



DIVERSITY CHALLENGE: Practical Information for Managers

Bedford Institute of Oceanography

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Diversity: Changing Paradigms

- Discrimination and fairness
- Access and legitimacy
- Learning and effectiveness

Thomas, D. A. and R. Ely (1996). “Making differences matter: A new paradigm for managing diversity.”
Harvard Business Review (September-October): 79-90.



Outline

- Name the challenges
- Tame the challenges
- Tips for managers
- Career Success Workshop



Challenge Categories

- Work-life balance
 - family interests
 - personal interests
- Career success/satisfaction
 - rewarding
 - (perceived) fair
 - people relationships



Work-Life Balance (WLB)

- Data: affects women more than men
 - e.g. -ve correlation between children and promotion in academic careers
- Data: real, serious, common stress
- Data: consistent concern from high school throughout career



WLB Improvements

- Alternate work arrangements
 - flex time, education leave, job sharing.
- Family-centred policies
 - parental leave, dual career relocations.
- Balance the men



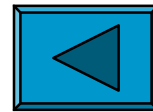
Career: Minority Reality

- Implicit discrimination
 - persistent traditions
- Gender schema
- Stereotype threat
- Lack of representation at senior levels



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





Stereotype Threat:

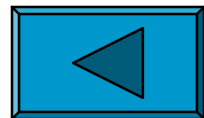
The threat of being viewed through the lens of a negative stereotype; the fear of doing something that would confirm the stereotype

Steele, C. M. (1999). Thin Ice: "Stereotype Threat" and Black College Student. The Atlantic Monthly **284**(2).



Stereotype Threat

- Response to perceived external attitude, not self-evaluation
- Defense may be disassociation and withdrawal
- Affects more serious students on tests
 - inefficient, poor judgement
 - increased blood pressure





Critical Mass

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



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



Reduce Stereotype Threat

- Instill confidence that system is unbiased
- Explicitly challenge stereotype
- Initial period critical
 - encouragement and mentoring
 - monitor progress



Recruitment and Advancement

- Recruitment material design
- Benefits and rewards
- Proactively develop promising women
- Plan for executive diversity



Career Success Workshop

- Encouragement to plan
- Gaining recognition
- Awareness of skills
 - assertiveness, negotiating
- Group support & networking
 - minority effects removed



Diversity

- Management is Important
- Leadership is Essential
- Learn about gender dynamics
- Intervention strategies are effective

More strategies available in notes



Leadership

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