

Along with empathy another subject I focused on was perspective. The majority of the time in the realm of diversity perspective correlates directly with empathy so including it in my study only helped support my research. Since I was focusing on the topics of empathy and perspective an article I found that added a lot of value is “A strategy for diversity training: focusing on empathy in the workplace” by Juan M. Madera, et al. from the University of Houston. The author's expertise and research interests include diversity and discrimination in the workplace, and training and development, along with experience on more than 60 peers reviewed journal articles and book chapters. The experience of the authors makes the study more reliable along with the extensive data and research that is included in the chapter from the Journal.

This is a valuable source because of the content it adds to my discussion of empathy, perspective, and diversity. The text is a study to test how effective diversity training exercises that include perspective-taking are on increasing positive attitudes towards non-English speaking individuals. This study extended my knowledge on diversity teaching me that as the number of US residence that speak a language other than English increases it is important to include diversity that covers the inclusion of non-English-speaking immigrants. This study addresses that language barrier bias by analyzing attitudes towards non-English speakers and how people happen to usually have a positive bias towards groups that they are in and a negative bias towards groups they are out of. Three hypotheses are created in the opening explanation of the study giving the reader a look into what they predicted and opening them up to make their own. Each hypothesis focused on a key aspect, a more positive attitude after training then before, an increase in empathy from understanding perspectives, and a participants status will affect how perspective changes attitude such that “participants in the employee role will change their attitudes more positively than participants in the manager role.” There is a strong relationship between the hypothesis and one of my other sources “Why Diversity Programs Fail” because this source discusses how managers often feel attacked and pressured by diversity training resulting in more of a resistance to diversity.

The participants of the study include 132 students majoring in hotel and restaurant management, but only 96 completed the whole study. The participant's attitudes were recorded pre-training and post-training to see if there was a change after perspective training, empathy was also looked at to see if it changed. The result of the study was that “negative attitudes toward Non-English-speaking individuals decreased once participants received perspective-taking training” and that “the results of the findings suggest that participants who were placed in the role of an employee were more empathetic toward non-English speakers.” This data supports my focus on empathy and perspective as a tool to help improve diversity training and create more diverse

and inclusive environments proving these texts to be a good reference for evidence.

Madera, J. M., Neal, J. A., & Dawson, M. (2011). A Strategy for Diversity Training: Focusing on Empathy in the Workplace. *Journal of Hospitality & Tourism Research*, 35(4), 469–487. [https://doi.org/ 10.1177/1096348010382240](https://doi.org/10.1177/1096348010382240)