

Gender and Diversity in Organizations

A Division of the Academy of Management

Summer 2004: Academy Preview Newsletter · *Elizabeth Weatherly, University of Alabama in Huntsville, Editor*

Note From the chair...

Hi Y'all!

Just like you, I'm getting ready for New Orleans! The beauty of the city, the southern charm, the 100% humidity! It will be great! Well, at least our program will be!

In celebration of our 20th Anniversary, we are having a special session on Monday, followed by our meeting. We will then adjourn to our celebration social. I hope to see you all there!

A lot of work has gone into GDO this year. We have partnered with MED in our Diversity Award. The Academy has recognized our work in teaching diversity. In addition, we are continuing our connection with GLBT. Our membership continues to grow as we reach out and include others. I am very excited for the next 20 years of GDO!

Thank you all for a terrific year.

Betsy Cooper

From the immediate past division chair...

I have very mixed emotions about the completion of my service to the Gender and Diversity in Organizations Division. I have truly enjoyed my four years moving through the offices of the Division. I have felt at times the support of the entire Division, and it has been truly heart-warming. I have had the good fortune to interact individually with a number of people that I might not otherwise have met, and each has enriched my life. I must extend my thanks to the Division for those wonderful years.

There is some good news, however—and this time it's NOT that I saved a lot of money with Geico! I will have more time to get back to the study and research on diversity that I have missed over the past several years. In fact, I am fortunate enough to be working Sherry Sullivan on a special issue of Career Development International (see the Call for Papers elsewhere in this newsletter), and it will be nice to have time to devote to that project. And in

GDO we have a tradition that our former officers do not simply disappear—they stay involved with the Division, and I will follow my predecessors in that regard, as well.

I thank you all so much for the opportunity to be involved with the Division. I am so excited about the current leadership and direction of the Division, and I am so pleased to see that we have a wealth of leadership talent to draw upon in the future. I am looking forward to the next several years of growth and development with the GDO.

Gayle Baugh

Election Results

The Division wants to thank all of you who were able to participate in the recent GDO elections. We had a very strong slate of candidates! Our ability to attract such a strong set of individuals is a source of great pride to the Division.

Our new Program Chair Elect is **Lynn Bowes-Sperry**. Lynn is just filled with great ideas for the pre-conference and she's already looking ahead to the next year, when she will be responsible for the program! Lynn's wonderful sense of humor will make the next several years a lot of fun!

Some of the newly elected members of the Executive Committee are "new," and some are actually "returning." The newly elected members of the Executive Committee are **Donna Chrobot-Mason, David Kravitz, Belle Rose Ragins, and Hetty van Emmerik**. Please extend both a "congratulations" and a "thank you" to these new or returning members. Their willingness to serve the Division is commendable!

We are also very grateful to those individuals who demonstrated their willingness to serve the Division but were not elected this year. Each has indicated a willingness to serve the Division in other roles, such as serving on committees and continuing to submit work and to review for the Division. So please remember to thank Caren Goldberg, Charmine Hartel, Margaret Lucero, Peggy Stockdale, and Carolyn Wiethoff for their support of the Division. I hope that we will see their names on the election ballot next year!

And a big "thank you" to the members of the Division for their interest in the activities of the Division and their willingness to support it in so many ways. This is truly the most inclusive and most supportive Division in the Academy!

AOM New Orleans Update

From the PDW Coordinator, Myrtle Bell

Professional Development Workshops Sponsored by GDO

GDO is sponsoring or co-sponsoring more than 20 PDWs in New Orleans—so many reasons for you to plan to arrive early in New Orleans. To start us off, The Doctoral Consortium, chaired by Susan Burroughs, begins on Friday afternoon. If you or your students have not already pre-registered, there's still time to contact Susan asap at burroughs@vancouver.wsu.edu to sign up. Chairing sessions for the doctoral consortium are Lynn Bowes-Sperry, David Kravitz, Beverly DeMarr, Karen Crooker, Wendy Casper, and Kecia Thomas. Many thanks to Susan and the other session chairs for designing this terrific program.

The doctoral consortium continues on Saturday, along with other sessions that GDO is co-sponsoring, including PDWs on social identity lenses, cultural adaptability, creating a research, teaching, and action agenda around GLBT issues, statistical methods for assessing faultlines, social activism, managing religious diversity, the gendered nature of management education, surviving and thriving at smaller schools, what diversity counts most, mentoring and coaching across social-cultural boundaries, the famous "two heads" research and networking workshops, valuing diversity in the Academy (with Rosalie Tung), using your research in the classroom, transitioning into academia, the art and craft of reviewing, and an experiential workshop using Biodanza, which integrates dance-therapy with body awareness and associative rituals. Indeed we have a very diverse and enticing slate of PDWs from which to choose. Search the program using "GDO and PDW" as search terms to learn more about sessions you may want to attend. Some require pre-registration, so do it, now. See you in New Orleans!

Personal invitations to newsletter readers from PDW organizers:

We would like to invite you to consider attending an Academy of Management pre-conference PDW that focuses on **mentoring and coaching** individuals who come from a substantially different socio-cultural background than one's own (session **#246**). It will be held on Sunday, Aug. 8, 2004 from 8am to noon in the Marriott, La Galleries 3. Panel members will include both practitioners and academics who have both research and direct applied experience with the topic. The academics will outline current scientific knowledge about mentoring and coaching across group boundaries. They and the practitioners will use their personal and applied/practice experiences to illustrate the difficulties and satisfactions of, and strategies for, building effective working relationships across major social group boundaries. The panelists will examine cross-group mentoring issues and approaches both from the Mentor/Coach perspectives, and from the Mentee/Advisee perspective. Structured presentations, examples, and breakout exercises will be used to help participants develop expertise in studying and creating mentoring/coaching/advising relationships that cross social-cultural boundaries. Refreshments will be provided! Because space is limited to 40 participants, we do request advance registration, which may be done by e-mailing Keith James.

Please join us at the Professional Development Workshop, "Generating actionable knowledge: Using a **social identity lens** to integrate our theories and our practice". It will be held on

Saturday, August 7, from 8:00 am until 12:00 pm at the Marriott, Preservation Hall, Studio 4. The workshop will provide a fun and enriching forum to discuss benefits and challenges of using a social identity lens in our profession. We plan to generate actionable knowledge toward the following: (1) Increasing our understanding of our own identity and its impact on the work we do, and (2) Learning from the work we do about our own identity and how we should take action in our career choices. The workshop includes facilitated group discussions and panelists who will share personal insights, innovations and lessons learned in research, teaching and organizational practice. We encourage faculty and doctoral students to attend. Contact Patricia Faison Hewln for more information. Looking forward to seeing you there!

GDO Member Accomplishments

Congratulations to the following GDO Members and Friends!

Robin Thomas, Albert J. Mills, and Jean Helms have edited a book: *Identity Politics at Work: Resisting Gender. Gendering Resistance*. London: Routledge, 2004.

Kecia Thomas had her first book *Diversity Dynamics in the Workplace* published by Wadsworth this July!

Kit Tennis has published: Sanchez, A.L. & Tennis, C. (2004). U.S. Experience in Managing Diversity: A Consulting View. In L. Mauri & L. Visconti (Eds.), *Diversity Management Societa Multiculturale: Teorie e Prassi* (pp. 47-57). Milan, Italy: FrancoAngeli. Formulated for the European Union's Equal Project for Empowerment of Foreign Workers, it is an analysis of four phases of U.S. societal response to diversity: Denial, Defensiveness, Accommodation, and Competitive Advantage, drawing on the Dass and Parker (1999) model often discussed in GDO sessions.

Ronda Roberts Callister, Utah State University is the principal investigator on a \$3 million, five year NSF ADVANCE Institutional Transformation grant. The purpose of these grants is to try to improve the recruitment and retention of women faculty in the sciences and engineering. But rather than focusing on "fixing the women" the National Science Foundation wants the awardees to focus on transforming their institutions so that they are more hospitable places for women faculty. Ronda will serve as the principal investigator on this project and looks forward to discussing thoughts and ideas about this topic with GDO members at future academy meetings.

In May, at an Executive Forum to address issues of diversity and changing values at the Sprott School of Business at Carleton University, **Shaista E. Khilji** (American University, Washington DC) and **Lorraine Dyke** (Carleton University) presented the main findings of their research involving in-depth interviews with over 200 knowledge workers in Canadian organizations. In a presentation titled, 'The Meaning of Success and its Implications for Organizations', they highlighted gender and generational differences in how success is understood and applied in our choice of careers and organizations. They concluded the need for managers to understand the diverse ways in which employees define success in order to recruit and retain talent. Further inquiries regarding detailed results or a discussion of this research can be directed to skhilji@american.edu and lorraine_dyke@carleton.ca.

Max Wortman, Distinguished Professor of management in the College of Business at Iowa State University, was presented with the inaugural United States Association for Small Business and Entrepreneurship (USASBE) Max S. Wortman, Jr., Lifetime Achievement Award for Entrepreneurship on Jan. 17. The recognition was named after and awarded to Wortman for a lifetime commitment to the teaching and study of entrepreneurial education. "It is a wonderful achievement that this award was named after Dr. Wortman, and in its inaugural year that he is the recipient," said Labh Hira, dean of Iowa State's College of Business. "We are proud and honored that the USASBE has recognized Dr. Wortman's distinguished career, not only as a leader in the college, at Iowa State and in the Ames community, but as a leader in the nation on small business issues." Wortman has been president of the Academy of Management, U.S. Association for Small Business and Entrepreneurship, North American Case Research Association and Institute for Certified Professional Managers.

Martin B. Kormanik has been appointed to a three-year term on the ASTD Research-to-Practice Committee, and has an op-ed piece in HRD International, 7(3).

Michel E. Domsch is head of "Institute for Human Resource and International Management" and "MDC Management Development Center" at Helmut-Schmidt-University Hamburg. The institute got 2004 the German "Total E-Quality Science Award" because of outstanding teaching, research, consulting, networking and practicing HRM in the field of gender equality and family friendly policy.

Jane Philbrick was named Regents Distinguished Professor at Savannah State University 2003-2004. The University System of Georgia allows each institution to select one outstanding professor each year.

Calls for Papers

Special Issue -- "Mentoring and Career Development"

Career Development International will be publishing a Special Issue titled "Mentoring and Career Development" in Summer 2005. It will be co-edited by Sherry Sullivan (Bowling Green University) and S. Gayle Baugh (University of West Florida).

For some time, mentoring has been recognized as an important developmental relationship with many benefits for the individual careers of both mentors and protégés. More recently, emphasis has been placed on understanding the nature of the relationship itself and the context within which such relationships are developed. This Special Issue will focus on continuing to explore the mentoring relationship as a dyadic relationship set in the context of an increasingly dynamic career context.

Submissions may be oriented toward either the internal (dyadic) and external (organizational or broader) context of mentoring relationships. Papers that focus on mentoring as one feature of a larger context of influences on career development are especially welcomed. Empirical submissions that utilize either quantitative or qualitative research methods are encouraged, as

well as conceptual manuscripts.

Manuscripts should be about 30 pages in length, and in APA format suitable for blind review. The deadline for submission is **February 1, 2005**. For more information, please contact Sherry Sullivan or Gayle Baugh (gbaugh@uwf.edu or 850-474-2206).

Group & Organization Management

Alison M. Konrad, 2003-07 Editor

Now is an excellent time to submit a paper to *Group & Organization Management* (GOM). In 2004, we've expanded our journal from 4 to 6 issues per year. The expansion was necessary due to clear out a large backlog of fine manuscripts and to prevent the development of such a large backlog in the future.

Our strong editorial team includes six Associate Editors:

- Leanne Atwater, Arizona State University West
- Caren Goldberg, George Washington University
- Ian Palmer, University of Technology, Sydney
- Anshuman Prasad, University of New Haven
- Terri A. Scandura, University of Miami
- John J. Sosik, Pennsylvania State University - Great Valley

Together, our expertise and that of our Distinguished Editorial Board covers a state-of-the-art understanding of quantitative, qualitative, and critical approaches to scholarship. We seek submissions that represent each of these scholarly approaches.

Group & Organization Management (GOM) publishes the work of scholars and professionals who extend management and organization theory and address the implications of this for practitioners. Innovation, conceptual sophistication, methodological rigor, and cutting-edge scholarship are the driving principles. Topics include teams, group processes, leadership, organizational behavior, organizational theory, strategic management, organizational communication, gender and diversity, cross-cultural analysis, and organizational development and change, but all articles dealing with individual, group, organizational, and/or environmental dimensions are appropriate. The journal provides an open forum for debate/synergy among diverging philosophical and methodological traditions in traditions in management, social sciences and the humanities, welcoming qualitative and quantitative research-based articles as well as critical research reviews and analyses.

If you are looking for a place to publish your cutting-edge research in the field of organizations and management, please consider making a submission to GOM. Our Electronic Submission Guidelines are available on the Sage website at <http://www.sagepub.com/>. Alternatively, our Managing Editor, Dorothy Forba, will be delighted to send you a copy if you send her an e-mail at gom@ivey.uwo.ca. If you have a question about the fit of your article for our journal, please feel free to contact me at akonrad@ivey.uwo.ca.

Southwestern Academy of Management, Gender and Diversity Division

The Southwest Academy is one of the smaller regional associations, but along with the GDO it is one of the most interesting and likable groups with which I (Gayle Baugh) have ever been associated. It is an especially good venue for graduate students to attempt a first submission and presentation, as the reviews are going to be helpful and developmental and the audience is receptive and supportive.

I would really love to see my colleagues from GDO contribute papers and/or offer to review in the Gender and Diversity area for the Southwest Academy of Management. The track chair for this area is Suzanne Clinton (suzannec@cameron.edu). I am sure that she would love to hear from you if you are interested in being involved in the program.

The deadline for submissions to the program is September 6. We will have an on-line submission system on the Southwest Academy website (http://www.shsu.edu/~mgt_swam/).

Please contact either Suzanne or me (gbaugh@uwf.edu) if you would like more information or a formal Call for Papers.

I would really love to see the Gender and Diversity area become the strongest one at the Southwest Academy of Management conference this year, and I know that with your support, it can happen! -- Gayle

From the Newsletter Editor...

Apparently, people are consumed with research this summer, and haven't had time for reflection or prediction. Either that, or they (hopefully) are saving all their interesting thoughts and reflections for the GDO anniversary celebration at the Academy in New Orleans. So, in the spirit of fun, and making things up on the fly, here are some thoughts about the past 20 years and the next 20 years. Most have nothing to do with gender or diversity, and all should be taken with a grain of salt!

"Who controls the past, controls the future; who controls the present controls the past." So goes the party slogan from George Orwell's classic novel, *1984*, which also coined such classic terms as "Thought Police" and "Big Brother is Watching". My goddaughter, born in 1984, visited me this summer. She'd never heard of *1984*. For that matter, she was baffled at the attention paid to Ronald Reagan's passing, since "he was just President for one term". Plus, as a native-born Texan, I was shocked to learn that, according to the geography teachers in the state of Georgia, Texas is a desert climate (the whole state). I suppose all those trees in East Texas are just my imagination.

So in the spirit of accurate education, here are things you might remember from 20 years ago (it's a little too focused on the USA, but as the only contributor, I make no claims to representativeness of event sampling):

- "Ma Bell" was broken up.

- The Cosby Show premiered.
- Ronald Reagan was re-elected, carrying 58.8% of the popular vote and 525 (of 538) electoral votes (all but MN and DC).
- First class stamps were \$.20 (less than the current rate for postcards!)
- Apple introduced the user friendly Macintosh (and a very famous commercial).
- People predicted that computers would eventually save paper, maybe even giving us a paperless society.

Of course, the art of predicting the future is very inexact. But, here are a few thoughts about the new "Roaring 20's".

- Most of our undergraduate students will have been born in the "new" millennium, which people will have stopped referring to as "new". As a result, I plan to begin every sentence with, "In my millennium..."
- The youngest of the baby boomers (those born in 1964) will be 60. As a generation, they will still view themselves as the center of the universe! (This from a cynical representative of the small and ignored post-boomer generation).
- "Remember the 00's" will play endlessly on VH1. Like the present version reflecting on the "80's", our reactions to current pop culture will be along the line of "What were we thinking?" Commentary will be provided by a string of "15 minute" celebrities.
- The paperless society will not come to pass.

I remember my mom telling me about growing up without scotch tape and ball point pens, which always seemed stranger than the fact that she grew up in the age before television and home air conditioning. So, who knows what interesting big and little things the future will bring. For that matter, who knows what our grandchildren (or great grandchildren) will find amazing about how we lived in the "old days". Let's hope that some of the research we do as part of the GDO division of the Academy will contribute somehow to making the world a little better for them. Here's to the next 20 years!

Liz

Submissions for GDO Newsletter

Do you:

- Have information to share with other GDO Members?
- Have suggestions for improving the newsletter?

- Have a book to recommend?
- Have something to editorialize about?
- Want to share your accomplishments with others?
- Want to brag on friends and colleagues who've accomplished something worthwhile?

We welcome and encourage member accomplishments!

Please send submissions, suggestions, and questions to Liz Weatherly at: weathee@email.uah.edu or 256-824-6973.