

Diversity Training and Other Issues

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Diversity

- Why diversity?
- What is diversity?
 - Informational diversity
 - Task/cognitive conflict
 - Social category diversity
 - Intergroup bias
 - Stereotyping

Fortune Best Companies for Diversity

- Video

Goals of Diversity Training

- Eliminate values, stereotypes, and managerial practices that inhibit employees' personal development
- Allow employees to contribute to organizational goals regardless of their race, age, physical condition, sexual orientation, gender, family status, religious orientation, or cultural background

Cultural Diversity and Competitive Advantage

1. Cost argument As organizations become more diverse, the cost of a poor job in integrating workers will increase. Those who handle this well will thus create cost advantages over those who don't.
2. Resource-acquisition argument Companies develop reputations on favorability as prospective employers for women and minorities. Those with the best reputations for managing diversity will be the most attractive employers for women and minority groups. An important edge in a tight labor market.
3. Marketing argument The insight and cultural sensitivity that members with roots in other countries bring to the marketing effort should improve these efforts in important ways.

Cultural Diversity and Competitive Advantage

4. Creativity argument Diversity of perspectives and less emphasis on conformity to norms of the past should improve the level of creativity.
5. Problem-solving argument Heterogeneity in decisions and problem-solving groups potentially produces better decisions through a wider range of perspectives and more through critical analysis of issues.
6. System flexibility argument An implication of the multicultural model for managing diversity is that the system will become less determinant, less standardized, and therefore more fluid. The increased fluidity should create greater flexibility to react to environmental changes (i.e., reactions should be faster and cost less).

Managing Diversity

- Adherence to legislation

Why Diversity Training?

- Help employees understand how their values and stereotypes influence their behavior toward others
- Employees gain an appreciation of cultural differences among themselves.

Diversity Training Programs

- *Diversity training* refers to training designed to change employee attitudes about diversity and/or developing skills needed to work with a diverse work force.
- Diversity training programs differ whether *attitude change* or *behavior change* is emphasized.

Successful Diversity Efforts

- Top management provides resources, personally intervenes, and publicly advocates diversity.
- The program is structured.
- Capitalizing on a diverse work force is defined as a business objective.
- Capitalizing on a diverse work force is seen necessary to generate revenue and profits.
- The program is evaluated.

Successful Diversity Efforts

- Manager involvement is mandatory.
- The program is seen as a culture change, not a one-shot program.
- Managers and demographic groups are not blamed for problems.
- Behaviors and skills needed to successfully interact with others are taught.
- Managers are rewarded on progress toward meeting diversity goals.

School-to-Work Transition

- *School-to-work transition programs* combine classroom experiences with work experiences to prepare high school students for employment.
- *School-to-Work Opportunities Act* encourages partnerships between educational institutions, employers, and labor unions.
 - Every school-to-work system required to include work-based learning, school-based learning, and activities that match students with employers.

Training Welfare Recipients

- Two methods.
 - Government agencies referring welfare recipients to a company-sponsored training program subsidized with money and tax credits from the government.
 - State and local governments provide life and skills training directly to welfare recipients.

Training to Address Internal Needs

- Basic skills training
- Melting the glass ceiling
- Join Union-Management programs
- Succession planning
- Developing managers with dysfunctional behaviors
- Training and pay systems