



## RESEARCH WORKSHOP

“Contested Diversity in Organizations: Rethinking Scales,  
Measurements and Approaches for Organizational Change”

29. April 2025

# Program

## Contested Diversity in Organizations: Rethinking Scales, Measurements and Approaches for Organizational Change

Diversity has continued to be an important and increasingly contested topic in organizations in Germany. Given the increasing political backlash against the recognition of various social groups, creating diversity-friendly and inclusive organizations sends an important message against anti-democratic and racist narratives and mobilizations. Organizational development toward equality and inclusion should ideally be based on empirical evidence. This evidence can be gathered through diversity surveys in organizations and should include data on the status quo of the representation of different social groups, the experiences they have within the organization, as well as the existence of and knowledge about possible diversity programs within the organization. Yet, in Germany, few studies of organizations have been conducted. Additionally, there are no standards or agreed-upon items to be used in such surveys, making results rarely comparable.

Based on these needs, this workshop seeks to consolidate knowledge from diverse fields and scholars about four essential questions of diversity surveys in organizations:

- How can we measure different (minority) groups, particularly ethnic and racial minorities, within organizations?
- Which scales and measurements are needed to assess discrimination?
- How can we evaluate the effectiveness of DEI programs for organizational change?
- Which participatory and qualitative approaches offer the most insights for analyzing diversity-oriented organizational change?

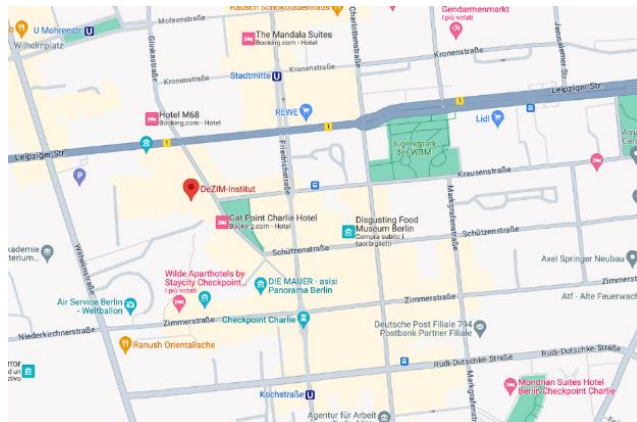
Above all, the workshop aims to discuss recent approaches and implementations across various sectors in Germany and internationally. It seeks to find new ways and examples to conceptualize diversity data and provide guidance on how this data can be utilized for organizational change as well as scientific knowledge production. Moreover, the workshop aims to reflect on the limits of data-driven approaches to develop more just and equitable organizations.

### German Centre for Integration and Migration Research (DeZIM)

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## Preliminary PROGRAM

<b>09:30 – 10:00</b>	<b>Arrival and Registration</b>
<b>10:00-10:50</b>	<b>Keynote: “Diversity and Equality under Pressure: Key Developments and Challenges in Germany and Europe”</b>  Prof. Dr. Jutta Allmendinger  Discussant: Prof. Dr. Naika Foroutan
Coffee Break	
<b>11:00-12:30</b>	<b>Panel A: “Diversity Programs in Organizations”</b>  “Controversies surrounding diversity strategies: a preliminary overview” Prof. Dr. Andrea Bührmann  “Which Faculty Diversity Programs Work?: Evidence from 600 U.S. Colleges and Universities” Prof. Dr. Frank Dobbin  “Presence, Knowledge and Perception of Diversity Programs in Organizations” Prof. Dr. Sabrina Zajak and Dr. Annett Gräfe-Geusch  Discussant: Prof. Dr. Magda Nowicka
Lunch Break	
<b>13:30 - 15:15</b>	<b>Panel B: “Stereotypes, Attitudes and Measuring Diversity”</b>  “The Power of Stereotypes and how they influence labour market outcomes” Dr. Ruta Yemane and Dr. Susanne Veit  “Assessing Diversity Assent” Prof. Dr. Karen Schönwälder  “Assessing Diversity for Equality: Initiatives in Germany's Public Administration” Dr. Andreas Ette and Martin Weinmann  “The agony of choice: how different forms of categorization influence the extent of racial discrimination” Tae Jun Kim and Leonie Fuchs  Moderator: Dr. Friederike Römer
<b>15:15 - 15:30</b>	<b>Conclusion and Farewell</b>

## LIST OF SPEAKERS

<b>Jutta Allmendinger</b>	Former President of the Berlin Social Science Center (WZB). She was a Professor of Sociology and Social Psychology at LMU Munich, Director of the Institute for Employment Research of the Federal Anti-Discrimination Agency in Germany, and Chair of the G7 Gender Equality Advisory Council.	<b>Naika Foroutan</b>	Director of the German Center for Integration and Migration Research (DeZIM) and professor of integration research and social policy at Humboldt University in Berlin, where she is head of department at the Berlin Institute for Empirical Integration and Migration Research (BIM). Her research interests include the transformation of immigration countries into post-migrant societies, Islam and minority policies, and radicalization, racism and Islamism.
<b>Andrea Bührmann</b>	Professor of Sociology of Diversity and Director of the Institute of Diversity Research at the Georg August University Göttingen. She is the author of numerous research- and practice-oriented publications. Her work is regularly featured in national media.	<b>Leonie Fuchs</b>	social scientist and a research associate at the National Discrimination and Racism Monitor (NaDiRa). Her research focuses on social inequalities, their impact on political behavior and attitudes, as well as quantitative methods.
<b>Frank Dobbin</b>	Henry Ford II Professor of the Social Sciences at Harvard University. His <i>Getting to Diversity: What Works and What Doesn't</i> with Alexandra Kalev looks at the effectiveness of dozens of different diversity programs. He has held fellowships from the Guggenheim Foundation, the Russell Sage Foundation, the Center for Advanced Study in the Behavioral Sciences, the Radcliffe Institute, the Safra Center for Ethics, and the Netherlands Institute for Advanced Study.	<b>Annett Gräfe-Geusch</b>	Postdoctoral researcher at Consensus and Conflict Department (DeZIM) and at the Helmut-Schmidt University with research focus on diversity, organizations, and education.
<b>Andreas Ette</b>	Research group leader at the Federal Institute for Population Research (BiB). His research focuses on the individual consequences of international migration for labor market participation. At BiB, he is responsible for the "Diversity and Equal Opportunities Survey," a key employee survey conducted within federal administration organizations.	<b>Tae Jun Kim</b>	sociologist and a research associate at the National Discrimination and Racism Monitor (NaDiRa). His research deals with stigma, discrimination, racism, and anti-racism. A particular focus lies on how racism can be empirically captured and analyzed using quantitative methods.
		<b>Magdalena Nowicka</b>	honorary professor at the Institute of Social Sciences at Humboldt University and head of the Integration Department at DeZIM. Her research and teaching interests include topics such as transnational migration in Europe, cosmopolitanism and conviviality, social inequalities, diversity, racism, and qualitative research methods.
		<b>Friederike Römer</b>	Co-Head of Consensus and Conflict Department (DeZIM) and sociologist, working on the intersection of policy studies, migration research and comparative welfare state research.



