

# Gender and Diversity in Organizations

A division of the Academy of Management

Spring 2003 Newsletter · *Mary E. Graham, Clarkson University, Editor*

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## A Message from the Chair ...

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*Gayle Baugh, University of West Florida*

Dear Colleagues:

Greetings from Florida! It is good finally to see (and feel) some signs of spring, and that usually means that I am coming out of my winter hibernation. I hope the same is true for all of you, as well.

I know of one person who is likely NOT coming out of hibernation for some period of time, and that is our Program Chair for the Academy of Management annual conference, Bernardo Ferdman. Bernardo has done a fantastic job of building submissions to the Division. I think that some of the submissions that were held back last year (due to concerns about travel after the events of 9/11) are now seeing the light of day, Bernardo has also been soliciting, encouraging, and coaxing submissions to our Division. We should have a very strong program again this year.

You will also want to check out the Professional Development Workshop offerings, as well. Martin Davidson has been responsible for putting together an exciting set of PDW events. I'm sure that you'll find something that will bring you to Seattle before the "official" start of the conference. We have been so lucky to have Professional Development Workshop chairs that are both dynamic and creative, and Martin follows along in that tradition.

As I have not been busy with program concerns this year, I've had some time to think about a few other things. I have been following political and economic events here in Florida, where every day is a new adventure. Someone publicly suggested that our state motto should be "We're cheap and proud of it!" I don't think he was joking when he said it. But some of the issues are not confined to my poor, beleaguered state. There are funding issues in university systems in other states, as well, and even in private institutions.

That line of thinking brought me directly to the point of considering how much of our time and effort, as a Division, is invested in the annual conference as compared to how many of the Division members are actually able to attend the

conference. Budget constraints are resulting in reductions in travel funding in many institutions, and oftentimes individuals must decide which conference or conferences to attend out of the many that are held each year. It seems to me that many GDO members may have a stronger attachment to their regional association than to the Academy of Management as a whole, given that many people are able to attend the Academy meetings only sporadically. I would really like to find a mechanism to extend the reach of the Gender and Diversity in Organizations Division to the regional level in order to be more inclusive with our membership. I know that other Divisions have also looked at this issue. Specifically, the Careers Division, under the leadership of Sherry Sullivan, developed some mechanisms to reach out to the regional associations. I hope that GDO can be as successful in our efforts.

To this end, I've talked a bit (electronically) with Betsy Cooper, and she's agreed to chair an ad hoc committee to look at regional involvement for the GDO. Betsy is a "regular" with the Eastern Academy of Management, so it didn't surprise me that she responded immediately and positively. Betsy will be looking for others to serve on her committee, so please feel free to volunteer your services ([ecooper@uri.edu](mailto:ecooper@uri.edu)).

I'd also like to take the opportunity to remind everyone that we do have a Governmental Relations Initiative that is capably headed by David Kravitz ([dkravitz@gmu.edu](mailto:dkravitz@gmu.edu)). We, as a Division, have a relationship with both the Equal Employment Opportunity Commission and the Office of Federal Contract Compliance Programs. Both agencies would be a good source of speakers for regional conferences. There may also be some potential for research that can be pursued with either of the agencies.

Finally, I've talked a bit with the Board about co-sponsoring a reception with the Gay, Lesbian, Bisexual, Transgendered and Friends group during the Academy of Management conference. The Board responded positively, so the GBLT & Friends group will use our space for a reception on the evening that GDO is not holding its business meeting and reception. The GBLT & Friends group asked us only to sponsor space, as they are pursuing funding for the reception from other sources (remember, I'm cheap and proud of it!). So there will be an additional reception that is open to GDO members during the conference, and I hope that many of you will be able to fit it into your schedule. I realize how busy this period of time is for everyone, but it would be great to support this group in our mission to promote and encourage diversity within the Academy.

Well, that's everything that's been on my mind for a while. I hope that you are all experiencing a pleasant and productive spring, and I hope to see many of you in Seattle. If you have any thoughts that you'd like to share with me on improving the Division, and especially for improving the service that the Division provides for the membership, please feel free to contact me (850-474-2206 or [gbaugh@uwf.edu](mailto:gbaugh@uwf.edu)). Thanks very much!

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## A Message from the Program Chair

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***Bernardo M. Ferdman, California School of Organizational Studies, Alliant International University***

A big thank you to all who reviewed submissions for the GDO's 2003 Academy of Management program. Your work was outstanding, and we couldn't have developed the program without you. I am very excited about this year's program, and I believe it reflects the inclusiveness and variety to be expected from the only Academy division devoted to diversity in organizations. I look forward to greeting you personally in Seattle in August. Questions? Please feel free to email me at [GDOProgramChair@aom.pace.edu](mailto:GDOProgramChair@aom.pace.edu).

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## GDO 2003 Professional Development Workshops

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***Martin Davidson, University of Virginia***

All Academy Members are invited to attend **GDO Professional Development Workshops** (PDW), scheduled from Friday, August 1, 1:00pm through Sunday, August 3, at noon. For more information, please contact GDO Pre-Conference Chair Martin Davidson at [mdav@virginia.edu](mailto:mdav@virginia.edu).

All doctoral students are invited the **GDO Doctoral Consortium** from Friday night, August 1, to noon Saturday, August 2. The doctoral consortium is an outstanding opportunity to meet faculty and students doing work in the GDO domain. Interested students should contact GDO PDW Chair Martin Davidson at [mdav@virginia.edu](mailto:mdav@virginia.edu).

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## Call for Nominations: GDO's SAGE Scholarship Award

***Marian N. Ruderman, Center for Creative Leadership***

**Deadline: April 15, 2003**

The Gender and Diversity Division offers an annual award for scholarship. Sponsored by Sage Publishers, this award recognizes a present or past member of the division who has made significant contributions that have advanced our knowledge of Gender and Diversity in Organizations. Scholarly contributions include the creation and dissemination of new knowledge in the

form of empirical, theoretical, or applied developments. This is a wonderful way to honor a colleague.

To nominate, we require a letter of recommendation outlining the nominee's contributions and a copy of the nominee's vita. The deadline for nominations is April 15, 2003. Send nominations either through email to [Ruderman@leaders.ccl.org](mailto:Ruderman@leaders.ccl.org) or through regular mail to: Marian N. Ruderman, Ph.D., Center for Creative Leadership, P.O. Box 26300, Greensboro, NC 27438-6300.

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## Call for Nominations: AOM's Mentoring Best Practices Award

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*Stacy Blake-Beard, Simmons College*

**Deadline: March 30, 2003**

The Academy of Management Mentoring Committee is pleased to invite applicants for the **Mentoring Best Practices Award**. This annual award is given to the person(s) or institution(s) who develop and implement a program or activity that promotes mentoring within the Academy. The purpose of this award is to recognize and encourage institutional initiatives that provide developmental support to Academy members at all levels (students, junior faculty, senior faculty, postdoctoral fellows, practitioners). While we believe that one-to-one mentoring is very important, we are not seeking nominations for individuals who have acted as mentors. Several divisions offer "Best Mentor" awards for that type of activity. Examples of potential candidates for this award include, but are not limited to, research incubators or formal mentoring programs.

Criteria for selection include: creation and implementation of institutional initiatives that provide developmental support to Academy members at any level (students, junior faculty, senior faculty, postdoctoral fellows, practitioners); development of effective methods, structures, or designs for mentoring programs; implementation and direction of mentoring activities in an effective manner; and/or notable contribution to the practice of mentoring.

Submissions must be received by **March 30, 2003**. Self-nominated proposals are encouraged. Nominations should include a four-page (maximum) description of the initiative along with any supporting exhibits. Send nominations to: Patricia Greene, University of Missouri - Kansas City, Henry W. Bloch School of Business & Public Administration, 5110 Cherry Street, Kansas City, MO 64110, (816) 235-5841; (816) 235-6529 (fax); [greenep@umkc.edu](mailto:greenep@umkc.edu)

For further details, please contact the Mentoring Award co-chairs: Stacy Blake-Beard ([stacy.blakebeard@simmons.edu](mailto:stacy.blakebeard@simmons.edu)) or Patti Greene ([greenep@umkc.edu](mailto:greenep@umkc.edu)).

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## GDO Member Accomplishments

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### Congratulations to the following GDO Members and Friends!

**Gary Powell** (University of Connecticut) and **Laura Graves** (Clark University) have just published *Women and Men in Management, Third Edition* (2003, Sage). Women comprise a greater proportion of both workers and managers around the world than ever before. However, women continue to be excluded from top management positions, segregated into low-paying occupations, and paid less for the same work as men. Why does biological sex continue to have such a powerful effect in the workplace? Is it only a matter of time before individuals' work experiences are unaffected by their sex? The book answers these questions. It provides a comprehensive review of the literature on gender and organizations. To reflect the explosion of research during the 10 years since the second edition, this edition includes references to over 900 sources, over 80% of which are new to this edition. The book covers a unique and wide range of topics, including gender stereotypes and roles, gender role socialization, employment decisions, work teams, leadership, sexual harassment, workplace romance, career development, the glass ceiling, work and family, and strategies for promoting a nondiscriminatory, diverse, and inclusive organizational culture. It offers concrete recommendations that individuals and organizations may implement to ensure that all people have fulfilling and productive careers, regardless of their biological sex.

**Mary E. Graham** was tenured and promoted to associate professor in the School of Business at Clarkson University.

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The GDO Division encourages you to share your successes with us! Please send information on new appointments, promotions, publications, awards, and other accomplishments to [grahamm@clarkson.edu](mailto:grahamm@clarkson.edu).

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## Announcement: Case-Writing Competition

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### “DARK SIDE II” CASE-WRITING COMPETITION

**Deadline: June 1, 2003**

The Critical Management Studies Interest Group and the Management Education Division of the Academy of Management are again sponsoring a case-writing competition. Now in its second year, the competition is designed to acknowledge cases that address the dark side of contemporary capitalism.

Case winners will be recognized at an award ceremony at the Academy of Management in Seattle in Aug 2003.

Results of the first year of the competition are posted at the CMS website (<http://aom.pace.edu/cms/>).

The selection of the best case study will be made by a committee composed of:

Paul Adler, University of Southern California

Michael Belzer, Wayne State University

Marta B Calas, University of Massachusetts

Susan Eaton, Harvard University

Ann Frost, University of Western Ontario

Sanford Jacoby, UCLA

Kathie Ross, Arbitron Corporation

Linda M. Smircich, University of Massachusetts

Howard Stanger, Canisius College

Paul M. Swiercz, George Washington University

Hugh Willmott, University of Cambridge

### **MOTIVATION FOR THE COMPETITION**

Our case libraries are almost exclusively devoted to "best-practice" cases showcasing business decisions faced by what are generally considered to be well-managed firms. The cupboard is relatively bare when instructors look for cases on the more typical, merely average firm, or on really scandalously bad practices, or on the sometimes bad consequences of much-praised practices. It is especially difficult to find reasonably rich cases on labor/management conflict or issues dealing with fundamental challenges to the management's definition of a fair employment relationship.

Some of our colleagues who write cases justify this "bright side" bias, arguing that there are 100 ways to go wrong for every one way to go right. We challenge that premise, for several reasons:

- the patterns we observe among the wrong ways tell us a great deal about weaknesses of the broader system of business and of our society;
- there are a large number of organizations who do very well for one set of stakeholders (e.g. owners) at great expense to other stakeholders (e.g. workers or local communities); and

- our students deserve materials that prompt them to think through the scope of feasible and appropriate action if they happen to find themselves confronted with such practices.

This competition therefore aims to encourage the development of cases that provoke reflection and debate on the "dark side" of contemporary capitalism. Some might argue that we are promoting "muckraking." They are correct: we feel that if there's so much "muck" out there, it behooves us to look at it squarely and decide what should be done about it. For both teaching and research purposes, it is critical that we have well documented worst-practices cases on the table, so that we have the opportunity to understand how such organizations come in being, how they function, and how they might be challenged and changed.

We especially want cases that lead discussion to the broader social-political-economic structure and help students critically think about the consequences of this structure. In particular, we encourage submissions focused on labor relations – instructors in this area are especially eager to see cases that raise issues about the difficulties workers encounter in organizing unions and otherwise expressing voice at work. We also encourage submissions focused on environmentally harmful practices -- we need to understand better the factors that entice firms to pollute, and how these conditions might be changed. Other foci are also welcome.

## **THE SPECIFICS**

Submissions are invited both faculty and students. We are looking for teaching cases -- not research papers based on case studies or otherwise. Our goal is to encourage the development of first rate classroom materials.

All submissions should include a teaching note. This note would make explicit the issues raised by the case and the importance of these issues, explain the research behind the case, discuss how it might be used in the classroom, and describe how the case could fit into a program. It should enable the panel to judge the likely effectiveness of using the case in the classroom.

The award will go to the best case-study -- not to the worst offender. The award selection criteria will be:

- importance of the issues raised
- quality of the underlying research: we encourage solid background research using interviews, legal proceedings, archival data, etc.;
- quality of the presentation: the case should not be polemically one-sided -- it should give voice to a range of points of view;
- clarity of the writing;
- usefulness of an accompanying teaching note.

## SUBMISSIONS AND INQUIRIES

Submissions should be received (email only please) by **June 1, 2003**.  
Submissions and inquiries should be addressed to, Paul Michael Swiercz at [prof1@gwu.edu](mailto:prof1@gwu.edu), The George Washington University, 202-994-0399.

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# Call for Papers: Group and Organization Management

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Call for Papers

Group and Organization Management Special Issue

Cultural Intelligence in the Global Workplace

**Due Date: December 2003**

Guest Editors: Kok-Yee Ng, Chay-Hoon Lee, P. Christopher Earley

Group and Organization Management is pleased to announce a call for papers for a special issue on "Cultural Intelligence in the Global Workplace." In the last decade, the world has witnessed the relentless pace of globalization in businesses and organizations, characterized by the formation of international collaborations, mergers, joint ventures, and the opening up of new markets such as China and India. As a result, employees are increasingly exposed to global work assignments, and to a culturally diverse workplace. A major challenge posed by this landscape is the need to understand the cultural assumptions and rationale underlying the thoughts and actions of culturally-dissimilar others. Culture intelligence, broadly defined as the capability to deal effectively with people from different cultural background and understanding, is hence an important attribute of a successful employee in the 21<sup>st</sup> century.

The objective of this special issue is to provide a forum for scholars to lead the discourse on *Cultural Intelligence(CQ)* – a new domain of intelligence that has immense relevance to the increasingly global and diverse workplace. Yet, given the novelty of the idea of CQ, much research is needed to develop and validate this concept. To this end, we seek empirical and theoretical papers that open up new horizons in our understanding of the nature of CQ, or extend current perspectives on related concepts of cultural competencies, through the use of sound theories, rigorous analyses and interesting insights.

The novelty of the Cultural Intelligence concept implies that many interesting research questions remain to be raised and explored. Here, we highlight some questions that can facilitate a greater understanding, as well as application, of the concept to the global workplace.



- **What?** What is the nature of CQ, and how does it fit into the broader stream of research on intelligences? In particular, how does it integrate with the theory of “multiple intelligences” that asserts the presence of multiple facets to one’s intelligence, and how is it distinguished from other types of intelligence, such as emotional and social intelligence? Is cultural intelligence a uni- or a multi- dimensional construct?
- **How?** How do culturally intelligent individuals experience, interpret, and make sense of the global workplace? How are cultural dilemmas or misunderstandings resolved by individuals with high, versus those with mediocre levels of CQ? That is, what processes mediate the presumed relationship between CQ and effective outcomes as they relate to interactions with people from different cultures?
- **Why?** Why are some people more culturally intelligent than others? Do individual differences in traits/personalities predispose different people to possess varying levels of CQ? What forms of training or interventions are effective for enhancing one’s CQ?
- **Levels?** Is it meaningful to conceptualize CQ at various levels of analyses? That is, are some teams and organizations more “culturally intelligent” than others? If so, how may groups and organizations create and sustain CQ at the various levels of analyses?
- **Measurement?** How do we measure CQ, so that organizations can develop assessment and training tools to enhance the CQ of their employees?

In addition to the fundamental questions concerning the conceptualization and operationalization of CQ, there are two critical performance domains that CQ can be examined in.

- v **Global leadership.** Effective global leadership has often been cited as a key driver of successful global organizations. How does CQ facilitate effective global leadership that transcends cultural borders? What leadership behaviors/styles are manifested in leaders with high CQs, and how do they impact their diverse followers?
- v **Innovation.** One advantage of cultural diversity is the potential for innovation arising from the presence of multiple perspectives. Yet, it is clear that not all multicultural teams/organizations are able to harness this benefit. How may CQ enhance the likelihood of innovation success in culturally diverse teams/organizations? What processes are likely to explain this link? A corollary question is how does CQ facilitate the reconciliation of differences and conflict, and how does it enhance the probability of arriving at culturally synergistic solution that embraces the ideas or interests of various parties?

Authors with conceptual ideas or data that can shed understanding, and/or stimulate further interest, on the concept of CQ or related concepts on cultural competencies, are invited to submit to this special issue. In all papers, authors should address both the theoretical as well as managerial implications of their

work.

Manuscripts should follow the American Psychological Association's standard requirements as specified in the "Style Guide for Authors." Cover letters must request specifically that papers be considered for this special issue. Submissions for the special issue should be sent directly to one of the three co-editors (4 copies plus an original and cover letter): Kok-Yee Ng or Chay-Hoon Lee at Nanyang Business School, S3-B2A-34, Nanyang Technological University, Nanyang Avenue, Singapore 639798; or to P. Christopher Earley ([cearley@london.edu](mailto:cearley@london.edu)) at London Business School, Regent's Park, London NW1 4SA, England by December 31, 2003.

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## Offer for AOM Members from Blackwell Publishing

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### *Verity Warne, Blackwell Publishing*

Blackwell Publishing has a journal of great relevance to the members of GDO: *Gender, Work and Organization* (GWO). The journal is available at a discount rate of \$34 US for Academy of Management Members. In addition, we are currently offering a free 3 month electronic trial to the journal, which would enable access to all of the available issues from 1997 to the current volume. For further information about GWO, please visit [www.blackwellpublishing.com/journals/GWAO](http://www.blackwellpublishing.com/journals/GWAO).

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## Submissions for GDO Newsletter

If you:

- Have information to share with other GDO Members
- Would like to recommend articles, books, or other resources.
- Have suggestions for improving the newsletter.

Please send submissions, suggestions, and questions to Mary Graham at: [grahamm@clarkson.edu](mailto:grahamm@clarkson.edu) or 315.268.6431.

**Deadline for submissions to next GDO Newsletter is Fri., May 23, 2003.**