

DIVERSITY MANAGEMENT'S STAKEHOLDERS AND STAKEHOLDERS MANAGEMENT*Jolanta MAJ¹***ABSTRACT**

The success of any initiative within an organization depends to a large extent on the support given by different groups of stakeholders. This applies also to the implementation of the diversity management strategy within the organization. It is therefore especially important to identify particular groups of stakeholders and chose an appropriate way to manage and organize them. This article presents an analysis of diversity management's stakeholder. The analysis was made based on the power / interest grid, which enables to group stakeholders in four main categories depending on they interest in diversity management and the power they have to influence an organization and identify the main strategies for managing particular categories of them, supported by other theoretical approaches presented in the text. The article is theoretical in nature and therefore does not take into account all possible groups of stakeholders who are each closely associated with the nature of the activities of every single enterprise and the environment in which the company operates. The following paper is intended to provide the basis for a stakeholder analysis, which after the necessary suitability can serve as a tool for individual companies to prepare it's own stakeholder analysis and based on this create a stakeholder management strategy.

KEYWORDS:, *diversity management, power/interest grid, stakeholders, stakeholder analysis, stakeholders management.*

JEL CLASSIFICATION: *M14*

1. INTRODUCTION

Nowadays the world is facing a number of important processes: globalization, social changes, demographic processes such as population aging, which results in an increasing number of older people in developed countries, or migration processes which cause that relatively homogeneous societies are becoming more diverse on grounds of nationality or ethnic origin. As a result of, among others, these processes the labour market and the environment in which the companies operate are changing. Due to the increasingly differentiating employees, enterprises must find a way of finding themselves in the new conditions if they want to be able to compete with companies from their country or from abroad. The answer to this differentiation of the population and workforce is the diversity management strategy. According to the diversity circle scheme proposed by Anita Rowe and Lee Gardenswartz, presented on Figure 3, one can point to four basic dimensions of diversity: personality, internal dimension, external dimension and organization dimension, which consist of several elements (Gardenswartz, L., & Rowe, A. 2003). In the following paper diversity management (DM) is being defined as "the voluntary organizational actions that are designed to create greater inclusion of employees from various backgrounds into the formal and informal organizational structures through deliberate policies and programs (Mor Barak, 2013, p. 218)". Diversity management is a strategy aimed not so much for the traditionally disadvantaged groups in

¹ Opole University of Technology, Poland, j.maj@po.opole.pl

the labour market and in organizations such as: women, elderly people or people with disabilities but rather to all employees of the organization. Furthermore, it is not only one of the areas of human resource management of the organization, but rather is a kind of a horizontal strategy, permeating each of the processes of the organization and therefore fitting into process management (Hawrysz & Hys, 2013). In addition, diversity management strategy, apart from being ethically justifiable is most of all profitable to companies that implement it (Hollowell, 2007; Wziątek - Staśko, 2012).

The concept of stakeholders is a term strongly associated with corporate social responsibility (CSR), and less frequently arises in the context of diversity management. Since, however, as stated by Dima Jamali and Ali Dirani (2014) these two concepts are closely related, the use of the term stakeholder is also justified in the context of managing diversity. Stakeholders "any group or individual who can: affect or is affected the achievement of an organization's objectives (Freeman, 1984, p 46)". Stakeholders are the group holding the key to a successful implementation of projects, policies or strategies in the organization. Due to the constantly increasing involvement of stakeholders into the functioning of the organization and the increasing interdependence within organizations as well as in its environment it becomes essential for its functioning and the competitiveness of an enterprise to identify the different stakeholder groups and adapt the management style appropriate to every group of them.

The main objective of the paper is to analyse the diversity management's strategy stakeholders in a theoretical enterprise and to identify the possible forms of management of different stakeholder groups. "Stakeholder analysis aims to evaluate and understand stakeholders from the perspective of an organization, or to determine their relevance to a project or policy. In carrying out the analysis, questions are asked about the position, interest, influence, interrelations, networks and other characteristics of stakeholders... (Brugha & Varvasovszky, 2000, p. 239)"

Identification of the main stakeholders groups from both inside and outside of the organization presented in this paper is based on the power / interest grid which is also known as the stakeholder matrix. After identifying particular groups of stakeholders', management proposals for individual groups of stakeholders are presented. The analysis of diversity management's stakeholders is strictly theoretical and therefore does not take into account the important factor which is the specificity of each organization and the environment in which it operates, which affects who and what groups are considered to be stakeholders of an organization (Hys, 2014b).

2. DIVERISTY MANAGEMENT'S STAKHOLDER ANALYSIS

From the point of view of the organization the identification of particular groups of stakeholders and diagnosing their importance to diversity management and organization management is important for many reasons. Similarly to other areas of organization management, which successfully carry out such diagnoses as, among others, CSR or terminology management it seems to be an indispensable element in the implementation and realization of the diversity management strategy as well. In the case of CSR the growing interdependence between the organization and the environment in which it operates and the enormous importance of stakeholders in the process of legitimizing the organizations actions, their impact on the reputation of the company and, consequently, its effectiveness, performance and competitive advantage has been recognized. Taking into account the stakeholders in the implemented strategy, the organizations are better prepared and more flexibiey in the area of responding to the needs of particular stakeholders (Werther & Chandler, 2011; Alexander & Miesing, 2004).

The first step in the stakeholder analysis is primarily to plan the entire process including the expected results of the analysis and their intended use. Subsequently, the area, strategy or policy for which stakeholder analysis will be carried out should be established, because each area will have a different set of stakeholders. The next step is to identify the stakeholders of the chosen strategy or policy. The fourth step is to adapt existing tools and instruments; the fifth step is the collection and

recording of information. The sixth step is filling out of the stakeholder table or figure. The final two steps are the analysis of the results and the usage of the information gained (Schmeer, 1999). Next, a general stakeholder analysis will be presented with an emphasis put on the on power / interest grid as the chosen tool for the analysis, which is the theoretical base for the diversity management's strategy stakeholder analysis, which has been chosen as the research problem of this paper.

2.1. Stakeholders

There is a number of stakeholder's typology. For the purpose of this study Werther and Chandler's typology was chosen, which distinguishes between three main groups of stakeholders of the organization. The first group - organizational stakeholders - includes employees, managers and stakeholder units. The second group - the economic stakeholders - includes customers, competitors, creditors of, suppliers and distributors. The third group - the societal stakeholders - include Governments and regulators, communities, non-profits, NGO's and the environment. This first group of stakeholders are internal to the companies while the other two groups are external. The group of economic stakeholders is a link between the organization and the societal stakeholders. The three groups of stakeholders function in a larger context of social, demographical, technological trends, which influence the organization but also all of it's stakeholders (Werther & Chandler. 2011).

2.2. Stakeholder analysis. The power-interest grid.

There are several methods for stakeholder analysis. John Bryson singled out and described fifteen of them, grouping them into four main categories: organizing participation, creating ideas for strategic interventions, building a winning coalition around proposal development, review and adoption and final implementing, monitoring and evaluating strategic interventions. As part of the organizing participation he pointed to the importance of the process for choosing participants for the stakeholder analysis, the basic analysis technique, the power / interest grid, the stakeholder influence diagrams and the matrix for participation planning. In the category of creating ideas for strategic intervention Bryson pointed out the importance of the bases of power and directions of interest diagrams; finding the common good and the structure of a winning argument; tapping interest of individual stakeholder to pursue the common good; stakeholder-issue interrelationship diagrams, problem-frame stakeholder maps and finally ethical analysis grids. Among the category associated with building a winning coalition around proposal development, review and adoption Bryson distinguished three techniques: stakeholder support versus opposition grids, stakeholder role-plays and policy attractiveness versus stakeholder capability grids. Finally, the fourth category includes implementation, monitoring and evaluation techniques according to Bryson combines all the previous techniques with the addition of the policy implementation directory grid development (Bryson 2004).

Due to the fact that a significant portion of the above-mentioned techniques refer to the power / interest grid, this particular analysis model was chosen for the diversity management's stakeholder analysis carried out in this paper. This model facilitates the identification of stakeholders but first and foremost presents the key strategies for managing the particular categories of stakeholders.

The basis for the creation of the model was the assessment that taking into account the large number of stakeholders in managing an organization is a difficult and complex task. As the most important variables in managing stakeholders, power and interest were distinguished, which then were used to build the power / interest grid presented in Figure 1.

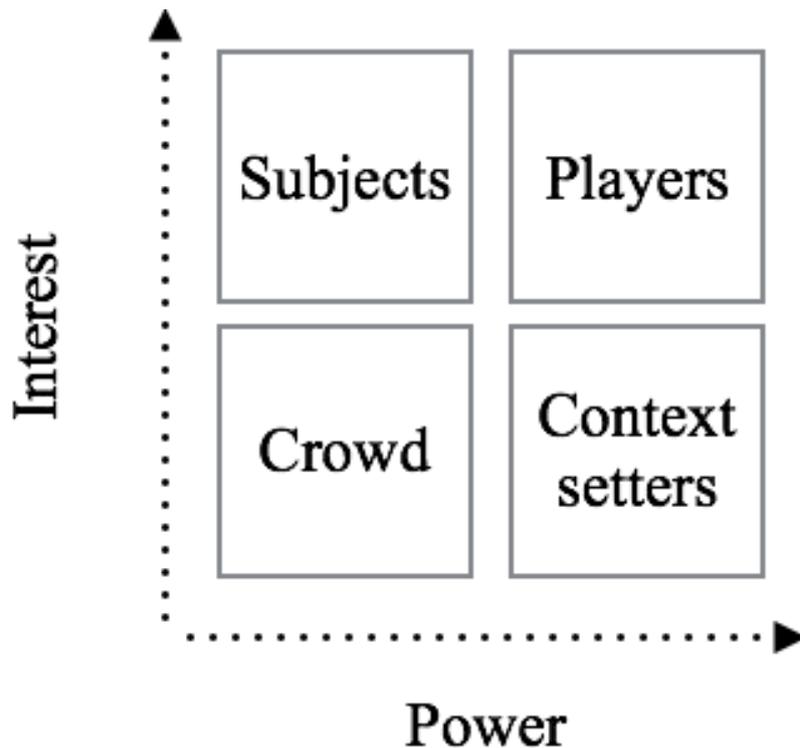


Figure 1. Stakeholder power- interest grid

Source: adapted from Ackermann & Eden (2011, p.183)

As a result of the juxtaposition of interest and power, understood as the interest in the policy, strategy, issue addressed and analysed by the organization, and strength as the ability to exert influence over the organization, four categories of stakeholders can be distinguished:

1. Players, who both have power and interest in the issue in question. They have the power to support or sabotage the issue. They are the most important stakeholder and need the most attention from the actors trying to implement a strategy.
2. Subjects, which have an interest in the issue, but have little power in an organisation
3. Crowd, which consists of stakeholders with little power and little interest in the issue in question. They can be seen rather as potential stakeholders than actual ones.
4. Context setters, which are a group of stakeholders with power but no direct interest in the issue. Due to their power they are able to influence the future overall context (Ackermann & Eden 2011).

In relation to this typology a matrix characterizing optimal ways of managing with regard to individual stakeholder groups highlighted above was developed and has been presented on the Figure 2.

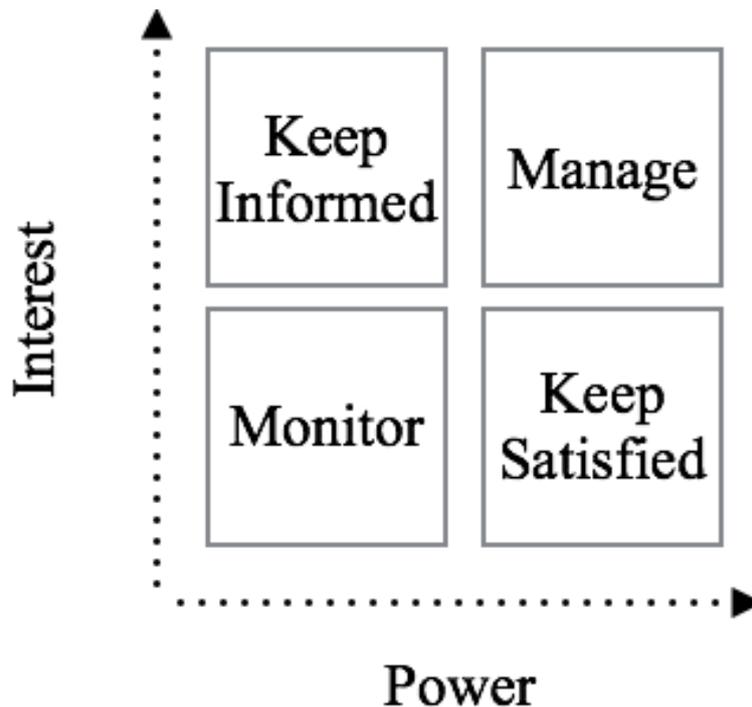


Figure 2. Stakeholder power- interest grid - strategies

Source: adapted from Burford (2013, p.56)

The juxtaposition of the typologies presented on Figure 1 and Figure 2 indicates strategies appropriate for each stakeholder group:

1. Players – as the key stakeholders need to be engaged and managed on a regularly basis. They should be consulted and all the steps and elements of the implemented strategy should be discussed with them before implementation as they have, as already mentioned the power to support or stop the initiative. They should be involved in the decision-making as they might be the critical actor deciding on the initiatives success.
2. Subjects – as the supporters and ambassadors of the initiative should be kept informed and involved. Although they have no actual power, they may be able to influence other. They may also be used for a spill over effect of their interest on the issue. They should be especially involved in the areas of interest for them.
3. Crowd – as the group of least interest for the particular project they should be monitored in case of any changes in their interest or power
4. Context setters – as they have little interest in the issue in question they stay passive until something changes their interest level. They need to be kept satisfied and informed. Their needs should be tried to meet (Burford 2013).

2.3. Diversity management's stakeholders

Diversity management's stakeholders largely overlap with other strategies stakeholders. Nevertheless, there are some differences and some special characteristics of stakeholders and groups of stakeholders typical for this strategy that can be pointed out.

The first group of stakeholders constitute without a doubt of the employees of the particular enterprise, because the strategy of diversity management is primarily addressed to them and is based on this group. However, in line with the idea of diversity management, employees are not a homogenous group but differ due to a number of variables. The multiplicity of these variables shows the already mentioned typology by Anita Rowe and Lee Gardenswartz presented on Figure 3.

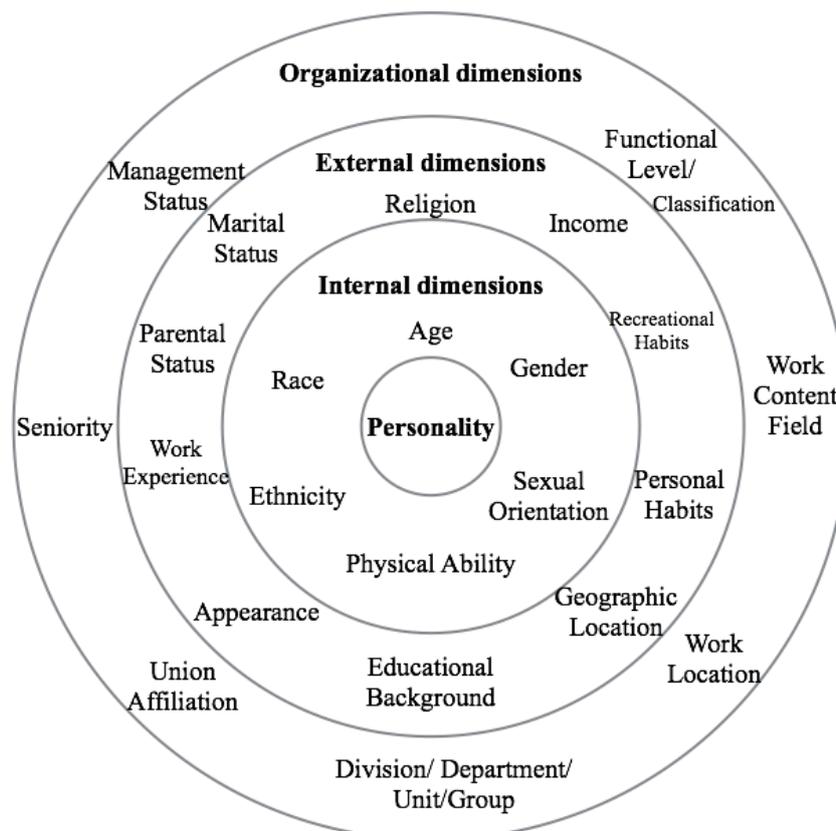


Figure 3. Four layers of diversity

Source: adapted from Gardenswartz & Rowe (2003)

The usually handled and discussed dimensions of diversity are those classified as the elements of the internal layer. Every company can freely choose the dimensions of diversity interesting and important for them, so a diversity management strategy does not necessarily has to include all the dimensions. Therefore, when analysing employees as stakeholders, it should be remembered that, in the context of diversity management, there are several groups of employees - stakeholder distinguished by variables collected in the four layers model. Employees can also create another group of stakeholders - unions, which due to its collective nature have a greater impact on the policy of the organization than individual employees. Also this power can be additionally enhanced by the legislation of the individual countries, in which the enterprise operates.

Another important group of stakeholders is being formed by the organizational managers, as a special group of workers, which in addition to the features characteristic to all employees of the organization further are characterized by greater responsibilities and greater authority in the organization than an average worker. A special role as stakeholders is also assigned to the top executives of a company, whose role in diversity management and also for example corporate social responsibility can be twofold: instrumental or normative. The instrumental approach assumes that the main objective of top executives is the company's financial result, and in order to maximize the reach top executives even after the actions of corporate social responsibility, including diversity management or seeking innovative solutions no one has tried before (Hys & Hawrysz, 2012). The normative approach assumes that top executives reach for diversity management because of ethical reasons, as this is simply the right thing to do. In this perspective, diversity management will also be undertaken in a situation where it is not entirely cost-effective from the point of view of the company. (Ng & Wyrick. 2011.p. 371). Nevertheless, in both cases there is a high level of interest and because of their position also a high level of power and opportunities for blocking or supporting

diversity management initiatives, if these, in terms of the instrumental approach were unprofitable. In the case of small and medium-sized enterprises, the owner of the company fulfils this function. Another group of stakeholders are the employees gathered in the Human Resources Divisions or Departments, so generally employees responsible for human resources in a company with a special role of the Human Resources Managers. Despite the fact that diversity management is addressed to all employees, the human resources departments play a special role. There are a number of points of intersection between human resources management and diversity management, and properly implemented human resources management can positive influence diversity management (Shen et al. 2009). Of course, their ability to influence the diversity management strategy will be a strong derivative of the role and importance attributed to the whole human resources division in the organization. This role could be strategic, but it can also boil down to simply carrying out purely administrative tasks. Another group of stakeholders are the shareholders of an enterprise. The main aim of the shareholders is the shareholder value. With regard to the presented normative and instrumental approaches, in the case of shareholders the instrumental approach will be dominant. Diversity management will be seen and assessed through the lance of profitability for the shareholders and there fore will be supported only if it generates profit for the shareholders (Özbilgin et al., 2014).

Among the external stakeholders, as indicated, economic and societal stakeholder are being distinguished. This division is often arbitrary and entities recognized by one organization as economic stakeholders by other companies can be considered a societal stakeholders. The first group of external stakeholders are the customers. Because they have a key influence on the economic results of the company they were included to the group of economic stakeholders. Customers by making consumer decisions influence profits and financial results of the company, giving this way also feedback concerning the policy pursued by the organisation. As a group, clients have an indirect impact on the functioning of the company. Diversity management, through offering more differentiated products and services allows addressing a broader range of clients. Furthermore, a significant proportion of customers are ethically conscious customers who are guided by ethics when making consumer decisions. The second group of external, economical stakeholders are intermediary customers like agents, distributors or retail outlets. Their interest for diversity management derives from their interest in an ethical, efficient and beneficial cooperation. Intermediary customers have a significant impact on company's functioning. They are sort of an extension of the company and thus can provide assistance in promoting diversity management. Additionally they constitute a part of the customer value delivery system for competitive advantage. They also are a source of feedback for the company. Closely related to the functioning of the companies are suppliers who are also a stakeholder group. These entities are interested in a smooth cooperation, which implies efficiency, transparency and honesty. Their contributions and interest are mainly the possibility of suspension or tightening supplies. Since the company's operations and actions can affect the suppliers, they care about the ethicality of the company. Another group of external stakeholders are the financial institutions, whose main points of interest are the financial results of the company, its stability, the expected return on investment and a mutually beneficial relationship. Because diversity management has an impact on the financial results of the company, it also indirectly an area of interest to those entities. Their impact on the company is possible via granting or restricting financial support (CIPS, 2014). Another group of external stakeholders is the investor community. Individual or institutional investors making investment decisions can be guided by different variables including the company's commitment to social responsibility or diversity. Research indicates the existence of a link between taking into account the human factor by the company including diversity management and the financial results of the organisation (Singh & Point. 2004. p. 299). Another group of stakeholders are the potential employees of the company. Their interest pursued by the company policy of diversity, will be a derivative of their distinction as to the features highlighted in Figure 3. One of the benefits of the implementation of the diversity

management strategy is the ability to reach a wider talent pool. Closing out by the company for a group of employees automatically lowers the group of potential employees. This group of stakeholders is linked to another group of stakeholders, the competitive businesses that can intercept prospective employees through a more attractive offer, personnel marketing or the implemented personnel policy. The possibility of the impact of potential employees in the company will therefore be the result rather from the possibility of their acquisition by a competitive organization. The interest of competition in the pursued strategy of diversity management may also result from the position the particular enterprise has in the market. As a pioneer, or a leader, the company will set trends and be an example to follow for other market players.

The last category of stakeholders are the societal stakeholders. This stakeholder's category in the first place includes the governments and regulators including international organisations. Their power results from the fact that they are able to enforce selected solutions through legislation, regulations and penalties. Governments create legislation governing the functioning of the enterprises in particular countries, regulating labour relations and employment conditions. They can even include the values underlying diversity management as basic for example human rights, to the constitution and other important legal documents in the country (Hys & Hawrysz, 2013). In case of non-compliance they determine the appropriate penalties. In addition, as in the case of corporate social responsibility and also in the context of diversity management, governments and the whole public sector can act not only as a patron of diversity management but also should set an example to businesses through implementing the diversity management strategy within their own structures (Hawrysz, 2013). The influence of international organizations is more indirect. In the European context, the strongest impact on the functioning of enterprises is the European Union which has several legal instruments at its disposal, including, above all directives, regulations and decisions as the binding legal instruments, with whom the member states or the agents addressed must comply with. In the area of diversity management, the European Union has issued a number of directives handling different dimensions of diversity, where the EU implemented several directives, including the most important Directive 2006/54 /EC relating to gender (2006), in terms of race and ethnic origin the EU introduced the Council's Directive 2000/43 / EC (2000) and finally the so called Framework Directive 2000/78 / EC (2000) regarding to age, sexual orientation, disability and religion or belief.

In addition to legal instruments in the field of anti-discrimination, it is worth pointing to the entire European Union migration policy, as affecting the Member States, companies and their capabilities for diversity management. In addition to legal instruments, the European Union has undertaken a number of non-legal activities. Worth mentioning is foremost the European Platform for Diversity Charters. In addition to the European Union, relevant international organizations influencing the legal framework and political climate for diversity management are the United Nations and Council of Europe. In addition to the legislative role of the European Union, all three indicated organizations affect a climate conducive to promote the idea of diversity management and its implementation by companies worldwide. Another important group of stakeholders are the non-profits and NGO's. Their role is similar to the role of governments and regulators - that is, primarily by promoting the idea of diversity management, anti-discrimination, tolerance and equal opportunities, form an supportive atmosphere, generate support for the implementation of these ideas in business. In addition, these organizations bring together experts from the above-mentioned areas, who can work with businesses. Their opportunity to influence the company should be considered rather low and depending on the fact whether diversity management will be considered useful and profitable by the company or not. Examples of such organizations include organisations patronising the implementation of Diversity Charters in different European countries or Race for Opportunity, Opportunity Now, the Employers' Forums on Age, Disability and Religion and Belief. Another important stakeholder group are the media. The media can serve as a tool for diversity management, being a channel through which the organization can reach to a more diverse potential

workforce. By publishing job advertisements in special interest media (women, LGBT, international) the enterprise can try to reach a diverse talent pool. The instrumental use of media in the context of diversity management could also include publicizing the company's activities in this area, reporting on progress in implementation and execution of the diversity management strategy, information about achievements and successes of diversity projects and initiatives. One of several diversity management indicated advantages is the improvement the enterprises brand and image; media can be used in this process. Media play also an important role in shaping opinions. Implementing projects in the field of anti-discrimination or tolerance also plays a role in creating an atmosphere conducive to the implementation of diversity management in organizations. Another important group are trade unions that go beyond individual organizations and associate employees from across the industry. Industry-wide trade unions may act as lobbyist and shape the countries policy, they may act as information source for the public about an organization and it's policy and this way they are able to influence the public or mobilize protests. On the other hand they me be valuable partners to enhance the ethical policy of a company and their diversity management strategy. Last but nor least, stakeholders are also whole societies and communities in which an enterprise operates. This group includes all the potential consumers, clients, employees, partners and suppliers etc. They have the ability to influence the public opinion or the governments. Using the typology of stakeholders outlined above, an initial grouping of specific stakeholder groups relevant to diversity management can be made. Due to the mentioned general and theoretical nature of the analysis this summary, presented in Table 1, will not include all possible stakeholders, who will slightly vary depending on the characteristics of the organization and the environment in which it operates.

Table 1. Diversity management stakeholders

	Group of stakeholders	Stakeholders
1	Organizational stakeholders	Employees Organizational Trade Unions Managers Top Executives Owner Human Resources Division and Human Resources Manager Shareholders
2	Economic stakeholders	Customers Intermediary customers (e.g. agents, distributors, retail outlets) Suppliers Investor community Financial institutions Talent pool of potential employees Competition
3	Societal stakeholders	Governments and regulators – international organizations like the European Union, the UN, the Council of Europe Non-profits and NGO's Trade Unions Media Community and Society

Source: Own

The presented list of stakeholders, as indicated, is certainly not exhausting the list. Depending on the nature of each organization, its specificity but also the specifics of the environment in which the enterprise operates, this list will vary. Also the classification scheme of stakeholders and of their management strategies presented on Figure 4 will differ slightly depending on the specifics of the particular organization. Nevertheless, this scheme could serve as a model and base for a diversity management's stakeholder analysis of particular organisations.

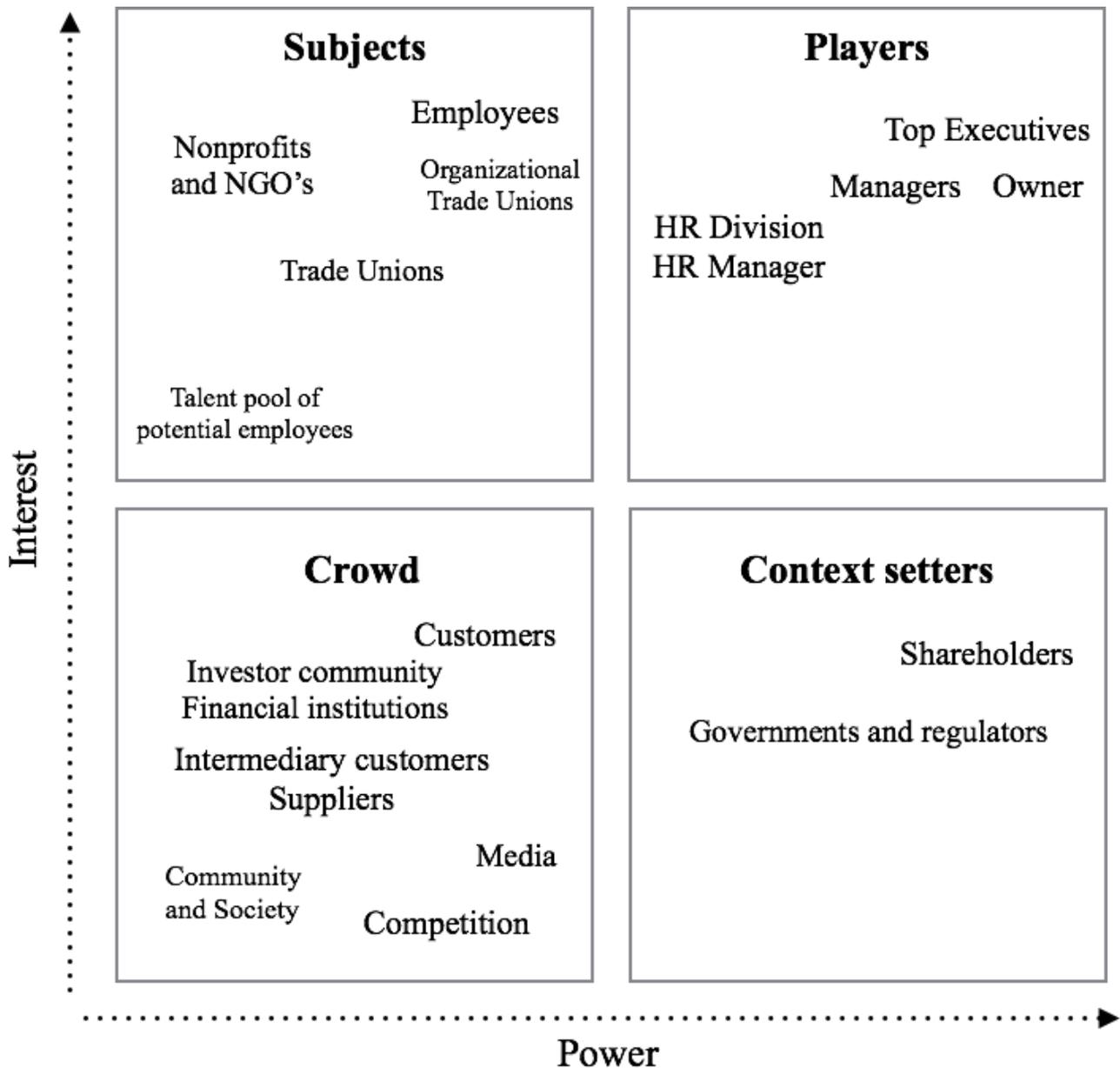


Figure 4. Diversity management's stakeholders

Source: Own

In case of diversity management additional attention to the mentioned by Werther and Chandler (2011) context of social and demographical trends, which influence the organization and its stakeholders is worth. Among the demographic trends affecting the organization and its stakeholders one of the most important demographic trends is population aging in developed countries, affecting the ageing of the workforce and increasing the share of elderly employees and

decreasing the number of young employees among the workforce. Population aging forces the particular countries to take action, but it influences especially companies, for which diversity management and especially age management may be the answer and the key to survive and stay competitive. Another demographic trend affecting organisations are migration processes causing the growing diversification of societies. Among the social processes influencing company diversity management strategies one can point to globalization, increasing intersectionality and interdependence between different actors in the world, globalization of the economy and the search for clients, customers and employees worldwide. Other processes are the continuous emancipation of women in the labour market, escalating individualism, which causes stronger diversification of employee groups which till now were perceived as a homogenous. Diversity dimensions which have been treated as secondary and less important like appearance, personal habits, recreational habits, etc. are gaining on importance. Conducting stakeholder analysis in the area of diversity management can also be considered as one of the manifestations of the organizations maturity (Hys, 2014a).

2.4. Managing diversity management's stakeholders

As indicated above, for each distinguished group of stakeholders, a different management strategy should be selected: from monitoring though keeping informed, keeping satisfied to closely managing. This diversification of recommended approaches stems not only from a different level of interest or the ability to influence business, but also from a pragmatic fact, which is the limited amount of resources of an organization and therefore the need to prioritize stakeholders. Helpful in the stakeholder management process can also be the AA1000 standards, including a number of guidelines and tips for companies seeking to be more responsible and act ethical, in accordance with the principles of sustainable development. Most useful from a stakeholder management perspective is the AA1000 Stakeholder Engagement Standard (AA1000SES), which is applicable to all types of stakeholders: internal and external, in private or public. The AA1000SES standard refers to the engagement of stakeholders, which in fact is also the objective of managing diversity management's stakeholders. Stakeholder engagement is being defined as "is the process used by an organisation to engage relevant stakeholders for a clear purpose to achieve accepted outcomes" (AccountAbility, 2015, p.6.). As noted by Tokoro, the relationship between the company and its stakeholders can be described by two terms: restrictions and exchange. As noted by Tokoro, in the area of corporate social responsibility and therefore also partly in the area of diversity management, there is a third type of mutual relations - value creation. Thus, the basis for stakeholder management is to identify which form the cooperation with the given group of stakeholders will take and use the fitting specific activity. (Tokoro, 2007).

As suggested above and as it is clear from the power / interest grid the dialogue between the stakeholders and the organization is of major importance in managing diversity management's stakeholders. Tokoro identifies four stages of building dialogue between the organization and stakeholders, used depending on the degree of involvement and engagement of the various groups of stakeholders. The four stages are as follow: information release, opinions canvassed, dialogue and collaboration. The first stage: information release is a one- way communication which can take the form of publishing reports, information publish on the website, explanatory meetings. This could be a way of communication with the Crowd. At the next stage, opinions canvassed the communication opens to some extent and can take form of meetings. This could be a way of engaging the Context Setters. The next level is a true and full dialogue, which can be held by gathering experts in the field of diversity management with the focus on finding a solution for a particular problem, or an approach regarding a particular diversity related issue. This could be a form of organizing and engaging the group of Subjects. The last stage – collaboration – assumes mutual involvement between the organization and the Players (Tokoro, 2007). Of course, the higher

stages of organizing and managing the relationship between stakeholders and the organization do not exclude the previous ones and to ensure an optimal result of the process of managing stakeholders, the actors should take into account the specific nature of the communication process and its conditions (Hawrysz & Hys, 2014; Hawrysz 2014). In addition to the described process of communication and engagement of the stakeholders, examples of concrete actions towards particular stakeholder groups can be recommended, as done by Dima Jamali in relation to the CSR actions regarding key stakeholders (Jamali, 2008, p. 218). However, due to the several times indicated deliberately theoretical and general character of this paper, and the chosen method for stakeholder identification, the four steps of communication and engagement of Tokoro seem more suitable as a guideline for managing stakeholders.

3. CONCLUSIONS

Diversity management is a strategy, which is gaining on importance and because of the social and demographic processes indicated above, in the future it will be probably more widely used in enterprises. It is impossible however, to implement this strategy properly and fully without the involvement of all stakeholders and parties that the implemented diversity management will affect. Of course it is possible and practiced by a lot of organizations to implement diversity management in an enterprise as a simple statement or declaration, without true action or intentions to implement it behind it. However, in such a manner, most likely none of the many advantages this approach can give will not be reached. To fully reap from this approach, the organization needs to get involved from the ground up. It seems almost quite impossible to fully and genuinely implement such a horizontal strategy as diversity management without including it stakeholders of the organization. In this paper a deliberately overall stakeholder identification and stakeholder analysis for the diversity management strategy was conducted as it is intended to be a basic instrument, which after taking into account the characteristics of a particular organization, may be used to make their own stakeholders analysis. As indicated above, similar analyses were carried out in relation to corporate social responsibility, however, to the knowledge of the author, there was no similar analysis in relation to diversity management. Also in relation to possible ways of managing stakeholders there are a number of different approaches that are not mutually exclusive. In the text the author chose the combination of the strategies to manage diversity management's stakeholders resulting from the selected power / interest grid with the typology presented by Nobuyuki Tokoro, which according to the author fits well with the adopted in this paper analysis and conduct scheme. The presented analysis is a good starting point for subsequent empirical research as well as what has already been suggested, could become a pragmatic basis for stakeholder analysis by individual organizations.

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