

Leadership as intercultural competence: Facilitating diversity at work

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岩崎記念館4階 F4 01教室

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Abstract:

Interaction is the main channel through which people establish connections with others at work. While local sociocultural norms or “ways of doing things round here” are sometimes made explicit, analysis of workplace interaction in a range of New Zealand workplaces indicates that the rules for appropriate behaviour and related professional values are often subtle and implicit. Challenges arise for those whose workplace expectations differ from those of the dominant group. In this talk I examine workplace communication in New Zealand organisations focusing in particular on how effective leaders enact intercultural competence. The analysis explores the struggle involved in developing an appropriate professional identity in context and the role that leaders can play in both facilitating and discouraging alternative ways of interacting.



Biography:

Professor Meredith Marra is Director of the Language in the Workplace Project, a long-standing sociolinguistic research project investigating effective communication in New Zealand organisations. Researching aspects of workplace discourse for more than 20 years, she has published widely in the areas of power, (im)politeness, culture, humour and aspects of identity (especially gender and ethnic identity). Her articles appear in journals such as *Journal of Pragmatics*, *Language in Society* and *Text & Talk*, and her books include *Negotiating Boundaries at Work: Talking and Transitions* (2017, EUP), *Linguist at Work* (2017, VUP), *Leadership, Discourse, and Ethnicity* (2011, OUP), and *Constructing Identities at Work* (2011, Palgrave Macmillan).

