

HREN meeting April 2nd 2021 (virtual)

9-9:10 Brief Welcome

9:10-10:00

Tiffany Trzebiatowski – Presentation of “The Gendered Boardroom: How Women Directors Navigate Warmth- and Competence-based Stereotypic Concerns through Participation Tactics.”

The number of women on boards has dominated theoretical and practical understandings of board diversity on firm performance. This research assumes that women’s representation affects their participation in the boardroom, but has not fully considered how they participate, their motivations for participation, and factors that would influence their participation tactics. My coauthors and I have analyzed interview data from 43 women directors on U.S. publicly-traded company boards. Our findings offer an insider’s perspective of boardrooms as a gendered environment that shapes women’s participation. Through this work, we have identified six participation tactics that women use to address warmth-based expectations and competence-based concerns. We have also uncovered important differences in the use of participation tactics for women directors in leadership roles and women directors who perceive higher levels of inclusion. This presentation will share the key findings from this work and offer a chance for participants to dive deeper into understanding gendered processes in organizations.

10-10:10 Bio-break

10:10-11:15

- Introduce new members and guests (Lynn)
- Lynn highlights news
- Matt present website ideas
- Chris and Sam present HR program updates
- Lumina presents her new leadership course

11:15-12:00

Executive and new HR students (sophomores and juniors) in breakout rooms for “learn about HR careers” discussions. Q&A event.

12:00-1:00 Lunch break

Members and faculty will join in breakout rooms for “virtual lunch” meetings. Troy will organize a fun “catch up” with each other event.

1:00-2:00

John Morton – Presentation of “Dominant Group Backlash to Organizational Diversity.”

As the workforce has become increasingly diverse, many organizations have responded by implementing various diversity management initiatives, including formal diversity policies. Despite their prevalence, many diversity policies are ineffective at managing diversity and can lead to unintended consequences, such as backlash from dominant groups (i.e., Whites). Across several studies, we explain the nature of such backlash, illuminate who is mostly likely to engage

in it, and propose evidence-based solutions for organizations to minimize it. Importantly, we found that prejudiced employees were most likely to respond negatively to organizational diversity policies in the form of decreased prosocial behavior. Our findings suggest that diversity policies can have unintended, adverse consequences, but are dependent upon employees' attitudes and views toward diversity. This presentation will shed light on the employee backlash to diversity policies and highlight the importance of carefully crafting diversity management initiatives.

2:00-2:15 Bio-break

2:15-3:15

Lynn Shore – Presentation of “Inclusive Leadership: How Leaders Sustain or Discourage Work Group Inclusion.”

Research on leader inclusion has continued to proliferate. However, most of the research has not focused on the importance of leader inclusion for employees with marginalized social identities. Based on Shore et al.'s (2011) model of work group inclusion consisting of fulfillment of needs for belongingness and value in uniqueness, I will describe four different leadership orientations including leader inclusion, exclusion, assimilation, and differentiation. Three psychological mechanisms that result when employees feel included by the leader will be presented, consisting of psychological safety, psychological empowerment, and work group identification. While leader inclusion has been shown to be beneficial to employees generally, this presentation will provide increased attention to the particular importance of leader inclusion for employees who are members of marginalized social identity groups.

3:15-4:00

Discussion of faculty and members – “Sharing Ideas for Creating an Inclusive Environment.”