Diversity study: the active network term paper example

Business, Company

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Introduction

Diversity in an organization has become recognized as increasingly important in the business world since the 1960s (Bunderson and Sutcliffe). Because a diverse group of individuals brings a diverse set of skills and problem solving techniques to any given problem, these individuals are more likely, according to diversity theory, to come up with workable and creative solutions to problems (Dwyer, Orl and Chadwick). The increasingly-complex globalized world requires increasingly creative solutions to problems within business, and a business that maintains high levels of diversity will often find itself being more successful and innovative than the business that maintains low levels of diversity throughout all levels of the managerial hierarchy (Dwyer, Orl and Chadwick).

The ACTIVE Network is a company that serves a niche market around the world. The ACTIVE Network is responsible for a variety of different web domains, as well as mobile applications that focus on outdoor activities, like races, triathlons, and so on (" Our Story"). The ACTIVE Network designs

solutions for groups and events, providing community and continuity between people who participate in outdoor activities. According to the ACTIVE Network, their company mission is " Powering over 55, 000 organizations worldwide and 90 million transactions annually, we automate, simplify and make every Organizers' job easier. We built the largest network of events and organizations for people like you. It's a global community of millions. We're on a mission to make the world a more active place" (" Our Story").

Methodology

In addition to the preliminary survey, the survey should be administered at random to new hires and established workers on a quarterly basis, taking into account the answers and responses that the employees give regarding diversity and changes in diversity over time. New hires should have the survey administered to them within the first few months of their employment, to give Human Resources and management a better grasp of the type of environment that their hiring policies have created.

Discussion and Report

According to the diversity recommendations given for this particular organization, there are advancements that can be made in the realm of diversity in management and employment. The ACTIVE Network is unique in some senses in that it is a specialized company working in a heavily niche market-- the athlete market, and thus, tends to attract a certain type of employee to the company. However, racial and gender diversity should be explored further in the case of this particular company, as the company

grows larger and addresses more diverse markets.

The ACTIVE Network uses employees to work at many different events around the country and around the world, and thus has a need to diversify both top management and middle management to ensure that creative solutions are being proposed for problems that arise with the software and mobile solutions the company offers. The problems and potential solutions that the ACTIVE Network faces requires a diverse group of highly-invested employees to solve properly, and to ensure that employees are invested in the company, the company must ensure that their work environment is safe and comfortable.

Recommendations

The ACTIVE Network is currently expanding its employee pool for companies and sections of the company around the world. Further investigation should be done into the ethnic, racial and gender makeup of the company to ensure that new hires represent a wider array of cultures, ages, and gender perspectives. Because the hiring process currently taking place is hiring across a wide range of different career paths, it should be a good time for the company to find and hire people of different backgrounds, to ensure that their cultural diversity is improved over time. This also allows the company to hire from within, promoting those employees that they feel offer the greatest assets to upper management and the future of the company. Within the company, encouraging differing viewpoints and open communication-- especially in terms of brainstorming solutions to problems-- should be of paramount importance. When problems with diversity and

cultural miscommunications arise, one of the primary functions of Human Resources should be education on diversity and ways to communicate cross-culturally. If problems arise, they should be dealt with fairly and with no bias; even the perception of bias in Human Resource management can cause distrust and anger regarding the process. Instead, Human Resources should take steps to protect all potentially-affected parties and their anonymity if necessary; all issues should be addressed and carefully analyzed.

Appendix 1

Diversity Survey for The ACTIVE Network

Please note that all information obtained through this survey will be kept completely confidential. This survey is to be used for Human Resources analysis only.

Personal Information (Optional)

- Please indicate your age: _____

- Please indicate your gender: _____

- How long have you worked for The ACTIVE Network? _____

- With what ethnicity or ethnicities do you identify? _____

Diversity Survey

- The managerial structure of my department encourages diversity.

- Strongly Agree

- Agree

- Neutral

- Disagree

- Strongly Disagree

- If I feel discriminated against within the company, there is someone that I can discuss the problem with.

- Strongly Agree

- Agree

- Neutral

- Disagree

- Strongly Disagree

- The makeup of the company shows diversity at most or all levels of management.

- Strongly Agree

- Agree

- Neutral

- Disagree

- Strongly Disagree

- The managerial structure of my department encourages diversity.

- Strongly Agree

- Agree

- Neutral

- Disagree

- Strongly Disagree

- I feel that my workplace is a space where I feel free from discrimination.

- Strongly Agree

- Agree

- Neutral

- Disagree

- Strongly Disagree

- Employees at this company are properly educated on how to deal with diversity and diverse cultural viewpoints.

- Strongly Agree

- Agree

- Neutral

- Disagree

- Strongly Disagree

- I have witnessed firsthand discrimination at this company.

- Strongly Agree

- Agree

- Neutral

- Disagree

- Strongly Disagree

- I have been a victim of discrimination at this company (by a peer or a superior).

- Strongly Agree

- Agree

- Neutral

- Disagree

- Strongly Disagree

- I am aware of the proper course of action to take in the case of discrimination at The ACTIVE Network.

- Strongly Agree

- Agree

- Neutral

- Disagree

- Strongly Disagree

- I believe that taking action in the case of discrimination at this workplace will be effective and produce results.

- Strongly Agree

- Agree

- Neutral

- Disagree

- Strongly Disagree

Is there anything else you would like to add, expand upon, or comment upon regarding diversity at The ACTIVE Network, or any experiences that you would like to share?

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