



Equality, Diversity and Inclusion Conference 2022

Cape Town: Disruption

Stream 10:

Authenticity and Atypicality

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Paper submissions for this stream to be emailed in Word format to:

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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 15 March 2022. Please process your registration and paper submission online via the [EDI registration page](#).

In the 2022 theme, EDI conference will seek ways to expand the knowledge in Equality, Diversity, and Inclusion from the perspective of “Disruption.” The term disruption has come into our everyday lives with the Covid-19 pandemic which causes significant social and economic changes. Accordingly, businesses and organizations continue to cope with racism, social inequality, environmental crises, exploitation and injustice induced by unregulated use of technological developments.

The diversity of the workforces has long been recognized for its great potential to enrich the organizational effectiveness (e.g: Cox and Blake, 1991; Sicilliano, 1996; Nishii et al., 2018). However for those benefits to be accrued diversity needs to be managed effectively through carefully crafted interventions. We focus on such scholarly and practitioner interventions that pursue inclusion of atypical workers to enhance work environments and outcomes (Shore et al., 2018). Although challenges in diversity continue for historically underrepresented groups, in today’s work environment, organizations are gradually becoming more and more diverse in terms of demographics and culture (Shore et al., 2018). In this context, those individuals who can retain their authenticity and who can fit in these diverse work settings could realise their full potential at work. Thus, the relationships among diversity, authenticity and atypicality, and inclusion is important for both industry practitioners and scholars.

However, in the era of disruption, recent studies which keep their finger on the pulse of organizations in terms of diversity and inclusion, reported that when the pandemic hit, women were 1.8 times more likely than men to lose those jobs (Madgavkar et al., 2020). Moreover, in majority-white countries, the research indicated that people of color are worried about workplace health and safety, as well as career progression and balancing responsibilities at home (Ellingrud et al., 2020). Positive climate,

communication, relationships, and positive meaning to support agile and humanistic decision making are needed in disruptive workplace environments and crises to maintain the positive impact of the organizations (Smith et al., 2021). However, regardless of its nature (technological, social, or economic), disruption seems to create a new normal and a new reality that cannot be sufficiently explained by existing concepts and theories where both the practice and the academia need new concepts, theories, assumptions, practices, and should expand the knowledge to cope with the increasing stream of disruptions humanity is facing.

In its 15th year, EDI is uniquely interested in how management and organizations can work under the economic, social and technological disruptions. This research stream proposal is particularly positioned to seek the impact of atypicality and authenticity in new theories that can help to cope with disruption. Intellectually stimulating yet elusive and complex, authenticity is an alignment between one's internal sense of self and externally demonstrated behaviours (Harter, 2002) and it refers to a claim for novelty and originality, a collective identity, a tradition, or that an object is what it appears to be (Trilling, 1972; Lehman et al., 2019; Peterson, 2005). As organisations become increasingly diverse, it is no longer certain when authenticity is an accepted attribute for leaders, or how leaders from different backgrounds may experience their authentic selves (Alter, 2017; Cottrill et al., 2014; Samdanis and Ozbilgin, 2020).

Managing diversity by providing an inclusive environment and fostering equality are among the critical success factors of organizations in terms of retaining the talent, which in turn, enhance the effectiveness of the entire organization (Shore et al., 2018). Accordingly, we invite theoretical and empirical papers that address these and related issues. The following is a suggested but not exclusive list of possible areas:

- How can leaders support diversity? How can “coaching for diversity” and “leading for diversity” be addressed in the new normal and disruption?
- Dark side of disruption and diversity; how is the diverse workforce affected by disruption?
- How can authenticity be effective in defending diversity? (Resisting against diversity?)
- The changing relations between diversity management and power structures in the era of disruption
- To what extent an atypical leader could be authentic?
- What skills and competencies should an atypical leader have?

- How does authentic leadership emerge in a diverse workforce? What are the antecedents of such an emergence?

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