

<Title>

Diversity Management of International Organizations and Globalization of Japanese Firms

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<Abstract>

Diversity management issues in multinational organizations may appear to be different from the transcultural problems occurring between Japanese management teams and local employees in overseas operations. As Japanese companies pursue a global strategy more rigorously with greater emphasis on global innovations, however, those companies should be able to benefit by learning from cases and practices of multinational organizations. In this vein, this paper attempts to draw lessons from experiences of the World Bank Group, which may be relevant for Japanese companies in the process of globalization, particularly from the perspective of conflict resolution and risk management.

<Keywords>

diversity compact, conflict resolution, emphasis on behaviors, leadership style,
facilitation at CSA workshops