from the participants hoping she will return. Crystal did an awesome job to keep the class engaged. I would take a course from her any day! Feedback has been unanimously positive and several of our departments have formed regular follow-up groups to review their notes from your class and to implement their new skills. Several others have stated they now feel empowered with important knowledge to improve difficult working relationships. She is a dynamo! I will definitely have her come back for our convention in   The level of engagement with our participants and helping them further understand the concepts and how they can bring that back to work at the credit union. Just a phenomenal day, you should hire Crystal Jonas! We highly recommend this to any company, any group, any body you are looking to work with emotionally. It needs to go world-wide! It needs to go to Mars, Jupiter, Pluto! And we are loving it! You could tell there were people from all different types of jobs and different emotional I. Absolutely inspirational for our leaders at our college. Not work harder, but work better! I have never been to a training that I have gotten so much out of! I hope to be more like Crystal and plan to make it my reality! In my entrepreneurial journey, I count on her advice and mentoring to get me unstuck, build momentum, and achieve my dreams. Give her a call, [â€¦] Totally Engaged the Whole Day! We just attended the emotional intelligence by Crystal Jonas. And I thought the energy was amazing! It was a very high energy and entertaining. Crystal has plenty of energy and she is so knowledgeable. People have to get her into your workplace. Thanks for the Great Course! I walked away from this seminar feeling very positive and confident that I can implement these ideas not only in my work life, but also my personal life. Crystal Jonas rocks the house! I first met Crystal at a workshop two years ago, and from the start I knew she would become a trusted mentor. She is incredibly intentional and heartfelt about the presentations she puts together for people. The training tips were spot on! The four times you have been to NOAA, you have conducted outstanding seminars that keep the class fun and engaged with your extensive knowledge and wisdom. These classes not only help in the workplace but also in your [â€¦] Crystal Jonas changed my life! Crystal Jonas changed my life! I realized that not only was joy on the job important, but Joy in everyday life is essential. She did very well! I really recommend other companies in to go for this training. Crystal taught her course with energy and passion which made the class a lot more exciting and easier to comprehend. Recently we have taken training with Crystal Jonas about emotional intelligence. The training was great! She did very well. Never had I received so many positive comments. If you are looking for a fresh and empowering speaker that will energize your group, I would highly encourage and recommend you to book Crystal. The best class I have taken in years! Looking forward to implementing the concepts at work and home. This class was well beyond my expectation. Good amount of lecture along with other activities to stay focused and able to relate to the topics. Thank you for opening my eyes to emotional intelligence. Also, thanks for all of your hard work! She employed the right amount of fun and entertainment with an enormous amount of information. She just kept going and going. Get this Class Done! We just had a class with Crystal Jonas. And let me tell you something: You need to get this class done because, not only is it good for your job, but you can take this home to your family and your community. And I really suggest that the mellenials take this also. Ensures all participants have a thorough understanding of the subject. I think she did a fabulous job. It was funny, it was quirky, it was informative, and I would have her come out to speak again at any point in time! I would highly recommend her and anyone would be blessed [â€¦] Rivoting! She keeps the audience riveted from opening statement introductions to the very end. Never dull, always inspiring and professional while at the same time fun! Jonas is a very enthusiastic and knowledgable person. She made the learning easy to understand as well as fun. This class broadened my horizons and showed me alternative ways to handle problems. She should be on PBS. Emotional intelligence

is definitely an area that every single person needs to brush up on. At least understand themselves and to understand others. It will help you in your personal life and your professional life. She is incredibly experienced, and I was taken back by just how well she presented all the topics. I was just so impressed with how she was able to impart this knowledge. How she was able to give examples, real life examples; [â€¦] Crystal Kept the Energy in the room at a high level Crystal kept the energy in the room at a high level to keep everyone involved and entertained. She taught well and thoroughly. Whenever I work with Crystal I always walk away with more self-confidence and enthusiasm for the future. I highly recommend Crystal for [â€¦] I feel more focused and directed Before going through the Power of Purpose I felt like I was living in a fog, both professionally and personally. I was great at positive thinking, but needed Right Thinking. Now, by using techniques I learned from the Power of Purpose, I feel much more focused and directed towards achieving my goals and maximizing my [â€¦] Applies real life experiences Applies real life experiences to the material and gets all involved in the learning process. One in a million and I will be looking for ways to bring her back. Actually, Ways International is known for bringing in only international trainers from all over the world, and Crystal Jonas is a very, very known person. Actually, she did just a great job. Everybody is happy, and I think she left a very good impact on them. Hopefully we will bring her more and more and [â€¦] Leadership! She made a topic I was less than eager to explore rewarding, a joy, and personally profitable. I found the concepts taught applicable to all aspects of my life, not just my position in the office. Crystal is an excellent instructor. She is energizing and fun. Her talent is getting so involved and ensuring we get it! I will not only share with my team but with my girls too. Her content and knowledge is amazing! Well worth my time; the instructor was very charismatic. The presentation was absolutely fantastic, very relevant, a lot of inspiring and high energy conversation throughout the entire presentation and overall just a fantastic experience. She give you these concepts, but then turns it into how you can apply them to your situation and make your life better. Crystal is by far the best presenter ever! She is a riot, extremely charismatic, a positive person who makes you feel good just being in the same room with her.

Chapter 3 : Leveraging Diversity & Inclusion

Leveraging diversity at workplace Diversity could actually be a good thing for your organisation. The key is to know how to mitigate differences and develop a collaborative approach towards working.

She has quite an impressive resume. Krawcheck was making the point in this article that diversity in the workplace has real value to companies, by giving them a wider perspective on the needs of the market, as well as a better knowledge base from which to make business decisions. She focused in the article upon the tendency in business to recommend even demand that women act more like the men in the business, in order to be successful and to be taken seriously. She makes a good case that diversity of thoughts and opinions, in this case letting women be women in business, makes more sense and leads to better decision making. The same logic can apply to life in general. There is a tendency, based upon staying in our comfort zones, for people to surround themselves with other people who are just like them. The tendency drives them to create or join organizations that are populated by people like themselves. Many social clubs and churches are good examples of that tendency in practice. The same stagnation and self-serving, if wrongheaded, decision making that Krawcheck says can occur in businesses because of a lack of diversity also sets in at those more or less homogeneous clubs and churches over time. More successful organizations embrace diversity and thrive because of the wider pool of potential members that comes along with diversity. At the root of the lack of diversity at work and in our lives may well be doubts or insecurity with our own role and place in life. The different opinions or points of view about things can be perceived as threats to our own view of things. A more correct way to look at things is that both opinions or points of view have merit and should both be taken into account when making decisions. In business, to do any less is potentially to immediately discount an entire segment of the population and possibly to lose them as customers. In life, to do so is to ignore some solutions or answers and to limit the possible solutions to a problem. Back when I was in the corporate world and the seems like a lifetime ago I would, about once a month, join a group of women from the office who regularly went to lunch together. I told them that I was getting in touch with my feminine side, which they found amusing. I seldom got a word in edgewise on these luncheons, but it was fascinating and interesting to sit and listen to the conversations that went on over their lunches. The part that was most in contrast to lunches with the men in the office was the ability of the women to share their life experiences with one another, rather than just banter about work. Sure, there was also some sharing of office gossip, but mostly it was sharing at a level that invited empathy and shared concerns. In her article Krawcheck used a great analogy for both business and life. She said that building a good team at work or support group in life can be thought of like building a good basketball team. You need different skills and different points of view in order to make good decisions. I life you need a diverse set of friends around you as a support group for your life decisions and crises. I recall watching the TV show Queer eye for the straight guy in which a group of gay men would help with the makeover of a straight guy each week. There were experts on the gay makeover team for personal grooming, clothing, cooking and home decor. Some of the members of that show are still on TV on other shows, such as Chopped. Each week some guy would be proposed for a makeover, usually recommended by friends and family. It was the totally different point of view of the gay makeover team that drove the dramatic changes that most of the participants underwent. So, the take-away for work and life is to encourage and embrace diversity and to understand how to leverage that diversity in order to make better decisions.

Chapter 4 : How to Leverage Diversity Within Your Organization | ACHIEVE - Canada

Leveraging Diversity at Work goes beyond calling for diversity to give business leaders For minority employees, the missing piece is often a strong sense of self and an appreciation for who they are and what they offer.

Anke Mogannam Organizations of all stripes have long realized that diversity means good business? Closing the Gap Through Diversity and Inclusion Management Best Practices So what accounts for this gap between executive and employee perception, and how can organizations begin to close it? The five best practices outlined here provide a good start. They allow enterprises to look beyond the visible differences of race, gender, and age to arrive at a definition of diversity that encompasses much more? By adopting these best practices, your organization will be well on its way to building an inclusive workplace that draws on the strengths of all of its employees. Indeed, a recent study from professional services and consulting firm Deloitte confirms what smart executives already knew: Put even more simply: When you bring together people of varying backgrounds, cultures, and belief systems, you bring with them a range of work styles, thought processes, and perspectives. Take advantage of all of these, and you can spark creativity, improve efficiency, and get closer to your customers. Increasingly, this means looking beyond the traditional new-hire sources of university programs and industry organizations to identify and leverage new talent pools both internally and externally. Take, for example, veterans: With more than 1. To attract and retain veterans, you need to accommodate their differences? For these reasons and more, diversity and inclusion are topics that need to extend beyond HR to the entire organization and be considered in every phase of talent management? One way of doing so is by organizing employee resource and affinity groups--essentially communities within corporations that allow people with similar backgrounds and experiences to connect. Providing a venue for networking, mentoring, and socializing, such groups increase employee engagement by demonstrating to individuals that people like themselves are not only finding success within the enterprise but are willing to help them succeed as well. With tools like these at their disposal, employees are far more likely to feel part of a diverse and inclusive workforce. You need to let the world know that your organization embraces difference and welcomes all, and the best way of doing so is by making diversity a part of your brand. Show that your enterprise cares by promoting volunteerism among employees and providing corporate-sponsored initiatives to raise funds and awareness for different causes. Invest in diversity by offering internships and scholarships to people from underrepresented groups. And spread the word that your culture is diverse and inclusive by establishing a Facebook page or blog that spotlights your efforts? Be the first to comment.

Chapter 5 : Article: Leveraging diversity at workplace â€" People Matters

Leveraging Diversity at Work goes beyond calling for diversity to give business leaders the knowledge and tools they need to profit from our differences. Minority workers will also find real-world inspiration for contributing to their company's vision, mission and success.

EmployeeRelations Leveraging diversity at workplace Diversity could actually be a good thing for your organisation. The key is to know how to mitigate differences and develop a collaborative approach towards working. Unacknowledged, unappreciated, and untapped, cultural and other human differences can create substantial challenges to harmonious relationships and operational effectiveness. And, when differences are acknowledged, appreciated and engaged productively, the resulting relationships and enriched thinking can lead to better outcomes than would be possible in the context of homogenous groups. The focus of our work, then, is to build the capacity and deepen the cultural competency of individuals and groups so that they experience the benefits of diversity and harness these benefits in service of social change. We as capacity builders must take a collaborative approach to our work and foster collaborative capacity as a foundation for cultural competency. Fostering collaboration Over the past several decades, more and more leaders in communities, corporations, government, and organizations of every description have embraced collaboration as a promising approach for unleashing the creativity, divergent thinking, and commitment needed to achieve shared goals. Experience have taught us about the value of enabling groups to articulate a collective vision, develop a shared plan, and pursue action in a concerted, coordinated way. As capacity builders, we can deepen cultural competency by focusing on a few essential aspects of collaborative capacity: Modeling collaborative values and skills 2. Encouraging effective communication 3. Focusing on systems and structures 4. Building shared knowledge and information Below, we consider each of these aspects of collaborative capacity and offers a set of questions to guide your reflections on your own practice. Modeling collaborative values and skills As culturally competent capacity builders, the most important thing we can do to foster collaboration in diverse settings is to demonstrate collaborative values, model skills, and tools that support collaboration, and transfer collaborative capability in all of our interactions. Truly believe that everyone has value and worth. You should communicate that level of respect in your interactions and in the way you structure your capacity-building engagements. Believe that we are smarter together than any one of us individually. You must make space in your capacity-building engagements for shared thinking and learning that leads to powerful insights and effective strategies for change. Understand that your clients have as much to teach as they have to learn. You must be open to being influenced by the people with whom you work. You must be committed to co-design, based on the strengths, interests, and capacities of my clients. Enable your clients to identify opportunities for working together more effectively in service of their shared goals so that: Encouraging effective communication At the heart of collaboration, people work well together in pairs and groups of various sizes. As capacity builders, we can foster collaboration at the interpersonal and organizational levels in diverse settings by demonstrating and transferring effective communication skills. Encouraging others to make assumptions and underlying logic explicit and testable. Acknowledge and value different viewpoints and the underlying assumptions and worldviews that inform them. You must work toward mutual understanding. Facilitate and model difficult conversations about racism, sexism and other forms of oppression. Design and facilitate processes for constructively engaging with conflict. Facilitate processes that enable groups to discover when differences need to be resolved and when they can agree to disagree. Focusing on systems and structures Effective collaboration among diverse people and groups requires attention to the individual, interpersonal and team interactions and also organizational, community and societal processes, structures, and systems. Anticipate and encourage others toward openness to change as a result of engaging with people who have different experiences and views. Create regular opportunities for people to build relationships and engage together in productive work. Design systematic, transparent, participatory processes for planning, consensus building, and decision making. Encourage groups to examine and build organizational processes, structures, and reward systems that support and encourage interdependent work. Guide groups to

ensure that formal reporting relationships and informal coaching relationships, roles and job descriptions for volunteers and staff are clear, fair, and appropriate to the work. Points for consideration while developing and designing strategy: Facilitate the development of strategy, mission, vision and values statements are clear, compelling and provide guidance for day-to-day activities. Ensuring that these strategies, mission, vision, and values, are developed and owned collaboratively by staff, board and other relevant stakeholders. Involve multiple stakeholders and multiple forms of data when designing processes by which programs are developed, progress is monitored, and impact is assessed. Challenge groups to ensure that their programs and activities are designed with and appropriate for the intended clients, participants, or constituents and that they are not built on untested assumptions or stereotypes. Guide groups to consider the root causes of the issues they are addressing, and designing their work with root causes in mind. Building shared knowledge and information Effective collaboration, especially in culturally diverse settings, demands that knowledge and information be understood and treated as a shared asset and that ongoing learning is considered essential for success. Much of the knowledge and information a group needs to understand the context for its work and make wise decisions about how to proceed will reside in the group itself, and sometimes more will be gathered from beyond the group. Enable the people with whom you work to co-create the knowledge and information they need to understand their work and make wise choices. Ensure that people with whom you work have the information they need to determine which conversations need to happen and how to frame them. Support the development, management, and dissemination of shared knowledge and information. Model and structure activities that support ongoing learning. Support people in reflecting on practice, assessing their progress and engaging in learning rather than blame finding. Encourage people to acknowledge a wide range of expertise and to value various ways of knowing, including lived experience, formal education, research, observation, and theory building? Conclusion Inclusive collaborative strategies stand out as keys for enabling individuals and groups to deepen their cultural competency and work across differences in ways that maximize creativity, catalyze strategic thinking and build commitment to shared action. Did you find this story helpful?

Chapter 6 : Leveraging diversity at work and in lifeâ€¦ | NormsMilfordBlog

A diversity initiative is not just training, does not happen in a moment and does not come prepackaged, said a diversity expert May 7 at a communitywide roundtable sponsored by the Diversity Consortium.

She has consulted on training, leadership development, diversity, treatment programs and management styles. She has a graduate degree in counseling. Sylvester Baugh has been involved in the field of training and communications since He has done training for various agencies, including United Airlines, in the fields of diversity, bullying, communication skills, and negotiation. He has a degree in communications. Academy and Program, which uses a combination of scientifically research-based methods and principles that produces a practical and commonsense approach to successful living and induces lifelong learning with a focus on race-specific areas. He is truly an empowerment expert with keen insight into the needs of minorities in the United States. A diverse workforce is one of your greatest assets, yet precious few companies have learned to leverage its power. Beyond recruitment and hiring, many businesses fall short when it comes to retention and motivation of the diverse workforce they worked so hard to employ. For minority employees, the missing piece is often a strong sense of self and an appreciation for who they are and what they offer. Leveraging Diversity at Work goes beyond calling for diversity to give business leaders the knowledge and tools they need to profit from our differences. This book helps companies who understand the value of diversity to build, retain and leverage the diverse workforce they need to be competitive in this country, as well as the global market. Before any executive can implement long term organizational change, the company must ensure the cooperation and conviction of its employees. A must-read for all business professionals. Rather than simply stating facts and preaching about the importance of cultural competence, they have interjected their own personal experiences of facing challenging interactions both in the workplace and in their private lives. Sharing their personal stories makes the learning process all that more real. In addition, they use very good metaphors to make important points--again a much more instructive tool than dryly stating rules and regulations. Kim and Sylvester start the diversity learning process at the beginning by asking the reader to look at him or herself. The authors go on to lead the reader into the possibility that our old lenses can be changed and we can choose to see things differently--from a more open, tolerant learning perspective. The universe operates effectively based on balance. It is my belief that unless our thinking allows us to leverage this diversity or find the balance that we are now a part of, we will be less than effective. This is a new age of existence and culture. This book helps those interested in increasing their effectiveness to be able to adjust their thinking by learning the skills necessary for leveraging diversity while developing a better understanding of cultures that become a part of the work place. A must-read for all employers who seek to remain on the cutting edge. Because of this, few people know that I hold a master of international management from Thunderbird â€" the premiere university graduate program in international business. The leader, a prominent California banker, although skilled in banking finance, understood nothing about managing diversity. In my absence on one weekend of the exchange, one member of the group committed a faux pas in Brazilian high society that was so grave that when I later became aware of it I discovered that we were slated for deportation. I was able to heal the separation between cultures only by applying knowledge from my graduate studies in international business to get the wealthy and powerful Brazilians I was dealing with to understand "the other side.

Chapter 7 : Leveraging Diversity at Work

values/blog.quintoapp.com differences that make each person unique. McDonald's is committed to recognizing the talents and job performance of all employees and values the contributions that come from people with.

I work for a very large global computer company, and my experiences, which I suspect are typical for a large percentage of the white-collar workforce, are: This reduces face to face interactions between teems, and is also ma In , from where I sit, the American workforce has quietly undergone a tidal wave of change from within. This reduces face to face interactions between teems, and is also made necessary by --global work teams that span continents and time zones, so that someone is always working on the edges of the traditional workday, and these geographic distances and cultural and language differences mean that --a vast majority of personal conversations and team meetings are done via email, instant message, and telephone conference. By and large, these changes have been driven up from within, as conscious decisions to spur cultural diversity have been overtaken by the leading edge of the wave of global business integration which has made diversity a reality, not just a desirable goal in large corporations. Rising out of their business as diversity consultants, they have targeted the book toward the many of their clients and potential clients farther down in the food chain who are still wrestling with how to encourage and implement diversity. Add to these factors the stress of the worldwide and still deepening as I write on February 21, economic collapse, and the American workplace is a tough place be right now. It is heavily descriptive, with 16 chapters of terminology and description written in very short, simple declarative sentences, leading up to three chapters of prescriptive advice on how to hire, retain, and inspire diversity. The writing style suggests to me that these were originally PowerPoint bullet points from their corporate workshops that were then copied into a Word document with transitions added to make it flow as a continuous text. The authors should revise the text to put more of their spoken presentation into the writing here. So some suggestions should Olver and Baugh decide to update this book: Use the term "dominant" instead of "majority" culture. In the workplace, cultural changes have come on so fast in the three years since this book was written that the "white male" position of power may not be in place because it is in the majority, but because it is dominant. This is certainly true in my work team, where I am often the only American native English-speaking person in a meeting, but English is the corporately-required language because it is dominant! Focus less on encouraging cultural diversity, more on integrating cultures into strong personal relationships,working relationships, and productive teams. Olver and Baugh talk about stereotypes as damaging, but there are real difference between cultures in personality, personal space, personal and social values, time and distance perecption, and so on. My corporation uses a "Culture Clash" website that describes many different cultures at a high level necessarily based on "stereotypes" and lets users select different cultures and places them in various workplace case studies to show how they would interact. More of this kind of training would be helpful. Focus on language as both a carrier and a barrier to integrating culture. As I said earlier, English is the required language of corporate communications even in the large global corporation where I work. This has a huge bundle of implications for both effective communications a large and often majority proportion of the workforce is forced to work in a second language and effective team relationships and cultural integration. I would like to hear more about how to manage language to yield both more effective work teams and more fulfilling personal relationships with my teammates from around the globe. Still, Olver and Baugh do provide beginning value, because in the day to day of many workplaces even in , as much as I hate to accept it, barriers of race, gender, religion and other cultural distinctions remain very real. The book - by a white woman and a black man - does give a lot of examples of culture differences, but fails to do much more.

Leads and manages an inclusive workplace that maximizes the talents of each person to achieve the vision and mission of the organization. Leveraging Diversity.

Personality and presentation Optimize the Diversity Within Your Organization If our definition of diversity expands, how do we do a better job of leveraging that diversity within our organizations so that we optimize our potential? We need to start by ensuring that we are working to build equitable and inclusive workplace environments. Diversity can only thrive and succeed where equity and inclusion practices form the foundation of our organizations. For ten years I worked at a non-profit organization where within a 4-block radius of our office people spoke more than one hundred languages. To try to match some of that diversity and provide services within our diverse community, our staff, board and volunteers represented four major world religions, multiple racial and ethnic backgrounds, different sexual orientations and over 30 languages! Later, over a five-year period I worked in higher education on two large university campuses. I observed equity and inclusion practices that worked well, and I also observed the absence of certain practices that led to serious challenges around equity and inclusion issues. Based on my experiences in these different environments, and through my consulting work with many organizations, corporations and non-profits, I suggest three areas to focus on to solidify the foundation required to optimally leverage diversity in your organization: Instill a culture committed to diversity and inclusion at all levels. For this to happen we need to see diversity as having value within an organization. Make diversity and inclusion important at the level of mandate or organizational values, as well as at the level of interactions between individuals, groups, departments and stakeholders. Focus on the people: This creates an environment that is sought out by employees and prospective employees. You will strengthen your organization by doing so. Regularly and positively highlight and promote diversity initiatives in the company newsletter. This higher profile and value helps community members see diversity as something to affirm and celebrate. Make sure that all community members understand they are to be responsible for upholding an equitable work environment. Collect data to measure and evaluate your progress e. One of the best things that one of my former employers did was to conduct an employee equity audit every year. Employees will tell you about their experiences and give you input if you ask them and if they think you will take it seriously. If you ask your employees for anonymous feedback about diversity, perceptions of fairness and discrimination they will tell you how they feel they are being treated. If you collect data on a regular basis, you will be able to compare on a yearly or bi-annual basis how you are doing with your diversity and inclusion goals and employee engagement. I can tell you that my employer was considered to be an employer of choice and a top diversity employer. It is one of the things that attracted me to the company when I was being interviewed. Rohini Anand reported on research asserting that companies that disregard diversity as an important part of their business have a higher percentage of disengaged employees. Anand shows here that diversity and inclusion can become a competitive advantage for an organization. Be proactive about inclusion. I love it when organizations can avoid being reactive to legislation changes and, instead, be ahead of the legislation curve regarding things like accessibility for persons with disabilities, or individuals requiring religious accommodations. In order to see and reflect success around diversity, it is important for organizations to create, review, reform and strengthen their policies and practices. Sometimes our policies and practices unwittingly exclude. If this is the case, or it has come to our attention through our diversifying communities, it is a learning opportunity, and an occasion to expand our ability to embrace diversity with equity and inclusivity. You can do many things to constructively leverage diversity within your organization. These are three areas to focus on that I believe will help you achieve this end. Diversity is a beautiful thing, especially when it is able to flourish in an environment of equity and inclusion.

Chapter 9 : Calendar - Central California Society for Human Resource Management

10 Tips For Leaders To Support Workplace Diversity, Part 1: Things To Do At Work which nonetheless can have a significant impact on their company's success in leveraging diversity as a.

Do they celebrate and share their cultural, ethnic, racial, gender and other differences? Or do they try to conceal them to create greater social harmony? Wharton management professor Rachel Arnett studies the role that identity plays in cultivating workplace inclusion and how it contributes to professional advancement. She spoke to Knowledge Wharton about why managers and employees must get beyond an abstract notion of diversity if they want to effect real change. An edited transcript of the conversation follows. What is the focus of your research? My work looks at how individuals in diverse work environments and settings cultivate inclusion by expressing and concealing social identity differences. I have a few different areas of work in this space. I show that when people think abstractly about expressing differences, they have some concerns about doing so. What can businesses and individuals learn from this research? There are many ways in which I think this applies to the workplace. Should they recruit people who have differences but then have sort of a melting pot and focus on commonalities? Or should people be encouraged to celebrate their differences and maybe even leverage them in the workplace? What my work really strives to do is encourage managers that the latter [approach] might be feasible to pull off. If you encourage your employees to bring attention to their differences in a positive and meaningful way, it can lead to a more inclusive environment. It shows that if you have a difference that you want to bring attention to, doing so in a meaningful way can have positive outcomes, and that can be empowering. But I also think that it can be really encouraging to people on the receiving side of that information, because my work shows that although we fear differences being brought to our attention in the workplace, we feel a little bit less anxious when it occurs. We feel closer to that person if they open up in a meaningful way, and that makes us want to include that person more. I think it can alleviate a lot of concerns that people have in the abstract when they think about differences and show them that they can be positive in reality. What are some ways that managers can incorporate this idea into their overall strategy or even into the ways that they have employees interact with each other? There are two ways to think about the celebration of, and bringing attention to, differences. One is in the professional space. You can really encourage employees to think about difference as an opportunity to learn from one another. I think it encourages people to leverage their differences in a professional way. There is research that shows that if people really do think of difference as an opportunity for learning, as opposed to achieving diversity for its own sake, this learning approach to can be really positive for helping people do better and work better together in the workplace. In terms of creating a more inclusive environment in general, which I think has indirect benefits for how people work together, I think that leaders might be able to encourage people to celebrate their differences by opening up about themselves and what makes them unique. That encourages others to do the same by setting the tone that this is a place where we can really be honest about who we are, be authentic. Doing that encourages others to take that risk as well. Most companies say they encourage diversity and want employees to celebrate their identities. But putting that into practice often becomes the challenge. How can companies embrace diversity in a way that employees take to heart and put into practice? I think it depends on which employees you have in mind when thinking about this. People who are typically underrepresented within their organizations look at things like whether or not differences are encouraged or discouraged within the workplace as a signal of whether they really belong in that workplace. Does that apply even to the job description and interview process? That brings me to something I think is an area of future work for me, which is trying to understand how people can give those signals in a way that makes others comfortable. I think that we should give space to employees to decide what level of personal expression they would like to engage in. That might involve talking about some aspect of their cultural background. That might involve other things. People differ on how comfortable they are with that. These issues are very complex. How can we ultimately create an environment that works for everybody involved, whether it is the individuals who are historically underrepresented or the people who are historically in the majority? A challenge that many people â€" both

leaders and everyday employees â€" grapple with is the difference between what they would like in the abstract, ideally, and what their day-to-day behavior suggests. What I would really like to do with my work is figure out a way that people feel comfortable trying things out in terms of how to make diversity work, but also getting feedback about how they could improve if they wanted to. One thing I would hate to do is misguide people into a false sense of security â€" that differences are great, run wild with your differences and now everything will be fine. Everyone has concerns about how to be themselves while also having a harmonious workplace.