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Short annotation

Workplaces are becoming more and more multicultural due to globalization, and the Ministry of Finance in Burkina Faso is no exception.

The current Ministry of Economy and Finance is the result of merging several former ministerial departments, including those in charge of Financial Resources, Planning, Cooperation, and Budget, and of restructuring services more functionally around three major assignments:

- ✓ mobilizing internal and external financial resources to support development activities;
- ✓ conducting strategies and programs for sustainable economic development;
- ✓ ensuring optimal distribution of the State's financial resources and control of their use by implementing the various laws.

This provides a perfect opportunity to learn much about innovation in economic and finance, but challenges in collaboration still exist in some cases.

It is essential to understand the challenge in managing diversity within the Ministry of Finance. Specifically, how can diversity management impact the results of the organization? This paper will involve defining diversity, exploring the determinants of proper governance in the Ministry of Finance, and identifying the main risks of poor management. Responses to these questions will help the Ministry achieve its goals.



Goals/objectives formulation

This study will focus on the topic of managing diversity in Burkina Faso's Ministry of Finance. The objectives of the study are to analyze diversity management at this ministry and to offer solutions for staff performance. To this end, the following hypotheses are made:

- ✓ H1: Managing diversity in the Ministry of Finance in Burkina Faso requires innovations;
- ✓ H2: Proper diversity management in the Ministry of Finance in Burkina Faso increases staff performance.

Methods

This study used a qualitative method; to determine the specific method, the following questions were asked: (i) where should I start? (ii) How do I review appropriate literature? How do I develop relevant ideas? How do I describe the diversity management situation I observe in the Ministry of Finance in Burkina Faso? How do I report what is happening in the department concerning diversity management? In the end, unstructured interviews and observations were used to collect information.

Analysis

Managing diversity in the workplace is often challenging. To start, scholars define 'diversity' in various ways, although most authors agree that diversity is a combination of many different factors. Daya (2014) defines diversity as the representation of all forms of visible and invisible differences, including race, gender, ethnicity, disability, sexual orientation, education, class, rank, age, and more. O'Mara & Richter (2014) describe diversity as the "variety of differences and similarities or dimensions among people such as culture, nationality, education, personality type etc.". According to Reddy, Adhikari, & Chitranshi (2017), diversity is one dimension of a dynamic workforce in an organization; it is the variability among employees in terms of their thoughts, expressions, abilities (physical and intellectual), and working styles.

In Burkina Faso, particularly in the Ministry of Finance, the staff is comprised of diverse members with different religions and ethnicities, as well as people with at least two nationalities. Staff diversity is the primary source of disagreement among actors concerning project implementation, resulting in some projects being implemented late or not at all. One example of this phenomenon is the microcredit component of the Local Economic Development Support Program (PADEL).

Possible Solutions

Several solutions can facilitate diversity management within the Ministry of Finance in Burkina Faso, which include the following options:

(i) Giving importance to others

Showing interest can be understood by others as a mark of consideration, which could considerably help break down barriers to harmonious cooperation. In any organization, it is essential to take into account all specificities that may impact the achievement of the organization's objectives. In some cases, one specificity is the employment percentage of men and women. Reddy et al. (2017) stated: "Gender diversity is vital in any workplace. Not just because it is a commendable aspect, but it makes the bottom line of the business stronger." The finance ministry needs to take this into account in its governance.



(ii) Showing curiosity

Although curiosity may sometimes be inappropriate, it can nevertheless contribute considerably to understanding others better and behaving in ways that induce better collaboration. Questions asked should aid in learning the habits of others. In addition, it is crucial to share practices for better communication within the organization. According to Harrison & Dossinger (2017), in terms of improving work performance, curious workers are more apt to proactively seek feedback, to ask open-ended questions during feedback acquisition, and to cope effectively with ambivalent input from coworkers and supervisors. The Ministry of Finance needs to take this into account when managing diversity.

(iii) Listening to others

Listening to others is an essential factor for successful communication, especially in situations where actors have different languages. In these circumstances, it is vital to attentively listen to each other without dramatizing communication errors. Holland & Walker (2017) observed that most people love to talk, especially about their opinions, their beliefs, and the events that are most important to them. They love to express themselves freely without censor or judgment. Participants told Holland and Walker that they enjoy the experience of expressing themselves in the company of likeminded people, here listening with interest and with minds focused on the same topic.

(iv) Avoiding subjective judgments

Avoiding subjective judgments requires a person to explore or research in order to understand why some people are 'inefficient' at a specific workstation before giving his/her opinion. In some organizations, it is not uncommon to find personnel managers who label some staff members as lazy. This can be a source of humiliation and frustration when it is unfounded. According to Sayers (2018): "In order to appreciate the importance of managing diversity, it is first necessary to understand some basic ideas about the ways that prejudice, discrimination, and stereotyping work."

(v) Denouncing negative discriminatory behaviors

Kite & Whitley (2016) said: "Discrimination can manifest itself in many ways, both verbally and behaviorally, and in many settings. For example, bullying, or unwanted aggressive behavior that victims repeatedly experience can be physical, such as hitting or kicking; verbal, such as teasing and threatening; or relational, such as rumor spreading and exclusion." Harmful discrimination in the Ministry of Finance could persist or increase if not adequately addressed. Any discriminatory act must be condemned, and the department's decisions must be strictly professional. Continual discrimination is a source of widespread demotivation in the department, leading to a decline in the department's overall performance. Bias can relate to skin color, sex, ethnicity, height, and more.

Conclusion

Diversity is a source of innovation within the Ministry of Finance in terms of the myriad cultural backgrounds of its staff. Successful management of cultural diversity in the Ministry of Finance requires open-mindedness; it is essential that each actor make objective judgments based on the realities in the world, rather than focusing exclusively on their own experiences. It is also necessary to avoid judging too quickly and to show respect for other people's ideas.



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In light of the above findings, diversity within the Ministry of Finance should be considered an asset, as it contributes to personal development in particular and to development of the country in general.

Main challenges of working together:

In the Ministry of Finance in Burkina Faso, human resource managers need to go beyond traditional methods in order to succeed in their assignments of managing the diversity within their departments.

Lessons learned from this article :

- (i) Governance of the Ministry needs to build the capacity for diversity in both the employees and the managers in charge of evaluations.
- (ii) The department management needs to set up a sound welcoming/onboarding program for new employees, as this enormously contributes to a successful integration process. Sometimes, employees quit because they did not understand the departmental cultural codes that no one had explained to them.
- (iii) In Burkina Faso's Ministry of Finance, multiculturalism can promote much innovation, as people from different cultures perceive things differently and thus bring multiple viewpoints to the table.

Successful diversity management in the Ministry of Finance does not rest solely with the leaders but rather with the whole staff, who must seek to achieve it in their daily behavior. Everyone in the department must do their best to learn more about others and to accept them. Proper diversity management in the Ministry of Finance of Burkina Faso can bring about good, strong accomplishments; however, poor management will cause many difficulties and will negatively impact the achievement of the Ministry's goals.



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Doctoral Supervisor's feedback (approximately 100 words):