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Editoriale: Lo spazio-tempo delle scelte (D.P. Errigo)

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Il Diversity Management: criticità e prospettive. La nuova frontiera per la valorizzazione delle persone nella relazioni di lavoro (A. Cocuzza)

Abstract

The author proposes an analysis of the evolutionary process of the organizations and management models, getting to the actual economic and social globalized context, that is deeply changing, because of the relevant pervasiveness of the technology innovation, a constant development of the organizational models as well as a deep transformation of the productive processes. It's widely accepted assumption that real competitive advantage for an enterprise is the adoption of integrated management policies aimed at offering equal opportunities in order to enhance the human resources, starting with the valorization of the differences and diversities that are typical of each person in workplace relationships. In this new scenery, in order to understand the high significance of the evolutionary phenomena it is necessary to shift from a concept of change, intended as a quantitative variation, to a concept of mutation, that is a systemic and qualitative variation that makes possible the shift from an organizational and bureaucratic model to a telocratic model (from the Classical Greek telos) oriented to the achievement of a goal/object. The real challenge for the enterprise in the post industrial era is the enhancement of the people through the empowerment of the talents and of the cognitive assets (competencies), as well as through the attention to subjective differences that there are in a “business universe”. In fact, in nowadays economical and cultural context the political-social and working consciousness of the people made itself through the equality and the diversity, beginning from the recognition of the main differences as gender, age, ethnic and cultural origin, or of disabled persons. Today's process of “progressive dematerialization of the economy”, forces the enterprises to reassess the investment strategies and the composition of the business capital in favor of a bigger incidence of the immaterial asset. In order to gain flexibility, the company starts a progressive outsourcing of processes, by either streamlining the productive structure or getting closer to an external network or through actions of delocalization. This determines an increase of the relationship with the “diversity” represented by the people that weather work in outsourced or delocalized realities. The directions literature gives about the diversity management have been summarized by the individuation of three ways through which the business organizations have chosen to face the “diversity” question:

- *Affirmative action: it is focused on the inclusion and requires a special action in order to correct the imbalances;*
- *Valuing differences: it emphasizes the relationships and how the people build relationships in the organizations;*
- *Diversity Management: aims to create an environment that is able to bring the talents of everyone out.*

Specifically, the diversity management is based on a holistic concept of the human resources. Moreover the author analyzes the management of the difference and its organizational benefits, and highlights the specific causes of the differences in the organizations. Actually, there are numerous structural factors that legitimate the organization to undertake diversities management policies. First of all, the qualitative rise of the needs that each person shows in the working universe. The number of the people that has surpassed the levels of the primary needs and moves towards the self-realization needs has increased. A further cause is the continue evolution of the organizational models and of the tasks within the organizations. The so-called cross-culture, intended as the co-presence of people that have different nationality in the working context, in consequence of the progressive internationalization and globalization of the trades. A further element of acceleration in the spread of the diversity management instruments is the feminization of the job market. A last important aspect that supports the policies of the differences management is the presence of disabled persons in the various working contexts. Towards them the contemporary society has individualized appropriate cultural and normative instruments in order to reshape their social placement. The organizational culture and the diversity evolve and determine themselves. To conclude, some business experience are reported by the author of DivMan in Italy through two case histories: Trenitalia and Trambus.

Diversity Management e comunicazione (G. Gaddoni)

Abstract

According to the systemic theory the differences are at the base of the systemic survival, until main is the complexity of the system, greater is able to be its stability. To adopt the perspective of the Diversity Management means above all to recog-

nize these differences: not to ignore or to refuse them, but to manage them profitable, utilizing them to increase the competitiveness and the possibility of success; therefore re-introduce them in the system to improve the stability. All that it is even more true if applied to the communication process where the information is bound to a difference; what is perpetually equal to itself does not supply some information. Hence it come down the proposal of organizational analysis to improve the practices of Diversity Management based on the processes used in an optics of systemic circularity.

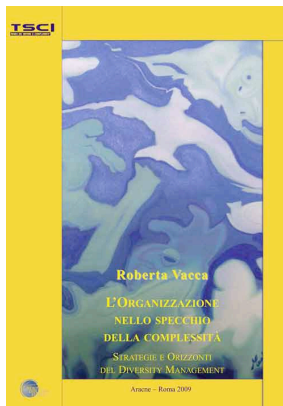
Diversity & Inclusion: un'opportunità da cogliere? (R. Vacca)

Abstract

The strategic goal of Companies is to transform product and service portfolio towards a specialty organization which cares about people, improves the planet and achieves sustainable profit. In this way, each company has to differentiate itself, since the world is commoditizing faster and faster due to globalization and information availability. The world is in motion and it requires different behaviours and subsequently different mindsets. This asks to Change Agenda, MOTION, is focused on three key themes (External orientation & Innovation, Accountability for Performance and Inspirational Leadership), enabling to become truly agile companies. These three themes can only be achieved, if the Management is able to create a culture, based on sustainability and diversity. Diversity is firmly anchored in the transformation of own culture and will (continue to) be one of the fundamentals of own values. Bottom line, diversity reduces myopia/ 'groupthink' and therefore stimulates creativity and innovation.

Complexity systemic science and the key global challenges of our times (G. Marini)

Recensione: L'Organizzazione nello specchio della complessità (a cura di G. Porcaro Sabatini)



Roberta Vacca

L'Organizzazione nello specchio della complessità

Strategie e Orizzonti del Diversity Management

Comunicato Stampa: La 1° edizione del “Festival della Complessità” (Tarquinia luglio 2010)