



# **The Diversity Advantage: How American Business Can Out-Perform Japanese and European Companies in the Global Marketplace**

*John P. Fernandez, Mary Barr*

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Fernandez, one of the writers on diversity in the workplace, explores the advantage that diversity gives American companies over their international competitors. European and Japanese companies, he suggests, are ill-prepared for the increasingly heterogenous workplace they will face as they deal with foreign suppliers, customers and partners, and as their labour shortage forces them to hire from the outside. Their laws, employment policies, and cultural norms will only impede their progress as they struggle with issues of race, age, gender, sexual orientation and language. American companies, although ahead of their foreign counterparts, still need to know more about managing diversity, and can use Fernandez's strategies to capitalize on their diversity advantage.

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