

# **Leveraging Diversity: The Integral New Normal in Business**

**Debra Beazley**  
**University of Lynchburg**

*In order to attract and retain the best talent, organizations must have the sophistication to employ diversity and inclusion practices that are more complex than those found in traditional management theory. The new normal requires orientation in a more novel way to sustain the needs of a multifaceted and heterogenous, inclusive workforce. The increasing multivariate nature of diversity – including multiple forms of acquired diversity such as cognitive diversity, educational or socio-economic background, diversity of thought, and intersectionality of being human are the new normal in diversity and inclusion strategies. This paper examines diversity and inclusion conceptually through the lens of needs, motivators, satisfiers, values, and worldviews.*

*Keywords: diversity, inclusion, equity, value memes, dialectic worldview, Maslow's hierarchy of needs, Hertzberg Motivation Hygiene Theory*

## **INTRODUCTION**

In the post-modern workplace, the organizational traits of resilience, sustainability, and adaptability were benefited by the ability of a business to harness and motivate a diverse, highly creative and knowledgeable workforce. To advance the needs of the best talent recruitment, workplace leaders needed to have the sophistication to employ more complex diversity and inclusion practices. This author contended that classical management theory developed mainly in the early 20<sup>th</sup> century derived from mainly homogenous workplace environments. The traditional ideas of workplace satisfaction and employee motivation developed in the early to late 1900's was challenged more so in the last decade due to conditions facilitating a more refined interpretation of diversity, inclusion, and equity. The new normal required orientation in a more innovative and unique way to sustain the needs of a multifaceted and heterogenous, inclusive workforce. Leadership was required to reimagine business models for the next normal by challenging organizational and cultural values and practices (Ray & Anderson, 2001; Dixon-Fyle, Hunt, Dolan, & Prince, 2020). As an example, concepts such as leveraging and experiencing diversity, embracing uniqueness, and integrative inclusion rather than affirmative action and strategic diversity were worldview shifts necessary for the success and recruitment of these collaborative communities of employees needed to meet the future demands of sustainable business models (Beck & Cowan, 2006; Davidson, 2011).

Noted, also, was the increasing multivariate nature of diversity – including multiple forms of acquired diversity such as educational or socio-economic background, or diversity of thought. Due to the influence of Millennials, the definition of diversity in the workplace was broadening to include lifestyles, backgrounds, and personal experiences (“Diversity, Equity, Inclusion”, 2021). In a research study conducted by Deloitte, Millennial respondents viewed diversity in terms of cognitive diversity or diversity

of thoughts, ideas, and philosophies. Within this perspective, diversity included the variety of experiences, identities, ideas, opinions, and perspectives that each individual brought to the workplace, compared to Gen X and Boomers, who typically defined diversity along more traditional traits of identifiable demographic characteristics (DeHaas, Bachus, & Horn, 2022; Smith, 2015). Central to this cultural shift was inclusive collaboration that supported engagement, empowerment, and authenticity through diverse-by-design teams of individuals with a variety of perspectives (Smith, 2015). Progressing over the past decade and intensified since the pandemic, traditional identities of race and gender had transformed into a more fluid sense of diversity, highlighting the need to recognize multiple forms of intersectionality (DeHaas et al., 2022).

More so than prior generations, Millennials believed inclusion to be fundamental to the way a workplace performed business in the 21<sup>st</sup> century. By 2025, the Millennial generation was estimated to encompass seventy-five percent of the workforce and as such was predicted to transform the culture of businesses. Intensified by the post-pandemic “great resignation”, these Millennial generation employees were fifty percent more likely to leave a job that did not include a culture of inclusion and eighty percent more likely to choose a new job that reflected the experience of an inclusive culture, a culture that embraced an atmosphere of personal authenticity (47%) and sense of purpose (39%) (DeHaas et al., 2022; Parker & Horowitz, 2021). The generation following the Millennials, Generation Z, born after 1996 was entering the workforce in 2021 as the most racially and ethnically diverse and educated generation. Nearly half (48%) of the 6-to-21-year-olds was a racial or ethnic minority in 2021, compared with (39%) of Millennials in that age bracket in 2002 (LeDuc, 2019). Diversity mattered to seventy-six percent of Generation Z group, not just isolated to race and gender but also related to identity and orientation. This emphasis included a natural orientation to inclusion and openness to individual uniqueness as noted in advertising, education, and work place values and cultures (Parker & Igielnik, 2020).

### **Leveraging Diversity**

As talent shortages mounted post pandemic, the need to attract a diverse skilled workforce gained momentum. Therefore, it was critical that leaders learned to appreciate the differences of others, especially in today’s globally diverse post pandemic environment. In a 2021 CNBC/SurveyMonkey Workforce Survey (Caminiti, 2021) data showed that eighty percent of 8,233 employed workers surveyed across the United States preferred working in an environment of diversity and inclusion. According to a study by Citrix (2020), employees expressed a desire for a culture committed to diversity, personal learning, and business innovation. Employees also desired a working culture that promoted advanceable careers, equity and opportunity for all, and an environment where authenticity and whole self was valued. A recent report from Korn Ferry Consulting (Korn Ferry, 2022) showed that power in the workplace had shifted from the organization to the employee, and common trends moving forward included inclusivity as a common strategy in business development and innovation. Likewise, eighty-eight percent of employees and sixty-nine percent of human resource directors acknowledged that neurodiversity had the potential to drive competitive advantage and innovation in the post pandemic workplace (Citrix, 2020).

### **Leveraging Diversity Values**

Leveraging inclusion along with other initiatives like government and organizational strategies to educate, train, and upskill existing workforces was a focus of current leadership decisions. Driven to expand strategic initiatives in diversity and inclusion, in order to attract and retain skilled workers, business developed cultures that leveraged inclusion and appealed to a cognitively diverse workforce. The acceleration of the Millennial generation values in the disruption of workplace inclusion cultures highlighted a pressing need to understand and appreciate a business culture that was influenced toward cognitive diversity and inclusion, authenticity, and purpose.

One manner of development toward an inclusive culture was to consider the values, attitudes, beliefs, perceptions, and larger worldview of the workforce of the future in regard to recruitment and retention of employees. Theorists that studied culture and values asserted that an awareness of the impact of employee attitudes, values, beliefs, and perceptions did significantly improve the employee’s satisfaction and motivation in the workplace and effect innovation and success (Hersey, Blanchard & Johnson, 2013;

Millima & Bradley-Geist, 2016). Theorists such as Graves (1973;1974) advocated, that the psychosocial, spiritual value system of an individual motivated that employee's worldview, executive decision making, and primary focus in life. Beck and Cowan (2006) termed this state of consciousness awareness as being a complex, values-dependent organizing principle for the employee and business culture and termed this state as a values meme.

### **Values Meme, Culture, and Worldview**

As an element of culture or a system of behavior, Dawkins (1976) contended that the values meme psychosocially affected cultural transmission of ideas and aligned focus toward the individual's worldview. The values meme acted as an attractor for preferences, beliefs, and ultimately worldview in a person's life. As an organizing structure around worldview, the values mean designed a way-of-thinking and mode-of-living for the individual that synthesized to preferential values and cultural expectations in the workplace (Beck & Cowan, 2006; Beck, 2015). Iwama (2004a; 2004b: 31) referred to culture as shared spheres of experience and meaning as well as the processes involved in creating, ascribing and maintaining meaning. For the employee, harmony with cultural values endorsed a sense of satisfaction in the workplace. These values and preferences shaped impressions of workplace satisfaction or lack of satisfaction for employees and as a result affected attrition or intent-to-stay in the job (Hershey, Blanchard, & Johnson, 2013). As an example, recent research had demonstrated that employees in the post Covid-19 environment were seeking cultures that built a sense of community, recognition, and personal and career development (Smet, Dowling, Mugayar-Baldocchi, & Schaninger, 2021). Likewise, Millennial generation employees were transforming cultures toward purpose while adding values of authenticity and meaningful fulfillment (Smith & Turner, 2016). Leadership in these cultures had the challenge to confront the diversity mind-sets of the past and shift culture and values toward those of more complex, dialectic worldviews that supported the ideas and philosophies of the next normal value system.

### *New Normal Culture and Values*

As leaders became aware and nimbly competent with more integral meme technology and global worldview values, there was potential for diversity and inclusion to serve as an organizational strength and opportunity for recruitment and retention of employees. The concern for diversity as constructed in the modern workplace was less focused on traditional differences of race, gender, age, religion, and sexual orientation (Kinicki & Kreitner, 2012) and more so concerned with commonality in values, perceptions, and knowledge and skills in a global, integral, systematic worldview (Theodorakopoulos & Budhwar, 2015). Important to this paradigm, Nair and Vohra (2015) asserted that individual uniqueness was affirmed and appreciated by the group and the organization; each member was given a voice in decision making due to their individual distinctiveness toward organizational success (p. 13). From this point-of-view, inclusion was transitioned from a regulatory pattern of antidiscrimination to an inclusive and openly integral culturally-cognitive acceptance and awareness (Theodorakopoulos & Budhwar, 2015). The open systems worldview accepted through values meme technology that authenticity and uniqueness was desired not discouraged (Beck & Cowan, 2006). This willingness to harness diversity as a natural process leaned into innovation and success as a function of inclusion (Charani & Raimi, 2021). Through this psychosocial technology, common differences were embraced and similarities as a matter of skills, abilities, ideas, and experience drove the intentionality of the organizational development process. Davidson (2011) espoused that differences become a source of sustainable competitive innovation and the leveraging of differences leaned into organizational success through skillfully capitalizing on the talents of the collective best.

Diversity from the Gravesian perspective was a values-based or psycho-social and spiritual viewpoint. The finer element of diversity from this perspective was that the intrinsic or socially observed traits of individuals were no longer the defining issue among groups, and as such, internal factors such as race, age, gender, religion, or sexual-orientation were no longer the separating elements for people. In fact, the diversity of race, age, gender, and sexual orientation was innate to the environment where the adaptation for success encouraged cognitive heterogeneity for the betterment of adaptability and transformation to stressors (Davidson, 2011). In addition, adaptive diversity factors such as education level, socio-economic

background, political views and personal points-of-view were included in the heterogeneity inclusion conversation. The diversifying factors were based on emotional, spiritual, and psychosocial skill sets, competencies, capacities, and a holistic sense of community, and global orientation.

This author suggested that this way of viewing differences endowed an employer and organization with a richer understanding of diversity and produced a more culturally organic organization. The experience of leveraging diversity as an expression of recruitment and retention for the most talented and capable employee as well as orchestrating diverse and integrated intentional teams was a strategy to combat potential shortages of employees. Organizing values for this culture included development of inclusive leaders, intentional design, and development and deployment of diverse-by-design collective teams with high performing skills (“The global talent crunch”, 2022). Central to this concept was the integration of an integral or global worldview that fostered and leveraged diversity and inclusion as a workplace-community value.

## LITERATURE REVIEW

### Classical Motivation Theory: Maslow’s Hierarchy of Needs and Herzberg Motivation Hygiene Theory

Traditional motivation theory alludes to conditions in the workplace, which influence the effectiveness of an individual toward optimizing goals. Maslow’s hierarchy of needs, a classical theory of human behavior, asserted that human motivation was determined by physiologic needs (Hershey, et al., 2013). Herzberg’s theory considered there to be two categories of elements: hygiene factors and motivation factors (see Table 1). Articulated during the mid-1900’s milieu, neither of these theories considered the effect of a culture rich in diversity, inclusion, or equity. Motivation factors influenced employee needs such as the desire for achievement, professional growth, and recognition (Hershey, et al., 2013). Hygiene factors on the other hand, were elements found in the environment of the organization that either produced satisfaction or dissatisfaction (no satisfaction) for the employee. Examples of hygiene factors were displayed in Table 1 and included elements like income and interpersonal relations. These elements were customarily thought to produce motivation, but in fact produced conditions to either stimulate satisfaction or inhibit dissatisfaction. In traditional motivation theory, there was the assumption that meeting an individual’s hygiene needs produced satisfaction and as such provided motivation and simply reduced the possibility of dissatisfaction. Theoretically, motivation was influenced by factors such as challenging work and recognition for accomplishment. This author asserted that true diversity, inclusion, and equity produced a dialectic state where both hygiene and motivation influences were occurring simultaneously in the values and culture of the workplace.

**TABLE 1  
HERZBERG MOTIVATION-HYGIENE THEORY**

<b>Motivating Elements for the Job Itself</b>	<b>Hygiene Satisfiers in the Environment</b>
Achievement	Policies and Administration
Recognition for Accomplishment	Supervision
Challenging Work	Working Conditions
Increased Responsibility	Interpersonal Relations
Growth and Development	Money, Status, Security

#### *Workplace Diversity, Inclusion, and Equity: Motivator or Hygiene Factor*

As either a satisfier or dissatisfier or motivator, diversity served as a social phenomenon in the workplace and presided as a hygiene factor that affected morale. In contrast as a dialectic stimulator, the orientation of how a cognitively diverse person was considered in the workplace became a motivating or demotivating factor for that person due in part to personal experience of acceptance or alienation and potential success or failure (Maslow, 1968/2007). Employees in strong diversity and inclusion

environments, experiencing equal access to achievement, personal growth, and recognition produced motivation toward business and personal goals. Absence or blocked access to motivating factors produced a working condition that drove the individual to negative hygiene factors and dissatisfaction. As a result of a business's sensitivity to diverse skill sets and competencies and fulfilling complex motivational factors, the sustainability of both the work force and the business was benefited, as dissatisfaction was reduced and motivation was increased. As an example, McKinsey & Company's analysis of 1,000 large companies in fifteen countries, found that diverse businesses were more likely to financially outperform their peers. The top quartile businesses in gender diversity outperformed their fourth (bottom) quartile peers by 15% in (2014), 21% in (2017) and by 25% in 2019. Ethnic diversity was equally strong with outperformance noted as 35% in (2014), 33% in (2017) and 36% in (2019) for financial performance (Dixon-Fyle et al., 2020) eluding to the power of diversity and inclusion in influencing business success.

### **Integration of Herzberg With Maslow Hierarchies**

Maslow (Hersey et al., 2013) asserted that behavior of an individual at any particular time was determined by their strongest need. The hierarchy of needs theory described a staging of individual needs that emerged from physiological, to security, to affiliation, to recognition, and finally to self-actualization. Table 2 demonstrated the integration of Maslow's Theory and Herzberg's Theory and illustrated the conditions that influence satisfaction and/or motivation. Based on this illustration hygiene factors of affiliation, security, and physiology promoted satisfaction or no satisfaction and motivating factors of self-actualization and esteem promoted motivation. This author contended that diversity or inclusion in the culture affected satisfaction, lack of satisfaction, and motivation based on the workplace culture. Diversity as a condition of environment had a strong tendency to stimulate Maslow's hierarchy of needs. Environmental conditions which rejected or conflicted with diversity were prone to stimulate issues of alienation, harm, and survival and as a result significantly decreased or eliminated employee satisfaction. Organizations that recognized diversity as a well-being advantage and openly valued and rewarded employees based on individual competency and merit, were likely to foster motivation and effectiveness (Kinicki & Kreitner, 2008). Sustainability and the life of the organization was directly dependant on the ability to create an environment which valued and honored diversity as an integral strength. When basic hygiene factors were deployed through progressive organizational benefits, security and socialization, individuals were more likely satiated and motivated.

Motivation factors became the impetus of personal growth and development and one's idea of self-actualization, and as a result, business productivity through adaptation and organic learning was manifest. In this sense, expansive patterns of thinking are nurtured, and collective aspiration was set free to problem-solve progressively complex questions (Senge, 2006; Rentel, 2008). As such, an intelligence of being, fairness, and opportunity for growth became positive hygiene factors that influenced a sense of satisfaction in the workplace, and for the employee experiencing this inclusive positive environment, these behaviors were then motivational. Self-actualization through authenticity-built esteem and a culture of belonging and openness influenced both satisfaction and motivation. As an example, in this culture, leaders fostered a connection with their cognitively diverse talent and cultivated working relationships between all employees, building a sense of community and encouraging employees to contribute their diverse talents fully (McKenzie & Company Report, 2020).

**TABLE 2**  
**INTEGRATION OF HERZBERG MOTIVATION-HYGIENE FACTOR AND MASLOW'S HIERARCHY OF NEEDS**

Motivators	Hygiene Factors
Motivating Elements for the Job Itself	Hygiene Satisfiers in the Environment
<b>Maslow's Hierarchy of Needs</b>	
Self-Actualization	Esteem
	Affiliation (Socialization)
	Security (Safety)
	Physiology (Survival)

**Non-Traditional Motivation Theory: Graves, Beck & Cowan—Value Meme**

Beck and Cowan (2006) asserted that an individual had at their disposal eight levels of complexity by which values and world views may settle (see Table 3) (Beck, 2007). Each meme level existed with specific values that were causative as organizing structures for that level. For this paper, the worldviews were abbreviated to the top five – as the bottom three worldviews, basic-instinctive, magical-mystical, and power-impulse, were seldom noted in modern business and if noted, were mainly homogenous, non-diverse cultures. The five worldviews where diversity occurred as a progressively intensifying motivation factor began with the value meme of purpose-saintly worldview with progression to strategic-materialistic, sensitive-humanistic, and integrative-principles worldviews and finally to the holistic-global worldview. Progression was evolutionary based on the primary obstacles overcome in each worldview but progression was not guaranteed and stalled at any given worldview. The evolution to any one of the value meme levels was a by-product of problem-solving to life conditions at that level and then evolution to the next higher level. Table 3 identified the behaviors noted in each value and specifically, for the purpose of the topic of diversity – the behavior associated with diversity was noted in each level of development. The levels of diversity began with affirmative action and progressed to strategic diversity, valuing diversity, leveraging diversity, and embracing uniqueness. Levels 4-8 are noted in Table 3.

**TABLE 3**  
**DIMENSIONAL THINKING AND ORGANIZING VALUES**

World View
<p><b>Stage 8: Dimensional Thinking: Holistic - Global World View (Dialectic)</b></p> <ul style="list-style-type: none"> <li>• <b>Values:</b> (1) collective individualism (2) embracing individual uniqueness and contributions (3) living systems (4) harmonies.</li> <li>• <b>Diversity Behavior:</b> Embracing Uniqueness: Embraces the holism of individual with nature and each other; allows perception of intersectionality.</li> </ul>
<p><b>Stage 7: Dimensional Thinking: Integral – Principles Worldview (Dialectic)</b></p> <ul style="list-style-type: none"> <li>• <b>Values:</b> (1) flexibility (2) open system technology (3) embracing individual skills, abilities, &amp; talents (4) natural flows.</li> <li>• <b>Diversity Behavior:</b> Leveraging Diversity: This value system leads to interconnectivity of spiritual, physical, and emotional: mind-body emergence in psychology and society.</li> </ul>
<p><b>Stage 6: Dimensional Thinking: Sensitive – Humanistic Worldview (Polaristic)</b></p> <ul style="list-style-type: none"> <li>• <b>Values:</b> (1) egalitarianism (2) conflict avoidance (3) equality (4) community.</li> <li>• <b>Diversity Behavior:</b> Valuing Diversity: This value system emerges fully in prosperous societies and is geared toward social change.</li> </ul>

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**Stage 5: Dimensional Thinking: Strategic – Materialistic Worldview (Polaristic)**

- **Values:** (1) competition (2) individualism (3) improvement.
- **Diversity Behavior:** Strategic Diversity: This value system emerges in western society and is geared toward individualism and self-expression, delivers financial success, strategic and goal-orientedness.

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**Stage 4: Dimensional Thinking: Purposeful - Sainly Worldview (Polaristic)**

- **Values:** (1) obedience (2) stability
  - **Diversity Behavior:** Affirmative Action: This value system is apparent in theology, ideologies, organizational structure, laws, and regulations, legal justice, rights, and social justice.
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The value meme levels were noted to exist as either a “polaristic”, one-dimensional, or dialectic, two-dimensional, bio-social-psychological worldview. Polaristic, one-dimensional, cognitive thinking adhered to an either-or solution to life conditions at that level. For example, a one-dimensional schema was the belief that organizational behavior among groups existed as either competitive or cooperative traits, depending on whether the group co-existed in either a strategic or consensus mindset. On the other extreme, dialectic value memes stimulated two behaviors simultaneously; for instance, competition and team endeavors encouraged in the same work place. Noted in the dialectic, systems meme, the organization rewarded and influenced both competitive and coordinated behavior based on the needs of the open system of the workplace.

One value meme was not preferred over another, but was seen as a reflection of fitness for the demands of the evolving environment. The author of this paper asserted that life conditions were more demanding in a cognitively diverse intentionally-inclusive team and as such higher levels of complexity problem solving were present. With greater, more complex life events and circumstances, the psychology of the individual and as such the group and workplace was developed to a more complicated level of problem solving. The values-based system that developed within the individual depended on factors such as the problems encountered and the adaptability of the social environment. This complexity pertained to psycho-social interaction, critical thinking, and problem solving and had no bearing on intelligence. Each value meme was imbued with the value-based learning aligned with the level of demand on the individual; each system fulfilled its own function in the right environment, as expressed through a values-aligned world view. The emergence of dialectic, value memes in the work place was a by-product of this phenomenon. Cultures thriving in higher complexity environments were better facilitated with two-dimensional organizing values that incorporated integral, organic, and systems thinking (Spiral Dynamics, 2022).

#### *Diversity and Value Memes*

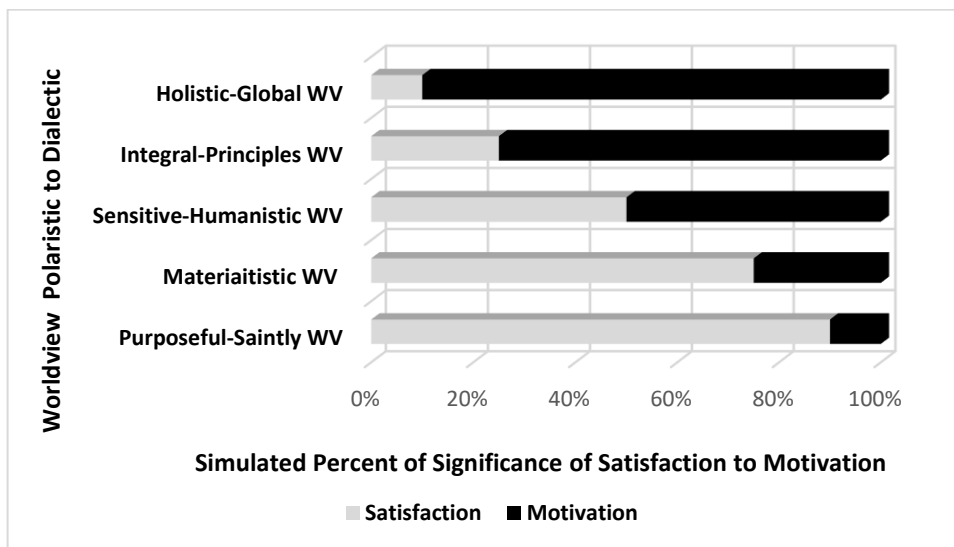
While there are eight value meme levels discussed under the theory of spiral dynamics, Table 4 identifies worldviews 4-8 as these levels produced stages which included diversity as an element of workplace worldview (Beck & Cowan, 2006). From the mid to late 1900s, diversity was seen as a necessary and imposed governmental or practical component of employee management and moral integrity. At the purposeful-sainly worldview, a more homogenous and polaristic mind-set, diversity was acted upon as a law for affirmative action. Activation of diversity’s affirmative action imposed a cultural state of satisfaction or no satisfaction due to the many factors which limited a true culture of inclusion and equity. Because of potential alienation and lack of satisfaction, motivation was a quality less likely to exist because of lessened hygiene factors such as safety and stability. Elements of diversity management expanded at the value meme of materialistic worldview and above, due to wholehearted expansion in inclusion and equity factors as a strategic measure. With escalating levels of complexity noted in the two-dimensional dialectic levels thinking in the integral-principled and holistic-global worldviews, diversity, inclusion, and equity became a more common pattern of workplace thinking, neurodiversity, and purposeful engagement.

Herzberg’s motivation-hygiene theory as a function of satisfaction or no satisfaction was assimilated with the values meme technology in Table 4 as a potential simulation of satisfaction and motivation in each

of the worldviews. Diversity as a hygiene factor was presented in all polaristic-value levels as a strategic diversity mix of employees. As the worldview moved from diversity to inclusion and equity, the level of motivation increased as satisfaction was an inherent by-product of the cultural manifestation of motivation. In the purposeful-saintly worldview hygiene factors created safety and stability leading to a more traditional workplace with satisfaction demonstrated as being more significant than motivation. Moving into dialectic worldviews, diversity is a function of purposefully-designed teams with stable and industry-driven hygiene factors such as demands for specific salary and benefit requirement. The cultural artifact in a more modern business culture like that noted in materialistic and integral-principle worldviews was motivation. Strategic decision making aligned with hiring the most talented employee regardless of diversity difference produced a more inclusive and equity driven environment. Employee motivation hinged on workplace artifacts that produced positive hygiene factors that caused satisfaction verses no satisfaction.

As a leveling factor, diversity then became an element of organizational design that created psychological, social, and spiritual characteristics that caused security or insecurity in the system. As dialectic imperatives become important, diversity was then noted to be a value-based hygiene-motivation factor in all polaristic meme levels; as a cultural manifestation, there was an oscillation where the organization sought homogeneity or heterogeneity as an organizational design and in this frame of reference, diversity was noted to occupy a role as a hygiene-motivation factor. As the organization grew in complexity to dialectic thinking, diversity was an element of design, that shifted from diversity to inclusion and equity as the motivator. As a result, motivational elements became more common place in the organizational culture. The graft in Table 4 simulated the imperative that as dialectic thought and worldview prevails, inclusion and equity as a cultural relict produces motivation which in itself produces satisfaction. In this perspective, employees were considered to have unique competencies and unequal needs, since distinguishable intelligences and capacities were demonstrated, not in accordance with economic class, gender or race-based distinctions. Complex systems thinking created a meme mindset that moved beyond diversity considerations and allowed for the delivery of motivation elements that created sustainability for people, organizations, and systems (Beck & Cowan, 2006).

**TABLE 4**  
**HYGIENE (SATISFACTION) & MOTIVATION SIGNIFICANCE RELATIVE TO**  
**COMPLEX THINKING**



Therefore, diversity became a greater skill identifier in a dialectic values-based system as a means to align the right people with the right job, ultimately addressing the employee’s motivational factors while simultaneously increasing organization’s effectiveness and sustainability. Value meme technology



provided for a categorical way of identifying employees' values and as such developing a business culture that addressed the life conditions that motivated behavior. This distinction was critical because hygiene and motivating factors as noted in traditional management theory was single-dimension and either caused satisfaction or no satisfaction. However, hygiene factors conducted in the integrative or global context become motivation factors. Worldviews through value meme technology led to a broader understanding of the employee's satisfaction and motivation schema and ultimately is what led an organization to recruitment, retention, and financial success. Failure to appropriately address and reward employees at each level directly threatened the organization's sustainability as noted in the McKinsey & Company research study in pre-pandemic 2019 that shows bottom-quartile companies in both gender and ethnicity diversity were (27%) more likely to underperform compared to their peers (Dixon-Fyle et al., 2020).

Motivation was a product of conditions that individually stimulated the person toward greater achievement, personal growth, sense of belonging or recognition. Therefore, sustainability and the life of the organization was directly dependent on the ability to create an environment which valued and honored diversity not solely as a competitive strength but as a need for the building of a higher complexity, adaptive, integral organizational thinking. The integrity of hygiene factors was sustained as an industry standard as job entry for the creative employee required a baseline of hygiene factors, and therefore motivation factors became the corner stone of higher achievement, productivity, and thus the sustainability of the organization.

## **CONCLUSION**

The evolutional progression of an organization from a polaristic to a dialectic value meme was a process of responding to life conditions. Change did not just happen in an organization or its culture, especially for complex topics like diversity and inclusion. Over the past year with the return to more multifaceted environments, leaders returned to issues of diversity, equity, and inclusion (DE&I) in order to address recruitment requirements and fulfillment expectations. Diversity in classical definition was - creating a workforce of employees from different backgrounds, while inclusion was a measure of the culture that empowered the workforce to be successful (TechServe Alliance, 2022). Equity efforts were concerned with issues of fairness and balance. Many businesses stuck in a polaristic worldview struggled with early-stage activities such as developing (DE&I) strategy (61%) and unconscious bias training (58%) whereas businesses evolved to a more integral worldview had developed DE&I strategy as a normal, moral, operational tactic (31%) to build a more sustainable workplace model (Korn Ferry, 2022).

Based on the new inclusion normal, emphasis on representation was not enough; employees expected to perceive and experience equality, fairness, and belongingness in their workplace (McKenzie & Company Report, 2020). In a data set of 1,039 large businesses across 15 countries, McKinsey & Company noted a perceived sentiment about diversity was (52%) positive while the sentiment on inclusion was markedly worse at (29%) positive – encapsulating the problematic issue that diversity was not the band aide for inclusion (Dixon-Fyle et al., 2020) and successful inclusion demanded top-down attention and worldview realignment.

The outcome of McKinsey & Company (2022) research noted that successful inclusion leaders believed the following behaviors were critical for successful efforts. Among these behaviors were: a) representation of diverse talent through an active DE&I program (present in 25% of businesses), b) leadership accountability for inclusion and diversity success, c) equality opportunity highlighted through fairness and transparency, d) enforcement in the workplace against microaggressions, and e) belongingness through unequivocal support for multivariate diversity. One way to emphasize this change, was to apply the mindset of inclusive intentional-design, which involved designing systems or hygiene factors around the needs of the most underrepresented employee to make the policies and procedures more just and motivational for everyone.

### **The Change Originator, The Ecosystem.**

As ecosystems like the current post-pandemic economy drove organizational strategy, the results demonstrated that the workplace with a dialectic inclusion-oriented worldview produced more sustainable

business models. A prior McKenzie and Company report wrote in 2020 demonstrated this point-of-view. Organizations in the top quartile for gender diversity on executive teams were (25%) more likely to have above-average profitability than companies in the 4<sup>th</sup> quartile – up (21%) in 2017 and (15%) in 2014 (McKenzie & Company Report, 2020). The business with greater diversity was more likely to outperform a non-diverse company on profitability. There was a substantial performance differential – (48%) - between the most and least gender-diverse businesses, slightly up from (33%) in 2017 and (35%) in 2014 (McKenzie & Company Report, 2020). In the case of ethnic and cultural diversity, the findings were equally compelling. A business in the top quartile outperformed a business in the 4<sup>th</sup> quartile by (36%) in terms of profitability in 2019, slightly up from (33%) in 2017 and (35%) in 2014. There was a slightly higher likelihood of a performance difference with building ethnic diversity rather than gender diversity (McKenzie & Company Report, 2020). These companies reflected a unique mindset in the pre-pandemic environment that diversity was good for business success; that mindset was now demanded not just for financial success but for recruitment, retention, and innovation in the new normal. The reshaping of both prospective and current employee expectations post-pandemic was demonstrated globally with the conclusion that worker satisfaction, eluding to satisfaction and retention, was essential to business strategic and financial success. The Refinitiv Diversity and Inclusion Index (D&I) updated in 2021 revealed that by global region Europe, in particular, Italy, France, and Spain had led the way in diversity and inclusion in the workplace, and globally organizations with 90% board cultural diversity outperform organizations with less than 10% board diversity by 43% (Refinitiv, 2021).

### **The Change Originator: The Employee**

The above statistics demonstrated that organizational operations with strong diversity and inclusion practices are financially and strategically more successful. However, evidence also demonstrated that diversity and inclusion practices in the United States lag behind those found in Europe. The demand to transition into a more dialectic or a positively inclusive worldview is imperative for business heartiness. The generation Z populace expected to represent one-third of the population and twenty-seven percent of the workforce in 2025, show expected preferences for diversity and equity in the workplace leveraging authenticity and representative leadership as imperative values. Intersectionality, a term coined inside of the new normal of the Millennial and Generation Z culture and a key term devoted to a universally inclusive culture was noted as the ability to simultaneously hold in our minds all of who someone is and represents in life experiences. Intersectionality was a learned skill that served as a hygiene factor and dissatisfier when missing and as a motivating factor when present (Brown, 2016). In order to operate successfully in integral and global workplaces, intersectionality was unconditionally necessary in order to embrace the uniqueness of the collective individual and mind-set. Leaders who recognized their individual employees' strengths and adapted the appropriate hygiene and motivation elements to support employees' needs produced a more secure environment and thus, a more fiscally sound and sustainable business. Business that effectively managed inclusion remained competitive, viable, and lucrative in a globally diverse atmosphere and were more likely to have a history of innovation. An organization's ability to attract and retain the best available talent was inevitably rooted in its ability to successfully manage a diverse and inclusive workforce. When individuals felt unique and recognized for their differences in life experiences, world view, and values, they had a sense of belonging in the organization through shared commonalities, aspirations, and motivations, and organizations had the best chance of benefiting from the workforce diversity (Nair & Vohra, 2015). The case was made that building DE&I into the fabric of the organization was necessary. Problem solving the stresses and blocks to diversity transitioned organizational evolution into more dialectic inclusive and equitable worldviews. Reexamination of structures, processes, and practices to remove systemic bias and insure inclusive design made for a more equitable business and built success from the bottom-up (Korn Ferry, 2022). While most organizational cultures were not capable of reaching the holistic-global worldview, there are those that easily reached integrative-principles complexity and from this level of thinking and problem-solving, a more robust inclusive and equitable workplace was possible.

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