

## 1: Discrimination and racial inequality

*Discrimination in the workplace, either overt or subtle, can greatly harm employees' work experiences as well as expose the company to litigation if it violates any of the federal or state laws in place to protect certain groups. Discrimination against members of any minority group, whether based.*

People no longer live and work in an insular environment; they are now part of a worldwide economy competing within a global framework. For this reason, profit and non-profit organizations need to become more diversified to remain competitive. Maximizing and capitalizing on workplace diversity is an important issue for management. Supervisors and managers need to recognize the ways in which the workplace is changing and evolving. Managing diversity is a significant organizational challenge, so managerial skills must adapt to accommodate a multicultural work environment. This document is designed to help managers effectively manage diverse workforces. It provides a general definition for workplace diversity, discusses the benefits and challenges of managing diverse workplaces, and presents effective strategies for managing diverse workforces. Companies need to embrace diversity and look for ways to become inclusive organizations because diversity has the potential to yield greater work productivity and competitive advantages.

SHRM Stephen Butler, co-chair of the Business-Higher Education Forum, believes diversity is an invaluable competitive asset. Robinson Managing diversity is a key component of effective people management in the workplace. Black Enterprise Demographic changes women in the workplace, organizational restructuring, and equal opportunity legislation will require organizations to review their management practices and develop new and creative approaches to managing people. Positive changes will increase work performance and customer service. The number of dual-income families and single working mothers has changed the dynamics of the workplace. Changes in the family structure means that there are fewer traditional family roles. Zweigenhaft and Domhoff Significant changes in the workplace have occurred due to downsizing and outsourcing, which has greatly affected human resource management. Globalization and new technologies have changed workplace practices, and there has been a trend toward longer working hours. Losyk Generally speaking, organizational restructuring usually results in fewer people doing more work. Changes in federal and state equal opportunity legislations have made discrimination in the workplace illegal. These laws specify the rights and responsibilities of both associates employees and employers in the workplace and hold both groups accountable. Benefits of Diversity in the Workplace Diversity is beneficial to both associates and employers. Although associates are interdependent in the workplace, respecting individual differences can increase productivity. Diversity in the workplace can reduce lawsuits and increase marketing opportunities, recruitment, creativity, and business image. Esty et al. Also, the consequences loss of time and money should not be overlooked. Challenges of Diversity in the Workplace There are challenges to managing a diverse work population. Managing diversity is more than simply acknowledging differences in people. It involves recognizing the value of differences, combating discrimination, and promoting inclusiveness. Managers may also be challenged with losses in personnel and work productivity due to prejudice and discrimination, as well as complaints and legal actions against the organization. Devoe Negative attitudes and behaviors can be barriers to organizational diversity because they can harm working relationships and damage morale and work productivity. Esty et al. Negative attitudes and behaviors in the workplace include prejudice, stereotyping, and discrimination, which should never be used by management for hiring, retention, and termination practices could lead to costly litigation. Required Tools for Managing Diversity Effective managers are aware that certain skills are necessary for creating a successful, diverse workforce. First, managers must understand discrimination and its consequences. Second, managers must recognize their own cultural biases and prejudices. Koonce Diversity is not about differences among groups, but rather about differences among individuals. Each individual is unique and does not represent or speak for a particular group. Finally, managers must be willing to change the organization if necessary. Koonce Organizations need to learn how to manage diversity in the workplace to be successful in the future. Flagg Unfortunately, there is no single recipe for success. According to Roosevelt , managing diversity is a comprehensive process for

creating a work environment that includes everyone. When creating a successful diverse workforce, an effective manager should focus on personal awareness. Both managers and associates need to be aware of their personal biases. Managers must also understand that fairness is not necessarily equality. There are always exceptions to the rule. Managing diversity is about more than equal employment opportunity and affirmative action Losyk Managers should expect change to be slow, while at the same time encouraging change Koonce Another vital requirement when dealing with diversity is promoting a safe place for associates to communicate Koonce Social gatherings and business meetings, where every member must listen and have the chance to speak, are good ways to create dialogues. Managers should implement policies such as mentoring programs to provide associates access to information and opportunities. Also, associates should never be denied necessary, constructive, critical feedback for learning about mistakes and successes Flagg Conclusions A diverse workforce is a reflection of a changing world and marketplace. Diverse work teams bring high value to organizations. Respecting individual differences will benefit the workplace by creating a competitive edge and increasing work productivity. Diversity management benefits associates by creating a fair and safe environment where everyone has access to opportunities and challenges. Management tools in a diverse workforce should be used to educate everyone about diversity and its issues, including laws and regulations. Most workplaces are made up of diverse cultures, so organizations need to learn how to adapt to be successful. Managing a diverse workforce. Managing a changing workforce: Fortune firms outpace the competition with greater commitment to diversity. Diversity in the power elite: Have women and minorities reached the top? Original publication date June Visit the EDIS website at <http://www.edisweb.com>: The Institute of Food and Agricultural Sciences IFAS is an Equal Opportunity Institution authorized to provide research, educational information and other services only to individuals and institutions that function with non-discrimination with respect to race, creed, color, religion, age, disability, sex, sexual orientation, marital status, national origin, political opinions or affiliations.

### 2: The Best Workplaces for Diversity - Fortune

*Most importantly, openly acknowledge the reality that minorities and women face in the workplace. A recent article by Gillian B. White of The Atlantic outlined the frank reality of workplace.*

March 30, Some workplaces are far more racially diverse than they were decades ago, but striking disparities still exist. PinIt Instapaper Pocket Email Print Given the proliferation of corporate publications and websites that feature smiling minorities, one might think that the days of stark workplace segregation are long gone. And while, yes, the American economy is no longer formally segregated, the data clearly show a workforce where minorities remain greatly underrepresented at management and leadership levels and overrepresented in low-wage work. A study conducted by the Equal Employment Opportunity Commission, a government agency responsible for enforcing anti-discrimination law, found that only 20 percent of minorities are midlevel managers, despite the fact that they account for 34 percent of the total workforce. Moreover, only 24 percent are white-collar professionals and 17 percent are executive or senior-level officials. At the highest levels of corporate governance, these numbers are even smaller. These persistent disparities are embedded in the structure of our economy. In 1960, according to the earliest data from the Bureau of Labor Statistics, average labor-force participation for African Americans was 60 percent, the majority of whom were employed in low-wage work. By 1970, that number had peaked at just 66 percent, and it recently slid to 62 percent, due mostly to the recession. Likewise, in 1960, average labor-force participation for Latinos was 60 percent, peaking at nearly 70 percent in 1970 and sliding down to 62 percent in 2000. The numbers are comparable to whites, who have a current participation rate of 66 percent but are more likely to hold higher-income positions. By contrast, minorities are still concentrated in the lower rungs of the American workforce; 53 percent of laborers, 50 percent of service workers, and 33 percent of office and clerical workers are people of color. In particular, Title VII of the Civil Rights Act of 1964 required all employers to halt discrimination, and the following year, President Lyndon Johnson issued an executive order requiring federal contractors to take "affirmative action" to end discrimination. That said, the ambiguity of these directives -- and fairly weak enforcement -- produced little immediate change in employment practices; in 1970, according to a analysis by Harvard sociologist Frank Dobbin, only 4 percent of employers had established affirmative-action offices and just 20 percent had established affirmative-action policies. By the mids, however, thanks to a Supreme Court case *Griggs v. Duke Power Company* and the Equal Employment Opportunity Act of 1972, large numbers of employers were covered by affirmative-action law. By 1980, according to a study from the Bureau of National Affairs, more than 80 percent of large firms had equal-employment policies. Unfortunately, as the Reagan Revolution unfolded in the 1980s and conservatives rolled back affirmative-action policies at the regulatory level, employers began downplaying legal compliance and focused instead on "managing" diversity in the workforce, as well as building more-diverse customer bases. Since then, companies have relied on a variety of methods to draw and retain minority employees. Prominent among them are so-called diversity consultants, who assist companies with recruiting minorities, ensuring their satisfaction, and navigating federal diversity guidelines. Some do this with workshops and awareness trainings, while others, like the Portland, Oregon-based firm White Men as Full Diversity Partners, work with "majority groups," or white men, to enhance their understanding of diversity and to emphasize the extent to which "whiteness" is as much a category as being black or Hispanic. The philosophy, says founding partner Michael Welp, is simple: We try to bring white men in to educate other white men about diversity. Still, conscientious measures often have limited gains. In a study that analyzed a broad array of corporate diversity programs, Dobbin wrote that companies frequently create diversity programs without determining whether they are effective. At a variety of companies, the best programs -- which increased the proportion of black women and men in management positions by 30 percent and 10 percent, respectively -- emphasized organizational responsibility and active recruiting. As Dobbins wrote, "Structures that embed accountability, authority, and expertise affirmative action plans, diversity committees and task forces, diversity managers and departments are the most effective means of increasing the proportions of white women, black women, and black men in private sector management. As the corporate sector has struggled to integrate, some argue that

the military has done so successfully. The military was, in fact, one of the first U. Of that total, 17 percent are African American and 11 percent are Hispanic. In the broader workforce, by contrast, they represent 10 percent and 14 percent of employees, respectively. Likewise, as in the corporate world, there are also broad disparities in military leadership. In , there were more than , active-duty officers, and of those, only 22 percent belonged to a racial minority, according to the Defense Equal Opportunity Management Institute, an office of the Pentagon responsible for both promoting diversity -- through training and education programs -- and developing cultural sensitivity among existing service members. Unfortunately, this tends not to include minorities, who are underrepresented at several service academies. However, through concerted outreach to minority communities, particularly those in inner-city areas, administrators at the Naval Academy were able to increase the number of black students to 9. Unfortunately, the number of Latino students fell to just a little more than 7 percent. The Air Force Academy was somewhat less successful but still increased its African American population to nearly 8 percent of the class. In the end, though, these amount to post-hoc solutions; broader educational disadvantages mean that fewer minorities attend and graduate from schools that send people to the corporate workforce. From primary school onward, African Americans have worse educational outcomes: Last year, Harvard economist Roland Fryer found that by 12th grade, African Americans trail their white peers in academic performance and are twice as likely not to graduate or receive their GEDs. For those who do graduate and attend a public college, only 43 percent graduate within six years. Companies interested in recruiting and training a diverse workforce have reached a point where persistent gaps in educational performance and achievement put an inherent limit on that possibility. While private and public institutions should continue to strive for workplace diversity, greater integration will only come with a substantial, sustained effort to address racial economic and social disparities that put minority employees at a greater disadvantage from the outset.

### 3: Racial diversity and discrimination in the U.S. STEM workforce

*Maximizing and capitalizing on workplace diversity is an important issue for management. Supervisors and managers need to recognize the ways in which the workplace is changing and evolving. Managing diversity is a significant organizational challenge, so managerial skills must adapt to accommodate a multicultural work environment.*

But you need to approach the hiring process holistically – retaining employees can be more difficult than recruitment. This is especially true for companies in less diverse regions where relocated minority employees may feel disconnected. You may need to take a more active role in helping them adjust to the culture at work as well as in their new communities. First, identify what your needs are. Does your workforce resemble the communities that you operate in? Do they match the demographic that you serve or want to serve? If not, develop a hiring strategy to increase workforce diversity. Talk to local organizations with community connections, including churches, cultural institutions and colleges. They can help you connect with candidates. You can also enlist help from nonprofits like the Urban League, the National Council of La Raza or from websites like diversityworking. If you have something to offer out-of-area workers, expand your search to other cities, states or countries. The Internet makes it easy to cast a wide net. Ask employees for referrals, since they will have peers in the industry or know qualified candidates who may be looking for work. The relationship can also help new employees adjust to the move. Offer rewards for successful referrals. Equal Employment Opportunity Commission guidelines. The goal is to establish a meritorious hiring practice that is age, race, gender and minority neutral. Create a committee to help implement the policy and come up with new ideas on how to attract more diversity to the company. Amend the company mission statement to reflect this change. Make the job more compelling to job hunters by emphasizing details that will attract a more diverse candidate pool. Be culturally sensitive when describing what makes your company a good place to work. Provide diversity training in your workplace. All employees should understand that hiring decisions are based on finding the best candidate and not by quotas. Making the recruiting process more transparent can help ease the minds of skeptical employees. Also be sure managers fully understand the benefits of a diverse workplace. They will be implementing personnel policies so should be fully committed to supporting the practice. Offer benefits such as onsite daycare, childcare subsidies and flexible schedules, and let new hires know that you are willing to accommodate cultural and religious holidays and diversity-friendly but office appropriate apparel choices. Give new hires a reason to stay. Devote an equal amount of time and effort in retaining new employees. Familiarize them with the new job and company culture. The first few weeks can be the most difficult time for any employee. Clearly communicate opportunities for advancement. Set up mentoring programs to build close working relationships. Finding mentors that share personal interests can foster new friendships. Form affinity groups that empower small groups of employees to brainstorm about improving products or expanding into different markets. Companies get new ideas and employees are reassured their differences are assets. Learn from your mistakes. Have your human resources department create an exit interview assessment to determine why minority employees are leaving the company and what can be done to curb future losses. Be willing to make changes.

### 4: Subscribe to read | Financial Times

*Campaigners have urged the government to intensify efforts to increase racial diversity in the workplace after a large-scale survey suggests that ethnic minority Britons are still struggling.*

By Cary Funk and Kim Parker Blacks and Hispanics are underrepresented in science, technology, engineering and math jobs, relative to their presence in the overall U. Among STEM workers, blacks stand out for their concerns that there is too little attention paid to increasing racial and ethnic diversity at work, their high rates of experience with workplace discrimination and their beliefs that blacks are not usually met with fair treatment in hiring decisions or in opportunities for promotion and advancement where they work. In this regard, blacks working in STEM jobs share common ground with Asians and, to a lesser degree, Hispanics who are all much less likely than whites in such jobs to believe that members of their own racial or ethnic group are usually treated fairly, particularly when it comes to opportunities for promotion and advancement. Most blacks in STEM positions consider major underlying reasons for the underrepresentation of blacks and Hispanics in science, technology, engineering and math occupations to be limited access to quality education, discrimination in recruitment and promotions and a lack of encouragement to pursue these jobs from an early age. A majority of Americans view racial and ethnic diversity in the workplace as important The American public not only places some level of importance on gender diversity in the workplace, but these views extend to racial and ethnic diversity, as well. Broad public support for racial and ethnic diversity in the workplace is in keeping with prior surveys on values related to diversity, more generally. For example, a Pew Research Center report found that a majority of Americans believe an increasing number of people from different races, ethnic groups and nationalities in the U. Blacks employed in STEM place a high level of importance on workplace diversity Majorities of white, black, Hispanic and Asian STEM employees view racial and ethnic diversity in the workplace as at least somewhat important, but there are wide racial and ethnic differences in the degree to which they consider it important. On this measure, STEM workers look similar to those in other kinds of jobs. Blacks and Hispanics in non-STEM jobs, similarly, are more likely than are whites in such jobs to believe that racial and ethnic diversity at work is at least very important. Majorities of whites, Hispanics and Asians working in STEM think their workplace pays about the right amount of attention to increasing racial and ethnic diversity. The reverse is true for Hispanics: Past studies have raised a number of possible reasons for this underrepresentation, including the need for racially and ethnically diverse mentors to attract more blacks and Hispanics to these jobs, limited access to advanced science courses , or socioeconomic factors that may disproportionately affect these communities. A slight majority of STEM employees dismiss the idea that blacks and Hispanics are uninterested in these subjects: Blacks in STEM are far more likely than other racial or ethnic groups to attribute this underrepresentation to lack of access to a quality education or lack of encouragement at an early age to pursue these subjects. Racial gaps on other items are far more modest. By about 20 percentage points, blacks in STEM are more likely than blacks in non-STEM jobs to think the lack of quality schooling and lack of encouragement to study these subjects are major reasons that blacks and Hispanics are not widely represented in STEM jobs. Blacks in STEM jobs are particularly likely to say they have experienced workplace discrimination because of their race Overall, one-quarter of workers say that they have ever experienced any of eight forms of discrimination in the workplace due to their race or ethnicity. See Appendix for more details. In this, black and Hispanic STEM workers tend to hold similar views with blacks and Hispanics working in other kinds of occupations. STEM workers who say that their race or ethnicity has made it harder to succeed in their job were asked to elaborate on this judgment. Respondents gave examples of how their race leads to coworkers making assumptions about their competency or automatically associating them with negative stereotypes. My race is seen first. It is believed that black people as a whole are lazy and unqualified which is totally the opposite. Sometimes I feel that people are threatened by me because they know I am capable, qualified and competent to do the job. Relationships at work appear polite on surface but reluctant tendency in willing to share limited opportunities the same way, which I felt in a previous job where whites and males were overwhelmingly a majority. I am one of the few women that has been in the computer

field for 30 years, which has always been mostly men. People with the same skills and experience, but different ethnicities, have different opportunities. A person formally classed as a minority will get preference over a white Caucasian. They are always looking over me to hire or promote minorities. Among STEM workers, more say that whites are usually treated fairly in both the hiring and promotion processes in their own workplace than say the same for Asian Americans, Hispanics and blacks in each of these situations. There are sizable differences in perspective about this issue across racial and ethnic groups, however. Similarly, there are wide differences in perceptions of fair treatment between Asians and whites working in STEM jobs, particularly in terms of advancement opportunities. For details, see Appendix. In their own words: Black women need to be invited into the classroom to speak to students so that the students know that there are others out there that are blazing the trails for them and that can encourage them in their academic and career pursuits. Then continue to build on that by establishing STEM clubs and activities. Most of all, make sure that any STEM student has the rigorous preparation that will be needed to get them accepted into college and able to handle the nature of the college level classes. Black men currently in the STEM industries must be visible to the younger generation in order to show the value of those skills and the career implications. Also when people, especially children, see themselves reflected in the world around them they tend to pursue various opportunities in education and employment as they become adults. Having a government that believes in science and technology and budgets monies sic to encourage growth and development in these fields. Schools can introduce students with Asian background to former successful students from the same ethnicity. In this way, they have the role models and will be encouraged to believe in themselves. Not just numbers and theory on paper and lecture. Teachers need to be explicit about the need for more women in STEM jobs, and help girls feel that they have a reason to pursue these fields in spite of the somewhat intimidating gender breakdown of higher level classes. Not just white women, but women of all backgrounds. Gender, ethnic, and social class patterns. Also see Hurtado, Sylvia, Christopher B. Tran, and Mitchell J. Insights from a national project.

### 5: How to Increase Workplace Diversity - Management - [www.enganchecubano.com](http://www.enganchecubano.com)

*A study published by the Law & Society Review, essentially tells us what we all already know: Blacks and Hispanics are less likely than Caucasians to score interviews and job offers. Employers.*

Diversity in the 21st century workplace is still a challenge that impacts not only our ideas of fairness and opportunity, but the bottom line as well. NPR recently highlighted a study by social scientists that outlined the depth of the challenges non-white professionals face when applying for jobs. One of the most surprising discoveries is the widening gap minorities experience as they progress through their career. Led by John Nunley, an economist at the University of Wisconsin at La Crosse, researchers sent out 9, resumes with both traditional African American-sounding names, and traditional white-sounding names. Applicants with African American-sounding names received a 14 percent lower call-back rate. If fewer minorities are being interviewed, fewer minorities are being hired. How does that look in the workplace? Millennials are a more ethnically diverse group, and interracial marriage is happening in the U. How is this diversity reflected in the workplace? Based on a Corporate Diversity Study by U. When looking at the boards of directors of 69 Fortune companies, here are some study findings: Women of color represent just 4. Yes, you heard me correctly--representation has decreased. That should be a real wake-up call to corporate America: Why Corporate America Needs Diversity Women and minorities are significantly underrepresented in corporate leadership. Apart from the belief that every race and gender deserves opportunity, the facts are that diversity impacts the bottom line. In his report, Senator Menendez reported, "Studies examining the relationship between racial or ethnic diversity, gender diversity, and financial performance have revealed that companies with more diverse teams outperform their less-diverse counterparts. These studies also show that diversity leads to higher engagement among employees. There need to be set targets for diversity--and yes, that means setting measurable, numerical goals at an executive level. How does upper management influence diversity throughout the organization? Tie performance reviews to diversity goals, and make sure there are financial implications to reaching goals. To truly transform your organization, it needs to be inclusive and represent everyone. Beyond recruitment, plant the seeds of diversity early and develop future leaders. A strong, structured mentorship plan is essential to keep younger talent on track; professional development is a priority for Millennials in particular. Most importantly, openly acknowledge the reality that minorities and women face in the workplace. A recent article by Gillian B. White of The Atlantic outlined the frank reality of workplace discrimination. Through education, make sure your team understands how very important diversity is to the overall health of the organization.

### 6: The Harsh Reality of Diversity in Today's Workplace | HuffPost

*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.*

Discrimination and racial inequality Most Americans say, as a country, we have yet to achieve racial equality. Blacks and Hispanics are particularly likely to say more work is needed to achieve racial equality, although more whites also say this is the case than say enough changes have been made. Blacks and whites also offer different perspectives about the challenges black people face in the U. Blacks are more evenly divided: Whites are also far less likely than blacks to say black people in the country as a whole and in their communities are treated less fairly than whites in dealing with the police, in the courts, when voting, in the workplace, when applying for a loan or mortgage, and in stores or restaurants. And while majorities of blacks say racial discrimination, lower quality schools and lack of jobs are major reasons blacks in the U. The share saying more changes are needed is virtually unchanged since the question was last asked in July , but it is considerably higher than it was two years ago, before events such as the shooting death of an unarmed black year-old by a white police officer in Ferguson, Missouri, and the racially motivated killing of nine black Americans in a Charleston, South Carolina, church. White independents are more evenly split. Blacks are far more skeptical than whites and Hispanics about the prospect for racial equality. These views are shared about equally among blacks across demographic groups. Whites and Hispanics are far less doubtful: Blacks and whites disagree on major factors holding black people back When asked about reasons that black people in the U. Majorities say each of these is at least a minor reason that blacks may have a harder time getting ahead than whites. There is vast disagreement between blacks and whites about the extent to which racial discrimination may be contributing to a lack of progress for blacks. Education is also linked to white views on this. When it comes to family instability and lack of good role models, blacks and whites offer similar views. And about half of each group say the same about a lack of good role models. Black and white adults who are married are about as likely as those who are not married to say family instability is a major factor holding black people back. Most Americans say individual, rather than institutional, racism is the bigger problem for blacks On balance, many more Americans say that, when it comes to discrimination against blacks in the U. Blacks more likely than whites to see unfair treatment in the country and where they live Across many realms of American life – including in dealing with the police, in the courts, when voting, in the workplace, when applying for a loan or mortgage, and in stores or restaurants – black adults are consistently more likely than whites to say blacks are treated less fairly, both in the communities where they live and in the country as a whole. At least half of whites say both groups are treated about equally in stores or restaurants, in the workplace, when applying for a loan or mortgage and when voting in elections; and about four-in-ten say this about the treatment of blacks and whites in dealing with the police or in the courts. Virtually no white adults say whites are treated less fairly than blacks in each of these realms. By large margins, white Democrats are more likely than white Republicans and independents to say blacks are treated less fairly than whites in the U. And while at least half across partisan groups say blacks and whites in the U. Blacks and whites also offer widely different views when asked to assess the way each group is treated in their own communities. However, across many measures, blacks and whites are more likely to say blacks are treated less fairly than whites in the country than they are to say this is the case in their own community. White responses to this item may have been affected, at least in part, by social desirability bias, or the tendency of people to give what they believe is the socially acceptable answer.

### 7: Define Diversity in the Workplace | [www.enganchecubano.com](http://www.enganchecubano.com)

*The major source for U.S. population and housing statistics, derived from the decennial population census and more current surveys. U.S. business and industry are profiled by the economic census, taken every 5 years.*

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 50. 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 – 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 “ alternative work schedules and child and elder care resources and referrals ” 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.

### 8: HR/HR Diversity in the Workplace: Benefits, Challenges, and the Required Managerial Tools

*Diversity in business ownership, particularly among women of color, is key to moving our economy forward. The diversity of our nation's business owners helps boost employment and grow our economy.*

### 9: Why Is Diversity in the Workplace Important to Employees? | [www.enganchecubano.com](http://www.enganchecubano.com)

*Diversity in the workplace is important for employees because it manifests itself in building a great reputation for the company, leading to increased profitability and opportunities for workers.*

*Clear speech fourth edition Speech of Mr. Ogle R. Gowan Dubai metro map List of words shakespeare invented You dont have to be CEO (or have a million dollars to give back to your community. DERBYSHIRE (The Hidden Places) Postal Route Gazetteer Part 1 New York State 1839 (Postilion Series of Primary Source Volume 6) Hungry Lucy The peace conference that failed New international division of labour Composition of waters from the research drill hole at the summit of Kilauea Volcano, Hawaii, 1973-1991 Linux source code Work toward self-discipline Biosurfactants and biotechnology Modern drummer magazine Genes, environment, and common diseases On second thought kristan higgins Greeks and romans bearing gifts Unit six posttrial issues Library and information studies Annotated Florida Teachers Edition Elements of Literature Pictures of life and character Loving Gertrude Stein Muhammad Ali, boxing superstar Websters Backpack Speller Exile into eternity The perils and pleasures of moviegoing. The 13th of February, 1861: The election of President Lincoln declared ; Firmness of Vice-President Breck One touch healing Cross-Country Course Design and Construction Android kitkat user guide 8.2. Eastern Sulawesi ophiolite belt III. Projections 17-20 The fire this time Michelle Alexander Cultural studies, resisting difference, and the return of critical pedagogy Fly over nation file Scalar diffraction from a circular aperture Partnerships with business and the community Fred Piegonski. Lenders handbook va pamphlet 26 7 Dont Forget The Angels Campus Security Guard II*