Employee diversity *can* deliver benefits such as greater employee engagement and more effective organisational performance, but only if it is effectively managed. The first stage of the Making Diversity Work project demonstrated that an organisation's approach to diversity management plays a key role in determining whether employee diversity will be an asset or a liability. In this second stage, we go 'behind the scenes' to understand how organisations can initiate and direct change processes to become more effective at managing workforce diversity.

The first stage of the Making Diversity Work project demonstrated that organisations that implemented practices specifically targeting particular groups (e.g., mentoring programs for women) experienced the most positive outcomes (higher employee engagement, lower turnover, and better organisational performance). However, the first stage of the project did not address the 'why' or 'how' behind an organisation's diversity management choices.

In this second stage, we want to understand the factors that constrain or drive these organisational choices. These factors might include market demographics, union demands, visionary CEOs, or regulatory pressures. Further, we want to understand changes in diversity management approaches. Once a choice is made, what factors cement an organisation's approach to diversity management and generate resistance to change (even when alternative approaches might be more effective)?

Specifically, this second stage of the project is designed to:

1 Identify the internal (e.g., leadership behaviours) and external (e.g., regulatory forces) factors that create a need for change and motivate an organisation to shift toward more effective diversity management.

2 Identify the forces that generate internal inertia and group resistance to create sticking points that prevent an organisation from shifting toward more effective diversity management.

3 Examine the role that diversity champions and diversity policies and practices play in helping organisations to overcome these sticking points and shift toward more effective diversity management.

To achieve these three goals, the team will conduct in-depth examinations of several organisations that participated in the first stage of the Making Diversity Work project. The research will involve a series of interviews (with the HR manager and other organisational representatives) and focus groups (with front-line employees). We will ask the organisational representatives to share their organisation's unique story and to reflect on how their organisation's approach to diversity management has changed, or become embedded, over time. We will also conduct a content analysis of documents associated with participating organisations (e.g., annual reports, in-house communication materials, organisational website).

The project will develop a series of diversity 'narratives' that describe effective and ineffective approaches to diversity management within different contexts. These narratives will operate as 'ideal types' that organisations can use to benchmark their own diversity management strategies and to stimulate creative thinking about alternative or additional strategies. In addition, participating organisations will receive a customised report, including recommendations tailored to their diversity goals.

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