

The American Experiment

The American Experiment

- Consensus about ideals and values

The American Experiment

- Consensus about ideals and values
- Willingness to assimilate

The American Experiment

- Consensus about ideals and values
- Willingness to assimilate
- Commitment defines "American"

The American Experiment

- Consensus about ideals and values
- Willingness to assimilate
- Commitment defines "American"
- Openness to change

The American Experiment

- Consensus about ideals and values
- Willingness to assimilate
- Commitment defines "American"
- Openness to change
- Ability to manage diversity

The Multicultural Option

The Multicultural Option

- Engage in meaningful dialogue

The Multicultural Option

- Engage in meaningful dialogue
- Affirm conditions for success

The Multicultural Option

- Engage in meaningful dialogue
- Affirm conditions for success
- Develop diversity management capability

The Multicultural Option

- Engage in meaningful dialogue
- Affirm conditions for success
- Develop diversity management capability
- Refuse to be discouraged

Diversity is not:

Diversity is not:

- An extension of the Civil Rights Movement

Diversity is not:

- An extension of the Civil Rights Movement
- The pursuit of racial or social justice

Diversity is not:

- An extension of the Civil Rights Movement
- The pursuit of racial or social justice
- Affirmative Action or desegregation

Diversity is not:

- An extension of the Civil Rights Movement
- The pursuit of racial or social justice
- Affirmative Action or desegregation
- About race and gender

Diversity is not:

- An extension of the Civil Rights Movement
- The pursuit of racial or social justice
- Affirmative Action or desegregation
- About race and gender
- Closed to White males

Suggestions for Progress

Suggestions for Progress

- Encourage dialogue

Suggestions for Progress

- Encourage dialogue
- Understand “the Beloved Community”

Suggestions for Progress

- Encourage dialogue
- Understand “the Beloved Community”
- Clarify “diversity” and “diversity management”

Suggestions for Progress

- Encourage dialogue
- Understand “the Beloved Community”
- Clarify “diversity” and “diversity management”
- Communicate about the Civil Rights Movement

Suggestions for Progress

- Encourage dialogue
- Understand “the Beloved Community”
- Clarify “diversity” and “diversity management”
- Communicate about the Civil Rights Movement
- Master diversity management craft

More Suggestions

More Suggestions

- Affirm commitment

More Suggestions

- Affirm commitment
- De-politicize affirmative action

More Suggestions

- Affirm commitment
- De-politicize affirmative action
- Develop “exit strategy”

More Suggestions

- Affirm commitment
- De-politicize affirmative action
- Develop “exit strategy”
- Legitimize dialogue on affirmative action

More Suggestions

- Affirm commitment
- De-politicize affirmative action
- Develop “exit strategy”
- Legitimize dialogue on affirmative action
- Develop “neutral” people processes

More Suggestions

- Affirm commitment
- De-politicize affirmative action
- Develop “exit strategy”
- Legitimize dialogue on affirmative action
- Develop “neutral” people processes
- Build diversity management capacity

Why Stuck?

Why Stuck?

- Diversity initiatives politicized

Why Stuck?

- Diversity initiatives politicized
- Managers uncomfortable with tensions

Why Stuck?

- Diversity initiatives politicized
- Managers uncomfortable with tensions
- Advocates believe progress inadequate

Why Stuck?

- Diversity initiatives politicized
- Managers uncomfortable with tensions
- Advocates believe progress inadequate
- “Stuck” organizations do good work

Why Stuck?

- Diversity initiatives politicized
- Managers uncomfortable with tensions
- Advocates believe progress inadequate
- “Stuck” organizations do good work
- Effort gets rewarded

Why Stuck?

- Diversity initiatives politicized
- Managers uncomfortable with tensions
- Advocates believe progress inadequate
- “Stuck” organizations do good work
- Effort gets rewarded
- “Stuck” organizations are copied

Why Stuck? (cont.)

- Will to act needed

Why Stuck? (cont.)

- Will to act needed
- "Stuck" is "state of the art"

Why Stuck? (cont.)

- Will to act needed
- "Stuck" is "state of the art"
- Reluctance to request help

Why Stuck? (cont.)

- Will to act needed
- "Stuck" is "state of the art"
- Reluctance to request help
- Vague objectives and definitions

Why Stuck? (cont.)

- Will to act needed
- "Stuck" is "state of the art"
- Reluctance to request help
- Vague objectives and definitions
- Confused concepts and processes

Why Stuck? (cont.)

- Will to act needed
- "Stuck" is "state of the art"
- Reluctance to request help
- Vague objectives and definitions
- Confused concepts and processes
- Difficulty with multiple approaches

Becoming "Unstuck"

Becoming “Unstuck”

- Multiple perspectives of diversity

Becoming “Unstuck”

- Multiple perspectives of diversity
- Alternative decision-making framework

Becoming “Unstuck”

- Multiple perspectives of diversity
- Alternative decision-making framework
- Capability and empowerment

Becoming “Unstuck”

- Multiple perspectives of diversity
- Alternative decision-making framework
- Capability and empowerment
- Universality of application

Becoming “Unstuck”

- Multiple perspectives of diversity
- Alternative decision-making framework
- Capability and empowerment
- Universality of application
- Accommodation of diversity tension

Becoming "Unstuck" (cont.)

- Multiple causation of poor decision-making

Becoming “Unstuck” (cont.)

- Multiple causation of poor decision-making
- Focus on individuals and organizations

Becoming “Unstuck” (cont.)

- Multiple causation of poor decision-making
- Focus on individuals and organizations
- Visible ownership at all levels

Becoming “Unstuck” (cont.)

- Multiple causation of poor decision-making
- Focus on individuals and organizations
- Visible ownership at all levels
- Framework for concepts, principles, and skills

SDM Fundamentals

- Shared understanding of concepts

SDM Fundamentals

- Shared understanding of concepts
 - Diversity

SDM Fundamentals

- Shared understanding of concepts
 - Diversity
 - Strategic diversity management

SDM Fundamentals

- Shared understanding of concepts
 - Diversity
 - Strategic diversity management
 - Diversity tensions

SDM Fundamentals

- Shared understanding of concepts
 - Diversity
 - Strategic diversity management
 - Diversity tensions
 - Diversity challenged

SDM Fundamentals

- Shared understanding of concepts
 - Diversity
 - Strategic diversity management
 - Diversity tensions
 - Diversity challenged
 - Diversity capable

Core Diversity Concepts

- Diversity:

The mix of differences, similarities, and tensions that can exist among the elements of a collective mixture.

Core Diversity Concepts

- Strategic diversity management:

A craft for enhancing the way people make quality decisions in situations where there are critical differences, similarities, and tensions.

Core Diversity Concepts

- Diversity tension:

The stress, strain, and anxiety that tend to flow from the interaction of differences and similarities.

Core Diversity Concepts

- Diversity challenged:

To have difficulty making quality decisions when differences, similarities, and tensions exist.

Core Diversity Concepts

- Diversity capable:

To have mastered the craft of making quality decisions in spite of differences, similarities, and related tensions.

SDM Fundamentals

- Shared understanding of concepts
- Context is important

SDM Fundamentals

- Shared understanding of concepts
- Context is important
- Requirements drive efforts

SDM Fundamentals

- Shared understanding of concepts
- Context is important
- Requirements drive efforts
- Individuals' aspirations important

SDM Fundamentals

- Shared understanding of concepts
- Context is important
- Requirements drive efforts
- Individuals' aspirations important
- Strategic diversity management applied universally