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**Making Sense of Diversity's Complexity:  
Leadership's Agency for Diversity Management**

A thesis  
submitted in partial fulfilment  
of the requirements for the degree  
of  
**Doctor of Philosophy**  
at  
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by  
**Shireen W. Y. Chua**



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# Abstract

This research examines leadership's role in their organisation's diversity management efforts. The management of a diverse workforce in today's organisations is becoming increasingly complex. It needs to go beyond considering not only the surface-level dimensions of diversity, but also the hidden and dynamic deep-level diversity dimensions in organisations, that are considered complex systems. Surface-level diversity dimensions include gender, age, race, ethnicity, and accessibility. Deep-level diversity dimensions are the hidden values, worldviews, personality, and experiences of individuals in organisations. In today's socio-cultural context, the heightened awareness and interest in matters relating to equity, diversity, and inclusion (EDI) is driving organisations to seek ways to address how to manage their diverse workforce that will unlock the benefits that diversity has promised. Diversity management approaches that only consider surface-level dimensions are no longer adequate. To unlock further the benefits of diversity consistently in organisations today, diversity management approaches must include deep-level diversity characteristics. This shifts diversity management approaches that have managed the various surface-level diversity characteristics to approaches of managing for diversity that require an organization-wide approach. Diversity management today requires the senior leadership team to play a strategic role. As organisations adopt a more holistic and systemic approach to their diversity management efforts, it requires the leadership to strategically manage their organization's diversity management efforts. This goes beyond the diversity initiatives such as creating policies, initiatives, events and programs that celebrate diversity to behaviours that foster a diverse and inclusive workplace. However, the strategic diversity leadership in their organisation's diversity management efforts has not been fully explored. This thesis seeks to explore two research questions. Firstly, it seeks to identify the factors that influence the three leadership dimensions of diversity management and the factors influencing the leadership's strategic role in their organisation's diversity management efforts. Secondly, it seeks to map the three leadership dimensions into an emergent model of leadership agency for diversity management.

Drawing from the literature review, three dimensions addresses leadership's strategic inclusive leadership. Leadership accountability, leadership approach and leadership focus for diversity management describe different facets of the leadership's strategic role. Central to addressing leadership's strategic role is to further the understanding the factors that influence leadership in their organisation's diversity management efforts. Leadership agency describes the capacity and authority of senior leadership team to influence, to make strategic decisions and take action to meet their organisation's outcomes and goals. In the case of diversity management, leadership agency describes identifying and understanding the factors that influence leadership in their strategic inclusive leadership.

The research questions of this study identified the factors influencing leadership agency in three dimensions of diversity across the different levels of the organisation. It also proposes an emergent model that maps an organisation's leadership agency for diversity management that provides a visual and practical model of leadership's agency for diversity management. The study uses complexity theory as its theoretical base within an interpretive philosophical base and constructivist paradigm to examine leadership agency for diversity management. This research provides insights into leadership agency for diversity management in today's organisations through a multiple case study method. Using qualitative methodology, ten organisations participated in this research to determine leadership agency for diversity management.

This study makes original contributions by addressing the leadership's strategic role in diversity management through the lens of complexity. It also contributes to the research into organisational diversity management theories by developing a practical emergent model that highlights the crucial role of leadership agency in achieving positive diversity management outcomes, especially addressing the complexity of diversity. The study uses a multilevel lens to explore how leadership approaches managing their diverse workforce. It proposes an emergent model of leadership agency for diversity management as a tool that can help organisations gauge their level of agency. This study underscores the importance of intercultural sensitivity development in future research on leadership's agency for diversity management. Further theoretical development is necessary to enhance these findings' validity and reliability and identify leadership agency practices that support effective diversity management in organisations.

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*"For in Him, we live, move and have our being" Acts 17:28*

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# Table of Contents

<b>Abstract</b> .....	<b>i</b>
<b>Acknowledgements</b> .....	<b>i</b>
<b>Table of Contents</b> .....	<b>i</b>
<b>List of Tables</b> .....	<b>i</b>
<b>List of Figures</b> .....	<b>i</b>
<b>Glossary</b> .....	<b>1</b>
<b>Chapter One: Introduction</b> .....	<b>2</b>
1.1 Background .....	2
1.2 Motivation for the Study .....	6
1.3 Significance of the Research and Research Questions .....	6
1.4 Overview of the Methodology .....	9
1.5 Original Contribution to Knowledge .....	9
1.6 Structure of the Thesis .....	10
<b>Chapter Two: Literature Review</b> .....	<b>12</b>
2.1 Introduction .....	12
2.2 Towards an Understanding of Diversity in Workforce Diversity Research .....	13
2.3 Literature Search Methodology .....	15
2.4 Workforce Diversity in Organisations .....	17
2.4.1 Overview of Workforce Diversity Research.....	17
2.4.2 The Rhetoric and Paradigms of Practice.....	18
2.4.3 The Focus of Workforce Diversity Research.....	24
2.4.4 Levels of Workforce Diversity Research.....	26
2.4.5 The Development of Organisational Approaches to Diversity Management.....	29

2.4.6 Summary .....	30
2.5 Today's Context.....	31
2.5.1 Divergence of Surface-level and Deep-level Diversity Characteristics.....	32
2.5.2 Intersectionality .....	33
2.6 Today's Approach to Diversity Management.....	34
2.7 Leadership and Diversity Management .....	35
2.8 Research Gaps.....	38
2.8.1 The Leadership Dimensions of Diversity Management.....	42
2.8.2 Integrating the Leadership Dimensions .....	48
2.9 Theoretical Contributions .....	49
2.9.1 Multi-level Theory Building .....	51
2.10 Summary .....	52
<b>Chapter Three: Methodology.....</b>	<b>55</b>
3.1 Introduction .....	55
3.2 Basic Elements of the Research Process .....	55
3.2.1 Ontological Stance.....	57
3.2.2 Epistemological Stance .....	59
3.2.3 Theoretical Perspective.....	61
3.3 Research Methodology .....	65
3.3.1 Research Rigour.....	66
3.4 Research Methods .....	68
3.4.1 Procedure for Data Collection.....	69
3.4.2 Procedure for Data Analysis.....	77
3.4.3 Sample Size .....	91
3.4.4 Analysis of Secondary Data.....	92

3.4.5 A Multi-level Theory of Leadership Agency of Diversity Management .....	92
3.5 Chapter Summary .....	93
<b>Chapter Four: Findings Part .....</b>	<b>95</b>
4.1 Introduction .....	95
4.2 Overall Findings from the Study .....	96
4.2.1 Two Cohorts of the Study .....	96
4.2.2 The Different Levels of the Organisation .....	97
4.2.3 Overview of the Findings from the Study .....	98
4.3 Factors Influencing Leadership Accountability for Diversity Management in their Organisations.....	103
4.3.1 The External Environment.....	104
4.3.2 Organisational Factors.....	107
4.3.3 Team-Organisational Factors .....	112
4.3.4 Individual-Team factors.....	126
4.3.5 Individual factors .....	131
4.3.6 Summary of Leadership Accountability of Diversity Management.....	135
4.4 Factors Influencing Leadership Approaches to Diversity Management in their Organisations.....	136
4.4.1 External Environment.....	137
4.4.2 Organisational Factors.....	141
4.4.3 Team-Organisational Factors .....	147
4.4.4 Individual-Team Factors .....	151
4.4.5 Individual Factors .....	154
4.4.6 Summary of Leadership Approaches for Diversity Management.....	157
4.5 Factors Influencing Leadership Focus of Diversity Management in their Organisations .....	158

4.5.1 External Environment.....	159
4.5.2 Organisational Factors.....	161
4.5.3 Team-Organisational Factors .....	165
4.5.4 Individual-Team Factors .....	168
4.5.5 Individual Factors .....	170
4.5.6 Summary of Leadership Focus of Diversity Management .....	171
4.7 Summary of the Chapter.....	172
<b>Chapter Five: Findings Part 2.....</b>	<b>173</b>
5.1 Introduction .....	173
5.2 Leadership Accountability for Diversity Management.....	174
5.3 Leadership’s Approach to Diversity Management.....	188
5.4 Leadership’s Focus of Diversity Management .....	199
5.5 The Development of an Emergent Model .....	209
5.5.1 The Use of an Emergent Model:.....	209
5.5.2 A Proposed Emergent Model of Leadership Agency for Diversity Management.....	210
5.6 Describing an Organisation’s Leadership Agency for Diversity Management.....	217
5.6.1 Describing the octants of the organisations .....	218
5.7 Summary of the Chapter.....	226
<b>Chapter Six: Discussion and Conclusion .....</b>	<b>228</b>
6.1 Introduction .....	228
6.2 Discussion of Part One .....	229
6.2.1 The Categorisation of the Factors .....	230
6.2.2 Common Factors Across the Leadership Dimensions.....	239
6.2.3 Interactions between Factors that Influence the Leadership Dimensions .....	243

6.2.4 Future Research Directions for the Factors that Influence the Leadership Dimensions of Diversity Management .....	256
6.3 Discussion of Part Two.....	258
6.3.1 Background.....	258
6.3.2 An Emergent Model of Leadership Agency for Diversity Management.....	258
6.3.3 Future Research Directions for the Emergent Model of Leadership Agency for Diversity Management .....	263
6.4 Overall Practical Implications .....	264
6.5 Theoretical Contributions .....	266
6.6 Limitations .....	269
6.7 Conclusion.....	270
<b>Bibliography .....</b>	<b>273</b>
<b>Appendix .....</b>	<b>308</b>
Appendix 1: Participant Information Sheet.....	308
Appendix 2: Participant Consent Form .....	310
Appendix 3: Ethics Approval .....	312
Appendix 4: Study Protocol.....	314
PhD Study Protocol.....	314
Section B: Data Collection Procedures .....	316
Section D: Data Analysis .....	319
Appendix 5: PhD Code Book.....	320
Appendix 6: Data Visualisation from Nvivo .....	329
Appendix 7: Data Describing the Range of the Three Leadership Dimensions .....	331

# List of Tables

<b>Table 2.1:</b> Overview of Workforce Diversity Literature across the Paradigms (Canas & Sondak, 2014) .....	22
<b>Table 2.2:</b> Examples of Research from the Two Streams of Workforce Diversity Research...	25
<b>Table 2.3:</b> Themes of Workforce Diversity Research from the Different Levels of the Organisation.....	27
<b>Table 3.1:</b> Organisations Involved in this Study .....	72
<b>Table 3.2:</b> List of Participants Interviewed from the Organisations .....	75
<b>Table 3.3:</b> Main Secondary Data Sources for Organisations .....	76
<b>Table 3.4:</b> Different Stages of Data Analysis in NVivo .....	79
<b>Table 4.1:</b> Factors that influence the three leadership dimensions of diversity management .....	100
<b>Table 5.1:</b> Examples of Leadership Accountability of Diversity Management Scores for Two Organisations (External) .....	178
<b>Table 5.2:</b> Leadership Accountability of Diversity Management Scores for Organisations in the Second Cohort.....	187
<b>Table 5.3:</b> Examples of Leadership Approach of Diversity Management Scores for Two Organisations (External) .....	191
<b>Table 5.5:</b> Example of Leadership Focus of Diversity Management Scores for Two Organisations (External) .....	202
<b>Table 5.7:</b> Scores of the Leadership Positions of the Organisations from the Second Cohort .....	218

# List of Figures

<b>Figure 3.1:</b> Summary of the Relationships of the Ontological Stance, Epistemological Stances, Theoretical Perspective, Methodology and Methods. ....	56
<b>Figure 3.2:</b> World Cloud of Data from the Transcripts .....	80
<b>Figure 3.3:</b> Tree Map for the Three Leadership Dimensions for Diversity Management .....	81
<b>Figure 3.4:</b> Example of Code from the Different Transcripts .....	83
<b>Figure 3.5:</b> Code Structure in NVivo for Mac .....	84
<b>Figure 3.6:</b> Distribution of Data on One of the Factors Influencing Leadership Accountability for Diversity Management.....	85
<b>Figure 3.7:</b> Example of Comparison Diagram Between Codes and Interview Transcript.....	88
<b>Figure 3.8:</b> Example of the Map of the Team-Organisational Level Factors that Influence Leadership Accountability for Diversity Management.....	91
<b>Figure 4.1:</b> Relationship between the factors influencing leadership in their diversity management efforts. ....	102
<b>Figure 5.1:</b> The Emergent Model of Leadership Agency for Diversity Management.....	211
<b>Figure 5.2:</b> Low Leadership Accountability - Surface Approach - Narrow Focus Octant ....	212
<b>Figure 5.3:</b> High Leadership Accountability - Surface Approach - Narrow Focus Octant ...	213
<b>Figure 5.4:</b> Low Leadership Accountability - Deep Approach - Narrow Focus Octant.....	214
<b>Figure 5.5:</b> High Leadership Accountability - Deep Approach - Narrow Focus Octant.....	214
<b>Figure 5.6:</b> Low Leadership Accountability - Surface Approach - Broad Focus Octant.....	215
<b>Figure 5.7:</b> High Leadership Accountability - Surface Approach - Broad Focus Octant .....	215
<b>Figure 5.8:</b> Low Leadership Accountability - Deep Approach - Broad Focus Octant .....	216
<b>Figure 5.9:</b> High Leadership Accountability - Deep Approach - Broad Focus Octant .....	216
<b>Figure 5.10:</b> Organisation's Position in the Emergent Model of Leadership Agency for Diversity Management.....	218
<b>Figure 6.1:</b> Interaction between Leadership Team Composition and Leadership Team Culture .....	246

**Figure 6.2:** Interaction between Leadership’s Awareness of Context and Leadership’s Motivation for Diversity Management ..... 248

**Figure 6.3:** Interaction between Leadership Motivation and Leadership Ownership of Diversity Management..... 250

**Figure 6.4:** Interaction between Leader Identity and Leader Intercultural Sensitivity ..... 252

**Figure 6.5:** Interaction between Leadership’s Intercultural Mindset and the Diverse Leader’s Influence ..... 254

**Figure 6.6:** Interaction Between Factors that Influence Leadership Focus of Diversity Management ..... 255

# Glossary

Different terms describe key concepts in workforce diversity in various disciplines and contexts. In this section, I define the different terms from the workforce diversity literature that are commonly used in this thesis so that there is a common understanding of the meaning.

**Cultural Diversity** describes differences in an individual's many unique characteristics that identify them in the different social groups they belong to (Hays-Thomas, 2015; Seymen, 2006). It also describes the presence of various cultural groups and different cultural backgrounds within a particular community, organisation, or society. This includes people from various genders, ethnicities, races, nationalities, religions, languages, and cultural traditions. is valued for the unique perspectives and contributions that people from different cultural backgrounds bring to the organisation and beyond.

**Cultural Inclusion:** describes the practice of creating environments and communities where individuals from diverse cultural backgrounds feel valued, respected, and fully integrated into social, professional, and organisational life (Chavez & Weisinger, 2008; Azmat et al., 2015). Cultural inclusion goes beyond the tolerance of different cultures to actively embracing and celebrating diversity. In organisations, cultural inclusion describes the development of diversity management approaches that include an inclusion climate or culture. This recognises and respects the cultural diversity within the workforce and enables the workforce to contribute meaningfully to the organisation.

**Deep-level diversity** refers to diversity characteristics among individuals or groups within an organisation or community based on less visible and more intrinsic characteristics (Tripathi & Ghosh, 2020). These are often hidden and require time to discover. These characteristics include values, beliefs, attitudes, worldviews, and personality traits. Recognising and understanding deep-level diversity is essential for promoting a more inclusive and harmonious work environment, enhancing teamwork, and leveraging the benefits of diverse perspectives.

**Diverse Individual** is a person who possesses a range of characteristics, qualities, and attributes that make them different from others in terms of various aspects, such as race,

ethnicity, gender, age, sexual orientation, cultural background, physical abilities, beliefs, values, worldviews and life experiences (Vito & Sethi, 2020).

**Diversity climate** has many definitions in the literature. One definition includes employees' shared perceptions of how much their organisation values diversity as reflected in the policies, practices, and procedures that the organisation rewards, supports, and expects (Perry & Li, 2019).

**Diversity Dividend:** describes the benefits when organisations recognise the potential of diversity and manage diversity inclusively to deliver the benefits to the organisation (Martins, 2020)

**Diversity management** describes the strategic and systematic approach employed by organisations to create diverse, inclusive, and equitable work environments (Vito & Sethi, 2020; Yadav & Veettil, 2021; Lorbiecki, 2001; Bassett-Jones, 2005; Edewor & Aluko, 2007). Diversity management aims to leverage the full range of talents and perspectives that individuals from different backgrounds bring to the organisation. However, the diversity management approaches have ranged over time to achieve that, as the context of that time influences it (Gilbert et al., 1999; Mor Barak et al., 2016).

**Equity, diversity and inclusion (EDI)** is a term that is used to describe an organisation's diversity management efforts. Other terms include diversity, equity and inclusion (DEI) or diversity, equity, inclusion and belonging (DEIB).

**Factors:** A factor is a specific element or variable contributing to a particular result, outcome, or situation. Factors can influence various aspects of a process, system, or problem. They are often considered key determinants that play a role in explaining or understanding a phenomenon.

**Inclusion** is a process and practice that involves working with diversity as a resource (Ferdman, 2013). In inclusive organisations and societies, people of all identities can be fully themselves while contributing to the larger collective as valued and full members (Davidson & Ferdman, 2002). Inclusion is *"the individual's sense of being a part of the organisational system in both the formal processes, such as access to information and decision-making channels and the informal processes, such as 'water cooler' and lunch meetings where information and decisions informally take place"* (Mor Barak, 2011; Brimhall & Mor Barak, 2018)

**Inclusion Climate** is also known as a climate for inclusion (Mor Barak et al., 2016). When an organisation's formal diversity management programs explicitly incorporate social identity into its human resource (HR) decisions. These programs facilitate shared perceptions among employees that their social identities are valued and socially integrated; that is, they create an inclusion climate. The inclusion climate promotes employee perceptions of the organisational context that leads to the full acceptance of all employees and provides an environment in which individual employees' full spectrum of talents are used.

**Influence** is the ability or power to have an impact or effect on other people or groups' thoughts, behaviours, or actions. It involves the capacity to shape or guide the decisions, choices, or attitudes of another. Influence can take various forms and can be both positive and negative.

**Intersectionality** is a concept that was coined by Kimberly Crenshaw, a legal scholar and civil rights advocate, in the late 1980s (Crenshaw, 1991). It is a framework for understanding how multiple dimensions of a person's identity and social categorisations intersect and interact, leading to unique and interconnected experiences of privilege and discrimination. Intersectionality recognises that individuals are not defined by a single aspect of their identity, such as gender or race, but rather by the complex interplay of various social, cultural, and personal factors (Cho et al., 2013; Rodriguez et al., 2016).

**Leadership:** In this study, leadership describes the group of people who have responsibility and authority for the organisation to influence, inspire and guide a group or groups towards a common goal or objective. The composition of this group can be an executive leadership team or several leaders. It is also known as the Top Management Team (TMT) in the literature.

**Leader accountability** is defined as 1) the leader's willing acceptance of the responsibilities inherent in the leadership position to serve the well-being of the organisation and 2) the implicit or explicit expectation that they will be publicly linked to their actions, words, or reactions; and 3) the expectation that the leader may be called on to explain their beliefs, decisions, commitments, or actions to constituents (Wood Jr & Winston, 2005).

**Leadership accountability** looks at the responsibility of the leadership to set strategies and make decisions that contribute to the well-being of their organisation (Molinaro, 2015).

**Leadership agency** refers to the capacity and authority of a leader to act on behalf of an organisation, group, or team. It involves the leader's ability to make decisions, set goals, and implement strategies while representing the best interests of the entity they lead; in this study, it's the organisation and its workforce (van Knippenberg, 2023). Based on agency theory.

**Lived Experiences** are the personal and subjective aspects of an individual's life journey, shaped by their unique perspectives and influenced by various cultural, social, and emotional factors. Understanding and appreciating these experiences is important for fostering empathy, supporting individuals, and creating a more inclusive and compassionate organisation and community.

**Surface-level Diversity** refers to observable cultural characteristics like age, gender, race, and ethnicity that are visible—also known as demographic diversity (Gilbert, 2017).

**Strategic Diversity Leadership** is “the shaping of the meaning of diversity within an organisation by its senior leaders. It involves framing a vision for diversity and symbolising the value of diversity in words and actions.” (Martins, 2020)p.1194.

**Workforce diversity** describes the variety of differences and similarities among employees in an organisation. These differences can include demographic, cultural, social, and personal characteristics and individual attributes and experiences that employees bring to the workplace. Workforce diversity goes beyond visible attributes like age, gender, race, and physical abilities and includes educational background, personality, work style, and life experiences.

# Chapter One

## Introduction

### 1.1 Background

*“We know our workforce is becoming more diverse. How can organisations strategically manage their diverse workforce effectively and transformatively today?”*

This is a question I was often asked as today’s organisations continue to seek to navigate the challenges that diversity brings into their organisation’s workforce. Organisations across many sectors are asking this question as they grapple with the challenges and opportunities of a workforce growing in diversity and complexity. The diversity phenomena in the workforce has been increasing since the end of the Second World War. Women and ethnic minorities were entering the workforce then and have continued since. Globalisation has amplified the complexity of diversity further, with the impact of global mobility resulting in greater numbers of people moving across countries for work (Berry, 2008; Choy, 2007). Furthermore, the generational diversity in today’s organisations is increasing, with at least four to five generations present in medium to large organisations (Smith & Nichols, 2015). The workforce in today’s organisation is becoming increasingly diverse and complex. The complexity of the diversity phenomenon within the workforce increases when all the different cultural characteristics that describe individuals are considered. This goes beyond the surface-diversity characteristics such as gender, race, ethnicity, race and accessibility to hidden deep-level diversity characteristics, such as values, beliefs, worldviews, and lived experiences (Harrison et al., 1998). This impacts and influences interactions within groups and in organisations (Yadav & Katiyar, 2017; Franklin & Woodward, 2019). As the organisation’s workforce increases in diversity, considering each member’s uniqueness alongside the need for belonging becomes complex (Randel et al., 2018).

Today's workforce also includes growing numbers of N-cultural, individuals who have lived in the confluence of two or more cultures (Pekerti & Thomas, 2016). When looking at an organisation's workforce, the complexity of the diversity phenomena within a complex system suggests that making sense of diversity management approaches today is more complex than originally understood.

In addition, the changing context has influenced society and today's workforce to have greater awareness and expectations of valuing diversity in their organisations. Socio-political and socio-cultural contexts have changed (Pringle & Ryan, 2015). Recently, the Black Lives Matter movement and the COVID-19 pandemic highlighted the inequities that different ethnic and racial groups face in society. This has influenced society, growing public awareness and calls for accountability to address equity, diversity and inclusion matters. Today's employees have greater expectations of the organisations they work in, seeking greater leadership commitment to diversity and inclusion. Employees and future employees are choosing to work for organisations where there is alignment with their values of equity, diversity and inclusion (Miles & Muuka, 2011; Dike, 2013; Bopp et al., 2014). Equity, diversity and inclusion (EDI) in organisations is highly topical today as organisations seek to make sense of the complexity of diversity in their workforce and they try to work out how to manage their diverse workforce inclusively and transformatively (Barak, 2022; Slater et al., 2008).

A synthesis of the literature reveals the fragmented and siloed nature of a large volume of research on workforce diversity in organisations. Various disciplines, such as education, health, international business and management have research themes that address culture and diversity in those contexts. This has resulted in silos that do not capture the whole picture of managing diversity in organisations (Dreachslin, 2007b; Bowen et al., 1999; Bhagat et al., 2012; Dalton et al., 2015; Harris, 1996; Joshi, 2001; Cox & Blake, 1991; Dreachslin, 2007b; Martín et al., 2013). A large part of the research focuses on understanding and managing the surface-level diversity characteristics in interactions in different contexts.

Early research into workforce diversity came about as a largely monocultural workforce gradually became increasingly diverse. The early research sought to understand the diversity phenomena and how it was perceived and understood. As diversity in the workforce increased in complexity, managing diversity approaches evolved from ad-hoc diversity initiatives in organisations to an organisation-wide diversity management

development that goes beyond celebrating diversity and difference to developing organisational inclusion (Inegbedion et al., 2020). More recently, inclusion as an approach has emerged as an approach that has sought to manage both surface and deep levels of diversity characteristics within organisations (Shore et al., 2011; Shore et al., 2018).

The emergence of inclusion as an approach to managing workforce diversity shifts the organisation's diversity management approaches from managing diversity (or the differences) to focusing on managing for diversity (or focusing on a common purpose whilst valuing diversity) (Ferdman, 2013; Ferdman & Deane, 2014; Holvino et al., 2004; Shore et al., 2011). This involves developing cultural inclusion, where everyone can meaningfully contribute in their uniqueness (Chavez & Weisinger, 2008) Diversity management shifts from managing diversity that focuses on surface-level diversity initiatives in organisations to managing for diversity that focuses on organisation-wide approaches that develop organisation a climate of inclusion (Brimhall & Mor Barak, 2018; Mor Barak et al., 2016; Shore et al., 2018; Bogilović et al., 2020). In this shift towards an organisation-wide approach, the senior leadership play a strategic role in their organisation's diversity management efforts (Dreachsln, 2007a; Homan et al., 2020; Vito & Sethi, 2020; Leroy et al., 2022). While the senior leadership team's strategic role has been identified, strategic diversity leadership remains an area that is largely underdeveloped, particularly in addressing leadership's role in their organisation's diversity management efforts.

This thesis focuses on furthering the understanding of leadership's strategic role in their organisation's diversity management efforts through a complexity lens; specifically what influences them in leading their organisation's diversity management efforts. The extant research that integrates leadership and diversity has addressed diversity within the leadership team (Homan et al., 2020; Vito & Sethi, 2020; Wu et al., 2019; Fitzsimmons & Callan, 2020; Dreachsln & Saunders, 1999), and leadership styles such as inclusive leadership (Mor Barak et al., 2022; Jin et al., 2017; Barrett, 2021), and the CEO's role (Ng & Sears, 2012; Yi et al., 2022; Zhao et al., 2020; Christensen-Salem et al., 2023; Buyl et al., 2011). The significance of leadership's role in developing their organisation's diversity management has been identified (Dreachsln, 2007a). However, gaps remain in the research about the leadership's strategic role in their organisation's diversity management approach that delivers the benefits that diversity has promised. Another term used to describe senior leadership in the research is Top-

Management Teams (TMT), which emerged in the era where the focus was on the benefits that managing diversity brought to the organisation. The research in TMTs focussed on the TMT's diversity and their organisation's diversity outcomes (Buyl et al., 2012; Gil et al., 2019; Wu et al., 2019). In this thesis, I have used the term "leadership" to describe the senior and executive leadership of organisations that play a strategic role in how their organisation manage their diverse workforce.

Underlying leadership's strategic role is their agency for their organisation's diversity management effort. Leadership's agency looks at the leadership team's capacity to act on behalf of the organisation, in this case, in their diversity management efforts. Leadership agency refers to the concept that leaders within an organisation act as agents who represent and make decisions on behalf of the organisation and its stakeholders. As an extension of agency theory in organisations, leadership agency theory explores the dynamics and the relationship between leaders (agents) and those they serve or represent (principals) (van Knippenberg, 2023; Jensen & Meckling, 1976; Holmstrom & Milgrom, 1991). This study seeks to identify the factors influencing the leadership's diversity management efforts to further the theory of leadership agency for diversity management that considers the complexity of diversity within a complex system such as an organisation. A review of the literature identifies three distinct leadership dimensions that contribute to leadership's strategic role in managing workforce diversity: Leadership accountability, leadership approach, and leadership focus for diversity management (Wood Jr & Winston, 2005; Corley, 2020; Thomas, 2018; Vito & Sethi, 2020). Leadership accountability and approach literature remain siloed, while leadership focus is a practical dimension that addresses the organisational context.

Complexity suggests the relationships or components within a system are interconnected and don't behave in a linear and straightforward manner. Rather, the interconnectedness reveals nuances and patterns that need to be understood to make sense of the complexity of the relationships involved. Diversity is complex, and managing a diverse workforce in a complex system such as an organisation requires a complexity lens to consider the interconnectedness of diversity leadership. This thesis seeks to address leadership's role in their organisation's diversity management efforts using complexity theory as its main theoretical framework to explore the interconnectedness of the three leadership dimensions

of diversity management and identify the factors that influence leadership's agency of diversity management.

## **1.2 Motivation for the Study**

My curiosity about diversity in organisations stems from my experiences as a migrant, a third culture person, growing up between two cultures, and from experiences from my previous role as a project manager for health research in South Auckland. I saw how the benefits and challenges of the growing diversity in New Zealand's most super-diverse city impacted teams, organisations and the community. I embarked on an MBA that helped me to gain a broad understanding of organisations and business. As my research project, I undertook research that explored intercultural competency in organisations. My curiosity increased in this subject led me to become a facilitator, coach and consultant in this area. Over this time, equity, diversity and inclusion became highly topical and, at times, a sensitive subject. Organisations approached me for answers about how they could ensure that their EDI strategies would be effective and transformational. In my practice as a facilitator, coach and consultant, I observed the increasing efforts organisations were putting into diversity and inclusion within their organisations. However, it didn't seem to result in the outcomes and benefits that diversity has promised. Diversity management in organisations today is more complex than I initially understood. My continued curiosity about this subject has led me to pursue further study in this PhD to find some answers that can help organisations today.

## **1.3 Significance of the Research and Research Questions**

Equity, diversity and inclusion (EDI) in organisations has become highly topical as they seek ways to effectively manage their diverse workforce today. As today's context has seen diversity increase in complexity, organisations are also becoming more interested in seeking how to manage diversity effectively. Effective diversity management remains an elusive outcome. Three reasons further explain why this remains so difficult to attain.

Diversity management research and practice has not fully unlocked the promises of the outcomes organisations seek because the extant research has mainly focussed on single-level theories (Shore et al., 2009). The nature of the diversity phenomenon cannot be confined to one level or group within the organisation. Instead, this complex phenomenon is present

at all levels in the organisational system - individuals, groups, organisations and the external environment. Diversity's complexity requires the consideration of multi-level factors that identify patterns and relationships across the levels of the organisation so that diversity management research can address the whole system (Pringle & Scowcroft, 1996; Cerne et al., 2013). Scholars have advocated for a multi-level approach to diversity studies (Pringle & Ryan, 2015; Zanoni & Janssens, 2007), emphasising that historical, social, and organisational factors and the interactions among them shape diversity practices. Syed and Ozbilgin (2009) note that the effectiveness of diversity management is most likely to be achieved in settings characterised by comprehensive structural and institutional support (Syed & Ozbilgin, 2009). However, there remains very little multi-level empirical research into diversity management (Nishii & Leroy, 2022).

Another reason for the lack of effective diversity management outcomes is organisations' ever-changing and dynamic context. The extant literature on workforce diversity can be categorised into different eras according to how diversity was viewed and understood. The approaches ranged from fearing difference to affirmative action to the business case for diversity, and lastly, valuing inclusion (Cañas & Sondak, 2008). While the rhetoric came from the US socio-political context, the global diversity management approaches reflect similar stages of development. The different approaches range from managing diversity from the single surface-level characteristics to managing *for* diversity that seeks to develop an inclusion climate (Chavez & Weisinger, 2008). Diversity management approaches from previous eras will not fully deliver the promises of diversity in today's organisations. That requires an approach that considers today's socio-political and socio-cultural contexts and the complexity of diversity to deliver the promised benefits of diversity. The significance of this research lies in how it addresses diversity's complexity in its management in organisations.

At the same time, as organisations adopt a diversity management approach that reflects the present-day context, today's workforce is expecting greater accountability from their leadership in how they value and respect diversity in their organisations. Research into diversity leadership remains underdeveloped. The leadership's contributions range from providing the strategic direction and the supervision of the implementation of their organisation's diversity management strategy (Buengeler et al., 2018; Homan et al., 2020; Vito

& Sethi, 2020; Leroy et al., 2022; Bardhan & Gower, 2023; Jin et al., 2017). The research into strategic diversity leadership further develops the understanding of leadership's strategic role in their organisation's diversity management efforts (Martins, 2020)

This study attempts to go beyond leadership's strategic role to understand its agency for diversity management. By identifying the underlying factors influencing leadership in their diversity management efforts, this research contributes to addressing leadership's agency for diversity management in both the leadership and diversity management literature. It also provides some practical answers for organisations who are seeking them.

Against the background of the research, the literature review suggests the gap in the research is in understanding leadership's role in diversity management that reflects today's context. As such, the research problem of this study is:

**“To explore and understand the leadership's role in their organisation's diversity management efforts today.”**

There are two parts to the research question of this study. They are:

1. **“What factors influence the leadership agency in their organisation's diversity management efforts? “**
2. **“What is the emergent model that can show the position of leadership's agency for an organisation's diversity management efforts?”**

This study's significance lies in identifying the factors influencing leadership agency for diversity management efforts. The factors identified can further explain the underlying influences determining leadership's role in the three leadership dimensions of accountability, approach and focus for diversity management. The complexity lens helps to identify the relationships and patterns between the three leadership dimensions and the factors. The proposed emergent model from this study provides a practical tool that can help organisations answer the question of how organisations can effectively manage their diverse workforce today.

Since the submission of this thesis, a paper describing the three leadership dimensions and the emergent model of leadership agency has been published in 2023 in the International Journal of Cross-Cultural Management (Chua et al., 2023). A further publication has been submitted describing the findings of the research.

## 1.4 Overview of the Methodology

I used a constructivist paradigm to undertake this research. The ontological stance I adopted is relativism, with a constructionism and pragmatist epistemological stance. The main theoretical perspective I used in this study is complexity. Additional theoretical concepts that I consider in this study are grounded theory, pragmatism, culture theory, agency theory, and systems theory. I have adopted the case study methodology to collect data and a constructivist grounded theory approach to analyse the data. I consider the findings from multiple levels of the organisation to develop a theory of leadership agency in strategic inclusive leadership.

## 1.5 Original Contribution to Knowledge

This research extends the understanding of strategic diversity leadership and diversity management to consider leadership's agency in diversity management through the lens of complexity theory. This integrates the fragmented research in workforce diversity, leadership, organisational development, and intercultural development to develop an integrated theory of leadership's agency for effective diversity management. One of the contributions of this thesis is identifying factors that influence leadership in their accountability, approach and focus of diversity management across the different levels of the organisation. There is currently a gap in the literature on the agency of diversity leadership in multi-level research of strategic diversity management. This thesis also has a practical element as it develops an emergent model that can be used as a practical tool to map the leadership's accountability, approach and focus for diversity management in their organisations. This model also integrates the diversity management approaches from previous eras, enabling organisations to see their current position in the emergent model and how they can develop their organisation's diversity management approach to reflect today's context.

This thesis can potentially give us a better understanding of the complexity of leadership's strategic role in their organisation's diversity management efforts in identifying factors that influence the leadership agency. This study also integrates theories from several disciplines to understand diversity management in organisations from different perspectives, thus providing a more complex picture of leadership's agency which can contribute to how to unlock their organisation's diversity management efforts. Identifying the factors that can

influence the leadership in developing their diversity management approaches, this can provide different areas for the leadership to address when considering their strategic inclusive leadership.

This research can help the leadership make strategic decisions about their diversity management approach that can deliver both the organisational and workforce outcomes that diversity has promised.

## **1.6 Structure of the Thesis**

There are six chapters in this thesis.

Chapter One has provided the introduction and overview of the background to the thesis, and the significance of this research and has introduced the research questions, methodology and structure of this thesis.

Chapter Two is a synthesis of the literature. The first part discusses the diversity phenomenon central to this topic. I then outline the methodology that I undertook a scoping review to search for literature. The extant literature on diversity in organisations identifies the changing contexts that have resulted in different diversity management approaches. An emerging theme from the literature synthesis is leadership's strategic role in today's diversity management approach. A review of the literature on leadership and diversity management and themes identified three leadership dimensions of diversity management. The final part of Chapter Two identifies a gap in the literature and outlines this study's research problem and research question.

Chapter Three addresses the research methodology I chose to adopt for this study. I address the main building blocks of theory development, the basic elements of the research process, and the choice of methodology and research methods for this study. In the data analysis section of this chapter, I discuss the concept of saturation, how the code was developed, the use of NVivo for Mac, secondary sources of data and the multi-level analysis of the data.

Chapter Four discusses the findings that answer the first part of the research. This looks at the three sub-research questions that identify the factors influencing leadership accountability, leadership approach, and leadership focus for diversity management. The findings are reported from the interactions at the different levels of the organisation, namely

- external, organisational level, leadership-organisational level, leader-leadership team level and individual level as part of building multi-level theory into leadership agency and diversity management.

Chapter Five describes the findings from the second part of the research that answers the second research question. This chapter brings together the factors that were identified in the previous chapter. It outlines the case and development of an emergent model that describes leadership's agency for diversity management in their organisations.

Chapter Six discusses the findings of the study in two parts. The first part discusses the different categories and common factors across the three leadership dimensions for diversity management. It also discusses the interactions between the factors and their relationships and proposes future research directions. The second part of this chapter discusses the rationale for developing the emergent model and proposes future research directions for the emergent model. Finally, this chapter concludes by discussing the overall practical implications, theoretical contributions, and the study's limitations.

# Chapter Two

## Literature Review

### 2.1 Introduction

This chapter reviews the extant research on diversity in organisations and how managing diversity research has evolved over different paradigms as contexts have changed. This is necessary to understand why organisations today have not reaped the benefits that diversity within their workforce has promised. Managing a diverse workforce in organisations today is more complex than initially understood. While much has been written about workforce diversity and managing a diverse workforce, questions remain about how it applies to today's organisations for diversity management to be effective. Literature on workforce diversity, diversity and inclusion and managing diversity is fragmented and spans many disciplines and areas of research. The dynamic nature of diversity has resulted in the growing complexity of managing diversity within today's organisations, which are complex systems. Furthermore, leadership's role in their organisation's diversity management efforts has not been fully explored. This study seeks to understand further how organisations approach managing their diverse workforce today in a way that considers the complexity involved. It also seeks to develop further the theory of organisational diversity management that considers today's context and further develops the strategic diversity leadership theory to look at leadership agency for diversity management.

The scoping literature review for this thesis was conducted manually by firstly searching keywords about the subject matter. Subsequently, the "*snowballing technique*" was used to extend the search for other literature that may be relevant. The literature was then synthesised into key themes and over the different eras of managing diversity in the workforce. This chapter begins with understanding the phenomenon of diversity before examining the literature on managing diversity in organisations over the different paradigms

or eras. This is followed by surveying the literature to identify the gaps in the literature about organisations and their diversity management efforts. The insights gained from the literature review helped identify this study's research questions. This chapter concludes by examining the research questions that address leadership's agency in their organisation's diversity management efforts.

## **2.2 Towards an Understanding of Diversity in Workforce Diversity Research**

This section describes what diversity is in the context of diversity research. Diversity is often used to describe the many characteristics that are present within an organisation, community or society based on a variety of characteristics (Hays-Thomas, 2015). Research into workforce diversity has spanned decades since the workforce diversity phenomenon emerged after the Second World War (Shore et al., 2009; Canas & Sondak, 2014). While the focus of this research addresses this phenomenon within the context of managing an organisation's workforce, diversity is a phenomenon that is present beyond organisations to involve individual interactions, social groups, communities and societies. Diversity describes all the differences that exist within individuals and groups (Tajfel, 1982). Differences exist within groups where culture describes the learned and shared ways of thinking, feeling, and behaving amongst a group of people (Spencer-Oatey, 2007). Diversity, then, relates to the differences in individuals' many unique characteristics that identify them in the different social groups they belong to (Hays-Thomas, 2015). These diverse characteristics range from visible characteristics (e.g., gender, race, and ethnicity) to hidden characteristics (e.g., values, beliefs, and worldviews) (Rijamampianina & Carmichael, 2005). Within diversity, culture plays a significant role that shapes various aspects of diversity and is also a source of diversity. Culture is often defined as learned and shared ways of thinking, feeling, and behaving amongst a group of people (Spencer-Oatey, 2007).

Within diversity, cultural diversity refers to a subset of diversity. The extant research into national cultural values and worldviews has been well-documented in the area of cross-cultural management and international business (Hofstede, 1994; Trompenaars & Hampden-Turner, 1997; House et al., 2004). In this thesis, I am considering the broader view of diversity.

As culture categorises people based on a "subjective phenomenon", the number of cultural characteristics on which people can base their social identity can be vast (Harrison & Sin, 2006; Mazur, 2010). Individuals can identify with many social groups simultaneously, with the number of social groups increasing. To understand this phenomenon, these cultural characteristics have been sub-categorised further into different levels or dimensions in research and organisations (Gardenswartz et al., 2010; Rijamampianina & Carmichael, 2005). Such categories have been used for metrics, reporting and, more recently, to understand the demographic breakdown of a workforce.

Another way that research has categorised the different diversity characteristics of individuals is into surface-level and deep-level diversity characteristics (Harrison et al., 1998). The surface-level characteristics are the visible diversity characteristics such as gender, ethnicity, race and age. The deep-level characteristics are the hidden diversity of values, beliefs, worldviews, and lived experiences that are malleable and require time to be discovered (Harrison et al., 2002). The environments in which individuals are immersed shape their deep-level diverse characteristics of beliefs, attitudes, and values (Phillips & Loyd, 2006). Categorising diversity into surface-level and deep-level allows for the consideration of the complexity of diversity in organisations. Cultural diversity is a subset of diversity. The extant research into cultural values and worldviews has been well-documented in the area of cross-cultural management and international business (Hofstede, 1984; Hampden-Turner & Trompenaars, 2000; Dorfman et al., 2012). In this thesis, I am considering the broader view of diversity, of which cultural diversity is considered as part of the deep-level diversity characteristics.

Research shows that, over time, the influence of surface-level diversity characteristics within teams weakens while the influence of deep-level diversity characteristics strengthens within teams. Over time, by developing psychological safety, deep-level differences that contribute to increased tensions and conflict can be mostly addressed and resolved (DiStefano & Maznevski, 2000; Harrison et al., 2002). This is replaced by increasing trust and cohesion within groups for diverse perspectives to be valued and utilised, thus increasing team creativity and innovation (Edmondson & Mogelof, 2006; Tripathi & Ghosh, 2020; Wang et al., 2019; Stahl et al., 2010a; Stahl et al., 2010b). Next, I address the literature search methodology before looking at the themes that emerged from the review of literature.

## 2.3 Literature Search Methodology

Research on diversity in organisations spans decades across many disciplines and has different terminology to describe similar concepts. Much of the research on the diversity phenomenon in organisations is vast and fragmented. This makes searching for the relevant literature from such a large amount of fragmented research on this subject matter challenging. This section describes how I searched for relevant literature about managing ~~cultural~~ diversity in organisations to identify the themes of workforce diversity management research in organisations. I adopted the traditional method of identifying keywords described below within the different research databases for my literature search. The research databases used to capture the literature in the area included ProQuest, Psych Info, ABI Inform, Emerald Insights, Sage Journals, EBSCO and Google Scholar.

There were several phases of searching to look at the different aspects of the literature review. The initial search looked at the subject of diversity in organisations by using the keywords “*workforce diversity*”, “*workplace diversity*”, and “*diversity in organisations*” as subject matters to gain an overview of the landscape of the research into workforce diversity. A further search combined keywords such as “*diversity and inclusion*” with “*cultural diversity*” and “*cultural pluralism*” as secondary keywords. To identify the themes and gaps within the literature, I undertook two additional searches. Firstly, I sought to identify any systematic literature reviews of workforce diversity research. Based on my search, several literature reviews addressed different aspects or eras of diversity in organisations, inclusion research and cultural diversity research (Seymen, 2006; Chaurasia & Shukla, 2012; Curtis & Dreachslin, 2008b; Garg & Sangwan, 2020; Gotsis & Kortezi, 2015; Nguyen-Phuong-Mai, 2017; Shore et al., 2011; Köllen, 2021). There was one systematic review of diversity management (Yadav & Lenka, 2020). I adopted the snowballing technique to check if other relevant research went beyond the systematic review.

The selected literature looked at diversity in the workforce to understand the breadth of workforce diversity research and the diversity phenomena in the organisation. Using the subject area of workforce diversity to narrow the search provided a more manageable number of research articles to sieve through. Within the subject area of workforce diversity, a second keyword filter was used to narrow the search to look at research relevant to diversity. The keywords in the initial search used were *workforce diversity AND cultural diversity, cultural*

*diversity AND organisations, diversity and inclusion AND cultural diversity, multicultural organisations AND cultural diversity, diversity management AND cultural diversity.* Subsequent searches used keywords such as *diversity and inclusion AND cultural diversity, inclusion and diversity in organisations.* Other keywords that I searched were *organisational diversity* and *organisational inclusion.* Following the initial search, further searches on diversity in other areas, such as cross-cultural management, intercultural research and applied behaviour, were undertaken. While undertaking the search, combining keywords reduced the ambiguity of the meaning of the keywords. Keywords such as “*culture*”, “*diversity*”, and “*inclusion*” have different meanings in different disciplines and contexts. For example, “*diversity*” also appeared in science research papers and “*inclusion*” in special education and health contexts.

The initial literature search was undertaken in 2019 – 2020, which resulted in 1177 hits from the databases concerning workforce diversity. When the search was narrowed from books and reviews, 135 articles that specifically addressed workforce diversity management. This is consistent with the systematic review that identified 123 papers between 1991 - 2018 that addressed diversity management in organisations (Yadav & Lenka, 2020). From the literature searches, I synthesised the literature into emerging themes. As the role of leadership in an organisation’s diversity management efforts has increased in significance, I searched the workforce diversity literature for research about leadership. I also searched the leadership literature about diversity management. I combined the keyword “*leadership*” in my previous literature searches. Leadership in the context of this study refers to the executive leadership team that makes strategic decisions about managing their diverse workforce. I identified another term used to describe leadership: the “*Top Management Teams*” (TMT). I used that to run through my literature search. There was a total of 18 papers that addressed leadership and diversity management.

As I have undertaken this study over many years, I repeated the literature searches using the same keywords and snowballing technique to identify any emerging research relevant to this study. Since 2020, ongoing searches using the same keywords have seen a further 19 journal articles published on diversity management in organisations. I now address the themes from the literature review on workforce diversity in organisations and how organisations have managed this phenomenon within their workforce.

## 2.4 Workforce Diversity in Organisations

This section examines the themes from the literature search on managing diversity in the organisation's workforce. The literature on diversity is vast and fragmented due to efforts to understand the influence and impact of this phenomenon in various contexts and over time. Much research is also siloed into multiple disciplines and contexts, such as education, health, business, psychology, international business and management. Drawing from such a vast amount of literature about workforce diversity, I address the themes of workforce diversity research in three ways. Firstly, the research over the different eras of research paradigms or junctures (Nkomo et al., 2019). Secondly, the different foci of workforce diversity research. Finally, I look at the research that emerged at the different levels of the organisation. These three ways provide an overview of the workforce diversity research themes.

### 2.4.1 Overview of Workforce Diversity Research

Workforce diversity research and practice emerged after the Second World War, with the increasing diversity of the organisation's workforce in mainly medium to large Western organisations (Choy, 2007). As women and different ethnicities started to work in organisations and take on different roles within the workforce, organisations have sought to understand how to manage the dynamics of this growing diversity. More recently, globalisation has further increased workforce diversity through the global mobility of the workforce across countries (Berry, 2008). Furthermore, generational diversity is growing, with over five generations present within the organisation (Tamunomiebi & John-Eke, 2020). Organisations have gone from being monocultural to becoming multicultural (Sue, 2001).

Against this context of increasing workforce diversity in organisations, society's awareness and perception of diversity are also changing. There is a growing awareness and appreciation of diversity and a fear of difference. As diversity in society and an organisation's workforce increases, themes and patterns about how diversity is understood and managed have emerged. The theory of workforce diversity in management studies and beyond has critical junctures that have shaped theories about diversity management (Nkomo et al., 2019). These junctures are the different paradigms that describe the socio-political and sociocultural contexts that have influenced how organisations have sought to manage the diversity phenomena within their workforce.

### **2.4.2 The Rhetoric and Paradigms of Practice**

Given the vast amount of research into workforce diversity and how fragmented the research is, this literature review takes a macro view of workforce diversity research over the past 75 years. While workforce diversity research has emerged since the Second World War, the diversity management approaches reflect the context and rhetoric of that paradigm (Abbe et al., 2007). The socio-cultural and socio-political contexts influenced the view and underlying rhetoric of how organisations have approached managing diversity in organisations. Workforce diversity research can be broken down into four paradigms over the time the diversity phenomenon has influenced and impacted organisations (Podsiadlowski et al., 2013; Canas & Sondak, 2014; Dass & Parker, 2017). The research reveals different views and approaches to understanding and managing the diversity phenomenon within each paradigm. The rhetoric of each paradigm reflects the language used that serves to constitute the characteristics within each paradigm (Canas & Sondak, 2014). The four paradigms with the underlying rhetoric, the research and paradigms identify the key research and theories that emerged during that juncture or paradigm (Dass & Parker, 2017; Velasco & Sansone, 2019; Cañas & Sondak, 2008; Nkomo et al., 2019). The four paradigms of practice and research demonstrate the evolution and development of how organisations have sought to understand and manage the diversity phenomenon within their workforce over the changing contexts of the past 75 years. I now describe each of the paradigms. The first paradigm describes the rhetoric of resistance.

#### **The Rhetoric of Resistance and the Resistance Paradigm of Practice**

This research paradigm emerged when the diversity phenomenon increased significantly in the workforce. Organisations before the 1960s were largely homogenous (Adler, 1983; Anand & Winters, 2008). In the US context, the workforce was predominantly white men who worked in organisations. As the diversity phenomenon was infusing organisations, it was misunderstood and feared. The workforce increased in diversity as women joined the workforce, and some different ethnicities were also entering the workforce in this era. Much of this was met with resistance (Sue, 2001). In organisations, the rhetoric of practice was one of resistance based on denying and rejecting diversity (Dass & Parker, 2017). There was little interest in addressing diversity within the workforce, as this paradigm's socio-

political and socio-cultural context was one where diversity was feared. The research that emerged in this was about understanding this phenomenon emerging in organisations.

### **The Affirmative Action Rhetoric and the Discrimination and Fairness Paradigm of Practice**

In the late 1960s and 1970s, the affirmative action paradigm emerged. Primarily influenced by the United States context, the civil rights movement influenced affirmative action rhetoric. In practice, organisations were restructured to reflect the societies that were becoming diverse and in response to the federal mandates that sought to address fairness (Anand & Winters, 2008). During this time, organisations recruited and sought to retain diversity within the workforce. However, it primarily treated all people within a social demographic the same. Its efforts to manage diversity were mainly for the benefit of the organisations. The diversity of the workforce had to conform to the expectations of the existing culture, with little room for employees to draw on their perspectives to contribute.

Within this paradigm of practice, the underlying rhetoric was that of affirmative action, where the primary goal was to amend the wrongs of the previous paradigm of resistance. The intentions of the rhetoric in this paradigm were grounded in moral and social responsibility. Diversity management approaches emerged in this era as organisations sought to manage their diverse workforce with equal employment opportunities.

### **The Valuing Diversity Rhetoric and the Access and Legitimacy Paradigm of Practice**

In the 1980s, the focus shifted as organisations recognised that diversity could further benefit the organisation's bottom line through global markets (Cox & Blake, 1991). The growth of multi-national and international organisations increased the diversity within organisations, with a mobile workforce travelling globally to work in such organisations. In this paradigm, the business case for diversity emerged. Diversity and difference were celebrated in the workforce as some employees could better serve their diverse customers and markets. Employees from less represented groups were sought after to serve the organisation's diverse customers and work abroad. The rhetoric of this era was one of valuing diversity, where there was increased embracing of awareness, education and positive recognition of differences. Research during this paradigm was about understanding diversity further, where the research into the culture in organisations emerged (Hofstede et al., 2010; Trompenaars &

Hampden-Turner, 1997). Research into diversity management increased in this paradigm (Cox & Pelled, 1995). The emergence of research into cultural intelligence, intercultural competency and intercultural sensitivity delved deeper into integrating cultural values into teams and organisations (Ang et al., 2007; Brislin, 2006; Driel & Gabrenya, 2013; Hampden-Turner, 2006; Thomas et al., 2015; Bennett & Bennett, 2001; Bennett, 2014). Diversity management research began to increase in this era. However, the focus and purpose of diversity management in this era was still primarily for the organisation's benefit. Employees were only useful to gain access to markets.

### **Diversity Management Rhetoric and Integration and Learning Practice Paradigm**

Since the 1990s, the focus shifted, moving beyond the business case for diversity to concretely connecting diversity to inclusion approaches to work. In this paradigm, there is a shift from managing diversity to the inclusion of diversity within the organisation. The diversity management efforts shift towards integrating diversity into the recruitment and retention of the workforce, along with increased investment into training for leaders to be proactive about learning from diversity and fostering inclusion. The underlying rhetoric of diversity management is that it creates a competitive advantage in consumer markets with an environment where differences within teams and organisations are valued as they contribute towards the organisation's goal. The focus of research in this fourth paradigm is on inclusion and diversity. The emergence of inclusion as an approach addressed managing the influence of deep-level diversity characteristics within teams and organisations. Inclusion is *"a process and practice that involves working with diversity as a resource"* (Ferdman, 2013). This shifts the focus from managing the different surface-level diversity characteristics to *"managing for diversity"*, where there is cultural inclusion, a focus on developing a culture that values diversity within organisations (Chavez & Weisinger, 2008). Cultural inclusion describes how the workforce can meaningfully contribute to the organisation's outcomes without losing their unique identities (Chavez & Weisinger, 2008). Diversity management in this paradigm requires addressing EDI management with organisational culture, where an inclusion climate needs to be cultivated within organisations (Boekhorst, 2015; Gotsis & Grimani, 2016a; Li et al., 2019).

In this paradigm, research into workforce diversity management increases significantly. Themes of organisational inclusion, belonging, psychological safety, cultural

inclusion, and inclusion climates in workforce diversity research suggest a whole different approach to managing a diverse workforce (Bryer, 2020; Edmondson & Mogelof, 2006; Ferdman, 2017; Holmes IV et al., 2021; Kuknor & Bhattacharya, 2021a). Such research themes signal a shift from the previous paradigm's approach of managing diversity and difference to managing for the inclusion of diversity" (Kuknor & Bhattacharya, 2021a; Kuknor & Bhattacharya, 2021b).

Several literature reviews have emerged in this era that look at diversity management and inclusion in the workplace (Shore et al., 2009; Shore et al., 2018). A literature review of diversity in organisations identifies the challenge of different views influencing the different approaches (Seymen, 2006). These views show different approaches to how to address diversity in organisations. Another review of the extant research on diversity in organisations focussed on the five surface-level diversity characteristics (Shore et al., 2009). Another literature review on diversity and inclusion in the workplace from 2010-2017 identified the different definitions and meanings of diversity and inclusion in groups and organisations (Garg & Sangwan, 2020). These views reveal the complexity of diversity. Another review addressed the difference between diversity climates and inclusive climates and organisational inclusion and touched on the need for greater leadership involvement (Shore et al., 2018). An integrative review of inclusion in the workplace looked at the different variations of inclusion meanings at all organisation levels and the outcomes of inclusion and inclusive behaviours of leaders (Nguyen-Phuong-Mai, 2017). In this paradigm, research into the role of leadership emerges (Gotsis & Grimani, 2017; Mor Barak et al., 2016; Ashikali et al., 2020; Dreachslin, 2007a).

The increase in research into diversity and inclusion in organisations reflects its significance and interest in organisations today. It also signals that organisations have not yet fully discovered how to manage their diverse workforce in a way that brings about the outcomes diversity has long promised. Effective and transformational diversity management requires further research. Table 2.1 provides an overview of the literature across the four paradigms.

**Table 2.1:** Overview of Workforce Diversity Literature across the Paradigms (Canas & Sondak, 2014)

Paradigms of Practice	Rhetoric of the Paradigm	Research Paradigms
<p><b>Resistance</b>            In the U.S. pre-1960s, where organisations and groups were mostly homogenous.            Resistance was based on rejection and evasion of diversity.            Diversity remained misunderstood and unappreciated.</p>	<p><b>The Rhetoric of Resistance</b>            Considers diversity more of a threat than an opportunity; the discourse of resistance takes form.            Changes are inefficient or unacceptable to shareholders because of increased costs and reduced profits.</p>	<p><b>Understanding Diversity</b></p>
<p><b>Discrimination and Fairness</b>            Adopted in the late 1960s and 70s.            Based on accommodating the legal responsibilities of diversity.            As a matter of fairness and to comply with federal mandates, organisations were restructured to better reflect society.            Organisations recruit and retain diversity, but it treats all people within a social demographic equally.            The weakness of this paradigm was that it doesn't allow employees to draw on their assets and perspectives to do their work more effectively.            There was no real strategy for managing diversity - all should conform to the expectations of the existing culture.</p>	<p><b>The Rhetoric of Affirmative Action</b>            The intentions of this paradigm and rhetoric behind affirmative action were grounded in moral and social responsibility, with the primary goal of amending the wrongs done in the past.</p>	<p><b>Diversity Management</b></p>

<b>Paradigms of Practice</b>	<b>The Rhetoric of the Paradigm</b>	<b>Research Paradigms</b>
<p><b>Access and Legitimacy</b></p> <p>In the 1980s, the focus shifted to emphasise bottom-line reasons for incorporating diversity, where organisations started accepting and celebrating differences to better serve their diverse pool of customers - due to diverse demographics in various markets. Creates opportunities for less-represented groups because of their diversity.</p> <p>Limitation: When a business regards employee's experience as useful only to gain access to narrow markets, employees are likely to feel marginalised - diverse employees are pigeonholed rather than systematically integrated into the organisation.</p>	<p><b>Rhetoric of Valuing Diversity</b></p> <p>This era's rhetoric extended the discourse of affirmative action by embracing awareness, education and positive recognition of differences.</p>	<p><b>Valuing Diversity</b></p>
<p><b>Integration and Learning</b></p> <p>In the 1990s, the focus began moving beyond the business case for diversity by concretely connecting diversity to approaches to work. Diversity was integrated into the recruitment and retention of a diverse workforce and diverse management team and investment into training for leaders to make better decisions, resulting in an enhanced bottom line.</p> <p>Leaders are proactive about learning from diversity - encourage people to use their cultural experience at work, fight forms of dominance and subordination based on demographic categories and ensure that diversity-related conflicts are acknowledged and resolved.</p> <p>Leaders recognise that employees frequently make decisions and choices that draw upon their identity-group affiliations.</p>	<p><b>The Rhetoric of Diversity Management</b></p> <p>The rhetoric maintained that effective diversity management creates a competitive advantage in consumer markets but an environment in which differences are valued and allowed to influence positively organisational members' experience and contribution to the work of the organisations.</p> <p>Seeks to align skills and personal experiences of individual members with organisational mission strategy.</p>	<p><b>Inclusion and Diversity</b></p>

These four paradigms provide the macro view of how diversity management research has evolved. It demonstrates the influence of the socio-political and socio-cultural contexts that have influenced the rhetoric, the research and the practice of managing diversity within organisations. It also demonstrates how the different paradigms have a different focus that reflects the context.

Much of the context has influenced the rhetoric of the paradigms of research and practices that have emerged from the United States, where the different eras reflect the different junctures in the socio-political and sociocultural eras (Jonsen et al., 2011). However, global diversity management research and practice has emerged to consider other national and cultural contexts (Farndale et al., 2015; Jonsen & Ozbilgin, 2013; Mor Barak, 2011; Ozbilgin et al., 2017). The emergence of workforce diversity management research emerged in the latter two research paradigms of valuing diversity and inclusion and diversity. The research was from the management, international business, psychology, sociology, education, cross-cultural management, intercultural management and health disciplines.

### **2.4.3 The Focus of Workforce Diversity Research**

In addition to the four paradigms of workforce diversity research, there are two research streams with different research foci, perspectives and methodologies that describe workforce diversity research. They are mainstream and critical diversity research (Canas & Sondak, 2014; Konrad, 2006). Within the mainstream diversity stream, it has primarily focused on human resources management and the business case of diversity (Kossek et al., 2006; Richard et al., 2013). Theories about the resource-based view of the firm theory (Barney, 1991) and competitive advantage were used to explain the relationship between diversity and organisational performance (Cox & Pelled, 1995). The key focus in this stream was developing theories to unlock the benefits of diversity within organisations and the pursuit of organisational outcomes (Konrad, 2006) such as opening new markets overseas.

The critical diversity research stream focuses on understanding and addressing the influence of power within the different cultural groups or assimilative cultural norms through diverse practices. Critical diversity studies sought to address the impact and influence of the historically marginalised groups within society and organisations that continued to experience discrimination and exclusion (Konrad, 2003).

Table 2.2 provides a summary of the themes of literature within each research stream of workforce diversity research.

**Table 2.2:** Examples of Research from the Two Streams of Workforce Diversity Research

Main Stream Diversity Research	Critical Diversity Research
<p><b>Sustainable Competitive Advantage</b> (Thomas, 1990; Cox &amp; Blake, 1991; McIntire, 1996; Gilmartin, 1999; Chavan, 2005; Slater et al., 2008; Morley, 2018; Yadav &amp; Veetil, 2021)</p> <p><b>Business Case and Commitment</b> (Slater et al., 2008)</p> <p><b>Organisational Performance</b> (Murray, 1989; Gatley &amp; Lessem, 1995; De Abreu Dos Reis et al., 2007; Curtis &amp; Dreachslin, 2008a)</p> <p><b>TMT/Leadership</b> (Simons et al., 1999; Somech, 2006)</p> <p><b>Human Resources Practices</b> (Richard &amp; Johnson, 2001)</p>	<p><b>Power Relations</b> (Ahonen et al., 2014; Zanoni, 2011; Litvin, 1997)</p> <p><b>Intersectionality</b> (Özbilgin et al., 2011)</p> <p><b>Critical Issues</b> (Lorbiecki &amp; Jack, 2000)</p> <p><b>Complexity and social inequalities</b> Walby, 2007, #100396}</p> <p><b>Critical Reflections</b> (Holgate et al., 2012)</p> <p><b>Cultural Bias/Discrimination</b> Carrasco et al., 2015, #3438; Sims, 2010, #2362}</p> <p><b>Gender and Leadership</b> (Fox-Kirk, 2017)</p> <p><b>Structural Inequality</b> (Holck, 2018; Fitzsimmons &amp; Callan, 2020)</p> <p><b>Ethnic Diversity</b> (Pitts &amp; Jarry, 2007)</p> <p><b>Diversity Perspectives</b> (Ely &amp; Thomas, 2001)</p>

These two streams of workforce diversity research address different outcomes of workforce diversity research. From Table 2.2, the different themes from each stream of research show that the mainstream had a focus on unlocking the benefits of diversity for the organisation such as greater performance or sustainable advantage. The themes from critical diversity research focus more on the challenges and critical issues of diversity brings to the workforce and organisations. Different research methodologies are used in each stream to understand the impact and influence of diversity in organisations. Many theories from both streams have focused on single categories of diversity or described diversity generally. For example, in the review of “Diversity in Organisations”, research was identified that addressed one of the surface-level dimensions such as race, gender, ethnicity (Shore et al., 2009) or diversity in general (Cox & Blake, 1991). In critical diversity research, the emphasis is on inequalities and power imbalances that arise out of difference. Intersectionality originally focused on the discrimination black African American women faced (Crenshaw, 1991). Both streams have different foci of research into diversity in organisations.

However, this binary approach to researching diversity in organisations does not provide the full picture of managing diversity in organisations. The main diversity research examining the business case for diversity favours the organisation’s interest in increased performance and organisational outcomes. Critical diversity research addresses the workforce’s systemic barriers in working in organisations. Historically, these binary streams

have been viewed as separate streams, where the research has sought to address how diversity can benefit organisations or how to address the power imbalances and groups that have been excluded in societies and organisations. However, the complexity of diversity management requires holding both these perspectives and outcomes together. Both these perspectives have focussed on different aspects of diversity management independently. Complexity theory suggests that these different research streams are interdependent and interconnected. Rather than viewing diversity research from a mainstream perspective that primarily addresses the organisation's needs, views and outcomes or the critical diversity research stream that addresses the organisation's workforce's needs and outcomes, complexity theory holds both perspectives are interdependent as polarities. In complexity theory, polarities refer to dynamic tensions or interdependent pairs of contrasting or complementary forces within a complex system. Polarities are characterised by their inherent duality, where each pole is necessary for the existence and functioning of the system, and the relationship between the poles is characterised by mutual dependence and interplay. In diversity management today, both research views are the poles that are interdependent parts of diversity management research. It is necessary to understand and hold both perspectives together.

#### **2.4.4 Levels of Workforce Diversity Research**

As the diversity phenomena influence and impact interactions between people at all levels of the organisation, another reason for the vast amount of research into workforce diversity is the different levels at which this interaction has been studied. Organisational behaviour research has broken down the organisation into three levels. These levels are the organisational, team and individual levels of the organisation. These describe the research and practices that address the phenomenon at each level. The research at the organisational level addresses the organisational system, while the research at the team level looks at the dynamics within teams and groups. Research at the individual level addresses themes that focus on the individuals within the organisation.

The workforce diversity research is present at each of the three levels of the organisation. The research themes can be broken down into the different levels of the organisation. Research from the different contexts and various outcomes of managing diversity in organisations and different competencies have emerged across the levels of the

organisation. The research themes below provide an overview of the range of research into workforce diversity. Table 2.3 summarises the key research themes that have emerged from the literature search at each level of the organisation. What has been excluded in this table is the research that has addressed the focus and management of a single surface-level diversity characteristic.

**Table 2.3:** Themes of Workforce Diversity Research from the Different Levels of the Organisation

Level	Themes of Research	Sub-Themes
<b>External Environment</b>	Context	<b>Super-diversity</b> (Vertovec, 2007) <b>Context</b> (Fine & et al., 1990) <b>Managing Diversity in 1990's</b> (Abbasi & Hollman, 1991) <b>In Government</b> (Laudicina, 1995) <b>NZ Context</b> (Pringle & Scowcroft, 1996; Jones et al., 2000) <b>South African Context</b> (Human, 1996) <b>Corporate America</b> (Marquis et al., 2008) <b>Australian Context</b> (Syed & Kramar, 2009b) <b>Chinese and/or Indian Context</b> (Fang Lee & Saini, 2012; Inegbedion et al., 2020; Li et al., 2021; Kuknor & Bhattacharya, 2021b) <b>Globalisation</b> (Singh, 2018) <b>Complex Organisation</b> (Barrett, 2021)
<b>Organisation</b>	Managing Diversity	<b>Organisational Effectiveness</b> (Blake, 1991) <b>Efficiency</b> (Inegbedion et al., 2020), <b>Organisational Competitiveness</b> (Cox & Blake, 1991) <b>Outcomes</b> (Cox, 2001) <b>Impact on Organisation</b> (Dike, 2013) <b>Human Resources</b> (Ardakani et al., 2016; Gannon, 2008; Diamante & Giglio, 1994; Das, 2019) <b>Diversity Management</b> (Syed & Kramar, 2009a; Raineri, 2018; Magoshi & Chang, 2009) <b>Multicultural Organisation</b> (Edewor & Aluko, 2007) <b>Global Diversity Management</b> (Barak, 2022; Nishii & Ozbilgin, 2007; Findler et al., 2007) <b>Inequality</b> (DiTomaso et al., 2007) <b>Diversity Perspectives</b> (Podsiadlowski et al., 2013) <b>Organisational Inclusion</b> (Tang et al., 2017; Kuknor & Bhattacharya, 2021b; Kuknor & Bhattacharya, 2021a) <b>Interculturalism</b> (Yogeeswaran et al., 2021) <b>Organisational Diversity Commitment</b> (Anselmo Ferreira, 2017) <b>Surface-level Diversity</b> (Gilbert, 2017)
	Diversity and Inclusion	<b>Diversity Climate</b> (Yeung, 2019; Perry & Li, 2019; Al Doghan et al., 2019; Ward et al., 2021) <b>Diversity Climate and Employee Outcomes</b> (McCallaghan et al., 2019) <b>Inclusive Climate</b> (Zhong et al., 2022) <b>Inclusion</b> (Ferdman, 2017) <b>Diversity Climate and Innovation</b> (Bogilović et al., 2020) <b>Inclusion and Psychological Safety</b> (Javed et al., 2019; Abror & Patrisia, 2020) <b>Inclusive Workplaces</b> (Shore et al., 2018) <b>Organisational Outcomes</b> (Ohunakin et al., 2019) <b>Organisational Culture</b> (Balkin & Schjoedt, 2012)
	Intercultural Competency and Training	<b>Training</b> (Wentling & Palma-Rivas, 1999; Zhu & Kleiner, 2000; Chavez & Weisinger, 2008; Chrobot-Mason, 2004) <b>Diversity Intelligence and Inclusion</b> (Hughes, 2016b; Pandey, 2018)

Level	Themes of Research	Sub-Themes
	Workforce	<b>Diversity</b> (Thomas, 2011; Diamante & Giglio, 1994; Ayoko & Harrtel, 2006; Byrd & Scott, 2014) <b>Recruitment</b> (Tipper, 2004) <b>Performance</b> (Von Bergen, 2005; Kundu & Mor, 2017) <b>Employee Engagement</b> (Goswami & Kishor, 2018; Yadav & Katiyar, 2017)
	Leadership	<b>Top Management Team and Performance</b> (Díaz-Fernández et al., 2020) TMT and CEO (Georgakakis et al., 2017) <b>Organisation Transformation</b> (Dreachslin & Saunders, 1999; Ayoko & Harrtel, 2006) <b>Competencies</b> (Havenga et al., 2011) <b>Inclusive Leadership</b> (Mor Barak et al., 2022; Kuknor & Bhattacharya, 2020) <b>Inclusion and Commitment</b> (Brimhall, 2019) <b>Managing Change</b> (Vito & Sethi, 2020) <b>CEO's Influence</b> (Ng & Sears, 2020) <b>Influence</b> (Buengeler et al., 2018) <b>Leader-Member Exchange</b> (Brimhall et al., 2017)
<b>Group</b>	Managing Multicultural Teams	<b>Multicultural Teams</b> (Brett et al., 2006; Brett et al., 2009; Yeager & Nafukho, 2012) <b>Challenges</b> (Behfar et al., 2006) <b>Management Teams</b> (Bunderson & Van der Vegt, 2018)
	Effects of Diverse/Multicultural Teams	<b>Creativity and Innovation</b> (Gassmann, 2001) <b>National and Organisation Culture</b> (Neukam, 2017) <b>Cognitive Diversity and Creativity</b> (Chow, 2018) <b>Team Processes</b> (Stahl et al., 2010b) <b>Effects</b> (Stahl et al., 2010a) <b>Conflict</b> (Appelbaum et al., 1998) <b>Inclusive Climate and Team Creativity</b> (Liu et al., 2021) <b>Workgroup Inclusion</b> (Chung et al., 2020)
	Competencies and interaction	<b>Cultural Intelligence and Intercultural Competence</b> (Adair et al., 2013; Brinkmann et al., 2014; Moon, 2013; Nouri et al., 2013) <b>Team Management</b> (Schreiber, 1996)
	Performance and Outcomes	<b>Creativity</b> (Crotty & Brett, 2012; Kirkman & Shapiro, 2005)
	Leader-Member Exchange	<b>LMX</b> (Asgary & Thamhain, 2016; Brain & Lewis, 2004) <b>Global leaders</b> (Lisak et al., 2016; Zander et al., 2012) <b>Virtual Teams</b> (Zander et al., 2013) <b>Effective Leadership</b> (Vallaster, 2001) <b>Leader's Multiculturalism and Colour Blindness</b> (Meeussen et al., 2014)
<b>Individual</b>	Leadership Styles	<b>Transformational Leadership</b> (Gandolfi, 2012; Top et al., 2015) <b>Authentic Leadership and Inclusion</b> (Cottrill et al., 2014) <b>Servant Leadership Across Cultures</b> (Mittal & Dorfman, 2012) <b>Servant Leadership and Diversity Climate</b> (McCallaghan et al., 2020) <b>Servant leadership and Inclusive Organisations</b> (Gotsis & Grimani, 2016b)
	Intercultural Competence and Cultural Intelligence	<b>Intercultural Communication Competence</b> (Arasaratnam & Doerfel, 2005) <b>Intercultural Competence</b> (Bennett, 2014; Kidd-Albright, 2020) <b>Core Competence of Inclusive Leadership</b> (Paiuc, 2021) <b>Diversity Intelligence</b> (Hughes, 2016a) <b>Emotional Intelligence and Intercultural Competence</b> (Guntersdorfer & Golubeva, 2018)

Much of the diversity research has focussed primarily on one of the levels of the organisation, such as the organisational or the group level. Limited consideration was given to the other levels within the organisation simultaneously. The research has provided further understanding of specific aspects of the diversity phenomenon in various contexts and situations. This has led to the fragmented nature of the research and the different definitions and terminology in describing diversity in organisations. Definitions of diversity describe one or more of the surface-level characteristics or deep-level characteristics, rather than the whole phenomena itself. The findings of the extant diversity research within each level that has been studied have provided many theories about diversity within the workforce. However, it has not considered the influence and impact of diversity within organisations across all levels of the organisations. As the complexity of managing diversity in organisations emerges, research that addresses the multi-level interactions within the organisation is needed.

A recent study into inclusive leadership suggests that inclusive leadership is a multi-level process that requires careful attention to the alignment of espoused and enacted inclusive leadership both within and across those levels (Nishii & Leroy, 2022). Building on this study, addressing leadership's agency of diversity cannot be considered at each level alone. The influence and impact of diversity within the organisation requires developing multi-level theory (Nkomo et al., 2019; Lorbiecki & Jack, 2000). There is a gap in the literature that addresses the multi-level influence of diversity in organisations.

#### **2.4.5 The Development of Organisational Approaches to Diversity Management**

The four paradigms described earlier represent chronologically the development of organisational approaches to diversity management. It reflects how the research and practice of managing diversity developed from fearing difference to managing diversity, reflecting how the organisations viewed diversity. Research has also demonstrated how diversity perspectives have influenced work group processes and organisational approaches to managing diversity (Ely & Thomas, 2001; Podsiadlowski et al., 2013). These "diversity perspectives" have influenced the different stages of understanding and managing diversity. The research demonstrates that an organisation's approach to diversity management is influenced by its perspectives of diversity rather than the paradigm itself. Organisations today

can have a “diversity perspective” from a previous era that influences their approach to managing diversity within their workforce.

#### **2.4.6 Summary**

The literature review on workforce diversity and diversity management in organisations is multi-disciplinary, vast and across the different levels of the organisation. The United States’ socio-political and socio-cultural contexts have influenced the development of organisational diversity management over the different paradigms. Each research paradigm and practice reflects how organisations have developed and matured as the understanding of diversity has increased over time. It explains how diversity management has evolved over the different paradigms. However, the full benefits of diversity in today’s organisations have not been unlocked.

The two different foci of research and practice of workforce diversity management have been considered separately. The focus on the business case of diversity addressed the research and practice of diversity management, focusing on the benefits and inclusion of diversity. The critical perspectives focus sought to address the systemic barriers of diversity in organisations and themes of power imbalances and exclusion of different cultural groups. These two foci have been considered separately. However, these different foci must be considered together to deepen our understanding of the influence and impact of the diversity phenomena in organisations.

Research into workforce diversity has mainly been considered at a single level of the organisation, either at the organisational level, team or group level or at the individual level. This has provided an understanding of the influence and impact of diversity at each level of the organisation. However, understanding diversity in organisations requires a systemic approach that simultaneously adopts a multi-level consideration of its influence and impact across all the different levels of the organisation. A multi-level analysis that considers the organisational diversity management approaches that consider the complexity of diversity in the organisation’s complex adaptive system is needed.

The extant research has provided a foundation for understanding diversity in organisations. However, the dynamic nature of the diversity phenomenon suggests today’s context requires further research to understand how it influences diversity’s influence and impact within organisations. Today’s context sees the influence of globalisation increasing the

complexity of diversity in today's organisation's workforce. A new juncture is emerging today that requires further research to understand the influence and impact of diversity in today's context that considers the complexity of managing diversity. In the next section, I address how today's context is increasing diversity's complexity and the complexity of managing such a workforce today.

## 2.5 Today's Context

The paradigms or junctures discussed earlier describe the growing diversity within the workforce and how the context has influenced the theory of diversity and of managing diversity within organisations. Globalisation has resulted in increasing global mobility; migrants, expatriates, international students, and workers are moving into organisations around the world, adding further diversity to the workforce. The growing workforce shortage and increased global mobility have amplified the diversity in organisations. Furthermore, today's workforce has greater agency in choosing whom they work for and where they seek to work for organisations that share their values, such as a priority for diversity and inclusion. While the increased diversity within organisations is not new, today's context has changed.

Nkomo (2019) suggests that workforce diversity management has reached another critical juncture. A new paradigm is emerging where there is an overt backlash against diversity within society and organisations (Nkomo et al., 2019). Today's context sees diversity increasing in complexity and a socio-political and cultural context becoming increasingly polarised. The emergence of social movements such as Black Lives Matter and the MeToo movement has raised awareness of the negative effects of diversity, such as racism, nationalism and sexism within society and organisations. People's awareness and understanding of diversity and inclusion have increased, but there are also overt overreactions to diversity. Diversity and inclusion is highly topical in the workforce as leaders seek to find ways to understand and manage the diversity phenomena today. Navigating today's context requires addressing the growing backlash to diversity in communities and organisations while addressing the structural inequality in organisations (Lorbiecki & Jack, 2000).

As organisations are considering how they manage diversity within their workforce in today's context, workforce diversity is also becoming more fluid, thus increasing in complexity. This complexity can be articulated in two ways, which will be discussed further:

the growing divergence between surface-level and deep-level characteristics and intersectionality.

### **2.5.1 Divergence of Surface-level and Deep-level Diversity Characteristics**

A growing divergence exists between the surface-level and deep-level characteristics within individual cultural identities. Individuals who visibly identify with a surface-level cultural characteristic may have different deep-level characteristics due to the diverse cultural contexts in which they have lived and worked. One example is that of migrants in the global workforce who may eventually adopt some of the cultural values and worldviews of where they presently reside, known as the process of acculturation (Berry, 2005; Berry, 2008). These multi-dimensional individuals are also called n-culturalists (Pekerti et al., 2015; Pekerti, 2019). While they may have physical (visible) features associated with a country they no longer live in and values and beliefs that reflect their ethnicity or nationality, these migrants may also have adopted values and beliefs from the country they now live in. For example, the diaspora Chinese may be visibly Chinese, but their values, beliefs, and worldviews may not fully reflect the Chinese culture of mainland China. Likewise, expatriate members who spend time in another country may adopt some values and perspectives from their time abroad. As the world becomes increasingly global, there is a growing number of individuals who have grown up between two or more cultures or have mixed ethnic/racial heritages who have a multicultural identity within the workforce. This adds to the complexity of diversity that challenges how organisations manage their diverse workforce (Pekerti & Thomas, 2016).

Organisational approaches that focus on managing single surface-level cultural characteristics will not have considered the impact of the divergence of surface and deep-level characteristics within their workforce. Their hidden-level characteristics do not reflect their surface-level cultural characteristics, such as ethnicity and race. This has implications for managing a workforce today where members may have surface-level characteristics that align with the organisation's diversity management strategy but have different deep-level characteristics. Another factor that adds to diversity's complexity is its intersectionality.

## 2.5.2 Intersectionality

Intersectionality adds to the increasingly complex tapestry of understanding diversity today (Crenshaw, 1991). It describes the influence and impact of a combination of diverse characteristics. The origin of intersectionality research sought to highlight the increased systemic discrimination that African American women faced in the workplace based on their gender and race. However, this term is now used to refer more broadly to the influence of combinations of diversity characteristics in the context of systems and power structures (Cho et al., 2013; Rodriguez et al., 2016). As individuals have many cultural characteristics and identities, intersectionality challenges the traditional diversity management approaches.

Intersectionality suggests that managing diversity that focuses on singular surface-level diversity characteristics may result in individuals being stereotyped rather than being viewed as multidimensional cultural beings (Rodriguez et al., 2016; Pekerti & Thomas, 2016). Culture categories are subjective, so people may base their social identity on many different cultural characteristics such as gender, ethnicity or race (Harrison & Sin, 2006; Mazur, 2010) that can also be sub-categorised further (Gardenswartz et al., 2010; Rijamampianina & Carmichael, 2005; Tajfel, 1982; Roccas & Brewer, 2002). Furthermore, how and with which cultural characteristics individuals choose to identify with varies between individuals and in different contexts (Köllen, 2021). Social identity complexity describes how individuals incorporate multiple social groups within their identities and which one they mostly identify with (Roccas & Brewer, 2002; Pekerti & Thomas, 2016). Based on social identity theory, where individuals identify with different social groups, this may influence how individuals choose to identify themselves at work (Tajfel, 1982). For example, some individuals may identify most strongly with their gender identity at work, while others of the same gender may place greater importance on their ethnic identity. How different individuals prioritise various diversity characteristics as their identity highlights how multi-dimensional individuals are. This represents a challenge in how leadership manages such diversity in their organisations today (Zolfaghari et al., 2016). Intersectionality highlights the complexity of diversity that needs to be considered in today's diversity management approaches.

The divergence between surface-level and deep-level characteristics and intersectionality challenges how organisations seek to manage their diverse workforce today. In today's context of increased polarisation of diversity, greater awareness and agency within

the workforce means that organisations can no longer ignore or manage diversity superficially. Diversity management today requires a different approach that addresses the complexity of the diversity phenomenon.

## 2.6 Today's Approach to Diversity Management

Today's context requires developing a diversity management approach that considers the complexity of diversity. Traditional approaches to diversity management have historically viewed diversity in singular or binary ways. The dichotomy of viewing surface-level or deep-level diversity characteristics separately has influenced the approaches to diversity management. The extant research into organisational approaches to diversity management has either focused on managing the surface-level diversity characteristics (managing diversity) or, more recently, managing the deep-level characteristics for inclusion (managing for diversity)(Chavez & Weisinger, 2008; Shore et al., 2009). However, the complexity of diversity, namely the fluidity and interdependency of the different diversity characteristics, has meant that the diversity management approaches from the previous era have not delivered the diversity dividend. The "diversity dividend" describes the *"enhancement in an organisation's performance that is attributable to its diversity"* (Martins, 2020, p.1292).

Complexity theory offers a different view of diversity and diversity management that considers the organisation a complex adaptive system (Walby, 2007). Rather than viewing the different silos separately, it seeks to identify interdependent relationships and hold tension and paradox together (Bassett-Jones, 2005; Morrison et al., 2006). The organisation's multiple interdependent relationships at all levels in a constantly changing environment require a different approach to managing diversity. It views diversity and inclusion as interdependent concepts that must be considered together rather than separately (Roberson, 2006). This requires holding the tension between the organisation and the workforce's needs and managing the surface-level and deep-level diversity characteristics together.

Diversity management that considers today's context balances the organisation's sustainable competitive advantage with developing an inclusive organisation. It must hold the tension between the organisation's and the workforce's needs to address the structural inequality and today's complexity of diversity (Lorbiecki & Jack, 2000; Nkomo et al., 2019). This requires organisations to balance the business case for diversity while inclusively

managing their diverse workforce by addressing the power imbalances within their diversity management efforts. Addressing these power imbalances requires a multi-level systemic approach (Sippola, 2007; Cao et al., 2003; Wang et al., 2022). Organisations seek to manage their diverse workforce to increase their sustainable competitive advantage and because it is morally right to do so (Köllen et al., 2018). There is growing recognition of balancing the dual focus with this definition of diversity management –

*“organisational approach aiming to achieve better organisational results by creating an inclusive workplace where people’s distinguishing qualities and needs are met in a diversified, effective, efficient and equitable way” (Riccò & Guerci, 2014) p.236*

As such, rather than viewing the diversity phenomena as single independent characteristics, organisations need to manage the surface-level and deep-level categories because of the interdependency of the surface-level and deep-level characteristics together. It requires shifting from managing a specific diversity characteristic in the workforce to managing a workforce full of multi-dimensional people. This shifts the organisation’s approach from managing diversity initiatives towards adopting an organisation-wide transformational diversity management approach that considers managing surface and deep-level characteristics together. Diversity management will require integrating strategy and culture in an organisation-wide multi-level approach. This addresses strategic diversity and inclusion management and the development of an organisational culture that fosters inclusion and belonging. As the organisation’s diversity management approach develops towards a more organisation-wide, multi-level approach, it requires the leadership to manage their diversity and inclusion efforts that include the development of an organisational culture that has inclusive systems and processes that deliver outcomes for the business and employees (Pless & Maak, 2004; Feitosa et al., 2022; Martins, 2020). Today’s approach requires the organisation’s leadership to play a strategic role in their organisation’s diversity management efforts. In the next section, I review the leadership and diversity management literature.

## **2.7 Leadership and Diversity Management**

The word leadership in this thesis describes the organisation’s senior leadership or executive leadership team. The literature also defines this as the Top Management Teams (TMT) (Homburg & Bui, 2013). Leadership is critical in organisational diversity management

(Olsen & Martins, 2012). It becomes even more significant when it comes to strategically leading diversity management in today's organisations (Martins, 2020). When the extant literature on leadership and diversity is surveyed, the themes remain fragmented but follow the rhetoric of four eras of workforce diversity within the two different views of diversity (Main and Critical View) over the four paradigms discussed earlier. From synthesising the research into leadership and diversity management, leadership's role remains largely underdeveloped. Considering leadership's role in their organisation's diversity management efforts, a way to look at how they do this is to integrate the findings from the fragmented research in workforce diversity management with strategic diversity leadership. This section examines the extant research that integrates leadership and diversity management themes.

Research that addresses leadership and managing diversity has increased in recent years. While there is still discussion about the need for more diversity in leadership teams of organisations (Chin & Trimble, 2007; Eagly & Chin, 2010), research is emerging that seeks to understand the relationship between leadership and diversity management. The literature shows the same development of leadership in the workforce diversity research that ranges from understanding diversity in leadership from the different surface-level dimensions of leadership, such as different cultural and national contexts (Dorfman et al., 2012; Fang et al., 2019), to deep-level characteristics, such as leadership styles, like inclusive leadership, cultural intelligence (Ahmad & Saidalavi, 2019; Homan et al., 2020) and different cultural contexts. Other themes that have emerged include diversity in leadership (Chin et al., 2016), diverse leadership and organisational outcomes such as performance and innovativeness (Carson et al., 2004; Auh & Menguc, 2005; Boone & Hendriks, 2009; Boone et al., 2019; Georgakakis et al., 2017; Homberg & Bui, 2013).

There is research that addresses diversity in leadership in different contexts, such as education and health (Lumby & Coleman, 2007; Lumby & Coleman, 2010; Semple, 2016; Sengupta, 2018; Potvin et al., 2018; Alire, 2001; Ayman & Korabik, 2010; Ayoko & Harrtel, 2006; Canen & Canen, 2008; Chin, 2013). At the individual level, the research has addressed leadership characteristics and styles. Authentic, inclusive, servant and transformational leadership play a critical role in leading diverse organisations (Choi et al., 2015; Clapp-Smith et al., 2009; Clapp-Smith & Lester, 2014; Coxen et al., 2016; Daniels, 2021). A key research project that looked at leadership in different national contexts is the GLOBE Leadership project

(Clark et al., 2016; Dorfman et al., 2012). More recently, research has identified leadership's role in leading diverse organisations (Dreachslin, 2007a; Homan et al., 2020; Roberson & Hyeon, 2007; Mitchell & Boyle, 2009; Kearney & Gebert, 2009; Scott & Byrd, 2012) Marques and Dhiman, 2022, #119229}. The research has primarily focused on the leadership and the organisation's outcomes. There remains a lack of research further addressing leadership's role in managing the diverse workforce within their organisations.

Inclusive leadership has emerged as a leadership style that begins to address leadership's role in diversity management that considers the complexity of diversity. The emergence of inclusive leadership has sought to identify different facets of how leaders navigate managing diversity and developing inclusion in their organisations (Ashikali et al., 2020; Al-Atwi & Al-Hassani, 2021; Bourke & Dillion, 2016; Carmeli et al., 2010; Kuknor & Bhattacharya, 2020; Orekoya, 2024; Rodriguez, 2018; Shore & Chung, 2022; Wasserman, 2020; Nishii & Leroy, 2022). It is different from transformational leadership and has a specific focus on developing inclusive cultures (Bardhan & Gower, 2023). The research into inclusive leadership has primarily addressed the role of leaders in creating an inclusive culture (Roberson & Perry, 2022), inclusive leadership development, key competencies, behaviours and practices of leaders (Ferdman, 2013), in developing diversity policy (Jin et al., 2017) and inclusive leadership and outcomes (Rodriguez, 2018). More recently, a multi-level framework of inclusive leadership has addressed the dynamic relational process of leadership interactions (Nishii & Leroy, 2022). The research has mostly addressed individual leader's role in their diversity management efforts and in particular developing an inclusive culture (Pless & Maak, 2004). Inclusive leadership has sought to address how individual leaders could cultivate inclusion in teams and organisations. However, the inclusion research has not addressed its relationship with diversity and diversity management, nor how leadership cultivate inclusion across the organisation.

Research that addresses leadership's role in their organisation's diversity management effort remains largely underdeveloped to reflect today's context. There is research that has looked at the relationship between the Chief Executive Officer (CEO) and the TMT and the firm's performance (Buyl et al., 2011; Christensen-Salem et al., 2023; Georgakakis et al., 2017; Li & Jones, 2019; Ma et al., 2021; Peterson et al., 2003; Yi et al., 2022) and the CEO's belief and values in implementing organisational diversity practices (Ng & Sears, 2012). As diversity's

complexity is considered, it requires leadership to play a strategic role in their diversity management with an organisation-wide approach. Programmes, projects and initiatives become less effective with this complexity. Rather, it requires leadership to lead the organisation's development of a diversity and inclusion strategy alongside developing an inclusion climate that addresses organisational culture and systems (Kuknor & Bhattacharya, 2021b; Nishii & Leroy, 2022).

The extant research has identified that leadership has a role to play in fostering inclusion and creating an organisation where diversity is valued (Boekhorst, 2015; Dreachslin, 2007a; Jin et al., 2017). Leadership's strategic, tactical and operational role becomes more critical as organisational diversity management merges into organisational learning and development (Ricco & Guerci, 2014). Leadership accountability and commitment also become critical in strategic diversity leadership as leadership commitment is required to sustain an organisation's development of its diversity management approach (Molinaro, 2015; Thistle & Molinaro, 2016; Ng & Wyrick, 2011). However, strategic diversity leadership has sought to address one aspect of leadership's role in envisioning the potential of diversity within their organisation. Strategic diversity leadership describes the organisation's *"top managers role in shaping the meaning of diversity within an organisation"* (Martins, 2020). This describes the leadership's role in articulating a vision and engaging all the stakeholders in managing the diversity within the organisation. However, it requires leadership to go beyond shaping the vision and meaning of diversity to lead the organisational development and change. The following section describes the research gap and the research question that this thesis seeks to answer.

## 2.8 Research Gaps

Research has sought to understand the influence and impact of the diversity phenomena in the workforce and organisations over the past 75 years. Despite this, further research is required to explore this subject due to the dynamic nature of diversity and changing socio-political and sociocultural contexts. Today's socio-cultural climate sees a growing awareness and interest in equity, diversity, and inclusion in the practice of managing diversity in organisations. This section addresses the research gaps and identifies the research questions that seek to address the gaps.

There have been greater calls to address leadership's accountability for their organisation's diversity management efforts (Groysberg & Connolly, 2013). The workforce and potential workforce seek to work in organisations with cultural inclusion, where they are valued and respected for their unique contributions. Cultural inclusion describes creating an inclusive environment where individuals from diverse cultural backgrounds participate meaningfully in organisations (Chavez & Weisinger, 2008; Azmat et al., 2015). Diversity management that develops cultural inclusion and delivers a diversity dividend requires greater leadership involvement in the organisation's diversity management efforts.

There is a gap in the research in understanding diversity management approaches that address the complexity of diversity within a complex adaptive system. Secondly, a gap exists in connecting leadership's strategic role with their organisation's diversity management efforts. It has been identified that leadership plays a strategic role in their organisation's diversity management efforts (Olsen & Martins, 2012; Dreachslin, 2007a). However, research on leadership and their organisation's diversity management efforts remains largely underdeveloped. There is limited research about leadership strategically leading their organisation's diversity management approach that considers today's context and the consideration of diversity's complexity across the multilevel of the organisation. There remain gaps in the research regarding how the leadership team practically leads their organisation's diversity management efforts.

Based on the review of the literature and the gap in the literature, the overarching research problem that this study is seeking to address is:

**“To explore and understand the leadership's role in their organisation's diversity management efforts.”**

This research problem seeks to extend the research and practice of how leadership strategically leads their organisation's diversity management efforts to reflect today's changing context. This thesis argues that the leadership agency of their diversity management efforts needs to be considered alongside managing the complexity of diversity management. There is a lack of research about leadership agency for diversity management and its relationship to an organisation's diversity management approach. The leadership research has not considered managing diversity in organisations, and workforce diversity management research has not fully considered leadership's strategic role. There will be two parts to

addressing this research problem. The first part will identify the factors influencing the leaders' role in their organisation's diversity management efforts. The second part of this study will seek to integrate the findings of the first part of the research that develops the practice of diversity management. These two parts will contribute to the research gap in addressing leadership's agency in an organisation's diversity management efforts.

In the research that has addressed leadership's role in their diversity management efforts, the emergence of strategic diversity leadership theory has identified one aspect of leadership's role in their organisation's diversity management approach (Martins, 2020). However, there is a lack of research explaining how strategic leadership is exercised. Leadership agency addresses the underlying factors influencing the leadership's decisions and actions about managing their diverse workforce. Leadership's agency describes the leadership team's capacity and power to act on their decisions and will (Emirbayer & Mische, 1998). This study's research question seeks to address the research problem by examining leadership agency as a critical aspect of leadership's role in their organisation's diversity management efforts. The first research question that this thesis seeks to answer is

**“What factors influence the leadership agency in their organisation's diversity management efforts? ”**

The leadership dimension of diversity management identifies the underlying beliefs, mindsets and values that need to be understood in order to understand further leadership's role in managing their diverse workforce to deliver today's outcomes for their organisations. The leadership dimension of diversity management describes the leadership's agency in its diversity management efforts.

As mentioned previously, diversity is complex. This thesis argues that to understand leadership's agency in diversity management, the proper theoretical lens to use is the complexity lens. Complexity theory is an interdisciplinary framework for studying complex, nonlinear, and dynamic systems that consist of multiple interacting components or agents. It helps to understand how simple rules or interactions at the micro-level can give rise to complex, emergent behaviour at the macro-level, and how these systems evolve and adapt over time.

This thesis argues that understanding leadership's role in diversity management today requires adopting a complexity lens (Berger & Fitzgerald, 2002; Maznevski & Jonsen, 2012;

Nkomo et al., 2019; Schneider & Somers, 2006; Uhl-Bien et al., 2011). Complex systems consist of many components – in the case of this research, the components are the leadership and the workforce within the organisation in all its different groups and parts. The output of the components is the function of inputs – the outcomes of diversity are determined by leadership and how they approach and manage diversity in the organisation (Cilliers, 2005). Complexity theory offers an interdisciplinary framework for studying intricate, nonlinear, and dynamic systems comprising multiple interacting components or agents. It helps us perceive the world as a network of interconnected systems with emergent properties, nonlinear interactions, and adaptive behaviours. Several complexity principles can aid in addressing the research question (Cilliers, 2005).

The interconnectedness and mutual dependence of components within a complex system highlight the relationships among different parts. Changes in one part of the system can have ripple effects throughout the entire system, giving rise to complex patterns of interactions, feedback loops, and emergent behaviours. This concept reflects the interconnectedness and interdependence of diversity characteristics within individuals and how they are managed in organisations.

Another principle of complexity is adaptation, referring to complex systems' ability to adjust and evolve in response to environmental or internal changes. Various diversity management approaches illustrate how organisations adapt to external contexts and internal demographic shifts in their workforce. Leadership plays a crucial role in strategically navigating these changes and adapting to the external or internal changes in matters relating to diversity in their organisations.

Emergence is the phenomenon where complex system-level properties, behaviours, or patterns emerge from the interactions of simple components or agents. Diversity management outcomes are known, but addressing how to deliver on the outcomes remains. However, with greater understanding of the interactions among the components influencing leadership's role in diversity management, behaviours and patterns can help to understand leadership's agency (Rosenhead et al., 2019).

Lastly, the principle of non-linearity in diversity management recognises that relationships and interactions between diversity-related variables and outcomes are not

necessarily linear or predictable. Instead, nonlinear dynamics characterise the complex interplay of factors involved in leadership's role in their diversity management efforts.

Applying complexity theory to understanding today's diversity management approach allows a greater understanding of the different facets of leadership's role in diversity management. Complexity leadership theory further provides a framework for addressing the collective leadership team's role in an adaptive challenge such as strategic diversity management (Uhl-Bien et al., 2011). The literature suggests that more than one dimension is involved in understanding leadership's agency in their diversity management efforts. In this thesis, complexity theory is used to understand leadership's agency based on the interactions of the three leadership dimensions of accountability, approach and focus, which together contribute to an organisation's leadership's agency for diversity management. I now look at the literature into the leadership dimensions."

### **2.8.1 The Leadership Dimensions of Diversity Management**

The multi-disciplinary nature of the fragmented literature about diversity and diversity management points to the complexity of diversity in a complex system. This thesis addresses the gap in the literature by identifying the factors that influence leadership in how they strategically manage their organisation's diversity management efforts. Making sense of the complexity of diversity today in diversity management that delivers a diversity dividend requires a complexity lens to see the interconnectedness of the three leadership dimensions in understanding leadership's agency for diversity management. This study argues that multiple leadership dimensions must be considered together to enhance the praxis of leadership agency for diversity management and its underlying factors that influence leadership in their management of diversity's complexity in their organisations. These leadership dimensions are interdependent faces that address leadership's strategic role in their organisation's diversity management efforts. The leadership dimensions this study proposes to be considered together have been derived from the literature and observations from today's context.

The research into strategic diversity leadership has identified that leadership plays a key role in shaping an organisation's diversity management approach. Still, it has not fully considered leadership's commitment and accountability alongside an organisation's diversity management research. The research has identified the importance of leadership accountability in driving organisational transformation (Molinaro, 2015; Thistle & Molinaro, 2016). In today's

context, there are calls for greater leadership accountability and commitment to their diverse workforce (Groysberg & Connolly, 2013). It also requires commitment and accountability to strategically lead an organisation's diversity management approach. This thesis argues that the complexity of diversity and its management requires these two theories to be considered together as leadership dimensions in addressing leadership's agency for the organisation's diversity management approach. Integrating these two silos of research on leadership accountability and leadership approach to diversity management into two leadership dimensions provides a nuanced view of leadership's agency for diversity management. It brings together the research on leadership accountability that has not addressed its application to diversity management with the organisation's diversity management approach. Leadership accountability addresses the commitment and responsibility required to support and sustain their organisation's diversity management approach (Corley, 2020).

The organisation's diversity management approach can be broken down into two dimensions to address the complexity of diversity and its utility in its focus. The leadership approach of diversity management considers how the organisation approaches managing diversity. In contrast, the leadership focus of diversity management looks at the practicalities of the organisation's operating context and strategy (Ricco & Guerci, 2014). The organisation's diversity management approach needs to consider the complexity of diversity today and the practicalities of the operating context. In addition to the leadership dimensions of accountability and approach to diversity management, a third leadership dimension considers the context in which organisations operate. To differentiate between the organisations' workforce demographics and business strategies and allow the leadership to approach diversity management from their contexts, the leadership focus of diversity management dimension allows their organisation's diversity management strategy to reflect their context.

Therefore, this thesis proposes that three leadership dimensions influence leadership agency in their organisation's diversity management efforts. Leadership accountability, approach, and focus all determine how leadership manages its diverse workforce today. These three leadership dimensions can help offer a practical solution for today's organisations seeking to find out how to manage their diverse workforce. The three leadership dimensions combine the research into leadership accountability with leadership's approach and focus on diversity management. When each dimension is considered separately, they can provide a

further understanding of one aspect of how leadership manages their diverse workforce. However, when considered together, they provide a multi-dimensional and practical view of leadership's agency in their diversity management efforts. This allows for a nuanced view of leadership's agency in their organisation's diversity management. The complexity of diversity and diversity management in a complex system requires identifying and addressing the interdependencies and relationships that may provide a new understanding of how leaders can manage their diverse workforce today. By integrating these three leadership dimensions, this study hopes to make sense of managing the complexity of diversity in organisations today and provide a practical solution that addresses the leadership's role in their organisation's diversity management approach.

The main research question seeks to identify the factors influencing leadership's agency in their diversity management efforts. Complexity suggests that interdependent factors have relationships that need to be considered. This requires identifying the factors and then addressing the relationships that exist. Before these three leadership dimensions can be integrated, they must be considered individually. The main research question needs to be addressed in each of these dimensions. I now briefly describe each leadership dimension and the sub-research questions posed.

### **Leadership Accountability for Diversity Management Dimension**

Leadership accountability for diversity management is one aspect of leadership agency of diversity management. It links the leadership's commitment to their diversity management approach with how they are going to manage their culturally diverse workforce (Pearson & Sutherland, 2017). Leadership accountability is interconnected to the organisation's sustainability and ensuring that the well-being of the organisation includes both the organisation and its workforce (Pandey et al., 2022). The nature of leadership's accountability is adaptive, as leadership needs to respond to the changes within their workforce and the context they are operating. Changes to the external context and within their organisation require leadership accountability to be adaptable (Vito & Sethi, 2020). It is also non-linear as there are many factors that influence leadership's commitment to their diversity management efforts (Wood & Winston, 2007).

Leadership accountability of the diversity management dimension implies that diversity management becomes the subject of accountability. This dimension looks at

leadership accountability from the perspective that it is the responsibility of leadership to set strategies and make decisions that contribute to the well-being of their organisations. Part of ensuring the well-being of the organisation includes ensuring the well-being of the organisation's workforce. As this workforce becomes increasingly diverse, attending to cultural needs contributes to the organisation's well-being and can potentially increase the *"diversity dividend"* (Martins, 2020). It involves evaluating how leadership, as a collective entity or organisational function, fulfils its responsibilities in managing the diversity in their organisations. Leadership accountability for diversity management looks at the decisions and commitment to the organisation's diversity management efforts. The literature hasn't considered leadership accountability alongside an organisation's diversity management approach. However, there has been research that suggests leadership commitment is required to sustain and support an organisation's diversity management approach (Brimhall, 2019; Moon & Christensen, 2022; Mousa & Puhakka, 2019). While the literature on leadership accountability has mainly centred on individual leader accountability, it has not looked at collective leadership accountability nor focused specifically on one aspect of an organisation's responsibility - its workforce. Consequently, the findings from this research extend leadership accountability theory from individual accountability to group accountability with a specific focus on leadership's commitment to their organisation's diversity management efforts.

Therefore, the sub-research question that seeks to identify the factors that influence leadership accountability of diversity management is:

**1a. What factors influence leadership accountability in their diversity management approaches?**

The next leadership dimension of diversity management that I address is the leadership approach to diversity management.

**Leadership Approach to Diversity Management**

Leadership approach addresses the approaches that the leadership adopts in their diversity management efforts (Cox Jr, 1995). This approach has previously been considered as a linear approach with limited results. Leadership approach to diversity management is non-linear (Best et al., 2015). A diversity management initiative or approach does not necessarily result in the outcomes organisations are seeking. However, applying the complexity principles suggests addressing the interconnectedness of surface-level diversity and deep-level diversity

characteristics in their approach (Roccas & Brewer, 2002; Cox Jr, 1995; Guan et al., 2012). Diversity and its increasing complexity require the leadership to adapt and adjust how they approach managing their diverse workforce and consider both levels (Schmid & Hewstone, 2011). The changing context that organisations are facing requires them to adapt their diversity management approach. Society's view of diversity is constantly changing and this is filtering into the organisation with the workforce demographics and expectations (Koall, 2011).

This leadership dimension examines leadership's approach to the organisation's overarching diversity management strategy. This dimension draws from the theories on culture, diversity, inclusion, organisational behaviour and development to explore the factors influencing how leadership approaches diversity management. As one of the main subjects of this thesis is diversity management, this dimension addresses the development of an organisation's diversity management approach that leadership chooses to adopt. From the literature, the development of an organisation's diversity management approaches can range from the traditional diversity management approach that ranges from managing the surface-level diversity characteristics within the organisation to developing cultural inclusion, where the approach manages both surface-level and deep-level characteristics.

The traditional approaches to diversity management focus on increasing and managing the surface-level cultural characteristics (visible diversity) such as gender, race, ethnicity, and age. This results in increased surface-level diversity within organisations. However, this approach doesn't consider that individuals are multicultural and associate with more than one diversity characteristic. As diversity increases in complexity, diversity management approaches seek to embrace inclusion that manages the deep-level cultural characteristics often described as cognitive diversity. These are the hidden cultural characteristics of values, beliefs and worldviews. This requires an organisational approach that goes beyond the surface where the emphasis requires developing an inclusive climate that embraces each employee's unique ways and contributions to the organisation (Pless & Maak, 2004; Chavez & Weisinger, 2008). As individuals have multicultural identities and lived experiences, this approach allows organisations to create environments where individuals can contribute from their uniqueness and belonging (Shore et al., 2011) while the organisation reaps the benefits of their workforce's increased engagement and participation.

The existing research into managing diversity in organisations shows how diversity management approaches have developed, influenced by the different contexts and paradigms. Research has also identified that diversity perspectives (or the rhetoric within the organisation) influence an organisation's approach (Ely & Thomas, 2001; Podsiadlowski et al., 2013). Early research describes three different approaches (Ely & Thomas, 2001), and more recently, Podsiawoski identifies five diversity perspectives that influence how diversity is managed in organisations (Podsiadlowski et al., 2013). These different perspectives demonstrate that an organisation's diversity management approach develops as the organisation's diversity perspective changes. In this thesis, this leadership dimension addresses an organisation's diversity management approach that can range from the traditional approaches from the previous paradigms to an organisational approach that considers the complexity of today's context. This research seeks to extend the diversity management research to consider an approach that considers today's context. The research question that addresses this leadership dimension is:

**1b. What factors influence leadership in their approach to diversity management?**

The next dimension I address is leadership's focus on diversity management.

**Leadership Focus of Diversity Management**

This leadership dimension addresses the focus of the organisation's diversity management approach. This dimension along with leadership's approach of diversity management addresses the interconnectedness of diversity management. The different surface-level characteristics are interconnected. The previous dimension addresses the complexity of diversity found within individuals. This third dimension is connected to the surface-level characteristics. It is also interconnected to the leadership approach as it addresses the context. Leadership focus requires organisations to respond to the context in the focus of their diversity management efforts (Hostager & De Meuse, 2002; Pringle & Scowcroft, 1996). Leadership focus is in response to the external context and within the organisation – requiring it to be adaptable. Addressing the gap or need within their workforce or responding to the changing external environment requires leadership focus to adapt its strategy. Different surface characteristics can have a different focus, thus making it non-linear. The presence or absence of these surface characteristics result in a different focus.

This leadership dimension addresses the focus of the organisation's diversity management approach that considers its context. A lack of research addresses the focus of an organisation's diversity management approach. However, when managing diversity research is reviewed, there is often a focus on one or more surface-level diversity characteristics (Shore et al., 2009). The presence and focus of the surface-level diversity characteristic indicates the diversity that is present within the organisation's workforce. This dimension looks at the practical considerations organisations face in adopting a diversity management approach. As organisations come in different sizes and are in different sectors and industries that influence the diversity composition of their workforce, this leadership dimension allows the organisation's diversity and inclusion strategy to consider its context. This leadership dimension allows for the consideration of the practical reality of the organisation's context. Its focus is based on its diversity and inclusion strategy and the organisation's context. For example, an organisation in the construction industry's diversity and inclusion strategy will look very different from a government department or global organisation. This dimension allows the leadership to focus on the surface-level diversity dimensions in their diversity and inclusion strategy. It allows the leadership to be realistic about which surface-level diversity dimensions they focus on and allows for comparisons with other organisations with a similar focus. This leadership dimension adds nuance to the leadership approach to diversity management while considering some of the practical realities that an organisation faces when seeking to implement its diversity management approach. The research question that looks at this dimension is:

**1c. What factors influence leadership's focus of diversity management?**

## **2.8.2 Integrating the Leadership Dimensions**

In this thesis, complexity theory is used to understand leadership's agency based on the interactions of the three leadership dimensions of accountability, approach and focus that together contribute to an organisation's leadership's agency for diversity management. The factors that influence each of the three leadership dimensions only address one aspect of leadership's agency in their diversity management efforts. Combining the factors that influence each leadership dimension will identify the interdependent relationships between the three dimensions and provide an integrated view of leadership agency. It will allow the consideration of the individual factors but provide a multi-dimensional and practical view of

leadership's agency in their diversity management efforts. The second part of the research seeks to integrate the three leadership dimensions of diversity management. Therefore, the second research question that this thesis seeks to address is:

**“What is the emergent model that can show the position of leadership's agency for an organisation's diversity management efforts?”**

## 2.9 Theoretical Contributions

A theory is a well-substantiated and comprehensive explanation or framework that seeks to describe or understand a phenomenon. Theories are designed to provide a reliable and coherent model of how and why things work the way they do in a specific domain or field of study. The validity of a theory depends on the strength of tested hypotheses, observations and evidence that support the proposed explanation. The theory arising from my study relates to understanding the leadership's role in managing their organisation's diverse workforce.

Based on the findings of my literature review on diversity management in organisations, there appears to be limited research into leadership's strategic role in their diversity management efforts that address the complexity of diversity in organisations. The dynamic nature of diversity in a complex system such as an organisation has not been fully addressed in the workforce diversity literature in today's context, nor has leadership's role in their organisation's diversity management efforts. The fragmented nature of the extant literature demonstrates that the proposed theory remains in silos, ranging from different levels of the organisation to different disciplines. Diversity management in today's organisations requires the integration of theories about diversity, diversity management, organisation development and strategic diversity leadership to make sense of this challenge that leadership is facing today. This research seeks to integrate these theories using complexity theory to develop a multi-disciplinary, multi-level, multi-dimensional theory about leadership agency for their diversity management efforts.

A theoretical contribution refers to a novel idea, concept, model, or framework that advances understanding of a particular field of study. It represents an original and significant insight that expands existing knowledge and provides new perspectives for researchers, practitioners, or the broader community. In theory development, the what, when, how and why are the basic building blocks that constitute a theoretical contribution (Whetten, 1989).

The “what and when” describe the variables, constructs and concepts that must be considered to explain the studied phenomena (Markus, 2008). The “what” has two dimensions that need to be considered. Firstly, the comprehensiveness of all relevant factors in the theory. Then, parsimony addresses leaving out the factors that do not add value to the understanding of the phenomenon of diversity in organisations (Whetten, 1989).

In this study, the “what and when” identifies the factors that influence the three leadership dimensions raised in the literature as part of their role in their organisation’s diversity management efforts. Identifying the influence of the leadership’s perspectives, decisions, and behaviours contributes to developing the theory of leadership’s agency in their organisation’s diversity management. As the research into strategic diversity leadership in organisations remains underdeveloped, this study’s contribution to the theory addresses the underlying factors that influence how leadership addresses the diversity within their organisation and considers diversity’s complexity in today’s context and describes the observable or measurable characteristics that can vary across the factors. Variables are used to operationalise constructs or concepts that are measurable or observable in the specific study. In the case of this study, the variables that are being observed are the three leadership dimensions of accountability, approach and focus of diversity management, and the purpose of this study is to identify the constructs that influence the three leadership dimensions.

In the “how” of theory development, the relationship between factors is analysed to identify their relationship (Whetten, 1989). In this study, the relationship between the factors that influence each of the three leadership dimensions is analysed across the different levels of the organisation and between the three leadership dimensions that provide an integrated theory of leadership agency.

The “why” building block of theory development addresses the underlying psychological, economic, or social dynamics that justify the selection of factors in the proposed causal relationships in this study (Whetten, 1989). This study addresses the gap in the research into the relationship between leadership and their organisation’s diversity management efforts. This research seeks to contribute to the theory of leadership agency for diversity management in today’s dynamic and complex context. It provides a practical way for organisational leadership to develop their understanding and awareness of managing their

diverse workforce that reflects today's context. The underlying psychological and social dynamics of leadership and diversity management are addressed in this study.

Research findings should lead to further insights and understanding into the phenomenon being studied. These insights can be obtained from a deep understanding of the subject area or meaningful personal experiences (Rindova, 2011). The original idea becomes the foundation for theoretical contribution when the researchers envision its role and place in the current research. Two features determining theoretical contributions are its originality and utility (Corley & Gioia, 2011). To meet the criteria for originality, a theoretical contribution must offer further insights into a phenomenon that advances knowledge in a useful way. The utility criterion requires the research to be situated within the research conversations it hopes to contribute to.

The theoretical contribution of this thesis addresses the leadership's agency of diversity management from a complexity lens. Diversity management in an organisation requires leadership to play a strategic role. The interaction and connections that describe leadership's role can be viewed in the three dimensions of leadership accountability, leadership approach and leadership focus. These three dimensions contribute to the emergent, non-linear and adaptive aspects of how leadership manages the diversity within their organisation.

### **2.9.1 Multi-level Theory Building**

Multi-level theory is used in social sciences, management and other fields to analyse and understand complex phenomena that involve interactions between different levels of analysis (Upton & Egan, 2010). Many of today's real-world phenomena, such as human behaviour, organisational dynamics, and societal processes, are influenced by multiple interconnected factors. Multi-level theory recognises that individual-level factors and factors at other levels, such as groups, organisations, and society, can influence individual behaviour and outcomes. It highlights the importance of considering these cross-level interactions and understanding how different levels of factors interact to shape the observed outcomes. In organisational studies and leadership, multi-level issues relate to the interplay between individuals (leaders) within groups and their environment and the need to integrate different components of this relationship (Yammarino & Dansereau, 2011). In traditional research, phenomena are often studied at a single level of analysis, which may miss the influence of the impact of factors from the other levels of the organisation, thus resulting in results that may

hold back theoretical development or lead to ambitious conclusions. However, in multi-level research, the individual characteristics that enrich organisational-level characteristics are explored (Klein et al., 1999).

This study focuses on understanding leadership and the diversity phenomenon in their organisations. The nature of diversity requires the consideration of multi-level theory as this phenomenon cannot be contained in one level. Diversity's influence and impact transcends the different levels of the organisation where there are interactions between people. The various relationships and interactions of leadership within organisations require considering the different levels of the organisation to give a full picture of leadership's agency in managing the diversity within an organisation. The factors that influence the leadership in their efforts to manage diversity within their organisations can be found at the different levels of the organisation. In this study, addressing leadership agency for diversity management within organisations through a complexity lens allows multi-level theory to provide a deeper and more nuanced understanding. The future directions of research into workforce diversity management will also require multi-level research to understand diversity management in today's context further.

## **2.10 Summary**

Diversity's influence and impact on organisations is becoming a significant and topical area of research. Globalisation has amplified diversity's complexity further with the increased mobility of the global workforce and international business and has increased its complexity. The socio-cultural climate and contexts have a growing awareness and understanding of difference, and there is a greater polarisation in society and infused organisations. This chapter reviewed the appropriate theoretical perspectives in the extant literature on leadership and organisational diversity management to address the gaps in the literature. As the existing research into workforce diversity and diversity management research is vast, fragmented and multi-disciplinary, this literature review has sought to look at the development of how organisations have navigated managing the growing diversity in their workforce at a high level. This allows for integrating research from different disciplines, areas, and eras.

The literature review in this thesis contributes to the new knowledge in the field in the following ways

- *Diversity in the workforce*: How the diversity phenomena in the organisation's workforce have influenced and impacted how organisations have sought to manage this diversity over different paradigms or junctures. It identifies the need to develop this theory further to explore today's approach to diversity management that addresses the complexity of diversity today.
- *Diversity management research* identifies that diversity management has evolved to reflect the changing paradigms or junctures. It identifies the shift from managing surface-level or deep-level characteristics to requiring an organisation-wide diversity management approach that includes both surface-level and deep-level characteristics.
- *Complexity*: Diversity management today requires identifying interdependent relationships within the organisational system to make sense of the challenges of managing diversity in organisations today. It identifies that organisational diversity management needs to be considered through a complexity lens.
- *Multi-levels of diversity management*: As organisations consider developing cultural inclusion and belonging, the gap in the research identifies the need to build theories covering the multiple levels of the organisation to study this phenomenon in organisations.
- *Strategic diversity leadership*: As organisations adopt organisation-wide diversity management approaches, it identifies the limited research into the integration of leadership and diversity literature.
- *Multidimensionality of leadership agency*: leadership's role in their organisation's diversity management efforts is largely underdeveloped. To identify interdependent relationships, more than one leadership dimension describes the different facets that contribute to leadership's agency for diversity management.
- *Leadership accountability*: The context and literature call for leadership accountability is required to sustain an organisation-wide diversity management approach. It identifies the need to integrate leadership accountability with workforce diversity management theory.
- *Leadership approach*: The approach to diversity management has evolved but has not considered diversity's complexity. It highlights the need to consider diversity

management approaches that balance managing both the surface-level and deep-level characteristics in organisations.

- *Leadership focus*: The context in which organisations operate influences their focus of diversity management as organisations are diverse in their purpose and workforce. Incorporating leadership focus as one of the three leadership dimensions allows for the consideration of an organisation's context.

This chapter also identified the literature gaps to justify the need to address how an organisation's leadership can manage their diverse workforce that considers diversity's complexity today. The dynamic nature of diversity in the workforce requires further exploration of workforce diversity management approaches and, specifically, the strategic role of leadership. This thesis seeks to integrate leadership's strategic role in their organisation's diversity management efforts. As such, the research problem of this study is:

**“What role does the leadership play in addressing diversity management for today's complex organisational settings?”**

Therefore, there are two parts to the research question of this study. They are

1. “What factors influence the leadership agency in their organisation's diversity management efforts? “
2. “How can the findings of this research be developed into an emergent model that can show the position of leadership's agency for an organisation's diversity management efforts?”

The first part of the research question can be broken down into three sub-questions that address each of the three leadership dimensions of leadership agency.

**1a. What factors influence leadership accountability in their diversity management approaches?**

**1b. What factors influence leadership in their approach to diversity management?**

**1c. What factors influence leadership's focus on diversity management?**

The next section looks at the study's methodology I used to answer the research questions.

# Chapter Three

## Methodology

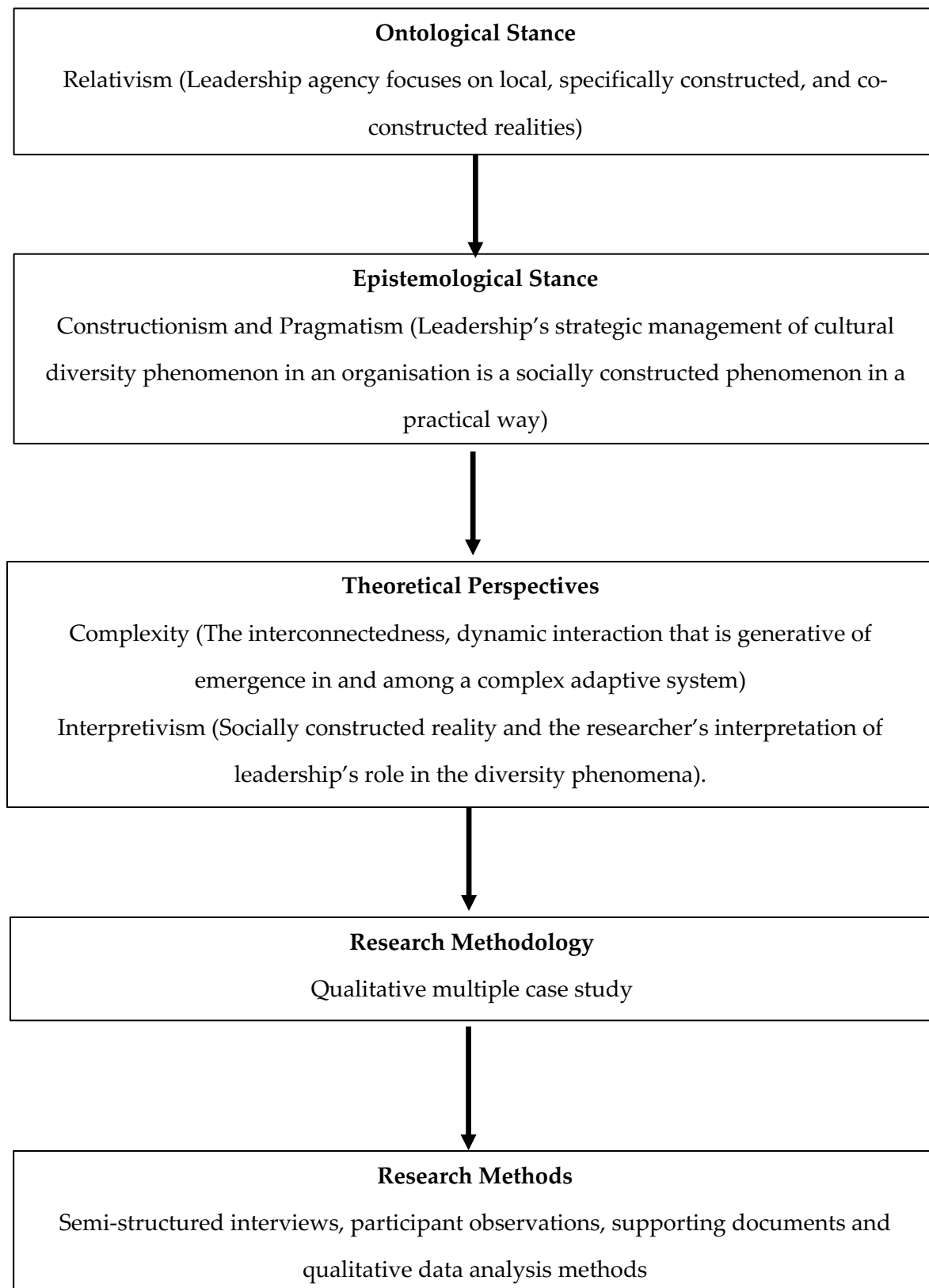
### 3.1 Introduction

This chapter discusses and justifies my thesis's research methodology, research methods and research design, which seeks to investigate leadership's strategic role in their organisation's diversity management efforts. In this chapter, I first examine the essential elements of the research process, which addresses the research methodology I have chosen to undertake. I discuss the ontological stance, epistemological stance, theoretical perspective and the conceptual frameworks that influenced my research and analysis. I address the research methodology and discuss the rigour of my methodology. In the research methods section, I describe the data collection and analysis procedure with consideration of the sample size, saturation and the use of secondary data and how it contributes to theory building. Finally, I conclude the chapter with a summary.

### 3.2 Basic Elements of the Research Process

In this section, I address the justification for the research paradigms I have chosen for this study. Five critical decisions must be made when conducting research. These relate to the ontological stance, the epistemological stance, the theoretical perspective, research methodology, and methods (Fabian, 2000; Crotty, 2020). To produce an original contribution to the existing body of scholarship, all five elements must be interconnected by a common thread related to the study (Fabian, 2000). Figure 3.1 summarises the relationships between these five decisions in this study.

**Figure 3.1:** Summary of the Relationships of the Ontological Stance, Epistemological Stances, Theoretical Perspective, Methodology and Methods.



The following sections discuss the rationale for the choices of the present research study.

### 3.2.1 Ontological Stance

Ontology delves into the study of existence and the nature of being (Crotty, 2020). It explores the "what is". In the research context, it represents how researchers conceptualise and understand the fundamental nature of the world they are investigating. Ontology addresses questions such as "What is real?" and "What exists?" (Crotty, 2020). An ontological stance informs the researcher's worldview and shapes how they frame research questions, select research methods, and interpret findings. Researchers must be aware of their ontological assumptions to ensure transparency and rigour in their studies. Different ontological stances can shape how researchers approach their studies and their assumptions about the nature of the phenomena under investigation. There are five ontological stances. These are naive realism, critical realism, historical realism, relativism, and participative reality (Guba, E.G. & Lincoln, 2005). Naive realism asserts the existence of a "real" reality that can be apprehended (Guba, E.G. & Lincoln, 2005). Historical realism concerns a "virtual reality" shaped by social, political, cultural, economic, ethnic, and gender values that crystallise over time (Guba, E.G. & Lincoln, 2005). Participative reality suggests a subjective-objective reality co-created by the mind and the given cosmos (Guba, E.G. & Lincoln, 2005). On the other hand, critical realism takes an ontological stance that reality exists but can only be imperfectly apprehended (Guba, E.G. & Lincoln, 2005).

This study adopts the ontological stance of relativism, which posits that there are no absolute or objective truths and that knowledge and reality are context-dependent and subject to interpretation. It has several implications when applied to this research, briefly discussed below. The ontological stance of relativism asserts that reality and knowledge are context-dependent and subject to interpretation, and this has significant implications when applied to research on leadership agency in diversity management. Relativism applies to research in this area and this study in the following ways.

**Contextual Understanding and Insights:** Relativism emphasises the importance of understanding the context in which diversity management occurs. Researchers adopting a relativist stance recognise that the meaning and impact of diversity and inclusion practices can vary across different organisational, cultural, and social contexts. The research should provide insights tailored to the specific context in which they are applied rather than offering

one-size-fits-all solutions. Therefore, research in diversity management should be context-specific and consider the unique dynamics of each setting. The context of this study is today's organisations in Western countries.

**Multiple Perspectives:** Relativism encourages researchers to consider multiple perspectives and interpretations. In diversity management research, this means acknowledging that different stakeholders may have diverse views on what constitutes effective diversity management and what outcomes are desirable. Researchers should strive to capture and analyse these diverse viewpoints. In this study, the conversations of clients and leaders that I have interacted with in my earlier research and engagements helped me to consider the complexity of diversity management today. In the research, the perspectives of the leader and several members of their workforce were considered in understanding the factors that influenced the leadership dimensions.

**Cultural Sensitivity:** Cultural sensitivity is essential in diversity management research from a relativist perspective. Researchers must recognise that cultural norms, values, and expectations influence how diversity is perceived and managed. Research should be conducted in a way that respects and accounts for cultural differences. I undertook to interview the research participants, which me to apply my intercultural intelligence in undertaking this research.

**Cultural Competence:** Relativism underscores the importance of cultural competence and cultural humility. Leaders and organisations need to engage in ongoing learning and self-reflection to understand better and navigate the cultural nuances of diversity in different contexts.

**Methodological Flexibility:** Relativism suggests that researchers employ a flexible and adaptive research methodology. Diversity management research may require various methods, including qualitative and quantitative approaches, case studies, interviews, surveys, and observations, to capture the complexity of diversity-related phenomena across different contexts. This study's range of methods was primarily qualitative, with semi-structured interviews in case studies. There is scope to consider the other methods in future research.

**Comparative Analysis:** A relativist perspective encourages researchers to engage in comparative analysis. Researchers may compare leadership's role in diversity management practices and outcomes across different organisations, industries, or cultural settings to

understand how context influences the effectiveness of various strategies. This study sought to get a wide range of perspectives from various organisations.

**Complexity and Nonlinearity:** Relativism acknowledges the complexity of diversity management research. Researchers should be prepared to navigate nonlinear dynamics, recognising that small changes in organisational practices or leadership approaches can disproportionately affect diversity and inclusion outcomes.

In summary, the ontological stance of relativism encourages the research undertaken to be adaptable, culturally sensitive, and open to diverse interpretations. Research conducted with a relativist perspective can provide richer and more nuanced insights into the dynamic field of diversity management and, in the case of this study, leadership's role in organisational diversity management. In adopting a relativist stance in this study, the research seeks to refer to other similar studies to identify the combination of perspectives that addresses the relationship between leadership and their organisation's diversity management efforts.

Understanding the factors that leadership's role in diversity management requires delving deeper into the leadership's perspectives, values and understanding of diversity management. This is subjective and based on different members of the leadership team and members of their staff who work in this area. As such, this study adopts the ontological stance of relativism, which posits that there are no absolute or objective truths and that knowledge and reality are context-dependent and subject to interpretation.

### **3.2.2 Epistemological Stance**

The epistemological stance refers to the philosophical position or perspective on how knowledge is obtained, created, and validated. It deals with questions related to the nature of knowledge, the methods used to acquire knowledge, and the criteria for determining what counts as valid knowledge. Epistemology refers to the branch of philosophy that deals with questions concerning the nature of knowledge, belief, and justification. In the context of leadership and diversity management research, researchers often adopt one or more epistemological stances (Guba, E.G. & Lincoln, 2005). From the main range of epistemological stances, I have adopted two positions, constructivism and pragmatism, for the following reasons.

Constructivism takes an epistemological stance that emphasises the active role of individuals in constructing their understanding of the world. It suggests that knowledge is

not an objective, independent reality but is instead shaped by one's experiences, interactions, and mental processes. In the research context, constructivism suggests that reality is subjective and that researchers should focus on understanding how individuals construct their realities. The diversity phenomenon is complex and subject to the interpretations of individuals and groups. In researching leadership agency for diversity management, this stance explores the perspectives of leaders and members about leadership's role in their organisation's strategic diversity management. It examines the organisation and cultural contexts in which they operate today as they seek to exercise their agency for diversity management within their organisations.

Pragmatism's epistemological stance emphasises the practical utility of knowledge and truth, valuing experience as a source of knowledge and rejecting rigid absolutism in favour of adaptability and problem-solving. Pragmatists are less concerned with abstract philosophical questions about the nature of reality and more concerned with how beliefs and knowledge can be applied to address real-life challenges and achieve practical goals. The epistemological position of this research is in the constructivist paradigm with a pragmatist stance. One of my purposes in undertaking this study is to gain further insights into how organisations can manage their diverse workforce in today's organisations. My purpose in undertaking this research is two-fold. Firstly, it contributes to further understanding and theory of leadership agency for diversity management. Secondly, I hoped to provide evidence for application useful for today's organisation's leadership. In seeking to address how the leadership are managing their diverse workforce in today's context, I have sought to identify findings that have a practical outworking that can equip organisations to address the organisation's leadership agency to develop their diversity management efforts.

Understanding the diversity phenomenon is complex and subject to the interpretations of individuals and groups. Therefore, understanding leadership's role is also subject to the interpretations of individual leaders about what influences the leadership team in their diversity management efforts. In seeking to understand what influences leadership's role in their organisation's diversity management efforts, understanding the leadership's perspectives and experiences is critical in identifying the factors that influence leadership agency for diversity management. This stance allows for the exploration of the perspectives of leaders and members within their organisation about leadership's role in their

organisation's strategic diversity management. It examines the organisation and cultural contexts in which they operate today as they seek to exercise their agency for diversity management within their organisations.

In practice, the combination of these two epistemological stances allows me to answer the research questions of this study that consider the complexity of diversity issues within their organisations and the role of leadership in an organisation's diversity management efforts as a researcher and practitioner.

### **3.2.3 Theoretical Perspective**

The philosophical base of the theoretical perspective influences a researcher's choice of research methods, data analysis, and interpretation of findings. It also shapes the assumptions and limitations of the theories themselves. Understanding the theoretical perspective is essential for researchers, as it helps them critically evaluate and situate their work within broader philosophical debates and paradigms in the social sciences. The theoretical perspectives also highlight the theories that have influenced how I approach answering this study's research questions.

Theoretical perspectives in the social sciences refer to the underlying philosophical assumptions and beliefs that inform and shape how researchers and scholars conceptualise and study social phenomena (Guba, E.G. & Lincoln, 2005). It deals with fundamental questions about the nature of reality, knowledge, truth, and how knowledge is obtained. Different theoretical perspectives are grounded in specific philosophical bases, influencing researchers' worldviews and guiding their approach to understanding and explaining social phenomena. The three commonly identified philosophical bases for research are positivism, interpretivism and critical realism.

In this study, the main theoretical perspective I have adopted in this thesis is complexity theory. This interdisciplinary framework is helpful in studying complex, non-linear and dynamic systems that consist of multiple interacting components. It provides a framework to understand the complex diversity phenomena within an organisation, which can be viewed as a complex adaptive system to address how leadership can navigate managing diversity in their organisations in today's dynamic context.

While it proposes that systems are unpredictable, they are also constrained by order-generating rules (Burnes, 2005). Originally from natural sciences, complexity theory addresses

organisations' dynamic and non-linear aspects that demonstrate their unpredictability. As this study addresses the dynamic phenomenon of diversity in a complex adaptive system of an organisation, the complexity lens helps to identify the patterns of relationships that emerge. Complexity is best understood using case studies (Gear et al., 2018) to capture the emerging insights into complex problems such as managing-diversity within the workforce.

This study looks to identify the factors that influence the leader's understanding and experience of how their organisation is managing their culturally diverse workforce (agents) and how it contributes to understanding leadership agency of their diversity management efforts. In this study, I attempt to identify the different factors that influence the leadership in their strategic role in diversity management and its interconnectedness with other factors within a complex adaptive system such as an organisation. The philosophical base that best suits this theoretical perspective is complexity.

The other theoretical perspective I have adopted is the interpretivist paradigm. This paradigm emphasises the subjective and meaningful nature of human experiences. This study looks at the factors that influence the leader's understanding and experience of how their organisation is managing their diverse workforce. It contends that the social phenomenon of diversity in organisations is best understood through the interpretations and perspectives of the people involved. The complexity and dynamic nature of the diversity phenomenon is best understood through the experiences and interpretations of the leaders and their workforce. In this study, I attempt to interpret the meaning socially constructed by the leaders and key organisational staff members about the leadership's role in their diversity management efforts. The other philosophical base that best suits this theoretical perspective is interpretivism.

The following additional conceptual frameworks have also shaped the lens of my research and methodology. These are

Pragmatism emphasises the practical consequences of beliefs and actions. Theoretical perspectives with a pragmatic base focus on finding practical solutions to real-world problems and value empirical evidence, experimentation, and flexibility in understanding social phenomena. Diversity and inclusion in organisations has become a topical issue today as organisations seek to address the challenges and opportunities that diversity brings. As a practitioner, it has influenced me to undertake this academic research with a lens to seek a

practical solution that can be useful for practice in today's organisations. It has influenced the second part of my study with the development of an emergent model of leadership agency.

Grounded theory is a qualitative research methodology developed by sociologists Barney Glaser and Anselm Strauss (Glaser & Strauss, 2017). It is primarily used in the social sciences to generate and develop theories from empirical data rather than testing pre-existing theories. Grounded theory is known for its inductive approach, where theories emerge from the data rather than being imposed on it, making it particularly useful for exploring complex social phenomena. As this study seeks to identify and further understand what influences the leadership in their organisation's diversity management efforts, grounded theory allows the data to generate and develop the theories. This theory lends itself to qualitative research with an inductive approach. In this thesis, a variation to grounded theory is used in the methodology and the analysis of data from the research interviews rather than through the whole research (Cullen & Brennan, 2021). The literature review identified the three leadership dimensions of diversity management. The variation to grounded theory methodology that I adopted had two phases of recruitment, with analysis in between to determine if saturation had been reached.

Understanding the complexity and nuances of culture has also influenced my research. In workforce diversity and organisational management research, the notion of culture has been distilled to describe it, albeit simplistically. It often addresses one aspect of culture, such as organisational culture or one or several surface-level diversity dimensions, such as gender or ethnicity. The extant research that addresses culture in the workplace and organisation has often referred to Hofstede's work to understand cultural values (Hofstede et al., 2002) and Trompenaars' (Trompenaars & Hampden-Turner, 1997) definition of culture. Research into culture and organisations is a whole area in itself. More recently, the GLOBE Project has further developed research culture in organisations (Dorfman et al., 2012) as has Edgar Schein (Schein & Schein, 2020; Schein, 1990) Those theoretical perspectives of culture only address one dimension of culture. It fails to address the multi-dimensional and dynamic nature of culture that makes it complex. This research adopts a more nuanced definition of culture that goes beyond what has been considered in workforce diversity management, organisational development and leadership literature. Culture is learned, shared, symbolic, integrated, adaptive, and dynamic. It is also multi-dimensional and holistic (Rijamampianina &

Carmichael, 2005; Spencer-Oatey, 2007; Pekerti, 2019). Its complexity hasn't been fully addressed in diversity management research. Using surface-level and deep-level diversity characteristics allows for the anthropological lens of culture to be considered parsimoniously.

The last theoretical concept that has influenced this study is the systems theory lens, which views the organisation as a system of many parts (Bertalanffy, 1972). Its interdisciplinary nature has allowed me to draw from a wide range of literature to explore the organisation and culture as a system that interacts. It has also enabled me to address the research question holistically and consider the parts of the system. Along with complexity theory, this has enabled me to look at the relationships and patterns to gain a deeper understanding of diversity leadership.

I considered several perspectives but did not use them in this study. As discussed earlier in Chapter 2, workforce diversity research can be divided into mainstream and critical diversity research. Some existing research into workforce diversity and leadership has considered critical theory as one of the theoretical perspectives. Critical theory is grounded in the belief that power relations, social inequalities, and historical contexts shape social reality (Guba, E.G. & Lincoln, 2005). Theoretical perspectives rooted in critical theory aim to reveal and challenge oppressive structures and advocate for social justice and emancipation (Moon & Blackman, 2014; How, 2003). I chose not to address the research questions with a critical theory lens as its application did not align with what I sought to study. The application I sought was to understand diversity leadership and diversity management rather than to understand or address the power relations in the system. This opens up areas for further study to address the themes of power within organisations. It would also take the research into one of the two streams that would contribute to the fragmentation of the literature on diversity management. My intention for this study was to look at leadership's role in its organisation's diversity management efforts, seeking to integrate some of the fragments of the research and to bring the theoretical perspectives of culture, complexity and systems in a holistic approach that integrates both the views of mainstream diversity research and critical diversity research.

Based on the ontological, epistemological and theoretical perspectives discussed in this section, I now turn to the research methodology adopted for this study.

### 3.3 Research Methodology

The methodology describes the overall research approach or strategy guiding the research process. It utilises the theoretical framework to outline the principles, procedures and guidelines for undertaking research (Cresswell, 2007). The five research questions described in the previous section inform the research methodology, outlining the methodology used to collect and analyse the data and the rationale behind the chosen methodology. Based on the ontological, epistemological and theoretical frameworks I've adopted from the previous section, the research approach best suited to answer this study's research questions uses the inductive approach. The existing theories about diversity, workforce diversity and diversity management reflect the previous eras where the context and workforce diversity were less complex. Today's context and workforce are becoming superdiverse (Vertovec, 2007). This requires the leadership to develop an organisation-wide diversity management approach that reflects today's context. As such, I have adopted the qualitative method of using case studies, and semi-structured interviews to undertake the research and grounded theory to undertake the thematic analysis for understanding how leadership manages their organisation's diverse workforce (Creswell, 2007).

I started this PhD journey to understand the role of leadership in developing their organisation's strategies and efforts and to identify how this can be applied to today's organisations. From my initial observation and understanding of diversity management in organisations, the range of leadership's involvement ranged from having little involvement to a growing influence in shaping their organisation's diversity management efforts. Using organisations as case studies, I interviewed leaders and key members of their staff to understand what factors influence the leadership in their efforts to manage their increasingly complex, diverse workforce. Grounded theory was used to discover the factors influencing leadership in their diversity management efforts. The research was conducted in two stages of data collection to reach saturation to identify the factors that influence leadership in their strategic diversity management efforts (Charmaz, 2013; Corbin & Strauss, 2008). Much of the data collection was undertaken following the COVID-19 outbreak, which has impacted the recruitment and sampling of the research methods for this study. It had an impact on who and which organisations participated in this study. The challenge of finding organisations whose leaders were available and willing to participate during the nationwide lockdowns in

New Zealand and the aftermath of the pandemic meant that organisations who were not highly impacted by the pandemic response. As such, the research method that was adopted reflected the context of this time.

### **3.3.1 Research Rigour**

Within qualitative research, respondent validation and triangulation are also important concepts to be considered. I used validity and internal and external reliability in this qualitative study (Bryman & Bell, 2011).

#### **Validity**

Validity in research pertains to how effectively a study can accurately gauge and give significance to its intended measurements. It gauges how well the data is gathered, and the conclusions drawn from the study align with the research question's meaning and relevance. In qualitative research, researchers must showcase interpretations of their data that enable others to grasp the reasoning behind their theoretical framework (Auerbach, C. & Silverstein, 2003). It is important to note that qualitative research doesn't have a single "correct" way to interpret findings. Instead, the assessment of qualitative research often revolves around concepts like trustworthiness and authenticity (Guba, E.G. & Lincoln, 1994).

Respondent validation involves the researcher sharing the transcription of the interview notes with the research participants to confirm that the researcher has accurately understood and represented their perspectives and experiences (Bryman & Bell, 2011). Internal validity refers to the correspondence between my observations as the researcher and theoretical ideas. I draw this out in the discussion chapter, where I review the findings with the literature to ensure the integration of findings with the theoretical facts in the field. External validity refers to the degree to which findings can be generalised in different contexts, and it is ensured through replication of the interview questions from the first organisation to the other remaining organisations in the cohort.

#### **Reliability**

Reliability in research is all about how dependable and consistent the data or measurements are (Guba, E.G. & Lincoln, 1994). It helps us determine if a research study or measurement tool consistently gives us similar and steady results over time, even when

different people are involved or under different circumstances. There are two main aspects of reliability to consider:

Internal reliability looks at whether multiple participants in the research agree on the findings. In other words, it checks if different people involved in the study see things the same way (Yin, 2014).

External reliability is about how likely it is for the study to be repeated by other researchers and still get similar results. It tests whether the study's findings can hold up when someone else tries it (Yin, 2014).

One way to ensure this research was reliable was to use a case study protocol and a case study database, as Yin (2014) described (Yin, 2014). I used multiple interviewees across multiple organisations to gather information and construct the findings in this study.

### **Triangulation**

Triangulation in research refers to the practice of using multiple sources, methods, or data points to investigate a research question or phenomenon. Its purpose is to approach the same topic from different angles or perspectives to enhance the validity and reliability of the findings. Triangulation helps to verify and corroborate my results, reducing the potential for bias and increasing the overall credibility of the study. In this study, I used multiple interviews within the same organisation and secondary data analysis to ensure the validity of the constructs. Acknowledging the researcher's role in undertaking qualitative research is also important. My interest, experience and professional background as an intercultural coach and facilitator will be used in data collection and analysis.

### **Unit of Analysis**

According to Yin (1994), the unit of analysis can be an entity, an individual or a less-defined unit. The object of this study is leadership's role in their organisation's diversity management efforts. Leadership's role in diversity management is a social phenomenon involving interaction, behaviours and decisions of individual leaders within the leadership team and a social context of the organisation regarding strategic diversity management. As such, addressing a complex research problem and phenomena requires consideration of the unit of analysis for data collection. This study focuses on understanding the factors influencing leadership agency in their diversity management efforts. The interactions occur as individuals within the leadership team interact and make decisions and plans for the

organisation. This study examines the factors influencing individual leaders, the leadership team and the organisation in each case.

The unit of analysis in this research is the organisation's leadership. In this study, one or more leaders and up to three members of their workforce are interviewed separately about their understanding and approach to managing the diversity in their workforce. Due to the COVID-19 pandemic, and the timing of when the research was being undertaken, it was a challenge to interview senior leadership team members about managing diversity within their organisations. While the subject is highly topical, it is also a sensitive issue to discuss and research. Attempting to interview the whole executive leadership team of organisations would be challenging due to the time commitment and availability of the leaders. In this study, I interviewed a member of the leadership team who wanted their organisation to participate in this study. I also interviewed key staff operationally involved in managing their organisation's diversity management efforts to gain a different perspective. This also involved dyadic analysis of the leader and key members of staff. Further research could involve interviewing the whole leadership team of an organisation about this question. However, the practicalities of the timing, subject and participant availability required this approach to gaining data for the unit of analysis; which was the organisation's leadership.

In conducting case studies, researchers often employ strategies involving multiple units of analysis and multiple cases. These approaches are guided by the principle of replication (Yin, 2004). This study uses the interpretivist approach to identify the factors influencing the three leadership dimensions of diversity management. Within workforce diversity research, a lack of multi-level research has looked at the agency of leadership's strategic role in their diversity management efforts. This study brings together multiple views to understand leadership's agency at the different levels of the organisation.

### **3.4 Research Methods**

Research methods describe the design of the research. This section documents the procedures for how this study was conducted to answer the study's research questions (Crotty, 2020). This study uses organisations as case studies with more than one data source. The different data sources in this study include interviews with different participants,

organisational documents, annual reports, direct observations and participant observations (Yin, 2014).

The case studies were used to identify the factors that influence the leadership in how they are managing their diverse workforce in organisations today. Within this section, I detail the sampling strategy, data collection procedures and the data analysis process that I used to gather and analyse the data related to the research questions. The first section looks at the procedures I undertook for collecting the data for this study.

### **3.4.1 Procedure for Data Collection**

This section outlines the procedure for data collection. It describes the ethical approval, sampling strategy, recruitment of the participating organisations, the characteristics of the study's cohort and the data collection process. The data collection for this study took place from mid-2022 to early 2023. I now look at the ethical approval process for this study.

#### **Ethical Approval**

With any study involving human participants, there are ethical guidelines that ensure the safe participation of research subjects in any interviews or procedures. The ethics guidelines that I followed to enhance the ethical standard of the research include participant awareness of the research study and voluntary participation. As this research involved the participation of human subjects, ethical approval was sought and granted by the Waikato Management School Ethics Committee to undertake this research. The Appendix (Appendix 1: Participant Information Sheet, Appendix 2: Consent form and Contact details, Appendix 3: Ethics Approval) provides the ethics application details). Next, I look at the sampling strategy I adopted for this study.

#### **Sampling Strategy of the Study**

In exploratory research, research generally uses non-probability sampling and one or more sampling strategies at different stages of the research study. Non-probability sampling refers to a technique of sampling where the likelihood of being selected for the study is unknown (Guba, E.G. & Lincoln, 1994). Given that the research subject is highly topical and relevant to any organisation, the scope of the sample of organisations that could be part of this study was broad. Organisations with a workforce that is increasing in diversity and

leadership seeking to develop their diversity management efforts were eligible to participate in this study.

This study's window for data collection fell after the COVID-19 pandemic in mid-2021 to early 2022. This impacted the recruitment and participation of organisations who were interested and willing to contribute. It resulted in several organisations who expressed interest in participating having to withdraw due to having to prioritise their focus on the aftermath of the impact of the pandemic on their organisation.

A total of sixteen organisations had been contacted or expressed an initial interest in participating in the study. Three organisations that initially expressed interest in participating had to withdraw from the study, or I could not interview the organisation's leadership to undertake the analysis. The remaining three organisations did not respond to my follow-up emails and phone calls.

In this study, I started by using convenience sampling, where the participating organisations were identified by contacting professional organisations such as Global Women and Diversity Works to invite expressions of interest. I also posted on my LinkedIn profile, where I have a wide range of professional links. Given how topical this subject is, there was initially a strong response to participating in this research topic. However, when I followed up with the interested organisations for this study, recruiting organisations into this study that required interviewing a leadership team member and key members proved challenging for several organisations to participate. It was a challenge to gain consent from a leadership team member about their role in diversity management, and others cited busyness or time constraints.

I followed up any expressions of interest with an email with the Participation Information Sheet and the invitation to chat further about the study. A conversation with the key leader generally resulted in a positive response to participate in the study. Key members within the organisation were invited to participate in an interview to share their perspectives. In many cases, those involved in developing their organisation's diversity management strategy expressed a keen interest in their organisation being involved. However, getting the leadership to agree to participate in the research was challenging for several organisations. The availability of leadership to participate in interviews was a challenge. Diversity and inclusion remains a sensitive topic, particularly when the leadership may not know or have

played a key role in their organisation's diversity and inclusion efforts. Finally, some leaders may lack the awareness to understand or manage the diversity within their organisation. The ten organisations in this study were the result of convenience sampling.

### **Gaining Consent and Recruitment of Organisations**

Following expressions of interest from a key contact in the organisation, I followed up their interest with an email that included the Participation Information Form. I then followed up with a conversation to answer any questions about the study and the process. When the contacts within the organisation had confirmed their organisation's participation in the research, other members who were available and interested were approached to participate. I scheduled appointments with each participant to be interviewed in this research, and consent forms were sought before conducting the interviews.

### **Description of Participating Organisations**

The ten organisations in this study ranged from small to large global organisations in the two cohorts. The sectors included government agencies, professional services organisations, international not-for-profit organisations, and manufacturing companies. Table 3.1 describes the attributes of the leadership, organisation size and type of organisation.

**Table 3.1:** Organisations Involved in this Study

Organisation	Leadership Team Size	Size of Staff	Organisation Sector
<b>Cohort 1</b>			
Organisation A	Small leadership team (2)	Small (Under 150)	Professional Services
Organisation B	Executive Leadership Team	Medium (300)	Government Agency
Organisation C	Executive Leadership Team	Global - Large (10,000)	Global Company
Organisation D	Executive Leadership Team	Global Large (5000)	Global Not-for-Profit
Organisation E	Small leadership team (3)	Small (Under 150)	Tertiary Institution
<b>Cohort 2</b>			
Organisation F	Executive Leadership Team	Large (1500)	Professional Services
Organisation G	Executive Leadership Team	Global Large (4000)	Global Not-for-Profit
Organisation H	Small leadership team (3)	Small (200)	Health Provider
Organisation I	Executive Leadership Team	Global Large (2000)	Manufacturing
Organisation J	Executive Leadership Team	Large (1000)	Manufacturing

### The Study's Cohort

The research was conducted in two phases, resulting in two cohorts with five organisations each. The empirical findings from the first cohort identified the factors that influenced the three leadership dimensions of diversity management. The second cohort's findings were used to identify any additional factors that emerged and determine if saturation had been reached. One additional factor that influenced leadership accountability emerged from the second cohort. The second cohort provided a richer narrative of the empirical findings and was used to develop the emergent model that answers the second research question. A total of 35 participants were interviewed for this research.

In the first cohort, seven organisations initially agreed to participate in the study. Similarly, the second cohort had six organisations that agreed to participate in the research. However, three organisations across the two cohorts did not proceed with their participation in this research. This research required a leadership team member to participate. However, several organisations that expressed an interest in participating in the study could not get a leadership team member to commit to undertaking an interview. The final ten organisations (5 for each cohort) from the two cohorts had a member of the executive leadership team who was interested and consented to participate in this research. They were organisations with a

keen interest in the research topic, and their leadership and staff members could contribute to the study.

The final ten organisations who participated in this study each had a leader in the executive leadership team willing to be interviewed about their organisation's diversity management efforts and staff who would also be happy to contribute to the study. One Managing Director in the first cohort and two Chief Executive Officers in the second cohort agreed to be interviewed as part of the study. In one organisation, two members of the executive leadership wanted to be interviewed. The interviewed leaders demonstrated openness, commitment and vulnerability in discussing how their organisation managed diversity within their workforce. The interviews with the staff within the organisation were with staff members who could comment on the leadership's role in their diversity management efforts.

Another characteristic of the organisations in the two cohorts is that the leadership was actively seeking to address how they would manage the diversity within their organisations. The maturity of their organisation's diversity management approach ranged from being in the developing stages to being well-developed. Seven of the ten organisations were developing or refining their organisation-wide approach to managing diversity, while two were refining and deepening their approach. One organisation was seeking to understand diversity's influence on their organisation. This places the leadership of the ten participating organisations into organisations whose leadership demonstrated growing levels of accountability for their organisation's diversity management efforts. In the next section, I outline my data collection procedure.

### **Data Collection**

There were several sources of data that were collected in this study. The primary data source was the interviews of leaders and their staff within their organisations. The secondary data sources were the documents and observations that the organisation provided. The study protocol informed the process of data collection. This is attached as Appendix 4.

### **Summary of Primary Source of Data**

The primary data source for this research is interviews of organisational leadership about how they approach the management of their diverse workforce within their organisations. Within each cohort, research interviews were conducted with a member of the

leadership team and a selection of up to three nominated staff members within the organisation. The additional interviews were undertaken with other leaders or staff members within their organisation to identify the factors that influenced the three leadership dimensions. The interviews from the staff provided a different perspective of the leadership's role in their organisation's diversity management efforts. The staff who participated either had operational responsibility for their organisation's diversity management approach or were interested in participating in the research. As the research is primarily focused on the leadership of organisations, the staff's perspectives provided additional data to triangulate the data from the leadership interviews. In each organisation, I sought to identify up to four participants for interviews. There were fewer interviews in several organisations due to the organisation's size, or I ran out of time to continue getting interviews. However, due to their leadership role and perspectives, I included them in the cohort.

This research focused on the leadership's role in their organisation's diversity management efforts and identified the factors influencing the three leadership dimensions of diversity management. Diversity and inclusion remain highly topical but also polarising depending on the individual leader's view of diversity. The logistics of interviewing the whole leadership team for this study would have been a challenge. However, further study could focus on interviewing all the leadership team members.

### **Data Collection Procedure**

I interviewed all of the participants of this study. Each interview took approximately one hour. All the interviews were conducted online using Zoom and Microsoft Teams and were recorded. I used the protocol and questions from the study protocol to collect the data. All of the recordings have been anonymised and are stored in a locked folder on my computer that is password-protected. This is also backed up to another laptop and a shared folder on my student shared drive with the same amount of protection for the data. The participants I interviewed in this study are listed in Table 3.2 on the following page.

**Table 3.2:** List of Participants Interviewed from the Organisations

	<b>Role of Interviewee in Organisation</b>	<b>Time Duration</b>
<b>Organisation A</b>	Managing Director	1.15 hours
	Manager	1 hour
	Staff	0.75 hours
<b>Organisation B</b>	Executive Leader	1 hour
	D&I Lead	1 hour
	Staff - Ethnic Network Lead	1 hour
	Staff - Auckland Team	1 hour
	Staff - Tech	0.75 hour
<b>Organisation C</b>	Executive Leader	1 hour
	Manager - Leadership Development	1 hour
	Manager - Diversity and Inclusion	1 hour
	Staff	1 hour
<b>Organisation D</b>	Executive Leader	1 Hour
	Regional Leader - Localisation Lead	1 Hour
	Implementation Lead	1 Hour
	Staff - D&I	1 Hour
<b>Organisation E</b>	Executive Leader	1 hour
	Culture Change Lead	1 hour
	Staff - Pacific Network	1 hour
	Staff - Department	1 hour
<b>Organisation F</b>	Executive Leader	1 hour
	Executive Leader	1 hour
	DEIB Lead	1 hour
	HR Lead	1 hour
<b>Organisation G</b>	CEO	1 hour
	Executive Lead Implement	1 hour
<b>Organisation H</b>	CEO	1 hour
<b>Organisation I</b>	Executive Leader	1 hour
	Diversity Lead	1 hour
	Transformation Lead	1 hour
	D&I Council Member	1 hour
<b>Organisation J</b>	Executive Leader	1 hour
	L & D National Manager	1 hour
	Staff 1	1 hour
	Area Manager	1 hour

All the interviews were recorded and transcribed before data analysis was undertaken in the NVivo Software for Mac and Windows. The participants who consented to participate in the study were assured of confidentiality and anonymity of their responses and that of their organisation. This was to protect the participants and their organisations and allow them to share openly their perspectives addressing leadership's role in their organisation's diversity management effort and to protect any commercial sensitivities disclosed.

### Summary of Secondary Data Sources

The secondary data source for this study was the organisations that provided relevant documents following the interviews and the publicly available information from the organisation's website and annual reports. Following the interviews with either the organisation's leader or the person involved operationally in their organisation's diversity and inclusion strategy, I asked for relevant documentation to help understand how their organisations managed their diverse workforce. Table 3.3 provides a summary of the main secondary data sources for each of the organisations involved.

**Table 3.3:** Main Secondary Data Sources for Organisations

Organisation	Secondary Data Sources
Organisation A	Website, diversity and inclusion plan, annual report
Organisation B	Annual reports, diversity and inclusion strategy, website, employee engagement survey
Organisation C	Annual report, website, sustainability strategy
Organisation D	Website, localization strategy (organisational development strategy)
Organisation E	Website, diversity and inclusion strategy, Māori strategy
Organisation F	Website, diversity and inclusion survey findings, workforce experience strategy
Organisation G	Website, diversity and inclusion strategy, internal documents about approach to managing diverse workforce
Organisation H	Website, annual report
Organisation I	Annual report, organisational structure, documents relating to the development of the diversity council, diversity and inclusion strategy
Organisation J	Annual report, website

### 3.4.2 Procedure for Data Analysis

This section looks at the data analysis methods used to analyse the data collected in this study. Data analysis involves having a strategy to analyse the data to answer the research question. As case study analysis remains a challenge due to the undefined techniques, having a strategy for analysing the data from the start is a critical part of the process (Yin, 2014). In this study, I used the constructivist grounded theory to undertake the thematic analysis. Since Grounded Theory was developed by Glaser & Strauss (Sang & Sitko, 2015; Braun & Clarke, 2006), there have been many variations and interpretations of grounded theory. Different variations of grounded theory range from a full grounded theory to a light version of grounded theory. The full grounded theory requires implementing the full range of grounded theory procedures, including theoretical sampling intending to produce a “grounded” theory from the data. In the light version of grounded theory, the grounded theory techniques are used for the thematic analysis (Pidgeon & Henwood, 1997; Silverman, 2006). This study adopts the latter version of grounded theory (Sang & Sitko, 2015; Silverman, 2006).

This study has sought to identify leadership’s role in their organisation’s diversity management efforts. The literature identified three leadership dimensions that contribute to their agency in their diversity management efforts. However, little research has been undertaken to identify how leadership has contributed to their diversity management efforts. This study focused on identifying the factors that influence leadership’s accountability, approach and focus of their organisation’s diversity management efforts by interviewing leaders and key staff. The strategy I adopted for analysing the data for this study involved collecting, managing, reading, describing, coding, interpreting, representing and visualising the data (Cresswell, 2007). In practice, this involved me undertaking the following tasks: filing and organising transcripts, reflecting and writing notes, coding, and finding themes and patterns to identify the factors that influence the three leadership dimensions of diversity management (Cresswell, 2007; O'Neill, 2013). These stages of the data analysis process were undertaken using NVivo for Mac. I will now discuss the different stages of the process for data analysis and how NVivo helped.

#### **Qualitative Data Analysis using NVivo Software**

Data from semi-structured interviews, secondary data and observations was analysed by the NVivo software. This software enabled the management and analysis of data and

facilitated the thematic analysis process across the different stages. NVivo was used to facilitate the management of data in the coding process, enabling queries and the visualisation of the data. Several stages in data analysis have been documented. The various stages of the data analysis procedure in this study are similar to those described in the NVivo Toolkit (O'Neill, 2013). This section summarises each stage to demonstrate the steps I undertook to analyse the data. Table 3.4 below provides a summary of the stages of data analysis.

**Table 3.4:** Different Stages of Data Analysis in NVivo

<b>Stages of NVivo Analysis</b>	<b>Processes Involved</b>
Stage 1: Descriptive	Sources Case attributes Describing the data
Stage 2: Themes	Identifying emerging themes within each leadership dimension Creating initial themes
Stage 3: Thematic Analysis	Merging themes into hierarchies Running queries Matrix coding queries Cross-case queries
Stage 4: Drawing Conclusions	Verification Developing theories

The first stage was the descriptive aspect of the data. In stages two and three, I used Braun and Clarke's reflexive thematic analysis process (2021) to identify the themes and patterns that were factors that influenced each of the three leadership dimensions in NVivo (Braun & Clarke, 2021a).

### **Descriptive Stage**

In this stage, the interview transcripts from the leadership and staff were imported into NVivo and grouped and classified into organisational cases. I read all the transcripts with the first research question in mind to get an overview of the data. Within NVivo, the transcripts can be classified into different attributes that characterise the data set. In the case of this project, the attributes I used in the organisational cases were the size of the leadership team, the size of the organisation and the scope of the organisation. The transcripts of each interview

were classified into leadership or staff to identify the different perspectives in this study. This provided an overview of the organisations as the case study, the size of the leadership team and whether it was a local or global organisation. Table 3.2 below provides the classification of the organisations.

**Table 3.4:** Classification of Organisation Case

Organisation	Leadership Size	Organisation Size	Context
A	Small	Small	Local
B	Executive	Medium	Local
C	Executive	Large	Global
D	Executive	Large	Global
E	Small	Small	Local
F	Executive	Large	Global
G	Executive	Large	Global
H	Small	Small	Local
I	Executive	Large	Local

The literature review identified the three leadership dimensions of diversity management that framed the first research question. The structure of the data analysis that I adopted was to look for the themes that emerged in the three leadership dimensions at the various levels of the organisation. The text-mining queries of the data provided an initial overview of the themes that emerged in the analysis.

The text mining queries used the word frequency query, word cloud and tree maps. The word frequency query provided a list of frequently occurring words or concepts in the data. This provided a starting point for identifying the potential themes that emerged in the analysis. The word cloud provides a visual picture of the frequently occurring words that emerged from the transcripts. Figure 3.2 shows the word cloud for this data set. The word cloud query was also used for each of the three leadership dimensions. This is attached in Appendix 6.

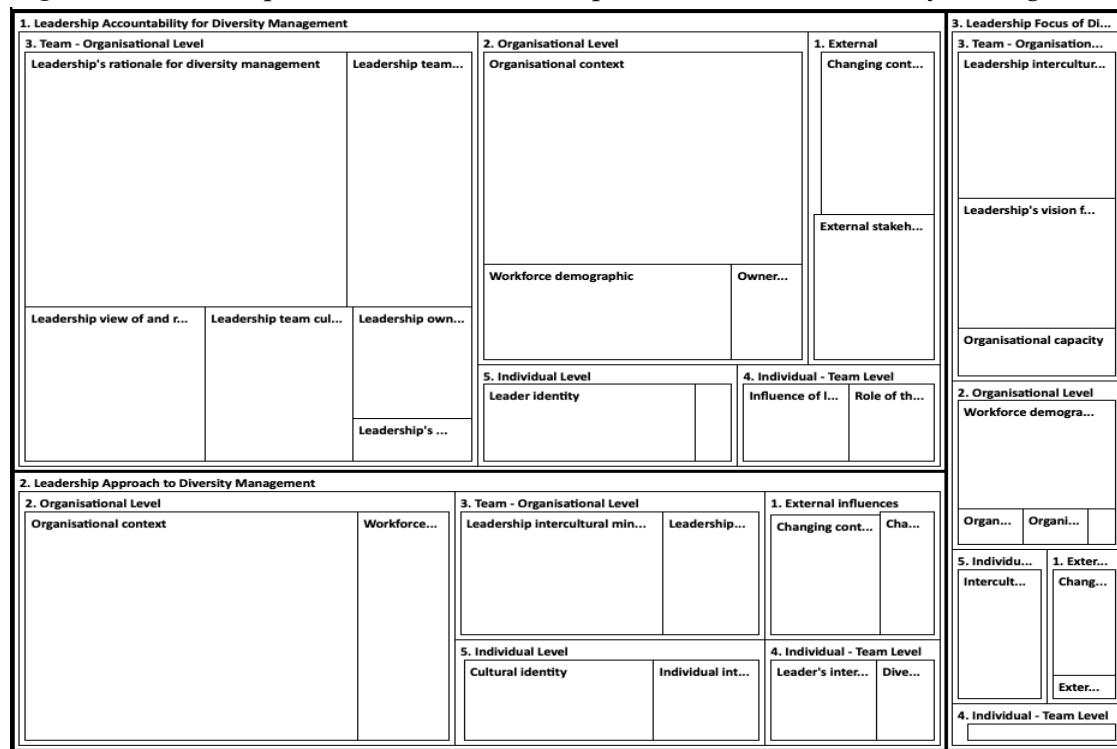
**Figure 3.2:** World Cloud of Data from the Transcripts



### Treemaps

I used the tree maps that display up to 100 words in a series of rectangles that show frequently occurring words within the themes. The figure shows the concentration of the high-level themes that emerged in the data analysis.

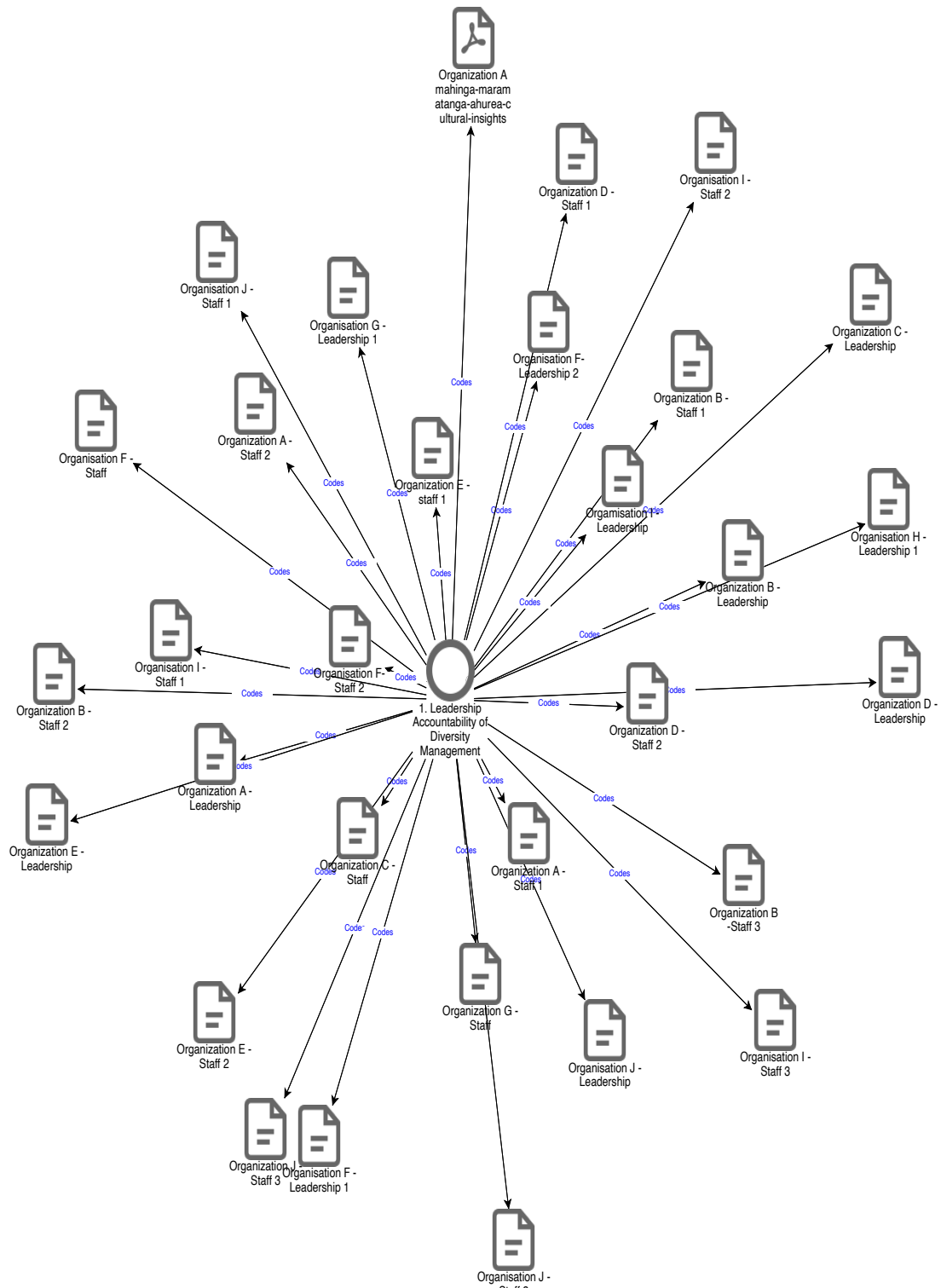
**Figure 3.3:** Tree Map for the Three Leadership Dimensions for Diversity Management



**Open Coding**

Finally, I also open-coded the transcripts using the coding function in NVivo. I coded the transcripts using Silverman’s simplified version of Grounded Theory (Sang & Sitko, 2015). This process involved different stages of recognising the patterns and themes that emerged from the data as I immersed myself in the transcripts. This process required me to remain open to the patterns that emerged from the data as I compared data and the codes that emerged (Gioia et al., 2013). The data was initially coded into the three leadership dimensions and then to the various levels of the organisation - the external, organisational, group and individual levels. Annotations were an important tool for the analysis of qualitative data. I used annotations to keep records of decisions and thoughts about my analysis and any changes I made to the coding. In this study, I used annotations to describe some of the contexts of the answers and recorded decisions about the emerging themes and conclusions from the data analysis. Figure 3.4 gives an example of the coded data being linked in NVivo. This figure shows the transcripts with codes related to the dimension of leadership accountability of diversity management. The blue text “codes” describes the presence of codes that were present from the transcripts that were coded to the Leadership Accountability dimension of the conceptual framework.

Figure 3.4: Example of Code from the Different Transcripts



### **Themes or Code Development**

This study uses the constructivist grounded theory for the thematic analysis; the process in this study was to identify themes that emerged from the data through coding to generate theory from the data inductively. Silverman's simplified version of the stages to a Grounded Theory approach was to analyse the data in NVivo as it provided four steps to follow (Silverman, 2006). This is a variation of grounded theory as this research has only used grounded theory for its analysis rather than grounded theory research. The simplified stages of adopting a grounded theory approach to data analysis include the following steps:

1. Initial attempts to develop categories that illuminate the data,
2. Attempt to "saturate" the categories with many appropriate cases to demonstrate their relevance,
3. Development of these categories into a more general analytical framework.

These phases are sequential and recursive, as these phases and practices help to facilitate a process of engaging and interrogating the data. In this process, I based the analysis on the following questions:

- What is happening to the data?
- What are the factors that are influencing the leadership dimensions?
- At which level of the organisation does this factor influence?
- What do they mean? and
- What patterns are emerging from the data?

In the process of thematic analysis (rather than the method), themes within the data capture pertinent information relating to the research question and represent "a level of patterned responses or meaning within the data set" (Braun & Clarke, 2006). In the thematic analysis process, I looked for patterns and themes that answered the research question of identifying the factors that influenced each leadership dimension of diversity management. The emerging themes were then populated into the main categories of the three leadership dimensions of diversity management and the various levels of the organisation.

### **Code Development**

Coding is an iterative process in which data is constantly reviewed to understand what it represents. In general, codes are developed with five elements. These are a brief definition of the code, a full definition based on the data, when to use the code, when not to use the code

and example sections of the data that best describe the code (MacQueen et al., 1998). I selected words, themes, and sentences that make up the coding unit during the coding process. The code structure that was used looked at the three leadership dimensions of diversity management before it was broken down into the different levels of the organisation. The code structure in the NVivo Database resembled Figure 3.5 below.

**Figure 3.5:** Code Structure in NVivo for Mac

Name	Files	References	Created
1. Leadership Accountability of Diversity Management	31	865	SC
1. External Influences	23	78	SC
Changing contexts	10	27	SC
External stakeholders influence	19	48	SC
2. Organisational Level	30	279	SC
3. Team - Organisational Level	29	403	SC
Leadership ownership of DM	14	27	SC
Leadership Team Composition	25	83	SC
Leadership team culture	20	58	SC
Leadership View of and Relationship with their workforce	21	70	SC
Leadership's Awareness of Context	9	13	SC
Leadership's rationale for diversity management	25	152	SC
4. Individual - Team Level	14	49	SC
Influence of Leader of Leadership Team	10	22	SC
Leadership Capacity	3	5	SC
Role of the diverse leader	10	22	SC
5. Individual Level	16	56	SC
2. Leadership Approach of Diversity Management	29	475	SC
1. External Influences	16	54	SC
Changing contexts	12	32	SC
Changing Socio-cultural climate	10	21	SC
2. Organisational Level	29	250	SC
Organisational Cultural Context	26	168	SC
Workforce Demographic	25	82	SC
3. Team - Organisational Level	18	58	SC
Leadership Intercultural Capability (I-G, G-O)	13	26	SC
Leadership vision for the organization's workforce	13	32	SC
4. Individual - Team Level	18	45	SC
Diverse Leader's influence	5	16	SC
Leadership Intercultural Mindset (I-G, G-O)	16	29	SC
5. Individual Level	15	68	SC
3. Leadership Focus of Diversity Management	29	291	SC
1. External Influences	13	28	SC

The codebook that contains all the codes in this study's analysis can be found in Appendix 5. It describes the themes that emerged from the transcripts at the different levels of the organisation in the three leadership dimensions. The codebook was exported from the NVivo for Mac database.

The percentage coverage of codes from participants demonstrated the number of participants who collectively commented on the selected theme. Figure 3.6 gives an example of the coverage of code by the participants on a selected factor that influenced the leadership team composition factor. There were other graphs for all the factors for all three leadership dimensions.



**Theory-building queries** - Running these queries allowed me to explore the more complex aspects of the codes. The Matrix coding query identified a variety of cross-tabulations, where the output was dispelled in Excel spreadsheets. I used these cross tables to compare the different factors at each level of the organisation and across the three leadership dimensions. The results were used to identify if the codes had identified a factor that influenced a leadership dimension and also to identify the common factors across the leadership dimensions. The results were used to write up the thesis. Table 3.5 provides an example of the matrix query of the number of codes that emerged in the various organisations in the three leadership dimensions. This table shows the number of codes for each leadership dimension in each organisation.

**Table 3.5:** Codes in each Organisation in the Three Leadership Dimensions for Diversity Management

Cases	Leadership Accountability of Diversity Management	Leadership Approach of Diversity Management	Leadership Focus of Diversity Management	Total
Organisation A	68	47	37	152
Organisation B	70	54	34	158
Organisation C	83	51	29	163
Organisation D	57	44	27	128
Organisation E	52	32	23	107
Organisation F	82	38	20	140
Organisation G	26	19	10	55
Organisation H	18	10	10	38
Organisation I	47	28	21	96
Organisation J	50	14	15	79
<b>Total</b>	<b>553</b>	<b>337</b>	<b>226</b>	<b>1116</b>

### Framework Matrixes

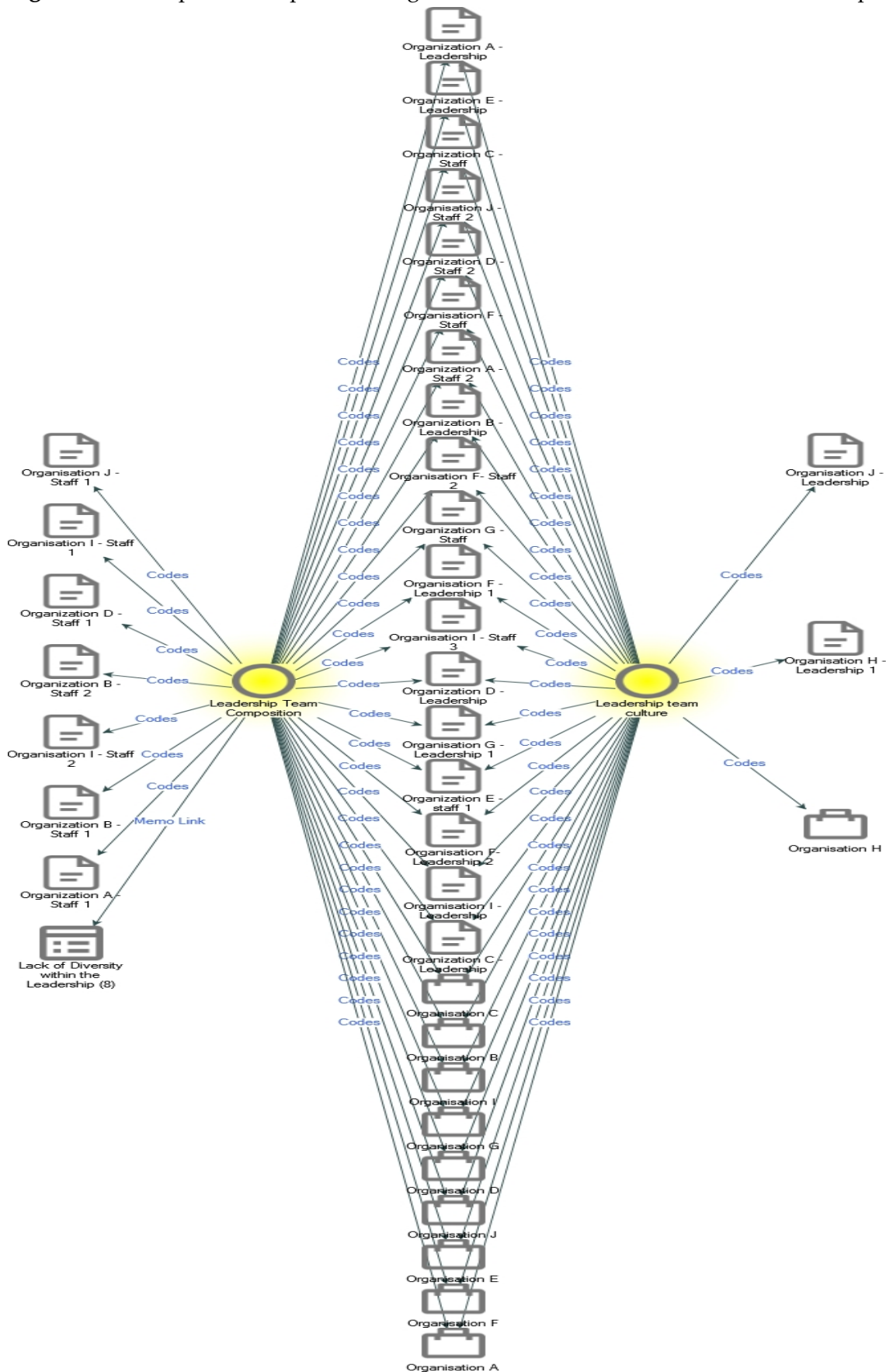
The framework matrix function allows the comparison of codes across cases with specific codes. The cases were in the rows with the specific codes in the columns (Bazeley & Jackson, 2013). I used the framework matrixes to identify the patterns across the organisations and any exceptions that may have emerged in the individual cases that conflicted with the

patterns. These queries also helped identify the data and quotes that I used to report the findings.

### **Relationship between codes and transcripts of interviewees**

The NVivo software was used to run comparison diagrams to make comparisons of data and sources across the cases. I used the comparison diagrams to generate the initial codes and identify the case relationships and patterns. Figure 3.7 shows an example of the comparisons between the codes and the interview transcripts. This figure looks at the codes from each participant that were coded to leadership team composition and leadership team culture. This figure illustrates the transcripts with codes for leadership team composition and leadership team culture, while the transcripts on either side of the code were only coded to one or the factors. This was used to analyse the interactions between the factors.

Figure 3.7: Example of Comparison Diagram Between Codes and Interview Transcript



### Cluster Analysis using Jaccard's Coefficient of Two Codes

Jaccard's coefficient was used to identify the similarity in the codes between both codes. This was used to analyse the emerging themes to determine the common factors across the leadership dimensions and between factors. The Jaccard coefficient, often denoted as  $J(A, B)$ , determines the similarity between sets A and B by comparing the number of elements they have in common with the total number of distinct elements in both sets. The resulting Jaccard coefficient is a value between 0 and 1. A Jaccard coefficient of 0 indicates no similarity (no common elements between the sets), while a coefficient of 1 indicates complete similarity (the sets are identical). Table 3.6 below provides an example of using Jaccard's coefficient to compare common codes between the external influences factors that influenced leadership approach and leadership accountability. The coefficient of 0.625 indicates that there is some similarity between both factors between the two factors that influence both leadership dimensions. This analysis was used to identify the common factors and the relationships between the factors discussed in further detail in Chapter 6. I used the Jaccard's coefficient tool to compare the codes across all the different factors.

**Table 3.6:** Jaccard's Coefficient for Codes

Code A	Code B	Jaccard's coefficient
Codes\2. Themes\2. Leadership Approach of Diversity Management\1. External Influences	Codes\2. Themes\1. Leadership Accountability of Diversity Management\1. External Influences	0.625

### Merging codes into themes

The three leadership dimensions provided a framework to identify the factors that influence the leadership dimensions. I identified the initial coding for the first five organisations in the first cohort in the early stages of thematic analysis. The recurring themes or significant concepts were identified for each leadership dimension. Then, to make sense of the codes, I categorised the codes into the level of the organisation that the code referred to. A further cross-case analysis was used to determine if the factors that were identified to influence the leadership dimensions of diversity management were present across all the cases (Bazeley & Jackson, 2013).

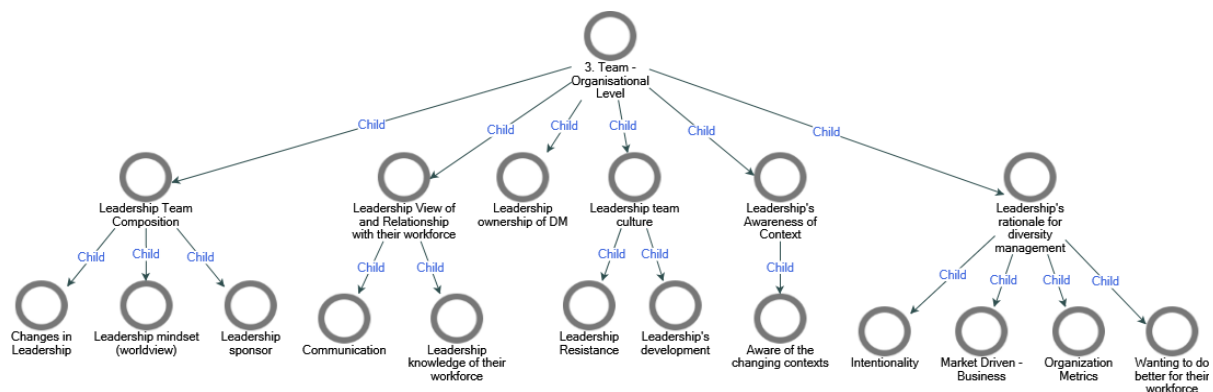
**Single-case analysis and cross-case analysis.**

I developed initial coding for each organisational case study by identifying the themes that provided insight into the research question. The recurring themes were identified with the three leadership dimensions in mind and at the various levels of the organisation. Cross-case analysis was then used to compare and contrast the insights of the organisations in both cohorts. I used theory-building matrix queries to compare the different cases on the various factors that influenced the three leadership dimensions of diversity management (Bazeley & Jackson, 2013).

**Models and Relationships**

The themes that became the factors that influenced each of the leadership dimensions and the storyline were articulated, resulting in theory generation (Charmaz, 2013). I used the NVivo analysis results to articulate the theory of this study. A collection of patterns is called a causal model or an empirically based network of interconnected concepts. These causal connections were pinpointed using matrix queries and subsequently included in the thesis wherever a strong causal relationship was observed. The models were created using the “map” option of NVivo for Mac. These models were used to develop the theory of leadership agency for diversity management. The project map function in NVivo was used to map the relationships between the factors at each level. Figure 3.8 gives an example of the codes that identify the factors influencing leadership accountability at the leadership team-organisational level and the emerging themes. It identifies the six factors that influence leadership accountability at this level, where the child codes identify the next level of themes.

**Figure 3.8:** Example of the Map of the Team-Organisational Level Factors that Influence Leadership Accountability for Diversity Management



The queries in NVivo were utilised to understand the relationships and patterns of the data to report on the research findings and draw the conclusions reported later in the thesis.

## Drawing Conclusions

In the final stage of the data analysis process, the theory-building stage involved testing the reliability and validity of the themes that emerged from the data (Braun & Clarke, 2021a). This stage of the data analysis was to combine the analysis to identify the patterns and relationships in the data that would help to develop the story of the data that answers the research question.

### 3.4.3 Sample Size

In qualitative research, there is no clear indication of the minimum number of interviews needed for non-probabilistic sampling. Generally, fifteen interviews are the smallest acceptable sample size for qualitative research, and twenty interviews add little new data (Guest et al., 2006). Qualitative research samples need not exceed 60 participants (Green, J. & Thorogood, 2013). This study interviewed 35 participants in ten different organisations to reach saturation. In qualitative research, saturation describes when no new themes or information emerges from the data (Braun & Clarke, 2021b; Morse, 1995).

#### Saturation

In qualitative research, saturation has traditionally been the primary criterion for assessing the richness of data in developing qualitative theories (O'Reilly & Parker, 2013; Guest et al., 2020). Nevertheless, the current research landscape is closely linked to sampling adequacy, which ensures in-depth exploration and the highest potential for applying findings

to other contexts. Determining the sample size in qualitative research emphasises the quality of information gathered rather than the number of participants (Guest et al., 2006). Furthermore, there are no universally accepted guidelines for precisely estimating the sample size needed to achieve saturation. In this study, the themes and patterns that emerged in the first cohort were also present in the second cohort. The only factor that emerged that wasn't present in the first cohort was discovered in three organisations in the second cohort.

Further thematic analysis of the code across the organisational cases showed that most of the codes for the leadership dimensions were derived from the first set of interviews in the first cohort. No new codes were generated from the five organisations in the second cohort. One organisation had only one participant who was interviewed for the study due to the time constraints of the research.

#### **3.4.4 Analysis of Secondary Data**

The organisations that participated in the study provided a range of secondary data. The documents included diversity and inclusion strategies, annual reports, and strategic plans for the organisation. These documents provided the context for the interviews with the participants. The documents were imported into NVivo for Mac and analysed alongside the primary data source. The secondary data's attributes, values and classifications were created, and queries were undertaken to strengthen and triangulate the thematic analysis's findings. The secondary data source confirmed different aspects of the leadership's agency for their diversity management efforts and provided greater insights into the primary data source. Reporting on the secondary data source was primarily through coding the documents and through annotations within NVivo for Mac that enabled me to identify the patterns and relationships.

#### **3.4.5 A Multi-level Theory of Leadership Agency of Diversity Management**

Multi-level theory requires considering analysis from different levels to understand complex phenomena (Klein et al., 1999). Diversity in organisations is one such phenomenon that would benefit from multi-level theory. Managing such a complex phenomenon in the workforce requires consideration of factors and interactions from all outcomes that can influence leadership behaviour and outcomes. This study's focus on leadership's agency for

their organisation's diversity management efforts addresses the underlying factors influencing how leadership approaches managing their diverse workforce.

When the interviews were undertaken, the structure of the interview related to the different levels of the organisation as a guide. The primary data analysis looked at the factors that influence leadership in each of the three leadership dimensions across all levels of the organisation, including the external environment. The data was coded to the relevant level it related to in the interaction of the factor. For example, data relating to the external context was coded to the external level and the organisation's diversity management was coded to the organisational level. Individuals' experiences and stories were coded to the individual level. The secondary data analysis was coded to the relevant level. Examples of the secondary data analysis include diversity and inclusion strategies and organisational documentation coded to the organisational level; or where it corresponded to a conversation with the leadership team, it was coded to the leadership team-organisational level. NVivo was then used to analyse the codes at each level of the organisation to look at the relationships and interactions between the factors at the levels of the organisation. The data collection and analysis of the primary and secondary data were used to build a multi-level theory of leadership agency for diversity management.

### **3.5 Chapter Summary**

This chapter has provided the scientific basis of this study. It addresses the five basic elements of the research process: ontology, epistemology of the study, theoretical perspectives, methodology, and research methods. In addition, the findings from the qualitative data analysis using NVivo for Mac and Windows are discussed. This chapter elaborates on the most appropriate approach to exploring the research gaps identified in exploring leadership agency in their strategic role in an organisation's diversity management efforts. The key insights of the chapter are outlined in the following sections.

- Adopting relativism is the most suitable ontological stance as it focuses on local, specifically constructed and co-constructed realities.
- Constructionism is the most suitable epistemological stance as it involves developing subjective meanings of experiences of certain objectives. It involves

the development of subjective meanings for experiences and objects, acknowledging the diverse and multifaceted nature of these meanings.

- Complexity, interpretivism and pragmatism are the most suitable theoretical perspectives for the research gaps as they consider both the socially constructed reality and the researcher's interpretation of the diversity phenomenon in the organisation's workforce.
- The theoretical contribution of three main building blocks of theory development addresses what, how and why. It also identifies multi-level theories that bridge the micro-macro divide of the domain of interest.
- The qualitative multiple case study is the most suitable research methodology.
- The use of external reliability, internal reliability, internal validity, and external validity to measure the strength of the theory of the study is identified.
- Semi-structured interviews, participant observations, supporting documents, and qualitative data analysis methods are the most appropriate research methods.
- This qualitative study uses a convenience sampling strategy to collect data.
- The data analysis uses thematic analysis, application of constructivist grounded theory thematic for data analysis, and secondary data analysis.
- Data is represented and visualised with single and multiple case study analyses.
- The concept of saturation is used in reaching the optimum level of theory-building.
- The data collection and analysis of the primary and secondary data were used to build a multi-level theory.

This chapter serves as a foundation for the study, detailing the chosen ontological, epistemological, theoretical stances, methodology, and research methods. It underscores the importance of addressing the identified research gaps in leadership's agency in their organisation's diversity management efforts. The next section of the thesis elaborates on the findings of the case studies and adds new insights to the theory of leadership agency of diversity management.

# Chapter Four

## Findings Part 1

### Factors that Influence the Three Leadership Dimensions of Diversity Management

#### 4.1 Introduction

This chapter reports on the study's findings that answer the first research question, which seeks to identify the factors influencing leadership's agency for their organisation's diversity management efforts. Managing diversity's complexities in today's organisations requires a nuanced and multi-dimensional approach that considers all levels of the organisation. The three dimensions of leadership accountability, leadership approach, and leadership focus for diversity management provide a multi-dimensional, nuanced answer to leadership's role in their organisation's diversity management efforts. As such, the research questions in the first part of the study were broken down into three sub-questions that looked at the three leadership dimensions. They are:

**1a. What are the factors that influence leadership accountability for diversity management?**

**1b. What are the factors that influence the leadership approach to diversity management?**

**1c. What are the factors that influence the leadership's focus of diversity management?**

This chapter's findings answer the study's three sub-research questions from the first part of the research. This study had two cohorts, with five organisations in each cohort. The factors that influenced each leadership dimension are reported for each leadership dimension from the different levels of the organisation: the external, organisational, group-organisational, individual-group and individual levels. This chapter reports the findings from both cohorts. The findings from the second cohort support the same influencing factors from the first cohort

and provide a richer narrative of the influencing factors. In addition, I identified an additional factor that influenced leadership accountability of diversity management in the second cohort.

This study contributes to the literature by conceptualising diversity leadership's agency through the lens of complexity. This study identifies the factors that influence leadership's agency in strategically leading their diversity management efforts that are connected by the three leadership dimensions. It integrates the fragmented research of workforce diversity, leadership, and diversity management that addresses the complexity of diversity. This chapter concludes by summarising the factors that have influenced leadership in their diversity management efforts. I begin by reporting on the overall findings of the study.

## **4.2 Overall Findings from the Study**

This section summarises the overall findings of the study. I address the background of the two study cohorts and the different levels of the organisation that were considered in the analysis before discussing a summary of the study's findings.

### **4.2.1 Two Cohorts of the Study**

There were two cohorts in this study. Due to the COVID-19 pandemic, there was a gap in recruiting sufficient organisations to achieve saturation. Each cohort had five organisations that agreed to participate in the research.

The first cohort consisted of five organisations that were interviewed in 2022. In the first cohort, five organisations that ranged from small (under 30 employees) to large global organisations (over 5000 employees) participated in the research. The diversity within their workforce ranged from having limited diversity to a very diverse workforce. In the five organisations, the size of their leadership team ranged from small (two directors) to executive leadership teams (6 to 9 people). The organisations in this cohort were at different stages of maturity in their organisation's diversity management journey. They ranged from being in the early stages of having a plan for their organisation to implementing a comprehensive plan. Of the five organisations, the leadership of two expressed that their organisations were in the early stages of their diversity management journey. Two organisations were exploring what diversity management would look like in their organisation, and the final organisation was in the implementation stage. This highlights the different stages of maturity of the organisation's diversity management approach that emerged from this cohort.

The second cohort of five organisations was studied to confirm the saturation of themes from the first cohort and to explore if the relationships between the three leadership dimensions could be mapped to the proposed conceptual framework. The cohort consisted of small (under 100), medium, and large organisations with local and global focus and varying sizes of leadership teams. The study's findings identified all the same themes at all levels of the organisation within the three leadership dimensions. Furthermore, the second cohort provided a richer source of data due to the range of organisations and participants in the study. In the second cohort, the interviewed leaders included two Chief Executive Officers and leaders within the organisation. There was also a broader range in the maturity of the organisation's diversity management approaches. A new factor emerged in the second cohort in three organisations that influenced leadership accountability for diversity management - the organisation's ownership structure. This factor did not emerge in the first cohort. In three organisations in the second cohort, the ownership structures influenced leadership's motivation and commitment to diversity management. Before I address the factors identified from the study's findings, I address how the analysis was undertaken at the different levels of the organisation.

#### 4.2.2 The Different Levels of the Organisation

Organisational behaviour examines how individuals, groups and structures within an organisation influence and interact with each other. The organisational unit is broken into different levels of analysis to understand and explain the phenomena, such as the influence of diversity within an organisation (McShane et al., 2010). For this study, the analysis has been broken down into five levels of the organisation. The five levels of the organisation that I have considered address the different factors at the interface of the different levels that focus on leadership's influence on their organisation's diversity management approach. The levels that I have broken down the analysis into are as follows:

1. **External Environment:** This level considers the influences and interactions outside the organisation that influence the organisation's behaviour. It identifies the external factors beyond the organisation, such as changing societal norms, values and contexts that have influenced its diversity management approaches.
2. **Organisational Level:** Analysis at this level considers the organisational factors that have influenced the organisation. At this level, the identified factors address

organisation-wide factors such as the culture, structures, and systems that influence the behaviour of the leadership team, groups and individuals within the organisation.

3. **Group-Organisational Level:** This level analyses the interface between the leadership team and the organisation. At this level, the study's findings address the themes that centre on the leadership team's influence on the organisation's diversity management approach. This looks at the interface of the leadership team and their organisation's diversity management efforts.
4. **Individual-Group level:** The analysis at this level addresses the factors that influence the individual members of the leadership team and their interactions within the leadership team that influence the organisation's decisions and diversity management approach.
5. **Individual level:** This level addresses the leader's behaviours influencing their organisation's diversity management approach. This addresses the individual leader's values, beliefs, and lived experiences contributing to their organisation's diversity management approach.

All the different levels within the organisation are interconnected and influence each other. However, breaking down the analysis into different levels identifies the different factors at the various organisational interfaces of how the leadership manages the diversity phenomena within the organisation. The findings from the study will be reported from these five levels of the organisational analysis in the next section. It forms the multi-level theory of leadership agency for diversity management.

### 4.2.3 Overview of the Findings from the Study

To answer the first research question systematically, I have categorised the study's findings into the organisation's five levels discussed in the previous section. I will address the factors that influence the three leadership dimensions of diversity management at the external and internal levels of the organisational, group-organisational, individual-group, and individual levels, combining the data from both cohorts. The group considered in this context refers to the leadership team within the organisation, and the individual is the leader within the leadership team. While the leadership team's role in influencing their organisation's diversity management efforts lies predominantly at the team-organisational level, it cannot

be considered in isolation within the organisational system. Diversity's dynamic and fluid nature cannot be contained on one level. Rather, factors present at the various levels of the organisation influence leadership's strategic decisions regarding managing their diverse workforce. Before going into greater detail, I present an overview of the study's findings.

From the study's findings from both cohorts, leadership accountability had the most factors (16), followed by the leadership approach (10) and leadership focus of diversity (10) that influenced each of the three respective leadership dimensions of diversity management. The additional organisational level factor of organisational structure emerged in the second cohort and is italicised and highlighted in red. Table 4.1 on the next page summarises the factors in each leadership dimension at each level of the organisation that was identified from the study.

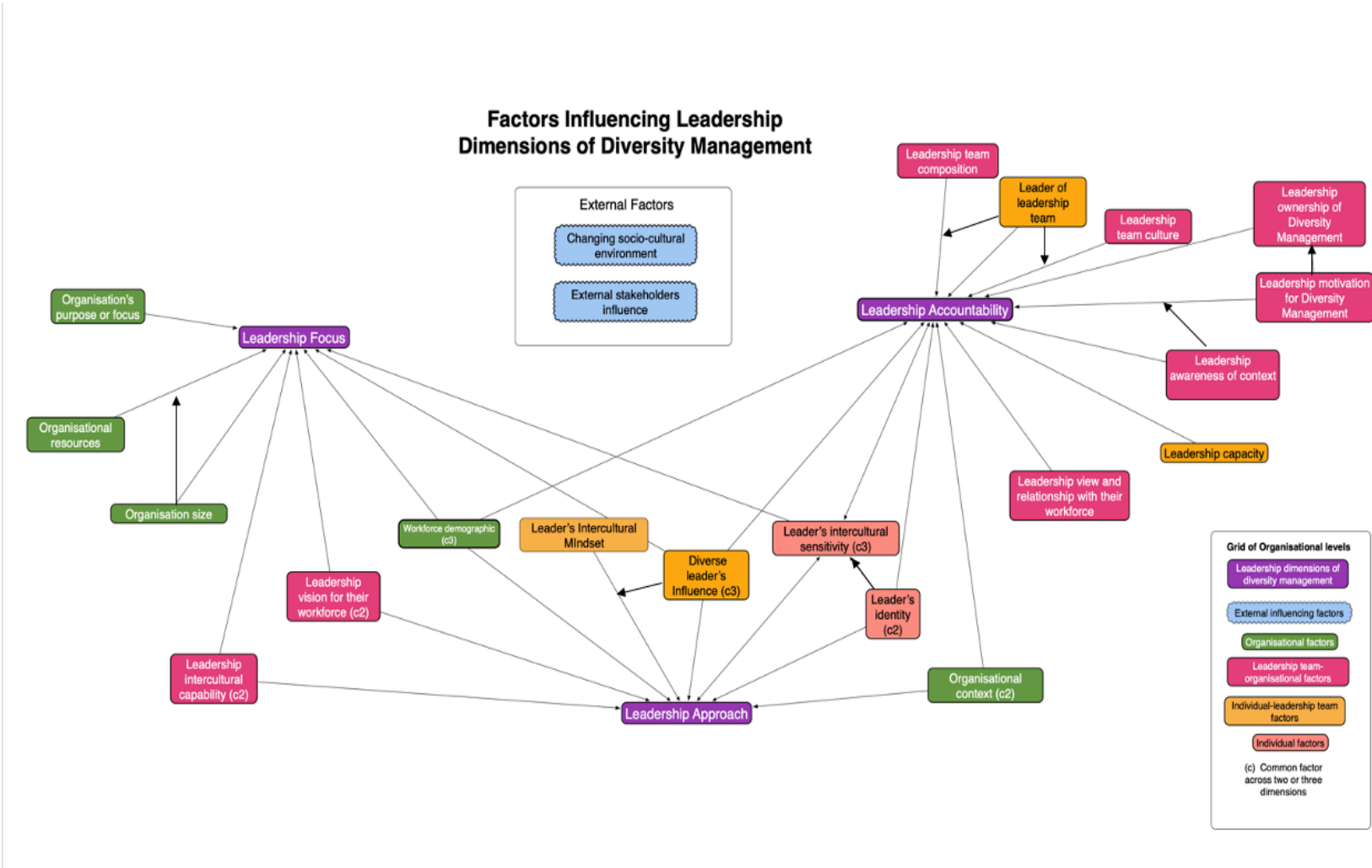
**Table 4.1:** Factors that influence the three leadership dimensions of diversity management

	<b>Leadership Accountability of Diversity Management</b>	<b>Leadership Approach of Diversity Management</b>	<b>Leadership Focus of Diversity Management</b>
<b>External</b>	<ul style="list-style-type: none"> <li>• Changing socio-cultural climate (c)</li> <li>• External stakeholder's influence (c)</li> </ul>	<ul style="list-style-type: none"> <li>• Changing socio-cultural climate (c)</li> <li>• External stakeholders (c)</li> </ul>	<ul style="list-style-type: none"> <li>• Changing socio-cultural climate (c)</li> <li>• External stakeholders influence (c)</li> </ul>
<b>Organisational Level</b>	<ul style="list-style-type: none"> <li>• Organisation's workforce demographic (c)</li> <li>• Organisational context (c)</li> <li>• Organisational Structure</li> </ul>	<ul style="list-style-type: none"> <li>• Organisation's workforce demographic (c)</li> <li>• Organisational context (c)</li> </ul>	<ul style="list-style-type: none"> <li>• Organisation's workforce demographic (c)</li> <li>• Size of the organisation</li> <li>• Organisational context (c)</li> <li>• Organisational resources</li> </ul>
<b>Group-Organisational Level</b>	<ul style="list-style-type: none"> <li>• Leadership team composition</li> <li>• Leadership team culture</li> <li>• Leadership awareness of changing context</li> <li>• Leadership's view and relationship with their workforce</li> <li>• Leadership rationale for diversity management</li> <li>• Leadership's ownership of diversity management</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership's intercultural capability (c)</li> <li>• Leadership's vision for their workforce (c)</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership intercultural capability (c)</li> <li>• Leadership's vision for their workforce (c)</li> </ul>
<b>Individual-Group Level</b>	<ul style="list-style-type: none"> <li>• The leader of the leadership team's influence</li> <li>• Role of a diverse member of the leadership team (c)</li> <li>• Leadership capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Leader's intercultural mindset</li> <li>• Role of a diverse member of the leadership team (c)</li> </ul>	<ul style="list-style-type: none"> <li>• Role of a diverse member of the leadership team (c)</li> </ul>
<b>Individual Level</b>	<ul style="list-style-type: none"> <li>• Leader's identity (c)</li> <li>• Leader's intercultural sensitivity (c)</li> </ul>	<ul style="list-style-type: none"> <li>• Leader's identity (c)</li> <li>• Leader's intercultural sensitivity (c)</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership intercultural sensitivity (c)</li> </ul>

The findings show some factors overlap and are common within the three leadership dimensions. These common factors (*denoted with a (c)*) centre around the study's research theme of managing organisational diversity. They demonstrate the nuance involved where one factor influences the various leadership dimensions differently. Factors from the external context and the organisation's workforce diversity are common but influence the leadership dimensions differently. For example, the external shareholder's expectations influence all three leadership dimensions differently in the external environment. The external stakeholders' expectations for greater organisational accountability influence the leadership to make decisions and actions for moving forward in their diversity management efforts. However, the external stakeholder's expectations also influence how the leadership approaches managing diversity management, to some extent, leadership focus, as leadership may focus on a specific surface-level cultural characteristic. The group in this context refers to the leadership team within the organisation, and the individual is the leader within the leadership team.

Figure 4.1 visually illustrates the different factors that influence the three leadership dimensions of diversity and the relationships between the factors.

Figure 4.1: Relationship between the factors influencing leadership in their diversity management efforts.



Each one of the factors provides nuance to the three leadership dimensions of diversity management as they contribute to shifting the leadership's position in each dimension of their diversity management efforts. The figure illustrates the factors that influence the leadership dimensions of diversity management. Where the factor influences more than one leadership dimension, it is labelled with (c2) if it is common to two of the leadership dimensions and (c3) if it's common to all three leadership dimensions. Identifying the factors influencing each leadership dimension provides further insights into the causes of leadership decisions and the development of their organisation's diversity management efforts. The following sections discuss the factors influencing the three leadership dimensions, drawing from the study's findings from both cohorts. I begin with addressing the factors that influence the first leadership dimension, leadership accountability for diversity management.

### **4.3 Factors Influencing Leadership Accountability for Diversity Management in their Organisations**

The first dimension looks at leadership accountability for diversity management. Leadership accountability is often used to call and hold leaders accountable for their actions and behaviours, mainly when there has been a perceived failure or a lack of tangible outcomes effort when things have gone wrong. Leader accountability is *“moving things forward within their organisation and taking full ownership of their words and actions”* (Molinaro, 2015)p.33 Another definition of leadership accountability has three parts. Firstly, a willingness to accept their responsibility to make decisions that ensure the organisation's well-being. Secondly, they are publicly linked to their actions and behaviours. And finally, being accountable for explaining their beliefs and actions to their constituents (Wood Jr & Winston, 2005). Leadership accountability also addresses the power dynamics within the organisation (Wood Jr & Winston, 2005). Therefore, leadership accountability for diversity management dimension addresses the factors influencing how the collective leadership fulfils its responsibility for their organisation's diversity management efforts.

In this leadership dimension, the factors influencing leadership accountability that have emerged from the study's findings have been categorised into five different organisational levels. These are the external, organisational, leadership-team-organisation, individual-leadership, and individual levels. The range of factors points to a wide range of influences across the organisational system, where no one factor directly influences the

leadership to take more responsibility for their diverse workforce. Rather, it highlights the many factors influencing leadership to be more accountable for their diversity management efforts. The first factor examines the external environment level beyond the organisation and how this influences leadership accountability.

### **4.3.1 The External Environment**

Organisations do not exist in a vacuum but are influenced by factors beyond the organisation. Within the external environment, two factors influence leadership accountability for diversity management. The changing socio-cultural environment and the stakeholder expectations influence the leadership to consider their responsibilities for their organisation's diversity management efforts. I now look at these sub-factors that emerge from the study's findings.

#### **Changing Socio-Cultural Environment**

Today's cultural context is driving leadership to increase their accountability for diversity management. Movements like Black Lives Matter, along with allegations of racism and sexism within organisations and in society, have caused the public to demand greater accountability for how diversity is managed. Diversity is becoming an asset in many sectors of projects and tenders. As a result, matters relating to equity, diversity, inclusion and belonging (EDIB) have become more prominent and topical. External stakeholders who value diversity and inclusion are scrutinising leadership decisions, actions, and behaviours. These external factors have influenced the leadership to increase their efforts towards accepting responsibility for their workforce's well-being and publicly demonstrate their diversity management approach.

#### **External Stakeholders**

In today's business environment, external stakeholders, such as clients and potential employees, have high expectations for organisations to embrace diversity and inclusion in the organisations they engage with. With a tight labour market, organisations must decide how to attract and retain clients and employees. Prospective clients and employees seek organisations where the leadership publicly demonstrates a commitment to diversity and inclusion. The external stakeholders' influence is causing the leadership to make strategic

decisions about their organisation's diversity management efforts to attract clients and future employees and to retain their current employees.

Prospective employees are undertaking their research to determine if organisations share similar values of embracing diversity. Organisations are responding to the socio-cultural environment that is increasing awareness and valuing diversity in organisations. One organisation in the cohort sought to increase their responsibility to their organisation and the whole sector to develop a pathway for under-represented young Māori and Pacific graduate consultants. The leadership sought to increase their responsibility to such graduates and set them up to succeed.

*"We partner with an organisation that promotes STEM to Māori and Pasifika high school students. We are going into schools and discussing what a STEM career looks like. We've partnered with groups like Tupu Toa that place Māori and Pasifika Interns in organisations. So we're slowly opening that pipeline, but it's really hard and a long journey. The attrition rate is high except for that one person who is gold to everyone, and they're going to be thrown top dollar. It's caused us to look at how we need to understand Māori and Pasifika grads better. And it's constantly asking the question, "What else can we think about? How can we support you? How are you getting to work? What's your commute? Can we support in other ways, like that takes all those barriers away?" And just get people to the baseline because everyone we've had through Tupu Toa just loved working here and was loved by our people. We have two that have returned. And we've got three from Tupu Toa this year, and another one returned. So we've got four current Tupu Toa grads with us."*

**Staff, Organisation G**

Organisations are facing increasing pressure from clients and regulatory bodies within their sector to demonstrate their commitment to diversity and inclusion. A diverse workforce in various sectors enables organisations to win clients and contracts. This is influencing organisations to increase their diversity management efforts. For example, Organisation A decided to increase ethnic diversity within their workforce to pursue growth opportunities. Since their main clients were from the New Zealand public sector, the leadership strategically launched a service that provided indigenous cultural consultancy in a sector with growing expectations to embrace becoming a "Treaty organisation". By having the cultural capability to deliver contracts with a strong Māori and Pasifika influence, Organisation A improved its chances of winning government tenders and contracts. A quote from the leadership of Organisation A highlighted this:

*"We would sit down with our government clients and have a bit of a debrief with them regarding the relationship and what we could be doing better for them. Again and again,*

*they essentially told us we were too white and needed more diversity within the team. And traditionally, we would rely on external contractors, Māori and Pacific contractors, to fill that need. That's a very standard approach within our industry."*

**Leader, Organisation A**

In another organisation, the regulatory body of that sector is driving standards that require organisations to consider equity. This is influencing the leadership to respond.

*"And then there's also been a push from our regulatory body that sets the standards. So, to operate an organisation like ours, we are audited against the Health and Disability Service Standards. And if you don't reach the standards required against that, then the Ministry of Health doesn't renew your license, and you have to close down. And the Health and Disability Service Standards in this coming year have evolved to consider equity better. We've got to be able to show that we have consciously made an effort in a range of ways."*

**Leader, Organisation H**

External stakeholders are influencing the leadership of organisations to demonstrate accountability for their diversity management efforts. This is done to maintain existing clients, gain new business, and serve the changing context.

A tangible way organisations are demonstrating their accountability is in public accreditations. In New Zealand, public accreditations and awards such as The Rainbow Tick<sup>©</sup> and the Gender Tick<sup>©</sup> recognise organisations for their diversity and inclusion efforts. These accreditations and awards are publicly recognised symbols and benchmarks for the organisation's commitment to diversity management. These are publicly acknowledged and celebrated. They are important for attracting future employees, clients, and stakeholders who look for organisations that are accountable and committed to diversity management. The leader of Organisation B comments on how these diversity "ticks" have raised their awareness and accountability for diversity management.

*"So we look to organisations like the rainbow tick, gender tick, to effectively come in and mark our homework and give us a really good solid understanding of where we sit in terms of gender inclusion and rainbow inclusion. Rainbow Tick, we are on the cusp of confirming our second accreditation. We've been through all of the activities associated with that, which are around written submission and some focus groups with our people that give them a holistic idea of the lived experience of rainbow communities in our business. So that one is on the verge of being completed. Gender or gender tick is in a similar spot where we are at the last hurdle."*

**Leader, Organisation B**

In conclusion, the various sub-factors of the external socio-cultural environment have influenced leadership accountability for diversity management in some way. Firstly, these

factors have caused leadership to prioritise the sustainability and well-being of their organisation, including their workforce, by increasing their responsiveness to the cultural needs of their workforce, clients and future employees. Secondly, the public nature of these factors linked leadership decisions and actions of diversity management efforts. Depending on the leadership, these external factors have positively or negatively influenced leadership to make decisions for their organisation to become more diverse and inclusive. The next section addresses the organisational-level factors of leadership accountability for diversity management.

### **4.3.2 Organisational Factors**

At this level, I identified the internal organisational factors influencing leadership's decisions and actions regarding managing diversity within their workforce. At this level, two organisational factors emerged from the research - the organisation's workforce demographic and the organisation's context. These organisational factors influenced the leadership to consider their responsibility for their diverse workforce and make strategic decisions and actions for their diversity management efforts. The first organisational factor that emerged from the study's findings was the organisation's workforce demographic.

#### **Organisation's Workforce Demographic**

The level of diversity within an organisation influences leadership's decisions on diversity management. This acted as both a catalyst and a factor influencing leadership to take responsibility to support their workforce's needs and well-being, should the leadership view the importance of their workforce's well-being as part of their responsibility. In organisations with limited diversity, the leadership was motivated to increase diversity in their workforce. Conversely, organisations with a more diverse workforce in this study influenced leadership to exercise their agency to increase their accountability to develop organisational inclusion and belonging.

One indicator of how the organisation's demographic influences leadership's accountability to diversity management is its response to employee engagement and feedback. The leadership of Organisation B sought feedback from their employee about their experiences at work and commented:

*"In 2019, we did a diversity and inclusion survey of the organisation at the time. From there, we were able to extract some comments and feedback that people had about their*

*experiences, either their own experiences, experiences of others that they had seen or perceptions that they had that we wanted to shift and change. So it was things about people being able to bring their whole selves to work and people being engaged in meaningful work that they felt made a difference for their communities. You know, the harassment and bullying thing not being as prevalent as we were potentially seeing at the time. And we focused on what stories we wanted our people to be telling instead. And if we want people to be telling stories of meaningful work and bringing their whole selves to work in whatever format or way they choose, what are the things we're going to need to put in place as an organisation to enable that?"*

***Leader, Organisation B***

After commissioning a diversity and inclusion survey, the leadership developed a strategy to address how to develop cultural inclusion.

The level of diversity within an organisation's workforce can significantly influence leadership accountability, prompting leaders to seek ways to increase diversity to benefit from its potential advantages. With the growing diversity within the workforce today, leadership now recognises the need to ensure that the cultural needs of their staff are met in a way that is beneficial to both the staff and the organisation. Today's staff have greater expectations of increased leadership accountability for diversity management to remain engaged at work, influencing leaders to respond accordingly. This has increased leadership's awareness of their responsibility for their diverse workforce.

*"I know from the hires that we've done in the last year, from talking and walking around the place, we have people from all sorts of different backgrounds and cultures. We now hire internationally because of the nature of the workforce shortage. So, for example, I had a new employee come and meet with me today, and she's come directly from India. And we've had staff from Singapore, the Philippines, all over the place, who have joined us in the last year. And then we also have a mixture of Maori Pakeha people in our organisation. This changing demographic is great, and we must find out how to support them in our organisation".*

***Leader, Organisation H***

The extent of diversity among the organisations surveyed varied, with participants noting an increased diversity within their respective demographics. One way the leadership has publicly acknowledged their accountability for their workforce has been through their annual reporting. Reporting on their progress in achieving their sustainability and diversity goals in annual reports demonstrates one aspect of leadership accountability for diversity management. Reporting on their progress in achieving their sustainability and diversity goals in annual reports demonstrates one aspect of leadership accountability for diversity

management. When asked about their accountability to diversity management, a leader made the following comments:

*“We report it in our sustainability reporting. Our approach has typically been to ask what’s the metrics or the business case for this. We know the business reasons why we do this, but it’s not so much aligned to the culture change stuff we’re doing because we fundamentally believe in having all the different types of diversity on our faces. So that’s our metrics at the moment. Female representation has gone from maybe 29 to 32, which is quite good. And it’s a good news story because the shift is trending up. Ethnicity, not so much, but it’s because we’ve got a data gap. So globally, and again, ethnicity might mean something to us locally. It confuses us as not all people use ethnicity as a diversity metric. We support many things, but the biggest movers being in senior leadership; I think it’s 10% of our group scorecard achievement in its year on year, so going for a percentage improvement.”*

**Leader, Organisation C**

In contrast, in a much smaller organisation whose business is mainly in New Zealand, the limited diversity within their workforce and potential growth opportunities influenced the leadership to intentionally move things forward to increase the diversity within their organisation. The leader described the demographic of their workforce below:

*“Our workforce is very female. We’ve got down to three or four men. So, four out of the twenty-one. It used to be a lot more balanced than that. But that’s where we’ve ended up. In terms of ethnicity, we’re soon to have five Māori or Pacific researchers, and everyone else would be New Zealand European. Regarding other kinds of diversity, I’m not sure we have any regarding people with disabilities. I don’t think we tick that box. In terms of, I suppose, we’re all professionals; everyone’s educated. We’ve got more diversity in terms of personality than we used to....It’s been an intentional decision. Because we know that they bring quite a different perspective to everything we do.”*

**Leader, Organisation A**

In today's context, as diversity within an organisation's workforce increases, the changing demographic influences leadership to take greater responsibility for their decisions and actions. They must balance caring for their diverse workforce while ensuring their organisation continues to grow. Another critical factor that influences leadership accountability is the cultural systems within the organisation itself.

### **Organisational Context**

An organisation's context refers to its culture, systems and processes that enable it to function effectively (Ghoshal & Bartlett, 2007). In today's multicultural organisations, the organisational context can create invisible barriers for some employees to contribute meaningfully and feel that they belong. Examples of organisational systems within the context

include the talent pipeline, leadership development pathways, policies and procedures, learning and development, remuneration and recruitment pipelines. As leadership recognised that their organisational context was no longer fit for purpose, it has influenced the leadership to take responsibility for addressing these barriers to ensure that their systems and processes are inclusive and equitable for everyone. In five of the organisations in this study, leadership's awareness of their context influenced greater leadership accountability for diversity management.

The leadership of Organisation A sought to attract diverse talent through relational networks rather than relying solely on traditional job seeker websites. They also sought to ensure that all employees felt included and experienced a sense of belonging within the organisation by adapting different practices and processes, such as their client tendering approach. In Organisation B, the leadership identified the attrition within the talent pipeline to understand why certain applicants failed in their application process. The leader comments on the current organisational context and how it has influenced them to take a deeper look at their systems and their influence on their responsibility for diversity management. They said:

*"We just launched a new strategy that takes an intersectional approach to look at ethnic and gender pay gaps. We are doing a lot of work in the background to align to that approach, segmenting our pay gaps across genders and ethnicities and looking at different layers of our organisation to assess where we have gaps in representation. We're doing that work to look at that specifically and around our recruitment process. We are segmenting our recruitment process from applications from first to second interviews to the appointment. Where along the process are we seeing changes in terms of that representation? We might have 30% of Asian applicants for a position. But if only 10% of those applicants get to a first interview versus 50% of Pakeha (European), we know our issue is falling in that area. There's potentially some bias going on. So, looking in detail at that particular segment and asking why are we not getting Asian candidates to the interview stage, for instance? That's the work we're currently doing in the background. And we intend to be pretty transparent with our employee networks and the wider organisation."*

***Leader, Organisation B***

Addressing the organisation's context requires leadership to have greater accountability for diversity management. Conversely, the organisational context can also negatively influence leadership accountability for diversity management. Creating a more inclusive organisation requires challenging current ways of doing things. This complex and confronting journey requires high leadership accountability for diversity management. Leadership must increase their commitment and responsibility to address systemic change

within the organisation and its workforce. The leadership of Organisation F sought to address the organisational context.

*“And the final part of that capability development that I’m responsible for is diversity and inclusion, and how do we go about reshaping our workforce to be the workforce of the future? So, what does our company look like? Certainly, the DNA was common to many firms in our sector - very white and male-dominated. And that was partly because of our ownership structure where some employees own shares in the company, so you get offered the opportunity to participate in shareholding based on time served and the impact you’ve had, particularly in the client-facing work, which meant the demographic of those people started to look a bit like a monoculture. So, we’re trying to address that, look at some of the systemic reasons why we were the way we were, and look at what we needed to be like in the future and put a program together. We appointed a DNI, lead or DEIB; we call it diversity, equity, inclusion and belonging. Inclusion and belonging are the outcomes we’re looking for, as diversity is just a fact of life.”*

**Leader, Organisation F**

The organisation's context has influenced leadership to increase their accountability of diversity management.

### **Ownership Structure**

From the second research cohort, a new factor emerged that influenced leadership accountability of diversity management. The ownership structure of the organisation influenced the leadership in their responsibility and accountability for their workforce. One organisation in this cohort was partially employee-owned, with some leadership team members also on the organisation’s governance board. This resulted in leadership having a greater commitment and responsibility towards the well-being of their organisation. The leaders felt a greater sense of ownership regarding their staff’s well-being and were motivated to explore new ways of improving. The leader and staff commented on the organisational structure influencing leadership’s responsibility for their organisation’s diversity management approach. Their comments below illustrate:

*“And that was partly because of our ownership structure where employees own shares in the company. So you get offered the opportunity to participate in shareholding based on time served and the impact you’ve had, particularly in the client-facing work, which meant the demographic of those people started to look a bit like a monoculture... But I’m an owner of the business. So, I’ll do what’s needed to help the organisation succeed.”*

**Leader, Organisation F**

As a result of the employee ownership structure, the leadership team in one of the organisations in the second cohort felt a strong sense of responsibility and commitment towards their staff's well-being. This translated into a high level of accountability for their diversity management approach. However, in contrast, the leadership teams in two other organisations, one owned by a global company and another by a private equity firm, showed limited responsibility for their workforce's cultural needs as part of their organisation's well-being. Consequently, these organisations lacked a strategic diversity management plan. The leaders of Organisation I's comments below illustrate this:

*“Now we're becoming a lot more connected with the new owners. I mean, we're still in the very early days of figuring out how all this will work. Right now, it works completely separately. So, every country has its own policies, procedures, processes, operating models, and structures. So, it's as if we have many different companies. DNI is very local.”*

*Leader, Organisation I*

The ownership structure of an organisation can influence the level of responsibility that its leadership team takes for their diverse workforce. Depending on the owner's views and experiences with diversity, leadership may increase their efforts to care for their diverse workforce. The three organisational factors described in this section influenced the leadership to increase their accountability of diversity management. The next level of factors I address is from the leadership team-organisational level.

### **4.3.3 Team-Organisational Factors**

At the team-organisational level, the factors influencing the leadership team's commitment to advancing their organisation's diversity management efforts are identified and discussed. According to the empirical data, this level has the most factors that influence leadership accountability for diversity management. The six factors at this level were: the composition of the leadership team, the dynamics within the team, the team's awareness of the current context, their perspective on the workforce, and their approach to diversity management. These factors played a role in shaping the leadership's accountability in the three aspects of diversity management.

The first factor to consider is the composition of the leadership team.

#### **Leadership Team Composition**

The leadership team's composition relates to the diversity present in the leadership team. Its visibility demonstrated the leadership's public accountability for diversity and

inclusion. Research has demonstrated that team diversity can bring diverse perspectives and lived experiences to help the members make better decisions and be more innovative and creative. It can also help leaders gain new insights and understanding about issues related to equity, diversity, and inclusion (Nielsen, 2010). A diverse leadership team is also likely to be more influenced in ensuring that their organisation's diversity management programme effectively fosters inclusion and belonging for their workforce.

A leadership team's composition includes surface and deep-level characteristics, such as gender, age, ethnicity, nationality, professional background, life experiences, and values. The leadership team's composition displayed on the organisation's website is a visual representation of their public commitment to diversity and serves as a "front window" to the organisation. In this study, the composition of the leadership teams in the first cohort varied from having limited diversity within the team to being a highly diverse leadership team, with no particular group holding a majority. The surface-level diversity includes gender, age, ethnicity, and nationality, while the deep-level diversity includes varied professional backgrounds, personalities, life experiences, and values. Organisation D has a diverse leadership team.

*"We have historically been very Western, founded in the US. Most senior leadership until recently has been American. Our first executive office, a non-American executive director was appointed. He is African. I think the current executive leadership team is also the first that is not predominantly American. So, I feel like our journey has come a long way under M's leadership in the last six years, particularly because he has such a vision for diversity in [Organisation D]."*

***Leader, Organisation D***

When the leadership composition is diverse, it has the potential to unlock the benefits that diversity promises within the leadership team and the organisation. A diverse leadership team will have diverse perspectives and insights based on their varied lived experiences, which can lead to richer decision-making that impacts every aspect of the organisation's well-being (Forbes, 2011). Three of the five organisations in the study's first cohort and two in the second cohort had a diverse leadership team. Consequently, these organisations have matured in their understanding and practice of diversity management further than those with a less diverse leadership team. In organisations with less diversity in their leadership team, their understanding and awareness of the value of diversity remained theoretical. A member of staff commented on their executive leadership team below:

*“Part of the reason why he is palatable is because he has masculinity in common with our leadership, which seems to be all males. He has a certain style, which is an amazing style, but even with the Executive Leadership team, we are both not accepted. Even though he is a man, unfortunately, he is not a white man.”*

***Leader, Organisation C***

Where the leadership team was less diverse, their limited experiences and perspectives hindered their ability to fully appreciate diversity's benefits. This resulted in a superficial approach to diversity efforts, which could come across as tokenistic. In such cases, the teams with less diversity tended to demonstrate less accountability for managing diversity within their organisation. Their commitment to diversity management appeared superficial. Such leadership focused on the organisation's sustainability and viability, with little regard for the broader impact of diversity on the organisation's overall well-being.

Consequently, the actions and behaviours of these leaders were driven by their narrow view of the organisation's well-being. Their response of seeking more evidence of the benefits of diversity rather than taking responsibility for diversity management in their organisations was viewed by their workforce as tokenistic. As a result, most of the energy and effort within the leadership team was spent on making a case for diversity rather than implementing effective diversity management strategies. One of the leaders describes how the lack of diversity in the leadership team is holding back their awareness of diversity.

*“Our approach has typically been, what are the business case metrics for this [diversity management]? We know the business reasons why we do this, but it's not aligned with the organisational culture work because we fundamentally have not valued all the different types of diversity.”*

***Leader, Organisation B***

Although the leadership has promised to support diversity initiatives, their decisions, actions, and behaviours often demonstrate the opposite intentions. This inconsistency is evident in their workforce, who perceive a disconnect between the leadership's words and actions. This mismatch between the leadership's intentions and actual behaviour was described as "superficial intentionality." As a result, leadership's accountability for diversity management is questioned.

*“I think there is a commitment in the intellectual hits. I'm not sure that that completely translates into a full commitment, into heart, head and hand in terms of the action and the follow-through. And I wonder whether it's also because they don't know what they want. They've got such a binary view of diversity.”*

***Staff 3, Organisation B***

More diverse leadership teams demonstrated greater responsibility and ownership of diversity management efforts. Conversely, less diverse leadership teams have publicly committed to promoting diversity but have not consistently demonstrated their commitment with their actions.

From the study's findings, three organisations talked about how the change within the leadership team composition could influence leadership accountability to diversity management.

Any changes to the composition of the leadership team pose both a risk and an opportunity for the organisation's diversity management. For example, a new Chief Executive or Managing Director can positively or negatively affect the leadership team's accountability towards diversity. Three organisations in the cohort have indicated that they will have a change in leadership within the next two years. Two organisations have recently appointed new Chief Executives who participated in this study. This change can potentially shift their commitment and accountability towards or against accountability for diversity management within their organisations. This confirms the importance of these key leadership roles in promoting and leading diversity management efforts within their organisations (Ng & Sears, 2012; Ng & Sears, 2020).

*"I've been in the role for about a year. [Diversity] is something I'm very passionate about. So it kind of comes with the package they want. They want me; they get this".*

*Leader, Organisation H*

The diversity within the leadership team plays a crucial role in shaping leadership accountability, as it provides opportunities for diverse perspectives and visibly demonstrates leadership accountability. The next factor that influences leadership accountability is leadership team dynamics. This factor looks at how the leadership team addresses the diversity within their team in their organisation's strategic leadership of diversity management.

### **Leadership Team Culture**

The composition of the leadership is one half of the equation that describes the makeup of the leadership team and the diverse responsibilities, perspectives, and experiences that each member brings to the team. The other part of the equation is the leadership's team culture. This describes how leadership team members interact and work together or how inclusive the leadership team is. All teams have a culture, regardless of their composition. Psychological

safety is crucial for successful teamwork (Edmondson, 1999). The leadership team culture played a significant role in fostering safety for conversations and decisions about managing diversity in the workforce. Equity, diversity, and inclusion can be contentious issues to address in an organisation. However, inclusive and cohesive teams influenced leadership accountability for diversity management by drawing from diverse teams' perspectives and lived experiences to make collective decisions. Research has shown that diversity alone does not guarantee positive outcomes. How the team functions together, particularly in a diverse and multicultural team, is critical in unleashing the benefits of diversity (Stahl et al., 2010b; Stahl et al., 2010a; DiStefano & Maznevski, 2000).

From this study's findings, a cohesive leadership culture with psychological safety positively influenced their accountability for diversity management. Where leadership team members can openly discuss and share their perspectives and experiences during decision-making, their shared purpose strengthens the team's culture and strategic diversity management. This results in better, more informed decisions that reflect the leadership team's values and beliefs about their organisation, including its workforce. In the ten organisations studied, cohesion and psychological safety in the leadership team culture varied. For leaders to have meaningful conversations about culture, values, and differences, they must be willing to be vulnerable and have courageous conversations. Over time, the ability to share vulnerable perspectives and experiences led to greater trust and cohesion within the leadership team. This, in turn, resulted in a stronger sense of collective responsibility for the well-being of the organisation and its diverse workforce. During research interviews, one indicator of a cohesive leadership team was how its members spoke about each other. Warmth and vulnerability were evident in these teams, showing they had developed trust and respect for one another that transcended their differing perspectives, experiences, and stresses of leading the organisation.

*"I think people know. They know it because leadership communicates and communicates regularly with each other and with the staff. And they communicate consistently... like responsible for diversity, inclusion, and belonging in our organisation. And I keep getting pushback and saying we're not appointing anyone to do this because if we do, everyone else will stop doing it and think it's that person's responsibility. So we juggle between us - the executive leadership team are doing different parts of the job together, which makes it really interesting. We don't have an overall lead person, but everyone is contributing. Our CEO deliberately want us to negotiate this between us so that it's collectively owned."*

***Leader, Organisation D***

Organisation D's leadership team had grown together as peers before gradually assuming executive leadership roles. Their close-knit relationship as a team and the strong accountability of their Chief Executive positively influenced the leadership to greater accountability for diversity management. Together and working on a common purpose, this leadership team actively pursued transformational change within the organisation.

On the other hand, in leadership teams with less cohesion, creating a positive team culture was not a priority. Instead, there was more emphasis on the operational and management aspects of the organisation. For instance, in Organisation C, the leadership team had less cohesion and fewer diverse leaders. Their primary focus remained on the organisation's financial metrics. There was a lack of psychological safety in the less cohesive teams, making it difficult for team members to be vulnerable and contribute fully to the leadership team. One of the leadership team members in Organisation C commented about the lack of a cohesive team culture, where she expressed the lack of inclusion and safety for the diverse leadership team members to advance diversity management in the organisation.

*"So when we think about the power, you will know that if we bring diverse perspectives into the whole team because of the enormous creativity that comes with it. But we say that, and then our behaviour goes back to that safe zone; I mean, I'm sitting on the leadership team as is T, and we're not welcome, and they play nice, but at the end of the day, we're different and that just sub-optimizes everything here. So this is why when I talk about diversity, of what could be versus what we are at, a lot of it is sub-optimizing our possibilities as opposed to leveraging it to grow the performance of our organisation."*

***Leader, Organisation C***

When there is a lack of cohesion and trust within the leadership team, it limits their strategic decision-making ability. This had a negative impact on leadership accountability for diversity management, leading to missed opportunities to leverage the benefits of diversity. On the other hand, based on the study's findings, a cohesive leadership team culture positively influenced the leadership's accountability to diversity management. With a cohesive team culture, leadership and the organisation can benefit from the diverse perspectives and experiences within the team that are shared safely. The next factor I look at is leadership's awareness of the context.

### **Leadership's Awareness of Context**

Earlier, I discussed how external environmental factors influenced leadership accountability for diversity management. This factor focuses on leadership's situational awareness of these external factors influencing how they respond. As the external environment constantly changes, leadership's awareness of this dynamic context influenced them to respond to ensure their organisation adapts to the changing environment. In today's VUCA (volatile, uncertain, complex, and ambiguous) environment, organisations operate in a global and local ecosystem where any global or local trend or event can impact the organisational system. Therefore, the leadership's situational awareness influenced their ability to adapt and respond. While the changing context impacts more than an organisation's diversity management, it also influences how leadership addresses the people side of the organisation.

Matters relating to equity, diversity, and inclusion in organisations are becoming increasingly topical and complex today. The external factors described earlier influenced the leadership to make complex and courageous decisions regarding their workforce. The public expectations of today's leadership to exercise their agency for diversity management are increasing. For example, in the New Zealand context, there is growing visibility and acceptance of the indigenous culture of Māori in society and within businesses. This is being viewed more positively, with a growing interest in and participation in cultural events, learning Te Reo (Māori language), and embracing Tikanga Māori (Māori culture). Leadership who are aware of this changing context are influenced to respond to it with their diversity management efforts.

There is growing polarisation, along with a growing interest in equity, diversity, inclusion and belonging. The negative support of cultural differences has also surfaced within organisations. This has influenced the leadership to take responsibility for ensuring that their organisations respond wisely to any behaviours and perspectives that may cause tension for their workforce and their organisation. The leadership of Organisation B sought to identify some of the unacceptable behaviours within their organisation as the diversity increased. Through their survey, they sought to equip managers to have courageous conversations with their staff. Leadership's awareness of the context influenced their strategic decisions about their organisation's diversity management efforts. As today's environment becomes

increasingly complex and unpredictable, the ability of leadership to recognise the changing context informs them of key areas they may need to adapt. These critical incidents require leadership to be aware of the “climate” in which their organisations operate so that they can respond and move forward.

Leadership’s awareness of the changing demographic in their organisation, client feedback, and cultural contexts influence their decisions and actions towards diversity management. Recognising these factors and responding appropriately is crucial for leadership to move forward effectively. The leaders of these two organisations recognised the feedback and sought to respond. Their comments below demonstrate their awareness and responsiveness to the context:

*“So it’s not only the changing climate that created more openness but what we valued. And, of course, people will also be reading, especially in light of the Black Lives Matter thing. So, they were getting this from multiple sources. From our perspectives and values, it changed things significantly, and we wanted to respond.”*

**Leader, Organisation G**

*“And one of the things that we recognised was that if we were going to support and serve a diverse country, then we need to reflect that diversity in our workforce. Not only because then we can tap into the right communities and forums in the right way that will connect with people.”*

**Leader of Organisation B**

In the first cohort, the leaders of three organisations were aware of the changing circumstances in which their organisations were functioning, and they were responsive and committed to managing diversity accordingly. On the other hand, the leaders of the remaining two organisations recognised the changing context, but they were not aware of and responsive to the changing context. The leaders in the second cohort were responsive to their contexts that were changing due to changes in ownership, workforce demographics and the regulatory environment. As a result, the leadership accountability for their diversity management efforts varied from being proactive to business as usual.

Although the context is dynamic, the rate at which organisations have embraced equity, diversity, inclusion, and belonging has not kept up with the changing circumstances. In some instances, there has been little progress within organisations and sectors, and in specific sectors, attempts to improve diversity have been met with opposition or have worsened the situation. As the current context grows more diverse and complex, one of the

variables affecting leadership accountability is their ability to recognise the changing environment. This influences the leadership to act on behalf of their organisation in their efforts and decisions that address their diversity management. The next factor I address that influences leadership accountability of diversity is how leaders view their workforce.

### **Leadership View of and Relationship with their Workforce**

This factor relates to the leadership's view of and relationship with their workforce and how it has influenced leadership accountability for diversity management. Leadership's view of their workforce influences their decisions to ensure that the well-being of their workforce is a part of their organisation's sustainability. The participating organisations in this research had various views and levels of relationship with their workforce. Organisations that viewed their workforce as people expressed the value their staff contributed to the organisation and sought to create an environment for them to thrive. In contrast, organisations that viewed their workforce as staff or a human resource viewed them primarily as a resource contributing to the organisation's success.

Leadership who viewed their workforce as people were influenced to ensure their staff had positive experiences and contributed to their organisation. Their strong working relationship with their staff influenced leadership in their diversity management efforts.

*“What I’ve observed in the five and a half years I’ve been in Organisation F is that genuine care for people is something that I’ve seen being embraced. I attend senior manager’s meetings every week. And I don’t think a week goes by where well-being and mental health isn’t one of the key topics that is being discussed. “How are people doing? How can we support them to do good work and trust themselves to do the work? Although money is important in theory, money doesn’t need to be the main topic of conversation all the time. There’s more of a focus on the wraparound of that money? Like, what cost is happening there? What would make us get more money, maybe better community engagement? Maybe people are feeling more empowered? It’s like, what do our staff need? How can we support our people? What initiatives will help them? You know, how do we look at retention rates? So, I’d say those conversations have definitely switched from being purely financially driven to being more of “What’s the culture here?”*

**Staff 1, Organisation F**

In contrast, where the leadership viewed their workforce as a resource, their responsibility and commitment focused more on the organisation, with limited consideration for their workforce's well-being. Leadership's view of their workforce as a resource is not

easily detectable, but one indicator is whether leadership focuses mainly on the organisation's outcomes and success. One leader commented on the mindset/culture of the leadership team below:

*"We've always put technical capability or ability above other things. We've always rewarded for technical ability. People become leaders because they are good technically, with no priority on working on the personal side, as a person and as a leader so that leadership becomes more human and less academic."*

**Staff 2, Organisation C**

Leadership's view of their workforce influenced their accountability for diversity management. When leaders consider their staff as essential members of the organisation, their responsibility for their staff's well-being is high. On the other hand, where leaders viewed their staff as a resource, they were less responsible for promoting diversity and managing their employees' well-being. The employees' overall experience and perception of leadership were indicators of how leadership viewed them. Employees who felt valued, respected, and heard were more motivated to contribute to their job and the organisation's success. Leaders who value their staff are more likely to provide opportunities for engagement and empowerment and the necessary resources to support their success.

This factor addresses the power dynamics between leaders and their workforce. A shift in power dynamics from a "power over" to a "power with" attitude changes how leaders view and relate to their staff. For leaders to value their workforce as people and acknowledge their contributions, they must relinquish some control and empower their staff to use their skills and expertise to the fullest. This means moving away from the traditional idea of being a "leader" in the organisation and empowering staff to excel at their best. This can be captured by the leadership style that the leader adopts. A staff member commented on leadership seeking to empower the team as they changed the power dynamics of how they led.

*"Because the work we are doing takes thought and deliberation, it takes time. And these are quite big responsibilities. But I feel that the leadership team continues to check-in. They don't want to take up that space between the practice and allowing us to do what we are here to do. But they also support us, empowering us and saying, "Well, if you need more tools..."*

**Staff B, Organisation A**

Where leadership seeks to empower their staff to perform at their best, it changes the power dynamics within the organisation. Instead of a "power over" approach where leadership controls their staff, it becomes a "power with" approach. This shift in power

dynamics enables leaders to make decisions that benefit the organisation and their staff. By seeking to influence and empower their people, the leadership creates a culture that values collaboration and contribution from everyone in the organisation. The leader responsible for starting their organisation's diversity management journey comments about understanding their staff and empowering them to bring their whole selves to work.

How leadership views and relates to their workforce affects the power dynamics within the organisation. This, in turn, impacts leadership's view of their workforce and their accountability. Leadership's view and relationship with their workforce also affect their accountability towards diversity management. When leadership views their workforce as valued members of the organisation, they feel responsible for ensuring their well-being and contribution. However, when leadership views their workforce primarily as a resource, their accountability towards diversity management may remain unchanged or even decrease. Leadership's motivation is another factor influencing their accountability towards diversity management, which I will look at next.

### **Leadership's Motivation for Diversity Management**

Leadership's motivation for diversity management addresses the question of "why" leadership is committed to diversity management. Their motivation revealed their values and beliefs about their workforce, shaping their decisions and actions regarding diversity management. The leadership's reasons for pursuing diversity management varied from having no specific reason, increasing their competitive advantage, and doing the right thing for their staff. Some organisations had more than one reason for pursuing diversity management. The leadership was motivated to improve their organisation's approach to diversity management because they believed it was the right and moral thing to do. From the study's findings, the changing sociocultural context and increased awareness of inequities and inequalities experienced by different workforce segments have motivated leadership to do the right thing. Organisation F's motivation was to create a great workplace for everyone.

*"Why? Because it makes sense, right? I don't think our organisation ever has not been in the business of looking after its people; it's always done that. So that's an easy starting place. We have realised that over the years, as we grew it, the care factor could not be very individual-driven. So we need to hardwire it into our systems and processes and in everything that we do so that it stays caring, but at the same time, we're still a business, and we are growing, and we need to change. And we need to scale up and become more mature."*

**Leadership 2, Organisation F**

*“And there’s been this kind of growth. In the last decade, we’ve seen this spike in diversity of all sorts, which is great; that makes our work better. But it does come with its challenges because you have people who have worked for the organisation their entire lives suddenly feeling on the outside. So how do we ensure all the groups are included and everyone feels this is a great workplace? And we don’t throw the baby out with the bathwater, so to speak, when we look at these inclusive initiatives, and that’s where we need to make sure that we’re looking at the different initiatives that address the different cultural groups and how can we still provide offerings that help.”*

**Staff, Organisation F**

Organisation B's leadership was motivated to ensure that their workforce reflected the population they served as the motivation for their diversity management effort.

*“So in 2019, we were considering how we could be more impactful across New Zealand. One of the things that we recognised was that if we were going to support and serve a diverse country, then we need to reflect that diversity in our workforce. Not only because then we can tap into the right communities and the right forums in the right way that will connect with people.”*

**Leader, Organisation B**

Leadership with a clear rationale and motivation for diversity management demonstrated greater accountability for advancing diversity management in their organisation. When multiple rationales influenced the organisation's business, this positively impacted leadership's accountability to diversity management. For instance, the leadership of Organisation A recognised potential growth in an emerging market that relied on their indigenous team's expertise alongside wanting to do the right thing. Leadership's motivation increased their responsibility for diversity management in their organisation. In contrast, the leadership lacking a clear rationale and motivation for diversity management demonstrated less responsibility and accountability. In these cases, leadership had the rationale imposed on them due to external factors or increased staff diversity. They demonstrated “superficial intentionality” and did not follow through on their commitment to diversity. Their focus remained on the numbers and metrics of the organisation rather than on matters related to their diverse workforce.

*“I would need some good examples from other businesses and things like that to show that managing diversity can work.”*

**Leader, Organisation I**

Organisation I 's diversity management efforts remain underdeveloped as the leadership does not see a good reason to pursue developing its diversity management efforts. The final factor at this level is leadership's ownership of their diversity management efforts.

### **Leadership Ownership of Diversity Management**

Leadership ownership describes the leadership's commitment to supporting their organisation's diversity management efforts. It is a visible demonstration of their accountability.

*"It is one of the things that we have learned that unless you appoint somebody on your executive leadership team to give a lead to this to drive this, you're going to continue to struggle. I work very closely with the CEO; we are now starting to engage the board. But the lower down you go in the organisation in terms of asking somebody to do this work, the harder it gets, even if they have somebody to focus on this specifically. It may not be one's only responsibility within the organisation, but it is part of your responsibility, which you are held accountable for and given the support needed to execute in the organisation if you're not going to be intentional and willing to resource and own this. We drum into the requirements to the team - if you're not going to be intentional and willing to resource this, we should stop doing it. One of the things we've done over the last year is allocating a budget to demonstrate our ownership of this for the first time."*

**Leader 2, Organisation G**

*"There wouldn't be a senior leader in the place, I'd think, that would look at us and doubt our focus on diversity and inclusion."*

**Leader, Organisation B**

Organisations with leaders who exhibited high ownership of their diversity management efforts take responsibility for their workforce well-being seriously, thus demonstrating increased leadership accountability for diversity management by resourcing it and taking an active interest. The study found a range of ownership levels within the two cohorts' leadership. This ranged from high intentionality and involvement in the organisation's diversity management approach to demonstrating low acknowledgement of diversity's importance. Leadership's intentionality demonstrated ownership of diversity management, with actions including actively sponsoring the organisation's diversity management programme and providing resources, staff, and practical support. For example, in Organisation D, the executive leadership team collectively owned the organisation's diversity management by making it part of every leadership team member's job description.

The leader commented on the leadership team's ownership of diversity management as follows:

*"All of us in the leadership team are responsible for diversity, inclusion, and belonging in [Organisation D]. And I keep getting pushback, and I say we're not appointing anyone to do this because if we do, everyone else would stop doing it and think it's that person's responsibility. So we sort of juggle between us, with the executive leadership team doing different parts of the job; that's really interesting. We don't have an overall lead person. He deliberately wants us to negotiate this between us so that it's spread out".*

**Leader, Organisation D**

Organisation B's leadership demonstrated high ownership of their diversity management programme by commissioning and supporting an employee-wide engagement survey conducted by the People and Culture team about diversity and inclusion, providing ongoing training for courageous conversations for their senior and mid-level leadership. They also committed to addressing the survey's findings through their diversity and inclusion strategy through their People and Culture Team.

However, the two organisations' leadership demonstrated low ownership of diversity management efforts and delegated their diversity and inclusion initiatives to their staff, who volunteered to lead their diversity management programme with limited resources and in their spare time.

*"And in DNI, they're(leadership) very low in the maturity scale. But this year, interestingly enough, there have been slow shifts, but that's because I've become bold; I'm encouraging them to be pulled away. It's a bit more conservative. For example, something needs to happen for Pride Month, and I said, "Well, we're not very rainbow-friendly." He says, "Yeah, we just don't say anything." So we won't talk about it and delegate it somewhere. The fact that we don't talk about it is a problem."*

**Staff, Organisation I**

Leadership with low ownership of their organisation's diversity management efforts do not see the importance and value of diversity in their workforce. According to study findings from staff interviews, leadership approaches to diversity management varied from highly intentional to superficial intentionality across the different organisations. Positive descriptions of leadership ownership and intentionality reflected high leadership accountability to diversity management, while superficial intentionality reflected the opposite. Leadership behaviours demonstrating ownership of the organisation's diversity management program include actively championing organisational initiatives, committing resources to grow and develop the workforce, and having dedicated funds and roles to

undertake diversity management initiatives. Organisations whose leadership demonstrated high ownership of their diversity management efforts across all functions, policies, and processes increased their accountability for diversity management. This involves the leadership team taking ownership of any transformation or organisational change initiatives and empowering their teams to deliver on the diversity management programme's goals.

The next level of influencing factors addresses the individual and team-level factors that influence leadership accountability for diversity management.

#### **4.3.4 Individual-Team factors**

At this level, the individual-team factors examine how individual leaders influence the leadership team in their accountability for diversity in their organisations. From the research findings, three individual factors emerged at this level: the role of the leader of the leadership team (e.g., Chief Executive or Managing Director), the role of a diverse leader within the leadership team, and the leadership capacity. These factors at the individual-team level address how individual leaders influence the leadership team towards their organisation's diversity management efforts.

##### **The Leader of the Leadership Team and the Organisation**

The Chief Executive or Managing Director influences the leadership team's accountability for diversity management. The CEO effect refers to the CEO's impact on various strategic aspects of the organisation (Christensen-Salem et al., 2023). Their personal values, experience, and accountability can positively or negatively influence their organisation's diversity management efforts. Previous research has demonstrated that the CEO's beliefs and values about diversity influenced how the organisation manages its diverse workforce (Ng & Sears, 2020; Ng et al., 2021). In this research, the CEO's or organisation leader's values, behaviours and commitment to diversity management were a catalyst that influenced their leadership team and organisation towards greater accountability for their diversity management efforts. Conversely, the CEO's lack of personal accountability for diversity management had the opposite effect, negatively impacting leadership accountability.

The CEO's public demonstration and commitment to diversity management can visibly demonstrate their organisation's efforts for diversity management. Their actions and

decisions influence the leadership team and organisation. As the CEO of Organisation G comments:

*“And I have appointed a female leader for the first time, which was a huge, monumental challenge. I got told off time and time again, “There are more experienced people; they know the job better.” The question that I ask when I’m gathered around a meeting, I’m looking around, and I hear people talk. The question that goes to my heart is, which voice am I missing in this group? Not which voice that’s there? I always ask, who are we missing? I’m in the process right now of creating more structural change by appointing a Chief Operating Officer, and many people think that I have; they already know whom I’m going to appoint, and it’s this male person who has been around who understands the systems and structures and the organisation internally. But I’m going with a very different approach. I’m appointing a female next to me who isn’t on anyone’s radar. One of the values I strongly hold close to my heart is bringing outside perspective; how can we continuously bring perspective and not get lost within this organisation or lens, or this echo chamber, organisationally.”*

**Leader, Organisation G**

The staff and the public observations of the CEO’s behaviours that demonstrated their accountability to diversity management influenced the leadership team’s accountability to diversity management. The staff’s comments below illustrate the influence of the CEO in the organisation.

*“I think it’s great to see our CEO talk about it [diversity]; I mean, you can tell that he’s passionate about it. He’s passionate about getting closer to our indigenous culture, which is cool to hear from him. It was good to see they just had a couple of away days in Australia and were able to get out into the community and listen to some elders over there talk about some of the tribal lands. Things like that he shared with the company, so when you kind of see from the top down, it is great as an enabler for our people. It shows the leadership’s accountability.”*

**Staff 1, Organisation I**

*“We’ve had things like the CEO refusing to sit on panels because there’s not enough cultural or gender diversity on the panel, and therefore not wanting to take up space with someone.”*

**Staff 3, Organisation C**

*“At that stage, our CEO was on the board of a government organisation, and he is Pākehā, but he decided he needed to learn Māori. He thought it was ridiculous that he was sitting in these meetings, and people would get up and speak beautifully in Te Reo (Māori), and he couldn’t understand anything. So he and his wife signed up. And he’s been learning Te Reo Māori now for a few years.”*

**Staff 1, Organisation A**

The Managing Directors of Organisation A have demonstrated a similar commitment to valuing diversity. As a result, their team has developed plans to enhance the organisation's cultural capability. Their decisions reflect their accountability to diversity management by balancing revenue growth and the well-being of their diverse staff. The Executive Director of Organisation D has been the driving force behind the vision and motivation for the organisation's leadership's commitment to their diversity management efforts. His cultural identity and values have influenced his leadership team's accountability to diversity management. He has intentionally broadened their perspective on how diversity impacts the workforce and organisation and is leading efforts to make the organisation globally inclusive. A member of his leadership team comments:

*"I think we have wise leadership, M, in particular. He is an African who comes from a village where one of the projects started, and now he's the leader of this global organisation. And, you know, he brings his cultural perspective to this, and it's a fresh perspective and a very hopeful perspective. He wants to see a truly multicultural organisation."*

**Leader, Organisation D**

In contrast, the Chief Executive of Organisation I's commitment to diversity management is the opposite.

*"So his style is very light. You can hear him say, "People should be lucky to have a job."*

**Staff 2, Organisation E**

The personal accountability of an organisation's leader plays a key role in influencing the leadership team in their leadership of diversity management. The leader's role as the organisation's public face to internal and external parties demonstrated their influence on its diversity management. The next factor influencing leadership accountability for diversity management is the influence of diverse leaders within the leadership team.

### **The Role of Diverse Leaders within the Leadership Team**

The presence of a diverse leader in a leadership team influenced the team's perspective and understanding of diversity, which influenced the leadership's accountability for diversity management. Diverse leaders in the leadership team have a different or diverse diversity background from the majority in a group (Turock, 2003). They are leadership team members with diverse experiences, values, and beliefs. Sharing their lived experiences and beliefs can increase the leadership team's understanding and awareness of the complexity of diversity. When such leaders feel comfortable and safe to express their perspectives, they can positively influence the team's accountability for diversity management by acting as catalysts and

conscience in the team. The diverse leader can also be the CEO, as in the case of two of the organisations in this study. However, it can also be members of the leadership team. As the diverse leader within the executive leadership team of Organisation I shares:

*"I have this fundamental belief about the unique value that people bring in. I think everybody has some unique value. Even if you don't realise that there's something that you're better at than anybody else on the planet. Firstly, there's that element of just valuing people. I am passionate about creating environments where people can bring their very best to the table, which can help business performance. That's how I think of it. And it's just something I think about all the time because I'm so passionate about it. And whenever I'm having my downtime, that's what I think about. So it's not really what I do: It's who I am, and it's how I live. But I guess people seem to appreciate that I'm so passionate about DNI, But I just think sometimes they might think to themselves, not this again. I don't have any evidence for that. But I know that people in my team, for example, are as passionate about the actual sales volumes as I am about DNI. And it's not that I am not passionate about the business; I am. Now, as the executive sponsor, I can influence the leadership team and the organisation further."*

***Leader, Organisation I***

Among the ten organisations in this study, all but one organisation had at least one diverse leader in the leadership team. In most of the organisations that participated in this study, the diverse leader was the one who expressed interest and volunteered to participate in this research project. This demonstrates their motivation and accountability to diversity management, which influenced their team's accountability to diversity management. These leaders play a key role in motivating and committing the collective leadership to their organisation's strategic diversity management decisions. For example, one diverse leader championed the organisation's culture change programme and supported the diversity and inclusion manager. This resulted in greater awareness and increased commitment from the leadership team towards their organisation's diversity management. Another diverse leader influenced the adoption of a Māori strategy, resulting in most senior leaders participating in it. In organisations with diverse leadership teams, the team collectively owned the diversity management approach, leading to increased accountability and commitment towards it.

The diverse leader's influence acts as a driving force for the leadership team to take responsibility for their diverse workforce's well-being. The next factor addresses the leadership team's capacity or ability to support the organisation's diversity management.

## Leadership Capacity

Developing an organisation's diversity management approach requires leadership to use their agency to support and resource the implementation of their diversity management strategy. Leadership's capacity describes their capacity to support and progress their organisation's diversity management efforts. The nature of their contributions varied depending on the organisation's size, structure, and personal accountability for diversity management. In smaller organisations, an individual leader may be the one who implements the diversity management plan. In comparison, a leadership team member oversees diversity management efforts in medium to larger organisations, with a People and Culture team implementing the plan.

The leadership's capacity to sponsor the diversity management strategy influenced the level of the leadership's accountability to diversity management, as it reflected the leadership's responsibility for their workforce's well-being. The leader in Organisation I is intentionally creating capacity.

*"I'm going to be the exec sponsor for the business on DNI, just for ANZ. But we will influence regional and global as well. We're carving off a bit of my time to focus on this. And I've got a couple of people who are also carving off their time. So I've got a day a week from one of the HR people a day a week for one of the people in the commercial team. So, these two are also super passionate. So we'll just find the time together to lead this on top of their day jobs."*

**Leader, Organisation I**

When asked about their leadership's accountability to diversity management, staff commented:

*"I think busyness is always one factor. It's so easy to be functional but not have time for the important."*

**Staff 3, Organisation E**

*"On top of leading the DEIB, most of our GLT have fronted up to those volunteer options of learning that take time, and they have sat there. And they've asked the questions that people go, Oh, gosh, they don't know everything about this. And they've been very visible and very open to learning. And they've been putting themselves in this very vulnerable place, which is shown to other people. Okay, I don't need to be an expert on this yet. But well, if you're open to learning and making time to learn, then cool, I can take half an hour of my day and come to the session and put my hand up and ask some questions. "*

**Staff 1, Organisation F**

Leadership who have the capacity and prioritised their organisation's diversity management efforts influenced their accountability for diversity management. Leaders with

a strong sense of personal accountability found the capacity to sponsor and support their organisation's diversity management efforts. Conversely, leaders with low personal accountability would not prioritise diversity management. The final level of factors looks at individual factors that influence leadership accountability for diversity management.

#### **4.3.5 Individual factors**

The individual factors level of the organisation looks at the factors that influence individual leaders within the leadership team, which in turn influences the collective leadership's responsibility for diversity management. Prior research on leadership accountability has primarily focused on the personal accountability of individuals. The literature discusses how an individual leader's underlying values influence how they lead and manage their organisations (Molinaro, 2015)

##### **Leader Identity**

The factors that cause individual leaders to influence the leadership team in their accountability of diversity management focus on the individual leaders within the leadership team. Leader identity looks at how an individual's sense of identity shapes their leadership approach, this being their values and beliefs regarding diversity and diversity management (Haslam et al., 2022; van Knippenberg et al., 2005). Their cultural identity and lived experiences shape their values and worldview. This influences the conversations and decisions in the leadership team regarding their collective responsibility for their organisation's diversity management. Leaders with a strong sense of identity are more likely to be inclusive and responsible, contributing to their ability to be accountable for diversity management (Le Ber et al., 2018). Such leaders are not threatened by or fearful of different perspectives and values. Rather, they seek others' diverse perspectives and values.

*“And it's important that I give you background about my context so you understand who you're speaking to. I come from what you would call townships, like the Bronx, where there's high unemployment, social ills, high teenage pregnancy, abuse of all kinds, etc. So I come from that context; Mum and Dad were uneducated. And none of my siblings went to university, so I come from a highly deprived context. This has shaped my values and worldview. And so it all leads to why I do what I do. So, when we think of diversity and inclusion, for the very first time, I appointed a female leader to my leadership team. I'm the youngest in the leadership team. And I have appointed a female leader for the first time, which was a huge monumental challenge. And I got told off time and time again: “But there are more experienced people; they know the job better”. When I sit down, the question I ask*

*when I'm gathered around a meeting, looking around, and hearing people talk, the question that goes to my heart is, which voice am I missing in this group? Not which voice that's there? I always ask, what are we missing? "*

***Leader, Organisation G***

The study findings identified that key leaders in three of the organisations in this cohort comprised individuals with personal convictions and values about diversity. This enabled them to influence the leadership team to become more aware and influence their leadership team's accountability for diversity management. Their behaviours demonstrated how they had navigated the challenges and opportunities of equity, diversity and inclusion conversations in their organisations. Their conversations and decisions in their daily interactions and in the wider context of the organisation demonstrate their accountability for diversity management. Their sponsorship, interest, and commitment are visible to their staff. While the leader had to make tough, unpopular decisions, there were also many occasions where the opposite happened. Finding the balance requires leadership to have values to guide them in today's ever-changing context. It also requires the leaders to balance their technical and professional experience and skills by developing the softer people skills of emotional and cultural intelligence required of leadership today. Leader identity goes beyond what leaders do to consider who leaders are. The leaders we interviewed in this study had a growing awareness of both, while they also recognised what was missing in their teams and organisations.

*"I grew up in Aotearoa in a small town called W. I was the first in my whanau (family) on either side to go to university, and my brother followed. I did a science degree and a master's. I subsequently travelled around the world and spent 12 years in the UK, where I did my PhD and worked. I also worked a lot internationally in developing countries. So, this is all relevant in terms of my perspective on diversity and inclusion. I met and married my wife and had three kids; my wife's from north Wales. So we met when I was in the UK, and I convinced her to move back to New Zealand. And we've had our kids since we arrived back here. So I've got sort of half Welsh, Maori, British children who have grown up in Aotearoa but have travelled a lot because of having whanau all around the world; when I moved back to New Zealand, in 2002, and I've been with Organisation F since then. I've had various roles, but I guess probably technical roles in terms of selling my expertise to clients. But since 2005ish, I've had management leadership responsibilities. This has developed my values and approach to diversity and inclusion."*

***Leader, Organisation F***

In today's complex environment, successful leaders must have technical competencies, self-awareness, and "other" awareness to navigate ambiguity and complexity (Wasserman,

2020). Leadership vulnerability refers to leaders who can share their identity more fully - who they are, including their values and experiences. In sharing who they are beyond their roles and technical competencies, leaders build trust and deepen relationships with those they lead (Wasserman, 2020). Leader identity shapes individual and collective accountability. Each leader's lived experiences shape their values, decisions, and actions and their willingness to be publicly accountable to stakeholders. Individual leader accountability is most visible in organisations that sponsor and champion diversity management efforts. Leaders who demonstrate self-awareness, vulnerability and openness to learning influence their leadership team's commitment to diversity management. One of the leaders in this research comments about her commitment to developing her cultural awareness and intercultural intelligence. She says:

*“And, then I have started reading these articles and on LinkedIn and different places, and just listening to what Māori were saying about the frustration of white organisations just taking te reo Māori, and Te Aō Māori principles, just for the sake of, the benefit of an organisation but not truly believing it. And then the whole white saviour approach, which I started to get nervous about. We have to be careful here about doing it authentically.”*

**Leader, Organisation A**

For an organisation's diversity management approach to be transformative, leaders must be personally accountable, thus being able to influence the wider leadership team's accountability to diversity management. Several leaders we interviewed in the research demonstrated their vulnerabilities and openness to learn more about themselves and those they lead. Their staff see their behaviour.

*“Most of our GLT has fronted up to those volunteer options that take time, and they have sat there. And they've asked the questions that people go, Oh, gosh, they don't know everything about this. And they've been very visible and very open to learning. And they've been putting themselves in this very vulnerable place, which is shown to other people. Okay, I don't need to be an expert on this yet. But well, if you're open to learning and making time to learn, then cool, I can take half an hour of my day and come to the session and put my hand up and ask some questions. ”*

**Staff 1, Organisation F**

While this research has focused on the accountability of the leadership team to their organisation's diversity management approach, the influence of individual leaders contributes to the leadership team's influence. As part of the leadership team, leaders who have a strong sense of their identity, and who are self-aware and able to be vulnerable influence the leadership team in their accountability for diversity management.

### **Leader's Intercultural Sensitivity**

An individual's response to difference can develop from fear to embracing difference. This concept builds on the theory of how individuals respond to cultural differences, which has been widely studied in the literature. Intercultural sensitivity and intercultural intelligence explain how individuals view and respond to differences (Hammer et al., 2003; Livermore, 2009). It is the foundation of developing an intercultural mindset. According to this theory, individuals go through six stages when encountering cultural differences. Time and positive exposure to diversity can shift their responses from fear to valuing cultural differences. Intercultural sensitivity allows leaders to develop the ability to view and value the complexity of diversity. Intercultural sensitivity influences all three dimensions of leadership, as it influences not only leadership's responsibility for their diverse workforce but also how leadership makes strategic decisions about the approach and focus of managing their diverse workforce.

In developing their awareness and understanding of the complexity of diversity, leaders make better-informed decisions as they value the contributions and perspectives of their diverse workforce. Developing a leader's intercultural sensitivity influences the leadership team's decisions and actions regarding their responsibility for the teams they lead and their contributions to the leadership team. While I did not use the intercultural development inventory (IDI) in this study, some leaders who participated demonstrated behaviours likely to fall into the "ethno-relative stages" of acceptance, adaptation, and integration of difference. In these stages, they valued diversity and took the responsibility of their organisation's diversity management seriously (Hammer et al., 2003). In the ethno-relative stages, leaders did not see differences and stereotypes but rather saw people with different ethnicities positively. These comments from leaders reveal their view of difference.

*"I have this fundamental belief about the unique value that people bring in; I think everybody has some unique value, even if you don't realise that there's something that you're better at than anybody else on the planet. And there's this unique thing to bring to the table. So I think, firstly, there's that element of just valuing people. I am passionate about creating environments where people can bring their very best to the table, which can help business performance. Yeah, that's how I think of our people."*

***Leader, Organisation I***

*"We would love to have other ethnicities represented, and we certainly have in the past."*

*Leader, Organisation A*

The development of a leader's intercultural sensitivity shows that individuals can develop their awareness and understanding to value difference and seek to embrace diversity in their teams and organisations. One of the leaders in this research comments about her commitment to developing her cultural awareness and intercultural intelligence. She says:

*"I have started reading these articles and on LinkedIn and different places, and just listening to what Māori were saying about the frustration of white organisations just taking Te Reo Māori and Te Aō Māori principles, just for the sake of the benefit of an organisation but not truly believing it. And then the whole white saviour approach, which I started to get nervous about. We have to be careful here about doing it authentically."*

*Leader, Organisation A*

This individual factor looks at influences on the individual leader's interactions as they exercise their leadership to positively move the organisation's efforts forward. As the leadership agency increases, it also influences the leadership and their organisation's intercultural sensitivity development. This factor is common across all three leadership dimensions and demonstrates the significance of a leader's development of intercultural sensitivity in their organisation's diversity management efforts. Within a leadership team, this factor of intercultural sensitivity ranged among the different individuals within the leadership team. It influenced the leadership's level of responsibility for their diverse workforce and their willingness to be publicly linked to their organisation's diversity management efforts. In the next section, I summarise all the factors that have influenced leadership accountability for diversity management.

### **4.3.6 Summary of Leadership Accountability of Diversity Management**

Section 4.3 and all the sub-sections have reported from the study's findings the factors that have influenced leadership accountability of diversity management at the different levels of the organisation. From the external environmental factors that have influenced leadership to increase their accountability for diversity management to the organisational factors, such as having diversity within the workforce to the different factors at the team-organisational and individual levels. Most factors have emerged at the leadership team-organisational level from the empirical data. At this level, the factors of leadership team composition, leadership team dynamics, leadership ownership of diversity, and leadership's mindset of their

workforce influenced leadership accountability of diversity. At the individual-team level, the Chief Executive's role and the diverse leader's influence on the leadership team influenced how accountable the leadership was to diversity management. Finally, at the individual level, individual leaders' cultural identities and personal intercultural sensitivity influenced the leadership team's accountability for diversity management. These factors have influenced how accountable the leadership was in making decisions and taking actions regarding their diversity management efforts to ensure their organisation's well-being.

This section addressed one of three leadership dimensions examining leadership's agency in their organisation's diversity management efforts. The next leadership dimension I look at is how the leadership approached managing their diverse workforce within their organisation.

## **4.4 Factors Influencing Leadership Approaches to Diversity Management in their Organisations**

The second leadership dimension addresses how leaders approach diversity management in their organisations. This leadership dimension addresses the maturity of an organisation's diversity management efforts and the factors that influence the maturing of the organisation's diversity management approach. This leadership dimension builds on the literature about the range of diversity management approaches that the leadership adopts (Nkomo et al., 2019),(Podsiadlowski et al., 2013),(Ely & Thomas, 2001; Dass & Parker, 1999; Gündemir & Kirby, 2022). The organisation's diversity management approach can range from the approaches from previous eras that have not fully considered the complexity of diversity to today's approach that manages for diversity that addresses the complexity of diversity. The surface approach focuses on managing diversity from the surface-level diversity characteristics. This approach emphasises designing and delivering organisational diversity initiatives that increase the diversity and participation of diverse groups. It is an approach from the previous era that hasn't considered the complexity of diversity. However, diversity's complexity today requires leadership to manage for diversity and consider deep-level characteristics in their approach. The deep approach involves managing for diversity, which considers a diversity management approach that manages both the organisation's surface-level and deep-level diversity characteristics. This requires an approach that balances the

diversity in the organisation with an inclusive climate so that everyone can experience inclusion and belonging.

The research has highlighted the key role of leadership in shaping the organisation's view of diversity and how diversity management is approached (Martins, 2020). In this study, this leadership dimension addresses the development of the organisational approaches to diversity management. The development of an organisation's diversity management approaches has a range that is similar to research over the various eras and the diversity perspectives (Podsiadlowski et al., 2013).

The organisations in this study ranged in the stages of their approaches to diversity management. Two organisations were in the stage of understanding and considering their organisation's diversity management approach. There were three organisations in the early stages of their diversity management approach, where their approach was the surface approach, where work was being undertaken to develop an EDI strategy and have diversity initiatives within the organisations. The leaders acknowledged that they were in the early stages of understanding and embarking on their organisation's diversity management journey. Three organisations have an EDI strategy and work programme but have not addressed the development of cultural inclusion in their organisational culture. These three organisations' leaders are seeking information and understanding about their next steps. The final three organisations have a mature approach, with their approach closer to the deep approach. Their efforts include having an EDI programme but are shifting their attention to developing cultural inclusion by addressing their organisation's behaviours and mindsets. In the next section, I look at the external factors that influenced the leadership's approach to diversity management.

#### **4.4.1 External Environment**

Today's external socio-cultural environment that organisations operate in is dynamic and constantly changing. The external factors influencing leadership approaches to diversity management are distinct from accountability for diversity management. External factors are influencing the leadership to address their approach to managing their diverse workforce rather than their responsibility for diversity management. A combination of factors, including a shifting socio-cultural context, a talent shortage and expectations from external

stakeholders, is influencing leadership to address their diversity management approach and how to develop their approach further.

### **Changing Socio-Cultural Environment**

Organisations are increasingly exposed to society's changing attitudes towards diversity and difference. In today's multicultural society, there is growing acceptance and value of diversity in some segments of society. In the past, society had limited exposure to diversity and has viewed it negatively. However, the ongoing exposure and acceptance of diversity in various societies has influenced society and organisations to value diversity. There is greater awareness, appreciation and acceptance of diversity in society and the next generation of the workforce. The cultural climate has been changing. For example, the Black Lives Matter movement spotlighted the racism and injustice black Americans experience in America. In New Zealand, there is a growing interest in the indigenous Māori culture within society and organisations. For example, the first Matariki celebrations (Māori New Year) were publicly celebrated as a national holiday in 2022. This has led to greater visibility and acceptance of diversity in society and organisations today, influencing the leadership to deepen their approach.

Alongside the growing appreciation of diversity, there is also a greater resistance and polarisation regarding diversity within societies, communities, and organisations. For instance, during the global pandemic, there was a rise in reports of racism targeting the Chinese, reflecting the changing socio-cultural context. Leaders must navigate this increasingly challenging and complex context within their diversity management approach. The changing socio-cultural context presents a challenge for leadership to approach diversity management that reflects today's context in ensuring that all employees feel valued and included, regardless of their cultural identity.

Furthermore, the growing shortage of talented staff has influenced leadership to address their organisation's diversity management efforts to attract and retain a diverse workforce (Schuler et al., 2011). This requires leadership to adopt a diversity management approach that reflects today's context and some of their workforce's expectations of inclusion and belonging. Today's workforce values diversity and inclusion and seeks to work for organisations that align with their values.

The leadership of the organisations in this study have a range of responses to the changing socio-cultural climate. It has influenced some organisations' leadership to begin to address how to increase the diversity within their workforce and some organisations to deepen their approach. Two organisations have acknowledged the challenges of their talent shortage and are recruiting from a diverse talent pool beyond the region and internationally. In Organisation B, the leadership has enabled flexible working arrangements in order to recruit talent in different cities for their organisation's needs. One of the staff members commented about leadership's decision to broaden where their organisation sought talent, resulting in increased diversity in their workforce. Their observation demonstrates that the talent shortage influenced the leadership's approach to sourcing and managing their increasingly diverse workforce. Their comments are below:

*"Many of our staff are based in Wellington, and Wellington is less diverse than Auckland. If we were Auckland-based, we would have a far greater range of ethnicities because Auckland is more diverse. With our flexible working arrangements, we are seeing the diversity in our organisation increase."*

**Staff 2, Organisation B**

Organisation H has a diverse workforce. Due to the talent workforce shortage in their sector, their approach is to recruit internationally, thus increasing diversity in their workforce.

*"I know from the hires we've done in the last year from talking and walking around the organisation, and I know we have people from different backgrounds and cultures. We often hire internationally now; we've had staff from Singapore, the Philippines, and all over the place who joined us in the last year. And then we also have a mixture of Maori Pakeha people. So we have people from different faith backgrounds, as well as different ethnic or cultural backgrounds. And it's great - And that's what we're aiming for really is encouraging people, to look at, and learn from and learn to love their colleagues, because that will make them better".*

**Leader, Organisation H**

Organisations' growing diversity has influenced leadership to address their diversity management approach and begin their diversity management journey or deepen it. Another external factor is the influence of external stakeholders.

## **External Stakeholders**

External stakeholders, such as clients and potential employees, influence leadership's approach to managing diversity. These stakeholders seek organisations that value diversity and inclusion and are committed to pursuing the "diversity dividend" (Martins, 2020). As a

result, their expectations influence how the leadership approaches managing diversity in their organisations. One organisation describes how their external clients have influenced their diversity management approach to deepen as follows:

*“Firstly, it is client driven. So in the public sector, particularly under this government, over the last several years, has seen the growing recognition of Te Tiriti, the role that it plays in government, and decision-making around programs, policies, and strategy is now at the forefront. It’s very active, not passive in the background, and not something that’s talked about anymore as just a good idea but an important one. And our work feeds into that. And from the government, the client point of view, and their clients, the communities that their stakeholders, the partners they’re working with, they are no longer asking to have a seat at the table. They’re demanding it; it’s expected. And, Māori now are not shy about it. It’s, “We’re here, and we need to work by the principles of Te Tiriti.” So, it’s all happening. And, so, it’s no longer enough for their partners, whoever they get on board their agencies, to have tokenism. From the Māori perspective, it will be seen through, and so many of our clients have amazing cultural advisors employed full-time and driving the direction.”*

**Staff 1, Organisation A**

The future pool of employees is becoming more diverse, and they are also seeking equity, diversity, and inclusion when choosing organisations to work for. Today's employees seek more than just a job that pays bills; they want to work for a company that aligns with their values and where they can make a meaningful contribution. A key factor in some employee's decision to work for an organisation is how the organisation values diversity. One employee described the research that she undertook before joining the organisation.

*“And so when I was coming into Organisation B before I got the job, I talked to some people about the culture in Organisation B. I heard that it might not be ethnically diverse, but it was still very open and welcoming. And the fact that we had flexible working allowed people to have flexibility by default, allowed people to work from anywhere, and, if they have kids, it allowed flexibility. And so that helped me decide to join Organisation B.*

**Staff 1, Organisation B**

The changing attitudes of future employees have made equity, diversity, and inclusion crucial factors in their decision-making process when choosing where to work. This trend and changing socio-cultural climate influence leadership to address their diversity management approaches to attract and retain key talent and clients. From the ten organisations in this study, the external socio-cultural factors and external stakeholders have contributed to the leadership considering deepening their approach to diversity management. While the organisations were at different stages in their diversity management journey, it is influencing the leadership to deepen their approach. While some focus on beginning to address surface-

level diversity characteristics, others are deepening their approach with organisational-wide transformation.

*"We have a diverse workforce, being a large company. We are taking an enterprise approach, so we have five employee impact groups. We've got rainbow, accessibility, life stages, gender, and LGBTQ. So that's the lens we've been looking at for the last two years."*

**Leader, Organisation I**

The next level of discussion addresses the organisational-level factors that influence how leaders manage diversity.

#### **4.4.2 Organisational Factors**

Leadership's approach to diversity management at the organisational level was influenced by two main factors: the workforce demographic and the organisational context. These factors prompted leaders to address their diversity management approaches. The following discussion will present the themes that emerged from the data. The first factor is the organisation's workforce demographic.

##### **Organisation's Workforce Demographic**

The diversity in an organisation's workforce influences leadership's approach to diversity management. When there is limited diversity, the leadership's approach to diversity management is to try to increase diversity in their workforce. However, as the organisation becomes more diverse, leaders must evolve to focus on developing cultural inclusion, where everyone can participate meaningfully. Most of the leadership teams of the organisations in this study acknowledged the increasing diversity within their workforce. The pace at which they implemented diversity management approaches varied, but all recognised the need to address the issue. The leaders have described their organisation's workforce in the following ways:

*"I'm trying to think what our workforce demographic would be. The gender balance is 50:50. In certain teams, team 1 is probably more female than male; team 2 is more male than female. I think in some support teams, that's more female than male. So yeah, 60/40, 65/35 or 70/30, probably slightly more women. Ethnic diversity, I would say probably 80% NZ European. The other thing to add to our workforce is that we've got staff in their 20s, 30s, 40s, 50s, 60s."*

**Leader, Organisation C**

*"Our organisation is very female. We've got down to three men out of twenty. Regarding ethnicity, we're soon to have five Māori or Pacific researchers, and everyone else would be New Zealand European. It's a recent shift that we'll talk about. Regarding other*

*kinds of diversity, I'm not sure we have any people with disabilities. I don't think we tick that box if you like. We're all professionals, everyone's educators, with qualifications. We've got more diversity in terms of personality than we used to. It would be a risk for us, as what makes us professional in our sector is often being quite introverted people who love the detail and have just gotten stuck into the research. We needed more diversity. And so, we fought against that, ensuring we've got some top-down thinkers in the company, some louder people, some bigger strategic thinkers. So that we've got a mix of both kinds of people."*

**Leader, Organisation A**

*"The demographic is growing and changing. Our grads this year, 32% of our grad intake is Maori or Pasifika, which is amazing because, as an industry, we are severely underrepresented by those groups. And we need to change that. In the last decade, we've seen this spike in diversity of all sorts, which is great; that makes our work better."*

**Staff, Organisation F**

The diversity of an organisation's workforce influences the leadership in their approach by acting as a catalyst for implementing the organisation's diversity management efforts. In organisations where the workforce was professional and educated, it catalysed the leadership into deepening their approach. In organisations where there was both a professional workforce and one that was in the factory, this has slowed the development of leadership's approach to managing its diverse workforce.

*"Our workforce is diverse but different at different sites. So, there is the feeling each of the sites is different. In terms of other diversity, the low literacy levels are mixed with people with high literacy levels who may not speak English. Their approach is very low in the maturity scale, And, in this year, interestingly enough, there's been slow shifts towards diversity management,"*

**Staff, Organisation J**

When an organisation has low diversity, it influenced leadership to increase the diversity in its workforce. For example, Organisation A's leadership saw a business opportunity to recruit and retain a team of Māori and Pasifika staff to compete in a new market. The leader commented about their workforce demographic as follows:

*"In terms of ethnicity, we will soon have five Māori or Pacific researchers, and everyone else would be New Zealand European. It's a recent shift that we'll talk about. Regarding other kinds of diversity, I'm not sure we have any people with disabilities. I don't think we tick that box."*

**Leader, Organisation A**

In large and diverse organisations, the leadership deepened their diversity management approach by ensuring everyone could understand and respect different values and worldviews. The leadership of Organisations D and G sought to manage diversity within

the organisation by seeking to develop cultural inclusion. With a growing number of employees from the developing world, the leadership recognised the need to take everyone on a journey to deepen their understanding of diversity. Although the organisation was already multicultural, further effort was necessary to ensure everyone experienced inclusion and belonging.

As societal and cultural norms evolve and workforce diversity increases, different cultural groups seek opportunities to contribute and have their voices heard and needs met within the organisations. Workforce values are changing, and employees seek to work in organisations that value diversity. This trend towards a more diverse workforce and inclusive organisation is influencing the leadership to deepen their diversity management approaches, moving beyond simple diversity initiatives to organisation-wide approaches that also focus on fostering cultural inclusion and ensuring everyone feels valued and included in their workplace. In organisations whose leadership has given little thought to their diversity management efforts, it influences them to consider beginning their diversity management journey. For organisations with a diverse workforce, it is influencing the leadership to deepen their diversity management strategies and approaches.

The pace at which leadership develops their diversity management approach varies. Some are eager to move forward, while others face resistance from within the organisation. Organisation D's leadership sought to deepen their diversity management approach and embarked on a transformative culture change to ensure everyone in their organisation was included and experienced belonging. In this process of change, they were aware of having to go at a pace that allowed for questions and dialogue, as the management journey was one that went beyond a project or programme management to a transformational change of the organisation's cultural systems. The leadership was aware of the resistance within their workforce.

*“But just like any other new thing, people don't like change, and in organisations as big as ours, explaining change takes time. And it's not easy to embrace that change. And so we have had a season of explaining the rationale for our approach. Why is it important? When must this happen? The other thing is the ambiguity. Some people probably feel that it's because if we consider localisation as being culturally relevant in different places, it may mean different things in different countries. And many people love them but have a linear approach. So, if you do these 1234 steps, you'll have achieved your goal so that they can tick off a list of things. But in this strategy, we do not have a list that we are ticking off. We are*

*trying to explain the endpoint, which is a viable, vibrant organisation serving in the local context more easily. I think a significant number of people were Western expats who were scared, with some who would be keeping their heads in the sand and some would be objecting. Because this ultimately threatens them. "Where's my place in the organisation?" is the question people are asking. We had this whole initial reaction." Does that mean we are no longer needed? ""*

**Leader, Organisation D**

In another organisation, the lack of resources slowed the development of its diversity management approach.

*"Our intent as a Diversity Council is to take an enterprise approach across the business. So, within the council, we try to make sure that we've got touchpoints across the various functions of the organisation. We probably haven't been able to connect with as many people. If I'm honest, it's probably more the professional side of things because we're just talking about surface culture. We are juggling this voluntarily, beyond our normal jobs, so it stops and starts. When we hit busy periods, everything stalls. "*

**Staff, Organisation I**

The development and maturing of an organisation's diversity management approach can vary for different reasons. A common theme from several participating organisations is the need to bring the rest of the leadership and the whole organisation on this journey. Another theme that emerged is the limited resources available. The sample of organisations participating in this research has some leaders who value their staff and diversity within their workforce. They are motivated to design and develop organisational diversity management approaches to effectively manage their diverse workforce. The organisation's context is the next factor influencing leadership's approach to diversity management.

### **Organisational Context**

The organisational context influences how the leadership approaches their diversity management efforts. This factor influences the outcomes of leadership approaches to diversity management. The organisational context describes the overall environment and conditions in which an organisation operates (Ghoshal & Bartlett, 2007). It encompasses various factors influencing and shaping the organisation's behaviour, decisions, and outcomes. Understanding the organisational context is crucial for leaders and stakeholders in order to make informed decisions and develop strategies in how they approach managing their workforce. The organisation context that is influencing this factor is the internal aspects that include their vision, mission and purpose, the organisation's culture and structure. These

aspects all influenced the leadership to address systemic inequities and deepen the organisation's diversity management approach.

As diversity management addresses how the leadership manages its workforce, there are systems in place for workforce recruitment, remuneration, leadership development, and core business activities. The growing diversity within organisations influences the leadership to ensure that their systems are inclusive and equitable for everyone. For many organisations, their current systems, policies, and processes were established for the majority culture, resulting in a hidden bias for the majority. As organisations become more diverse, these systems and processes may exclude or marginalise staff who do not understand or share similar cultural systems. This has influenced leadership to address some of these barriers within the cultural systems to ensure equity, inclusion, and belonging for everyone. Changing such systems and processes requires the leadership to deepen their approach to take the entire organisation on a journey that addresses the different parts of the organisational system.

The leadership of many participating organisations recognised the need to deepen their diversity management approach to ensure their organisations remained sustainable in today's context. The approaches to sourcing talent and managing staff are changing. The leaders acknowledge the need to explore culturally different ways in their diversity management efforts. Organisation A's leadership sought to find diverse talent through alternative channels and networks, to remunerate their staff for their cultural capability and competency, and to change how they developed their business to ensure inclusion and belonging for diverse staff. As the leader of Organisation A comments:

*"The biggest challenges were just getting Māori and Pacific on board. They don't want to work for corporates. And in creating an environment (I said this to M yesterday), this trust must be built. Because we want our Māori and Pacific team to feel comfortable and safe to question anything we suggest that isn't right. We're so direct with each other and have direct conversations. We say what we think, yet we need to create a safe environment; they can question it."*

**Leader, Organisation A**

Organisation F's leadership has sought to address the issue of using their diverse staff to support the organisation's cultural needs, which is beyond their role. These staff voluntarily contribute their cultural knowledge, experience and competency, and it is often taken advantage of by the organisation. It has influenced the leadership to address this context. They comment:

*"So cultural labour is something that I'm aware of. Some of our people have added cultural competencies that are taken advantage of. It takes effort, and it takes knowledge, and it takes skill. And we have a member of staff who's Malaysian, but he's fluent in all three New Zealand languages, which is amazing. And for me, it's always awesome because you want to give people a platform to share. But I also don't want to load them with more work that they might have to pick up after hours. So, we're seeking to address the acknowledgement and respect for cultural labour. So it's not just shoulder tapping someone within the organisation; it's somehow giving that respect and that acknowledgement, knowing that they have skills and have trained for something that I am now. They should be treated the same as a technical expert and be remunerated and acknowledged for it."*

**Staff, Organisation F**

Organisation F's current context and culture have not valued their employees' cultural competency as they have their other professional skills. As the leadership sought to deepen their diversity management approach, they sought to address this aspect of organisational culture. In addressing this aspect of the organisation's context, it is deepening leadership's approach to developing cultural inclusion.

Organisation D's leadership recognised the importance of inclusive cultural systems in their efforts to deepen their diversity management approach. The organisation's current context reflects its historical roots as an American organisation. However, as the workforce's demographic has become more diverse, the organisation has transformed into a global organisation. To create a sustainable and inclusive organisation that values all staff members, the leadership has prioritised the need for inclusive cultural systems. The leaders in Organisation D explained how they are approaching diversity management in their organisation:

*"We're operating at a different approach that starts with mental models. It's because the conversational approach takes you there, I think, automatically. So we don't tick boxes very well at the DIB level with statistics and targets, partly because our leader has said that's not what he's interested in; it is the deeper, longer-term sustainable change. Sure, we could quickly do things to tick the boxes. But that's not necessarily what makes a difference in the long run. "*

**Leader, Organisation D**

*"How do you change the culture when it is so Western? You can change your systems, but people's mental models cannot change if people are stuck with the old mental models from the past. So, a large part of the work we're doing right now is the mental model of our work and how that needs to change. And in taking the dialogic approach to that, using generative images. To involve our staff, listening and feeding back to them what they're saying. Yeah, it's exciting. There's no roadmap for it. It's scary."*

***Staff 2, Organisation D***

The organisational context influences leadership to deepen their diversity management efforts so that there is inclusion and belonging. Deepening their diversity management approach changes the organisational context further to make it more inclusive and equitable for their workforce and their organisation. These two organisational factors have influenced how leadership approaches diversity management. The next level is the team-organisational factors that influence the leadership team's diversity management approach.

**4.4.3 Team-Organisational Factors**

The team-organisational factors in the research examine the factors at the leadership team level that influenced how leadership have approached diversity management in their organisations. At this level, the leadership team's cultural capability and vision for their diverse workforce influence how they approach managing the diversity within. Leadership's intercultural capability includes how they perceive their diverse workforce, which influences their diversity management approach. The second factor is the leadership's vision for their workforce, which also influences their approach to diversity management. Based on the research findings, the next section discusses how leadership's cultural capability influenced their diversity management approach.

**Leadership's Intercultural Capability**

Leadership's intercultural capability refers to the collective leadership team's beliefs, perspectives and perceptions about diversity and difference. The leadership's beliefs and views of diversity influenced how they approached diversity management in their organisation. Podsiadlowki's (2013) research identified various perspectives that influenced diversity management. These perspectives demonstrate the development of perspectives from *"reinforcing homogeneity, colour-blind, fairness, access, integration and learning"* (Podsiadlowski et al., 2013). Similar to an individual leader's intercultural sensitivity development, these perspectives describe the leadership's group perspective. This influenced the decisions they made about their approach to diversity management.

Leadership's cultural capability involves the development of these "diversity perspectives" within the leadership team to mature across the different stages, thus influencing their approach. In this study, the leadership of the participating organisations'

diversity perspectives ranged between fairness and integration and learning perspectives (Podsiadlowski et al., 2013). While there may have been individual leaders who held other perspectives, the overall leadership teams' intercultural capability will have influenced their behaviours and actions, demonstrating their growing support of diversity management. This influenced their decisions regarding their approach to diversity management. The empirical data showed that the leadership's intercultural capability ranged from having a surface-level view of diversity to a deep understanding of the complexity of diversity. Where the leadership had a less developed intercultural capability, they viewed their workforce through the surface-level cultural characteristics and adopted an approach that reflected that view. There was limited understanding of the complexity of diversity and how to address it in their diversity management efforts.

Conversely, the leadership team who had developed their intercultural capability to recognise the growing complexity of diversity viewed their diverse workforce as multi-dimensional individuals. This influenced their decisions about managing their diverse workforce. Managing only the surface-level characteristics would not have resulted in unlocking the benefits and outcomes that diversity could promise. Depending on the leadership's intercultural capability, their decisions about managing their diverse workforce ranged from managing the different surface-level characteristics to managing for diversity, where they would develop cultural inclusion within their approach. The leadership needs to have a mature level of intercultural capability to deepen their diversity management approach, or they will remain at the surface approach.

Organisation C's leadership intercultural capability remains at the surface level. Their diversity management programme has primarily focussed on setting diversity targets of the surface-level characteristics of diversity and developing employee support networks. A leader in Organisation C comments on their surface-level approach to diversity management as follows:

*"We've set ourselves diversity targets, but, like many companies, we've found it difficult to improve data quality and representation. However, we continue to pursue increased awareness of bias and improvement actions to achieve targets and, more importantly, to deliver the benefits of an inclusive culture."*

***Leader, Organisation C***

Similarly, the leadership of Organisation I is at the stage where their organisation's approach remains at the surface level. However, their new sponsor in the executive leadership team can see the complexity of diversity, which may influence the leadership team to develop their intercultural capability and deepen their approach to diversity management.

*"I think there's sort of two separate things. There's the actual formal diversity initiatives, and then there's just how people behave. And if you think about how people behave, I think there is a natural desire to be inclusive, and I think people are generally fairly inclusive. But we do have a D, A, D, and AI programme. But in my view, it still sits with a number of super passionate people that are a little bit off to the side, rather than being fully integrated with our business."*

**Leader, Organisation I**

Organisation D and Organisation G's leadership's cultural capability was more developed, and they recognised the complexity of diversity that included the deep-level characteristics of their diverse workforce. They viewed their staff as multi-dimensional and multicultural individuals, which influenced their diversity management approach to go beyond just having a diverse workforce to having an emphasis that developed organisational inclusion. This approach is authentic, avoids tokenism, and requires the leadership to actively pursue personal learning to deepen their awareness and intercultural capability. The leaders in Organisation D give insight into their cultural capability in their comments below:

*"So, we don't tick boxes very well at the DIB level with statistics and targets, partly because our CEO has said that's not what he's interested in. It is the deeper, longer-term sustainable change. Sure, we could quickly do things to tick the boxes. But that's not necessarily what makes a difference in the long run."*

**Leader, Organisation D**

The CEO and a member of the executive leadership are seeking to deepen their organisation's diversity management approach.

*"But we are diverse, with over 500 people from about 70 countries in our team and diverse cultural backgrounds and journeys. I took on the role of the head of what we just call inclusion. We wanted to talk about diversity, equity, and inclusion, but it's a long term to get your head around. So we just use the term inclusion, meaning all those things. So that's who we are as an organisation. Our leadership is becoming more diverse, and we need to look at how we foster a more inclusive organisation."*

**Leader 2, Organisation G**

Developing the leadership's intercultural capability shifts their perspectives and increases their awareness of the complexity and nuances of diversity in their workforce. This influences the decisions the leadership makes in how to approach diversity management in

their organisations and also to deepen their approach. This influences whether leadership adopts an approach that reflects the diverse perspectives of previous eras or today's context, where diversity is becoming increasingly complex. It is an ongoing development journey that requires the leadership to deepen their organisational approach or remain at the status quo. The vision for their workforce is the next factor influencing the leadership team's diversity management approach.

### **Leadership's Vision for their Workforce**

Leadership's vision for their workforce is another factor that influenced their approach to diversity management. In this leadership dimension, having a vision for their diverse workforce provides insights into where the leadership hopes to take their diversity management approach. As organisations range in maturity levels in their diversity management, the leadership's vision for their workforce influences how they approach it. Where their vision was simply for a diverse workforce, their diversity management approach remained at the surface approach. Where their vision was for an inclusive, diverse workforce that experienced belonging, this influenced their approach to be deep. This factor identifies the leadership's recognition that diversity management is an organisational development journey that has to consider an approach that incorporates both the organisational diversity strategy and the development of inclusive behaviours within the organisation.

Leadership may envision their workforce becoming diverse - this is often in the early stages of an organisation's diversity management approach. This vision influences leadership to adopt the surface approach, which increases the surface-level diversity characteristics within the organisation. The leadership of Organisation B described their vision of having a diverse workforce.

*“And one of the things that we recognised was that if we were going to support and serve a diverse country, then we needed to reflect that diversity in our workforce. Not only because then we can tap into the right communities in the right forums in the right way that will connect with people, but research shows that diverse networks and organisations have a greater impact, better results, and better outcomes for everybody.”*

***Leader, Organisation B***

The leadership of Organisation F had a vision that had a deep approach to their diversity management approach. Their workforce was already diverse, and the leadership team's vision and focus was to address their organisation's culture.

*“We’re trying to create a safe and inclusive environment. We’re not just trying to write policies that tick boxes, and many in-house events happen. We are trying to create a place where everyone can contribute. I’ve also recently started working with many of our industry peers so we can influence our sector.”*

**Staff 1, Organisation F**

Where leadership’s vision for their workforce went beyond having a diverse workforce, this influenced the deepening of their diversity management approach. The absence of a vision resulted in leadership’s approaches remaining mainly at the surface level - mainly focussing on managing surface-level diversity characteristics. The organisations in this study ranged in their vision for their workforce. Where the leadership had developed a clear vision, it deepened their diversity management approach.

*“Our vision is we probably have at least half the team not white. We’d be quite happy if it was more than that. Not that we have said that to the entire team. Our vision is that the entire team works well together and is so integrated. And so it’s not them and us, but everyone’s working so well together. And it’s so integrated, and everyone’s enjoying it. I truly believe people will thoroughly enjoy it because we will do better work and make a bigger impact. And I know the whole team well enough to know that that’s the genuine hope and desire for what we do and our work. So that side of it’s very cool. So it’s the vision.”*

**Leader, Organisation A**

The leadership’s vision for their workforce influences how leadership approaches their diversity management and how far they go with their efforts. The two team-organisational factors of leadership’s cultural capability and the leadership’s vision for their workforce influenced the leadership’s approach to diversity management at this level. The next level that I look at is the individual-team level factors.

#### **4.4.4 Individual-Team Factors**

At the individual-team level, two factors influenced leadership’s approach to diversity management. These are an individual leader’s cultural mindset and the role of diverse leaders in the leadership team. These two factors will now be discussed in the next section.

##### **Leader’s Intercultural Mindset**

In this context, a leader’s intercultural mindset describes a leader’s beliefs, values and experiences about difference and diversity. A leader’s intercultural mindset influences the leadership team’s approach to diversity management. The leader’s different beliefs, values and lived experiences influence their contributions to the conversations and decisions within the leadership team in addressing their organisation’s diversity management efforts. This is

connected to the leadership team's intercultural capability (at the group level) and a leader's intercultural sensitivity (at the individual leader level). This factor integrates the theory of intercultural sensitivity within individuals with leadership agency, influencing how the leadership team views and approaches diversity.

Within the leadership team, there is a wide range of lived experiences, and they can all be at various stages of developing their intercultural sensitivity (Bennett & Bennett, 2001). This can influence the leadership team's interactions and how the organisation manages their diverse workforce. Leaders who have developed their intercultural mindset have experiences and cultural understanding, which influence leadership to deepen their approach to diversity management.

*" So I think there's that element of valuing people for who they are. I am passionate about creating environments where people can bring their very best to the table, which can help business performance."*

***Leader, Organisation I***

Conversely, where leaders have a less developed intercultural mindset, it influences the leadership team in their approach to their organisation's diversity management efforts. Such leaders may fear differences or see little value in diversity within their organisations. Their influence within the leadership team can hold leadership back from deepening its approach to organisational diversity management. A member of staff comments on one of the leader's fixed intercultural mindsets below :

*"He is never going to change no matter what, but he's head of the whole financial; he runs the numbers in our organisation. He's got credibility in the organisation, but he's never going to change. Not because he's a bad person; it's just his mindset is so fixed and can't see the value of diversity."*

***Staff 2, Organisation C***

An individual leader's intercultural mindset influences the leadership team's approach to diversity management. The next factor is the diverse leader's influence within the leadership team.

### **Role of Diverse Leaders within the Leadership Team**

The presence of diverse leaders in the leadership team is a common factor across the three dimensions. The diverse leader's perspectives and lived experiences provide valuable insights into all aspects of the organisation, particularly in the strategic decision-making of

diversity management approaches. Their presence influenced the less diverse members of the leadership teams as they considered their diversity management approach.

In this study, the leadership team members who voluntarily participated were either diverse themselves or had lived experiences related to diversity and inclusion. Their motivation for participating was to gain knowledge and help their organisations manage their diverse workforce towards inclusion and belonging. The leaders for the majority of organisations in this study were the ones who participated in interviews and were the diverse leadership team member. Their diverse identities and perspectives influenced the leadership team's understanding of diversity. One leader comments about seeking support from the leadership team to develop the cultural capability within the organisation:

*“One thing I’m trying to do, but seriously, I have met with resistance. I met with the Chief Exec and said, “This is an idea to develop our cultural capability. Would you support it?” The Chief Exec said, “I was thinking about it, but I think it should be part of a broader leadership development thing we should do for those younger people.” I’ve tried to influence at the board level to ensure that broader perspectives are present.”*

**Leader 1, Organisation F**

Having leaders from different cultural backgrounds is one thing, but their ability to influence the leadership team depends on openness and psychological safety within the team. A member of staff comments:

*“You know, we’re talking about psychological safety, where I can say stuff that I know won’t come across as “cuckoo”. People will be like, okay, cool! That’s why representation in leadership matters, I think, in a context of psychological safety.”*

**Staff 3, Organisation C**

*“But we say that and then our behaviour returns to that safe zone. I’m sitting on the Executive Leadership Team, as is T, and we’re not welcome. They play really nice, but we’re different at the end of the day, even though I’m a white woman who fits in with the team’s genetic makeup. T is different, and I don’t mean that in a bad way to say that I should be homogeneous to that group, but I’m not because my background is different. I bring different perspectives that scare them because they feel they should be thinking about it. So, irrespective of all of the other stuff that we look at, whether it’s race or gender or whatever, is all that is a barrier, just a thinking style and taking perspectives through the fear that comes with it. Either we reach out, or they don’t push us anymore because we’ve become comfortable. They’re not even open to learning or showing any vulnerability; they’d rather just shut you out. And that just sub-optimises everything here. So this is why when I talk about the diversity of what could be versus where we are at, a lot of it is sub-optimizing our possibilities as opposed to leveraging it to grow the performance of our organisation.”*

**Leader, Organisation C**

When a diverse leader is part of a leadership team where psychological safety is present, their influence shapes leadership's approach to diversity management. Their lived experiences and different perspectives provide the leadership team with new ways of viewing the world, alerting them to any "blind spots" or systemic biases within the organisation and taking on a sponsorship or champion role in diversity management.

In some organisations where the Chief Executive is a diverse leader, their influence on the leadership team significantly influences the leadership's approach to diversity management. The Chief Executive of Organisation G is the diverse member of the leadership team. His perspective and actions influence the leadership team to consider how diverse they are and how to deepen their diversity management approach.

*"The question that I ask when I'm gathered around a meeting, when I'm looking around, and hearing people talk, the question that goes to my heart is, which voice am I missing in this group? Not which voice is there? I always ask, who are we missing, and how will we find that voice?"*

***Leader, Organisation G***

The next level of factors will explore the individual-level factors that influence leadership in their diversity management approach.

#### **4.4.5 Individual Factors**

The individual factors influencing leadership's approach to diversity management focus on the individual leader. There are two main factors: the leader's cultural identity and their level of intercultural sensitivity or cultural intelligence. Although the research primarily focuses on the team-organisational level, these individual factors are important as they also influence the organisation. The following sections discuss these individual factors and how they influenced leadership's approach to diversity management.

##### **A Leader's Identity**

Everyone, including leaders, has an identity that shapes who they are. Their identity, which includes their perspectives, values, beliefs, worldviews and experiences, shapes their behaviours and responses in every aspect of their work and personal life. This includes their cultural identity, which is the identity from the learned behaviours and lived experiences of the different groups that they belong to (Tajfel, 1982). The leader's identity also influences how they lead, thus influencing the conversations within the leadership team and their organisations in developing their approach to diversity management. A leader's identity

shows up in their behaviours, different perspectives, experiences and attitudes that contribute to the decisions made as part of their leadership role (Le Ber et al., 2018). Developing soft skills, such as emotional and cultural intelligence, is key in leaders' development to lead (Crowne, 2013). By being aware of their identity, leaders can become better equipped to lead this transformation and ensure that their organisation fosters an inclusive and welcoming environment. Diversity management involves organisational development and transformation, which requires understanding the impact of different cultural identities, values, beliefs and worldviews present within a team and organisation. This requires the leaders to develop self-awareness to know their identity in order to understand and make decisions about their organisation's approach. One leader and a member of staff in Organisation C commented about the increasing need to develop a sense of a leader's identity:

*"It's about getting those opportunities to actively reflect on who they are, their impact and how they are leading. The culture work we're doing with our consultant is opening up that self-awareness and the system awareness but from the point of view of mindset and perspectives."*

**Leader, Organisation C**

*"She asked him, "How many hours do you work on keeping that technical side? And how many hours have you devoted to your leadership?" But there was no concept that I needed to work on myself as a person and a leader."*

**Staff 1, Organisation C**

This illustrates the lack of emphasis on cultivating a leader's self-awareness about their identity in the contexts that they lead. This leader in Organisation F shares his identity and how it has influenced why he is actively involved in the organisation's diversity management efforts.

*"I'm part Māori and Pakeha (European). I grew up in Aotearoa in a small town called W. I am the first in my whanau (family) on either side to go to university; my brother then followed. I did a science degree and a master's. I subsequently went off travelling around the world and spent 12 years in the UK, where I did my PhD and worked. I also worked a lot internationally in developing countries. So, this is probably all relevant regarding my perspective on diversity and inclusion. I am married; my wife's from north Wales. So we met when I was in the UK, and I convinced her to move back to New Zealand. And we've had three kids. So I've got sort of half Welsh, Maori, British children who have grown up in Aotearoa but have travelled a lot because of having whanau all around the world. So, when I moved back to New Zealand, I joined Organisation F. Since then, I've had various technical roles in selling my expertise to clients. But since 2005ish, I've had management leadership responsibilities, from building up our executive team and discipline from scratch to running*

*half of our New Zealand business. I was asked to take on the role in sustainability, and I said I was only interested if I could take a holistic view around sustainability, including social and cultural and, within that, retain the diversity and inclusion programme, which I helped set up in the first place."*

**Leader, Organisation F**

Leaders must develop a deep sense of their identity or self-awareness to effectively lead and manage diverse teams. This personal growth and development can help individual leaders become better equipped to approach diversity management within their organisations. An individual leader's cultural identity can also influence the leadership team's approach to diversity management, as they can share their own experiences and increase their self-awareness and other-awareness.

### **Leader's Intercultural Sensitivity**

An individual leader's view of difference influences how leadership approach diversity management, as it influences the collective cultural mindset of the leadership team in how they approach diversity management in their organisation. Leaders who value difference and have developed intercultural sensitivity are better equipped to navigate the complexity of diversity in their workforce and seek to approach managing their diverse workforce in a manner that values diversity. Their intercultural sensitivity influences their contributions to the leadership team's decisions about their organisation's approach to diversity management. To pursue diversity management approaches for their organisation, leaders must develop a positive view and experience of diversity, which requires them to personally and collectively develop their intercultural sensitivity or intelligence. A leader in Organisation A talks about diversity in their workforce that demonstrates their high intercultural sensitivity that values difference:

*"We would love to have other ethnicities represented, and we certainly have in the past."*

**Leader, Organisation A**

This member of the leadership of Organisation I values diversity deeply and is seeking to influence the leadership team in their diversity management approach.

*"I have this fundamental belief about the unique value that people bring in; I think everybody has some unique value, even if you don't realise that there's something that you're better at than anybody else on the planet... What it comes down to is creating an environment where people feel more comfortable being themselves and bringing their unique contributions to the table. Are we harnessing that unique contribution? That's really what it comes down to, and*

*I have got to find a way to measure that. But I think a big part of it is about leadership, which is why I want to get the exec team and our Diversity Council to do some more training."*

***Leader, Organisation I***

These leaders' perspectives show the development of their intercultural sensitivity and the deepening of their awareness of the complexity of diversity. Their intercultural sensitivity influences the deepening of their leadership's approach to diversity management as they pursue organisational inclusion rather than organisational diversity. In contrast, many other leaders are still at an earlier stage of cultural awareness and haven't fully understood the complexity of diversity. This influences their perspectives and how they approach diversity management in their leadership roles. Some leaders view diversity only at a surface level, based on stereotypes. Others are beginning to recognise the complexity of diversity and recognise their staff as unique multicultural individuals, thus deepening their approach. This is the last factor in the study that influences leadership's approach to diversity management. The next section summarises the findings from this leadership dimension.

#### **4.4.6 Summary of Leadership Approaches for Diversity Management**

Based on the themes from research interviews, factors influencing leadership approaches for diversity management are found at the various levels. External environmental factors and organisational factors, such as the workforce demographic and organisational cultural systems, influenced leadership approaches to diversity management to deepen. At the team-organisational level, two key factors are the leadership's intercultural mindset, which includes their beliefs and views about diversity, and their vision for the workforce, which influence the details of their approach. At the individual-team level, diverse leaders' influence on their teams leads to a better understanding of diversity from a different perspective. Finally, at the individual level, leaders' cultural identities and intercultural sensitivity development affect how they view differences, shaping their approach to diversity management. All of these factors contributed to influencing how leadership managed their diverse workforce. I now address the next dimension of leadership that will be discussed – leadership's focus on diversity management.

## 4.5 Factors Influencing Leadership Focus of Diversity Management in their Organisations

The final dimension looks at factors that influenced the focus of the organisation's diversity management efforts. For an organisation's diversity management to be transformative and effective, it must reflect its context, needs, and goals. There is no one-size-fits-all approach to managing diversity within a workforce, and leaders must consider factors specific to their organisation's workforce and context. This leadership dimension considers the practical realities of how diversity management becomes operational within an organisation and the factors that influence diversity management focus. Leadership focus of diversity considers the degree to which the leadership focused their diversity management strategy on one or more surface-level diversity characteristics of gender, ethnicity, age, race, accessibility and LGBTQI. The surface-level characteristics enable the leadership to set goals and targets for their diversity and inclusion strategy as it provides a tangible focus of leadership's efforts. The leadership can focus their diversity management efforts narrowly on a few surface-level characteristics or broadly on all five surface-level diversity characteristics. The leadership's focus for diversity management focuses on the surface-level dimensions as it is the tangible aspect of an organisation's diversity management strategy. This third leadership dimension has limited research about how organisations have focused their diversity management efforts but contributes to the practical part of an organisation's diversity management strategy.

The study findings identified various factors influencing leadership's focus on diversity management. This included the external environment, the workforce's diverse composition, the organisation's resources, leadership capability and capacity, leadership vision, and intercultural sensitivity. These factors influence the different levels of the organisation and focus the leadership's strategic plans for diversity management. While there is limited research on this particular dimension of leadership, this leadership dimension of focus of diversity management addresses practical considerations and realities that leaders must consider in their diversity management efforts. The next section reports on the study's findings at the external level of the organisation.

### 4.5.1 External Environment

Several external factors influenced which dimensions of diversity that leadership focused their diversity management efforts on. The external environment has influenced all three leadership dimensions differently in addressing their organisational diversity management efforts. It has influenced leadership's focus on diversity management by influencing their decisions as to which diversity dimensions to prioritise and focus their efforts. The two factors within the external socio-cultural environment are the organisational context and the external stakeholders. These two external factors influenced the three leadership dimensions differently. This dimension influenced the leadership to focus their diversity management strategies.

#### Changing Sociocultural Environment

Each organisation operates within a particular sector and context. For example, the public sector, education sector or tech companies. The organisation's context influenced the leadership as to what they should focus their diversity management approach on. Each sector may have a diversity agenda or focus that influences the organisations within the sector. In New Zealand, the socio-cultural environment has developed a growing awareness and appreciation of the indigenous culture, Te Aō Māori. This has influenced leadership to focus their organisation's diversity management efforts sequentially, first on ethnic diversity, specifically Māori development, and then on the other cultural dimensions. There is a growing awareness that the commitments made in the founding documents of this nation, Te Tiriti, the Treaty of Waitangi, have not been honoured. The political, social and cultural context has seen a growing interest in learning about our nation's history. This is influencing the cultural climate in Aotearoa, New Zealand and organisations today. It is becoming the first cultural dimension in which many New Zealand organisations focus their diversity management efforts. The leader of an organisation that is a supplier to the public sector describes today's external environment as follows:

*“And then the other side of it being the right thing is that we're a treaty partner, and we're supporting the government to be a treaty partner. And so the right thing to do is to ensure that we've got cultural capabilities and competencies and learn what that means for us.”*

*Leader Organisation A*

External factors have driven leadership to focus on their diversity management approach in their organisations.

### **External Stakeholders**

For some organisations, the leadership focus on diversity is influenced by its business growth strategy. In three organisations in this study, the leadership made a strategic business decision to focus on race/ethnic diversity to increase the potential revenue and growth for their organisations. Leadership sought the diversity focus partly to grow their market segment, have a unique point of difference, and understand the population the organisation supports. The first organisation sought to increase the diversity of its workforce to support the clients they were serving, which was the demographic of New Zealand. In the second organisation, the leadership and staff were influenced to focus their diversity management efforts on an emerging market. The third organisation was influenced by the regulatory bodies in their sector that made equity mandatory for organisations. This is influencing the leadership to narrow their diversity management to focus on Māori in their workforce, and their organisation focus on providing the professional cultural services that their clients are after.

*“In our sector, our organisations are audited to standards that allow us to operate our service organisation. We could be shut down for not complying with the standards. In our sector, Māori and Pasifika have the least representation and equity as clients and in our workforce. In the past, equity was optional. But that’s no longer the case; we’ve got to show that we have consciously made an effort in a range of ways, and employment was part of that.”*

***Leader, Organisation H***

In these organisations, the diversity management approaches may have initiatives that support the other surface-level diversity characteristics present within the organisation. However, the leadership’s focus prioritises their organisation’s efforts to prioritise a specific diversity focus in their diversity management strategy and implementation. The external stakeholders are mainly clients or regulatory bodies that influence the leadership to develop their focus to respond to the external influence.

The two external factors from the study’s findings demonstrated that external factors influenced an organisation’s diversity management focus. The following section examines the organisational factors that influence leadership’s diversity management.

## 4.5.2 Organisational Factors

Four factors influence leadership's focus on diversity management at the organisational level. These factors include the composition of the workforce, the organisation's size, the organisation's purpose and the organisation's resources for diversity management efforts. These four organisational factors contribute to whether leadership focuses on only a few dimensions of diversity or all the surface-level diversity dimensions. The following section addresses the four organisational factors that emerged from the study's findings.

### Organisation's Workforce Demographic

One factor influencing leadership's focus on diversity management is the composition of the organisation's workforce. When a particular cultural group reaches a critical mass within the organisation, their visibility and cultural needs influence the leadership to support them. For instance, some organisations in this research cohort have established employee support networks focusing on specific cultural dimensions, such as women in leadership, different ethnic groups, and the rainbow community. These diversity support networks are the tangible focus of an organisation's diversity management strategy. Organisation B's leadership sought to address the cultural needs of its increasingly diverse workforce. One of the leaders and staff members comments :

*“D has done a lot of work in terms of bringing those people-led networks on board to navigate the business processes that they need to be aware of to get things done and be able to do things like celebrate cultural milestones or events that are important to them. And also to bring them together across the networks to collaborate where we have shared objectives, and working together to solve for those.”*

**Leader, Organisation B**

*“In our employee diversity groups, we came up with the four focus areas of ethnicity, gender, Te Aō Māori and rainbow communities, where we focus on advocacy, networking, and a bit of professional development. So it's trying to fill the gaps of providing that support network, but also trying to fill the gaps from what the people or the network has identified.”*

**Staff 3, Organisation B**

On the other hand, the absence of a specific cultural group within the organisation's workforce also influenced the leadership's focus on diversity management. In such cases, leadership adopted a strategy to increase the representation of the specific cultural group within the organisation. For instance, one organisation sought to focus on Māori and Pasifika as part of their diversity management strategy. While they have taken small steps in recruiting

someone to help them develop this focus in their organisation, it is a start. The leader describes their workforce:

*“We established a Māori advisory committee that was ground-breaking years ago. We were a very white, New Zealand European organisation. Our Chief Executive at the time was very forward-looking. I think those iterations of that advisory committee have gone through ups and downs and the ins and outs. I think we know some of the benefits now. So we’ve also invested some significant resources into a Kaupapa Maori Review and focused on Pacific and Maori initiatives. We went through the budget to increase Maori or Pacific staff to help develop our organisation’s initiative and workforce. So we’ve established a position for someone who was a volunteer to come on as a full-time employee. His role was to educate on cultural issues and how to incorporate Te Aō or Kaupapa elements into our organisation. We’ve got this role now, trying to give Maori voice and insight into the organisation and how to change the context so that more Māori will want to join us. “*

*Leader, Organisation E*

Leadership in organisations in other sectors may focus their diversity management efforts on increasing the representation of women in their traditionally male-dominated workforce. For instance, some engineering, technology, and construction organisations have prioritised this area in their diversity efforts. The next factor that influenced leadership focus was the size of the organisation.

### **The Organisation’s Size**

In addition to the workforce’s demographic, the organisation’s size influences the leadership's focus on diversity management. As an organisation grows in size, the diversity composition within its workforce changes, which, in turn, influences leadership's focus. Medium to large organisations are more likely to have the opportunity to become more multicultural, whether intentionally or unintentionally. In some sectors, the size of an organisation’s workforce enables it to become more diverse naturally. The organisation’s size can influence leadership's focus on managing all dimensions of diversity unless there is a specific surface-level diversity dimension that the leadership seeks to focus on. Government agencies and medium to large organisations that centre around skills that don't require specialist training have the potential to have a diverse workforce naturally.

On the other hand, smaller organisations and those in less diverse sectors have less potential for a diverse workforce. Such organisations’ leadership has focused their diversity management efforts on increasing a specific diversity characteristic within its workforce. In

larger organisations, the focus of diversity management is often broad, focusing on all the surface-level dimensions. The focus is broad on one of the global organisations in this study.

The executive sponsor comments:

*“We have five employee impact groups in our diversity council. We’ve got cultural, rainbow, accessibility, life stages, gender and LGBTQ. So that’s the lens we’ve been looking through for the last two years. But within that, the celebrations and education elements have been part of it. But what we’re doing is we’re focusing this year on four core initiatives. And then the other part is we will redo our strategy.”*

**Leader, Organisation I**

This organisation’s focus is broad due to the size of the organisation. The size of the participating organisations studied varied from small to large. The focus of their diversity management strategies differed, with some organisations focusing on only one or two diversity characteristics, such as gender and ethnicity. In contrast, others focused on all surface-level diversity characteristics. Moving on to the next factor at the organisational level that affects leadership's diversity management focus, we have the organisation's purpose.

### **The Organisation’s Purpose**

An organisation’s diversity management strategy’s focus can be influenced by its purpose. This factor considers that some organisations may have a specific reason for prioritising their diversity management efforts due to their operating context or specific purpose. For example, an organisation with the purpose of supporting women in leadership will likely focus on addressing gender diversity as its starting point.

The clarity of an organisation's purpose influenced where the leadership focused their efforts to ensure that their workforce and organisation were sustainable. In these two examples, the first illustrates a narrow focus and the other organisation, a broad focus on their organisation's diversity management influenced by their purpose.

*“But the second part is that it was also the right thing to do. As an organisation, we do social research because we want to make communities better. We want to have a positive impact on communities. And that’s our reason for being. And that’s what drives us every day. And so if that’s our reason for being and where Māori and Pacific are constantly overrepresented in terms of the negative statistics, then why wouldn’t you want to be doing the right thing and ensuring that you’re getting their voices heard in your work?”*

**Leader, Organisation A**

*“So we were considering how to be more impactful across New Zealand. One of the things that we recognised was that if we were going to support and serve a diverse country,*

*then we need to reflect that diversity in our workforce. Not only because then we can tap into the right communities in the right forums in the right way that will connect with people."*

*Leader , Organisation B*

*"Our focus is to support the communities we are part of in the countries worldwide."*

***Leader, Organisation G***

For some organisations, this factor doesn't influence the focus of diversity management efforts as the organisation's purpose is broad and not specific to diversity. In this study, there were four organisations where their purpose influenced the focus of their diversity management strategy. The remaining six organisation's purposes had less influence on their focus. As some leaders pursued their organisation's purpose, where that purpose involved a surface-level cultural characteristic, it influenced leadership to focus their organisation's diversity management strategy towards that focus. The third organisational factor is the organisation's resources.

### **Organisational Resources**

The resources available to an organisation influence leadership's focus on diversity management. Leaders must prioritise and balance their resources to implement their diversity management approach. Resources go beyond the budget, including having dedicated staff resources to implement the diversity management programme.

Leadership's accountability to diversity management also influences its focus, as it takes responsibility for allocating resources for diversity management. Unfortunately, diversity management in many organisations has historically been under-resourced. For many organisations, diversity management initiatives are led by staff who often volunteer their time to contribute to the organisation's diversity management programme. In summary, organisational resources can influence leadership's focus on diversity management as it requires leadership to prioritise its diversity management approach. The staff of Organisation B and I comment:

*"And I think that one of the big challenges we've had, and which is a perennial one for us, it is around capacity and workload. Our work program is enormous, ever-expanding, and extremely important. This is survival stuff."*

***Staff 2, Organisation B***

*"So we've got to do our day jobs too. And what we've all been finding is that the DI gets pushed to the side when things get busy. So we just had a good reset. At the end of last year, we got the opportunity to present to our executive team. And now we've got a lot clearer plans moving forward."*

**Staff 2, Organisation I**

The leader in Organisation G talks about the resources the leadership allocated to undertake their diversity management efforts. It takes leadership ownership to allocate resources to enable the organisation to focus its diversity management strategy.

*“One of the things we’ve done over the last year is allocating a budget for the first time. So again, many organisations talk about it, but no personnel or budget is allocated. And so it makes it very difficult for those with the vision or the how to do this. So I’m grateful that at least we’ve gotten to that stage of recognising this is part of what it will take us to do this.”*

**Leader 2, Organisation G**

This resourcing is dependent on the size of the organisation and the budget. The organisation’s size in Organisation H has meant their focus is still emerging as the new Chief Executive develops the team and strategy.

*“So we’re a really small leadership team. So, on arrival, I only had two direct reports. And so none of this was a priority because they had a million other things they were trying to do to keep the doors open. In the last year, I’ve taken on a GM: People and safety. And she’s working with me on both the people side of things; it’s [our Diversity Management strategy] something that we’re talking about more.”*

**Leader, Organisation H**

For many New Zealand organisations, the limited resources for diversity management have influenced leadership to focus on ensuring an ethnic focus on Te Aō Māori and gender. This focus reflects the socio-cultural environment with the growing awareness of New Zealand’s cultural context. In the next section, I address factors that influence leadership focus at the team-organisational level.

**4.5.3 Team-Organisational Factors**

At the level of the team or organisation, the leadership's cultural capability and vision for their workforce play a significant role in determining which diversity characteristics leadership prioritises in their diversity management approach. These two team-organisational factors influence leadership’s focus of diversity management.

**Leadership Intercultural Capability**

The focus of leadership's diversity management strategy is influenced by their intercultural capability, which refers to the leadership’s beliefs, perspectives, and perceptions about diversity. This leadership dimension considers how the leadership team's intercultural capabilities influence the focus of their diversity management approach. As intercultural capability can range from fear of difference (ethnocentric stages) to valuing difference (ethno-

relative stages) (Hammer et al., 2003), this can influence leadership's focus on how the leadership views diversity. Leadership's focus on diversity management reflects their diverse perspectives and stages of their cultural capability development. These perspectives influence how leaders choose to focus their diversity management efforts. In the early stages of leadership's intercultural capability development, the leadership focus their diversity management efforts on cultural characteristics that reflect themselves. For example, women leaders are likely to encourage a focus on gender diversity when their intercultural capability remains underdeveloped. As the leadership develop their intercultural capability, they value diversity in all its dimensions and can focus on dimensions that do not reflect only their own diversity characteristics. As the leadership develops intercultural capability, they value diversity in all its dimensions and can focus on dimensions that do not reflect only their diversity characteristics. Their focus broadens as they see the value of all diversity characteristics within the organisation.

The leadership's intercultural capability ranged in the organisations participating in this research project. In the participating organisations, most leadership teams had a developing intercultural capability, where they saw diversity positively. There were three organisations whose leadership had a less developed intercultural capability. These three organisations' focus on diversity reflected their cultural context and what was culturally significant in their operating contexts. This was the focus on ethnic diversity, and in particular, Te Aō Māori.

The leadership's intercultural capability of Organisation B had the perspective of integration and learning. This led Organisation B's leadership to adopt a comprehensive diversity management plan that addressed all surface-level characteristics.

*“And if we want people to be telling stories of meaningful work and being able to bring their whole selves to work in whatever format or way they choose to do that, what are the things that we're going to need to put in place as an organisation to enable that?”*

**Leader, Organisation B**

However, in Organisation C, the leadership's perspective on diversity remained underdeveloped, taking a colour-blind approach that prioritised qualifications and meritocracy. Their diversity management efforts focused narrowly on familiar diversity characteristics and the external pressure to embrace Te Aō Māori.

This factor relates to the collective leadership's cultural capability influencing the focus of their diversity management strategy. The next section looks at leadership's vision for their workforce and how it influenced leadership's focus on diversity management.

### **Leadership's Vision for their Workforce**

Another factor influencing leadership's focus on diversity management was their vision for their workforce. Leadership's vision for their workforce provided an insight into their plans and the direction of their diversity management efforts. Considering the stages of maturity of an organisation's diversity management efforts, the leadership's vision for their workforce influenced how they focussed their diversity management plans and strategy. This factor also influenced leadership's approach to diversity management to deepen their approach. In the organisations in the study, this factor, along with the workforce size and demographics, helped the leadership to develop their diversity and inclusion strategy. Depending on the organisation's size and whether or not diversity was present within the workforce, this factor influenced leadership to advance their diversity management strategies. For example, in Organisations A and E, small organisations, the leadership's vision for their workforce influenced them to develop their strategy to increase workforce diversity. In larger organisations, leadership's vision for their workforce influenced which surface-level diversity dimensions they prioritised. The size of the remaining organisations ranged from medium to very large.

The leadership's vision for a diverse organisation influenced their diversity management efforts to be broad. For example, some organisations have a vision for a multicultural workforce, while others have a vision to increase a specific cultural characteristic within their workforce. In other organisations, the vision for their workforce was not discussed explicitly but could be seen in what they were attempting to do. The vision influences the focus of their diversity management plan, whether broad or narrow. In one organisation, the leadership's vision was for a multicultural organisation. This vision reflects a broad focus in their diversity management plan to increase, support, and retain a diverse workforce. As one leader comments:

*"My vision is of a truly multicultural organisation. But the work in each context is led by people from that context."*

***Leader, Organisation D***

Organisation I's leadership's vision for its workforce has a broad focus.

*“What great would look like is if we can go beyond tokenism. There’s a lot of tokenism in EDI. Even I think my exec team, rightly so, get a bit jaded with the tokenism whether it’s like, let’s put a float in the Mardi Gras parade. That’s not what this is about, right? Or let’s have a prayer room; that’s not what people see as tokenism. What it comes down to is whether we are creating an environment where people feel more comfortable being themselves and bringing their unique contributions to the table. Are we harnessing that unique contribution? That’s what it comes down to, and we must find a way to measure that.*

***Leader, Organisation I***

Conversely, the leadership’s vision for Organisation A was the growth of ethnic diversity, specifically focusing on Māori and Pasifika. The leader of Organisation A comments about the vision that they have for their workforce as follows:

*Our vision is probably to have at least half the team not being white. We’d be quite happy if it was more than that. Our vision is that the entire team is working so well together and is integrated. And so it’s not them and us.”*

***Leader, Organisation A***

Leadership’s vision for their workforce influenced their efforts to focus their diversity management efforts and strategy to achieve their vision. The next section examines the individual-team level factors that influenced leadership’s focus on diversity management.

#### **4.5.4 Individual-Team Factors**

Individuals can influence the leadership team's approach to diversity management. This is the individual-team level where the diverse leader was a factor that influenced the leadership team’s focus of diversity management. I now discuss this factor.

##### **Role of a Diverse Member of the Leadership Team**

The diverse member of the leadership team influences the leadership team in their focus on their organisation’s diversity management strategy. Here, the diverse member’s influence and different lived experiences can influence the leadership team by raising their awareness and understanding of a specific cultural characteristic. However, this influence on the leadership team may not be significant enough to change their strategy. This diverse member of the leadership team commented about their organisation’s focus. The leadership focus had not considered the system-wide implication of developing their ethnic (Māori) diversity in their strategy.

*“I was always keen on thinking outside the box about who could do certain roles. I was probably at the forefront of challenging why we had to have so many male managers and pushing us to get a better balance in that management team...If you think about all your professional organisations, we’ve got so much more work to do to include Maori and Pacific.*

*Women were easier because we had many more women working in the industry. All it needed was to challenge “that person there might have leadership potential and doesn’t have to look like this white male”. And so that pendulum could swing quite quickly. There’s no way it could swing that quickly for Māori and Pacific because we’ve got so few to choose from. I’m going to the Maori leaders forum across our competitors. Twenty or thirty senior Maori leaders are part of that forum. Not one of them would have the opportunity to be appointed to a chief exec role. Not at the moment, but maybe in due course. So it’s a missed opportunity to influence our organisation and the whole sector to do better. I’m probably a walking, breathing example of what happens when people don’t think broadly enough when making those decisions around appointments. You go right back to why our pool is so small. The reason I said this right at the beginning is that I was the first of our family to go to university. My kids are at university or will go when they leave school. That’s because they grew up in a house where both parents have been to university, and we discussed this.”*

**Leader, Organisation F**

Through this leader’s cultural identity and experience, he hoped to influence the leadership team to increase their focus and efforts to develop their strategy for Māori in their workforce.

*“I guess one of the things I’m trying to do, and, honestly, it’s met resistance from the Chief Executive. I was suggesting that part of developing Māori in our business is to create these technical director roles for people who have specific cultural expertise. What I want to do is take those very small number of Māori immersion kids that we’ve got in our organisation, and make them the technical director or equivalent of Maori leader and develop our organisation’s cultural capacity. They become the go-to person when you get a question about Tikānga Maori. It’s part of their role, and we’ll recognise that. And I don’t care how young they are; they’ve got a skill set that older people don’t have. I can’t be this as I can’t speak right, but these people can, so if we can invest in them, they see value in what they bring as Maori because they are changing the organisation and industry. And in so doing, making it more relevant to Maori and Pacific communities. That’s what I’m trying to do. One of the things I’m trying to do, but seriously, I met resistance.”*

**Leader, Organisation F**

A diverse leader can influence the leadership team in the focus of their diversity management strategy and efforts. However, that influence is limited as it depends on the understanding and support of the leadership team to include it in the focus of their diversity management strategy. In another organisation, the diverse leader is the organisation’s Chief Executive.

*“And that’s where I’ve got to personally, so I am so early in my personal development and experience. But I am focusing a lot on Māori as my starter for 10 for our focus.”*

**Leader, Organisation H**

This highlights the influence of the Chief Executive in the organisation's focus on diversity management efforts. Their decisions influence the focus of their diversity management efforts. This Chief Executive is focussing on ethnic diversity with a focus on Māori in their organisation. I now look at the individual factors.

#### **4.5.5 Individual Factors**

The data only revealed one factor at the individual level that affected the leadership's focus on diversity management: Intercultural sensitivity. An individual leader's level of intercultural sensitivity influences all three dimensions of leadership in different ways. In this leadership dimension, the intercultural sensitivity of the leader influences the way they perceive differences and hence the focus of diversity management efforts within their organisation.

##### **Leader's Intercultural Sensitivity**

This factor is a common influence on how an individual leader responds to difference across all three leadership dimensions. An individual's level of intercultural sensitivity influences the focus on diversity management efforts within their organisation. Those in the early stages of their cultural development may focus on characteristics that reflect their own cultural identity or a small subset of cultural dimensions rather than embracing all dimensions of diversity. For instance, female leaders may advocate for gender diversity in their organisation's diversity management strategy. Their focus is often linear, addressing one surface-level characteristic before moving on to the next. As individual leaders progress towards accepting, adapting, and integrating difference stages, they can see the complexity of diversity and value diversity beyond their perspectives, thus influencing their organisation's diversity management focus.

The data suggests that the experiences that influenced leadership's focus on diversity are their interactions and relationships with individuals from diverse backgrounds. One leader comments about their intercultural development journey:

*"I have been thinking about the whole diversity thing. And in the past, I, and M probably as well, have fought against this requirement from the global company to make us more diverse. And that's been because it's been a tick-box exercise. I was sent on that trip to Australia on that all-woman three-day splashed-out thing because it was all about empowering women, but it was never our problem in New Zealand. If anything, we needed to empower the men in our organisation."*

**Leader, Organisation A**

This leader's experience highlights how their intercultural sensitivity development has grown and influenced this leader to reflect on their organisation's focus on their diversity management efforts. Other lived experiences included learning from other members of their workforce. A leader in Organisation B describes understanding another person's lived experience and comments:

*"There were some pieces around privilege and how, if you are in the minority of people, who, as a straight white "cis-man", have the privilege of never having to devote a second thought to your gender identity, we do expect you actually to extend the smallest of courtesies to those who wrestle with this constantly for their entire lives and endure untold discrimination and all manner of other unpleasant outcomes as a result of this element of their identity."*

**Staff 2, Organisation B**

Everyone is on a development journey to develop their intercultural sensitivity. What is crucial is the growth and development of the individual leader in understanding culture and its complexity and dynamic nature. This leader is actively developing their awareness and understanding of Māori culture.

*So last year, I did some night classes on Te Reo and this year, I've just signed up for the Te Ka program. So I just got to persist with all the awkwardness of being a fifty-something Pakeha (European) who doesn't pronounce things right and just gets on and keeps going. I'm richer for still learning.*

**Leader, Organisation H**

Each leader's intercultural sensitivity level impacts the leadership team's decisions on the diversity management approach and efforts. They can influence the focus of the strategy through their support, both direct and indirect, of the organisation's diversity management plan. This is the final factor that addresses leadership's focus on diversity management. I now summarise the factors that have emerged from the study's findings.

#### **4.5.6 Summary of Leadership Focus of Diversity Management**

From the themes that have emerged from the research interviews, the factors that have influenced the leadership focus of diversity management within their organisations can be found at all the different levels of the organisation. The external environmental factors, the organisational factors of their workforce's demographic and the organisation's purpose and resources have caused leadership to focus their diversity management efforts narrowly or broadly. At the team-organisational level, two factors influenced the leadership's cultural

mindset - their views and beliefs about diversity and their vision for their workforce. No data from the research showed what influenced leadership's focus at the individual-team level. Finally, at the individual level, each leader's own intercultural sensitivity development influenced how they viewed difference and diversity, which caused the leadership to make decisions and take action to focus their diversity management efforts. All these factors contribute to identifying the focus of leadership's approach to managing their diverse workforce. I now look at the factors that emerged from the second cohort of organisations.

## **4.7 Summary of the Chapter**

This chapter has focused on answering the first research question that identifies the factors that influence leadership in the three leadership dimensions of accountability, approach, and focus on diversity management. These factors are examined at different levels of the organisation to determine how leadership plays a role in the diversity management efforts of the organisation. The factors that were identified from the research findings are addressed at the various levels of the organisation. By examining these factors, the research provides a multi-level and multi-dimensional perspective of the many influences on how leadership approach diversity management in their organisations. The findings from this research will be discussed in Chapter 6. This research contributes to the existing literature on diversity and inclusion, organisational development, and leadership accountability by integrating these fragmented research areas to address leadership's role in contributing to their organisation's diversity management efforts. The research also examines leadership's strategic role in considering the complexity of diversity in an organisational approach. When the factors that influence these three dimensions of leadership are brought together in an emergent model, it helps to identify the organisation's leadership position in the model. The next chapter reports on the findings of the second research question, which integrates the three leadership dimensions into a proposed conceptual framework.

# Chapter Five

## Findings Part 2

### Mapping Leadership's Agency for Diversity Management:

### An Emergent Model

#### 5.1 Introduction

This chapter reports on the research findings that answer the second research question of this study: “What is the emergent model that can show the position of leadership’s agency for an organisation’s diversity management efforts?” The previous chapter identified all the factors that influenced each of the three dimensions of diversity management across the levels of the organisation. Using the factors that were identified to influence leadership, this chapter builds on the study’s findings to propose a model that describes leadership’s agency for organisational diversity management. Research has identified how an organisation’s strategic diversity leadership shapes the meaning of diversity within their organisations (Martins, 2020). However, there remains a gap in the research that addresses leadership’s agency for their organisation’s diversity management efforts. This study proposes an emergent model based on the factors influencing the three leadership dimensions: accountability, approach and focus of diversity management that contribute to this gap and answer the second research question of this study.

In this chapter, the multi-level factors of the three dimensions identified in the previous chapter are quantified to determine the coordinates in the emergent model of leadership

agency for diversity management. Using the organisations from the second cohort that had reached saturation, I map the leadership position in the proposed emergent model. This deviates towards a post-positivist approach as I quantify each of the factors in each leadership dimension in order to generate coordinates for my proposed emergent model.

This chapter begins by summarising the factors for the three leadership dimensions of diversity management for participating organisations reported in the previous chapter. All the influencing factors of all three leadership dimensions of diversity management are described and quantified. An emergent model is proposed to draw together the three leadership dimensions of diversity management where the cumulative scores of each leadership dimension make up the coordinates for each organisation described. The organisations from the second cohort are mapped onto the emergent model. Finally, the chapter ends by describing the variations within the emergent model. This emergent model contributes to the research by advancing the research on leadership and diversity management by addressing leadership's agency for their organisation's diversity management efforts. In the following three sections of this chapter, I summarise the factors that influenced each leadership dimension, describe how each factor's range was derived from the qualitative data and provide examples of the factor's lowest and highest-scoring organisation. The first leadership dimension I discuss is leadership's accountability to diversity management.

## **5.2 Leadership Accountability for Diversity Management**

The leadership accountability dimension addresses the responsibility of leadership for their organisation's well-being and their involvement in diversity management efforts (Wood Jr & Winston, 2005; Jabeen, 2022). Based on the study's findings, this dimension had the most factors influencing leadership, with 15 factors identified across the four levels of the organisation. Using the factors identified in Section 4.2, this section summarises those factors at the different levels of the organisation; the 15 factors were then quantified and used to score leadership's accountability for diversity management. A summary of the fifteen factors is as follows:

**From the External Level:**

*Socio-Cultural Environment:* The changing socio-cultural environment beyond the organisation influenced the leadership to consider their responsibilities for the diversity management efforts in their organisation.

*External Stakeholders:* Key external stakeholders such as clients and potential employees influenced the leadership's accountability for diversity management.

**From the Organisational Level:**

*Organisation's Workforce Demographic:* The diversity within the organisation's workforce influenced the leadership to consider their responsibilities for the needs of their workforce.

*Organisation's Context:* The different elements within the organisation that define the environment in which organisations are operating influence leadership to address the organisation's systems, culture, values and processes so they ensure their workforce experiences organisational inclusion (Ghosal & Bartlett, 1994).

**From the Leadership-Organisational level:**

*Leadership team composition:* The diversity within the leadership team, in terms of the surface-level and deep-level cultural characteristics, influences leadership accountability by providing lived experiences of diversity within the leadership team to draw on.

*Leadership team culture:* The leadership team culture that created inclusion and psychological safety influenced the leadership's experience of diversity and increased their awareness of their responsibility to their diverse workforce.

*Leadership team's awareness of context:* The extent to which the leadership team was aware of the external environment and its impact on their diverse workforce's values and worldviews influenced leadership accountability to diversity management.

*Leadership team's view and relationship with their workforce:* The leadership team's view and relationship with their workforce influenced leadership's accountability for diversity management.

*Leadership team's motivation for diversity management:* Where the leadership team had a reason or underlying motivation for managing their diverse workforce, the level of drive and commitment of the leadership team influenced their accountability and commitment towards diversity management in their organisation.

*Leadership team's ownership:* Leadership's commitment to their organisation's diversity management efforts increased leadership accountability to diversity management, and increased leadership accountability increased the leadership team's ownership of diversity management.

**From the individual leader to the leadership team level:**

*CEO or MD's responsibility for diversity management:* The CEO or Managing Director significantly influenced the leadership team's accountability for diversity management (Ng & Sears, 2020).

*Role of a diverse member of the leadership team:* The diverse leader's influence within the leadership team acted as a catalyst and conscience for the leadership team in their organisation's diversity management efforts. They often assumed the role of sponsors of diversity and inclusion initiatives within their organisation.

*Leadership capacity to support diversity management:* Leadership's capacity, capabilities and support systems that influenced leadership's accountability to address their organisation's diversity management programme.

**From the individual level:**

*Leader identity:* A leader's identity, such as their values, beliefs, and identity, influences their commitment and accountability to diversity management (Carroll, 2016).

*Leader intercultural sensitivity:* The ability of leaders to understand and adapt to different cultures and diverse perspectives in the organisation influences their accountability to their diverse workforce (Bennett & Bennett, 2001).

The factors influencing each leadership dimension are quantified using a Likert Scale that evaluates each dimension. For leadership accountability to diversity management, the scale ranges from 1, which describes low leadership accountability, to 5, which describes high leadership accountability. Low leadership accountability describes leadership that has not taken responsibility for their organisation's well-being seriously in their actions, decisions and behaviours and is not publicly linked to their organisation's diversity management efforts. High leadership accountability describes the opposite: leadership takes responsibility for their organisational workforce's well-being seriously and is publicly linked to their diversity management efforts. The summary of the qualitative data analysis I used to determine the range (from 1-5) for each factor influencing leadership accountability for diversity

management identified in Chapter 4 is attached in Appendix 7. It describes the range in each of the three leadership dimensions. It looks at some qualitative data that reflects the range of leadership accountability for each factor from the organisations involved in this study. This table illustrates the range of leadership accountability for diversity management from the ten organisations using some supporting qualitative data. To map the organisation's level of leadership accountability, each factor was quantified using a Likert scale ranging from 1 to 5 to assess leadership accountability for diversity management. The scores for each organisation's leadership accountability were derived from my assessment and analysis of the qualitative data, additional information from documents, the organisation's website and the literature.

Table 5.1 provides two examples, one of an organisation that demonstrated low leadership accountability and the other with high leadership accountability for diversity management, with my comments on how I scored each influencing factor.

**Table 5.1:** Examples of Leadership Accountability of Diversity Management Scores for Two Organisations (External)

External	Organisation J Data	Researcher Comments	Score	Organisation F Data	Researcher Comments	Score
Socio-Cultural Climate	<i>“We had someone who said, “Hey, we need to look at the outside world. And what can we take from that? What does that say? How does that help our people?” At that point, there was quite a lot of change in the business. But the fact that we had someone that had that thought, like, I’ve just never been exposed to that before. And I haven’t seen it since. “Staff</i>	The leadership was not influenced by the changing socio-cultural climate and the changing workforce demographic and expectations within the organisation. From the website and related documents, there is little reference to leadership’s responsibility for diversity and inclusion.	2	<i>“Our client’s demands are changing. So, we needed to be more business-like. And so, in wearing our grownup pants, we needed to learn a few things, behave slightly differently in terms of how we approached our work, but at the same time, still care about our people.” <b>Leader</b></i>	The leadership is responsive to the socio-cultural climate - of business needs. From the interviews from the participants in this organisation, all were aware and responsive to the socio-cultural climate, and their responsibility and actions were heard in the interviews and their actions in the interviews.	4
External Stakeholders		The organisation’s diversity management remains mainly on the business and there was no evidence of any influence from the external stakeholders such as future employees or any customers. From the interviews with the leaders and staff, this was confirmed.	2	<i>“We partner with an organisation that promotes STEM to Māori and Pasifika high school students. We’ve partnered with groups like Tupu Toa that place Māori and Pasifika interns. So, we’re slowly opening that pipeline, but it’s really hard and a long journey. The attrition rate is high except for that one person who is gold to everyone, and they’re going to be thrown top dollar. It’s caused us to look at how we need to understand Māori and Pasifika grads better. And just get people to the baseline because everyone we’ve had through Tupu Toa just loved working here and was loved by our people.” <b>Staff</b></i>	This organisation is actively seeking to influence the whole sector to ensure that there is a system wide change. From the interviews and secondary documents, this organisation has put resources in terms of time and money to educate and attract a diverse workforce to their sector. Their clients are already diverse, and it has influenced leadership to continue in their accountability for diversity management in their organisations.	4

**Table 5.1:** Examples of Leadership Accountability of Diversity Management Scores for Two Organisations (Organisation Level)

Organisation Level	Organisation J Data	Researcher Comments	Score	Organisation F Data	Researcher Comments	Score
Workforce Demographic	<i>We don't capture too much in terms of nationalities. I did some analysis a few years ago. We had about 32 flags on our sites. We would probably be sort of 50 to 60 nationalities now. It depends where you work, it often makes up the mix. In one site, we have a lot of Pasifika, another highly Māori and the other Chinese and European. Just a general mix, constitute seems to be a real melting pot for everyone. Staff</i>	The organisation's demographic is broad, with a wide range of ethnicity, gender, age in an organisation that has 3 sites that it operates in. The demographic composition is different, but from the interviews, the leadership is aware of the growing workforce diversity, and this is influencing them to consider how they might manage the diversity within their workforce.	4	<i>We're seeing a lot more females in leadership roles. We have over 5% of our population representing rainbow communities. 50% of our people have immediate family overseas. We've got a better picture of who we are. The demographic is growing and changing. A lot of what I do is look at what our current status is. I run an annual survey that is very comprehensive. We look at metrics, at people's personal experiences, and how they think and feel about working at Organisation F to get a full picture. And then think "if this is our demographic, if this is, our home life situation, what do we need to be doing to support that? I work to create internal initiatives that support our people better." Staff</i>	The workforce demographic is diverse in ethnicity, age, and gender. This organisation also has a branch in Australia. Their workforce demographic has increased over the years but as a professional organisation, it attracts a certain group of people. From the interviews, the leadership has an awareness that goes beyond the surface-level to the deep-level diversity characteristics, and it's influencing the leadership's accountability to their diverse workforce in the decisions they make.	4

**Table 5.1:** Examples of Leadership Accountability of Diversity Management Scores for Two Organisations (Organisation Level)

Organisation Level (2)	Organisation J Data	Researcher Comments	Score	Organisation F Data	Researcher Comments	Score
Organisational Context	<i>"If you talk to our production managers, they will say, yes, I'm not so convinced, we still have to meet our obligations and production requirements. There are a lot of things that we have to do that is non-negotiable. How we use resources, especially people, can change. It can be different. But we're not always willing to look at that. Things like job share and part-time workers and mums, things like that, all those things have traditionally been too hard to manage. There's been a professional reluctance to look at that." Leader</i>	This organisation's context is a manufacturing plant. The organisational context has not influenced the leadership in considering their diversity management. The interviews indicate that the organisational context hasn't changed.	1	<i>"In my role, I don't sit within the HR function. But I work very closely with our HR team, but it was one way to break down those barriers that show we're doing this as a box-ticking exercise. I am part of the workplace experience team because I think that really helps people understand. What we're trying to do is create a safe and inclusive environment. We're not just trying to write policies and make sure we tick boxes" Leader</i>	The leadership are taking their responsibility to ensure that their organisational context focusses on the employee experience - focussing on developing cultural inclusion as part of their organisation's Diversity, Inclusion, Equity and Belonging. The interviews and secondary data indicate that the leadership is influenced by the organisational context.	4
Ownership Structure	<i>"We're owned by a family from the Philippines. I've seen three or four changes at the helm. But it hasn't changed things much." Staff</i>	The change in ownership in organisation recently from a venture capital to another overseas owner hasn't influenced the leadership team in their responsibility for diversity management. There was no change to leadership's accountability for diversity management due to the ownership structure.	2	<i>"I think somewhere in the DNA, there is the sense of stewardship of this business. So that that we are here to take care of this business for a period, and then we move on. And we're also responsible for growing others. It's something that is pervasive across the whole business. What, how our core shareholding model, our business model, all of that supports that kind of thinking." Leader 2</i>	From the interviews and the secondary data, there was a common theme that emerged that demonstrated the ownership structure influencing leadership to be accountable for their workforce's needs and developing a culture that seeks to do adopt a stewardship mindset.	4

**Table 5.1:** Examples of Leadership Accountability of Diversity Management Scores for Two Organisations (Leadership-Organisation Level)

Leadership-Organisation Level	Organisation J Data	Researcher Comments	Score	Organisation F Data	Researcher Comments	Score
Leadership Composition Team	<i>"If I could be blunt. All middle-aged white men. Historically, there was a little bit more diversity. There was a patch back there, when we did have a strong advocate for a bit more diversity, probably getting on five or six years ago. And at that time that person was a strong advocate for particularly the woman in leadership."</i> <b>Staff</b>	From the interviews with the participants in this organisation and from the secondary data, the leadership team is mainly middle-aged white men who share similar values. There is limited diversity in the leadership team.	1	<i>I'm the one brown guy on the exec team. Leader 1 "So, the Exec is predominantly male. The chief executive is a woman, and there are two other women on the leadership team. One of the men is Maori. Yeah, it's come a long way. It used to be all men".</i> <b>Staff 1</b>	The interviews and secondary data reveal that there is increasing diversity within the leadership team, with gender and ethnic diversity present. Of the leadership team, two are ethnically diverse, and there are several women in the leadership team. The leadership composition within this organisation is changing.	3
Leadership Culture Team	<i>"And then you've got an echo chamber. If there's no different perspectives and lived experiences to challenge, then..."</i> <b>Staff 1</b>	From the interviews of the leadership team and their staff, there is a sense that there is limited cohesion in the leadership team. There is low psychological safety to provide other perspectives required for innovation and limited diversity of thought.	2	<i>"And there's always a real drive to do that information, but also to share what we've (leadership) done, and what we plan to do. So, there's always that touch point with our people, where we ask, "How can we act on what you need?" And I think that's been really valued."</i> <b>Staff 1</b>	The leadership team is cohesive, inclusive, and committed to their organisation's workforce. A lot of "we" mentioned in the interview with leadership talking about the commitment and responsibility for diversity management.	4

**Table 5.1:** Examples of Leadership Accountability of Diversity Management Scores for Two Organisations

Leadership-Organisation Level	Organisation J Data	Researcher Comments	Score	Organisation F Data	Researcher Comments	Score
Leadership Awareness of Changing Context	<i>I think we're finding our feet, regarding well-being, diversity, inclusion, or whatever you call it. And we recognise the importance of helping people feel comfortable with who they are, every day that they work. But what does that look like for us? We're still going to get the product out the door. So how do you help people feel better about that when they've still got to work? We've sort of played around the edges, in terms of well-being space as a way, of moving towards a greater DNI space. It's about celebrating our differences. So, if I had to say one to 10, I'd probably say we're maybe a four. There's not a drive for much more that's not really the focus of the business as we need to be focussed on getting product out the door. <b>Leader</b></i>	Based on the interview with the leader and their staff, they had low or little awareness about the changing contexts. They remain focussed on business as usual with limited consideration that their workforce's expectations have changed and to gain the benefits of the workforce diversity, they need to address their diversity management efforts. When asked about the different contexts and staff expectations, leadership's response indicated it was a problem, but one they were not proactively trying to solve.	2	<i>"What we have realised is that over the years, as we grew, the factor of care could not be an individual-driven thing. We needed to hardwire it into our systems and processes and in everything that we do so that it stays caring. At the same time, we're still a business, we are growing and need to change. We need to scale up and become more mature. Our clients are changing, their demands are changing. "<b>Leader 2</b></i>	The secondary documents and leadership's response demonstrates that they were highly aware of the changing context and market and were influenced to ensure that their workforce was fit for purpose for their business and context.	5

**Table 5.1:** Examples of Leadership Accountability of Diversity Management Scores for Two Organisations

Leadership-Organisation Level	Organisation J Data	Researcher Comments	Score	Organisation F Data	Researcher Comments	Score
Leadership's view and relationship with their workforce	<i>"The leadership at the top level is very removed. They don't have an ear to the ground. It's always through their people. They're not hearing the actual problem. So, a lot of decisions are made in that room based on what they think. Operationally, things can be quite different. I think that's a very classist approach Us and Them, and assumptions of what people at that level may like or don't like. For example, last year during COVID, we had high absenteeism on Friday and Monday, because we've got a disengaged workforce. I was shocked to find out after this decision Management said, "We'll just give them free food on Friday and Monday." Staff 1</i>	From the interviews, the leadership saw the staff mainly as a human resource, and their behaviours and attitudes reflected how they viewed and treated their staff. Their relationship with their staff demonstrates an "us and them" approach " that influences their low accountability and responsibility for their staff.	2	<i>"But what I noticed coming from that group, it wasn't necessarily that, we're diverse, but it was more, "Oh, we really care about our people". What can we do to support our people? There's certainly the traditional metrics of profit but increasing emphasis on the employee experience where it's little things like when people fill out forms, we never asked for an employee number. We've just made sure that we can self-generate that in the background because we never want people to be seen as a number. We never refer to staff, we always refer to our people. The employee experience is a huge thing for us." Staff 1</i>	From the interviews of the three leaders and their staff, the leadership's view about their workforce was one that is strongly people focused. There was a commitment to do what is best for their people, seeking to ensure that they support the staff to be their best at work.	5

**Table 5.1:** Examples of Leadership Accountability of Diversity Management Scores for Two Organisations (Individual-Leadership Level)

Individual - Leadership Level	Organisation J Data	Researcher Comments	Score	Organisation F Data	Researcher Comments	Score
The leader of the leadership team's influence	<i>"So, his style is very light. Still, you can hear him say, you know, you can almost hear like, people should be lucky to have a job."</i> <b>Staff 1</b>	The CEO has low interest in addressing the diversity in the organisation's workforce.	1	<i>"Our chief executive is really passionate about retaining senior woman within the workforce. And she's putting together a program of work around that to be rolled out this year. So that's another new and exciting piece."</i> Staff 2	The new Chief Executive is in very involved in different aspects of the organisation's diversity management strategy and has sought to oversee one project personally.	4
Role of diverse member of leadership team	<i>"The team are all old white men."</i> <b>Staff 2"</b>	There is low diversity in this organisation and no diverse members of the leadership team.	1	<i>"The majority of our GLT has fronted up to those volunteer options. And they've asked the questions so that people notice they don't know everything about this. And they've been very visible and open to learning. They've been putting themselves in a very vulnerable place. Okay, I don't need to be an expert on this yet. But well, if you're open to learning, and you're making time to learn, then cool, I can take half an hour of my day and come to the session or come to this and put my hand up and ask some questions."</i> Staff 1	The diverse members of the leadership team have influence on the organisation's diversity management, with one developing the organisation's diversity management strategy and championing it.	3
Leadership capacity		There's low capacity in the leadership. No comments from the data.	1		Individually and collectively make time and support for their organisation's diversity management initiatives. Their conversations in their weekly meeting have a focus on their workforce approach, and their personal commitments to being present to the organisation's learning and development.	4

**Table 5.1:** Examples of Leadership Accountability of Diversity Management Scores for Organisations (Individual Level)

Individual	Organisation J Data	Researcher Comments	Score	Organisation F Data	Researcher Comments	Score
Leader's identity		There were no comments from the data about the leader talking about their identity as it didn't emerge from the data. This may illustrate a lack of self-awareness needed to address diversity management.	1	<p><i>"I'm part Māori and Pakeha (European). I grew up in Aotearoa in a small town called ... this is probably all relevant regarding my perspective on diversity and inclusion.... I was asked to take on the role in sustainability, and I said I was only interested if I could take a holistic view around sustainability, including social and cultural and, within that, retain the diversity and inclusion programme, which I helped set up in the first place. What I'm trying to do is change the system"</i></p> <p><b>Leader</b></p> <p><i>"I was asked to do the take on the role, and I said, I'm only interested if I can take a holistic view around sustainability, including social and cultural and within that, I guess, retain the diversity and inclusion program, which I helped set up in the first place. The board agreed that there was an appropriate thing to do so. I'm the accountable executive for our diversity, equity, inclusion and belonging program".</i> <b>Leader</b></p>	The leader's identity has influenced his motivation and accountability to develop and advance the diversity management efforts in his organisation	4
Leader's intercultural sensitivity	<p><i>"For example, something needs to happen for Pride Month, and I said, Well, we're not very rainbow friendly." He says, yeah, we just don't say anything. So, we won't talk about it and delegate it somewhere. The fact that we don't talk about it is a problem".</i> <b>Staff</b></p>	The leader's response to difference is to not talk about it or not see its presence. Demonstrates low levels of intercultural sensitivity	1	<p><i>"I was asked to do the take on the role, and I said, I'm only interested if I can take a holistic view around sustainability, including social and cultural and within that, I guess, retain the diversity and inclusion program, which I helped set up in the first place. The board agreed that there was an appropriate thing to do so. I'm the accountable executive for our diversity, equity, inclusion and belonging program".</i> <b>Leader</b></p>	This leader's high intercultural sensitivity influenced his personal accountability, where he is the accountable executive in the organisation. His intercultural sensitivity motivated him in accountability and approach.	4

Table 5.2 calculates the scores for all the factors from all the levels that influence leadership accountability to diversity management for the organisations in the second cohort of the study. All the scores were averaged to gain a single figure for leadership accountability for each organisation. This was used to map the Y-axis of the emergent model. The complete data set of findings for all the participating organisations' leadership accountability scores, the qualitative data and the rationale for the scores can be found in the Appendix.

**Table 5.2:** Leadership Accountability of Diversity Management Scores for Organisations in the Second Cohort

<b>Influencing Factors/ Organisation</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>
External Factors					
1.Socio-cultural Context	4	4	3	3	2
2.External Stakeholders	4	3	3	3	2
Organisational factors					
3.Organisational Workforce Demographic	4	4	3	4	4
4.Organisation's Context	5	4	3	3	1
5. Organisational Ownership Structure	4	4	3	3	2
Leadership-Organisational Factors					
6.Leadership Team Composition	3	4	3	3	1
7. Leadership Team Culture	4	4	3	4	2
8. Leadership Awareness of Changing Context	5	4	4	3	2
9. Leadership's View and Relationship with their Workforce	5	4	4	4	2
10. Leadership Ownership for Diversity Management	5	5	4	3	2
11. Leadership's Rationale for Diversity management	5	4	3	3	2
Individual – Leadership Team					
12. The Leader of the Leadership Team's Influence	4	5	5	4	2
13.Role of Diverse Member of Leadership Team	4	4	4	4	2
14. Leadership Capacity	4	4	2	2	2
Individual Factors					
15. Leader's Identity	4	5	4	4	3
16. Leader's Intercultural Sensitivity	4	4	3	3	1
<b>Leadership Accountability Average Score</b>	<b>4.2</b>	<b>4.1</b>	<b>3.3</b>	<b>3.3</b>	<b>1.8</b>

The average scores for leadership accountability of diversity management in the five organisations in the second cohort ranged from 1.8 to 4.2. The median score for leadership accountability for diversity management in the five participating organisations in the second cohort was 3.2. This section summarised how diversity management's leadership accountability was quantified and provided some examples of the range of scores for two participating organisations. We examine the two remaining leadership dimensions before mapping the participating organisation's position in this emergent model. The next leadership dimension of this emergent model that I look at is leadership's approach to diversity management.

### 5.3 Leadership's Approach to Diversity Management

The leadership's approach to diversity dimension examines the approach taken by leaders in managing their diverse workforce. Based on the study's findings, I identified ten factors across different levels of the organisation that influence the leadership's approach to diversity management, as discussed in Section 4.4 of the previous chapter. This section aims to quantify leadership's approach to diversity management that addresses the second research question. A summary of the factors that influenced leadership's approach to diversity management include:

#### **From the external level:**

*Socio-cultural Environment:* The changing socio-cultural environment beyond the organisation influenced the leadership to consider their approach to diversity management efforts.

*External Stakeholders:* Key external stakeholders such as clients and potential employees influenced the leadership's approach to diversity management

#### **From the organisational level:**

*Organisation's Workforce Demographic:* The diversity within the organisation influenced leadership's approach to diversity management as today's workforce sought greater inclusion and belonging at work.

*Organisational Context:* The different elements within the organisation that define the environment in which organisations are operating influence leadership to address the organisation's systems, culture, values and processes so they ensure their diverse workforce experiences inclusion and belonging (Ghosal & Bartlett, 1994; Pless & Maak, 2004)

**At the leadership-organisational Level:**

*Leadership's Intercultural Capability:* The extent to which leaders possessed knowledge, skills, and understanding of the complexity of diversity influenced how leadership approached diversity management.

*Leadership's Vision for their Workforce:* Leadership's vision for their workforce influences leadership in developing their organisation's diversity management.

**At the individual-leadership team level:**

*Leader's Intercultural Mindset:* Leader's attitudes, beliefs, and values of diversity and inclusion influenced their understanding of the complexity of diversity and how they approached diversity management (Caldwell, 2015; Hammer, 2011)

*Role of a diverse member of the leadership team:* The influence of diverse leaders in the leadership team acted as a catalyst and source of knowledge that influenced the leadership in their approach to diversity management.

**At the individual leader level:**

*Leader's identity:* How leaders perceive and identify themselves and their cultural background and diversity influenced their contributions to the leadership team and their organisation's approach to diversity management.

*Leader's intercultural sensitivity:* The ability of leaders to understand and adapt to different cultures and diverse perspectives influenced leaders within the leadership team in their efforts and approach to diversity management (Bennett & Bennett, 2001).

This leadership dimension addressed the range of approaches leadership adopted in their diversity management efforts. Their approach to diversity management ranged from having a surface to a deep approach. The surface approach describes the organisation's diversity management efforts, emphasising surface-level characteristics. Leadership emphasises increasing these characteristics within the organisation and emphasises increasing the diversity within the organisation. The deep approach describes leadership's approach to diversity management that includes both surface-level and deep-level characteristics. The organisation's diversity management approach focuses on initiatives to manage diversity within its workforce, alongside developing an inclusion climate resulting in organisational inclusion (Chavez & Weisinger, 2008). The table in Appendix 2 combines the factors identified in Chapter 4 to describe the range of levels for the leadership's approach to

diversity management. The range reflected the leadership's approach to their organisation's diversity management efforts.

The score range for the leadership approach dimension was similar to leadership accountability. It ranged from 1 to 5, where the factors that influenced the leadership approach that scored a 1 had a surface approach. Where the factors influencing the leadership approach scored a 5, the diversity management approach reflected the deep approach. Scores for each factor influencing an organisation's leadership's diversity approach were allocated based on my assessment of the organisation from the research interviews, the additional information from documents, and the organisation's website. Table 5.3 provides two examples: one organisation with a surface approach and one with a deep approach with supporting evidence from the research.

**Table 5.3:** Examples of Leadership Approach of Diversity Management Scores for Two Organisations (External)

External Factors	Organisation I Data	Researcher Comments	Score	Organisation F Data	Researcher Comments	Score
Socio-Cultural	<p><i>“I think that when you hire a good person, and they come in, and they have an idea, and they don't say it, for whatever reason, you're missing out on that contribution. And sometimes the things that go ahead are not the things that add the most value. So this is particularly relevant in a VUCA environment, where there's uncertainty and change, if you're in an environment where you want to mechanise everything, awesome, but an environment that requires where the cognitive contribution is valued, then being able to hire people who think differently, and actually then creating an environment where they can bring that contribution to the table and it actually gets used and valued. It will result in more creative outputs and more value and more performance.” <b>Leader</b></i></p>	<p>Based on the interviews and the secondary data, it reveals that the leadership recognises the changing context, but it hasn't influenced the leadership's approach to diversity management. The organisation is in the early stages of developing a diversity and inclusion strategy, but it remains focused on some of the surface-level characteristics.</p>	3	<p><i>“We are working on our future workforce development, in areas where the Maori and Pacific community is quite high, to encourage them to consider a professional career. To have a more diverse workforce, we need to also be building teams that can bring that knowledge and understanding so it's not a quick fix. From the top down, we've got our board looking at today at training, we're rolling out to the training across all our New Zealand locations. We partner with the likes of P. which is a high school level STEM group. so going in and going to schools talking about what a career in STEM looks like. We've partnered with groups like Tupu Toa, so we're slowly opening that that pipeline, but it's really hard” <b>Leader</b></i></p>	<p>From the interviews, the examples that were given demonstrate that the leadership is responsive to the changing socio-cultural context. The secondary data demonstrates leadership's responsiveness to how they approach their diversity management and how they seek to influence their whole sector.</p>	4

**Table 5.3:** Examples of Leadership Approach of Diversity Management Scores for Two Organisations (External)

External	Organisation I Data	Researcher Comments	Score	Organisation F Data	Researcher Comments	Score
External Stakeholders		Looking at the secondary data and the interviews, the leadership's approach to diversity management remains at its early stages, where its focus is on the surface-level characteristics. As a global organisation, there was no data that addressed the influence of external stakeholders on the organisation's management approach.	2	<i>"Because it makes sense, right? Don't think Organisation F has ever not been in the business of looking after its people; it's always done that. So that's an easy starting place. We have realised that over the years, as we grew, the care factor could not be very individual driven. We need to hardwire it into our systems and processes so that it stays caring, but at the same time, we're still a business, and we are growing. We need to change and scale up; we need to become more mature. Our clients are changing; their demands are changing. The diversity piece is growing. So, we needed to be more business-like. We needed to learn a few things and behave slightly differently in how we approached our work. At the same time, we still cared about our people."</i> <b>Leader 2</b>	Based on the secondary data and the interviews with the leaders, it is evident that the leadership are responsive to their stakeholders and are constantly adapting their organisational systems and their approach to diversity management. Their systems are constantly being reviewed. Their efforts to deepen their approach towards an integrated approach are evident in the examples and the interviews.	4

**Table 5.3:** Examples of Leadership Approach of Diversity Management Scores for Two Organisations (Organisation Level)

Organisational Factors	Organisation I Data	Researcher Comments	Score	Organisation F Data	Researcher Comments	Score
Workforce Demographic	<i>“Our intent as a council is to take an enterprise approach across the business. Within the council, we try to make sure that we’ve got touch points across manufacturing, sales, the various functions across the organisation. We probably haven’t been able to connect with as many people. If I’m honest, it’s probably more the professional side of things, and because just talking about culture, we identified that we needed to unlock some of our Pacifica people and being able to really share their diverse perspectives. I think we’ve probably missed the boat creating opportunities for not just Pacifica, but other cultures to be able to progress.” Staff 1</i>	As a large global organisation, the workforce is diverse. From the interviews and the secondary data, the workforce demographic has a limited influence on their diversity management approach – primarily due to resourcing. The secondary data and the interviews indicate that the organisation’s approach is at the surface-level.	3	<i>“The demographic of those people started to look a bit like a monoculture. So, we’re just really trying to address that and look at some of the systemic reasons why we were the way we were and looking at what we needed to be like in future and put a program together, appointing a DNI, lead or DEIB, we’re calling our diversity, equity, inclusion and belonging. I guess inclusion and belonging are the kind of outcomes we’re looking for diversity is just a fact of life. <b>Leader 1</b></i>	Based on the interviews and the secondary data, the organisation’s approach is a deep-level approach where there is a focus on belonging. The workforce demographic is influencing leadership’s approach to diversity management – from the initiatives to the organisation’s culture. There is little emphasis on the surface-level characteristics but rather a focus on employee experience.	4

**Table 5.3:** Examples of Leadership Approach of Diversity Management Scores for Two Organisations (Organisational cont.)

Organisational Factors	Organisation I Data	Researcher Comments	Score	Organisation F Data	Researcher Comments	Score
Organisational Context	<p><i>“Structurally, we’ve got a DEI council of five streams. So obviously, me and two others head up the diversity side of that. So, there’s that, and then it flows down into an EIG employee impact group, which is about a group focus. There are about eight of us in the council trying to think how it sits within the “Staff 2.</i></p>	<p>From the interviews with the participants, the organisational context has influenced the approach to diversity management, with the development of a DEI council that reports to the leadership. It supports the surface-approach to diversity management.</p>	3	<p><i>“How do we make sure all the groups are included so that everyone feels that this is a great place to work. We don’t want to throw the baby out with the bathwater, so to speak, when we look at these inclusive initiatives. That’s where we need to make sure that we’re looking at our ageing workforce. How can we look at reverse mentoring programs? And how can we still give offerings that help?”</i> <b>Staff 2</b></p>	<p>The organisational context has influenced leadership to deepen their approach to diversity management. From the interviews and the secondary data, the approach has moved beyond the surface-level characteristics towards inclusion and belonging.</p>	4

**Table 5.3:** Examples of Leadership Approach of Diversity Management Scores for Two Organisations (Leadership-Organisation)

Leadership-Organisational	Organisation I Data	Researcher Comments	Score	Organisation F Data	Researcher Comments	Score
Leadership Intercultural Capability	<i>"We've got an awesome, awesome leadership team. I think some people are further along than others. In some ways, very aware, but another way is not aware." Staff 2</i>	From the interviews, the leadership are positive about diversity and are on an intercultural development journey, but it remains at the surface level and has not considered the complexity of diversity in their approach.	1	<i>"My role is the DEIB lead. So, diversity, equity, inclusion and belonging. What we're trying to do is create a safe and inclusive environment. We're not just trying to write policies and make sure we tick boxes. So, lots of in-house events. What else am I doing? I've also quite recently started working with a lot of our industry peers." Staff 1</i>	The interviews indicate that leadership has a deepening level of intercultural capability. They set up a specific DEIB role, and they focus on both the surface-level and deep-level diversity characteristics in their approach, where their efforts focus on inclusion and belonging in the organisational culture.	4
Leadership's Vision for the Workforce	<i>"We haven't really got that plan to help them progress. It is high on our agenda, and we're looking to partner up with a few organisations. We haven't quite landed on, an organisation as yet to really amplify that and give it some focus. So, I'd say we're probably more on the professional side at the moment." Leader 2</i>	From the secondary data and interview with the leader, the leadership has started to envision what they hope to see take place in terms of a vision and support for diversity, at the surface level. Early stages of their organisation's diversity management journey. The vision has not fully considered deepening the diversity management approaches.	2	<i>"What we're trying to do is create a safe and inclusive environment. We're not just trying to write policies and make sure we tick boxes. So, lots of in-house events." Staff 1</i>	The secondary data and the interviews point to a clear vision for their workforce that is influencing their organisation's diversity management approach to deepen and mature.	4

**Table 5.3:** Examples of Leadership Approach of Diversity Management Scores for Two Organisations (Individual-Leadership)

Individual-Leadership	Organisation I Data	Researcher Comments	Score	Organisation F Data	Researcher Comments	Score
Leader's Intercultural Mindset		The leader's cultural capability is increasing, with wanting to value everyone.	1		Several leaders are influencing leadership's approach to diversity - their individual cultural capability plays a key part as they value the diversity in all its form within their workforce.	4
Role of a diverse member of the leadership team	<i>"What it really comes down to is, are we creating an environment where people feel more comfortable in being themselves and bringing their unique contribution to the table? Are we harnessing that unique contribution? That's really what it comes down to, and I have got to find a way to measure that. But I think a big part of it is about leadership, which is why I'm really wanting to get the exec team and our diversity council to do some more training" Leader</i>	The leader's influence on the organisation's approach is increasing. The leader now has the responsibility for overseeing the organisation's diversity groups.	3	<i>"You know, one of the things that I'm trying to do, but I met resistance, because I met with the chief exec. I say, "this is an idea to develop our cultural capability, would you support it?" Because I have to, I can't do it without her support, because that's important to her. And she said, "I was thinking about it, but I think it's part of a broader leadership development thing that we should be doing for those younger people." I've tried to influence at the board level to ensure that broader perspectives are present" Leader</i>	The diverse members in the leadership team have a significant influence in leadership team and board. Their approach is the result of their influence. Whilst there was resistance from CEO to some of the initiatives, the support is overall positive.	4

**Table 5.3:** Examples of Leadership Approach of Diversity Management Scores for Two Organisations (Individual)

Individual	Organisation I Data	Researcher Comments	Score	Organisation F Data	Researcher Comments	Score
Leader's Identity	<p><i>"I grew up in a Maori village. So, my parents taught us that nobody's better than anyone else. We're all the same. When I was a child, I remember people talking about like, the Asian invasion, and everyone's like, there's too many Asians. And I remember thinking as a very young child it's awesome. Because everyone I've ever met from any other country has been awesome."</i> <b>Leader</b></p>	<p>This leader's identity has influenced the approach for diversity management in their organisations. However, the current organisation has just begun their diversity management journey.</p>	2	<p><i>"I'm part Māori and Pakeha (European). I grew up in Aotearoa in a small town called W... this is probably all relevant regarding my perspective on diversity and inclusion.... I was asked to take on the role in sustainability, and I said I was only interested if I could take a holistic view around sustainability, including social and cultural and, within that, retain the diversity and inclusion programme, which I helped set up in the first place. What I'm trying to do is change the system"</i> <b>Leader</b></p>	<p>This leader's identity is influencing him to I deepen the organisation's approach to diversity management. His lived experience and cultural identity is motivating him to change the organisation's system.</p>	4
Leader's Intercultural Sensitivity	<p><i>"I have this fundamental belief about the unique value that people bring in, I think everybody has some unique value, even if you don't realize that there's something that you're better at than anybody else on the planet. And there's this unique thing to bring to the table. So, there's that element of just valuing people."</i></p>	<p>This leader's intercultural sensitivity is high and has the potential to influence their approach.</p>	3	<p><i>"So, part of what I try and do as is when I talk about diversity and inclusion, I reframe it around uniqueness."</i> <b>Leader</b></p>	<p>This leader sees people in their uniqueness and understands the complexity of diversity. His understanding of difference influences his accountability.</p>	4

All the scores were averaged to gain a single figure for the leadership approach dimension for the organisations in the second cohort. This was used to map the Z-axis of the emergent model. The complete data set of findings for all the participating organisations' leadership approach scores, the qualitative data, and the cores' rationale can be found in the Appendix. Table 5.4 reports all the scores for all the factors influencing the five organisations' leadership approach.

**Table 5.4:** Leadership Approach to Diversity Management Scores for Organisations in the Second Cohort

<b>Leadership Approach to Diversity Management Factors /Organisations</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>
External Environment					
1. Socio-cultural Environment	4	4	3	3	2
2. External Environment	4	3	4	3	2
Organisational					
3. Workforce Demographic	4	4	2	3	1
4. Organisation's Context	4	3	3	3	1
Leadership-Organisation					
5. Leadership's Intercultural Capability	4	3	3	2	1
6. Leadership's Vision for their Workforce	4	4	3	3	2
Individual-Leadership					
7. Leadership's Intercultural Mindset	4	3	3	3	2
8. Diverse Leadership's Cultural Influence	4	4	4	3	3
Individual					
9. Leader's Identity	4	4	4	2	2
10. Leader's Intercultural Sensitivity	4	5	4	4	2
<b>Leadership Approach to Diversity Management</b>	<b>4.0</b>	<b>3.9</b>	<b>3.2</b>	<b>2.3</b>	<b>1.7</b>

The mean scores for the leadership approach to diversity management dimension in the five participating organisations ranged from 1.7 to 4.3. The median score for leadership accountability for diversity management in the five participating organisations in the second

cohort was 3. The last leadership dimension I look at is leadership's focus on diversity management.

## 5.4 Leadership's Focus of Diversity Management

The leadership dimension of this model looks at the focus of leadership's diversity management. This dimension addressed the range of an organisation's diversity management strategy that considered the organisation's context. Leadership's focus for diversity management looks at the range of surface-level cultural characteristics of gender, age, ethnicity, race, accessibility, and sexuality on which the leadership focuses their diversity management efforts. There has been limited research in this area. However, from the literature, every organisation's diversity management initiative has a focus for its diversity and inclusion efforts (Shore et al., 2009). This leadership dimension has the least amount of research but adds another dimension to consider the organisation's context.

While an organisation's workforce can range and include all the different diversity characteristics, this leadership dimension addresses the range of an organisation's diversity management efforts that the leadership chooses to focus on. The extant research into the focus of diversity management is limited. However, this third leadership dimension seeks to address organisations' contexts, where practical realities of the context and their diversity management strategy are considered. As diversity within an organisation's workforce will range in various sectors and contexts, this dimension allows for comparisons with other organisations with a similar focus on their diversity management approach. The range in leadership focus looks at how leadership seeks to focus their diversity management within their organisation.

Based on the research findings, nine factors were identified across different levels of the organisation that influence the leadership focus of diversity management, as discussed in Section 4.5 of the previous chapter. The factors that influenced leadership focus for diversity management are:

### **From the external level:**

*Socio-cultural environment:* The changing socio-cultural environment beyond the organisation influenced the leadership to consider the focus of their diversity management efforts.

*External Stakeholders:* Key external stakeholders such as clients and potential employees influenced the leadership's focus on diversity management.

### **From the organisational level:**

*Organisation's Workforce Demographic:* The diversity within the organisation's workforce influenced the leadership focus with the presence or absence of specific surface-level cultural characteristics motivating leadership's focus to cater to the needs of their workforce.

*Size of the Organisation:* The size of the workforce influenced the leadership focus of diversity management by limiting or broadening its focus.

*Organisation's Purpose:* The organisation's purpose and strategic goals influenced the leadership focus of diversity management

*Organisation's Resource:* The resource capacity influenced leadership's focus on diversity management. The level of resources influenced the leadership to prioritise or focus their diversity management efforts.

### **From the individual-leadership team level:**

*Leadership's Intercultural Mindset:* The maturity of the leadership's mindset addresses the attitudes, beliefs, and perspectives that shape a person's behaviour, actions, and reactions towards diversity, influencing leadership's focus on diversity management.

*Leadership Vision for their Workforce:* Leadership's vision for their workforce influenced the focus on diversity management.

### **From the individual-leadership level**

*Role of the diverse leader:* The diverse leader in the leadership team influences the leadership team in growing their awareness of culture. They can influence the focus of their organisation's diversity management approach.

### **From the individual level**

*Leaders' intercultural sensitivity:* The ability of individual leaders to understand and adapt to different cultures and diverse perspectives influences the leadership team's focus on diversity management (Bennett & Bennett, 2001).

Organisations with a narrow focus on diversity management focus their diversity management efforts on one or two surface-level characteristics of their diversity management strategy. Their rationale for their focus may be because of their business focus, the sector and size of the organisation, and the context in which the organisation operates. Organisations

with a broad focus on diversity management focus on all the surface-level characteristics within their strategy. The organisation's size, the sector it works in, and the context in which it is in may have a broad focus on its diversity management approach. Table 3 in Appendix 7 combines the factors that influence leadership's focus on diversity management that was identified in Chapter Four.

The range of leadership focus determined their organisation's diversity management efforts. Organisations with a narrow range scored 1 or 2, while organisations with a broad focus on diversity management scored a 5. The range describes the breadth of focus for diversity management. The scores for each organisation were based on my assessment from the qualitative interviews and documents such as the organisation's diversity and inclusion strategy or website. Table 5.5 on the next page looks at two organisations, one with a narrow focus and one with a broad focus, my comments and scoring.

**Table 5.5:** Example of Leadership Focus of Diversity Management Scores for Two Organisations (External)

External	Organisation A Data	Researcher Comments	Score	Organisation D Data	Researcher Comments	Score
Socio-Cultural Context	<i>“And then the other side of it is that we're a treaty partner and supporting the government to be a treaty partner. And the right thing to do is to ensure that we've got cultural capabilities and competencies and learn what that means for us.” <b>Leader</b></i>	The leadership are influenced by the NZ social context in their focus on their diversity management efforts. The interviews and secondary data show the leadership’s strategy and intention for the focus of their diversity management focus that focusses narrowly on Māori and Pasifika for both the potential market emerging and the right thing to do.	1	<i>“We're working in 110 different countries.” <b>Leader</b></i>	The secondary data and the interviews describe a global organisation in 92 countries and partners seeking to explore the influence and impact of diversity in their organisation. The nature of the organisation being global has influenced their focus to be broad.	5
External Stakeholders	<i>“When we sit down with our clients and have a debrief with them in terms of the relationship and what we could be doing better for them, again, and again, they are essentially telling us we're too white. And that we need more diversity within the team.” <b>Staff</b></i>	The secondary data and interviews describe the influence of external stakeholder’s feedback on the focus of diversity to have a narrow focus.	1	<i>“And I think for the sustainability of our organisation, it is essential we change I don't think we can go much further and continue to be relevant or responsive if we stay as a predominantly Western organisation.” <b>Leader</b></i>	The secondary data demonstrates the analysis undertaken to identify the challenges of sustainability for this organisation. From the interviews, the leaders describe a broad focus of diversity management. The different constituents that the organisation serves require the organisation to have a broad focus of diversity.	5

**Table 5.5:** Example of Leadership Focus of Diversity Management Scores for Two Organisations (Organisational Level)

Organisational	Organisation A Data	Researcher Comments	Score	Organisation D Data	Researcher Comments	Score
Organisation's Workforce	<i>"We've got four men out of the twenty-one staff. In terms of ethnicity, we're soon to have five Maori or Pacific researchers and everyone else would-be New Zealand European. It's a recent shift that we'll talk about. In terms of other kinds of diversity, I'm not sure that we have any people with disabilities, I don't think we tick that box. I suppose we're all professionals, everyone's educated."</i> <b>Leader</b>	The data demonstrates that the lack of ethnic diversity along with the business strategy has influenced leadership's focus to be narrow. It has influenced a focus on Māori and Pasifika.	1	<i>" We are global organisation. And of course, global can mean different things to different people. But we are part of a broader organisation that has about 5-6000 workers in over 110 different countries with all ages."</i> <b>Leader</b>	From the interviews, the leaders indicate that the organisation's demographic is naturally influencing their focus to be broad.	5
Organisation Size	<i>"We are a team of 21, soon to be 25."</i> <b>Leader</b>	The secondary data and interviews identify the size of this organisation as a small organisation with offices in two cities.	2	<i>" We are global organisation. And of course, global can mean different things to different people. But we are part of a broader organisation that has about 5-6000 workers in over 110 different countries with all ages".</i> <b>Staff 2</b>	A global organisation that has over 6000 workers from different countries and ages influences the focus to be broad. There was little considering of narrowing the focus of their diversity management efforts due to the size and efforts to adopt a "localisation" or contextual approach to diversity management. The broad nature allowed the consideration of all the surface-level characteristics.	4

**Table 5.5:** Example of Leadership Focus of Diversity Management Scores for Two Organisations (Organisational Level)

Organisation	Organisation A Data	Researcher Comments	Score	Organisation D Data	Researcher Comments	Score
Organisational Purpose	<p><i>"The desire to head down this direction was because our clients were asking for it. It was a savvy thing to do from a strategic business perspective to generate more revenue and growth. But the second part was that it was the right thing to do. As an organisation, we do our work because we want to have a positive impact on communities. And that's our reason for being. That's what drives us every day. Maori and Pacific are constantly overrepresented in the negative statistics. Why wouldn't you want to be doing the right thing and ensure that you're getting their voices heard? Also, we're a treaty partner, and we're supporting the government to be a treaty partner. And the right thing to do is to ensure that we've got cultural capabilities and competencies and learn what that means for us. And we're still absolutely learning what it means for us." <b>Leader</b></i></p>	<p>The interviews identified the organisation's purpose and how it influenced the narrow focus of their diversity management efforts that focuses on a specific diversity dimension in their diversity management approach.</p>	1	<p><i>"Our focus is to support the communities in which we are part of in the countries all around the world." <b>Leader</b></i></p>	<p>From the secondary data, the organisation's purpose is evident in its website and documents that describe its focus to support the communities that they are a part of globally. This naturally makes the focus broad.</p>	4

**Table 5.5:** Example of Leadership Focus of Diversity Management Scores for Two Organisations (Organisational Level)

Organisation	Organisation A Data	Researcher Comments	Score	Organisation D Data	Researcher Comments	Score
Organisational Resource	<p><i>“We’re soon to have five Māori or Pacific researchers, and everyone else would-be New Zealand European.”</i></p> <p><b>Leader</b></p>	<p>The interviews with the participants identify that the leadership has increased the organisation’s resources to address its diversity management focus.</p>	4	<p><i>“It is one of the things that we have learned, that unless you appoint somebody on your executive leadership team to drive this, then you’re going to continue to struggle. I work very closely with the CEO, the lower down, you go in the organisation in terms of asking somebody to do this work, the harder it gets. If you’re not going to be intentional and willing to resource this, it won’t work. One of the things that we’ve done over the last year, is allocate a budget way for the first time. Many organisations talk about it, but there’s no personnel allocated, no budget allocated.”</i></p> <p><b>Staff</b></p>	<p>Based on the interviews, the leadership has allocated organisational resources that allow for a broad focus on their diversity management efforts.</p>	3

**Table 5.5:** Example of Leadership Focus of Diversity Management Scores for Two Organisations (Leadership-Organisational Level)

Leadership-Organisation	Organisation A Data	Researcher Comments	Score	Organisation D Data	Researcher Comments	Score
Leadership Intercultural Capability	<i>"M and I talk about it quite a lot and how to grow. This is only because we are on a journey ourselves personally. And M leads the team with me. And we're a few steps ahead of everyone else in learning. And apart from the Māori team, we're a few steps ahead of everyone else." Leader</i>	From the interview with the leader, it demonstrates that the leaders are intentionally developing their intercultural understanding.	3	<i>"So that's who we are as an organisation. Our leadership is becoming more diverse. So, in the past, the nationalities of the leadership were very western centric. So about five and a half years ago, we had the first non-white majority world person taking on the lead. And it's been a journey that is developing." Leader</i>	The findings from the interview and the secondary data demonstrate that the leadership's intercultural capability is high. The global nature of the organisation and the diverse leadership team has enabled the leadership to have a broad focus.	4
Leadership's Vision for their Workforce	<i>"Our vision is probably that we have at least half the team not being white. We'd be quite happy if it was more than that. Our vision is that the entire team is working so well together and is so integrated. And so, it's not them and us." Leader</i>	From the secondary data and interviews, the leadership have diversity in the vision for their workforce that articulates its narrow focus. The interviews demonstrate that leadership has a vision that with a narrow focus for the diversity management of their workforce being specific to their focus.	2	<i>"My vision is of a truly multicultural organisation. But the work in each context is led by people from that context." Leader</i>	The leadership's vision includes diversity that is broad. The secondary data demonstrates the implementation of this vision.	5

**Table 5.5:** Example of Leadership Focus of Diversity Management Scores for Two Organisations (Individual-Leadership Level and Individual Level)

Individual-Leadership	Organisation A Data	Researcher Comments	Score	Organisation D Data	Researcher Comments	Score
Role of the Diverse Leader	<i>"I have felt they have really been driving and pushing for this. They are very supportive." Staff 2</i>	The interviews with the leader and the staff confirm that the diverse leader within the leadership team plays a key role in the focus by driving it and putting it into action.	1	<i>"The current executive leadership team is also the first that is not predominantly American. Our journey has come a long way under M's leadership, particularly because he has such a vision for localisation." Staff</i>	The secondary data identifies that the leadership team is made up of diverse leaders. From the interview, the influence of the diverse team and a diverse Chief Executive influenced their focus.	5
Individual	Organisation A Data	Researcher Comments	Score	Organisation D Data	Researcher Comments	Score
Leader Intercultural Sensitivity	<i>"I have started reading these articles on LinkedIn, and different places, and just listening to what Māori were saying about the frustration of white organisations just taking Te reo Māori, and Te Aō Māori principles, just for the benefit of an organisation but not truly believing it. And then the whole white saviour approach, which I started to get nervous about. We have to be careful here about doing it authentically." Leader</i>	The interview with the leader demonstrated their intentional development of the understanding of diversity from a Māori perspective. It is growing as the leaders learn and develop their intercultural sensitivity and this is influencing their efforts to support their Māori staff in their diversity management efforts.	2	<i>"We have what you'd call a lot of global citizens in that sense of the word, just people who are really aware beyond their boundaries and countries. We couldn't do what we do without being a multicultural and multi-culturally aware organisation. Not that we've arrived yet at all, by a longshot. But it is a richness that we are gaining from growing." Leader</i>	The global nature of this organisation and the diverse leadership team and their efforts in diversity management demonstrates a high level of intercultural sensitivity. Their leadership team's composition, life experience and how they are focussing their diversity management approach also shows that.	5

All the scores were averaged to gain a single figure for leadership focus for each organisation. This was used to map the X-axis of the emergent model. The complete data set of findings for all the participating organisations' leadership focus scores, the qualitative data, and the cores' rationale can be found in the Appendix. Table 5.6 reports on the findings of all the factors that influence the leadership focus of diversity management in the five organisations in the second cohort.

Table 5.6: Scores of Leadership Focus of Diversity Management

<b>Leadership Focus of Diversity Management</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>
<b>External Factors</b>					
1. Socio-cultural	4	4	3	3	2
2. External Stakeholders	4	3	3	3	3
<b>Organisational Factors</b>					
3. Organisational Workforce Demographic	4	5	3	4	3
4. Size of the Workforce	4	4	3	4	3
5. Organisational Purpose	4	4	2	3	2
6. Organisational Resources	4	3	2	2	2
<b>Leadership-Organisation</b>					
7. Leadership Intercultural Capability	3	4	2	3	2
8. Leadership's Vision for their Workforce	4	5	3	4	3
<b>Individual-Leadership</b>					
9. Diverse Leader's Influence	3	4	4	3	0
<b>Individual</b>					
10. Leader's Intercultural Sensitivity	4	5	3	3	2
<b>Average of Leadership Focus for Diversity Management</b>	<b>3.8</b>	<b>4.1</b>	<b>2.8</b>	<b>3.2</b>	<b>2.2</b>

From the findings of Table 5.9, the range of average scores for leadership focus for diversity management in the ten participating organisations ranged from 2.2 to 4.1. The median score for leadership focus for diversity management in the ten participating organisations was 3.2.

In the next section, we combine the scores of all three leadership dimensions of diversity management for each participating organisation and map each organisation's current position in the emergent model to answer the second research question.

## 5.5 The Development of an Emergent Model

The findings from the first part of the research revealed many factors that influenced leadership's accountability, approach and focus on diversity management. The challenge of describing leadership's role in their organisation's diversity management efforts presents the opportunity to use an emergent model that describes the complexity of diversity leadership's agency for the management of workforce diversity within their organisations (J., 2001; Schneider et al., 2017). This model is used to map the leadership's agency in diversity management.

This section discusses the use of an emergent model of leadership's agency before describing the proposed emergent model that incorporates the three leadership dimensions. When the three leadership dimensions are brought together into this model, the different octants describe the position of the leadership agency of the participating organisations. I use the study's findings from the second cohort to populate the emergent model of leadership agency for diversity management as this cohort reaches saturation. This model provides a practical instrument organisations can use to map the development of their leadership's agency for diversity management based on the three dimensions of accountability, approach and focus. Before I discuss the proposed emergent model from the study's findings, I address the choice and use of an emergent model next.

### 5.5.1 The Use of an Emergent Model:

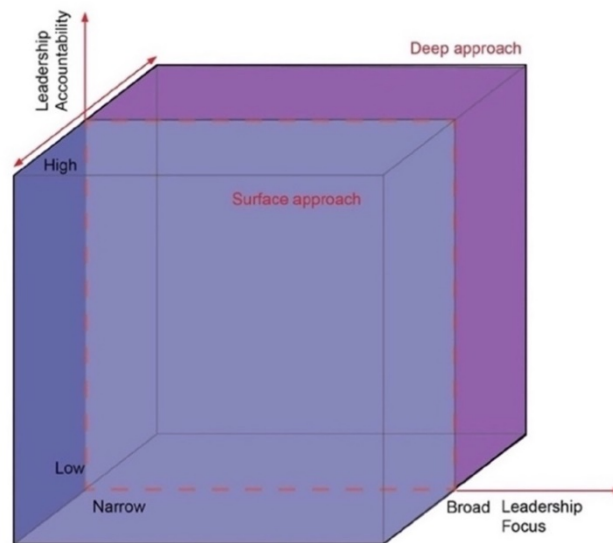
Models are used as a simplified representation of a complex system or phenomenon used to study or simulate its behaviour (J., 2001). In research, it can be used to analyse data and make predictions. In practice, it can provide meaningful information that describes the complexity that can be used to simulate its behaviour. An emergent model is a theoretical or conceptual model that develops organically or "emerges" during the research process rather than being pre-determined or predefined. This approach is used in various research areas, such as scientific research, social sciences, and engineering, where the complexity of the subject or problem makes it challenging to create a fully specified model from the outset (J.,

2001). In the case of this thesis, the complexity of managing diversity in a complex adaptive system of an organisation lends itself to an emergent model to study leadership's role in their organisation's diversity management efforts. The characteristics of an emergent model justify its use for this study's findings on the leadership's agency for diversity management. Its evolutionary development, flexibility, bottom-up approach derived from empirical data, emphasis on patterns and relationships, and use for complex systems make it well-suited for this study. I discuss the characteristics of an emergent model in greater detail in the next chapter. Next, I report on the findings of how the factors that influence the three leadership dimensions are used to develop an emergent model that addresses the agency of an organisation's leadership for diversity management.

### **5.5.2 A Proposed Emergent Model of Leadership Agency for Diversity Management**

The factors that influenced leadership accountability, approach and focus were identified across the levels of the organisation. The emergent model presented in this study provides a simplified representation of the factors that influence leadership in the three dimensions that describe leadership's agency in their organisation's diversity management efforts. This emergent model's visual but nuanced view of leadership agency allows organisations to address their current levels of leadership agency for diversity management to plan a course of action. Figure 5.1 below displays the three-dimensional emergent model with the three leadership dimensions of diversity management. The three leadership dimensions form the three axes of this model.

**Figure 5.1:** The Emergent Model of Leadership Agency for Diversity Management



The emergent model proposed in this chapter has been derived from the qualitative findings reported in the previous chapter. To map the position for each organisation in the two cohorts, I scored each factor that influenced the three leadership dimensions of accountability, approach and focus of diversity management. Based on my knowledge and understanding of the organisations from the research interviews and from secondary documents, I quantified the factors using a Likert scale of 1 to 5. The scale for each of the leadership dimensions was as follows:

- Leadership accountability for diversity management ranged from low (1) to high (5),
- Leadership approach to diversity management ranged from surface (1) to deep (5)
- Leadership focus for diversity management; the scale ranged from narrow (1) to broad (5).

Then, I averaged the score for all factors from the three levels that directly influenced the leadership's agency for their organisation's diversity management efforts for each leadership dimension. This resulted in a single score for the three leadership dimensions of diversity management that became the coordinates for the emergent model. I describe each octant before I map the organisations from the second cohort in the emergent model.

### Description of the Different Quadrants of the Emergent Model

In the three-dimensional emergent model of leadership agency for diversity management, there are eight possible octants in which the leadership can be positioned. The eight octants are below:

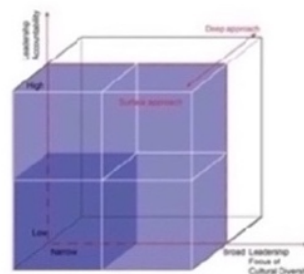
1. Low Leadership Accountability - Surface Approach - Narrow Focus
2. High Leadership Accountability - Surface Approach - Narrow Focus
3. Low Leadership Accountability - Deep Approach - Narrow Focus
4. High Leadership Accountability - Deep Approach - Narrow Focus
5. Low Leadership Accountability - Surface Approach - Broad Focus
6. High Leadership Accountability - Surface Approach - Broad Focus
7. Low Leadership Accountability - Deep Approach - Broad Focus
8. High Leadership Accountability - Deep Approach - Broad Focus

The eight octants are positions in the leadership of organisations that can be mapped based on the emergent model. I will briefly describe each of these octants based on the factors identified in the previous chapter.

#### 1. Low Leadership Accountability - Surface Approach - Narrow Focus

In this octant, the leadership's responsibility for diversity management has not been influenced by the factors identified in Chapter Four. The leadership demonstrates low responsibility and public accountability for their diversity management effort. The organisation's surface approach emphasises the surface-level diversity dimensions, and the organisation's diversity management efforts centre on developing initiatives that value and quantify these surface-level dimensions, such as having quotas and targets. The narrow focus of the organisation's diversity management strategy results in a focus on one or two surface-level diversity dimensions, such as gender and race.

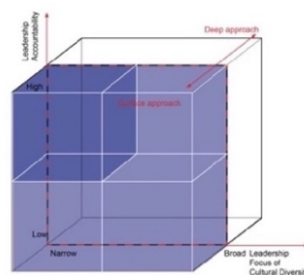
**Figure 5.2:** Low Leadership Accountability - Surface Approach - Narrow Focus Octant



## 2. High Leadership Accountability - Surface Approach - Narrow Focus

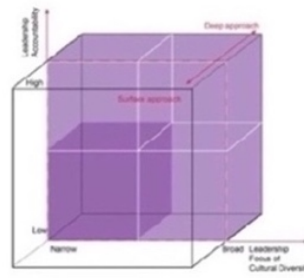
In this octant, the leadership demonstrates high responsibility and public accountability for their organisation's diversity management effort. They are visible and committed to their organisation's diversity management efforts. The organisation's surface approach emphasises the surface-level diversity dimensions, and the organisation's diversity management efforts centre on developing initiatives that value and quantify these surface-level dimensions, such as having quotas and targets. The narrow focus of the organisation's diversity management strategy results in a focus on one or two surface-level diversity dimensions, such as gender and race.

**Figure 5.3:** High Leadership Accountability - Surface Approach - Narrow Focus Octant



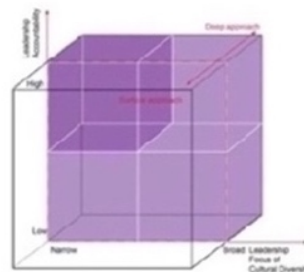
## 3. Low Leadership Accountability - Deep Approach - Narrow Focus

In this octant, the leadership's responsibility for diversity management has not been influenced by the factors identified in Chapter Four. The leadership demonstrates low responsibility and public accountability for their diversity management effort. The organisation's deep approach emphasises managing diversity, considering both the surface and deep-level dimensions. The organisation's diversity management efforts emphasise developing cultural inclusion and belonging. The narrow focus of the organisation's diversity management strategy results in a focus on one or two surface-level diversity dimensions, such as gender and race.

**Figure 5.4:** Low Leadership Accountability - Deep Approach - Narrow Focus Octant

#### 4. High Leadership Accountability - Deep Approach - Narrow Focus

In this octant, the leadership demonstrates high responsibility and public accountability for their organisation's diversity management effort. They are visible and committed to their organisation's diversity management efforts. The organisation's deep approach emphasises managing diversity by considering surface and deep-level diversity dimensions. The organisation's diversity management efforts emphasise developing cultural inclusion and belonging. The narrow focus of the organisation's diversity management strategy results in a focus on one or two surface-level diversity dimensions, such as gender and race.

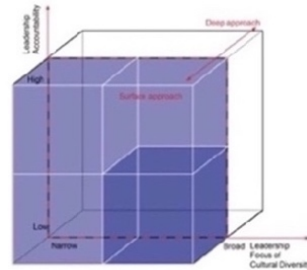
**Figure 5.5:** High Leadership Accountability - Deep Approach - Narrow Focus Octant

#### 5. Low Leadership Accountability - Surface Approach - Broad Focus

In this octant, the leadership's responsibility for diversity management has not been influenced by the factors identified in Chapter Four. The leadership demonstrates low responsibility and public accountability for their diversity management effort. The organisation's surface approach emphasises the surface-level diversity dimensions, and the organisation's diversity management efforts centre on developing initiatives that value and quantify these surface-level dimensions, such as having quotas and targets. The organisation's

diversity management strategy focuses on all the surface-level diversity dimensions of gender, race, ethnicity, age, accessibility and LGBTQ+.

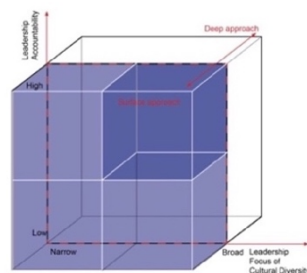
**Figure 5.6:** Low Leadership Accountability - Surface Approach - Broad Focus Octant



## 6. High Leadership Accountability - Surface Approach - Broad Focus

In this octant, the leadership demonstrates high responsibility and public accountability for their organisation's diversity management effort. They are visible and committed to their organisation's diversity management efforts. The organisation's surface approach emphasises the surface-level diversity dimensions, and the organisation's diversity management efforts centre on developing initiatives that value and quantify these surface-level dimensions, such as having quotas and targets. The broad focus of the organisation's diversity management strategy focuses on all the surface-level diversity dimensions.

**Figure 5.7:** High Leadership Accountability - Surface Approach - Broad Focus Octant

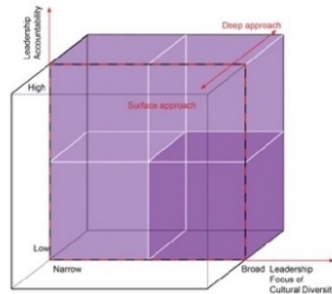


## 7. Low Leadership Accountability - Deep Approach - Broad Focus

In this octant, the leadership's responsibility for diversity management has not been influenced by the factors identified in Chapter Four. The leadership demonstrates low responsibility and public accountability for their diversity management effort. The organisation's deep approach emphasises managing diversity by considering surface and deep-level diversity dimensions. The organisation's diversity management efforts emphasise

developing cultural inclusion and belonging. The broad focus of the organisation's diversity management strategy focuses on all the surface-level diversity dimensions.

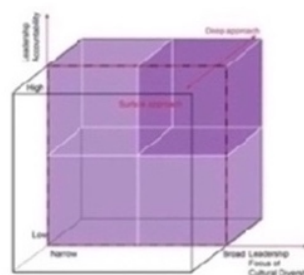
**Figure 5.8:** Low Leadership Accountability - Deep Approach - Broad Focus Octant



### 8. High Leadership Accountability - Deep Approach - Broad Focus

In this octant, the leadership demonstrates high responsibility and public accountability for their organisation's diversity management effort. They are visible and committed to their organisation's diversity management efforts. The organisation's deep approach emphasises managing diversity, which moves beyond merely considering the surface-level characteristics to include the deep-level characteristics. The organisation's diversity management efforts emphasise developing cultural inclusion and belonging. The broad focus of the organisation's diversity management strategy focuses on all the surface-level diversity dimensions.

**Figure 5.9:** High Leadership Accountability - Deep Approach - Broad Focus Octant



In the next section, I describe where an organisation's leadership sits using the proposed emergent model that draws together the three leadership dimensions of diversity management.

## 5.6 Describing an Organisation's Leadership Agency for Diversity Management

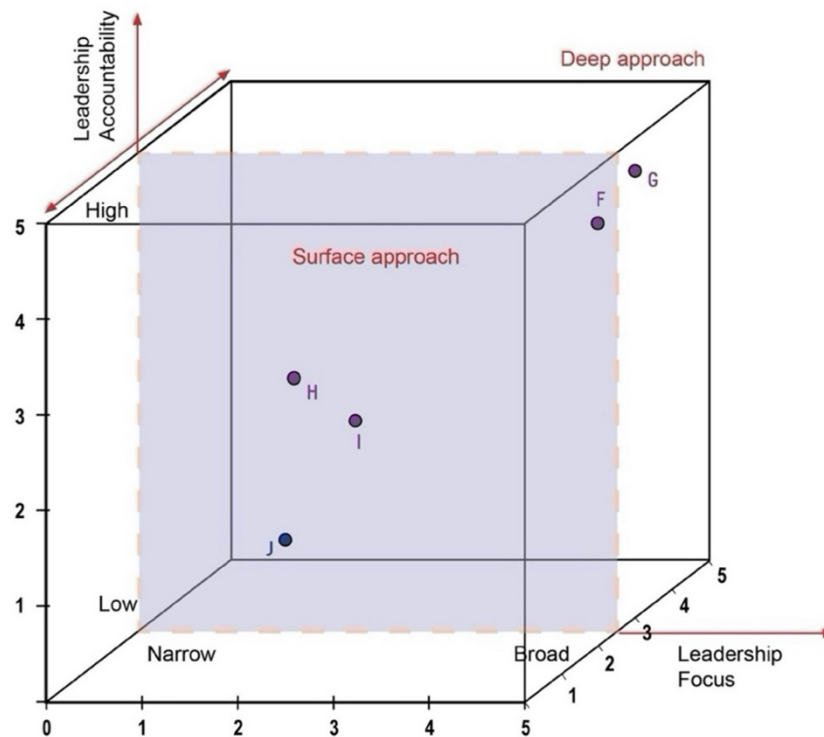
This section combines the three previous sections to answer the second research question that describes an organisation's leadership for diversity management using the proposed emergent model. From the earlier sections, the scores for all the factors influencing the three leadership dimensions have been quantified and averaged for the five organisations in the second cohort. Each organisation will score between 1 and 5 for the three leadership dimensions of accountability, approach and focus of diversity management. These three figures are the coordinates to map the position of each organisation's leadership in the emergent model of this research. This uses this emergent model to answer the second research question describing an organisation's leadership agency for diversity management. Table 5.7 presents the research findings of all the participating organisation's three leadership dimension scores.

**Table 5.7:** Scores of the Leadership Positions of the Organisations from the Second Cohort

Leadership Dimension	F	G	H	I	J
Leadership Accountability for Diversity Management (Y-Axis)	4.2	4.1	3.3	3.3	1.8
Leadership Approach to Diversity Management (Z-Axis)	4.0	3.2	3.2	2.3	1.7
Leadership Focus of Diversity Management (X-Axis)	3.8	4.1	2.8	3.2	2.3

From Table 5.7, where the scores for the three leadership dimensions were derived for each organisation, I then mapped these scores into the three-dimensional emergent model using the following axes. Leadership focus on diversity management on the X axis, leadership accountability for diversity management on the Y axis and leadership approach to diversity management on the Z axis. The organisations that participated in this study have been mapped based on the scores derived from the qualitative data and my assessment of each organisation. Figure 5.10 shows the positions of the five participating organisations in the second cohort.

**Figure 5.10:** Organisation's Position in the Emergent Model of Leadership Agency for Diversity Management



The position of the organisation's leadership based on the research findings can be seen in Figure 5.10. The coordinates of the three leadership dimensions provide the position for each organisation that answers the second research question of describing the position of the organisations from the second cohort in the emergent model.

### 5.6.1 Describing the octants of the organisations

In this section, I individually summarise the factors that have influenced the leadership of the five organisations in the second cohort that provide the rationale for their position in the emergent model. Drawing from the study's findings in Chapter 4, this section describes the rationale for how I quantified each factor in the five organisations.

#### Organisation F

The coordinates of the three leadership dimensions for Organisation F map this organisation into the high leadership accountability, deep approach and broad focus octant.

**Leadership accountability:** The leadership was responsive to the changing socio-cultural context and stakeholders' needs in managing their diverse workforce. The leadership sought to ensure that their workforce was well supported and the systems within the organisation enabled their workforce to thrive. The organisational structure in which the employees owned part of the company influenced and increased the leadership's accountability for their workforce. The leadership team's composition was increasing in diversity, as was the psychological safety within the leadership team. Their workforce was viewed as a key resource within the organisation and seen as people with different life experiences that the leadership valued. The leadership's motivation for their responsibility for their workforce was based on their belief that supporting their people would benefit both the people and the organisation. Their ownership was demonstrated through appointing a full-time staff who oversaw the organisation's diversity, inclusion, equity and belonging programme and reported directly to the leadership.

Within the leadership team, the Chief Executive and the senior management team demonstrated high accountability for their diversity management efforts by personally committing to the organisation's learning and development programmes and collectively making decisions, demonstrating their public responsibility for their staff. The leadership team had several diverse leaders who brought their different experiences and perspectives into the leadership team. The leaders within the leadership regularly made the time and effort to make decisions about how to support their workforce, demonstrating how they created the capacity to focus on this aspect of the organisation. The leaders had a strong sense of identity, leading their organisations through their values and purpose. The development of the leaders' intercultural sensitivity ranged, with many within the leadership team valuing and seeking greater diversity within the team and organisation.

**Leadership approach:** Organisation F was responsive to the sociocultural changes that have seen them recruit and retain a diverse workforce as its workforce grew in number and diversity. The leadership's approach to diversity management was the deep approach. Organisation F's diversity management efforts are described as diversity, inclusion, equity and belonging (DEIB) to signal a systemic and deep approach focused on the "employee experience". The leadership sought to develop cultural inclusion across the organisation to build trust, support, discipline and stretch within their context. The leadership team's

growing cultural capability has influenced them to see the complexity of diversity. Their vision for their workforce and organisation has influenced their approach. Within the leadership team, the different experiences of members with different diverse deep experiences were valued and contributed to the leadership team's decision to adopt a deep approach.

**Leadership focus:** The organisation's workforce continues to grow nationally and internationally, thus increasing the diversity within its workforce. This has influenced the leadership to focus broadly, ensuring everyone in their workforce is included. Their purpose drives their focus, where they seek to influence this sector's talent pipeline to increase the diversity of students and potential graduates. The leadership have committed organisational resources in terms of personnel, time and funds to broaden the focus of their DEIB initiatives.

There remains room to develop leadership's agency for diversity management in Organisation F. Ongoing development of the individual's intercultural sensitivity can influence the leadership team's ongoing accountability, approach and focus on DEIB within their organisation.

### **Organisation G**

Organisation G's leadership also lies in the high accountability, deep approach and broad focus octant.

**Leadership accountability:** The changing socio-cultural environment has been a norm in this global organisation. It continues to influence the leadership in their responsibility and public accountability for their diverse workforce. The workforce's demographic is diverse, and the organisation's context of building trust, discipline, stretch and support has influenced the leadership to increase their accountability for their diverse workforce. The ownership structure of this organisation influences leadership's accountability for diversity management as the leaders had a vested interest in ensuring that their workforce was valued. The leadership team's composition is changing, and the new CEO is developing a leadership team culture that embraces diversity and values each leader's contributions. Being a global organisation, the leadership team is responsive to the changing contexts influencing their organisation and workforce. Every organisation member is viewed as a valued member, which has influenced leadership's motivation to foster a culturally inclusive, diverse organisation. The leadership's ownership is demonstrated by having a key executive leadership team member and the CEO responsible for the organisation's diversity

management efforts. The CEO of this organisation was proactive in appointing the leadership team and how he led the team and the organisation. Within the leadership team that is becoming increasingly diverse, the members who have different life experiences and perspectives are the main influencers of the organisation's diversity management approach. The leaders within the leadership team have a strong identity, leading from their values and doing what is right for their organisation. The level of intercultural sensitivity of leaders in this organisation is high, as they have all worked in diverse settings.

**Leadership Approach:** The leadership approach is deepening as it seeks to develop an organisation where every workforce member experiences inclusion and belonging. Within this global organisation, the workforce's diverse demographic and organisational context is influencing the leadership to deepen their approach to diversity management. As the leadership team consists of leaders who have worked in diverse settings, their cultural capability has influenced their approach to addressing the organisation's systems and processes. Their vision for a culturally inclusive, diverse workforce influences the decisions around their approach. Each leadership team member has a deep sense of their identity and has constantly developed their intercultural sensitivity, enabling them to see the complexity of diversity within their workforce. They seek to ensure that their approaches result in greater inclusion and belonging in their organisation.

**Leadership focus:** In this organisation, the organisation's size influences the leadership's focus to be broad, while their purpose as a global organisation also influences the broadening of their focus. The organisation has recently appointed a leader in the executive leadership team and adopted a budget to undertake the organisation's diversity management programme.

This organisation's leadership has high accountability that has influenced their approach and focus as they seek to develop an organisation where all workforce members experience inclusion and belonging.

## Organisation H

The leadership in Organisation H has high leadership accountability, a deepening approach and a narrow focus on diversity management.

**Leadership accountability:** The changing socio-cultural context in which this organisation operates has influenced the leadership to increase their accountability to their workforce and customers. The external stakeholders have pushed leadership to consider their responsibility for diversity management. The ownership structure of this organisation has some influence on leadership's accountability for diversity management by appointing a CEO who is personally accountable for equity, diversity and inclusion. In this new leadership team, the team composition and culture influenced the leadership because all the team members strongly valued diversity. The leadership team responded to their sector's regulations and the changing socio-cultural contexts by increasing their responsibility and commitment to diversity management in their organisation. Their relationship with their workforce demonstrates that the leadership views their workforce as people and part of their team. Leadership's motivation to "do the right thing" and their ownership have influenced the leadership to increase their accountability levels for diversity management. In this organisation, the CEO has influenced the board and leadership team to consider their responsibilities as an employer. The CEO's values and accountability to diversity management have influenced the leadership team's accountability and capacity to consider how they can lead a culturally inclusive, diverse organisation. The leader's intercultural sensitivity develops with the CEO attempting to learn the Māori language and culture as she steps into this role.

**Leadership approach:** The external stakeholders are influencing the leadership to deepen their approach to diversity management to go beyond compliance. The growing workforce demographic has influenced the leadership to undertake employee engagement surveys to determine their approach. The organisational context has influenced the leadership's approach as they seek to cater to their workforce's growing diverse cultural needs. The leadership team's cultural capability is developing as the leadership seeks to understand the growing complexity of diversity. Their vision for their workforce influences their intention to deepen their approach, drawing from the regular surveys and their learning

and development. The CEO, who has a diverse background and experience, is influencing the leadership team's decisions in their approach.

**Leadership focus:** The increasingly diverse workforce and organisational context influence the leadership to have a broad focus. The organisation's size and purpose also influenced leadership to embrace a focus where everyone can experience belonging. Organisational resources have broadened the focus of diversity management, and the leadership team's cultural capability is increasing as it seeks to manage a diverse workforce inclusively. The vision for their workforce is developing, but the CEO is influencing the leadership team to consider a broad focus to meet their organisation's workforce shortage needs. The leader's intercultural sensitivity needs further development, but the leaders are proactive about their personal development.

Organisation H is developing its diversity management strategy and efforts. The leadership's accountability for diversity management influences the leadership in developing their focus and approach.

### **Organisation I**

Organisation I's leadership currently maps into the increasing accountability, surface approach and broad focus octant for diversity management.

**Leadership accountability:** The external context and stakeholders have influenced the leadership to increase the responsibility for diversity management within their global organisation. The organisation's workforce demographic is increasing, and the context has influenced the leadership team to develop its diversity management programme. This organisation's ownership structure is changing, but its effects are not noticeable yet, with the international owners just beginning to merge the organisation. The leadership team's composition is increasing in diversity, and they have a cohesive team culture where there is psychological safety to discuss their responsibilities, approach and focus on diversity management. The leadership team is aware of the changing context and views their workforce as valued members of their organisation. The leadership team is motivated by its view of the workforce to do the right thing for them. Their ownership of diversity management has increased as the leadership team has appointed a sponsor to oversee the organisation's diversity management efforts. The CEO of this organisation is very supportive and is influencing the leadership team to increase its accountability for diversity management.

Another leadership team member with diverse experience and identity has taken over the sponsorship role for the organisation's diversity management effort. The leaders within the leadership team have a strong sense of identity and values influencing their collective accountability to diversity management. The leadership is developing their intercultural sensitivity as they begin to see the complexity of diversity.

**Leadership approach:** The leadership has adopted an approach to diversity management, with five staff members responsible for each of the visible dimensions of diversity. Their workforce demographic and context influenced the leadership to begin their diversity management journey. The leadership team's cultural capability is developing. Still, they have not seen fully the complexity of diversity. Thus, they have begun with the surface approach of developing various initiatives that celebrate the visible diversity within their organisation. The leadership's vision influences the leadership to deepen its approach but remains aspirational. Like the collective leadership's cultural capability, the leaders' cultural mindset hasn't developed to see the complexity of diversity, thus influencing their approach to begin at the surface level. The sponsor of the organisation's diversity management programme plays a key role in their approach to diversity management.

**Leadership focus:** The size of the organisation and its purpose influence the leadership to focus broadly on diversity management as it operates globally and has a diverse workforce. The organisation's resources of people and time have influenced the leadership to broaden their focus, with staff who have volunteered to lead the different diversity action groups. The leadership's cultural capability is developing, influencing the broadening of their focus. With a vision to value every member within the organisation, the leadership has a broad diversity focus. The leaders' intercultural sensitivity is developing, but they have not yet seen and embraced the complexity of diversity within their workforce.

This organisation's diversity management efforts have just begun as the leadership has increased its accountability for diversity management by taking over the responsibility for its diversity management efforts. Before this, their diversity management strategy was outsourced to a consultant to develop and deliver. The ongoing development of the intercultural sensitivity of leaders will influence the leadership's accountability and approach.

## Organisation J

The leadership in Organisation J fits in the low leadership accountability, surface approach and narrow focus broadening octant.

**Leadership accountability:** The ownership structure of this organisation influenced leadership accountability for diversity management negatively as the international owners did not have a strong vested interest in the organisation's day-to-day operations. The leadership's responsibility for diversity management is low, with limited leadership diversity within the leadership team and a team culture that did not demonstrate psychological safety to pursue discussions about developing the organisation's diversity management. The leadership had some awareness of the changing socio-cultural context but has not responded to it. There was a view that the workforce was there to work, and the diverse needs of their workforce have not been acknowledged, nor has leadership increased their responsibility and commitment to diversity management. The CEO's influence has resulted in low accountability of diversity management, and the lack of diverse leaders within the leadership team has seen little change to leadership's accountability for diversity management. The leaders' level of intercultural sensitivity was low. There was a growing interest in understanding the diversity meant for the business. However, the leaders' accountability to commit and do the right thing for their workforce was low.

**Leadership approach:** The leadership's approach to diversity management remains theoretical, but several initiatives have been proposed that indicate that the leadership approach to diversity management will adopt the surface approach. There has been low intentionality and a lack of understanding of diversity and inclusion within the leadership team. However, several workforce members are influencing the leadership team to consider their approach to diversity management. The cultural capability of the leadership team remains limited but developing because of the changing contexts. There is no vision for their workforce's development. The surface approach is the natural starting point for the leadership to consider how they will manage their diverse workforce today.

**Leadership focus:** The workforce demographic and size of the organisation have influenced the focus of diversity management to be narrow. The organisation's purpose remains as a manufacturing plant producing goods for the market. The organisational resources designated for developing a diversity and inclusion strategy are limited, influencing

the focus to centre around the diversity dimensions visible to the leadership team. The leadership's vision for developing its workforce remains low, with no recognition of the potential for innovation and creativity that a diverse workforce can bring into the organisation. There was low intercultural sensitivity from the leaders, who did not see differences within their workforce.

This organisation is in the very early stages of exploring how to develop a diversity and inclusion strategy. The leadership is in the very early stages of understanding the influence and impact of diversity.

The summary descriptions for each organisation describe the position into which octant each of the five organisations from the second cohort is mapped to. The position of the leadership in the emergent model captures the leadership's agency at the time the study was being undertaken. The ever-changing nature of today's context and diversity might influence the factors to shift the leadership's position in this model if the study was conducted at a different time. Following up on these organisations longitudinally may provide further insights into the influence of the factors in each leadership dimension of diversity management.

## 5.7 Summary of the Chapter

This chapter draws from the data from the first research question of identifying the factors that influence leadership accountability, approach and focus of diversity management to answer the second research question. In this chapter, the factors that influence the three leadership dimensions describe the organisation's leadership agency for diversity management through an emergent model in which the leadership's position can be mapped.

This chapter described how the factors that influence the three dimensions of leadership in diversity management: accountability, approach, and focus of diversity management were quantified. Each leadership dimension factor was scored on a scale of 1-5, with low (1) representing low accountability, surface approach, or narrow focus, and high (5) representing high accountability, deep approach, or broad focus. The scores from each of the three levels of organisation for each leadership dimension were averaged, resulting in three coordinates for each participating organisation. These coordinates were used to map the position of each organisation's leadership on the proposed model of leadership agency for

diversity management. The five organisations used in the second cohort were mapped in this model, and the description of the factors that influenced the leadership of each organisation was summarised. The resulting map visually represents each organisation's current levels of leadership agency for their diversity management efforts. In the next chapter, I discuss the research findings of this study from these two chapters.

# Chapter Six

## Discussion and Conclusion

### 6.1 Introduction

This concluding chapter discusses the study's findings, future research directions, the theoretical contribution to the literature, limitations and practical implications. An effective diversity management approach requires balancing the delivery of a diversity dividend for the organisation and an organisational-wide approach that fosters inclusion and belonging. It needs to consider diversity's complexity in a complex adaptive system such as an organisation. By adopting a complexity lens to look at the interconnected nature of the three leadership dimensions and the factors that influence the dimensions individually or across dimensions and the levels of the organisation, I hope to address leadership's agency for their diversity management efforts.

Strategic diversity leadership describes senior leadership's role, which influences how the organisation manages diversity that involves delivering on the "diversity dividend" or the benefits attributed to the diversity in the organisation (Martins, 2020). Leadership plays a key role in that has largely been unexplored. I have sought to explore its role in their organisation's diversity management efforts by looking at the factors that influence the leadership dimensions of diversity management. This study seeks to contribute to the academic research on leadership's agency for their diversity management efforts. The research questions that this study sought to answer are:

1. **"What factors influence the leadership agency in their organisation's diversity management efforts?"**

The review of the literature revealed three leadership dimensions of diversity management that contribute to an organisation's diversity management efforts. These are leadership accountability, leadership approach, and leadership focus for diversity

management. This resulted in the first research question being broken down into three questions.

- a. **What factors influence leadership accountability for diversity management?**
- b. **What factors influence the leadership approach to diversity management?**
- c. **What factors influence the leadership focus of diversity management?**

The second research question of this study is:

2. **What is the emergent model that can show the position of leadership's agency for an organisation's diversity management efforts?**

This chapter begins with a discussion about the study's cohort before discussing the two parts of the study's findings from the previous two chapters. The first part of the discussion looks at the findings that emerged from the first research question. This section discusses the different categories of factors and the common factors across all three sub-research questions that emerged. Following that, a discussion about the interactions between factors looks at the nature of the connections between factors. Future research directions related to the discussion's first part are discussed. The second part of this chapter discusses the findings that answer the second research question. From the second research question, the discussion addresses the rationale and development of an emergent model, how the emergent model can be used and any future research directions. This research's overall practical implications, theoretical contributions and limitations are discussed. Finally, this chapter concludes by summarising the conclusions of this study.

## **6.2 Discussion of Part One**

This section discusses the study's findings that sought to answer the first research question, *"What factors influence leadership's accountability, approach and focus of diversity management?"* The discussion examines the factors that emerged from the findings from Chapter 4 in greater detail. This seeks to understand the type of factors, the factors' influence across the leadership dimensions and the interaction between factors. Finally, this discussion examines the interactions between different factors that have emerged from the study. Future research directions for the first part of the study are also discussed. I begin by discussing the common factors that emerged from the study's findings across the three leadership dimensions of diversity management.

### **6.2.1 The Categorisation of the Factors**

The factors that have emerged from the study that influence the three leadership dimensions can be categorised into environmental, structural, and behavioural categories (Swanson & Holton, 2005; McShane et al., 2010). The different categories of factors help to understand the nature of the factor's influence and how they are interconnected. Behavioural factors make up the majority of factors. Some factors can be categorised into more than one category. For example, organisational context can be broken into environmental, structural and behavioural aspects (Ghoshal & Bartlett, 2007). Table 6.1 summarises the three different categories of factors and their categorisations. The behavioural categories are labelled with a B, the structural with an S and the environmental with an E beside the factor.

**Table 6.1:** Categorisation of Factors that influence the three Leadership Dimensions

	<b>Leadership Accountability for Diversity Management</b>	<b>Leadership Approach to Diversity Management</b>	<b>Leadership Focus of Diversity Management</b>
<b>External</b>	Changing socio-cultural climate <b>E</b> External stakeholder's influence <b>E</b>	Changing socio-cultural climate <b>E</b> External stakeholders <b>E</b>	Changing socio-cultural climate <b>E</b> External stakeholders influence <b>E</b>
<b>Organisational Level</b>	Organisation's workforce demographic <b>E &amp; S</b> Organisational context <b>S, B and E</b> Ownership structure <b>S</b>	Organisation's workforce demographic <b>E &amp; S</b> Organisational context <b>S, B, E</b>	Organisation's workforce demographic <b>E &amp; S</b> Organisation size <b>S</b> Organisational context <b>S, B, E</b> Organisational resources <b>S</b>
<b>Group-Organisational Level</b>	Leadership team composition <b>S</b> Leadership team culture <b>E</b> Leadership awareness of changing context <b>B</b> Leadership's view and relationship with their workforce <b>B</b> Leadership rationale for diversity management <b>B</b> Leadership's ownership of diversity management <b>B</b>	Leadership's intercultural capability <b>B</b> Leadership's vision for their workforce <b>B</b>	Leadership's cultural capability <b>B</b> Leadership's vision for their workforce <b>B</b>
<b>Individual-Group Level</b>	The leader of the leadership team's influence <b>B</b> Role of a diverse member of the leadership team <b>B</b> Leadership capacity <b>B</b>	Leader's intercultural mindset <b>B</b> Role of a diverse member of the leadership team <b>B</b>	Role of a diverse member of the leadership team <b>B</b>
<b>Individual Level</b>	Leader's identity <b>B</b> Leader's intercultural sensitivity <b>B</b>	Leader's identity <b>B</b> Leader's intercultural sensitivity <b>B</b>	Leadership's intercultural sensitivity <b>B</b>

The categorisation of the factors is discussed in greater detail below. I begin with the environmental factors.

### **Environmental Factors**

This category describes the physical, social or cultural factors that influence the leadership in their strategic diversity management efforts. Environmental factors enable

further understanding of how they can influence human behaviour, in this case, leadership's behaviour in managing diversity. The world has often been described as volatile, uncertain, complex and ambiguous (VUCA). However, this is changing. Since the early 2020s, the world has been described as brittle, anxious, non-linear and incomprehensible (BANI) to make sense of the issues such as climate change, global systemic change and the emergence of artificial intelligence that organisations are facing (Kraaijenbrink, 2022). The environmental factors address the world and context in which organisations are operating and how organisations are responding to the context. In today's BANI world, brittleness requires capacity and resilience, anxiety asks for empathy and mindfulness, nonlinearity calls for context and adaptivity, and incomprehensibility demands transparency and intuition. Today's BANI environment requires leadership to respond to the changing environment. Within the environment, there are various dimensions.

In this study, the environmental factors that influenced leadership's diversity management efforts were economic, socio-cultural, political and legal, competitive, supplier, globalisation and demographic. These were common across all three leadership dimensions and were mostly beyond the control of the leadership. While some environmental dimensions did not emerge in the study's findings, they are present in organisations' environments. For example, the ecological dimension of the environmental factors did not emerge in the study's findings. However, the effect of climate change is likely to impact how organisations operate in an unpredictable environment and how their workforce is navigating the challenges the extreme weather patterns are placing on organisations. The global political environment remains volatile, with events such as the ongoing wars in Ukraine and the Middle East, the post-COVID-19 economic challenges, and the disruption of supply chains that impact organisations' ability to sustain and maintain their competitive advantage. The environmental factors are summarised in Table 6.2.

**Table 6.2:** Environmental Factors that Influence the Three Leadership Dimensions of Diversity Management

	<b>Leadership Accountability for Diversity Management</b>	<b>Leadership Approach to Diversity Management</b>	<b>Leadership Focus of Diversity Management</b>
<b>External</b>	Changing socio-cultural climate <b>E</b> External stakeholder's influence <b>E</b>	Changing socio-cultural climate <b>E</b> External stakeholders <b>E</b>	Changing socio-cultural climate <b>E</b> External stakeholders influence <b>E</b>
<b>Organisational Level</b>	Organisation's Workforce Demographic <b>E &amp; S</b> Organisational context <b>S, B and E</b>	Organisation's Workforce Demographic <b>E &amp; S</b> Organisational Context <b>S, B, E</b>	Organisation's Workforce Demographic <b>E &amp; S</b> Organisational context <b>S, B, E</b>
<b>Group-Organisational Level</b>	Leadership team culture <b>E</b>		

The environmental factors have influenced how leadership has responded to managing diversity in this environment. For example, the growing awareness of racial inequity and injustice from the Black Lives Matter movement has influenced leadership to reconsider how they demonstrate their commitment to diversity and inclusion with their diverse clients, customers and workforce. It has influenced the leadership of several organisations to develop their diversity and inclusion strategy and also to address equity in their organisation. Organisations are navigating how to remain sustainable in a post-pandemic economic climate, with leadership balancing the decisions about their organisation's financial sustainability alongside decisions about diversity management strategies and programmes of work. For one organisation, the health and safety legislation has influenced the leadership to have greater accountability for the safety and well-being of their workforce.

Another environmental factor that has influenced leadership to consider their accountability, approach and focus for diversity management is the influence of their stakeholders. Alongside today's socio-cultural climate, there is greater awareness of diversity and inclusion issues within the workforce, the future workforce and clients. These stakeholders have greater expectations of the leadership to demonstrate that their organisation values diversity and inclusion. The workforce has greater agency in who they

choose to work for and are making choices to leave organisations that do not align with their values. Future employees are researching the organisations they work for to look at how diversity is valued. Clients and prospective clients influence the leadership of organisations as they make choices to work with organisations that value diversity in their workforce.

Environmental factors go beyond the external environment to include factors that have influenced the leadership team at the organisational level. The demographic of their workforce and the organisational context have been catalysts for leadership to address the levels of their organisation's accountability, approach and focus on diversity management. The increasing diversity in the workforce, coupled with the workforce's expectations to be valued and respected, have influenced the leadership to address their diversity management approach. As an environmental factor, the organisational context (which describes the organisational culture, the climate, systems and processes) influenced leadership to consider their diversity management approach and focus so that the organisational culture would value diversity and inclusion.

At the group level, the leadership's team culture is the environmental factor that influences all three leadership dimensions. The leadership culture describes the psychological safety within the leadership team to discuss and make strategic decisions about managing diversity in the organisation. A cohesive leadership team culture that allowed diverse perspectives and views to contribute to the leadership's strategic management of diversity influenced the leadership to increase their accountability, deepen their approach and adjust their focus for diversity management. In leadership teams where there was low cohesion, where there was limited opportunity to express diverse views and approaches to diversity management, it resulted in having a negative influence on leadership's accountability, approach and focus of diversity management.

These environmental factors have influenced the leadership in their commitment and approach to diversity management. In this study, the environmental factors influenced the majority of the organisation's leadership to consider their accountability for diversity management, address their current approach, and, to a lesser degree, focus on their diversity management efforts.

**Structural Factors**

Structural factors are the systemic factors in which individuals, groups and societies operate. These factors define roles, responsibilities, reporting lines and how work is organised and undertaken, providing the foundation for dividing and executing work. Structural factors play a critical role in achieving organisational goals and outcomes. Examples of structural factors are the organisational chart, how the organisation is grouped into departments, the chain of command, the span of control, procedures and processes, job design and workflow processes. In the case of diversity management, structural factors can include the diversity and inclusion strategy and organisational targets. As a structural factor, the aspect of organisational context describes the organisation's reporting structure, systems, policies and procedures that influence leadership in their diversity management efforts (Ghoshal & Bartlett, 2007).

This study identified structural factors within the organisational context and the organisation's workforce demographics that influence leadership. In two organisations in this study, the structural factors influenced the leadership to address the inequities within the current organisational context and structures by undertaking an organisation-wide transformation programme. The organisational contexts influence the leadership in their diversity management efforts as they may no longer be fit for purpose. Table 6.3 shows the structural factors that influenced the three leadership dimensions.

**Table 6.3:** Structural Factors that Influence the Three Leadership Dimensions of Diversity Management

	<b>Leadership Accountability for Diversity Management</b>	<b>Leadership Approach to Diversity Management</b>	<b>Leadership Focus of Diversity Management</b>
<b>Organisational Level</b>	Organisation's workforce demographic <b>E &amp; S</b> Organisational context <b>S and B</b> Organisational ownership structure <b>S</b>	Organisation's workforce demographic <b>E &amp; S</b> Organisational context <b>S and B</b>	Organisation's workforce demographic <b>E &amp; S</b> Organisation size <b>S</b> Organisational context <b>S and B</b> Organisational resources <b>S</b>
<b>Group-Organisational Level</b>	Leadership composition <b>S</b>		

Structural factors such as the organisational workforce and context influenced the leadership team externally.

### **Behavioural Factors**

Behavioural factors are the behavioural characteristics that influence actions, decisions or interactions with others. They are interconnected with the structural factors that collectively shape an organisation's operations. Behavioural factors look at personality traits, styles, motivations, habits and social influences such as values and beliefs that are key in shaping how people think, feel and interact in different situations. However, behavioural factors are less formal and tangible than structural factors and are dynamic. In the context of this study, the behavioural factors address the collective leadership team and each of the individual leader's attitudes, motivations and influences about diversity that shape their agency for diversity management. Identifying the behavioural factors provides a greater understanding of human and group behaviour and why leaders and the leadership behave the way they do. The behavioural category can be further broken down into personal and relational categories. The personal categories address factors influencing the individual leader's thinking, acting and behaving in their organisation's diversity management efforts. The relational category addresses the factors describing the interactions between people - such as between the leaders or interactions between the leadership and their workforce.

As the workforce in organisations increases in diversity, a greater diversity of values, beliefs, and worldviews emerge within teams and the organisation. This requires leadership

to have greater awareness and understanding of the complexity of diversity and develop their intercultural sensitivity to address the cultural differences and find common ground and purpose within their teams and organisations. In order to lead teams and organisations, leaders and the leadership team will need to understand how this influences and impacts their workforce's motivation, values and habits.

The behavioural factors are listed in Table 6.3 below, showing how they influenced leadership in the three dimensions of accountability, approach and focus.

**Table 6.4:** Behavioural Factors that Influence the Three Leadership Dimensions of Diversity Management

	<b>Leadership Accountability for Diversity Management</b>	<b>Leadership Approach to Diversity Management</b>	<b>Leadership Focus of Diversity Management</b>
<b>Organisational Level</b>	Organisational context <b>S and B</b>	Organisational context <b>S and B</b>	Organisational context <b>S and B</b>
<b>Group-Organisational Level</b>	Leadership team culture <b>B</b> Leadership awareness of changing context <b>B</b> Leadership's view and relationship with their workforce <b>B</b> Leadership rationale for diversity management <b>B</b> Leadership's ownership of diversity management <b>B</b>	Leadership's intercultural capability <b>B</b> Leadership's vision for their workforce <b>B</b>	Leadership cultural capability <b>B</b> Leadership's vision for their workforce <b>B</b>
<b>Individual-Group Level</b>	The leader of the leadership team's influence <b>B</b> Role of a diverse member of the leadership team <b>B</b> Leadership capacity <b>B</b>	Leader's intercultural mindset <b>B</b> Role of a diverse member of the leadership team <b>B</b>	Role of a diverse member of the leadership team <b>B</b>
<b>Individual Level</b>	Leader's identity <b>B</b> Leader's intercultural sensitivity <b>B</b>	Leader's identity <b>B</b> Leader's intercultural sensitivity <b>B</b>	Leadership intercultural sensitivity <b>B</b>

From Table 6.3, the behavioural factors can be found within the leadership team and individual leaders. The attitudes and motivations of the leadership team and leaders influence their decisions about their diversity management efforts. This identifies how the leadership can develop their attitude, intercultural sensitivity and motivation about diversity to influence their accountability, approach and focus of diversity management. Behavioural factors such as the leadership's collective intercultural capability influenced the leadership team in their approach and focus on diversity management. It required addressing the hidden mindsets, attitudes and belief systems within each leader and the leadership team.

## 6.2.2 Common Factors Across the Leadership Dimensions

The common factors that emerged from the study's findings were those present across all three or in two leadership dimensions identified in Table 6.1. Common factors are the same factors but which influence the leadership dimensions differently. For example, leadership's intercultural capability is common in the leadership approach and focuses on diversity management dimensions. In contrast, the workforce's demographic is a common factor across all three leadership dimensions. The analysis of the common codes using Jaccard's coefficient identified in Chapter 3 indicates that the codes between the two factors had common elements between factors that were not identical.

The common factors that influenced all three leadership dimensions are as follows :

External Environment:

- The changing socio-cultural context
- The external stakeholder's influence

Organisational Level:

- Organisational workforce
- Organisational context

Individual level

- Leader's intercultural sensitivity

The common factors illustrate that the organisation as a complex adaptive system is interconnected and dynamic, and relationships exist where a factor can influence more than one leadership dimension. This demonstrates the nuanced influencers of the leadership's agency in their organisation's diversity management efforts. These factors influenced leadership externally as "push" or internally as "pull" factors in their organisation's diversity management efforts. I now discuss the common factors influencing all three leadership dimensions for diversity management.

### **Common factors across all three leadership dimensions**

Firstly, external factors such as the changing socio-cultural context and external stakeholders have influenced the leadership to consider their accountability, approach and focus for diversity management. Though they are separate factors, their influence is similar. The changing socio-political and socio-cultural contexts influenced the leadership to consider their commitment and responsibility for their diverse workforce and how they approached

their organisation's diversity management. The external stakeholders, such as clients and future employees, also influenced leadership in their strategic management of diversity. The external factors were "pull" factors that influenced the leadership to make strategic decisions about their diversity management efforts to adapt to the external environment. From the study's findings, the leadership of the cohort of organisations in this study recognised the changing contexts they were facing and were responsive to these factors. It influenced them to increase their accountability for diversity management in their organisations and ensure that their approach and focus reflected the changing climate in which they were operating. The following proposition is offered:

*Proposition 1 (P1): The external environment influences the leadership to increase their accountability, deepen their approach and broaden the focus on their organisation's diversity management efforts.*

At the organisational level, the organisational context and workforce demographic are common factors influencing all three leadership dimensions of diversity management. The organisational context and workforce demographic "push" factors influenced the leadership to address their accountability, approach and focus for diversity management. As the organisation's workforce demographic changes and increases in diversity, the increasing number of diversity characteristics emerging in the workforce results in greater visibility and a greater critical mass of diversity. This influences the leadership to consider their responsibility to maintain their organisation and workforce well-being. Many of the leaders of the organisations in this study are asking how they can ensure that their workforce experiences inclusion and belonging while also ensuring the organisation's sustainability. The organisational contexts, such as the organisational structures and culture, are from a previous era, where the workforce was considered a human resource, and the leadership's power over the workforce was great. However, this is changing due to the external contexts and a greater understanding of the complexity of diversity. It is influencing the leadership of some organisations to address their organisational contexts to ensure greater equity, inclusion and belonging for all their staff. The following proposition is offered:

*Proposition 2 (P2): The organisation's context and changing workforce demographic influence the leadership to increase their accountability, deepen their approach and broaden their focus of diversity management.*

Another common factor across all three leadership dimensions emerged at the individual level, where the leader's intercultural sensitivity influenced their accountability, approach and focus for diversity management. This factor is a "pull" factor where the factor was by leaders from within the organisation that influenced the leadership in their strategic decisions about diversity management. A leader's intercultural sensitivity influences their personal accountability to diversity management as the leader develops their personal intercultural awareness from fearing difference to valuing difference. This plays a key role in influencing their leadership style to become an inclusive leader and an advocate for their organisation's diversity management efforts. Leaders who have developed a high level of intercultural sensitivity see the value of diversity within their teams and organisations. They have developed their understanding of the growing complexity of diversity. This equips the leader to navigate how they manage the complexity of diversity within their teams and in the organisations they lead. Managing diversity within teams and organisations requires their leaders to personally develop their intercultural sensitivity to understand the nuances and complexities of diversity. This equips them to make strategic decisions about diversity management.

Leader's intercultural sensitivity influences their personal accountability to diversity management. In leadership teams where the individual leaders have developed their personal intercultural sensitivity, their influence within the leadership team increases accountability, deepens the approach and broadens the focus of their organisation's diversity management efforts. In leadership teams where the leaders have not developed their intercultural sensitivity, their influence on their organisation's diversity management strategy has the opposite effect. It influences the leadership to have low accountability, a surface approach and a narrow focus on diversity management. In summary, the following proposition is offered:

*Proposition 3 (P3): A leader's intercultural sensitivity is a continuum that influences all three leadership dimensions, where leaders who have developed their intercultural sensitivity influence their accountability to increase, their approach to deepen and the focus to broaden for their organisation's diversity management.*

The next section addresses the common factors that influence two of the three leadership dimensions of diversity management.

### **Common Factors Across Two Leadership Dimensions**

The common factors that influenced two of the three leadership dimensions are:

#### Group-Organisational Level

- Leadership's cultural capability (Common between leadership approach and leadership focus)
- Leadership's vision for their workforce (Common between leadership approach and leadership focus)

#### Individual level

- Leader's identity (Common between leadership accountability and leadership approach)

First, I discuss the common factors influencing the Leadership approach and focus of diversity management.

The common factors that influence the leadership approach and leadership focus relate to the factors that influence how the leadership implements their organisation's diversity management strategy. Leadership approach and focus describe two aspects of an organisation's strategic diversity management. The leadership approach looks at how the organisation's diversity management develops, while the leadership focus addresses the practicality of the organisation's contexts.

Leadership's intercultural capability influences both the leadership dimensions as leadership's understanding of the complexity and appreciation of diversity influences their strategic management of diversity. Leadership can seek to manage diversity or manage for diversity within their organisation. Alongside influencing the leadership approach, leadership's intercultural capability influences the focus of their diversity management in determining the focus of the surface-diversity characteristics. Depending on the leadership's intercultural capability, the focus may be on one or all the surface-level diversity characteristics. The contexts in which the organisation operates influence the focus.

Alongside leadership's intercultural capability, the leadership's vision for their workforce influences the approach and focus of their organisation's diversity management efforts. It communicates the leadership's intentionality. When the leadership has a vision for their workforce to be integrated and contribute to the organisation for the benefit of both, it influences them to deepen and broaden their approach. The leadership's vision for their

workforce is to contribute to their organisation's outcomes; it influences the leadership to adopt a surface-level approach to their diversity management and potentially focus on one surface-level diversity characteristic or one that reflects the workforce demographic. The following proposition is offered:

*Proposition 4 (P4): The leadership's intercultural capability influences their vision for their workforce to deepen their approach to and broaden the focus for diversity management.*

The last common factor influenced leadership accountability and leadership approach to diversity management. The factor was leader identity. Leader identity influences their personal accountability and approach to their organisation's diversity management efforts by addressing the leader's lived experiences, values, beliefs, and worldview. This increases leaders' responsibility and commitment to managing the diversity within their workforce. This factor did not include leadership focus for diversity management as the study's findings did not identify the relationship. The following proposition is offered:

*Proposition 5 (P5): A leader's identity influences leadership's accountability to increase and approach their organisation's diversity management efforts to deepen. A leader's identity may also broaden leadership focus for diversity management.*

These common factors highlight that managing the diversity phenomena in organisations is complex and requires leaders and leadership to understand the nuances and relationships that impact and influence how they manage the diversity within their organisation. In the next section, I look at the common factors that emerge at all levels of the organisation.

### **6.2.3 Interactions between Factors that Influence the Leadership Dimensions**

My thesis identified the factors that influence the three leadership dimensions of diversity management. These factors can influence the leadership's decisions and actions in the strategic management of their diverse workforce. In complex systems, there are nuances and patterns of relationships within and between the factors influencing the three leadership dimensions of diversity management. This study's findings identified mediating and moderating relationships in the interactions between factors that influence each leadership dimension for diversity management (Aguinis et al., 2017; Baron & Kenny, 1986). Moderating factors moderate the influence of another factor's influence on one of the leadership

dimensions. Mediating factors act as an intermediary, mediating the relationship between the factors and the leadership dimensions. This section looks at the relationships between the factors that interact with other factors that emerged from the study.

### **Leadership Accountability for Diversity Management**

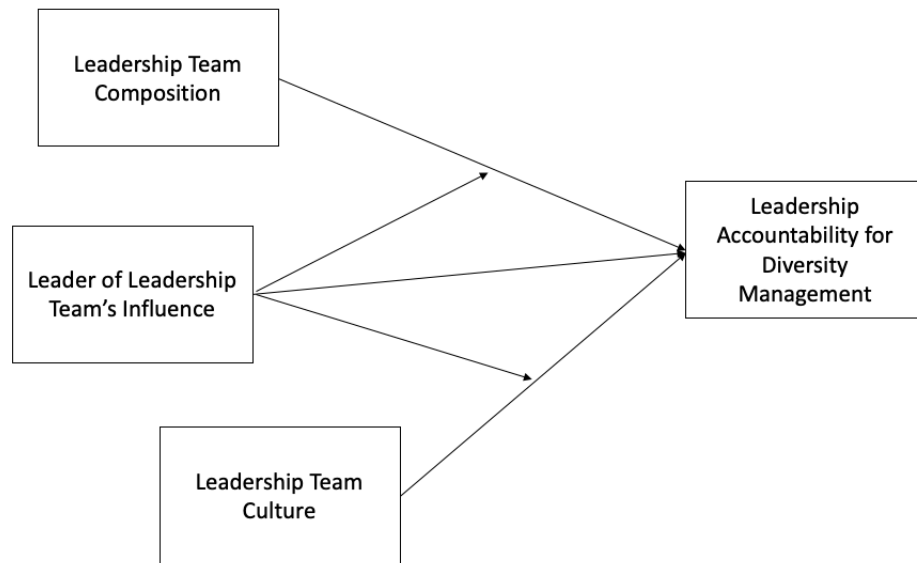
- Leadership team composition, leadership team culture and the influence of the CEO on leadership accountability for diversity management

The relationship between leadership team composition and team culture reflects the relationship between diversity and inclusion (Roberson, 2006). Leadership team composition describes leadership team diversity. The leadership team diversity in the organisations in this study ranged from having few surface and deep-level diversity characteristics to having all the surface and many deep-level characteristics within the team. Research into leadership team diversity research has looked at its composition (Eagly & Chin, 2010), its relationship with the organisation's performance (Homburg & Bui, 2013; Boone & Hendriks, 2009), and its effect on strategic decision-making (Kauer et al., 2007). From this study's findings, the leadership team with greater diversity had greater accountability for their organisation's diversity management efforts.

The leadership team culture describes the level of inclusion within the leadership. Psychological safety within the leadership team enables members to express different perspectives, styles and opinions. High-performing teams require psychological safety to build the trust required for creativity and innovation (Post, 2012; Edmondson & Mogelof, 2006; Mane, 2019). Research has addressed psychological safety in teams, but not specifically in leadership teams or for strategic diversity management (Edmondson, 1999; Jha, 2019). However, the research findings can apply to the leadership team. In the context of this study, the cohesive leadership team culture that had psychological safety enabled the leadership to discuss how they approached managing diversity within their organisation. The leadership team culture with high psychological safety influenced the leadership's accountability for diversity management to increase. Conversely, a leadership team culture with low psychological safety influenced the leadership accountability levels to remain the same or decrease.

These two factors are "two sides of the same coin" that influence leadership accountability for diversity management. The two factors are independent, where the

leadership can have limited diversity and have a good team culture or have a diverse leadership team with a poor team culture. Moderating these two factors is another factor. The influence of the leadership team leader (Managing Director or CEO) moderated leadership team composition and leadership team culture's influence of accountability for diversity management. Research identifies the CEO's influence and their relationship with their team who put into action their organisation's diversity management efforts resulting in the implementation of effective diversity management in their organisations (Ng & Sears, 2020; Ng et al., 2021). The CEO's characteristics also moderate the leadership team's functional diversity and the firm's performance (Buyl et al., 2011). In this study, the leader of the leadership team factor moderated both the leadership team composition and leadership team culture to increase their accountability for diversity management. The CEO played a significant role in determining the composition of the leadership team and developing psychological safety to increase their accountability for diversity management. Figure 6.1 illustrates the interactions between the factors, with leadership composition being the moderating factor influencing leadership accountability.

**Figure 6.1:** Interaction between Leadership Team Composition and Leadership Team Culture

In the study, Organisation A's leadership team is small, with two Managing Directors who have worked together for a long time. While there is limited diversity in the small leadership team, they complement each other in surface-level diversity characteristics and share some deep-level characteristics. The team culture has high psychological safety that enables the leaders to share their perspectives and views about their approach to diversity management. Organisation B's leadership is an executive leadership team that is predominantly female but with different surface-level and deep-level diversity characteristics. This includes different ethnicities, professional backgrounds, values and lived experiences. However, the CEO developed the leadership team's collective commitment to address workforce diversity challenges by developing and implementing their diversity management strategy.

In contrast, the leadership teams of Organisation F and G were predominantly male, but the CEO ensured that there was a safe team culture that allowed for diverse perspectives to be shared and heard. The leadership team of Organisation H is small, with limited diversity. However, the Chief Executive has developed a team culture that values diversity in the organisation. The CEO of Organisation I recently appointed two female leaders to the predominantly male leadership team and was developing a positive team culture where everyone's perspectives and contributions are valued. He appointed a member to the

leadership team who was very passionate about diversity and inclusion and is to sponsor the organisation's diversity management efforts. In Organisations B, E and J, the leadership teams were predominantly male of the same age demographic, with similar values, lived experiences and perspectives about diversity in the organisation. While there was some diversity, with one leadership team member being female and another from a different ethnicity, in Organisation C, the CEO did not foster psychological safety that allowed diverse perspectives to be shared about diversity management. The CEO of Organisation D appointed a diverse team and developed a strong team culture that was collectively committed to their organisation's diversity management efforts.

Therefore, in summary,

- Organisations A, B, H, G, F, and I had leadership teams with limited diversity and good team culture.
- In contrast, Organisations C, E and J had leadership teams with limited diversity and poor team culture.
- The leadership of Organisation D had diverse leadership with a good or developing team culture.

The leadership team culture and composition influence the leadership's accountability for diversity management. The CEOs played a significant role in determining the composition of the leadership team and the development of psychological safety within that influenced the discussion and decisions about their organisation's strategic diversity management. In summary, the following proposition is offered:

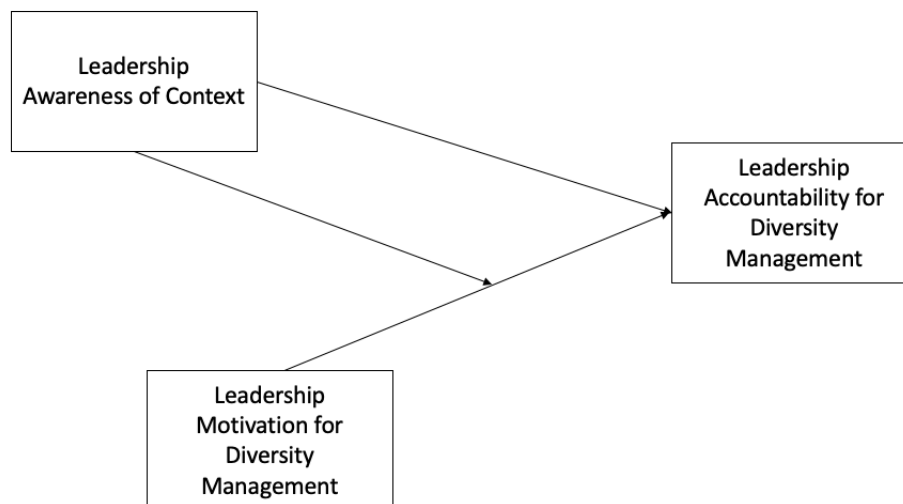
*Proposition 6 (P6): Leadership team culture (that values diversity and high psychological safety) and the leadership team are associated with leadership accountability. The influence of the CEO of the leadership team strengthens this relationship.*

- Leadership's Awareness of Context and Leadership Motivation

Leaders' awareness of context increases their motivation and accountability for diversity management. The leadership's awareness of the context describes the level of awareness of the environmental influences their organisation is facing. These environmental influences include the changing socio-cultural context and their organisational context and its impact on their organisation. Context contributes to the effectiveness of an organisation's diversity management efforts (Umeh et al., 2023; Pringle & Ryan, 2015). The pace of today's

ever-changing context requires leadership to be aware of the wider system and its influence on their organisation's well-being and sustainability. The global talent shortage and the changing socio-cultural climate are influencing leadership accountability for diversity management. Leadership motivation for their diversity management efforts describes their rationale for seeking to manage the diversity within their workforce. The leadership's awareness of the context in which their organisation operates influences the leadership to increase their motivation and accountability for diversity management. The figure below illustrates the relationship. Figure 6.2 illustrates how leadership's awareness of context increases leadership's motivation for diversity management.

**Figure 6.2:** Interaction between Leadership's Awareness of Context and Leadership's Motivation for Diversity Management



Organisation A's leadership's awareness of the changing socio-cultural context and the value of ethnic diversity's contribution to their diversity dividend strengthened the relationship between their motivation and accountability for diversity management. It strengthened and increased their motivation to pursue a strategy to develop a team that specialised in delivering cultural solutions for their clients. In contrast, Organisation J's leadership had a low awareness of their context. Their limited awareness of the socio-cultural climate of their workforce demographic weakened the relationship between their motivation and accountability for their diversity management efforts. The leadership did not see the need

for their organisation to manage the diversity in their organisation. In summary, the following proposition is offered:

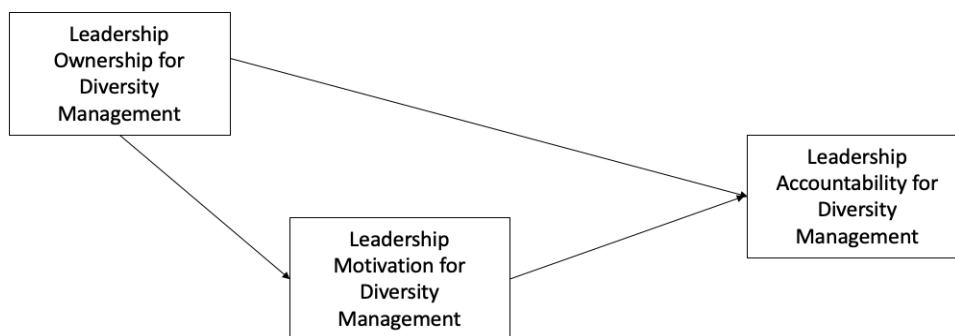
*Proposition 7 (P7): Leadership's awareness of context strengthens the relationship between their motivation and their accountability for diversity management efforts.*

- Leadership motivation and leadership ownership for diversity management

The interaction between leadership motivation and leadership ownership of their organisation's diversity management efforts describes a different relationship where leadership motivation mediates the relationship between leadership ownership and leadership's accountability for diversity management. Leadership motivation describes the leadership's rationale for their organisation's diversity and inclusion management efforts. The reasons that motivate the leadership team to manage the diversity within their workforce result in increasing ownership of their diversity management efforts. Leadership motivation acts as the catalyst for leadership's ownership of diversity management, which influences leadership accountability for diversity management. Leadership ownership describes the leadership's commitment and support for diversity management. There's a lack of research that addresses leadership motivation for diversity management. However, research on the link between Top Management Teams and their organisation's performance (Carson et al., 2004; Boone & Hendriks, 2009) suggests that one of their motivations is the organisation's performance.

From the study's findings, leadership motivation mediates the relationship between leadership ownership and leadership accountability for diversity management. When the leadership has a clear rationale and understanding of the importance of diversity and inclusion, it influences the leadership to increase their ownership of their diversity management efforts, which influences greater accountability for diversity management. Their commitment and their actions demonstrate their accountability for diversity management. Figure 6.3 illustrates the interactions between leadership motivation for diversity management and leadership's ownership for diversity management.

**Figure 6.3:** Interaction between Leadership Motivation and Leadership Ownership of Diversity Management



Several examples from the study's findings illustrate this relationship. The leadership of Organisation A was motivated to grow a developing market and undertake work that made a difference to a social group with poor socio-economic indicators. This motivation increased the leadership's ownership of their diversity management strategy, which influenced their accountability, resulting in a commitment to increase the number of Māori and Pasifika in their workforce to work in this area.

In Organisation F, the leadership's motivation for their diversity management efforts was to support their workforce to do good work, resulting in positive outcomes for the organisation and their workforce. The leadership's motivation for diversity management increased their ownership of their organisation's diversity management efforts, ensuring their workforce was supported to undertake their work.

Conversely, where leadership had low motivation or no rationale for their diversity management efforts, it decreased their ownership of diversity management. The leadership of Organisation B and I had low motivation to develop their organisation's diversity management approach. They continued to seek metrics for the "diversity dividend". It affected their ownership of their diversity management efforts, which influenced their accountability of diversity management. In summary, the following proposition is offered:

*Proposition 8 (P8): A leadership team with a strong rationale and motivation for their organisation's diversity management efforts influenced their ownership level for their diversity management, thus increasing their accountability.*

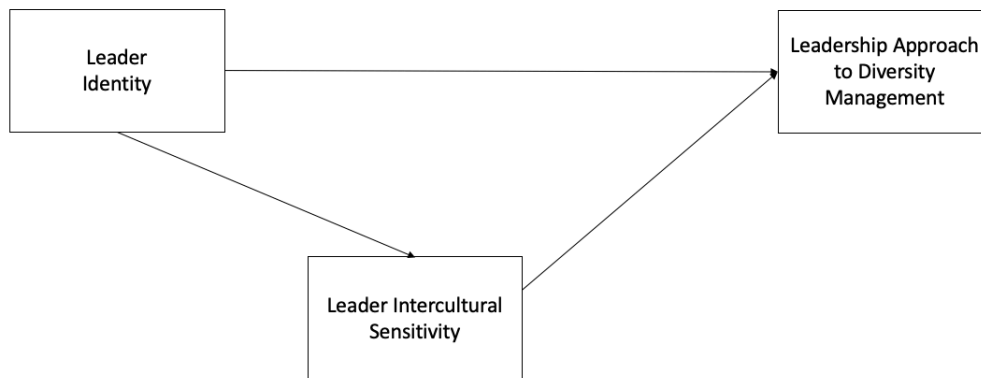
I now look at the interactions between factors that influence the leadership approach of diversity management.

### **Leadership Approach to Diversity Management**

In this dimension, the factors that interact with each other are:

- Leader's identity and leader's intercultural sensitivity

A leader's identity describes their personality, experiences, beliefs, values, attitudes and characteristics that define a person's sense of themselves and as leaders. It is how leaders perceive themselves and their leadership role. A leader's identity is linked to a person's self-concept and is shaped by their experiences, interactions, and roles in various leadership positions (Miscenko et al., 2017). A leader's self-concept, values, and beliefs (their identity) influence their ability to understand and navigate the complexities of diversity in their teams and organisations (intercultural sensitivity). Intercultural sensitivity describes the leader's openness to differences and the development of their awareness to interact with people from diverse cultural backgrounds. Intercultural sensitivity is a behavioural response that can be developed (Bennett & Bennett, 2001; Hammer et al., 2003). Greater intercultural sensitivity enables the leader to be more self-aware about the complexities of diversity, thus influencing them to pursue a deeper approach to their diversity management that addresses the complexity of diversity. A leader's intercultural sensitivity mediates the relationship between their identity and their approach to diversity management. Developing their intercultural sensitivity increases the leader's self-awareness and self-concept, increasing their awareness of their cultural background and biases. This influenced the leadership to adopt an approach to diversity management that developed cultural inclusion. Figure 6.4 illustrates the interactions between leader identity and leader intercultural sensitivity.

**Figure 6.4:** Interaction between Leader Identity and Leader Intercultural Sensitivity

While a leader's identity and intercultural sensitivity are distinct, they are interconnected. Intercultural sensitivity mediates the leader's identity's influence on the leadership's approach to diversity management. A self-aware and open-minded leader is more likely to deepen their approach to diversity management as they develop their intercultural sensitivity to see the complexity of diversity. Conversely, a leader with a closed mind is less likely to develop their intercultural sensitivity, thus approaching their diversity management efforts at the surface level. A leader's identity's influence of their approach to diversity management is greater when their intercultural sensitivity levels are considered. Their strategic diversity management decisions deepen their approach to developing cultural inclusion. The study identified the relationship between leader identity and intercultural sensitivity from what the leaders' said and their views of diversity.

One of the leaders in Organisation F, a Māori, talked about how his identity influenced his understanding of the complexity of diversity, which influenced him to deepen the organisation's approach to diversity management. His development of intercultural sensitivity through his lived experiences strengthened his identity's influence on how he influenced the organisation's approach to diversity management. This influenced him to lead the organisation's diversity management efforts to ensure that its approach developed cultural inclusion. In contrast, the leaders in Organisation C were in the early stages of developing their intercultural sensitivity. From the perspective of the diverse leader, many in the leadership team did not value the diverse perspectives that diversity brings. The leadership team had begun a collective journey of understanding Te Aō Māori (Māori culture), influencing their approach to managing diversity in their organisation. Their efforts

remain at the surface level, where the approach is to increase the diversity within the leadership team and the organisation. The relationship between a leader's identity and the development of intercultural sensitivity has been drawn from the findings of the interviews. The research in diversity management has been separate from the research into leader identity and intercultural sensitivity. Integrating the research on leader identity and developing intercultural sensitivity with diversity management addresses a facet of leadership agency in diversity management. In summary, the following proposition is offered:

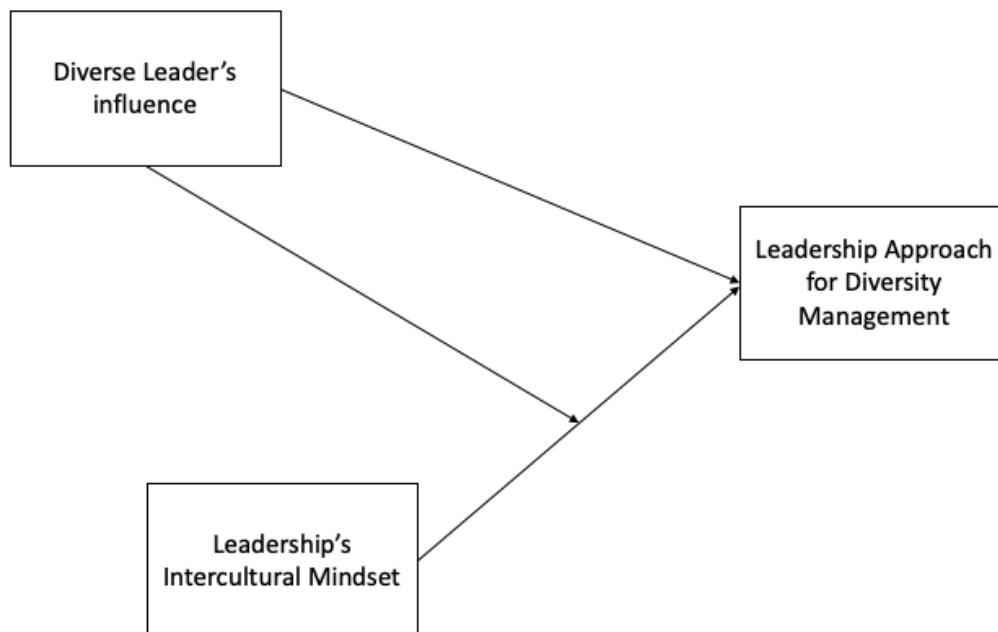
*Proposition 9 (P9): A leader's intercultural sensitivity mediates the relationship between their identity and their approach to diversity management.*

- Leader's intercultural mindset and diverse leader's cultural influence on the leadership's approach

A leader's intercultural mindset describes the leader's intercultural awareness level. Every leader's intercultural mindset influences how they perceive, interact and contribute to conversations within the leadership team and the approach they adopt for diversity management efforts (Roberson & Perry, 2022). Research into a leader's intercultural mindset has looked at the different aspects of how leaders function in diverse settings and diversity management practices (Paiuc, 2021; Turner & Merriman, 2022; Pandey, 2018). In this study, the interviewed leaders described how their intercultural mindset influenced their decisions on how they approached diversity management.

A diverse leader describes a member of the leadership team who has different surface-level and deep-level characteristics within the leadership team (Leigh et al., 2010). They may be from a minority group within the leadership team, such as one of the few women or a migrant with different values, worldviews and lived experiences in the team. The diverse leader's perspectives moderate the influence of the leadership's intercultural mindset by exposing the leadership team to diverse perspectives and experiences. They strengthen the development of the leadership's intercultural mindset, which influences the decisions that leadership makes about their diversity management approach. As the leadership team gains greater awareness of the complexity of diversity, it influences the leadership team to have a greater understanding to deepen their approach to diversity management. Figure 6.5 illustrates the interaction between the leadership's intercultural mindset and the diverse leader's influence.

**Figure 6.5:** Interaction between Leadership's Intercultural Mindset and the Diverse Leader's Influence



A diverse leader's influence is a moderating factor. It moderates the relationship between the leadership's intercultural mindset and their approach to diversity management. The presence and participation of a diverse leader within a team influence the leadership to develop their intercultural mindset that deepens their diversity management approach. The diverse leaders in Organisation I's leadership team influenced the other members to develop their intercultural mindset, influencing their strategic decisions about their diversity management approach. The leader's experiences and presence within the leadership team provided different perspectives for the leadership to consider in their diversity management approach to result in cultural inclusion. In summary, the following proposition is offered:

*Proposition 10 (P10): A diverse leader's influence within a leadership team moderates the relationship between their intercultural mindset and their approach to diversity management, such that it deepens their approach to diversity management.*

The next section looks at the interaction between factors that influence the leadership focus of diversity management.

### **Leadership Focus for Diversity Management**

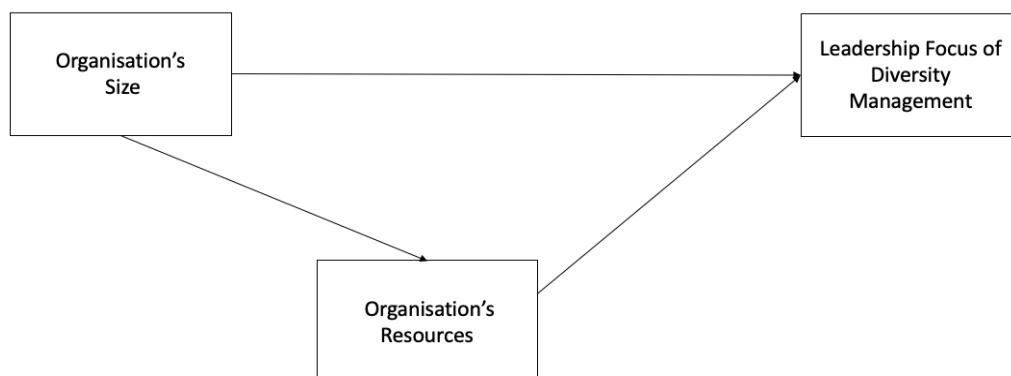
In this dimension, the factors that interact with each other are:

- The organisation size and the organisational resources

There is a relationship between size and organisational resources. The organisational resources available for the leadership to focus their diversity management partially depend on the organisation's size. The organisation's resources include the leadership team's capacity, having the staff to implement its diversity strategy and its funding for diversity management. The organisation's size and resources influence how broad the focus of the organisation's diversity and inclusion strategy is. Research that has considered some of the practical aspects of an organisation's context remains limited, with research into diversity management not considering the variance of organisations in their diversity management efforts.

The organisation's size influences the resources available for diversity management, influencing the leadership's focus on its diversity management strategy. In smaller organisations, the limited resource narrows the focus of their diversity management efforts. In larger organisations, greater resources are available for the leadership to have a broad focus that includes all the surface-level diversity characteristics in their diversity management approach. The limited resources of time, leadership capacity and funding in the two small organisations in this study (Organisation A and H) influence their diversity management focus to be narrow to only focus on ethnic diversity in their diversity management efforts. Figure 6.6 illustrates the interactions between the factors influencing leadership focus for diversity management.

**Figure 6.6:** Interaction Between Factors that Influence Leadership Focus of Diversity Management



In contrast, Organisation B was a medium-sized organisation with a growing workforce and a People and Culture team responsible for implementing its diversity management strategy. The size of the organisation resulted in the diversity increasing in the

workforce. Alongside the growth of the workforce, the resources available for the leadership to focus their diversity management efforts included an implementation team to research, develop and design their organisation's diversity and inclusion strategy. This demonstrates how the organisation's size moderated the resources available for their organisation's diversity management efforts. In summary, the following proposition is offered:

*Proposition 11 (P11): The organisation's size mediates the organisation's resources available for leadership to focus its diversity management efforts.*

The section above has addressed the interactions and relationships between the factors influencing each leadership dimension for diversity management identified in this study.

#### **6.2.4 Future Research Directions for the Factors that Influence the Leadership Dimensions of Diversity Management**

From the discussion of the first part of the research, there are several areas in which future research can contribute. There are several areas in which the research for the first part of the study can be developed further. Firstly, the main focus of future research directions for the first part of the study is to develop an instrument and questionnaires to test the eleven propositions offered on the factors that influence the leadership dimensions for diversity management. The propositions in the discussion provide areas in which research can be developed further that address leadership agency for diversity management. Instruments and questionnaires can be developed empirically, or existing questionnaires that have not specifically addressed leadership and diversity management can be used. For example, there is a validated questionnaire for leadership accountability for individual leaders. However, this questionnaire has not considered accountability specifically on diversity management nor collective leadership accountability (Wood & Winston, 2007). Future research could be undertaken to validate the leadership accountability questionnaire to apply to how leaders manage their diverse workforce. Another validated instrument is the intercultural development inventory (IDI)(Bennett & Bennett, 2001). This study has highlighted the significance of intercultural sensitivity as a common factor influencing the three leadership dimensions of diversity management. Further research using the IDI to identify the leader's actual intercultural sensitivity levels to collect empirical data can provide quantitative data on the key factors influencing leaders in their organisation's diversity management efforts (Hammer et al., 2003; Hammer, 2009; Bennett & Bennett, 2001).

In addition to testing the propositions that were identified in this study, further research can be done to identify if the leadership dimensions for diversity management influence the factors that have been identified. This can identify if there are reciprocal relationships where the factors that influence the three leadership dimensions for diversity management can, in turn, be influenced by the leadership dimensions for diversity management. The nature of the study interviews focused on identifying the factors that influence leadership agency for diversity management. However, the non-linear nature of complexity suggests that the cause-effect relationship is more complicated. Identifying the patterns and relationships that look at the reverse study question of how the leadership dimensions influence the factors adds another perspective. A study using the factors that influence leadership agency to determine if the three leadership dimensions emerge. While the extant literature has looked at the factors that influenced leadership in their diversity management efforts, few have used a complexity lens to understand how the factors are interconnected at all levels of the organisation.

Finally, another future research area is to examine the factors influencing the workforce's perceptions of leadership and their organisation's diversity management efforts. The factors that have influenced the three leadership dimensions offer only one perspective. The other stakeholder in the organisation is the workforce's perspective. This research's interviews were oriented towards leadership's role in diversity management efforts. Identifying the workforce's perspective and experience of leadership's accountability, approach and focus on diversity management research can complement this research. By identifying leadership's agency for strategic diversity leadership, further research into the workforce's views and experience can provide a holistic view of strategic diversity leadership. Research into the workforce's response to how leadership manages diversity within their organisations can address perceptions and misconceptions between leadership and their workforce.

The future research directions proposed in this section contribute to the theory and practice of leadership agency and diversity management today. I now discuss the findings from the second part of the research.

## 6.3 Discussion of Part Two

This section discusses the study's findings that seek to answer the second research question: "What is the emergent model that can show the position of leadership's agency for an organisation's diversity management efforts in the proposed emergent model?". This section discusses the proposed emergent model, the justification for its use and how it was used to interpret the findings. This section concludes by addressing future research directions using the emergent model of leadership agency for diversity management.

### 6.3.1 Background

This study examined leadership's role in their organisation's diversity management efforts. The first part of the research identified factors that influence the three leadership dimensions of diversity management. The findings from the first part of the study provided the foundation for identifying leadership's agency in their diversity management efforts. The many factors that influenced leadership's agency in the three leadership dimensions across the different levels of the organisation make it hard to describe. Fifteen factors influenced leadership accountability for diversity management, ten factors for leadership approach to diversity management and nine factors for leadership focus. Due to the many factors involved, combining the factors into a proposed emergent model enables the study's findings to be described visually. It also has a practical utility as a tool in describing leadership's agency in their organisation's diversity management efforts. This next section discusses the proposed emergent model that was developed, the practical implications of this study's findings and the future research directions of the emergent model. Figure 6.1 illustrates the emergent model discussed in the previous chapter and is discussed in greater detail in the next section.

### 6.3.2 An Emergent Model of Leadership Agency for Diversity Management

The proposed emergent model captures the findings of the first part of the study in a visual summary that addresses the nuances of leadership agency in diversity management today. Several frameworks and models from the extant literature have been used to examine various facets of leadership and diversity management. These are the theoretical framework of strategic diversity leadership (Martins, 2020) and a leadership-based framework (Ng, 2008). This emergent model builds on the previous frameworks to address leadership agency for diversity management through the lens of complexity that looks at the interconnectedness of

the three leadership dimensions of accountability, approach and focus of diversity management. This model draws from the findings of the study that provides a practical organisational development instrument that can be used to assess leadership's agency at a given point in time by identifying how the factors influencing leadership accountability, approach, and focus for diversity management contribute to their organisation's diversity management efforts. This section addresses why an emergent model was used to integrate the findings from the three leadership dimensions of diversity management and how it was used.

### **Why an emergent model?**

The characteristics of an emergent model discussed below justify its use in describing the agency in an organisation's diversity management efforts. I discuss how each of the characteristics relates to this study's findings. The emergent model's evolutionary development, flexibility, bottom-up approach, empirically-driven emphasis on patterns and relationships, and use to study complex systems make it well-suited for this study (Stacey, 2012).

An emergent model evolves as researchers or practitioners gather data, analyse information, and refine their understanding of the subject or problem. The evolutionary development of this emergent model has provided the first iteration of leadership's agency. This can evolve further as new data emerges over time. Emergent models are flexible and adaptable and can be modified as new insights are gained or when additional data becomes available. This flexibility allows for a more accurate representation of the phenomenon under study. In the case of this study, this emergent model allows for further insights and additional data to be easily incorporated into it should further research reveal new information. At this point, this study has reached saturation of factors in identifying the factors that influence the three leadership dimensions. However, the dynamic nature of diversity in organisations means further factors may emerge. There is flexibility in this model to consider any new influencing factors should they emerge in future.

Unlike traditional top-down approaches, where a model is constructed based on pre-existing theories or assumptions, emergent models take a bottom-up approach. They build upon observations and insights, allowing patterns and structures to emerge naturally from the data. The findings from this study have been used to develop this emerging model.

Leadership's agency in organisational diversity management remains largely uncharted. This model has been constructed from the findings of the research.

Emergent models are grounded in empirical evidence and real-world observations. They are shaped by the data collected during the research process, ensuring that the model aligns closely with the observed patterns or relationships. This study has used the grounded theory approach to empirically identify the factors that have influenced the three leadership dimensions at all levels of the organisation. The findings of this study provide the empirical evidence from which this emergent model has been developed.

The emergent model emphasises identifying patterns, relationships, or emergent properties that might not have been initially apparent. From the study's findings, the common factors across the leadership dimensions and within the levels of the organisation reveal the nuances, patterns and relationships between leadership agency and diversity management. The interactions between factors reveal the relationships that integrate the fragmented extant research in understanding workforce diversity and inclusion in organisations today. Emergent models are particularly useful in studying complex systems where interactions among multiple elements create nonlinear and unpredictable behaviour. They allow researchers to capture the complexity of these systems in a more accurate and nuanced manner. Today's organisations are considered complex adaptive systems due to their interconnectedness, emergent properties, and often non-linearity (Palmberg, 2009). From this study's findings addressing leadership's agency in their organisation's diversity management efforts, the interconnections, non-linearity and emergent properties of today's organisations make using this model helpful to describe the different facets of leadership's agency in their diversity management.

Using an emergent model to summarise the findings of this study offers a practical instrument designed to capture and describe leadership's agency for diversity management and to capture any shifts in the leadership's position over time. Integrating leadership accountability into leadership's approach and focus of diversity management contributes to understanding how leadership navigates strategic diversity management. Each of these leadership dimensions addresses a facet of strategic inclusive leadership. However, when leadership and diversity management are viewed through a complexity lens, it enables the leadership to consider the interconnections between the various components of diversity

management. This gives greater nuance to leadership's agency for their diversity management.

The current position of leadership in the octant within the emergent model describes the leadership's commitment, approach and focus to diversity management in their organisations at a given time. I now discuss the use of the proposed emergent model of this study.

### **Use of the emergent model of leadership agency**

This emergent model describes leadership's agency of strategic diversity management in their organisations. The dynamic nature and complexity of diversity and organisations lends itself to the repeated use of this model to capture any shifts between the octants of an organisation's leadership. Using this instrument over a period of time can capture the changes that take place in how the leadership manages their diverse workforce. This model can be used to gain a current position of an organisation's leadership agency that can chart the organisational development course to shift the organisation to the desired position. As the factors form the basis of the emergent model, any changes that influence the leadership dimensions of diversity management can shift the leadership's position to a different octant in the model. A shift in any of these leadership dimensions can have a ripple effect on their organisation's complex inclusion climate and diversity management efforts. I now discuss the leadership's position in the organisations from the second cohort. In the next section, I discuss the potential shifts these organisations could face in their diversity management strategy.

### **The organisations in the second cohort**

The five organisations in the second cohort were used to map their position to the relevant octant of the emergent model. The position of the leadership of the five organisations at the time of the interviews was:

**Organisation F:** High Leadership Accountability, Deep Leadership Approach, Broad Leadership Focus

**Organisation G:** High Leadership Accountability, Deep Leadership Approach, Broad Leadership Focus

**Organisation H:** High Leadership Accountability, Surface Leadership Approach, Narrow Leadership Focus

**Organisation I:** High Leadership Accountability, Surface Leadership Approach, Broad Leadership Focus

**Organisation J:** Low Leadership Accountability, Surface Leadership Approach, Broadening Leadership Focus

The details of how each of these five organisations are described were reported in the previous chapter in Figure 5.10.

At the point when this study was being conducted, these five organisations were mapped to the octants described above. However, in today's dynamic context, these organisations' positions can shift if the factors influencing the leadership dimensions change. The changes may be sudden and influence one or more factors, or it may be a gradual change or development that eventually shifts the relevant factor's influence. One change from the study's findings was a change in the CEO or senior leadership team members. The new CEO or leadership team member's intercultural sensitivity and identity could influence the leadership team in their accountability and approach to managing their diverse workforce. It could increase or decrease the leadership accountability for diversity management. In the second cohort, Organisations F, G and H had recently appointed a new CEO the previous year before the study interviews took place. Two CEOs participated in this research, demonstrating personal accountability for diversity management. The role of the CEO influenced the leadership team to increase their accountability for diversity management. Some leaders understood diversity's complexity and developed an equity, diversity and inclusion strategy that was maturing to consider deep-level diversity. This has resulted in a deep approach for two organisations (Organisation F and Organisation G).

### **Moving between Octants**

The movement of organisations between octants can be intentional or unintended. The repeated and ongoing use of the emergent model allows the leadership to gauge their agency in addressing how they approach diversity management in their organisations. Changes in one or more factors within each leadership dimension can shift the organisation into a different octant. The external and organisational factors can influence the shift in one or more of the three leadership dimensions if the leadership is aware and responsive to the changing contexts. For example, a change in the economic and socio-cultural climate can influence the leadership's accountability and approach to diversity management - both positively or

negatively. At the leadership team level, a change in the leadership team may change the leadership composition and culture and may change the factor's influence on leadership accountability. A change in leadership's view of their workforce also has the potential to change their accountability levels and how they seek to manage the diversity within their workforce.

A common factor from all three leadership dimensions was a leader's intercultural sensitivity and the leadership team's intercultural capability. This factor's presence at all levels of the organisation and across the three leadership dimensions highlights its significance in this emergent model. Addressing this factor can shift an organisation's leadership's agency for diversity management into a different octant over time. As leaders develop their intercultural sensitivity, this influences many other factors in the three dimensions of the emergent model of strategic diversity leadership. Leaders and the leadership team will be equipped to address the underlying beliefs, values and worldviews required to develop their organisation's diversity management strategy. Behavioural factors take time and investment for the leadership to see any shifts in the factors that influence the three dimensions of diversity management. In the next section, I now address the practical implications of both of the study's findings.

### **6.3.3 Future Research Directions for the Emergent Model of Leadership Agency for Diversity Management**

The development of this emergent model of leadership agency for diversity management integrates the factors influencing the three leadership dimensions of accountability, approach and focus for diversity management into a practical instrument. The first part of this study's findings identified the factors that influence the three leadership dimensions of diversity management that have been integrated into this emergent model. This section discusses the future research directions related specifically to the emergent model and the second part of the study.

Firstly, the emergent model captures leadership agency for diversity management that addresses the complexity of diversity in an organisation that is a complex system. The binary description of the range of each leadership dimension can be refined further into a scale that allows for greater nuance and sensitivity. Currently, it places organisations in very distinct

octants. Refining the scale and description of this emergent model can add greater definition in describing the leadership's agency for their organisation's diversity management.

Secondly, further research needs to be undertaken to test the validity of this emergent model across a range of organisations. The findings from this study emerged from organisations whose leadership had some commitment and responsibility in managing the diversity within their workforce. Further research needs to identify whether this emergent model can be applied to organisations whose leaders are less interested in diversity and inclusion within their workforce. In addition, research needs to test if this emergent model can be used universally or if there is a specific size, organisational structure or context in which it is best suited. For example, large global organisations have complex reporting structures and different operating contexts with variations in national cultural contexts and socio-climate influences. Case studies of such organisations can sharpen the use of this instrument and identify any variables that have not been considered in using this emergent model.

Finally, when the extant research into workforce diversity management is viewed over the different eras, there are different stages or eras that contribute to the understanding of diversity infusing societies and organisations. These different stages describe a development journey from fearing difference to valuing diversity, which has also been described in organisations' development of diversity perspectives (Podsiadlowski et al., 2013). These stages suggest that organisations' approaches to diversity management have different stages. They range from understanding and managing diversity (surface-level characteristics) to managing for diversity (surface and deep-level characteristics)(Chavez & Weisinger, 2008) depending on the leadership's role. Further research can use this emergent model to identify and predict how leadership agency contributes to the stages of an organisation's diversity management approach. This will require using this emergent model longitudinally to track any changes to the factors that influence the three leadership dimensions of diversity management and if there are any shifts in the position within the octant that the leadership occupies. In the next section, I discuss the overall practical implications of the study's findings.

## **6.4 Overall Practical Implications**

This section addresses the overall practical implications of the findings of this study. As leaders continue to seek answers about managing their diverse workforce today, this

study's findings provide some practical answers to the research and practice of a very current topic. I have discussed the overall practical implications in two parts.

The first part of the study identified factors that address leadership's agency or capability to influence the leadership's accountability, approach and focus on diversity management within their organisation. These factors are interconnected and have the potential to influence the organisation's strategic management of diversity and the development of the direction of its efforts. In organisations where their diversity management efforts have not progressed or have had limited results, identifying the presence or absence of the factors from this study's findings may equip the organisations to address any barriers they face in progressing their diversity management efforts. The factors identified from this study can also be used to influence the direction and development of an organisation's diversity management efforts.

The different categories of factors, behavioural, structural and environmental, identified from this study provide insights into how the leadership can develop their diversity management efforts. The factors were identified to address leadership efforts in organisational diversity management. They provide a checklist for the three leadership dimensions of diversity management. Each category will require a different approach to address its influence. For example, behavioural factors require the leadership to examine the underlying values, mindsets and beliefs that influence the leadership dimensions. The structural factors require the leadership to consider the organisation as a system to adjust the systemic factors. The various categories of the findings of this study provide practical ways to address how the leadership can develop their organisation's diversity management approaches that will deliver the outcomes they seek.

Another practical implication of this study's findings is in leadership development. The findings from this study revealed the importance of leaders developing their intercultural sensitivity and intercultural capability in the leadership team. For organisations to have a successful diversity management approach, developing intercultural sensitivity in leaders allows them to navigate and manage the complexities of diversity management in a complex organisational context. Therefore, leadership development must consider intercultural sensitivity development alongside leading in complexity in order to equip leadership to develop their approach to diversity management that considers today's organisations.

Given the significant interest in EDI in organisations today, the findings from the second part of the study have several practical implications. There are several ways this emergent model can be used in organisations. Firstly, the model can be used as an organisational development tool to capture the baseline measure of the leadership's agency for diversity management. This can show the leadership their current position in the emergent model. Secondly, the organisation's leadership can also use the emergent model to strategically plan their diversity management development. The dynamic nature of diversity and today's organisational context requires leadership to manage their diverse workforce proactively. Leadership can utilise this emergent model to chart the course of developing their organisation's EDI strategy and plan their development interventions. It can also gauge the progress and direction of their efforts. Finally, as a benchmarking exercise, this emergent model can be compared with other organisations within the same sector or size.

The practical implications of this study contribute to supporting the organisation's leadership to address their role in their organisation's diversity. These research findings enable the leadership team to address the challenges and opportunities that diversity within the workforce brings.

## 6.5 Theoretical Contributions

A theory is a comprehensive framework that presents concepts and their interconnectedness, providing insight into the mechanisms and rationale behind the occurrence of a particular phenomenon (Corley & Gioia, 2011). The research into leadership agency and diversity management remains in a highly topical area today. The study's findings advance the theory of strategic diversity leadership by addressing leadership's agency. There are two dimensions to measure theoretical contributions: its originality and its utility (Corley & Gioia, 2011). The originality can be revelatory or incremental, while the utility can be scientific or practical. The theoretical contributions from this study's findings contribute to incremental originality, and its utility is practical. I'll discuss the theoretical contributions of this study from its originality and utility.

Considering diversity management that addresses its complexity within a complex system such as an organisation is a theoretical contribution in conceptualising diversity leadership. There are several areas in which this study makes a theoretical contribution.

Firstly, this study's theoretical contribution addresses the complexity of diversity in an organisation's diversity management approach. The extant diversity management research has sought to address diversity management by either looking at managing various surface-level characteristics with initiatives or managing for diversity that focuses on developing inclusion within the organisation separately (Shore et al., 2009). However, research that addresses both within an organisation's diversity management efforts remains limited. This study bridges the theories of diversity management from the previous eras to consider an organisational diversity management approach that considers today's growing complexity of diversity (Lorbiecki & Jack, 2000; Nkomo et al., 2019). In this study, the "deep approach" of diversity management allows for the complexity of diversity in the organisation's approach to diversity management. The deep approach to diversity management balances managing the organisation's workforce's surface-level and deep-level diversity characteristics in a diversity management approach. The range of approaches from the surface approach to the deep approach contributes to the theory by demonstrating that organisational EDI approaches are a developmental journey, and the shift from the surface approach to the deep approach contributes to the diversity management maturity model research (Lundy et al., 2021). By using complexity theory to address the interconnectedness of the management of surface-level and deep-level cultural characteristics in an organisation's diversity management efforts, this study makes a theoretical contribution to organisational diversity management research.

Another area in which this study makes a theoretical contribution is the consideration of context in diversity management efforts. One of the three leadership dimensions, the leadership focus dimension addresses the context in which organisations operate in. This dimension considers the surface-level diversity characteristics that leadership focuses on in their organisation's diversity management strategy. Limited theories address leadership's focus on diversity management in their organisation. The context of diversity management research can influence an organisation's diversity management efforts (Pringle & Ryan, 2015). This can be the country, region or sector in which an organisation operates. All organisations operate within a context or multiple contexts. Incorporating this leadership dimension into leadership agency addresses the utility of the various contexts of organisations seeking to develop their diversity management approaches. Within the diversity management literature, the consideration of context is given limited consideration or assumed. However, diversity

management approaches in Aotearoa New Zealand will have a different focus from approaches in Singapore or Europe. This leadership dimension considers the practicality of an organisation's location, size, sector and strategy in their EDI efforts. It provides a practical dimension that allows the leadership to customise their diversity management efforts to suit the contexts that influence their strategy such as their workforce demographic, context and business strategy.

This study also makes a theoretical contribution to leadership's agency that focuses on their organisation's diversity management efforts. Research has identified that leadership plays a role in their organisation's diversity management efforts (Dreachslin & Saunders, 1999; Dreachslin, 2007a). However, the nature of that role needs further exploration. The findings from this study build on the emerging research in strategic diversity leadership and contribute to identifying the factors that influence leadership's agency for diversity management. The identified factors range from behavioural, systems, and environmental factors that influence the leadership in their organisation's diversity management efforts. The identified factors illustrate the multidisciplinary nature of the study, incorporating theories from behavioural strategy research, leadership accountability, intercultural sensitivity and organisational behaviour to address managing diversity in today's organisations. This study's findings incrementally address leadership agency for their diversity management efforts.

A leader's intercultural sensitivity and the leadership team's intercultural capability emerged as a significant factor that influenced all three leadership dimensions for diversity management across the various levels of the organisation. The theoretical contribution that this study's findings make is to integrate research from intercultural research with organisational diversity management research. This finding demonstrates that for an organisation's leadership to develop their diversity management approach, the leaders and the leadership team need to develop their own intercultural sensitivity to increase their accountability deepen and broaden their approach for their organisation's diversity management efforts to be effective and transformative. As such an organisation's EDI efforts are not a project to be delegated and managed, but rather a leadership development that requires leaders to be the project first.

Another theoretical contribution this study makes is the consideration of the three leadership dimensions of diversity management together. This allows for the exploration of

its interconnectedness within the proposed emergent model of leadership agency, giving greater nuance to leadership's agency for their diversity management. Within the proposed emergent model, the leadership's position can be mapped to an octant. A shift in any of these leadership dimensions can have a ripple effect on an organisation's complex diversity management efforts. The proposed emergent model contributes to the utility of research by providing a practical organisational development tool that can be used to determine the leadership agency for diversity management. In this model, the study integrates the theories of leadership accountability with diversity management approaches by combining behavioural strategy research with organisational diversity management research. I now discuss the limitations of this study.

## 6.6 Limitations

While this study has contributed to the theory of leadership agency for diversity management in organisations, it has several limitations. This study has examined leadership's role in their organisation's diversity management efforts. It interviewed up to three leadership team members to speak on behalf of the leadership team. The influence of variations on the factors at the individual and individual-to-group levels of the organisation will not have been fully considered. In the future, undertaking interviews with all the leadership team members and incorporating some of the validated tools, such as the intercultural development inventory and leader accountability questionnaire, could further strengthen the findings of this study. In addition, the governance board's role was not addressed in this study. Incorporating the governance board's perspective on their organisation's diversity management efforts considers all the key stakeholders of an organisation's leadership.

Another limitation of this study is that the leadership of the participating organisations were open, interested and actively seeking ways to develop their diversity management strategy and efforts further. This study has not addressed the leadership who do not value or recognise the imperative for diversity management in their organisations. The sample has resulted in factors that influence the three leadership dimensions of proactive organisations seeking to manage workforce diversity. Further research could look at organisations whose leadership are less motivated to develop their organisation's diversity management efforts. This conceptual model can accommodate leaders in the early stages of considering or developing their organisation's diversity management efforts if the leadership is willing to

participate. The range in the emergent model allows for leadership teams at various stages of developing their organisation's diversity management strategy. This research has captured data at a given time to address the complexity of diversity in organisations in a dynamic phenomenon. One of the limitations of this study's findings is that it has captured the patterns and relationships of leadership and their organisation's diversity management efforts at one point in time. Ongoing research over time could determine if there were any changes or the emergence of new factors that weren't identified in this study.

The final limitation of this study is the influence of the researcher. The values that were quantified for the proposed emergent model of leadership agency for diversity management were quantified by myself. The commitment to reflexivity has meant that my experiences and understanding of intercultural sensitivity and leadership have shaped the coding of this study and the quantification of the factors. This limits the reproducibility of this study. Developing a quantitative questionnaire would standardise this emergent model's reproducibility and utility.

This emergent model provides a roadmap for leadership to chart their efforts in putting into practice their organisation's diversity management journey. However, it focuses on the leadership's perspective and role in managing diversity within their workforce. Implementing an organisation's equity, diversity and inclusion strategy also requires identifying the factors influencing its workforce to contribute to its vision and mission. This study has not addressed the challenges in implementing the equity, diversity and inclusion strategy. Gaining the workforce's perspective of leadership agency can give a fuller picture by incorporating the different perspectives within the organisation. The limitations of this study highlight the need for further research in this topical area of leadership and diversity management.

## **6.7 Conclusion**

As today's organisations navigate managing the diversity within their workforce that is increasing in complexity, it requires leadership agency to develop and implement their organisation's EDI strategy. Leadership agency looks at the leadership's capacity to act on behalf of the organisation to make decisions, in this case, on their organisation's strategic diversity management. The findings of this multi-level study identified thirty-four factors across the levels of the organisation that influence the leadership in their accountability,

approach and focus for diversity management. The factors were environmental, structural or behavioural factors that influenced leadership's agency for how they approached managing their diverse workforce. Given the complexity of diversity in an organisation, the study's findings also identified interactions between factors in how the factors influenced each of the leadership dimensions and identified the moderating factors. These interactions describe patterns and relationships within each leadership dimension for diversity management.

From the study's findings, leadership's levels of intercultural sensitivity significantly influence leadership in strategic diversity management in today's increasingly complex and dynamic environment. It influences their accountability, approach and focus on maturing their organisation's diversity management efforts. The significance of intercultural sensitivity development across the individual and group levels of the organisation integrates intercultural sensitivity development with an organisation's strategic diversity management in today's organisations. Leaders need a high level of intercultural sensitivity to understand the complexity of diversity as they collectively make strategic decisions regarding developing their organisation's diversity management efforts.

Using an emergent model to summarise the findings of this study offers a practical instrument designed to capture and describe leadership's agency for diversity management and to capture any shifts in the leadership's position over time. It addresses the adaptive and non-linear principles of complexity, where a shift in one of the factors in any or all of the leadership dimensions can result in a different outcome within the system. The current position of leadership in the octant within the emergent model describes the leadership's commitment, approach and focus to diversity management in their organisations at a given time. As the environment and context changes, the adaptive principle of complexity allows leadership to map a path in response. I now discuss the use of the proposed emergent model of this study.

The proposed emergent model from this study provides a practical tool that can be used to determine the factors that influence leadership agency for diversity management. It can help organisations map a development course for their leadership and organisation to manage today's diverse workforce so that they experience equity, inclusion and belonging. This study contributes to the literature focusing on the leadership's accountability with their approach and focus of their organisation's diversity management efforts. It addresses a key

area in which researchers, practitioners and organisational leaders continue to seek answers on how organisations can manage their diverse workforce to unlock the benefits of diversity.

This thesis identifies factors that influence leadership agency for their organisation's diversity management efforts at the different levels of the organisation. The proposed emergent model provides an organisational development instrument that can be used to determine the leadership agency for diversity management to ensure that organisational leaders are addressing their commitment and responsibility to their diverse workforce. This thesis has sought to provide some answers that may begin to address how leadership can manage their diverse workforce transformatively today in order to unlock further the benefits that have long been promised.

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# Appendix

## Appendix 1: Participant Information Sheet



### **Project Title**

Leadership of Culturally Diverse Organizations: Navigating the complexities of managing cultural diversity in the development of cultural inclusion

### **Purpose**

This research interview is conducted as a partial requirement for a Ph.D. *in Strategic Management*. This project requires the researcher to choose a topic and conduct research on the topic through using surveys or interviews or a combination of the two techniques.

### **What is this research project about?**

*This research is seeking to look at leadership's role in the management of cultural diversity within organisations. Our organisations are growing increasingly diverse culturally. There is a great need and importance to develop inclusive organisations in order to create organisations where everyone is included as well as for these organisations to be sustainable. We believe that leadership plays a key role in how organisations manage their cultural diversity. This research seeks to understand how leadership of organisations seek to navigate the complexities of managing the cultural diversity within their organisations in order to help organisations develop culturally inclusive organisations*

### **What will you have to do and how long will it take?**

The researcher wants to interview you about your organisation's approach to managing the cultural diversity in your organisation, the approaches you are adopting and its impact. This should take no longer than *an hour (or an hour and half with a group)*. The interview will be recorded. You will be asked to give consent prior to the interview.

### **What will happen to the information collected?**

The information collected will be used by the researcher to write a PhD, and a research report for the credit of a specific paper. It is possible that articles and presentations may be the outcome of the research. Only the

researcher *and supervisor (if applicable)* will be privy to the notes, documents, recordings and the paper written. Afterwards, notes, documents will be destroyed and recordings erased. The researcher will keep transcriptions of the recordings and a copy of the paper but will treat them with the strictest confidentiality. All participant's information will be kept confidentially and coded. No participants will be named in the publications and every effort will be made to disguise their identity.

#### Declaration to participants

If you take part in the study, you have the right to:

- Refuse to answer any particular question, and to withdraw from the study before the thematic analysis has commenced on the data.
- Ask any further questions about the study that occurs to you during your participation.
- Be given access to a summary of findings from the study when it is concluded.

#### Who's responsible?

If you have any questions or concerns about the project, either now or in the future, please feel free to contact either:

##### **Researcher:**

*Shireen Chua*

*sc392@students.waikato.ac.nz*

*Mobile: 021 2555933*

##### **Supervisor:**

*Associate Professor Peter Sun*

*Peter.Sun@waikato.ac.nz*

**Title on Ethics application:** The Inclusion of cultures for a culture of inclusion in the development of culturally diverse inclusive organisations

## Appendix 2: Participant Consent Form



### *Leadership of Diverse Organizations: Navigating the complexities of managing diversity in the development of cultural inclusion*

#### Consent Form for Participants

- I have read the Participant Information Sheet for this study and have had the details of the study explained to me. My questions about the study have been answered to my satisfaction, and I understand that I may ask further questions at any time.
- I also understand that I am free to withdraw from the study or to decline to answer any particular questions in the study. I understand I can withdraw any information I have provided up until the researcher has commenced analysis of my data. I agree to provide information to the researchers under the conditions of confidentiality set out on the Participant Information Sheet.
- I agree to participate in this study under the conditions set out in the Participant Information Sheet.
- I would like to be kept informed on the research progress.
- I would like a copy of the research findings when it is completed.

Signed: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

**Researcher:**

*Shireen Chua*

*sc392@students.waikato.ac.nz*

*Mobile: 021 2555933*

**Supervisor:**

*Associate Professor Peter Sun*

*Peter.Sun@waikato.ac.nz*



*Leadership of Diverse Organizations: Navigating the complexities of managing diversity in the development of cultural inclusion*

*Participant ID:* \_\_\_\_\_

**Contact Details of Participants**

Name: \_\_\_\_\_

Contact Details: \_\_\_\_\_

Email: \_\_\_\_\_

Phone Number: \_\_\_\_\_

- I wish to receive regular updates on the research.
- I wish to receive the results of this research.

**Researcher:**

*Shireen Chua*

*sc392@students.waikato.ac.nz*

*Mobile: 021 2555933*

**Supervisor:**

*Associate Professor Peter Sun*

*Peter.Sun@waikato.ac.nz*

- Organisational Referral by* \_\_\_\_\_
- Professional Referral*

## **Appendix 3: Ethics Approval**

Waikato Management Amanda Sircombe  
School WMS Research Office  
The University of Phone +64 7 838 4376

Shireen Chua  
39 Hendry Avenue  
Hillsborough  
Auckland

27 June 2019

Dear Shireen

*Ethical Application WMS 19/47*

*Cultural Diversity in Organisations: Understanding Culture's Influence on the Development of Culturally  
Diverse Inclusive Organisations*

The above research project has been granted preliminary Ethics Approval for Research by the Waikato Management School Ethics Committee. You will need to complete a full and final ethics application before you commence your data collection if there are changes.

Please note: should you make changes to the project outlined in the approved ethics application, you may need to reapply for ethics approval.

Best wishes for your research.

Regards,

Amanda Sircombe

*Amanda Sircombe*

Research Manager

## **Appendix 4: Study Protocol**

### **PhD Study Protocol**

#### **Section A: Overview of the Case Study**

Organisations are becoming increasingly diverse. The growing complexity of diversity within organisations requires leadership to play a strategic role in their organisation's diversity management efforts today. This research seeks to look at leadership's role in managing the diversity in their organisations. The goal of the research is to understand leadership's agency in determining the factors that influence leadership in the three leadership dimensions of diversity management – Leadership Accountability, Leadership Approach, and Leadership Focus across the levels of organisation. The benefits of this research will be both academic and practical. It will contribute to the academic body of literature in diversity and inclusion research. The findings of this research can potentially benefit leaders and organisations in addressing how they approach managing diversity within their workforce.

#### **Rationale**

The diversity of today's workforce is becoming increasingly complex. This diversity ranges from the visible diversity of generations, gender, race and ethnicity to the hidden levels of diversity of values, beliefs and worldviews. Such diversity within teams and organisations has the potential to bring increased diversity of thought, creativity and innovation that benefits the organisation or be the source of conflict, misunderstanding and challenge to teams and management. Previous approaches to managing diversity have primarily focused on managing visible diversity without considering deep-level diversity characteristics. The complexity of diversity requires leaders to manage their diverse workforce differently so that their whole workforce can experience inclusion and belonging.

Very little research has looked at how leadership in organisations has approached managing their diverse workforce. In this research, I seek to test a conceptual framework that looks at how leadership views diversity, how accountable leadership is to their workforce and the focus of their diversity management efforts.

## **Objectives**

This study examines the factors that influence how leadership manage their diverse workforce. Drawing from diversity theory and leadership theory, this study brings together diversity management approaches, leadership accountability and organisational development to determine how leadership can manage their diverse workforce today. The three dimensions of leadership contribute to the organisation's approach to diversity management. I hope to test the multi-dimensional conceptual framework to map how leadership manages their diverse workforce today.

## **Case Study Questions, Hypothesis and Propositions**

The study research questions are twofold. The first research question addresses the factors that influence the leadership dimensions of accountability, approach and focus. The main research question is

1. "What factors influence the leadership agency in their organisation's diversity management efforts?"

The sub-questions include

- a. What factors influence leadership accountability for diversity management?
- b. What factors influence the leadership approach to diversity management?
- c. What factors influence the leadership focus of diversity management?

The second research question draws on the findings from the interview to map a proposed emergent model.

3. What is the emergent model that can show the position of leadership's agency for an organisation's diversity management efforts?

## **Section B: Data Collection Procedures**

### **Data Collection Plan**

1. Confirm participation via email and phone calls. Send Participation Information Sheet and Consent Form. Get a list of nominated participants in the organisations willing to participate by email.
2. Schedule interviews with each participant.
3. Conduct interview (and record interview)
4. Transcribe the interview and send for verification by the interviewee and changes made.

### **Expected preparation before fieldwork**

- Appointment Scheduled
- Zoom or Teams link sent
- Recording tested
- Confirm appointment the day before

## **Section C: Protocol Questions**

This is semi-structured, where these questions were a guide for the interview.

### **Introduction**

Thank you for your participation. In this research project on Leadership and managing their diverse organisations. I appreciate your time and willingness to participate.

In this research project, I am looking at how leadership approaches to managing their diverse workforce in the broadest sense by looking at several organisations as case studies. In this interview, you're welcome to share the opportunities and challenges that your leadership has faced in how they have approached managing their workforce.

All your responses will be anonymous, and your organisation will be coded so that it is not easily identifiable. As the interview is transcribed, any organisational identifiers will also be changed.

Before I begin, can I get your consent to record this interview?

### **Introductions**

- What is your role in the organisation? How does it relate to leadership and diversity management in your organisation?

### **Organisational Characteristics**

- Can you describe your organisation's core business?
- What is the size of your organisation?

### **Organisation's Workforce and Diversity**

- How would you describe the diversity within your organisation's workforce? What are some patterns you are observing in regard to your workforce?
- How has the organisation navigated managing the diversity within your organisation?
- What challenges and opportunities does diversity bring your organisation?

### **Organisational Leadership**

- What does your organisation's leadership look like?
- How has leadership responded to the challenges and opportunities that diversity brings?? Can you provide some examples?

## Appendix

- In your view, how would you describe how the leadership in your organisation doing when it comes to managing the diversity in your workforce?
- What does leadership accountability for diversity management look like in your organisation? Accountability looks at leadership's commitment to their workforce - openness, responsibility and answerability.
- What initiatives, policies and strategies have been undertaken and what has been the impact and outcome?
- How would you describe how the leadership approaches the diversity management of their workforce? What are some examples that demonstrate leadership's philosophy?
- Does your organisation have a focus on any specific diversity characteristics?
- What is leadership's vision for your workforce? What steps have you put in place to turn this into reality?
- Have you seen any organisational outcomes from leadership's approach to managing diversity? What does great look like? Are there lessons that have been learned? What areas do you need to grow in?
- Are there any areas that need attention or improvement? How has leadership sought to address these areas?
- Do you have any sense of how your workforce is responding to your diverse management approaches? Can you give any examples?
- Any further comments?

## **Section D: Data Analysis**

Data Analysis will be undertaken using NVivo for Mac and Windows.

## Appendix 5: PhD Code Book

Generated by NVivo for Mac

Name	Description	Files	References
1. Leadership Accountability for Diversity Management	The Leadership Accountability for Diversity Management - Low or High	31	858
1. External	External factors that influence Leadership Accountability of Diversity Management	23	79
Changing contexts	The changing context's influence for Leadership Accountability	11	28
Challenges organisation is facing in DM	The themes of challenges that organisations leadership are facing in their diversity management approaches.	5	5
Societal changes and expectations	The socio-cultural changes and expectations today	7	18
New Zealand context	The NZ context - Treaty of Waitangi Principles, the rise of Tikanga Maori	5	11
External stakeholders influence	Business partners, clients, future employees and the market influence.	19	48
Competitive advantage	Organisation's pursuit of the sustainable competitive advantage	11	16
External requirements from sector	External requirements e.g. Sector Commitments	6	8
Future employees		6	8

Name	Description	Files	References
Other organization's diversity management journey	Other external organisation's journey influence's leadership's accountability like peer pressure or group learning	6	10
2. Organisational Level	Organisational Level Factors	30	229
Organisational context	The organisational context - structure, systems processes	27	149
Capability development	Developing workforce in organisation that looks at ceilings, inequities	9	16
Learning and development	Learning and Development of leadership and workforce	5	10
Organisational culture	The prevailing organisational culture	20	44
Stories and lived experiences	The lived experiences and stories within the organization	15	28
Organisational processes	Recruitment, management processes within the organisation	16	34
Ownership structure	The ownership structure of the organisation	10	18
Workforce demographic	The presence of diversity within the organisation influences leadership to address DM.	20	62
Employee expectations	The desires and expectations of employees on their leadership and the organization that they work for	15	34
3. Team - Organisational Level	The Leadership Team-organisational Level themes	29	439
Leadership ownership of DM	How much leadership own their organization's diversity management approach	14	34
Leadership capacity	The leadership's capacity to develop their diversity and inclusion strategies	4	7

Name	Description	Files	References
Resourcing	Committed Staff and Budget	7	12
Leadership team composition	Diversity within leadership team	25	80
Changes in leadership	Changes in organisational leadership can cause leadership accountability levels to shift	5	6
Leadership mindset (worldview)	How leadership views their workforce	16	47
Leadership's openness	Being open to learn and to new things, allow diverse thinking to be developed in the organisation	12	27
Leadership team culture	A cohesive leadership team that communicates well and are addressing their personal understanding of diversity	20	58
Leadership Resistance	Leader's resistance to diversity and inclusion	7	9
Leadership's development	Developing self-awareness and growth	10	25
Leadership view of and relationship with their workforce	Leadership's view and relationship with their workforce- HR vs People.	21	71
Leadership knowledge of their workforce	Has knowledge and understanding of their organisation	16	32
Leadership's awareness of context	Leadership's awareness and response to the external environment	9	13
Leadership's rationale for diversity management	This addresses leadership's underlying motivation for diversity management in their organizations	26	183

Name	Description	Files	References
Intentionality	Leadership's active commitment for managing diversity - responsive, behaviours and courageous decisions	22	118
Resourcing	The resourcing demonstrates leadership's intentionality for their DM efforts	10	28
Superficial intentionality	A disconnect between talk and action from leadership	7	12
The priority of diversity management	Leadership's view that diversity is a key priority	9	21
Market Driven - Business	To ensure that the organization is sustainable for the future	10	18
Organisation Metrics	The financials and metrics of organisation	7	11
Wanting to do better for their workforce	Their intentions for their workforce	15	30
Valuing and Caring for their people	See their staff's role as important and valuable members of the organisation	14	25
4. Individual - Team Level	The leader – leadership team influences on accountability	16	49
Influence of leader of leadership team	The CEO or MD's influence on leadership team in the strategic diversity management decisions	13	27
Role of the diverse leader	The influence of the diverse leader in the leadership team	10	22
5. Individual Level	Individual Leader Influences of Leadership Accountability	17	62
Leader identity	A leader's self-concept and identity	16	53

Name	Description	Files	References
Leader accountability	Personal leader accountability for DM	16	51
Leader intercultural sensitivity	A leader's development of intercultural sensitivity	5	9
2. Leadership Approach to Diversity Management	Leadership's approach to Diversity Management - Surface or Deep	29	514
1. External influences	External influences influencing Leadership's approach to DM	16	54
Changing contexts	The changing context and environment organisations facing	12	32
Challenges	The challenges that organisations leadership are facing in their diversity management approaches.	7	9
Changing Socio-cultural climate	The socio-cultural changes and expectations today for D and I	10	21
New Zealand context	The Treaty of Waitangi Principles	7	13
2. Organisational Level	Organisational level Factors	29	268
Organisational context	Organisational Culture, processes and systems influencing leadership approach	27	210
Organisational culture	The prevailing organisational culture's influences on DM approach	16	29
Organisational development	Organisational development influences - DM initiatives, programmes	14	38
Organisational Lifecycle	Stages of organisation	5	6
Organizational processes	Recruitment, management processes within the organization	20	51
Capability development	Developing workforce in organisation	9	17

Name	Description	Files	References
Recruitment pathways	Recruiting and attracting diverse workforce	5	7
Stories and lived experiences	The lived experiences and stories within the organisation	13	25
Values		7	8
Workforce demographic	The presence of diversity within the organisation calls for leadership to address how they approach DM.	22	58
Employee expectations	The desires and expectations of employees on their leadership and the organization that they work for	16	33
Resistance from staff	Changing behaviours and culture is hard. The resistance from staff is a factor in determining leadership's commitment and openness to DM approaches	8	17
3. Team - Organisational Level	The Leadership Team-Organisational Level Factors	21	79
Leadership intercultural mindset	Collective Leadership Intercultural mindset and diversity management approach	17	47
Awareness of complexity of diversity	Leadership's awareness of the growing complexity of diversity	6	9
Balancing tensions	The recognition of the tensions that exist with complexity of diversity	5	5
Maturity of leadership mindset	This looks at leadership's mindset - if they can see the nuances and complexity of diversity	7	15
Leadership vision for the organisation's workforce	Addresses leadership's vision for diversity within the organisation	13	32
Workforce Teams	Workforce's Teams contributing to organisation	3	4

Name	Description	Files	References
4. Individual - Team Level	Individual Leader to Leadership Team Interactions	18	45
Diverse leader's influence	The role of the diverse leader in leadership's approach	5	16
Leader's intercultural mindset	The Leader's intercultural mindset to see complexity of diversity and how to approach it.	16	29
5. Individual Level	Individual leader influences on approach to diversity management	15	68
Cultural identity	Individual's cultural Identity and influence on approach	14	50
Life experience of leaders	Diverse experiences influence their view of diversity	12	28
Values	Personal values	5	12
Individual intercultural sensitivity	A leader's intercultural sensitivity influence on approach to DM	7	17
Leadership Vulnerability		5	11
3. Leadership Focus of Diversity Management	Leadership's Focus of Diversity Management - Narrow or Broad	29	284
1. External Influences	External Influences on Leadership Focus -e.g. business strategy,	13	28
Changing Socio-cultural climate	The socio-cultural changes and expectations today influencing the focus	11	23
New Zealand context	The Treaty of Waitangi Principles	7	14
External Stakeholders	The influence of external stakeholders on focus e.g. clients, future employees	3	5
2. Organisational Level	Organisational factors that influence leadership focus of Diversity Management	21	69

Name	Description	Files	References
Organisation's purpose	The organisation's purpose - vision, and mission	6	22
Organisation's resources	The level of resources within organisation to develop DM	4	7
Organisation's size	Organisation's size and focus of DM	4	7
Workforce demographic	The presence or absence of different demographic influences focus	19	52
Employee expectations	The desires and expectations of employees on their leadership and the organization that they work for	12	28
3. Team - Organisational Level		24	135
Leadership intercultural mindset	Leadership's intercultural mindset	18	64
Context awareness	Recognising changing dynamic of culture	6	19
Leadership's development of intercultural sensitivity	This looks at leadership's cultural awareness and sensitivity to diversity	10	32
Leadership's vision for their workforce	Leadership's rationale for the focus of their diversity management efforts	19	50
Business strategy	The business strategy influences that determine diversity focus	5	7
Diversity composition of workforce	The makeup of the workforce influences the leadership focus	7	9
Organisation context	The context of the organisation influences their focus - their business focus, their clients and market	10	30

Name	Description	Files	References
New Zealand context	The NZ focus due to the foundational principles of the Treaty of Waitangi	3	6
Maori Focus	A specific focus on Maori due to the Treaty of Waitangi	5	7
Organisational capacity	The organisation's capacity for diversity management	11	21
Organization size	The size of the organisation's workforce	7	8
Resources	Organisational resources for diversity management	6	7
Timing and pace	This looks at the timing of focus that is dependent on context, availability and budget	4	5
4. Individual - Team Level	Individual Leader-Leadership Team Level	5	17
Role of the diverse member	The diverse member's influence	5	16
5. Individual Level	Individual influence on the focus	13	35
Intercultural sensitivity	A leader's intercultural sensitivity influence on focus of DM	13	35





## Appendix 7: Data Describing the Range of the Three Leadership Dimensions

### Leadership Accountability for Diversity Management

Data describing the range of leadership accountability to diversity management based on each factor (External)

Leadership Accountability Factors - External	Low Accountability	High Accountability
<b>Socio-Cultural Climate</b>	<i>Not recognising the influence of the socio-climate</i>	<i>Recognises the influence of the socio-cultural factors such as changing expectations of clients and employees.</i>
	<p><i>“Certainly, over the last few years, the younger generations have come in. It’s made a bit of a difference in terms of how the business works but not necessarily all in a good way. This generation has grown up very lucky. They have had everything that they needed and appear reasonably well-off. Money was cheap, up until a couple of years ago and things have been easy. Not only that, with unemployment going down, it means that they have the pick and choice of where they work, how they work, where they want to work, they come home after 40-50 hours and go can’t be bothered. Then, they go “well, I don’t want to do that. I want to run away to the beach.” I guess the work ethic has certainly changed. From a manufacturing plant perspective, we can’t stop production and say, right, everyone will pick this up tomorrow. You know, there are production that needs to happen, we have to finish processes.” <b>Leader, Organisation J</b></i></p>	<p><i>“We partner with an organisation that promotes STEM to Māori and Pasifika high school students. We are going into schools and discussing what a STEM career looks like. We’ve partnered with groups like Tupu Toa that place Māori and Pasifika interns in organisations. So, we’re slowly opening that pipeline, but it’s hard and a long journey. The attrition rate is high, except for that one person who is gold to everyone, and they’re going to be thrown top dollar. It has caused us to look at how we need to understand Māori and Pasifika grads better. And we’re constantly asking the question, “What else can we think about? How can we support you? How are you getting to work? What’s your commute? Can we support in other ways, like that takes all those barriers away?” This is to get people to the baseline because everyone we’ve had through Tupu Toa just loved working here and was loved by our people. We have two that have returned. And we’ve got three from Tupu Toa this year, and another one returned. So, we’ve got four current Tupu Toa grads with us.” <b>Staff, Organisation G</b></i></p>

## Appendix

### The Range of Leadership Accountability to Diversity Management based on Each Factor (External and Organisation Level)

External Level	Low Accountability	High Accountability
<b>External Stakeholders</b>	<i>Not influenced by the external stakeholders such as clients and future employees</i>	<i>Responsive to the external stakeholders influence in their diversity management efforts</i>
	<i>We had someone who said, "Hey, we need to look at the outside world. And what can we take from that? What does that say? How does that help our people?" At that point, there was quite a lot of change in the business, but nothing changed. The fact that we had someone that had that thought, like, I've just never been exposed to that before. And I haven't seen it since. <b>Staff, Organisation J</b></i>	<i>"We would sit down with our government clients and have a debrief with them in terms of the relationship and what we could be doing better for them. They essentially told us we were too white and that we needed more cultural diversity within the team. And traditionally, we would rely on external Māori and Pacific contractors to fill that need for us. That's a very standard approach within our industry. But we're trying a different approach of developing our internal capability." <b>Leader, Organisation A</b></i>
Organisation	Low Accountability	High Accountability
<b>Organisational Workforce</b>	<i>The organisation's workforce demographic has low influence on the leadership's diversity management efforts.</i>	<i>The organisation's workforce is responsive to their workforce's needs and is influenced to address the cultural needs of their workforce.</i>
<b>Organisational Context</b>	<i>Organisational context has limited influence on leadership's accountability.</i>	<i>Organisational context is influencing the leadership to take responsibility for their diversity management</i>
	<i>"If you talk to our production managers about DNI, they will say, absolutely. I'm not so convinced; we still need to meet our contractual obligations such as our production requirements. There's a whole lot of things that we must do that are non-negotiables. How we do that and how we use resources, especially people so that it can be different. But they're not always willing to look at that. So, things like job share and part time workers and mums, things like that all those things have traditionally been too hard to manage. There's been a professional reluctance to look at that." <b>Leader, Organisation J</b></i>	<i>"So, we took all of our policies, and we had five different people look at our policies, from diverse perspectives and took couple of months read through these policies to figure out how to ensure we understood our people and context." <b>Leader, Organisation G</b></i>

## Appendix

### The Range of Leadership Accountability to Diversity Management Based on Each Factor (Organisation and Leader-Organisation Level)

Organisation	Low Accountability	High Accountability
<b>Ownership Structure</b>	<i>New owners, but there's been low influence on diversity management</i>	<i>Employee-owned structure makes leadership very responsive</i>
	<i>"Now we're becoming a lot more connected with the new owners. We're still in the early days of figuring out how all this will work. Right now, it works completely separately. Every country has its own policies, procedures, processes, operating model, and structure. So, it's as if we have many different companies. DNI is important to us, but it's not been raised with our parent company." <b>Leader, Organisation I</b></i>	<i>"We have had corporate owners where another company own us, then we had private equity companies that came in and sucked the blood out of you. Then we got listed on the share market. Suddenly, we had to put on our big boy pants and be corporate. Now we're owned by a family business again – we have employees own part of the company; we have the opportunity to bring the culture back to a more family environment. That's what I would like to see, that our culture becomes more of a family business where people feel like it should be helping the business rather than they're working for a big corporate giant." <b>Leader 2, Organisation F</b></i>
<b>Leadership-Organisation</b>	<b>Low Accountability</b>	<b>High Accountability</b>
<b>Leadership team diversity</b>	<i>Limited Diversity within Leadership team</i>	<i>Diverse Leadership Team</i>
	<i>"Well, not a lot of females. A limited number of females and different cultures. I could if I could be blunt. All in leadership are middle-aged white men. It was historically better about five or six years ago, there was a little bit more diversity." <b>Staff 2, Organisation J</b></i>	<i>"Our leadership is becoming more diverse. In the past, the nationalities of the leadership was very western centric. So about five and a half years ago, we had the first non-white person taking on the leadership. We've had a white South African before lead the organisation. But this was the first time that somebody who wasn't white from the majority world took on the leadership of the organisation." <b>Leader, Organisation G</b></i>

Appendix

The Range of Leadership Accountability to Diversity Management Based on Each Factor (Leader-Organisation Cont.)

Leadership-Organisation	Low Accountability	High Accountability
<b>Leadership team culture</b>	<i>Team culture is less cohesive on matters relating to diversity management</i>	<i>Cohesive and Inclusive on matters relating to diversity management</i>
	<i>So, when we think about the power, you will know that if we bring diverse perspectives in the whole team because of the enormous creativity that comes with it, it benefits the team. But in our team, we share our perspectives and then all our behaviour goes back to that safe zone; I'm sitting on the leadership team as is T, and we're not welcomed. They play nice, but at the end of the day, and we're different and that just sub-optimizes everything here. So this is why when I talk about the diversity of what could be versus what we are at, a lot of it is sub-optimizing our possibilities as opposed to leveraging it to grow the performance of our organisation." <b>Leader, Organisation C</b></i>	<i>"M and I talk about it quite a lot. We are only because we are on a journey ourselves personally, as well. M leads the team with me." <b>Leader, Organisation A</b></i>
<b>Leadership team's awareness of context</b>	<i>Leadership has some awareness to context - less responsive but reactive</i>	<i>Awareness and Responsive to Context</i>
	<i>"I think also understanding that just because you're employing a more culturally diverse workforce doesn't mean you are more diverse and inclusive. Now you're diverse, but how is your organization responding to that? Are they equipped to be able to deal with that? Do they know how to navigate the sorts of situations that will always arise because of cultural differences? That's, just the nature of having a diverse workforce, culturally diverse workforce. The complexities of it. At the end of the day, you can hit all the targets. On paper, you can look great, but that doesn't necessarily mean that you're actually functioning, or really making use of your cultural diversity to have a high performing team." <b>Staff, Organisation C</b></i>	<i>"Probably maybe 40 50% of ELT have had experiences, whether they have family who are gay, and have not had some great experiences. I feel like they're at that age now, where they have daughters who are struggling to get where they want to be. So, it's a little bit different. One has even said to me, that he feels the responsibility. His view is that he should have done much more 30-35 years ago than he did. It was the way we did things. And I never challenged it. And now as a leader and someone who's been a leader for 15 years, he acknowledges that he should have done more because he had the power to influence that change. <b>Leader, Organisation I</b></i>

## Appendix

### The Range of Leadership Accountability to Diversity Management Based on Each Factor (Leader-Organisation Con't)

Leadership-Organisation	Low Accountability	High Accountability
<b>Leadership team's view and relationship of their workforce</b>	View their workforce primarily as a human resource or staff	View their workforce as people
	<p><i>"We're just sort of finding our feet in respect to diversity and inclusion, or whatever you want to call it. And we were really finding our feet. And we recognize the importance of, again, just helping people feel comfortable with who they are, every day that they work. And what does that look like for us? We're still needing to get product out the door, and product made. So how do you how do you help people feel better about that, when they're still putting product in the bag and sending them out the door? So, we've, played around the edges of moving towards a greater DNI space as well." <b>Leader, Organisation J</b></i></p>	<p><i>"I have this fundamental belief about the unique value that people bring in, I think everybody has some unique value, even if you don't realize that. There's something that you're better at than anybody else on the planet. There's this unique thing to bring to the table. I think there's that element of just valuing people." <b>Leader, Organisation J</b></i></p>
<b>Leadership team's motivation for their diversity management</b>	Little or low motivation for diversity management	High motivation for diversity - business and right thing to do
	<p><i>"Senior leadership is generally open to hearing about DNI. I think our leadership team has an incredibly difficult role. Because there are a zillion different important things that we could or should have been doing. I think the daily tasks for our senior leadership team is to discern the priorities and have the moment short term but also long term. There is little focus to going further " <b>Staff 1, Organisation E</b></i></p>	<p><i>"I think somewhere in the DNA, there is the sense of stewardship of this business. So, we here to take care of this business for a period, and then we move on. And we're also responsible for growing others." <b>Leader 2, Organisation F</b></i></p>

Appendix

The Range of Leadership Accountability to Diversity Management Based on Each Factor (Leader-Organisation Con't)

Leadership-Organisation	Low Accountability	High Accountability
Leadership team's ownership of diversity management	<i>Low ownership for diversity management</i>	<i>High ownership of diversity management</i>
	<p><i>" I think a key thing that I see leadership and this organisation was the lack of consultation with key groups. I understand that there is this pressure to have a decision to be made and it that can only be made by a few people. But the consultation is missing - listening to workers and other opinions. Just the acknowledgment that you've heard it. Rather than a being just a tick box, asking "What do you want?" instead of deciding straight away? Decisions are rarely being discussed and made. Then, wondering why there is no participation or response." Staff 2, Organisation E</i></p>	<p><i>I've taken a strong lead. It would be silly to say anything other than that. [DNI]It's something I'm very passionate about. So, it kind of comes with the package they want. They want me they get this."</i>  <b>Leader, Organisation H</b></p>

## Appendix

### The Range of Leadership Accountability to Diversity Management Based on Each Factor (Individual-Leadership Cont.)

Individual - Leadership	Low Accountability	High Accountability
<b>CEO or MD's responsibility for diversity management</b>	<i>Low personal accountability for DM</i>	<i>High personal accountability</i>
	<i>His style is very light. You can almost hear him say "People should be lucky to have a job." <b>Staff 3, Organisation J</b></i>	<i>"So, whenever leadership appointments come up, it is part of the conversation. Let's look at the makeup of the current team. We don't just see skill set as important, but there are other insights and benefits that the team gains from having people are different from the dominant group." <b>Leader, Organisation G</b></i>
<b>Diverse leader's influence within the leadership team/sponsorship role</b>	<i>Diverse leader not able to influence leadership team</i>	<i>High influence on leadership team</i>
	<i>"They're very low in the maturity scale for DNI. There's been slow shifts, but that's because I've become bold in tiny steps. They're very conservative. For example, something needs to happen for Pride Month, and I sit in a leadership meeting, I said, Well, we're not very rainbow friendly. He says, "yeah, we just don't say anything." <b>Staff 3, Organisation J</b></i>	<i>"So, my boss, the CEO. He's super supportive and obviously, the HR. Those are the two people. And I think the others, I would say, majority, the others would think, "that's cool. We should do that. But they're not super heavily engaged as what I am." But they are engaged in it and probably also still see it as this little thing over here, rather than how I see it as this is fundamental to our strategy." <b>Leader, Organisation I</b></i>
<b>Leadership capacity to support diversity management</b>	<i>No or low capacity to support diversity management</i>	<i>Leadership has capacity to support diversity management</i>
	<i>"So, we we've obviously got it do our day jobs. And what we've kind of all been finding is that the D and I kind of gets pushed to the push to the side a little bit." <b>Staff 1, Organisation I</b></i>	<i>"We have learned that unless you appoint somebody on your executive leadership team to give lead to this to drive this, then you're going to continue to struggle. I work very closely with the CEO; we now are starting to engage the board." <b>Staff, Organisation G</b></i>

## Appendix

### The Range of Leadership Accountability to Diversity Management Based on Each Factor (Individual)

Individual	Low Accountability	High Accountability
<b>Leader Identity</b>	<i>The leader's identity is primarily on the work, rather than on developing the soft skills that are needed in understanding accountability</i>	<i>The leader's identity influences their personal accountability</i>
	<i>"She asked him, "How many hours do you work on keeping that technical side? And how many hours have you devoted your leadership?" But there was no concept that I needed to work on myself as a person and a leader." <b>Leader, Organisation C</b></i>	<i>"Most of our GLT has fronted up to those volunteer options that take Time, and they have sat there. And they've asked the questions that people go, "Oh, gosh, they don't know everything about this". And they've been very visible and very open to learning. And they've been putting themselves in this. a very vulnerable place, which is shown to other people. Okay, I don't need to be an expert on this yet. But well, if you're open to learning and making time to learn, then cool, I can take half an hour of my day and come to the session or this and put my hand up and ask some questions. "</i>  <b>Staff 1, Organisation F</b>
<b>Leader Intercultural Sensitivity</b>	<i>Leader's intercultural sensitivity is low, so the leader views people through stereotypes</i>	<i>Leader's intercultural sensitivity is high. They understand the complexity of cultural diversity and value diversity. They see people as multicultural dimensional beings.</i>
	<i>"So, it's these tensions with the younger generation, making it harder to address in terms of business functioning and outputs and things. You hear all around the business that our young people these days just don't want to work. And that's what young people have a reputation on."</i> <b>Leader, Organisation J</b>	<i>"I have this fundamental belief about the unique value that people bring. I think everybody has some unique value, even if you don't realise that there's something that you're better at than anybody else on the planet. And there's this unique thing to bring to the table. So, firstly, there's that element of just valuing people. What I really am passionate about is creating environments where people can bring their very best to the table, and that can help business performance. That's how I think of our people" <b>Leader, Organisation I</b></i>

**Leadership Approach to Diversity Management**

The Range of Leadership Approach to Diversity Management Based on Each Factor (External)

Leadership Approach - External	Surface Approach	Deep-Approach
<p><b>Socio-Cultural</b></p>	<p><i>A focus on the surface-level characteristics</i></p> <p><i>“We have a diverse workforce; being a large company. We are taking an enterprise approach, so we have five employee impact groups. We’ve got rainbow, accessibility, and life stages. Gender, and Rainbow. So that’s the lens we’ve been looking at for the last two years.” <b>Staff 1, Organisation I</b></i></p>	<p><i>Focus on developing cultural inclusion</i></p> <p><i>So, my role is the DEIB lead (diversity, equity, inclusion and belonging). We wanted the focus to be on belonging. My role is multifaceted. I’ve been in it for 18 months, and I’m still finding what this role means to me and to the organization. A lot of what I do is looking at what our current climate is. I run an annual DEIB survey that is a deep dive. We look at metrics and people’s personal experiences, the insight, how they think and feel about working at organisation F entirely because you can tick a box and say, Yes, I am this, but that doesn’t mean much. We want to know how do they experience the environment? And then looking at those and then looking at, if our demographic is this, if this is our home life situation, what do we need to be doing to supporting to support that? So, I work to create internal initiatives that our people can that support our people better.” <b>Staff, Organisation F</b></i></p>
<p><b>External Stakeholders</b></p>	<p><i>Responding to the changing demands of the organisation</i></p> <p><i>When I was coming into Organisation B before I got the job, I talked to some people about the culture in Organisation B. I heard that it might not be ethnically diverse, but it was still very open and welcoming. And the fact that we had flexible working allowed people to have flexibility by default, allowed people to work from anywhere, and, if they have kids, it allowed flexibility. And so that helped me decide to join Organisation B. <b>Staff, Organisation B</b></i></p>	<p><i>Approach is responsive to both stakeholders and the organisation</i></p> <p><i>“Because it makes sense, right? Don’t think Organisation F ever has not been in the business of looking after its people; it’s always done that. So that’s an easy starting place. We have realised that over the years, as we grew it, the care factor could not be very individual-driven. We need to hardwire it into our systems and processes and in everything that we do so that it stays caring, but at the same time, we’re still a business, and we are growing, and we need to change. We need to scale up and become more mature. Our clients are changing; their demands are changing. The cultural diversity piece is growing. So, we needed to be more business-like. We needed to learn a few things and behave slightly differently in how we approached our work, but at the same time, still care about our people. ..We want to preserve that.” <b>Leader 2, Organisation F</b></i></p>

## Appendix

### The Range of Leadership Approach to Diversity Management Based on Each Factor (Organisation)

Organisation	Surface Approach	Deep Approach
<b>Workforce Demographic</b>	<i>Leadership addresses surface-level diversity characteristics only</i>	<i>Leadership places emphasis on deep-level diversity and surface</i>
	<i>"So, we have five employee impact groups. We've got cultural diversity, accessibility, life stages. Gender, and Rainbow. So that's the lens that we've been looking at it for the last two years, whether that's the lens, we'll continue to look at it from 2024, I don't know. But within that, so the celebrations and education elements been part of it." <b>Leader, Organisation I</b></i>	<i>"It's how do we make sure all the groups are included; that everyone feels that this is a great place to work. And we don't throw the baby out with the bathwater, so to speak, when we look at these inclusive initiatives, and that's where we need to make sure that we're looking at ageing workforce, and how can we look at reverse mentoring programs? And how can we still give offerings that help support that?" <b>Staff, Organisation F</b></i>
<b>Organisational Context</b>	<i>Focus on Context to manage cultural diversity</i>	<i>Focus on Organisational Context that also build cultural inclusion</i>
	<i>So, we had pieces around specific pieces that were specific to certain communities like the rainbow, tick, gender tick, to effectively sort of come in and mark our homework and give us a good solid understanding of where we sit in terms of gender inclusion and rainbow inclusion. Rainbow Tick, we are on the very cusp of having our second accreditation confirmed. Gender tick is in a similar spot, we're at the last hurdle with that. And it looks as well across lots of other aspects of diversity in terms of starting that journey. Disability is an area that we have yet to really sort of touch upon in a meaningful way. It's partly because we're about to move headquarters into a brand-new space which meets much higher benchmarks in terms of accessibility and those kinds of things. So, that is a good point for us to be thinking about going forward in terms of inclusion. For that accessibility piece, there's a lot that will be addressed in there. Our people led networks D has done a lot of work in terms of bringing those supporting those networks to and to navigate sort of the business processes that they need to be aware of to, get things done and be able to do things like celebrate cultural, milestones or events that are important to them." <b>Leader, Organisation B</b></i>	<i>"I run an annual survey that is a deep dive into DEIB. And we look at metrics, we also look at people's personal experiences, the insight, how they think and feel about working at Organisation F entirely because you can tick a box and say, Yes, I am this, but that doesn't mean much." <b>Staff 2, Organisation F</b></i>

## Appendix

### The Range of Leadership Approach to Diversity Management Based on Each Factor (Leadership-Organisation)

Leadership-Organisation	Surface Approach	Deep Approach
<b>Leadership Intercultural Capability</b>	<p><i>Leadership's knowledge, skill and understanding of cultural diversity at surface-level</i></p> <p><i>"In DNI, they're very low in the maturity, maturity scale, very low. And but in this year, interestingly enough, there's been slow shifts, but that's because I've become bold, like, I'm encouraging them to be pulled away. It's a bit more conservative. So yes, you can see it's important. For example, with, you know, it's Pride Month, something needs to happen for Pride Month, and I sit in a leadership meeting, I said, Well, we're not very rainbow friendly. He says, oh, yeah, we just don't say anything. I'm like, exactly. So we won't talk about it, but doesn't mean we are against about No, the fact that we don't talk about it is a problem. You know? Yeah. Have someone in the house. Right?"</i> <b>Staff 4, Organisation J</b></p>	<p><i>Leadership's knowledge, skills and understanding includes the complexity of cultural diversity</i></p> <p><i>"And then I'd say, in the last decade, we've seen this spike in diversity of all sorts, which is great, that makes our work better. But it does. You know, it does come with its challenges, because you have people that have worked for the organization, their entire lives, essentially, suddenly feeling on the outside. It's how do we make sure all the groups are included; everyone feels that this is a great place to work."</i> <b>Leader, Organisation F</b></p>
<b>Leadership's Vision for Workforce</b>	<p><i>Leadership's vision for their workforce remains at the surface level diversity characteristics</i></p> <p><i>"I think there's two separate things. There are the actual formal initiatives, and then there's the way that people behave. If you think about the way that people behave, I think there is a natural desire to be inclusive, and I think people are fairly inclusive. But we do have a Diversity, Accessibility, Different stages, and Gender program. In my view, it still sits with a number of super passionate people that are a little bit off to the side, rather than being fully integrated with our business."</i> <b>Leader, Organisation J</b></p>	<p><i>Leadership's vision for their workforce is to experience cultural inclusion</i></p> <p><i>"What we're trying to do is create a safe and inclusive environment. We're not just trying to write policies and make sure tick boxes. So, lots of in-house events. What else am I doing, I'm also quite recently started working with a lot of our industry peers."</i> <b>Staff 1, Organisation F</b></p>

Appendix

The Range of Leadership Approach to Diversity Management Based on Each Factor (Individual-Leadership)

Individual-Leadership	Surface Approach	Deep Approach
<b>Leader's Intercultural Mindset</b>	<i>Leader's attitude towards workforce at the surface-level characteristics: they view their culturally diverse workforce from the stereotypes or surface-level characteristics</i>	<i>Leader's attitudes, beliefs and values acknowledges the deep-level characteristics: they view their culturally diverse workforce as multi-dimensional human beings</i>
		<i>So, when we think of diversity and inclusion, for the very first time I appointed a female leader into my Executive Team, I'm the youngest in the leadership team. And I have appointed a female leader for the very first time and this was huge, monumental challenge. And I got told off and told there's more experienced people, they can do the job better. When I'm gathered around a meeting, I look around and I hear people talk. The question that goes to my heart is, which voice am I missing in this group? Not which voice that's there? Yeah. Yeah. I always ask, what are we missing? <b>Leader, Organisation G</b></i>
<b>Diverse Leader's Influence</b>	<i>Diverse Leader's influence focusses on surface approach</i>	<i>Diverse Leader's influence addresses complexity of cultural diversity</i>
	<i>"What it really comes down to is, are we creating an environment where people feel more comfortable in being themselves and bringing their unique contribution to the table? Are we are we harnessing that unique contribution? That's really what it comes down to and that I have to find a way to measure that. But I think a big part of it is about leadership, which is why I'm really wanting to get the Exec team doing some more training" <b>Leader, Organisation I</b></i>	<i>"You know, one of the things that I'm trying to do that I've met resistance from the CEO. I say, "This is an idea to develop our cultural capability but appointing cultural directors, would you support it? Because I can't do it without her support, because that's important to her. And she said, I was thinking about it, but I think it should be part of a broader leadership development that we should be doing for those younger people, not just for Māori. I've tried to influence at the board level to ensure that broader perspectives are present" <b>Leader, Organisation F</b></i>

## Appendix

### The Range of Leadership Approach to Diversity Management Based on Each Factor (Individual-Leadership Cont.)

Individual-Leadership		
<b>Leader's Identity</b>	<i>The leaders hare more focussed on task, then leader development</i>	<i>The leader's life experience has influenced her identity, and behaviours</i>
	<i>"She asked him, "How many hours do you work on keeping that technical side? And how many hours have you devoted your leadership?" But there was no concept that I needed to work on myself as a person and a leader.", <b>Leader, Organisation C</b></i>	<i>"I have this fundamental belief about the unique value that people bring in, I think everybody has some unique value, even if you don't realise that there's something that you're better at than anybody else on the planet. And there's this unique thing to bring to the table. So, I think, firstly, there's that element of just valuing people. ...what I really am passionate about is creating environments where people can bring their very best to the table, and that can help business performance. That's how I think of our people" <b>Leader, Organisation I</b></i>
<b>Leader's Intercultural Sensitivity</b>	<i>The leader is not interested intercultural sensitivity</i>	<i>The leader is developing their intercultural sensitivity</i>
		<i>So last year, I did some night classes on Te Reo and this year, I've just signed up for the Te Ka program. So I just got to persist, really, and persist with all the awkwardness of being a fifty-something Pakeha (European) who doesn't pronounce things right and just sort of just get on and keep going. I'm richer for still learning. <b>Leader, Organisation H</b></i>

## Appendix

### Leadership Focus of Diversity Management

#### The Range of Leadership Focus of Diversity Management Based on Each Factor (External)

Leadership Focus		
External	Narrow	Broad
<b>Socio-Cultural Context</b>	<i>The socio-cultural context in which this organisation is operating in is changing. It is requiring the organisation to narrow its focus.</i>	<i>The socio-cultural context is influencing the leadership to shift its mindsets and focus</i>
	<i>“In our sector, our organisations are audited to standards that allow us to operate our service organisation. We could be shut down for not complying with the standards. In our sector, Māori and Pasifika have the least representation and equity as clients and in our workforce. In the past, equity was optional. But that’s no longer the case; we’ve got to show that we have consciously made an effort in a range of ways, and employment was part of that.” <b>Leader, Organisation H</b></i>	<i>So for the last few years, we’ve got more single young people here than ever before. And they come with new ideas and freshness that I welcome and I’m saying okay, how do we embrace that? And, the policies is one. The second is a culture of seeing people when they come not as they don’t know anything until we train them.. But what do they come with that is enabling them to train us” <b>Leader, Organisation G</b></i>
<b>External Stakeholders</b>	<i>A narrow focus due to the business strategy</i>	<i>Broad Focus for clients.</i>
	<i>“And then the other side of it being the right thing is that we’re a treaty partner and supporting the government to be a treaty partner. And so the right thing to do is to ensure that we’ve got cultural capabilities and competencies and learn what that means for us.” <b>Leader Organisation A</b></i>	<i>“In 2019, we were considering how we could be more impactful across New Zealand. And one of the things that we recognised was that if we were going to support and serve a diverse country, then we need to reflect that diversity in our workforce. Not only because then we can tap into the right communities and the right forums in the right way that will connect with people.”</i>

## Appendix

### The Range of Leadership Focus of Diversity Management Based on Each Factor (Organisation)

Organisation	Narrow Focus	Broad Focus
<b>Organisation's Workforce</b>	<i>Limited Diversity or has limited potential to be diverse</i>	<i>Multicultural or has potential to be diverse</i>
	<p><i>"Very female. We've got down to three for me. So four out of the 21. I mean, it used to be a lot more balanced than that. But that's where we've ended up. Regarding ethnicity, we will soon have five Maori or Pacific researchers, and everyone else is New Zealand or European. Yeah. It's a recent shift that we'll talk about. In terms of other kinds of diversity, I'm not sure that we have any back in terms of people with disabilities; I don't think we tick that box if you like. In terms of, I suppose we're all professionals; everyone's educated"</i> <b>Leader Organisation A</b></p>	<p><i>"I do know that the average age at our organisation is 35. I believe the longest-serving staff member has been here, coming up 50 years this year. So what we've experienced is we've had this, I guess, the core demographic of consultants that were primarily born and raised in New Zealand, you know, they may have come into this industry because their parents did them primarily male, for a long period. We're seeing a lot more females in leadership roles. We have over 5% of our population represents rainbow communities. 50% of our people have immediate family overseas, so they have ever moved to Australia and New Zealand or, you know, their families moved away or whatever that can look like. So we've got a better picture of who we are. And I think that demographic changes are present in our organisation In terms of our work."</i> <b>Staff Organisation F</b></p>
<b>Organisation Size</b>	<i>Small Organisation limits the focus of diversity management</i>	<i>Large or Global Organisation are naturally diverse.</i>
<b>Organisational Purpose</b>	<i>Specific focus on Diversity Dimension</i>	<i>Broad Focus of Diversity</i>
	<p><i>"So that journey, started a couple of years ago, our government clients, you know, we would sit down with them and have a bit of a debrief with them in terms of the relationship and what we could be doing better for them. Again, and again, they were essentially telling us we're too white. And that we need to have more cultural diversity within the team. "</i> <b>Leader</b></p>	<p><i>"Don't think we ever have not been in the business of looking after its people; it's always done that. So that's an easy starting place. We have realised that over the years, as we grew it, the care factor could not be very individual-driven. So we need to hardwire it into our systems and processes and in everything that we do so that it stays caring, but at the same time, we're still a business, and we are growing, and we need to change. And we need to scale up; we need to become more mature. Our clients are changing; their demands are changing. So we needed to be more business-like."</i> <b>Leader 2 Organisation J</b></p>

Appendix

The Range of Leadership Focus of Diversity Management Based on Each Factor (Organisation Cont.)

Organisation	Narrow Focus	Broad Focus
<b>Organisational Resource</b>	<i>Limited resources to pursue diversity management</i>	<i>Has resource for diversity management</i>
	<p><i>"So, we're a really small leadership team. On arrival, I only had two direct reports. And so none of this was a priority, because they had just a million other things they were trying to do to keep the doors open. In the last year, I've taken on a GM people and safety. And she's working with me on both the people side of things, it's something again, that we're talking about more." Leader Organisation H</i></p>	<p><i>"It is one of the things that that we have learned that unless you appoint somebody on your executive leadership team to give lead to this to drive this, then you're going to continue to struggle, it cannot be an obviously I, work very closely with a CEO, we now are starting to engage the board. But the lower it down, you go in the organization in terms of asking somebody to do this work, the harder it gets, if they even have somebody to really specifically focus on this as part of, you know, it may not be once only responsibility within the organisation, but that it is part of your responsibility, which you are held accountable for, and given the support needed to execute in the organisation. I think as we drum into the requirements for me, if you're not going to be intentional and willing to resource this. Even in one of the things that we've done over the last year, is actually allocating a budget way for the first time. So, again, many organisations do talk about it, but there's no personnel allocated, there's no budget allocated. And so it just makes it very difficult for those who have the vision or the how to do this. So, I'm really grateful that at least we've gotten to that stage of recognizing this is part of what it will take us to do this. Leader Organisation G</i></p>

## Appendix

### The Range of Leadership Focus of Diversity Management Based on Each Factor (Leadership-Organisation and Individual-Leadership)

Leadership-Organisation	Narrow Focus	Broad Focus
<b>Leadership Intercultural Mindset</b>	<i>Narrow beliefs and views about cultural diversity</i>	<i>Sees complexity of cultural diversity</i>
	<i>"P, our chief executive is really passionate about retaining senior woman within the workforce. And she's putting together a program of work around that to be rolled out this year.ve the ear to the ground." Staff 2 Organisation F</i>	<i>"We have many opportunities to read into the cultural richness that different people bring. And you realise that people from different parts of the world have good strengths in different things. And I think in all that we know; there is much richness that comes in terms of ideas and how to do things. And when people are multicultural, they also become culturally aware in the process of how they can relate to each other and those special things. And so I think we have what you'd call many global citizens in that sense, just people who are aware beyond their boundaries and countries and all that" Leader Organisation D.</i>
<b>Leadership's Vision for their Workforce</b>	<i>The leadership's vision is narrow with a Māori and Pakeha focus</i>	<i>The leadership's vision is broad.</i>
	<i>Our vision is probably we have at least half the team is not being white. We'd be quite happy if it was more than that. Our vision is that the entire team is working so well together and is so integrated. And so, it's not them and us."</i>	<i>"My vision is of a truly multicultural organisation. But the work in each context is led by people from that context."</i>
Individual-Leadership	Narrow Focus	Broad Focus
<b>Role of the Diverse Leader</b>		<i>The diverse member of the ELT is widely respected and is influencing in broadening their focus</i>
		<i>And I would say that R works very hard for DNI. If I look at her team, she has a balanced team. And I think she's a good representative that as she sits on the ELT now, when you talk about di, which she will, she will make sure it comes to the table. So that's a great move. But I think she will encourage others to look at the balance, makeup, and structure of the teams and question it and say, why aren't we hiring more females? Or why are we not hiring from a different ethnicity and backgrounds and sexuality, etc? I don't think we could do much better than having R on that. To be honest, I think she can make a real difference. Staff 2, Organisation J</i>

## Appendix

### The Range of Leadership Focus of Diversity Management Based on Each Factor (Individual)

Individual	<i>Narrow Focus</i>	<i>Broad Focus</i>
<b>Leader Intercultural Sensitivity</b>	<i>A leader who does not see the importance or value of diversity</i>	<i>A Leader who values and learns from the diverse perspectives</i>
		<p><i>For the last few years, we've got more single young people here than ever before. And they come with new ideas and freshness that I welcome and I'm saying okay, how do we embrace that? And, the policies is one. The second is a culture of seeing people when they come not as they don't know anything until we train them. But what do they come with that is enabling them to train us" <b>Leader, Organisation G</b></i></p>

## Appendix