IOCOM Chair/ President’s Message

Volume 2, Issue 4 of IDD examines the importance and influence of Workplace Diversity and Outcome Management as an integral part of “a holistic approach to business and organisational viability”.

Contributors have been encouraged to address several sub-themes: organisational diversity; gender and minority issues at workplaces; cultural diversity; diversity and talent management; social and functional categorisation; diversity and ethical issues.

Diversity is any dimension that can be used to differentiate groups and people from one another. It means respect for, and appreciation of, differences in ethnicity, gender, age, national origin, disability, sexual orientation, education and religion. Inclusiveness is a state of being valued, respected and supported.

It is appropriate to quote Canadian Prime Minister Justin Trudeau’s address to the High Commissioner and staff at Canada House in London, England, on November 26, 2015. He said: “Diversity is Canada’s strength.”

People around the world have remarked on the diversity of Canada’s federal Cabinet, and its Parliament. Mr. Trudeau’s cabinet was the first in Canadian history with equal numbers of men and women, the first ever Muslim minister, the first Aboriginal justice minister, and the first northern fisheries minister, an Inuit who wore a sealskin tie to take his oath. Asked by reporters why it was important to give half the cabinet posts to women, Mr. Trudeau replied: “Because it is 2015.”

On the other hand, the nation’s diversity is not news. Its population has been growing more diverse for years. In 2011, Canada had a foreign-born population of about 6.8 million people. They represented one in five of the total population, the highest proportion among G8 countries.

Mr. Trudeau said this important ingredient of Canadian society is sometimes taken for granted. Canada’s secret to building an open, accepting, progressive and prosperous nation is attributed to a more diverse and inclusive society.

He reminded listeners that Canada, like many other nations, faces a constant debate between those who would have us restrict or close ranks, or build walls, and those who remind us that we are who we are precisely because we are open diverse and inclusive.

He was confident that Canadians understand that Canada has succeeded culturally, politically and economically because of our diversity, not in spite of it. (His full speech is at: http://pm.gc.ca/eng/news/2015/11/26/diversity-canadas-strength.)

Diversity and inclusion work, not just as aspirational values, but as proven paths to peace and prosperity. If nation-building can benefit from diversity and inclusiveness, then these values can benefit workplaces in every sector of the economy. Unleashing their power lies squarely on the shoulders of institutional and organisational leaders; they must respect and value differences, and create an organisational culture that nurtures inclusiveness. The goal is to develop an organisational climate that focuses on the needs of every individual, so each can achieve his or her full potential. It is a case of getting the diversity mix to work well together.

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I am fortunate to lead IOCOM, a not-for profit corporation rich in diversity inherited from our Board of Directors, extended governance structure of country and regional representatives, and members in 83 countries around the globe. Our community can proudly say: “Diversity is IOCOM’s tower of strength”. Harvesting and harmonizing the strength of our diverse members through inclusive connectivity and dialogue, we will strive to meet IOCOM’s strategic objectives to promote and improve management disciplines worldwide.

In this issue, I have written an article entitled “The power of diversity and inclusiveness: a path to peace and prosperity”. Other articles include my second on “Diversity and Inclusiveness in the Government of Canada”, Atiq has written on “Diversity in the workplace: The experience of Malaysia”, Syed Masroor Shah’s experience on“Workplace Diversity and Organizational Productivity” and Alanazi Mohammed on “Wearable Technologies” and their impact on our daily life and business.

I am delighted to present this issue for your reading pleasure. The editorial team is always open to your suggestions for improving the quality of the IDD. We encourage all of you to write short articles for future issues.

Sandiran Premakanthan
The Power of Diversity and Inclusiveness: A Path to Peace and Prosperity
Sandiran Premakanthan

Introduction

This article supports the main theme of Workplace Diversity and Outcome Management. It examines the concepts of diversity and inclusiveness using recent research findings and evidence from leaders in the corporate world.

Research findings support the view that companies with more diverse workforces perform better financially. Diversity’s dividend can be viewed as EBIT – earnings before interest and taxes.

Diversity

Diversity is any dimension that can be used to differentiate groups and people from one another. It means respect for, and appreciation of, differences in ethnicity, gender, age, national origin, disability, sexual orientation, education and religion.

Inclusiveness

Inclusiveness is a state of being valued, respected, involved and supported.

A. McKinsey Report: Diversity Matters

McKinsey and Company, a worldwide management consulting firm, has been examining diversity in the workplace for several years. In 2007, the company published a landmark report titled Women Matter, which identified a positive relationship between corporate performance and gender diversity. Since then, the company has expanded the focus of this research to examine diversity more broadly, from gender to race and ethnicity to sexual orientation.

Its latest report, Diversity Matters, examined proprietary datasets for 366 public companies across a range of industries in Canada, Latin America, the United Kingdom, and the United States. In this research, they examined metrics such as financial results and the composition of top management and boards. Diversity Matters delved into total revenues, EBIT and returns on equity for the years 2010 to 2013. In addition to capturing gender information, the dataset included information on ethnicity, race, or both from publicly available sources. For details on how the research was conducted, consult the full report, Diversity Matters.

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Diversity and inclusion improve financial performance

The McKinsey research clearly demonstrates that the organizational power of diversity and inclusion creates shareholder wealth. Here are its main points:

- Companies in the top quartile for racial and ethnic diversity are 35 percent more likely to have financial returns above their respective national industry medians.
- Companies in the top quartile for gender diversity are 15 percent more likely to have financial returns above their respective national industry medians.
- Companies in the bottom quartile both for gender and for ethnicity and race are statistically less likely to achieve above-average financial returns than the average companies in the dataset (that is, bottom-quartile companies are lagging rather than merely not leading).
- In the United States, there is a linear relationship between racial and ethnic diversity and better financial performance: for every 10 percent increase in racial and ethnic diversity on the senior-executive team, earnings before interest and taxes (EBIT) rise 0.8 percent.
- Racial and ethnic diversity has a stronger impact on financial performance in the United States than gender diversity, perhaps because earlier efforts to increase women’s representation in the top levels of business have already yielded positive results.
- In the United Kingdom, greater gender diversity on the senior-executive team corresponded to the highest performance uplift in our dataset: for every 10 percent increase in gender diversity, EBIT rose by 3.5 percent.
- While certain industries perform better on gender diversity and other industries on ethnic and racial diversity, no industry or company is in the top quartile on both dimensions.
- The unequal performance of companies in the same industry and the same country implies that diversity is a competitive differentiator shifting market share toward more diverse companies.

B. Royal Bank of Canada (RBC): Diversity and inclusion (DI) model

RBC’s initiatives for diversity and inclusion are guided by the document titled Diversity & Inclusion Blueprint 2020. It sets the company’s direction for priorities, objectives and commitments in Canada, the United States and the countries in which RBC operates.

In his keynote message in the Blueprint, Dave McKay, RBC president and CEO, said that for RBC, diversity has long been a gateway to the world, and to success.

“Diversity and growth are not just integrated, but inseparable,” he said. “This belief is at the heart of RBC’s Value of Diversity & Inclusion – We embrace diversity for innovation and growth.

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“We believe a powerful recipe for success is the combination of what each of us brings as unique individuals together with a common purpose and goals,” Mr. McKay said. “That leads to new insights and innovation.

“Diversity and inclusion is a key enabler in bringing to life RBC’s purpose of helping clients thrive and communities prosper. We’re proud of the progress we’ve made and we’re also motivated by a strong sense of what is still to come.”

**RBC diversity and inclusion vision**
RBC’s vision statement is bold: “To be among the most inclusive and successful companies, putting diversity into action to help employees, clients and communities thrive.”

Specifically, RBC seeks to:

- Attract the best talent from the entire talent pool
- Be a recognized leader in inclusion and leadership diversity
- Be the financial institution of choice for diverse client markets
- Leverage diversity & inclusion for the growth and success of RBC, its clients and communities.

**RBC’s key priorities**
At the core of this vision is a focus on three pillars: Talent, Clients, and Communities.

**Talent:** Accelerate full inclusion to attract, retain and enable the best talent and to increase leadership diversity.

**Clients:** Lead in providing personalized advice and solutions that reflect the diversity of clients.

**Communities:** Strengthen social and economic development through partnerships and corporate citizenship.

**RBC’s commitments**
RBC has made a number of commitments to its employees. These include:

- Strengthening a culture of inclusion and addressing barriers to career advancement;
- Enabling through diversity & inclusion learning, including addressing unconscious bias and fostering inclusive leadership;
- Implementing progressive work/life flexibility and accommodation practices;
- Enabling and promoting work practices that foster diversity of thought and build diverse teams;
- Increasing the organizational impact of its employee resource groups;
- Recruiting, developing and advancing persons with disabilities, Aboriginal/Indigenous peoples and LGBT individuals.
**Fundamentals of success**

RBC’s fundamentals for success are senior leadership commitment, employee involvement, stakeholder engagement, accountability and reporting, and communications.

**Diversity Leadership Council**

This Council is chaired by the Chief Executive Officer. It has oversight responsibility for the creation and implementation of the RBC Diversity & Inclusion Blueprint 2020.

**Policies and practices**

RBC has a comprehensive set of policies and practices related to employment equity/equal opportunity and anti-discrimination.

**Measures of progress**

RBC endorses the principle of “what gets measured, gets done” in its approach to diversity & inclusion. RBC produces key diversity scorecards at the enterprise level and for each business group to track key workforce metrics, including leadership diversity, as well as review results from annual employee opinion survey.

Qualitatively, RBC reviews feedback from targeted surveys, employee roundtables, focus groups, town hall meetings, interactive intranet communications and social media, and from members of its diversity councils and employee resource groups.

**C. Liberty Mutual Insurance: DI model**

The description of Liberty Mutual Insurance’s DI model is based on an article by Russ Banham³. Liberty Mutual Insurance is a large, diversified global property and casualty insurance company.

It is among the businesses that support the culture of diversity and inclusion (DI). Liberty’s management believes that DI is the fuel that leverages each employee’s unique perspective and experience to spark a new level of innovative thinking.

**Leadership commitment**

Paul Condrin, president of the company’s commercial insurance business unit, facilitated the launch of the DI initiative. He believes that DI is an essential part of his organization’s business strategy in mitigating new and emerging risks that impact customers.

Dawn Frazier-Bohnert, the company’s Chief Diversity & Inclusion Officer, leads its DI strategy. She says that changing demographics affect all workplaces, including those of its commercial

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http://fortune.com/partners/liberty-mutual-insurance
insurance customers. “To provide valued services to businesses, we want our workforce to reflect the global marketplace,” Ms Frazier-Bohnert said.

Mutual’s approach is based on a holistic and multi-tiered awareness program to ensure that employees understand the goals of the company’s DI business strategy. With her past experience in DI and consultations with internal stakeholders and other organizations, Ms Frazier-Bohnert is convinced that for DI programs to be successful, they need to be enterprise-wide and include everyone.

Communicating the definition of diversity and its role and sharing the value that “Diversity is about all of us and inclusion requires all of us” are keys to delivering the desired outcomes of a DI program.

**DI awareness tour**

The company’s 1.5-year-long DI initiative was launched with an awareness tour to multiple offices. Its goal was to explain the mission and vision and programs available to employees throughout the company. The tour emphasized how everyone is personally accountable for building a more inclusive work environment.

**Unconscious bias**

Ms Frazier-Bohnert says recognizing human bias is the first step to eliminating the hidden prejudices that can adversely affect employee relationships and collaborative efforts. One of the goals of the DI program is to create awareness of the unconscious and unrecognized biases based on social stereotypes.

**Employee Resource Groups (ERGs)**

Liberty has created several Employee Resource Groups, or ERGs. They include: Amigos@Liberty (Hispanic/Latino Community & Allies ERG); Valor@Liberty (Military, Veterans & Allies ERG); WE@Liberty (Women & Allies ERG); and others to facilitate inclusion and promote employee involvement and effective communications.

ERGs have regularly-scheduled events for members and interested parties, a dedicated intranet site, and company-wide DI programming via live stream.

**Liberty Mutual DI results**

According to Ms Frazier-Bohnert, the DI Strategy is showing results: it is attracting talented people, influencing HR policies and benefits, and helping to create a more collaborative workplace. She concludes: “We’ve made great strides and have a strong foundation to build on.”

In future, the company’s DI programs will continue to promote awareness, but will also focus on taking action through skill-building. “We are committed to creating an inclusive environment where innovation thrives, employees are comfortable bringing their authentic selves to work, and as a result, we achieve strong business outcomes,” she said.
Conclusion

Research findings from the McKinsey Report and the two DI models discussed provide ample evidence that DI works well for all.

One of the key highlights of the McKinsey report is that “diversity is a competitive differentiator”. I think the trend worldwide is showing an appetite for implementing well designed DI programs led by a diverse and inclusive management hierarchy. I have showcased two DI leaders from the banking and insurance sectors. There are many from other sectors who merit profiling.

In my view, organizations who embrace the true meaning of the definitions of DI will prosper and provide a path to peace and harmony in the workplace for all to contribute and realize their potential as valued members at work and society.

The second part of this paper will examine what is being done in Canadian federal government departments and agencies to embrace Canada’s national trait of diversity and inclusion, as Canadians celebrate 150 years as a sovereign nation.

References


Diversity in the Workplace: The Experience of Malaysia

Atiq ur Rehman

Background

Diversity in workplaces is increasingly gaining recognition, acceptance and popularity around the world. Diversity takes many forms. It includes cultural diversity, geographical diversity and time zone diversity, as well as religious diversity, gender diversity, age, language, professional, educational, and even diversity of thought, and so on.

The fact is, diversity is quietly entering every field, profession, discipline, group, community and country, like it or not.

This article highlights the benefits and challenges of diversity and examines Malaysia’s experience in managing diversity.

Information technology revolution

The revolution in information technology (IT) has accelerated the pace of globalization. With this revolution, the need for diversity has also grown tremendously. The delivery of services or goods may occur in one country, but a firm’s employees may be located around the world.

Software firms offer a good example of this practice. Their managers have to interact with designers and developers operating in one or more geographical locations, with their client(s) stationed at some other geographical location(s). The end users (of the software to be delivered) may be operating in yet other places.

The managers may be in communication with the potential end users, too, who might be present in diverse locations. If managers are not well-equipped to handle diversity, their efforts may result in complete failure. They must understand the meanings and dynamics of diversity to improve their own success and success of their organizations.

Benefits of diversity and inclusion

Sociological systems theory suggests that improvements in differentiation of a social system enhance its adaptive capacity to meet future challenges. (Luhmann, 1984, as cited in Evers, 2014). In addition, there are many other benefits of diversity and inclusion. For example, they:

• help in serving customers in more effective ways. Customers are diverse. Hence, only a diverse team can appreciate diversity and the needs and experiences of the customers (Bristol, 2016);
• drive innovation (Abreu, 2014; Rock & Grant, 2016);
• facilitate recruitment (Abreu, 2014; Bristol, 2016);
• enhance creativity in workplaces (Abreu, 2014). The teams/individuals can come up with multiple ways to meet challenges (Bristol, 2016);
• enhance an organization’s joint intellectual potential (Rock & Grant, 2016);
• improve the social intelligence of employees;
• cultivate a culture of mutual respect. Diversity keeps check on the team’s biases (Rock & Grant, 2016);
• improve an organization’s decision-making ability (Rock & Grant, 2016); and
• promote inclusionary approaches.

**Challenge of managing diversity**

The question arises, how can an organization create a bond among people with quite diverse backgrounds? It is the values of an organization that cause people hailing from diverse backgrounds to jell with each other.

However, an organization must ensure that the selected values are aligned with the organization’s strategic orientation and the personal aspiration of its employees. It should be noted that some values create centrifugal forces and some create centripetal forces. Centrifugal forces tend to take people away from the centre of the organization, that is, organizational goals, while values creating centripetal forces take people away from organizational goals.

For example, values such as accountability, ethics, integrity, efficiency, creativity and continuous learning produce centripetal forces, as they tend to bring an organization closer to its goals. Similarly, values such as cynicism, lethargy, discouragement, anxiety, pessimism, rigidity and humiliation produce centrifugal forces; they pull the organization farther away from its goals.

Hence, an organization’s senior management must be vigilant of the forces creating centrifugal forces and values creating centripetal forces.

**State of diversity in Malaysia**

Data for 2016 show that Malaysia’s population reached 31.7 million. Of this total, 28.4 million were Malaysian citizens, while the remaining 3.3 million (about 10.3%) were non-citizens. In other words, one out of every 10 people in Malaysia was a foreigner.

In some parts of the country, which hosts thousands of tourists every day, the magnitude of diversity further rises. Between 1999 and 2016, an average of 1.6 million tourists visited Malaysia each year (Trading Economics, 2017). This total is subject to seasonal variation. Almost one-third of the tourists visit only during the months of December and January (Trading Economics, 2017).

Women account for 48.2% of the population. Almost 70% of the population is in the working-age group between 15 and 64. (See Figure 1).

**Labour force diversity**

As of 2015, the total labour force of Malaysia had reached 14.52 million. Of this total, 14.07 million were employed and remaining were unemployed (DOSM, 2016b). It is interesting to note
that during 2014 and 2015, the labour force participation of males remained constant (i.e. 80.6%), while that of females increased from 53.7% to 54.1% (DOSM, 2016b). This implies that gender-based diversity has improved.

In Muslim countries, a ratio of 50% for women is extraordinary. For example, the labour force participation of women in Pakistan was only 22% in 2014-15 (GoP, 2016), while in Turkey in 2014, it was just 30%. (See World Bank data available at http://data.worldbank.org/indicator/SL.TLF.CACT.FE.NE.ZS.). Hence, the achievement of Malaysia in this regard is indeed remarkable.

**Religious and ethnic diversity**

In terms of religion, Islam accounts for 61.3% of Malaysia’s total population, Buddhism 19.8%, Christianity 9.2%, Hinduism 6.3%, other religions 2.7% (including Confucianism, Taoism, etc.). About 0.7% of the population reported no religion (DOSM, 2011).

Interestingly, all religions co-exist peacefully in Malaysia. In some parts of the country, there are several places of worship on a single street.

![Figure 1 Population distribution by age groups (Source: DOSM, 2016a)](image)

In terms of ethnic diversity, of the 28.4 million Malaysian citizens, 68.6% are Bumiputera, 23.4% are Chinese, 7.0% are Indians and 1.0% are from other ethnic groups (DOSM, 2016a). The three leading ethnic groups -- Bumiputra, Chinese and Indians -- differ considerably from each other in terms of language, culture, religion and values.

For example, the dominant values of Bumiputra are affiliation, appreciative, fairness, loyalty and obedience. The leading values of Indians include self-certainty and self-admiration, whereas the prominent values of the Chinese are life-long learning, self-change, filial piety and reciprocation of favours (Aboud & Yazdanifard, 2015).

These ethnic groups differ considerably from each other in terms of religion, culture, language and values. However, they have learned how to produce synergy through creating dependence on each other. Aboud & Yazdanifard (2015) describes the phenomena as:

“All ethnic gatherings perceive that they require one another: The Chinese are the irreplaceable benefactors to the nation’s economy, the Indians give key labor; the Malays contribute with the political authenticity that keeps the nation together”. 
Diversity in corporate Malaysia

Data on the ethnic distribution of employees on corporate organizations are available only for 2013. As of that year, Chinese dominated top management positions, while Bumiputras predominated in senior and middle management positions.

Chinese accounted for 54% of top management positions in the sampled companies, followed by Bumiputra (34%), Indians (6%) and others (6%). At the senior and middle management tier, Bumiputra represented 55% of all positions, followed by Chinese (34%), Indians (8%) and others (3%) (TalentCorp, 2014).

Diversity breeds diversity

An increase in diversity creates incentive for more diversity. Take the example of innovative transport operators, such as Uber, Grab and Creem. Using your mobile phone, you can arrange a taxi, determine the fare and watch online as the cab travels the route to your destination.

Imagine if drivers of these operators were not appreciative of diversity. They might end up in conflicts with their customers, bringing a bad name to themselves and their organizations. That is perhaps one reason that many foreigners in Malaysia say they don’t feel alien in Malaysia.

Diversity programmes in Malaysia

The Malaysian Government has launched several initiatives for promoting diversity in the workplace. They include:

- The “30% Club” Programme: It was launched in 2015 to promote diversity in the organizations (Anwar, 2016)
- The Foreign Knowledge Workers (FKWs) Programme for MSC Malaysia Status companies: MSC companies can bring in foreign talent under this programme. As of 31 December 2015, the number of MSC companies in Malaysia had grown to 3,881. They had created 158,549 jobs, of which 13.6% or 21,602 were for foreign knowledge workers (MDEC, 2016).
- The Mentoring Women in Business Program: This programme was launched to connect women entrepreneurs in Malaysia with business professionals around the world. The female entrepreneurs receive help in choosing mentors who are compatible with their ambitions. The programme is executed in partnership with organizations such as Qualcomm Wireless Reach, the Cherie Blair Foundation for Women, Maxis and the Foundation for Women’s Education and Vocational Training. By May 2014, 100 female entrepreneurs had received their mentors. (Qualcomm, 2017)

Impact of diversity programmes

Policies of the Malaysian Government have helped in:

- Increasing the share of foreigners in Malaysia’s total population from 8.2% in 2010 (DOSM, 2011) to 10% in 2016 (DOSM, 2016a), and
• Increasing women’s share on the board of directors of companies from 8% in 2013 (TalentCorp, 2014) to 15% in 2016 (Anwar, 2016). A study by Ahmad-Zaluki (2012) reveals that a greater proportion of women on boards reduces the probability of underperformance over the long run. More recently, a study by Alazzani, Hassanein & Aljanadi (2017) has shown a positive relationship between the presence of women on boards of directors and social performance. Studies (e.g. Garcia-Castro, Arino and Canela, 2010) show that social performance has a positive impact on the financial performance of organizations.

MichaelPage (2017) Report highlights Malaysia’s experience as follows: D&I [diversity and inclusion] ’s popularity in Asia has been on the rise as companies become more aware of the benefits in having different perspectives and skills in their teams. Forty-four per cent of employers in China, Hong Kong, Taiwan, Indonesia, Malaysia and Singapore said they were strongly committed to D&I initiatives.

Malaysian organizations have developed a taste for diversity as their experience with managing diversity has grown. That is why they seem to have greater inclination for more diversity and inclusion. According to a recent survey of MichaelPage, 94% of respondents surveyed in Malaysia reported that their organizations supported diversity and inclusion (MichaelPage, 2017).

**Conclusion**

Diversity in the workplace has several benefits for the organizations. Managers can produce synergetic effects through promoting diversity and inclusion in their organizations. Malaysia’s experience in promoting diversity has been successful. The nation has shown the world that even distinct ethnic and religious groups can co-exist without diluting their identity. The key lesson drawn from the nation’s experience is that while ethnic groups maintain their separate identities, potential friction can be converted into strength, provided the groups succeed in creating interdependence among each other.

**References**


Workplace Diversity and Organizational Productivity

Syed Masroor Hussain Shah

Workplace diversity

Diversity in a work place simply means a team of people working together for collective benefit of the organization and for the team itself, with no regard to any gender, national, social, ethnic, racial and geographical differences. The only dimension that matters is human talent which is a combination of human intelligence, intellect, technical skills, knowledge and other human abilities.

Further defining and explaining diversity, Griggs (1995) classifies diversity into primary and secondary dimensions; primary dimensions are those human differences that are inborn having an important impact on human socialization and those continue throughout their lives. Such dimensions are age, ethnicity, gender, physical abilities/qualities or race which shape our basic self-image as to how we view the world. Secondary dimensions are changeable and generally include educational background, geographic location, income, marital status, religious beliefs, and work experience.

Diversity, synergy and co-creativity

A brief foregoing discussion about fundamentals of diversity indicate that it is not the people but a deliberate effort to create synergy makes a greater difference in the lives of the people and the place where they work. Easterling (2016) has endorsed this viewpoint and he writes that co-creation generates innovative solutions that transcend what would otherwise be produced by the participants acting on their own. This meant that co-creation can foster synergy.

He further emphasizes the correlation between diversity and synergy and elucidates that in order to maximize synergy, a co-creative group should have members who understand the problem. The more complex the problem, the greater the number of diverse stakeholders should be part of the process. This will open a window to seek broader range of thinking, suggestions and ideas to find an innovative and lasting solution.

Diversity, inclusion and productivity

Mayhew writes about the importance of workplace diversity, “workforce demographics shift and global markets emerge, workplace diversity inches closer to becoming a business necessity instead of a banner that companies wave to show their commitment to embracing differences and change.” Mayhew further says that diversity fosters mutual respect, conflict resolution, increases business reputation, employees’ vertical and horizontal growth and enhanced exposure not only of the employees but also that of the organization.

The diversity of workforce has not only expanded intellectual contributions of the human beings but it has also added to the increased organizational productivity. When people with different gender, ethnic and cultural variations work together, they exchange and share knowledge,
personal and professional attributes and reinforce realization of the set targets. This results into a self-motivated and confident workforce thus helping an organization to continue growing.

**Diversity and cross-cultural contact**

In today’s global culture, diversity has assumed increased importance which has shaken the geographical boundaries and restrictions. The indigenous people tend to respect the expatriates as they bring new values, culture, knowledge and skills. The indigenous people usually and quickly accept their roles, seek and share knowledge and skills, learn languages and learn and know more about their cultural and social values. Pongpayaklert and Atikomtrirat (2011) have endorsed the importance of diversity that leads to a significant increase in the interpersonal cross-cultural contact and develop better business relations. Increased internationalization in the economic arena has been achieved through cross-border mergers and acquisitions where the diversity of human talent is the key.

**Diversity and recognition of talent**

The multinational organizations and their leadership do not believe in a bias for those professionals and workers who possess knowledge and skills much needed by their organizations. They are open to recruiting and accepting those carrying higher degree of intellectual and technical distinctions whether they are indigenous people or those coming from any other country. This has helped them a great deal to raise the level of their organizational outputs and results. This fact has been endorsed by Pongpayaklert and Atikomtrirat (2011) in their study where they say that diverse work teams deliver high value to organizations provided individual differences are recognized, accepted and respected. This will benefit the workplace in terms of increased performance and productivity and also build better human relations.

**Diversity leads to enhanced performance**

Recognizing diversity and performance, Sherbin and Rashid (2017) have explained in their article that the leaders have been recognizing at all times that a diverse workforce (women, people of color, and LGBT individuals) offer a better competitive edge in terms of selling products or services to diverse customers and end users. They further emphasize that diversity equals representation. In this process, role of inclusion is important that ensures vital connections to attract diverse talent, encourage their participation, foster innovation, and lead to business growth. Vernā Myers puts it very rightly and musically, “Diversity is being invited to the party. Inclusion is being asked to dance.”

**Diversity breeds mutual respect**

We must focus only on the talent and abilities of the individuals with no attention to the race, colour, gender etc. Mayhew writes that “Mutual respect in the workplace is based, in large part, on respect for colleagues’ abilities and skills - how well their expertise matches their job assignments. Mutual respect acknowledges talent, not race, color, gender or culture.” The experience shows that one’s abilities, skills and business results bring respect to the individuals whether they are indigenous people or foreigners. Human intelligence and performance have no substitute and they stand universally recognized.
Diversity, a catalyst in conflict resolution

Diversity helps in creating a conducive work environment and thus is helpful in managing the conflict at workplace. Experience shows that conflict resolution needs lot of conversation and cool minded approach to find a solution to any problem or conflict. With a more careful and cool-minded approach, resolving and managing a conflict in a diverse work environment is easier. Prause and Mujtaba (2015) write that globalization has led to a higher migration of people for personal development, better opportunities and new challenges. Today’s workplace is a melting pot of diverse cultures which cause new grievances to the managers and has increased the requirements for conflict management. He further writes that the perception of conflict has changed dramatically from authoritative approach with ignorance towards other parties to cultural awareness, value creation and skills in advocacy, listening and negotiation. Therefore the conflict resolution is becoming easier.

Work experience in diverse working environments

A diverse and multi-cultural work environment is helpful in creating positive and productive work force and effective working relations between the teams and individuals both the indigenous people and foreigners.

Whether it is supervisor - supervisee or peer to peer professional relationship, sense of working together begins and keeps increasing. Automatic process of mutual respect starts with a careful handling of the conversation, problems and issues. The conflict resolution tends to be easier if handled meticulously. Diversity helps to ensure increased mutual respect and conflict resolution, as members of the group begin learning how to recognize others views and personalities which are in conflict with their preferences and how to co-exist.

The conflicts between the indigenous people and expatriates are amicably resolved with a little understanding and professional handling. Sometimes there seemed to have a bias on the part of both the parties where the individuals created groups of like-minded persons to support their view-point. And, it appeared to be natural in view of the human psyche but eventually their requirement of working together impelled them to think of a solution that it was helpful in developing better working relations for producing collective business results and outcomes. I will share a situation from one of my previous organizations where recruiting the required human resource in the organization. It was noted by a senior manager that the recruitment was being done from specific region though it happened in-deliberately. It was not only noticed by the management but also by different stakeholders within and outside the organization. Actually, most of the people applying for the advertised jobs were from the surrounding or adjoining region. Hence, there was concentration of employees hired on different was from the surrounding region. As a result, the organization policy of diversity in recruitment was compromised. To resolve this situation, we changed our recruitment strategy and started advertising the positions in local newspapers, increased the outreach to the applicants from all regions of the country through social media, referrals etc. Second, while doing the initial screening and shortlisting, a mix of the applicants from all the regions was ensured that adequately addressed the issue of diversity without compromising the merit in recruitment.
**Conclusion**

Diversity in workplace is quite interesting, attractive, and challenging at the same time. This has created a need for the managers to learn new ways and techniques to manage conflict in a diverse work environment. Experience shows that diversity has led to raise the bar of learning, helped in improving and building a better and healthy work environment, created synergy for improved productivity and better organizational results. The degree of mutual respect, conflict resolution and management, higher level of adaptability, social and cultural learning are the dimensions and outcomes of diversity.

Global diverse workforce is now a necessity for all types of organizations whether big small or medium in size. To build a forward looking enterprise, entrepreneurs or organizational leaders should start with an approach to seek diversity as a basic principle of their culture. It will prepare them to find and select diverse talent from anywhere to set up a sustainable business organization to achieve lasting organizational results.

The personal experience of the author in the private and development sectors shows that a diverse team in the workplace fosters a better work environment, meticulous and much thoughtful cooperation, focused and structured way of thinking and working together and producing better results and also enhancing professional exposure that is immensely beneficial for a substantive collective and individual learning and career growth.

**References**


Diversity and Inclusiveness in the Government of Canada

Sandiran Premakanthan and John Flanders

Introduction

“Canada’s story proves that diversity and inclusion work. Not just as aspirational values, but as a proven path to peace and prosperity. Diversity is the engine of invention. It generates creativity that enriches the world.” -- Canadian Prime Minister Justin Trudeau

At the outset of his mandate following the October 2015 general election, Canada’s Prime Minister Justin Trudeau took the unprecedented step of releasing all the ministerial mandate letters he had sent to his cabinet ministers, as part of his plan for open and transparent government for Canadians.

One of his priorities, he said, was to build a diverse and inclusive workplace in federal government departments and agencies.

He told his ministers: “You are expected to do your part to fulfill our government’s commitment to transparent, merit-based, appointment, to help ensure gender parity and that indigenous Canadians and minority groups are better reflected in positions of leadership.”

The composition of the government’s workforce, he said, should reflect the demographics of Canada. This in turn demonstrates that public servants are reflecting the values embraced by our nation; diversity, equity and inclusion.

The evidence is overwhelming that Canada is a diverse nation. But how has the Canadian public service responded to the ethnic and gender diversity of the population?

This article will highlight recent and projected demographic trends in the Canadian population, with possible implications for managing the diverse population segments. It will also provide insights on how Canada is moving forward in embracing diversity and inclusion as a nation.

Canada 150: Diversity and Inclusion 2017 and Beyond Forum

On January 24, 2017, the author attended a forum titled “Canada 150: Diversity and Inclusion 2017 and Beyond” organized by Health Canada and the Public Health Agency of Canada for its employees.

The forum was a showcase of efforts made by government departments and agencies in implementing the government of Canada’s direction to be transparent and open and to give a voice to all Canadians. This is the vision entrenched in the Prime Minister’s mandate letter to his Cabinet.
The goal of the 2017 Diversity Forum was to re-engage employees, re-energize networks and focus on areas where the employee networks can collaborate to further the advancement of diversity, equity and inclusion in the workplace.

The forum referred to a number of initiatives of the Canadian federal government to implement, create and promote a culture of diversity and inclusion.

**A demographic snapshot of Canada’s diversity**

Recent and projected trends in the Canadian population were presented at the forum by the keynote speaker Ms. Helene Maheux, an analyst at Statistics Canada. Some highlights:

**General**

- In 2016, Canada’s population was 36.3 million; by 2031, it is projected to reach more than 41 million.
- Two-thirds of Canada’s current population growth is related to migratory increase (that is, the net influx of immigrants over emigrants); by 2031, migratory increase could become the key driver of Canada’s population growth.

**Aboriginal people**

- In 2011, 4.3% of the total Canadian population identified as Aboriginal persons, compared with 3.8% in 2006.

**Labour Force**

- The share of women within the labour force increased between 1981 and 2016 from 41% to 48%.

**Immigration and ethnocultural diversity**

- In 2011, Canada’s foreign-born population accounted for one-fifth (20.1%) of the total population, the highest proportion among the G8 nations.
- Members of visible minorities accounted for nearly one-fifth (19.1%) of the total population in 2011. More than 200 ethnic origins were reported, the two largest South Asian and Chinese.
- Punjabi, Chinese, Cantonese and Spanish were languages, other than English or French, spoken by more than 300,000 people in Canada in 2011.
- By 2031, nearly half (45%) of Canadians could be either an immigrant or a child of an immigrant. Nearly one in three Canadians could belong to a visible minority group.
- By 2031, 60% of the population living in the metropolitan regions of Toronto or Vancouver could belong to a visible minority group.

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• By 2031, almost one in three Canadians could have a non-official language as a mother tongue.

Canada’s public service

Government of Canada data show “modest” increases in the representation levels of three out of the four employment equity designated groups in the federal public service. As of March 31, 2015:

• The federal public service had just over 257,000 employees, 55.0% of whom were women, up from 41.8% in 1983.
• Members of a visible minority group represented 15.4% of the public service, up from 11.6% in 2009-10, but below their representation in the population. People with disabilities accounted for 5.7%, virtually unchanged during this period. Aboriginal people represented 4.6%, up from 4.2%.

Implications for Canada

These shifts in population suggest implications for increasing regional differences, population needs for services more specific to regions, social cohesion, inclusiveness, multiculturalism, accommodation, recruitment, and representation of groups at all hierarchical levels.

The Diversity Forum engaged participants in discussion groups on various topics: recruitment of employee equity (EE) groups; building an inclusive and healthy workplace; attracting and retaining diverse employees; and engaging employees at all levels.

One group examined relevant issues, factors and challenges faced by EE groups that impeded their ability to enter the government. It explored innovative solutions to these barriers including recruitment opportunities that support EE groups.

Another group examined the type of behaviours, expectations and actions that characterize the current, and possibly future, corporate culture. Successfully navigating workplace demands in future will require raising the level of awareness of the potential impacts of incivility in the workplace, and utilizing effective strategies to foster and sustain respect in the workplace.

As Canada’s demographics continue to change, there will be a continued need to adopt innovative practices to help organizations adapt. Participants discussed the vital importance to any organization of creating a workplace that attracts, retains and engages its workforce. Serving the diverse needs of Canadians will require engaging individuals with different backgrounds, experiences, perspectives and talents.

Measures adopted by the Canadian government

Primarily, the government is guided by its Values & Ethics Code and by Canada’s Standard for Psychological Health and Safety in the Workplace.
It is also guided by a number of facilitating legislative tools, as well as by Treasury Board of Canada policies and projects, such as the “duty to accommodate”. In addition, the government has created a Joint Union/Management Task Force on Diversity and Inclusion.

**Values & Ethics Code** for the public sector

This code describes the values and expected behaviours that guide public servants in all activities related to their professional duties. Values and behaviors that guide public servants are: respect for democracy and people, integrity, stewardship and excellence. Public servants can expect to be treated in accordance with these values and expected behaviors by their organization.

**National Standard of Canada for Psychological Health and Safety in the Workplace (the Standard)**

Canadian government organizations are implementing the Standard. It provides a comprehensive framework to help organizations of all types guide their current and future efforts to improve productivity, financial performance, manage risk, organizational recruitment and retention.

Launched in January 2013, the Standard is the first of its kind in the world. It is a set of voluntary guidelines, tools and resources intended to guide organizations in promoting mental health and preventing psychological harm at work.

The standard is implemented through workplace wellness plan key themes of resilience, inclusiveness and work life balance.

**Duty to Accommodate: a general process for managers**

In essence, Canadian law prohibits discrimination based on any of the 11 grounds identified in section 2 of the Canadian Human Rights Act.

The groups are: race; national or ethnic origin; colour; religion; age; sex (including discrimination because of pregnancy or childbirth); sexual orientation; marital status; family status; disability; and conviction for an offence for which a pardon has been granted.

Employers have a duty to accommodate employees to avoid such discrimination up to the point of undue hardship, taking into account health, safety and cost.

**New Joint Union/Management Task Force**

On November 30, 2016, the Hon. Scott Brison, President of the Treasury Board, announced creation of a joint task force with both government and union representatives that will examine diversity and inclusion in the public service.

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5 https://www.tbs-sct.gc.ca
6 http://www.mentalhealthcommission.ca/English/national-standard.
The government touted it as yet another example of co-operation between the employer and the unions on mutual priorities.

In the spirit of collaboration, openness and transparency, the task force was asked to consult with employees and stakeholders in the public service in the coming months to look at best practices, and develop an action plan.

It is expected to submit its action plan in the fall of 2017.

“I am pleased that we are able to work with our union partners on another important initiative and I am confident that together we will strengthen diversity and inclusion in the public service to the benefit of all Canadians,” Mr. Brison said.

Robyn Benson, National President, Public Service Alliance of Canada, added: “Greater diversity and inclusion, along with strong employment equity initiatives, are critical to building a world-class public service. That includes promoting a workplace that is respectful of diversity and free of discrimination and harassment.”

**Conclusion**

This brief analysis provides clear evidence that diversity has played an important role in Canada’s formative history. Today, Canada boasts the highest proportion of foreign-born citizens of any G8 country.

The evidence is also clear that Canada’s public service is moving forward to develop innovative solutions and meet the demands of Canadians in an ever-changing world.

However, it is also clear that the Canadian government does not feel that the job is done. Creation of the joint task force shows that key people in the government – both politicians and government employees – feel there are gaps to be filled.

The task force’s action plan due in the fall of 2017 will be scrutinized closely to determine where those gaps exist and what can be done about filling them.

Perhaps, then Canada will move even closer to creating a public service as a model of diversity and inclusion that reflects the values and behaviours of its society.

**References**

For your reference, please find a summary of studies which support Ms. Maheux's findings on the recent and projected change in the population in Canada.

**Population growth and aging**

- Annual Demographic Estimates: Canada, Provinces and Territories, Statistics Canada, Catalogue no. 91-215

Population Projections for Canada, Provinces and Territories, Statistics Canada, Catalogue no. 91-520

**Labour force**

- “Projected Trends to 2031 for the Canadian Labour Force”, article in Canadian Economic Observer, volume 24, no. 8 (Catalogue no. 11-010)

**Immigration and ethnocultural diversity**


**Aboriginal**


**Language**


**Note:** New data will be released this year. If you are interested, you can find the detailed schedule on the 2016 Census program on Statistics Canada website. Here is the hyperlink: http://www12.statcan.gc.ca/census-recensement/2016/ref/release-dates-diffusion-eng.cfm

**New population projections**

The Daily presents them in two separate, but complementary reports. The first report, entitled Immigration and Diversity: Population Projections for Canada and its Regions, 2011 to 2036 (91-551-X). It presents projected results for the evolution of the immigrant population and for various ethnocultural diversity indicators.

The second report, Language Projections for Canada, 2011 to 2036 (89-657-X). It presents projection results for the evolution of languages in Canada—the first extensive language projections to be produced by Statistics Canada.

Both projection reports that are the subject of today’s release draw on the September 2015 report Projections of the Aboriginal Population and Households in Canada, 2011 to 2036 (91-552-X).
The projections in the three reports were prepared using Demosim, a microsimulation-based population projection model. They are based on the 2011 National Household Survey counts (adjusted for net census undercoverage) and on other data sources.

These projections are not predictions. Rather, they are a tool to show how the composition of the Canadian population could evolve in coming years based on various growth scenarios. All the scenarios developed provide a possible population growth range according to various characteristics. Whenever possible, readers are encouraged to consider this range instead of a single scenario. These projections take into account a number of components and characteristics other than those mentioned above. The methodology of the projections is described in more detail in a separate report entitled Demosim: An Overview of the Methods and Data Sources (91-621-X).

Wearable Technologies

Alanazi Mohmmed

Introduction

In today’s world, technology has become an important part of our lives.

Wearables technology is entering rapidly into our daily life. It is strongly affecting and changing the way people think about technology.

Wearables represent a remarkable innovation in technology. The new age of wearables is laden with smart sensors, and makes use of web connection, usually using Bluetooth to connect wirelessly to your smartphone. Wearables use these sensors to connect to you as a person. They help you to achieve goals such as staying fit and active, or losing weight or being more organized.

Most wearables are wrist worn, but an increasing number can be clipped to the body and hung around the neck. Wearables are quickly blending with jewelry, and are worn in the same way.

Wearable Devices

Microsoft Hololens

Microsoft HoloLens is the world’s most advanced holographic computer. The HoloLens is one of the first VR headsets to combine reality with its virtual counterpart. Advanced optics, multiple sensors, a custom holographic processing unit, all enable you to interact with holograms in your world. It can open your imagination and help you improve your work (Fitzsimmons, 2015).
**Batband**
A Batband is futuristic 'ear free' set of headphones to play music through your skull. It is an elegant piece of sound technology allowing you to listen to your private soundscape as well as the world that surrounds you (Kooser, 2015).

**Google Glass**
Google Glass has features such as Wi-Fi, Bluetooth, Easy-to-take hands-free photos, and the ability to record video with HD quality. Also, it will show text messages as well as emails you receive and allow you to reply via voice commands and show direction and locations on map (Swider, 2015). It was temporarily discontinued in 2015, however, it was redeployed in the market.

**Google Smart Contact Lens**
It is a smart contact lens to help people with diabetes to easily measure glucose levels (Sifferlin, 2015).

**Samsung Gear Virtual Reality (VR)**
The Samsung Gear VR powered by Oculus turns your Samsung GALAXY Note 4, S6, or S6 edge smartphone (sold separately) into a portable next-generation virtual reality system. Also, watching a movie in a VR theater is the next best thing to owning your own personal multiplex. When you step inside the game, you feel part of the action and excitement. And you can use head movement to explore, aim weapons, or even interact with your environment (Prasuethsut, 2015).

**Headset PlayStation Virtual Reality (VR)**
Project Morpheuse Virtual Reality is the oldest name for the headset PlayStation VR. It creates two sets of images, one for the headset and one for a TV, so everyone can join in. Also, it has 3D audio technology to hear the details around you, above and below, and organic light-emitting diode (OLED) display with a 5.7-inch 1920 X RGB X 1080 resolution (Prasuethsut, 2015).

**Sonywalk**
Sony’s NWZ-W273 Walkman Sports MP3 Player is waterproof, tangle-free and comfortable (Bellamy, 2013).

**Cuff-Lisa Smart Pendant Necklace**
Cuff is the first of wearable techs for women which can be accommodated with a fresh line of jewelry collection. Simply press your cuff when you are in danger and notify your family or friends in your cuff network immediately. It’s not just one piece of jewelry, but an entire collection you can mix and match with your style.

**Apple Watch**
Apple Watch is the new generation of watches. It is available in two sizes: 38mm and 42mm. It has modern design with clever interfaces. It has its force touch display, fitness tracking and voice control systems (Beavis, 2015).
**Moto 360**

Moto 360 is the best Android Wear watch in the market, with its stylish good looks. Furthermore, the 360 offers many of the same features as its rivals, including a heart rate sensor and a pedometer, plus other goodies like wireless charging and an ambient light sensor. Moreover, Motorola has launched the Moto 360 (2015) with an improved design and better Android Wear functions (Rinaldi, 2015).

**T-shirt OS**

T-shirt OS World’s first wearable, washable, sharable and programmable t-shirt. It can be programmed via a smartphone application to display any message, image or animation you want (Barak, 2012).

**Arcus Motion Analyzer ring**

Arcus Motion Analyzer is a ring-sized activity tracker. It also recognizes gestures. The device can give real-time feedback on things like sports, while also being able to connect to and control various devices via Bluetooth. In addition, the Bluetooth support inside the smart ring should allow for the device to control applications and products with gestures.

**OURA-ring sized wellness computer**

The OURA is a new ring size wellness computer that promises to help you sleep and perform better. The ring continuously measures three data points: the finger pulse waveform, the time between heartbeats and the body’s temperature. From these data points, it calculates heart rate, respiration rate and other parameters needed to accurately analyze sleep in order to create the wearer’s sleep profile. This includes the different stages of sleep such as deep sleep, REM sleep and light sleep, and periods of wakefulness during the night. While the wearer is awake, it monitors the duration and intensity of activity and the time spent sitting (Davies, 2015).

**QBracelet**

QBracelet Designs is a luxury brand with a particular focus on creating products with embedded technologies. With an iconic minimalistic design and carefully selected materials, Q represents the best possible marriage of technology and beauty the world has to offer (Guarino, 2014).

**Sony SmartBand**

The SmartBand can fit with any clothing style. It comes in two colours: black and brown. Straps are also available in nine different colours. It is one of the lightest and most comfortable trackers because the combined weight of the strap and core is just 21g (Sawah, 2014). The Smartband is waterproof. It has many features, such as vibration to alert you to incoming calls or notifications. It tells you when your smartphone is out of range. It can be used as a silent alarm in the morning. It has two modes, day mode and night mode. On the day mode, it works as a fitness tracker and vibrates lightly when any notification comes in. The night mode tracks sleep activity. It is also possible to control media playback by tapping on the Smartband. The battery charge lasts up to five days (Kaleebullah, 2014).
**NuYu Personal Activity Monitor**

NuYu offers fitness trackers, smart scales, sleep monitors and coaching apps in one wearable device. It has great design; it is slim and sophisticated, and sits nicely on the wrist with a hard plastic case and a small monochrome OLED screen. The OLED screen displays information (such as time, total distance moved, estimated calories burned, percent of the goal achieved, and number of steps taken) when you swipe your finger across the bottom of the screen (Gil, 2015).

**AllBe1**

The AllBe1 is equipped with sensors to serve as an item tracker, a motion detector, UV monitor, fitness tracker, silent alarm, pet tracker, and smart button. It gives you an alert when someone enters your place uninvited or when someone opens a drawer in your absence. It can also help you find your valuable items to contact an emergency number with a click. The device is compatible with iOS/Android devices. The battery charge lasts up to two months (Fitzgerald, 2015).

**Lenovo smart shoes**

Lenovo's smart shoes display the mood of their wearer via in-built screens embedded directly on the footwear. Also, they track and analyze health and fitness data. This product outfits high-tech shoes with the ability to track your heart beats and calories consumed, as well as display directions to your destination (Curtis, 2015).

**Lumos Helmet**

For the bicycle rider, Lumos Helmet is an innovative bicycle helmet with useful safety features. It is used to reduce the number of accidents and improve your visibility and ability to communicate with motorists while riding in traffic. In addition, it features integrated lights, automatic brake lights and turn signals, and it is water resistant (Lai, 2015).

**Hovding Airbag Bicycle**

Hovding Airbag Bicycle is the world's first airbag for cyclists. Through advanced sensors, Hövding can sense the cyclist's movement patterns and react in case of an accident. The unique airbag then inflates, fixates your neck and provides the world's best shock absorption. The airbag is designed like a hood and made of an ultra-strong nylon fabric that won't rip when scraped against the ground. It protects nearly all of the head, while leaving the field of vision open (Walker, 2014).

**Conclusion**

Wearable technology is on the rise in personal and business use. There are many types of devices, such as Smartwatches and activity trackers. Furthermore, wearable devices come in a variety of forms. They give users many features and advantages.
From the Google Glass to Lenovo smart shoes, we are getting ideas and seeing hints of the future of wearable devices. Wearable devices are valuable in facilitating the achievement of personal and business outcomes.

Wearable devices are becoming part of our daily lives. In the future, we expect these devices to get smaller, more creative and more beneficial.

**References**


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**Message from the editorial team**

We are pleased to present the fourth issue of year 2016. Major theme of the issue is diversity at the workplaces. Four articles specifically focus on the theme of diversity from the angle of human while one article gives the perspective of technology. We are confident that you will find the articles useful. Please provide your feedback on the articles and give suggestions to improve usefulness of this e-journal.

Please send your articles for publications in the next issue latest by 31 May, 2017.

**Editorial Team**

Atiq ur Rehman, John Flanders, Asgar Bhikoo, Greg Richards and Zicky Hammud
Introduction of IOCOM

IOCOM is a not-for-profit Corporation registered in Canada. An organization of professionals, academia and an alliance of international and national associations, societies and networks engaged in the discipline of outcome management.

IOCOM invites professionals and academics to create a forum for the exchange of useful and high quality theories, methodologies and effective practice in outcome management drawn from all management disciplines. IOCOM encourages management practitioners contributing to outcome management in all fields to make use of our resources, to participate in our initiatives and to contribute to our goals as individuals or through outcome management organizations. We offer global linkages to outcome management professionals, organizations and networks, news of events and important initiatives, and opportunities to exchange ideas, practices, and insights with peers throughout the world.

IOCOM’s Vision

To create a world where professionals, academia, organizations and networks with a focus and interest in effective outcome management, collaborate to strengthen the theory and practice of the discipline that benefit society.

IOCOM’s Mission

To promote the growth of outcome management in the world at large through multidisciplinary professional and academic collaboration and the quest for evidence influenced decision making for business and organizational viability.

IOCOM's organizational and individual memberships are free and enjoy the benefits of professional connectivity worldwide. Please visit our web site at www.iocomsa.org and join IOCOM.

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Please send your write-ups and comments to: editorsIDD@iocomsa.org
IDD Vision

The IDD to be recognized as a world class Outcome Management Journal/Periodical.

IDD Mission

"IDD Mission is to provide useful, timely and thought-provoking content in Outcome management driven disciplines that address a broad spectrum of practices for knowledge exchange among academicians, researchers and practitioners".

IDD Objectives

1. To bridge gap between the academicians and practitioners in the discipline of outcome management
2. To provide a platform to the academic researchers and practitioners for disseminating their research work.
3. To promote adoption of innovative outcome management disciplines
4. To highlight challenges being faced by the outcome managers (practitioners)

IDD Scope

1. IDD journal will cover application of the cross cutting themes of Outcome management disciplines. No other journal in the world is having such orientation.
2. IDD journal’s main emphasis is on applied research.
3. IDD journal will accommodate article based on both qualitative and or quantitative approaches. However, preference will be given to mixed methods and action research.
4. Geographical territory of our journal is the entire globe
5. Our target audience include academics and practitioners in outcome management.