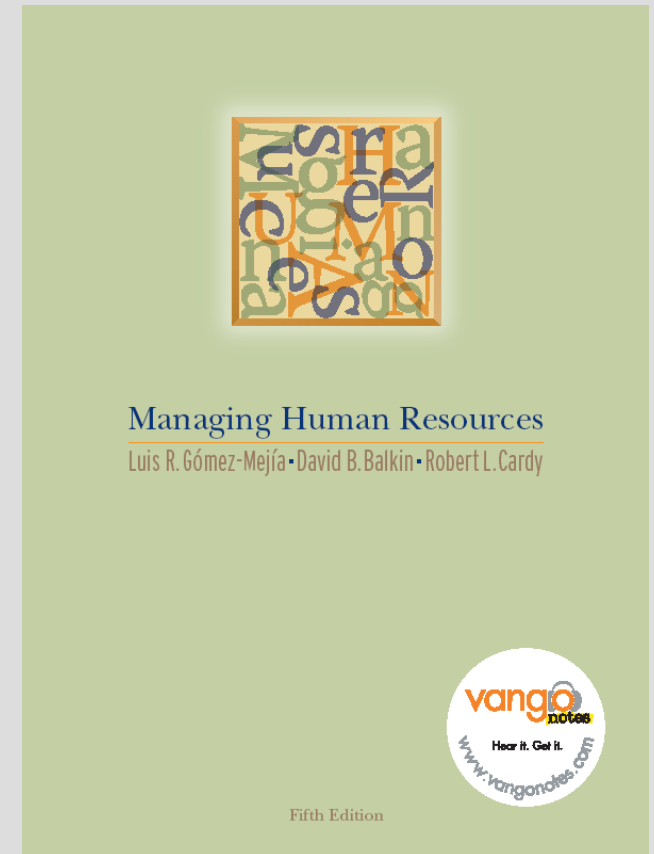


# Chapter 4

## Managing Diversity



# Chapter 4 Overview

- Link affirmative action programs to employee diversity programs for support
- Identify forces that contribute to successful management of diversity
- Reduce conflict among employees with regard to culture and misunderstandings
- Develop policies targeting diverse employee groups
- Implement HR systems that assist the firm in successfully managing diversity

# What Is Diversity?

- Diversity – Human characteristics that make people different from one another.
- Why manage employee diversity?



# What Is Diversity?

## Affirmative Action vs. Managing Employee Diversity

- Demographic Trends
- Diversity as an Asset
- Marketing Concerns

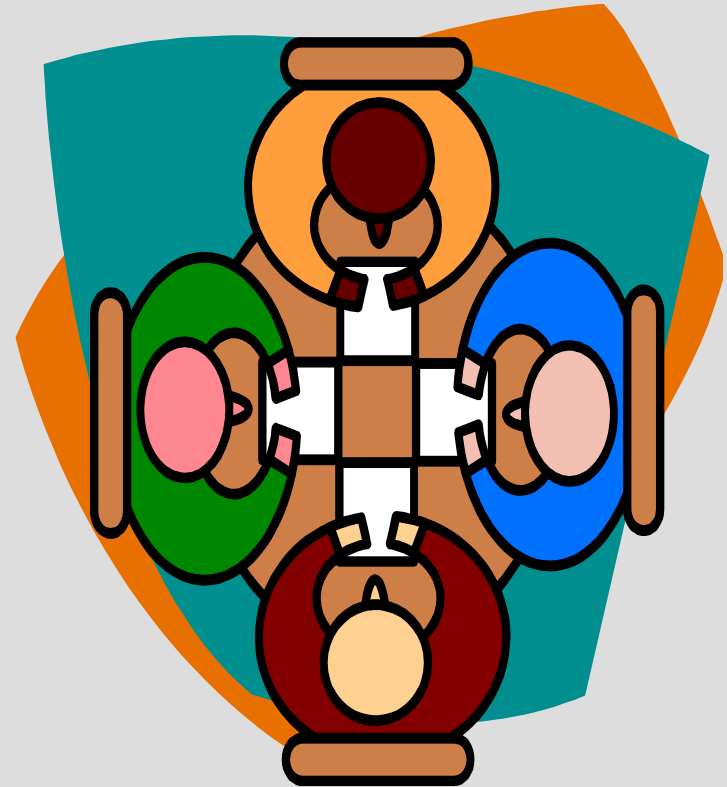
# The Global Workplace



*Avon's global workforce and leadership consist mainly of women. It has more female managers than any other Fortune 500 company, including the president of its U.S. Product Marketing Group, Andrea Jung.*

# Challenges in Managing Employee Diversity

- *Valuing Employee Diversity*
- *Individual vs. Group Fairness*
  - ***Universal and Cultural Relativity***



# Challenges in Managing Employee Diversity - continued

- *Resistance to change*
- *Group cohesiveness and interpersonal conflict*
- *Segmented communication networks*
- *Resentment*
- *Backlash*
- *Retention*
- *Competition for opportunities*

# Diversity in Organizations

- **African Americans**
- **Asian Americans**
- **People with disabilities**
- **The foreign born**
- **Homosexuals**
- **Latinos (Hispanic Americans)**
- **Older workers**
- **Women**



# Diversity in Organizations - continued

- **Women**
  - Biological constraints & social roles
  - A male-dominated corporate culture
  - Exclusionary networks
  - Sexual harassment

# Manager's Notebook 4.3 – Emerging Trends

- *Women Are Moving into Fields Previously the Province of Men –*

Bachelor's Degrees	Female Recipients as a Percentage 30 Years Ago	Female Recipients as a Percentage 2005
Engineering	0.8	18.9
Physics	6.7	22.6
Geology	11.0	44.7
Computer science	13.6	27.6
Chemistry	18.4	48.4
Biological sciences	29.1	60.8
Mathematics	37.8	46.7
Health sciences	77.1	85.5

# Manager's Notebook 4.3 – Emerging Trends

Master's Degrees	Female Recipients as a Percentage 30 Years Ago	Female Recipients as a Percentage 2005
Engineering	1.1	21.4
Physics	6.9	20.9
Geology	9.7	39.7
Computer science	10.3	33.2
Chemistry	21.4	45.6
Biological sciences	33.6	57.8
Mathematics	27.1	42.4
Health sciences	55.4	77.5

Doctorates	Female Recipients as a Percentage 30 Years Ago	Female Recipients as a Percentage 2005
Engineering	0.6	17.3
Physics	2.9	15.5
Geology	3.4	28.5
Computer science	2.3	22.8
Chemistry	8.0	33.9
Biological sciences	16.3	44.3
Mathematics	7.6	29.0
Health sciences	16.5	63.3

# Improving the Management of Diversity

- ***Top management commitment to valuing diversity -***



# Diversity Training Programs

- Support groups
- Employee resource groups at Microsoft
- Accommodation of family needs
  - Day care
  - Alternate work patterns

# Diversity Training Programs - continued

- ***Senior mentoring programs***
- ***Apprenticeships***
- ***Technology and diversity***
- ***Communication standards***
- ***Organized activities***
- ***Diversity audits***
- ***Management responsibility and accountability***

# A Question of Ethics

- *To what extent should employers be responsible for the appropriate care of their employees' children?*



# Some Warnings...

- *Avoiding the appearance of “white male bashing”*
- *Avoiding the promotion of stereotypes*
  - *Cultural determinism* – *The idea that one can successfully infer an individual’s motivations, interests, values, and behavioral traits based on that individual’s group membership.*



# Summary and Conclusions

- What is diversity?
- Challenges in managing employee diversity
  - Diversity in organizations
  - Improving the management of diversity
    - Some warnings