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## Managing Diversity in the Global Economy

Kathia G. Arjona

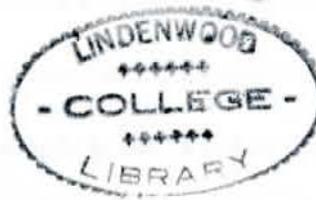
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**MANAGING DIVERSITY IN THE GLOBAL ECONOMY**



Kathia G. Arjona, M. S.

An Abstract Presented to the Faculty of the Graduate  
School of Lindenwood University in Partial  
Fulfillment of the Requirements for the  
Degree of Master of Business Administration

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## ABSTRACT

This thesis will focus on the study of the diversity management in businesses today, since the 21<sup>st</sup> century is around the corner. It seeks to study and highlight the importance and benefits of having a diverse workforce in today's organizations. Each day more and more companies are doing business globally, and that is why this thesis attempts to find a balance among the similarities and differences employees might encounter in any organization.

The advantages of a diverse workforce for successfully penetrating global, ethnic minority, and other group markets are many. Yet, making diversity work while simultaneously ensuring a stable and cohesive corporate or institutional environment can be challenging. Achieving and managing diversity demands sensitivity to and respect for group and individual differences.

Many businesses have realized that it is important to go beyond national frontiers in order to expand and understand diverse groups of customers and making its product successful in other types of markets. Globalization is not just an advantage but is becoming a necessity in today's businesses.

Doing business abroad will help considerably to understand diversity in the workplace. One of the first steps to optimizing the productivity of employees is to help them intellectually and emotionally understand why different groups of

people have diverse beliefs and cultural behaviors. The ultimate goal of diversity management is to recognize, work through, and eventually transform stereotypes of others.

Over the years the issue of diversity has taken on more and more importance. This is so because the number of immigrants in the United States is spreading their cultural impact all over the country.

The purpose of the present study is to examine whether having a diversity management strategy should be considered as a competitive advantage for companies to improve their effectiveness and be successful. Differences among workers should be seen as valuable assets or tools to create an effective working environment in a competitive economy.

The project's hypothesis is based primarily in the statement that as many companies use diversity as a consistent management practice, the more benefits they will obtain from working with a diverse workforce. Companies should give everybody the opportunity to grow and move up into the corporate ladder regardless of his or her beliefs, cultural background, age, sexual orientation, gender or other differences.

Three different diversity studies were analyzed in depth in order to see how each one has been managed and how it was useful to each organization. These three studies produced considerable evidence to suggest that the hypothesis be accepted and to conclude that, managing diversity in the workplace will be always an advantage if it is well managed and practiced consistently.

**MANAGING DIVERSITY IN THE GLOBAL ECONOMY**

Kathia G. Arjona, M. S.

A Culminating Project Presented to the Faculty of the  
Graduate School of Lindenwood University in Partial  
Fulfillment of the Requirements for the  
Degree of Master in Human Resource Management

1998

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Adjunct Professor Joseph Lonigro, M. A.

## DEDICATION

I would like to dedicate this culminating project to God for giving me the strength and support while working in this project. Without his guidance and blessings I could not have made it.

This culminating project is also especially dedicated to my lovely and dear family: my great parents, Ricardo and Luzmila, and my sister and brother: Celia and Carlos.

They have been my main motivation to keep on working and fulfill one of my most valuable goals: **OBTAINING MY MASTER IN THE FIELD OF HUMAN RESOURCES MANAGEMENT.**

*Special thanks to "my heart" for being there. I will never forget You.*

## **ACKNOWLEDGMENTS**

Among the people that put their time and helped me in this project are:

- My three readers, Professors: Gardiner, Lister, and Lonigro who dedicated their valuable time in reading this project.
- The Prost Family who were the instrument God used to help me in finishing this project. Thanks for their generosity and hospitality.
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## Chapter I

### INTRODUCTION

Diversity in the workplace has been an issue of interest throughout the last two decades. Many companies have started to be concerned about how to handle and manage a multicultural and diverse workplace. It is important to acknowledge that differences among people exist everywhere. However, how to work with those differences is a major issue in today's business world.

The fact that many immigrants come to the United States to look for better opportunities makes the marketplace ever more competitive and challenging. This is the reason why diversity should be considered as an important matter since the human resources companies will manage are made up of many different contributions they can provide to the organization.

Managing diversity in the Global Economy is becoming a strength the business world will require worldwide to achieve a high level of performance in the workplace. Diversity simply means difference, whether in gender, race, age, culture, ethnicity or physical ability (Strazzabosco 7). It will be the role of companies to take advantage of those differences, making employees feel worthwhile and valuable regardless of their backgrounds.

It is really interesting to observe how organizations look for the ways to reach new frontiers, markets, and customers. This implies the acknowledgment of accepting and valuing a multicultural and diverse workforce. One example is that

by the year 2000, only 15 percent of new workers entering the workplaces will be white males. The remaining 85 percent will consist of minorities and women (7).

The United States is no stranger to diversity. The more diverse a society is, the more skill people need to be effective and adaptable in their particular surroundings. That is why management needs to be more knowledgeable about employees' cultures, which will deepen their appreciation of diversity and avoid stereotypes and discrimination.

Management of diversity refers to the management of a diverse workforce so that individuals in that workforce perform at their maximum potential by using all their skills, competencies, talents, and added values (Dickens and Dickens 392). This should be the goal for every organization of the 21st century. As a workforce becomes more diverse, the pool of white males in the jobs will decrease considerably as we enter the year 2000.

Being different should not be seen as a disadvantage. The ultimate objective of learning how to effectively manage diversity is to value, identify and use the added values of ethnic groups and cultures in a positive way to meet organizational needs, goals and objectives to increase profits and deliver high-quality services (Dickens and Dickens 393).

The changing demographics of the United States are having a significant impact on communities, organizations, society, and the nation. This is the reason why managing diversity in the global economy is an issue of great interest for almost everybody. This research attempts to study the effects of diversity and its

benefits, plus how it is managed today in the business world.

The Bureau of the Census predicts that the population of the United States may reach 276 million by the year 2000; by 2050, it may increase another 50 percent to 392 million (Fine 9). Since population growth is continuing as the time passes, this ensures the workforce to be more diverse than ever.

Companies will have to cope with the dramatically increasing numbers of racial and ethnic minority groups. It is predicted that by the next century nearly half of the population will be Hispanic, Black, American Indian or Asian.

According to Thomas, organizations should consider these statistics: It is projected that women will make up 48 percent of the workforce by the year 2005. Already, 60 percent of all employees have child- or elder-care responsibilities. The implications of these statistics are enormous(120). Therefore, management must create an environment that allows women to reach their full potential in pursuit of organizational objectives. Besides, managers should enhance an environment that facilitates the career success of every employee having family-related responsibilities.

Table 1 shows the predicted change in the ethnic distribution of the population from 1990 to 2050. It clearly shows how the percentage of minorities will increase considerably while the percentage of white employees will decrease to 23.2 percent. Organizations should be prepared to welcome all the different nationalities, ethnicities and cultures all employees belong to in order to expand its business.

Table 1

## Percentage Distribution of Population by Race and Hispanic Origin

	1990	2050
White*	75.7	52.5
Black*	11.8	14.4
American Indian*	0.7	0.9
Asian*	2.8	9.7
Hispanic**	9.0	22.5

\* Persons not of Hispanic origin.

\*\*Persons of Hispanic origin may be of any race.

SOURCE: Data taken from Day, 1993. Exhibit from Population projections of the United States, by age, sex, race, and Hispanic origin: 1993-2050. As cited in Building Successful Multicultural Organizations by Marlene Fine.

Organizations must realize that they can no longer cling to a principle of selective homogeneity. In other words, they cannot consistently recruit and promote only people who are similar in race, ethnic, background, religious preference, or gender without jeopardizing productivity and employee morale (Morris, Lee, Romero and Tam 54).

Working effectively with cultural diversity means to understand one's own culture and the culture of others, respecting the rights of others, making judgments and decisions based on performance and understanding the concerns of other ethnic and gender groups. A worker who lacks an awareness of these things risks limiting his or her overall effectiveness.

It is important to state that many companies need to be aware of the characteristics belonging to the cultures they work with. Learning the background or culture of the employees allow the organization to talk and work with them effectively.

Bob Wilner, McDonald's director of international human resources, has stated that McDonald's tries to develop local people in Asia, finding this more effective than bringing in someone from halfway around the world who doesn't know the marketplace or the customers (Hebard 36). This means that it is really important to be aware and knowledgeable about the marketplace you are working and dealing with.

The success of many international companies will be based on their understanding, and flexibility they offer to the people who are involved in the

functioning of the business. Because of the fact that things have happened so fast during the last few years and the world has changed so much, it will be necessary to look for people with technical expertise, as well as a deep appreciation of world developments and world cultures (36).

As economies develop, there's a greater need for the best and brightest people, no matter what their gender. This should be the way organizations manage their diverse human resources. Currently, it is understandable that cultural issues domain most of the international and global economies. Interestingly, employees and managers need to develop communication and behavior skills in order to enhance an effective multicultural relationship.

Professor Koncos of Syracuse University says that companies should go out of their way to show that they respect the local value system. They should learn how to live within the system rather than try to duplicate their home systems (Hebard 38).

There is growing evidence that organizations that support diversity attract and retain the most talented employees and keep pace with and succeed in a changing marketplace (Van Eron 41). However, for the many immigrants and foreigners who enter in the United States it is not an easy task to assimilate and accept the changes and differences found at the workplace. This becomes a common concern for all the workers possessing a different background from the average American citizen.

It has become an issue of vital interest to know what measures, steps or

actions organizations are taking to overcome the obstacles and limitations of having cross-cultural business relationships around the world.

This research paper attempts to address the particular problem of how organizations prepare themselves in welcoming and accepting individuals with different cultures who become the diverse workforce. Besides, it looks to study diversity as a tool to improve international business in the global economy.

People are always working with and around differences. Diversity does not refer to race and ethnicity alone, but rather to the full spectrum of differences represented in the general population: age, gender class, culture, geography, religion, skills, intelligence, education, and looks; in fact all of the possible ways in which people differ (Griggs Lewis and Lente-Louise Loww 24).

This study has the further purpose of letting others know what has been done to make feel foreign employees comfortable, and part of the organizations they are working for. Besides, it tries to alert readers to the importance of being aware of the different ways of thinking and acting everybody possesses and how these differences can help the organizations to be more competitive and reliable in the marketplace.

The St. Louis Post-Dispatch in a very interesting article entitled is "Court Rejects Lesbian's Appeal in Bias Suit" stated that The Supreme Court rejected the appeal of a lesbian lawyer who was denied a job because of her sexual preference. The Human Rights Campaign reacted to this action by saying that "they would call on Congress to pass a law that would protect all Americans from job

discrimination based on sexual orientation.” (St. Louis Post-Dispatch A8). This is just a little example of how people are rejected just for having different preferences from others. This world is filled with different ways of thinking but there is one thing everybody should agree on: the skills and talents of people should be valued first, rather than their sexual preferences toward others.

David Plotnikoff in his article “What Did You Say” points out that “hearing a culture gets you more intimate with it. When you hear people talk, you see how they think” (E1). This is a good way to let managers know that whatever culture they face in their workplace, they should try to listen to the people belonging to this culture and putting themselves in the employees’ positions. A good communication system, trying to understand the ways others express themselves and placing themselves in other’s shoes, are all good ways of overcoming the barriers of cross-cultural communication.

The business world is demanding more and more company’s attention in understanding and accepting others’ differences as a part of a whole process that will make the organization more competitive, dynamic and creative.

The challenge for business is to focus and channel all the insight and creativity that comes from a diverse workforce into policies and products that move the entire organization closer to the customer. This is done by managing diversity (Thomas 3).

In the past, companies expected their employees to just adjust to organizational norms without any kind of questioning. Many organizational

environments continue to encourage that kind of unquestioning assimilation, but employees no longer automatically go along. They are bringing their family concerns to work with them, and employers are forced to pay attention. They must pay attention because of three undeniable trends: Demographics of the workforce are changing, employee attitudes toward work are changing, and related tension is growing (Thomas 119).

The following are considered macro developments by Susan E. Jackson which in the last half century have played a significant role in adding to the diversity of the United States labor force in all sectors of the U.S. economy:

1. The full mobilization of the workforce that occurred in World War II created greatly expanded opportunities for employment and even modest promotion opportunities for the two groups most discriminated against, women and blacks.
2. The Civil Rights movement of the 1960s was another potent contribution.
3. The baby-boom generation that was made up of women who increased their labor-force participation and became ambitious.
4. The two major immigration acts of the mid-1960s and mid-1980s, plus illegal immigration from south of the border, have made further important contributions to greater diversity.
5. The substantial improvements in the Social Security system and the indexing of its benefits for inflation in 1972, together with the

substantial growth of private pensions, have resulted in the ever earlier retirement of persons aged 55 or older and more particularly aged 62 or 65.

6. The growth rate of the economy(16).

All these developments that have occurred in the past have helped to build what is now a very diverse workforce. As time has passed, a lot of things have happened that have made organizations change, transform, adapt, adjust, accept and realize that the fast pace of evolution contributes to having an ever more diverse workforce.

The economic forces shaping and having a direct relationship to the topic of workforce diversity are the shift from a manufacturing-based economy to a service economy and the globalization of the marketplace (Jackson 13). These changes are bringing more and more people from diverse backgrounds into contact with one another, and, at the same time, mean that businesses are becoming more reliant on person-to-person contact as a way to get things done.

It is also interesting to observe that gender diversity is increasing more and more rapidly. In the past, men were usually the ones who were more prepared to get a higher education than women. Today, females are better educated than ever before and more are choosing to be in the active labor force. By the year 2000, the workforce is expected to be almost completely balanced with respect to gender (Jackson 20).

Statistics show that of the 1985 workforce, 83% were white native

Americans. By the end of this decade, it is likely that less than 75% of the workforce will be white native Americans (Jackson 22).

In the process of adopting diversity management in organizations, Thomas explained that there are old and new ways of appreciating diversity. This has gone from affirmative action and understanding employee differences to fully managing diversity (Thomas 114).

Table 2 shows how the appreciation of diversity has changed from old practices to new ones that improve employees' relationships with one another. It is important to keep in mind that managing diversity constitutes a complex process that has to be very well taken care of in order to achieve the organizational and individual objectives in both the short and long run.

However managing diversity demands that every group take responsibility for its actions and that each individual take responsibility both for his or her own group and for himself or herself. Using diversity is based on need: the need of groups to glean expertise from other groups and from individuals who are different from each other. Valuing diversity involves recognizing that each group has "gifts" and potential. There are no "special" or "inferior" groups of people. Different groups need to be treated in ways that pull the best from them, not the worst. It is as simple as that (Dickens, Floyd Jr. and Jacqueline B. Dickens 395).

Taking as an example one of the greatest corporations of the United States, IBM, its director of workforce diversity, J. T. Childs stated that winning in the marketplace necessitates adopting management practices to maximize the

productivity of diverse employees. IBM's global workforce diversity council

Table 2

Diversity in the workforce: old and new terminology

Affirmative Action	Understanding Differences	Managing Diversity
* Include/exclude	* Tolerate	* Foster mutual adaptation
* Deny	* Build relationships	
* Isolate (segregate)		
* Suppress		
* Assimilate		

SOURCE: Redefining Diversity by Roosevelt Thomas (1996).

According to Floyd Dickens Jr. and Jacqueline B. Dickens the key components of diversity are (394):

### PEOPLE

Age
Value System, Beliefs
Gender
Sexual Orientation
Regional background
Mental/physical disabilities
Mental/physical abilities
Religion, traditions
Occupation, work experiences
Educational experiences
Economic status class
Social class
Family background
Ethnic background
Culture
Race, nationality

identified five issues to be addressed by each of its geographic regions: cultural awareness and acceptance, multilingualism; diversity of the management team; the advancement of women; and workplace flexibility and balance (Lynch 3). Therefore these are issues that touch our current workplace, cross all borders, and have a strategic impact on today's business.

It is very noticeable nowadays that the growing number of immigrants and minorities wish to maintain their cultural identities at home and in the workplace: "They want to be themselves" (Lynch 60). This might be the cause for some misunderstanding between employees and supervisors since the organization has already set its policies and the right way to do the things. When handling human resources with different backgrounds, then it is the management's task to empower whoever is in their workforce. Managing diversity in the workplace should have as its main objective the creation of an environment in which every single employee will do his or her best work.

Managing diversity provides the organization with a series of benefits such as teamwork, customer service and satisfaction, the creation of a fear-free and harmonious workplace atmosphere; and, especially, the substitution of a more cooperative win-win philosophy in favor of the competitive, zero-sum win-lose outlook (Lynch 64).

Dealing with diversity is becoming a more and more challenging and complex task as time passes by. It demands that management talk openly and candidly about cultural differences and the concept of equal treatment. In the past organizations worked on treating everyone the same, like white males. Currently managers are trying to be sensitive to individual needs, accommodate many cultural differences, and dispense with a one-size-fits all white male standard.

The new global marketplace calls for cross-cultural understanding and partnerships. That is why it is so important to realize that a multicultural

perspective is arising in the business world. This research has been done for the purpose of encouraging better understanding of other cultures and alternative ways of doing business.

The multicultural marketplace presents many new challenges, including the necessity to build partnerships with businesspeople worldwide. Building commitment to valuing diversity becomes essential to the future competitiveness of companies across the nation (Leach et. al. 16).

In a global economy, organizations that have learned to capture the richness of their own diverse resources will help them flourish. They will be able to meet the needs of their clients and customers. The organization of the future will thrive because it has learned to transform itself into an inclusive community where diversity is valued and power is shared.

In today's world the concern about dealing effectively with different people is an issue everybody is becoming aware of. The fear of dealing with a diverse workforce is based primarily in the thought that differences bring with them conflicts, misunderstandings and misinterpretations. This study will focus on the advantage of having a diverse workforce as a tool for improving business in the global economy. Specifically, this thesis will investigate whether there is a need for having diversity programs as a continuing management practice in today's organizations.

## Chapter II

### LITERATURE REVIEW

#### Understanding Differences

Demographic trends indicate that in the years ahead, our society generally will be faced with the challenge of realizing the positive potential represented by a diverse population, while avoiding or overcoming the potential for tension and discrimination.

To attract and retain individuals with the skills necessary to do the required work, managers will need to create a workplace environment that comfortably accepts and respects people's differences. The idea of treating everyone the same simply will not work anymore.

Perhaps the best way for managers to increase their understanding of the people who make up the diverse workforce is to spend some time and effort getting to know more about people generally, as well as particular people from backgrounds different from their own (Kessler 60).

Stereotyping should be avoided in the workplace. It tends to generalize about all individuals belonging to a certain group. This may reduce the chance of that individual being seen as different from others. The challenge of dealing with individuals from a variety of racial and ethnic backgrounds makes organizations face the process of assuring that the system of human resource management is

marked by rational decision-making and avoids reliance on improper generalizations and stereotypes (Kessler 68-69).

A first step to deal with diversity management within an organization is to make a cultural assessment or audit among employees having different backgrounds. The organizations need to know what kind of cultures they are dealing with, the kind of people with whom they are working, and furthermore, they need to know what the organization is doing regarding working with a diverse workforce.

A company's effort to increase diversity awareness may be reflected by that company's success in attracting business from new segments of the marketplace. The same effort could be appreciated when companies are trying to reduce the extent of turnover in a workforce, or to reduce the amount of turnover expenses which measure the degree of success for some diversity management efforts (Kessler 49).

#### Cultural Identity and Performance:

One of the first challenges that organizations face is to provide opportunities for people of color to move up the organization ladder. This challenge will be made even more difficult by the shifting numbers of Asians and Hispanics relative to blacks in the population generally and the work force specifically.

The increasing representation of women in the work force, especially those

with children or of childbearing age, creates a second challenge for organizations. Employers need to develop family-friendly policies and practices that ensure the health and well-being of children and aging parents. The major challenge created by the changing color, gender, and ethnicity of the work force will be transforming the white male culture of United States organizations into a multiple-culture that nurtures and sustains all of its workers (Fine 16).

Organizations need to know what is meant by culture in order to understand their employees' cultural backgrounds. A simple definition of culture is "the patterned ways of thinking, acting, feeling, and interpreting" of particular groups (Fine 48).

Belonging to a particular culture does not determine and predict a specific behavior. Culture is not deterministic, rather it is the shared identity of a group (Fine 49). Culture works out by guiding the way people will think in a given situation. It is necessary for organizations to understand the cultures they are dealing with in business: Asian, Hispanic, African American among others.

Each of these cultures adopt a different way of observing situations. People are free to choose ways of thinking, feeling, interpreting, and being that differ from those of their native culture. That is why forcing individuals to assimilate and give up their own cultural identity creates numerous psychological and physiological problems that decrease workers' productivity. Organizations instead need to look for ways to make diversity functional.

### Barriers to Cultural Diversity

Having diversity as a management practice benefits organizations in the following ways: (1) CEOs who value diversity promote a harmonious workforce and better serve customers and clients who are culturally diverse; (2) managers and supervisors skilled in managing culturally diverse subordinates run productive departments; (3) managers and supervisors who are comfortable with culturally diverse employees facilitate less worker turnover and greater work efficiency; and (4) employees who value diversity interact more effectively with each other, thereby enhancing productivity and job satisfaction (Henderson 9).

Besides the benefits mentioned above, employee diversity is also seen as a competitive advantage. It makes organizations recruit people from other countries who can enrich and contribute considerably to the progress of the company. Diversity is just a way of enhancing recruitment, expanding markets, and improving customer satisfaction. Dealing with other cultures make business more knowledgeable as to how to treat different customers.

Organizations should do their best in trying to change their traditional thinking regarding the homogeneity of their employees as the best way to run a business. Unlike traditional organizations that attempt to train, coach, and coerce diverse employees to "fit" within the cultural mainstream, cutting-edge organizations focus on modifying policies and systems to optimize employee self-actualization (Henderson 13).

However, it is not an easy task to work with a diverse workforce. Diversity

implies dealing with stereotyping, prejudice, discrimination, and conflict. One common barrier seen in the workplace, related to diversity, is prejudice. There is prejudice against women, older workers, individuals with disabilities, foreign workers, and white workers: all the people who comprise the labor force.

According to George Harrison there will be resistance among employees toward diversity when they do not know what the organizational changes are about, when there is misinterpretation, when there is no employee involvement in diversity initiatives and whether the changes are made on the basis of grounds rather than organizational objectives and commitments (139).

The new era is demanding that organizations search out new opportunities and step out into the unknown. Diversity is demanding that these organizations take the risk. They should innovate and experiment, and treat mistakes as learning opportunities. They should be prepared to meet whatever challenges may confront them. This is what globalization is doing to present day businesses.

In an effort to break the cultural barriers of diversity, organizations should provide training and education whereby managers are made aware of their biases and the outcomes of their behavior. The training must alleviate some of the conflict that arises in a culturally diverse organizational setting.

### Diversity Trends

Communication in bi-racial groups could lead to conflicts and unfair treatment. It is commonly seen that people of a particular skin color believe they

are superior from other people of another race. For example, black-white interaction may mistakenly be regarded as a special case of interaction between persons of high status and persons of low status. In order to cope with this kind of thinking, there should be more concentration on identifying and rewarding actual job performance. This will help to reduce problems of discrimination among cultural groups.

The employment problems of racial and ethnic minority group members do not end when integration in a job setting is achieved. Often, these workers find themselves in situations where the reward structures are geared to the norms and desires of the white majority. Discrepancies in the perception of aspects of the work situation produce special problems. For this reason, it is important to have information on the aspects of work that are seen as desirable and undesirable by different racial and ethnic groups (Ford 157).

Promotional opportunities for minorities and women have been thus far a neglected subject primarily because of the initial emphasis on economic opportunities and its delivery system rather than vertical mobility within the organizational structure (Ford 292).

Regarding promotion issues, minorities have been historically hired in the least desirable jobs. In addition to that, it is common to see qualified women in jobs that do not truly utilize their abilities. Organizations should open up training programs to cope with this kind of situation. Minority groups should be appraised by their performance at work, not by their cultural background. Culture does

determine any individual's potential.

As the diverse workforce grows increasingly more so, it is expected that by the year 2000 the workforce be characterized by the following:

1. The U.S. population and workforce will grow more slowly than at any time since the 1930s.
2. The average age of the population and workforce will continue to rise. Conversely, the pool of younger workers entering the labor market will shrink.
3. The number of women in the workforce will continue to increase, a trend that began in the 1950s.
4. Minorities will represent a larger share of new entrants into the labor force.
5. Immigration will have a greater impact on the U.S. population profile than in the 1980s, when immigration accounted for more than one-third of the U.S. population growth (Mueller 57)..

Because of these facts organizations should be prepared to welcome all kinds of employees at work, giving them the support they need in adjusting to a different cultural environment. Companies should educate themselves in accepting and valuing different cultural backgrounds which can make a great and valuable contribution to the organization. The word minority is taking another different perspective, since these minority groups are increasing at such a fast pace they might replace the dominant group in the new millenium.

### Theoretical Framework

We have moved from an era in which large portions of the workforce were assumed to be similar, and those who were different were expected to adapt, to an era when the workforce is composed of many different individuals, each of whom wants to be supported and valued.

Today's workforce doesn't look, think, or act like the workforce of the past, nor does it hold the same values, have the same experiences, or pursue the same needs and desires. The workforce has changed significantly from six perspectives: age, gender, culture, education, disabilities and values.

According to David Jamieson and Julie O'mara in Managing Workforce 2000, there are some trends that affect the new work culture such as:

1. Diversity of personnel: apart from more women, minorities, and migrants, the American workforce is aging. By the year 2000, the median age of the workforce will be 36. Furthermore, the workforce is more mobile and diverse in attitudes and lifestyles.
2. Expansion of worker support services: with more women in the workforce and growth in dual career families, increasingly, employers are making provisions to lessen stress on personnel and to improve the integration of work with home.
3. Flexible work arrangements: to get more work done at less cost, as well as to attract the necessary skills, firms are varying work schedules, allowing job sharing and permitting temporary or contract work, as well as distance work at home or in a satellite work center.
4. Focused human resource development: to meet the need for new and critical knowledge and technological skills, training and education of workers on the job is boosted, while companies reach out to school systems for future personnel offering internships, incentives, and cooperative work arrangements with educational

institutions.

5. Competing in the global talent pool

6. Creating virtual corporations and communities (166-167).

Doubtless managers of the 21st century will have to deal with all these changes occurring in the global economy. In these times of slower labor force growth, competent, high-demand workers are choosing to move to organizations that accommodate their individuality through work itself, through policies and systems that support their lifestyle requirements, and through management practices that enhance their dignity.

Today's workforce is characterized by a mix of values. Some employees will primarily value their home and family life, others their career. Some will value loyalty to their company, others loyalty to their profession, and still others loyalty to themselves. Sometimes men and women will share identical values, at other times their values will differ. Often, what people may have been lacking, such as money, respect, or control, will be most highly valued. Values may change with significant life experiences or simply with age (Jamieson and O'Mara 27).

Organizations should take the necessary steps to find out what are the employee's priority values and what they would like to receive as benefits in the workplace. Since they are working with a diverse workforce, employees tend to have different needs and values. Once organizations help in developing what the

employees want, then this information will be quite helpful for designing jobs, making decisions, setting policies, managing people in general, and motivating and rewarding employees in particular.

Today's portraits of diversity are individuals who should be treated as such, not lumped together in groups. There must be more focus on understanding their differences, broadening the range of options, and expanding the versatility needed to manage effectively for the 21st century and beyond (Jamieson and O'Mara 31).

Paul Samuelson a South African citizen who is a victim of apartheid said that "differences are not deficits to be changed and corrected, but gifts to be cherished and enjoyed" (Harris and Moran 168). These differences should be the valuable assets that organizations should develop in order to catch up to the rapid pace of economic, demographic, social and cultural change the world is facing today.

Harris and Moran point out that for organizations to flourish, let alone survive in the future, their perspective must be global. They think that all management or professional development requires some global intercultural education and skill. Furthermore, organizations must learn to move beyond mere coping with cultural differences to creating more synergy and embracing the wellspring of diversity (3-4).

It is really interesting to ask why businesses become global to survive, why most of them build their organizations to become worldwide. In responding

to these questions, Moran and Riesenberger identify and describe 12 environmental forces impacting organizations and influencing change. The proactive environmental forces are:

1. Global sourcing: organizations are seeking non-domestic sources of raw materials because of cost and quality.
2. New and evolving markets: these provide new opportunities for growth.
3. Economies of scale: today's marketplace requires new approaches resulting in competitive advantages in price and quality
4. Movement towards homogeneous demand: globalization is resulting in similar products being required worldwide.
5. Lowered transportation costs: the global transportation costs of many products have fallen significantly since the 1960s.
6. Government tariffs and taxes: the protectionist tendency of many governments is declining as evidenced by the North America Free Trade Agreement (NAFTA) and the European Union (EU).
7. Telecommunications: falling prices as a result of privatization and new technologies are impacting globalization.
8. Homogeneous technical standards: the International Organization for Standardization (ISO) has been successful in developing global standards known as ISO 9000.

The reactive forces are:

9. Competition for non-domestic organizations: new competitive threats are experienced by organizations regularly.
10. Risk from volatile exchange rates: the constant fluctuation of exchange rates in many countries impact profits.
11. Customers are becoming more global consumers:

globalization is impacting customers in ways that "local content" in subsidiary produced goods is increasing.

12. **Global technological change:** technological improvement coming from many areas of the world are requiring organizations to adjust their strategies to survive (Harris and Moran 5-6).

Foreign competition and the need to trade more effectively overseas has forced most corporations to become more culturally sensitive and globally minded. It has been quite noticeable how organizations have evolved from national to international to finally become global organizations.

Currently all employees should learn about the influence of culture and be effective cross-cultural communicators if they are to work with minorities within their own society or with foreigners encountered at home or abroad. Sharing the legacy of diverse cultures advances every individual's social, economic, technological, and human development.

It is understandable that every interaction individuals have as part of their lives is tied in with cultural aspects. Culture is basically a group problem-solving tool for coping in a particular environment (Harris and Moran 15). This means that culture will be always present in human beings' relationships. Culture enables people to create a distinctive world around themselves, to control their own destinies, and to grow. This is why it is so common to see so many cultures in the workplace, which becomes a challenge for 21st century organizations.

Because management philosophies and practices are culturally conditioned, it stands to reason that there is much to be gained by including

cultural studies in all management or professional development.

Cross and White in The Diversity Factor. Capturing the Competitive Advantage of a Changing Workforce describe the process of managing diversity, focusing on the following issues:

1. Encouraging managers to confront their behavior and that of their peers, colleagues, and subordinates.
2. Altering long-standing power and authority relationships.
3. Developing a thorough understanding of how, left alone, the culture perpetuates the old playing field.
4. Changing the ways policies and practices are implemented in order to extend to all employees the advantages and opportunities white men have traditionally enjoyed.
5. Changing fundamental assumptions embedded in the core values of the organization's culture ( 19)

These same authors explain that there are three ways to address the management of diversity: (1) by an individual education and awareness (2) by capacity building and (3) by culture change. The first phase must begin at the top of the organization. The organizations must be committed to change, to create a culture that encourage all members' contributions. The second phase helps managers and supervisors develop a capacity for managing the new organization by examining policies, practices, and day-to-day systems. The third phase assumes that individual awareness and changing implementation of policies and procedures are necessary conditions for eradicating racism and sexism at the systems level of the organization (19-22).

In general in the new global economy, the ability of a diverse workforce to work well together and to interact successfully with an equally diverse population of customers and clients has become critical to competitive success. In the global economy, standardized goods and services are no longer good enough.

A good example of the previous statement is Lindenwood University. Lindenwood University has gone beyond its frontiers to recruit international students to enrich its own organizational culture. This means that Lindenwood University is no longer looking just for native students but for students from different countries that can contribute considerably to the value system of the University.

Richard Kotch, the person in charge of the International Student Program of Lindenwood University stated in an interview held in Panama City during one of his business visits that Lindenwood is always seeking for opportunities to open its doors to other students from other countries. Besides, he explained that having international students has been a good investment for all. Furthermore, he said that students from Panama who come to study at Lindenwood University do not just go back to their countries with a high level of education, but knowing a different culture, meeting new friends, learning a new language, observing a different lifestyle and having a quite different understanding of United States, as well as of Americans (La Prensa 6A).

This is a good example of how diversity works in the global economy. Having education as a means to bring international students to the United States

becomes a very common way of increasing the minority groups. On the other hand, universities are doing business abroad because it is the only way to stay competitive in the marketplace.

Carnevale and Stone stated that the findings on the benefits of diversity tend to fall into three categories: workforce quality, market sensitivity and organizational agility (59). Several diversity authors emphasize the need to change organizational culture rather than trying to change people to fit the culture.

Jamieson and O'Mara were among the first to provide practical management strategies for responding more flexibly to heterogeneity. They identify four strategies: matching people and jobs, managing and rewarding performance, informing and involving people, and supporting lifestyle and life needs. Designating their approach "flex management" they assert that by changing an organization's policies and systems, organizational values will also change. The new values are "a new corporate mindset" based on individualizing, providing choices, seeing people as assets, valuing differences, encouraging greater self-management, and creating flexibility (91).

Research in a variety of disciplines demonstrates that diverse work groups are more agile. Studies also show that diverse workgroups tend to be more agile, increasing organizational flexibility. Enhanced flexibility from diverse workgroups stems from a variety of factors. First, diverse workgroups learn flexibility in their interpersonal dealings that carries over into organizational processes. Second, there is some evidence that the life experiences of females and

minorities result in flexible problem-solving styles that allow them to move more easily than majority males between dominant and subordinate roles as leaders and followers (Carnevale and Stone 60).

For some people having homogeneous groups at work means having a sense of comfort and cohesion. This makes a lot of sense. However, homogeneous groups do not necessarily result in higher performance. Managers no longer need to look for similar people to achieve organizational objectives. It has been well proven that diverse workteams can contribute to the organization in a very dynamic, creative, enriching and innovative way. It is necessary to remember that diversity is a process of acknowledging differences through actions.

Diversity could have advantages or disadvantages based on how it is managed by the organizations. If not managed properly, the advantages of diversity unravel. As people with differing value systems and backgrounds interact increasingly in dynamic team situations, in organizational networks, and with an increasingly diverse customer base, diversity has a growing potential to create friction (Carnevale and Stone 90).

Nevertheless friction and conflict can be avoided if management develops the skills of their diverse workforce and use them as profitable and valuable contributions to the whole organization. Furthermore, management will do a lot more if it takes time to understand the different cultures it is dealing with. Overcoming cultural misunderstandings should be a goal every manager must

achieve in order to have a successful diversity management approach.

American people tend to isolate themselves making it difficult for them to adjust to a world of change which is becoming global and multilingual (Gardiner 139). This means that not just the people but organizations and the overall society is having a hard time in accepting others' differences as part of the changing environment in which everybody is living.

Gareth Gardiner reports in the 21st Century Manager that no longer will white males be the majority group and the word minority will not have the meaning anymore, since white males are becoming a minority in the workplace as more women and members of ethnic minorities join the workforce (143).

As organizations tend to be more sensitive to the employees' differences, they will be more able to manage and understand their diverse customers. Having a diverse workforce allow companies to understand the customers's needs better since they can also come from different cultural backgrounds. The implementation of diversity initiatives and efforts help companies to become more sensitive to the consumer's different needs (Gardiner 164).

### The Communications Factor

Words are what holds society together. Unfortunately, the way people sometimes speak can push people apart. "Words can make a difference" (Petrini 35). Trainers and managers who use them well or badly can have an enormous influence on employee attitudes.

"Language used in business communications should be inclusive rather than exclusive" says Catherine Petrini (35). This means that the language used in the workplace should respect the wide variety of people in the workforce. That workforce includes men and women of all races and ethnic backgrounds, religions, ages, physical and mental characteristics, and sexual orientations.

Language that respects diversity begins with an understanding that people are first. Employees should be defined by the skills they bring to the workplace, not by physical or cultural characteristics that are irrelevant to their jobs.

Using adjectives that may hurt employees' feelings should be avoided. For example, changing the word "handicapped" to "people with disabilities" can contribute to an atmosphere in which an employee's job performance is seen as more important than his or her physical challenges.

Some of the most useful and appropriate words are those that are the most simple and objective. This is the way managers should try to communicate with their diverse employees, in a very simple, understanding way trying to get into everybody's point of view and perceptions.

Petrini indicates that management should avoid using gender-specific nouns and pronouns to refer to generic groups or people. Besides, regarding labeling others, she recommends that if there is a company using job titles that specify sex such as foreman, chairman or salesman, managers should consider changing them to encompass all qualified applicants (36).

Most of the individual employees' time is spent on communicating to one

another. That is why organizations should work on empowering people of all kinds to develop and contribute their own unique talents in order to achieve their organizational objectives rather than having employees give up their own ethnic, gender, or individual identities. In doing so management needs to communicate as clearly as possible with its diverse employees, trying to understand their employees' cultural perceptions about issues regarding the workplace.

Not having a good communication process may create problems in the workplace such as exclusion, distrust, and fear among others. It has been proven that workers who do not assimilate are denied the ability to express their genuine selves in the workplace. Organizations that do not enable their employees to express themselves make them feel less productive and with lowered morale. People who must spend significant amounts of energy coping with an alien environment have less energy left to do their jobs (Schreiber 464).

Most businesses are accommodating diversity by improving corporate communications, observing religious holidays, offering training seminars, forming task forces, and offering management training. All of these are ways to make people aware of the diversity initiatives organizations can provide.

A good communication process regarding diversity issues helps multicultural managers work on a set of goals and objectives and to understand the beliefs, attitudes, and talents of various backgrounds as well as the aspirations of minority employees (Schreiber 466).

Management must be willing to listen to employees, to value what they

say, and to respond seriously to employee concerns and ideas. Employees must take responsibility for communicating their concerns and ideas, rather than waiting passively for others to speak for them.

Evelyn Schreiber states in her article "Muddles and Huddles: Facilitating a Multicultural Workforce Through Team Management Theory" that different groups of minorities can have quite different perceptions of what is going on in the workplace. For example, regarding promotions, white men, women and people of color each might believe that the organization has a different set of criteria for promoting people to management positions.(468). Therefore the importance of communicating to all employees the way the organization's policies are managed should be an issue greatly valued in each organizational structure.

Evelyn Schreiber also points out the contribution of the team management theory in assisting the creation of a multicultural workplace. This assistance is based on the bonds teams create to overcome difficulties. Therefore, teams play an important part in restructuring the role of the individual and others in the workplace. Historically, organizational theory has emphasized hierarchical structure, competition, division of labor, and leadership. In contrast, working together cooperatively to reach a common goal underlies team management theory (464).

Team-oriented companies have experienced increased customer satisfaction and retention, reduced operating costs, increased productivity, improved revenues, increased margins and yields, increased enjoyment of the

workplace, increased quality of life, increased trust of staff, more empowered staff, and better aligned staff/workloads. Among the companies that have implemented this approach and have been successful are Toyota, Nissan, Harley Davidson, British Airways, and Federal Express just to mention a few (Schreiber 465).

This management practice has a lot to do with good communication skills since teams and groups will need to communicate well among themselves in order to get the work done in a collaborative and coordinated way.

### Diversity Programs

There is no doubt that the American workplace has become more culturally diverse in the last decades. Many companies have recognized the benefits of a multicultural workforce and have supported diversity efforts in a number of ways. However, there are still problems for minorities trying to assimilate into work settings as reflected in the many accounts of feelings of discomfort, alienation, and frustration experienced by racial and ethnic minority employees.

One significant reason why minorities still feel uncomfortable at work is because of the lack of preparedness for the various programs designed to promote diversity. There are times that diversity programs are designed without having an accurate diagnosis of the "diversity problem" or the input of the employees, and, therefore, often end up not effecting significant change.

"The goal of most diversity programs developed in the workplace should be to achieve a multicultural organization" (Muir 476). Multicultural organizations will be those not having prejudice and discrimination, having low levels of intergroup conflict, and developing a pluralistic structure which takes steps to be more inclusive of persons who differ from the dominant group.

Workplace diversity programming is a long-term process which should go beyond surface-level company practices and address deeper cultural issues. It should also be clear that attempts to change culture are usually met with resistance unless there is a carefully crafted plan.

Clive Muir reveals that no diversity or other change program should begin without a proper understanding of the social dynamics of the organization and how change will affect existing interpersonal relationships (480). Moreover, one approach management should do is to observe the formal and informal social networks, interview individuals and groups on the issue of diversity, and analyze formal procedures such as the hiring and selection process, orientation of new employees, performance appraisals, and promotions.

Diversity is a very popular public issue nowadays. Nevertheless, it does not mean that everyone in the organization understands the issue enough to readily engage in dialogue about it. Where CEO's often make positive public statements about diversity but do not follow through with internal assessment and commitment to the program, a level of mistrust may develop among organization members.

Victor C. Thomas explains that from a business standpoint, managing diversity has a simple purpose. It is about eliminating the subtle and not-so-subtle roadblocks to participation and creativity that can exist if a diverse workforce is hampered by a culture bound to the ethics, practices, and customs of the monocultural hierarchy that was present at its inception (61).

Diversity efforts often have as their tacit objective the modification of behavior. It looks to change the management's perspective in trying to accommodate employees' needs to the workplace environment. The main objective is to enhance ways to appreciate better everybody's differences and adapt them to the organizational structure. Employees do not necessarily need to change, but organizations do in order to take advantage of their diverse human resource assets.

Erroll B. Davis, Jr., president and CEO of Wisconsin Power and Light said that " a focus on a diverse workforce is a necessary evolution for our company, both from a cultural and a business perspective" (Mueller 57). Wisconsin Power and Light is a good example of those companies that have recognized that diversity increases team effectiveness, quality decisions, and corporate performance. Today, employee diversity is one of the company's key goals.

Nancy Mueller describes in her article "Wisconsin Power and Light's Model Diversity Program" what the company's expectations are about diversity . She mentions the following:

1. There will be an appreciation for diversity at all levels of the

organization.

2. Employees will recognize and respect each other's differences.
3. The company will provide a work environment that supports diversity.
4. Employees will seek and nurture different perspectives.
5. Employees at all organizational levels must be intolerant of behaviors in the workplace that are inconsistent with the objectives of equal opportunity and the building of a diverse workforce (57).

This company should be a role model for other ones which are working hard in implementing diversity programs and training for assessing and being culturally aware of their employees' cultures. Companies that do not dare to have diversity as a management approach will tend to go through lawsuits, high turnover, low morale and productivity, additional recruitment and retraining costs, loss of talent to competitors and negative publicity among others problems.

### Cultural Conflicts

Lee Gardenswartz and Anita Rowe point out that there is a three-step problem-solving model that helps work groups and individuals find their way through conflict with increased effectiveness. The three steps are the following:

1. Define the problem from everyone's points of view
2. Uncover the cultural interpretations
3. Create cultural synergy

The importance of this process is based on the recognition and acceptance of others' cultural values and the working out of mutually acceptable alternatives (1).

Intolerance and conflict often surfaces as people try to change the values or attitudes of others who are different. Employees tend to protect themselves and quickly learn how to strongly counterattack when they feel attacked. Instead of criticizing others' differences, they should be accepted and valued as a valuable asset for the company.

James B. Brown reports that one of the many jobs today's manager must handle is keeping the company out of trouble by keeping racial discrimination out of the office (7). One of the conflicting issues that comes with a diverse workforce is workplace racism which should be completely eradicated in order to create a pleasant work environment.

Sometimes there is conflict between managers and diverse employees at the workplace simply because the manager's cultural view is the one that prevails above his employee's. Managers think that others observe the things from the same perspective they do. This is a belief that should be changed if companies adopt a diversity management approach.

In order to avoid having problems from working with a diverse workforce, it will be necessary that schools, universities and colleagues start by preparing their students with multicultural education which will enable young people to see diversity with a different perspective. Although some schools, training programs, and individual mentors make good faith attempts to provide multicultural

education, all too often there are not sufficient opportunities available for students to gain adequate education and training in this area.

Fitzpatrick and Bruns believe that "it is up to the student to seek out the education that will enhance their understanding of multicultural counseling and research" (11). One way the graduate students will take advantage of diversity is to seek out placements that provide an opportunity to work with clients from various ethnic backgrounds.

One example of this educational practice is Lindenwood University which has created a course called "Multicultural Education" which attempts to make aware students of the importance of knowing other cultures worldwide.

Fitzpatrick and Bruns keep saying that, idealistically, issues of cultural competence should be integrated into the course material for all graduate courses (12). This is very important since it prepares students at the time they are entering into the diverse workforce to observe others with an understanding point of view and accept their differences as part of life itself.

The most important step in working towards the goal of becoming culturally competent is to learn about a wide range of groups of people as well as their cultures and customs, and experiences in the dominant culture. Learning how to understand others helps one to understand oneself, which is very helpful in managing diversity in the workplace. Managers should understand that becoming culturally competent is a continuous, on-going process that should be taken care in a steady way.

### Reasons for Managing Diversity

Since the publication of the Workforce 2000 study, cost savings and winning the competition for talent are frequently cited as strong arguments for the pursuit of diversity initiatives (Robinson and Dechant 22). Robinson and Dechant contend that cost savings such as turnover, absenteeism and lawsuits are significant and costly problems for many companies (23). That is why management should look for the ways to make the employees feel they are valued, respected and cared about which will decrease the problems related with diversity mentioned previously.

In addition, winning the competition for talent makes organizations attract, retain and promote excellent employees from different demographic groups. As women and minorities increase their representation in the labor pool, organizations are competing to hire, retain, and utilize the best employees from these groups. As companies work toward for enhancing a good work environment for minorities, they will also feel rewarded by the increase in their pool of applicants who are minorities.

Unfortunately, minorities tend to receive less feedback from management than others employees do. Feedback given to men is two-and-a-half to three times lengthier than that given to women, according to Kate Butler of American Human Management Association (Robinson and Dechant 25).

Women are more likely to be placed in unchallenging jobs than men and to be limited by sexual bias in promotion opportunities. Racially motivated job

treatment, discrimination and promotion discrimination against minorities are factors that affect minority employees. The subtle bias present in promotion decisions often results in less than optimal utilization of the best talent in organizations.

Sustaining competitive advantage depends on optimizing valuable human resources. Companies that are better able to recruit, develop, retain and promote diverse employees have an edge. Talented people will be attracted to corporations that value their capabilities and will be more willing to invest themselves in productive activity if they believe they are treated fairly and that career opportunities are available.

With the promise of competitive advantage gains in hand, many companies have moved toward capitalizing on the skills that a diverse workforce provides in increasingly competitive global markets (Joplin and Daus 32). American companies have increasingly accepted the concept that a diverse workforce not only brings positive benefits, but may actually be fundamental to corporate success. Many corporate leaders have formulated goals concerning the kinds of diversity efforts that will add value to the mission and achievements of their organizations.

Joplin and Daus state that diversity, as a relatively new phenomenon in the workforce, is not self-managing. They think that as diversity is introduced into a workplace, leaders must take a more proactive stance toward their own involvement with employees as work practices and routines are reviewed (33).

Table 3

## Diversity Rationale Poll

**HR Executives Cite Business Reasons for Diversity**

Human Resource executives from 15 Fortune 100 companies were asked to identify the primary business reasons for engaging in diversity management. The results focus more on reasons that leverage the opportunities diversity management offers than on those having to do with avoiding the penalties of mismanagement.

## Top five reasons:

1. Better utilization of talent (93 percent)
2. Increased marketplace understanding (80 percent)
3. Enhanced breadth of understanding in leadership positions (60 percent)
4. Enhanced creativity (53 percent)
5. Increased quality of team problem-solving (40 percent)

Source: The Academy of Management Executive. "Building a business case for diversity" by Gail Robinson and Kathleen Dechant (1997).

Table 3 shows what executives think are the reasons to manage diversity in the workplace. The first one, better utilization of talent, primarily indicates that diversity initiatives should be used mainly to develop the skills and capabilities everybody has despite their differences.

Joplin and Daus contend that there are six challenges which confront leaders in dealing with a diverse workforce:

1. Changed Power Dynamics: As diversity increases, commitment and attachment decreases. The majority group tend to indicate higher levels of detachment as the number of minorities increases. Diversity dynamics interact with unstable power structures and can lead to both lowered individual and organizational performance.
2. Diversity of Opinions: As the face of an organization's workforce changes, the number and range of perspectives increase exponentially and leaders must synthesize a diversity of opinions from individuals' unique values, cultural grounding, and the resulting accepted behaviors.
3. Perceived lack of empathy: The challenge of integrating diverse viewpoints and opinions is integrally linked with the third challenge, overcoming a perceived lack of empathy. The ability to establish an emotional identification with followers from a variety of cultures is an attribute that should distinguish organizational leaders.
4. Tokenism, real and perceived: A traditional barrier faced in the early stages of a more diverse workforce is that of real or perceived tokenism. Real tokenism occurs when an employee is hired over other clearly more qualified candidates in an effort to address stakeholder concerns, or simply to fulfill numbers. Perceived tokenism occurs when an individual is hired based on merit and ability, yet is perceived by others, to have been hired based on gender or ethnic criteria.
5. Participation: In a diverse workforce setting, employee participation in critical organizational processes is necessary to

enable the organization to capitalize on new, different and creative ways of thinking. Without participation of all members to arrive at plausible, workable solutions, the goals of capturing the best that diversity brings will not be achieved.

6. Overcoming Inertia: As the daily management of diversity consumes more time than originally calculated and leaders feel serious time pressures, a feeling of inertia can set in, especially for leaders accustomed to rapidly agreed on solutions and implementations. To tackle the challenge of inertia, a leader must change his or her mindset and have very strong and clearly communicated organizational vision and goals (33-44).

These challenges listed by Joplin and Daus should help leaders in diverse organizations to develop attributes and sharpen skills to survive and succeed in managing heterogeneous groups of employees.

Transforming an organization's culture into one that welcomes diversity challenges the tendency of most people to want to surround themselves with others like themselves. It calls for a realization that people from different backgrounds may be just as competent, although in different ways, as those who look, talk, and behave the same way.

Carnevale and Stone report that "managing diversity implies a measure of uncertainty" (25). Far from relying on fixed rules, it requires a relativistic approach. Today, organizations are adjusting to the employees' needs and customs, instead of making employees fit the existing organizational structure, which is an old management practice.

Managing diversity obliges people and organizations to examine and modify their responses in order to accommodate each other. It is not a search just

to achieve one party's objectives but for looking an integration between the organization's and individuals' expectations.

Building diversity in organizations is not simple. The first step organizations should take in order to start diversity-process management is to identify diversity problems in the workplace. Because diversity issues are not static, this is a continuous process, requiring an ongoing effort to re-identify or rediscover problem areas (Carnevale and Stone 26).

Organizations are undertaking a broad range of diversity initiatives. Any activity may provide a starting point for organizations to begin moving closer to welcoming multiple perspectives and tapping the talents of their people. But no single activity, used in isolation, is likely to constitute an adequate strategy for managing diversity.

The Bureau of Labor Statistics (BLS) publishes data that segment the workforce into broad categories such as white, black, asian, and hispanic. Influenced by this framework, many companies limit their diversity consciousness to these groupings. To be sure, the workforce will be changing. Over the next ten years, the percentage of white males in the workforce will decrease from around 43% to 38%(Heggy 1).

The percentage of hispanic workers will rise from 8% to 11%. Looking at these crude BLS measures, today's "minority" populations will grow from slightly more to one in five workers to almost one in three. This means a significant change and merits attention by both individuals in the workforce and corporate

decision makers (Heggy 1).

As more and more businesses expand into overseas markets, the need for understanding those markets and those consumers will become ever more paramount. Enormous business opportunities are emerging, leading to the development of new commercial relationships among countries. Companies that wish to succeed in these cultural relationships within the marketplace should seek to tap employees who may have insight into the cultures of the countries involved by virtue of ethnic heritage; or, by employing more people in that area.

As employees are asked to invent and innovate, their own unique backgrounds and experiences will become more important. Each person's unique diversity, their human capital, their intelligence and experience, will become a corporate resource.

The Internet provides a great many articles related to different topics and subjects. Diversity in the workplace is a topic that has quite enough literature for students, professionals, professors and everyone who wants to know about the matter. The article "Welcoming Diversity in the Workplace" explains that while the basic needs and goals of all people are remarkably similar, the ways the express those needs and goals can be very different. Language, actions and gestures can mean different things in different cultures (<http://reach.educ.msu.edu/journals/diversity.html>).

While negotiating with employees and customers from other countries, it will be necessary for the organization to be aware of the little differences that can

mean a lot for the overall commercial relationship. For example, in some cultures, eye contact is considered insulting and aggressive, while in others, avoiding eye contact may signal that you are being dishonest and evasive. Managers should be aware of such misunderstandings and not be afraid to apologize if there are misinterpretations that might offend others' cultures.

Therefore, the members of a diverse workforce can get along better with each other if they observe some basic rules of communication:

1. No reference to a person's cultural, ethnic or racial background, or sexual orientation need to be made.
2. To ignore personal behavior when addressing a coworker, unless it happens to be work-related. When managers need to talk something related to their employees' work, they should go directly to the worker and not to other employees. Feedback should be relevant, precise, fair and constructive.
3. Be an "active" listener, paying attention to others, not talking while others are talking, repeating back to them what they say to make sure the message has been understood and responding to what employees say, not to who they are.
4. To avoid off-color language, offensive jokes or allusions and imitate behavior which makes fun of others (<http://reach.educ.msu.edu/journals/diversity.html>).

Respecting diversity means giving people a chance to "fit in." For example, in the past, all women in the workplace were automatically assigned to temporary or part-time or low-responsibility jobs because it was understood that their first priority was taking care of their families. Currently, organizations have started to realize the importance of allowing their employees to accommodate their needs in order to get better job performance and reduce the tensions and



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stress that they bring to the workplace.

Some people regard issues of treatment of various employee groups, such as those based on gender, race, and sexual orientation as primarily an issue of moral fairness. Women should be given the same career opportunities as men; homosexual couples should be given the same health insurance benefits as heterosexual couples. American society and culture has changed considerably on these issues over the last 150 years, and organizations are asked to not only follow suit but lead the way (<http://www.analytictech.com/mb021/gender.htm>).

Organizations compete for human resources and as the workforce becomes more heterogeneous, organizations will have to serve the diverse needs of this workforce or they will lose them to their competitors. As a result, the goal of managing diversity in the workplace is to create a culture in which every employee, regardless of gender, race, ethnic background, or sexual orientation, has the opportunity to flourish, based on performance.

Tyler Sunderland reports in his article "Diversity in the Workplace" that managing diversity requires the creation of an environment where both the individual and the organization work together to develop a mutually beneficial relationship (1).

As more and more companies become global, consumers profit by being offered products unavailable to them domestically. With more options to choose from, customers have more power to insist that their needs be satisfied. Therefore, to satisfy them, companies have to get closer and closer to their customers. One

way to do so is through a diversified workforce. With this current trend for companies to become global this leads to an increase in diversity. In a way, diversity is a product of globalization.

What organizations can gain from diversity is a question many companies should begin considering. James A. Anderson acknowledges that "diversity can be a stimulus for intellectual, emotional, economic, and social growth" (59). In other words, diversity can help organizations clarify, defend, explore, and transform their current values and practices. Diversity can change the intellectual character of an organization, especially its perceptions of its place in the global marketplace and in relation to the human community.

Anderson also explains that different people feel differently about their roles in an organization, about the ways in which they can contribute, and about the recognition and rewards they receive. He thinks that it is helpful to think about diverse employees in terms of four styles:

1. Learning styles: are the ways that employees organize, utilize, classify, and assimilate information on task performance. Different types of employees have different perceptions about instructions, problem-solving tasks, and so forth.
2. Human relations styles: are employees' preferred modes of relating to others in various contexts. Some workers need nurturing, affiliation, and cooperation to be at their most productive. Others perceive the role of the manager as one of behaving in rigid, authoritarian ways.
3. Motivational styles: are people's preferences for the goals and rewards that influence their behavior. Some people value intrinsic motivation; others prefer extrinsic rewards.

4. Communication styles: are people's preferred modes of communicating with others in a work environment (60).

Any diversity effort will be more successful if managers use processes that foster equity, consensus, and empowerment. Organizational leaders must be willing to invest in change and envision an organization that is diverse through all its levels.

Loden and Rosener point out that "managing diversity requires considerable knowledge, sensitivity, patience, flexibility, and training" (26). While some institutions are developing the awareness, experience, and competencies required to manage gender and race as valued differences, most organizations are poorly equipped to manage all the important dimensions of difference.

According to Marilyn Loden and Judy Rosener, managing diversity has long-term benefits for the organization. They explain that the advantages that employers can find in managing diversity as a human resource practice within their organizations could be:

1. The full utilization of the organization's human capital
2. Reduced interpersonal conflict among others as respect for diversity increases.
3. Enhanced work relationships based on mutual respect and increased employee knowledge of multicultural issues.
4. A shared organizational vision and increased commitment among diverse employees at all organizational levels and across all functions.

5. Greater innovation and flexibility as others participate more fully in key decision-making and problem-solving groups and

6. Improved productivity as more employee effort is directed at accomplishing tasks and less energy is spent managing interpersonal conflicts and culture clash (220).

At the same time, for those organizations that do not step up to the challenge of valuing a diverse workforce now, the problems in the future will be persistent and severe. These organizations might have high turnover, low morale, limited innovation, low productivity and growing inability to recruit the best and the brightest new workers (Loden and Rosener 220).

As the 21st century approaches, organizations tend to look for ways to effectively manage diversity in the workplace. One of the mechanisms used to reduce stereotyping, prejudice, misunderstandings and discrimination among others problems is to implement what is called a diversity management program.

Implementing a diversity management program will likely reduce bias and prejudice. One of the benefits arisen from this program may be a less stressful workplace since studies have shown that ethnic minorities see prejudice as an important stressor (Brock and Sanchez 704).

The process of taking the baggage of one's own culture into another is commonly called cross-cultural communications (Nelson 35). The ability to be successful in another culture requires an appreciation of theory, time, some practical rules, and an accommodating attitude. Relationships developed over a long period of time are the thing that reduces mistrust. To meet this challenge it

will be necessary for managers to understand the countries, their people, and the cultures where their companies intend to do business.

The 1997 State of the Union Address by the President of the United States, William J. Clinton, remarked in a very positive way the advantages and benefits of diversity. President Clinton stated in his report:

The American people must prosper in the global economy.

We have worked hard to tear down trade barriers abroad so that we can create good jobs at home. I am proud to say that today,

America is once again the most competitive nation and the number

one exporter in the world. Now we must act to expand our

exports, especially to Asia and Latin America, two of the fastest

growing regions on Earth, or be left behind as these emerging

economies forge new ties with other nations. That is why we need

the authority now to conclude new trade agreements that open

markets to our goods and services even as we preserve our values

(9).

In this speech, President Clinton is recognizing the importance of welcoming diversity in a global economy and is aware of the progress the United States has made in allowing other markets to do business with the nation. He is emphasizing the need for doing business with other countries in order to succeed domestically. President Clinton explains that doing business with others countries will help U.S. companies strive to preserve their values but in addition to that it

will be necessary to accept and respect others countries' values.

"We are the world's most diverse democracy, and the world looks to us to show that it is possible to live and advance together across those kinds of differences" (Clinton 11). President Clinton emphasized in his speech to the nation that diversity should not be seen as a weakness but as a strength. He even included a recognition of some individuals from cultural diverse backgrounds who have contributed to the progress of the nation.

This culminating project aims to observe and consider diversity as an important tool for being a competitive contemporary organization. The hypothesis tested is primarily based on the benefits an organization gains by preparing itself to greet the new millenium, counting as a valuable asset its diverse workforce.

As more companies widen their perspectives and become more flexible in the way they manage people and accept other cultures as part of their daily business, the more successful and competitive they become. This is the main hypothesis of this culminating project. Having a diverse workforce helps to understand a diverse group of customers. Any business relationship will at least need to accept, understand, value, respect and accommodate other cultures in order to overcome the barriers that come along with multicultural communications in any organization in today's world.

Lindenwood University has realized the importance of doing business with a diversity pool of customers. Presently, this school has recruited over 150

international students from more than 25 countries all over the world. Table 4 lists the countries and the total number of students from each.

Nilsa Scott, a professor at Lindenwood University, explained that it has been a challenge for her to work as a foreign employee. She said that it is not easy to be in another country and have to face new responsibilities. Coming from an underdeveloped country, Panama, demands a lot from her in order to give her best. She keeps explaining that working in the U.S.A. has been a learning experience but at the same time she has strived to let her students know who she is and what ethnical background she is bringing along. That it is why it is so important to take time to understand other's cultures and make them feel at home (interview 2/12/98).

Jean Murabito, Dean of Academic Services at Lindenwood University stated that part of the school's mission is to have a large and diverse group of students. She explained that dealing with international students is like having "a small version of a global community." She has seen this experience as an educational advantage and Lindenwood University will keep working toward increasing their students diversity (interview 2/17/98). This is just the good practice of diversity management needed as a competitive advantage to succeed among other universities.

Table 4

Annual Census of Foreign Students 1997, Lindenwood University

Country	Total of students
Antigua	3
Australia	1
Bahamas	1
Belgium	1
Bosnia	1
Bolivia	1
Colombia	2
Dominican Republic	1
Egypt	1
Finland	1
Hungary	1
Indonesia	2
Ireland	7
Israel	2
Jamaica	1
Japan	2
Kenya	1
Mexico	1
Norway	2
Panama	40
Saudi Arabia	1
Somalia	1
Sweden	1

Taiwan	33
Thailand	41
United Arab Emirates	6
Canada	21
Burundi	1

Source: Data provided by Vanessa Van Parisj, person in charge of international student services at Lindenwood University.

## Chapter III

## SELECTIVE REVIEW AND EVALUATION OF RESEARCH

Looking through some studies about diversity in the workplace, an important goal is eradicating bias and prejudice in the different diversity initiatives in the implementation of diversity management in the organizations.

One of the benefits of diversity management is to reduce stress in the workplace since survey data indicate that ethnic minorities see prejudice as an important stressor (Brock and Sanchez 704). Brock and Sanchez carried out a study with the purpose of gathering evidence that perceived discrimination has incremental effects on employee outcomes above and beyond the effects of other stressors.

Brock and Sanchez in their article "Outcomes of Perceived Discrimination Among Hispanic Employees: Is Diversity Management a Luxury or a Necessity?" test the following hypotheses:

1. Perceived discrimination will adversely contribute to employee outcomes, going above and beyond other work stressors such as role conflict and ambiguity.
2. Growing up in the United States will moderate the effects of perceived discrimination on employee outcomes: perceived discrimination will affect outcomes for employees who grew up in the United States less than outcomes for those who grew up outside of the United States.
3. Having an extended social network, defined by membership in the most numerous Hispanic subgroup, will buffer the effects of perceived discrimination on employee outcomes.
4. The effects of perceived discrimination on employee

outcomes will be moderated by salary level: perceived discrimination will affect those with high salaries less than those with low salaries.

5. Job experience will moderate the effects of perceived discrimination on employee outcomes: experienced employees will be less affected by perceived discrimination than novices (707-708).

Perceived discrimination is hypothesized to influence employee outcomes above and beyond other work stressors. Data from 139 Hispanic employees of multiple organizations supported this prediction. In addition, growing up in the United States, membership in the most numerous Hispanic subgroup, salary, and work experience moderated the effect of perceived discrimination on three employee outcomes: organizational commitment, job satisfaction, and work tension.

In order to test the hypotheses mentioned above, six teams of four-to-five survey administrators were formed from a group of college seniors. Survey settings that had previously yielded representative samples of area Hispanics in research on jury selection were intentionally selected and assigned to teams. All teams had at least four individuals who were fluent in Spanish, and all team members were fluent in English.

Of a total of 263 surveys collected, 152 were from employed Hispanic individuals. After incomplete responses were discarded, 139 respondents remained. Respondents were assured that their responses would be anonymous and used only for research purposes. Approximately 40 minutes were required to

complete the instrument. The occupations with the most numerous representatives were real estate agent, salesperson, secretary, and store manager.

The target population was employed Hispanics in Dade County, Florida. The 139 employed respondents provided adequate statistical power for detecting even small effect sizes, given the number of predictors employed in the regression analyses. The respondents' median salary was between \$15,000 and \$20,000. Women comprised 59.6 percent of the sample. The median age range was between 30 and 39. Cuban-Americans comprised 60 percent of the respondents, and 41 percent were born outside of the United States.

The authors explained that their sample was fairly representative of the Hispanic population of Dade County, despite the facts that there were more divorced individuals, more individuals whose parents were born outside of the United States, a slightly lower median age, and a higher education level.

The central hypothesis of this study was that a culturally relevant work stressor, perceived discrimination, contributes to employee outcomes above and beyond other work stressors. Analyses of incremental effects of perceived discrimination on organizational commitment, job satisfaction, and work tension supported this hypothesis. In addition, the authors predicted that growing up in the United States, having a Cuban background, receiving a high salary, and having job experience would buffer the effects of perceived discrimination on employee outcomes.

The results should alert managers to the peril of employee's attributing

differences in treatment to their ethnicity. Management decisions and communications with employees should be carefully shaped to prevent perceptions of differential treatment. Because perceived discrimination has incremental effects on outcomes that have been linked to behaviors like quitting, it may be an apt criterion for evaluating the success of diversity management programs.

Even though Dade County probably provides a typical example of a large, urban, U.S. concentration of Hispanics, generalization of the results to other settings should proceed cautiously. For instance, the sample seemed, according to the authors, slightly younger and better educated than the target population. Although less-privileged Hispanics may perceive higher levels of discrimination than the ones detected in the survey, some low-income workers, such as those employed in agriculture, may perceive even less discrimination because of their limited contact with outsiders.

The threat of common method variance was curtailed by the results of the one-factor test and by the demographic nature of the moderators, which are less prone to percept-percept inflation than attitudes or psychological states. However, reverse causality paths could not be ruled out by the cross-sectional design. Longitudinal and experimental research is needed to draw causal inferences.

The incremental and adverse effects of perceived discrimination on employee outcomes underscore the need to account for stressors associated with employee ethnicity, which have remained virtually ignored in the work stress

literature. The findings reveal the central role of perceived discrimination in the process of work stress through which ethnicity influences employee outcomes.

Continued research on the managerial practices and organizational climates that determine perceived discrimination should serve to inform the design and implementation of diversity management programs intended to prevent this work stressor.

A second study made by the University Diversity Committee had the purpose of obtaining statistical information and written comments that might guide the further actions of the committee, and also to get at the emotional issues around the topic of diversity.

This study was designed to gather data and to stimulate thoughts on issues of diversity among members of the campus community. The survey implemented in this study was distributed fairly widely giving all employees and a large percentage of students the opportunity to express their views ([http://diversity.csusb.edu/report.htm#divrepo 2](http://diversity.csusb.edu/report.htm#divrepo2)).

The survey was designed to be short and usable by all categories to be surveyed, undergraduate students, graduate students, staff, faculty, and administrators, with all coded, quantifiable responses on one side and space for written comments on the other. Responses were anonymous.

Students were surveyed in class, whereas staff, faculty and administrators were surveyed through their departments, but most of the part-time faculty were missed. These respondents were provided with envelopes for

confidential replies. Of some 4,320 survey respondents, some 60 omitted any answer on the ethnicity question, 307 prefer no ethnic identification and 172 chose one or more of the standard ethnic identifications listed on the form.

Table No. 5 shows the different groups represented in the survey. The summaries of the survey results are presented in two forms: quantitative and qualitative. The survey form provided information that allowed the surveys to be sorted by campus status (i.e. faculty, graduate or undergraduate student, administrator, or staff) and self-described ethnicity. Table No. 6 shows how students and faculty are broken down.

This second survey made by the University Diversity Committee was to measure the demographic diversity that currently exists. Table No. 5 shows that almost half of the students and faculty comprised what we called the minority group. Only 52.6% of white people were represented and the rest was represented by the different ethnicity groups. Even though the population of students is considerably larger than the faculty group, there is enough evidence that half of the people that belong to the University Diversity Committee are foreign (<http://diversity.csusb.edu/report.htm#divrepo>).

In general, there were numerous differences in responses between the different ethnic group categories and between the different campus status groups. In particular, the African-American group reported more problems and greater dissatisfaction than any other ethnic group on most questions. In comparing campus status groups, it was university personnel, especially staff, who reported

the most problems. European Americans reported the fewest problem

Table No. 5

Ethnicity

White, non Hispanic	52.6%
Hispanic	2.7%
African American	9.2%
Asian	88%
Filipino	2.6%
Other	2.4%
Native American	1.3%
Pacific Islander	0.4%

Source: Statistics from the survey made by the University Diversity Committee. <http://diversity.csusb.edu/report.htm#divrepo>.

Table No. 6

## Student and Faculty profile

Undergraduates	9,100
Graduates	2,857
Full-time and part-time faculty	780

Source: Statistics from the survey made by the University Diversity Committee.  
<http://diversity.csusb.edu/report.htm#divrepo>.

The results of the study are basically the following:

1. A large number of students have misunderstood one of the themes of the Race and Racism course, and this misunderstanding has led to a great deal of resentment. Many Euro-American students report that they resent being told that they are "the only one who are racist." These students have not understood the principle that racism is a product of a combination of prejudice and power. This misunderstanding of the terms "racism" and "prejudice" must be cleared up.

2. A number of useful suggestions regarding curriculum developments were made. A clear policy on why "diversity" classes should be mandatory needs to be established and disseminated after a full discussion on the question.

3. Workshops, seminars, and awareness education are required. Various forms of workshops were recalled as positive and effective experiences. Three varieties are in particular demand; "content" oriented programs, "sensitivity" awareness education, and "service" education. Content programs would include discussion groups for educating members of the campus community, but especially faculty, about customs, languages, holidays, and history of diverse groups. Content workshops could also assist with curriculum development to reduce ethnocentric bias in course material.

4. Hiring, retention and promotion of faculty and staff is needed. It is abundantly clear that ethnic minority faculty and staff play a critical role in the retention of students of underrepresented groups. The difficulties in hiring and retaining minority faculty and staff are a concern identified by survey respondents. Improvements in this area could offer a major boost to the diversity of the campus community and to the experience of the students. Respondents made clear that every effort needs to be made to encourage programs which get more minorities into the applicant pools for faculty positions. It will be required to find ways to achieve the goals of inclusiveness of all ethnic groups in staff and faculty hiring, and offering opportunities for advancement.

5. Concerns about affirmative action as it contributes to the hiring of unqualified minorities, nepotism and inadequate opportunities for individuals to move up in rank and salary, are indicated by responses to the survey. These factors may contribute to perceptions of discrimination in staff and faculty employment, class climate, and campus climate.

6. Recruitment and retention of students of diverse backgrounds was an issue demanded in the survey. According to respondents, the campus needs to maintain strong efforts to continue to recruit underrepresented students so that the

campus will increasingly approach the diversity of the society everybody is living. Ethnic minority students will benefit from having a critical mass of others with whom to explore their heritages and so that they will not feel isolated.

7. Complaints about racist and sexist graffiti were scattered throughout the survey responses.

8. Cultural events were required. Since some people mentioned their desire to have the holidays of various religions and cultures recognized, it would be helpful to include the announcement of holidays, especially religious holidays which might result in segments of the campus population not being at school (<http://diversity.csusb.edu/report.htm#divrepo>).

Finally, the administration, faculty, staff, and students must be aware of the serious nature of the responses to the survey. The survey was voluntary; that so many individuals chose to write comments, sometimes highly emotional ones, about their campus experiences indicates that these feelings run deep. Clearly, communication across levels and in many areas of campus life must continue and improve if the problems are going to be alleviated in order to foster a campus climate that welcomes diversity.

The third study described in this chapter is a diversity project made by the Institute for Alternative Journalism in an effort to build a more diverse alternative press. This study was made with the objective of assessing the state of racial diversity and then assemble a series of recommendations and concrete steps to aid papers in the recruitment and hiring of people of color.

The Institute for Alternative Journalism sent out at the beginning of 1997 a questionnaire to members papers of the Association of Alternative Newsweeklies (AAN). The varied responses reflected similar concerns regarding

the lack of diversity in alternative press newsrooms.

This study attempts to uncover some of the root causes of the lack of diversity, and promising strategies in the challenge to rectify the situation.

Editors, staffers and former staffers were talked to in order to provide a contextualized view of racial diversity at alternative newsweeklies from the inside out; and concrete recommendations for change. Most names were withheld to protect the reticent, honest answers were required to keep anonymity.

All 106 AAN members were mailed surveys and an open-ended questionnaire. Forty-nine publications returned the survey, and 40 completed open-ended questionnaires, representing roughly the same geographic circulation composition as in AAN. Of the 45 respondents who disclosed their employment positions, 44 were in key management positions. Follow-up interviews were conducted with key staff of publications with model outreach efforts and also with a sample of 13 people of color who were freelancers, staffers, interns or formerly affiliated with AAN publications.

From the interviews made, there were several issues arisen such as:

1. The lack of "culturally sensitive" editing of the work. There were numerous stories about arguments over phrasing, approach and voice; the use of culturally idiomatic speech, and even writers' ability to be "objective enough" when writing about race. These battles can be demoralizing, staffers say, and are a critical reason many freelancers and staffers move on.
2. The practice of pigeonholing. Another issue raised were editors' expectations that race, it's a preference for hyper-educated lefty cool people, often at the exclusion of regular folks. This prevents a great deal of intellectual diversity at AAN.

3. Negative experiences with people of color. A small percentage went so far as to relate stories of bad personnel decisions, newsroom adjustment problems and even incidents of employee crime. Although these cases represented the extreme view, nearly one-third of surveys described problems with employee retention.

4. Diversity is not profitable. A significant number of responses reveal an internal struggle some editors experienced that, they say, pits their personal value of diversity against market realities. As their papers reach further into suburban, more affluent white communities, it becomes increasingly difficult, these editors believe, to broach issues of race and diversity within its pages (Internet/"Color, Culture, and Compromise" An Unabashed Look at Racial Diversity in Alternative Newsweeklies/<http://www.alternet.org/diversity/reportresult.html>).

The Racial Diversity Questionnaire made by the Institute for Alternative Journalism was designed to elicit information to assist in assessing minority presence in the alternative press and industry attitudes on this subject. The organization was seeking to catalogue information on initiatives and procedures that have resulted in effective recruitment and training and employment of minority journalists, writers, editors and designers. They were also interested in information about editorial coverage of communities of color and distribution of newspapers to those communities.

The questionnaire was comprised of two parts: a short-answer section designed to assemble some hard data and a series of open-ended questions designed to gather more in-depth observations and insights. Both questionnaires were allowed to be answered anonymously or with the employee's name attached. The overall purpose of the project was to highlight success stories and examine obstacles to diversity.

Table No. 7 shows the number of periodicals participating in the questionnaire and how many minority groups were represented in each one of the editorials. Table No. 8 lists all the publications that responded to the surveys and that are members of the AAN.

The Institute for Alternative Journalism is an organization that looks to have diversity as one competitive advantage and because of its function of communicating, they want to do their best in recruiting the more representative personnel in order to get to all the groups that comprise today's society.

One editor stated that "the lack of minority participation at all levels within AAN papers is deplorable, inexcusable and unacceptable" (<http://www.alternet.org/diversity/reportresult.html>). Papers surveyed report increases in "minority" readership after hiring people of color in their editorial departments and/or featuring stories that highlight these communities' interests.

The Institute for Alternative Journalism after doing the survey has recognized that staff diversity helps to prevent mistakes of insensitivity. When diverse perspectives are heard and respected, publications often benefit from stories that take into account important cultural nuances and values.

From over 30 editorials there were just 34 employees belonging to minorities. This shows the lack of a diverse workforce in several of the newspapers. That is why this diversity project was considered important in identifying how diversified was the workforce represented in each one of the editorials.

The number of foreign employees is small compared to the number of newspapers participating in the study. This project attempted to study the future a diverse society demands in relation to its main function, which is communication. Their workforce should be as representative to the society as possible since it is comprised of many different people from different backgrounds, ethnicities, cultures, customs and beliefs.

Table No. 7

Presence of full-time minority employees in editorial  
(of AAN members who responded to survey):

#	Publica- tion	African/ Ameri- can	Asian / Ameri- can	Latino	Native- Ameri- can	Other
1	Athen News*		1			
2	Balti- more City Paper	1				
3	Chicago Reader	1	1			
4	Cityview		1			
5	Colum- bus Alive	1				
6	Detroit Metro Times**	3		1		
7	Folio* Weekly	1				
8	Hartford Advo- cate*			1		
9	Illinois Times	1				
10	Isthmus			1		
11	LA Weekly	2		2		
12	Nash- ville Scene	1				

13	NewCity			1		
14	Nuvo*		1			
15	Philadel- phia Weekly	1				
16	River- front Times	1	1			
17	Sacra- mento News& Review	1				
18	San Jose Metro		2	1		
19	Twin Cities Reader	1				
20	Washing ton City Paper	1		1		
21	Williame tte Week					1
22	anony- mous		1	1		
	<b>Totals</b>	<b>16</b>	<b>8</b>	<b>9</b>	<b>0</b>	<b>1</b>

(Internet/"Color, Culture, and Compromise" An Unabashed Look at Racial Diversity in Alternative Newsweeklies/<http://www.alternet.org/diversity/reportresult.html>).

\*-asterisk denotes minority employee in one of top three editorial positions

Table No. 8

## List of AAN Responding to Survey:

# Publication
1. Athens News
2. Baltimore City Paper
3. Boise Weekly
4. Chicago Reader
5. City Paper, Rochester
6. Cityview
7. Cleveland Free Times
8. Colorado Springs Independent
9. Columbus Alive
10. Creative Loafing, Charlotte
11. Dayton Voice
12. Detroit Metro Times
13. Eugene Weekly
14. Everybody's News
15. Fairfield County Weekly
16. Folio Weekly
17. Hartford Advocate
18. Icon
19. Illinois Times
20. Independent Weekly (N.C.)
21. Isthmus
22. LA Weekly
23. Memphis Flyer
24. Metroland
25. Monday Magazine
26. Nashville Scene
27. NewCity
28. New Haven Advocate
29. NOW
30. Nuvo and others

(Internet/"Color, Culture, and Compromise" An Unabashed Look at Racial Diversity in Alternative Newsweeklies/<http://www.alternet.org/diversity/reportresult.html>).

## Chapter IV

## RESULTS

From the questionnaire distributed by the Association of Alternative Newsweeklies (AAN) there are the following key findings:

1. There are serious and fundamental challenges to building diverse and culturally sensitive newsrooms.
2. Having people of color in management positions is the single most influential factor in achieving racial diversity in the newsroom.
3. There is a decided lack of mentorship opportunities for people of color within AAN ranks.
4. Editors need practical, concrete support in implementing affirmative action and outreach efforts. This support should be user-friendly and easy to access (<http://www.alternet.org/diversity/reportresult.html>).

In the 49 publications that responded, only 34 people of color are employed overall. Most of these staffers were clustered in less than half of responding publications, while the majority of respondents had no racial diversity on staff at all. Furthermore, the diversity that does exist is concentrated in the lower tiers of the organizational chart. There are few editors of color; freelancers comprise the most diverse segment of editorial "staff."

About a third of papers responding have a regular columnist of color. The average amount of freelance work by writers of color hovers slightly above 11 percent of total stories published. Here, too, a few papers had greater diversity among writers while some papers had no freelancers or columnists of color.

Most papers (40 of the 47 surveyed) reported printing an article by a writer of color over the last four months. However, it is important to note these numbers may not reflect how often "minority issues" are covered. AAN papers, some editors note, have effectively covered communities of color despite their lack of staff diversity. One editor's comments:

"We have a couple of writers who have extraordinary empathy with and access to minority subjects, and we have a long tradition of covering people and communities not covered elsewhere, but almost all of the diversity we can claim is among our writees, not our writers" (<http://www.alternet.org/diversity/reportresult.html>).

The questionnaire showed that a majority of editors feel that lack of racial diversity is a real problem for AAN and that AAN resources should be devoted to supporting diversity within the industry. Although there is much willingness to change, editors believe they face real barriers to achieving diversity goals.

The common barriers to increase diversity found from the diversity questionnaire responses were:

1. Editors express frustration at what they believe is a limited pool of qualified people of color to recruit from. Some cite their publications' inability to compete with mainstream papers' salaries; few local journalism schools or other training institutions; and little turnover among small staffs.
2. Editors seemed clear that if they had the money to provide paid internships, raise salaries and expand staff, they could do a better job of increasing staff diversity.
3. Many editors feel that diversifying their newsrooms, although

desirable, was more work than they could squeeze into already overloaded schedules.

4. Another important barrier editors recognize is what could loosely be described as the "culture" of AAN papers. Editors describe it alternately as "hip," "closed," "lefty" and "elitist." A number express concerns about prospective staffers of color "fitting in." A few editors worry that AAN culture not only prevents racial diversity but class and intellectual diversity as well.

5. There's agreement that AAN papers often foster a culture that can make diversity difficult. The disagreement begins over how much of that culture is perpetuated by racism or class idiosyncrasies (<http://www.alternet.org/diversity/reportresult.html>).

According to the Racial Diversity Questionnaire Response just 4 employees from different newspapers out of 28 answered that it is very successful to make extra efforts to recruit minorities. Employees have also expressed that one of the reasons why diversity can not be easily managed is because good employees are recruited away by other papers for higher salaries.

However, employees showed that there is a need for increasing the diverse workforce in the editorials. Question # 7 ask if there is a problem in terms of editorial diversity within the industry and 36 responses out of 49 stated that there is a significant problem.

Another interesting result was the one that is shown in question # 13 which asks that if there are minority employees, are any of these employees among the top three editorial positions at the paper. Only 7 editors out of 44 said that minorities were promoted in their papers. Another question asked if the periodicals had difficulty retaining minority employees and 15 editors answered

yes and 7 no.

In considering any future initiatives or changes in the approach to diversity at the various papers, 28 periodicals answered that among those initiatives are: developing more freelancers/active recruitment, publishing more diverse coverage, networking at journalism schools and the community, and internships.

These were some of the questions related directly to diversity issues that the Institute for Alternative Journalism wanted to measure and to identify the various ramifications of the issue. The Institute for Alternative Journalism realized that publications covering relatively diverse communities without racial diversity on staff tended to downplay the relationship of diversity to paper content.

Some editors might think that diversity is not a priority since they believe that being just sensitive to minority issues and doing a good job listening to and reporting voices from the community make the content of the paper the most important thing.

Sometimes editors focus their priorities on the diversity of their readers more than the diversity of their staff. The ideal point is that editors or newspapers could recruit minorities in order to make a complete representation of the society that reads them.

Not all the organizations set their priorities on diversity and that is why this project was carried out. From the results of the questionnaire it can be inferred that even though management values diversity it does not do enough hire

more minorities and give them the place they deserve based on their skills and performance.

Chapter 4

Introduction

Summary

The following are the major items that summarize how AAFI will be working to address diversity in the workplace:

1. Emphasize the recruitment of minorities into key positions in AAFI publications.

2. Form a standing committee or caucus within AAFI to look into issues about issues of racial diversity and to provide a pool of expertise to address such issues and related issues nationwide.

3. Develop a plan to recruit minorities into the profession.

4. Develop a plan to recruit minorities into the profession and to provide a pool of expertise to address such issues and related issues nationwide.

5. Develop a plan to recruit minorities into the profession.

6. Develop a plan to recruit minorities into the profession.

7. Develop a plan to recruit minorities into the profession.

## Chapter V

### DISCUSSION

#### Summary

The following are recommendations that summarize how AAN can have and encourage diversity in most of its periodicals:

1. Emphasize the recruitment of minorities for managerial positions at AAN publications.
2. Form a standing committee or caucus within AAN to talk with editors about issues of racial diversity and to provide a pool of expertise on cultural competency and related issues nationwide.
3. Develop a pool of monies for paid internships for minorities at AAN papers.
4. Establish a communications venue, either on-line or by other means, for AAN editors to exchange promising approaches to staff diversity; hiring and outreach check lists; and articles and/or story ideas for covering communities where minorities are or live.
5. Coordinate a resume bank of applicants of color to aid recruitment.
6. Assist member papers in seeking training and staff development opportunities to increase staff diversity.
7. Develop and disseminate models for consistent, supportive mentoring opportunities for people of color to become staff writers and editors at AAN

publications.

8. Cultivate more investigative reporters among minorities
9. Develop links with local ethnic press and national associations of journalists, editors, and/or publishers serving communities of color, as well as other grassroots organizations.
10. Work with journalism schools, especially those with high minority enrollment, to build awareness of AAN publications as a viable career choice.

The Institute for Alternative Journalism by doing the Racial Diversity Questionnaire realized that there is the need to put more emphasis on diversity issues. It is not just important to cover all kind of readers but having also a wide and diverse staff that can deal with the different interests, wants and needs of today's society.

A considerable number of periodicals (29) stated that they use internship programs to attract minorities and others said that by networking through current or former minority employees they can increase diversity. Another way to increase the number of minorities in the periodicals is by recruiting the staff at journalism schools. That is why is very important that schools, colleges and universities work hard in increasing a diverse community of students who can develop skills and abilities that will be helpful whenever they start to work.

As a good example, Lindenwood University has recruited many international students who may become good professionals working in the USA no matter what career they are in. If education starts by focusing more on

multicultural issues, therefore, organizations will start on focusing on the diverse graduate students who are now ready to start working in American companies.

Some of the obstacles that editors think could be the biggest ones to diversifying the staff is the size of periodicals. Editors believe that the smaller the paper is less diverse the staff can be. Besides a very small pool of potential employees, the competition that exists among periodicals in recruiting good employees by offering them higher salaries is another reason that makes diversity difficult to increase.

Periodicals should work hard in implementing a quality program that helps the Human Resource Management to recruit the best employees no matter what background they have or where are they from. Thirty-six editorials out of forty-nine recognized that diversity practices need to be improved since they are considered to improve efficiency.

Because of the role this kind of organization plays in the society, The Institution of Alternative Journalism should show a good representation of its employees; meaning that as many parts, areas and communities as possible should feel identified with the staff working at the papers so their voices may be heard in the newspaper by means of the people who work there.

The practical implications of the study were basically to show that there was a lack of perceived diversity in alternative journalism. That is why The Institute of Alternative Journalism requested funding and received a grant from the Ford Foundation to explore attitudes, obstacles, and models of success within

the alternative press.

The questionnaire's responses made the editorial's staff aware of the need to improve the promotion of minorities within the periodicals. Another practical implication of the study was the need for increasing the promotion of women into higher positions. No matter what the nature of the organization is, it will always be very important to make everybody feel important regardless of their sex, background, nationality, customs, and beliefs.

There is no organization that can survive without the practice of diversity management in its daily functioning. Papers, specifically, need to be filled with people who can contribute with different ideas, and opinions about what is going on in the society today.

It is common to see that people of color perceive things differently from white people. This is a fact raised in the diversity report made by the Institute of Alternative Journalism. Theoretical implications of the study are based on the fact that as more diverse employees are developed in the periodicals, the more supportive the workplace environment becomes.

According to what one writer said about race and people of color, there are multicultural issues written about but just a few minority persons working in the papers representing those stories. Writers' impressions about race are that few people of color work in the editorials belonging to the Association of Alternative Newsweeklies.

Another fact that editors are starting to realize about improving diversity in

their workplace environments is the language many writers use that sometimes can be discriminatory and sexist. Another issue raised was the prejudice editors might have with people of color. Editors also think that as their papers reach further into suburban, more affluent white communities, it becomes increasingly difficult to broach issues of race and diversity within their pages.

People should start to understand that this world is made up of people with differences and that everybody has to live with that. There is not just one pattern to do things or just one way to follow. Patterns or models can change. If any newspaper wants to cover issues of race and different cultures then there should be an acceptance and welcoming, what is said about other people different from the majority of employees, who is the white males.

Some writers have commented that AAN papers lack the will to concretely address racial diversity in their ranks. They cite the lack of funding for internships and outreach, and that few AAN papers, they say, invest in affirmative action practices (<http://www.alternet.org/diversity/reportresult.html>).

The AAN report shows that the editors belonging to this association need to hire more minorities in order to have the qualified, skilled people whose cultural backgrounds can support their writing work. Papers participating in the study have recognized that minorities are marginalized and set apart. This definitely make the business less productive and profitable.

One editor perceived that whites are routinely hired and promoted without much experience throughout AAN and mainstream media. Editors are more

likely to take risks and mentor white writers, many staffers say, while lamenting the supply of minority writers with newsweekly experience they rarely cultivate (<http://www.alternet.org/diversity/reportresult.html>).

The thesis of this project "Managing Diversity in the Global Economy" has helped to understand further why AAN editors need to change their practices toward managing diversity. The research about diversity has led to the following conclusions:

1. It is really important to give everybody the opportunity to succeed and make career in any kind of organization employees are working with regardless of their cultural background.
2. Everyday business are more and more challenged to recruit and hire people of different color, background, customs, religions, beliefs that certainly are valuable assets for any company.
3. Organizations need to be more flexible regarding people's differences at work.
4. Companies should start to get rid of the idea that just "one way or one approach" will fit everyday's different situation.
5. Organizations should put more emphasis on developing programs, activities, seminars, workshops and any kind of initiative that helps to encourage and increase an effective diversity management in the workplace.
6. Managers should improve their skills in increasing their personal and professional knowledge of, and sensitivity to, the many forms of diversity.

7. Increase and encourage diverse work teams in order to decrease prejudice, stereotyping, intolerance, and other obstacles to valuing diversity.
8. Organizations should work on creating a culture that respects and celebrates differences, instead of just tolerating them.
9. Today all businesses should be focusing on the development of an effective diversity management strategy with practical guidelines for the organization.
10. The only way to improve diversity in the workplace is by increasing the number of minorities, developing their skills and thinking about them as valuable resources which might contribute considerably toward the success of the company they are working with.

The hypothesis tested in this culminating project states that managing diversity in an organization will bring along benefits and will make the business be productive and competitive. The literature used in this research has supported this hypothesis. The report used as secondary data also shows that in the journalism business it is imperative to count with a diverse staff in order to reach all kind of societies and class of people. The need for a diverse workplace is very important in the type of market today's world is facing.

Most companies are doing business globally going beyond domestic frontiers. Every single part of the organization will benefit from human resources that are considered different from the common pool of white-male employees. Having diversity in any workplace is a competitive advantage for the success of

the business. Another reason that proves that diversity is needed is that U.S. corporations recognize that the present makeup of the workforce is vastly different from what it was a decade ago and more changes are expected (GDSS:Creating Workplace Diversity, <http://www.gdss.com/DIV.htm>).

Minorities are growing rapidly. The Hispanic and Asian American communities are expected to have the highest rate of increase among all minority groups. If this is so, this is a meaningful fact that every organization should take into consideration. Another fact that can be inferred from the literature search and that supports the research's hypotheses is that as any company does business globally the more likely it is to recruit and hire a diverse staff in order to have a balance among diverse employees and customers.

Lindenwood University is a good example of what is stated above. It has gone beyond its domestic frontiers to recruit a global community of students that increases the university's status and recognition. However, Lindenwood's expectations should go beyond that since their international students will need to feel that their needs are attended by persons who could understand them. That is why it is very important that Lindenwood University develop a management strategy to increase diversity in its working environment in order to fulfill the international students' expectations of a diverse community which can understand their needs and interests.

Editors have recognized that they tend to hire those who think and act and dress like them. This could be a reason why diversity is a management practice

that not too many companies know how to take advantage of. Workforce diversity is only one of many challenges facing organizations today.

Organizations should start thinking that understanding and achieving diversity is the key to understanding the complex demands society and the marketplace place on businesses. When organizations leverage the contributions of their total work force, they not only survive; they succeed in ways they did not expect.

### Limitations

While completing this culminating project there were some limitations such as:

1. Unfortunately it was not possible to use primary data in this research project. Secondary data was used instead. The diversity studies found were not that complete in statistical terms. The three studies described in this project lack statistical results that could have made this project more accurate and complete.
2. There were analysis problems that arose from the studies selected. The three studies selected explained their purposes, their results and their goals, but they were lacking statistical information that would have made the reports more meaningful.
3. There were not as many studies about diversity as were needed for this project. The studies available provided general information and general results, that even though were not as accurate as possible, led to the same conclusions and thoughts the literature review have pointed out.

4. The author of this project is not very knowledgeable about statistical data. What the author did was to analyze the theoretical and practical implications of the studies, inferring general conclusions from them.

5. Unfortunately, there was not enough time to make a thorough, scientific and statistical study about this topic within a transnational organization or company. At least there were small studies available about the topic that showed the importance of this matter as the 21st century approaches.

6. Diversity is considered a controversial topic today. Not many people like to talk about this topic, even though it is now very important. Because of this fact, it was not easy to gather information from primary resources.

#### Suggestions for Future Research

If there were the chance to replicate this project, the issues that might be changed would be:

1. The size of the studies chosen can be changed. They would be larger than the ones already selected. The studies should have as much accurate information as possible in terms of statistical data.

2. Instead of using a survey as the major methodology instrument, it could be changed to direct interviews and speeches from people working directly with employees.

3. Since a working environment is considered a very confidential place to gather data or perceptions from the employees, it will be interesting to ponder

multicultural education among students, meaning that instead of having employees as the sample population, students could be the target to measure diversity issues in the education field.

Overall, this project has been a very interesting one which has tried to see diversity as a very effective management practice which all benefit from. The feeling of belonging to a minority group is not an easy one since people start putting labels and stereotyping just because people were not born in the same country.

There were a lot of things learned in this project that hopefully will open everybody's mind in regard to accepting and valuing differences at work. This is today's challenge: Turning diversity management into greater productivity within the global market. This becomes the one valuable opportunity for organizations that should work in creating a workforce where all workers contribute their full potential without considering their religious beliefs, customs, nationalities, background, sex, age and other differences raised among people.

## Appendix A

## Racial Diversity Questionnaire Response

## Circulation Demographics

**Under 25,000: 6**

**25-50,000: 22**

**50-100,000: 16**

**100-150,000:5**

1. Have you used special efforts to recruit minorities for editorial roles in your paper?

**YES: 29**

**NO:20**

2. If you have made extra efforts to recruit minorities, do you feel they have been:

**unsuccessful: 11**

**moderately successful: 13**

**very successful: 4**

3. How important is it for you to have a diverse staff at your paper?

**not important: 0**

**generally important: 17**

**very important: 32**

4. What, if any, approaches have you used to attract minorities to your papers?(check as many as are relevant)

**internship programs: 29**

**recruitment at journalism schools: 14**

**recruitment at minority journalism association functions: 9**

**advertisements in minority newspapers: 5**

**networking through current or former minority employees: 29**

**recruitment of minority journalists from other papers: 15**

Other approaches?

- \* posting at minority-oriented job hotlines
- \* networking through other media (radio) and activist organizations
- \* developing a checklist for hiring (Independent Weekly)
- \* covering issues of interest to minority readership who are potential hires
- \* asking staff, other minority journalists for recommendations
- \* watching other publications with an eye for recruiting

5. Which of the above approaches, if any, have worked best at your paper?

**networking**  
**internships**  
**recruiting from the ethnic press, journalism schools**

6. What do you feel are the biggest obstacles to diversifying your staff:

**good candidates prefer mainstream paper: 15**  
**good employees are recruited away by other papers for higher salaries: 21**  
**small paper with small editorial staff makes diversity difficult: 36**  
**little economic incentive to serve minority communities: 3**  
**very small pool of potential employees: 29**  
**history of high turnover of minority employees: 1**

7. Do you think there is a problem in terms of editorial diversity within the industry?

**no problem: 0**  
**modest problem: 13**  
**significant problem: 36**

8. Would you consider it a problem if AAN had significantly less diversity than daily papers?

**YES: 41**  
**NO: 5**  
**n/a: 3**

9. Would you consider it a problem if less than 5% of AAN papers had a minority in one of three top editorial positions?

**YES: 36**  
**NO: 4**  
**n/a: 9**

10. Please describe the racial/ethnic make up of your city (or distribution area) using specific percentages as accurately as you can:

Available figures (U.S. Census)  
**African American: 13%**  
**Latino/Mexican American: 10%**  
**Asian American: 4%**  
**Native American: 1%**

12. If you do have full time writers or editors, are they: (provide number)

**African American: 16**

**Latino: 9**

**Asian: 8**

**Native American: 0**

**Other: 1(Indian)**

13. If you have minority employees, are any of these employees among the top three editorial positions at your paper?

**YES: 7**

**NO: 15**

14. Do you have minorities associated with your paper in ways other than full-time jobs which help provide the point of view of their community in your editorial perspective?

**YES: 38**

Please explain:

\* input from freelancers (writers, cartoonists)

\* hold community discussions

**NO: 9**

15a. Has an article (1,000 words or more) by a writer of color appeared in your paper in the last 4 months?

**YES: 42**

**NO: 6**

15b. Does a writer of color publish a regular column in your paper?

**YES: 17**

**NO: 29**

**semi-regularly: 3**

16. What percentage of your freelance articles do you estimate are written by people of color?

**11.4% average**

17. Have you had difficulty retaining minority employees?

**YES: 15**

**NO: 7**

18. If you have had difficulty, what do you think were the reason(s)?

**better job offers: 13**

**difficulty in adjusting to paper's culture: 4**

**failure to provide supportive environment: 1**

**difficulties in employee's personal life: 9**

Other reasons:

- \* conflicting expectations

19. Are you satisfied with your coverage of minority communities in your city?

**unsatisfied: 20****reasonably satisfied: 29****very satisfied: 0**

20. Are you considering any future initiatives or changes in the approach to diversity at your paper?

**YES: 28**

If so, please explain:

- \* developing more freelancers/active recruitment
- \* publishing more diverse coverage
- \* networking at journalism schools and the community
- \* internships

**NO: 14****n/a: 7**

21. Does your paper have a special budget item or financial commitment to recruiting minority staff?

**YES: 5**

Please provide details:

- \* \$25K for a minority writing apprentice
- \* paid minority intern (Isthmus)
- \* \$12K minority fellowship (Washinton City Paper)
- \* financial commitment to hiring minority staff (Riverfront Times)

**NO: 44**

22a. Would you be interested in participating in internship/fellowship programs if there was funding from AAN or IAJ?

**YES: 44****maybe: 4****n/a: 1**

22b. Would you be interested in participating in internship/fellowship programs if funding was not available from AAN or IAJ?

**YES: 27****NO: 12****maybe: 6****n/a: 4**

23. Would you be willing to contribute to or match funding from AAN or IAJ to employ a full-time minority journalist?

**YES: 9**

**maybe: 16**

24. Do you think AAN resources should be devoted to supporting diversity within the industry?

**YES: 43**

**NO: 2**

**n/a: 4**

## Appendix B

## OPEN-ENDED QUESTIONNAIRE

Name (optional) \_\_\_\_\_

Paper (optional) \_\_\_\_\_

Title \_\_\_\_\_

If we have your name, may we publicly quote you? \_\_\_yes \_\_\_check  
with me first \_\_\_no

1. Please describe the overall state of affairs regarding diversity at your paper, i.e. how successful do you feel? how important is it? are you frustrated with the obstacles? etc.
2. Please give examples of and reasons for success stories in recruiting and hiring minority staff.
3. Please give examples of and reasons for success stories in using minority freelancers.
4. What is your approach to covering minority communities in your city? Please provide an example of a positive experience if you can.
5. How has the presence of minority employees (not necessarily editorial staff) at your paper improved it?
6. How has the absence of minority employees at your paper affected its quality?
7. What are the biggest obstacles to diversity at your paper?
8. Informal research and observation indicates that the editorial make up of our industry is considerably more than 90% white. How do you react to this statistic? Is this a disadvantage for the industry? Does something need to be done about the overwhelming whiteness of AAN or is it basically irrelevant to our business?
9. Are you committed to making any additional efforts at making your paper

more racially diverse? Will you work within the industry to help provide support to papers addressing diversity issues?

Any other words of wisdom, advice, annoyance or whatever is on your mind would be appreciated.

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