Case Study – A Voice Unheard

Fatima Mohamed is a Human Resources Manager in a large information technology company located in the Greater Boston area. Passionate about her work, Fatima makes it her mission to not only continue counseling any employee conflict, but to serve as a voice for the company’s large, yet overlooked, female workforce. After several attempts to lead the HRM executive board to consider equality-centered missions, visions, and values (i.e., more flex-work hours, children’s day-care assistance, or better health benefits through insurance coverage) Fatima continues to have her project proposals rejected. This string of rejected ideas leads her to doubt her value as an employee and her abilities as an advocate for her coworkers. Further, she begins to wonder if her gender or race plays a role in why her projects are being overshadowed by others’ (which she comes to learn are “less worthy” of consideration, as they don’t offer as strong a level of support).

• Consider how Fatima should go about voicing her frustrations.
  o Whom should she speak to for guidance?
    ▪ Her direct supervisor?
    ▪ A peer manager who can counsel her on the issue?
    ▪ Should she tell herself to let it go and move on?
• Consider what points Fatima can use in her case to defend her projects.
  o Example: Fatima should gather data from the field vis-à-vis...
    ▪ Employee Retention
    ▪ Return on Investments
    • Employee productivity
    • Profits going up when flex schedules or better time away options are introduced
• In any work environment, to whom can one turn in a situation such as this? What resources do companies typically provide?