Course Name: Organizational Behaviour: Individual Dynamics in Organization

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Week – 02

Lecture – 10

Lecture 10: Diversity management

Hello students, welcome back to the course on organizational behavior: individual dynamics in organisation. So, if you have seen the previous lectures, you must have noticed that we are travelling through diversity. We have looked into diversity with great detail. We have understood what diversity is and how diversity essentially will not reciprocate to inclusion in an organization. We have also seen how things like ableism has come up which creates a sort of discrimination and which goes against the spirit of diversity. Now, today being the last lecture of this module diversity management, we will look into the details of what diversity in itself means. We will look into what specifically stereotyping prejudice and how discrimination emanates within the organization.

I am Dr. Abraham Cyril Issac, Assistant Professor, School of Business, Indian Institute of Technology, Guwahati. Welcome again to this module.

So, let us look into diversity's downsides and benefits. Let us look into the first and the foremost thing which is stereotyping. Now, this is very critical. Many a time we hear the words like stereotype being misused at different places. We have to technically understand what stereotyping is and I would try to make it clear with an example.

Let us understand a situation where a manager says that old people are not healthy enough to contribute well. In other words, old people are not healthy enough to work well. This is the classic case of stereotyping. Now, if we look into this stereotyping and we take this one step ahead, let us look into situations where the same old people are denied a job because of some preconceived notions that if they come into the workforce, they are not going to be productive enough. If that is the thing which is hampering, which is creating a sort of hindrance to the workforce to the entry of these people into the workforce that is specifically prejudice.

And once the manager takes a step more to create barriers, to create steps, to create situations or context where the people cannot come into organization and if at all they

come into the organization, they create some level of barriers so that they are shunted out, this leads to discrimination. So, I hope stereotyping, prejudice and discrimination is clear. Now yet another downside of this diversity would be tokenism. Many a time we see in organizations, minority groups, women or the minority representations are given key positions only for the sake of publicity, only for the sake of optics, only for the sake of visibility. So, this shows that the company, inadvertently shows that the company is actually promoting when the actual intention is not of diversity management rather it is just a management of the minimal structure or the least amount of people who can actually represent as part of the diversity.

So tokenism exists in most of the organizations if you see it critically. Many a time you will see that many organizations come up with a strategy of tokenism to showoff, showcase that these organizations are very prone, very punctual in terms of what is known as diversity but actually that rests only in paper.

Yet another aspect is ethnocentrism where a certain set of, I have already discussed this in the previous lectures where we discussed or understood the difference between a group in homogeneity and heterogeneity. So, when a certain sect of people or certain group of people feel comfortable only with the similar traits or similar background people then it leads to ethnocentrism. So, the development or the career progressions of those individuals are strictly aligned with the support, the social support garnered or obtained by that individual within that support structure which is very conducive for him or her.

In other words there are people who actually feel left out, disconnected, isolated within an organization. They are aloof in an organization for the simple reason that they do not get the required support because they are not treated as someone who is similar to their group, similar to their sect, similar to their religion, race, sex, caste, whatever it is. So, this is tokenism.

And finally, glass ceiling is something which we all know there is certain hindrance, there is certain barrier for the diverse group, for the diversity people who are in the background of diversity to actually raise above the organization and every now and then they come to some key positions they feel that they are left out or they are omitted carefully or intentionally so that they do not get the required position which they are otherwise qualified for, which they otherwise desire for.

Now let us look into the positive side of diversity. There is no doubt that diversity enhances the climate of inclusion. It brings in not only different types of people from different culture, caste, creed, sex, race, ethnicity, etc. not only in paper but it also brings in inclusion not only in terms of diversity in demographics but also in terms of cognitive diversity. So, you get to feel that every heterogeneous group will you contribute more to the organizational goals, organizational objectives and you get to reflect on these

perspectives, reflect on these ideas that come otherwise will not come otherwise from the different groups which are otherwise homogeneous.

So, the first and the foremost important aspect or the positive thing is the inclusion that the diversity climate provides. Now there are studies which have categorically pointed out that less diversity actually leads to less productivity. It is an extension of the previous point where you see that the moment you are in a homogeneous group there is a possibility of things like group think that can come in. So, in such situations where the issues like group think can squeeze in then in those situations you do not tend to take effective decisions. What all you discussed on basis of evidence-based management, on basis of scientific management or on basis of systematic approach towards a particular problem. You are not able to undertake or take up to the solution part mainly because you do not have the heterogeneity.

There is some few segments of people, a group of people, a set of people who are guiding the decision which is making the decision making all the more less productive. So, less diversity leads to less productivity. Now it is also understood from different studies that diversity leads to employee commitment. The moment you see that you are from a diverse background and the organization does not take that into heat, it gives you every single opportunity from right from the recruitment to the promotion to the performance everywhere you get the right opportunity, equal opportunity across the organization then you feel more welcome. You feel that there is that sense of ownership that you are getting. There is that sense of belongingness that you are being treated as one among them. You are being treated, there is no level of indifference that is happening to you then it categorically raises your employee commitment. So, these are some of the downsides and benefits of diversity which I thought would be beneficial for you if you venture into an organization and you would have understood this in greater detail.

Now let us look into the crux of today's session Managing Diversity. Now when I am talking about managing diversity is nothing but maximizing diversity's advantage while minimizing the barriers. These are the two aspects. I will be more keen on increasing what all advantages I can get because of diversity and second I will categorically try to minimize the barriers that are otherwise leading to diversity. So, when you look into different aspects of managing diversity there are two critical aspects. One is you are working on a compulsory platform, compulsory actions, basis of compliance, policy compliance or guidelines where it is thoroughly established rule that you have to have this much of representation of people. So, the first thing is when you are bound to do compulsory action that is the first and the foremost thing but having said that you have to also understand that there are certain requirements of voluntary actions. Encouraging employees to work together. This does not come as part of any compliance. This does not come out as a result of any hard and fast rule that you have established or some policy

guidelines that have been coming from the government's part, from the authorities' part. No. There should be some voluntary initiative. There should be some voluntary initiative where you tend to see that your workforce essentially has different set of people and all those people are coming into the organization. They are welcome and they get what they desire, what they are qualified for and what they actually perform for. So, this is what is to be understood when you are looking into managing diversity specifically. There are compulsory actions and there are voluntary actions. That said you have two wings.

One is to look into the top-down programs how you can manage diversity. When you are looking into diversity the first and the foremost thing in top-down program would be to provide strong leadership. When I am looking into strong leadership, I have to appreciate that how the leadership envisages, how the leadership actually plans for diversity that is how it percolates, that is how it actually trickles down to the bottom. So, when you take policy decisions at the top that this for the next full year, let us say from 2023 to 2024 and 2025 for the next two years your workforce percentage increase in the diversity should be let us say 20 percent then that commitment should be essentially reflected at the top which would be trickled down to the bottom and that is how the organization actually comes in the path of diversity and further inclusion. So positive strong leadership is vital.

You have to assess the situation. When you are looking into top-down programs you have to assess where does the organization stand today. Where does the organization stand in terms of workforce deviation, in terms of how much representation has to be there but it is not there. So something like you look into the equal opportunity matrix or you look into the retention matrix all these aspects would show you that what has the organization done let us say in the previous quarter, in the previous year or let us say in the last two financial years and how it has performed over and over in the last two years. This would ensure that you get a clear hold of the situation under consideration.

Now let us look into another top-down approach which is provide diversity training and education. You feel that your workforce is having a clear representation but that means that there is lack of cohesion. There is that people are not able to understand each other. They are not able to comprehend, accept, appreciate the different let us say cultural ramifications or the differences in terms of language, in terms of the dress, in terms of their food. So, all these things have to be mitigated and this can happen with proper diversity training which is yet again another top-down approach.

Another aspect could be to change the culture and management system. Let us say you are a company which is established in the northern part of the hemisphere. Now you are not very much aware about what is a Southern culture, what is a different East Asian culture. You have to work with people who are from different cultural contexts. In that

context you have to understand that you need to merge into, you need to emerge with a common culture, with the organizational culture that is encompassing every single cultural culture that is absorbing all the positives of all the different culture and is trying to welcome all the people from all the different culture.

And finally evaluate the diversity management program. This is easily said than done to conduct diversity management programs. But how effective are they? How effective are the diversity management programs once you conduct them and once you get some results on them? You have to understand what happened after post diversity management program. How has your retention metrics improved? Whether there is any more attrition rate that is consistently increasing? What about the different attitudinal trainings that have happened? Has it brought in certain measurable changes? So, these are some things which lead me to AGM diversity training program.

AGM means approach, goals, executive commitment and mandatory attendance. When you are looking into approach, what is the approach the organization is taking in? Is it making a welcome approach? Is it more antagonistic to the people who are coming? Let's say the higher management had a better intention of accepting and inviting people from different culture to their workforce. But the workforce which is existing now, the present workforce is not so welcoming. There is lot of tussles between them. They are not ready to delegate the work. They are not ready to delegate the responsibilities and the authority. Then it has to change the approach.

The second one would be goals. You have to look into smart goals, goals which are measurable. Not that diversity was, let's say your target was to have a certain level of diversity and as part of tokenism, you had given some key positions to some minority groups or some specific gender. That does not mean that you are an organization that is compliant with the norms of diversity. You are an organization that is more inclusive.

You have to understand and keep measurable goals year on year. What is your performance in terms of diversity and inclusion? How has the company benefited from the diversity policy that it has followed? If not, then how can it rectify and bring in a better diversity profile or diversity policy altogether? The third aspect would be executive commitment. You need people at the head. The optics is relevant where you create a visibility that yes, this is the person, this is the CEO who is going for diversity, who is the evangelist of diversity and has been doing it and making diversity the key objective for the organization and the organization has been reaping its benefits because of that. This executive commitment is also vital.

Finally, when you are looking into diversity training process, the mandatory attendance is critical. It is not that you are doing the diversity training process just for formality, just

for a name's sake. Rather, you are more committed to as I have already mentioned, there is a top line, there is a top management which is committed to the work of diversity training process and all these aspects have to be reciprocated by the entire employees within the organization and there the relevance of the mandatory attendance is critical. This is what the whole aspect of framework of managing diversity is all about. When I am talking about managing diversity, I am essentially looking into maximizing diversity's advantages and minimizing the barriers that can be coming in way of diversity.

Now, let us look into how to encourage inclusiveness. In the previous lecture, I have already introduced the concept that managing or diversity essentially need not lead to inclusiveness. Let us look into how you encourage or how you can encourage inclusiveness. There are certain inclusive strategies and there are certain barriers to inclusion. I will take them side by side from different point of view.

The first one is personal level. Let us look into the personal level. When you are looking into inclusive strategies, you have to be aware about the prejudice and other barriers that are there in valuing diversity. If there are some preconceived notions that let us as an example, I have taken already that you are not appreciative towards the old age workforce. You do not appreciate anybody who has completed let us say 20 years of the service in valuable service in the organization. The vast experience they have, you think that they are redundant, they do not know the technology, the recent technology, then this is the first barrier at the personal level.

Learn about other cultures and groups. This is something that has come up, should come up as an inclusive strategy. You should be given proper training. The employee should be aware about the different culture, different aspects within and outside the group. Serve as an example, walk the talk, be the individual who not only talks but also walks the talk. Be the individual who is totally going for diversity and also looks in for a heterogeneous group who actually takes in the opinion.

Be the team leader who gives an environment of psychological safety within the team or within the group. Let everybody be the person from different background, it does not matter. Let him or her have the voice, do not try to curtail the voice, the employee voice. This is yet another important inclusive strategy. The fourth one at the personal level would be participate in managing diversity.

All the programs which we were mentioning otherwise have to be understood in this background. At the personal level, every individual employee need to participate in managing diversity and this is vital. When you are looking into an organization's commitment, there is a certain limitation that the top management can actually establish.

If the workforce is not ready to accept it, not ready to take the spirit of the organization at the top level in managing diversity forward, then it actually becomes detrimental to the organization.

Now let us look into the barriers at the personal level. As I already mentioned stereotypes and prejudices. When you have preconceived notions, when you have already established that this sect of people, this group of people are not good, they are not going to perform, they are not going to add to the efficiency of the organization, then this inevitably happens to be a barrier to inclusion.

Let us look into another barrier which is past experiences and influences. You might have not very good experiences with a certain segment of people previously, but that might be a different category altogether, different context altogether. You are living in a different era, you are living in a different place, you are living in a different organization, altogether you are a totally different changed personality, you are thinking it from different perspectives. So that should ensure that your past experiences which might be negative, no doubt about it and the influencers should not hamper the diversity objectives of the organization.

Another aspect would be stereotyped expectations and perceptions because of the experience that has come up over your time period, over your, let us say in your lifetime, the influences which you had, that should not lead you to stereotype expectations. Feelings that tend to separate and divide. There are certain individuals who take the leadership strategy as divide and conquer, divide and rule. Be the person who takes the whole group together. Be the manager who takes the whole group together, not the person who tries to divide and conquer, divide and get the things done for the organization.

Let us look into the interpersonal level. When you are looking into the interpersonal level specifically in terms of encouraging inclusiveness, the first and the foremost thing is to facilitate communication and interactions. Interpersonal relationship happens to be the most vital part. If you are an organization and at the interpersonal level the communication is weak, the employees do not interact, the groups are at a peril because there is a certain level of communication that always happen and if that is not happening, the task are not being achieved or done within the specified deadline and it accumulates and it compounds to make the whole thing a redundant process. So, the first and the foremost thing would be to facilitate communication.

Another inclusive strategy would be to encourage participation, facilitate unique contribution. You might think that people from different background they are silent because they are not aware of, they are not knowledgeable enough or they do not have an answer to the question you are seeking. Sometimes it is because of the group thing, sometimes it is because of the lack of the experience or it might be clearly because of the

personality trait. They might not be open to those changes or they might not be open or extrovert in bringing out, in eliciting their opinion. So, this is where you have to facilitate the unique contribution. You have to understand that every single individual from each context has certain things to say, has certain things to contribute. There is a solution that he or she can bring from their perspective, be listened to that and facilitate such unique contributions.

Let us look into another aspect which is resolve conflicts in way that value diversity. You should not tend to the resolution methodologies which actually goes in counter purpose with the diversity. You should not be a person who is actually gaining for the organization at the cost of individual employees. Let us be mindful about the people from different cultural backgrounds, different diverse backgrounds. Let be mindful that they are also your co-workers. Let be mindful that they are also the people whom you share your office spaces with. So, this is what is critical when you are trying to resolve conflicts. You have to resolve conflict in a way that value diversity and always accept responsibility for developing a common ground. You think that there cannot be a common ground but take the initiative, be the leader, take the lead in actually establishing a ground which is common to everyone, which can cater the needs of you as well as the people whom you think are diversely opposite to you in terms of cognitive diversity or even in terms of demographic diversity.

When you are looking into interpersonal level barriers, obviously the first and the foremost one which we have detailed, cultural differences. There are people who are coming from different culture, they might not see or they might not appreciate or accept, it might be a news to them in the initial part but slowly it should evade or it should diminish as a barrier. There could be group differences, there could be myths that are propagated against a particular segment of people in terms of the cultural dispositions or in terms of the attire, the food pattern etc. So, there might be myth that is surrounding them. So, they might not be aware about what are the myths or what are the differences, group differences or preconceived notions that people are having against us. So please do not take it as a barrier, please do not consider the myths and group differences, rather go in for facilitating unique contributions as we have seen in terms of inclusive strategy.

Look into relationship patterns based on inclusion and not exclusion. You have to nurture a relationship whereby every single individual as I already mentioned has the psychological safety, be the leader who actually encourages the psychological safety within the workplace. Let everybody raise their opinion, let everybody have the chance to raise their opinion. That would be very vital in establishing a healthy relationship at the interpersonal level.

The third most important thing would be at the organizational level and the inclusive strategies would be all employees have access to networks and focus groups. Now this is

something which is very vital. The moment you are into an organization and you feel that there are certain avenues and opportunities which you are shut off, we have discussed this extensively in lecture 1 and 2 of module 2. So, if you are an employee who is coming in as let us say as a graduate engineer in training and you are not given the equal chance or equal opportunity as others in terms of developing your career, in terms of career progression, you always feel that that ends up as a barrier to inclusion. All employees take a proactive role in managing diversity and creating a more diverse workplace culture. Need not put into it as a responsibility of the higher management. There is at times there is a idea or there is a certain preconceived notion, okay diversity is a top level thing and the top management has to take care of it. No, the top management can certainly look into the compliance aspect as we have already seen. When it comes to the voluntary actions, the compliance can bring in certain organizational policies but are you in line, your behavior in line with the policies that are being drafted with respect to diversity. Are you certainly or are you clearly including the people who are from different groups, who are from different cultural contexts. This is what makes it all the more relevant when it comes to proactive role of a particular person.

All employees give feedback to the teams and management. It is vital and all employees are encouraged to contribute to change. This is where what I mentioned as a psychological safety comes into picture. You are getting this opportunity to deliver your thought, deliver your idea, to communicate your solution to a particular problem that is not ridiculed upon, that is not laughed upon. Even if it is silly, maybe you bring in a different perspective altogether. You have a different solution to the problem which nobody would have thought. So this is something that should be encouraged within a heterogeneous group. Otherwise, there is no need for diversity, there is no need for any inclusion.

When we look at the organizational level barriers, checking on individuals who get away with discrimination and exclusion. Now there are certain individuals, whatever be the organizational policies existing, it will be in favour of the inclusion, it will be in favour of the diversity, but there are certain individuals at the core, at the heart, they are always against diversity, they are always against this inclusion. So, try to identify these people, bring them to the limelight and try to give them proper training. Intervention is necessary, it is not that you have to ridicule them because we will also discuss about things like reverse discrimination etc. So, when you are looking into such individuals, try to educate them, try to bring them to limelight and see them and train them, there is certain intervention that is required in their behavioural pattern. A culture that values or allows exclusion is vital and that inclusion is vital and exclusion should not be taken into consideration. So, this if it is exclusion, a culture that values exclusion, then it essentially lands up as a barrier. You have to look into work structures, whether work structures, policies and practices are discriminatory in nature and are facilitating exclusion, then that

also emerges as a barrier to inclusion.

So when we look into encouraging inclusiveness, these are certain inclusive strategies, these are certain barriers of inclusion. We have looked into one personal level, second interpersonal level and third at the organizational level. So let us look into how we can develop a multicultural consciousness.

Let us take the first step which is take an active role in educating yourself. When you talk about multicultural aspect, you have to understand that there is a certain element. Let us be very subtle in understanding the different cultural phenomena. There might be an organization, you are part of a group, let us say you have a group meeting, the moment you enter there might be face you might not like, there might be a structure you might not like, there might be a smell you do not like, there might be a food that you might not like or there might be the way of greeting that you might not like.

Let us be very critical in understanding that you have to educate yourself. When you are talking about diversity, it looks all rosy, it looks all glittering, but all that glitters is not gold. The moment you try to understand this, try to educate yourself, when you are going to work with a group, when you are going to work with a group which is having diverse background people, you are prone to see all these things which I have already mentioned. You might not feel everything at home. You might not feel that everything is quite known to you. You might have to work in situation which is quite strange, quite alien to you. This is where you have to take an active role in educating yourself. Put yourself in a learning mode in any multicultural setting. Try to absorb the good things from their culture, who is your co-worker or your co-employee. Look into the employee pattern, the behavior. Obviously, every single culture has lot of positive things. Try to imbibe that, try to absorb that.

Put yourself in a learning mode in all these multicultural settings. Move beyond your personal comfort zone. You might be a person who would like to let's say interact only in your native language. You might be a person who will be only interested in interacting in your mother tongue. Move out of your comfort zone. You might be a person who will be only interested in eating a particular type of food. But you are in a different workplace altogether, where the food that is served is totally different. You might be not ready to, you know, don't attire or put an attire which is not comfortable, but move out of your comfort zone.

The organization demands it. The individual inclusiveness demands it. Don't be too hard on yourself if misunderstandings arise. There are situations. Let us be all very honest with

ourselves.

To err is human. So, we would have seen situations. We would have seen aspects or context where we misunderstood the whole person altogether. We misunderstood what he or she wanted to communicate. We misunderstood what he or she actually meant or we didn't take that opportunity. We didn't facilitate him or her to tell the opinion or do the way he wanted or she wanted which would have actually made it a big success in retrospect.

 Let's understand. We did a blunder. We did a mistake. Don't be too hard on yourself if misunderstandings arise. And finally realize that you are not alone. Realize that you are not alone. You are part of a system which is trying hard to bring in multicultural perspective, to bring in multicultural consciousness as part of diversity. There are a lot of other people who are struggling like you. There are a lot of other people who you think that are from a different culture. They also are in the same page but in a different context. So, they are also trying to develop a multicultural consciousness and the very realization that you are not alone is the key to guide you forward.

Now let's look into affirmative action program. What do you mean by affirmative action? Affirmative action means making an extra effort to hire and promote those in protected groups particularly when these groups are underrepresented.

So there is some historical perspective into it. There are certain groups which were underrepresented for certain time. So that underrepresentation has to be overturned. That has to be outweighed. For that you bring in programs like affirmative action. So affirmative action is giving them a special opportunity, an extra effort to hire people, to promote people, those who belong to those protected groups so that at one point everybody comes into a level playing field.

It's an attempt to create such a level playing field because they had some inherent disadvantages in the previous years. They faced, maybe the previous generation faced, they could not come into limelight or they could not deliver or they are not in the same footing as everybody else. You give them a better opportunity. You give them a favorable environment so that they get what they actually are desiring or what they are qualified for.

Implementing affirmative action programs, the first aim would be to use numerical analysis to determine which target groups the firm is underutilizing relative to the relevant labor market. For example, there might be a segment of people whom the organization is not recognizing or has least manpower associated with that, then this is the first aim to bring everybody to the same page. Second is to eliminate the barriers to

equal employment. Every single organization worth its salt, you will see that if you scroll through the advertisement that comes in print media or otherwise, you will see that lot of organizations come up with this equal employment opportunity. So equal employment opportunity in itself gives you a certain understanding that okay this organization is good in terms of diversity.

They are there to promote diversity. They are there to accept the different opinions that come in in the board. They are there to accept that there could be different people from different culture. This gives a positive connotation. This gives a positive reputation to the whole organization.

Now the steps are simple recruiting minorities online. There are things in the West like let us say Hispanics online or caste-based web structures, caste based online portals which actually bring in a lot of workforces into this affirmative action programs. You have to also guide the existing employee or existing workforce that there should not be any employee resistance because you are part of the whole system and the organization needs to build, needs to create a diversity of its own, needs to improve on the diversity figures. So, this employment resistance will be counter purpose to their commitment to their effort and finally you have to understand the program evaluation whether it is actually delivering what is it actually meant for. Sometimes affirmative action programs just end up in paper. They do not translate into the work or sometimes it happens that affirmative action programs goes too far so that reverse discrimination happens which also we will discuss in the next slide.

So let us look into implementing affirmative action programs. The first would be to look into recruiting minorities online. Another aspect would be to curtail or to control the employee resistance. Another would be to look into the program evaluation. Now what is reverse discrimination? As I have already mentioned the reverse discriminations are situations in which individuals from historically privileged or majority groups gets victimized. They claim to be victims of discrimination based on their different race, ethnicity, gender or other protected characteristics.

So it is basically opposite of discrimination which is reverse discrimination. You were part of a majority group. You were initially part of a historically privileged group but because of affirmative action programs, because of the quest to improve the minority or the diversity aspect to bring in more diversity into play, you are getting eliminated or you are getting disadvantages. All the policies are becoming a disadvantage to you. It is hindering your progress within the organization. So, they start claiming to be victims of this discrimination based on whatever characteristics they are represented for. So initially

they were in the majority group but now they are victimized. They are claiming to be the victims of discrimination. This is reverse discrimination.

In essence, it is the assertion that affirmative action or other groups or other efforts to address historical discrimination against marginalized groups that has resulted in unfair treatment or disadvantages for individuals from non-marginalized or majority groups.

Let's look into this in greater detail in 30 seconds. There was a marginalized group and you are trying to cater to the needs of marginalized group but initially the non-marginalized group or let's call them the privileged group, they had a clear representation but as this affirmative action programs went above, as affirmative action programs went in an uncontrolled manner, the people who are otherwise privileged, the people who are otherwise not discriminated against are getting victimized and this is known as reverse discrimination. So, let's look into managing diversity for success.

Let's conclude this session with the case of IBM. IBM has always been a leader in diversity management. Yet the way diversity was managed was primarily to ignore differences and provide equal employment opportunities. This changed when Louis Gerstner became CEO in 1993. Gerstner was surprised at the low level of diversity in senior ranks of the company for all the effort being made to promote diversity, the company still had what he perceived a masculine culture. In 95, he created eight diversity task forces around demographic groups such as women and men as well as Asians, African-Americans, LGBT, individuals, Hispanics, Native Americans and employees with disabilities.

These task forces consisted of senior level well-respected executives and higher-level managers and members were charged with gaining an understanding of how to make each constituency feel more welcome and at home at IBM. Each task force conducted a series of meetings and surveyed thousands of employees to arrive at key factors concerning each particular group. For example, the presence of a male-dominated culture, lack of networking opportunity and work-life management challenges topped the list of concerns for women, Asian employees were most concerned about stereotyping, lack of networking and limited employment development plans. African-Americans employee concerns included retention, lack of networking and limited training opportunities. Armed with a list of priorities, the company launched a number of key programs and initiatives to address these issues. As an example, employees looking for a mentor could use the company's website to locate one willing to provide guidance and advice. What is probably most unique about this approach is that the company acted on each concern whether it was based on reality or perception. They realized that some women were concerned that they would have to give up leading a balanced life if they wanted to be promoted to higher management. Whereas 70% of the women in higher levels actually had children indicating that the perceptual barriers can also act as a barrier to employee

aspirations. IBM management chose to deal with this particular issue by communicating better with the employees as well as through enhancing their network program.

So, what was the result of these programs? If we look into detail, IBM tracks results through global surveys around the world and identifies which programs have been successful and which issues no longer are viewed as problems. So, these programs were instrumental in more than tripling the number of female executives worldwide as well as doubling the number of minority executives. The number of LGBT executives increased sevenfold and executives with disabilities tripled.

With growing emerging markets and women and minorities representing 1.3 trillion USD market, IBM's culture of respecting and appreciating diversity is likely to be a source of competitive advantage.

So, you see that there are different surveys that were conducted, different reasons were found out but there was certain mentorship program that was enacted or that was brought in which emerged as a big success. So that was the result of the program. So, when you look into historic perspective, when you look into discrimination, every time, every single time diversity does not translate to inclusion. So, the entire module, the crux of the module if you ask me, the diversity part does not translate in itself to inclusion.

This learning is what I would like you to take with this particular module. If you want to have diversity, you may have obtained diversity but you might not have got the required inclusion. You might not have got the required inclusion because there could be issues like ableism which we have discussed in the previous lecture. There could be issues of discrimination. You have seen that stereotyping would lead to preconceived notions or prejudices which will ultimately lead to discrimination. So please do not encourage your organization to lead itself in the way of stereotyping, in the way of prejudices, in the way of discrimination because diversity essentially is not only demographic it could be cognitive and it could be really helpful if you try to bring in a lot of different perspective.

You try to work in heterogeneous group. You try to bring in a lot of different ideas. Being a manager, you can enhance the psychological safety within the organization. Let everybody have their chance to talk. Let everybody have their chance to reciprocate. Let everybody have their chance to build and work for the organization. Then only you will get the sense of ownership. Then only you will get the sense of belongingness.

So, with that I end today's lecture.

See you all in the next class. Thank you for being with me. Bye bye.