

Bridging Academia and Business

Practical Implications of Leadership and Diversity

Research for Managers

ESSEC Leadership and Diversity Chair



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Edited by Stefan Gröschl

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Dear Reader,

For four consecutive years we, the ESSEC Chair of Leadership and Diversity (formerly chair of diversity and performance) has been organizing academic chair conferences and publishing collective books with leading experts from around the world on leadership and diversity.

This group includes now more than 40 (co) authors from many different disciplines and internationally renowned business schools. For us all, progressing in the development of new leadership models and exploring further different perspectives and facets of diversity, means deepening and communicating our research on leadership and diversity.

Traditionally much of our research is published in academic journals. While many of these journals are highly relevant within the academic context, our messages and ideas do not always reach you, the decision makers and business leaders. Often, top academic journals request our works to focus on theoretical relevance rather than practical implications. With this project we want to create a platform for sharing the practical implications of our research with you and other leaders within the business community.

In the following publication you will find a selection of project summaries and the bios and contact details of their authors. By focusing on the core messages of these projects we aim to reach you and other decision makers who do not always have the time to read our often lengthy research papers. We hope that you will find the projects interesting and relevant for your work. We would like to see our first publication as a starting point to building more mutually benefiting relationships between the academic world and the business community, to identifying common interests, and to creating exchanges that advance our understanding and development of new leadership models and concepts of diversity.

The key themes of our first edition include the relevance of identity and identification for responsible leadership, the management of cultural diversity and sexual orientation, and the integration of persons with disabilities. In the current context of the debate on gender quotas all over Europe, the third part focuses on gender diversity in the workplace.

Enjoy your reading,

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Part I. Responsible leadership



On the common good of management (*Sur le bien commun managérial*)

Laurent Bibard

Overview

This project is centered on understanding the relationship between leadership and the common good from a management perspective. In other words, I investigate the relationship between organizational projects and the adhesion of people, based on the sense that an objective is pertinent and coherent with the culture, mission, and the values of an organization (this article is not about the question of the common good understood as the social corporate responsibility, which is a different question, cf. project upcoming).

Practical Implications

From a management perspective, the common good consists of a clear convergence of the contributions of everyone to the good administration of an organization, without excluding the possibility of disagreements and negotiations on certain important points. The questions below are posed as method to establish a first audit on the situation of a company regarding this issue:

- How do you guarantee in all departments the development of a common knowledge about your organization?
- How do you encourage that each person is aware of his or her responsibilities within the scope of their job position?
- Do you feel you control all the different processes that fall under your responsibility? If yes, is this necessarily a good thing? If not, how can you benefit from this situation from a leadership perspective?
- Do you often meet your collaborators? In which circumstances and occasions?
- Do you know what your collaborators expect from you? Do they think you have all activities in your unit/service/organisation under control? Do they think that this is the way it should be?
- To which extent do your collaborators feel responsible with you for the good administration of your organization?
- What do you do to encourage the team spirit in your units/services?
- Do you succeed in building a shared sense of trust among your collaborators? To what extent do you listen to their suggestions if needed?
- Do you think there is freedom of speech in your organization? Which issue(s) do you identify with respect to the horizontal and the vertical communication channels?
- Are you able to achieve a satisfactory balance between satisfaction of objectives and capacity of innovation in your teams? How?
- What do you do to value and encourage the motivation of your collaborators at work?
- Do you take into account the necessity for your collaborators to achieve a work-life balance? To what extent and how? What do you think are the consequences of taking this into consideration?

About the author



Laurent Bibard is Professor at ESSEC Business School, Paris Singapore. He was Dean for MBA Programs at ESSEC (2005 to 2009), and is currently Full Professor, Management Department. Laurent is educated in Management (PhD in Economics) and Philosophy (PhD in Political Philosophy).

His researches benefit from this twofold education, questioning management from a philosophical perspective, and thought on the basis of experience and practice. Some of his recent research projects concern organizational vigilance interpreted as the organizational conditions favouring collective as well as individual mindfulness on one hand, and gender relations on the other hand.

Laurent is a thorough consultant, accompanying leaders and organizations in changing environments. Laurent was invited in many prestigious universities in Germany (Mannheim), Canada (UQAM), Japan (Keio Business School, Keio University), etc.

His publications include "Management and Philosophy: What is at Stake?" (*Keio Business Forum*, March 2011, Vol 28, n° 1, p 227-243) or "Towards a phenomenology of Management: from Modelling to day-to-day Moral Sensemaking Cognition" (*Moral Foundations of Management Knowledge*, Djelic & Vranceanu ed., 2007).

Two of Laurent's books are currently being translated, *Sexualité et mondialisation* (*Sexuality and Globalization*) into English, and *La sagesse et le féminine* (*Wisdom and Femininity*) into Japanese.

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Developing global leadership: Competences, mindset, and being

Yih-teen Lee

Overview

In an era of rapid globalization of business activities, the need for global leadership is increasingly evident such that business leaders can handle the enhanced level of complexity, diversity, and uncertainty in a globalized work environment. What is global leadership, and how to develop it, however, remain more challenging questions without easy answers. To date, scholars have advanced models of global leadership, suggesting a series of competences that are critical for exercising leadership in a global context. For example, flexibility, openness, emotional resilience, intercultural sensitivity, and tolerance of ambiguity are competences often mentioned in these models. While these competences represent valuable qualities for global leaders, they need to be rooted in deeper psychological bases so that managers can leverage them effectively under stressful situations. Based on this premise, I have conducted a series of studies that suggest a shift of focus on developing global leadership from competences to *mindset*, then to an even deeper sense of *being*.

Mindset refers to a specific mental attitude and ways of interpreting situations. Goal orientation – the attitudinal inclination toward developing or demonstrating ability in achievement situations – represents a critical mindset for global leaders. In a study with highly diverse multicultural MBA teams, we found that individuals with a higher level of *learning* goal orientation (i.e., they value more about learning and developing ability) are more likely to emerge as leaders because they are not threatened by cultural differences and can maintain a sense of safety, which enable them to engage in extra-role behaviors in teams, which in turn make them more leader-like. On the contrary, those with a strong *performance* goal orientation also show a higher tendency to demonstrate extra-role behaviors.

At a higher level, leadership development needs to connect with a deeper sense of self, the being, or how one defines oneself (i.e., one's identity). Identity serves as a self-regulatory function by directing attention, helping in information processing, determining attitudes, and orienting behaviors. Leadership identity is found to be critical for leadership development. Similarly, cultural identities can be particularly relevant for global leadership development in a multicultural context. In a related study, we found that individuals who hold a *bicultural* sense of self (i.e., highly identified with both home and host cultures) are more likely to become leaders in a multicultural context. Interestingly, we also found that individuals with a *marginalized* identity (i.e., who do not identify to neither home nor host cultures) are equally equipped with the capability to become global leaders. The fact that they have been living constantly in a kind of insider-outsider tension seems to provide them with the capability to deal with the enhanced level of complexity, diversity, and uncertainty embedded in the tasks of global leaders.

Practical Implications

Regarding mindset, a learning goal orientation can facilitate individuals to focus on learning, seek for developmental information, overcome fear and anxiety, and more easily become global leaders. With respect to being, empirical results illustrate how biculturals or marginalized groups have stronger leadership potential, *ceteris paribus*. In sum, I demonstrate the need to incorporate mindset and being in developing global leadership beyond the list of competences scholars have long established. Cultivating a learning mindset and developing a bicultural sense of self will offer global leaders more solid psychological foundation to mobilize the competences required in leading in a global context.

About the author



Yih-teen Lee earned his Ph.D. in management from HEC, University of Lausanne, where he also participated in a research project as postdoctoral research fellow. Prior to IESE, he has taught in HEC University of Lausanne (Switzerland) and Angers Graduate School of Business ESSCA (France), among others. His research interests include cross-cultural comparative studies, person-environment fit, cultural identities and cultural competences, and leadership in multicultural teams.

In addition to papers published in scientific journals such as *Journal of Management*, *Personality and Individual Difference*, and *International Journal of Cross-Cultural Management*, he co-edited the books *Les compétences culturelles* (cultural competences, L'Harmattan, 2007), and the *Cultural Contexts of Human Resource Development* (Palgrave, 2009).

He has also contributed to several books such as *Handbook of Research in Comparative Human Resource Management* (2012) and *The Handbook of Chinese organizational behavior* (2012). He teaches subjects such as leadership, cross-cultural management, leading global virtual teams, and strategic human resource management in MBA as well as executive education programs.

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Managing multiple employee identification: The Mediterranean case

Celia de Anca, Salvador Aragón & Patricia Gabaldón

Overview

“Who am I?”, and “Do I belong?”, are probably the two basic questions we formulate as soon as we are conscious of ourselves as individuals and members of society. We all belong to a number of groups from birth: Family, religion, country, gender, each of them with their particular assumed-behavior norms and obligations, as well as rights. We also keep on adding new identities, such as our school or the town, and we increasingly have more say in our choice to join our next set of memberships: University, sport-club, workplace, hobby, organization, etc. Therefore our self is made of a multiplicity of identities that help us to fulfill our societal roles, regardless of the roots.

Social identification appears to derive from the concept of group identification and in terms of the perception of belongingness to a group. Research on identity economics shows that the success of an organization depends on employees who share its goals; they are acting as part of a group, and this is what it means for workers to identify with their organizations. If job holders have only monetary rewards and only economic goals, they will “game the system” to the extent that they can get away with it. But insofar as workers are insiders with the same goals as their organizations, such a conflict of interest disappears. The conclusion is that worker identification may therefore be a major factor - perhaps even the dominant factor - in the success or failure of organizations. One addition to this model is that workers typically identify with their immediate work group rather than with the organization as a whole.

This project is based on an ongoing study of Moroccan and Spanish organizations, where local populations handle multiple identities. A series of focus groups has already been conducted, with the final phase of the research expected to be completed by the end of the year. The first analysis will help us identify how best companies can build multi-identity contexts within organizations, in different cultural frameworks. The expected results of the research are the development of an assessment tool that can help individuals, and directors of any organization to understand the notion of plurality and promote it by using their multiple identities to a common goal in within the organization.

Practical Implications

This idea of employee identification has strong implications within the organization of the firm, as identification with the whole firm or with close groups within the firm might affect strongly the performance of the company. Preliminary recommendations are the following:

- 1 Locating, map and understand the main identity groups of the organization - whether natural groups (e.g. gender, culture) or social (e.g. class, status, profession), formal/informal, task/affinity related, etc.
- 2 Analyze the mobility between groups in terms of exit and entry barriers, the level of internal identity cohesion, the level of identification with the organization that the group provides, and the level of mobility among the different groups.
- 3 Analysis of the dynamics of the movements and the potential existence of multi-identity contexts (how plural this company is).

About the authors




Dr. Celia de Anca is currently the Director of the Saudi-Spanish Centre for Islamic Economics and Finance at IE Business School, and the Centre for Diversity in Global Management at IE Business School. She was previously the Director of Corporate Programmes at the Euro-Arab Management School (EAMS), Granada. She has also worked for the Fundación Cooperación Internacional y Promoción Ibero-América Europa. (CIPIE) and at the International Division of *Banco de Santander*. She has a Master's degree from the Fletcher School of Law and Diplomacy (Boston), and from the Universidad Politécnica de Madrid. She holds a degree and PhD from the Universidad Autónoma de Madrid. She is the author of *Beyond Tribalism*, Palgrave Macmillan 2012, and co-author of *Managing Diversity in the Global Organization*, Macmillan 2007. She can be contacted on Celia.deAnca@ie.edu



Patricia Gabaldón is currently professor of economic environment in IE Business School. PhD in Economics, she has developed her research career around the role of women in the economy, economic and social impact of time uses and expenditure in households. Researcher and academic in collaboration with the Centre for Diversity in Management in IE Business School, Patricia is a graduate in economics of the University of Alcala (Spain), from where she received also her PhD in economics in 2005. She also holds a Master of Science in Leisure Management from University of Deusto. Besides her collaboration with institutions (the World Bank, UN Woman in Spain or The Gender Equality Project), she had published research in specialized journals and articles in the press. She can be contacted on Patricia.Gabaldon@ie.edu



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II. Cultural diversity, sexual orientation, and inclusion of persons with disabilities



Racism among colleagues is not a private affair; it is about the company's resources

Jonna Louvrier

Overview

Diversity management initiatives are often orchestrated by human resource managers, and the voice of the people targeted by the initiatives is easily marginalized or even totally ignored. Diversity management initiatives are mostly top-down led processes, where the importance of top management support is seen as crucial. While it is indeed important to have top management support in order to tackle the resistance that exists within the organisation, the success or failure of a diversity program is also dependent on the reception of the program by the minorities themselves. Therefore, it is of utmost importance to also include the perspectives of different minorities in the diversity work. Minorities' experiences should be understood in order to touch upon the questions that cause trouble in the organisation. Otherwise there is a risk that the diversity initiatives will be unable to address relevant issues.

This project is based on the following question(s): Do diversity managers' descriptions of diversity management meet with the ethnic minority employees' descriptions of their needs? If not, what could be done? The study was conducted in thirteen companies in France, which had communicated to their external stakeholders that they had undertaken efforts to promote diversity. In these companies, the person responsible for the diversity initiative was interviewed. Subsequently, interviews were conducted with ethnic minority employees in four of the organisations.

Contrasting the results from the interviews with the diversity managers and the descriptions of the worklife realities of the minorities, there seems to be a difference of focus. Both groups raise the question of discrimination and equality as central for diversity management. But the managers focus on the formal organisation, while many ethnic minority employees see the problem of prejudice and racism as lying in the informal interactions in work. In the studied companies most of the concrete diversity initiatives focused on enhancing equality between different groups. The companies went through different HR processes (including training for recruiting personnel) and checked that they would treat everyone equally. What most of the companies did not at all do, was to work on the attitudes and behaviour between colleagues.

The majority of the ethnic minority employees described their work life to be touched by discrimination, prejudice and racism. Most of them however believed that their work organisation functioned along the principle of meritocracy, and that discrimination was not an organisational phenomena. They separated between the formal and the informal sides of the organisation. It was especially in the informal situations that they felt at disadvantage compared to majority colleagues. They felt insulted, silenced and excluded, which led to anxiety, stress and withdrawal. They were still committed to their job, but did not use all their potential. They constructed different strategies for handling hostility in the work environment. Some tried to hide their difference, others would avoid meeting people, and still others built up a separate work self as a tough and unfriendly person.

Practical Implications

Diversity managers often argued for diversity either as a question of business or as a question of equality, separating between the two approaches. However, when looking at both the diversity managers descriptions of diversity practices and the ethnic minorities' experiences, it is possible to conclude that equality enhancing diversity also is a question of business. A company would react if an employee consciously broke the printing machine. Not intervening in interactions between colleagues where racism may have a foothold is like accepting that the resources of the company are being broken down. What can a diversity manager do? It is of course impossible to affect one to one interactions between colleagues. For the ethnic minorities facing the hostility of colleagues, it would already be an improvement to know that the employer is interested in these interactions. One step forward would be to make it clear to everyone that when they meet hostility, the organisation is on their side. That racism and hostility towards those different are seen as organisational questions, and that minority individuals do not need to tackle them alone.

About the author



Jonna Louvrier is a doctoral candidate at Hanken School of Economics in Helsinki Finland. Her doctoral dissertation focused on diversity and difference in the context of work, from both diversity managers' and ethnic minority employees' perspectives.

She has collaborated in different research projects in France and Finland, and has functioned as an external team member of the Center for Creative Leadership led research project called *Leadership Across Differences*.

Jonna is a partner at Leva Diversity Consulting, where she draws on her deep academic knowledge to help organisations develop their diversity management programs.

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Leveraging culture in global organizations

Lena Zander

Overview

Global organizations are faced with a critical dilemma: Employees no longer seek tenure and seniority but wish to enhance their CV with broad experiences, leading to job hopping'. For multinational companies (MNCs) to prosper they need to find ways to retain and motivate employees in order to increase performance, while simultaneously finding ways to coordinate employee action across the national and cultural divides of the organization. In the attempt to find more people-oriented and less authoritarian ways of guiding employees' work, - ostensibly leading to positive organizational outcomes - firms seek out softer' models of management. Normative management methods such as organizational culture, for example, have been argued to glue' geographically dispersed multinational companies together, through managing – or effectively overriding – national cultural differences. Interestingly, the tide now seems to have turned, and in line with a more people-oriented' management model, MNCs want to embrace cultural diversity, view multiculturalism as an asset, and envision multicultural leadership. National culture is now viewed as something not to be smoothed out, but to be leveraged. This would serve at least two purposes: Motivating employees to stay as they would be valued for the cultural competence they possess, and increase MNC performance through cultural diversity, which has the potential of increasing creativity, productivity and performance.

The critical questions in this research project are as follows: How can global organizations leverage culture? Who can do this and how? What are the challenges? To address these questions the research program includes two projects. The first project involves mapping and analyzing an identifying core values project' in a global organization. The global project was set up to draw on input from employees throughout the organizations as well as a multicultural project team with representatives from different geographic and cultural areas. The project leader actively engaged in activities in her efforts to move the project from idea to the identification of four core values by soliciting input and feedback from different groups in the company. The second project focuses on identifying what roles individuals play in organizations' attempts to leverage culture. Here we have identified three distinct global leadership roles; *boundary spanners*, *bridge makers* and *blenders*. The results clearly show how the project manager acts as a boundary spanner and bridge maker between the different interest groups in the MNC (the top management, the project team and the senior HR team).

Practical Implications

With respect the first project, people-oriented management (linking people and tasks across the organization together) emerged during the process of identifying the core values. Interestingly, the identification process ended up providing a means for employees to learn from each other about different ways of organizing work, which meant that the most appropriate ways to implement new policies and practices in either the home or host countries were reached.

Regarding the second project, global leaders that perform the three aforementioned roles will gain the multicultural experience and a heightened cultural awareness that they need to successfully contribute to leveraging culture in global organizations. Carrying out these roles is also critical to the coordination processes, where there is a need for concerted action in geographically dispersed and culturally diverse organizations. They also enable global leaders to reconcile differing CSR perceptions and expectations throughout the multinational organization. This is a particularly crucial task when firm legitimacy in the eyes of its stakeholders can soar or fall depending on how well CSR issues are handled by the organization worldwide.

About the author



Lena Zander (Ph.D.) is Professor at the Department of Business Studies, Uppsala University, Sweden, and an Honorary Research Associate at Victoria University of Wellington, New Zealand.

She conducts research on cross cultural management, global leadership, multicultural teams and leveraging culture in multinational organizations. Lena has published in books, and journals like Journal of International Business Studies, Journal of World Business, International Business Review, Scandinavian Journal of Management, and Advances in International Management.

She has organized international conferences, edited several special issues and initiated an international scholarly network on 'Leveraging Culture in Teams'. Lena has won multiple best-dissertation, -paper and -reviewer awards at international scholarly conferences such as the Academy of Management, Academy of International Business, and the Australian and New Zealand Academy of Management.

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Bridge makers on international multicultural boards of directors

Suzanne Liljegren and Lena Zander

Overview

In our research project we query whether language skill is the only decisive factor for those who seek power and influence in an international and multicultural Board of Directors. In our study, we carried out interviews with board members (both directors and their supporting officers) of a European multicultural Board of Directors, EUROCITIES Executive Committee (ExCom for short). Our results are also based on five years of extended minutes. The aim was to identify individuals who were perceived by the other board members as powerful and influential, and also to find out what the interviewed board members mentioned as reasons for naming a specific individual as powerful and influential. Out of 40 ExCom directors and 70 supporting officers, only four directors were repeatedly exemplified as highly influential by the other board members. Interestingly, language, nationality or general leadership skills were not the most important factors. Based on our findings, a matrix was developed regarding power and influence for international and multicultural boards with four archetypes:

- 1 The Gatekeeper - Some directors used their personal characteristics to enhance their mandate and formal position to exercise power and influence on the board, acting like cultural gate keepers to their own cultural and national context. These individuals were less sensitive to directors from other cultural contexts, and could even act in an opposing, negative way when other board members tried to argue for their ideas.
- 2 The Observer - These board members were more passive, who perhaps did not realize the need to bridge across different member perspectives, and did not want to make the effort to bring people and ideas together, or perhaps simply lacked the necessary skills to do so.
- 3 The Counselor - We observed how some of the supporting officers carried out bridge making functions, but although they held pre-ExCom board meetings and were present at the ExCom meetings, they did not have voting rights and acted more like counselors.
- 4 The Bridge Maker - These were the most influential directors, facilitating communication between members across cultural, national or language differences. They also were able to convince other board members by arguing in a way that made sense across cultural divides.

Practical Implications

Bridge Makers gain the most power and influence in an international/multicultural board by:

- 1 Transacting - Engage in information exchanges with board members from outside their own national, cultural, or language group.
 - 2 Linking - Utilize their personal network to enable other, previously unconnected board members to connect across different national, cultural and language boundaries.
 - 3 Facilitating - Interpret differing language and cultural communication codes between members within a multicultural group.
 - 4 Intervening - Personally support and mediate, when necessary, in other board member's communication efforts, so as to solve misunderstandings, manage conflicts and facilitate the building of trust between individuals and sub-groups.
 - 5 Convincing - Use personal determination and engagement when actively trying to convince board members with another national, cultural and language background of the value and importance of reaching a certain decision.
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About the authors



Ms Suzanne Liljegren, Executive MBA and Executive Researcher at the Stockholm School of Economics, has been board director for more than 15 years in various international and Swedish public and NGO boards. She is today Vice President of a Swedish real estate company, chair of the communications committee of the European Confederation of Directors' Association and secretary of the international committee of the Swedish Academy of Board Directors.

Ms Liljegren has a background from both the private and the public sector working as International Director of the City of Stockholm, inward investment manager and marketing communications manager in the ICT industry. Today, she is advisor of business strategy and marketing related to international and EU Affairs, lobbying and regional development and growth.



Lena Zander (Ph.D.) is Professor at the Department of Business Studies, Uppsala University, Sweden, and an Honorary Research Associate at Victoria University of Wellington, New Zealand. She conducts research on cross cultural management, global leadership, multicultural teams and leveraging culture in multinational organizations. Lena has published in books, and journals like Journal of International Business Studies, Journal of World Business, International Business Review, Scandinavian Journal of Management, and Advances in International Management.

She has organized international conferences, edited several special issues and initiated an international scholarly network on 'Leveraging Culture in Teams'. Lena has won multiple best-dissertation, -paper and -reviewer awards at international scholarly conferences such as the Academy of Management, Academy of International Business, and the Australian and New Zealand Academy of Management. She can be contacted on lena.zander@fek.uu.se

Lesbian and gay entrepreneurs in Vienna – An explorative study

Regine Bendl, Thomas Köllen & Sabine Steinbacher

Overview

Few studies have looked extensively at the situation of LGBTI (i.e. lesbian, gay, bisexual and transgender as well as intersexual) people in organizations and even fewer have explored the situation of LGBTI entrepreneurs. Non-heteronormative sexual orientation have an influence on entrepreneurship that has been largely ignored. Vice versa, representations of the (male) heteronormative entrepreneur on gay, lesbian, bisexual and transgender as well as intersexual entrepreneurs have mainly been neglected. However, existing work displays the following facts:

- LGBT entrepreneurs face different barriers than heterosexual entrepreneurs
- Harassment and discrimination at the former workplace do not represent push factors for the foundation of an enterprise by a LGBT person.
- LGBT entrepreneurs face obstacles based on homophobia, regarding customer and supplier opportunities and retention, acquisition/admission of licenses, marketing and advertisement, employee selection/retention, as well as acquisition of bank loans.
- Sexual orientation and the LGBT community, as well as the location of the enterprise near to the LGBT community, only have marginal influence on the entrepreneurial success.

Different than heterosexual entrepreneurs, LGBT entrepreneurs are confronted with inclusion and exclusion processes as well as with identity formation processes, which mainly take place at the margin of entrepreneurial acting or even in the closet. Often LGBT entrepreneurs try to hide their sexual orientation as they fear consequences for their entrepreneurial success. This brings the decision for closure or disclosure of sexual orientation on the agenda.

The aim of this project is to explore the situation of LGBT entrepreneurs. We shed light on the entrepreneurial key data of LGBT entrepreneurs, their motivation for setting up a firm, the competitive advantage and disadvantages of being a LGBT entrepreneur as well as the role of sexual orientation in the field of entrepreneurship. Furthermore, we evaluated the offers of the Vienna Chamber of Commerce (Wiener Wirtschaftskammer, WKW) for this group of entrepreneurs. In order to get deeper insights into LGBT entrepreneurship and the entrepreneurs' view on the offers of the WKW, we conducted a triangulative project sponsored by the WKW. Firstly, we set up a survey answered by 90 respondents, followed by a qualitative interview of 20 entrepreneurs, all of which are members of the WKW. The personal stories play an important role in understanding how entrepreneurial contexts define stigmatization processes and the handling of it.

We found that LGBTI entrepreneurs have different support groups: Whereas lesbian entrepreneurs are supported by their family members, lesbian and homosexual friends and former workplace colleagues, gay entrepreneurs find support amongst heterosexual friends and professional consultants. As far as (non)disclosure is concerned, the data display that both, lesbian and gay entrepreneurs tend to hide their sexual orientation in professional contexts.

Practical Implications

In short, our project provided the following results:

- Harassment and discrimination based on sexual orientation at a former workplace do not represent push factors for becoming an entrepreneur
- According to the interviewed entrepreneurs neither sexual orientation nor the LGBTI community does influence entrepreneurial success

However, despite these results, the data also show that it is important for lobbying organization, like the WKW, to consider gay and lesbian entrepreneurs as relevant target group and to consider their interests: Based on the data, lobby organizations can support this target group by picking up sexual orientation as central theme, promoting networking, sensibilizing the lobbying organization's employees, creating offers for entrepreneurs dealing with diversity in organizations.

About the authors



Dr. Regine Bendl is Associate Professor Vienna University of Economics and Business (WU Vienna) at the Department of Management (Gender and Diversity Management Group); Visiting Fellowships: Auckland University of Technology (2008/09), Oxford University (2000/01), Vrije Universiteit Amsterdam (1999); She is the editor of *Equality, Diversity and Inclusion – An International Journal* as well as *Diversitas – Zeitschrift für Managing Diversity and Diversity Studies*. Ms. Bendl is associate editor of the *British Journal of Management*, *Gender, Work and Organisation*, *Gender in Management – An International Journal*;

She has been awarded several prizes [e.g. EMERALD Highly Recommended Paper Award 2009, EURAM 2007 Best Paper Award (Track 'Gender Equality and Diversity in Management'), Käthe Leichter Prize for Special Achievements in Women's and Gender Studies (2005)]. She edited nine books and has extensively published on gender and diversity management. Ms. Bendl is a certified trainer and consultant in gender and diversity management. She can be contacted on Regine.Bendl@wu.ac.at



Dr. Thomas Köllen is Assistant Professor at the Department of Management, Gender and Diversity Management Group, Vienna University of Economics and Business (WU Vienna). He completed his studies of Business Administration in Jena, Germany; Turin, Italy and Vienna, Austria. He was Doc Team Fellow of the Austrian Academy of Sciences (2006-2009) and Visiting Scholar at Goethe University Frankfurt, Germany (2007) and Universidade Federal Fluminense (UFF) Niteroi, Brazil (2012). His research focus includes: issues related to bi- and homosexual employees and entrepreneurs, nationalisms in organizations, existentialist approaches to organization studies and management research.



Dr. Sabine Steinbacher has a PhD in Social and Economic Sciences, Vienna. She is an entrepreneur in the fields of research, organizational development, coaching and gender and diversity management. Ms. Steinbacher is a certified trainer and consultant. She has written various articles on gender and diversity dimensions. She received the LGBT Research Prize 2012 from the Austrian Gay Professionals and is a member of the Queer Business Women Austria.

Leadership and diversity: The role of persons with a disability as key stakeholders in defining corporate agenda

Ciara Hackett

Overview

Much has been written in recent years about diversity, particularly in the area of diversity on boards. Literature references abound over the need for racial diversity, gender diversity, and in some areas cultural diversity. However, there is limited reference in the literature and indeed in broader policy documents on incorporating a key group of stakeholders into board composition: Persons with disabilities. This marks a departure from traditional diversity research as it is not focused on agency related problems (independent vs. non-independent directors) or management issues (gender balance/racial balance).

Rather, it emphasizes societal drivers for equality by a) recognising the role of persons with a disability as a group of stakeholders imperative to the workings of a corporation and b) ensuring that those voices have a chance to be heard at every level of the corporation, including at the board level where powers of influence can contribute to a broader CSR agenda beyond the company to policy changes at a community level.

This project embarks on a new research direction in the area of diversity: The focus will be initially on existing research and literature on board diversity and the UN Convention on Persons with a Disability. Following this, the project addresses the need for incorporating a voice for disabled persons on boards, their role as unique external and internal stakeholders and how they can shape the leadership agenda of an organisation, thereby contributing to social responsibility. A few indicators are then acknowledged in placing these stakeholders within the corporate structure. This marks the beginning of a long project in this area and it is hoped to provide a lasting impact beyond the academic into a guidance document for corporate boards.

Practical Implications

The practical outcomes and implications of the study are anticipated to include *inter alia*:

- The inclusion of disability within diversity broadly conceived
 - Encouraging companies to look at inclusion of those with a recognized disability within their diversification plans
 - The study will recognise the benefit of this broadening of diversity; internally through their recommendations on company equality and employment policies and externally in an advisory capacity through contributing to a broader Corporate Social Responsibility agenda in addition to PR benefits – recognising the company as one committed to providing employment and seeking guidance from all members of the community at all levels – including those traditionally excluded at directorship levels.
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About the author



Ciara Hackett is a lecturer in the Law School at Queen's University Belfast, lecturing in the area of Obligations, Corporate Governance and CSR. Ciara joined QUB in August 2012, having previously worked at National University of Ireland Galway. At NUI, Ciara taught Tort Law, Jurisprudence, Advanced Legal Research and Methods, Corporate Governance and Corporate Social Responsibility.

Her research explores a diverse range of issues in the areas of regulation, corporate governance and corporate social responsibility as well as legal theories of development. She is currently engaged in a number of projects in the areas of Corporate Social Responsibility, Tort Law and Corporate Governance.

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Abilities matter: Lessons from integrative hotel organizations

Stefan Gröschl

For many years Gröschl has been exploring the causes and validity of stereotypes and perceptions held by employees and managers without disabilities of their peers and colleagues with disabilities. Much of his work has been conducted in Canada and focused often on the hotel industry. Gröschl's research has shown that managers in the hotel industry perceive persons with disabilities as people who lack the required innate capacities and attributes, are unable to meet industry-specific work requirements, and are too costly to employ.

Gröschl's most recent work has explored the validity of these negative judgments through a qualitative case study of hotels within the German Embrace hotel association. On average, more than 60 percent of Embrace hotel employees are persons with disabilities. Embrace's employment concept is based on the integrative model, which aims to create employment opportunities for persons with disabilities who do not find employment in the regular labor market. The results of Gröschl's work showed that the negative judgments held by managers in non-integrative hotels regarding persons with disabilities were not supported by the case study of the Embrace association.

Many disabilities had no effect on the mobility or shift work of employees. The processes of accommodating and training persons with disabilities were frequently associated with minimal costs, and the physical attributes of persons with disabilities did not negatively influence the experiences of guests. The following recommendations could be considered or applied also in non-hospitality related areas:

- Organizations that desire to integrate persons with disabilities into their operations should place an employee with a disability at the center of the managerial planning and operational processes. This emphasis must be accompanied by the creation of awareness by top management and by transparent and clear communication to all stakeholders both inside and outside of the organization.
- The integration of persons with disabilities necessitates investments in good (HR) management practices, particularly in areas such as recruitment, selection, training, and development. Training initiatives should include both skill courses for persons with disabilities and disability awareness programs for managers and employees without disabilities. Financial or non-financial training and development support structures should be designed as long-term investments.
- Managers should explore beyond their industry borders when searching for alternative organizational processes that support the integration needs of their employees with disabilities. Many accommodating features might already exist in other industries and sectors. For example, people with Down Syndrome often need structured and detailed organizational processes—an organizational characteristic that many standardized companies (e.g. fast food chains) have perfected over time.
- The cost-cautious accommodation of the disabilities of employees requires creative and innovative mindsets and/or a synergy of different types of managerial experience. As the Embrace case study has shown, the complementary nature of experience and industry-specific knowledge permits the creation of low-cost solutions to accommodate the daily challenges that are related to the disabilities of employees. The promotion of such cross-functional and experiential exchanges and decision-making practices requires an organizational climate that is open to continuous process re-engineering and open-minded management teams with strong interpersonal and communication skill sets.

The text is partly extracted from Gröschl's upcoming publication 'Presumed Incapable: Exploring the Validity of Negative Judgments Regarding Persons with Disabilities and Their Employability in Hotel Operations', in Cornell Hospitality Quarterly

About the author



Stefan Gröschl is Professor in the Department of Management at the ESSEC Business School in France, and Co-Chair of the ESSEC Leadership and Diversity Chair. He has edited and written four books on leadership, international human resources management and diversity management related aspects.

Gröschl is widely known as a diversity management expert and has shared his expertise in a wide range of academic and public arenas. His research has also been published in numerous book chapters and articles in both the international trade and academic press.

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III. Gender diversity



Challenging young women's perceptions of equal employment outcomes

Suzette Dyer & Fiona Hurd

Overview

The increasing number of highly visible successful women (ex. German Chancellor Angela Merkel, the U.S. Secretary of State, Hilary Clinton, and Helen Clark, first female Administrator of the UNDP and New Zealand's Prime Minister from 1999 to 2008), provide very strong images that young women may aspire to and identify with. Importantly, these highly visible women give an impression that gender equality has finally been achieved. Indeed, several recent studies show that young women increasingly believe that gender equality has been attained and that the employment choices available to them are greatly enhanced over those of their mothers and grandmothers. Moreover, these studies reveal that young women believe that the feminist movement is no longer needed; instead they draw upon ideals of equality, individual choice, meritocracy, and personal ambition and tenacity as the key drivers behind their own, and indeed all women's future success (or future failings).

We have built on this prior research in a 5 year longitudinal study involving 85 students in our elective undergraduate management course that focuses on women's employment outcomes. We collected material throughout the course from students in relation to how they made sense of what they were learning and how their perception of gender equality evolved. Our findings confirm that initially, many young female students believe that gender equality exists in organisations and society. However, by the end of the study they have a greater appreciation for the actual gains made to date, but no longer believe that gender equality in employment or society has been achieved. The actual experience of reviewing employment statistics and organisational studies documenting discrimination of women in employment led to changes in students perceptions of equality. We also discovered differences in the issues that changed their perceptions and in their level of reaction. Students expressed varying levels of anger, disbelief and disappointment on a variety of issues: Accounts of sexual harassment, fewer training, development, mentoring and networking opportunities, and the effects of having children on women's careers compared to men's.

Practical Implications

In relation to organisations, we suggest that actual experiences of gendered discrimination will also lead female employees to review their own belief systems about the extent to which their organisations cater for, and manage the careers of all employees.

For managers to improve employment outcomes for their diverse workforces, they need to:

- 1 Be aware that women themselves are a diverse group, and pay attention to the many forms discrimination might take.
- 2 Tackle the issue of gender equality since the anger, disbelief or disappointment of female employees can lead to costly outcomes including demotivation, increased absenteeism, and staff turnover.

These tentative findings offer some insight into the issues that managers have control over within their organisational settings, for which they have power to decrease discriminatory practices and create a more diverse workforce.

About the authors



Suzette Dyer is a senior lecturer with the Waikato Management School at the University of Waikato, New Zealand. She teaches career development studies, organisational behaviour and feminist organisation studies.

Her research interests include understanding the impact of the global context on career and community, human resources management, and understanding gendered organisations.

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Fiona Hurd is a doctoral researcher in Human Resource Management at the University of Waikato. Her thesis is examining, through an identity lens, the impact of the global division of labour on work, workers and communities.

Her wider research and teaching interests include critical management studies and pedagogy, gender and organisation, and critical perspectives on career management and development. Fiona can be contacted on fah1@waikato.ac.nz.

Measuring gender agendas

Marjan Radjavi

Overview

This project looks at the relationship between indicators and gender. The inclusion of a gender perspective in corporate affairs and governance is compelling for two main reasons: 1) It is fundamental to economic viability as women comprise half of potential workers and consumers; 2) fundamental to social justice and human rights. An agenda focused on “gender justice” thus positively contributes to diversity and how leadership is considered and pursued.

Indicators and what we measure are at the heart of critical discussions around management practices, and bring out the importance of diversity that has the potential of enhancing or improving existing management models. A major practical implication of indicators is that they define what is considered success, and also what is understood as a challenge or a failure. Indicators further highlight how we understand the performance or effectiveness of various actors and consequently influence how we promote leadership and diversity.

In the context of gender, indicators act as tools for formulating, disseminating, and measuring gender agendas and targets for state and corporate interventions and initiatives. While social indicators monitor secondary social consequences, they essentially provide a series of questions about goals and in so doing identify what are considered valuable objects of inquiry. Specifically, gender disparities in corporate bodies and initiatives can be addressed by an indicator geared to measuring specific factors, services, and conditions, but it must also be abstract enough to be practical for other settings. This flexibility to provide comparative data is necessary because an indicator should permit assessments of and guidance for present and future interventions. Popular gender indicators include the gender development index that measures societal gains (longevity, education, income) relating to state gender equality/inequality rates, and the gender empowerment measure that highlights even inequalities at the household level. These indicators that each assess localised gender justice use diverse sets of information to provide responses about whether gender challenges are met but do not solicit sufficient gender-disaggregated data to influence whether an intervention should be made.

Instead, this project is based on existing work regarding assumptions and uses of international human rights laws. I use indicators that measure agency, resources, and achievements: In terms of agency, I inquire into the proportion of women and men involved, the number of each who participates, and how many occupy leadership positions. I then question how resources are distributed between women and men and highlight key resources. Finally, I look what socio-cultural, political, economic, and legal norms, values, and conditions explain the situation.

Practical Implications

Before undertaking any intervention, managers will benefit from gender-disaggregated data to understand their current situation. This entails: 1) Measuring existing resources (education, health, information, financing, training, and other aspects of development), 2) Measuring current achievements; and 3) Measuring the agency of women. More precisely, managers will gain from a combined understanding of these three data sets to:

- 1) Ascertain how resources are distributed between women and men, and how they may be better distributed, including key material resources;
- 2) Account for discriminatory attitudes and institutions that throw up barriers to gender justice; and
- 3) Determine the proportion of women and men involved, the number of each who participates, and how many occupy leadership positions.

About the author

Ms. Marjan Radjavi is Lead of the Gender Portfolio at the Centre for International Sustainable Development Law which is housed at McGill University, Montreal, Canada. She has worked as a teacher and a gender advocate for over 15 years.

During this time she has consulted with Chatham House, the Canadian Government and the World Meteorological Organization, as well as being involved in the UNESCO Chairs program.

She has contributed to the UN World Summit on Sustainable Development, Habitat, and the World Water Forum processes.

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Women on boards: Four streams of research projects

Morten Huse

Overview

This project investigates four distinct streams of research related to women on corporate boards of directors:

- 1 Gender perspectives to understanding boards (gendering boards), based on portrait interviews and life stories of women directors.
- 2 The ~~business~~ "case" for women on boards (i.e. ~~understanding~~ board processes and deep-level diversity"), based on large scale questionnaire surveys.
- 3 Consequences of the Norwegian law about gender balance in the boardroom, including consequences for board composition (~~golden~~ skirts and gold sacks"), based on portrait interviews of women directors.
- 4 Exploring international discussions about regulation or voluntary action to increase the number of women on boards (~~the~~ snowball effect"), based on interviews and participant observations

Practical Implications

- 1 The main findings in the first stream have been that assumptions of shared board experiences across genders may not be accurate. Women directors often experience boards from different perspectives than men, which often lead to the development of a richer language about boards and corporate governance. The stories from the women include important perspectives and concepts about actors and arenas surrounding boards and corporate governance.
- 2 The main findings in the second stream were about exploring the contributions of women directors of corporate boards. The following issues should be explicitly addressed:
 - Defining value creation (vs. distribution?)
 - Board task differences (strategy, control, service?)
 - Deep level diversity (female, feminine, feminist?)
 - Tokenism (competence and preparation?)
 - Critical mass (adapting to culture?)
 - Gender related dynamics (baking cakes?)
 - Gender role stereotyping (the men?)
 - Using diversity (leadership?)
 - Evolution of a new discourse (box ticking?)
- 3 The findings in the third stream are about the women that were elected as board members as a consequence of the gender balance. Multi-board women have replaced the "old boys' network", but they do not constitute a similar network. The women may be investors or CEOs, but the multi-board women are typically elected as board members with double independence and thus particularly electable for important board committees. The women making a living of being board members have often been labeled as the 'Gold Skirts'. Most of the remaining multi-board men are now the investors that may be labeled as 'Gold Sacks'. Members may be labeled as advisors, controllers, decision-makers and value creators, and as the women get more experience they tend to move in the direction of the value creators.
- 4 Research in the fourth stream is ongoing, investigating how the Norwegian gender balance law on corporate boards influences the implementation of initiatives to increase the number of women on boards in other countries.

About the author



Morten Huse holds the Reihard-Mohn-Chair of Management and Governance at the University of Witten/Herdecke and is Professor of Management and Organization at BI Norwegian Business School.

His main research is about boards, governance and value creation, and he is using approaches from strategy, entrepreneurship, organizational behaviour and social issues in management to explore actual board behaviour.

His work about women on boards has developed over many years, and he is using the Norwegian empirical setting as a research laboratory. Professor Huse is a member of Catalyst Europe advisory board, and he has been President of European Academy of Management (EURAM) and the Norwegian Association for Corporate Directors (StyreAkademiet).

He is actively disseminating his research to scholars, businesses and politicians in several countries, and he is the founder of the annual WOB Cruise workshop.

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