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Embracing Diversity in Organisations by Promoting Identity

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- Notions of identity
- Learning as a function of relationship
- Learning and identity
- Identity enabling success

Identity

- Specific organisational 'identities' enable success
- Constructed through previous experience, life, work
- Learning is central to identity
- Active community participation must be encouraged
- Identity is essential for understanding employee performance and engagement

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Learning and Identity

- Learning is a result of the constant interplay of person, time, context and activity
- Identity shifts are required to be successful
- Participation in social practice enables learning
- Vygotskian notions of learning through relationship

The Business

- 'Smart Debt Recovery'
- West Yorkshire, UK
- Debt purchase and collection
- C.250 staff
- Telephone Negotiators (Debt Collectors)
- Telephone calls, letters, the dialler

Emergent Identities

- Constructed through:
    - Past participative acts
    - Current participatory acts
    - Projected participatory acts
- Success does not increase with participation
- There are required elements of participation
- There are additional, more complex elements of participation that may be encouraged

+ Alyssa

- Debt Collector of the Year
- Successful at collecting debt
- Not a collaborator
- Focused, controlling
- Identity construction around individual success

+ Sandeep

- New starter
- Disengaged with social practice
- Incongruent individual vs. organisational values
- Different levels of participation in SDR practices

Any questions?