Innovative Management Strategies

Managing Diversity
June 1992

MANAGING DIVERSITY
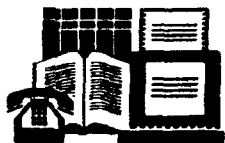
JUNE 1992

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WORK FORCE DIVERSITY

INTRODUCTION

Work Force 2000, a report issued by the U. S. Bureau of Labor Statistics, foretells of a changing national work force. The change is from a predominantly white male to a more diverse work force composed of greater numbers of women, Afro-Americans, Hispanics (Latinos), Asians, and other people of color. While the report describes the demographics of the year 2000, the changes are presently with us and are continuing to increase at a fast rate. Many private sector organizations have recognized the need for sensitivity about differences, training in managing the diverse work force, the changing of organizational cultures to accommodate this changing work force.

Federal organizations are also beginning to prepare for the implications of the changing work force. At the Environmental Protection Agency, for example, Deputy Administrator F. Henry Habicht II directed a Diversity Task Force to address the issues involved in the diversity of the work force. The Diversity Task force is chaired by Clarence Hardy, the Deputy Director of the Office of Human Resources Management.

This bibliography was developed for EPA managers and employees in order to increase an understanding of the diverse work force. The bibliography is the second edition of **Managing A Diverse Work Force**, 1990, which was developed by the EPA Headquarters Library. Like the initial version, this update provides summaries of articles and citations of books and audiovisual materials.

Managing Diversity was compiled using **ABI/INFORM, Management Contents,** and **NEXIS.**

Managing Diversity ends with selected resources available through the EPA Library Network. Copies of the articles cited in this bibliography may be requested from your local EPA Library. For further assistance, contact the Headquarters Library at 260-5922.

I. A DIVERSE WORK FORCE

Tapping the power of a diverse workforce.
Galagan, Patricia A.
Training & Development Journal v45 March, 1991, p38(7)

Corporations must manage their increasingly culturally diverse workers in a way that extracts from that heterogeneous workforce the same quality, commitment, productivity, and profit that come from the rapidly shrinking homogeneous workforce dominated by white, native-born males. More than 50% of the workforce in 1991 is comprised of people who are not white, native-born males, and by 2000, 25% of employees will come from minority groups. Many corporations have implemented diversity programs that treat diversity as a business issue that affects company performance. Diversity now refers to more than skin color or gender. It can include age, race, religious affiliation, and other factors. Although companies have established diversity programs, most of those programs have been aimed at changing personal bias rather than corporate culture. Firms that do not readily accept diversity will have it forced on them by demographics. (MANAGEMENT CONTENTS)

Beyond global HR.
Gemmell, Arthur J.
Personnel Journal v70 June, 1991, p20(3)

The international economy has expanded the human resource (HR) function. Personnel managers in multinational corporations are being challenged by the cross-cultural work environment. Personnel managers must have operational, diplomatic, and analytical skills to deal with diverse cultures. The characteristics of managers that can lead to expanded career opportunities include having a geocentric attitude, multilevel communications expertise, and the ability to create an atmosphere of trust and respect in a multi-cultural work environment. The global work environment has expanded the HR function to include such activities as communicating the corporate mission, both internally and externally. (MANAGEMENT CONTENTS)

Piecing Together the Diversity Puzzle
Rosen, Benson; Lovelace, Kay
HRMagazine v36n6 PP: 78-84 Jun 1991

The increasing diversity of the labor force is bringing to the workplace new strengths and new challenges for human resource professionals. The responses to a recent survey of more than 400 Society for Human Resource Management members provide insights into problems and opportunities associated with diversity. The most frequently cited negative

consequences of diversity include communication problems and increased training costs. However, nearly half of the respondents reported that diversity contributes to creating a corporate culture more tolerant of different behaviors. The vast majority of respondents argue that gains from a diverse workforce far outweigh the costs. When asked about successful programs relating to managing diversity, the largest number focus on corporate efforts to open communication channels and increase sensitivity to cultural and gender differences. Survey respondents were emphatic that, without commitment and backing from top management, diversity management can fall apart. (ABI/INFORM)

Work-Force Diversity Deserves Special Attention
Holtzman, Warren
Hotel & Motel Management v206n6 PP: 26 Apr 8, 1991

Managing workforce diversity is an increasingly topical subject in the lodging industry. During the 1990s, the lodging industry will include growing numbers of people who have various cultural backgrounds, religious affiliations, and sexual orientations. The 4 basic steps to managing diversity are: 1. Accept the fact that people are different, that each individual's cultural imprints result in values, attitudes, and behaviors that may differ from one's own. 2. Realize the benefits that diversity offers. 3. Respect each individual's cultural differences. 4. Commit to expanding one's own awareness and sensitivity. (ABI/INFORM)

Work Force Diversity
Songer, Nancy Branham
Business & Economic Review v37n3 PP: 3-6 Apr-Jun 1991

Of the 25 million new workers expected to enter the US workforce between 1989 and 2000, some 29% will be members of racial or cultural minorities, 19% will be foreign-born, and 66% will be women. The appearance of a diverse array of new workers requires a reexamination of managers' assumptions concerning human values, priorities, motivations, and interpersonal and group dynamics. A workforce of different races, cultures, and sexes can provide a wellspring of individual talent and new ways of thinking that come about as people interact. The price of the potential offered by diversity is the willingness to examine current attitudes, institutions, and patterns that are natural and comfortable and to stretch to find ways to include all kinds of people meaningfully in organizations. Businesses need to find a way to create an atmosphere and conditions that will make it possible for employees to operate at their best. Prime requisites for managers will be the abilities to see things from different perspectives, to work with others to find answers, and to let others have input. References. (ABI/INFORM)

Another View of the Golden Rule
Mancusi, Joseph L.
HRMagazine v36n4 PP: 104, 102 Apr 1991 CODEN: PEADAY

In a culturally diverse organization, applying the Golden Rule -Do unto others as you would have them do unto you - is a shortsighted, sometimes insensitive, mistake. A better option is the Mancusi Platinum Rule - Do unto others as they would like to have it done unto themselves. By putting the individual first, the cultural nuances needed to understand each employee can be approached. Sensitivity must be to individuals, not to groups, because groups are far too diverse. Group leaders should not be the judges of what is right for each individual. Needs assessments, training programs, motivation, communication, and advancement should be tailored to each individual. This means that supervisors and managers must be rewarded on the basis of how well they develop all people, not by how well they meet goals and quotas. In an effective, culturally diverse company, multiple talents can be used to solve complex problems. (ABI/INFORM)

Affirmative outreach.
Laabs, Jennifer J.
Personnel Journal v70 May, 1991, p86(6)

Many companies use ineffective techniques to develop a diverse work force. Some firms treat minorities as commodities instead of people, but they should keep in mind that job candidates want to be viewed as qualified candidates first. Hiring strategies, advertising and marketing campaigns, and recruitment programs at high schools and colleges should all be based on job candidates' needs. The steps in recruiting and hiring a diverse work force include determining which groups are underrepresented, defining the target market, developing recruitment strategies, preparing job announcements, and initiating recruitment efforts. (MANAGEMENT CONTENTS)

How to cultivate today's multi-cultural work force.
Gemson, Constance
Employment Relations Today v18 Summer, 1991, p157(4)

Organizations can take steps to develop a multi-cultural labor force. Employees should determine whether some employees are being treated differently because of their differences. Organizations should consider several issues before implementing a training program, including whether top management supports the program, what the goals of the program are, and how credible the instructor is. One way of promoting diversity is to form work groups to encourage creativity that would not be possible otherwise. (MANAGEMENT CONTENTS)

Put Diversity in Context
Kennedy, Jim; Everest, Anna
Personnel Journal v70n9 PP: 50-54 Sep 1991

By the year 2000, only 15% of new hires will be Anglo-American males. The remaining 85% will be females, African-Americans, Hispanics, Asians, and American Indians. To remain competitive, it will be absolutely necessary for employers not only to embrace diversity, but to seek out all available strategies that will bring them the talent they need in the years to come. Edward T. Hall, a cultural anthropologist, has developed a concept to deal with workforce diversity. The concept involves the recognition of high- and low-context cultures. High-context cultures are more sensitive to the surrounding circumstances or context of an event. This is apparent in communication in which non-verbal cues play a significant role in the interaction. In low-context cultures, the words alone tend to carry much of the meaning. The significance of this model is that most of the new people coming into the workforce are high-context, yet most members of management are medium-to-low context. (ABI/INFORM)

Will Diversity = Opportunity + Advancement for Blacks?
Tucker, Sheryl Hilliard; Thompson, Kevin D.
Black Enterprise v21n4 PP: 50-60 Nov 1990

A landmark Hudson Institute report in 1987 forecasted shortages of skilled labor and predicted that, between 1985 and 2000, some 85% of the entrants into the workforce will be women, minorities, and immigrants. A recent survey of 645 organizations, conducted by Towers Perrin and the Hudson Institute, revealed that, although nearly 3 out of 4 companies noted some level of management concern over the added complexities of managing a culturally diverse labor force, only 42% have minority recruiting programs in place. The report indicates that the US business community is making feeble attempts to synthesize an increasingly diverse workforce. According to Xerox Corp.'s Ted Payne, companies are still struggling to find ways to enforce their affirmative-action policies, especially in the aftermath of major downsizing. Companies that are among the most aggressive at managing diversity initiatives are Avon Corp., Apple Computer, Digital Equipment Corp., and Xerox. (ABI/INFORM)

Corporate Culture vs. Ethnic Culture
Goldstein, Jeffrey; Leopold, Marjorie
Personnel Journal v69n11 PP: 82-92 Nov 1990

As a result of a growing diversity among workers, clashes between employees' needs to express ethnic identity and the unwritten rules of an organization's culture are becoming increasingly common. Before managers can deal with the problems associated with corporate versus ethnic culture, they must understand certain assumptions about diversity. For example, part of what makes individuals unique is how their values, attitudes, and perceptions are shaped

by their social, ethnic, racial, and cultural backgrounds or identity groups. Ignoring these backgrounds is tantamount to discounting their uniqueness as individuals. At the same time, a company benefits from cultural cohesiveness, which is essential for smooth workflow, productivity, and a common sense of affiliation that contributes to the organization's values and goals. Managers should not avoid the issue of diversity, but instead should make tact and respect the rule for discussions of ethnic, cultural, racial, or gender differences. Managers also should mediate between personal and professional needs. (ABI/INFORM)

Management Today Must Be Culture-Conscious
Holtzman, Warren
Hotel & Motel Management v206n17 PP: 22 Oct 7, 1991

In many sections of the US, the lodging industry's workforce is exploding with culturally diverse employees. In order to successfully lead staffs comprised of increasingly dissimilar employees, an expansion of management's cultural awareness, sensitivity, and knowledge will soon be required at all levels. Some basic cultural patterns to use in drawing general insights and understanding include communication patterns, sense of time, and thought and decision patterns. The bottom line is that the essence of culture is its explicit humanness. Although the rate at which cultures change will vary from group to group and from time to time, culture-building is an ongoing process. Particularly in today's lodging industry, managers must take this human diversity into consideration. (ABI/INFORM)

Getting the Jump on Work Force 2000: Some Helpful Hints for Managers
Hopkins, Willie E.; Hopkins, Shirley A.
Management Quarterly v32n3 PP: 33-38 Fall 1991

Women, minorities, and immigrants from various cultural and ethnic backgrounds will represent a significant proportion of the US workforce by the year 2000. By taking certain proactive steps, managers can ensure that rapid and significant increases in workforce diversity will have a positive impact on organizational performance. An initial step is to understand employee differences. Managing diversity successfully means simultaneously addressing the needs of every segment of the employee population. Actions top management must take include: 1. View diversity as a business issue that affects the firm's ability to compete effectively. 2. View diversity as a top-down initiative that requires major changes in the organization's corporate culture. 3. Create an environment that reflects top management's commitment. (ABI/INFORM)

The Future Has Arrived, Survey Finds: Growing Number of Minority Workers, Others Predictions in Place Now
Swoboda, Frank
The Washington Post July 20, 1990 p.F1

The future is now. Many of the demographic changes predicted for the work force by the turn of the century are already in place, according to a new study based on research by the Hudson Institute which updates its original Workforce 2000 report. The new study shows that most companies have not yet developed new programs to deal with the problems of recruiting, training and managing employee diversity. (Abstract created from text of article.) (NEXIS)

Smashing the Glass Ceiling
Hilliard, Sheryl
Black Enterprise v21 n1 August 1990 pp.99-108

US corporations in the 1990s will be attempting to: 1. regain a leadership position in technology, 2. reorganize in the aftermath of mergers and acquisitions, and 3. manage an increasingly diverse workforce. Companies are also continuing to downsize workforces under the positive direction of right sizing. The Black Enterprise Corporate Roundtable, formed in 1987, reconvened in May 1990 to assess how well blacks survived the first round of corporate downsizing activities and to clarify the role of black professionals in the restructuring of American business in the 1990s. According to James G. Kaiser of Corning Glass Works, the best way for black professionals to prepare for senior management is to move back and forth between staff and line positions. Sheila Clark of Dow Jones and Co. Inc. believes that there is an increase in the recruitment on black college campuses from small and mid-sized companies. Although Walter C. Vertreace of Amerada Hess Corp. feels that the struggle for black middle managers is just as serious now as it was 35 years ago, the talent for advancement exists in today's businesses and universities. (ABI/INFORM)

Face of the Future: The Changing Federal Work Force
Federal Times v26 n18 June 18, 1990 pp.11-26

A special supplement to the Federal Times examines changing trends in the federal work force and workplace. Among the articles are ones on changing management styles and the growing percentage of minorities in the federal labor force. There are numerous graphs and tables, including one showing a breakdown of minorities by federal department. (Abstract created from text of article.) (NEXIS)

How to build cross-cultural bridges; Cross-cultural communications
Parnell, Myrtle; Vanderkloot, Jo
Communication World v6 July-August 1989 p.40(3)

Work force diversity requires thoughtful planning if people not normally used to working together are expected to adjust to each others' values, styles of thinking and working and to learn the culture of the corporation. To have a successful multicultural   work force we must first recognize that the differences are real, develop employee awareness and respect for differences. What are the signs in a multicultural work force of possible cultural or racial problems?   The following is a list of some of the symptoms: Physical distance, Lateness, Silence, Absenteeism. (Abstract created from text of article.) (NEXIS)

Overcoming cultural and language barriers.
Thiederman, Sondra
Personnel Journal v67 December 1988 p.34(4)

Human resource professionals often give poor evaluations to foreign-born applicants and workers because of language barriers and cultural differences. Accents usually are not a reliable way to assess a person's educational level or language ability. It is also crucial to be aware of workers' levels of understanding. Some may pretend to understand to save face or to avoid challenging authority. Supervisors need to be aware of verbal and nonverbal signals that reveal a lack of comprehension on the employee's part. (Management Contents)

Meet your new work force.
Nelton, Sharon
Nation's Business v76 July 1988 p.14(6)

Little by little senior executives and management experts are recognizing that vast demographic shifts demand a new way of running things--an approach often called "managing diversity." Avon Products brought in Roosevelt Thomas of the American Institute for Managing Diversity to help identify the subtle "negative assumptions" that existed in Avon's culture. Subsequently Avon created two new positions: directors of multicultural planning, one for the corporate office, another for a major division. Avon has had some measurable success, i.e., increasing the number of minorities at the director's level. (Abstract created from text of article.) (NEXIS)

The Year 2000 Worker
Jones, Roberts T.
Association Management v40 n6 June 1988 pp.14,16

According to "Workforce 2000," a study commissioned by the Labor Department from

the Hudson Institute, the year 2000 will see more women, older persons, minorities, and disadvantaged people in the labor force. In addition, the labor pool will be comprised of fewer and less qualified individuals available for recruitment. When addressing this situation, companies will: 1. pay higher wages to attract and retain the best employees, 2. provide basic training for immigrants and retraining for professional level employees to meet an evolving marketplace, and 3. reevaluate policies that discourage women, older persons, and the disadvantaged from entering the workforce. Innovative employers already are examining flexible work hours and job sharing as well as maternity and paternity leave. Another area being studied is cafeteria benefit plans. (ABI/INFORM)

Beyond EEO: Toward Pluralism.
Shipper, Frances C.; Shipper, Frank M.
Business Horizons v30 n3 May-June 1987 pp.53-61

By recognizing and using the pluralistic workforce, companies can reap certain competitive advantages, including reaching diverse markets and improving problem solving. In establishing a pluralistic corporate culture, the key issues are: 1. creating an awareness of pluralism, 2. developing communication and action channels, and 3. using and developing employees. A company can communicate its position on diversity by adopting an internal communications plan and awareness training plans and by building an image in the community as a leader in pluralism. Diversity can be cultivated by creating a range of resources for employees who feel they need help in dealing with discrimination and by performing a periodic organizational survey to see if conditions are improving. To capitalize on diversity, it is effective to: 1. provide a career/life management process, 2. tap the existing diversity by mixing employees in work groups, and 3. give priority to identifying resources in underutilized groups in planning for management succession. (ABI/INFORM)

Spanish-Speaking Employees in American Industry
de Forest, Mariah E.
Business Horizons v27 n1 January/February 1984 pp.14-17

To take advantage of the emerging Hispanic workforce, US firms must learn something about Hispanic culture and psychology. Among the most common complaints found to be signs of mismanagement in plants relying on Hispanic workers are: 1. supervisors unable to communicate well in Spanish, 2. a lack of bilingual foremen, and 3. failure to accommodate Hispanic holidays and familial traditions. Important aspects of Hispanic culture and psychology include: 1. an emphasis on family solidarity, 2. a tradition of authoritarianism and self-abnegation, and 3. a distrust of those in government and high places. Companies must understand such characteristics to manage an Hispanic workforce effectively. Some guidelines for achieving this result include: 1. Train supervisors in proper attitude, manners, and methods of dealing with Hispanics. 2. Keep Hispanics informed in Spanish of work rules, hours, and safety rules. 3. Hire a personnel executive specializing in 2-way communications to deal with

problems and questions of Hispanics. (ABI/INFORM)

Preparing for Diversity: The Year 2000
Hutchens, Spencer, Jr.
Quality Progress v22 n10 Oct 1989 pp.66-68

   The American Society for Quality Control Inc. (ASQC) must be considered a success as a professional society, with membership growing at an average annual rate of 9% for the last 5 years. The rise of the service industries and the implications for ASQC are familiar, but there is another demographic challenge facing the society as the year 2000 approaches: the changing workforce. The US workforce grew at an increasing rate from 1940 to 1980 because of the baby boom and the number of women entering the workforce, but in the 1980s and 1990s, labor force growth will fall to its lowest rate since the 1930s as a result of the baby bust. Workforce 2000, a report funded by the US Department of Labor and prepared by the Hudson Institute, identifies 3 groups from which workers will be drawn: 1. women, 2. African-, Hispanic-, and Asian-American and members of ethnic groups, and 3. immigrants, both legal and illegal. Corporate experimentation in areas such as child care are under way in order to draw the future employee. References. Graphs. (ABI/INFORM)

II. MANAGING DIVERSITY

The formidable risks managers face in an unfamiliar culture.
Moran, Robert T.
International Management v40 Jan, 1985, p39(1)

The trouble managers from different cultures have encountered in working together on international projects have caused many of these projects to fail, but strategies that can be adopted to make it possible for these managers to work together successfully require both organizational and interpersonal aspects. The managers must be less ethnocentric than other executives, must feel comfortable in environments in which they are constantly encountering new and different situations, and must develop a number of alternatives to any particular situation and be able to choose the correct one and implement it smoothly. There is an educational process required of managers moving into new cultural situations that will allow them to see situations independent of their cultural background. (MANAGEMENT CONTENTS)

Will diversity = equality for multicultural communicators?
Williams, Mary V.
Communication World v8 Feb, 1991, p26(5)

Racial minorities constitute a disproportionately small percentage of the total number of PR professionals, and those minorities report encountering racial prejudice that hinders their professional advancement. Although US Department of Labor reports reveal that in 1990 minorities represented nearly a quarter of the total workforce and population, in that year International Association of Business Communicators (IABC) reports show that only 7% of PR practitioners were members of minority groups. The results of PR industry studies of racial bias in hiring and advancement reveal that 56.4% of female PR professionals felt their race hampered their advancement, 53% said affirmative action programs had not helped, and 68% of minority males felt their race negatively affected their advancement. In response to evidence of racial discrimination, the IABC formed the IABC Multicultural Communicators Committee (MCC). The MCC's goals include increasing the visibility of minorities, developing mentoring and networking support for minorities, and increasing hiring of minorities. The work strategies that minority PR practitioners can adopt include understanding their employers hiring policies, focusing on discrimination problems they can change, and proving their value.
(MANAGEMENT CONTENTS)

Workforce Diversity in Health Care: Managing the Melting Pot
Eubanks, Paula
Hospitals v64n12 PP: 48-52 Jun 20, 1990

Hospitals are developing new human resources planning systems to accommodate a changing workforce that will be dominated by women, minorities, and immigrants in the 21st century. At Methodist Hospital of Indiana, Indianapolis, the strategic plan was adjusted to: 1. recognize the critical tie between education and the future labor market, 2. use technology to increase worker efficiency, and 3. identify ways to help the emerging diverse workforce fill the hospital's labor needs. Attracting and retaining staff will be important to competitiveness, but it will be made difficult because of: 1. the diverse needs, values, expectations, and languages of workers, and 2. increased job complexity and expectations for productivity. Hospitals are advised to accommodate workers' unique needs with such workplace policies as flexible work hours and special benefit programs. (ABI/INFORM)

Managing Diversity in R&D Groups
Gordon, George G.; DiTomaso, Nancy; Farris, George F.
Research-Technology Management v34n1 PP: 18-23 Jan-Feb 1991

A recent study in which interviews were conducted with 100 scientists and engineers from 5 Industrial Research Institute (IRI) member companies addressed the problems and opportunities created by the increasingly diverse workforce in research and development (R&D). Issues highlighted by the study included: 1. New groups (women, minorities, and foreign-born employees) are not as attuned to the rules of corporate behavior as traditional employees (native-born white males). 2. The competence of blacks is still questioned frequently. 3. Management attitudes have the greatest effect on the treatment and attitudes of the new groups. 4. Stereotypic responses are still heard from a number of managers. Possible solutions to the problems that were found unique to or exacerbated by the existence of a diverse workforce included: 1. top management support of diversity and the benefits it can bring, 2. better orientation of new employees, 3. the sensitizing of the company to the customs, values, and business practices of various ethnic groups, and 4. the recruitment and retaining of women. (ABI/INFORM)

Managing the Diverse Work Force
Overman, Stephenie
HRMagazine v36n4 PP: 32-36 Apr 1991 CODEN: PEADAY

Managing diversity means having an acute awareness of individual and cultural characteristics of specific segments of society, while managing employees with these characteristics as individuals. If a business is to succeed, these individual and cultural threads must be woven into the corporate fabric. The Quaker Oats Co. decided against having someone with the specific title of diversity director because diversity is more of a process than a program. Changing demographics and shortages of skilled workers are causing companies to give more

time to diversity issues. Accountability is a crucial part of successfully managing diversity; Digital Equipment Corp.'s performance appraisal and salary review system has long taken into account how well a manager meets equal opportunity and affirmative action goals. The work of managing diversity is not done by diversity directors alone. Many companies rely on teams, boards, and committees to address the wide ranging issue. (ABI/INFORM)

Managerial Effectiveness and the Style of Management in the Middle East: An Empirical Analysis
Enshassi, Adnan; Burgess, Roger
Construction Management & Economics v9n1 PP: 79-92 Feb 1991

Workforces in the Middle East are frequently drawn from Third World countries. This workforce is commonly called third country nationals (TCN). The cultural diversity within such work groups may well be staggering and rarely recognized in adequate depth by management. The inability to cope with a myriad of differences in values, attitudes, beliefs, and languages can undoubtedly reduce site managers' effectiveness. An examination was conducted of site managers' effectiveness with relation to their managerial style when managing multicultural workforces in the Middle East. The data were obtained from 79 site managers working with 41 international and 38 local organizations in 6 Middle Eastern countries. Managerial effectiveness was found to be related to the style of the site managers. The successful site manager is one who recognizes and understands the cultural differences of subordinates and combines both leadership dimensions: task and employee orientation. (ABI/INFORM)

Managing Diversity
Wagner, Mary
Modern Healthcare v21n39 PP: 24-29 Sep 30, 1991

Managing diversity relates to a company's efforts to minimize tensions resulting from race, gender, or cultural differences among workers, while getting supervisors to understand and appreciate that those differences exist. More than 24 hospitals and health care systems use Lewis Griggs' videotape series on the management of diversity in the workplace. Good management programs, according to Verna Ford of J. Howard & Associates, seek to standardize performance and allow diversity in the workforce. Hospital managers are learning through experience to recognize and deal with cross-cultural clashes among employees. Kaiser Permanente has taken diversity training system wide. Kaiser views managing diversity as a separate issue from compliance with the Equal Employment Opportunity Commission. Baxter Healthcare Corp. has begun a global program that includes programs to support career development of employees both in the US and abroad. (ABI/INFORM)

Managing Cultural Diversity: Implications for Organizational Competitiveness
Cox, Taylor H., Jr.; Blake, Stacy
Academy of Management Executive v5n3 PP: 45-56 Aug 1991

Globalization and increasing ethnic and gender diversity, 2 current business trends, are turning managers' attention to the management of cultural differences. Organizations' ability to attract, retain, and motivate people from diverse cultural backgrounds may lead to competitive advantages in cost structures. Furthermore, by capitalizing on the potential benefits of cultural diversity in work groups, organizations may gain a competitive advantage in creativity, problem solving, and flexible adaptation to change. Steps that organizations can take toward accomplishing this include: 1. enlisting top management's support and genuine commitment, 2. managing and valuing diversity training, 3. collecting information pertaining to diversity-related issues, and 4. conducting analyses of change of culture and human resource management systems. (ABI/INFORM)

Working Diversity: Managing the Differences
Loden, Marilyn; Loeser, Ronnie Hoffman
Bureaucrat v20n1 PP: 21-25 Spring 1991

White, native-born men are no longer a majority in the US workplace. Today, more than 1/2 the workforce consists of women, non-whites, and immigrants. In some "traditional" organizations, changing demographics are viewed as a potential threat or problem. There are fears that productivity and performance standards will suffer. In contrast, a number of leading edge organizations believe that these same demographic changes represent potential opportunities for enhanced innovation and productivity. In many such organizations, 3 assumptions appear to be widely accepted: 1. They see their diversity as a means of enhancing recruitment, marketing, and customer service efforts. 2. They focus on modifying policies and systems to support greater diversity. 3. Employees who represent the full spectrum of core differences come to recognize that creating a culture of diversity is a long-term goal that requires ongoing discussion, debate, and modification over many years. (ABI/INFORM)

Managing diversity
Geber, Beverly
Training: the Magazine of Human Resources Development v27 July 1990 p.23(8)

Companies should examine their hiring, management, and training procedures for subtle barriers preventing workers from achieving their full career potential regardless of ethnic and cultural backgrounds, and encourage managers through awareness training to examine their management styles for similar barriers. A corporate policy articulating the valuing and managing of diversity will enable companies to attract and retain quality workers from a changing labor pool that is rapidly becoming dominated by women and ethnic minorities. The steps firms can take to manage the culturally diverse workforce of the 21st century include: surveying employees

directly to identify their complaints and needs; examining corporate culture and history to identify underlying values; and making changes in corporate structure and policies to meet the needs of its employees. (Management Contents)

I give up: is it valuing diversity or managing diversity?
Geber, Beverly
Training: the Magazine of Human Resources Development v27 July 1990 p.26(2)

Companies that want to effectively address the issue of the cultural and ethnic diversity of their employees should be able to distinguish between valuing and managing diversity. Firms valuing diversity appreciate individuality and avoid pre-judging workers based on their cultural and ethnic backgrounds. Managing diversity can be accomplished in a relatively short time through a system of training sessions, subordinate feedback, and performance appraisals coupled with rewards. Training employees to manage diversity encourages them to do something differently, while training them to value diversity encourages them to change their attitudes. (Management Contents)

Education Forms Common Bond
Castelli, Jim
HR Magazine v35 n6 June 1990 pp.46-49

A shrinking labor supply and a growing proportion of women and minorities is changing the face of the US workforce. The number of businesses that have made managing diversity a priority is still small, but it is growing rapidly and already includes giants like AT&T. Caryl Stern, who runs the Anti-Defamation League's Workplace of Difference program, says that the organization looks at diversity management as a job skill. Hal Burlingame, AT&T senior vice-president for human resources, says that companies that do a good job of valuing and effectively managing diversity in the 1990s will have a competitive advantage over the ones that do not. E. I. du Pont de Nemours & Co. is another leader in the diversity field. Among other things, the company has a course on managing diversity for managers. Those who have been working on diversity believe that it is a broader and potentially more successful approach than affirmative action programs. (ABI/INFORM)

Past tokenism: to make minority hiring pay off, top companies are working to learn how to 'manage diversity.'
Mabry, Marcus
Newsweek v115 May 14, 1990 p.37(3)

Businesses from oil companies to white-show consulting firms are beginning to respond to the demands of "Workforce 2000", the new buzzword for a labor force that is gradually being transformed by women and minorities. Companies usually start the learning process by hiring

consultants to conduct "diversity seminars." Many companies don't just want to teach whites how to manage nonwhites better; they aim to give minorities the tools they need to move into management. As Dallas consultant Thomas Raleigh puts it, the need for diversity management "isn't based on morality and being nice. It's based on sheer, raw economic necessity." (Abstract created from text of article.) (Magazine Index)

Managing Diversity: Companies Must Be Prepared for a 'Rainbow' of Cultures in the Work Force
Foran, Pat
The Business Journal of Milwaukee v7 n29 April 30, 1990. sec.2. p.12.

Early in the 21st century white American males will represent the newest class of minorities in the work force. Demographic shifts are already changing the country's recruiting, hiring and promoting practices. As a result, a new management philosophy is making the rounds within personal and human resource circles: managing cultural diversity. Several consultants cited Time Insurance Company as one of the more progressive firms in terms of managing cultural diversity. Time officials have developed a variety of team building programs to help their diverse work force to build better communication bridges. Other programs are designed to make the leadership style of Time's managers and supervisors more conducive to managing diversity. (Abstract created from text of article.) (NEXIS)

Black Exec Seeks Diversity
Hillkirk, John
USA Today April 24, 1990 p.5

R. Roosevelt Thomas is the black president of the American Institute for Managing Diversity at Morehouse College in Atlanta. Thomas maintains that corporations need to go beyond setting affirmative action goals and the hiring of women and minorities, that they need to learn to manage diversity. Corporate executives must be sensitized to cultural and lifestyle differences. (Abstract created from text of article.) (NEXIS)

Get Ready for the New Work Force
Dreyfuss, Joel
Fortune v121 n9 April 23, 1990 pp.165-181

According to the Bureau of Labor Statistics, annual workforce growth in the US will slow dramatically, from 2% a year for the 1976-1988 period to 1.2% for the span between 1988 and 2000. Only 32% of new entrants to the workforce will be white men. Women will make up about 47% of workers, and minorities and immigrants will hold 26% of all jobs. The buzzword for recruiting, training, and promoting this new rainbow coalition of workers is "managing diversity." To survive the population shifts and to prosper

amid them, companies are training workers to be more tolerant of language and cultural differences, to identify and reject any racial and sexual prejudices, and to be more accommodating to the handicapped. Corporations are also launching literacy programs, allowing more flexible work schedules, and providing child care. To manage this changing workforce successfully, companies must also: 1. learn to recognize and appreciate individual differences, 2. be prepared to bend the rules, and 3. search widely when recruiting. Graphs. (ABI/INFORM)

From Affirmative Action to Affirming Diversity
Thomas, R. Roosevelt, Jr.
Harvard Business Review v68 n2 March/April 1990 pp.107-117

More than 1/2 the US workforce now consists of minorities, immigrants, and women, which means that white, native-born males, though undoubtedly still dominant, are themselves a statistical minority. As a result, companies are faced with the problem of surviving in a fiercely competitive world with a workforce that consists and will continue to consist of unassimilated diversity. Managing diversity means enabling all members of the workforce to perform to their potential. To realize satisfactory performance from this new workforce, companies need to: 1. clarify their motivation and vision, 2. expand their focus, 3. audit their corporate culture, 4. modify their assumptions, 5. modify their systems and models, 6. help their employees pioneer, and 7. continue affirmative action. The reason for moving beyond affirmative action to managing diversity is because affirmative action fails to deal with the root causes of prejudice and inequality and does little to develop the full potential of every individual in the company. (ABI/INFORM)

Managing Diversity
Haight, Gretchen
Across the Board v27 n3 March 1990 pp.22-29

A report from the Department of Labor, 'Workforce 2000', forecasts that by the year 2000, women and minorities will account for 85% of the net increase in the US workforce. These statistics have sparked interest by corporations in learning to manage a mixed workforce. Many forward-thinking firms have elected to engage in management diversity training, and a popular method selected by over 1000 businesses is a videotape series by Copeland-Griggs. The series presents situations which expose hidden beliefs and business practices which detract from managing minority workers. Affirmative action programs developed at Hughes Aircraft, Xerox, and Security Pacific Bank are profiled to illustrate positive steps taken by the firms to manage work force diversity. (Management Contents)

Improving the Accuracy of Stereotypes Within the Workplace
Falkenberg, Loren
Journal of Management v16 n1 March 1990 pp.107-118

A social cognition model of stereotyping is developed, with a focus on identifying conditions that lead to more accurate stereotypes of minority-status individuals. The classification of individuals and their resulting status assignments provides the bac kground for delineating the processes underlying the maintenance and revision of stereotypes. The relevance of the model is shown through its application to gender stereotypes in the workplace. In the short term, gender stereotypes are reinforced in the workplace through attribution. When women succeed at "male tasks," their success is explained through situational factors. To reduce the perceived threat, men invoke stereotypes that delineate women as unsuitable for desired jobs. There are 3 major implications of the model: 1. Stereotyping is a cognitive process upon which humans are dependent. 2. The probability of stereotypes changing is relatively low, given the high information processing demands in most organizations. 3. Stereotypes change slowly because a relatively long period is required to accumulate enough instances of nonstereotypic behaviors to warrant revising a stereotype. Charts. References. (ABI/INFORM)

Management Development That Values Diversity
Mandell, Barbara; Kohler-Gray, Susan
Personnel v67 n3 March 1990 pp.41-47

Through objective identification of individuals' key competencies and a company's development needs, a new management development model can help individual managers meet their goals while helping the company meet its objectives. This model consists of several phases. The "Life in the Organization" phase of the model acknowledges that all managers in today's (and tomorrow's) workforce are faced with the complex demands of a changing culture. Organizations that are committed to the retention and advancement of a diverse management population can begin working on the Life in the Organization phase by offering workshops that foster the understanding and valuing of differences. This component also should provide individual career growth opportunities and organizational strategies aimed at hiring, developing, retaining, and advancing able men and women of various backgrounds. The new model requires a clear break from the stereotypical concept of "manager" that prevails in most management development programs. (ABI/INFORM)

The Continental Divide: Coping With Cultural Gaps
Forrest, Anne B.
Communication World v5 n7 June 1988 pp.20-23

Even though a large number of Western managers work in Hong Kong, which has long been an international crossroads, wide cultural gaps continue to exist between Occidental and Oriental worlds. A public relations office in Hong Kong reveals, in microcosm, differences

between the 2 business cultures. While English frequently is used in Hong Kong business, the Chinese often take things literally and fail to appreciate American humor. Conversely, many from the US fail to recognize the importance of dignity or "face" in Asia. In addition, cultural misunderstandings in Hong Kong are compounded by the fact that many office staffs may consist of Americans, Asians, British, Australians, and other nationalities, each with distinctive cultural differences. Thus, consultants who understand cultural differences can help the Western companies that are doing business in Asia. Further, personnel should learn as much about the host country and its people as possible and should develop a long-term perspective. (ABI/INFORM)

Breaking Through to Foreign-Born Employees
Thiederman, Sondra
Management World v17 n3 May/June 1988 pp.22-23

A wide variety of immigrant groups have the tendency to resist taking the initiative on duties, but this cultural difference is most commonly found among Asian or Hispanic populations. The roots of this attitude are: 1. a strong respect for authority, and 2. the fear of loss of face. Awareness and education, however, will provide the solution to this frustrating problem. Managers must make newly hired foreign-born employees aware that taking the initiative, even if it is a mistake, is better than waiting to be told what to do. Errors that inevitably will occur must be corrected without hurting the pride of the employee. Foreign-born employees not only are concerned with the loss of face, but also with causing embarrassment to the managers giving the directions. Employees with heavy accents do not necessarily have a problem understanding English. In educating the foreign-born employee, the entire staff must: 1. be patient, but not patronizing, and 2. speak slowly and distinctly. (ABI/INFORM)

Learning to manage a multicultural workforce.
Copeland, Lennie
Training: the Magazine of Human Resources Development v25 May 1988 p.48(5)

Minorities and women will constitute 75 percent of those people entering a shrinking US work force within a few years. Managers must learn to manage and value cultural diversity, rather then operate on rules predicated on a white male work force. Not understanding cultural differences and responding to diverse attitudes and perspectives can set up minority workers for failure and an adverse effect on business operations. The four
main problems that must be addressed are: stereotypes and related assumptions, the impact of actual cultural differences, double standards and unwritten rules for behavior and success, and the often 'club'-like culture of a business environment. Managing a diverse work forces requires: asking what assumptions one is making, ensuring all employees are invited into the club, sharing unwritten rules, and appreciating diversity. (Management Contents)

Managing Diversity: Grappling with Changes in the Work Force
Schacter, Jim
Los Angeles Times   April 17, 1988.   pt.4, p.1

The corporate sector's new focus on America's cultural diversity seems promising to many concerned with the advancement of women and minoritic   It's helping to remove the blocks to evaluating individuals on an individual basis. Businesses, .owever, have a particularly difficult time evaluating performance at the higher levels to which women and minorities are demanding access. Beneath a facade of objectivity lurks an unscientifi ' lgepodge of subjective criteria that can prove daunting to aspirants outside the white-male caste that has led corporations historically.   (abstract created from text of article.)   (NEXIS)

Understanding and Managing Foreign-Born and Minority Employees
Ballard, Lynne; Kleiner, Brian H.
Leadership & Organization Development Journal (UK)   v9 n4 1988 pp.22-24

The increase in foreign-born and minority employees in the US workplace challenges the management skills and styles originally developed for US-born workers. To maintain organizational cohesiveness and effectiveness, managers must be aware of the differences among foreign-born, minority, and nonminority employees. The most prominent distinction between employees is culture, which includes: 1. ways of thinking, 2. leadership and management styles, 3. employee motivation, 4. body language, and 5. attitudes toward humility, honesty, individualism, loyalty, and power. Managers also must recognize that language and communication skills, such as listening, verbal communication, and writing, can affect foreign-born and minority employee performance. In addition, employees' expectations about living in the US are not always realistic, and unrealized goals may disrupt performance. Cross-cultural management programs are needed to deal with these issues. References. (ABI/INFORM)

Managing the diverse work force.
Belfry, Mary; Schmidt, Laurie
Employment Relations Today   v15   Winter   1988   p.335(5)

Demographic shifts are creating a diverse, female-and minority-influenced work force, and American businesses that adapt to these changes and effectively manage and leverage diversity will enjoy competitive advantages. Employers continue to resist change, however, and frequently have poorly directed affirmative action programs in which cultural differences are not focused on and expectations are not achieved. Successful strategies taken by several firms in managing their diverse work forces are reviewed. Support from the top executive levels and maximum use of human resource professionals is always apparent in such organizations. The important elements in implementing diversification management are comprehensive training of employees at all levels, and integration of affirmative action awareness and activities throughout the organization. (Management Contents)

Managing Multi-Culturalism in the Office
Elliot, Steve
Modern Office (Australia) v25 n4 May 1986 pp.22-23

Significant problems and misunderstandings due to different cultural backgrounds are to be expected in multinational organizations, but an office manager in Australia must also consider the possibility. Conflict occurs between people in their own countries, and people cannot be expected to drop lifetime values when they move. Even considering just the well-documented animosities, such as between Arabs and Jews, 5%-7% of Australia's population has the potential for conflict. In addition, this percentage is not spread evenly across the country, but is concentrated in the major cities. Being aware of potential conflicts is one help and may include considering how well a new employee will fit in and monitoring a potential conflict situation. It is important to remain impartial in a conflict and interview each side for the cause. The individual's tasks and performance standard must be explained to each. A little patience and tolerance can anticipate and resolve much animosity. (ABI/INFORM)

Demonstrating empathy for foreign-born employees through openness
and acceptance: a quasi-experimental field study.
Stull, James B.
Journal of Business Communication v23 Spring 1986 p.31(11)

The growing cultural diversity of the workplace in U.S. businesses presents a challenge for managers charged with effective communication with a multicultural workforce. In order to realize the full potential of foreign-born workers, managers must understand the different cultural approaches to problem-solving, decision making, leadership, motivation, change and achievement. The acceptance and openness of managers in their communication with foreign-born workers is explored, with it found that both U.S.- and foreign-born workers most appreciate openness and acceptance in their managers, and that they react most favorably when the feedback they receive is perceived as sincere. (Management Contents)

III. VALUING DIVERSITY

The Case for Valuing Diversity
Elshult, Suzanne; Little, James
HRMagazine v35n6 PP: 50-51, 183 Jun 1990

Snohomish County Public Utility Division (PUD) Number One is a publicly owned electric utility established in 1936 to provide services to virtually all of Snohomish County and Camano Island in the state of Washington. During the mid-1980s, Snohomish County PUD management designed a process to help employees understand and value coworkers and customers. Among other things, this major educational effort is providing an opportunity for all employees to develop the skills necessary to deal effectively with one another and with customers in an increasingly diverse environment. The effort has been implemented gradually, and an important component of the training program was for all participants to experience a culture different from their own. Rather than a program with a clear beginning and end, this workforce-diversity plan is seen as an ongoing effort. It is a catalyst for the utility's employees, providing them with the tools as well as the reasons for valuing diversity. (ABI/INFORM)

Europeans Value Diversity
Rubin, Barry Louis
HRMagazine v36n1 PP: 38-41, 78 Jan 1991

European human resource directors agree that there will be increased mobility across national borders once the final barriers are removed in 1992, but nobody seems to know exactly to what extent. Some companies are creating organizational structures that will lead to the cultural diversity they deem essential to becoming top European and global competitors. At Mars Inc., where international transfers are simply called transfers now, the general manager is English, the finance manager is French, and the personnel director is Swiss. Hewlett-Packard Spain has taken concrete steps to incorporate more women professionals into its workforce. British Petroleum is in the midst of Project 90, a major European restructuring that is transforming this UK multinational into a European company. While European firms have made remarkable progress in creating organizations where cultural diversity is present, they now need to address the 2nd step - valuing gender and racial differences. (ABI/INFORM)

Valuing Cultural Diversity Industry Woos a New Work Force
Allen, Gray
Communication World v8n6 PP: 14-17 May 1991

The once all-White, all-male corporate culture of industry is transforming into a mosaic of cultural diversity. Corporations are opening more career doors to women and minorities because of rapidly changing demographics and economic necessity. By the year 2000, the US

Department of Labor projects that 85% of the new entrants into the US workforce will be minorities, women, and immigrants. Executives are hiring consultants and attending training courses to learn new skills that enable them to manage and motivate a workforce made up of diverse groups of people with widely varying cultural backgrounds. In order to attract, win, and retain the new workforce, industry is going beyond the policies adopted following the civil rights and feminists movements of the 1960s and 1970s. These policies attempted to treat everyone the same. Corporations are discovering that everyone is not alike and that personnel policies and management techniques must change to deal with the diverse workforce. (ABI/INFORM)

Workforce 2000
Horton, Thomas R.
Coal December 1989 p.102

The American Society for Personnel Administration conducted a survey of recent hiring experiences which revealed that half of those replying indicated difficulty in recruiting qualified executives and skilled technical personnel. Who will fill these jobs in the future? Women, Hispanics, blacks and immigrants. Because tomorrow's labor force will be much more diverse than today's, some organizations are already providing cross-cultural training to managers. Other initiatives organizations can take are: creative recruiting, effective retention, internal talent scouting, valuing diversity, and improving the work climate. (Abstract created from text of article.) (NEXIS)

Valuing Workplace Diversity
Copeland, Lennie
Personnel Administrator v33 n11 November 1988 pp.38,40

Leaders of the most successful US companies are acknowledging that affirmative action is good business and that respecting the rights of women, minorities, disabled, and older workers is a fundamental ethic. There are many reasons an employer should value diversity in the workforce. The US population is changing dramatically, with ethnic and racial minorities growing in numbers. Therefore, workplace diversity is not a matter of choice. Since the labor pool itself is shrinking, employers will have to set aside old definitions of suitability and employ people of different colors and cultures. In a firm that values diversity, workers will be less risk-averse and more able to express creativity. They will be playing to win, rather than playing not to lose. When workers come to acknowledge the valuable contributions of diverse employees, it will be easier to talk about and deal with differences. Diversity is good for business results, and managers will be able to manage more effectively after they understand and accept the differences inherent in a mixed workforce. (ABI/INFORM)

Valuing Diversity, Part 1: Making the most of cultural differences at the workplace.
Copeland, Lennie
Personnel v65 June 1988 p.52(7)

Discussions with about 100 line managers, equal opportunity professionals, and human resource administrators, and over 25 cross-cultural trainers and educators confirm that prejudice and cultural misunderstanding persist in the workplace. Resulting tensions can reduce worker productivity, increase the expenses of employee absenteeism, provoke litigation, and cause unrest. Employers cannot avoid the issue of cultural diversity, and they need to begin seeing it as an asset rather than a necessary evil. Companies that value diversity are also among the most successful financially. (Management Contents)

Valuing Diversity, Part 2: Pioneers and Champions of Change
Copeland, Lennie
Personnel v65 n7 July 1988 pp.44-49

The majority of today's managers are white males who had little exposure to other cultural groups when growing up, and their management training programs offered little to compensate for that limitation. However, companies are finding that they need more than the "politically, correct" racial and gender mix in their training programs; rather, the programs content needs to reflect that diversity. Companies can show that they value diversity by: 1. increasing the quality of recruitment of women and minorities, 2. guiding these employees in their career development, 3. training managers to deal with different genders and cultures, 4. encouraging minority employees to tell management what they need to succeed, 5. helping employees of varying backgrounds to form self-help groups, and 6. monitoring policies and systems to ensure they are sensitive to cultural and religious holidays. While most people think of race and gender issues when considering worker diversity, other potential sources of conflict exist between people of varying levels of education, areas of the country, and types of jobs. (ABI/INFORM)

IV. TRAINING A DIVERSE WORK FORCE

Ways to Make Diversity Programs Work
Leonard, Bill
HRMagazine v36n4 PP: 37-39, 98 Apr 1991

As diversity awareness becomes a primary focus of organizational training, many companies are reevaluating their policies and programs. Some look to outside diversity specialists for help in evaluating the type of diversity training for their corporate culture. In an interview, diversity-management specialist Lewis Griggs noted that, for a diversity program to work, there must be commitment and leadership from the top. All employers should evaluate their corporate cultures before attempting to implement a diversity program; this covers every aspect in the system, from recruiting to customer service. The ideal diversity expert would have the expertise of human resources, equal employment opportunity, and specialized training. The impetus for most organizations to create workplace diversity programs has been driven by: 1. affirmative action, 2. growth and competitiveness, and 3. marketplace diversity. (ABI/INFORM)

Communicating with a Diverse Workforce
Davidson, Eleanor
Supervisory Management v36n12 PP: 1-2 Dec 1991

The workplace of the 1990s will be characterized by people of diverse cultures and backgrounds. Supervisors must learn to treat each employee as an individual with different needs and goals, and supervisors must increase their sensitivity to the effect that gender and cultural differences have on the way that people perceive and interpret messages. Supervisors can communicate more effectively with a diverse workforce in several ways, including: 1. becoming aware of employees who have difficulty with English and taking steps to help them with the language, and 2. providing an environment in which employees feel free to ask questions or state their feelings. Learning to value differences is perhaps the most important objective supervisors can have in the 1990s. (ABI/INFORM)

Making Workplace a Melting Pot Before It Boils Over; Corporate Cultures, Minority Cultures Don't Always Mesh.
Roel, Ronald E.
Newsday May 20, 1990 Business section, p.62.

During the 1990's, more than 80 percent of the nation's new workers will be minorities, immigrants and women, according to the U.S. Bureau of Labor Statistics. By viewing the diverse work force with anxiety, many managers add to the tension. Some companies, however, have moved beyond anxiety and animosity. Avon created a multicultural participation council and began providing workshops and seminars for middle managers to help identify "subtle

negative assumptions" they might have about minorities. Recognizing diversity often means being sensitive to communication styles of different cultures. (Abstract created from text of article.) (NEXIS)

Managing Diversity--Unattended Cultural Melting Pots CAN Reach Racial Boiling Point
Gupta, Himanee
Seattle Times April 23, 1990 p.D1

Many Seattle companies, including Boeing and Security Pacific Bank, are putting money and effort into hiring consultants and developing seminars to make workers more sensitive to cultural differences, and creating departments to manage diversity in their work force. Security Pacific Bank has committed $800,000 this year and has hired a diversity manager to develop a mentor program that will help to bring women and minorities into management positions. Other Seattle companies are following suit. (Abstract created from text of article.) (NEXIS)

Managing a Diverse Work Force
Fowler, Elizabeth M.
New York Times April 10, 1990 Sec.D, p.17

Swain & Swain Inc., an outplacement firm based in New York City, held a preview of a two-day training program called Capitalizing on Diversity, which was attended by a group of human resource managers from major corporations. Swain is only one of a growing number of firms meeting the need for diversity training. (Abstract created from text of article.) (NEXIS)

Tomorrow's Work Force
Klein, Easy
D&B Reports v38 n1 January/February 1990 pp.30-35

Despite high unemployment among unskilled workers, the US is facing a labor shortage as it enters the 1990s. Unable to offer the high salaries and generous benefits that attract the most desirable people, small businesses can expect to feel the squeeze particularly. Small businesses will be forced to use the pool of people who might otherwise be excluded from the labor force. Many of the new jobs being created demand higher levels of skill than existing ones. Without a major effort to upgrade the education and training of unskilled workers, a disastrous mismatch could occur. A study prepared for the US Department of Labor, "Workforce 2000," offers the following projection for the US workforce at the turn of the century: 1. Workforce growth will slump to 1% a year in the 1990s. 2. The labor pool will become older, more female, and more disadvantaged. 3. Family needs will play an expanded role in hiring employees. These demographic changes signal a need for new initiatives and policies.
(ABI/INFORM)

Peak Performance
Dingle, Derek T.
Black Enterprise v19 n1 May 1989 pp.64-70

Three years ago, Charlene Roderick, a sales manager at Xerox Corp., participated in the Outward Bound Professional Development Program, in which corporate managers leave behind city comforts to rough it in the wilderness. When Roderick returned to work, she used her experiences in the program to invigorate her sales team. Corporations are using Outward Bound and other programs to teach their employees the principles of leadership, team-building, communication, and risk-taking. Corporations are responding to the challenges of the 1990s and beyond by seeking ways to create a core group of corporate leaders who will take the US into the next century, strategists who can develop a comprehensive agenda, tackle complex problems, harness resources, and motivate people. The American Institute for Managing Diversity Inc. shows top executives how to manage and retain a multicultural workforce and to exceed recruitment requirements to meet their companies' affirmative action goals. McDonald's and Federal Express have developed in-house leadership training programs. Graphs. (ABI/INFORM)

Some Firms Facing Facts on Work Force; Diversity Dictates Major Changes
Randle, Wilma
Chicago Tribune January 2, 1990 Business sec., p.1

By the year 2000 women and minorities will account for a majority of the work force. The pending change is spawning a new area of business opportunity: experts who are teaching businesses and organizations how to deal with a less homogeneous work force. A variety of programs and seminars are being offered to companies to help them formulate plans and programs to fully utilize the potential of their entire work force. Copeland Griggs Production has seen a surge of interest in its film series, "Valuing Diversity," and its three-day workshop on the same topic. The film series has recently been expanded from three to seven parts. Originally aimed at middle managers, the films have been revised to direct the message at first-line supervisors and top management as well. (Abstract created from text of article.) (NEXIS)

Women and Minorities: Is Industry Ready?
Schmidt, Peggy
New York Times October 16, 1988 Sec.3, p.25

Barbara Jerich, director of work-force diversity at Honeywell Inc., has attained an 85 percent participation rate for the company's managers in a two day program emphasizing the importance of understanding and valuing diversity. She believes that it is important to direct programs at all management levels. Management consultants and trainers who specialize in multicultural issues agree that even when top management is behind efforts to change corporate culture, line managers sometimes don't see the point of changing their behavior. Another problem is that after two decades of being told to treat employees equally, they are confused

when told to recognize and value differences. (Article is created from text of article.) (NEXIS)

The Multicultural Workforce New Challenges for Trainers.
Abbott, Jan
Training & Development Journal v42 August 1988 p.12(2)

Employee trainers must learn to adapt to the increasing cultural diversity of the US workforce. Traditional training techniques such as maintaining a flexible schedule, handing out supplemental materials, beginning the training with personal introductions, or asking the trainees for their ideas may make the students feel uncomfortable, or that the trainer is unprepared. Cultural misunderstandings can be avoided by learning about cultural differences that may affect the way in which trainees approach learning, focusing on demonstrating new skill and avoiding public feedback, distributing all materials well in advance of the training program, explaining in detail what is expected of trainees, not forcing friendly relationships to develop, and getting feedback through individual feedback, rather than through written reaction forms. (Management Contents)

Bias Busting: Diversity Training in the Workplace
Watts, Patti
Management Review v76 n12 December 1987 pp.51-54

Bob Mezoff, president of ODT Associates, trains managers to deal effectively with a culturally diverse workforce. Mezoff maintains that working professionals must aspire to flexibility in their communications with individuals of varying backgrounds, and he contends that people can easily modify their behavior to achieve such flexibility. Mezoff has developed a model for improving relations among people of different cultural backgrounds. The model involves 4 steps: 1. understanding that cultural differences exist, 2. developing self-acceptance of one's own cultural background and style, 3. learning about other cultures, and 4. aspiring to flexibility. Mezoff believes that denial is a significant obstacle to overcoming prejudice. Managers need to recognize and act upon the various forms of discrimination based on sexism and class differences as well as oppression within minorities themselves. (ABI/INFORM)

V. CASE STUDIES

Sharing the Dream
Offen, Neil H.
Association Management v42 n5 May 1990 pp.63-65

The American Society of Association Executives' (ASAE) Task Force on Diversity in Association Management gathered information on women and minorities involved in association management. A survey questionnaire was completed by 465 chief executive officer (CEO) members of ASAE. It was found that 94.3% of the CEOs were white and 33% were female. Women make up 67% of associations' professional staff, while blacks constitute 11%, Hispanics 4.3%, and Asian-Americans 2.9%. As a result of the study, the ASAE Board broadly defined diversity, adopted a policy statement setting the goal of increasing ASAE's membership diversity, and created a committee to monitor implementation of task force proposals and provide leadership. The Board will review these activities as they are proposed: 1. membership, 2. leadership, 3. publications, 4. education, and 5. public relations. An ASAE officer will be assigned as a liaison to the Committee on Diversity in Association Management to ensure that its work receives priority leadership attention.   (ABI/INFORM)

Firm Makes Racial Revolution from Top Down
Maraniss, David
Washington Post March 8, 1990 p.A1

Ed Woolard, DuPont's new chairman and CEO has emerged as a champion of a movement within the company to increase awareness of the value of blacks and women in the executive work force. As markets become global, large companies such as DuPont see the advantage of having multicultural work forces. One example of changes at DuPont is the finance division's Committee to Achieve Cultural Diversity, which made proposals which were quickly adopted, setting up mentoring and career development systems for blacks and women. What Woolard is doing at DuPont to make managers more sensitive to cultural diversity is seen by some as nothing short of revolutionary, but Woolard says, "My idea is just to use the enormous talent we have--all of it." (Abstract created from text of article.) (NEXIS)

Managing Work-Place Diversity...The Wave of the '90s
Williams, Mary V.
Communication World v7 n1 January 1990 pp.16-19

Managing Diversity is just one of many titles for new programs and strategies under way in several US corporations. These new terms are used by human resources and affirmative action professionals who are leading their companies' efforts to adopt positions where cultural diversity in the workforce is valued and used as a competitive advantage. Communicators are being placed

in the position of helping management convey its commitment to the new strategies. Changing demographics in today's workplace indicates that managing diversity is far from a passing fad. Ethnic and racial minority populations in the US will grow at a rate 7 times faster than the population as a whole. Many organizations are not waiting to begin examining their ability to attract and retain qualified female and minority employees. United Way of America initiated the Project Blueprint Program in 1988 to assist local United Ways in accelerating the involvement of Asian, black, Hispanic, and Native American Indian volunteer policymakers on United Way agency boards and committees. (ABI/INFORM)

The Corporate Response to Work Force Diversity
Solomon, Charlene Marmer
Personnel Journal v68 n8 August 1989 pp.42-53

In recognition of changing workforce demographics, large companies such as Xerox Corp. and Procter & Gamble Co. have created programs to deal with a multicultural, diverse workforce. These multicultural programs generically are called workforce diversity management, and they encompass employee recruitment, management, and retention. Any company that wants to maintain a competitive advantage needs to know how to manage a wide group of people. Most training programs combine role playing, exercises, lectures and discussions, and group experiences. The philosophy of Hewlett-Packard is that a diverse workforce is an asset. McDonald's teaches cultural information from a value-added point of view so that management can see how to work in a diverse environment. Because 73% of Avon Products' managers are women, the company is sensitive to diversity-related issues. References. (ABI/INFORM)

No, You Don't Manage Everyone the Same
Braham, Jim
Industry Week v238 n3 February 6, 1989 pp.28-35

A growing number of progressive companies, such as Wang Laboratories and Mobil Corp., are recognizing the differences among workers. By identifying and discussing stereotypes about races, national origins, and gender, these firms are preparing their managers to deal with the trend toward a workforce made up of more minorities and women. Companies need to value the diversity of their employees and learn to manage everyone fairly. Wang Laboratories already has put over 1,000 managers through its managing-diversity training program. Diversity training is not expected to change lifetime attitudes. Its purpose is to make managers aware of the issue. Wang's program is built on: 1. behavior awareness, 2. acknowledgement of biases and stereotypes, 3. focus on job performance, and 4. avoidance of assumptions. Mobil has been conducting a 3-day valuing-diversity program for managers and supervisors. (ABI/INFORM)

VI. ADDITIONAL SOURCES: BOOKS AND AUDIOVISUAL MATERIALS

The following section includes highlights from the EPA Library Network on Managing Diversity as well as other titles of interest. These items may be requested through the EPA Headquarters Library, and other EPA Network Libraries.

Beyond Race and Gender: Unleashing the Power of your Total Workforce by Managing Diversity
Thomas, R. Roosevelt
AMACOM, American Management Association, 1991
Region 5 Library   MCD HF5549.5.M5T46

Blacks in the Workforce: A Black Manager's Perspective
Becknell, Charles E.
Horizons Communications, 1987 95p.

Civil Service 2000
Johnston, William B.
Office of Personnel Management, Career Entry Group, 1988 54p.
Regions 3, 8, 10 and AWBERC Library, Cincinnati   JK692.J54

By the Hudson Institute. William B. Johnston, principal author. Outlines the expected demographic changes in the federal work force and the changes in skills that the government will need between now and the year 2000. Includes an appendix which discusses federal child care programs and policies.

Demographic Trends and the Scientific and Engineering Work Force, a Technical Memorandum
U.S. Congress, Office of Technology Assessment, 1985   153p.

Explores the effect that changes in the size and composition of the American population may have on the science and engineering work force. Efforts to improve access to scientific and engineering careers for disadvantaged groups are also discussed.

EPA Workforce Snapshots: What does EPA's workforce look like?
U.S. Environmental Protection Agency, 1991
Headquarters Library   EPAX 9110-0148

Ethnicity and the Work Force
Van Horne, Winston and Tonnesen, Thomas, eds.
Ethnicity and Public Policy Series, vol. 4
UWI IRE, 1985 222p.

Hispanics and Work.
Knouse, S, B., Rosenfeld, P. & Culbertson, A. (Eds)
Sage Publication, Spring 1992 292p.

Innovating to Compete: Lessons for Diffusing and Managing Change in the Workplace.
Walton, Richard E.
Management Series
Jossey-Bass, 1987 380p.

Opportunity 2000: Creative Affirmative Action Strategies for a Changing Workforce
Hopkins, Kevin R.
U.S. Department of Labor, Employment Standards Administration, 1988 195p.
Regions 8, 10 and Corvalis Libraries   HD5724.H842

Prepared by Hudson Institute, Indianapolis, Indiana. Project Directors: Kevin R. Hopkins, et al. Includes sections on: the American labor market's emerging challenges; work and families; minorities and the economically disadvantaged; disabled workers; workers with AIDS; older workers; veterans in the civilian workforce; and a human resources approach to affirmative action.

Race and Sex Discrimination in the Workplace
MTI/Coronet Film & Video, Northbrook IL
VHS 30 minutes   Headquarters Library

Provides help in assessing the presence of discrimination in the workplace and helping employees to eliminate race and sex discrimination.

Workforce America! Managing Employee Diversity as a Vital Resource
Loden, M. & Rosener, J. B.
Business One Irwin, 1991 250p.
AWBERC Library, Cincinnati   HF5549.5.M3L64 1991

Workforce 2000: Work and Workers for the 21st Century
Johnston, William B.
U.S. Department of Labor, Employment and Training Administration, 1987 145p.
Region 8, Headquarters, AWBERC and RTP Libraries   REF HD8072.5.J64

Published by the Hudson Institute, Herman Kahn Center, Indianapolis, Indiana. William B. Johnston, Project Director. Predicts trends for the next 15 years and discusses policy issues. Recognizes six challenges: stimulating world growth; improving productivity in the service industries; improving the dynamism of an aging workforce; reconciling the needs of women, work, and families; integrating Blacks and Hispanics fully into the workforce; and improving workers; education and skills.

AUDIOVISUAL MATERIALS

The following list of audiovisual materials on Managing Diversity is provided for your information. These items are not available through the EPA Library Network.

Management, Motivation and the New Minority Worker
Roundtable Films, Inc., Beverly Hills, CA
S8MM Cartridge optical sound. 30 minutes
Color or black & white

Explains that minority workers present problems to many leadmen, supervisors and foremen. Utilizes role-playing and reverse role-playing with commentary by a multiracial panel to dramatize the sensitive areas of the culture gap.

Managing Diversity
Copeland-Griggs Productions, Inc.
7 videos 30 minutes each $500 each .

Designed to be used as training tools for all aspects of work force diversity issues.

Bridges
BNA Communications Inc., Rockville MD
8 videos 20-30 minutes each $950 each

Designed to be used as a training tool on various aspects of cultural diversity issues, including intercultural communication and individual vs. corporate culture.