

Tempered Radicals
Fostering Inclusion
in New Zealand's
Manufacturing Industries

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Abstract

Global workforce mobility and technological change have created increasingly diverse workplaces where inclusion must extend beyond visible demographics to embrace differences in values, identity, and life experience. Organisations seeking to unlock the benefits of diversity while managing tensions must create inclusive climates where all individuals feel belonging and are valued for who they are. Tempered radicals are individuals committed to organisational success while holding values that at times diverge from dominant norms. They offer potential as champions of inclusion, as their experience of difference may heighten awareness of exclusion and provide insight into fostering belonging for others. A concept introduced by Meyerson and Scully (1995), tempered radicals pursue subtle, patient strategies that respect organisational objectives while remaining true to their values. Their tempered nature makes them less visible, yet they act as catalysts for meaningful change through incremental, context-sensitive approaches. Although tempered radicals have been recognised as change agents, research has yet to investigate their ability to foster inclusion in the workplace. Furthermore, little is known about how their approaches vary across organisational levels, particularly within manufacturing contexts. This study addresses both gaps through two progressive research questions: (1) How might tempered radicals foster inclusion in the workplace? and (2) How do their approaches differ across frontline, supervisory, and managerial levels within manufacturing organisations? The research employed a two-phase qualitative design grounded in an interpretive paradigm and social constructionist epistemology. Narrative inquiry enabled collaborative exploration of participants' lived experiences. Data were drawn from participants across frontline, supervisory, and managerial roles in New Zealand manufacturing organisations. Phase 1 used purposive sampling and thematic analysis to identify tempered radical attributes and strategies. Phase 2 then introduced Leximancer computer-assisted analysis to compare inclusion strategies across hierarchical positions. Phase 1, guided by Meyerson's (2008) framework, confirmed four defining attributes: (1) difference from dominant culture, (2) desire to succeed and fit in, (3) staying true to values and identity, and (4) implementing change, and a spectrum of strategies from quiet resistance to alliance building. Phase 2 then revealed hierarchical variation: frontline actors emphasised relational inclusion and micro-acts of cultural disruption; supervisors focused on operational adaptation and team cohesion; and managers integrated inclusion into strategic processes while maintaining organisational legitimacy. Theoretically, this research advances tempered radicalism from an agency-

oriented change approach to a multilevel systems perspective by introducing both a model and a framework. First, the Tempered Radical Inclusion Model explains how attributes translate into action through three mechanisms: (1) drawing on outside experiences to bring authentic selves to workplace challenges; (2) pursuing meaningful change benefiting both organisation and society; (3) and leveraging ambivalence between organisational objectives and personal values. Second, the Multilevel Tempered Radical Approach Framework reveals how frontline workers build relationships and capability, supervisors bridge divides, and managers establish strategic conditions for cross-level coordination. Practically, this study offers guidance for organisations to recognise tempered radicals as key enablers of inclusion, foster environments that encourage dialogue, and embed practices that support level-appropriate strategies. This study explains how tempered radicals operate as invisible change agents across manufacturing hierarchies. By demonstrating that inclusion work varies meaningfully across levels while drawing on common foundational attributes, the research underscores the critical role of tempered radicals in shaping workplaces where belonging and authenticity can coexist.

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List of Papers and Publications

1. Conference Paper

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5. Journal Article

Griffiths, C., McGhee, P. & Smollan, R. K. Multi-level inclusion systems: How tempered radicals influence change in manufacturing organisations [Submitted to *International Studies of Management & Organization* and currently under revision; content from Phase 2 of the study].

Attestation of Authorship

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the acknowledgements), nor used artificial intelligence tools or generative artificial intelligence tools (unless it is clearly stated, and referenced, along with the purpose of use), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning.

12/12/2025

Signature

Date

Chapter 1 Introduction

1.1 Background and Context

On a production floor, a machine operator faces a familiar barrier. The forklift licensing assessment requires reading complex technical documentation, but several colleagues struggle with the written text. The operator recognises the challenge immediately. He approaches the training coordinator with a straightforward suggestion: “Look, these guys having trouble reading ... need someone to read it to them.” His intervention, grounded in lived experience and framed as training effectiveness rather than accommodating disability, transforms the licensing process. Workers who previously failed written assessments now succeed with reading support. This small change, initiated without formal authority or fanfare, creates meaningful inclusion while improving operational capability. As the operator explains his approach: “I always get up when we go around the table, where I always say, ‘Look, I’m dyslexic, I’m highly dyslexic.’” His vulnerability creates safe spaces for others to share similar challenges, demonstrating how authentic self-expression can foster broader inclusion. This is the work of a tempered radical (Meyerson & Scully, 1995).

Manufacturing environments present a compelling paradox for inclusion work. Production floors bring together increasingly diverse workforces who must collaborate closely to meet exacting operational standards (Alat & Suar, 2019; N. Li et al., 2017). Yet these diverse workforces operate within organisational structures emphasising standardisation, efficiency, and hierarchical control. The tension between standardised processes designed for homogeneity and diverse workforces requiring adaptive approaches creates urgent questions about how inclusion actually happens in these environments.

This tension reveals opportunities for understanding how change emerges through informal mechanisms. Formal diversity programmes and senior leadership initiatives receive significant attention in organisational scholarship (Jones et al., 2020; Tucker, 2023), yet much inclusion work occurs through quieter pathways. As De Freitas et al. (2025) suggest, organisations lacking authentic commitment to gender, diversity, equity and inclusion typically demonstrate surface-level compliance instead of achieving real transformation, despite having formal structures in place. Individuals, like the operator above, without formal authority transform workplace cultures through subtle interventions, strategic relationship building, and patient advocacy. These tempered

radicals foster inclusion while standing on production floors, supervising shift changes, and managing operations (Meyerson & Scully, 1995). They work within established systems rather than against them. Their work remains largely invisible in both organisational practice and academic scholarship, particularly within manufacturing contexts where hierarchical structures and operational imperatives create distinctive conditions for change agency (Griffiths et al., 2023). Understanding how these individuals foster inclusion across different organisational levels offers crucial insights for both theoretical advancement and practical application in increasingly diverse manufacturing workplaces.

1.2 Tempered Radicalism and Inclusion Work

A deeper understanding of how inclusion emerges within organisations requires examining both formal initiatives and informal change mechanisms (De Freitas et al., 2025). While diversity programmes and senior leadership mandates receive substantial attention in organisational scholarship, much inclusion work occurs through quieter pathways (Creed, 2003; Meyerson, 2001a; Meyerson & Scully, 1995). Tempered radicals represent individuals who navigate continuous tensions between organisational conformity and personal values, fostering change from *within* established systems rather than *against* them (Meyerson, 2008; Pate & Stutz, 2024). These change agents possess four foundational attributes: (1) being different from the dominant culture, (2) a desire to fit in and be successful, (3) staying true to values and identity, and (4) an ability to subtly implement change (Kelan & Wratil, 2018; Meyerson & Scully, 1995). Their strategies span a spectrum from quiet resistance to strategic alliance building, providing frameworks for exploring how inclusion develops at different organisational levels through subtle yet meaningful approaches.

Tempered radicals are positioned to foster inclusion through their ability to bridge perspectives, navigate diverse identities, and communicate ideas that resonate across organisational groups (Westerman & Huey, 2012). However, their strategies and impact may vary significantly across hierarchical levels, particularly within industries characterised by traditional structures and established practices.

1.3 Manufacturing as Research Context

Manufacturing provides an ideal yet understudied setting for examining tempered radical inclusion work. The sector offers economic significance while presenting unique

organisational characteristics that shape inclusion processes. New Zealand's manufacturing sector contributes \$21.87 billion towards gross domestic product (GDP), generates \$12 billion in export revenue, and employs approximately 210,000 people with above-average median weekly earnings (Ministry of Business Innovation & Employment, 2018, 2025b). The sector encompasses diverse subsectors including food processing, printing, aerospace, dairy, paper, and technology manufacturing (Brooksbank et al., 2008; Conway & Meehan, 2013).

The manufacturing industry is undergoing significant transformations driven by technological advancements, globalisation, and evolving market demands, moving from digital integration to sustainability and human-centric approaches (Doyle-Kent & Kopacek, 2020; ElMaraghy et al., 2012; Laurie et al., 2020). Coined in 2011, "Industry 4.0" emphasised competitiveness and productivity through technologies such as the Internet of Things, artificial intelligence, big data, cloud computing, and robotics (Maisiri & van Dyk, 2021). However, technology alone does not guarantee organisational success, as productivity emanates from capable leaders facilitating processes and structures to utilise technology more effectively – the core focus of "Industry 5.0" (Dabić et al., 2023). As globalisation and technology reshape the business landscape, organisations have one true point of differentiation: their employees (Govender & Bussin, 2020). Research shows a clear link between engagement and productivity in manufacturing, with frontline personnel hoping for improved communication and empowerment to have greater voice in the organisation (Govender & Bussin, 2020). While approaches and global manufacturing dynamics continue to shift, the sector remains vital for economic development (Ministry of Business Innovation & Employment, 2018, 2025b; Nobuya et al., 2017).

Fortuitously, manufacturing organisations are, by nature, collaborative, with people working closely together and relying on each other through product assembly processes (Alat & Suar, 2019; N. Li et al., 2017; Ojsteršek et al., 2021). This reliance and connection between individuals offer a unique setting for tempered radicals to foster inclusion as they connect differences while respecting uniqueness (Meyerson, 2001b; Meyerson & Scully, 1995). Work has increasingly been completed by teams rather than individuals, formed with the hope that output would exceed combined individual contributions by capitalising on synergistic effects (N. Li et al., 2017; Morgeson et al., 2010). The manufacturing industry's teamwork structure, with multiple roles and a definitive chain of command,

provides a distinctive context for studying tempered radicals across different organisational levels (Bates et al., 1995; Kazushi, 2001; Nahm et al., 2003).

However, for inclusion to materialise in such collaborative and hierarchical environments requires more than structural opportunity. It demands that diverse voices are heard and valued in organisational decision making (Colombari & Neirotti, 2024). Trittin and Schoeneborn (2017) suggest rethinking diversity as a multitude of voices representing a wide spectrum of individual perspectives and societal conversations that are voiced and can resonate within organisational contexts. Communication is key for leadership in unlocking productivity in manufacturing through promoting holistic approaches where staff are empowered to connect to and work towards the organisation's strategy (Atthirawong et al., 2021). Knowledge creation activities in times of heightened technological change contribute to enhancing manufacturing flexibility, leading to positive effects on financial and operational performance through learning and information sharing (Pinheiro et al., 2020). All this occurs in an environment where organisations navigate the tension between driving change and preserving the status quo, aware of the imperative to adapt while grappling with the risk of equipment and technology becoming obsolete (Pinheiro et al., 2020).

The foundations for this environment are Taylor's (1911) scientific management approaches that emphasised standardisation, efficiency, and hierarchical control. This standardisation reduced employee discretion and decision-making autonomy, creating environments where diversity and inclusion had limited accommodation within systems designed with homogeneity in mind (Walker & Guest, 1952). Contemporary manufacturing faces the challenge of adapting traditional approaches to leverage increasingly diverse perspectives while maintaining operational effectiveness. Manufacturing organisations have historically prioritised standardisation over individual variation, creating potential tensions with inclusion approaches that value diverse perspectives (Boxall & Purcell, 2011). New Zealand's bicultural context, with formal recognition of both Māori (Indigenous peoples of New Zealand) and Pākehā (New Zealanders of European descent) cultures, provides frameworks for understanding difference and belonging that extend beyond Western diversity management models (Ormond, 2019; L. T. Smith, 2017). This foundation may provide legitimacy for challenging dominant cultural assumptions and create a precedent for accommodating diverse approaches within organisational settings. These tensions between standardised

processes and diverse workforce needs create organisational conditions where tempered radicals develop innovative approaches to fostering inclusion.

Manufacturing's hierarchical structures shape how organisations engage in complex problem solving, with each level possessing distinct capabilities and constraints in addressing organisational challenges (Mihm et al., 2010). Different hierarchical positions offer varying degrees of formal authority, access to decision-making processes, and scope for influencing organisational practices. This positioning influences both the opportunities available for fostering inclusion and the strategies employed to navigate organisational constraints while pursuing change.

The operator's forklift licensing intervention illustrates this dynamic. As a frontline operator without formal authority, he could not mandate changes to the assessment process. However, manufacturing's emphasis on operational capability and safety created conditions where his practical suggestion gained traction. By framing his intervention around training effectiveness and error reduction rather than disability accommodation, he aligned inclusion with manufacturing's core technical priorities. This demonstrates how the sector's emphasis on standardisation and measurable performance creates pathways for tempered radicals to foster inclusion while maintaining organisational effectiveness.

The manufacturing sector's emphasis on standardisation, clear hierarchical structures, and evolving workforce diversity creates conditions where tempered radicals foster inclusion while maintaining organisational effectiveness. The research reported in this thesis reveals how inclusion champions like the operator above work at different levels and how their complementary approaches create an integrated system of organisational change that benefits both people and performance. The sector's economic significance combined with its distinctive organisational characteristics makes it an important yet understudied context for examining inclusion processes across hierarchical levels.

1.4 Positionality

As a researcher examining how tempered radicals foster inclusion in manufacturing environments, my own experiences have shaped my perspective and approach to this work. I am the only sibling of an English immigrant family to be born in New Zealand, and I identify myself as a New Zealander. In my younger years, being smaller in stature, I struggled in primary school to cope with a community that admired physical strength

and accepted aggressive behaviour, influenced by a prominent army base around which the community was centred. This experience of feeling at odds with the dominant culture around me mirrors the experiences of many tempered radicals who navigate environments where they don't fit the prevailing norms.

My career began as an apprentice typographer with a multinational printing company after graduating with university entrance from high school at age 17. While I achieved university entrance, those around me discouraged pursuing tertiary education and suggested work experience was better. My entrance into manufacturing occurred at a time when New Zealand's workforce culture emphasised employment over university education. My trade in typography required a blend of artistic creativity and technical abilities, and I found success. My ability to explain complex ideas in simple terms positioned me as what organisational scholars might recognise as a "quiet leader" or tempered radical, someone who could influence others without holding significant formal power.

In my mid-1980s manufacturing workplace, I experienced what it meant to have values different from the dominant organisational culture – a phenomenon central to the experience of tempered radicals. I witnessed a workplace culture with a reliance on alcohol, drug use, and behaviours I considered inappropriate. Rather than condemning these differences, I chose to work within this system, to be successful in my work. This parallels how tempered radicals navigate their organisations – remaining committed to their values while respecting organisational norms, embracing what Meyerson and Scully (1995) describe as "enduring ambivalence".

Working in Singapore later provided insight into navigating environments where my cultural background was not the default. As the only European in my workplace, I experienced temporary cultural displacement. Although not equivalent to systemic minority experiences, it helped me understand how different cultures coexist in pluralistic societies. I experienced the tension between wanting to influence change while maintaining workplace relationships, particularly towards the end of my three-year tenure. This tension parallels the dilemmas that tempered radicals navigate continuously. My Singaporean wife and I created a bicultural household that celebrates cultural diversity, providing a lived experience of integrating different cultural perspectives in daily life. This personal experience of navigating between different identities offers an experiential foundation for understanding how tempered radicals balance multiple commitments and identities.

My progression into senior management roles across multiple organisations provided direct experience with the organisational dynamics central to this research. These roles positioned me to understand how change agents operate across different hierarchical levels. As Supply Manager at Chubb, I led procurement, inventory, and warehouse operations, balancing operational efficiency with relationship building across diverse teams. At Spotless, I managed supplier and subcontractor relationships with \$120 million in spend while developing partnerships with academic institutions. My role as Senior Project Manager at NZ Post involved leading digital transformation initiatives in traditional operational environments, revealing how organisations navigate technological change while respecting established practices. These management experiences shaped my understanding of how strategic considerations influence change initiatives and the importance of building coalitions across organisational boundaries. I learned firsthand how change agents navigate between frontline operations and executive strategy, operating within systems while simultaneously working to transform them.

My journey to higher education and research parallels manufacturing's evolution towards knowledge-driven approaches. My background in manufacturing led to a specialisation in operations, with diversity and teamwork becoming key themes. In recent professional roles, I've functioned as what might be considered an organisational tempered radical, sent into tense work environments to listen and understand employee experiences. My ability to listen without judgement and explain complex ideas in simple terms has allowed me to be trusted in diverse settings. This capacity to operate between different organisational worlds, to be both part of the system and apart from it, has given me insight into how subtle change agents can foster inclusion in hierarchical settings. This industry experience positions me to understand manufacturing contexts from multiple perspectives while requiring careful reflexive practice to ensure that assumptions derived from my experiences did not shape data interpretation.

My research interest in tempered radicals fostering inclusion in manufacturing represents a convergence of my personal and professional journeys. It brings together my experience of navigating different cultural and organisational contexts, my understanding of manufacturing environments, and my commitment to amplifying diverse voices within organisational settings.

1.5 Research Gap

Meyerson's (2001) foundational work on tempered radicals established how these change agents operate within organisations. However, a critical gap remains in understanding how their approaches vary across organisational levels. Previous research has concentrated on middle and senior management positions within service-based industries, technology firms, and knowledge work settings (Kelan & Wratil, 2018; Kirton et al., 2007). This focus overlooks the contexts where hierarchical structures and operational imperatives create the most complex conditions for inclusion work.

Manufacturing represents an understudied yet rich ground for examining tempered radical activity. Researchers have thus far overlooked this context, missing opportunities to understand how tempered radicals leverage operational legitimacy and technical credibility to advance inclusion goals.

The gap in knowledge also includes the organisational level, as existing studies concentrate on those with formal authority and reinforce assumptions that meaningful change originates primarily from senior levels of management (Li et al., 2019). This overlooks frontline workers and supervisors who may lack formal power yet achieve results through patient effort and subtle interventions. The tempered radical's capacity to operate as an "outsider within" (Westerman & Huey, 2012, p. 229) suggests that inclusion work may manifest differently across hierarchical levels, and understanding these variations matters because it reveals how change emerges through coordinated action rather than individual heroics.

The existing literature treats tempered radical strategies as personal agency without examining how organisational position shapes strategic choices. Tempered radicals bridge perspectives, navigate diverse identities, and communicate ideas that resonate across groups. Yet their approaches may vary based on hierarchical location within traditionally structured environments. Do frontline workers employ the same strategies as managers? How do supervisors navigate between operational realities and strategic imperatives? These questions remain unexplored, limiting both theoretical understanding and practical guidance for organisations seeking to support their quiet inclusion champions across all levels (Griffiths et al., 2023).

This research addresses these interconnected gaps by examining how tempered radicals foster inclusion across frontline, supervisory, and managerial positions within New Zealand's manufacturing sector. Through narrative inquiry, the investigation reveals how

these individuals construct identities, navigate environments, employ methods, and build relationships in distinctive ways based on their organisational positioning. This approach captures the subtle and often invisible nature of their change strategies while revealing powerful patterns that transcend individual stories to illuminate how inclusion emerges through coordinated action across organisational hierarchies.

1.6 Significance of the Research

This research matters because manufacturing organisations face an urgent challenge: how to foster inclusion among increasingly diverse workforces while maintaining the operational excellence that defines the sector. As organisations seek to leverage diversity for innovation and problem solving, inclusion becomes essential – not merely as an ethical imperative, but as a pathway to unlocking the full capabilities of diverse employees (J. Harrison et al., 2018). The theoretical contribution of this research seeks to extend Meyerson’s (2001) foundational work in ways that could transform our understanding of how inclusion happens in hierarchical organisations. By investigating whether tempered radicalism operates as a multilevel system rather than an individual phenomenon, the research aims to challenge assumptions about where change agency resides. Previous research has focused predominantly on senior management positions within service-based industries (Kelan & Wratil, 2018; Kirton et al., 2007), overlooking the frontline and supervisory levels where much of the daily work of inclusion occurs. This study seeks to address this gap by examining whether tempered radicals at these overlooked levels employ distinct yet equally valuable strategies.

This research represents giving back to an industry that has provided a professional foundation, research context, and rich insights into how process-oriented organisations function. As manufacturing transitions through Industry 4.0 and 5.0, where technological advancement intersects with human-centric approaches (Doyle-Kent & Kopacek, 2020), the sector faces a critical reality: technology alone does not guarantee success (Dabić et al., 2023). With increasing globalisation and technological proliferation, organisations have only one true point of differentiation: their employees (Govender & Bussin, 2020). Understanding how to support individuals who foster inclusion from within becomes increasingly important for organisations navigating this transformation while seeking to leverage their workforce as competitive advantage.

1.7 Objectives and Research Questions

This research seeks to understand how tempered radicals foster inclusion across different hierarchical levels within manufacturing organisations. The investigation addresses a gap in current scholarship by examining these change agents in a sector traditionally characterised by standardised processes and clear hierarchies.

To gain greater understanding of these powerful and often unseen change agents and their actions influencing inclusion, the following research question was developed:

RQ1: How might tempered radicals foster inclusion in the workplace?

Building on this foundational question, the second research question investigated the dynamics of hierarchical positioning:

RQ2: How do tempered radicals' approaches to fostering workplace inclusion differ across frontline, supervisory, and managerial levels within manufacturing organisations?

The implications these differences have for supporting and leveraging their change efforts to foster inclusion were also explored.

By examining these dynamics, this research enhances understanding of how inclusivity can be fostered from within organisations. It identifies practical ways organisations can better support and leverage tempered radicals across different hierarchical levels. This examination of strategies and organisational enablers offers valuable insights for theory and practice in fostering workplace inclusion. In a world of workforce mobility and globalisation, having greater understanding of fostering inclusion will help organisations manage employees coming from increasingly demographically diverse groups. This research extends inclusion beyond recognisable surface-level attributes to encompass individual differences such as upbringing, lifestyles, family status, disability, education, and physical attributes.

1.8 Structure of the Thesis

This thesis comprises seven chapters that progress from establishing the research foundation through presenting findings to examining their implications for theory and practice.

Chapter 2: Literature Review examines three interconnected bodies of scholarship. It explores Meyerson's (2001a, 2001b) foundational work on tempered radicals, including their attributes and strategic approaches. The chapter also reviews diversity and inclusion literature, distinguishing between surface-level diversity and deeper inclusion processes. It then contextualises the research within manufacturing environments, examining how Industry 4.0 and 5.0 transformations create new challenges for inclusion advocates. Finally, the review identifies gaps in current understanding and establishes the theoretical foundation for investigating how tempered radicals foster inclusion across manufacturing's hierarchical levels.

Chapter 3: Methodology presents the philosophical foundations and research design. The chapter establishes the study's subjective ontology, social constructionist epistemology, and interpretive paradigm. It describes the narrative inquiry approach and explains the research evolution from an MPhil investigation into a PhD thesis. The research design consists of Phase 1, which establishes foundational characteristics of 24 tempered radical participants through thematic analysis, and Phase 2, which examines level-specific strategies of 27 tempered radical participants using combined thematic and Leximancer analysis. The chapter addresses participant selection, data collection, analytical procedures, and methodological limitations.

Chapter 4: Findings Phase 1 examines the foundational characteristics and general strategies of tempered radicals in manufacturing contexts. Phase 1A explores how Meyerson's four core attributes manifest within manufacturing environments. Phase 1B investigates the spectrum of strategies from quiet resistance through strategic alliance building. The chapter demonstrates how manufacturing contexts create unique expressions of these attributes and strategies. Synthesis of these findings reveals how attributes and strategies function as an integrated system enabling inclusion work.

Chapter 5: Findings Phase 2 examines how tempered radical strategies vary across organisational levels. The chapter analyses 27 participants through four interconnected global themes: *self-identification*, *work environment*, *operational methods*, and *interpersonal interactions*. Each theme reveals distinct expressions across frontline, supervisory, and managerial positions. The cross-theme synthesis reveals patterns of vertical integration, tensions between levels, and how manufacturing's collaborative structures enable coordinated inclusion work across the hierarchy.

Chapter 6: Discussion critically analyses how tempered radical attributes and strategies manifest in manufacturing contexts, revealing theoretical insights that challenge and extend existing frameworks. Phase 1 discussion demonstrates how manufacturing-specific conditions such as hierarchical structures, safety protocols, and operational constraints shape tempered radical practice, leading to the development of the Tempered Radical Inclusion Model (see Figure 6.3). Phase 2 discussion uncovers how organisational position shapes inclusion strategies, leading to the development of the Multilevel Tempered Radical Approach Framework (see Table 6.1). This framework reconceptualises tempered radicalism as a multilevel phenomenon rather than an individual practice. The chapter examines vertical integration patterns, cross-level tensions, and how manufacturing characteristics enable yet constrain inclusion work. The research extends Meyerson's (2001) framework from an individual-centric model into a multilevel systems perspective, offering theoretical pathways for understanding inclusion work in hierarchical, operations-focused organisations.

Chapter 7: Conclusion synthesises the overall contributions of this research to theory and practice. It demonstrates how the study extends tempered radical theory and inclusion scholarship. The chapter explores practical implications for manufacturing organisations supporting inclusion champions across hierarchical levels. It acknowledges the study's boundaries and limitations, identifies future research directions, and reflects on the study's contribution to academic understanding and practical approaches for fostering inclusive workplaces within manufacturing contexts.

Chapter 2 Literature Review

This chapter reviews literature essential to understanding how tempered radicals might foster inclusion across organisational levels in manufacturing workplaces. A structured literature search process guided the identification of relevant scholarship. This process drew on multiple databases and employed proximity searches to ensure comprehensive coverage. The chapter proceeds as follows: First, it examines tempered radicals, their core attributes, their spectrum of change strategies, and their capacity to manage ambivalence and tension. Second, it defines workplace inclusion, distinguishing it from diversity and explaining why inclusion matters. Third, it explores manufacturing contexts, where traditional hierarchies and collaborative work structures create both constraints and opportunities for inclusion efforts. Fourth, it examines social systems within manufacturing, including teams, leadership, and the mechanisms through which inclusion strategies operate.

This exploration identifies a significant research gap. While existing literature recognises tempered radicals as change agents in the service and technology sectors, their potential to foster inclusion across different organisational levels in manufacturing contexts remains unexplored. Research examining tempered radicals in frontline and supervisory positions is limited (Kelan & Wratil, 2018; Kirton et al., 2007; Perry, 2014). The chapter concludes by articulating progressive research questions that address these gaps, examining how tempered radicals foster inclusion, how their approaches differ across organisational levels, and the implications these differences hold for supporting their work.

2.1 Literature Search Process

A structured process was taken to identify the literature discussing tempered radicals. This approach located authentic and relevant literature to the chosen topic while keeping the process transparent and reproducible (Briner & Denyer, 2012; Petticrew & Roberts, 2006; Platt, 1981; Torgerson, 2003). Table 2.1 shows the five-step process that guided the identification of literature, leading to a synthesis of the foundation literature extending back to 1990 while allowing for a focus on more recent literature covering 2014 to 2025. The process began with a question written in plain language to focus the intention and purpose of the search (Petticrew & Roberts, 2006).

Table 2.1 Summary of the Literature Review Process

Literature Review Process	Description
1: Establish the literature search question	<i>How do tempered radicals foster inclusion in the manufacturing industry?</i>
2. Develop inclusion criteria	Search boundaries (database selection), search strings and search types
3. Develop exclusion criteria	Target articles published over the previous decade, scholarly and peer-reviewed
4. Assess the evidence	Catalogue summary data, assess quality and bias
5. Synthesis of the literature	Develop a new arrangement of the selected studies

Adapted from Nolan and Garavan (2016).

Online library databases and their technical search tools provided the platform for this structured literature review. To identify authentic material relevant to the subject, sufficient time was allowed to carefully plan database searches. While forming plans to develop the inclusion and exclusion criteria of the structured review, collaboration with university librarians assisted with both the selection of databases and the formation of the customised search queries. Gusenbauer and Haddaway (2020, p. 183) note that librarians, “as information experts in these complex literature search processes”, have been shown to benefit study quality. Using this collaborative approach, a broad selection of relevant databases drawing on both separate and overlapping sources were selected (Table 2.2). This ensured the search achieved the coverage sufficient to satisfy the research question.

Table 2.2 Selected Databases

Database Name	Description
Scopus	Science, technology, medicine, social sciences, art and humanities
Business Source Complete (BSC) + SocINDEX	EBSCO databases containing management and social science subjects
JSTOR	Social sciences and humanities
Emerald Insight	Social sciences drawing on different sources to EBSCO
Google Scholar	Web search engine indexing scholarly and general material

Taking a structured approach supported a more rigorous identification of relevant records within the chosen databases, while aiding the desired transparency and reproducibility of the study. Although coverage is important, so is the ability to return a high number of

relevant articles with precision (Gusenbauer & Haddaway, 2020). To achieve relevancy and precision, keyword search queries using various synonyms were developed (Table 2.3).

Table 2.3 Search Query Keyword Synonyms

Tempered	Radical	Inclusion	Manufacturing
subtle	difficult	belongingness	industry
persistent	complex	uniqueness	operations
calm	profound	difference	production

To further support the identification of relevant literature, proximity searches ensured a more focused search query by defining the distance between keywords as they appeared in the text of the publication (Crnic, 2011). In proximity searches, a set distance between keywords is incorporated in the search strings. For example, the keywords *tempered* and *inclusion* could be set to be 5 words apart (likely to appear in the same sentence), 15 words apart (likely to appear in adjacent sentences), or 50 words apart (likely to appear in the same paragraph). By querying a database using a proximity search, articles are more likely to discuss the relationship *between* the keywords rather than the keywords being identified as individual terms. For example, when using the keywords *tempered* and *inclusion* the best proximity setting was 15 words apart. In this case, setting the proximity, to 5 words did not yield many results as this specific combination was not widely discussed in literature.

The findings from the literature were collated and synthesised into broad groups that built understanding of how tempered radicals might foster inclusion in manufacturing contexts.

2.2 The Tempered Radical

Understanding who tempered radicals are is essential for examining how they foster inclusion. This section therefore introduces the concept of tempered radicalism, first articulated by Meyerson and Scully (1995). It establishes how these individuals balance organisational commitment with personal values that challenge dominant culture. The section explores their identity construction, emotional management, and strategic navigation of organisational dynamics. This foundation proves essential for understanding the attributes and strategies examined in subsequent sections.

The concept of the tempered radical was first introduced by Meyerson and Scully (1995) to describe people who enjoy their work and their workplace and who are committed to their organisations, despite their values or identity making them feel “at odds with the dominant culture of their organisation” (Meyerson & Scully, 1995, p. 586). According to Schein (2016), the dominant culture of an organisation represents the prevailing system of shared values, beliefs, behaviours and practices that are considered normative and authoritative within the organisation. Tempered radicals want to balance being successful in their organisation *and* being true to themselves, finding balance between the self and the collective (Mayock, 2016; Meyerson, 2008). This balancing act leads to unique strategies that make tempered radicals advocates for the status quo while balancing benefits obtained through transformation. As tempered radicals, they are *tempered* in their approach, and yet *radical* through the significant changes they bring. They often take a cautious approach to covert change actions (Doldor et al., 2016), however as Meyerson (2008) observes, it is important not to confuse the speed and visibility of change strategies with their impact.

Tempered radicalism theory can be applied to a wide range of contexts and topics (Meyerson, 2001a, 2001b). For example, it has been used to analyse how religious-Zionist feminism in Israel employed tempered radical strategies (Zion-Waldoks, 2021), while in Ghana, it has informed Indigenous human resource development (Osafo & Yawson, 2020). These examples demonstrate the versatility of tempered radicalism and its relevance across different cultural and organisational settings. However, the manufacturing industry remains largely unexplored through the tempered radical lens (Griffiths et al., 2023), with studies examining their impact across different levels notably absent from current research. Remarkably, there has also been little discussion about tempered radicals in operational and mid-level supervisory positions. In a recent ethnographic study, Kras et al. (2021) showed how frontline and frontline supervisory corrections officers chose to make operational decisions that deviate from a policy set at the executive level. Working in quiet coalitions, they ultimately disrupted the implementation of the policy. As Quinn and Meyerson (2008) note, tempered radicals may be a senior executive or a board member, they may hold a mid-level supervisory position, or they may hold a junior-level position in their organisation, such as a production operator. It is the variety of circumstances and backgrounds that add tremendous value to the spectrum of change strategies utilised by tempered radicals.

Identity theory explores how our self-concept can influence attitudes, behaviour and the execution of operational activities, as every human has a sense of self that constructs, interprets, organises and synthesises experiences (Marshall, 1995; Yolles & Di Fatta, 2017). Our self-identity is a social construction, comprising our thoughts, moral judgements, motivation and ways of relating to others. Our public identity, meanwhile, frames how we externally express experiences, restrain self, and maintain harmony with social context (Olson & Maio, 2003; Smollan & Pio, 2017). The tempered radical successfully tempers both their self-identity and their public identity; they are “committed to their organisations and also to a cause” (Meyerson & Scully, 1995, p. 585).

Whatever makes the tempered radical different or at odds with the dominant culture of the organisation drives their transformation agendas. They are activated through conflict or a disequilibrium, between wanting to act on those agendas and wanting to fit in (Meyerson, 2001b; Osafo & Yawson, 2021). There are no confines to what their difference to the dominant culture might be. Ethnicity, gender, religion, sexual orientation, and values or identity could lead to propelling change that encompasses anything from equality, inclusion, work-life balance or environmental sustainability. Kelan and Wratil (2018, p. 16) refer to the tempered radical as embracing “a different embodiment to the norm”. While being different to the dominant culture of the workplace, tempered radicals want to incorporate change at the same time as fitting in, working *with* the organisation to achieve change, not against it (Kelan & Wratil, 2018; Walton & Kirkwood, 2013). This enables the tempered radical to operate as an “outsider within”, giving them access to opportunities for change (Westerman & Huey, 2012, p. 229) through their knowledge and insights of the organisation while being true to their identity (Meyerson & Scully, 1995).

Tempered radicals speak the language and jargon of the organisation (Wallace & Evans, 2021), deconstructing “new ideas or differing norms while using language adapted to the organizational codex” (Osafo & Yawson, 2021, p. 268). They use both their organisational identity and their individual identity to intentionally effect incremental change within organisationally set boundaries (Doldor et al., 2016). There is often a fragile balance, with one step in either direction beyond the boundary potentially leading to failure, so they gain expertise in taking on the role of a “reasonable activist” (Westerman & Huey, 2012). The tempered radical is courageous and is not willing to sit on the boundary or straddle the fence; they are prepared to test the limits in order to foster paradigm-shifting change (Wallace & Evans, 2021).

It is not unusual for employees to feel at odds with their organisations, however many who do not fit in with the dominant culture of their organisation may choose either to conform or avoid conflict by leaving. For some, there is the ongoing struggle of when and how to speak up, and for others there is a sense of futility or fear (Creed, 2003). The tempered radical, however, has resolve to challenge business-as-usual practices by “creatively destroying current ways of operating while still operating successfully in that business environment” (Walton & Kirkwood, 2013, p. 464).

Tempered radicals experience anger, yet they manage this emotion with care (Meyerson, 2001b). Rather than allowing it to overwhelm them, they redirect their frustration, using it as a catalyst for their organisational actions. This measured approach to emotional management distinguishes their operational style. Tempered radicals strategically use both their voice and silence to navigate their roles and effect change, balancing the need to speak out and maintain their position within the organisation (Creed, 2003). Conversations can be selectively initiated as starting points for talks that lead to more significant changes, promoting action through their own experiences and advocacy (Vaul-Grimwood et al., 2023). The dual commitment of tempered radicals influences their choice of change strategies; they must find approaches that allow them to push for change without compromising their organisational standing (Meyerson & Scully, 1995).

This dual commitment is sustained by the values that tempered radicals hold. Leadership approaches that centre meaning, integrity, and care for others reflect how tempered radicals characteristically operate, and understanding this values orientation helps explain both the source and durability of their influence. While conventional leadership theories tend to focus on traits, behaviours, and situational contexts (Bass & Stogdill, 1990; Lussier & Achua, 2013), or on personality and motivation as in charismatic and transformational leadership (Jansen et al., 2009; Yukl, 2006), these frameworks carry a sense of compliance, survival and security that does not fully account for leaders driven by higher-order concerns. When reflecting on transformational leadership in manufacturing, Liu and McMurray (2004, p. 348) note that “frontline leaders motivate, empower and coach team members” toward shared values and purpose. Tempered radicals extend this further. Where conventional leadership theories focus on physical and mental performance, they do not account for leaders whose motivation reaches toward higher-order concerns such as well-being and inclusion (Meyerson, 2001a).

Organisations that narrow their understanding of human motivation to utility and self-interest limit their capacity to understand why some employees pursue the good of others

over personal gain (Fry, 2003; Neubert, 2019). Tempered radicals are precisely such employees. Integrity is among the most important of these values in a leadership context; Reave (2005), in research on values-driven leadership practices, identifies it as central to building the trust and credibility that prove essential when advocating for change. Fernando and Jackson, 2006, in their study of faith-based business leaders, found that decisions guided by moral principles and concern for collective welfare sometimes involved accepting short-term costs to maintain personal standards. Tempered radicals demonstrate a similar orientation, holding their values even when organisational compliance would be easier. Fry (2005) argues that ethical well-being comes from living in alignment with one's core moral values; when people act consistently with their values, they experience greater satisfaction and resilience. Bennis et al. (2015, p. 12) define success as "do[ing] something that matters so that we might know that we matter".

A values-led orientation also shapes how tempered radicals relate their personal lives to their work. Hunsaker and Jeong (2023), in research on purpose-driven leadership, identify that leadership which prioritises purpose, meaning, connectedness, and service to others over leader traits and behaviour alone benefits organisations by encouraging attention to productivity, sustainability, and employee well-being (Dent et al., 2005; Reave, 2005). This orientation resonates with how tempered radicals operate, drawing on personal values rather than positional authority to guide their influence. Dent et al. (2005), writing in the context of workplace wholeness and the integration of life dimensions, describe connectedness as an orientation where different aspects of a person's life inform rather than compete. For tempered radicals, this integration means work decisions draw on personal experience, values, and a sense of responsibility to others.

Sheep (2006) argues that work meaningfulness connects to life purpose, transcending the individual to become part of something greater, a larger community, leading to individual growth and development. This resonates with how tempered radicals understand their own change work. The tempered radical "perceives a connection between work and a broader transcendent life purpose beyond the self" (Griffiths et al., 2023, p. 18). Hunsaker and Jeong (2023), extend this further, finding in their study of purpose-driven leadership that when people feel their work matters and they can make a difference, they take initiative beyond formal requirements. Tempered radicals demonstrate this same pattern, maintaining their advocacy even when facing resistance. Fry (2003) describes this sustained engagement as a response to calling, the sense that one's work has meaning and makes a difference. In manufacturing contexts this matters practically. Zhu et al. (2022),

in an empirical study of purpose-driven/spiritual leadership in manufacturing, found that this leadership approach positively influenced craftsmanship spirit, including excellence, dedication, focus, innovation and teamwork, which in turn shaped work attitudes and behaviours. The values that underpin this kind of leadership closely reflect those that tempered radicals bring to their inclusion efforts. For tempered radicals operating across organisational levels, this values-led orientation is not incidental to how they work; it is the foundation from which their change strategies grow.

Tempered radicalism has attracted genuine criticism. The central concern is that "tempering" may ultimately serve the organisation more than the people change agents are trying to help, with incremental accommodation gradually replacing substantive reform (Jones & Squire, 2019). Working within established power structures, and accepting the constraints that come with that, carries a co-optation risk that the literature does not resolve (Meyerson & Scully, 1995). The literature also notes that the emotional burden of sustained ambivalence can lead to loneliness, isolation, and burnout, particularly where organisational support is absent (Creed, 2003; Griffiths et al., 2023; Heucher et al., 2024). Jones and Squire (2019) extend this concern further, arguing that tempering suits those who can afford slow, safe change, and that for people facing more immediate harm, the measured pace of insider activism may itself be a form of privilege. The concept itself is also contested. Vaul-Grimwood et al. (2023) and Richter et al. (2020) question whether pairing "tempered" with "radical" weakens the latter, and whether the framework describes reality more than it challenges it. Ratle et al. (2020) reinforce this concern, observing that in highly constrained institutional environments, the space available for genuine resistance can be so narrow that insiders risk becoming captured by the very systems they seek to change.

These are real limitations, and this thesis acknowledges them. What the manufacturing context adds, though, is clarity about why tempered radicalism remains relevant despite them. Manufacturing organisations are hierarchical, operationally constrained, and governed by safety and production demands. In that environment, overt or confrontational activism is not just risky; it is structurally unworkable. The findings of this thesis surface the tensions and trade-offs that frontline workers, supervisors, and managers navigate, and do not present tempered radicalism as friction-free. The argument is simply that in organisations where radical change cannot survive operational reality, a tempered approach is not a compromise; it is the most viable path available (Griffiths et al., 2023).

2.2.1 The Attributes of the Tempered Radical

Having established the concept of the tempered radical, this section examines the specific attributes that define these individuals. These attributes provide the foundation for understanding how tempered radicals operate in organisational settings. Understanding these attributes proves essential for examining the strategies tempered radicals employ to foster inclusion.

The main aim of this research is to gain an understanding of how tempered radicals foster inclusion in a manufacturing setting. For the current study, framed by the literature and the seminal work of Meyerson and Scully (1995), the tempered radical is defined by four key attributes. The first attribute recognises that the tempered radical is in some way different to the dominant culture of the workplace. Something about their values or identity is unique, or different to those around them in their workplace. Second, despite this difference from the dominant culture, the tempered radical has a desire to fit in and be successful in the workplace. This enables the tempered radical to draw on the respect they earn in the organisation, giving them the attention needed to enact change. Third, despite the desire to fit in, the tempered radical remains true to their values and identity. Tempered radicals do not look to compromise; they look to join different worlds more closely together. Fourth and finally, they subtly and successfully implement change, quietly disrupting and changing the normal way of thinking.

2.2.2 The Strategies of the Tempered Radical

Building on the foundational attributes, this section introduces the spectrum of strategies, ranging from subtle, slow-moving, and incremental change to comparatively bolder or more collective approaches, that tempered radicals employ to foster change. Through these strategies tempered radicals are “successfully navigating a middle ground ... choosing their battles, creating pockets of learning, and making way for small wins” (Meyerson, 2008, p. 6). The spectrum ranges from strategies that are quiet, subtle, and involve very few people to those that involve many people, are more visible to others, and encourage broader change. This spectrum is not linear or rigid but a fluid continuum where tempered radicals choose any starting or end point depending on their judgement and the context.

The selection of strategies is influenced by various factors, including the specific work environment and the nature of the change tempered radicals seek to effect. Meyerson (2008) describes tempered radicals as informal or formal leaders who move fluidly along

this spectrum of strategies, adapting their approach as circumstances evolve and their organisational influence grows. This flexibility lets them tailor their change efforts to the unique challenges and opportunities presented by their situation, maximising their potential for impact while managing personal and professional risks.

Resisting Quietly

One attribute of a tempered radical is that they resist being fully assimilated into or excluded from the dominant culture. Meyerson (2008) notes that psychological resistance is essential for anyone, but it is particularly important to those whom the dominant culture may exclude or demean. At the left end of the spectrum of tempered radical strategies is resisting compliance and staying true to oneself. Here the tempered radical chooses subtle acts of disruptive self-expression as a demonstration of their values or identity, influenced by their preference to avoid head on confrontations. These expressions might be subtle, such as displaying a dress style (dress being a symbol of conformity) or office décor (e.g., photographs as a statement of identity), or language use (choosing not to mask an accent). Although subtle, these quiet demonstrations of resistance serve to illuminate their values and bring about cultural disruption. Very much behind the scenes, these expressions can result in meaningful change because others in the workplace may notice this self-expression, possibly leading to discussion or wider adoption (Creed & Scully, 2000; Meyerson, 2001a). Badaracco's (2001) description of "quiet leaders" fits with the concept of the tempered radical through their adopted subtle, patient, and incremental approaches, and through an interest in righting, or preventing, moral wrongs. Quiet leaders are said to be modest and restrained, and yet able to achieve extraordinary results through a long series of small efforts.

Threats Into Opportunities

The tempered radical may also elect to use more visible strategies that involve collaboration with others. Through the change mechanism of turning personal threats into opportunities, tempered radicals effectively reframe difficult encounters as opportunities. Meyerson (2008) shares the example of an employee identifying as a member of the LGBTQI+ community being told by a colleague that their sexual orientation or gender identity was overly visible in the workplace. The employee then pointed out the family picture on the desk of his colleague showing his wife and children, noting that he had no such picture of him and his partner on his desk. Through this reframing, the difference in views is made more manageable, less threatening, and the perception of the value

obtained from taking a risk to influence change is enhanced. Tempered radicals make use of a variety of tools to turn any threat into an opportunity, including interrupting to change momentum, sharing an issue with others to make it more transparent, diverting an encounter, delaying, and using humour to release pressure. Meyerson (2001a) refers to this technique as “verbal jujitsu”, invoking the martial art where one uses an opposing force’s energy to one’s advantage. Tempered radicals use verbal jujitsu by turning negative actions into opportunities for change that, ultimately, will promote learning and transformation for a broad audience. The tempered radical calls on their skills to negotiate between the diverse ways of thinking or differences in values and identity. Even when faced with competing interests their pragmatic approach and sense of ambivalence make them excellent negotiators (Meyerson, 2001a). The tempered radical can consider any differences from a broad, open perspective (enabling an understanding of points of leverage) and is willing to consider the interests of others. This puts them in an excellent position to find middle ground.

Achieving Small Wins

The small-wins approach features next in the tool kit of strategies employed by the tempered radical (Meyerson, 2001b, 2008). This is a powerful change mechanism because smaller wins are more likely to be attainable and provide the tempered radical with the gratification of forward movement and success. By delivering small wins the tempered radical can cut down bigger challenges into more manageable sizes and encourage people to act rather than wait. Individual small wins may appear insignificant, however they can accumulate and snowball to something greater, while reducing the likelihood of resistance (Osafo & Yawson, 2021). Any success achieved encourages further activity, attracts additional involvement of others, and encourages further advancement and change. From the colleague showing others how to print on both sides of the paper to reduce paper consumption to the canteen worker learning to reduce packaging waste, Meyerson (2001a) notes that if you add up enough small changes and inspire enough people then sooner rather than later you will see significant learning and change.

Westerman and Huey (2012) question whether the work of the tempered radical is sufficient, particularly as the notion of small wins may be akin to putting a “Band-Aid” on a frequent and repeating injury. The tempered radical must decide whether to put an ambulance at the bottom of the cliff, or more radically, to fence off the top of the cliff. Making such decisions, however, may only be possible for those in more senior or

managerial positions, and tempered radicals on the front line may not have the formal authority. The strategy of the tempered radical in this case is to call in the support of more powerful friends.

Affiliation

Towards the right-hand side of the spectrum of tempered radical change strategies is the bringing in of allies, friends or subject-matter experts to support the desired change or give issues more prominence and attention. While tempered radicals usually work alone, sociologists have observed that collectives form when something threatens the interests of a set of individuals – the threat bands together those who are threatened and moves them to act (Meyerson, 2008). A shared identity and purpose enables the collective to act as one (Mayock, 2016). In a quantitative study considering how tempered radicals are motivated to pursue ideological change, Bajaba et al. (2023) found that tempered radicals connect their desire to preserve their self-identity with their organisational identity and their willingness to form coalitions with others to help pursue their causes. Forming collective actions through coalition building has the advantage of being more likely to take on greater risks as a result of diluting responsibility across the group (Bajaba et al., 2023). When working with allies, tempered radicals can gain legitimacy and power while extending their resources, including expertise and support (Meyerson, 2001a). However, collective actions are more complex and visible, and lead to more resistance. For example, forming a collective is an approach that may seem familiar to employees in the unionised environment of manufacturing, where trade unions can influence social transformation, however they can encounter considerable resistance (Munck & Hyland, 2014).

Whether the tempered radical chooses to show quiet resistance, to reframe threats, to seek satisfaction in achieving small steps, or gather support from others, they can bring radical change using their subtle, sometimes invisible, techniques (Griffiths et al., 2023; Meyerson, 2001b, 2008). There is no one strategy that is used most often; it depends entirely on the context of the situation. It is described as a spectrum of strategies because the tempered radical may navigate from a starting point anywhere on the spectrum. The context may call for modest, confidential, and unobtrusive approaches while in other situations it may be necessary to take a more visible and public approach. The tempered radical is therefore driven in their commitment to bring change while remaining adaptable in their approach (Meyerson, 2001a).

Wallace and Evans (2021) suggest that the tempered radical calculates, as a means of survival, the extent to which they need to play by the rules and adapt to the cultural norms and the language of the organisation. While tempered radicals do not necessarily hold much formal power or authority, this need for survival is often more critical for minorities as they navigate their desire to tackle obstacles and resistance, and the risk of being considered radical (Broadhurst et al., 2018; Perry, 2014). Osafo and Yawson (2021) show how the tempered radical's approach can increase the visibility and inclusion of minority and Indigenous views. Their uniqueness in social identity, culture or values allows tempered radicals to experience their organisation differently from the majority. They value cultural preservation, visibility and empowerment while acknowledging the need to engage in mainstream business practice (Meyerson, 2008; Osafo & Yawson, 2021).

According to Russen et al. (2023), fostering inclusion begins with an organisational culture that values unique contributions and respects both similarities and differences among employees. The researchers argue that organisations must make conscious efforts to create an inclusive environment, including being aware of microaggressions and subtle and unintended exclusion practices. Mor Barak (2011) concurs, noting that exclusion, whether by policy or perception, is one of the most significant challenges facing organisations, where individuals may be excluded from networks and team memberships, career opportunities, and development advancements or decision-making processes. The tempered radical is well placed to support efforts to oppose exclusion; they recognise and value acute yet subtle difference, and they have the strategies to change company structures (Osafo & Yawson, 2021). By embracing tempered radicalism, organisations can create more inclusive approaches, from enhancing visibility of Indigenous communities and promoting social change to creating a more family-orientated social environment. It is the tempered radical's interest in social change that encourages their proactivity, enabling them to work as social activists pursuing change for mutual benefit with resilience when their attributes may not align with organisational norms (Bajaba et al., 2023; Briscoe & Gupta, 2016). Tempered radicals act as catalysts for meaningful social change through subtle strategies that foster gradual shifts in organisational norms.

The influence of tempered radicals extends beyond organisational boundaries. In their study of ecopreneurs as tempered radicals, Walton and Kirkwood (2013) demonstrate how these individuals effect change through subtle yet impactful strategies. They describe an organic brewery founder who demonstrated that it is possible to run a successful business and create value while being environmentally sensitive by reusing bottles and

sourcing organic ingredients. This approach exemplifies how tempered radicals can transform industry practices by showing viable alternatives rather than directly confronting existing business models.

These strategies enable tempered radicals to pursue various organisational changes. As noted above, this research examines one specific outcome: workplace inclusion. Understanding inclusion and how it differs from diversity is essential for examining how tempered radicals might create inclusive environments through their subtle change strategies. While tempered radicals employ a broad spectrum of strategies for organisational change, they also possess two distinctive characteristics that define their effectiveness in fostering inclusion: their ability to manage ambivalence and tension as an inclusion strategy and their strategic use of voice and silence.

2.2.3 Managing Ambivalence and Tension

Ambivalence, the state of holding conflicting viewpoints or choices, is a defining characteristic of tempered radicals. While some individuals decisively choose sides or become paralysed by indecision, tempered radicals distinguish themselves by adeptly navigating these conflicting perspectives (Meyerson, 2008).

Ambivalence can be illustrated through the construct of holism, which is the “complete, simultaneous, and typically conscious acceptance of both opposing orientations” (Ashforth et al. (2014, p. 1465). Holism considers win-win outcomes and allows both directions to be fully embraced, enabling growth in understanding and an appreciation of difference. According to Ashforth et al. (2014), holism facilitates adaptability and enables ambivalent individuals, such as the tempered radical, to deliver change. Ashforth et al. (2014) and Luo et al. (2018) further suggest that wisdom and innovation are linked to ambivalence, with tempered radicals bringing in unfamiliar knowledge to the organisation through their outside experiences, identities and values. Ambivalence is, in part, being able to acknowledge and embrace opposing ideas simultaneously and then seek a course of action that complements both.

This ambivalence is a key asset, allowing tempered radicals to simultaneously embrace complexity and opposing ideas (Ashforth et al., 2014). This helps them to quietly celebrate difference so as not to alienate others, adopting an unofficial partnership with their organisation to achieve change such as improved employee well-being and equality (Kelan & Wratil, 2018; Kirton et al., 2007; Meyerson & Tompkins, 2007; Walton & Kirkwood, 2013). Tempered radicals’ ambivalence facilitates adaptability and enables

them to drive radical transformation with support from within the organisation (Mayock, 2016; Meyerson & Scully, 1995). It is not indecisiveness but reflects a proactive stance and comfort with complexity (Kirton et al., 2007).

The nature of personal identity is multifaceted. Certain core elements of our self-concept exhibit relative stability, while others demonstrate a more fluid character, highly responsive to social cues. Organisational settings often reinforce aspects of identity aligning with the dominant culture, exerting pressure towards conformity (Burke & Stets, 2023). Organisational settings can exert conformity pressures through institutional processes that push organisations towards similarity, constraining adaptation and creating homogeneity (Wooten, 2015). When these pressures threaten employees' work-based identities, individuals may resist or employ self-enhancement strategies to protect their sense of self, particularly when organisational change reinforces dominant cultural norms that conflict with how employees understand who they are (van Dijk & van Dick, 2009). This creates significant personal and professional tension for tempered radicals (Creed, 2003; Meyerson & Scully, 1995; Osafo & Yawson, 2020).

Workplace social connections play a crucial role in fostering genuine acceptance and belonging, transcending the mere sharing of physical space or adherence to behavioural checklists. These meaningful social interactions and relationships are fundamental to creating a sense of belonging and directly impact employee well-being (Bandura, 1991). According to Shore et al. (2011, p. 1234), "When belongingness and uniqueness needs are placed in jeopardy ... individuals will engage in efforts to achieve the balance that they seek." Amidst this landscape, tempered radicals emerge as capable, yet often invisible, champions of inclusion who understand the role of social connections in organisational change (Griffiths et al., 2023). The capacity to manage ambivalence positions tempered radicals as potential agents of organisational change. While they employ various strategies to create change, the current study examines one specific outcome: workplace inclusion. Understanding how inclusion differs from diversity is essential for examining how tempered radicals foster inclusive environments through their subtle change strategies.

2.2.4 Tempered Radicals and Change Management

Research on organisational change has revealed how process characteristics, employee perceptions, and adaptive strategies interact. Georgalis et al. (2014) found that resistance to change stems from perceived injustice. They argue that "informational fairness"

mediates the relationship between leader-member exchange and employee attitudes. This concept underscores the role of transparent communication and participation.

Burgelman (1991) frames change as an ecological process. He argues that adaptation requires balancing induced strategic initiatives with autonomous experimentation. This balance sustains organisational evolution. McCabe et al. (2020), meanwhile, introduce the idea of pragmatic resistance. Resistance is not purely obstructive. It can coexist with organisational functioning and reflects ambivalence and competing priorities. As discussed earlier, Meyerson and Scully (1995) explored ambivalence through tempered radicalism, where individuals committed to both organisational goals and alternative values enact incremental change. They do this via quiet resistance and alliance building.

Jordan et al. (2025) position “mavericks” as positively deviant change agents who drive radical transformation. Mavericks share characteristics with tempered radicals: both challenge dominant norms while maintaining organisational commitment. However, mavericks tend to be more visible in their change efforts, while tempered radicals work through subtle, incremental strategies. Jordan et al. (2025) argue that organisational change succeeds when maverick mindsets are used to optimum advantage. These studies reveal key insights. Change management is shaped by justice perceptions, strategic balance, and identity tensions. Unconventional actors play a proactive role. This offers insights into both incremental and radical pathways for organisational transformation.

Building on the values-driven nature of tempered radicals discussed earlier, tempered radicals’ change approach connects to deeper questions of workplace meaning (Bajaba et al., 2023; Meyerson, 2001a). Meaningful change arises in the social and collective context of the workplace when work invokes the greater good in terms of societal, environmental and economic benefits (Bailey & Madden, 2017; Frankl, 2008; Hackman & Oldham, 1976). Meaningfulness, as defined by Lips-Wiersma and Morris (2009, p. 492) is “the subjective experience of the existential significance or purpose of life”. Meaningfulness resonates with the tempered radical; the tempered radical is committed to the success of their organisations and wants to effect meaningful change, to provide benefit for society and to amplify positive actions (Meyerson, 2008). Their dual perspective broadens their wisdom and fosters innovation, adding unfamiliar knowledge to the organisation through their outside experiences and values (Griffiths et al., 2023). Leaders may choose to change norms radically by including shocking and risky actions (Spinoza et al., 2023), however tempered radicals gradually influence change in ways that are patient and inconspicuous yet impactful over time (Meyerson & Tompkins, 2007).

This understanding of tempered radicals' change approach builds on Weick's (1984) foundational theory of small-wins. Weick argued that individuals can more effectively address complex challenges by pursuing achievable, concrete changes rather than attempting comprehensive transformations that often provoke defensive reactions and organisational inertia. In a study of what he calls "quiet leaders", Badaracco (2001, p. 121) notes, "Their modesty and restraint are in large measure responsible for their extraordinary achievements." The strategies of the tempered radical enable "successfully navigating a middle ground ... choosing their battles, creating pockets of learning, and making way for small wins" (Meyerson, 2008, p. 6).

Tempered radicals are distinguished not by their visionary outlook and strategic competence but by their resilience, endurance and innovative problem-solving capabilities. As Meyerson (2001a, 2008) explains, organisational transformation often occurs through an accumulation of small, strategic changes rather than dramatic overhauls. This incremental approach mirrors how organisations naturally evolve, adapting gradually to new information and changing circumstances (Weick, 1984). While tempered radicals are key architects of these subtle shifts, orchestrating changes through everyday actions and decisions, their impact can be overlooked because such gradual transformation appears seamless and natural. Meyerson (2008) emphasises that the impact of these strategies should not be judged solely by their speed or visibility. Rather, these seemingly minor adjustments, when accumulated over time, create radical organisational change, even though the process may not be immediately visible (Griffiths et al., 2023; Weick, 1984). This capacity to operate across different contexts and levels makes tempered radicals' change approach particularly relevant for understanding inclusion dynamics in hierarchical organisations (Osafo & Yawson, 2020).

Tempered radicals embody a unique approach to organisational change, characterised by their ability to navigate tension (Ashforth et al., 2014; Meyerson, 2001a). Their commitment to their organisations and to causes or ideologies that differ from the dominant organisational culture creates a distinctive perspective (Griffiths et al., 2023; Meyerson & Scully, 1995). This dual allegiance fosters innovative problem solving, where tempered radicals prefer to bridge different viewpoints rather than seeking to alter them entirely. Their identity, defined as a "state of enduring ambivalence" (Meyerson & Scully, 1995, p. 588), allows them to respect differing views without seeking compromise (Meyerson & Tompkins, 2007). They are well-practised in balancing multiple identities, learning from their ongoing navigation of organisational loyalties and personal change

agendas. Tempered radicals have expertise in remaining authentic to their values while conforming just enough to preserve their position and influence within the organisation. Vaul-Grimwood et al. (2023) aptly describe tempered radicals as “outsiders within”, which encapsulates their unique position straddling organisational norms and change imperatives. This neutral intermediary position enables them to act as strategic facilitators, maintaining credibility across different organisational groups while helping standardise and disseminate knowledge between otherwise competitive units (Chiambaretto et al., 2019).

Tempered radicals’ approach to change, which emphasises moderation and long-term impact, is a source of positive deviance that can lead to significant and enduring organisational improvements (Jordan et al., 2025; Quinn & Meyerson, 2008). In organisational contexts, their unique positioning enables them to bridge operational realities with progressive practices, which could translate to more innovative work processes (varied perspectives and experiences), improved team dynamics (through enhanced communication and collaboration), and better problem-solving capabilities (through an inclusive environment). They act as knowledge brokers, demonstrating the capacity to manage tensions between competitive units through a shared vision and cross-functional coordination, effectively bridging diverse organisational groups (Ton et al., 2023). This ability positions them as crucial actors in fostering inclusion and celebrating uniqueness as they strive to create workplaces where all aspects of identity are valued and respected.

While tempered radicals can foster inclusion in any organisational context, this research focuses on manufacturing industries. Manufacturing environments present unique opportunities and constraints for inclusion strategies, shaped by their hierarchical structures and collaborative work systems.

2.3 Diversity and Inclusion

Having established that tempered radicals employ strategies to foster change while managing ambivalence, this section now examines how these strategies foster inclusion. As workplaces grow more diverse, organisations face the challenge of building environments where all employees feel valued and can thrive (Boekhorst, 2015; Tucker, 2023). Organisations wish to obtain the benefits of a diverse workforce, such as creativity and innovation, while balancing the potential for tension, conflict and miscommunication (Härtel et al., 2013; Syed & Kramar, 2009). J. Harrison et al. (2018) define inclusion as

the level to which individuals feel they are welcome and valued members of their workplace. An inclusive work environment addresses the fundamental human need for belonging while embracing and celebrating individual uniqueness. Luo et al. (2018) add that an inclusive climate is created when individuals from different backgrounds are treated fairly, valued for who they are, and actively involved in decision-making processes. Meyerson (2001a) notes that tempered radicals are drawn to an inclusive environment – they enjoy their work and want to fit into the workplace while staying true to their values.

It is essential to distinguish between diversity and inclusion. While *diversity* reflects the mix of people within an organisation, *inclusion* creates an environment where each person feels welcome, where uniqueness is valued, and where everyone can participate and contribute (Harrison et al., 2018). Diversity pertains to the composition of an organisation, focusing on factors like demographics. In the simplest sense, diversity is the degree to which noted differences exist among individual team members (Batarseh et al., 2017; Hoch, 2014). Inclusion, by contrast, describes the lived experience within that diverse composition.

Diversity alone does not guarantee equitable participation or meaningful contribution. Creating an environment where people can celebrate who they are and use their unique talents remains less understood, and negative outcomes such as conflicts between employees can surface (Brown, 2018a; Mousa et al., 2021). Inclusion addresses this by eliminating barriers that hinder employees from participating and contributing effectively (Pate & Stutz, 2024; Wolfgruber et al., 2022). Traditional diversity management strategies seek workforce cohesion and organisational success, often prioritising mainstream perspectives and failing to “alleviate the ongoing under-representation of ethnic minorities, women and other disadvantaged groups” (Syed & Kramar, 2009, p. 644). To maximise the advantages of workforce diversity while tackling its challenges, organisations must foster environments where everyone experiences belonging, equitable treatment, and appreciation for their authentic selves (Harrison et al., 2018; Pless & Maak, 2004).

For tempered radicals, this sense of imbalance and jeopardy prompts them to employ strategies to address it. Shore et al. (2011) explain that fostering an organisational climate for inclusion requires two elements: inclusive leadership at all hierarchical levels and inclusive practices that satisfy employees’ belongingness *and* uniqueness needs. These elements contribute to developing a sense of inclusion among all organisational members.

Communication influences diversity management's impact on organisational performance (Trittin & Schoeneborn, 2017). When individuals who identify as different feel safe and are encouraged to share their views, they are more likely to contribute beyond their role descriptions and enhance organisational success (Roberge & van Dick, 2010; Tamasevicius et al., 2025). Workplace social connections play a crucial role in fostering genuine acceptance and belonging. These meaningful social interactions and relationships are fundamental to creating a sense of belonging and directly impact employee well-being (Bandura, 1991). As workplaces become reliant on social connections and interpersonal dynamics, organisations need to broaden their understanding of inclusion. This means looking past visible diversity characteristics to embrace a broader spectrum of individual differences, including personal background, lifestyle choices, family circumstances, disability status, educational experiences, and physical characteristics (Härtel et al., 2013; Hope Pelled et al., 1999; Rupert et al., 2016). A more comprehensive approach acknowledges difference or uniqueness both within and across cultural boundaries, encompassing individual differences to create shared advantages through a socially connected diversity framework (Härtel et al., 2013; Syed & Kramar, 2009).

Research examining the strategies and processes organisations use to develop inclusive cultures remains limited (Rezai et al., 2023), with organisations tending to downplay the value of subtle change (O'Brien, 2022). Despite increasing emphasis on diversity, existing studies have not adequately addressed how organisations cultivate environments that embrace all individuals (Boekhorst, 2015). Organisations must foster environments that celebrate uniqueness, ensure fair treatment, and value individuals for their authentic selves (Grant & Parker, 2009; Harrison et al., 2018).

Diversity in organisations encompasses both observable traits individuals are born with (gender, ethnicity) and acquired diversity from life experience (faith, sexual orientation) (Hewlett et al., 2013; Milliken & Martins, 1996; Wolfgruber et al., 2022). As Pless and Maak (2004, p. 130) maintain, "Diversity is, first and foremost, a cultural question and thus a question of norms, values, beliefs and expectations." Roberge and van Dick (2010) distinguish between surface-level diversity (easily perceived attributes such as age, gender, race) and deep-level diversity (subtle attributes such as personalities, attitudes, values). The majority of diversity research focuses on surface-level attributes (Houkamau & Boxall, 2015).

Research has revealed the complex effects of diversity on organisational outcomes. Milliken and Martins (1996) found that teams with high surface-level diversity experience higher turnover and absenteeism due to lower team integration. Leadership teams with high surface diversity communicate more formally and demonstrate less integration, hampering decision making. Team members are more attracted to those they perceive as similar in values, beliefs and attitudes (Cox & Stacy, 1991; Milliken & Martins, 1996). They tend to categorise themselves into groups, treating in-group members favourably while viewing others as outsiders (Yair & Johan, 2011). However, researchers have drawn attention to the relevance of deep-level differences in personality and values for understanding team effectiveness (Cox & Stacy, 1991; Cundiff et al., 2009; Rupert et al., 2016). It has been argued that research on organisational transformation and inclusion needs to remove focus on select surface-level attributes and acknowledge diversity simply as the degree to which noted differences exist among team members (Batarseh et al., 2017; Hoch, 2014). This approach is pertinent when considering tempered radicals, as they may not necessarily present with surface-level attributes themselves.

Today's increasingly diverse and globally mobile workforce creates environments where cultural composition and individual values shift continuously (Groves & Feyerherm, 2011; Ozkazanc-Pan, 2019). Transnational migration studies often remain constrained to gendered and racialised economic inequalities (Nolin, 2017). Most organisations recognise the significance of cultivating diverse workforces that foster diversity of thought and differing viewpoints, which can enhance innovation and team performance (Jones et al., 2020). Trittin and Schoeneborn (2017) suggest that diversity should be understood as a multitude of voices that can be articulated and that resonate within organisational contexts.

The current study is informed by the constructive-critical perspective on diversity management, which examines how language challenges or perpetuates inequalities in power relations (Kirton et al., 2007; Trittin & Schoeneborn, 2017; Wolfgruber et al., 2022). Diversity is more than a managerial variable based on sociodemographic differences. It is the result of social construction of attributes that account for differences between individuals. Diversity management is most useful when it fosters inclusion and representation of individuals within organisational settings (Ozkazanc-Pan, 2019; Syed & Kramar, 2009).

Different conceptual frameworks help explain how diversity and inclusion interact in organisational settings. D. Harrison and Klein's (2007) framework offers a comprehensive approach. Within this framework, diversity traits encompass three groups: (1) separation (opinions, values, attitudes); (2) variety (education, content expertise, functional background, network ties, industry experience); and (3) disparity (pay, income, prestige, status, authority, power). An inclusive workplace values individual and intergroup differences, works towards equity, and collaborates within and beyond the surrounding community (Mor Barak, 2011). D. Harrison and Klein's (2007) framework illuminates how tempered radicals, who navigate differences in values and beliefs, are positioned to foster inclusion across these dimensions.

While diversity management is positively associated with inclusion (Mousa et al., 2021), organisational approaches are often driven by legal compliance or instrumental business cases. Legal frameworks like the UK Equality Act 2010 and New Zealand's Human Rights Act 1993 establish protections against discrimination. However, the prevalence of legal requirements can lead organisations to favour compliance over comprehensive inclusion (Stockdale et al., 2018). Organisations may prioritise elements offering perceived organisational benefit, such as gender ratios in senior leadership, over less visible workplace experiences (Jones et al., 2020; Pless & Maak, 2004). Trittin and Schoeneborn (2017) note the significant focus on using diversity for competitive advantage and enhanced performance. This instrumental perspective emphasises sociodemographic attributes (age, gender, ethnicity) to create competitive advantage through formal programmes and practices (Hewlett et al., 2013; Leslie, 2017; Van Dijk et al., 2012).

Stockdale et al. (2018) caution that organisations should consider both what they highlight and what they omit regarding diversity and inclusion. Diversity policy can be improved by considering employees' lived experiences and fostering concrete changes rather than focusing on external image and social media criticism (Chakraverty, 2022). Best-in-class organisations include policy interventions and employee listening methods as part of their approach to diversity, equity and inclusion (Tucker, 2023). A diversity management strategy fosters the creation of inclusive workplaces, where diversity is appreciated, promoted, and seamlessly integrated into business operations (Wolfgruber et al., 2022), allowing people to work together effectively to achieve organisational objectives (Pless & Maak, 2004). Diversity positively affects workplace processes and

can lead to more socially responsible organisations (Pepple, 2017; Stahl et al., 2010; Tucker, 2023).

Tempered radicals are uniquely positioned to foster inclusion because they personally navigate the belonging/uniqueness tension. Their state of enduring ambivalence enables them to hold opposing views simultaneously, valuing both organisational belonging and individual authenticity without seeking compromise (Meyerson & Scully, 1995). This ambivalence, often experienced as personal tension, becomes a strength when fostering inclusion (Meyerson, 2001b). They recognise when others experience similar tensions and can create spaces where both belonging and uniqueness are honoured (Ashforth et al., 2014; Meyerson, 2001a). This positions them differently from organisationally mandated inclusion initiatives, which often prioritise strategic diversity outcomes over the lived experiences of marginalised individuals (Pless & Maak, 2004; Syed & Kramar, 2009). While formal programmes may inadvertently reinforce assimilation pressures through standardised practices (Eshete & Birbirssa, 2024), tempered radicals foster inclusion through relational work that acknowledges individual difference without requiring conformity to organisational norms (Meyerson, 2001a).

Tempered radicals are less influenced by legislative mandates or market demands as they balance their genuine selves with professional achievement (Griffiths et al., 2023; Mayock, 2016). Tempered radicals are “always on”, adeptly navigating between promoting social inclusion and advancing organisational objectives (Meyerson, 2008; Osafo & Yawson, 2020). They establish avenues where all individuals, including those less confident, have opportunities to express ideas and reveal valuable insights. Organisational inclusion combines organisational and individual factors; organisations design policy but must understand how that policy impacts on individuals (Rezai et al., 2023; Russen et al., 2023; Shore et al., 2011). Leaders wish to treat diversity as an organisational asset and focus on inclusion, with best-in-class organisations including policy interventions and exploring employee listening methods (Brown, 2018b; Creed, 2003; Tucker, 2023).

Kirton et al. (2007) and Lowery (2020) categorise tempered radicals as “middle of the road” among diversity professionals. Kirton et al. (2007) identifies three types of diversity professionals: (1) liberals who advocate for change wholly within existing systems, (2) tempered radicals who strategically challenge discriminatory norms while preserving their position; and (3) radical diversity professionals who openly challenge existing systems. When tempered radicals see inequities, they are neither silent (avoiding difficult

issues) nor loud (overtly undertaking transformative actions). They gradually change norms and structures that perpetuate inequalities. Silence oppresses inclusion because when individuals cannot voice their perspectives or express their authentic identities, their differences are rendered invisible and the dominant culture remains unchanged (Creed, 2003; Lowery, 2020; Meyerson & Scully, 1995). Tempered radicals are soft revolutionaries who learn organisational systems and work within them to break the silence and lead social justice (Brooks et al., 2007; Meyerson & Scully, 2009).

When tempered radicals pursue changes to norms, they could be presumed to act from self-interest, risking the neutral ambivalence that gives credibility to their logic for change. De Vries (2015) notes that men are in strong positions to promote gender equality as they are less likely to be assumed to be advancing their own interests. Richter et al. (2020, p. 1031) suggest organisations should support tempered radicals fostering social justice in neoliberal settings influenced by “unacknowledged white privilege, masculinity, and heteronormativity”. They advocate for mentorship support and safe spaces for critical dialogues and collaborations to help tempered radicals navigate tensions.

Tempered radicals balance organisational commitment with personal values that often challenge prevailing cultural norms (Meyerson, 2001b). This distinctive position empowers them to subtly cultivate inclusion from within, serving as catalysts for change in organisational dynamics. They are tempered in their approach yet bring radical change to organisations. The opportunities are varied. For example, a supervisor noticing limited participation from employees with language barriers might gradually introduce visual aids and encourage peer support during team meetings, creating more inclusive communication practices while maintaining operational flow. This demonstrates how subtle changes can transform workplace dynamics without disrupting established systems.

Tempered radicals strongly orient towards substantive values such as well-being, social benefit, and equity (Bajaba et al., 2023; Meyerson, 2001a). They seek meaningful change to improve the world of work and to amplify positive actions. Meyerson (2001a) describes tempered radicals as everyday leaders who communicate their ideas in ways various people can understand, thinking flexibly to see change from different angles (Griffiths et al., 2023; Vaul-Grimwood et al., 2023). They can operate at any organisational level, not necessarily relying on their position to influence change, often working unnoticed when delivering radical change (Meyerson & Scully, 1995; Osafo & Yawson, 2020).

2.4 The Marketplace and Manufacturing

Having established who tempered radicals are and how they operate, it is now pertinent to examine the organisational context in which they work. Manufacturing industries provide a distinctive setting shaped by long-standing tensions between functional values, such as productivity, profit, and growth, and substantive values, including well-being, equity, and social benefit. Understanding these competing priorities helps explain why tempered radicals emerge in manufacturing environments and what motivates their inclusion efforts. This section surveys the historical evolution of manufacturing and the value conflicts that activate tempered radicals' change agendas.

The tempered radical may eye substantive values, but the contrasting functional values dominate the nature of markets, corporations and manufacturing (Boxall & Purcell, 2011; Hackman & Lawler, 1971; Walker & Guest, 1952). Kelan and Wrtil (2018) note that the tempered radical embodies difference from the organisational norm. Through the dichotomy that is created between the marketplace and manufacturing and the contrast in values and identity, the tempered radical is activated, leading change agendas driven by substantive values, encompassing agendas embracing equality, inclusion, work-life balance, or environmental sustainability. Tempered radicals work in a business environment that potentially provides "snares and delusions that threaten to tempt people to stray from the straight and narrow path of the virtues" (Maitland, 1997, p. 28).

Since the mid-to-late 1980s, many countries have embraced neoliberal free-market economics, an ideology that provides entrepreneurial freedom and allows free trade in an increasingly global economy focusing on profit for private interests, with little consideration for community and well-being (Ghoshal, 2005; Lips-Wiersma & Nilakant, 2008; Richter et al., 2020). Through this ideology, a highly competitive marketplace developed that was released from social constraints, with firms working as "fearless knights of the bottom line" and having as much influence on society as governments do (Bakan, 2004, p. 31). Central to neoliberalism, self-interest became a primary component of human progress, encouraging individuals to seek the satisfaction of their own desires and financial well-being, with haste and greed (Fontrodona & Sison, 2006; Hamilton, 2003; Lips-Wiersma & Nilakant, 2008). Although the tempered radical could be similarly driven by self-interest, perhaps comparable to those embracing neoliberalism, it is the substantive values, such as well-being and equality, implemented through subtle and meaningful change that frames their interest.

The tempered radical wants the organisation to be successful and wants it to make a profit – just in a different, more moral way. They not only pursue economic interests but open up opportunities to incorporate non-economic benefits that include the interests of others (Walton & Kirkwood, 2013). Although Ghoshal (2005) argues that morality has minimal role in neoliberal ideology, Maitland (1997, p. 17) suggests that the marketplace relies on “the moral virtues that economic actors bring to the marketplace”. Dierksmeier (2012, p. 41) agrees, noting that without virtues such as trust, “the market cannot completely fulfil its proper economic function”. He argues that a new era of humanistic economics and humanistic management is needed to bring ethics to the centre of economic life.

Rich in variety and complexity, manufacturing organisations are built on a history of hierarchical control, depersonalisation, and a drive for profit and expansion (Boxall & Purcell, 2011; Hackman & Lawler, 1971; Walker & Guest, 1952). In search of mechanisms to control employees, efficiency and profit, industrial engineers sought to both standardise/simplify work tasks and ensure workers were easily exchangeable (Frederick Taylor, 1911). This environment of standardisation reduced discrepancy and decision making but took away the ability for an employee to influence the work environment. There was little room for individual values; diversity and inclusion had no place in a working system designed with homogeneity in mind.

However, when productivity targets were not being achieved, questions were raised as to why manufacturing employees did not present high levels of output through these standardised processes (Boxall & Purcell, 2011). Walker and Guest (1952), for example, reported that relentless mechanical pacing and the repetitive nature of work on assembly lines gave employees a sense of anonymity, since they could not influence the quality of their work or interact with others on their team. On occasion, a lack of motivation led to higher turnover and absenteeism, and counterproductive behaviours that worked against the intended efficiencies of standardised processes (Hackman & Lawler, 1971; Oldham & Fried, 2016). Employee motivational factors and job satisfaction drew the attention of researchers hoping to understand why job standardisation had not influenced organisational financial returns as expected. It was argued that “the reasons apparently have very much to do with the human problems encountered when jobs are standardised and simplified” (Hackman & Lawler, 1971, p. 260).

Researchers and industrial engineers sought to explain these “human problems” (in the context of job characteristics) through early motivational research, for example by using McClelland’s (1961) acquired needs theory, which emphasises achievement, affiliation,

and power as key drivers of behaviour; and Herzberg's (1966) motivation-hygiene theory, which distinguishes between factors that prevent dissatisfaction and those that create satisfaction. While these theories advanced understanding of what motivates employees, they did not fully address how the structure of work itself could embed motivating properties. This gap led to the emergence of job design perspectives, particularly Hackman and Lawler's (1971) seminal work, which argued that motivation is not only about rewards but also about designing jobs with core characteristics that foster intrinsic motivation. Their job characteristics theory identified four dimensions – variety, autonomy, task identity, and feedback – later expanded by Hackman and Oldham (1976), who included an additional core motivational dimension of task significance, or the degree to which the job has an impact on the lives of others. These dimensions worked in conjunction with high-order needs, such as feelings of accomplishment and personal growth, and psychological states centred on meaningfulness, a sense of responsibility, and knowledge of outcomes (Hackman & Lawler, 1971; Hackman & Oldham, 1976). When work satisfied motivational dimensions and employees' higher-order needs, then those individuals experienced higher motivation and job satisfaction. For the first time, in addition to technical job design, the literature considered the contribution and values of individuals to the industrial world. Hackman and Lawler (1971, pp. 284-285) suggest that “the substantial motivational potential of jobs can be realized only when the psychological demands and opportunities of jobs mesh well with personal need and goals of employees who work on them”.

While job characteristics theory became the dominant model for understanding the motivation, satisfaction and performance of employees, the world kept changing, and with it the entire phenomenon of work (Hackman & Lawler, 1971; Oldham & Hackman, 2010). A global shift from manufacturing economies to service and knowledge economies influenced research on job design (Grant & Parker, 2009). Organisations were moving from the production of tangible goods to providing knowledge and services. Consequently, distinct gaps were forming, with far more research being conducted on service organisations, at the expense of manufacturing organisations.

These historical tensions between functional and substantive values created the conditions that activated tempered radical change agendas. However, manufacturing is not static. Contemporary manufacturing environments are undergoing significant transformation, creating new opportunities for fostering inclusion while introducing new challenges.

2.4.1 Reforming Manufacturing

This section reviews how contemporary manufacturing environments create conditions where inclusion matters. The shift from traditional hierarchical control to Industry 4.0 and 5.0 approaches emphasises human-centric values alongside technological advancement. This transformation creates both opportunities and challenges for fostering inclusion. Understanding this evolving context proves essential for examining how tempered radicals navigate manufacturing's collaborative yet hierarchical structures.

Manufacturing industries are a key driver of economic success, offering a richly diverse and rapidly changing environment with people working closely together, often relying on each other to complete their own work tasks (Alat & Suar, 2019; Li et al., 2017; Morgeson et al., 2010). Individuals are drawn together by the work requirements of the manufacturing organisation, and work has become intertwined with interpersonal relationships and social interactions, especially in an increasingly mobile and globalised economy (Grant & Parker, 2009; Härtel et al., 2013). This combination of a diverse environment, together with heightened change and collaborative work, makes manufacturing an ideal stage on which to conduct research centred on inclusion in the workplace. Manufacturing work has become increasingly completed by teams of employees rather than individuals, formed predominantly with the hope that the output of the team would be more than the combined output of the individuals (Armstrong, 2011; Hackman, 2002, 2012; Lencioni, 2005; Wageman, 2008) and to capitalise on the synergist effects of collaboration (Banks et al., 2014).

Manufacturing organisations provide a richly diverse and rapidly changing environment, ideal for studying inclusion and the role of tempered radicals, particularly in New Zealand where manufacturing firms play a significant role in the national economy (Brooksbank et al., 2008; Conway & Meehan, 2013). Manufacturing has been defined as an industrial process where raw materials are transformed into finished products for resale (Esmaeilian et al., 2016). The process of manufacturing products ranges from simple, such as sawmilling, to complex, such as making scientific healthcare equipment.

The term “Industry 4.0” was coined in 2011 as an initiative to drive competitiveness and productivity in the manufacturing industry (Maisiri & van Dyk, 2021). It invokes the fourth industrial revolution, which utilises technologies such as the Internet of Things, artificial intelligence, big data, cloud computing, and robotics. Dabić et al. (2023, p. 8) note that the latest technology alone does not guarantee an organisation's success and that

“productivity emanates from capable leaders facilitating processes and structures to utilize technology properly”. Their study of manufacturing leaders found that productivity stems from leaders’ capabilities and their individual values, as both of these determine what people decide should and should not be done in any given circumstances. Govender and Bussin (2020) note that with increasing globalisation and proliferation of technology, organisations have only one true point of differentiation: their employees. Their qualitative study acknowledges the link between engagement and productivity in manufacturing, revealing that engagement positively impacts productivity. A total of 20 manufacturing employees across four levels (shop floor personnel, office personnel, first-line management, and director and site leadership) were interviewed. To improve productivity, a common theme among shop floor personnel was the hope for improved communication and being empowered to have a greater voice in the organisation.

The manufacturing industry is undergoing significant transformations driven by technological advancements, globalisation and evolving market demands, moving from the digital integration of Industry 4.0 to the sustainability human-centric approaches of Industry 5.0 (Doyle-Kent & Kopacek, 2020; Elmaraghy et al., 2012; Laurie et al., 2020). Despite shifts in approaches and global manufacturing dynamics, the sector remains vital for economic development (Ministry of Business Innovation & Employment, 2018; Nobuya et al., 2017).

Manufacturing organisations themselves are, by nature, collaborative, with people working closely together and relying on each other through product assembly processes (Alat & Suar, 2019; Li et al., 2017; Ojsteršek et al., 2021). It is this reliance and connection between individuals that offers a unique setting for tempered radicals to foster inclusion as they connect differences while respecting uniqueness (Meyerson, 2001b; Meyerson & Scully, 1995). The manufacturing industry’s hierarchical structure, with multiple roles and a definitive chain of command (Bates et al., 1995; Kazushi, 2001; Nahm et al., 2003), provides a unique context for studying tempered radicals across different organisational levels.

For inclusion to materialise in such collaborative and hierarchical environments, however, requires more than structural opportunity. It demands that diverse voices are heard and valued in organisational decision making (Colombari & Neirotti, 2024). Trittin and Schoeneborn (2017) suggest rethinking diversity as a “multitude of voices,” representing a wide spectrum of individual perspectives and societal conversations, which are voiced and can resonate within organisational contexts. Atthirawong et al. (2021)

agree, suggesting that communication is also key for leadership in unlocking productivity in manufacturing and promote a holistic approach to leadership, where staff are empowered to connect to and work towards the organisation's strategy. Maisiri and van Dyk (2021) caution that manufacturers need to be aware that technology has the potential to have an adverse impact if organisations do not consider the impact on working practices and new skill requirements (such as digital skills and soft skills).

Pinheiro et al.'s (2020) empirical study of manufacturing firms showed how knowledge-creation activities in times of heightened technological change contribute to enhancing manufacturing flexibility (the ability to adjust to a changing business environment). This ultimately leads to positive effects on financial and operational performance, irrespective of the firm's size, through learning and information sharing. Not unlike the tensions experienced by tempered radicals, Pinheiro et al. (2020) note that organisations also face tension between change and keeping the status quo as they are aware of the need for transformation but must contend with the possibility of obsolescence of equipment and technology.

Manufacturing's collaborative nature and increasing emphasis on human-centric approaches position teams as the primary social system where tempered radicals foster inclusion. Understanding team dynamics, engagement, and the social structures within manufacturing illuminates the mechanisms through which inclusion strategies operate in daily work.

2.4.2 Emerging Social Systems in Manufacturing

Driven by interest from organisations seeking the improved performance of employees, work has increasingly been completed by teams rather than individuals (Li et al., 2017; Morgeson et al., 2010). This section reviews theoretical perspectives on the social systems within which tempered radicals advance inclusion. Team dynamics, patterns of engagement, and collaborative frameworks influence how inclusive practices are enacted in everyday operations. A nuanced understanding of these systems reveals the mechanisms through which tempered radicals employ subtle strategies to effect meaningful organisational change. This review addresses three interrelated dimensions: the rise of team-based work, the legitimisation of social systems, and leadership practices embedded within these collaborative structures.

A work team is "an intact social system, complete with boundaries, interdependence for some shared purpose, and differentiated member roles" (Hackman, 2012, p. 429). Task

and job designers needed to design jobs for work completed by teams of employees (Oldham & Fried, 2016) while recognising that work was becoming intertwined with interpersonal relationships and social interactions in an increasingly diverse workplace (Grant & Parker, 2009). We now live and work in an increasingly interconnected, fluid and mobile society (Frey, 2013a, 2013b). As society becomes more diverse, work teams reflect this diversity. Understanding how diversity and inclusion influence team performance has therefore become increasingly relevant (Leslie, 2017; Stahl et al., 2010; Van Dijk et al., 2012).

Team engagement is defined as a shared, positive and fulfilling work experience where team members display a positive attitude towards their work, and having an increased degree of energy and enthusiasm, which leads them to take an active role in their work environment (Costa et al., 2014). The desire to enhance team member engagement led to development of “job crafting”, where teams can collaboratively sculpt resources and job demands, so they better match their individual member preferences and abilities (Mäkikangas et al., 2016), making individual team members feel more enthusiastic about work (Tims et al. (2013). As manufacturing discovered, hierarchies can hamper organisational change by creating barriers for action and by not promoting collaborative work (Liu & McMurray, 2004). Yet understanding how individuals enact change within hierarchical structures, particularly those working subtly like tempered radicals, requires qualitative approaches that can capture the complexity of individual experiences, values and motivations, which quantitative methods often overlook (Symon et al., 2016).

Traditionally, work teams have been stable and fixed in social systems and in permanent locations (Waddell et al., 2014; Wageman, 2008). More recently, however, teams, including those involved in manufacturing, are populated from a progressively diverse globalised workforce distributed across locations and time zones. Teams must negotiate through different policies, politics, procedures, languages and cultures (Daim et al., 2012; Dess et al., 1995; O'Leary & Cummings, 2007; Thompson et al., 2012; Zander et al., 2012). Individuals might commute, work remotely, work flexible hours, or work in short-term positions across different activities, and across different teams or for multiple organisations (Oldham & Hackman, 2010). In addition, teams in organisations are increasingly formed on a temporary basis (Moldjord & Iversen, 2015). Morgeson et al. (2010) note that if a team is challenged by geographical dispersion, then efforts to establish clear expectations are particularly important given the possibility for team members to feel disconnected. In the study by Verburg et al. (2013), key conditions that

support the leadership of remote teams is open and clear communication and collaboration and an element of trust. Although the dispersed or remote construct of teams enables organisations to complete tasks more efficiently, and access the best resources, including people and knowledge, the underlying concepts of team-based work groups remain relevant. Dixon and Panteli (2010) recommend a shift away from differentiating teams and remote teams and propose that remote teams are like any team that rely on connections with others. The concept of remote teams is simply a team characteristic, with teams now utilising both face-to-face interaction and technology-mediated interaction (Dixon & Panteli, 2010; Gibson & Gibbs, 2006; Schaubroeck & Yu, 2017).

While remote teams have been on the increase and well supported with digital technologies, the global COVID-19 pandemic has led to a rapid growth of those more often working-from-home (Smollan et al., 2023). In the manufacturing industry, those working in administrative, or leadership positions, can adopt working-from-home. However, those in frontline positions can only work where machinery and materials are located. Nonetheless, there is an anticipation to settle to a “new normal” in manufacturing, where things are different compared to prior to the pandemic, yet more stable than they had been during the pandemic (Alexander et al., 2022).

2.4.3 Justifying the Social System

According to Jost et al. (2004), people are not only motivated to see themselves and their own groups favourably, but also the existing social system and the status quo. This can lead to situations where individual and group justification motives are overridden and the priority is to justify the existing social order, even if “the system” does not treat everyone fairly (Liu et al., 2023). According to systems justification theory, disagreeing with the system, or perhaps the dominant culture of the workplace, could bring uncertainties that undermine control of known life outcomes assured by legitimate systems (Owuamalam, Tan, et al., 2023; Wetter & Finger, 2023). Liaquat et al. (2023) note that attempts to change an established system can lead to resistance and backlash as individuals may perceive these changes as challenging the legitimacy of the status quo, of the prevailing social order. Their solution is to reframe the presentation of changes, so they align with dominant values, appeal to a broader sense of fairness, and emphasise the benefits of equality. Reframing is one of the techniques used by tempered radicals, where they “react to undesirable, demeaning statements or actions by turning them into opportunities for change that others will notice” (Meyerson, 2001a, p. 96).

Zhang et al. (2023) describe an objectifying manager as one who evaluates their subordinate based on the ability to satisfactorily complete work tasks while depriving the subordinate of any opportunity to influence their workplace setting. There is a conception that the workplace settings are natural or inevitable, and that society is fair and just (Howard et al., 2022; Jost et al., 2004). However, Zhang et al. (2023) contend that objectifying managers can exploit stereotypes, biases and societal norms to perpetuate their behaviour and justify the system. This can lead to the marginalisation of those being objectified, hindering inclusivity and impeding equality. While the system may not treat everyone fairly, members of minority or marginalised groups may potentially choose to rationalise and accept their disadvantage (Bonetti et al., 2023; Jost et al., 2004). At the same time, dominant groups can develop negative stereotypes about disadvantaged groups to justify the system and to explain their success (Wetter & Finger, 2023). Owuamalam, Caricati, et al. (2023) suggest that members of disadvantaged groups behave this way to align themselves with a higher-order social identity. Jost et al. (2004) contend that minorities and the disadvantaged view themselves with a sense of ambivalence, and therefore they may just as easily favour the system over themselves.

The tempered radical's state of ambivalence is achieved through their commitment to the organisation while also not fitting in with the dominant culture (Bajaba et al., 2023). Meyerson and Scully (1995, p. 588) note that ambivalence can be “a source of strength and vitality, not just confusion and reluctance”. Tempered radicals live on the boundary of distinct cultures yet have clarity of their values and identity and a respect the views of others – without seeking compromise. It is this duality that suggests the tempered radical might be a positive influence on inclusion.

Understanding how individuals justify existing social systems reveals the challenges tempered radicals face when fostering change. Leadership within these systems becomes critical, yet tempered radicals often operate without formal authority. How leadership functions within manufacturing's social systems and how tempered radicals lead across organisational levels requires further examination.

2.4.4 Leading Within Social Systems

Tempered radicals often lead inclusion efforts without occupying formal positions of authority. This subsection considers theoretical perspectives on leadership within manufacturing's social systems. It examines how leadership functions across

organisational levels and how tempered radicals exert influence despite the absence of formal power.

Tempered radicals can come from any level in the organisation – frontline, supervisory or managerial – and they may not have any legitimate or recognised organisational position of authority (Meyerson, 2008). Very possibly, they may come from a minority. One of the attributes of the tempered radical is that they achieve social change within an organisation. To do this they motivate, collaborate, direct or influence others to change (van Dijk & van Dick, 2009). While they may not hold a legitimate title of leadership within the organisation, they do “lead” others, therefore it is pertinent to consider leadership in the context of tempered radicals. While they may not hold formal leadership titles, they lead others through influence and example. This makes leadership pertinent to understanding tempered radicals, particularly given the strong link between leader behaviour and team performance (Hoch, 2014; Sharma & Bhatnagar, 2017; Sharma et al., 2009). The literature suggests operational level team members are more socially conscious (Waytz et al., 2015), so perhaps the tempered radical is well positioned to guide their organisations in topics such as inclusion and well-being. In their research of senior leaders and their lower-level advisors, Barnes et al. (2023) discovered how the latter spend a considerable amount of time acquiring knowledge of the former’s capabilities and perceptions and use this knowledge to foster change.

While this current study draws predominantly on frontline and supervisory organisational levels, the role of more senior leaders in challenging existing norms and systems is acknowledged. Kelan and Wratil (2018) note that the tempered radical as a manager tends to be “post-heroic”, a leadership style that moves away from the notion of a single heroic leader to one that adopts collective decision making and shared responsibility. Osafo and Yawson (2021) concur, suggesting the tempered radical’s contributions to achieving economic growth and human resource development must allow senior leaders and policy makers to work collaboratively with local communities, and to seek the views of those outside their organisations. The value of senior leaders collaborating with lower-powered individuals within the organisation should also be considered, as lower-powered individuals not only understand the perspectives of others, but they also have a good grasp of day-to-day operational issues (Barnes et al., 2023). This puts the lower-powered individuals in a good position to quietly guide those in higher-powered positions, impacting change within the organisation.

Nygaard et al. (2017, p. 133) suggest that nothing influences a team more than a good example and role modelling of ethical values, certainly more so than “the classic iron fist”. In their study, a strong link between ethical values, commitment and team performance was found in leaders who led by example. Earlier, Andrew et al. (2008) had shown that ethical leadership creates ethical organisations when the change agents are the role models of expected behaviours. The literature shows strong links between leader integrity, trust, satisfaction and job performance (Palanski & Yammarino, 2011). If integrity and satisfaction are not developed, then distrust and cynicism can result from team members’ adverse experiences, leading employees to feel unfairly treated and reducing confidence in their leaders. Additionally, those in a position of power may take a cynical view of others’ kind acts, and doubt their intentions (Barnes et al., 2023). Lorinkova and Perry (2017) suggest that to counter cynicism, leaders should share power and decision-making authority with their team members and practise psychological empowerment, expressing confidence in employees’ abilities. Somech et al. (2009) agree, noting that increasing team member participation in decision-making processes enhances involvement, commitment, and a sense of belonging. This opportunity for participation promotes feelings of trust and goodwill towards team leaders and eases team member cynicism, with sharing power and leadership having a positive association with team performance (Hoch, 2014; Li et al., 2017). As Wageman (2008) suggests, leadership does not necessarily take on the traditional concept of “one individual in charge”. In a quantitative study of teams conducted by Karriker et al. (2017), the influence of a shared style of leadership had the most profound positive effect on team performance for a variety of environments, including size of teams, gender diversity, and mode of communication.

A challenge of working in teams is the management of conflict and disagreement (van Woerkom & Sanders, 2010). Cooperative behaviour and knowledge sharing is recognised as one way to help manage task and team conflict (Chen et al., 2012). In the study by Somech et al. (2009) mentioned above, the researchers found that work teams that utilise a cooperative or cohesive approach, providing potential for everyone to benefit, make more effective use of teamwork and create a platform for sharing knowledge.

When teams are cohesive, disagreement can play a role in knowledge sharing and organisational learning through the opportunity to question and debate. Conversely, when teams are not cohesive, disagreement can diminish mutual trust and reduce sharing ideas and suggestions. Golshan and Terzi (2017) explain that work teams are made up of

individuals with their own work habits, and that tension and conflict may arise when these do not align. They argue that organisations should consider altering individual work habits through incentives or retraining to minimise conflict and potential disruption to team performance.

Roberge and van Dick (2010) contend that individual differences may increase conflict through disagreement about task requirement. These differences can create relationship-focused socioemotional tensions among group members and cause conflict through different interpretations of project outcomes. Scholars have begun to consider the benefits of leaders taking on the perspectives of others (Barnes et al., 2023), although team members may also need guidance to do the same.

A. Sharma and Bhatnagar (2017) suggest that teams work with an elevated level of engagement when leaders are emotionally agile. To achieve this, a leader requires an element of shared social identity with the team to pick up on signals from team members and be aware of behaviours, feelings and attitudes (Somech et al., 2009; Tanghe et al., 2010). Through this social leader-member exchange, change agents provide opportunities for greater awareness in exchange for effort, commitment and enthusiasm (Banks et al., 2014). This can contribute to team performance through higher engagement and proactivity (Cheng et al., 2012; Stewart & Johnson, 2009).

Proactivity is the extent to which a team engages in self-starting, future-focused action to adapt methods and improve team performance (Williams et al., 2010). Leadership can influence productivity by supporting teams to question practice and introduce new work methods, preventing problems from occurring and identifying potential opportunities (Bass & Stogdill, 1990; van Woerkom & Sanders, 2010; Williams et al., 2010; Yukl, 2006).

2.5 Summary Leading to Research Questions and Intended Contributions

This literature review has established that tempered radicals possess attributes, strategies, and values that position them as potential inclusion champions in manufacturing contexts. Yet significant gaps remain. Research has not examined how tempered radicals foster inclusion specifically, nor how their approaches vary across organisational levels in manufacturing settings.

The tempered radical remains true to their values and identity, despite being different to those of their workplace. These differences are heightened by the contrast between the functional values of profit and expansion within the neoliberal marketplace and the substantive values such as well-being, social benefit and equality. This spurs the tempered radical to bring about change, all the while maintaining respect for different points of view. It is this regard of differing values and beliefs that make the tempered radical a potential agent to foster inclusion in the workplace.

Tempered radicals work quietly with and within an organisation to subtly foster a more inclusive workplace (Bajaba et al., 2023; Meyerson, 2008). As powerful agents of socially inspired change (organisational transformations driven by social values), they navigate a delicate balance between organisational commitment and personal values that may diverge from the dominant culture (Meyerson, 2001a, 2008; Meyerson & Scully, 1995). Their “state of enduring ambivalence” allows them to respect differing views while enabling a more inclusive approach compared to seeking compromise, which may dilute the value either direction offers. The tempered radical is familiar with managing the tensions arising from being different to the dominant culture of the workplace; it is this experience of difference that makes them a potential agent to foster inclusion in the workplace.

This study is motivated by several interconnected factors. First, although the literature has recognised tempered radicals as change agents, researchers have yet to investigate tempered radicals’ ability to foster inclusion in the workplace. All organisations could benefit from drawing on the abilities of their tempered radicals in our increasingly diverse workplaces, yet research on how they drive change within organisations is mostly focused on senior management in service-based financial or technology firms, with few studies exploring their impact at different organisational levels (Griffiths et al., 2023; Meyerson, 2008). This gap is particularly notable given the tempered radical’s capacity to operate as outsiders within, giving them access to opportunities for change through their knowledge and insights of the organisation while being true to their identity.

Second, where earlier studies of tempered radicals have been limited to middle and senior positions within services and information technology industries (Meyerson, 2001a), this study aims to include participants from all organisational levels, including frontline operational and mid-level supervisory positions. This multilevel approach will seek to draw out business arguments and equity arguments, helping to validate the value of inclusion in organisations. By examining tempered radicals at various levels, this research

acknowledges that change can occur through individuals who may not necessarily hold formal power or authority yet can achieve extraordinary results through a series of small efforts and modest approaches.

Third, this study intends to take advantage of the highly collaborative, richly diverse, and rapidly changing employment environment of manufacturing industries. The manufacturing industry, characterised by close collaboration and traditional hierarchies (Kazushi, 2001), provides a unique context for studying inclusion and tempered radicals' roles (Alat & Suar, 2019; Alexander et al., 2022). Manufacturing organisations face evolving paradigms that include collaborative product and process design and the convergence of humans, technology, and information. The manufacturing sector is often overlooked in research, yet the collaborative environment should serve to illuminate inclusion, while the hierarchical organisational structures should make it easier to seek participants from different organisational levels.

Through narrative inquiry involving participants across different organisational levels in New Zealand manufacturing companies, this study proposes to explore patterns of how tempered radicals construct their identities, navigate their environment, employ operational methods, and engage in interpersonal interactions across hierarchical levels. This approach allows the researcher to come alongside participants, putting them at ease to inquire into their lived and told stories, which is particularly important given the subtle and sometimes invisible nature of tempered radicals' change strategies.

Tempered radicals are uniquely positioned to foster inclusion through their ability to bridge perspectives, navigate diverse identities, and communicate ideas that resonate across organisational groups. However, their strategies and impact may vary across hierarchical levels, particularly within industries characterised by traditional structures and established practices. The spectrum of their change strategies, from quiet resistance to coalition building, provides a rich framework to explore how inclusion is fostered at different organisational levels through subtle yet meaningful approaches.

Consequently, taking into account the findings of this literature review, and to obtain a greater understanding of these powerful and often unseen change agents and their actions influencing inclusion, the following research question was developed:

RQ1: How might tempered radicals foster inclusion in the workplace?

Building on this foundational question, a second research question was formulated to further examine the intricate dynamics of hierarchical positioning:

RQ2: How do tempered radicals' approaches to fostering workplace inclusion differ across frontline, supervisory, and managerial levels within manufacturing organisations?

The research also investigates what implications these differences have for supporting and leveraging their change efforts to foster inclusion.

By examining these organisational dynamics, this research intends to enhance our understanding of how inclusivity can be fostered from within organisations and identify practical ways organisations can better support and leverage tempered radicals across different hierarchical levels. This comprehensive examination of strategies and organisational enablers aims to offer valuable insights for theory and practice in fostering workplace inclusion. Workforce mobility and globalisation demand that organisations develop sophisticated approaches to fostering inclusion across increasingly diverse employee groups. Effective inclusion extends beyond readily apparent demographic differences to encompass the full spectrum of individual variation: upbringing, lifestyle choices, family structures, disability, educational pathways, and physical attributes.

Chapter 3 Methodology

3.1 Introduction

This chapter presents the methodological framework and research design that guided this investigation of how tempered radicals foster inclusion across different organisational hierarchies in manufacturing environments. The research adopted a two-phase design that evolved from initial exploratory work into a focused examination of inclusion strategies employed by tempered radicals at frontline, supervisory, and managerial levels within New Zealand's manufacturing sector.

The methodological approach of this study is grounded in a subjective ontological stance, social constructionist epistemology, and the interpretive paradigm – philosophical foundations particularly well-suited for investigating the nuanced strategies of individuals who simultaneously commit to their organisations while working to transform them towards greater inclusivity. Narrative inquiry emerged as the most appropriate methodology, facilitating exploration of participants' lived experiences while capturing the contextual complexities of manufacturing environments traditionally characterised by standardisation and hierarchical control.

This doctoral research originated from initial enrolment in a Master of Philosophy (MPhil) programme exploring team dynamics in New Zealand manufacturing industries. During the early stages of data collection and analysis, an unexpected but significant finding emerged: the presence of individuals in teams who embodied characteristics of tempered radicals within manufacturing settings. The theoretical significance of this discovery, combined with its implications for understanding organisational change in manufacturing contexts, prompted a formal transfer into a comprehensive doctoral study. The MPhil work thus became the foundation for Phase 1 of the PhD research, ensuring methodological continuity while enabling deeper exploration of how tempered radicals foster inclusion across manufacturing hierarchies.

The resulting two-phase design maintained philosophical and methodological consistency throughout while incorporating progressive refinements based on emerging insights. Phase 1 established the presence and characteristics of tempered radicals across manufacturing hierarchies, incorporating participants from the MPhil investigation alongside newly recruited individuals from multiple manufacturing organisations through purposive sampling and thematic analysis. Phase 2 refined this investigation through

enhanced participant targeting and sophisticated analytical approaches, engaging participants recruited specifically as tempered radicals (retaining those from Phase 1 who demonstrated clear tempered radical characteristics plus additional newly recruited tempered radicals) from an expanded pool of manufacturing organisations. This phase also introduced Leximancer computer-assisted analysis to enable systematic comparison of inclusion strategies across organisational levels.

This chapter begins with examination of the philosophical foundations underpinning both research phases, establishing the interpretive paradigm and its ontological and epistemological dimensions. It then details the methodological approach, explaining the selection of narrative inquiry and its alignment with the research objectives. The research context section situates the investigation within New Zealand's manufacturing sector, highlighting the distinctive organisational characteristics that make this environment relevant for studying inclusion processes. Subsequent sections present the research design evolution, sampling strategy, participant demographics, data collection methods, and analytical approaches employed across both phases.

As established by Chapter 2, the manufacturing context provides unique conditions for examining tempered radical inclusion strategies, given the sector's traditional emphasis on standardisation, clear hierarchical structures, and evolving workforce diversity (Esmailian et al., 2016; Houkamau & Boxall, 2015). These characteristics create environments where tempered radicals employ sophisticated strategies to foster inclusion while maintaining organisational effectiveness, making manufacturing an important yet understudied context for understanding inclusion processes across hierarchical levels.

This chapter also demonstrates how the research design enabled systematic investigation of the central research question while maintaining philosophical rigour and practical relevance. The progressive refinement from exploratory investigation to focused examination exemplifies the value of methodological flexibility in qualitative research, showing how initial discoveries can shape more comprehensive investigations that contribute to both theoretical understanding and practical applications in organisational settings.

3.2 Philosophical Foundations

A researcher's philosophical worldview is a map of belief incorporating a guiding ontology, epistemology and research paradigm (Giddings & Grant, 2002). These

philosophical foundations guide the researcher's choices regarding the type of research question, approaches to data collection, data analysis, and evaluation (Carter & Little, 2007; Creswell, 2013; Gray, 2014). These foundations are interconnected; they overlap, inform each other, and provide the framework for planning, implementing and evaluating the research (Carter & Little, 2007; Creswell, 2013; Gray, 2014). This research maintained consistent philosophical foundations throughout both phases of the investigation, ensuring methodological continuity while accommodating the progressive refinement of research focus, leading to a focused examination of tempered radical inclusion strategies across manufacturing hierarchies.

3.2.1 Ontology

Ontology studies the nature of being (Crotty, 1998; Gray, 2014; Leavy, 2017), the relationship between people, society and the world (Eriksson & Kovalainen, 2016). It is the belief system of an individual that guides their perception of reality, the fundamental nature of phenomena, and their existence. Ontology is central in any research inquiry and encompasses all theories and methodological positions.

An objectivist ontology assumes that one reality exists independently of individuals and their actions, and is waiting to be discovered in an objective, orderly fashion (Wahyuni, 2012). The objectivist notion of absolute truth and knowledge that is independent of the researcher did not align well with this thesis, which takes the position that many social phenomena are generated when people interact, while acknowledging that physical objects exist independently.

In contrast to an objectivist ontology, a subjective ontology assumes that reality is based on individual perceptions (Boud et al., 2001; Jarvis, 1987; Kukla, 2000; Wahyuni, 2012). As Eriksson and Kovalainen (2016, p. 28) note, a subjective ontology "assumes that social actors produce social reality through social interaction". This ontology was particularly appropriate for this thesis, which sought to understand how tempered radicals foster inclusion in manufacturing industries, a process inherently constructed through social interactions and interpretations of organisational reality (van Dijk & van Dick, 2009).

While acknowledging that certain phenomena (such as organisational structures, demographic representation, or workplace policies) may have objective existence, I recognised that their meaning, significance, and impact are socially constructed and subjectively interpreted by organisational members. For instance, in manufacturing contexts, inclusion has both material manifestations and subjectively experienced

dimensions. Manufacturing environments presented unique contexts where workers developed their understanding of organisational reality through daily interactions with colleagues across hierarchical levels, engagement with formal and informal workplace processes, and navigation of both explicit policies and implicit norms. This understanding is further shaped by their personal backgrounds, identities, and values, elements that the tempered radicals in this study may find in tension with dominant organisational culture.

Thus, in order to best answer the research questions presented at the end of Chapter 2, I embraced the view that reality is constructed through social human activity. Therefore, this thesis takes a subjective ontological approach that remained consistent throughout both phases of the research. It provided a stable foundation for examining how tempered radicals construct meaning around inclusion processes across different manufacturing hierarchies.

3.2.2 Epistemology

Epistemology is defined as the theory of knowledge and the sources and limitation of knowledge (Carter & Little, 2007; Eriksson & Kovalainen, 2016; Gray, 2014; Leavy, 2017). Where ontology is the study of the nature of existence, epistemology considers the legitimacy and adequacy of knowledge within that existence, the justification of knowledge. Carter and Little (2007) explain that the researcher's epistemological stance influences how they relate to their participants, how they justify the quality of their methods, and the form and voice of the methods they use.

Epistemology is guided by ontological assumptions. A subjective, or constructionist, epistemology, for example, is premised on the ontological view that reality is created through human interaction (Gray, 2014). A constructionist epistemology argues that truth and meaning are created by interactions in the world (Gray, 2014). This knowledge becomes meaningful and accessible primarily through social discourse and interactions, where people may collectively negotiate shared understandings of what constitutes truth about the world (Eriksson & Kovalainen, 2016; Leavy, 2017).

As noted above, this research aims to investigate how tempered radicals operate across different organisational levels to foster inclusion in manufacturing environments. A constructionist epistemology is fitting for this research as it maintains that the experiences and strategies of these individuals, who simultaneously identify with their organisations while working to transform them, could only be understood through their subjective interpretations and the meanings they attribute to their actions. The knowledge generated

about their approaches to fostering inclusion emerged through the social exchanges between researcher and participants as they co-constructed narratives about navigating these complex organisational tensions.

There are divisions within the constructionist epistemological approach to consider. According to McNamee (2004), social constructivism focuses on both the internal development processes of individuals and the joint social activities that develop between people (Prawat & Floden, 1994). Social constructivism holds that social interactions influence and contribute to knowledge and truth (Burr, 2003), which aligns closely with the nature of this investigation.

For this study examining tempered radicals in manufacturing contexts, social constructionism offered a valuable lens through which to understand how these individuals operated within socially constructed dynamics and organisational hierarchies. This approach acknowledged that their change strategies were developed through interactions with colleagues across different organisational strata and were influenced by their positioning within traditional manufacturing structures.

Because this thesis is premised on the belief that knowledge is socially and culturally constructed and that learning is a social process, as researcher I could not be isolated from the research. By adopting the social constructionist approach, I was able to engage with participants collaboratively to explore how tempered radicals at frontline, supervisory, and managerial levels constructed their identities, perceived their work environments, employed operational methods, and engaged in interpersonal interactions. This epistemological stance enabled me to capture the distinctive ways in which hierarchical position shaped both opportunities and constraints for fostering inclusion, potentially contributing to a more comprehensive understanding of Meyerson's (2008) spectrum of tempered radical strategies. The social constructionist perspective provided an ideal framework for examining not just what these individuals did to foster inclusion, but how their strategies emerged from and were shaped by social interactions within manufacturing's hierarchical contexts.

3.2.3 Research Paradigm

A research paradigm defines the researcher's understanding of the nature of the world, and their place in it (Guba & Lincoln, 1994). It wraps together the beliefs of the researcher into a framework that governs both a strategic and a tactical plan. The paradigm connects ontology and epistemology, but also extends to methodology, method, data sourcing and

analysis (Leavy, 2017). The influence of a paradigm on research is all-encompassing. Guba and Lincoln (1994) note that “questions of method are secondary to questions of paradigm” (p. 105), and Crotty (1998) describes a research paradigm, which he calls a “theoretical perspective”, as the belief framework that guides the researcher and interacts with their chosen methodology.

The subjective ontological lens and social constructionist epistemological view taken for this thesis guided it towards the interpretive paradigm. Effective interpretive social science, developed initially through the work of Max Weber (1864–1920) and Wilhelm Dilthey (1833–1911), requires an empathetic appreciation of everyday lived experiences and an interest in interpreting and understanding events in social settings (Eriksson & Kovalainen, 2016). Crotty (1998, p. 167) argues that interpretive social science looks for “culturally derived and historically situated interpretations of the social-life world”.

The interpretive paradigm was well-suited for investigating how tempered radicals operate across organisational hierarchies in manufacturing environments. It helped me understand not only the perceptions of individuals at different organisational levels, but also how their unique positions, backgrounds and experiences shaped their approaches to fostering workplace inclusion. Through this lens, I could explore how frontline, supervisory, and managerial tempered radicals interpreted their organisational realities, navigated tensions between conformity and change, and employed varied strategies appropriate to their hierarchical positioning.

The interpretive paradigm aligned with the purpose of this research to examine the contextual nature of tempered radical behaviour within manufacturing’s traditionally structured environments. Rather than seeking universal laws or causal explanations, this paradigm enabled a focus on meaning-making processes that revealed how tempered radicals constructed their identities and approaches to change within specific organisational contexts. This framework facilitated exploration of the subtle, often invisible change strategies that characterised tempered radicals by allowing me to (1) access the rich narratives through which participants made sense of their dual commitment to organisational goals and personal values, (2) examine the contextual factors that influenced strategy selection across hierarchical positions, and (3) interpret how these individuals navigated the complex dynamics inherent in manufacturing hierarchies while pursuing inclusive change.

The interpretive paradigm was particularly well-suited for capturing the subtle, often invisible strategies tempered radicals employed, as it values personal narratives and lived experiences as legitimate sources of knowledge. Through this theoretical orientation, I was able to better understand how participants' cultural backgrounds, professional trajectories, organisational positioning, and personal histories shaped both their perception of inclusion challenges and their approaches to addressing these challenges within manufacturing's traditionally hierarchical structures. This paradigm remained consistent throughout both phases of the research, providing theoretical continuity while enabling progressive refinement of analytical focus from broad team experiences to specific examination of inclusion strategies across manufacturing hierarchies.

3.3 Methodological Approach

The interpretive paradigm naturally aligns with an inductive qualitative approach to research (Leavy, 2017) and is particularly well suited for this type of research. This qualitative orientation enabled deep engagement with the expressed perspectives, conceptualisations, and symbolic representations that participants used to convey their lived experiences within organisational structures. As Creswell (2007, p. 37) articulates, qualitative research involves "the study of research problems inquiring into the meaning individuals or groups ascribe to a social or human problem". The methodology emphasises comprehensive gathering of experiential accounts from strategically selected participants to cultivate comprehension, employing a reflective, conversational, adaptable and emergent research design (Creswell, 2014).

Qualitative research involves immersive engagement in authentic contexts, via personal narratives, collective dialogues, one-on-one discussions, or examination of organisational artifacts. The investigator maintains dynamic and collaborative engagement with participants throughout the process. Analytical procedures follow inductive, interpretive approaches aimed at extracting provisional insights from recurring motifs and conceptual frameworks that materialise during the investigative journey (Creswell, 1994). The result encompasses researcher reflexivity, participant testimonials, and interpretive framing that advocates for practical application or theoretical advancement.

3.3.1 Qualitative Research

The scholarly landscape reviewed for this investigation revealed a predominance of positivistic quantitative examinations primarily concerned with establishing causal

relationships and measurable outcomes through experimental designs and hypothesis verification. The positivist paradigm assumes an objective reality that exists independently of human perception and can be measured, tested, and verified through systematic observation (Naeem et al., 2023). This methodological dominance reflects the positivist paradigm's goal of generating "explanatory associations or causal relationships through quantitative approaches" (Park et al., 2020, p. 690). The multifaceted and evolving landscape of manufacturing organisations, however, would benefit substantially from an interpretive qualitative inquiry where reality is recognised as perspectival and multidimensional, where the researcher engages with empathetic authenticity, and where understanding emerges through mutual construction between researcher and participants. As Creswell (2013) notes, foundational considerations regarding the nature of knowledge and the positioning of the investigator inform methodological decisions.

This investigation of tempered radicals across organisational levels explored territory where causal mechanisms have been extensively mapped, but where the textured, lived experiences of individuals operating at different hierarchical levels remain largely uncharted. A qualitative approach was selected to reveal this organisational landscape through iterative dialogue with participants. This process captured the core of their diverse experiences across frontline, supervisory, and managerial positions as they navigated the complexities of fostering inclusion while maintaining organisational alignment. This methodological approach revealed how hierarchical positioning shaped both the challenges encountered and the strategies employed by these change agents, offering insights that transcended predictive models. As Creswell (2013, p. 24) observes, interpretivism and social constructionism share strong philosophical kinship, and "social constructivists hold assumptions that individuals seek an understanding of the world in which they live and work".

3.3.2 Narrative Inquiry

When determining the methodological framework to guide this qualitative investigation, I evaluated various approaches to ensure alignment with both the research objectives and philosophical foundations. During this methodological evaluation, I considered phenomenology as a potential framework before confirming narrative inquiry as the optimal approach. Phenomenology focuses on the study of experiences derived from our perceptions, thoughts, imagination, memories, actions and activities, with interest in the conscious experience of individuals or lived experiences (Klenke, 2008). As Gill (2014,

p. 118) explains, phenomenology explores “where a phenomenon is anything that appears to someone in their conscious experience”, and Crotty (1998) agrees, describing the phenomenologist’s view that “no object can be adequately described in isolation from the conscious being experiencing it” (p. 3). Phenomenological methodologies, predominantly drawn from the work of Edmund Husserl and Martin Heidegger, seek to describe the essence of experiences through approaches that minimise researcher influence (Gill, 2014; Lewis & Staehler, 2010; Moustakas, 1994). Husserl’s descriptive approach suggests that objects in the external world exist with dependence and intentionality, requiring researchers to bracket their assumptions, biases and presuppositions about a phenomenon in order to “enter anew into consciousness, and to look and see them again, as if for the first time” (Moustakas, 1994, p. 100). While phenomenology’s emphasis on understanding lived experiences offered valuable insights for examining tempered radicals’ workplace experiences, the methodology’s traditional emphasis on bracketing researcher assumptions and achieving objectivity through reduced researcher-participant interaction proved incompatible with this study’s social constructionist epistemology and collaborative research objectives.

As illustrated in Table 3.1, the narrative inquiry methodology provided the ideal framework for this investigation, offering a collaborative research approach combined with recognition of the dimensions of temporality, place and sociality (Clandinin, 2006, 2007, 2016; Daiute, 2013; Kim, 2016). Narrative inquiry examines an individual’s experiences in the world and the social, cultural and institutional contexts that influence these experiences (Clandinin, 2016). A narrative represents “one of the few human endeavours that is widely spread as a basic aspect of human life and an essential strategy of human expression” (Kim, 2016, p. 6). Narratives encompass stories, myths, legends, histories or descriptions of experiences where people live out stories and tell stories of their living (Clandinin, 2016).

Table 3.1 Key Features of Narrative Inquiry Methodology

Key Points	Narrative Inquiry Methodology
Epistemological Assumption	The researcher collaborates and interacts freely with participants
Relationship between the researcher and the participant	There is a respect for the researcher's experiences and contribution to the research Participants are active contributors; researcher engages with participants to jointly create understanding Allow the unexpected to occur, be receptive to multiple ways of seeing. Participants may apply different meanings at various times.
Assessment of Quality of Methods	Keep records of researcher participation and begin analysis at once Review transcripts together with participants to seek new interpretations Use multiple sources to produce more data rather than to prove accuracy.
Form and Voice	Write with the researcher's voice and tell the story, including the story of the researcher's own participation, including the alternative explanations considered and the struggles, defeats, and triumphs of the research process.
Study Design	To seek an individual's experiences in the world, and the social, cultural, and institutional contexts that influence the experience.

Adapted from Clandinin (2016), Creswell (2013), Daiute (2013) and Klenke (2008).

The methodology begins with storytelling and progresses using field notes and interview transcripts, fostering collaboration between researcher and participant to enable ongoing, co-constructed interpretation. Sometimes both researcher and participant compose the narratives together, creating a dynamic process of meaning making. Once a narrative is documented, it becomes detached from its original temporal context and can enter a new interpretive frame. It then becomes, as Klenke (2008) suggests, a powerful tool for management to support organisational change. This transformation occurs because documented narratives are permanent resources that can be analysed repeatedly across different contexts and time periods, converting individual experiences into organisational learning tools that provide concrete examples of successful change strategies others can follow.

Tempered radicals, by their very nature, adopt subtle strategies that may not be immediately apparent in the manufacturing workplace. The approach of narrative inquirers who “come alongside participants” (Clandinin, 2016, p. 34), put their participants at ease, and inquire into their lived and told stories proved particularly valuable when studying tempered radicals across organisational hierarchies. This methodology allowed for capturing the distinctive strategies they employed at different levels while maintaining sensitivity to the contextual factors that shaped their approaches.

The bicultural context of New Zealand proved particularly relevant to this study’s methodological foundation. New Zealand formally recognises both Māori (Indigenous peoples of New Zealand) and Pākehā (New Zealanders of European descent) cultures. As L. T. Smith (2017) notes, Indigenous ways of knowing favour the living story as it falls in place, time and context, giving strength to narrative storytelling and the discovery of profound lived experience. As Ormond (2019) notes, Māori ontology and epistemology have advanced in influence in New Zealand, and Māori kaupapa (Māori knowledge and customary practice) have become frameworks for transformative activity. This bicultural foundation addresses concerns about diminished storytelling capacity in the digital era, as noted by Boje (2019), who cautions that modern organisations are turning to digital storytelling centred on narratives of economic progress through digital discourse, potentially disconnecting from lived experience. The New Zealand bicultural context, however, maintains strong connections to storytelling traditions that reveal “something profound is happening to the storyteller’s life” (Boje, 2019, pp. 352-353).

This study examined tempered radicals fostering inclusion in a manufacturing setting, and narrative inquiry aligned closely with the social constructivist epistemology underpinning this research and the desire for researcher collaboration with participants. Additionally, narrative inquiry provided an ideal approach for exploring how hierarchical positioning influenced the strategies employed by tempered radicals as they navigated the complexities of fostering inclusion while maintaining organisational effectiveness.

As shown in Table 3.1 above, narrative inquiry embraces researcher-participant collaboration and the co-construction of understanding. This collaborative approach proved particularly valuable for examining tempered radicals, whose subtle change strategies required a methodology sensitive to contextual factors and individual meaning-making processes. Furthermore, narrative inquiry’s recognition of social and institutional contexts directly supported this study’s aim to understand how hierarchical positioning influences inclusion strategies in manufacturing environments. The methodology’s

emphasis on telling stories within their temporal, social, and cultural contexts allowed for capturing the distinctive ways tempered radicals navigate organisational tensions at different levels. Additionally, narrative inquiry's approach to quality, valuing multiple interpretations and ongoing analysis rather than predetermined frameworks, better accommodated the complexity of studying these champions of inclusion. For these reasons, narrative inquiry provided the most appropriate methodological foundation for understanding how tempered radicals foster inclusion while navigating the inherent tensions between organisational commitment and social change across manufacturing hierarchies.

3.3.3 Research Context

This investigation of tempered radicals fostering inclusion is situated within New Zealand's manufacturing sector, a context that provides both economic significance and unique organisational characteristics relevant to understanding inclusion processes in hierarchical environments.

New Zealand's manufacturing sector represents a substantial component of the national economy, contributing to GDP, generating export revenue, and providing employment with above-average median weekly earnings (Ministry of Business Innovation & Employment, 2025b). The sector encompasses diverse subsectors including food processing, which represents the largest manufacturing segment, alongside printing, aerospace, dairy, paper, and technology manufacturing. Despite this economic importance, the sector has faced productivity challenges while experiencing significant demographic transformation through immigration and globalisation. Migrants to New Zealand increased from 382,283 in October 2015 to 441,042 in October 2020 to 633,636 in October 2025 (Ministry of Business Innovation & Employment, 2025a), creating increasingly diverse workforces within traditionally homogeneous manufacturing environments. This demographic shift has introduced multiple languages, cultural practices, and work approaches into manufacturing settings originally designed around singular cultural assumptions.

Manufacturing environments have distinctive organisational characteristics. Traditional manufacturing processes evolved from Taylor's (1911) scientific management approaches that emphasised standardisation, efficiency, and hierarchical control. This standardisation reduced employee discretion and decision-making autonomy, creating environments where diversity and inclusion had limited accommodation within systems

designed with homogeneity in mind (Walker & Guest, 1952). The assembly line model, for instance, assumed workers would perform identical tasks in identical ways, leaving little room for individual differences in approach, communication styles, or cultural practices. As Hackman and Lawler (1971, p. 260) observed, when productivity targets weren't achieved despite standardised approaches, "the reasons apparently have very much to do with the human problems encountered when jobs are standardised and simplified".

Manufacturing organisations have hierarchical structures with clear distinctions between frontline workers, supervisors, and managers. These hierarchical structures shape how organisations engage in complex problem-solving processes, with each level possessing distinct capabilities and constraints in addressing organisational challenges (Mihm et al., 2010). Different hierarchical positions offer varying degrees of formal authority, access to decision-making processes, and scope for influencing organisational practices, creating distinct contexts within which inclusion strategies might develop. This hierarchical positioning likely influences both the opportunities available for fostering inclusion and the strategies employed to navigate organisational constraints while pursuing change.

Contemporary manufacturing faces the challenge of adapting traditional approaches to leverage increasingly diverse perspectives while maintaining operational effectiveness. As Boxall and Purcell (2011) note, manufacturing organisations have historically prioritised standardisation over individual variation, creating potential tensions with inclusion approaches that value diverse perspectives. These tensions between standardised processes and diverse workforce needs exist within these organisational environments.

The New Zealand manufacturing context also has unique dimensions that influence how inclusion unfolds in practice. New Zealand's bicultural context, with formal recognition of both Māori (Indigenous peoples of New Zealand) and Pākehā (New Zealanders of European descent) cultures, provides frameworks for understanding difference and belonging (L. T. Smith, 2017). Māori concepts such as *manaakitanga* (hospitality and care for others) and *whakapapa* (genealogy and connections) offer alternative approaches to workplace inclusion that extend beyond Western diversity management models (L. T. Smith, 2017). For instance, *manaakitanga* emphasises ongoing responsibility for others' well-being rather than confining this to, for example, ensuring equal treatment. *Whakapapa*, meanwhile, recognises that individual identity is fundamentally relational and contextual. These concepts may provide tempered radicals with culturally grounded

language and practices for fostering inclusion that may resonate more deeply than corporate diversity initiatives.

As Ormond (2019) notes, Māori ontology and epistemology have advanced in influence, with Māori kaupapa becoming signature frameworks for transformative activity. This bicultural foundation of New Zealand exists within organisational settings. It is important to note that this biculturalism represents a political and ideological framework recognising the partnership between Māori and Pākehā established through Te Tiriti o Waitangi | the Treaty of Waitangi (1840), while the actual workforce, including this study's participant cohort, reflects a multicultural reality shaped by immigration and globalisation (Ministry of Business Innovation & Employment, 2025b). The bicultural framework nevertheless establishes the principle that organisations can accommodate different worldviews, while the country's multicultural workforce represents the practical reality.

This research context involves manufacturing's traditional emphasis on standardisation, clear hierarchical structures, evolving workforce diversity, and distinctive bicultural foundations. This creates conditions where tempered radicals must employ particularly sophisticated strategies to foster inclusion while maintaining organisational effectiveness. The sector's economic significance combined with its distinctive organisational characteristics make it an important yet understudied context for examining inclusion processes across hierarchical levels.

3.4 Research Design

This doctoral research employed a two-phase design that evolved from initial exploratory work into a focused investigation of how tempered radicals foster inclusion across manufacturing hierarchies. The research design maintained philosophical and methodological continuity throughout while incorporating progressive refinements based on emerging insights and theoretical development.

3.4.1 Evolution of the Study

The research reported in thesis represents a methodological progression that began with my initial enrolment in an MPhil programme exploring team dynamics in New Zealand manufacturing industries. The MPhil qualitative investigation involved 12 participants across various manufacturing settings and was designed to examine the experiences of individuals in high-performing work teams. However, during the early stages of data

collection and analysis, an unexpected but significant finding emerged: the presence of individuals who embodied characteristics of tempered radicals and who were balancing organisational commitment with efforts to foster inclusion and change.

This discovery proved especially significant given the manufacturing context, as tempered radical research had previously focused primarily on the knowledge work, technology, and service sectors (Meyerson, 2001a). The presence of these change agents in manufacturing environments, traditionally characterised by standardisation and hierarchy, suggested important implications for understanding organisational change processes in these settings. As the MPhil study progressed, it became evident that these tempered radicals were actively fostering inclusion through various strategies, but the MPhil's broad focus on team experiences could not adequately capture the subtleties of these inclusion processes.

Based on these significant findings and their theoretical implications, a formal transfer process was undertaken to discontinue the MPhil in favour of a PhD. This transition represented a narrowing and deepening of research focus, enabling exploration of how tempered radicals operate as agents of inclusion within manufacturing environments. The refined doctoral research questions presented in Section 2.13 emerged directly from insights gained during the preliminary investigation.

The data collected during the initial MPhil stage became foundational to Phase 1 of the doctoral study, ensuring methodological continuity while significantly broadening the scope of investigation. This approach aligns with Edmondson and McManus's (2007) recognition of the value of exploratory research which identifies significant phenomena that then become the focus of more comprehensive investigation.

3.4.2 Two-phase Design

This research employed a two-phase design that maintained philosophical and methodological continuity throughout while incorporating progressive refinements based on emerging insights and theoretical development. This approach aligns with Edmondson and McManus's (2007) recognition of the value of exploratory research in identifying significant phenomena that become the focus of more comprehensive investigation.

Phase 1 established foundational understanding of tempered radical characteristics and inclusion strategies in manufacturing contexts. This phase employed thematic analysis (Braun & Clarke, 2006, 2022) using Meyerson's (2008) frameworks of tempered radical

attributes and change strategies, revealing not only the presence of tempered radicals across different manufacturing hierarchies but also distinctive ways they approached inclusion. The analysis identified several key patterns including how participants drew on knowledge gained outside the workplace and brought this into their organisations through subtle strategies to influence more inclusive practices.

Phase 2 represented a methodological refinement that enabled deeper, more systematic investigation of how inclusion strategies varied across organisational hierarchies. This phase incorporated enhanced analytical approaches, introducing Leximancer computer-assisted qualitative analysis software to complement the established thematic analysis methodology. This enabled more systematic identification of discursive patterns across hierarchical positions, comparing systematic inclusion strategies employed by tempered radicals at frontline, supervisory, and managerial levels. As H.-M. Chen et al. (2016) and Hyndman and Pill (2018) demonstrate, such analytical tools can provide valuable insights into complex textual data while maintaining the researcher's interpretive role.

The two-phase design enabled both breadth and depth in understanding how tempered radicals foster inclusion across manufacturing hierarchies. This progressive design maintained philosophical continuity while incorporating methodological enhancements based on emerging insights, demonstrating what Creswell (2013) describes as the iterative development of qualitative research approaches.

The resulting research design provided robust coverage across hierarchical levels while ensuring adequate representation of diverse manufacturing contexts, from food processing and printing to aerospace and technology sectors. This comprehensive approach enabled systematic examination of how organisational positioning influences inclusion strategies while contributing to theoretical understanding of both tempered radical approaches and inclusion processes in hierarchical environments.

3.5 Sampling and Participants

3.5.1 Sampling Strategy

This research employed purposive sampling consistent with the narrative inquiry methodology and philosophical foundations outlined previously. Sampling involves selecting cases to study from a larger population. This selection process enables researchers to assess the representativeness of their sample and supports broader inferences from the data (Silverman, 2017). Sampling is strategic because researchers are

thinking about who will be in their study, how they will be found, where the study will be conducted, and what the relationship will be between the researcher and participant (Emmel, 2013; Leavy, 2017).

Both intensity and sensitivity are required in the collection of narrative data from a representative sample, and an in-depth understanding can only be developed through a subjective, informal, flexible and evolving design (Creswell, 2014). Therefore, in qualitative research, there are relatively few participants from whom information is collected, and participants are not usually enlisted on a random basis. Qualitative studies require a depth of analysis that would not be feasible with a high number of participants, and random selection may lead to a potentially enlightening participant being rejected from the study (Silverman, 2017). Patton (2002) states that qualitative research is more about the information richness of the cases selected than sample size.

I adopted a purposive sampling strategy, as is typically used by qualitative researchers. Through purposive sampling, information-rich cases are deliberately sought out to address the research questions on the premise that the best data will be collected from cases that are well positioned to answer the questions (Leavy, 2017; Patton, 2002). The aim of purposive sampling is to make data available, within the constraints being faced, that will support an in-depth understanding of the research topic, without a requirement to generalise findings across broader groups (Braun & Clarke, 2013; Emmel, 2013; Leavy, 2017). The sampling approach focused on the reliability of findings in relation to theory rather than representation of a population identified by a set of rules, following Emmel's (2013) guidance.

Manufacturing organisations were approached through industry networks and my professional contacts. Following organisational approval, recruitment notices were placed on physical noticeboards and company intranets. Prospective participants contacted me directly to maintain confidentiality. Screening conversations confirmed alignment with sampling criteria and ensured informed consent prior to formal data collection. These conversations explored three key areas: participants' relationship with their organisation, their experience of holding values distinct from the dominant culture, and their methods for influencing organisational change while maintaining effectiveness within their role.

The sampling strategy evolved considerably across the research phases, guided by theoretical insights and practical considerations. While the initial sampling framework began with diverse individuals in manufacturing teams, progressive refinement focused

on identifying participants who demonstrated specific tempered radical characteristics across different hierarchical levels. This evolution reflected the natural development from the initial exploratory investigation to focused doctoral examination.

After interviewing several participants, I observed in my field notes: “I need to develop a new spectrum for manufacturing people” and “How might I take that to my advantage to really focus on inclusion?” (see Appendix F for a sample of my field notes). These reflections led to more targeted recruitment of participants demonstrating specific tempered radical characteristics. Additionally, demographic observations prompted purposive adjustments to ensure appropriate gender representation.

Data saturation was carefully considered, recognising that new data inevitably adds novel elements and interviews rarely replicate each other (Eriksson & Kovalainen, 2016; Naeem et al., 2023). After interviewing 22 participants in Phase 1 (and a similar number for Phase 2), transcribing the interviews, and beginning thematic analysis, the diminishing returns of new insights indicated approaching saturation (Naeem et al., 2024). Researcher judgement determined that adequate data had been collected to address the research aims. This assessment was based on several indicators. First, iterative coding cycles ceased to produce new codes or themes. Additional transcripts reinforced established categories rather than expanding the analytic frame. Second, efforts to conceptualise emerging ideas increasingly resulted in refinement and consolidation of existing concepts rather than generating novel theoretical insights. This suggested that the data had been fully utilised for meaning making. Finally, the integration of codes and themes into a coherent narrative revealed a stable and comprehensive framework. No gaps or inconsistencies remained that further data could resolve. Together, these indicators signalled that saturation had been achieved and the dataset was sufficient to meet the study’s objectives.

3.5.2 Phase Distinctions in Sampling Approach

While both phases employed purposive sampling aligned with narrative inquiry principles, they differed significantly in focus, criteria, and participant-targeting approach.

Phase 1 incorporated the 12 participants from the initial MPhil investigation alongside 12 newly recruited participants, creating a sample of 24 participants across seven manufacturing organisations and 10 locations. The sampling criteria for Phase 1 were deliberately broad, seeking individuals in manufacturing environments who demonstrated positive workplace engagement and subtle approaches to influencing change. This phase

aimed to establish the presence and characteristics of tempered radicals across manufacturing hierarchies while building foundational understanding of inclusion processes.

Phase 2 represented a methodological refinement that retained 12 participants from Phase 1 who demonstrated clear tempered radical characteristics while adding 15 new participants specifically recruited as tempered radicals. Screening conversations confirmed alignment with sampling criteria, ensured informed consent, and explored participants' organisational relationships, experiences of holding distinct values, and methods for influencing change while maintaining role effectiveness. This resulted in recruiting a focused group of 27 individuals from 9 organisations across 12 geographic sites. In this phase, I deliberately concentrated on participants who demonstrated evidence of fostering inclusion while maintaining organisational effectiveness, as this focus aligned with the core aims of my study and my interpretive lens as a narrative inquirer. The enhanced screening process explored participants' dual commitments, their approaches to navigating organisational tensions, and specific examples of inclusion-oriented change efforts.

The evolution of the participant pool is illustrated in Figure 3.1, which demonstrates the strategic progression from exploratory work to focused examination of tempered radicals across manufacturing hierarchies. Field notes from Phase 1 (see Appendix F for examples) revealed a progressive refinement towards identifying participants who demonstrated specific tempered radical characteristics across different hierarchical levels. Additionally, demographic observations prompted purposive adjustments to ensure appropriate gender representation in Phase 2.

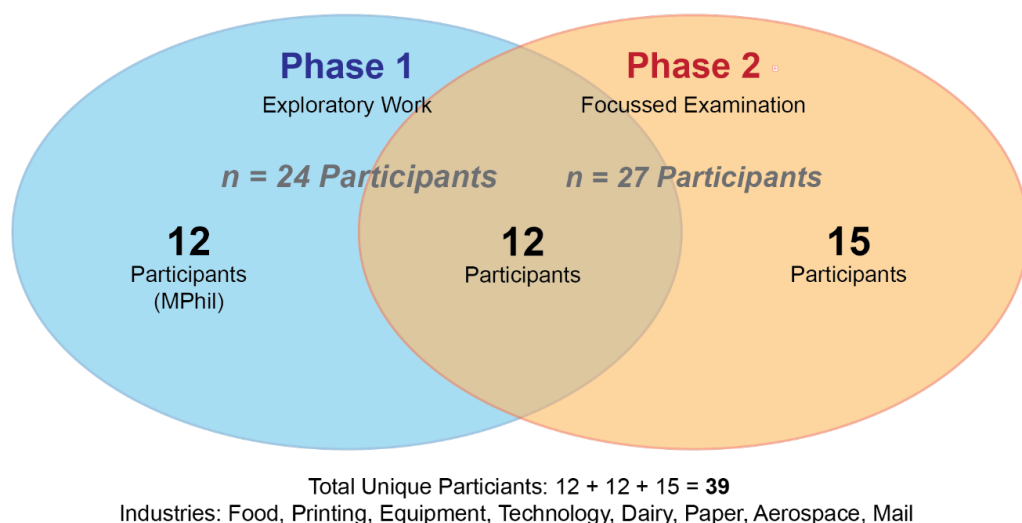


Figure 3.1 Participant Pool Evolution

The resulting research design provided a total of 39 unique participants across both phases. While not aiming to make broad statistical claims, this sample size offered sufficient diversity of perspectives to explore the research questions with appropriate depth, contributing to the contextual richness necessary for meaningful qualitative analysis.

3.5.3 Participant Demographics

The two-phase research design resulted in comprehensive participant representation across New Zealand's manufacturing sector, with strategic distribution across different levels, demographic characteristics, and industry contexts that directly supported the investigation of tempered radical inclusion strategies across manufacturing hierarchies.

As shown in Table 3.2, the Phase 1 participant distribution achieved reasonable representation across hierarchical levels, with 12 frontline workers, 9 supervisors, and 3 managers, enabling preliminary comparisons of experiences across different organisational levels.

Table 3.2 Phase 1 Participant Distribution

Industry	Gender Identity		Level in Organisation			Age			
	M	F	Frontline	Supervisor	Manager	21-30	31-40	41-50	51-60
Aerospace	1			1		1			
Dairy	2	2	1	1	2	1		1	2
Food	4		2	1	1	3			1
Mail	1	1	1	1			1		1
Paper	1	1	2				1	1	
Printing	5	2	3	4		1	4		2
Tech		1	1						1
Total	17	7	12	9	3	6	6	3	9

The gender distribution (17 male, 7 female) reflected the manufacturing sector's male-dominated workforce (Lawrence et al., 2018; Macneil & Liu, 2017) while providing sufficient diversity of perspectives. Age distribution spanned four decades, ensuring

inclusion of both early career and experienced manufacturing professionals. Participants were drawn from diverse manufacturing subsectors, providing insights across different manufacturing contexts and organisational cultures. The incorporation of participants from the MPhil investigation ensured methodological continuity while expanding the scope to address the refined doctoral research questions.

Phase 2 demonstrated several important refinements in participant composition (Table 3.3). The concentration of participants in the food manufacturing sector (19 of 27) reflected this sector's position as New Zealand's largest manufacturing segment (Ministry of Business Innovation & Employment, 2025b) while providing sufficient depth for sector-specific insights.

Table 3.3 Part 2 Participant Distribution

Industry	Gender Identity		Level in Organisation			Age			
	M	F	Frontline	Supervisor	Manager	21-30	31-40	41-50	51-60
Food	12	7	8	7	4	4	5	5	5
Printing	3	1	2	2			2		2
Equipment	3		3			2			1
Technology		1	1						1
Total	18	9	14	9	4	6	7	5	9

The distribution across organisational levels (14 frontline, 9 supervisory, 4 managerial) maintained appropriate representation for examining how hierarchical positioning influences inclusion strategies. Gender representation improved to one-third female participants (9 of 27), addressing earlier observations about demographic balance while acknowledging manufacturing's workforce characteristics.

Across both phases, the research engaged 39 unique participants representing New Zealand's manufacturing diversity. Table 3.4 provides a comprehensive matrix of all participants, detailing their involvement across research phases, where data was utilised, demographic characteristics, manufacturing sectors, and organisational levels.

Table 3.4 Complete Participant Matrix

Phase 1	Phase 2	Data Utilised	Gender	Age	Manufacturing Sector	Level
✓		Phase 1	Male	51–60	Dairy	Manager
✓		Phase 1	Female	41–50	Paper	Operator
✓		Phase 1	Male	31–40	Printing	Operator
✓		Phase 1	Male	21–30	Aerospace	Supervisor
✓		Phase 1	Male	51–60	Dairy	Manager
✓		Phase 1	Male	31–40	Paper	Operator
✓		Phase 1	Male	31–40	Printing	Supervisor
✓		Phase 1	Female	41–50	Dairy	Operator
✓		Phase 1	Female	21–30	Printing	Supervisor
✓		Phase 1	Female	21–30	Dairy	Supervisor
✓		Phase 1	Male	31–40	Mail Products	Supervisor
✓		Phase 1	Female	51–60	Mail Products	Operator
✓	✓	Phases 1 & 2	Male	31–40	Printing	Supervisor
✓	✓	Phases 1 & 2	Male	51–60	Printing	Operator
✓	✓	Phases 1 & 2	Male	51–60	Printing	Operator
✓	✓	Phases 1 & 2	Female	51–60	Technology	Operator
✓	✓	Phases 1 & 2	Female	31–40	Printing	Supervisor
✓	✓	Phases 1 & 2	Male	51–60	Food	Manager
✓	✓	Phases 1 & 2	Male	21–30	Food	Operator
✓	✓	Phases 1 & 2	Male	21–30	Food	Operator
✓	✓	Phases 1 & 2	Male	21–30	Food	Supervisor
✓	✓	Phases 1 & 2	Male	41–50	Food	Operator
✓	✓	Phases 1 & 2	Male	51–60	Food	Supervisor
✓	✓	Phases 1 & 2	Male	51–60	Equipment	Operator
	✓	Phase 2	Male	31–40	Food	Manager
	✓	Phase 2	Male	51–60	Food	Operator
	✓	Phase 2	Male	21–30	Food	Operator
	✓	Phase 2	Female	41–50	Food	Manager
	✓	Phase 2	Male	51–60	Food	Operator
	✓	Phase 2	Female	31–40	Food	Supervisor
	✓	Phase 2	Male	31–40	Food	Supervisor

Phase 1	Phase 2	Data Utilised	Gender	Age	Manufacturing Sector	Level
	✓	Phase 2	Male	41–50	Food	Supervisor
	✓	Phase 2	Male	21–30	Equipment	Operator
	✓	Phase 2	Male	21–30	Equipment	Operator
	✓	Phase 2	Female	31–40	Food	Manager
	✓	Phase 2	Female	51–60	Food	Supervisor
	✓	Phase 2	Female	41–50	Food	Supervisor
	✓	Phase 2	Female	41–50	Food	Operator
	✓	Phase 2	Female	31–40	Food	Operator

This demographic composition supported the research objectives by ensuring sufficient representation across the variables most relevant to understanding inclusion processes in manufacturing environments. Hierarchical distribution enabled comparison of strategies across organisational levels, while industry diversity provided insights into how different manufacturing contexts shape inclusion approaches. Gender and age diversity, while reflecting manufacturing’s demographics, offered varied perspectives on navigating organisational change and fostering inclusion within traditionally structured environments.

This participant composition demonstrated the evolution from initial exploratory work to focused examination of tempered radicals, with Phase 2’s enhanced targeting enabling deeper investigation of inclusion strategies across manufacturing hierarchies. The resulting overall demographic profile provided the foundation for comprehensive analysis of how tempered radicals foster inclusion while navigating the distinctive challenges and opportunities present within New Zealand’s manufacturing sector.

3.6 Data Collection

This research received ethical approval from the Auckland University of Technology Ethics Committee (AUTEC, ref. 19/379). All participants provided informed written consent in accordance with AUTEC requirements before participating in interviews. See Appendix A.

Investigating how tempered radicals foster inclusion across different hierarchical levels in manufacturing environments demanded methodological approaches that captured both the subtlety of inclusion strategies and the contextual complexities of manufacturing

settings. This section details the specific methods employed to collect data within the philosophical and methodological framework established earlier, explaining how each approach contributed to understanding the phenomenon of tempered radical inclusion strategies across manufacturing hierarchies.

3.6.1 Interviews

Interpretivism, according to Guba and Lincoln (1994), aspires to understand and re-enact participants' realities through individual reconstructions. This research used participant interviews as the primary method of data collection. Interviews are widely used in qualitative research and are designed for the purpose of improving knowledge (Silverman, 2017; Wengraf, 2001) through the isolation and definition of categories (McCracken, 1988). Approaches to qualitative interviews differ by how narrow or broad the interview questions are. Open-ended questions in an unstructured interview may obtain a broad and general flavour of a topic, whereas semi-structured questions can focus on a particular aspect of a topic (Rubin & Rubin, 2005). Qualitative interviews are "conversations in which a researcher gently guides a conversational partner in an extended discussion" (Rubin & Rubin, 2005, p. 4). According to Eriksson and Kovalainen (2016), they differ from everyday conversation in that some of the questions are prepared in advance, and the interviewer focuses the interviewee on the topic of research purposely to draw the required depth of detail. Even so, part of the skill of the interviewer is the ability to adapt and customise the interview as it unfolds with each participant and differing levels of articulation and perception (Creswell, 1994).

In a narrative inquiry, participants are active contributors, and the researcher engages with participants to jointly create understanding. The researcher collaborates and interacts freely with participants through their stories (Creswell, 2014; Daiute & Lightfoot, 2004). Narrative inquirers "come alongside participants" (Clandinin, 2016, p. 34), aim to put their participants at ease, and inquire into their lived and told stories. The qualitative interview, as a guided conversation, was therefore the ideal method of capturing these stories for a narrative inquiry, as an interview allows the researcher to step into the mind of another person to illustrate their stories.

The interview protocol for this research maintained consistency with the narrative inquiry approach while incorporating targeted questions to elicit experiences specific to tempered radical activity and inclusion strategies. The semi-structured interview format incorporated carefully designed questions that balanced structure with flexibility,

enabling coverage of key research areas while allowing participants to shape their narratives. The interview protocol was developed based on both narrative inquiry principles (Clandinin, 2016) and manufacturing team literature, incorporating questions designed to:

- Establish rapport and gather contextual information about participants.
- Elicit stories about workplace experiences.
- Explore specific interpersonal and inclusion experiences.
- Probe for examples of navigating organisational tensions.
- Investigate perspectives on what contributed to workplace inclusion.

Key interview questions included:

- “Tell me a little about yourself, what is your story?”
- “Tell me about your workplace – a general overview?”
- “Is there any way you feel you are different to the dominant culture of the organisation?”
- “Would you share with me a story of how you have brought people together in the workplace?”

Follow-up questions were then tailored to participants’ responses, such as asking “How did others respond to that approach?” when participants described attempting to influence workplace practices, or “Can you tell me more about how that made you feel?” to explore emotional dimensions of inclusion experiences.

McCracken (1988) advises that consideration should be given to the data-reporting capabilities of the participant. This research was centred within the manufacturing sector with participants who often gained employment directly from school-leaving age, with limited or no tertiary education; for some, English was not their first language. Therefore, I took care to ask linguistically appropriate questions that were suitable for the participant group, and avoided complex and technical or academic language (Braun & Clarke, 2013). For example, rather than asking about “fostering inclusion,” I would ask “How do you help people feel they belong?” or “What do you do when someone seems left out?” According to Rubin and Rubin (2005), being aware of your own technical vocabulary and cultural assumptions can lessen the likelihood you impose your ideas on participants.

Interviews were conducted through face-to-face meetings where possible, with some conducted online due to the COVID-19 pandemic. Online interviews limit rapport development and reduce non-verbal communication cues, but my prior experience conducting remote research helped mitigate these challenges. Online formats also offer

practical advantages, including the ability to reference interview prompts off-camera without disrupting conversation flow. To further address potential limitations, interviews were extended to allow adequate relationship building, and video platforms were used to maintain visual connection where possible. Participants were first asked to share about themselves, beginning with their life outside work. This approach not only captured demographic information but also created space for participants to express values and identity, essential for identifying tempered radical attributes. Participants were then guided to relate stories of workplace experiences, particularly around inclusion and equity, and how they navigated change processes within their organisational contexts.

Interviews can provide an abundance of data, but consideration must be given to ensuring that data are manageable (McCracken, 1988; Silverman, 2017). To help support the management of data, I digitally recorded and transcribed the interviews. Recording the interview ensures that the researcher is free from detailed note taking and can fully concentrate on the interview (Eriksson & Kovalainen, 2016). Braun and Clarke (2013) caution that transcriptions are not the same as the actual interview experience and are effectively two steps away from the actual experience. However, transcribing the digital recordings allowed all spoken words to be available as data for the thesis. Spoken language across the varying levels of English-language competency revealed some participants were more articulate than others, and I needed to be aware of the idiosyncrasies of individual participants (hesitation, stumbles, pace, volume, etc.).

Between 2017 and 2022, interviews were conducted across both research phases. Each interview was approximately 60 minutes in duration. Phase 1 interviews were conducted between 2017 and 2019, while Phase 2 interviews took place between 2020 and 2022.

3.6.2 Field Notes

Beyond the verbal data captured in recordings, contextual documentation was essential to this narrative inquiry approach. While transcriptions provided verbatim accounts of participants' stories, they could not convey the rich environmental context of manufacturing settings or non-verbal elements of interactions. Similarly, observations of participants' reactions when discussing sensitive topics around inclusion provided interpretive depth that the transcripts could not capture.

Complementing the formal interview data, I maintained detailed field notes as a critical component of the data collection process, aligning with narrative inquiry's emphasis on contextual understanding (Clandinin, 2016). Throughout the research, I documented

observations about the physical settings, participants' non-verbal cues, and the broader manufacturing environment. As Saldaña (2009) advises, I employed analytical memo writing during the iterative analysis process to document evolving interpretations and insights. I structured each field note systematically, beginning with observational data about the manufacturing setting (e.g., production lines, workplace configurations, visual artifacts) and extending to reflections on participant interactions.

A distinctive feature of the field notes (see Appendix F for examples) was the documentation of personal connections to participants through a section titled "How do I personally relate to the participants?" (Saldaña, 2009). This reflexive practice acknowledges the co-constructed nature of qualitative research, where the researcher's own experiences inevitably influence the interpretive process. These documented connections helped me recognise how my personal experiences of cultural transition, workplace navigation, and organisational change informed my understanding of participants' narratives about fostering inclusion in manufacturing settings. Far from compromising objectivity, these documented connections enhanced theoretical sensitivity by making explicit the experiential lenses through which data was being interpreted. As Dwyer and Buckle (2009) argue, researcher positioning along the insider-outsider continuum influences access to participants' lived experiences, particularly when examining sensitive topics like inclusion and difference.

The field notes proved especially valuable for tracking the development of emerging concepts and documenting the methodological evolution throughout the research journey. The analytical memos embedded within field notes provided a crucial bridge between data collection and formal analysis. Following Saldaña's (2009) guidance, these memos documented emerging interpretations, theoretical connections, methodological reflections, evolving assumptions, interpretive decisions, and alternative explanations I considered throughout the research process. By documenting points of connection with participants, from shared manufacturing experiences and career trajectories to immigration journeys and cultural adaptations, my field notes created a reflexive record of how my own positionality shaped the research process. This approach recognises what Berger (2015) describes as the "double-edged sword" of researcher familiarity with the research context: while personal connections facilitated rapport and deeper understanding of manufacturing contexts, the field notes ensured that these connections were explicitly acknowledged rather than unconsciously influencing my analysis.

3.6.3 Researcher Background and Methodological Implications

Beyond the documentation of contextual observations, reflexive practice required explicit acknowledgement of my positionality as researcher and how this shaped the research process. While my personal journey into this research was outlined in Chapter 1, here I focus on how my background influenced the methodological decisions and analytical processes of this research.

My position as a researcher in the manufacturing education space shaped methodological choices in specific ways. My background includes both direct manufacturing experience and academic inquiry. I worked as an apprentice in typography and design during the 1980s, progressed through operational supervision and management roles in the 1990s, moved into procurement and supply chain leadership in the 2000s, and then entered academia. This trajectory influenced my interview approach, allowing me to use industry-specific language that helped participants feel understood while maintaining analytical distance.

My earlier experiences navigating organisational cultures informed practical research decisions. Working in Singapore's manufacturing sector during the early 1990s exposed me to the tension between wanting to challenge prevailing views and wanting to fit in. This experience shaped my interview technique, helping me recognise when participants described similar tensions and prompting me to explore these moments more deeply. In more recent professional roles, I have functioned as an organisational intermediary, entering tense work environments to listen and understand employee experiences. This listening capacity influenced my decision to conduct semi-structured rather than highly structured interviews, allowing participants to guide conversations towards their most significant experiences.

I now work in business education. This positioned me as both insider and outsider. I understand manufacturing environments, operational imperatives, and workplace cultures, and this insider knowledge helped me build rapport and enabled me to recognise nuances in participants' descriptions. However, I remained an outsider to the daily lived experiences of working on production floors, navigating shift work, or managing frontline teams. To manage this double-edged sword of researcher familiarity (Berger (2015), I used member checking with participants to verify my interpretations reflected their experiences rather than my assumptions about manufacturing contexts.

My own values around inclusion shaped what I noticed and emphasised during data collection and analysis. I entered this research with commitments to diversity, equity and inclusion that aligned with the tempered radical orientation of many participants. This alignment facilitated open conversations about sensitive topics, but it also meant I approached the data with assumptions about the value and importance of inclusion work. To address this, I maintained reflexive memos throughout analysis, noting when my interpretations might reflect my values rather than participant accounts. I also sought disconfirming evidence and alternative explanations during coding to challenge my initial assumptions.

This positioning manifested in specific ways throughout the research journey. My educational role influenced rapport building differently across organisational levels, potentially shaping how participants chose to present their experiences and which aspects of their inclusion work they emphasised. My current academic positioning may have influenced the small number of managerial participants, possibly reflecting challenges in accessing senior leaders or differences in how they perceived the value of participating in academic research.

I initially considered that manufacturing environments would resist inclusion initiatives. I expected traditional hierarchies and emphasis on standardisation to create barriers. The data challenged this assumption, revealing how my preconceptions about manufacturing culture required continual examination throughout the research process. This recognition prompted ongoing reflexivity about how my expectations might influence what I noticed in participant narratives and how I interpreted their strategies. As the interviews progressed, I refined my approach based on insights from earlier participants, intentionally bringing questions about inclusion and difference to the forefront in later interviews. This reflexive adaptation aligned with narrative inquiry's emphasis on researcher-participant collaboration in meaning making (Clandinin, 2016).

Several constraints shaped my interpretations. The temporal distance from my frontline and supervisory experiences meant manufacturing cultures, technologies, and workplace dynamics had evolved since I held these roles. My current positioning as an educator and researcher may have created emphasis on learning, development, and capability-building aspects while potentially underweighting immediate operational pressures. Additionally, while I had worked across multiple manufacturing roles, my experience was concentrated in specific sectors such as print, procurement, and supply chain. Participants came from diverse manufacturing contexts I had not personally worked in, including food

processing, engineering, and other production environments. Most significantly, while I had extensive manufacturing experience, I had not explicitly focused on fostering inclusion as a tempered radical in those earlier roles. This meant I was interpreting their inclusion strategies through retrospective understanding rather than lived experience of that specific work.

The analytical process required ongoing reflexivity beyond the field notes and analytical memos already described. Peer review with supervisors, conference submissions and journal publications provided external perspectives on emerging themes and challenged interpretations that may have been overly influenced by my own experiences or assumptions.

These reflexive practices proved essential for maintaining methodological rigour while acknowledging the interpretive nature of narrative inquiry. This reflexive approach recognises that complete objectivity is neither possible nor desirable in interpretive research (Braun & Clarke, 2022; Saldaña, 2009). The goal was not to eliminate my influence but to make it transparent. The co-constructed nature of narrative inquiry means the findings represent a collaborative understanding developed between participants and researcher. Other researchers with different backgrounds and perspectives might identify different patterns or emphasise alternative aspects of the same narratives. This does not diminish the value of the findings. Rather, it situates them within the specific research relationship from which they emerged (Patton, 2002).

3.7 Data Analysis

Investigating how tempered radicals foster inclusion across different hierarchical levels in manufacturing environments required analytical approaches that could capture both the depth of individual narratives and patterns across the expanded dataset. As Braun and Clarke (2022) observe, qualitative research does not provide a single answer but generates detailed data from which contextually situated claims can be made. This perspective remained central to the analytical approach while incorporating methodologies for pattern identification across both research phases. The analysis employed a multiple-coding approach, where individual data extracts could be assigned to more than one code or theme when they contained content relevant to different analytical dimensions (Braun & Clarke, 2006, 2022; Byrne, 2021; Saldaña, 2009). This resulted in a higher number of data extracts being coded, as single passages often illuminated multiple aspects of tempered radical behaviour across the global themes.

For example, in Phase 1, a participant describing how they negotiate change that might rely on a possible connection to others might be coded under both “Negotiating Change” and “Strategic Alliance Building” because the data extract reveals their action (negotiation) may be contingent on the involvement of others. Saldaña (2009) notes that simultaneous coding is appropriate when data are applicable to more than one category, reflecting the multifaceted nature of human experience. Empirical studies across health, education, and social sciences use Braun and Clarke’s (2006, 2022) reflexive thematic analysis and document the practice of coding the same data extract to multiple themes. This approach is well established and widely reported in the literature (Byrne, 2021; Campbell et al., 2021; Sánchez-Castany, 2023).

3.7.1 Phase-specific Analytical Approaches – Phase 1

Phase 1 employed thematic analysis using Meyerson’s (2008) frameworks of tempered radical attributes and change strategies. Following what Ebrahim et al. (2014) and Merton (1968) describe as a “middle-ground approach”, this analysis allowed theory and empirical research to integrate through mutual, collaborative shaping of understanding. In this study, elements of theory and practice were drawn together through two specific frameworks: Meyerson’s (2008) attributes of the tempered radical and Meyerson’s (2008) spectrum of change strategies. These frameworks not only revealed understanding of the nature of tempered radicals and their approaches to inclusion in manufacturing industries but also demonstrated the credibility and strength of the participant selection process.

Thematic Analysis Framework

This research used a thematic approach to analysing participants’ responses through interview transcripts and including any researcher generated memoranda, annotations and field notes. Compatible with a constructionist epistemology, thematic analysis of the data supported a rich and thorough analysis through pattern-based organisation and description (Braun & Clarke, 2006). Themes and patterns of meaning were identified and analysed within the context of the research questions, and shaped by the researcher’s standpoint, experiences and epistemology (Braun & Clarke, 2013; Clandinin, 2016). Qualitative studies in industrial settings have successfully used this technique (Michelle et al., 2025).

The systematic approach to thematic analysis followed the seven steps designed by Braun and Clarke (2013), as outlined in Table 3.5. While these steps provided a systematic framework, they were not intended to be precisely followed. As Patton (2002, p. 433)

notes, “Because each qualitative study is unique, the analytical approach used will be unique.”

Table 3.5 Thematic Analysis Process

Step	Description
1	Transcription of the interviews.
2	Familiarisation with data. Reading, re-reading, making notes and annotations.
3	Forming basic themes across the dataset, looking for features across the dataset.
4	Searching for organising themes within the codes and data.
5	Reviewing and mapping organising themes.
6	Defining and naming the global themes, refining the global themes.
7	Writing the final analysis of the data.

Adapted from Braun and Clarke (2013).

The theming of data involves steps 3–6 above. *Basic themes* (also known as “keywords”) involve examining participant data to identify recurring patterns and designating them as basic themes. These basic themes capture participants’ experiences and perceptions, drawn directly from the data. *Organising themes* (also called “codes”, in reference to “coding the data”) are short phrases or words assigned to data segments that capture the core message or significance. This step simplifies the volume of participant data and helps identify elements related to the research questions. Basic themes form the foundation of the analysis and help convert raw data into manageable units. *Global themes* (or simply “themes”) involve sorting the organising themes into meaningful groups to identify patterns and relationships that offer insights into the research question. Global themes go beyond recurring elements and exemplify patterns of meaning that link the research questions and data.

Table 3.6 provides an example of how participant data was systematically coded and organised into themes that addressed RQ1: *How might tempered radicals foster inclusion in the workplace?*

Table 3.6 Example of Thematic Analysis Process: From Data to Themes

Participant Quote	Basic Theme (also known as “Keyword”)	Organising Theme (also known as “Code”)	Global Theme (also known as “Theme”)
“I am highly dyslexic ... you have all these people through history who had the same problem, but we get around things, to do things” (JJ, Production Operator)	Identity preservation; Difference as strength	Communication and interaction style differences	Being different from the dominant culture
“It is important to feel like I’m succeeding. And when I feel like I’m succeeding, I feel like I’m doing something good for the organisation” (Kora, Operations Support)	Organisational commitment; Success orientation	Collective success orientation	Desire to be successful and fit in
“Whatever the religion is teaching, it makes you a good person ... Your ethnicity, your dignity, it applies here ... all these things are our morals, virtue we have ... I include all those things at work” (Aadesh, Operator)	Values integration; Moral compass	Values and fundamental worldview differences	Being different from the dominant culture
“I just didn’t understand why we were using this term whitelist ... we came up with another term, inclusions and exclusions” (Kora, Operations Support)	Language challenge; Subtle disruption	Advocating for inclusive change	Disrupting the status quo, implementing change

Appendix G provides a broader illustration of this thematic process, showing Phase 1A Global Theme 1: Being Different from the Dominant Culture.

Adopting an iterative analysis process supported understanding over time, with reinterpretation providing a natural progression in understanding (Bouma & Ling, 2004; Creswell, 2013; Giddings & Grant, 2002; Gray, 2014). To help document the journey with the data, I followed Saldaña’s (2009) advice regarding the benefits of analytic memo writing during iterative analysis to document how the process of inquiry was taking place.

Computer-assisted qualitative data analysis software (CAQDAS) was used throughout this process to guide data coding, identify themes, collate annotations, and keep notes in the form of memos as analysis progressed. NVivo, a CAQDAS application, facilitated the analysis process while supporting the interpretive and reflexive thinking skills

essential to the research. While some researchers debate the merits of software use in thematic analysis (Dalkin et al., 2020), others note concerns that digital qualitative analysis software like NVivo provides limited support for interpretative analysis because screen-based interfaces constrain researchers to sequential data interaction rather than enabling the holistic engagement required for deep analytical work (Maher et al., 2018; O’Kane et al., 2021). The interpretative and reflexive thinking skills of the researcher cannot be replaced by software (Eriksson & Kovalainen, 2016; Silverman, 2017), and thus technological affordances were employed in the current study to enhance, through administrative support, rather than substitute interpretive depth.

3.7.2 Phase-specific Analytical Approaches – Phase 2

Phase 2 incorporated enhanced analytical approaches, introducing Leximancer computer-assisted qualitative analysis software to complement the established thematic analysis methodology. This enhancement enabled more systematic identification of discursive patterns across hierarchical positions, facilitating comparison of inclusion strategies employed by tempered radicals at frontline, supervisory, and managerial levels.

Leximancer Integration and Process

Unlike many popular generative artificial intelligence applications that produce new content, Leximancer functions primarily as an analytical tool, focusing on extracting and visualising existing patterns and relationships within large text datasets without generating new text. This emphasis on pattern identification rather than content generation aligned with the research’s aim to uncover how tempered radicals foster inclusion through their naturally occurring strategies.

Leximancer is a machine learning-based CAQDAS text mining application that uses natural language processing to identify frequency and patterns of co-occurrence within complex corpuses of unstructured textual data (H.-M. Chen et al., 2016; Hyndman & Pill, 2018; D. Kim & Kim, 2017). Leximancer utilises both thematic and relational analysis, identifying semantic relationships and proximity between words, forming groups or concepts of words travelling together throughout the text (Engstrom et al., 2022; Hansson et al., 2010; Lemon & Hayes, 2020; Smith & Humphreys, 2006). Words contained in these concepts are weighted based on how frequently they occur in text blocks of two full sentences (Liu et al., 2018). Leximancer produces a list of the most frequently occurring concepts and calculates how these concepts are connected based on the pattern of co-occurrence – that is, how many times the concepts appear together (Hyndman & Pill,

2018; Liu et al., 2018). Clusters of concepts, or themes, are then formed according to the level of relationship between the concepts and their proximity to each other within the data, with the initial name for these clusters being the most prominent concept (Hyndman & Pill, 2018; D. Kim & Kim, 2017).

Multiple studies have validated Leximancer for qualitative data analysis in business research. A. E. Smith and Humphreys (2006) compared a large number of accident reports analysed both manually and using Leximancer, finding almost identical percentages between themes generated through separate manual and Leximancer analysis. However, as Lemon and Hayes (2020) note, it is the researcher's knowledge of the data and theory supporting the research that is vital in assessing and confirming the relevance of the concepts and themes. Lock and Seele (2015) recommend combining human and software coding, noting that human judgement, interpretation, and semantic attribution cannot be entirely substituted with application-generated coding.

For this study, data imported into Leximancer were categorised into participant words and interviewer words, with participant words further categorised into three hierarchical levels: frontline staff, supervisory staff, and management. An initial concept map was generated and reviewed in conjunction with the data. After further rounds of generating concept maps, I edited the initial stop word list within Leximancer. Two words particular to New Zealand syntax needed to be added to the stop word list to declutter the map: “umm” and “yeah”. However, some words which featured in the transcripts needed to be removed from the stop word list so they would be included in concept generation, including words such as “miss”, “leave”, “answer”, “long” and “face”. These words were identified through familiarity with the transcripts and confirmed through word frequency searches.

Leximancer generates concept maps that provide visual representations of concepts, themes, and their relationships with each other. In these maps, concepts appear as dots – the larger the dot, the more connectivity to other concepts. Lines between dots represent connections between concepts, while clusters of related concepts form themes represented by coloured spheres. The colour temperature of these spheres indicates prevalence or importance, with warmer colours (red, orange) signifying more prominent themes than cooler colours (blue, green). Figure 3.2 shows the initial concept map generated from the data, illustrating the co-occurrence patterns and thematic clusters that emerged from the analysis.

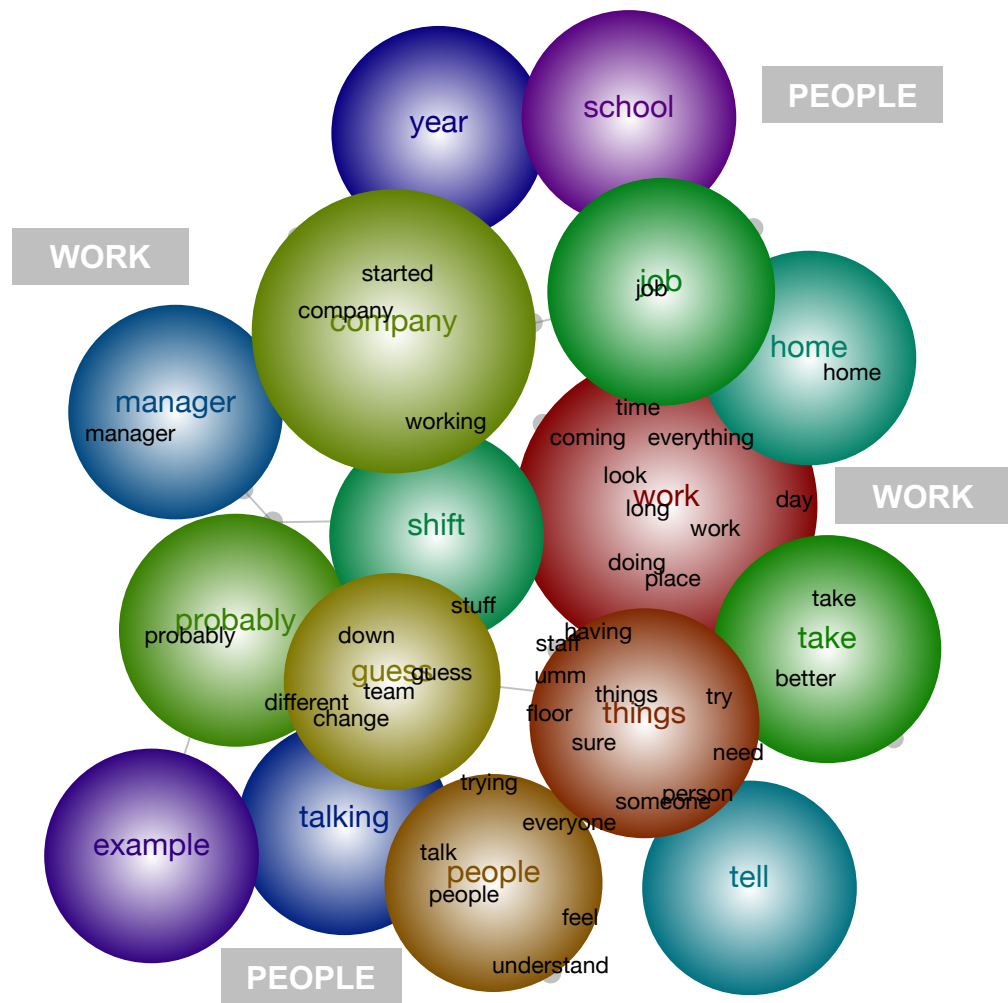


Figure 3.2 Leximancer Concept Map

Based on the indications from the size and colour of the spheres in Figure 3.2, initial observations suggested a prevalence of concepts connecting work and people, providing the foundation for further analytical refinement.

Through analysis of the text associated with each concept, I identified four compound clusters, or groups of themes. My knowledge and interaction with the data, guided by Leximancer, led to the selection of concepts and themes to be compounded. The themes evolved through a process of iterative refinement and reflection. Initial analysis revealed broad clusters of meaning that I termed “Identity”, “All Work”, “Subtle Actions” and “All People”. As analysis deepened, these preliminary themes matured into more contextualised categories: “Who I Am”, “Where I Work”, “How I Work”, and “Who I Work With”. These were categories that captured participants’ narratives about their personal backgrounds, organisational contexts, operational approaches, and relational dynamics. Further analytical refinement ultimately yielded the four global themes that

structured the final analysis: *self-identification*, *work environment*, *operational methods*, and *interpersonal interactions*.

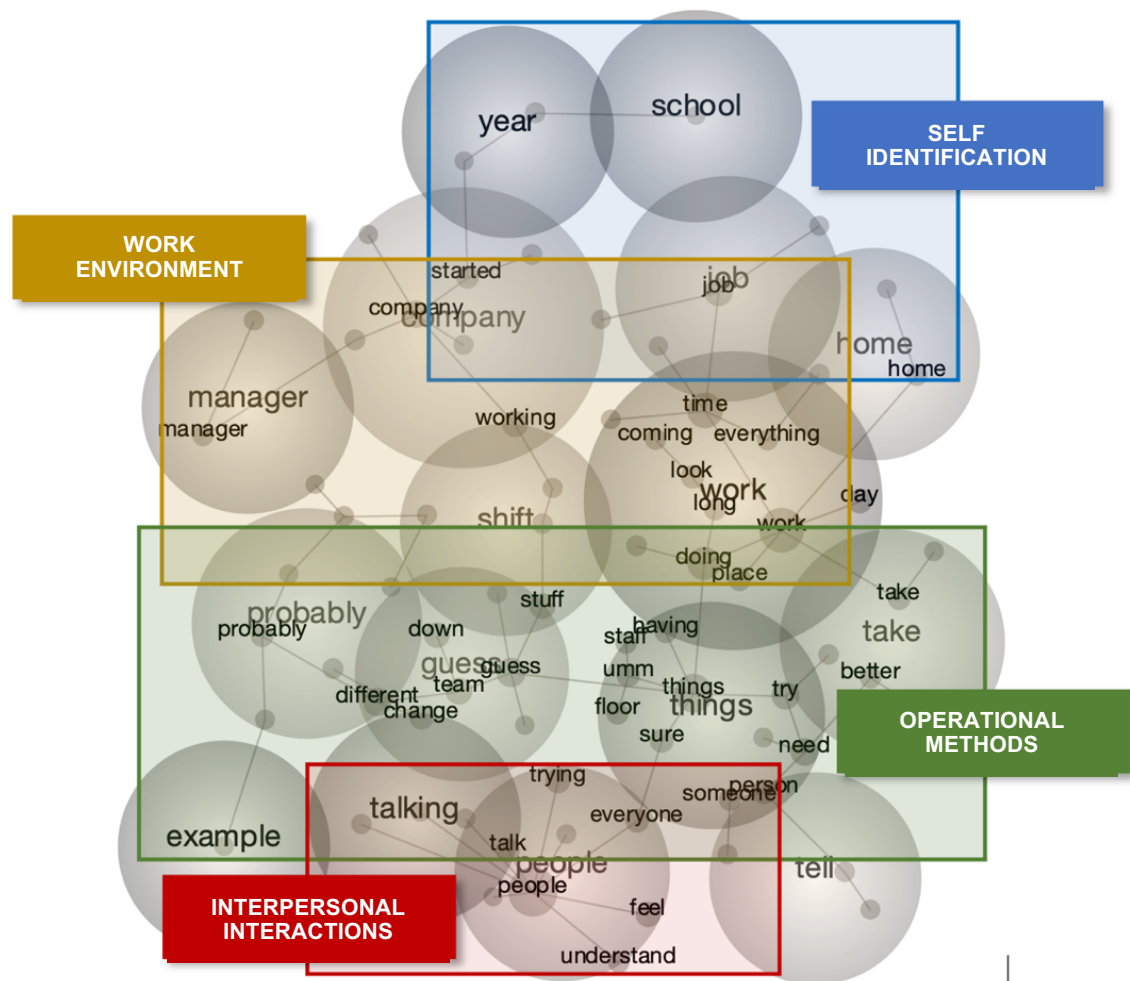


Figure 3.3 Leximancer Concept Map and the Emerging Themes of Discourse

The emergence of these four discursive themes proved particularly significant as they aligned closely with the attributes of tempered radicals as defined by Meyerson (2008). These themes corresponded to critical characteristics: a strong sense of identity (self-identification), a meaningful connection to their work environment (work environment), distinctive operational approaches (operational methods), and a heightened awareness of their colleagues and interpersonal dynamics (interpersonal interactions). This alignment provided empirical support for the presence of tempered radical attributes among study participants and validated the relevance of the sample to the research objectives.

I then purposely created these compound concepts within Leximancer using the application interface. Forming these groups of concepts within Leximancer enabled me to design how data would be extracted. Multiple iterations were tested, with some

concepts (e.g., “doing” and “work”) influencing more than one cluster of themes, taking time to settle in the group where they were most prominent.

Combining Leximancer’s computer-assisted analysis with thematic analysis provided a framework for examining the rich data collected from semi-structured interviews. This method allowed for identifying broad discursive patterns while preserving participants’ unique perspectives across different organisational levels. By flagging data according to hierarchical position and conducting iterative analyses, the study captured the strategies employed by tempered radicals in fostering inclusive workplaces within the manufacturing sector.

3.8 Chapter Summary

This chapter has presented the comprehensive methodological framework for investigating how tempered radicals foster inclusion across manufacturing hierarchies. The research adopted a two-phase design grounded in subjective ontology, social constructionist epistemology, and an interpretive paradigm. Narrative inquiry provided the methodological approach for collaborative meaning making between researcher and participants, enabling exploration of how hierarchical positioning influences inclusion approaches within New Zealand’s manufacturing sector.

The manufacturing context provided distinctive conditions for this investigation, with its traditional hierarchical structures, emphasis on standardisation, and evolving workforce diversity creating environments where tempered radicals employ sophisticated strategies to foster inclusion while maintaining organisational effectiveness.

Phase 1 incorporated 24 participants from seven organisations, establishing the presence and characteristics of tempered radicals across manufacturing hierarchies through purposive sampling and thematic analysis. This phase included participants from the initial MPhil investigation alongside newly recruited individuals. Phase 2 refined this investigation through enhanced targeting, engaging 27 participants recruited specifically as tempered radicals from nine organisations. This phase retained participants from Phase 1 who demonstrated clear tempered radical characteristics while adding newly recruited participants. Leximancer computer-assisted analysis was introduced to enable systematic comparison of inclusion strategies across organisational levels.

Data collection employed semi-structured interviews and field notes to capture both participants’ narratives and contextual insights. The analytical approach combined

thematic analysis with Leximancer to provide robust foundations for examining inclusion strategies across hierarchical positions.

To enhance the reliability and validity of this research, findings have been socialised within the academic community throughout the study period. The research has been presented at three international and national conferences, including the European Academy of Management Conference (2020), Aotearoa New Zealand Organisational Psychology and Organisational Behaviour Conference (2022), and the Australian and New Zealand Academy of Management Conference (2023). These presentations provided opportunities for peer scrutiny and critical feedback from scholars across diverse management disciplines. The Phase 1 findings underwent peer review and were published in the *Journal of Management & Organization* (Griffiths et al., 2023). Phase 2 findings are currently under revision following peer review at *International Studies of Management & Organization*. This socialisation process exposed the methodology to multiple expert perspectives, and allowed iterative refinement of interpretations and theoretical development. The feedback received at each stage informed subsequent analysis and strengthened the study's credibility. By subjecting findings to academic scrutiny before final thesis submission, the research benefits from external validation beyond the supervisory team.

This methodological framework enabled systematic investigation of the strategies employed by tempered radicals at different hierarchical levels, the contextual factors shaping their approaches, and how they balance organisational commitment with inclusion-oriented change efforts. Chapters 4 and 5 present the findings of this research, which illuminate both the common characteristics defining tempered radicals and the hierarchically-influenced variations in their approaches to fostering inclusion while maintaining organisational effectiveness.

Chapter 4 Findings Phase 1 – Invisible Champions of Inclusion

4.1 Introduction

This thesis presents two findings chapters that examine different aspects of how tempered radicals foster inclusion in manufacturing. This chapter responds to the first research question: *How might tempered radicals foster inclusion in the workplace?* It sets out the findings of Phase 1, on the foundational characteristics and general strategies of tempered radicals, through two subphases. Phase 1A examined the foundational attributes using Meyerson's (2008) framework. Phase 1B explored the general strategies these individuals use to foster inclusion. Chapter 5 then explores Phase 2, on how tempered radicals promote inclusion at distinct organisational levels within New Zealand's manufacturing sector.

Phase 1 involved thematic analysis (Braun & Clarke, 2006) applied to Meyerson's (2008) framework across 24 qualitative interviews. The findings reveal that tempered radicals exist across different organisational hierarchies and employ distinctive approaches to inclusion in a manufacturing context.

4.1.1 Chapter Structure and Roadmap

This chapter's findings are organised around two analytical frameworks:

- **Phase 1A: Attributes of Tempered Radicals.** This explores Meyerson's (2008) four core attributes through manufacturing contexts: being different from dominant culture, desiring organisational success, staying true to values and identity, and implementing change.
- **Phase 1B: A Spectrum of Strategies.** This explores Meyerson's (2008) strategic continuum from quiet resistance through to strategic alliance building, demonstrating how tempered radicals employ varying approaches based on context and opportunity.

Phase 1A explores the four core attributes that define tempered radicals, while Phase 1B investigates the strategies they employ to create positive change in a manufacturing context. The analysis reveals that these attributes provide the foundation for strategic action, with personal characteristics influencing how individuals choose and implement different approaches to promoting inclusion in their workplaces. A synthesis section

integrates cross-theme insights and examines how the frameworks operate together within manufacturing contexts.

Participant voices are central to the presentation of findings. Direct quotations are used extensively to illustrate the lived experiences, values, and strategies of tempered radicals. These quotes are anonymised using pseudonyms and role descriptors to protect participant identities while preserving contextual richness.

To support transparency and analytical depth, tables are also used throughout the chapter to present coded data, thematic distributions, and illustrative excerpts, allowing readers to trace the analytical logic from raw data to thematic interpretation.

4.1.2 Contextualising the Participant Voices

As outlined in Chapter 3, Phase 1 of this study engaged 24 participants, combining the 12 participants from the initial MPhil work with 12 newly recruited individuals. This created a foundation for examining tempered radical characteristics in manufacturing contexts. The study involved nine manufacturing organisations across 12 sites throughout New Zealand, representing diverse contexts in food and beverage, printing, equipment, and technology sectors, with roles distributed across frontline ($n = 14$), supervisory ($n = 7$), and managerial ($n = 3$) levels.

The participating organisations range from medium-sized regional manufacturers to large multinational operations. Food and beverage manufacturing dominated the sample, representing New Zealand's largest manufacturing segment, where collaborative, safety-focused production creates specific opportunities for inclusion work.

The sample encompassed meaningful demographic diversity across age, gender and cultural backgrounds, including New Zealand-born participants alongside immigrants from the Pacific Islands, Asia, Europe and other regions. Several participants had experienced professional transitions, moving from management roles in their home countries to frontline work in New Zealand. This experience reveals how professional dislocation can become a source of inclusion advocacy. Cultural identity intersected with institutional responsibility in shaping inclusive practices among Indigenous and Pasifika¹

¹ "Pasifika" (or "Pasifika peoples") is used in New Zealand as an inclusive umbrella term referring to individuals who have migrated from Pacific Island nations – or who are descendants of such migrants – and who now reside in New Zealand, whether born overseas or in New Zealand. The term encompasses multiple Pacific ethnic identities (e.g., Samoan, Tongan, Cook Islands Māori, Niuean, Fijian, Tokelauan, Tuvaluan, and others), and includes people of single or mixed Pacific ancestries, across generations (Airini et al., 2010).

participants. Gender dynamics created distinct challenges for female participants operating in male-dominated manufacturing environments.

Frontline participants came from diverse operational roles with varying tenure, and they possessed deep operational knowledge and authentic peer relationships. The supervisory group represented the crucial intermediate level bridging operational and strategic functions, and they typically combined technical expertise with cultural sensitivity. The managerial group combined extensive manufacturing experience with formal authority and resource access that supported inclusion transformation.

The findings chapters present participant narratives as interconnected stories rather than isolated lists of participant data. Direct quotes are woven throughout to preserve participant voices and illuminate their lived experiences. This narrative approach reflects the relational and contextual nature of inclusion work in manufacturing settings. Each section builds understanding through participant stories, allowing patterns to emerge organically from their experiences rather than imposing predetermined categories.

This diversity across organisational position, cultural background, and personal journey created the foundation for examining distinct approaches to inclusion promotion within manufacturing settings while ensuring findings reflected the complexity of contemporary manufacturing workforces.

4.2 Phase 1A: Attributes of Tempered Radicals

Table 4.1 outlines the first theoretical framework employed in this study, Meyerson's (2008) four attributes of the tempered radical.

Table 4.1 Definition: Attributes of the Tempered Radical

Tempered Radical Attributes
1. Being different from the dominant culture
2. A desire to be successful in the organisation, to fit in
3. Being true to their values and identity
4. Disrupting the status quo, implementing change

This framework guided the semi-structured interviews and ensured reliability and consistency. It gave researcher and participant sufficient freedom to explore a narrative

view of experience, while the attributes that define the tempered radical were confirmed without derailing the participant's story.

4.2.1 Attribute 1: Being Different from the Dominant Culture

The first attribute from Meyerson's (2008) framework is confirmed through data revealing how participants experience and navigate difference from the dominant workplace culture. Tempered radicals exist in spaces between worlds. They are neither fully an insider nor a complete outsider. Meyerson and Scully (1995, p. 585) describe them as being "at odds with the dominant culture" while remaining invested in organisational success.

Table 4.2 provides an overview of the relevant findings and introduces the distribution of the organising themes and coding frequency across participant levels. A total of 4,397 items were coded in support of Attribute 1, yielding six organising themes. For all four attributes, data extracts were coded to multiple themes to capture the complexity of tempered radical behaviour, where actions simultaneously serve multiple strategic purposes (Braun & Clarke, 2006, 2022; Saldaña, 2009). The coding distribution comprised 2,331 data extracts from frontline participants (53.0%), 1,575 from supervisory-level participants (35.8%), and 491 from managerial-level participants (11.2%). Data extracts from all 24 participants were coded for Attribute 1, with some participants contributing more extensively than others.

Table 4.2 Attribute 1: Distribution of Themes – Being Different

Examples of Keywords	Data Extracts	Organising Theme
Cultural identity and systemic exclusion, Underrepresentation in professional spaces, Organisational cultural ignorance, Cultural isolation, Tokenistic expectations	686 →	Cultural and Ethnic Identity as Difference
Gender isolation and additional expectations, Gender identity disclosure, Education through authentic presence, Hierarchical gender culture, Gender numerical representation	553 →	Gender and the Challenge of Male-dominated Environments
Learning pathway differences, Educational credentials and career development challenges, Systems thinking versus specialisation, International educational backgrounds, Direct engagement versus formal communication	774 →	Educational and Professional Background Differences

Examples of Keywords	Data Extracts	Organising Theme
Religious values integration, Reciprocal value system, Intergenerational values differences, Transformative response to exclusion, Values alignment despite difference	784 →	Values and Fundamental Worldview Differences
Accountability for past mistakes, Transformative fatherhood, Entrepreneurial perspective differences, Migration and career commitment, Motherhood work-life balance challenges	811 →	Life Experiences Shaping Different Perspectives
Systemic resistance to difference, Identity authenticity awareness, Stereotype resistance awareness, Change agent identity awareness, Values misalignment recognition	870 →	Communication and Interaction Style Differences

The manufacturing contexts in this study revealed difference as multifaceted – sometimes visible in demographics but often invisible in values, worldviews, and life experiences diverging from organisational norms. What emerged was how individuals transform otherness into foundations for inclusive leadership. Participants experienced difference across a spectrum from highly visible demographic characteristics to invisible worldview differences, which creates complex otherness landscapes that operate through distinct but interconnected mechanisms.

The findings show that visible differences lead to the recognition of otherness through two main mechanisms. First, cultural and ethnic identity differences were obvious via numerical underrepresentation and systemic exclusion. Rashid’s reflection captures this: “I grew up in a predominantly Māori community ... our lives were destined for manufacturing work. Why is it that there aren’t any Māori managers in this workplace?” External experiences reinforced awareness. Rashid was once at a conference when another Māori attendee noted, “It’s good to see one of ours in here.” Rashid realised he was “the only other person in the whole auditorium that was Māori”.

Cultural underrepresentation creates isolation and tokenistic expectations. Kora’s experience demonstrates this: “I am the only Māori in my team ... and I do feel a little bit lonely at times.” Michelle’s observation reveals the reality of culturally segregated spaces: “We’re all Europeans in the office, and everybody on the factory floor is Māori or Pacific Islander ... It’s like black and white.”

Second, gender-based differences compounded cultural undercurrents within manufacturing’s male-dominated structures. Heather’s experience as the only female operator in her workplace captures isolation: “This is a male dominated industry ... So,

you have to work harder ... it is pretty much a boys' club.” Stark numerical realities underscored the reality of gender-based differences. Vasumati noted, “There’s 290 people and there’s 20 females, all up.” Julieanne’s transgender identity added complexity to her workplace experience: “I think me just being ... a normal person ... did educate them that I am not something to be afraid of.”

Beyond visible characteristics, the findings reveal a second layer rooted in professional trajectories and formative life experiences. This creates distinct perspectives that remain less apparent. Educational and credential-based differences emerge when formal qualifications misalign with current roles. Aadesh’s transition from assistant principal to machine operator represented a significant shift: “Here we talk less, work more.” His reluctance to assert authority based on his qualifications demonstrated strategic navigation: “Your character will be reflected ... you don’t have to speak a word.”

Life experiences outside the workplace compounded professional differences. Phillippe’s journey from incarceration to fatherhood represented a dramatic transformation: “I had the wrong crowd around me, and I landed myself a six-year sentence ... [But then I] had a girl, that changed everything.” His experience gave him a different perspective on responsibility: “If my kids were sick, I’m not coming to work ... that’s my job, that’s their mum’s job, that’s their dad’s job.”

Differences arose concerning values and worldviews. These are often hidden but provide alternative frameworks for understanding work, relationships, and responsibility that challenge dominant organisational assumptions. Aadesh’s integration of Hindu values exemplified this: “Whatever the religion is teaching, it makes you a good person ... Your ethnicity, your dignity, it applies here. You have to be ... at work, your arrive time, your punctuality and you be honest with the work”. Solomon and Simon’s values-based difference emerged through cultural and spiritual foundations that shaped their workplace behaviour. Solomon articulated his principle of reciprocity as “be good to people and people will be good to you,” while Simon explained that “just being [Pasifika], respect is a big thing,” and these values distinguished their leadership approaches from dominant workplace norms while fostering inclusive environments through consistent example.

Communication and interaction patterns emerged as the primary mechanism through which participants expressed and navigated differences. These served dual functions: articulating otherness when strategic and offering mechanisms for challenging dominant assumptions without direct confrontation. Kora’s analysis exemplifies this: “There’s this

unwillingness to consider something else or something different ... a lot of groupthink.” Rashid’s question quoted above, “Why is it that there aren’t any Māori managers in this workplace?”, also demonstrates how tempered radicals develop critical organisational awareness. They move from individual experience of difference to an understanding of exclusionary patterns. This capacity enables them to identify and articulate structural barriers that might otherwise remain invisible or unchallenged within dominant workplace discourse.

The findings reveal a compelling paradox that transcends all difference categories: participants’ ability to maintain deep organisational commitment and simultaneously operate from different frameworks. Michelle built bridges even in the face of ethnic segregation. This shows that different beliefs *can* inspire inclusion: “I walk around the machines, say hello, ask them if they can cut me a label. I don’t keep it separate.” La’akea neatly illustrates this paradox: “We are interlopers ... we come in and we want to change the world.”

Table 4.3 presents additional participant voices to triangulate these findings and show that the identified themes were consistently present across different manufacturing sites, roles, and demographic backgrounds. Appendix G contains the broader dataset of participant extracts that informed this thematic analysis.

Table 4.3 Attribute 1 Corroborating Evidence – Being Different

Participant	Position	Quotation
Solomon’s demonstrates a personal experience of racial isolation and his strategic approach to managing workplace discrimination. Rather than conforming to hostile attitudes, he deliberately chose to influence others through patient relationship building. His unique strategy of getting others to “tune into me” demonstrates how his cultural difference became a source of strength, showing his individual resilience in transforming workplace dynamics through personal authenticity.		
Solomon	Operator	“I was the only Indian in that firm. Yeah, at that time. Yeah. And back in the ’90s. They were a bit of racism that time ... with my working style, and my approach, I tried to tune rather than me joining into the people, I got them to tune into me like so. So, I tried to create an environment where the hatred was removed ... Got some nasty jobs at start ... but other than that, once people sort of got to know me better. They knew what I was saying. And things changed.”
Kora’s Māori identity created a sense of isolation within her predominantly non-Māori workplace, demonstrating how cultural difference shapes her individual experience of exclusion whilst simultaneously guiding her to understand inclusion needs.		

Participant	Position	Quotation
Kora	Supervisor	“I am the only Māori in my team. Oh, no, I lie ... one of two ... and I do feel a bit lonely at times ... there’s no one that I can engage in a political conversation about what’s happening in the reo Māori [Māori language]. It’s a, it’s a bit of a struggle, because I feel like there’s a risk of upsetting somebody or being upset.”
Torsten revealed fundamental differences from the established organisational culture. His commitment to positive reinforcement and collaborative approaches contrasted sharply with the confrontational, demanding culture he inherited, demonstrating how personal values about human motivation and workplace relationships distinguish him from previous management approaches and create ongoing tension as he worked to transform the environment.		
Torsten	Supervisor	“I have always tried to be positive, I do feel umm that more things get done you have got a happy team, I mean it sounds silly but I do believe that I would rather reward the staff for good work than come down on them when they are not performing I guess, I do prefer that way than constantly coming down on us and saying you are not good enough, I need more, I need more, I need more ... But that hasn’t been the culture ... of this place. It really hasn’t, it’s been a struggle for me, it’s been very negative, umm, we are getting there.”

4.2.2 Attribute 2: A Desire to Be Successful in the Organisation, to Fit In

Meyerson’s (2008) second attribute is confirmed through data demonstrating how participants maintain a genuine desire for organisational success while seeking authentic belonging. This desire concerns meaningful contribution while maintaining personal integrity, not conformity or assimilation. Table 4.4 provides an overview of the relevant findings and introduces the distribution of the organising themes and coding frequency across participant levels. A detailed analysis follows the overview. A total of 3,089 data extracts were coded in support of Attribute 2, yielding six organising themes shown in the table below. The coding distribution comprised 1,590 data extracts from frontline participants (51.5%), 1,198 from supervisory-level participants (38.8%), and 301 from managerial-level participants (9.7%). Data extracts from all 24 participants were coded for Attribute 2, with some participants contributing more extensively than others.

Table 4.4 Attribute 2: Distribution of Themes – Being Successful, Fit in

Examples of Keywords	Data Extracts	Organising Theme
Ambition for growth and contribution, Performance excellence, Continuous improvement, Direct engagement preference, Professional pride and standards	427 →	Professional Excellence and Competence
People-focused leadership, Purpose-driven work, Values-based success metrics, Development-focused contribution, Excellence-driven contribution	488 →	Pursuing Meaningful Organisational Impact
Building inclusive relationships, Relationship-based leadership, Network expansion through success, Accessible leadership, Inclusive environment building	574 →	Relational Integration and Belonging
Integrated identity, Values-based decisions, Proactive problem solving, Growth through adaptation, Accountability-based values	417 →	Adapting to Belong While Staying Authentic
Success through others, Investment in collective capability, Unity and alignment, Team accountability, Development-focused collective success	588 →	Collective Success Orientation
Long-term commitment, Persistent advocacy, Values-driven business approach, Aligned success interests, Mutual organisational respect	595 →	Maintaining Long-term Organisational Commitment

For tempered radicals, organisational success encompasses mutual benefit, collective achievement, and meaningful contribution rather than individual advancement. Participants demonstrated Meyerson and Scully's (1995) "ambivalence". They were committed to both their organisation *and* their personal values. This ambivalence created productive tension that drove personal growth and organisational improvement.

Participants' stories show that organisational success rests on professional excellence and the pursuit of competence, which enable meaningful contribution. Tempered radicals view competence not as job performance but as credibility and influence. Heather's ambition illustrates this: "Whatever job I go into it's just not gonna be about being an operator, I wanna be something else above that." Her ambition stems from contribution rather than status-seeking.

Kiri's own journey from operator to supervisor demonstrates how excellence translates into recognition through sustained performance: "I became really really good at it, where it [came] to a point that I was named the top machine operator at the time." This excellence stemmed from genuine engagement, which Akashi also demonstrated despite working below his qualification level: "I've done something meaningful ... I've done

justice to myself ... I'm still growing." Meanwhile, Riku's improvement mindset exemplifies how tempered radicals maintain excellence through development: "I wasn't the sort of person who could just mind-numbingly do a job the same every day. Even now I'm still learning. How can I do something better?"

Participant accounts show how tempered radicals define success through meaningful organisational impact rather than traditional advancement metrics. They measured achievement through collective benefit and others' well-being rather than individual recognition. Jin's leadership exemplifies this: "I basically go around to check how the work loads are looking, how people are, how they're feeling." Lewis's perspective illustrates his understanding of shared achievement: "If they do everything they're supposed to do ... they know at the end of their shift they contributed to 800,000 dollars' worth of product." Torsten's aspiration to be seen "as someone they can trust, someone who is reliable" reflected this same orientation; all three participants defined effectiveness through their positive impact on others rather than traditional markers of individual success.

This focus on contribution goes beyond immediate needs – it aims for wider organisational benefit. Kora's reflection captures this: "I do like to feel like I am contributing to something bigger than myself." Vasumati's commitment to injury prevention demonstrates how she defined success: "For me, recognition is hurting less people."

Fitting-in happened for participants through building genuine relationships and creating belonging rather than through superficial conformity. This involved developing authentic connections and inclusive environments that benefited both individual integration and team effectiveness. Solomon's approach emphasises mutual respect: "I've always been friendly ... I try to create the family environment." For him, belonging came through relationship building rather than conformity. Tonis shared this relationship-centred approach: "If you want me to lead people, I need to have contact, not just emails." Success creates relationship opportunities across organisational levels. Simon also understood this: "Ever since I've been in this role ... new people I would never have met ... it's important to get to know the management." Even during adverse circumstances, belonging can be constructed through mutual support. As Damian commented, "It's almost like a safety in numbers."

Data show tempered radicals excel at adapting to belong while staying authentic. They show flexibility in navigating organisational expectations without compromising their core values. This involves integration rather than compartmentalisation of personal and professional domains. Soren described this balance: “So it’s all work the same, you know, if I as a father or as a dad, so it’s the same thing kid as a supervisor, and that my team’s, they look at me as a supervisor. Home, my kids look at me as a father.” Mikaere’s approach demonstrates adaptability: “If I want to go home early ... but it may impact product safety or quality ... I won’t do it.”

This adaptability involves problem solving that preserves both organisational commitment and personal values through creative solutions. Kiri’s experience of motherhood while working exemplifies this: “It got to the point where it was too hard working those hours with a newborn baby ... so I actually approached [manager] and said ... do you have anything else?” Oliver’s reflection on his leadership demonstrates adaptive learning: “I feel like I could have done it slightly better – I’m a bit older now, I can understand human interaction a bit more.”

Participant voices highlight how tempered radicals maintain a collective success orientation. They reframe individual accomplishment in terms of enabling others’ performance and achieving shared goals, rather than pursuing personal advancement at others’ expense. Tane’s leadership philosophy exemplifies this: “They make me look good ... I’ve got some really good staff around me.” La’akea’s capability building also shows collective focus: “Training should be ongoing ... it’s good for their development and good for the company.”

This orientation emphasises unity and shared purpose over individual advancement. Torsten’s team approach illustrates cohesion building: “I try to get everyone going in the same direction ... I don’t like a team that’s not all going in the same direction.” Phillipe’s commitment during personal challenges demonstrates accountability: “I felt I didn’t pull my weight ... so I thought – Oh, I’ll try and pull my weight, and I’ll help where I can.”

A clear pattern emerges of tempered radicals maintaining long-term organisational commitment through patience and sustained engagement, even when facing setbacks or receiving limited recognition. JJ’s 27-year commitment to his organisation illustrates this: “I’m very passionate in what I do. Very loyal in what I do. I enjoy what I do or I wouldn’t be here.” And further: “I try and do the best I can. Every day I come to work, every day is a new challenge sometimes. I always believe in doing the best you can every day.”

Michelle's persistence in advocating process improvements stems from her self-conviction: "I do voice my opinion quite a lot and I can be a dog with a bone ... if I truly and utterly believe that I am on the right track."

Tempered radicals often redefine organisational success to include values-based outcomes that align with their broader social, spiritual principles while serving business goals. Jin's business philosophy illustrates this integration: "We've got a core set of values that we want to live by first and foremost." Rashid's cultural change approach demonstrates his values-driven conception of success: "My role is to influence change in a positive way ... helping drive an organisational culture that fosters development."

This attribute demonstrates that the desire to be successful and fit in operates through interconnected mechanisms that reinforce rather than conflict with authentic self-expression. Through excellence-seeking, impact-focused contribution, relationship building, authentic adaptation, collective orientation, and sustained commitment, participants created belonging pathways that enhanced both individual satisfaction and organisational effectiveness while maintaining their values and identity. Table 4.5 presents additional participant voices that validate these interpretations and demonstrate thematic robustness.

Table 4.5 Attribute 2 Corroborating Evidence – Being Successful, Fit In

Participant	Position	Quotation
Oliver demonstrated his commitment to excellence and his alignment with organisational success through quality outcomes. His philosophy that imperfect tools become useless reveals his personal investment in creating work that genuinely contributes to organisational objectives, showing how his desire to fit in is expressed through delivering meaningful, functional results rather than merely meeting minimum standards.		
Oliver	Supervisor	"I think personal motivation for me comes from doing a good job, putting out a quality product. Also, I think I mentioned before, have a common goal and feeling valued, that motivates me a lot ... I think unless a tool or a piece of machinery is perfect it won't get used, so there's not really any point in having it unless it's perfect, so you've got to keep improving it until it works, or it will just sit there doing nothing."

Mikaere had a personal commitment to organisational success through proactive ownership and rapid responsiveness. His statement "this is not just your company, it is also my company" reveals his deep identification with organisational goals, showing how he personally enacts the desire to belong whilst maintaining professional excellence standards.

Participant	Position	Quotation
Mikaere	Supervisor	“I like you know, taking the ownership, take the actions and I also like you know, taking the feedback from people, take actions as quickly as I can ... this is not just your company, it is also my company. Like, I work for this company. But if I see something, I don’t like I just pointed out. And also, if I see something that I can make improvements, or if there’s any issues. I try to communicate to people as soon as possible.”
JJ showed a profound personal commitment to organisational success through his 27-year tenure and genuine enthusiasm for the work. His pride in serving customers nationwide reveals how he personally connects his individual contribution to the broader organisational mission, showing his deep desire to belong and contribute meaningfully to the company’s success.		
JJ	Supervisor	“My passion is working for this company, that’s why I’ve been here for 27 years. I enjoy the industry I enjoy. I enjoy working with people. I’ve enjoyed over the years everything, everything about the manufacturing industry ... I love sending product out to the customers, we’re actually dealing with the whole of New Zealand.”

4.2.3 Attribute 3: Being True to Their Values and Identity

Meyerson’s (2008) third attribute is confirmed through data demonstrating how participants maintained commitment to their personal values and identity even when creating tension with organisational norms. This captures perhaps the most defining tempered radical characteristic. They refuse to compartmentalise authentic selves or compromise core principles for organisational acceptance. Being true to values and identity is not rigidity but a foundation for ethical leadership and meaningful change. Table 4.6 provides an overview of the findings and introduces the distribution of the organising themes and coding frequency across participant levels. A detailed analysis follows the overview. A total of 3,687 data extracts were coded in support of Attribute 3, yielding six organising themes shown in the table below. The coding distribution comprised 1,974 data extracts from frontline participants (53.5%), 1,321 from supervisory-level participants (35.8%), and 392 from managerial-level participants (10.6%). Data extracts from all 24 participants were coded for Attribute 3, with some participants contributing more extensively than others.

Table 4.6 Attribute 3: Distribution of Themes – Being True

Examples of Keywords	Data Extracts	Organising Theme
Financial integrity principles, Safety over convenience, Moral clarity despite opposition, Reciprocal fairness, Professional reputation integrity	514 ➔	Moral Integrity and Ethical Decision-making
Cultural language advocacy, Spiritual character formation, Cultural preservation responsibility, Ancestral values influence, Indigenous rights advocacy	633 ➔	Cultural and Spiritual Identity Preservation
Transformative fatherhood, Authentic identity realisation, Wisdom through experience, Values-aligned lifestyle choices, Leadership philosophy evolution	570 ➔	Authentic Self-expression Through Change
Community-supported resilience, Intentional integrity, Emotional courage in difficult situations, Care-based responsibility, Values-based leadership standards	634 ➔	Values-based Leadership and Resilience
Family priority boundaries, Integrated identity boundaries, Work-life satisfaction balance, Cross-context experience application, Maturity and learning from experience	653 ➔	Values-based Boundary Setting and Life Integration
Consistent professional standards, Cultural values and workplace approach, Universal relationship principles, Consistent positive approach, Authentic self-maintenance	683 ➔	Unwavering Authenticity

Participant accounts show that integrity and ethical decision making provide the foundation through which tempered radicals translate their beliefs into practical workplace conduct, regardless of external pressures. Aadesh, for example, integrated his religious values into his work: “Whatever money you earn, you earn it with honesty and integrity ... that money will last with you.” Mikaere’s values were placed above convenience. He refused to take shortcuts that might compromise product safety or quality, even when personal circumstances would make this tempting. Damian demonstrated his values-based self-belief: “You know you are doing the right thing ... but they are basically telling you you’re not.” Julieanne’s professional honesty showed her integrity: “I am honest in [my work] because if you’re not, you get caught out very quickly.” Phillipe’s accountability for his past mistakes revealed his integrity, which included honest self-reflection: “I accepted what I’d done was wrong. That was just the old me coming up at that moment.”

Participant narratives also show active cultural and spiritual identity preservation within workplace contexts. They formed bridges between cultural worlds through daily practice

and gentle education rather than abandoning their heritage for organisational acceptance. Kora's te reo Māori [Māori language] practice exemplifies this: "I committed to always greeting everybody in te reo ... and I know that it's influenced people in the office." Aadesh's integration of his Hindu principles shows identity preservation: "Religion teaches you to be a good person ... your character will be reflected."

This preservation involves serving as cultural custodians while participating in organisational life. Solomon's maintenance of his Indian heritage illustrates this complexity: "Once you lose your culture ... it's very hard for them to come back." Soren's reflection on his Samoan values shows how cultural identity informs leadership: "I look back and see what I did to my grandparents ... it's a blessing from them." Rashid's advocacy of his Māori culture demonstrates active preservation: "We're the Indigenous people of New Zealand ... our language is a recognised language, and it should be respected as such."

Participants used their personal transformations to express their authentic selves, which strengthened rather than undermines their professional effectiveness. Phillipe's journey from incarceration to responsible fatherhood exemplifies this: "Had a girl, that changed everything, everything. I sort of had to realise how I've got to go to work for them." Julieanne's transition journey demonstrates the courage required for authentic living: "I was living a lie ... [My former self] didn't really exist. There was this other person behind the scenes."

Participants' experiences reveal that tempered radicals develop resilience through values-based leadership. This enabled authentic self-maintenance during challenging circumstances while they exercised influence through principled rather than positional authority. Julieanne's transition exemplifies values-based perseverance: "I had to learn to be resilient ... I cried on the shoulders of a lot of my community friends ... I found the road that worked for me." Solomon's response to racial hostility reveals his resilience: "I tried to create an environment where the hatred was removed."

Tempered radicals exercise leadership through the expression of authentic values rather than formal authority. Jin's people-centred leadership demonstrates how his personal values were integrated into his management style: "It's not just about work – it's about knowing what's going on in people's lives." Lewis's grounded leadership, informed by his working-class background, is evidenced by his concern for his workers: "I want to know what Jono is up to in his life." Kora's maintenance of her self-belief, despite cultural

isolation, demonstrates values-based guidance: “I like to think that I act with integrity ... I’m deliberate about why I do things.”

A pattern emerges of participants establishing values-based boundaries and work-life balance. They created non-negotiable limits that enable individual clarity and organisational understanding of authentic commitment, rather than compartmentalised role performance. Haajar revealed how important balance was to her: “I want the work life balance. At the end the day, I need to look at my children think I’ve spent time with them.” These boundaries challenge usual practices while advocating meaningful change through principled stands. Kora’s refusal of tokenistic participation illustrates principled boundary setting: “I don’t subscribe to Māori Language Week because it’s a language for a lifetime.” Aadesh’s work-life integration based on spiritual principles also shows boundary creation: “At the end of the day, you must seek happiness when you are going home, you have done your fair share of work.”

Participants also demonstrated authenticity, maintaining consistent values across different contexts and relationships. They were guided by internal standards rather than external expectations. Vasumati’s professional commitment illustrates this independence: “I take a huge amount of pride in what I do and how I do it.” Solomon’s fairness approach shows values-based consistency despite others’ behaviour: “The family background was always ... be good to people and people will be good to you.” This consistency creates stable approaches that persist across varying situations and pressures. Torsten’s leadership commitment demonstrates values expression: “I have always tried to be positive ... I would rather reward the staff for good work than come down on them.” Mikaere’s authentic self-maintenance also illustrates this principle: “You cannot take everyone’s opinion ... you have to be yourself.”

This attribute reveals that being true to one’s values and identity operates through interconnected dimensions that reinforce authentic self-expression while enhancing organisational contribution. Through moral integrity, cultural preservation, transformative self-expression, resilient leadership, principled boundary-setting, and authenticity, participants demonstrated how staying true to core principles becomes a source of strength, credibility, and positive influence that benefits both individual well-being and organisational effectiveness.

Table 4.7 presents additional participant voices that validate these interpretations and demonstrate thematic robustness.

Table 4.7 Attribute 3: Corroborating Evidence – Being True

Participant	Position	Quotation
This quotation reveals Solomon’s personal commitment to maintaining his cultural and religious identity whilst adapting to New Zealand workplace culture. His emphasis on passing these values to his children demonstrates how he personally navigates the tension between integration and cultural preservation. This shows his individual strategy for staying authentic to his spiritual and cultural foundations whilst successfully operating in a different cultural environment.		
Solomon	Operator	“The Indian sort of background in the family is quite different. They teach the kids values like religious values ... Faith is very important. Religious value teaches you how to be a good person ... if you’re starting up is, is very strong with a strong family. Yeah, that’s the values you’re gonna carry on ... So the Indian culture is very, very strong, and very stable ... we don’t want to lose your heritage ... Once you lose that language becomes a barrier.”
Michelle shared her commitment to authentic self-expression despite feedback to change her direct communication style. Her individual choice to remain true to her straightforward approach whilst acknowledging areas for growth demonstrates values-based authenticity and her resistance to compromising her core identity for organisational conformity.		
Michelle	Operator	“I have been told I am quite black and white, I need to find a little bit more grey. And that’s okay because ... Maybe I need to be a little bit more fluffier. So, what would that do, I’m not quite sure. I’ve tried every now and then ... But I do believe sometimes I am a little bit black and white.”

4.2.4 Attribute 4: Disrupting the Status Quo, Implementing Change

Meyerson’s (2008) fourth attribute is confirmed through data demonstrating how participants embody change orientation and challenge established patterns while maintaining organisational commitment and relationships. This captures the essence of the tempered radical as a change-oriented individual. These are people with an inherent drive to transform organisations not through dramatic confrontation or formal authority, but through persistent, values-driven approaches that influence workplace norms and practices. Table 4.8 provides an overview of the findings and introduces the distribution of the organising themes and coding frequency across participant levels. A detailed analysis follows the overview. A total of 3,169 data extracts were coded in support of Attribute 4, yielding six organising themes shown in Table 4.8. The coding distribution comprised 1,598 data extracts from frontline participants (50.4%), 1,296 from supervisory-level participants (40.9%), and 275 from managerial-level participants

(10.3%). Data extracts from all 24 participants were coded for Attribute 4, with some participants contributing more extensively than others.

Table 4.8 Attribute 4: Distribution of Themes – Disrupting, Implementing

Examples of Basic Themes	Data Extracts	Organising Theme
Process innovation adoption, Problem-solving methodology, Visual engagement improvement, System efficiency improvement, Succession planning innovation	597 →	Quiet Innovation and Process Improvement
Learning support advocacy, Career advancement advocacy, Recognition advocacy, Religious accommodation advocacy, Development over replacement	402 →	Advocating for Inclusive Change
Knowledge transfer commitment, Personal experience sharing, Organic capability development, Teaching-focused approach, Excellence modelling	413 →	Developing Others as Change Agents
Language transformation, Cultural language normalisation, Cultural inclusion initiatives, Cross-context change strategies, Tribal culture recognition	515 →	Cultural and Systemic Change Initiatives
Systematic idea development, Team building from scratch, Self-directed team initiative, Gradual acceptance building, Careful implementation approach	605 →	Building Collaborative Change Approaches
Work-life balance norm shifting, Quality standard enforcement, Role expansion through performance, Circumventing bureaucratic resistance, Working within system constraints	637 →	Working Creatively Within Constraints

Participants demonstrated fluidity between quiet resistance and small wins through to coalition building and explicit advocacy, depending on context and opportunity. These individuals possessed skill in reading organisational contexts, timing interventions appropriately, and building support for change initiatives. Their effectiveness lay not in dramatic action but in persistence, credibility, and the ability to frame change, which benefits both individuals and organisations.

Participant narratives reveal that change-oriented thinking begins through quiet innovation and process improvement. They transformed resistance into widespread adoption through demonstrations of effectiveness rather than formal mandate. Riku's innovative mindset regarding machine-loading procedures exemplified this. Despite initial resistance, his innovations became organisational norms through consistent application and visible results: "First of all they said, 'No, you can't do that, you're going to drop them ... Now everybody's doing it, and it's the normal thing."

Participants focused on building capability rather than solving immediate problems. Akashi's troubleshooting mindset demonstrates this philosophy: "Try two or three ways ... doesn't go ... then call the sparky [electrician]." He encouraged others to develop problem-solving skills. La'akea's approach to performance visibility through data displays illustrates how their modifications created engagement shifts: "By introducing little things, like the graphs on the board ... they are engaged more."

A pattern emerged from participant accounts: they had an advocacy orientation that created opportunities for others through credibility-based interventions. JJ's supportive nature towards colleagues with reading difficulties exemplifies this characteristic: "I will say something to these guys ... 'These guys having trouble reading ... need someone to read it to them.'" Simon demonstrated his advocacy orientation: "I'd go to the line manager or site manager [and] say, 'Is there any way we could have a pathway for them to gradually move up?'" Torsten built reliability across diverse shifts, wanting to be seen "as someone they can trust, someone who is reliable"; and La'akea emphasised that "trust is really important" for team synchronisation and collaborative work.

Their advocacy orientation extended to capability building and cross-cultural support. Heather's mentoring nature transformed her colleagues from "button-pushing people" into confident problem solvers: "Now he's got the confidence to sort of ... figure it out for himself." Julieanne's inclusive mindset regarding her Muslim colleague demonstrates advocacy that crosses identity boundaries: "I said ... he is no different to us ... just his religion requires him to pray three times a day, so what's the big hairy deal?"

The interviews reveal that these tempered radicals possessed a developmental orientation. They shared knowledge in ways that ensure improvements last beyond their own tenure. JJ's long-term thinking exemplifies this: "I hope I can pass things on to other people. Maybe they can carry it on." Simon demonstrated how his experience enabled him to begin mentoring others. Rather than letting new workers repeat his early mistakes, he actively pulled them aside for one-on-one guidance: "When I first started here ... I was real slack ... I called [new guys] aside and just drew from my own experience." This developmental orientation operates through patient, non-mandated approaches that respect organic learning processes. Lewis also practised this philosophy: "We didn't push, we didn't make it compulsory ... we just let that evolve." Tane's coaching mindset prioritised teaching over immediate task completion: "Don't just go in and do it ... tell them and show them what you're doing."

The participant experiences reveal their cultural change orientation that challenges embedded assumptions through interventions and sustained relationship building. As we saw earlier, Solomon actively worked to create inclusive relationships: “I’ve always been friendly ... I try to create the family environment.” He understood that changing culture required relationship building that challenged exclusionary norms. His language indicates a family-oriented approach to workplace relationships that appeared to differ from formal, hierarchical workplace structures. His framing positions work relationships as family-like connections across cultural and ethnic boundaries.

Tempered radicals’ cultural integration processes operated through modest changes that carry weight. Rashid’s contextual understanding demonstrates this: “It might be as simple as putting a Māori welcome in the employee handbook ... in the context of this organisation, that’s a big stick.” Torsten’s culture-building orientation, meanwhile, was holistic in scope: “I am trying to cultivate a new culture in the workplace that’s consistent across all three shifts.”

A pattern emerged of collaborative thinking transforming individual ideas into collective ownership, through inclusive structures and patient coalition building. La’akea’s collaborative mindset speaks to this pattern: “We put an ideas board up ... we discuss those ideas; we delegate who is going to look at these things to see the viability.” Coalition building emerged through inclusive leadership that developed capability and cohesion at the same time. Tempered radicals view change as a long-term process requiring sustained effort and timing. Mikaere’s patient mindset exemplifies this: “I prefer small changes ... step by step ... then we can make a big change.”

Participant accounts demonstrate creative thinking within constraints. Tempered radicals achieved innovation by navigating existing limitations rather than challenging systems directly. Damian’s innovative thinking regarding recycling illustrates this creative mindset: “It was a good feeling ... but I did it behind their backs.” Jin’s experimental approach to new processes shows innovation thinking within resource limits: “We’re trialling and trying new things on the current machines that we have.” These tempered radicals possessed a norm-shifting orientation through persistent, values-driven behaviour that challenged workplace expectations. Phillippe’s family-first values illustrate his willingness to disrupt norms by prioritising his children’s activities over overtime availability: “I had to pull out [of] some [overtime shifts] ‘cause of my kids’ sports ... That’s what I didn’t have when I was growing up.”

The effectiveness of this orientation relies on patience and buy-in. Tonis articulated this mindset: “As long as you can get that little bit of buy-in ... there is your foothold, and through time, they realise, oh, okay, yes this does make sense.” This demonstrates that change orientation operates through interconnected characteristics that reinforce tempered radicals’ effectiveness as change agents. They created transformation while maintaining relationships and credibility, which are essential for ongoing influence.

Table 4.9 presents additional participant voices that validate these interpretations and demonstrate thematic robustness.

Table 4.9 Attribute 4: Corroborating Evidence – Disrupting, Implementing

Participant	Position	Quotation
This excerpt demonstrates Torsten’s systematic approach to cultural transformation through simple, inclusive practices that build collective identity and positive workplace atmosphere. His implementation of group exercises shows how he creates change by introducing new rituals that organically develop team cohesion and shift the emotional tone of the workplace from isolation to connection, revealing his understanding that sustainable change requires emotional and social dimensions beyond task-focused improvements.		
Torsten	Supervisor	“100%, they get into a circle now, and each day a new member leads the charge ... And at first, I thought it was just like ... minimising injuries that sort of thing, but it has ended up with a lot more than that. It’s a real bonding thing, for the start of each shift, and it’s working really well ... there is a lot of laughter, there is a lot of, umm, it’s a really good way to start the shift, like there is lots of laughter now, where before they kind of come in, go to the machines and we are kind of changing that.”
Solomon’s personal approach to implementing inclusive change was through advocacy for colleagues facing language barriers. His recognition that some workers are “hands-on” but struggle with English comprehension shows his empathetic understanding of different capabilities. His deliberate effort to “create that atmosphere where they feel welcomed” reveals how he personally acts as a bridge between management expectations and worker needs, implementing change through quiet, supportive intervention.		
Solomon	Operator	“There are people where they cannot understand ... when we go into course ... If they don’t understand. So, they ask. And I think there’s one particular person that normally asked me quite a bit, so I probably help him ... He’s a very good worker, hands-on ... But understanding part of it sometimes a little bit harder. So, we’re trying to create that atmosphere where they feel welcomed. So, they can come and ask you.”

This evidence supports the reliability and consistency of the interpretations above. First, the consistency of thematic patterns across diverse participant experiences strengthens

confidence in the framework. Second, the variations in expression reveal how individual agency operates within broader constraints. Third, the depth of participant reflection captured in these quotations illustrates the complexity of the navigation that tempered radicals employ.

4.3 Phase 1B: A Spectrum of Strategies

The second theoretical framework incorporated in this research is Meyerson's (2008) spectrum of tempered radical change strategies, outlined in Figure 4.1 below. These are the strategies that tempered radicals use to bring about organisational change and foster inclusion. The spectrum ranges from strategies that are quiet and subtle, involve few people, and use small wins to reduce considerable challenges to a manageable size. The strategies gradually increase in visibility and become visible to more people across the organisation. Meyerson describes them as a spectrum to demonstrate that tempered radicals do not use these strategies in sequential order, and there may be overlap depending on the situation.

Participants also influenced their workplace through less visible strategies. They implemented inclusive transformation, influenced by their life experiences, and sought meaningful change while maintaining respect for workplace norms. Resisting quietly and staying true to oneself is the essence of the tempered radical. They use subtle acts of expression such as dress, objects displayed in the workspace, language and behaviour (Meyerson, 2008). These can all be used to share values or identity and to acknowledge and encourage difference. The approach taken by the tempered radical may be subtle, but the change itself can be considered significant or radical.



Figure 4.1 Spectrum of Strategies Adapted from Meyerson (2008)

4.3.1 Strategy 1: Resisting Quietly

The participants in this study demonstrated how tempered radicals foster inclusion through subtle yet powerful strategies of quiet resistance. They implemented transformation through authentic self-expression while maintaining professional harmony. This approach embodies the essence of tempered radicalism. While their methods may appear subtle, the cumulative change achieved can be significant in promoting inclusive manufacturing workplaces.

A total of 1,754 data extracts were coded in support of Strategy 1, yielding three organising themes, which are shown in Table 4.10. Data extracts were coded to multiple themes to capture the complexity of tempered radical behaviour, where actions simultaneously serve multiple strategic purposes (Braun & Clarke, 2006, 2022; Saldaña, 2009). The coding distribution comprised 828 data extracts from frontline participants (50.1%), 706 from supervisory-level participants (37.0%), and 220 from managerial-level participants (12.9%). Data extracts from all 24 participants were coded for Strategy 1, with some participants contributing more extensively than others.

Table 4.10 Strategy 1: Distribution of Themes – Resisting Quietly

Examples of Basic Themes	Data Extracts	Organising Theme
Personal connection behaviours, Expressing spiritual needs, Modest expression of identity, Cultural background shaping approach, Respect as core value	564 →	Authentic Self-expression in Constrained Spaces
Managed visibility level, Selective Disclosure, Situational adaptation, Careful approach to avoid backlash, Covert positive action	597 →	Navigating Visibility and Risk
Matching communication style, Cultural practice appreciation, Step-by-step guidance, Clear standard setting, Social Integration Practices	593 →	Micro-acts of Cultural Disruption

Authentic self-expression within constrained organisational spaces emerged as a central strategy through which participants navigated the tension between personal identity and professional expectations. Julieanne’s strategic disclosure of her transgender identity exemplifies this delicate balance: “I need to tell you this in case you’ve got someone who has a problem that I am a transgender.” Rather than concealing her identity or demanding acceptance, Julieanne positions her disclosure as information that allows organisations to demonstrate their inclusive values. This approach transforms potential confrontation into collaborative opportunity. It enables authentic expression while preserving professional relationships.

Similarly, Kora’s deliberate integration of te reo Māori into workplace communications represents quiet cultural resistance: “I committed then to always greeting everybody in te reo, and I do the same in my emails all my written correspondence.” Her consistent use of Indigenous language gradually normalised Māori presence in professional spaces, challenging monolingual workplace norms without triggering direct resistance.

This navigation of visibility and risk helps tempered radicals decide when to reveal difference and when to exercise restraint. Vasumati’s approach to her educational pursuits demonstrates this calculated visibility: “We don’t keep them a secret, but we don’t publicise them either. Rightly or wrongly, yeah.” Her strategic disclosure to leadership while maintaining discretion with peers illustrates how tempered radicals balance authenticity with organisational survival. This pattern extended across hierarchical levels. Simon acknowledged the cultural constraints that shape his approach: “By nature we’re a humble people, we’ll not be cocky, but have some sort of confidence.” His Pasifika cultural values created tension between traditional humility and workplace assertiveness.

This requires careful navigation of visibility to maintain effectiveness while honouring cultural identity.

Participants' micro-acts of cultural resistance demonstrate how small, persistent gestures gradually normalise difference without triggering organisational backlash. Aadesh's vegetarian meal accommodations illustrate this subtle transformation: "They know, something we do have our lunches here on Friday mostly, BBQ roast I don't eat. My managers all they know so what they do, they order vegetarian meal for us." This accommodation creates inclusive precedents that benefit others while appearing as simple practical adjustment. La'akea's "feeding" practices represent another form of quiet cultural disruption: "I am a feeder. I bring in biscuits for the office; I bring in packs of biscuits and have a share philosophy. It can ... undo barriers, here and there." Her deliberate creation of sharing opportunities challenged workplace formality while building connection across cultural and hierarchical boundaries.

These quiet resistance strategies were also seen in how participants adapted their behaviour across different organisational contexts. JJ's open disclosure of his dyslexia transformed potential stigma into collective understanding: "I always get up when we go around the table, where I always say, Look, I'm dyslexic, I'm highly dyslexic." His strategic vulnerability created safe spaces for others to share similar challenges. This demonstrates how authentic self-expression can foster broader inclusion. Tonis's deliberate floor presence, meanwhile, challenged traditional hierarchical distance: "I like being hands-on, I don't like to sit in the office, I like to be up on the floor with the team, hands on." His resistance to office-bound supervision models made his leadership accessible while maintaining operational effectiveness.

These strategies collectively demonstrate how tempered radicals foster inclusion through patient, persistent cultural work that gradually shifts organisational norms. Their quiet resistance created ripple effects that extend beyond individual expression to influence broader workplace culture. This established foundations for sustainable inclusive change while preserving the relational harmony essential for long-term organisational effectiveness.

To reinforce these interpretations and demonstrate the robustness of thematic identification, Table 4.11 presents additional participant voices that both corroborate the narrative findings and reveal broad variations in how these themes manifest across different organisational positions and cultural backgrounds.

Table 4.11 Strategy 1: Corroborating Evidence – Resisting Quietly

Participant	Position	Quotation
Lewis navigated the tension between acknowledging problematic leadership whilst recognising its strategic value. His quiet resistance involved critically assessing leadership whilst maintaining organisational loyalty. This reveals his individual characteristic of sorting personal judgements from professional outcomes, showing strategic restraint in expressing criticism whilst learning from difficult experiences.		
Lewis	Manager	“So, our boss at the time, quickly put us into survival role, he got us all in together, and I credit him with a lot of successes of our site now, but he was a bastard of a boss, because he was real hard and he was right into everything, and to most guys he’s sort of a dick. But he got us into survival, and he got us together and said, ‘We have to be the lowest-cost producer of the best whole milk powder in the country to be able to survive, keep our jobs.’”
This quotation demonstrates how Kora personally enacted quiet resistance through consistent cultural expression. Her deliberate choice to maintain te reo Māori greetings across all communications shows her individual approach to challenging monolingual workplace norms without confrontation, gradually influencing colleagues to reciprocate whilst transforming what was once a novelty into normalised practice.		
Kora	Supervisor	“I committed then to always greeting everybody in te reo, and I do the same in my emails all my written correspondence. And it’s, it’s part of who I am now. And I know that it’s influenced people in the office because they do the same back. And it never used to happen before. It was literally all Māori Language Week. It was this novelty. Yeah, and my, my goal was to normalise it.”

4.3.2 Strategy 2: Reframing Threats as Opportunities

Tempered radicals demonstrate remarkable ability to transform challenging encounters into catalysts for positive change by reframing personal threats as opportunities (Meyerson, 2008). This strategy involves turning personal adversity into collective insight, leveraging cultural identity for systemic change, and converting organisational gaps into innovation opportunities. Rather than accepting marginalising experiences as insurmountable barriers, participants consistently demonstrated the capacity to redirect attention towards constructive solutions that benefited both themselves and their organisations. A total of 1,760 data extracts were coded in support of Strategy 2, yielding three organising themes shown in the table below. The coding distribution comprised 882 data extracts from frontline participants (47.2%), 651 from supervisory-level participants (40.3%), and 227 from managerial-level participants (12.5%). Data extracts from all 24

participants were coded for Strategy 2, with some participants contributing more extensively than others.

Table 4.12 Strategy 2: Distribution of Themes – Reframing Threats as Opportunities

Examples of Basic Themes	Data Extracts	Organising Theme
Converting disadvantage into motivation, Developing new skills from challenges, Creating alignment from fragmentation, Persistent effort despite rejections, Learning from others' experiences	655 →	Transforming Personal Adversity into Collective Insight
Learning from cultural mentors, Building on existing strengths, Appreciating cultural contributions, Cultural education through sharing, Integrating cultural values into workplace	527 →	Leveraging Cultural Identity for Systemic Change
Creating targeted training solutions, Leveraging informal networks, Leveraging team expertise, Improvement-focused mindset, Leveraging existing systems	578 →	Turning Organisational Gaps into Innovation

The transformation of personal adversity into collective insight emerged as a powerful strategy across all organisational levels. JJ consistently reframed his dyslexia from deficit to asset, particularly when helping others facing similar challenges. When asked about supporting dyslexic colleagues, he explained: “If someone came and said to me, I’m dyslexic, oh, okay, and then we’ll have a discussion, you know. I will be more vocal on it.” His lived experience became a resource for understanding and supporting others. This demonstrates how personal challenges can become organisational wisdom. Similarly, Solomon reframed his experience of 1990s workplace racism as a foundation for creating inclusive environments:

Being the only Indian in that firm. Yeah, at that time. Yeah. And back in the '90s. They were a bit of racism that time ... But with my working style, and my approach, I tried to tune rather than me joining into the people, I got them to tune into me.

This transformation of personal adversity into strategic inclusion demonstrates how tempered radicals convert potential marginalisation into organisational learning.

Kiri’s approach to maternity leave exemplifies this reframing strategy perfectly. Although concerned about implications of being away from her male-dominated workplace and feeling different to her colleagues, she chose to celebrate her difference while creating

value for the organisation. She redirected attention from her absence to organisational capacity building through training her replacement: “I was about to have a baby, so I let everyone know that this guy I was training was going to be my position.” This win-win solution converted personal leave into succession planning. This demonstrates how tempered radicals present difference in positive ways while addressing organisational concerns.

Leveraging cultural identity for systemic change represents another key dimension of this theme. Rather than hiding their backgrounds, participants strategically used their unique perspectives as organisational assets. Aadesh used cultural food sharing to build workplace harmony: “They ask us to get our Indian food, which is very, unfortunately, it [is] very tasty and it is spicy ... They all want to eat Indian curry.” This bridging transformed potential cultural difference into organisational connection.

Converting organisational gaps into innovation opportunities showed participants’ ability to identify deficiencies and engineer creative solutions. Riku consistently transformed inefficiencies into improvements through technical innovation. His YouTube research to improve machine-loading techniques demonstrates proactive problem solving: “Just a little bit of research on YouTube showed that actually, people can stack loads more on there.” Similarly, Vasumati identified patterns in workplace injuries following extended absences and developed a preventative solution: “It was costing us a lot of money, but it was also really hurting our team.” Her physiotherapy programme transformed observed problems into systematic prevention. This demonstrated how tempered radicals embed inclusion into organisational systems.

Michelle’s approach to production quality problems illustrates how threats can become opportunities for systematic improvement. When confronting substandard production, she stated: “I said, ‘We can’t have that attitude of she’ll be right, mate!’ I know it’s a very Aussie-Kiwi thing ... We can’t do that.” Her reframing of cultural complacency as an opportunity for improvement demonstrates how tempered radicals challenge accepted norms by positioning change as organisational necessity rather than personal preference.

Reframing threats as opportunities requires both strategic thinking and emotional resilience. Participants demonstrated capacity to maintain positive perspectives while facing significant challenges. They consistently identified pathways for constructive change. Damian’s experience with oppressive management illustrates this resilience: “When you’ve got a bad management you become more close to people closer to you ...

It's almost like a safety in numbers sort of thing.” Rather than viewing hostile environments as purely negative, he recognised opportunities for deeper relationship building that provided mutual protection and support.

This strategy shows that tempered radicals can cognitively reframe challenges in ways that help them find opportunities in adversity. Their ability to transform personal challenges into collective benefits, leverage difference as organisational asset, and convert gaps into innovation reflects the strategic thinking that enables meaningful change while maintaining organisational relationships. This reframing capacity appears essential to tempered radical effectiveness. It allows them to maintain optimism and agency even within constraining circumstances.

Table 4.13 presents additional participant voices that validate these interpretations and demonstrate thematic robustness.

Table 4.13 Strategy 2: Corroborating Evidence – Reframing Threats as Opportunities

Participant	Position	Quotation
This quotation reveals Vasumati's individual approach to reframing workplace injury patterns as prevention opportunities. Her personal initiative to develop a return-to-work physiotherapy programme demonstrates how tempered radicals transform operational problems into solutions where inclusion emerges indirectly – workers receive additional support and care while the organisation reduces injury costs. The inclusive benefit may not be immediately apparent as an inclusion initiative, yet it creates mutually advantageous outcomes that subtly foster workplace inclusion through systematic care.		
Vasumati	Supervisor	“Some of our operators will go away on sick leave ... and they'll come back into work and they will get hurt ... So anytime now that people have extended time off ... we make them involuntarily ... go through the physio again and they have a manual handling refresher ... so far, we're seeing a huge benefit from doing that.”
Simon turns his individual approach to reframing his early workplace struggles as teaching moments for new employees. His personal transformation from a “slack” worker to a mentor demonstrates how tempered radicals turn past threats to their employment into opportunities to support others, fostering inclusion through shared vulnerability and guidance.		
Simon	Operator	“When I was younger, my early 20s. When I first started here and should have got sacked got to be honest, like those real slack ... So, we've had new guys start here not long ago and I sort of seen it with them as well and I called them aside and just drew from my own experience, like just take it serious.”

4.3.3 Strategy 3: Negotiating Change

Tempered radicals foster inclusion in manufacturing through negotiation strategies that balance advocacy with harmony, enabling incremental change while preserving essential workplace relationships (Meyerson, 2008). This mid-range approach in Meyerson's strategic spectrum demonstrates how change agents navigate formal organisational frameworks, time their interventions strategically, and influence through role modelling rather than confrontation. A total of 1,583 data extracts were coded in support of Strategy 3, yielding three organising themes shown in the table below. The coding distribution comprised 781 data extracts from frontline participants (49.3%), 607 from supervisory-level participants (38.3%), and 195 from managerial-level participants (12.3%). Data extracts from all 24 participants were coded for Strategy 3, with some participants contributing more extensively than others.

Table 4.14 Strategy 3: Distribution of Themes – Negotiating Change

Examples of Basic Themes	Items Coded	Organising Theme
Using formal dialogue, Following established channels, Understanding regulatory frameworks, Leveraging employee benefits, Adapting within constraints	539 →	Strategic Use of Organisational Frameworks
Team Success, Monitoring team harmony, Diplomatic Steering, Welcoming feedback, Conflict De-escalation	565 →	Balancing Advocacy With Harmony
Gradual Influence, Leading by Example, Demonstrating values, Encouraging advancement, Empathy demonstration	479 →	Incremental Influence Through Role Modelling

The strategic use of organisational frameworks enables tempered radicals to legitimise inclusive changes by working within existing systems rather than challenging them directly. Kiri's negotiation for flexible arrangements exemplifies this approach when returning from maternity leave: "Hey these hours aren't working, do you have anything else on any other shift? You know I would take on anything at that time." Her framing presents solutions rather than problems while acknowledging organisational constraints. This demonstrates how tempered radicals transform personal needs into organisational learning opportunities about supporting new parents. This negotiation strategy heightens her awareness of the challenges faced by working mothers while inspiring creative change in workplace arrangements.

From a managerial perspective, Rashid's cultural advocacy within formal structures illustrates similar strategic navigation. His approach to implementing Māori protocols demonstrates how tempered radicals legitimise change through consultation: "Consultation ... always work better ... No one likes being forced to do something they don't want to do. If you can get people to accept that the change is needed ... then people move." His patient engagement with established frameworks enabled cultural inclusion without triggering organisational resistance. This indicates how tempered radicals' negotiation skills can bridge cultural understanding between management and diverse workforces.

The delicate balance between advocacy and harmony requires careful timing and a focus on maintaining relationships. Phillipe's negotiation around weekend overtime demonstrates this balance, when his family commitments conflicted with organisational expectations: "I can't do it all the time... I had to pull out some of them 'cause of my kids' sports ... that's what I didn't have when I was growing up." Rather than rejecting overtime entirely, he negotiated his availability. His selective participation in overtime enabled the potential for organisational consideration of work-life balance while maintaining his value as a production worker. The fact that he sometimes did overtime suggests he respects both family priorities and workplace requirements. This demonstrates how tempered radicals draw different worlds closer together without necessarily seeking compromise.

From a supervisory perspective, Soren's handling of cultural conflicts exemplifies strategic relationship management in addressing workplace tensions: "It's my role to sit them down and talk about it and guide them through what needs to be, where they need to go." His intervention style preserved workplace harmony while addressing underlying inclusion issues. Soren's willingness to intervene in cultural conflicts suggests an active approach to managing workplace tensions. This balanced approach enabled him to support colleagues facing similar challenges while maintaining credibility with both management and frontline staff.

Incremental influence through role modelling represents perhaps the most sophisticated negotiation strategy, where change occurs through demonstration rather than direct advocacy. Mikaere's approach to quality standards illustrates this methodology. While acknowledging that "my belief is that if we want to make a change, it has to be from the top management", he simultaneously showed his commitment to "do the right thing" by

his colleagues, demonstrating quiet leadership. This creates change through personal example rather than confrontational challenge to established practices.

Tonis exemplifies this role-modelling approach through his conflict resolution philosophy: “If you can bring someone aside gently and just help them understand what was going on, I find it works a lot better.” His observation that “the carrot always works better than the stick” demonstrates how tempered radicals negotiate change through persuasion rather than coercion. This maintains team cohesion while addressing performance issues and creates cultural change through sustained behavioural example rather than policy mandate.

The negotiation strategies employed by these tempered radicals demonstrate their ability to teach valuable lessons while inspiring creative organisational change. Akashi’s approach to machinery troubleshooting illustrates how technical competence can become a negotiation tool: “I just have a look at it first. I’ll try different things, you know ... I try a different film. I tried different troubleshooting methods by myself first.” His adaptation of standard escalation protocols shows how tempered radicals use competence to negotiate alternative approaches that benefit both operational efficiency and worker autonomy.

Through these varied negotiation strategies, tempered radicals foster inclusion by creating space for different perspectives while respecting organisational hierarchies. Their approaches demonstrate that meaningful change occurs through patient relationship building, strategic timing, and the gradual demonstration of alternative possibilities rather than direct confrontation with established systems.

Table 4.15 presents additional participant voices that validate these interpretations and demonstrate thematic robustness.

Table 4.15 Strategy 3: Corroborating Evidence – Negotiating Change

Participant	Position	Quotation
Kiri negotiated different learning styles and personalities within her training role. Her systematic adaptation to individual preferences demonstrates how she balanced diverse needs whilst maintaining training effectiveness, showing negotiation skills that preserve harmony while achieving organisational goals.		
Kiri	Supervisor	“I asked everyone individually what works better for you, would you rather me explain in words, or watch me or would you rather take notes, so everyone was different. Some people rather me sit next to

Participant	Position	Quotation
		them and show them how to do everything and others would be you would just say it, and they write it down, and then others would just be watching than try out themselves.”
This quotation reveals Heather’s internal negotiation between personal ambition and role acceptance. Her process of reconciling drive for advancement with genuine satisfaction in current limitations demonstrates how tempered radicals negotiate change through internal or external dialogue, managing competing desires while maintaining both personal integrity and organisational commitment.		
Heather	Operator	“Whatever job I go into it’s just not gonna be about being an operator, I wanna be something else above that ... because of the role I’m in now, I couldn’t go any further what I am, but I love it.”

4.3.4 Strategy 4: Leveraging Small Wins

Tempered radicals foster inclusion in manufacturing through accumulated small victories that gradually transform workplace cultures without triggering organisational resistance (Meyerson, 2008). This evolutionary approach demonstrates how operational improvements create inclusive impact, peer development becomes a change strategy, and consistent everyday practices embed inclusion into organisational routines. A total of 1,718 data extracts were coded in support of Strategy 4, yielding three organising themes shown in the table below. The coding distribution comprised 700 data extracts from frontline participants (40.7%), 795 from supervisory-level participants (46.3%), and 223 from managerial-level participants (13.0%). Data extracts from all 24 participants were coded for Strategy 4, with some participants contributing more extensively than others.

Table 4.16 Strategy 4: Distribution of Themes – Leveraging Small Wins

Examples of Basic Themes	Data Extracts	Organising Theme
Demonstrating flexibility in solutions, Questioning exclusionary language, Emphasising compassionate outcomes, Developing understanding for better decisions	631 →	Operational Improvements With Inclusive Impact
Team Unity Reinforcement, Valuing Diverse Experience, Women in Leadership Recognition, Preventing cultural misunderstandings, Appreciating different interaction styles	568 →	Embedding Inclusion in Everyday Practices
Building learning networks, Recognising development needs, Interpersonal Skills Development, Knowledge Transfer, Shared experience recognition	519 →	Peer Development as a Change Strategy

Riku's transformation of machine-loading processes described above also exemplifies how technical innovations can simultaneously enhance efficiency and inclusion. His mechanical background enabled him to identify solutions for physically demanding tasks that particularly disadvantaged women and older workers joining operational teams. Despite initial resistance – “First of all they said, No, you can't do that, you're going to drop them” – his patient demonstration over time proved the method's effectiveness: “So now if you walk out on the floor everybody is doing that.” This change required strategic alliance building with management who, Riku explained, recognised “there's a sort of revolution going on here ... We've got someone who actually ... Well, we didn't know that was possible, now it's possible.”

Similarly, Heather's approach to knowledge sharing demonstrates how individual competence improvements create organisational capacity. Her response to colleagues' technical difficulties illustrates peer development as change strategy: “You just go and fix them and they just think you're the best thing ever, but you've made such a difference to them by fixing a very small problem.” This mentoring approach built collective capability while establishing her credibility across gender boundaries in a male-dominated environment.

JJ's advocacy for colleagues with reading difficulties shows how lived experience can become a resource for incremental accommodation. When addressing forklift-licensing barriers, he stated: “I will say something to these guys ... ‘Look, these guys having trouble reading ... need someone to read it to them.’” By turning his dyslexia challenges into shared insight, he shows how tempered radicals build inclusion into organisations through practical solutions instead of high-level policy changes.

The embedding of inclusion in everyday practices creates sustainable cultural change through routine engagement. La'akea's performance board initiative illustrates this approach: “Every day the boards are there, the graphs the guys can come in and have a look and see how they doing.” Her transparency efforts, combined with her “feeding” practices that “undo barriers, here and there [for] those who are reserved within the department,” demonstrate how consistent small actions accumulate into broader organisational shifts towards openness and engagement.

Tonis demonstrated how operational improvements can become vehicles for inclusive recognition while building collective morale: “I'll tell everyone. You know this person did this today, you're 20,000 out the machine, you're fantastic work.” His approach

created ripple effects where individual achievements became celebrations of collective capability. This gradually shifted cultural expectations towards mutual support and appreciation.

Vasumati's return-to-work physiotherapy programme represents systematic embedding of inclusive practices: "So anytime now that people have extended time off ... we make them involuntarily, like we don't get a choice, go through the physio again." This innovation demonstrates how identifying patterns in workplace challenges leads to preventative solutions that benefit both organisational efficiency and worker well-being. This in turn creates momentum for more inclusive policy development.

The accumulation of these small wins creates organisational learning that extends beyond individual initiatives. Kiri's team productivity achievements demonstrate how inclusive leadership drives performance: "There's a point where the night shift was getting more work done than any other shift, which was amazing." Her success emerged from collaborative approaches and attention to individual team member needs. This proves that inclusive practices enhance rather than compromise operational effectiveness.

Solomon's training role became a vehicle for broader cultural change through generous knowledge sharing: "I don't hide anything back from anybody. It's always good to give people everything that you know, is because you want them to be free and have the same values and the same ideas, knowledge." His inclusive training approach had spread through the organisation, giving new employees supportive onboarding that challenges traditional knowledge hoarding.

These accumulated small wins demonstrate how tempered radicals understand that sustainable inclusion requires patient culture building rather than dramatic intervention. Their approach recognises that manufacturing environments, with their emphasis on standardised processes and hierarchical control, respond better to demonstrated improvements than imposed changes. Through operational excellence combined with inclusive practices, participants showed the potential for diversity and efficiency to mutually reinforce rather than compete. This approach may create compelling cases for broader organisational transformation, though the long-term impact of these incremental changes remains to be seen.

Table 4.17 presents additional participant voices that validate these interpretations and demonstrate thematic robustness.

Table 4.17 Strategy 4: Corroborating Evidence – Leveraging Small Wins

Participant	Position	Quotation
Oliver built momentum through peer development that creates collective capability. His strategy involved patient investment in others' growth rather than directive approaches. Sustainable performance improvement occurs through developing people's capabilities rather than simply managing their tasks, creating ripple effects throughout the organisation.		
Oliver	Supervisor	"My experience with motivating others is quite mixed. I feel people respond best when motivating them, through investing in them. So, if they have personal gain out of it, not necessarily monetary. I feel like if you're investing in someone's knowledge or education, they're more likely to feel motivated than if you were just to throw an order and time. I think investing your time in someone and that being productive for them, is what motivates people best."
Vasumati's strategy of building relationships and credibility through solving seemingly minor issues. Her personal approach to addressing workplace frustrations demonstrates how tempered radicals leverage small wins to create positive change that enhances both operational efficiency and fosters inclusive workplace opportunities.		
Vasumati	Operator	"Things that people whinge about all the time and they're so easy to fix that you just go and fix them and they just think you're the best thing ever, but you've made such a difference to them by fixing a very small problem."

4.3.5 Strategy 5: Strategic Alliance Building

Tempered radicals foster inclusion through deliberate coalition building that transforms individual advocacy into collective momentum for organisational change (Meyerson, 2008). Rather than operating in isolation, these change agents strategically cultivate relationships across hierarchical levels and informal networks to create safe spaces where diverse voices can contribute to workplace transformation. A total of 1,813 data extracts were coded in support of Strategy 5, yielding three organising themes shown in the table below. The coding distribution comprised 784 data extracts from frontline participants (43.2%), 766 from supervisory-level participants (42.3%), and 263 from managerial-level participants (14.5%). Data extracts from all 24 participants were coded for Strategy 5, with some participants contributing more extensively than others.

Table 4.18 Strategy 5: Distribution of Themes – Strategic Alliance Building

Examples of Basic Themes	Data Extracts	Organising Theme
Action-oriented community building, Peer-level advocacy relationships, Collaborative Goal Achievement, Formal Cross-Level Meetings, Cross-Departmental Coordination	608 →	Cross-level Relationship Building
Understanding network feedback mechanisms, Network-based learning approach, Collaborative informal planning, Building reciprocal relationships	563 →	Leveraging Informal Networks for Legitimacy
Creating positive communication spaces, Creating space for honest disagreement, Team Gathering Space, Honest Expression Space	642 →	Creating Safe Spaces for Collective Voice

Tempered radicals build alliances to gain legitimacy for inclusive practices, working within organisational systems while advocating for change. Riku's machine-loading innovations also illustrate this progression from individual resistance to collective acceptance. He initially faced peer opposition: "That was a tough journey because a lot of people saw that as not following the right process." A breakthrough came when he was able to secure organisational support. Management realised there was "a sort of revolution going on here", Riku recalled, and eventually admitted that "we didn't know that was possible, now it's possible".

This alliance empowered Riku's organisational commitment to innovation and enabled his techniques to spread across shifts. The transformation from "No, you can't do that" to "Now everybody's doing it" demonstrates how strategic relationship building amplifies individual impact through institutional endorsement.

Julianne's experience reveals how alliances become essential when facing resistance that threatens both personal inclusion and broader organisational change. Her successful navigation of her transgender identity disclosure relied heavily on organisational protection: "[A senior-level manager] said to me I don't care what clothing you wear, what you call yourself – you do a damn good job and that's all I care about." This alliance proved crucial when confronting religious objections from her colleagues. It enabled her to negotiate respectful coexistence rather than withdraw from the workplace. This alliance-building approach, consistent with Meyerson's (2008) emphasis on working within existing structures, transforms potential conflict into learning opportunities.

Alliance building extends through informal networks that bypass formal resistance channels while building grassroots legitimacy. Torsten exemplifies this approach through

systematic relationship cultivation: “I will go through specific people that I know are dealing with ... obviously what I do is build networks, little cliques or groups.” These information networks provided early intervention opportunities. Torsten described building informal consensus through these relationships before pursuing formal change initiatives. His approach involved working through established connections rather than confronting resistance directly. Another participant, Tane, used consultative processes to build buy-in through transparent feedback. He encouraged staff to submit improvement suggestions and facilitated cross-shift dialogue through supervisor meetings: “We’ll come to a supervisors’ meeting and discuss it ... and go back and say, okay, great idea, but you didn’t think about this.”

Kora’s terminology-change initiative illustrates how informal networks can transform individual observations into collective action. Her identification of the negative connotations of the terms “whitelist” and “blacklist” (“It’s actually quite offensive”) led to organisational change through peer engagement rather than formal complaint processes. By building conversations across colleagues about inclusive alternatives, she created an informal consensus that legitimised the shift to using “inclusions” and “exclusions” instead. The change spread beyond her immediate context as colleagues adopted “inclusion lists” in meetings. This demonstrates how alliance building can lead to organic adoption rather than mandated compliance.

Strategic alliance building creates safe spaces where diverse voices can contribute to organisational improvement without intimidation. These environments represent the culmination of relationship-building efforts. They transform individual advocacy into collective capability. Damian’s mutual-protection alliance with a colleague when they were experiencing management hostility illustrates this principle: “A good friend of mine ... is one of my best mates and it all came about through the management that we had ... where we backed each other up.” Their partnership provided psychological safety that enabled continued resistance while protecting both individuals from retaliation.

Soren’s collaborative decision-making approach also demonstrates how alliance building can lead to team-wide inclusion: “Good ideas, it’s from everyone ... everyone needs to have a voice inside.” His inclusion of diverse perspectives in change processes created collective ownership while building capability for ongoing innovation. This approach transforms alliance building from protective strategy to generative capability that enhances organisational performance through inclusive participation.

Alliance building requires understanding communication networks and organisational dynamics. Jin’s emphasis on communication networks – “I think the key communication line is between production scheduling, the team managers and the workflows” – demonstrates this systematic approach to alliance building that creates structural support for inclusive practices rather than depending on individual goodwill.

Through strategic alliance building, participants transformed the inherent vulnerability of individual difference into collective strength that supported ongoing inclusion efforts. This approach aligns with Meyerson’s framework of patient, incremental change that works within organisational structures. Their understanding of relationship dynamics, informal networks, and safe space creation enabled them to amplify individual impact while building organisational capability for sustained inclusive transformation.

Table 4.19 presents additional participant voices that validate these interpretations and demonstrate thematic robustness.

Table 4.19 Strategy 5: Corroborating Evidence – Strategic Alliance Building

Participant	Position	Quotation
Tane built alliances by recognising his dependence on his team’s success. His careful planning of shift compositions and acknowledgement that staff “make me look good” demonstrates alliance building through shared success rather than hierarchical control.		
Tane	Manager	“They make me look good, you know, but it’s because we’ve, I’ve got some really good staff around me, you know and it’s about it drawing the best out, you know and making sure that you know, we put a lot, they think we put the shifts together each year and they think we just, we have a lottery and we just chuck them there, but we put a lot of thought into how people interact together and who are the best people to be running what plant.”
This excerpt reveals Damian’s approach to implementing change through strategic alliance building in challenging circumstances. His ability to create supportive networks and collaborative relationships demonstrates how he built change capacity through solidarity and mutual support, showing his understanding that meaningful change requires collective action and trusted partnerships.		
Damian	Operator	“What happens is you still create alliances, not alliance but friendships, actually more probably deeper friendships, between closer people. It’s almost like, I don’t want to ... It’s almost like a safety in numbers sort of thing. So, ah, you can become probably even more ... When you’ve got a bad management you become more close to people closer to you, so you are still enclosed but because the work next to you confide in each other and you support each other ... A good friend of mine who doesn’t work here he’s moved on but yeah he is one of my best mates

Participant	Position	Quotation
		and it all came about through the management that we had, yeah, where we backed each other up, because that is what you had to do.”

This supporting evidence demonstrates three critical validation points: first, the consistency of thematic patterns across diverse participant experiences strengthens confidence in the analytical framework; second, the variations in expression reveal how individual agency operates within broader structural constraints; and third, the depth of participant reflection captured in these additional quotations illustrates the sophisticated navigation strategies tempered radicals employ.

4.4 Cross-theme Findings

The examination of individual attributes and strategies across Phases 1A and 1B reveals that rather than operating independently, the attributes of tempered radicals and their strategic approaches form an integrated system where foundational characteristics enable and guide strategic implementation across organisational contexts. The data demonstrate that the four core attributes – being different from dominant culture, desiring organisational success, staying true to values and identity, and implementing change – provide the essential foundation that enables the approaches identified in the spectrum of strategies. This integration creates comprehensive inclusion systems that operate across manufacturing contexts.

Participants’ experiences of being different from the dominant culture informed their ability to reframe exclusionary practices as opportunities for change. Solomon used his outsider perspective to transform an environment of racial hostility, noting “I tried to create an environment where the hatred was removed.” Similarly, participants’ desire for organisational success established the credibility that made their alliance-building efforts effective. Riku’s technical excellence led management to admit that “we didn’t know that was possible”, enabling his innovations to become standard practice. Participants like Phillipe drew on their commitment to personal values when negotiating change, stating, “If my kids were sick, I’m not coming to work ... that’s my job [to look after his family]”.

Finally, participants’ orientation towards implementing change enabled subtle transformation through small wins. JJ’s willingness to be open about dyslexia, “I always say I’m dyslexic ... and I end up having a whole table of people with some of the same problems,” created incremental but meaningful shifts in his workplace culture. This

interconnection between who tempered radicals are and how they act suggests that fostering inclusion in manufacturing emerges from an integrated system rather than discrete individual characteristics or isolated strategic choices. Chapter 6 will explore this integration in depth, examining how foundational attributes enable strategic implementation and how these elements combine to form a comprehensive inclusion framework.

4.4.1 Hierarchical Variation in Strategic Implementation

The analyses of tempered radical identity characteristics (Phase 1A) and their general strategic approaches (Phase 1B) reveal foundational patterns in how inclusion advocates operate within manufacturing environments. The focus in this chapter has been on establishing who tempered radicals are and understanding their broad strategic repertoires rather than examining how these strategies manifest differently across organisational hierarchies.

The findings suggest that tempered radicals share common identity characteristics and employ similar strategic approaches, but emerging patterns in the data indicated variations in strategic implementation based on hierarchical position. The data point to frontline workers predominantly employing quiet resistance and small-wins approaches, supervisory participants appearing to favour negotiating change and alliance building, and managerial participants seeming to demonstrate more comprehensive strategic integration.

The manufacturing context of this research reveals that strategic effectiveness may depend not only on individual characteristics and chosen strategies, but also on how organisational position enables or constrains their implementation. The analysis suggests that technical complexity and collaborative work structures create unique opportunities for inclusion work, yet this points to the need for a deeper understanding of hierarchical influences.

These foundational insights indicate that a new approach is required to extend this research beyond general strategic patterns towards a specific examination of how organisational level shapes tempered radical effectiveness. This necessitated a more detailed analysis of hierarchical variation in strategic implementation, which formed the focus of Phase 2 of the research, the findings of which are presented in the next chapter.

4.5 Chapter Summary

This chapter has examined how tempered radicals foster inclusion in manufacturing environments through Meyerson's (2008) foundational framework. The analysis was organised around two progressive components, first establishing the four core attributes that define tempered radicals and then examining the spectrum of strategies they employ to create organisational change. The analysis of 24 participant narratives across frontline, supervisory, and managerial levels within New Zealand's manufacturing sector first identified consistent patterns of tempered radical characteristics before revealing their strategic approaches to inclusion work.

Key Findings

The findings reveal that tempered radicals demonstrate consistent core attributes while employing level-specific strategic approaches to foster inclusion. The findings of Phase 1A: Attributes of Tempered Radicals confirm Meyerson's (2008) framework within manufacturing contexts. This demonstrates how participants across all levels experience being different from dominant culture, desire organisational success while fitting in, remain true to their values and identity, and actively implement change. Manufacturing environments create unique expressions of these attributes. Collaborative work structures and safety requirements provide natural platforms for inclusion advocacy.

The findings of Phase 1B: A Spectrum of Strategies build upon this foundation to examine how participants employ Meyerson's (2008) strategic continuum from quiet resistance through strategic alliance building in general terms. This phase revealed the overall strategic repertoire used by tempered radicals in manufacturing contexts, demonstrating how they employ quiet resistance, small wins, negotiating change, and strategic alliance building as general approaches to foster inclusion. The analysis reveals how these strategies manifest across manufacturing environments, with participants adapting their approaches based on situational demands while maintaining their core commitment to inclusion values.

Cross-level Integration

Combining an analysis of tempered radicals' identity characteristics (Phase 1A) and their strategic approaches (Phase 1B), this chapter has revealed how tempered radicals operate as sophisticated organisational actors who maintain consistent foundational attributes while employing diverse strategic approaches. It has also demonstrated that the

manufacturing context provides unique opportunities for both authentic self-expression and strategic inclusion work through its collaborative structures and performance focus.

The integration of attributes and strategies demonstrates that tempered radicals possess distinct identity characteristics that directly enable their strategic choices for inclusion advocacy. Rather than operating independently, the foundational attributes provide the essential perspective, credibility, moral clarity, and change orientation that enable effective strategic implementation across manufacturing contexts. The four core attributes and strategic spectrum work as an integrated system, creating comprehensive inclusion approaches that adapt to situational demands while maintaining authentic commitment to inclusion values. This foundational understanding provides the basis for examining the deeper theoretical and practical implications of tempered radical inclusion work, which are explored in the Chapter 6. The next chapter reports the findings related to how tempered radicals foster inclusion across different organisational levels.

Chapter 5 Findings Phase 2: Inclusion Across Different Organisational Levels

5.1 Introduction

Building on the tempered radical characteristics identified in Phase 1A and the general strategies outlined in Phase 1B, Phase 2 examines how these strategies manifest at distinct organisational levels. The analysis reveals how tempered radicals adapt their approaches based on their formal position while drawing on their core characteristics and strategic repertoires to foster inclusion. This chapter responds to the second research question: *How do tempered radicals' approaches to fostering workplace inclusion differ across frontline, supervisory, and managerial levels within manufacturing organisations?* The chapter draws on narrative inquiry with 27 participants across frontline, supervisory, and managerial roles. It reveals how inclusion strategies are shaped by hierarchical position and contextualised within the collaborative yet hierarchical nature of manufacturing environments.

5.1.1 Chapter Structure and Roadmap

The findings are organised around four global themes that emerged from the combined thematic and Leximancer-assisted analysis:

- **Self-identification**
How participants construct their identities as inclusion agents.
- **Work environment**
How they navigate organisational contexts to promote inclusion.
- **Operational methods**
How inclusion intentions are translated into concrete actions.
- **Interpersonal interactions**
How inclusion-promoting efforts are expressed through relationships.

Each theme is examined across three organisational levels: frontline, supervisory, and managerial. The analysis highlights distinct yet complementary strategies. This level-based structure was chosen to reflect the study's core insight: inclusion promotion is not uniform but varies by organisational position and level. This analytical approach enables

both vertical comparison and cross-level synthesis. It reveals how strategies align, diverge, and interact across the manufacturing hierarchy.

Participant voices are central to the presentation of the findings. Direct quotations are used to illustrate the lived experiences, values, and strategies of tempered radicals. Quotations are drawn from a diverse participant pool that represents a range of cultural backgrounds, genders, and organisational roles.

Each thematic section follows a consistent format: thematic overview, findings by organisational level, illustrative participant narratives, and level-specific insights. The Cross-theme Insights section then integrates findings across themes and levels. It examines vertical integration patterns, tensions between strategies, and manufacturing context effects. The chapter concludes by summarising how the findings respond to the second research question.

5.1.2 Contextualising the Participant Voices

The Phase 2 sample represented a methodological refinement from Phase 1. It retained 12 participants from the initial phase and added 15 new participants through enhanced screening to focus on participants with demonstrated tempered radical characteristics (as explained in Chapter 3). This phase engaged a total of 27 participants from nine manufacturing organisations across 12 geographic sites throughout New Zealand. The participants spanned diverse organisational contexts in food and beverage, printing, equipment, and technology sectors. Roles were distributed across frontline ($n = 14$), supervisory ($n = 9$), and managerial ($n = 4$) levels.

Phase 2 adopts a different analytical approach from Phase 1. All illustrative examples are integrated within the narrative analysis rather than presented in separate evidence tables. This change reflects the more deductive nature of Phase 2 analysis, where organising themes become the primary focus rather than the global themes of tempered radical attributes and strategies. This approach enables deeper exploration of level-specific strategies while maintaining analytical coherence.

The sample encompassed demographic diversity across age (21–60 years), gender (18 male, 9 female participants) and cultural backgrounds, and included New Zealand-born participants and immigrants from the Pacific Islands, Asia, Europe and other regions. Several participants had experienced professional transitions and moved from management roles in their home countries to frontline work in New Zealand. This reveals

how professional dislocation can become a source of inclusion advocacy. Indigenous and Pasifika participants demonstrated how cultural identity integrates with institutional responsibility to promote inclusion. Female participants navigated challenges as minorities within male-dominated environments (Lawrence et al., 2018).

Frontline participants represented diverse operational roles (machine operators, quality controllers, packers) with tenure ranging from recent hires to individuals with decades of experience. They possessed strong operational knowledge and peer relationships. The supervisory group represents the intermediate level that bridges operational and strategic functions. This group combined technical expertise with cultural sensitivity. The managerial group combined manufacturing experience with formal authority and resource access that enabled inclusion transformation.

This diversity across organisational position, cultural background, and personal journey created the foundation for examining distinct approaches to inclusion within manufacturing settings, and ensures the findings reflect contemporary manufacturing workforces.

5.2 Level-specific Analysis

For all global themes, data extracts could be coded to multiple themes to capture the complexity of tempered radical behaviour, where actions simultaneously serve multiple strategic purposes (Braun & Clarke, 2006, 2022; Saldaña, 2009).

5.2.1 Global Theme 1: Self-identification

The analysis revealed that organisational position shapes how individuals conceptualise themselves and their capacity to promote inclusion. This identity construction serves as the foundation for all inclusion-promoting activities. Each hierarchical level developed different orientations that reflected both the opportunities and constraints of their position. In manufacturing, hierarchies and operational pressures challenge inclusion. Participants shaped their identities in ways that helped them manage these constraints while maintaining commitment to inclusive workplace cultures.

The analysis identified 2,752 data extracts coded in support of Global Theme 1. The coding distribution comprised 52.2% from frontline participants, 30.0% from supervisory-level participants, and 17.8% from managerial-level participants. Data

extracts from all 27 participants were coded for Global Theme 1, with some participants contributing more extensively than others.

Table 5.1 provides an overview of the distribution of the three organising themes identified and coding frequencies across organisational levels. Detailed analysis demonstrating how *personal agency*, *legitimising frameworks*, and *role integration* manifest as level-specific implementation strategies for promoting inclusion within manufacturing contexts follows this overview.

Table 5.1 Global Theme 1: Distribution of Themes – Self Identification

Examples of Basic Themes	Data Extracts	Organising Theme
Educational and Professional Background, Problem-Solving and Adaptation, Work Ethic and Standards, Self-Confidence and Capability, Cultural and Religious Identity	1,437 →	Frontline: Personal Agency as Platform for Peer Inclusion
Work-Life Balance Frameworks, Training and Development Systems, External Certification and Standards, Policy Adherence and Values Alignment, Career Development Pathways	826 →	Supervisory: Frameworks for Legitimising Inclusion Initiatives
Leadership Style Definition, Empathy Through Experience, Values-Based Decision Making, Change Agent Identity, Community-workplace connection, Mentoring and development role adoption	489 →	Managerial: Role Integration for Systematic Inclusion Transformation

Frontline: Personal Agency as Platform for Peer Inclusion

The frontline tempered radicals in this study operated primarily at individual and interpersonal levels within their organisations. They leverage personal agency strategies to create inclusion through direct peer relationships and immediate work-team influence. This level-specific approach builds on their foundational characteristics of authenticity and courage (identified in Phase 1A) by applying general strategies of relationship building and identity disclosure (from Phase 1B) within their specific organisational position.

Frontline participants consistently constructed their identities around personal agency. This involved a commitment to authentic self-expression, individual accountability, and autonomous action that serves as their primary vehicle for promoting inclusion. This approach emerges from their organisational reality. They have limited formal authority

but extensive peer relationships and operational credibility. As a result, frontline workers developed identity constructions that maximise influence within immediate work teams and create safe spaces for authentic self-expression.

At the individual level, frontline participants demonstrated personal agency through authentic self-disclosure strategies. Julieanne's workplace transition reveals the courage required for frontline authenticity. Her decision to disclose demonstrates the foundation of personal agency: "I need to tell you this in case you've got someone who has a problem that I am a transgender." This authenticity permeated her workplace relationships: "I got asked some fairly frank questions and I gave them some fairly frank answers." Her experience shows how personal agency is anchored in professional expertise. She explains: "I have got too much toner and ink in my blood to be any different."

Building on individual disclosures like this, frontline strategies extended to the interpersonal level through vulnerability-based connection. JJ's story demonstrates how vulnerability can become a strength in frontline inclusion work. His approach to dyslexia mirrored Julieanne's authentic disclosure: "I think you know, it's, it's a too-hard basket. But once I say I'm dyslexic, I normally have a whole table of people who've got the same problems as you." Like Julieanne, his personal agency stemmed from family influence. He explained: "My mother was a good mentor to me ... life is not black and white. It's very colourful." These foundational values enabled his inclusive philosophy: "I always believe you've got to give everyone a chance. A lot of young ones a chance and you know, there's everyone that hasn't had an easy in life."

These individual and interpersonal strategies manifested differently across diverse cultural contexts yet maintain the same level-specific focus. Simon's Pasifika background provided a different yet complementary approach to personal agency through respect-based values: "The number one thing [is] having respect for other people" because "just being a Pacific Islander, respect is a big thing." His cultural humility echoes the authentic vulnerability shown by Julieanne and JJ. Meanwhile, Stefan's identity was built on similarly authentic foundations: "You're got to be true to yourself ... If you're not true to yourself, it comes down to mental health issues."

The interpersonal-level impact of frontline strategies was evident through both peer influence and permission-giving. Analysis uncovered how these authentic approaches created permission for others to bring their whole identities to work. Haajar's evolution from someone struggling with self-advocacy to someone who learned to "stand up for

myself a bit more ... you can stand up and say no, when you don't want to do things" demonstrates how witnessing others' personal agency enables individual growth. Her integration of her maternal identity – "My first role is being a mum" – follows the pattern established by Julieanne's gender identity integration and JJ's learning difference disclosure.

At the work-team level, frontline personal agency strategies created collective cultural shifts within participants' immediate teams. This enactment of authenticity built organisational cultures where personal agency became a collective strength. Finn, an operator, displayed autonomous decision making that reflected the confidence modelled by earlier participants: "I can give myself 100 out of 100. Because I'm good at what am I doing." He maintained cultural authenticity through "the respect that I got that I learn from my own parents, which I bring that here to work". Young participants, like Jeb, demonstrated how established personal agency influences emerging workers: "I'm an honest and loyal and respectful person" who naturally helps new apprentices. These examples illustrate how individual expressions of authenticity accumulated to create team cultures where workers felt safe bringing their whole selves to work.

The cumulative effect of individual disclosure and interpersonal connection strategies established frontline influence through peer networks rather than formal authority structures. The data reveal how frontline personal agency operates through authentic relationship building. Stefan described himself as "a magnet": "People ... they just seem to be all come to [me] today" reflects the peer influence created when individuals like Julieanne, JJ, and others demonstrate authentic self-expression. Priam's belief that "you come here, be honest to your job. Be honest, if you go home, it's yours" becomes possible because others have established authenticity as shared workplace values. These individual acts of personal agency created cumulative effects. They established credibility and trust within immediate work teams and formed the foundation for broader inclusion transformation across organisational levels.

Frontline tempered radicals thus demonstrated how one individual operates across multiple levels within their organisational sphere. They began with individual-level authentic self-disclosure, extended this to interpersonal-level vulnerability and connection, and then collectively created team-level cultural change. However, their strategies remained primarily constrained within their immediate peer networks, and differed from the more formally structured approaches required at supervisory and managerial levels.

Supervisory: Frameworks for Legitimising Inclusion Initiatives

Supervisory tempered radicals operated across interpersonal and organisational levels, serving as crucial bridges between frontline peer networks and formal organisational structures. They legitimised inclusion initiatives through established company policies, values systems, and professional protocols while maintaining authentic commitment to inclusive workplace cultures.

At the interpersonal level, supervisory participants anchored personal relationships within company values and established procedures to create legitimacy for inclusion work. Their unique position as organisational bridges legitimised inclusion initiatives through company policies and procedures while maintaining authentic commitment to inclusive workplace cultures.

Individual identity construction for supervisors involved seamless integration of personal values with company value systems. Soren's identity construction exemplifies how supervisory staff integrated organisational values with personal principles. His alignment demonstrates genuine integration: "We have a company values. So that those are four values the safe, trusting, courageous and collaborative." Most remarkably, he also articulated integration across life domains:

Whatever I do at home, the work it's a normal life, you know, and if I come to work, and it shouldn't be nothing different. If I teach my kids at home, to be good and do the right thing. So, when I come to work, I need to, to do the same thing.

This enabled him to present inclusion initiatives as natural extensions of existing organisational commitments.

Supervisors influenced others while working within the organisation's constraints. Vaani's narrative exemplifies this. Her foundational values – "I value honesty and integrity above all else" – were integrated through approaches that worked within her unique position, giving her "influence" but not "authority". Her experience demonstrates how supervisory identity construction maximises impact within structural limitations by leveraging organisational legitimacy rather than formal power.

Each participant found unique ways to anchor inclusion within organisational structures. Kora's credential-based identity construction demonstrates how knowledge integration creates legitimacy: "The knowledge that you have from outside, the things sets, sets boundaries, and set a firm, a stable structure for yourself for within the business." Her

educational achievements became organisational contributions: “I’m now working towards my PhD ... I’ve brought something new to the workspace.”

Supervisors bridged cultural differences using care that went beyond peer relationships. Analysis uncovered how family-centred values enabled inclusion work across cultural boundaries. Declan’s caregiving identity extended into his workplace responsibilities. While his family was his priority – he described “making sure they’re all good, just caring for them”, this was the foundation for his service-oriented leadership philosophy: “I try and look after [frontline staff] if I can, you know.” His industry experience and established authority provided institutional legitimacy for suggesting improvements while maintaining organisational respect: “I have been around by baking a long time and [with] different companies. I have seen a lot of different ways of doing things.”

Supervisory tempered radicals demonstrated care for employees while working within organisational rules and procedures. Lillian’s approach shows how listening creates space for empathy within workplace procedures. She described employees sharing their concerns with her: “They tell you, oh, my pain here, pain there.” Her response centred on being present: “Sometimes all they want is [for me] to listen.” She channelled personal caring through professional structures to create effective support for diverse team members.

Supervisors who demonstrated genuine care for employees created conditions where workers felt motivated to contribute beyond minimum requirements. This caring approach did not replace organisational structures. Instead, it worked through them. Leaders who showed care while maintaining organisational standards displayed two fundamental qualities: a sense of calling in work and membership in the team. When employees witnessed these, they engaged more fully.

However, organisational structures can conflict with personal ethics. Kora’s experience demonstrates these limits. When organisational decisions violated her values, she chose departure over compromise. Her resignation from iwi [tribal] leadership illustrated the point at which tempered radicalism becomes untenable—when staying would require abandoning core values: “I thought it’s not okay to me ... I had that conversation with our CEO and just thought that’s not right.” This shows that when organisational structures fundamentally misalign with personal values, tempered radicals face a choice. They can no longer maintain the dual commitment that enables their effectiveness.

Supervisors created legitimacy for inclusion initiatives within hierarchical manufacturing environments. Emerging from these supervisor narratives was evidence that established organisational structures enable legitimacy for inclusion by positioning potential actions within company policies and procedures. Within manufacturing environments where hierarchical traditions and formal procedures carry significant weight, this strategy proves particularly valuable. Participants like Bing demonstrated how institutional structures create inclusion: “I always introduce [new staff] to everyone.” This becomes not just personal preference but professional responsibility. The approach enabled supervisory staff to achieve legitimacy for inclusion initiatives while navigating the complex tensions between personal authenticity and company requirements that characterise their unique organisational position.

The approaches of supervisory tempered radicals thus demonstrated a progression from frontline peer-based strategies and were anchored in company policies and values. While frontline workers created inclusion through direct relationships, supervisory participants scaled these efforts by embedding them within company values, policies, and work procedures. They operate at both the interpersonal level through team leadership and the organisational level through company alignment, creating the structural foundation necessary for the strategic transformation approaches employed at managerial levels.

Managerial: Role Integration for Systematic Inclusion Transformation

Managerial participants worked at senior levels in their organisations. Their position gave them authority and a company-wide view. They used this to make their workplaces more inclusive, blending different parts of their identity – professional expertise, cultural background, and personal values – to create change.

These participants built on skills identified earlier in Phases 1A and 1B while navigating complexity and thinking strategically. They applied these skills through their management positions to create conditions for inclusion. The findings show that managers established inclusive policies and practices, built relationships across different groups, and developed systems that support diverse employees. Their senior position allowed them to influence the organisation in connected ways rather than making isolated changes.

At the individual level, managerial participants demonstrated identity construction characterised by complex integration of multiple professional and personal identities to create strategic positioning for inclusive organisational transformation. Their role

combined strategic responsibility with operational oversight. It allowed them to use wider organisational perspectives while staying connected to inclusion work.

Individual-level role integration enabled strategic identity construction that transcended traditional boundaries. Rashid's identity construction exemplifies this complexity through his integration of seemingly contradictory experiences: "I sort of use business ideas to influence change, outside of the organisation, and I can rely on experiences outside the organisation to influence people inside the organisation." His sporting background became a strategic asset: "Because we've grown up and a lot of us have grown up in sports, I can use sports analogies, sports examples to bridge their understanding." His Indigenous identity created another inclusion dimension through incorporating his culture: "Everyone understands the concept of the marae [the open area in front of a Māori meeting house, used a social or ceremonial forum], so ... if you're going to hire a marae for a function, what's scale of the rule there?" This demonstrates how tempered radicals can use non-dominant cultural frameworks to change workplace norms. His union-to-management transition created complexity, as he became "a bit of wingman and frontman" bridging different organisational perspectives.

Building from individual integration, managerial strategies extended to the organisational level through authentic leadership that bridged personal and professional domains. Lev's narrative reveals how role integration can enable authentic leadership that transcends personal-versus-professional identity thinking: "I believe I'm a trusting person who wants the best out of everyone. I strongly believe in our company." When he was at school, he "just sort of listen[ed]" and "was a bit reserved." He later recognised that he had "to be more vocal and express my opinions and ideas across". Rashid understood how family context can influence workplace context: "We've got a large family. So yeah, lots of cousins and relatives. We caught up with our relatives all the time. We had meals together and big gatherings ... From that time ... I've sort of tried to include that in the workplace as well."

Across different managerial backgrounds, organisational-level role integration manifested through identity blending and programme development. Adalyn demonstrated integration through her position as "the only female production manager", drawing on international experience in Japan, her Māori heritage, and technical expertise. Her approach illustrates identity blending: "I think that in any workplace, you need to have a certain amount of challenge, like a climb." It also emphasises empathetic leadership through visual communication for non-English speakers. Her cultural programming

initiatives demonstrated how personal heritage can become organisational benefit: “We do have cultural days, yeah. So, we have Samoans.”

Managers also faced moral complexity. They had to balance personal values with organisational responsibilities. Lev’s experience shows this tension. When a contractor tried to give him inappropriate gifts, he refused: “I told him that this is wrong, this is against our policy. And I told him; I cannot accept anything from you.” His response came from his integrated identity, not just rule-following. He explained: “I’m not the sort of person to just, you know, just play around and not do the right thing.”

Managers created inclusion through establishing conditions rather than direct intervention. Their senior position gave them a company-wide view and they used this to allocate resources for inclusion initiatives, develop inclusive policies, and build systems that supported diverse employees. Managers integrated multiple parts of their identity into their leadership approach – cultural heritage, family values, professional expertise, sporting backgrounds, and union experience all informed how they led. This integration creates change that feels authentic and sustainable.

Managerial tempered radicals operated differently from frontline workers and supervisors. While frontline workers focused on peer relationships and supervisors used institutional structures, managers created the strategic conditions for inclusion. They allocated budgets to programmes, wrote policies that protected diverse employees. They established reporting systems that tracked inclusion progress. These actions created the foundation that enabled inclusion work at other levels and supported both immediate changes and long-term transformation.

5.2.2 Global Theme 2: Work Environment

The second global theme that emerged from Phase 2 reveals how participants’ identity constructions translated into distinctive approaches for navigating their work environments to promote inclusion. Building upon the foundation of self-identification (Global Theme 1), this global theme shows how organisational position shapes environmental navigation strategies. Each level (frontline, supervisory, managerial) developed distinct approaches to working within manufacturing’s hierarchical structures whilst creating more inclusive workplace cultures. Such navigation represents strategic engagement that transforms workplaces into platforms for inclusion promotion.

Within manufacturing settings, where traditional hierarchical structures and operational demands create challenges for inclusion work, participants developed strategies that reflected both the realities of their position and their commitment to fostering inclusive workplaces. These approaches demonstrate how tempered radicals leverage their understanding of organisational dynamics to create opportunities for inclusion promotion whilst respecting structural constraints.

A total of 2,014 data extracts were coded in support of Global Theme 2. The coding distribution comprised 59.9% of codes from frontline participants, 24.8% from supervisory-level participants, and 15.2% from managerial-level participants. Table 5.2 provides an overview of the distribution of the three organising themes identified and coding frequencies. A detailed analysis follows, demonstrating how frontline *transference*, supervisory *inclusive bridging*, and managerial *strategic detachment* enabled level-specific inclusion promotion within manufacturing hierarchies. Data extracts from all 27 participants were coded for Global Theme 2, with some participants contributing more extensively than others.

Table 5.2 Global Theme 2: Distribution of Themes – Work Environment

Examples of Basic Themes	No. of Extracts Coded	Organising Theme
Environment Context Acceptance, Authority Recognition, Change Process Limitations, Company policy acknowledgement, External Validation Seeking	1,207 →	Frontline: Transference as Strategic Environment Navigation
Communication Channels, Conflict Resolution Facilitation, Cross-Cultural Awareness, Experience-Based Mentoring, Organisational Structure Navigation	500 →	Supervisory: Inclusive Bridging as Transformation
Benchmarking and comparison analysis, Cross-Factory Learning, Hierarchical Structure Navigation, Observational analysis and pattern recognition, Systemic issue identification without direct intervention	307 →	Managerial: Strategic Detachment for Systematic Change

Frontline: Transference as Strategic Environment Navigation

Frontline tempered radicals operated primarily at individual and interpersonal levels when navigating their work environments. They employed transference strategies to recognise workplace issues while passing responsibility for wider action to higher organisational levels. This approach reflects their understanding of hierarchical

boundaries while maintaining their commitment to promoting inclusion through appropriate channels and relationship networks.

Individual-level transference manifested through expertise combined with strategic escalation to an appropriate authority. Julieanne's navigation of her workplace exemplifies how transference operates through organisational understanding. She recalled a time when there were systemic problems in her organisation: "A lot of things had been let go where equipment wasn't being replaced promptly, people weren't being trained properly and things, and people actually gave the company a equally hard time in the annual review." Her response involved escalation: "And they went to HR, and this person was given a right bollocking, apparently." When the company was implementing major change initiatives, Julieanne took direct action: "I went into the Auckland branch and laid out to them what they had to do to make sure they didn't stuff up jobs." This is an example driving change while transferring broader implementation responsibility to the appropriate authorities.

This frontline transference was extended to the interpersonal level through strategic communication that managed organisational constraints. Damian maintained his agency while accepting his position: "I am the sort of person that if someone is going to get promoted and I get a new boss and that is who it is then that is who I will report to." His approach to management deficiencies demonstrates transference. He recognised that management "knew very little and didn't seem to want to know" and responded with strategic upward communication: "At times, I offered my knowledge on different things."

Participants' interpersonal-level transference strategies acknowledged systemic barriers while working within structural limitations to promote inclusion. Simon's transference demonstrates the capacity to understand change. He identified workplace inclusion challenges: "The two main things was cultural differences, and another would be like experienced ones that have been here a while, versus the ones that like the newbies." He recognised that change doesn't happen overnight: "The culture since I come in be hard for me, change it ... Just the time frame, that I have been given in this role. I don't think it's long enough."

At the work-team level, frontline transference operated through hierarchical boundary recognition that ensured concerns reach decision-making levels. Finn's understanding of organisational structure is evident in this remark: "It's just that I keep telling them you

know, there is a supervisor, there is a team leader. Never mind what they do, we do what we do.” When facing safety concerns, he transferred responsibility upward:

To me, what’s right and what’s wrong? When I see [something] is not safe, I rather call either the supervisor or manager ... If you know it’s wrong, it is best for you to walk away and tell someone, not just walk away and not reporting.

Transference strategies manifested differently across diverse cultural contexts while maintaining the same level-specific focus on appropriate escalation. Analysis uncovered how transference operated across different immigrant experiences. Solomon’s navigation illustrated transference within collaborative structures: “Because they take care of the people on the floor ... if there are issues in the factory.” This demonstrates understanding that inclusion challenges require institutional responses.

The data reveal how manufacturing’s hierarchical nature enables frontline transference through established pathways. Frontline participants demonstrated organisational awareness, strategic communication approaches, and boundary recognition. This meant they could advocate for inclusion through appropriate channels. By respecting structural constraints, they ensured inclusion concerns reached decision-making levels through transference rather than direct intervention.

Frontline tempered radicals thus demonstrated how individuals operate across multiple levels within their contextual sphere. They began with individual-level problem recognition, extended this to interpersonal-level strategic communication, and collectively ensured team-level concerns reached appropriate organisational levels. However, their influence remained primarily channelled through established hierarchical pathways, unlike for the more direct bridging approaches available at supervisory levels and the wider change strategies employed at managerial levels.

Supervisory: Inclusive Bridging as Environment Transformation

Supervisory tempered radicals operated as crucial bridges, connecting frontline workers with management while facilitating inclusion across diverse workplace groups. They employed inclusive bridging strategies that combined a heightened awareness of diversity with active ownership of connection building and cultural transformation. This level-specific approach built on their foundational characteristics of multicultural awareness and intermediary positioning (from Phase 1A) by applying general strategies of

relationship building and systematic inclusion (from Phase 1B) within their unique organisational position.

Supervisory participants revealed a different approach to environment navigation, which was characterised by inclusive bridging. This involved promoting organisational diversity, connecting different groups, and fostering inclusive workplace cultures. This approach emerged from their position as organisational intermediaries who interacted across hierarchical levels and cultural boundaries.

At the frontline-interaction level, supervisory participants demonstrated inclusive bridging through direct multicultural team management and cultural translation. Lillian's navigation is a good example of this recognition of workplace diversity: "We are very multicultural, like in our [Quality Assurance] Department we have Russian, we have Indian, we have Filipino, we have Korean, we have Malaysian, we have Chinese, we have Japanese are in my team ... but no Kiwi." This awareness translated into active bridging work, as she explained in relation to her approach with her Chinese colleagues: "My Chinese is not okay, I managed to get by. And I always tell them, I'm not here to fail you. We are here together. Okay. And that ease them up, you know."

From this frontline-team bridging, supervisory strategies extended to the peer-supervision level through systematic responses to workplace segregation and cultural barriers. Lillian's approach to transformation addressed toxic workplace dynamics through relationship building. She described encountering workplace segregation: "When I started here, there is, a lot of that environment was quite toxic, in a sense that they, you can see the segregation between the lab people and [quality assurance]." Her response involved bridging work over time: "Over the years, we seem to try to work well try to understand each other. Right. So, we're like, I've been here for six years now. So that and the harmony is coming through."

At the peer-supervision level, supervisory bridging operated through empathy-based solutions and network leveraging that connected diverse operational groups. Soren's navigation spanned cultural boundaries and hierarchical levels. His awareness of workplace barriers demonstrates empathy combined with understanding:

Especially the people with English as a second language, those are the type of people we have. And then, you know, they kind of, they're really good at doing the job. But when it comes to the communication, and recording of things

reporting, that's where they, and you can see it's like, a fence. It's like a big wall for them to climb.

His response involved active bridging work, creating inclusive solutions while respecting organisational boundaries.

Declan's inclusive bridging emerged from managing multicultural dynamics. He demonstrated understanding of team composition: "A lot of Indian males mainly and bread side [ovens] of it, but females out in hotplate [cooking workstation]." He added that different sites had "more Māori" or a "few Islanders". His approach to language barriers illustrated active bridging strategies: "If they have trouble understanding me, I'll try and get one of the full-time and Indians or something. Like say, can you guys show them around?" This response shows him leveraging existing networks to facilitate inclusion rather than relying on direct communication.

At the management-connection level, supervisory bridging extended to bringing about wider organisational change through inclusive initiatives and policy influence. Kora's approach exemplifies transformation through inclusive initiatives. She initially encountered little diversity in her organisation: "I don't think it's very diverse at all. There's a lot of groupthink that happens within the organisation, because they've been here for so long." But rather than accepting isolation as "the only Māori in my team", she focused on bridging activities: "I committed then to always greeting everybody in te reo, and I do the same in my emails all my written correspondence." As discussed in Chapter 4, Kora's identification of the negative connotations of the terms "whitelist" and "blacklist" – "It's actually quite offensive" – led to organisational change through peer engagement rather than formal complaint processes.

Supervisors demonstrated multilevel bridging by simultaneously managing frontline diversity, coordinating peer supervisor approaches, and influencing management practices. Liv's narrative illustrates cultural translation across diverse groups. Her multicultural awareness – "We have Tongan, Samoan, Fijian, Indian, so we have a lot of cultures" – translated into active facilitation: "If you know that person that hardly speaks in English then we try and explain to them in their language, but all ... the information within the business is all in English." Bing's bridging approach recognised a disconnect between management and staff: "In my opinion, we're way too much, you know, management in one corner, staff in the other. And there's, to me, especially with inclusion, I think it's bringing them both closer together."

The cumulative effect of these inclusive bridging strategies created environment transformation by connecting all organisational levels through persistent relationship building. In this way, supervisors were organisational connectors. Tonis's awareness of group dynamics enabled opportunities for bridging strategies that create inclusion across cultural and operational boundaries: "I find production very tribal, extremely tribal ... Shifts will [be] battling each other constantly." His team-building approach leveraged network understanding: "I really enjoy spending time with the people with the guys, with the girls, I have done that for 20-plus years, and I enjoy that teamwork, that bonding, that getting things done."

Tempered radical supervisors demonstrated a progression from frontline escalation strategies to more direct environment-intervention approaches. Whereas frontline workers transferred concerns through hierarchical channels, supervisory participants actively bridged diverse groups and transformed workplace dynamics. They operated simultaneously across all organisational levels through their intermediary position, creating the foundation necessary for the strategic change approaches employed at managerial levels.

Supervisory participants revealed how their intermediary roles enabled environment transformation. They did this through active connection building across diverse groups, cultural translation, and responses to workplace segregation. They created inclusive environments by building relationships and bridging across the organisation. This was possible because of their unique access to both operational realities and management oversight.

Managerial: Strategic Detachment for Systematic Environment Change

Managerial tempered radicals in this study operated primarily at strategic and systematic levels when navigating their work environments, leveraging their expanded authority and broader organisational perspective to create comprehensive environment change. They employed strategic detachment strategies that maintained analytical distance while enabling systematic inclusion transformation. This level-specific approach built on their foundational characteristics of systems thinking and strategic positioning (from Phase 1A) by applying general strategies of condition creation and systematic intervention (from Phase 1B) within their senior organisational authority.

Managerial participants demonstrated strategic detachment – a deliberate effort to keep analytical distance, allowing a broader organisational view while supporting inclusion.

This approach differed from the direct engagement of frontline transference or the active connection building of supervisory inclusive bridging. Instead, managers focused on environment understanding and change facilitation.

Managers used strategic detachment and relied on understanding the whole organisation rather than reacting to immediate problems. Lev demonstrated this through his grasp of site operations. He knew the workforce size, shift patterns, and production demands. When describing organisational culture change, he identified the problems the previous culture caused: “In the past, it was different sort of culture here on site. They were told to get the bread out the door at all costs. And people were scared to say anything.” He did not intervene directly in daily operations. Instead, he worked through management systems to shift the environment.

Building on this operational oversight, managerial strategic detachment extended to the strategic-planning level through understanding of organisational cycles and timing of change initiatives. Adalyn’s strategic detachment manifested through understanding of continuous improvement cycles within manufacturing contexts. She recognised these as “kind of like a five-year [cycle]. Generally, what I’ve seen here with students I can find here, [there’s a] revolution of things that goes on.” Her awareness enabled strategic distance from immediate operational pressures: “Myself and the engineer, we started about the same time, we started the main stability from the management team perspective.” She also acknowledged that they “haven’t had a very stable management team” and that there had been “a lot of churn”. Adalyn’s cyclical perspective enabled strategic timing of change initiatives rather than reactive responses.

Managers also analysed demographics and identify patterns. This helped them address root causes rather than just symptoms. Rashid demonstrated this awareness when comparing workforces across sites. He noted differences in how Pasifika and Māori employees responded to management. Pasifika workers showed more deference, saying things like “How are you, boss? Looking down at the ground.” This demographic insight shaped his management approach. He adapted his leadership style based on workforce composition rather than applying the same methods everywhere. This pattern identification enabled him to address underlying cultural dynamics, not just surface behaviours.

At the systematic-implementation level, managerial strategic detachment manifested through programme development and network-wide initiatives that created

comprehensive organisational change. Adalyn's recognition of cultural diversity operated within her broader organisational awareness "We're quite multicultural. Yeah, yeah, we've got people from Sar [Samoa] and we've got the Indian, the Chinese. On our management team is quite diverse as well." Rather than focusing on individual relationships, she maintained awareness of broader demographic patterns and organisational implications. Her implementation of a safety culture demonstrated detachment through programme development: "[We have] a programme here called 'Steps to Zero'. And that is a really basic safety course [across] 18 factories within our ... network."

Managers worked at multiple levels simultaneously. They oversaw daily operations, planned strategic initiatives, and implemented programmes across the organisation. Mackenzie's relationship with her difficult boss showed strategic detachment. She described him as "very much gung-ho old-fashioned, you know, 'This is the way we're gonna do it.' You know, big ego. My way or the highway, you know. Calls all the women girls." She responded carefully rather than confronting him directly:

I call him out. Oh, yeah, I used to call him out. But, you know, [the manager's response is] just 'Haha.' It's funny. It's hilarious. Don't be so sensitive. Here we go. Yeah, that, you know, work on it, work on subtly.

She picked her moments: "I don't call him out every single time. Yeah, when I do then he will stop and say, 'Okay, oh, I've upset [Mackenzie].'" Her strategic position let her advocate for inclusion by managing the relationships she needed for influence.

Taken together, participants' managerial strategic detachment offered the analytical perspective and structured intervention needed to tackle institutional barriers and support broader inclusion efforts. Managerial participants demonstrated environment navigation that focused on understanding organisational systems, identifying patterns over time, and creating conditions for change rather than engaging in direct operational intervention or immediate relationship building.

Managerial tempered radicals thus demonstrated the most comprehensive environment navigation approach, acting beyond frontline escalation and supervisory bridging to systematic transformation. While frontline workers transferred concerns through established channels and supervisory staff bridged diverse groups, managerial participants created the strategic conditions and systematic programmes necessary for sustained change. They operated across all organisational levels through their strategic

positioning, establishing a comprehensive foundation that enabled environment transformation to flourish at frontline and supervisory levels while also creating long-term systematic change.

5.2.3 Global Theme 3: Operational Methods

The third global theme reveals how participants' identity constructions and environment navigation strategies manifested into concrete operational methods for promoting inclusion within manufacturing settings. Building upon the foundations of self-identification and environment position, this global theme illuminates the operational approaches that emerged at each organisational level. These methods represent the translation of inclusion-promoting intentions into practical actions. Tempered radicals implemented their change agency through level-appropriate strategies that reflect both their organisational capabilities and constraints.

A total of 3,109 data extracts were coded in support of Global Theme 3. The coding distribution comprised 53.5% of codes from frontline participants, 32.6% from supervisory-level participants, and 13.9% from managerial-level participants. Table 5.3 provides an overview of the distribution of the three organising themes identified and the coding frequency. A detailed analysis follows, revealing how *change empowerment*, *system stewardship*, and *inclusion advocacy* manifest as level-specific implementation strategies for promoting inclusion within manufacturing contexts. Data extracts from all 27 participants were coded for Global Theme 3, with some participants contributing more extensively than others.

Table 5.3 Global Theme 3: Distribution of Themes – Operational Methods

Examples of Basic Themes	No. of Extracts Coded	Organising Theme
Building Individual Confidence, Capability Building, Collaborative Problem-Solving, Cultural Bridge Building, Direct Action Empowerment	1,663 →	Frontline: Change Empowerment Through Individual Capability Building
Trust Building Strategies, Values-Based System Design, Systems Thinking Application, Strategic Change Implementation, Quality System Stewardship, Holistic Problem Resolution	1,015 →	Supervisory: System Stewardship Through Framework Integration
Strategic Change Facilitation, Promoting empathetic leadership approaches, Patience and Long-term	431 →	Managerial: Inclusion Advocacy Through

Examples of Basic Themes	No. of Extracts Coded	Organising Theme
Development, Innovation Facilitation, Empowerment and Development Focus		Strategic Resource Allocation

Frontline: Change Empowerment Through Individual Capability Building

Frontline tempered radicals operated primarily through direct peer relationships and immediate work-team influence when implementing operational methods for inclusion. They employed change empowerment strategies centred on building individual capabilities, creating direct interventions, and fostering peer development rather than attempting systemic transformation.

Participants demonstrated change empowerment, an operational approach centred on building individual capabilities. They created direct interventions and fostered peer development rather than attempting transformation. This approach reflects their understanding that lasting change emerges through individual influence and relationship building within immediate work environments.

Stephany's operational methods exemplify change empowerment through personal capability building and direct problem-solving interventions. Her empowerment philosophy centred on preparation for future influence:

What I can do what I'm doing as well as to try to learn as much as I can try to equip as much for myself as I can. So, one day, maybe I will have the power to do something make that different.

Her conflict resolution capabilities revealed empowerment methods promoting inclusion through direct intervention:

I used to work as sort of a like mediator between two parties and quite often they have conflicts between those two, so I helped to ... Harmony's my top strengths, so enough is actually quite true. So, I help to sort of remove the conflict and to make both party understand from how to look from the other part of the side in them, then they help them to work together.

Building on individual capability, frontline change empowerment extended to the peer-development level through skill transfer and mentoring approaches. JJ's empowerment philosophy emerged through values-driven teaching: "I love the role, the job I've done

over the years ... [I'm] like a teacher, like a mentor or a teacher.” As documented in Chapter 4, his approach to his dyslexia created peer empowerment and demonstrates how personal disclosure enables others and builds collective capability: “Once I say I’m dyslexic, I normally have a whole table of people who’ve got the same problems as you.”

At the work-team level, frontline change empowerment operated through individual-level interventions that created psychological safety and cultural bridge building across immediate teams. Stefan’s mental health advocacy, for example, revealed his direct empowerment approach: “Yes, mental health is a big one. I try and push. Especially in men.” His method created supportive environments: “You know, people are comfortable to come and talk to me, they’ll come ... I would say, ‘Hey man, you know it’s okay. I am here to listen, not here to judge you or to make fun of you.’” His cultural bridge building illustrates empowerment through personal skill development. He learned “a little bit of Hindi or a little bit of Filipino” because “that’s makes me feel good ... He knows my language to say hello. Probably makes him feel good, too.”

Across different frontline contexts, change empowerment manifested through one-on-one interventions and bidirectional learning approaches that built individual capabilities within peer networks. Simon’s empowerment methods emphasised capability building through one-on-one interventions rather than formal programmes. His approach to new workers demonstrates his individual focus:

We’ve had new guys start here not long ago and I sort of seen it with them as well and I called them aside and just drew from my own experience, like just take it serious, especially during this time as it was hard to find a job.

His mentoring reflects bidirectional empowerment: “Yeah, I try to whatever life experience or try and pass on to the younger guys, I guess, and even the older heads the behaviour I try and draw as much as I can from them as well.”

Frontline individuals demonstrated multilevel empowerment by simultaneously building personal capabilities, mentoring peers, and influencing work-team dynamics through consistent demonstration and incremental change. For instance, Damian’s approach demonstrates his understanding of change effectiveness: “Small wins because ... the smaller, because, you know with change, I mean ... even if it a change for the better, everyone is different, you know takes time to get used to it, I suppose.” Aadesh’s empowerment operated through authentic example: “They see, they hear they also try to do to do the same. That is indirect way I have influenced others to work hard.”

Finn, meanwhile, focused on capability building through training and support. His approach involved training new hires: “So I am the one that teach everybody how to do the work when they come from the agency. I try and train them the way I’ve been trained, which is the person that trained me didn’t push me.” His philosophy emphasises confidence building:

To me, all I have to do is smile. Teach them what they were here for. If they come to work, I just have to show them what to do and not pushing them hard the way that they not gonna want to do the job.

The cumulative effect of frontline change empowerment created inclusion through individual relationship building, direct skill transfer, conflict mediation, cultural bridge building, and peer development. This established a vital foundation for the more systematic approaches applied at supervisory and managerial levels. Participants showed that lasting inclusion grows from individual influence and capability building in their immediate work environments, where they had credibility. They focused on change through personal effectiveness and peer empowerment, rather than trying to drive organisational transformation.

The frontline tempered radicals in this study demonstrate how the same individual operates across multiple levels within their operational sphere. They began with individual capability building, extended this to peer mentoring and development, and collectively influenced work-team dynamics through direct interventions. However, their operational influence remained primarily focused on immediate relationships and peer networks.

Supervisory: System Stewardship Through Organisational Structures

Supervisory tempered radicals operated as crucial system stewards, navigating between frontline operational realities and management expectations while transforming organisational frameworks from within. They employed system stewardship strategies that balanced existing organisational structures with change initiatives to create more inclusive workplaces.

At the frontline team-management level, supervisory participants demonstrated system stewardship through gradual change strategies that worked within existing frameworks while transforming organisational culture. Supervisory participants revealed a unique operational approach, characterised by navigating the complex interplay between

organisational structures, personal values, and change initiatives. This approach reflects their position as organisational intermediaries who must work within existing frameworks while transforming them to create more inclusive workplaces.

Vaani exemplified system stewardship through her gradual change strategies that worked within existing frameworks while transforming organisational culture. Her approach to meeting punctuality is instructive here: “I start my meetings on time ... I don’t go over content. If people join late. It’s up to them to catch up.” Her implementation strategy reveals stewardship principles: “Gradually, over time, people realise that I wasn’t going to be late, so they wouldn’t be late either.” This demonstrates how stewardship creates inclusion through consistency, respecting individual agency while establishing inclusive norms. Her influence-without-authority approach exemplifies stewardship navigation: “I’m in that role with influence, but no authority, so I don’t, I can’t say to people, this is what you will do.” Her position requires working within existing systems to create change rather than issuing direct orders.

Building on effective team management, supervisory system stewardship extended to peer-coordination level through trust network development and collaborative conflict resolution approaches. Tonis’s stewardship reveals his understanding of how trust networks enable change initiatives within manufacturing constraints:

And when you got their trust, because there is so many things you try to implement on the floor all the time, you change, we manufacturing and then downsize constantly in production, you can’t constantly make changes, and it’s the hardest thing on the floor for them to accept.

His approach to conflict resolution reflects stewardship through relationship preservation:

You know if you can bring someone aside gently and just help them understand what was going on, I find it works a lot better ... I guess the whole carrot and stick thing. For me, the carrot always works better than the stick.

At the management-interface level, supervisory system stewardship operated through collaborative problem-solving that balanced experience-based authority with operational knowledge to create change within existing hierarchies. Analysis uncovered how stewardship operated through collaborative problem-solving approaches. Declan’s engagement strategy demonstrates this: “When they come to me with a problem, I’ll ask them for a solution [because] I can tell you how I’d fix it. But I don’t work on this

machine. So how would you like to see it run?” This balances experience-based authority with recognition of operational knowledge, creating collaborative change processes within existing hierarchies. Soren reframed safety equipment needs as operational improvements that benefited some workers that struggled with lifting tasks. When manual lifting caused an injury, he advocated for introducing a hoist system, presenting it not as incident response but as a workplace enhancement: "ideas are about how to make the workplace safe for everyone." Soren demonstrated how inclusive practices that consider worker capability across the team could be presented as efficiency and workflow enhancements that improved outcomes for the entire operation.

Lillian’s stewardship navigated organisational structures, personal values, and change initiatives. Her individual engagement approach involved building “positive food safety culture, in terms of their behaviour” and demonstrates understanding that change requires attention to individual-level transformation within broader organisational frameworks. Her honest approach to conflict resolution – “If I need to apologise, I will apologise ... but if you feel that way, I will apologise to you” – shows how she prioritised relationships while maintaining authentic communication.

Supervisory tempered radicals demonstrated multilevel system stewardship by simultaneously managing frontline teams, coordinating with peer supervisors, and interfacing with management through problem-solving approaches. Bing’s stewardship exemplifies balancing transformation with stability:

I mean, depending on what it was, I guess I would test it and see if it worked. If I got, you know, the outcome that I wanted from it, and then perhaps go to my, go to my managers and say, well, you know, this ... works quite well.

Rather than consulting management immediately, he first employed problem solving that considered multiple stakeholder perspectives while working within organisational constraints.

The cumulative effect of supervisory system stewardship created inclusion transformation through systematic navigation of organisational structures, trust network development, collaborative problem solving, and gradual cultural change, all of which leveraged the supervisors’ unique intermediary position. While frontline workers focused on direct peer influence and capability building, supervisory participants navigated complex system dynamics to create sustainable change through framework integration. They operated simultaneously across frontline team management, peer coordination, and

management interface levels, creating the systematic foundation necessary for the strategic resource allocation approaches employed at managerial levels.

Managerial: Inclusion Advocacy Through Strategic Resource Allocation

Managerial tempered radicals operated primarily at strategic and systematic levels when implementing operational methods for inclusion, leveraging their expanded authority and broader organisational perspective to create comprehensive change. They employed inclusion advocacy strategies that introduced new ideas, justified innovative approaches, and created systematic change rather than direct implementation. This level-specific approach built on the foundational tempered radical characteristics of strategic thinking and complex integration (from Phase 1A) by applying general strategies of condition creation and systematic intervention (from Phase 1B) within their senior organisational authority.

At the operational-oversight level, managerial participants demonstrated inclusion advocacy through curiosity-driven investigation and communication approaches that created organisational change conditions. This approach reflects their position at strategic intersections where they influenced organisational conditions while maintaining the distance necessary for institutional change.

Adalyn used her managerial perspective to promote inclusion and create conditions for organisational change. Her curiosity formed the foundation for her methodology: “[I’m] naturally quite curious about things. So, I will ask lots and lots of questions.” She sought to understand the reasons why her workers were doing what they were doing. Adalyn recognised that for many workers, “English is not their first language,” so she advocated for “making, things very visual for people”. Institutional mechanisms like cultural integration programmes built cross-functional connections. Mackenzie explained her approach of bringing together employees “from throughout the company, who meet every week ... We talk about improving ... all that sort of stuff.” This created opportunities where team members could showcase their work areas to colleagues whom they “would never have met” otherwise.

Building on operational oversight, managerial inclusion advocacy extended to the strategic-planning level through transparent communication and information sharing that created conditions for participation. For example, Lev achieved greater inclusion “by just giving them information about the site and what was going on and figures and what the plan is for us going forward.” His employees “were very receptive to that and felt really

included”. His gender inclusion advocacy worked within existing structures: “So at the last year, I actually got an apprentice on board. And it was a woman apprentice. That was actually one of the girls on the floor running machines. She was a very excellent operator.”

At the implementation level, managerial inclusion advocacy operated through strategic influence and resource coordination that addressed discrimination while linking inclusion to operational efficiency. Rashid’s approach to addressing discrimination exemplifies this:

It depends on the circumstance, so things like discrimination look, like I would say have had a tendency to help you to destroy it [ethical behaviour], have had a tendency to influence by stealth, so it’s not coming straight at it. But ... subtly changing stuff for having the right conversations in the right, right environment.

He linked inclusion to operational efficiency through his business-case approach. Rashid viewed lean manufacturing as "more a change vehicle than anything else" that served as "an opportunity to change the level of engagement with staff, so they're actively involved in problem solving, decision making, analysing process, looking for opportunities to drive efficiency." This approach embedded inclusive participation within operational improvement frameworks rather than positioning it as separate diversity work.

Managerial individuals demonstrated multilevel inclusion advocacy by simultaneously overseeing operations, planning strategic initiatives, and implementing programmes through incremental but symbolic changes. Rashid’s policy advocacy demonstrates this: “In terms of the business, [it] may be as simple as putting a Māori welcome and sort of the employee handbook, in the front paragraph of the book.” He added: “In the context of this organisation, that’s a big stick to actually just say a Māori welcome.” His advocacy for cultural training demonstrates long-term strategic thinking: he was constantly “chipping away” with his change efforts.

The cumulative effect of managerial inclusion advocacy created widespread organisational conditions for enhanced inclusiveness. This was achieved through curiosity-driven investigation, visual communication transformation, cultural integration programming, transparent information sharing, and strategic influence that addressed institutional barriers.

Managerial tempered radicals thus demonstrated a comprehensive operational approach to inclusion. While frontline workers focused on direct peer capability building and supervisory staff navigated framework integration, managerial participants created the strategic conditions and systematic programmes necessary for sustained operational change. They operated across all organisational levels through their strategic positioning, establishing the comprehensive foundation that enabled operational transformation to flourish at frontline and supervisory levels while creating long-term systematic change.

5.2.4 Global Theme 4: Interpersonal Interactions

The fourth global theme reveals how participants' approaches to interpersonal interactions served as the ultimate expression of their inclusion-promoting efforts within manufacturing settings. Building upon identity construction, environmental navigation, and operational methods, this global theme illuminates how tempered radicals create inclusive workplace cultures through different relationship-building strategies that reflect their organisational position and sphere of influence. These interpersonal approaches represent the culmination of inclusion promotion efforts, demonstrating how abstract commitments to inclusion translate into concrete relationship patterns that transform workplace cultures.

Within manufacturing settings, where individuals work closely together in interdependent relationships, the quality of interpersonal interactions directly impacts both inclusion outcomes and operational effectiveness. Participants developed relationship-building strategies that leverage the collaborative nature of manufacturing work while addressing the unique challenges that hierarchical structures create for fostering inclusion across diverse workforces.

A total of 3,676 data extracts were coded in support of Global Theme 4, yielding three organising themes, as shown in Table 5.4. The coding distribution comprised 51.5% of codes from frontline participants, 31.1% from supervisory-level participants, and 17.4% from managerial-level participants. Detailed analysis demonstrating how frontline *interpersonal focus*, supervisory *network perception*, and managerial *organisational perspective* create distinct yet interconnected approaches to fostering inclusive relationships across manufacturing hierarchies follows. Data extracts from all 27 participants were coded for Global Theme 4, with some participants contributing more extensively than others.

Table 5.4 Global Theme 4: Distribution of Themes – Interpersonal Interactions

Examples of Basic Themes	No. of Extracts Coded	Organising Theme
Workplace Social Dynamics, Team Unity and Cohesion, Shared Experiences, Respectful interaction, Personal Relationship Building	1,892 →	Frontline: Interpersonal Focus Through Direct Personal Connection
Team-Centric Relationship Building, Team Dynamics Recognition, Stakeholder Relationship Management, Social Inclusion Strategies, Professional Network Building	1,144 →	Supervisory: Network Perception Through Connected Group Thinking
System-Wide Pattern Recognition, Strategic Positioning within Company Hierarchy, Professional Relationship Navigation, Performance and People Balance, Organisational Policy and Procedure influence	640 →	Managerial: Organisational Perspective Through Strategic Relationship Management

Frontline: Interpersonal Focus Through Direct Personal Connection

Frontline tempered radicals operated primarily through direct peer relationships and immediate work-team connections when managing interpersonal interactions for inclusion. They employed interpersonal focus strategies characterised by intensive, direct personal connections within immediate colleague circles rather than broader organisational networking.

At the direct peer-relationship level, frontline participants demonstrated interpersonal focus grounded in cultural values and personal respect. This is an approach to relationships characterised by intensive, direct personal connections within immediate colleague circles rather than broader organisational networking. This approach reflects their understanding that lasting inclusion change emerges through authentic relationship building within bounded social environments where they possess genuine influence and credibility.

Simon exemplified this focus by concentrating on immediate colleague relationships grounded in cultural values of respect and personal connection. His foundational relationship philosophy – “Even if you have differences of other people just the basic thing is having respect for other people” – stemmed from his cultural background: “I always come back to respect to just being a Pacific Islander, respect is a big thing.” His approach to understanding diversity demonstrates interpersonal focus through personal learning rather than training. In describing his connections with his Muslim colleagues:

“I wasn’t too sure about, I wasn’t familiar with, say, the Muslim faith. We got a lot of Indian Fijian Indian people at work. It’s been really good, understanding what the faith is all about.”

Building from individual respect-based connections, frontline interpersonal focus extended to the work-team level through direct personal relationship building and cultural learning. JJ’s interpersonal approach demonstrates his focus on immediate colleague relationships and team dynamics. His relationship-building philosophy centred on direct personal connection: “It’s very important to get to know them, and how they try and how they tick or what what’s happened in their lives. And then you just work on it.” His approach to cultural diversity reveals interpersonal awareness developed through personal learning.

JJ’s approach to team integration emphasised welcoming and personal connection. He would say: “Oh, okay, welcome aboard. My name is [JJ], you’ll be working gluten-free.” He added: “I asked a lot of questions, I said, ‘What are you doing?’ and, you know, while they’re working on, you know, just to get to know them, and we we’ve made some really wonderful teams over the years.” His understanding of generational differences demonstrates patience and long-term perspective: “It’s hard. It’s hard with the younger ones. I must admit ... you just got to push them along a little bit and keep them, you know, motivated.”

Frontline interpersonal focus operated through relationship building that created social connections and welcoming strategies within immediate manufacturing teams. Stefan’s interpersonal interactions reveal intensive relationship building within bounded social environments. His ability to create social connections was evident: “I am a magnet, people ... just seem to be all come to Stefan today ... It’s just how I am.” His approach to new team members demonstrates welcoming strategies:

Even the new ones, we have started to just talk to them ... and make them feel as welcome as possible. And to me that’s important. You know I remember what it was like when I was 15, 16 ... Yeah, pretty scary.

Across different frontline contexts, an interpersonal focus manifested through manufacturing’s collaborative work environment, as exemplified by Haajar:

In a manufacturing site that's removed from a town, I think you are all thrown in together, and we had lunch together, you know, we're all in the same cafe together. We don't go off-site so when we are there everyone is very welcoming.

Her approach to cultural diversity illustrates inclusion: "I think we bring everyone brings something different and it's, it's I find it fascinating learning about different lives and how people, for the colleagues to open up and explain how they grew up in different countries."

Frontline individuals demonstrated multilevel interpersonal focus by simultaneously building direct peer relationships, creating team connections, and fostering work-team environments through sustained personal commitment. Solomon's comments demonstrate how personal relationship building transforms manufacturing environments: "I've always been friendly. Yeah. And no matter what happens, I tried to sort of create the family environment." Kimiora's 40-year manufacturing journey had involved inclusion efforts through consistent personal connection despite challenging circumstances, while Jeb's younger perspective revealed how interpersonal focus develops across generational experiences within manufacturing contexts.

The cumulative effect of frontline interpersonal focus created inclusion through relationship building within bounded social environments. Participants transcended cultural differences through sustained personal connection and by cultivating a family-like workplace. Manufacturing's collaborative nature provided opportunities for intensive, direct personal connections that transcended cultural differences through respect-based values, personal learning journeys, welcoming strategies, and consistent commitment to creating family-like workplace environments through individual relationship cultivation rather than formal diversity programmes.

Frontline tempered radicals thus demonstrated how the same individual operates across multiple levels within their interpersonal sphere. They began with direct peer relationships based on respect and cultural values, extended this to team dynamics through welcoming and personal connection, and collectively created work-team environments that fostered family-like inclusion. Their interpersonal influence remained primarily focused on immediate colleague circles, laying the foundation for the network-based approaches applied by supervisors and the strategic relationship management used by managers.

Supervisory: Network Perception Through Connected Group Thinking

Supervisory tempered radicals operated as crucial network connectors, bridging frontline peer groups and management hierarchies while facilitating inclusion across multiple organisational networks. They employed network perception strategies that viewed others in terms of connected groups rather than isolated individuals. This level-specific approach built on their foundational characteristics of boundary navigation and multicultural awareness (from Phase 1A) by applying general strategies of group facilitation and systematic connection building (from Phase 1B) within their unique intermediary position.

At the frontline-team integration level, supervisory participants demonstrated network perception through group-oriented induction processes that positioned newcomers within broader workplace social networks. This approach reflects their unique position as organisational intermediaries who must facilitate inclusion across multiple groups while maintaining relationships both upward and downward in the hierarchy.

Bing's networking approach shows how he helped new employees join workplace networks. His induction process demonstrates group thinking:

I mean, I guess, I'm just me generally. I'll do the inductions for new temp staff and things like that. And I always make sure that you know that I'm always friendly and open straight from the get-go ... And when I take them to the department, I always introduce them to everyone.

Bing positioned newcomers within the broader workplace social fabric, recognising that integration requires connection across multiple network nodes simultaneously.

Building from team integration, supervisory network perception extended to the peer-coordination level through conflict resolution approaches that considered how individual issues affect broader group dynamics. Rather than addressing problems as isolated incidents, Bing considered relational contexts: "You know, I think that always that helps build trust and that as well, I haven't had too many dealings with conflicts or anything." His open-door policy reflects his understanding of how individual concerns connect to broader team dynamics, demonstrating how network perception enables supervisory staff to create inclusion through group relationship management.

Supervisors also used cultural diversity and group dynamics to create bridges across organisational boundaries. The sophistication of supervisory network thinking becomes

apparent through Mikaere's awareness of multicultural team dynamics and his approach to cultural connection: "People [are] from different areas in the universe. So, you know, when we have our lunch we just talked to different people and we can know their culture or how they live in their countries, I think it's quite it's quite fun." This approach demonstrates network perception that recognises how cultural sharing creates relationship building whilst positioning informal spaces like lunch conversations as strategic opportunities for cross-cultural understanding and workplace inclusion.

Building from this understanding, Tonis's approach to team building leveraged network awareness to create inclusive environments: "I really enjoy spending time with the people with the guys, with the girls, I have done that for 20-plus years, and I enjoy that teamwork, that bonding, that getting things done." His emphasis on collective achievement shows how network perception translates into collaborative inclusion practices that strengthen operational effectiveness through relationship building.

Supervisors demonstrated multilevel network perception by simultaneously integrating frontline teams, coordinating peer supervisor approaches, and interfacing with management through systematic group analysis and cultural bridge building. Kora's morning tea initiative demonstrates network thinking: "Because we're just four, five different teams in the same office. And we weren't even talking to each other. So why don't we just have a morning tea?" This initiative recognised group isolation and developed approaches to facilitate cross-group connection and inclusion.

Soren's network perception demonstrates understanding of organisational interconnections and team development. His team-centric relationship building reveals network thinking: "So I have always kind of seen them as just my team, they are the team." The cultural integration aspects of Soren's networking approach reveal diversity management: "We had ... a Harmony Week [for] diversity. And then we ask people to bring whatever their best favourite dish at home. And then bring it in, then we, we share, as a group." This demonstrates how inclusion is created by facilitating authentic cultural sharing within group contexts that celebrate differences while building collective identity.

Cross-departmental network perception created new collaborative relationships. Lillian's analysis of workplace segregation reveals network-level thinking: "They also inherit from the previous manager. So, they all like one, one clique, and then you have ... many [quality assurance] people that have they have separate clique." Her response involved

network building: “We worked very hard, and also gaining respect from other department, we should see she’s very important.”

Supervisors’ ability to see and connect networks fostered inclusion by linking separate groups in manufacturing settings and by bridging daily operations and wider institutional goals. Unlike frontline interpersonal focus, which operated through individual relationships, or managerial organisational perspective, which considered strategic alignment, supervisory network perception positioned these change agents as crucial intermediaries who understand both operational realities and institutional possibilities. They operated simultaneously across frontline team integration, peer coordination, and management interface levels, creating a vital foundation for the strategic organisational approaches employed at managerial levels.

Managerial: Organisational Perspective Through Strategic Relationship Management

Managerial tempered radicals operate primarily at strategic and systematic levels when managing interpersonal interactions for inclusion. They leverage their expanded authority and broader organisational perspective to consider all relationships within the context of broader organisational goals while approaching diversity and inclusion from strategic, company-wide perspectives. At the operational oversight level, managerial participants demonstrate a wider perspective in their approach to interpersonal interactions. This approach reflects their position at organisational leadership levels where individual and group relationships must serve broader institutional objectives while maintaining authentic commitment to inclusive workplace cultures.

Mackenzie focused on developing managerial capability by coaching others to move beyond conventional thinking and "think outside the square and think innovatively" when approaching workplace challenges. She demonstrated strategic relationship management that balanced individual recognition with institutional objectives. Her hiring philosophy revealed organisational thinking: “And I remember thinking ... I think I want to hire you just because you look different for everyone else.” This decision reflected her understanding of team dynamics:

At that stage, we had two very clear ethnic groups, and they were very cliquy. This person just kind of came in and didn’t fit anywhere, but also fit in both, because everyone had to speak English to him, which meant that the communication between the two groups flowed better.

This demonstrates how managers made inclusion decisions that benefited both individuals and the broader organisation by understanding team dynamics and communication patterns.

Building from operational oversight, manager's organisational perspective extended to strategic planning through long-term relationship management. This approach kept organisational connections strong while advancing inclusion goals. Mackenzie's coaching approach illustrates how she used strategic position rather than direct confrontation: "That's why I see it as my number-one job actually is just working on managers and coaching them, to think things through a little bit differently." Her responses to challenging leadership demonstrate this methodology. As discussed earlier, when managing a problematic boss, Mackenzie employed measured intervention: "Oh, yeah, I used to call him out ... you know, work on it, work on subtly." Her cross-functional team development created connections for "people [who] would never have met, because they come from different areas of the business, and they have absolutely no contact with each other". She instituted workplace tours where "one person on the group would spend [an] hour of the week showing the rest of the group around the work area." This demonstrates how managers pursue inclusion work through capability building and relationship management.

At the systematic implementation level, managerial perspective operated by understanding demographics and cultural dynamics to create company-wide inclusion strategies and senior-level relationship building. Rashid's observation that "the demographics of people are different" reflects analytical thinking, which enabled him to address organisational inclusion patterns rather than individual relationship issues. His relationship building operated at senior levels:

So, so I've always been able to form very good relationships with the senior managers in the business. So, whether it's the onsite manager here or on every site manager that I've worked with onsite, sites have been able to build a relationship with. I've got pretty high trust in them.

This approach enabled him to work on both immediate relationship needs and long-term cultural change.

Managerial individuals demonstrated multilevel organisational perspective by simultaneously overseeing operational relationships, planning strategic initiatives, and implementing systematic programmes through storytelling and demographic analysis that

addressed company-wide inclusion challenges. Rashid's storytelling shows his strategic thinking on company-wide inclusion challenges: "I would often talk about, you know, the story of talking about stereotyping, these stereotypes in the factory worker. I tell everyone that." His demographic analysis reveals an organisational perspective on representation patterns:

Yeah. Okay, so my start in the HR management role, I was one of the only Māori people in management. So, it's quite funny and I didn't recognise it at the time. I was blind to it, but I went to an HR conference in Wellington, early 2000, maybe I walked past, walked into the auditorium and it was full, and walking along there as you do and there was one Māori female, and she said to me, "It's good to see one of ours in here."

This narrative approach illustrates how managers created inclusion through communication addressing organisational assumptions and cultural patterns rather than focusing on individual relationship problems.

A systematic organisational perspective manifested in information sharing and relationship building. These practices supported inclusive participation across all levels while strengthening organisational effectiveness. Lev's communication approach, giving employees "information about the site and what was going on and figures and what the plan is for us going forward", created inclusion outcomes where staff "really, were very receptive to that, and felt really included". His approach to team management reflects organisational thinking: "So I've got no qualms about going to anyone on the management team here for support and help. And I hope they feel the same way about me." This reciprocal relationship building served organisational effectiveness rather than personal networking, extending across levels:

So, for example, the cleaner might come to me, and he might say, 'The paper towel holder is not working, can we please come fix it?' So, I think it's very important that one. I listen to the cleaner, as well as listening to my boss when he wants some things done.

Cross-organisational perspective operated through infrastructure improvements that demonstrated care for employee well-being across the organisation. Lev's initiative to replace deteriorated facilities demonstrates how managers implement changes that serve to benefit cultural groups and organisational culture (even if the cultural group, in this case smokers, may not be socially favoured):

We had a smoke area here outside, we had an old shitty canopy that was torn and had holes in it. When it rained it leaked ... so the change was we've got new pergola put in place. Yeah. And the comments on the change in the attitudes of some people, they loved it.

The above evidence reveals how managerial organisational perspective creates inclusion through strategic relationship management that balances individual needs with institutional objectives. Unlike frontline interpersonal focus, which operates through direct personal connections, or supervisory network perception, which bridges groups, managerial organisational perspective positions these change agents to consider all relationships within broader organisational contexts while maintaining strategic company-wide perspectives that align inclusion efforts with institutional goals. Their approach depends on understanding how individual and group dynamics impact organisational effectiveness while creating conditions for inclusive workplace transformation that transcends immediate relationship boundaries.

Managerial tempered radicals thus demonstrated the most comprehensive interpersonal approach. While frontline workers focused on immediate colleague relationships and supervisory staff bridged groups, managerial participants created the strategic conditions and systematic relationship frameworks necessary for sustained interpersonal transformation. They operated across all organisational levels through their strategic positioning, establishing the comprehensive foundation that enabled interpersonal transformation to flourish at frontline and supervisory levels while creating long-term systematic change that aligns individual and group relationships with broader institutional objectives.

5.3 Cross-theme Insights

This examination of four global themes across the three organisational levels reveals distinct patterns of tempered radical behaviour at each hierarchical position. Frontline workers demonstrated *personal agency* through immediate action and peer relationships. Participants such as Priam displayed autonomous decision making ("I applied myself rather than somebody was telling me"). Stefan emphasised authenticity ("You've got to be true to yourself"). These frontline participants enacted change through direct, personal interventions in their immediate work environment.

Supervisors, meanwhile, emphasised *framework integration* and *inclusive bridging* through processes and connection building. Declan and Soren anchored their identity in organisational policies and procedures. Lillian actively worked to bridge workplace segregation between departments. These supervisors positioned themselves as mediators between frontline experiences and organisational structures.

Managers exhibited *role integration* and *strategic detachment* through long-term planning and analytical distance. Mackenzie focused on coaching her colleagues to “think outside the square and think innovatively”. Rashid operated through “chipping away” with his change efforts that spanned years. These managers conceptualised change as gradual, sustained effort requiring patience and persistence. Each level’s approach reflects the specific responsibilities, constraints, and opportunities inherent to that organisational position within the manufacturing context.

The global themes do not operate in isolation. The data show that approaches at different hierarchical levels interact in ways that generate both integration and tension. Frontline workers’ autonomous decision making intersected with supervisors’ framework-based implementation. This connects with managers’ strategic initiatives. These intersection points created patterns of vertical integration. Different levels built upon and enabled each other’s inclusion work: supervisors described implementing ideas that originated with frontline workers, while managers described supporting frameworks that supervisors developed through their bridging work.

However, these intersections also generated tensions. These tensions arose from conflicting temporal orientations, differing conceptualisations of change legitimacy, and competing methodological approaches across hierarchical boundaries. Frontline workers like Stefan expected rapid responses to his ideas. Stefan contrasted with supervisors like Liv who implemented changes over months. Managers like Rashid, meanwhile, used approaches that spanned years. The data reveal that these different time frames create friction in how participants understand and evaluate change efforts. Declan expressed frustration with long-term employees who resisted framework-based changes despite their frontline credibility. This exemplifies how tensions emerge between *personal agency* and *framework orientation* approaches. Participants at each level described moments where their approach conflicted with the methods employed by colleagues at other levels.

Chapter 6 examines these cross-theme patterns further, exploring vertical integration patterns, information flows through the system, and organisational approaches to supporting inclusion champions across hierarchical boundaries. The discussion demonstrates how the four global themes of self-identification, work environment, operational methods, and interpersonal interactions form an integrated system rather than discrete level-specific strategies.

5.4 Chapter Summary

This chapter has presented findings from the analysis of 27 tempered radical narratives across frontline, supervisory, and managerial levels within New Zealand's manufacturing sector. The analysis addressed the research question *How do tempered radicals' approaches to fostering workplace inclusion differ across frontline, supervisory, and managerial levels within manufacturing organisations?*

5.4.1 Key Findings

The findings reveal that tempered radicals develop different inclusion-promoting strategies based on their organisational position. Four interconnected global themes emerged from the Phase 2 analysis:

1. **Self-identification** demonstrates how hierarchical position shapes tempered radicals' identity construction as inclusion agents. Frontline participants developed *personal agency* orientations centred on authentic self-expression. Supervisory participants employed *structural navigation* anchored in organisational structures. Managerial participants demonstrated *role integration* combining multiple professional and personal identities.
2. **Work environment** reveals tempered radicals' level-specific approaches to navigating organisational contexts. Frontline participants employed *transference strategies* that escalated issues through appropriate channels. Supervisory participants demonstrated *inclusive bridging* that connected diverse groups. Managerial participants utilised *strategic detachment* for environmental transformation.
3. **Operational methods** shows how tempered radicals' inclusion intentions translate into concrete actions. Frontline *change empowerment* focused on individual capability building. Supervisory *system stewardship* navigated

organisational structures while transforming them. Managerial *inclusion advocacy* operated through strategic resource allocation.

4. **Interpersonal interactions** illuminates relationship building as the expression of tempered radicals' inclusion efforts. Frontline *interpersonal focus* created direct personal connections. Supervisory *network perception* bridged connected groups. Managerial *organisational perspective* aligned relationships with institutional objectives.

5.4.2 Cross-level Integration

The findings from Phase 2 demonstrate that promoting workplace inclusion is not a uniform process but rather emerges through different yet complementary strategies that reflect the unique position, capabilities and constraints of each hierarchical level. The data reveal a multilevel system where frontline personal agency, supervisory framework integration, and managerial role integration create interconnected approaches to fostering inclusive workplace cultures. These findings challenge assumptions about change agency being concentrated at senior levels. Instead, they reveal how manufacturing's collaborative structures enable inclusion promotion through coordinated yet autonomous action *across* the organisational hierarchy.

However, the research also uncovered tensions between levels, particularly around temporal expectations, change methodologies, and the balance between individual authenticity and institutional requirements. These tensions suggest that while multilevel tempered radical activity offers potential for comprehensive inclusion transformation, it also requires careful navigation of competing approaches and conflicting priorities.

The manufacturing context proves crucial in shaping these patterns. The sector's hierarchical clarity, collaborative work structures, and operational interdependence create both opportunities for vertical integration and challenges for cross-level coordination. The cultural diversity of New Zealand's manufacturing workforce adds further complexity, requiring tempered radicals to navigate hierarchical boundaries and cultural differences in their inclusion promotion efforts.

These findings raise important theoretical and practical questions about how organisations can better support tempered radicals across hierarchical levels. They also raise questions about how different change approaches can be coordinated to maximise

inclusion outcomes, and how the characteristics of manufacturing environments influence inclusion promotion strategies.

Chapter 6 discusses the combined findings presented in this and the previous chapter, and examines how they contribute to tempered radical theory, inclusion scholarship, and practical approaches to fostering inclusive workplaces within manufacturing contexts.

Chapter 6 Discussion

6.1 Introduction

This research reported in this thesis examined how tempered radicals promote inclusion across different organisational levels in manufacturing settings. The study was designed to address two progressive research questions:

RQ1: How might tempered radicals foster inclusion in the workplace?

RQ2: How do tempered radicals' approaches to fostering workplace inclusion differ across frontline, supervisory, and managerial levels within manufacturing organisations?

The findings presented in the previous chapter revealed patterns that challenge conventional understandings of tempered radicalism as an individual phenomenon. This chapter critically analyses these patterns, demonstrating how manufacturing contexts reshape tempered radical practice and how hierarchical position fundamentally influences inclusion strategies. The analysis extends existing theory by transforming Meyerson's (2001) individual-centric framework into a multilevel systems perspective.

This chapter examines the findings across two main sections. Phase 1 discusses findings from the first research phase, interpreting how Meyerson's (2001) four attributes manifest in manufacturing contexts and how these environments shape inclusion strategies, concluding with the inclusion framework. Phase 2 examines findings from the second research phase, exploring how organisational position shapes tempered radical inclusion work and examining tensions between hierarchical levels.

6.2 Phase 1

6.2.1 Interpreting the Attributes of Tempered Radicals

The four attributes of tempered radicals offer a conceptual lens for understanding inclusion mechanisms: (1) being different from the dominant culture, (2) a desire to fit in and be successful, (3) staying true to values and identity, and (4) an ability to subtly implement change (Meyerson & Scully, 1995). The findings of the current study indicate that these attributes reveal how in New Zealand's manufacturing industries inclusion

develops through the lived, relational actions of individuals navigating organisational complexity rather than through formal diversity initiatives (Griffiths et al., 2023).

Being Different from the Dominant Culture

Manufacturing tempered radicals extended Meyerson's (2001b) framework by transforming difference into operational legitimacy. In manufacturing, operational norms and cultural conformity create difference through role segmentation and standardisation. This research challenges traditional socialisation theories (Kelman, 2006) which position external experiences as barriers to integration. The findings demonstrate that experiential knowledge becomes a strategic resource for inclusion when grounded in operational excellence. Participants like Heather and Riku illustrate this principle. Heather built credibility by exceeding performance expectations before expanding her influence, while Riku's mechanical innovations solved physically demanding tasks that disadvantaged women and older workers. Manufacturing contexts value people through performance contributions, not credentials (Bajaba et al., 2023; Solomon, 2009). Participants linked inclusive practices to operational improvements, demonstrating that diversity and efficiency mutually reinforce rather than compete.

The reframing of difference as operational value extends Meyerson's framework into manufacturing contexts where identity gains legitimacy through contribution rather than conformity (Bajaba et al., 2023). Frames organise our experience and guide our actions (Beach, 1997). In manufacturing, *reframing* helps tempered radicals interpret challenges differently so they can respond more effectively. This matters in manufacturing because technical complexity and safety requirements create entry points for inclusive practices when tied to demonstrated improvements. Strong performance enhances employees' social capital and influence, making their suggestions more likely to be taken seriously (Abdullah, 2019; Ullah et al., 2022). This mechanism works through what Heather described as proving yourself first. She stated she needed to show she had "already done more than what they have done" before seeking additional opportunities. Kiri demonstrated this by becoming "the top machine operator" before developing an inclusive leadership approach that transformed night-shift productivity. Riku's journey also illustrates this pattern. When management recognised the potential of his technical improvements, they acknowledged he had discovered capabilities they had not previously considered possible. This institutional endorsement gave Riku the protective support needed to implement changes that eventually became standard practice across all shifts. This reveals a critical theoretical extension: manufacturing tempered radicals require

operational legitimacy before cultural legitimacy. Management's recognition of Riku's improvements reflects what Schoon (2022) describes as legitimacy forming within a relationship: shared expectations, managerial assent, and Riku's conformity to operational norms combined to create a foundation of legitimacy that enabled his changes to spread.

A Desire to Fit In and Be Successful

Manufacturing tempered radicals navigate a critical tension between organisational commitment and values-driven change. Tempered radicals are not oppositional figures – their desire to succeed within the organisation reflects a commitment to its goals and a belief in its potential (Meyerson, 2001a). However, manufacturing contexts complicate this relationship. Traditionally, organisational success demands conformity while discouraging deviation (Esmaeilian et al., 2016; Kazushi, 2001). The findings of this study demonstrate how manufacturing tempered radicals resolve this tension by reframing success itself. Participants measured achievement through collective benefit and the well-being of others rather than individual recognition. Jin, for example, prioritised team performance over individual recognition, while Lewis emphasised how workers contribute substantial value through their shifts. Kora sought contribution to something bigger than herself, while Vasumati measured recognition through reducing workplace injuries.

Importantly, this dual commitment creates productive tension rather than paralysis. Quinn and Meyerson (2008) position tempered radicalism as a form of positive deviance, where tension becomes a source of enduring, honourable change. Goldfien and Badway (2015) note how dual commitment fosters cognitive complexity and boundary spanning, enabling collective sensemaking and innovation. In the current study, participants maintained simultaneous commitments to organisational success and personal values. Tempered radicals achieve fitting in through building genuine relationships and creating inclusive environments rather than through superficial conformity. This involves developing authentic connections that benefit both individual integration and team effectiveness. Authentic belonging is seen as essential for collective action and transformative change (Rezai et al., 2023), with tempered radicals leveraging everyday interactions and relationships to promote inclusion and address systemic inequalities.

Research on tempered radicals affirms that authentic connections and a commitment to both personal and organisational goals are central mechanisms by which they enhance

both individual and team outcomes (Griffiths et al., 2023; O'Shea et al., 2025). These structural features create natural platforms where tempered radicals demonstrate that inclusive practices enhance rather than compromise operational effectiveness. This reflects Meyerson's (2001b) notion of tempering, where tempered radicals soften radical impulses to remain effective within the system (Hartnell et al., 2023; Walton & Kirkwood, 2013). It also resonates with Ashforth's (2014) framing of ambivalence as a source of adaptability and wisdom.

In manufacturing contexts, ambivalence becomes a strategic posture that balances competing values without compromise. Through operational excellence combined with inclusion, participants showed that diversity strengthens rather than compromises efficiency. This study extends inclusion scholarship by demonstrating that productive tension drives both personal growth *and* organisational improvement.

Staying True to Values and Identity

Manufacturing tempered radicals resist compartmentalising their identity by practising a more integrated form of authenticity. Despite their desire to fit in, tempered radicals do not compromise their core values. Their actions follow deeply held beliefs shaped by life experiences and cultural identity. Traditional socialisation theories suggest individuals adapt to organisations through progressive conformity, moving from compliance through identification to internalisation of organisational values (Kelman, 2006). This model positions external experiences as barriers to integration, which must be overcome through assimilation. The findings of this study challenge this framework by demonstrating that personal and professional selves are not separated in practice (Caza et al., 2018; Marks & MacDermid, 1996; Tamasevicius et al., 2025).

This integration aligns with Sheep's (2006) argument that workplace spirituality involves bringing one's complete self to work. Lips-Wiersma and Morris (2009) show that meaningful work comes from personal growth and staying true to oneself, not from fitting into prescribed roles. People find meaning when they can hold both their personal beliefs *and* organisational demands together. Neubert (2019) argues that people have value beyond what they produce. A values-led perspective recognises that workers bring more than just skills – they bring values and experiences that strengthen organisational outcomes. Fry (2003) suggests that workplaces meet people's need for purpose when employees can live their values at work.

This integration of personal and professional selves matters because compartmentalisation creates operational risks in manufacturing environments. Workers who compartmentalise identity withhold valuable insights that could prevent errors, improve processes, or identify hazards. In contrast, this dual commitment to authenticity and organisational success creates productive tension that drives both personal growth and operational improvement. It enables workers to draw on diverse life experiences as resources for innovation rather than suppressing difference to achieve superficial conformity (Griffiths et al., 2023).

The dual commitment to authenticity and organisational success, combined with integrated identity and strong value orientation, enables manufacturing tempered radicals to robustly evaluate workplace processes. Superficial conformity actively undermines manufacturing effectiveness, while integrated authenticity enhances it (O'Shea et al., 2025). This creates a reinforcing cycle. When leaders recognise performance, employees experience increased voice and engagement in organisational citizenship behaviours beyond formal roles (Hartnell et al., 2023). Strong performance builds social capital and influence for change (Abdullah, 2019; Ullah et al., 2022), enabling tempered radicals to advocate more effectively for inclusive practices while maintaining their authentic values. This aligns with Lips-Wiersma and Morris's (2009) assertion that meaningful work arises from integrating personal values and organisational roles. For manufacturing tempered radicals, this integration is not merely personally satisfying, it enhances operational effectiveness.

Participants in the current study achieved belonging through building genuine relationships and creating inclusive environments rather than through superficial conformity. Julieanne, for example, demonstrated this by maintaining authentic self-expression while navigating her personal transition in a traditionally conservative workplace. Participants leveraged their technical credibility and operational knowledge to create space for authentic expression. Their strategic framing demonstrated organisational inclusive values through process improvements, knowledge sharing, and advocacy work. Technical excellence provides the foundation for challenging workplace norms, with documented expertise and mentoring relationships enabling influence beyond formal authority (Barnes et al., 2023; de Vries, 2015). This pattern reveals how manufacturing tempered radicals extended inclusion by demonstrating that authentic self-expression and organisational effectiveness reinforce rather than compete, directly challenging Kelman's (2006) conformity-based socialisation model.

An Ability to Subtly Implement Change

The findings of this study extend Meyerson's (2001) subtlety framework by demonstrating how operational structures transform strategic invisibility into technical credibility. Meyerson conceptualised subtlety as individual self-expression that gradually challenges norms. Manufacturing contexts reveal a different dynamic, with subtlety operating through technical and safety frames that align inclusion initiatives with core operational priorities. Torsten, for example, embedded inclusion within operational communication structures. He used mandatory toolbox meetings and safety briefings to build understanding across cultural groups, explaining that respectful dialogue with Pasifika staff wasn't just ethical but operationally necessary: "If they feel you have been respectful ... they are happy to do anything you ask." Production efficiency became the frame through which he could justify his relational, inclusive approach to leadership. Kaplan's (2008) work on "framing contests" argues that actors use frames to make their perspectives resonate and mobilise action. This perspective suggests that frames are not only instrumental tools for justifying actions; they are also part of the political process that produces decisions. This matters because embedded routines and top-down change cultures resist explicit diversity and inclusion advocacy (Matsuo, 2019). Strategic subtlety is more effective when framed as process improvement rather than social change (Griffiths et al., 2023).

The participants in the current study subtly changed language, built relationships, mentored peers, and questioned assumptions within established operational frameworks. Badaracco (2001) describes this as "quiet leadership": influence grounded in restraint, credibility, and relational trust. Participants demonstrated this through multiple operational approaches. Some created return-to-work programmes that identified patterns in workplace challenges and developed preventative solutions, framing these as injury prevention rather than accommodation policy. Others advocated for colleagues facing literacy barriers during licensing processes by requesting reading support, transforming personal experiences into practical workplace solutions framed as training effectiveness rather than disability accommodation.

In this way, technical problem solving becomes a vehicle for building organisational capacity (Barnes et al., 2023), with competence improvements experienced as immediate practical help rather than formal diversity initiatives. Grassroots improvement systems emerge where ideas are posted publicly and refined collaboratively before implementation, fostering innovation and ownership while appearing as operational

excellence rather than participation mandate (Green, 2018). Participants framed such actions as technical improvements or safety initiatives rather than diversity interventions. This approach fostered inclusion without triggering defensive responses because it worked within established priorities.

Manufacturing contexts also reveal theoretical implications that extend Meyerson's (2001) framework. Participants in the current study demonstrated that collaborative work structures require trust across diverse teams. Solomon, for example, created an environment where people "feel welcomed. So, they can come and ask you"; Torsten built reliability across diverse shifts, aiming to be seen as trustworthy and dependable. La'akea reinforced this point, stressing that trust was essential for team synchronisation and collaborative work; and La'akea emphasised that "trust is really important" for team synchronisation and collaborative work. Lillian, who built "positive food safety culture" through individual engagement that created environments where people felt safe to raise concerns without fear of retribution demonstrates how safety-focused cultures prioritise speaking up about concerns.

Manufacturing's clear hierarchies provide established channels for influence (Alat & Suar, 2019; Kazushi, 2001). In this study, Finn understood "there is a supervisor, there is a team leader" and would "call either the supervisor or manager" when issues arose; Bing tested changes before going to his managers and saying, "Well, you know, this works quite well"; and Mikaere wrote formal proposals to his manager despite the challenges of influencing change from a non-managerial position. These features transform Meyerson's individual subtle resistance into collective operational practice. The same hierarchies that might resist explicit diversity advocacy become platforms for technically framed inclusion initiatives.

The collaborative structures that depend on routine compliance also create spaces for relationship building and gradual norm shifting (Andrew et al., 2008). This study advances inclusion scholarship by demonstrating that context matters for strategy effectiveness. While Meyerson's (2001) framework emphasised individual agency and gradual cultural change, manufacturing reveals how operational structures amplify or constrain strategic options, with subtlety succeeding not merely through individual restraint but also through alignment with technical priorities. Badaracco's (2001) observation that modesty enables extraordinary achievements takes on specific meaning in this context, as manufacturing tempered radicals navigated the middle ground between conformity and transformation by leveraging operational interdependence. Changes in

one area influence adjacent practices through existing process networks, enabling inclusion initiatives to spread organically rather than through formal mandate (Kelan & Wratil, 2018; Meyerson, 2001b). This finding extends theory by showing how manufacturing's interconnected systems create unique conditions for tempered radicalism, where technical credibility becomes the currency for social change.

This study extends Meyerson's (2001) four attributes – being different from the dominant culture, desiring to fit in and be successful, staying true to values and identity, and implementing change subtly together – to manufacturing contexts. Manufacturing tempered radicals transform difference into operational legitimacy, navigate productive tension through authentic belonging, challenge compartmentalisation through integrated identity, and operate through technical translation rather than explicit advocacy. The theoretical significance lies in showing that context matters for strategy effectiveness. Operational legitimacy precedes cultural legitimacy in these environments, reversing traditional integration pathways (Jansen et al., 2009; Sarta et al., 2021). The dual commitment to organisational success and personal values creates productive tension that drives both individual growth and operational improvement (Meyerson & Scully, 2009). The findings of this research advance inclusion scholarship by demonstrating that authentic self-expression and organisational effectiveness reinforce rather than compete in manufacturing contexts. Attributes alone do not fully explain how inclusion develops (Roberge & van Dick, 2010). The operational effectiveness of these attributes emerges through their strategic application within manufacturing's interconnected systems, where changes in one area influence adjacent practices through existing process networks.

6.2.2 From Strategy to Strategic Adaptation

Manufacturing environments transform how Meyerson's (2008) strategic spectrum operates in practice. Meyerson identified five strategic approaches: quiet resistance, turning threats into opportunities, negotiating change, small wins, and strategic alliance building. The narratives of 27 participants across New Zealand's manufacturing sector reveal that while tempered radicals employ these approaches, technical demands, collaborative structures, and performance imperatives uniquely shape how these strategies manifest and what impacts they achieve.

Meyerson's framework does not fully explain why tempered radicals choose particular strategies or why certain approaches prove more effective in specific contexts. Organisational adaptation theory addresses this gap by revealing that tempered radicals

navigate competing environmental demands simultaneously (Burgelman, 1991; Sarta et al., 2021). Organisational adaptation thinking emerged from research on how firms make decisions and adjust structures in response to environmental changes, combined with insights from behavioural theories of the firm (Burgelman, 1991; Sarta et al., 2021). Tempered radicals in the current study sought to maintain personal values (internal environment) while achieving professional effectiveness (market environment) and navigating organisational norms (institutional environment). This multilevel adaptation lens explains strategy selection as deliberate trade-offs: each approach prioritises convergence with some environments while accepting distance from others (Kaplan, 2008). Understanding these trade-offs illuminates why manufacturing's specific characteristics enable certain strategies while constraining others.

As Meyerson (2008) suggests, quiet resistance operates through technical modifications and operational practices, just as Siggelkow's (2002) "patching" and "trimming" processes subtly reshape core organisational elements without overt confrontation. Manufacturing tempered radicals challenge inefficiencies and hierarchical dependencies by troubleshooting independently, maintaining physical presence on production floors and disclosing differences in training contexts. Akashi, for example, challenged hierarchical dependencies by encouraging colleagues to assess machine issues independently before calling technical support. When a colleague encountered a printer problem, he guided them through the diagnostic steps: "Try two or three ways ... doesn't go ... then call the sparky." This approach built problem-solving capacity among operators while reducing unnecessary escalations. During production trials, he noticed a misalignment in the flavour drum set-up and immediately intervened, calling the team to examine the issue before it caused larger problems. Akashi's practice of independent assessment before escalation quietly reshaped workflow norms.

Leading by example through good work ethic demonstrates approaches that colleagues observe and begin to emulate. Akashi's actions created autonomy and inclusive spaces while building credibility through technical competence. This strategy achieves what Sarta et al. (2021) term "strategic non-adaptation": deliberately maintaining distance from certain organisational norms while demonstrating valued capabilities. Tempered radicals in this study resisted hierarchical conformity through technical performance rather than direct challenge. When independent troubleshooting is encouraged, this reduces downtime while challenging hierarchical dependencies (Li et al., 2017). Participants exploited this by positioning inclusion initiatives as operational improvements.

Reframing threats as opportunities emerged powerfully in manufacturing contexts. Manufacturing tempered radicals transformed equipment problems into learning opportunities, hostile management into alliance-building catalysts, and cultural divisions into unity projects. Damian, for example, described how hostile leadership created unexpected solidarity among colleagues. Rather than isolating workers, unprofessional management practices drove staff to form protective alliances. He and a colleague supported each other through disciplinary meetings, even when facing serious misconduct accusations. This collective resilience emerged as a direct response to managerial hostility, as staff recognised they needed mutual protection. As Damian explained, the bonds formed during this period felt like “safety in numbers”. Despite knowing they were performing well, management repeatedly invalidated their efforts, creating emotional dissonance that could only be navigated through peer support. These relationships became a form of quiet resistance, providing both practical assistance during confrontations and emotional validation when institutional recognition was absent. The toxic environment paradoxically strengthened horizontal relationships as workers relied on each other for dignity and defence against arbitrary authority.

This example demonstrates the two-way relationship between tempered radicals and their environments (Burgelman, 1991; Sarta et al., 2021; Wooten, 2015). Rather than simply adapting to hostile conditions, participants actively shaped their environments by building new networks and collaborative practices. Personal adversity and organisational gaps become visible improvement opportunities (Tamasevicius et al., 2025). When equipment problems arise (organisational gaps), the team-based nature of production makes these immediately visible to everyone, enabling tempered radicals to position inclusion initiatives as operational improvements (Burgelman, 1991; Wooten, 2015).

Negotiating change occurs within manufacturing’s production requirements and shift structures. Manufacturing tempered radicals negotiate flexible arrangements while respecting production constraints, demonstrate ethical standards without challenging practices directly, and mediate cultural conflicts to preserve team harmony. The findings of the current study reveal how Phillipe negotiated weekend overtime by prioritising his children’s sports commitments, explaining that he wanted to provide what he lacked growing up. His decision to pull out of overtime shifts modelled work-life balance without direct confrontation, while his clear boundary that family illness took precedence over work quietly challenged organisational expectations. Kiri, meanwhile, approached management to request shift changes that accommodated her newborn, securing

arrangements that allowed her to continue working while meeting family responsibilities. This negotiation gradually influenced how the organisation considered flexibility for working parents. These examples reflect what Sarta et al. (2021) describe as balancing convergence across multiple environments. Participants in this study aligned with some organisational demands (production requirements) while challenging others (inflexible practices), while maintaining their values throughout. Quality and safety imperatives provide legitimate grounds for principled stands because production errors carry measurable consequences. Team-based production makes such negotiation both necessary and valued, creating space for tempered radicals to advocate for change within operational imperatives.

Small wins accumulate through operational improvements and peer development. Participants embedded inclusion into production routines through patient mentoring, collaborative problem solving, and relationship-focused conflict resolution. Patient investment in others' growth occurred through non-directive approaches to team development, while collaborative problem solving built collective capability by encouraging peers to work together before escalating technical issues. These represent intentional adaptations: conscious choices to reduce distance between current practices and more inclusive approaches (Helfat & Peter, 2015; Sarta et al., 2021). Intentional, incremental change is well established as a core attribute of tempered radical action (Meyerson, 2008; Meyerson & Scully, 1995). Collaborative production environments foster incremental change by enabling shared attention and experiential learning across shifts and teams, supporting the development of cognitive capabilities essential for sensing and adapting to evolving operational demands (Alshamsi & Ajmal, 2018). However, as Sarta et al. (2021) note, what works today may require recalibration as contexts evolve, requiring tempered radicals to adjust their approaches over time.

Strategic alliance building leverages manufacturing's coordination requirements. Participants formed mutual protection partnerships, created team-wide collaborative decision-making processes, and built buy-in through systematic communication. In the current study, Riku built strategic alliances to support change. When faced with backlash from peers for his innovations, he found support from a manager who "went into bat" for him, helping legitimise his efforts. He mentored others, such as the night-shift coordinator he trained, instilling a culture of teamwork and continuous improvement. His influence extended across shifts, with practices like email handovers becoming standard due to his initiative and collaborative approach.

In the findings, Tane built buy-in through transparent consultation. He encouraged improvement suggestions and used supervisor meetings for cross-shift dialogue. These meetings allowed collaborative refinement of ideas, as Tane explained: "We'll come to a supervisors' meeting and discuss it ... and go back and say, okay, great idea, but you didn't think about this". This iterative process built collective ownership while maintaining production continuity. Tane also disrupted traditional hierarchies by rotating plant management responsibilities annually, creating shared leadership structures that fostered collaboration across departments. This strategy exploits structural interdependencies to achieve institutional change through collective action (Jordan et al., 2025; Sarta et al., 2021). Production environments require cross-shift, cross-departmental, and cross-level coordination that provides natural networks for inclusion work. Organisations also face field-level institutional pressures, including regulations, professional standards, and competitive benchmarking (Wooten, 2015). Strategic alliances enable tempered radicals to influence these pressures by creating normative expectations for inclusive practices. Resistance to change makes alliance building organisationally necessary because production continuity depends on collective support (Jordan et al., 2025).

6.2.3 Attributes as Enablers

The findings indicate that tempered radicals in manufacturing do not merely apply existing strategies; they reconfigure them to fit the contours of their environment. While Meyerson's framework identifies attributes and strategies separately, understanding how tempered radicals foster inclusion requires examining how these elements interconnect. The patterns observed suggest that attributes function as adaptive resources: personal characteristics that shape which strategies can achieve convergence across internal, market, and institutional environments (Sarta et al., 2021; Wooten, 2015). Examining attributes in connection with strategies through an organisational adaptation lens advances tempered radical theory by revealing the mechanisms through which personal characteristics enable specific strategic choices.

This reflects what Jost et al. (2004) describe as system justification: people are motivated to see the existing social order favourably, even when it does not treat everyone fairly. Disagreeing with dominant workplace culture brings uncertainties that undermine the control of known life outcomes (Owuamalam, Tan, et al., 2023; Wetter & Finger, 2023). For tempered radicals in manufacturing, this creates continuous tension between conformity and deviation, compliance and experimentation. They must challenge

exclusionary practices while maintaining the organisational legitimacy necessary to effect change. Individual and group justification motives can override the need to question the status quo (Liu et al., 2023). Tempered radicals navigate this tension by drawing on specific attributes that enable particular strategic approaches.

The tempered radical attribute of being different from the dominant culture provides the outsider perspective that enables the strategy to reframe threats as opportunities. This extends Meyerson's (2001b) framework by showing how difference becomes a strategic resource. In this study, Solomon experienced explicit racial hostility yet used this outsider perspective to transform environments through patient relationship building, trying "to create an environment where the hatred was removed". Kora's position as the only Māori team member enabled her to identify exclusionary language practices and negotiate alternative terminology. This pattern aligns with Griffiths et al.'s (2023) observation that tempered radicals' bridging capacity stems from their insider-outsider positioning. Manufacturing's collaborative work structures amplify this dynamic because shared technical demands create a foundation where diverse perspectives drive operational improvements.

Desiring success while fitting in creates the organisational credibility that legitimises strategic alliance building. Similar to Mayock's (2016) findings, participants in this research demonstrated how professional excellence establishes trust relationships essential for coalition building. Riku's technical innovations gained management support because his organisational commitment was evident through consistent performance. This credibility enabled alliance building to transform individual improvements into organisational standards. This extends Vaul-Grimwood et al.'s (2023) recognition that tempered radicals balance conformity and advocacy by revealing the mechanism through which excellence creates platforms for influence.

Being true to one's values and identity provides moral and ethical clarity that guides strategic approaches to inclusion. Reave (2005) in research on values-driven leadership practices, identifies integrity as central to effective leadership. Integrity creates trust and credibility, which prove essential when advocating for change. Leaders who demonstrate integrity gain loyalty and commitment from others because their actions align with their stated values (Fernando & Jackson, 2006). Fernando and Jackson (2006) describe this as "right decision-making", choices guided by moral principles and concern for collective welfare rather than personal gain. Their research showed that faith-based leaders consistently frame decisions through ethical lenses, sometimes sacrificing short-term

benefits to maintain moral standards. In this study, Phillipe drew upon his life experiences to negotiate challenging organisational norms while maintaining respect for operational requirements. Such authentic consistency creates credibility that enhances organisational effectiveness (Meyerson, 2008). Fry (2005) argues that ethical well-being comes from living in alignment with one's core moral values. When people act consistently with their values, they experience greater satisfaction and resilience. This matters in manufacturing because ethical clarity enables tempered radicals to maintain their advocacy even when facing resistance.

In this research, Mikaere's boundary-setting demonstrates how moral foundations guide strategic decision making: "If I know I'm not doing the right thing ... I feel guilty." Neubert (2019) suggests that values-centred perspectives enable people to recognise inherent human dignity and pursue genuine transformation rather than superficial compliance. This deeper ethical foundation sustains change efforts over time because it connects to enduring values rather than temporary interests. Lips-Wiersma and Morris (2009) include moral development as central to meaningful work, showing that people find purpose when they can grow ethically and express their authentic values through their actions.

Implementing change and disrupting dominant norms enables quiet resistance and small-wins strategies. This study extends Weick's (1984) theory by revealing how change orientation functions as an enabling attribute rather than simply a behavioural outcome. When organisational members possess an intrinsic drive towards improvement, they can identify opportunities for incremental change that others overlook and persist despite resistance. Damian's approach exemplifies this through his quiet persistence in the face of management resistance. When his repeated requests to introduce recycling were ignored, he approached another manager and arranged for bins to be installed. His philosophy reflects the strategic value of incremental change: "Little changes are more constant ... easier to get used to." Quiet resistance through such initiatives creates small wins that normalise inclusive practices while building coalition foundations. This aligns with Meyerson's (2001b) observation that tempered radicals create radical change through patient, inconspicuous approaches.

These connections reveal how attributes serve as adaptive resources that enable strategic action. Different attributes enable convergence with different environmental domains: difference maintains internal integrity while enabling market effectiveness, organisational commitment achieves institutional legitimacy, and values guide navigation

of contradictory demands. This explains why tempered radicals select particular strategies: their choice will align their personal attributes with the environmental demands each strategy addresses.

Figure 6.1 illustrates how foundational attributes provide the perspective, credibility, moral and ethical clarity, and change orientation that enable strategic approaches to foster inclusion. The manufacturing context acts as an enabler, providing opportunities for competence-based relationship building that transcends boundaries while demonstrating how inclusion enhances effectiveness.

Tempered Radical Attributes	Tempered Radical Strategies	Examples
Being Different from Dominant Culture	→ Reframing Threats as Opportunities	Outsider perspectives enable transformation of exclusionary practices into creating an inclusive environment <i>Solomon:</i> “I tried to create an environment where the hatred was removed.” <i>Rashid:</i> “Why is it that there aren’t any Māori managers in this workplace?” <i>Julianne:</i> “Me just being ... a normal person ... did educate them that I am not something to be afraid of.”
Desire to be Successful & Fit In	→ Strategic Alliance Building	Organisational credibility establishes trust relationships necessary for coalition building <i>Riku:</i> “We’ve got someone who actually ... we didn’t know that was possible.” <i>Kiri:</i> “I became really really good at it, where it come to a point that I was named the top machine operator.” <i>Heather:</i> “I probably do a lot more than what my role actually does ... I do get quite involved.”
Being True to Values & Identity	→ Negotiating Change	Authentic values provide moral clarity for navigating organisational constraints while maintaining integrity <i>Phillipe:</i> “If my kids were sick, I’m not coming to work ... that’s my job.” <i>Aadesh:</i> “Whatever the religion is teaching, it makes you a good person ... your character will be reflected.” <i>Mikaere:</i> “If I want to go home early ... but it may impact product safety or quality ... I won’t do it.”

Tempered Radical Attributes	Tempered Radical Strategies	Examples
Implementing Change & Disrupting	→ Quiet Resistance + Small Wins	Change orientation enables subtle transformation through incremental improvements and authentic expression <i>JJ: “I always say I’m dyslexic ... and I end up having a whole table of people with some of the same problems.”</i> <i>Riku: “Everything I did disrupted ... now everybody’s doing it and it’s the normal thing.”</i> <i>La’akea: “By introducing little things, like the graphs on the board ... they are engaged more.”</i>

Figure 6.1 Attributes Enabling Strategic Selection

6.2.4 The Tempered Radical Inclusion Model

Having examined the foundational attributes of tempered radicals and how their strategies adapt to manufacturing contexts, a critical integration is now necessary. Three operational characteristics emerge where theory, strategy, and manufacturing practice intersect.

The analysis of Phase 1 data revealed patterns that transcended the individual frameworks of attributes and strategies. Figure 6.2 illustrates how key concepts from participant narratives cluster around central patterns. The map shows interconnections between participants’ experiences of difference, their workplace navigation, their operational approaches, and their relational dynamics. These patterns point towards operational characteristics that exist at the intersection of who tempered radicals are and what they do.

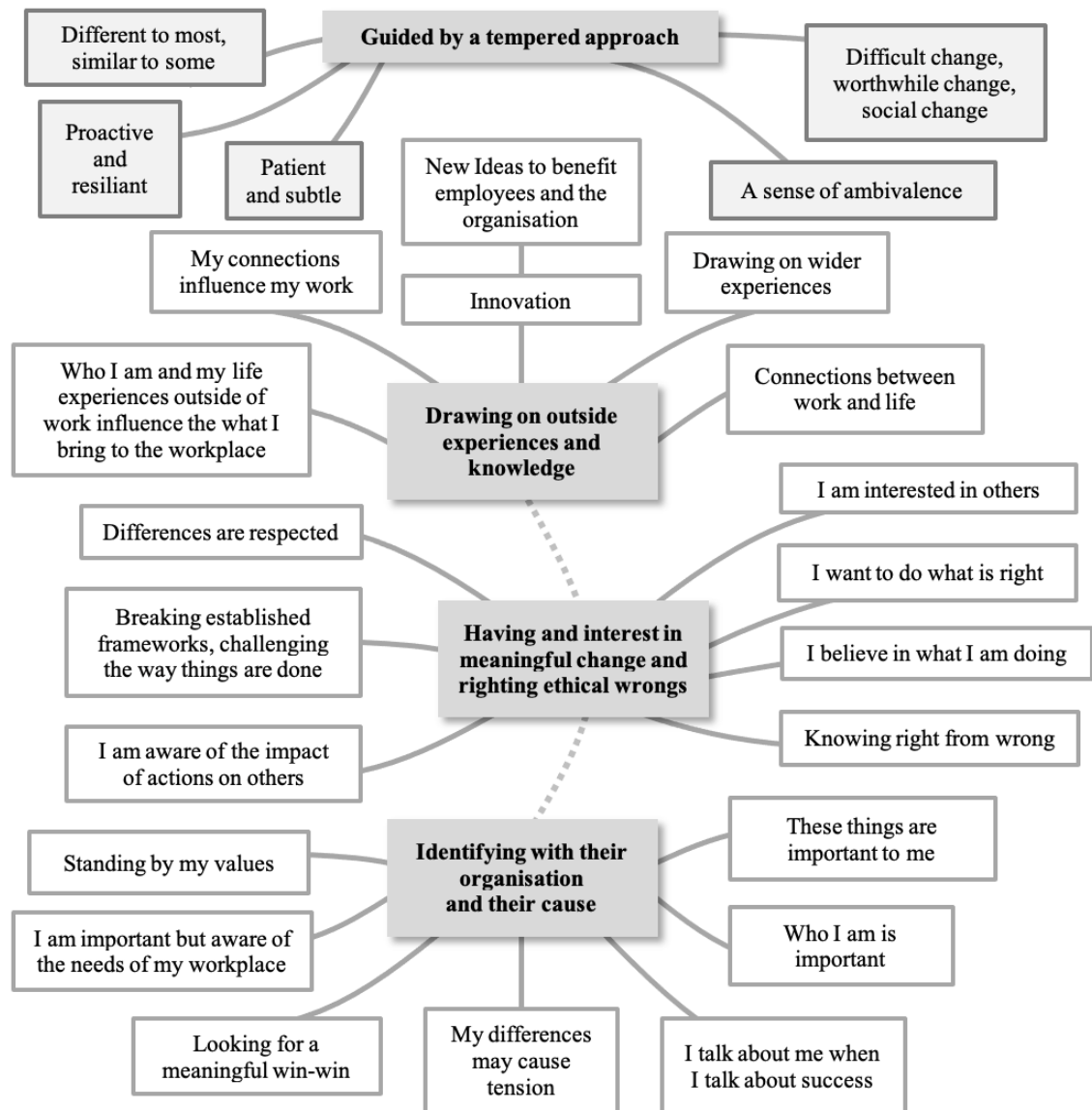


Figure 6.2 Interpreting Meaning Map

These emergent patterns then translate into three main characteristics that guide tempered radicals towards fostering inclusion in the manufacturing workplace. They implement changes guided by life experiences and personal interests. They pursue subtle yet meaningful change. They maintain balanced respect for their workplaces. All three operate through a tempered approach that emphasises patience and strategic subtlety. These characteristics led to the development of a novel Tempered Radical Inclusion Model (Figure 6.3), which demonstrates how abstract concepts become concrete action. Drawing on outside experiences and knowledge shows the attribute of difference translating into strategic resource. Having an interest in meaningful change and righting ethical wrongs reflects dual commitment driving strategic approaches. Identifying with both the organisation and their own values demonstrates how ambivalence becomes strategic adaptability. The tempered approach underpins all three, revealing how subtlety

functions as both attribute and strategic necessity in manufacturing environments that resist overt disruption.

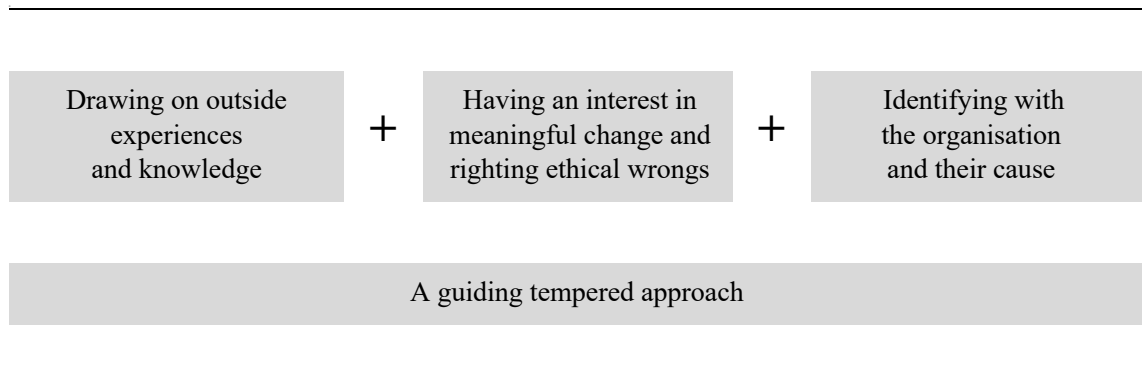


Figure 6.3 Tempered Radical Inclusion Model

This model reveals the mechanisms through which tempered radicals foster inclusion in the manufacturing sector. Each element builds on the integrated relationship between attributes and strategies established in the previous sections. The following discussion examines each characteristic, demonstrating how participants operationalise theory through practice.

Drawing on Outside Experiences and Knowledge

The tempered radical draws from experiences, values, and identities formed beyond the organisation. They bring their selves into the picture, calling on their values and identity to guide their desired social change (Bajaba et al., 2023; Yolles & Di Fatta, 2017). Participants recognise and react to their difference. Kelman (2006) explains that a typical reaction might involve compliance or accepting influence from another person or group in return for a favour. However, participants often choose *not* to comply. Drawing on their experiences, they make a judgement and look to change the norms.

Similar to Yolles and di Fatta’s (2017) notion of connection between personality and identity, participants like Solomon used his faith-based values and outsider perspective to guide his approach to creating inclusive environments. Fernando and Jackson (2006) found that religious faith provides guidance during critical workplace moments, particularly when leaders face hostility or ethical challenges. Their study of Sri Lankan business leaders showed that faith shapes decision making by offering moral orientation and a framework for “right action” aligned with collective welfare. Solomon’s approach reflects this pattern. His faith informed how he responded to racial hostility, choosing relationship building over confrontation. Fry (2003) describes what he calls

“altruistic love”, whereby leaders create cultures of care and trust that benefit everyone. Solomon’s patient relationship building exemplifies this principle, showing how faith-based values can drive inclusive change in manufacturing contexts where technical performance alone cannot overcome deep-seated prejudice.

Tempered radicals do not separate their personal lives and business world, and personal identity influences their approach. Difference becomes a resource for inclusion rather than a barrier. Tempered radicals foster inclusion through their strong orientation towards values and by drawing on their personal interests and life experiences.

Having an Interest in Meaningful Change and Righting Ethical Wrongs

Bailey and Madden (2017) propose that meaningfulness at work arises when an individual perceives a connection between work and a broader transcendent life purpose beyond the self. Lips-Wiersma and Morris (2009) identify serving others as a core source of meaningful work, where people find purpose by making a difference and contributing to something larger than themselves. Their framework holds that meaning comes from holding both ideals and organisational realities together, not from choosing one over the other. The desire for meaningful change provides moral clarity that guides which changes to pursue and when to persist despite resistance. In the current study, Damian’s commitment to environmental sustainability drove his quiet persistence in introducing recycling despite initial management resistance, while Mikaere’s quality standards reflected his broader ethical commitment to product safety.

The findings show that meaningful change is a combination of providing benefit for society within the alignment of tempered radicals’ interests while recognising commitment to their organisation. Fry (2003) describes this as satisfying a need for calling, the sense that one’s work has meaning and makes a difference. When people experience calling, they sustain their efforts even when facing obstacles. Sheep (2006) notes that meaningful work involves transcending self-interest to pursue meaningful goals that benefit the collective. This transcendence does not mean abandoning personal values but extending them towards broader social good. This makes tempered radicals valuable agents of organisational transformation (Meyerson & Scully, 2009; Scully & Meyerson, 1993), working towards change that benefits society. Participants in this research demonstrated this through positioning inclusion initiatives as operational improvements: Akashi’s collaborative problem solving built team capability while fostering inclusion, and Oliver’s mentoring approach developed others while normalising inclusive practices.

For the tempered radical, task significance is synonymous with the degree to which the job has an impact on the lives of others (Bailey & Madden, 2017; Hackman & Oldham, 1976). This matters because when tempered radicals perceive their inclusion work as impacting others' well-being, it sustains their commitment through organisational resistance. The tangible nature of manufacturing work makes these impacts visible: Solomon's relationship building visibly transformed hostile environments, while Phillipe's work-life balance negotiations demonstrably improved colleagues' family time. Meaningful work connects to strategic effectiveness because this sense of purpose enables tempered radicals to maintain their change efforts over time, converting individual actions into sustained patterns that shift organisational norms. As Vasumati described making a change to a long-standing process: "They just think you're the best thing ever ... you have made such a difference." The tempered radical's interest in transformation for the benefit of society and their valuing of the impact of transformation has a positive impact on work performance (Hackman, 1990; Hackman & Oldham, 1976).

Identifying With Both the Organisation and Their Values

Dual identification enables tempered radicals to frame inclusion initiatives within operational imperatives. Rather than positioning inclusion as opposing production goals, this allows them to present inclusion as enhancing operational effectiveness. For instance, in the current study, Oliver positioned patient mentoring as building team capability (organisational goal) while fostering inclusion, and Damian framed recycling initiatives as operational improvements while advancing environmental values. Fry (2005) argues that effective organisations create value alignment across individual, team, and organisational levels. This alignment does not require people to abandon personal values but to find where those values serve broader organisational purposes. Sheep (2006) identifies this as the "instrumentality dilemma": organisations benefit when employees bring their whole selves to work, yet they risk exploiting personal values for performance gains. The solution lies in genuine integration rather than manipulation.

One strength of the tempered radical is their respect for differing viewpoints rather than compromising their own. This strength is a powerful tool to foster inclusion, where a difference of views, values, or identity is embraced and respected, not challenged (Meyerson & Scully, 1995). The tempered radical recognises organisational goals of profit and expansion while maintaining an interest in the well-being of others.

Dual identification also enables strategic adaptability where tempered radicals balance competing demands because it provides legitimacy to advocate for change without appearing to threaten organisational interests. Manufacturing tempered radicals demonstrated this through navigating production requirements while advancing inclusion: Solomon built peer relationships that transformed hostile environments while maintaining his technical performance and organisational commitment. Kora identified exclusionary language practices and negotiated alternative terminology while respecting production communication needs. This dual commitment created credibility that enabled advocacy for inclusive practices without compromising operational effectiveness. The strategies of the tempered radical enable “successfully navigating a middle ground ... choosing their battles, creating pockets of learning, and making way for small wins” (Meyerson, 2008, p. 6). In this study, Lewis demonstrated this by following the instructions from his manager to be “the lowest-cost producer of the best whole milk powder” so that they will “be able to survive, keep the jobs”. This ability to hold competing commitments simultaneously reflects what Weick (2004) describes as an “attitude of wisdom”, which is recognising that wisdom is not just holding onto knowledge, which can be fallible, but putting knowledge to use.

Adopting a Tempered Approach

The three elements of the Tempered Radical Inclusion Model are underpinned by the tempered radicals’ subtle approach: the ability to work patiently and subtly to achieve change. Meyerson (2001a) suggests that organisations initiate change through either drastic action or evolutionary change. Drastic action is driven from the top down as a result of factors such as competition, resource availability, technology, regulation, or political landscape. It can be implemented quickly, but this approach brings disruption and pain. The evolutionary change that the participants of this study supported is more subtle and incremental. It brings about change that, as Badaracco (2001) suggests, is less disruptive and yet more sustainable.

The Tempered Radical Inclusion Model shows that tempered radicals foster inclusion through three mechanisms: they use their different life experiences as knowledge resources (like Phillipe drawing on fatherhood or Heather recognising male dominance); they pursue meaningful changes that benefit both society and their organisation (like Vasumati making processes better for everyone); and they balance organisational loyalty with personal values (like Lewis wanting both cost-efficiency and job security for colleagues).

The connection between attributes and strategies reveals how personal characteristics enable specific strategic approaches. Being different from the dominant culture provides the outsider perspective that enables reframing threats as opportunities. Desiring organisational success creates the credibility that legitimises alliance building. Being true to values provides the moral clarity that guides negotiation. Possessing change orientation enables quiet resistance and small wins. These attributes function as adaptive resources that shape which strategies tempered radicals can employ effectively in different contexts.

While Meyerson's (2001) framework treats these strategies as broadly applicable, the findings of this research hint that organisational level shapes strategic adaptation. Frontline tempered radicals seemed to rely on personal agency and peer-to-peer influence, favouring quiet resistance and small wins. Supervisors, positioned between operational and managerial domains, demonstrated systems thinking and negotiation, using their visibility and relational networks to bridge gaps and steward change. Torsten, a shift manager, described how he built informal coalitions to support new ideas, noting that once you secure even small initial support, you have established your foundation for broader change. Managerial tempered radicals strategically distanced themselves, advocating for inclusion through policy influence and institutional leverage. This level-specific variation tests the assumption that tempered radical strategies are universally expressed. Instead, the possibility that organisational position shapes the repertoire of change strategies available to individuals emerges, a finding that extends Meyerson's framework into a multilevel systems perspective

6.3 Phase 2

6.3.1 Hierarchical Influence

Phase 2 extended and refined the findings of Phase 1, revealing that tempered radicals operate differently across organisational levels. The manufacturing context proves valuable for examining these differences, as its clear hierarchical structures and collaborative work environments enable detailed analysis of cross-level interactions that might be obscured in less structured settings. The findings reveal that while tempered radicals employ Meyerson's (2008) five strategic approaches – quiet resistance, turning threats into opportunities, negotiating change, small wins, and strategic alliance building – their strategies vary across organisational levels and represent complementary and interconnected approaches that work together across four themes: *self-identification*, *work environment navigation*, *operational methods*, and *interpersonal interactions*.

The analysis shows that the five strategies remain constant across organisational levels, but their manifestation varies by hierarchical position because different levels have different resources, constraints, and spheres of influence. Frontline, supervisory, and managerial tempered radicals draw from the same strategic toolkit but apply these strategies differently based on their access to formal authority, operational knowledge, and relational networks. Manufacturing's hierarchical clarity creates distinct patterns of strategy application, with each level leveraging different forms of organisational capital to determine which strategies are most accessible and effective.

To capture these variations, a Multilevel Tempered Radical Approach Framework (Table 6.1) is proposed. This framework shows how hierarchical positioning creates distinct yet complementary approaches to inclusion work. It reveals an interconnected ecosystem where tempered radicals at each level leverage different types of organisational and social capital to effect change. Each approach complements the others within the broader organisational context. This finding challenges Meyerson's (2008) foundational framework, which conceptualised tempered radical strategies as personally mediated approaches operating at any organisational level (Osafu & Yawson, 2021) and did not consider how organisational positioning shapes strategic choices.

The discussion now turns to the four global themes from Phase 2: self-identification, work environment, operational methods, and interpersonal interactions. These themes structure how tempered radical strategies manifest across hierarchical levels. The framework is

relational rather than a set of independent parts. Identity shapes how tempered radicals read and respond to their environment; their position within that environment shapes which operational approaches are available; and those approaches determine the reach and nature of their influence over others. Each element conditions what the next makes possible. The result is a change system that looks different at each organisational level, because hierarchical position is not simply a backdrop but actively determines which strategies are viable. Tempered radicals at different levels draw on different forms of organisational and social capital, but their efforts are complementary rather than isolated, contributing to a collective process of change that spans the organisation as a whole. Each theme is explored in the sections that follow.

Table 6.1 Multilevel Tempered Radical Approach Framework

Global Theme	Organisational Themes		
	Frontline	Supervisory	Management
Self-Identification <i>(foundation for environmental navigation)</i>	<u>Personal Agency</u> Identify as individuals focused on personal actions and peer relationships allowing frontline staff to see themselves as everyday leaders influencing change through small, incremental actions	<u>Frameworks</u> Supervisory staff identify themselves through organisational frameworks and policies, allowing supervisory staff to navigate tension between organisational loyalty and desire for change	<u>Role Integration</u> Express identity through various roles within and outside the organisation, allowing managers to balance multiple identities and navigate personal-professional commitments
Work Environment <i>(shapes operational choices)</i>	<u>Transference</u> Lack direct knowledge of organisational change processes, leading frontline staff to escalate matters, demonstrating quiet resistance through disruptive self-expression	<u>Inclusive Bridging</u> The framework orientation creates a heightened awareness of those around them, reflecting a unique position as outsiders within. Supervisors consequently take ownership of bridging different groups and fostering inclusion	<u>Strategic Detachment</u> This integrated identity allows managers to distance themselves from direct actions, instead focusing on rationalising the approach to change
Operational Methods <i>(influences interpersonal engagement)</i>	<u>Change Empowerment</u> The level of self-efficacy influences effectiveness in fostering change, shaping belief in the capacity to bring about change and consequently actions within immediate team relationships.	<u>System Stewardship</u> The bridging position enables the use of systems thinking to navigate the complex interplay between organisational structures, personal values, and change initiatives	<u>Inclusion Advocacy</u> This strategic detachment enables managers justify the approaches by emphasising the role in encouraging innovative thinking and leverage a broader perspective to introduce new ideas
Interpersonal Interactions <i>(creates change capacity)</i>	<u>Interpersonal focus</u> Consequently, frontline staff operate within a relatively closed world centred on immediate colleagues. Focus on personal relationships and immediate team dynamics	<u>Network Perception</u> The systems approach leads supervisors to view others in terms of connected groups. Supervisors act as bridges between different teams or departments	<u>Organisational Perspective</u> Consequently, managers consider interpersonal interactions in the context of the broader organisation and approach diversity and inclusion from a strategic, company-wide perspective

Self-identification: How Hierarchical Position Shapes Change Agent Identity

Frontline tempered radicals in manufacturing operate within structural conditions that reduce organisational ambivalence, fundamentally challenging Meyerson and Scully's (1995) assumption that dual commitment always produces productive tension. While Meyerson and Scully position ambivalence as the catalyst for tempered radicalism, the frontline participants' *personal agency* reveals a different mechanism: change agency emerges not from navigating contradictory commitments, but from clarity of purpose within constrained spheres of influence.

This departure from established theory matters because manufacturing contexts create distinct conditions absent from the professional settings that dominate the tempered radical literature. Frontline manufacturing roles feature clear task definitions, measurable performance metrics, and direct supervision (Liu & Liu, 2024; Schepers & Van Der Borgh, 2020). Participants in the current study operated within these parameters, focusing their change efforts on achievable peer-to-peer influence rather than systemic challenges. The organisational support they received – through recognition, fair treatment, and consistent leadership – strengthened their sense of belonging rather than creating the internal conflict Meyerson and Scully describe as essential to tempered radicalism (Chen et al., 2019).

The implications of reduced ambivalence expose a theoretical tension. If ambivalence drives tempered radical action, how do frontline manufacturing staff enact change without experiencing significant organisational conflict? The answer lies in reconceptualising the source of change agency. Participants demonstrated that Weick's (1984) small wins approach does not require the discomfort of dual commitment. Instead, clarity about organisational expectations enabled focused change efforts within defined boundaries. Whereas traditional tempered radicals leverage tension between competing values, frontline manufacturing staff leveraged operational knowledge and peer relationships within stable role structures (Liu & McMurray, 2004; Santos-Vijande et al., 2015).

This raises critical questions about the portability of tempered radicalism across organisational contexts. Manufacturing environments may cultivate a form of change agency that is more constrained but also more sustainable than the ambivalence-driven model. Frontline staff lack the positional power to challenge broad organisational values, yet their reduced ambivalence allows consistent, incremental influence without the emotional burden of managing contradictory commitments. Whether this represents a

limitation or an evolution of tempered radicalism depends on how we value different forms of organisational change: broad but sporadic challenges to institutional norms versus narrow but persistent improvements to daily practice.

Supervisory staff's *framework navigation* challenges a core assumption in tempered radical literature: that change agency emerges primarily from personal values and moral conviction. While Meyerson and Scully (1995) position tempered radicals as driven by commitment to personal causes that conflict with organisational norms, supervisory participants in manufacturing contexts revealed a different mechanism. Their change efforts were anchored in institutional legitimacy rather than personal values alone.

This shift reflects the structural realities of supervisory roles in manufacturing. Supervisory participants operated within environments marked by conflicting institutional demands, where personal values alone lack the authority to advance change (Deephouse et al., 2017; Woldesenbet, 2018). By grounding initiatives in established policies and organisational frameworks, they transformed potentially threatening ideas into legitimate organisational business. This strategy provides both protection by avoiding marginalisation as acting on mere personal belief, and influence through shared institutional language that builds coalitions (Goldfien & Badway, 2015). They function as “outsiders within” (Meyerson & Scully, 1995; Vaul-Grimwood et al., 2023) who navigate tension through organisational mechanisms rather than purely personal conviction.

The framework navigating approach reveals contradictions between how tempered radicalism is theorised and how it operates in practice. Tempered radical literature celebrates individuals who refuse to abandon personal values despite organisational pressure. Yet supervisory participants' effectiveness required tempering not just the expression of radical ideas, but the very source of legitimacy from which those ideas are justified. Moreover, supervisory participants engaged in ad hoc actions by responding to specific situations as they arose but consistently framed these interventions through institutional legitimacy. Supervisory participants lacked the positional power to fundamentally challenge organisational values, yet their reliance on institutional frameworks enabled sustained incremental influence without the emotional burden of managing contradictory commitments. Whether this represents constrained agency or strategic effectiveness depends on how we value different forms of organisational change: principled but potentially marginalised resistance versus pragmatic but institutionally embedded improvements.

Managerial participants' *role integration* identity challenges the assumption that tempered radicals operate primarily through compartmentalised professional and personal identities. While tempered radical literature emphasises strong orientation towards substantive values such as well-being, social benefit, and equity (Bajaba et al., 2023; O'Shea et al., 2025), it offers limited explanation of how managers sustain these commitments across complex organisational roles. Managerial participants in this study revealed a different mechanism: they achieved value-driven change through identity integration that drew on experiences, values, and identities formed beyond the organisation (Griffiths et al., 2023). Dent et al. (2005) describe this as connectedness, where different aspects of life inform rather than compete. Their analysis shows that this integration involves wholeness, bringing together rather than separating the various dimensions of human experience. For managers in this study, this meant work decisions drew on faith, family experiences, or community values rather than treating professional judgement as isolated from personal identity. Fernando and Jackson (2006) demonstrate how this works in practice. The business leaders they studied made critical decisions by combining rational analysis with faith-based values. Their identity didn't operate separately from their management role; it provided the ethical framework through which they evaluated options and interpreted outcomes.

This integration contradicts common identity management strategies in hierarchical organisations. Research on managerial identity work identifies compartmentalisation as a primary strategy for navigating competing commitments, where managers keep identities separate depending on context to reduce strain (Marks & MacDermid, 1996; Westen & Graça, 2024). Yet management participants in the current study demonstrated "aggregating" practices that created linkages among multiple identities while maintaining distinctions (Caza et al., 2018). Rather than separating professional and personal personas for different organisational contexts, managers in the current study authentically positioned themselves across multiple organisational spheres. This finding contributes to an identified gap in managerial identity work research, which has overlooked manufacturing contexts where managers use integration rather than compartmentalisation to challenge established patterns (Westen & Graça, 2024). This approach enables advocacy for inclusion through bringing unfamiliar knowledge from outside experiences into organisational decision making (Griffiths et al., 2023).

The effectiveness of role integration raises questions about the relationship between authenticity and influence in managerial tempered radicalism. Caza et al. (2018) confirm

that individuals can have multiple authentic selves that are not contradictory. However, management participants' ability to integrate these selves depended on their positional power, which frontline and supervisory staff lacked. Where frontline staff achieved change through peer influence and supervisors through institutional frameworks, managers leveraged integrated identities to shape broader organisational priorities. Whether this represents an evolution of tempered radicalism or simply reflects the greater agency afforded by hierarchical position remains unclear.

Work Environment Navigation: Level-specific Approaches to Organisational Context

Examining how identity orientations translate into environmental navigation reveals distinct approaches to leveraging organisational context for inclusive change. Frontline participants demonstrated a *transference* approach that expands Meyerson's (2008) spectrum of tempered radical strategies. This approach emerged from their limited formal authority in manufacturing environments, creating unique pathways for advancing change. Research suggests operational-level team members are more socially conscious than senior counterparts (Waytz et al., 2015). In manufacturing contexts, where frontline staff possess direct knowledge of production realities that managers may lack, this social consciousness combines with operational expertise to enhance their effectiveness as inclusion advocates.

The transference approach reflects frontline manufacturing workers' organisational reality. They typically lack formal change management training but possess valuable insights into workplace dynamics that distant managers cannot access. McCabe et al. (2020) demonstrate how frontline manufacturing workers prioritise "real work" over bureaucratic processes. The frontline tempered radicals in the current study leveraged their awareness of issues occurring within this "real work" context and escalated concerns through formal channels. Participant Damian identified sustainability gaps in production processes and repeatedly raised them with his direct managers. When these request were dismissed, he approached another manager and arranged for recycling bins to be installed. Participant Makaere identified food safety risks during production and escalated concerns to relevant personnel. These manufacturing tempered radicals are not accidental activists (Doldor et al., 2016) – they deliberately "react to undesirable, demeaning statements or actions by turning them into opportunities for change that others will notice" (Meyerson, 2001a, p. 96).

This research extends Meyerson's framework by revealing that transference of responsibility represents strategic adaptation to structural constraints rather than limitation. Frontline staff experience knowledge gaps about formal change processes, which can lead to quiet resistance and disengagement (Georgalis et al., 2014). Yet manufacturing tempered radicals navigated these constraints differently through strategic escalation. This reliance on transferring responsibility suggests more limited direct voice than W. E. D. Creed (2003) theorised, but it does demonstrate how frontline tempered radicals promote inclusion through escalation pathways. The question becomes whether this escalation represents pragmatic resistance to organisational disorder (McCabe et al., 2020) or strategic change agency.

The evidence suggests both dynamics operate simultaneously. Structural constraints become strategic advantages when combined with credibility and peer influence. Participant Damian possessed deep knowledge of production processes, which gave him credibility when escalating to senior levels. His experience then helped him support vulnerable staff and he challenged unjust practices. Their proximity to "real work" provided legitimacy for escalations. This differs from Meyerson's (1995) strategic alliances, where tempered radicals build coalitions to advance change. Frontline manufacturing tempered radicals simply moved ideas forward through existing hierarchical channels, transferring responsibility upward while maintaining focus on operational demands. This approach reflects both positional constraints and the strategic value of frontline knowledge in manufacturing environments where production cannot stop for bureaucratic processes.

Supervisory participants' *inclusive bridging* extends knowledge brokering theory (Ton et al., 2023; Westerman & Huey, 2012). Their structural position between frontline staff and management creates heightened awareness of group dynamics and exclusion (Fujimoto & Presbitero, 2021). This "outsider within" position generates sensitivity to issues that insiders may overlook. Westerman and Huey (2012, p. 229) describe how such positioning provides access to change opportunities through organisational knowledge while remaining true to one's identity (Meyerson & Scully, 1995). Research on supervisor integrity demonstrates that behavioural consistency with values empowers employees to advocate for diversity by increasing their sense of meaning, competence and impact, particularly in negative climates where change is most needed (Kundro et al., 2024). However, this literature focuses on supervisors empowering others through moral

modelling. It does not address how supervisors themselves act as change agents through their structural position.

Manufacturing supervisory tempered radicals in this study demonstrated deliberate bridging rather than incidental connections between groups. They actively linked different organisational levels through their dual commitment to both operational excellence and inclusion. Participants like Bing viewed inclusion as ensuring that everyone has a voice and feels involved in the organisation. He perceived a problematic divide where management occupied one corner and staff another, limiting dialogue and collaboration. His vision centred on bringing these groups closer together to work for the company's benefit. He advocated for reviving cross-level quality meetings that enabled operational workers to participate in management discussions, creating structures where voices from all levels can be heard. This bridging capacity stems from supervisors' unique position between frontline operations and management strategy. Their dual access allows them to identify gaps between policy and practice that neither frontline staff nor senior management can see from their positions. In manufacturing contexts where production cannot stop for lengthy consultations, this positional advantage proves critical. Supervisory tempered radicals used their institutional knowledge to spread change across hierarchy levels in real time. They connected groups that would otherwise remain isolated by hierarchical structures and shift schedules.

While Kundro et al. (2024) demonstrate how supervisor integrity empowers employees to advocate, manufacturing supervisory tempered radicals in this study possessed their own structural empowerment. They acted as change agents directly, not just enablers of others' advocacy. Their boundary-spanning capacity provided credibility with both frontline staff and management. They could exercise voice more strategically than frontline staff because they possessed both moral authority and positional access. Frontline tempered radicals had to transfer responsibility upward through escalation. Supervisory tempered radicals could speak directly to management while creating psychological safety for frontline staff to voice concerns (Fujimoto & Presbitero, 2021). This extends Chiambareto et al.'s (2019) knowledge brokering concept beyond information transfer. Manufacturing supervisory tempered radicals brokered inclusion through deliberate navigation of complex organisational dynamics. They actively fostered equitable practices by translating across operational and management divides. Their outsider within awareness allowed them to recognise when organisational norms

disadvantaged certain groups and to bridge divides while maintaining their dual commitment to both production realities and inclusion values.

Managerial participants' *strategic detachment* challenges traditional conceptualisations of tempered radicals as direct change agents (Meyerson, 2001a). Strategic detachment describes deliberate facilitation of change through distance rather than direct intervention. This approach extends Badaracco's (2001) description of quiet leaders who favour indirect action. However, where Badaracco emphasises moral restraint, manufacturing management tempered radicals employed calculated strategies that created enabling conditions for others. Research on innovation management demonstrates that strategic detachment allows managers to facilitate change by rationalising it as logical and necessary rather than imposing top-down directives (Aslam et al., 2020). This rationalisation reduces resistance by connecting change to shared values and long-term objectives. Yet this literature does not examine how detachment functions as a tempered radical strategy in manufacturing contexts where hierarchical structures and production demands constrain direct action.

Managerial tempered radicals in this study positioned themselves at a distance from frontline implementation. Rashid, for example, avoided announcing his initial intentions openly to maintain distance from potential failure. He trialled changes quietly rather than telling everyone what he planned to do. He acknowledged this approach could be seen as manipulation but justified it as necessary caution with sensitive decisions. He tested ideas without full transparency, concerned that decisions could "blow back" if not managed carefully. He preferred to "watch and see" rather than commit publicly to changes before knowing whether they would succeed.

This strategic detachment proves valuable in manufacturing contexts. Direct management intervention in inclusion efforts can trigger resistance or be dismissed as disconnected from what workers prioritise as "real work" (McCabe et al., 2020). Distance enabled management tempered radicals to observe organisational dynamics, identify emerging opportunities, and facilitate connections across groups without being seen as imposing change. Meyerson (2001b) found that speaking out too loudly builds resentment, while working behind the scenes allows change agents to alter the status quo more effectively. Their removed position provides analytical perspective that direct involvement would obscure.

This advances understanding of how management tempered radicals navigate organisational environments through calculated positioning. Strategic detachment enables assessment of change opportunities while creating structural conditions that support inclusion initiatives across organisational levels. This aligns with Ashforth et al.'s (2014) observation that organisational actors who manage ambivalence effectively can facilitate positive change through mindful action. Manufacturing tempered radicals in management used environmental positioning to create institutional conditions that enabled others to drive change forward (Spreitzer & Sonenshein, 2003). Their detachment was not avoidance but strategic orchestration. They boundary-spanned by connecting groups rather than directing them. They rationalised change to reduce resistance rather than championing it visibly.

This extends Aslam et al.'s (2020) innovation management framework by revealing detachment as a tempered radical strategy. While Aslam et al. (2020) position detachment as a response to technological complexity, manufacturing management tempered radicals employed detachment to navigate political resistance and hierarchical constraints when advancing inclusion. Managerial tempered radicals recognised that direct intervention could undermine change by triggering resistance or appearing disconnected from operational concerns. Strategic detachment allowed them to facilitate, rationalise, and connect while maintaining the credibility and flexibility necessary to sustain change efforts over time.

Operational Methods: Systematic Variation in Change Implementation

Frontline participants' *change empowerment* aligns with Weick's (1984) small-wins theory by showing how individual-level interventions create capability. In the current study, Stephany worked as a mediator between conflicting parties on the production floor. She helped both parties understand each other's perspectives and work together. Her approach built collective understanding and conflict resolution skills across her team. Research on self-efficacy demonstrates that workers' belief in their ability to effect change directly influences their actions to foster inclusion (Bandura, 1991; Kumar Pradhan et al., 2020; Singh et al., 2019). Self-efficacy shapes motivation, resilience, and the likelihood of initiating change through reciprocal interplay between personal agency, behavioural outcomes, and environmental influences. Hunsaker and Jeong (2023), in research on purpose-driven leadership, show that a sense of well-being creates competence and impact. When people feel their work matters and they can make a difference, they take initiative beyond formal requirements. Workers observe others,

model behaviours, and develop beliefs about their capacity to influence outcomes. Manufacturing's daily operational challenges build resilience through repeated problem solving and adaptation (Kumar Pradhan et al., 2020). Fry (2003) describes hope and faith as essential elements that sustain effort towards goals. Hope provides the drive to pursue objectives, while faith reinforces belief that goals are achievable even when obstacles arise.

Manufacturing contexts position frontline workers uniquely for inclusion work. The sector's hierarchical structures and interdependent work patterns mean frontline workers lack formal authority. Their empowerment depends on building credibility through operational competence and peer influence rather than positional power. In this study, Julieanne's hands-on manufacturing expertise in laser printing systems provided credibility during her workplace transition. Her ability to identify and solve production problems gave her legitimacy that supported inclusion despite potential resistance. Dhital et al. (2023) demonstrate that successful positive deviants in hierarchical organisations are characterised by intrinsic motivation, personal value systems, and capacity for innovation. Frontline tempered radicals in manufacturing demonstrated these same characteristics built through operational experience. However, they may possess high operational self-efficacy but lower change-process self-efficacy due to knowledge gaps about formal procedures. This dual dynamic explains their strategic use of peer networks and escalation rather than direct intervention.

The findings reveal that frontline tempered radicals with high self-efficacy pursued collective capability building through direct intervention, while those with lower self-efficacy focused on isolated problem solving or avoided action entirely. This extends Osafo and Yawson's (2021) understanding of the challenges that tempered radicals face in navigating dual commitment. Positive deviance at this level depends more on individual characteristics than organisational position.

Kumar Pradhan et al. (2020) show that resilience moderates the relationship between self-efficacy and workplace well-being in manufacturing. Workers with both high self-efficacy and high resilience show the strongest positive outcomes. Frontline tempered radicals with these combined qualities created sustainable peer influence networks that established credibility for broader organisational transformation efforts. Their operational competence and resilience enabled persistence in advocacy despite their limited formal power. Research on inclusive leadership shows that encouraging diverse contributions enhances employees' innovative and inclusive behaviours (Öner et al., 2025). Frontline

tempered radicals created similar effects laterally through peer influence rather than through formal leadership. Change empowerment at this level operates through capability development, demonstrating that inclusion work in manufacturing depends on individual attributes combined with operational credibility rather than hierarchical position alone.

The identification of supervisory participants' *system stewardship* represents a contribution to the tempered radical literature by revealing systems thinking as a critical change strategy. Systems thinking involves understanding interdependencies between organisational structures, personal values, and change initiatives (Jaradat et al., 2018). This holistic perspective enables leaders to anticipate how change in one area affects others and to balance transformation with stability (Nolan-McSweeney et al., 2023). Research demonstrates that systems thinking enhances adaptability, resilience, and innovation in manufacturing contexts where functional values like productivity often dominate (Burato et al., 2023; Langstrand, 2016). Fry (2005) argues that effective organisations create alignment across individual, team, and organisational levels. This alignment requires leaders to understand how changes at one level cascade through the system. However, while this literature addresses systems thinking in senior leadership, it does not explain how supervisory tempered radicals specifically leverage systems thinking to navigate the tension between maintaining stability and driving inclusion change in hierarchical manufacturing environments.

Tempered radicals are motivated by personal values such as inclusion and well-being while remaining committed to organisational success (Griffiths et al., 2023). Supervisors must hold multiple perspectives simultaneously, attending to individual needs, team dynamics, and organisational requirements. They work within existing systems rather than destabilising core operations. Sheep (2006) warns, however, that the instrumentality dilemma emerges when personal values become a tool for productivity rather than being valued for human flourishing. Supervisors navigate this dilemma: they want to create meaningful work while meeting production targets, and they must avoid reducing inclusion to mere efficiency gains.

Supervisory tempered radicals in this study employed systems thinking by observing interactions between different organisational levels. Participants navigated tensions between personal values and organisational constraints through systems thinking. Bing, for example, acknowledged business realities limited management decisions about hiring and costs. He evaluated whether proposed changes aligned with company operations before determining his approach. Lillian, meanwhile, anchored change in external

standards, making improvements irrefutable when standards dictated requirements. Both framed inclusion through operational lenses - safety outcomes, productivity improvements, and quality standards - rather than purely people-focused arguments. Lips-Wiersma and Morris (2009) show that meaningful work requires balancing ideals with organisational realities. People cannot ignore material conditions like production requirements, yet they also need to pursue higher purposes. Supervisors manage this balance constantly; they acknowledge production constraints while advocating for inclusive practices.

This stewardship approach extends what Jost et al. (2004) identify as the internal conflict between recognising need for change while benefiting from current systems. System justification theory suggests people are motivated to justify existing social arrangements even when these arrangements do not treat everyone fairly. Manufacturing supervisory tempered radicals experienced this tension directly. They benefited from their supervisory position within existing hierarchies yet recognised how these hierarchies perpetuated exclusion. Bing experienced tension between valuing permanent staff and accepting organisational cost priorities that relied on temporary workers who lacked training and safety certifications, disadvantaging them in the workplace. Such competing demands require supervisors to maintain production stability while advancing inclusion. They cannot destabilise operations but must transform how operations function.

Liaquat et al. (2023) note that attempts to change established systems can lead to resistance and backlash as individuals perceive these changes as challenging the legitimacy of the status quo. Manufacturing supervisory tempered radicals navigated this resistance through reframing. Meyerson (2001a, p. 96) describes this as reacting to undesirable actions “by turning them into opportunities for change that others will notice”. A key supervisory strategy involved reframing potentially contentious safety initiatives in operational terms. When manual lifting caused an injury to staff who lacked the physical capacity for such tasks, Soren presented the hoist system as a universal workplace improvement benefiting everyone rather than a reactive accommodation measure, navigating organisational resistance while advancing inclusive practices through the language of operational efficiency that enhanced capability across the entire workforce.

Research on paradox theory demonstrates that managing tension between change and stability requires embracing complexity and opposing ideas (Gärtner et al., 2022; Kocabasoglu-Hillmer et al., 2023). Supervisors in this study demonstrated what Ashforth

et al. (2014) describe as the ability to hold opposing orientations simultaneously. They maintained commitment to production targets while advocating for inclusion changes that initially appeared to conflict with those targets. This supports Meyerson and Scully's (1995, p. 588) argument that ambivalence can be "a source of strength and vitality, not just confusion and reluctance". The findings extend theoretical understanding from simple tension management to strategic tension utilisation. Supervisory tempered radicals transformed psychological tension into systematic change strategies by understanding how organisational structures, personal values, and change initiatives interact. As mentioned in the earlier chapter, Lillian, for example, embodied this ambivalence as she balanced management's food safety compliance demands against the need to change worker behaviour on the floor. She built positive food safety culture through direct individual engagement, showing that organisational change requires transforming both systems and people. Her approach to conflict resolution, offering genuine apologies while acknowledging different perspectives, enabled her to maintain relationships across hierarchical levels. This authentic communication allowed supervisors to bridge the gap between management expectations and frontline realities while navigating structural constraints. This holistic understanding demonstrates what Ashforth et al. (2014, p. 1465) describe as "complete, simultaneous, and conscious acceptance of both opposing orientations". Supervisory system stewardship promoted inclusion through strategic navigation of interdependencies rather than isolated interventions.

Managerial participants' *inclusion advocacy* challenges existing tempered radical theory by demonstrating their active championing of inclusion principles through organisational influence rather than direct implementation. Traditional tempered radical literature emphasises individual agency through direct action (Meyerson & Scully, 1995). More recent scholarship recognises a spectrum of change strategies including advocacy, coalition building, and fostering dialogue (Griffiths et al., 2023; Vaul-Grimwood et al., 2023). Agency can be expressed through advocacy and shaping organisational discourse when structural constraints limit direct intervention (Dalton et al., 2022). Tempered radicals function as "invisible champions" who may exert influence through negotiation rather than direct acts (Griffiths et al., 2023). However, this literature does not explain how management tempered radicals use advocacy to advance inclusion in manufacturing contexts where operational demands constrain direct action.

Manufacturing management tempered radicals demonstrated positive deviance by advocating for inclusion in innovative ways (Jordan et al., 2025). In the current study,

Rashid advocated inclusion outcomes (Māori cultural recognition, protocol education for managers, dispute resolution) by using resources available to everyone in the organisation but applying them in unconventional ways. While other managers might have seen cultural inclusion as outside their mandate, Rashid took note of his environment and used his position to introduce Māori welcomes in handbooks, arrange kaumātua (Māori elder) blessings, and educate managers on protocols. He succeeded not through privileged access to resources or directly applying formal authority, but through persistent advocating and reframing cultural inclusion as organisational responsibility. Rashid was aware of what was important to those around him. Reave (2005) identifies responsive listening and appreciation as values-driven practices that enhance leadership effectiveness. Leaders who listen deeply and recognise contributions build trust and engagement. These practices prove especially important when advocating for change, even without direct managerial authority. Rashid's method of advocating for changes quietly rather than announcing intentions openly reflects Badaracco's (2001) emphasis on working through careful, measured actions rather than dramatic gestures. This matters in manufacturing because management distance from daily operations limits direct intervention capacity. Managers' advocacy promotes inclusion values while empowering those closer to operations to implement practices.

This advocacy approach reveals how managerial tempered radicals advance inclusion through championing and institutional legitimacy rather than direct individual action. Fry and Cohen (2009) argue that transformational change requires creating cultures of altruistic love through empowerment and recognition. Leaders demonstrate altruistic love by genuinely caring for people's development and well-being, not just extracting performance. This approach shifts from control to enablement. Building collective will for change, rather than relying on individual acts, is central to tempered radicalism (Griffiths et al., 2023; Vaul-Grimwood et al., 2023). In the current study, Mackenzie created cross-functional learning groups that brought together operational workers from different areas, building connections across organisational boundaries while developing employees' capabilities to lead improvement initiatives independently. Managerial tempered radicals functioned as knowledge brokers who managed tensions through shared vision and cross-functional coordination (Ton et al., 2023). Mackenzie invited operational workers to join improvement training sessions, then stepped back to let them lead. She coached team members to run sessions independently, asking them to facilitate rather than leading herself. Critical scholarship recognises that managers contribute to transformation by advocating for alternatives without overtly acting themselves (Coule et

al., 2022). This strategic choice is particularly relevant in manufacturing where operational complexity makes direct managerial action less effective than empowering those with operational proximity. Management advocacy creates institutional legitimacy that enables supervisory bridging and frontline empowerment to function as coordinated change efforts.

Interpersonal Interactions: Spheres of Influence Across Organisational Levels

Frontline participants' *interpersonal focus* enriches understanding of manufacturing's collaborative nature by demonstrating how interdependencies create relationship building opportunities within constrained organisational scope. Manufacturing work structures create close physical proximity and task interdependence where workers rely on each other through collaborative assembly processes and team-based production systems (Alat & Suar, 2019; Hackman, 2002). Effective teams navigate multiple interdependencies between individuals within work teams, between production teams across shifts, and between operational staff and management levels (Hackman, 2002; Wageman, 2008). However, physical proximity and task interdependence do not automatically create human-centric environments. Many manufacturing organisations remain decidedly task-focused despite collaborative work structures (Andrew et al., 2008; Hartnell et al., 2023). Research demonstrates that frontline employees interact beyond their immediate teams through cross-functional collaboration, resource integration, and role-based expectations (Chatterjee et al., 2022; Santos-Vijande et al., 2015; Schepers & Van Der Borgh, 2020). Yet this literature does not explain how frontline tempered radicals leverage manufacturing interdependencies to foster inclusion through intensive relationship building within their limited organisational scope.

Manufacturing frontline tempered radicals in this study leveraged collaborative interdependencies to build inclusion through peer relationships. Kimiora's approach to fostering inclusion centred entirely on his immediate work team. He described his operational world in terms of "my boys" and "my guys", demonstrating how frontline workers focus on personal relationships within their shift. His influence strategies relied on direct observation and modelling rather than formal mechanisms. He wanted team members to watch what he did and follow his lead, building inclusion through face-to-face interactions with immediate colleagues rather than broader organisational initiatives. This localised focus emerged from frontline workers' constrained organisational scope. They lacked access to cross-functional meetings or management forums. Their sphere of influence centred on immediate colleagues during shared shifts.

Research shows frontline employees participate in co-creation and innovation through structured mechanisms like cross-functional teams (Santos-Vijande et al., 2015). However, manufacturing frontline tempered radicals in this study operated without such formal mechanisms. Kimiora built support through direct personal conversations, modelling inclusive behaviour, teaching respect for all roles, and creating team cohesion – all focused on his immediate shift colleagues rather than formal organisational mechanisms. Manufacturing's production-floor structures position frontline workers differently than other organisational levels. Their change capacity depends on peer influence rather than formal authority. Their interpersonal focus creates intensive relationship building within limited scope. These peer networks become foundational infrastructure that supervisory and management tempered radicals later leverage for broader change.

This localised interpersonal focus extends the multilevel nature of inclusion efforts described by Härtel et al. (2013) by revealing how foundational interpersonal interactions serve as building blocks for broader organisational initiatives. Frontline tempered radicals create what Meyerson (2001b) and Meyerson and Scully (1995) describe as connecting differences while respecting uniqueness. They operate through relationship building rather than formal change processes. Research demonstrates that frontline employees integrate resources and adapt through communication with managers and support staff (Chatterjee et al., 2022). Manufacturing frontline tempered radicals in this study adapted inclusion practices within their peer networks before these practices gained formal organisational recognition. Their interpersonal focus created localised inclusion pockets that demonstrated viability. However, this approach faces scalability constraints. Intensive relationship building requires sustained interpersonal contact that frontline workers cannot extend beyond immediate colleagues. Their sphere of influence remains constrained by shift schedules, production assignments, and lack of cross-functional access.

This reveals both opportunities and limitations of frontline tempered radicalism. The interdependent nature of manufacturing work creates opportunities for peer influence that might not exist in more isolated work contexts. Frontline tempered radicals build strong peer networks within limited scope rather than broad influence across organisational levels. Their interpersonal focus creates foundational infrastructure for inclusion but requires supervisory and management tempered radicals in order to scale beyond immediate work teams. Manufacturing tempered radicalism thus operates as multilevel

phenomenon where frontline relationship building enables supervisory bridging and management advocacy to function as coordinated change efforts.

Supervisory participants' *network perception* extends tempered radical theory by demonstrating how they conceptualise organisational relationships as interconnected groups rather than individual relationships. Research demonstrates that supervisors bridge operational and management concerns by translating strategic decisions, delegating authority, and navigating group dynamics (Edmondson & Besieux, 2021). They interpret management objectives in ways that resonate with frontline realities while representing operational concerns in higher-level discussions. This bridging capacity has been noted in the tempered radical literature (Griffiths et al., 2023; Vaul-Grimwood et al., 2023). However, this literature does not explain how supervisory tempered radicals specifically leverage network perception to promote inclusion in manufacturing contexts characterised by hierarchical structures and collaborative interdependencies.

Manufacturing supervisory tempered radicals in this study perceived the workplace as comprised of interconnected groups rather than individuals. Vaani, for example, brought together project teams from different departments, recognising that members juggled competing priorities between projects and business as usual work. Lillian identified toxic segregation between the lab and quality assurance groups inherited from previous management. She worked to build harmony between these cliques over six years, gaining respect from other departments through deliberate relationship building. Both viewed their role as bridging separate groups that might otherwise remain isolated within organisational structures.

This network perception enabled tempered radicals to navigate voice and silence strategically across contexts to foster inclusion. W. E. D. Creed (2003) explains that voice and silence work together: when people choose to speak up about one thing, they are also choosing to stay silent about something else. Tempered radicals in manufacturing exhibited this understanding. Each context required different strategies because production workers and management respond to different communication approaches. In safety teams, for example, Vaani spoke up about frontline concerns that management might ignore. W. E. D. Creed (2003) shows that this use of voice allows individuals to challenge institutional norms while still presenting their actions as aligned with organisational values. In quality assurance groups, Vaani did the opposite. She stayed silent to let production workers present their own solutions rather than imposing directives from above.

This approach reflects Govender and Bussin's (2020) finding that when employees have voice rather than being silenced, they are more engaged and perform better. Trittin and Schoeneborn (2017) argue that managing diversity requires creating conditions where different voices can be heard in organisations. This means not just speaking up but actively mediating between different perspectives. Vaani demonstrated this when she translated between operational language and management priorities in cross-departmental projects. Lillian used similar strategies. She built communication bridges with Chinese colleagues across language barriers and used relationship building rather than direct confrontation when addressing segregation between lab and quality assurance staff. By deciding when to speak, when to stay silent, and when to amplify others' voices, these tempered radicals created spaces where people could express difference without being pressured to conform to dominant communication norms.

Manufacturing's hierarchical structures position supervisors as communication nodes between disconnected groups (Kazushi, 2001; Morgeson et al., 2010). Their intermediary position provides unique network visibility. They observe how inclusion challenges in operations connect to management decisions and how frontline innovations might scale across departments. Collaborative relationships in manufacturing encompass multiple team contexts including production teams, problem-solving groups, quality circles, and cross-departmental projects, each with different power dynamics (Grant & Parker, 2009). Their network awareness allowed supervisors in this study to recognise which voices needed amplification in which settings and when their own silence created space for others.

Whereas frontline workers' constrained scope limited their network visibility to immediate colleagues, supervisors bridged multiple disconnected groups, observing dynamics across organisational levels. This extends Meyerson and Scully's (1995) framework, which does not account for how organisational position shapes inclusion work. Supervisors cannot treat relationships individually because their bridging position requires navigating complex group structures. Their network visibility creates both opportunity and constraint. They can observe inclusion challenges across levels, but their voice choices carry greater risk because speaking up in the wrong context can damage carefully built relationships across multiple groups.

Managerial participants' *organisational perspective* challenges existing tempered radical conceptualisations by demonstrating their strategic, company-wide viewpoints that transcend intimate, relationship-centred approaches. Traditional tempered radical

literature emphasises direct, personal influence through interpersonal relationships (Meyerson, 2008; Meyerson & Scully, 1995). Recent scholarship recognises that managerial tempered radicals function as “invisible champions of inclusion” who leverage organisational culture to foster inclusion across all levels (Griffiths et al., 2023). They influence systems, policies, and group norms rather than relying solely on direct action. Managerial tempered radicals manage tension between personal values and organisational norms through negotiation, coalition building, and incremental change (Eshete & Birbirssa, 2024; Meyerson & Scully, 2009; Sendrea, 2023; van Knippenberg & van Ginkel, 2021). However, this literature does not explain how organisational perspective creates both constraints on intimate influence and alternative pathways for inclusion change in hierarchical manufacturing contexts.

Manufacturing management tempered radicals in this study demonstrated strategic oversight that transcended relationship-centred approaches. Lev, for example, shared organisational information and strategic plans with his maintenance team, creating inclusion through transparency rather than relationship proximity. He identified talent across operational boundaries, supporting a female operator’s transition into an apprenticeship while ensuring voices from cleaners to senior managers received equal attention in decision making. This organisational perspective is important to manufacturing because systemic barriers operate across multiple levels. Management’s distance from daily operations limits direct interpersonal engagement. However, this level also enables alternative pathways for advancing inclusion. Managers leverage institutional influence and build coalitions across functional boundaries (Griffiths et al., 2023). Their strategic vantage point allows them to create change that relationship-centred approaches cannot achieve alone.

This organisational perspective creates both constraints and opportunities for managerial tempered radicalism. The shift towards strategic oversight reduces the direct interpersonal influence and networking that characterise frontline and supervisory approaches. However, this organisational perspective enables alternative pathways for inclusion through institutional influence. Research demonstrates that tempered radicals use ambivalence to foster systematic change through negotiation and incremental approaches (Meyerson & Scully, 1995; Meyerson, 2001a). Inclusive leaders create climates where diverse perspectives are valued for organisational synergy (Pate & Stutz, 2024; van Knippenberg & van Ginkel, 2021). Managerial tempered radicals modelled this through strategic visibility. Their advocacy in senior forums signalled organisational priorities

that legitimised supervisory and frontline inclusion efforts. Participant Rashid translated academic management concepts into culturally meaningful language, using sports analogies and marae protocols to make leadership principles accessible to workers. He framed lean manufacturing as a vehicle for engagement, involving staff in problem solving and decision making rather than limiting them to task execution. This approach legitimises workers' cultural knowledge and intellectual contributions, positioning their perspectives as valid within organisational frameworks (Westerman & Huey, 2012). Rashid maintained knowledge-brokering capacity by managing tensions between units through shared vision and cross-functional coordination. This reveals how organisational perspective extends tempered radical theory beyond intimate influence to encompass systemic change strategies that create institutional conditions enabling coordinated organisational efforts.

6.3.2 Phase 2: Cross-theme Insights

This examination of the four global themes identified in Phase 2 has revealed distinct patterns at each organisational level. Yet significant patterns emerge when examining how these themes interconnect across the entire organisational hierarchy. The data demonstrate that the global themes of *self-identification*, *work environment*, *operational methods*, and *interpersonal interactions* form an integrated system rather than operating in isolation. Each element influences and reinforces the others. This creates comprehensive approaches to inclusion that span organisational boundaries. Again, it is worthy to consider the interaction and connection between the various elements in addition to viewing them in isolation. Questions arise: Do strategies that work effectively in isolation create conflict when they intersect? What happens when the very strengths that enable inclusion at one level create barriers at another?

Cross-level Frictions: Contradictions in Tempered Radical Practice

Despite the complementary integration patterns observed across hierarchical levels, tensions emerge when different tempered radical approaches intersect. These reveal the complex and sometimes contradictory nature of building inclusion in manufacturing organisations. These tensions manifest at the intersection points between levels. Different temporal orientations, scope limitations, and methodological approaches create friction rather than synergy. This challenges the notion that tempered radicals can operate across organisational boundaries seamlessly.

The most significant tension emerges between frontline level staff's inclination to focus on personal actions and supervisory level staff's connection to organisation policies and procedures. This reflects fundamental differences in how legitimate change is conceptualised across organisational levels. Frontline workers like Priam demonstrated autonomous decision making and direct action: "I applied myself rather than somebody was telling me." Meanwhile, supervisors like Declan and Soren anchored their identity in organisational policies and procedures. When these approaches intersect, conflicts arise over the legitimacy of individual-versus-systematic action. This demonstrates the challenges that emerge when Meyerson's (2008) spectrum of strategies encounters hierarchical boundaries.

Declan's frustration with long-term employees who resist framework-based changes despite their frontline credibility illustrates this tension. System justification theory suggests people are motivated to justify existing social systems and status quo (Jost et al., 2004). This creates resistance when supervisory staff focus on policy and procedure that challenge established frontline practices.

A second tension appears between supervisory *inclusive bridging* and managerial *strategic detachment*. This reveals contradictions between immediate connection and strategic distance as change mechanisms. Supervisors connect different groups and maintain a relationship focus. Managers maintain analytical distance for a broader organisational perspective. This creates friction when supervisors like Lillian sought immediate intervention for workplace conflicts while managers like Mackenzie advocated for long-term approaches that may not address immediate inclusion needs. This reflects what Ashforth et al. (2014) describe as the challenge of managing ambivalence across different organisational levels, where competing orientations must be embraced.

The research reveals temporal tensions between levels. Frontline immediacy, supervisory systematic processes, and managerial strategic patience operate on different timescales. While Meyerson (2008) notes that the speed and visibility of change strategies should not be confused with their impact, frontline workers like Stefan expected rapid response to ideas. Supervisors like Liv implemented changes over months. Managers like Rashid operated through chipping away approaches that span years. These temporal misalignments create frustration and disengagement when tempered radicals across levels have conflicting expectations about change pace and implementation methods. This suggests Weick's (1984) small-wins theory manifests differently across hierarchical

positions. Immediate operational wins at frontline levels contrast with supervisory implementation and managerial strategic transformation.

As Figure 6.4 illustrates, these examples show how intersection points between different approaches generate friction that complicates implementation of multilevel tempered radical strategies. These tensions demonstrate that while such approaches may be complementary in theory, their integration requires organisational navigation that accounts for contradictions between level-specific strategies. This has important implications for how organisations support inclusion champions across hierarchical levels. Tempered radicals experience continuous pull between conformity and deviation, compliance and experimentation (Kirton et al., 2007; Meyerson & Scully, 1995). These tensions intensify when operating across hierarchical boundaries.

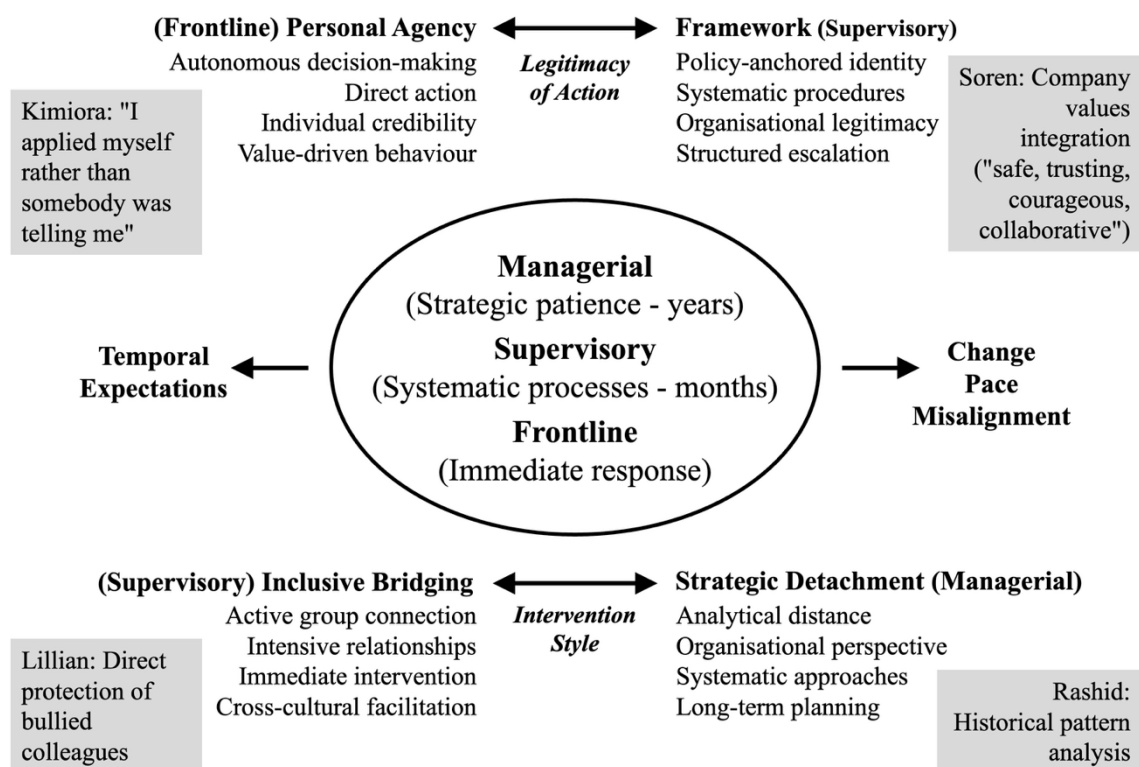


Figure 6.4 Tensions and Contradictions

Bridging the Divide: Multilevel Synergy in Tempered Radical Practice

Approaches at different hierarchical levels build upon and enable each other to create organisational transformation rather than operating in isolation. This vertical integration challenges assumptions about change agency being concentrated at senior levels. Manufacturing's collaborative structures enable inclusion through coordinated yet autonomous action across the organisational hierarchy (Li et al., 2017).

The most evident integration pattern appears in progression from frontline *personal agency* through supervisory *framework integration* to managerial *role integration*. This reflects building of legitimacy and scope across hierarchical levels. Frontline workers develop authentic peer relationships and demonstrate individual excellence that creates credibility foundations. This credibility enables supervisory staff to leverage established trust when implementing changes through organisational frameworks. These framework-based changes provide the institutional legitimacy that managers require for strategic initiatives that reshape organisational culture at scale. This demonstrates how tempered radicals bridge perspectives across organisational divides (Griffiths et al., 2023).

Information and influence flow bidirectionally through this integrated system. Frontline workers identify operational challenges and innovation opportunities that supervisors translate into improvements, which managers embed within strategic organisational frameworks. Conversely, managerial initiatives create supportive conditions that enable supervisory bridging work. This provides the organisational context within which frontline personal agency can flourish. This reflects what N. Li et al. (2017) describe as “cross-level influences”, where different organisational levels interact to create comprehensive change capacity.

The manufacturing context enables this vertical integration through its collaborative work structures and technical complexity. The shared focus on quality and safety provides common ground for integration. In my field notes (see examples in Appendix F), I observed how one site developed easy-to-understand visual examples of product quality inspired by frontline staff to help those who did not speak English as a first language. This received supervisory support because it reduced errors, and correspondingly received managerial approval through the operational improvement. This initiative was then adopted across the site and subsequently implemented at other sites within the organisation. This exemplifies vertical alignment that serves both inclusion and business objectives.

Figure 6.5 demonstrates that effective inclusion transformation requires orchestrated approaches across hierarchical levels. Each level’s unique capabilities contribute to comprehensive organisational change that no single level could achieve independently. The data reveal how approaches at different hierarchical levels build upon and enable each other to create comprehensive inclusion systems.

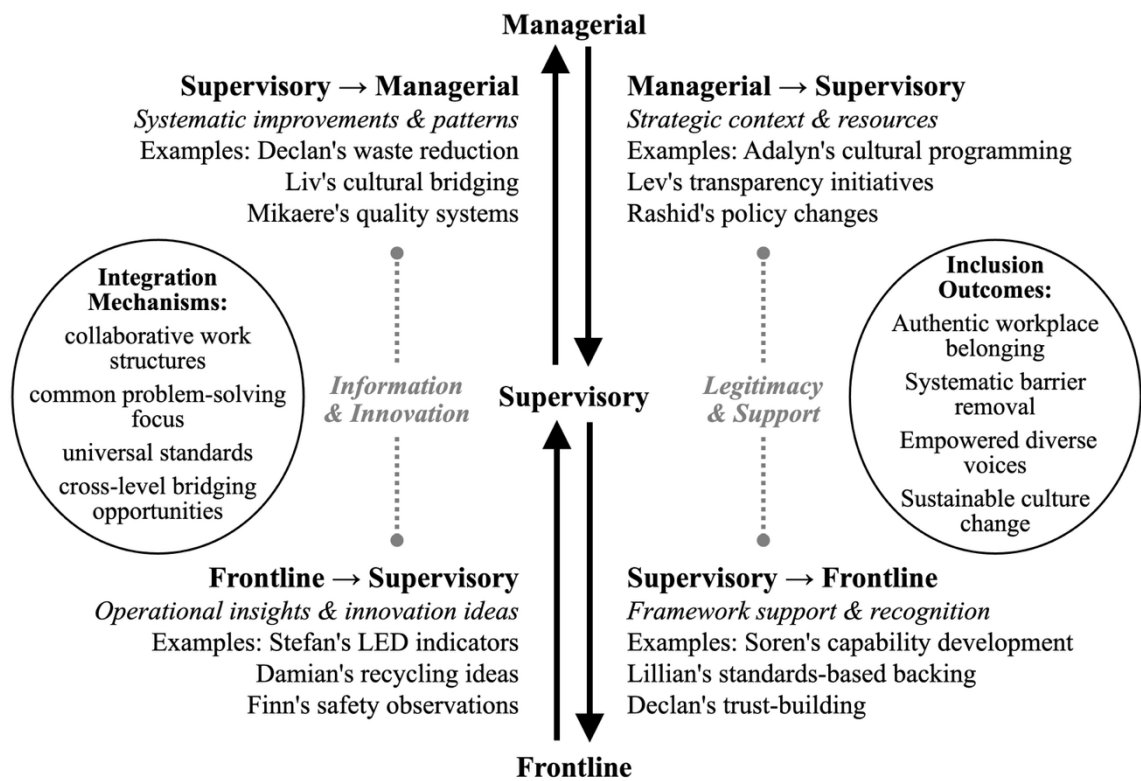


Figure 6.5 Integration Across Organisational Levels

The analysis demonstrates that inclusion transformation requires coordinated approaches leveraging complementary strengths while managing the inevitable tensions when multiple change mechanisms intersect within complex organisational systems. Integration patterns, vertical connections, amplification effects, tensions, and influence flows across organisational levels. As Nguyen et al. (2021) suggest, transformational leadership, knowledge management capability, and collaborative culture work together as an integrated system across organisational levels to foster innovation. This finding extends Meyerson's (2008) foundational framework by demonstrating how organisational positioning shapes not only strategy but also the capacity for cross-level collaboration and integration.

This chapter has shown that tempered radicalism in manufacturing is shaped not only by individual attributes but also by organisational positioning. Phase 1 revealed how tempered radicals foster inclusion through operational legitimacy, technical credibility, and collaborative work practices. The Tempered Radical Inclusion Model (see Figure 6.3) developed in this phase demonstrated how attributes such as being different, desiring meaningful change, and identifying with both personal values and organisational goals translate into strategic action within manufacturing environments.

Phase 2 extended these insights by illustrating how tempered radical strategies vary across hierarchical levels. The Multilevel Tempered Radical Approach Framework (see Table 6.1) captures distinct yet complementary approaches across four global themes: Self-Identification, Work Environment Navigation, Operational Methods, and Interpersonal Interactions. While vertical integration enables coordinated inclusion efforts, tensions at intersection points highlight the complexity of cross-level collaboration.

Together, these findings transform tempered radicalism from an individual-centric concept into a multilevel systems perspective. They underscore the importance of organisational context in shaping both strategy and capacity for change, offering practical guidance for supporting inclusion champions across hierarchical boundaries.

Chapter 7 Conclusion

New Zealand's manufacturing sector represents a substantial component of the national economy, contributing to GDP, generating export revenue, and providing employment with above-average median weekly earnings (Ministry of Business Innovation & Employment, 2018, 2025b). Behind these figures lies a story about the people who make this sector work. Manufacturing has transformed over recent decades from a relatively homogeneous workforce to one that is increasingly diverse through immigration and globalisation. Migration to New Zealand has increased substantially over the previous 10 years (Ministry of Business Innovation & Employment, 2025a), creating increasingly diverse workforces within traditionally homogeneous manufacturing environments, bringing multiple languages, cultural practices, and work approaches into environments originally designed around singular cultural assumptions. This demographic shift has intersected with technological change, evolving market demands, and the movement from Industry 4.0's digital integration towards Industry 5.0's sustainability and human-centric approaches (Doyle-Kent & Kopacek, 2020; Elmaraghy et al., 2012; Laurie et al., 2020).

This transformation has created tensions that continue to shape the sector today. Manufacturing has evolved from Taylor's (1911) scientific management principles, emphasising standardisation, efficiency, and hierarchical control. These systems assumed workers would perform identical tasks in identical ways, leaving little room for individual differences (Walker & Guest, 1952). When diverse workforces entered these standardised environments, fundamental questions emerged about how people could maintain authentic identities while contributing to organisational success. As Hackman and Lawler (1971, p. 260) observed, when productivity targets were not achieved despite standardised approaches, "the reasons apparently have very much to do with the human problems encountered when jobs are standardised and simplified". Contemporary manufacturing faces the challenge of adapting traditional approaches to leverage increasingly diverse perspectives while maintaining operational effectiveness (Boxall & Purcell, 2011; McCabe et al., 2020).

This PhD research developed from an unexpected discovery during an MPhil investigation exploring team dynamics in manufacturing. I encountered individuals who embodied something remarkable: people who were different from their colleagues yet remained deeply committed to organisational success. They cared about making their workplaces more inclusive, but they worked quietly, subtly, often invisibly. They were

fostering inclusion while maintaining operational effectiveness. These individuals were what Meyerson and Scully (1995) identified as “tempered radicals”, and their presence in manufacturing proved significant. Previous tempered radical research had focused primarily on knowledge work, technology, and service sectors (Meyerson, 2001b), making manufacturing’s hierarchical structures and standardised processes seem unlikely contexts for this subtle change agency.

Yet there they were, operating across frontline, supervisory, and managerial levels. As the investigation progressed, it became evident that understanding how these individuals fostered inclusion required a more comprehensive approach. This realisation prompted a strategic shift from an MPhil to a PhD, enabling deeper exploration of how tempered radicals operate as agents of inclusion within manufacturing hierarchies. The refined research focus emerged directly from insights gained during the preliminary investigation, demonstrating how initial discoveries can shape more comprehensive investigations (Naeem et al., 2023).

The research journey has been personally meaningful and has prompted deep reflection. Manufacturing served me well throughout my earlier career, providing opportunities and experiences that shaped my professional development. This research became an opportunity to understand the industry more deeply, to honour the people who make it work, and to contribute something meaningful back to a sector that has given me so much. The findings reveal sophisticated change agents working across organisational levels, extending theoretical understanding of tempered radicalism (Meyerson, 2008; Meyerson & Scully, 1995) while offering practical guidance for organisations seeking to support their inclusion champions.

7.1 Revisiting the Research Journey and Research Questions

This study began with a foundational research question (RQ1): *How do tempered radicals foster inclusion in the workplace?* This question emerged from the unexpected discovery that these subtle change agents existed across manufacturing hierarchies, working quietly to create more inclusive environments while maintaining operational effectiveness. Phase 1 of the investigation engaged 24 participants across seven manufacturing organisations, examining their experiences through Meyerson’s (2008) framework of tempered radical attributes and strategies. The findings reveal that participants exhibited four foundational attributes: being different from the dominant culture, desiring organisational success,

staying true to values and identity, and implementing change (Meyerson & Scully, 1995). Yet manufacturing created unique expressions of these attributes that extended beyond Meyerson's original conceptualisation.

Technical expertise provided credibility in environments where operational excellence mattered more than credentials, and participants like Heather and Riku demonstrated how performance contributions opened doors for inclusion advocacy (Bajaba et al., 2023; Solomon, 2009). Physical safety imperatives offered legitimate channels for challenging exclusionary practices, enabling tempered radicals to frame inclusion initiatives within operational priorities. Collaborative work structures created natural platforms for relationship building (Alat & Suar, 2019; N. Li et al., 2017; Ojsteršek et al., 2021). These contextual features transformed Meyerson's attributes from individual characteristics into strategic resources that participants deployed within their specific organisational setting.

The analysis also revealed that participants employed the full spectrum of Meyerson's (2008) strategic approaches, from quiet resistance to strategic alliance building. However, these strategies did not operate in isolation from the foundational attributes. The data demonstrate an integrated system where tempered radicals' attributes enable their strategic actions. Participants' experiences of difference informed their ability to reframe exclusionary practices as opportunities for change. Their desire for organisational success established the credibility that made alliance building efforts effective. This integration between attributes and strategies pointed towards a more comprehensive conceptualisation of how inclusion develops in manufacturing environments.

From this integrated analysis, an inclusion model (see Figure 6.3) emerged that captured how manufacturing tempered radicals foster inclusion through three operational characteristics. They implement changes guided by life experiences and personal interests, drawing on outside experiences and knowledge to introduce new perspectives into their organisations. They pursue subtle yet meaningful change, having an interest in righting ethical wrongs while working within established systems rather than against them. They maintain balanced respect for their workplace through a tempered approach, identifying with both the organisation and their values while navigating the inherent tensions between organisational commitment and social change. These characteristics represent the practical expression of theoretical attributes through strategies adapted to manufacturing contexts, demonstrating how abstract concepts become concrete action in hierarchical, standardised environments.

While participants shared common attributes and employed similar strategic approaches, Phase 1 also revealed variations based on hierarchical position, and the data pointed to frontline workers predominantly employing quiet resistance and small wins while supervisory participants appeared to favour negotiating change and alliance building and managerial participants seemed to demonstrate more comprehensive strategic integration. These preliminary observations led to the development of a second question (RQ2): *If tempered radicals across organisational levels share common characteristics, how do their approaches to fostering inclusion actually differ in practice?* Answering this question was the objective of Phase 2 of this research.

Phase 2 refined the investigation through enhanced participant targeting and systematic analytical approaches, engaging 27 participants from nine organisations and introducing computer-assisted Leximancer analysis to enable comparison across hierarchical levels. The findings reveal that while tempered radicals share common attributes, their strategies vary based on hierarchical position in ways that reflect the unique capabilities, constraints, and spheres of influence available at each level. Four interconnected global themes emerged from this analysis: *self-identification*, *work environment navigation*, *operational methods*, and *interpersonal interactions*, and each theme showed distinct expressions across frontline, supervisory, and managerial levels.

The theme of self-identification demonstrated how hierarchical position shapes tempered radicals' identity construction. Frontline participants developed *personal agency* orientations centred on authentic self-expression and individual action, identifying as everyday leaders influencing change through peer relationships and small, incremental interventions. Supervisory participants employed *structural navigation* anchored in organisational structures and policies, navigating the tension between organisational loyalty and their desire for change by positioning themselves as intermediaries who translate between operational realities and organisational requirements. Managerial participants, meanwhile, demonstrated *role integration*, combining multiple professional and personal identities and balancing commitments both within and outside the organisation to create conditions for systematic change.

Work environment navigation revealed level-specific approaches to operating within organisational contexts. Frontline participants employed *transference* strategies that recognised workplace issues while passing responsibility for wider action to higher organisational levels, demonstrating escalation through appropriate channels while respecting structural constraints. Supervisory participants demonstrated *inclusive*

bridging that connected diverse groups, combining heightened awareness of diversity with active ownership of connection building across organisational boundaries. Managerial participants utilised *strategic detachment* for environment transformation, maintaining analytical distance while enabling inclusion change through demographic analysis and pattern identification.

Operational methods showed how inclusion intentions translate into concrete actions at different levels. Frontline *change empowerment* focused on individual capability building through direct interventions, peer development, and skill transfer within immediate work teams. Supervisory *system stewardship* navigated organisational structures while transforming them, balancing existing frameworks with change initiatives through gradual cultural transformation and trust network development. Managerial *inclusion advocacy* operated through strategic resource allocation, introducing new ideas and justifying innovative approaches while creating change conditions rather than direct implementation.

Interpersonal interactions illuminated relationship building as the ultimate expression of inclusion-promoting efforts. Frontline *interpersonal focus* created direct personal connections within bounded social environments, operating through intensive peer relationships and immediate work-team influence. Supervisory *network perception* bridged different organisational groups and viewed others in terms of interconnected networks rather than isolated individuals. Managerial *organisational perspective* aligned relationships with institutional objectives, balancing individual recognition with organisational goals through strategic relationship management and company-wide inclusion strategies.

These level-specific patterns informed the development of the Multilevel Tempered Radical Approach Framework (see Table 6.1), a comprehensive framework demonstrating that promoting inclusion is not a uniform process but rather emerges through different yet complementary strategies reflecting the unique position, capabilities and constraints of each hierarchical level. This framework reveals a multilevel system where frontline personal agency, supervisory framework integration, and managerial role integration create interconnected approaches to fostering inclusive workplace cultures. It extends Meyerson's (2008) framework by demonstrating that organisational position shapes strategic repertoires and transforms tempered radicalism from an individual-centric model into a multilevel systems perspective. This research provides empirical evidence that tempered radical behaviour varies based on hierarchical position rather than

representing uniform applications of strategic approaches (Osafo & Yawson, 2021; Quinn & Meyerson, 2008).

These findings challenge assumptions about change agency being concentrated at senior levels. Instead, they reveal how manufacturing's collaborative structures enable inclusion through coordinated yet autonomous action across the organisational hierarchy, and how different levels build upon and enable each other's inclusion work through patterns of vertical integration. Frontline workers' autonomous decision making intersects with supervisors' framework-based implementation, which connects with managers' strategic initiatives, creating bidirectional flows where frontline workers identify challenges that supervisors translate into improvements before managers embed them in strategic frameworks. Simultaneously, managerial initiatives create supportive conditions that enable supervisory bridging, which enables frontline personal agency.

However, the research also uncovered tensions in promoting inclusion between levels, particularly around temporal expectations, change methodologies, and the balance between individual authenticity and institutional requirements. Frontline participants expected rapid responses to immediate concerns while supervisory staff implemented changes over months and managers worked across years, creating frustration when tempered radicals operating at different levels had conflicting expectations about change pace. These tensions suggest that while multilevel tempered radical activity can enable transformative inclusion across the organisation, it requires navigation of competing approaches and conflicting priorities rather than seamless integration across hierarchical boundaries.

The findings also reveal that organisations must recognise level-specific needs while acknowledging both shared attributes and level-specific strategies. Frontline workers need opportunities to develop voice and build self-efficacy in speaking up about inclusion concerns. Supervisors require support for boundary-spanning activities that enable them to bridge between frontline operational realities and managerial strategic frameworks. Managers, meanwhile, benefit from resources enabling strategic advocacy and creating company-wide inclusion systems. Yet supporting inclusion work requires more than addressing individual-level needs because this research also demonstrated that cross-level integration mechanisms help these approaches complement each other while requiring navigation of the tensions that emerge when different approaches intersect. These findings have implications for both theoretical advancement and practical guidance, as discussed in the following section.

7.2 Implications for Theory and Practice

This research extends Meyerson's (2008) framework in fundamental ways while offering practical guidance for organisations seeking to support their inclusion champions. The findings transform tempered radicalism from an individual-centric model into a multilevel systems perspective.

Phase 1 revealed how tempered radicals foster inclusion through three operational characteristics that exist at the intersection of who they are and what they do. The analysis also demonstrated patterns that transcended the individual frameworks of attributes and strategies. Tempered radicals implement changes guided by life experiences and personal interests, drawing on outside experiences and knowledge to introduce new perspectives into their organisations. They pursue subtle yet meaningful change, working *within* established systems rather than *against* them. They maintain balanced respect for their workplace through a tempered approach, identifying with both the organisation and their own values while navigating inherent tensions. All three characteristics operate through patience and strategic subtlety.

This inclusion framework demonstrates how abstract concepts become concrete action in manufacturing contexts. Drawing on outside experiences and knowledge shows the attribute of being different translating into a strategic resource rather than a barrier. Participants' experiences of being different from the dominant culture informed their ability to reframe exclusionary practices as opportunities for change. Solomon, for example, used his outsider perspective to transform an environment of racial hostility. Having an interest in meaningful change and righting ethical wrongs reflects the dual commitment driving their strategic approaches, and participants' desire for organisational success established the credibility that made their change efforts effective. Riku's technical excellence enabled his innovations to become standard practice, demonstrating how operational legitimacy creates platforms for inclusion advocacy. Identifying with both the organisation and their own values demonstrates how tempered radicals' ambivalence becomes strategic adaptability in manufacturing contexts, enabling them to frame inclusion initiatives within operational imperatives. Participants like Phillipe drew on their commitment to personal values when challenging norms while maintaining integrity, and JJ's willingness to be open about dyslexia created incremental but meaningful shifts in workplace culture.

Manufacturing tempered radicals transform difference into operational legitimacy rather than viewing it as a barrier to integration. This challenges traditional socialisation theories (e.g., Kelman, 2006) that position external experiences as obstacles to organisational acceptance. The findings demonstrate that experiential knowledge becomes a strategic resource for inclusion when grounded in operational excellence, and participants like Heather and Riku illustrated this principle by building credibility through performance contributions before expanding their influence. Manufacturing contexts value people through what they contribute rather than their credentials alone, and this creates unique pathways for inclusion advocacy.

This research also reveals that operational legitimacy *precedes* cultural legitimacy in manufacturing environments, reversing traditional integration pathways. Participants framed inclusion initiatives as technical improvements or safety enhancements rather than diversity interventions, and this approach fostered inclusion without triggering resistance because it worked within established priorities (Badaracco, 2001). Vasumati, for example, created a return-to-work physiotherapy programme framed as injury prevention that benefited both organisational efficiency and worker well-being. JJ advocated for colleagues with reading difficulties by requesting reading support during forklift licensing, transforming his dyslexia experience into a practical workplace solution framed as training effectiveness. Safety-focused cultures prioritise speaking up about concerns, and clear hierarchies provide established channels for influence (Alat & Suar, 2019; Kazushi, 2001). These features transform Meyerson's (2008) individual subtle resistance into collective operational practice, and organisations can leverage this by integrating inclusion goals within quality and safety frameworks rather than treating diversity as separate from core business.

While the Tempered Radical Inclusion Model conceptualises how tempered radicals foster inclusion generally, Phase 2 revealed that hierarchical position shapes the specific strategies employed. The Multilevel Tempered Radical Approach Framework challenges Meyerson's (2008) assumption that tempered radical strategies operate uniformly across organisational levels. Meyerson positioned tempered radicals as personally mediated change agents who could function at any level (Osafo & Yawson, 2021; Quinn & Meyerson, 2008), but the findings of this study demonstrate that organisational position shapes strategic repertoires in fundamental ways. Frontline workers develop *personal agency* through peer relationships and direct action; supervisors employ *framework integration* to bridge organisational boundaries; and managers utilise *role integration* to

create strategic conditions for change (Griffiths et al., 2023; Ton et al., 2023). These approaches complement rather than duplicate each other within an interconnected ecosystem, and this finding has direct implications for how organisations support inclusion work.

Frontline tempered radicals need opportunities to develop voice and build self-efficacy in speaking up about inclusion concerns. The findings show that frontline workers rely on individual confidence and personal drive to create change. Mentorship programmes could connect frontline tempered radicals with experienced change agents across the organisation, providing guidance on navigating organisational politics while maintaining authenticity (Richter et al., 2020). Organisations could institutionalise formal channels, such as employee resource groups (ERGs), which operate as recognised communities of practice, offering structured spaces for dialogue, mentoring, and leadership development (Green, 2018). ERGs could host cultural awareness workshops, panel discussions, and leadership training, while scheduled meetings with executive sponsors and senior leaders ensure that grassroots innovations receive consideration at higher organisational levels. Additionally, integrating ERG participation into performance plans and creating recognition systems for contributions to inclusion advocacy could legitimise these efforts and reinforce the value of frontline excellence in shaping inclusive practices.

Supervisory tempered radicals, meanwhile, require support for boundary-spanning activities that enable them to bridge between frontline operational realities and managerial strategic frameworks. The findings reveal that supervisors act as cultural bridges, connecting diverse groups and translating concerns across organisational boundaries, and this intermediary positioning creates unique opportunities and challenges. Organisations could facilitate this bridging work through structured communication channels that enable supervisors to convey frontline perspectives to management while translating strategic initiatives into operational language. Time allocation for relationship building across diverse groups becomes critical, because supervisory inclusion work depends on developing trust networks that span organisational boundaries. Recognition systems could value bridging work explicitly, and supervisory performance evaluations could include assessment of capability to connect diverse groups while advancing inclusion goals.

Managerial tempered radicals benefit from resources enabling strategic advocacy and creating company-wide inclusion systems. The findings show that managers adopt strategic approaches focused on creating conditions for change rather than direct

intervention, and this requires different forms of organisational support. Development programmes could enhance capability through systems-thinking training and change management expertise, enabling managers to identify patterns and design systematic interventions. Resource allocation authority matters for managerial tempered radicals, because budgetary control enables strategic investment in inclusion initiatives while authority over hiring decisions and project assignments creates opportunities to develop inclusive leadership capabilities across the organisation (Pless & Maak, 2004). Organisations could establish pathways for managerial inclusion initiatives to connect with frontline and supervisory efforts through regular forums where managers present strategic inclusion plans and receive feedback from other organisational levels (Harrison et al., 2018; Russen et al., 2023; Santos-Vijande et al., 2015).

Beyond level-specific support, organisations could enable vertical integration across hierarchical boundaries. The findings demonstrate that approaches at different levels build upon and enable each other to create comprehensive inclusion systems, and frontline workers' autonomous decision making intersects with supervisors' framework-based implementation, which then connects with managers' strategic initiatives. Information and influence flow bidirectionally through this integrated system: frontline workers identify operational challenges that supervisors translate into improvements, and managers embed those improvements within strategic frameworks. At the same time, managerial initiatives create supportive conditions that enable supervisory bridging, which then enables frontline personal agency (N. Li et al., 2017). Manufacturing's collaborative work structures and technical complexity enable this vertical integration through shared focus on quality and safety, creating vertical alignment that serves both inclusion and business objectives. Cross-level mentoring programmes could facilitate the exchange of strategies while supporting navigation of organisational tensions (Meyerson & Scully, 1995), and these relationships build understanding of how different levels approach inclusion work.

This research advances inclusion scholarship by demonstrating that context matters for strategy effectiveness. Meyerson's (2008) framework emphasised individual agency and gradual cultural change, but manufacturing reveals how operational structures amplify or constrain strategic options (Badaracco, 2001). The same hierarchies that might resist explicit diversity advocacy become platforms for technically framed inclusion initiatives, and the collaborative structures that depend on routine compliance also create spaces for relationship building and gradual norm shifting. This extends theory by showing how

manufacturing's interconnected systems create unique conditions for tempered radicalism where technical credibility becomes the currency for social change (Walton & Kirkwood, 2013). For practitioners, this means that inclusion initiatives succeed when aligned with operational priorities that manufacturing organisations already value, and organisations could leverage existing systems rather than creating parallel diversity structures.

Previous research has examined tempered radicals primarily in service-based industries and focused on senior management positions (Kelan & Wratil, 2018; Kirton et al., 2007), but this study demonstrates that frontline and supervisory manufacturing tempered radicals employ distinct yet equally valuable strategies. Inclusion emerges as an ecosystem where different levels contribute unique capabilities. No single level could achieve comprehensive transformation independently. Manufacturing's hierarchical clarity creates distinct patterns of strategy application, with each level leveraging different forms of organisational capital. Understanding these patterns would enable organisations to orchestrate approaches across hierarchical levels rather than relying on isolated individual efforts. This research provides practical guidance for organisations supporting inclusion champions by identifying level-specific needs: frontline workers need opportunities to develop voice; supervisors require support for boundary-spanning activities; and managers benefit from resources enabling strategic advocacy. Cross-level integration mechanisms would assist these approaches to complement each other, creating coordinated action that respects level-specific capabilities.

Bridging the gap between theoretical insights and practical application is a recurring challenge in management research, particularly in areas such as inclusion and diversity. Scholars emphasise that research impact depends on translating complex concepts into accessible, actionable formats that practitioners can readily adopt (Dwivedi et al., 2024; Evans et al., 2023). Evans et al. (2023) argue that successful university–industry collaboration relies on clear communication and relationship building, supported by tools that simplify theoretical frameworks for practical use. Similarly, Dwivedi et al. (2024) highlight that academic outputs often fail to influence practice due to jargon-heavy language and misaligned incentives, advocating for impact-oriented design approaches such as visual models and co-creation mechanisms.

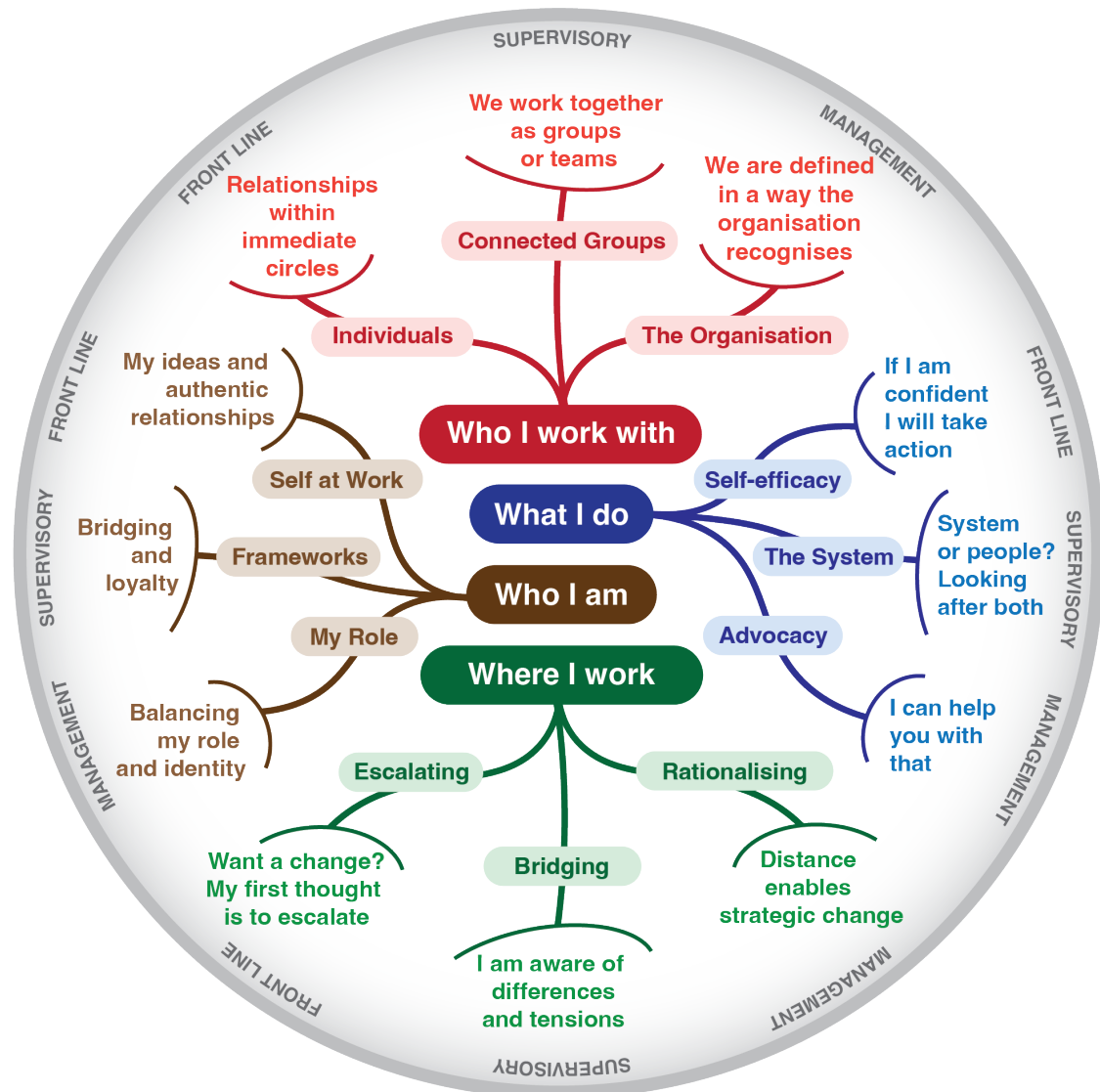


Figure 7.1 Supporting Inclusion Through Self-Identification, Work Environment, Operational Methods and Interpersonal Interactions

Figure 6.6 responds to these calls by presenting the Multilevel Tempered Radical Approach Framework (Table 6.1) in a practitioner-friendly visual format. By organising strategies around four intuitive statements – *Who I work with*, *What I do*, *Who I am*, and *Where I work* – and mapping them across hierarchical levels, this diagram operationalises theoretical insights into a practical guide for organisations seeking to support inclusion champions. Its circular design reinforces interconnectedness, enabling managers, supervisors, and frontline employees to see inclusion as a systemic effort rather than isolated actions, thereby exemplifying the translation of theory into practice.

7.3 Limitations

All research findings must be understood within their methodological and contextual boundaries. Recognising a study's limitations strengthens rather than diminishes its credibility, and these boundaries provide important context for interpretation while illuminating opportunities for future research.

The narrative inquiry methodology proved valuable for capturing the lived experiences of tempered radicals and co-constructing meaning with participants (Clandinin, 2016). This collaborative approach created space for participants to share stories in ways that might not have emerged through more structured methodologies (Creswell, 2013). However, the interpretive nature of narrative inquiry means that the findings reflect both participant experiences and researcher interpretation. This co-construction enriches understanding but also means the analysis represents one possible interpretation among several plausible alternatives (Clandinin, 2016; Daiute, 2013). As a single researcher, my interpretive lens shaped data collection, analysis, and interpretation throughout the study. While reflexivity practices and field notes (see Appendix F for examples) documented these influences, the analysis inevitably reflects my perspective as someone with manufacturing experience and a commitment to inclusion. While narrative inquiry excels at capturing depth and contextual richness, it trades breadth for detail (Clandinin, 2016; Daiute, 2013). This focus limits claims about patterns beyond the specific contexts and participants studied (Creswell, 2014).

This research relied on participant recall and interpretation of past events, and memory is reconstructive. Participants may emphasise certain experiences while forgetting others (Silverman, 2017). Original motivations, challenges encountered, or alternative approaches considered may have faded from memory. Additionally, each participant was interviewed once rather than engaging in ongoing conversation over time. This single engagement captured perspectives at specific moments but could not reveal how participants' views evolved or how they adapted their strategies in response to changing conditions (Clandinin, 2016; Wengraf, 2001).

Participants were self-identified tempered radicals willing to share their stories. This purposive sampling strategy deliberately sought information-rich cases that could provide deep insights into inclusion strategies (Emmel, 2013; Patton, 2002). The research engaged with a total pool of 39 participants across both phases, representing diverse manufacturing contexts, hierarchical levels, and demographic backgrounds. Data saturation is considered

reached when later interviews reinforce existing themes and categories without generating new codes (Eriksson & Kovalainen, 2016; Naeem et al., 2024). As shown in Chapter 3, this point was approached after interviewing around 22 participants in each phase, with later interviews in each phase producing diminishing returns of new insight. However, purposive sampling means that the findings are not statistically generalisable to all manufacturing workers or all tempered radicals in New Zealand. The research reveals patterns among those who actively engage in inclusion work rather than examining the full spectrum of organisational responses to diversity. The distribution across organisational levels in Phase 2 (14 frontline, 9 supervisory, 4 managerial) maintained appropriate representation for examining how hierarchical positioning influences inclusion strategies. However, managerial insights represent the smallest participant subset, potentially underrepresenting strategic approaches that require formal authority or organisational resources. The gender distribution of the sample (17 males and 7 females in Phase 1, improving to 9 females out of 27 participants in Phase 2) reflected manufacturing's male-dominated workforce.

The cross-sectional design of this research captured strategies at specific moments but could not measure their long-term effectiveness or track whether they lead to sustained inclusion changes. The interviews were conducted between 2017 and 2022, with each interview approximately 60 minutes in duration. While this time frame provided temporal breadth, the research design did not track participants' inclusion strategies over time. Questions therefore remain unanswered: Do the small wins achieved through individual interventions lead to permanent changes in workplace practices? Does coalition building create lasting networks that continue functioning after individual involvement ends? The research was not designed to address these temporal questions.

While participants described various strategies, the research cannot demonstrate whether these approaches led to more inclusive workplaces or improved organisational performance. This limitation reflects methodological choices appropriate for exploratory research. Establishing causal relationships between individual strategies and organisational outcomes would have required a different research design, likely combining qualitative and quantitative approaches. The current study focused on understanding what tempered radicals do and how their approaches vary across organisational levels. Whether these approaches are effective represents a different research question requiring alternative methodologies.

This study focused specifically on tempered radicals who successfully navigate organisational tensions while fostering inclusion. This means the research captured strategies that worked for the participants rather than examining unsuccessful attempts or individuals who abandoned inclusion efforts due to organisational resistance (Sendrea, 2023). The research focused on those actively fostering inclusion rather than examining barriers or failures. The purposive sampling strategy created blind spots regarding what prevents inclusion work. These unsuccessful cases or unrealised attempts would provide valuable contrast to the success stories captured in the data. Understanding why some inclusion efforts fail, what causes tempered radicals to disengage, or how organisational barriers prevent inclusion work would again require a different research design focused on negative cases and organisational resistance mechanisms.

This research concentrated on New Zealand's manufacturing sector, a context that provides both opportunities and constraints for understanding tempered radical inclusion work. Manufacturing's hierarchical structures, collaborative work systems, and operational focus created ideal conditions for examining how organisational position shapes inclusion strategies. However, these same characteristics that enabled deep examination also limit the transferability of the study. The findings may not apply directly to service sectors with different organisational structures, technology firms with flatter hierarchies, or professional services where work arrangements differ substantially from manufacturing (Alat & Suar, 2019; Hackman, 2002). Manufacturing's emphasis on safety, teamwork, and continuous improvement creates opportunities for framing inclusion as aligned with operational values, but other sectors may require different approaches.

New Zealand's bicultural context, with formal recognition of both Pākehā and Māori cultures, provided distinctive frameworks for understanding difference and belonging (Ormond, 2019; Smith, 2017). This context may have influenced how participants conceptualised and enacted inclusion in ways that differ from monocultural settings or nations with different approaches to cultural diversity. Cross-cultural research would reveal whether the level-specific patterns identified here reflect universal hierarchical dynamics or culturally specific manifestations of tempered radicalism.

The research also examined tempered radical strategies at a particular point in time rather than tracking how these strategies evolve over extended periods. While the findings reveal distinct approaches at different organisational levels, longitudinal studies would be needed to understand whether strategies change as individuals gain experience, move

between hierarchical levels, or encounter shifting organisational contexts. Questions about the durability of inclusion changes, the sustainability of tempered radical efforts, and the long-term effectiveness of different strategies remain unanswered.

This study concentrated on how individuals foster inclusion through their personal strategies but did not analyse organisational systems, structures or policies that enable or constrain inclusion work beyond the practical implications discussed. This individual-level focus aligns with tempered radical theory's emphasis on personally mediated change (Meyerson & Scully, 1995) but creates limitations in understanding systemic factors. This research cannot explain, for example, why some organisations produce multiple tempered radicals while others suppress inclusion work entirely, or how formal diversity initiatives, inclusion programmes, and tempered radical efforts interact.

These limitations shape how the findings of the study should be interpreted and applied. The research conceptualises how tempered radicals foster inclusion across hierarchical levels in New Zealand manufacturing organisations, and the Multilevel Tempered Radical Approach Framework reveals patterns that organisations can leverage to support their inclusion champions. However, applying these insights requires careful consideration of organisational context, cultural setting, and specific inclusion challenges. Manufacturing organisations can draw directly on these findings while organisations in other sectors should consider how their structural and cultural characteristics differ from the manufacturing environments studied here.

7.4 Future Research

The findings from both research phases create opportunities for researchers to extend, challenge, and refine understanding of tempered radical inclusion work. The Tempered Radical Inclusion Model from Phase 1 reveals how tempered radicals implement changes guided by life experiences and personal interests, pursue subtle yet meaningful change, and maintain balanced respect for their workplace through a tempered approach. The Multilevel Tempered Radical Approach Framework from Phase 2 demonstrates how frontline workers use relational capital, supervisors act as cultural bridges, and managers leverage structural authority to foster inclusion.

Longitudinal studies could follow tempered radicals over extended periods to reveal how inclusion strategies evolve as individuals gain experience and organisational contexts change. Such research could examine whether the three operational characteristics from

the Tempered Radical Inclusion Model (see Figure 6.3) – drawing on outside experiences, pursuing meaningful change, and maintaining balanced respect – develop and interact differently over time. Researchers could also explore whether the four themes identified in Phase 2 – self-identification, work environment navigation, operational methods, and interpersonal interactions – change as individuals mature in their roles. Do tempered radicals move between strategies on Meyerson's (2008) spectrum as their hierarchical position changes or as organisational contexts shift?

A critical question remains unanswered: Do tempered radical strategies create lasting inclusion change or require continuous effort to maintain? Exploring this area would help organisations understand whether supporting tempered radicals represents a one-time intervention or an ongoing investment. It would also reveal whether certain strategies – such as leveraging small wins or building strategic alliances – produce more durable outcomes than others, and whether the tempered approach itself becomes embedded in organisational culture or requires continuous individual effort.

Future research could also test both the Tempered Radical Inclusion Model and the Multilevel Tempered Radical Approach Framework in different contexts. Do frontline service workers employ similar relational strategies to frontline manufacturing workers? Do technology sector supervisors face similar cultural bridging challenges? Does the emphasis on operational legitimacy found in manufacturing shape how the Tempered Radical Inclusion Model operates? Research across industries could refine understanding of how sector characteristics shape both the general inclusion framework and the relationship between hierarchical position and inclusion strategy selection.

Furthermore, cross-cultural research could reveal whether the patterns identified here reflect universal dynamics or culturally specific manifestations of tempered radicalism. Comparative studies could determine how factors like power distance, individualism versus collectivism, and industrial relations norms shape the viability of different approaches and whether the connection between attributes and strategies operates differently across different cultural contexts.

This research has identified how tempered radicals navigate manufacturing culture but has not examined which specific cultural features enable or constrain their inclusion work. The findings suggest that manufacturing's emphasis on safety, teamwork, and continuous improvement creates opportunities for tempered radicals to frame inclusion as aligned with operational values. However, questions remain about the specific cultural conditions

that support tempered radical effectiveness and the Tempered Radical Inclusion Model's operational characteristics. Do frontline tempered radicals in highly hierarchical cultures face different constraints than those in flatter organisational structures? Do strong compliance cultures enable or constrain the patient, incremental approaches characteristic of tempered radical change?

Such research would help organisations remove cultural barriers to inclusion and develop targeted interventions to support their tempered radicals. It could also reveal whether certain cultural transformations are necessary before tempered radical strategies become viable, or whether tempered radicals can operate effectively across different cultural contexts by adapting their approaches.

These research directions could refine Meyerson's (2008) tempered radical framework by examining variations across organisational levels, industries, and cultural contexts. They would provide empirical evidence about the boundary conditions of both the Tempered Radical Inclusion Model and the Multilevel Tempered Radical Approach Framework. This would lead to more sophisticated theoretical understanding and more targeted practical tools for organisations seeking to support their inclusion champions effectively across diverse organisational settings.

7.5 Closing Reflections

This research journey began in the factories and assembly lines of the New Zealand manufacturing sector, where I witnessed individuals quietly transforming their workplaces while maintaining operational excellence. What started as curiosity about team dynamics evolved into a comprehensive examination of how people foster inclusion from within hierarchical organisations. The journey has been both intellectually demanding and personally meaningful, shaped by deep respect for the manufacturing sector that has provided the foundation for this work.

The phenomena investigated in this thesis are not abstract theoretical concerns but lived realities for the participants, who generously shared their stories. This research has developed both a model and a framework that extends Meyerson's (2008) work on tempered radicals: the Tempered Radical Inclusion Model from Phase 1 and the Multilevel Tempered Radical Approach Framework from Phase 2. Together, these frameworks transform tempered radicalism from an individual-centric model into a multilevel systems perspective.

Yet theoretical contribution alone does not fulfil the responsibility this research carries. Manufacturing organisations provided access to their operations, and workers shared stories of navigating complex organisational tensions while fostering inclusion. This generosity created an obligation to ensure the research remained accessible and useful, particularly for the manufacturing sector. Academic rigour matters, but so does practical application in the real world of production schedules, safety protocols, and diverse teams working together to achieve operational objectives.

This research has expanded our understanding of what inclusion work demands from individuals. Tempered radicals navigate continuous tensions between organisational conformity and personal values, between operational effectiveness and social change, between maintaining credibility and challenging norms (Meyerson & Scully, 1995). They do so often without formal authority, often without recognition, and sometimes at personal cost. Yet they persist because of their dual commitment to both their organisations and their own values. This persistence creates gradual but meaningful transformation in workplaces that might otherwise resist change. This research honours this work by making visible what often remains invisible, by providing language for describing these sophisticated strategies, and by offering frameworks that organisations can use to support their inclusion champions.

Looking forward, this research provides foundations for both scholarly advancement and practical application. The novel model and framework invite testing in different industrial contexts, cultural settings, and organisational structures. Questions remain about temporal dynamics, strategy effectiveness, and the conditions that enable or constrain inclusion work. Yet the practical imperative remains clear: organisations can and should support their tempered radicals by recognising level-specific needs, enabling cross-level integration, and navigating the inherent tensions that inclusion work creates.

This research has been a journey of discovery, reflection, and contribution. It extends theoretical understanding while remaining grounded in practical application. It advances scholarly knowledge while honouring the manufacturing sector that made this work possible. The model and framework developed here represent one researcher's interpretation of patterns observed across the 39 participants in the New Zealand manufacturing sector, but I believe they offer insights that organisations can adapt to their specific contexts. If this research helps even one organisation better support its inclusion champions, if it provides language for one frontline worker to articulate their inclusion work, if it legitimises one supervisor's boundary-spanning efforts, or if it guides one

manager's strategic advocacy, then it will have fulfilled its purpose beyond academic contribution.

Manufacturing has provided me with both a professional foundation and a research context. This research represents one small way of giving back to an industry that has given me so much. The hope is that the Tempered Radical Inclusion Model and the Multilevel Tempered Radical Approach Framework, grounded in rigorous investigation, will serve organisations as they continue the ongoing work of building truly inclusive workplaces where diverse individuals are empowered to contribute their full capabilities.

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Glossary

Dominant culture – the prevailing system of shared values, beliefs, behaviours, and practices considered normative and authoritative within an organisation.

Frontline worker – employee who works directly in operational roles, typically involving hands-on production, assembly, or service delivery without formal supervisory responsibilities.

Inclusion – the practice of creating environments where diverse voices are heard, valued, and integrated into organisational decision making.

Leximancer – machine learning-based computer-assisted qualitative analysis software used for identifying patterns and relationships in textual data.

Manager – senior-level employees with formal authority, strategic decision-making responsibilities, and resource allocation power that shapes organisational systems and policies.

Manufacturing context – industrial settings characterised by hierarchical structures, standardisation, collaborative work processes, and production-focused operations.

Narrative inquiry – a qualitative research methodology focused on understanding experiences through participants' stories and the collaborative meaning making between researcher and participants.

Supervisor – mid-level employees who bridge operational and strategic functions, holding formal responsibility for coordinating teams and translating between frontline operations and managerial directives.

Tempered radical – a change agent defined by four key attributes. First, the tempered radical is in some way different to the dominant culture of the workplace. Second, despite this difference to the dominant culture, the tempered radical has a desire to fit in and be successful in the workplace. Third, despite the desire to fit in, the tempered radical demonstrates they remain true to their values and identity. Fourth, they subtly and successfully implement change, quietly disrupting and changing the normal way of doing things.

Thematic analysis – a qualitative analytical method for identifying, analysing, and reporting patterns (themes) within data through systematic coding and interpretation.

Appendix A: Ethics Approvals

MPhil Programme




AUTEC Secretariat

Auckland University of Technology
 D-88, WU406 Level 4 WU Building City Campus
 T: +64 9 921 9999 ext. 8316
 E: ethics@aut.ac.nz
www.aut.ac.nz/researchethics

2 June 2017

Edwina Pio
 Faculty of Business Economics and Law

Dear Edwina

Re Ethics Application: **17/140 Individual experiences of successful work teams**

Thank you for providing evidence as requested, which satisfies the points raised by the Auckland University of Technology Ethics Committee (AUTEC).

Your ethics application has been approved for three years until 31 May 2020.

Standard Conditions of Approval

1. A progress report is due annually on the anniversary of the approval date, using form EA2, which is available online through <http://www.aut.ac.nz/researchethics>.
2. A final report is due at the expiration of the approval period, or, upon completion of project, using form EA3, which is available online through <http://www.aut.ac.nz/researchethics>.
3. Any amendments to the project must be approved by AUTEC prior to being implemented. Amendments can be requested using the EA2 form: <http://www.aut.ac.nz/researchethics>.
4. Any serious or unexpected adverse events must be reported to AUTEC Secretariat as a matter of priority.
5. Any unforeseen events that might affect continued ethical acceptability of the project should also be reported to the AUTEC Secretariat as a matter of priority.

Please quote the application number and title on all future correspondence related to this project.

AUTEC grants ethical approval only. If you require management approval for access for your research from another institution or organisation then you are responsible for obtaining it. If the research is undertaken outside New Zealand, you need to meet all locality legal and ethical obligations and requirements.

For any enquiries, please contact ethics@aut.ac.nz

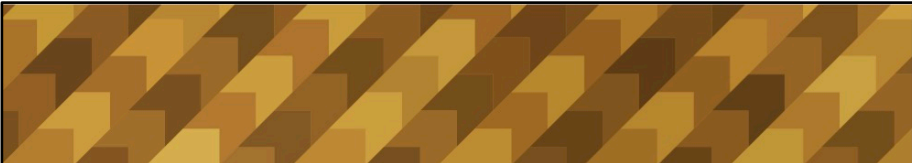
Yours sincerely,



Kate O'Connor
 Executive Manager
Auckland University of Technology Ethics Committee

Cc: chris@internetwork.nz; peter.mcghee@aut.ac.nz

PhD Programme





TE WĀNANGA ARONUI
O TĀMAKI MAKĀU RAU

Auckland University of Technology Ethics Committee (AUTECH)

Auckland University of Technology
D-88, Private Bag 92006, Auckland 1142, NZ
T: +64 9 921 9999 ext. 8316
E: ethics@aut.ac.nz
www.aut.ac.nz/researchethics

8 November 2019

Edwina Pio
Faculty of Business Economics and Law

Dear Edwina

Re Ethics Application: **19/379 Tempered radicals fostering inclusion in New Zealand manufacturing industries**

Thank you for providing evidence as requested, which satisfies the points raised by the Auckland University of Technology Ethics Committee (AUTECH).

Your ethics application has been approved for three years until 8 November 2022.

Non-Standard Conditions of Approval

1. On the Information Sheet name the organisation the Primary Researcher works for.

Non-standard conditions must be completed before commencing your study. Non-standard conditions do not need to be submitted to or reviewed by AUTECH before commencing your study.

Standard Conditions of Approval

1. The research is to be undertaken in accordance with the [Auckland University of Technology Code of Conduct for Research](#) and as approved by AUTECH in this application.
2. A progress report is due annually on the anniversary of the approval date, using the EA2 form.
3. A final report is due at the expiration of the approval period, or, upon completion of project, using the EA3 form.
4. Any amendments to the project must be approved by AUTECH prior to being implemented. Amendments can be requested using the EA2 form.
5. Any serious or unexpected adverse events must be reported to AUTECH Secretariat as a matter of priority.
6. Any unforeseen events that might affect continued ethical acceptability of the project should also be reported to the AUTECH Secretariat as a matter of priority.
7. It is your responsibility to ensure that the spelling and grammar of documents being provided to participants or external organisations is of a high standard.

AUTECH grants ethical approval only. You are responsible for obtaining management approval for access for your research from any institution or organisation at which your research is being conducted. When the research is undertaken outside New Zealand, you need to meet all ethical, legal, and locality obligations or requirements for those jurisdictions.

Please quote the application number and title on all future correspondence related to this project.

For any enquiries please contact ethics@aut.ac.nz. The forms mentioned above are available online through <http://www.aut.ac.nz/research/researchethics>

Yours sincerely,



Kate O'Connor
Executive Manager
Auckland University of Technology Ethics Committee

Cc: mgp8794@aut.ac.nz; Peter McGhee

Appendix B: Participant Information Sheet





TE WĀNANGA ARONUI
O TĀMAKI MAKĀU RAU

Participant Information Sheet

Date Information Sheet Produced:
1 October 2019

Project Title
Fostering inclusion in New Zealand manufacturing industries

An Invitation

Hello, my name Chris Griffiths and I am a Doctor of Philosophy student of AUT University's Business School. While recently gaining my MBA at AUT and drawing on over 35 years of experience within manufacturing industries, I developed a fascination for understanding the influence individuals can have on inclusion in the workplace. This fascination has lead me to undertake this further study.

Following your interest in the advertisement and our successful first conversation, I am very pleased to formally invite you to participate in an interview for this research. The session will take around 60 minutes and our discussion will be recorded. I will conduct the interview at a mutually agreed location, in a public place such as a café or library.

The objective of the interview is to seek and understand your experiences, for you to have an opportunity to tell your stories about you, your approach to inclusion and change in the workplace.

Your participation is entirely voluntary and if you feel it appropriate, you can withdraw at any time until the end of data collection. Should you do this all the information you have submitted will be deleted.

What is the purpose of this research?

Migration trends and the global economy are continuing to change the profile of the manufacturing industry, bringing together individuals from a variety of values and identities that may be different to the dominant culture of the workplace. Despite a desire to fit in, some individuals adopt a spectrum of subtle middle-ground inclusion strategies, allowing them to contribute and succeed in their jobs, while still being true to themselves. These individuals are tempered in strategy, yet radical through the changes they bring.

Bringing these different views of employee and workplace closer together has a sense of inclusion, understanding how individuals foster inclusion is central to this study.

To achieve the purpose of the research, participants will come from a variety of position levels, from production operators to leaders and executives. They will work across different manufacturing sectors and produce products using different technological manufacturing levels. To take part in this research, participants will, at their choice, attend an interview that will last for no more than 60 minutes.

The findings of this research may be used for academic publications and presentations.

How was I identified and why am I being invited to participate in this research?

You kindly responded to the advertisement posted at your workplace. This may have been directly through the contact information, or through the Chatbot. Following your contact, we then spoke on the phone and I discussed four key attributes that are important to this study, and to find out a little about yourself. Your responses to discussion have led to your invitation to be interviewed as part of this research.

Essentially, this study will be centred around New Zealand's manufacturing industries, participants will be working in manufacturing and will identify with or exhibit the following attributes:

- An individual who is in some way different to the dominant culture of the workplace.
- Who has a desire to fit in, and be successful in the workplace.
- Who despite the desire to fit in, demonstrates they remain true to their values and identity.
- And who implements change, albeit subtly, disrupting and changing the normal way of thinking.

October 2019
page 1 of 3
Information Sheet: Appendix 2

How do I agree to participate in this research?

The intention of this Information Sheet is to provide you with sufficient information to enable you to make an informed decision regarding taking part in this research. If you have any further questions, I would welcome a call or email from you. My contact details are provided below.

To agree to take part in this research, simply complete the attached Consent Form and return by email to the contact details below.

Your participation in this research is voluntary (it is your choice) and whether or not you choose to participate will neither advantage nor disadvantage you. You are able to withdraw from the study at any time. If you choose to withdraw from the study, then you will be offered the choice between having any data that is identifiable as belonging to you removed or allowing it to continue to be used. However, once the findings have been produced, removal of your data may not be possible.

What will happen in this research?

We will meet for an interview at a mutually agreeable public place such as a café or a library. The interview will take around 60 minutes. The diagram below shows what to expect during the interview:



This is a narrative interview, so I will not ask a series of precise questions, instead I will be asking you to tell your story, and guiding you to keep within the framework of this research.

Our interview will be digitally recorded and then transcribed by a professional who has signed a confidentiality agreement. I will then analyse your interview, along with other participants, with the aim of ultimately gaining an understanding of individuals working towards inclusion in New Zealand manufacturing industries.

As well as satisfying the requirements of my Doctor of Philosophy programme, the findings of this research may be used for academic publications and presentations.

What are the discomforts and risks?

There is a minimal risk that you may experience discomfort when recalling negative experiences during the interview. To minimise the possibility of discomfort, you will be in control of setting the level of which you choose to contribute in the interview and there will be no compulsion to speak about any particular issues or negative experiences.

You are able to withdraw from the study at any time. If you choose to withdraw from the study, then you will be offered the choice between having any data that is identifiable as belonging to you removed or allowing it to continue to be used.

In the very unlikely event that it is required, AUT Health Counselling and Wellbeing is able to offer three free sessions of confidential counselling support for adult participants in an AUT research project.

What are the benefits?

This research will have a number of benefits. For you, as participant, there is the opportunity to express your ideas and experiences. This will occur through the interview and will give you voice through the publications that follow from this research, and the opportunity to potentially influence change.

For the researcher, this research is the opportunity to combine broad industry experience (including supervision and management within manufacturing), knowledge gained as a result of the recent completion of a Master of Business administration together with a passionate interest in understanding inclusion through individual experiences. This research will increase the personal knowledge and skills of the researcher through the completion of a Doctorate of Philosophy, and build a knowledge base that will support and academic career.

This research will provide a greater understanding of how individuals foster inclusion, offer guidance for New Zealand's manufacturing industries to encourage innovation, and potentially lead a swing towards much desired high-value-added products. With research in manufacturing being scarce, there is a real opportunity for a new contribution to knowledge. This doctoral research aims to provide new inclusion constructs for the New Zealand workplace, both within and beyond manufacturing industries.

How will my privacy be protected?

Every effort will be taken to preserve your confidentiality. Coding and the use of pseudonyms will help to ensure you are unidentifiable and any direct quotes that may identify or be attributed to a particular person will be avoided. Information used in the final report will not be attributable to any individual participant and key identifiable characteristics will only be used in the analysis process.

I can forward you a copy of the transcript of your interview and you will be able to alter, including strengthening the level of confidentiality, if you feel this is necessary. Of course, at any point prior to the conclusion of data collection, if you feel that confidentiality is compromised, then you may choose to withdraw from this research.

As well as satisfying the requirements of my Doctor of Philosophy programme, the findings of this research may be used for academic publications and presentations.

Electronic data (including digitally recorded interviews) will be stored on a password protected laptop, in an encrypted back up and on AUT's secure log in servers. Software used such as Microsoft Word, Endnote and NVivo store data files locally on the password protected laptop. Any hard copy information and research notes will be kept in a locked filing cabinet, in a locked office on AUT's City Campus. I am the only person with access to all data. A professional transcriber will be employed to support interview transcribing and will be required to sign a confidentiality agreement.

What are the costs of participating in this research?

Essentially, the cost for you is time. We have already spent time talking on the phone, plus the interviews will take around 60. In addition, following the interview you may also take time to review the transcript and perhaps you will have further questions to ask me.

What opportunity do I have to consider this invitation?

Could I request that you let me know within 4 weeks from receiving this letter. I would like to hear back from you by the [insert date]. If I do not hear back from you by then I will make one follow up call.

Will I receive feedback on the results of this research?

Yes, each participant will receive a summary report of the thesis (unless you decline this opportunity in the attached Consent Form). This will be emailed to your provided email address.

What do I do if I have concerns about this research?

Any concerns regarding the nature of this project should be notified in the first instance to the Project Supervisor, Professor Edwina Pio, edwina.pio@aut.ac.nz, +64 9 921 9999 ext. 5130.

Concerns regarding the conduct of the research should be notified to the Executive Secretary of AUTC, Kate O'Connor, ethics@aut.ac.nz, 921 9999 ext 6038.

Whom do I contact for further information about this research?

Please keep this Information Sheet and a copy of the Consent Form for your future reference. You are also able to contact the research team as follows:

Researcher Contact Details: Chris Griffiths, email: chris.griffiths@aut.ac.nz

Project Supervisor Contact Details: Professor Edwina Pio, edwina.pio@aut.ac.nz, +64 9 921 9999 ext. 5130.

Approved by the Auckland University of Technology Ethics Committee on 9 November 2019, AUTC Reference number 19/379.

Appendix C: Participant Consent Form



AUT
TE WĀNANGA ARONUI
O TĀMAKI MAKĀU RAU

Consent Form

Project title: *Tempered Radicals fostering inclusion in New Zealand Manufacturing industries*

Project Supervisor: *Professor Edwina Pio*

Researcher: *Chris Griffiths*

- ☐ I have read and understood the information provided about this research project and the Information Sheet dated 1 October 2019.
- ☐ I have had an opportunity to ask questions and to have them answered.
- ☐ I understand that notes will be taken during the interviews and that they will also be audio-taped and transcribed.
- ☐ I understand that taking part in this study is voluntary (my choice) and that I may withdraw from the study at any time without being disadvantaged in any way.
- ☐ I understand that if I withdraw from the study then I will be offered the choice between having any data that is identifiable as belonging to me removed or allowing it to continue to be used. However, once the findings have been produced, removal of my data may not be possible.
- ☐ I agree to take part in this research.
- ☐ I wish to receive a summary of the research findings (please tick one): Yes ☐ No ☐

Participant's signature:

Participant's name:

Participant's Contact Details:

.....

.....

.....

.....

Date:

Approved by the Auckland University of Technology Ethics Committee on 8 November 2019 AUTEC Reference number 19/379

Note: The Participant should retain a copy of this form.

October 2019

page 1 of 1

Consent Form: Appendix 3

Appendix D: Indicative Interview Questions

MPhil Programme




Indicative Interview Questions

Project title:

Individual experiences of high-performing work teams

Researcher:

Chris Griffiths

Project Supervisor:

Professor Edwina Pio

The Narrative Inquiry Interview

A narrative interview guides participants to tell a story about part or all of their own lives and lived experience(s). The Interviewer aims to discover the essence of an experience from individuals, incorporating what participants have experienced and how they experienced it. The intention is to make meaningful discussion of the lived experiences of individuals.

Therefore, the questions are not traditional interview questions that may, for example, focus responses purely around causes and effects. There are often two broad questions: What have you experienced in terms of this phenomenon? What contexts or situations have typically influenced your experiences of the phenomenon.

Note: All participants will be over the age of 18.

The Main Question, including lead up script and warm up question:

The interview itself will consist of the main questions and will be supported by guiding questions. Narrative inquiries begin with asking the participant to **tell their story**. It is important to ask questions that will help people to tell stories about their experiences in their own way and from their own perspective, remembering how it felt at the time.

- Temporality: what were your hopes, desires, feelings
- Sociality: who were the people, factors involved
- Place: can you tell me about the environment/location where this took place

Lead in script:

Title: The experiences of individuals on high-performing work teams

Date, Time, location and Participant Name

I have sent you some material about high-performing teams, and what this is within the context of this study, and we recognise that you have been a part of a high performing team.

I am interested in your own experiences while working in the high-performing team. When we discuss your experiences, you might consider you hopes and feelings, ambitions and disappointments, you might consider who were the people and factors involved and the environment and location where your experiences took place. There really are no rules around this.

CG EA06 Indicative Questions V04

Page 1 of 4

This is a narrative inquiry - which literally means is will be asking you to share your story. From time to time I may prompt you to clarify, or ask you to expand

I will begin the interview with a "warm-up" question—something easy to answer.

The warm up question will be:

Tell me a little about yourself.

I now invite you to tell your story and share your experiences on a high-performing work team.

Tell me your story ... your experiences of working on a high-performing work team.

Prompts to assist participants with their story:

An important part of interviewing is following up on things people tell you. The initial question opens the door to the issue, and the interviewee's response is a first draft of an answer to your question. Once that draft is on the table, I will need to ask more questions to get the full story. Here are the main categories of follow-up questions I will need.

1. Clarify what they said

People tend to speak in abbreviated ways, assuming you know what they mean. Assume I don't know what they mean and ask questions to encourage conversation:

- Say what you mean by [term or phrase]
- When you say, [term or phrase], what are you actually doing?
- It sounds like you are saying, "...". Is that a fair summary?
- So you are saying ...? [any time you paraphrase what you think your interviewee said, you need to be sure and ask them if your paraphrase accurately captures what they meant]

2. Get more details

Again, participants will give me abbreviated summaries of things and I will need to ask for more details. Here are the kind of questions I need to be prepared to ask:

- Tell me more about that.
- Can you give me an example?
- What would that look like?
- How do you do that?
- Can you tell me more about that?
- What were other people doing then?
- How did others [e.g., co-workers] respond to that?
- If I were watching you do this, what would I see?

3. Get their feelings, thoughts, rationale

Be prepared to ask questions of this type:

- Why was that important to you?
- Why does that stand out in your memory?
- Why do you think you noticed that?

- Why does that matter?
- What motivated your response?
- How did you feel about that?
- What was significant about this to you?

4. Ask about variations

I will want to learn if their response would be different in different circumstances. I might consider questions such as these.

- Do you always response [or do this] this way?
- What might make you respond [or do this] differently?
- Have you always felt this way?
- How has your approach changed over time?
- What motivated this change?

5. Review all possible influences

I know about a specific list of factors that I think are relevant to my topic. Though my initial questions should allow participants to construct the issues, at some point I will want to ask about the variables or factors that are of special interest to me:

- that important to you?
- that influence your thinking about this?
- Capability, capacity and personal benefit
- What about the diversity of the team? Does that matter?
- What influence did the team leader have on the work?
- Tell me about any conflict that may have occurred, perhaps within the team, or the environment
- I am interested to learn about the potential influence virtual teams may have on your experiences

Theme	Summary
1 Process – moving from Standardisation to Individualisation	Early working life in manufacturing and the standardisation of work processes
2 Emergence of Work teams	Redesigning work processes to support the emerging value provided through teamwork.
3 Role of the Team Leader	The influence of team leadership on team performance
4 With Teamwork brings the Potential for Conflict	Managing conflict within teams
5 With Teamwork comes Opportunity through Diversity	Discussion of diversity and the influence on team performance
6 The High-performing Team	A framework of high-performance teams
7 Designing a High-performing Team	Elements that influence high-performance teams
8 The New Zealand Manufacturing Sector	Specifically discussing the New Zealand manufacturing sector within the context of teamwork.
9 What does the Future bring for High-performing Teams?	Accessibility, virtuality and mobility of high-performing teams

6. Finally, Steer back after digressions

It is not uncommon for interviews to wander off course, I need to be friendly and courteous, but I also have a task to do. To steer my interviewee back after a digression, I will try pushing on how the digression happened in the first place. Try questions like these:

- How does this issue relate to the topic we started with?
- Can you recall the associations that led you from our original topic to this one?
- I'd like to understand more about how this relates to the earlier topic we were talking about.



Indicative Questions

Project title: **Tempered Radicals fostering inclusion in New Zealand Manufacturing industries**

Project Supervisor: **Professor Edwina Pio**

Researcher: **Chris Griffiths**

The Narrative Inquiry Interview

A narrative interview guides participants to tell a story about part or all of their own lives and lived experience(s). The Interviewer aims to discover the essence of an experience from individuals, incorporating what participants have experienced and how they experienced it. The intention is to make meaningful discussion of the lived experiences of individuals.

Note: All participants will be over the age of 18.

The interview itself will consist of the main questions and will be supported by guiding questions. Narrative inquirers guide the participants to **tell their story**. It is important to ask questions that will help people to tell stories about their experiences in their own way and from their own perspective, remembering how it felt at the time.

- Temporality: what were your hopes, desires, feelings
- Sociality: who were the people, factors involved
- Place: can you tell me about the environment/location where this took place

Indicative Questions:

Tell me about yourself

Draw out attributes of tempered radicals, i.e. enjoyment of work, a difference in values and identity to the workplace, approaches to change

Tell me about your workplace

Values of your workplace

Draw out the technology level of the product manufactured

What does inclusion in the workplace look like to you?

Would you describe your workplace as being innovative?

Why?

How have you influenced innovation in the workplace?

October 2019 page 1 of 3 Indicative Questions: Appendix 5

Prompts to assist participants:

Clarifying

Learning from the interviews conducted with employees of manufacturers for the study conducted in support of my Master of Philosophy programme, I noticed that participants can speak in abbreviated ways and they assume you know what they mean. I may need to ask questions to encourage understanding:

- Say what you mean by [term or phrase]
- When you say, [term or phrase], what are you actually doing?
- It sounds like you are saying, "...". Is that a close summary?
- So you are saying ...? (This is where I found having a notebook and pen in hand, otherwise I found it difficult to paraphrase.)

Getting more details

Again, participants may give me abbreviated summaries of things and I will need to ask for more details. Here are the kind of questions I need to be prepared to ask:

- Tell me more about that.
- Can you give me an example?
- What would that look like?
- How do you do that?
- Can you tell me more about that?
- What were other people doing then?
- How did others [e.g., colleagues] respond to that?
- If I were watching you do this, what would I see?

Getting participant feelings, thoughts, rationale, experiences

Manufacturing staff, particularly at an operational level, may not be outspoken or very articulate. I may need to ask questions of this type:

- Why was that important to you?
- Why does that stand out in your memory?
- Why do you think you noticed that?
- Why does that matter?
- What motivated your response?
- How did you feel about that?
- What was significant about this to you?

Asking about variations

I will want to learn if their response would be different in different circumstances. I might consider questions such as these.

- Do you always response [or do this] this way?
- What might make you respond [or do this] differently?
- Have you always felt this way?
- How has your approach changed over time?
- What motivated this change?

Reviewing wider influences

I know about a specific list of factors that I think are relevant to my topic. Some of these have been identified through my review of literature. Though my initial questions should allow participants to construct the discussion, I may need to ask about the variables or factors that are of special interest to me:

- Attributes of a Tempered Radical
- Influence on Inclusion
- Innovation
- Level of manufacturing technology

Keeping participants on track

In my interviews for my Master of Philosophy, I noted that over a 60-minute (or thereabouts) interview, occasionally participants began to wander off course. I need to be friendly and courteous, but I also have a task to do. To steer my interviewee back after a digression, I will try questions/prompts like these:

- How does this issue relate to the topic we started with?
- Can you recall the associations that led you from our original topic to this one?
- I'd like to understand more about how this relates to the earlier topic we were talking about.

Closing Question

"I think that is basically everything I had to ask you to talk about, have you got anything else you'd like to say or kind of final thoughts or anything you'd like to follow up that I have not asked you?"

Appendix E: Co-authorship Contribution

Co-Authorship Contribution for Conference Paper: “Tempered Radicals Fostering Inclusion Within Manufacturing Industries: An Exploratory Study”

STUDENT AND SUPERVISOR APPROVALS	
<i>By signing you are confirming that the co-author contributions stated in the table(s) below are accurate.</i>	
Student Name	Chris Griffiths
Signature	
Date	20/10/2025
Supervisor Name	Peter McGhee
Signature	
Date	20/10/25
Chapter Number:	Early thesis design socialisation
Manuscript Title:	Tempered radicals fostering inclusion within manufacturing industries: An exploratory study
Publication Status:	Published
Reference if published:	Griffiths, C., Pio, E., & McGhee, P. (2020). Tempered radicals fostering inclusion within manufacturing industries: An exploratory study [Conference Paper]. European Academy of Management Conference, Dublin, Ireland.
AUTHOR SURNAME: (order as per manuscript)	CONTRIBUTION (May copy from the guidelines above)
Griffiths	- Designed the research project, including research questions, theoretical framework, and methodology - Collected, analysed, and interpreted all research data - Wrote all major sections of the manuscript and revised them in response to feedback - Reviewed and integrated relevant literature throughout the work
Pio	- Advised on manuscript structure and presentation - Provided feedback on writing and academic expression - Advised on theoretical framing and scholarly conventions - Reviewed drafts and suggested revisions
McGhee	- Advised on manuscript structure and presentation - Provided feedback on writing and academic expression - Advised on theoretical framing and scholarly conventions - Reviewed drafts and suggested revisions

Co-Authorship Contribution for Conference Paper: “Are Organisations Tempering Their Tempered Radicals?”

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Supervisor Name	Peter McGhee	Signature	 Date 20/10/25
Chapter Number:	Early thesis design contribution		
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Publication Status:	Published		
Reference if published:	Griffiths, C., Pio, E., & McGhee, P. (2022). Are organisations tempering their tempered radicals? [Conference Paper]. 10th Aotearoa New Zealand Organisational Psychology and Organisational Behaviour Conference, Auckland.		
AUTHOR SURNAME: (order as per manuscript)	CONTRIBUTION (May copy from the guidelines above)		
Griffiths	- Designed the research project, including research questions, theoretical framework, and methodology - Collected, analysed, and interpreted all research data - Wrote all major sections of the manuscript and revised them in response to feedback - Reviewed and integrated relevant literature throughout the work		
Pio	- Provided feedback on writing and academic expression - Advised on theoretical framing and scholarly conventions - Reviewed drafts and suggested revisions		
McGhee	- Advised on manuscript structure and presentation - Provided feedback on writing and academic expression - Advised on theoretical framing and scholarly conventions - Reviewed drafts and suggested revisions		

Co-Authorship Contribution for Journal Article: “Tempered Radicals in Manufacturing: Invisible Champions of Inclusion”

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<i>By signing you are confirming that the co-author contributions stated in the table(s) below are accurate.</i>	
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Manuscript Title:	Tempered radicals in manufacturing: Invisible champions of inclusion
Publication Status:	Published
Reference if published:	Griffiths, C., Pio, E., & McGhee, P. (2022). Tempered radicals in manufacturing: Invisible champions of inclusion. Journal of Management & Organization. https://doi.org/10.1017/jmo.2022.59
AUTHOR SURNAME: (order as per manuscript)	CONTRIBUTION (May copy from the guidelines above)
Griffiths	- Designed the research project, including research questions, theoretical framework, and methodology - Collected, analysed, and interpreted all research data - Wrote all major sections of the manuscript and revised them in response to feedback - Reviewed and integrated relevant literature throughout the work - Led revisions in response to reviewer comments
Pio	- Advised on manuscript structure and presentation - Provided feedback on writing and academic expression - Advised on theoretical framing and scholarly conventions - Reviewed drafts and suggested revisions
McGhee	- Advised on manuscript structure and presentation - Provided feedback on writing and academic expression - Advised on theoretical framing and scholarly conventions - Reviewed drafts and suggested revisions

Co-Authorship Contribution for Conference Paper: “Fostering Inclusion While Baking Bread; Enabling All Your Tempered Radicals in the Manufacturing Industry”

STUDENT AND SUPERVISOR APPROVALS					
<i>By signing you are confirming that the co-author contributions stated in the table(s) below are accurate.</i>					
Student Name	Chris Griffiths	Signature		Date	20/10/2025
Supervisor Name	Peter McGhee	Signature		Date	20/10/25
Chapter Number:	Chapter 5 Findings, Chapter 6 Discussion				
Manuscript Title:	Fostering inclusion while baking bread; Enabling all your tempered radicals in the manufacturing industry				
Publication Status:	Published				
Reference if published:	Griffiths, C., McGhee, P. & Smollan, R. K., (2023). Fostering inclusion while baking bread; Enabling all your tempered radicals in the manufacturing industry [Conference Paper]. 36th Australian and New Zealand Academy of Management Conference, Wellington.				
AUTHOR SURNAME: (order as per manuscript)	CONTRIBUTION (May copy from the guidelines above)				
Griffiths	- Designed the research project, including research questions, theoretical framework, and methodology - Collected, analysed, and interpreted all research data - Wrote all major sections of the manuscript and revised them in response to feedback - Reviewed and integrated relevant literature throughout the work				
McGhee	- Advised on manuscript structure and presentation - Provided feedback on writing and academic expression - Advised on theoretical framing and scholarly conventions - Reviewed drafts and suggested revisions				
Smollan	- Advised on manuscript structure and presentation - Provided feedback on writing and academic expression - Advised on theoretical framing and scholarly conventions - Reviewed drafts and suggested revisions				

Co-Authorship Contribution for Submitted Journal Article: “Multi-Level Inclusion Systems: How Tempered Influence Change in Manufacturing Organisations.”

STUDENT AND SUPERVISOR APPROVALS					
<i>By signing you are confirming that the co-author contributions stated in the table(s) below are accurate.</i>					
Student Name	Chris Griffiths	Signature		Date	20/10/2025
Supervisor Name	Peter McGhee	Signature		Date	20/10/95
Chapter Number:	Contributes towards Chapter 5 Findings, Chapter 6 Discussion				
Manuscript Title:	Multi-Level Inclusion Systems: How Tempered Influence Change in Manufacturing Organisations				
Publication Status:	Submitted for Publication				
Reference if published:					
AUTHOR SURNAME: (order as per manuscript)	CONTRIBUTION (May copy from the guidelines above)				
Griffiths	- Designed the research project, including research questions, theoretical framework, and methodology - Collected, analysed, and interpreted all research data - Wrote all major sections of the manuscript and revised them in response to feedback - Reviewed and integrated relevant literature throughout the work - Led revisions in response to reviewer comments				
McGhee	- Advised on manuscript structure and presentation - Provided feedback on writing and academic expression - Advised on theoretical framing and scholarly conventions - Reviewed drafts and suggested revisions				
Smollan	- Advised on manuscript structure and presentation - Provided feedback on writing and academic expression - Advised on theoretical framing and scholarly conventions - Reviewed drafts and suggested revisions				

Appendix F: Field Notes – Sample of 3 Participants

Interview Field Notes: Kimiora

Kimiora was a delight, a character, and straightaway launched into a story of how he had brought change into the workplace. He forgot his water bottle and asked if he could go back to retrieve it, I could tell he was a little nervous. He later explained how he had only made the decision to attend the interview the night before, after sharing the information sheet with his family. At the end of the interview Kimiora said his “heart was pounding”.

The information sheet, while meeting the requirements of the university, would be better written in easy-read format. Kimiora’s first language is not English, as I was to discover was not for most of his colleagues working in operational positions. I had been concerned that some of my material may not be written in the best way to deliver the intended messages about the research and the process and this and the following interviews at [Organisation Name] would confirm this. The information sheet and advertisement might suit the ethics committee’s requirement, but they are not an effective way to communicate to operational staff. And the chain of command I must go through to gain access to the production staff also prefers more formal documentation.

COVID has changed how these interviews are done. Ideally, I would have attended a stand up in production and advertised my research face-to-face, handing out easy-read advertisements. I might have attempted to spread the interviews over a longer period, giving time to reflect and adjust between interviews. But with organisations taking months to nurture, and the various lockdowns, and the constant possibility of future lockdowns, planning interviews is done with a sense of urgency. Get them done quickly, if there is another lockdown the cycle time to get the interviews up and running again is 6 weeks minimum.

It would be easy if my research was on the change management process of tempered radicals (TRs), but it is about inclusion fostered by TRs. Kimiora was interested in health and safety and brought his values from home life to influence work and he would do this subtly by ‘wanting people to follow him’. What did Kimiora do for inclusion though? In a Pasifika environment. His mother’s story about changing religion to keep the family together was inspiring for Kimiora and he drew on that in his work.

I did not sleep well the night before the interview, woke up at 3.30 a.m. and could not go back to sleep. Am really tired now and realise I have a bit of prep to do before the classes’

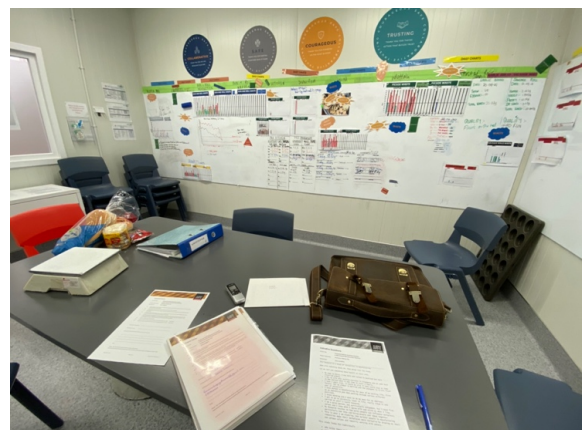
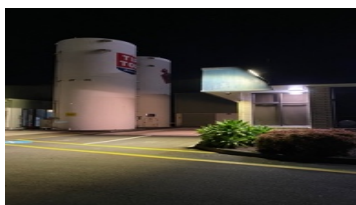
tomorrow. I have been distracted away from my PhD studies due to work and other excuses.

Analytical Memo: Kimiora Saldaña, J. (2016). <i>The coding manual for qualitative researchers</i> (3rd ed.). SAGE.	
01 How do I personally relate to the participants	"I choose my path", Kimiora moved from Samoa to New Zealand. He moved from a place "very slow going and then you've come to a place where you think everything says moving fast for you" – I moved from New Zealand to Singapore and felt the same way.
02 Reflect on Fostering Inclusion, link to Innovation	A focus of the safety of others in the workplace. Subtle change: "I want somebody to watch me and then follow what I'm doing" – It would be interesting to see what more senior people say about change. Teaching people to take a positive outlook: "I agree what they say but they look at the negative things, negative things things things like too hot, no aircon and then I am going to use this phrase, I'm always telling them this, this I always say, I say to them, if you work to call it this, put it this way. If this was the Second World War, you think, this is bad? They say to me, oh you right? So that's how I operate. That's how I operate. If I think this's bad, I think of something worse. Think of the worst thing in your life and then you can say, Oh, I'm okay. That's how you move on. But if you think this place everything is bad, hey I'm telling you, you'll never move on because everything to you is bad, bad, bad, bad. There's nothing good about this. And I say always say, always look at the positive things always" Fostering Inclusion 32m: "I approach to person and say hey, you didn't have to do that. He was just trying to help you out. And then you quickly get angry because he didn't understand what is the person was trying to do ..." Also: (40m) "the reason why or why I do that because I tried to create I tried to paint pictures of something." Yet Kimiora then goes on talking about obedience, suggesting "I take a blind man, I can control the blind man to walk here, walk there without getting himself hurt". I think obedience = the right way. Foster innovation: "Because if you feel much heard, you may have you may have a good idea over there, but somebody needs to hear you. It's all to do with something different. So you kind of hold all those ideas in mind if you know how to speak and how we how we're going to try and improve something so there's always something there's always something good is something in somebody who has come up with the idea."
03 My code choices	Life-changing event, courage "I never been afraid person in my life"
04 Emergent patterns, categories, themes and concepts	Drawing on outside knowledge and making change for the betterment of others: (all in first 8 minutes) "we came from from the island, you everything here to depends things yourself. Nobody tell you it's it's bad. It's dangerous, you have, you're here to apply, you have to apply some kind of common-sense in your brain" ... "all my common sense"

	thinking, nobody told me that's dangerous. I just know. Now that's dangerous, because it's it's my view, what I'm looking at is for my own safety. But the people around me don't see what I'm looking at. And they said well, what are you looking at? Well, I'm looking at there's danger, here's danger everywhere, we're always in this place, because the of the building is it's got a leaking roof, what's around you, everything just water just from a falling around you where we're working" Also: (40m) "the reason why or why I do that because I tried to create I tried to paint pictures of something." Yet Kimiora then goes on talking about obedience, suggesting Kimiora's boss said: "Well, you have been watched, it's the way how you how you interacting with the guys, how you how you work in, you always put your, your workers before you." Subtle change: "I want somebody to watch me and then follow what I'm doing" and "So for me to challenge the job, I want somebody to watch me while I'm challenging this job so that that person can follow me, follow me and some of the guys that are working at this company, they are following what I'm doing" (and other comments regarding 'verbal' before 14m). Life-changing event: Father was a drunk, mother bravely reorganised family values by moving to another religion (27m). A tempered radical event.
05 Possible links and connections among the codes	Interest – and then you will take part and learn I am valued because they involve me in meetings
07 Problems, challenges, glitches with the study	There were a couple of times when my responses could have been more encouraging at the end of some of Kimiora's stories. Looks like I ran out of steam a couple of times.
08 Personal or ethical dilemmas with the study	I read through the consent form, but I don't think he really understood all of the words. I wish I had done and easy read format of this.

Interview Field Notes: JJ

This was my first interview at this plant, which produced [range of food products]. Each plant seemed to be quite different culturally, although the repainting of the internal offices



gave it a similar feel to the other site. I arrived and again people were well informed of my arrival and purpose, the person working behind the reception counter welcomed me and quickly got JJ to reception. JJ welcomed me and led me through the reception to the Board room. By the way he acted, his confidence, he could have been a senior manager. He shook my hand, and we were ready to get underway.

I usually ask to use the bathroom, or to get some water so I can walk around and get familiar with the site. This building looked newer, albeit '90s in style. It was tidy, had a nice courtyard inside the office area. It looked like a nice place to work.

JJ has an extreme case of dyslexia, so he was not able to read or write well. His manager had to read him all the paperwork that I had provided. He spoke quickly, his transcript totals over 15,000 words captured in an hour and 20 minutes. In the interview it becomes clear that JJ is a tempered radical seeking to provide equity for those with challenges understanding English.

Analytical Memo: JJ Saldaña, J. (2016). <i>The coding manual for qualitative researchers</i> (3rd ed.). SAGE.	
01 How do I personally relate to the participants	Enjoys working in manufacturing industry, born in south Auckland, likes observing people first
02 Reflect on Fostering Inclusion, link to Innovation	“I got to learn, you know, how you, you work with the people you’ve got. And you get to know them. It’s very important to get to know them, and how they try and how they tick or what what’s happened in their lives.” (23m) One of JJ’s favourite bosses taught him to listen At (29m) JJ explains an incident where engineering did not react to his request to fix a cooling unit – it is an example of not being included, hierarchy between engineering and production – a them and us situation. Even when the contractor came he appeared to have little respect for the production team JJ talks about how he values when people start at the bottom and work their way to the top. Able to draw on practical experience. He thinks young people get up to a high level too quickly and then they fall down. At (44m) JJ talks “What I like to bring us a bit of happiness” and “I’ll say, oh, okay, welcome aboard. My name is JJ you’ll be working gluten free” At (50m) JJ told a great story about how he used his unique experience of extreme dyslexia to influence a class on a hoist certification course “And I said it this class, the guys, these these guys had been back there three times. And the guy, the teacher, he was getting really angry with them. And I said, English was not their first language. And it was I said, Look, you’ve got to understand their English is not their first language. Yeah. And I said, I actually said to the boys, I said, Do you have trouble understanding and reading what’s

	happening on there? They said, Yes. I said, Have you told us to your bosses? No. I said, Well, you need to go there. I will say something to these guys. They might not listen to what I say. But I will say, look, these guys having trouble reading ... need someone to read it to them.” Also at (61m) he quietly encouraged an individual to get English lessons and that improved the persons work life. At (66m) JJ talks about maintaining distance from others in the workplace, mimicking his former boss who said that team leaders should maintain some distance from others. When I read this paragraph again it reads as if JJ is trying to protect himself from previous bad experiences, perhaps he has been let down by prior friendships. JJ is quite passive when talking about innovation, sees himself as being the person to keep things going while others, more younger, are talking about innovation. He comments about people not going through the ranks to learn; “They started at the top, they didn’t start at the bottom and that means they haven’t gone through the gradual to see and then ask people”. JJ continues explaining (70m) how practical on the job training is good for those with dyslexia. JJ
04 Emergent patterns, categories, themes and concepts	Interesting use of the words “that means” as JJ highlights and confirms points that are important to him. “I learnt on the job” JJ had an incredible memory, he could remember the names of his teachers and details of his upbringing. When asked about his values, JJ first referred to astrology and that he was very “libra” – “very passionate in what I do” “I went very quiet. I my life had actually literally exploded completely” “when you get older things a little bit more relaxed, a little bit”
05 Possible links and connections among the codes	Courageous, tempered radicals at operational levels might not have the (ability, training, skillset) to advance their ideas. Is a chain required? Where supervisors or managers learn to recognise the signals from frontline staff?
07 Problems, challenges, glitches with the study	JJ was very talkative, so there are a lot of words in this transcript and the interview went over by 20 minutes.
08 Personal or ethical dilemmas with the study	I cut JJ off a couple of times but he was able to carry on after I cut in. I would have let JJ carry on the interview could have gone off track.
09 Possible future directions	Tempered Radicals at an operational level may bring in change and foster inclusion in a way that is almost invisible. There are not fashionable stories of changing gender equality, but he successfully raises awareness of reading difficulties and champions bringing back onsite tradesman led apprenticeships. But do those that are supervisors or managers realise this? Is there a way to foster the connections between supervisors and the frontline staff? The frontline staff like JJ have respect for their managers, but are they courageous enough to influence changes?

10 Reflection of Accumulated Memos	Check with the supervisor narratives – could they be the key with fostering inclusion in the workplace from the signals of the frontline staff.
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Interview Field Notes: Priam

This is my first nightshift interview at the plant. Held at 7.30 p.m., I would make a special trip into [location] – armed with the mobile number of the shift supervisor to gain access. When I called the supervisor, I wondered why it took so long to come to the front of the site to meet me. I was to discover firsthand that there is quite a process involved with coming onsite or going offsite that included changing outer clothes, shoes etc. and then winding your way through the plant and to the exit.

On my way through the plant with the supervisor I walked through the canteen and



noticed a display of flags printed on A4 paper. He explained that each flag represented a nationality of employees working on site. There were small shiny bead stickers attached to each flag. He indicated that represents one person on site, although you did not have to do this if you didn't want to. A quick scan

reveals that most of the employees were from Samoa, followed by India, Tonga and New Zealand.

As I am waiting for Priam I notice in the meeting room an easy-read instruction showing acceptable baking colours and the site was using lean manufacturing theories.

Analytical Memo: Priam Saldaña, J. (2016). <i>The coding manual for qualitative researchers</i> (3rd ed.). SAGE.	
01 How do I personally relate to the participants	Mid-1980s was a time we were both "finding our future". Married to someone overseas, albeit the same ethnicity. Moved overseas (Samoa to NZ) and was introduced to diversity (same when I moved from NZ to Singapore).
02 Reflect on Fostering Inclusion, link to Innovation	"the reason why I came here to find my future" (10m) "Well to me you have to look after yourself, you know, look after your family as a model as for me that's that's my goal, look after family and also look after other people." (11m) "I know the job is hard, but enjoy the job and have a fun with the people, enjoying the people and make 100% for the people."

	This job is important because I am providing food for people to eat. Subtle change: “Yeah, I deliver my message to the right thing. I never really to anyone. Okay, I always talk smooth. And I pass my message to the people, the staff, at my way, slowly and soft. I not yelling to people” If you can’t get your message across: “I keep talking. Keep talking. I give it, I give it, every day, everyday we do a stand up meet before we go down the floor” Ambivalence, supporting the organisation: “If you come work in here, make sure you understand, make sure you understand the people first. Make sure you understand the people and also the rules. The rules of this company tells us that you have to follow that and show everything, show him everything” Bringing Knowledge from the outside (guidance from religion) and provide a peaceful environment: “All the time. I bring the peace in here. And I told them Peace. Peace is, this is good way you can do it. All the way at one night. Right? Yeah, if you have a Peace in your heart, right, and you work with your mate, everything is going smooth. Everything is going smooth, you no peace in your heart, right, and your attitude is aaargh you know like that. Other person you can, never never talking to you. But if you bring peace inside here, everything going smooth.” ... (31.06m) provides an example of how he spoke to a colleague who was taking an aggressive shouting approach to their staff. Priam was on the same organisational level as the person. Enjoys the shared lunches to celebrate diversity (39m) “e one. I don’t, it doesn’t matter whether you are Indian or Samoan or Tongan or, we want one, one family” “If I want to change something, I’ll talk to the management first, before change start” An example of innovation (pump instead of manual buckets) (45m)
03 My code choices	Justifications (being honest about my mistakes may save lives) (14.30m) When operational staff use “I” instead of “we” – is that resilience?
04 Emergent patterns, categories, themes and concepts	Faith in the workplace
05 Possible links and connections among the codes	A story on values led to honesty (although prompted by me)
07 Problems, challenges, glitches with the study	The concept of “values” or what is important to you has proven to be a difficult question for all of the frontline staff at [Organisation 6 Name]. It usually yields a pause and a request to repeat the question. I wonder if there is a better way to ask this question. I am trying to uncover the participants values and identity to see if this may be different to the dominant culture of the workplace.

	Honestly was then linked to a sense of responsibility towards others developed through the health and safety culture and training Misunderstanding (21.56m) do you bring knowledge from outside misinterpreted as do you bring your personal problems into the workplace. I rephrased the question to "Do you ever find you have good stuff to bring to the workplace? Something about you that's really good, that you can bring to the workplace"
10 Reflection of Accumulated Memos	Again, the scope of possibilities for operational staff seems limited. The limitations seem to come from the top down; manufacturing is hierarchical. The good rules come from the leadership and these are to be followed.

Appendix G: Additional Data Extract Sample – Phase 1A Global Theme 1

Participant	Position	Quotation	Basic Theme
Organising Theme:			
Cultural and Ethnic Identity as Difference			
Rashid	Manager	"I grew up in a predominantly Māori community... our lives were destined for manufacturing work. Why is it that there aren't any Māori managers in this workplace?"	Cultural identity and systemic exclusion
		"She said to me, 'It's good to see one of ours in here'... I was the only other person in the whole auditorium that was Māori."	Underrepresentation in professional spaces
		"I think the business has to do better in this space... the business is ignorant of things Māori."	Organisational cultural ignorance
Kora	Supervisor	"I am the only Māori in my team... and I do feel a little bit lonely at times."	Cultural isolation
		"They expected me to lead Māori Language Week... that, to me, is discrimination."	Tokenistic expectations
Michelle	Operator	"We're all Europeans in the office, and everybody on the factory floor is Māori or Pacific Islander... it's like black and white."	Ethnic segregation awareness
		"We live in a multi-cultural society... everybody's got fair choice, everybody's got open... everybody can succeed."	Multicultural society values
Solomon	Operator	"Darkies and all these kinds of things."	Explicit racial hostility
		"The Indian culture is very strong and very stable."	Cultural heritage pride
Simon	Operator	"Just being a Pacific Islander, respect is a big thing... by nature we're a humble people."	Cultural values and workplace approach
		"By nature we're a humble people... we don't want to put ourselves out there."	Cultural modesty and leadership challenges
Tonis	Supervisor	"I find production very tribal, extremely tribal."	Tribal workplace culture recognition
Torsten	Supervisor	"We don't really celebrate cultural differences... that is probably a fault of mine."	Cultural celebration gap recognition

Organising Theme:**Gender and the Challenge of Male-Dominated Environments**

Heather	Operator	"At this moment, I am the only... a female operator... this is a male dominated industry... So you have to work harder."	Gender isolation and additional expectations
		"They certainly treat me the same as everyone else, as I do them."	Gender equality experience
		"You going to work in this environment you got to expect these guys aren't gonna be polite around you."	Gender adaptation strategies
		"I worked 10 years in the department of Corrections, there's not a lot that can offend me. I heard it all, seen it all."	Gender resilience through experience
Julianne	Operator	"I need to tell you this in case you've got someone who has a problem that I am a transgender."	Gender identity disclosure
		"I think me just being... a normal person... did educate them that I am not something to be afraid of."	Education through authentic presence
		"I felt very different to other people... I felt more the way that the girls that I was growing up did, than the boys... I was living a lie."	Gender identity authenticity
		"Our culture at this point is very much male white orientated and anything outside of that is at a lower level."	Hierarchical gender culture
		"There were some of the women that I know who had problems with me using the women's loos... but eventually... they realised you were not a threat."	Gender acceptance processes
Vasumati	Supervisor	"There's 290 people and there's 20 females, all up."	Gender numerical representation
Kiri	Supervisor	"I made it aware to everyone that obviously I was going to leave because I was about to have a baby."	Motherhood in male-dominated workplace

Organising Theme:**Educational and Professional Background Differences**

Aadesh	Operator	"I always say I've learnt on the job... I didn't leave with any qualifications... they couldn't diagnose dyslexic in those days."	Learning pathway differences
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		"I came in New Zealand in 2017 on a student visa... I'm still looking for work in my respective field but it's getting quite harder now."	Educational credentials and career development challenges
Akashi	Operator	"Every other company... even for a graduate role... are all demanding like two to three years of work experience."	Experience versus education barriers
		"Even though I'm not in my core field... it's a manufacturing field... I'm still growing."	Adaptive career development
La'akea	Operator	"I feel here, this is very sales... you haven't got the vision of the whole process."	Systems thinking versus specialisation
		"I've come in from a big structure and a fairly big job... I feel like hugely diversified."	Professional scale transition
Mikaere	Supervisor	"We've got people from different countries... it's like we're all immigrants."	International educational backgrounds
Tonis	Supervisor	"If you want me to lead people, I need to have contact, not just emails."	Direct engagement versus formal communication

Organising Theme:

Values and Fundamental Worldview Difference

Aadesh	Operator	"Whatever the religion is teaching, it makes you a good person... your ethnicity, your dignity, it applies here."	Religious values integration
		"I don't kill time to earn money."	Work ethic values
Solomon	Operator	"Religious value teaches you how to be a good person... be kind and nice to people."	Religious moral guidance
		"The family background was always... be good to people and people will be good to you."	Reciprocal value system
Jayjay	Operator	"Most people want to be at the top... they don't even know what's happening at the bottom."	Intergenerational values differences
		"My values are very important to me... my mother was my rock. She was a good listener."	Family-based value system
Tane	Manager	"We had to adapt for our survival... we've always looked for the next opportunity."	Adaptive survival values
Solomon	Operator	"I tried to create an environment where the hatred was removed."	Transformative response to exclusion

Kora	Supervisor	"Why are we using that language? It's actually quite offensive... we came up with another term -- inclusion and exclusions."	Language change advocacy
Rashid	Manager	"It might be as simple as putting a Māori welcome in the employee handbook... in the context of this organisation, that's a big stick."	Cultural inclusion initiatives
Aadesh	Operator	"My values are in line with the values of the company---hard work, honesty, productivity."	Values alignment despite difference
Lewis	Manager	"We have to be the lowest-cost producer of the best whole milk powder in the country to be able to survive, keep our jobs."	Shared survival commitment

Organising Theme:

Life Experiences Shaping Different Perspectives

Phillipe	Operator	"I landed myself a six-year sentence... I didn't like my parents suffering... but that was all me. You know, I put my hand up for it."	Accountability for past mistakes
		"Had a girl, that changed everything, everything. I sort of had to realise how I've got to go to work for them."	Transformative fatherhood
		"If my kids were sick, I'm not coming to work... that's my job, that's their mum's job, that's their dad's job."	Family priority values
		"I used to look up to [my brother], I just don't see him like that anymore... I've cut my ties with him."	Personal transformation and relationship changes
Jin	Operator	"We just wanted a hobby... but we also wanted to do something where we could make a bit of extra money."	Entrepreneurial perspective differences
		"We've got a core set of values that we want to live by first and foremost."	Values-driven business approach
Damian	Operator	"You know you are doing the right thing... but they are basically telling you you're not."	Experience with toxic management
Soren	Supervisor	"I came from Samoa... I was doing electrical stuff... but I stayed with this job... next month will be 24 years."	Migration and career commitment
		"I look back and see what I did to my grandparents... it's a blessing from them."	Intergenerational care and values
Kiri	Supervisor	"It got to the point where it was too hard working those hours with a newborn baby."	Motherhood work-life balance challenges

Organising Theme

Communication and Interaction Style Differences

Kora	Supervisor	"There's this unwillingness to consider something else or something different... a lot of groupthink."	Systemic resistance to difference
Julianne	Operator	"I was living a lie... [M.G.] didn't really exist, there was this other person behind the scenes."	Identity authenticity awareness
Rashid	Manager	"I always seem ahead of view that I didn't set the stereotype... I always sort of ask questions."	Stereotype resistance awareness
Jayjay	Operator	"I feel a lot of people think I'm older... Jason will just keep everything ticking along... that's what I do."	Role perception awareness
La'akea	Operator	"We are interlopers... we come in and we want to change the world."	Change agent identity awareness
Tonis	Supervisor	"I just don't want to come here some days... I don't want to go through the battle."	Cultural conflict awareness
Torsten	Supervisor	"That's not me... I do think we should work together... everyone was pulling in opposite directions in here."	Values misalignment recognition