Deconstructing the Value Creation Process:
Positioning Diversity to Increase Output

Mambo Governor Mupepi, Grand Valley State University, Grand Rapids, MI, USA

Jaideep Motwani, Seidman College of Business, Grand Valley State University, Grand Rapids, MI, USA

ABSTRACT

The discourse in this presentation is about how talent, explicit knowing, and appropriate techniques, can be de-constructed to progress the necessary efficacy in the structure of the value creation process. Value is created anytime an action is taken for which the benefits exceed the costs, or anytime an action can be prevented for which the costs exceed the benefits. A co-constructed competency model can be applied to understand the structures that enhance performance and the design of attractive conditions of service to retention talent and nurture the skillfulness and knowing necessary in boosting yields in diversified entities.

Keywords: Capability, Competency, Cultural Differentials, Deconstruction, Explicit Knowing, Talent, Value Creation

INTRODUCTION

This paper will attempt to answer in four objectives the question: Is it possible to increase yields in a diversified team? The first objective has two sub-objectives: An introduction to the discussion which will be followed by a definition of some of the key terms deployed in the discourse; and a conceptual framework of the value creation process. The second objective reviews prudently selected literature about productivity in diverse work environments; the review provides a platform to deconstruct the collective performance of groups and how such organization can co-construct different perspectives necessary to make ends meet. The third objective examines the application of the Social Construct Competency Model (SCCM), to understand how it can be applied to assess and measure knowing and skillfulness in winning corporations. In the final objective, the way forward is proposed and a conclusion is drawn mentioning the limitations of the arguments presented.

UNDERSTANDING SOME OF THE KEY DIMENSIONS

During the early 1980s, *Cultural differences* have been the subject of sizable research efforts in an attempt to understand how managers could sympathize with multiple ethnic groups with contrasting cultures compared to their own. It is important to recognize that people from different cultures perceive experiences differently. It implies that the way they were raised schooled and trained could be different from our own experience. Hofstede (1980) suggests that culture is the collective programming of the human mind that distinguishes the members of one human group from those of another. This assertion demonstrates that culture is the accumulation of values by a group of like-minded individuals. As times passes, these like-minded individuals will transfer their behaviors, beliefs, ideas, etc., on to the new members of their culture; this is essentially how culture is built and sustained within a business entity. Culture more than leadership is the key to successful organizational performance. In concurrence Cameron (1999), propounds that leadership is a cultural variable that enables organizational effectiveness to be real. It is important to understand the prevailing cultural conditions in organization.

WHAT IS MULTICULTURALISM IN THE WORKPLACE?

Bell (2012) suggests that diversity can be viewed as real or perceived differences among people in race, ethnicity, sex, age, physical and mental ability, sexual orientation, religion, work and family status, weight and appearance, and other identity-based attributes that affect their interactions and relationships. It is a tall order description. But this variance if utilized correctly, can fortify the company's presence in the industry of operations, recruit and retain talented individuals in addition to positioning the company to surpass their desired goals. Multiculturalism is about different ethnicities; it could be used to describe the ethnic makeup of an organization. This term can be deployed to describe Europeans who come from different parts of the European continent. It could be used too to describe Africans who could be affiliated to parts of the African continent. The same word can also be applied to describe Asian Americans who can speak different languages and possess differing views on religion, politics or customs, among many other cultural variables originating from specific places in Asia. For example, Indians or Chinese may have unique religious practices and all can be found in the modern American workplace.

Deconstruction is a method of critical analysis of philosophical and literary texts developed by Jacques Derrida in a book entitled *Of Grammatology* first published in 1967. Derrida's revolutionary theories contained in the book include deconstruction, phenomenology, psychoanalysis and structuralism which have become useful in developing sociotechnical systems perspectives such as shared distributed cognition, organizational capacity and competences, and knowledge community (KC), among numerous others (Derrida, 1998). In Mupepi Mupepi & Motwani (2015), the co-construction of organizational capacity is suggested to yield realistic results when perspectives can be made and taken into the design context by a knowledge community (KC). Mupepi et al suggest that creating the dimensions required to progress output to desirable standards can be a collaborative effort. The shaping of technology, explicit practice, and the disposition to do the job accurately can be deconstructed using the forum of a KC. The KC can be composed of a diversified individuals elected to the forum for possessing specific talent needed in advancing the business. The KC can foster thinking in an unusual and un-stereotyped way to generate several possible solutions to solve organizational problems.

Related Content

Virtual Communities and Social Capital

Anita Blanchard and Tom Horan (2000). *Social Dimensions of Information Technology: Issues for the New Millennium (pp. 6-22).*

www.igi-global.com/chapter/virtual-communities-social-capital/29107?camid=4v1a

Developing Confident Computational Thinking through Teacher Twinning Online

Elizabeth Oldham, Pamela Cowan, Richard Millwood, Glenn Strong, Nina Bresnihan, Mags Amond and Lisa Hegarty (2018). *International Journal of Smart Education and Urban Society (pp. 61-75).*

www.igi-global.com/article/developing-confident-computational-thinking-through-teacher-twinning-online/193231?camid=4v1a

Aspects of a Viable Social Responsibility Program in the Information Age

Gurpreet S. Dhillon (2002). *Social Responsibility in the Information Age: Issues and Controversies (pp. 255-261).*

www.igi-global.com/chapter/aspects-viable-social-responsibility-program/29249?camid=4v1a

Correlation of Possible Kidney Injury in the Immediate Postoperative Period of Patients Having Undergone a Cardiac Surgery

Georganta Stavroula and Gkeka Perikleia (2014). *International Journal of Knowledge Society Research (pp. 40-59).*

www.igi-global.com/article/correlation-of-possible-kidney-injury-in-the-immediate-postoperative-period-of-patients-having-undergone-a-cardiac-surgery/113736?camid=4v1a