

Religious Diversity in the Workplace

Employees bring their beliefs and religious values to work, and this can be a source of either positive performance or negative conflict. Social conflicts around religion impact more than societies and communities. They also impact organizations. “Anti-religion” sentiments tend to be based on the perception that religion can be neatly separated from the “more acceptable/palatable” spirituality, but this ignores the fact that – for most people – the two are intimately intertwined and inseparable. As religious identity is salient for a majority of the world’s population, it is thus an important aspect of organizations – particularly those with a large and diverse body of employees. This handbook provides a timely and necessary analysis of religious diversity in organizations, investigating the role of national context, the intersections of religion with ethnicity and gender, and approaches to diversity management.

JAWAD SYED is Professor of Organizational Behavior and Dean of Suleman Dawood School of Business, Lahore University of Management Sciences. Professor Syed is an Academic Fellow of the Chartered Institute of Personnel and Development (CIPD), UK, and Program Co-Chair of European Academy of Management’s (EURAM) Gender, Race, and Diversity in Organizations (GRDO) Special Interest Group. He is one of the directors of the Global Centre for Equality and Human Rights (GCEHR). He has edited/authored eight books and written more than 75 journal articles and book chapters, including his articles in the *British Journal of Management*, *Business Ethics Quarterly* (Cambridge), the *International Journal of Human Resource Management*, and *Gender, Work and Organization*.

ALAIN KLARSFELD is Senior Professor at Toulouse Business School, University of Toulouse, France, where he created and managed (2003–15) the Human Resource Management Specialized Masters program, and acted as Department Head from 2012 to 2016. He co-founded the competence management Special Interest Group (SIG) and the equality-diversity SIG

Cambridge University Press

978-1-107-13603-8 — Religious Diversity in the Workplace

Edited by Jawad Syed , Alain Klarsfeld , Faith Wambura Ngunjiri , Charmine E. J. Härtel

Frontmatter

[More Information](#)

within the French-speaking HR society (AGRH) and has published extensively in both these fields in various French-speaking and international journals, including *Cross-Cultural and Strategic Management*, *Equality Diversity and Inclusion*, the *European Journal of Industrial Relations*, the *European Management Journal*, and the *International Journal of Human Resource Management*.

FAITH WAMBURA NGUNJIRI is Associate Professor of Ethics and Leadership at Concordia College, Minnesota. She is also Director of the Lorentzsen Center for Faith and Work at the Offutt School of Business of Concordia College. She is the author of *Women's Spiritual Leadership in Africa: Tempered Radicals and Critical Servant Leaders* (2010), coauthor of *Collaborative Autoethnography* (2013), and coeditor of *Women as Global Leaders* and *Women and Leadership around the World* (2014 and 2015, respectively). Her research has been published in various academic journals, including the *Journal of Management, Spirituality and Religion*, the *International Journal of Qualitative Studies in Education*, and *Advances in Human Resource Development*.

CHARMINE E. J. HÄRTEL is Professor and Chair of Occupational Health and Work Psychology for The University of Queensland Business School in Brisbane, Australia. Recently, in her role as Senior Editor (Invited Contributions and Special Issues) for the *Journal of Management & Organization* (Cambridge), she commissioned the special issue “Contextualizing diversity within Islam: Interpretations, understandings and implications for management and organizations.”

Cambridge University Press
978-1-107-13603-8 — Religious Diversity in the Workplace
Edited by Jawad Syed , Alain Klarsfeld , Faith Wambura Ngunjiri , Charmine E. J. Härtel
Frontmatter
[More Information](#)

Religious Diversity in the Workplace

Edited by

JAWAD SYED

*Suleman Dawood School of Business,
Lahore University of Management Sciences, Pakistan*

ALAIN KLARSFELD

Toulouse Business School, University of Toulouse, France

FAITH WAMBURA NGUNJIRI

Concordia College, US

CHARMINE E. J. HÄRTEL

University of Queensland, Australia



CAMBRIDGE
UNIVERSITY PRESS

Cambridge University Press
978-1-107-13603-8 — Religious Diversity in the Workplace
Edited by Jawad Syed , Alain Klarsfeld , Faith Wambura Ngunjiri , Charmine E. J. Härtel
Frontmatter
[More Information](#)

CAMBRIDGE UNIVERSITY PRESS

University Printing House, Cambridge CB2 8BS, United Kingdom

One Liberty Plaza, 20th Floor, New York, NY 10006, USA

477 Williamstown Road, Port Melbourne, VIC 3207, Australia

314–321, 3rd Floor, Plot 3, Splendor Forum, Jasola District Centre,
New Delhi – 110025, India

79 Anson Road, #06-04/06, Singapore 079906

Cambridge University Press is part of the University of Cambridge.

It furthers the University's mission by disseminating knowledge in the pursuit of education, learning, and research at the highest international levels of excellence.

www.cambridge.org

Information on this title: www.cambridge.org/9781107136038

DOI: 10.1017/9781316477106

© Cambridge University Press 2018

This publication is in copyright. Subject to statutory exception and to the provisions of relevant collective licensing agreements, no reproduction of any part may take place without the written permission of Cambridge University Press.

First published 2018

Printed in the United Kingdom by Clays, St Ives plc

A catalogue record for this publication is available from the British Library.

Library of Congress Cataloging-in-Publication Data

Names: Syed, Jawad, editor.

Title: Religious diversity in the workplace / edited by Jawad Syed, Lahore University of Management Sciences, Pakistan, Alan Klarsfeld, Toulouse Business School, Faith Wambura Ngunjiri, Concordia College, Charmine E.J. Härtel, University of Queensland.

Description: First [edition]. | New York : Cambridge University Press, 2018. | Includes bibliographical references and index.

Identifiers: LCCN 2017042274 | ISBN 9781107136038 (hardback : alk. paper)

Subjects: LCSH: Religion in the workplace. | Cultural pluralism—Religious aspects.

Classification: LCC BL65.W67 R45 2017 | DDC 204/.4—dc23 LC record available at <https://lccn.loc.gov/2017042274>

ISBN 978-1-107-13603-8 Hardback

ISBN 978-1-316-50173-3 Paperback

Cambridge University Press has no responsibility for the persistence or accuracy of URLs for external or third-party internet websites referred to in this publication and does not guarantee that any content on such websites is, or will remain, accurate or appropriate.

Contents

<i>List of Figures</i>	page viii
<i>List of Tables</i>	ix
<i>List of Boxes</i>	x
<i>Notes on Contributors</i>	xi
Introduction: <i>The Complex Interface of Work and Religion</i>	1
JAWAD SYED, ALAIN KLARSFELD, FAITH WAMBURA NGUNJIRI, AND CHARMINE E. J. HÄRTEL	
Part I General Frameworks and Sources of Reflection	35
1 A Relational Perspective on Religious Diversity at Work	37
JAWAD SYED	
2 Religious Diversity, Identity, and Workplace Inclusion	60
CHARMINE E. J. HÄRTEL, JASMIN C. R. HÄRTEL, AND PREM RAMBURUTH	
Part II Religious Approaches	81
3 The Christian Faith and the Preservation of Personal Identity	83
TIMOTHY EWEST	
4 An Islamic View of Diversity: <i>Implications for the Business World</i>	105
ABBAS J. ALI	

vi		<i>Contents</i>
5	The Untold, the Unseen, and the Forgettable: <i>Jewishness, Jews, and Judaism in Diversity Management Scholarship</i> ALAIN KLARSFELD	123
6	National Perspectives on Jews at Work: <i>Contrasting Australia, France, Israel, and the UK</i> ALAIN KLARSFELD, DIANE BEBBINGTON, AVI KAY, LUCY TAKSA, FEI GUO, AND PHILIP MENDES	145
7	Hinduism, Religious Diversity, and Spirituality at Work in India RADHA R. SHARMA AND RANA HAQ	177
8	Buddhist <i>Brahmaviharas</i> and Religious Diversity at Work EDWINA PIO	198
	Part III Regional Approaches	221
9	Spirituality and Workplace Diversity Practices in Africa KURT A. APRIL, THABO MAKGOBA, AND DION A. FORSTER	223
10	The French Principle of <i>Laïcité</i> and Religious Pluralism in the Workplace: <i>Main Findings and Issues</i> PATRICK BANON AND JEAN-FRANÇOIS CHANLAT	264
11	Lessons from the Academy: <i>Concordia College's Journey toward Religious Pluralism</i> JACQUELINE BUSSIE AND MICHELLE LELWICA	305
12	Religious Diversity in the Canadian Workplace: <i>The Case of Muslims</i> HANIFA ITANI AND YUSUF M. SIDANI	331
13	Religious Diversity at Work in the Asia-Pacific Region EDWINA PIO AND TIMOTHY PRATT	354

<i>Contents</i>	vii
Part IV Organizational Approaches	387
14 Organizational Approaches to Religious Diversity in the Workplace TIMOTHY EWEST	389
15 From Diverse Frameworks to Diverse Attitudes towards Religion at Work: <i>Focus on the French Case</i> GÉRALDINE GALINDO AND HÉDIA ZANNAD	416
16 Resilient Leadership and Tempered Radicalism: <i>Navigating the Intersections of Race, Gender, Nationality, and Religion</i> FAITH WAMBURA NGUNJIRI AND KATHY-ANN C. HERNANDEZ	441
<i>Index</i>	471

Figures

1.1 A relational perspective on religious diversity at work	<i>page</i> 51
9.1 Spirituality continuum within organizations	252
13.1 Religious affiliation in Asia-Pacific 2010	360
15.1 The different levels of the principles for managing religious issues in the workplace	423
15.2 The phases of the religious French guides project	428

Tables

0.1 The book at a glance: Regions, religions/spiritualities, and theoretical categories of the chapters	<i>page</i> 25
3.1 Basic Christian beliefs	87
4.1 Foundations of diversity and their implications	117
6.1 Summary table contrasting Australia, France, Israel and the United Kingdom	171
7.A1 List of annual gazetted and restricted holidays in India	193
9.1 The dimensionality of spirituality	226
9.2 Key features of the three conceptualizations of spirituality in the workplace	233
12.1 Facilitating integration of Muslim workers and diversity: What Muslim workers need to do	347
12.2 Facilitating integration and diversity of Muslim workers: What employers need to do	348
13.1 The sub regions and countries of Asia-Pacific	356
14.1 Equal opportunity commissions claims based on religious grounds	391
14.2 A pattern of organizations observing human rights issues	396
14.3 Organizational frames for faith and work	397
14.4 Faith-friendly scorecard	399
14.5 Charter of secularism adopted by a French recycling company	405
14.6 Comparison of employees' attitudes in a faith-friendly company and in a random sample	408
15.1 Levels and uncertainty of the frameworks used by firms to manage religious issues	422
15.2 Typology of faith-orientations and their implications in the workplace	425
15.3 Profile of French firms of our research	428
15.4 The arguments presented in French corporate guides	432

Boxes

12.1 Najat	341
12.2 Hamada	342
15.1 The French and <i>Laïcité</i>	426

Contributors

Abbas J. Ali, PhD, is Distinguished University Professor and Professor of Management, Director, School of International Management, Eberly college of Business, at Indiana University of Pennsylvania. He serves as the Executive Director of the American Society for Competitiveness. Ali has served as visiting professor at King Saud University, University of Sharjah, and as senior Fulbright Scholar at the University of Jordan. His research interests include global business leadership, strategy, business ethics, foreign policy, comparative management, competitiveness issues, organizational politics, and international management. He has published more than 160 scholarly journal articles and more than 20 chapters in scholarly books. His articles have been published in such journals as *Academy of Management Executives*, *Business Horizon*, the *Journal of Business Ethics*, the *Journal of Psychology*, the *Journal of Social Psychology*, *International Studies of Management & Organization*, the *Journal of Small Business Management*, *Organization Studies*, and *Personnel Review*, among others. In addition, he has delivered more than 500 presentations at professional and academic meetings. He has authored or coauthored nine books, including the *Handbook of Research on Islamic Business Ethics* (2015); *Business Ethics in Islam* (2014); *Strategic Management: Concepts and Cases* (2011); *Islamic Perspectives on Management and Organization* (2005); and *Business and Management Environment in Saudi Arabia: Challenges and Opportunities for Multinational Corporations* (2008).

Kurt A. April, PhD, lectures and researches in the areas of leadership, diversity, and inclusion at the Graduate School of Business, University of Cape Town (South Africa). He is also Orchestrator/Educator for DukeCE (USA), Associate Fellow of Saïd Business School at the University of Oxford (UK), Research Fellow of Ashridge-Hult (UK), and Visiting Professor for London Metropolitan University (UK). Outside of academia, Kurt sits on a number of boards and advisory

boards as a Non-Executive Director: Novartis International AG (Switzerland), Power Group (South Africa), Leicester University's Diversity, Inclusion and Community Engagement (DICE) Unit (UK), Achievement Awards Group (South Africa), and the International School of Cape Town (South Africa), as well as serving on the editorial boards of a number of academic journals globally. He has authored and coauthored 145 academic articles and eight books with various world-renowned publishers around the globe.

Patrick Banon is a French writer, specializing in religious sciences and systems of thought (at the École Pratique des Hautes Études), research associate at the Chaire Management, Diversités et Cohésion Sociale, Université Paris-Dauphine, lecturer at the Université d'Orléans, and Director of the Institut des Sciences de la Diversité, a think tank devoted to the study of systems of contemporary thought and intercultural and religious relations. He has published numerous books, studies, and articles on the history of religions, the impact of religious traditions on societies, and the management of religious expression in the workplace. His essay "Osons la Mixité, L'entreprise au féminin masculin" received the Femmes de l'Économie 2015 Prize. Patrick Banon has recently published *Marianne en péril: Religions et laïcité, un défi français* (2016), and *the Guide du Mieux Vivre-Ensemble: Ma laïcité, ma religion, mon identité* (2016).

Diane Bebbington is Director of Knowledge Perspectives Ltd., an independent research company specializing in equality issues. She holds a PhD in sociology from the University College London's Institute of Education. Diane was Diversity Advisor to the Leadership Foundation for Higher Education from 2008 to 2016, where she was responsible for developing and implementing the organization's diversity strategy. She has extensive experience in project management, research, and writing for publication. Her most recent paper was a collaboration with Drs Victoria Showunmi and Doyin Atewologun on ethnic, class, and gender intersections in British women's leadership experiences.

Jacqueline Bussie is Director of the Forum on Faith and Life and Professor of Religion at Concordia College in Moorhead, Minnesota, where she teaches courses in theology, compassion, the problem of evil, Christian ethics, interfaith studies, and faith and life. Dr Bussie's first book, *The Laughter of the Oppressed* (2007), won the national

Trinity Prize. Her second book, *Outlaw Christian: Finding Authentic Faith by Breaking the Rules* (2016), received a coveted starred review from *Publishers Weekly*. Dr Bussie has served as project director and/or primary investigator on grants from the Lilly Endowment, the Teagle Foundation, Interfaith Youth Core, and the Wabash Center for Teaching and Learning; most recently, Dr Bussie received a grant from the James S. Kemper Foundation and Interfaith Youth Core to research religious diversity in professional settings.

Jean-François Chanlat has a PhD in sociology from the University of Montréal. He was a full time faculty member at HEC Montréal from 1979 to 1997 and a part-time faculty member of HEC Montréal and University Robert Schuman of Strasbourg from 1997 to 2001. He has been Professor at the University of Paris-Dauphine since then. His main domains of teaching and research are organization theory, organizational behavior, anthropology of organizations, sociology of business firms, cultures, diversity and organizations, critical management thinking, and organizational stress. Professor Chanlat has published 15 books and numerous articles and book chapters in French, English, Spanish, Portuguese, and Arabic. Some of them are considered as classics among the Francophone, Hispanophone, and Lusophone worlds. He is regularly invited to give seminars, courses, and conferences in Latin America, Africa, Canada, Asia-Pacific, and Europe on these topics. He was president of the research committee Sociology of Organizations, of the International Sociology Association, between 1994 and 2006. He was co-chair of the French-speaking network Business and Societies, of the International Association of the French Speaking Sociologists, from 1995 to 2008. He was also very involved for several years in the Society for the Advancement of Socio-Economics. He is presently associate editor of *Management International* (Montréal) as well as a member of several editorial boards of French- and English-speaking journals.

Timothy Ewest has worked in higher education since 2002 on corporate social responsibility, social entrepreneurship, management, and leadership. His research interests include: issues surrounding faith and work, leadership and pro-social behavior, and leadership in social entrepreneurship. He has published numerous journal articles, conference presentations, and contributed to numerous leadership books and books on workplace spirituality. He also consults with nonprofit

organizations, focusing on strategy, fundraising, ethics, and leadership development. In addition to his duties at Houston Baptist University, he is currently working as a visiting research collaborator with David Miller at Princeton University's Faith and Work Initiative, exploring the integration of faith (spirituality and religion) within the workplace.

Dion A. Forster is a senior lecturer in systematic theology and ethics, with a focus on public theology, at the University of Stellenbosch. He is the Head of Department, Systematic Theology and Ecclesiology and the Director of the Beyers Naudé Centre for Public Theology. He holds a PhD in theology and science (2006) and post-graduate qualifications from the University of Stellenbosch Business School (2009) and Rhodes University (1997, 2001). Dion received a scholarship to complete a second PhD at Radboud University, the Netherlands (2014–17). He is chair of the Global anti-corruption campaign, “EXPOSED – Shining a light on corruption.” He serves on the World Economic Forum’s “Expert Network” (Religion and Africa) and is the author and editor of eight books and numerous scholarly articles.

Géraldine Galindo is an Associate Professor in the Strategy, Organizational Behavior, and Human Resources Department at ESCP Europe Paris where she teaches Human Resources Management (HRM). She is in charge of French HRM classes and the HR option in the Masters in International Management program. She graduated from Ecole Normale Supérieure Cachan, where she passed the competitive national examinations in Economics and Management. After obtaining her PhD in management sciences at the University of Paris Sud, she taught for 12 years and continued her research as associate professor at the University. Her research focuses on HRM, innovation, and diversity management – she has conducted research on religious diversity management practices in French companies in several areas: the emergence of this subject in management in France (with Joëlle Surply), the attitudes of different companies, the role of managerial guides, and the different levels of this issue (with Hedia Zannad). She has been scientific moderator of a group of HR directors focused on this topic since 2016.

Fei Guo is Deputy Head and Research Coordinator in the Department of Marketing and Management, Macquarie University. Her main research interests include skilled migration, return migration, and student

migration in the Asia Pacific region, internal migration and migrant communities in China, and impacts of population ageing on labor supply in China. She conducted an Australia Research Council funded project on rural migrant labor in large Chinese cities, and is currently working on another investigating “Affinities in Multicultural Australia” with Ellie Vasta and Lucy Taksa. She has widely published in such journals as *International Migration Review*, *Asian and Pacific Migration Review*, *Habitat International*, *China Perspectives*, and the *Journal of Asian Public Policy*. Recently she guest-edited a special issue, “New Developments in Australia’s Skilled Migration Flows” (with Massimiliano Tani and Graeme Hugo), for the *Asian and Pacific Migration Review*. She is currently an associate editor of *International Migration Review*.

Rana Haq is Assistant Professor at the Department of Marketing and Management in the Faculty of Management at Laurentian University in Sudbury, Ontario, Canada. She teaches undergraduate and graduate courses in the Organizational Behavior and Human Resource Management (OB/HRM) stream, both on campus and online. Her research interests are in the field of organizational behavior and human resource management, managing diversity, equality and inclusion in the workplace, international comparative human resource management, and cross-cultural communications. She has several peer-reviewed conference presentations, cases, book chapters, and papers published on these topics.

Charmine E. J. Härtel is Professor and Chair of Occupational Health and Work Psychology for The University of Queensland Business School in Brisbane, Australia. She is an acknowledged preeminent scholar-practitioner of Human Resource Management and Organizational Behavior, evidenced by election to the Australian Academy of Social Sciences, the Society for Organizational Behavior in Australia, award by the Australian Psychological Society of the Elton Mayo Award for scholarly excellence, Fellowship of the (US) Society for Industrial and Organizational Psychology (SIOP) and the Australian and New Zealand Academy of Management (ANZAM), over 200 publications, award of some AUD\$3million in Australian Research Council (ARC) grants and AUD\$1 million for commissioned research. She is passionate about promoting and facilitating international perspectives on gender and diversity and the research, teaching, and practice

contributions needed to advance inclusion globally. For example, as Division Chair of the Gender and Diversity in Organizations Division of the (U.S.) Academy of Management (comprising 770 U.S. members & 401 non-US members), she initiated the review and development of guidelines for better representing international perspectives in committees and doctoral and early career academic consortia; the International Corner in the GDO newsletter; internationally assessable language guidelines for all communications; and trialing webinars showcasing diversity research, education, and practice outside English speaking countries. During her term on the Board and as President of ANZAM, she initiated recruitment of the first Indigenous doctoral representative, introduction of the Indigenous Management Interest Group, and rebadging of the Gender and Diversity conference track as the Gender, Diversity and Indigeneity track. Recently, in her role as Senior Editor (Invited Contributions and Special Issues) for *Journal of Management & Organization* (Cambridge University Press), she commissioned the special issue “Contextualizing diversity within Islam: Interpretations, understandings and implications for management and organizations” (to appear in print at the end of 2017).

Jasmin C. R. Härtel is a Research Assistant in The University of Queensland Business School, Brisbane Australia. She attended The University of Queensland and Monash University, completing in 2015 her Bachelor of Science with a double major in Zoology and Marine and Freshwater Biology. Currently she is completing a Masters of Science (Ecosystem Science) degree at The University of Melbourne, specializing in Urban Ecology. She has undertaken field research in both the social and biological sciences and in her current role provides research assistance in the areas of management, social marketing, and psychology. Her research interests relate to harmonious relationships between humans, organizations, and the environment, with particular focus on the sustainability and conservation of marine species and native Australian wildlife, including writing science communications targeted at policy makers and the general public.

Kathy-Ann C. Hernandez, PhD is Professor of Educational Psychology and Research Methods at Eastern University (Pennsylvania, USA). She is also CEO of Nexe Consulting and regularly consults with school districts, churches, schools, government offices, and colleges and universities nationally and internationally. She is an author/presenter on

several autoethnographically related scholarly projects and her work has appeared in the *Handbook of Autoethnography*, *The International Journal of Qualitative Studies in Education*, and *The Journal of Research Practice*. Her research is focused on the black diaspora and the salience of race/ethnicity, gender, and social context in identity formation, leadership development, and social and academic outcomes. She is coauthor of *Collaborative Autoethnography* (2013, with Heewon Chang and Faith Wambura Ngunjiri) and is currently working on her next book, *Black Men and the Black Church*. She earned a PhD in Educational Psychology from Temple University.

Hanifa Itani is a freelance researcher based in Abu Dhabi, United Arab Emirates (UAE). Prior to moving to the UAE, she lived in Canada (Mississauga, Ontario) where she blended into the country's cultural mosaic through various social activities and artistic explorations, such as teaching French, creative writing, mindfulness, art media, and even training as a professional barista. She also volunteered with Amnesty International's Toronto Francophone Chapter. She holds an MBA in marketing and a BBA in operations and information systems and accounting, both from the American University of Beirut. Her research contributions focus on female entrepreneurs, their motivations and frustrations. She has published works in journals including, "*Diversity and Inclusion: An International Journal*," and more recently her coauthored paper won a best paper award at the Academy of Management, Gender and Diversity in Organizations Division.

Avi Kay is an Associate Professor in the Faculty of Management at the Lev Academic Center in Jerusalem, where he also serves as the Director of the Schuman Center for Entrepreneurship. Following a six-year stint as the chair of the Department of Management, one focus of Avi's research program focuses on the juxtaposition of religion and spirituality and the workplace. His publications in the area have addressed the place of traditional Jewish sources in contemporary management issues, the occupational behavior of Ultra-Orthodox Jews (Israel's fastest growing population), and the impact of technology on traditional work-related attitudes.

Alain Klarsfeld is Senior Professor at Toulouse Business School, Toulouse, France. He has been doing research on skill-based management, corporate social responsibility, international human

resource management, and equality, diversity and inclusion. He has co-founded the competence management Special Interest Group (SIG) and the equality-diversity SIG within the French-speaking HR society (AGRH) and published extensively in both these fields in various French-speaking and international journals. Alain Klarsfeld founded and managed his institution's specialized masters in Human Resource Management from 2003 to 2015. From 2012 until 2016, he also served as Department Chair of HR and Corporate Social Responsibility at Toulouse Business School. His present research includes talent management, gendered careers, the gender pay gap, comparative equality and diversity management, and the management of religious diversity.

Michelle Lelwica is Professor of Religion at Concordia College in Moorhead, Minnesota, where she teaches courses related to religion, gender, culture, and the body. She did her graduate work at Harvard Divinity School, where she received a Masters of Theological Studies in Christianity and Culture (1989) and a Doctorate of Theology in Religion, Gender, and Culture (1996). She is the author of *Shameful Bodies: Religion and the Culture of Physical Improvement* (2017), *The Religion of Thinness: Satisfying the Spiritual Hungers behind Women's Obsession with Food and Weight* (2009), and *Starving for Salvation: The Spiritual Dimensions of Eating Problems among American Girls and Women* (1999), as well as scholarly articles and popular blogs relating to women's conflicted relationships with their bodies. She has also published articles and taught courses that focus on embodied pedagogy and mindfulness practice.

Thabo Makgoba is the Archbishop and Metropolitan of the Anglican Church of Southern Africa. Among others, he holds the degrees of BSc (University of Witwatersrand) and PhD (University of Cape Town). Formerly he was Bishop Suffragan (2002) and Bishop of the Grahamstown Diocese (2004). Since 2008 he has been the Anglican Archbishop and Metropolitan of the Anglican Church of Southern Africa. He is the former Chair of the Anglican Communion Environmental Network, and a former Commissioner of the Press Freedom Commission. Since 2012 he has served as the Chancellor of the University of the Western Cape. He is the recipient of various awards and honors including the Cross of St Augustine (Archbishop of Canterbury); Doctor of Divinity, honoris causa (General Theological

Seminary, Episcopal Church, NY, 2009); Doctor of Divinity, *jure dignitatis* (Huron University College, Ontario, 2013); Doctor of Divinity, *honoris causa* (University of the South, Sewanee, TN, 2015); Doctor of Literature, *honoris causa* (University of the Witwatersrand, 2016); and a recipient of the Ernest Oppenheimer Memorial Trust Scholarship. He is a Procter Fellow, EDS, Cambridge, USA and Adjunct Professor at the Graduate School of Business (GSB), Allan Gray School for Values. He is a pastor, teacher, author, and servant of peace with justice.

Philip Mendes is the Director of the Social Inclusion and Social Policy Research Unit in the Department of Social Work at Monash University, and also holds an honorary appointment with the Monash University Centre for Jewish Civilization. He is the author or coauthor of 10 books including *The New Left, the Jews and the Vietnam War, 1965–72* (1993), jointly edited with Geoffrey Brahm Levey; *Jews and Australian Politics* (2004); and *Jews and the Left: The Rise and Fall of a Political Alliance* (2014).

Faith Wambura Ngunjiri is Associate Professor of Ethics and Leadership at Concordia College, Minnesota. She is also Director, Lorentzen Center for Faith and Work at the Offutt School of Business of Concordia College. She is the author of *Women's Spiritual Leadership in Africa: Tempered Radicals and Critical Servant Leaders* (2010) and coauthor of *Collaborative Autoethnography* with Heewon Chang and Kathy-Ann Hernandez (2013). She is coeditor of *Women as Global Leaders* and *Women and Leadership around the World* with Susan R. Madsen and Karen A. Longman (2014 and 2015, respectively). Dr Ngunjiri is coeditor of two book series: *Women and Leadership: Theory, Research and Practice* and *Palgrave Studies in African Leadership*. Her research on women and leadership, spirituality in organizations, and qualitative methods/autoethnography has been published in various academic journals, including the *Journal of Management, Spirituality and Religion*, the *International Journal of Qualitative Studies in Education*, and *Advances in Human Resource Development*. She earned a doctorate in leadership studies from Bowling Green State University, USA.

Edwina Pio is University Director of Diversity at the Auckland University of Technology, in a position annexed to her substantive

role as professor in the Faculty of Business, Economics, and Law and leader of the research group Immigration and Inclusion. She is New Zealand's first Professor of Diversity, a Fulbright alumna, recipient of a Duke of Edinburgh fellowship and widely published. Her accolades include Visiting Professor at Boston College, USA; research fellowship at Jonkoping International Business School, Sweden; Visiting Academic at Cambridge University, UK; Fellow of the New Zealand India Research Institute, New Zealand; and Co-Director of the Global Centre for Equality and Human Rights, UK. Edwina is a thought leader and knowledgeable interpreter in the area of diversity in business, communities, and education and her passion for interdisciplinary scholarship and social justice encompass the intersections of work, ethnicity, religion, and pedagogy.

Timothy Pratt leads the Interchurch Council of Hospital Chaplains who have a contract with the Ministry of Health to deliver Chaplain services in all District Health Boards within New Zealand. Prior to that, he was a Vice Chancellor's Doctoral Scholar in the Management Department at Auckland University of Technology where he also taught Change Management to MBA students. His doctoral research explored collaboration of New Zealand's civil society organisations amidst neo-liberalism and for his masters he examined Transitional (intentional Interim Ministry) within the Christian church. His academic interests are derived from an initial vocation as a minister of religion and then as chief executive, consultant and chair for national and international non-government organisations. His interests lie in enhancing the effective management, leadership and governance of organisations focused on youth development and/or religion.

Prem Ramburuth is President of the Academic Board at the University of New South Wales (UNSW) and Professor in International Business. Her leadership positions at UNSW include Associate Dean Education, Associate Dean Undergraduate Programs, Head of the School of Management, and Foundation Director of the Business Faculty's Education Development Centre. Professor Ramburuth researches and teaches in cross-cultural and diversity management in business and higher education and has published in high ranking business and higher education journals across these areas. She has gained national and international recognition for her work and is the recipient of several teaching

excellence awards. Professor Ramburuth is on the editorial board of the *Academy of Management Learning and Education*, the *Journal for Multicultural Education*, the *International Journal of Emerging Markets*, and *Chinese Management Studies*. She has been a Visiting Professor at Vietnam National University (VNU) Hanoi Business School, VNU International University, University of Colorado (Denver), Universiti Tunku Abdul Rahman (UTAR) (Malaysia), and University of Hawaii.

Radha R. Sharma is Dean, Centres of Excellence, Case Centre, Hero MotoCorp Chair Professor, and Professor of Organizational Behavior and Research at Management Development Institute, India. Radha Sharma is an alumnus of the Global Colloquium on Participant-Centered Learning from Harvard Business School and has CSR certifications, World Bank Institute, the British Council, and New Academy of Business, UK. Her research has been supported by the World Health Organization; the McClelland Centre for Research & Innovation; and Academy of Management. Her research interests include emotional/social intelligence, workplace spirituality, burnout, well-being, gender equity, change management, organizational transformation, humanistic management, and social responsibility. She has been Visiting Professor to European countries for global MBA programs. She has published 14 books and articles in *Frontiers in Psychology*, *Cross Cultural Management*, the *Journal of Management Development*, and *Global Management Review*, among others.

Yusuf M. Sidani is Professor of Leadership and Business Ethics and the chairperson of the Management, Marketing, and Entrepreneurship Track at the Olayan School of Business, American University of Beirut. He has a PhD in organization behavior (leadership) from the University of Mississippi, an MBA from Indiana University at Bloomington (accounting), and a BBA from the American University of Beirut. Professor Sidani's research and teaching focus on business ethics/Corporate Social Responsibility and gender and diversity in organizations, with special focus on the Arab region. He has dozens of contributions to international refereed academic journals, conferences, and professional journals. His research has appeared in leading international peer-reviewed academic journals such as *Human Resource Management Review*, *Business Ethics Quarterly*, the *Journal of Business Ethics*, the *Journal of World Business*, and the *International*

Journal of Human Resource Management. Dr Sidani was awarded the prestigious 2015 *Abdul Hameed Shoman Award* for Arab Researchers.

Jawad Syed, PhD, is Professor of Organizational Behavior and Dean of the Suleman Dawood School of Business, Lahore University of Management Sciences. Professor Syed is an Academic Fellow of the Chartered Institute of Personnel and Development (CIPD), UK, and Program Co-Chair of European Academy of Management's (EURAM) Gender, Race, and Diversity in Organizations (GRDO) Special Interest Group. He is one of the directors of the Global Centre for Equality and Human Rights (GCEHR). He has edited/authored eight books and written more than 75 journal articles and book chapters, including his articles in the *British Journal of Management*, *Business Ethics Quarterly* (Cambridge), the *International Journal of Human Resource Management*, and *Gender, Work and Organization*.

Lucy Taksa is Associate Dean (Research) in the Faculty of Business and Economics at Macquarie University, after nearly six years as Head of the Department of Marketing and Management. She has published extensively on migrant employees, diversity management in Australia, multiculturalism, and gendered cultures. She has been a member of the Equal Opportunity Division of the NSW Administrative Decisions Tribunal (1996–2007), Chair of the Board of the New South Wales State Archives (2007–12) and she is currently an Independent Board member of the not-for-profit Settlement Services International Ltd. She is currently working on an Australian Research Council funded project investigating “Affinities in Multicultural Australia” with Ellie Vasta and Fei Guo, and on a Catholic Education Commission funded project on “Historical Patterns of Schooling, Religion, and Socio-demographics of Australia’s Population,” with Nick Parr and Nikki Balnave.

Hédia Zannad trained in management, psychology, and sociology, and is currently associate professor in NEOMA Business School. Her areas of research and publications focus mainly on discrimination and diversity: How to measure them? How to manage religious diversity? To what extent is it possible to become a top leader without a “Grande Ecole” degree in France? How to break the glass ceiling encountered by women? What are the factors of socio-professional integration for refugees in France?