

work which might mean that managers and colleagues are open to innovation and any creative ideas on styles of job organization.

Additionally managers should pay closer attention to the ways workers are evaluated based on objective performance indicators, and 360-degree appraisals (and sometimes subjective appraisals), although they might be inaccurate (Jones & George, 2014, p. 386) and represented on different positions within a company. It can provide sufficient information on the time and attention devoted to employees' evaluations and potential problems connected with minorities and women taking top level positions.

Besides the job training on diversity and mentoring diverse employees, managers need to take a step of empowering employees to challenge discriminatory behaviors and reward them for effectively managing diversity (Jones & George, 2014; Mujtaba, 2015). In reality, these steps might help leaders in the creation of a non-stop diversity management, even when the managers themselves cannot participate directly.

Value Based Management implies that values are the basis for employees' thoughts and behaviors (Mujtaba, 2014, p. 4). Managers should "recognize differences" in values of different culture representatives and understand their impact onto the norms of conduct in departments. Neglecting the existence of cultural diversity could cause disaster in the workplace; however learning values and cultures and their influence on the "expression of business structures, systems, and priorities" can benefit the organization (Mujtaba, 2014, p. 5).

Strategies and models of actions require special skills and personal characteristics from the managers implementing them. From creativity, intuition, hunger for success and desire to lead people, good managers should also have sufficient deductive skills.

According to Koonce (as cited by Geen, López, Wysocki, and Kepner, 2002), there are several skills that a manager should possess to create a successful diverse workplace. First of all, a manager should be aware of any kind of discrimination, its meaning and consequences to be able to prevent or recognize it. Secondly, managers must recognize their own cultural biases and prejudices to be able to stay discrimination free.

Finally, managers must be willing to change the organization if necessary (Geen, López, Wysocki, and Kepner, 2002, para. 12).

Conflict Management Strategies

Historically, conflict management strategies have ranged from a basic face-negotiation theory by Ting-Toomey (1988) and competing theory among team members to manage intergroup conflict by Cohen and Ledford (1994) to the often-cited Thomas and Killman 5 model strategy (1974).

Thomas and Kilmann defined five modes for responding to conflict situations and which are used by managers in decision making process (Mujtaba and McCartney, 2010):

1. *Competing* is when an individual pursues his/her own concerns at the other person's expense (Kilmann, 2007, para. 5). This mode can be described as forcing and using a formal authority or power one possesses to satisfy his/her wishes and desires. A party should act in a very assertive way without any cooperation which might be necessary for emergency or time sensitive situations. Ethical dilemma is likely to occur in this type of conflict strategy as one of the parties could find it difficult to act in a way that helps the organization or others as it goes against his or her principles and interests (Jones & George, 2014, p. 101).

2. *Accommodating* is neglecting of an individual's concerns in favor of some other person. This type of conflict solving technique appears when parties cooperate very well and one of the