

Diversity programs



s the assignment was due Diversity Programs Any organized human activity, which is done in-group, will be most times constituted into structure called organization. So, Organization is a 'structure' with a 'collage' of workers doing their allocated work under the supervision of a leader, for the benefit of the organization as well as them. This team of workers like the five different fingers in one's hand will be different from one another having different characters, attitudes, education, background, culture etc, etc...The unison of these different humans under a single organization to reach a target is, and will always be a difficult proposition. William Sonnenschein also talks about this problem in his book, *The Diversity Toolkit: How You Can Build and Benefit from a Diverse Workforce*. "The demographics of the workplace are changing and will continue change rapidly... Workforce diversity... presents one of the greatest challenges facing today's organization".

As different humans could only create a different working culture, the success rate to form a single working culture will be minimal. But, if a common and winnable working culture is 'operationalised', through out the organization, the organization will be a success story. And, the script for this success story can only be scripted, by an effective leader or manager. So, if I have been a manager, I would impose my own assumptions as a form of single work culture and thereby will suppress the prevailing different cultures. One of the important first tasks of a leader in an organization is the creation of a common working culture. That is, the task of the leader is to create a working culture, embed the working culture in the working group and environment, sustain it and also rectify it, when faults occur.

As leaders are the man in lead, they usually have a major impact on how the

group initially defines and sets into an organization. Typically, the leaders or managers will have strong assumptions about the nature of the world, the role that organizations play in that world, the characteristics that make up human nature and relationships, how truth is arrived at, and how to manage time and space. They will, therefore, be quite comfortable in imposing those views and personal cultures, on their partners and employees as the organization copes with challenges and targets. This imposition of founder's assumptions, as a form of good culture is one of the good leadership traits. The workers mind will always be receptive to the leaders' or managers' views, orders, suggestions etc because of the superiority and also because of the respect some managers will gain due to their past achievements or action. So, the manager can impose his/hers assumptions on its employees and form a single working culture. But, the challenge will come in the form of experienced workers who will be slugging out in the same job in the same environment, importantly in the same mindset for years and changing them to accept the new effective assumptions and work culture will be difficult. But, the leader is only responsible for making them fall in line through influence or authority. There are many leaders who have successfully imposed their ideas, assumptions and practices in their organization. Each of these practices later became a set working culture for the whole organization like Japanese major Sony's, " Sony's Way", created by Akiro Morita. So, this process of great working culture should always be ' seeded' by the leader or manager to unify all the workers and control the problems that will erupt due to diversity in an organization. " She unifies all people, and creates a shared vision." (Sonnenschein)

Works Cited

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Sonnenschein, William. The Diversity Toolkit: How You Can Build and Benefit from a Diverse

Workforce. McGraw-Hill Professional. 1999