

Like an organization, personal communication within or between teams should also be addressed with some informal education on cultural values, beliefs and sign language. As an example, the cultural difference in body language can lead to a misunderstanding among co-workers. Roy Chua, of Harvard Business School points out that making people of diverse cultures work together is extremely difficult as it can cause fraction and collision of cultures (Scrupeter's notebook about Chua's paper, 2014, para. 5). On the other hand, Lundrigan, Tangsuvanich, Yu, Wu and Mujtaba state that "well mitigated differences can actually strengthen team cohesion" (Lundrigan, Tangsuvanich, Yu, Wu and Mujtaba, 2012, para. 3).

Well resolved conflict can give the organization benefits that were not expected. The example of this statement can be increased understanding among colleagues due to the discussion needed to resolve the conflict. The discussion could expand people's awareness on how to achieve goals and understanding without "undermining those of other people" (Mankletow & Carlson, 2005, para. 5). Another outcome of effective conflict resolution is increased group cohesion with mutual respect and "renewed faith in their ability to work together" (Mankletow & Carlson, 2005, para. 6) as well as improved self-knowledge and understanding their own values.

The supervisors' and managers' personal characteristics play an important role in the group cohesion and understanding. Attraction-Selection-Attrition (ASA) framework "explains how personalities may influence organizational culture" as managers or founders "hire employees...whose personalities are similar to their own" (Jones & George, 2014, p. 85) which forms a special team cohesion and shared values and may cause to outcast the employees who are different in age, gender, origin or socio-economic factors.

### **Managing Diversity**

Managing diversity involves effective decision making. The work by March and Simon provided background for research to develop a step-by-step model of decision making (Jones & George, 2014, p. 204). According to the model managers need to recognize the need for decision, in our case, it is the possibility of existing or coming conflict, generate alternatives or choose a strategy for conflict management, assess the alternatives to recognize the advantages and disadvantages of each of them and choose the best alternative to deal with the situation. After implementing the alternative it is always important to collect feedback to evaluate the outcomes of chosen alternatives (Jones & George, 2014).

Thomas Roosevelt, a diversity consultant from Harvard University, once stated that "managing diversity is a comprehensive process for creating a work environment that includes everyone" (Geen, López, Wysocki, and Kepner, 2002, para. 12), thus managers should work on diversity awareness every day and encourage a change in employees' understanding of this concept.

As it was noted above, management commitment is important in tracing any conflicts or discrimination on diversity. "Top managers need to develop ethical values and performance or business oriented attitudes" to make the best use of their human resources (Jones & George, 2014, p. 153).

Accuracy of perception and diversity awareness give individuals opportunity to modify behaviors and attitudes which lead to increase diversity skills, better interaction and healthier work environment.

Fourth step is encouraging flexibility in "approaches and ways of doing things" (Jones & George, 2014, p. 155). Often we might hear encouragement to find better ways of performing