Approaches to Managing Organizational Diversity and Innovation

Nancy D. Erbe
California State University, USA
Section 2
Performance Damaging Challenges with Proven Approaches

Chapter 4
The Value of Adaptation and Innovation as a Function of Diversity

Curtis Friedel, Virginia Tech, USA

This chapter presents Kirton’s model of what he calls adaptation and innovation and demonstrates how his assessment can offer valuable insight about differences in problem solving approaches with a case study of American and Russian employees. It also offers ideas from research regarding coping strategies with stress for helping organizational employees effectively face and bridge the stress of difference.

Chapter 5
Global Diversity and Organizational Culture’s Impact on Adaptation, Performance, and Innovation

Doris E. Cross, Organizational Change and Development Company (OCDC), USA

This chapter reviews data about the challenges U.S. organizations are facing with increasing internal diversity as well as competing in the global economy. It details and contrasts the most popular theories and models regarding organizational change and concludes with recommendations for embracing the opportunities presented by global diversity.

Chapter 6
Realizing Race: Media Representations and the Uneasy Adjustment of Asian International Students and African American Males on U.S. College Campuses

Zachary Ritter, American Jewish University, USA
Kenneth Roth, California State University – Dominguez Hills, USA

This chapter presents the problematic findings of two research studies examining the attitudes of international, specifically Chinese, students towards African Americans, particularly males, on a prominent U.S. research campus. It recommends several innovative approaches to such diversity with the purpose of effectively preparing future leaders of diverse global organizations.

Chapter 7
Value Creation through Heterogeneous Cultural Team-Based Environments: A Multi-Lens UK Perspective

Wilson Ozuem, University of Hertfordshire, UK & Regents University, UK
Nicole Sarsby, University of Wales, UK

This chapter presents the findings of a qualitative survey of project managers within the United Kingdom regarding their organizational approaches to diversity and innovation. A significant barrier to optimal performance is identified as equating equal opportunity legislation with neutrality towards difference. Recommended is longitudinal research studying the best ways to educate project managers so they are prepared to facilitate all types of relevant difference in ways that lead to project success while simultaneously complying with requisite legislation.
Section 3
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Chapter 8
Reading Smart Stuff Together and Whistling Vivaldi ................................................................. 149
Mary Jo Festle, Elon University, USA

This chapter details how an organization increased its awareness of stereotype threat with a case study example of its approach to exploration and examination of its diversity, actual and optimal, along with the research explaining its popularity and success.

Chapter 9
A History of How U.S. Academics, Laws, and Business Have Created the Current Approach to Organizational Diversity with Some Ideas for Moving Forward ................................................................. 169
Ben Tran, Alliant International University, USA

This chapter provides a history of academic, legal, and business contributions and controversies explaining and scrutinizing U.S. organizational approaches to diversity that will benefit all who are less familiar with the relevant U.S. legal history and academic discussion. It highlights U.S. business research showing positive correlation between diversity and innovation and concludes with recommended human resource practices with a focus on appreciation and mentoring.

Chapter 10
Zhuojun Joyce Chen, University of Northern Iowa, USA

This chapter presents an exploratory qualitative study of Chinese-owned companies operating in countries other than China around the world. It involves U.S. case studies, a few select interviews (one notably with a successful Chinese manager in the U.S.) and a focus group of Chinese managers comparing the details of successful and unsuccessful cross-cultural adaptation and innovation with contemporary theoretical frameworks.

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Viviane S. Lopuch, Marist College, USA
Daniel Cochece Davis, Illinois State University, USA

This chapter reviews Senge’s approach to the learning organization with Hofstede’s popular continuums for exploring and understanding cultural difference. Many readers will appreciate that Hofstede’s seminal and applied research is key to bridging theory and practice regarding organizational difference in the interest of innovation.
Chapter 12
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Lorraine S. Gilpin, Georgia Southern University, USA

This chapter presents evaluative research of teaching methods and learning activities for future teachers of English as a Second Language. Their classrooms will be richly diverse, reflecting the immigrants in the United States from around the world. In turn, the approach must be cutting edge innovative and, most importantly, effective in helping recipients prepare to be open to, accepting of, and responsive to difference. This evaluation concludes that visual approaches and critical reflection are most successful in introducing employees to difference, helping them discover their own bias, and preparing them to grapple with contemporary complexity.

Chapter 13
Access within the Classroom through Universal Design for Learning and Key Learning Elements................................. 253
Joe Grimes, California Polytechnic State University, USA
Mark Grimes, University of California – Santa Barbara, USA

The lead author of this chapter is a long-time faculty mentor of best and pioneering practices in teaching. Universal design for learning principles and practices show how the differences of all learners/organizational employees must be at the heart of learning.

Section 5
Performance Enhancing and Pioneering Approaches

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Developing a Unified Framework and a Causal Model of Transformational Leadership, Empowerment, Innovation Support, and Organizational Innovation................................. 280
Kijpokin Kasemsap, Suan Sunandha Rajabhat University, Thailand

This chapter surveys literature showing the strong correlations between transformational leadership, employee empowerment, and innovation support with organizational innovation. It then presents the author’s study regarding the current state and employee perception of these approaches throughout Thailand’s leather factories.

Chapter 15
Fostering Innovation in the Midst of Organizational Change: Dialogically with a Sensemaking Narrative Approach...................................................... 304
Susan L. Cook, Metropolitan State University of Denver, USA

This chapter frames diversity and difference as present whenever organizations experience tension and change. It explores individual and group dialogue as a vital approach to managing diversity with several case studies showing its importance and how it can be lead to needed innovation and sustainability. It includes a simple tool to help all organizations to recognize problems and promote dialogue.
Chapter 16
Globalizing Migration Dialogue: A Model for Combining Innovative Pedagogy, Community-Service Learning, and Research

Laura Talamante, California State University, Dominguez Hills, USA
Caroline Mackenzie, Aix-Marseille Université, France

This chapter introduces and explains an innovative approach to exploring global migration and migration experiences in two parts of the world. It combines Web-facilitated storytelling, person to person research/learning, and provides a model for all organizations seeking to more fully explore diversity.

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