

<MBA Degree Thesis>

AY 2017

**HOW INDIAN COMPANIES CAN REDUCE
LAG PHASE OR PHASE OF ADAPTATION OF
THEIR DIVERSE WORKFORCE
EFFECTIVELY- A SOLUTION BASED ON
CASE STUDY BASED ANALYSIS**

35152318-6 SHUKLA ANUJ

FRONTIERS OF BUSINESS STUDIES

C.E. PROF. AKIE IRIYAMA

D.E. PROF. KAWAKAMI TOMOKO D.E. PROF. KIMURA TATSUYA

Summary

Diversity from ages is a very hot spot topic for researchers. There are different aspects and contexts within which diversity is viewed such as gender, religion, disabilities, socially deprived people, language and sexual orientation. In all these perspectives diversity is currently being incorporated in today's global organization. India is a special country where diversity is imbedded in social hierarchy.

Indian society itself is divided based on religion, language, culture, gender prejudices and social caste system.

As per various researches it's found that certain amount of diversity in terms of opinions and thoughts are required for successful implementation of projects. In India, various startup firms have failed because owners of these firms tend to employ very like-minded people from friend and family circle resulting in dearth of new thoughts and innovation. Researchers have also found that in comparison to heterogenous groups homogenous group tends to perform in a better way initially as heterogenous groups requires that lag phase or a period of adaptability which reduces the productivity of heterogenous groups.

Based on these premises a research question was framed which aims to analyze how effectively Indian firms can reduce that lag phase and time of adaptability and effectively can frame policy for successful diversity management. To address these questions case study based approach was followed. 7 Case studies were taken as a base to frame effective solutions to address research question. 6 Cases of Indian companies which have tried very hard to incorporate diversity in their workplace to reduce this lag phase or phase of adaptation are discussed and their strategies of effective diversity management are analyzed.

Following suggestions were proposed in Indian context to reduce lag phase.

1. Formation of centralized diversity Council to undertake various programs focusing on elements of diversity such as gender, disability, sexual orientation, Ethnicity and sexual orientation.
2. Focus on effecting mentoring program for women.
3. Formation if Employee resource groups corresponding to each local geography and office in India and abroad for an Indian firm trying to expand its reach nationally and globally.
4. Organization of workshops aimed at sensitizing senior leadership and mid management leadership about issues of diversity so that they can help create a more inclusive work environment.
5. Implementation of policies which aimed at reducing prejudices against employees of socially backward and deprived class of society of India.

<Inside Cover>

**HOW INDIAN COMPANIES CAN REDUCE
LAG PHASE OR PHASE OF ADAPTATION OF
THEIR DIVERSE WORKFORCE
EFFECTIVELY- A SOLUTION BASED ON
CASE STUDY BASED ANALYSIS**

35152318-6 SHUKLA ANUJ

FRONTIERS OF BUSINESS STUDIES

C.E. PROF. AKIE IRIYAMA

D.E. PROF. KAWAKAMI TOMOKO D.E. PROF. KIMURA TATSUYA

Table of Contents

CHAPTER 1. INTRODUCTION.....	1
1.1 Coverage of this paper.....	3
1.2 Definition of Diversity.....	4
1.3 Different Perspective of Diversity.....	4
1.4 Advantages of Diversity.....	5
1.5 Negative outcome of Diversity.....	6
1.6 Diversity in terms of Indian Context.....	7
1.7 Importance of Inclusive Environment for effective Diversity Management.....	9
CHAPTER 2. REVIEW OF LITERATURE.....	11
CHAPTER 3. RESEARCH QUESTION.....	16
CHAPTER 4. CASE STUDIES.....	19
Case Study 1:- WIPRO TECHNOLOGIES.....	19
Case Study 2:- TATA GROUP	22
Case Study 3:- INFOSYS	25
Case Study 4:-TECH MAHINDRA.....	28
Case Study 5:-HCL TECHNOLOGIES	33
Case Study 6:-ACCENTURE.....	36
Case Study 7:-START UP AND OTHER FIRMS OF INDIA.....	40
4.1 Analysis of Case Studies.....	41
4.1.1 Similarities found in Indian companies regarding Diversity Management.....	42
4.1.2 Differences found in Diversity Management practices of firms analyzed in Case Studies.....	43
CHAPTER 5. CONCLUSION.....	39
REFERENCES.....	43

CHAPTER 1. INTRODUCTION

It's proved from various researches that having a diverse workforce is somewhat related to improvement of firm's overall or company's overall performance. In this era of globalization, organizations cannot evade or run away from accepting the fact that diversity is inevitable and they must deal with various effects of diversity. It's beyond doubt and is also recognized through various researches that diversity does carry with it measurable and unmeasurable benefits. Companies in the world have recognized this fact and they are trying to extract benefits of diversity even though it incurs substantial costs to them.

There are still very few studies available in context to organizational practices of inclusion of diversity. Organizational practices for inclusion of diversity are still related to recruitment, training and socialization activities in all major firms. This holds true with Indian context also. India itself is very diverse in its demographics and it's there in society since three thousand years. India is relatively new to era of globalization and development and companies today there lacks this acumen of inclusion of effective policies to be implemented in terms of diversity management and its inclusion though some successful examples still exists in this context. Still proper data and research is lacking in this area which can determine a point of inclusion that is a threshold which can help organizations to realize the potential of diverse workforce and hence leverage on diversity to increase their performance and hence profits.

As determined through various researches heterogenous groups productivity initially is less than that of homogenous groups and as a result an initial lag phase known as time of adaptation where their productivity is less than that of similar homogenous group. This is the main point of focus of this paper as India itself is a very heterogenous country so its evident companies in India faces this issue over there where they must deal with less productivity of heterogenous groups for longer period if proper measures are not taken. A comprehensive case study approach was undertaken where case studies of 6 Indian companies were undertaken. These companies as determined through various third-party resources have undertaken very successful measure for diversity and inclusion which

helps them to reduce that initial phase of adaptation and helps them to integrate their heterogenous workforce as soon as possible towards assigned goals and improve their productivity. Based on case studies which are discussed in greater detail in this paper following recommendations are proposed to Indian companies to reduce the initial phase lag phase or phase of adaptation of their diverse workforce which they bring naturally owing to heterogenous nature of Indian society.

1. Formation of centralized diversity Council to undertake various programs focusing on elements of diversity such as gender, disability, sexual orientation, Ethnicity and sexual orientation.
2. Focus on effecting mentoring program for women.
3. Formation if Employee resource groups corresponding to each local geography and office in India and abroad for an Indian firm trying to expand its reach nationally and globally.
4. Organization of workshops aimed at sensitizing senior leadership and mid management leadership about issues of diversity so that they can help create a more inclusive work environment.
5. Implementation of policies which aimed at reducing prejudices against employees of socially backward and deprived class of society of India.

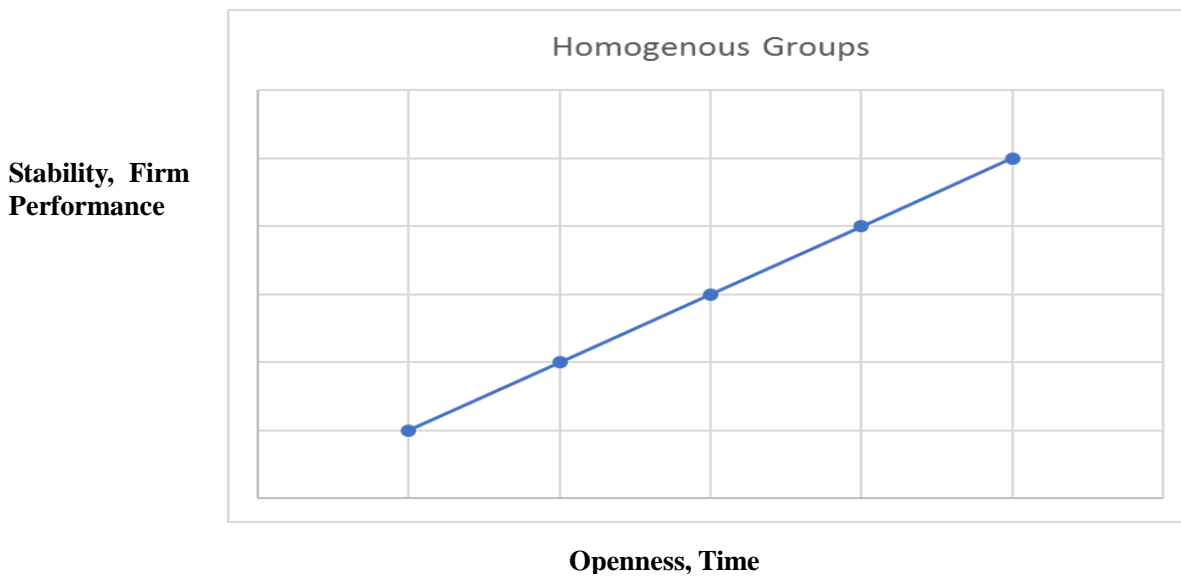


Figure 1:- As found by researchers homogenous groups doesn't have lag phase or phase of adaptation and right from start they are productive as determined through various KPI such as Team profitability, Firm Performance.

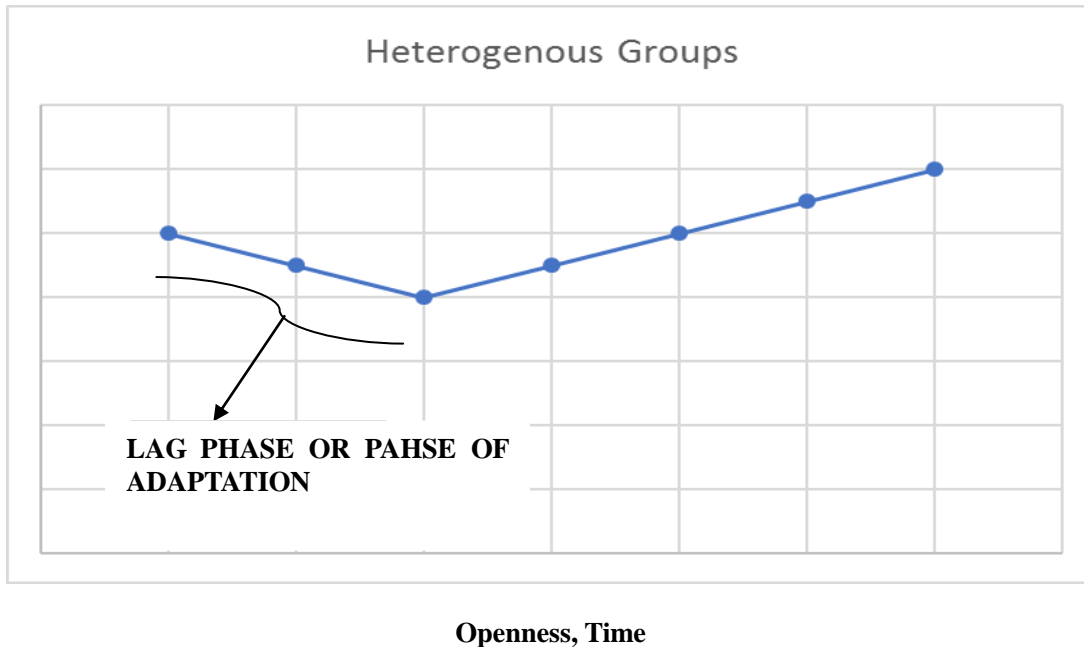


Figure 2: - As found by researchers heterogenous groups faces initial lag phase which is also known as phase of adaptation where the performance of team or group is dormant in comparison to that of homogenous groups. India a heterogenous country brings diversity naturally to workforce and this paper focus on reducing this lag phase in context to Indian workforce in Indian context by framing recommendations based on analysis of Indian companies which are trying to reduce this based on successful diversity and Inclusion management practices.

1.1 Coverage of this paper

This paper focuses on first understanding of diversity in general and in terms on perspective of India followed by analyzing inclusion that is how to determine the point of inclusion from where firm performance can be increased and hoe effectively and efficiently that point of inclusion can be achieved in terms of Indian context. Following questions are dealt in depth in this paper.

- What is diversity and inclusion?
- What is diversity in terms of Indian context?
- What influences diversity and its inclusion in terms of Indian context?
- What are the issues incurred in India in managing diversity over there?

- What effective roles can organizations in India play to create a climate where with effective leadership a proper structure for inclusion can be created?

The term diversity is often used to describe:

- The composition of work groups.
- Demographic differences.

Generally, diversity is being discussed in work groups in relation to specific factors which distinguishes one individual from another mostly in terms of certain characteristics such as gender, race, ethnicity, age, socio-economic status and education.

1.2 Definition of Diversity:

There are various definitions of diversity but the definition which is more practical in context of this paper is given by *R. Hays-Thomas and M. Bendorick* they describe diversity as “The mixture of characteristics within a workforce that in significant ways affect how people behave, think, and feel at work, and their satisfaction, work performance, acceptance, or progress in the organization “Diversity has also been described by *D. A. Thomas and R. J. Ely* as “The varied perspectives and approaches to work members of different identity groups bring”.

1.3 Different Perspectives of Diversity

Initially first business case studies for diversity was built on the assumption that soon in US women and blacks would outnumber traditional white workers and thus in near future it would be inevitable to include these groups in workforce, so businesses must learn to manage diverse workforce in a more efficient and productive manner.

In 1980's diversity researchers focused on diversity in terms of religious practices and sexual orientation. But now researchers are focusing more on invisible forms of differences among people such as educational background, working styles, thinking styles, intellectual level etc. If companies neglect these invisible differences then it would be very difficult for them to implement effective diversity management measures and in turn it would end up in overemphasizing differences rather than commonalities.

There are different perspectives to diversity which can vary from very negative view to very positive

views. Some of more positive perspectives to diversity are as follows.

- **Access and Legitimacy Perspective:** - Here differences are viewed to create new opportunities for business to grow. This perspective takes into consideration that market itself is very diverse and Organizations are part of it and they itself represent a diverse entity therefore by having diverse workforce in your organizations making your way easy to gain accessibility in new markets. For example, a firm trying to gain access in global arena, is it possible let's say a Japanese Firms trying to expand its business in USA to do business with Japanese Employees only or with employees who can only speak Japanese certainly not, to gain accessibility Japanese firm will employee Bilingual employees, some American people preferably Bilingual who can connect businesses in two geographies.
- **Learning and integration perspective:** - This is being viewed in terms of skills and experience which diverse employees bring. The skills and learnings of diverse employees is viewed as a benchmark to set common organizational goals.

A successful business cases can be more compelling for the introduction of diversity and this is the approach which is followed in this paper where successful business cases are discussed to address a research question and thus a suggestion how Indian companies can deal with issue of diversity in a more productive manner.

1.4 Advantages of Diversity

According to various researches conducted by Diversity researchers it is established beyond doubt that there are various advantages to organizations having diversity in their organizations.

Diversity can open new horizons for organizations to explore new markets and on another level Diversity helps to promote innovativeness and improved performance.

- In one of research conducted on Fortune 500 companies by *C. Herring* it was found that firms which employs women in senior management and especially top 25% of firms in this list, yielded returns that were 30% higher than their competitors.
- *C. Herring* also found that in United States racial diversity results in increased sales revenue, increased profits and greater market share. He found that in US gender diversity is

associated with increased sales revenues and increased profits.

- Times of India leading newspaper group of India commissioned a study related to participation of women in boards and firm performance and their profitability. They studied top 100 companies listed in Bombay Stock Exchange and found that there is positive impact on ROE on profitability of Firm.
- *M. Sabharwal* found that Diversity management itself cannot lead to improved firm performance, so along with Diversity management its responsibility of organization to provide supportive leadership and empowered employees, an open culture to accept differences in individuals to channelize diverse workforce into a constructive innovation loop.
- Deloitte report states that when employees think organizations are committed to value diversity and ready to trust diverse workforce and delegate more responsibilities to them, they feel more committed and inclusive towards organization's common believes and goals, thus increasing their innovative acumen.

1.5 Negative outcome of Diversity

Diversity has negative consequences also and according to researches done by *F. G. Stevens, V. C. Plaut and J. Sanchez-Burks* they have linked diversity to negative consequences such as delay in decision making, non-alignment of people from common organizational goals, Increase in politics among peers and increased hate towards minority groups. According to research done by many researchers such as *S. E. Jackson, A. Joshi and N. L. Erhardt, E. Holvino, A. Kamp and P. Hagedorn-Rasmussen* it's found that demographic diversity results in higher level of conflict, and discrimination towards diverse employees placing them at lower position in comparison to status enjoyed by them in another organizations. These researchers also found that if diversity management programs are not managed properly than it may lead to increased differences rather than assimilating the diverse groups towards common organizational goal. Researchers also found that increased polarization and groupism as an outcome of increased diversity in workplace.

1.6 Diversity in terms of Indian Context

India from centuries is a very diverse country having diversity in terms of religion, Caste, gender, demographics, Language, Education, Socio-Economic status. The constitution of India prohibits discrimination in terms of gender, age, religion, sex, demographics. Indian constitution gives rights to all its citizen to participate equally in all matters related to public interests.

Though there are very few research papers which focus on Inclusion of diversity as lots of researches focused on inclusion in education.

Constitution of India protects rights of all people in India and lays strict measures not to discriminate people in place of employment on grounds of caste, race, sex, region, language etc. Constitution OF India also protects rights of economically very deprived sections of society known as scheduled tribes and scheduled castes by providing them reservations in government jobs and government educational system thus trying to include economically backward sections of society in India into mainstream development path.

While educational institutions and government sector organizations are required to recruit certain number of people from backward castes and tribes but as suggested by *Thorat* discrimination against them still occurs in India. As researched by *A. Gopalakrishnan* organizations and universities are still reluctant to fully implement these reforms and even though they accommodate people from economically deprived sectors they fail to integrate them fully into organizations as their peers or fellow student still discriminate them on account of their caste and socially deprived status. This is because Institutions or universities in India don't have established infrastructure to help diverse people especially socially and economically backward castes people to integrate well with their peers.

According to *A. Gopalakrishnan* groups which faces discrimination in India includes women, Muslims, Persons with disabilities, Dalits and Adivasis (Dalits and Adivasis are economically very backward people in India).

According to National Sample Survey Organization which is a government of India statutory body had published a report in 2012 which states that in India participation rate of women is 23.3% which

is very low. This report also states that in labor force participation other economically deprived groups participation is less than 30%. Although India made bonded labor as an illegal practice in 1976 they still consist of 10% of labor market with very limited rights. According to *C. Kompier* there are still 400 million workers which are employed in informal sectors. That is out of every 100 million workers every 86 workers works outside of legal protection, social contract and thus they are being exploited. These exploited groups form major workforce in India and as stated public organizations are compelled by law to incorporate talent from these workforces thus exposing themselves to more and more discrimination without a through infrastructure and system which allows steady inclusion of these people into workforce. Even women face lots of discrimination and especially in higher positions they are more prone to racial policies by their male counterparts.

In recent time institutions such as Supreme court of India have taken initiatives to protect rights of excluded groups. One example is inclusion of transgender people into Public education and public employment by court. Before verdict Transgender people in India had no rights or they were not allowed to enter in public schools and companies.

Though Indian laws offer women workers many benefits such as maternity pay, equal pay as men for similar work and protection against sexual harassment. There are also laws in India which are made to protect the interest of minorities but as found by *C. Kompier* there are still discrimination and exploitation of workers at work in India.

Thus, it can be deduced from above findings that minorities and lower caste people in India face lots of discrimination even though their interests are protected by Indian. This is because of lack of policies which helps these deprived groups in Indian institutional setup to mix and become part of an institution. Inclusive policies are not being implemented fully to address this question. It is very important to understand here that meaning of diversity and inclusion in terms of Indian context is very different. It goes far beyond race, sex, religion, language. India is so complex in terms of its society that a very comprehensive and detailed policy should be dedicated for effective management of diverse workforce and to give equal opportunities to all sects of Indian society. Just including diversity in workforce in India will not help institutions to progress instead it will hinder the progress

of institutions. So, it's very important to understand the diversity in India with a different frame of mind and work on strategies of inclusion which will help different sects of Indian society to integrate among themselves at least in an institutional setup to increase overall profitability of institutions.

1.7 Importance of Inclusive Environment for effective Diversity Management.

Inclusivity aspect should also be taken under consideration if effective Diversity management in terms of Indian context is discussed. All successful companies in India whose case studies forms the base of this research focus on effective diversity management practices with inclusivity as their main criteria. As in India diversity is there everywhere and thus differences which successful cooperation trying to reduce differences in their thought process by adopting effective policies which helps to integrate people with different background and align themselves towards common goals of an organization.

Some of the outcomes found by researchers related to effective management of diversity with inclusivity as a characteristic are as follows.

- Report by Deloitte founds that companies can be successful in implementing inclusivity in their work environment by implementing policies based on merit, providing effective work-life balance to their employees and providing an environment where senior leader's behavior is motivating and positive towards their subordinate employees.
- *P Daya* found that individual characteristics of employees are also important for their successful inclusion into corporate work force. His research identifies person's self-confidence, personality and focus as some important characteristics for their successful inclusion into workforce.
- It's found by *K. Cottrill* et al that Inclusive environment helps employees innovative outlook to build up and thus he is more motivated to engage in roles outside of his jurisdiction thus helping his workforce and managers to deals a complex situation in a more innovative way.
- Workforce environment can be more inclusive if it has an environment which respects differences in opinion, where managers feels confident to delegate responsibility to

subordinates and provides easy access to information to its employees.

- As found by *L.M. Shore* et al that Inclusion in workforce drives high quality work performance from employees, better job satisfaction and low attrition rate, enhanced creativity and enhanced career progression of employees in work place.

CHAPTER 2. REVIEW OF LITERATURE

In previous section works of researchers relevant to diversity are discussed but in this section, works of those researchers are discussed which helped to frame a research question.

Patrick et al (2010) found that diversity determines not only the effects of the diversity within an organization but also it focuses on level of dissimilarities and the level of openness among its work culture and in its culture. This is very important to consider as in an organization it's very important to analyse diversity from every point and focus such as culture, leadership, upper management, lower management, employees etc. A successful diversity management can only be effective if appropriate measures are incorporated in each dimension and sphere in an organizational set up.

Simlin et al (2006) found that as the age increases, the perception of diversity openness changes and it's found that as people goes older they are less flexible to accept differences so it's very important for an organization to orient older employees in an organization towards diversity openness and hence it is very important for an organization to arrange trainings and workshops to orient older employees in their organization towards common organizational goals. In a country like India where young employees form major work force at a lower level but senior employees or employees at their middle ages holding senior positions in an organization it is very important for organizations to arrange training sessions for senior employees and try to orient themselves with new thought process of current young generations.

We cannot say with surety that successful diversity management would always result in increased firm performance but as found by *Ozbilgin and Talti (2008)* there is strong correlation between successful diversity management and improved profitability or improved firm performance. So, it's very important to know that diversity management can lead to improved organizational performance but this can't be the case always so it is very important to have an infrastructure of inclusivity ready before implementation of successful diversity implementation measures. It's duty of an organizations to consider an environment which is conducive for implementation of successful diversity measures. In Indian context, this even more important as inclusivity lacks there owing to inevitable differences

already prevailing in society.

Knippenberg, de Dreu and Homan (2004) found that in comparison to homogenous groups working in a workplace heterogenous or diverse workplace requires more affirmative and extended action for them to integrate with organizations common objectives and goals. That is diverse work force requires time to integrate and understand work culture and build a tempo with each other thus initially heterogenous work force can result in reduced firm performance than homogenous work force. Thus, an infrastructure in accordance with policy should be set up by firms to integrate diversity into sustainable action as soon as possible. In Indian context, this is very important as already imbibed seeds of diversity in Indian society need to be roped very diligently with companies recently following various procedures to incorporate elements of diversity as a continuous process with special diversity management policies.

Research by **Gilbert, Stead, and Ivancevich (1999)** found that women even though women are hired by organizations that valued diversity and were placed in top management roles but still preoccupied perceptions among male employees offers less supportive environment for female leaders. This perception is and this thought is more centralised in developing nations like India. This perception where women leadership is difficult for male counterparts to accept leads to degradation of progressive actions of an organization. This is a point to be considered in case of Indian context where women are always subjugated and considered inferior. The progressive diversity policy of organizations can help in progression of women employees in India other factors also needs to be considered such as how to mitigate the perception carried by male employees which forces them to consider women as inferior to their male counterparts. An effective policy framed towards changing of perception of male counterparts through various cultural assimilation ad progressive programs can help to reduce this negative perception towards women employees.

Cox & Blake (1991) found that if you consider team member have similar intellect and experience then a heterogenous team members or diverse team members are more productive then homogenous groups of similar intellect and logical ability. & Blake, 1991).

Abdullah et al (2015) found that participation of women in board positively affects accounting performance. Accounting performance reflects performance of women on board on increasing the talented women employee in talent pool of firm and likelihood of their nominations at top positions in the board. It also found in this research that participation of women in board negatively affects market performance. Market performance reflects the perception of people in market or in business about inclusion of women at top positions in a firm. They found that inclusion of women at top positions in a board is regarded negatively by stakeholders of firm as they are reluctant to accept women as leaders in top positions in board. This kind of gender prejudice according to this research is more relevant in developing economies. So, it is very important to consider here that developing countries have different perspective and prejudices than developed economies. Based on this research in terms of Indian context it's important to consider internal environment of company as well as its stakeholders and geographical setup where it works to consider effect of appointment of women at top positions in leadership or in board.

Gupta et al (1998) found that women are excluded from informal networks in India which leads to halt their career progression. It's believed these networks are dominated by male. Exclusion of women from these networks in Indian organizational context limits their ability to handle dynamics of organizational politics. The incidence of such politics becomes higher in a diverse, multi-lingual, ethnic and caste-based Indian society. Research by *Khandelwal in 2002* found that male managers are stereotyped or considered more qualified to work in fields of production, sales and marketing. These areas demand hard physical and field work so its stereotyped in Indian society that male bosses are better to take up these roles. On the other hand, female managers are stereotyped to work predominantly in HR, public relations, administration, at subordinates/junior levels, and in soft fields like fashion/clothing and beauty products. These stereotypes have adversely affected women's career prospects in Indian organizational set up.

According to research by *Barbara et al (2010)*, which concluded on the note that Multicultural organizations have an advantage of retaining and attracting best talent, they found that if organizations can attract qualified talent from minority groups such as women and if they are able to

retain their faith in them then it's found that they gain competitive advantage over their competitors and drive high quality return from their human talent pool.

Alder (1991) found that in a more or increasingly global market Multicultural organizations are better equipped to attract and manage best talent in industry thus instigating a free flow of diverse thoughts and ideas in the workspace. These organizations as found by Alder are better equipped to expand their base in foreign lands as they are better equipped with talents who understand the geo political complexities. This paper in later section would focus on strategies adopted by multicultural organizations in India to manage diversity based on the pretext of the research done by Alder.

Morgan (1989) found that in research oriented and hi-tech industries it beyond doubt that talent and diversity they bring in terms of talent pool without any ore occupied prejudices thrives their success and the way they manage this diverse pool drives them and helps energizes a sense of urgency in terms of enhanced performance among employees.

Williams and O'Reilly (1998), in their research paper, identified managing diversity in workplace as one of the most difficult task which modern organizations facers. They call diversity as a hot spot issue in current geo-political set up which has become an important issue for management in companies to deal with. Authors of this paper concluded there is a need for enhanced interactions among people who belongs to diverse groups, culture and beliefs for effective diversity management. Authors suggest that managers in organizations should understand and predict their diverse teams which they are leading for successful integration of team members towards common team and organizational goal.

Finally, it's very important to discuss research conducted by **Woodard and Saini (2005)** who have performed a comparative study of diversity management in USA and Indian organizations. Authors found that much of diversity management in India focuses on equal opportunity measures to be provided along gender that is it focused more on gender equality. Authors identified serious discriminations against women at workplace from society as well as from their male counterparts with conditions so worse in some companies where women have to face sexual exploitations for their promotions a situation which is very different from USA. Authors found that situation is

improving recently in multicultural organizations especially IT industry where women are given more freedom and are promoted based on their skills and performance. Authors identified there is great improvement needed in other sectors in India for successful implementation of diversity measures and IT industry in India have taken a significant step towards successful diversity management. This research set a base to take IT industry as major space in case study approach to address successful measures for effective diversity management in this paper. Indian companies though global but still lacks a sense of global outlook and are entrapped in between so called western philosophy and Indian philosophy thus an environment is created where there occurs clash of philosophies with some employees gaining global outlook and some still have a very domestic outlook thus creating an environment of clashes and unproductive internal politics. This creates an environment of animosity among groups which are created on diverging thoughts created within an organization. The issue addressed well by IT companies in India trying to create a global outlook among employees a single philosophy which makes organizations flexible to adapt according to global requirements but still preserving core Indian values which are inherited by employees from birth.

CHAPTER 3. RESEARCH QUESTION

How research question is derived?

As discussed in previous sections it's evident that Indian society itself is very diverse in terms of religion, socio economic status, languages and culture. Researchers as discussed have found that just incorporating diversity for sake of following certain laws will not benefit the firm and incorporation of diversity without effective planning can even lead to deterioration of firm's performance. An environment of inclusiveness must be incorporated in firm for effective diversity management and as found by researchers there is always a lag in performance of heterogenous groups in comparison to homogenous groups considering groups member's intellectual level is equal. But India itself is a very diverse country where workplace has diversity and it comes from society itself and in this era of globalization Indian companies are trying to go global meeting global client's expectation with diversity in their own firm thus aligning diverse workforce with global outlook and perspective poses new challenge of effective diversity management for Indian companies. This is the key focus of this paper which forms the basis of research question.

Research Question

How can Indian firms reduce the phase of adaptation or Lag Phase of their diverse workforce efficiently to reach a threshold point soon and in a timely manner from where they can manage diverse workforce efficiently and improve on their firm's performance?

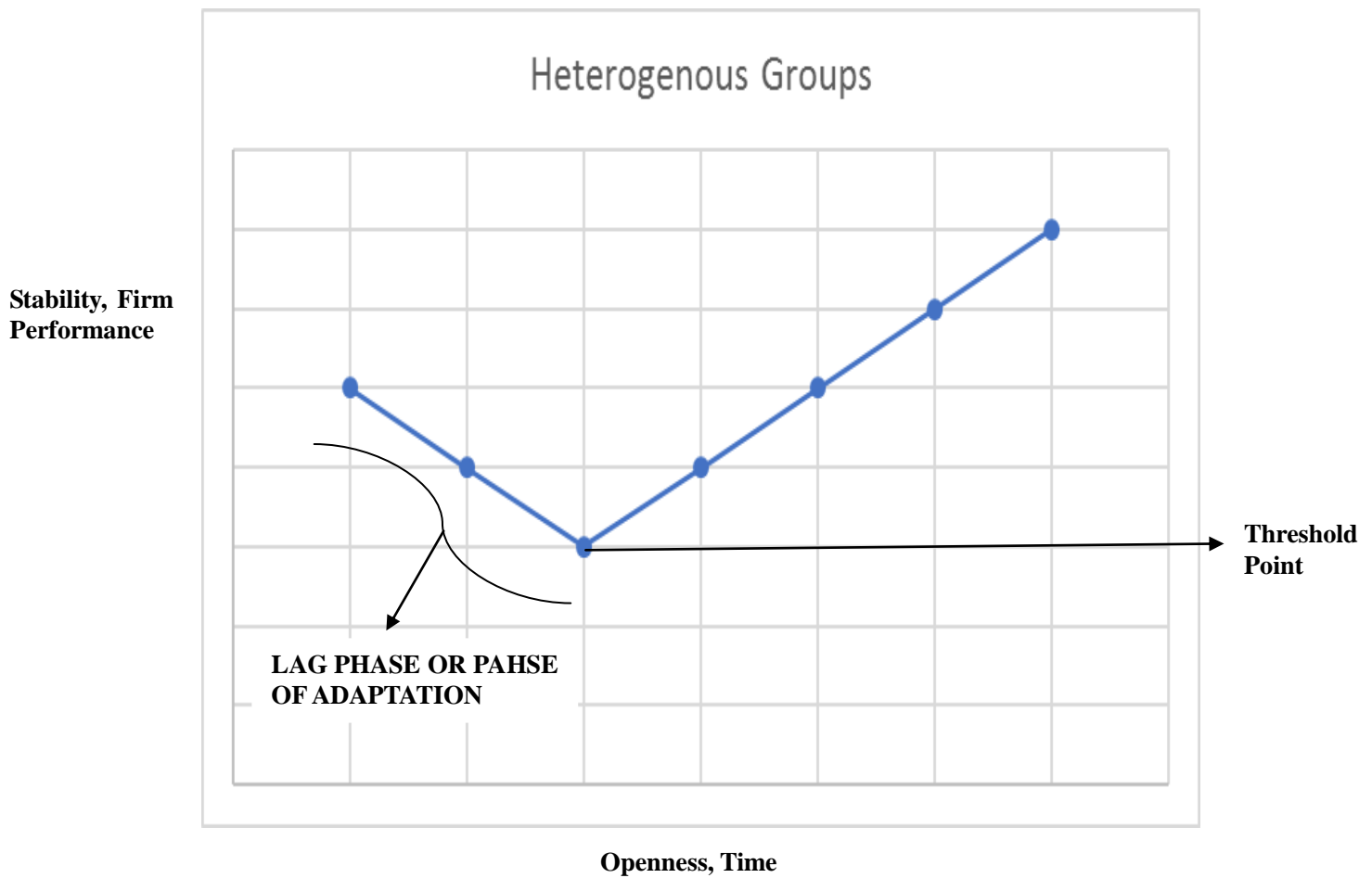


Figure 3: - This shows initially when heterogenous group starts to work result in decrease of stability of group resulting in some frictions as this is the **time of adaptation** of groups but once this initial phase is overcome stability increases and hence firm performance. The focus of this paper is how efficiently Indian firms can reduce this Lag phase or Phase of adaptation of their diverse workforce and can be more productive by reaching the threshold point as shown in above figure soon and in a timely manner.

As shown in above figure the focus on this paper how Indian firms can reduce this time frame or Lag Phase to achieve a threshold point where a more stable and inclusive workplace can be achieved in Indian global companies. This paper focuses on framing suggestions based on case studies approach to Indian companies who are struggling in their initiatives for successful diversity management if

followed can help them to manage their diverse work force in a successful manner by reducing Lag phase or Phase of adaptation. These suggestions are focused to achieve the threshold point as discussed and showed in Figure 1 in a timely manner that is within less time frame Indian companies can achieve that threshold point by reducing the lag phase of their diverse workforce thus increasing stability of their workforce and hence their performance. Stability results in low attrition rate and increased productivity among groups or team.

Methodology followed

To address this question case study based approach is used where six Indian companies Diversity management policies are researched in detail. These companies are global Indian companies and have tried hard for successful implementation of policies for inclusion of diversity in their workplace to reduce lag phase. These companies are chosen on basis of various excellence awards awarded to them by third party firms for their diversity and people management programs. With these case studies successful Indian companies are, recognized internationally for their diversity management initiatives are identified. A deep analysis on their policies are performed and finally, conclusion is drawn from these case studies focusing on effective policy and suggestion for those companies which are struggling to implement successful diversity management initiatives in India. Suggestions are focused on these Indian companies on how effectively they can implement successful diversity management initiatives to reduce initial lag phase or phase of adaptation and can make their heterogeneous workforce productive right from the beginning when new employees join or when a new team is created.

CHAPTER 4. CASE STUDIES

CASE STUDY 1: - WIPRO TECHNOLOGIES

Wipro Technologies, **the global Information Technology, Consulting and Outsourcing business of Wipro has been ranked 2nd in the list of Top 25, by The Association of Diversity Councils in 2010.** That's why this company has taken as a Case study to understand the measures adopted by Wipro which makes it so successful in terms of diversity management practices.

Following are the approaches adopted by Wipro Technologies for successful diversity management.

1. Wipro's diversity management policies is focused on managing following four aspects that is **Gender, Nationality, People with Disabilities and Underprivileged.**

2. **Wipro's Diversity Council** is special team which is formed and which consists of 14-member with an objective of creating dynamic and powerful socio-business network. Wipro's Diversity Council main objective is to create an equal opportunity environment that allows every employee of Wipro Technology to realize his or her fullest potential.

3. Wipro has an employee base of 120,000 which includes people from 74 nationalities and with offices spread over 54 countries Wipro technology focuses on managing diversity through effective leadership, engagement and accountability which focuses on improving company's performance and innovation.

4. **Wipro's Gender Diversity Initiative:** - Wipro Technologies follows a segmented approach towards retention and career growth of its women employees which constitutes 32% of total workforce of Wipro Technologies.

Wipro Technologies Women of Wipro(WoW) mentoring program is ranked as the 'Best Program for Excellence in Gender Diversity' by NASSCOM- The National Association of Software and Services Companies (NASSCOM) of India. In this program high, potential women employee of Wipro Technology are mentored by top leaders in the organization over a period of nine months. This

program aims at building competencies among women employees which is required by them to excel in top leadership and under guidance of top leaders they are mentored in a way which helps them be more inclusive and productive in top management and leadership roles.

5. Wipro's Person with Disability Program: - Wipro Technology focuses on inclusion of people with disabilities in workforce successfully through technology enabled assistance in terms of modified laptops, voice activated programs and assistive applications. Recently Wipro Technology is also hiring sign language experts that helped interpreting Wipro Meets in sign language for benefit of employees with hearing disabilities.

6. Wipro's Nationality inclusion program: - Wipro Technologies focuses on hiring local nationals in their overseas office. A very special Globe Smart program is initiated by Wipro Technologies which focuses on developing sensitivity of Indian employees towards other cultures. Additionally, Wipro Technology employees travelling to overseas are required to participate in Onsite Readiness Program which imparts knowledge of culture of the country in which they are going. A detailed analysis is given to employees of what to do and what not to do, how to interact and what work culture they will expect in the country in which they are going. This prepares employees well in advance and will help reduce lag phase in terms of team productivity which occurs when heterogenous groups start working.

Summary of Wipro's initiatives in managing diversity is being depicted in the following table.

Table 1: - Summary of initiatives taken by Wipro Technology for successful diversity management.

<p>Main Focus</p>	<p>Ranked No 2 in world by US Diversity Council in successful management of diversity.</p> <p>Management of diversity with a focus on 1. Nationality. 2. Gender 3. People with Disabilities 4. Underprivileged.</p>
<p>Gender</p>	<p>Wipro's Women of Wipro Program(WoW) Program: - Ranked best program in India for management of gender diversity in companies.</p> <p>Focus on special mentoring of middle management women employees by top senior managers and leaders.</p>
<p>Wipro's Diversity Council</p>	<p>Special team of 14 members formed to undertake successful diversity management policies</p>
<p>Wipro's Disability Program</p>	<p>Focus on special programs like sign language specialists and through assisted applications developed exclusively for disable employees.</p>
<p>Nationality</p>	<p>Development of online tools such as Globe Smart to develop sensitivity towards various cultures. Wipro has also initiated special 2-day training known as Onsite Readiness Program for employees travelling overseas.</p>

CASE STUDY 2: - TATA GROUP

Recently Tata Steel receives the best companies to work for' in core sector award in February 2016 by Business Today one of the top business magazines of India and also one of the top 25 best companies to work for in India. Tata Steel received because of its remarkable career growth prospects, financial compensation, work-life balance, Diversity management and stability.

TATA Communications in April 2016 was announced as best employer in India by Aon Hewitt. Aon Hewitt has recognized Tata Communications for its organizational culture, effective leadership, employee development and engagement and for its successful implementation of innovative TATA LEAD program.

TATA Consultancy Services Asia Pacific is currently nominated by HRM Awards 2017 in the list of Best workplaces in world for good Work-Life Balance.

Diversity and inclusion have been part of the Tata culture since its founder Jamsetji's time. Tata founder Sir Dorabji Tata founded a city named as Jamshedpur in India for its employees in last century where all care was taken for successful inclusion of people of all religions Hindus, Muslim and Christian.

The D&I strategy of TATA group has been strengthened with the launch of **Tata LEAD**, the group D&I initiative.

Following are the initiatives taken by TATA LEAD for successful management of diversity.

1. Senior Leadership Conclave: - This is the special program initiated by TATA Lead which focuses on sensitizing Senior leadership through special **D&I sensitization workshops**. These workshops focus on understanding of unconscious biases and action planning to forecast change within the organization and teams. These workshops aim at making senior leaders to understand these biases and help their smooth transformation of attitude which would foster more inclusivity in their team.

2. Inclusive Management Workshop: - Focus on sensitizing middle management employees as attrition rate is higher with lower grade employees. These workshops focus on sensitizing middle

management employees to create an environment which fosters inclusivity of lower grade employees towards common team and organizational goals.

3. Reach Out Program: - This program focuses on connecting senior women professionals of TATA with other employees this helps connecting senior women employees better with team and middle management employees thus it helps senior women employees to create a more inclusive environment free of all prejudices.

4. Pathway to Success Workshops: -These are special workshops which focus on challenges which women face in their careers. These take care of inclusion of women again in workforce after maternity leave and other challenges such as managing work with family and kids. Special counselors are employed by TATA LEAD in these workshops which guide women how to face challenges which comes in their way and in their career due to family issues.

5. TATA Second Career Internship Program: - This is a special program designed to help TATA women employees to join workforce after a break. Tata gives 7 months of Paid Maternity leave and 18 months of half pay- half working day post maternity support. During this period women employees are given special training which helps them to integrate again into the workforce.

In short TATA'S Group Diversity management focus, mainly on gender diversity and sensitization of senior management towards importance of diversity and its inclusion.

Following table displays the summary of key strategies employed by TATA group for successful inclusion of diversity.

Table 2: - Summary of initiatives taken by TATA Group for successful diversity management.

Main Focus	Gender Diversity and Sensitization of Senior and middle management.
TATA LEAD	Special group formed as Diversity and Inclusion initiative by TATA group which foresees various program for gender equality and Inclusion by educating senior and middle management for successful inclusion of employees in team and TATA's objective.

CASE STUDY 3: - INFOSYS

Infosys is the first Indian IT company in India to open separate Diversity and Inclusion Office.

Infosys and its subsidiary companies have received various international awards for their successful diversity management initiatives. For example, in 2009 Infosys BPO received the "**ASTD Excellence in Practice Award**" for its diversity hiring initiatives. Infosys BPO was conferred the honor during the awards ceremony held by the **American Society for Training and Development** (ASTD) in Washington DC, USA. ASTD honors those companies which focus on **intercultural, gender or sexual orientation**. Infosys BPO was only company in 2009 to receive best diversity management companies related to those categories.

Infosys also won the **first NASSCOM-India Today** Woman Corporate Award for excellence in **gender inclusivity** at the NASSCOM-IT Women Leadership Summit 2007 at Bangalore

Infosys another IT Technology giant company focuses on various resources groups for effective management of diversity. Infosys does not have centralized diversity councils like Wipro or TATA group. Infosys manages diversity through various resource groups such as

1. Employee Resource Groups: - These are responsible for promotion of diversity through initiatives that focus on education, awareness, cross cultural interactions and professional and personal development. These are groups formed in Infosys local offices in each of countries they work to promote inclusion of employees through various cultural awareness programs.

2. Infosys Women's Inclusivity Network(WIN): - IWIN is a special group created in Infosys whose main purpose is to focus on needs of women. It facilitates on creating an environment which allows flexibility for women employees to change their roles and which allows movement of women employees to senior management roles. IWIN also focuses on exclusive training and mentoring of women employees. These trainings are focused on exclusive experience sharing programs for female employees.

3. Infyability: - It's an initiative which is designed to create a sensitive and inclusive workplace for its differently abled employees. Infyability holds special training programs which focus on providing enhancing tools and technology specially created for differently abled employees to make best use of their talents.

4. Infosys also focuses on providing training to employees to succeed in global environment and also Infosys is one of the few firms which has provided a platform in form of Infosys Gay Lesbian Employees and You group for LGBT a very innovative and bold approach considering India as an orthodox country and having these kinds of initiatives depicts the modern outlook Infosys management has about inclusion of diversity.

Following table depicts the summary of initiatives undertaken by Infosys for successful diversity management.

Table 3: - Summary of initiatives taken by Infosys Group for successful diversity management.

Main Focus	Creation of various resource groups for management of diversity related to gender, disabilities, LGBT
Decentralized approach	Infosys focus on decentralized approach of management of diversity without a centralized body such as Diversity councils.
Infosys Gay and Lesbian Employees and You	Special group created in Infosys for inclusion of Gay and Lesbian Employees. Infosys is a rare Indian company to have initiated this kind of initiative for LGBT employees as homosexuality is considered as a big social taboo in India.

CASE STUDY 4: - TECH MAHINDRA

Tech Mahindra in 2015 won the Golden Peacock HR Excellence award for **Outstanding People Management Practices**. The Golden Peacock HR Excellence Award was introduced in 2011, by the Institute of Directors, is a leading recognition framework to mark successes and accomplishments for the HR fraternity in India.

Tech Mahindra won five awards on 4th August 2016 at the **7th ASIA BEST EMPLOYER BRAND AWARDS 2016**. The categories were the following:

1. Best Use of Technology in HR
2. Promoting Health in the Workplace
3. Organization with Innovative HR Practices
4. Best use of Social Media
5. Excellence in Training, learning and Development

Tech Mahindra also big IT giant of India came into big screen in India when it announces its merger with Mahindra Satyam. Tech Mahindra has also tried very hard for successful management of its diverse workforce through various initiatives which are discussed as follows.

1. D&I Function: - This is the special function created in Tech Mahindra which works under the leadership of Chief Diversity Officer. D&I function of Tech Mahindra mainly focuses on gender diversity and its main agenda focuses on building Inclusive workplace for women, with equal opportunity for women and to focus on creating an environment where women can work freely without having to face any sexual and mental harassment. D&I function of Tech Mahindra have taken following initiatives for inclusion of women in workforce

- a. It target to increase diversity ratio to 30%.

b. Focus on hiring 50% of freshers as women graduates.

c. Through D&I initiative currently 26.5% of women are there in tech roles with overall participation of women in workforce close to 28%.

d. D&I focuses on efforts to improve women's representation at senior levels through representation at senior level, creating social platform which allows engagement of women employees and initiating various women leadership development programs which allows women to be effective leaders.

2. Enable: - This is an initiative taken by Tech Mahindra to provide equal career opportunities for differently abled employees of Tech Mahindra. Tech Mahindra has partnered under Enable program with various placement agencies and NGOs to participate in job fairs to screen talent pool out of specially or differently abled individuals. D&I council focuses on catering infrastructure readiness for differently abled employees of Tech Mahindra and providing a conducive work environment for differently abled employees. D&I council of Tech Mahindra under Enable program conducts various workshops for teams to sensitize them against workplace discrimination which differently abled employees might face. In addition, Enable program aims at organizing talks with other differently abled successful people outside of Tech Mahindra for its differently abled employees. This is aimed to motivate differently abled employees.

3. Generational Diversity: - A unique approach is being followed by Tech Mahindra for management of generational diversity which is being lacked in other successful Indian firms. Tech Mahindra follows a clear strategy for Baby Boomers, Gen X and Gen Y employees, the strategy employed by Tech Mahindra for each of the group are discussed as follows.

a. Baby Boomers-

a.1. Customized induction programs are conducted for senior employees to sensitize them about generational change and new thinking with which young employees are joining the organization.

a.2. Annual Health checkups and medical consultation is arranged by Tech Mahindra for senior employees thus taking care of health of these employees for these employees to be more productive.

a.3. Tech Mahindra HR policy allows hassle free horizontal movement of senior employees and

focuses on providing challenging work environment for these employees.

a.4. Leadership Council and Wealth of Wellness programs are conducted by Tech Mahindra for senior employees which hones their leadership skills and helps them to succeed in managing their team.

b. Gen X: - These are Mid Management employees with enhanced experience striving for focused path which makes them leaders of tomorrow for a company and Tech Mahindra focuses on development of these employees and some of initiatives taken by Tech Mahindra are discussed as follows.

b.1. Tech Mahindra focus on making their middle management employees very tech savvy by providing them instant messaging services with an access to smart phones.

b.2. Various role transition programs are designed for Gen X employees of Tech Mahindra focusing on transition in their career and full support for this transition is provided by Tech Mahindra.

b.3. Various motivation activities such as Best manager and Long service awards to Gen X employees.

b.4. Various knowledge enhancement programs are designed for Gen X employees which helps to increase their knowledge base.

c. Gen Y: - These are freshers and young employees which have just joined workforce and having work experience less than 5 years in a company. Tech Mahindra follows following initiatives for successful integration of these employees in workforce.

c.1. Access to cutting edge technologies which allows them to stay connected with all other employees in Tech Mahindra.

c.2. Flexible job rotation.

c.3. Higher Education support by providing sponsorship to these employees to pursue education in India or abroad in organizations of repute.

c.4. Access to various social recognition platforms and Location leadership council which helps these employees to stay connected and increase their soft skills.

c.5. Freevoice, Josh, Oie, TechMate , live chats with leaders and CSR opportunities through Tech Mahindra Foundation are some of the programs designed to keep Gen Y employees engaged.

4. Cultural Diversity: - Tech Mahindra focuses a lot to manage cultural diversity an initiative adopted by rare Indian companies. Following policies are being adopted by Tech Mahindra for successful management of Cultural Diversity.

a. Localization of policies: - Tech Mahindra focuses on people related policies specific for each of the countries they operate in taking into consideration of culture and values of the country of operation. The policies of Tech Mahindra are customized to each of the countries they operate in.

b. Learning Interventions on Cultural Integration: - Tech Mahindra focus on running cultural awareness workshops for both employees and customers to sensitize them on cultural differences and remove barriers of communication.

c. Cultural Sensitivity Training(ECG): -Employees of Tech Mahindra are provided with knowledge on the behavior and practices to be followed in the country in which they are going for onsite assignment. Special onsite readiness training is being provided to employees of Tech Mahindra for overseas assignments.

Table 4: - Summary of initiatives taken by Tech Mahindra Group for successful diversity management.

Main Focus	Management of Gender Diversity, Generational Diversity, Cultural Diversity and Managing employees with disabilities.
Diversity Council	Specialized group focusing on managing diversity related to employees with disabilities through various programs.
D&I Function	This is a special function set up by Tech Mahindra which focuses on managing gender diversity and providing a more inclusive environment for women in workplace.
Generational Diversity	Tech Mahindra focuses on managing diversity related to Gen X, Gen Y and baby boomers through various leadership programs, career transition programs and sensitization programs. Gen Y employees are also given Educational support for their higher education.
Cultural Diversity	Tech Mahindra focuses on various cultural programs and Onsite readiness program for employees travelling abroad and also it focuses on sensitizing its customers about cultural gaps between India and their country and how Tech Mahindra can help them to fill this gap.

CASE STUDY 5: - HCL TECHNOLOGIES

HCL won the award for “**Best in Career Mobility**” in the **People Matters L&D Leadership League Awards** in 2015, **HCL ranked 9th among 100 companies for Sustainability and Community Development. HCL ranked 9th among 100 companies for Sustainability and Community Development in Asia in the Inaugural Channel News Asia Sustainability Ranking for 2014.**

HCL Technologies is also a global Indian IT Company focusing on Diversity and Inclusion practices. Following are the focus points of HCL Technologies regarding successful diversity management.

1. Core Focus: - HCL’s Inclusion and Diversity vision is to reinforce the “**Employee First**” philosophy by creating an organization which will itself create an environment of Inclusion, HCL focuses on Inclusion concept of Diversity a lot. HCL recruits people from different genders, abilities, work experiences, academic background and ethnicities and creating an environment where these employees can be absorbed and aligned towards common organizational goal. HCL has its “**Affinity networks**” and “**Employee First Councils**” to reach out to employees with diverse background and align themselves with common objectives of an organization. These networks further ensure that “**diverse perspectives are included in all its business operations**”. These groups also focus on creating support systems and policies to improve work-life balance. HCL also has a focused **community intervention program** which helps reaches out to rural areas of India and engages and enable people to lead a dignified life. This program aims at broadening the horizon of employees and making them realize the importance of improving life of needy people, an initiative focusing on improving perspective of employees and make them more sensitive towards their workplace and their peers.

2. Diversity of Nationality: - **HCL global systems** focuses on effective management of ethnic diversity by establishing many programs which aims at integrating diversity at every level within the organization locally, nationally and globally.

3. Gender Diversity: - **Diversity and Sustainability Office** is set up by HCL Technologies which conducts regular workshops and panel discussions o importance of diversity and gender diversity.

HCL Diversity and Sustainability Office have worked very hard to make HCL workplace more gender sensitive and inclusive for women employees. **HCL Diversity and Sustainability Office** have set a unique philosophy of “**Employee First Customer Second**”. This philosophy enables HCL to focus more on retaining best talent in their team and an extension of this philosophy HCL has tried very hard to attract, retain and mentor top women talent.

HCL has a ‘**Women Empowered People Action Team**’ whose focus is to build a perspective among women that their first choice of employment place should be HCL. Through this initiatives women employee are provided coaching, mentoring and support within an organization. HCL also has Women First Council which is run by only women of HCL aims at providing organized platform to women to address their unique and social needs and providing targeted counseling to them aimed at their career progression.

4. Diversity Management for socially disadvantaged groups: - HCL has taken a unique way to support people who are low in caste. India has a unique caste system where people are divided based on their social status and generally people low in social status and caste are generally considered inferior in workplace and are deferred career progression opportunities. These socially deprived people are classified into three main groups in India. 1. Scheduled Cates 2. Scheduled Tribes and 3. Other Backward Classes (OBC). Indian government has passed laws which provide reservations for these groups in government educational institutions and government jobs, but this legislation has no binding to private education institutions and private workplace in India. So, candidature of people of these groups can face prejudices and denied entry or employees of these groups at certain times face racial discrimination and to mitigate this HCL system has employed policies. HCL is taking steps towards increasing employability of the people from this socially disadvantaged groups by providing them training and mentoring. HCL has implemented scholarship scheme for technical training for socially and economically backward classes. HCL has partnered with Prajwala a NGO for providing skill development training to socially backward talents of India. With this HCL has created an environment to accommodate the people of this group based on their high skills and thus making an environment where people of this group acts as mentors for knowledge transfer inside the company.

Actions taken by HCL for successful diversity management are depicted in the following table.

Table 5: - Summary of initiatives taken by HCL Info systems for successful diversity management.

Main Focus	Employee First Customer Second Philosophy implemented with help of various Affinity networks and Employee First Councils.
Gender Diversity	HCL Diversity and Sustainability Office is responsible for framing gender diversity based policies of attracting and retaining top women talent. Women Empowered Action Team of HCL focuses on creating a sustainable and progressive workplace for women.
Diversity of Nationality	An HCL Global system helps creating an environment to integrate employees of various nationalities working in HCL.
Socially Disadvantaged groups	Implementation of special skill enhancing training programs.

CASE STUDY 6: - ACCENTURE

In 2016, Accenture was ranked at No 15. On Diversity Inc's Top Company for Diversity List, making it for a fifth consecutive year in top 15 in this list. Ans was able to make in this list for tenth consecutive year (2007-2016). It's ranked by Diversity Inc as No 8 for Global Diversity, No 9 for Mentoring, No 3 for Supplier Diversity, No 7 for LGBT Employees and No 5 for Persons with Disabilities for year 2016.

Accenture is not an Indian based company, headquartered in Ireland since 2009. Accenture focuses on both Management Consulting and IT Consulting. Though this company is not Indian but still close to 60% of its workforce consists of Indian employees. That's why this company is chosen to do an analysis of its diversity management initiatives as in its policies Indian workforce is also affected or benefited.

The core strategies employed by Accenture to manage its diversity are as follows.

- 1. Employee Resource Groups:** - Employee resource groups are formed in Accenture whose purpose is to promote Inclusion and Diversity. Employee resource groups in Accenture focus on strengthening the employees network and increasing their skills to make them more confident at work. Employee Resource Group is organized around inclusion of diversity including age, ethnicity, gender, religion, sexual orientation and gender identity. Employee resource groups are formed specific to each local office or geography catering local demands and interests and differ from location to location within Accenture. Employee Resource group main function in Accenture is to promote integration of employees in workplace through professional and personal development and facilitating cross-cultural awareness.

2. Gender Diversity management in Accenture: -Currently women make up 40% of total workforce of Accenture. Accenture Board of Directors includes 10 independent directors out of which three are women. And 28% of Accenture executives are women. Accenture achieves this through various programs such as follows.

a. Empowering Women: - Accenture believes in delegating more responsibilities to women and hiring more women into their talent pool. Accenture believes in equal pay for all its employees and have worked in this direction to reduce the pay dissimilarities between male and female employees.

b. Women mentoring: - Accenture also has leadership programs for women where they can participate in various virtual workshops and seminars to understand leadership philosophy in greater detail they are also provided leaders who are senior leader management professionals in Accenture. Under the leadership of these senior leaders, women in Accenture become great leaders.

c. Miscellaneous Programs: - Accenture also have various programs for women coming after maternity leave for their inclusion into workplace. Accenture takes care for effective work-life balance of women.

3. Accenture Diversity Council: - Accenture Diversity Council that includes members of its Global Management Committee is responsible for Inclusion and Diversity. Accenture Diversity Council is a centralized body which focuses on all segments of diversity such as age, disability, ethnicity, gender, religion and sexual orientation. Accenture Diversity Council is responsible for organizing various programs which helps its employees to integrate in a better way. Accenture Diversity and Inclusion training focuses on following points.

a. Diversity Awareness: - Training programs organized by Accenture focuses on cross-cultural awareness, LGBT equality and sensitizing employees about employees with disabilities. Apart from this Diversity Awareness program of Accenture help people develop a greater sensitivity to the challenges and opportunities presented by a work environment which is very global and diverse.

b. Diversity Management: - Accenture focuses on its leaders to improve their management skills which can help them create an inclusive work environment. Topics of their training include leading, managing and working across cultures.

c. Professional Development: - Accenture focuses on Professional Development of employees to build skills that contribute to success of Accenture. Accenture focuses on giving training on leadership to its employees which helps them to make good leaders, Negotiation and Performance based training is also given to employees to build their overall soft skills. All these initiatives help Accenture employees to become leaders and create a more inclusive workplace.

Following table shows the summary of initiatives followed by Accenture to manage Diversity.

Table 6: -Summary of initiatives taken by Accenture for successful diversity management.

Main Focus	Accenture Diversity Council a centralized body responsible for managing diversity related to gender, sexual orientation, religion, disability.
Employee Resource Group	Localized body in local offices of Accenture responsible for Inclusivity of employees in workplace through various cultural management programs.
Gender Diversity	Accenture manages inclusivity for women in workplace through Special Women mentoring programs, and various other privileges program such as maternity support, after maternity support program to retain top women talents. Accenture currently has 40% of its employees as women.

CASE STUDY 7: - START UP AND OTHER FIRMS OF INDIA

Diversity management of global IT firms have been discussed in detail these firms have tried very hard through centralized and decentralized bodies. In general, Indian Startup firms have faced lots of difficulties in effective management of diversity. This case study is taken as a Case which depicts failures of these firm sin effective management of diversity. Finally, this research focuses on suggesting effective solutions based on successful case studies of firms like Wipro to these firms. If followed these firms can manage their diversity in a better way.

Flipkart, Freshdesk, Practo, Quikr are very famous firms in India which are still at a startup phase. According to recent survey these firms failed to answer question which is aimed to disclose their number of women employees. These firms declined to share number of their gender diversity. **Mu Sigma and Ola** even didn't answered questions related to management of gender diversity. This shows seriousness of gender diversity issues in these firms. According to various reports Ola a startup firm which shares similar business model to that of Uber by providing on Call taxi services to its customer, there were cases of Rape and molestation of women customers by drivers. This has sparked huge outrage in India recently. This shows how insensitive management is regarding security of their women customers itself and by avoiding questions on gender diversity it shows their complete mismanagement regarding gender diversity and women.

Zomato a Gurgaon based start-up firm which is an App based firm has its own App which provides information on famous restaurants around user location. Its CEO Deepinder Goyal has publicly admitted they have very less women participation in Finance and Technology role. He even went further to say that company is unable to find women to be hired in top positions suggesting narrow mindset with which management of **Zomato** has.

The main reason startups in India fails to incorporate and manage diversity effectively is their inability to build teams as they tend to hire professionals immediately without any central policies. Its proved that for teams to be successful certain amount of diversity should be there and startup firms in India tends to be a family affairs where owners of firms like to hire likeminded people close

to him or her from family and friends. Some reasons why Start up and mid-scale firms like Flipkart which has achieved tremendous amount of growth still struggles to fail in diversity management are as follows.

1. Lack of central HR Strategy: - These firms tend to be very megalomaniac in their approach failing to address key issues related to employee welfare as their main purpose is short term profits and even exploring exit opportunities once substantial profit margin is realized. In India, this is a problem as people tends to value money more over values and these start-ups relies more on profitability thus they resist formation of central HR strategy and hence focus on adaptable HR policies which suits their personal interests over employees.

2. Lack of vision: - In India there are many companies whose main goal is fast profit and hence they come up with idea of business plan without any philosophy as owners of firms itself are delineated towards creation of employee friendly workplace. A thoughtless vision of profitability is infused on their minds which leads to improper management if employee affairs.

3. Preconceptions and Prejudices: - As described India consists of very fractured and heterogenous society divided based on castes and religion. Status of women remained very low over centuries, hence it very important here to consider the pre-conceptions with which people works there. Top class global IT companies have tried very hard to remove this thought process over centuries but still other firms are reluctant to adopt the strategy as they think it requires investment and money and they think its waste of money to invest in diversity management ideas as they are itself unaware of consequences of improper diversity management resulting in high attrition rate in these firms.

4.1 Analysis of Case Studies

Firms are divided into following three categories based on analysis of their diversity management practices

1. Close to ideal that is which are doing very good in their Diversity Management Practices: -

- a. Wipro Technology-Ranked No 2 globally by US diversity council for its successful initiatives.
- b. TATA Group because of its successful TATA Lead program.

c. Tech Mahindra: - Ranked as best company in People Management practices in India in 2015 by Golden Peacock HR excellence awards and has implemented detailed programs regarding diversity management.

d. Accenture: - Consistently ranked in list of Diversity Inc list for the past 10 years of Top 50 most diverse companies of world.

2. Firms which are doing fairly good and are trying to improve on their diversity management practices.

a. Infosys

b. HCL Technologies: - Its Community involvement program is recognized best on Industry in India.

3. Firms which fails to manage diversity: - Start up and certain successful ecommerce firms such as

a. Quikr

b. Practo

c. Flipkart

d. Ola

e. Zomato

f. Mu Sigma

g. Freshdesk.

4.1.1 Similarities found in Indian companies regarding Diversity Management

There are certain similarities found in companies which like Wipro, Infosys, Tech Mahindra trying hard to manage diversity successfully in their firms. Similarities found in these firms are discussed as follows.

- **Diversity Councils:** - As found successful companies in Diversity management have special body known as Diversity Councils or Group Diversity Councils whose main function is to frame and implement policies related to successful diversity management. All aspects of diversity management such as gender, sexual orientation, people with disabilities, underprivileged. One thing which is found is that companies in India through these

Diversity Councils are focusing on gender diversity. Women status is considered very inferior in society through generations and in India still women are considered mainly responsible for family and household work and in this scenario Companies like Wipro, Tech Mahindra have focused a great deal through these diversity councils to implement policies which create an environment inclusive for women.

- **Women Mentoring Programs:** - Almost all firms analyzed have women mentoring program which are aimed to build their leadership skills and which helps their successful transition to senior leadership roles.
- **Employee Groups:** - As found from Case Studies Indian global companies which have diversity management policies have Employee groups which are responsible for framing various employee integration programs corresponding to culture of each local office or geography of operation.

4.1.2 Differences found in Diversity Management practices of firms analyzed in Case Studies

- **Program for LGBT Community:** - Out of the firms analyzed in Case studies Infosys has special program for LGBT community. This is very rare for Indian companies as homosexuality is considered as a very big taboo in Indian society.
- **Socially Disadvantaged Groups:** - HCL has adopted special policies for Scheduled Castes and Scheduled tribes and other economically backward class of society for their skill building and integration. A special policy implemented only HCL out of all firms analyzed in Case Studies.
- **Generational Diversity:** - Tech Mahindra focuses on Integration of people of various age groups through special programs for Gen X, Gen Y and baby boomers.
- **Centralized and Decentralized approach for Diversity Management:** -Firms like Accenture and Wipro has centralized approach of managing diversity through diversity councils while firms like Infosys, Tech Mahindra, TATA and HCL follows decentralized approach through D&I Initiatives and program like TATA Lead for diversity management.

Table 7: - Table summarizes the various initiatives taken by 6 firms discussed in case studies to reduce lag phase and make a workplace inclusive to all kind of employees so that best talent they are hiring can be productive right from the beginning. Through analysis of this summary effective solutions/ are proposed for Indian companies to make their diverse workforce more productive as these suggestions aims at reducing the lag phase or phase of adaptation of their heterogenous teams.

	Wipro	TATA Group	Infosys
Diversity Management	Centralised through Diversity Council.	Somewhat centralised though TATA LEAD Program.	Decentralized through individualised programs.
Gender	Women of Wipro Program- Mentoring Women leaders from Top leaders of Wipro.	Focus on Women Mentoring by senior women leaders.	Infosys Women Inclusivity Network focusing on providing inclusive space for women.
Leaders Sensitization initiatives	Have Leader training program which mainly focuses on skills but not on Diversity and Inclusion	Yes, TATA group organizes such programs where senior and middle leaders are given special training of creating inclusive environment targeted at reducing Lag Phase.	Doesn't have special program to sensitizes leadership towards diversity management instead skill enhancing program and leadership training program is given more importance.

Employee Resource Group	No, function undertaken by Diversity Council	No	Yes
Program for Socially Backward group employees	No	No	No
Initiatives for Inclusivity of Physically challenged employees	Yes, through various Apps designed specifically for physically challenged employees	Yes, but not marked	Yes, through Infyability program
Special Program for LGBT Team	No	No	Yes
	Tech Mahindra	HCL Technologies	Accenture
Diversity Management	Decentralized	Decentralized with a focus on Employee first council.	Centralized through Accenture Diversity Council.
Gender	Special D&I Function focusing on leadership programs for women.	HCL Diversity and Sustainability Office policies implemented by Women empowered action team to create an	Special women mentoring programs.

		inclusive environment.	
Leader's sensitization initiatives	Tech Mahindra through Cultural sensitive training aims at sensitizing top management and leadership and other employees also towards difference in culture of local offices in India and overseas.	Don't have special Leadership sensitization workshops.	Don't have special Leadership sensitization workshops.
Employee Resource Group	No	Yes	Yes
Programs for Socially backward group employees	No	Yes, HCL as a CSR initiative partners with NGO to train talented people from socially backward class of India and then hire them with a focus on internal training also for these employees once they join the	No

		firm.	
Initiative for Inclusivity of Physically handicapped employees	Yes, but not marked	Yes, but not marked	Yes, but not marked
Special Program for LGBT Community	No	No	Yes

CHAPTER 5. CONCLUSION AND RECOMMENDATIONS

This research focused on finding a solution to research question which aimed at how effectively and how soon Indian companies can reduce Lag phase or phase of adaptation of their heterogeneous and diverse workforce and reach a threshold point from where they effectively manage their diversity and increase on their firm performance. As deduced from various researches it's found that **for a firm to be successful in a longer run then it should have certain elements of diversity in terms of ideas and thoughts for successful management of projects.** It's also found that initially when heterogeneous groups start working then a time known as **Lag phase or time of adaptation** is required for heterogeneous team to become more stable and in this phase their productivity is less than that of homogenous groups.

To analyse this analogy a case study based approach was followed where Global Indian firms mainly IT were analysed to analyse their diversity management practices and their inclusivity measures which helps them to reduce lag phase or phase of adaptation. Also, a special case study comprising of failed firms in terms of Diversity Management were analysed and issues were found in these firms. This research is based on suggesting these firms on successful diversity management practices focused on reducing lag phase or phase of adaptation of their diverse workforce based on Case study done on firms like Wipro Technologies which are successful in their diversity management practices. and creates an inclusive work environment for their heterogeneous employees which allows them to adapt soon and start giving their best performance. Suggestions which are laid also address research question through which that lag phase or phase of adaptation can be effectively managed and reduced thus incorporating diversity in a better way by Indian companies.

Following are the suggestions based on Case studies and especially by analysing firms like Wipro Technologies to other Indian firms for successful diversity management and reduction of Lag or adaptation phase.

1. Formation of Centralized Body such as Diversity Council: - India itself is a very diverse country and firms like Flipkart which are trying to go global and increase their domestic base also should have centralized body in form of Diversity Council like that of Wipro Technologies and Accenture having diversity experts and under supervision of their expertise various programs targeting gender diversity, disabilities, religion and socially deprived groups should be taken care of. Various programs in continuation which addresses issues of each of the groups described above will help integration of employees from these groups in a better way thus helps to reduce that lag phase or phase of adaptation which an employee would phase when he or she start working in a heterogenous group.

2. Effective Mentoring of Women: - Indian companies should understand the importance of women in workforce. Accenture now has 40% of women in their workforce with proper mentoring and inclusive policies they have become pillar of Accenture's growth and success. Wipro's Women of Wipro program ranked No1 in India focuses on mentoring of middle management women employees exclusively by senior leaders of Wipro. These kinds of programs should be initiated by Indian firms for women promotion. Middle management women should be promoted based on extensive training from senior management. It's also suggested that companies should take cognizance of TATA's Reach Out Program where Women at top leadership positions should be given a platform to connect effectively with women at middle management.

A dual model is suggested for effective inclusion of women employees in Indian context.

- Effective training of mid management women employees by top leaders of a firm and
- Creation of effective platform which helps senior women leaders to connect effectively with women at mid management.

This will help women at mid management and top management to integrate themselves better with each other and thus as a team it will help them integrate better with their male counterparts and in a way, this will help create an environment which would help fresh women joiners to integrate in

a better way.

3. Formation of Employee Resource Groups: - As analysed Infosys and Accenture have special Employee Resource Groups which are specific to every local office and geography. HCL has similar **Employee affinity networks and Employee groups**. Its suggested to Indian companies which have offices in many states in India and which has a very diverse network of businesses in India to have Employee resources group in every local office in India. India itself is a very diverse country with each state has its own culture and language so an employee resource group pertaining to each office such as Delhi, Chennai, Bangalore, Kolkata of Big Indian firms and even global firms operating in India in more than one offices can help to integrate employees coming from other geographies and culture to integrate better with cultural practices of the region.

4. Organization of Senior Leadership Sensitization Workshops: - TATA LEAD of TATA group has successfully implemented Senior management and mid management leader sensitization workshops so Indian firms should conduct special workshops for senior leaders and leaders at middle management and educate them about issues related to women and issues related to cultural geography whether its different area of India or foreign geography. A cultural sensitivity training as implemented by Tech Mahindra should be a part of these workshops where leaders of firms should be made aware of cultures where they are responsible for producing business results. If leaders of firms are sensitized then it would help them connect better with their diverse team members in a better way. They can understand difference of opinion due to difference in cultures and would help them to frame effective strategy where these differences can be incorporated to achieve common team and organizational goal.

5. Implementation of policies focused on change of perspective towards socially deprived groups: - Economically deprived groups such classified as Scheduled Castes, Scheduled Tribes and Other Backward Class forms significant population in India and as found from case studies HCL system has implemented special skill enhancement policies to integrate employees of this sector into workforce. Special policies should be implemented by Indian firms for skill building

of employees of these sects. Even special skill enhancing program as part of CSR policies should be implemented by well growing Indian firms in coordination with NGO to improve skill set of students of these groups in universities.

Also, special programs should be initiated by firms to sensitise employees from general group about how they can effectively integrate with people from economically backward group and help them to enhance their skill set.

Finally, its suggested with Diversity Council as a statutory body and investing on is programs Indian firms can create an environment which will help heterogenous group to integrate effectively and that lag phase can be reduced significantly as person's productivity can be increased significantly through extensive trainings and team support and support from senior leadership. An ever-going process targeting people from every groups and especially women can help firm to create a productive environment free of preconceived prejudices.

REFERENCES

- [1] (R Hays, "Why now? The contemporary focus on managing diversity," in the psychology and management of workplace diversity,2004) Malder, MA: Blackwell, pp. 3-30.
- [2] (R. J. Ely and D. A. Thomas, "Cultural diversity at work: The effects of diversity perspectives on work group processes and outcomes",2001) Administrative Science Quarterly, vol. 46, no. 2, pp. 229-273.
- [3] (C.Herring, "Does Diversity pay? Race, gender, and the business case for diversity", 2009) American Sociological Review, vol. 74, pp. 208-224.
- [4] (M. Sabharwal "Is diversity management sufficient? Organizational inclusion to further performance",2014) Public Personnel Management, vol. 43, no. 2, pp. 197-217.
- [5] (F. G. Stevens, V. C. Plaut and J. Sanchez-Burks, "Unlocking the benefits of diversity: all-inclusive multiculturalism and positive organizational change",2008) Journal of Applied Behavioral Science, pp. 116-133
- [6] (S. E. Jackson, A. Joshi and N. L. Erhardt, "Recent research on team and organizational diversity": SWOT analysis and implications,2003) Journal of Management, vol. 29, pp. 801-830
- [7] (E. Holvino, "Intersections: the simultaneity of race, gender and class in organization studies", 2008) Gender, Work & Organization vol. 17, no. 3, pp. 248-277
- [8] (A. Kamp and P. Hagedorn-Rasmussen, "Diversity management in a Danish context: towards a multicultural or segregated working life?" 2004) Economic and Industrial Democracy, vol. 25, no. 4, pp. 525-554.
- [9] (S. Thorat, K. M. Shyamprasad and R. K. Srivastava, "Report of the committee to enquire into the allegation of differential treatment of SC/ST students in All India Institute of Medical Science, 2007) W.P. No. 2015-03-34 Page No. 31 Delhi," [Online]. Available: <http://thedeathofmeritinindia.wordpress.com/2011/05/17/prof-thorat-committee-report-onca-ste-discrimination-in-aiims-new-delhi-2007/>.
- [10] (B. R. Ambedkar, "The Constitution of India," 1950.) [Online]. Available: <http://lawmin.nic.in/olwing/coi/coi-english/coi-indexenglish.htm>.
- [11] (A. Gopalakrishnan, "Speaking for myself: Lucky, lucky us," 2014) [Online]. Available: <http://indianexpress.com/article/opinion/columns/speaking-for-myself-lucky-lucky-us/99/>
- [12] (C. Kompier, A. Prasad, H. Sajjad, S. Premchander, S. Katyar, D. Saheb, D. Verma, N. Saigal, R. Chaudhary and S. Taware, "Labour Markets: Exclusion from 'decent work'," in India exclusion report: 2013-14) New Delhi, Books for Change, 2014, pp. 121-162.
- [13] (P. Daya, "Diversity and inclusion in an emerging market context", 2014) Equality, Diversity & Inclusion, vol. 33, no. 3, pp. 293-308.
- [14] (K. Cottrill, P. D. Lopez and C. C. Hoffman, "How authentic leadership and inclusion benefit organizations", 2014) Equality, Diversity & Inclusion, vol. 33, no. 3, pp. 275-292.
- [15] (L. M. Shore, A. E. Randel, B. G. Chung, M. A. Dean, K. H. Ehrhart and G. Singh, "Inclusion and diversity in work groups: A review and model for future research, 2011) Journal of Management, vol. 37, no. 4, pp. 1262-1289.
- [16] (B. M. Ferdman and M. N. Davidson, "A matter of difference: inclusion: what can I and my organization do about it?" 2002) The Industrial-Organizational Psychologist, vol. 39, no. 4, pp. 80-85.
- [17] K. Hannum, Social identity - knowing yourself, leading others, Greensboro: Center for Creative Leadership, 2007.
- [18] (G. B. Graen and M. Uhl-Bien, "Development of leader-member exchange (LMX) theory of leadership over 25 years",1995) Applying a multi-level-multi-domain perspective," Leadership Quarterly, no. 6, pp. 219-247.
- [19] (Ozbilgin M, Tatli A. Global diversity management: An evidence-based approach, 2008) London, England: Palgrave.

- [20] (van Knippenberg, D., De Dreu, C. K. W., & Homan, A. C. "Work group diversity and group performance: An integrative model and research agenda", 2004). *Journal of Applied Psychology*, 89, 1008-1022
- [21] (Jacquelin A. Gilbrt, Bettie Ann Steads and John M. Ivancevich, "Diversity Management: A New Organizational Paradigm", 1999). *Journal of Business Ethics*, Vol. 21, No. 1, pp 61-76
- [22] *Academy of Management Journal*, 41(1), 96–107.
- [23] Discrimination in the workplace. In *International Journal of sociology and social.*
- [24] (Cox, T.H. & Blake, S. "Managing cultural diversity: Implications for organizational Competitiveness" 1991). *Academy of Management Executive*, 5(3), 45-46
- [25] (Gibson, C. B., & Gibbs, J. L. Unpacking the concept of virtuality: the effects of geographic dispersion, electronic dependence, dynamic structure, and national 2006)
- [26] (Adler, N., 1. *International Dimensions of Organizational Behavior*, PWS._Kent 1991)
- [27] (Morgan, G., *Creative Organization Theory*. Sage Publications. 1989)
- [28] (Williams, K., O'Reilly, C., Forty years of diversity research: A review [in:] Staw, B.M., Cummings, L.L., (Eds. 1998), *Research in organizational behavior*. CT: JAI Press, Greenwich.
- [29] (SHAMSUL N. ABDULLAH, KU NOR IZAH KU ISMAIL, and LILAC NACHUM3, "DOES HAVING WOMEN ON BOARDS CREATE VALUE? THE IMPACT OF SOCIETAL PERCEPTIONS AND CORPORATE GOVERNANCE IN EMERGING MARKETS", 2015) *Strategic Management Journal Strat. Mgmt. J.* (2015).
- [30] (Khandelwal, P. "Gender Stereotypes at Work: Implications for Organizations", *Indian journal of Training and Development*, 2002) Vol. 32, No. 2. (April - June), pp. 72-83
- [31] NASSCOM & Mercer Report "Gender Inclusivity and Diversity in the Indian IT-BPO Industry", (2008), and "Gender inclusivity in India: building empowered organizations" (2009).
- [32] (Woodard, N. & Debi S Saini "Diversity Management Issues in USA and India: Some Emerging Prospectives", (Eds): Pritham Singh, Jyotsna Bhatnagar, Asha Bhandarkar in book, 2005) "Future of work, mastering change", Excel Publishers.
- [33] (Mazur Barbara, Bialostocla Politechnika, "Cultural Diversity in Organisational Theory and Practice", 2010) *Journal of Intercultural Management*, 2(2), pp. 5-15
- [34] (Brazzel, Michael. 2003. *Diversity Conflict and Diversity Conflict Management*. Chapter XIII in *Handbook of Diversity Management: Beyond Awareness to Competency Based Learning* (Ed.), Edited by Deborah L. Plummer. Lanham, MD 2003): University Press of America, Inc., 2003: 363-406.
- [35] Spielberger, C. 2002. *Encyclopedia of Applied Psychology*. USA: IAAP.
- [36] (Simlin J. *Organization culture and impact of diversity openness in the IT-ITES sector*, 2006)

