From the book *White Men, Women, and Minorities in the Changing Workforce*, by Anthony Ipsaro (1997)

Excerpt from Chapter 12:

Organizational Change and the Motorola Model

Case study by Victoria Cooper, Book Editor

Although every organization has its peculiar history and personality, there are some basic concepts that are common to all for promoting diversity issues. At Motorola's Semiconductor Products Sector (SPS) diversity managers dare to explore cultural change not only in the mirror of affirmative action and parity goals but at the deepest roots of individual and organizational values, attitude, and behaviors. The process of change has continued for eight years with no end in sight. Diversity has been recognized as a business issue whose payoff will appear in productivity and profits.

The rules that Henry Ford thought would control workplace behavior applied to a melting pot theory of assimilation into a dominant culture that was governed in a paternalistic manner. But the world of the twenty-first century is pluralistic, and there can be more complexity and chaos ruling than compliance. Corporations with people who have differences – whether they are of race, or ethnicity, or organizational function, or level of talent – must learn to use their differences for the company's common goal. [The corporation is a good laboratory for such learning], for, as Scotsman Brian Bedford, senior vice president of human resources at Motorola's Semiconductor Products Sector in Phoenix, notes: "It's easier to work with [diversity] issues in the workplace (than in society at large) because you can legislate the workplace, you can set goals, you can demand attitudes." …

A number of corporations are involved in this process of working with diversity. … Motorola is a fine example of a corporation that is on top of this learning curve. Despite its ups-and downs over the years Motorola consistently has remained a financially successful organization. It has refused to just stay on the surface in dealing with the diversity question. This corporation is no longer satisfied with simply counting numbers and following the letter of the law. Instead, Motorola has plunged into the depths, analyzing the underlying attitudes and prejudices of workers. They have structured the organization, and "hold the space," as organizational psychologists say, for individuals and groups to change. Let us listen to the employees of Motorola tell their stories of how they made diversity a business issue.

Bobbi Gutman, one of Motorola's ten black vice presidents, explains what motivated Motorola to adopt its unique approach to corporate change: " At most companies I know of," she says, "the diversity issue is addressed by mid-level managers, who are generally women or minorities. It's treated as a human resources issue, but the function of HR is to advise and serve, and putting that function at the forefront of the diversity initiative is not the most effective approach.

"At Motorola it was the triumvirate of our chairman, our COO, and the senior executive vice president who decided we had to address the diversity issue. In the late 1980s they saw some basic trends and realized the importance of assessing what we needed to do to address them as well as the impact if we did not. We knew, for instance, that the black birth rate was four times the white birth rate in America, that the Latino birth rate was seven times the white rate. We knew women were leaving corporations. And the Labor Department was predicting a severe shortage of technically trained people in the United States.

"While we knew Motorola would continue to draw the best people, we knew that as these demographic changes became more apparent in the workplace, people of color and women would ask, 'Where are the people who look like me?'"

Formerly one of six female vice presidents at Motorola's Semiconductor Products Sector (SPS) in Advanced Custom Technologies and now vice president and general manager of the Derivative Technologies Division, Julie Shimer proves the point. "Two things are important to me as a woman who usually is at the [glass] ceiling because of my age and ambition: that

the organization I am joining develops its women and that there are networking opportunities." Shimer has found both at Motorola, although both are relatively recent developments. She and the other five women vice presidents in the semiconductor division were promoted within the last two years.

To assure women an environment where they can discuss and support each other, the Women's Executive Forum of about fifty members at Motorola Semiconductor and an East Valley Women's Partnership in Phoenix were formed. The forum hosts Saturday morning brunches, where senior women invite junior associates. Shimer hosted monthly "diversity lunches" for her technical staff where "you have to invite someone who is not like yourself. The diversity cuts across educational, racial, gender, age, and functional lines."

Gutman says that back in 1989, "if we had to answer the question, `Who here looks like me?' we would have lost out to our competitors, companies like Hewlett Packard and Digital. Our focus until 1989 was on compliance, not cultural change, because we were used to doing what was required by the government as government contractors. We hadn't looked at the diverse work force as a bottom-line-oriented issue."

Today Motorola has made diversity a business issue. They have made reaching parity—using 1990 U.S. Census data to measure availability percentages for professional and other positions at various organization levels—a workplace goal for the year 2000. "When we looked at other companies," Gutman says, "we found while everyone was doing training, no one was determining where participants in those training sessions were before the training and what impact the training was having on their attitudes and behaviors in the workplace."

As a result Motorola did not hire trainers to preach the gospel of diversity to the multitudes. Instead, the company decided to focus on its vice-presidential corps first. "We thought it was critical to have those who hired, fired, and transferred people become more diverse, because they would then drive diversity down through the organization with their words and deeds," says Gutman. "We said, 'Every year three women and three people of color will be named to the officer corps of Motorola.' At that time (1988-1989) we had two women and six people of color who were vice presidents. In September 1996 we had thirty-nine women VPs worldwide, of whom six were women of color. We had forty-one people of color who are U.S. based Vice Presidents in addition to others globally. There are over four hundred vice presidents in the company."

For a company to undertake an overall cultural movement to promote diversity, effective leadership must be constantly active and present. Effective leadership in a diverse and democratic organization has the following characteristics:

- The leadership group concretely articulates a vision, recognizes the values, and models the behaviors that make diversity issues a way of life in the organization.
- Managers continue to develop in themselves and those who report to them a wide knowledge, a heightened awareness, and the appropriate skills to effectively promote diversity issues.
- The officers of the corporation maintain an ethical commitment that respects the uniqueness of individuals while working together for common goals; therefore, they will not tolerate discrimination of any kind.

Investing in others, directors remain open to suggestions and responses, especially regarding personal bias and blind spots. Supervisors remain active in empowering and mentoring others, especially those who are different from them.

As an engineering company, Motorola had taught its leaders "if there's no metrics, there's no movement." To assess improvement, you have to measure it. But the company has not rested on reaching numerical goals. Across the organization, the effort to integrate women and people of color into all layers of management has taken different forms depending on the subcultures of the company's seven major business groups. As Gutman explains, `We've learned while it's important to tell managers `what' is required of them (and up to 10 percent of executive staff's compensation is tied to reaching diversity goals), if you tell them 'how,' they take no ownership of the process. If you don't tell them the 'how,' you get the benefit of their own remarkable creativity."

Sometimes something as simple as a phrase can be the beginning of profound change. For Larry Gartin, a white, senior vice president and director of finance at Motorola's Semiconductor Products Sector, the expression was, "Equal treatment of unequal is not equality."
Gartin laughingly describes himself as a person who is so conservative he thinks all rights should be subordinate to property rights, "But, I'm a sucker for catchy lines, and when I heard this and realized giving people equal opportunity who are on an uneven playing field won't work—you have to reach out and help a person who is disadvantaged—I began to change."

For Gartin's financial group the challenge was not as daunting as for others. "About 50 percent of graduating accounting majors are female," whereas in engineering, female graduates are less than 20 percent. With a qualified talent pool the only

reason Gartin could think of for the lack of women in upper management was "the incorrect notion that women have to be more ready than men." "For years," he says, "my managers had said to themselves, 'Let's give [a woman candidate] four more experiences until she's ready.' We didn't want her to fail. But two years ago, we said, 'This is baloney.' Every one of us got put into a job that was way beyond our capabilities, and what made us grow is that every one of us had to over-reach and stretch ourselves."

Two men in Gartin's group devised a career-mapping exercise that Gartin now substitutes for the traditional performance evaluation. A "green zone" shows experience an individual has had. A "red zone" shows experience he or she needs to move to the next level or a lateral level. The experiences include education, training, and on-the-job positions. "It's a five-year road map that I used to track progress among high-potential, female, and minority staff," Gartin says; "but now our entire corporate finance group has adopted it." The mapping technique showed Gartin and his managers what a performance appraisal could not: where an individual stood in a career progression. It helped him track the progress of women and minorities in his group. It helped all of the individuals who used it "see" where they were in their career progression and why. Patterns of progression emerged. "We realized after doing this mapping," says Gartin, "that it was a commonality among all of us in the group that we had a bachelor's degree in finance, for instance."

For Chuck Thompson, the now-retired, white male, former SPS's senior vice president and director of world marketing, the motivation for change that made sense was obvious: "More than half the customers we deal with are female and minorities; the purchasing profession is heavily dominated by women, and the number of women distributors we deal with has grown from 20 percent to 50 percent in recent years. I am going to lose if I don't have a population that relates to them."

Thompson used a marketing approach to set parity goals. He had breakfast meetings with 300 of his women employees in thirty or forty-person focus groups. He asked them "what changes they would make to make world marketing the finest place in the world for them to work. "To speed the process of creating such a workplace he decided to "overload at the front end" with people with different values from the dominant white male culture at Motorola. "I listed all the women within a grade or two of the levels that were short in my group and made sure they got the training and education they needed to be promoted," he says. Furthermore, he created the full-time, two-year position of a diversity director for his work force.

Tracie Hightower, a black woman and engineer working with Motorola's sales force in Detroit, was one of twenty-two volunteers from throughout the World Marketing Organization who met with Thompson to discuss diversity issues. The main topics the group focused upon were career development, mentorship, and personal/family concerns. As these issues unfolded, diversity concerns, it appeared, were broader than racial and gender differences. Diversity was applied to sexual orientation, parenting, and family styles—functional roles that included the entire gambit of human styles and interaction. "Diversity has to fall in line with the managers and be integrated in all the systems and practices," says Hightower who later became the diversity director for world marketing. Setting a goal for herself, she made a two-year commitment to spread awareness to the sector's sales offices around the country. Hightower says the process has taught her that everybody is not on the same level in their understanding of diversity issues. For her, diversity awareness and skill building have to be integrated with job performance.

Marygrace Ohab, who started as a production operator twenty-five years ago on the manufacturing floor, is the director of diversity for the Semiconductor Products Sector. Under her enthusiastic, insightful, dedicated, and many times behind-the-scenes leadership, the diversity process of change is emerging at the SPS facilities. This process involves individual and group training and skill building, leadership and organizational change. For Ohab diversity initiatives are successful when individual, group, and organizational aspects combine to support and reaffirm employees to focus on the bottom-line profit and success of the sector. Therefore, SPS's diversity training spotlights four areas:

- to provide concise, energetic, business-linked content
- to support team and individual development objectives
- to assure the culture, systems, behavior, and leadership are in place to ensure the business and personal success of all employees
- to develop "thirst" for awareness, skills, and overall change

The integral role of diversity in the organization is not a program, as SPS internal organizational consultant Diane McGraw says, "It's a process. The role of the HR department in today's world is one of empowering managers and their staffs to do a lot of the processing that was left to HR traditionally."

Brian Bedford, SPS senior vice president of Human Resources, describes the change in thinking: "Typically, what happens is the manager comes into the company's HR office with a problem and drops it gently on the desk. The HR manager then cleaves it to his breast and works on it until he can take a solution back, neatly gift-wrapped. The trouble with that approach is, when the same problem comes up again, the manager doesn't have a clue how to deal with it. We have been trying to

change that process so the managers will use the HR staff as consultants and will take as much ownership of the solution as we do. The reason they will have the time to engage in this new process is technology. A lot of the routine managerial paperwork can be done by employees themselves."

The human resources group that is driving the process of change at the Semiconductor Products Sector isn't the legal or compliance arm of the company. Guiding this drive is the organization and management effectiveness arm, headed by white male vice president and director Richard Wintermantel. Wintermantel brought transformational rather than transactional leadership to the table from his years of experience with General Electric, which also has a strong program for cultural change.

Black vice president and director of advanced technologies for the Logic and Analog Technologies Group, W.T. Greer., says he is more involved than many managers in the diversity initiative because he is black. "I mentor many of the young minorities," he says. "They want to know what's necessary to be successful in a large corporation. I realize employees are a corporate investment. If you spend money on a person and they leave the organization, you've lost your investment. We try to bridge the gap between minorities' cultural background and the culture at Motorola. After all, you're introducing these people to a strange environment. The socialization of that person will have an impact on his or her productivity. We've learned it's much easier to cross from one culture to another if you can walk on a bridge rather than a tightrope.

"The way to make it easier is to make both sides more aware of people's ethnic and racial differences, by teaching the majority some of the cultural differences of the minorities."

Greer believes both homogeneous and diverse groups are effective in this process. In homogeneous groups people can vent their feelings. "They can say exactly what they want to say in their own language. Not only that, instead of holding back, they're a lot more open. They hold back in a diverse group because they don't know how it will be perceived by the other side. [In homogeneous groups] they can get to the root of their problem. They have no inhibitions about talking about how they're being treated by other individuals or by the company. Sometimes the perceptions are wrong, but perception is reality to the person who's perceiving it."

In diverse groups people learn that reality is not just their perception of it. Information from different perspectives helps enlarge one's viewpoint and understanding of other positions. As white male vice president and director of final manufacturing operations at this group Robert Hill says, "the diverse approach is three-dimensional—individual, like-group, diverse-group rather than linear."

Brian Bedford has been in the United States only three years after serving many years as director of human resources for the company in Europe. He admits "it has taken me a long time to come to grips with some of the diversity issues, because I've probably been overly simplistic. I was brought up to believe your differences are irrelevant. You relate to people the way they are and get on with it. When I was at university in Edinburgh, we had a diverse population of students, but Europeans don't look at diversity the way you do in America. I was talking about my experiences in a diverse group here at Motorola's Phoenix offices when a black employee in the group said to me, 'You may not be openly prejudiced, but you're prejudiced without knowing it, because you're prejudiced by definition. You're a white male.'

Bedford agrees with the corporate approach that the way to attack inequities in hiring, firing, and promoting is to make those responsible for the bottom-line businesses accountable. "What we're talking about, after all, is a power shift, isn't it?" he says. "The very concept of parity numbers is a power shift. The management of the organization will shift by definition."

Power shifts do not come without blood, sweat, and tears. This organic and visceral level of change, as Marygrace Ohab describes it, works across all five business groups in the Semiconductor Products Sector. She likes to use a gardening metaphor to describe the work: "We're churning the ground, planting the seeds at the grassroots in parallel to the work at the upper and mid-levels of management." This process is not always a gentle activity; often it feels very painful. As Ohab says, "You're working at the roots of the organization, allowing all the anger and frustration to come out, but you're putting a process around that [venting]. Change is a process, and if we don't put the new roots in place, it's not going to happen. . . and when the growth occurs, you need a lot of gardeners."

Working at the roots of change is a long, painstaking process. Ohab describes the strategy that evolved at SPS: "For years we had been very traditional in our approach with the emphasis on EEO and affirmative action compliance. We basically approached it from a 'numbers' perspective. We hired and trained women and people of color and then they left, because there was nothing for them here. The culture wasn't ready to receive them, because it was still very traditional."

Jim Norling, formerly president of the Semiconductor Products Sector in the early years of the sector's diversity initiatives and now president of Motorola in Europe, the Middle East, and Africa, is considered a diversity champion at the company. To underline his concern for diversity, Norling noted in a letter to his staff in 1990: "In the past we have expected 'newcomers' to adapt to the existing workplace culture. As our employees and our customers become increasingly diverse, this 'adaptation' process no longer makes good business sense. Across the U.S., progressive companies are changing values and behaviors to acknowledge that employees (and customers) have different perspectives and achieve results in a variety of ways."

"When I was asked to manage the diversity initiative in 1988," Marygrace Ohab says, "I was concerned about the whole aspect of change and how to involve people to implement change. The person who preceded me in my new job had just put together a team of high-potential white men, women, and people of color to address the issues, and when he handed me the keys to his office, he said, 'these twenty people are barely speaking to each other anymore.' When I spoke to these team members one-on-one, I realized they felt they were put on the team to improve the "numbers." The numbers had always been a source of frustration and our employees were coming to conclusions based on their functional, gender, and racial differences. The white males were saying that they didn't want to take a stereotypical role, so they wouldn't talk. The women were basically not speaking to each other because they had vast differences of opinions on addressing "being women" in the workplace; the people of color felt that the work would go nowhere and only had the potential for more frustration.

"We started looking at our task and decided that what we really wanted was for people to thrive, to be able to reach their potential and be appreciated for their different contributions to the company. So we looked at how that company culture would feel if we operated out of diverse perspectives rather than the way it worked now. It looked a lot different from just moving the numbers around. We began looking at the process of change, so, over time, there would be a sense that we could support each other's success."

The diversity teams facilitated dialogues with 600 people in focus groups assembled to analyze commonalities of issues that crossed gender and racial boundaries. Each session brought together people from a specific group, i.e. black males, Hispanic females, white males. "It was the first time we gave people permission to be who they were," says Ohab. There were a number of commonalities around career development, mentoring, and work-family issues. Surprisingly, the men were much more willing to bring up these issues than the women. Women were afraid of being stereotyped around certain issues. People were concerned about being excluded from information, about bias, about not knowing how to create support systems.

A scribe at every session pulled the data together. Ohab convened a mini-group again to look at the data in terms of the commonalities by cultural and gender groupings. She gave group generic statements that could be made by anyone. Ohab also gave the group statements about certain issues that would be affected by race or gender. "This was to accelerate their thinking," she says. "Then we expanded that process. We called the original 600 people back into small sessions, but now in mixed groupings and let them see the data before we presented it to anyone else in the company. That laid the groundwork for respect for people, for their feelings, and their contributions to the process." From this data, the diversity team came up with four guiding principles:

The process of change would involve everyone, not just women and people of color. White males would be as indispensable to change as the others, because the whole would never be healthy unless all the parts could be integrated. Unless white males transformed their perceptions of what it means to be in the power positions in the culture, the workplace would not change. "When I benchmarked about seventy companies around the country, I found that US West was the only company talking about white males as a significant part of the process. Dr. Ipsaro had created this perceptive initiative for them, and now for us." If white men were not actively removing themselves from the process, they were covertly "backlashing" the diversity emphasis on women and minorities in the workplace.

All people would be given the opportunity to influence the change. The strategy was to throw "experiences" in front of people. Some will trip; some will try. Others might say: "Put it on the back burner for a while." While acknowledging these hesitations, SPS established a group of "diversity activity champions" to integrate diversity concepts and dialogue with different task force groups. Change was a process, and it would unfold. "We wouldn't go out and mandate that everyone be doing it in a certain way."

Change would be accomplished from the perspective of leading and learning. In other words, the boundaries between managers and workers would come down. All would be partners in the process.

"Some of the managers had the language, but they were still in the tell-sell phase," says Ohab. In 1994, to move the issue forward, Tommy George, then President of SPS, had a discussion with the Executive Women's Forum. Prompted by this meeting, he, his Vice President, Murray Goldman, and seventy-five of the most senior leaders in the Sector—white men,

women and ethnic minorities from around the globe—came together for one and a half days to see what this new culture would look like. Later that year, another pivotal experience occurred. The Black Leadership Conference was a driving force in the formation of a sector-wide Multicultural Board for African-American achievement. This awareness process happened first at the sector-wide level then moved to the Group and Division levels. Different manufacturing organizations now have incorporated a similar change process. Ohab says the focus group process takes one or two months. With the result of this process, the groups take the data and create plans and strategies around their findings. One such organization, led by Jerry Walton, a white male Vice President of Sector Materials Operations, is doing pioneering work in this area. From such information you can learn who is promoted and whether people are being pulled from the pipeline or from outside the organization. You can learn how the local, regional, and national community perceives your company's hiring and retention of people different from the majority culture.

"What we're seeing," says Ohab, "is we've looked at this as a change process and allowed it to unfold. Different people have different roles to play as we create the process. If you're the president or a VP, that's one leadership role; if you're professional staff, that's a different set of strategies; if you're in manufacturing operations, there's a different set of responsibilities. Regardless of your functional background we are all responsible to be part of the change. Once you know what the issues are, you can begin to see what things you can do to make shifts in the culture, in the system, in behavior. You begin to see what sponsorship and leadership look like."

What Motorola saw was that the diversity process focused as much on planned implementation as on deliberate training. This implementation translated into small group dialogues with people of difference attending events where they experienced being in the minority. Then came a surprise. "People started to experience other dimensions of themselves that they hadn't experienced before, the men especially," says Ohab. Many men were surprised to discover that you could make the work less tiring and more productive once you knew how to work with people with different talents. The adage "Work smarter, not harder or longer!" became understood.

Motorola is exceptional in that it has dedicated staff, time, and money to this long-term endeavor. For Motorola diversity is not an added organizational concern but a basic business issue involving employees' productivity and customer effectiveness. Motorola mandates that all employees spend forty hours each year updating their technical, managerial, and human resource skills. Diversity issues are included. Many departments mandate diversity training. Carole Rabin, a member of Ohab's diversity staff, has developed a diversity curriculum of over twenty offerings that would give every employee an awareness, an understanding, and the skills to participate in the company's endeavors to make diversity a major factor in the success of the company.

Motorola brings in outside consultants to assist in particular parts of the process. [Anthony Ipsaro] was brought in, for example, to help address the feelings and responses of white males—as well as others—to the parity goals, affirmative action, and power shifts. More important, [his] presentations offered an intellectual schema, showing that diversity was not simply an issue for women and minorities but for white males as well. Work force diversity was not simply a business issue but was embedded in the American culture and the very life of this nation. Understanding and learning how to use aspects of diversity is not only good business at home but internationally.

The seminars offered [by Ipsaro] were attended by women and people of color as well as white men. The women needed to hear from a male that their perceptions about the men weren't "crazy." Many of the people of color who attended had felt, but never analyzed with a white male, the white male power structure.

Once individuals and groups grew in awareness, skill building, and preliminary organizational initiatives, they asked Ohab, "What's the next step?" The next step, she noted, was determining what role individuals would play, how they would do whatever they decided to do, when they would do it, and what outcome they expected from their new awareness. A map of implementation and evaluation was drawn up.

"The next two or three years," says Ohab, "they would take steps forward, then backward. People started to question the process. They wondered, 'Shouldn't we just promote people and be done with it?' You don't see the results from a process such as ours quickly."

When one black male was feeling isolated in his group several years ago, he took Ohab's advice and asked his white male supervisor to accompany him to a Martin Luther King Day celebration in Phoenix. The manager said "no." He didn't think he'd feel comfortable there. Ohab got on the phone and explained the impact of his "no" on the employee. The manager attended the event. The next year 300 Motorola people attended the Martin Luther King Day commemoration, and the year after that 600 people participated.

"This is how change happens, by crossing boundaries and taking risks," says Ohab. She eventually hired Vernetta Daniely, a systems analyst, to put an infrastructure in place that would champion the cause of diversity. Through the diversity champion process a calendar of multicultural events was established. Employees were encouraged to attend at least one a year. Hundreds of Motorolans now attend multicultural conferences, presentations, and meetings in the community. Ohab notes: "The champions of diversity are all the employees from all cultural, gender, and functional backgrounds who have developed their skills of leadership and influence the community by their behaviors." Explains Cynthia Wright-Brown, Senior Administrator: "This has given me an opportunity for expanded mentoring and contact with role models, such as Maya Angelou, or Dr. William Gray, head of the United Negro College Fund."

Issues to be addressed by Motorola in the future are diverse leadership styles, peer diversity interaction, mentoring and employee development, and effective teams of diverse styles. The team training that is going on at most corporations today has a lot to do with empowerment, an overused term but a good one: giving the employees greater freedom to work within given parameters. At Motorola empowerment is being implemented at its deepest root, letting employees determine from a diversity of styles which to choose in order to accomplish agreed-upon goals.

When British-born Gavin Woods, an operation's manager at SPS's MOS 21, looked into self-directed teams at other companies, he found disasters everywhere. "In the average application process everyone goes through a big training process and then they have a celebration and say, `we're empowered.' We found that the relationship between a first-line supervisor and an operator on the factory floor was one of discipline. Until we eliminated that, we couldn't talk about empowerment. Instead of disciplining for mistakes, we learned how to build off them. The role that's most affected in the factory is the supervisor's because it changes so radically. Because they're so threatened, supervisors begin to sabotage the effort to make changes, whether consciously or unconsciously." Motorola found the same was true for middle managers.

"We started a process with the leaders of our work teams, talking about what it meant to change, thereby empowering the leadership," says Woods. "They had to begin to view themselves as coaches and mentors, as resources for the team—in a support role. I saw that people in other companies were dictating the empowerment process. We had our leaders plan their own pilot programs with their teams. The process is coming out of the people making the change."
To help guide the change process on the factory floor, Woods hired a team builder, Celina Saldana. "She's part consultant, part counselor, part teacher," he explains. "Her approach is focused on the people, while I focus on the business aspect."

Woods is a firm believer that you cannot separate the people issues from the business issues, although different people often have to focus on different issues. "I could shut down the entire plant by circulating one rumor," he laughs. "In the factory we measure activity, but our people produce our activity. I think roles have to be tailored around people, not the other way around. If we don't change the systems operating in the factory, then we don't empower the people. The systems have to support the change or the change process will derail."

This is radical thinking, especially at an engineering organization, where people are traditionally seen as functions plugged into the process or treated as cogs in the great, running machine. The systems Woods is speaking of are often invisible. These systems are the hidden boundaries, the underlying foundations that separate one team from another in the work process. These systems train workers to understand that different people of different backgrounds have different and many times more creative and innovative ways of achieving a goal. Being comfortable with differences and ambiguity, expressing mutual trust and understanding, benefiting from effective styles and efficient methods become the fuel with which the successful team operates.

With these understandings, work teams are better able to cross over to other teams, to learn multiple tasks so they can "cover" for others and help in other areas when their areas are slow. Workers become more at ease when stepping into new jobs, entering new situations, interacting with new environments, and learning from new cultures. The change process does not happen, not because people do not know intellectually what to do, but because they do not have the skills to work through the emotional uneasiness resulting from the new and the unknown. This emotional "loss" and "fear of the unknown," is what keeps most individuals and organizations from changing.

What we have seen in the Motorola experience is a company that zeroed-in on key elements that would achieve a high-performing, world class, and truly diverse organization.

Marygrace Ohab wondered out loud recently: "We had just received the Baldrige Award for quality production when we launched our diversity initiatives. How do you have quality products if you don't have quality of relationship with one another no matter how different we are?"

The success of Motorola's diversity initiatives is the result of strong corporate leadership, effective employee involvement, and efficient organizational structures and procedures. These efforts to make diversity inherent with bottom-line profit and business success are a tribute to the people of Motorola. Their courage, tenacity, and willingness to risk responsibly is benefiting them. Motorolans are an inspiration and an example to all businesses.