PEPPERDINE UNIVERSITY

Pepperdine University
Pepperdine Digital Commons

Theses and Dissertations

2018

Corporate activism in the age of LGBT equality: the promise and limitations of the modern executive champion of LGBT rights

Nii-Quarterlai Quartey

Follow this and additional works at: https://digitalcommons.pepperdine.edu/etd

Recommended Citation

Quartey, Nii-Quarterlai, "Corporate activism in the age of LGBT equality: the promise and limitations of the modern executive champion of LGBT rights" (2018). *Theses and Dissertations*. 1014.
https://digitalcommons.pepperdine.edu/etd/1014

This Dissertation is brought to you for free and open access by Pepperdine Digital Commons. It has been accepted for inclusion in Theses and Dissertations by an authorized administrator of Pepperdine Digital Commons. For more information, please contact bailey.berry@pepperdine.edu.

Pepperdine University

Graduate School of Education and Psychology

CORPORATE ACTIVISM IN THE AGE OF LGBT EQUALITY: THE PROMISE AND LIMITATIONS OF THE MODERN EXECUTIVE CHAMPION ON LGBT RIGHTS

A dissertation submitted in partial satisfaction

of the requirements for the degree of

Doctor of Education in Organizational Leadership

by

Nii-Quartelai Quartey

October, 2018

Farzin Madjidi, Ed.D. – Dissertation Chairperson

This dissertation, written by

Nii-Quartelai Quartey

under the guidance of a Faculty Committee and approved by its members, has been submitted to and accepted by the Graduate Faculty in partial fulfillment of the requirements for the degree of

DOCTOR OF EDUCATION

Doctoral Committee:

Farzin Madjidi, Ed.D., Chairperson

Lani Simpao Fraizer, Ed.D.

Gabriella Miramontes, Ed.D.

© Copyright by Nii-Quartelai Quartey (2018)

All Rights Reserved

TABLE OF CONTENTS

Page

LIST OF TABLES

Page

LIST OF FIGURES

Page

DEDICATION

“If you want to go fast, go alone. If you want to go far, go together” (Ghanaian proverb). The heart of this work is dedicated to my global village. To my family, mentors, highly-supportive dissertation committee of Iranian, Mexican, and Filipino ancestry, and brave ancestors who continue to be my beacon of light in these turbulent times, this labor of love is a reflection of our collective commitment to do the most for the least among us. Thanks for inspiring me loudly, quietly, and substantively to become the agent an agent of change, every day.

ACKNOWLEDGEMENTS

My prayer is that this dissertation study might become a catalyst for change, led by courageous LGBTQ champions and allies from the suites to the streets to student unions across the United States and around the world. My hope is that this study raises the consciousness of all leaders on the frontlines of change. Dr. Maya Angelou once said, “Courage is the most important of all the virtues, because without courage you can’t practice any other virtue consistently. You can practice any virtue erratically, but nothing consistently without courage.” One of the essential building blocks for transformational organizational leadership is having the courage to be willing to reexamine some of our underlying assumptions.

Thank God for my parents, Joseph and Debra Quartey, who raised me to be courageous, do good, pray with my hands and pray with my feet. Many thanks to my husband, Montre Burton, for encouraging me to unapologetically live out loud. Thank God for Dr. Best and Dr. Scorza—as if calling you friend wasn’t enough, calling you a peer after this marathon is an even sweeter delight. To all the research subjects that entrusted me with their stories and insights—thank you for your willingness to be a beacon of light and share your visions for a more fair, just, and equitable society at a time when the world needs it most. It truly takes a village to support a scholar and for your unconditional love, I want to sincerely thank my worldwide village for always being within reach—you know who you are.

Finally, I want to thank Human Rights Campaign for developing the 2016 Corporate Equality Index and inspiring me to examine the promise and potential of LGBT ERG leaders and the executive champions that support them. Thank you to Edna

Kane-Williams and the Multicultural Leadership team in the AARP national office for inviting me integrate these learnings across all the communities we touch. Also thank you for trusting me to lead efforts to build a robust enterprise-wide LGBT strategy for an exceptional American brand. Lastly, I am proud to be a recipient of the Randy Clark Scholarship and Danhakl Family Foundation Fellowship. Thank you for your generosity.

VITA

Nii-Quartelai Quartey

OBJECTIVE: To invest in leaders and collective impact strategies with the greatest potential to create a more just, equitable, and sustainable society for all.

EDUCATION

Pepperdine University, Malibu, CA
Ed.D. in Organizational Leadership, Expected in May 2017

M.A. Social Entrepreneurship and Change, May 2012
Social Enterprise Incubator (one-year intensive)
International Research Mission in Ghana, West Africa

University of Southern California, Los Angeles, CA

B.A. Political Science, May 2006
Minor: Critical Approaches to Leadership, May 2006 practitioner

PUBLIC ENGAGEMENT EXPERIENCE

Senior Advisor and National LGBT Liaison
AARP – Community, State, and National Affairs
2016 – Present

- Responsible for developing targeted multicultural strategic plans that promotes awareness of and engagement with AARP in targeted multicultural communities and tracks metrics for success
- Works with functional units across the Association to maximize internal and external resources to leverage AARP involvement and connection with multicultural communities, enhancing coordination and maximizing overall effectiveness and impact of multimillion-dollar budget.
- Enhances AARP's capacity to speak with relevance in targeted communities by raising awareness of needs, challenges and opportunities associated with communicating in a culturally relevant way to diverse communities with the state, regional and national offices.

National Strategic Partnerships Manager **2014 - 2016**
American Heart Association – Voices for Healthy Kids Initiative

- Promoted to provide oversight of almost $3 million in consortium grants and assigned technical assistance contracts in support of public policy advocacy, communications, coalition building, policy development efforts to: Safe Routes to School National Partnership, Alliance for Healthier Generation, Afterschool Alliance, The Food Trust, Center for Science in the Public Interest, Pew Charitable Trust, University of

Connecticut Rudd School for Food Policy and Obesity, and Berkley Media Studies Group
- Monitor consortium performance, budget reports, work plans, evaluation, grantee engagement, and annual consortium renewal and/or re-compete process against various metrics
- Facilitate communications and coordination between/among the consortia, and contribute to a dynamic integrated team approach to national partnerships account management ensuring strong relationships between American Heart Association, the consortium lead organizations, consortia lead coalitions/taskforces, and Robert Wood Johnson Foundation (RWJF)

National Health Equity & Multicultural Partnerships Manager
2013 - 2014
American Heart Association - Voices for Healthy Kids Initiative

- Supported the execution of effective advocacy campaigns that influence the policy making process, stimulate public participation, and align the organizational assets of national partners to achieve health equity, regional, and policies priorities
- Cultivated relationships with philanthropic organizations, public health coalitions, national partners, and community leaders working with high-disparity/low socio-economic status communities impacted by childhood obesity including but not limited to: NAACP, National Council of La Raza, Salud America, Notah Begay Foundation, The Praxis Project, and National Transportation Diversity Taskforce operated by Safe Routes to School National Partnership
- Lead effort to develop, operationalize, and pilot the concept of a campaign investment incubator to disseminate $100K in seed grants to organizations demonstrating policy advocacy capacity building needs in areas that overlapped with our regional and policy priorities

Founder/Principal Consultant **2010 - 2013**
The Sankofa Group for Civic Engagement

- Maintained beneficial and cooperative relationships with a wide variety of businesses, public interest groups, coalitions, and community groups that lead to passage of $90 million school bond and a qualified state ballot initiative
- Managed all aspects of the project lifecycle—from scope of work, through provision of deliverables, follow-up, and relationship management for almost a dozen projects
- ***Clients Portfolio included:*** Karen Bass for Congress, 100 Black Men of Orange County, Social Justice Learning Institute, Wendy Greuel for Los Angeles Mayor, California Community Foundation, California Forward, Neighborhood Funders Group, Los Angeles Unified School District Redistricting Commission, American Heart Association, *Yes on Measure GG* Inglewood School Bond Campaign, United Democratic Headquarters—West Hollywood, and West Hollywood No on Measure A

Community Engagement Advisor
Courage Campaign **2009 - 2010**

- Strengthened organizations ability to employ culturally competent organizing strategies in support of efforts to advance Repeal of Proposition 8, Repeal of Don't Ask, Don't Tell (DADT), and the passage of the Affordable Care Act
- Developed and executed relationship building strategies targeting community and opinion leaders in the LGBT community and among communities of color
- Facilitated a collaborative and efficient workflow between internal staff and external partners in elected officials, communities of faith, organized labor, and business communities by leveraging the power and reach of over 700,000 members

Public Relations Associate
Consensus, Inc. 2008 - 2009

- Developed strong, clear, and direct messaging inclusive of key research findings
- Collaborated with team to define and articulate client success benchmarks and executed strategies toward achieving them
- ***Clients Portfolio Included*****:** California High Speed Rail (Anaheim to Los Angeles route), California Prison Healthcare Receivership, The Home Depot (Sunland Tujunga store), Equity Office Properties—Howard Hughes Center Redevelopment, Yes on Proposition 11 Redistricting Reform Initiative, and Westfield Shopping Center Redevelopment

Field Representative
Los Angeles School Board Member David Tokofsky 2006 - 2007

- Attended briefings, visiting on-site administrators, and addressed constituent concerns primarily in Northeast and East Los Angeles
- Staffed the Board Member on the Educational Equity Committee and Committee of the Whole and facilitated communications between city officials, community organizers, and District personnel
- Fielded press inquiries, set–up media events, and maintained relationships with local press effectively serving as the office de-facto press deputy during a highly publicized Superintendent transition and high risk of Mayoral takeover.

CURRENT VOLUNTEER AND BOARD LEADERSHIP ACTIVITIES

- Member, International Documentary Association
- Member, Emerging Practioneers in Philanthropy
- Member, Congressmember Karen Bass's 37th Congressional Leadership Council
- Political Partner, Truman National Security Project
- Fellow, University of Southern California, Jesse M. Unruh Institute of Politics
- Board Member, National Foster Youth Institute
- Board Member, Democratic National Committee LGBT Advisory Board

ACADEMIC PRESENTATIONS:

Quartey, N. (2016, March). Beyond the Oscar Awards, Black Lives, and American

Institutions: How and Why Diversity and Inclusion Still Matters. Abstract accepted for presentation at the 2016 International Organization of Social Sciences and Behavioral Research, Atlantic City, New Jersey

Quartey, N. (2016, March). Police Body Cameras: Popular Public Safety Intervention but Unknown Return on Investment. Paper accepted for presentation at the Fourth 21st Century Academic Forum Conference at Harvard University, Cambridge, Massachusetts

Quartey, N. (2016, April). Beyond the Oscars: What Diversity & Inclusion Leaders Should Consider & Why. Paper accepted for presentation at the Sixteenth International Conference on Knowledge, Culture, and Change in Organizations, Honolulu, Hawaii

Quartey, N. (2016, April). Police Body Cameras: SPELIT Examination of the Return on Investment. Guest Lecture for International Political Campaign Management course at Columbia University School of International Public Affairs, New York, New York

Quartey, N. (2016, April). Facilitating Collaborations for Change: Civic and Community Engagement 101. Guest Lecture for Intersectoral Leadership course at University of Southern California Price School of Public Policy and Development, Los Angeles, California

ABSTRACT

Over the course of the last 60 years, the Lesbian, Gay, Bisexual, Transgender (LGBT) rights movement in the United States has become a beacon of light around the world where LGBT persons continue to face intolerance, discrimination, persecution, and death. As this qualitative phenomenological study was being written, LGBT Americans taking advantage of their legal rights to marry, still face employment discrimination, housing discrimination, adoption discrimination, immigration discrimination, and discrimination in public accommodations including a Presidential Executive Order, state, and local legislation forcing transgender people to use the restroom that reflects their assigned gender at birth. In fact, in almost three dozen states an LGBT person could exercise their legal right to get married and still legally get fired from their job, legally get kicked out of their apartment by their landlord, and get denied an adoption simply because they are LGBT without other legal protections. Each of these issues has an effect on employee recruitment, retention, and performance and an effect in terms of creating an organizational culture where all employees can thrive without fear of retaliation, retribution, or being unaffirmed in the workplace. Affirmative corporate activism in the form of company supported LGBT employee resource groups/business resource groups, LGBT serving volunteer efforts, philanthropy, and public policy advocacy efforts combined have helped to make corporate America a critical ally in the movement for LGBT legal equality. This qualitative phenomenological study examines how LGBT employee resource group/business group leaders and executive champions influence corporate activism on LGBT issues. The rise of elected conservative leadership in the United States and around the world challenges the espoused values of

corporate leaders on LGBT issues. This conservative revolution challenging the gains of the LGBT movement also creates an opportunity for corporate America to develop standards, practices, and policies. Although LGBT people outside of corporate America are likely to remain far more vulnerable to an increasingly more hostile government, corporate America has a unique opportunity to develop best practices and strategies to keep employees safe, make their customers feel welcome, while testing and learning scalable corporate social responsibility solutions.

Keywords: *Corporate Activism, LGBT, employee resource group, business resource group, corporate social responsibility, corporate America*

Chapter 1: Introduction

Background

Throughout human history, being gay has been accepted, rejected, approved of, or disapproved of in cultures around the world. Historically, homosexuality has been perceived and judged in various ways, depending on the social, political, economic, legal, intercultural, and technological environments in which gay people reside. In Louis Crompton's seminal 2003 sociological world review (as cited in Snyder, 2006), *Homosexuality and Civilization*, he documents examples of how homosexuality has historically been judged and perceived. Crompton noted that among the ancient Greeks, for example, being gay was associated with courage on the battlefield, defending democracy, and philosophical mentorship. In China, homosexual love included the love interest of emperors, thought of as *Fujian marriages*, and was associated with opera stars and Mandarin scholars. In Japan, Crompton wrote about how homosexual romantic relationships, called *nanshoku* (male love) was consistent with the regard Japanese people associated with Buddhist saints, samurai warriors, and kabuki theater. In 1948, Alfred C. Kinsey published another seminal work, *Sexual Behavior in the Human Male*, where he challenged the notion of labeling sexual expression as "normal" and "abnormal." Kinsey believed that these labels were not productive and a misleading summation of sexual expression that should more accurately be viewed as a continuum. Kinsey's book shocked America with findings that suggested almost 40% of White men in the United States had engaged in sexual activity with another man in their lifetime (Snyder, 2006). Then, in 1957, psychologist Evelyn Hooker published *The Adjustment*

of the Male Overt Homosexual. Hooker, respected for her scientific objectivity, disproved the notion that homosexuals were “diseased and psychologically damaged” (as cited in Synder, 2006, p. xxv). Together the cross-cultural context and landmark research of Kinsey and Hooker laid the groundwork for what would become the sexual liberation movement that would significantly challenge social norms in subsequent decades. The Black civil rights movement, women’s movement, and anti-war movement of the 1960s significantly influenced and gave rise to the gay rights movement. What each of these movements has in common was their commitment to questioning authority and questioning some of the most basic assumptions about civil rights. Like Kinsey and Hooker, these movements challenged widely accepted social norms.

The sexual liberation movement is credited for having freed millions of Americans from the notion that sex was strictly for procreation (Snyder, 2006). In 1970, the Stonewall Riots in New York raised the profile of the gay community when lesbian, gay, bisexual, and transgender (LGBT) bar patrons fought back against police force and harassment. Following the incident, the National Association of Mental Health came out in public support of decriminalizing homosexuality between consenting adults. In 1975, the American Psychological Association and American Psychiatric Association did the same.

In the mid-1980s, the AIDS crisis hit the gay community. The focus of the LGBT community temporarily shifted from securing equal rights to organizing, developing businesses, and defining LGBT social responsibility efforts in the face of a cataclysmic epidemic. Snyder (2006) reported, “Collectively and individually they rallied, becoming

politically savvy, economically active, and socially powerful" (p. xxvi). This transcendental phenomenological study expects to play a direct or indirect role in shaping best practices in corporate activism on LGBT rights lead by key stakeholders.

Navigating intergenerational dynamics. Navigating intergenerational workplace dynamics might just be the most valuable U.S. workplace skill of the 21st Century. American companies ignore this aspect of their workplace culture at their own peril. The intergenerational workplace impacts how organizations lead and manage its employees; understanding this dynamic is crucial if business leaders intend to obtain and hold on to competitive advantages in the 21st century. Generational differences are legitimate diversity issues that should be taken seriously, particularly because of the high stakes, potential competitive advantage, and ethical obligations of corporate social responsibility efforts (Keys, Malnight, & van der Graaf, 2009).

There are currently four different generations of adults working together in the workplace—a first for the country—thus creating leadership and management challenges on a range of issues where there may be competing beliefs and values (Haynes, 2011) The veteran's generation, also known as the silent generation (birth years 1922-1943), is motivated by a range of values. Among the most common values are among the Great Depression and World War II generational cohort includes: dedication, hard work, and respect for authority. The Baby Boomer generation (birth years 1944-1960) are motivated by similar values of optimism, personal gratification and growth based on defining events such as JFK presidency and assassination, civil rights, and the women's movement. Generation X (birth years 1961-1980) are motivated by the

core values of diversity, technological literacy, enjoyment, and informality based on defining events including the oil embargo, the hostage crisis in Iran, and AIDS. Finally, Generation Y (birth years 1981-2000) are motivated by the core values of optimism, civic duty, confidence, and achievement based on defining moments such as the Oklahoma City bombing and other acts of terrorism **(**Zemke, Raines, & Filipczak, 2000). These complementary and sometimes competing core values make it all the more important for learning organizations to build and share best practices that will enable corporate social responsibility efforts to achieve quantitative and qualitative measures of success to the satisfaction of its stakeholders. Without intergenerational engagement management and leadership training, it's easy for organizational leaders to view management differences, differences in behavior, differences in work style, and differences in espoused values with suspicion or contempt. Considering the inflection points and culture shifts various generational cohorts may have experienced related to the movement for gay rights and adjacent movements, it's critical that corporate stakeholders taking an affirmative position on LGBT rights learn from best practices of pioneering corporate activist on LGBT rights.

CEO activism. As public opinion on LGBT rights have shifted over the course of the past decade, so has the public commitment of U.S. CEOs including: Apple CEO Tim Cook, Salesforce.com CEO Marc Benioff, and Angie's List CEO Bill Oesterle. For example, before and after Indiana's Religious Freedoms Restoration Act (RFRA) was signed into law, Cook led the charge along with other opponents to inform the public about how the law would discriminate against LGBT customers. Cook led the charge on

social media and published an op-ed calling attention to the avalanche of more than two dozen states that would be allow people to discriminate against their fellow community members (Chatterji & Toffel, 2015). Soon after, Benihoff threatened to divert business from Indiana, and Oesterle cancelled a $40 million project to expand their corporate headquarters (Council, 2015).

The actions of these CEOs are examples of what's called *CEO activism*, "whereby corporate leaders (mostly CEOs) speak out on social and environmental issues largely unrelated to their core businesses" (Chatterji &Toffel, 2015, p. 2). While CEO activist have come out in ardent support of LGBT rights, CEO activism is not a new American phenomenon. Historically, during times of significant demographic and social change, CEOs have stood out as ardent advocates on a several controversial issues, from prohibition to capital punishment to civil rights (Burns, 2011; Buress 2015; Henry Ford, 1927).

While CEO activism can be a tipping point for social progress, it can also alienate customers, as it did when Chick-Fil-A CEO Dan Cathy openly opposed gay marriage in 2012, sparking calls for boycotts of his fast food restaurants on college campuses and leading some to question whether the company could successfully expand to more politically liberal northeastern states (Horovitz 2016; McGregor, 2012). Recent research suggests CEO activism can shape public opinion by framing the public discourse and thereby shape public policy. Even more, this same University of North Carolina Chapel Hill field experiment found "higher intent to purchase Apple products among respondents who were exposed to Cook's CEO activism than among those who were

not" (Chatterji & Toffel, 2015, p. 4). Same-sex marriage supporters were found to drive this effect, but there was no evidence that Cook's statements affected the purchase intent of same-sex marriage opponents.

LGBT employee resource groups. In times of social change, having a sense of community as an alternative to isolation can make a big difference, particularly related to recruitment, retention, promotion, community engagement, philanthropic efforts, and other indicators of corporate social performance. Together, these practices can create an affirmative workplace climate and organizational culture that allows LGBT employees and allies to show up as their authentic selves. Edgar Schein's (2004) model of organizational culture created in the 1980s identifies three specific layers in organizational cultures (a) artifacts and behaviors (b) espoused values (c) shared basic assumptions. The environment and organizational culture is where LGBT employee resource groups can offer great insight into the strengths, challenges, and opportunities for affirmative corporate activism and social responsibility efforts.

Recognizing the value of these groups, a growing number of employers are providing these groups with budget, meeting room space, email networks, a clear line of communication to management. According to the Human Rights Campaign 2016 Corporate Equality Index (CEI), 85% of CEI-rated employers have LGBT employee resource groups or diversity councils including LGBT (p. 29). This means that more Fortune 1000 companies than ever before claim to be empowering employees to be change agents so as to promote a culture of safety and acceptance in the workplace. In order to best examine best practices in U.S. corporate activism on LGBT rights, it's

critical to understand the influence of LGBT employee resource groups related to a range of internal and external stakeholders.

Corporate social responsibility. This practice is a social construction by which businesses take action directly or indirectly related to their core business to provide some public benefit to communities related to their business interest. While developing an unbiased definition is nearly impossible given the unique context and positioning of various companies, it's helpful to study the similarities and differences of definitions to gain an understanding of a broader context that may exist (Dahlsrud, 2006). Corporate social responsibility efforts can be advanced through many different corporate channels including, but not limited to, community relations, government affairs, supplier diversity, human resources, and employee resource groups. The goals of corporate social responsibility efforts can be directly related to the core business or not, an outgrowth of the CEO's political persuasion or not, consistent with the will of LGBT employee groups or not, philanthropic or in-kind, or purely self-serving public relations that helps a company to acquire a particular reputation among targeted audiences. The varying motivations and context in which corporations operate more broadly attracts suspicion pertaining to their true commitment to advancing civil and human rights. Furthermore, the practice of corporate social responsibility raises questions related to intended and unintended effects on public policy. Isikel (2006) wrote:

> The Citizens United and Hobby Lobby decisions of the US Supreme Court stoked longstanding controversy over the court's doctrine that corporations are persons entitled to certain constitutional rights on the same basis as citizens. It's

> less widely noted that, in some fields of international economic law, firms are increasingly considered not just legal persons by bearers of human rights. (p. 294)

This complicates and reduces the human rights discourse to bolster the claims of international investors with “concepts, language, and standards borrowed from human rights discourse” (Isikel, 2016, p. 295). While multinational corporations acting affirmatively in support of LGBT rights is a positive sign of progress in the global movement for the rights of sexual minorities, we must trust and verify the intended and unintended activities of multinational corporations on human rights for all. Should we not, corporate social responsibility efforts could irresponsibly impact other vulnerable populations or create a political vacuum that could lead to multiple form of violence and state sanctioned discrimination, as corporate priorities inevitably shift.

Statement of the Problem

Progressing over the last 60 years, the U.S. LGBT rights movement has become a beacon of light around the world where LGBT persons continue to face intolerance, discrimination, persecution, and death. As this study is being written, LGBT Americans enjoy legalized same-sex marriage complete with all its benefits, but they still face employment discrimination, housing discrimination, adoption discrimination and immigration discrimination. In fact, a same-sex couple could exercise their legal right to get married and still get fired from their job, legally get kicked out of their apartment by their landlord, and get denied an adoption simply because they are LGBT (Family Equality Council, 2016). Some might call this a violent backlash related to the

incremental gains of the LGBT equality movement over the past couple of decades. In the 1990s, the Clinton presidential campaign was the first to recognize and include gay voters in their outreach, Ellen DeGeneres had a highly publicized coming out episode on national television, and the critically acclaimed *Brokeback Mountain* movie featuring two closeted gay cowboys won high honors in the film industry including an Academy Award (Snyder, 2006). The success of state-by-state campaigns to change hearts and minds across the country in favor of legalizing same-sex marriage, ultimately resulting in the legalization of same-sex marriage by the US Supreme Court, represents significant cultural shifts towards a more LGBT affirming and inclusive society. In recent years, we've seen a backlash to this cultural shift manifesting in the form of LGBT discriminatory religious freedom laws, repeals of employment non-discrimination laws, and violence including but not limited to the then-largest mass shooting in U.S. history at an LGBT nightclub in Orlando.

Currently, only a small number of states protect LGBT citizens from housing discrimination. Only a few states have crafted laws to ban workplace discrimination on the specific bases sexual orientation and gender identity. According to the Family Equality Council (2016), throughout the United States, LGBT individuals and couples face obstacles to adoption, one of the principle ways in which LGBT parents form families.

Each of these issues has an effect on employee recruitment, retention, and performance and an effect in terms of creating an organizational culture where all employees can thrive without fear of retaliation, retribution, or being unaffirmed.

Corporate support for LGBT employee resource groups, volunteer efforts, corporate philanthropy, and leading public policy advocacy efforts combined have helped to make corporate America a leader in making these challenges more visible. However, it's unclear how an intergenerational workplace culture influences this phenomenon in corporate activism on LGBT rights. The Traditionalist, Baby Boomer, Generation X, and Millennial generational cohorts have varying beliefs, values, and visions related to LGBT rights and the proper role of corporations in relation to community issues. This makes for a dynamic work environment that may beneficially or adversely affect the internal and external successes of corporate activism on LGBT rights, if not more clearly understood and channeled more constructively.

Purpose Statement

This study will commence during a period of unprecedented legal victories for LGBT persons in this country and around the world. However, each victory creates the opportunity for setbacks and false starts. Passing LGBT affirming public policy and implementing these legal protections as intended are each critical inflection points in the global LGBT equality movement. While progress remains stalled on issues including federal employment non-discrimination protections, fair housing protections, adoption protections, and same-sex marriage rights for LGBT Americans and persons around the world, there are efforts underway by corporation's intent on addressing these issues through company policy and public policy. This study's focus is the investigation of best practices in the corporate activism of U.S. Fortune 1000 companies on issues related to

LGBT rights. Through the experiences of LGBT employee resource group leaders this study will examine:

1. The strategies and practices these leaders employ in efforts to advance LGBT rights.
2. The challenges LGBT employee resource leaders face in implementing these strategies and practices.
3. How LGBT employee resource group leaders measure the success of corporate activism on LGBT rights issues.
4. What recommendations LGBT employee resource group leaders have for future implementation of strategies and practices that increase corporate activism on LGBT rights issues globally.

Research Questions

Accordingly, related to the purpose statements above, the following research questions (RQ) are examined in this study.

- **RQ1:** What strategies and practices do LGBT employee resource group leaders employ to advance affirmative corporate activism on LGBT issues?
- **RQ2:** What challenges do LGBT employee resource group leaders face in implementing the strategies and practices advancing LGBT issues?
- **RQ3:** How do LGBT employee resource group leaders measure the success of corporate activism on LGBT rights issues?
- **RQ4:** What recommendations do LGBT employee resource group leaders have for future implementation of strategies and practices that increase

corporate activism on LGBT rights issues globally?

Theoretical Basis

Corporations have many different stakeholders of which LGBT employee resource groups and their executive champions are stakeholders. However, they are not the only stakeholders corporations have to answer to. The study is an examination of internal and external stakeholders that may be critical in corporate activism on LGBT rights**.**

Cass's (1979) model on sexual identity formation will ground this study in an understanding of the human development needs of LGBT workers that enable and disable them to co-create an organizational culture of safety, openness, and authenticity. However, this model will be used on a limited basis because it does not "highlight the social context of non-heterosexual identities across cultures and therefore does not draw attention to the diversity that exist within LGBT communities" (Gedro, 2010, p. 28). There are factors including but not limited to race, religion, gender, culture, gender, ability, and immigration status, that influence sexual identity formation thus making it possible or not possible to bring your full self to the workplace. This study aims to expand the theoretical basis of understanding various LGBT identities and their needs beyond foundational research that largely considered these identities from the perspective of white, western, men (Gedro, 2010).

Significance of the Study

The information contained within this study is intended to deepen the body of knowledge and analysis of best practices in corporate activism on LGBT rights among a

range of internal and external stakeholders, by examining the stakeholder engagement savvy of LGBT employee resource group directors and executive champions of LGBT affirming policies and practices. The study looks to further address management dilemmas, enrich the literature around corporate activism on LGBT rights, and highlight best practices that may be helpful to industry practitioners in real time. Additionally, this study will provide foundational knowledge and inform the approach of multinational corporations toward engaging global LGBT rights efforts in countries where LGBT workplace policies and government protections may not currently exist. The findings of this study have many more benefits including serving as guidelines to develop/revise corporate activism policy, help academicians revise and develop courses to deal with these issues, help politicians with vivid examples of what can be done, and help industry leaders navigate the intended and unintended consequences of their corporate activism in communities where they do business around the world. Too often, LGBT workers find themselves vulnerable to legal discrimination and this this is why the advocacy of LGBT allies internally and externally is critically important (King & Cortina, 2010). U.S. corporations have a unique opportunity to influence changes in attitudes and behaviors based on how they choose to show up for employee and customers alike that face debilitating bias and discrimination everywhere the company does business. The findings of this study can be instructive, thought-provoking, and eye-opening in an effort to achieve the kind of paradigm shift required to make social change that affirms the equal rights and fair treatment of LGBT persons.

Limitations and Assumptions

The researcher assumed that this study's participants would respond to all interview questions with openness and candor, with minimum bias. It's also assumed that those questioned were organizational leaders in wielding influence and authority on the topic of LGBT corporate activism. The respondents ideally held positions of leverage and impact during the development and growth of their public posture and policies related to LGBT protections. Lastly, the researcher is presumed to have created all questions with an objective mind and free of prior hypothesis bias (Das & Teng, 1999). Generalizations of findings in qualitative studies are limited. The purpose of the following definition of terms is to offer more clarity on how select terms are used in this research.

Definition of Terms

This study requires a review of some basic operational definitions that will be helpful to clarify aspects of corporate activism being studied. In addition, this study has provided a sample of the lexicon often used to capture the breadth, depth, and nuance of language used to describe commonly shared LGBT experiences. Finally, the following definitions also intend to highlight key concepts and ideas that help to ground this study with a framework that helps others to better understand the issues raised and how they might be a part of the solution as a stakeholder.

- *Intergenerational differences* refer to generational differences in values, attitudes, and beliefs that vary between different generational cohorts (Al-Asfour, 2014).

- *Corporate social responsibility (CSR)* is the ongoing dedication a business shows to ethical behavior and economic development while bettering the quality of life for workers and their families as well as the local community and society in general (World Business Council for Sustainable Development, 2000).
- *Corporate social performance (CSP)* is the umbrella term that includes “responsibilities, responsiveness, and policies and actions in this domain” (De Bakker, Groenewegen, & Den Hond, 2005, p. 284).
- *Learning organizations,* developed through the research of Peter Senge, defines learning organizations as people working in groups to enhance the skills and capacities of all involved and to create results (Fulmer & Bernard, 1998). Learning organizations require shifts in how its stakeholders think and interact beyond their individual corporate culture while considering the assumptions and habits of culture at-large.
- *Stakeholders* are defined as any group or persons affected by, or capable of affecting, the achievement of organizational goals (Freeman, 1984). This includes consumers, workers, stockholders, vendors, competition, and local constituencies (Yang, Ho, Drew, Xue, 2011).
- *Organizational culture* is “the sum of values and rituals which serve as ‘glue’ to integrate the members of the organization. Cultures provide not only a shared view of what is’ but also of ‘why is’” (Watkins, 2013, p.157). By

examining these dynamics, we learn the narrative in which people are deeply involved, and the values and rituals that drive the narrative (Watkins, 2013).

- *LGBT* is “an acronym for lesbian, gay, bisexual and transgender” (Human Rights Campaign [HRC], 2016, “glossary”).
- *CEO activism* refers to CEOs who take a public stance that is transparent and visible on behalf of their employees and customers (Chatterji and Toffel, 2015).
- *LGBT Employee Groups***,** “also known as employee affinity groups, resource groups or business networks, provide visibility the business goal of LGBT inclusion. LGBT employee groups first emerged in the early 1990s with the former AT&T Corporation’s LEAGUE” (HRC, 2016, employee groups). At the very least, these groups focus on the retention of LGBT employees and allies, supporting emerging business opportunities with LGBT consumers, and engagement in others initiatives.
- *Corporate Philanthropy* refers to “contributions by firms that benefit stakeholders and the community, usually through financial or in-kind donations to nonprofit organizations” (Werther & Chandler, 2011, p. xii).
- *Activist Shareholder* refers to concerned people who attempt use their shareholder rights within a publicly traded company to advance social change. The exercise these rights on a range of issues including human rights, environmental, and workers’ rights issues (Investopedia, 2016).
- *“Coming out”* refers to the process of developing a non-heterosexual identity.

Coming out refers to the stage of sexual identity formation in which someone first acknowledges, accepts and begins to share his or her sexual orientation or gender identity (HRC, 2016, glossary).

- *Homophobia* refers to the fear, hatred, and/or discomfort with same-sex attraction (HRC, 2016, glossary).
- *Gender identity* refers to how individuals perceive themselves and what they call themselves. Gender identity can be the same or different from sexual assignment at birth (HRC, 2016, glossary).
- *Queer theory* dismantles the notion that sex, gender, and sexuality are binaries, that bodies are either male or female, and that sexuality is either heterosexual or homosexual (Valocchi, 2005).
- *Stakeholder theory* is a classic theory of organizational business management and ethics that considers competing morals and values in management (Freeman, 1984).

Chapter Summary

In conclusion, the most fundamental step a business can take in creating more value for consumers is to co-create an organizational culture that allows internal and external stakeholders to engage each other in a process of *sense-making* intergenerationally. Sense making is a process intended to create shared acknowledgement and comprehension from varied points of view and interests. When examining *what is* and *why is* an organizational culture integrated or disintegrated in different ways using the SPELIT Power Matrix, Edgar Schein Organizational Culture

Model, Vivienne Cass Psychosocial Model for Sexual Identity Formation, and Stakeholder Theory of Corporation we can begin to understand the values and rituals that serve as the means through which members within the organization are integrated (M. Watkins, 2013). Integrated or not members of an intergenerational workforce culture are influencing corporations' ability to create economic and social value simultaneously benefiting a wide range of stakeholders, not just shareholders. Contemporary corporate activism has taken on several distinct meanings in the 21st century including but not limited to CEO activism, shareholder activism, and employee activism. Still these stakeholders share a will to perform one task: use their national prominence and scope of influence for good (Chatterji & Toffel, 2015), particularly in pursuit of affirming the rights of LGBT persons. Through non-discrimination policies, sexual orientation protections, gender identity protections, global non-discrimination policies and codes of conduct, U.S. contractor and vendor standards, and equal benefits the intergenerational workplaces among U.S. Fortune 1000 companies are changing company policies before setting their sights on building a more fair and just society through public policy advocacy.

Chapter 1 introduced the subject, the problem, purpose of the study, significance of the study, operational definitions, and theoretical framework for an intergenerational workplace cultures' contribution to corporate activism on LGBT rights. Chapter 2 provides a review of the literature on corporate social responsibility, generational cohorts, organizational culture, the intergenerational workplace, CEO activism, shareholder activism, employee activism, and history of LGBT civil rights. The literature

review also examines an intergenerational workplace culture's influence in the context of four stakeholder domains: culture, identity formation, stakeholder engagement, and environment. Chapter 3 elucidates methodology, research design, instrumentation, analysis and selection of sample, and data collection and analysis procedures. Chapter 4 presents how the selected U.S. Fortune 1000 global corporations developed a commitment to advancing LGBT rights. Finally, chapter 5 provides a summary of the findings and conclusions from the study.

Chapter 2: Literature Review

Introduction

The American business and political climate following the Great Recession continues to have an impact on public trust in private companies and government alike. This sense of selective accountability and transparency enabled by U.S. laws and ensuing international norms co-creates limited national dialogue related to economic issues and their impact on communities where private U.S. companies do business domestically and abroad (Isiksel, 2016). Meanwhile a new global activism is taking shape whereby global companies are updating their codes of conduct and seemingly being more of a community partner than adversary, increasing their revenue, and in effect weakening the role of local governments (Gerreffi, Garcia-Johnson, & Sasser, 2001). Research on the effectiveness of race and gender based diversity programs with suggest that diversity management is as successful as there are structures to account for diversity goals and activities, appropriate oversight, and centralized advocacy efforts (King & Cortina, 2010, p. 75). Other research suggests that when employees hold their organization's corporate citizenship in high esteem, they are demonstrating a greater commitment to the company. Positive results for companies, such as workplace job satisfaction, job involvement, employee recruitment and retention, and workplace wellness have been linked to organizational commitment (King & Cortina, 2010).. Inspired by the competing critiques, commentaries, and worldviews of scholars and practitioners reimaging a more fair, just, ethical, and profitable leadership role for global companies recognizing their responsibility to deliver a public benefit to society, this

study intends to conduct a thorough examination of business and scholarly literature (Gerreffi et al., 2001). This study will develop critical foundational knowledge that will enable scholars and practitioners to better understand how employee resource group leaders influence best practices in affirmative corporate activism on LGBT rights and the role various key stakeholders can/do play in the process.

Monitoring corporate activism. Monitoring corporate responsibilities can be difficult to regulate and difficult to enforce because corporate responsibility is so broadly defined by a wide range of stakeholders. In the United States, corporate social responsibility is a matter of self-regulation unless its actions break the law (Gereffi, 2001). For example, a foreign country may permit legal discrimination against same-sex married couples whereas such discrimination would be illegal in the United States. A corporate office located in such a country is not legally required to maintain the U.S. standard for same-sex marriage, but a responsible corporation may opt to maintain a policy of equal marriage rights of same-sex couples working in its foreign office. Increasing interest in recent years related to Corporate Social Responsibility (CSR), stemming from the modern uptick in globalization, have increased demand for transparency and corporate citizenship at a time when business complexity is increasing (Jamali & Mirshak, 2007). The central and highly debated idea related to CSR is that corporations should go beyond compliance to a mode of engagement, from minimizing damage to creating value (Luetkenhorst, 2004; Novak, 1996). This idea is believed to imply that “the private sector is the dominant engine of growth—the principle creator of value and managerial resources—and that it has an obligation to contribute to

economic growth and opportunity—equitable and sustainable" (Jamali & Mirshak, 2007, p. 244). This vision of CSR reveals a fundamental acceptance of private sector businesses as a critical partner in a world with a growing scarcity of resources (Jamali & Mirshak, 2007).

The Sarbanes-Oxley Act of 2002 became federal law in response to one of the biggest corporate financial scandals at the turn of the present century (Addison-Hewitt, 2003). The law went into effect in 2006 and required all publicly traded U.S. companies and non-U.S. companies with a U.S. presence to enact and report internal accounting controls to the Securities and Exchange Commission. The law was enacted to reform corporate governance and financial disclosure standards and practices by (a) requiring all financial reports to have an internal controls report; (b) requiring year-end financial disclosure report; (c) requiring a SOX auditor to review controls, policies, and procedures during an audit; and (d) encourages disclosure of corporate fraud by strengthening whistleblower protections for employees who report illegal activities (Addison-Hewitt, 2003). According to SOX Section 302 on Corporate Responsibility for Financial Reports "the CEO and CFO are directly responsible for accuracy, documentation and submission of all financial reports as well as the internal control structure to the SEC" (Addison-Hewitt, 2003, Section 302).

Three of the six articles of SOX section 302 mandates the following points.

1. The signing officer has reviewed the report.
2. Based on the officer's knowledge, the report does not contain any untrue statements of a material fact or omit to the state a material fact necessary in

order to make the statements made, in light of the circumstances under which such statements were made, not misleading.

3. Based on such officer's knowledge, the financial statements, and other financial information included in the report, fairly present in all material respects the financial conditions and results of operations of the issuer as of, and for, the period presented in the report (SOX Act of 2002).

Neoliberalism. The notion of growing scarcity of resources plays into a narrative the enables corporations to advance neoliberalism, an ideology beginning in the 1960s and consolidated by political conservatives seeking to take advantage of racial resentment, suburban politics, and growing economic suffering among some of the most vulnerable Americans. Supporters of this ideology are committed to dismantling the social safety net and shrinking government, in an effort to replace them "with substantially deregulated markets" (Harris, 2006, p. 1542). In addition, the intent of neoliberalism is to dismantle the social safety net protecting the public against economic risk and replace with a governance approach that prefers privatization, deregulation, and policies take power away from government only to put in the hands of the markets (Harris, 2006). Neoliberalism explains the modern context in which corporate activism and corporate social responsibility efforts exist. The rise of neoliberalism and the increase in the number of non-profits filling gaps in government services in the result of the political, economic, and social conditions that allow for neoliberalism to thrive (Gilmore, 2007). This creates a challenge in that social movements are becoming increasingly more challenged in building leadership and power among marginalized

communities. In addition, because business charity has largely replaced government funding to social welfare organizations, such organizations have becoming increasingly more dependent on corporate resources. “The outcome is the privatization, or United Wayzation, of social welfare” (Perera, 2007, p.55). The outcome of corporate behavior via corporate activism on LGBT rights in the US and abroad can be quite profound.

Appropriation of human rights discourse for business. The origins of contemporary human rights can be traced across several centuries and various cross-cultural sources. These sources include the Magna Carta, 1689 English Bill of Rights, the Enlightenment Period, the 18th century bill of rights, the movement to abolish slavery and the transatlantic slave trade of the nineteenth century, and post-holocaust consciousness (Ishay, 2004). Over time, the concept of human rights has grown in breadth, depth, and application in an effort to protect the dignity and vital human interest of people around the world. But now there is a movement afoot to whereby human rights concepts, terminology, standards, and practices are being appropriated to protect transnational corporations and strengthen their hand in claims against governments (Isiksel, 2016).

In the United States and Europe, managers play a combination of implicit and explicit roles in the development, alignment, and success of CSR practices. Matten and Crane (2005) explained:

> In CSR the motives of managers, shareholders, and other key stakeholders shape the way corporations are governed. Institutional theory allows these to be explored and compared within their national, cultural, and institutional contexts.

> Moreover, institutional theory brings interdependencies between and interactions among stakeholders into the analysis, which is vital to understanding CSR, given its societal orientation. We propose that differences in CSR among different countries are due to a variety of longstanding, historically entrenched institutions. (p. 406)

The environment in which CSR is being practices on the individual, organizational, and societal creates the context in which those practices may ultimately be seen as legitimate and successful. Royle (2005) wrote:

> Corporations choosing to assume their social responsibilities have to take into account how different national backgrounds influence their CSR agenda. Corporations on both sides of the Atlantic ignore this at their peril. While McDonald's prides itself for being a leader of the U.S. CSR movement, it is regularly criticized for its infringements on workers' rights in its European subsidiaries and or circumventing elements of implicit CSR in European employment law. (p.43)

Bayer, on the other hand, an MNC generally regarded as responsible in Europe, has met with criticism and legal action for its mishandling of consumer and product safety in the United States (Mokhiber & Weissman, 2004), where these are regarded as elements of explicit CSR. In Europe, these are generally treated as implicit in the legal framework" (Matten & Crane, 2005, pp. 419-420).

The appropriation of human rights discourse by transnational corporations represents a significant change in the status of transnational corporations under

international law. This presents a clear and present danger to marginalized communities including but not limited to the LGBT community. Furthermore, the appropriation of human rights discourse may diminish the potency of the moral and political power of human rights discourse by making the discourse less about the vital protection of human interests and more about protecting the commercial interests of transnational corporations (Turkuler, 2016).

This tension, codified in U.S. law, raises questions about the roles and responsibilities of corporations as bearers of human rights if in fact they have the "personhood" the U.S. Supreme Court has affirmed in the Citizens United and Hobby Lobby decisions. These controversial decisions were a departure from the Court's doctrine in that under the law corporations are now seen as "persons entitled to certain constitutional rights on the same basis as citizens" (Turkuler, 2016, p. 294).

Furthermore, the idea of corporate personhood has far reaching domestic and international implications. Barkan (2013) discussed that the idea of corporate personhood codified in the

> U. S. Constitutional law is instructive because the U. S. model has been aggressively exported through contemporary rounds of economic globalization and thus constitutes an important source of conceptualizing current aspects of the transnational or global political and economic order. (paragraph 2)

Appropriating human rights norms to advance the interest of the private sector accelerates this process by diminishing the state's efforts to pursue domestic policies across a range of social and economic justice issues (Turkuler, 2016). The more the U.S. model is adopted and accepted around the world, the more difficult it will become

for states to adopt domestic policies that protect their citizens and traditionally marginalized communities, like the LGBT community, from the social, political, economic, legal, intercultural, and technological failures corporations impose upon them.

Institutional determinants of social responsibility in developing countries. For transnational corporations, the current era of globalization and increasing international trade in a more interconnected global economy has created more complexity in business management and operations. Such complexity has also created an increased call for greater accountability and transparency for social, economic, and environmental impact of products, services, standards, and practices. While government has historically assumed responsibility for improving the social and economic conditions of the communities they represent, some believe society's needs have overtaken government's capacity to meet the demand. This being the case, attention has increasingly turned to the role of business in society (Jamali & Mirshak, 2007). Recognizing this trend, businesses around the world, particularly politically liberal-leaning companies, are finding ways to distinguish themselves in the marketplace through corporate social responsibility. Such CSR efforts can be seen as the commitment of business to be a part of the sustainable economic development by working with employees, families, and communities at the local level (World Business Council for Sustainable Development, 2001). The essence of this paradigm suggests businesses are responsible for addressing the requirements of a wide network of stakeholders (Clarkson, 1995; Waddock, Bodwell, & Graves, 2002). Based on this idea,

the CSR paradigm is operationalized largely through management standards and practices that help companies to maximize the impact of their operations in a way that achieves or supersedes a wide range of expectations society has for businesses (BSR, 2001). Generally speaking, there are two perspectives often presented as opposing that are intended to instruct senior leaders as to the priority beneficiaries of business management decision-making: shareholders vs. stakeholders. At the heart of this CSR debate are two big ideas. One idea suggests corporations should shift beyond basic compliance toward greater engagement with stakeholders. This idea prioritizes value creation over risk management (Luetkenhorst, 2004: Novak, 1996). The other big idea is that private sector is the greatest economic engine and principal value creator in the global economy (Jamali & Mirshak, 2007). The U.S. “Great Recession” of 2008, made worse by the illegal and unethical business decision-making of leaders and influencers in the U.S. financial services sector has elevated these two big ideas by focusing the debate on ethical and responsible business behavior (Jamali & Mirshak, 2007). However, the context of this debate according to various scholars has been rather western-centric.

Most CSR studies to date have been analyzed in the context of developed countries in Western Europe, the United States, and Australia, rather than on developing countries that were once colonized (Belal, 2001). The societal environment and degree to which the national economy grows heavily influence CSR standards, practices, and understanding (Jones, 1999). This being the case, two well-grounded CSR conceptual models were developed to explore CSR concepts and perceptions in

the context in which developing countries exist, to gage the extent to which CSR standards and practices have matured beyond compliance and public relations efforts (Jamali & Mirshak, 2007). These two well-grounded models were designed as an outgrowth of earlier concepts of social responsibility developed by early scholars including McGuire (1963) and Davis (1973) who posited that companies had a wider obligation beyond economic and legal requirements. Failure related to philanthropic and ethical responsibilities, according to McGuire and Davis, results in visible repercussions.

In 1979, Carroll proposed the first CSR conceptual framework, a four-part definition of CSR stemming from the concept of Corporate Social Performance (CSP). In the Carroll (1979) model, he clearly distinguished these types of CSR: economic, legal, ethical, and discretionary. He went on to make the case that companies looking to engage in CSP most effectively must have "(a) a basic definition of CSR; (b) an understanding of the issues for which a social responsibility existed; and (c) a specification of the philosophy of responsiveness to the issues" (Jamali & Mirshak, 2007, p. 246). The economic responsibility is an essential part of the model because it directly relates to the core business. By economic Carroll (1979) refers to a "return on investment to shareholders and owners, job creation, fair worker wages, technological advancement and innovation, and the creation of new products and services" (Jamali & Mirshak, 2007, p. 246). The legal responsibility carries the societal expectations that a business will "play by the rules" and be legal compliant in terms of their business affairs. Though legal regulations are often successful in getting businesses to play by the rules, it's difficult to be sure that regulations are being applied equitably (Pratima, 2002).

Regulations are reactive in nature, thus leaving companies with a diminished opportunity to proactively influence public policy (Solomon, 1994). Ethical responsibility, the next type of CSR based on Carroll's model, includes actions generally considered standard in society without being enforced by laws. For example, treating people with respect, avoiding any harm to the public, and "preventing social injury. Such responsibility is mainly rooted in religious convictions, humane principles, and human rights commitments" (Jamali & Mirshak, 2007, p. 246). Discretionary responsibility is the final type of CSR within this model. It's the area where the firm has the widest scope to decide on activities, initiatives, and philanthropic contributions. The basis for this sort of responsibility can be found in the belief that business and society are naturally intertwined (Fredrick, 1994). According to Carroll (1979) this requirement generates the most controversy because the level of discretion is broad and its potential to disturb the profit-making orientation of the business are great. From Carroll's perspective, "economic and legal responsibilities are socially required, ethically responsibility is socially desired" (Jamali & Mirshak, 2007, p. 247). all of which make up the total responsibility of the company.

More than a decade later, Wood (1991) revisited the CSP model and refined Carroll's model to go beyond various types of responsibilities toward principles motivating the firm's actions, the process of responsiveness, and outcomes of performance (Jamali & Mirshak, 2007, p. 247). The Wood model advanced the body of CSR research by broadening the perspective and "conceptualizing CSP as the product of a business firm's particular configuration of principles of social responsibility, process

of social responsiveness, as well as observable outcomes related to the firm's societal relationships" (Jamali & Mirshak, 2007, p. 247). Upon applying the model, Wood proposed that the principles motivating the CSR efforts be considered from an institutional, organizational, and individual of analysis. Responsiveness in the Wood model is consistent of three interwoven aspects: environmental assessment, stakeholder management, and issues management. According to the Wood CSP model, outcomes of corporate behavior consist of three types: "the social impacts of corporate behavior, the programs companies use to implement responsibility and the policies developed by companies to handle social issues and stakeholder interest" (Jamali & Mirshak, 2007, p. 248).

The biggest contribution Wood (1991) made to CSR research has been the fusion between her model and Carroll's earlier model. Wood revealed a comprehensive approach to CSR inclusive of "all three aspects of CSP (principles, processes, and outcomes), across the domains of the firm's operations (economic, legal, ethical, and discretionary)" (Jamali & Mirshak, 2007, p. 249). This approach captures the nuances, especially in considering the cultural context of different countries, in ways that the Carroll (1979) model doesn't fully capture.

Stakeholder Influence

How human resource and other manager view themselves with respect to other stakeholders' matters. Whether managers view themselves and their organizations in individualistic, relational, or collectivistic terms is likely to influence the type of relationships they choose to build with their stakeholders and the wider world beyond

their sphere of business interest (Brickson, 2007). The structure of these perceived relationships, in turn, determines the specific nature of their activities, including those that are CSR related. An individualistic organization, for example, if it opts to engage in CSR, could display a competitive spirit in being the best performer of its lot, choosing activities that are best showcased for their salience. A relational organization might selectively emphasize those CSR actions that are designed to strengthen particular network relationships, which, in its view, require attention (e.g., contributing to charities that are favored by employees in order to ensure their loyalty) over others. “A collectivistic organization might take a decontextualized view of relationships, choosing to address a social or an environmental issue, such as global warming, collaborating with other institutions and rallying its resources to engage in high-profile activism” (Basu, 2008, p.126). In some cases, managers might be the change, but in most cases managers could also be an agent of change in relation to other stakeholders when it comes to developing and supporting CSR efforts.

In some cases, managers might be the change but in most cases managers could also be an agent of change in relation to other stakeholders when it comes to developing and supporting CSR efforts. In short, CSR supporters argue that there is ample private incentive for improving social welfare (Barnett, 2007). The amount of informal learning that takes place as organizational leaders develop and align their CSR practices with their mission, vision, and strategy can be underestimated.

Managing Legitimacy

Human resource managers and other managers play a major role in terms of getting workers bought-in to efforts to enhance an organization's performance and strategic objectives. Without legitimate buy-in from workers and other stakeholders' organizations might not be taken seriously leading to loss in morale, diminished corporate social positioning, and even competitive advantages in the marketplace. Suchman (1995) wrote:

> At the same time, legitimacy affects not only how people act to toward organizations, but also how they understand them. Thus audiences perceive the legitimate organization, not only as more worthy, but also as more meaningful, more predictable, and more trustworthy. Part of the cultural congruence captured by the term legitimacy involves the existence of a credible collective account or rationale explaining what the organization is doing and why.

As Meyer and Rowan put it, "Organizations that…lack acceptable legitimized accounts of their activities…are more vulnerable to claims that they are negligent, irrational or unnecessary'" (as cited in Suchman, 1995, p. 575).

Compound and intersectional discrimination. Equality is fundamental to democracy and the principle of non-discrimination cannot be overstated. The unequal treatment of people because of their sexual orientation or gender identity (King & Cortina, 2010) based on negative attitudes and non-inclusive beliefs are therefore a threat to LGBT persons' full participation in democracy. Heterosexism, "defined as an ideological system that denies, denigrates, and stigmatizes any non-heterosexual form

of behavior, identity, relationship or community" (King & Cortina, 2010, pp. 69-70), encompasses both the negative attitudes and non-inclusive beliefs. Without the fundamental concept of equality enshrined in U.S. laws, standards, and practices, the global concept of human rights will be more limited. Timo and Makkonen (2002) wrote, "The prohibition of discrimination is also a crucial aspect of all legal systems as the prohibition seeks to eliminate arbitrariness in judicial and administrative decisions making, thus enhancing the predictability and the fair functioning of these systems" (p. 1). This means fair, predictable, functioning systems are critical to operationalizing the concepts of equality and human rights. This level of thinking is what has created and sustained numerous human rights instruments, most notably the Universal Declaration of Human Rights (UDHR), focused on addressing various forms of discrimination most commonly associated with one's sex, race, ethnicity, gender, sexual orientation, religion, age, and so on (Timo & Makkonen, 2002). Still application of these instruments falls short of addressing issues of compound and intersectional discrimination. Timo and Makkonen explained:

> The underlying idea, though largely unarticulated, has been that people are or can be, discriminated against mainly on the grounds of one factor at a time, and that these grounds can be treated separately in legal instruments and political action. (p. 1)

African-American feminist scholars of the late 20th century are credited with having introduced the concept of multiple or intersectional discrimination, which posits that individuals can simultaneously belong to multiple disadvantaged groups and suffer

specific forms of discrimination (Crenshaw, 1991). At the turn of the 21st century, this concept of multiple or intersectional discrimination remained relatively obscure for several reasons: (a) the meaning and application of the concept seemed abstract, obscure, and academic to practitioners in the field; (b) most government and non-government human rights and other institution's tendency to focus on one ground of discrimination at a time or all of them at once but not in a cross-cutting way; (c) the concept is still new to the international human rights movement; (d) it has had modest results nationally, due to the small number of governments and human rights organizations taking action to advance the concept of intersectionality in their work.

The general conceptual framework for discussions related to intersectional and multiple discrimination must begin with having a strong understanding of what discrimination is and is not. For many people, discrimination has more to do with how various human traits like sex, origin, and disability are perceived. Timo and Makkonen (2002) suggested, "This is because, to put in bluntly, people are not, as a general rule, discriminated against because of who or what they really are, but because of what they are thought to be or represent" (p.2). A company, for example, may not hire a lesbian, not because of her gender or sexual orientation, but instead because the employer harbors beliefs that suggest lesbians in general are not a good fit for a specific job. In order to learn how different groups of human beings are categorized understanding "a distinction between real and imagined traits, and discrimination based on them, is most useful" (Timo & Makkonen, 2002, p. 2). This nuance is a critical part of understanding how categories of human beings are socially constructed.

Gender, for example, is believed to indicate the social construction of expected male and female roles and traits, assigned based on the sex. These roles are shaped based on one's social, political, economic, legal, and cultural contexts and a range of other factors such as "race, ethnicity, class, sexual orientation and age. Gender roles are learned and vary widely within and between cultures" (United Nations Special Rapporteur on Violence, 2001, pp.3-4).

In addition to gender, the concept of disability is also a social construct. Throughout time, disability has seen myriad misunderstandings and numerous definitions in various cultures. Timo and Makkonen (2002) wrote, "Disability is largely a relationship between an individual and his or her physical and social environment, and that disability often manifest itself in the contradiction between capabilities of an individual and the expectations of his or her environment" (p. 3). Race and ethnicity are additional examples of social constructs that are artificial categories treated like natural categories. Bulmer and Solomos (1998) explained, "Their boundaries are not fixed, nor is their membership uncontested. Race and ethnic groups, like nations, are imagined communities…they are ideological entities, made and changed in struggle" (p. 822). Language emerges from their differences, struggles, and experiences. These human traits and perceived human traits create opportunities for discrimination. In the United Nations Special Rapporteur on Violence (2001), the following appeared:

> Discrimination refers to any distinction, exclusion, restriction or preference which is based on any ground such as race, color, sex, language, religion, political, or other opinion, national or social origin, property, birth or other status, and which

has the purpose or effect of nullifying or impairing the recognition, enjoyment or exercise by all persons, on an equal footing, of all rights and freedoms. (p. 18)

Discrimination can be an experienced on the individual level and institutional level, in direct and indirect ways. Institutional discrimination can manifest in standards, practices, and procedures in a company, institution, and/or societies that are structured to allow for discriminatory effects to take place. Institutional discrimination may be unintentional or intentional. The idea of discrimination is often fraught with preconceived notions of malevolent intentions on the part of the person, company, institution, or society producing the discriminatory actions. But it's critical to note discrimination can occur without any negative intentions "specifically designing procedures with discriminatory intent" (Timo & Makkonen, 2002, p. 5). This being the case, discrimination can be reviewed on the basis of a single event of individual discrimination based on the violation actions or behaviors that are prohibited. Discrimination can also be reviewed through a process-oriented approach where the historical and social context of discrimination is taken into account (Timo & Makkonen, 2002). Furthermore, focusing on a single event is not sufficient for understanding and addressing the experience of individuals.

Discriminatory behaviors and disadvantages have a tendency to reinforce each other. Over time when the process of being disadvantaged, over an extended period of time, increasing in proportion towards any group based on their gender, disability, race, ethnicity, sexual orientation and so on develops negative attitudes that disable community. This is called the vicious circle of discrimination (Timo & Makkonen, 2002).

LGBT employee resource groups. Employee resource groups have becoming increasingly more common in U.S. Fortune 1000 companies and have emerged as a great way for companies to boost morale, improve rates of talent retention, and innovate by creating a climate where all employees could feel comfortable bringing their full selves to the workplace.

> Employee groups are commonly commissioned or approved by the employing organization, which we label as *conventional*. In such cases, the groups typically emphasize their connection to the goals of their employers through discourse surrounding diversity, multiculturalism, and employee satisfaction. In for-profit corporations, this emphasis often means linking these groups to an ultimate increase in profits. In non-profit or governmental sectors, these groups justify their existence by linking their goals to their employers' aims of becoming more effective service providers. (Bennis, Goleman, & O'Toole, 2008)

ComcastNBCUniversal scored a perfect 100% score on the corporate equality index for the third year in a row, but they were not the only company to attain such a distinction (HRC, 2016). In historical context, ComcastNBCUniversal is considered a trailblazer in creating one of the first LGBT employee resource groups in the entertainment industry in 1986 (HRC, 2016). Over many years, they have learned and shared their key learning with the broader field. The early days were challenging, largely due to the anti-LGBT political environment in America. Now, LGBT resource groups are more likely than ever to engender support from internal and external company stakeholders among U.S. Fortune 1000 companies. There is said to be a beneficial

relationship between the perception of workplace climate and employee engagement. This may explain why employees will collaborate more when they feel they can be open about the personal life: “Collaboration leads to better outcomes when solving complex problems” (Bennis et al., 2008, p. 106).

Being intentional about creating a climate of openness is an essential aspect of collaboration. Some researchers have found that “in organizations where people were able to candidly and effectively speak up about these concerns, the projects were less than half as likely to fail” (Patterson, Grenny, Switzler, & McMillan, 2012, p. 12). This means there may be a positive relationship between the perception of workplace climate, employee engagement and their perceived leadership effectiveness. Employee groups are commonly commissioned or approved by the employing organizations. Thus, these groups tend to place emphasis on their connection to their employer’s goals through issues related to diversity, multiculturalism, and employee satisfaction (Patterson et al., 2012). Research has shown that safe working environments increase opportunities for greater organizational performance.

Community psychology. The field of community psychology was initially established in the 1960’s but it was not until the early 2000s when the Community Psychology Practice Council of Society for Community Research and Action drew greater distinction to the field (Wolff, 2014). This field of study “aims to strengthen the capacity of communities to meet the needs of constituents and help them to realize their dreams in order to promote well-being, social justice, economic equity and self-determination through systems, organizational and/or individual change” (Julian, 2006,

p. 68). Even though it may appear a wide reaching an all-encompassing definition, the field is still relatively unknown among practitioners. It is better known in the world of academia (Ratcliffe & Neigher, 2010).

Community psychology practice recognizes that “community is the level where change needs to happen” (Wolff, 2014, p. 804) and in order to effect social change communities must be given the tools and the resources needed to effectively combat the challenges that confront them. Social change is not out of the realm of possibility, but it starts with the transformation of communities. Community psychologists apply well-established psychological principles and techniques, tested and proven in practice, to improve well-being and effectiveness at individual, organizational, and community levels (Ratcliffe & Neigher, 2010). This said, LGBT employee resource groups are one kind of community but it is critical that companies, organizations, and institutions are careful to not create a climate where there internal communities because a substitute for external community based organizations and other stakeholders.

Two of community psychology’s pioneers, Dalton and Wolfe (2014), outlined eighteen functional competencies that would be integral for an effective community psychology practitioner. However, for the purposes of this study a microscopic view was taken of three of the eighteen outlined competencies: community program development and management, community and organizational capacity building, and community research.

Community program development and management is “the ability to partner with community stakeholders to plan, develop, implement, and sustain programs in

community settings" (Wolff, 2014, p. 811). According to Tom Wolff (2014), "collaborative processes are the key to addressing the critical challenges that confront our communities, our states, and our nation in the new millennium. Through collaboration, individuals, organizations and communities become empowered to impact the world around them" (p. 811). Irrespective of the issue, whether it is the prevention or intervention for homelessness, a need for youth development programs, or an awareness of domestic violence, it is imperative that there is an extensive outreach to the people that are in the community, especially those that are most affected (Barbee, 2014; Julian, Hernandez, & Hodges, 2006; Wolff, 2014).

Community and organizational capacity building includes consultation and organizational development and is the ability to facilitate growth of an organization's capacity to attain its goals (Wolff, 2014). Competencies in the area of capacity building include: knowing how to work collaboratively with the key stakeholders in the organization, assess the needs of the organization, create solutions to apparent and underlying problems, facilitate organizational learning, and strategically plan how the goals of the organization will be met and the plan of action for implementation (Wolff, 2014). But plans of action for implementation don't happen in a vacuum. Wolfe says, "Acquiring the skills to build networks and develop partnerships requires formal academic training, informal self-study, mentoring and experience" (Wolfe, 2010, p. 9). The additional skill set of community psychologists includes the following:

1. Contribute to organizational decision-making as part of a collaborative effort.
2. Translate policy into community and organizational plans and programs with

observable outcomes.

3. Provide leadership, supervisory, and mentoring skills by organizing, directing, and managing services offered.
4. Communicate effectively in both technical and lay language with diverse stakeholder groups.
5. Build and maintain collaborations with a network of clients, communities. organizations, and other involved professionals. Negotiate and mediate between different stakeholder groups around a particular issue.
6. Demonstrate and teach cultural competence and other key relationship skills to a wide range of constituencies.
7. Develop social marketing and other media-based campaigns (Ratcliffe & Neigher, 2010).

Community research includes program evaluation and is the ability to partner with community/setting leaders and members to promote program improvement and program accountability to stakeholders and funders(Wolff, 2014). Cook (2014) is a proponent of program evaluation “as a strategy for effecting social change and promoting social justice” (p. 107). The American Evaluation Association (AEA) stated that, “Evaluation involves assessing the strengths and weaknesses of programs, policies, personnel, products, and organizations to improve their effectiveness” (Retrieved from www.aea.com, 2016).

Program evaluation from the viewpoint of competencies for the community psychology practitioner would not only mean giving voice to those communities that

have been alienated but also to “addressing inequities in the distribution of resources and ensuring that persons who are less privileged or more marginalized in the community have the capacity to address their needs and advance their goals” (Cook, 2014, p. 109). Literature suggests that the evaluator would have to be strategic and intentional in their efforts to look at how programs affect the community at large. Although Cook(2014) offered 10 strategies that would further the chance of a change in the community, for purposes of this study, five strategies were included in this study.

First. Cook (2014) suggested that first: “Use evaluation methods that increase the voice of the community” (p. 111). The community should be allowed to articulate how effective the program is and if it is meeting their need. If the community were to play an integral role in the evaluation and to articulate ways for improvement, that consideration for their needs could be the catalyst to effect social change in the community.

Second. For Cook (2014), next “share results in a clear, understandable manner with those who have the power to effect change” (p. 111). Know the key people, their role, and how they can affect the process.

Third. Cook (2014) proposed that the third thing to do was “share results with those who can advocate for change. Make sure that the results are clear and concise. By providing useable information to advocacy groups, you can support and contribute their advocacy efforts” (p. 112).

Fourth. Cook (2014) noted that the penultimate thing to do was “link stakeholder groups that can coalesce to become more effective together in pushing for change” (p.

112). Find the common denominator among various communities in reference to their concerns. Let that common denominator bring them together to collaborate and develop a plan to transform the community.

Fifth. Finally, “Use the press to publicize findings. Good investigative journalists can be effective in informing broad segments of the community, swaying public opinion, and putting pressure on elected officials to act” (Cook, 2014, p. 112). The people have to be transformed by these actions in order for it to work toward the aims of community psychology.

Managing the Generational Divide

Veterans. Leading the veterans’ generation, also known as the silent generation (Birth years 1922-1943), generally requires a command-and-control management style and formal communications more akin to memos than a simple email (Hammill, 2005). This generation’s preference to provide their assessments and opinions on a “need-to-know basis” (Crampton & Hodge, 2007, p. 17) underscores the importance of trust and respect for authority in their relationship-building efforts (Salahuddin, 2010). It’s not clear if social and economic segregation (Salahuddin, 2010) may have played a role, nor is the veterans’ generation belief in equality among members of their team.

The Society for Human Resource Management (SHRM, 2004) has recommended a couple leadership strategies that appeal to the veterans’ generation: Gaining their confidence through compassion and understanding, and creating constructive working relationships through trust and respect for lived experiences without finding those experiences daunting to relate to. SHRM recommends these

strategies in an effort to manage this generation in the workplace and create a positive work culture. If an organizational leader is interested in building an authentic, trusting relationship with individuals from this generational cohort, these strategies will become essential to the trust building process.

Baby boomers. In many ways managing the generational differences of Baby Boomers is strikingly similar to the Veterans Generation. However, Baby Boomers share a propensity to be drawn to leaders with attentive, competent, and forthright characteristics (Al-Asfour, 2014). Admiration and attachment is felt for leaders like Martin Luther King, Jr. and Gandhi (Aresenhault, 2004). This admiration and attachment in part explains the disappointment shared when their leaders engage in morally deficient activities, like the scandal involving President Clinton and Monica Lewinsky. Gibson, Greenwood, and Murphy Jr. (2008) performed a qualitative study and found that Baby Boomers, Generation X, and Generation Y share the instrumental values of honesty and responsibility. The study also found that being in an environment that respects their life experiences and values their capabilities is critically important (Kapoor & Solomon, 2011). The rapidly changing technologically environment is a challenge for Baby Boomers, given they grew up without computers. They are not always keen on learning new computing skills (Gursoy, Maier, & Chi, 2008). Boomers believe in participative decision-making processes and like Veterans, their high respect for authority lends itself to the successful implantation of traditional hierarchy-based approaches to leadership when engaging them (Crampton & Hodge, 2007). SHRM (2004) recommends leadership strategies including: support for work/life balance, treat

them with respect for achievements, offer coaching opportunities as part of a change process, and show appreciation for their dedication and efforts.

Generation X engagement. Generation X tends to be less traditional, think more progressively, and put more of an emphasis on work/life balance compared to the Baby Boomers. Literature suggests Generation X grew up with computers in the home and they see technology as an important tool to help them achieve improved work/life balance (Crampton & Hodge 2007). The leaders most admired by Generation X include: Ronald Reagan, Nelson Mandela, and Bill Gates, in part because of the value Generation X places on leadership traits such as determination which ranked third place for Generation X but fifth place for Boomers and Veterans (Aresenault, 2004). Generation X thrives in work settings that allow them opportunities for social interactions with like-minded colleagues (Benson & Brown, 2011). This creates an opportunity for more dynamic employee engagement being that Generation X has been steadily taking the place of retiring Baby Boomers, bringing about a shift that has led to less hierarchical and less formal workplaces (Dwyer, 2009; Tulgan, 2004). This generational gap calls for a more employee-centered and collaborative leadership approach in order to engage Generation X in an era where careers have become more fluid, self-directed, short-termed, and transactional. SHRM (2004) recommends the following leadership strategies: Offer mentoring programs, offer learning opportunities, respect the experiences that have shaped their beliefs and thinking, tell them the truth, and honor sense of work/life balance.

Generation Y. Generation Y, also known as Millennial or Nexters, grew up during an era of immense and fast-paced change. This rapidly changing world offered two-parent households full-time employment, regard for various cultures, social issues, and computer and Internet access at home, work, and school. Generation Y's self-reliance, sometimes mistaken for being self-absorbed, in addition to their independence and autonomy bear a striking difference to the norms of Generation X cohort. This image driven generation is highly motivated towards their own perception of success (Williams & Page, 2011). Leadership for Generation Y is similar to that of Generation X, but with more of emphasis on instant and continuous feedback.

The U.S. Department of Commerce recommends that leaders that lead this generation follow these best practices: Use email as the primary communications tool, ask for and provide regular feedback, emphasize the positive in information communication style, and share information with them on regular basis (2011). Other strategies include making the workplace fun, being adaptable, innovative, with a power sharing management style; co-create a desirable workplace, flexible work hours and project teams instead of roles based squarely on job responsibilities (Allen, 2004). Corporate social responsibility is a growing practice area that allows for companies to employ these strategies along with design thinking practices that may provide solutions to multiple organizational challenges affecting key internal and external stakeholders.

History of Corporate Social Responsibility (CSR)

The notion of CSR can be traced back 17th and 18th century philosophers like Hobbes, Locke, and Rousseau, who conceived of the idea of a social contract between

a nation and its citizens (King & Cortina, 2010). As businesses grew in size, they became increasingly perceived as essential partner in this social contract. Overtime, businesses were given similar rights and privileges as citizens through a number of judicial decisions (White, 2007). This means that the idea of corporations being afforded the same rights and privileges as individual people dates back centuries. Incorporation was viewed as a privilege granted by government. The taxpayer would pay the cost of the benefit, and reciprocating this privilege of incorporation, corporations were obligated to address the requirements of the society where they were incorporated (King & Cortina, 2010). Over the years the terms like corporate social responsibility, corporate social responsiveness, corporate social performance, corporate citizenship, stakeholding company, business ethics, sustainable company, and triple bottom-line approach have come to signal similar or identical ideas (Valor, 2005). Corporate social responsibility and corporate citizenship are used the most in scholarly literature, the latter being used more in the realm of management theory and practice.

The modern concept of CSR originated in the mid-20th century in a book called *Social Responsibilities of Businessman.* This book focused more on the conscience of businessmen as individuals, rather than companies. The managerial revolution combined with hostility from the public led to a shift in company policies, regulations, and public policy (Boatright, 1993). Complying with legal requirements doesn't satisfy the demand because all of the public demands were not enshrined in the law. In the 1970s CSR positioned itself largely around the terms of corporate social responsiveness and corporate social performance in order to frame CSR as a strategic

management approach and develop a managerial framework so that CSR could be measured (Wood, 1991).

The 1980s saw the first uses of the term *stakeholder*. Stanford Research Institute Internal Report first defined it as “those groups without whose support and organization would cease to exist” (Freeman, 1984, p. 88-106). This term was later expanded to all those affected by, or capable of affecting, the achievement of the organization’s goals (Freeman, 1984). In the late 1990s, the term *corporate citizenship* was coined to connect businesses with broad social accountability and service for the purpose of mutual benefit (Waddell, 2000). This viewpoint is consistent draws from stakeholder literature and promotes the idea of corporations as people.

Critics of CSR call it an umbrella concept that has been criticized for not having a universal definition, broad content, academic origin, difficulty in operationalizing, and threat to property rights, and a free society. Proponents of CSR embrace the relative concept of CSR and believe that the ambiguity enables CSR to respond to the evolving social demands of sometimes the same set of stakeholders (Boatwright, 1993).

The legacy of Howard Bowen: father of CSR. Howard R. Bowen, celebrated by academics as the originator of the study of corporate social responsibility (CSR), proposed an analytical framework for CSR over 60-years ago in his book *Social Responsibilities for the Businessman* (SRB), which continues to be relevant to modern discussions related to the proper role of businesses in the American economy. Of Bowen, Acquier, Gond, and Pasquero (2011) said:

> From a theoretical viewpoint, Bowen was strongly influenced by institutional economics and Keynesian ideas. He was also interested in the welfare economics issues of the times, such as the relative effectiveness of the capitalist economic system as opposed to the socialist economic system. One central objective for institutional economists involved widening the scope of economic inquiry. This widening implied a move away from the traditional focus on free markets and rational behavior and toward the broader issue of the organization of economic action. (p. 61)

At this point, America was shifting from a largely agrarian society to a more industrial society. “Organizational performance and efficiency were becoming more valuable in this emerging economy. From his institutional perspective, he was aware of a number of growing trends in the U.S. economy: the Organizational Revolution” (Acquier et al., 2011, p. 612) and the rapid professionalization of management, the unprecedented growth of corporate size and concentration since the end of the 19th century, and the controversial issue of the separation between ownership and control (Berle & Means, 1932). At the same time, the emergence of business schools was fueling debates over the proper role of the corporation in society and the social responsibilities of business and of businessmen..

What We Know and Don’t Know About CSR

Corporate Social Responsibility (CSR) defies a one-size-fits-all approach. The ways in which stakeholders can serve as catalysts for CSR initiatives are quite diverse. For example, Sen and Bhattacharya (2001) found that customers influence firms

through their evaluations and product purchasing, and Christmann and Taylor (2006) ascertained that customers also exert influence through customer monitoring and expected sanctions. In short, stakeholders apply pressure primarily through impacting potential revenues and resources and the reputation of the company (Aguinis & Glavas, 2012). CSR can be an indicator of many things.

Aguinis and Glavas (2012) summarized a review of corporate social responsibility efforts at the organizational level and developed five major conclusions:

> First, firms engage in CSR primarily due to instrumental reasons such as expected financial outcomes. Second, firms also engage in CSR due to normative reasons that lie in the firm's values (i.e., doing the right thing). Third, there is a small but positive relationship between CSR actions and policies and financial outcomes. In addition, despite the inconclusiveness regarding the actual size of the CSR–financial outcomes relationship, there are several nonfinancial outcomes that result from CSR such as improved management practices, product quality, operational efficiencies, attractiveness to investors, and enhanced demographic diversity (e.g., women and ethnic minorities). Fourth, only 7% of the studies in our content analysis explored mediators of the CSR–outcomes relationship. Underlying mechanisms identified thus far include a firm's intangible resources and managerial interpretations of CSR as an opportunity. Finally, regarding moderators, the CSR–outcomes relationship is strengthened when level of exposure and visibility are high and size of the company is large. We don't always know what internal and external strategic objectives drives CSR

decision-making within organizations more broadly but the research in this article does give us some indication of what variables are broadly taken into account within the decision-making process.

CSR: A Process Model for Sense Making

Making CSR make sense can be challenging for human resource and other managers working to align their CSR intent with stakeholder interest and organizational culture. Sense making can be described as “a process by which individuals develop cognitive maps of their environment” (Ring & Rands, 1989, p.342). In this view, activities such as CSR are viewed as resulting from organizationally embedded cognitive and linguistic processes not external demands. As described by Brickson (2007), these processes of sense making within an organization lead the organization to view its relationships with stakeholders in particular ways, which, in turn, influence its engagement with them (Basu & Palazzo, 2008).

The article sheds light on the key building blocks for human resource and other managers looking to support CSR efforts by first making sense out of what CSR might mean within their organization and among stakeholders. Basu and Palazzo (2008) wrote:

> Organizational sense-making, includes three essential processes (a) cognitive process that focus on thinking about relationships with stakeholders and world at-large in addition to a decision-making framework that guides engagement in activities that may affect various relationships directly or indirectly; (b) linguistic process, which focuses on how organizations communicate their involvement in

certain activities and lack of involvement in other activities that matter to their stakeholders; (c) cognative, which involves the behavioral posture it the company adopts and how it's perceived. Viewing CSR as derived from organizational sense-making, then, leads to defining it in terms of the three-part process. (p.123)

Using Corporate Social Responsibility to Fight Discrimination

Corporations have a variety of stakeholders spanning across several generations with range of sexual orientations. Like racial justice and gender justice in the workplace, LGBT justice is being increasingly viewed as an extension of the social contract the business community has long enjoyed with society at large. Some definitions of CSR rely on a minimum behavior standard that disallows an organization from intentionally acting in a manner that could damage their stakeholders and if organizations harm stakeholders, they must rectify the mistake when any detriment is discovered (Campbell, 2007). This means that in an effort to attain the minimum standard of social responsibility, organizations must enact policies, practices, and procedures that keep discrimination against LGBT people from occurring.

Generational Differences in Work Attitudes

Understanding generational shifts and generational differences is becoming increasingly more important as Baby Boomer workers prepare to retire and be replaced by workers born after about 1980 and known as GenMe/GenY/Millennial (Twenge, 2010). It's unclear how extrinsic work values cut across class and societal status, how the performance of the U.S. economy, or what role organizational culture may play,

influencing these findings. Also contrary to popular beliefs no generational differences were found in these studies related to values placed on altruism. However, there were conflicting results in the areas of job stability, intrinsic values, and social values. Both GenX and GenMe rate higher in individualistic traits. Therefore, the findings of most studies, including the few time-lag studies, suggest that companies should work on creating flexible schedules and supporting work-life balance in recruitment efforts directed at GenMe workers. Programs focused around volunteering, altruistic values, social values, or meaning in work are unlikely to be greater successes than for preceding generations (Twenge, 2010).

This summary of studies looking into generational differences in work values is particularly helpful in giving managers and organizational leaders a better sense of how to recruit, retain, and motivate the emerging multigenerational workplace. However, the opportunity for clarity related to generational differences is complicated by the fact that most studies on generational differences in work values are cross-sectional not time-lag studies. This means that data on workers of different ages is collected at one point in time, rather than collecting data on a cohort of workers of various ages over an extended period of time. Therefore, any differences could be related to age, career stage or generation, thus making it very difficult to separate these variables (Schaie, 1965). Several studies have found that more recent generations put less worth on work being a central part of their life.

In similar findings, The Families and Work Institute report on several thousand U.S. workers discovered a gradual diminishing of the ambition to be promoted into jobs

with greater responsibility. In an article on generational differences and work attitudes, Twenge (2010) wrote, “In 1992, 80% of workers under 23 sought positions with more responsibility, but fell to 60% in 2002 largely because most respondents didn’t want to work more hours” (p. 203). This reinforces findings from some of the other studies mentioned above that suggest that GenX and GenMe, to a greater extent, place a high value on quality of life:

> In cross-sectional data, this same report found that more Boomers (22%) than GenX (13%) or GenMe (12%) were centered on work, and more GenMe (50%) and GenX (52%) were family-centric than Boomers (40%). Cennamo and Gardner’s (2008) cross-sectional study found that GenMe values freedom (seen as work-life balance) more than GenX or Boomers. (Twenge, 2010, p. 203)

The unwillingness of GenX and GenMe to sacrifice freedom on the altar of workplace upward mobility is a consistent finding among the studies cited for the purposes of this research study. Together these studies offer compelling evidence of a generational shift in the perception of work as a central focus in one’s life and thus one-dimensional to the perception of work as complementary to one’s home-life and thus multi-dimensional. The study also suggests that GenX and GenMe workers are embracing a collision of their work life and home life at a level that may be challenging to Boomers, who seem to have historically put more of an emphasis on their work life than the younger generations have. These findings suggest that the intergenerational workplace is becoming a more dynamic environment to manage and lead.

Contingency Theory and Paradox Theory as Complementary Theoretical Models

Being that organizational environments are trending towards becoming more dynamic, competitive, and ridden with competing priorities in an increasingly global economy, scholars and practitioners alike are adopting a paradox lens to better understand these environments. Leaders' response to these trends may be decisive variable of an organization's future success or failure (Quinn, 1988).

Two such theories ground two distinct approaches to managing these tensions. Contingency theory assumes that organizational systems work best when directly related to internal elements and their external environments. This approach is rooted in exploring conditions for making selections among competing demands (Smith & Lewis, 2011). Contingency theory looks at factors motivating the conditions that drive decisions between exploratory and exploitive (Tushman & Romanelli, 1985), cooperative and competitive (Deutsch, 1968), mechanistic and organic (Burns & Stalker, 1961), and centralized and decentralized (Siggelkow & Levinthal, 2003). Paradox theory alternatively explores how organizations can simultaneously pay attention to demands at odds with each other. Paradox theory acknowledges that choosing among competing tensions might support short-term performance, but it posits that sustainability in the long run requires continuous efforts to meet multiple divergent demands (Cameron, 1986; Lewis, 2000). Discussions about paradox have inspired research in the domains of innovation, change, communications and rhetoric, identity, and leadership (Smith & Lewis, 2011). This approach to managing competing priorities in organizational environments also acknowledges that like people, organizations are the sum of many parts. Smith and Lewis (2011) stated:

> We define paradox as contradictory yet interrelated elements that exist simultaneously and persist over time. This definition highlights two components of paradox: (1) underlying tensions—that is, elements that seem logical individually but inconsistent and even absurd when juxtaposed—and (2) responses that embrace tensions simultaneously. (p.382)

In an effort to clarify the distinctions between contingency theory and paradox theory, the dynamic equilibrium model of organizing emerged. This model suggests that tensions run deep and reoccur, showing how intentional and repeated responses to paradox over time enable sustainability (Smith & Lewis, 2011). The dynamic equilibrium model for organizing acknowledges organizations are dynamic and therefore likely require multiple solutions where elements of a contingency approach are intertwined with a paradoxical approach in an effort to even out the benefits of the solutions from short-term to long-term. Different generations may be more oriented to one approach or another. This scenario in the workplace lends itself toward examining best practices that work within a dynamic equilibrium model of organizing so as not to make intergenerational differences within organizations more challenging than they need to be.

Emerging Workplace Strategies

In an effort to meet demand for high-performing work teams in various types of organizations the TEAM approach has emerged as a strategy against ageism in the workplace particularly in Corporate America. The TEAM acronym can be defined as follows: T = Team composition, E = Education and training, A = Awareness/

Accountability/Accommodation and M = Mentoring (Gibson, Jones, Cella, Clark, & Epstein, 2010). Team composition embedded in this approach acknowledges that "aside from traditional diversity considerations like gender, ethnicity, religion, and race, age-related differences exist which make the influence process more challenging" (Gibson et al., 2008, p.57). One of the greatest benefits with regard to consciousness of team composition is the avoidance of a great loss of knowledge as Baby Boomers prepare to retire. The education and training element embedded in this approach goes beyond diversity training and calls for Baby Boomers to use the same corporate training programs as other generations. While managers should provide opportunities in training and reeducation for Boomers who may be close to retirement, Boomers also need to take heed to stay aware of technological changes. Educational opportunities such as tuition reimbursement should be available for a company's entire workforce (Gibson et al.,, 2010). Awareness/Accountability/Accommodation embedded in the TEAM acknowledges that high-productivity may require some accommodations, particularly for Baby Boomers. Therefore, flexible work arrangements including home-based work and telecommuting and ergonomic accommodations such as back-friendly chairs may be essential to keeping Baby Boomers engaged. All generations in the workplace want the security of reliable health plans (Gibson et al., 2010). Finally, the mentoring element embedded in the TEAM approach is believed to be an effective way to combat age discrimination by promoting intergenerational work teams in which younger and older workers interact closely in a mentor/mentee relationship, thus developing greater trust and understanding while diminishing biased perceptions (Gibson et al.,2010). One of

the best examples of this might be knowledge sharing related to developing skills related to using new technologies in exchange for skills related to navigating office politics.

A shift toward the design-thinking approach is also underway in large organizations in an effort to shift design from the periphery to the center of an enterprise. There is a movement afoot that believes “a set of principles collectively known as design thinking—empathy with users, a discipline of prototyping, and tolerance for failure chief among them—is the best tool we have for creating those kinds of interactions and developing a responsive, flexible organizational culture” (Kolko, 2015, p. 2). This approach recognizes that organizational challenges are multidimensional and because the business environment is volatile, companies must experiments with multiple paths toward their end goal in order to survive (Kolko, 2015).

At the heart of design thinking is an understanding that there is a great deal of complexity that businesses struggle with on a regular basis and people need help making sense out of these complexities. Therefore, interactions with technologies and other complex systems need to be “simple, intuitive, and pleasurable” (Kolko, 2015, p. 2). The main features of a design-centric culture include a focus on the user's experience, particularly their emotional experiences; creation of models or design artifacts to explore, define, and communicate complex problems; use of prototypes to explore potential solutions; tolerate failure in every aspect of the business; and exhibiting thoughtful restraint by leading the market with a constrained focus (Kolko, 2015).

Some of the biggest challenges associated with design thinking are accepting more ambiguity, embracing risk, and resetting expectations. While a design-thinking approach can spur innovation, help people, and cut through complexities, it's not the answer for all the challenges an organization might face. For example, "it's not the right set of tools for optimizing, streamlining, or otherwise operating a stable business. Additionally, even if expectations are set appropriately, they must be aligned around a realistic timeline—culture changes slowly in large organizations" (Kolko, 2015, p. 9). This means that generational differences in terms of embracing organization hierarchies versus embracing collaboration in teams may leave some employees feeling isolated or unheard. The process for reimagining the future of any organization must be dynamic and allow for various feedback loops for various voices that bring various perspectives to the reimaging process.

Assessing Corporate Social Responsibility on LGBT Rights

In June 2015 the United States Supreme Court legalized same-sex marriage in the Unites States ahead of basic federal protections against employment non-discrimination, housing discrimination, discrimination in public services including but not limited to adoption, and other essential aspects of American life (HRC, 2016). The Human Rights Campaign Foundation's introduced their Corporate Equality Index (CEI) criteria to function as a roadmap for major U.S. businesses' adoption of inclusive policies, practices, and benefits for LGBT employees. CEI has since become a national benchmark of LGBT diversity and inclusion against competitors (HRC, 2016).

In 2016, the criteria for the CEI was changed to better align with what is thought

to be the most critical component of LGBT workplace inclusion: non-discrimination policies and diversity practices throughout the operation of a business. At its core, the CEI criterion considers global workplace non-discrimination policy and/or global code of conduct, requirements for contractors, vendors and suppliers (US), and corporate giving guidelines (HRC, 2016). The four specific criteria areas are (a) equal employment opportunity policy, (b) employee benefits, (c) organizational LGBT competency, and (d) public commitment. Intergenerational differences in these four areas may influence opportunities for intergenerational dialogue, which may or may not be curtailed by the use of technology. In addition, the leadership styles of supervisors that lend themselves to a hierarchy versus a more collaborative employees work style may also influence an organization's ability to score high in these four areas. Finally, the worldview of multiple generations of employees based off of their consciousness of milestones in the U.S. gay rights movement may be traumatic for some and cathartic for others.

Assessing Learning Organizations

Many organizations attempt to develop employees to meet needs for the current and future needs simultaneously, when the needs of their organization are greatest and the resources to address these needs are scarce. Human resource and organizational development (HROD) scholars struggled to find useful organizational tools that could indicate the status and impact of learning on the organization until the Dimensions of a Learning Organization Questionnaire (DLOQ) was developed. Armed with this information, human resource and organizational development practitioners may find themselves in a stronger position to make the business case. Meanwhile, academics

may be able to demonstrate relationships between learning culture and knowledge, financial, and mission performance (K. E. Watkins & Dirani, 2013). The DLOQ questionnaire has 43 items measuring perceptions of organization members in seven facets of a learning culture. The dimensions include: (a) continuous learning, (b) dialogue and inquiry, (c) team learning, (d) embedded systems to capture and share learning, (e) empowering people toward a collective vision, (f) systems to connect the organization to its environment, and (g) strategic leadership for learning.

The conclusion of a meta-analysis of the dimensions of a learning organization questionnaire found several conclusions across all of the studies: Across languages, cultures, types of organizations, these dimensions are durable and correlate with both perceptual and actual measure of performance (Davis & Daley, 2008; Ellinger, Ellinger, Yang, & Howton, 2002). The meta-analysis also found that the development of a learning culture corresponds with knowledge performance and financial performance. Furthermore, organizational level changes are more significant for knowledge and financial performance than changes at the individual level (K. E. Watkins & Dirani, 2013). The conclusion of this analysis strengthens the case for intergenerational learning as a knowledge-sharing and financial performance imperative for competitive organizations of the future.

Religion and Business Ethics

The relationship between religion and business ethics has long stoked the interest of scholars and practitioners alike, particularly during the turn of the century and before U.S. economic collapse of 2008. During the 1990s and turn of the century, the

uptick of interest in investigating the relationship between religious beliefs and business ethics took on multiple dimensions, due to the preponderance of research by an wide array of scholars (Agle & Van Buren, 1999; Calkins, 1997; Epstein 1997; Herman & Schaeffer 1997; Nash 1994; Nielsen 1997; Stackhouse, McCann, Roels, & Williams 1995; Toney 1997; Tropman 1995; Williams & Houck 1992). In the late 1990s the U.S. Episcopal and Presbyterian churches "decided to issue statements on how religious belief might shape employment policies and practices, and the statement on economic justice issues by American Catholic bishops created significant discussions in the 1980s" (Agle & Van Buren, 1999, p. 563). During this time period there were a number of high-profile corporate executives, like Tom Chapell of Tom's of Maine, who allowed their religious convictions to drive their business philosophy. In this way Tom Chapell was no different from modern day corporate executives including PepsiCo CEO Indra Nooy, a devout Hindu, who has self-admittedly taken to heart her mother's spiritual practices including praying three to four hours every morning in a temple room at home (Rossi, 2014); Tyson Foods CEO Donnie Smith, a devout Southern Baptist, who once told the Wall Street Journal that his faith "influences how I think, what I do, what I say" (Rossi, 2014); Former eBay CEO Pierre Omidyar, a devout Buddhist, with a core belief that every human being is born equally capable but without the equal opportunity to succeed, opportunities he intends to expand; Loews Corporation CEO James Tisch, a devout Jew and a self-proclaimed master delegator, with extensive involvement and leadership in a wide-array of major American Jewish organizations illustrating his preference to involve himself in what a deems important strategic missions (Rossi,

2014).

While there have been many well-documented high-profile examples of corporate executives' attitudes and behaviors in business being driven by their religious convictions, Wuthnow (1994) argued that American religion mostly serves as a "therapeutic function; people make their decisions as if their religious beliefs were absent and then look to their faith communities and texts to feel better about the decisions they made" (as cited in Agle & Van Buren,1999, p. 563). Fredrick (1995) argued that the economic and ecological pressures that one experiences can significantly challenge one's personal values, including their religion. Furthermore, "It may not be as surprising that religion takes on the attributes and value systems of the dominant culture—except that religious people often claim a prophetic role for it" (Agle & Van Buren, 1999, pp. 563-564). This is not to say that religious movement like the Social Gospel, modern evangelicalism, the religious leadership of the U.S. Civil Rights and anti-apartheid movements have not affected ethical decision-making. Rather, these religious movements highlight the poorly understood connection between religious beliefs and perceived business responsibilities. The literature investigating the relationship between religious beliefs and business ethics examines what difference religious upbringing, practice, and beliefs have on attitudes related to corporate social responsibility (Agle & Van Buren, 1999).

Four branches of extant empirical literature on religiosity conducted byAgle and Van Buren (1999) at the turn of the century can be best organized as follows: "measures of religious belief and orthodoxy, religious practice and involvement,

motivation for religious practice, and decision-making styles" (Agle & Van Buren, 1999, p. 564). In most of the literature related to religious belief, it's been challenging for scholars to differentiate between orthodox and non-orthodox beliefs. This challenge has in effect created weak body of theoretical research that doesn't do much to clarify the field's understand of the relationship between religious beliefs and managerial attitudes (Agle & Van Buren, 1999). Instead Agle and Van Buren (1999).developed a more targeting approach that examined the relationship between religious beliefs connected to theory and specific behaviors of business people.

Religious practice and involvement may have some effect on the beliefs and behaviors of business professionals. If workers voluntarily participate in a religious ritual or worship services, some scholars before the turn of the 20th century asserted that (a) such an individual is likely to exhibit different beliefs or behaviors compared to a non-church goer and (b) being involved in a religious community has an effect on attitudes and behaviors in professional work environments (Hilty & Morgan, 1985; King & Hunt 1975; Wuthnow, 1995). At the time, the effects of religious practice and involvement on the behavior or attitudes of workers were not thought to be well examined.

Understanding workers' motivations for engaging in religious practice is another important aspect of better understanding the ways in which religion and business ethics influence each other. Some workers may be motivated by the sense of community, others may be motivated by the social network or social desires, while some may be motivated by the potential for spiritual enlightenment. In Allport and Ross's 1967 seminal work exploring motivations for engaging in religious practice, the authors

argued “that people who engage in religious practice for intrinsic reasons are more likely to exhibit differences in beliefs and attitudes about secular subjects than those who engage in religious practice for extrinsic purposes” (Agle & Van Buren, 1999, p. 565).This means that from a business ethics scholarship perspective, workers who may be motivated to engage in religious practice for extrinsic purposes may also be more susceptible to unethical attitude, behaviors, and decision-making than workers motivated by intrinsic reasons.

The last branch of extant empirical research focuses on three decision-making styles developed by Pargament, Kennel, Hathaway, Greuengoed, Newman, and Jones (1988). These styles are as follows: “deferring (I let God decide for me), collaborative (God and I decide together), and self-directing (I decide without God’s help)” (Agle & Van Buren, 1999, p. 565).Even though these styles present a great opportunity for continued scholarship, particularly related to business ethics scholarship today, at the turn of the 20th century there had been little research conducted to examine how decision-making styles affect the decision-making process. An example of the exploration of such a relationship might include examining the connection between a decision-making style and deliberating over a challenge with conflicting merits (Agle & Van Buren, 1999).

In the early 1900s scholarly research in the areas of religious beliefs, religious practice and involvement, motivation for engaging in religious practices, and decision-making styles represented a foundational step in understanding how these areas of research might affect other variables including personal beliefs and observable

behaviors (Agle & Van Buren, 1999). Also as the 20th century began, there was a basic presumption in a seminal research study that proposed that “religious upbringing, practice, and current religious beliefs will broaden a person’s view of corporate social responsibility” (Agle & Van Buren, 1999, p. 566). This proposition is supported in the writings and research of a number of religious and business ethics scholars. Webley’s 1997 study of the Interfaith Declaration of International Business Ethics shows a distinct relationship between religious beliefs in fairness, love, consideration, truthfulness, and trusteeship and a broad stakeholder model of the firm. (Agle & Van Buren, p.566, 1999).

Furthermore, the idea of managers being entrusted with the resources of society at large, a broad viewpoint connected to the purpose of corporate social responsibility, “is consistent with the religious tenets found in the Koran, the Old and New Testaments, and the halakhah law” (Agle & Van Buren, 1999, p. 566). Donaldson and Preston (1995) and Evan and Freeman (1988) also substantiate this view of corporate social responsibility in the stakeholder model of the firm that partially accounts for the theoretical basis for many modern studies of corporate social responsibility. The stakeholder model of the firm “is based on beliefs in justice and the Golden Rule, similar to those found in all religious traditions” (Agle & Van Buren, 1999, p.567).

The Challenge with Diversity Programs

In the late 1990s and early part of the 21st century business generally started caring more about diversity issues out of a sense of obligation and legal compliance. There were a series of high-profile lawsuits in the financial service industry that put the industry’s standards and practices under the microscope. Morgan Stanley paid $54

million, Smith Barney paid more than $100 million, and Merrill Lynch paid more than $100 million to settle sexual discrimination lawsuits. In 2007, Morgan Stanley faced another class action lawsuit costing another $46 million. In 2013, Bank of America Merrill Lynch settled a race discrimination lawsuit for $160 million brining Merrill Lynch's total 15-year lawsuit settlements to nearly half a billion dollars (Dobbin & Kalev, 2016). The cost and frequency of these suits and settlements has created a costly trust and credibility issues for these companies among customers and other stakeholders. Even though "Wall Street firms now require new hires to sign arbitration contracts agreeing not to join class action lawsuits" (Dobbin & Kalev, 2016, p. 56) and have expanded diversity and training programs, some of the same fundamental challenges related to diversity programs continue to persist. Dobbin and Kalev (2016) wrote:

> Among all U.S. companies with 100 or more employees, the proportion of Black men in management increased slightly—from 3% to 3.3%— from 1985 – 2014. White women saw bigger gains from 1985 – 2000—rising from 22% to 29% of managers—but their numbers have not budged since then. Even in Silicon Valley, where many business leaders tout the need to increase diversity for both business and social justice reasons, bread-and-butter tech jobs remain dominated by white men. (p. 56)

Simply put, diversity programs are not achieving their stated objective of increasing diversity in a society that's rapidly becoming more diverse. Dobbin & Kalev (2016) wrote:

> Since the 1960s, firms have heavily depended on diversity training programs to

> reduce bias on the job, hiring tests and performance ratings to limit it in recruitment and promotions, and grievance systems to give employees a way to challenge managers. These tools are designed to preempt lawsuits by policing managers' thoughts and actions. (p. 56)

An analysis of 30-years of data from more than 800 U.S. firms, in addition to interviews with hundreds of managers and executives, has shown that companies obtain superior results in their diversity and inclusion pursuits when they concentrate less the command and control tactics to get them to their stated goal (Dobbin & Kalev, 2016). This research study found that it's more effective to engage managers in problem solving, increase there on the job connections with women and other minority employees, and promote social accountability. The yearning to appear fair is a powerful incentive to turn supporters of diversity and inclusion into champions of diversity and inclusion. Interventions including but not limited to: targeted college recruitment, mentoring, self-managed teamwork, and task forces are credited with having boosted diversity in business (Dobbin & Kalev, 2016).

The best tools for going beyond legal compliance and turning diversity and inclusion into a daily practice require that companies shed their command and control tendencies. Such tendencies should be replaced with the commitment to involve management in the problem solving process, expose management to various groups, and encourage transparency and accountability related to change efforts (Dobbin & Kalev, 2016).

Bias-Free Organizational Design

No person is bias free, therefore no organization comprised of people can be bias free. But some scholars suggest that behavioral design can neutralize bias and its effects, thus making room for increasing possibilities (Bohnet & Morse, 2016). In order to truly know if a bias and its effects have been neutralized, organizations must start with the end in mind by defining what success looks in terms of the behaviors that support these successes beforehand. Bohnet and Morse (2016) wrote, “For diversity training programs to go beyond just checking the box, organizations have to be serious about what they want to change and how they plan to evaluate whether their change program worked” (p.64). Behavioral design is not about wagging fingers at unwanted behaviors, but instead it’s about recognizing the bias affects all people regardless of self-awareness, values, and intentions. Bohnet and Morse said:

> Seeing is believing. That is, we need to actually see counter stereotypical examples if we are to change our minds…we need behavioral designs to make it easier for our biased minds to get things right and break the link between our gut reactions and our actions. (p. 65)

White men, for example, tend to take a hands-on approach to recruiting mentors. However, women and minorities often seen formal mentoring programs in order to get the attention of these mentors. According to the mentoring research of Georgetown University Business School Dean David Thomas “white male executives don’t feel comfortable reaching out informally to young women and minority men. Yet they’re eager to mentor assigned protégés, and women and minorities are often the first to sign up for mentors” (Dobbin & Kalev, 2016, p. 57).

There are any number of personal and organizational bias that may account for the discomfort Dean Thomas found in this recent research on mentoring. One such variable could be the *diversity* label itself: “Diversity language in company policy can be stressful, particularly for white men, as researchers at UC Santa Barbara and the University of Washington found when they put a group of young white men through a simulated employment interview” (Dobbin & Kalev, 2016, p. 58) where half of the participants were put into a company that prided itself on diversity while the other group of participants was put into a group that did not pride itself on diversity. Dobbin and Kalev (2016) noted, “In the explicitly pro-diversity company, subjects expected discrimination against whites, showed cardiovascular distress, and did markedly worse in taped interviews” (p. 58).

This being the case in this research study, giving up on engaging white men in the fight for workplace equality and neutralizing bias in the workplace would be a grave error. Bohnet and Morse (2016) said, “Enlisting men is partly about helping them to see the benefits of equality. Research on male CEOs, politicians, and judges shows that fathers of daughters care more about gender equality than men without children or with only sons” (p. 67). Such men are ripe champions to drive change by pushing beyond lofty goals toward organizational data collection, experimenting with piloting programs, measuring actions moving the organization forward, and changing processes to level the playing field and fundamentally neutralize the impacts of bias in the workplace (Bohnet & Morse, 2016). This is not to say men are the best or only champions to drive organizational change aimed at addressing bias and creating opportunity for women

and other minorities. It remains unclear if and/or to what extent such pro-equality champions extend their commitment and efforts to the LGBT workers.

Chapter 3: Research Design and Methodology

Introduction

This chapter discusses the research design and methodology used to conduct this study. The chapter includes a re-statement of the research questions, a discussion on the nature of the study, the methodology used to conduct the study, the research design, a discussion of the interview protocol, and a discussion on the process used to analyze the data. The methodology section describes why a phenomenological design was best suited to for this study and includes a discussion on the strengths, weaknesses, and assumptions of a descriptive qualitative study. This process creates a framework to ensure an effective qualitative research design (Creswell, 2003). The research design section will cover three areas: participant selection, human subject confidentiality, and data collection. The participant selection area identifies and describes the unit of analysis, the population, the sample, and the process for selecting participants for the study. The participant selection area provides an overview of the Institutional Review Board (IRB) approval process, and a discussion on how human subjects are protected. The data collection section offers a details on the methodology used for contacting, selecting and gathering data from participants. The discussion of the interview protocol section includes a detailed description of the use of semi-structured interviews, analyzing their strengths and weaknesses, and the process for developing the interview protocol. The last section, data analysis, provides a discussion on the methodology used to analyze, code, and validate the data.

Re-Statement of Research Questions

Open-ended interview questions provide an opportunity to gather “in-depth responses about people’s experiences, perceptions, opinions, feelings, and knowledge” (Patton, 2002, p. 23). This study intends to examine the essence of the experience had by LGBT employee resource group leaders who influence corporate activism on LGBT rights. Therefore, using the following four research questions, an open-ended interview protocol was developed to collect data for this phenomenological study:

- *RQ1*: What strategies and practices are employed by LGBT employee resource group leaders to advance affirmative corporate activism on LGBT issues?
- *RQ2*: What challenges are faced by LGBT employee resource group leaders in implementing the strategies and practices advancing LGBT issues?
- *RQ3*: How do LGBT employee resource group leaders measure the success of corporate activism on LGBT rights issues?
- *RQ4*: What recommendations do LGBT employee resource group leaders have for future implementation of strategies and practices that increase corporate activism on LGBT rights issues globally?

Nature of the Study

The descriptive nature of this study applies a qualitative approach to examine the proposed research questions. Creswell (2003) defined qualitative research as, “[a research method that] begins with assumptions and the use of interpretive/theoretical frameworks that inform the study of research problems addressing the meaning

individual or groups ascribe to a social or human problem" (p. 44). The research questions are descriptive as the responses should describe the experiences of LGBT employee resource group leaders working to advance LGBT rights in a corporate environment. The research questions are explanatory because the goal is to build upon patterns of behavior related to the phenomenon of having LGBT employee resource group leaders play an increasing role in advancing affirmative LGBT standards, rights, and practices inside and outside of corporate environments. The descriptive and explanatory nature of this study was achieved through open-ended interviews comprised of questions intended to capture thorough responses about the experiences of LGBT employee resource group leaders.

Creswell (2014) went on to outline five distinct approaches to conducting qualitative research including case studies, ethnographies, grounded theory, narrative research, and phenomenology. While there may be different approaches to qualitative research, there are also some common characteristics among the qualitative design that capture both traditional perspectives and self-reflective perspectives:

- *Natural setting***.** Collecting data for qualitative research means interacting with real people wherever their natural environment is located. A natural setting generally refers to doing research in the field, instead of having participants go to an unrelated setting to collect data (Creswell, 2014. The field consists of a variety of real world settings relevant to participants where data can be collected through interviews, videos, and documents (Yin, 2011).

- *Researcher as key instrument***.** The researcher is the primary source of data collection and a research instrument may be used to collect data as long as there is no use of questionnaire or instruments developed by other researchers (Creswell, 2014).
- *Multiple source of data***.** Rather than rely on a single source for data, information is gathered by researcher through multiple sources including but not limited to observations, document examination, and/or interviews. This data is then analyzed and organized into themes.
- *Inductive data analysis.* Patterns, themes, and theories are gathered from the ground up by organizing the data into increasingly more theoretical units of information. This analysis is done by reviewing data and themes until a concise set of themes is recognized.
- *Participants' meaning***.** Throughout the process the researcher is learning the meanings behind the participants' thoughts regarding the problem, rather than interpreting meaning based on what the research brings to the study or what is gathered from the literature.
- *Emergent design***.** Because qualitative research is emergent, the initial research plan including the questions, data collection methods, and/or the individuals selected for participation could change or shift after the researcher enters the field to gather data.
- *Theoretical lens***.** A study may be organized around a theoretical lens or through a social, political, economic, legal, intercultural, technological, or

historical context of the problem.

- *Interpretive***.** Researchers make an interpretation about what they observe, hear, and understand. It's critical to note that these interpretations cannot be separated from his or her own background, history, or prior understanding. Similarly, readers of the published research study and participants, may offer another interpretation.
- *Holistic account***.** Qualitative research attempts to develop a complex picture of the issue being studied, inclusive of multiple perspectives and a wide range of factors to illustrate an aerial view of what is emerging within the study.

The four philosophical assumptions that support qualitative research include (a) axiological, (b) epistemological, (c) methodological, and (d) ontological. Furthermore, the interpretive frameworks of these four philosophical assumptions are positivism, social constructivism, transformative/postmodern, pragmatism, or critical race/feminist/queer or disabilities theory. It's critical to note that qualitative research is mainly characterized by observing/interviewing research participants in their natural setting, by making the researcher a key instrument of data collection, focuses on participants' perspective, meaning and subjective view, and data is analyzed inductively, recursively, and interactively (Creswell, 2003).

While qualitative research helps to better understand the essence of many subjects and their perspectives, Johnson and Christensen (2004) identified three weakness is the qualitative research that include (a) Knowledge produced may not be generalizable to other people or other settings; (b) Large participant pools make it

difficult to test theories and hypothesize; and (c) The results are more susceptible to the researcher's personal biases and idiosyncrasies.

Methodology

This qualitative research study utilized a phenomenological design. The study's philosophical assumption and interpretive framework are axiological and social constructivism as "individual values are honored, and negotiated among individuals" and "inductive method of emergent ideas are obtained through methods such as interviewing, observing, and analysis of text" (Creswell, 2003, p. 36). Creswell (2003) stated that a phenomenological study, "describes the common meaning for several individuals of their lived experiences of a concept or a phenomenon" (p. 76). The central phenomenon of this research study is defined as LGBT employee resource group leaders who have managed to navigate organizational challenges to advance LGBT affirming activism through the power and influence of corporations.

Langdridge (2007) defined phenomenology as a qualitative research method that "aims to focus on people's perceptions of the world in which they live in and what it means to them; a focus on people's lived experience" (p.4). This method is the most effective for this study because as Danzig and Harris (1996) remind us, "Stories enable professionals to learn about the importance of their stories and the interpretive nature of their work. This empowers professionals to see how the personal and professional are connected in stories of practice that are shared" (p. 197). Give that businesses today no longer reserve basic workplace fairness for part of their workforce, but instead are extending protections on the basis of sexual orientation and gender identity across their

global operations (HRC, 2016), LGBT employee resource group leaders are becoming an increasingly critical stakeholder: "Tomorrow's economy cannot afford to leave any workers' talent and contribution off the table simply because of who they love" (HRC, 2016, p. 2). This being the case, a phenomenological study devoted to understanding LGBT employee resource group leaders lived experiences best fits the goal of this qualitative research study.

Structured process of phenomenology. Phenomenology is both a retrospective and introspective method for understanding and developing meaning for individuals' experiences that have occurred in the past (Van Manen, 1990). Kafle (2013) outlined three traditions in a phenomenological approach: (a) existential phenomenology, (b) hermeneutic phenomenology, and (c) transcendental phenomenology. Existential phenomenology has its roots in the philosophical ideas of existentialism that, "share the view that philosophy should not be conducted from a detached, objective, disinterested, disengaged standpoint" (Kafle, 2013, p. 188). Therefore, existential phenomenology contends that certain phenomena can't be completely reduced to universal themes (Kafle, 2013). Creswell (2003) described the other two approaches: The hermeneutic phenomenological approach is different from existential phenomenology in that it seeks to identify common themes in the phenomenon, while still maintaining a strong relation to the topic of inquiry; the last of the traditions, transcendental phenomenology, seeks to understand a phenomenon by analyzing data and looking for shared views, beliefs, and/or experiences all the while setting aside the researchers experiences and biases. Interviews are then audio

recorded with pre-approval from each participant, which can then later be transcribed and used as a tool to reflect, interpret, and evaluate the conversation between participant and researcher. This process continues with an analysis of the interviews the interviewer believes to be unique experiences. All of this will lead to an understanding of the significance of participants' experiences the researcher and participants may not have previously been aware of.

Appropriateness of phenomenology methodology. Considering the various approaches to conducting a phenomenological research, the most appropriate for this research study is transcendental phenomenology. This approach works best for this study because it ensures that the findings of the data will more likely describe participant's experiences and not an interpretation of the researcher's perspective. In addition, this approach provides the researcher the tools to set aside his or her own experiences and provide a new perspective to the phenomenon being studied. In addition, it allows the researcher the opportunity to collect data from various participants, analyze the data, and reduce the data to key accounts and experiences that are combined in themes for textural and structural descriptions (Creswell, 2003). Although this method is best suited for this study, it is important to understand the strengths and weaknesses that this approach will bring to the study.

Creswell (2003) also identified three challenges with a phenomenological study. First, Creswell indicated that conducting a phenomenological study, "requires at least some understanding of the broader philosophical assumptions, and these should be identified by the researcher" (p. 83). Second, it requires participants to be carefully

chosen to represent the experiences of those affected by the phenomenon in question, so that the researcher, in the end, can forge a common understanding. And “lastly, it requires that the researcher decide on how and in what way his or her personal understandings will be introduced into the study” (Creswell, 2003, p. 83).

Although these weaknesses present a challenge to a phenomenological study, this study attempts to addresses them by (a) clearly defining the population and carefully selecting the sample who will participate in the study, (b) ensuring that the researchers experiences and biases are clearly identified, and (c) outlining the interpretive and theoretical frameworks that impact this impact the study. This study seeks to gain an understanding of LGBT employee resource group leaders “relationship to things, people, events, and situations” (Richards & Morse, 2013, p. 68) within the corporate environments they operate in.

Research Design

Richard and Morse (2013) posited that the general design of the research study must be aimed at answering the research questions. In order to obtain applicable qualitative data from participants, thorough participation selection criteria must be established starting with the analysis unit, population, sample size, and sampling technique. The researcher is confident that this research design will gain valuable insights related to the research questions.

Analysis unit. This research study seeks to identify leadership best practices of LGBT employee resource group leaders in championing LGBT issues in a corporate setting. The unit of analysis will be LGBT employee resource group leaders at U.S.

Fortune 1000 companies including but not limited to senior managers and executives with internal and/or external responsibilities related to LGBT engagement. To accomplish this task, the unit of analysis also known as the *ideal participant* for this study will have the following characteristics: (a) be a male, female, or gender non-conforming participant between the ages of 30 and 75;（b) be LGBT or an ally (LGBT is defined as lesbian, gay, bisexual, or transgender; an ally is defined as someone that does not identify as LGBT but instead identifies as a supporter or champion of LGBT interest and issues); (c) at a minimum, possess a bachelor's degree; and (d) provide direct or indirect leadership to a publicly traded corporation in their role as a community relations, government affairs, supplier diversity, communications, or human resource senior manager or executive in Washington, D.C, New York, Pennsylvania, or California.

Population. The population is comprised of LGBT employee resource group leaders under the age of 75 who work for U.S. Fortune 1000 companies that scored a perfect 100% score on the Human Rights Campaign 2016 Corporate Equality Index (CEI) and serve as a formal or informal LGBT employee resource group leader. Some 85% of CEI-rated employers have an employee resource group or diversity council that includes LGBT and allied employees and programming. As such, the population for this study will be composed of a mix of corporate executives and senior managers in Washington, D.C., New York, Pennsylvania, and California that serve in a role or influence a role that demonstrates public commitment efforts to the LGBT community. They do this by way of marketing, advertising and recruitment efforts, philanthropic

contributions to LGBT organizations, LGBT supplier diversity initiatives and/or public policy advocacy (HRC, 2016). According to the Human Rights Campaign Corporate Equality Index (2016), 57% of CEI-rated businesses met the standard of meeting at least three efforts of public commitment to the LGBT community mentioned above.

Sample size. From the distinct population of LGBT employee resource group leaders recognized in the Human Rights Campaign 2016 Corporate Equality Index, a sample of participants were invited to participate in the interview. For a phenomenological research study, tCreswell (2014) believed there should be anywhere between three to 10 participants. In an earlier study Creswell (2014 said that five to 25 participants would be ideal. Morse (1994) called for at least six participants in phenomenological research design. Therefore for the purposes of this study, a sample of 15 carefully selected participants was the source of data for this study, well within the criteria posited by Creswell (2014) and Morse (1994).

Purposive sampling. Participants for this study will be selected through a purposive (purposeful) sampling method utilizing a strategy of maximum variation. Horsburgh (2003) stated that purposive sampling is the process of selecting participants on the basis of their ability to provide relevant data on the area under investigation (p. 311). Further, Creswell (2003) defined purposeful sampling as “a method that will intentionally select a group of people that can best inform the researcher about the research problem under examination” (p. 147). Purposive sampling also allows the researcher to gather in-depth knowledge and information from a small, yet knowledgeable sample (Isaac & Michael, 1995; McMillan & Schumacher, 2006).

Utilizing the maximum variation method will allow the researcher to create criteria that differentiate participants to best document diverse variations and identify important common patterns (Creswell, 2003). This method is most appropriate for this study because it seeks to identify the unique leadership best practices of a select group of people, LGBT and allied leaders in a corporate setting, who experience the same phenomenon, leadership in a corporation.

According to Strauss and Corbin (1998) in qualitative research, a sample is obtained by selecting a subgroup of participants through either probability or nonprobability methods within a larger population. As Patton (2002) went on to explain, “sample size depends on what you want to know, the purpose of the inquiry, what’s at stake, what will be useful, what will have credibility, and what can be done with available time and resources” (p. 244). In this study, LGBT employee resource group directors at top rated LGBT affirming U.S. Fortune 1000 companies scoring a 100% rating by the 2016 Human Rights Campaign Corporate Equality Index, meet this criteria.

In purposeful sampling methodology Koreber and McMichael (2008) posited that a sample size as small as two-three participants is good enough as long as the researcher is capable of gathering a diverse sample toward the aims of the research study. Since this study involves single interviews with participants, two or three participants as posited by Koreber and McMichael (2008) will not work for purposive sampling. This being the case, 15 research participants provided the diversity and interaction necessary to produce rich data. To purposively recruit participants, a

sampling frame was defined to apply criteria for inclusion, exclusion, and maximum variation.

Participant selection. A three-step process was used to develop a final list of participants. First, the researcher identified a sampling frame, or master list. Second, the researcher reviewed the sampling frame and develop criteria for inclusion and exclusion to identify only eligible participants. Third, if the sample was greater than 20 after applying the criteria for inclusion and exclusion, the researcher established a criteria for maximum variation. The dissertation committee reviewed and approved the process for creating the master list.

Sampling frame. The participation selection process required the development of a master list of participants, otherwise known as a sampling frame. One main public domain website source was utilized to generate a master list of participants for this study. The available 2016 Corporate Equality Index list on the Human Rights Campaign's home website served as the source to develop a sampling frame.

In total there are 851 officially rated businesses of which 95 were Fortune 1000 companies in 2016. The names of the companies, CEI score, ranking among top 20 Fortune-ranked companies, titles of participants, home departments of participants within the company, age, gender, race/ethnicity, and sexual orientation was gathered into an Excel document. Each of the leaders within the master list were found in LinkedIn to determine whether they fit into the criteria for inclusion outlined in the subsequent section. Since the list of companies is available in the public domain, site permission was not be necessary to access the list. Contact information is not available

on the website. The researcher connected with LGBT employee resource group leaders by attempting to add the individual as a contact on LinkedIn, and by sending a personal message introducing the research study using the recruitment script (Appendix C). If the attempt to add the individual was not successful, the researcher requested that a mutual connection on LinkedIn make a virtual introduction before the researchers follows remaining steps outlined above.

Criteria for Inclusion. The criteria for inclusion in this research study were as follows: (a) can be found on LinkedIn, which is the source of the contact information necessary to begin engagement; (b) has at least a bachelor's degree; (c) works for a top 20 Fortune-ranked company that received a 100% Human Rights Campaign corporate equality index ranking in 2016; (d) is between the ages of 30 and 75; (e) serves in a formal or informal leadership role related to their company LGBT employee resource group; (f) lives with the United States of America; (g) LGBT employee resource group leader responds and expresses interest in participating in the study; and (h) agrees to be recorded.

Criteria for exclusion. The criteria for exclusion include any factors that do not meet the criteria for inclusion mentioned above. Furthermore, if there is no evidence of a relationship to the company's LGBT employee resource group on the company's website or LinkedIn, then the individual will be excluded from the study.

Purposive sampling maximum variation. After applying the criteria for inclusion and exclusion if the sample size is greater than 20, the researcher narrowed the master list to a final list of 15 by utilizing criteria for maximum variation. In order to

get an extensive variety of participants working in a wide range of settings, the researcher selected participants from among the top 20 Fortune-ranked companies rated by Human Rights Campaign's corporate equality index in 2016. These participants were from various states with various years of experience and types of experiences. The goal of this selection method is to identify differences among LGBT employee resource group leaders as well as the essence of what it means to by an LGBT employee resource group leader.

Protection of human subjects. Before any participants were approached for possible participation or data is collected for this study, approval from Pepperdine's Institutional Review Board was obtained. Human subject protection is paramount to ensuring the rights, welfare, and safety or participants throughout the research process. Therefore, a human subjects' protection program strengthens the likelihood that specific values are maintained in the research protocol (K. Collins, personal communication, July 16, 2016). Following IRB protocol and standards, participants in this study were obtained while ensuring that (a) participants had the right to voluntarily withdraw from the study at any time; (b) were provided with the central purpose of the study and the procedures used to collect data; (c) were provided with information on how their confidentiality will be protected; (d) provided with information about any known risks associated with participation in the study; (e) provided with a statement of the possible expected benefits of participating in the study; and (f) signed consent was obtained from both the participant and the researcher that all information outlined has been provided (Creswell, 2003).

Before beginning this study, the researcher obtained written documentation of permission to conduct this study from dissertation committee. This was secured prior to data collection and, ideally, prior to the preliminary oral examination. All human subjects were able to choose to participate without coercion and were able to refuse to answer any questions or even withdraw from the study without negative consequences. All personally identifiable and private information that was entrusted was not disclosed. In order to achieve this, routine data only were reported in the aggregate, using pseudonyms in place of proper names, substituting codes for identifying information, removing cover sheets (containing names and addresses), limiting access to identified data, and storing research records in locked cabinets.

The minimal risks to participation included triggering unpleasant thoughts, feelings, or emotions related to workplace climate and perceived employee empowerment or lack thereof, as well as revealing unknown employment discrimination. This can lead to possible psychological, physical, legal, social and economic harm resulting from participation in human subjects' research. Anticipated psychological, physical, legal, social and economic benefits, either directly or societally, resulting from participation in human subjects' research were taken into account by the researcher.

The social benefits of this research may serve to inspire a focused and greater commitment from similarly situated companies and organizations interested in improving workplace climate and employee empowerment for LGBT and other minority employees domestically and globally. All copyrighted material was removed from the final draft of the dissertation after completion of final orals, unless permission has been

granted by or obtained from the copyright holder to do otherwise. Personal data confidentially requirement of human subjects protection, and will only be known the researcher. This study offered neither remuneration nor compensation. With the exception of having a casual professional relationship with executives and senior managers at some of the possible companies in this study and being a part of the LGBT community, there were no other known conflicts of interest. Therefore, all human subjects were provided specific information regarding what was being asked of them, and consent (or, opt-in) to serve in this study.

In accordance with Title 45, part 46 of the U.S. Code of Federal Regulations Protection of Human Subjects, this study obtained approval from IRB (see Appendix A), whose job is to ensure the rights and welfare of all participants and make sure all research is conducted in accordance with federal, institutional, and ethical regulations (FDA, 2014). IRB approval is an integral part of the study, establishing ethical protocols in order to minimize risk from physical, emotional, and psychological harm (Yin, 2011). According to the National Research Council (2003):

> Progress in understanding people and society and in bettering the human conditions depends on people's willingness to participate in research. In turn, involving people as research participants carries ethical obligations to respect their autonomy, minimize their risk, maximize their benefits, and treat them fairly. (p. 9)

In addition to the protection of human subjects, data management, confidentiality, and privacy protocols were followed. Participants were solicited using a

recruitment script and given an Informed Consent (see Appendix C) form based on Pepperdine University's Informed Consent for Participation in Research Activity guidelines. Scripts and consent will only be used with participants after approval of these procedures had been received from the university's Institutional Review Board (IRB).

Data Collection

After the research study was approved by IRB and the final list of 15 participants was finalized, data collection took place. The data collection plan involved setting up interviews by phone or email depending on the available contact information available on the master list collected from a combination of the Human Rights Campaign 2016 corporate quality index, company website, and LinkedIn website. A formal email and/or phone script was utilized to contact participants (see appendix C). The purpose of these scripts was to standardize and streamline communication to between the researcher and potential participants, share the purpose of the research study, and assess the interest potential participants might have related to the study. Any phone calls involving initial communications with an assistant, or gatekeeper, resulted in the assistant being provided an introduction regarding the researchers purpose for requesting a 60-minute meeting with the LGBT employee resource group leader, and availability of the participant if the assistant agrees to schedule the interview on behalf of the participant. If additional communication with the LGBT employee resource group leader was needed, the researcher obtained a direct email address for the participant and the assistant's email address will be email carbon copied in the message with the

recruitment script. After interview date was scheduled, a confirmation email was sent to the participant and assistance (if necessary) was offered with confirmation date and time emphasizing the 60-minute time frame for the interview, purpose of the study, and interview questions. The informed consent (see Appendix B) was also emailed to the participant highlighting (a) participation in the study was voluntary, (b) participant was able to withdraw at any time without negative repercussions, (c) a pseudonym from a generic organization would be utilized throughout the study, (d) the interview would be recorded with the participants permission and could be stopped or paused at any point in during the interview and (e) any published papers could be sent to the participant upon request.

The researcher requested that the participant confirm their agreement to participate in the study, along with preferred date, time, and location for the interview. The researcher also requested that the informed consent be reviewed and emailed back in PDF form prior to scheduled interview. As a backup, the researcher brought blank copies of informed consent in the event the informed consent form is not signed before the interview date. If an LGBT employee resource group leader decided to decline participation in the study for personal or logistical reasons, the researcher utilized a list of 10 potential participants ranked based on inclusion, exclusion and maximum variation. The recruitment process was repeated until the desired sample size of 15 participants is met.

Interview Techniques

When interviewing research participants, the presentation of the questions, style, and tone of the interviewer can make a big difference in likelihood of gaining valuable insights. The researcher's job is to establish a protocol that would elicit responses that are on topic and relevant to the study. The researcher will open the interview for this study with icebreaker questions aimed at establishing a relationship and creating an atmosphere where the participant might feel more comfortable with the interview process. This will be followed by asking eight specific questions related to the study before ending the interview with a summary question. All responses, pauses, exaggerated physical expressions, and any other notable behaviors will be noted**.**

Creating a comfortable space for the research participants is important for online and face-to-face interviews (Hines, 2005). The interview prep for this study was conducted via telephone and email, in order for the researcher to schedule one-on-one interviews with that participants at a time that was convenient for them. The researcher was prepared to hear information or feedback that might not be positive or could possibly be offensive, to accept that these occurrences were part of the data collection process, and determined to not outright reject it (Whorton, 2009).

Creswell (2003) described that many of the weaknesses in the interview process lie with the mechanics of the interview. For example, Creswell indicated that one of the issues in conducting interviews is that the research needs to identify individuals who are not hesitant to speak and share ideas and create a setting in which this is possible. Further,Creswell outlined that in an effective interview the interviewer needs to be a

good listener and refrain from speaking during the interview as not to guide or influence the response of interviewees. This step is critical in the interview process as it has the potential to bias and mislead the results of the data if the interviewee becomes aware of the interviewer's perspective (Best & Kahn, 1993). Kavel (as cited by Bryman, 2008**)** established several criteria for being a successful interviewer, which included:

- Being knowledgeable and familiar with the focus of the interview.
- Providing structure to the interview by establishing a start, a finish, and checking to see if the participant has any questions.
- Limiting jargon and asking clear, simple, and short questions.
- Being an active listener who hears what is said and how it is said.
- Demonstrating flexibility and openness by responding to what the participant identifies as important.
- Clarifying and extending meaning to what participants state without imposing other meanings.

In addition, setting up a pre-interview routine is important. This includes preparing a location for the interview ahead of time that is private and free of distractions. Having a quality digital audio recorder, and having a notebook to capture descriptive notes should all be secured prior to interview.

Interview Protocol

In qualitative studies, interviewing is the most common practice employed for collecting data (Burnard, 2005; Nunkoosing, 2005; Sandelowski & Barrosso, 2002). Creswell (2003) indicated that in qualitative studies, data may be collected using either

unstructured, semi-structured or focus group interviews. An unstructured, open-ended interview seeks to collect data through conversation and has maximum flexibility on pursuing information in whatever direction seems to be most appropriate at the time depending on what emerges from observation or conversation (Patton, 2002). A semi-structured interview involves a pre-designed and designated set of open-ended questions that allow the researcher to seek particular data while still allowing for in-depth responses from participants (Baumbusch, 2010). The last of the three interview methods is the focus group interviews. Ho (2006) described focus group interviews as the process of collectively interviewing a group of 5-10 people to gather information through their responses, interactions, collective views, perspectives, opinions, and perceptions about a topic that would normally not be discussed. Provided with these three options, this research study utilizes semi-structured interviews to collect data.

In an effort to engage in sound data collection, a protocol consisting both email and phone interviews with LGBT employee resource group leaders—thorough examination of their company's most recent shareholder annual reports as case studies—was used to obtain data. Interview questions were sent to each interviewee ahead of the scheduled interview. Upon receipt and review of the interview questions, a pre-interview call was scheduled to answer any questions they may have had related to the process of this study or the context of the data being collected. A non-directive style of interviewing, using open-ended questions to allow the interviewees to feel comfortable with the pace and subject matter of the interview, was utilized. A more

directive style was used only when follow-up to specific responses to interview questions are necessary.

Relationship between research and interview questions. Following the process outlined by Rubin and Rubin (2011) of first developing an interview protocol, the researcher developed an eight open-ended question interview protocol that was guided by the research questions and informed by the literature review. This study consists of a total of four research questions. For each research question, two interview questions were developed. Each question was designed to allow the interviewee the opportunity to expand and articulate their thoughts, feeling and experiences. For example, a review of the literature indicated that multiple forces impact the success and effectiveness of leadership in a public organization. As such, an open-ended interview question was designed to allow the interviewee the opportunity to expand and express their thoughts and experiences on past and current challenges in leading a public organization. A similar approach was taken for the construction of all the interview questions. As such, a table was constructed that showed the relationship between each research question and corresponding interview question in Table 1.

Validity of the study. Justifying whether data and findings are accurate, trustworthy, and believable from the perspective of the researcher, subject matter expert, and reader is what Creswell and Miller (2000) called validity. Designing validity in research design requires thoughtfulness in verifying appropriate questions, data collection, and methodology (Richard & Morse, 2013). In this study, the plan for establishing validity and reliability of interview protocol was thorough, the researcher

prepared participants, conducted, and transcribed each interview to get a strong sense of recurring themes across all interviews. In addition to identifying these recurring themes, the researcher hoped to get a better understanding of competing practices and ideas in advancing affirmative action on LGBT issues. This means significant statements of convergence and divergence related to this phenomenon were extracted from each interview. A color-coded system was used to identify significant statements related to three groupings of interview questions related to: (a) corporate positioning, (b) corporate financial performance, and (c) corporate social responsibility efforts to perform a preliminary analysis. A rich description of the phenomenon was then written. Validation was solicited from the interviewees to compare the rich description with their lived experiences as intergenerational LGBT employee resource group leaders.

***Prima facie validity and content validity*.** The first step in developing the data collection instrument was to develop eight interview questions. The interview questions were informed by the literature review and designed to inform the research questions. After designing the questions, the first step in the validation process was to determine whether the tool appeared to measure what it was intended to measure by determining the readability, clarity and ease of use by judging whether the instrument appears to be valid on its face appearance (Patten & Bruce, 2009; Youngson, Considine, & Currey, 2015). Prima facie validity has been established and is evident Table 1.

Content validity requires that the interview protocol represent all the content related to the theme being measured, also known as the central research questions being studied (Youngson et al., 2015). In this study, all of the research questions were

informed by a thorough literature review regarding strategies and practices influencing corporate activism, corporate financial performance, corporate social responsibility

Table 1

Research Questions and Corresponding Interview Questions

Research Questions	**Corresponding Interview Questions**
RQ1: What common strategies and practices do LGBT Employee Resource Group Directors employ to advance affirmative corporate activism on LGBT issues?	**Ice Breaker:** Tell me about your career and how you landed into your current role. **IQ 1:** What unique opportunities or challenges exist in your workplace environment? **Probe:** What does or doesn't make your organization an ideal multicultural workplace environment? **IQ 2:** In terms of advancing affirmative corporate activism for LGBT issues, what standards and practices govern your organization? **Probe:** Does your organization believe it has a responsibility to benefit society at-large?
RQ2: What challenges do LGBT Employee Resource Group Directors face in implementing the strategies and practices advancing LGBT issues?	**IQ 3:** How does your organization engage employee is corporate social responsibility efforts? **Probe:** How does this compare to the engagement of other key organizational stakeholders? **IQ 4:** How well does your organization implement LGBT affirming standards, practices, and policies? What challenges do you face in the implementation process? **Probe:** Why does your organization do this well or why not?

(Continued)

RQ3: How do LGBT Employee Resource Group Directors measure the success of corporate activism on LGBT rights issues?	**IQ 5:** How does the senior leadership of your organization define success when it comes to LGBT affirming corporate social responsibility efforts? **Probe #1:** How does this compare to definitions of success related to other minority groups? **Probe #2:** If you were to define success, what other factors would you consider in measuring success? **IQ 6:** Does your organization link corporate social responsibility efforts to corporate financial performance? **Probe:** How does your organization define the relationship between corporate social responsibility and corporate financial performance?
RQ 4: What recommendations would LGBT Employee Resource Group Directors have for future implementation of strategies and practices that increase corporate activism on LGBT rights issues globally? globally?	**IQ 7:** Does your organization have sexual orientation and gender identity non-discrimination protections explicitly included in all of its operations, both within the US and global operations? Why or why not? **Probe:** What would be your ideal strategy for increasing LGBT corporate activism globally? **IQ 8:** Are there any closing thoughts or recommendations that you'd like to share or do you have anything to add to any questions already asked?

Note. The table identifies four research questions and corresponding interview questions. Interview questions were reviewed by a panel of two peer-reviewers and expert reviewers.

efforts on LGBT rights in its appropriate historical context. The literature review also included challenges related to affirming LGBT rights in the United States and abroad, and strategies for measuring success. Being guided by this robust literature review, the

researcher was able to ensure content validity (Youngson et al., 2015). The interview protocol was further subjected to content through a peer and expert review process.

***Peer review validity*.** The next step in the validity process involved peer-review validity. Patten and Bruce (2009) indicated that the peer-review process relies on outside experts to help ensure the quality of the tool development process to ensure a successful data-collection process. The process utilized by the researcher involved developing a table that aligned each interview question to its corresponding interview question (See Table 1). Once this step was done, the next step involved identifying two subject matter experts who would participate in the peer-review process. The search of subject matter experts' yielded two doctoral students who have more than 20 years of combined experience working in the private sector. Their combined career experience and understanding of research method as doctoral students provided the subject matter expertise required to evaluate the validity and reliability of the data collection instruments. Each peer-reviewer was provided with a copy of the interview and research question table (See Table 1) and asked to do the following:

1. Review each question to determine how well the interview questions addresses the research question.
2. Determine whether each interview question has direct relevance to the research question.
3. Provide guidance and/or suggestion on how questions could be modified to best fit the research question.

   Recommend additional interview questions you deem necessary.

As a result of peer-review, four research questions were revised based on the feedback provided and interview question 1, 2, 4, 5, 7 and 8 were modified as follows:

- *Original RQ1***:** What common strategies and practices do LGBT Employee Resource Group Directors employ to advance affirmative corporate activism on LGBT issues?
  - *Original IQ 1***:** Does your organization believe it has a responsibility to benefit society at-large?
  - *Original Probe IQ 1*: Why or why not?
  - *Revised RQ1***:** What common strategies and practices do LGBT employee resource group leaders employ to advance affirmative corporate activism on LGBT issues?
  - *Revised IQ 1***:** What unique opportunities or challenges exist in your workplace environment?
  - *Revised Probe IQ 1***:** What does or doesn't make your organization an ideal multicultural workplace environment?
  - *Original RQ2***:** What challenges do LGBT Employee Resource Group Directors face in implementing the strategies and practices advancing LGBT issues?
  - *Original IQ 2*: Does your organization have a multigenerational workforce? Probe: What unique opportunities or challenges do this present?
  - *Revised RQ2*: What challenges do LGBT employee resource group leaders face in implementing the strategies and practices advancing LGBT issues?

- *Recommended Probe to IQ 2*: In terms of advancing affirmative corporate activism for LGBT issues, what challenges or opportunities do you face?
- *Original RQ3*: How do LGBT Employee Resource Group Directors measure the success of corporate activism on LGBT rights issues?
- *Revised RQ3***:** How do LGBT employee resource group leaders measure the success of corporate activism on LGBT rights issues?
- *Recommended Follow-up Probe to IQ 3*: Are there any stakeholders that must be involved in your planning process? If so, how do you involve them?
- *Original RQ 4***:** What recommendations would LGBT Employee Resource Group Directors have for future implementation of strategies and practices that increase corporate activism on LGBT rights issues globally?
- *Original IQ4*: How well does your organization implement LGBT affirming standards, practices, and policies? Probe: Why does your organization do this well or why not?
- *Revised RQ4*: What recommendations would LGBT employee resource group leaders have for future implementation of strategies and practices that increase corporate activism on LGBT rights issues globally?
- *Revised IQ4*: How well does your organization implement LGBT affirming standards, practices, and policies? What challenges do you face in the implementation process?

- *Original IQ5*: How does the senior leadership of your organization define success when it comes to LGBT affirming corporate social responsibility efforts?
- *Original Probe***:** How does this compare to definitions of success related to other minority groups?
- *Recommended Probe #2 to IQ5***:** If you were to define success, what other factors would you consider in measuring success?
- *Original RQ7*: Does your organization have sexual orientation and gender identity non-discrimination protections explicitly included in all of its operations, both within the US and global operations? Probe**:** Why or why not?
- *Recommended Probe to IQ7:* What would be your ideal strategy for increasing LGBT activism globally?
- *Original Closing:* Thanks you for sitting for this interview. Are there any closing thoughts or recommendations that you'd like to share or do you have anything to add to any questions already asked?
- *Revised Original Closing to IQ 8***:** Are there any closing thoughts or recommendations that you'd like to share or do you have anything to add to any questions already asked?

***Expert review validity*.** The last step in the process involved expert review validity. This process was established as the final decision making body in the event that no consensus could be reached during the review process. In the event that peer-

reviewers made suggestions on edits to interview questions or suggestions for additional interview questions that the researcher did not agree with, the dissertation committee served as the expert review panel to determine whether the edits suggested by the peer-reviewers should or should not be incorporated into the data collection tool to better improve the validity and reliability of the instrument. This research study did not require expert review as the researcher agreed with the suggestions provided by the peer-reviewers. A new table was constructed that demonstrated the changes made following the peer and expert review (see Table 2).

Table 2

Research Questions and Corresponding Interview Questions

Research Questions	**Corresponding Interview Questions**
RQ1: What common strategies and practices do LGBT employee resource group leaders employ to advance affirmative corporate activism on LGBT issues?	**Ice Breaker:** Tell me about your career and how you landed into your current role. **IQ 1:** What unique opportunities or challenges exist in your workplace environment? **Probe:** What does or doesn't make your organization an ideal multicultural workplace environment? **IQ 2:** In terms of advancing affirmative corporate activism for LGBT issues, what standards and practices govern your organization? **Probe:** In terms of advancing affirmative corporate activism for LGBT issues, what challenges or opportunities do you face?
RQ2: What new challenges do LGBT employee resource group leaders face in	**IQ 3:** How does your organization currently engage employees in corporate social responsibility efforts? (Continued)

implementing the strategies and practices advancing LGBT issues in the new national political environment?	**Probe:** Are there any stakeholders that will be involved in your planning process that you didn't consider before the November election? If so, how will you involve them? **IQ 4:** How well does your organization implement LGBT affirming standards, practices, and policies? What challenges do you face in the implementation process? **Probe:** Why does your organization do this well or why not?
RQ3: How do LGBT employee resource group leaders measure the success of corporate activism on LGBT rights issues?	**IQ 5:** How does the senior leadership of your organization define success when it comes to LGBT affirming corporate social responsibility efforts? **Probe #1:** How does this compare to definitions of success related to other minority groups? **Probe #2:** If you were to define success, what other factors would you consider in measuring success? **IQ 6:** Does your organization link corporate social responsibility efforts to corporate financial performance? **Probe:** How does your organization define the relationship between corporate social responsibility and corporate financial performance?
RQ 4: What recommendations would LGBT employee resource group leaders have for future implementation of strategies and practices that increase corporate activism on LGBT rights issues globally? globally?	**IQ 7:** Does your organization have sexual orientation and gender identity non-discrimination protections explicitly included in all of its operations, both within the US and global operations? Why or why not? **Probe:** What would be your ideal strategy for increasing LGBT corporate activism globally? **IQ 8:** Are there any closing thoughts or recommendations that you'd like to share or do you have anything to add to any questions already asked?

Note. The table identifies four research questions and corresponding interview questions with revisions based on feedback from peer reviewers and expert reviewers. Subsequent changes were made to the order and phrasing of questions within the interview protocol.

Reliability of the study. The reliability of a data collection instrument is directly correlated to the consistency at which an instrument collects data and consistently yields the same results (Best & Kahn, 1993; Patten & Bruce, 2009). LeCompte and Goetz (1982) indicated that the reliability of an instrument is dependent on internal and external reliability. External reliability is concerned with whether or not other researchers would be able to discover the same phenomenon or arrive at the same constructs given similar settings (LeCompte & Goetz, 1982). Internal reliability is concerned with the degree at which other researchers would connect data similar to the original researcher, given the same phenomenon or construct (LeCompte & Goetz, 1982).

To further test the reliability of the instrument in this study, the researcher held two pilot interviews with participants who met all criteria of the sample. The interviewees were asked all the questions in the tool and asked to provide feedback on whether they felt the questions were clear and whether they understood what was being asked of them. As a result of the pilot interviews, the researcher modified and incorporated their feedback into the final interview tool. By employing both internal and external reliability in the research approach, the researcher was able to ensure consistency and thus increasing the reliability of the data collection instrument.

Statement of Personal Bias

Creswell and Miller (2000) indicated that it is important for the researcher to state his or her biases when conducting a research project so that readers can understand

the perspectives from which data was analyzed and interpreted. As such, the researcher brings with him the following personal biases to the research study:

- The researcher has 12 years of experience as an LGBT activist in a professional and volunteer capacity.
- The researcher holds an undergraduate degree in political science and a master's degree in social entrepreneurship and change that shape the way he views and analyzes organizations.
- The researcher has his own opinion on what leadership best practices are most effective in influences corporate activism on LGBT rights based on his own knowledge and experience.

  The researcher is an experienced social justice activist in the LGBT community among other minority communities.

Bracketing and epoche. Creswell (2013) indicated that bracketing or *epoche* is the process of setting aside one's beliefs, feelings, and perceptions in a phenomenological study. It is important for the researcher to identify and acknowledge his biases to ensure that they do not affect interpretation of the data or misrepresentation of the participant's views. As Moustakas (1994) indicated, bracketing is the process of setting aside as far as is humanly possible the researcher's preconceived notions or experiences so as to allow for better understanding of the research participants views and experiences in a phenomenological study. The process of bracketing or setting aside biases to better understand participants' experience of a phenomenon includes:

1. Identifying all potential biases, experiences and knowledge that may influence interpretation of the data so as to allow the researcher to better immerse himself in the data to gain greater understanding (Cutcliffe, 2003).
2. Maintaining a journal to record any biases that arise during the research process and reporting them so that readers are aware of the researcher potential biases when reading and interpretation the results (Creswell, 2013).

Data Analysis

This study's primary focus is to examine how executives and/or senior managers at U.S. Fortune 1000 companies influence corporate activism on LGBT rights. This being the case, the proposed textual analysis model is stakeholder theory and Edgar Schein's organizational culture model. This theory and model allowed me to examine the degree to which corporate executives and/or senior managers influence corporate activism on LGBT rights. As a means to audit this effort, I used peer debriefing.

Reading and memoing. Creswell (2013) outlined reading and memoing as one of the steps in the data analysis process. Further, Creswell described the process of readings and memoing as the activity of writing short phrases, ideas, or concepts that arise out of the data as the researched reads and analyses the data. As such, the researcher in this study utilized the memoing technique in this research project to make notes on a journal and on the margins of interview transcriptions to help inform the data analysis process and to bracket out any biases that arise during the data analysis process.

Describing, classifying, interpreting (coding). The next step in the data analysis process will involve describing, classifying and coding the data. Creswell (2013) defined coding as the process of aggregating data onto small categories or themes that arise from the data. Further, Creswell suggested that the researcher should strive to arrive at no more than 25-30 codes, as this will help arrive at five to six common themes that will help synthesize and summarize the data . Patton (2002) further emphasized that as the researcher proceeds to analyze data with the intent of arriving at general categories or themes, bracketing should be seen as ongoing processes in a phenomenological study so the research is best able to view the data free of judgment and categorize it for what it is, rather than what it is perceived to be.

Interrater reliability and validity. Creswell (2013) indicated that in qualitative research the richness and strength of findings are dependent on an intercoder or interrater validity process. Interrater validity is the process of utilizing subject matter experts to verify that the codes and themes derived from data are valid (Creswell, 2013). The reliability and validity of the research findings for this study was obtained by first identifying and securing two doctoral students who were experienced in qualitative research and who are familiar with the theoretical setting of this research study. Second, reliability and validity was obtained through the following three-step process:

1. The research was transcribed, read, memoed and coded for three interviews.
2. The results of the first three interviews were shared with the two peer-reviewers. Reviewers were asked to determine whether they agreed with the

researcher's findings on the general themes and codes of the research. Based upon the peer-reviewers' feedback, the researcher determined whether consensus could be obtained from in the data analysis findings. In the event that consensus wasnot obtained, the researcher sought expert review from the dissertation committee and incorporated their finding into the data analysis process.

3. The last step involved an analysis and coding of the remaining 15 interview based upon the feedback and guidance obtained from the peer-reviewers through step two. Once all 15 interviews were completed, the result were shared with the peer-reviewers once again with the intent of arriving at general consensus on the research findings. In the event that consensus was not obtained, once again the researcher sought the guidance of expert review for a final decision.

***Representing and visualizing*.** The first step in representing data will involve obtaining consensus among the peer-reviewers and the researcher. Once consensus is obtained, the research will move to summarize and report the findings in chapter 4. Chapter 4 will include a summary of the findings as well as bar charts that tabulate and report the number of interviewees who fall under a general theme.

Chapter 3 Summary

This study's primary focus is to examine how executive champions at U.S. Fortune 1000 companies influence corporate activism on LGBT rights. To achieve this, the textual analysis model used was a combination of stakeholder theory, Edgar

Schein's organizational culture model, and Cass's(1979) theory on sexual identity formation. These theories allowed the researcher to examine the degree to which executive champions influence LGBT affirming corporate activism on LGBT rights domestically and abroad. As a means to audit this effort, I intend to use peer debriefing.

Chapter 3 provided a detailed description of the research design and methodology used to carry out the study. The chapter begins with a re-statement of the research questions and a discussion of why a phenomenological descriptive qualitative study is best suited for this project. The chapter further identifies the unit of analysis and provides a detailed description of the population and sample. The discussion on population and sample includes a detailed description of the factors for inclusions and exclusion that were utilized to define the sample and select participants. Next, the chapter discusses the IRB process and outlines the steps employed to ensure and secure participant safety and confidentiality. The chapter continues with a discussion on the process used to develop the interview protocol. The chapter discusses how each interview question is related to each research question and discusses how inter-rater reliability and validity was employed to validate the data collection tool. In addition, the chapter discusses the interview process and outlines best practices and techniques identified in the literature that lend to successful interviews. The last part of the chapter discusses the data analysis process and includes a detailed description of the three-step process that the researcher will utilize to test the validity and reliability of the data analysis process. The chapter concludes with a description of how the findings will be reported in Chapter 4.

Chapter 4: Presentation of Findings

Affirmative U.S. corporate activism advancing LGBT issues and legal protections has becoming increasingly more public facing in recent years. Public opinion, increasing LGBT consumer insights, LGBT research and data collection, and hard fought legal protections are vulnerable to severe rollbacks and setbacks that threaten to create a level of uncertainty unseen in recent history. In the years ahead, corporate America's loyalty and adherence to its espoused values related to the safety and legal protections of its LGBT employees, customers, and stakeholders will surely be tested.

In his first 100 days in office, President Trump enacteded or attempted to enact a travel ban on Muslims and refugees, the elimination of federal protection from LGBT discrimination in support of religious freedom, the withdrawal of federal protections for transgender students, and nominated a fierce opponent of same-sex marriage to the U.S. Supreme Court (Swift, 2017). In a national political climate that is becoming increasingly more hostile to the legal protections of LGBT people—particularly among the many that experience compound discrimination related to their belonging to multiple traditionally marginalized groups—it's critical to examine the influence of LGBT leaders and executive champions related to affirmative corporate activism on LGBT issues and legal protections. The purpose of this descriptive phenomenological study was to develop an understanding of best practices and strategies utilized to influence affirmative corporate activism on LGBT issues. In order to achieve this understanding the following research questions were asked:

1. What common strategies and practices for LGBT employee resource group leaders employ to advance affirmative corporate activism on LGBT issues?
2. What new challenges do LGBT employee resource group leaders face in implementing the strategies and practices advancing LGBT issues in the new national political environment?
3. How do LGBT employee resource group leaders measure the success of corporate activism on LGBT rights issues?
4. What recommendations would LGBT employee resource group leaders have for future implementation of strategies and practices that increase corporate activism on LGBT rights issues globally?

The four research questions and eight interview questions (answered by 13 participants) were intended to determine how leaders effectively influence U.S. Fortune 1000 corporations to be more active in affirming their support for the internal and external LGBT communities they serve. Research participants identified leadership opportunities and challenges in their workplace environments, and then common themes were identified in the data. These themes were then interpreted and discussed throughout the chapter. In an effort to help guide future success among practitioners and increase the body of LGBT scholarship, this study took a holistic view of the factors that contribute to how LGBT employee resource group leaders and executive champions influence corporate activism on LGBT issues.

Participants

Participants were selected through a purposive sampling approach associated with qualitative research. The selection approach makes three considerations. The first consideration is that all sample participants must have all experienced a similar phenomenon and thus have stories to share that are relevant to the phenomenon. Second, individuals are selected because of their relationship to the research problem and central phenomenon of the study. Third, the participants are willing to contribute to the study with the understanding of the highest degree of confidentiality during and after the study (Creswell, 2013).

In this current study, each subject was forwarded the consent letter and interview questions through the researcher, in some cases with the help of a third-party introduction. The sample pool consisted of 13 participants, nine male and four female. Five participants came from the financial services industry, two from the telecommunications industry, two from the tech industry, one from the food and beverage industry, one from the public utilities industry, one from the auto industry, and one from the management consulting industry. Five participants hold a leadership role in their company employee resource group (ERG) or business resource group (BRG), while eight participants consider themselves executive champions of LGBT issues.

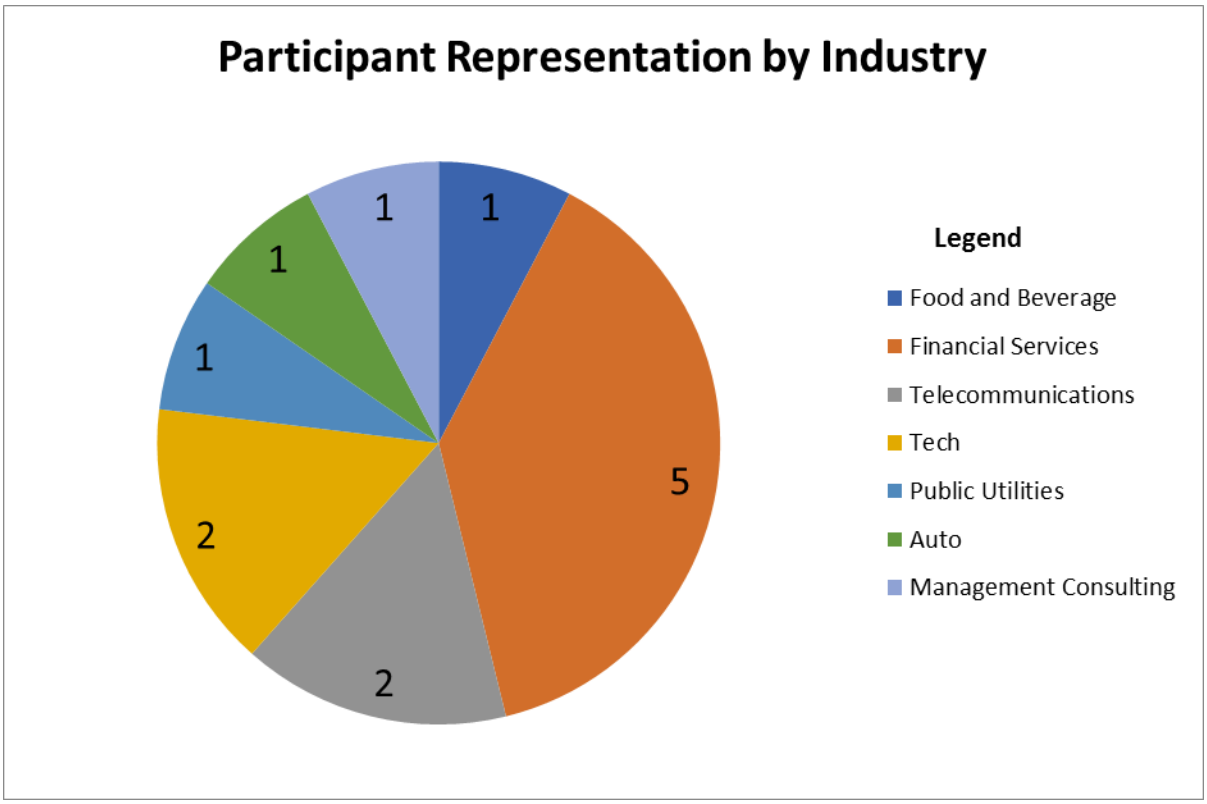

Figure 1. Participant representation by industry.

All of the participants were current employees of largely publicly traded U. S. Fortune 1000 companies. Although 25 research subjects were identified as meeting the inclusion criteria, only 13 accepted the request to be interviewed. Two participants never followed up to schedule an interview time after several attempts and three did not reply to my request at all. All participants requested to remain anonymous.

Data Collection

Data collection commenced on January 15, 2017 and concluded March 17, 2017. The proposed timeline initially set out to complete all scheduled interviews by the end of February but due to scheduling conflicts and slow response from research participants, the timeline was extended through March. The collection period began with initial

participant contact via LinkedIn or third party contact, then subsequent interview. Each participant was contacted through an introductory email and, in some cases, a telephone call. The potential research participant was given a brief description outlining the basis of the research and format of the research. Once each participant was confirmed over email, the personal interview was scheduled by email or text message. On the day of the interview, each participant was provided with a brief overview of the purpose of the research, assured their responses would be anonymous and confidential, and last minute questions were answered prior to the interview. Each of the participants' responses were repeated back to them after each response in order to ensure their responses were captured accurately when asked the following questions:

- IQ 1: What unique opportunities or challenges exist in your workplace environment?
- IQ 2: In terms of advancing affirmative corporate activism for LGBT issues, what standards and practices govern your organization?
- IQ 3: How does your organization currently engage employees is corporate social responsibility efforts?
- IQ 4: How well does your organization implement LGBT affirming standards, practices, and policies? What challenges do you face in the implementation process?
- IQ 5: How does the senior leadership of your organization define success when it comes to LGBT affirming corporate social responsibility efforts?

- IQ 6: Does your organization link corporate social responsibility efforts to corporate financial performance?
- IQ 7: Does your organization have sexual orientation and gender identity non-discrimination protections explicitly included in all of its operations, both within the US and global operations? Why or why not?
- IQ 8: Are there any closing thoughts or recommendations that you'd like to share or do you have anything to add to any questions already asked?

Table 3

Participant Information

Participant Pseudonym	**Date of Interview**
Participant 1	February 10, 2017
Participant 2	February 14, 2017
Participant 3	March 3, 2017
Participant 4	March 5, 2017
Participant 5	February 28, 2017
Participant 6	March 1, 2017
Participant 7	March 3, 2017
Participant 8	March 5, 2017
(Participant 9	March 5, 2017
Participant 10	March 6, 2017
Participant 11	March 17, 2017
Participant 12	March 15, 2017
Participant 13	March 17, 2017
Total: 13 participants	**Total 13 interviews**

There were minimal surprises during the data collection phase and the research largely progressed according to the defined plan. The surprises stemmed from the challenge related to getting firm commitments from interview subjects about their participation, date and time of interviews, and having to reschedule after interviews has been previously scheduled. During the initial contact with the participants, the researcher answered questions and concerns related to the purpose of the research, methods related to capturing their responses accurately, heads up about manual note-taking during the interview, and how anonymity would be assured.

Data Analysis

The qualitative research design helps to define assumptions by using a theoretical framework to describe a challenge (Creswell, 2013). Such assumptions come from the worldview of research participants, in addition to their personal interpretations. A qualitative approach was the chosen design for this study in effort to collect essential data—the experience of each research participant related to influencing corporate activism on LGBT issues. Qualitative research offers clarity when data from research participants helps other to better understand the participant's experiences and identify the attributes they have in common (Aldiabat & Navenec, 2011).

Each interview was transcribed by the research removing all identifiers. Each transcript was reviewed several times in an effort to identify the main themes. Themes were then coded according to the predefined three-step interrater reliability process including transcribing, reading, memoing and coding three interviews:

1. The results of the first three interviews will be shared with the two peer-reviewers. Reviewers will be asked to determine whether they agree with the researcher's findings on the general themes and codes of the research. Based upon the peer-reviewers' feedback, the research will determine whether consensus can be obtained from in the data analysis findings. In the event that consensus is not obtained, the research will seek expert review from the dissertation committee and will incorporate their finding into the data analysis process.
2. The last step will involve an analysis and coding of the remaining 15 interview based upon the feedback and guidance obtained from the peer- reviewers through step two.
3. Once all 15 interviews are completed, the result will be shared with the peer-reviewers once again with the intent of arriving at general consensus on the research findings. In the event that consensus is not obtained, once again the research will seek the guidance of expert review for a final decision.

Data Display

The data was organized by four research questions and displayed with each related interview question(s). As data was analyzed, the researcher noted the insights in common and a series of themes emerged. In an effort to maintain the commitment to assured confidentiality, the data was captured and redacted and organized by theme. The themes are displayed interview question and followed with graphs demonstrating the frequency in which each theme came up in the research interviews. There are

similarities in themes between interview questions, even though the themes are based only on the data collected related to each individual research question. The research participants were identified by reference number (i.e. Respondent 1, Respondent 2, etc.) in an effort to ensure anonymity without question.

Research question 1. Research question 1 sought to discover what common strategies and practices LGBT employee resource group leaders employ to advance affirmative corporate activism on LGBT issues, utilizing two interview questions, which established a series of themes that were analyzed individually and collectively.

Interview question 1. What unique opportunities or challenges exist in your workplace environment? This question developed five common themes: company culture, visibility, accountability, visionary leadership, and shaping public opinion (see figure 2).

Company culture. The research was able to develop common themes related to what the participants deemed as unique opportunities or challenges in their workplace environment. The most common theme was company culture. All participants recognized that co-creating a dynamic and supportive their workplace environment that acts locally but thinks globally as an enormous opportunity in their current workplace environments. In fact, Participant 9 stated:

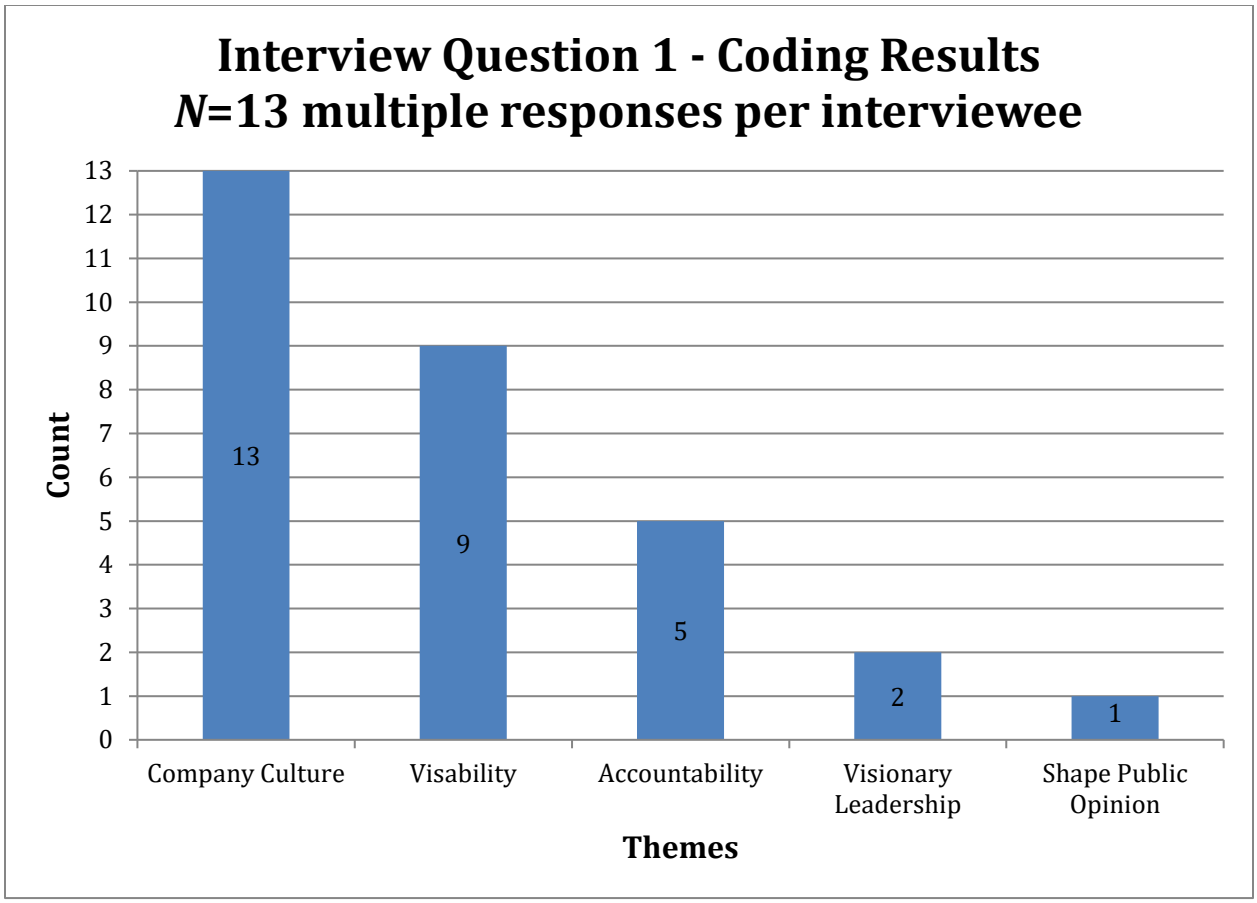

Figure 2. IQ1: Unique opportunities or challenges.

> Connecting to communities, connecting to the hearts of our employees, and being able to relate to the opportunities that are out there are unique opportunities. Our diverse footprint and diverse employee base help to sustain our commitment to recruitment and retention of our employees, a top priority. If we don't show up related to what's important to them and create a comfortable workplace environment, we may not succeed in terms of our core business practice. (P9, personal communication, March 5, 2017)

Other participants referenced a real-time culture shift within their companies with optimism. Participant 4 said:

> There is a cultural transformation taking place. The old boy network is alive but it's being shaken up at different levels of hierarchy in the company. Each manager has recruitment, talent development, promotion, and retention goals that are closely monitored and rewarded. Incentive compensation is also tied to performance. (P4, personal communication, March 5, 2017)

However, to varying degrees, most of respondents indicated some tension in their workplace environment related to social hierarchy and homogenous racial, ethnic, and gendered opportunities as a challenge. To this end Participant 8 said:

> Within our industry, banking tends to be very white male dominated so one of the challenges we experience is building a diverse talent pool. The clients that we serve are also straight white male CEOs and CFOs. Management has internalized the idea we need to look like our clients which perpetuates white straight male dominance. (P8, personal communication, March 5, 2017)

Visibility. Nine respondents saw visibility as a unique opportunity or challenge in their workplace. From an opportunities perspective, visibility in the workplace seems to offer employees permission to bring all of themselves to work. Participant 5 said:

> I realize I'm lucky to work for a company that supports these values. I grew up in the south and it's still sad for me to hear about folks that can't be open in their workplace because they don't have protection. For me, being out was a decision I made my second or third year in music retail. I had a women manager that was

> out and that gave me the courage to be out in my career, in part because I didn't see any repercussions for her being out at work. (P5, personal communication, February 28, 2017)

In varying degrees, several respondents referenced some frustration with getting their internal environment to full match how they are perceived externally. To this end Participant 6 said:

> We've coasted off the success of our super bowl ad that included two gay men on roller skates. Our marketing does not explicitly call out LGBT work. Most members of our Business Resource Group (BRG) would say our company on the inside doesn't match our company on the outside from a marketing perspective. (P6, personal communication, March 1, 2017)

Participant 12, like several respondents, was able to easily rattle off opportunities their company was actively pursuing in an effort to be more visible. Participant 12 said:

> We have several diversity executives and not just a volunteer Employee Resource Group (ERG). We are starting to position ourselves as facilitator of LGBT talent and working to bring more LGBT folks into the c-suite because of our portfolio of clients affords us an opportunity to help develop c-suite executives across industries. We have offices in countries that are not LGBT friendly and this poses a challenge in terms of allowing for local culture to inform how we show up, while not subverting our intent to have a globally inclusive workplace. (P12, personal communication, March 16, 2017)

However, Participant 1 articulated a challenge in the workplace environment related to viability that came up throughout the study when they said, “It’s always hard to quantify the value add of LGBT inclusion. We’re a more invisible constituency and we’re more difficult to count compared to Hispanics, women, and African-Americans” (P1, personal communication, February 10, 2017).

Accountability. One of five respondents identified accountability as a unique opportunity in their workplace environment, but it’s important to note that of the five they’ve been advancing LGBT issues internally and externally the longest. Participant 2 said:

> I think we do have an ideal multicultural workplace because we have a company that shares my values and has an employee base that mirrors the country and customer base we serve. We have a number of activities that embrace a range of cultural issues from a local, state, national, and international level. (P2, personal communication, February 14, 2017).

Through this lens, Participant 2 believes that having an employee and customer base that mirror the country is a key driver toward sustaining a company culture that is accountable and attentive to their needs as individual parts and the sum of all parts. The remaining participants saw multiculturalism as an opportunity to drive accountability to the highest levels of leadership in their companies. To this point Participant 8 said:

> The notion of multiculturalism is only found in the lower half of the corporate pyramid. The higher you get in the company hierarchy, the whiter and more masculine it becomes. We don’t have a single woman in the c-suite, one Indian

> man, and no gay people. It's hard to say we are multicultural when it doesn't trickle to the top. We only have one woman on our board. We had a Black Lesbian woman in commercial banking that was let go earlier this year and replaced by a gay white man. (P8, personal communication, March 5, 2017)

Visionary leadership. Two respondents viewed the visionary leadership as a company as a unique opportunity in the workplace environment. Like the other respondents, Participant 3's response is both practical and aspirational:

> Even though LGBT may not be directly related to our business, our vision and value do relate to our work. It's important for any employee to be able to reference the vision and values of the organizations. We don't sign on to very many public letters condemning issues even though we have gender-neutral bathrooms ourselves. Our policies are aimed at making sure all of our team members feel welcomed and safe. (P3, personal communication, February 28, 2017)

Shaping public opinion. Only one respondent saw their company's ability to shape public opinion through their words and actions as a unique opportunity in their workplace environment. In fact, Participant 6 said:

> On the LGBT front, we push for human rights, equal rights, and civil rights translated differently based on local context around the world. As an organization we have made it painfully clear we stand for equality for all associates. We are supporting equality act on the federal level and we've worked on the state level in

Georgia to defeat HB757 a religious freedom act that would have negatively impacted LGBT communities. (P6, personal communication, March 1, 2017)

Interview question 2. In terms of advancing affirmative corporate activism on LGBT issues, what standards and practices govern your organization? This question developed five common themes: company priorities, executive leadership, LGBT

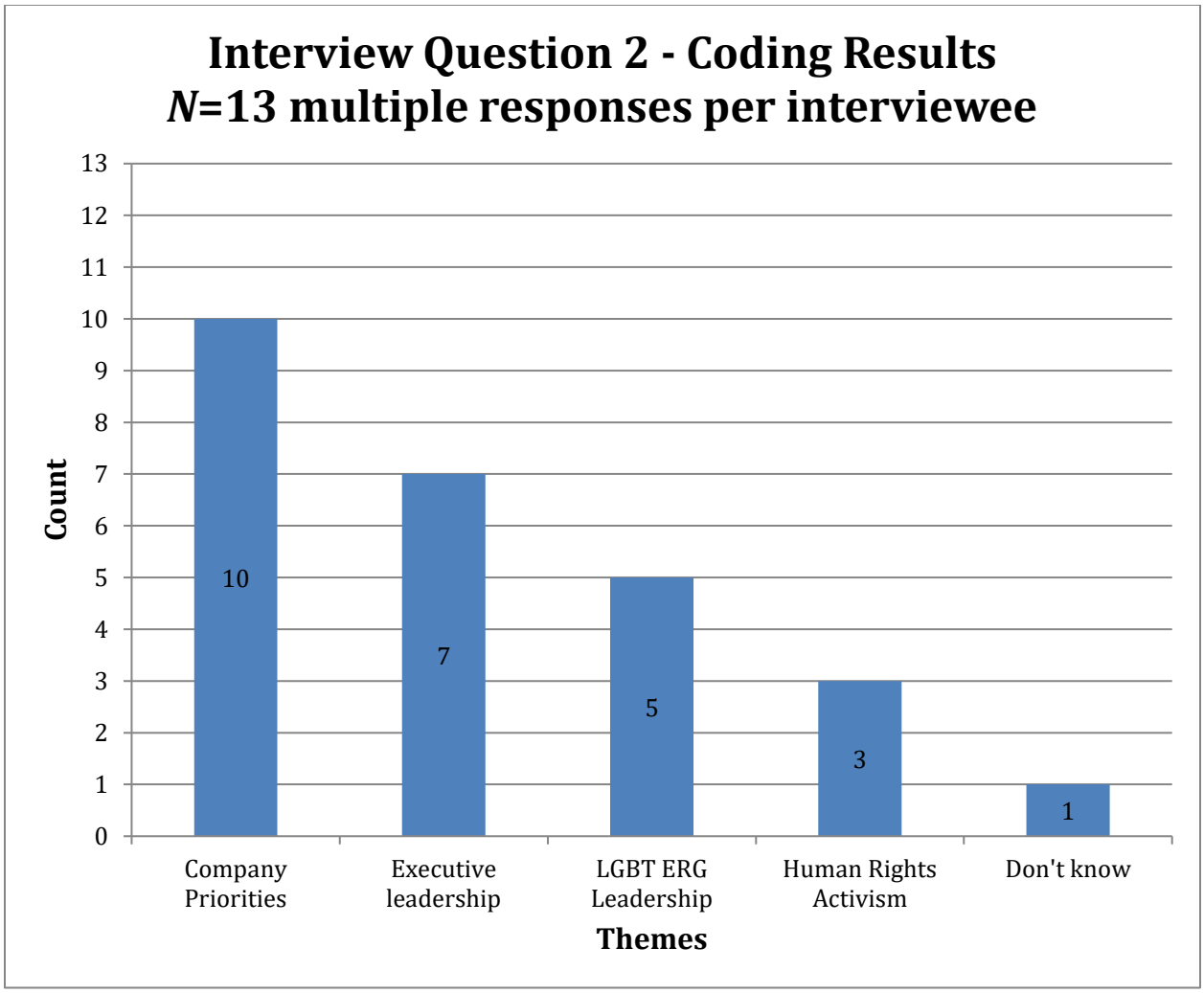

Figure 3. IQ 2: Standards and practices.

Employee Resource Group (ERG) Leadership, human rights activism, and don't know (see Figure 3).

Company priorities. Ten respondents indicated that company priorities set the standards and practices that govern their organization in terms of advancing affirmative corporate activism on LGBT issues, however priority setting seems to be influenced by both internal and external pressures. Participant 10 said:

> What governs us internally versus externally is different. External guidance comes down to a couple things. One, does it have to do with our business and what the business case is? Two, who else is talking about it among clients and competitors? And three, does it align with what we do and say? (P10, personal communication, March 6, 2017)

One example of the external pressure Participant 10 discussed was revealed when Participant 8 said:

> Regarding the U.S. Supreme Court ruling on gay marriage, our company came out in support before the ruling in an effort to better position us for the future. We recognize that older folks are dying and younger folks are becoming a more influential demographic in terms of political influence and buying power. The company is beginning to pivot from traditionalist driven business strategy to millennial driven business strategy. We understand this generation is more interested in social impact than previous generations. That said, our company comes out on these social issues because it understands its good for business in the long run. (P8, personal communication, March 5, 2017)

In terms of internal pressures Participant, 11 said:

> The fact that we humanize our employees and position them to talk about issues that are important to them really makes a difference. We really try to be intentional about inclusion in terms of hiring practices. We constantly ask ourselves if we have the right mix of qualified candidates. (P11, personal communication, March 17, 2017)

Executive leadership. Seven participants identified executive leadership as setting the standards and practices that govern their organization when it comes to advancing affirmative corporate activism on LGBT issues. The responsiveness of executive leadership is generally viewed as a determining factor in creating the conditions that help standards and practices related to LGBT issues to translate into a safe workplace environment and actions on matters that sustain such an environment. To this end Participant 3 said:

> When we took a position on North Carolina gender neutral bathroom issue and the 1-2 times we signed on to amicus brief on marriage equality, these things came from a demand by our employees. Our employees pushed for that to happen at a grassroots level. For us, employees make that difference. (P3, personal communication, March 3, 2017)

Respondents indicated that this trend was becoming more the norm and less the exception. Participant 12 said:

> It's becoming much more in the public sphere in the US and globally. How much of a stand do we take when it's not in our firm's culture to take a public stand?

> Being a partnership, there is no central person you go to say yes. We've got to continue to have engaged leadership. There is more of a call for us to march in pride parades. It's harder for us to do this than doing a pro bono engagement with an LGBT non-profit, but we still have to respond. (P12, personal communication, March 16, 2017)

LGBT employee resource group (ERG). Five respondents asserted that LGBT ERGs and Business Resource Groups (BRGs) were the standard and/or practice that governs the terms by which their organization affirms corporate activism on LGBT issues. To this end, Participant 9 said:

> It's about fully embracing individuals for who they are and creating an inclusive environment. The culture drives our work with big emphasis from Business Resource Groups (BRG). They inform where we invest our resources—GLAAD, Human Rights Campaign, local groups, etc. National doesn't impose a one-size-fits-all on local markets but instead national takes its cues from the various approaches of local market leaders championing the work on the ground. (P9, personal communication, March 5, 2017)

Keeping with the insight around the potential for organized employees Participant 7 said:

> We let our LGBT ERG be very grassroots, deliberately. Let's say an LGBT employee wants to do something with the community, there are empowered with marketing support and budget to make it happen without a lot of structure. Not top down but more bottom up. (P7, personal communication, March 3, 2017)

Human rights activism. Three respondents stated that human rights considerations informed the standards and practices that govern their organization related to advancing affirmative corporate activism on LGBT issues. Participant 2 said, "Our company is a sponsor of U.S. Olympic team and we thought it was important for us to voice our displeasure with Russia's human rights record on LGBT rights" (P2, personal communication, February 14, 2017). But for other companies, even though they experienced great concern related to human rights abuses of LGBT people where their business operates, the decision to act is more challenging. Participant 10 said:

> The biggest challenge in taking a stance is the sensitivity related to religion and children and how our clients would perceive such a stance because they supposedly have nothing to do with our business. We're in the business of helping other businesses succeed. So many times people think that we should focus on issues related to accounting and business success but we see diversity and inclusion as an essential element of business success. This often creates internal/external pressure. (P10, personal communication, March 6, 2017)

Don't know. Only one respondent did not know. Participant 13 said, "I don't know. I don't know the standards" (P13, personal communication, March 17).

Research question 1 summary. Research question 1 sought to identify what common strategies and practices do LGBT employee resource group leaders employ to advance affirmative corporate activism on LGBT issues. This question identified several respondents' strategies and practices that leverage company culture, visibility,

accountability, visionary leadership, shaping public opinion, company priorities, executive leadership, LGBT ERGs/BRGs, and human rights activism in cases where the LGBT ERG leader and/or executive champions monitor such standards and practices. The respondents discussed these themes in detail and labeled them as critical to successful organizational leadership. Respondents identified company culture, visibility, company priorities, and executive leadership as the bridge between the common strategies and practices LGBT ERG leaders employ to advance affirmative corporate activism on LGBT rights.

Research question 2. Research question 2 asked, “What new challenges do LGBT employee resource group leaders face in implementing the strategies and practices advancing LGBT issues in the new national political environment?” This question was addressed by systematically and collectively answering the following three interview questions:

- IQ 3: How does your organization currently engage employees in corporate social responsibility efforts?
- IQ 4: How well does your organization implement LGBT affirming standards, practices and policies? What challenges do you face in the implementation process?

Interview question 3. How does your organization currently engage employees in corporate social responsibility efforts? Five common themes were identified by the respondents: servant leadership, fluid stakeholder engagement, strategic communications and marketing, philanthropy, and developing new priorities (Figure 4).

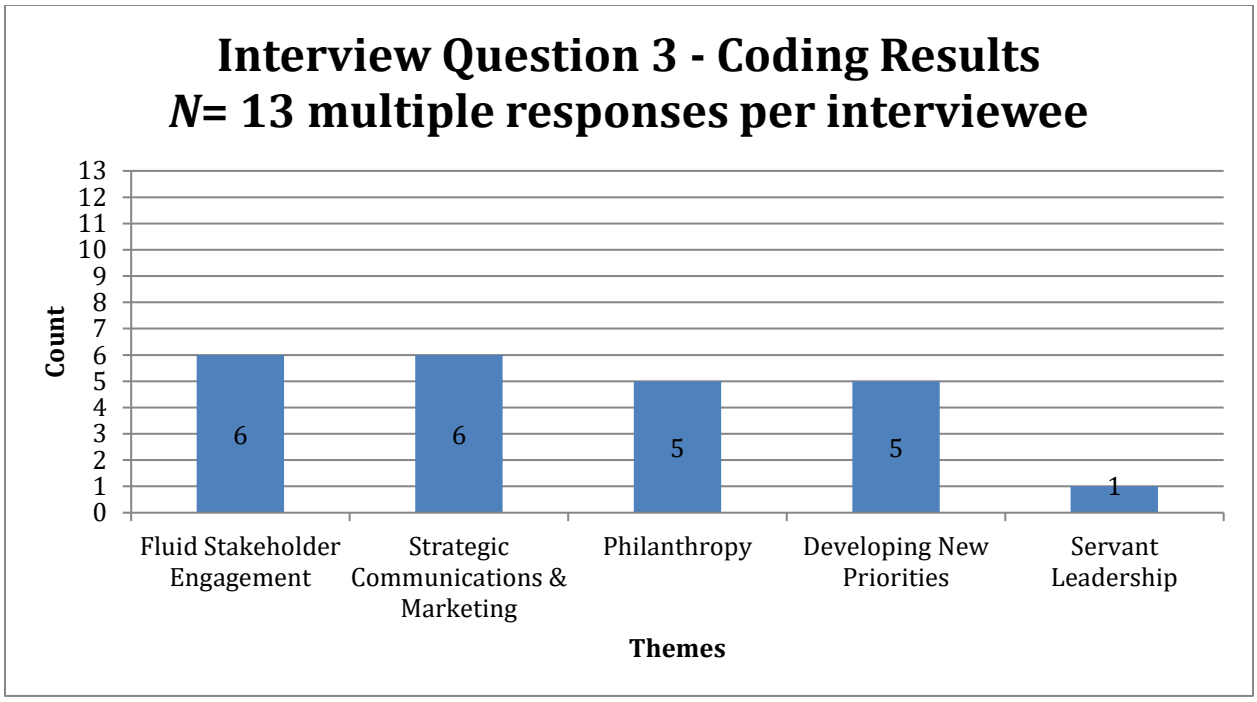

Figure 4. IQ3: Employee engagement in corporate social responsibility.

Servant leadership. Only one respondent stated that their organization currently engages in corporate social responsibility efforts. Participant 11 said:

> It's important for me to lead by example as who I am and who I love. I don't feel any fear or pressure to do so. Being able to share about my weekend and what I did and what I will do through normal water cooler talk is an example of what it means to show up as their whole selves. The ability to bring your whole self to work every day is very effective in creating a welcoming and affirming environment. (P11, personal communication, March 17, 2017)

Fluid stakeholder engagement. Six respondents indicated that their organizations take a more fluid stakeholder engagement approach when it comes to advancing corporate social responsibility efforts. Participant 6 said:

> Through the lens of the Business Resource Group (BRG), it's driven by and determine by what makes sense. With the women's group, the Go Red for Women is a natural fit for the women's BRG. There is a shared responsibility between BRG and Corporate Social Responsibility (CSR). Public Affairs and Communications owns AIDS Walk but it makes sure they partner with LGBTQ group and the African-American group. Initially 90% of cases of HIV/AIDS were LGBTQ and now 70% of cases are with African-American men. (P6, personal communication, March 1, 2017)

Strategic communications and marketing. Tied with fluid stakeholder engagement, strategic communications and marketing also had 6 respondents indicate this approach to advancing corporate social responsibility efforts. Participant 6 said:

> In 2016, one of our executive sponsors was one of the chief creative on the marketing side. When we started our search for an executive sponsor this year we knew that we wanted to search for someone in Public Affairs and Communications but not as a result of the election. Personally and as advocate leading the BRG and because of the political climate we're advocating for our members to attend and be visible. (P6, personal communication, March 1, 2017)

Philanthropy. A total of five participants stated that philanthropy was their organization's chosen approach to engaging in corporate social responsibility efforts. Participant 10 summed up the efforts of the five participants:

> Everything from volunteering to board service, doing fundraisers, and supporting fundraisers through galas. CSR has three key goals by which we try to align our

> D&I efforts, largely through equity in the workplace, education, and entrepreneurship (three E's). Usually anything we do, we try to align with these three things when we work with corporate responsibility team. (P10, personal communications, March 6, 2017)

Developing new priorities. Tied with philanthropy, another five respondents also identified developing new priorities as a way their organizations choose to engage employees in corporate social responsibility efforts. Participant 5 said:

> Our company, along with 50 other companies, helped in the filing of the amicus brief against the Muslim ban. This was a public statement that our company made. As soon as Trump was elected, there was a big reaction of fear from employees especially among LGBT employees. We have an LGBT person here on a visa from Saudi Arabia and her green card application is depended on her same-sex marriage. For her she felt particularly vulnerable with the election of Donald Trump. There is a real worry about the loss of civil rights. This being the case, I went to our Employee Assistance group to make sure legal resources were available related to family law and immigration law. This was an example of taking a more formal step to support emerging needs. (P5, personal communication, February 28, 2017)

Interview question 3 summary. Many of the themes identified seem to interact and intersect with each other. More specifically fluid stakeholder engagement, strategic communications and marketing, philanthropy, and developing new priorities seem to rise to the top as the chosen means by which the respondents' organizations engage

employees in corporate social responsibility efforts. These approaches will allow for organized action, support shifting paradigms, and mechanisms by which LGBT employees and allies can channel their LGBT activism.

Interview question 4. Respondents were asked to describe "how well their organization implements LGBT affirming standards, practices, and policies" (IQ4). Five themes emerged and one respondent didn't know. The five common themes that

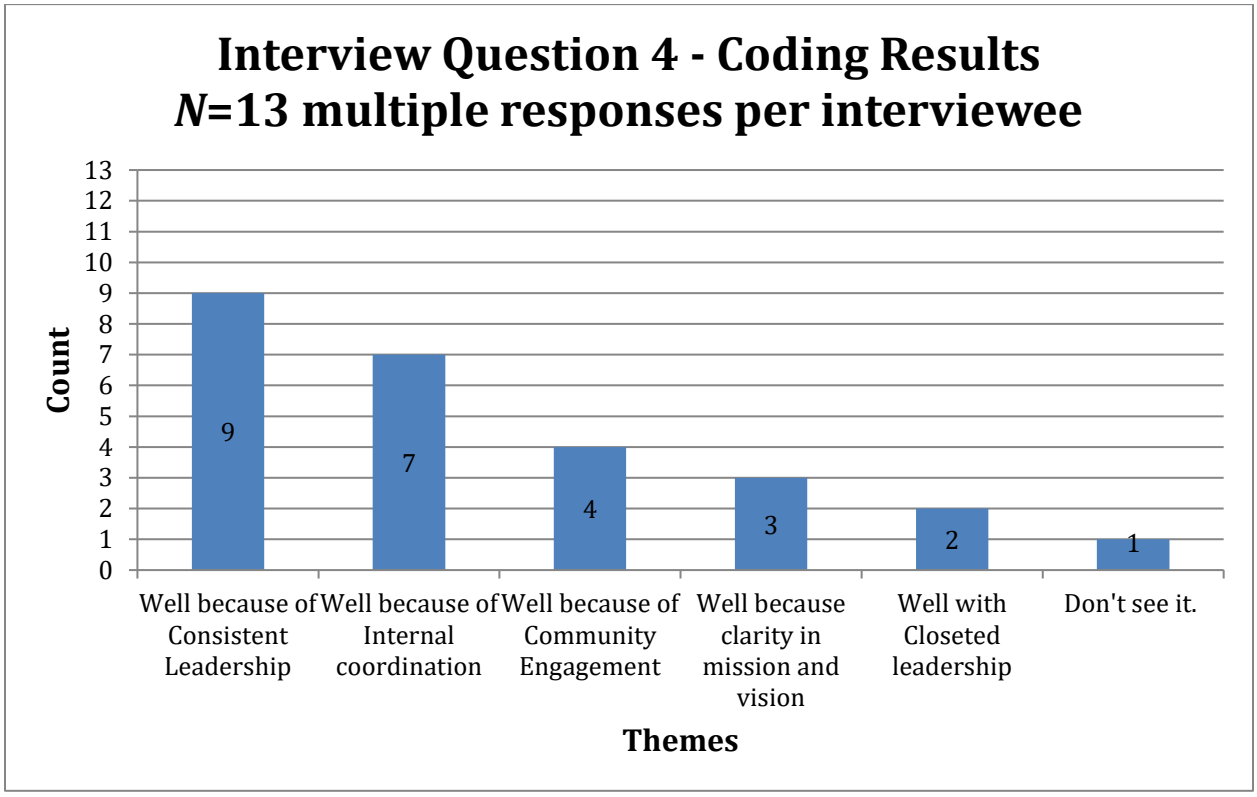

Figure 5. IQ 4: LGBT affirming standards, practices, and policies.

emerged from the respondents were: well because of internal coordination, well because of consistent leadership, well with closeted leadership, well because of community engagement, well because of clarity in mission and vision (see Figure 5).

Well because of internal coordination. Seven respondents indicated their organizations implement LGBT affirming standards, practices, and policies well because of their organizational strength related to internal coordination. Participant 5 said:

> Really well. The year we rolled out our new family leave policy allowing men and women to take a year to spend with a new born or adopted child. Also included were medical support and time off for transitioning individuals. This was a big moment for me and underscored our seriousness. (P5, personal communication, February 28, 2017)

Well because of consistent leadership. A total of nine respondents indicated they implement LGBT affirming standards, practices, and policies because of consistent leadership inside and outside of their organizations. Participant 7 said:

> We lead the way in this. When same-sex marriage was not legal everywhere, our company was able to provide medical insurance to partners in states that didn't recognize it. We've lead the way in trans rights—via policy using right pronouns, name changes, etc. We've been doing this for a long time. If someone changed their name, there is technical help they can ask for to change their name in all previous emails, records, and conversations they have been part of. We've always been leading the way in this type of affirmative activism. We've even

helped other companies set up LGBT ERGs in US and abroad including India. (P7, personal communication, March 3, 2017)

Well with closeted leadership. Two respondents indicated they implement LGBT affirming standards, practices, and policies well but don't talk about it well publicly if at all, very similar to leaders that are strong on LGBT issues but not out about their LGBT identity in the public sphere. Participant 3 said:

> I think we are one of the leaders in this space. We tend to be one of the leaders that is ahead of the game related to implementation of LGBT affirming policies and directives. We have a number of affirming policies and directives but we're just not good about talking about it. We take care of our employees but we don't tell the general public. (P3, personal communications, March 4, 2017)

Well because of community engagement. Four respondents indicated that they implement LGBT affirming standards, practices, and policies well because of their community engagement. Participant 3 said:

> A company our size reflects our community and society and because of this we have a responsibility to take care of the people that take care of our customers. If you want to attract the right talent you have to have the right policies. It's the right thing to do but it also makes business sense. (P3, personal communication, March 3, 2017)

Well because of clarity in mission and vision. Three respondents indicated they implement LGBT affirming standards, practices, and policies well because of clarity in mission and vision. Participant 7 said:

> The reason we do this so well is because we understand the positive impact on employee retention, the business itself, and how the world view our company. For example, if you look at our company's mission to organize the world's information and make it accessible to everyone, you'll find it's truly a global mission across race, gender, geographies, orientation, etc. Diversity is a key component to our mission. (P7, personal communication, March 3, 2017)

Interview question 4 summary*.* All respondents, with the exception of one respondent who didn't know, consider the implementation of their organization's LGBT-affirming standards, practices, and policies to be done well. Internal coordination and consistent leadership were the themes that seem to explain why they do it well, while doing well because of "closeted leadership" was the theme that ranked near the bottom of all responses.

Research question 2 summary. In research question 2, the respondents described new challenges related to engaging employees in several ways—fluid stakeholder engagement, strategic communications and marketing, philanthropy and developing new priorities. However, the respondents take pride in their organization's ability to implement LGBT affirming standards, practices, and policies. In fact, the majority of respondents believe their organizational implementation efforts are done well. To this end, thematically most respondents said their organization did implementation efforts well because of internal coordination competency and consistent executive leadership. Even though several respondents believe that clarity of mission and vision is in part why their organization does implementation well, it was also clear

that closeted leadership on LGBT issues doesn't seem to be as effective compared to the other themes.

Research question 3. Research question 3 asked, "How do LGBT employee resource group leaders measure the success of corporate activism on LGBT rights issues?" Because of the subjectivity of this topic, the question was broken into two interview questions with the goal of being able to compare and contrast definition of success so as to offer a robust picture inclusive of the many shades of success related to this emerging audience on the radar of U.S. Fortune 1000 companies:

- IQ 5: How does the senior leadership of your organization define success when it comes to LGBT affirming corporate social responsibility efforts?
- IQ 6: Does your organization link corporate social responsibility efforts to corporate financial performance?

Interview question 5. How does the senior leadership of your organization define success when it comes to LGBT affirming corporate social responsibility efforts? Five common themes emerged from the respondents: social impact, public recognition, legal compliance, don't know, safe and welcoming workplace, and they don't (see Figure 6).

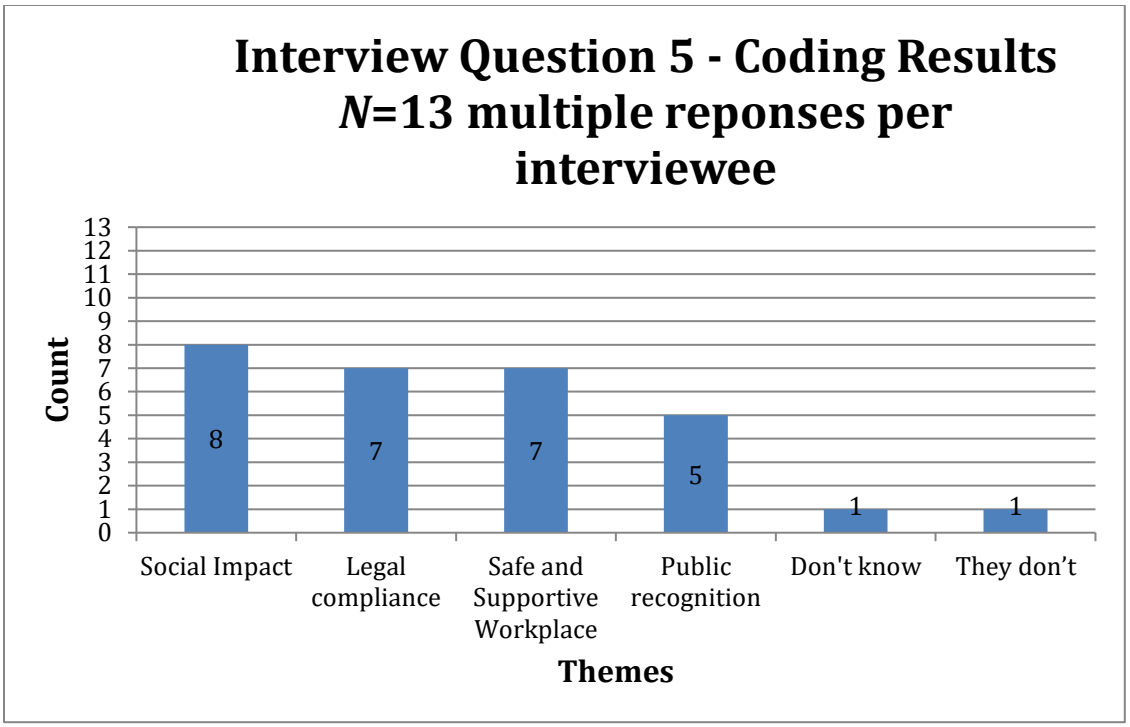

Figure 6. IQ 5: Senior leadership definitions of success.

Social impact. The majority of respondents said their senior leadership defined success related to LGBT affirming corporate social responsibility efforts as social impact. Because all of the research participants work for companies that have prioritize LGBT engagement in some way, shape, or form, this didn't come as a surprise. Participant 9 said:

> I would measure it through local LGBT organizations that look to us as an institution that supports, where they can bank, and look for financial solutions. Every organization is impacted by economics and as a financial services company we want to be at the tip of the spear in providing pathways to economic sustainability and vitality from a corporate and personal perspective. Making sure

> that our work aligns with my personal mission and the personal mission of my colleagues. Identifying champions internally across the audiences that want to lead these initiatives would be another measure of success. (P9, personal communication, March 5, 2017)

Public recognition. Five respondents asserted that senior leadership defines success related to LGBT affirming corporate social responsibility through public recognition. Participant 6 captured this sentiment when they said: Any company can buy their success by purchasing ads in all the right media and it will look like they are doing all the right things. We want to do the right thing and we want people to recognize the genuine intent and good we're trying to do in the world. (P6, personal communication, March 1, 2017)

Legal compliance. Seven respondents said that senior leadership defines success related to LGBT affirming corporate social responsibility in terms of being legally compliant. This presents a challenge given the fact LGBT people do not enjoy federal employment protections. Participant 9 said:

> From my perspective, African-American, Asian, and Latino segments have been at this longer than LGBT. You know when you are banking with an African-American or Asian customer. We have more numbers on these groups but LGBT is a more invisible constituency. In financial services, LGBT is not an open topic. Part of this is that the others groups are regulated by the government and LGBT is the newest audience. (P9, personal communication, March 5, 2017)

Don't know. One respondent did not know how their senior leadership defined success when it comes to LGBT affirming corporate social responsibility efforts. Participant 1 said, "I suspect if you asked senior leadership they would not be able to tell you beyond Human Rights Campaign Corporate Equality Index and maintenance of perfect score. Still that is a big maybe" (P1, personal communication, February 10, 2017).

Safe and supportive workplace environment. Seven respondents said that a safe and supportive work environment is how senior leadership defines success when it comes to LGBT-affirming corporate social responsibility efforts. This response is tied with legal compliance for the being the second most consistent theme for interview question 5. Participant 5 said: I don't think they have thought about defining it as much as they have thought about creating an environment that is open and inviting. If they heard of an instance where people didn't feel this way, they would be quick to react (P5, personal communication, February 28, 2017).

They don't. Only one respondent indicated their leadership doesn't define success when it comes to LGBT affirming corporate social responsibility efforts. Participant 8 said:

> I don't think we have an LGBT affirming corporate social responsibility strategy. Our take on LGBT is more internally focused on creating an inclusive environment for our associates. We have not done the work to find aligned external LGBT organizations that we can work with. It's likely the next generation

of work for our team here. The challenge is tying our LGBTQ work back to our core business. (P8, personal communications, March 5, 2017)

Interview question 5 summary*.* Social impact, legal compliance, and cultivating a safe and supportive workplace environment are chief among the ways senior leaders define success related to LGBT affirming corporate social responsibility efforts. Even though a substantial number of leaders measure success through legal compliance, it's important to note that there are no federal legal protections for sexual orientation and gender identity. They exist on state and local level in some parts of the country but not nationwide and more elusive overseas.

Interview question 6. Does your organization link corporate social responsibility efforts to corporate financial performance? IQ6 sought to learn what the relationship was between corporate social impact work and corporate financial incentives to invest in social impact work. Four themes emerged through this process: yes, somewhat, unknown, and no (see Figure 7).

Yes. Five respondents confirmed that their companies do link corporate social responsibility efforts to corporate financial performance. Participant 6 said, "Yes, it's reported to the board. Our board of directors is very interested in human rights and diversity and inclusion. The Board often ask these questions and it also shows up in board decks and annual reports" (personal communication, March 1, 2017).

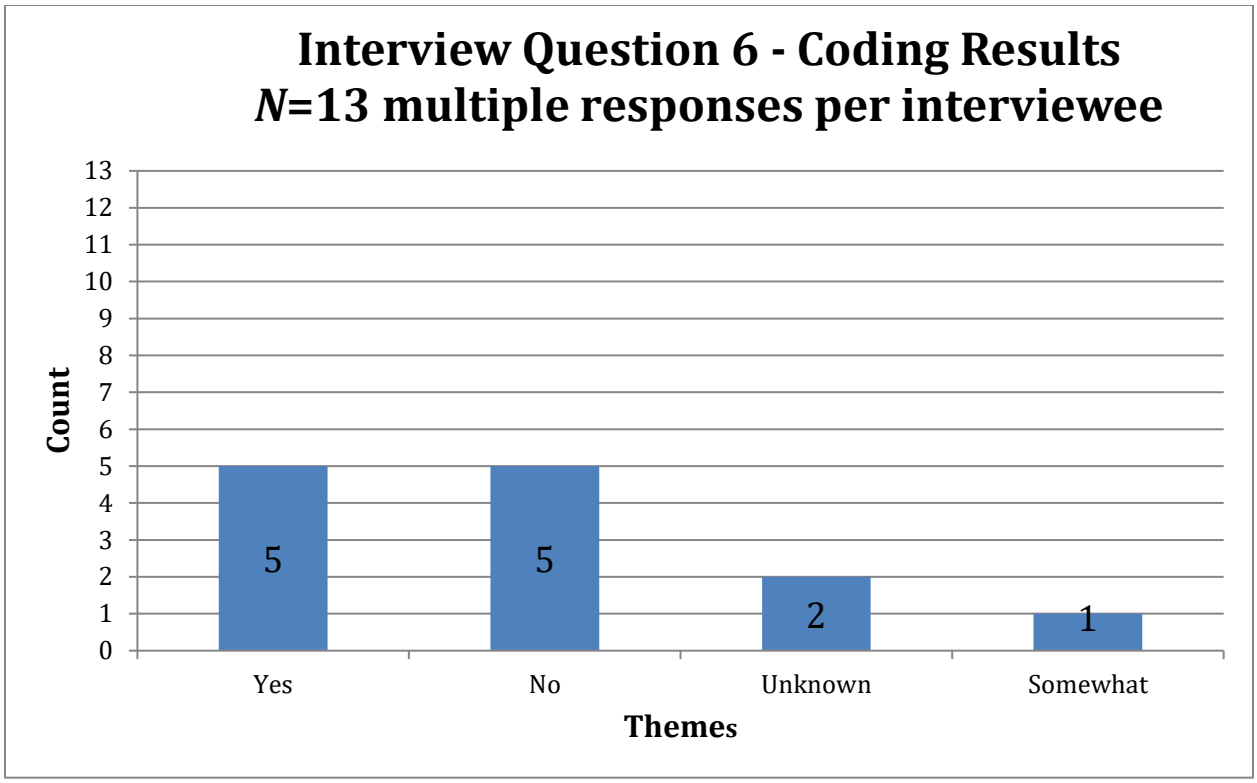

Figure 7. IQ 6. CSR vs. corporate financial performance.

Somewhat. One respondent said their company loosely links corporate social responsibility efforts to corporate financial performance. Participant 10 said:

> Most of these measurements comes down to brand measurement, brand visibility, and what this offers from a client and talent attraction perspective. We sometimes talk about how it helps us develop the skills of our people but it's hard to measure the impact. There is a link but it's not a direct link. It's more indirect. (P10, personal communication, March 6, 2017)

Unknown. Two respondents did not know if their company linked corporate social responsibility efforts with corporate financial performance. Participant 1 said, "It's

probably an open question as to whether or not our executives have any diversity related goals aside from HR. Not to the best of my knowledge" (P1, personal communication, February 10, 2017).

No. Five respondents confirmed that their companies do not link corporate social responsibility efforts to corporate financial performance. This theme is tied with the yes theme, meaning almost half of research participants in this study assert that there company has a firewall between these two company priorities. However it's unclear if the firewall will continue into the foreseeable future. Participant 2 said, "No and that's what we are attempting to do right now. Essentially linking ROI to what were already doing." (P2, personal communication, February 14, 2017).

Interview question 6 summary. Responses to IQ6 were focused on learning about the relationship between corporate social responsibility efforts and corporate financial performance. Although almost half of all respondents confirmed a link or did not, almost a third of respondents indicated that their company was evolving on this question**.**

Research question 3 summary. It was clear that the responses to the series of questions to understand how LGBT employee resource group leaders measure the success of corporate activism on LGBT rights issues is influenced by their senior leadership. Social impact, legal compliance, and cultivating a safe and supportive workplace environment were the themes that came across as the main drivers related to definitions of LGBT affirming success measures. Almost half of the participants confirmed such corporate social responsibility efforts were generally tied to corporate

financial performance, although with LGBT being an emerging audience for most of these companies, an ROI equation is being developed or deemed unnecessary. For the companies that have clearer definitions, their measures are mostly qualitative at this time.

Research question 4. Research question 4 asked, “What recommendations would LGBT employee resource group leaders have for future implementation of strategies and practices that increase corporate activism on LGBT rights issues globally?” Two interview questions were used to explore this question:

- IQ 7: Does your organization have sexual orientation and gender identity non-discrimination protections explicitly included in all of its operations, both within the US and global operations? Why or why not?
- IQ 8: Are there any closing thoughts or recommendations that you’d like to share or do you have anything to add to any questions already asked?

***Interview question 7*.** Does your organization have sexual orientation and gender identity non-discrimination explicitly included in all of its operations, both within the US and global operations? Why or why not? Although the majority of the responses are mostly affirmative the motivation for these protections in company policy vary. Five themes emerged: values driven yes, human rights driven somewhat, no, yes but can do better, and don’t know (see Figure 8).

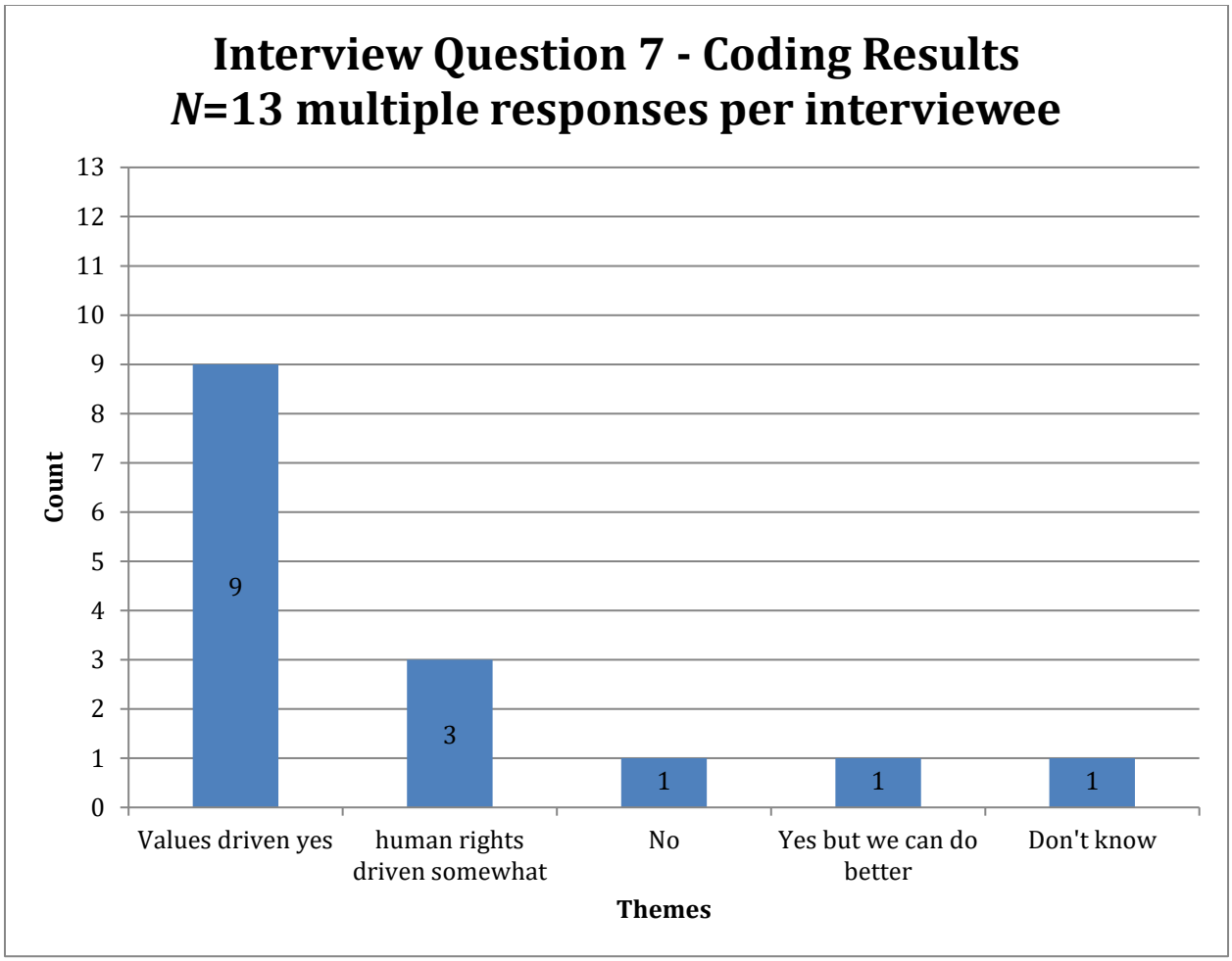

Figure 8. IQ 7: Sexual orientation and gender identity protections.

Values-driven yes. Nine respondents indicated a values-driven yes when asked if their organization has sexual orientation and gender identity non-discrimination protections explicitly included in all of its operations, both the US and global operations. Participant 6 said, “Yes. It’s the expressed public statement of our company including gender identity and gender expression” (P6, personal communication, March 1, 2017). However public statements may not be enough particularly in the current national and international environment related to LGBT issues. Participant 3 got to the heart of the

formidable for LGBT affirming corporate activist when they said, “It’s about being ‘out’ about our support for the LGBT community. Not just financial support to community based organizations but how we also treat our employees” (P3, personal communication, March 3, 3017). “Closeted leadership” whereby LGBT leaders and executive champions assert their influence from a distance enables LGBT invisibility and fundamentally undermines values-driven decision-making.

Human-rights driven somewhat. Three respondents stated a human-rights driven mixed response. As stated in the literature review, the use of human rights discourse in the context of advancing commercial interest can be problematic because their views are human rights can be very narrow and inconsistent across their global footprint. Participant 2 said:

> We’re not operating in some countries because they don’t share our views on human rights. It’s not the only thing we consider but it’s a major consideration. We recently acquired a company with presence in Caribbean, South America, and Central America. We also acquired two companies in Mexico. In some of these countries pro LGBT policies don’t exist as much as others. (P6, personal communication, February 14, 2017)

No. One respondent confirmed that they don’t offer such protections domestically or globally. Participant 8 said:

> I would say no. It depends on where we do business. We have a call center in Philippines. I don’t know if having a trans inclusive non-discrimination policy is a priority there. I don’t know if we have a trans policy here. We have a non-

discrimination policy though. (P8, personal communications, March 5, 2017)

Yes but we can do better. One respondent indicated their company does offer such protections but they can do better. Participant 7 said:

> We're in a really good place but there is one thing we could do better. We reward people taking part in corporate activism but not so much. It's part of their performance review but not an essential part of performance review. Empowering middle manager who don't care as much about diversity issues. This is essential. The top management is totally bought into diversity but middle managers not so much because they are focused on the business. (P7, personal communication, March 3, 2017)

Don't know. One respondent, Participant 13, didn't know if their organization had any protections.

Interview question 7 summary. Question 7 clarified whether or not the participant's organizations have sexual orientation and gender identity nondiscrimination protections explicitly included in all if its operations, both within the US and Global operations. The majority of respondents confirmed their companies offer such protections driven by their company's values. Three respondents confirmed they too offer such protections that are driven by their commitment to human rights. One respondent confirmed their company does but with room for improvement while one respondent didn't know.

Interview question 8. Are there any closing thoughts or recommendations that you'd like to share or do you have anything to add to any questions already asked? This

question was intended to capture any stray thoughts and/or underscore previously shared responses. The five themes that emerged were Return on Investment (ROI), risk analysis, nothing more to share, more intentionally creating change, and articulating a win-win (see Figure 9).

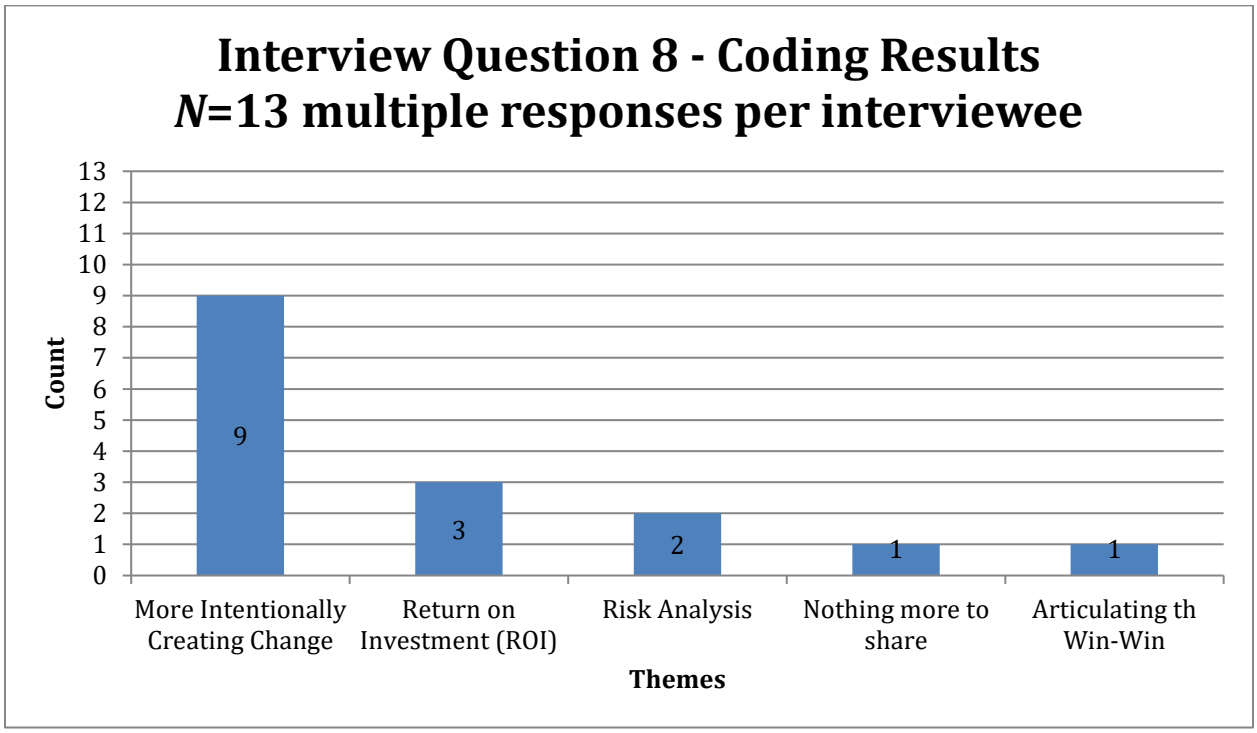

Figure 9. IQ 8: Closing thoughts or recommendations.

Return on investment. Three responses focused on Return on Investment (ROI). Participant 1 said, “We've got to quantify benefits of increasing productivity, retention of LGBT workers, selling vehicles to LGBT and allied customers, and the degree to which the brand image is improved by being perceived as socially responsible” (P1, personal communication, February 10, 2017).

Risk analysis. Two responses focused on risk analysis. Participant 3 said:

> Ultimately, I think companies want to generally do the right thing. Even companies like ours that does the right thing doesn't necessarily want to piss the off the other side. This may explain why we do things and don't share publicly and therefore don't get credit for it. (P3, personal communication, March 4, 2017)

Nothing more to share. One respondent didn't have anything to share. Participant 2 said, "I think I covered everything" (P2, personal communication, February 14, 2014).

More intentionally creating change. The majority of respondents offered closing thoughts and recommendations related to the theme of more intentionally creating change. Nine respondents offered an array of ways in which they would be more intentional in their work. Participant 6 said:

> When I began my role as president of the BRG, one of the biggest challenges I had was that lots of people were doing business on our behalf. Our BRG had absolutely no insights into public affairs and communications activities on the local, state, and federal level. On the community relations level, we were disconnected from allies serving on Human Rights Campaign Board, National Gay & Lesbian Chamber of Commerce, etc. Then I saw we supported Trevor Project and gave money to Victory Fund Institute and lots of other resources but the LGBT BRG was not in the know. (P6, personal communication, March 1, 2017)

Articulating a win-win. One respondent offered closing thoughts related to articulating a win-win in an effort to advance affirmative corporate activism in LGBT

issues. Participant 5 said, “I believe it is a company’s responsibility to be transparent about their discrimination policy so that employees or potential employees can make informed decisions as to whether or not it’s a place they want to work” (P5, personal communication, February 28, 2017).

Interview question 8 summary. Respondents stated they were optimistic about their organization’s ability to be more intentional about creating change. Efforts to do this have their challenges but generally speaking by strengthening their engagement with executive leaders, improving data collection related to LGBT employees and other stakeholders, developing LGBT business resource groups that are more closely connected to core business directives. The respondents offered the following main recommendations*:*

- R1. We've got to quantify benefits of increasing productivity, retention of LGBT workers, selling vehicles to LGBT and allied customers, and the degree to which the brand image is improved by being perceived as socially responsible.
- R2. Corporations have woken up over the past decade, and so has society at large, to being more informed and more welcomed. The more corporations make it easy in terms of talent recruitment and retention, the more of a force corporations will become on LGBT justice issues. It's incumbent that corporations that wish to be competitive, play very visibly in the LGBT space.
- R3. I believe it is a company’s responsibility to be transparent about discrimination policy so that current employees or potential employees can

make informed decisions as to whether or not this is a place they want to work.

- R4. ERG tends to provide things like counseling support, social activities, for employees of a certain homogenous group. What is different for us and companies I've been affiliated with, if you construct the group to be an employer source group, when there are cuts because they are "nice-to-haves," they are among the first to go. BRGs have charters, business goals and objectives that are tied to the organization's success. So as the president of this BRG, I'm required and my leadership team is required to draft annual strategic plan to identify and outline how we are going to operate to benefit workplace, marketplace, and community. Every group has to have these three things.
- R5. I think the challenge about LGBT is garnering data and identifying LGBT. If we don't have the count right, if people aren't out, and if people don't self-identify it becomes a challenge. We've made efforts to create a safe workplace environment but there are still some employees that don't come out in part because of their work function sometimes.
- R6. Every 18 months to two years, we bring together our LGBT colleagues for a global conference for connectivity and professional development. This really helps to build a sense of community, give senior role models to connect with, and make them feel included and feel the level of investment the company

has in them.

- R7. I think creating opportunities like Out Leadership where you create a forum for top tier leaders to come together, interact, share, and learn is the best way to start these conversations. Creating such a network is the ideal first step. It has to come from leadership in high position. They take the top CEOs and C-Suite and get them to care about LGBT issues. This is the way to do it.

Chapter 4 Summary

The purpose of this descriptive phenomenological study was to develop an understanding of best practices and strategies utilized to influence affirmative corporate activism on LGBT issues. Forty-one themes emerged.

In response to research question 1 exploring the common strategies and practices of LGBT employee resource group leaders, company culture and visibility emerged as the most popular themes among research participants. Shaping company priorities, executive leadership, and LGBT employee resource leadership emerged as the most common drivers of standards and practices governing most companies.

In response to research question 2 exploring the challenges LGBT employee resource group leaders face in the implementation of LGBT affirming standards and practices, there was some nuance that emerged in these responses. The two themes of equal note related to employee engagement in LGBT affirming corporate social responsibility efforts were fluid stakeholder engagement and strategic communications/marketing. The next two themes of equal note that emerged were

philanthropy and the developing new priorities. The fact that all of these themes had nearly an equal amount of response among research participants underscores far reaching challenges LGBT employee resource leaders face in implementing LGBT affirming corporate social responsibility efforts. In terms of how well LGBT affirming standards, practices, and policies get implemented, the majority of research respondents said their company did this well because of internal leadership and internal coordination. While a fewer number of respondents believed their companies did this well because of community engagement, clarity in mission and vision, and closeted leadership. Each of these themes represent a dynamic eco system of variables that together co-create an organizational culture, as stated in the literature review, that allow for assumptions, espoused values, artifacts, and behaviors to align to create an LGBT affirming company culture for a wide-range of stakeholders.

In responses to research question 3 exploring how LGBT employee resource leaders measure success, social impact emerged as the most popular response. Legal compliance and safe/supportive workplace tied for the second most popular. In terms of linking corporate social responsibility to corporate financial performance an equal number of respondents said yes and no, while the remainder didn't know for sure. All of these responses together suggest that measuring success is mostly aspirational, legal compliance driven, and largely lacking a dedicated financial source to power this commitment.

Finally, in response to research question 4 exploring recommendations to increase corporate activism on LGBT rights globally, respondents largely indicated that

being values-driven and human-rights driven is at the heart of what's needed to do more to support LGBT legal protections globally. Doing so by being more intentional about creating change and using Return on Investment (ROI) formulas to articulate the value add, consistently showed up as the top two closing thoughts among all interview subjects. These theme themes reveal a tension between commercial interest and human rights that respondents may not be trained to navigate or negotiate.

Chapter 5: Conclusions and Recommendations

Senge (2010) wrote that transformation happens when people in learning organizations are willing to begin to re-examine their underlying assumptions. This study set out to learn about how LGBT ERG leaders and executive champions influence corporate activism on LGBT issues. We discovered some underlying assumptions and examples underscoring insights in the literature review. As discovered in the literature review, leaders find themselves in a constant push-pull relationship with a range of influential stakeholders that have the power to give them what they want. When executed well, these leaders' actions can lead to best practices and strategies that can transform the world starting with their company footprint.

Summary of the Study

This study was designed to gather an understanding of best practices and strategies employed by LGBT employee resource group director and executive champions to influence affirmative corporate activism on LGBT issues. The participants were asked to identify common strategies and practices they employ in an effort to advance affirmative corporate activism on LGBT issues. Although many of the common practices and strategies are in the test and learn phase, and success is subjective, the study generated a series of common themes to develop a well-rounded view of what it takes to influence affirmative corporate activism on LGBT issues. The study discovered variations in interpretations of the questions but gathered consistent messages from the participants.

Discussion of the Study

The goal of this study was to identify best practices and strategies utilized to influence corporate activism on LGBT issues in a national and international political environment that is evolving. This goal consistent of two phases: Chapter 2 and Chapters 3-4. Chapter 2 featured a literature review intended to develop an understanding of the existing body of knowledge. Chapters 3-4 presented the framework and data gathering process in this qualitative study. The literature review identified several themes that previous analysts, authors, and pioneers focused on. These themes include: stakeholder influence, assessing corporate social responsibility on LGBT rights, and CEO activism. The literature review attempted to understand the spoken and unspoken aspects of LGBT affirming company cultures; competing company priorities; key stakeholders that make for consistent and inconsistent leadership; examine what motivates so-called values-driven decision-making; and opportunities to more intentionally create increasing change inside and outside of the corporate environment that affirms the dignity and legal protections of LGBT people.

This qualitative study was designed to collect first-hand information on the strategies and practices of corporate activism on LGBT issues from the perspective of leaders involved in the process—principally LGBT employee resource group leaders, LGBT business resource group leaders, and executive champions. The following research questions were developed to gather needed information from leader that are stakeholders involved in the continued process to advance affirmative corporate

activism on LGBT issues. Each question was answered by using supporting interview questions, as detailed in chapter 4:

1. What common strategies and practices for LGBT employee resource group leaders employ to advance affirmative corporate activism on LGBT issues?
2. What new challenges do LGBT employee resource group leaders face in implementing the strategies and practices advancing LGBT issues in the new national political environment?
3. How do LGBT employee resource group leaders measure the success of corporate activism on LGBT rights issues?
4. What recommendations would LGBT employee resource group leaders have for future implementation of strategies and practices that increase corporate activism on LGBT rights issues globally?

Common strategies and practices to advance LGBT issues. Research question 1, regarding what common strategies and practices LGBT employee resource group leaders employ to advance affirmative corporate activism on LGBT issues, was answered comprehensively by using two interview questions. The results yielded and overwhelming focus on company culture and company priorities. The leaders felt that the unique opportunities and challenges in their workplace environment revolved around company culture and visibility of LGBT affirming leaders, actions, and activities. In terms of what does or doesn't make their organizations and ideal workplace environment, their responses revolved largely around company priorities and executive leadership.

As stated in the literature review, this tension is consistent with the tension between critics and proponents of corporate social responsibility (CSR). Critics of CSR call it an umbrella concept that lacks universal definition, academic origin, difficulty operationalizing, and thus limited universal application. Proponents of CSR embrace the relative concept and believe that the ambiguity allows CSR to respond to social demands of its stakeholders (Boatwright, 1993). This ambiguity aligns directly with the research findings. As long as LGBT issues consider to be under attacked my political and religious conservatives through public policy that impacts employees, customers, and other key stakeholders, corporations will be under pressure to do more than provide a safe insular environment for their own employees. This means corporations will be forced to work through the ambiguity of the practice of CSR in an effort to design a consistent response to social demands in the US and overseas.

New challenges in new national political environment. Research question 2, regarding what new challenges LGBT employee resource group leaders face in implementing strategies and practices advancing LGBT issues in the new national political environment, was answered comprehensively using two interview questions. The results yielded a mixed response related to how the participant companies engage employees in corporate social responsibility efforts. Six respondents discussed a fluid stakeholder engagement approach by their employers. An equal number of respondents discussed a strategic communications and marketing approach. The next most common response with five participants was philanthropy tied with developing new priorities. The new national political environment following the election of President Trump and control

of the U.S. Congress and the majority of state legislatures by conservatives demands the tools for companies to deliver a dynamic response to challenges related to government sanctioned LGBT employment discrimination, the discrimination of binational same-sex couples, family adoption discrimination, roll back of research data collection on LGBT older adults that depend on vital government services, dismantling of Medicaid programs, and push to make life-saving HIV/AIDS medications less affordable by repealing the Affordable Care Act (also known as Obamacare).

As stated in the literature review, like racial and gender justice in the workplace, LGBT justice is being increasingly viewed as an extension of the social contract between the business community and society at large. To this end, some definitions of CSR apply a minimum standard of behavior that disallows organizations from intentionally acting in a manner that could damage stakeholders and if they do, they've got to rectify the mistake when the detriment is discovered (Campbell, 2007). This means that in order to attain a minimum standard of social responsibility, organizations have to enact policies, practices, and procedures to keep discriminations from being inflicted on LGBT people.

Fluid stakeholder engagement, strategic communication, philanthropy, and the development of new priorities are all strategies that can and must be employed in order to attain the minimum level of social responsibility in this current national political environment. Furthermore, interview question 4 sought to collect insights related how well participant organizations implement LGBT-affirming standards, practices, and policies. Interview question revealed that the overwhelming majority of respondents

believed their organizations did this well but for different reasons. Nine respondents said they did well because of consistent leadership, while seven respondents said they did well because of internal coordination.

Measuring the success of LGBT corporate activism. Research question 3, regarding how LGBT employee resource group leaders measure success of corporate activism on LGBT rights issue, was answered comprehensively by using two key interview questions. The results yielded a significant response related to how the senior leadership of the organizations being studied defines success when it comes to the LGBT affirming corporate social responsibility efforts. Eight respondents said the senior leadership of their organization defines success in terms of social impact. As stated in the literature review, the way managers view themselves and their organizations influences the type of relationship they choose to build with their stakeholders and wider world beyond the domain of their business interest (Brickson, 2007).

Seven respondents define success based on legal compliance. Participant 8 best summed up the responses related to the legal compliance theme:

> Part of the challenge: we are not incentivized to have one and not penalized to not have a CSR strategy related to LGBTQ issues. There are regulatory requirements to reinvest in the communities where we serve and this is socio-economic driven not driven by sexual orientation or gender. (P8, personal communication, March 5, 2017)

As stated in the literature review, this is critically important distinction with domestic and global implications. The difficulty in regulating and enforcing corporate

responsibilities is, in part, related to it being defined so broadly by a wide range of stakeholders. In the United States, corporate responsibility is more about self-regulation unless the company's actions break the law (Grimsley, 2016). While senior leaders mentioned in this study define success in part based on legal compliance, it's important to note that compliance is voluntary related to LGBT. This means they can walk away from back their commitments at any time and still be considered legally compliant with existing U.S. federal laws and a growing number of anti-LGBT state laws.

Equal to the number of respondents that asserted that senior leaders define successful LGBT affirming corporate social responsibility related to legal compliance, another seven respondents define success as creating a safe and welcoming workplace environment.

The extent to which companies have begun to systematize strategies and practices to co-create a safe and welcoming workplace are consistent with organizational leadership scholarship. As stated in the literature review, consultation and organizational development are critical to building community and organizational capacity. The ability to facilitate growth of organizational capacity to attain its goals (Wolf, 2014) requires unwavering collaboration at all levels of an organization as illustrated by Participants 11 and 7.

Five respondents said yes to their organization linking corporate social responsibility efforts to corporate financial performance. The context related to why their company doesn't link CSR to CFP is consistent with the genesis of corporate social responsibility. As stated in the literature review, the notion of CSR dates back to 17th

and 18th century philosophers including Hobbes, Locke, and Rousseau, who are credited with having conceived of the idea of a social contract between a nation and its citizens (King & Cortina, 2010). As businesses grew in size they became increasingly perceived as a critical partner in this social contract.

All research participants to some extent or another saw their company's commitment and by extension their personal and professional commitment in strengthening the social contract to include LGBT stakeholders.

Recommendations to increase LGBT corporate activism globally. Research question 4, regarding what recommendations LGBT employee resource group leaders have for future implementation of strategies and practices that increase corporate activism on LGBT rights globally, had overwhelmingly encouraging insights using two interview questions. The results yielded an overwhelming "values-driven yes" related to IQ7, which asked if the participant's organization had sexual orientation and gender identity nondiscrimination protections explicitly included in all of its operations, both within the US and globally.

As stated in the literature review, most CSR studies to date have been analyzed in the context of developed countries in Western Europe, the United States, and Australia, rather than once colonized developing countries (Belal, 2001). These societies and the degree to which their economies greatly influence CSR standards, practices, and levels of understanding (Jones, 1999).

Nine respondents, when invited to share closing thoughts or recommendations related to any previously asked question, spoke about the need to be more intentional

about creating change. Respondents focused their closing coming largely around executive leadership, data collection, and social action. These closing thoughts and recommendations were generally given in the context of acting locally and thinking globally.

As stated in the literature review, the appropriation of human rights discourse may diminish the moral and political power of human rights discourse by making the discourse less about protecting vital human interest and more about protecting the commercial interest of transnational corporations (Turkuler, 2016). While seemingly not the intent of the research participants, this may be the intent of other leaders within their organizations that are not champions of LGBT issues.

Key Findings

The key findings revolve around three consistent messages identified in the data. When combing through both the literature review and the interview based research, the researcher developed a consistent methodology. The first and by far most significant finding was company culture. As the data shows, 13 responses confirmed that company culture is both a unique opportunity and challenge that exist in the workplace environment. This is consistent with the scholarly literature and theories asserting that organizational culture is a critical factor by organizational change scholars.

As stated in the literature review, Edgar Schein, one such scholar, developed an organizational culture model identifying three specific layers in organizational culture: (a) artifacts and behaviors, (b) espoused values, and (c) shared basic assumptions (Schein, 2004). In an effort to learn more about the unique opportunities and challenges

that exist in the workplace environment of research participants, the three major themes that emerged were company culture, visibility, and accountability, which align with Schein's model.

Insights from the research participants reveal various examples of each layer of organizational culture, according to Schein. When asked about what standards and practices govern their organization in terms of advancing affirmative corporate activism for LGBT issues, the majority of research participants spoke about company priorities and executive leadership creating a cascading effect in the workplace environment that in effect shape the standards, practices, and norms that govern their organization. It appears that the root problem in these often dynamic workplace environments is a leaderless movement from inside the organization's power centers that are incongruent with the company's espoused affirmative activism on LGBT issues, growing social impact activities, and an LGBT constituency that is not as visible as other traditionally marginalized groups.

In addition to LGBT employee resource groups (ERGs), piloting the potential for LGBT business resource groups (BRGs) to bridge the gap between executive leadership, LGBT social impact activities, and strategic business priorities may help companies to develop both quantitative and qualitative measures to better assist senior leaders in socializing a growing LGBT engagement portfolio aligned with core business and core values. Therefore, Schein's organizational culture model, Cass's theory of sexual identity formation, and stakeholder theory must not be viewed separately in isolation but instead as symbiotic variables that together create an environment where

diversity in all forms can be a part of every social, political, economic, legal, intercultural, and technological decision. This cannot happen in an environment absent the alignment of assumptions, espoused values, and the artifacts and behaviors that reinforce these values.

Implications for Study

The study will hopefully influence more robust corporate activism on LGBT justice issues across the United States and around the world at a time when the rise in global conservatism threatens to undo the progressive social and economic progress. Well-supported LGBT employee resource groups that develop year-over-year goals will be critical in terms of creating a safe and welcoming workplace environment. However, assuming ERGs don't have a function tied to core business function, LGBT business resource groups will be critical in developing the LGBT consumer facing insights that help extend corporate commitments overseas and sustain these efforts over time.

It's with humility that the researcher hopes that this study inspires LGBT and allied leaders in corporate America to be inspired to do more, not less, particularly during this moment in US and world history, where LGBT people and traditionally marginalized groups stand to lose legal protections that keep them and their families safe. Prioritizing human rights considerations in domestic and international business transactions as a means to extend the reach of corporate protections beyond the borders of their headquarters, will have enormous influence at a time where isolationist national policies are on the rise globally.

Doing “good by” being a leader in LGBT affirming standards, practices, policies, and corporate social responsibility efforts is relative. However, based on this study, companies should consider including the following in their toolkit:

- Develop human rights impact goals and empower a senior executive to monitor, troubleshoot, and report back on the company’s progress toward those stated goals on a regular basis.
- Develop corporate activism policy inclusive of ethical decision making framework in an effort to give the company a road map on how to respond consistently in cycles of social, political, economic, legal, intercultural, and technological volatility.
- Practitioners should work with scholars to revise and develop business, public policy, and communications courses to better equip today’s students and tomorrow’s talent to get trained on working in an increasingly more social and economically dynamic workplace environment
- Help politicians better understand their role beyond being supportive of the companies narrow commercial interest by providing vivid examples of business challenges that help to create the political will to act.
- Be an industry leader among industry leaders increasing social and economic impact through LGBT affirming standards, practices, and policies.
- Convene industry and local leaders to learn how to navigate the web of intended and unintended consequences of corporate activism in communities where they do businesses.

Recommendations for Future Research

The initial goal of this study was to complete and exhaustive research project that would add to the emerging discipline of LGBT scholarship. The existing body of scholarly research related to corporate activism on LGBT issues is still in its infancy even though there has been a robust movement for LGBT rights in the United States and abroad for decades. This growing area of research necessitates a recommendation for future research to perform a more focused study on the effects of company culture with regard to corporate decision-making, during an inflection point in the LGBT justice movement on an issue that directly and indirectly affects their LGBT stakeholders. In addition, the study recruits research participants that consider themselves to be employee resource group leaders, business resource group leaders, and/or executive champions who embrace personal identities from more than one traditionally marginalized racial, ethnic, and/or gender group. Along with this focus as a researcher, there may be additional benefit from the following:

- A study about the perception of LGBT corporate activism. Several respondents in this study described the growing need to address the incongruence of their company's espoused values and the deficit of racial, ethnic, gender, and LGBT diversity throughout the hierarchy of leadership in their company. Dobbin and Kalev (2016) attributed diversity training programs to reduce bias on the job, hiring tests and performance ratings, and grievance policies as tools designed to preempt lawsuits by policing the thoughts and actions of managers. Although it seems each respondent found ways to

overcome this perception, did they really? If so, how were their efforts to overcome this perception complicated when the champion's self-identity overlaps more than one traditionally marginalized group prioritized by their company leadership.

- A study should be conducted on the privatization of LGBT rights. The growth of LGBT affirming corporate policies compared to the rise in anti-LGBT legislation on the local, state, and federal level in the United States and around the world lend itself to a scenario whereby LGBT employees in corporate America may find they are more protected at work than at home in their community. This has a profound impact on LGBT persons outside of corporate America, LGBT persons in private business, and unemployed LGBT persons. These voluntary protections and discretionary responsibility in lieu of legal protections are problematic. The Carroll (1979) model essentially says "economic and legal responsibilities are socially required, while ethical responsibility is socially desired" (Jamali & Mirshak, 2007, p. 247). A change in executive leadership, company reorganization, or mass layoffs could threaten to upend internal and external progress on LGBT issues at any time. Protections for LGBT persons baked into company policies are an important step that is becoming increasingly more socially desired but it's no substitute for legal protections under federal law.
- A study should be conducted on the ethical decision making framework of LGBT affirming U.S. Fortune 1000 on LGBT human rights issues. LGBT

affirming company policies don't always apply to their employees overseas because local legal protections for LGBT people often don't exist. However, the espoused values of U.S. corporations are thought to transcend all geographic boundaries and apply everywhere they do business. Therefore, the exploration of corporate social responsibility toward foreign workers and the ethical decision making framework that allows or disallows a company to affirm LGBT rights, particularly in countries hostile to LGBT legal protections should be considered for future study. In some fields of international law, companies are considered legal people with human rights. This complicates human rights discourse because companies sometimes stop being the Good Samaritan when they realize nobody is looking (Isikel, 2016), therefore, examining their ethical decision-making framework in a future study could point out opportunities for corporations to be more responsible actors abroad and help their stakeholders to better hold them accountable, particularly on issues related to human rights.

Researcher's Observations

The researcher was intrigued by the depth and commitment toward advancing LGBT issues in a wide variety of ways. All of the subjects were well versed on the latest issues of concern to LGBT people and other traditionally marginalized groups. This, in part, might explain why most of their recommendations and final thoughts were related to being more intentional about creating change in the current political environment. Based upon responses to interview question 3, which asked how their organization

currently engages employees in corporate social responsibility efforts, it was interesting to learn that all of their responses were about evenly focused on: fluid stakeholder engagement, strategic communications and marketing, philanthropy, and developing new priorities. This suggests a more nimble approach being taken across industries, geographies, top-down, and bottom-down leadership afoot. Corporate activism on LGBT issues is maturing but will continue to face pressures to do more at an increasing pace, should conservatives in all levels of government deliver on their pledges to roll back LGBT protections under the law. Intersectional corporate activism is the next level of such maturity.

Final Thoughts

It's my sincere hope that this study will deliver a timely dose of heightened awareness that will lead LGBT employee resource group leaders, LGBT business resource group leaders, and executive champions to do more and not less in the current national and international political environment on LGBT issues. Corporate social responsibility efforts offer a channel for companies to do more but these channels must be monitored for unintended consequences that may put traditionally marginalized groups at odds with each other domestically and globally.

A powerful grassroots movement coupled with public champions of LGBT rights has led to a flurry of activity and ardent debate on LGBT rights over the course of the past eight years. The election and appointment of a record number of openly gay officials across the United States, repeal of discriminatory federal laws including "Don't Ask, Don't Tell,'' the vigorous LGBT advocacy of President Barack Obama in appointing

more than 250 openly LGBT to federal positions including 15 judicial appointments and nine high level diplomatic posts (Browning, 2017), the passage of state and local LGBT workplace non-discrimination legislation, and the U.S. Supreme Court's ruling legalizing same-sex marriage for all Americans are all evidence of an enormous shift in public attitudes over the past decade that have caused corporations to match their consumers attitudes, increase support and benefits for their LGBT employees, and grow their competitive advantage in the growing LGBT marketplace.

With the election of President Trump, the conservative movement has been emboldened to roll back these gains and legalize LGBT discrimination through (a) religious exemption laws, (b) the laisse faire enforcement of non-discrimination workplace protections for LGBT workers for federal contractors, (c) the elimination federal data collection related to sexual orientation and gender identity, (d) the looming threat to repeal Obamacare thus threatening the health care security of LGBT persons with chronic diseases including but not limited to HIV/AIDS.

The confirmation of Neil Gorsuch to the U.S Supreme Court, an ardent opponent of same-sex marriage based on his legal philosophy that stems from natural law theory (Brett Schneider, 2017), is troubling because it suggests that same-sex relationships are not real relationships and being LGBT is unnatural. This theory asserts that personal and intimate issues, like abortion and same-sex marriage, are not immune to judicial scrutiny being that they challenge the *basic good* doctrine that supports natural law theory.

However, there has been a flurry of recent federal rulings that should give us hope that the federal courts are not a lost cause in the pursuit of a more fair, just, and equal society for LGBT people across America. In fact, the federal courts and corporate activist may be the last line of defense against a legislative backlash lead by extreme conservatives against LGBT rights. A federal district court judge recently ruled that a Boulder County property owner violated both the Fair Housing Act and Colorado Anti-Discrimination Act by refusing to rent a same-sex couple, one of whom is transgender, out of concern that their “uniqueness” would damage how she she’s perceived in the community. The Nebraska Supreme Court unanimously rejected the state’s appeal affirming a lower court decision invalidating Memo1-95 that formally bars same-sex couples from fostering children. Meanwhile, in an 8-3 decision the U.S. Court of Appeals for the 7th Circuit ruled that the Civil Rights Act of 1964 barring sex discrimination includes protections against discrimination based on sexual orientation.

While each of these ruling represents an affirmative step toward more not less legal protections for LGBT Americans, the 7th Circuit jurisdiction for example, is limited to Illinois, Indiana, and Wisconsin. In fact, each of these rulings apply only to certain jurisdictions, thus creating a scenario where employees of the same company may have more or less legal protections depending on which state they reside in. This presents a significant domestic challenge in terms of creating a safe and welcoming workplace environment for employees, customers, and other stakeholders. Overseas in places like Chechnya, located in the North Caucasus region of Russia, international human rights organization Human Rights Watch and the LGBT Network in Russia have verified

reports of hundreds of gay men reportedly being tortured and killed in concentration camps. All of these issues together test the espoused values and corresponding behaviors that allow for affirmative corporate activism to make a positive difference in the lives of their employees, customers, and stakeholders or not. Now is the time for companies to act in an effort to find their path in affirming the rights of their LGBT employees, demonstrating the company values in action, doing as much as the can, as often as they can to publicly affirm the rights and dignity of the LGBT persons in communities where they do business domestically and abroad.

In an internal memo obtained by Politico, General Electric CEO Jeff Immelt said, “Companies must be resilient and learn to adjust to political volatility all over the world. Companies must have their own foreign policy and create technology and solutions that address local needs for our customers and society” (Douvere, 2017, p.). Immelt has been CEO of General Electric since 2000 and is considered a major business leader in the United States. His statement should cause scholars and practitioners to reflect on the intended and unintended consequences of such a proposition. In addition, his statement should be interpreted as a call to action for more not less applications of social entrepreneurship business models that define success based on people, environmental, and profit indicators.

Still this isn’t enough. Corporate leadership in the absence of leadership from elected leaders should be celebrated and questioned. A nation governed my voluntary agreements, from corporations treated like individual people under the law, without accountability and transparency to the general public in the United States and abroad,

may or may not lend itself to more not less LGBT-affirming policies. But because these efforts will likely fall short of being legal protections, they will sadly not offer the necessary permanency of standards, practices, and polices only the law can provide. We must also be vigilant against trade-offs between LGBT rights and workers' rights, LGBT rights and the rights of Muslim Americans, LGBT rights and women's reproductive rights, civil rights and privacy rights. Race, ethnicity, gender, age, class, sexual orientation, and ability are omnipresent. To pretend otherwise, undermines the integrity of the any movement for social and economic justice. In the Age of Trump, multinational American companies can't afford to build let alone maintain their currency above the fray.

REFERENCES

Acquier, A., Gond, J., & Pasquero, J. (2011). Rediscovering Howard R. Bowen's legacy: The unachieved agenda and continuing relevance of social responsibilities of the businessman. *Business & Society, 50*(4), 607-646. https://doi.org/10.1177%2F0007650311419251

Addison-Hewitt Associates. (2003). *A guide to Sarbanes-Oxley legislation.* Retrieved from www.soxlaw.com

Agle, B. R., & Van Buren, H. J., III. (1999). God and Mammon: The modern relationship. *Business Ethics Quarterly*, *9*(4), 563-582. http://dx.doi.org/10.2307/3857935

Aguinis, H., & Glavas, A. (2012). What we know and don't know about corporate social responsibility: A review and research agenda. *Journal of Management,38*(4), 932-968. https://doi.org/10.1177%2F0149206311436079

Al-Asfour, A. (2014). Strategies for leadership styles for multi-generational workforce. *Journal of Leadership, Accountability and Ethics*, *11*(2), 58-69. Retrieved from http://www.na-businesspress.com/JLAE/Al-AsfourA_Web11_2_.pdf

Aldiabat, K. M., & Le Navenec, C. (2011). Philosophical Roots of Classical Grounded Theory: Its Foundations in Symbolic Interactionism. *The Qualitative Report*, *16*(4), 1063-1080. Retrieved from https://nsuworks.nova.edu/tqr/vol16/iss4/9

Allen, P. (2004). Why and how: Managing different generations in the workplace. FGI. Human Resources Professional Association of Ontario. Retrieved from http://www.hrpao.org/HRPAO/HRResourceCentre/KnowledgeCentre/newscluster3/Why+How+Managing+Different+generations+in+the+Workplace

Aresenault, P. (2004). Validating generational differences: A legitimate diversity and leadership issue. *Leadership & Organizational Development Journal*, 25(2), 124-141. http://dx.doi.org/10.1108/01437730410521813

Barkan, J. (2013). *Corporate sovereignty: Law and government under capitalism.* University of Minnesota Press. doi:10.5749/j.ctt4cgghs

Barnett, M. L. (2007). Stakeholder influence capacity and the variability of financial returns to corporate social responsibility. *Academy of Management Review, 32*(3), 794-816. http://dx.doi.org/10.5465/amr.2007.25275520

Basu, K., & Palazzo, G. (2008). Corporate social responsibility: A process model of sense making. *Academy of Management Review, 33*(1), 122-136. https://doi.org/10.5465/amr.2008.27745504

Baumbusch, J. (2010). Semi-structured interviewing in practice-close research. *Journal for Specialists in Pediatric Nursing, 15*(3), 255-258. doi:10.1111/j.1744-6155.2010.00243.x

Belal, A. (2001). A study of corporate social disclosures in Bangladesh. *Managerial Auditing Journal*, 16(5), 274-289. https://doi.org/10.1108/02686900110392922

Bennis, W. G., Goleman, D., & O'Toole, J. (2008). *Transparency: How leaders create a culture of candor*. San Francisco, CA: Jossey-Bass.

Benson, J. & Brown, M. (2011). Generations at work: Are there differences and do they matter? *International Journal of Human Resource Management*, 22 (9), 1843-1865. http://dx.doi.org/10.1080/09585192.2011.573966

Best, J. W., & Kahn, J. V. (1993). *Research in education*. Boston, MA: Allyn and Bacon.

Boatright, J.R. (1993). *Ethics and the conduct of business*. Englewood Cliffs, NJ: Prentice Hall.

Bohnet, I., & Morse, G. (2016). Designing a bias-free organization. *Harvard Business Review*. July-August Issue.

Brett-Schneider, C. (2017, March 17). Neil Gorsuch's dissertation opposes same-sex marriage. *Time Magazine.* Retrieved from www.timemagazine.com

Bryman, A. (2008). Why do researchers integrate/combine/mesh/blend/mix/quantitative and qualitative research. Advances in mixed methods research, 87-100.

Bulmer, M., & Solomos, J. (1998). Introduction: Rethinking Ethnic and Racial Studies. *Ethnic and Racial Studies*, *21*(5). http://dx.doi.org/10.1177/0002764298042002003

Burnard, P. (2005). Commentary: Interviewing. *Nurse Researcher, 13*(1), 4-6. http://dx.doi.org/10.1054/nedt.2000.0422

Burns, K. (Writer, Director). (2011). *Roots of prohibition.* http://www.pbs.org/kenburns/prohibition/roots-of-prohibition/.

Burns, T., & Stalker, G.M. (1961). *The Management of innovation*. London, UK: Tavistock.

Burress, J. (2015, April 4). The time Coca-Cola got white elites in Atlanta to honor Martin Luther King, Jr. *NPR.org*. https://www.npr.org/sections/codeswitch/2015/04/04/397391510/when-corporations-take-the-lead-on-social-change

Calkins, M. (1997). *Recovering religion's prophetic voice for business ethics*. Presented at the annual meeting of the Society for Business Ethics, Boston, MA.

Cameron, K. (1986). Effectiveness as paradox: Consensus and conflict in conceptions off organizational effectiveness. *Management Science*, *32*(5), 539-553. http://dx.doi.org/10.1287/mnsc.32.5.539

Campbell, J. L. (2007). Why would corporations behave in socially responsible ways? An institutional theory of corporate social responsibility. *Academy of Management Review*, 32, 946-967. http://dx.doi.org/10.5465/amr.2007.25275684

Carroll, A. B. (1979). A three-dimensional conceptual model of corporate performance. *The Academy of Management Review, 4*(4), 497-505. http://dx.doi.org/10.5465/amr.1979.4498296

Cass, V. C. (1979). Homosexual identity formation: A theoretical model. *Journal of Homosexuality*, 4, 219-235. http://dx.doi.org/10.1080/00224498409551214

Chatterji, A. K., & Toffel, M. W. (2015). *Do CEO activists make a difference? Evidence from a field experiment.* Harvard Business School Technology & Operations Management (Working paper # 16-100). http://dx.doi.org/10.2139/ssrn.2742209

Clarkson, M. (1995). A stakeholder framework for analyzing and evaluating corporate social responsibility. *The Academy of Management Review, 20*(1), 92-118. https://doi.org/10.5465/amr.1995.9503271994

Council, J. (2015, April 4). For Angie's list CEO, equality stand was years in the making. *1927.* Retrieved from https://www.ibj.com/articles/

Cook, J. R. (2014). Using evaluation to effect social change: Looking through a

community psychology lens. *American Journal of Evaluation*, 107-117. http://dx.doi.org/10.1177/1098214014558504

Crampton, S. M., & Hodge, J. W. (2007). Generations in the workplace: Understanding age diversity. *The Business Review*, 9(1), 16-22. Retrieved from http://www.jaabc.com/brcv7n2preview.html

Crenshaw, K. (1991). Mapping the margins: Intersectionality, identity politics, and violence against women of color. *Stanford Law Review*, *43*(6), 1241-1299.http://dx.doi.org/10.2307/1229039

Creswell, J. (2014). *Research design* (4th Edition). Thousand Oaks, CA: Sage.

Creswell, J. W. (2003). *Research design: Qualitative, quantitative, and mixed methods approaches* (2nd ed.). Thousand Oaks, CA: Sage.

Creswell, J. W., & Miller, D. L. (2000). Determining validity in qualitative inquiry. *Theory into Practice*, 39(3), 124-130. doi:10.1207/s15430421tip3903_2

Cutcliffe, J. R. (2005). Adapt or adopt: Developing and transgressing the methodological boundaries of grounded theory. Journal of advanced nursing 51 (4) 421-428

Dahlsrud, A. (2006). How corporate social responsibility is defined: An analysis of 37 definitions. *Corporate Social Responsibility and Environmental Management* , 15(1). http://dx.doi.org/10.1002/csr.132

Danzig, A., & Harris, K. C. (1996). Building competence by writing and reflecting on stories of practice. *Journal of Educational & Psychological Consultation, 7*(2), 193. http://dx.doi.org/10.1207/s1532768xjepc0702_6

Das, T.K., & Teng, B. (1999). Cognitive bias and strategic decision processes: An integrative perspective. *Journal of Management Studies*, 36: 757-778. doi:10.1111/1467-6486.00157.

Davis, K. (1973). The case for and against business assumption of social responsibility. *Academy of Management Journal*, *16*(2), 312-322. http://dx.doi.org/10.5465/255331

Davis, D., & Daley, B. J. (2008). The learning organization and its dimensions as key factors on forms performance. *Human Resource Development International*, *11*(1), 51-66. https://doi.org/10.1080/13678860701782352

De Bakker, F., Groenewegen, P., & Den Hond, F. (2005). A bibliometric analysis of 30 years of research and theory in corporate social responsibility and corporate social performance. *Business & Society*, *44*(3), 283-317. http://dx.doi.org/10.1177/0007650305278086

Deutsch, M. (1968). The effects of cooperation and competition upon group processes. In D. Cartwright & A. Zander (Eds.), *Group Dynamics* (3rd ed.; pp. 461-482). New York, NY: Harper & Row.

Dobbin, F., & Kalev, A. (2016). Why diversity programs fail and what works better. *Harvard Business Review*, (July-August). Retrieved from https://hbr.org/

Donaldson, T., & Preston, L. (1995). The stakeholder theory of corporation: Concepts, evidence, and implications. *Academy of Management Review* (Academy of Management), *20*(1), 70-71. doi:10.2307/258887

Douvere, E. (2017). GE CEO Immelt knocks Trump on climate change. *Politico*, para. 2.

Retrieved from http://www.politico.com/story/2017/03/trump-climate-change-immelt-236671

Dwyer, R. (2009). Prepare for the impact of the multi-generational workforce. *Transforming Government: People, Process, and Policy*, 3(2), 101-110. http://dx.doi.org/10.1108/17506160910960513

Ellinger, A.D., Ellinger, A.E., Yang, B., & Howton, S.W. (2002). The relationship between the learning organization concept and firms' financial performance: An empirical assessment. *Human Resource Development Quarterly*, 13(1), 5-21. doi:10.1002/hrdq.1010.

Epstein, E. M. (1997). Contemporary Jewish thought on business ethics: Some perspectives and reflections. Presented at the annual meeting of the Society for Business Ethics, Boston Mass.

Evan, W. M., & Freeman, R. E. (1988). A stakeholder theory of the modern corporation: Kantian capitalism. In T. Beuchamp & N. Bowie (Eds.), *Ethical theory and business*. Englwood Cliffs, NJ: Prentice Hall.

Family Equality Council. (2016). Retrieved from www.familyequalitycouncil.org

Fredrick, W. C. (1994). From CSR1 to CSR2. *Business and Society, 33*(2), 150-164. http://dx.doi.org/10.1177/000765039403300202

Fredrick, W .C. (1995). *Values, nature, and culture in the American corporation*. New York, NY: Oxford University Press.

Freeman, R.E. (1984). *Strategic management: A stakeholder approach*. Mershfield, MA: Pittman.

Fulmer, R. M., & Keys, J. B. (1998). A conversation with Peter Senge: New developments in organizational learning. *Organizational Dynamics*, *27*(2), 33-42. https://doi.org/10.1016/S0090-2616(98)90022-5

Gedro, J. (2010). Understanding, designing, and teaching LGBT issues. *Sage Journals.* https://doi.org/10.1177%2F1523422310375029

Gerreffi, G., Garcia-Johnson, R., & Sasser, E. (2001, July/August). The NGO-industrial complex. *Foreign Policy*, 125, http://dx.doi.org/10.2307/3183327

Gibson, J. W., Greenwood, R. A., & Murphy, E. F., Jr. (2008). *Generational differences in the workplace: personal values, behaviors, and popular beliefs*. Eight Annual IBER and TLC Conference Proceedings. Retrieved from http://www.clueinstitute.com/programs/Las _Vegas_2008/Article%20154.pdf

Gibson, J. W., Jones, J. P., Cella, J., Clark, C., & Epstein, A. (2010). Ageism and the baby boomers: Issues, challenges and the TEAM approach [PDF]. *Contemporary Issues in Education Research*, *3*(1). http://dx.doi.org/10.19030/cier.v3i1.161

Gilmore, R. W. (2007). In the shadow of the shadow state. In *INCITE! Women of color against violence*, *The revolution will not be funded: Beyond the non-profit industrial complex* (pp. 41-52). Cambridge, MA: South End Press.

Gursoy, D., Maier, T. A., & Chi, C. G. (2008). Generational differences: An examination of work values and generational gaps in the hospitality workforce. *International Journal of Hospitality Management*, 27 (3), 448-458. http://dx.doi.org/10.1016/j.ijhm.2007.11.002

Hammill, G. (2005). Mixing and managing four generations of employees. *MDUMAgazine*. Retrieved from htttp://www.fdu.edu/newspubs/magazine/05ws/generations.htm

Harris, A. P. (2006). From Stonewall to the suburbs?: Toward a political economy of sexuality. *William and Mary Bill of Rights Journal*, *14*(4), 1539-1582. Retrieved from https://core.ac.uk/download/pdf/73966581.pdf

Haynes, B. (2011). The Impact of generational differences on the workplace. *Journal of Corporate Real Estate*, *12* 2), 98-108. http://dx.doi.org/10.1108/14630011111136812

Henry Ford on capital punishment. (1927). *Chicago Daily Tribune.* Retrieved from http://archives.chicagotribune.com/1927/02/11/page/10/article/henry-ford-on-capital-punishment

Herman, S. W., & Schaefer, A. G. (1997). Western religious approaches to business ethics. *Business Ethics Quarterly, 7*(2). Retrieved from https://www.cambridge.org/core/journals/business-ethics-quarterly/all-issues

Hilty, D., & Morgan, R. (1985). Construct validation for the religious involvement inventory: Replication. *Journal of the Scientific Study of Religion*, 75-86.

Ho, D. (2006). The focus group interview: Rising to the challenge in qualitative research methodology. *Australian Review of Applied Linguistics, 29*(1), 5.1-5.19. http://dx.doi.org/10.2104/aral0605

Hooker, E. (1957). The adjustments of the male overt homosexual. *Journal of Projective Techniques*, 21, 18-31. http://dx.doi.org/10.1080/08853126.1957.10380742

Horovitz, B. (2016, April 8). Chick-fil-A wings in a new direction after gay flap. *USA Today.* Retrieved from https://www.usatoday.com/

Horsburgh, D. (2003). Evaluation of qualitative research. *Journal of Clinical Nursing, 12*(2), 307-312. http://dx.doi.org/10.1046/j.1365-2702.2003.00683.x

Human Rights Campaign (2016). Corporate Equality Index. Retrieved by www.hrc.org/cei

Investopedia. (2016). Definition of Shareholder Activist. Retrieved from http://www.investopedia.com/terms/s/shareholderactivist.asp#ixzz4BqvK2Nkm

Isaac, S., & Michael, W. B. (1995). *Handbook in research and evaluation: A collection of principles, methods, and strategies useful in the planning, design, and evaluation of studies in education and the behavioral sciences* (3rd ed.). San Diego, CA: Educational and Industrial Testing Services.

Ishay, M. R. (2004). *The history of human rights: From ancient times to globalization era* 19. Berkeley, CA: University of California Press.

Isiksel, T. (2016). The rights of may and the rights of the man-made: Corporations and human rights. *Human Rights Quarterly, 38*(2), 294-349. https://doi.org/10.1353/hrq.2016.0031

Jamali, D., & Mirshak, R. (2007). Corporate social responsibility (CSR): Theory and practice in a developing country context. *Journal of Business Ethics.* 72: 243-262. doi:10.1007/s10551-006-9168-4

Johnson, B., & Christensen, L. B. (2004). *Educational research: Quantitative, qualitative, and mixed approaches*. Boston, MA: Allyn and Bacon.

Jones, M. (1999). The institutional determinants of social responsibility. *Journal of Business Ethics, 20*(2), 163-179. doi:10.1023/A:1005871021412

Julian, D.A. (2006). Defining community psychology practice: Meeting the needs and realizing the dreams of community. *The Community Psychologist, 39*(4), 66-69.

Julian, D. A., Hernandez, M., & Hodges, S. (2006). Exemplars of community practice. *The Community Psychology*, 141-142. http://dx.doi.org/10.1007/s10464-006-9073-0

Kafle, N. P. (2013). Hermeneutic phenomenological research method simplified. *Bodhi: An Interdisciplinary Journal, 5*(1), 181. http://dx.doi.org/10.3126/bodhi.v5i1.8053

Kapoor, C., & Solomon, N. (2011). Understanding and managing generational differences in the workplace. *Worldwide Hospitality and Tourism Themes, 3*(4), 308-318. http://dx.doi.org/10.1108/17554211111162435

Keys, T., Malnight, T., & van der Graff, K. (2009). Making the most of corporate social responsibility. Retrieved by www.mckinsey.com/featuredinsights/keadership/

King, E., & Cortina, J. (2010). The social and economic imperative of lesbian, gay, bisexual and transgendered supportive organizational policies. *Industrial and Organizational Psychology, 3*, 69-78. http://dx.doi.org/10.1111/j.1754-9434.2009.01201.x

King, M.B., & Hunt, R.A. (1975). Measuring the religious variable: National replication. *Journal for the Scientific Study of Religion*, *14*(1), 13-22. http://dx.doi.org/10.2307/1384452

Kolko, J. (2015). Design thinking comes of age. *Harvard Business Review*. Retrieved from http://hbr.org/2015/09/design-thinking-comes-of-age

Koreber, A., & McMichael, L. (2008). Qualitative sampling methods: A primer for technical communicators. *Journal of Business and Technical Communications, 22*(4), 454-473. http://dx.doi.org/10.1177/1050651908320362

Langdridge, D. (2007). *Phenomenological psychology: Theory, research and method*. Harlow, England: Pearson Education.

LeCompte, M. D., & Goetz, J. P. (1982). Problems of reliability and validity in ethnographic research. *Review of Educational Research, 52*(1), 31-60. http://dx.doi.org/10.3102/00346543052001031

Lewis, M. (2000). Exploring paradox: Toward a more comprehensive guide. *Academy of Management Review, (25*), 760-776.http://dx.doi.org/10.5465/amr.2000.3707712

Luetkenhorst, W. (2004). Corporate social responsibility and the development agenda. *Intereconomics* 39 (3), 157-168. http://dx.doi.org/10.1007/BF02933583

Matten, D., & Crane, A. (2005). Corporate citizenship: Toward an extended theoretical conceptualization. *The Academy of Management Review,* 26(1), 117-127. http://dx.doi.org/10.5465/amr.2005.15281448

McGregor, J. (2012, July 19). Chick-fil-A CEO Dan Cathy steps into gay-marriage debate. *Washington Post.*

McGuire, J. (1963). *Business and society*. New York, NY: McGraw Hill.

McMillan, J. H., & Schumacher, S. (2006). *Research in education: Evidence-based inquiry* (6th ed.). Boston, MA: Pearson Education.

Morse, J.M. (1994). Designing qualitative research. In N. K. Denzin & Y. S. Lincoln (Eds.), *Handbook of qualitative inquiry* (pp. 220-235). Thousand Oaks, CA: Sage.

Moustakas, C. (1994). *Phenomenological research methods*. Thousand Oaks, CA: Sage.

Nash, L. (1994). *Believers in business*. Nashville, TN: Thomas Nelson.

Nielsen, R. P. (1997). *Quaker process ethics: Principles for acting and learning with others in business and organizational life.* Paper presented at the Society for Business Ethics annual meeting, Boston, MA.

Novak, M. (1996). *Business as a calling: Work and the examined life*. New York, NY: The Free Press.

Nunkoosing, K. (2005). The problems with interviews. *Qualitative Health Research, 15*(5), 698-706. doi:10.1177/1049732304273903

Patten, M. L., & Bruce, R. R. (2009). *Understanding research methods: An overview of the essentials*. Glendale, CA: Pyrczak.

Patterson, K., Grenny, J., McMillan. R., & Switzler, A. (2012). *Personal development: Crucial conversation tools for talking when stakes are high (2nd ed.).* New York, NY: McGraw Hill.

Patton, M. Q. (2002). *Qualitative research and evaluation methods* (3rd ed.). Thousand Oaks, CA: Sage.

Perera, G. Personal Communication, October 4, 2007

Pratima, B. (2002). The corporate challenge of sustainable development. *Academy of Management Executives* 16(2), 122-132. Retrieved from https://www.jstor.org/stable/4165847

Quinn, R. E. (1988). *Mastering the paradoxes and competing demands of high performance.* San Francisco, CA: Jossey-Bass.

Ratcliffe, A., & Neigher, B. (2010). What is a community psychologist? Why should I hire one? *The Community Psychologist, 43*(2), 5.

Richards, L., & Morse, J. (2013). *Read me first: User guide to qualitative methods*. Third Edition. Thousand Oaks, CA: Sage.

Ring, P. S., & Rands, G. P. (1989). Sensemaking, understanding, and committing: Emergent interpersonal transaction process in evolution of 3M's microgravity research program. In A. H. Van de Ven, H. L. Angle, & M. S. Poole (Eds.), *Research on the management of innovation*: *The Minnesota Studie*s (pp. 337-366). New York, NY: Oxford University Press.

Royle, T. (2005). Realism or Idealism? Corporate social responsibility and the employee stakeholders in the global fast-food industry. Blackwell Publishing, Ltd. 14 (1). https://doi.org/10.1111/j.1467-8608.2005.00385.x

Rubin, H. J., & Rubin, I. S. (2011). *Qualitative interviewing: The art of hearing data*. Thousand Oaks, CA: Sage.

Salahuddin, M. (2010). Generational differences impact on leadership style and organizational success. *Journal of Diversity Management*, 5(2), 1-6. http://dx.doi.org/10.19030/jdm.v5i2.805

Sandelowski, M., & Barroso, J. (2002). Reading qualitative studies. *International Journal of Qualitative Methods* 1 (1), 74-108. http://dx.doi.org/10.1177/160940690200100107

Schaie, K. W. (1965). A general model for the study of developmental problems. *Psychological Bulletin*,64, 92-107. http://dx.doi.org/10.1037/h0022371

Schein, E. (2004). *Organizational culture and leadership*. San Francisco, CA: Jossey-Bass.

Senge, P. (1990). The fifth discipline: the art and practice of the learning organization. New York: Doubleday/Currency

Siggelkow, N., & Levinthal, D. (2003). Temporarily divide to conquer: Centralization, decentralization and reintegrated organizational approaches to exploration and adaptation. *Organizational Science*, *14*(6), 650-669. http://dx.doi.org/10.1287/orsc.14.6.650.24840

Smith, W. K., & Lewis, M. W. (2011). Toward a theory of paradox: A dynamic equilibrium model of organizing. *Academy of Management Review*, 36(2), 381-403. http://dx.doi.org/10.5465/AMR.2011.59330958

Snyder, K. (2006). *The G quotient: Why gay executives are excelling as leaders...and what every manager needs to know*. San Francisco, CA: Jossey-Bass.

Society of Human Resource Management. (2004). *Leadership styles series part II: Leadership styles.* Retrieved from http://multigen.shrmindia.org/resources/articles/

Solomon, R.C. (1994). *The new world of business: Ethics and free enterprise in the*

global nineties. Lanham, MD: Rowman & Littlefield.

Stackhouse, M. L., McCann, D. P., Roels, S. J., & Williams, P. N. (1995). *On moral business: Classic and contemporary resources for ethics in economic life*. Grand Rapids, MI: William B. Erdmans.

Strauss, A., & Corbin, J. (1998). *Basic qualitative sampling research.* Thousand Oaks, CA: Sage.

Suchman, M. C. (1995). Managing legitimacy: Strategic and institutional approaches. *Academy of Management Review, 20*(3), 571-610. http://dx.doi.org/10.2307/258788

Swift, J. (2017). The rise of global conservatism and resistance in the age of Trump. Black perspectives. African-American Intellectual History [Society blog]. Retrieved from https://www.aaihs.org/the-rise-of-global-conservatism-and-resistance-in-the-age-of-trump/

Toney, F. (1997). CEO application of religious teachings: Correlation with goal achievement and personal satisfaction. *F. Toney Research Journal*.

Tropman, J.E. (1995). *The Catholic ethic in American society*. San Francisco, CA: Jossey-Bass.

Tulgan, B. (2004). Trends point to a dramatic generational shift in the future workforce. *Employment Relations Today*, 30(4), 23-31. http://dx.doi.org/10.1002/ert.10105

Turkuler, I. (2016). The rights of man and the rights of the man-made: corporations and human rights. *Human Rights Quarterly, 38*(2), 294-349. https://doi.org/10.1353/hrq.2016.0031

Tushman, M., & Romanelli, E. (1985). Organizational evolution: A metamorphosis model of convergence and reorientation. *Research in Organizational Behavior*, *7*,171-222. Retrieved from http://psycnet.apa.org/record/1986-02689-001

Twenge, J. M. (2010). A review of the empirical evidence on generational differences in work attitudes. *Journal of Business Psychology*, *25*(2), 201-210. http://dx.doi.org/10.1007/s10869-010-9165-6

United Nations Special Rapporteur on Violence against Women (2001). Race, Gender and Violence Against Women. (A/CONF.189/PC.3/5). Retrieved from http://www.un.org/WCAR/statements/violence_womenE.htm

U.S. Securities and Exchange Commission, Office of Economic Analysis. (2009). *Study of the Sarbanes-Oxley Act of 2002 section 404 internal control over financial reporting requirements*. Washington, DC: Author.

Valocchi, S. (2005). Not yet queer enough: The lessons of queer theory for the sociology of gender and sexuality. *Gender & Society*, *19(6),* 750-770. http://dx.doi.org/10.1177/0891243205280294

Valor, C. (2005). Corporate social responsibility and corporate citizenship: Towards corporate accountability. *Business and Society Review*, *110*(2), 191-212. http://dx.doi.org/10.1111/j.0045-3609.2005.00011.x

Van Manen, M. (1990). Beyond assumptions: Shifting the limits of action research. *Theory into Practice,* 29(3), 152-157. http://dx.doi.org/10.1080/00405849009543448

Waddell, S. (2000). New institutions for the practice of corporate citizenship: Historical, intersectoral, and development perspectives. *Business and Society Review, 105*(1), 107-217. http://dx.doi.org/10.1111/0045-3609.00067

Waddock, S., Bodwell, C., & Graves, S. (2002). Responsibility: The new business imperative. *The Academy of Management Executives, 16*(2), 132-147. http://dx.doi.org/10.5465/ame.2002.7173581

Watkins, K. E., & Dirani, K. M. (2013). A meta-analysis of the dimensions of a learning organization questionnaire: looking across cultures, ranks, and industries. *Advances in Developing Human Resources, 15*(2), 148-162. http://dx.doi.org/10.1177/1523422313475991

Watkins, M. (2013, May 15). Organizational culture? And why we should care? *Harvard Business Review*. Retrieved from https://hbr.org/

Werther, W., Jr., & Chandler, D. (2011). *Strategic corporate responsibility: Stakeholders in a global environment*. Thousand Oaks, CA: Sage.

White, A. L. (2007). *Is it time to rewrite the social contract?* Business for Social Responsibility. Retrieved from http://www.tellus.org/publications/files/BSR_AW_Social-Contract.pdf

Whorton, K. (2009). Qualitative interviews: The pros and cons. *Marketing Insights*.

Williams, K., & Page, R.A. (2011). Marketing to the generations. *Journals of Behavioral Studies in Business*, *3*(3), 1-17. Retrieved from http://www.aabri.com/manuscripts/10575.pdfhttp://www.aabri.com/manuscripts/1

0575.pdf

Williams, O., & Houck, J. (1992). *The Judeo-Christian vision and the modern corporation*. Notre Dame, IN: University of Notre Dame Press.

Wolfe, S. M. (2010). Collaborations and group processes. *The Community Psychologists*, *43* (2), 9.

Wolff, T. (2014, November). Community psychology practice: Expanding the impact of psychology's work. *American Psychologist*, *69*(6), 803-813. http://dx.doi.org/10.1037/a0037426

Wood, D. J. (1991). Corporate social responsibility revisited. *Academy of Management Review*, 16, 4, 691-718. https://doi.org/10.2307%2F41164877

World Business Council for Sustainable Development. (2000). *Corporate social responsibility: Making good business sense.* Geneva, Switzerland: Author.

World Business Council for Sustainable Development. (2001). *The business case for sustainable development: Making a difference towards the Johannesburg Summit 2002 and beyond*. [Online] Retrieved from http://www.wbcsd.org

Wuthnow, R. (1994). *God and Mammon in America*. New York, NY: Free Press.

Wuthnow, R. (1995). *Christianity in twenty-first century: Reflections on the challenges ahead*. Oxford University Press on Demand.

Yang, J., Shen, G.Q., Ho, M., Drew, D.S., Xue, X. (2011). Stakeholder management in construction: An empirical study to address research gaps in previous studies. *International journal of project management 29 (7),* 900-910.

Youngson, M. J., Considine, J., & Currey, J. (2015). Development, reliability and validity of a tool, to measure emergency department clinicians' attitudes towards family presence (FP) during acute deterioration in adult patients. *Australasian Emergency Nursing Journal, 18,* 2, 106-114. doi:10.1016/j.aenj.2014.12.002

Zemke, R., Raines, C., & Filipczak, B. (2000). *Generations at work: Managing the clash of veterans, boomers, xers, and nexters in your workplace*. New York: NY: AMACOM

APPENDIX A

IRB Approval Notice

NOTICE OF APPROVAL FOR HUMAN RESEARCH

Date: January 13, 2017

Protocol Investigator Name: Nii-Quartelai Quartey

Protocol #: 16-09-383

Project Title: CORPORATE ACTIVISM IN THE AGE OF EQUALITY: THE PROMISE AND LIMITATIONS OF EXECUTIVE CHAMPIONS ON LGBT RIGHTS

School: Graduate School of Education and Psychology

Dear Nii-Quartelai Quartey:

Thank you for submitting your application for exempt review to Pepperdine University's Institutional Review Board (IRB). We appreciate the work you have done on your proposal. The IRB has reviewed your submitted IRB application and all ancillary materials. Upon review, the IRB has determined that the above entitled project meets the requirements for exemption under the federal regulations 45 CFR 46.101 that govern the protections of human subjects.

Your research must be conducted according to the proposal that was submitted to the IRB. If changes to the approved protocol occur, a revised protocol must be reviewed and approved by the IRB before implementation. For any proposed changes in your research protocol, please submit an amendment to the IRB. Since your study falls under exemption, there is no requirement for continuing IRB review of your project. Please be aware that changes to your protocol may prevent the research from qualifying for exemption from 45 CFR 46.101 and require submission of a new IRB application or other materials to the IRB.

A goal of the IRB is to prevent negative occurrences during any research study. However, despite the best intent, unforeseen circumstances or events may arise during the research. If an unexpected situation or adverse event happens during your investigation, please notify the IRB as soon as possible. We will ask for a complete written explanation of the event and your written response. Other actions also may be required depending on the nature of the event. Details regarding the timeframe in which adverse events must be reported to the IRB and documenting the adverse event can be found in the *Pepperdine University Protection of Human Participants in Research: Policies and Procedures Manual* at community.pepperdine.edu/irb.

Please refer to the protocol number denoted above in all communication or correspondence related to your application and this approval. Should you have additional questions or require clarification of the contents of this letter, please contact the IRB Office. On behalf of the IRB, I wish you success in this scholarly pursuit.

Sincerely,

Judy Ho, Ph.D., IRB Chair

APPENDIX B

Informed Consent for Participation in Research Activities

INFORMED CONSENT FOR PARTICIPATION IN RESEARCH ACTIVITIES

PEPPERDINE UNIVERSITY

(Graduate School of Education and Psychology)

LGBT EMPLOYEE RESOURCE LEADERS BETWEEN THE AGES OF 30 AND 75 – SUCCESSFUL STRATAGIES AND PRACTICES FOR INFLUENCING AFFIRMATIVE CORPORATE ACTIVISM ON LGBT RIGHTS INSIDE AND OUTSIDE OF WORKPLACE AT U.S. FORTUNE 1000 COMPANIES

You are invited to participate in a research study conducted by **(Nii-Quartelai Quartey, B.A., M.A. and Farzin Madjidi, Ed.D.** at Pepperdine University, because you fit the following eligibility criteria: (a) can be found on LinkedIn, which is the source of the contact information necessary to begin engagement, (b) has at least a Bachelor's degree, (c) works for a top 20 Fortune-ranked company that received a 100% Human Rights Campaign corporate equality index ranking in 2016, (d) is between the ages of 30 and 75, (d) serves in a formal or informal leadership role related to their company LGBT employee resource group, (e) lives with the United States of America. Your participation is voluntary. You should read the information below, and ask questions about anything that you do not understand, before deciding whether to participate. Please take as much time as you need to read the consent form. You may also decide to discuss participation with your family or friends. If you decide to participate, you will be asked to sign this form. You will also be given a copy of this form for your records.

PURPOSE OF THE STUDY

The purpose of the study is to explore best strategies and practices that LGBT employee resource group leaders, between the ages of 30 and 75, can adopt to positively influence corporate activism supporting LGBT rights inside and outside of the work environment at their respective U.S. Fortune 1000 company. This purpose will be achieved by identifying challenges and success that current LGBT employee resource

group leaders have experienced while managing the complexities and demands of their work environment. The study will also examine how LGBT employee resource leaders measure the success of their leadership. Finally, aspiring young leaders will obtain fundamental knowledge and wisdom from the lived experiences of LGBT employee resource group leaders who took on a leadership role early in their careers,

STUDY PROCEDURES

If you volunteer to participate in this study, you will be asked to participate in a semi-structured interview that will last for approximately 60 minutes. The semi-structured interview includes the use of 10-12 open-ended questions that are designed in advance, with probes that are wither planned or unplanned to clarify your responses. These types of questions will elicit valuable practices, leadership styles, and strategies that current LGBT employee resource group leaders cab utilize in leading their respective companies. During the interview your answers will be recorded. If you choose not to have your answers recorded, you will not be able to participate in this study.

POTENTIAL RISKS AND DISCOMFORTS

The potential and foreseeable risks associated with participation in this study include feeling uncomfortable with questions, issues with self-esteem, boredom, and fatigue from sitting for a long period.

POTENTIAL BENEFITS TO PARTICIPANTS AND/OR TO SOCIETY

While there are no direct benefits to the study participants, there are several anticipated benefits to society which include: sharing insights that might help to advance the global LGBT rights movement inside and outside of corporate America, sharing insights that may help to co-create a more supportive work environment, and raising awareness relate to opportunities for employers to affirm the rights and dignity of LGBT employees.

CONFIDENTIALITY

The records collected for this study will be ***confidential*** as far as permitted by law. However, if required to do so by law, it may be necessary to disclose information collected about you. Examples of the types of issues that would require me to break confidentiality are if disclosed any instances of child abuse and elder abuse. Pepperdine's University's Human Subjects Protection Program (HSPP) may also access the data collected. The HSPP occasionally reviews and monitors research studies to protect the rights and welfare of research subjects.

To protect the identity of your responses, the recordings will be saved under a

pseudonym and transferred to a USB flash drive, which will be kept in a safe, locked drawer within the researcher's office or residence for three years, after which it will be properly destroyed. The researcher will be transcribing and coding the interviews himself. The documents containing the transcribed interviews and coding analysis will also be transferred to the same USB flash drive and maintained in the same locked drawer at the researcher's residence or office, which will be destroyed after three years. Your name, affiliated company, or any personal identifiable information will not be reported. Instead a pseudonym with a generic organization name will be used to protect your confidentiality.

SUSPECTED NEGLECT OR ABUSE OF CHILDREN

Under California law, the researcher(s) who may also be a mandated reporter will not maintain as confidential, information about known or reasonably suspected incidents of abuse or neglect of a child, dependent adult or elder, including, but not limited to, physical, sexual, emotional, and financial abuse or neglect. If any researcher has or is given such information, he or she is required to report this abuse to the proper authorities.

PARTICIPATION AND WITHDRAWAL

Your participation is voluntary. Your refusal to participate will involve no penalty or loss of benefits to which you are otherwise entitled. You may withdraw your consent at any time and discontinue participation without penalty. You are not waiving any legal claims, rights or remedies because of your participation in this research study.

ALTERNATIVES TO FULL PARTICIPATION

Your alternate is to not participate. Your relationship with your employer will not be affected weather you participate or not in this study.

EMERGENCY CARE AND COMPENSATION FOR INJURY

If you are injured as a direct result of research procedures you will receive medical treatment; however, you or your insurance will be responsible for the cost. Pepperdine University does not provide any monetary compensation for injury

INVESTIGATOR'S CONTACT INFORMATION

You understand that the investigator is willing to answer any inquiries you may have concerning the research herein described. You understand that you may contact **Nii-Quartelai Quartey email or phone, or Farzin Madjidi at** *email*if you have any other

questions or concerns about this research.

RIGHTS OF RESEARCH PARTICIPANT – IRB CONTACT INFORMATION

If you have questions, concerns or complaints about your rights as a research participant or research in general please contact Dr. Judy Ho, Chairperson of the Graduate & Professional Schools Institutional Review Board at Pepperdine University 6100 Center Drive Suite 500, Los Angeles, CA 90045, 310-568-5753 or gpsirb@pepperdine.edu.

APPENDIX C

Recruitment Script

Dear [Name],

My name is Nii-Quartelai Quartey and I am a doctoral student in the Graduate School of Education and Psychology at Pepperdine University. I am conducting a research study examining how LGBT employee resource group leaders influence the corporate activism of U.S. Fortune 1000 companies on LGBT rights inside and outside of the work environment. I would like to invite you to participate in the study.

If you agree, you are invited to participate in an interview that intends to explore best strategies and practices that LGBT employee resource leaders can adopt to influence the role of corporations as allies in a rapidly growing global LGBT movement. The purpose of this study will be achieved by identifying the challenges and successes that current LGBT employee resource group leaders have experienced while managing the complexities and demands of their corporate culture.

The interview is anticipated to take no more than 60 minutes to complete and the interview will be audiotaped with your consent. Participation in this study is voluntary. Your identity as a participant will remain confidential during and after the study. Your identity as a participant will remain confidential during and after the study. Your name, affiliated organization, and any personal identifiable information will not be reported. Instead a pseudonym from a generic organization will be used to protect your confidentiality. In addition, the confidentiality and privacy of all participants will be fully protected through the reporting of data in aggregate form.
If you have questions or would like to participate, please contact me at [redacted]
Thank you for your participation,

Your Name
Pepperdine University
Graduate School of Education and Psychology
Status: Doctoral Student

APPENDIX D

Peer Reviewer Form

Dear reviewer:

Thank you for agreeing to participate in my research study. The table below is designed to ensure that may research questions for the study are properly addressed with corresponding interview questions.

In the table below, please review each research question and the corresponding interview questions. For each interview, consider how well the interview question addresses the research question. If the interview question is directly relevant to the research question, please mark "Keep as stated." If the interview question is irrelevant to the research question, please mark "Delete it." Finally, if the interview question can be modified to best fir with the research question, please suggest your modifications in the space provided. You may also recommend additional interview questions you deem necessary.

Once you have completed your analysis, please return the completed form to me via email to _____. Thank you again for your participation.

Research Question	Corresponding Interview Question
RQ1: What common strategies and practices do LGBT Employee Resource Group Directors employ to advance affirmative corporate activism on LGBT issues?	IQ 1. Does your organization believe it has a responsibility to benefit society at-large? **Probe:** Why or why not? a. The question is directly relevant to Research question - **Keep as stated** b. The question is irrelevant to research question – **Delete it** c. The question should be **modified as suggested**: **Keep as stated** I recommend adding the following interview questions: _____ _____ _____ IQ 2: Does your organization have a multicultural intergenerational

	workforce? **Probe:** What unique opportunities or challenges does this present? a. The question is directly relevant to Research question - **Keep as stated** b. The question is irrelevant to research question – **Delete it** **c.** The question should be **modified as suggested**: **Keep as stated** _____ _____ I recommend adding the following interview questions: _____ **1. In terms of advancing affirmative corporate activism for LGBT issues, what would you say are the most pressing challenges you face?** **2. What planning process do you use to address these issues?** **3. Are there any stakeholders who must be involved in your planning process? And if so, how do you best involve them?** **4. How do you determine the needed strategies to use?** **5. What would you say are your top 3 strategies to**
RQ2: What challenges do LGBT Employee Resource Group Directors face in implementing the strategies and practices advancing LGBT issues?	IQ 3: How does your organization engage employee is corporate social responsibility efforts? **Probe:** How does this compare to the engagement of other key organizational stakeholders? a. The question is directly relevant to Research question - **Keep as stated** b. The question is irrelevant to research question – **Delete it** c. The question should be **modified as suggested**: _____ **Keep as stated**

	I recommend adding the following interview questions: _____ _____ _____ _____ IQ4: How well does your organization implement LGBT affirming standards, practices, and policies? **Probe:** Why does your organization do this well or why not? d. The question is directly relevant to Research question **- Keep as stated** e. The question is irrelevant to research question – **Delete it** f. The question should be **modified as suggested**: **I suggest modifying the probe on this question to be: What are some of the challenges you face in the implementation process?** I recommend adding the following interview questions: _____ _____ _____
RQ3: How do LGBT Employee Resource Group Directors measure the success of corporate activism on LGBT rights issues?	IQ5: How does the senior leadership of your organization define success when it comes to LGBT affirming corporate social responsibility efforts? **Probe:** How does this compare to definitions of success related to other minority groups? g. The question is directly relevant to Research question **- Keep as stated** h. The question is irrelevant to research question – **Delete it** i. The question should be **modified as suggested**: _____ _____ **Keep as stated (I LOVE THE PROBE ON THIS QUESTION!)**

	I recommend adding the following interview questions: **If YOU were to define success, what other factors would you consider in measuring success?** **And/or,** **In your ideal situation, what should be the criteria for measuring the success of these programs?"** _____ _____ _____ IQ6: Does your organization link corporate social responsibility efforts to corporate financial performance? **Probe:** If so, how does your organization define the relationship between corporate social responsibility and corporate financial performance? d. The question is directly relevant to Research question - **Keep as stated** e. The question is irrelevant to research question – **Delete it** **f.** The question should be **modified as suggested**: _____ _____ **Keep as stated** I recommend adding the following interview questions: _____ _____ 1. _____
RQ 4: What recommendations would LGBT Employee	IQ7: Does your organization have sexual orientation and gender identity non-discrimination protections explicitly included in all of its operations, both within the US and global operations? **Probe:**

Resource Group Directors have for future implementation of strategies and practices that increase corporate activism on LGBT rights issues globally?	Why or why not? j. The question is directly relevant to Research question - **Keep as stated** k. The question is irrelevant to research question – **Delete it** l. The question should be **modified as suggested**: _____ **Keep as stated.** I recommend adding the following interview questions: **What would be your ideal strategy for increasing LGBT activism globally?** _____ _____ _____ **Closing:** Thank you for your participation in the interview. Are there any closing thoughts or recommendations that you'd like to share or do you have anything to add to any questions already asked? g. The question is directly relevant to Research question - **Keep as stated** h. The question is irrelevant to research question – **Delete it** **i.** The question should be **modified as suggested**: _____ _____ I recommend adding the following interview questions: _____ _____ 1. _____