

# DOWNLOAD PDF GROUP COMPOSITION THE BUSINESS CASE FOR DIVERSITY

## Chapter 1 : Diversity for Groups & Teams in the Workplace | calendrierdelascience.com

*Pondering the business case for diversity, Todd L. Pittinsky, a professor of technology and society at Stony Brook University, observes something isn't quite right.*

Marisa Lauri Ride the subway, walk down a busy downtown street, or attend a lecture at a local university. If you take a moment to look around, you will notice the rich cultural diversity of our cities. Evolving social, cultural, and political norms, as well as changing demographic and immigration patterns, have had an impact on the composition of our population. Not surprisingly, our business practices have had to keep pace with the changing needs of our markets and the workers who contribute to the success of our organizations. When you consider the proliferation of service-oriented businesses, reflecting our diverse workforce is even more important because customers feel more comfortable doing business with people to whom they can relate. They want to see people who reflect their own communities and their particular tastes and needs- people who make them feel that their needs will be understood and addressed appropriately. Diversity is any characteristic, perspective, or approach to work, that different individuals bring to the workplace. It includes visible and non-visible characteristics such as: Changing workforce demographics, client composition and globalization have created a powerful impetus for change in the traditional workplace. In order to gain and maintain a competitive edge, organizations need people who can best serve their clients. This will be a diverse group of people who are selected, developed and treated on the basis of merit and fairness. Why is Diversity Important? Global demographic patterns and trends as well as social and cultural shifts are putting increased pressure on our business practices here in North America. Meanwhile, in developed nations, life expectancy has been increasing rapidly, while fertility rates have declined, creating challenges in replacing the workforce. This pressure is causing us to look elsewhere for labour resources. It appears that Asia, followed by Africa, will likely provide the greatest source of new workforce entrants over the next few decades. Since the s, migration flows from developing countries to both developed and other developing nations have replaced the outflows of Europeans. Gender Shifts Changing social roles around the world, particularly for women, as well as international support for human rights, are also challenging previously accepted patterns of discrimination on the basis of religion, social class, ethnic origin, disability, and sexual orientation, as well as age and gender. The increasing participation of women in the labour force has been one of the most important aspects of workplace diversity in North America. For example, birth control has allowed women greater control over their lives and opened up opportunities for education and employment. In addition to control over their reproduction, women have gained access to a broader range of jobs due to the changing nature of work. Automation and technological advances have enabled women to perform many jobs that previously were more physically demanding, dangerous, or required exposure to environments unwelcome to women. A century ago, the workplace was predominantly male and produced mainly agricultural and manufactured goods. Throughout the 20th century, particularly the latter half, our economy in North America has shifted from the production of goods to services. And, automation has replaced manual labour in agriculture and industry, placing less emphasis on physical strength and endurance. During WWII, while men were away at war, women took over factory work in support of the defence industry. They demonstrated their aptitude and willingness to participate as equals in the workforce, and challenged existing gender barriers. As our service economy continues to expand, greater numbers of women will occupy professional roles in the service industries in the 21st century. And, they will be well prepared. Accommodation This influx of women workers has brought about significant social change. Men are no longer the primary bread-winners in America. Of families maintained by a sole earner, almost two-thirds of the breadwinners are women[5]. This shift has resulted in more demand for flexible hours, tele-commuting and family leave, changes which are becoming increasingly attractive to both women and men. Such accommodation allows them to continue to contribute their skills and keep their careers on track while managing important personal obligations. The employer

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benefits by retaining the talent and commitment of the individual and their clients benefit from the continued relationship. Accommodation in the workplace is also important in allowing people with disabilities to contribute their talents to the workforce. Often, very simple, inexpensive changes, such as using enlarged text or improved lighting, can make a work environment much more accessible, comfortable, and effective for all workers. In the 21st century, employers who wish to recruit and retain highly skilled and well-educated workers need to offer such benefits to be competitive. What are the Benefits of Diversity? When people feel respected and their differences are accommodated rather than ostracized, they are better able to realize their full potential and make a meaningful contribution to their workplace. An environment that is positive and motivating for its people increases worker satisfaction, productivity and retention. In addition, the broader perspective of diverse teams facilitates innovation and provides clients and customers with increased value. Diversity in the workplace simply makes good business sense, and can bring about many benefits, including the following: Despite the potential benefits of diversity, many competitive advantages may not be fully realized if diversity in the workplace is not managed. How often have you heard news reports and read articles concerning diversity-related conflicts in the workplace? Naturally, diverse opinions, perspectives and values can contribute to increased conflict; however, if managed effectively, that conflict can yield organizational benefits and personal growth. It is this breadth of diverse perspective that adds richness and robustness to business analyses and contributes to the achievement of optimal decisions. Diversity Management Diversity management is a systematic effort across the organization. In such a culture, that promotes equity and inclusiveness, diverse perspectives are valued and integrated in to the core business practices. Diversity management has three components[7]. First, it is voluntary. Unlike Employment Equity legislation which is enforced by law, diversity management is self-initiated by the company and typically goes beyond the minimal standards. Finally, diversity management is a business strategy aimed at tapping the full potential of all employees in the organization with the goal of achieving competitive advantage. Similarly, in a study[9] , Catalyst Inc. A study[10] , found that Nextel Communications Inc. Clearly, strong diversity management has a positive impact on corporate performance and shareholder value, which are directly linked to competitive advantage.

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## Chapter 2 : How To Make A Better Business Case For Diversity

*"Make the business case" is the retort often heard in Silicon Valley when talks of diversity and inclusion (D&I) comes up. This myopic and dense argument grows tiresome -- to have to make the.*

However, the potential of inclusion to drive the growth of a business is still under-appreciated, largely ignored and very much under-utilized by the very people who should be at the forefront of driving itâ€™the Human Resources Group. Yet, as businesses the world over converge in a tighter-than-ever competition for the same talents as employees, the benefits of inclusion as a business strategy has never been more important for any business that want to remain relevant for the long run. CPJ condemns killing of Lemman Hauwa Often, when people speak of inclusion, and many people now do, they mean diversity. Inclusion, however, goes well beyond these things; it deals with how to leverage the diverse composition of the organization and galvanize the many voices and identities within and outside the organization to drive the specific goals and objectives of the organization. Hence, by describing inclusion as diversity, there is the tendency to treat it as just another standard hiring policy, whereas inclusion should be an all-inclusive strategy for driving growth. While diversity, alone, ensures that people of different genders and orientation get a seat on the table, inclusion seeks to collectivize their unique experiences and perceptions into one potent force for growth. This is what Thomas Malone, an authority in organizational design and the author of the bestseller, Super-minds, called Collective Intelligence. In Collective Intelligence, Malone argues that humans as the most intelligent animals on our planet can even become far smarter if they work as a group that draws from the wide range of diverse experiences and backgrounds. Hence, if a business wanted to have more intelligent, productive, effective teams, the best route would be to, yes, get more people of diverse backgrounds in the room, and then, most importantly, build on, instead of shielding, their diversity. However, organizations, whilst professing diversity and inclusion, have often done the opposite. Kenji Yoshino, a Professor of Constitutional Law at the New York University School of Law and Christie Smith, the Managing Principal of the Deloitte Leadership Center, carried out one of the most extensive researches on the relevance of inclusion to building a thriving workforce in the 21st century. In their report on inclusion, published as Uncovering Talent by the Deloitte University, both put forward a new approach to achieving inclusion in the workplace. They began by exposing the huge flaws in our organizational HR strategies today, which they stressed, had led to the concept of Covering â€™ where an individual downplays a stigmatized identity that should ideally highlight his or her diversity. This is often the campaign waged by HR executives no matter how elaborate the diversity policy, and it ultimately leaves very little room for people to actually express that very diversity. This approach is actually, what makes a business truly dynamic to compete and remain relevant in an increasingly globalized and highly competitive world. Therefore, the role of inclusion is critical. It also sets the room for employees to pool their diverse talents to solve difficult problems. Inclusion Strategy helps employers to become more innovative and successful in their jobs as well as to take the next to step into leadership development. It is about diversity of thought, experience, and industry. It has to match strategic organizational goals regardless of the size of the company. When diversity and inclusion is elevated, it lifts everyone. It also supports our customer focus when they see people who look like them. It is a long, enduring process, but one filled with benefits. It begins with Employers and HR executives knowing their employees. One cannot build an inclusive organization without first knowing how diverse, and representative of the larger society, their workforce is. By better knowing employees, the next step to developing an inclusion strategy is identifying and addressing the areas of diversity that if leveraged would strengthen the business and sustainability of the organization. Ultimately, it is important to understand that there can be no finish date to an Inclusion Strategy, as it needs to be dynamic to have a strong impact in the business growth and sustainability of an organization. Therefore, it is necessary to regularly review the inclusion initiatives and goals. It is only by doing this, and constantly refocusing its diversity and inclusion programs to address emerging trends and concerns, that an organization can build a

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strong business with inclusion at its heart.

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## Chapter 3 : Subscribe to read | Financial Times

*It interferes with understanding the business case for diversity and inclusion and preparing for the inevitable transition to a racially diverse workforce and consumer base.*

The three types are: In the monolithic organization, the amount of structural integration the presence of persons from different cultural groups in a single organization is minimal. This type of organization may have minority members within the workforce, but not in positions of leadership and power. This type of organization seeks to empower those from a marginalized standpoint to encourage opportunities for promotion and positions of leadership. The study from Joseph and Selvaraj, found out the organization with different genders can provide a better performance than the single-gender workplace environment. The multicultural organization not only contains many different cultural groups or different genders, but it values this diversity. It encourages healthy conflict as a source of avoiding groupthink. Trait-leadership theory suggests that leadership is dependent on physical and social attributes of the individual and greatly based on European cultures. Walck defines managing diversity in the workplace as "Negotiating interaction across culturally diverse groups, and contriving to get along in an environment characterized by cultural diversity". On the other hand, advocates of diversity claim without presenting evidence that diversity will bring substantial potential benefits such as better decision making and improved problem solving, greater creativity and innovation, which leads to enhanced product development, and more successful marketing to different types of customers. Standpoint theory gives a voice to those in a position to see patterns of behavior that those immersed in the culture have difficulty acknowledging. His models demonstrated that heterogeneous teams consistently out-performed homogeneous teams on a variety of tasks. Page points out, however, that diversity in teamwork is not always simple and that there are many challenges to fostering an inclusive environment in the workplace for diversity of thought and ideas. Challenges[ edit ] One of the greatest challenges an organization has when trying to adopt a more inclusive environment is assimilation for any member outside the dominant group. The interplay between power, ideology, and discursive acts which reinforce the hegemonic structure of organizations is the subject of much study. Often these individuals are mentored and coached to adopt the necessary traits for inclusion into the privileged group as opposed to being embraced for their differences. The State of the Field", Marlene G. Fine explains that "those who assimilate are denied the ability to express their genuine selves in the workplace; they are forced to repress significant parts of their lives within a social context that frames a large part of their daily encounters with other people". Fine goes on to mention that "People who spend significant amounts of energy coping with an alien environment have less energy left to do their jobs. Assimilation does not just create a situation in which people who are different are likely to fail, it also decreases the productivity of organizations". Another challenge faced by organizations striving to foster a more diverse workforce is the management of a diverse population. Managing diversity is more than simply acknowledging differences in people. A major challenge is miscommunication within an organization. Fine reported a study of "work groups that were culturally diverse and found that cross-cultural differences led to miscommunication". The meaning of a message can never be completely shared because no two individuals experience events in exactly the same way. Even when native and non-native speakers are exposed to the same messages, they may interpret the information differently. These skills include self-monitoring, empathy, and strategic decision-making. Maintaining a culture which supports the idea of employee voice especially for marginalized group members is another challenge for diverse organisation. When the organizational environment is not supportive of dissenting viewpoints, employees may choose to remain silent for fear of repercussions, [21] or they may seek alternative safe avenues to express their concerns and frustrations such as on-line forums and affinity group meetings. The aim of the liberal change model is to have a fair labor market from which the best person is chosen for a job based solely on performance. To support this concept, a framework of formal rules has been created and policymakers are responsible for

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ensuring that these rules are enforced on all so none shall be discriminated against. The liberal-change approach centers on law, compliance, and legal penalties for non-compliance. One weakness of the liberal view is that the formal rules cannot cover every aspect of work life, as there is almost always an informal aspect to work such as affinity groups, hidden transcripts, and alternative informal communication channels. The radical approach is thus more outcome focused than focused on the forming the rules to ensure equal treatment. Arguments for and against quota systems in companies or public institutions include contrasting ideas such as quotas compensating for actual barriers that prevent marginalized members from attaining their fair share of managerial positions being against equal opportunity for all and imply that a marginalized member only got the position to fill the quota. Since the introduction of the system, women representation in parliament has risen dramatically even above the defined quota. The long term, however, is seen as a project of transformation for organizations. This approach acknowledges the existence of power systems and seeks to challenge the existing hegemony through implementation of equality values. One illustrative case for transformational change is ageing management; [29] Younger employees are seen as more innovative and flexible, while older employees are associated with higher costs of salary, benefits, and healthcare needs. Through application of the transformational concept an immediate intervention provides needed relief while a longer-term culture shift occurs. For the short-term, an organization can set up legislation preventing discrimination based on age. However, for the long-term solution, negative stereotypes of older employees needs to be replaced with the positive realization that older employees can add value to the workplace through their experience and knowledge base. Implementation[ edit ] Intentional "diversity programs" can assist organisations facing rapid demographic changes in their local consumer market and labor pool by helping people work and understand one other better. An example such resources is MentorNet, [33] a nonprofit online mentoring organization that focuses on women and under-represented minorities in the science, technology, engineering and mathematics fields. Implementing diversity inclusion initiatives must start with the commitment from the top. With a commitment from top leaders in an organization to change the existing culture to one of diversity inclusion, the diversity change management process can succeed. This process includes analyzing where the organization is currently at through a diversity audit, creating a strategic action plan, gaining support by seeking stakeholder input, and holding individuals accountable through measurable results.

### Chapter 4 : Diversity (business) - Wikipedia

*Our latest report, Diversity Matters, examined proprietary data sets for public companies across a range of industries in Canada, Latin America, the United Kingdom, and the United States. In this research, we looked at metrics such as financial results and the composition of top management and boards. 1 1.*

### Chapter 5 : What Globalization Means for Diversity and Inclusion Efforts | Diversity Journal

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### Chapter 6 : Diversity as a Competitive Advantage | Barrett Rose & Lee

*What companies need to know about diversity and inclusion for women in STEM. Much has been written in recent months about the importance of diversity and inclusion in the workplace. Despite this focus, countless organizations of all sizes struggle to originate and sustain progress in this business.*

### Chapter 7 : How to Write a Business Case: 11 Steps (with Pictures) - wikiHow

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*business-case arguments essentially argue that, given trends in labor supply, workplace diversity is inevitable—that is, it is already the rule rather than the exception in the workplace.*

### Chapter 8 : Inclusion: A Business/People Strategy (A case for collective intelligence) - Vanguard News Nig

*Today McKinsey published its follow-up investigation, *Delivering Through Diversity*, which studied a larger group of over 1,000 companies across 12 countries. Its findings are the new gold-standard for diversity research across business, and their results will surprise you.*

### Chapter 9 : The Business Case for Diversity

*Business Case for Diversity with Inclusion There are few who would argue against positive co-worker relationships and respect for the individual dignity as being helpful in developing a positive workplace environment.*