

Fact sheet 4.2.3f

GROUP TASK C: COUNSELLING FOR DIVERSITY

This is a group task for a team of three to five participants. You have 35 minutes.

In preparation for this task you have been assigned to read and explore the following:

- Carrillo Arciniega, L. (2021). Selling diversity to white men: How disentangling economics from morality is a racial and gendered performance. *Organization*, 28(2), 228-246.

You are working for a consulting agency Personnel4Future specializing “talent management”. In that firm you are the specialist for human resource development, career planning and career counselling.

Int-C-Tec, a medium-sized company in the medical technology sector, located in a non-metropolitan area, approaches you requesting support. Being a supplier of superior-quality products for hospitals in the regional and national market, they have developed a path-breaking piece of equipment for emergency care. They are now envisioning a move into the global market. Having seen that their international competitors have strong statements on diversity and their prospective customers come with a myriad of different cultural backgrounds, they have decided to invest in a diversity employer branding.

While all their top management and all HR managers come from traditional backgrounds, about a quarter of their production workers and about ten percent of their specialists and experts are members of racial, ethnic and/or religious minorities. They have formed a task group within top management to come up with first ideas. Up to now, they mainly focused on their web pages and on formulating their job ads in a way that signals they are open for applicants from diverse backgrounds

You are assigned to the team to pitch Int-C-Tec an offer for the development of an integrated strategy.

Your task is to build career counselling for diversity into the offer. Develop a five-minutes argument, using up to three slides. Pay particular attention to the following questions:

- Why is careers counselling to be an integral part of the strategy?
- What are the target groups?

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- What are potential reasons, why members of minority groups are underrepresented in the management and how could this be changed?
 - Do you have suggestions how to improve the work of *Int-C-Tec*'s internal diversity task force?