



InterLand



EAWOP Small Group Meeting
MANAGING DIVERSITY IN
ORGANISATIONS:
BRIDGING THE WORLD OF SCIENCE
AND PRACTICAL SIGNIFICANCE

Programme

23-24 September, 2010
Aston Business School,
Birmingham, UK

Dear Participants

The Organising Committee from the Work and Organisational Psychology Group is delighted to welcome you to this EAWOP Small Group Meeting. We hope you find the meeting, presentations and events of the next two days stimulating, enriching and enjoyable.

This small group meeting is taking place at a challenging time for business and academia alike. In light of global economic uncertainty and the insecurity it engenders, appreciating and understanding how diversity can contribute to organisational success and employee well-being becomes even more pertinent.

In light of this, we have assembled a programme that seeks to share widely the experiences and understanding of contributors from very different professional and cultural backgrounds. The keynote speakers, drawn from both management and academia will, we are sure, provoke stimulating discussion and interesting debates.

In addition to the formal proceedings, a social dinner is planned. On Thursday we are pleased to invite participants for dinner at Conference Aston's Restaurant. For those arriving on Wednesday we will make arrangements for a dinner in town so you can experience Birmingham gastronomy at its best. We will start this evening with a welcome reception in the ABS building.

On behalf of the Aston team, may we once again welcome you to Birmingham and to Aston University in the heart of England's second city. Please say hello to us over the next few days, and if there is anything we can do to make your stay even more enjoyable, simply ask.

Best wishes

Yves Guillaume
Claudia Sacramento
Jeremy Dawson, Cinzia Priola
Steve Woods
Pawan Budhwar
Sam Aryee
Michael West
Work and Organisational Psychology Group
Aston Business School

Purpose of the Small Group Meeting

For a variety of reasons – legal, social, competitive or strategic – organisations have and further will diversify their workforce both demographically and functionally. While there is an ongoing debate in the academic literature as to how and under which conditions diversity in organisations engenders negative or positive effects on individual, work group and organisational performance, organisations have begun to implement a variety of diversity management practices. As a result of the ongoing controversy in the academic literature it remains unclear how diversity should be managed in organisations, and consequently resulted in actual diversity management practices in organisations often remaining uninformed by the academic literature.

The aim of the small group meeting on managing diversity in organisations is therefore to bridge the worlds of science and practice. To that end the small group meeting's aim is to review and critically reflect on what can be learnt from the diversity literature on how to manage diversity in organisations and what are open questions that need to be addressed by future research. The ultimate outcome of the small group meeting is thereby to develop a research agenda in form a position paper on how to manage diversity in organisations which will be submitted for publication in EJWOP, and possibly publishing an EJWOP special issue based on the SGM theme with EJWOP's editorial team. To that end the small group meeting will centre on the following themes and questions:

- What have we learnt on how to conceptualise and measure diversity? What other conceptualisation and measures of diversity do we need to look at?
- What have we learnt on how diversity at the individual, group and organisational level affects individual, group and organisational outcomes? How can we integrate these literature areas in a unifying multi-level framework?
- What have we learnt on the underlying mechanisms (socialisation and social categorisation, information processing) explaining the relationship between diversity and outcomes in organisations? What other mechanisms do we need to look at (network structures, diversity in practice etc.)?
- What have we learnt about the boundary conditions (personality, organisational culture, diversity beliefs, etc.) accounting for the relationship between diversity and outcomes in organisations? What other organisationally relevant boundary conditions do we need to look at (societal culture and cross-cultural differences, training, organisational policies, practices and procedures, leadership, etc.)?
- What methods have been used in the past (quantitative: survey, experiments), and what other methods should we consider in the future (quantitative: social networks, social relations modelling, qualitative: discursive approaches, grounded theory, etc.)?
- How should organisations manage diversity (in terms of organisational, work group and workplace design, policies and practices, organisational culture and leadership, diversity training, etc.) based on the knowledge accumulated in the diversity literature? And how could this knowledge be made available to practitioners – that often don't read the academic diversity literature?
- What are the challenges organisations will face regarding managing diversity in the years to come, and what might be research questions that academics have to answer in order to meet these challenges? We look forward to debating these and other questions with you.

Acknowledgement

This small group meeting would not have been possible without the support of a number of people. We are very grateful to the European Association for Work and Organisational Psychology, who promoted and supported this initiative, to the Work and Organisational Psychology Group of Aston Business School, whose members took in their hands the organization of this meeting, and to Interland, Aston University's Interdisciplinary Centre for Research on Languages and Diversity for supporting and sponsoring this event. We are also very thankful to all participants for being here sharing with us their thoughts and research findings, and those 10 EAWOP members who supported our initial application. Finally, a special thank you to Maria Podsiadly, whose help in coordinating the organization of the meeting was invaluable.

Aston Business School, Aston University and Birmingham

The EAWOP Small Group Meeting On Managing Diversity in Organisations 2010 will take place at Aston Business School, Aston University in Birmingham (UK) under the auspices of Aston University's centre for Interdisciplinary Research in Language and Diversity (InterLanD). Aston Business School is considered one of the UK's leading business schools, having been ranked 3rd in the UK by the Financial Times in 2008. Aston Business School is also renowned for its highly diverse student body having been ranked 1st in the World for student diversity by the Economist 2008. InterLanD is an innovative new research centre at Aston University which has been established to explore issues on diversity, such as how organisations can harness diversity.

Birmingham is Britain's second largest city and is situated right in the heart of England. Friendly, bustling and thriving, Birmingham is one of our most visited cities with hidden treasures around every corner. You will be delighted by the variety of things to see and do. Discover Birmingham's history in the museums and art galleries, stroll through its centre and enjoy the multiplicity of shopping, from well known department stores, the Mailbox with its designer shops, to intriguing shopping malls and street markets.

The secret is not only in the shopping, though: Birmingham's appeal also lies in its big cultural influences. Home to the famous City of Birmingham Orchestra, and Birmingham Royal Ballet, Birmingham is a city of world class culture. Visit Victoria Square, the site of the Council House and Town Hall, the "Floozie in the Jacuzzi". Not to be missed is a stroll along the award-winning restored canal area, it offers a wide choice of restaurants, speciality shops and bars. Eating out in Birmingham is a cosmopolitan experience; you can sample the best food from countries around the world. There are many specialist restaurants in the city centre offering everything from international cuisine to simple good food in old fashioned English pubs.



Birmingham's night-life is diverse and vibrant with something to please everyone. You can see "West End" productions at the Alexandra Theatre, or see the latest play at the Birmingham Repertory Theatre; the National Exhibition Centre and National Indoor Arena stage concerts by international rock and pop groups. There is opera, ballet or the City of Birmingham Symphony Orchestra to choose from. Live music is performed in many of the city's pubs and Birmingham offers a choice of over 20 clubs.

<http://www1.aston.ac.uk/>

<http://www1.aston.ac.uk/abs/>

Sightseeing in Birmingham

If you would like to stroll through Birmingham you will be glad to know that Aston University is located at the centre of the city, making a short walk around it very convenient. We suggest you go up Corporation Street to the mediaeval centre around St Martin's Church and the Bullring including the latest 'shop till you drop' iconic building of Selfridges. Then you can move towards Victorian Birmingham and the 21st century of Queen Elizabeth II, New Street, Victoria Square, Centenary Square, the ICC, Symphony Hall, Brindley Place. Finally, we suggest you pass by the canals and stop at Gas Street Basin to look at the canal system which played a major role in the industrialisation of the city.



EAWOP

The aim of the European Association of Work and Organisational Psychology (EAWOP) is to support the development and application of W&O psychology in Europe and to promote cooperation between scientists and professionals working in the field across Europe. EAWOP is based on the philosophy of multiformity.

It takes the political, cultural and linguistic diversity of Europe as a point of departure and acknowledges the existence of various intellectual communities that differ in the way they view and approach the problems of W&O psychology.

Recognising the fundamental equality of these intellectual communities, EAWOP tries to open boundaries and establish effective and durable links of co-operation.

EAWOP has been designed as an open network in which associations (called 'Constituents') as well as individual members can participate. Associations - in many 'sections' or 'divisions' of national psychological associations - are expected to play a crucial role in EAWOP. They are supposed to contribute to the activities of EAWOP by opening some of their activities to EAWOP-members from other countries, and to cooperate with other associations in so-called 'Dedicated Networks' which dedicate themselves to particular issues relevant for W&O psychology.

Associations may also organise special activities in cooperation with other associations and/or the EAWOP secretariat. Individuals can take part as members of Constituents, i.e. through a collective arrangement, or on a direct, personal basis.

<http://www.eawop.org/web/>

Work and Organisational Psychology Group

We are an intellectually exciting, creative and productive international research group, advancing understanding of social processes, people management and organisational effectiveness, whilst also making a demonstrable difference to effective practice and policy in organisations. Our basic and applied research is highly recognised, both nationally and internationally. It covers individual, team and organisational effectiveness, creativity and innovation, cross-cultural leadership, the organisation of health services, high quality health care and employee well-being, composition and processes in top management teams and how they relate to organisational effectiveness, including the effectiveness of voluntary and nonprofit organisations.

Aston's high international reputation as a research-led business school owes much to the tradition of the Aston Studies conducted by the Organisation Studies group (as W&OP was formerly called) in the 1960s and 1970s. The tradition of research into organisational structures, practices, climates and performance continues within the group under the new leadership of international scholars.

W&OP group members supervise students and teach a variety of modules in Undergraduate, Postgraduate (MSc, MBA), and Doctoral programmes covering a whole variety of significant topics from Social Psychology, Work Psychology, Organisational Behaviour, HRM, Leadership, Diversity, International and Cross-Cultural Issues, and Applied Research Methods. In addition to this broad range of topics covered, members of the W&OP group have expertise in the whole spectrum of research methods (including quantitative multilevel analysis) and run several large scale surveys (including the annual NHS staff survey with more than 200,000 respondents).

<http://www1.aston.ac.uk/aston-business-school/groups/wop/>

InterLanD

Aston University's centre for Interdisciplinary Research in Language and Diversity (InterLanD) emphasises interaction, partnership and engagement with policymakers, businesses and local communities as both co-producers and users of knowledge. The Centre is a launch-pad for 'new frontier' research into diversity, and its researchers are engaged in work that will shape future thinking and pioneer practices that will have a significant impact on diverse societies.

InterLanD is committed to working with practitioners and will offer practical solutions for national and local government, service-providers and employers. There is no better living 'laboratory' than Birmingham and the West Midlands within which to develop and test influential policies and practices relating to the understanding and management of diversity.

InterLanD builds collaborative partnerships with groups and organisations regionally, nationally and internationally. They organise public events, engage in ongoing research projects and provide academic insight for business and policy networks.

Research Areas

The centre has been established to build on the extensive expertise of Aston researchers by bringing together linguistic, social, cultural, economic, environmental, political, management and marketing perspectives. Questions it aims to answer include:

- How can we learn to live with differences?
- What shapes identities in diverse societies?
- How does social diversity impact on service-delivery and policy development?
- What can international comparisons teach us about living with diversity?
- How can we harness diversity in work and market places?

<http://www1.aston.ac.uk/lss/research/centres-institutes/interland/>

Location and Directions

The conference will take place at **Lakeside Centre** and participants will be staying at either **Aston Business School Hotel and Conference Centre** (2 minutes walk) or **Campanile Hotel** (10-15 minutes walk).

Lakeside Centre

Conference Aston, Aston Triangle, Birmingham, B4 7ET
0121 204 4300

http://www.abs.aston.ac.uk/conferenceaston/the_venues/lakeside_centre.asp

Campanile Hotel

Chester Street
Aston, Birmingham, West Midlands B6 4BE
0121 359 3330

campanile-birmingham.co.uk

Aston Business School Hotel and Conference Centre

Aston Triangle, Birmingham, B4 7ET
0121 204 4300

http://www.abs.aston.ac.uk/conferenceaston/the_venues/conference-centre.asp

Gmap instructions including Campanile Hotel A, Aston Business School (Aston Hotel and Conference Centre) B and Lakeside Centre C.

<http://tiny.cc/ye358>

Gmap instructions from New Street Station to Aston University/Lakeside Centre/Aston Business Centre

<http://tiny.cc/z2lp7>

Gmap instructions from Snow Hill Station to Aston University/Lakeside Centre/Aston Business Centre

<http://tiny.cc/a6z5a>

Getting from the airport to Aston University (Aston Conference Centre – Aston Lake Side centre):

The easiest option is to take a taxi to Aston University (or Campanile Hotel). The taxi ride takes around 20-25 minutes and will cost somewhere between £22-30. Alternatively you can take the train to New Street station and walk to Aston University (15 minutes) or take a taxi (5 minutes, £6-7).

Campus Map



Conference site: Lakeside Conference Center (20)

Accommodations: Aston Business School (6, Nelson Building) and Campanile Hotel (off map)

List of Participants

Participant	Organization/University	Email
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Sam Aryee	s.a.aryee@aston.ac.uk

Keynote Speakers

Speaker	Organization/University	Email
Daan van Knippenberg	Erasmus University, The Netherlands	dknippenberg@rsm.nl
Binna Kandola	Pearn Kandola LLP and Leeds University Business School, UK	rcrawford@pearnkandola.com
Michael West	Aston University, UK	m.a.west@aston.ac.uk

Keynote Speaker

Thursday 23 September, 9.30 am

Prof. Binna Kandola, Pearn Kandola LLP, UK



*Diversity, assessment, development and well-being specialist Professor Binna Kandola is a Business Psychologist, Senior Partner and co-founder of Pearn Kandola. He is particularly interested in understanding bias and finding ways to reduce it - the topic of his latest, critically acclaimed book **'The Value of Difference: Eliminating bias in organisations'**. In the last twenty five years, he has worked on a wide variety of projects for public and private sector clients both in the UK and overseas. As well as leading the practice, Binna is the co-author of several books, one of which, **'Managing the Mosaic'** won a Special Commendation at the 1994 Management Book of the Year Awards. He is also a regular contributor to the HR and business press and a highly regarded conference speaker.*

Binna was the first Chair of the Standing Committee for the Promotion of Equal Opportunities of the British Psychological Society (BPS) and a member of Sir Robin Butler's Panel of Enquiry into Equal Opportunities in the Senior Civil Service. He has been a member of the Board of Trustees of the BPS, and in 2002 was elected as Chair of the Division of Occupational Psychology. In January 2004, Binna was invited to join the UK Government's National Employment Panel and appointed Chair of the Minority Ethnic Group. He was visiting Professor at the Institute of Work Psychology at Sheffield University and is currently a visiting Professor at Leeds University Business School. Binna is a Fellow of the Sunningdale Institute at the National School of Government and a Fellow of the RSA. He is a consulting editor for the Journal of Occupational and Organisational Psychology and an editorial board member of Development & Learning in Organisations. Binna contributes regularly to the media writing a regular column for Asian Enterprise magazine as well as blogging for Management Today. He is the resident psychologist for Malcolm Boyden's breakfast show on BBC Radio Oxford.

The Independent on Sunday recognised him in 2004 as one of the UK's Top Ten Business psychologists.

Professor Binna Kandola was awarded an OBE in 2008 for his services to Disadvantaged People and Diversity.

Keynote Speaker

Thursday 23 September, 10.45 am

Prof. Daan van Knippenberg, Erasmus University, Netherlands



Daan van Knippenberg is Professor of Organisational Behavior at the Rotterdam School of Management. He received his Ph.D. from Leiden University, The Netherlands. His research interests include leadership, work group diversity, group decision making, creativity and innovation, social networks, and social identity processes in organisations. He is an associate editor of Organisational Behavior and Human Decision Processes and Journal of Organisational Behavior, founding editor of Organisational Psychology Review (first issue February 2011), co-founder and director of the Erasmus Centre for Leadership Studies, and co-founder and co-organiser of the New Directions in Leadership Research conference organised by Duke University, Erasmus University, INSEAD, and The Wharton School

He is also a Fellow of the Society for Industrial and Organisational Psychology. Daan van Knippenberg has published over 130 scholarly articles, books, and book chapters, including in such outlets as Academy of Management Journal, Annual Review of Psychology, Journal of Applied Psychology, Organization Science, and Organisational Behavior and Human Decision Processes.

Closing Address

Friday 24 September, 14.15 pm

Prof. Michael West, Aston Business School, UK



Michael West is a Fellow of the British Psychological Society, the American Psychological Association (APA), the APA Society for Industrial/organisational Psychology, The Royal Society for the Encouragement of Arts, Manufactures and Commerce, the International Association of Applied Psychologists, The Higher Education Academy, the British Academy of Management and a Chartered Fellow of the Chartered Institute of Personnel and Development.

His areas of research interest are team and organisational innovation and effectiveness, particularly in relation to the organisation of health services. He lectures widely both nationally and internationally about the results of his research and his ideas for developing effective and innovative organisations.

Programme

Day 0 - Wednesday 22 nd September	
17.30-19.30	Welcome reception and Registration (for early arrivers) ROOM: ABS Building, Upper Lounge
19.30	Off-meeting dinner

Day 1 - Thursday 23 rd September			
8.45 - 9.30	Welcome and Registration Lake Side Conference Centre, Entrance		
9.30 - 10.30	Keynote 1: Prof Binna Kandola The value of difference: How psychology helps us to understand diversity ROOM Suite 1		
10.30-10.45	Coffee Break		
10.45 - 11.45	Keynote 2: Prof Daan van Knippenberg Diversity mindsets and the performance of culturally diverse teams ROOM Suite 1		
11.45 - 12.15	Discussion ROOM Suite 1		
12.15 - 13.15	Lunch		
13.15 – 15.15	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>A. The Role of Diversity in Selection, Training and Development</p> <p>A1. Jones, P. Using implicit metrics to audit and deduct or manage unconscious bias in organisations.</p> <p>A2. Kylin, C. Adaptability through diversity? A study on new demands in the Swedish Armed Forces.</p> <p>A3. Ossenkop, C., Vinkenburg, C., Jansen, P., & Ghorashi, H. Ethnic diversity, social networking, and career success: A theoretical explanation.</p> <p>A4. Eckert, R. & Ruderman, M.N. Diversity and leadership development.</p> <p>Discussant: Steve Woods ROOM Suite 4A</p> </td> <td style="width: 50%; vertical-align: top;"> <p>B. Coping with Diversity: Individual Strategies</p> <p>B1. Van Dijk, H., & van Egen, M.L. Understanding and managing the consequences of diversity. The role of status.</p> <p>B2. Wyatt, M. & Silvester, J. Attributional style and the perceptions of career barriers amongst minority ethnic managers.</p> <p>B3. Atewologun, D. Identity work and intersecting identities: Extending diversity research and practice.</p> <p>B4. Guillaume, Y. F. R, Brodbeck, F., & van Knippenberg, D. Ethnic dissimilarity, performance monitoring, individual performance, and the moderating role of ethnic background: A matter of unwillingness for some, and inability for others?</p> <p>Discussant: Yves Guillaume ROOM Suite 1</p> </td> </tr> </table>	<p>A. The Role of Diversity in Selection, Training and Development</p> <p>A1. Jones, P. Using implicit metrics to audit and deduct or manage unconscious bias in organisations.</p> <p>A2. Kylin, C. Adaptability through diversity? A study on new demands in the Swedish Armed Forces.</p> <p>A3. Ossenkop, C., Vinkenburg, C., Jansen, P., & Ghorashi, H. Ethnic diversity, social networking, and career success: A theoretical explanation.</p> <p>A4. Eckert, R. & Ruderman, M.N. Diversity and leadership development.</p> <p>Discussant: Steve Woods ROOM Suite 4A</p>	<p>B. Coping with Diversity: Individual Strategies</p> <p>B1. Van Dijk, H., & van Egen, M.L. Understanding and managing the consequences of diversity. The role of status.</p> <p>B2. Wyatt, M. & Silvester, J. Attributional style and the perceptions of career barriers amongst minority ethnic managers.</p> <p>B3. Atewologun, D. Identity work and intersecting identities: Extending diversity research and practice.</p> <p>B4. Guillaume, Y. F. R, Brodbeck, F., & van Knippenberg, D. Ethnic dissimilarity, performance monitoring, individual performance, and the moderating role of ethnic background: A matter of unwillingness for some, and inability for others?</p> <p>Discussant: Yves Guillaume ROOM Suite 1</p>
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15.15-15.30	Coffee Break		
15.30-17.30	<p>C. Managing Diversity in Work Groups</p> <p>C1. Van Dijk, H., van Engen, M. L., van Knippenberg, D. More than meets the eye: A meta-analysis of work group diversity and performance.</p> <p>C2. Allen, N.J., & Williams, H. Understanding diversity within the temporal context of teams: Examining the surface/deep time-together hypothesis.</p> <p>C3. Kearney, E. How time pressure can prevent teams from leveraging diversity's potential.</p> <p>C4. Homan, A., Greer, L. Relationship-oriented leadership in diverse teams.</p> <p>Discussant: Jeremy Dawson ROOM Suite 1</p>		
17.30-18.00	Discussion ROOM Suite 1		
19.30	Conference Dinner Aston Conference Centre		

Day2 - Friday 24 th September	
9.00 - 11.00	<p>D. Diversity Management Practices in Specific Contexts</p> <p>D1. Mckinney, R.E., Priola, C. , & Harrison, M. A. Diversity strategies in higher education: An international comparison.</p> <p>D2. Cionabu, R., & Chaumon, M.E.B. Diversity and knowledge transcendence: Case of French company to Romanian subsidiary and sub-contractors</p> <p>D3. Butler, C. , Hatzidimitriadou, E., & Psoinos, M. Managing equality and diversity in health care: The case of ethnic monitoring at St George’s NHS Trust.</p> <p>D4 Öcal, K. Evaluation of issues involved in managing diversity in organisations in a global context.</p> <p>Discussant: Cinzia Priola ROOM Suite 4A</p>
	<p>E. The Effects of Work Group Diversity on Group Processes and Group Performance</p> <p>E1. Stegman, S., Wu, T.T, Egold, N., & van Dick, R. Birds of a feather flock together and opposites attract – Organic and mechanic forms of solidarity and their relationship to intergroup collaboration.</p> <p>E2. Manchen-Spoerri, S., & Hohenstein, C. . Language Diversity in cooperative work processes of task-oriented teams.</p> <p>E3. Meyer, B. , Shemla, M., & Hasler, B. A note of caution against treating diversity faultlines as social category salience and against treating diversity beliefs as a trait.</p> <p>E4. Shemla, M., Wegge, J. , Kearney, E., & Schraub, E. Feeling different and feeling less alike: The moderating role of diversity and identification on affective linkages in work teams.</p> <p>Discussant: Claudia Sacramento ROOM Suite 1</p>
11.00 - 11.15	Coffee Break
11.15 – 13.15	<p>F. Managing Diversity in Organisations</p> <p>F1. Böhm, S. , Kunze, F., & Bruch, H. The impact of age related human resource practices on age-diversity climate and its potential performance consequences.</p> <p>F2. Podsiadlowski, A. & Boer, D. Managing cultural diversity: Distinguishing the impact of managers’ and organisational factors on diversity in organisations</p> <p>F3. King, Dawson, West, Peddie, Gilrane, & Bastin. Why organisational and community diversity matter: The emergence of incivility and organisational performance.</p> <p>Discussant: Cinzia Priola ROOM Suite 1</p>
13.15 - 14.15	Lunch
14.15 - 14.45	<p>Closing Address: Prof Michael West ROOM Suite 1</p>
14.45 - 15.30	<p>Discussion ROOM Suite 1</p>
15.30 - 16.00	<p>Farewell</p>

DETAILED PROGRAMME

THURSDAY

9.30-10.30

Keynote 1: Prof. Binna Kandola
Room Suite 1

“The value of difference: How psychology helps us to understand diversity”

This talk explores the progress that has been made in diversity in organisations but also some of the limitations of the approaches that have been adopted. New ways of addressing the diversity challenges within organisations need to be developed and psychology provides us with many potential approaches. Psychological research helps to explain some of the things going on around us, provides us with a language to discuss them and at the same time forces us to confront the complex nature of the issues.

10.45-11.45

Keynote 2: Prof. Daan van Knippenberg
Room
Room Suite 1

“Diversity mindsets and the performance of culturally diverse teams”

Cultural diversity may enhance but also disrupt team performance. Diversity beliefs and climates may play an important moderating role here, but it is unclear what form these should take. Addressing this question in an integration of research in shared cognition and diversity, I advance the concept of diversity mindsets, knowledge of team diversity and its task implications. I outline the role of accuracy, sharedness, and awareness of sharedness of mindsets, and identify their determinants.

11.45-12.15

Discussion

13.15-15.15

Paper Session A: The Role of Diversity in Selection, Training and Development
Room
Discussant: Steve Woods
Room Suite 4A

A1) Pete Jones, Shire professional Chartered Psychologists

Using implicit metrics to audit and reduce or manage unconscious bias in organisations

The equality, diversity and inclusion (EDI) industry is at a watershed. Increasingly difficult fiscal conditions are directing scrutiny at traditional diversity interventions such as policy development and training. Despite a significant research effort and organisational spend, little appears to have delivered in terms of reducing the presence of prejudice in people's working lives (Paluck and Green, 2009). This paper argues that this is because traditional interventions make assumptions about the nature of prejudice as a conscious process. The paper explores the potential for tapping into our unconscious biases (prejudices) as a method of targeting interventions, and examines ways in which our unconscious biases can be measured with a new psychometric test called *Implicitly*. It uses neurological evidence and neuroplasticity methods, offering an alternative to traditional diversity training to make staff diversity literate and culturally intelligent (Hannum et al, 2010). The ethical and legal issues of implementation of unconscious bias metrics are discussed.

A2) Camilla Kylin, Swedish National Defence College

Adaptability through diversity? A study on new demands in the Swedish Armed Forces

The purpose of this study was to examine adaptability and its relations to diversity in the Swedish armed forces (SAF). Adaptability is defined as an effective change in response to an altered situation". Diversity in this context includes demographics as well as an individually based dissemination of knowledge and experience. Due to globalism and changing dynamic processes, today's organisations and their employees need to increase their level of adaptability. During the last decade the SAF has increasingly taken part in international operations and are today engaged in both peacekeeping as well as peace enforcement operations. These operations involve a high level of uncertainty and swift changes. First, irregular threats, terrorism and threats where the enemy is unclear become more and more prevalent. Further, international operations involve cooperation and collaboration with different organisations and cultures that will require adequate understanding and interpretation. These demands create or increase the need for adaptability in the Swedish military. The paper is based on two empirical studies. The first was a qualitative analysis of interviews with 18 employees ranging from soldiers to higher level officers within the SAF. Results show the need for diversity as related to adaptability. More specific, results show the importance of creating diversity in teams in order to promote complementary competencies regards discovering new threats or solving problems. The second was a questionnaire study, distributed at the homecoming procedure of a unit which had served in Afghanistan 2008-2009. The final sample of the questionnaire study comprised 138 participants. Results show six different types of threats, their occurrence and some interesting differences in subgroup comparisons. Further, several factors were deciphered and evaluated as how they contribute to a high team adaptability in terms of knowledge and experience dissemination/diversity.

A3) Carolin Ossenkop, VU University Amsterdam

Ethnic diversity, social networking, and career success: A theoretical exploration

In the context of a PhD research project on ethnic diversity and careers, this theoretical paper explores the relationship between ethnic diversity, social networking, and career success. This conceptual elaboration is a starting point for using social network analysis as a method to help understand career outcomes of members of different ethnic groups in organisational settings. Social networking is defined as a combination of social capital, i.e. individual access to networks, network characteristics, and networking behavior. Individual career success is conceptualized as both

objective (extrinsic) and subjective (intrinsic) career success. The concept of diversity relates to all possible ways people can differ from each other. Acknowledging the sheer infinite number of different dimensions of diversity and the important role of intersectionality, this paper will specifically focus on ethnic diversity, which is defined as the way groups of people differ from each other based on a shared history and/or cultural background.

A4) Regina Eckert, Centre for Creative Leadership

Diversity and leadership development

The divide between diversity research and leadership research was visible in the complete lack of articles focusing on gender, culture, or other dimensions of diversity among the articles in a special issue of the *American Psychologist* (2007). Fortunately, various researchers complained this neglect of our social reality in our leadership research, which led to the publication of a dedicated follow-up special issue on exactly this topic (*American Psychologist*, 2010). Most of the articles in this issue focus on the topics of leadership of non-dominant groups, the actual task of leading in diverse environments, but not about how diversity relates to the emergence and development of leaders. With the exception of few, non-peer reviewed outlets (see, for example, the *CCL Handbook of Leadership Development*, 2010), this topic has received little attention from researchers. While diversity is becoming an increasingly strategic topic in European HR practice, research is behind this development in that we have a lack of concepts, as well as empirical evidence. Diversity matters for leadership development, in a multitude of ways: As content, context, input and output, and as a boundary condition. Moreover, the role of diversity depends on one's perspective on leadership development. In our view, leadership development consists not only training initiatives that remove people from their desk to focus explicitly and fully on the purpose of developing their leadership capability. Rather, it comprises all activities and ways in which leadership learning occurs. As ample research (for a review, see McCall, 2010) has shown, leadership learning occurs mostly in settings that are not explicitly created for that purpose: people's everyday jobs. Around 70-80% of leadership learning happens through challenging job assignments; another 10-20% is based on interpersonal relationships and support from mentors, peers, family members, friends and coaches. Only the remaining 15-5% of learnings are actually developed in formal leadership development programmes. Thus, leadership development needs to comprise all of the above - the development opportunities created through job assignments, vicarious learning and interpersonal support, as well as formal development initiatives.

In this article, we address the role of diversity in leadership development by examining three broad questions: First, how can leadership development help organisations increase and better utilize their diversity? Second, how can leadership development contribute to a fairer distribution of power and leadership among all the social groups in organisations? And third, what role should diversity play in the content of formal leadership development programmes?

Our attempts to answer these three questions are based both on theoretical assumptions and empirical evidence available from research and practice. We do not aim to provide definitive answers. Rather, we aim to synthesize existing knowledge and experience for the benefit of theory development, future research and practice.

13.15-15.15

Paper Session B: Coping with Diversity: Individual Strategies

Discussant: Yves Guillaume

Room Suite 1

B1) Hans van Dijk, Tilburg University
Hans van Engen, Tilburg University

Understanding and managing the consequences of diversity: The role of status

In filling the void on how status relates to the work group diversity-performance literature, we argue that status differences are inherent to differences between group members on member characteristics and/or associated (informational) resources. We propose that status differences can affect group functioning positively as well as negatively and advance a framework in which we suggest that the consequences of work group diversity depend on the interplay between the accuracy, the legitimacy and the stability of the status configuration of a work group. Based on this diversity status-performance framework we provide directions for future research and argue that a focal aspect of managing diversity constitutes of dealing with status differences.

B2) Maddie Wyatt, City University London

Attributional style and careers perceptions amongst minority ethnic managers

The career progression of minority ethnic (ME) employees is a key concern that occupational psychology has yet to address (Kenny & Briner, 2007). There is a clear disparity between the number of ME employees in the UK workforce (8.5%) and those managing to reach senior positions (6.8%; Race for Opportunity, 2008). One approach to improve understanding of the factors that contribute to this differential career progression is to examine the way individuals explain their career experiences. This study therefore uses attributional analysis to investigate whether ME and white managers produce different causal attributions when explaining positive and negative career incidents. Twenty ME and 20 white managers from a large UK public-sector organisation were interviewed using the critical incident technique (Flanagan, 1954). Attributions were extracted from the interview transcripts and coded using the Leeds Attributional Coding System. Mixed ANOVAs and post-hoc analyses were used to examine the resulting codes. ME managers were found to make more attributions concerning negative events, that were more external and uncontrollable than white managers". They made less stable, but more controllable and personal attributions than white managers for positive events. The study demonstrates two key ways these attributional styles may affect career progression: through individuals" own motivation, effort, self efficacy and self-esteem and 2) the impact of spoken attributions on the perceptions of others.

B3) Doyin Atewologun, Cranfield School of Management

Identity work and intersecting identities: Extending diversity research and practice

This study investigates the identity work of senior minority ethnic men and women. Fifteen women and men of black, Asian and mixed ethnicity (BAME) in upper-middle and senior management grades completed journals and participated in follow-on interviews. Sixty-two episodes in which their identities as senior minority ethnic women and men were made salient were analysed. The data indicate that senior BAME people experience identity-heightening events in contexts in which their intersecting identities are affirmed, negotiated or rendered invisible or hyper-visible. They also engage in a process of identity work to make sense of these episodes. An emerging identity work framework illustrating how senior minority ethnic men and women construct their identities in conjunction with social and environmental cues is presented. Contributions to current theorising on diversity management are discussed and practical implications of findings considered.

B4) Yves Guillaume, Aston University,

Ethnic dissimilarity, performance monitoring, individual performance, and the moderating role of ethnic background: A matter of unwillingness for some, and inability for others?

We develop and test a model explaining how and under which conditions ethnic dissimilarity and ethnic background affect individual performance in work groups. Building on a social self-regulation perspective we suggest that low-status ethnic category members become more concerned with meeting work group performance standards and peer expectations when ethnic dissimilarity increases, but generally experience difficulties meeting them. In contrast, high-status ethnic category members generally experience less difficulties meeting work group performance standards and peer expectations, but become less concerned meeting them when ethnic dissimilarity increases. Time-lagged data from 316 members of 69 ethnically diverse work groups supported these propositions.

15.30-17.30

Paper Session C: Managing Diversity in Work Groups Room

**Discussant: Jeremy Dawson
Room Suite 1**

C1) Hans van Dijk, Tilburg University
Hans van Engen, Tilburg University

More than meets the eye: A meta-analysis of work group diversity and performance

In a meta-analysis ($N = 132$ studies) of the work group diversity-performance relationship we call a number of widespread conclusions into question. Arguing against the current understanding that the positive effects of diversity are the domain of job-related dimensions of diversity whereas the negative effects of diversity are the domain of demographic dimensions of diversity, we show that this conclusion is based on biases in subjective ratings of performance and has no basis in objective assessment of performance. We also show that the influence of job-related diversity is contingent on task complexity and that especially job related diversity is more positively related to innovative performance than to in-role performance. In a first meta-analytic synthesis of the diversity faultline literature, we find that in contrast to the often-espoused conclusion that faultlines formed by converging dimensions of diversity are negatively related to performance, faultlines are not reliably associated with performance. We discuss how these results invite a reconsideration of the role of the job related – demographic diversity distinction and more generally put a premium on the further development of our understanding of the contingencies of the effects of diversity.

C2) Natalie Allen, The University of Western Ontario
Helen Williams, Swansea University

Understanding diversity within the temporal context of teams: Examining the surface/deep time-together hypothesis

As many scholars have noted, the picture emerging from the large body of group diversity research is far from clear. Whilst some studies report negative effects of diversity on key group-level outcomes, others report positive or null effects (e.g., Jackson, Joshi, & Erhardt, 2003; Mannix & Neale, 2005; Van Knippenberg & Schippers, 2007). Although undoubtedly there are many reasons for this mixed set of findings (e.g., Van Knippenberg & Schippers, 2007) our paper focuses on the role of time as one potential “key” to the diversity-outcome puzzle. Both within, and across, studies, the groups examined in the diversity literature vary greatly in terms of their “history” or time together. Might this matter? In what follows, we discuss diversity research with respect to one aspect of the team’s temporal context and, in particular, focus on the surface/deep time-together hypothesis.

C3) Eric Kearney, Gisma Business school

How time pressure can prevent teams from leveraging diversity's potential

In recent years, much progress has been made concerning our understanding of the effects of work group diversity (Van Knippenberg & Schippers, 2007). Instead of focusing on main effects of different diversity dimensions – an endeavor that has, for the most part, proved disappointing (Van Knippenberg, De Dreu, & Homan, 2004) – many newer studies have yielded promising insights into when and how diversity is positively associated with team outcomes. The numerous moderators of the diversity-team effectiveness relationship include leadership (e.g., Kearney & Gebert, 2009), outcome interdependence (Schippers, Den Hartog, Koopman, & Wienk, 2003), task interdependence (Jehn, Northcraft, & Neale, 1999), task complexity (Pelled, Eisenhardt, & Xin, 1999), and team member personality (e.g., Kearney, Gebert, & Voelpel, 2009).

Nevertheless, there is at least one theoretically and practically important potential moderator of the diversity-team performance variable that has received surprisingly little attention – time, and in particular the degree of time pressure. To the best of my knowledge, only two studies in the extant literature have addressed the influence of time on the functioning of diverse teams. Harrison, Price, & Bell (1998) found that, over time, the effects of surface-level (demographic) diversity on group social integration became weaker and the effects of deep-level (attitudinal) diversity became stronger. Harrison, Price, Gavin, & Florey (2002) extended this work by showing that collaboration (spending time performing together) attenuated the effects of perceived surface-level diversity and intensified the impact of perceived deep-level diversity.

But more research is needed on how time affects the diversity-team outcomes relationship. Going beyond examining merely the passage of time as a moderator, in the present work I investigate how the extent of time pressure affects the association between team diversity and team performance. I argue that high time pressure in newly formed groups decreases the likelihood of positive effects of team diversity. Time pressure prevents team members from engaging in the kind of information elaboration and discussions that would enable them to adequately understand others who hold different perspectives, inhabit different “thought worlds” (Dougherty, 1992), exhibit different problem-solving approaches, and have had different cultural and educational socialization experiences. In samples of three-person student teams, I examined this assumption with respect to one type of demographic diversity (cultural background heterogeneity) and one job-related diversity dimension (educational specialization). In each case, as hypothesized, diverse teams did worse on problem-solving tasks than did homogeneous teams when time pressure was high, whereas there was no performance difference between diverse and non-diverse teams when time pressure was low. I discuss the theoretical and managerial implications of these findings and conclude that time pressure merits continued research attention, as it may seriously constrain the possibility that teams leverage the potential that diversity entails.

C4) Astrid Homan, VU University ,Amsterdam

Relationship-oriented leadership in diverse teams

Three studies examined the role of leadership behaviors in diverse teams. Based on the Categorization-Elaboration Model (van Knippenberg, De Dreu, & Homan, 2004), we argue that diverse teams might benefit more than homogenous teams from relationship-oriented leadership behaviors. Relationship-oriented leaders might limit the negative group processes that can result from categorization processes diverse teams. Studies 1a and 1b focus on the relationship-oriented leadership preferences of members of heterogeneous versus homogeneous teams. Results show that participants faced with the prospect of working with a diverse team have a higher preference for a relationship-oriented leader than participants who are presented with a homogeneous team. In

Study 2, we aimed to test whether this preference indeed translated into better outcomes for diverse teams. An interaction between group diversity and relationship-oriented leadership behaviors shows that within diverse, but not homogeneous, teams, high relationship-oriented leadership behaviors are beneficial to team processes.

17.30-18.00

Discussion
Room Suite 1

FRIDAY**9.00-11.00****Paper Session D: Diversity Management Practices in Specific Contexts
Room****Discussant: Cinzia Priola
Room Suite 4A****D1)** Cinzia Priola, Aston University**Diversity strategies in higher education: An international comparison**

The paper presents and assesses the literature associated with organisational diversity policies and strategies in relation to recruitment and selection of staff. Empirically it will present two case studies discussing the institutional policies and strategies aimed at managing diversity and reducing inequalities and discriminations. Such strategies are compared to the practical aspects of faculty diversification at two universities, one based in the U.K. and one based in the U.S.A. The primary purpose of this paper is therefore to review the policies and the practical procedures Higher Education (HE) applies towards workplace diversification while drawing on prior research and theoretical underpinnings of diversity, as well as, on the two case studies examples. Our objective is to provide common ground for HE diversity policies associated with recruitment and selection models.

D2) Raluca Cionabu, Lumière University Lyon France**Diversity and knowledge transcendence: Case of French company to Romanian subsidiary and Sub-Contractors**

Diversity and knowledge transcendence plays an important role in multicultural context and this always lead to productivity. In this paper, we propose an issue of transfer of competencies in a multicultural context from an ethnographic study conducted in an organisational environment. Our study is based on the activity of the Romanian subsidiary of the French company Salomon and more particularly within one of its eight subcontractor factories. In a comparative view guided by the anthropological works of Wisner (1985) and informed by activity theories (Engestrom, 1999; 2000), we studied how (difficulties, restraints, terms) different forms of competencies are transferred from one country to another in one unique transcendence and from a collective work to another one using the technical artifacts.

D3) Cristina Butler, Kingston University**Managing Equality and Diversity in Health Care: The case of ethnic monitoring at St George's NHS Trust**

The collection and use of ethnic group data on patients, service users, and staff is the foundation on which NHS bodies and councils with social services responsibilities can assess and address health inequalities, difficulties in access and discrimination experienced by some black and minority ethnic individuals and communities'. It is also the foundation by which they can assess and address workforce gaps and biases ...' not only through temporary measures, but also ultimately through improved organisational design (DH, 2005).

There are few studies (e.g., Jones, 2008; Southwest London and St George's Mental Health NHS Trust, 2006) which show how ethnic monitoring can be used to improve organisational design in the

healthcare sector, for example, by exploring certain patient and staff groups' journeys and capturing why they are privileged or disadvantaged in relation to other groups, although there are a few studies reporting on targeted interventions. It is known, though, that different ethnic groups take different paths through the healthcare system. For example, black and minority ethnic groups are less likely to enter mental health care via general practitioners with some being more likely to enter via the criminal justice system and others having difficulty accessing services at all (e.g., Burnett et al, 1999; Cole et al, 1995; Shashidaran, 2003).

The specific aim of this study, currently at the data collection stage, is to identify how a case study example, St. George's Hospital NHS Trust (STG), can effectively use ethnic monitoring to inform the care planning and provision of services within the organisation's overall design to reduce health inequalities. The more general aim of the study is to develop a generic framework for implementing vertically and horizontally integrated care pathways which address issues of equality and diversity in health care. Findings will be available in June 2010.

D4) Kiraz Öcal, Middlesex University

Evaluation of issues involved in managing diversity in organisations in a global context

This paper seeks to capture a comprehensive range of theoretical frameworks and empirical studies on diversity management issues based on Gardenswartz and Rowe (1998) four layers on diversity. The focus will be on internal layer which contains age, gender and race. The paper examines how organisations approach the issue of diversity in the workplace and aims to identify the implementation of diversity management practices in organisations which operate in an international environment. The further focus is going to be on the journey of US multinational corporations' (MNCs) diversity policies to host countries with different demographic patterns and legal traditions which may cause a problematic application process. In short, the paper analyses and compares the different paradigmatic perspectives on diversity and organisational practices.

9.00-11.00

Paper Session E: The Effects of Work Group Diversity on Group Processes and Group Performance

Room

Discussant: Claudia Sacramento

Room Suite 1

E1) Sebastian Stegman, , Goethe University

Birds of a feather flock together and opposites attract – Organic and mechanic forms of solidarity and their relationship to intergroup collaboration

Diversity is an important and ubiquitous feature of modern organisations. Managing this diversity is a difficult task, because diversity can have both beneficial as well as detrimental effects on groups and the people therein. So far, however, only little is known about the boundary conditions determining what kind of effects will occur in a specific situation. Recent meta-analytical findings underline the role that attitudes towards diversity play in this respect. Specifically, holding a favorable attitude towards diversity helps utilizing diversity's benefits while avoiding its downsides. However, this effect is not uniform across studies. In the present article we therefore take a closer look on the way diversity is conceived in organisations and on how this affects the collaboration between teams from the same organization. Following Emil Durkheim's classic theory, we propose that there are two ways

of framing diversity and that each way can result in a specific form of solidarity within the organization. First, diversity can be seen as an adverse deviation from a common rule or norm. The absence of such deviations can result in a form of solidarity that is based on the similarities of group members – mechanic solidarity. Second, diversity can be seen as a valuable asset of the group. When seen from this angle, meaningfully orchestrated differences within a group can create another form of solidarity – organic solidarity. Both forms of solidarity do not necessarily exclude one another, but rather can coexist (e.g., with regards to different kinds of diversity within the same organization). Whether solidarity arises from being similar or from being different, both forms are likely to influence the way in which people deal with diversity and, thus, the collaboration within the organization. We developed scales to measure each kind of solidarity and applied them in a sample of employees of a German university (N = 166; longitudinal survey) and in a sample of employees of a Taiwanese hospital (N = 591; nested within 60 teams). As one focal outcome variable in both studies we asked for the quality of inter-team collaboration. The results of confirmatory factor analyses corroborated the hypothesis that mechanic and organic forms of solidarity are indeed distinct constructs.

Furthermore, both forms of solidarity were distinct from, although related to, the identification with the organization at large. Using standard regression analysis, we found that the forms of solidarity predicted unique variance in the quality of inter-team collaboration, even after taking into account, for example, identification with the organization, team climate, or organisational support for team-work. Based on these results, we suggest a qualitative extension to traditional models of managing diversity within social categories. Specifically, it is sometimes recommended that conflicts arising from differences within a social category can be overcome through enhancing the – relatively quantitative – degree of identification with the social category at large. Our results imply that the – more qualitative – way in which differences within such a category are perceived by the members and the resulting forms of solidarity can provide an additional option to steer diverse organisations towards beneficial outcomes.

E2) Sylvia Manchen-Spoerri, Zurich University of Applied Science

Language Diversity in cooperative work processes of task-oriented teams

Our paper concerns methodological questions as to how language diversity can be integrated in diversity research and what contribution linguistics can make to improve the understanding and management of diversity in organisations. We are drawing on data and analyses from our current research project on linguistic diversity in team work processes in Enterprises (partial multi-national), in which a multi- and transdisciplinary approach is taken, linking linguistic issues with research on team performance in multicultural and multilingual teams and organisations.

In the following, we firstly describe the theoretical and practical background regarding our research project (section 2); secondly we relate the research questions which specifically link linguistic and organisational problems (section 3); thirdly we describe the research design developed in order to take into account operational and microeconomic organisational factors as well as linguistic conditions and outcomes (section 4); fourthly particular attention is given to the functional-pragmatic framework employed in our linguistic analyses (section 5); finally, we report preliminary findings on case studies with our Practice Partners (section 6) and draw some conclusions setting directions for our further research work (section 7).

E3) Bertolt Meyer, University of Zurich
Meier Shemla, TU Dresden

A note of caution against treating diversity faultlines as social category salience and against treating diversity beliefs as a trait

In this paper, we tested two implicit assumptions from diversity research: That faultlines

are synonymous to social categorizations and hence detrimental for group performance in diverse groups and that diversity beliefs are a stable trait. In a laboratory study, we found that experimentally induced faultlines were not related to perceptions of salient social categories. Further, perceptions of social categories moderated the relationship between diversity faultlines and an observational measure of information elaboration. In another study with longitudinal field data, we tested whether diversity beliefs change over time as a result of experiences with a team. Results showed that diversity beliefs predict team performance only if they are elicited in close temporal proximity to the performance measure, and that current diversity beliefs are shaped by prior diversity beliefs and prior identification with a diverse teams. Theoretical and practical implications are discussed.

E4) Meier Shemla, TU Dresden
Eric Kearney, Gisma Business school

Does perceiving differences in teams makes us feel less alike: The moderating role of diversity and identification on affective linkages in work teams

To examine the role of team diversity in facilitating the sharing of affect within teams, we studied intact teams in different organisations in Germany and in Israel using a repeated-measures design that allowed us to track variations in affect over time. The results of Study 1 (170 employees in 33 teams) show that the average affective state of the other team members was related to an individual team member's affect. In addition, we found that these affective linkages were moderated by subjective team diversity such that the linkages were stronger in teams with lower subjective diversity. In Study 2 (304 employees in 61 teams) we replicated the findings of Study 1 and extended them by including an additional moderator, team identification. Using hierarchical linear modeling, we found that team identification moderated the influence of subjective diversity on affective linkages. These results highlight the importance of team characteristics in shaping affective linkages. The findings contribute to the literature on team diversity by showing that team identification may buffer the detrimental effects of subjective team diversity on affective linkages within teams.

11.15-13.15

Paper Session F: Managing Diversity in Organisations

Discussant: Cinzia Priola
Room Suite 1

F1) Stephan Böhm, Cranfield School of Management

The impact of age related human resource practices on age-diversity climate and its potential performance consequences

The present study investigates the emergence and the performance effects of age-diversity climate at the organisational level of analysis. Building upon theories of signaling and collective sensemaking, we hypothesize a positive effect of age-related HR practices on the development of an organisational-level age-diversity climate. Secondly, we employ theories of social exchange and perceived organisational support to argue for a positive effect of a pronounced age-diversity climate on the overall performance of an organization. The assumed relationships are tested in a sample of 70 German small and medium sized companies with 3,750 participating employees. To circumvent common source problems, information for the different constructs were gathered from three different sources. To test our assumed relationships, we applied structural equation modeling and executed bootstrapping procedures to test the significance of the indirect effects. We received support for all assumed relationships. The paper concludes with practical recommendations on how to establish and make use of a positive age-diversity climate.

F2) Astrid Podsiadlowski, Vienna University of Business and Economics

Managing cultural diversity: Personal and organisational impact

With increasing globalization and migration the management of cultural diversity in organisations is becoming more and more important. Little research has investigated the effects of relational demography at the organisational level and its link to diversity management. Our goal is to find out which personal and organisational factors influence a diverse workforce composition and the implementation of diversity management (DM) measures and subsequently performance assessment. We present findings from three studies with employers in New Zealand. We specifically consider the role of primary decision makers in diversifying their workforce and implementing DM measures. In study 1, we examine structural diversity effects on performance assessment and implementation of diversity management measures (N=100). In study 2 we explore reasons for employing and actively managing culturally diverse workforces (or not) in 18 in-depth interviews. Studies 1 and 2 highlight the importance of personal approaches by primary decision makers. Study 3 sampled top managers (N=141) from different geographical regions and industries. Results showed that a) managers' personal approach has a positive effect on employing culturally diverse people and actively managing a culturally diverse workforce, and b) organisational size and profitability had negative effects on diverse workforce composition whereas public and international organisations implemented more DM measures. Furthermore, our findings revealed that a diverse workforce composition and diversity management affect performance assessment positively. Based on those findings, we discuss the different organisational and national mechanisms to diversify and manage diversity as well as the relevance of personality and attitudes of primary decision makers. Our discussion derives possible implications for organisations on how to manage diversity effectively.

F3) Jeremy Dawson, Aston Business School

Why organisational and community diversity matter: The emergence of incivility and organisational performance

Integrating sociological and psychological perspectives, this research considers the value of organisational ethnic diversity as a function of community diversity. Employee and patient surveys, census data, and performance indices relevant to 142 hospitals in the United Kingdom suggest that intra-organisational ethnic diversity is associated with reduced civility toward patients. However, the degree to which organisational demography was representative of the community demography was positively related to civility experienced by patients and ultimately enhanced organisational performance. These findings underscore the understudied effects of community context, and imply that intergroup biases manifested in incivility toward outgroup members hinder organisational performance.

14.15-14.45

Closing Address: Prof. Michael West

Room Suite 1

14.45-15.30

Discussion

Room Suite 1

15.30-16.00

Farewell