

Personal Development Exercise

EXERCISE: Troublesome Interview Questions

Complete the Develop Your Skills quiz on potentially troublesome employment questions. When you've evaluated all 15 questions, you can review the answers at the

end of this chapter. Now choose three of the questions that could be used illegally and reword them so that they focus on BFOQs rather than protected characteristics.

Strategic HRM Exercise

EXERCISE: Diversity Is Good for Business at American Express

American Express considers diversity to be essential to every part of its business and a driver of innovation and its global brand image. To provide high quality customer service to its diverse global customers, it relies on diversity of ability, thought, background, and ability. The company feels that differences in skills, experiences, perspectives, and backgrounds enhance the workplace and help the company cross both physical and cultural borders to establish deeper client relationships.⁸⁷ American Express's chief diversity officer Kerrie Peraino believes that "Having an engaged, diverse workforce can truly translate to help attract a more diverse customer base."⁸⁸

American Express's diversity mission focuses on driving business growth and attracting and retaining the best employees. One of the multigenerational initiatives that has helped American Express attract, motivate, and retain diverse workers is its flexible work program called Blue Work. Blue Work allows employees to work remotely, which helps many employees better manage their personal and professional lives. Peraino explains, "...flexibility is necessary when you're grappling with this very diverse workforce in over 100 markets."⁸⁹

American Express's chairman and CEO Kenneth Chenault is a strong supporter of the company's diversity initiatives, regularly meeting with diversity groups and holding senior leaders personally responsible for meeting diversity goals.⁹⁰ American Express also uses its company intranet to communicate its diversity messages, to blog, and to let employees discuss diversity topics of interest. There is also a dedicated intranet page for diversity and inclusion, newsletters, 14 employee networks, and regular diversity events. American Express's successful product innovations and many awards for diversity and appearance on numerous "Best Company" lists reflect its success in managing diversity.⁹¹

1. How is diversity a competitive advantage for American Express?
2. How do flexible work options support both diversity and innovation at the company?
3. How can American Express use HRM to further enhance its diversity goals?

Additional Exercise

EXERCISE: Has Disparate Impact Occurred?

The table shows the percentage of applicants from various protected groups who were ultimately hired over the past year. Use the four-fifths rule to determine whether or not disparate impact has occurred against any protected group.