**Stream title**:

**THE DEVELOPMENT OF INCLUSIVE LEADERSHIP PRACTICE AND PROCESSES**

**Stream Organisers**:

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**Stream Outline**:

In contrast to exclusive workplaces where individuals or groups need to conform to pre-established “mainstream” value systems and ways of doing things, inclusive workplaces are based on a collaborative, pluralistic, co-constructed, and coevolving value frame that relies on mutual respect, equal contribution, standpoint plurality (multiple viewpoints), and valuing of difference. Inclusive organizations function multiculturally, where “there is equality, justice, and full participation at both the group and individual levels … [and] … differences of all types become integrated into the fabric of the business, such that they become a necessary part of doing its everyday work. (Holvino, Ferdman, & Merrill-Sands, 2005, p. 248).

It can be argued that inclusive leadership is good practice, and that **all leaders and leadership** **should be inclusive.** It follows then that for **leadership development to be really effective it also should be inclusive.** It can be furthermore argued that for leadership development to be done in an inclusive manner it must be done in a systemic way. Also, for leadership development to be done effectively in such a system, the system must be inclusive (inclusive organizational culture) with a climate of respect, equality and fairness that fosters safe learning/working spaces. An inclusive organizational culture and a climate of respect and a safe learning environment are enabling factors or prerequisites for leadership development to be done in an inclusive manner (Booysen, 2012)

This stream will focus on theory, practices and processes of inclusive leadership development.

**Possible Themes to Include**:

Paper submissions can be focused on:

* How inclusive leadership can be developed
* How inclusive workplaces are created
* How leaders and collectives can become more inclusive
* What contextual elements affect the possibilities of inclusive leadership development?

**Questions to consider for this stream are :**

* What do we know and what can we suggest about how to fully take account of inclusion in leadership development systems?
* Can traditional leadership development processes be used to develop inclusive leadership or do we need to develop different processes for inclusive leadership development ?
* How should organizations do leadership development in a way that both develops inclusive leaders and that is in itself inclusive ?
* How does one create organizationally sustainable inclusive leadership practices, particularly, in multi-national corporations?
* What might incent leaders/organizations to leave hierarchical practices behind and invest in inclusive leadership practice?
* How can inclusion be affected outside the organization, with stakeholders, communities, societies, nations and globally?
* In what way do historical patterns of non-inclusiveness impact the perceptions and efficacy of inclusive leadership development practices?

**Key words**: inclusion, inclusive leadership development, respectful relational practices, inclusive workplace practices, sustainable inclusion, leader development, leadership development

**Publication partnerships of EDI 2013 Athens conference**

Associated to this conference are British Journal of Management, Cross-Cultural Management : an International Journal ; Equality, Diversity, Inclusion: an International Journal, and the European Journal of Industrial Relations. Pre selected best papers of the conference will be submitted to these journals who will process them according to their usual standards.

Relevant papers will be eligible to be included in edited book of “Equality, Diversity and Inclusion in practice: Where are we? Where are we going? How can we get together?” (to be published in 2014 with Edward Elgar), under the chief-editorship of Olivia Kyriakidou

Stream organizers are also advised that the book series Equality, Diversity and Inclusion at Work (Book series by Emerald) headed by Professor Mustafa Özbilgin is associated to the conference and relevant stream proposals will be eligible for this book series subject to acceptance decision by professor Özbilgin who will attend the conference.

**References**

Holvino, E., Ferdman, B. M., & Merrill-Sands, D. (2004). [Creating and sustaining diversity and inclusion in organizations: Strategies and approaches](http://bernardoferdman.org/Articles/Holvino%20Ferdman%20and%20Merrill-Sands%202004.pdf). In M. S. Stockdale & F. J. Crosby (Eds.), *The psychology and management of workplace diversity* (pp. 245-276). Malden, MA: Blackwell.

Booysen Lize, A.E. (2012). The Development of Inclusive Leadership Practice and Processes in Ferdman, B & Deane, B (ed.) *Diversity in the Workplace: The Practice of Inclusion*: San Diego: Jossey-Bass.

**Bios of Stream Organisers:**

**Prof Lize Booysen** is Professor of Organizational Behaviour and Leadership at Antioch University, teaching on the PhD in Leadership and Change program. Lize is an internationally recognized scholar in the field of diversity, race, gender, and leadership, an Executive Coach, and Management Consultant. She holds a doctorate in Business Leadership from the University of South Africa, as well as master’s degrees in Clinical Psychology, Research Psychology, and Criminology, all with distinction. Dr. Booysen is also adjunct faculty at the Center for Creative Leadership, Greensboro, North Carolina, and USA and has been involved in the 12-nation Leadership Across Differences (LAD) research project steered by the CCL. She participated in the GLOBE 65-nations research project on leadership, national culture and organizational practices, steered by Wharton Business School at the University of Pennsylvania. Lize is the current Chair of the Business Leadership Member Interest Group of the International Leadership Association (ILA).

Prior to joining Antioch in 2009, Lize was Professor at the Graduate School of Business Leadership (SBL), University of South Africa since 1992. She served on the SBL Board of directors from 1999 to 2006; she held the portfolios Director Human Resources Development, and Academic Director and Research Manager at the SBL. Lize was also the Editor of the « South African Journal of Labour Relations » from 2006 - 2008. She has published widely in the field of diversity, race, gender, and leadership.

**Prof Nancy Papalexandris** is Professor of Human Resource Management and Director of the MSc Programme in Human Resource Management of the Athens University of Economics and Business. She served as Vice-Rector for Academic Affairs and Personnel of her University for the period 2001-2007 and has represented the Greek Rectors’ Conference at the European University Association.

She studied Business Administration and obtained a Master’s Degree from New York University and a Ph.D. from the University of Bath, School of Management in the U.K. She has taught various subjects including Human Resource Management, Comparative Management, Public Relations, Organisational Behaviour, Women in Management, Corporate Social Responsibility and Entrepreneurship. She has also taught in various E.U. Universities and in post-training and management development seminars in Greece and abroad. She has served as University evaluator and PhD examiner in various Universities outside Greece.

 She has published books and articles in various international journals and has organized and participated in a number of international conferences. She is a member of the editorial board of the academic journals “Employee Relations” and “Journal of Change Management”.