



University of HUDDERSFIELD

University of Huddersfield Repository

Schofield, Keith and Tobbell, Jane

Embracing Diversity in Organisations by Promoting Identity

Original Citation

Schofield, Keith and Tobbell, Jane (2015) Embracing Diversity in Organisations by Promoting Identity. In: Fifteenth International Conference on Diversity in Organizations, Communities, and Nations, 15th -17th July 2015, Hong Kong.

This version is available at <http://eprints.hud.ac.uk/25200/>

The University Repository is a digital collection of the research output of the University, available on Open Access. Copyright and Moral Rights for the items on this site are retained by the individual author and/or other copyright owners. Users may access full items free of charge; copies of full text items generally can be reproduced, displayed or performed and given to third parties in any format or medium for personal research or study, educational or not-for-profit purposes without prior permission or charge, provided:

- The authors, title and full bibliographic details is credited in any copy;
- A hyperlink and/or URL is included for the original metadata page; and
- The content is not changed in any way.

For more information, including our policy and submission procedure, please contact the Repository Team at: E.mailbox@hud.ac.uk.

<http://eprints.hud.ac.uk/>



**Embracing Diversity in Organisations
by Promoting Identity**

Dr Keith Schofield
Dr Jane Tabbell
University of Huddersfield

+

- Notions of identity
- Learning as a function of relationship
- Learning and identity
- Identity enabling success

+

Identity

- Specific organisational 'identities' enable success
- Constructed through previous experience, life, work
- Learning is central to identity
- Active community participation must be encouraged
- Identity is essential for understanding employee performance and engagement

+

Learning and Identity

- Learning is a result of the constant interplay of person, time, context and activity
- Identity shifts are required to be successful
- Participation in social practice enables learning
- Vygotskian notions of learning through relationship

+

The Business

- 'Smart Debt Recovery'
- West Yorkshire, UK
- Debt purchase and collection
- C.250 staff
- Telephone Negotiators (Debt Collectors)
- Telephone calls, letters, the dialler

+

Emergent Identities


- Constructed through:
 - Past participative acts
 - Current participatory acts
 - Projected participatory acts
- Success does not increase with participation
- There are required elements of participation
- There are additional, more complex elements of participation that may be encouraged

+ Alyssa

- Debt Collector of the Year
- Successful at collecting debt
- Not a collaborator
- Focused, controlling
- Identity construction around individual success

+ Sandeep

- New starter
- Disengaged with social practice
- Incongruent individual vs. organisational values
- Different levels of participation in SDR practices

+ 

Any questions?