

FROM DIVERSITY TO INCLUSION

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“If people were not the same we would neither be able to understand others and the ones who came before them nor would we be able to make plans for the future and anticipate the needs of the ones coming after us. **If we were not different** we would neither need the speech nor the interaction to communicate with each other.”

Hannah Arendt

WHAT DO WE MEAN BY DIVERSITY?

Diversity often refers to a kind of **difference from the norm** as in:

- Women versus men
- Minorities versus majorities
- Blacks versus whites

THOMAS HYLLAND ERIKSEN (2006): APPROACHES OF DIVERSITY



Horizontal approach:
celebrating diversity

Vertical approach:
hierarchical assumptions;
norm versus others

DIVERSITY REPLACES ENFORCEMENT

HOLVINO & KAMP (2009)

The US:

Workforce 2000 report (1987) predicted **increasingly diverse** workplace.



Diversity **replaced** the affirmative action (AA) and equal employment opportunity's (EEO) of the late 1960s and early 1970s.

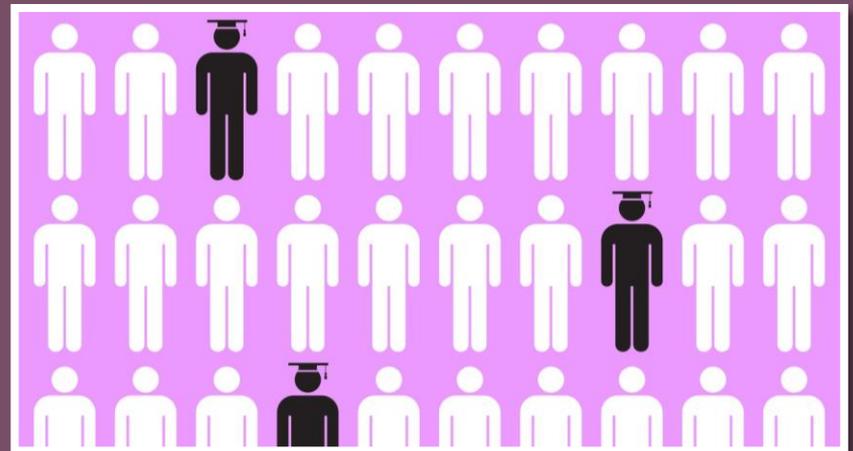


Photo by Mark Wilson/Getty Images; Photo Illustration/Getty Images

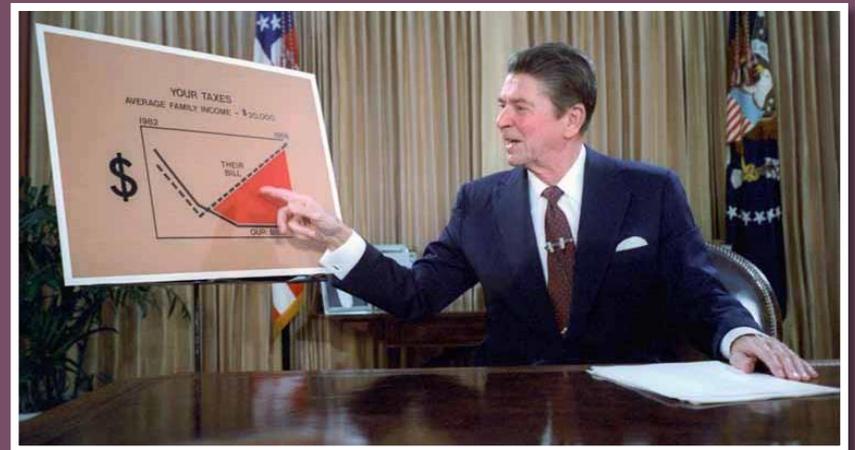
Holvino, E. & A. Kamp (2009) Diversity management: Are we moving in the right direction? Reflections from both sides of the North Atlantic. *Scandinavian Journal of Management*, 25(4): 395-403. <http://www.sciencedirect.com/science/article/pii/S0956522109000980>

FROM POWER TO TALENT

A shift from **power** related discussions of **inequality and justice** to **talent** and **business** case for organizations.

- **Non-confrontational** language
- Inclusive, forward looking, **business oriented**

Context: Reaganism in the 1980s



1990: DIVERSITY TRAVELS TO NORTH EUROPE

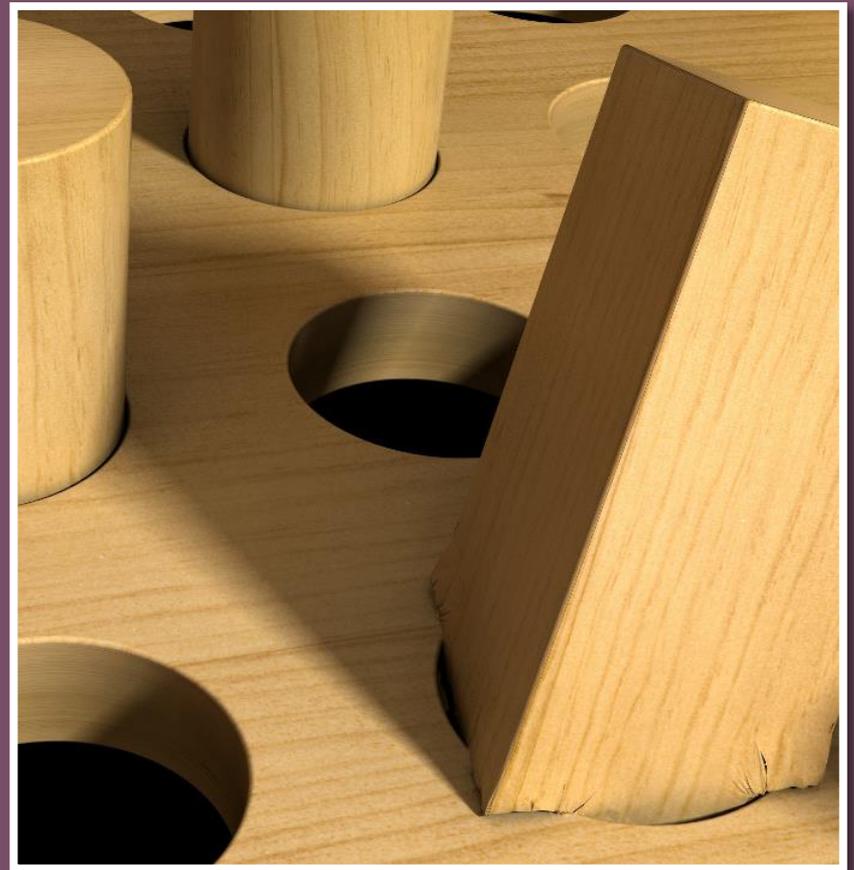
Focuses on difference

Considers equality as
the norm

Non-native **others** have
deficits

Equality = sameness

Context: Strong welfare
states with a focus on
helping the weak



DEFICIT APPROACH

- Includes the body but not the **perspectives**
- **Fixates on shortcomings** and invests in fixing them
- Does not challenge the norm but **assimilates difference**

CELEBRATIVE DIVERSITY

- **Includes** diversity without addressing power
- Works as long as it is not a problem
- **Does not challenge the norm** and only tolerates non-problematic difference



INCLUSION MEANS:

- **Embracing tensions** that come with diversity
- **Creating spaces** for meaningful interaction
- **Challenging** dominant images of self and other :
 - **Disrupting** power relations
 - **Enabling** multidimensional adaptations
- **Changing** the status quo