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| Diversity in Your Workplace |  |
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|  | An Employee’s Guide(An example) |

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|  | Introduction At Moonshine Productions we believe that all people are valued and that the richness of our creative world is brought into our workplace through a diversity of our workforce.  Diversity in our workplace means that a company employs a wide range of diverse individuals, i.e. people with different characteristics. Having a diverse workplace means that our company’s workforce includes people of varying gender, age, religion, race, ethnicity, cultural background, sexual orientation, languages, education, abilities, etc.  Our company actively seeks people with the skills and knowledge required interact productively with diverse groups of individuals both within our workplace and the broader world in which we do business. We expect that our employees will be able to respond to and work effectively with individual differences that might be encountered during work.  All our employees are expected to be leaders and guides to others in accepting, celebrating and making use of diversity in our internal and external interactions with others. Why have diversity in the workforce? While our company’s reputation, workplace inclusion and adherence to legislation are important goals, workplace diversity has many other immediate and tangible benefits related directly to our company’s volume of business, competitiveness and profits.  Moonshine Productions’ views workforce diversity as a serious competitive advantage.  The benefits to Moonshine Productions are:   1. **Variety of different perspectives**   Diversity in the workplace ensures a variety of different perspectives are available to a wide range of issues. A diverse workforce means that employees have different characteristics and backgrounds; they are more likely to have a variety of different skills, experiences and views of the world. This means our company has access to a variety of different perspectives; a highly beneficial situation when we plan and implement business strategy.   1. **Increased creativity**   Diversity in the workplace leads to increased creativity.  People with different backgrounds tend to have different experiences and perspectives. When people who see the same thing in different ways work together, a workplace is more likely to get a mixing of new ideas improving the creativity of the workforce.   1. **Higher innovation**   Diversity in the workplace leads to higher innovation rate.  Inclusive companies are 1.7 times more likely to be innovation leaders in their market. (Bersin, J. 2015).  In a diverse workplace, employees are exposed to multiple perspectives and worldviews. When these various perspectives combine, they often come together in interesting ways, opening potential innovation.   1. **Faster problem-solving**   Companies with higher workplace diversity solve problems faster.  Employees from diverse backgrounds have different experiences and views, which is why they bring diverse solutions to the table. This leads to the best solution being chosen sooner, which leads to faster problem-solving.   1. **Increased profits**   Companies with greater workplace diversity achieve greater profits.  McKinsey & Company, a global management consulting firm, conducted research that included 180 companies across the western world. The research identified that companies with more diverse top teams were also top financial performers.  Companies with a diverse workforce make better decisions faster, which gives them a serious commercial advantage over their competitors. As a result, companies with diversity in the workplace achieve better business results leading to greater profit.   1. **Higher employee engagement**   Workplace diversity leads to higher employee engagement.  Deloitte conducted research that captured the views and experiences of 1,550 employees in three large Australian businesses operating in manufacturing, retail and healthcare. This research showed that engagement is an outcome of diversity and inclusion.  The link between workplace diversity and employee engagement is straight forward - when employees feel included, they are more engaged in their work.   1. **Better decision making**   Workplace diversity leads to better decision-making results.  There is a direct link between workplace diversity and decision-making. Researchers found that when diverse teams made a business decision, they outperformed individual decision-makers up to 87% of the time.  When employees with different backgrounds and perspectives come together, they come up with more solutions, which leads to the more informed and improved decision-making processes and results.   1. **Reduced employee turnover**   Workplace diversity is beneficial for employee retention.  Companies with a diverse workforce are generally more inclusive of different individual characteristics and perspectives which is in turn reflected in employees feeling accepted and valued. When this occurs, they are also happier in their workplace and stay longer with a company. As a result, companies with greater diversity in the workplace have lower turnover rates.   1. **Better company reputation**   Workplace diversity boosts the company’s reputation and brand.  Companies that are dedicated to building and promoting diversity in the workplace are good, more human and socially responsible organizations.  Workplace diversity also makes your company look more interesting. Finally, if you present a diverse workforce, you will make it easier for many different people to relate to your company and your brand, opening doors to new markets, customers and business partners. Recognise and respect individual differences People learn from each other. A person interacting with other people who have diverse views and are from different backgrounds has a greater chance of generating different understandings and knowledge.  Diversity in a workforce challenges people’s assumptions. This makes people think differently about the world around them. Within business, human difference is essential. Different people are good at different things and a business or organisation needs a wide variety of skills.  Our business, Moonshine Productions, competes globally and deals with many international businesses. This means that all sorts of different people affect, our business. Remember, the most successful businesses are those that accommodate diversity in all its forms.  We are lucky that Australia has a very diverse population that contributes to our workforce. We recognise the value of having a diverse range of employees. Australian employers are prohibited by law from denying anyone of employment based on gender, disability, race or religion. People are different; they do not have the same set of skills and mental resources. Value diversity Diversity brings together…  …different points of view;  …different ways of doing things; and,  …different methods of solving problems.  This can result in improved products and services, a larger customer base, greater profits and/or enhanced productivity.  Moonshine Productions rely on teamwork and the ability of employees to work with and support each other. All our employees, regardless of the type of work they do in our business, are expected to accommodate the full range of diversity.  Valuing and accommodating diversity mean our employees must avoid stereotypes and prejudices and do not discriminate. Racism Racism is the notion that a particular race of people is superior or inferior to another race of people. Racial vilification refers to behaviour that insults individuals and groups on the grounds of their colour, race or ethnic or national origins. This includes racist jokes and racially offensive terms, stereotyping, provocative media reporting, historical revisionism and racist hate propaganda.  Australia has legislation prohibiting racism.  In our workplace, racism would cause conflict and problems, preventing employees from contributing as much as possible to our company’s success.  **Avoiding racism**  Australia is a signatory to the *International Convention on the Elimination of All Forms of Racial Discrimination*. Racial discrimination and abuse are illegal under the *Racial Discrimination Act 1975* (Commonwealth), and the *Racial Hatred Act 1995* (Commonwealth).  Avoiding racism is simply a matter of eliminating prejudices and stereotypes and focusing on the qualities and value of everyone. Religion Many different religions are followed in Australia, e.g. Christianity, Buddhism, Hinduism, Islam, Judaism and Sikhism. People in Australia have the freedom to practise any religion they may find appropriate to their beliefs and values. They have the right to express those religious beliefs or to not practise religion at all.  Religion can play a part in diet, dress and how a person chooses to receive health care. It may also influence how people approach events like birth celebrations, deaths and funerals and marriages. Some faiths may have restrictions or bans on certain activities, dietary rules or other issues. Work practices People have different ways of approaching their work. These methods may or may not be the same as other employee’s work habits. Some may focus on one task at a time while other persons will be more comfortable doing several tasks at once working across the tasks simultaneously. Some people can work in a noisy environment (some even like it and look for music to play around them) while others need a quieter and less turbulent workspace. Some employees take great care with detail, while for others managing the detail is hard work and requires significant effort. Some people are very organised, while others appear to exist in an environment that is in disarray.  There are different ways people like to work. An individual’s personality affects the way a person will work; and because each person is different so we can expect that everyone will work differently. If people can learn how to work with each other’s different work styles and not be antagonized by these differences, a positive and dynamic team is possible. Gender issues A workforce may experience issues relate to a person’s gender. These, if raised, must be and addressed. While there still sections of Australian society that hold to gender stereotypes, this is not a broader expectation and it has no place in our modern workforce.  Equal rights are protected under the Sex Discrimination Act 1984 (Commonwealth)). It is acknowledged that people from different cultures and religions may uphold ‘traditional’ gender roles and values however these perspectives must not impact on the expectations or our views of people in our workforce. It is Moonshine Productions’ expectations that all our staff will work together to ensure the workplace is fair for everyone.  Australian law provides the framework for that to happen. People who discriminate against women should understand that our national laws override cultural or religious doctrine and have priority both in our workplaces and in our broader society. Sexism Sexism is a behaviour that demeans or discriminates against people based on their gender. Sexism involves a lack of respect for the qualities of individual human beings. It reduces humans to sexual and gender stereotypes that usually focuses on the person’s sexuality. People who behave in a sexist manner are usually trying to assert their superiority or dominance over others; it is one way they strive to feel important.  Sexism is may also arise in more subtle ways, i.e. in issues such as pregnancy and family duties, breastfeeding a baby in public, etc. Mental abilities Mental or cognitive ability means how well a person can understand and process information, as well as understand the consequences of their own behaviour and decisions. It involves memory, focus, attention, awareness, logic and reason, as well as self-awareness.  Given that people’s abilities differ, it is not difficult to understand that many people will have different levels of mental capacity, e.g. some people may be very good at numerical problems than constructing written communications.  Sometimes a person’s mental ability is affected by an intellectual impairment or by disorders such as autism. Others may suffer the effects of disease or injuries from accidents. Mental ability is often judged by a person’s spatial, numerical, verbal and logical reasoning.  How people learn and retain information differs also. People can be visual, auditory or kinesthetic learners.  Moonshine Productions has policies and procedures that endeavour to make the workplace more accessible for disabled employees and clients. Making the workplace accessible means ensuring that all people can participate fully in the workplace for what it does, regardless of their personal circumstances or capabilities. Age Many people are now in the workforce covering a broad age spectrum. Conflict may occur when people apply age stereotypes to others and refuse to acknowledge different values and opinions.  Australia’s population is ageing. This means that older people are increasingly making up a larger proportion of the whole population, of consumer and client markets and the workforce.  Here are some tips for communicating effectively with older people in our workplace.   * Acknowledge the experience and skills an older person brings to the workplace. Remember, they would not be working here unless Moonshine Productions valued and respected them! * Be open to learning and being coached by an older person. * Offer to assist with or teach new technologies to an older colleague. * Question older people on operations, best practice and how to deal with problems. * Listen and observe how they approach work tasks and problem-solving – they can be great learning models. * Avoid stereotyping.  Low literacy and numeracy skills There are several ways persons who are having difficulty with literacy and numeracy can be identified. They may ask for assistance when they need it or avoid written material.  Here are some guides on recognising a person who may be having trouble with low levels of literacy or numeracy:   * Does a person avoid written material, including documents, letters, email and internet sites? * Do they ask others to verbally summarise written information for them? * Does a person continually miss appointments, does not respond to letters and arrive for interviews without relevant documentation filled out? * Do they claim to have visual impairments when asked to read text? * Does a person ask questions that should be obvious if they had read the information? * Are no questions asked about written material? * Does it appear they are uninterested or uncooperative in daily work routines? * Is a person consistently ignoring or misunderstanding written instructions or never referring to written information or figures? * Is the person appearing to quickly scan written material and with no evidence of understanding? * Does the person not take notes or make lists or reminders and relies fully on their memory?   Other employees of our business can assist those with low literacy and numeracy skills. Some suggestions are shown below:   * Contact people by telephone where necessary and possible. * Physically take people through a set of actions, such as accessing public transport or using new technology. * Describe instructions in pictures rather than written words. * Avoid jargon and use simple and plain language when speaking and writing. * Use face-to-face meetings wherever possible. * Look for alternative ways of presenting information, such as short animations on a computer, different forms of multimedia, picture books and models.  Respond to differences sensitively Differences between people are evident in many ways. We expect our employees can recognise and understand the characteristics that make people different from each other, know how these differences can affect the individual and know how these differences can affect others in the workplace.  While a person is working at Moonshine Productions, they may deal with will be different from them in some way. Some of these differences may not concern others while other differences may require other workers to adjust in their work practices or even in their behaviour.  Everyone needs to cooperate, respond positively to differences and respect the rights of all other individuals to ensure that our organisation performs successfully.  Being able to respond effectively and sensitively to these issues in day-to-day work means:   * Acknowledging that differences exist between people, but that no person deserves less courtesy or respect because of those differences. * Not ignoring or dismissing differences but giving them appropriate attention where it is warranted. * Recognising that people have a right to be different and all individuals should be treated fairly, regardless of any perceived differences.  Compliance with legislative requirements and enterprise guidelines Organisations within Australia must comply with a variety of Commonwealth Acts/Regulations and national level Standards. Organisations must also comply with the anti-discrimination legislation that applies within their state or territory of registration and operation and with training industry standards.  The two major pieces of legislation that impact on businesses about diversity are summarised below. Age Discrimination Act 2004 The Age Discrimination Act 2004 is a law that is especially important about Australia’s ageing population. It protects people who may be discriminated based on their age. The legislation states that, regardless of age, everyone has the same rights before the law.  The Act also allows appropriate benefits to be given to people of a certain age, particularly younger and older people, according to their circumstances. Objectives of the Act also include removing barriers to older people participating in society and changing negative stereotypes about older people.  Exemptions include stipulations regarding youth wages, health care and voluntary work. Disability Discrimination Act 1992 The Disability Discrimination Act 1992 gives a broad definition of disability and prohibits direct or indirect discrimination based on disability. It also prohibits discrimination against those associated with people who have disabilities; these may be friends, relatives, carers and co-workers. The Act makes it unlawful to discriminate in the areas of:   * employment * education * access to public premises * purchase of house and land * provision of goods, services and facilities * administration of Commonwealth Government laws and programs.   Exemptions to the Disability Discrimination Act 1992 include when a potential employer would be placed under unjustifiable hardship to employ a person with a disability, although the employer is expected to make reasonable adjustments. An example of unjustifiable hardship might be the cost of extensive workshop renovations to allow for a person in a wheelchair to access all the equipment in a small, metal machining workshop operating as a small business. Ethics Ethics is a system of moral principles. In our western society, it is a general set of moral principles for which there is a general agreement or consensus on, i.e. we should all try to deal with other people honestly. It is concerned with what is good for individuals and society.  By dealing with challenges and issues in an ethical manner, a workplace will comply with the law, increase staff motivation, gain community support and maintain a pleasant working environment. Code of ethics A code of ethics offers guidance and/or direction on a range of ethical issues that our employees may confront in their day-to-day work or associated activities. Our code of ethics is a statement of the ethical principles, values and behaviours of Moonshine Productions. A code of conduct is based on the principles, values and behaviours outlined in the code of ethics. These ethical principles include principles such as:   * equity and justice * diversity * honesty * integrity * respect for others * personal and professional responsibility.  Codes of conduct in the workplace A code of conduct is a collection of policies, rules or guidelines that define the specific actions or procedures applicable to a particular organisation or workplace. It offers guidance and/or direction on a range of ethical issues that the employees may confront in their day-to-day work. A code of conduct applies to all employees and shareholders/owners of the business or organisation.  The code will be informed by Commonwealth legislations and regulations, as well as state/territory laws and national Standards.  Our code of conduct is a reminder of all employees’ responsibilities to each other at all levels of the business.  Moonshine Productions’ Code of Conduct may be viewed on our Intranet. Verbal and non-verbal communication As language and society changes over time, terms that are deemed acceptable at one time may no longer be acceptable at another. This can be either because the language itself has changed or because communities have placed emotive interpretations on some terms. Working with diversity means our employees have a responsibility to refer to people with respect and consideration, and this means using terms that are acceptable to them.  Examples:   1. The best general reference for Indigenous Australians is Aboriginal and Torres Strait Islander peoples. 2. When referring to a person with disability, the general rule is to refer to the person first, then the disability - a person with a hearing impairment. 3. Gender-specific terms can be neutralised to include the possibility of both male and female subjects.  |  |  | | --- | --- | | **Terms currently perceived to be discriminatory** | **Terms currently accepted as appropriate** | | The elderly or the aged  • Disabled people  • Handicapped, unfit, incapacitated  • Diabetics  • Epileptics  • Wheelchair-bound people  • HIV victims  • Mankind  • Mr and Mrs Gerald Pareda  • Chairman, foreman  • Mentally handicapped person | • Older/senior people  • People with a disability  • Disabled  • People with diabetes  • People with epilepsy  • People using wheelchairs  • People with HIV  • Humanity  • Mr and Mrs Pareda  • Chairperson, foreperson  • Person with an intellectual impairment |  Nonverbal communication Nonverbal communication includes body language, paralanguage and eye contact. Body language differs between cultures and there are different ways of interpreting nonverbal communication.  Some people avoid eye contact as a sign of respect; others urge eye contact as a sign of honesty. Many people smile when they are nervous or embarrassed, others when they are happy. Effective working relationships Every person can do a range of things to develop effective working relationships. When dealing with a diverse group of people, the most important thing to remember is not to make assumptions about a person, their differences or their preferences. Also remember that everyone has something to offer.  As you read this checklist of things to do, see how well you rate yourself as someone who can work effectively with people from a range of backgrounds. Are there any gaps? Do you have any areas where you could make improvements? Guidelines for developing effective working relationships:  * Advise others of what is expected in the Australian workplace. Ensure everyone in your team or group is included and valued. * Have patience with people with physical, intellectual or communication problems. * Do not assume that a person’s differences limit their capability. * Realise that excluding people because of their differences is a waste of human resources and adds to everyone else’s workload. * Effectively engage the skills and talents of everyone in your team. * Try to remove or overcome barriers where you see them and encourage a solid and cooperative team. Identify those who assume, generalise and stereotype. * Make sure other relevant people understand the needs of your colleagues and customers and investigate any assumptions made. If in doubt, ask colleagues how they would like to be referred to. * Respect people’s privacy and treat everyone with equal consideration and courtesy. * Try to present views that do not assume, generalise or stereotype. * Support everyone’s right to be different. * Report discriminatory behaviour to your supervisors or managers. Support colleagues who are being discriminated against. * Ask your colleague if there is anything, they would like you to know about their religion, culture, beliefs or needs that might help you work better with them.  Use diversity to benefit the team Work teams may be made up of people who are different from each other. It is useful to understand how this diversity can benefit the work of the team, and how employees can harness the different qualities, skills and experience of the people around them to accomplish goals and meet any challenges set for the team.  Here are some strategies that can be used when working with a diverse group of people in a team situation:   * Provide opportunities for team members to discuss team objectives as they are allocated or formulated. This will help everyone understand how and why the objectives are set, what is expected of the team, and give people a chance to contribute and to express their opinions. * Encourage team members to outline what needs to be done to meet the team objectives. * Identify the team member/s that could best carry out each task. * Encourage each team member to try to negotiate differences and recognise and respect others’ expertise, working and interpersonal style and work practices. This will help the team to work effectively together and avoid disruption within the team. * Encourage the team to plan and work around the qualities exhibited by individual members. Think of the characteristics that are the basis for differences between people. What challenges have people had to overcome to accept their own differences from other people, or have their differences accepted by others? What skills or qualities have been gained from overcoming these challenges and experiences that can contribute to a more effective workplace?   **Example:**  Ingrid is new to Moonshine Productions and has been asked to put together an online catalogue for the company’s theatre and event products. She needs someone experienced in the company who can describe these products to her. Ingrid also needs people who are good at written communication and graphic design, and someone with attention to detail who can edit and proofread the drafts.  She also needs to know about the local market so that she can determine who the company is marketing towards and adapt the catalogue to suit them.  Moonshine Productions does not have an IT section devoted to social media and online catalogues/sales. So Ingrid needs to find out who the company recommends does this work for them.  After trying to build a friendly relationship with her colleagues, Ingrid can discuss their experiences and backgrounds with them. She finds there are lots of people with hidden talents at Moonshine Productions.  Margret, the secretary, knows how to organise and budget, so Ingrid asks her to help plan the project. Mike, one of the casuals in the warehouse is studying IT with a major in graphic design so Ingrid arranges time for him to design the website for the catalogue.  Essam working in accounts, apparently has qualifications and a family business in promotions and social media – he can find out what the local market demographics are and manage a social media campaign.  Ingrid provides links to some drafts of the website and social media arrangements to several employees asking them to review the work before releasing it to the broader community.  The result is that Moonshine Productions now has an online product catalogue that is informative, accurate and visually exciting to look at. Enhance work outcomes Teams need a mix of skills, personalities and attitudes to work effectively, so everyone should be encouraged to use and share their special qualities, skills or backgrounds to enhance work outcomes. The best way of encouraging other team members to use and share their individual skills is to express value of them and identify where these may benefit the company.  Demonstrating that people belong and are valued members of the team is the first stage of building trust. People need to know that they can be open about who they are and their life experiences.  The way team members interact with each other determines how successful the team will be. Persons wishing to be the centre of attention or the dominant decision making do not add value to an effective team. Only when team members can work collaboratively and co-operatively does the team become greater than its individual members.  Teams that value and demonstrate diversity the following common characteristics:   * Participation in discussion and interaction is encouraged. * The advantages of having a diverse range of people in a team is emphasised. * Everyone’s team contribution is recognised and celebrated. * The focus of the team is on positive outcomes and strengths. * Members express interest and ask questions as appropriate. * Team members share their skills and knowledge with others. * Members demonstrate respect to each other. * The team and its members do not tolerate discrimination.  Be inclusive Our business believes it is important to always try to be inclusive of everyone in our workplace. This encourages positive contributions to our business practice and productivity.  New employees should be encouraged by all staff letting them know they are valued and that they will be a positive contribution to our workplace.  Stereotyping and allowing prejudices to exist in our workplace are not acceptable. This simply stops our staff for seeing the value of everyone. Bias also undermines team cohesiveness and cooperation.  An under-achieving team cannot hope to reach its business objectives or provide quality outcomes. Stereotyping, prejudice and bias should always be challenged, whether to a specific individual in our workplace or to a group of people – this is not the culture that Moonshine Productions wishes to have existing in this business.  Challenging bias in all areas is important, since many people will be put off expressing their own differences if they feel differences are not tolerated, and that everyone is expected to conform to the ‘norm’. Commonality One of the most effective ways of countering work disruption caused by bias or discrimination is to demonstrate the common links between people otherwise considered ‘different.’  Finding points of commonality involves recognising the links that already exist between people as well as recognising links that bring people together. Commonality means creating a sense of ‘us’, rather than an ‘us and them’ perspective. The link that brings everyone together in the first place is a common work goal. Encouraging employees to think in this way encourages them to bring the best of themselves to the task they are engaged in. Demonstrating diversity to clients As a business, Moonshine Productions, demonstrate to employees that we value their differences by celebrating them. People need to see it in action and working effectively.  The people who need to see that our company values diversity and practices ‘what we preach’ include:  Our internal stakeholders, i.e. managers, supervisors and employees across all departments  Our external stakeholders, i.e. suppliers, customers, clients and anyone else who may have the ‘power’ to influence the reputation of the organisation.  Teams that can work effectively with diversity provide an example for others in Moonshine Productions. Here are two ways in which people can encourage team participation   1. Demonstrate that all individual members of the team are valued by making sure their contribution is sought and including them in group sessions or activities. 2. When promoting the ideas or outcomes of the team, provide recognition of both the team’s efforts and individual member contributions.   **Example**: Georgina is a member of Moonshine Productions’ marketing team. In a recent project she was assigned to be the team leader and to form the team that would undertake an important promotion of our stage lighting products, Georgina formed a diverse team. She knew that if the team could have as many different points of view and methods of problem-solving as possible, they would be able to tackle the project more effectively. Georgina’s manager, John, was impressed with this sensible approach. The promotion was very successful and received a national award. Shortly after this, a new employee joined this section of our business; he specifically asked to be on Georgina’s team. He could see that her team valued differences and would therefore be a more interesting and productive group to work with. External customer relations It is extremely important that Moonshine Productions shows external customers and suppliers that it recognises and appreciates the diversity of its clientele. Our company in an international ‘footprint’ both in obtaining our products and selling these into other countries. If all our employees demonstrate commitment to diversity in their dealings with external customers and suppliers and display your knowledge of equal opportunity and anti-discrimination policies, then these important stakeholders view our business in a positive and collegial light.  Experiences of good and poor customer service are spread by word of mouth. Part of our organisation’s client satisfaction assurance involves ascertaining whether the client feels valued and has their differences catered to where necessary.  Remember, diversity is a business as well as a social issue. Our reputation and business will grow, along with each employee’s individual reputation as a valuable staff member, if diversity and its accompanying values are observed in our company. Ways in which all employees can demonstrate good customer service include:   * Acknowledge and recognise the client’s differences (if necessary). * Treat every customer as an individual and try to meet their individual needs and preferences. * Be approachable, genuine, patient and tolerant when dealing with customers in any form of communication. * Check if your customer is satisfied and offer further assistance if needed.  Your organisation’s reputation Reputation can make or break a business. If we allow Moonshine Productions to gain a reputation for intolerance of difference it will inevitably receive negative publicity from within our diverse client group as well as the general Australia society which is becoming less accepting of discriminatory behaviour.  Organisations that embrace diversity very often receive public tributes and admiration in addition to business success. It is worthwhile for Moonshine Productions to publicly acknowledge its commitment to diversity. Conclusion Moonshine Productions firmly believes that there is no place for discriminatory behaviour or prejudice within its structure. All persons employed by us should be able to feel secure in the work and able to positively contribute to our success.  Diversity has the following benefits to our workplaces:  When all our employees value the diversity and accept that all people have the right to be different within the framework of Australian society, then our workplace will be harmonious and productive.  Our work teams need to be diverse in composition so that the widest range of perspectives and ideas can be employed in setting goals, analysing tasks and achieving results and profits.  Recognition of diversity in a team will result in better problem-solving strategies.  When diversity is respected, every team member can confidently take part in team planning and teamwork.  By actively demonstrating our business values diversity in its workforce, our external clients and suppliers will understand that we also value their differences.  Customer diversity can be recognised in domestic (Australian) and international customers. Recognition and appropriate response to such diversity helps our business in strengthening our international trade. |  |

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