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Introduction into diversity management is answering the typical questions:

- What is diversity management?
- Why we need it?
- For what can we use it?
- How to do it?
- What is the context of our work?
- What good practices we have?
- What is next?

Let us start!



“An integrated employee is a happy employee, a happy employee is contributing employee, contributing means profit. Integration means profit”

Quote from the needs analysis interview



Diversity management

Diversity management in our context refers to company policies that aim to promote greater inclusion of employees from different backgrounds into a company's structure and community. Depending on a company's size and profile, location and the industry which it operates in, corporate structure can be significantly different between companies (.....).

Diversity in the workplace is vital for employees well being, and motivation to be the best version of themselves, because it manifests itself in building a great atmosphere for the company, allowing employees to grow, leading to increased profitability and opportunities for workers. Workplace **diversity** is **important** within the organization as well as outside. It can be part of the brand image, but it also helps to reach out to new clients and overcome worker shortages, by attracting diverse professionals that can bring innovation and new competences (Mayhew, 2019).

Diversity management techniques in the workplace create a welcoming space for ideas and creativity and limit conflicts to a minimum and allow everybody to focus on their tasks, rather on their differences (Pizy, Feil, Sniderman & Egan, n.s.; Dike, 2013).

Source: Mayhew, R. (2019). Why is Diversity in the Workplace Important to Employees?. Retrieved November 07, 2019, from <https://smallbusiness.chron.com/diversity-workplace-important-employees-10812.html>

Pizy, C., Feil, S., Sniderman, B. & Egan, M. E. (n.s.). Fostering Innovation Through a Diverse Workforce. Retrieved November 07, 2019, from https://images.forbes.com/forbesinsights/StudyPDFs/Innovation_Through_Diversity.pdf

Dike, P. (2013). The impact of workplace diversity on organisations. Retrieved November 07, 2019, from <https://core.ac.uk/download/pdf/38093915.pdf>

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Inclusion is an opportunity, but also a task!

Research has shown that “well-managed diverse teams outperform homogeneous teams as they tend to be more creative, and effective at problem solving. However, when diverse teams are not managed well, communication and trust can break down, resulting in lower performance.”
(Kenely, 2013).

Source: Kenely, N. (2013). The importance of training in diversity management. Retrieved November 07, 2019, from https://workforcediversitynetwork.com/res_articles_importancetrainingdiversitymanagement.aspx

Why to do it then?

The main reasons for introducing diversity management tools to any company are:

- ★ Companies that create an inclusive and harmonious environment enhance their reputation with job seekers, allowing them to attract better employees (Kenely, 2013).
- ★ Employees who feel integrated, valued and rewarded are more engaged and motivated boosting their performance and motivate their colleagues to do more as well (.....).
- ★ Better employee involvement leads to higher profits and less human resources cost, including less legal issues and time and money consuming recruitment processes (.....).

Source: Kenely, N. (2013). The importance of training in diversity management. Retrieved November 07, 2019, from <https://timesofmalta.com/articles/view/The-importance-of-training-in-diversity-management.482610>

What do you want to reach?

Diversity management aims are:

- ★ "Develop, implement and monitor initiatives to promote workplace inclusiveness and harmony
- ★ Raise awareness of the benefits of an inclusive and harmonious workplace for the organisation and employees
- ★ Understand the needs of different employee populations and work with HR and senior management to address them“

Source: National Integration Working Group for Workplaces (ed) (n.s.). Iv. How do I build an inclusive and harmonious workplace? Retrieved November 07, 2019, from <https://www.mom.gov.sg/~/-/media/mom/documents/employment-practices/wdm/wdminitiatives.pdf>

First steps:

What does the assessment should focus on, what are the key areas?

- ★ "Strategic importance of diversity management in an organisation"
- ★ "Leadership commitment and support"
- ★ "Practices/policies in staff recruitment,"
- ★ "Practices/policies in case of conflicts and challenges"
- ★ "Development and performance management"
- ★ "Practices/policies to create an inclusive and harmonious workplace"
- ★ "Tracking and monitoring of effectiveness "

Source: National Integration Working Group for Workplaces (ed) (n.s.). Iv. How do I build an inclusive and harmonious workplace?
Retrieved November 07, 2019, from <https://www.mom.gov.sg/~media/mom/documents/employment-practices/wdm/wdminitiatives.pdf>

What can you do?

Good practices are empowering the employees and senior staff to be able to host and integrate the diverse workforce (...).

These are some ideas and can be developed based on available resources and the existing organizational structure and company policies:

What can you do?

- ★ "Workplace activities – organise formal and informal activities to facilitate interaction between employees of different profiles and departments
- ★ Workplace design – design workplaces to facilitate interaction between employees
- ★ Buddy system – assign incumbents to new employees to facilitate the settling-in process
- ★ Employee networks – set up employee groups and/or mentorship programmes to provide a support system for employees to seek help or advice
- ★ Awards and recognition – recognise exemplary leaders who promulgate values and behaviours that foster inclusive and harmonious workplaces”

Source: National Integration Working Group for Workplaces (ed) (n.s.). Iv. How do I build an inclusive and harmonious workplace? Retrieved November 07, 2019, from <https://www.mom.gov.sg/~media/mom/documents/employment-practices/wdm/wdminitiatives.pdf>

What can you do?

- ★ "Manage employee grievances – set up formal and informal channels for employees to raise concerns and obtain assistance” (National Integration Working Group for Workplaces, ed.)
- ★ Open door policy - create an atmosphere where the head of unit is aware and open to challenges and can be approached at any time on these matters.
- ★ Adjust recruitment policy - when recruiting new employees highlight the inclusive agenda of the company to not recruit people with opposing agenda

Source: National Integration Working Group for Workplaces (ed) (n.s.). Iv. How do I build an inclusive and harmonious workplace?
Retrieved November 07, 2019, from <https://www.mom.gov.sg/~media/mom/documents/employment-practices/wdm/wdminitiatives.pdf>

What do you have to work with?

In various grouping you can find many different structures, and mostly they are mixed, but you can categorise them as following:

1. Hierarchical Structure.

"Hierarchy is a way to structure an organization using different levels of authority and a vertical link, or chain of command, between superior and subordinate levels of the organization. Higher levels control lower levels of the hierarchy. You can think of an organizational hierarchy as a pyramid" with the boss on top. This is the most common and most traditional organisational structure, but it has several flaws, especially making innovation and creativity very difficult.

Source: Gimsley, S. (ed.). Organizational Chart and Hierarchy: Definition & Examples. Retrieved November 07, 2019, from <https://study.com/academy/lesson/organizational-chart-and-hierarchy-definition-examples.html>

What do you have to work with?

2. Matrix Structure.

"The matrix organizational structure is a combination of two or more types of organizational structures. The matrix organization is the structure uniting these other organizational structures to give them balance. Usually, there are two chains of command, where project team members have two bosses or managers." It is often described as a body with two heads, one very practical, operational, and one creative who coordinates and has the vision and the bigger picture in mind or some specific aspect of the project/company and the 2 heads are making joint decisions. The origin of the MS is the reaction to the flaws of the HS. "

Westland, J. (2018). Matrix Organizational Structure – A Quick Guide. Retrieved November 7, 2019, from <https://www.projectmanager.com/blog/matrix-organizational-structure-quick-guide>



What comes next?

Now you understand the basic material we need to explain to create good and diverse organisational structures for the company you are coaching.

We will continue with direct examples of challenges and solutions and detail the examples already showed in the previous parts!

The course contains both presentations, but it also requires your imagination, to think with different mindsets, the employers and the employees as well. We hope you will enjoy it!

See you soon!





Module 2.9 Good Practices



Theory and Good practices in organisational development:

- "Differentiate between diversity management, equal employment opportunity and reactionary action
- Identify and describe the major dimensions of diversity gaps in organizations.
- Describe individual and organizational strategies and approaches to coping with diversity and discuss the multicultural organization.
- Discuss the basic issues in managing the knowledge function in organizations.
- Relate human resource management and social issues."

Let us start!

Source: Mosca, Joseph (n.s.). Chapter 8. Managing A New & Diverse Workforce. Retrieved November 10, 2019, from https://www.cengage.com/management/webtutor/denisi_hr/ppt/denisi_HR_1e_ch.08_student.ppt.



Theory and good practices

In (y)our work, often what seems like diversity management, is actually not. Often conflicts happen quick, firm reactions, but the cause of the problem is untouched and will create conflicts again. A company that plans to change has to go deeper and a coach must see the roots of the problems. The most important good practice is to differentiate the measures taken and advocate for long term solutions.

Why to do it then?

Firm action, is completely ad hoc, reacting to a conflict or the arrival of a new employee with diverse background. It is often a one time action and has no strategy and follow up element. Sometimes it is an entry point for a MAWIC coach, so it can be really valuable, but companies that only stay at this level often lack the understanding of the benefits of a real organisational development, thus our aim is to make them understand it!

Equal employment opportunity is often understood and commonly mistaken as **diversity management**, as it resembles the policy change level. “It means treating people fairly and equitably and taking actions that do not discriminate against people in protected classes on the basis of some illegal criterion.” (“Chapter 8”, n.d.). It can be a written or informal set of rules. It can be some form of HR training targeting the individual level, but it is lacking other levels and often lacks self assessment and commitment from the management level. It is better than nothing, but it is not the real game-changer.

"Diversity management places a much heavier emphasis on recognizing and appreciating differences among people at work and attempting to provide accommodations for those differences to the extent that is feasible and possible.” (“Chapter 8”, n.d.).

Source: Chapter 8. (n.d.) Retrieved November 11, 2019, from <https://quizlet.com/56103759/chapter-8-flash-cards/>.



Who is the MAWIC Coach in this?

The coaching has a lot of interpersonal and inter-group aspects. The Coach is able to address these aspects and identify the engagement level, whom to address and to whom to turn to for action. To able, we collected various levels to consider. The different levels require certain competencies to grow. We can list many of them, but the coaching process might be necessary to various values, others than the following. Every house, different habits...



The vertical levels of diversity management

- ★ These levels have to be addressed with various practices and aim to be fully developed the following level of understanding in the workplace. It is not only the employee but also the management responsibility to “live the talk” enforce and obey policies and show good examples. A Coach should be able to influence upper management and ensure commitment to diversity management as a priority.

Individual level:

Awareness: every employee must be clear on the nature and meaning of diversity and its importance to the company.

Empathy: in a diverse organization, one should try to understand the perspectives of others and put effort into taking that perspective into consideration.

Tolerance: in an organization, one should be willing to accept cultural differences.

Communication gap: It is often a source of conflict, so special attention should be given to the formulation of phrases, slang, jokes, and it is vital to be sure that both sides mean the same thing, and when misunderstanding happens, relate it to the gap not the persons competency.



The vertical levels of diversity management

Group level:

Inclusion: Building an inclusive workspace is the shared responsibility of employees, managers and company leaders. Employees understand their strengths, they can tap into what motivates them and what they naturally do best and also identify any weaknesses in the company and speak up and be heard regardless of their origin. .

Trust: A diverse team can only thrive if the individuals trust each other, and can lean on the others unique talents. If and only. When the group does not trust everybody and sub-groups emerge, the power of diversity fades and internal fights and mishaps occur making the performance levels drop significantly

Learning: To accept others everybody has to be curious and ready to learn about each other. Adaptation to new environments and cultures can take time, and the best way is to be open and share as well.

Respect: To be able to enjoy and build from diverse workplace the group must be polite, assertive and be helpful to each other and acknowledge successes and learn from mistakes.



The vertical levels of diversity management

Organizational level

Pluralism: A condition in which different groups are present and accepted on all levels of the company, including leadership. This must also be shown to external partners, representing the company as a diverse community.

Absence of prejudice and discrimination: This is not just a legal obligatory duty, but also has to be reflected in the internal policies, communication and practice. In case it occurs, there must be clear actions against it in a transparent manner.

The vertical levels of diversity management

Organizational level

Low levels of intergroup conflict: this is a sign not a recommendation. If there are more, action and reaction must be taken. If there is not much, there can be hidden conflicts, so internal policies must encourage and not punish reporting these conflicts and management should react as swift as possible.

Organizational learning is the encouraged process by which a company “learns” from past mistakes and adapts its internal process to avoid the mistakes and conflicts that are natural aspects of diverse environments.

Good to know!

Diversity in organizations both facilitates and is facilitated by social change in the environment.

Another way that organizations affect social change is through the images they use to promote themselves and their products.

Organizations that use diverse groups as representatives convey a message of their sensitivity toward diversity. (walk the talk)

Trainings on non-violent communication, mediation, conflict management are useful.

What comes next?

Sources:

<https://www.projectmanager.com/>

<https://corporatefinanceinstitute.com/resources/knowledge/other/diversity-management/>

<https://www.adp.com/spark/articles/2018/06/best-practices-when-you-have-a-multilingual-workforce.aspx>

<http://www.hrpub.org/download/20160229/UJM2-12105413.pdf>

<https://www.gensuite.com/multilingual-challenges-in-the-workplace/>

We spoke about the diversity and challenges and good practices. Next we look into the organisational change!

See you soon!



MaWIC Online Course – Migration and Workplace Integration Coach

Step 2.10 Putting Theory into Practice: Diversity Management





Intro:

Open communication culture

This is a short presentation of many tips and a way to move forward. The following provide some suggestions on how you can foster a more inclusive and harmonious team culture.

Let us show you!



Open communication culture

1. Concentrate on shared goals. Establish a team vision or objectives which will erase team members' differences and encourage all to work together.
2. Change the groups "us" and "them". Do not draw the line between various employee populations within the company.
3. Explain to your team members the importance of an inclusive work culture. Emphasise the importance and benefits it brings, such as growing team productivity and a better work environment.
4. Underline behavioural expectations that are more likely to create an inclusive environment. Have regular meetings with team members (e.g. during evaluation sessions, performance review, team activities) on their ability to work as a member of a diverse team and discuss possible areas of conflict and development.

Source: National Integration Working Group for Workplaces (NIWGW) (n.s.). Creating inclusive and harmonious workplaces. A Manager's Guide. Retrieved Novemer 10, 2019, from https://www.mom.gov.sg/~media/mom/documents/employment-practices/wdm/managers_guide.pdf

More good practices

5. Hire new workers with inclusive values and behaviour in mind. Recruiting team members based on competencies, you should also keep in mind the cultures and habits new members may bring to the team.
6. Guide new team members. When bringing new team members in, clearly define team values and expected behaviours at the start. Motivate experienced team members to welcome and help new team members settle in. (buddies system)
7. Seek the opportunities of new team members with various backgrounds. Diverse groups provide greater variety of insights and experiences. Expect full participation and involvement by all team members. Encourage the silent to speak up and ask the extraverts to give space to everybody.

Source: National Integration Working Group for Workplaces (NIWGW) (n.s.). Creating inclusive and harmonious workplaces. A Manager's Guide. Retrieved Novemer 10, 2019, from https://www.mom.gov.sg/~media/mom/documents/employment-practices/wdm/managers_guide.pdf

More good practices:

8. Challenge biases and intolerable behaviour immediately. Behaviours that are offensive to other team members should be addressed strictly.

9. Create opportunities for understanding and interaction with each other. Provide opportunities for employees to connect on common interests. Some things which you can do Include:

- Host team lunches bearing in mind dietary restrictions due to cultures or religions.
- Organise informal activities to help employees interact (e.g. sports, intellectual games, talent shows, family and group holidays, etc.)
- Celebrate special holidays of the nationalities/ cultures of team members, and encourage them to share more about their respective cultures to facilitate understanding between colleagues.

10. Be a role model. Walk the talk and practise what you advocate.

11. Ask for external evaluation, use mediation and don't be afraid to ask for help!

Source: National Integration Working Group for Workplaces (NIWGW) (n.s.). Creating inclusive and harmonious workplaces. A Manager's Guide. Retrieved November 10, 2019, from https://www.mom.gov.sg/~media/mom/documents/employment-practices/wdm/managers_guide.pdf

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What comes next?

These are not fixed recipes, you need to test, evaluate and learn them! Don't be afraid if something is challenging, it is a long process and sometimes to start is the most challenging part!

See you soon!

