



## Diversity Management in Organizations in Brazil: A Literature Review

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**Abstract:** The scientific production on Diversity Management in Brazil brings together several themes (religious diversity; ethnic-racial issues; gender and sexuality issues; and cultural issues). The aim is to present a literature review on Diversity Management in Organizations in Brazil based on a literature review in the Google Scholar, Scientific Electronic Library Online (SciELO), and Scientific Periodicals Electronic Library (SPELL) databases. It is considered that there is an increase in publications on Diversity Management; that the studies are crossed by several themes that can be brought together in the concept of Diversity; that the theme of Gender and Sexuality has had a greater focus. Therefore, it is evident that the management of diversity in Brazilian organizations is already a reality, when one observes publications of case studies that can be used in training at technical, undergraduate, and graduate levels.

**Keywords:** Diversity Management. Brazil. Gender and Sexuality.

## Gestão da Diversidade nas Organizações no Brasil: Uma Revisão de Literatura

**Resumo:** A produção científica sobre Gestão da Diversidade no Brasil congrega diversas temáticas (diversidade religiosa; questões étnico-raciais; questões de gênero e sexualidade; e, questões culturais). O objetivo apresentar uma revisão da literatura sobre Gestão da Diversidade nas Organizações no Brasil a partir de uma revisão de literatura nas bases de dados Google Acadêmico, Scientific Electronic Library Online (SciELO), e a Scientific Periodicals Electronic Library (SPELL). Considera-se que há um aumento das publicações sobre Gestão da Diversidade; que os estudos são atravessados por diversas temáticas que podem ser congregados no conceito de Diversidade; que a temática Gênero e Sexualidade tem tido maior foco. Portanto, evidencia-se que a gestão da diversidade nas organizações brasileiras já é uma realidade, quando se observa publicações de casos de estudos que podem ser utilizados na formação em níveis técnicos, de graduação e pós-graduação.

**Palavras-chave:** Gestão da Diversidade. Brasil. Gênero e Sexualidade.

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## Introduction

The scientific production on Diversity Management in Brazil brings together several themes, which can be covered within the concept of diversity. Thus, there are studies on the inclusion of people with disabilities (Carvalho-Fretas; Marques, 2007), religious diversity (Silva, 2018), ethnic-racial issues (Myers, 2003; Gonçalves et al. 2016), gender and sexuality issues (Silveira, 2006; Siqueira; Zauli-Fellows, 2006; Henderson; Ferreira; Dutra, 2016), and cultural issues (Hanashiro; Carvalho, 2005).

Brazil, as Munanga and Gomes (2006, p. 17-18) points out, is a country crossed by the meeting of several people (Indigenous, European, African, Arabic, Jewish and Asian) throughout its history; thus "[...] learning to know Brazil is to know the history and culture of each one of these components in order to better capture their contribution to the culture of our country". In this way, the organizations in the contemporaneity, are also crossed by all this socio-historical composition of the country.

Based on the context presented, the study has as guiding questions: What do Brazilian scientific publications present on Diversity Management in Organizations? What are the main issues/themes presented in the publications on Diversity Management in Organizations?

From these questions the study aims to present a review of the literature on Diversity Management in Organizations in Brazil. In addition to this review, some reflections on the subject are presented based on the results of the study and on the research and professional experiences of the authors of the study. Literature review studies are important because, as Hohendorff (2014, p. 41) points out, this type of research aims to "summarize previous research to answer questions, test hypotheses or gather evidence.

It is worth mentioning that similar studies have already been carried out, such as the investigation entitled: *Analysis of the literature of the SPELL journal base on the theme of diversity management*, by Queiroz et al. (2018); and the investigation: *Diversity management in the Brazilian organizational context: a focus on the systematic review of the literature*, by Maia (2018). Thus, the study developed joins those cited, thus broadening the understanding of Diversity Management in the field of administration studies in Brazil, which, as Barreto et al. (2011) rightly pointed out, is an emerging theme in contemporary times, especially in the area of People Management.

## Materials and methods

This study uses a qualitative approach (Flick, 2009), being of exploratory-descriptive level (Gil, 2009), of type: Literature Review (Hohendorff, 2014; Costa; Zoltowski, 2014).

The research follows the methodological guidelines of Hohendorff (2014); and, Costa and Zoltowski (2014) present in the studies entitled respectively: *How to write a literature review article*, and, *How to write a systematic review article*. Methodologically, the literature review was designed and elements of the systematic review were added, especially in the process of searching and selecting studies. Thus, after delimiting the search questions, the data sources were chosen, choosing the databases: Google Academic, *Scientific Electronic Library Online (SciELO)*, and *Scientific Periodicals Electronic Library (SPELL)*.

For the database search they were elected as keywords: (01) Diversity Management; (02) Diversity; (03) Organizations; and, (04) Brazil. The search is characterized as a string, where it was used as a boolean operator: and. Thus, the search occurred as follows: Diversity Management (and) Organizations (and) Brazil. It was also performed searches only with the descriptors: Diversity Management (and) Diversity; and, Diversity.

Considering that each database presents specificities in the research, the following were elected as inclusion criteria: (a) studies published and/or that make the abstract available in Portuguese; (b) studies published in the last 10 years (2011-2020), including essays; (c) studies published in Brazilian scientific journals. The following were elected as exclusion criteria: (a) articles that presented themselves in the search, but do not fit the theme; (b) duplicate articles; (c) articles in a foreign language; (d) systematic review studies: Bibliographical essays and research, which present some theoretical reflection on Diversity Management in Brazil, were considered eligible for the study; (e) studies published in other scientific formats; (f) studies published in international journals.

After the search process with the keywords in the databases selected for the study, the data from the selected articles were extracted: (a) author/s; (b) year of publication; (c) journal; (d) Institution of Higher Education of the author of the study; (e) title of the article. Regarding the period of publication of the studies (2011-2010), preference was given to more recent research, to present to the reader a current overview of publications on Diversity Management in Organizations. Finally, a synthesis and interpretation of the data obtained in the systematic review were performed, and these were presented in the results and discussions of the study.

## Results and discussions

Based on the methodology outlined, 20 studies were selected to compose the literature review, as presented in table (01). The following categories of analysis were selected for the discussion of results: (01) Theoretical Studies; (02) Studies on People with Disabilities; (03) Ethnic-racial Studies; (04) Gender and Sexuality Studies; and, (05) Market Studies and Business Strategy. The distribution of studies into categories is organized in Table 4.

**Table 01:** Diversity Management Articles analysed- SciELO database

Archive	Author(s)	Year	Periodical	IES	Title
1	Pereira et al.	2010	Contemporary Administration Magazine	Mackenzie Presbyterian University	To Be Diversity Friendly or Not? Here's the Question
2	Freitas et al.	2010	Business Administration Magazine	Federal University of São João del-Rei	Organizational socialization of people with disabilities
3	Mourão et al.	2012	Organizations & Society	Salgado de Oliveira University	Selective placement of people with intellectual disabilities in organizations: a qualitative study
4	Rosa	2014	Contemporary Administration Magazine	Federal University of Espírito Santo	Race relations and organizational studies in Brazil

Source: Research Data (2020)

**Table 02:** Diversity Management Articles analysed- SPELL database

Archive	Author(s)	Year	Periodical	IES	Title
5	Carbone	1991	Business Administration Magazine	EAESP/FGV	Europe 92: managing social diversity
6	Alves; Galeão-Silva	2004	Business Administration Magazine	Mackenzie and FGV-EAESP	The critique of diversity management in organizations
7	Cardoso	2007	Accounting Thinking	Fluminense Federal University	Diversity management: a management necessary to stimulate

					innovation and increase the competitiveness of Accounting and Auditing companies
8	Brunstein; Jaime	2009	RAE-electronics	Mackenzie Presbyterian University	From individual strategy to collective action: support groups and gender in the context of diversity management
9	Pereira; Hanashiro	2012	Unimep Management Magazine	Mackenzie Presbyterian University	Diversity management and consumer purchasing intention
10	Maccali	2015	Mackenzie Administration Magazine	Federal University of Paraná	Human Resource practices for diversity management: the inclusion of the intellectually disabled in a Brazilian Public Federation
11	Gonçalves	2016	Focus Accounting Reflection	Federal University of Paraná	Diversity management: a study of gender and race in large Brazilian companies
12	Henderson	2016	Administration Magazine of UFSM	FGV	The Barriers to Women's Rise to Hierarchical Positions: a Study from the Perspective of Diversity Management in Brazil

Source: Research Data (2020)

**Table 03:** Diversity Management Articles analysed- Google Academic database

Archive	Author(s)	Year	Periodical	IES	Title
13	Miranda	2020	Psychology Journal: Organizations and Work	Federal University of Alfenas	"That's Over!" The Justification of the Prejudice in the Banking Sector
14	Silva et al.	2020	Careers and People Magazine	FIA College of Administration and Business	Pillars of diversity and inclusion in a multinational corporation
15	Ramos et al.	2020	Brazilian Journal of Teaching Cases in Administration	IBMEC Faculties	From beard to lipstick: diversity challenges in a formal corporate environment
16	Nascimento; Gomes Filho	2019	Id on line Multidisciplinary and Psychology Journal	Vale do Salgado University Center	Reflections on Women in Management Positions in Business Organizations
17	Silva ; Vasconcelos	2019	Administrative Sciences Magazine	Federal University of Paraíba	"I see your true colors": the diversity of human resources at the Village Premium Hotel
18	Dantas; Gomes Filho	2019	Id on line Multidisciplinary and Psychology Journal	Vale do Salgado University Center	Gender diversity in the labor market
19	Araújo et al.	2019	Research and Action	University of Mogi das Cruzes	Integrating diversity into the labor market: a study on the inclusion of LGBTTT
20	Silva; Carvalho	2019	Communication and Information	Potiguar University	Cultural Diversity in the Organizational Context

Source: Research Data (2020)

**Table 4: Selected studies by category**

	<b>Category</b>	<b>Studies</b>	<b>Total</b>
<b>1</b>	Theoretical Studies	(01), (05), (06), (20)	04
<b>2</b>	Studies on People with Disabilities	(02), (03), (10)	03
<b>3</b>	Ethnic-Racial studies	(04), (11)	02
<b>4</b>	Gender and Sexuality Studies	(08), (12), (13), (15), (16), (17), (18), (19)	08
<b>5</b>	Market Studies and Business Strategy	(07), (09), (14)	03
	<b>Category</b>	<b>Studies</b>	<b>Total</b>

Source: Research Data (2020)

### Theoretical Studies

Theoretical studies shown that Diversity Management in Organizations is a field of research in the field of applied social sciences, specifically in the administrative sciences in the international context. The studies show that organizations are increasingly heterogeneous, diversity being a global phenomenon, influenced mainly by (i)migratory movements and globalization.

In Pereira and Hanashiro's (2010) essay entitled: *To Be or Not to Be Favorable to Diversity Practices? This is the question*, points out that the diversity practices in organizations have been gaining relevance internationally, however in Brazil there are still difficulties in following the development of such practices. The researchers also indicate that there are several perspectives on diversity in organizations, there are researches that are favorable to such practices, especially because of the new global contexts, which involve the expansion of geographic mobility and cultural hybridity, which would expand the development of organizations. On the other hand, there are researchers who indicate that such practices need further research on their effective organizational gains in terms of productivity and profitability.

The debates on diversity also cover geospatial spaces. As can be seen in the Carbone study (1991) which analyzed how the creation of a single market in the early 1990s in Europe called for discussing and understanding the factors of population diversity for the planning and consolidation of inter-European policies. In this way, the subject is complex and comprehensive for both the public and private sectors.

Returning to the organizational studies, Alves and Galeão-Silva (2004) in the article: *The critique of diversity management in organizations* highlights that the context of Diversity Management in Brazil has specific characteristics compared to the European Union and the United States. The latter being the cradle of studies and debates on diversity management,

dating from the 60s and 70s of the 20th century, a moment that marks the fight for civil rights, including access to the labor market.

The authors, based on the writings of R. Roosevelt Thomas in his article: *From affirmative action to affirmative diversity*, point out that the term Diversity Management can be defined more generally as "the adoption of administrative measures that ensure that personal or group attributes are considered resources to improve the performance of the organization". Alves and Galeão-Silva point out that diversity management has become very widespread in the US context, however, with difficulties in implementing internal business organizations, as well as external ones, which would demand a cultural change.

Alves and Galeão-Silva (2004) point out that in Brazil it was only in the 1990s that there was a recognition by the government in relation to discrimination against black people in the labor market, this recognition being the result of black social movements and pressure from international organizations, especially the International Labor Organization (ILO).

Alves and Galeão-Silva point out in their criticism that Diversity Management in Brazil is linked to two ideologies: (01) the technocratic ideology; and, (02) the ideology of Brazilian democracy. According to the authors:

In Brazil it is not possible to directly employ a diversity management program without air conditioning, due to the historical difficulty of identifying some discriminated groups. The myth of Brazilian racial democracy makes it difficult to recognize discrimination and, consequently, to identify the black people to be recruited and selected. Diversity management needs to affirm the very existence of discrimination to justify itself, which puts it in tension with the ideology of racial democracy. Without the recognition of discrimination, there is no point in building a discourse on equal access to work (Alves; Galeão-Silva, 2004, p. 27).

Thus, Alves and Galeão-Silva point out that there is in organizations a "managed diversity". Therefore, discrimination is revealed, and through managerial practices it is worked to be reduced, always being crossed by the technocratic discourse of adaptation to productive logic (competitive advantages and resources). Finally, the authors emphasize that "despite the reductionist and naturalizing character of its contents, the management of diversity does not exhaust the possibility of emancipation of people" (Alves; Galeão-Silva, 2004, p. 28).

Silva and Vasconcelos (2019) in the study: *Cultural Diversity in the Organizational Context*, pointed out, through a bibliometric study, that the production of studies on cultural diversity in the institutional sphere were concentrated in Europe, especially because of the migratory processes, raising the interest of universities to investigate this phenomenon. However, the United States stands out in publication numbers on the subject, Brazil did not appear in the research.



## Studies on People with Disabilities

Carvalho-Freitas et al. (2010) in the study: *Organizational socialization of people with disabilities*, sought to identify the main characteristics of the process of socialization of people with disabilities (PCDs) in organizations. Understanding organizational socialization as "the process of learning values, beliefs and ways of conceiving the world proper of a given organizational culture". (Carvalho-Freitas et al., 2010, p. 265). The study highlights that PCDs seek individualized tactics tied to proactive behaviors, aiming at maintaining their jobs. The authors highlight that organizations must have effective diversity policies, unfolding into practical procedures.

In the study entitled: *Selective placement of people with intellectual disabilities in organizations: a qualitative study*, Mourão, Sampaio and Duarte (2012) conducted in Minas Gerais a study with 23 social actors, including experts in the field, representatives of companies, workers with intellectual disabilities, and fathers and mothers of workers. The authors consider that regardless of the type of placement in the labor market, the person with disability when inserted in a labor activity represents a social gain. Mourão, Sampaio and Duarte (2012, p. 226) point out that "the fact of working modifies the way this type of disability is seen by their families, society and themselves, with visible reflexes on self-esteem, autonomy and social recognition".

Maccali et al. (2015) in the study: *The Human Resources practices for diversity management: the inclusion of intellectually disabled people in a Public Federation of Brazil*, held in the State of Paraná, with social actors from Sesi/Senai, among them people with disabilities who work in the organization. The authors highlight that human resource management practices are fundamental to promote and make effective the inclusion of people with disabilities in the organizations, such practices are correlated to diversity management, and in the case under study, they were efficient.

## Ethnic-racial studies

Rosa (2014) in the study entitled: *Race relations and organizational studies in Brazil*, discusses race relations in Brazil and their interfaces with studies on diversity management. The study in its critical review highlights the historical processes of Brazil's formation. Rosa highlights that the historical formation of the United States had a similar dynamic, however, there were differences in social profile; in addition to this process, the American democratic

paradox, which over time had resonances in policies of recognition and social inclusion, of an differentiation order.

The affirmative actions developed in the United States in the 1960s and 1970s were based on the multiculturalist approach, which recognizes the rights of minorities. These actions provided the basis for initiatives in diversity management, which is "a policy designed to directly combat the systemic character of discrimination that persists in the policies and daily practices of organizations, which reflects the historical legacy of discrimination that is also present in other segments of society. (Rosa, 2014, p. 245).

Race relations in Brazil are one of the most important themes of Brazilian social sciences in the 20th and 21st centuries. Rosa (2014, p. 254) highlights that Brazilian organizations are crossed by broader social relations "in which social distance coexists with physical proximity, which makes social relations ambiguous and more complex as it involves bonds of affectivity and good coexistence between groups", thus in some way organizations reproduce social relations in the context of racial issues. Faced with this context, in Brazil "the logic of assimilation of minority groups has prevailed because of successive processes of miscegenation typical of our historical formation and which, precisely for this reason, have given rise to utopian interpretations of a society free of racial tensions and conflicts" (Rosa, 2014, p. 256).

Gonçalves et al. (2016) in the study: *Diversity management: a study of gender and race in large Brazilian companies*, also highlights the production context of the United States in studies on diversity. The research sought to conduct a documentary analysis of the social balance of 30 companies listed in 2013 in Exame Magazine, focusing on gender and race diversity. The authors highlight that the number of women has been growing over the years, however, the same does not occur in relation to wage equity. Of the companies studied, only 18% had women in management positions. In relation to the black people, the research emphasizes that the black people still are minorities, and in positions of leadership they occupy only 13% of the vacant positions. The study considers that there are gender and race differentiations in Brazilian organizations, and that when one thinks about racial issues there are difficulties to obtain information about social marker.

## **Gender and Sexuality Studies**

In the study, *From individual strategy to collective action: support groups and gender in the context of diversity management*, Brunstein and Jaime (2009) through an ethnography in a transnational corporation located in São Paulo, show how the Women's Committee was

constituted in the organization as a policy of diversity. The authors point out that the committee on the one hand represents a process of emancipation, which promotes inclusive and participatory practices, however, an effort by the organization's management has been observed to discipline the functioning of the committee.

Henderson, Ferreira and Dutra (2016) in the research, *The barriers for the ascension of women to hierarchical positions: a study from the perspective of diversity management in Brazil*, from a focal group with women who have occupied positions at a strategic level in Brazil, shows that women who occupy these positions have a high level of education/training; that these women have changed their behavior for the ascension of higher positions. The study points out that this change in behavior linked to female identity is not characterized as a masculinization of women, but rather as processes of identity adaptation. Finally, the research pointed as a key factor for the ascension of women in strategic positions the presence of a mentor or *sponsor*.

Miranda et al. (2020, p. 948) in the study: *"That's Over!" The Justification of Prejudice in the Banking Sector* sought "to understand the manner in which strategies of justification and denial of prejudice are manifested in banking organizations in southern Minas Gerais, which have diversity management programs". The research points out that prejudice is present in the banking environment, however, participants do not recognize it, and still seek forms of justification and denial.

*From beard to lipstick: challenges of diversity in a formal corporate environment*, is a case study developed by Ramos, Teixeira and Oliveira (2020, p. 01) that presents "the story of a professional who built a successful career in a consulting firm and who, during this journey, identified opportunities and faced challenges by assuming the banner of diversity in his company".

Nascimento and Gomes Filho (2019) in the study, *Reflexões acerca de mulheres em cargos de gestão nas organizações empresariais*, points out that there are still barriers for women to occupy positions at strategic levels of the companies. The authors highlight that public and corporate policies aimed at diversity can be a way to reduce gender inequalities, especially in organizations.

Silva and Carvalho (2019) present a case study entitled: *"I see your true colors": the diversity of human resources at the Village Premium Hotel*. The focus of the case study is to illustrate human resource management practices to diversity management practices. The educational objectives of the case study are "(a) to analyze diversity management and organizational climate within the organization; (b) to identify the mechanisms, tools and

behaviors in the process of recruitment, selection, training and development; (c) to analyze the diversity management model and how it reflects on the selection and training processes; and (d) to analyze the importance of using diversity management in organizations. (Silva; Carvalho, 2019, p. 06).

Dantas and Gomes Filho (2019) in the study: *Gender Diversity in the Labor Market*, highlight that combating gender inequalities and sexual orientation are part of contemporary Brazilian history. The authors point out that in the face of globalization processes there is a tendency for business organizations to recognize diversity as a source of increased organizational effectiveness.

Araújo et al. (2019) in research: *Integration of diversity into the labor market: a study on the inclusion of LGBTT*, points out that people belonging to this social group have won rights and spaces, including in the labor market, although prejudice is still present.

The research shows that "the fact that today there are still prejudices in the corporate world has been evident through this survey that leaders have been integrating and socializing their subordinates, through actions that are evolving in their careers and conquering their space in the corporate world" (Araújo, 2019, p. 169).

## **Market Studies and Business Strategy**

Cardoso et al. (2007) in the study: *Diversity management: a necessary management to stimulate innovation and increase the competitiveness of Accounting and Auditing firms*, organizations today are inserted in a highly competitive environment, thus, diversity has been stimulated by organizations, this stimulus is correlated with social responsibility and the creation of innovative environments. The study points out that business organizations "extract the maximum positive results from diversity management, it is necessary to implement an effective system of strategies". (Cardoso et al. 2007, p. 08). Therefore, Diversity Management is a business strategy that involves the implementation of corporate policies that require focus, investment, personal time and understanding of differences in order to achieve the desired performance.

Pereira et al. (2012) in the research: *Diversity management and consumer purchasing intention*, shows how consumer purchasing intentions can be correlated to organizational actions based on valuing diversity. The study was conducted with 185 people from the city of São Paulo-SP, through the application of the Scale of Intention to Purchase in relation to Organizational Actions focused on Diversity (EICAD). The authors considered that the

participants did not have extensive knowledge about diversity management; however, even with little knowledge it was evident that there are groups that have their purchase decision influenced by diversity management practices. The authors point out: "Women with higher education level and black people without disabilities presented purchase intention before actions resulting from a management model that values women and black people, consecutively" (Pereira et al. 2012, p. 97). Finally, the authors point out that the proposal of Diversity Management is known by few people in Brazil, and that due to internal and external pressures the companies begin to promote diversity actions and practices; however the studies among the variables: intent to purchase and diversity management are still scarce, which makes market analysis difficult.

Silva et al. (2019) in the study, *Pillars of diversity and inclusion in a multinational corporation*, presents how an agribusiness organization manages a diversity and inclusion management program, and these practices are linked to the goals of the 17 Objectives of Sustainable Development of the United Nations, specifically, the goals of Gender Equality and Decent Work and Economic Growth. The research counted on a group of 11 collaborators of the organization, and considered that the strategy of the organization was the formation of a Diversity Committee, where it was verified that the area of people management participated effectively in the phases of the program, acting in the sensitization and education of the collaborators. Regarding the Objectives of Sustainable Development, the authors point out that these are present in the diversity program and in the speeches of the participants.

## **Conclusion**

Based on the guiding questions listed for the research, together with the methodological design, based on a review of the literature, one can consider that Diversity Management in Brazil has been the target of studies and investigations in recent years. The studies of Pereira and Hanashiro (2010), Alves and Galeão-Silva (2004), Silva and Vasconcelos (2019) and Rosa (2014) indicate that studies on the subject are still scarce, however, as shown, there is a trend of growth of publications (Nascimento; Gomes Filho, 2019; Araújo et al., 2019; Silva et al., 2019; Silva; Vasconcelos, 2019). It should be considered that the publications on Diversity Management have an interdisciplinary character, if we observe the formations of the authors of the investigations listed in the review. Besides the researchers in the field of administrative sciences, there are researchers in the areas of psychology, anthropology, sociology and engineering.

The literature review evidenced that the theme of Gender and Sexuality has been the focus of broader investigations in Brazil. This same trend was visualized in the study by Queiroz et al. (2018), of the 128 articles analyzed, 18% presented Gender as the main theme, and 15% as the sub-theme.

The study by Pereira et al. (2012, p. 98), which sought to understand how consumer purchasing intentions can be correlated with organizational actions based on valuing diversity, drew attention during the analysis. Studies of this type are common in the areas of environmental management, sustainability and social responsibility. Thus, this study reinforces the authors' considerations when they point out "the need for further research to continue the process of validation of the Scale of Purchase Intention in the face of Organizational Actions focused on Diversity. The development of this research can point out if the diversity management practices implemented in organizations have wider resonances.

Also noteworthy are the case studies of Ramos, Teixeira e Oliveira (2020) and Silva e Carvalho (2019). The publication of case studies to be used in training in administrative sciences, in undergraduate and graduate courses, evidence that diversity management practices are a reality in Brazilian organizations.

Therefore, based on the review carried out in line with studies already published, it is considered that there is an increase in publications on Diversity Management; that the studies are crossed by several themes that can be congregated in the concept of Diversity; that the theme Gender and Sexuality has had a greater focus; and even with a small number of publications on the relationship between consumption and diversity management, it can already be observed that diversity management practices have social resonances. Finally, it is evident that diversity management in Brazilian organizations is already a reality, when one observes publications of case studies that can be used in training at technical, undergraduate, and graduate levels. Thus, it can be inferred that if there are changes in the professional training of managers and administrators, in the medium and long term, such practices will be more effective in business and public organizations.

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