Diversiteit en Inclusie bij Rood Wit Blauw

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Programma

- Diversiteit en inclusie
- Inclusieve structuur
- Inclusieve cultuur
- Inclusief leiderschap
Coworkers and the supervisor) was particularly detrimental to the work attitudes and psychological health of men as compared with women. While prior exclusion research has focused on social rejection, thus emphasizing belongingness needs, we argue that working with colleagues who treat unique characteristics (e.g., perspectives, knowledge, or information) as unimportant or irrelevant should contribute likewise to feelings of exclusion. Consistent with this perspective, recent research on women executives in top management teams suggests that, while women have a positive impact on firm performance (Krishnan & Park, 2005), they leave their firms at a higher rate than male executives do. This is due partially to their relatively lower power in the top management team but also to the greater recognition of their unique human capital in the marketplace (Krishnan, 2009). Such findings suggest the value of considering both belongingness and uniqueness in studies of exclusion.

The assimilation cell, with high belongingness and low value in uniqueness, reflects situations in which an individual who is unique is treated as an insider when he or she conforms to the dominant norms of the culture. Goffman's (1963) classic work on stigma suggests that people may choose not to disclose information that highlights a stigmatized characteristic they possess in efforts to be accepted by others. When individuals have an “undesirable” characteristic that is not readily apparent (an invisible stigma such as religion, disability, or sexual orientation; Bell, Ozbilgin, Beauregard, & Surgevil, in press; Ragins, 2008), they have the choice as to whether or not to reveal their uniqueness and associated knowledge, experience, or perceptions.

Even when a unique characteristic is readily apparent (more likely the case for race, gender, or age), some individuals opt to downplay the ways that they may differ from the dominant organizational culture norms and downplay uniqueness.

**Figure 1**

<table>
<thead>
<tr>
<th>Low Belongingness</th>
<th>High Belongingness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exclusion</td>
<td>Assimilation</td>
</tr>
<tr>
<td>Individual is not treated as an organizational insider with unique value in the work group but there are other employees or groups who are insiders.</td>
<td>Individual is treated as an insider in the work group when they conform to organizational/dominant culture norms and downplay uniqueness.</td>
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<tr>
<td>Differentiation</td>
<td>Inclusion</td>
</tr>
<tr>
<td>Individual is not treated as an organizational insider in the work group but their unique characteristics are seen as valuable and required for group/organization success.</td>
<td>Individual is treated as an insider and also allowed/encouraged to retain uniqueness within the work group.</td>
</tr>
</tbody>
</table>
Inclusie

• Arbeidssatisfactie
• Motivatie
• Minder uitval/verloop
• Productiviteit
• Goed werknemersschap
Diversiteit en inclusie

• Inclusieve structuur

• Inclusieve cultuur

• Inclusief leiderschap
Inclusieve structuren

• Beslissingsmacht

• Taakverdeling
  – Horizontale segregatie (EU 2018)
  – Service work (Heijstra et al 2017; De Pater 2005)

• Beloningsverschillen (O’Neill, 2019)

• Werving, selectie en promotie (Van den Brink et al 2016; Castella 2014)

• Fysieke werkomgeving
Inclusieve cultuur

- Discriminatie, bias, exclusie (Van der Toorn, 2017, Van Laer & Janssens 2011)

- Pesten en seksuele intimidatie (Samnani & Singh 2016)

- Symbolisch: stereotype beelden van brandweer/ ambulancepersoneel/ politie etc / (Desmond, 2011; Thurnell-Read & Parker 2008)
Dildo-affaire brengt brandweer Amsterdam in verlegenheid

De Amsterdamse brandweer is in ernstige verlegenheid gebracht door een dildo. Die lag 'als grap' in de bureau van een vrouwelijke medewerker.
Inclusive leadership

- Diverse teams (well managed)
- Homogenous teams (well managed)

Productivity over time:
- Forming
- Storming
- Norming
- Performing
Inclusief leiderschap (Wasserman et al 2007)

• Aandacht en respect voor verschillen in groep

• Mogelijk maken van dialogen (respect, veiligheid en vertrouwen)

• Model staan voor gewenst gedrag

• Voorkomen exclusie (voorkomen micro-agressies)

• Managen van weerstand
Inclusief leiderschap middenmanagement (Kelan, 2014)

- Ondersteunen en aanmoedigen ondervertegenwoordigde groepen
- Herkennen en aankaarten bias/stereotypen/exclusie
- Veranderen werkpraktijken
- Promoten en verdedigen diversiteitsinitiatieven
Diversiteitsnetwerken (Dennissen, Benschop & Van den Brink, 2018)

• Individueel niveau: carrièremogelijkheden voor ondervertegenwoordigde groepen

• Groepsniveau: tegengaan isolatie, sociale rol

• Organisatieniveau: aankaarten issues bij hoger management