# Chapter 2
# Managing With the "Diverse":
## A Gaming Perspective for the Promotion of a More Inclusive and Sustainability–Oriented Culture

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## ABSTRACT

*This study explores the mechanisms involved in integrating and balancing individual and organizational interests, focusing on how to manage diversity, particularly the 'diverse'. This chapter traces the elements that define and characterize the "diverse" and the organizational diversity. In particular, this chapter aims to analyze the potential of gaming as an innovative approach not only for greater integration of the diverse in organizations, but also to assess its perspective of integrating this goal in a context of promoting sustainability in the corporate environment. This discussion will then be articulated to the examination of the relationships between gaming and the promotion of the SDG agenda, gaming and the education for an effective communication, gaming to sensitize toward inequalities and disability on the job. Finally, conclusions and research agenda are proposed.*

# 1. THE "DIVERSE" IN ORGANIZATIONS

The diffusion of multicultural and multinational organizations implied new challenges for the management of and development of working groups that are required to cooperate for reaching a competitive business model and successful market positioning (Cox & Blake, 1991; Kraus et al., 2019). However, the co-existence of several backgrounds, personal goals and expectations could lead to resistance from the endorsement of a transversal and cross-country working environment (Marquart-Pyatt, 2016). Consequently, understanding the mechanisms underlying the integration and balancing of individual and organizational interests involves developing mechanisms to manage diversity, and, more specifically, the "diverse". Moreover, this distinction and the consequent need to categorize into logical categories the variety of individuals involved in the functioning of an organization first requires the definition of "cultural diversity". As stated by Cox (1994, p. 5) cultural diversity can be described as "the representation in one social system of people with distinctly different group and a number of minority groups". Distinction therefore between groups and the need to operate in complex, multicultural organizational systems make it clear early on how this need is not diminishing over time. There is an unprecedented and pressing need for people to be able to deal with the complex dynamics of the world in which we live, to constantly assess our surroundings, and to adapt to and operate in them by continuously reviewing our frames of reference (Fabricatore & Lopez, 2012). Diversity could be embraced as a concept that encompasses the traditional categories of race, ethnicity, gender, sexual orientation, socioeconomic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies (Patrick & Kumar, 2012). The spread of this new research area on "diversity" can be identified accordingly with Roberson (2019, p. 70) through the combination of organizational psychology and organizational behavior perspectives; so, we suppose that "we have really only just begun to understand diversity and diversity management as a science".

Additionally, Waldman and Sparr (2023) noted that the constant pressure for attention to "different," results in penalizing and detrimental to another concept of equal magnitude, namely "unity". The interdependence between the two concepts is not easy to operationalize or implement, especially at a time when they may appear to be in apparent contradiction. In fact, valuing "diversity" may lead to neglect of "unity", while the winning solution seems to be the proposal of integrated strategies that enhance the advantages of both diversity and unity while neutralizing their downside. Clearly strategies with such a high purpose cannot disregard continuous observation and assessment of the organization and adopt a contingent approach to the continuous and dynamic change of scenario (Griffin et al., 2020).

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