

.....

Suggestions for Using “Diversity-Related Performance Standards for Managers”

Objectives:

- Identify appropriate performance standards for managers regarding dealing with diversity
- Assess existing and/or desired practices regarding the management of diversity
- Assess effectiveness in managing a diverse staff

Intended Audience:

- Managers wanting to increase their effectiveness in leading diverse staffs
- Executives and HR staff seeking to increase their organization’s effectiveness in managing diversity
- Trainees in a managing diversity seminar
- Task forces charged with designing performance standards for managers

Processing the Activity:

- Individuals can use this checklist in a number of ways: they can check those criteria that are presently part of their performance standards; and they can star those they think need to be added. Executives can do the same with regard to subordinates’ standards. Task forces can be asked to rank these to identify top-priority criteria. In still another variation, individuals can use these standards to measure their own performance, checking those they do or rating themselves on a scale of 1 to 5 (low to high) on each criterion.
- Groups can discuss their responses, ratings and/or priorities. If they are groups such as task forces making proposals about performance standards by executives deciding on those to be included, they can work toward consensus on a decision.
- Individuals can also identify those performance standards they would like to add to their own review and make plans for their own development in those areas.

Questions for Discussion:

- Which of these are/are not part of your performance standards and the performance standards in your organization?
- Which do you think should be included in your evaluation? Other managers’ evaluations?
- What other performance criteria related to managing a diverse staff would you add?
- Which do you need to work on to be more effective with your team department or work unit?

Caveats and Considerations:

- This tool can be used as an assessment for individual managers as well as an activity to clarify the thinking of those designing standards to support the management of diversity.