


*Diversity Management:
Past, Present and Future*



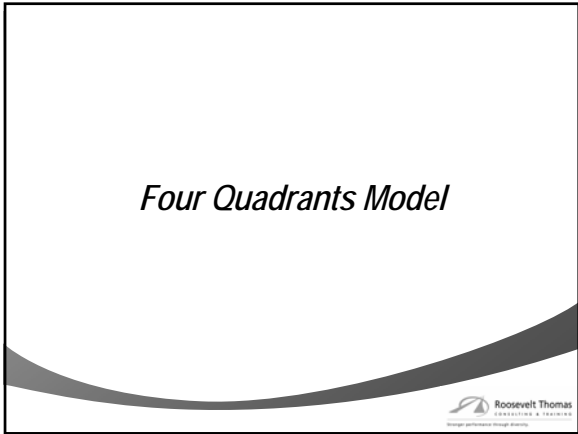
Agenda

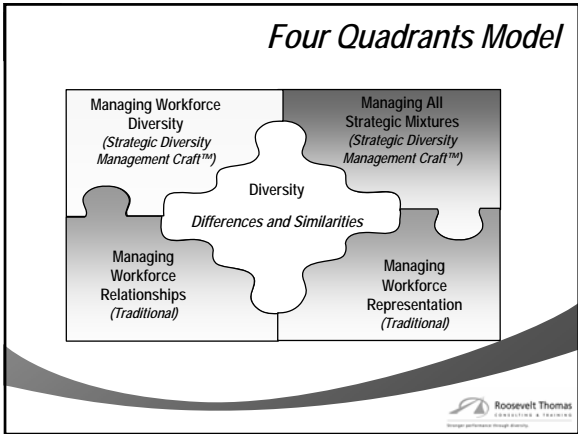
- I. CONTEXT: The Evolution of Diversity Management Thought**
- II. CURRENT STATUS: Just Plain Stuck**
- III. Civil Rights Agenda vs. Diversity Management**

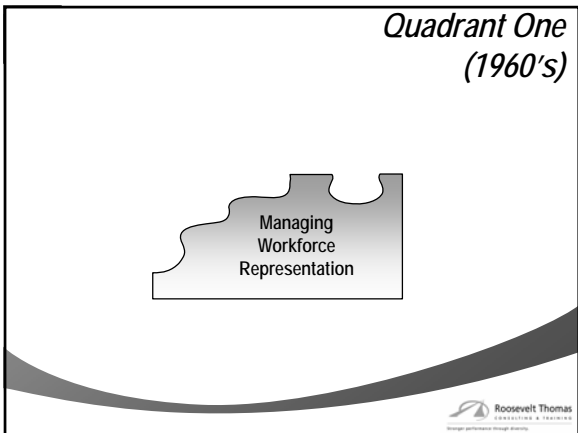


I. CONTEXT: The Evolution of Diversity Management Thought










*Quadrant One
(1960's)*

Emphasis:

Creating a representative workforce




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*Quadrant One
(1960's)*

Motive:

**Social Justice / Civil Rights
(Mainstreaming the Disadvantaged)**




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*Quadrant One
(1960's)*

Principal Tools:

- **Civil Rights Laws**
- **AA / EEO**
- **Strategic Alliances**
- **Accountability**
- **Business Case / For Representation**
- **CEO Sponsorship**




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*Quadrant One
(1960's)*


Challenges:

- **Minimizing Tension**
- **Revolving Door**
- **Glass Ceiling**




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*Quadrant Two
(1960's)*



Managing
Workforce
Relationships




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*Quadrant Two
(1960's)*

Emphasis:

**Pursuit of harmony required for
quality work relationships.**




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*Quadrant Two
(1960's)*

Motive:

Social Justice / Civil Rights




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*Quadrant Two
(1960's)*

Principal Tools:

- Elimination of “isms”
- Sensitivity Training
- Valuing Differences
- Understanding Differences
- Cultural Competency




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*Quadrant Two
(1960's)*

Challenges:

- Revolving Door
- Glass Ceiling
- Identification of other causal factors
- Viability of AA?
- Declining effectiveness of assimilation



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*Quadrant Three
(1980's)*

Managing Workforce Diversity

Diversity
Differences, Similarities,
Tensions and Complexities

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*Quadrant Three
(1980's)*

Emphasis:

Making quality decisions in the midst of workforce differences, similarities and related tensions.

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*Quadrant Three
(1980's)*

Motive:

Business Rationale


(Creating an organizational environment that fully accesses the talent of all participants.)

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*Quadrant Three
(1980's)*

Principal Tools:


- **Concept of Diversity**
- **Strategic Diversity Management™ Craft**
- **Cultural Change**
- **Systems, Policy and Practices Changes**
- **Business Case**




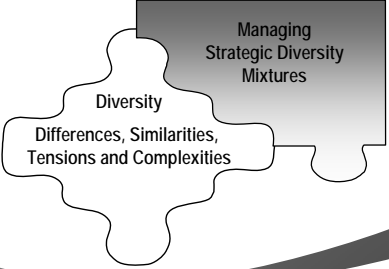
*Quadrant Three
(1980's)*

Challenges:

- **Conceptual Confusion**
 - Suspicion of Civil Rights Abandonment
 - Suspicion Nothing New: Disguised Affirmative Action
- **Constructing a Compelling Business Case**
- **Making Organizational Changes in Absence of Compelling Business Case for Managing Workforce Diversity**




*Quadrant Four
(1990's)*



*Quadrant Four
(1990's)*

Emphasis:

**Develop a universal organizational,
managerial and individual capability
for addressing strategic diversity of
any kind**




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*Quadrant Four
(1990's)*

Motives:

- **Easier to make business case**
- **Popular Demand**




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*Quadrant Four
(1990's)*

Principal Tools:

- **Managing Workforce Representation**
- **Managing Workforce Relationships**
- **Managing Workforce Diversity**
- **Strategic Diversity Management™
Craft**



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Strategic performance through diversity.

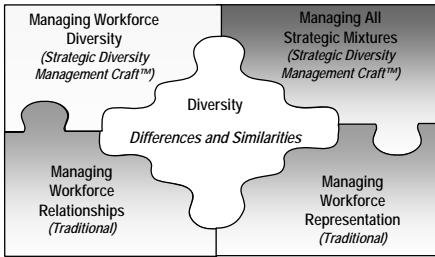
Quadrant Four (1990's)

Challenges:

- Diversity vs. Diversity Management
- Diversity Management vs. Civil Rights Agenda
- Universal Diversity vs. Workforce Diversity
- Race, Gender and Work Force Specific Frameworks
- Complexity



Four Quadrants Model




Diagnostic/Thought Questions

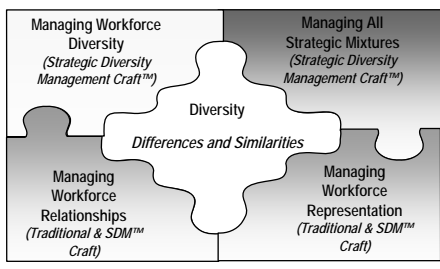

- In what quadrant(s) is *Your Organization* operating?
- In what quadrant(s) does *Your Organization* need to be active?
- What is *Your Organization* losing by not operating where it should?
- What would *Your Organization* gain by moving to where it needs to be?



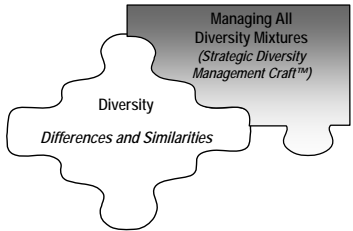

Further Evolution




Four Quadrants Model

One Universal Capability


II. CURRENT STATUS Just Plain Stuck



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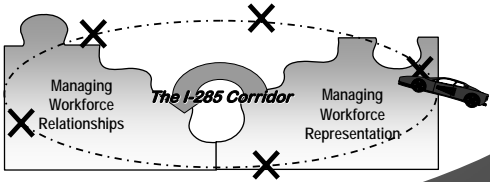
Where Stuck?

- **Stuck on Workforce Diversity**
- **Stuck on “the Numbers” and “Relationships”**
- **Stuck on “eliminating the isms”**



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Quadrants One and Two



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Why Stuck?

- **Tendency to view diversity as extension of Civil Rights Movement**
- **Tendency to view diversity as a U.S. issue**
- **Failure to look at pluralism as differences, similarities and related tensions**



Why Stuck? (continued)

- **Society rewards “progress” and “persistence” (“commitment”) with respect to “the numbers” and relationships**
- **Have relied largely on “benchmarking” for innovation**




Why Stuck? (continued)

- **Now often see Diversity Management as defensive or maintenance mechanism, and not as a facilitator of change**
- **A “done that” attitude**



Diagnostic/Thought Questions


- **Are Your Organization's diversity efforts stuck?**
- **If so, where?**
- **If so, why?**
- **If so, how do we get unstuck?**



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Why Diversity Management Now?


(What's Diversity Got to Do with It?)



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Why Diversity Management Now?

- **Representation (Mainstreaming) and Diversity are not synonymous.**
- **Today, Representation generates diversity (differences, similarities, tensions and complexities).**



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Why Diversity Management Now?
(continued)

- **Diversity Management capability needed to address diversity.**
- **Diversity and Diversity Management are not synonymous.**



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Why Diversity Management Now?
(continued)

Sustained Progress Not Possible without Diversity Management




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III. Civil Rights Agenda vs. Diversity Management




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**Differentiate between Social Justice and Strategic Diversity Management™:
A Necessary Mindshift**




*A Tale of Two Paradigms:
The Beloved Community and Diversity Management*

Variables	The Beloved Community	Diversity Management
Goals	• The Integrated Community	• Quality Decision-Making




*A Tale of Two Paradigms:
The Beloved Community and Diversity Management*

Variables	The Beloved Community	Diversity Management
Critical Concepts	<ul style="list-style-type: none"> • Racial Oppression • Equal Opportunity • Racial Segregation • Racial Desegregation • Racial Pluralism • Racial Integration • Racial Awareness and Sensitivity 	<ul style="list-style-type: none"> • Diversity • Diversity Mixtures • Diversity Challenges • Diversity Tensions • Diversity Skills • Diversity Maturity • Diversity Response Options • Strategic Diversity Management™ Process




*A Tale of Two Paradigms:
The Beloved Community and Diversity Management (continued)*

Variables	The Beloved Community	Diversity Management
Facilitators of Integration	Ethical Demands: <ul style="list-style-type: none"> • We all are created by the same Creator. • Life demands freedom. • Everybody is somebody. 	<ul style="list-style-type: none"> • Mission of organization • Vision of organization • Related requirements




*A Tale of Two Paradigms:
The Beloved Community and Diversity Management (continued)*

Variables	The Beloved Community	Diversity Management
Current Status	Stuck on: <ul style="list-style-type: none"> • Racial Desegregation • Racial Pluralism 	Stuck on: <ul style="list-style-type: none"> • Managing Workforce Representation • Understanding Workforce Relationships




*A Tale of Two Paradigms:
The Beloved Community and Diversity Management (continued)*

Variables	The Beloved Community	Diversity Management
Unfinished Business	<ul style="list-style-type: none"> • Racial Integration 	<ul style="list-style-type: none"> • Managing Workforce Diversity • Managing Strategic Diversity Mixtures



*A Tale of Two Paradigms:
The Beloved Community and Diversity Management (continued)*

Variables	The Beloved Community	Diversity Management
Barriers	<ul style="list-style-type: none"> • Uneven commitment to the ethical demands • Continuing Racism • The Challenge of Differences 	<ul style="list-style-type: none"> • Allegiance to The Beloved Community paradigm • Conceptual Confusion



*A Tale of Two Paradigms:
The Beloved Community and Diversity Management (continued)*

Variables	The Beloved Community	Diversity Management
Desired End	<ul style="list-style-type: none"> • Racial Pluralism • Racial Integration 	<ul style="list-style-type: none"> • Individual and organizational ability to make quality decisions in the midst of differences, similarities, tensions and complexities

