

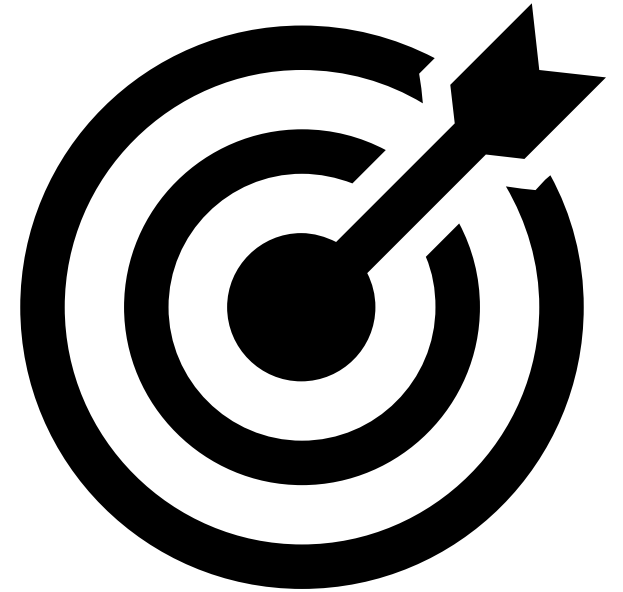



Diversity and Inclusion at Work

Rubaiyat Karim

Learning Objectives

- Distinguish between diversity and inclusion
- Assess stereotypes and prejudices that may influence behavior in work groups
- Examine methods of fostering inclusion in work groups
- Assess the three sources of inclusion in a workplace (organizational, work group, and immediate supervisor)

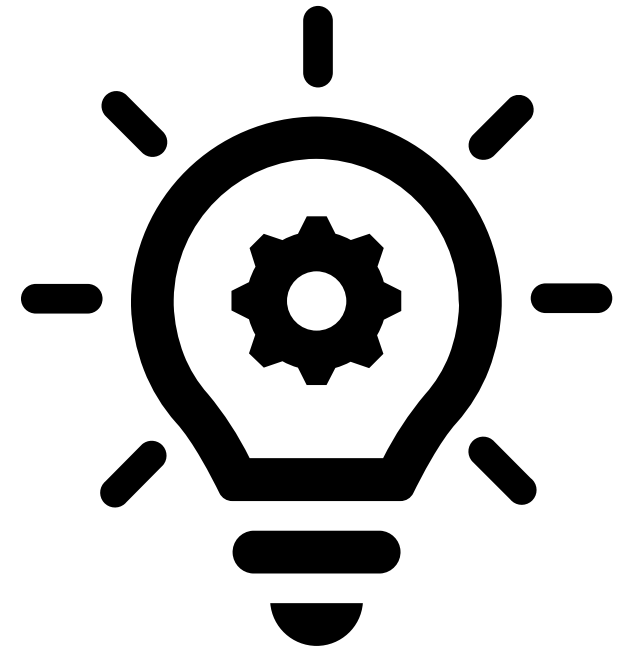




How are diversity and
inclusion efforts talked
about within your
workplace?

Defining Diversity and Inclusion

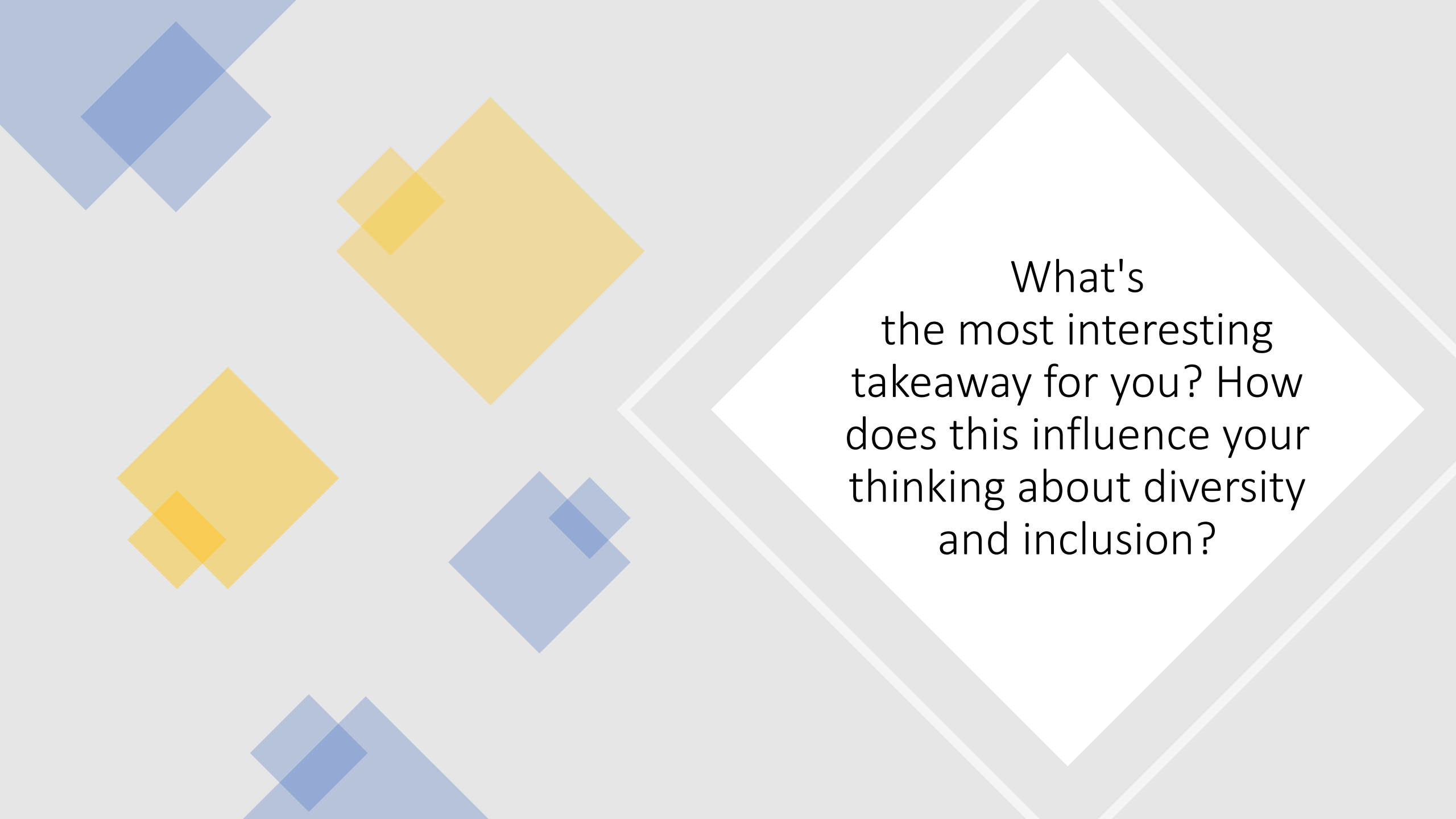
- Diversity Value Proposition
 - The idea that when you've got diverse members in a group, that diversity brings with it a collective of perspectives, experiences, beliefs and values.
- Organizational Inclusion
 - Inclusion is a call to action within the workforce that means actively involving every employee's ideas, knowledge, perspectives, approaches, and styles to maximize organization success.



Source: Cornell University, Industrial and Labor Relations School (2018)

Brown Eyes, Blue
Eyes experiment
by Jane Elliott,
1968.



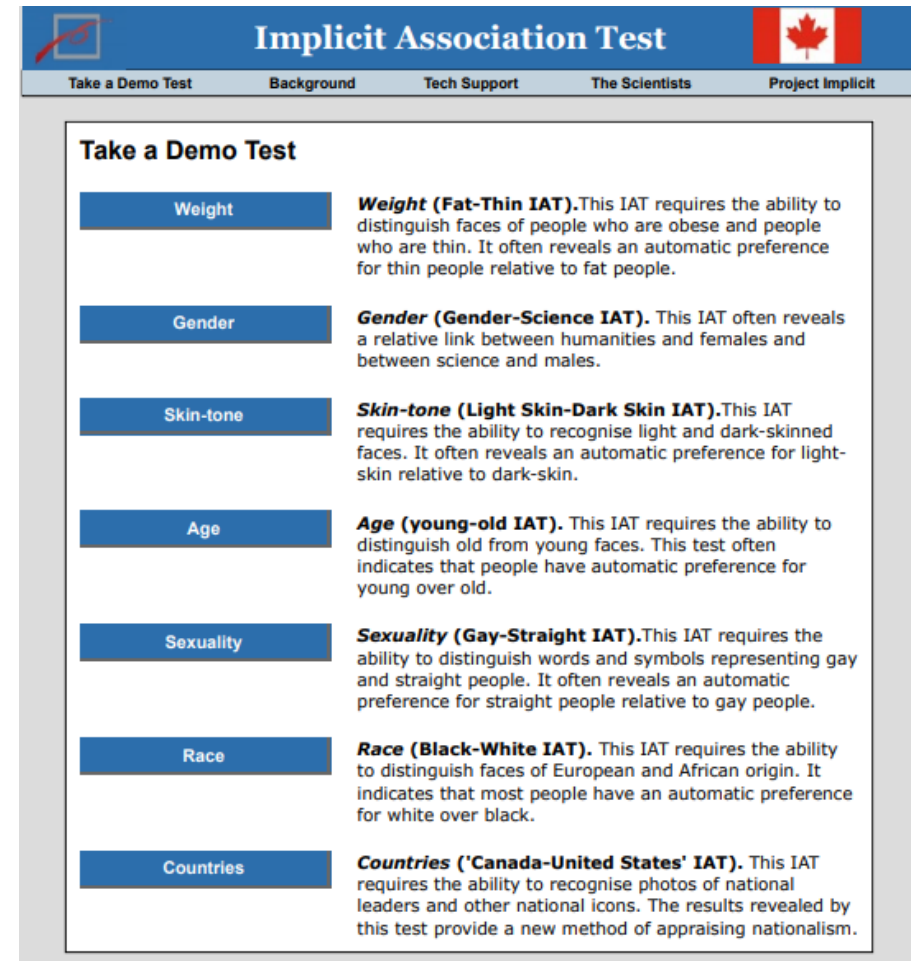


What's
the most interesting
takeaway for you? How
does this influence your
thinking about diversity
and inclusion?

Unconscious Bias

Social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from one's tendency to organize social worlds by categorizing.

Source: Cornell University, Industrial and Labor Relations School (2018)



The screenshot shows the top navigation bar of the Implicit Association Test website. It features a blue header with the title "Implicit Association Test" and a Canadian flag icon. Below the header is a menu with links: "Take a Demo Test", "Background", "Tech Support", "The Scientists", and "Project Implicit". The main content area is titled "Take a Demo Test" and lists seven categories of IAT tests, each with a brief description:

- Weight (Fat-Thin IAT):** This IAT requires the ability to distinguish faces of people who are obese and people who are thin. It often reveals an automatic preference for thin people relative to fat people.
- Gender (Gender-Science IAT):** This IAT often reveals a relative link between humanities and females and between science and males.
- Skin-tone (Light Skin-Dark Skin IAT):** This IAT requires the ability to recognise light and dark-skinned faces. It often reveals an automatic preference for light-skin relative to dark-skin.
- Age (young-old IAT):** This IAT requires the ability to distinguish old from young faces. This test often indicates that people have automatic preference for young over old.
- Sexuality (Gay-Straight IAT):** This IAT requires the ability to distinguish words and symbols representing gay and straight people. It often reveals an automatic preference for straight people relative to gay people.
- Race (Black-White IAT):** This IAT requires the ability to distinguish faces of European and African origin. It indicates that most people have an automatic preference for white over black.
- Countries ('Canada-United States' IAT):** This IAT requires the ability to recognise photos of national leaders and other national icons. The results revealed by this test provide a new method of appraising nationalism.

Firms have long relied on:

1. Diversity training
2. Hiring tests
3. Performance ratings
4. Grievance systems



SPOTLIGHT ON BUILDING A DIVERSE ORGANIZATION

SPOTLIGHT

ARTWORK

Roger Clarke, *The Deadliest Toxins (dsdc)*, 2009
Polyester resin, fiberglass, varnish

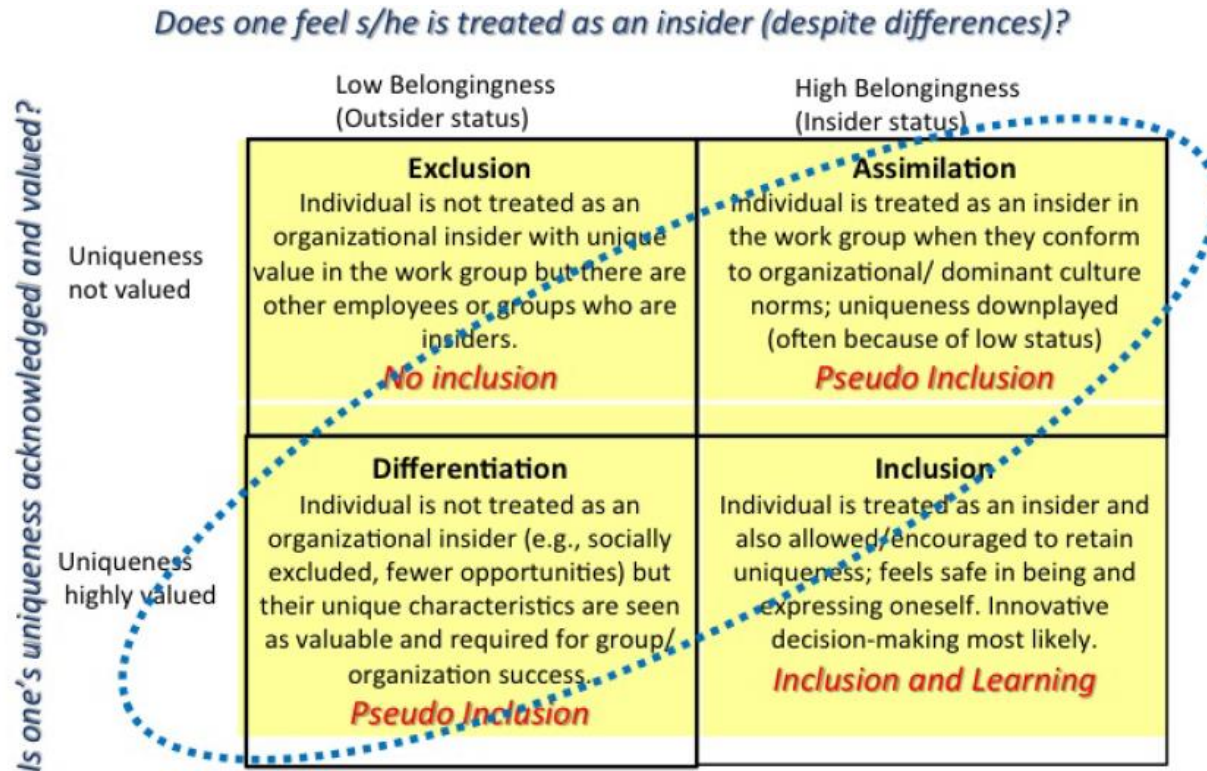
Why Diversity Programs Fail

And what works better

BY FRANK DOBBIN AND ALEXANDRA KALEV

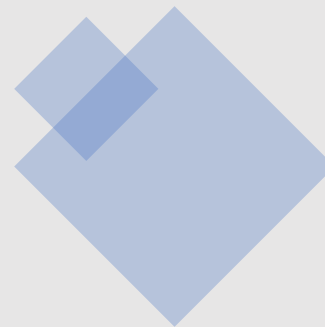
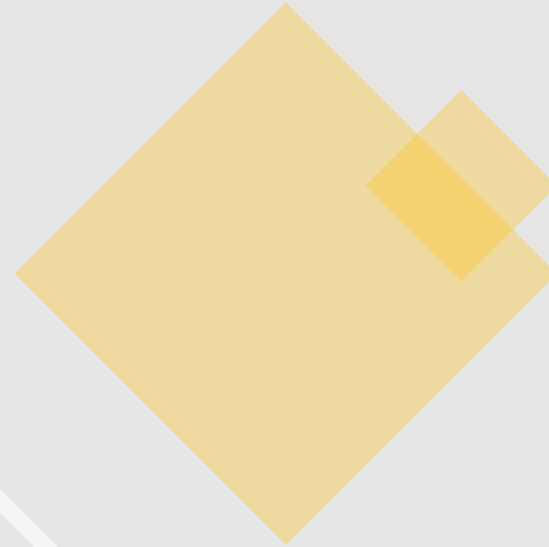


Organizational Inclusion



- Does the person feel treated like an insider?
- Does the person believe their uniqueness is valued?

So, what works?






Tools for Getting Managers on Board

Follow three basic principles:

- Engage managers in solving the problem
 - *Voluntary training*
 - *Targeted recruitment programs*
 - *Mentoring*
- Expose them to people from different group
 - *Self-managed teams*
 - *Cross-training*
- Encourage social accountability for change
 - *Diversity task forces*
 - *Diversity managers*



- 
- 
- 
- Controlled processing vs automatic processing
 - Individuating information

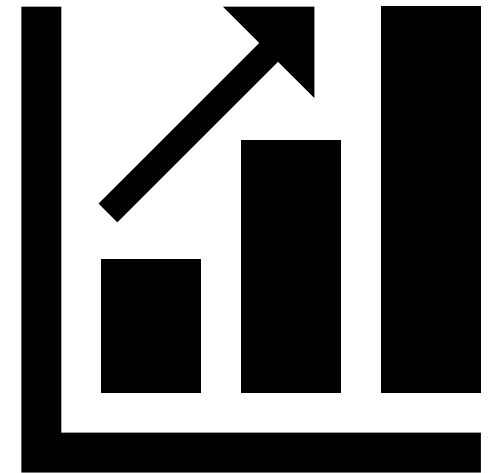
Tools for Getting Managers on Board

Internal Motivations

- Recognize cost of bias and exclusion
- Personal experience of bias and exclusion
- Desire to reduce negative or inefficient group dynamics
- Increased connection (vulnerability, trust, etc.) leading to disregard for stereotype

External Motivations

- Reward for positive behaviour
- Control how others react to your behaviour
- Avoid embarrassment
- Avoid negative consequences





Thank You!