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diversity can be an advantage to business Employers need to recognize that valuing

By TAMU CHAMBERS

A tica's society mirrors its past and future of diverse people and talents. Yet, many corporations, institutions and educational organizations have not embraced or welcomed the potential of diversity.

Moving beyond diversity rhetoric requires a structural model of inquiry, one that departs from merely creating awareness and examining individual biases. s the 21st century approaches, Amer-

Winthrop Adkins, professor of psychology and education and director of the Research and Development Center for Life Skills and Human Resource Development at the Teachers College of Columbia University, designed a model that is a successful tool for advancing seemingly difficult "touchy feely" topics into a combination of linear and

encourage the open manager to, and understanding of, differences—to, and understanding of, differences—whether they are differences of gender, race ethnicity, class, age, physical ability, sexual accordance of the control of the co place in a non-threatening manner. The star ship USS Enterprise and its crew produced positive images of valuing diversity that encourage the open discussion of sensitivity line and executive producer of the television series, had envisioned our multicultural workvalues, feelings or other life experience. Roddenberry, creator of the Star Trek story imaginative teaching and learning. Ironically, as early as 1964, the late Gene

respected one another's values and cultures.

Many of the 78 Star Trek episodes emphasized the differences among humankind an Despite differences, for the most part, they spected one another's values and cultures

obviously imperfect but essentially noble species.

EEO or Affirmative Action. However, valuing diversity can be seen as an enhancement, growing out of EEO principles.

Valuing diversity means recognizing and principles that individuals are different,

Under the management of Capt. James Kirk, the USS Entermissioned by the United Federation of Planets to

management style resulted from his ability to value diversity by treating members of his crew equally, while recognizing that they were not the same and by appreciating their ife and new civilizations." Kirk's successful

prevalent assumption leads to complacency and inaction, as sexism and racism take

McCoy, the doctor, Lt. Montgomery "Scotty" Scott, the chief engineer, Ensign Paval Chekov, a navigator, and Mr. Sulu, the security chief. The women are Lat. Uhurah, the communication officer; nurse Christine ly diverse, and women are cast in traditional and non-traditional professions. Some of the characters are Mr. Spock, the half-Earthcommunication officer; nurse Christine Chapel; and yeoman Janice Rand.
Kirk's advanced thinking allowed him to ling/half-Vulcan Members of his fictional crew are ethnical

view his diverse crew as an advantage and to see that diversity as not to be simply tolerated but encouraged, supported and nurtured. Unfortunately, many earthlings or managers in today's real-life work force have

yet to "see the light."

Why is it that many managers are reluc

tant to embrace a diverse work force?
Although the first generations of Americans, except the native Indians, were immisociety view cultures as an issue for Americans traveling and moving abroad.

Today's mainstream society usually rejects ing the American dream of a better life and freedom for all, most of our American grants either escaping oppression or pursu-

anything perceived as new or different. To many, culture is something foreigners have. Many scholars and historians continue to cling to this view, in spite of our changing demographics. For many, valuing diversity is a new idea, with no perfect training tools, no absolute answers, and no single right way.

the 1960s sensitivity training. During this period, sensitivity training was viewed as For example, some supervisors and manare haunted by negative aspects

merely a race issue or a gender problem.

Equal Employment Opportunity (EEO) legislation and Affirmative Action training have to battle against racism and prejudice. Today, many supervisors and managers view valuing diversity as a new term for

embark on a five-year

appreciating that individuals are differences in positive

resistant to valuing diversity is because of advances in EEO and Affirmative Action

Another reason why some executives are

efforts that tend to support the assumption that "sexism and racism are dead." This

management has recognized and addressed the intercultural issues. However, many scholars view the educational sphere, specifically the college arena, as a major step toward achieving the goal of respecting our multicultural society.

Sincere commitment is required from college administrators and corporate executives from the private and public sectors to successfully implement educational tutions and educational more subtle forms. Meanwhile, in some corporations, insti-

courses and on-the-job training programs

To adequately prepare managers, supervisors and organizational leaders to understand multifaceted forms diversity, courses in diversity management of societal, community and work force But the time for valuing diversity college students

inquiry learning model developed by Adkins. This model is made up of four stages: are being offered by colleges.

Some of these are based on the structured

- · The stimulus stage, an emotion-arous
- The evocation stage, reflecting feeling
- through specific learning activities to expand students' awareness of prejudice and conceptually to help them gain insight The objection objective inquiry stage,
- into the origins of the issues

• The application stage, to help students translate their new understanding, insight, feeling and knowledge into actual behavior in a stimulated or real-life situation.

The students have an opportunity to dis-

ments and mistakes in a ments and mistakes in a non-imitating environment. This way, they have a chance the workplace. to develop useful strategies before entering to share expen-

respecting fundamental differences, attitudes, values and behavior. Instead, we have series, Americans have settled into a myopic view of the world. No longer are we seeking new life, welcoming new become fearful of ethnicity, other values perspectives. Unlike the fictional Star Trek Somewhere, America lost its zest for

worlds and embracing new civilizations.

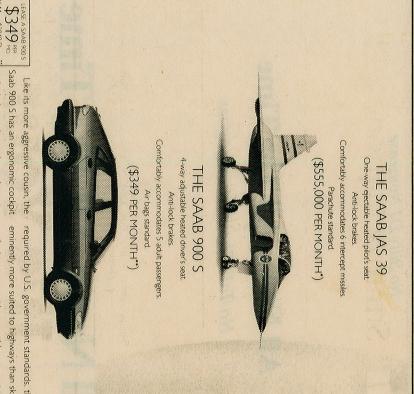
The solutions are as simple as they are complex: to rethink and embrace the old way of thinking against a backdrop of our future. Surely, education and structured training programs focusing on the dynamics of human relations will prepare us to respect and honor

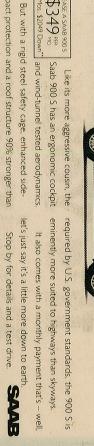
differences, not merely tolerate them.

There is no escape. We cannot call the fictional "Scotty" of the USS Enterprise to "beam us up" onto another planet. Earth is our home. Collectively, we have the power and justice for all.

Chambers is executive director tenets of our constitutional belief: equity

Diversity Enrichment Institute at Russell Sage College in Troy and is an adjunct faculty member there.





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Jane Carey is president and CEO of Boyd Printing Co., founded by her grandfather.

North Pearl Street in Albany. Continued from preceding page

joined the business shortly after complet-David Adams, Adams-Russell's father, Adams-Russell

When her father retires, plans are for her to run the company. She said she doesn't expect that to happen for at least another 15 years. "I've had more probable than heing a lems being youthful than being a woman," she said.

Adams-Russell said that although

being a woman." problems [working in being youthful than "I've had more her father's business Frank Adams Jewelers Corporate Secretary Adams-Russell Kimberly

women have been successful in the jewel-ry field, in terms of ownership it is still pre-dominately male. "There are a lot of wives involved [in the jewelry business] with their husbands," she said. jewelry business] with

sell's responsibilities include marketing and sales. She was a communications major in college and thus prepared to apply her skills in her new role. And she said the fact that she is a woman helped to positively distinguish her product through advertising technique. "To me through advertising techniques. corporate secretary, Adams-Rus-

> said referring to a current radio spot for the only female voice on the air," she

undergone some marketing modifications. When the store first opened, it did about 90 percent of its business in repair and 10 percent in retail. She moved the numbers to 60 percent in repair and 40 percent in Under the leadership of Leonardo-Sundling, the Delmar Bootery also has Bootery also has

mix, Leonardo-Sundling said she added a "woman's touch" to a functional trade. "I spent 18 years in that store. In that process, shoe and leather be an elegant business. From that thought came Stuyvesant Plaza," Along with the modification in product commented to me 'why couldn't

president, overseeing a business that has doubled in the last 15 years.

Carey recalled some initial reactions she Carey, president and chief executive officer of Boyd Printing Co. in Albany. Carey began in the business of the control of of nal grandfather, in 1973. began in the business, founded by her mater Another field with a small representation By 1985,

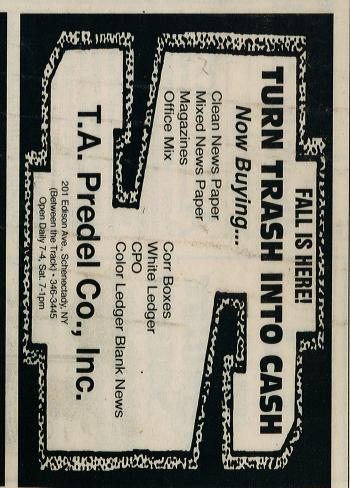
ters very little resistance remember one person saying to me 'your dad and I had a gentleman's agreement...but I guess that's something we will never have,'" she said. Carey added that now she encoun-Carey recalled some initial reactions received as the company's new CEO.

fathers. 'My mother was blazer," said Leonardo-taught me everything watching my dad." Although they may be the first genera-tion of a sole female ownership, they give credit to their mothers as well as their 'My mother was already a trail Leonardo-

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