



CALL FOR PAPERS

Thematic issue
Relations industrielles/Industrial relations

Perspectives on Inclusive Management from Both Sides of the Atlantic

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Proposed Theme

For some fifteen years now, diversity management has been promoting inclusion with a view to offering a more comprehensive vision of diversity in all its forms. Inclusion is a major challenge for organizations (Bruna et al., 2018; Cassel et al., 2022). It requires profound changes to the running of an organization in order to facilitate employee integration and to improve working conditions (Moon, 2018). Although inclusion has no universal definition (Chung et al., 2020), it has increasingly come to mean implementing certain managerial processes and strategies to increase not only the presence and training of minorities but also the efficiency of an organization by recognizing cultural and lifestyle differences as much as possible (Oswick & Noon, 2014; Laïchour & Chanlat, 2020; Adamson et al., 2021). At the same time, inclusion seems to have moved beyond a minority-specific approach and toward activities that promote the common interests of all workers (Fujimoto et al., 2014). In this sense, the aim is to help everyone perceive themselves as part of a group within which their "needs for belonging and singularity are simultaneously met" (Shore et al., 2018).

Research on inclusive management remains particularly scarce (Sparkman, 2019; Syed & Ozbilgin, 2019; Boubakary & Peretti, 2023), especially in terms of actual results. Moreover, existing studies are most often from English-speaking countries, which have gone further than France in this field (Chanlat et al., 2013) and have above all taken a community- or minority-based approach. In France, political leaders have consistently defended a universalistic conception of citizenship since the French Revolution, without ever referring to differences of any kind. In a way, the equality of the French Republic does recognize diversity, but as an abstraction that denies any concrete differences (Renaut, 2009). As a result, diversity is a politically-charged subject that companies in France tackle at their risk. The country's socio-historical context should thus be seen as a moderating variable that affects inclusive management practices (Tatli et al., 2012). What, then, might an inclusive management model à la française (Marbot & Nivet, 2013) look like alongside the North American one?

In Canada and Quebec, for several decades now, a lot has been written on the unequal treatment and under-representation of historically marginalized groups, notably in feminist studies, education sciences, rehabilitation and social integration studies, sexual and gender diversity studies and workforce diversity studies. There has been much effort to document these inequalities along with a recent growing interest in equality, equity and diversity (EDI), which is associated with concrete approaches to inclusion by organizations in various areas of activity, including academia. (Canada Research Chairs, 2023; Tamtik & Guenter, 2019; Brière et al., submitted). With EDI initiatives proliferating, we need to scrutinize the empirical data, analytically and critically, to gain insight into the complexity of inclusion as a process of change and organizational transformation. In particular, we need to understand the real impact of these new initiatives.

Given the ethical and social challenges of inclusion, we encourage contributions that draw on the various disciplines of management science and which include fruitful dialogue with the social sciences. Authors are also invited (though not exclusively) to adopt a dialectical approach to our theme, from both French and North American perspectives. Such cross-fertilization will encourage managerial innovation and inspire new ways of adapting management policies to local contexts, particularly for multinational organizations.



Submissions may include, but are not limited to, the following topics:

- **Moving from diversity management to inclusion**

Some confusion remains on the differences between diversity management and inclusion (Murphy, 2018). Diversity management takes a legalistic approach to the different demographics that are discriminated against. To dissociate inclusion from diversity, we should further examine what each of these concepts means.

- **Measuring inclusion**

Inclusion should be measured either as a prerequisite for action or as a means to judge the effectiveness of existing measures. The issue is still debated in France despite clarifications, notably by the Défenseur des droits (opinion n°18-20 on article 61 of the PACTE bill on business growth and transformation). How, and for what purposes, can we draw inspiration from international experiences in measuring workforce inclusion (Chung et al., 2020; Rezai et al., 2020)?

- **Does inclusive management mean valuing all forms of diversity?**

Despite the incredibly diverse forms of diversity, recent studies still focus overwhelmingly on gender and, to a lesser extent, on disability (Garg et al., 2021). What other forms should be the focus of inclusion research? Or should the focus be on group membership, whatever the minorities involved (Lachapelle et al., 2022)? What about the intersectional approach? In other words, should we consider the unpredictable effects that may arise from a combination of different systems of oppression (Collins & Bilge, 2020)?

- **What are the driving forces for inclusive behaviours and leadership?**

Models are emerging to describe inclusive managerial skills (Barth, 2018) that tap into the dynamics of inclusion rather than those of exclusion (Bernstein et al., 2020; Shore & Chung, 2023). While these models are promising, inclusion is also driven by dynamics other than those of social identity (Tajfel & Turner, 1986). Because the interpersonal behaviours of staff and managers are central to the inclusion system (Ferdman & Dean, 2014), how do unconscious biases and inclusive behaviours (Brière et al, 2022) affect organizational inequalities and inclusion?

- **What is the role of the top management team in inclusive management, and what are the benefits of bringing them into the picture?**

Inclusion policies seem to succeed to the extent that they enjoy top-level support, either through creation of a shared vision or through day-to-day involvement in actions (Moore et al., 2010). In particular, we should better document the link between the effectiveness of inclusion policies and how they are supported.

- **Toward an inclusive organization?**

With the increasing openness of higher education to categories of students who, in previous times, were usually marginalized, learning environments are being adjusted to prepare every learner for optimal success (Araujo et al., 2022). How can a company or professional organization draw inspiration from these practices and thus meet the goals of a diversity audit (Klarsfeld & Tati, 2012; Bruna, 2016)? Beyond training courses that address human biases, particularly in recruitment, what other initiatives and tools may promote employee inclusion and empowerment (Bruna & Chanlat, 2017)? With respect to organizational initiatives, how can we ensure that researchers likewise use inclusive methodologies in their work (Stockless & Brière, 2024)?

- **The role of entrepreneurship in inclusive management.**

Job market discrimination often causes its victims to turn by necessity to entrepreneurship (Fayolle & Nakara, 2012) as an alternative to wage employment. Life story approaches could show how entrepreneurs from diverse backgrounds may become models of resilience, in line with research by Bernard and Dubard Barbosa (2016). Many myths persist about women entrepreneurs from diverse backgrounds (Tremblay, Brière & Poroli, 2020), and the experiences and practices of entrepreneurs often provide examples of inclusive practices that organizations may follow (Csanyi-Virag & Polge, 2021). Can entrepreneurship be both a cause of inclusion and a solution to exclusion? Since necessity-based entrepreneurship is often synonymous with precariousness, is it really inclusive (Fayolle & Nakara, 2012)?

The above themes are not exhaustive, and we are open to other empirical, theoretical and methodological contributions about inclusive management in organizations.

Epistemology and Methodology

For this special issue of *Relations Industrielles / Industrial Relations*, we will welcome original articles written from a transdisciplinary, multi-method perspective, particularly articles that are theoretical, methodological and/or empirical in scope and which shed light on the promises and challenges, approaches and tools, and practices and impacts of inclusive management in organizations, on both sides of the Atlantic.

Welcoming, and yet demanding, we will be open to theoretical contributions and systematic explorations about the latest developments (meta-analyses, bibliometric studies etc.), narrative reviews of the literature, comparative research, significant case studies, and so on. We will particularly (but not exclusively) welcome comparative, multi-case and/or longitudinal research and encourage authors to see everything in its context. Above all, we hope to provide an international perspective on inclusive management.

Timetable

- December 15th, 2024: deadline for submissions (manuscript between 7,000 and 8,000 words, including the list of references, in French or English)
- December 31th, 2024: first editorial decision from the editorial board
- Until April 1st, 2025: blind peer review
- August 15th, 2025: submission of revised manuscript
- Fourth quarter of 2025: publication of the special issue



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