

## **Leadership in Creating, and Sustaining Diversity Synergies**

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### **Stream outline:**

Diversity management in organisations is a growing phenomenon, yet with globalisation on the increase and the demand for sustainable HRM/HRD practices, there is a modicum of research on Management/Leadership in Creating and Sustaining Diversity Synergies. For example, what role do line managers with HRM/HRD responsibilities play in synergising diversity? With diversity management showing no signs of abating, organisations would need to ensure that line managers are well equipped, and keen to take on another major HRM role, and be strategic in the way that they manage the process.

Questions regarding the line manager's HRM/HRD role have continuously risen (Cunningham et al, 2003, Hales, 2005), particularly in manufacturing/engineering industry. This has become more evident as organisations continue to expand their core people management responsibilities. Furthermore, evidence of their performance of the role has revealed that many line managers, regardless of the industry and sector, are ill equipped to perform their HRM/HRD duties (including managing the psychological contract vis-a-vis diversity and empowerment) to the required standard. HRM Strategies, (which encompass key factors influencing line managers' performance) have been recommended (Hutchinson, and Purcell, 2003, Martins, 2007) for providing support in order to have a significant impact on their performance in this regard.

In view of the burgeoning diversity of employees and the psychological contract becoming increasingly complex, it is important to consider diversity management in context with the management/leadership role line managers play in; creating, synergising diversity and, the organisational support rendered in sustaining diversity synergies. This stream will therefore examine the role of line managers in creating, and synergising by critically analysing several interrelated themes:

- Teams, Culture, and Respect
- Diversity Management
- The Line Manager's HRM/HRD Responsibilities
- Managing the Psychological Contract
- Strategic HRM and Flexibility
- Synergising the Diversity Complexity: Effective Management and Leadership
- Benchmarking Diversity Management

(These topics are included (but not restricted))

### **Stream Questions:**

Diversity Management: A core HRM/HRD responsibilities of Line Managers?

How can a synergised diversity culture be created and sustained? Is a strategic approach required?

Is benchmarking Diversity Management necessary for developing for sustainable policies?

### **Keywords:**

Management and Leadership, Managing Diversity, Strategic HRM, Policy Development, Psychological Contract

### **Publication plans:**

Edited Book titled Synergising Diversity

Proposal for a special issue in International HRM Journal, and

Proposal to develop a Website for Podcasts and Discussion boards

Research social network site

**Stream Design:** Podcasts and round table discussions