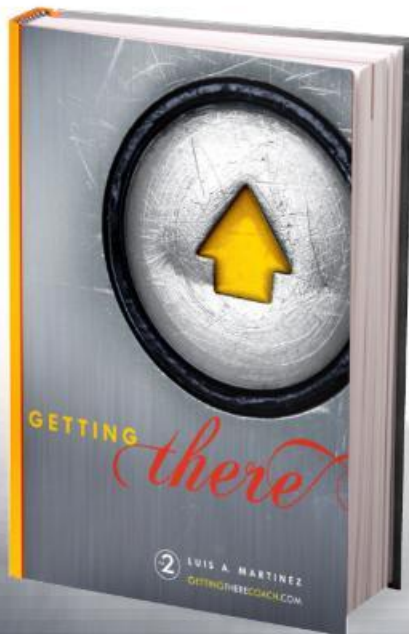


The World is Flat – *Implications for Business, Ethics and Human Resources*

By Luis A. Martínez

GETTING *there*

Driving High Performance Strategies
& Tactics for Career Decisions



3 October 2011

Diversity 2011 Conference

The Power of Inclusion

October 2 & 3, 2011
Rochester, NY

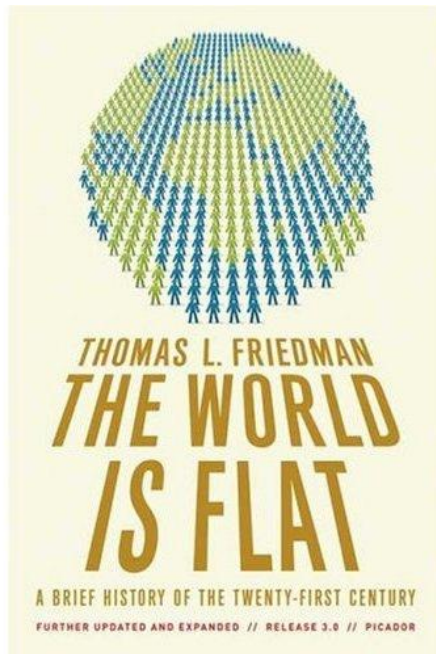
The Multiethnic Workplace

Agenda

- Introduction
- Disruptive, shifting paradigm
- Ten Flatteners
- Triple Convergence
- Implications for Business
- Priorities
- Agility – new paradigm
- Social Media phenomenon
- Global picture
- Summary



The Multiethnic Workplace



- **Globalization**

“...a process by which the people of the world are unified into a single society and function together. This process is a combination of economic, technological, sociocultural and political forces.”

-Wikipedia

The Multiethnic Workplace

Disruptions – New Normal

*“Business landscape has changed fundamentally...
Flat world and global recession are restructuring
economic order”**



**Ian Davis: The McKinsey Quarterly*

The Multiethnic Workplace

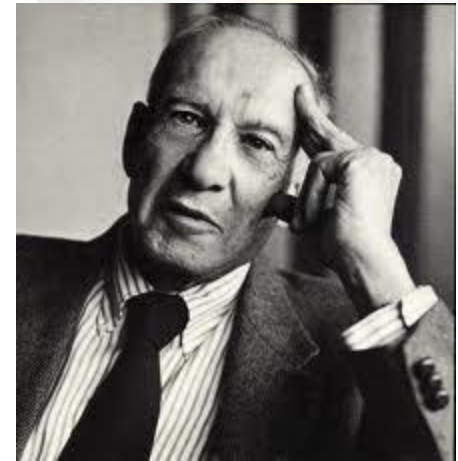
Powerful forces = dramatic change

From manufacturing (few)
to knowledge based (many)

Drucker – “knowledge economy”*

Drucker’s Disruptive Development –

“Anyone can acquire the means of production
(but not everyone can win)”



Peter F. Drucker

* *“The Age of Discontinuity”* 1968

The Multiethnic Workplace

Shifting paradigm – vertical to flat



- Nations
- Companies
- Organizations
- Individuals

Implications?

The Multiethnic Workplace
**Shifting paradigm –
vertical to flat**

Relevancy of:

History?

Geography?

Political boundaries?

Languages?

Hierarchy?

Protocols?

Age? Gender? Loyalties? Authority?

Implications?



The Multiethnic Workplace

Disruptions – *New Normal*

Who is prepared?

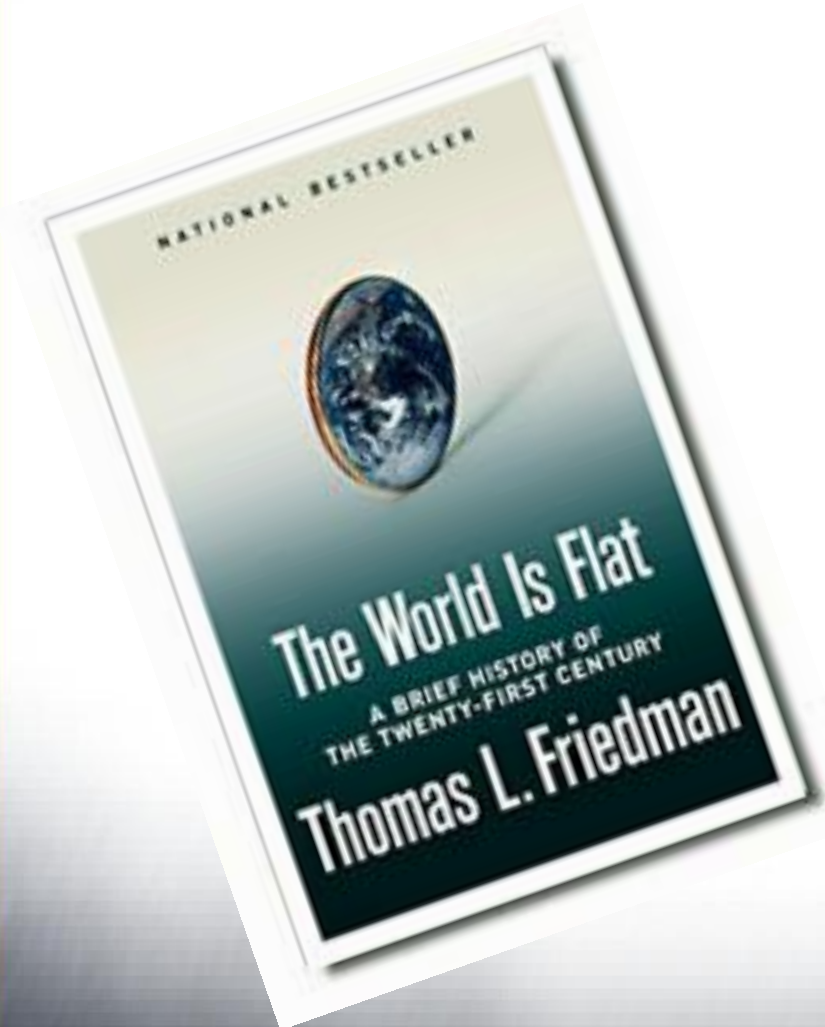
Geographical boundaries,

natural resources -

not as important!



The Multiethnic Workplace



- **Friedman's Tenets:**
 - **Ten Flatteners**
 - **Triple Convergence**

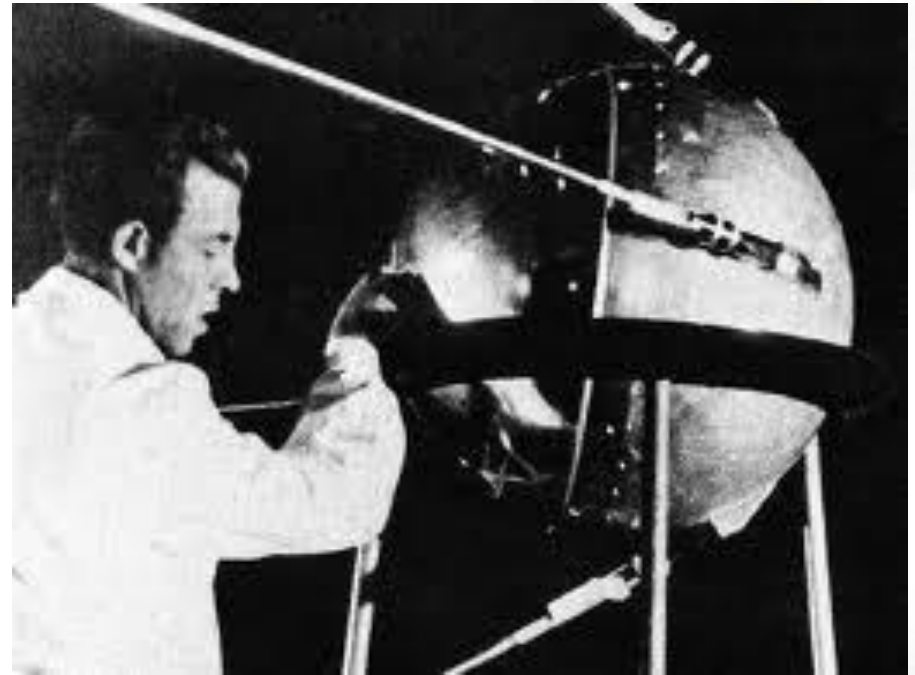


The Multiethnic Workplace

World before Ten Flatteners

SPUTNIK

Ushered political,
military,
technological,
scientific
developments -
Space Age



4 October 1957
Wikipedia

The Multiethnic Workplace

World before Ten Flatteners



“We will bury you!”
- Nikita Khrushchev

12 October 1960
Wikipedia

The Multiethnic Workplace

World before Ten Flatteners



Mao Tse Tung's
Cultural Revolution
“Little Red Book”



The Multiethnic Workplace

Ten Flatteners



- **#1. Breakdown of Berlin Wall** (11/09/89)
Cold War ends; collapse of Soviet empire; east meets west – *Creativity!*

Greatest impact: Was it 9/11?
Or 11/9?

The Multiethnic Workplace

Ten Flatteners

- **#2. Netscape** (IPO Wed. 08/09/95)
now everyone can access
anything,
via browser – *Connectivity!*



The Multiethnic Workplace

Thursday May 19, 2011

LinkedIn value soars to more than
500 times earnings!

IPO price = \$45 / \$4.3B valuation

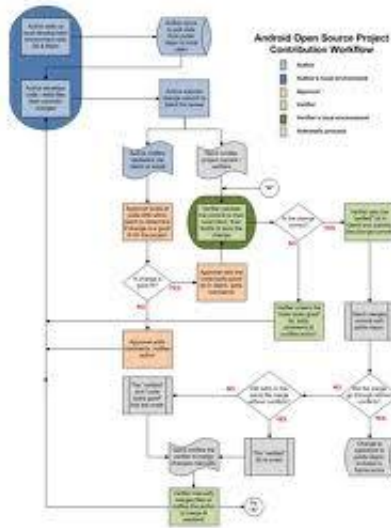
Soared to \$122 / \$11.6B

Now \$75 / \$7.2B

Implications?

The LinkedIn logo, featuring the word "Linked" in black and "in" in white inside a blue square, set against a light background with a blurred image of a plant at the bottom.

The Multiethnic Workplace



#3. Workflow Software – enabled *interoperability*

#4. Open Sourcing – “most disruptive” innovation; *collaborative communication*, free software, Wikipedia, Web logs (blogs), YouTube - *Uploading!*



The Multiethnic Workplace



- **#5. Outsourcing** – white collar services pieced out, done elsewhere or overseas

#6. Offshoring – manufacturing elsewhere or overseas (BMW-SC, MB-AL, Toyota-KY, CA)



The Multiethnic Workplace



- **#7 Supply Chaining** – strategic & technological advances – lean manufacturing, kanban, JIT, zero inventory

#8 Insourcing – surprisingly large in scope and volume:
UPS + Mail Boxes, Inc.



MAIL BOXES ETC.®



The Multiethnic Workplace

Google™

YAHOO!

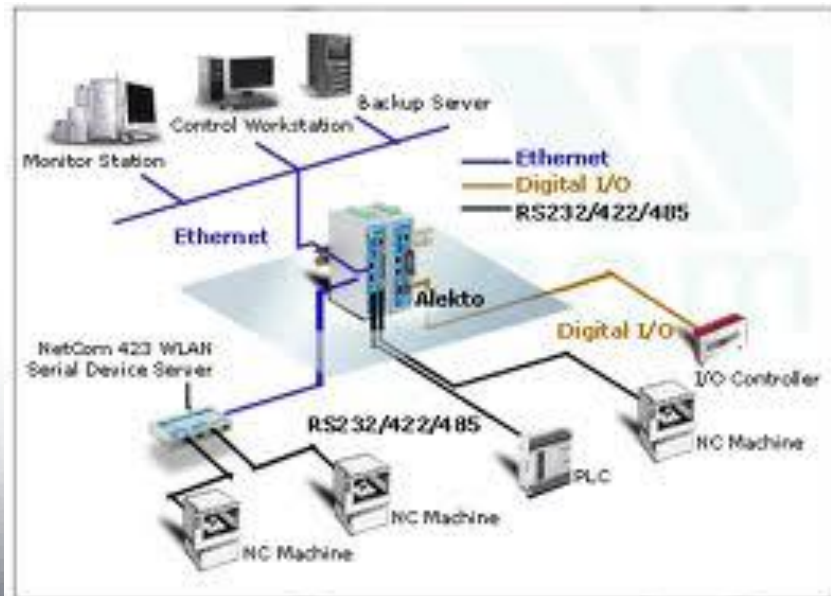


- **#9 “In-forming”** – browsers, search engines make almost anything available to anyone: Google, Yahoo, Bing, Chrome
- **#10 “The Steroids”** – personal digital devices - *“amplifying and turbo-charging all other flatteners”*; more *“digital, mobile, virtual and personal”*; peer to peer networks

• **Implications?**

The Multiethnic Workplace

- **Triple Convergence**
 - **First** – ca. 2000, *interoperability* enabled networking, multi-function machines around office, nation & globe



- **Implications?**

The Multiethnic Workplace

- **Triple Convergence**
- **Second** – “*horizontal collaboration*”, or “*collaborative communication*” adds value and innovation, as 10 flatteners reinforce each other and people learn usability and functionality

Implications?



The Multiethnic Workplace



- **Triple Convergence**

- **Third** – after Cold War, billions of people joined global marketplace, adding new brains to playing field – *“most important force shaping politics and economics”*

What does it all mean?

Cheap labor?

The Multiethnic Workplace

- **Triple Convergence**

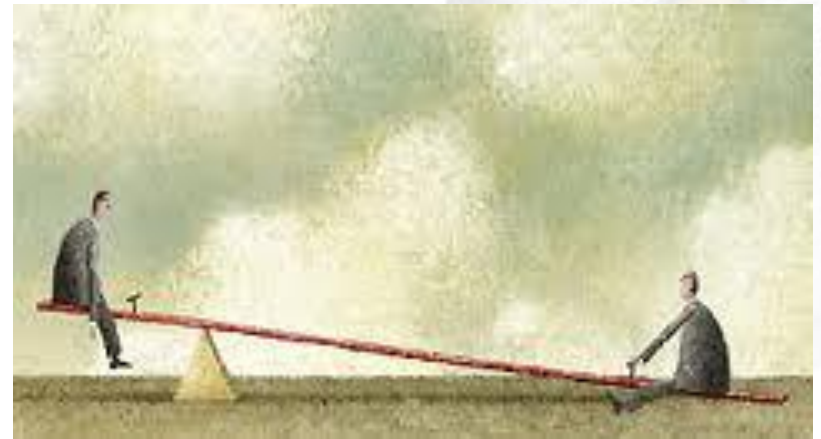
**Remember Sputnik?
Cheap Genius...**



The Multiethnic Workplace

Globalization

- Is this a problem?
- **Or an opportunity?**



Friedman's view:

"The world is now a level playing field..."

Implications?

The Multiethnic Workplace

What are benefits diversity in Flat World?



“To be competitive today, it is essential to attract, engage and retain people from every background. The most important role of leaders is to know how to create a climate of inclusion that maximizes the potential of their people.” **Mike Streeter**, WDN Executive Director.

The Multiethnic Workplace

Globalization diversity - benefits

Leverage globalization & diversity as process, resource - *not* problem to be solved.

For success - integrate different viewpoints:

- enhance creative problem solving, task and organizational performance, and leadership ability
- design systems and policies to promote effectiveness in multicultural environments.

The Multiethnic Workplace

What are diversity priorities in Flat World?

Multicultural

Leadership development

Talent acquisition /
retention / management

Every CEO must ask:

Is talent that got us here, going to take us
to next level *in Flat World?*



The Multiethnic Workplace

Diversity priorities in Flat World



Develop long term plan aligning human capital with business vision and mission – GLOBAL vision and mission

The Multiethnic Workplace

21st Century Tools for ethical diversity

Think globally –
Act locally...



The Multiethnic Workplace

Globalization and Diversity



What does this mean for:

Organizational Learning and Development?

Expatriate assignments

International business acumen

Pre-departure training

Re-entry issues

The Multiethnic Workplace

Diversity Agility

- **Personal Professional Agility** – *lifelong learning*
 - Defining Personal Ethics Code of Conduct
 - Broadening & multiplying ethical practices
 - Increment ethical problem solving & decision-making



- Improve cross-cultural communication skills
- Train holistically
- Lifelong networking

The Multiethnic Workplace

What are requisite diversity **Competencies**
For Flat World?

- Language proficiency
- Cultural awareness and tolerance
- Social skills

Add to matrix:

Generational differences



Ethics ✓
Integrity ✓
Character ✓
Education

The Multiethnic Workplace

Cultural Agility



- R&R for diversity and culture
- Recognize second and third languages
- Diversity of thought! (not just color, gender, ethnicity)

- Broader band for eccentricity
- Handling conflict constructively



The Multiethnic Workplace

Ethics Agility Tool Kit

Deploy collaboration tools and platforms

Ethical Competencies (vertical)

- Personal
- Organizational

Offer ethical re-tooling options, R&R for incremental expertise

Goal: *collaborative communication*



The Multiethnic Workplace

Impact of Social Media Platforms



The Multiethnic Workplace

21st Century technology
Enables *productive* transition

From:

- Top down
- Command and control
- Ethnocentric
- Monolingual

To :

- Decentralization
- Empowerment
- Multicultural
- Multilingual

Mantra: “Anticipate, anticipate, *anticipate*”

- LAM



The Multiethnic Workplace

21st Century technology

Enables *disruptive* transition

From:

Totalitarianism

To :

An uncertain future

- Moldova 2009
- Iranian Election 2009-10
- Tunisian Election 2010
- Egypt revolt 2011
- Libya revolt 2011
- 2012 ?



The Multiethnic Workplace

The Global Picture

World is smaller place...

Is your company *leading the charge*,
Or lagging in preparation?

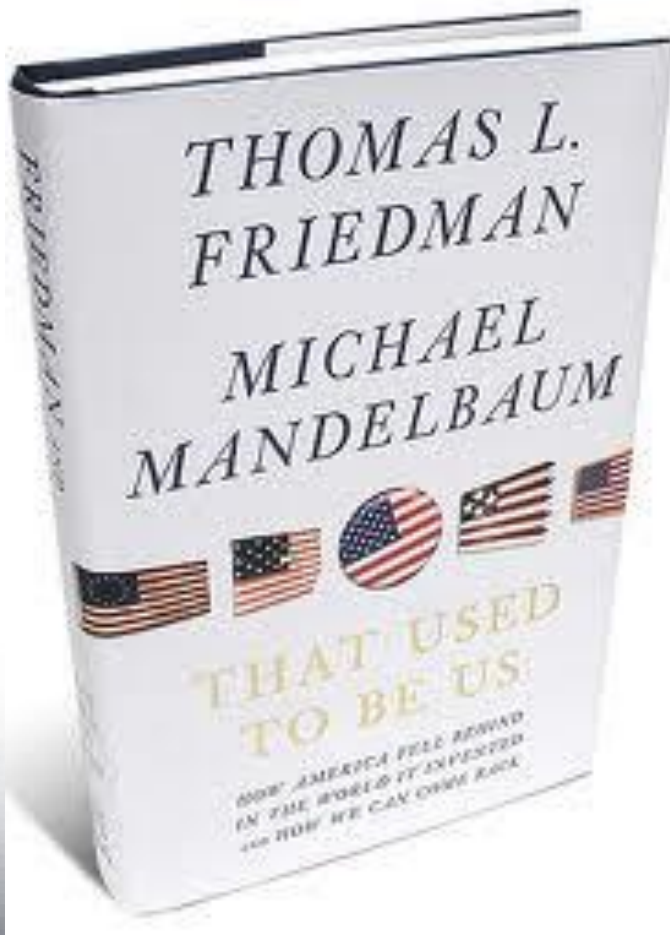
Are you creating *global* mindset?

Creating *overarching* diverse
corporate culture?

Thinking *globally*, and acting
locally?



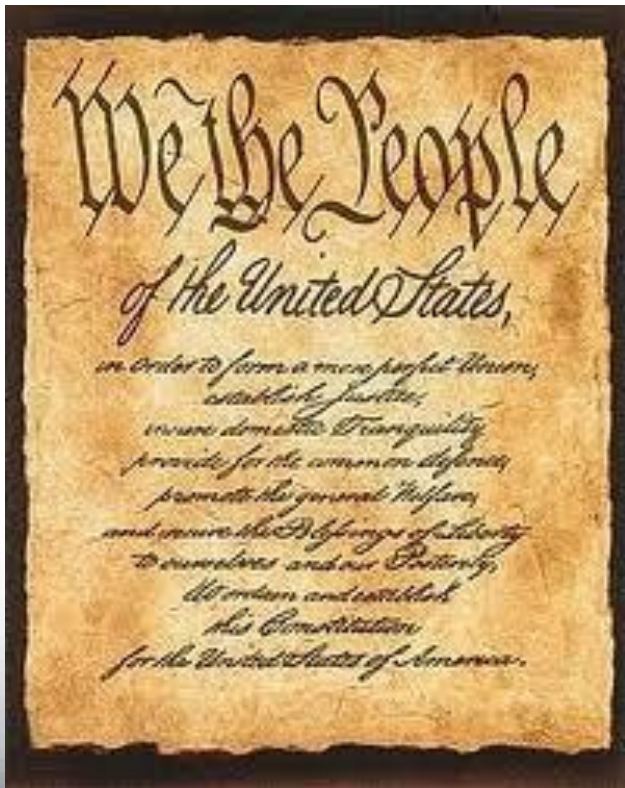
The Multiethnic Workplace



*“That Used to
Be Us”*

The Global
Picture
As it evolves...

The Multiethnic Workplace



“The only advantage you can have is in the human [side]. How good is your rule of law and your national governance, and you how smart are your regulatory , patent, and tax policies?”

The technology everyone will have..”

- *That Used to Be Us*

The Multiethnic Workplace

“Every American worker today should think of himself as a new immigrant...approaching the world with the view that nothing is owed to you, nothing is given, you have to make it on your own. In this hyper-connected world of the 21st Century we *are* all immigrants.”

- That Used to Be Us



The Multiethnic Workplace



*“Toto, I have a feeling
we’re not in Kansas anymore”*

- The Wizard of Oz

The Multiethnic Workplace

• **Summary**

- ✓ Introduction to Globalization
- ✓ Shifting paradigms & disruptive technology
- ✓ Ten Flatteners
- ✓ Triple Convergence
- ✓ Implications for leadership
- ✓ New paradigm - Agility
- ✓ Social Media's disruptive impact
- ✓ New Normal – Cloud computing
- ✓ Evolving Global picture
- ✓ Summary



The Multiethnic Workplace

Thank you!



Special Thanks to:
Barbara Cutrona

Something for you...



The Multiethnic Workplace

References

- Friedman, Thomas; *The World is Flat – a Brief History of the Twenty-first Century*, Farrar, Straus and Giroux, New York, 2006
- Ghemawat, Pankaj; *Businesses Beware: The World Is Not Flat*, Harvard Business School, October 15, 2007
- Melik, Rudolf, *The World is Flat*, Talent on Target- the blog of the project workforce, Nov. 10, 2006
- Rioux, Sheila M. and Bernthal, Paul R., *The Globalization of Human Resource Practices*, Development Dimensions International, Center for Applied Behavioral Research, Bridgeville, PA
- Taylor, Richard P., *The World is Flat*, Global L&D Operations Manager, Cargill
- Wikipedia, The Free Encyclopedia, Globalization, 2008

Client Organizations

THE **PIKE** COMPANY



ROCHESTER
GENERAL HOSPITAL



Luis A. Martínez, M. Ed.

What can I do for you?

Human Capital Strategy Partners

PO Box 242 • Pittsford, NY 14534 • Luis@HumanCapitalSP.com

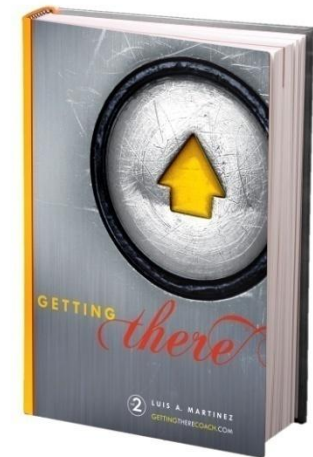
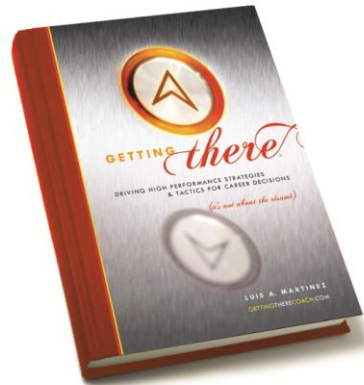
MIAMI | NEW YORK

(585) 766-9536

www.HumanCapitalSP.com



@IAmLuisMartinez



Books available on Amazon.com