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## *Managing the Globalized Workforce Diversity*

### An Overview of the Inclusive Workplace Model

*Global managers have exceptionally open minds. They respect how different countries do things, and they have the imagination to appreciate why they do them that way. . . . Global managers are made, not born.*

—Percy Barnevik, CEO of  
Swedish-Based Asea Brown Boveri<sup>1</sup>

**T**he economic, social, and demographic trends described earlier in the book create an environment that is a fertile ground for intergroup conflicts. The legislative and social policy initiatives taken by individual countries and by international organizations mitigate potential harmful effects and define “the rules of the game” for work organizations. It is important to understand, though, that these trends are not only a backdrop or context for organizations to consider, they also define the *scope* of what companies need to consider as their domain when they design diversity policies and programs. In order to avoid the pitfalls and reap the benefits of a diverse workforce, employers need to adopt a *broader vision of inclusion*, a vision that includes not only the organization itself but also its surrounding community and its national and international context.

The conceptual model for the inclusive workplace introduced here and elaborated in the next chapters includes both the value base and the practice applications that foster inclusion, not only within the organization itself but also with the larger systems that constitute its environment. The process of

applying such policies and programs presents several problems and obstacles (Mor Barak, 2000b). Suspicions, mistrust of those who are different, cross-cultural misunderstandings, and short-term goals are some of the barriers to the model's implementation. At the same time, a broad vision for diversity management has a potential for generating important benefits, such as a better work environment for workers and their families that in turn will contribute to a more productive and loyal workforce, advantages to the company in recruitment and in the competition for talent, and improvement in the public's goodwill toward the company, including customers and stakeholders.

### **Diversity Management and the Inclusive Workplace**

The concept of the inclusive workplace refers to a work organization that is not only accepting and utilizing the diversity of its own workforce but is also active in the community, participates in state and federal programs to include population groups such as immigrants, women, and the working poor, and collaborates across cultural and national boundaries with a focus on global mutual interests (see Box 11.1 for the definition of the inclusive workplace).

The model has a strong value base that is manifested at each of the systems levels. It also has policy and practice applications that are unique to each of the levels from the micro to the macro. The more traditional diversity

**Box 11.1** Definition of the Inclusive Workplace

