

Best Practices in Managing Diversity Initiatives

1. Develop a business rationale for diversity.
2. Educate senior managers so that they can develop and support the business rationale.
3. Customize your diversity management approach so that it will not create 'culture shock' but rather is respectful of the organizational cultural norms.
4. Commitment should come in the form of leadership, participation of a representative workforce, and dedicated human and financial resources.
5. Individuals charged with responsibility for diversity management must be knowledgeable, credible, and well-grounded personally and professionally.
6. Building knowledge through audits, benchmarking, and other sources is essential to the development of a relevant strategic plan.
7. Diversity-driven goals and strategies can be centralized or driven through business units and departments.
8. All strategies should be evaluated intermittently.
9. Training and education must be linked to business goals and practices.
10. Some type of formal evaluation to measure impact and institutionalization should take place at the second year of an initiative.
11. Modification of strategic goals and strategies is inevitable.
12. Changes must be made in systems, policies, and procedures that impact the workforce.
13. Organizational change through diversity to meet desirable business goals can be systematically planned and implemented.
14. Visibility must be given to the initiative within and outside of the organization to reinforce credibility.

Successful Diversity Management Initiatives, Patricia Arredondo, Sage Publications, Inc. Thousand Oaks, CA ©1996, pg 224-225