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# CANADIAN CONTEMPORARY RESEARCH JOURNAL

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# Discrimination and its Outcome –Case of Madison, Jones and Conklin.

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## Introduction

Multiculturalism is the co-existence of different cultures, where culture comprises racial, religious, or traditional assemblies and is expressed in accustomed comportments, cultural expectations and principles, configurations of philosophy, and communicative styles Diversity lengthen this characterisation which incorporates acceptance and admiration. It means understanding that each individual is different, and identifying our individual uniqueness. These can be alongside the measurements of race, ethnicity, gender, sexual alignment, socio-economic standing, age, physical capabilities, spiritual beliefs, political beliefs, or other philosophies. It is the consideration of these dissimilarities in a safe, progressive, and cherishing atmosphere. It is about accepting each other and going outside unassuming forbearance to acceptance and revelling the amusing magnitudes of diversity confined within each individual.

Cascio (2010) defines discrimination as allowing unfair advantage to members of a particular group in comparison to others. Within a structural setting, this includes rejection and restraint of employment opportunities or in-equality in benefits of service. Human resource guidelines, etiquettes and practices are useful to establishments in discouraging discrimination and running diversity to allow reasonable practices to all.

**Thesis Statement:** To examine the effect of discrimination and its outcome on mentoring of Manager in a male dominated work setting.

**Purpose of Paper:** To look further into the effect of male dominated leadership, networking and it's perception on the mentoring of a female Manager in the case of Laura at Madison, Jones and Conklin.

**Overview of Paper:** Laura experienced sex based

discrimination and this simply includes judgment on the basis of gender. Ancient opinions associate effective leadership with masculine oriented characteristics like competition, independence, work -oriented, conclusiveness and firmness. This explains the reason s for the small number of woman occupying high level leadership positions (Yukl, 2010). While women can have such qualities, it was supposed that they were incapable or indisposed to exhibit such mannish comportment in the past. Their propensity is to a more current expressive leadership style, such as resilient interpersonal abilities, unquestioning relationships, and empowerment (Yukl, 2010). In a conventional, male controlled environment however, these womanlike qualities may not be fully acknowledged.

She also experienced the Glass Ceiling which is defined as "a set of invisible barriers which block or restrict the entry of members of non-majority groups into senior management positions" (Cox and Smalinski, 1994:17). According to Yukl (2010), this can manifest itself as the lack of prospect to gain experience and prominence in positions that would expedite advancement, Elimination of women from casual networks that adds to exposure and progression, Lack of mentorship structures, Lack of resilient action from top leadership to guarantee equal prospects, and Purposeful determinations by some men to maintain control of the most dominant spots for themselves.

The environment at Madison, Jones and Conklin for Laura Kravitz's work experience. Can be termed as an "old schoolboys association", that is. a male controlled setting where Laura found herself as the only woman leader in the group, pugnacious to fit in and find recognition by her conventional male senior contemporaries and leadership. Evidently the most apparent arrangement of discrimination witnessed was the fiasco to elevate Laura in line

with her contemporaries, some who joined the establishment about the same time as her. She ascribed this partially to not getting sufficient great profile projects. Project distribution was the accountability of her line manager. Laura's line manager openly exhibited bias in his allocation of projects by allocating the high profile projects to Laura's male colleague. This forced a second form of discrimination. Without an equal chance for experience and a chance to prove herself, Laura's growth was subdued and she was not able to wholly show off her skills and exhibit her potential, thereby keeping her under the radar. To make matters poorer, the group's more significant customer base had an inclination for working with men, and this reinforced male prejudice while the customer is a vital.

Line management should have taken a strong stance and backed Laura in support of management of some of these projects. It would have established confidence in her aptitudes, provided the introduction she needed as well as invigorated and motivated her. Also, Laura's track record had been very progressive and she had good comment from erstwhile customers. It is very likely that she would have gained these clients over as well. Within the establishment, Laura's backing structure was obviously fragile. It is alleged that she did not have a friend whom she could confide in with respects to her emotional state. She was also not assigned a mentor to assist her growth and market her skills. There did not appear to be any form of career development or clear career pathway for her. Laura's capabilities and contributions were also undermined. Leadership exhibited little esteem for her propositions by overlooking her thoughts in meetings and later giving recognition to others for the same ideas. Such action can be quite de-motivating and may lead to the loss of one's self approval and self-assurance.

Furthermore, male management in Madison, Jones and Conklin had an edge to social interacting opportunities with clients and senior leadership through golf, a sport which Laura did not choose participating in and hence was not an affiliate of the club. She was exempted from most social gatherings. While this is not straight discrimination, there could have been a intensive attempts to engage Laura in group collective networking.

Laura's situation could not have been an easy one to cope with. Being part of a minority group,

in her case, the only female manager walled by conventional males; Laura would have needed the tough capacity to sell one value proposal, along with poise, determination and internal *métier*. Laura appeared very accomplished in her work role. In addition to graduating from a much respected business school, she had a clear visualization of her career within the establishment

She aimed to a partnership position. She toiled hard toward this dream by signifying her prospective via successful responsibilities/projects implementation. This is symptomatic by her elevation to team lead driven by her achievement in a series of projects. Laura's customers were contented with her presentation. She had earned the reverence of her colleagues. It is obvious that Laura was an assertive individual and her competences were acknowledged by stakeholders that were visible to her, that is, workers, colleagues and some clienteles. Laura consequently desired to enlarge her level of impact, characteristically to other senior management so that they too could grow gratefulness for her value. In an ideal business environment, one can show case their abilities and increase positive profile-raising legitimately magnificently by effective accomplishment of responsibilities, in particular high profile tasks, that is, the more stimulating and multifaceted the assignment, the higher the acknowledgment for a successful result.

Competition for such responsibilities, however, is stiff with typically the most experienced or most favoured individual demanding the chance. Competition in a business environment is generally vigorous if the environment encourages individuals without prejudice and the individuals maintain veracity and stick to competing in a productive means. The work setting at Madison, Jones and Conklin has already been labelled as showing bias to male workers (reinvigorated further by customer inclination). This habitually positioned Laura at a difficulty and required a thoughtful action on her part to effectively contend. Some interventions that might have help Laura was for her to have an official conversation with Line Manager: As line is commonly accountable for work allocation, there is pint-sized that Laura could do other than having a decisive discussion with her line manager. Patterson, Grenny, McMillan & Switzler (2002) define crucial conversations as those that "occur when there is a lot at stake, when emotions are strong, and when opinions differ". Laura's conversation should have

protected her need for publicity and prospect. She was undoubtedly feeling subdued due to restricted prospect for progression, her line manager required to be aware of her frustration. While it was Laura's duty to ensure a personal growth. Plan connected to a career pathway, it was anticipated that the line manager sustained this plan with prospects for exposure, training or rotation.

Kram (1985) recommends that mentoring influences career progression as well as enhances a protégé's sense of professional identity and self-confidence. Moreover, Most big businesses have acknowledged the significance of mentoring programs. The mentor affiliation can be official/organized or casual. While mentoring is normally imposed at entry level stations ceremoniously, it is occasionally enforced at more senior levels. Laura did not have a career mentor at her work situation. Given her condition nonetheless, it would have been in her support to have hunted a mentor in a formal capability. The mentor should be someone equitably senior, with enough understanding of the environmental tasks and a resilient level of sway. Efficacious mentoring relationships are based on a reciprocated understanding, expectation and a assurance to making the relationship work.

Prospective value that can be realised via the mentoring relationship include chance to grow a support system with knowledgeable senior leadership, advice in relative to the tasks within the work setting a, improvement of interpersonal and communication expertise, reinforcement to stay encouraged and motivated on objectives.

Networking in the work setting can be roughly classified into two categories, i.e. knowledge and support (social) (Ehrich, 1994). Knowledge networking comprises the sharing of technical knowledge among peers where persons are accepted for their know-how and applied as resources as and when needed. A knowledge databank can be used to expedite this procedure. Support networking, on the other hand, is a casual process where individuals participate in activities for purposes of relationship structure that is, getting to know each other well. Support networking has conventionally been male controlled practices (Ehrich, 1994).

## Conclusion

It is hard to conclude whether Laura's segregation is due to gender discrimination or that she was just

not well known. There may have even been the opinion that she was unenthusiastic to participate with the group socially as she did not play golf. Such misapprehensions could have been eliminated by Laura instigating new undertakings and events that would have provided the setting for networking with colleagues, senior management and customers. Events that she would be happy with where she could show off her happiness and métiers. If the setting did not permit for this, then in the attentiveness of her career, Laura should have made use of any accessible chance for networking, even learning how to play golf. Even though, the action may not have been pleasurable to her, it would have sent the communication that she was a member of the group.

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