Employment life will never be the same. Significant evolutionary changes are underway in the workforce, and consequently in the workplace, as well. These transformations will occur much more rapidly than most managers expect or desire. What one can see today evinces that, while there will be some resistance to the changes, yet there will be diverse changes in composition of work force which they may represent various ethnic or religious groups, as the India’s population today where more than 60% are below 40 years of age, tomorrow we will see more young workers in the work field. As the girls are getting educated, we shall also notice more and more workers fro the fair sex segment. This may augur well for every one specially who thinks that changes are there for better. And, no change will take place very smoothly. Therefore management of diversity will be a great challenge for all managers especially for the Humana Resource managers in the new millennium. ORGANISATIONS of 21st Century are unusual for focused on the leadership and organizational challenges facing business. To lead in the present and the future, organizations must emphasize two things: talent and environment. An organization must employ and retain the best, brightest, and most diversified people in order to innovate. "Diversity is something that companies focus on if they are serious about identifying and keeping the best talent," added Teri Williams (HBS MBA '83), Senior Vice President for Marketing at the Boston Bank of Commerce
and a former vice president at American Express. "It's not about philanthropy, but about doing what you must to survive."

In the knowledge age, a company's market value is becoming less dependent on tangible assets. More on intangible assets such as brands, technology, embedded processes & systems and, most importantly, people.

With globalization there have been steady increase of numbers of transnational corporation in our country. The nature of business today, the global market requires people of different nationalities and cultural background to work together. Global strategies and approaches to managing diverse workers have become a new requirement for managers. For example we take the following caption from the Official Web-site of Wipro what the all have to say about work place diversity.

5. 01: Work Place Diversity of Wipro:

"Wipro seeks to build a climate that welcomes, celebrates, and promotes respect for the entire human race. In our commitment to diversity, we welcome people from all backgrounds and seek to include knowledge and values from various cultures. The concept and dimensions of diversity are advanced and incorporated into every aspect of the organization. Dimensions of diversity include, but are not limited to, the following: race, ethnicity, religious belief, sexual orientation, sex/gender, disability, socioeconomic status, cultural orientation, national origin, and age. The implementation of the commitment to diversity rests with the organization as a whole. However, in addition to this personal commitment and involvement, we have
instituted a Diversity Committee to implement effectively the philosophy and intent of the organization with respect to diversity.²

5. 02: IBM Experience:

Like many companies, IBM took big strides to eliminate discrimination by attempting to ignore cultural, racial, and other differences among its vast worldwide workforce. That ended when Lou Gerstner became CEO. Gerstner initiated a diversity task-force initiative that would "uncover and understand differences among the groups and find ways to appeal to a broader set of employees and customers," according to HBS professor David A. Thomas. Since then, the number of female executives in the company has grown by 370 percent, ethnic minority executives have jumped 233 percent and the number of self-identified gay, lesbian, bisexual, and transgender executives gained 733 percent. Another benefit: "By deliberately seeing ways to more effectively reach a broader range of customers, IBM has seen significant bottom-line results," says Thomas³.

Now the world around them will force these organizations - and the people who populate them - to change . . . dramatically. And relatively quickly. They're not happy about these circumstances and, in many cases, they're bewildered. They sense something is shifting-and that they have to adjust, too, but they are ignorant and uncertain of the trends, their influences, and how to respond. More leaders will turn to professional futurists to help them make sense of the trends and their implications.
Much of the transformation in the work environment is driven by changes in the attitudes, approaches, and behaviors of the workforce. Is it the younger employees, those twenty-some things, causing all these problems, all this upheaval?

The new design of careers will drive dramatic changes in management. Superiors will now be leaders, rather than managers, focused on bringing out the best in their people. Coaching will replace autocratic practices and supervisors will be expected to guide and support personal development. Employees will develop individualized learning plans and their supervisors, at all levels, complete with employer commitment. Supervisors will be expected to support workers in their growth efforts.

Unlike programs carried out for the purpose of compliance or litigation-avoidance, an effective diversity management effort benefits all parties. Employees experience personal growth as they learn from one another's insights and perspectives, and the organization's ability to innovate, solve problems, and meet the needs of an increasingly diverse customer base is greatly enhanced.

But one of the most compelling reasons of all for implementing a diversity management program is demographics, pure and simple. The workforce is changing, and only organizations with a demonstrated commitment to nurturing the uniqueness of its employees will successfully attract and retain top performers.

Providing training does not qualify as a diversity management initiative in and of itself. While helping employees raise their personal diversity awareness is a vital element, it must be supported by other corporate activities such as changes in
recruitment practices, introduction of a flexible work arrangement policy, and/or launch of a mentoring program (to name just a few). An organization otherwise risks losing credibility or - worse yet - alienating its workers.

Lastly, it is essential that a diversity management effort not be perceived as yet another one of HR's pet projects (i.e., "flavor of the month"). On the contrary, it should be clearly communicated as an executive-level priority. And, despite use of words such as "program" and "initiative" in many modern management practices in the organizations, it should not be a stand-alone endeavor. Instead, it should be just one component of a fully integrated business strategy. In other words, diversity management should be tied to the "bottom line" along with a host of other business pursuits.

Diversity management is a serious undertaking that places strong demands on time and resources. An even greater requirement, however, is the willingness of an organization to challenge the status quo and make sweeping changes to its culture.

"Diversity...the word has come to mean both a great deal and very little, depending on the context in which it is used. It has also come to mean many different things to many different people. For some it represents opportunity and inclusion. For others it's simply one of those politically correct HR programs...."5

To succeed, companies will need to embrace the available workforce in its entirety - with its rich texture of age, race, religion, socio-economic background, etc. Without that, the likelihood of melding a successful pool of talent to drive the company into the future is in question.
Until recently, diversity was usually defined in terms relating to race and gender issues. But the current and growing trend in both business and society is to define diversity in much broader terms that include appearance, age, physical abilities, language, sexual orientation, socio-economic background, religion, marital/parental status and so on. It's a formidable list of diversity issues, but it also represents a positive desire on the part of an ever-increasing number of employees and employers alike to embrace a broadly defined and culture-driven approach to workplace diversity.

5.03: Culture-driven is the key:

Far too many organizations still see diversity as largely centered on only race and gender issues. As a result, the primary focus of their diversity program is to increase the numbers of women and minority, backward class employees on a multitude of graphs and charts that represent a false sense of accomplishment, while presenting the organization as "sensitive" to the issue of diversity. Little time is spent on winning the hearts and changing the minds of the organization's workforce. She defined cultural diversity as group differences in identity, particularly concerning groups that are socio-culturally distinct and have different power positions in society. Socio-cultural distinctions may be race, ethnicity, gender, religion, nationality, and sexual orientation.

Diversity awareness must be linked directly to the strategic business plan. But it cannot be designated as a separate "affirmative action" component. Instead, it must be woven into every fiber of the company's operations. That effort begins where the employee lifecycle begins, with recruiting. Recruiting for diversity is tied to the fact
that global businesses demand insight and experience with various cultures and countries. That translates to instituting a truly expansive recruiting effort in which global business objectives are a major consideration.

5.04: Diversity Leads to Business Innovation:

As organizations expand and move into new and innovative business models, creative thinking is going to become more and more valued. Tapping into a talent reservoir that is truly free from the influences and restraints of traditional diversity barriers opens an organization's doors to a myriad of employees representing a wide variety of life experiences. Life experiences translate into different ways of examining, solving and implementing business strategies, customer service issues, sales programs and operational problems.

Then, of course, there are the issues of global marketing, global product sales and global business-to-business relationships. Language differences, cultural nuances and even the simple elements of life like food, art, housing and transportation all have major impacts on the way business is done within and across national and continental borders. The need for a culturally diverse workforce in a global company would seem to be natural if a company is to maximize its success.

Additionally, in an organization in which cultural diversity is not only an accepted but also a clearly articulated goal, there are certain to be fewer claims of discrimination and harassment. Best, a commitment to a culturally diverse workforce lays wide open a whole universe of recruiting sources from which to choose the best and the brightest of future employees.
5.05: Key Elements of Diversity Efforts:

While there are almost as many approaches to building a culture-driven diversity program as there are organizations striving to implement them, there is great value in examining some of the elements that are critical to any successful effort. The following are nine tips suggested by Brian E. Powers:7

1. **Diversity Doesn't Just Happen**

For real diversity to take root in an organization, it needs to be seeded and grown by a solid and supported structure within management. That element should be designated. The recent studies at various successful organizations have shown that the head of this component must have officer ranking and report directly to the highest level of management, preferably the CEO. Supporting the office should be an Executive Council comprised of senior executives who approve the diversity agenda, including recommendations, strategies, goals and vision statements. Finally, employees representing various disciplines and employment levels of the company should be selected to serve on the task force to insure that the program stays on track.

2. **Training, Training and More Training**

This mean, one should not be talking about one of that single day, check the box kind of training efforts. The program should be tailored to the various workforce audiences for whom it is designated, based on factors like level of education, length of service, responsibilities and demographics. Most important, the training must be continual. It needs to be part of every new employee orientation, planning retreat,
sales session and corporate restructuring. And top line executives have got to be there, visible in their attendance and uncompromising in their collective commitment.

3. Form Affinity Groups and Link Them to Mentoring

The formation of "Affinity Groups" should be encouraged throughout the company. For example, women, people of different class, tribal, different linguistic communities can support and provide resources to the overall diversity program. Obviously the efforts of these affinity groups should be linked to business objectives. While mentoring is an important element in the makeup of these groups, it does not have to come from someone within the group itself. It's the level and experience of the mentor that should be the most important factor.

4. It Isn't Just a Question of How High Diversity Reaches

Too often there is a tendency to focus only on vertical diversity: how high up have women and people of color raised in the organizational structure. A company must first achieve horizontal integration for real diversity to occur. That means promoting and instituting diversity through all departments and functions. It also means paying attention to who is assigned the cross-functional, developmental projects that add breadth and depth to one's knowledge, experience and exposure.

5. Students Doing Summer Projects Become Valuable Employees
Many companies have found intern programs to be an effective way to identify and attract talent for entry-level management positions. Colleges, universities and community organizations are great sources for such interns. In most cases, the schools and other organization will be more than happy to help establish and administer such intern programs.

6. Make Diversity a Business-Wide Initiative

By treating diversity as an organizational development issue may results astounding business performance. If for example organizations integrate diversity initiatives with organizational improvement efforts like Six Sigma, Good to Great, Appreciative Inquiry, and self-managed work teams, the diversity commitment begins to resonate with emphasis throughout the entire organization.

7. Real Diversity Demands Flexibility and Innovation

The commitment to diversity also demands a commitment to a wide range of other progressive employment policies, benefits and programs. Telecommuting, flexi-time, and part-time works are examples. Longer paid maternity leaves, paid parental leaves for adoption purposes, domestic partner benefits, childcare assistance and elder care assistance will also have a positive impact on your diversity effort. These kinds of programs are highly valued by younger and non-traditional workers. Conservative corporate cultures that reject such programs will find real diversity a difficult goal to achieve. For instance many info-tech or software firms encourage to initiate diversity programs in similar line.

8. Don't Forget the People Who Want Organization's Business
Organizations need to be extremely proactive in spreading their business through a wide range of suppliers who represent true diversity. For example some program related to vendors are well within the parameter of such initiative. This may mean providing various forms of assistance or partnerships to firms that have not yet reached full organizational maturity.

9. **To be Passionate but not Indefinite**

Organization's diversity commitment should be about change. So, from the beginning, it is to be realized that achieving real diversity will be a never-ending objective. As such, diversity must become an ongoing executive passion. Paradoxically, an organization will know when it has achieved true commitment to diversity when much of the official diversity supportive structure can be dismantled, without impacting the progress towards diversity.

A culture-driven diversity program represents a long-term commitment that begins in the most upper levels of management but cascades downward until it permeates every aspect of the business, from purchasing, through HR and operations, and into the sales force. By recognizing the value a diverse workforce can generate, organizations have opened up a vast array of knowledge they may not have leveraged previously. It's these companies that will likely have the best chance of survival and success in an increasingly competitive global business climate.

5. **06: Identification Of Key Areas For Leveraging Diversity:**

Organizations must identify the key drivers for increasing diversity, leveraging that diversity, and creating a culture that is inclusive so that all people can do their best
work. Depending on which drivers are compelling the organization to change, there will be different actions, strategies, and accountabilities that will need to be utilized. Although each driver may have some overlap, the question for organizations is: what is the main driver - the true organizational imperative - for change?

The organizational imperative for leveraging diversity can be categorized into four main areas. Figure-1 presents a summary of the key aspects of the drivers - the purpose, needed actions, key skill, and accountabilities.

Figure 5.01.

<table>
<thead>
<tr>
<th>Driver</th>
<th>Purpose</th>
<th>Needed Actions</th>
<th>One Key Skill</th>
<th>Accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talent acquisition</td>
<td>Retain and attract a broader range of talent</td>
<td>Reexamine</td>
<td>Interviewing</td>
<td>Managers accountable for hiring, promotion,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>systems: Recruiting; Hiring; Development On-boarding; Performance Review.</td>
<td>people different from yourself</td>
<td>retention of diverse talent</td>
</tr>
<tr>
<td>Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Match the marketplace</td>
<td>Better understand and anticipate customer needs</td>
<td>Develop competencies of all people to understand, respond to, and</td>
<td>Being able to understand the world from someone else's frame</td>
<td>Evaluate effectiveness of individuals and teams to address diverse customer needs</td>
</tr>
</tbody>
</table>
anticipate needs of diverse markets (including in product development, customer service, sales teams, advertising, displays)

Challenge the status quo
Move the organization to a new way of operating
Set up cross functional, diverse teams that will question what is and what has always been
Speaking up and out of the box thinking
Reward risk taking, speaking up
Track and reward innovations and out of the box thinking

Set new standards
Create breakthrough products/services and/or a new industry standard
Position the organization for radical change
Raise the bar on key individual and organizational actions and processes
Reward the practice of new behaviors for the new culture
Reexamining organizational processes to assure that they are setting a new standard
Create aspirations that others think are impossible

Assure all teams are culturally competent
5. 07: Cultural differences and deep learning:

"Though personality diversity is valuable for team building and job matching, even different personalities from the same culture will share a common set of cultural assumptions. The invisible diversities of culture, religion, and value systems are where you can reap real business benefit."  

Cultural differences are where one discovers the most basic assumptions that one have never even questioned. This causes problems; questioning deep assumptions can feel very threatening. So threatening, in fact, that reactions are defensive bordering on violent. But if one can manage the emotion and create a safe space to play "what if," he/she may find your thinking changes dramatically. Cultural differences can hint at new markets. For instance situation prior to introduction of availability of cable T.V. network in India the movie and music market was dominated by few region centric language and culture. Say for example North India was more Hindi dominated and southern part of the country was dominated by some regional language such as Tamil, Telegu, Malayalam etc. But after introduction cable T.V. network in India when viewers could see the same channels all through out the country they naturally get inclined to good movies and good music those are played in the channels in different language. The viewers were getting the access to programs of other languages, previously that was not available. Thus some demand for intra language, intra cultural films and music were created

Some of the ways to extract diversity's benefits as emphasized by Stever Robbins:

- Identify previously overlooked cultural markets.
- Create new products for existing markets.
- Change corporate culture to attract a different employee mix.
- Form relationships and making inroads internationally.

5. 08: Diversity as Source of Power:

For certain recent developments and the type practices that are encouraged in the organization and matter of policy diversity has emerged as a source of power. An example would be for the person responsible for diversity to report directly to the chief executive officer or chairman of the board and to have as high an organizational rank as others with the same reporting relationship. Diversity in this case would be embodied in an office with a significant staff, budget, and a broad strategic mandate. The person in charge would be involved in all major strategic organizational meetings and decisions and would be expected to bring a diversity perspective to virtually everything that occurs in the organization.

Although it is unlikely that diversity would be located far from the sources of power, but still have a great deal of influence in the organization, this may occur in organizations where legal compliance and governmental regulation are key driving forces behind the diversity efforts. In the short term, this may give diversity a great deal of influence across a fairly broad range of the organization's activities, but it leaves the effort extremely vulnerable to changes in the legal and regulatory environment.

Diversity in the organization many a times give rise to some kind of complication and source of politics. As already mentioned above it may be source of power for
many people. Therefore one may have to handle with the matter with extreme caution and dexterity. The managers required understanding how power and influence could be sourced from various kinds of diversities.

**Influencing the agendas of others:** Although one's initial mandate may be narrow, yet one can build power by finding ways to shape or influence the agendas of other groups in the organization. The compliance and legal aspects of diversity may be a base to do this initially, but it is important to find more operational issues to which to link diversity concerns.

**By Capitalizing on areas of uncertainty:** Narrowing the areas of uncertainty in an organization can be a strong basis for building power. A rapidly changing worker profile, globalization of business, and new ethnic markets both domestic and foreign have increased the level of uncertainty and lowered the confidence with which almost all aspects of a business are now pursued. Bringing an expertise based on knowledge of how diversity influences the key areas of change for an organization can increase the power base from which diversity functions.

**Build alliances:** The easiest way to gain more power is to get some from those who already have it. However, it is to make sure that those with whom one seek alliance have power to spare and that the result of aligning with others efforts is not a reduction in both potential ally's power. The most obvious way is to make such an alliance is by determining who the person is reporting to, who chairs the membership on key diversity committees, and how much of a budget one have to use to support diversity efforts.
**Gain results:** In political matters as well as many others, nothing succeeds like success. One gain power in some proportion to how effective one’s efforts is. In this sense, it is very important what goals one choose and priorities one set. One need success to be taken seriously, but to be taken seriously one needs successes. The results one should key on are those that match and enhance the strategic goals of the organization. Getting out of the human resource and staffing mind-set and looking to marketing and sales as key areas where diversity can make a difference. This is the political importance of the growing emphasis on diversity as a business, bottom line issue.

One simple way to conclude is that the diversity management inside the organization is getting more importance with the change of time, market and influence of knowledge. It is no more just an issue. This is a matter of strategic significance. As the changes are taking many more facets, it is only time will decide how and when the management diversity will take a new shape. Since, at this juncture the matter is very pronounced and loud, the managers must be equipped to face the challenges.

The challenge today for many organizations and their leaders to be clear about which of the specific drivers are critical for implementing an effective leveraging diversity and inclusion change effort - given the organization's current state, business needs, and future directions. Only in this way can an organization successfully undertake and leverage diversity in service of the organization's mission and key strategies. This makes diversity and inclusion a means to the end of accomplishing the organization's purpose and needed results. “Any major corporate change will succeed only if a few key factors are in place: strong support from
company leaders, an employee base that is fully engaged with the initiative, management practices that are integrated and aligned with the effort, and a strong and well-articulated business case for action. "Sustaining change requires that diversity become an integrated part of the company's management practices."
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