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Delshad Sethna
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Student Name (print or type): DELSHAD SETHNA

Faculty Supervisor (print or type): ROMAN NOWACKI

Faculty Approval Signature: [Signature]

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Diversity management is a very important issue in today's workplace. The purpose of this paper is to make individuals aware of the potential benefits that successful diversity management can bring to the workplace. This paper looks into the benefits and challenges of diversity management. It also talks about the most affected individuals, followed by describing ways of managing diversity and finally, giving examples of two companies that have been successful in their diversity management initiatives.

Through secondary research it can be concluded that diversity management is indeed the way of the future. Diversity management makes for good business sense and hence needs to be an ongoing process in the workplace. The future of diversity management looks promising as more individuals realize the powerful impact that diversity and its proper management can have on an organization today. Therefore, the need of the hour is a good understanding of diversity management issues so that organizations can use this knowledge for successful diversity management implementation procedures.
INTRODUCTION

This paper concentrates on taking a closer look at diversity, and diversity management in the United States workplace. Diversity at the workplace can be defined as the many distinct characteristics that suppliers, customers and employees bring to an organization. These characteristics could include race, ethnicity, national origin, age, gender, sexual orientation, socioeconomic background, physical abilities, and other differences that create an inclusive environment. Furthermore, these distinct characteristics bring variations of thinking, communication styles, skills and behaviors which help organizations achieve success and gain a competitive advantage. (Exelon, 2002)

This paper first talks about some of the benefits of diversity, which include increasing creativity and innovation, better problem solving abilities, and a decline in discrimination lawsuits. Next I talk about the challenges that diversity brings along with it. Through my research I have come to realize that although there are a number of significant challenges, the benefits of diversity management by far outweigh the costs. The next section of this paper deals with the most affected individuals, I have decided to concentrate on three main groups which include but are not limited to, Blacks, Foreign Born Individuals, and Latinos. (Hispanic Americans)

The paper then discusses some of the methods of managing diversity in the workplace. Some of these methods include sensitivity training, diversity training, and mentoring programs to name a few. Next I will discuss how Motorola and Target Corporation have used diversity management successfully to gain a competitive
advantage over their competitors. Finally this paper ends with a discussion on the future of diversity management in the workplace.

**BENEFITS OF DIVERSITY**

According to Gomez, Balkin, & Cardy, once, the presence of diversity in the workplace was thought to lead to conflict, garbled communication and a less efficient workplace. However, today many firms are rethinking their past stance and are beginning to realize that diversity can actually enhance organizational effectiveness. Employee diversity can lead to the stimulation of greater creativity, better problem solving capabilities, and greater system flexibility. (2003)

Additionally, “As the business environment becomes more global and businesses become leaner and flatter, they must accomplish more with fewer people; people who have different cultures, values, motivations, work styles, lifestyles and family roles.” By leveraging the many facets of diversity in the business environment, organizations can benefit from diversity. Some of the benefits that flow from the effective management of diversity are discussed below. (Smith, D’Netto, & Pinto, 2000)

*Increasing creativity and innovation*

Workforce diversity allows people of different cultures to provide different perspectives for the performance of creative tasks. It is also noted that employees who feel valued and supported by their organization tend to be more innovative. (Eisenberg, Fasolo & Davis-La Mastro, 1990 as cited in Smith et al., 2000) Additionally, in another research study, the ideas generated by ethically diverse groups were judged to be of a
higher quality when compared to the ideas produced by homogenous groups. (McLeod, Lobel & Cox, 1996 as cited in Smith et al., 2000)

Employee diversity can hence stimulate the consideration of less obvious alternatives. It is often said that two heads are better than one and this phrase rings true when talking about diversity. This is true especially when the two heads belong to different cultures. I feel that when people with different cultures, viewpoints, and perspectives try to solve a problem we can be assured of one thing-- that the problem has been looked at from all angles. Furthermore, the solutions generated by these diverse individuals will probably have been subjected to a greater depth of scrutiny and understanding.

**Better problem solving**

Homogenous groups fall prey to a phenomenon known as “Groupthink, in which all members converge on a mistaken solution because they share the same mindset and view the problem through the lens of conformity.” However in a heterogeneous group consisting of people with different experiences and cultural perspectives, the likelihood of groupthink shrinks. (Gomez, et al., 2003)

This would undoubtedly allow for better problem solving capabilities. Through my own experiences I have come to know the power of groupthink and have also witnessed the downfall it brings. Therefore, I agree with the above point and view this benefit as a valuable one.

**Recruitment and retention**

“For most companies to sustain a comparative advantage, organizations need to attract and retain skilled and talented human resources.” A company’s corporate image is
key to defining its ability to attract and retain outstanding people. Furthermore, individuals will be more inclined to work harder in places that they believe treat them fairly and respect their individuality. “Published accounts of the best companies for women and for non whites have highlighted organizations which are leaders in organizational change efforts to effectively manage diversity.” (Zeitz & Dusky, 1998 as cited in Smith et al., 2000)

In my view, companies that emphasize diversity in their employees send a clear message to potential applicants, that the company has effective diversity management practices. This is indeed a positive message as it demonstrates the company’s values and further illustrates its commitment to accepting all individuals with different mindsets and backgrounds.

**Decline in discrimination lawsuits**

A common problem facing many organizations today is the increasing costs associated with disgruntled employees who resort to settling issues in the form of lawsuits. This can indeed be very expensive for organizations. Furthermore, it costs organizations a vital recourse in the form of time and energy, which is spent in dealings with lawsuits.

According to Smith et al., “In the U.S., there has been a significant increase in the number of lawsuits based on grounds for discrimination. For example, there were twenty times more lawsuits in 1990 than in 1970. Plaintiffs win two-thirds of the cases that go on trial.”(2000) In addition, lawsuits have a negative impact on an organizations reputation. Therefore, companies that encourage and emulate strong diversity beliefs will
face less of these problems enabling them to spend more of their time on issues dealing with the company’s profits and the advancement of the organization.

**Improved marketplace understanding**

Due to the increasing number of people belonging to diverse cultural backgrounds, formerly small market niches are becoming significant ones that big enterprises want to cater to. “In a recent study, 44 percent of managers in 34 multinational firms believed that the most compelling reason to implement diversity programs was to tap diverse markets and customers. This study also reported that IBM managers believe that it is important for customers to look inside the company and see people like themselves.”(Business Week, 1996 as cited in Smith et al., 2000)

Liz Minyard states that most people in the supermarket industry are beginning to realize that a company’s workplace should image its consumer base as this makes good business sense. (Wilson, 1995 as cited in Smith et al., 2000) It is also seen that most long distance telephone companies in the U. S. select representatives from immigrant groups as this may allow them to attract immigrant users (Dass & Parker, 1999 as cited in Smith et al., 2000)

Essentially this understanding can cause companies to have an edge over others. Diversity therefore, lends a hand in building effective relations, which can prove very advantageous to the company.

The above benefits of diversity management seem vital to a company’s long-term success and growth. A continued effort however, needs to be paid to diversity issues and their proper management. Furthermore, a top down approach is necessary for effective implementation procedures. Employees need to know and believe that their seniors and
top managers value diversity as well. Diversity management is definitely an area that all companies need to concentrate on. The companies that choose to ignore diversity management will surely miss out on some great opportunity to advance in today’s competitive world.

**CHALLENGES OF DIVERSITY**

Though the benefits discussed above seem more than promising to a company’s future, diversity also brings with it a number of challenges that need to be understood and dealt with. Some of these challenges are discussed below.

*Resistance to change*

It is not an uncommon phenomenon, when most people show signs of opposition to change. Change is something that occurs constantly but it brings with it a lot of resentment and stress. This attitude is seen in organizations as well. “Although employee diversity is a fact of life, the dominant groups in organizations are still composed of white men.” (Gomez, et al., 2003) Furthermore, it has been noted that a long established corporate culture in organizations, is very resistant to change and this resistance acts like a major hurdle for minorities and women seeking to survive and be successful in a corporate setting. (Gomez, et al., 2003)

*A common definition of diversity*

“One of the biggest challenges that organizations face is understanding what exactly diversity means. Diversity is more often defined in terms of ethnicity or gender and other dimensions such as differences of opinion, thinking styles, etc. are ignored.”(Nemetz and Chrsitensen, 1996 as cited in Smith et al., 2000) It is therefore,
vital that companies educate their employees on the definition of diversity because only when employees understand its broad implications will they be truly able to value diversity in all its forms.

**Segmented communication networks**

“Shared experiences are often strongly reinforced by segmented communication channels.” (Gomez et al., 2003) A study illustrated that most communication takes place in organizations between members of the same sex and race. This was found to be true across all professional categories, even at the top where the number of women and minorities is very small.

This poses a number of problems for the organization because, firstly it will be unable to fully capitalize on its diverse workforce if employees remain confined to their own groups. Secondly, segmented communication will make it increasingly difficult for companies to establish a common ground for their employees. Lastly, it would not be surprising to see women and minorities often missing out on opportunities or being unintentionally penalized for not being part of the mainstream communication networks. (Gomez, et al., 2003)

Companies therefore, need to take steps to break down these communication networks and need to encourage open communication between all their employees. In my opinion, this should be done through training programs where employees should be instructed on the benefits of communicating with people who are different from them. Having a better understanding and gaining different perspective on issues should be rewarded. This would not only benefit the company but would prove handy in dismissing
the mainstream communication networks that strongly disadvantage and run counter to the benefits that a diverse workforce provide.

**Resentment**

Although affirmative action is now decades old, it still remains clouded in controversy. At the heart of the controversy is the notion that the government imposed equal employment opportunities rather than their being self-initiated. In a majority of U.S. organizations this was a forced change rather than a voluntary one. Therefore, this leads to certain individuals believing that EEO laws legislate a forced diversity that favors political solutions over competence and/or performance.

This causes two main problems; firstly, women and minorities in positions of power may not be taken as seriously as compared to white men. And secondly, the belief that white men are getting the short end of the stick might provoke them to vent their frustration out on women and minorities who they feel are at an unfair advantage due to affirmative action programs.

It is indeed very important that managers deal with these challenges because affirmative action is here to stay. Interestingly, it was seen that a poll conducted by Fortune magazine found that 96 percent of CEO’s would not be willing to change their affirmative action efforts, even if all federal enforcement were removed. (Gomez, et al., 2003)

**Backlash**

"Some white men feel that they have been made the scapegoats for society’s ills and that they have to defend themselves against encroachments by those using their gender or ethnicity to lay claim to organizational resources (such as promotions, salaries
and job security).” (Gomez, et al., 2003) Therefore, whilst women and minorities might view a diversity policy as beneficial and required for their upward movement in an organization; the same policy might be viewed through hostile eyes by white men who may see this policy as a threat to their future advancement in the company. (Gomez, et al., 2003)

Companies that try to diffuse this backlash by treating all its employees the same face certain issues as well. “Many practitioners argue that treating all people the same is not equitable and hobbles the talents of women and minorities.” (Gottfredson, 1992 as cited in Smith et al., 2000)

“Clearly firms face a major challenge in trying to grapple with this backlash-which may be unwarranted, because white men still enjoy condensable advantages. It is doubtful that a firm can effectively manage employee diversity if its white male employees (some of whom are in positions of power) are hostile towards the concept. (Gomez, et al., 2003)

Therefore certain companies such as Hewlett-Packard are attempting to reduce this ‘one-size fits all’ approach through diversity training for supervisors and constant reinforcement of the importance of valuing individual differences through performance assessment and informal feedback. (Teicher & Spearitt, 1996 as cited in Smith et al., 2000)

It is important to keep all these issues in mind. The more educated we are on the benefits and challenges accompanying diversity management, the better able, will we be to deal with them effectively and smoothly.
MOST AFFECTED INDIVIDUALS

According to Gomez, et al., the elements of diversity—such as race, ethnicity, and sex—tend to have a profound influence on how people relate to one another. (2003) “Today’s workforce is a cultural salad bowl of diversity, where everyone is ‘tossed together’ while striving to maintain individual and cultural flavors.” (Conejo, 2001)

There are indeed certain individuals such as African Americans, Foreign Born Individuals, Latinos (Hispanic Americans), Women, People with Disabilities, Asian Americans, Homosexuals, Older Workers, and people who are forced to work in geographic regions that place them at a disadvantage in terms of making them the minority community. These individuals face a harder time in organizations because of their marked differences in race, ethnicity, culture, and sex. However, in my paper I will only be discussing in detail how African Americans, Foreign Born individuals, and Latinos are affected.

African Americans

African Americans make up approximately 11 percent of the U.S. workforce and about 11.5 percent of the U.S. population. They are a group that witnessed outright discrimination until the 1960s. However, they still face both outright and intentional discrimination today, some 40 years after the first civil rights victories. Though they are not the only group to suffer it can be said that they are the group that suffers the most. Managers could try to reduce the discriminatory problems, that this group faces by sowing the seeds of tolerance for all individuals in an organization and explicitly condemning racism at all levels. (Gomez, et al., 2003)
Another problem that African Americans face as a group is less educational preparation than whites. Blacks lag behind the U.S. average in academic attainment. Just over 950,000 Blacks hold advanced degrees. This can indeed cause a lot of problems for this group in the workplace, putting them at a severe disadvantage. Furthermore, the poverty rate for this group is twice that of whites which further perpetuates this vicious cycle. However, over the past decades, it has been seen that African American educational attainment has improved markedly, so it is likely that this trend will continue in the future. (American, 2002)

**Foreign-Born Individuals**

"There are 24.6 million people living in the U.S. who were born in another country, according to the 1996 Current Population Survey. That is 9.3 percent of the population the highest share since 1940." (Miller, 1997) Miller also states that the leading birth nations of the foreign born are Mexico, the Philippines, China, Cuba and India.

Mexican-born individuals make up 27 percent of all foreign born individuals. They are young, with almost half of them not having completed high school. Another 27 percent of the foreign born come from Asia. Chinese born Americans are older than the national average, and they are more likely than natives to have incomes over $50,000. Asian Indians are also very well educated, with 29 percent holding graduate or professional degrees and 52 percent holding a four year college degree. Asian Indians are also likely to be of middle-age which may explain why they are more likely than natives to have incomes over $50,000. (1997)

Many individuals view the United States as a melting pot and a land of endless opportunity. Furthermore, the U.S. faces political stability and it is known for its position
as a superpower of the world. Perhaps this is the reason a large number of foreign born individuals come to the United States in search of a better life and for the fulfillment of their dreams. Sadly, this transition for the foreign born is not always smooth. Crispell states that America is a linguistic paradox, boasting a richly diverse population speaking a host of languages. However this is far from the truth, the country encourages immigrants to forsake their mother tongues and doesn’t encourage native English speakers to acquire foreign-language skills. (1997)

Gomez further revalidates the fact that this group faces significant barriers because of their language difficulties, race or ethnicity, and cultural differences. It has also been noted that many illegal immigrants will work very hard for low wages, which often do not include any benefits. This group is also very likely to face a lot of resentment and hostility from American citizens who feel that their jobs are being taken away by these individuals. (2003)

In my opinion, the foreign born face barriers at all levels, this is because those that do earn well face tremendous hostility from citizens who resent their success and feel that their opportunities have been exploited by outsiders. Furthermore, some individuals who can’t break through all the language and cultural differences may have to settle for low paying jobs that exploit them as well.

Therefore, in my view, foreign born individuals face a doubled edge sword that continues to cut deep. Managers could lend a hand in helping people in organizations to become more aware of the problems that this group faces. Managers could also promote tolerance and acceptance of all in the workplace for diversity to work towards the betterment of the organization.
**Latinos (Hispanic Americans)**

For many years there has been considerable debate about what to call this group of U.S. inhabitants. While government agencies and the media seem to have settled in on the term ‘Hispanic’, many people are still confused. This confusion is most apparent among individuals who actually fall within this group. (Quinones-Rosado, 1998)

Furthermore, in “Contrast with the term Hispanic, the primary point of reference of the term Latino is not Spain, but rather Spain’s former colonies in Latin America. Therefore, Latinos are people of Latin-American origin, with ties to the region that encompasses virtually all of South America.” (Quinones-Rosado, 1998) Latinos face a number of problems in the workplace. Language is one of the major obstacles that hold this group back. More than any other immigrant group, “Perhaps because of their segregated urban enclaves, large numbers, and geographical proximity to Latin America, Latinos tend to retain their native language as the primary language at home.” (Gomez, et al., 2003, p.136)

This limited proficiency in English can hinder employment opportunities and can contribute to this group’s willingness to work very hard at low paying jobs, often with no benefits. (Vazquez, 2002)

However, the future for this group is not bleak. This group can learn and remember individuals such as Roberto Goizueta, a Latino immigrant, who was CEO of one of the world’s most profitable companies, Coca Cola, until his death in 1998. Mr. Trujillo is another Latino who is the CEO of U.S. West, one of the largest communication companies in the world. (Gomez, et al., 2003)
## Growth and Participation in the U.S. Labor Force

(Actual and Projected, 1996-2006)

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*Note-* All numbers expressed as percent


## Managing Diversity

Diversity, in one sense recognizes that many sorts of people make up today’s society. These different people will therefore, be seen in the workplace as well. It is important for all managers to gauge the impact of diversity in the workforce and try to find ways to best manage and motivate their heterogeneous workforce.

The need for diversity management is important because forecast by the U.S. department of labor predict that by the year 2000 only 15 percent of new workers entering the workplace will be white men. The remaining 85 percent will be women, minorities, or immigrants. Another forecast predicts that by 2050, nearly half the
population will be a member of some racial or ethnic minority-- double what it is today. (Hodson, 1993)

There are three components of diversity management the first component focuses on the diverse quality of employees' work life needs, e.g. Family leave, childcare and flexible holiday schedules. The second component focuses on valuing differences centered on interpersonal qualities like race, gender, language, and ethnicity. Finally, the third component encompasses Equal employment/affirmative actions, which direct attention to laws that guide promotion and recruitment. (Jenner, 2001)

Affirmative action is much more than a recruitment tool. However, it can be used to bring formerly disadvantaged workers into the work force and help them "fit in" to the corporate culture. It can also seek to bring diverse employees into the organization, but then homogenize them once they have been hired. (Harrington, 1993)

According to Thomas, "The whole purpose of managing diversity is to achieve full utilization of your people," he points out. "The basic premise is that individuals have the same potential, but if that potential is wrapped differently, you will have to take those differences into account in order to tap the potential."(Harrington, 1993)

Some of the ways of managing diversity can include sensitivity training. This training can help to raise the level of understanding between everyone in an organization. Additionally, it would be beneficial for trainers for this process to come from outside the organization. This is because it has commonly been seen that an outside person is able to be more candid with a group which leads to better sensitivity training. (Jenner, 1994)

However, according to Professor Nowacki, (personal communication, October 21, 2003) some companies do use internal trainers as well and are quite successful in their
training activities. Sensitivity training can be done at any time in the year and managers
should not wait until a problem arises to start this training rather the training should be a
year round activity.

Diversity training is also a popular tool used for managing diversity. For this
approach to be effective diversity training must be designed to change the myths of
diversity, educate participants about the realities of diversity, and offer ways to respond
to the challenges of managing and valuing diversity in the workplace. There is no such
thing as a universal diversity training program. The program needs to be tailored to the
needs and uniqueness of each organization. Diversity training is indeed a difficult topic to
introduce because the difficulty is exaggerated by the need to walk a fine line between
creating a climate of honesty and still allowing space for some humor and scholarship.
(Tan, 1996)

Hewlett-Packard, Wells Fargo, Kaiser Permanente, and other companies have
developed extensive in-house diversity training programs that provide awareness,
workshops, and training to educate managers and employees on specific cultural and sex
differences and how to respond to these in the workplace.

An interesting point to note is that some other companies like DuPont, and Kodak
have introduced diversity kits which are aimed at the employees’ young children. These
kits contain information on diversity issues. Employees are encouraged to share this
information with their children as the company stands by the belief that if society starts to
sensitize people to diversity issues at a young age then maybe this problem won’t be so
problematic when these youngsters are in their 20s and ready to join the workplace.
(Gomez, et al., 2003)
Mentoring programs can also be used for managing diversity. In this program individual managers can volunteer to act as mentors for minority and female employees, providing them with development opportunities, coaching and assistance on a regular basis. Individual accountability is also needed for effective diversity management. A strong commitment to upholding diversity issues is needed by all managers and this commitment could be further encouraged through the use of regular performance reviews. Taking this notion a step further would be to involve the entire business in diversity management. Businesses would therefore, need to set goals to ensure their suppliers, franchisee; third part arrangements, product advertising, and sponsorship reflect a dedication to diversity as well. (Greenslade, 1991)

Diversity management could also include accommodation of family needs such as day care and alternate work patterns. Day care is one of the easiest ways for women to keep their jobs after starting a family. However, only 6 percent of the nation’s major employers offer some kind of day care facilities. (Gomez, et al., 2003) Alternate work patterns could include Job sharing.

This is an arrangement, which involves the division of one full-time job between two people. The benefits and responsibilities of the job are also shared between these two individuals. Additionally, the job can be shared in a number of ways, on the basis of a split week; a split day or on the basis of a week on, week off manner. (Family, 2003) This arrangement could help single parents a lot; most of who are women keep their jobs. Additionally, individual with disabilities could also benefit from this arrangement as they would not feel too pressurized to come to work everyday if they are physically unable to do so.
It is useful to note that to effectively address diversity, all those involved must get comfortable with discomfort first. (Bartrum, 2003) Organizations therefore, need to pay attention to their diversity management strategies. Companies that follow these strategies are bound to generate happier and more productive employees who not only have a greater appreciation for the company but also for all the other employees working in the company. This kind of diversity management is indeed important for the future success of the company.

A CLOSER LOOK AT MOTOROLA AND TARGET'S USE OF DIVERSITY MANAGEMENT

Motorola is a global leader in wireless, automotive and broadband communications and is ranked number 59 among the fortune 500 companies. Through my research I have found that Motorola views diversity as a strategic business opportunity. Motorola’s vision is to offer a globally diverse business environment that is recognized by their customers, shareholders, and employees as the premier place to work, invest, and buy. Furthermore, Motorola states that they wish to “Assure the long-term success of the company by empowering Motorolaans from diverse backgrounds, styles, cultures, and abilities to drive global diversity as a competitive advantage.” (Motorola, 2003)

The company’s commitment to diversity management can clearly be seen through the number of awards that Motorola has won. Below is a list of a few of these awards:
As mentioned in the above table, an organization called the Chicago Council on Urban Affairs recognizes two companies each year for the Annual Corporate Diversity Award. The goal of this award is to recognize and honor companies that have demonstrated a commitment to developing a diverse and inclusive workplace. The council awards one large company and one small company for their diversity efforts each year. Last year’s corporate diversity award recipient for the large company category was Motorola. (Chicago, 2003)

Gutman, an employee at Motorola says that she left Motorola in 1986, after just one year of joining because she saw very few women in management positions and very few people of color like herself. However, in 1989 she returned to Motorola as she talked
with the CEO, who assured her that things could change. Since then she has seen a
remarkable change at Motorola as the CEO understands one very important factor, which
is that “Diversity is a business issue and not an altruistic endeavor.” Therefore, at
Motorola diversity is driven as all business initiatives are—by line executives, not human
recourses. (Gutman, 2003)

At Motorola the CEO has assumed personal responsibility for promoting the
company’s diversity program, which is included in the company’s business plan.
“Moreover, diversity goals are included in all senior management performance goals, and
each manager must report his/her efforts to develop a more inclusive workplace every six
months.”(Chicago, 2003)

Motorola has also created the officer-parity goal, which is an annual commitment
to promote at least three women and three people of color to the position of vice president
from among the 20 to 40 people chosen. “When Motorola started this program in
September 1989, there were only two female VPs and six people of color out of 340.
Today out of about 400 there are 33 people of color (four of whom are female) and a total
of 23 women VPs, including the head of robotics and one of the heads of software
engineering.” (Gutman, 2003)

Additionally, Motorola helps women and minorities move up the ladder with a
diversity strategy called internal readiness. This is done through a process where by the
six company presidents and their human recourses teams determine through focus groups
or rap sessions what the development barriers to women and minorities are in their
organization. This process leads to helpful information which is used for the betterment
of Motorola’s diversity efforts. (Gutman, 2003)
Lastly, Motorola feels that there are many reasons to do something about diversity in a corporation. Motorola’s efforts in diversity management are not just rooted in the notion that diversity is the right thing to do or the morally correct thing to do. Rather at Motorola, the belief is one of diversity being a competitive advantage. "If everybody else is stuck in the muck and mire of sexism and racism and we can blow out of that, look at all the people who will be available to us who the competitors can’t get. This according to Motorola is what business is all about." (Gutman, 2003)

In my opinion, Motorola clearly strikes out as a company that has been able to use diversity management processes to benefit not only the company’s employees but also, more importantly the companies bottom line—substantial profit earnings.

Target is another company that is extensively using diversity management in its business processes. "Target is the largest division of Target Corporation, the nation's fourth largest general merchandise retailer. By yearend 2001, Target will operate more than 1,000 stores in 47 states and will open an additional 72 stores each year." Target can also be described as an upscale discounter with a focus on the hottest trend merchandise, the everyday basics which all families need at affordable prices. Shopping at Target is convenient and enjoyable. Furthermore, by focusing on excellent guest service, trend leadership, and exciting team member opportunities Target can create long term shareholder value. (Target, 2003)

At Target Corporation, diversity is celebrated as the essence of what makes each of us unique. It is believed that each of us has a story, a collection of strengths and perspectives that, when combined, makes Target the best that it can be. "At Target valuing diversity is not just a slogan but it is a way of life." This is because Target
believes that diversity makes good business sense and helps to ensure future success.

Diversity creates stores that customers like to shop at, sets Target apart as a community partner and best of all; it makes for an extraordinary place to work. (Target, 2003)

Target Corporation seeks to create a climate that nurtures and uses the rich array of talents and perspectives that diversity offers. Target also uses coaching and developmental programs to promote people from diverse backgrounds. Additionally, diversity training is provided for all employees and this is a high priority at Target. The program builds awareness and teaches people to capitalize on the rich talents and perspectives of a diverse team. (Open minds, 2003)

Lastly, all of the above mentioned points can be summed up beautifully in the words of a target employee, who said, “I can’t believe over 16 years at Target have passed so quickly. The people at Target and the creative, open atmosphere have impressed me the most. Our diverse opinions and talents are respected and encouraged when decisions are made.” (Open Minds, 2003)

It is indeed interesting to see how a highly technological organization such as Motorola and a retail store—Target, are using diversity management for their sustained success. According to me, both companies are using diversity management as a tool to increase their profit margins. Motorola realizes that it needs a diverse workforce with different skill sets to perform the various technical tasks involved at the company. Therefore, it capitalizes on a broad range of individuals. However, Target also realizes that their customers come from diverse backgrounds and cultures. Therefore, by catering to the needs of this diverse customer base makes for good business sense for Target.
Diversity management is being used as a business strategy in these two companies. I feel that both Motorola and Target have made a good business decision to value diversity and practice it; as this has indeed set these two companies apart from their competitors and has acted as a competitive advantage for both of these companies.

THE FUTURE OF DIVERSITY MANAGEMENT

“As we look to the future of business, one thing remains abundantly clear, in order for any organization to operate competitively at a local, national or international level, it will have to adopt the principles of diversity and understand its links to the bottom line.” (Wilson, 2000) Pepi Sappal, further reiterates the notion that “Today, no business doubts the bottom line benefits of a diverse customer base.” Furthermore, no company would want to miss out on the $750 billion combined annual spending of African-Americans, Asian-Americans and Hispanic communities in the U.S. (n.d.)

It was interesting to learn of a study conducted by the National Center for Research in Vocational Education, at the University of California, Berkeley. This study asked its participants to report some of their future plans for domestic diversity initiatives. It was found that the most frequently mentioned future plans were for the continuation of the current domestic diversity initiatives, more effective evaluation of current diversity initiatives and further recognition for work done on diversity. Below is a table that lists the five future plans for implementation of diversity initiatives for the domestic category.
### Future Plans for Domestic Diversity Initiatives (n = 8)

<table>
<thead>
<tr>
<th>Future Plans</th>
<th>f</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Continue addressing current domestic diversity</td>
<td>8</td>
<td>100</td>
</tr>
<tr>
<td>2. Plan to evaluate their diversity initiatives more effectively</td>
<td>6</td>
<td>75</td>
</tr>
<tr>
<td>3. Plan to get further recognition for their work on diversity</td>
<td>5</td>
<td>63</td>
</tr>
<tr>
<td>4. Develop a new diversity plan for the year 2010</td>
<td>1</td>
<td>13</td>
</tr>
<tr>
<td>5. Plan to change policies interfering with diversity</td>
<td>1</td>
<td>13</td>
</tr>
</tbody>
</table>

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"All of the corporations in the study have plans to continue addressing the same diversity initiatives they currently have in place." This means that corporations are continuing to work in the areas of management, education and training, communications, performance and accountability, and leadership. One of the research participants supported this when referring to the upward movement of people of color and women. He said, "We will continue to increase the number of people of color and women at the vice president ranks, and we will continue to increase their numbers at other levels of management."

Furthermore, for six of the study participants (75%), more effective evaluation of diversity initiatives was a major concern. The corporations participating in the study planned on more systematic, long-term, fully integrated, and ongoing methods for evaluating diversity in the future. (NCRVE, 2000)

Another trend in the future of diversity is the widespread movement from the "why" of diversity to the "how." It is apparent that leaders in the most progressive organizations have finally realized the importance of integrating diversity onto their business agenda. These leaders "get" the business case. What they now search for is how
to effectively implement diversity in their organization. The answer begins with proper and reliable measurement. (Wilson, 2000)

This measurement was made successful by a consortium, known as the Trinity Group, who joined forces in 1997 to develop a new, performance-based software tool to standardize the process of diversity. "This instrument, known as the Diversity Diagnostic Tool, seeks to provide an ISO-type standard for diversity and an interactive diagnostic system that will serve as a practical guide to implementing diversity within any organization." (Wilson, 2000)

In my opinion, the future of diversity is a complex issue. One thing however, that is simple to understand is that most organizations have to continuously work on their diversity initiatives. This continued effort on the part of the organization will enable them to reach a hundred percent achievement of their diversity goals. Additionally, diversity is an issue that can no longer be ignored or treated as unimportant. Wilson states that by understanding diversity, leaders and organizations will begin to learn and develop the competencies required to deal with a highly complex and sometimes emotional issue that can be generated in an increasingly diverse workforce. (2000)

Additionally, through my research I have come to the conclusion that diversity management makes for very good business sense. Diversity is an issue that is here to stay and will continue to grow in importance as we see more drastic shifts in the labor force in the years to come. Therefore, in my view, managers should not only educate themselves and their employees on diversity management but they should instill diversity at the heart of their organization's business practices. Fortunately, the future of diversity does not
look bleak to me, because more and more organizations are realizing the positive and powerful impact that diversity brings to an organization.

It is therefore, important that we all maintain a level of awareness and education on diversity issues. In my opinion, discrimination in some form or the other is a prevalent fact but we need to rise above these issues and try to accommodate and be tolerant of all. It is time that we pick up the pieces of this shattered rainbow if we ever want to achieve complete harmony and reap all the benefits that come from appreciating and learning from others differences.
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