

Open Organizations and Organizing Openness

Openness and Inclusion

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May 03, 2019
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Nachhaltigkeit in der BMW Group

Sustainable Value Report 2014

Stakeholder Dialog

Im Gespräch mit Nachhaltigkeitsexperten

What's Next

Diversity & Inclusion

Alter / Erfahrung

Kultureller Hintergrund

Gender

Weitere Themenfelder

Gesellschaft

Lieferantennetzwerk

Services

DIVERSITY & INCLUSION.

Zielsetzung.

Diversity und Inclusion sind Bestandteil der sozialen Verantwortung, die Unternehmen für ihre Mitarbeiter haben. Deshalb ist Diversity in der Personalstrategie sowie der Nachhaltigkeitsstrategie der BMW Group verankert und leistet einen wichtigen Beitrag zur Umsetzung der Unternehmensstrategie Number ONE.

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[www.bmw.com](#)
[www.MINI.com](#)
[www.rolls-roycemotorcars.com](#)

<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



Im Jahr 2015 ist die Charta der Vielfalt eines der größten Unternehmensnetzwerke in Deutschland.

7,4 Mio.

... Menschen arbeiten in Organisationen, die die Charta der Vielfalt unterzeichnet haben.

- Mehr als 2.000 Unterzeichner/-innen bilden das Netzwerk.
- Bundeskanzlerin Angela Merkel ist Schirmherrin.
- 26 der Dax 30-Konzerne sind Unterzeichner.
- 9 der 10 größten Städte Deutschlands sind dabei.
- Alle 16 Bundesländer unterstützen die Charta der Vielfalt.

Der Charta der Vielfalt e.V. trägt und koordiniert die Initiative.

- ▶ 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

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



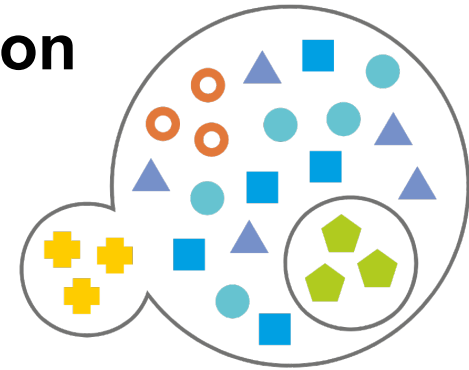
Shore, L. M. et al. (2011). Inclusion and diversity in work groups:
A review and model for future research.

Exclusion, Separation, Integration, Inclusion

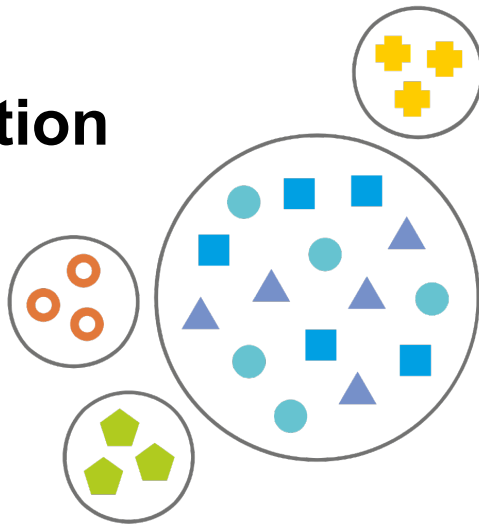
Exclusion



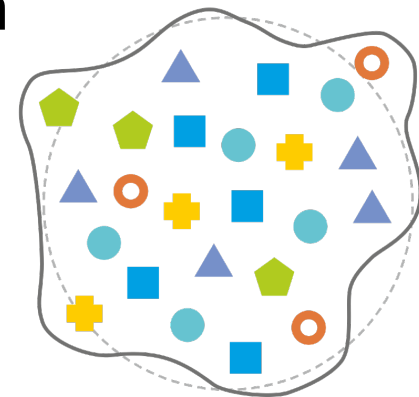
Integration



Separation



Inclusion



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 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 managerial 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?

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