

NPTEL
NPTEL ONLINE CERTIFICATION COURSE

Course
on
Human Resource Development

by

Prof. K. B. L. Srivastava
Department of Humanities and Social Sciences
IIT Kharagpur

Lecture 57: Diversity HRD Ethics, and Future of HRD (Contd.)

Okay so good morning and welcome to the second session of this week course.

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On ethics, diversity and future of human resource development, and you remember you have been talking about what is diversity and how diversity can be used as a strength to integrate people from different cultures, nations, race, gender, okay. Now what we are going to discuss in the second session is related to how we are going to manage diversity at the work place, okay, and what role HRD has in the process.

So you know that HRD can go for providing training, creating awareness and education, right, in the organization to show that people are able to better appreciate and realize others who were from diverse background, right. So in this session what we are going to discuss is related to the issues related to diversity management, what companies are doing and what is the role of human resource development in the process, right.

And that is why we have taken up this session on diversity management. Now when we are talking about diversity management we have to see what are the various challenges which is created by the diversity, okay. Now if you look at some of the challenges like availability challenge, what does it mean by saying availability challenge, okay? Earlier what used to happen that people were more or less from the same background okay, the mobility was less and people used to work more or less in a homogenous environment, right, and people were being controlled because that was not much an issue.

So the employers were able to control diversity because of this homogeneity of people, right, and lot of people who used to take care of them. Now what actually has happened that the work force has reduced, okay, heterogeneity has gone up, right, and similarly we will find that talented people okay, are becoming scarce.

So what actually is required is that employers have to realize this fact that now you are going to have a very heterogeneous work force, the number of people or the countdown of people has gone down because of changes in the technology, or other economic issues, okay, so they have to be more flexible to us employees, because if you want good employee, not necessary that you are going to get them from, the reason or location where you are operating it, so you are bound to get people from different locations belonging to different culture, nation, release in necessity. So earlier employees used to recruit locally but that is not possible because the kind of talent that you are looking for, the organization may not be available locally, okay.

So they need to be more flexible and they should also realize that if different kind of people belonging to different background or you are going to have a diverse work force it does not mean that they are going to be deficient, so this conception that different does not mean deficient has to be realized by the employers and the HR manager should have to make them understand that if you want good talented people then you have to move out from your location or reason and then

you need to bring out people from, maybe belonging to different cultures, right, different nations even, okay.

Because that is where the talent is and since we are focused on productivity, performance, and getting good people is become really a problem for most vendor space so since you are looking for good talent then you have to move out, okay.

And that is where you need to realize that if there are differences in the background it does not mean that they have to be deficient. The only thing that you have to see that how you are going to treat people belonging to different background. Now another important challenge is related to fairness, okay. Are you going to treat people from diverse background in equal manner? So if you are going to provide equal treatment then there should not be any problem, but if you are going to discriminate minorities against minorities, women against men.

Favoring certain cultures or nations then that creates a problem. So you need to be fair in your treatment to the people. In US we have this concept of equal employment opportunity but even if you look at our Indian constitution it also says that the employers are not supposed to discriminate on the basis of gender, race, culture, ethnicity and minority, right. Even our constitutional rights are there, so keeping these things in mind you need to consider that how you are going to treat your employees and make sure that you are going to treat them fairly well.

Without any discrimination on account of any of these diversity factors that we have discussed, right. Now you must embrace this, that is this, now the focus is not on similarity but the focus should be on differences because you are going to get people from different background, they would be bringing different kind of attitude, values, interests, talents also which would be good for the organization, right, so if you treat them fairly it is always good and then you can realize the strength of this diversity for productive or other things in the organization, right. Apart from these two challenges

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Challenges of Diversity

- **Synergy challenge**
 - More and more group-based work
 - Diversity can create positive and negative conflict
 - Can facilitate creative problem-solving
 - Can close down communication
 - Can derail group processes
 - Group leaders must minimize destructive conflict and maximize diversity of input



You will find that there is another challenge that how we are going to see that you are able to create a synergy of people coming from different backgrounds, okay. You know that we are moving to more group based or team working or individual working like most times you will find that you are not supposed to work individually but you are going to work in teams or groups, right, and this group can be having people from different background in terms of diversity, okay.

The group might be having say people related to both the genders male and female, it could be related to different cultures, nations, geographies, right, so if you are going to have this kind of growth, okay, the challenge for the managers and specifically if you look at HRD professionals is that how to create synergy among the people that they are more productive especially when they are going to work in a team, right. And you also need to ensure that there is no conflict among the team members who belong to different or diverse background. So this challenge of synergy is very, very important provided you want to have a good team having people from different or diverse background.

Then if you are able to make it probably it will help you to solve problem because people coming from different background might be approaching the problem in a different way so it would facilitate problem solving okay, and if you are not going to do it probably it will close on the communication which may have a positive approach as well as a negative connotations as well.

For example people belonging from different background do not talk or interact or communicate with each other then what will happen?

There is no dialogue or interaction between people from different diverse background in a group then the group cannot function properly, okay, and the entire group processes could be delayed and that is where the role of HRD professionals come to create this synergy by identifying certain interventions say like team building, okay, to help people to realize the strength of the group, open them to others in terms of culture, race or whatever it is so that they are able to work together and that is where communication, specially interpersonal communication becomes very, very important.

So you have to ensure that these kind of interventions help people to go for a more constructive approach instead of having a destructive conflict within the group right, and that is where you are going to use this diversity as a input for realizing goals and objectives, right. So these are some of the challenges related to diversity which must be understood by the top management and then we have to see what kind of role HR managers are going to play, and accordingly what kind of interventions can be planned in terms of learning and development.

Maybe at the individual level or the group level which is going to help them to work more effectively.

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Diversity Training

- Created to value the diversity and differences in organizations
- Most workforces now include this training
- Usually only one instance of training- no follow-up
- Possible benefits
 - Raises awareness
 - Improves how employees treat and act towards one another
- Criticism of diversity training
 - Emphasizes differences
 - Difficult to create goals and needs assessments for diversity programs
 - Expensive- high cost for diversity consultants and cultural audits
 - Difficult to evaluate this type of training



And that is where most of the companies you know that provide the kind of training which is known as diversity training, okay. So the idea of having this kind of training is to help employees to understand the value of diversity, okay, and people may be from different cultures, nations so that you are able to understand their culture, their religion, their attitude, their values, and this difference is recognized and as well respected, right, because if you are not able to recognize and respect the differences probably you will not be able to work with them together, right.

So the idea of this kind of training is to make them understand the religion, culture, personality, races of others who are coming from different background and they are not only able to recognize the differences that they have but also see to it that how they are going to appreciate these differences, right, because say people coming from different religions might be having different approach, so that could be realized as a strength, not as a negative connotation, right.

People coming from different cultures maybe having different kind of mindsets so they would be better able to contribute to the two goals of the organization, right. So now as a part of diversity training many companies have initiated this kind of training you can say where they are going to train people to recognize and respect the differences across the different diversity, that is people who are coming from different kind of backgrounds, okay.

So another thing that is very, very important that you should not give only training but you should also follow it up to see that whether people have been really following them or they are still discriminating, okay, even if a few times you discriminate because you might be having

certain interests, there could be conflict of interests, so these things have to be avoided and that is why you need to follow it up to ensure that whether these kind of training is really helping people to come together and work, right.

And if you are able to do it and people become aware and are being educated about this fact probably it is going to create better awareness so you become aware about the culture. For example if I go Japan then I would be able to learn certain positive traits about the Japanese people, okay, which is a part of their culture, alright, and which I can imbibe in myself while I am going to work.

So these kind of awareness has to be created among the people, so you need to bring about the positive things from other cultures, okay, and make people aware okay, and see that how they are going to utilize these kind of things in their work, and similarly you will also find that this would help employees to treat each other well, right, with respect and dignity, otherwise what will happen, people will not even talk to them, or the people who are coming from different backgrounds, right.

So that is how it is going to help employees to treat and act towards each other because now they are familiar with the culture, they know and understand people coming from different backgrounds, having different needs, expectations, attitude, and values. So once this kind of difference is understood by them probably they will be in a better position to understand them, right.

Some of the times it has been criticized because that, you know if you are going to provide this kind of training there is a possibility if it is failed that you only emphasize the differences, and which might create a wide gap instead of narrowing it down, because you know these are the differences and you know there is no matching point and then you close down everything, it means there is no avenue for communication or anything like that.

So if you are going to only emphasize the differences then it will not be good, but what you should do, that you are not going to only emphasize the differences but you also try to bring about the positive things related to other backgrounds, various backgrounds and then how it could it be inculcated as a part of training, right.

So it is very, very important that you try to see that, you follow the similar model of training, interventions like you are going to identify who are the people who are discriminating, okay, because they are the target for diversity training programs, right. So first of all you need to go for needs assessments of diversity programs and then create goals, that what they need to do, okay, so they will go through this kind of diversity program to recognize and appreciate the differences.

And they would also be communicated to adopt the positive thing that need to learn, and then how they are going to follow it up, right, and then ultimately you are going to evaluate that those people who have been doing these kind of things, have they stopped it or not, are they still discriminating people who are coming from different culture, age, background, economic status, even gender also, right.

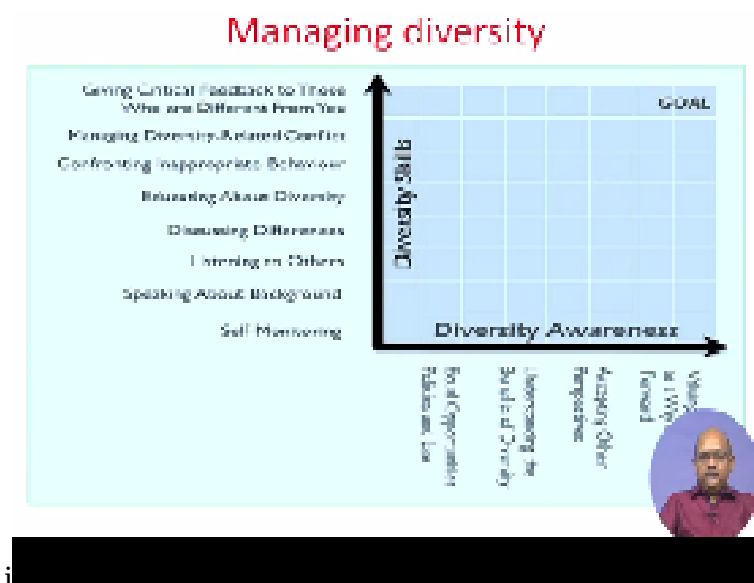
So it is very, very important that when you are going to conduct this kind of training that when it comes to evaluation if you are going to follow an ROI model (return on investment model) then you have to see that this kind of training is justified, it means that make sure that cost does not exceed benefits, benefit exceeds cost, in the sense that make sure that this, the cost of this program looking at various constraints exceeds benefit and that is why sometimes you find it very difficult, because this is the thing where you are going to agree what more behavioral changes in the people.

Because if people do not change their behavior then it will be not be possible to evaluate this kind of training, so those who have been discriminating if they have stopped, they have started appreciating, they have been started working with each other, they are formed good group which is very, very productive. So these could be some of the criteria for evaluating of this diversity training, right.

So you follow similar HRD process model starting with your audit, those who require these kind of training, need assessment you can say, then you design and develop the program depending upon the requirement, you conduct this kind of diversity training program and then finally you evaluate using a different set of criteria to ensure that they are able to do those things which is required by them, right, and then you follow it up so that this kind of behavior is strengthened among the employees, okay.

And this could also be linked with a reward, right, say for example if you have been able to form a group, a good group, good team consisting of people from diverse background and you have been very, very productive. This means this could be appreciated and recognized and this is going to further strengthen the team productivity, right and that is how diversity training has been very, very successful. And many companies have started doing these kind of training. Now moving further.

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If you look at the kind of activities that happens, with what kind of things that you are looking forward to in a organization, so if you see here you will find two options, one is the diversity skills, okay, as you move up you have a better trend okay, and then on this side you will find that it talks about how ever you are, So the goals are that you are able to develop those skills related

to diversity and then you also become aware about the things that is required in terms of awareness so that you are able to value the differences, okay.

Now if you look at the diversity skills you find that it starts with monitoring yourselves, okay, so you will try to understand and look at yourself that how you have been behaving to other people coming from different background, then you should talk about your background, you also talk to others, listen to them okay, about them so that you are able to identify what are the differences in your approach and their approach, in your attitude, their attitude, right, then you need to be educated about the diversity.

Once you understand the differences then you should see that how this diversity is going to help in the sense that what are the positive points of this and then you make sure that this diversity is inculcated as a part of the behavior, so that you do not make any inappropriate behavior towards people from other backgrounds, okay. And if there are certain conflicts then you have to see how you are going to manage it, okay, and then get feedback about it so that you are able to recognize the differences in a better way.

And similarly on this side if you sit back and look at it diversity awareness and here you can see that what are the policies that the organization has, whether these kind of possibilities are protected by the government, the constitution, like Indian constitution protect this kind of diversity by having this kind of right, it says that no person can be discriminated on the basis of sex, race, gender in case of employment, right.

So it is not in the case of employment but it is a case of discrimination, right, so we have to see that you need to make laws to stop these kind of practices if it is happening, and then you should make them understand that what are the benefits of diversity, how it is going to help us, and then it also helps you to understand others perspective, that is very good, because so far you have been knowing about your perspective, okay, so once you know about others perspective probably you will be a better position to comprehend and realize things in a better way, right.

So the most important thing is that you value the differences, it is not that you are going to discriminate or criticize them but you value the differences coming from the people from different cultures and other things and then you respect them, that is more important, okay.

So there are two things, recognizing the differences, valuing them, respecting them, and then behaving in such a way, that is the skill, part so that the other people are not being, others are not offended, they do not feel otherwise and that is how the companies have been trying to manage diversity.

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Example: iCelebrate Diversity Jelly Beans

- 6 flavors of jelly beans
- Flavors inside do not match with outside colors
 - Green jelly bean might be cherry or other flavored
- Note on the candy says, "This candy is just like people--you cannot determine what is on the inside by simply looking at the outside. Diversity jellybeans remind us to experience people one at a time and enjoy their unique qualities. Diversity is Strength!"
- Companies that use Diversity Jelly Beans
 - Microsoft, UPS, Apple, Target, and many more
- Is this effective?




Now moving further I will give an example, this is actually known as, that how diversity is celebrated, so this is a good example, you can say that I celebrate diversity and this example is related to jellybeans. So in this case actually what happens during the training program you have jellybeans so which may be having different flavors, right, but the flavors inside does not match or do not match with the colors outside, so outside color maybe same for all of them or it could be different for all of them. Similarly the flavor inside could be different, right, like green jelly might be, sorry green jellybean might be jelly of the other flavor, right.

So the idea is to see that if you look at this scan it states that this candy is just like people, you cannot determine what is on inside by simply looking at the outside, so this actually reminds us that yes, you have to experience people one at a time and enjoy their unique quality, so each one

has a unique quality so people coming from different backgrounds, different culture, races, might be having certain things which is good, which is unique.

So then you are going to treat to that extent and many companies you know that they are using it, right, big companies. Even in India I have found that some companies have started using it, the only thing is that you have to see that again it is good but whether it is really effective, okay. Whether it is really leading to comprehend and understand people, to understand that yes people are different, they are unique in terms of their characteristics, in terms of their background, so instead of being discriminated or discriminating you are going to work together by realizing the strength of each of these characteristics who are coming from different background, right. So after this example which could be used as a mechanism for training.

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Diversity Management

- Different approach than positive/affirmative Action
- Focuses on creating a work culture that works for everyone regardless of sex , race, culture or minority status
- About inclusion
- Making sure everyone is on "level playing field"



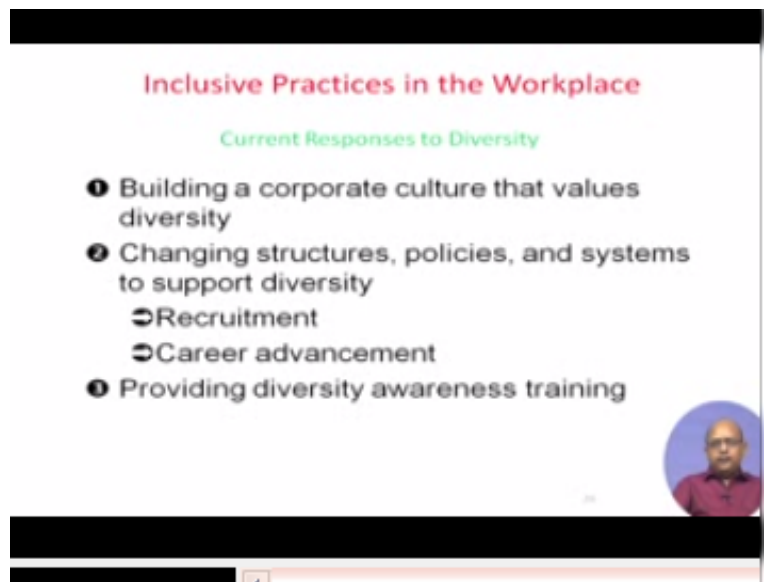
We have to see that how companies are able to manage it, right. Now you will find that the companies adopt different kind of approach which could be positive in nature and could be affirmative also. There are rules and regulations which have been written by the organizations, there could be policy approach, policy documents which talk that how you are going to behave and treat people coming from different kind of background

So the idea is that if you are able to realize this strength it would help you to create a culture which is good for everybody irrespective of what their background is in terms of sex, race, culture or his status, right. So the idea is basically you are going to include every one in the

process because if you are going to discriminate then in the process what happens, some people would be left out and if they are left out it means that they are not going to utilize it, their knowledge and skill effectively, okay,

And that is why you are going to create a level playing field where everybody is equally participating in the process and everyone is going to contribute towards the effectiveness or performance, right, and that is why the companies have to manage diversity very well.

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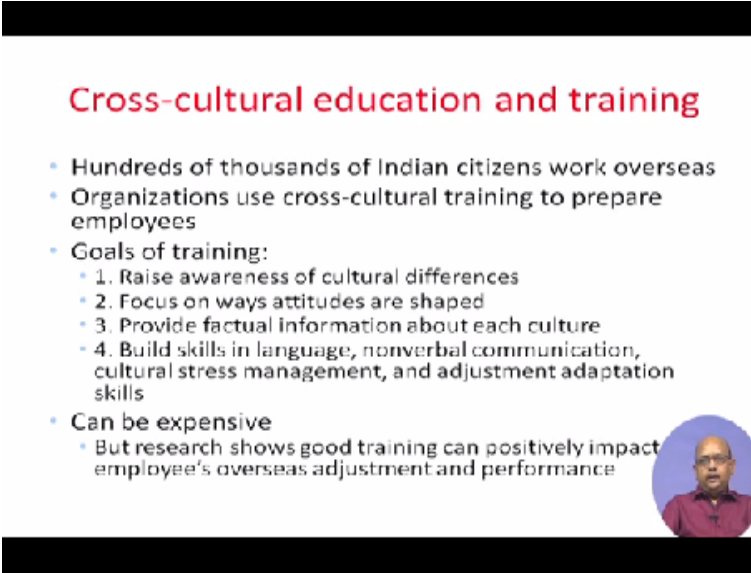


So if you look at the current response to diversity, like you need to create a culture that values diversity so if you make it a part of the culture of the organization. Similarly you bring about certain changes in the structure policy systems to support this kind of activity or diversity. For example if you have a boss who might be a male, you are a female, similarly you might be having a colleague who maybe belonging to different culture, you maybe having a subordinate who maybe belonging to a different race, right, are you getting my point or not?

So if you are going to create this kind of a structure and if you have policies then probably it is going to support these kind of diversity in a situation or organization, and then you are going to make it a part of the culture starting from the top to down, you create norms, values related to this so that people respect these kind of things in the organization, and you do not discriminate when it comes to recruitment, the career advancement or any other activity, or even compensation, okay.


Because most of the companies have been discriminating against a certain group of people based on these characteristics, right, and that is why you need to provide diversity training to the people, so you need to adopt certain inclusive practices at the work place and then you also need to provide cross cultural education and training.

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Cross-cultural education and training

- Hundreds of thousands of Indian citizens work overseas
- Organizations use cross-cultural training to prepare employees
- Goals of training:
 - 1. Raise awareness of cultural differences
 - 2. Focus on ways attitudes are shaped
 - 3. Provide factual information about each culture
 - 4. Build skills in language, nonverbal communication, cultural stress management, and adjustment/adaptation skills
- Can be expensive
 - But research shows good training can positively impact employee's overseas adjustment and performance



That is also part of diversity initiative and you will find that lot of people from India are working overseas, so they are going for this kind of a diversity training, especially cross cultural training, so that you are going to prepare your employees to work in different countries, you know like most of the IT companies are sending their people to different parts of the continent, maybe UK, or US, or Canada or even Australia. So when you are going to work in these countries probably you should be aware about their etiquette, their attitude, their culture so that you can understand them better.

So you need to be aware about cultural differences because that is the most important thing otherwise you know that people might be having a kind of culture shock when you go to another country and find the values, attitudes, interests, their lifestyle which is entirely different from yours, and this kind of training probably is going to shape your attitude so that you can understand, appreciate, and realize these differences, and it should be based upon the facts and

the information about the culture, and similarly you also need to be trained about the language, the fine language, not about communication.


Because in certain communications this means no and this means yes, but like in Indian culture it is different, so you must understand that what kind of normal communication are used, For example if you go to Japan you have to do like this if you want to say hello. So these are some of the normal communication pattern that need to be understood by the people. Similarly you also need to understand the language because not necessary that they are going to speak your language especially if you go to some of the South Eastern countries like Japan, China, Vietnam, it would be very difficult for you if you do not understand at least part of that language.

But this kind of training is of course training but it has very positive impact on employees who are going overseas and that helps them to better adjust with them and also perform and that is why this kind of cross cultural training is given.

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Diversity Initiatives

- Recruitment**
- Examine employee demographics
- Examine composition of the labor pool in the area
- Examine composition of the customer base
- Career Advancement**
- Eliminate the glass ceiling
- Accomplish mentoring relationships
- Accommodating Special Needs**
- Child care
- Non-English speaking training materials and information packets can be provided
- Maternity or paternity leave
- Flexible work schedules
- Home-based employment
- Long-term-care insurance, special health or life benefits

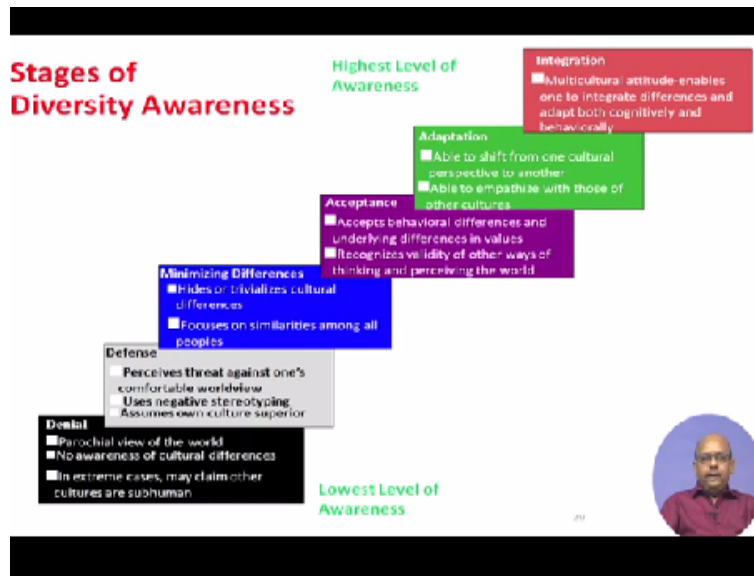


So look at some of the diversity initiative that is taken, it means that whenever you are going to recruit people, you are going to recruit people from different demographics, similarly you are going to see that what is the composition of the customer base, composition of the labor pool, so you make sure that they belong to different categories, similarly when it comes to career enhancement you do not discriminate on the basis of that, so eliminate the glass ceiling effect.

Provide equal employment opportunity, I provide opportunity for everybody irrespective of what their background is, so accomplishment relationship that is always good, or sometimes you can go for cross gendering mentoring, that would help to better understand and then also accommodating people who are having special needs, right.

For example child care, those who do not speak English so materials could be provided in their language, right, providing some certain benefits like maternity or paternity leave, okay, then having a flexible work schedule, so these are some of the initiative that could be taken up by the organizations to ensure that you are able to accommodate, home based employment, that is very popular or going for insurance, especially health insurance.

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Now if you look at how we create awareness, so this is, if you look at this figure you will find that we start from here, that the level of awareness is very less, you are in that mood of denial, okay, this is a very peculiar, you think that your culture, your religion is everything, okay, and you do not understand cultural differences. Some cases you claim that your culture is better than others, so this is the first level and then when you are exposed to other things through training then you try to be defensive to start with.

You think that is going to create a threat, for example if you are, you know that unless, something that is western is imposed upon them then they think that it is going to be a threat upon them, so you first see this threat against once world view because you are more comfortable with that world view, and you do not want to understand or realize what is the world of others.

Or you have certain negatives in your timing, you think Chinese are like that or Americans are like that, Australians are like that, Pakistanis or Bangladeshis are like, so these kind of stereotyping may be there, so that is the second stage. And you think no, no, no, your culture is better, like you know that Britishers say that their race, their culture is the superior one, okay. Right, then as the training goes on the differences goes down, gets reduced because either you hide it, you do not expose yourself or you trivialize these differences, and sometimes you also try to defend yourself but gradually this kind of strength goes down to defend yourself, and then you

try to see that what is similarity between your culture and their culture, and at the next level then you start accepting.

That means we could have our differences in the attitude, values, interest, and all kind of things, right, and you also think that there is another world view which is different from yours and then you move towards adaptation, okay. I tell you that, I give you a very good example of this kind of awareness that many people who move from India to western countries, you know that if they are vegetarian they face lot of problems, okay, and they think that whatever westerners eat is bad, but gradually what happens?

I have seen people that they accept it and start not only eating non-veg which we eat in our country but they also eat those things which is actually forbidden or prohibited or culturally not acceptable in our country, so ultimately you adapt to these kind of changes, you shift from your cultural perspective altogether and you try to have, empathize like them, and ultimately you integrate, so that is what diversity training awareness means and that is why.

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Global Diversity Programs

- **Expatriates** = employees who live and work in a country other than their own
- **Global Diversity Program**
 - Employee selection
 - Employee training
 - Understanding high vs. low-context communication context



You will find a lot of global diversity programs have been made especially for expatriates who live and work in a country other than their own, like cross cultural training. Then you go for global diversity programs when it comes to selection training and these kind of things, and then you are more having high or low context communication means that will always refer to your culture when you communicate. So these kind of things can be done.

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Leveraging Diversity

- **Multicultural teams** = made up from diverse national, racial, ethnic and cultural backgrounds
- **Employee network groups** = based on social identity, and organized by employees to focus on concerns of employees from that group



Then ultimately you need to leverage these diversity for better performance and productivity, so you can form multicultural teams, people belonging to different culture, race, ethnic, and cultural backgrounds, and then you also make sure that this networking that is based on social identity and that implies, you make sure that employers are going to focus on concerns employee from that particular group, so everybody is going to take care of others within the group.

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Managing Multicultural Teams

- **Advantages**
 - Enhanced creativity, innovation, and value in today's global marketplace
 - Generate more and better alternatives to problems
 - Produce more creative solutions than homogeneous teams
- **Disadvantage** - increased potential for miscommunication and misunderstanding



So these kind of things are done and then when it comes to you know that managing that multicultural teams it is always good because it helps you to be more proactive, innovative and it is really a kind of strength especially in today's market place, and then you have more solutions, more alternatives to these problems. So these are the some of the advantage that could be added, only disadvantage is that sometimes this miscommunication and misunderstanding happens among the members of the group and that has to be sorted out through dialogue communication and interaction.

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Diversity in a Turbulent World

Diversity in the workplace reflects diversity in the larger environment

Organizations that value diversity encourage and support network groups to enable minority organization members to

- reduce their social isolation
- be more effective in their jobs
- have a greater impact on the organization
- achieve greater opportunities for career advancement



Then diversity in the workplace reflects diversity in the larger environment so we have to see that what needs to be done by the, organization ultimately has to see that people are not socially isolated so that they are very, very effective and have impact on the organization and performance and achieve greater opportunities for career advancement. So you need to value diversity and encourage and support these kind of things especially from minority organization members so that they can come to the mainstream and mingle with the majority group, right.

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Other ways to help women & minorities

- Modify HR practices
 - Develop new programs, for example:
 - Flexible work schedules
 - On-site daycare
 - Language interpreters
 - Multilingual supervisors



Similarly you can also modify HR practices, well I will talk about like having language interpreters, providing multilingual supervisors, a flexible work schedules for women especially going, daycare facilities for their children and these kind of things, right, okay, thank you very much.