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Stream 14

Culturally Sensitive Approaches to Management, Leadership and Diversity

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Stream outline:

Leadership is one of the most debated aspects of business and contemporary organisations. Much has been said on corporate leaders and what defines them as ‘successful’ or ‘effective’. However, current leadership models are usually devised within a homogeneous, (North American) westernised, white male-oriented paradigm (Lumby, 2007). Theorists have noted the inadequacy of many leadership perspectives, urging a move from ‘colonial’ models of managing ‘otherness’, to incorporate ethnic voices (Gilborn, 2004; Lopez, 2003; Osler, 2006) and culturally sensitive approaches (Khalifa, Gooden, and Davis (2016). Other significant challenges to this unitary perspective have been introduced in the ‘real world’, notably following the election of Barack Obama. For example, culturally responsive school leadership (CRSL) has become important to research on culturally responsive education, reform, and social justice education (Khalifa et al, 2016). These authors suggest a framework that seeks to make not only teaching, but rather the entire school environment, responsive to the schooling needs of minoritized students. Incidentally, these approaches also have relevance across a range of settings, including contemporary organisations and higher education institutions. For instance, in all of these cases, leaders can benefit the organization by increasing their critical self-awareness and community advocacy, just two aspects of CRSL.

These suggested changes have implications for current discourse in leadership theory and practice such as ‘authentic leadership’ (Goffee and Jones 2005), ‘distributed leadership’ (Diamond 2007) and ‘aesthetic approach’ (Hatch et. Al. 2005). For instance, what are the implications of ‘authenticity’ for non-prototypical leaders like Black, minority ethnic (BME) individuals? What are the implications for shared leadership in the context of power dynamics

inherent in cross-identity group relationships? With increasing globalisation, cultural and ethnic diversity, new leadership models ought to draw upon a wider notion of leadership, potentially encompassing a wider range of leadership styles from different societies and cultures. Surely, the time is ripe to reflect upon and evaluate the western model / concept of leadership, and to, more importantly, create a space for alternative models of leadership acknowledging the multiple permutations of diversity, equity, and inclusion across the world.

Considering the embryonic and exploratory nature of much of the research in this area the authors would like to invite researchers and evidence-based practitioners to engage in a 'conversation' on the diversity-related implications of leadership practice and theory in an international context. Specifically, we will be looking to invite established researchers as well as those earlier in their research careers to submit theoretical and empirically informed papers for a series of presentations and round table discussions. Authors are encouraged to consider questions for open discussion and debate such as practical or theoretical issues needed to advance thinking or research in the area.

Possible themes include:

- The intersection of facets of diversity with leadership (e.g. black women leaders)
- Culturally Responsive Leadership
- Anti-racist Leadership
- School-Community Engagement
- Corporate Social Responsibility
- The absence of Black Minority Ethnic leaders
- The challenges faced by minority leaders
- Organisations' roles in developing BAME leaders
- The case for Black Minority Ethnic -only leadership development programmes
- Potential learning from other established leadership literature streams such as women in leadership
- New models of leadership drawing on spirituality, creativity, ethics and aesthetic
- Leaders in the community and relevance to organisational leadership

Key words:

Diversity, leadership, management and culture

Publication plans:

An article in the British Journal of Management Studies, International Journal of Human Resource Management

Submissions to the stream can be in the form of long abstracts (up to 1500 words), developmental papers (3000-5000 words, including references) or full papers (no length restrictions) by the deadline of 1 March 2021. Please process your registration and paper submission online via www.edi-conference.org