Section III

Global Vision

Chapter 16

International Diversity and Facing the Future
Chapter Objectives

After completing this chapter readers will

- have an understanding of the overarching issue of dominant and nondominant groups and the need for equity and fairness as key to diversity around the world.

- be able to discuss inequity on the basis of sex and gender, disability, sexual orientation, and poverty as common diversity concerns in many countries.

- understand how to analyze historical and current factors to help identify and assess the specific diversity issues in a country.
Chapter Objectives (cont’d)

After completing this chapter readers will

- be able to make specific recommendations for individuals, organizations, and society for fostering diversity.

- understand why the diversity of the U.S. population, the globalization of the world, and increased competitiveness make attending to diversity in the United States and including the contributions of its entire population imperative, rather than optional.
Diversity as a worldwide phenomenon

- Diversity is not a U.S.-specific concept
- Several common factors can be used to assess what the key “diversity” issues are in different locales.
Considerations Useful for Identifying Specific Diversity Issues in a Country

- Identifiability, power, discrimination, and group awareness
- Distribution of wealth
- Employment, unemployment, and underemployment
- Participation rates
- Occupational levels, types, and representation in management and executive positions
- Income and earnings distributions
- Literacy
- Educational attainment
- Return on educational investment
- Residential and employment segregation
- Poverty rates
- Health and longevity
- Incarceration rates
- Legal protections
Discrimination and Differential Treatment as Worldwide Phenomena

- Eradicating discrimination would benefit individuals, organizations, the economy, and society.
- Diversity can provide benefits related to cost, resource acquisition, marketing, creativity, problem solving, and system flexibility.
<table>
<thead>
<tr>
<th>Country</th>
<th>Act(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Argentina</td>
<td>Anti-discrimination Act, No 23,592, 1988</td>
</tr>
<tr>
<td>Australia</td>
<td>Disability Discrimination Act; Sex Discrimination Act, as amended; Equal Opportunity for Women Act; various others</td>
</tr>
<tr>
<td>Canada</td>
<td>Canadian Human Rights Act; various others</td>
</tr>
<tr>
<td>France</td>
<td>Constitution, Penal Code of 1994</td>
</tr>
<tr>
<td>Germany</td>
<td>Various laws</td>
</tr>
<tr>
<td>South Africa</td>
<td>Employment Equity Act (amended)</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>Equal Pay Directive; Equal Treatment Directive; various others</td>
</tr>
</tbody>
</table>

*The language of the legislation may vary, and all protected areas are not listed. In addition to employment related laws, many laws refer to housing, accommodation, and other areas.*
Sex and Gender: The Status of Women around the World

• Research from various disciplines attest to women’s low occupational status worldwide.
  - There are 1.2 billion women workers in the world
  - Women are participating in the workforce at higher rates than ever before.

  - Economies’ needs for more workers
  - Lower birthrates
  - Changes in attitudes towards women’s employment
  - Social policies toward children
Sexual Harassment, Segregation, Discrimination, and Other Inequities

• Sex discrimination and harassment, sex segregation, wage inequity, and the glass ceiling are common problems faced around the world.
People with Disabilities

• Workers with disabilities around the world face issues with:
  ➢ Un- and underemployment
  ➢ Lower wages
  ➢ Misperceptions about competence
  ➢ Overt and covert employment discrimination.

• 600 million people worldwide have disabilities and 386 million of them are of working age.
Sexual Orientation

- Gays and lesbians face discrimination and harassment in much of the world.
- Religions that view homosexuality as being particularly abhorrent support extreme (e.g., hanging) means to curb homosexual behavior.
Poverty

• Many tend to blame those in poverty for their situations, failing to acknowledge the role of discrimination and systemic exclusion, people could do better if they simply tried.

• Myth of Meritocracy

  ➢ Allows people to believe they alone have earned their wealth, affluence, and positions.
Facing the Future: The Broad Reach of Diversity in Organizations

- Organizations themselves are diverse in size, structure, earnings, design, and purpose.
  - An organization’s success, or failure depends on its ability to attract, retain, and maximize contributions of people from all backgrounds around the world.
  - Discrimination, harassment, and exclusion will be increasingly unwise, unprofitable, and unacceptable.
  - Rather than seeing diversity solely as a means of gaining competitive advantage, there must be the willingness to pursue societal changes that reduce widespread inequity among people of the world.
Recommendations for Change at a Societal Level

• **Governments of many countries must:**

  ➢ *Implement more and effective legislation prohibiting discrimination against and encouraging the employment of nondominant groups.*
  
  ➢ *Take action to improve the education of nondominant groups*

  ❖ *Education is an important part of preparedness for equity, and without education, inequity is certain to persist.*
Recommendations for Change at an Organizational Level

- The specific situation for an organization and its location affect the recommendations for any particular organization.

  - What is the population of employees, applicant pool, customers, clients, and constituents?
  - What are their key concerns with respect to diversity?
  - What legislation exists in the particular location?
  - Is there evidence of discrimination that needs attention, even in the absence of legislation?
Recommendations for Change... (cont’d)

• **Management Commitment to Diversity**
  - *Top management commitment is imperative.*
  - **Appoint an executive-level key leader who is responsible for and has the authority to make changes.**
    - Assess the organization’s diversity climate
    - Develop and implement organization-specific diversity objectives and goals and measure progress against them
    - Address concerns, comments, and suggestions by employees, customers, and constituents.
Recommendations for Change... (cont’d)

• **Job Criteria and Selection Team**
  
  *To facilitate diversity in the selection process, management and human resources should start with clear job criteria—what competencies are desired of a successful candidate?*
Recommendations for Change

- **Equitable Benefits**
- **Affinity Groups**
- **Promotion and Advancement**
- **Mentoring**
- **Management Commitment**
- **Job Criteria and Selection Team**
- **Recruiting**
- **Selection**
- **Training and Development**

Increasing Diversity Among Employees
Diversity for Service Providers

• Costs associated with lost business and goodwill are more likely and more expensive than lawsuits, judgments, and settlements.

  ➢ Employees at all levels should receive education on common biases and stereotypes they may hold against members of certain groups.

  ➢ Customer complaints (e.g., racial profiling) should be taken seriously and addressed.
The Role of the Media

• The media must take an active stance against promulgation of stereotypes that work to impede diversity and to harm society.

• Selling a story and generating high ratings are simply less important in the overall scheme.

  - Eradicate discriminatory news reports, television and movies, and commercials.
  
  - Include inclusive programming and discontinue programming that fosters stereotyping and bias.
Recommendations for Change at an Individual Level

- Education, multiple language fluency, and job flexibility are ways in which one can work to circumvent discrimination.

- Nondominant group members should try to avoid segregated jobs and occupations by investigating the diversity posture of an organization during the job search process.
  
  - Is there evidence of the glass ceiling and walls?
  - Are nondominant group members confined to staff, rather than line, jobs?
  - Are nondominant group members represented at all levels of the organization?
Capitalizing on the Strength of Diversity in the United States

- The unique U.S. history makes diversity particularly important for the United States.
  - The United States simply cannot afford to have potential contributors prevented from or limited in their contributions in an increasingly competitive world.
  - As the boundaries of the world grow increasingly dim, as mergers, acquisitions, cross-cultural relationships and international business are the norm, intranational in-fighting and discrimination are increasingly absurd.
Key Term

• Affinity groups