

Training and Development
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Module - 10
Lecture - 48
Managing Diversity in Training

Welcome to lecture number 48 and this is the 3rd lecture of this module. And today we are going to discuss about how are we going to manage diversity in training program. So, in this lecture we are going to introduce the concept of diversity, understanding the diversity perspective so that we know what are we talking about diversity. When we know what are we talking about as a diversity then we should talk about, how are we going to manage diversity in a training program.

There are two aspects. One is about how are we going to manage the diversity in a training program meaning that having the mixed group in a training program, and also how are you going to provide training on diversity itself. So, there are two different aspects of managing diversity through a training program.

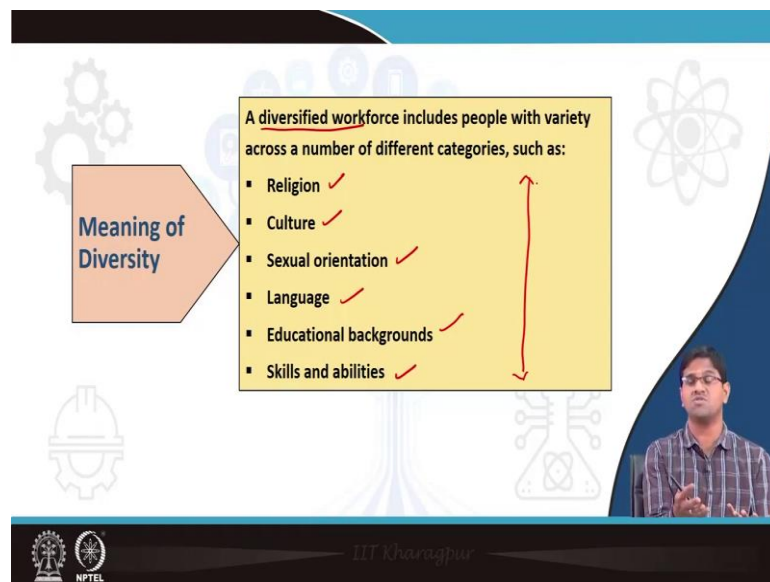
One is about managing diversity in the training program, another about you know managing diversity through a training program, how we can create knowledge and awareness among the employees through training programs to appreciate and understand the diversity in the workplaces.

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So, in today's lecture we are going to understand all this concept, we are going to discuss about it.

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Now, let us start talking about the meaning of diversity. What are we talking about diversity? So, diversity in a very simple sense we are talking about a diversified workforce, meaning that which includes people with variety of you know categories of the people in different categories.

See the variety we are talking about which may be based on religion, based on culture, based on their sexual orientations may be the gender we are talking about, based on their language, educational background, skills and abilities. See people are diverse based on any of these categorizations maybe based on race, ethnicity or the country they belong to.

Now, if you look at you know, companies are becoming global organizations. When you talk about a global organization, you find a company where you will have employees from different countries. We talk about you know global organizations where you find you know people from North America let us say a Canadian and American working in a company at the same place where you find a lot of European countries also working.

And you find South Asian countries also employees from South Asian countries also working in the same company. When you have people from so different you know countries, and coming with a different cultural background, and religious background. So, their orientations will be different, their approach will be different, how will they approach a particular problem, how do they perceive and understand a problem will absolutely different.

So, there is a diversity in the workforces. So, it is important to understand what are we talking about a diversity. Are you going to understand the diversity in a simple term of you know differentiating between gender? No, there are various ways in which people are diversified based on their religion, culture, the place they come from, or their educational background, or even the personality of an individual, skill level of the employees, abilities to do things which also you know creates a diversity among employees ok.

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The slide features a central yellow box with three bullet points. To the left, an orange arrow points to the box with the text 'Issues of Diversity'. The background is white with faint icons of gears, a hard hat, and a circuit board. A video inset in the bottom right shows a man in a plaid shirt speaking. The bottom of the slide has a black bar with the IIT Kharagpur logo and the NPTEL logo.

Issues of Diversity

- How can we make the training sound appealing to different types of workers, such as people with disabilities.
- How can recruitment and training be effectively targeted to under-utilized groups.
- We need to have orientation on how do we overcome cultural bias in the interviewing process, questions, and the response.

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Now, what are the issues which we are referring towards the diversity? So, the main question comes how can we make a training sound appealing to different types of workers such as people with disabilities. What were you talking about in a training program, we know that my employees are diverse workforce. When I say a diverse workforce people from different categories different sections different type of group of employees are working.

Now, my employees are very diverse. Now, I am trying to design a training program or offer a training program how I am going to make sure that my training program is going to be effective to all categories of the employees which I am talking about. People come from different regions, people different come from different culture, and sometimes people with you know physical disabilities or we are talking about you know gender differences between men and women.

So, how I am going to ensure my training programs are designed in such a way that are going to be effective across diverse workforce. Now, the fundamental question comes how can we make a recruitment the training be effectively targeted to underutilized groups. There may be some groups which are not utilized effectively in an organization group. So, maybe in a workforce also I find some sections are not part of the general workforce you know in a particular geography.

Then how are we going to make sure that they are going to be representative representing certain underutilized group in an organization? We need to have you know orientations on how do we overcome cultural biases during the interview process, questions and responses. We people as individuals, we always develop certain understanding certain aspects and we will build some you know our own value system, our own perspectives.

There are potentially a cultural bias people come from different culture maybe the way they interact with the superior may be different, the power distance between their cultures will also vary. So, how are we going to ensure this cultural bias does not leading to a poor selection or you know coming with a bias on a particular section of the candidates owing to our cultural biases?

How are we going to eliminate this? You know the training can be one source through which organization can create more awareness and make their employees aware about a potential bias that can result in a bad selection or that can result in a you know a poor rejection of the candidates owing to these cultural biases.

So, training can play a critical role in a creating more awareness on these biases and educating on different cultures all that has to be you know some of the aspect which when you are talking about a diversity is to be considered.

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The slide features a central yellow text box with the following content:

When we think of diversity, we think of ethnicity and race, and then gender; however, diversity is much broader than that. It has varieties of dimensions.

Dimensions of diversity include, but are not limited to: age, ethnicity, ancestry, gender, physical abilities/qualities, race, sexual orientation, educational background, geographic location, income, marital status, military experience, religious beliefs, parental status, and work experience.

To the left of the text box is a blue arrow-shaped box containing the title "What is Diversity in Training". Below this title are three red hand-drawn boxes with the words "Diversity", "Culture", and "Deep Learning" written in red. The slide also includes a small inset video of a man in a plaid shirt in the bottom right corner, and logos for IIT Madras and NPTEL in the bottom left corner.

So, what are we talking about diversity in training? So, when we think about diversity, we always you know restrict ourself to you know ethnicity or a race or maybe probably to a gender, but however, if you look at a diversity as a concept it is much broader than just restricting to you know ethnicity or a people where do they come from our gender right.

So, the diversity as I said it is broad, which will include not only limited to age wise age we are talking about you know different generations, we are talking about millennials you know generation z and x and baby boomers, and you know we are talking about ethnicity, gender, physical abilities or qualities, or race, sexual orientation, educational background of the employees, geographic locations, income level, marital status and work experience.

There are so many aspects of diversity, you know people are diverse based on various aspects you know. We call them you know the diversity are broadly into surface level diversity, deep level diversity ok. So, they classify the diversity into two aspects. One is a surface level diversity and the deep level diversity. When you talk about a surface level diversity which are you know easily observable differences through which the employees are distinguished.

The deep level diversity we are talking about the personality, skills wherein abilities, or competency levels which are all a deep level diversity, where which cannot be easily identified when you talk about the surface level by gender, by race, by appearance, the color, all that we are trying to you know differentiate people, but whereas, in a deep level diversity we are talking about a personality, experience, other qualities of an individual skill level, competency level all that are comes into a deep level diversity.

So, the diversity to understand the concept of diversity which is broad in nature not just restricted only to a few differences ok.

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The slide features a blue and white background with various icons including gears, a lightbulb, a smartphone, an atom, a hard hat, and a circuit board. A central yellow box contains the following text:

Diversity in Training

Diversity can be considered any dimension that differentiates a person from others in terms of age, education, ethnicity, sexual orientation, work style, race, gender and more.

Diversity in training refers to learning efforts that are designed to change employee attitudes about diversity.

A small video inset in the bottom right corner shows a man in a plaid shirt speaking.

At the bottom left, there are logos for IIT Kharagpur and NPTEL. The text 'IIT Kharagpur' is centered at the bottom.

Now, when you are talking about you know a diversity in training, what are we referring to diversity in training? So, diversity in training, which are referring to learning efforts that are designed to change employee attitudes about diversity. So, meaning that when we say diversity in training, we are attempting to create more awareness about the concept of diversity among employees, which are talking about how are we going to include various groups within my organizations.

How are we going to work in a team including the diverse work group so that you become aware, you become sensitive towards different groups, different people from the different backgrounds, different religious background, different you know cultural background or different ethnic backgrounds or maybe after the different you know skill levels or the abilities are a different personality.

So, through the diversity in training, we are going to attempting to create the learning to make the change in the employee attitude about this particular concept called a diversity that is what we are referring to diversity in training.

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Diversity in Employees Behaviour

Diversity in cross culture has impact on employee behaviour, that generally include the following aspects.

- Cultural diversity.
- Positional diversity.
- Diversity in employees' background
- Standard and norms of company in terms of innovation, risk taking and competitiveness among employees.

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So, when you talk about a diversity in employee behaviour, so, diversity in you know cross culture has impact on employee behaviour. So, which the essentially very important aspect when you talk about a culture. So, the culture has a lot of impact on employee behaviour.

So, that includes you know a lot of impact which has you know cultural diversity, we are talking about positional diversity, a diversity in employee background, standard and norms of company in terms of innovation, risk taking, competence among employees which has have you know largely has a lot of impact based on the you know diversity.

So, diverse workforce will always result in you know going for more innovative or creative ideas when you want to work on an innovative project. So, the company will benefit if you have a diverse workforce working part of the particular team which will result in better outcome and better effectiveness.

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The slide features a blue and white background with various icons like gears, a hard hat, and a molecular structure. A central yellow box contains the following text:

- Golden rule is that treat others as you want to be treated.
- Platinum rule which states: "treat others as they want to be treated."
- Moving from ethnocentric view ("our way is the best way") to a culturally relative perspective ("let's take the best of a variety of ways") will help us to manage training more effectively for the employees in a diverse work environment.

At the bottom left, there are logos for IIT Kharagpur and NPTEL. A video feed of a presenter is visible in the bottom right corner.

When we are you know talking about our diversity, what are the considerations that should be there when we are talking about or creating the learning about the diversity ok? So, when you are talking about a diversity what are the consideration one has to do when we are talking about you know creating diversity in training?

So, the golden rule is that you know treat others as you want to be treated, you know you always expect that no you want to be treated very fairly respectfully, you have to repeat the same with the other employees as well. So, there is another rule which we are talking about a diversity you know treat others as they want to be treated. You know you should also treat how they want them to be treated by other members.

So, these are the aspects because when we are talking about a diversity the critical aspect of a diversity is that you know owing towards a people are becoming stereotyping, meaning that know they you know label people and their behaviour say ok these people always behave like this and they attribute certain way of a characteristics or behaviours attributing certain behaviours towards the particular specific group which will result in a lot of differences discriminatory practices or not including them when they work in an organization set up.

So, the diversity has to promoted through which you are saying that no you treat them how they want them to be treated in an organization set up. So, essentially another important insight is that, no you have to move from the ethnocentric view where is that

now our way is the best way. We always believe that know what our way of doing things is always better, how our cultural systems are better, our value systems are better.

So, that is an ethnocentric view, we always believe or feel superior about the way we do. So, you have to be away from those move away from those ethnocentric view to a culturally relative perspective. Let us take the best variety of ways. Let us appreciate every other way how people do, how people you know conduct things you know carry their self which will actually in help us to manage training more effectively for employees in diverse work environment.

Because you know enabling employees to move away from their ethnocentric views, creating more awareness and self aware about you know that yes away moving away from their ethnocentric view will have a larger advantage and implication for an organization. So, these are the some of the consideration to be conduct considered when you are talking about diversity in training.

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The slide features a central text box with a yellow background and a black border. To the left of this box is an orange arrow pointing right, containing the text 'Management of Diversity'. The text box contains the following text: 'Diversity management is often referred to as acknowledging, understanding, accepting, valuing, and celebrating differences among people with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, spiritual practice, and public assistance status for better workplace management.' In the bottom right corner of the slide, there is a small video feed of a man with glasses and a plaid shirt. The slide also includes logos for IIT Kharagpur and NPTEL at the bottom.

Now, we have to talk about the management of diversity. How are we going to manage this diversity? So, the diversity management, what are we talking about as a diversity management? The diversity management is referred as acknowledging, understanding. See acknowledges meaning that no as I am acknowledging that yes there are different groups, different categories of the people in my workforce with my in my organizations. Understanding, accepting, valuing, and celebrating the differences among people.

So, this is what diversity management is all about. So, it is focusing on acknowledge that yes people are different, different with respect to what; we are talking about all these, age, ethnicity, gender, mental ability, physical ability, sexual orientation, spiritual practices, religious practices.

And all that are referring to that you know yes, the first one is about acknowledge that, yes people are different and understand yes there are diverse workforces' people with different sexual orientation, status, age, and abilities, personality type, and their ethnicity, the cultural value systems, and accept them yes people are different with respect to their value system and try to value and celebrate the differences among the people.

So, that is what we are talking about diversity management you know in an organization, when we say my organization has a better diversity management, we are referring to people in the organizations acknowledge that yes, my organization has variety of employees with various backgrounds, and they also accept, appreciate, value the differences between the people that will have a better workflows management.

Because we know that you cannot have a homogeneous workplace environment meaning that, you cannot have employees only from one specific culture and only one gender absolutely not possible you will find diversity in any workplaces. So, organization has to create training on creating the more awareness among the people of the organization to accept that yes, there are differences and appreciate the differences that will lead to a better you know diversity management ok.

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The slide features a central yellow box with a list of seven characteristics. To the left, an orange arrow points to the title. The background includes icons of gears, a hard hat, and a molecular structure. A presenter is visible in the bottom right corner. Handwritten red notes are present next to the third and sixth bullet points.

Characteristics Associated with Diversity Program

- Top management provides resources, intervenes and publicly advocates diversity.
- Program is structured.
- Capitalizing on a diverse workforce is defined as a business workforce.
- Capitalizing on a diverse workforce is seen as necessary to generate profit and revenue. *→ Awareness creation diversity*
- The program is evaluated using metrics. *→ Awareness creation diversity*
- Manager's involvement is necessary.
- The program is seen as a culture change, not a one-shot program.

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So, what are the characteristics which are associated with the diversity program? So, top management has to provide the resources and intervenes you know enable more publicity to advocate diversity. The top management involvement is very important for a diversity program. And program should be very structured ok.

So, the diversity program should capitalize on diverse workforce, you know divide as defined in the business workforce. Capitalizing on diverse workforce as necessary to generate profit and revenue. So, the diversity program should appreciate that yes, the diverse workforce is critical for the business outcomes. And the program should be evaluated using metrics ok.

The diversity program should be evaluated in various metrics with respect to you know awareness creation and diversity ok; awareness creation, then measuring the acceptance level of diversity. So, you have to come up with a metrics to see how my programs is resulting into so.

Then managers involvement is also very critical for a diversity, because as there is a support from managers or the top management which will have larger implications and more way of you know creating awareness among the employees and diversity, and the program should be seen as a culture change, not as a one shot program.

So, when you are talking about a diversity program, you should be you know seen as an intention or an effort toward making a cultural change rather than a one shot program. You cannot just conduct one program that will result in a better diversity management, it is not really. So, it should be directed or oriented as a way that you know it should be a you know make a create a cultural change on the through this diversity program.

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The slide features a central yellow box with a list of five bullet points. To the left of this box is a blue arrow-shaped callout containing the title 'Characteristics Associated with Diversity Program'. The background of the slide is light blue with faint icons of gears, a hard hat, and a network diagram. A small inset video of a man speaking is visible in the bottom right corner of the slide area.

Characteristics Associated with Diversity Program

- Managers and demographic groups are not blamed for problems.
- Behaviours and skills needed to successfully interact others are taught.
- Managers are rewarded on progress towards meeting diversity goals.
- Management collects employee feedback and respond to it.
- Create a safe and open culture that employees want to belong to, in which employees can discover and appreciate differences and where the benefits of diversity are recognized by all employees.

Then, managers and demographic groups are not blamed for the problems. So, when you are talking about you know diversity program, you should ensure that you are not associating any business problem attributing towards a specific demographic group. And behaviours and skills need to be successfully you know behaviours and skill needed to successfully interact with others should be definitely taught part of the diversity program.

So, what are the different behaviour skill which are required to you know interact with other people should be part of the diversity program. And managers are rewarded on progress towards meeting diversity goals. In case if a manager are able to be successful in promoting the diversity, then they have to be rewarded.

Management collects employee feedback and respond to it when we conduct a diversity program. And create safe and open culture that you know employee wants to belong to, and in which employees can discover appreciate the differences where the benefit of diversity are recognized by all the employees.

So, it is very important, you know organization has to create a safe and open culture wherein employees are able to you know feel that they belong to this particular organization, there is a more opportunity for me to openly discuss about the differences, and appreciate the differences that will lead to a better workplace management ok.

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The slide is titled "Process of Managing Diversity" and features three key points:

- **Emphasize communication:** Ensure that all employees understand the policies, procedures, safety rules, and other important information.
- **View employees as individuals:** Avoid both positive and negative stereotypes. Don't make assumptions about employees from different groups. Judge successes and failures individually.
- **Encourage employees to work in diverse groups:** Assure that work teams reflect the diversity of your workplace. Diverse work teams let employees get to know and value one another as individuals.

The slide also includes a small video inset of a man speaking in the bottom right corner and logos for IIT Kharagpur and NPTEL at the bottom.

So, what are the process of managing diversity? First is about emphasize on communication. So, ensure that you know all employees are able to understand the policies, procedures, safety rules, and other important information which are related to diversity. So, you have to emphasize on communication.

Ensure that yes, all your employees are able to understand your policies with respect to diversity, procedures are available for managing ensuring diversity, all aspect has to be you know provided to the employees. So, then comes view employees as individuals. So, meaning that organization has to ensure that you know there is no formation of stereotyping, there is no tagging of specific groups. So, avoid both positive or negative stereotyping.

So, you do not just stereotype. For example, people who work in a company you might be knowing that you know people come from these regions are so good or we always referred to you know people come from these institutions are very bad or people come from this particular community are bad, where this community are really good, excellent.

So, if this kind of an you know stereotyping should be avoided, you should have to treat every individual individually. Do not attribute or judge people based on their clan or a community or any specific identity or stereotyping based on their differences. And encourage employees to work in diverse group.

It is very important that yes, you have to encourage people to work in a diverse group, do not let them work in a homogeneous group. Assure that you know work teams reflect the diversity of the workforce. Ensure that you know you form a forming a team which are diverse in nature so that the employee get to know and value another individual in working in a diverse team.

So, it is important that organization has to encourage to work in a diverse group, create teams which are diverse in nature ok.

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The slide is titled "Process of Managing Diversity" and features two main bullet points:

- Base decisions on objective criteria: Expect all employees of all backgrounds to meet required standards and perform to the best of their ability.
- Be open-minded: Recognize, and encourage employees to recognize, that one's own experience, background, and culture are *not* the *only* ones with value to the organization.

The slide also includes a video feed of a speaker in the bottom right corner, the IIT Kharagpur logo, and the NPTEL logo in the bottom left corner.

And base decisions on objective criteria. Organization has to make decision based on an objective criterion, expect all employees of all backgrounds to meet you know required standards and you know perform to the best of their ability. So, it is there is no special criteria or special you know attention is given to people come from specific groups or people come from specific backgrounds.

So, everybody has to be treated on a set standard. So, that is a standard set there is a rule which everybody have to meet to follow. So, you have to evaluate based on objective

criteria, do not go for subjective evaluation which will always attribute for differences people might feel that now this may be something favorable or a stereotyping based on certain differentiations.

And be open minded, when you wanted to you know promote diversity manage the diversity be open-minded, recognize and encourage employees to you know recognize their own experience, background, and culture not only once with the value to the organizations. You have to appreciate and encourage the people in an open minded ok. These are the some of the ways in which you will be able to you know manage the diversity.

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Importance of Diversity Management

- Employees from diverse backgrounds imbue organizations with creative new ideas and perspectives informed by their cultural experiences
- A diverse workplace will help organizations better understand target demographics and what moves them
- A diverse workplace can better align an organization's culture with the demographic make-up of America
- Increased customer satisfaction by improving how employees interact with a more diverse clientele and public

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Why diversity management is important in organizations? If you look at you know diversity management, you know the employees with the diverse backgrounds which they will you know come up with the various ideas, they come you know engage in innovative activities, innovative work behaviours, they create new ideas, they offer various perspective with a cultural background.

So, that is the one of the advantages of having diverse workforce in a workplace. So, the diverse workplace will help organization to better understand the target demographics and you know what moves them. So, the diverse workforce always have an advantage of understanding various demographics.

There is an advantage to you know reposition, position them as a better employer and better competitor in the market. So, diverse workplace can better align an organization culture with the demographic make-up of an you know than this specific you know country ok.

So, increase it will also result in increased customer satisfaction by improving how employees will interact with the more diverse clientele and public. As we see more diverse workforces there is an advantage that you will be able to you know have a better outcome and you will be able to satisfy the customers. Because the diverse workforce are resulting in you know having a better connection with their varied customers and clients and public at large.

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The slide features a blue header and footer. The main content area is white with a blue curved border on the right. On the left, an orange arrow points to a yellow box containing four numbered items. A small video feed of a man in a plaid shirt is in the bottom right corner. The footer includes the NPTEL logo and the name 'Dr. Kharghar'.

Strategies to Manage Diversity

- i. Specify the need for skills to work effectively in a diverse environment in the job
- ii. Make sure that good faith efforts are made to recruit a diverse applicant pool,
- iii. Focus on the job requirements in the interview, and assess experience but also consider transferable skills and demonstrated competencies.
- iv. Use a panel interview format. Ensure that the committee is diverse, unit affiliation, to represent different perspectives and to eliminate bias from the selection process.

So, what are the strategies? Now, as we discussed about what are the significance and importance of diversity diverse workforces, now let us look at what are the strategies a company can go for to manage diversity, ok. Specify the need for skills to work effectively in a diverse environment.

So, you need to specify what are the you know needs for the skills to work effective in a diverse environment in the job. Make sure that good faith efforts are made to recruit a diverse applicant pool. So, it is very important in a recruitment stage itself you have to ensure that yes, a diverse applicant pool are increase.

Now, most of the organizations, all global organizations or even in Indian organization they promote diversity and inclusions, they wanted to bring diverse work process. The underrepresented groups also to be part of their regular workforce that will actually promote you know better diverse application pools.

Focus on job requirements in the in you know during the interview process, assess their experience, but also consider transferable skills and demonstrated competencies. And also go for a panel interview format because you ensure the committee is diverse and also, they do not you know engage in any biases, because if you keep your committee, you know a single person there is a potential possibility go for a biased decision.

When you have a committee or a panel interview, there is a more possibility of a diverse perspectives and you will also eliminate biases in the selection process. So, that there is no the decision which are benefiting only one sections or a one particular category or a group. So, you have to ensure that you are eliminating biases in the selection process that will always enable more inclusive employee workforces.

Meaning that you know you the moment you are eliminating biases in the selection process you will have a more diverse workforce right. So, these are the some of the strategies in order to ensure that yes, the people in a diverse workforce I mean people from different backgrounds are coming into your organization.

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The slide features a blue and white background with various icons representing diversity and technology. A central yellow box contains two bullet points. To the left, an orange arrow points to the box with the text 'Strategies to Manage Diversity'. In the bottom right corner, there is a small video inset of a man speaking. The bottom of the slide includes the NPTEL logo and the name 'IIT Kharagpur'.

Strategies to Manage Diversity

- v. Ensure that appropriate accommodations are made for disabled applicants.
- vi. Know your own cultural biases. What stereotypes do you have of people from different groups and how well they may perform on the job

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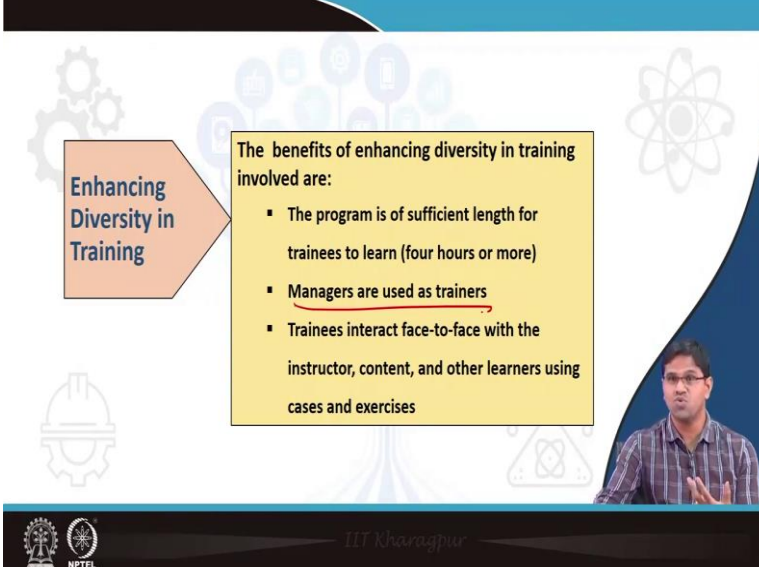
Now, ensure that appropriate accommodations are made for a disabled applicant. It is very important when you are an organization you if you have an employee with a different need, with the physical disabilities or you know physically challenged they are having a specific need.

So, how as an organization you are being considerate about their specific requirements? Are you offering a specific workstations kind of a workstations or any other facilities or resources or a physical infrastructure, which are required to accommodate a people with a special need? Right.

In a in an organization if you are having a people with a special need, which you are talking about either through a physical disability or any other physical challenged people were employed then you need to be you know customize their workstations and accommodate them with their required physical infrastructure requirements for them.

And also, as an organization you should know your cultural biases. What stereotypes do you have people come from different people groups, how well they you perform the jobs. So, you have to be aware about what are the potential cultural biases that occur in the workplaces and what type of a stereotypes that occur in the you know during the workplaces, which will also create more awareness as you are aware that you will be able to better manage the biases in the workplace.

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The slide features a blue and white background with various icons like gears, a hard hat, and a person. A yellow box contains the text 'The benefits of enhancing diversity in training involved are:' followed by three bullet points. A small video inset shows a man speaking. The bottom of the slide has logos for IIT Kharagpur and NPTEL.

Enhancing Diversity in Training

The benefits of enhancing diversity in training involved are:

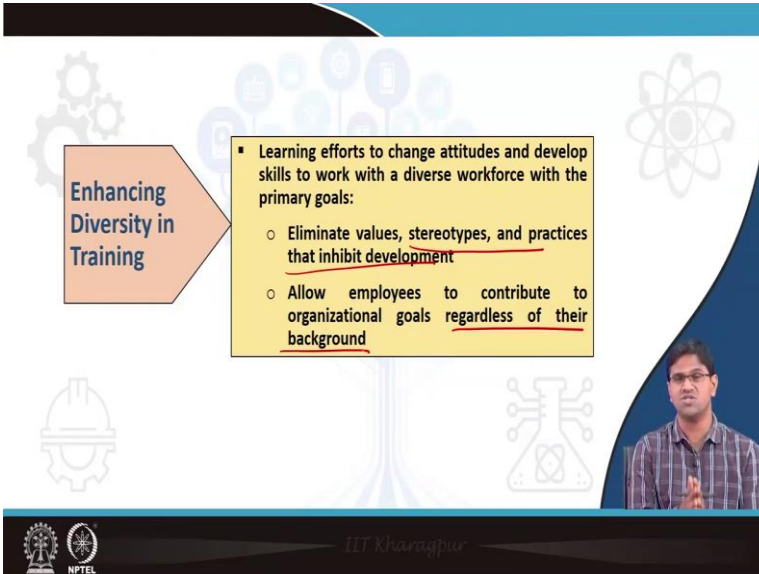
- The program is of sufficient length for trainees to learn (four hours or more)
- Managers are used as trainers
- Trainees interact face-to-face with the instructor, content, and other learners using cases and exercises

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Now, how do you enhance diversity in your training? So, the benefits of enhancing diversity in training are involved through a program is of sufficient length for trainees to learn. So, you should design a program in a such a way that you know the length of the program is sufficient adequate enough to impart the training which are required to create a you know awareness on the diversity.

Managers are used as a trainer. So, you can use managers as a trainer you know rather than you bringing them outside experts. So, you can use you know manager as a trainer. And trainees need to interact to face to face with the instructor and also have an opportunity to do the content and then, other learners also using cases and exercises, this way you will able to enhance the diversity in the training programs through you know kind of an activities you do through a training program ok.

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The slide features a blue and white background with various icons like gears, a lightbulb, and a person. A central yellow box contains the following text:

Enhancing Diversity in Training

- Learning efforts to change attitudes and develop skills to work with a diverse workforce with the primary goals:
 - Eliminate values, stereotypes, and practices that inhibit development
 - Allow employees to contribute to organizational goals regardless of their background

At the bottom left, there are logos for IIT Kharagpur and NPTEL. A small video inset of a man is visible in the bottom right corner of the slide.

So, now also we are looking at now how do we enhance diversity in training. Learning efforts to change attitudes and develop skills to work with the diverse workforce with the primary goal of any training program which are directed towards enhancing diversity is that eliminate any stereotyping, and practices that inhibit development.

So, the main focus should be on that how are you going to eliminate biases among the people, how are we going to eliminate a preconceived stereotypes people have towards specific groups or a specific category of the employees so that you know any training, diversity training program should actually make employees unlearn the whatever they

previously you know preconceived or you know pretext of the specific you know categorization or attribute they belong to some of the stereotyping has to be eliminated.

And allow employees to contribute to organizational goal regardless of their backgrounds. So, meaning that here it has to be more of a promotion of the employees and encouraging every section of the employees to participate in the training programs or to towards me helping organization to achieve their goals. This should actually you know way in which you will be able to enhance diversity through training programs.

(Refer Slide Time: 28:24)

The slide features a blue header and footer. The main content area is white with a blue border on the right. On the left, a blue arrow-shaped box contains the title 'Managing Culturally Diverse Teams in Organizations'. To the right, a yellow box contains the text: 'Properly managed diverse groups can give better result including hiring efforts, increased innovation, higher productivity. Multicultural teams can be managed by'. Below this, a list of four strategies is provided: 'Task-related selection rather than on ethnicity', 'Establishing a vision', 'Equalizing power', and 'Creating multi-respect'. A red handwritten note '→ Stakeholder' is next to 'Equalizing power'. The slide also includes a small video inset of a man in the bottom right corner and logos for IIT Kharagpur and NPTEL in the footer.

Managing Culturally Diverse Teams in Organizations

Properly managed diverse groups can give better result including hiring efforts, increased innovation, higher productivity. Multicultural teams can be managed by

- Task-related selection rather than on ethnicity
- Establishing a vision
- Equalizing power → Stakeholder
- Creating multi-respect

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So, then now comes the managing culturally diverse teams in organizations, how do we manage culturally diverse teams in organizations. So, properly managed diverse groups can have a better result including you know can give better results including hiring efforts, increased innovations, higher productivity.

Because you know when we say that you know as we are already found, a diverse workforce have lot of advantages they have you know come up with the more creative ideas, they give varied perspective, they come up with a various perspective that will actually improve their performances improve their productivity. So, how do we manage these teams with a multi cultural backgrounds or diverse teams? So, it can be managed through task related selection rather than ethnicity.

So, when you want to form a team, so, you should form based on a task related selection rather than ethnicity. Do not go with an ethnicity rather you go with you know task related, what type of skills required, what type of task required based on that.

And also establishing a vision is important when you wanted to work with the diverse teams. Equalizing the power, distribute the power across people in the particular team so that there is no status differences. So, meaning that you need to reduce the status differences, by way of equalizing the power, distributing the power, creating multi respect within the team. So, that will also allow you to manage the you know diverse culturally diverse team in an organization ok.

(Refer Slide Time: 29:58)

The slide features a central yellow box with three bullet points, an orange arrow-shaped title box on the left, and a video inset of a presenter on the right. The background is light blue with faint icons of gears, a lightbulb, a hard hat, and a DNA helix. The bottom of the slide includes the NPTEL logo and the name 'Dr. Khanna'.

Advantages of Diversity Management

- ❖ Improved and enhanced competencies in terms of customer services. As a matter of fact, diverse workforce will often means diverse expertise, talent, experience and capabilities in the employees.
- ❖ As we employ diverse workforce, we can indirectly tap into the knowledge and experience of these workforce.
- ❖ Ability to operate effectively as well as efficiently in a global context. As a well known fact, the entire world is a colorful depiction of diversity. Thus, to go global, a diverse workforce is some sort a basis requirement

So, what are the advantages of the diversity management which you know improved and enhanced competencies in terms of customer service? And you know we as we say we employ diverse workforce; we can indirectly tap the knowledge and experiences of these workforces.

As we say the diverse workforce offers lot of opportunity for an organization. You know you will be able to tap those specific knowledges of those particular different you know varieties of the employees in a specific work group they will able to help and support the organization to grow.

And you know there will be there will be more opportunity ability to operate effectively as well as efficiently in a global context. As the workforce is diverse, they will have a better ability to work effectively in a global context, because we are talking about you know people come with a diverse background, we will have you know more perspectives they will offer more input on improving their performance of the organizations.

And you know the when we are talking about you know, this global context the diverse workforce is some sort of a basis requirement. When we are talking about an organization which are global in nature you have to have a diverse workforce so that you will be able to cater to various needs of their customers or clients or other domains of a business requirements. So, that has lot of advantages when you have a diverse workforce in your organization ok.

(Refer Slide Time: 31:23)

The slide features a central yellow box with a list of four points, each preceded by a diamond symbol. To the left of this box is an orange arrow-shaped callout containing the title 'Advantages of Diversity Management'. In the bottom right corner, there is a small video inset showing a man in a plaid shirt speaking. The slide background is white with faint icons of gears, a lightbulb, and a hard hat. At the bottom, there are logos for IIT Khargpur and NPTEL.

Advantages of Diversity Management

- ❖ If a company can manage diversity in a proper way, then the individual employee will no longer need to clone or purposely changed himself to adaption of the corporate culture.
- ❖ Proper management of diversity can also ensure less industrial dispute or court case arises from employees' issues.
- ❖ Diversity can produce synergy and creativity and innovative as well.
- ❖ As a company prepare or has already adopted the mindset of having diversity is beneficial, then the company automatically access to a diverse pool of human talents.

If a company can manage diversity in a proper way, then the individual employee will no longer need to clone or you know purposefully change himself to adaptation of the corporate culture. When an organization appreciates and promotes the you know diversity then they will have more inclusion to occur in a workplace.

And proper management of the diversity can also ensure less dispute or a conflict to occur in the workplaces or maybe you know less court cases or a legal you know cases of the employee issues as when you because by managing diversity you will be able to reduce conflict and disputes to occur in the workplaces.

And diversity can produce more synergy and creativity and innovations in the workplaces. So, that when a company as a company prepare or has already adopted the mindset of having diversity is beneficial then a company automatically access the you know a diverse pool of human talents. So, it is always you know beneficial to have a diverse workforce in an organization ok.

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Disadvantages of Diversity Management

- ❖ Managing diversity is an art, picture is bright but the execution is not easy.
- ❖ At some serious cases, diversity can also be a source of conflict that can cause issues such as reluctant to share information among workforce.
- ❖ A diversity management program may invade employee privacy, if handled insensitively.
- ❖ During the implementation process, deep seated prejudices within employees may be brought into the open, causing short-term tension

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So, what are the disadvantages of a diversity management? So, managing diversity is an art. So, I mean it is very challenging for an organization to how are you going to manage the diversity? In case if you are getting into some discriminatory practices, hoping to poor diversity practices, where company will lose its brand image and reputations.

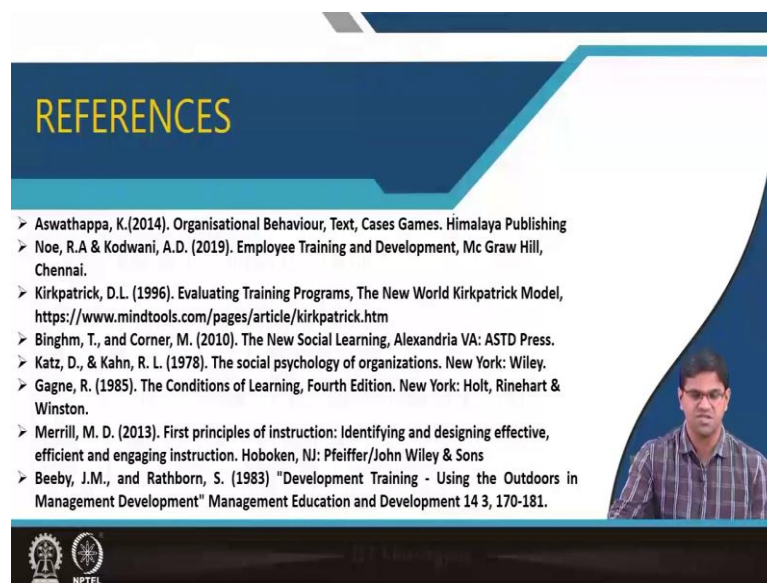
And some of the serious cases the diversity can also be a source of conflict, when we talk about you know more diversity, we may find you know conflict can occur just because of the owing to the diversity, because of the people with the different backgrounds they or maybe the disagreements is more, there sometimes there is also more diverse work groups result in formation of several subgroups.

So, when you have several subgroups, the effect you know sometimes go down, because there can be you know the conflict between these subgroups as each you know people with some specific backgrounds form subgroups within the organization, which will impact the performance of the organization and also the teams with the diverse

backgrounds will take longer time to you know come up to their longer they will take longer time to understand the team dynamics as a difference between the people.


So, diversity management programs may invade employee privacy, if handled insensitivity insensitively. And during the implementation program deep seated prejudices within the employee may be brought into the open and causing short term tensions. Though that is also possible during the you know training programs, sometimes short term tensions might exist when we talk about a diversity management ok.

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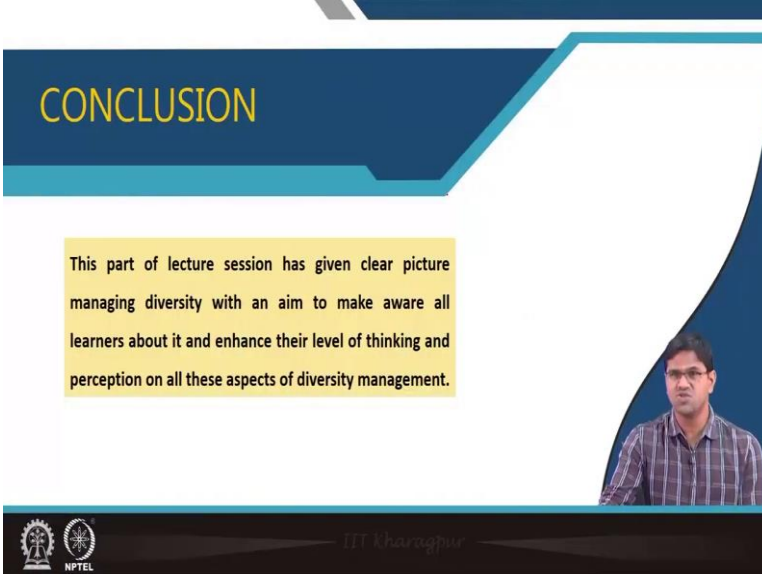
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So, these are the references.

(Refer Slide Time: 34:10)



The slide features a dark blue header with the word "CONCLUSION" in yellow. Below the header is a large white area with a blue curved border on the right. A yellow text box in the center contains the following text: "This part of lecture session has given clear picture managing diversity with an aim to make aware all learners about it and enhance their level of thinking and perception on all these aspects of diversity management." In the bottom right corner, there is a small video inset showing a man in a plaid shirt. At the bottom of the slide, there are logos for IIT Madras and NPTEL.

In today lecture we discussed a very important topic on diversity management. How are we going to manage the diverse workforce in an organization, how we can take an advantage of a training program to ensure these diverse workforces are able to effectively be managed in a workplace and also how are we going to manage the diverse people in a training program?

When we offer a training program it is likely that we will have people from different backgrounds either based on ethnicity, gender, race or various skills levels, or educational backgrounds will you know be participant of a training program. How are we going to design a training program, which caters to all people and that also eliminate biases or any prejudices or stereotyping within the workplaces? So, we are going to look at the how are we going to design a training program for older people and other categories of the people in the workplace in the subsequent lectures.

Thank you.