



DIVERSITY IN THE WORKPLACE

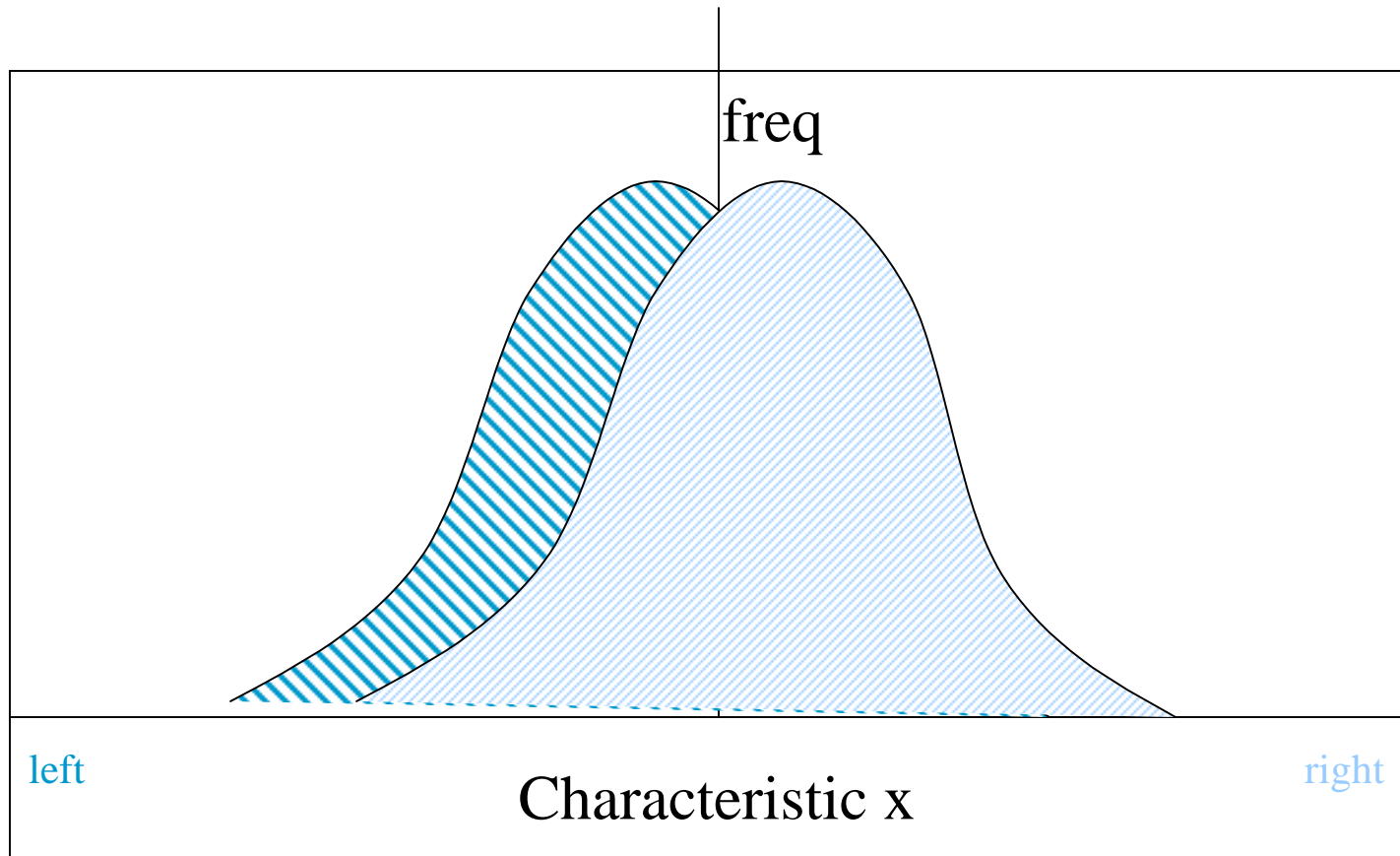
What Leaders and Managers
Need to Know



Outline

- Why *DIVERSITY*?
- Why intervention is required
- Practical measures
 - recruitment & retention
 - work-life balance

Gender Differences





Gender Differences

- ??Hardwired or software??
- Cultural/age dependent
- Information handling
- Problem solving
- Communication styles



New Frontiers

- Information richness & complexity
- Information flow
- Speed of change
- No boundaries



Innovation Workplaces

- Intellectual assets {{Infrastructure}}
- Continuous learning {{experience}}
- Access to information {{position}}
- Development potential {{size}}
- Quality of life {{salary}}



New Traditions

- Interdisciplinary
- Adaptive
- Networked
- Distribution of expertise



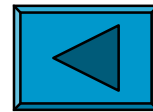
Critical Mass

- One is not enough
- Benefits of diversity kick in
- Gender schema fade
- Traditions change
- 33%

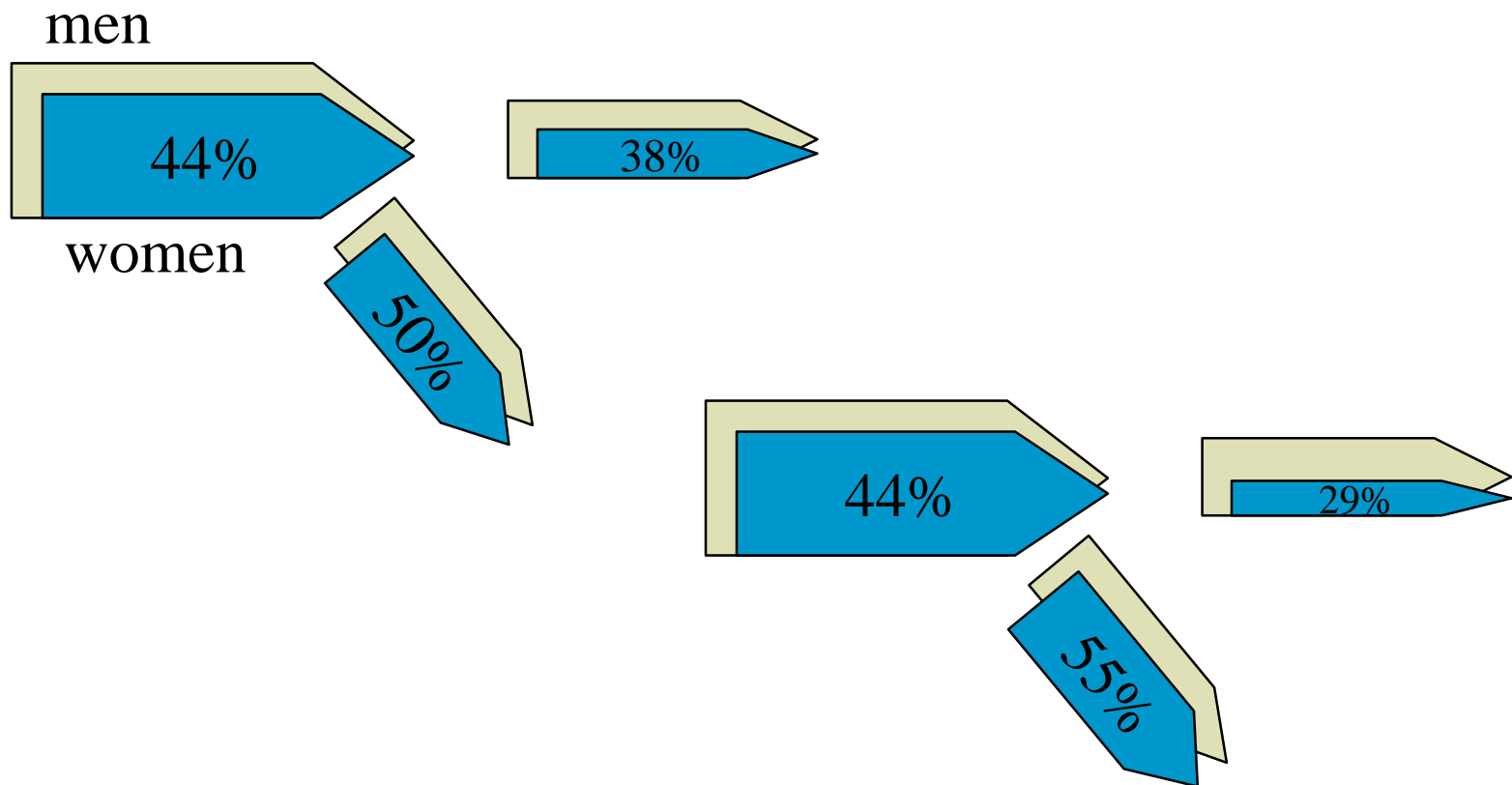


Gender Schema

- Patterns, assumptions and defaults about gender differences in behaviour
- Successful workplace behaviour matches traditional male schema
- Females receive lower evaluations
- Disadvantage accumulates
- Implicit discrimination



The 'Pipeline'





Workplace Influences

- Success and acceptance
 - Traditional gender schema
 - Support networks
- Work - life balance
- Job satisfaction



Workplace Retention

- Success
- Work - life balance
- Job satisfaction
- Interrupt schema
- Career support
- Corporate policies for men & women
- Value of the work
- Workplace climate



New Tradition Workplaces

- Information technology
- Communications
- Biotechnology
- Environmental technologies

Evolved in response to external forces



Emerging Workplaces

- Oil and Gas
- Utilities
- Technical service
- Financial

Change through

- Leadership
- Identify traditions
- Explicit training
- Targeted hiring to reach critical mass



Traditional Institutions

- Respected history
- External funding source
- Internal standards and evaluations
- Examples (in traditional order)
 - universities
 - professional associations
 - government



Practical Intervention Strategies

- Leadership
- Gender schema mitigation
- Recruitment and advancement
- Work life balance



Leadership

- Demonstrate a personal interest
- Articulate the commitment
- Establish the benchmarks
- Ensure a physically safe workplace



Gender Schema Mitigation

- Learn about gender schemas
- Review departmental processes and criteria
- Is there a woman candidate?
- Ensure sufficient time and attention for evaluation and promotion decisions



Recruitment and Advancement

- Recruitment material offers a range of rewards
- Mentoring for new employees
- Proactively develop promising women
- Plan for executive diversity



Work Life Balance

- Alternate work arrangements
 - flex-Time
 - telecommuting
- Family-centred policies
 - dual career accommodation
 - career breaks, leaves of absence



Summary

- Learn about gender dynamics
- Leadership is essential
- Intervention strategies are effective
- Productive, healthy workplace is result

More strategies available in notes