

WORK GROUP DYNAMICS AND DIVERSITY



STUDY UNIT 5

The Role of Individuals in Diversity and Diversity Initiatives

ENHANCING DIVERSITY

Ways in which individuals can enhance diversity:

- Monitor & analytically evaluate prejudices on the basis of increased personal involvement with others who are different
- Critically look at the myths & preconceived ideas about others
- Develop a sensitivity to differences
- Use appropriate language

DIVERSITY INITIATIVES

Diversity may have an impact on the following issues:

- Conflict resolution
- Employee relations
- Empowerment
- Leadership
- Learning
- Productivity
- Synergistic teams
- Trust building

DIVERSITY INITIATIVES

Implementing diversity initiatives include:

- **Develop a strategic plan**
 - Gain commitment from top management
 - Implement the policy at all levels
- **Review standards for recruiting, hiring & promotion**
 - Recruiters should be trained to deal with people from various backgrounds
 - Use employment tests that are not biased
- **Establish a means to monitor non-discrimination policies**
 - In-depth analysis of positions filled & progress of advancement

DIVERSITY INITIATIVES

Diversity initiatives to change organisational culture:

- **Phase 1: Education & awareness**
 - Top management must “own” the interventions
 - Workshops on diversity issues
- **Phase 2: Capacity building**
 - Examine policies, practices & day-to-day systems
 - A need for leadership for examining & changing policies
- **Phase 3: Culture change**
 - Unlearn behaviours that are indicators of the culture
 - Leaders must create action plans to identify & implement new values/behaviours