## Index

Acting-doing mode, 44 Actor; agency; meaning, 157 Addiction, 40 Adidas, 134 Age, 61, 69, 161 Ahrefs, 137 Alexa, 137 Algorithmic governance, 13 Allyship, 9 Analytical tasks, 135 Anti-racist movements. 3 Anti-racist social movements, 4 Anti-slavery social movements, 4 Anxiety, 40 Artificial intelligence (AI), 130, 139 Artificial Intelligence Act, 13 Assertiveness, 114 Assimilation, 7 ATM workers, 7 Attention, 41, 44 Attention deficit hyperactivity disorder, 40 Attribution theory, 156–157 Augmented reality (AR), 130 Autonomy, 113 Axial coding, 22–23 AXIS FLIP, 135

Big data, 137 Bivariate analysis methods, 161 Bivariate correlations, 182 Body scan, 41 Bolivia, 14–15 Born Global, 58–60 Boston Consulting Group (BCG), 135 Bottom-up strategy process, 78 Breathworks, 40 Bullock and Batten (1985) phased approach, 150 Capability, 96 Categorisation, 39 Change, 152 models, 150 ontological considerations of EDI, 154and performance, 153 step and phase models, 152-153 Changing, 152 Chartered Management Institute (CMI), 46 Climate, 9 Cloud-based tracking dashboards, 136 Commitment, 85 dilemma with reciprocity concerns, 93-94 Commodity Chain, 114 Compassion, 41 Concentration, 44 Confirmatory factor analyses, 182 Conformity assessments, 14 Context-oriented approach, 10-11 Controllability, 156 Correlation, 164-166 COVID-19 pandemic, 77, 175 Creating-being mode, 44 Credibility, 96 Cronbach's alpha, 161 Cross case analysis, 86–91 Cross-cultural management, 102-103 culture, 103-106 global value chains, 114-118 interculturalism and, 106–114 Cultivate, 136 Cultural compatibility, 27–28 Cultural diversity, 61-62, 68 Culture, 9, 61, 102-103 emergence, definitions, and meaning, 103-106 CVS Health, 134

Data analysis, 82-85, 135 Data sources, 82 Deficit approach, 7 Depression, 40 Differences, 38 Digital economy, 132 Digital Recruiting 3.0, 134 Direct supervisors, 178 Disability, 8, 69 movement. 4 Discrimination, 2-4, 38, 46 to inclusion, 2-3 Diversity, 2, 6, 60, 102, 158, 160 climate, 10 future of diversity in global entrepreneurship context, 67 - 69governance, 12 importance of understanding diversity for multinationals, 65-67 management, 10-12, 39 management frames, 10 Diversity feature (DF), 164 Diversity-NLP, 138 Dual attitude, 47 Eating disorders, 40 eBay, 134 Ecofeminism, 12 Ecuador. 14-15 Ecuadorian Constitution, 14 Education, 61 Electronic data interchange (EDI), 138 Emotional contagion, 39 Emotional intelligence, 41 Emotional triggers, 39 Empathy, 41, 44 Employee perceptions, 20 benefits of EDI programmes, 21 data analysis, 22-23 data collection. 22 findings, 23-33 method, 22–23

Empowerment, 85 Empowerment dilemma with capability concerns, 94-95 Entrepreneurial activity, 59 Entrepreneurs, 59, 65 Entrepreneurship, 58-59 Envisia Learning, 136 Equal Pay Certification, 13 Equal Pay Standard, 15 Equality, 2, 4-5 Equality, diversity, and inclusion (EDI), 1 benefits of EDI programmes, 21 contextual consideration, 157-158 discrimination, 3-4 discrimination to inclusion. 2–3 diversity management, 10-12 equality and equity at work, 4-5 illustrative cases of progressive approaches, 13-15 implementations, 131 inclusion at work, 8-9 issues, 20 new deal in, 2, 12–13 ontological considerations of, 154 in organisations, 76 workforce diversity, 6-8 Equality-AI, 138 Equity, 2 at work, 4-5 Ethics and bias, 143 Ethnicity, 61 Etic categories of diversity, 8 European Artificial Intelligence Strategy, 13 European Law on Algorithmic Governance, 13–14 European Union (EU), 8, 13 Evaluation of threats, 44 Exclusion. 2 Expectancy, 155 theory, 154-156 Experience, 61 External impediments, 65 External incentives, 65

Falsification approach, 158 Femininity, 62 Feminist movements, 3 Fight-or-flight mechanism, 44 Fight-or-flight response, 44 Filiere concept, 114 Firm infrastructure, 115–116 Flexibility stigma, 174 Flexible working arrangements and perceived inequality, 173-176 and perceived ostracism, 176 Future orientation, 114 Gender, 8, 61 egalitarianism, 114 Generative mindfulness, 43 Geographic diversity, 60, 63 Global Business Knowledge, 65 Global commodity chain, 114 Global entrepreneurs, 59-60 Global entrepreneurship, 58 future of diversity in global entrepreneurship context, 67-69 importance of understanding diversity for multinationals, 65-67 international diversity and, 59-65 Global firms, 59-60 Global Start-Ups, 59 Global value chains (GVCs), 102-103, 114 - 118Global Ventures, 59 Globalisation, 67, 132 GLOBE study (1999), 113 Goal difficulty, 157 Google's Word2Vec, 134 Green economy, 14 Halo Effect, 46

Haro Effect, 46 Happiness, 41 Harman's single-factor test, 182 Hemsehri, 8 Hilton, 134 Hiretual Pro, 134 HiringSolved, 134 Hofstede's study, 62, 110 Horizontal segregation, 6 Human resource management (HRM), 115–116, 130, 132 Human resources (HR), 130 Humane orientation, 114 Human–technology interaction, 13 Hybrid work, 172–173, 176 Hypotheses testing, 164–166

IBM Watson Recruitment, 134 Iceland's Equal Pay Standard, 6 Iceland-Law on Gender Pay Gap, 15 Ideal contextual diversity management approach, 12 Immigrant entrepreneurs, 68 Implicit attitudes, 47 Implicit bias, 43 In-group collectivism, 114 Inbound logistics, 115 Inclusion, 2, 38-39, 76, 119, 175 at work, 8-9 Inclusive global value chain, 103 Inclusive organisational culture, 173 Inclusive strategy, 78 Inclusivity, 158 Individual/micro-level challenges, 23 perceived capabilities of others, 25 - 26perceived differences of others, 24 - 25potential actions to overcome employee-related (micro-level) challenges, 27 - 28Individualism-Collectivism dimension, 110 Indulgent society, 112 Industrial mix, 61 Industry 4.0 technologies, 130 analyses and findings, 138-141 in EDI practices, 131-136 methods, 136-138 Inequality, 2, 173

Inequity, 2 Information systems (IS), 132 Innovation, 59 Institutional collectivism, 114 Instrumentality, 155 Intel, 134 Interactive learning methods, 136 Interactive strategy, 77, 79 Intercultural communication, 106 Interculturalism, 106–114 Interculturality, 106 Internal change agents (ICAs), 150, 157.162 International diversity, 59-65 International entrepreneurship, 58-59 International managers, 102 International New-Ventures, 59 International Start-Ups, 58-59 Internationalisation, 58, 61, 67 Internet of Things (IoT), 130 Intersectionality, 68-69 Intuitive mind (see Unconscious mind) Journaling, 41, 46 Kanter's 10-step model (1984), 150 Key performance indicators (KPIs), 95, 136 Knowledge mix, 61 Kolmogorov-Smirnov test, 161

Kotter's 8-step change model (2012b), 150

Language, 61 training, 27–28 Leader–member exchange (LMX), 173 flexible working arrangements and perceived inequality, 173–176 flexible working arrangements and perceived ostracism, 176 method, 181–182 and perceived inequality, 177–178 and perceived ostracism, 178–179 results, 182–186

Leadership for diversity, 10 Learning, 44 Legal regulations, 6-7, 11 LGBTQ+ movement, 3 Lifestyle, 61 Linguistic intergroup bias, 48 Linking theory with survey, 158–160 Locus of control, 156 Long-Short-Term Orientation, 111 Low-maturity organisations, 11 Management, 102 (see also Cross-cultural management) characteristics, 65 Management Control Theory, 77–79, 95 Managing differences, 39 applying workplace MBIs to encourage cognitive changes, 43-48 mindfulness, 40-41 mindfulness-based skills, 42-43 Marginalisation, 38 Marketing and sales, 115 Masculinity, 62 Masculinity-femininity dimension, 110 Mature in diversity management, 10 - 11Mechanical intelligence, 135 Meditations, 41, 46 Memory, 44 Mentoring, 9 Meta Chain, 114 Michael Porter's Value Chain, 115 Microaggressions, 46 Middle managers, 77 Mindful communication, 41, 46 Mindful eating, 41 Mindful movement, 41 Mindful perception, 43 Mindful walking, 41 Mindfulness, 40-41 skills, 41–43 trainings, 47

Mindfulness-Based Cognitive Therapy, 40 Mindfulness-based interventions (MBIs), 39-40 applying workplace MBIs to encourage cognitive changes, 43-48 for eliminating unconscious biases, 47 - 48for expanding perception, 44-45 for understanding categorisation, 45 - 47Mindfulness-Based Self-Compassion, 40Mindfulness-Based Stress Reduction (MBSR), 40 Mobile devices, 130 Montreal Declaration, 13 Mood regulation, 44 Movement of individuals with disabilities, 3 Multinationals, 63-64 importance of understanding diversity for, 65-67 organisations, 60

Nadler's 12-step model (1978), 150 National cultures, 62, 103, 105 Nationality, 61 Nationality, 69 Nestle, 135 Neuroplasticity, 44 NeuroTeamView tool of Envisia, 136 New deal in EDI, 2, 12–13 NVivo software, 22

Occupation, 61 One-way ANOVA models, 183 Open loop university, 135 Open strategy, 76 lens and associated dilemmas, 79–81 Open Strategy Dilemmas, 81 Openness disposition, 76 Operations, 115 Organisation characteristics, 65 Organisational culture, 21, 43 Organisational policies, 20 Organisational support, 10 Organisational/meso-level challenges perceived lack of clear definition and measurement. 30-31 perceived lack of leadership support and resources, 29 - 30perceived role of organisational culture, 28-29 Organisations, 6-7, 10-11, 20-21, 58 Organizational work-life inclusion, 174 Ostracism, 172-173, 176 Outbound logistics, 115 Paradox, 135 Participation, 76 Particularism, 111 Payment accounts, 115 Perceived capabilities of others, 25-26 Perceived control, 157 Perceived differences of others, 24-25 Perceived lack of understanding and appreciation of benefits of EDI by society, 32-33 Perceived politicisation and divisiveness of EDI-related issues. 32 Perception, 39 Performance, 153 orientation. 114 Post hoc tests, 182 Post-humanism, 12–13 Postcolonial social movements, 4 Power distance, 108–109, 114 cultures, 62 Prejudices, 39, 43 Primitive nervous system, 44 Process, 85 dilemma with credibility concerns, 93 Process-oriented approach, 10

Procurement, 115–116 Productivity, 59 Professional isolation, 172 Psychological resilience, 41 Psychology studies, 2

Race, 8 Refreezing, 152 Rejection of difference, 38 Religion, 61, 69 Religious diversity, 60 Remote work, 172 Remote workers, 172 Restrained society, 112 Retraining methods, 134 Right to an education, 38 Right to free speech, 38 Right to healthcare, 38 Risk takers, 63 Role play, 46

Search engine result pages, 136 Search Inside Yourself, 40 Self-acceptance, 39, 42 Self-compassion, 41 Self-efficacy, 156 Self-esteem, 41 Semrush, 137 Senior managers, 77 Sensemaking, 155–156 SERP queries, 137 Servant leadership, 173 flexible working arrangements and perceived inequality, 173-176 flexible working arrangements and perceived ostracism, 176 method, 181-182 and perceived inequality, 179-180 and perceived ostracism, 180-181 results, 182-186 Services, 115 Sexual orientation, 8 Sexuality, 69 Similarweb, 137 Sleep quality, 41

Small and medium enterprise (SME), 77 case selection, 81-82 considerations of open strategy disposition, 92 cross case analysis, 86-91 data analysis, 82-85 data sources. 82 findings, 85 Management Control Theory, 79 methodology, 81-85 multiple case studies, 83-85 open strategy lens and associated dilemmas, 79-81 strategy characteristics, 79 theoretical framework, 78 Social categorisation, 46 Social controls, 95 Social isolation, 172 Social justice, 20 Social media technologies, 130 Social movements, 3-4, 10 Societal/macro-level challenges, 31 perceived lack of understanding and appreciation of benefits of EDI by society, 32-33 perceived politicisation and divisiveness of EDI-related issues. 32 potential actions to overcome, 33 Sociology, 2, 6 Spearman's correlation coefficient, 161-162 Stability, 156 Start-ups, 59 Statistical analysis, 135 Stereotypes, 39, 43 Strategic management, 76 Strategy openness, 76 Strategy-oriented approach, 10 Surprise, 155-156 Systemic discrimination, 39 Talent pools, 10

Talvista, 134 Teamable, 134 Index

Technological diversity, 60-61 Technology development, 115–116 Telecommuting, 177-178 Telework, 175–176 Teleworking, 173–174 regulations, 175 Thematic analysis, 82 3M, 135 Three-step model, 152 Threshold Traits, 65 Tilting towards/away, 39 Toronto Declaration, 13 Traditional HR, 132 Transactional HR, 132 Transformational HR, 132 Transparency, 76, 85

Uncertainty avoidance, 63, 110, 114 Unconscious biases, 39, 43 Unconscious mind, 47 Unfreezing, 152 Unilever, 134–135 Univariate analysis methods, 161

Universal Declaration of Human Rights, 38 Universalism, 111 Valence, 155 Value chain, 102 approach, 114 Values, 106 activities, 115 Variance inflation factors (VIF), 182 Verizon, 134 Vertical segregation, 6 Virtual instructor-led training (VILT), 135 Virtual reality (VR), 130 Web analytics, 131, 137 Women's movements, 3 Work-based learning, 151 Workforce diversity, 6-8

Workforce diversity, 6–8 Work–life balance, 175 Workplace diversity, 20