

A Positive Experience of Diversity Management: The Influence of Leadership Style

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ABSTRACT It has been generally recognised that the workforce in its diversity is changing and that these changes affect the leaders and managers and increase the levels of complexity and diversity in organisations. In order to manage and optimise the increasingly diverse workforce, exceptional abilities of managers and leaders are required. The objective of this study is to establish the kind of leadership style that is needed in organisations in order to create a positive experience of diversity management. To meet this objective, an empirical research study was carried out in eleven workplaces in three businesses in South Africa using a diversity survey instrument. The results shed light on the kind of leadership style organisations require to continue to be successful in diversity management. An engaging leadership style appears to result in a more positive experience of diversity management. The findings and implications of the study are discussed.