Rising Scholars Conference
Diversity & Equity Student Research Presentations

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Dr. Estelle E. Archibold is a Postdoctoral Scholar in Management and Organization at the Smeal College of Business, Pennsylvania State University. She is an organizational researcher who uses mixed and multi-modal methods to investigate organizations, fields and social movements. Estelle defended her dissertation "The Role of Disruptions and Disruptor Identity in Generative Conflict: Setting the Conditions for Conflict Reflexivity in Teams During the COVID-19 Pandemic" in Organizational Behavior at the Weatherhead School of Management, Case Western Reserve University. Her research focuses on generative conflict, bridge work in social movements, as well as social innovations in organizations. Estelle employs multiple methods of data generation (including ethnographic field work, digital methods, experimental vignettes and action research), as well as data analysis (including grounded theory, narrative analysis, thematic analysis and gestural analysis).

Estelle is also a research affiliate of the Leadership Initiative with The University of Michigan's Gerald R. Ford School of Public Policy where she collaborates with scholars and policymakers to discover the impact of cross-cultural leadership, restorative justice and social movements on public policy decision-making and discourse. She builds on insights from more than fifteen (15) years of academic study and practice in conflict transformation, reconciliation, ethics, as well as cross-stakeholder negotiations in the United States and abroad in countries such as Liberia and Ghana in West Africa and the United Arab Emirates.

Abstract:

The Turn Toward Generative Conflict in Racialized Organizations: An Ethnographic Examination of Racial Conflict Frames and Reconciliation in Organizational Social Movements

The generative nature of conflict has largely been undertheorized in organizational research. While conflicts in organizational life are ubiquitous, there has been little study of macro conflict processes in organizations. In my study, I explore an essential question: how does “generative conflict” (i.e., a dynamic relational process comprised of overlapping conflict episodes that lead to transformative changes in organizational practice, Archibold, 2022) change intergroup dynamics in racialized organizations (Ray, 2019)? I engage in a 30-month organizational ethnography in a public agency soon after the killing of George Floyd, and during the COVID-19 pandemic. As a result, I inductively generate a conceptual model of intergroup generative

conflict in racialized organizations that is grounded in data generated from participant observations, semi-structured interviews, and archival analysis. Two current findings are compelling: the role of generative conflict in changing conflict frames in intergroup relations, and how overlapping racial conflict episodes create competing conflict frames that heighten "emotional energy" (Collins, 1990; 2012) and structures reconciliation practices toward two ends, i.e., escalating or deescalating intergroup racial conflict. This study contributes to research on the role of conflict in organizational social movements (Arthur, 2008; Benford & Snow, 2000; Zald & Berger, 1978; Morrill, Zald & Rao, 2003), as well as research at the intersection of frame development and structuration in institutional theory scholarship (Gray, Purdy & Ansari, 2015).

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Chadé Darby is a third-year doctoral student in Organizational Behavior at Cornell University's Industrial and Labor Relations School. She received her B.S. in Psychology with honors from the University of Pittsburgh. Chadé's research interests lie in understanding the emotions and feelings of marginalized employees to inform effective diversity, equity, and inclusion policies and practices.

Abstract:

Exploring Antecedents to and Behavioral Consequences of White Privilege Awareness
Authors: Chadé Darby and Sean Fath; Cornell University, Industrial and Labor Relations School

Research demonstrates that white people who recognize their racial privilege report more positive feelings toward racial minorities and support for progressive social policies. However, existing research has yet to test whether white privilege recognition leads to actual activism behaviors. We address this gap, identifying an antecedent to white privilege

awareness–experience of identity-based disadvantage–and behavioral consequences of privilege awareness. In three correlational and experimental studies (N = 2,099), we find that white men who have experienced disadvantage based on a social category (e.g., sexual orientation) are more likely to recognize their personal white privilege. Next, in two time-lagged studies (N = 1,482), we find that white people who recognize their personal and group white privilege are more likely to engage in activism behaviors (e.g., donating earned rewards to the NAACP). In this research, we are the first to demonstrate the positive impact that privilege recognition can have on white people's engagement in actual antiracist, activism behavior.

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Alexandra Figueroa is a PhD candidate in the Department of Management at the University of Utah. Alex's research lies at the intersection of behavioral ethics and social justice in work environments. Specifically, Alex researches the organizational inclusion of minoritized employees, often addressing these questions through the lens of moral motivations, intuitions, and judgements. For example, in one paper she considers how organizations can be anthropomorphized as allies in the social justice space, and how perception translates to climate evaluations by marginalized employees. Her work has been published in Social and Personality Psychology Compass (conditional accept), SAGE Encyclopedia of Leadership, and Handbook of Experimental Social Psychology. Alex also volunteers frequently with the Management Doctoral Student Association, which supports Black, Hispanic, and Indigenous doctoral students in business programs.

Abstract:

Organizations As Allies: Impact On Climate Perceptions for Both LGBT and Non-LGBT Employees

Authors: Alexandra Figueroa, Sarah Jensen, and Jesse Graham; University of Utah, David Eccles School of Business

Organizations have increasingly taken stances in the divisive socio-political landscape. As a result, employees have begun to consider their organizations as having moral intent behind statements and policies that can either harm or support marginalized groups. Allies have been conceptualized as powerful and agentic, which organizations surely are. This broadens the horizon of who or what we can call on to be an ally. Across 3 studies I find that intentional organizational inclusion efforts in the workplace materially affect both marginalized and majority group members, and provide evidence that this line of study is increasingly important for practitioners wanting to reap the benefits of inclusive organizational norms.

The current work expands the field's understanding of allyship by conceptualizing the organization itself as an ally, to investigate the effects that organization-level allyship has on employees who witness it. Drawing on Sue et al.'s (2019) definition of microinterventions (actions that affirm and support those with marginalized identities), we argue that organizations themselves can engage in microinterventions that foster a perception of a psychological safe climate for all employees. Answering the call for more research on concealable stigmatized identities, we find positive effects of organizational allyship not only for LGBT employees, but for non-LGBT employees as well. In an online observational study (N = 916), an archival study of public Glassdoor ratings and the Corporate Equality Index (N = 1000), and an experiment (N = 380), we show that organization-level microinterventions can positively affect psychological climate perceptions in both groups and even affect intended behaviors such as identity disclosure and organizational ally work. In sum, we show that organizations themselves can

meaningfully act in the social justice space, and that those actions positively affect both LGBT and non-LGBT employees.

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Chelsea Lide is a fifth-year Ph.D. candidate in Organizational Behavior at Stanford University's Graduate School of Business. Her research investigates how employees form beliefs about social information in organizations, and how these beliefs shape their perceptions of and behavior toward others at work. Chelsea received her B.A. in Psychology (with honors) and Linguistics from Harvard College. Prior to graduate school, Chelsea worked as a Program Manager at Google, where she led a global candidate experience program to help support the company's diversity hiring efforts.

Abstract:

Second-Order Prejudice: How Our Beliefs About Others' Biases Perpetuate Discrimination in Organizations

Authors: Chelsea R. Lide and Justin M. Berg, Stanford University Graduate School of Business

Despite unprecedented investments in diversity management, workplace discrimination nevertheless persists. Inspired by this paradox, the present work introduces the concept of secondorder prejudice, defined as our beliefs about the prejudices of others, as an important yet underexplored driver of inequality in the workplace. Across three studies (N = 1,651), we demonstrate both how perceivers form beliefs about others' prejudices and the consequences of these beliefs for workplace discrimination. In examining the antecedents of second-order prejudice, we find correlational (Study 1) and experimental (Study 2-3) evidence that perceivers systematically use the demographic diversity of an organization to infer the prejudices of that organization's members. Cues of organizational homogeneity, in turn, compel perceivers to act in discriminatory ways when deciding who to hire (Study 2) or how to assign work responsibilities (Study 3). In these contexts, we observe a preference for members of the majority group even among individuals who strongly endorse egalitarian values or who are themselves a member of the minority group. As such, this work highlights second-order prejudice as a key psychological barrier that organizations must overcome in pursuit of their diversity goals, offering a novel perspective on how—and by whom—racial discrimination is perpetuated in organizations.