

“It Needs Two for a Tango”

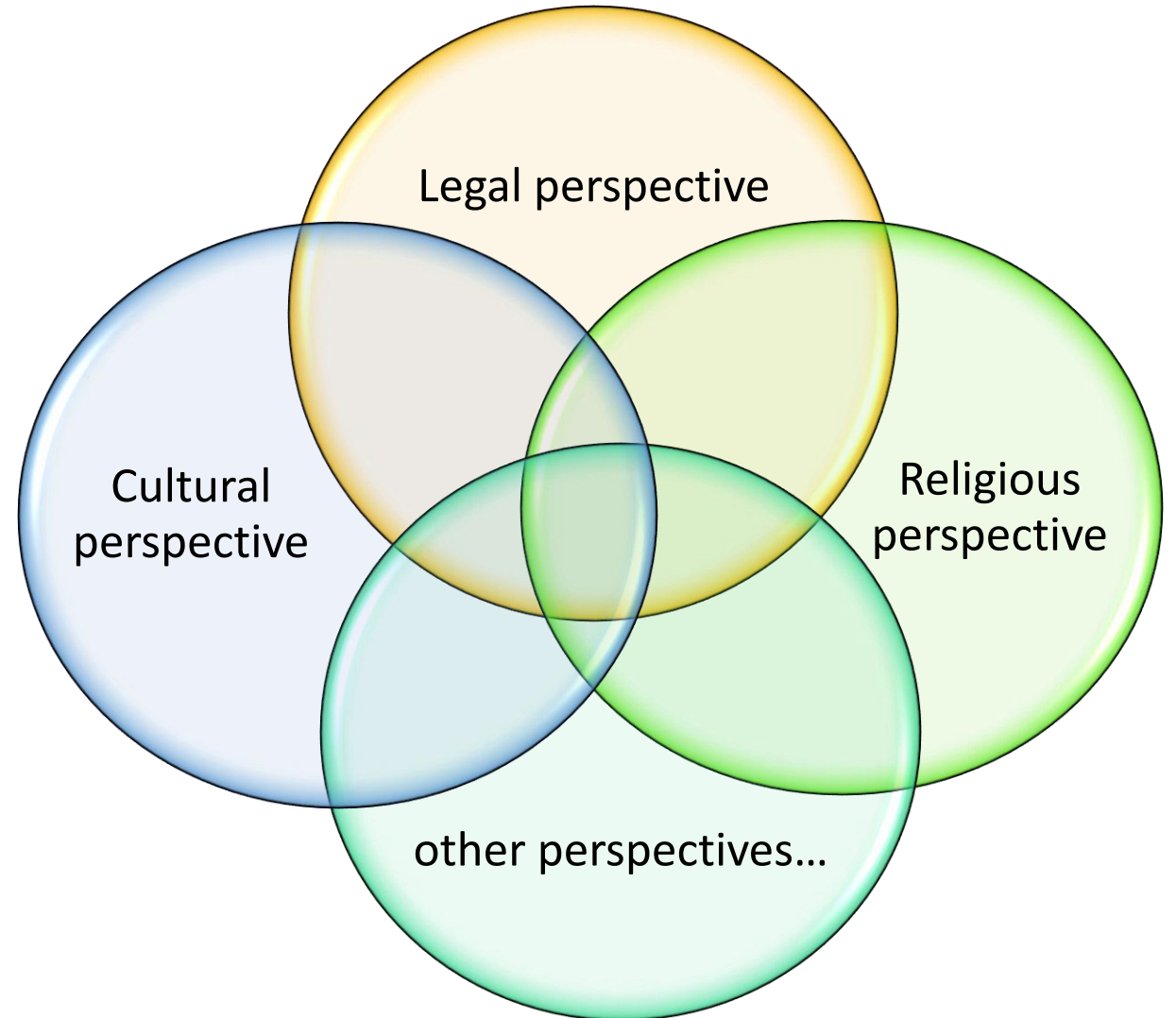
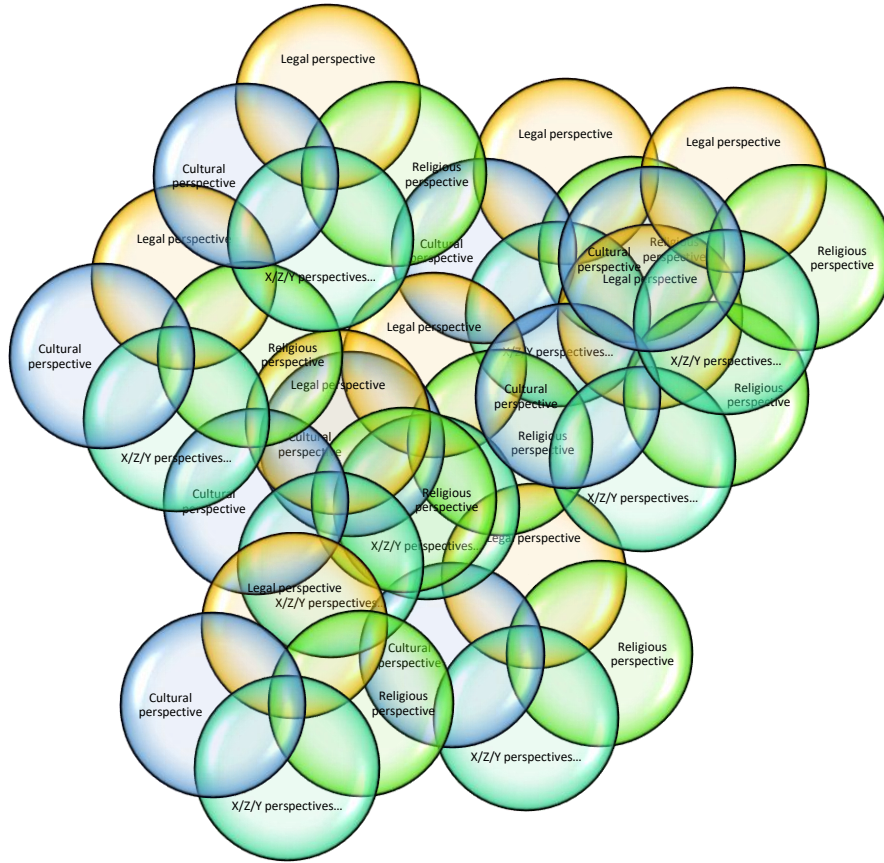
Diversity Management In Multicultural Communities

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DIVERSITY IS...



THE TERM ‘DIVERSITY’



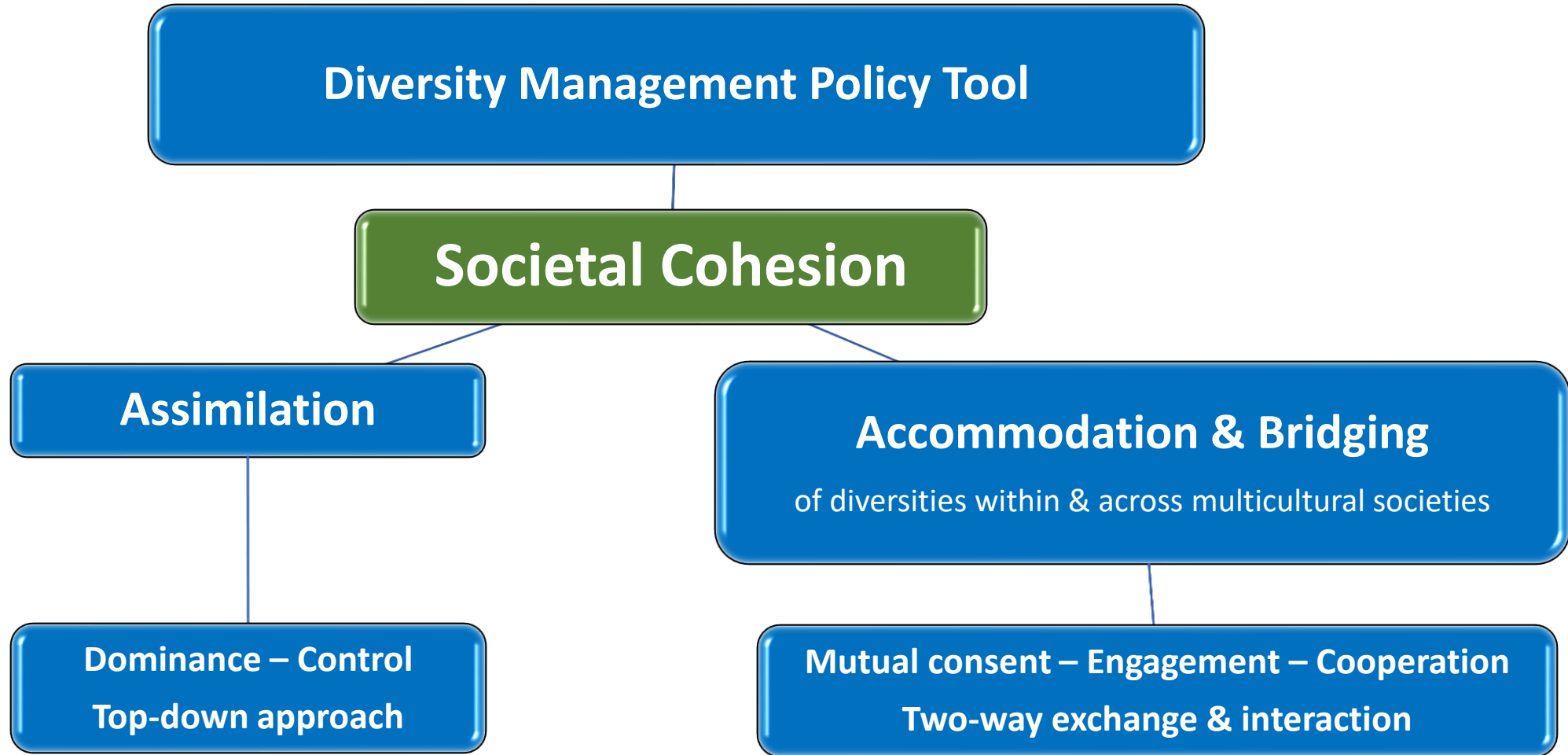
DIVERSITY MANAGEMENT

Adequate and effective management of differences based on knowledge, dynamic skills and creative mind-set **WITHOUT RIGID PREJUDGEMENT**

S.Ting-Toomey & L.C.Chung, 2004, Understanding Intercultural Communication, Oxford University Press

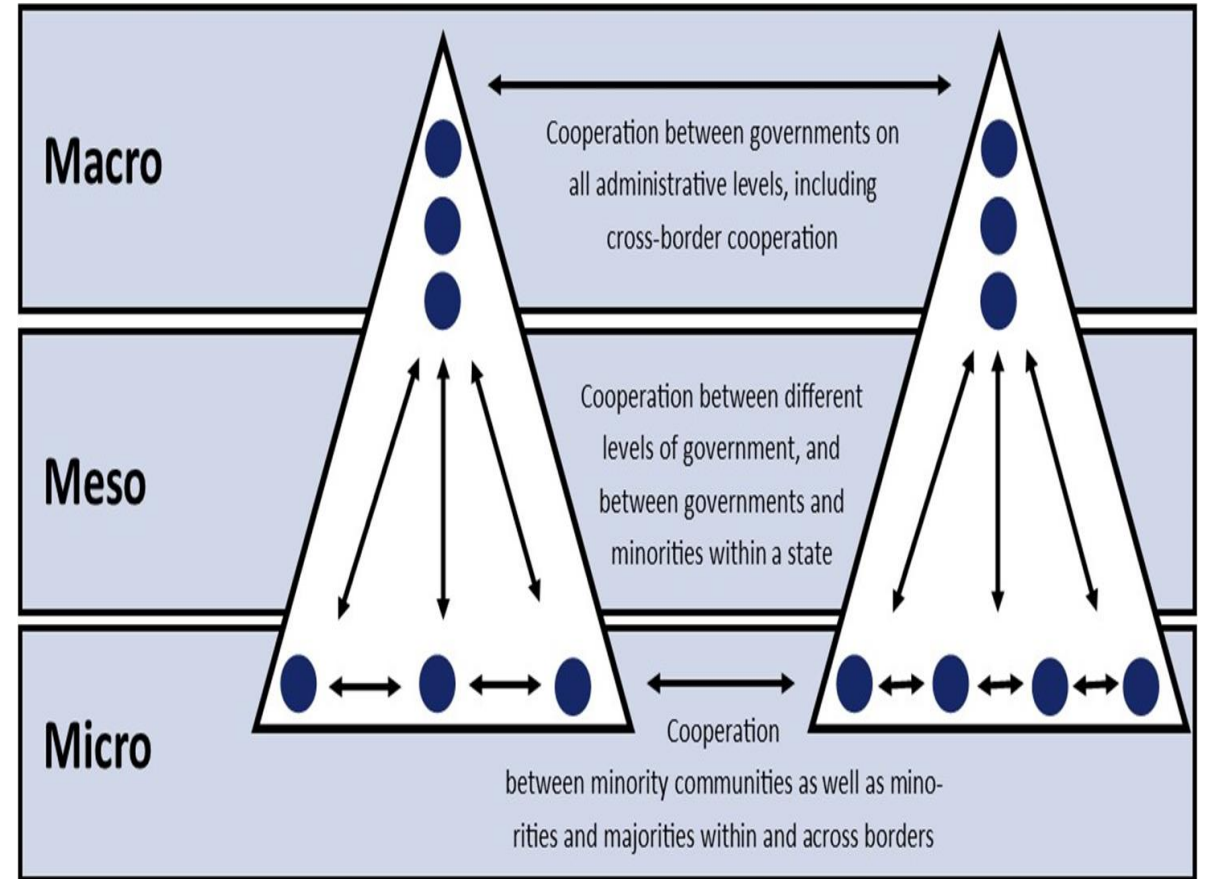
Policies, programmes and measures aiming to create greater inclusion **OF PEOPLE** from various backgrounds **INTO THE STRUCTURES** that they interact with **AND AMONG THEMSELVES**

M.E.M. Barak, 2016, Managing Diversity Toward a Globally Inclusive Workplace, SAGE



TYPES OF BRIDGES

- **MACRO-BRIDGES across borders** both in terms of legal instruments and of activities: bridging states and their governments, kin-states and kin-minorities (**11 cases + 8 CBC instruments**)
- **MESO-BRIDGES within states** bridging institutions and people: between national and local governments and between governments and citizens (**43 cases**)
- **MICRO-BRIDGES at grass-root level**: bridging people both within and across states (**44 cases**)
- Bridges have both a horizontal (peer-to-peer) and a vertical dimension
- All types of bridges can be simultaneously functioning
- Total number of **positive cases identified: 97**



IDENTIFIED POSITIVE CASES

	Balkans			Caucasus			Central Asia			Eastern Europe			Western Europe		
Level	MC	MS	MI	MC	MS	MI	MC	MS	MI	MC	MS	MI	MC	MS	MI
Political participation	-	2	-	-	-	-	-	-	-	2	-	-	-	5	2
Institutions	1	1	-	-	3	-	-	1		1	1		1	1	1
Economy, Tourism, Environment	-	1	1	-	1	-	1	2	1	-	1	2	-	2	5
Education	-	3	2	1	1	-	-	1	1	-	-	-	1	0	3
Media	-	-	2	-	2	-	-	-	-	-	1	-	-	2	1
Culture	-	1	2	-	-	1	-	-	1	-	3	2	-	3	7
Intercultural Communication	1	-	2	-	-		-	1	1	-	-	-	-	2	2
Healthcare, Services	-	-	3	1	-	1	-	-	-	-	2	-	-	-	1
Total per level	2	8	12	2	7	2	1	5	4	3	8	4	2	15	22
Total per region	22			11			10			15			39		
OVERALL	97														

A FEW EXAMPLES

POLITICAL PARTICIPATION

- Minority Council (DFN, Germany): macro bridge
- Kazakhstan Assembly of Peoples (Kazakhstan): macro bridge
- Council of Ethnic Minorities under the Public Defender's Auspices (Georgia): meso bridge

INSTITUTIONS

- Local Police Station (Kyrgyzstan): meso bridge

ECONOMY

- SIMPLE – Strengthening the Identity of Minority People Leads to Equality (Croatia, Italy, Montenegro, Albania, Slovenia): meso bridge
- Indidee 1&2 (Sweden, Finland, Russia, Norway): macro bridge

EDUCATION

- Transcarpathian Minority Education (Hungary, Ukraine): meso bridge
- Education Co-operation between Serbia and Neighbouring States (Serbia): macro bridge
- Turkish-Kyrgyz Educational Initiative (Kyrgyzstan, Turkey): meso bridge

CULTURE AND INTERCULTURAL DIALOGUE

- Municipality of Stara Zagora (Bulgaria): meso bridge
- Karjala is Our Home (Russia): meso bridge
- South Caucasus Regional Conference on Freedom of Religion and Belief (Georgia, Armenia, Azerbaijan): meso bridge

THE WAY FORWARD (Preconditions)

- Diversity management **OF ... / IN ...**

All involved parties need to be bound by:

- Political will for partnership and cooperation
- Mutual trust, respect, and tolerance (vertical and horizontal)
- Openness and dialogue
- Active involvement (structured & ad hoc)
- Engagement and accountability

Diversity management is not a tool but a mutually defined and implemented vision for the future. It can bring in positive societal changes **ONLY if all actors act together for their common good.**



**THANK YOU
FOR THE ATTENTION!**