

# **Diversity, management and identity politics. A critical view from a fuzzy-culture perspective**

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The interest of practitioners and scholars for diversity and diversity management has been rising since the middle of the 90s, but it was in the last decade – especially in Europe – when the creation of departments, the implementation of programmes in companies and organisations and the growth of critical academic research have sped up. Nowadays it seems to be a well-established managerial field and recently interrelations with other emerging management functions like corporate social responsibility (CSR) have even been explored (cfr. Hansen 2014). However, a historical perspective provided, since the beginning of the century, critical analysis regarding the politisation and economisation of diversity management (cfr. Lorbiecki/Jack 2000). Its rather conservative historical roots as well as the limitations of the business case for diversity nurtured a school of critical studies aiming to disentangle managerially driven discourses of diversity that are frequently antagonistic to actual equality and diversity concerns. In this context one of the central issues is the essentialisation of collective identities (cfr. Gotsis/Kortezi 2015: 24-25). Meanwhile a paradigm shift in cultural science took place from an essentialist to a non-essentialist conceptualisation of culture and from a mechanistic to a reflective interculturality that is labelled by Bolten (2010) as “fuzzy”, referring specifically to fuzzy culture, fuzzy interculturality and fuzzy diversity (ibid., cfr. also Bolten 2011). The aim of this contribution is precisely to explore to what extent the fuzzy approach to culture, cultural identity and diversity can be fruitful to interpret the shortcomings of mainstream diversity management and to reformulate its fundamentals.

## **Bibliography**

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