

Embracing Diversity for Competitiveness

The clash of cultural values in the
workplace affects competitiveness



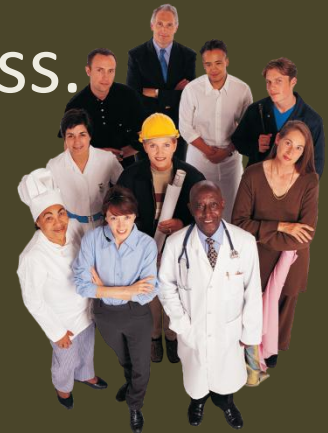
Diversity –globalisation effect

- Diversity was always with us – race, sex, sexual orientation, physically and mentally challenged, religion
- Global platform and interactions – staff, clientele, managers, investors, suppliers
- Impacts tourism, offshore, financial institutions, databased companies



Diversity- globalisation effect

- Competitiveness implies growth – spreading across borders and engaging more diversity in quest for labour, clients and capital
- Successful diversity management and integration of different cultural values & expectation promotes competitiveness.



3M & diversity

- *We are a very diverse company but as one 3M team, we can all be unified and inspired by one common vision.*
- - Inge Thulin, President and CEO
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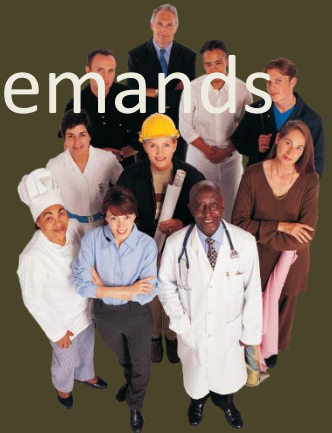
Business Growth. A strong business case can be made for diversity at 3M. Having a diverse global work force helps us to generate more ideas which yield more innovative solutions. As global markets expand and more than 60 percent of 3M's sales come from outside the United States, we rely on employees who understand the needs of diverse customers. Our goal is to reflect the diversity of our global customers, suppliers and channel partners, and build on each employee's abilities to achieve greater customer satisfaction and accelerated growth.

- **Employee Engagement.** 3M's inclusive culture results in high performance teams and an engaged work force as employees are valued for their individuality and the wide-ranging knowledge and skills they possess. An inclusive culture also improves retention and reduces recruitment costs. In addition, all employees are expected to exhibit inclusive behavior as part of living 3M's values and demonstrating their leadership



CARIBBEAN REALITY

- Internally organisations have not achieved harmony within the same local setting
- Diverse value systems operating in the same space conflict with performance requirements of organisation
- Limits flexibility to be responsive to demands of diverse clientele



CULTURAL DIVERSITY ISSUES

- Social Values
- Work Attitudes
- Communication Style
- Confrontation Style
- Concepts of Authority
- Concepts of Time



CULTURAL DIVERSITY

- Human Response – plant & animal world
- Human Response – tribal world
- Human Response – social world



THE MEETING OF DIFFERENT CULTURES

- Base Caribbean Culture
- Multi-national Management Culture
- Multi- cultural Clientele
- Different Economic Classes



PERFORMANCE VS. RELATIONSHIP CULTURES

- Continuum of intensities of values from one end to the other of the spectrum
- Emerge as varying responses to certain conditions as dictated by a significant moment in the development of the group.
- The journey.....



PERFORMANCE CULTURE

- Strong economic skills
- Creative and innovative
- Time –conscious
- Results-oriented
- Mastery
- Competitiveness
- **Loyalty to a goal**
- **Team - goal focus**
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- Rugged individualism
- Perseverance
- Service is an obligation
- Work centrality
- Meritocracy
- Contract creates safety
- Dreams - goals

RELATIONSHIP CULTURE

- Strong social skills
- Nurturing and supportive
- Sensitive to people's needs
- Little commercial urgency
- Relationship-sensitive, live in their emotions
- Respect
- Comfortable nurturing environment
- Endurance
- Group orientation
- Service is a gift
- Leisure ethic
- Equity-based justice
- Loyalty is to a person
- Team – support, relations
- Relations create safety
- Dreams - escape

IMPACT

- PERFORMANCE
- RELATIONSHIP

IMPLICATIONS

- SERVICE CONSISTENCY
- PERFORMANCE MANAGEMENT
- RESOURCE MANAGEMENT
- MOTIVATION & INCENTIVE SCHEMES



ELEMENTS FOR CHANGE

- AWARENESS
- COACHING
- TRAINING
- SYSTEMS



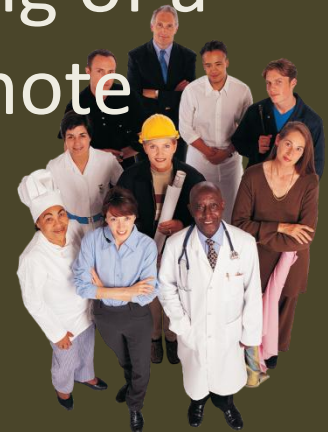
AWARENESS

- Managers and staff exposure to the elements of relationship culture – strengths and weaknesses
- Social and economic consequences of the behaviour
- Common agreement – what constitutes best interests; values that promote our interests



COACHING

- Leaders must undergo training in managing in Caribbean cultures
- Armed with tools for bonding, coaching, disciplining
- Design a plan for step by step coaching of a specific set of behaviours which promote responsiveness to a global client



TRAINING

- Staff training in Work Attitudes and values
- Departmental assessment of impact of past behaviours and possibilities by new behaviours
- Vision of the future, in which I can see me



SYSTEMS

- Method of staffing facilitate adequate coaching contact
- Performance management systems – monitoring, recording, adjusting performance
- Incentive programme

