

Diversity at the workplace. Personality of employees

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Reschedule of Innovation management

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Homework discussion



Diversity management

- Not only discrimination → team effectiveness
- Recognise cultural and individual differences in the workplace;
- Express that the organisation values the different qualities that people bring to their work;
- Emphasise the need to eliminate bias in areas such as:
 - Selection,
 - Promotion,
 - Evaluating job performance,
 - Rewarding
 - Providing opportunities,
 - Training opportunities;
- Focus attention on individual rather than group differences.



Advantages of diveristy

- Wider perspective
- Innovations and creativity
- Better performance
- Better understanding of customers
- Increased employee satisfaction

Age management

- Generations at the workplace
- Ageism

Age	Generation
1949 and older	Tradicionalists
1950–1964	Baby boomers
1965–1979	X
1980–1994	Y
1995 – 2009	Z
2010 and younger	Alfa





Generation Z

- 1995 – 2010
- Historical events
- Values



Generation Z and Technologies

- Digital Natives
- Global generation



Generation Z and Money

- Importance of money?
- Necessity to be successful



Generation Z at the Workplace

- Honest superior with clear vision
- Meaningful job
- Relationships among colleagues
- Organizational culture



Generation Z and the Work-life balance

- Travelling
- Family
- Flexibility



Generation Z and Sobering Perspective of the World

- Lack of optimism of youth
- Economical uncertainty
- Period of terrorism, global recession, climatic change, ageing of population




Generation Z and Freelancing

- More open to be an entrepreneur




Gender diversity

- Equal opportunities
 - Leadership and career growth
 - Pay inequality
 - Legal conditions
 - Bullying
 - Discrimination
- 




Cultural diversity

- Cultural diversity
 - diversity of values, traditions, customs, languages and beliefs that employees with different cultural backgrounds bring to the work environment.
 - Challenges and obstacles
 - language barriers, cultural conflicts, stereotypes and prejudice
- 




Knowledge diversity

- Challenge of mutual understanding
 - Knowledge sharing
 - Importance of education
- 

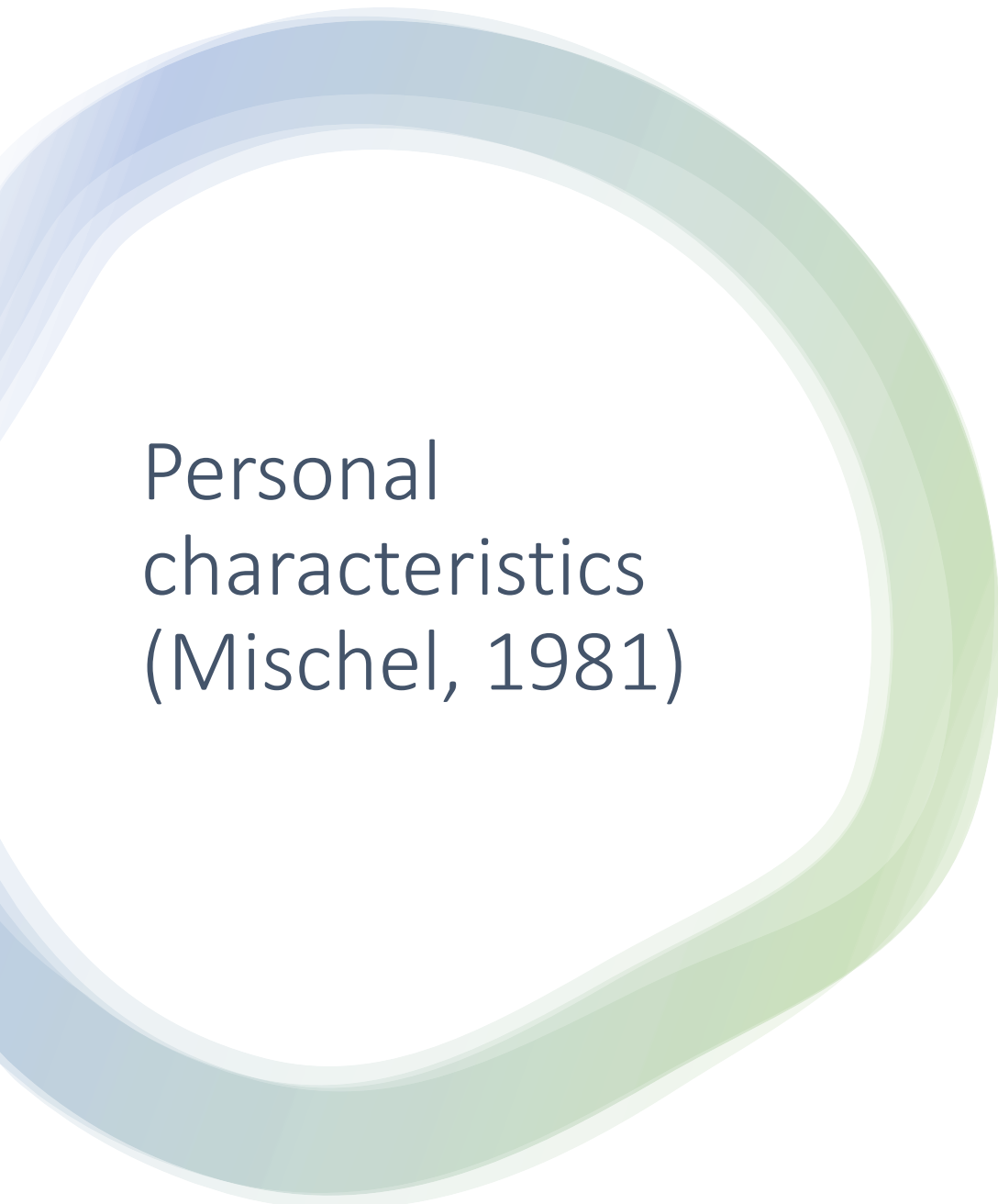


Diversity of personalities

- The diversity of characters, temperaments, preferences and behavioural styles that employees bring to the work environment. Each person has unique personality characteristics that affect the way they work, communicate and interact with others.
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Personality of employees



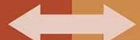
Personal characteristics (Mischel, 1981)

- Competence
 - Abilities, knowledge and skills;
- Constructs
 - Sets of concepts that determine how people perceive their environment;
- Expectations
 - What people have learned to expect in relation to their own behaviour as well as that of other people;
- Values
 - What people consider important;
- Personal plans
 - The goals people set and the plans people make and implement to achieve those goals.

MBTI

Dichotomies

EXTRAVERSION



INTROVERSION

SENSING



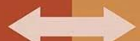
INTUITION

THINKING



FEELING

JUDGING



PERCEIVING

MBTI (Myers-Briggs Type Indicator)

INTJ

INNOVATIVE, INDEPENDENT,
STRATEGIC, LOGICAL,
RESERVED, INSIGHTFUL.
DRIVEN BY THEIR OWN
ORIGINAL IDEAS TO
ACHIEVE IMPROVEMENTS.

INTP

INTELLECTUAL, LOGICAL,
PRECISE, RESERVED,
FLEXIBLE, IMAGINATIVE.
ORIGINAL THINKERS WHO
ENJOY SPECULATION AND
CREATIVE PROBLEM
SOLVING.

ENTJ

STRATEGIC, LOGICAL,
EFFICIENT, OUTGOING,
AMBITIOUS, INDEPENDENT.
EFFECTIVE ORGANIZERS OF
PEOPLE AND LONG-RANGE
PLANNERS.

ENTP

INVENTIVE, ENTHUSIASTIC,
STRATEGIC, ENTERPRISING,
INQUISITIVE, VERSATILE.
ENJOY NEW IDEAS AND
CHALLENGES, VALUE
INSPIRATION.

INFJ

IDEALISTIC, ORGANIZED,
INSIGHTFUL, DEPENDABLE,
COMPASSIONATE, GENTLE.
SEEK HARMONY AND
COOPERATION; ENJOY
INTELLECTUAL
STIMULATION.

INFP

SENSITIVE, CREATIVE,
IDEALISTIC, PERCEPTIVE,
CARING, LOYAL.
VALUE INNER HARMONY
AND PERSONAL GROWTH,
FOCUS ON DREAMS AND
POSSIBILITIES.

ENFJ

CARING, ENTHUSIASTIC,
IDEALISTIC, ORGANIZED,
DIPLOMATIC, RESPONSIBLE.
SKILLED COMMUNICATORS
WHO VALUE CONNECTION
WITH PEOPLE.

ENFP

ENTHUSIASTIC, CREATIVE,
SPONTANEOUS,
OPTIMISTIC, SUPPORTIVE,
PLAYFUL..
VALUE INSPIRATION, ENJOY
STARTING NEW PROJECTS,
SEE POTENTIAL IN OTHERS.

ISTJ

RESPONSIBLE, SINCERE,
ANALYTICAL, RESERVED,
REALISTIC, SYSTEMATIC.
HARDWORKING AND
TRUSTWORTHY WITH
SOUND PRACTICAL
JUDGEMENT.

ISFJ

WARM, CONSIDERATE,
GENTLE, RESPONSIBLE,
PRAGMATIC, THOROUGH.
DEVOTED CARETAKERS
WHO ENJOY BEING
HELPFUL TO OTHERS.

ESTJ

EFFICIENT, OUTGOING,
ANALYTICAL, SYSTEMATIC,
DEPENDABLE, REALISTIC.
LIKE TO RUN THE SHOW
AND GET THINGS DONE IN
AN ORDERLY FASHION.

ESFJ

FRIENDLY, OUTGOING,
RELIABLE, CONSCIENTIOUS,
ORGANIZED, PRACTICAL.
SEEK TO BE HELPFUL AND
PLEASE OTHERS, ENJOY
BEING ACTIVE AND
PRODUCTIVE.

ISTP

ACTION-ORIENTED,
LOGICAL, ANALYTICAL,
SPONTANEOUS, RESERVED,
INDEPENDENT.
ENJOY ADVENTURE,
SKILLED AT
UNDERSTANDING THINGS.

ISFP

GENTLE, SENSITIVE,
NURTURING, HELPFUL,
FLEXIBLE, REALISTIC.
SEEK TO CREATE A
PERSONAL ENVIRONMENT
THAT IS BOTH BEAUTIFUL
AND PRACTICAL.

ESTP

OUTGOING, REALISTIC,
ACTION-ORIENTED,
CURIOUS, VERSATILE,
SPONTANEOUS.
PRAGMATIC PROBLEM
SOLVERS AND SKILLFUL
NEGOTIATORS.

ESFP

PLAYFUL, ENTHUSIASTIC,
FRIENDLY, SPONTANEOUS,
TACTFUL, FLEXIBLE.
HAVE A STRONG COMMON
SENSE, ENJOY HELPING
PEOPLE IN TANGIBLE WAYS.

Emotional intelligence (Goleman, 1995)

Self-control

- The ability to channel or redirect disturbing stimuli and moods and to regulate one's own behaviour associated with the diligent and persistent pursuit of goals.
- Self-control,
- Reliability and honesty,
- Initiative,
- Adaptability - tolerating ambiguous situations,
- Openness to change,
- Strong desire to succeed.

Self-awareness –

- The ability to be aware of and understand one's own moods, emotions and motives and their impact on others.
- Self-confidence,
- Realistic self-assessment,
- Awareness of one's own feelings.

Social awareness –

- The ability to understand other people's emotional attitudes and the ability to deal with people according to their emotional reactions.
- Empathy (ability to empathize),
- Talent formation and retention,
- Organizational awareness,
- Sensitivity to cultural idiosyncrasies,
- Appreciation of diversity,
- Serving clients and customers.

Social skills - competence in relationship management and networking to achieving desired results from others and personal goals, and the ability to find common ground and build relationships.

- Five competencies are related to this component:
 - Leadership
 - Effective change management,
 - Conflict management,
 - Influencing/communicating,
 - Creating and leading teams.

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Summary

What have you learned today?

Homework

- How has your organisation worked with diversity and is there anything to be improved?



Thank you for your
attention

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