Challenges of Diversity Management

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What's Diversity Management?

- Diversity Management is a reaction to the massive dominance of white, straight, non-disabled, middle aged men

- Roots in the US' civil rights movement

- At first focus on anti discrimination
→ more representation of minorities but very p.c.

- Then shift towards „business case" proposition:
Diversity as a tool for marketing, customer relations and innovation

- Glass ceiling remains ← businesses still cherish homogeneity

- Diversity Management is merely a tool serving pure profit orientation
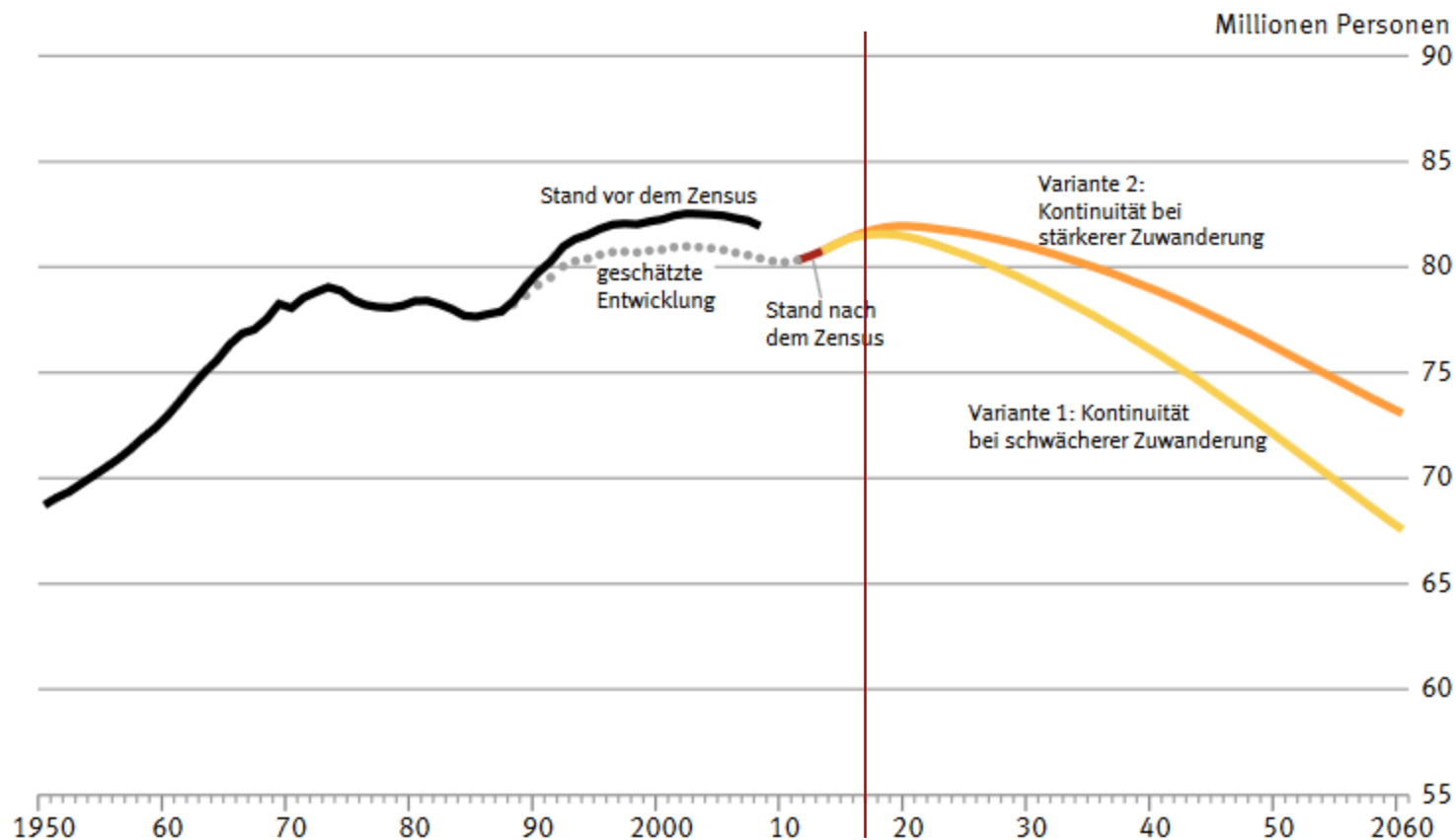→ not enough focus on structural discrimination and equal rights

And what's the current challenge?

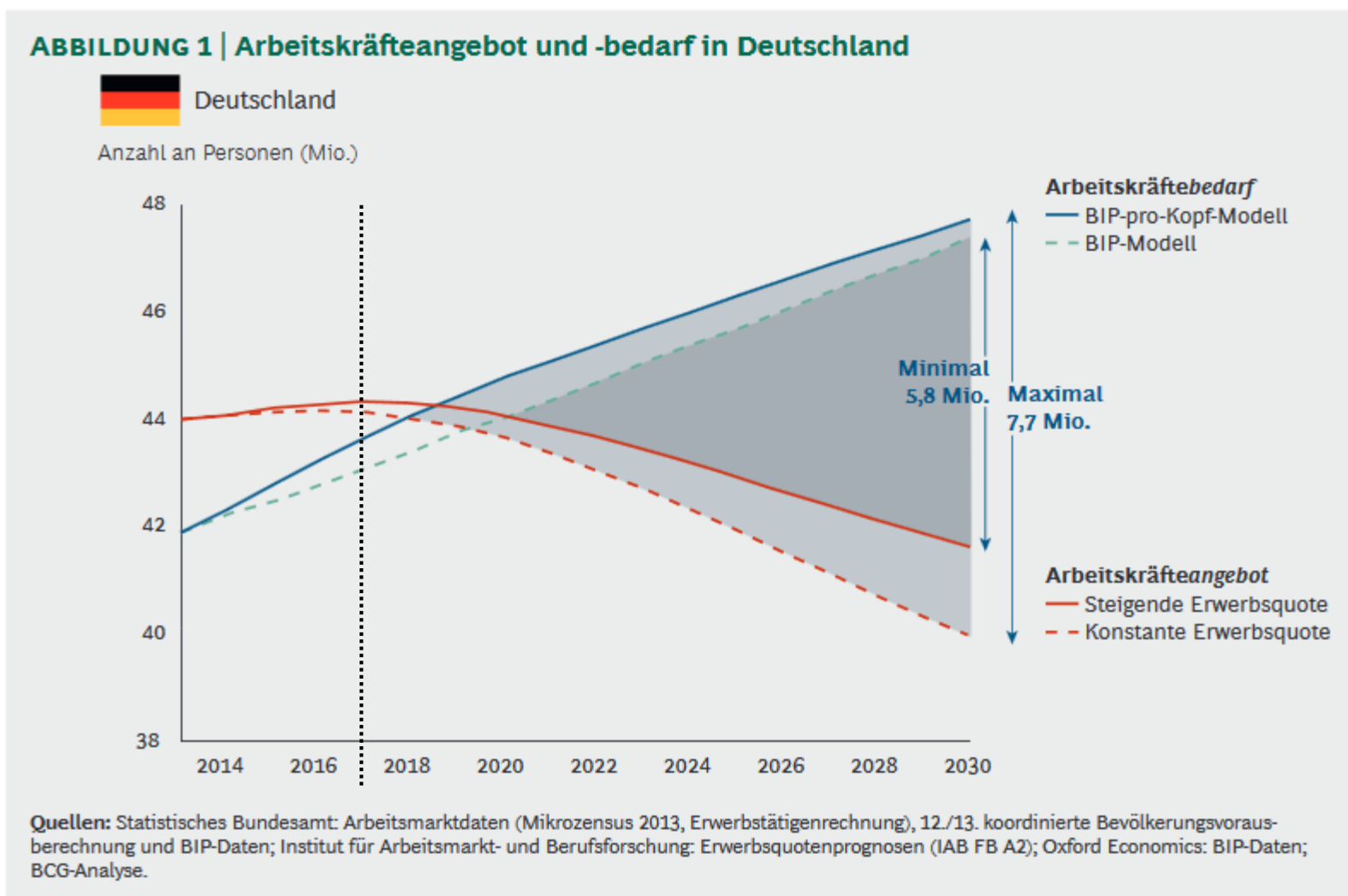At least in Germany…

Shrinking Population in Germany

Bevölkerungzahl von 1950 bis 2060
Ab 2014 Ergebnisse der 13. koordinierten Bevölkerungsvorausberechnung

(Statistisches Bundesamt, 2015)
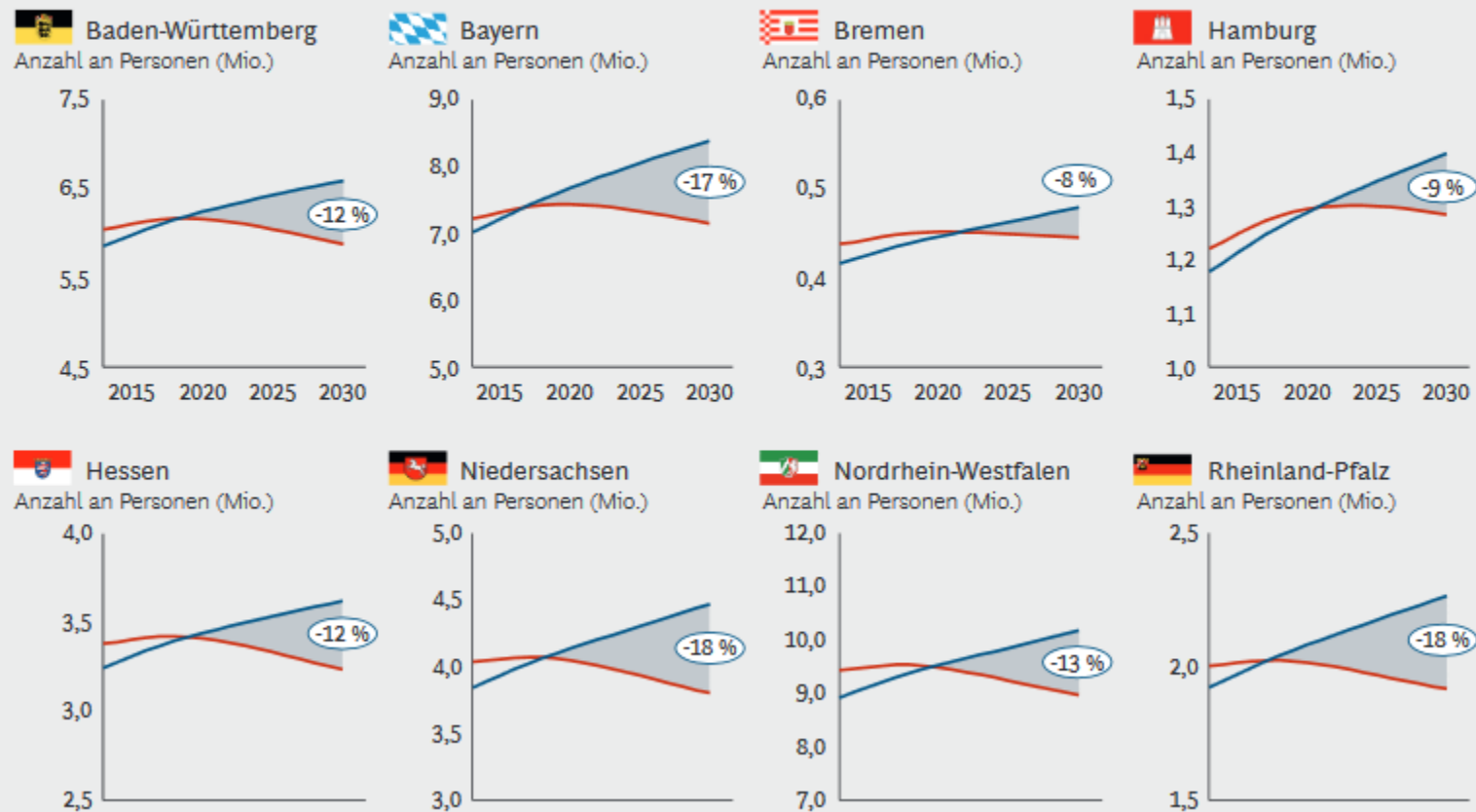
Demand-Supply-Gap in Work Force

ABBILDUNG 1 | Arbeitskräfteangebot und -bedarf in Deutschland

Deutschland

Anzahl an Personen (Mio.)

Arbeitskräfte*bedarf*
— BIP-pro-Kopf-Modell
--- BIP-Modell

Minimal 5,8 Mio. · Maximal 7,7 Mio.

Arbeitskräfte*angebot*
— Steigende Erwerbsquote
--- Konstante Erwerbsquote

Quellen: Statistisches Bundesamt: Arbeitsmarktdaten (Mikrozensus 2013, Erwerbstätigenrechnung), 12./13. koordinierte Bevölkerungsvoraus-berechnung und BIP-Daten; Institut für Arbeitsmarkt- und Berufsforschung: Erwerbsquotenprognosen (IAB FB A2); Oxford Economics: BIP-Daten; BCG-Analyse.

demand based on GDP

supply

(BCG, 2015)

ABBILDUNG 2 | Arbeitskräfteangebot und -bedarf
(Basierend auf dem BIP-pro-Kopf-Modell und steigenden Erwerbsquoten)

Baden-Württemberg — Anzahl an Personen (Mio.) — -12 %

Bayern — Anzahl an Personen (Mio.) — -17 %

Bremen — Anzahl an Personen (Mio.) — -8 %

Hamburg — Anzahl an Personen (Mio.) — -9 %

Hessen — Anzahl an Personen (Mio.) — -12 %

Niedersachsen — Anzahl an Personen (Mio.) — -18 %

Nordrhein-Westfalen — Anzahl an Personen (Mio.) — -13 %

Rheinland-Pfalz — Anzahl an Personen (Mio.) — -18 %

Quellen: Statistisches Bundesamt: Arbeitsmarktdaten (Mikrozensus 2013, Erwerbstätigenrechnung), 12./13. koordinierte Bevölkerungsvorausberechnung und BIP-Daten; Institut für Arbeitsmarkt- und Berufsforschung: Erwerbsquotenprognosen (IAB FB A2); Oxford Economics: BIP-Daten; BCG-Analyse.

(BCG, 2015)

Aging Population

Altersaufbau der Bevölkerung in Deutschland

am 31.12.1910

am 31.12.1950

am 31.12.2013 und am 31.12.2060
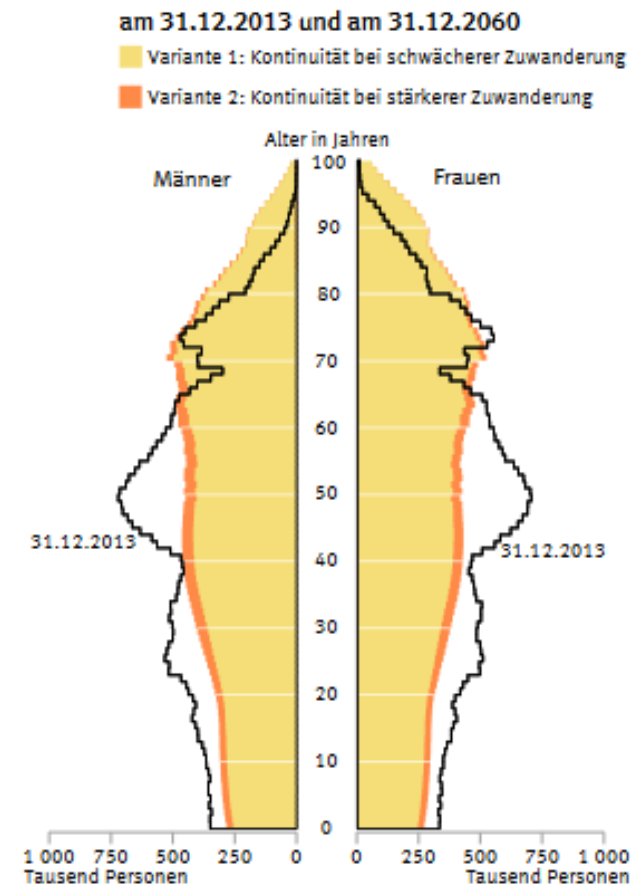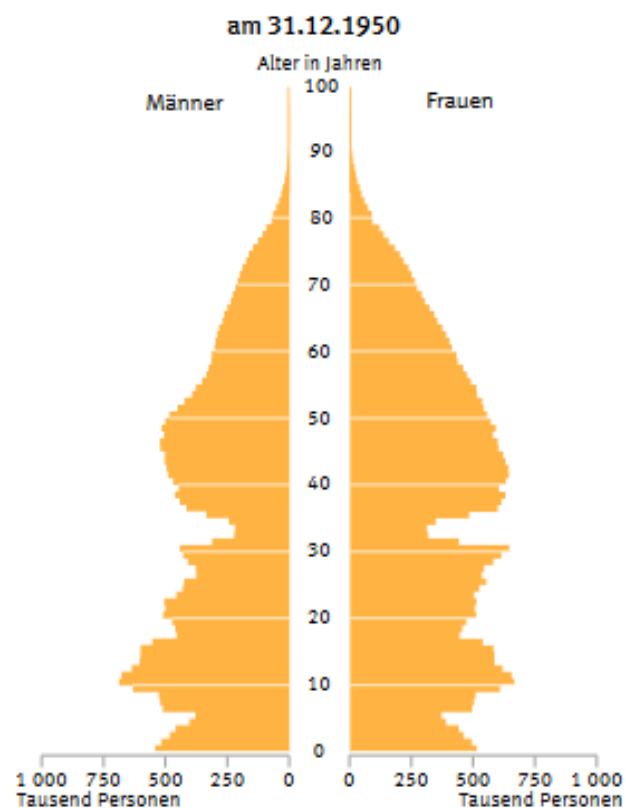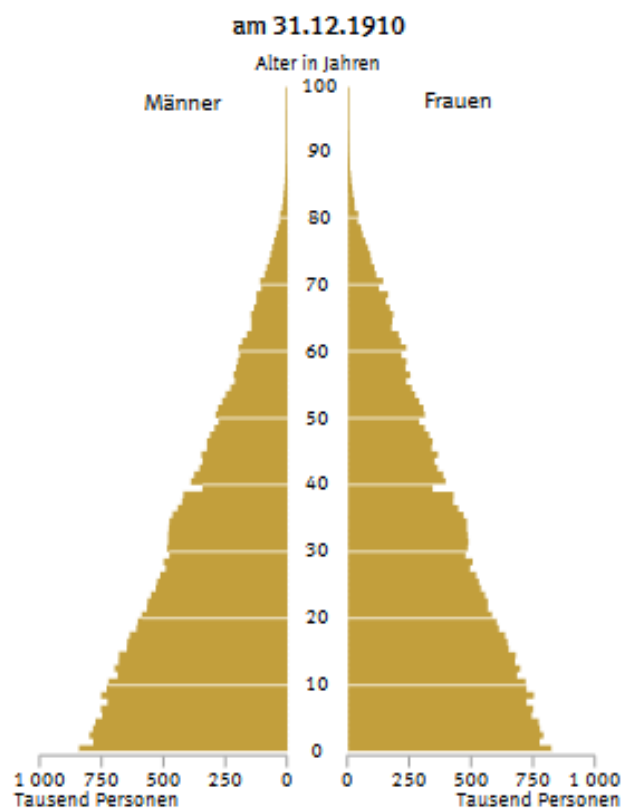
(Statistisches Bundesamt, 2015)

Interim Conclusions

- Dilemma:
  - We need everybody to fill the gap in demand and supply
    → retain women and older employees in the work force
  - We need healthy employees and „birth-giving women"
    (or else trends will intensify)
- → Rising importance of
  - Employability and health
  - Work-family balance
  - Diversity in general
    (there are less potential employees to choose from)

What about academia?

Gender Ratios in Academia

Percentage of women among…

- Students   50 %

- Doctoratal candidates   40 %

- Habil. candidates   30 %

- Professors   20 %

- High level positions   10 %
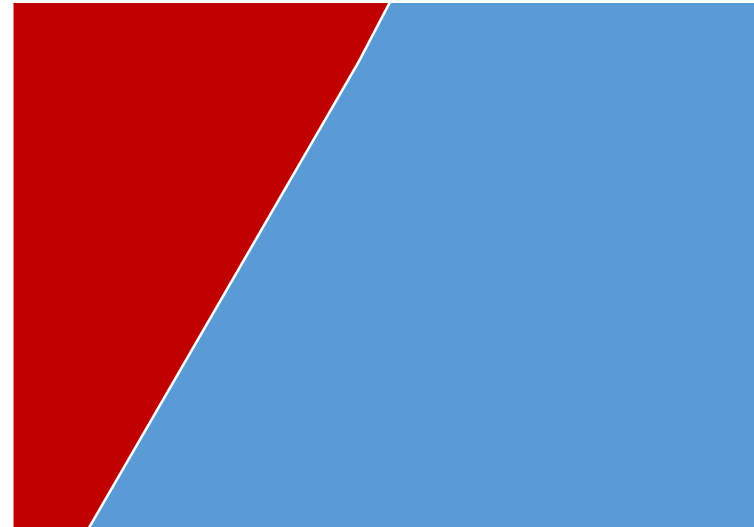
(Schlüter, 2011)

Patriarchy and Identity in Academia

- Ethos of full commitment „lonesome and free"
➔ „1.5 person jobs", spouse has to take care of family duties

- Dominant men fight for rankings, publications, fundings, resource allocation etc.

Future:
- Currently: Less young people but higher percentage of higher education
- And yet: 15 - 25 % less students in 2025 (Klammer & Ganseuer, 2013)
- Post-doc jobs will become less attractive to potentials employees in comparison with corporate jobs
(higher salaries, better contracts, more security)

Crash Question

**What would have to happen to ensure
that we fail completely?**

Miracle Question

Imagine: You go to bed at night and while you're asleep a miracle takes place. All your pressing problems are solved and gone, just like that.

Morning comes and you get up...

- How would you notice that the miracle happened?

- What would be different?

- How would you feel? How would you and others act?

With our vision in mind…

What has to change? (systems, organizations, policies, …)

And who has to change?

What makes those persons/systems stick to their current direction?
(beliefs, psychological needs, distribution of power, …)

What do those persons/systems need in order to change directions?
(psychological needs, resources, …)

	Interior	Exterior
Individual	**I** **Self + Consciousness** Intentional Subjective Personal thoughts and reflections Feelings and emotions Psychology Spirituality Purpose, values, calling	**IT** **Brain + Organism** Behavioral Objective science Empiricism Behaviorism Physics, biology, neurology Statistics, goals „The facts"
Group	**WE** **Culture + Worldview** Art + music Morality + values Intersubjective Corporate culture Political values Community values	**ITS** **Social Systems + Environment** Economics Policies, laws, constitution Systems + chaos theories Interobjective Marx, Capra, Maturana Cybernetics

(based on
formlessmountain.com
v. 4.0 based on Wilber)

Resources

BCG (2015). Die halbierte Generation. http://www.bcg.de/documents/file193349.pdf

Hasselhorn (2016). Vortrag auf der INCOSE Konferenz in Brüssel. http://www.incose.eu/sites/default/files/20160915%20-%20Hasselhorn%20Hans%20Martin_0.pdf

Klammer, U. & Ganseuer, C. (2013). Diversity Management an Hochschulen. Oldenburg: Carl von Ossietzky Universität.

Schlüter, A. (2011). Auf dem zur geschlechtergerechten Hochschule – Bedingungen, Potenziale und Instrumente der Entwicklung. Arbeitspapier 247. Düsseldorf: Hans-Böckler-Stiftung.

Statistisches Bundesamt (2015). 13. koordinierte Bevölkerungsvorausberechnung: https://www.destatis.de/DE/Publikationen/Thematisch/Bevoelkerung/VorausberechnungBevoelkerung/BevoelkerungDeutschland2060Presse5124204159004.pdf?__blob=publicationFile

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Car Crash Picture: Kužnik, Dino (2012).
https://commons.wikimedia.org/wiki/File:Ljubljana_car_crash_2013.jpg

Shooting Star Picture: Moini (2016).

https://openclipart.org/detail/248383/shooting-star