Track 7 - International HRM and cross-cultural management

Suggestion Session Format: Poster

Working paper

Diversity management as key factor in organizations operating in Creative Sector

My doctoral thesis on diversity management in Brazilian and Spanish companies pointed out that, regardless of culture, there is conceptual difficulty about what means “diversity” in organizations. On personal dimension appeared the same benefits to both cultures: conection between people to one another, kindness and so on; and on the other hand, interviewed commented feelings of advantage for the minority as difficulties. For the team and organization levels appeared as positives, new views and environmental humanization of perception, and on the other hand, conflicts and difficulties to express ideas when people did not feel respected in their idiosyncrasies and identities and included in their workplace.

Currently, I am developing another research with three Brazilian companies and three Peruvian ones about managing diversity (Cox, 2001; Golembiewski, 1985) as a key factor in organizational innovation. Preliminary findings indicate that the leader´s social skills is critical to innovation through the creation of an enabling environment for the expression of ideas, in compliance with the singularities of each component. Other findings add up:

- the secondary diversity (subjectivity traits) as cognitive styles, personality aspects and others are more outstanding in team management than the secondary and visible diversity- skin color, gender, age ;
- the impression management as a resource in the scenario of innovation policies in the organization; and
- connecting people to another ones is crucial in work-environment in particular the confidence and the territorial proximity, in support of network idea, as personnel management components, but not necessarily within a teamwork.
- the listening capability of leader as part of excellence in managerial competence.

In resume, in both studies are confirmed the importance of connecting people through leaders social skills aiming that people can express their creativity and engage in the creative process.

Faced with these two experiences I intend to develop a new research project to study the diversity management, especially the issues of identity and uniqueness, as a key factor in teams with people from high creative potential. Methodologically, this study will be anchored on qualitative approach by case studies with public or private organizations allocated in the Creative Economy (Howkins, 2001). The premise of this choice is that traditionally professionals in this segment used to be creative people with psychological profiles that, as a group, can hinder positive results if there is no efficient management of people.

It is intended to work two Brazilian organizations with two national units; a Latin American and one European. The need for both organizations is due to the cultural diversity within Brazil, with regions with very different social aspects that can impact the national

management. Interviews will be done with project leaders and their teams to build the case study.

The main objective is intended to assess whether the management of personal identities in teams, organizational (how each organization qualifies its "different" unit and their employees) and regional (different cities and locations in the same country, include Latin America and Europe) and how may impact on the generation of ideas that result in innovation for the organization.

As other aims, seeks to check:

- How the identity of each of these teams and the organization was managed; and
- If the creative economy, for hosting creative people, allows people to connect to one another, virtually and personally;
- If the fact that a creative people has a job in teams with highly creative people extends the creativity of the group.

The expected results to evaluate the importance of managing diversity in the Creative Economy organizations, especially the sense of belonging as a team and respect for individual talents. In addition to the management of national, regional and organizational identities, expected to get support of theoretical analysis from the perspective of Cultural Psychology. Valsiner (2009).