

PRME Gender Equality Working Group

Global Repository

“Leadership”

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I. CASE STUDIES

“Bank of London”

<http://www.caseplace.org/d.asp?d=4124>

“Bank of London”, Richard Ivey School of Business , Authors: Wilson, J.; Seijts, Gerard, 2009

The vice-president of the Bank of London was stunned to hear that the union representing clerical workers was initiating a complaint of gender discrimination in starting salaries. The vice-president had believed the Bank of London was actively promoting diversity and inclusion as a natural part of its culture; additionally, the senior leadership team understood how vital diversity and inclusion were to organizational effectiveness and growth. The vice-president was wondering what the accusation of discrimination was costing the Bank of London, and how to manage perceptions both inside and outside of the organization. To determine this, he wanted to understand if discrimination had in fact occurred and analyzed the following factors between male and female job-holders: beginning salary, time at current job, education and experience.

“Beyond Cooperation: Gender, Activism, and Self-Help in Maharashtra (Epilogue)”

http://cb.hbsp.harvard.edu/cb/web/product_detail.seam?E=3285220&R=HKS179-PDF-ENG&conversationId=123104

“Beyond Cooperation: Gender, Activism, and Self-Help in Maharashtra (Epilogue)”. Pamela Young, Guy Stuart, 2005

In February, 2004, the general manager of the Mann Deshi Mahila Sahakari Bank failed to show up for work several days in a row. His absence followed a meeting of the full staff of the bank with the chair of the board, Chetna Sinha, in which tensions between the male and female staff were aired. The general manager was not the only male staff member to show his dissatisfaction. In January, another long-time male employee had quit, warning that all the male staff were planning to quit as well. Chetna Sinha had to decide whether to call back the general manager, or simply let him go. If she let him go, who would replace him? Chetna Sinha and other women in the village received a cooperative banking license from the Reserve Bank of India (RBI) in February 1997, and six months later founded the Mann Deshi Bank. The bank grew steadily, though not without problems, especially in filling the general manager position. In 2002, Chetna was invited to be a fellow at Yale's Global Fellows program, where she spent a year. In her absence, the bank passed an RBI exam, and operated with few problems. But on her return Chetna found many tensions that soon became unbearable. In December, 2003, she called the full staff meeting that precipitated the departure of the two male employees. HKS Case Number 1806.1

Learning Objective:

This case raises a number of general management questions: What particular difficulties does a woman face in founding and growing a development organization? How can such an organization attract the appropriate talent, especially in a labor market where gender is a significant factor? How do founders of organizations delegate responsibility for the running of an organization once it is established? It also raises specific questions related to microfinance.

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“BRAC”

<http://www.caseplace.org/d.asp?d=35>

“BRAC”, Harvard Business School, Author: Quelch, John A., 2003

BRAC is the world's largest NGO and has over the past 20 years experienced tremendous rates of growth. The case looks at diversity within the organization and the aspects of management that have made the organization so successful.

“CTV NewsNet (A, B, C)”

<http://www.caseplace.org/d.asp?d=1170>

“CTV NewsNet (A, B, C)”, Authors: Cavanaugh, Christina; Russell, Christina, Richard Ivey School of Business, 2010

A national television station aired the wrong take of a CTV Newsnet broadcast, one filled with ethnic, gender and social slurs aimed to amuse the technicians in the studio. When this segment was inadvertently aired, the station was thrown into a crisis management situation where every reaction required an action. The senior vice-president of news needed to make some major decisions quickly. He had to gauge public reaction and the effects of the incident on the growing reputation of CTV Newsnet and consider the vested interests of key stakeholders such as the parent company CTV Inc. and its major advertisers. This case explores the gravity of communication issues and lets students try their hand at making critical decisions, in tight time frames with imperfect information. Supplements CTV Newsnet (B), product number 9B01C027, discusses developing and implementing a communication strategy and CTV Newsnet (C), product number 9B01C028, focuses on the aftermath of the firing.

“Executive Women at Link.Com”

<http://www.caseplace.org/d.asp?d=608>

“Executive Women at Link.Com”, Stanford University, Authors: Martin, Joanne; Meyerson, Debra, 2006

Consists of eight separate parts. These parts can be used separately, a few at a time, or all eight at once. Link.Com: A Silicon Valley Legend is a short introduction that provides a brief overview of the company. Link.Com is a large, multinational computer company, with a spectacular growth and profitability record. Organizational charts show the structure of the firm and the positions of the eight top-ranking women in the company (seven of whom contributed to this series of cases). This material can be used to introduce any of the seven individual stories that follow: Natalie Kramer's Story, Ana Ibarra's Story, Denise Brousseau's Story, Patricia Sullivan's Story, Kathleen Casey's Story, Mariana Torcelli's Story, and Masako Hirada's Story.

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“Global Diversity and Inclusion at Royal Dutch Shell (A)”

<http://www.caseplace.org/d.asp?d=5955>

“Global Diversity and Inclusion at Royal Dutch Shell (A)”, Authors: Sucher, Sandra J.; Corsi, Elena, Harvard Business School, 2011

Royal Dutch Shell has been among the early players to implement diversity and inclusion policies in the 1990s, first in the U.S. and then globally. In May 2009, Peter Voser, CFO and soon-to-be CEO, wants to adjust the company's business, headcount and cost levels to adapt to changing economic conditions after one of the worst economic downturns in decades. His all-male Executive Committee has raised eyebrows since it is a step back from that of his predecessor, and he must decide whether to continue to promote the firm's emphasis on global diversity and inclusion while it restructures its business and reduces its managerial workforce.

“Increasing Market Opportunities”

<http://www.caseplace.org/d.asp?d=1033>

“Increasing Market Opportunities”, The Center for Corporate Citizenship at Boston College, The Wallace B. Carroll School of Management, Author: Rochlin, Stephen A.; Boguslaw, Janet, 2004

For over thirty years, Turner Construction has offered a Construction Management Training Program that has provided a competitive strategy for the company while benefiting hundreds of minority and women owned construction businesses and building valuable relationships within local communities.

“Julia Stasch (A, B)”

<http://caseplace.org/d.asp?d=496>

“Julia Stasch (A, B)”, Harvard Business School Publishing, Authors: Meyer, Kirk O.; Eisenberg, Jonathan, 1993

A successful woman executive attempts to integrate women into the construction trade in Chicago. Julia Stasch rose from office assistant to president and chief operating officer of a major Chicago real estate firm, Stein & Co. This case describes her campaign to create expanded opportunities for women and minority-owned businesses as suppliers to construction projects, and for women and minority workers on construction sites. Discusses entrenched discrimination in a particular industry, and the creative change strategies implemented by one executive. Teaching Purpose: May be used in Human Resources, Organizational Behavior, Ethics, and Diversity courses to help students explore: 1) the design of affirmative action and diversity programs to address entrenched discrimination; 2) the role of business in encouraging diversity; 3) how one individual can create social change; and 4) strategies for increasing the acceptance of diversity of the workplace. Supplements available (from Harvard Business School Publishing).

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“Managing a Public Image: Rob Thomas”

<http://www.caseplace.org/d.asp?d=466>

“Managing a Public Image: Rob Thomas”, Harvard Business School Publishing, Authors: Ely, Robin J.; Vargas, Ingrid, 2004

Rob Thomas describes some of the challenges he has faced as a white, middle-aged man who is managing director of a mid-size consulting firm where he is committed to increasing staff gender and racial diversity. Unwilling to risk the disapproval of any constituency, Thomas was initially paralyzed by his desire to appear as a fair and infallible leader. When a capable but undistinguished female consultant comes up for partner, Thomas decides to take a stand, but his efforts to get her promoted fail. In the end, Thomas questions whether he has been an effective leader in support of a cause about which he cares deeply. Thomas reflects on his image concerns, questioning whether they have undermined his ability to exercise leadership effectively.

“Managing Diversity at Cityside Financial Services”

<http://www.caseplace.org/d.asp?d=595>

“Managing Diversity at Cityside Financial Services”, Harvard Business School Publishing, Authors: Ely, Robin J.; Vargas, Ingrid, 2006

Cityside Financial Services, a disguised consumer bank, serves both a largely African-American urban community and a more affluent, predominantly white clientele. To match the gender and racial makeup of its staff to that of its customers, Cityside's sales division implemented an aggressive affirmative action hiring program. The program succeeded in raising the numbers of women to 50% of all employees and of African-Americans to 53% of middle managers and 25% of executives. Cityside operated a profitable business with high customer satisfaction rates that were widely perceived as a successful model of the "business case for diversity." Therefore, the bank's leadership was mystified to discover growing resentment and demoralization among its African-American employees.

“Meeting the Diversity Challenge at PepsiCo: The Steve Reinemund Era”

<http://caseplace.org/d.asp?d=4763>

“Meeting the Diversity Challenge at PepsiCo: The Steve Reinemund Era”, Harvard Business School, Authors: Thomas, David A.; Creary, Stephanie J., 2009

This case profiles PepsiCo's diversity journey under the leadership of former chairman and CEO Steve Reinemund who instituted diversity as one of the company's strategic imperatives. It demonstrates the ways in which Reinemund partnered with his leadership team and employees throughout the organization to make diversity a key factor in PepsiCo's culture and performance. It also reveals how, regardless of the success, PepsiCo employees were openly speculating what it would mean for the diversity strategy that Reinemund would be turning the helm of PepsiCo over to Indra Nooyi, a 50-year old Indian-born woman, who would need to find her own voice and approach to leading the company and its diversity efforts.

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“Promotion of Female Executives: An Executive's Tough Decision”

<http://caseplace.org/d.asp?d=4703>

“Promotion of Female Executives: An Executive's Tough Decision”, Tecnologico de Monterrey, Author: Pence Dudgeon, J., 2007

This case emerged from discussion with my students about the situation of the Mexican professional woman. It is based on a variety and combination of real experiences and situations that the author has experienced in Mexico. As such, the case tries to bring together in one specific situation many of the issues involved when a Mexican female professional seeks promotion and advancement.

“Shifting the Diversity Climate: The Sodexo Solution”

<http://www.caseplace.org/d.asp?d=6293>

“Shifting the Diversity Climate: The Sodexo Solution” Authors: Thomas, David A.; Creary, Stephanie J., Harvard Business School, 2011

This case profiles the evolution of Sodexo's diversity initiative. Diversity became a key priority for Sodexo, North America in 2001 after a class-action lawsuit was filed and certified in Washington, D.C. against Sodexo Marriot Services, Inc., the food services division that Sodexo had merged with in 1998. In 2002, Dr. Rohini Anand was hired by Michel Landel, CEO of Sodexo, North America. Soon thereafter, Anand was instated as chief diversity officer for Sodexo, North America. Anand and Landel worked with several executives to develop and implement systems that were conducive to a diversity strategy. The team started to build the human resource processes that would address many of the concerns in the lawsuit: training systems, selection systems, and a career posting center. By 2010, Sodexo, North America was continuing to gain traction on its diversity strategy, and a global diversity initiative for the group was underway. In addition, the company had developed diversity priorities focused on five different dimensions of difference from a global perspective: gender, race/ethnicity, sexual orientation, disabilities, and age. However, more work still needed to be done to engage employees around the world in the company's diversity initiatives.

“Three Guineas Fund”

<http://caseplace.org/d.asp?d=935>

“Three Guineas Fund”, Stanford Technology Ventures Program, Authors: Lagenfeld, Stephanie; Ramfelt, Lena; Kosnik, Thomas J., 2006

In 1997, Cate Muther, of Three Guineas Fund and Jim Robbins, of Business Cluster Development, both very successful entrepreneurs, established the Women's Technology Cluster (WTC) in response to the National Foundation of Women Business Owners' determination that only 1% of nearly 8 million women-owned businesses in the United States received venture capital financing. This case describes selecting firms that VCs will find credible, identifying VCs to partner with, building support relationships, and develop performance metrics for the WTC. It also covers the development of mission, business plans, portfolio companies, staff, budgets, office space, fundraising and media relations.

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II. COURSES/SYLLABI

Gender Campus

<https://www.gendercampus.ch/en>

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Information and communication platform for Gender Studies and Gender Equality within Swiss universities and universities of applied sciences.

Gender Calendar:

Information about public events, conferences, vacancies and fellowships. In addition, current calls for papers are published.

Gender Studies:

News about Gender Studies in the universities and universities of applied sciences, ongoing research projects, a list of study programs, current publications and an extensive link list can be found.

GenderPortal of the University of St. Gallen

<http://www.genderportal.unisg.ch/en.aspx>

Retrieved March 2012

For Students:

The University of St. Gallen is one of the first German-speaking universities to offer a course program in Gender and Diversity studies. Students can choose to supplement their studies in management, economics, international relations and law with various issues in gender and diversity studies. The courses are offered by different members of faculty on Bachelor's, Master's and Ph.D. level. For each level gender and diversity courses and courses covering gender and / or diversity topics are listed (in German only).

For Researchers:

Our research projects tackle primarily gender and diversity issues in the context of work and organizations. The research questions deal with a variety of topics, from law, wage discrimination and identities to questions about part-time work or combining career and family.

Resources:

Gender and Diversity studies are interdisciplinary, with a plethora of epistemological approaches, research themes, questions and methodologies. To help newcomers get started, we have selected some resources relevant to our context of gender research (in German only).

III. TEXTBOOKS

Diversity in Organizations

Author: Myrtle P. Bell, 2007, Publisher: Thompson, ISBN: 0324302576 (Academy of Management Member-Authored Book)

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DIVERSITY IN ORGANIZATIONS is the first comprehensive, research-based text designed to meet the needs of the diversity course. It provides a comprehensive view of the various aspects of organizational diversity, including why diversity is important for organizations, recruiting, retaining, and effectively and fairly utilizing a diverse workforce, and legislation related to diversity. The book conducts in-depth explorations of key racial/ethnic groups, sex and gender, religion, work and family, weight and appearance, physical and mental ability, and sexual orientation. It includes prescriptions on how to become a diversity-friendly employer, include workers often devalued, and how both dominant and non-dominant group members can work to effect change.

Gender, Race, and Ethnicity in the Workplace

Author: Margaret Foegen Karsten, Publisher: Praeger, 2006, ISBN: 0275988023 (Academy of Management Member-Authored Book)

Since women were first admitted to the Harvard-Radcliffe business program in 1959, they have made remarkable progress in assuming leadership and management positions traditionally held by white men; more recently, African-, Asian-, Hispanic-, and Native-American women and men have joined the professional realm in increasing numbers --with profound implications for organizations. Nevertheless, the statistics remain discouraging: women make up nearly 50 percent of the workforce, but only 16 percent of the corporate officer pool in America's 500 largest companies; for every dollar a white man earns, a black man earns 76 cents; in a recent survey, 70 percent of women cited lack of an influential mentor as a key obstacle to attaining business success. The leading business experts assembled here consider what is behind these statistics and what can be done to change the culture that creates them. Blending theory and practice, statistics and analysis, this three-volume set presents the latest research from management, sociology, psychology, law, and public policy to shed new light on the dynamics of gender and race/ethnicity in the workplace. The first volume details the corporate paths of women and minorities to date, highlighting continuing challenges and gaps. Volumes 2 and 3 tackle such complex issues as: socialization and how it excludes women and minorities; the impact of affirmative action decisions on practice and policy; the fine line between office romance and sexual harassment; the depth of racial and gender stereotypes; work-life balance; and unwritten codes of power and influence. These volumes also showcase innovative practices in promoting diversity and leadership development. Featuring contributions from such influential authors as Nancy Adler, Gail Evans, and Gary Powell, this set presents a unique collection of perspectives on the dynamics of race, ethnicity, and gender in the workplace, and considers how they both reflect and reinforce the larger culture.

Leadership and the Influence of Diversity

Author: Hank Clemons, PhD, Publisher: Spectrum Publishing, 2003, ISBN: 0971454922 (Academy of Management Member-Authored Book)

When it comes to the 21st Century workforce, is it leadership as usual? No, managers, supervisors, or anyone in a leadership role will probably discover, if they haven't already, that using the 20th Century approach to today's workforce is becoming less and less effective. If you want to be more successful as a leader, you'll want to apply diversity leadership skills. Leadership and the Influence of Diversity identifies six major diversity challenges leaders face with the new and emerging workforce: Management, Attitudinal, Paradigms, Generational, Perceptions, and Management vs. Leadership. It then suggests using a situational approach that leaders can apply at all levels in the organization to effectively manage these challenges as well as other influences of diversity.

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Management, Gender, and Race in the 21st Century

Author: Margaret Foegen Karsten, 2005, Publisher: University Press of America, Inc, ISBN: 0761832750, (Academy of Management Member-Authored Book)

Management, Gender, and Race in the 21st Century summarizes experiences of specific racial and ethnic minorities and women in leadership positions in the U.S. over the past 10 years. Topics such as equal employment opportunity, affirmative action, diversity management, pay equity, sexual and racial harassment, workplace romance, race- and gender-based stereotypes and socialization, organizational power are discussed. An inclusive career planning model incorporating issues women and ethnic minorities face during their lives is presented as is a comprehensive stress model. Trends in developmental relationships, such as mentoring and its alternatives and networking are explored as are issues related to work/life balance and integration.

Squaring Up: Policy Strategies to Raise Women's Incomes in the United States

Author: King, Mary C., 2001, University of Michigan Press, Ann Arbor, ISBN 0472097474

More specifically, Squaring Up discusses the potential of ten different strategies to raise women's incomes. These strategies fall into three categories: those intended to reduce the negative impact of childrearing on women's incomes, those designed to raise the wages in the jobs where most working women are concentrated, and those focused on moving women into better-paying positions. The chapters on each policy strategy represent both a state-of-the-art assessment of the potential of each strategy to raise American women's incomes and an introduction to the topic that includes information on current programs and directs the reader to the most important literature on the topic. Squaring Up is designed for courses in a wide range of disciplines, including public policy, political science, economics, sociology, and women's studies. It is also intended for policy makers, opinion leaders, activists, and the general public interested in women's issues.

Tempered Radicals: How People Use Difference to Inspire Change at Work

Author: Meyerson, Debra E., 2001, Harvard Business School Press ISBN 0875849059

<http://www.caseplace.org/d.asp?d=2187>

A firm's vice president allies herself with the top brass while lobbying to advance gender equity in the executive suite. A talented manager forges a new path up the corporate ladder that makes room for his roles as husband and father. An African American manager quietly expands the diversity of his organization by working within the corporate recruiting structure, but creating alternative sources for qualified candidates that successfully tap minority populations. If these individuals seem like they're playing both sides of the corporate game--they are. Debra E. Meyerson calls them "tempered radicals": people who want to become valued and successful members of their organizations without selling out on who they are and what they believe in.

IV. BEST PRACTICES

Gleichstellungs-Controlling (Gender Equality Controlling)

<http://www.gleichstellungs-controlling.org/de/index.php>

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The goal of Gender Equality Controlling is a comprehensive and sustainable implementation of gender equality in organizations. Gender equality objectives are integrated in already existing routinized management and controlling processes of an organization. This means that Gender Equality is embedded as a cross-sectional task and the responsibility for the implementation of the objectives is transferred to the managers. The instrument of Gender Equality Controlling and the controlling process are based on the concept of Gender Mainstreaming. But compared to Gender Mainstreaming, Gender Equality Controlling is more focused because it clearly sets priorities by using gender equality objectives.

The website includes a large section with literature covering the topic of gender and diversity management (own publications and recommended literature – mainly in German).

<http://www.gleichstellungs-controlling.org/de/Literatur/Publ.php>

Books (available in German only):

Müller, Catherine / Sander, Gudrun (2011): Innovativ führen mit Diversity-Kompetenz. Haupt-Verlag, Bern. 2. Auflage. ISBN: 978-3-258-07679-9

Müller, Catherine / Sander, Gudrun (2005): Gleichstellungs-Controlling: Das Handbuch für die Arbeitswelt, vdf-Verlag, Zürich. ISBN: 978-3-7281-2917-8

V. SEARCH ENGINES

VI. PROFESSIONAL ACADEMIC ASSOCIATIONS & SUBDIVISIONS

ATGENDER

<http://www.atgender.eu/>

Retrieved March 2012

Short summary

The European Association for Gender Research, Education and Documentation is a professional organization in the field of international gender studies.

CEMS Faculty Group “Gender and Diversity Management”

<http://www.cems.org/academic-members/faculty-groups/gender-and-diversity-management>

Retrieved March 2012

About CEMS – Mission Statement:

CEMS is a global alliance of academic and corporate institutions dedicated to educating and preparing future generations of international business leaders. The CEMS academic and corporate members work collectively to develop knowledge and provide education that is essential in the multilingual, multicultural and interconnected business world.

The joint CEMS Master’s in International Management is the main vehicle for achieving this goal. Common to all activities is the aim of promoting global citizenship, with particular emphasis placed upon the following values:

- The pursuit of excellence with high standards of performance and ethical conduct;
- Understanding and drawing upon cultural diversity with respect and empathy;

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--Professional responsibility and accountability in relation to society as a whole.

CEMS Faculty Groups:

Faculty Groups constitute an opportunity for academics from CEMS schools to work with peers on the issues that they are focusing on in their personal research. They function within the framework of the CEMS MIM program. They fulfill the requirement for international cooperation in Block Seminars and CEMS courses. Additionally, they create numerous opportunities for joint book, article and/or research projects as well as the organization of Doctoral education workshops

Faculty Group “Gender and Diversity Management”:

The purpose of the Gender and Diversity Management Faculty Group is to establish a professional network that provides a platform for intensifying research and teaching related activities in the field of gender and diversity management. The objectives of the CEMS faculty group are:

- to promote understanding of the opportunities related to a diverse workforce
 - to prepare students to take leadership roles in diversity issues in organizations
 - to develop a consistent curriculum and up-to-date study material for CEMS students
 - to intensify shared research on gender and diversity
 - to increase the visibility of internationally relevant topics in the CEMS network
 - to deepen the scholarly discourse on local adaptation of diversity management.
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Textbook: Danowitz, Mary Ann / Hanappi-Egger, Edeltraud & Mensi-Klarbach, Heike (ed.): “Diversity in Organizations: Concepts and practices” (working title), published in 2012 by Palgrave Macmillan.

Block Seminar: Gender and Diversity Management: Towards inclusive organizations

Monday, 14 to Friday, 18 September, 2015 – LSE, London

Description:

The seminar provides an introduction to the field of gender and diversity management. In addition to raising their individual awareness, students will learn about the societal and organisational mechanisms of including and/or excluding people due to diversity dimensions such as gender, race/ethnicity, age, sexual orientation, disabilities and religion/beliefs. The knowledge and experiences from the course will prepare students to take leadership roles, as change agents, in organisations in establishing inclusive management concepts and practices to achieve respectful behaviour towards a diverse work force.

Gender & Diversity in Organizations (GDO) – A Division of the Academy of Management

<http://division.aomonline.org/gdo/>

Retrieved March 2012

The mission of the Gender and Diversity in Organizations (GDO) Division of the Academy of Management is to generate and disseminate knowledge about gender and diversity within and outside of organizations, to embrace diverse perspectives in organizational research and education, and to support social justice through the inclusion of marginalized voices in members’ research and practice. Major topics include theory and research on:

- Gender and its intersections with race, class, and other institutionalized systems of power
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- The impact of group diversity on well-being and effectiveness at individual, group, and organizational levels of analysis
 - The impact of occupational and organizational structures on marginalized and dominant groups
 - Experiences of members of different social groups, including (but not limited to) groups differentiated by gender, race, ethnicity, class, sexual orientation, gender identity, gender expression, nationality, religion, culture, (dis)ability, and age
 - The impact of organizational policies, practices, and discourses on dominant and marginalized groups, including critical examination of seemingly neutral assumptions underlying such policies, practices, and discourses, and their differential impact on these groups
 - The intersection of work, family, and community in relation to one’s social position
 - Institutional and structural barriers to equality and equity across social groups
 - Processes of change that create and foster inclusion, whether from external interventions or from individuals within groups or organizations
 - The impact of cultural, societal, and national diversity on workers and the workplace
 - Diversity in academia, in general, and in the field of organization studies in particular
 - Cross-national comparative approaches to all of the above.
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VII. OTHER RESOURCES AT COLLEGES & UNIVERSITIES OR OTHER ORGANIZATIONS

Catalyst

<http://www.catalyst.org/>

Retrieved March 2012

Founded in 1962, Catalyst is the leading nonprofit membership organization expanding opportunities for women and business. With offices in the United States, Canada, Europe, and India, we count as members more than 500 companies, firms, business schools, and associations from around the world, employing millions of women. Our global lens and regional reach allow us to provide our members, the media, and the public with information and counsel on creating workplaces that enable women and their employers to succeed.

Catalyst’s work is rooted in our research. We study women and men across levels, functions, and geographies to learn about women’s experiences in business, barriers to their career advancement, and individual and organizational strategies leading to success. We are culturally sensitive. Our reports, often cited in international media, reveal the challenges and opportunities for organizations and women at work globally. We have an extensive compendium of diversity and inclusion practices that provides models for change. There are lots of publications on the topic of gender equality in the workplace

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Diversity Platform DiManD

<http://www.fim.unisg.ch/en/competence+center+for+diversity+and+inclusion/research+projects+teaching/dimand>

At FIM-HSG (Research Institute for International Management at the University of St. Gallen), we have developed a learning and exchange platform under the name Diversity Management Dais (DiManD) to prepare companies for the challenges and opportunities arising out of diversity in organizations.

Diversity Management Dais (DiManD) is a cooperation between FIM-HSG and a group of carefully selected companies that aim to position themselves as thought and implementation leaders in diversity management. DiManD's key objective is to establish good diversity management as a primary value driver in organizations. DiManD offers participating companies the opportunity to develop and test new best practices and tailor-made solutions to diversity issues in close cooperation with a team of experienced diversity researchers from the University of St.Gallen.

Swiss Federal Administration's "Equal Opportunity at Universities of Applied Sciences" Program

<http://www.sbf.admin.ch/fh/02141/02152/index.html?lang=en>

Retrieved April 2015

Considerable under-representation of women in technical, economic and IT-related fields at universities of applied sciences (UAS). One of the Confederation's priority objectives for the UAS domain is to raise awareness of gender equality issues. It has therefore established two main lines of action:

- Including the gender equality principle as a quality criteria in its strategy while establishing specific implementation programs at the same time;
 - Increasing the number of female students, professors or researchers at UAS
-

Swiss Federal Equal Opportunity at Universities Program

<http://www.swissuniversities.ch/en/topics/chancengleichheit/>

Retrieved April 2015

A federal program for the promotion of equal opportunity for women and men at Swiss Universities. (most information in German).

VIII. DATA SOURCES

Catalyst

<http://www.catalyst.org/>

Retrieved March 2012

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women. Our global lens and regional reach allow us to provide our members, the media, and the public with information and counsel on creating workplaces that enable women and their employers to succeed.

IX. RELATED RESEARCH

Books

Jackson, Susan E.; Joshi, Aparna. 2011. “Work Team Diversity”. In S. Zedeck (ed.), *APA Handbook of Industrial and Organizational Psychology, Volume 1*, pp. 651-686. Washington, DC: American Psychological Association.

<http://psycnet.apa.org/books/12169>

Retrieved April 2015

Provides a short overview on theoretical foundations of research on work team diversity and a review of empirical research on the consequences of work team diversity.

Articles

Barsh, Joanna; Cranston, Susie; and Craske, Rebecca. 2008. “Centered Leadership: How Women Thrive”. *The McKinsey Quarterly*, No. 4.

<http://cwb.bentley.edu/sites/cwb/files/McKinsey%20Centered%20Leadership.pdf>

Women start careers in business and other professions with the same level of intelligence, commitment and education as men. Yet comparatively, few reach top echelons. This gap matters not only because the familiar glass ceiling is unfair, but also because the world has an increasingly urgent need for more leaders.

Hewlett, Sylvia A., 2002. “Executive Women and the Myth of Having It All,” *Harvard Business Review OnPoint*.

<http://caseplace.org/d.asp?d=2751>

When it comes to having a high-powered career and a family, the painful truth is that women in the United States don't "have it all." At midlife, in fact, at least a third of the country's high-achieving women--a category that includes high wage earners across a variety of professions--do not have children. For many, this wasn't a conscious choice: Indeed, most yearn for motherhood. So finds economist Sylvia Ann Hewlett, who recently fielded a nationwide survey to explore the professional and private lives of highly educated and high-earning women. Other findings are similarly disturbing. Many of these women who are raising children have suffered insurmountable career setbacks.

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Kochan, Thomas A.; Bezrukova, Katerina; Ely, Robin; Jackson, Susan; Joshi, Aparna; Jehn, Karen; Leonard, Jonathan; Levine, David; Thomas, David, 2003. “The Effects of Diversity on Business Performance: Report of the Diversity Research Network,” *Human Resource Management*, Volume 42 Issue 1, Pages 3 – 21.

<http://www.caseplace.org/d.asp?d=5570>

This article summarizes the results and conclusions reached in studies of the relationships between race and gender diversity and business performance carried out in four large firms by a research consortium known as the Diversity Research Network. These researchers were asked by the BOLD Initiative to conduct this research to test arguments regarding the business case for diversity. Few positive or negative direct effects of diversity on performance were observed. Instead a number of different aspects of the organizational context and some group processes moderated diversity-performance relationships. This suggests a more nuanced view of the business case for diversity may be appropriate.

Lang, Ilene H., 2011. “Co-Opt the Old Boys' Club: Make It Work for Women,” *Harvard Business Review*.

http://cb.hbsp.harvard.edu/cb/web/product_detail.seam?E=3361231&R=F1111F-PDF-ENG&conversationId=125010

The Old Boys' Club simply will not be dismantled. So, to rise up in the ranks, high-potential women must secure sponsors in the C-suite, where most executives are men. Smart companies are already facilitating this path to sponsorship so that their future leadership ranks reflect the full range of available talent.

Subjects Covered: Gender discrimination; Leadership; Talent management; Women executives; Women in business.

Lynnes, Karen S.; Thompson, Donna E., 2000 “Climbing the Corporate Ladder: Do Female and Male Executives Follow the Same Route?” *Journal of Applied Psychology*. Vol. 85, Issue 1.

<http://caseplace.org/d.asp?d=2380>

This article compares the careers of 69 female and 69 male executives. Three aspects of the groups' careers were studied: barriers and enablers of advancement, developmental experiences, and career histories. The results show that women perceived more barriers while the other two aspects were more comparable for the two groups.

McTiernan, Susan & Flynn, Patricia M., 2011. “‘Perfect Storm’ on the Horizon for Women Business School Deans?” *Academy of Management Learning & Education*, Vol. 10., No., 2, 323-339.

While business schools have been in the spotlight for many years, due, in part, to a wide range of perceived shortcomings, little attention has been paid to the scarcity of women deans. Reporting on the first study comparing the characteristics of male and female business school deans, we demonstrate that women often bring different experiences and backgrounds to these positions than do their male counterparts. Further, we assess key trends that may trigger a “perfect storm” and significantly change the gender mix of business deans, generating benefits that extend well beyond

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the campus. Recommendations for structural change in business schools to expedite this outcome are provided .

Oakley, Judith G., 2000. “Gender-Based Barriers to Senior Management Positions: Understanding the Scarcity of Female CEO's,” *Journal of Business Ethics*. Vol. 27, Issue 4.

<http://www.caseplace.org/d.asp?d=2753>

While the number of women in management positions has risen, the number of female CEO's in large corporations remains low. This article examines many of the conventional explanations for this phenomenon, including inadequate career opportunities, gender difference in linguistic styles and socialization, and gender based stereotypes, as well as alternative explanations. The latter include avoidance of corporate life for entrepreneurial careers, feminine leadership styles, and a variety of other explanations for the underrepresentation of women in top management.

Pfeffer, Jeffrey, 2010. “A Note on Women and Power,” Stanford Graduate School of Business.

<http://www.caseplace.org/d.asp?d=6014>

Pay and promotion discrimination for women continues in the United States. Women earn less than similarly qualified men, tend to work in occupations and job titles that pay less, and are underrepresented in senior management ranks, including CEO and board positions. Although the extent of gender-based career discrimination has declined somewhat over the past several decades, its persistence raises fundamental questions as to why women are apparently disadvantaged. This note seeks to understand women's underrepresentation in senior management ranks by exploring the relationship between gender and power dynamics. An important question about attaining power is how the rules of the game differ, if they do, for men and women. If the rules are different or operate in ways that disadvantage women, what should or could women do to build a path to power? There is extensive research on women's attaining positions of power and also quite a bit of evidence to understand the underlying mechanisms that partly explain why women are, on average, not as successful as similarly qualified men in getting to senior level positions or earning comparable salaries. This note reviews some of the most relevant data on these questions. It provides a brief summary of the existing social science theory and evidence that helps elucidate the interrelated issues of gender, power, and career success.

Fitzsimmons, Terrance W.; Callan, Victor J.; Paulsen, Neil. 2014. “Gender disparity in the C-suite: Do male and female CEOs differ in how they reached the top?” *The Leadership Quarterly* 25 (2014): 245–266.

<http://www.sciencedirect.com/science/article/pii/S1048984313000908>

Retrieved April 2015

Through a comparison of the life and career trajectories of thirty male and thirty female CEOs of large organizations, this study offers insights into the genesis of gender disparity in corporate leadership positions, discusses the implications for leadership development, and puts forward a model explaining the disparity in CEO roles. We found gendered patterns in the accumulation of career relevant experiences stretching back to birth into working lives that created significant and cumulative limitations upon the ability of women to access CEO roles and the types of CEO appointments available to them. Limited access to career relevant experiences in childhood,

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adolescence and in organizations lead to on-going limitations in capital accumulation throughout women's careers. Implications of our findings for both theory and practice are discussed.

Shore, Lynn M.; Randel, Amy E.; Chung, Beth G; Dean, Michelle A.; Holcombe Ehrhart, Karen; Singh, Gangaram. 2011. “Inclusion and Diversity in Work Groups: A Review and Model for Future Research”. *Journal of Management*, 37 (4) July 2011: 1262–1289.

<http://jom.sagepub.com/content/37/4/1262>

Retrieved April 2015

A great deal of research has focused on work group diversity, but management scholars have only recently focused on inclusion. As a result, the inclusion literature is still under development, with limited agreement on the conceptual underpinnings of this construct. In this article, the authors first use Brewer's optimal distinctiveness theory to develop a definition of employee inclusion in the work group as involving the satisfaction of the needs of both belongingness and uniqueness. Building on their definition, the authors then present a framework of inclusion. Their framework is subsequently used as a basis for reviewing the inclusion and diversity literature. Potential contextual factors and outcomes associated with inclusion are suggested in order to guide future research.

Yee, Lareina. 2015. “Fostering women leaders: A fitness test for your top team”. *The McKinsey Quarterly*, January 2015.

Posing five questions can help start a challenging management conversation.

Broderick, Elizabeth; Funke Küpper, Elmer; Narev, Ian; Thodey, David. 2015. “Championing gender equality in Australia”. *The McKinsey Quarterly*, February 2015.

A group of business leaders is redefining the role of men in the promotion of gender equality—and improving the environment for women leaders in their own organizations.

Landel, Michel. 2015. “Gender balance and the link to performance”. *The McKinsey Quarterly*, February 2015.

The chief executive of global-services company Sodexo, Michel Landel, explains its determination to foster diversity and promote gender equality.

Donnelly, Martin. 2015. “The 50 percent club”. *The McKinsey Quarterly*, February 2015.

A UK government department has recently achieved full gender balance on its leadership team. Martin Donnelly reports on the four-year journey and what remains to be done.

Halvorson, George. 2015. “Lessons from a veteran diversity advocate”. *The McKinsey Quarterly*, February 2015.

The former CEO of Kaiser Permanente describes the formative experiences that led him to champion gender diversity, and reflects on the ways that diversity benefits both leaders and organizations alike.

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Williams, Joan C. 2014. “Hacking Tech’s Diversity Problem”. Harvard Business Review October 2014: 94-100.

<https://hbr.org/2014/10/hacking-techs-diversity-problem>

Retrieved April 2015

When Google, Yahoo, LinkedIn, and Facebook disclosed their woefully low levels of female employment in the summer of 2014, admitting that they had a lot of work to do to improve them, they signaled a shift for the technology industry. It’s remarkable that the sector is finally stepping up to the plate on diversity—and refreshing that its focus is on metrics rather than rhetoric.

Wittmayer, Amy. 2014. “Retaining Women in the Workplace”. White paper. UNC Kenan-Flagler Business School.

<http://www.kenan-flagler.unc.edu/~media/Files/documents/executive-development/retaining-women-in-the-workplace-white-paper.pdf>

Retrieved April 2015

This white paper:

- Examines the “push factors” women experience in the workplace that may factor in their decision to opt out of the workforce;
 - Looks at why women with high educational attainment and women in low-paying jobs are dropping out of the workforce at a higher rate;
 - Explores the costs to women and employers of opting out;
 - Offers suggestions to HR and talent management professionals about how their organizations can encourage women’s re-entry into the workforce and how to develop women to encourage their entry into leadership positions, and;
 - Provides examples of what some leading organizations are doing to retain women and to develop them into corporate leaders.
-

X. OTHER RESOURCES

“Deloitte Chairman Sharon Allen on Ethics, Decision Making and Career-Life Balance”

<http://caseplace.org/d.asp?d=4946>

“Deloitte Chairman Sharon Allen on Ethics, Decision Making and Career-Life Balance”, Knowledge@Emory, 2009

Deloitte LLP Chairman Sharon Allen has garnered many “firsts” in her life. She was the first woman elected to serve on the \$11 billion company’s U.S. board of directors and the first woman to chair its U.S. board. As chairman, Allen is responsible for corporate governance and oversees the organization’s relationships with multinational clients. During a recent visit to Emory University’s Goizueta Business School, Allen discussed three issues that students and alumni could control regardless of the economic environment: decision-making, business ethics and career-life balance.

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Diversitas (Journal)

<http://www.zf-diversitas.eu/>

Retrieved March 2012

Diversitas is a journal aiming at advancing the discussion on the topic of diversity and diversity management in research and practice. In addition it wants to support the dialogue and knowledge transfer between diversity oriented research and the implementation of diversity management in organizations.

"Women Executives on Work/Life Balance: Flexibility, Networks, Outside Interests"

<http://caseplace.org/d.asp?d=3723>

"Women Executives on Work/Life Balance: Flexibility, Networks, Outside Interests", Wharton School of the University of Pennsylvania, Knowledge@Wharton, 2008 (article)

The oft-used term "work/life balance" can mean different things to different people -- and different things to the same person at various points in her career, according to a panel of Wall Street executives at the recent Wharton Women in Business Conference. The five women on the panel -- which was titled, "For the Long Haul: Wall Street Women on Balancing Life and Work after VP" -- all acknowledged that striking a perfect balance between work and personal life is rarely possible for a first-year associate on Wall Street, but they also agreed that balance is possible with time.

Equality, Diversity and Inclusion: An International Journal

<http://www.emeraldinsight.com/journal/edi>

Retrieved April 2015

Equal opportunities and its allied concepts, including inequality, inequity, disadvantage, diversity, and inclusion, have been studied extensively across all disciplines of social sciences and humanities. The promulgation of interest in the field of inequality owes much to the awareness that was brought about by the earlier human and civil rights and feminist movements which have engendered legal and social reforms that provide protections against unfair forms of discrimination. The advent of legal and social reforms in the field, as well as the broadening of the theory of equal opportunities to include a wider range of inequalities based on sex, race, disability status, age, sexual orientation, marital status, nationality and social class have all contributed to the general growth of scholarly interest in the field. *EDI* engages with this interest, offering a platform for critical and rigorous exploration of equal opportunities concerns including gender, ethnicity, class, disability, age, sexual orientation, religion, as well as other nascent and incipient forms of inequalities in the context of society, organisations and work.
