



A Supervisor's Guide to Managing A Diverse Workforce



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UNIT I: INTRODUCTION

People are an organization's most important asset. Without them everything is affected. The necessary ingredients for survival are altered: Processes, productivity, and profits without which a company cannot survive.

Over the last decade, Minnesota has seen dramatic changes in the fabric of its workplace. An increasing percentage of our workforce is now made up of women, minorities, and immigrants. In addition to these workers, who speak several different languages, have varying customs and approaches to work, the population is also getting older, requiring people who are from different age groups with different generational values to have to work side by side.

Recent federal legislation affecting welfare recipients will mean more and more low-income people will have to seek employment in fields for which they are unprepared. Also, a growing number of ex-offenders are being released back into mainstream society. They have a need for survival and for work. To be successful they will require more training.

Any smart employer or community leader is aware of the labor market demands these new workers are placing on every facet of our economy. They bring new perspectives, experiences, skills and approaches to the work environment. This will force most leaders and their employees to have to develop new skills.

This guidebook is intended to help supervisors and managers understand, appreciate and lead employees who may look, speak, act and behave differently than what they have been accustomed to.





WHEN AND HOW TO USE THIS GUIDEBOOK

Diversity is a challenge as well as an opportunity which can have both positive and negative influence on your organization. Ignoring the issues of diversity can create tension, stifle productivity, impact teamwork and drain your vital resources. If your company already has a diverse workforce or is beginning to see its workforce change and you want to become more effective as a supervisor then this guidebook can help.

Perhaps you are looking ahead, realizing that diversity has not caused any particular problems for you and your organization, you want to be more prepared. Congratulations! Not every supervisor is willing to take the time or yet realize the potential. Being a proactive visionary is a characteristic of a leader of the future and your efforts will be greatly rewarded.

Use this guidebook to your advantage. See it as an opportunity to learn, explore or even confirm what you already know. Diversity is not static, there is always more to learn as new workers come into your workgroup. The more you learn about managing diversity, the more you will be able to provide an environment where all employees can contribute to their fullest potential, willingly help you achieve your business objectives and create a sense of satisfaction for themselves.





UNIT II: THE DIVERSITY CHALLENGE

Diversity is a workplace challenge that has the potential to influence your organization positively or negatively. It cannot be ignored. People are an organization's most important assets and knowing how to maximize their talents is critical to success. Acknowledging, appreciating and utilizing diversity will help build the resources that your company needs to be successful now and in the future. As a supervisor, it is up to you to capitalize on the diverse talents of your employees.

What is Diversity:

In the past fifteen or so years, the workplace has undergone a tremendous transformation. As the number of individuals with diverse backgrounds entering the workforce continues to grow, the issues of "workplace diversity" have taken on more importance.

There are a number of definitions for diversity. Including:

- Diversity is a mix of people of different socially relevant group identities working or living together in a defined social system.
- Diversity means any differences between people.
- Diversity means differences of gender, race, and ethnic groups.
- Diversity is a state of being different.
- Diversity means differences and similarities related to a social or cultural group. This includes gender, race, class, age, education, religion, sexual orientation, ability, national origin and ethnicity.





However, the definition that is important for our use is:

Diversity is the quality or state of being different. "The mosaic of people who bring a variety of backgrounds, styles, values and beliefs as assets to the groups and organizations with which they interact." Dr. Roosevelt Thomas, Beyond Race and Gender

This definition implies that diversity refers to more than just cultural differences. It also includes other differences, such as:

- Race
- Sexual Orientation
- Gender
- Parental Status
- Age
- Language
- Geographic Origin
- Developmentally Challenged
- Religion
- Culture

Just as important as what diversity is, it is also defining what diversity is not!

What Diversity is NOT!

- Diversity is not Affirmative Action.
- Diversity is not quotas.
- Diversity is not about changing people's attitudes.
- Diversity is not mandatory.





UNIT III: MEETING THE DIVERSITY CHALLENGE

Workplace Demographic Trends and Statistics

"As a result of the passage of the Civil Rights Act of 1964, organizations began to hire more minorities and women. Equal employment opportunity (EEO) was emphasized and companies began to focus more on fairness and equity. In an attempt to avoid discontent and possible backlash, "equal treatment" was interpreted as "same treatment". So throughout the 70's and 80's, supervisors were taught to see all employees as the same and to be race, gender, economic and color blind. Those who were able to do so were rewarded as successful". *Source: Managing Diversity: People Skills for a Multicultural Workforce.*

In 1987, when the Department of Labors' Hudson Institute Report published it's [Workforce 2000](#), there was an immediate shift in emphasis. Valuing diversity became the focus primarily because of the business and demographic changes that were predicted.

The Hudson Institute's follow-up report in [Workforce 2020](#), published in 1997, predicted that "the American labor force will become more brown and black in the next twenty years but its most noticeable tint will be gray".

Today's demographic revolution is radically transforming society and organizational life. The changes are fundamental and far reaching. How American businesses deal with the dilemmas presented by five trends will affect not only their success but also the survival of the national and local economies.





These five major trends are:

- Increase in the Number of Women
- Increase in the Number of Minorities
- Increase in the Number of Immigrants and Refugees
- Aging Population
- Rise in Education and Skill Requirements

These national trends are shown most dramatically in the demographics changes that have been published in the Hudson's Institute's [Workforce 2020](#) and in the 2000 U.S. Census data just released. According to the data, we can expect that:

- Women will make up 50% of the workforce, compared to 46% in 1994.
- Women will compete even more competitively in all segments of work assignments earning:
 - ◆ **55% of all undergraduate degrees**
 - ◆ **53% of master's degrees**
 - ◆ **40% of doctorate degrees**
- The predominant bread-winner model tends to be two wage-earner families. Wives were the sole breadwinners in 20% of married couple families.
- 66% of single families are headed by women.
- In 1997, 60% of American women worked outside of the home.
- 64% of all married women who have children under age 6 are in the workforce full-time.
- Between 1995-2025, 82% of the U.S. population growth will be in the West and the South.
- More than 45% of the growth will be in California, Texas and Florida.
- Growth in the Midwest will be slower than in the rest of the U.S.
- Since 1980, the white non-Hispanic population has declined from 80% to 76% and by 2020 will be 64.3%.





- African Americans will make-up 12.9% of the total population by 2020, up from 11.5% in 1980.
- By 2020, Asians will comprise 6.5% as compared to 11.6% in 1980.
- The fastest growing segment of the population will be Hispanic and will be approximately 16% by 2020 up from 9% in 1990. 37% of the total population increase will be Hispanic.

News for Minnesota:

The 2000 Census and data from the Minnesota Planning Board shows a more racially and ethnically diverse Minnesota.

Racial and Ethnic Highlights and Predictions:

- By 2025, MN's population will be about 5.3 million compared to 4.6 million in 1995.
- The "minority" population will more than double while the white population will grow only by 4%.
- 11.8% of Minnesotans identified themselves as non-white.
 - ◆ **3.5% are African American**
 - ◆ **1.1% are American Indian**
 - ◆ **2.9% are Asian**
 - ◆ **2.9% are Hispanic/Latino**
- Roughly 17% of MN population will be African American, American Indian, Asian or Hispanic by 2025.
- MN ranked among the states with the most rapid growth in the Latino population, which grew 166% since 1990.
- Minneapolis is home to the largest Latino population, St. Paul ranks second.
- 84% of the Asian population lives in the seven county Metro Area and 42% live in either St. Paul or Minneapolis.





Growing Older Highlights:

The aging trends in Minnesota have two important facets.

- ◆ **The growing elderly population**
- ◆ **The aging baby boom generation**

- Both will raise the average age of Minnesota's citizens.
- The number of people under 45 will decrease during the 30-year period while substantial growth is forecasted for the number of people 45 and older.
- The median age of Minnesotans:
 - ◆ **1990 - 32.5 years**
 - ◆ **1995 - 33.8 years**
 - ◆ **2025 - 41.3 years**

- Also by 2025, people over age 65 will outnumber children under age 25. *Source: Faces of the Future*

With this amount of ever-increasing change in both the population and the workforce, diversity cannot be ignored. Managing diversity becomes a critical organizational skill, which presents a myriad of both challenges and opportunities.

Challenges: If not managed properly, diversity can cause:

- ◆ **Lower productivity**
- ◆ **Cultural misunderstanding**
- ◆ **Miscommunication**
- ◆ **Create conflicts**
- ◆ **More stereotyping**
- ◆ **Lack of teamwork**





Opportunities: If managed effectively, diversity can:

- ◆ **Increase productivity**
- ◆ **Create a competitive advantage**
- ◆ **Reduce turnover**
- ◆ **Increase creativity and innovation**
- ◆ **Increase employee satisfaction**
- ◆ **Open new markets**





UNIT IV: DEVELOPING DIVERSITY COMPETENCE

Understanding the New Workforce

In order to work well with others and influence them to do what you want them to do, an effective supervisor realizes that they must understand what makes their employees tick. Why they do what they do? What motivates them to do their best? Why do they talk the way they do?

As a supervisor, you are expected to manage not only all the changes that the demographics will bring but you will be expected to manage the differences that will come with these challenges as well.

MANAGING CHANGE AND MANAGING DIFFERENCES

Factors that Influence Behavior

Human beings are very complex beings. Our behavior is often unpredictable and confusing to others. Just as soon as you think you know someone, something happens. They act in an unexpected way, they say something out of character, or they may take offense to something as simple as a joke. And we are left wondering, "what did I do?" or "what did I say?" or even getting defensive ourselves.

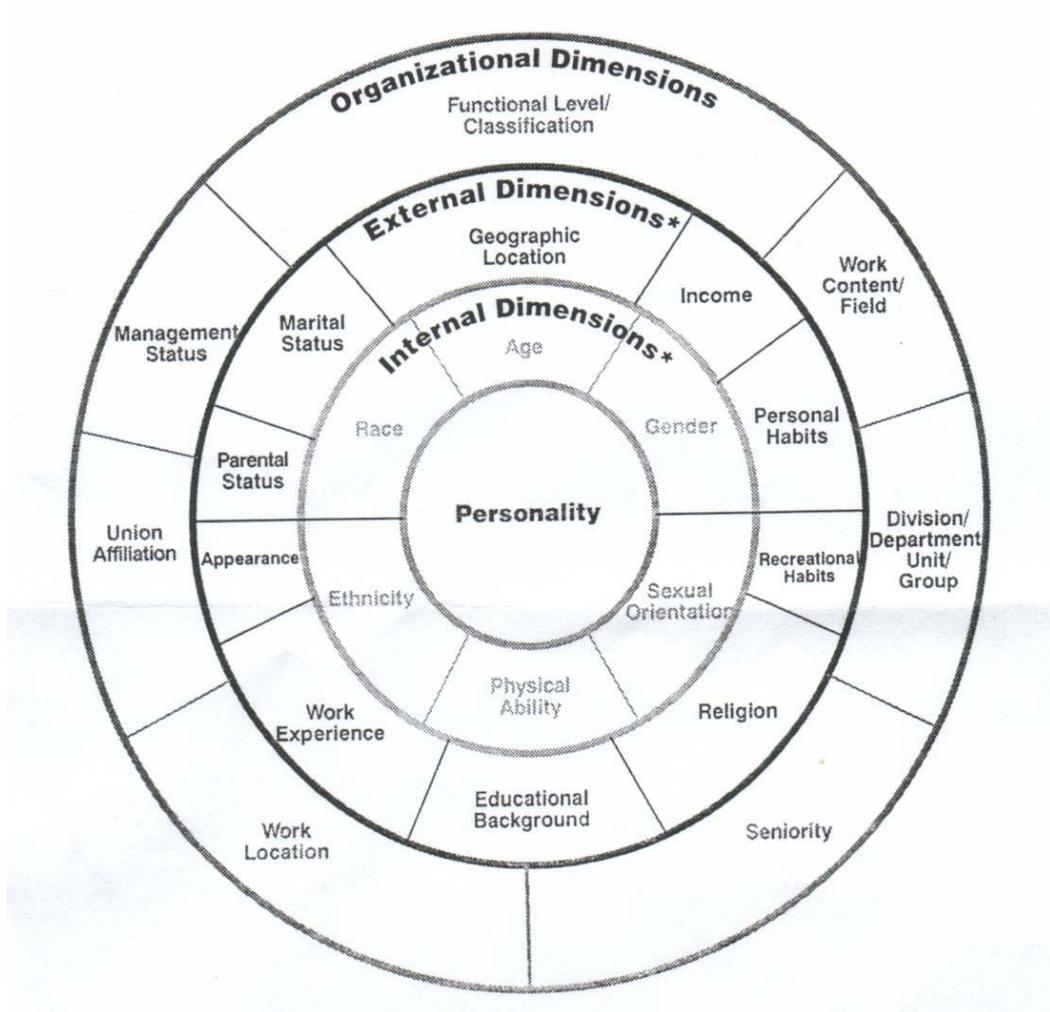
What is really going on?

Each of us is made up of many layers or dimensions that influence how we see and respond to the world around us.





FOUR LAYERS OF DIVERSITY



Source: From Lee Gardenswartz and Anita Rowe, *Diverse Teams at Work*. Burr Ridge, III.: Irwin Professional Publishing, 1994.

*Internal dimensions and external dimensions are adapted from Marilyn Loden and Judy B. Rosener, *Workforce America!* Homewood, III.: Business One Irwin, 1991.





Why do you feel an immediate closeness with some people and an equally negative response to others? Why are there some employees you would go miles out of your way for, while others you would go an equal distance to avoid? The answers may have to do with the most basic factor about human beings - personality. Each of us has a unique way of interacting with others. Whether we are seen as charming, irritating, fascinating, approachable or intimidating depends in part on personality. A combination of personal characteristics forms each person's distinct personality or style. Identifying and analyzing these characteristics can help co-workers and supervisors adjust to each more effectively.

Gardenswartz and Rowe further assert that beyond the core personality, the six internal dimensions, are for the most part out of our control, yet have a powerful effect on behavior and interactions at work. These six internal factors are:

AGE

The era in which a person is reared helps to determine what values, norms, and expectations a person may have. Factors like, loyalty, security, work ethic, and flexibility are often seen quite differently by a twenty-something and their fifty-something co-workers.

GENDER

Men and women are programmed, grow up and live very different lives. They are taught to see themselves and behave quite differently. "Big boys don't cry", "Girls are sugar and spice and everything nice," are social messages based on sex.

RACE

Physical characteristics such as skin color, eye shape, hair texture are visible dimensions of diversity. Usually they are the first things we notice about a person.





ETHNICITY

An individual's nationality or ethnic background brings into focus their "cultural software". That which forms the rules, norms, religion, language, beliefs and behaviors.

PHYSICAL ABILITY

Different physical ability levels can also impact productivity. People with physical disabilities are expected to perform the essential functions of the job just as more able-bodied employees.

SEXUAL ORIENTATION

Sexual orientation is still another dimension in which staff members may differ. Some are heterosexual, others may be gay, lesbian or bisexual. How open a company is can be a telling test of its value of diversity.

External Dimensions

In addition to the internal dimensions, external influences such as social factors and life experiences also have an impact on how people are treated at work.

Culture shapes our view of the world and of the other people in it. Many of these dimensions and cultural factors are the cause of misunderstanding, conflicts and even lower productivity. How then as a supervisor, do you keep these to a minimum? To understand the impact of cultural "teachings", it is helpful to know how the rules may differ.

The chart "Comparing Cultural Norms and Values" helps us to gain more insight about why a person may behave in a certain way or may speak in a certain tone or may react negatively to what seems to be a "innocent remark". The more we know about the culture and





experiences of others, the less likely we are to make assumptions, to form stereotypes or even to become prejudice.

Realizing that each person is unique and is influenced by factors other than culture (as mentioned in the "Four Layers of Diversity"), we are constantly challenged to examine our own thoughts about others.

Researchers believe that the major barriers to tapping into the full potential of all employees are stereotypes, prejudice, and discrimination.

COMPARING CULTURAL NORMS AND VALUES

Source: *Managing Diversity: A Complete Desk Reference and Planning Guide*

Aspects of Culture	Mainstream American Culture	Other Cultures
1. Sense of self and space	Informal Handshake	Formal Hugs, bows, handshakes
2. Communication and language	Explicit, direct communication - Emphasis on content - meaning found in words	Implicit, indirect communication - Emphasis on context - meaning found around words
3. Dress and appearance	"Dress for success" Ideal - Wide range in accepted dress	Dress seen as a sign of position, wealth, prestige - Religious rules
4. Food and eating habits	Eating as a necessity - fast food	Dining as a social experience - Religious rules
5. Time and time consciousness	Linear and exact time consciousness - Values on promptness - time = money	Elastic and relative time consciousness - Time spent on enjoyment of relationships
6. Relationships, family, friends	Focus on nuclear family - Responsibility for self - Value on youth, age seen as handicap	Focus on extended family - Loyalty and responsibility to family - Age given status and respect
7. Values and norms	Individual orientation - Independence - Preference for direction confrontation of conflict	Group orientation - Conformity - Preferences for harmony
8. Beliefs and attitudes	Egalitarian - Challenging of authority - Individuals control their destiny - Gender equity	Hierarchical - Respect for authority and social order - Individuals accept their destiny - Different roles for men and women
9. Mental processes and learning style	Linear, logical, sequential - Problem-solving focus	Lateral, holistic, simultaneous - Accepting of life's difficulties
10. Work habits and practices	Emphasis on task - Reward based on individual achievement - Work has intrinsic value	Emphasis on relationships - Rewards based on seniority, relationships - Work is a necessity of life





SUCCESSFUL STRATEGIES FOR A MULTICULTURAL WORKPLACE

While it is impossible to compile a definitive list of strategies to work with people from different backgrounds and cultures, The International Institute of Minnesota in its **Finding Common Understanding: An Employer's Guide to a Cross-Cultural Workplace** gives some very practical advice for organizations that employ immigrants and refugees.

Remember: Each person is different and therefore no one approach will work for everyone:

There are many culturally issues which may be particularly sensitive when you have a multicultural workforce, all of which cannot be included here. Get a copy of the book mentioned above for further reading in these areas. Some of the cultural areas that may need your additional attention include:

- Age, Authority Figures and Hierarchy
- Body Language and Personal Space
- Dress and Personal Hygiene
- Gender
- Time and Punctuality

There is no single resource that can entirely deal with all these issues, however, a few seem to stand out in most multicultural workplaces and demand immediate attention.

- New Employee Orientation
- Language
- Religion





I: New Employee Orientation

New employee orientation and training sessions for newly hired staff is intended to give very important job-related information. Usually they are half-day to all-day sessions where oral presentations are supplemented with written materials. Most employees find it overwhelming and remember little or none of it by the end of the day. Imagine if English speaking employees have trouble, what must employees who are limited English speaking must be feeling. Their lack of language skills create gaps in information, their cultural teachings of not interrupting, or offending a supervisor by asking a question makes orientation difficult at best.

As a supervisor, you are responsible for seeing that employees are prepared to do their jobs, what can you do to ensure success?

- Provide a written summary of important information, with key points highlighted.
- Use as many ways to get the message across. Videos, tapes, pictures, drawings which show in action what you are describing in words is helpful.
- Adjust the level of communication to the education level of the employees you will be working with. Keep it simple. Materials at work are often written at a 12th grade level which may be over the heads of your entry-level employees. Research suggests that the average American worker comprehends at a 7th or 8th grade level.
- Provide as much information as possible in the languages of your new employees.
- Hire an interpreter or seek out someone from your present staff to translate.
- Conduct a tour of the facilities and demonstrate equipment as well as safety procedures.
- Let employees role-play different situations to demonstrate their understanding.
- Conduct periodic safety drills using the equipment the employee uses most often.





- Establish a “peer educator” or “buddy” system using established employees to mentor new ones. If a same culture match can be made this would be ideal.
- Develop several different feedback forums that will allow employees to demonstrate their understanding.
- Check with employees often. Ask them to repeat what they have learned.

Managing diversity successfully takes both awareness and action. The actions you take as a supervisor will vary according to the cultural make-up of your group.

II. Language

One of the most divisive issues in a diverse workgroup is that of the speaking of languages other than English on the job. Tempers flare and employees polarize into warring camps, building resentments and animosity toward one another affects productivity and relationships.

How can you help employees deal with these issues?

1. Acknowledge the Assumptions that Get Us into Trouble:

“They’re talking about me”.

Why do we jump to this conclusion? Usually because the language being spoken is unfamiliar and the unknown makes us uncomfortable. People at work tend to group themselves around what is familiar, so it is with language. Most often the topics are about family, a work problem, or even a social event.

“They don’t want to learn English”.

The question to be answered is “why not?” Why wouldn’t an employee want to understand directions, get a job right or be able to socialize with his/her peers? Learning to speak English





takes time. The English language is a difficult one to learn, consider it is not only the spoken word that must be mastered but the gestures, idioms, slang, company jargon, etc. Most of which have no translation equivalent.

“They know English; they just don’t want to use it”.

Even when someone is learning a new language, they may be hesitant to use it until feeling proficient. Think about how difficult it is to recall your old French or Spanish when traveling. Most of us feel very self-conscious and unsure of ourselves. The same is true for the newcomers to English.

“I can’t understand a thing they said!”

This is a common response to accented English, and all accents are not created equal in our perceptions. For example, a British accent is generally viewed as scholarly. A thicker, harder to understand accent brings the assumption that the person is less competent. It helps to:

- have a little empathy. Remember learning a new language takes time.
- recognize no matter how well someone learns English, they will never be able to sound like a native speaker.

2. Develop Ways to Communicate with Limited-English Speaking Staff. According to Gardenswartz and Rowe, a few simple strategies will help. They suggest:

Make It Visual

As the saying goes, a picture is worth a thousand words. Use pictures, signs, diagrams, and symbols to spell out and clarify work rules, safety tips, break times, etc.





Show-and-Tell

Demonstrating what you are explaining helps to get your message across faster than words. First, show the person how to do a task, then do it together, next let the person do it alone while you observe so that you can correct or compliment upon completion.

Use Their Language

Have the most commonly used words used in your work setting translated into the languages of your employees along with their English translations. This will give the employees another visual aid to assist them in learning the language. Ask the employee to help you learn a few common phrases in their language. Phrases like hello, how are you, good morning, goodbye will go a long way in establishing a relationship with your employees.

Take it Easy

Slow down and pause between sentences so the listener has time to let each segment of your message sink in. Additional time is needed, sort out the grammar, pitch, intonations and try to translate the words into their individual language.

Keep It Simple

"Take the ball and run with it," "go the extra mile," and "beyond the call of duty" are all phrases we use in our everyday speech. Think how these confuse the non-native speaker who tries to translate them literally. Use simple words that are commonly heard, for example problem instead of glitch or snafu.





Say It Again

Use different words! If you are having difficulty making yourself understood, it helps to repeat yourself. Find another way to say what you mean.

Assume Confusion

When there is a language barrier, assume confusion. Don't take a nod or yes to mean understanding or agreement. Instead of asking, watch the person's face for nonverbal signs of confusion; a blank stare, a wrinkled brow or a questioning look may be indication that further explanation is needed. Also watch behavior as the person begins to act on what you have said.

Get Help

When you have done everything you can and are still having trouble seek help. As a supervisor, you are not alone. Other supervisors or staff may be facing the same difficulty, talk to them and strategize together. Seek out the informal leader within your group. Make them your ally. Seek out community agencies for help.

Walk in Their Shoes

A little empathy goes a long way. To help reduce your frustration and anger when difficult situations arise, try to put yourself in the other person's place. Each of us behave based on our diversity dimensions: our cultural norms, life experiences, values or even age. (Refer back to the Four Layers of Diversity).





III. Religion

Most religions prescribe practices concerning prayer, diet, personal behavior, holidays, and even dress. Respecting an individual's religious beliefs is deeply rooted in American culture, yet at times religion can have an impact on interactions at work. One of the most common misunderstandings surrounds Muslim employees and their need to pray during the workday. It is common for supervisors to grapple with how to make their workplace fair and equitable when these issues arise.

"Do I need to provide a place for my employees to pray?"

"Requests for religious accommodation in the workplace are on the rise requiring employers to demonstrate not only tolerance but also knowledge of employee and employer rights and responsibilities in order to avoid discriminatory practices. If an employee identifies a need for religious accommodation, the EEOC technical assistance publication "Religious Discrimination" advises the employer to take the following steps.

- Inquire as to the nature of the employee's beliefs.
- Consider the nature of the conflict between the employee's religious beliefs and the job obligations.
- Consider the burdens on business created by possible accommodations.
- Offer accommodation unless such an accommodation would cause an undue hardship." ***Source: Refugee Works, National Center for Refugee Employment and Self-Sufficiency.***

"Why do Muslims pray so many times a day?" "We don't give anybody five breaks, do I have to do it for them?"

The Islamic Religion provides the foundation for the Muslim Religion and lifestyle. Muslims are taught to practice Islam through praying five times a day. Accommodation for the prayers should be worked out with the employees, use already established break times, lunch





times and other times agreed upon with the employees. One sure way to minimize conflicts is to share with all employees information about the Islamic religion. Find a willing employee who can share information.

"Why is there water on the floor in the employee bathroom?"

The five prayers required for a Muslim each day commands are "cleansing of the body" or ablutions - washing the face, hands, feet and genitalia. A bathroom sink may be the only option. If this becomes a problem, you may:

- designate a specific sink for this purpose
- place a plastic kettle or bucket in the bathroom for this purpose
- request that the employees clean up after themselves. Note: This can only be done after the prayer has been completed.

"What is Ramadan?"

Ramadan is the holy month in the Islamic religion. It is the ninth month of the Islamic calendar during which all healthy able Muslims beyond puberty should abstain from food, drink, and intimate relations from dawn to sunset for 29 or 30 days of the month. Muslims do not consume alcohol or pork in any form or shape at any time.

"Why don't some of our employees come to our company's Christmas party or other social events?"

Every cultural group has celebrations and holidays to mark important religious and social events. These events will most likely not correspond with Christian or American holidays. Many non-Christians may not understand or celebrate Christmas and may find it inappropriate from their cultural practices. It would be helpful to explain the meaning of a particular holiday to your employees and allowing employees to share their cultural equivalent or not participate promotes respect.





"With all this diversity, we can't celebrate Christmas for fear of offending somebody else's religion."

Not only can you celebrate Christmas, but you can celebrate them all! Get a group of employees together that represent all of the diversity within your group and let them come up with ways to celebrate.

IV. Other Important Strategies

- Refuse to tolerate disrespectful behavior. This sets a tone of respect for all employees in your work group.
- Educate all employees about EEO and workplace guidelines that relate to non-discrimination and respectful treatment in the workplace.
- Support and encourage all employees to participate fully in all phases of their work environment.
- Expect all employees to follow existing work rules and policies, but realize that it will take time for full understanding.
- Identify a willing, informed employee, co-worker, or HR professional to be a liaison for new employees. This person could be helpful in listening, clarifying, and following up on employee concerns regarding work and work interactions.
- Explain the purpose and procedures of employee evaluations. These can be confusing for new employees. Point out the purpose is for discussion not for reprimand. Conduct evaluations on a more routine basis, rather than annually.
- Ask the employees themselves what they need at work. What gives them the greatest level of satisfaction? How they learn? How have they done things in the past?
- Ask employees about their preferred term and how they want to be addressed. Older workers may not want to be called by their first name. Some workers will prefer a culturally hyphenated identify, for example: Mexican-American or African-American.
- Remember that all group members will not necessarily have the same preference.





- Do not categorize. Continue to challenge your assumptions that “people are just people.” One of the single biggest barriers to forming meaningful relationships with others is stereotyping.
- Learn from generalizations about other cultures, or another person’s experiences, but don’t use generalizations to stereotypes, “write-off,” or oversimplify ideas. Generalizations are best understood and appreciate other interesting, multi-faceted people but not as facts.

REMEMBER: EFFECTIVE COMMUNICATION ON THE JOB IS KEY.





SUMMARY

There are some who believe that if we look at how people are different, we won't see how they are alike and therefore we won't find common ground for unity. On the contrary, learning about other cultures and other experiences and how they influence behavior can indeed be an asset in the hands of a skillful supervisor. Valuing diversity can be a benefit to building a more productive workforce. The issue is respect. And most people want to work where they are treated with dignity and respect.

Meeting the needs of all types of employees is your ultimate challenge and opportunity. To be successful, you must create an all-inclusive work environment, free from bias and discrimination. You must be willing to take on the unpopular, go against the traditional and be willing to see each employee as an individual. Being a diversity leader can be a difficult and complex task. It offers an opportunity to grow personally, professionally and collectively, to learn new ways to collaborate, to create cooperative workgroups that sparks innovation and problem-solving and increases productivity and individual satisfaction. Let's welcome these changes for the opportunities they open up.





RESOURCES

1. **Managing Diversity: People Skills for a Multicultural Workplace**, Norma Carr-Ruffino, ITP, 1996
2. **Capitalizing on Workplace Diversity: A Practical Guide To Organizational Success Through Diversity**, Richard Chang, Richard Chang Associates, 1996
3. **Find Common Understanding - An Employer's Guide to a Cross-Cultural Workplace**, International Institute of Minnesota
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5. **Managing Diversity: A Complete Desk Reference and Planning Guide**, Lee Gardenswartz and Anita Rowe, Business One Irwin/Pfeiffer and Company, 1993
6. **Developing Competency to Manage Diversity: Readings, Cases, and Activities**, Taylor Cox, Jr. and Ruby L. Beale, Berrett-Koehler Publishers, Inc., 1997
7. **A Practical Guide to Working with Diversity: The Process, the Tools, the Resources**, Joy Leach, et. al, AMACOM, 1995
8. **The ASTD Trainer's Sourcebook: Diversity**, Tina Rasmussen, McGraw Hill, 1996





NETWORKERS
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