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leer en español leer em português in the wake of major social and political changes in recent decades, leading companies are taking steps to increase diversity, equity and inclusion. However, progress in most sectors remains tepid. programs designed to increase diversity and inclusion at the workplace often fail. So that leads to a natural question: What actually works? focusing on solutions to the challenge of diversity - rather than failures - was at the top of the mind when devah pager and I designed a call in 2018. we have gathered experts on prejudices, technology, discrimination and organizational design, and â€"almost documenting the problems that abound â€" we asked everyone to focus on the answer of a simple question: what does it work? (cercapersons, who was the professor of pietro and isabel mefessor of public policy and professor of sociology at the university of harvard, died in 2018. the ongoing aspects of our project, I hope, are a testimony of his work as a catwalker on racial discrimination and social inequality .) was challenging to maintain our emphasis on solutions. As it became clear, there is no silver bullet. no single solution. Yet, to push us to think out of the patterns and draw on the best empirical evidence that exist, the convoy participants have identified promising areas in which investments, focus and experimentation have the ability to serve as remarkable engines of change that we draw in these promising areas and produced a report, entitled â€"what works? the ideas based on evidence to increase diversity, net heritage and inclusion at the workplace. Â € here, I upgrade five key insights that can serve as tools for those seeking to make their places more different,luxuriant. 1. Collect, count and compare. Set goals, collect data and examine change over time and compared to other organizations: when it comes to maximizing profits and effectiveness, many companies implement this set of strategies. Why not do the same for problems ofand inclusion? Elizabeth Hirsh sociologists at the University of British Columbia and Donald Tomaskovic-Dough at the University of Amherstst Massachusetts claim that companies should do just that. Collecting and analyzing data on diversity over time, comparing those numbers to numbers in other organizations and sharing them with interested parties, companies can increase responsibility and transparency around diversity issues. To say a company has a very low representation of women in managerial positions related to the local labor market, similar companies and / or the objectives of the corporation. This identified deficit can lead to a concrete goal on numbers and timelines to increase the representation of women in the management. In turn, these objectives can be made available for the main internal and external stakeholders to promote responsibility. Of course, this strategy will only work if the data is properly analyzed, the progress and checkpoints of the checkpoints are continuously identified and the key stakeholders are able to weigh to staple a path forward. 2. Distribute alternative complaint systems. About half of all complaints of discrimination and harassment lead to some kind of retaliation. And workers who complain about harassment are more likely to end up tackling career challenges or experimenting worse mental and physical health than similar workers who have been harassed, but did not complain. Clearly, something doesn't work. Sociologists Frank Dobbin from Harvard University and Alexandra Kalev From the University of Tel Aviv present an innovative way in an innovative way: alternatives to legal resentment mechanisms. Employee support plans (EAPs), mirrondy offices and transformative dispute resolution systems can perform Fundamental role not only reducing retaliation, but also provide fuel for organizational change. For example, EAPs are frequently managed by suppliers outside the organization and offer free and reserved tips to employees, often on the phone. Yet EAPs are not Very often to manage problems of discrimination and harassment. By examining their field of application to provide valuable support and guidance to employees for strategies and tactics to implement harassment and discrimination, EAPs can serve as an important resource for employees, although they are not generally intervened in organizations. The key to this type of displacement is changing leadership mindset from seeing complaints as threats to evaluate them as insights that can trigger positive organizational changes. 3. Test for prevention technology. Technology has become omnipresent in the workplace. During the tightness of the potential powerful to increase efficiency, there is also a significant concern that technologies can reproduce and even exacerbate group-based inequalities for race, genre or other social categories. The commercial leaders Kelly Trindel and Frida Pollas of Pymetrics and Kate Glazebrook of the offer strategies applied to reduce the probability that prejudice and discrimination are insinuated in new technologies. First of all, technologies that are implemented for business screening, recruitment and evaluation processes must be built on data that is fair for socio-demographic groups - as different racial groups Â ¢ â,¬ "in the aggregate and that is Relevant and predictive success for the particular role that is evaluated. But this is not enough alone. Companies need to test new technologies for disparate workers before going to the field and must verify their procedures after Implementation to ensure that the prejudices are not insinuated. The combination of construction solutions with eye to screw discrimination, and then checking it on the back end, not only will you create more fair products but can also help organizational leaders for their understanding What doesn't work in their current system. 4. Attention to the Small-n problem. As an Iris Bohnet behavior scientists and Siri Chilace, both at Harvard university, they discuss, the ways we think and perceive others can also hinder hinder They have a subtle, but important factor, which can contribute to the biased decision-making process: group size. When individuals belong to groups that are seriously under-represented in the organizational context â € "as racial minorities or women â €" can be subjected to assessments or tokenism based on stereotypes. These biased perceptions can have negative consequences both for individual workers and for the larger organization, resulting in limited progress. What can you do to fight these prejudices? Bohnet and Chilazi suggest that companies should not be arrested by the small numerical problem. In addition to increasing the representation of particular groups, companies can provide greater visibility for a greater number and a diversified set of persons underrepresented - through presentations opportunities internally and conferences, for example. These efforts can counter stereotyping and tokenism over time. Companies can also move how evaluations are performed to counter the impact of prejudices. A strategy uses simultaneous evaluation processes, rather than evaluating individuals one by one. Whenever possible, for example, instead of assuming a position of sales partner in winter, another in spring, and then another in summer, companies could take for all three sales partners at the same time. This type of architecture for the decision-making process has been linked to less prejudice. 5. Involve manager from the beginning. Organizations are complex and have different internal logics, cultures and dynamics. As researchers and strategists Lori Nishiura Mackenzie and Joanne Wehner, both in Stanford VMware Womenâ € ™ S Leadership Innovation Lab, articular, so it makes no sense to take a one-size-to-all policy and engage it at different organizations. The organizational context counts. And, it should be considered when companies Deciding how to increase diversity, equity and inclusion. What is the appearance to take into account the context? While Mackenzie Mackenzie They look at the entire cycle of change, suggest a particular step that is often overlooked by agents of change: get managers and other leaders involved at the beginning. Often, organizations have program design experts that are then distributed to managers. This strategy often lacks a reality, check: Does this program fit the way managers already work or are now managers needed to add something in their already complex days? Involving managers in the design process can increase buy-in and regular implementation, making interventions more sustainable and durable. Since the common goals of diversity, equity and inclusion become even more widespread, companies have the daunting task of understanding what works. These five strategies â€"while away from complete - offer a place based on evidence to begin. From counting, collecting and comparing accounting for complex organizational contexts, progress is possible. possible.

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