FROM THE EDITORS

The crisis coupled with the increased flow of refugees to Europe brings with it many challenges. One is the need to take into account the cultural diversity of employees in the process of company management on a much greater scale than has been the case to date. The multiplicity of life experiences as well as age, sex, and ethnic diversity among employees may prove an opportunity to achieve a competitive advantage by the employer. How can this be accomplished? There can be no doubt that implementing a diversity management strategy may prove helpful. It is precisely to this subject matter that this bimonthly issue is devoted.

Although the idea of diversity management is by no means new, one may get the impression that in connection with social changes also awaiting Poland, its importance will grow over the upcoming years. We are also taking up this topic because, as indicated by domestic research presented in a communiqué by Anna Jawor–Joniewicz, diversity management is not yet common practice in companies operating in Poland. We have tried to grasp the discussed subject as broadly as possible. Our starting point was cultural diversity, which is what the article by Sylwia Wiśniewska concentrates on. Apart from theoretical aspects, it also shows practical examples of solutions as applied at IBM. A successive paper touches upon the challenges tied to managing teams whose diversity involves gender. Agnieszka Smoder and Joanna Mirosław analyzed the negative phenomenon of gaps between men and women in terms of remuneration in cases of comparative competencies and employment at similar positions. This is also observable on the Polish labor market. In her case study, Bożena Gadzik looks at a metallurgical company presenting practical solutions to managing teams that are diverse in terms of gender.

Employee gender as well as age are factors that are most often acknowledged in research work devoted to diversity management. For this reason this bimonthly

could not be lacking in a study taking into account the functioning of people from various generations in companies. The results of recent research on age management are presented in communiqués by Barbara Sajkiewicz and Anna Lubrańska, while Bożena Gajdzik devoted a case study to this question. We live in the hope that these, together with practices presented in the work of Anna Rogozińska–Pawelczyk, will serve as an important source of inspiration for our readers.

Diversity management brings companies tangible benefits. Why then is it not applied universally in Polish companies? Perhaps a barrier to implementation is resistance on the part of the managerial staff against far–reaching changes in the company or stress blocking full commitment to new tasks. Maybe the reason is insufficient knowledge regarding diversity management. The communiqué on research by Arkadiusz Stefański and Dorota Godlewska–Werner shows just how ready managers are for change and development. In her case study, Małgorzata Sidor–Rządkowska presents the benefits of applying monitoring in the process of expanding managerial staff competencies.

Moreover, our readers will find themselves equipped in concrete tools facilitating the introduction of diversity management in the company. One of these is the Polish Diversity Charter whose concept is fleshed out by Marzena Strzelczak. A second makes it possible to overcome stress barriers restricting employee involvement, the Organizational Role Stressor Index as stemming from Occupational Role. This is discussed in detail by Paweł Jurek.

Traditionally, this issue also includes reviews of new publications and a chronicle of events related to human resource management.

We wish you interesting and inspiring reading!

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