Chapter 12
Effective Diversity Management in the 21st Century

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ABSTRACT

The chapter establishes who determines the effectiveness of organizational diversity management while providing a sustainment plan for the coming years. Additional experiences from the author as a diversity practitioner help to establish how culture impacts diversity effectiveness in the U.S. Military as well as business and industry in the United States. Finally, as personality types tend to validate certain behaviors in the international community with respect to culture, the U.S. Military and supporting commercial contractors could easily change the mindset of diversity leaders when they imply that personality type has no bearing on the culture of the occupied country and the willingness to win the hearts and minds (Patreaus, et al., 2006) of those occupied. The Consulting Psychology Press (CPP) and the Myers Briggs Type Indicator (MBTI) can help us to better understand the diverse personalities required to help make organizations effective. At the end of the day, organizational leaders (regardless of their affiliation with the military, education and training, or business and industry) who receive various forms of diversity and inclusion education and training can enhance their overall effectiveness and diversity management programs.

EFFECTIVE DIVERSITY MANAGEMENT IN THE 21ST CENTURY

The use of the term ‘Diversity Management’ is not as new as some may think. Though we are starting to see and hear more about the use of Diversity Management in the 21st Century, we can be sure that it is not a 21st Century term. In 1970, a husband and wife team (Merlin and Patricia Pope, Pope and Associates) coined the word ‘Diversity’ to describe various demographic components needed in organizations across the United States. Merlin Pope passed away during a time when Diversity and Inclusion were being presented as ways to improve the efficiency of organizations. Since his passing, Patricia Pope pushed the ‘Diversity and Inclusion’ concept from a dream to a major
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business for Diversity Consulting. Patricia Pope is well known and a leading spokesperson for making Diversity and Inclusion work today. She works with educational, business, medical and military organizations across the United States to show how Diversity Frameworks enhance organizations. One of her most popular topics of discussion is what she has titled *The Illusion of Inclusion*, where she reminds listeners that organizational management tends to present an illusion that they are open to practicing the most effective diversity and inclusion, but when it comes down to people and technology, organizations will become more technologically diverse long before they will have diversity among their people. She has worked with education, medical, business, and the military for the last 30 years on making diversity and inclusion work.

Another person that can be compared to the ‘Popes’ is Dr. Samuel Betances from Betances and Souder and Associates. Dr. Betances built his diversity company during a time when affirmative action programs were presented as negative actions that would place minorities ahead of whites in hiring and educational programs. These programs were considered positive for minorities, but at the expense of harassment and negative comments for ‘getting ahead,’ as majority members would say. Dr. Betances developed a Diversity and Inclusion Program that would inspire thousands of organizations to build teams of ‘differences’ as the strength of the organization. The basic premise of his model is to recognize the contributions from all members that make the organization work. He provides lectures to educational, medical, business, and military organizations across the world to show how performance is not about a person’s race or gender, but more about, as Dr. Betances would say, putting ‘faces to spaces.’ Managing Diversity in any organization is the primary topic of his lectures. Like the Popes, Dr. Betances has authored many articles and books to help get the word out about making diversity and inclusion enhance the overall effectiveness in the organization.

WHO DETERMINES HOW EFFECTIVE DIVERSITY MANAGEMENT IS IN AN ORGANIZATION?

It is difficult to determine the effectiveness of a diversity management program in an organization. There have been numerous consulting firms that say they have framed the model for the future, but few provided a model that could be used in educational, medical, business, and military organizations. For sure, there are no programs that determine effectiveness. There are people in the organization that can help with determining effectiveness of diversity and inclusion programs. When an organization is a profit-producing organization, it is pretty obvious that the effectiveness of their diversity and inclusion program can be charted through the human relations and budget or finance officers. One way to determine effectiveness might be to have the Chief Executive Officers (CEOs) of organizations provide reports on effectiveness. This could show significant declines or improvements in the effectiveness of an organization, but the truth is, the effectiveness is determined by the leadership and that could be determined at various levels of leadership.

The military uses various surveys to determine the effectiveness of programs as well as the impact of those programs in organizations. The Defense Manpower Data Center (DMDC) is one of the controlling agencies for various surveys and data collection on diversity and inclusion across the Federal Government. Another agency is the Defense Equal Opportunity Management Institute (DEOMI), where the primary survey used is the DEOMI Equal Opportunity Climate Survey (DEOCS). This survey provides the commanders and leaders in organizations a detailed report on the command climate, and it shows the possible effectiveness commanders and leaders may be having on their personnel and their performance. The DEOCS averages more than a half million responses from organizational members each year.
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