

A thick black L-shaped frame surrounds the text. The top horizontal bar is on the left, the left vertical bar is on the left, and the bottom horizontal bar is on the right.

LEADING DIVERSITY (HUMAN RELATIONS AND COMMUNICATIONS)

Course title: International Project
Management

Lecturer: Nodirjon Makhkamov

Diversity Defined

Diversity is the mosaic of people who bring a variety of backgrounds, styles, perspectives, values and beliefs as assets to the groups and organizations with which they interact.

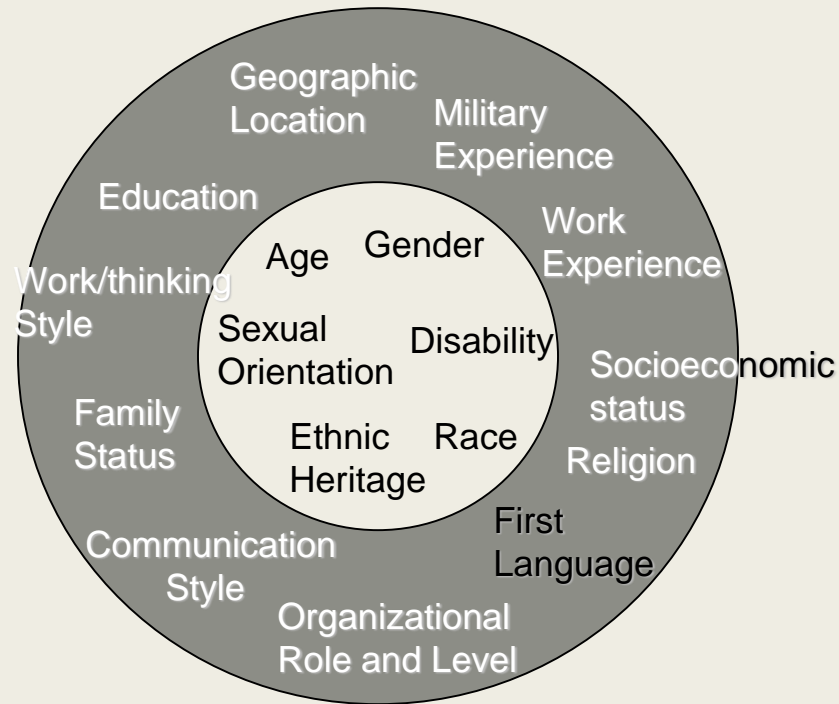


Distinction Between EEO, Affirmative Action and Diversity & Inclusion



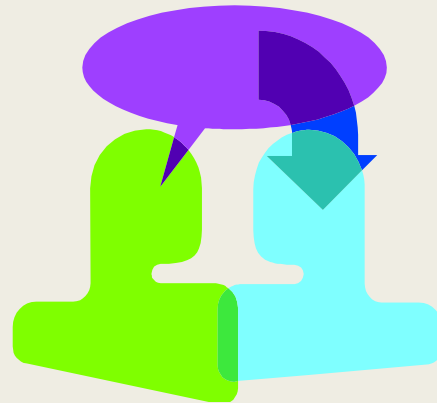
Equal Employment Opportunity	Affirmative Action	Diversity & Inclusion
The enforcement of statutes to prevent employment discrimination	The effort to achieve parity in the workforce through outreach and eliminating barriers in hiring	Leveraging differences in the workforce to achieve better results

Primary and Secondary Dimensions of Diversity



All Communication is Filtered Through Your Cultural Perspective

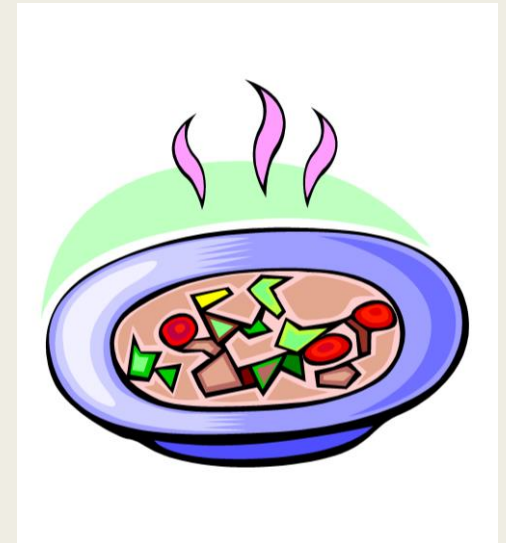
- Age
- National origin
- Race
- Sexual orientation
- Religion
- Disability
- Gender
- Education
- Work role/experience
- Personality
- Customs



- Geographic location
- Functional discipline
- Languages used
- Values
- Communication style
- Work Style
- Learning style
- Economic status
- Family situation
- Military experience
- Philosophical perspective

A New Metaphor for American Culture

- The “melting pot” theory of American society has evolved, instead consider a vegetable soup metaphor.
- You can easily identify and taste the unique flavors of the individual parts.
- Members of various cultural groups may not want to be assimilated, they want their tastes, looks and texture to remain whole.
- To reap the business benefits of diversity, you must employ *inclusive* work strategies.



USD 259's Diversity & Inclusion Goals: Making Full Use of the Unique Skill Sets of Each Employee

Food for Thought:

Do I bring my “full self” to work?

- ▶ My ideas
- ▶ My personality
- ▶ My opinions
- ▶ My uniqueness
- ▶ My background

Benefits of Workforce Diversity & Inclusion

- Improved understanding of those you work for, with, and around.
- Creates a work environment that allows everyone to reach their full potential.
- Provides multiple perspectives on problem solving.
- Better performance outcomes.
- Increases employee productivity.
- Increased retention rates.
- Boosts employee morale.
- Improved customer relations.
- Reduces complaints and grievances.
- It's the right thing to do!



Business and Economic Imperatives

- Workforce, racial, and gender diversity are positively associated with:
 - *higher performance outcome measures*
 - *more effective group processes*
 - *higher productivity*

Business and Economic Imperatives

- Discrimination and poor diversity management pose an economic cost:
 - *The average EEO complaint costs the organization approximately \$250,000*
 - *25 - 40% of workforce attrition rate and 5-20% in lost productivity, can be attributed to poor diversity management*
 - *Turnover costs 75 - 150% of the replaced employee's salary.*

The Effects of Diversity on Business Performance: Report of the Diversity Research Network, November 2002: Five year longitudinal study on workforce diversity and performance measures in Fortune 500 companies.

**Work Team Dynamics and Productivity in the Context of Diversity Conference, Center for Creative Leadership, N.Y.U, A.P.A., October, 1994*

Organizational Inclusion

Equity of Practices — Extent to which the organization provides fair and equitable treatment to all employees and groups

Organizational Culture — Extent to which culture avoids assimilationist strategies and is open to learning from different and non-traditional sources

Voice & Participation — Extent to which the organization draws upon diverse sources of knowledge and experience for planning and operations

Organizational Culture

Key Questions

1. Do USD 259 adult stakeholders, check their individual identities at the door?”

2. Does the “way we’ve always done it” impede thinking? How?

3. Is there some way you “ought to be” in order to fit into your workplace environment?

All managers and employees need to be aware of how people behave in order to provide the best working environment. Organizational behavior is about how people may be motivated to work together in more effective ways. The interaction required to direct a group toward a set of common goals is called organizational communication.

In each of these interactions, we are occasionally satisfied but sometimes frustrated by incompetence, insensitivity, lack of coordination, and red tape, all of which result from ineffective organizational communication. A deeper understanding of communication permits us to better comprehend the factors that contribute to a successful organization.

It is difficult to come across a job advertisement which does not mention eligibility criteria such as “communicativeness” or “communication skills.” Concepts such as “organizational communication,” “corporate communication” or “business communication” long ago became key terms for management, entrepreneurship and human resources.

What is meant by “organizational communication”? What are its major functions and types? What are the most important communication skills in the workplace? What are the most common barriers and obstacles to contemporary organizational communication? The answers to these and other questions throughout this course will give you a better understanding of the phenomenon and process of organizational communication.

The importance of communication in an organization can be summarized as follows:

1. Communication promotes motivation by informing and clarifying the employees about the task to be done, the manner they are performing the task, and how to improve their performance if it is not up to the mark.

2. Communication is a source of information to the organizational members for decision-making process as it helps identifying and assessing alternative course of actions.

3. Communication also plays a crucial role in altering individual's attitudes, i.e., a well informed individual will have better attitude than a less-informed individual. Organizational magazines, journals, meetings and various other forms of oral and written communication help in molding employee's attitudes.

4. Communication also helps in socializing. One cannot survive without communication.

5. Communication also assists in controlling process. It helps controlling organizational member's behavior in various ways. There are various levels of hierarchy and certain principles and guidelines that employees must follow in an organization. They must comply with organizational policies, perform their job role efficiently and communicate any work problem and grievance to their superiors. Thus, communication helps in controlling function of management.

An effective and efficient communication system requires managerial proficiency in delivering and receiving messages. A manager must discover various barriers to communication, analyze the reasons for their occurrence and take preventive steps to avoid those barriers. Thus, the primary responsibility of a manager is to develop and maintain an effective communication system in the organization.

So, organizational communication refers to the forms and channels of communication among members of organizations such as corporations, nonprofits or small businesses. Studies have found a strong relationship between the levels of communication in an organization and job performance and satisfaction. Organizational communication can be formal or informal, flow in various directions and make use of various media.

Take-A-Ways

What does this mean for the USD 259 workforce?

- Workforce diversity enhances performance and productivity.
- To be effective, diversity management must be strategically implemented and aligned with business goals.
- Diversity requires investment and attention in order to be effective.
- Intolerance and insensitivity to diversity breeds disastrous and costly results; agencies must empower employees and guarantee their EEO rights.
- Diversity principles must be incorporated in all aspects of an organization's performance culture, including:
 - Leadership communications
 - Recruitment and retention strategies
 - Rewards and developmental systems
 - Group work processes
 - Succession planning
 - Strategic planning

Reference and source

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