Gender, diversity and leadership- A critique of organizational policies and practice: their relevance for church and faith contexts.
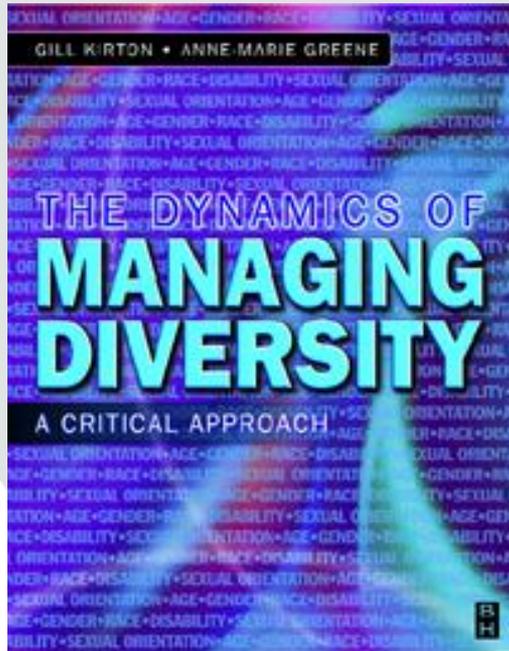
Professor Anne-marie Greene

crowe
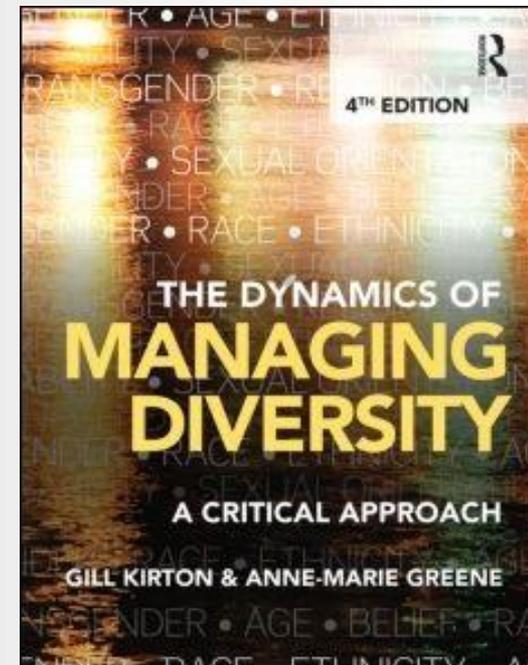
contemporary research on organisations, work and employment

Diversity management as a global phenomenon

i) as a descriptor of the workforce;

ii) as a policy approach to managing the workforce

iii) as a theoretical paradigm highlighting the significance of socio-bio-demographic differences.

As a descriptor

- Social group (collective)

- Individual

- What are the salient characteristics that require attention or action?

- Importance of social group difference for life chances

- Not neutral

As a policy approach

- 'Equal opportunities' to 'Diversity management'
- 'a new way forward' for policy?
- Move away from legal compliance/social justice rationales?
  - Systemic cultural transformation of the organisation
  - Be positive and celebratory about difference
  - Justify with a business case
  - Broad(er) range of differences

As a theoretical paradigm

- Sameness to difference
- Iris Marion Young (1990) *The Politics of Difference*
  - Need to recognise and celebrate difference but within the context of the realities of oppression, discrimination and disadvantage: social group difference is 'more important'

The critique of DM

- It does not deliver

- It is not distinct

- Dangers of the business case

- Neglect discrimination and disadvantage

Faith and Church Contexts

- 'Work' or 'Not Work'?

Issues of equality and diversity, though critical in both contemporary theological reflection and witness of the Church cannot be derived easily from Scripture...
Draft Theological Statement, Methodist Conference 2010

The application of the [Equality] Act to clergy offices is not straightforward. This is because the legal categories of worker dealt with by the Act are- following the provisions of EU law to which they give effect-tailored to the secular sphere and do not reflect the particular characteristics of some ecclesiastical offices
CofE Annexe B on parochial appointments

Diversity as a descriptor

- Level of diversity

- Individual and collective

- What characteristics are salient and why?

Diversity as a policy approach

- Existence of inequality regimes within CofE and Methodist Churches

The Cost of a Calling? Clergywomen and Work in the Church of England

Anne-marie Greene[*] and Mandy Robbins

Diversity as a policy approach

- CofE more legal compliance characs

- Methodist Church: Some broadening.

- Not explicit expression of a business case

- Organisational transformation?

The Church desires to be an inclusive community, acknowledging that not only are people created in God's image, but created differently too. Separateness and division are signs of sin ...and God's will is for all to be united, though the vision of unity is not monochrome: human distinctiveness remains, differences do not result in any disparity in the way that fullness of life is experienced. The Christian community is called to embody this divine intention
Draft Theological Statement Methodist Conference 2010

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Diversity as a theoretical paradigm

- Business V Social Justice?

- Social justice more appropriate?

- Although arguably about the main 'business' of what church and faith organisations do:

In contrast to the secular agenda that can be preoccupied with issues of compliance, the Church seeks to promote Equality and Diversity as an intrinsically Christian response to divine love evidenced through works of creation, redemption and sanctification. It is our form conviction that discrimination is a violation of God's purposes for humanity, and our churches are called to be centres of social holiness where all may have a sense of worth, belonging and participate fully in the life of a community charged to grow in faith and holiness together. In so doing, our advocacy of Equality and Diversity may prove to be a witness to God's love, grace and justice.
Draft Theological Statement: Methodist Conference 2010

- # Sameness V Difference?

There are many kinds of difference between persons, and one cannot regard them alike. The variety of human beings is often a cause for celebration, but this is not true of all differences...the dynamics of prejudice and discrimination vary tremendously... Draft Theological Statement: Methodist Conference 2010

'an equitable approach would therefore suggest treating all clergy appointments, for practical purposes, as if they were subject to the Act' Annexe B on Parochial Appointments

Final Thoughts

- Wider/broader notion of 'work'

- Might have emerged in the secular but have relevance for the religious

- Are EO and DM an either/or?

- Possibility of integrated approaches

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