



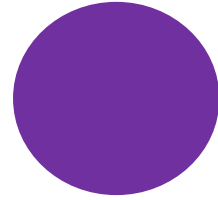
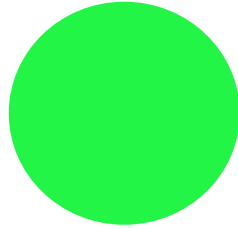
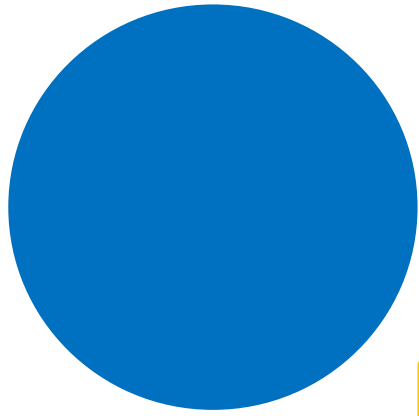
NORWEGIAN  
BUSINESS SCHOOL

# Krever mangfold ulike typer ledelse?

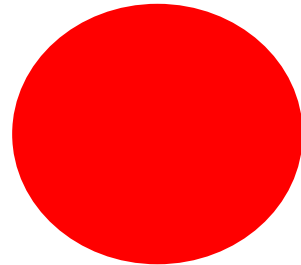
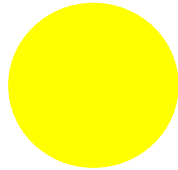
Førsteamanuensis Laura E. Mercer Traavik,  
Handelshøyskolen BI



*“Cosmopolitans think human variety matters because people are entitled to the options they need to shape their lives in partnership with others” (Appiah, 2006:104).*

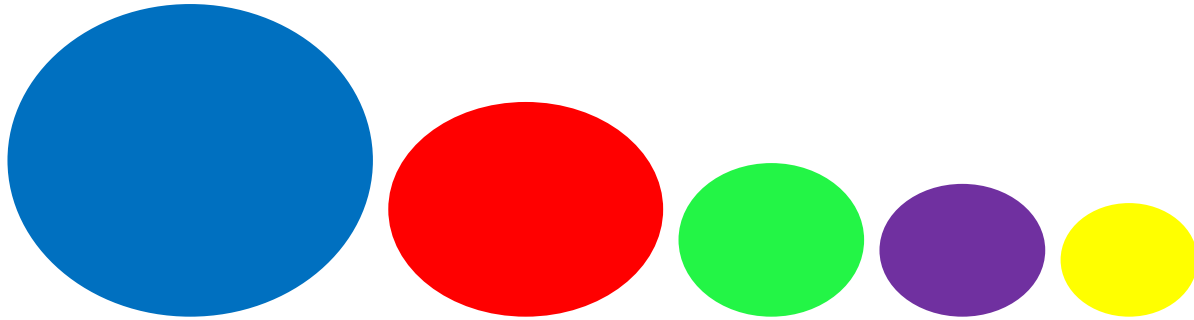


# Mangfold



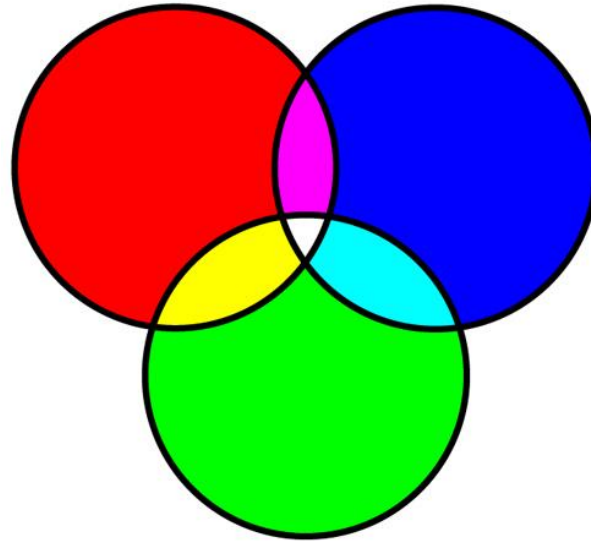
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# Hvem er du?



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# Interseksjonalitet



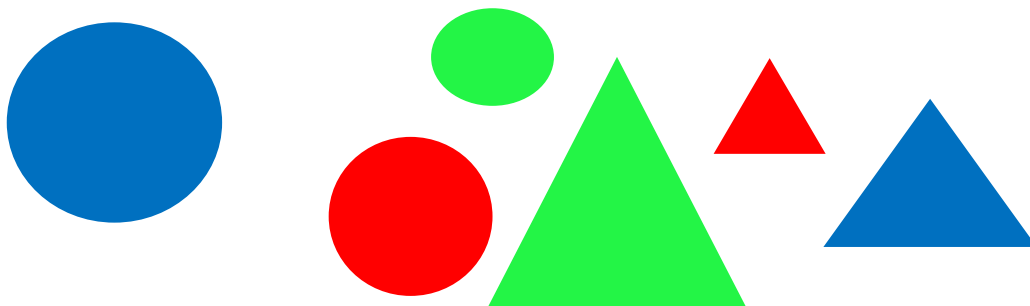
Hvor identiteter overlapper

(MCCALL 2005)

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Mennesker har mange  
identiteter ikke bare én...  
flere selv «er»

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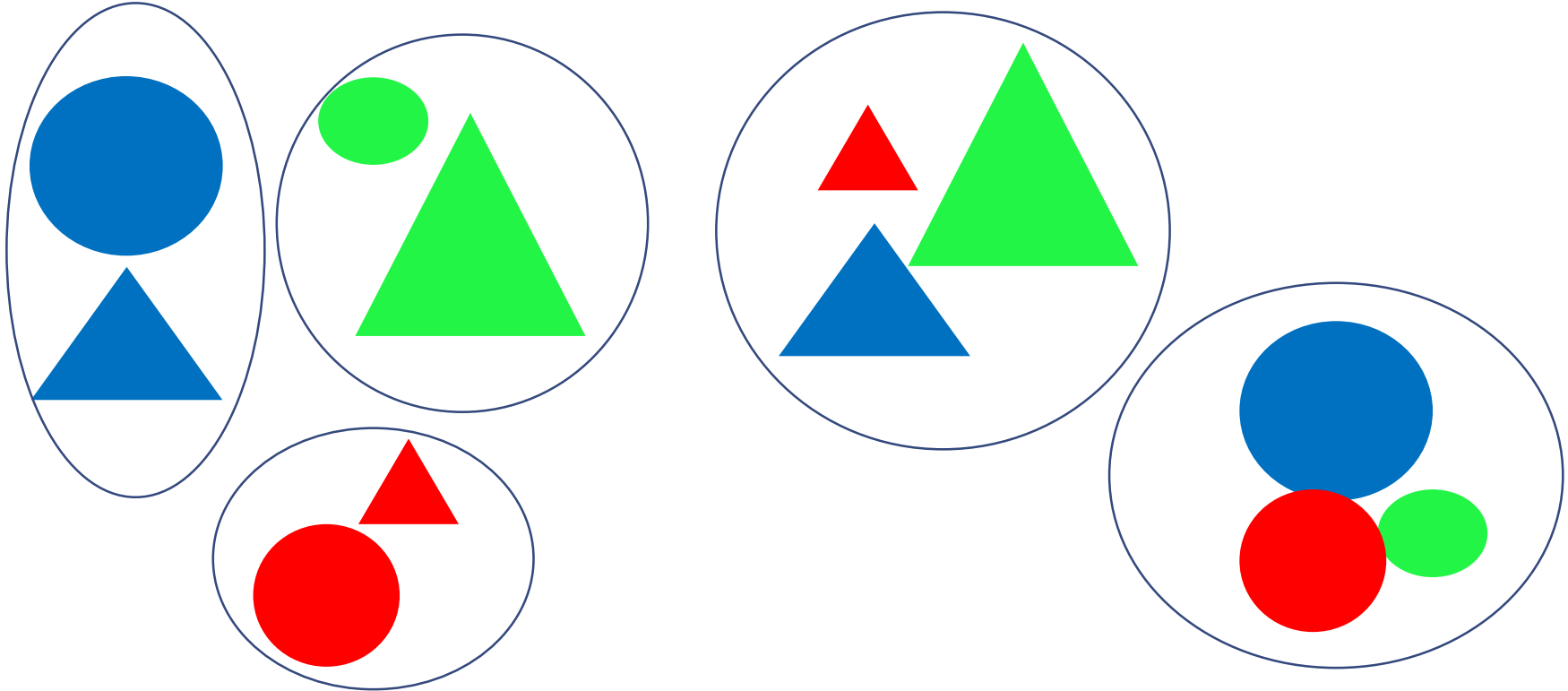
# Hvem er vi i en gruppe?

Avhengig av andre og av konteksten

Vi kan være like og ulike andre avhengig av hvilke dimensjoner vi fokuserer på

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# Form eller farge?



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# Husk!

Status

Identitet

Flere dimensjoner av mangfold - ikke én

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- **Oss og dem**
- **Konflikt**
- **Dårlig kommunikasjon**
- **Ekskludering**



Van Knippenberg, D., & Schippers, M. (2007). Work Group Diversity. *Annual Review of Psychology*, 58, 515-541.

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# Ledelse



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*“Ledelse er å skape oppslutning  
om målrettet samarbeid gjennom  
å gjøre det meningsfylt”*

- *JK Arnulf (2012: 13 ) Hva er ledelse?*

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# Ledelse for mangfold?

## Inkluderende ledelse

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# Inkluderende leder

- Ydmykhet
- Kognitiv kompleksitet
- Positiv til mangfold
- Andre-orientert og *kontakt*

Abramovic (2016)

- *17 leder 135 ansatte- Norge*



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# Inkluderende ledelse

- *“Inclusive leadership is a set of leader behaviors that are focused on facilitating groups members feeling part of the group (belongingness) and retaining their sense of individuality (uniqueness) while contributing to group processes and outcomes” p. 191*

Randel, A. E., Galvin, B. M., Shore, L. M., Ehrhart, K. H., Chung, B. G., Dean, M. A., & Kedharnath, U. (2018). Inclusive leadership: Realizing positive outcomes through belongingness and being valued for uniqueness. *Human Resource Management Review*, 28(2), 190-203.  
doi:<https://doi.org/10.1016/j.hrmr.2017.07.002>

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# Inkluderende ledelse

- Reduserer **status**forskjeller mellom grupper
- Takler konflikt
- Verdsetter **flere kompetanser**
- Verdsetter **unikhet** (identiteter eller forskjelligheter fra andre i gruppen)
- Gir individer mulighet til å **uttrykke flere identiteter**
- Oppmuntrer forskjellige **bidrag**
- Skaper **team identitet**
- Tilrettelegger for **tilhørighet**
  - Støtter gruppemedlemmer
  - Sørger for rettferdighet
  - Deler beslutning – makt

Shore, L. M., Cleveland, J. N., & Sanchez, D. (2018). Inclusive workplaces: A review and model. *Human Resource Management Review*, 28(2), 176-189. doi:<https://doi.org/10.1016/j.hrmr.2017.07.003>

Randel, A. E., Galvin, B. M., Shore, L. M., Ehrhart, K. H., Chung, B. G., Dean, M. A., & Kedharnath, U. (2018). Inclusive leadership: Realizing positive outcomes through belongingness and being valued for uniqueness. *Human Resource Management Review*, 28(2), 190-203. doi:<https://doi.org/10.1016/j.hrmr.2017.07.002>

Mitchell, R., Boyle, B., Parker, V., Giles, M., Chiang, V., & Joyce, P. (2015). Managing Inclusiveness and Diversity in Teams: How Leader Inclusiveness Affects Performance through Status and Team Identity. *Human Resource Management*, 54(2), 217-239. doi:10.1002/hrm.21658

Janssens, M., & Zanoni, P. (2014). Alternative diversity management: Organizational practices fostering ethnic equality at work. *Scandinavian Journal of Management*, 30(3), 317-331. doi:<http://dx.doi.org/10.1016/j.scaman.2013.12.006>

Abramovic, G., & Traavik, L. E. M. (2017). Support for diversity practices in Norway: Depends on who you are and whom you have met. *European Management Journal*, 35(4), 454-463. doi:<http://dx.doi.org/10.1016/j.emj.2017.04.002>

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Krever mangfold ulike typer  
ledelse?

Kanskje

Takk 😊

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