



Inclusive Project Management: Suggestions for fostering diverse and inclusive projects

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Context

Examples

The screenshot shows a library search interface for the query "stress in the workforce". The search results are sorted by relevance and show 306,129 results. The interface includes a sidebar with filters for "REFINE YOUR SEARCH", "CONTENT TYPE", "DISCIPLINE", and "PUBLICATION DATE". The main results area displays four articles, each with a title, author information, publication details, and a brief description. The right sidebar features a "Women in the workforce" section with a Wikipedia snippet and "Related Topics" such as "Women artists" and "Women in journalism and media professions".

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stress in the workforce Search 0

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306,129 results sorted by [relevance](#) Add results beyond your library's collection

REFINE YOUR SEARCH
Any
Full Text Online
Scholarly & Peer-Review
Library Catalog

CONTENT TYPE
Any
Newspaper Article (96,295)
Journal Article (85,827)
Book / eBook (65,290)
Magazine Article (17,109)
Government Document (8,058)
More...

DISCIPLINE
Any
business (39,597)
economics (36,641)
history & archaeology (30,063)
political science (21,364)
education (20,939)
More...

PUBLICATION DATE

1. **Deal with workforce stress**
by [Glyn Morris](#); [Rick Norris](#)
Strategic HR Review, 05/2010, Volume 9, Issue 3
[Permalink](#)
Stress, anxiety and depression are reaching almost epidemic proportions in the western world and when people begin to suffer with some form of psychological difficulty, their productivity...
Journal Article: [Full Text Online](#)

2. **How to Deal with workforce stress**
by [Morris, Glyn](#)
Strategic HR Review, 04/2010, Volume 9, Issue 3
[Permalink](#)
...How to Deal with **workforce stress** Article Type: How to ... From: Strategic HR Review, Volume 9, Issue 3 Practical advice for HR professionals **Stress**, anxiety...
Journal Article: [Full Text Online](#)

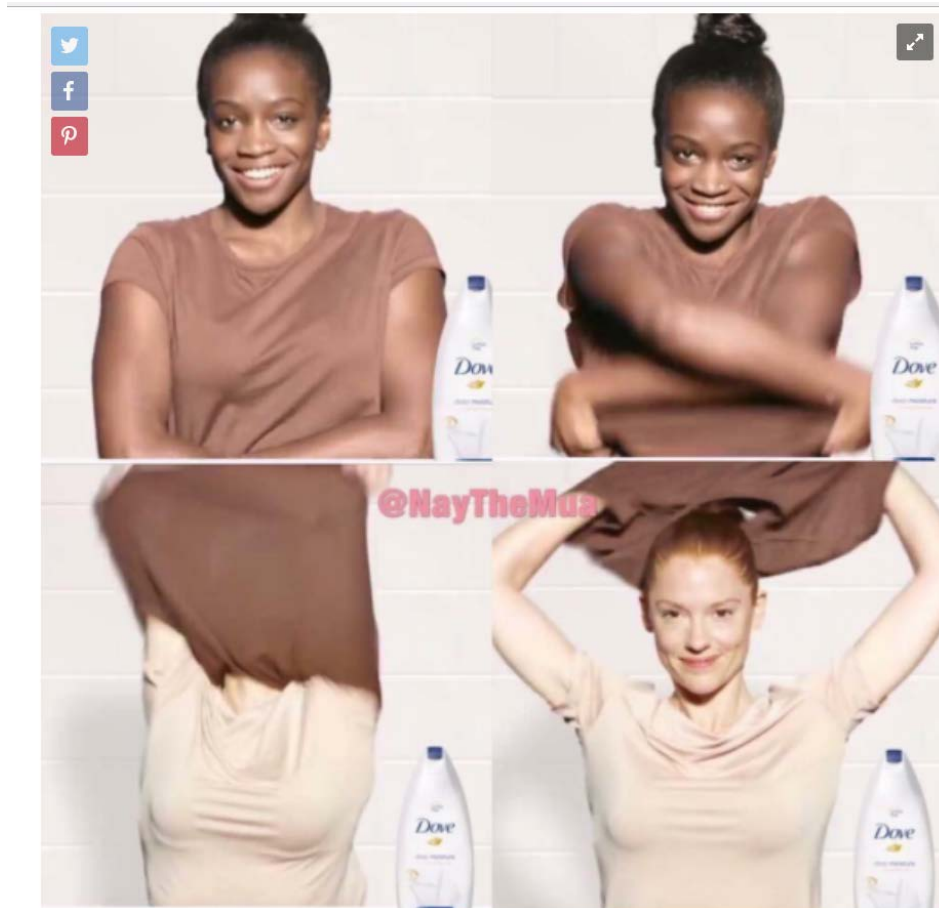
3. **Levels of occupational stress in the remote area nursing workforce**
by [Opie, Tessa](#); [Dollard, Maureen](#); [Lenthall, Sue](#); [more...](#)
Australian Journal of Rural Health, 12/2010, Volume 18, Issue 6
[Permalink](#)
Objective: To identify key workplace demands and resources for nurses working in very remote Australia and measure levels of occupational **stress** in this population. Methods...
Journal Article: [Full Text Online](#)

4. **Workforce Characteristics, Perceptions, Stress, and Satisfaction among Staff in Green House and Other Nursing Homes**
by [Brown, Patrick B](#); [Hudak, Sandra L](#); [Horn, Susan D](#); [more...](#)
Health Services Research, 02/2016, Volume 51, Issue S1
[Permalink](#)
Objective To compare **workforce** characteristics and staff perceptions of safety, satisfaction, and **stress** between Green House (GH)...

Women in the workforce
From Wikipedia, the free encyclopedia
Women in the workforce earning wages or a salary are part of a modern phenomenon, one that developed at the same time as the growth of paid employment for men; yet women have been challenged by inequality in the workforce. Until modern times, legal and cultural practices, combined with the inertia of longstanding religious and educational conventions, restricted women's entry and participation in the workforce. Economic dependency upon men, and consequently the poor socio-economic status of women, have had the same impact, particularly as occupations have become professionalized over the 19th and 20th centuries.
[Read more](#)

Related Topics
[Women artists](#)
[Women in journalism and media professions](#)
[Motherhood penalty](#)


Examples




Examples



Examples

 **Chukwuemeka Afigbo**
@nke_ise Follow

If you have ever had a problem grasping the importance of diversity in tech and its impact on society, watch this video



0:35 7.61M views

2:48 AM - 16 Aug 2017

157,499 Retweets 214,694 Likes

2.8K 157K 215K



Diversity

- 01** Diversity is everywhere [and intersectional]. Diversity includes race, religion, culture, language, gender, sexual orientation, age, geographic location, occupation, education, [ability], etc.
- 02** Attitude is everything. Our attitude influences our behavior. Often our attitudes about diversity are not obvious even to us, yet they drive our behavior.
- 03** Responsibility belongs to everyone. Project managers, project teams, stakeholders vendors – no one is exempt from the issues of diversity.



Bias

- Everyone has bias
- False consensus effect
- Confirmation bias

Bias in Project Management

An exploratory study of gender in project management

interrelationships with role, location, technology, and project cost

ARTICLE IN Team Building, Skills Development | December 2010
Project Management Journal
By Henderson, Linda S. | Stackman, Richard W.

How to cite this article:
Henderson, L. S. & Stackman, R. W. (2010).
technology, and project cost. Project

ABSTRACT

This study explores whether gender differences are explored in the context of project management and size of the project teams. Using lag-time including the likelihood of same-gender project implications for organizational and project

KEYWORDS: communication competency; mediated communication

INTRODUCTION

Women are taking on more roles in project management. The number of gender studies in the organizational literature. As Martin (2000) ignored, and most mainstream scholarship the type and frequency of gender studies in 2003, Charlesworth & Balid, 2007, Timberli project management has focused on gender Packendorff, 2006; Thomas & Buckle-Henri relationships between gender and important

The purpose of our study is to contribute to content and relationships within which gender management as a critical part of our modern differences in project managers are related to managers' and team members' location to analysis of 563 project team members' responses (www.chiefprojectofficer.com) of, we report managers and team members in relationship report unexpected differences between gender implications for organizational and project gender imbalance of project management in

Literature Review

Gender

The current issue and full text archive of this journal are available at:
www.emeraldinsight.com/1753-8378.htm

Women project managers: the exploration of their job challenges and issue selling behaviors

Linda S. Henderson, Richard W. Stackman and Charles Y. Koh
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Abstract

Purpose – The purpose of this study is to explore women project managers as a group in order to generate new understanding about the present project context within which they work and to promote new research-based ideas for optimizing their potential in business organizations. To this end, this paper explore their demographics and project characteristics, their project challenges and issue selling moves, and their perspectives on the advantages and disadvantages for women in this profession. **Design/methodology/approach** – Data were collected using quantitative and quality questionnaire items of 211 female project managers in North America.

Findings – The research results show significant associations among women project manager career, age, cost of their projects, and their professional certifications. In addition, their challenges an issue-selling moves produce six factors related to their influence of others. Lastly, the results reveal women's self-described advantages and disadvantages in the project management profession show that while women project managers do continue to experience marginalization from gender bias, they are leveraging particular job challenges and issue selling circumstances to their advantage in moving through gender bias.

Research limitations/implications – The results of this study contribute to our knowledge of important real-world challenges and career development opportunities for women managing contemporary projects. Several implications for future research that build on women's issue selling project management are discussed. Suggestions for broadening the sample in future research are also included.

Practical implications – This paper highlights several important ways in which business organizations can strengthen and optimize their women project managers, and contest second-gender gender bias.

Originality/value – This is only the second study to consider the real-world contextual factors women's projects, and the first study to explore their perspective specifically in terms of their job challenges, issue selling, and self-described disadvantages and advantages in managing project Business organizations are in a unique historical position to uplift their project management capacity and leadership talent through developing and promoting women project managers.

Keywords: Gender, issue selling, job challenge, Role of project manager
Paper type: Research paper

1. Introduction and rationale

One of the most significant labor force trends for women over the past two decades has been the sheer increase in their numbers within management positions in public, private, and government sector organizations (Catalyst, *US Women in Business*, 2012; Ely et al., 2011). The hope of many has been that this increase of women managers, typically in mid-level or similar ranks, would propel more women into senior and executive level positions. Yet instead of increased numbers horizontally translating into greater numbers vertically, the rise of women into upper management ranks



Available online at www.sciencedirect.com

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International Journal of Project Management 28 (2010) 426–431

“The aura of capability”: Gender bias in selection for a project manager job

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Received 10 June 2010; received in revised form 12 December 2010; accepted 5 January 2011
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Abstract

There have been numerous studies examining the various manners in which female managers are subjected to negative stereotypes and how low such bias influences their decisions. We sought to study the job selection challenge within the specific context of project management discipline that has historically been viewed as male-dominated, focusing on perceived differences in male and female job candidates based on a critical personal/managerial characteristics, including perceived competence, trust, likability, and lack of perceived self-interest. We devise a scenario-based survey questionnaire and a between-subjects research design, sampled 312 project management personnel and tested our reactions to two candidates for a project management position, employing identical descriptions and language while only changing the candidate name: Susan or Stan. Our results suggested that all independent variables are significant predictors of the likelihood of a project manager can being hired. We only found evidence of gender bias in relation to perceived technical competence: in situations where the perceived technical competence of the job candidate was low, the female candidate was less likely to be hired over a male counterpart. On the other hand, candidates' perceived technical competence increased, the resulting attributions were significantly more beneficial for the female job seeker was more likely to be hired over a male candidate.

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Keywords: Gender bias; Project manager; Job selection; Male-dominated jobs

1. Introduction

Literature on the professional roles of women and challenges they face in being hired has increased dramatically in recent years. Census data reveals that over 50% of new college graduates in the U.S. are female while research suggests that their employment levels in managerial positions within a broad variety of industries and functional occupations has been rapidly increasing (Aval et al., 2011). Moreover, industries that were traditionally viewed as “male-dominated,” such as information technology, engineering, operations, and construction, have seen a rise in the number of women moving into managerial positions (e.g., Sang et al., 2007; Looming and Waters, 2004). This

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The role of functional and demographic diversity on new product creativity and the moderating impact of project uncertainty

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Team
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ABSTRACT

Earlier studies have shown inconsistency in the impact of team diversity on the effective functioning of New Product Development (NPD) teams. This inconsistency has been attributed to the insufficient amount of research on a possible complex (non-monotonic) relationship between team diversity and team performance and the possible boundary conditions of this relationship. Addressing numerous calls for future studies on these issues, we examined whether an inverted U-shaped relationship exists between team diversity (i.e., functional and demographic) and its outcomes (i.e., new product creativity), using project uncertainty as a key moderator. The results of an empirical study with a sample of 103 new product development teams showed an inverted U-shaped functional diversity–new product creativity relationship. Moreover, the results showed that the direct relationship between functional diversity and new product creativity was stronger when project uncertainty was high as opposed to when it was low. On the other hand, the direct relationship between demographic diversity and new product creativity was weaker when project uncertainty was high as opposed to when it was low.

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1. Introduction

In this paper, we focus on the relationship between the diversity of new product development teams and new product creativity. In one of the most common categorizations of team diversity, past research has primarily focused on two types of diversity, including social category diversity and informational/functional diversity (Van Knippenberg, De Dreu, & Homan, 2004). While research on social category diversity deals with differences on such readily identifiable attributes of team members as sex, age, and ethnicity, research on informational/functional diversity deals with differences in less visible underlying attributes such as functional and educational background (Bassett & Jackson, 1989; Ostergaard, Temmerman, & Kristianson, 2011).

The impact of team diversity on the effective functioning of new product development (NPD) teams has been extensively investigated in the product innovation literature (Andersen, Kraig, & Letzi, 2012; Crawford & Di Benedetto, 2006; Dayan & Di Benedetto, 2010; Hristova, Beyerlein, & Blackmon, 2010; Mohd Zaki & Othman, 2013; Suh, Bae, Chae, Kim, & Arnold, 2010; Tai & Hsu, 2014). However, while such prior studies recognize the influence of team diversity on new product creativity (e.g., Crawford & Di Benedetto, 2006), few

studies provide empirical validation of how the diversity would lead to new product creativity at the NPD team level. Furthermore, this literature suggests a complex relationship between team diversity and team creativity (e.g., Dayan & Di Benedetto, 2011). More importantly, past research offers inconsistent results. For example, while several researchers (e.g., Gino, Axtell, Muro-Spinks, & Todorova, 2010; Keller, 2001) have argued that diversity would be beneficial due to the broader range of knowledge and expertise brought by functionally diverse team members, others (Joshi & Roh, 2009; Van der Veeg & Bunderson, 2005) have suggested that diversity would be detrimental because people's perspective for interacting and collaborating with similar rather than dissimilar participants could make communication difficult and cause conflicts and mistrust.


This inconsistency in the literature has usually been attributed to insufficient amount of research on the direct relationship between team diversity and team performance and the possible boundary conditions of this relationship. Thus, researchers have suggested that future research should investigate the direct relationship between team diversity and team performance, and the boundary conditions of this relationship (e.g., Harrison & Klein, 2007). Past research has used moderators as temporal team leadership (Muhmmad & Nudiani, 2011), social status category (Chattopadhyay, Firm, & Ashkanasy, 2010), need for cognition (Kearney, Corbett, & Voelgel, 2009), national power distance (Van der Veeg, Van de Vliet, & Huang, 2005), and job stress (Keller, 2001). However, although meta-analyses (Bell & Berry, 2007; Stewart, 2006) have revealed it to be an important potential moderator, the role of task characteristics (e.g., project uncertainty) in

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Practice – Theory

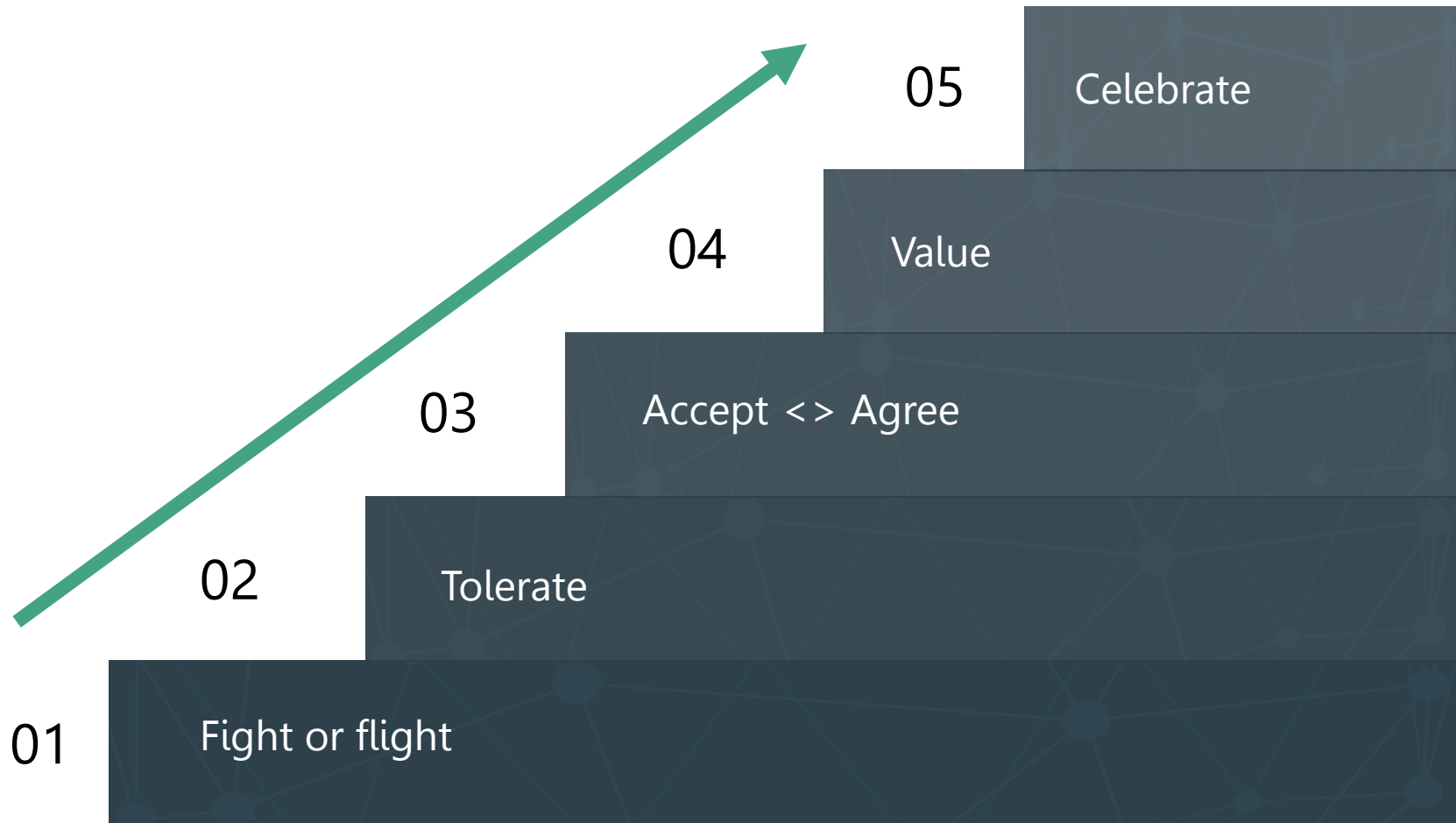


“Practice without theory
is blind, theory without
practice is empty”
- Kant[ish]

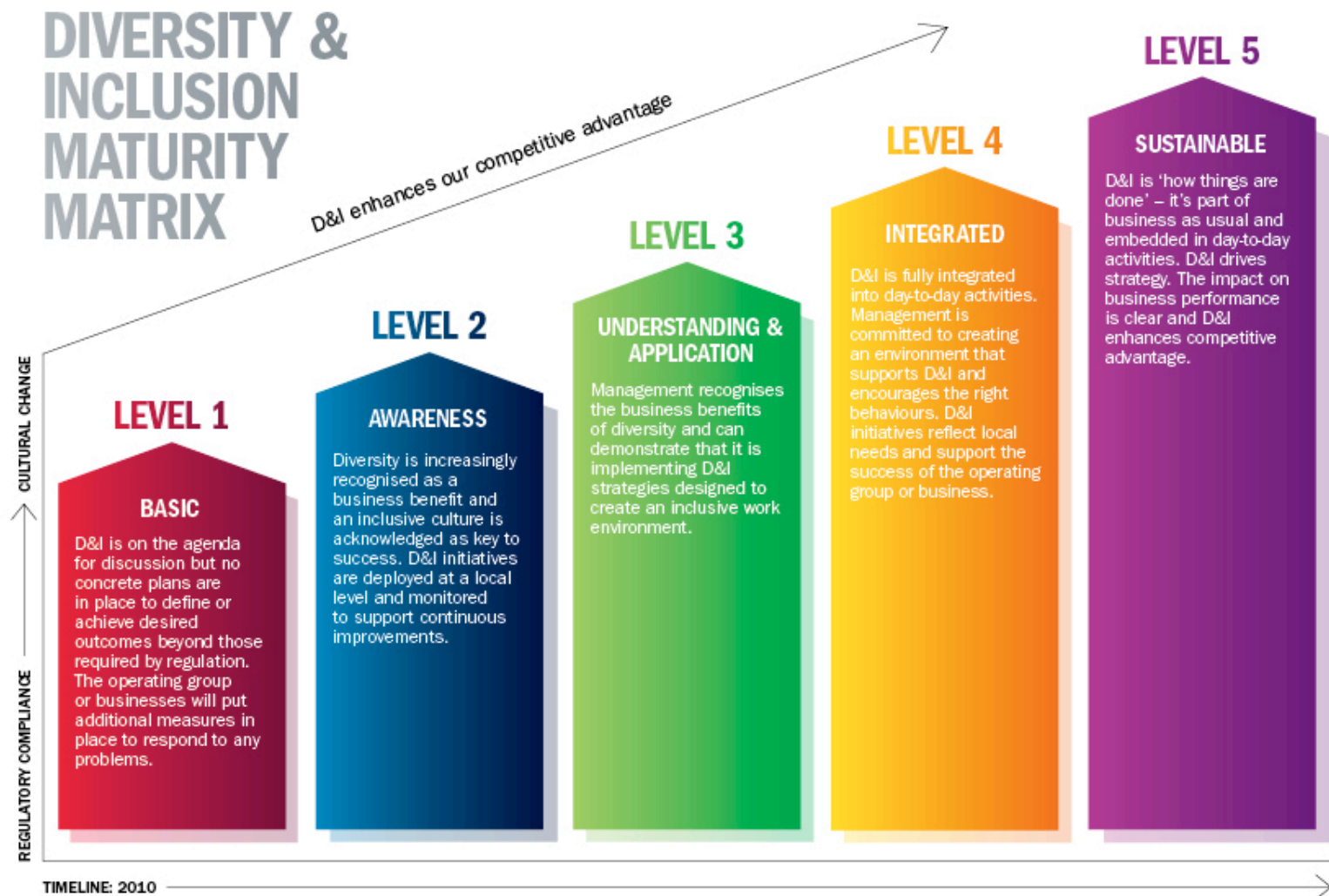
Diversity Maturity



Diversity Staircase



Diversity Maturity



Diversity Maturity

Korn Ferry D&I Maturity Model

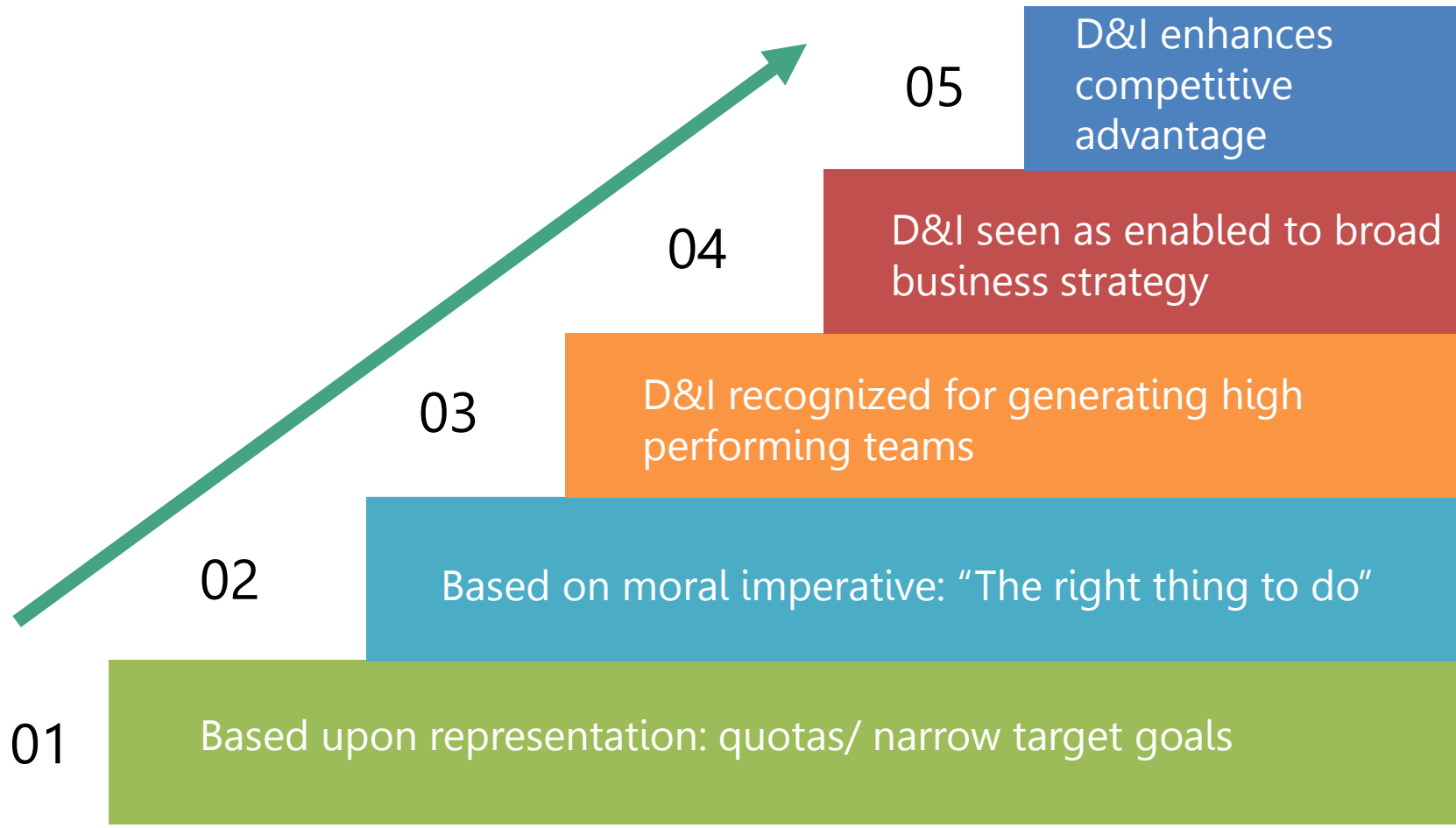
The road to best-in-class: what's current state and your desired state?

Characteristics

	Stage 1: Foundation <i>Compliance Driven</i>	Stage 2: Awareness <i>Values Driven</i>	Stage 3: Talent Strategy Integration <i>Talent Performance Driven</i>	Stage 4: Operational Strategy Integration <i>Internal Operations Driven</i>	Stage 5: Market And Sales Strategy Integration <i>Market Strategy Driven</i>
Premise	Based on representation: quotas/narrow target goals	Based on moral imperative: "The right thing to do"	D&I recognized for generating high performing work teams	D&I seen as an enabler to broad business strategy	D&I seen as enhancing marketplace competitive advantage
Definition of Diversity/ Diversity Focus	Narrow definition	Broad definition	Defined by intersectionality	Definition broadened to include operational disciplines	Definition broadened to include concepts in marketing and sales disciplines
Responsibility	Compliance department	Human Resources	CDO and HR	Broadened to include operational process owners	Executives and senior leaders
Leadership Involvement	No or little leadership involvement or commitment	Leaders accept some responsibility for D&I	Leaders have D&I goals and accountability	D&I seen as an essential leadership competency	Line leaders are key D&I change agents
Business Case	None	Awareness that diverse talent may be a benefit to organization	Business case for D&I clearly articulated	D&I seen as asset and catalyst for innovation	D&I enhances business growth and profitability
Measurement Strategy	None or based solely on litigation avoidance.	Metrics based on corporate values indices or existing talent engagement processes	Metrics capture talent growth and learning and key talent lifecycle processes	Metrics focus on culture change and leadership impact	D&I outcomes regularly evaluated for ROI impact across all business lines
Resources/ Staffing	No or few dedicated resources	Dedicated staff and budget	Additional resources distributed throughout HR	Additional resources distributed throughout operational functions	Additional resources distributed throughout marketing, R&D, and customer service functions
Approach	Reactive approach	Inspired approach	Visionary approach	Operational approach	Sustainable approach

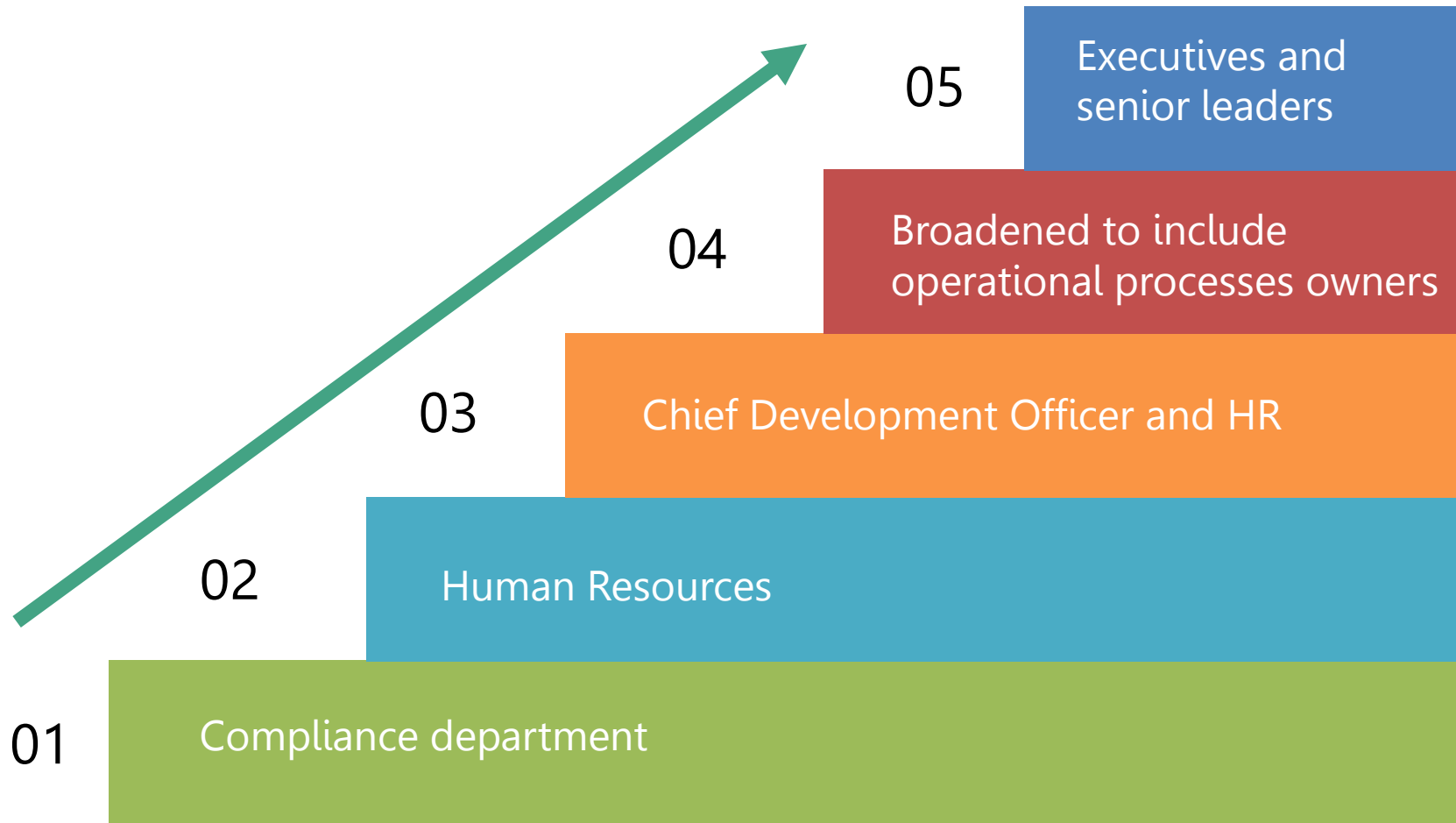


Premise





Responsibility



Diversity Maturity

Korn Ferry D&I Maturity Model

The road to best-in-class: what's current state and your desired state?

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Diversity Maturity for PM

	Foundational	Awareness	Integrated	Value	Sustained
Premise	Compliance driven	Talk the talk	Walk the walk	Attitude change	Attitude expectation
Organization	No action or plans beyond compliance with laws or rules	D&I is a stated value but primarily an HR consideration	D&I initiatives are integrated throughout the organization	All people are valued	D&I is a competitive advantage and strategic priority
Project manager	Not considered	Project norms are developed	Diversity check points get integrated into different facets of projects	Nurtures inclusive project teams	Acts as change agent and ally
Individual	Unaware of bias	Aware of bias	Participates in diversity related activities/ training	Proactively builds self-awareness	Acts as change agent and ally
Project Scope	Legal requirements are met	Diversity and Inclusion is discussed	Templates include considerations for inclusion	Scope includes participatory design	Prioritization is given to projects that challenge power dynamics
Risk Assessment	Not considered	Awareness of exclusion as an issue	Exclusion included as a risk factor	Exclusion weighted as a risk factor	Projects that exclude are not chosen to move forward
Lessons learned	Documentation practices doesn't include diversity issues	D&I might be mentioned in lessons learned	D&I metrics are defined	Audit commitment and metrics for inclusion	Factors are regularly reviewed for progress and improvement
Approach	Reactive	Inspired	Visionary	Operational	Sustainable

Diversity Maturity for PM

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Diversity Maturity for PM

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Tips and Suggestions

Diversify and Include

- Discuss diversity with regards to your
 - projects,
 - teams,
 - units,
 - organization
- Include diversity and inclusion within:
 - project scope;
 - risk;
 - lessons learned

Potential metrics

Organization

- Salary
- Retention
- Climate survey
- Time to promotion
- Training participation

Projects

- Time talking
- Team engagement

Projects Management Office / Portfolio

- Project assignments
- project audience
- end product usage demographics



Acknowledge Privilege

- Use any privilege you have to validate colleagues, stakeholders, users
- Use any privilege you have to address colleague, stakeholder, user behavior/attitude
- Don't rely upon individuals who have historically been marginalized to mature you or organization's D&I mindset

Value Diversity

Diversity is everywhere.

Attitude is everything.

Responsibility belongs to everyone.

Citations

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Thank you

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