Case Notes

# Chapter 2: Diversity and Individual Differences

## Summary

In 2006, Indra Nooji, a native of Madras, India, was promoted to CEO of PepsiCo. Under her leadership, Pepsi became a world leader in inclusion, empowerment, and corporate diversity while net annual profits increased significantly. According to Nooji, to be successful, PepsiCo needed to create a company that reflected the diversity of its customers.

## Analysis

Early in her career at PepsiCo, Nooji challenged her male colleagues who ignored her and discounted her data. She demanded their respect and equal treatment, and later as CEO, required that recruiters include minorities in the hiring process. Recruiters were required to attract and hire qualified minorities. Through diversity training programs, employees learned to overcome unconscious biases and realize that a diversity of talent would lead to a diversity of thought.

## Case Questions

1. *How can a diverse workplace add to a company’s competitive advantage in the marketplace?* 
   1. *Diversity of all types (racial, gender, etc.) gives a company the edge by reflecting the people that buy the product. When customers see the people behind the scenes, they see themselves. Additionally, healthy diversity adds an element of inclusion based on mutual trust and respect among employees. This makes for a very healthy work environment, which in turn should increase productivity.*
2. *How did the obstacles Nooji faced early in her career impact her?*
   1. *They didn’t. She stood her ground in the face of adversity and displayed a huge amount of courage by doing so. She should be looked up to as a role model, and her career path should encourage other minorities to not shy away from obstacles.*
3. *PepsiCo attacks this problem with a wide array of methods. What are some other ways a corporation can start to implement a sense of diversity?*
   1. *Answers will vary.*