Managing for Results

1. Leadership
2. Team Effectiveness
3. Communication
4. Planning forResults
5. The Changing Workplace
6. Resolving Conflict
7. Process Management
8. Managing Performance
9. Due Diligence
10. Managing Diversity

The purpose of this unit is to...

- expand participant's views of diversity & increase respect for differences

- sensitize managers to the issues and realities realted to diversity,

- create an awareness of skills and behaviours necessary to make diversity a competitive advantage, and

- provide leaders with tools to help them manage in a diverse environment.

Objectives

- define diversity and its value to the organization

- discuss the role of the leader in managing diversity

- discuss the legal aspects of diversity

- examine how individual attitudes, values, beliefs and needs create diversity that can lead to conflict

- explore skills and behaviours that reduce conflict, welcome diversity and turn it into a competitive advantage.

Agenda

- Introduction, Applicability

- Definitions, Demographic Trends

- Challenges and Benefits

- Values of Today's Work Force

- Video, "Dealing with Diversity"

- Mental Models, Communication Tools

- Diversity at Work, in Your Organization

- Legal Aspects, Discrimination, Harrassment

- Conclusion and Action Plans

Diversity is...
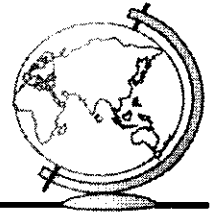
varied perspectives and approaches to work that members of different identity groups and *different individuals* bring to the workplace

Current Workforce Trends:

In Canada and the USA:

- average age is increasing,
- changing role of women,
- ethnic representation is increasing
- increasing number of workers with disabilities
- changes to the traditional family unit
- the sandwich generation
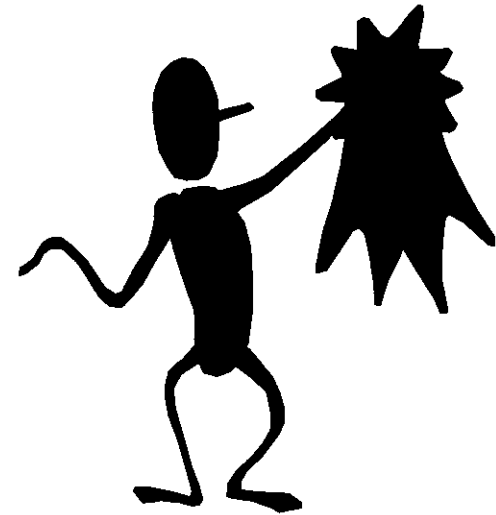- increasing variance in personal values.

Top nine values today:

In Canada & the USA:

1. recognition for competence and accomplishments
2. respect and dignity
3. personal choice and freedom
4. involvement at work
5. pride in one's work
6. lifestyle quality
7. financial security
8. self-development
9. health and wellness

The Objective of a Diversity Program is...

to create an environment that fully taps the potential of all individuals, in pursuit of organizational objectives, without giving advantages or disadvantages to any person or group
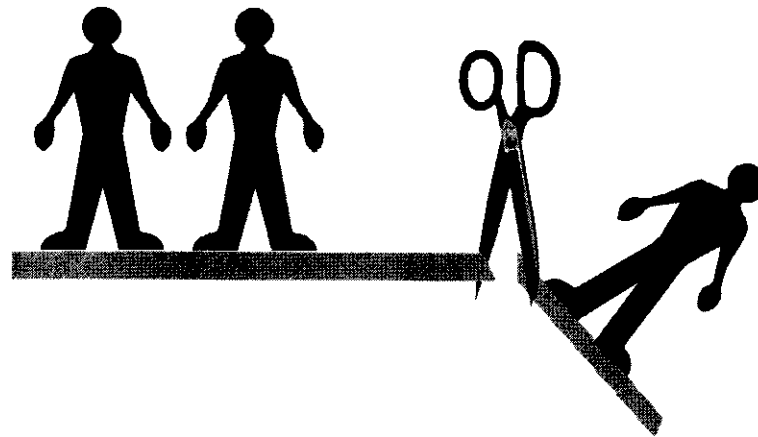
3 Approaches to Diversity

- Discrimination and Fairness

- Access and Legitimacy

- Learning and Effectiveness

Advantages of Diversity

- utilizes views, potential, capabilities, and unique insights of ALL the workforce
- allows for more flexible problem solving
- stimulates creativity and innovation
- cultivates more effective teamwork
- creates a more interesting work environment
- enhances employee recruitment, retention and development
- results in improved customer satisfaction
- increases competitiveness and effectiveness

Managing Diversity means...

perpetuating an organizational culture that values differences and maximizes the potential of all employees
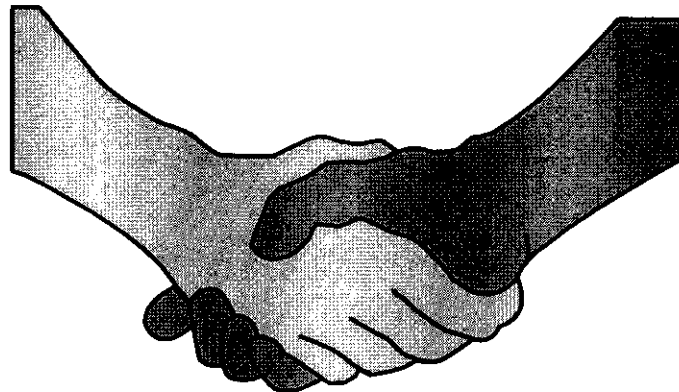
Keys to Managing Diversity

1. Understand and respect individuality

2. Keep an open mind

3. Communicate how you want to be treated

4. Talk openly to find the best solutions

5. Discover how others want to be treated

6. Act as a force for change

7. Insist on appropriate behavior

8. Take responsibility

9. Judge by what you see, not by what you think
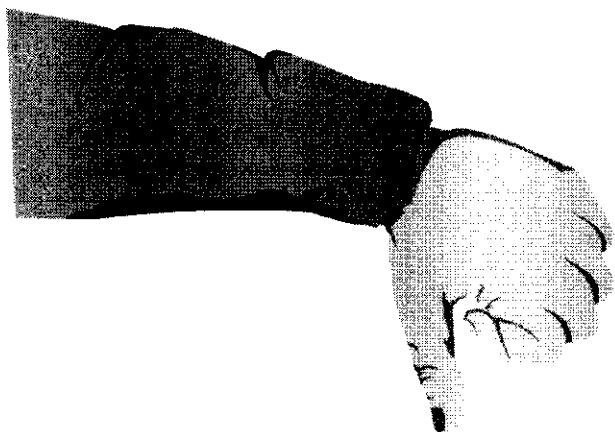
10. Focus on the job being done in the workplace

Prejudice

irrational hostility towards an individual or group & their supposed characteristics
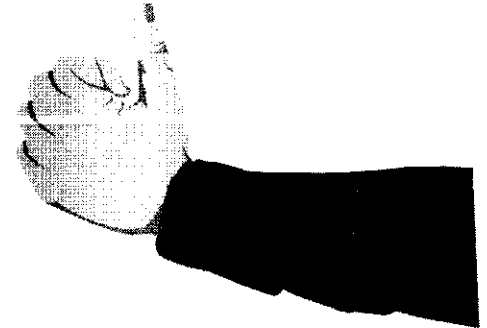
Bias

a highly personal and unreasoned distortion of judgment

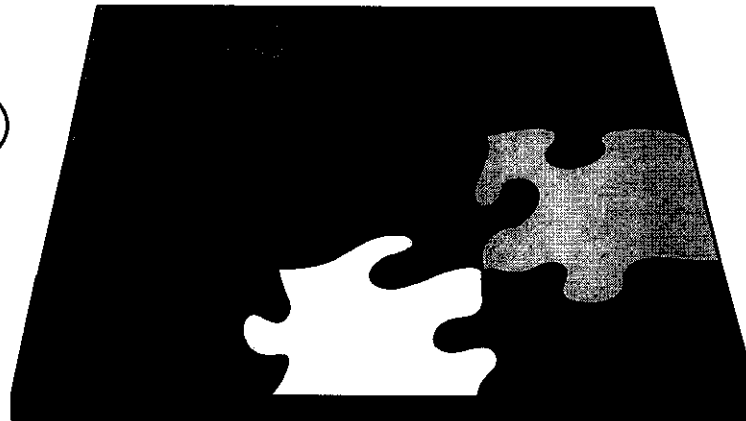# *Overcoming Prejudice & Bias*

We <u>all</u> have biases:

Recognize and Re-align

Dialogue

Reflection & Inquiry

We work best together when we
bring different perspectives.

Improve Communications by

- becoming aware of your own thoughts and feelings and needs. (reflection)

- voicing more clearly to others what you think and feel, and why. (advocacy)

- asking others about what they are thinking, what their reasons are, how they feel. (inquiry)

- seeking dialogue with people, especially in difficult situations, or in conflict. Move towards common understanding and the best solution, keeping everyone's interests in mind.
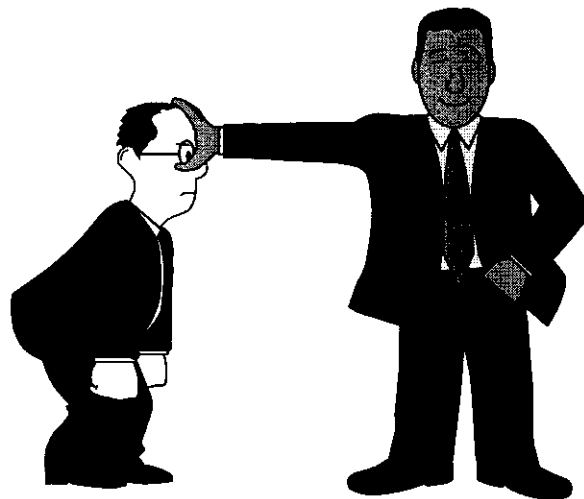
> Remember: We can never know the real reasons behind another person's actions, unless we <u>ask</u> and <u>listen.</u>

Discrimination

- differential treatment of an individual or group.
- Human Rights Act prohibits discrimination against designated groups

Discrimination characteristics:

- race
- national or ethnic origin
- colour
- religion
- age
- sex

- marital status
- family status
- sexual orientation
- disability, or
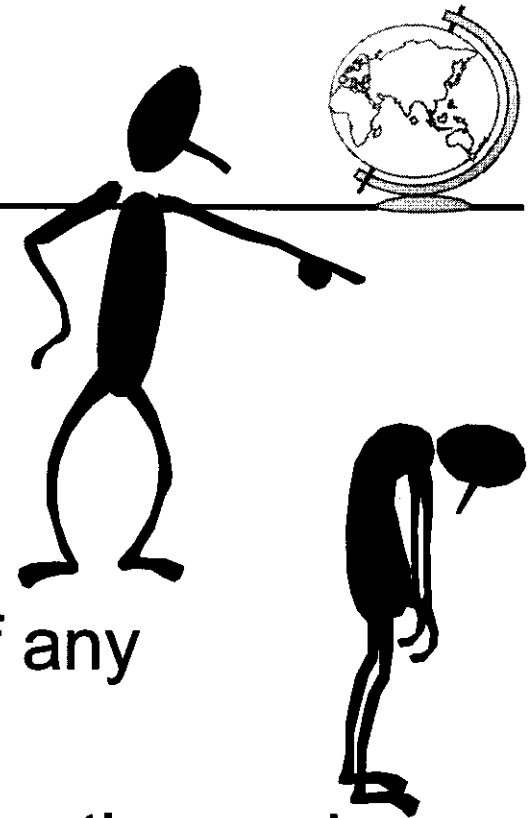- conviction for which pardon has been granted.

Systemic Discrimination;

any act or omission that results in discrimination regardless of whether the person responsible for the act or omission intended to discriminate.
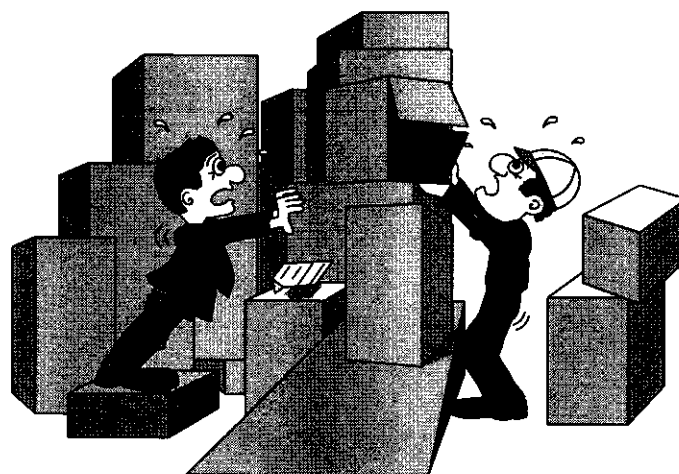
Harassment

- Abusive or unwelcome conduct or comments made on the basis of any individual characteristic.

- Leaders are responsible for identification and resolution of potential harassment in work groups.

- Both leaders and the company are liable if it is not dealt with.

Obligations of a Manager

☞ ensure that no harassment occurs between their employees, or between employees and contractors

☞ <u>must</u> take action on a complaint:

- contact Human Resources
- document all meetings and interviews
- keep all meetings and interviews confidential
- follow-up to ensure situation has been dealt with
- insist that the harassment stops
- ensure no reprisal action occurs.

Reasonable Accommodation

we must make a reasonable attempt to
accommodate individual differences
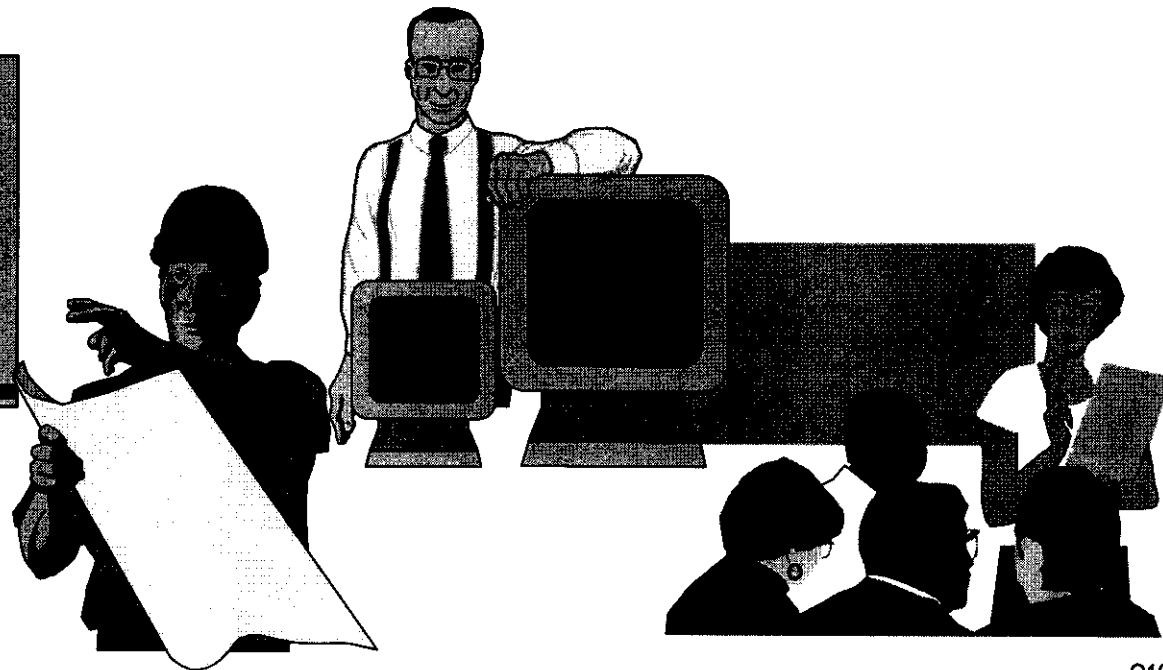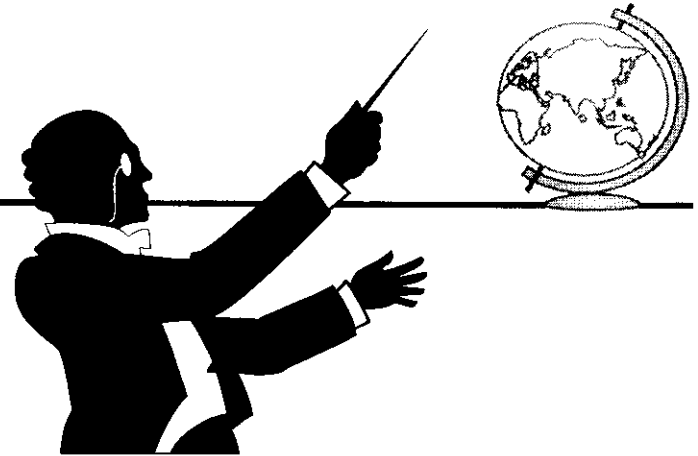
Leaders create the environment...

- develop an appreciation of individual differences

- understand that equality does not equal sameness

- provide options and let the employee select what best meets their needs

- model and promote use of effective communication skills

Leaders can...

- accept their own uniqueness
- accept the uniqueness of their employees and their peers
- help employees accept the uniqueness of others
- model and help others in communicating their needs and how they expect to be treated
- always treat others with respect and encourage this behaviour from your staff, coworkers and peers
- be flexible in order to meet the diversity needs of the business.

Summary

- Applicability for the organization

- Definitions, Demographic Trends, Values

- Challenges and Benefits

- Video, "Dealing with Diversity"

- Mental Models, Communication Tools

- Diversity at work, Diversity Attitudes

- Legal Aspects, Discrimination, Harrassment