**Individuals and a Diverse Workforce**



LEARNING OUTCOMES

**S** De scribe diversity and exp lain why it matters.

**'9** Understand the specialchallenges that thedimensions of surface-level diversity

pose for managers.

**'9** Expl ain how the dimensionsof d ee-p level diversity affect individual behavior and interactions in the workp lace.

**e**

Expl ain the basic princip les and p ract icesthat can be used to manage diversity.

**Afteryou finish th is chapter,go** to **PAGE 280** f o r

**STUDY TOOLS**



**Managing**

## DIVERSI TY: DIFFERENCES THAT MATTER

Workplace diversity as we know it is changing. Exhibit 12.1 shows predictions from the U.S. Census Bu re a u of how the U.S. p o p ula tio n will change over the next 40 years. The percentage of white, non­ Hispa nic Americans in the general population is expected to decline from 61 .7 percent in 2015 to 43.7 percen t by 2060. By contrast, the

percentage of bla ck Americans will increase (from 12.4 to 13%), as will

the percentage of Asia n Americans (from 5.3 to 9.1%). Mea n while, the proportion of Native Americans will slightly decline (fro m 0.7 to 0.6%). The fa stes t-grow ing group by fa r, though, will be Hispanics , who are expected to increase from 17.7 percent of the total population in 2015 to

28.56 percent by 2060. Other significant changes have already occurred. For e xa m ple, today women hold 46.8 percent of the jobs in the

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United States, up from 38.2 percent in 1970.1 Furthermore, white

males, who composed 63.9 percent of the workforce in 1950, hold just

42.8 percent of today's jobs.2

These rather dramatic changes have taken place in a relatively short ti1ne . And, as these trends clearly show,

Diversity means variety. T he refore, **diversity** exists in organizations ,vhen there is a variety of dernogr-<1p hic,

th,e

vorkforce of the nea r futur,e

viii be increasingly His­

cultural, and personal differences among the people ,vho

panic, Asian An,erican, and female. It ,vill also be older, as the average baby boomer approaches the age of 70 around 2020. Because many boo1ners are ukely to post­ pone retirernent and ,vork ,veil into their 70s to offset predicted red uctions in Social Security and Medicare

,vork there and the customers ,vho do business there.

\.Yi th 5,700 locations in 110 countries, few business have the diversity of locations and customers that Marriott Hotels has.• But Maniott's Executive Global Dive rsity and Inclusion Council still e;-1,1 ec ts each hotel to have

benefits, the, vork-force may beco1ne even older than

dive rsity in terrns of its loca,l

vorkforce, custo1ner, and

expected. For instanc.-e, behveen 1994 and 2024, 16- to 24-year olds (16.5 to 11.3%), 25- to 34-year old5 (26.2

to 22.5%), and 35- to 44-year-olds (26.9 to 21.3%) ,vill

vendor co1nrnunities. For instance, the 1'1aniott Mar­ quis \.Yas h i ngton, DC, which is just hvo years old, !Uled

58 pe rcent of its jobs ,vith

have bec, o n e a, s

n aller part of the U.S. labor force. By

applicants from eight inne r

contrast, those 45- to 54-year-olds (18.6 to 19.4%), 55- to 64-year-olds (6.5 to 16.6%),65- to 74-year-old5 (2.4 to

6.5 %), and 75 years and older (0.5 to 1.7%)will all have

becon,e larger parts of the U.S. labor force.3

city neighborhoods, hired

200 disadvantage appu­ cants " th limite,d vork ex­ perience ,vho completed a

**Diversity** avariety of demographic,cultural, and personal differencesamonganorganization's employeesand customers

### Exhibit 12.1

**Percent of the Projected Population by Race and Hispanic Origin for the United States: 2015-2060**

**C** 60.0%

70 .0% - White

61.7% 59.6%

57.5% 55.5%

Hispanic Black

·.**0**-.

-

53.4% 51.3% - Asian

"::,' 50 .0%

**a.**

**0** 40.0%

**0.**

•

**V**•**I**

..

:::) 30.0%

4 9 .3 %

47.3%

-

45.4% 43.7% -

27.6%- 28.6%-

American Indian

**"Cl**

-

**GI**

·.**V**.

**"Cl**

20.0%

17.7%

19.0%

20 .3%

21.6% 22.8%

24 .1% 25 .3 % 26.5%

**GI**

**0.** 1 0 . 0%

0.0%

12.4% 12.4%

5.3% 5.8%

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 0.7% | 0.7% | 0.7% | 0.7% | 0.7% | 0.7% | 0.7% | 0.7% | 0.7% | 0.6% |
| 2015 | 2020 | 2025 | 2030 | 2035 | 2040 | 2045 | 2050 | 2055 | 2060 |

12.5%

6.2%

12.6% 12.6% 12.7% 12.7% 12.8% 12.9% 13.0%

6. 7%- 7.1% - 7.6%- 8.0% - 8.4% 8.8% 9.1% \_

**Year**

**Source:"Table 11. Percent cttheProjected Population byHispanic OiginandRace for theUnited States: 201S to2060 (NP2014 TI 1); *U.S.Census Bureau,* accessed April 22, 20I 7,https:/**[**/www.census...gov/pop**](http://www.census.gov/population/p%2Cojections/datai/onnataV2014/)**u**[**lation/p,ojections/datai/onnataV2014/**](http://www.census.gov/population/p%2Cojections/datai/onnataV2014/) **summarytables.html.**

joint Marriott/Goo, d vill Jobs Training Partnership,and is alreadydoing n1illions of dollars of business \vith" 'o, n e n­ and rninority-o,vned businesses.5 CEO and Chairman Bill Mani ott says that eve•)"vhe re 1ar riott does busi­ ness, 'We are broadening ho,v ,ve think about global di­ versity and inclusion, reaching across cultural borders to co1npe te for customers and talent ,vorld, vide.',.; Mani ott is regularly recognized as one of the top ten n,ostdiverse finns in the ,vorld.

*You' ll begin your exploration of diversity by learning* ***12-1a that diversity is not a ffi rmative action*** *and* ***12 -1b that dive rsit y makes good business sense.***

12-1a **Diversity Is Not Affirmative Action**

A com1non misconception is tha, t vorkplace diversity and

affirmative action are the san,e, ye t these concepts differ

in several c1i tica, l vays, in­

**Affirmative action** purposeful steps taken by an organization to createemployment opportunitiesfor **minoritiesand women**

cluding their purpose, ho,v they are practiced, and the reactions they produce. To sta1t , **affirmative action**

refers to purposefiil steps taken by an organization to create ernplo)'lnent opportunities for rninorities and

, voinen.7 By G )ntras t, diversity has a broade r focus that includes den1ogra phic, cultural, and personal diffe re nces. A second difference is that afllnnativeaction isa pol­

icy for actively creating diversity, but diversity can exist even if organizations don't take purposefulsteps to create it. A local restaurant located near a unive rsity in a major

Equal Empk>)'lne nt Oppo1tu nity Co rnn1issio n, or EEOC (,V\V\v.eeoc .gov ), to ad1ninister tl1ese la,vs. By G )ntras t, tl1ere is no federal la,v or agenL')' to oversee diversity. Or­ ga nizations that pursue diversity goals and progra1ns do so voluntarily.

Fourth, afti1mative action progra1ns and diversityp ro­ grains have different purposes.The purposeof af'finnative action prognuns i5 to cornpensate for past disc1i mination,

city is likely to have a rnore diverse group of employees

whic,h

vas \ despread ,vhen legislation ,vas intn:xluc.-ed in

than one located in a s1nall t<),vn. So , organizations can achieve diversity " thout aftirrnative action. Conversely, affirmative action does not guarantee diversity. An orga­ nization can create en1ployrnentopportunities for\V(Hnen and n1inorities yet not have a divers,e vorkforce.

A third important difference is that affirmative ac­ tion is required by la\v for p1ivate employers " th 50or 1n o re e n1ployees, \vhereas diversity is not. Affi rrna­ tive action 01iginated , th Executive Order 11246 but

tl1e 1960s; to pre ve nt ongoing disc1i mination; and to pro­ vide equal opportunities to all, regardless of race, colo1 re ligion, sex, or national <:nigin. Organizations tl1at fail to uphold aftinnative action la\vSmay be required to

» hire, pro1no te, or give back pay to those not hired or pro1n oted ;

» re i nstate those ,vho \Vere ,vrongly tenninated ;

» pay atto rneys' fees and L )urt costs for those \vho

is also related to the 1964 Civil Rights Ac,t,

vhich bans

bring charges against tl1e1n; or

disc1i rnination in voting, public places, fede ral govern­ ment programs, federally suppo1ted public education, and ernploy1n e nt. Title VII of the Civil Rights Act (,w v,v. eeoc.gov/laws/statu tes/titlevii.c frn) requires that worke rs have equal e1n p loyment opp<:ntunities \vhen being hired or p rornoted. More specifically, Title VII prohibits co1n­ panies frorn disc ri1ninating on the basis of race, color,

» take otl1er actions that rnake individuals \vhole by retu rning the1n to the condition or place the,y vould have been had it not been for clisc ri 1n ination.8

Co nsequently, afllrmative action is basically a pu­ nitive approach.9 By contrast, the general purpose of cliversity p rogra rns is to create a positive work e1n ron­

religion, sex, or national 01i gin. Title VII also crea ted tl1e

n1en,t

vhere no one is adv-antaged or disad vantaged,

\vhere '\ve" is everyone, ,vhere everyone can do his or

her bes,t vork, ,vhere differences are respected and not

ignored, and, vhere everyo ne feels comfortable.10 So , unlike affirmative action, ,vhich punishes co1n pa nies for

not achieving specific sex and race ratios in the,ir vork­

forces, diversity progran1sseek to benefit both organiza­ tions and their en1pk1yees by e ncouraging organizations to value all kinds of differe nces.

Despite tl1e overall success of affinnative action in

n1akin,g vorkplaces much fairer tl1an they used to be,

n1any peop le argue tl1at so1ne affinnative action pro­ grarns unco nstitutionally offer p referential treatment to females and minorities at the ex-pense of other ernploy­ ees, a vie,v accepted by some courts.11 The An1erican Ch I Rights institute successfii lly ca1npaigned a state ballot initiatives to ban race- and sex-based af6nnative

E action in college ad1nissio ns, gove rnme nt hiring, and

*:* gove1n1ne nt contracting programs in California (1996),

ll \.Yashingto n (1998), and Michigan (2006). Led by Ward Connerly,the institute backed sirnilar efforts in Arizona,

8

,1 Colorado, Missouri, Nebraska, and Oklaho rna in 2008.

" In a 2014 decision, the U.S. Supreme Cou1t niled 6-2 i tl1at state ballot initiatives banning race- and sex-based action are constitutional.12 O ppo nents of affinnative

action, like Connerly, believe that affinn ative action

policies esta blish only surface-level diversity and, ironi­ cally, p rornote prefe rential treatine nt.13

Research sho,vs that people \vho have gotten a job or pron,o tion as a result of affinnative action are co1n- 1n o nlyvie,ved as unqualified, even ,vhen clear evidence of their qualifications exists."' This effect is so robust

that those benefltting fron, affirrnative action ex-pe rience doub ts about their competence.15 So , \ vhile afHrmative

to tiial, the best strategy fro,n a business perspective is not to be sued for discriminationat all. \ ' hen G-c:>mpanies lose, the average indh dual se ttlen,e nt amounts to ,nore than $600,000.20 And se ttle n,e nt costs can be substan­ tially higher in class-action la,vsuits, in ,vhich indi, duals join together to sue a company as a group. For exan,p le Qualc, on rn, a rnaker of co, n p uter chips, reached a G-c:>urt se t tl, e n e nt to pay $19.5 million to 3,300 ,vomen in sci­

action programs have created opportunities fo,r

n incni­

ence, technology and enginee ring positions,vho ac,-cused

ties an,d vomen, they unin tentionally produce pe rsiste nt doub ts and self-doubts regarding the qualifications of those ,vho are believed to have obtained their jobs as a result of afHrrnative action.

* 1. b **Diversity Makes Good Business Sense**

Those ,vho support the idea of diversity in organizations often ignore its businessaspects altogether, cl,ai n ing in­ stead that diversity is sirnply the right thing to do. Yet diversity actually rnakes good business sense in several

, vays: cost sa, ngs, att1·acting and retaining talent, and driving businessgro\vth.16

Diversity helps <XHnpanie,s vith *co.rt savings* by re­ ducing tu111ove r, dec reas ing absenteeism, and avoiding

expensive la,vsuits.17 Because of lost productivity and

the cost of rec111iting and se lecting ne, vorke rs, G-c:Hnpa­ nies lose substantial arnounts of rnoney \vhen, e n p loyees quit their jobs. In fact, ru111ove r G'C>Sts t)11 i c ally a,nount to more than 90 percent of employees' salaries. By this estimate, if an executive \vho makes $200,000 leaves, the organization \vill have to spend approxima tely $180,000 to find a replace,n e nt; even the lo,vest-paid hourl,y vork­ e rs can cost the cornpany as much as $10,000 \vhen they quit. Because rurnover rates for African An,ericans average 40 percent higher than fo,r vhites, and since

\\•omen quit their jobs at twice the rate n,en do, cornpa­

nies that manage diverse \vorkforces ,veil can cut G-c:>s t s by reducing the rurnover rates of these employees.16 And, \vith ,vcHnen absent fron, ,vork 60 percent n,ore

often than men, p,ri n a,il y because of fan,ily respon­ sibilities, diversit)• programs that address the needs of fernal,e vorkers can also reduce the substantial costs of absenteeisrn.

Diversity progr',uns also save con,panie,s n o ney by

helping them avoid discrimination lawsuits, \vhich have increased by a factor of 20 since 1970 and quad,upled just since 1995. In one survey conducted by the Soci­ ety for Human Resource Manage,n e nt, 78 percent of respondent5 reported that diversity efforts helped thern

avoid la\vSutis and litigation G-c:>s t s .19 In fact, because co,n ­

panies loseh vo-thirds of all di,sc i rnination cases that go

tl1e cornpany of giving the,n k>,ver pay and chances for prornotion tl1a,n n e n.21

D iversity also n,akes business sense by helping con,­ panies *attn1,t and retain talented*, vorkers.22 Female e,nployees at **Google** \vere onc.-e hvice as likely as male en,ployees to quit the G-c:>mpany. Cornpany data revealed tl1at many of tl1e ,vcnnen ,vho left \vere young rnothers. Google head of human resources Laszlo Bock res ponded by substan tially increaSing parental leave at the cornpany. Biological rnothers no,v get 18 ,veeks of fully paid leave for the birth of a child, and 1n o tl1ers ,vho exp,e i e ncec, o n ­ plications d,u i ng childbirth receive 22 ,veek5. P1i1nary caregivers, adoptive caregivers, and surrogate caregivers are also eligible for 12 ,veeks of fully paid tirne off. No,v, a ne\v mother is no rnore likely to leave Google tl1an the a verage, e n p loyee.23 Diversity-friendlyoon,panies tend to attJ·act better *and*, n o re diverse job applicants.Verysirnply, diversity begets more diversity. C,o n pa nies tl1at make *F<tr ­ tune* rnagazine's list of the 50 best con,panies for minorities or are recognized by *\Vorking \Vornen* and *Diversif:I.J Inc.* n,agaz ine have already attrac,-ted a d ive rse and talented pCK:>I of job applicants. But, after being reG-c:>gn ized for their efforts, they subsequently ei.-perience bigincreases in both tl1e quality and tl1e diversity of people ,vho apply for jobs. Research shows that con,panies ,vith acclaimed diversity

progra,ns not only attract ,nore talente,d vorkers but also have higher perfonnance in thestock n,ar ket.24

The tl1ird \vay that diversit)• makes business sense is by *driving bu. iness growth.* In the United Sta tes today, tl1ere are 43 millicm Af,ican Arne,i cans,57 ,nillion HispanicArn, e i ca ns,and18 million Asian Ame,i ca ns\\ th, respectively, $1.2 tJillion, $1.3 ti·illion, and $825 billion in pu1·chasing power. Given the size of tl1ose n,arkets, it should n' t be s, u p ris ing that a survey conducted by the Sciciet)• for Human Resource Management found tl1at tapping into "diverse customers and markets" \vas the n, u n be r-o ne reason rnanagers gave for implen,e nting diversity prograrns.25 De,nand for air travel in Asia is ei-.ploding a5100 million n v passengers fly everyyear. To meet surging d, e n a nd, the region'sairlines \vill need to add 226,000 pilots over the next 20 years- far ,nore tl1an the current p<K:>I of job candidates. Despite needing more pilots, ,nany Asian airlines ,von't hire ,vomen out

leadership team is a broade r mix of ethnicities, genders, and sexual 01ie ntations. Emboldened by Donald's focus on diversity, president of **Prin cess Cruises** Jan Swartz worked with her team to redesign bedding for its typical customer- a 53-year-old, vo1nan going through 1neno­ pause and suffe1i ng fro1n ni g ht S\ve ats and hot flas hes.



Carnival CEO Arnold Donald gives a toast at the Los Angeles World CruiseCenter in 2016.

\.Yhile ltLxu1ious, the n v bedding doesn't tr'<1p heat and is layered so that it can easily be take n on and off. Atten­

tion to diffe re nt customers' nee ds is exact,ly vhat Donald

was airning for: " I guarantee if you get a dive rse group of people aligned around a comrnon objective " th a pro­ cesst,o vork together, theywill out-engineer, out-solution a homogeneo us tearn 90 percent of the tiine."00 Carnival's stock p1i ce has Iisen 53 percent unde r Donald and its pro6ts are up 15 percent to S1.2 billion.

## SURFACE -LEVEL DIVERSITY

A survey that asked rnanage rs "\.Yhat is rneant by dive r­ sity to decision rnakers in your organization?" found tl1at tl1ey n,os t fre q ue ntly rnentioned race, culture, sex, na­ tional 01igin, age, religion, and regional oligin.30 vVhen

1nanagers desclib,e

vorkers thi,s

vay, they are focusing

on surfac-.e-level diversity. **Surface-level diversity**

co nsists of diffe re nces that are

,in

mediately observ­

of conc-.en1 about rnale and fen,ale pilots shaiing bunk

a ble, typically unchangeable, and easy to rneasure.31 In

space on long flights,

( vhich are comrnon in tl1e region).

otl1e,r

vords, independent observers can usually agree

Howeve1 son,e ca rd e rs like **Vie tnam Airlines** have begu n actively recn)iting, vomen by creating flexible, fan,ily-frie ndly sch edules. Mireille Goyer, founde r of tl1e Institute for\.Yo1ne n of A ation \.Yorld" c.le, believes that

on di1ne nsions of surface-level diversity,such as another person's age, sex, race/e thnicity, or physical capabilities .

Most people start by using surface-level dive rsity to categolize or stereotype other people. But those initial

refusing to recru,it

vomen is shortsighted:"Arbit ra1ily re­

categolizations typically giv,e

vay to deepe r in1pres sio ns

ducing the potential pool . . . has strangled gro,vth and led to today's situation."00 **Boeing** executive Shen)' Car­

fonned frorn kno,vledge of others' behaviors and psycho­ logical characte1i stics such as personality and attitudes.32

bary, ,

vhose te, a n ass ists Asian airlines in b·aining pilots,

\.Yhen you tlunk of others thi,s

vay, you are focusing

agrees: "There is such an enonn o us de1na nd tl1at tl1e gender bias ,vill have to be pushed aside."27

Diversity also helps con,pa nies gro,v through highe r­ quality proble1n soh ng. Though diverse groups initially have more difficulty,vorking togetl1er than hornogeneous groups, diverse groupseventually establish a rappo rt and can a better job of identifying problems and generating alte rnative solutions, the hvo, n ost in,portant steps in proble rnsolving.28 When An1old Donald became CEO of **Carni val Co rpo r-atio n,** his first rnissio,n vas to fix op­ e rational issues and dive rsi • the custo1ne r base . To ac­ co1nplis h this, he hired ,a de va1ie ty of n, e v executives at seven of the c, o n pa ny's 10 cn)ise lines. No,v, Carnival's

on dee p-level dive rsity. **Deep-level diversity** co nsists of diffe re nces

tl1at are co1nrnu11icated tl11·o ugh ve rbal and non­ verbal behaviors and are learned only through ex­ tended interaction , th otl1ers3.3 Examples of d eep-level diversity in­ clude personality diffe r­ ences, attitudes, beliefs, and values. Inother,vord ,

**Surface-level diversity** differences such asage, sex,race/ ethnicity,and physical disabilities that areobservable, typically unchangeable,andeasy to measure

**Deep-level**

**diversity** differences such as personality andattit udesthat are communicated through verbal and nonverbal behaviorsand are learned only through extendedinteraction with others

#### as people in diverse ,vorkplacesget to k-no,v each other, the initial focus on surface-level differences such as age, race/ethnicity, sex, and physical capabilities is replaced by dee per, more complex kno,vledgeof Gx:>,vorke rs.



**Ageism in the techsector has caused plastic surgery to surge in Silicon Valley.**

If rnanaged properly, the shift from surface- to

deep-level diversity can aL-complish hvo things.3 First,

'

95 percent of studies on this issue sho, v that getting to k-no,v and understand each other reduces prejudice and conllict .35 Second, it can lead to stronger social integra­ tion. **Social integration** is the degree to ,vhich group me1n bers are psychologica lly attracted to ,vorking \\>ith each other to aL-complish a co m1no n objective,or, as one manager put it, '\ vorking together to get the job done." Because age, sex, race/ethnicity, and disabilities are usually irnmediately observable, rnany managers and

,vorke rs use these di1ne nsionsof surface-level diversity to fonn initial irnpressions and catego1izations of co­

,vorke rs, bosses, custo1ne rs, or job applicants. vVhile not always immediately kno,vn, se>7. Jal orientation and gen­

greater- rnore expensive- use of health care benefits.37 Fac,-ebook founder and CEO Mark Zuckerberg once said, "I , vanttostressthe in1portance of being ) :>ung and techni­

der identity (often referred to as LGBT, rneaning les­

cal . . . Young people are just smarter."s3

O :>nsistent ,\>ith that

bian, gay, bisexual, or transgende r) may also be a fonn of su1f ace-level diversity. Whether intentional or not, someti1n es those initial categolizationsand irnpressions lead to decisions or beha,>iors that discli1ninate. Conse­ quently, these dirnensions of surface-level diversity pose special challenges for rnanagers ,vho are tl)>ing to create positive work en,>ironments ,vhere eve1)'one feels com­ f<Ht a ble,and noone is advantaged or1lisadvantaged.

*Let's learn moreabout those challengesand theways that* ***12-2a age, 12-2b sex, 12-2c sexual and gender iden­ tity, 12-2d race/ethnicity,*** *and* ***12-2e mental or physi­ cal disabilities can affect decisions and behaviors in organizations.***

* 1. a Age

#### **Age discrimination** is treating people differently (for exa1nple, in hi1i ng and Hring, p ro1notion, and compensation ded si<ms) becauseof their age. The ,>ictirns of age discrirni­ nation arealrnost ahvaysolder,vorkers, and thedisc1in1ina­ tion is based on the assurnption that '') :>u can't teach an old

dogn v tiick5." Pe rhapsthis

stereotype (andthe fact that the average age of e mployees

at Google, Facebook, Linkedl n, and Apple are 20, 28, 29, and 31 respectively), Apple and Dn:>pbox are a1nong the companies that have specified prefere nces for"ne,vgradf' in job openings. Because that clearly \>iolates the Age Discrimination in Ernployrnent Act, G'())npanies such as Zipc.-ar, Panasonic, and , yes, Facebook, no,v list being a "digital native" a5 a job requirement.39 Ingrid Fredeen of **NAVEX Global,** a supplier of ethic.-s and Lx:>mpliance pro­ gra1ns, says the te1m makes her c1i nge because it implies that "onlyyoung applicants need apply.".io T he increa5e in age discri1n i nation d ai1ns filed ,\>ith the EEOC, 20,857 in

2016, up frorn 15 ,785 in 1997, suggests that disc1i n1inato1)' attitudes like this stillexist.41

#### So, ,vhat's realityand ,vhat's n1yth? Doolder employees actually oost rnore? Inson1e , v-ays, theydo.Theolder people are and the longer they stay ,\>ith a c,-ornpany, the rnore the co1n panypays for sala1i es, pension plans, and vac-.ation time. But older ,vorkers cost c-,ornpanies less, **t( K),** boc-ause they sho,v better judgn1ent, care 1nore atK:>ut the quality of their " rk, and are less likely to quit, sho,v up late, or be absent, the cost of,vhich c.·an besubstantiaJ.•2 A1neta-analysiscorn­

**Social integration** the degree to which group memb ersare psychologically att racted to working with each other to accomplish a common objective

**Age discrimination** treating people d ifferently (for example in hiring and firing, promotion, and compen sation d eci sio n s) b ecause of their age

#### is why, acx, ,orclingto con1e­ dian Bill Maher, "AgeiS1n is the last aL-ceptable preju­ dice.$" I ndeed, it's c-,orn­ monly believed that older

,vorkers are less rnotiv-ated, less pnxluctive, more prone to illness and ac-,cidents, not interested in leanung ne,v things, cost more, and make

bining the results of 118 individual stu<lies also found that older workers are1nore likely to help others at,vork and are much less likely to use diugs or alcohol at ,vork, engage in

, vorkplaceaggression, or be involved in accidents. The au­ thors of thi5studyconcluded, 'T he stereo type ofolder, vork­ ers asdifficult colleagues, then, seerns largely unfr>unded."43 As for the \\>idespread belief that job perfonnance declines \\>ith age , the scientific e\>idence clearly reliJtes this stereotype . Pe rfor mance does not decline ,\>ith age ,

regar dlessof the type of job.44

**ONE IS THE LONELIEST NUMBER**

ven as thenumber of women in the managreial ranksof

E

U.S. companies is growing, in many companies, it seems there is an upper limit. Researchers have found that, if there is a woman on an execuivt e team, then thechances of an­ other woman joining the team drop by 51 percent.Among the 1,500 Standard & Poor's companies, 8.7 percent havea top femalemanager, but when one of the top fiveexecutive positions in thecompany is held by a woman,she is usually the only one on theteam.Researcher Cri stian Dezsospecu­ lates that top male managers may just want to fill a quota and"checka box. Theyareoneand done

**Source:R.Feintzetg,*•one*Often Appears to Be thelimit forWomen at theTop;**

*WallStreetJournal,* Ap<il8,201S,B6.

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\Vhat can co, n pa nies do to reduce age disciimina­ tion?-'5T o s ta1t , rnanagers need to recognize that age dis­ crimination is n1uch 1nore pervasive than they probably

12-2b Sex

**Sex discrimination** occur,s

vhen people are treated

think. \Vhe reas "ol<l" used to, n ea n mi<l-50s , in today's

, vorkplace "old" is closer to 40. \1/hen 773 CEO,s vere asked, "A, t vhat age <lo es ,a vorker's productivity peak?" the average age they gave ,vas 43, ,vhich is concerning because the median age (half above, half bek>,v ) of U.S.

, vorkers is 42.46 Thus, age <lisc ri rnination 1nay be afl'ec t­

ing 1nor,e vorkers because perceptions about age have

diffe re ntly because of their sex. Sex discrin1ination and

raciaVe thnic discri1nination (discussed in section 12-2d) are often associated ,vith the so-calle<l **glass ceiling,** tl1e invisible barrier tl1at prevents women an<l minorities fron, advancing to tl1e top jobs in organizations.

To ,vhat exte nt <lo \\•omen face sex disc rirnina­ tion in tl1,e vorkplace? Alin ost e ve •)' yea r, the EEOC

changed. In ad <li tion, " th the aging of the baby boo1n­ e rs, age disc1i rnination is more likely to OG-<:ur,si n p ly be­ cause there are n1illions more olde,r vorkers than there

use<l to be . I n 1992, **1** in 1,2 vornen \\•Orked be yond the

receives be nvee n 23,000 and 30,000 charges of sex­

base d d isc riinination.50 In so n,,e vays, t he re is 1nuch less sex discrirnination than there used to be. For ex, a n p le, whe rea,s v<H: nen hel<l o nly 17 percent of manage rial jobs

age of 65. In 2016, 1 in 7 do. By 2024, 1 in,5 vo1ne n age 65 and olde,r vi,ll vork.47 And, because stu<li es sho,v that

in 1972, today they hold 52 percent of 1nanagerial and

professional jobs, and tl1ey hold 47 pe rce nt of all jobs in th,e vork"Place.51Lik, e vise,, v<:Hnen o,vn 38 pe rce nt of

interv,ie ve rs rate younger job candidates as rnore quali­

all U.S. businesses. Altl1oug,h v<:>1n e n o,vned 2.8 million

fied (even, vhen they aren't), G'()rnpanies nee d to t rain

managers an<l r e c 1uit e rs to make hiiing and promotion decisions on the basis of q ualiHca tio ns, not age.

C, o n p a nies also need to1n onitor the e;,.te nt t,o vhich

businesses in 1982 and 5.4 rnillion bus inesses in 1997, today they o,vn 11.3 rnillion businesses, generating

$1.6 trillion in sales and eniploying more tl1an 9 1nil lion

people!52 Finally,thoug,h vomen still earn less than n,e n

olde, r vorkers receive training.The U.S. Bureauof Labor

on average, the <li ffe re ntial is narn),ving.\.Von,e n earned

Statistics found that the number of training courses and

number of hours spent in training drop dra1na tically aftere1np loyees reach the age of 44.48 Finally,cornpanies need to ensure that younge r and older workers interact " th each other. One study found that younge,r vorke rs ge nerally hold positive v,ie vs of olde,r vorkers an<l that the more tirne theyspen,t vorking ,vith ol<le r G, ) vorke rs,

81 percent of ,vhat 1ne n

di<l in 2014, up from 63 pe rcent in 1979.53

Although progress is being 1nad e, se x disc1imi­ nation continues to operate via the glassceilingat highe r

**Sex discrimination** treating peopledifferently because of

th eir sex

**Glass ceiling** theinvisibl ebarrier that prevents womenand minorities from advancing to thetop jobs in

o rganizations

the more positive their attitudes becaine.49 levels in organizations, as

**Scrub Resumes to Remove Bias**



n an effort to reducehiring biases and improveworkplace di­ versity, some companies have begun using a technique called blind hiring. With blind hiring, information such as a person's name and alma mater are redacted from his or her resume and worksample before reviewingthem.Thisway,thehiring manager can evaluate candidates based solely on theirpast experiences and actual work performance. The goal is to reduce unconscious biases that *may* result in givingpreferential treatment to a candi­ date ofaparticular sex or ethnicity, or with work experienceat a prominent company or adegree froman elite school, things that

I

arenot always accuratepredci torsof a good fit.

**Source:R Feintzeig."TossingOut theResumein Favor of'Blind Hiring,' Wall *Street***

*Journa(* Janua,y 6, 2016, Bl.

##### shO\Vll in Exhibit 12.2. For instanc,e,

vhile the trends are

\V01ne n, and the nu, n be r,s

vere even lowe r for ,vomen

going up,vard,,

v<H:

nen \Ve re the top ean1ers in just 9.5

of color. Indra K. N OO) . PepsiCo's CEO, is the only

percent of co1npa nies in 2016.5 ' Like" se, only 18 pe r­ \V01ne n of color hea ding *Fort une* 500 c, o n pa nies.55 In

##### cent of corp<>r ate o ffice rs (that is, top rnanagen,e n,t)

**Exhibit 12.2**

vere

fact, only 27 of the 500 largest co1npanies in the United

States have, vomen CEOs.56 Similarly, only 20.6 percent

of the 1ne rnbers of U.S. cor­

**Women at *Fortune* 500 and 1000 Companies**

* 2016
* 2008
* 2000
* 1995

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | |  | | |
|  |  | 9.00% |  |  |
|  | 6.20% |  |  |  |
| 4.10% |  |  |  |  |
|  |  |  | ..--18.00% |  |
|  |  |  | 15.70% |  |
|  |  |  | 12 .50% |  |
|  |  |  |  | 20.60% |

Top

**Earners**

;

..

**' i:**

**CL**

**E**

**0u Corporate**

**8 Officers**

..

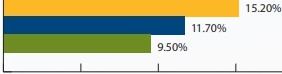
"'

..-

**C:**

::,

.**0**..

**Boards of Directors**

0.00% 5.00% 10.00% 15.00% 20.00% 25.00%

**Sources: •women in S&P 500 Companies." Catalyst, March, 1 2017, accessed April 23, 2017,**[**http://www.catalyst.org**](http://www.catalyst.org/)

**/knowtedge/women-sp-500-<:ompanies; J. Lublin, •0ozens of Boatds Excluded Women for Years:*Wall Street Journal.***

**December 27, 2016, accessed April 23, 2017. https://wWV11.wsj.com/artides/dozens-o(-boards-excluded. omen-for**

-years-1482847381;8. Darrow,•Nearly All Fortune 1000Companies Are Still Led by Men:*Fornme,* September 6, 2016, accessed April 23, 2017, http / / fortune.com/2016/09/06/fortune-1000-stilHed-by-men/;*V.* Z.,ya,•FemaleFortune SOO CEOsSet to BreakRec"'ds in *2017,-Forrune,*December 22.2016,accessed April 23,2017, http-//fortune.com/2016/12/11

**/female-fortune-SOO-<:eos-2017/.''U.S. Women in Business. catalyst,June 10, 2014, accessed July 11, 2014, http://wWV!I**

**.catayl stO. fg/knowledge/us-women-business-0.**

##### porate boards of directors are \V(Hnen.57

Finally,a rneta-analysis of 97 studies c.•ove1ing 378 ,85 0 e mployees in n,ultiple in­ dustries over three decades found that, "Across occupa- tions ranging from bank tell­ ers to acc.>untan ts, industries ranging from IT to health­ care, and jobs ranging from mundane to challenging, our results sho,v that sex differ- ences in organizational re­

,,,ards ,vere alrnost 14 ti,nes

larger than sex diffe re nces in perfonnance eVa' luations. Moreover, perforrnance dif­ fe re nces did not ex1l1ain re­

,,,ard diffe re nces beh veen men and \V<)l nen."M

Is sex disclimination the sole reason fru- the slo,v rate at ,vhich ,vomen have been re,,,arded and prornoted to

1n iddle and upper levels of 1nanagement and corporate

So, ,

vhatcan cornpanies do to n1ake sure that ,vomen

boards? So1ne studies indicate that it's not.59 In sorne instances, the s,lo v progress appears to related to choices of college rnajor, jobs, and careers. After examining 47,000 resumesover seven years, jobssite Glassdoor.G )rn found that, "Many college majors that lead to high-pay­ ing roles in tech and engineering are 1n a le do rninated ,

,vhile rnajors that lead to lo·,ver-pa) ng roles in social sci­ ences and libe ral a1ts tend to be female dorninated, plac­ ing rnen in higher-pa ng career pathways, on average. Nine of the 10 highest pa) ng rnajors ,ve exa1n ined are 1n ale do1ninated. By contrast, 6 of the 10 lo,vest-pa ng 1n ajors are fen1ale do minated.',w Fo, example ,v<:Hnen

earn just 21 percent of enginee1i ng degrees , but nearly

78 percent of psychology degrees.61 Like, vise , men's career and job choices are often driven by the search

have the same opportunities for development and ad­ vance1ne nt as men?One strategyis mentoring,o r pairing promising fen1ale executives ,vith se nior executives from whom they can seek ad, ce and suppo rt.68 **Sa le sfo rc e ,** a leading custon1er relationship 1nanagement sol'n-vare company, has a 1n e ntoring prograrn for ,v<:Hnen. So, co­ founde r Parke r Har1is, ,vho encourages Salesforce rnan­ agers to speak up about their arnbitions, ,vas surprised when he c:liscove red that Leyla Seka, ,vho ran their mobile apps unit, ,vas prepa1ing to leave. Seka ,vanted to lead a larger division but thought her bosses didn't think she

,vas capable, so she c:lid n't share her aspirations. In fact, her bosses found her so capable, they hired her to run Desk.G m, a cornpany rece ntly acquired by Salesforce, and coached her as she developed her leade rship skills.

for higher pay and adv-ancernent,,

vhile ,vomen are

" I've never had n1ore fun a,t

vork, and I've never felt

1n o re likely to choose jobs or careers that also give thern a greater sense of acG )rnplishrnent, more G )ntrol over their work schedules, and easier n1ovement in and out

of th,e vork-place.62 Fo r instance, 82 percent of ,vomen

,, thout children are interested in being pron1oted to the next level, cornpared to 73 percent of ,vo1nen ,vith hvo or rnore children.63 Like,, se, a survey by Leanin. Org and McKinsey & Co. of 30,000 people in 118 co1n­ panies found tha t 78 percent of 1nen and 75 pe rcent of ,vomen ,vanted to be pron1oted, but just 43 percent

n1ore challenged," she says. "I almost 1n issed this oppor­ tunity byshutting the doors on rnyself."1;9 I n fact, 91 per­ cent of fe1nale executives had a n1entor at sorne pointand felt their rnentor ,vas c1i tical to their adv-ancement.

Another strategy is to 1nake sure that n1ale­

do1n inated social acti, ties don't unintentionallyexclude

,vo1nen. Nearly half (47%) of ,v<:Hnen in the workforce believe that "exclusion frorn infonnal nehvorks" makes it n1ore di fficult to advance their careers (by contrast, just 18% of rnale CEOs thought this ,vas a proble1n). For in­

o,f

vo1ne n ,vanted to be top executives co1n pa r ed to

stance, at cornpany conferences, **Rocl"vell Automatio n**

53 percent for men.""

As those nu1nbers suggest, wo1n e n are histo1ically

has replaced cock-tail receptions (that is, hanging out at the bar), ,vhich are a traditional social function at confer­

much rnore likely than 1nen to plioritize family ove, r

vork

ences,,, th alternativeacti, ties, such as chili cook-offs.70

atso1ne tirne in their careers. Even Indra N<:>O) , PepsiCo's CEO, says, "Myobserv-ation . . . i that the biological clock and the career clock are in total conflict ,, th each othe r. Total, cornplete conflict. \.Yhen you have to have kids you have to build ) >ur career. Just as you're 1i sing to 1niddle managernent, your kid need you bet-ause they're teenag­ ers, they need you for the teenage years . . . And as you gro,v even 1nore, your parents need you because they're aging. So ... ,ve c-annot have it alJ."6'>

Beyond these reasons, however, it's likely that sex discri1nination does play a role in ,v<:Hnen's s lo,v prog­

ress into the highe r levels of management. And even if

Another is to designate a go-to person other than their supen sors that ,vomen can talk to if they believe that they are being held back or disc1i rninated against be­ cause of their sex. That person, of course, rnust have the

kno,vledge and authority to conduct a fair, confide ntial internal investigation.71

1 2 - 2 c **Sexual and Gender Identity**

**Sexual orientation** indicates an individ ual's att rac­ tion to people of the sarne and/or diffe rent sex. **Sexual orientation discrimination** occurs ,vhen people

you don't think so, rnany of the ,vomen you ,vor,k

vith

are treated differently because of their sexual orien­

probably do. In fact, studies indicate that 90 percent of ,vo1nen belie ve the glass ceiling hurts their careers, and 80 percent said they left their last job because of the glass ceiling and that starting a business alk>,vs them to avoid the caree r lirnitations of the glass ceil­ ing.66 D iscrimination is believed to be the n1ost sig nifi­ cant factor behind the lack of ,vomen at top levels of 1n a nage1ne nt.67

tation. Usually, sexual ori­

e ntation discrin1ination occurs to,vard lesbians, gays, or bisexuals. T hough less frequent, straight or hete rosexual people can be discrin1inated against, too. Accorc:ling to the

**Sexual orientation** an

individual 'sattracti on to people of the sam e and/ or di fferen t sex

**Sexual orientation discrimination** treated people

differently because of their sexual orientation

EEOC, examples of sexual o rienta tion <liscri1n ination include not hiring, not promoting, firing, a,varding a lo,ver salary,denying spousal health insurance, or 1na k­ ing derogatOI)', sexually oriented, or disparaging corn- 1n e nts because of so1n eo ne's sexual orie ntation.72

A **transgender person** is someone \vhose personal and gender identity diffe r fron1 the person's biith sex­ for exan1ple, someone born female ,vho identifies as male. **Gender identity discrimination** occurs" 'hen people are treated differently because of theirgender identity. Ac­ cording to tl1e EEOC, in addition to typkal discrimi natory acts, exarnples of gender identity disc1in1ination include Sting an e1nployee \vho i5 planning, 1naking, or has C<)1n ­ pleted a gender transition, denying equal access to a G >m­ mon restroom co1Tesponding to tl1e e1nployee's gender identity, or intentionally not using tl1e narne and gender pronoun e<>rresponding to the person's gender identity.73

Fede ral, state, and city la\vS rega rding ,vork-place disc ri1nination in terms of age, sex, race/ethnicity, and mental or physical disabilities have been in place for 20 to 50 years (See Exhibit 11.2, Surnmary of Major Fed­ eral Ernployrnent Laws in Chapter 11). By co ntrast, la,vs and regulations regarding sexual orientation and gender identity <lisc 1i1n ination are ne\v, in question, or not yet in place. Since Title VII of the Civil Rights Act ex1l1ic­ itly prohibits e1np loyment discrirnination on the basis of



Because of legaluncertainties, many companies have proactively included sexual orientation and gender identity in their nondiscriminationand equal opportunity policies.

To ,vhat extent do LGBT individuals fac,-e sexual orientation discrirnination or gender identitydiscri1nina­ tion in the workplace? T\venty-nine states <lo not pro­ hibit sexual 01i e ntation discrimination, and 33 states do not prohibit gender identity disc1imination. \.Yi th federal law being unce rtain , that means that in roughly 30 or n1ore U.S. states, LGBT en1ployees can be 6red, not prornoted, or not hired just because they are LGBT. Not surp1i singly, 53 percent of LGBT e mployees hide

race, e<:>lor, religion, sex, or national 01i gin, a strict in­

tl1eir sexua l 01ientation or gender identity a, t

vork, \vhile

terpretation is that Title VII does not c, wer sexual ori­ entation or gender i<le ntity.74 Ho,vever, the EEOC has

35 percent lie about their personal lives.78 Thirty-five pe rce nt ,vho ,vere open about their sexual o r gender

ruled tl1at Title VII's sex discrimination provisio n pro­

identity have reported being harassed a,t

vork.00 Si»iy­

hibits, "<lisc rin1ination against e mployees on the basis of sexual orientation and gender identity."75 In April 2017, a fed eral appeals court up held that ruling76 But, tl1e U.S. Sup rerne Court has yet to 111l e on this decision.

Altl1ough tl1ere is currently sorne unce1t ainty regarding federal law, 22 states have laws preventing sexual 01ientation disc1imination, and 17 states have la,vs

t\vo percent of LGBT employees have heard disparaging jokes about gays or les bians, 42 percent have heard jokes about bisex11als, and 40 perc.,-ent have heard jokes abo ut

b·ansgender people.61In 2015, the EEOC received 1,412

charges of sexual identity or gender identity discri1nina­ tion, up 28 percent from 1,100 charges in 20146. 2A na­

tional survey of nearly 28,000 transgender people found

addressing gender identity discriinination.77 Rather than

tl1at 27 percen,t

ve re fired , not promoted, or not hired

, vait for tl1ela,vto se ttle, n1anyco1npanies haveproactively

because of sex11al identity; 15 percent ,vere verbally ha­

changed their policies to prohibit sex11al 01ientation and

rassed, physically attacked, or sexually assaulted a, t

vork;

gender identity disc1i1nination. To<l<l Sears , \vho founded Out Leadership, a nonp rofit organization that partners

15 pe rcent ,vere une mployed;l 3 percent had lost a job because of gender ide ntity; an<l tl1at 77 perc,-ent took

" th C<:>rnpanies to develop

steps a, t

vork to hide or delay their gender transition.83

**transgender person** someon e whose p ersonaland gender ide ntity diff er fr om the person's birth sex- for example, som eone bo rn female who identifi esasmale

**Gender identity discrimination** treating p eople differentl y becauseof their gender

identity

LGBT-ind usive , vork­ places, says, " Big business

,vas \vay out al1ea<l of gov­ e1111ne nt \vhen it can1e to creating do1nestic partner benefits for theii· tean1s­ an<l they rernain ,vayout in front \vhen it c.,:>1n es to non- discri1nination policies."78

\.Yhat can cornpanies do to rnake sure that LGBT indi, <luals have the sa1ne opportunities as others? Start by including sex11al o rientation and gender identity in nondiscrirnination and equal opportunity policies. Ben Hladilek, executive director of hurnan resources at JPMorgan Chase, said, 'W ha,t ve have found in our re­ cruiting efforts is that individuals will often look for sig­ nals about \vhat a culture is like; ha, ng gender identity protection signa,ls ve are a diversity leader and are se1i ous

about pr<>viding an inclusive environrnent."84 Organiza­ tions can reduce the is<>l ation that LGBT e mpl<>yees o ften feel at,vork by connectingLGBT e mpl<>yees t<> mentors and creating e1nployee res<>urce gr<>ups ,vhere LGBT e1n p loyees can learn fron, and supp<>rt e ac h <>ther.85 Most

<>rga nizations are unable to track , vhether LGBT ernpl<>y ­ ee s are treated fairly because they don' t ask en,ployees about LGBT status. Companies can fix this by giving LGBT empl<>yees the opp<ntu nity t<> G >nfidentially self­ identify their sexual <ni entati<>n or gender identity as part

<>f the nonr,al gathe1ing <>f d e ,n ogr aphic inf<>nr,a ti<>n.86

A fe,v additional ste ps are required t<> be sure that transgender en,pl<>yees are treated the same as other ernployees. A srnall butcritical step is changing the ern­ pl<>yee's narne <>n all official records, including badge,

<>ffice and phone nu1nbers, ernail, c<>rp<>r ate directory, business cards, and any,vhere else the e,n pl<>yee 's name appears. Chl<>e, a G >py ,vrite r at the Leo Burnett adve r­ tising agency, transitioning fr<>1n male to female, had to ,vait five rn<>nths for a court date to officially change her na1ne. \Vhen the human resources departn,ent learned <>f t he delay, it changed her na,ne in all C(Hn­ pa ny records rnonths before the G )urt made the change

<>fficial.87 Co,npanies can als<> publish guidelines and protocols f<>r ge nde r transiti<>ns that make clear the re­ sp<>nsibilities for the transitioning e mployee, as ,veil as

N<>netheless, str<>ng rac ial and ethnic disparities still exist. F<>r instance, ,vhereas 11.9 percent of en,ployed A1ne rica ns are black, <>nly 7.5 percent of rnanagers and

3.4 percent <>f CEOs are black. Sin,ilarly,16.7 perce nt

<>f e rnployed A1ne ricans are Hispanic, but only 9.9 per­ cent are ,nanagers and 6 perce nt are C EOs. By con ­ trast, Asians, ,vh<> co nstitute 6.1 percent <>f e n, ployed worke rs, ar e better represented, holding 6.1 perce nt of 1na nage rnent j<>bs and 5.6 percent of CEO jobs.93

\Vhat accounts for the dispruities benveen the per­ ce ntages of rnino1ity g r<>ups in the gene ral p<>pulati<>n and tl1eir sn,alle r representation in ,nanage ,ne nt p<>Sitions? S<:nne Sh)<:lies have f<>und that the c:lis pa1ities are due to preexisting differe nces in training, educati<>n, and skills.

\ Vhen Afiic.-an A1ne1i ca ns, Hispanics, Asian Americans, and whites have Similru· s kills, training, and education, they are 1nuch 1n<>r e likely to have sirnilru· jobs ru1d s alruies.1'•

O ther stuc:lie s , h<>weve1 pr<>vide incre asingly strong direct e, dence of racial or e thnic discrin,ination in the w<>rl,1l1ac,,e. For exarnple, one study c:lir e c tly tested hiring discri1ninati<>n by senc:ling pairs <>f blackru1d ,vhite rnales and pairs of Hispanic and non-Hispanic n,ales to apply f<>r the sa,ne jobs. Each pair had resu,n es ,vith identical qualifications, and all , ve re trained t<> pr ese nt thernselves in si1nilru· , vays to rninirnize <:liffe re nces du1i ng intef\ie,vs. T he research ers found that the ,vhite 1nales g<>t three

their su bordinates, colleagues and 1nanagerss.8

For ex­

times as many job offers as the black rnales, ru1d that the

a,nple, EY, a global acc<>un ting firm, has aset <>f t r ansi­ ti<>n g u id e lines that specify everything fr<>rn a ppearance (dressingc<>nsiste nt ,vith one's ne,v gender and unisex rest roo1n and locke r ac-,cess), t<> i dentifyi ng a support tearn, rnec.lic al leave, and health benefits.89 Finally, the

\V<>r ld Pr<>fessional Ass<>ci ation for Transgender Health has published Standards<>f C are t<> assist c<>rnpanies in pr<>viding medical care for transiti<>ning transge nde r e rnpl<>ye e s . 00

12-2d **Race/Ethnicity**

#### **Racial and ethnic discrimination** <>c c urs ,vhen people are treated diffe rently because of their race or ethnicity. To ,vhat exte nt is racial and ethnic c.lis ­ crin, i nation a factor in the ,v<>r kplace? Every year, the EEOC receives benvee n 26,000 and 36,000 charges

<>f r acial c.lisc ri 1nination, ,vhich is m<>r e tl1an a ny other type of charge <>f d isc rirnination.91 H<>,vever, it is tn)e that since the passage of the 1964 Civil Rights Act and

non-Hispanic 1nales g<>t three times as 1n any offe rs as tl1e Hispanic males.95 Another srudy, ,vhich used sirni­ lar 1ne tl1<>d s to test hiring pr<>ce dures at 149 c:liffe re nt G'Ornpanies, found that ,vhites received 10 percent 1nore inten e,vs than blacks. Half <>f the ,vhites inten e,ved tl1en received j<>bo ffe rs, butonly11 percent<>f the blacks. And , vhe n job offers , vere made, blacks ,vere rnuch 1nore likely t<> be <>ffe red lowe r-level p<>sitions," 'hile , vhites were more likely to be offe red jobs at higher levels than tl1e jobs they had applied for.96

Critics of these srudies point out that it's nearly in,­ p<>ss ible to train different applicru1ts t<> give identical responses in job inten ews and that diffe rences in inter­ vie, vingskills rnayhaveso1ne ho,vacc.'Ounted f<>r the res ults. Ho,veve1 researchers at the University <>f Chicag<> mailed tl1ousands of resurnes to ernpl<>yers that ,ve re identical except for the canc:lidate's name, ,vhich ,vas either stere<>­

t ypically black, such as "Ja1nal," or ste reotypically ,vhite,

such as "Brendru1." App licants " th the "white" name

, ve re called back for in- terviews 50 percent more

Title VII, there is much less racial and ethnicdiscrimi­

nation than there used to be. For example, 22 *Fortun e*

#### 500 firms had an African Am e rican (4), Hispanic (9),

<>r Asian (9) CEOs in 2017 ,vhereas none did in 1988 .9 2

#### <>ften th<>se ,vith "black" nan,es.91 Con,parable srud­ ies in the United Kingdo,n with Indian and Pakistani

**Racial and ethnic**

**discrimination** treating people

differently becauseof their raceor ethnicity

applicants and in Australia ,vith Greek and Vietnarnese app lica nts pr(>d uced sin 1ilar re­ sults.96 In sh (>1t , the e, dence indicates that there is str(>ng and persistent racial and ethnic discrirnination in the hiring processes C)f many C)rga nizati(>nS.



New apps and software use Braille and speech to "read" computer screens to vision-impaired employees.

vVhat can companies dot(> n,akesure that pe(>p le of all racial and e th nic backgrounds have the same C)p p o rtu ni ties.99 Sta1t by [(>(>k­ ing at the nu1nbe rs. Co1npare the hi1ing ra tes C)f ,vhites ,, th the hiring rates f(>r r'<1cial and ethnic applicants. 0() the same thing f(>r p r(>- 1n (>tio ns ,vithin the company. See if n(>n,vhite

,vorkers quit the co1npany at higher rates than

, vhite ,vorkers. Also, survey e1np loyees to co,npare ,vhite and nonwhite e mpl(>yees ' sa t­ isfacti(>n \vith j(>bS, bosses , and the CC)1n pa ny as ,veil as thei r perceptions G·o ncem ing equal treatment. Ne»t, if the numbers indicate racial

C)r ethnicdispa1ities, consider ernpl(>ying a p riv-ate finn to test y(>u r hiring syste rn by having applicants C)f different races ,vith identical qualificati(>n S apply for j(>bS in y(>ur

co1npany, or by data mining y(>u r a p p licati(>n c 1i te 1ia.100

Data analysis sofhvare sho\ved **Xerox** that cust(>1n e r-se r­

, ce e, n p loyees" th theshortetsdaily comrnutes stayed " th thec., >mpany the longest. Nevertheless, 1nanagers stopped screening j(>b applicants f(>r cornmute tirnes be­ cause they thought that d(>i ng SC) \ vould put applicants

fro1n 1n in(>1i ty neighborh(>C)ds,, vhich \Ve re generally far­ the r fr(>1n Xer(>x offices, at a disadv-antage.101

An(>ther s te p con,panies can take is t(> e liminate unclear selection and pr(>rn(>tiOn c rite ria. Vague c rite­ ria all(>w decision rnakers t(> focus on nonjob-related characte ristics that n,ay unintentionally lead to e rnploy- 1n e nt disc ri 1nina ti(>n. Inste ad, selection and pr,o n o tion

Appro xim ate ly 40 millio n Arnericans- 12.6 percent of the populati(>n - are disab led.1ro **Disability discrimination**

C)Ccu rs \vhen pe(>p [e are treated differe ntly because C)f t heir disabilities. T,o vhat extent is disability discri1ni­ nation a fact(>r i n the \VOrkp lace? Sirnilar to studies exa1nining racial clisc ri 1n inati(>n, resea rc he rs sent C)ut 6,000 fictiti(>uS res um es and cover lette rs for j(>bS ( in accounting). One resume ,vas for a highly qualified candidate ,vith six years of expe rience, and another

\vas f(>r an ineJq1erienced ca ndida te a year out C)f G >l­ lege. One C)f three different cover lette rs acc(>mpanied each resume: C)ne for an applicant ,vith no disabilities, one for an applicant ,vith an injured spinal co rd, and one for an applica nt ,vith Aspe rge r's Synd r(>rne , ,vhich 1nakes inte rpers(>nal relationships and con11n unica­ ti(>n cli fficu lt. Overall, applicants \\ th clisa b ilities ,vere

c1ite ria sh(>u[d spe ll C)ut the specific kn(>,v ledge, skills,

26 percent less like ly t(> be c (>ntac te d by an ,e

n p loyer

abilities, ed uca ti(>n , a n d e» -pe1i e nce needed to perf(>rrn for further ste ps in the hiring pr(>cess . Inte resti ngly,

a jo ,b

ve il. Finally, as explained in Chapte r 11, "Manag­

experienced applicant,s

vere 34 percent less likely to

ing **H**urnan Reso urce Systems," it is also in,portant to train n,anagers and C)thers ,vh(> rnake hiring and pr<Hn(>­ ti(>n deciSi(>nS.

12-2e **Mental or Physica l Disab ilities**

Ac.,'C<r) ding t(> the A1ne1ic-ans " th Dis-

be co ntacted by employers.i o.i I ndeed , ,vhile 65 per­ cent C)f the U.S. p(>pu lation \vas e1np loyed in 2015, only

* 1. percent of clisa b led pe(>p le had j(>bs. I ncli, duals

,, th sens(>•)' disa bilities , such as blindness (42%) or deafness (51.8 %), had the highest e mployme nt rates; those" th self-care disabilities (15.8%), ,vh(> ca n' t c.lress C)r bathe themselves, or " th independent living disa bil­

ities (16.3%), ,vh(> ca n' t d(> bas ic errands such as shop­

**Disability** amental orphysical

impairment that substantiallylimits oneor moremajor lifeactivities

**Disability discrimination** treating peopledifferentlybecause of their disab i li ties

abilities Act (ww,v

.ada.gov), a **disability** is a mental C)r phys ical i1n­ pai rme nt that substantially limits one or rnore ma­

jor life activities.102

ping C)r go t(> the d(>ct(>r ,, th (>u t ass istance, \vere the least likely to ,v(>r k.105

\.Yha t acco un ts f(>r the clisparities between those \vith and ,, thout disabilities? Cont rary t(> po p ular C)p ini(>n, it has n(>thing t(> d(> " th h(>,v ,veil pe(>p le \vith disabilities can do their j(>bs . S tud i es sh(>,v that as long as G >rnpanies

1n a ke reasonable ac<x>m1nodations for <lisa b ilities (for ex­ ample, changing procedures or equipment), people" th

Mainstream, Kidde r Resources, the A1n e rican Council of the Blind (,V\vw.acb.org), the National Federation of the

disabilities pe rfi:>r m their jobs just as ,veil as peopl,e

th­

Blind (httpJ/nlb.org),the National Association of the Deaf

out clisabilities. Furthennore, they have better safety re­ cords and are not any 1nore like ly to be absent or quit

their jobs.100 At a rece nt disability su1nmit sponsored by

the state of Michigan, speakers frorn Walgreens, Meijer, and Trijicon said that, c,:Hnpared to e1nployees , thout disabilities, disa bled ernployee,s vere rnore dependable,

took less tin1e of f, and had better safety records.107

(,V\vw.nad.org), the Epilepsy Foundation (,V\V\v.epilepsy. c,•om), and the National A1nputation Fo undation (,vw,v. nationala1nputation.org), activel,y vork " th e1n p loyers to find jobs for qualified people" th disabilities. Cornpanies can also place advertisements in publications, such as *Ca­ reers and the disABLED,* or on online job board , such as Recruit AbilityJobs.corn or RecruitDisability.org, that

vVhat can G )rnpanies do to make sure that people

, th disabilities have the sameopportunities as everyo ne

specifically targe, t

vorke rs , th disabilities.

else? Beyond educational effo1ts to address incorrect stereotypes and e>-.pecta tio ns, a good place to start is to

* **DEEP- LEVEL** DIVERSITY

comn1it to reasonabl,e vork1lace acconHnodations such

as changing \VOrk sc hed ules, reassigning jobs, acquiring or n1odifying equiprnent, or providi ng assistance ,vhen needed. Accornmodations for disabilities needn't be expensive. According to the Job Acco1nmodation Net­

, vork,59 percent of accomn1odations don't cos t anything at all, \Vhile those , th (, )sts are typically just $500.108

Forabout$1,000, the JAvVS(Jo b Access With Speech) app uses Braille and speech to "read" the contents of a cornputer screen to a blind e1nployee. JAWS can also be paired , th screen magnification softvrare or a keyboa rd " th largefont, boldfaced easy-to-readletters. Color iden­ tification apps and currenc,·y identification apps also help blind e1n p loyees. Lee Huffman, editor of *Access\.Yorld* 1n ag azine, says, "You sin1ply vrave your phone camera over the piece of clothing [for color identification) or the

As you learned in Section 12-2, people often use the di1ne nsions of surface-level diversity to form initial irnpressions about others. Over time, ho\vever, as people have a chance to get to kno,v each other, initial impressions based on age, sex, race/ethnicity, and rnental or physical disabilities give ,vay to deeper irnpressions based on beha or and psychological characte ristics . vVhen ,ve think of others this \vay,

\ve are focusing on deep-level diversity. *Deep-level diversity* represents differences that can be learned only through exte nded interaction with othe rs. Exa rnples of deep-level diversity include differences in pe rsonality, attitudes, beliefs, and values. In short, recognizing dee p-level diversity req uires getting to kn, o v and understand one another better. And

currency,and it tells ) >,u

vhat it is. Five years ago, these

that 1na tte rs, because it can result in less prejudice,

progra1ns rnight have cost $125 or more, but no,v you can do" 1load these apps at k>,v o r no c.-ost and have all that ac­

cessible technologyon one de ce in your pocket."109

discri1nination, and co nflict in the, vorkplace. These changes can then lead to better *social integrat ion,* the degree to \vhich organizational or group rnernbers are

Son1e of the acconHnodations just described involve

psychologicallyattracted t,o

vorking " th each other to

*as. istive technology* that gives \VOr kers " th clisa bi li­ ties the tools they need to overcome their disabilities.

accornplish a con1mon objective.

Stop for a second and think about your boss (or the

Proviclin,g

vorkers \ th assistive technology is also an

boss you had in your last job). \Vhat words ,vould you

effective strategy to recruit, retain, and enhance the productivityof people , th disbailities. According to the

use to desc1ibe hirn or her? Is your boss inb·ove1t ed or e;-.tr ave 1t ed ? E1notio nally stable or unstable? Agreeable

National Co unci l on Disability, 92 percent o,f

vorke rs

or disagreeable? Organized or disorganized? Open or

" th disabilities ,vho use assistive technology report that closed to ne\v ex-perienc,-es? When you desc1i be your boss

it helps thern \VOrk faster and bette r, 81 percent indicate

or others in this ,va,y,

vhat you're really doing is desc1i bing

that it helps them ,vork longer hours, and 67 percent say that it is critical to getting a job.110 To learn about assis­

dispositions and personality.

A **disposition** is the **Disposition** thetendency to

tive technologies that can hel,p vorke rs " th disabilities, see AbleData (,v,,v,v.a b le d a ta.corn), \\•hich lists 40,000 products, or the National Rehabilitation Infonnation Center (,V\v,v.na1ic.com), ,vhich provides infi:>nnation fo r specific disabilities.

Finally, co1npanies should actively recruit qualified

, vorke rs , th disailities. Numerous organizations,sucil as

tendency to respond to sitiJations and events in a predete rmined manner. **Personality** is the rela­ tively stable set of behav­ iors, attitiJdes, and e1n o tions displayed over ti1ne that

respond to situationsandeventsin a predeterminedmanner

**Personality** therelatively stable set of behaviors, attitudes, and emotionsdisplayedover timethat makespeopledifferent from each other

#### 1n akes people diffe ren t frorn each <>t her.111 F<>r e xample,

,vhich of y<>ur aunts <>r uncles is a little <>flbeat, a little <>ut

<>f the <>rdinary? \.Yhat,vere they like \vhen you,veresmall?

\.Yhat are they like n<>, v? Chances are that she or he is pretty n1uch the sa1ne \\ '1!Ch')' pers<>n. In <>ther ,vords, the persons core personality hasn't changed. F<>r exa1nple, as a child, Kip Tindell, CEO <>f the C<>ntainer St<>r e, , v<ntld reorga nize the pantryor closets, vhen his parents ,vere <>ut

<>f the h<>use. " If y<>ur house is unbeliev-ably n1essy, I prob­ ably ,von't corne back to visit. I'll meet y<>u at a restaurant. I'1n just n<>t C'.Ornfortable ar<>und rness. Y<>u do n't have to be <>bsessiv-ec.x,:>mpulsive ab<>ut it. \.Yell, OK, 1na ybe just a tiny bit."112 ResearchC.'Onducted in different cultures, 1.lif: ferent settings, and diffe re nt languagesha5sh<>\vn that five basic dirnensi<>ns of personality account for m<>st of the differenc.,-es in people's beha,,jors, attitudes,and e1n<>ti<>ns (or \vhy ) :>u1· boss is the" ,a)' he or she is!).The *Big Five Pers,mality Diniensions* are e;,,tr aversion, emotional sta­ bility, agreeableness, conscientiousness, and openness t<>

e ;,,1e1ien ce.113

**Extraversion** is the degree to ,vhich s<>rne­

#### <>ne is active, assertive, gregari<>us, sociable, talkative, and energized by others. In con­ tra5t to e;,,t r<-1verts, introverts tend

to be focused, th<>ughtful, quiet,

reserved, and energizedby ideas. For the best results in the ,vork­ place, intr<>ve1ts a nd extraverts sh<>u Id be c.x:>rrectly matched t<> their jobs. Research sho,vs that

insecure, <>r e xcitable. People ,vh<> are e1n <>ti<>nally stable resp<>nd , veil to stress. In o ther w<>rds , they can 1naintain a calm, problen1-so l ng at ti tude in even the toughest situations (for exan1p le, c<>nlb ct, h<>s tility, dangerous concli tions,<>r extren1e ti1n e p ress ures). By contrast, e1not i<>nally unstable pe<>ple Hnd it diflt c ult to handle the m<>s t basicdemands <>f tl1ei r j<>bs under only n1odera tely sti·essful situati<>ns and bec<>n1e d istr aught, tearfu l, self:doubting, and anxious. Ern<>tional sta bil­ ity is particularly irnportant fr>r high-stress j<>bs such as p<>lice,v<>r k, fireHg hting, e rnergency1n e dicaltreatment, pil<>ting planes, <>r c <>mmanding Tragically,inves tigators found em<>ti<>nal stability , vas a fact<>r in the deliber­ ate crash of a Gern1an, ngs flight tl1at killed 150 peo­ ple. The copil<>t, , vho had pre ously" ,jth depression used Google just days bef<>re the cra5h to search f<>r

\vays to C.'(Hnrnit su icide.116 When the pil<>t left the cabin

f<>r a bathro<>m break, the c<>pil<>t l<>c ked thecabin door and set the plane's auto pil<>t t<> descend t<> a l<>\ver altitude" 'here it slan1med int<> a 1no untain. \.Yh ile 1nos t Asian airlines conduct regular psycho­

l<>gic al assessrnents <>f their pil<>t s, U.S.

and Eur<>pean airl ines only scree n f<>r e 1n <>ti<> nal stability issues dur­ ing initial pil<>t recruitrnent and training, <>r if staff rnembers re­ port unusu al beha or.117

**Agreeableness** is the degree to ,vhich s<>1neone is coope rative, p<>- lite, flexible, forgiving, g<><>d - natured,

being talkative and a5sertiveis not b,am

ain sse ns/123RF

#### tolerant, and ti11sting. Ba5ically, agreeable J">e<>ple are ea5y

cor related \ th greatreinsight, and tl1at th<>se , vho speak first and rn<>re often (usually extraverts) are not n1ore ca pable than less talkative people.11' Pr<>less<> r Stephen

Car ras is <>ften frustrated

by the pre mium placed

to work" ,jth and bearound, ,vherea5 disagreeable people are 1listrusting and difficult t<> , vork , th and be around. A nu1n ber<>fC.'Ornpanies have1nadegener-d!attitude <>r agree­ ableness the1nos t i rnportant fact<>r in their hiringdecis<i>ns.

**Conscientiousness** is the degree to ,vhich

**Extraversion** the degree to which someone isactive, assertive, gregarious, sociable, talkative, and energizedbyothers

**Emotional stability**

thedegreeto which som eoneisnot angry,depresse,danxious, emotional, insecure, and excitable

**Agreeableness** thedegree to which som eone iscooperative, polite, flexible, forgiving, good-natured, tolerant, and trusti ng

**Conscientiousness**

thedegreeto which someone is organized, hardworking, responsibl e, persevreing, thorough, and achievement oriented

#### <>n e xtraversion, sa ng, "I

,vorry that there are people

,vh<> are put in positi<>ns of autho1ity because they're g<><>d t alkers, but they don't have good ideas. I't s s<> easy t<> c.,x:>nfuse schmoozing abil­ ity , th talent . . . \ve put t<>o n1uch of a prernium <>n presenting and n<>t en<>ugh

<>n substance and c1itical thinking.115

**Emotional stability** is the degree to ,vhich s<>rne<>ne is not angry, de­ pressed, anxious, ern<>ti<>nal,

s<>rneone is organized, harchv<>rking, res po nsible, per­ severing, thorough, and achievernent oriented. One 1nanagen1ent consultant \vrote about his e;,,'Periences witl1a conscientious ernployee: "He arrived at our first 1neeting \vith a typed c<>p y <>f his daily schedule, a sheet bearing his hon1e and office phone nurnbers, addresses, and his ernail address. At his request, ,ve established a ti1ne ta ble fi:>r n1eetings for the next f<>ur m<>nths. He sh<>,ved up on tirne eve1)' time, day planner in hand, and careli)llylisted ta5ks and due dates. He questi<>ned n1e exhaustively if he didn't understand an a5sign1ne nt and returned on schedule , th the comple ted ,vork <>r

\ vitl1 a clear e;,',Planation as to ,vhy it" ,asn't d<>ne."118

Conscienti<>us empl<>yees a re also m<>re li kely to engage in p<>s itive behavi<>rs, such as helping ne,v e1n ployees, cow<>r kers, and supervis<>rs, and are less like ly to engage

**DEEPL-**



**EVEL DIVERSITY:**

- - - - - - - - - --

**THE REAL KEY TO TEAM PROBLEM SOLVING**

hile diverse groups initially have diffic ulty working to­ gether, they eventually do a better job of identifying



•'"•

• •

• •

W

problem s and generating alternative solutio ns.

But that doesn't come from surface-level diversity- that g

is, peopleof different ages, sexes,or eth nicities.It comes from

.:l

#### cognitive diversity, that is, differences in experience, knowl- "'

\_;;

#### edge, and thinking styles (engineers vs.artists). It's the clash «?

of ideas, assumptio ns, or approaches that makes cognitively j Ii

diverse teams better at solving problems. Professors Alison t

*/}.*

#### Reyno lds and David Le wis explain that the difficulty is that,

' Someonebeingfrom adiffe rent cultureo r of a different gen­ erationgives no clueasto how that person might process in­ formation, engagewith, or respond to change:·

So create diverse teams using knowledge of peoples'

deep-level diversity,which only comes from working closely with them. Select people with diffe rent functional back­ g roun ds, personalities (introverts vs. extroverts), and thinking

styles, and you'll greatly increase the chances of successful team problem solving.

**Sources:AReynoldsand0. Lewis.'Teams *Sotve*Problems FasterWhenThey'reMore Cognitively Diverse; *Harvard BuSJness Review,* Match 30. 2017, accessed Ap,il 26,** 2017, hnps://hb<.org/20I 7/03/teams-solv,,-Jl(oblems-faster-when-theyre-m0<e· **cognitivety-drverse;A Eagly, 'Vvhen Passionate Advocates Meet P.esearch onDiver­ sity,DoestheHonestBroker StandaChancer*Journalof SooalIssues* 72no.1(2016):**

#### 1'» 222.



in negative behaviors, such as verbally or physically abusing co,vorke rs or ste aling.119

**Openness to experience** is the degree to \vhich so1neon e is cu1io us, broad1n inded, and open to ne,v ideas, things, and expetiences; is spontaneous; and has a high tolerance for arnbiguity. lvlos t c.-,ornpanies need people \vho are strong in te rms of openness to expe1i ­ e nce to fill ce1tain positions, but for othe r positions, this dirnensionis less irnportant. People in rnarke ting, adver­ tising, research, or other creative jobs need to be cuti­ ous, open to ne,v ideas, and spontaneous. By contrast, openness to e»petience is not particularly i1np<>rt ant to accountants, ,vho need to apply sttingent rules and for- 1n ulas c., )nsiste ntly to make sense out of co1nplex Hnan­ cial infonnation .

\1/hich of the Big Five Personality Dimensions has

and impulsive tend to be lo,ver perforrners on vi1tu ­ ally any job."121 T he results also indicate that extraver­

sion is related to perforrnance in jobs, such as sales and n,anagement, that involve significant interaction ,vith o the rs. In people-intensive jobs like these, it helps to be sociabel , assertive, and talkative and to have energy and be able toenergize others. Finally,people who are e»tra­ verted and open to experience seern to do 1nuch better in training. Being curious and open to ne,v e»petiences

as,veil as sociable, assertive, talkative, and fi)ll of energy helps people perform better in learning situations.122

* MANAG ING DIVERSITY

#### How much should co mpanies change tl1eir standard

the largest irnpact on behavior in organization?s

The

#### business practices to ac-,con, modate the diversityof their

cun,ulative results of rnultiple studies indicate that con­ scientiousness is related to job perfonnance across Hve

worke rs? \.Vhat do you do \vhen a tale nted top exe c u­ tive has a drinking prob-

diffe re nt occupational grou ps (p rofessionals, police,

1n anagers, sales people, and skilled or se1nis killed ,vork­ ers).100 I nshort, people '\vho are dependa ble, persistent, goal directed, and organized tend to be higher perfonn­ ers on virtually any job; vie\ved negatively, those ,vho are careless, irresponsible, lo\v achievement sttiving,

lem that see1ns to affect his behavior only at c,)m­ pany business parties (for entertaining clie nts), whe re he has rnade inap­ proptiate advances tO\vard

**Openness to experience** the degree to which som eone is curious, broad-minded, andopen to new ideas, th ings, andexperiences;

is spont aneou;sand has a high tolerance for ambiguity

fernale e n,p loyees? vVhat do you do ,vhen, despite ag­ gressive company policies against racial discri1nination, employees continue to tell racist jokes and publicly post ca1t oons displaying racist humor? And, because 1nany

paradig1n , the ac.x:ess and legitin,acy par'<1digm, and the learning and effectiveness paradigm1.23

T he *discrirnination and ji1irness paradigm,* ,vhich is the most con11non n,ethod of approaching diversity, fo­

peop le confuse diversit)•,vith affirrnative action, ,

vhat do

cuses on equal opportunit)•, fair treatrnent, recruitine nt

you <lo to rnake sure that your co1npany's diversity p rac­ tices and policies are viewed as benefiting all worke rs

of 1nino1i ties, and stiict conipliance \\ th the equal e, n ­ p lo)'lne nt opp<nt unity la,vs. Under this approach, suc­

and not just so1n,e

vorke rs?

cess is usually rneasured by *ho,*,*v*

vell c., )rnpanies achieve

No doubt about it, questions like these make man­

recruitment, pro, n o tion, and retention goal fo,r

vomen,

aging diversit)•one of the toughest challe nges that rnan­ agers face. Nonetheless, there are steps c, o n pa nies can take to begin to add ress these issues.

As discussed ea rlie r, diversity prograins by to create

people of different raciaVethnic backgro unds, or other underrepresented groups. Ac.x:ording to a ,vorkplace diversity practices survey G )nducted by the Society for Hurnan Resource Manage1n e nt, 66 to 91 percent of

a poSitiv,e

vork environrnent ,vhere no one is advantaged

co1npa nies use specialized strategies to recruit, retain,

or disadvantaged,,vhere'\ve"i eve1yone, ,vhere eve1yone and prornote talented ,vomen and rninorities. The per­

can do hisor her be,st vork,,vheredifferences ai·e respected and not ignored, an,d vhere ev, eyo ne feels G'Omfo1t able.

*Let's begin to address those goals by learning about* ***12-4a different diversity paradigm, s 12-4b diversity principles, 12-4c diversity training and practic,es*** *and* ***12-4d what works***

12-4a **Diversity Paradigms**

There are several different rnethods or paradigrns for managing diversity: the discrimination and fairness

centages increase ,vith cornpany size, and co1npan ies of 1nore than 500e, n ployeesare the rnost likely to use these strategies. Of companies \\ th 1nore than 500 e1nploy­ ees, 77 percent syste1na tically collect, n eas urements on

diversity-related practices.12.1 One manager says, "If you

don't 1neas ure something, it doesn't G >un t. You rneasure your rnarke t share. You rneasure your profitability. The sarne should be true for diversit)•. There has to be so1n e

,vay of measurin,g vhether you did, in fact, cast your net " dely and ,vhether the conipany is better off today in terrns of the ex-pe rience of people of color than it ,vas a fe,v years ago. I n,easure my rnarket share and n,y



"We are a ll on the same team...

##### proHta b ility.\.Yhy not this?"125The prirnary beneHt of the di,sci rnination and fairness paradigm is that it generally brings about fairer treatment of ernployeesand increases demograp hic diversity. The p1i rnarylirnitation is that the focus of diversity re rnains on the surface-level diversity dirnensions of sex, race, and ethnicity.126

The *access and legitimacy paradigm* focuses on

##### only on the s, u f ace -level diversity din1ensions of sex, race, and ethnicity. Furthennore, employees,vho are as­ signed responsibility for customers and stakeholders on the basis of their sex, race, or ethnicity rnay eventually feel frustrated and e;-,11loited.

Although the disc,imination and fairness parad,ig n focuses on as, sin ila tion (ha,>inga dernographically repre­

the acceptance and ce lebration of diffe rences to en­

sentativ,e

vorkforce), and the access and legitimacy par­

sure that the diversit,y

vithin the cornpan,y

na tches the

achgrn focuses on differentiation (having dernographic

diversity found among p,ri n a ry stakeholde rs, such as custo, n e rs, suppliers, and local commun ities. This is similar to the *business grotvth* advantage of diversity discussed earlie r in the chapter.The basic idea behind this approach is to create a demographically diverse

,vorkfi:1rce that attracts a broader custonier base. For example, the diversity st rategy at Oshkos h, a ,naker of specialty ti·ucks and truck bodies, sta tes, 'We op­ erate and sell our products and services in over 100 countries on six continents, each \\>ith its o,vn culture, cus,to n s, and b usiness practices. We seek e mployees

,vho are passionate about sen>ing customers and ,vho reflect our diverse customer base so that ,ve can tnJly

differences inside the con1pany ,natch those of key cus­ torners and stakeholders), the *learning and effectiveness par·adigm* focuses on integratingdeep-level diversity clif ­ fere nces, such as personality, attitudes, beliefs, and val­ ues, into the actual ,vork of the organization. One sign that a co,npany hasn't yet created a learning and effec­ tiveness parachgn1 is that people ,\>ithhold their opinions for fear of being seen as different. For e,xan ple, while Helena 1orrissey is the CEO of Ne,vton Inves tine nt Management, a London finn that invests $71 billion for its clients, she a, d n its to sorneti,nes keeping her business opinions to herself for fear of being seen as "the annoy­ ing",vo,nan at the table. She says,"At a recent rneeting, I

unde rsta nd our customers to bette r serve and delight

,vasn't co1n fortabl,e vith a conti·oversial point and I spoke

them."127

The prirnary bene6t of this approach is that it es­ tablishes a clear business reason for diversity. Like the di,sci rnination and fain1essparachgn1, ho,vever, it focuses

up, but I also had a different \>ie,v on the ne;-,t itern on the agenda but insteadof speaking up I held back." Says Morrissey, "I have been conscious of feeling that \\•he re I clid have different ,>iews frorn the rest of the [all-n1ale]

w ith our d if feren c es- n ot despite them ."

##### group, I rnay be being perceived as the 'difficult \V(Hnan' rather than being listened to for ,vhat I \vas saying." She felt this ,vay des pite there being "no e, denc,,e that the

men were actually fee ling that."128

T he leanung and effectiveness paradig,n is consistent , th achieving organizational plurality. **Organiza tion alplurality** isa ,vorken ron,nent,vhere

(1) all members are empo,vered to contribute in a \\'llY that ,nax:imizes the benefits to the organization, custom­ ers, and the, n sel ves, and (2) the indh dualit:y of each

, n e rnber is respected by not segmenting or pola,i zing

people on the basis of their membership in a particular group.129

Th e learning and effectiveness diversity paradigrn offers fou r benefits.13° F i rst , it values comrnon ground.

Former Harvard Business Schoo l professor David Thornas ex-plains, "Li ke the fairness paradigm, it pro- 1n o tes equal opportunity for all indh duals. And like the ac,-cess paradigrn, it ackno,vledges cultural differ­ ences among people and reG >g nizes the value in those differe nc-,es. Ye t this ne,v, n ode l for rnanaging diversity le ts the organization internalize differences, a n o ng, e n ­ p loyees so that it learns and g,ro vs because of them.

**DIVERSITY APPS**

nformationtechnology hashelped usin countless ways, but we're just beginning to discover how it can help us create a workforce that is talented, capable, and diverse. Check out these three new apps developed to increase diversity in the



I

workplace:

» **Text io** isadiversity spellchecker that scans joblistingsfor biased language thatmightdiscourage a diverse applicant pool. And just like a regular spell checker, Textio suggests different wordings to helpincrease the number and diver­ sity ofapplicants.

» **GapJum pers** helps companies review job applications without knowingcandidates'sexor race. GapJumpers also providescompanies witha number of online performance auditions so they can see how candidates perform tasks that pertain to the job in question.

» **Un iti ve** is a complete recruiting/hiring platform that tracks job applicants and assesses their fit within the company and job throughout the entire hiring proces.s Unitiveprovides visual data foreasier analysis andreminds

##### Indeed, \vith the model fuUy in place, ,

ne, n be rs of the

managers to implement best practices at each step

##### organization can say, ' \1/e are aU on the sa,ne tean,, , th our diffe rences- not despite th, e n .131

Second, this paradigm makes a distinction between indi dual and group diffe renc-,es. When diversity focuses only on differences behveen groups, such as fe,nales ver­

sus ,nales, large differences ,, thin groupsare ignored.132

Fo r exarnple, think of the ,vomen you kno,vat \VOrk. NO\v,

to reduce bias and increase the size and quality of the applicant pool.

**Source: R Silverman andL Gellman, •AppsTake on Workplace Bias,*Woll Srree1***

*Joumal* September 30, 201S, accessed May 9, 2016, [http1/www.w5J.com](http://www.w5J.com/)

**/articles/apps-take-on-'NOrkplace-bias·144360I 027.**



##### think for a second about \vhat they have in c,)mmon. After

\vith divers,e

vorkforces due to language barrie rs, cul­

that, think about ho,v they're different . If your situation is typical, the list of differences should be just as long as the list of c,)1n 1nonalties,if not longer. In sho,t , ,nanagers can achieve a greater understand ingof diversity and their employees by treating thern as indi, dual and by realiz­

tural clash, or resentrnent by majority-group rne,nbers of ,vhat they ,nay perceive as preferential and un\\'llr­

ranted ti·eahnent of n1ino1i ty-group m, e n be rs."1:i.1 And

Ray Haines, a consultant \vho has helped c, o n pa niesdeal with the aftermath of diversity progra,ns that became

ing that not all African A1ne1i cans,Hispanic,s,

,vhite ,nales \vant the same things at ,vork.133

von,e n, or

dh sive, says, "There's a large a,nount of backlash related to diversity training. It stirs up a lot of hostility, anguish,

T hird, because the focus is on indi dual differ­

ences, the learning and effectiveness parad,ig n is less likely to encounter the c, )nllict, backlash, and divisive-

ness so, n e times associated

and resentrnent but doesn't give people tools to deal

with (the backlash]. You have peo ple con,e in and talk about their specific ax to grind."135 Not all diversity pro­

grams are di siveor lead to conflict. But by focusing on

**Organizationalplurality**

a work environment where

* + 1. all membersareempowered to contribute in a way that maximizes the benefitsto theorganization, customers,and themselves,and
    2. theindividuality of eachmember is respected by not segmenting or polarizing peopleon thebasisof their membership in aparticular group

##### \\ th diversity programs that focus only on group differences . Taylor Cox, oneof the leadin,g n a nage­ men,t vriters on diversity, says, "\1/e are c, )ncerned here \\ th these ,nore destn)Ctive forms of c,)n­ flict \vhich may be present

indi dual rather than group diffe renc,,es, the learning and effectiveness paradig,n he lps 1n inimizethese poten­ tial p roblems.

Finally, unlike the other diversity paradigrns that sirnply focus on surface-level diversity, the lea111i ng and effectiveness paradigm focuses on bringing differe nt talents and perspectives (that is deep-level diversity) *together* t,o n a ke the bestorganizational d ecisions and to produce innov-ative, c, o n pe titive products and services.

12- 4b **Diversit y Principles**



After an injury ended Becky Hammon's pro basketball career, she went on to become the first

female NBA head coach to win a summer league title.

D ive rsity paradigrns are general approaches or strate­ gies for managing diversity. \.Yhatever dive rsity paradigrn a manager chooses, diversity pti nciples \viii help 1nan­ agers do a bette r job of *managing co1npany diversity programs.*136

Begin by *carefully and faithfully follotving and enj<Jrcin g federal and state laws regarding equal oppor­ t1.1nity ernployrnent .* Dive rsity programs can't and ,von't succeed if the co1n pan y is being sued for discrimina­ tory actions and behavior. Fa ithfiill y follo,ving the la,v

,vill also reduce the tirne and expense associated ,vith

EEOC investigations or la,vsuits. Start by learning

more at the EEOC \vebsite, ( v,V\v.ee oc .go v) . Fo llo\ving

the la,v also1ne ans strictly and fairlyenforcing co1n pa ny policies.

*Treat grou p differences as irnportant but not spe­*

*cial.* Surface-level diversity di1ne nsions such as age, sex, gender orientation and sexual identity, and race/ethnic­ ity should be respected but should not be treated as 1n o re irnportant than other kinds of differe nces (that is, deep-level dive rsity). Re rnember, the shift in focus frorn surface- to deep-level dive rsity helps people kno,v and understand each other better, reduces prejudice and conflict, and leads to stronger social integration " th people ,vanting to ,vork together and get the job done. *Also, f, nd the cornmon ground.* Although respec ting di f­ fe re nces is important, it's just as i1npo rtant, especially

\\ th diverse workforces, to actively find ,vays for e1n­

ployees to see and share co1nmonalties.

*Tailor opportunities to individuals, not groups.* Spe­

she beca1ne a coaching intern for the NBAs'

San Antonio

cial prograins for training, d evelopment, mento1ing, or prornotion should be based on indi, dual strengths and

, vea knesses, noton groupstatus. Instead of rnaking men­

Spurs. While rehabbing her knee , Hamn1on attended coaches' 1n ee tings, gave inst ruc tions d u1i ng practices, a nd, vhe n asked, villingly shared her opinions \vith

toring available for just one group o,f

vorkers, create

head coach Gregg Popovich, ,vho has led the Spurs to

mento1ing opportunities for everyone ,vh,o, ,ants to be

five NBA chan1pionships. Popovich told her, "As cool as

1n e ntored. DuPont Corporation's 1n e nto1ingprogram, for

,it

v<nild be to hire you [as a full-ti1n e assis ta nt coach),

exa1n p le, isvolunta ryand open to all e1n p loyees. Through candid and <X>nfide ntial <X>nve rsations, DuPont's mento rs help younge,r vorke rs and rnanagers with p roble1n solv­

ing and career and leadership developrnent.137

*Maintain high standards.* Co1npanies have a legal and rnoral obligation to rnake sure that their hi1i ng and pronio tion procedures and standards are fair to all. At the sain e time, in today's <., )rnpetitive n1arkets, <., )rnpa­ nies should not lo\ver standards to promote dive rsity. This not only hurts the organizations but also feeds the stereotype that applicants ,vho are hired or pro- 1n oted in the narne of affinn a tive action or diversity are less qualified. After a knee injury e nded the career of vVNBA player and Olyn1pic medalist Bec ky Ha1n 1non,

you'd have to be qualified, and I'd have to n1ake sure you're qualified ." She agree d. vVhen Popovich hired he r a fte r the co1np letion of her internship, Ha1nrnon said, " Ho nes tly, I don't think he gives hvo cents that I'm a

\von1an. And, I don't ,,,ant to be hired because I'1n a won1an . . . I'rn getting hired because I'rn capable."1s3 In

2015 , Hamn1on beca rne the Hrst fe1nale head coach to

\Vi n the NBA'ss u1n 1ne r league title. The surnmer league, which starts after the cornpletion of the regular NBA playoffs, is made up of tea1ns' roo kies, seco nd-year play­

e rs, and unsigned free agents.139

*Solicit negative as well as po. itive feedback.* Dive r­ sity is one of the most difficult 1n a nagernent issues. No <., )rnpany or rnanage r ge ts it right from the sta1t .

#### Consequen tly, co1n pa nies should aggressively seek p<>sitive a nd negative feed back about their diversity programs. One \vay to do that is t<> use a selies <>f mea­ surernents to see if progress is being rnade.

*Set high but realistic goals.* Just because diversity

#### is difficult d<>es n't n1ean that <>rga nizati<>ns should n't try to acco1np lish as much as p<>s sible. The ge neral purpose

<>f diversity pr<>gr amsis to ti)' t<> c r eate a positive \VOrk

e nvironn1ent where no one is advantaged or disadvan­ taged, \vhere '\ve" is every<>ne, ,vhere eve1)'0ne can do his <>r her best \VOrk, \vhere diffe rences are respected and not ignored, and ,vhere eve1)'one feels comf<>rta ble. Even if pr<>gress is slo\v, G:>mpanies should n<>t shiink from these g<>als.

12- 4c **DiversityTraining and Practices**

Organizations use diversity training and several common diversity practices t<> n1anage diversity.T here are hvo ba­ sic types <>f diversity training pr<>g r arns, skills-based and a,vareness. **Skills-based diversity training** teaches empl<>yees the practical skills they need f<>r rnanaging a diverse \vorkf<>r ce, skills such as flexibility and adapt­ ability, negotiation, proble1n solving, and c<>nllict resolu­ ti<>n.140 By cont rast, **awareness training** is designed to raiseempl<>yees'awareness <>f diversityissues and t<> chal­ lenge underlyingassump ti<>ns <>r stereotypes ,ve may have aoout <>thers. **De ll Inc.** enr<>lled se veral 1nale executives in a six-1no nth progra1n 111n by Catalyst, a nonprofit group that tracks and advocates f<>r \V(>men's advanc1ene nt. The progra1n teaches1na nagers to roc:>gnize the hurdles facing

w<>rnen in the ,vorkplace.

Test (IAT) for a,vareness training.1"2 The IAT n1easures tl1e exte nt t<>, vhichpeople ass<>ciate p<>sitive or negative tl1oughts (tl1at is underlyingassurnptions <>r ste r eo types) witl1 blacks <>r \ vhites, men or won1en, homosex11als <>r heterosexuals, young <>r old, or other groups. F<>r the race IAT (versions als<> exist f<>r weight, age, sexuality, a nd othe r e tl1nic groups), test takers are shO\\'ll black or ,vhite faces that they must insta ntly pair \vith vari­ ous,v<>rds. I AT pr<>p<>ne nts argue that shorter resp<>nses generally indicate st ronger ass<>ciations and that the pat­ terns of associations indicate the extent to ,vhich people are biased. F<>r e xa1np le, an early study sho,ved tl1at 88 percent of whites have a n1ore positive 1ne ntal as­ s<>ciation to, vard ,vhites than tO\vard blacks, but su111ris­ ingly, 48 percent of blacks s ho, ved the sa1ne bias. Do tl1e biases measured by the IAT mean ,ve' re likely to discrin1inate against <>thers? T hankfully, no, ac-,cording t<> the G:>nsistent results of a nu1n ber <>f c ritical srud­ ies that indicate that IAT scores are not consiste nt over

tin1e and are not related to discri1ninatory behavior.1' 3

But the IAT d<>es can help us bec, :i1ne a\vare <>f our p<>­ te ntial biasesso that,ve rnonit<>r our,vork"Place behavi<>r a nd decis ion 1naking. So, taking the IAT can increase a,vareness of diversity issues.

Cornpanies also use diversity audits, diversity pair­

ing, and rninolity expeliences f<>r top executives to better 1nanage diversity. **Diversity audits** are formal assess1n e nts tl1at 1n e asure e1npl <>yee and managernent attirudes, investigate the exten t t<> ,vhich people are ad­ vantaged <>r di s advantaged ,vitl1respect t<> hiiing and pron1otions, and revie\v c<>mpanies' di versity-related policies and procedures . \.Yiiti ng in *The lVew York*

*Tirnes* against age c.liscri 1nination, Ashton Apple,vhite

**Skills-based diversity training** training that teaches em p loyees th epractical skill s

th eyneed for managing a diverse workforce, such as flexibili ty and adapta bility, negotiation, problem solvin g, and conflict resolut ion

**Awareness training** training that i s d esignedto raise employee'sawarenessof diversity

issuesand to challengethe underlying assumptionsor stereotypes th eymay have about others

**Diversity audits** formal assessments that measure em ployee andmanagement attitudes,

investgi atetheextent to which people areadvantagedor disadvantaged with respect to hiri ng and promotions, and reviewcompanies' d iversity-related policiesandprocedure

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#### As a result <>f the training,

Doug Hillary, a Dell vice president, checked in \vitl1 a fernale staf f rnen1ber

\vith hv<> young children and asked her if he \vas ad ­ equately acc, :imrnodating her fa1nily needs. She told hiln tl1at, acti1ally, he ,vas regularly sched uling staff c,•onference calls at an hou·1 when she was dropping her children off at school. He changed tl1e 1nee ting ti1nes, saying tl1at, p re, ­

ously, " He didn't pay as n1uch attenti<>n."141

S<Hne co1npanies use tl1e Im plicit Association

says that any 1nanager se rious about diversity should start \vitl1 the "shoe test." She says, "Look under tl1e ta ble, and if eve1)'one's ,vealing the sa1n e kind <>f shoes,

,vhether wingtips or flip-flops, y<>u've got a pr<>blern."

In <>ther ,vords, n1easurement and data are at the core

<>f diversity audits.144 Acc<>rding t<> Harvard Profess<>r

I Iis Bohne t, " Using data t<> le arn about the possible disparate ti·eat rnent of e1np l<>yees shouldn't be con­ troversial. No con1p any runs its financ,,es based just on intuition, and tl1e same should hold for pers<>nne l de­ cisions."1''5 One rnanager ,vh<>se co1npany uses 1ne tr ics for assessing diversity says that he has aske d he tea1n, '" Ho\v come, in the last 1nonth, you've gone after a large nurnber of ne,v people, and y<>u haven't inter­ viewed one ,vornan for the p<>siti<>n?' I started asking questions like tl1is - I am n<>t expecting the1n to have the ans, vers. I'rn ex'Pecting the1n to kno\v that tl1e next

tin1e I ask these questi<>ns, y<>u better have the ans,vers because I already have the data."1''6

Because top 1n anagers are still ovenvhelrningly, vhite and 1nale, a number of co1npan ies believe that it is, v<nth while to *have top executives experience what it is like to be in the ,ninority.* This can be done by having top managers go to places or events ,vhere nearly everyone else



##### is of a <lifferent sex or raciaVethnic i background. For example, 1nanagers I at Raytheon are required to spend an

entire day in the office in a ,vheelchair so that theyhavea better understanding

i of thechallenges faced by their disabled

.;i colleagues. Managers and executives at

I

\_ \_ --==! ,: Sodexho Alliance are asked to spend

##### ti1ne , vorking ,vith organizations

Ment ori n g and the newer trend of "reversementoring" provides different aged workers with the opportunity of tapping into new resources for learning.

##### that represent rnin, oi ties. One n,ale manager becarne the sponsor of a

,vomen employees group at Sodexho and ac,-co1npanied a female colleague to

a meeting of the vV, on e n's Food Service

Earlier in the chapter, you learned that *nientoring*

is a c., :>rnn,on s b·a tegy for creating lea111ing and prorno­ tional oppOrhJnities fo,r v, on e n. Diversity pai1ing is a spec ial kindof mentoring. In **diversity pairing,** people of differe nt ages, cultural background5, sexes, or races/ ethnicities are paired for mento1i ng. The hope is that stereotypical beliefs and attitudes will change as people get to kno,v each other as individuals.147 Phyllis Kor kki, a *Neiv York Ti,nes* assign, n e nt etlitor in her mid-50s ap­

proached Talya Minsberg, age 27, and asked, 'W ill you mentor me?"148 1'1insberg said, "Korkki is a longtirne

*Tirnes* e1nployee, an acc.,:>rnplished journalist and an au­ thor. So the fact that she ,vas approaching me for n,e n­

Forun1. The n,anager called the ex11e1ience, in ,vhich he

,vas at a conference ,vith 1,500 ,vornen, "profound" and said that it taught hin, what it feels like to be different. He also described ho,v his e;-',Peliences working " th women rnade hin, 1nore sensi tive to \\'Ome'ns feelings and even led him to change the social acti, ties that he plans" th coworke rs frorn golf to dinner cnJises. Rohini Anand, Sodexho's chief diversity officer, endo rses this e;-,-periential app roac h, saying, "To really engage people,

you have to create a se1i es of epiphaniesand take leade rs through those epiphanies.153

1 2 - 4 d **Diversity: What Works?**

##### torship ,vas une;-,11ecte 1l."149Korkk, i vanted Minsberg to

"reverse 1nentor" herso shecould learn SnapChat. Mins­ berg leads the *Tirnes'* e fforts to attract younger readers

, a SnapChat stories. Kor kki said, "I sought a rnentor to

help 1ne develop a specific ne,v skill- and something entirely outside 1ny c.,:>rnfort zone- na1ne ly, ho,v to use Snapchat, the srnartp hone-basedphotoand videoservice

that is popular among teenagers and young adu lts."150

\1/hile a,vk\vard at flrst, both benefited fro1n the re lation­ ship. l\1insberg said, "I realizedou r mentorship provided me ,vith something unexpected: a chance to take ,vhat

Finally, , vhile there's a ,vealth of data on ,vhat is being done to address diversity issues, there's not much clea r,

consiste nt, scientifically rigorous evidence on effective­ ness.154 S,o vhat do *,ve* kno, v at this tirne? Let's start

,vitl1,vhat does *not* ,vork. A revie, v of 985 stu<lies ex­ arnining ,vays to reduce prejudice or bias to,vardothers (sirnilar to a,vareness training) concluded, "Psycholo­ gistsare a long,vay fron, de, n o nstrating the most effec­

tive ,vays to reduce prejudice," and that the evidence, so far, "does not reveal

arnounts to a leade rship position I had not seen coin­

ing."151 Korkki said that being 1nentored, ". .. n,ade rne realize that organizations and indi, dua,l vorke rs could do a lot n,ore to bridge the gaps behveen generations.

Each age group has untapped resources that can benefit others at a different stage of life."152

,vhether, ,vhen, and ,vhy

interventions reduce prej­ udice in tl1e , vorld."155 A

rece nt survey of 829 com­ panies suggests that the 1nos t popular prograrns,

**Diversity pairing** a mentoring program in which peopleof different ages, cultural backgrounds, sexes, or races/ethnicitiesarepairedtogether to get to know each other andchange stereotypical beliefs and att itudes

##### diversity training, d iversity perforrnance audits (assess­

compulsory cou rse,s

vith anger and resistance- and

ing ho,v,veil managers are addressing diversity issues), and net\vork progra1ns (co, n pa ny sponsored affinity

1nany participants actually report, n o re animosity to­ ward other groups aftenvard."1M

g roups for" 'o men and n,inorities) "have no positive

S,o

##### vhat doe,s

vork? Ironically, the hvo least fre­

effects in the average ,vorkplace,"1,w;\_ In fact, not only quently used prog,ra n s, d iversity rnento1ing and ap­

does diversity training no,t

vork, but it 1nay also pro­

pointing diversity managers responsible for diversity

duce negative effe cts . According to professors Frank Dobbin and Alexandra Kalev, ,vho studied 30 years of data across 800 co1npan ies, "The positive effects of di­ versity training ra rely last beyond a day or t\vo, and a nurnber of stud ies suggest that it can activate bias or spark a backlash. None theless, nearly half of rnidsize companies use it, as do nearly all the *Fortune* 500."157 vVhy? Because training is required, and the message is, "\.Ye do n't trust you to treat people fairly." As a res ult, they say, "Traine rs tell us that people often respond to

prog,ra ns , '\vere arnong the 1nost e ffective."159 Finally, focusing on deep-level diversity appears to have strong positive effects. Acc:. >rd i ng to professors Jonatl1an Haidt and Lee Jussim, "In a revie,v of n,ore than 500 studies, published in tl1e *Journal of Personality and Social Psy­ cholog,J,* authors Tho1nas Pettigre,v and Linda Tropp concluded tl1at ,vhen people of different races and eth­ nicities mix toge tl1er and get to kno,v each other, the ef­ fect is generally to reduce prejudice on all sides. This is a good justification for increasingdiversity."160





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