

Chapter 20

Developing a Measurement Plan for Monitoring Diverse Friendships in the Workplace

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ABSTRACT

Corporations have failed to charge human resource officers with the responsibility of facilitating the unique diverse relationships needed for enriching their own workforce. Often, at best, training programs introduce intercultural sensitivity and only suggest the actual need for employee connections with diverse others. The trainers hesitate to discuss how to monitor and facilitate accountability for forming the diverse relationships that make others feel a sense of inclusion and create safe places for voices to be asserted. This chapter calls for a human resources plan for raising the awareness for engaging in the actual networking, accountability, and the building of the human relationships that enrich the vitality of the workplace. This plan sees the corporate diversity mission as a persuasive message and thus looks at how employees may become involved in the mission in different ways related to their values, their relevant impressions, and possible outcomes.

INTRODUCTION

Altman (2017) and Zojceska (2018) argue that diversity is good for businesses and organizations. Diversity: Ensures a variety of Different Perspectives; Increases creativity; Increases Profits; Speeds-up Problem-Solving; Fosters Innovation; Produces Higher Employee Engagement; Improves Understanding of Clients, Markets, and Constituents; Reduces Employee Turnover; Enhances Brainstorming; Improves the Organization's Reputation; Attracts New Employees; and Leads to Better Decision Making.

Corporate reports show that 76% of companies are wanting a more inclusive culture but only 11% of companies have achieved inclusion (Emelo, 2014, p. 48.). Law (2000) reports that developing a discipline of extending our boundaries is one way to reach a higher level of inclusion (see also Toosi, Sommers, & Ambady, 2012). Many organizations have created diversity officers or diversity com-

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mittees within their Human Resources office to encourage diversity. The theme is often that diverse personnel can bring desirable innovations to the creative process within corporations as well as add needed cohesion. Unfortunately, the trainers have generally failed to develop accountability plans that employees can embrace and lack the data to talk about how true diversity and interdependence might look in the future as the corporation grows and changes. Organizations should know that they need to go beyond the appreciation of diversity and progress toward preparing worker-centered adoption of diverse relationships. This allows new employees to realize that a flow of diverse ideas from communication networks, stimulated by Human Resources, will contribute to the bottom-line and stimulate employee satisfaction (See Chamberlain, Stansell, & Zhao, 2021; Darling-Hammond, Lee, & Mendoza-Denton, 2020; Fay, & Kline, 2011; Gündemir, Homan, Usova, & Galinsky, 2017; Mortensen & Neeley, 2012; Payne, McDonald, & Hamm, 2013).

Regrettably, with all the legal red tape that Human Resources must oversee, little time is left to assure that corporate training includes relationship building over time across the demographics of the corporation. Hersey and Blanchard (1982, p. 6) quote John D. Rockefeller as saying, “I will pay more for the ability to deal with people than any other ability under the sun.” Hersey and Blanchard stress the idea that most managers want employees that have strong interpersonal skills more than just job skills. This chapter calls for Human Resource officers to incorporate interpersonal diversity activities, skills, and accountability into their training to encourage employees to embrace their associations with diverse others which in turn will improve the vitality and overall synergy of the company.

There is considerable controversy surrounding the means, methods, practices, or results from diversity training and recruiting. This chapter is not the place to address those issues in depth. What is clear is that the current diversity training programs are generally failing (Lai, et al, 2016) to produce the synergies of diversity that can improve needed productivity and innovation. There clearly needs to be a new focus on measuring what matters (Doerr, 2018) on how diversity can add to the productivity, success, and longevity of the organization (Kirkpatrick, 1998; Reynolds, 2017). Doer (2018) makes it clear that organizations must have objectives and know what would count as key results. Kirkpatrick (1998) argues that training untethered from data on how they contribute to organizational goals and bottom-line outcomes (productivity and profit) is useless.

The charge for diversity should stem from the corporate mission that comes from the CEO and the Board of Directors. The following overview allows the reader to understand the task that H. R. is being called to perform, to foster the development of a genuine diverse corporate culture climate. Human Resource staff need to collect data to monitor the progress that is made on developing contact and relationships with diverse others. These accountability measures of diversity imperatives will remind employees that the company sees the building of diverse relationships as essential to the health of the company. As this plan is incorporated into the corporate mission, the organization will follow the leadership of many companies in Silicon Valley and beyond who have received recognition for innovative organizations. Employees should be informed during the hiring process that summaries of such measures will appear on corporate websites, and in corporate reports to all employees, investors, and potential clients concerning the progress of fulfilling the company’s mission. The CEOs of the corporation should lead with the idea that diversity is important to the fabric of the company and not just an add-on that results in merely a grand total of diverse new hires.

Different methods of data collection and different modes of contact would allow employees to find their own comfort zone for data participation. Open conversations at the initial orientation should allow for focus groups to form so there is clarity about opportunities for repeated interaction with others

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