Part 4
Creating Reality
There exists, within a post-modern world, a rich marketplace of constructed realities. In this marketplace, variation has come to symbolize the “invisible hand” that encourages suppliers of ideas to keep creating new views – in the hope that some will become “blockbuster” worldviews. For consumer of these ideas, the “invisible hand” admonishes inspection, debate, and integration. The marketplace of constructed realities is full of the hustle-bustle, excitement, confusing complexity, and dangers of any vibrant marketplace. The *caveat emptor* in this marketplace is alertness; gullibility caused by busyness, apathy, and faddish acceptance is dangerous. Sometimes reliable buying criteria, such as a respected brand name or a trusted endorsement, are not readily available. Thinking and reflection alone are the only reliable buying criteria.

In a corner of the marketplace of constructed realities reside the purveyors of diversity who believe the facets of diversity are robustly varied and are limited only by the human mind’s creative potential. Diversity in this context suggests that traditional notions of variations in gender, age, ethnicity, and life styles are only several of diversity’s many facets. For this reason, the chapters in this part are eclectic, and for the most part, non-traditional. The authors invite us to ponder and think about diversity in different ways.

Two chapters included in Creating Reality suggest new conceptual frameworks in which to more effectively promote learning and human interaction within organizations and societies. Dave Bond in his paper Reflections on Conscious Communication: a Critical Process for Transitional Societies? introduces the notion concept of conscious communication that builds action and awareness. Bond argues that in transitional societies, where learning is exponential, the construct of conversations requires conscious communication in which not only the *act* of communication takes place. He observes that *awareness* which makes sense of what is being said on several dimensions must also accompany any meaningful conversation.

While Dave Bond synthesizes concepts, e.g., sensemaking, dialogue, appreciative inquiry and complexity theory, Harald Knudsen and Jonny Holbek take us on a historical journey back to ancient Greece to visit the religious festivals,
the hub of socio-economic life between villages and cities in Greece. In their chapter Diversity – Creativity – Leadership: A Journey from Ancient Greece to Modern Society Knudsen and Holbek create a learning framework of theoros and theoria qualities that help mutually reinforce the notions of leadership with those of diversity and culture. They suggest that modern organizations can rely on shared language to instill an “intimacy of communication” to help foster understanding and innovation. However, communications is not enough – leaders must work at cultivating shared values across diverse religious, ethnic, and political beliefs to create “fellows of blood” in an integrated organizational culture.

The final essay by Marylou Shockley entitled Diversity: Not All Are Believers provides a counterpoint. Shockley argues that it is all well and good to discuss the merits of diversity; however, there are many who are non-believers of diversity and have alternative views. She explores the attributes of fundamentalism, both religious and secular. With this backdrop, Shockley then presents observations on why business sees diversity as valuable. She posits that business firms find value in diversity for compliance and opportunistic reasons. Shockley goes on to argue that firms find diversity of value because it is “good for business.” Business organizations see that establishing a diverse workforce to match the diversity of their potential client markets is likely to have a positive impact on their profits. Rather than a comparison of fundamentalist and diversity attributes, Marylou Shockley shares her own personal commitments that she feels defines diversity. She challenges readers to reflect on their own thoughts about diversity and create their own personal commitments.