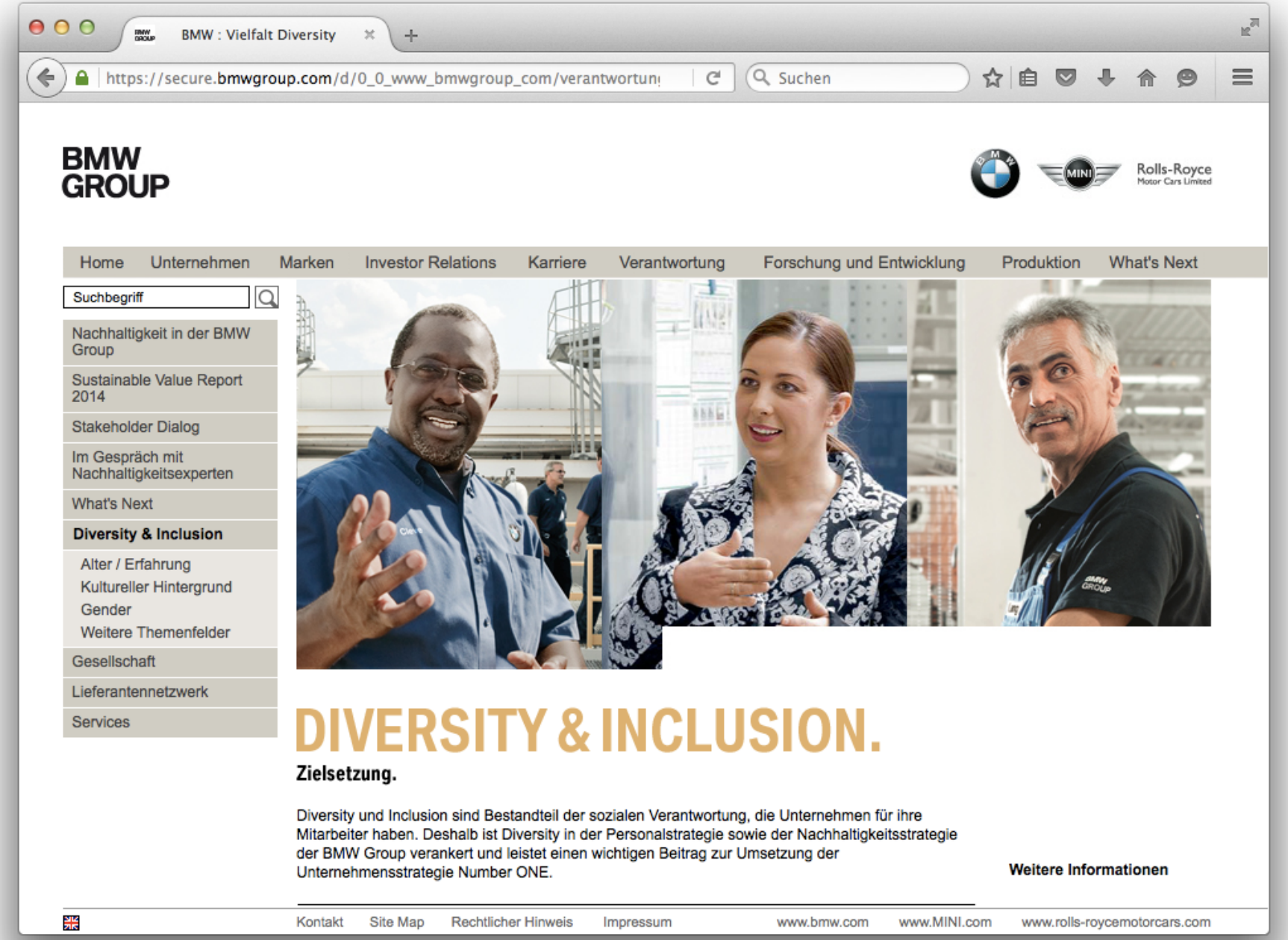
Open Organizations and Organizing Openness

Openness and Inclusion

Leonhard Dobusch

May 03, 2019
University of Innsbruck



Screenshot: https://secure.bmwgroup.com/d/0_0_www_bmwgroup_com/verantwortung/diversity_inclusion/vielfalt.html

<1>

Dobusch, L. (2014).
How exclusive are inclusive organisations?

Selection of questions provided by students:

Group I

- Is there any case in which inclusion could be considered as an undesirable goal and exclusion as desirable?
- „The focus on exclusion as a social problem and inclusion as its solution dominates the related empirical research.“ (P.224) - What could be an example where the opposite is the case?

Group II

- Does diversity go beyond increasing the number of different identity-group affiliations?
- What are 'partial inclusions' in organizations and how do they arise?

Selection of questions provided by students:

Group III

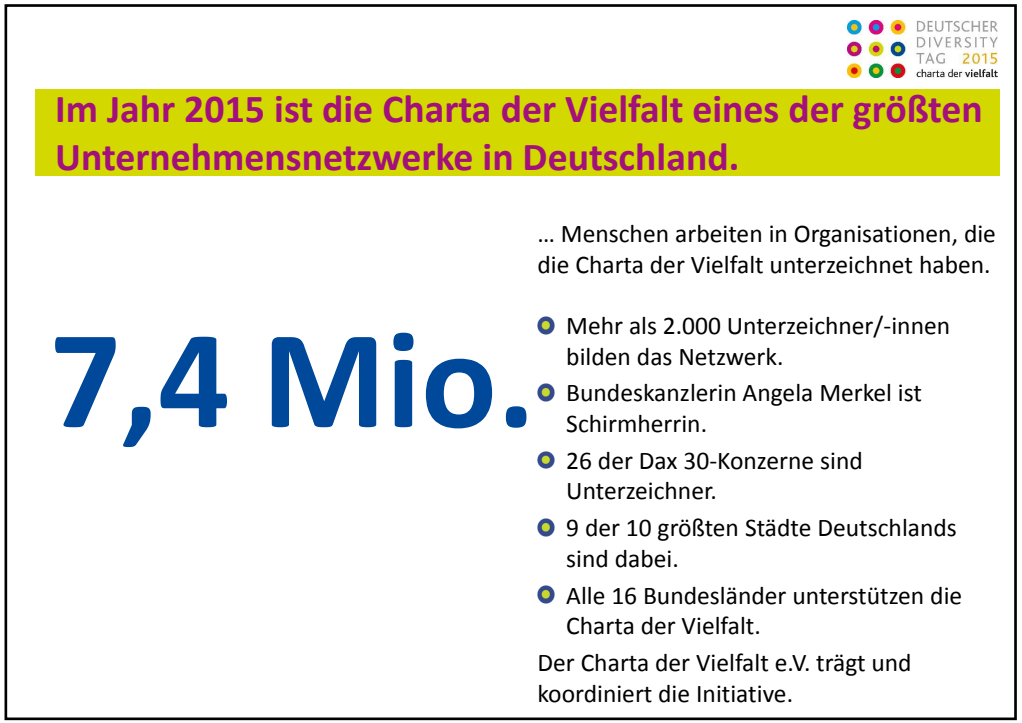
- Can you find similarities between inclusion and participation? Do they have the same goals?
- "Is an inclusive organisation only desirable when it is accompanied by gains in efficiency?" (p.228) Which other advantages for an organization come with inclusion?

Group IV

- How exactly would inclusion in and exclusion from organisations „significantly influence life opportunities“?
- Should inclusive organizations be a goal for our society to reduce social inequalities?

Business Case vs. Moral Case?

Example: German Diversity Charter



Charta der Vielfalt e.V., 2015: Factbook Diversity. Positionen, Fakten. Argumente, p. 80.

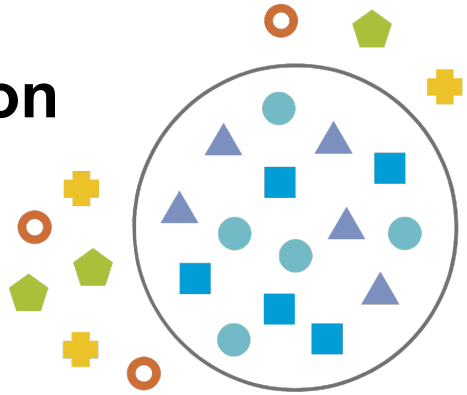
- biggest business network in Germany with 2000+ member organizations
- sponsored by Federal Chancellor Merkel
- signed by 26 of the 30 DAX companies
- signed by 9 of the 10 biggest cities

<2>

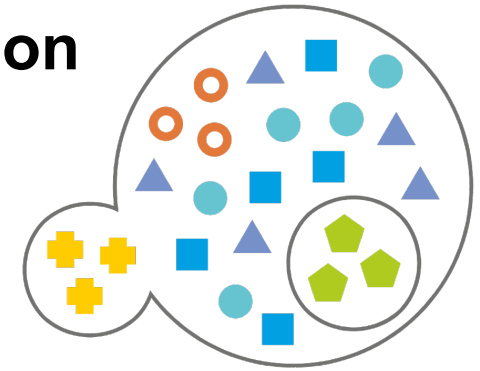
Shore, L. M. et al. (2011). Inclusion and diversity in work groups: A review and model for future research.

Exclusion, Separation, Integration, Inclusion

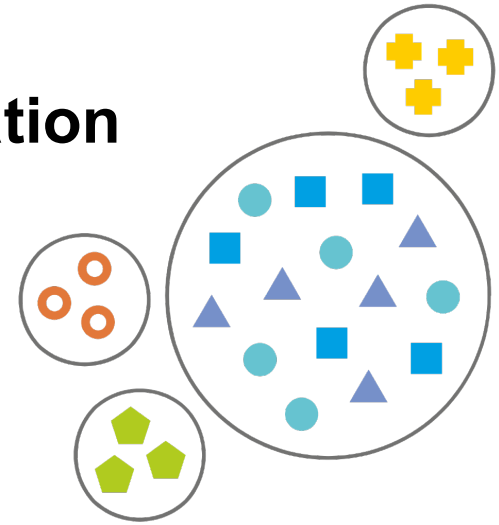
Exclusion



Integration



Separation



Inclusion

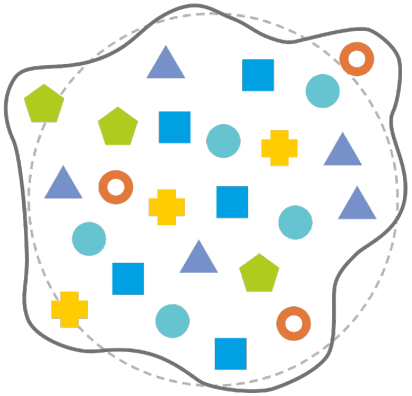


Image: https://commons.wikimedia.org/wiki/File:Stufen_Schulischer_Integration.svg, CC 0

Selection of questions provided by students:

Group I

- Employees demand equal opportunities for everybody, but there is also the claim to especially support marginalized groups/minorities. How can leaders fulfil the demands for equality and equity?

Group II

- Davidson and Proudford (2008) suggest that that there are patterns of resistance to diversity by majority and minority members. What could be possible reasons of majority and of minority members to resist diversity?

Selection of questions provided by students:

Group III

- Could the claim for inclusion in the mangerial discourse be understood as a claim for introducing human rights to work life?

Group IV

- The framework presented in the articles refers to belongingness and uniqueness that both contribute to create feelings of inclusion. What specific kind of actions could foster those two and hence encourage inclusion?

Contacts

universität innsbruck

E-Mail: Leonhard.Dobusch@uibk.ac.at

Twitter: @leonidobusch

Web: bit.ly/LD-UIBK // dobusch.net

Research blogs:
osconjunction.net
governancexborders.com