

Approaches to Overcoming Workplace Resistance to Diversity Initiatives

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Workplace Resistance

- ❑ Management
- ❑ Members of the dominant culture
- ❑ Members of non-dominant cultures

Overcoming resistance at the managerial level

Managerial concerns

- Relevance to business objectives

Overcoming resistance at the managerial level

Managerial concerns

- ❑ Relevance to business objectives
- ❑ Professional relevance
- ❑ Personal relevance

Overcoming resistance at the managerial level

Business concerns: financial benefits

- ✓ Market advantages
- ✓ Increased productivity
- ✓ Improved human resource management
- ✓ Company growth
- ✓ Reputation
- ✓ Compliance with anti-discrimination laws

Overcoming resistance from the dominant culture

Concerns



Overcoming resistance from the dominant culture

Concerns

- ❑ Alienation from new systems and processes



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- ❑ Professional relevance
- ❑ Personal relevance



Overcoming resistance from the dominant culture

✓ Inclusion

Overcoming resistance from the dominant culture

- ✓ Inclusion
- ✓ Transparent and equitable processes

Overcoming resistance from the dominant culture

- ✓ Inclusion
- ✓ Transparent and equitable processes
 - Consistently applied
 - Free from bias
 - Reflective of accurate information
 - Representative of accepted values across all groups
 - Flexible to allow for necessary changes
 - Applied in an ethical manner

Overcoming resistance from the dominant culture

- ✓ Inclusion
- ✓ Transparent and equitable processes
- ✓ Real organisational commitment to the initiatives

Overcoming resistance from the dominant culture

- ✓ Inclusion
- ✓ Transparent and equitable processes
- ✓ Real organisational commitment to the initiatives
- ✓ Careful articulation of the benefits

Overcoming resistance from the dominant culture

Best approaches

- Males: increased market share

Overcoming resistance from the dominant culture

Best approaches

- ❑ Males: increased market share
- ❑ Females: flexibility

Overcoming resistance from the dominant culture

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- ❑ Males: increased market share
- ❑ Females: flexibility
- ❑ Both: greater skill base

Overcoming resistance from the dominant culture

Best approaches

- ❑ Males: increased market share
- ❑ Females: flexibility
- ❑ Both: greater skill base
- ❑ Dangers of not managing multiculturalism well

Overcoming resistance from the non-dominant group

Concerns



Overcoming resistance from the non-dominant group

Concerns

□ Self-perception



Overcoming resistance from the non-dominant group

Concerns

- ❑ Self-perception
- ❑ Token positions



Overcoming resistance from the non-dominant group

Concerns

- ❑ Self-perception
- ❑ Token positions
- ❑ Use of platforms



Overcoming resistance from the non-dominant group

- ✓ Using a range of initiatives

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- ✓ Prioritisation of diversity objectives

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- ✓ Incorporation into the long term strategic plan

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Overcoming resistance from the non-dominant group

Advantages

Disadvantages

Overcoming resistance from the non-dominant group

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- ✓ Collective power and confidence

Disadvantages

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- ✓ More effective integration
- ✓ Workplace satisfaction

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- × Fear of workplace perception

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Disadvantages

- × Fear of workplace perception
- × Fear of managerial perception

In conclusion

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- ✓ Attention to fairness and equity

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