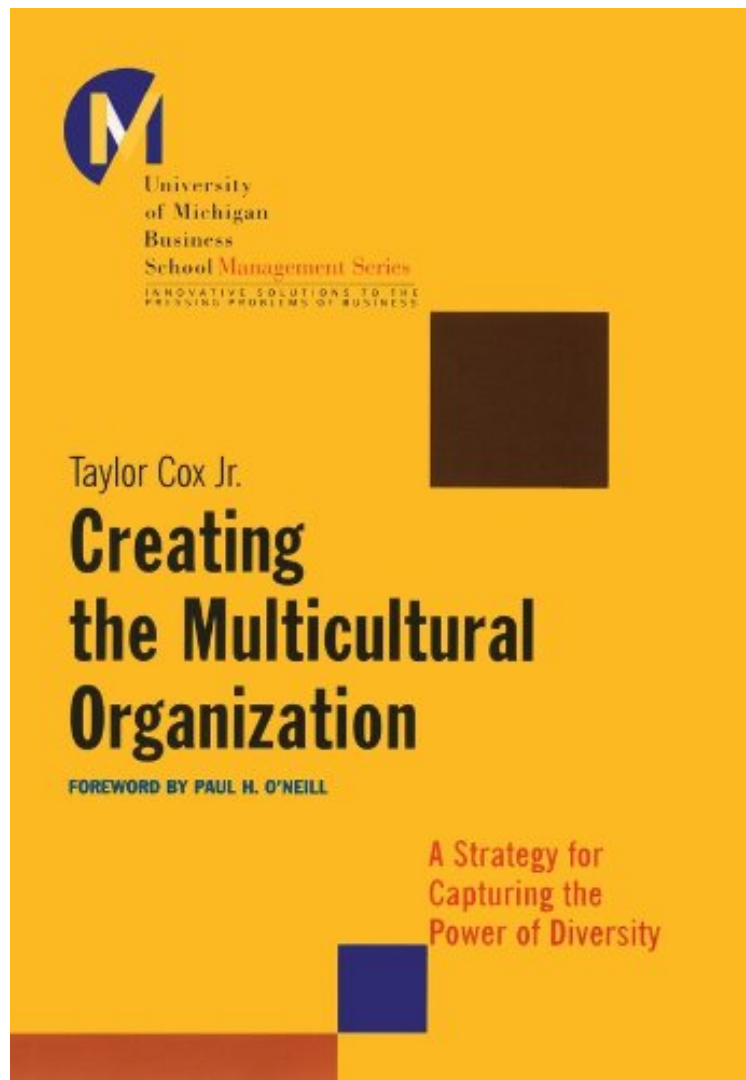


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Creating the Multicultural Organization: A Strategy for Capturing the Power of Diversity (J-B-UMBS Series)

Taylor Cox

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As the war for talent rages on, organizations are seeking proven methods for leveraging diversity as a resource. Creating the Multicultural Organization challenges today's organizations to stop "counting heads for the government" and begin creating effective strategies for a more positive approach to managing diversity. Using a model outlined in his earlier works, Taylor Cox Jr.--an associate professor at the University of Michigan Business School and president of his own consulting firm--shows readers the many practical and innovative ways that top organizations such as Alcoa effectively address diversity issues to secure and develop the talent that they need in order to succeed. A University of Michigan Business School Series Book

From the Inside Flap The globalization of business, the increased use of teams, and changing workforce demographics have all made managing workforce diversity a critical competency for today's organizations. But for many companies, efforts to manage diversity have produced disappointing results. This book offers proven methods that show how you can achieve breakthrough results in this often difficult and complex area. Creating the Multicultural Organization challenges organizations to move away from merely "counting heads for the government" and begin creating effective strategies for a more positive approach to managing diversity. Taylor Cox outlines the diversity challenge and the forces that drive it and then presents innovative strategies for change through leadership, research, and education. Representing a radical departure from what most organizations have done in the past, Cox's innovative, systematic five-part model for developing a diversity-competent organization shows how you can achieve measurable results on changing the climate for diversity. The book includes an integrated case study on managing diversity efforts at Alcoa, one of the world's largest companies. Chapter endnotes integrate relevant research, and each chapter of the book ends with a set of questions designed to provoke thoughtful dialogue and support action planning around the ideas presented in that chapter. Whether you're a CEO, a member of a diversity steering committee, a human resource professional, a work group manager, or a team leader, Creating the Multicultural Organization will show you how to build an environment where people from all backgrounds are respected and are able to reach their full potential in the organization--and where the power of diversity as an organizational resource is fully realized. THE AUTHOR Taylor Cox Jr. is associate professor of organizational behavior and human resource management at the University of Michigan Business School. He is also founder and president of Taylor Cox and Associates, Inc., a research and consulting firm specializing in organization change and development work for clients with culturally diverse workforces and markets. One of his previous book's, Cultural Diversity in Organizations: Theory, Research, and Practice, was a cowinner of the National Academy of Management's 1994 George R. Terry Book Award. From the Back Cover As businesses, schools, and other organizations become increasingly diverse, the people charged with creating change within these organizations need proven methods for leveraging diversity as a resource. But how do you transform an organization with a deeply rooted monolithic culture into an organization that is multicultural? This book captures leading-edge theory and practice to offer a systematic, comprehensive model for change that will help you unleash all of the human potential that exists in your organization. With detailed examples, an in-depth case study, discussion questions in each chapter, and much more, Creating the Multicultural Organization shows you how to:

- Understand why many past efforts to manage diversity have failed
- Implement strong leadership of diversity change efforts
- Leverage research and develop measurement plans
- Create effective ongoing education
- Align management practices and policies with the goals of multiculturalism
- Follow through to ensure sustainable results

About the Author TAYLOR COX is associate professor of organizational behavior and human resource management at the University of Michigan Business School. He is also founder and president of Taylor Cox and Associates, Inc., a research and consulting firm specializing in organization change and development work for clients with culturally diverse workforces and markets. One of his previous book's, Cultural Diversity in Organizations: Theory, Research, and Practice, was a cowinner of the National Academy of Management's 1994 George R. Terry Book Award.