

# INTERNATIONAL SYMPOSIUM ON DIVERSITY MANAGEMENT AND JAPAN



## PROGRAM

10:00-10:35

### **"FROM PROFESSIONAL ASPIRATIONS TO IDENTITY CONFIRMATION AND TRANSFORMATION: THE CASE OF JAPANESE CAREER WOMEN WORKING FOR FOREIGN SUBSIDIARIES IN JAPAN"**

**Helene Tenzer (LMU Munich School of Management)**

This study investigates what attracts career-oriented women to foreign subsidiaries and how they experience this work context. Based on 125 interviews with career-oriented women in Japan, we find that their frequent choice of foreign employers is not only motivated by professional aspirations but also by identity-related aspirations. Japanese women who embraced an internationalist orientation experience a confirmation of their identity by working for foreign subsidiaries; by contrast, those who still felt bound by traditional role expectations, undergo a liberating identity transformation. Based on the perceptions of these particular employees, we develop recommendations for gender diversity management in foreign subsidiaries. We further argue that women, who are disadvantaged in the local employment context, often desire that foreign subsidiaries implement standardized home country human resource management practices, instead of adopting local practices. By focusing on the recruitment of highly qualified women, foreign subsidiaries may turn their liability of foreignness into a competitive advantage.

**Helene Tenzer** is Associate Professor for International Management at LMU Munich School of Management in Germany.

10:35-11:10

### **"ENABLING KNOWLEDGE SHARING IN DIVERSE WORK CONTEXTS: THE ROLE OF INCLUSION CLIMATE"**

**Fabian Jintae Froese (University of Goettingen)**

Reaping the potential benefits of a diverse workforce is a central challenge for organizations. A key potential of diversity is the knowledge diverse employees bring to the workplace. Drawing from social information processing theory, we investigate the influence of organizational inclusion climate on individuals' intentions to involve diverse colleagues into work and decision-making processes, and knowledge exchange. Further, we analyze racial/ethnic dissimilarity as a moderator of the effects of inclusive behavioral intentions on knowledge exchange. To test our hypotheses, we use a multi-method, multi-study design, comprising field and experimental studies. Consistent with the principles of social information processing theory, Study 1, a field study of more than 900 employees nested in 27 organizations, shows that individuals in inclusive climates exhibit more inclusive behavioral intentions, which in turn increase knowledge exchange. In Study 2, we established causality for the effects of climate for inclusion on inclusive behavioral intentions as part of a vignette study. In Study 3, we use an experimental design and measured knowledge exchange in dyads. Our analyses suggest that inclusive behavioral intentions lead to higher knowledge exchange in dyads comprised of individuals from different racial/ethnic backgrounds. The results of our study contribute to the debate on inclusion climate and provide implications on how to facilitate knowledge exchange between racially/ethnically dissimilar employees.

**Fabian Jintae Froese** is Chair Professor of Human Resource Management and Asian Business at the University of Goettingen, Germany, and Joint Appointment Professor of International Business at Yonsei University, South Korea.

## ORGANIZER

**Ralf Bebenroth  
(RIEB, Kobe University)**

## SCHEDULE

**MARCH 26, TUESDAY  
2024, 10:00-12:15**

**AT SEMINAR ROOM AT RIEB  
(KANEMATSU MEMORIAL  
HALL, 1ST FLOOR)**

**To attend the symposium,  
please complete the  
registration form below by  
24th of March, 2024.**

**<https://www.ocans.jp/kobe-u/entry/all?FID=cuJS683O>**



Research Institute for Economics and  
Business Administration, Kobe University

## PROGRAM

11:20-11:55

### “TRADITION MEETS DIVERSITY: FACILITATING CHANGE AT SUMITOMO RUBBER INDUSTRIES”

**James Lomas**

With a history spanning over four centuries, Sumitomo Rubber Industries is a traditional manufacturing company and descendant of one of Japan's major pre-war zaibatsu conglomerates. The firm is increasingly breaking from its traditional, conservative roots to cultivate a diverse work environment. It is adapting to the challenges of global operations from within an industry historically marked by limited diversity.

Through detailing the company's activities in promoting awareness, inclusivity and equal opportunities for employee groups such as LGBTQ+, people with disabilities, senior and foreign employees, as well as the efforts made in achieving gender balance, this talk aims to provide first-hand insights into the initiatives implemented, the challenges encountered, and the valuable lessons gained along the way.

**James Lomas** is a Diversity and Inclusion Team Leader working in the Legal and HR departments at Sumitomo Rubber Industries, where he has worked since 2012.



11:55-12:15

### “DIVERSITY MANAGEMENT & ARTIFICIAL INTELLIGENCE: WILL AN ADVANCED AI-GENERATED PERSONA PERCEIVED AS A FULL-FLEDGED “MEMBER”? A CASE STUDY INVOLVING AI, SPACE PILOTS, AND SPACE TOURISTS”

**Robert A. Goehlich (Embry-Riddle Aeronautical University)**

The research project presented here is centered on diversity management strategies impact on artificial Intelligence (AI) technologies imitating behavior and decision-making of a real human persona: As AI technologies mature over the forthcoming decades further, the obvious question arises, when (not if) an on-board AI system takes over the tasks of a co-pilot for space tourism flights. The reason is the assumed shortage of future pilots and the fact that any “unnecessary” weight to transport to space is painful due to the very high costs. We approach that question not from technical or regulatory feasibility point of view, but more from the crew and tourist perception and acceptance of an AI-generated persona in particular concerning safety concerns versus actual risks estimation. Initial insights on the establishment of a survey targeted to pilots and tourists are discussed. We conclude with a prediction on diversity management future role in dealing with AI-generated persona as a new member type in a diverse workforce environment.

**Robert A. Goehlich** has been an adjunct assistant professor at Embry-Riddle Aeronautical University Worldwide's Europe Campus since 2009. For further information, visit [www.goehlich.com](http://www.goehlich.com).

