



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

LCMB7011

Managing People

Week 2

Diversity & Inclusion

Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives



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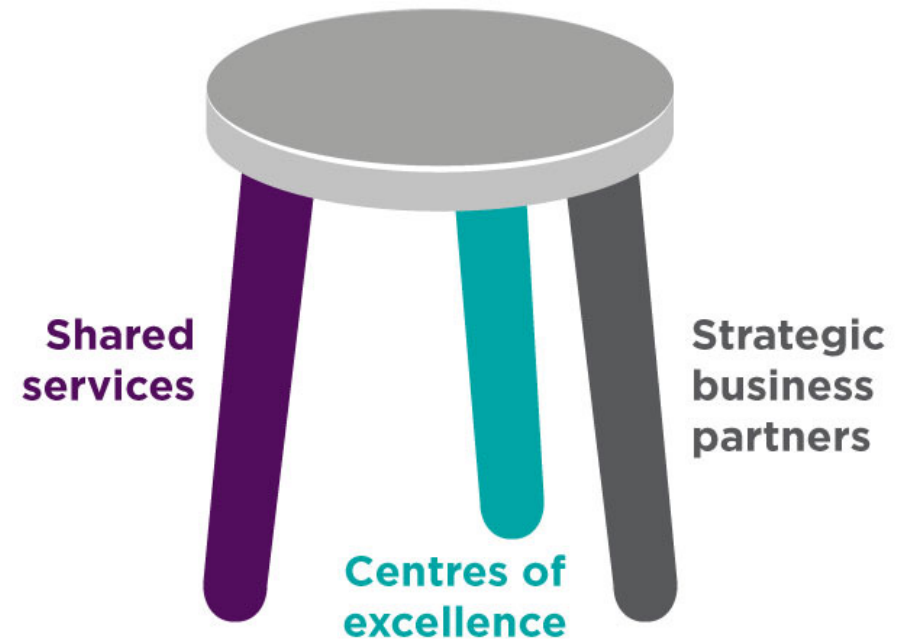
www.uwtsd.ac.uk

Recap from Week 1

Resources:

- Armstrong, M & Taylor, S (2020)
Armstrongs Handbook of HRM
(15th ed) Kogan Page London
- Hook, C & Jenkins, A. (2019)
Introducing HRM (8th ed) Pearson
Harlow UK

Ulrich HRM Model & Ulrich “Three legged stool model of HRM” Hook & Jenkins (2019) p22



Recap: Week 1-Food for thought...

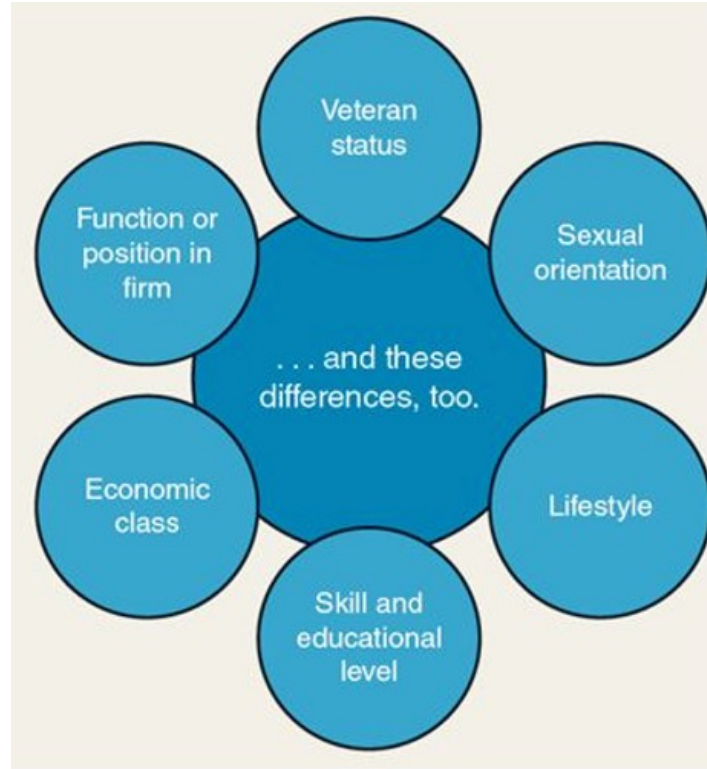
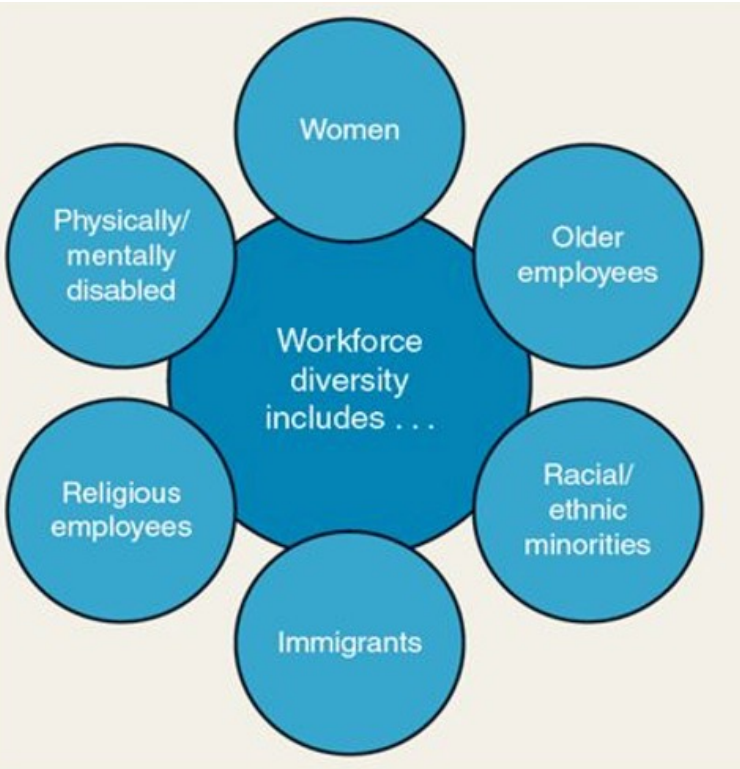
- Apart from what we have discussed, what else might be the reasons that 4dayweek work project could be applicable for Tesla in the UK but not in China, according to PESTEL analysis?
- Have you checked what company benefits are taxable or tax-free in the UK (<https://www.gov.uk/tax-company-benefits>)? How would 4dayweek work project affect the strategic plan of employee benefits package?
- Why should HR managers care about employee wellbeing?
(more detailed will be examined and discussed in wellbeing lecture)

Week 2

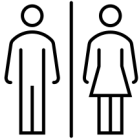
- **Diversity**
- **DEI**
- **Touchpoints of Inclusive Management for HR Managers**



What is Diversity at Workplace?



How to Form Diversity?



Social Identity Theory by Tajfel and Turner (1979) consists 3 steps:

- 1 Categorization** looks at the way in which people put others (and ourselves) into categories. We label one another based on interest, ethnicity, gender, occupation and other factors.
- 2 Identification** looks at the way individuals choose their groups. Your collective identity then becomes your in-group. This could be your family, a friendship group, even your class. This closeness functions to boost our self-esteem and to create a sense of belonging. A group or individual that poses as a threat to your in-group is called the out-group.
- 3 Comparison** looks at the way individuals compare themselves and their groups with other groups, seeing a favourable bias towards the group in which they belong.

Ethnocentrism

Identification

In or Out of the Group

How to Accommodate Diversity at Workplace?

Equality

Means giving everyone equality of opportunity in line with their needs

Diversity

Can be described as the differences that make people unique

Inclusion

Means involving people within a group or within society

Discrimination

Means to exclude people because of their differences. It involves treating people differently because of assumptions made about a person or group of people based on their differences.

EXPANDING TRADITIONAL DIVERSITY EFFORTS TO BUILD AN INCLUSIVE WORKFORCE

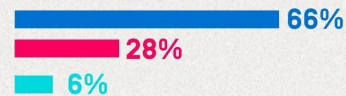


How to Manage a Multigenerational Workforce?

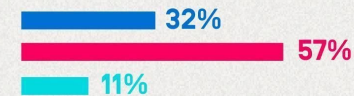
THE GENERATIONS IN THE WORKPLACE

BASED ON A SURVEY OF 1,200 WORKERS ACROSS DIFFERENT GENERATIONS MEASURING THEIR STRENGTHS & WEAKNESSES

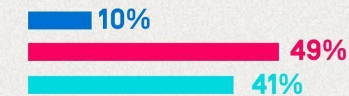
EXECUTIVE PRESENCE



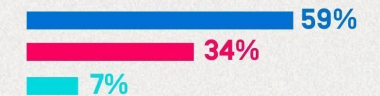
GENERATING REVENUE



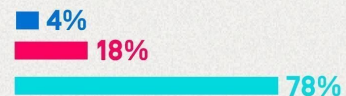
ADAPTABILITY



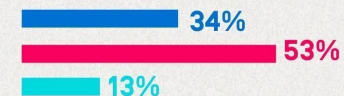
COST-EFFECTIVENESS



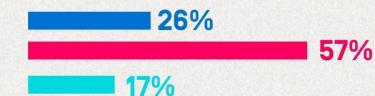
TECH SAVVINESS



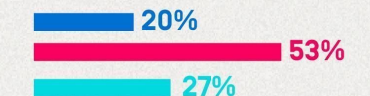
RELATIONSHIP BUILDING



PROBLEM SOLVING



COLLABORATION



BABY BOOMERS

BORN: <1963

PROS: Productive, hardworking, team players, mentors

CONS: Less adaptable, less collaborative

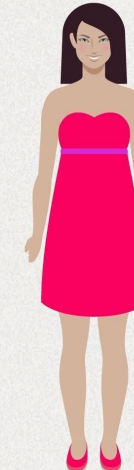


GEN X

BORN: 1963-1980

PROS: Managerial skills, revenue generation, problem solving

CONS: Less cost-effective, less executive presence

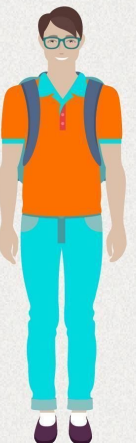


MILLENNIALS

BORN: 1980-1995

PROS: Enthusiastic, tech-savvy, entrepreneurial, opportunistic

CONS: Lazy, unproductive, self-obsessed



UXC professional solutions

To find out where we got this information drop us a line: contactus@uxcps.com.au

How to Manage a Multigenerational Workforce?

Five Generations Working Side by Side in 2020



TRADITIONALISTS

Born 1900-1945

Great Depression
World War II
Disciplined
Workplace Loyalty
Move to the 'Burbs'
Vaccines



BOOMERS

Born 1946-1964

Vietnam, Moon Landing
Civil/Women's Rights
Experimental
Innovators
Hard Working
Personal Computer



GEN X

Born 1965-1976

Fall of Berlin Wall
Gulf War
Independent
Free Agents
Internet, MTV, AIDS
Mobile Phone



MILLENNIAL

Born 1977-1997

9/11 Attacks
Community Service
Immediacy
Confident, Diversity
Social Everything
Google, Facebook

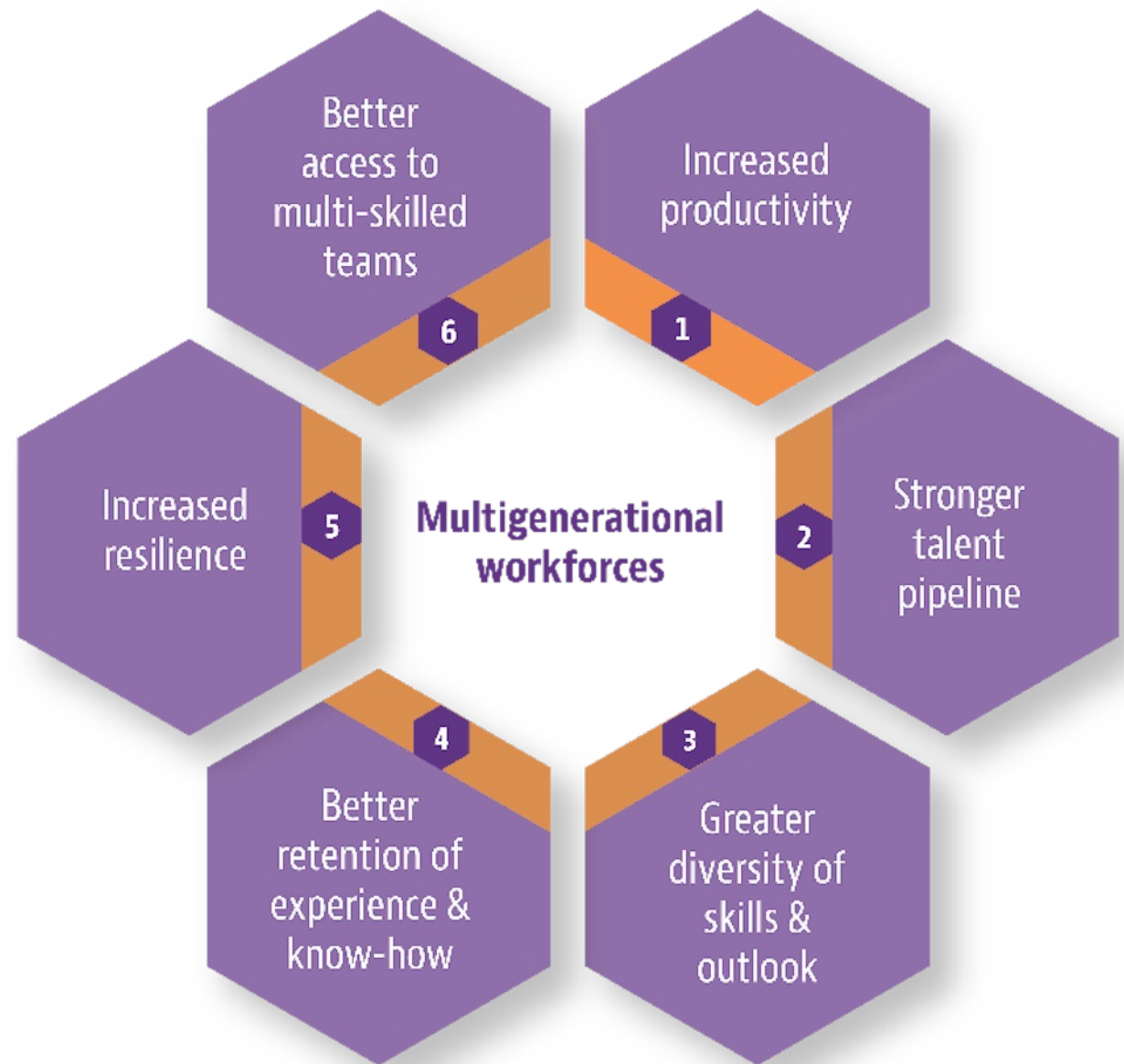


GEN 2020

After 1997

Age 15 and Younger
Optimistic
High Expectations
Apps
Social Games
Tablet Devices

How do we benefit from multigenerational workforces?



Source: <https://www.oecd-ilibrary.org/sites/b0e8405c-en/index.html?itemId=/content/component/b0e8405c-en>

Challenges

Multigenerational Management

Solutions

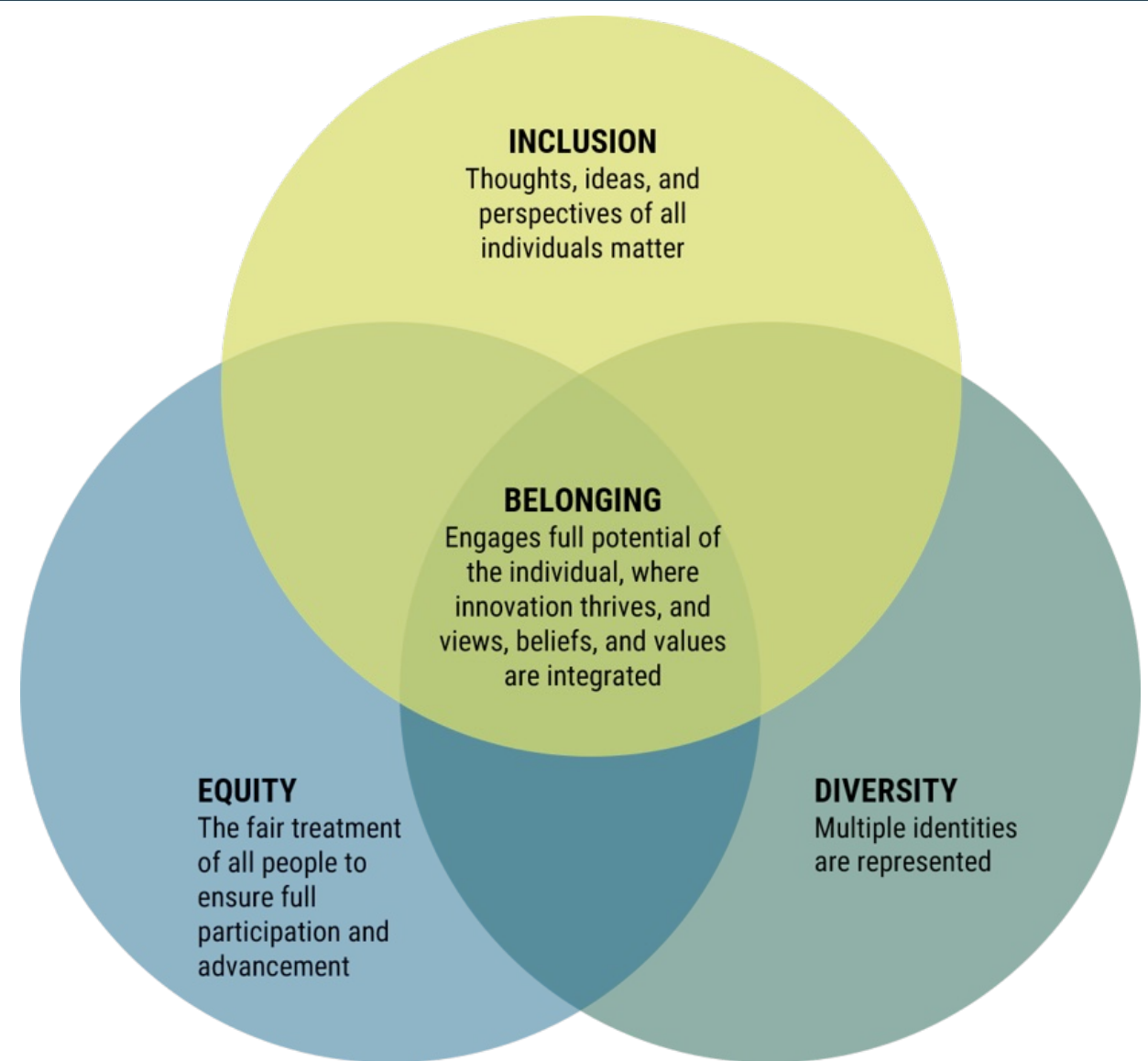
- Negative stereotypes
- Varying employee expectations
- Communication issues



- Employee Value Proposition (EVP)
- Inclusive hiring process
 - Reiterate expectations
 - Combat bias and stereotypes
 - Create learning opportunities
 - Collect Feedback
 - Cater to different communication styles
- Nurture an inclusive environment at work with diverse working styles and needs (e.g., DEI)

DEI

actions taken in order to shift mindsets, behaviours, and practices toward equitable and inclusive leadership for individuals, teams, and organizations



Barriers to the success of diversity and inclusion policies

- **Prejudice** and **bias** (whether unconscious or not) still exists in the workplace, and this is associated with **discrimination**. This in turn is associated with negative outcomes for employees (Jones et al 2016, Triana et al 2015).
- Many issues contribute to inequality, from **lack of women in leadership positions** to perceptions of disabled job applicants (McLaughlin et al 2004, Lane and Flowers 2015).

Barriers to the success of diversity and inclusion policies

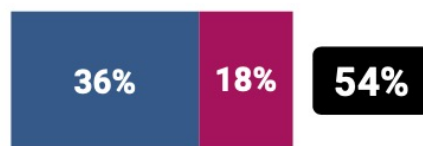
Evidences from The Future of Diversity, Equity and Inclusion 2022 by PDT Global



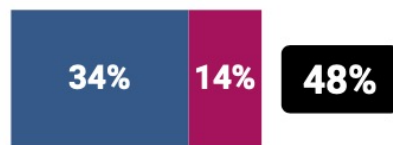
Survey Statement: As they pertain to your organization, to what degree do you agree with the following statements:

Percent responding agree or strongly agree

Corporate culture is more inclusive than it was two years ago



Workforce is more diverse than it was two years ago



Workforce reflects the demographics of the marketplace



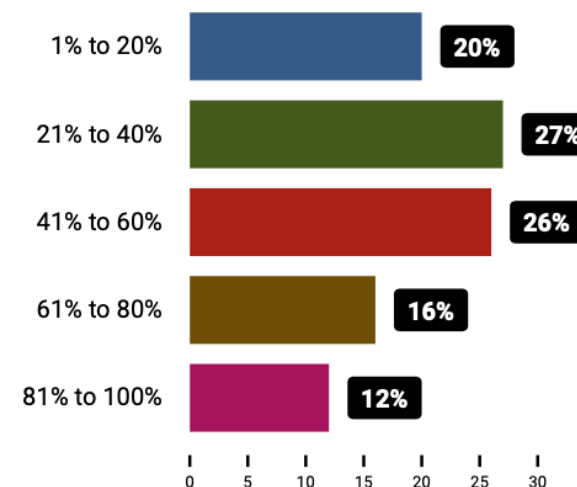
■ Agree ■ Strongly agree



Just 10% strongly agree their workforces reflect marketplace demographics

About half of HR professionals say women represent no more than 40% of people managers, and a fifth say women are no more than 20% of people managers

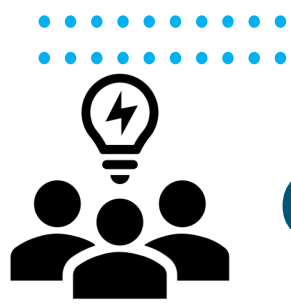
Survey Question: About what percentage of your organization's people managers are women? Note: This refers to employees who have other employees reporting to them



Note: This data excludes those who responded "don't know."

² Carrazana, C. (2022, January 7). In 2021, almost twice as many women joined the workforce than men. *The 19th*. Retrieved from <https://19thnews.org/2022/01/women-workforce-pandemic-202/>

³ Bachman, E. (2021, December 16). The "Glass Ceiling" For Black Corporate Executives Is Really A "Concrete Ceiling." *Forbes*. Retrieved from <https://www.forbes.com/sites/ericbachman/2021/12/16/theglass-ceiling-for-black-corporate-executives-is-really-a-concrete-ceiling/>



CV Exercise

Below are three, very brief CV's of people in senior positions. Each of these was published in the *Guardian* newspaper within the last five years. The *Guardian* has a weekly feature where they profile a senior person from the corporate, public or voluntary sector and they include a brief summary of their main achievements to date. Interestingly, the *Guardian* doesn't say, in these brief profiles, whether the people described are male or female. Working in small groups or pairs decide amongst you which gender you think each of these people are, and why. You need to come to a group consensus.

PROFILE ONE:

Age: 48

Education: Downe House School, Thatcham and University of London

Career: **1987:** Sales executive, Centaur Communications, **1990** Ad Director Centaur Communications **1992** Sales executive Guardian Media Group, **1994** Sales Manager Capital Radio, **1997** Sales Director Capital Radio, **2000** European sales director: Yahoo!, **2003** Managing director Yahoo! UK and Ireland, **2005** Chief executive Virgin radio

PROFILE TWO:

Age: 49

Status: Married with three children

Lives: St Albans, Hertfordshire

Education: MA in International relations, George Washington University, US; BSc in economics and political science, University of Wisconsin, US.

Career 2002-present: chief executive, Children's Society; 1998-2002: operations director, Children's Society, 1994-98; regional coordinator (Africa) ActionAid, 1990-1994 country director (Bangladesh) ActionAid; 19985-90: country director (Chad) Volunteers in Technical Assistance

Other appointments: Board member: Children's Workforce Development Council, Chair; board of trustees of the National Council of Voluntary Child Care Organisations, member: Youth Justice Board.

PROFILE THREE:

Age: 37

Status: in a relationship

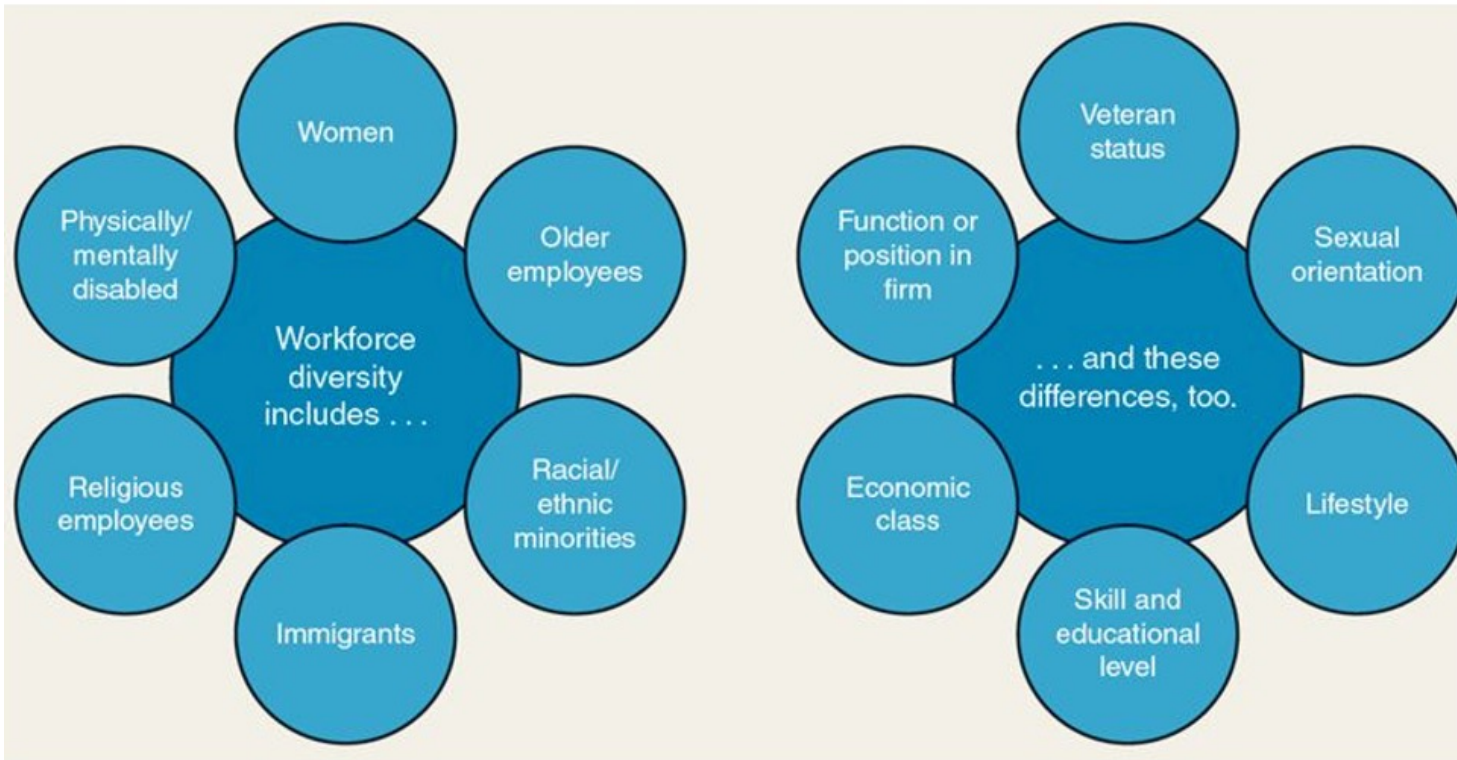
Education: Levershulme high school; Manchester college and Stockport college; BA (hons) in television and radio Salford University

Career: 2001-present: co-ordinator A National Voice, 1989-present: service user involvement projects, International Youth in Care Network and the International Foster Care Organisation; 1991-93 Lay assessor; Social Services Inspectorate, 1989-94; driving instructor.

Other appointments: 2005: MBE; 2004: fellow, Royal Society of Arts, Board member; Care Leavers Association; member, Young London Panel for the London 2012 Olympics.

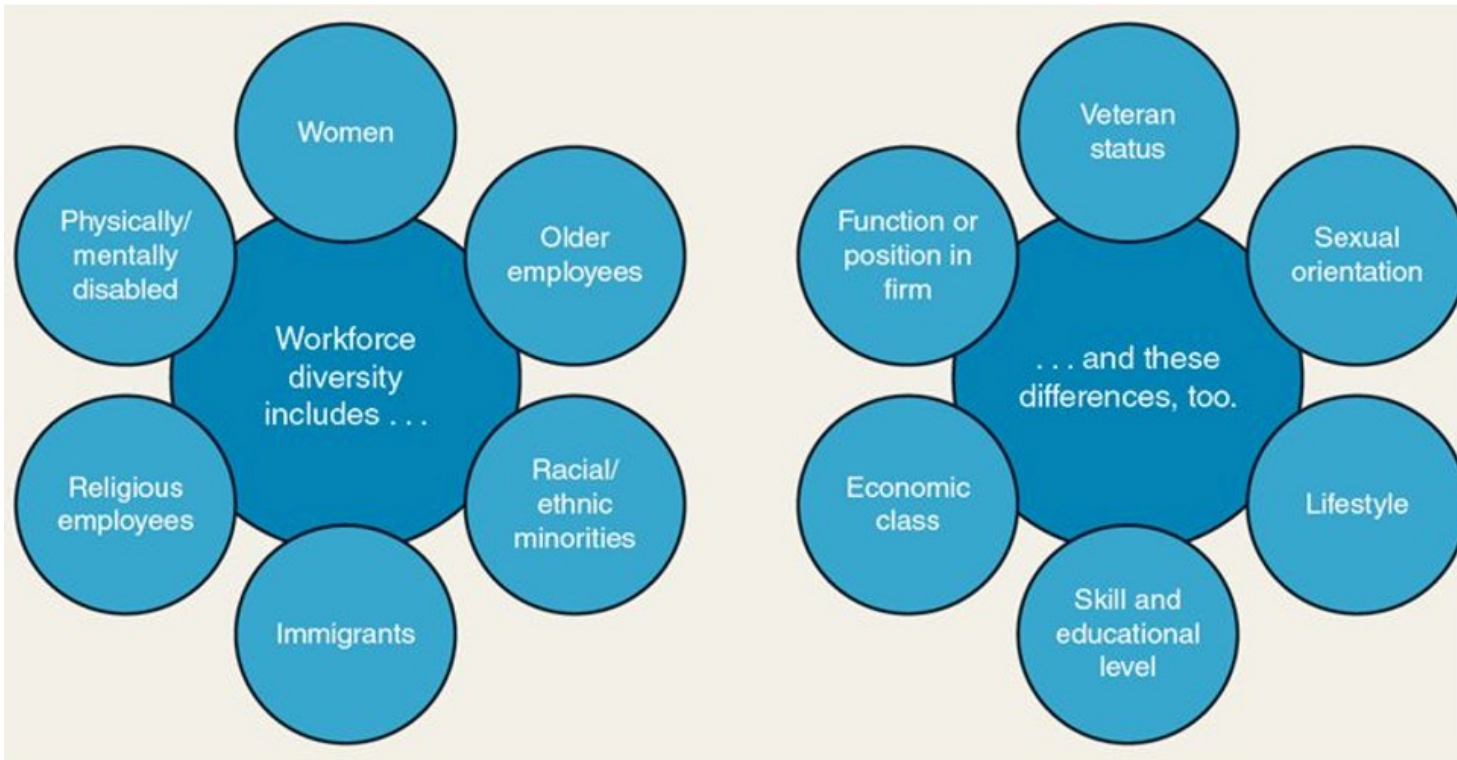
Interests: Music, gigs, the arts, socialising with friends

Barriers



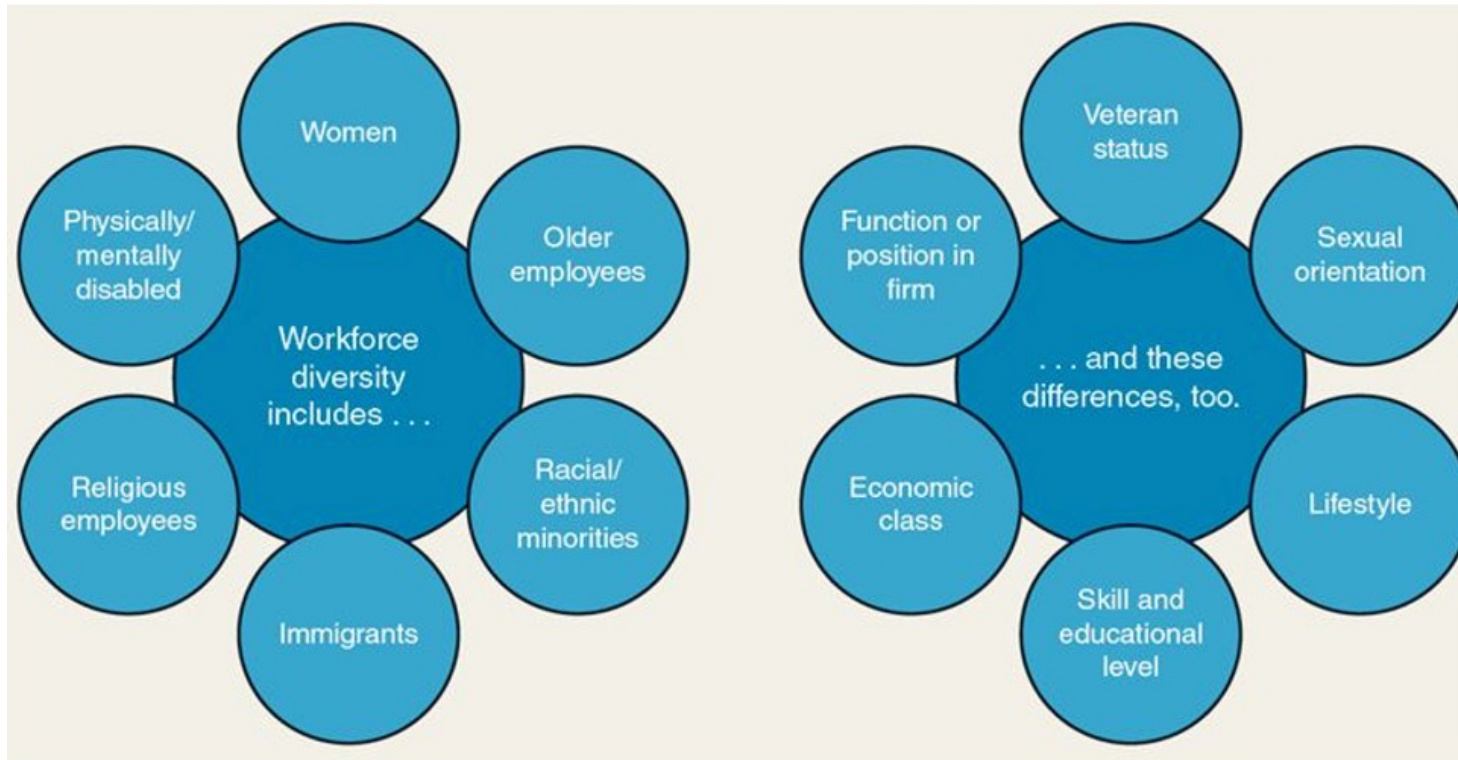
Multiple pieces of evidence shine a light on the issue of **bias in recruitment**, from job advert wording to call-back rates for interview (Gaucher et al 2011, Quillian et al 2017).

Barriers



Performance evaluations for different groups may be biased, whether this be so-called "***benevolent discrimination***" (giving overly positive ratings to certain groups), or biased ratings from managers who believe that diverse teams are not as cohesive and therefore will have lower performance (Van Dijk et al 2012).

Barriers

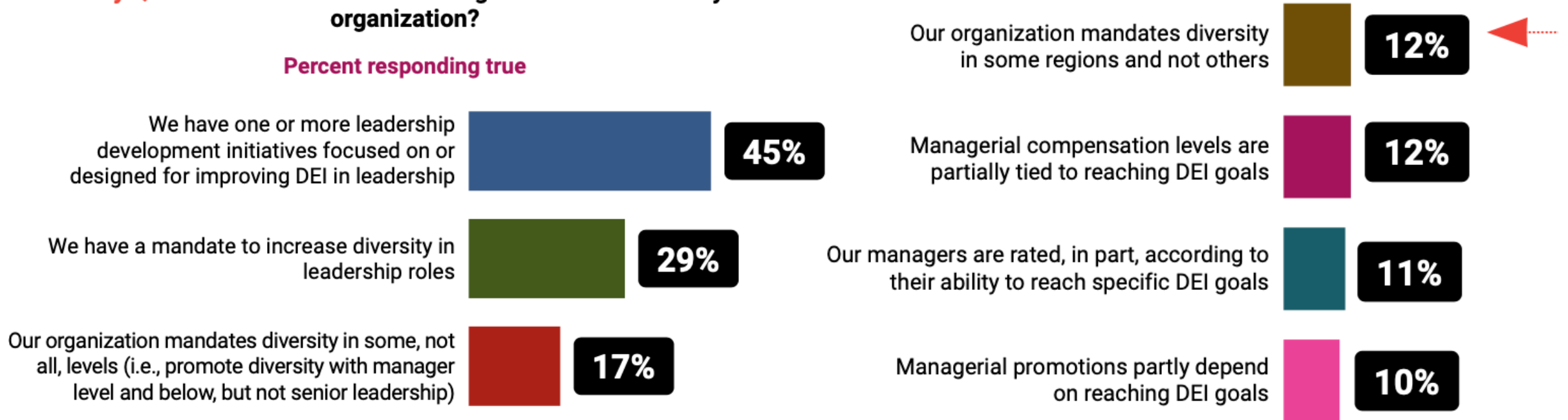


Throughout the employee **lifecycle**, bias and stigma may influence an individual's experience at work, particularly on the barriers faced by those with disabilities.

DEI Practices and Barriers in MNCs

Survey Question: Which of the following are true or false for your organization?

Percent responding true



Source: The Future of Diversity, Equity and Inclusion 2022 by PDT Global

Organisational Inclusive Climate and Work Culture

Index of workplace inclusion

1. Fair treatment: Employees at my organization who help the organization achieve its strategic objectives are rewarded and recognized fairly.
2. Integrating differences: Employees at my organization respect and value each other's opinions.
3. Decision making: Members of my team fairly consider ideas and suggestions offered by other team members.
4. Psychological safety: I feel welcome to express my true feelings at work.
5. Trust: Communication we receive from the organization is honest and open.
6. Belonging: People in my organization care about me.
7. Diversity: Managers at my organization are as diverse as the broader workforce.



Work culture "...at its core, a great workplace is about the level of trust that employees experience in their leaders, the level of pride they have in their jobs, and the extent to which they enjoy their colleagues" (GPtW, 2020).

Source: Romansky, L., Garrod, M., Brown, K. and Deo, K., 2021. How to measure inclusion in the workplace. *Harvard Business Review*, 27.

Next



**Touchpoints for HR
managers to build an
inclusive workplace**

Touchpoints - Attracting Applicants



Review job adverts for gendered or other biased wording



Review talent attraction methods, including recruitment webpages and other employer branding resources.



Read through the recruitment page for this return to work programme and discuss your thoughts on the job advertisement.

Morgan Stanley

Return to Work Program



Touchpoints – Candidate Selection

- ☒ Examine recruitment data to understand how diverse the talent pool is at each stage of the selection process.
- ☒ Ensure hiring managers understand provision for reasonable adjustment and are confident in being able to apply this, and are provided with support to put these into place.

The Dilemma of Unconscious Bias in Recruiting



Numerous studies have shown this process leads to significant unconscious bias against women, minorities and older workers. Some experts and researchers have stated that the organisations should **use AI to eliminate unconscious human bias from hiring.**

Source: Polli, F., 2019. Using AI to eliminate bias from hiring. *Harvard Business Review*. Retrieved from <https://hbr.org/2019/10/using-ai-to-eliminate-biasfrom-hiring>.



Selection Exercise-

Quality Compliance at the Hawthorn Arms

Task

Consider the profiles of the three candidates.
If forced to make a decision tomorrow, which
candidate should Alistair select for the job?
What major factors should influence his decision?

Touchpoints – Access to Flexible Working



Review flexible working policies and review take-up of flexible working, if offered. If flexible work is available, but not used, what are the barriers ?



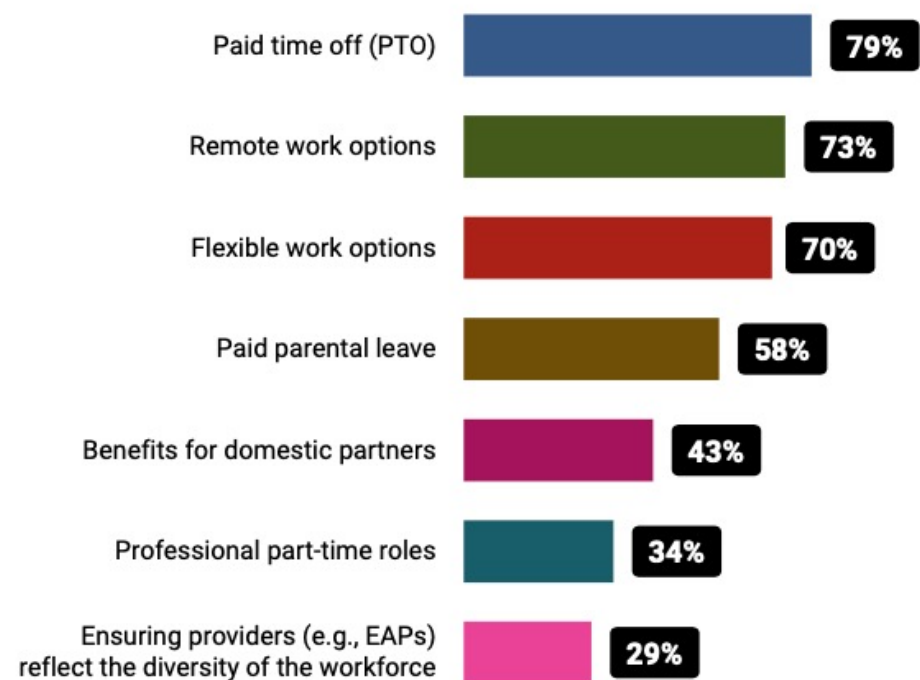
Ensure job design allows flexibility and think creatively about how jobs can be flexible?

Touchpoints – Access to Flexible Working



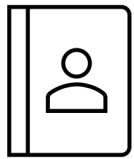
As well as flexitime and part-time working, are options such as job sharing and self-rostering considered?

Survey Question: What benefits or work arrangements does your organization have that make it easier for diverse employees to work there? (select all that apply)

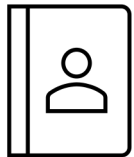


Source: The Future of Diversity, Equity and Inclusion 2022 by PDT Global

Touchpoints – Organisation Culture & Policies

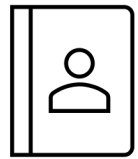


Review existing data (such as employee surveys and culture measures)

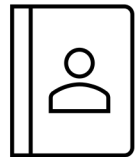


Collect additional data to understand whether employees feel the organisation is inclusive and values individual differences,

Touchpoints – Organisation Culture & Policies



Use pay and progression data to highlight where intervention may be needed.



Review organisational policies to ensure they treat everyone fairly

Diversity Best Practices Inclusion Index (2018, 2020)

- Best practices in recruitment, retention and advancement of people from under-represented groups—women, racial/ethnic minorities, people with disabilities and lesbian, gay, bisexual, transgender and queer (LGBTQ) people.
- Creating an inclusive culture through leadership, accountability, communications and employee engagement;
- Transparency shown in willingness to share workforce demographic data.

The evidence for promoting diversity and inclusion at work

- Mixed....
- There are many factors that contribute to the relationship between diversity in workplaces and organisational outcomes such as
 - financial performance
 - innovation and team performance
 - CIPD (2017) found mixed results for the outcomes of diversity, meaning the 'business case' is not clear.

So should this deter organisations from promoting diversity and championing inclusive practices?

Additional Information:

<https://www.cipd.co.uk/knowledge/fundamentals/relations/diversity/factsheet#6428>



Conclusion

- Organisations are recognising that people bring intrinsic value to business and should stand to gain value themselves.
- This shift means that businesses are recognising that employees are legitimate stakeholders of an organisation alongside shareholders and customers.

Conclusion (cont.)

- The potential long-term benefits of this are clear are that organisations must recognise individuals' unique contribution brought about by their unique set of skills, knowledge and abilities
- Promote organisational environments that allow these individual attributes to flourish (CIPD 2017, 2018).

Resources

- Armstrong, M & Taylor, S (2020) *Armstrongs Handbook of HRM* (15th ed) Kogan Page London
- Hook, C & Jenkins, A. (2019) *Introducing HRM* (8th ed) Pearson Harlow UK
- Polli, F., 2019. Using AI to eliminate bias from hiring. *Harvard Business Review*. Retrieved from <https://hbr.org/2019/10/using-ai-to-eliminate-biasfrom-hiring>
- Raveendra, P.V., Satish, Y.M. and Singh, P., 2020. Changing Landscape of Recruitment Industry: A Study on the Impact of Artificial Intelligence on Eliminating Hiring Bias from Recruitment and Selection Process. *Journal of Computational and Theoretical Nanoscience*, 17(9-10), pp.4404-4407.
- Romansky, L., Garrod, M., Brown, K. and Deo, K., 2021. How to measure inclusion in the workplace. *Harvard Business Review*, 27.
- The Future of Diversity, Equity and Inclusion 2022. *PDT Global* https://www.pdtglobal.com/wp-content/uploads/2022/05/Affirmity_PDT_global_the-future-of-diversity-equity-and-inclusion-2022_hrdotcom_Final-.pdf