



MGMT 224/624: Leading Diversity in Organizations
Professor Stephanie J. Creary, PhD
Evidence-Based Tips, Strategies, and Takeaways
10/18/19 SJC

Multiple evidence-based strategies employed by multiple people with varying degrees of control over organizational decision-making are instrumental to leading diversity effectively in organizations. In this document, I offer a variety of research-supported strategies that individual contributors, manager/leaders, and senior managers/executives can use to improve diversity and inclusion in their organizations. There is also a pretty extensive bibliography following the table.

Topic	What can I do as a human/ organizational member/ individual contributor?	What can I do as a manager/leader?	What can I do as a senior manager/executive? What can we do as an organization?
INTRO TO LEADING DIVERSITY IN ORGANIZATIONS			
Intro to diversity and inclusion	- Provide your input on norms and strategies for engaging in group conversations across difference and co-create a safe space for these discussions.	- Co-create with subordinates the norms and strategies you will use to engage in more effective group conversations across difference. Create safe space for these discussions by adopting a facilitative role.	- Recognize that the success of any diversity and inclusion initiative must start from the top. Without executive level buy-in and public support, the initiative(s) will likely fail to achieve intended objectives. - Develop and support facilitated safe spaces for employees to engage in conversations about diversity, inclusion, and their experiences in the company. Some spaces should be targeted to specific groups and their allies and others should be open to broader audiences for a discussion of wide-ranging issues and opportunities.

<p>Paradigms for engaging a diverse workforce</p>	<ul style="list-style-type: none"> - Educate yourself on your organization’s diversity paradigm. Question inconsistencies between what is practiced and what is preached when it comes to diversity and inclusion in your organization. - Ask your friends/co-workers about themselves and their experiences in the organization. Use what you’ve learned to improve how you engage with them and others who are different from you. 	<ul style="list-style-type: none"> - Co-create with subordinates several norms and strategies for engaging in group conversations across difference. Create safe spaces for these discussions. - Suggest alternative paradigms for managing diversity when the existing one(s) do not seem to be resolving the issue(s) - Meet with your subordinates informally and formally to gain their perspectives on the company’s approach to diversity and their experiences working in the company. Keep notes and report their experiences back to the company as evidence for the need to change the approach or persist with the current approach. 	<ul style="list-style-type: none"> - Use clear and consistent criteria and language to define the approach to diversity your organization is taking. Is it focused on equity and fairness, accessing new markets, and/or learning from diversity to make employees and the organization more effective? - Be transparent about the approach. Explain the potential value this approach has for employees and for the larger organization while also acknowledging the difficult road ahead and the organization’s openness to feedback. Consider evolving the approach as new information is gained and new opportunities are sought for managing diversity and inclusion.
<p>Social identity differences</p>	<ul style="list-style-type: none"> - Reflect on your own identities and how they influence the choices you have made about your career, your hobbies, and your dreams. Help others to understand who you are and what motivates you. - Get to know more about others’ identities including your manager’s identities – regardless of whether they seem similar to or different from your own. 	<ul style="list-style-type: none"> - Avoid defining employees solely in terms of overly simplistic demographic categories. Recognize that many people want to be known and understood for their multiple identities and in terms of what makes them unique/distinct from other people. - Get to know your subordinates on a real level as real people with real emotions. How would they like to be identified/defined? How much would they like to incorporate their non-work 	<ul style="list-style-type: none"> - Add language around “multiple identities/intersectionality” to diversity and inclusion statements that are concerned with individuals’ backgrounds, experiences, and perspectives. Most people want to be known and understood in more complex ways than organizations currently enable. - Collect and analyze workforce and talent management data with

<p>Social identity differences (continued)</p>	<p>Invite someone who seems different from you to lunch. Aim for achieving an understanding of their experience - not for the purpose of creating the sense that we're all the same or erasing your differences.</p> <ul style="list-style-type: none"> - Reflect on how you would like to present yourself at work. Are there certain identities you want to include or exclude? Does that depend on the person with whom you are engaging? Does that depend on the situation? - When there is a disconnect between your desired self-presentation and what your organization prefers, figure out a strategy that works best for you: Segment and assimilate? Integrate and validate? Seek "cultural fit"? 	<p>selves into their work? How much would they like separation? Find out what you can do as a manager to help them present as authentically/true to self as is meaningful for them at work.</p> <ul style="list-style-type: none"> - Become more knowledgeable about potential differences in experiences facing those with highly visible, marginalized identities vs. those with less visible, marginalized identities. Ask them what they think can be done in your workplace to improve their experiences. - Share (part of) your identity story with your subordinates so that they get to know you as a real person and not just their manager. 	<p>multiple identities/ intersectionality in mind. Ideally, data are both quantitative and qualitative.</p> <ul style="list-style-type: none"> - Recognize that authenticity means different things to different people. Some people want to be their "true selves" across context and situation including in the workplace. Others are happy presenting only their work selves. Help employees to understand your perspective on authenticity at work and make sure that you are not creating situations where the expression (or lack thereof) of some identities and experiences are more valued than others.
<p>EQUITY AND FAIRNESS</p>			
<p>Meritocracy and privilege</p>	<ul style="list-style-type: none"> - Recognize that everyone experiences disadvantage and privilege in some way at work and/or in life. Disadvantage and privilege can be acquired at birth or later in life. Be an ally to others who are less privileged on some dimension – chances are that they will reciprocate and help you out or pay it forward. 	<ul style="list-style-type: none"> - Set clear criteria and rewards for your subordinates. Make sure you are rewarding people similarly for the same performance on the same criteria. - Remove language about "cultural fit" from talent management and performance evaluation processes. 	<ul style="list-style-type: none"> - Promote organizational accountability and transparency in performance management processes and criteria, outcomes, and audiences. Assign clear roles and responsibilities and determine what should be transparent to whom through which mechanisms.

<p>Meritocracy and privilege (continued)</p>			<ul style="list-style-type: none"> - Remove language about “cultural fit” from talent management and performance evaluation processes. - Grant higher authority, power, and status for diversity leaders and diversity recruitment programs in order to assist with the decision-making process of recruiting candidates. Encourage greater collaboration between diversity leaders and hiring managers.
<p>Discrimination, bias, and equality of opportunity</p>	<ul style="list-style-type: none"> - Acknowledge your overt biases. Become more aware of your unconscious biases. Consider situations where they might/can inhibit your success or others’ success. - Speak with underrepresented employees about the company you are interested in before the interview and before joining the company. Learn their perceptions of both the opportunities and the challenges in that company as they pertain to each dimension of the talent management process (recruit, select/hire, retain, develop, promote). If hired, recruit these employees as mentors and allies. 	<ul style="list-style-type: none"> - Write gender neutral, gender balanced, inclusive job ads that focus on objective job requirements. - Have interested candidates meet with a diverse group of employees to help the job candidate gain better insights into the company culture and to help the employees gain better insights into the candidate. - Engage in structured interview practices. Ask the same questions of every job candidate and ask others to do the same. - Adopt a growth mindset. Mentor people from both underrepresented and majority groups. Offer both career advice and psychosocial support. 	<ul style="list-style-type: none"> - Invest in human resource tools and systems designed to de-bias the talent management process. In terms of the hiring process, correcting for bias in job ads, resume screening, and interviewing procedures may be especially helpful for recruiting from a more diverse candidate pool and selecting/hiring a broader range of employees. Consider writing inclusive job descriptions, conducting blind resume reviews, conducting structured interviews, and engaging in data-driven hiring. - Adopt a growth mindset. Conduct broad and diverse candidate searches. See the potential in a wide range of

<p>Discrimination, bias, and equality of opportunity (continued)</p>	<ul style="list-style-type: none"> - Seek mentors from both underrepresented and majority groups in and outside of your company to help you see the potential in yourself and in others. - Know that even though you may not have experienced bias or discrimination in that organization, recognize that others may have. Be supportive if someone else discloses this sensitive information to you and encourage them to seek advice from a trusted mentor. - Get to know the equal opportunity employment regulations and policies in the countries and companies where you will be working. - Get involved in grassroots initiatives either at work or outside of work designed to increase equality of opportunity for all. 	<ul style="list-style-type: none"> - Engage in data-driven/evidence based talent management practices starting by defining the real criteria for success in the role. - As a mentor, help your mentees understand when and whether they need to adjust their work styles, patterns, etc. as they seek positions of greater responsibility and leadership. 	<p>employees as leaders. Base the criteria not solely on a fixed set of characteristics such as education and pedigree but also on more growth and strengths oriented criteria such as potential, capacity, and passion for learning.</p> <ul style="list-style-type: none"> - Create a repository of resources for employees related to employment policies and legislation in geographies around the world to help them understand their rights and how those might change in different geographic contexts. Consider how the company might adopt policies for which there is no legal mandate but might help the company to better manage its workforce and develop its talent (e.g., paid parental leave).
<p>Integrating a cross-cultural and global lens</p>	<ul style="list-style-type: none"> - Know that geographic context matters. What might be fine behavior in one country/geographic location might be highly problematic in another (e.g., “mandates” vs. “encouragement”). 	<ul style="list-style-type: none"> - Balance mandates (i.e., “sticks”) and incentives (i.e., “carrots”) when trying to motivate support for diversity and inclusion initiatives. 	<ul style="list-style-type: none"> - Balance mandates (i.e., “sticks”) and incentives (i.e., “carrots”) when trying to motivate support for diversity and inclusion initiatives.

<p>Integrating a cross-cultural and global lens (continued)</p>	<ul style="list-style-type: none"> - Be courageous when engaging in cross-cultural and global situations – engaging with the unknown can be anxiety-provoking but keep your eyes on the “pros” as much as you are keeping them on the “cons” and what may seem uncomfortable (or impossible). - Be curious and open to continuous learning from others who are culturally different from you. - Get involved in your company’s diversity and inclusion initiatives. While “top-down” support is important, “bottom-up” engagement is also critical. No part is too small or too insignificant (even if that part is as an audience member!) 	<ul style="list-style-type: none"> - Engage employees in constructing diversity initiatives and programs – experts and non-experts. They will more likely support what speaks to their own needs. Appealing to the interests of multiple groups vs. one core group can be better in the long-run – wider spread and more lasting change. - Don’t give up on radical cultural change initiatives just because there is resistance. Integrate feedback from those who are uncertain, ambivalent, indifferent, or do not agree with the approach, regroup, and push ahead/persevere. - Get feedback from members on your unit’s climate for inclusion (i.e., Fair treatment, valued for who they are, included in important decision making processes). Ask members to come up with ideas on how to make the unit more inclusive. 	<ul style="list-style-type: none"> - While the company’s perspective on diversity should evolve and become more complex in the global context to account for the needs of different audiences, be careful not to dilute messages related to “equity and fairness” in service of messages around “growth opportunities” and “inclusion.” A “both/and” approach can maximize the level and extent of support for a message that is much more multifaceted (i.e., “employee and market development that helps employees and organizations learn from diversity and become more effective”). - Reward and support employees who are committed to cross-cultural and/or continuous learning. - Invest in resources that will help employees become more proficient in non-native languages.
LEARNING AND INTEGRATION			
<p>Building effective work relationships across difference</p>	<ul style="list-style-type: none"> - Practice using empathetic statements in your interactions with others: “That must’ve been very frustrating.” 	<ul style="list-style-type: none"> -Establish team norms for approaching differences as an opportunity for learning 	<ul style="list-style-type: none"> - Implement diversity training focused on building effective relationships across difference. -Reward helping behavior.

<p>Building effective work relationships across difference (continued)</p>	<ul style="list-style-type: none"> -Help someone who is different from you. “Let me know if I can help.” - Engage constructively whenever you perceive that someone has assaulted your identity in some way. -Look for ways to utilize and learn from differences. “That’s different. How do you think we could incorporate that?” - Seek international assignments and learn the local language and customs, even if this scares you. 	<ul style="list-style-type: none"> -Get to know your subordinates as “people” (but respect boundaries that people may have) -Encourage team members to build high quality connections - Build community/service mindset in teams. Engage subordinates in different activities designed to help them to build more effective work relationships across difference. 	<ul style="list-style-type: none"> -Create initiatives focused on building a culture of empathy, emotional intelligence, and high-quality connections - Create different initiatives focused on learning from multicultural experiences – these can in-person or virtually.
<p>Inclusion in organizations</p>	<ul style="list-style-type: none"> - Invite people who are typically not included in the social events and diversity initiatives that you attend or organize to attend those events - Find opportunities to develop your ability to see the world through others’ cultural frames (e.g., via conversations, attending events, reading) - Ask for constructive feedback from different managers and mentors - Learn the art of developing relationships across difference – don’t wait for mentors to seek you out. 	<ul style="list-style-type: none"> - Invite people who are typically not included in social events and diversity initiatives that you attend or organize to attend those events - Give meaningful and constructive feedback to all subordinates. - Pay attention to who is “in” and “out” of the group. Meet with both groups individually and understand their experiences. Pair members from both groups on projects. 	<ul style="list-style-type: none"> - Create data-driven and targeted diversity and inclusion strategies aimed at addressing firm-specific challenges and opportunities - Create diversity councils, working groups, resource groups, etc. that allow employees and managers at all levels to discuss diversity and inclusion issues facing employees at the firm - Create full cycle talent management approaches that are linked to diversity: recruitment is important and so is retention! - Define and reward “excellent” managers.

<p>Creativity and innovation in diverse organizations</p>	<ul style="list-style-type: none"> - Foster team psychological safety: do not embarrass or punish team members for admitting a mistake, asking a questions, or offering a new idea. Instead, praise these behaviors. - Be a broker: As an insider, use your knowledge of other groups to integrate information and ideas from those groups. As an outsider, draw on your position as a neutral third party to elicit information and ideas from people on the team -Find ways to gain multicultural experiences. Understand and accept the connection to both belong and be different in these situations. 	<ul style="list-style-type: none"> -Create teams that are diverse on at least one dimension. - Provide diverse teams with tips on how to create team psychological safety. - Praise brokers for their work. -Provide diverse teams with the freedom/autonomy, resources, encouragement, recognition and reward, sufficient time, challenge, and sense of urgency to generate new ideas. 	<ul style="list-style-type: none"> -Create a culture that encourages collaboration and coordination across difference. -Instill a sense of urgency for creativity and innovation. -Reward creativity and innovation.
<p>Leading diversity in organizations</p>	<ul style="list-style-type: none"> - Enroll in evidence-based diversity and inclusion training and courses. Attend and organize events related to diversity and inclusion. Bring a friend! - Create informal and formal networks of support that you can enlist to help you and others lead diversity in organizations. 	<ul style="list-style-type: none"> - Attend and organize evidence-based events and training related to diversity and inclusion. Reward subordinates for attending. 	<ul style="list-style-type: none"> - Devote resources to evidence-based diversity and inclusion training, courses, and events. Hold all leaders accountable to attending, organizing, and supporting these events. Conduct qualitative and quantitative research to understand what effect, if any, these are having on your workforce.

BIBLIOGRAPHY

Intro to diversity and inclusion

Anand, R. and Winters, M.F., 2008. A retrospective view of corporate diversity training from 1964 to the present. *Academy of Management Learning & Education*, 7(3), pp.356-372.

Bourke, J. and Dillon, B., 2016. The six signature traits of inclusive leadership. *Deloitte Insights*: <https://www2.deloitte.com/us/en/insights/topics/talent/six-signature-traits-of-inclusive-leadership.html>

Bourke, J., Garr, S., van Berkel, A., and Wong, J. 2017. Diversity and inclusion: The reality gap. *Deloitte University*: <https://www2.deloitte.com/insights/us/en/focus/human-capital-trends/2017/diversity-and-inclusion-at-the-workplace.html>

Burrell, L., 2016. We just can't handle diversity. *Harvard Business Review*, 94(7/8), pp.70-74. <https://hbr.org/2016/07/we-just-cant-handle-diversity>

Coates, T. (2015, July) Letter to My Son. *The Atlantic*.

Dobbin, F. and Kalev, A., 2016. Why diversity programs fail. *Harvard Business Review*, 94(7), p.14. <https://hbr.org/2016/07/why-diversity-programs-fail>

Ferdman, B.M., 2014. The practice of inclusion in diverse organizations. In B.M. Ferdman and B. R. Deane (Eds.), *Diversity at work: The practice of inclusion*, pp.3-54. John R. Wiley and Sons.

Fields, B. 1990, May-June. Slavery, Race, and Ideology in the United States of America, in *New Left Review*, 181, pp. 95–118.

Garrett, G. 2018, August 30. Why Diversity is about Much More Than Numbers. *Knowledge@Wharton*. <https://knowledge.wharton.upenn.edu/article/why-diversity-is-about-much-more-than-numbers/>

Heer, N. 2016. Diversity of tech companies by the numbers: 2016 edition. <https://pxlnv.com/blog/diversity-of-tech-companies-by-the-numbers-2016/>

LeanIn.org and McKinsey & Company, 2018. Women in the workplace. <https://womenintheworkplace.com/>

Luckie, M. S. 2018, November 27. Facebook is failing its black employees and its black users. *Facebook*. Retrieved from <https://www.facebook.com/notes/mark-s-luckie/facebook-is-failing-its-black-employees-and-its-black-users/1931075116975013/>

Muhammad, K. G. 2010. The condemnation of blackness: race, crime, and the making of modern urban America. Cambridge, MA: *Harvard University Press*.

Petriglieri, G., & Petriglieri, J. L. 2010. Identity workspaces: The case of business schools. *Academy of Management Learning & Education*, 9(1), 44-60.

Phillips, K. W. 2014. How diversity makes us smarter, *Scientific American*, 311 (4). Available online at <http://www.scientificamerican.com/article/how-diversity-makes-us-smarter>

Stahl, G., Björkman, I., Farndale, E., Morris, S.S., Paauwe, J., Stiles, P., Trevor, J. and Wright, P., 2012. Six principles of effective global talent management. *Sloan Management Review*, 53(2), pp.25-42.

Stockton, H. & Bourke, H. 2014. From diversity to inclusion: Shift from compliance to diversity as a business strategy. *Deloitte University*: <https://www2.deloitte.com/global/en/pages/human-capital/articles/diversity-to-inclusion.html>

Williams, M. 2017. Numbers only take us so far, *Harvard Business Review*, November-December 2017. <https://hbr.org/2017/11/numbers-take-us-only-so-far>

Yoshino, K. & Smith, C., 2013. Uncovering talent: A new model of inclusion. *Deloitte University: The Leadership Center for Inclusion*. <https://www2.deloitte.com/content/dam/.../us-inclusion-uncovering-talent-paper.pdf>

Podcast: Gimlet 19: Diversity Report

Link: <https://www.gimletmedia.com/startup/19-diversity-report>

Length: 43:20

Transcript Available: Yes

General topic: Diversity (or lack thereof) at Gimlet

Differences highlighted: Race

Paradigms for engaging a diverse workforce

Boxenbaum, E. and Battilana, J., 2005. Importation as innovation: Transposing managerial practices across fields. *Strategic organization*, 3(4), pp.355-383.

Ely, R.J. and Thomas, D.A., 2001. Cultural diversity at work: The effects of diversity perspectives on work group processes and outcomes. *Administrative Science Quarterly*, 46(2), pp.229-273.

Chatman, J.A., Polzer, J.T., Barsade, S.G. and Neale, M.A., 1998. Being different yet feeling similar: The influence of demographic composition and organizational culture on work processes and outcomes. *Administrative Science Quarterly*, pp.749-780.

Johnston, W. B. & Packer, A.E. 1987. *Workforce 2000: Work and workers for the 21st century*. Government Printing Office.

Podsiadlowski, A., Gröschke, D., Kogler, M., Springer, C. and Van Der Zee, K., 2013. Managing a culturally diverse workforce: Diversity perspectives in organizations. *International Journal of Intercultural Relations*, 37(2), pp.159-175.

Roberson, Q. M. 2006. Disentangling the meanings of diversity and inclusion in organizations. *Group & Organization Management*, 31(2), 212-236.

Sherif, M., & Sherif, C. W. 1953. Groups in harmony and tension; an integration of studies of intergroup relations. *Oxford, England: Harper & Brothers*.

Tajfel, H., & Turner, J. C. 1979. An integrative theory of intergroup conflict. *The social psychology of intergroup relations*, 33(47), 74.

Thomas, D. A., & Ely, R. J. 1996. Making differences matter. *Harvard Business Review*, 74(5), 79-90.

Thomas, D.A., 2004. Diversity as strategy. *Harvard business review*, 82(9), pp.98-98. <https://hbr.org/2004/09/diversity-as-strategy>

US Civil Rights Act of 1964: <https://www.eeoc.gov/laws/statutes/titlevii.cfm>

Podcast: Episode 729: When Subaru Came Out

Link: <https://www.npr.org/sections/money/2016/10/14/497958151/episode-729-when-subaru-came-out>

Length: 19:49

Transcript Available: No

General topic: Subaru's target at lesbian consumers

Differences highlighted: LGBT

Social identity differences

Ashforth, B. 2001. *Role transitions in organizational life: An identity-based perspective*. Routledge: New York.

Ashforth, B. E., & Johnson, S. A., 2001. Which hat to wear. In M. Hogg, M., & D. Terry (Eds) *Social identity processes in organizational contexts*, 32-48. Psychology Press, NY.

Berger, M. 2019. A simple intervention enduringly reduces anti-Muslim sentiment.

https://penntoday.upenn.edu/news/simple-intervention-from-Penn-Annenberg-enduringly-reduces-anti-Muslim-sentiment?utm_source=Primary&utm_campaign=6ba71d8287-EMAIL_CAMPAIGN_2019_09_26_04_19_COPY_01&utm_medium=email&utm_term=0_3777f2ca8f-6ba71d8287-

Blader, S. L. 2007. Let's not forget the "me" in "team": Investigating the interface of individual and collective identity. In C. A. Bartel, S. Blader, & A. Wrzesniewski (Eds.), *LEA's organization and management series. Identity and the modern organization* (pp. 61-84). Mahwah, NJ: Lawrence Erlbaum Associates.

Catalyst. 2014 December 11. What Is Covering? *New York: Catalyst*.

<https://www.catalyst.org/research/infographic-what-is-covering/>

Caza, B. B., Moss, S., & Vough, H. 2017. From Synchronizing to Harmonizing: The Process of Authenticating Multiple Work Identities. *Administrative Science Quarterly*, 0001839217733972.

Caza, B. B., & Wilson, M. G. 2009. Me, myself and I: the benefits of work-identity complexity. In L.M. Roberts & J.E. Dutton, *Exploring Positive Identities and Organizations*. 99-124. Routledge: New York.

Caza, Ramarajan, Reid, and Creary, 2018. How to Make Room in Your Work Life for the Rest of Your Self. *Harvard Business Review*. <https://hbr.org/2018/05/how-to-make-room-in-your-work-life-for-the-rest-of-your-self>

Cooper, B. 2017. *Queering Jane Crow: Queering Pauli Murray's Quest for an Unhyphenated Identity, in Beyond Respectability: The Intellectual Thought of Race Women*. University of Illinois Press.

Creary, S. J., Caza, B. B., & Roberts, L. M. 2015. Out of the box? How managing a subordinate's multiple identities affects the quality of a manager-subordinate relationship. *Academy of Management Review*, 40(4), 538-562.

Crenshaw, K., 1991. Mapping the margins: Intersectionality, identity politics, and violence against women of color. *Stanford law review*, pp.1241-1299.

Crenshaw, K., 1989. Demarginalizing the intersection of race and sex: A black feminist critique of antidiscrimination doctrine, feminist theory and antiracist politics. *U. Chi. Legal F.*, p.139.

Du Bois, W.E.B. 1903. Of Our Spiritual Strivings, in *Souls of Black Folk*, New York, N.Y., U.S.A: Penguin Books.

Gecas, V. 1982. The self-concept. *Annual Review of Sociology*, 8(1), 1-33.

Gentile, M. C. 1995. Ways of thinking about and across difference. Harvard Business School Note.

Hernandez, T. 2018. *Multiracials and Civil Rights: Mixed-Race Stories of Discrimination*. NYU Press.

Ibarra, H., & Barbulescu, R. 2010. Identity as narrative: Prevalence, effectiveness, and consequences of narrative identity work in macro work role transitions. *Academy of Management Review*, 35(1), 135-154.

Jones, N.H. 2016, June 9. Choosing a School for My Daughter in a Segregated City, in *New York Times Magazine*.

Ladge, J. J., Clair, J. A., & Greenberg, D. 2012. Cross-domain identity transition during liminal periods: Constructing multiple selves as professional and mother during pregnancy. *Academy of Management Journal*, 55(6), 1449-1471.

Loden Associates, 2017: http://www.loden.com/Web_Stuff/Dimensions.html

Nishii, L.H., 2013. The benefits of climate for inclusion for gender-diverse groups. *Academy of Management Journal*, 56(6), pp.1754-1774.

Opie, T & Freeman, E. 2017 July 05. Our Biases Undermine Our Colleagues' Attempts to Be Authentic. *Harvard Business Review*.
<https://hbr.org/2017/07/our-biases-undermine-our-colleagues-attempts-to-be-authentic>

Phillips, K.W., Rothbard, N.P. and Dumas, T.L., 2009. To disclose or not to disclose? Status distance and self-disclosure in diverse environments. *Academy of Management Review*, 34(4), pp.710-732.

Phillips, K.W., Dumas, T.L., and Rothbard, N.P. 2018. Diversity and authenticity. *Harvard Business Review*, March-April 2018. <https://hbr.org/2018/03/diversity-and-authenticity>

Power Shift Summit Report 2.0: #MeToo and the Media One Year Later. 2019.
https://www.freedomforuminstitute.org/wp-content/uploads/2019/03/PSS20_Report.pdf

Pratt, M. G., Rockmann, K. W., & Kaufmann, J. B. 2006. Constructing professional identity: The role of work and identity learning cycles in the customization of identity among medical residents. *Academy of Management Journal*, 49(2), 235-262.

Ramarajan, L. and Reid, E., 2013. Shattering the myth of separate worlds: Negotiating nonwork identities at work. *Academy of Management Review*, 38(4), pp.621-644.

Ramarajan, L., Rothbard, N.P. and Wilk, S.L., 2017. Discordant vs. harmonious selves: The effects of identity conflict and enhancement on sales performance in employee–customer interactions. *Academy of Management Journal*, 60(6), pp.2208-2238.

Ramarajan, L. 2014. Past, present and future research on multiple identities: Toward an intrapersonal network approach. *Academy of Management Annals*, 8(1), 589-659.

Ramarajan, L. & Radu, A. 2014. Carla Ann Harris at Morgan Stanley. Harvard Business School Case.

Reid, E., 2015. Embracing, passing, revealing, and the ideal worker image: How people navigate expected and experienced professional identities. *Organization Science*, 26(4), pp.997-1017.

Reid, E., 2015. Why Some Men Pretend to Work 80-Hour Weeks. *Harvard Business Review*. April 28, 2015.

Roberts, L.M., 2005. Changing faces: Professional image construction in diverse organizational settings. *Academy of Management Review*, 30(4), pp.685-711.

Roberts, L. M., & Creary, S. J. 2011. Positive identity construction: Insights from classical and contemporary theoretical perspectives. In G. M. Spreitzer & K. S. Cameron (Eds.), *The Oxford handbook of positive organizational scholarship* (pp.70-83). New York: Oxford University Press.

Roberts, L.M., Mayo, A., Ely, R.J., & Thomas, D.A. 2018. Beating the odds: What black women know about getting to the top. *Harvard Business Review*, March-April 2018: <https://hbr.org/2018/03/beating-the-odds>

Roberts, L.M., Mayo, A., Ely, R.J., & Thomas, D.A. 2019. Race, work, and leadership: New perspectives on the black experience. *Harvard Business Review Press*.

Rothbard, N. P. 2001. Enriching or depleting? The dynamics of engagement in work and family roles. *Administrative Science Quarterly*, 46(4), 655-684.

Thoits, P. A. 1983. Multiple identities and psychological well-being: A reformulation and test of the social isolation hypothesis. *American Sociological Review*, 174-187.

Wax, A., Coletti, K.K. and Ogaz, J.W., 2018. The benefit of full disclosure: A meta-analysis of the implications of coming out at work. *Organizational Psychology Review*, 8(1), pp.3-30.

Yacovone, D. 2018, April 8. Textbook Racism: How Scholars Sustained White Supremacy, in *The Chronicle of Higher Education*.

Yoshino, K., 2006 January 15. The Pressure to cover, *The New York Times Magazine*. <https://www.nytimes.com/2006/01/15/magazine/the-pressure-to-cover.html>

Yoshino, K., 2007. *Covering: The hidden assault on our civil rights*. Random House Trade Paperbacks.

Yoshino, K. & Smith, C., 2013. Uncovering talent: A new model of inclusion. *Deloitte University: The Leadership Center for Inclusion*. <https://www2.deloitte.com/content/dam/.../us-inclusion-uncovering-talent-paper.pdf>

Podcast: Nancy - #31: Out at Work

Link: <https://www.wnycstudios.org/story/nancy-podcast-out-at-work>

Length: 31:33

Transcript Available: Yes

General topic: Stories from individuals who have struggled (or not) to come out at work

Differences highlighted: LGBT

Podcast: Lead with Authenticity

Link: <https://hbr.org/podcast/2018/02/lead-with-authenticity>

Length: 65:22

Transcript Available: Yes

General topic: Challenge for employees (focus on women) who want to be authentic at work

Differences highlighted: Increased difficulty for women

Podcast: Radio One: Cathy Hughes

Link: <https://one.npr.org/?sharedMediaId=495056618:495232574>

Length: 33:06

Transcript Available: No

General topic: How Cathy Hughes built her broadcasting company

Differences highlighted: None

Podcast: Women at Work

Link: <https://hbr.org/2018/01/podcast-women-at-work>

Episodes

- Managing Parental Leave
- Let's Do Less Dead-End Work
- The Advice We Get and Give
- Work After #MeToo
- Mind the (Wage) Gap
- Lead with Authenticity
- Couples that Work
- Make Yourself Heard

Podcast: Ideacast

Link: <https://hbr.org/2018/01/podcast-ideacast>

Episodes

- Dual-Career Couples are Forcing Firms to Rethink Talent Management
- Why Opening Up at Work is Harder for Minorities

Podcast: Dual-Career Couples Are Forcing Firms to Rethink Talent Management

Link: <https://hbr.org/ideacast/2018/05/dual-career-couples-are-forcing-firms-to-rethink-talent-management.html>

Length: 26:00

Transcript Available: Yes

General topic: Moving / traveling for work is particularly hard on dual-career couples; breadwinners vs. stay-at-home; making tradeoffs

Differences highlighted: Gender

Podcast: Why Opening Up at Work is Harder for Minorities

Link: <https://hbr.org/ideacast/2018/08/why-opening-up-at-work-is-harder-for-minorities.html>

Length: 22:48

Transcript Available: Yes

General topic: African-Americans are often reluctant to tell their white colleagues about their personal lives; advice for both majority and minority group members

Differences highlighted: Race

Podcast: Who are we Helping?, Outsmarting Human Minds.

Link: <https://outsmartinghumanminds.org/module/who-are-we-helping/>

Length: 1:53

Transcript Available: no

General Topic: Unconscious Bias Helping people who are similar and different from us.

Podcast: How to Thrive as a Working Parent

Link: <https://hbr.org/ideacast/2019/08/how-to-thrive-as-a-working-parent>

Length: 25:03

Transcript Available: Yes

General topic: Daisy Dowling, says that moms and dads with jobs outside the home don't have to feel stressed or guilty about trying to balance their professional and personal lives

Differences highlighted: Parents, Gender

Podcast: There's More to Gender Than "Man" and "Woman"

Link: <https://hbr.org/podcast/2019/05/theres-more-to-gender-than-man-and-woman>

Length: 48:06

Transcript Available: Yes

General topic: We talk about the problems the gender binary causes at work and get advice on how to support transgender and nonbinary colleagues

Differences highlighted: transgender, nonbinary

Podcast: No Partner, No Kids, No Problem

Link: <https://hbr.org/podcast/2019/05/no-partner-no-kids-no-problem>

Length: 44:46

Transcript Available: Yes

General topic: We talk with a woman who's been writing a series of essays about her singlehood, as well as a researcher who studies this demographic.

Differences highlighted: Singles

Meritocracy and privilege

Bohnet, I. 2016. How to Take the Bias Out of Interviews. <https://hbr.org/2016/04/how-to-take-the-bias-out-of-interviews>

Cappelli, Peter. 1999. The New Deal at Work. Boston: Harvard Business School Press.

Cappelli, Peter, Laurie Bassi, Harry Katz, David Knoke, Paul Osterman, and Michael Useem. 1997. Change at Work. New York: Oxford University Press.

- Castilla, E. J. 2008. Gender, race, and meritocracy in organizational careers. *American Journal of Sociology*, 113(6), 1479-1526.
- Castilla, E. J. 2012. Gender, race, and the new (merit-based) employment relationship. *Industrial Relations: A Journal of Economy and Society*, 51(s1), 528-562.
- Castilla, E. J. 2016. Achieving meritocracy in the workplace. *MIT Sloan Management Review*, 57(4), 35.
- Castilla, E. J., and Benard, S. 2010. The Paradox of Meritocracy in Organizations. *Administrative Science Quarterly*, 55 (2010): 543-576.
- Ferguson, S. 2014. Privilege 101: A Quick and Dirty Guide. <https://everydayfeminism.com/2014/09/what-is-privilege/>
- French, J.R., Raven, B. and Cartwright, D., 1959. The bases of social power. *Classics of organization theory*, 7, pp.311-320.
- Khan, S. 2011. *Privilege: the making of an adolescent elite at St. Paul's School*. Princeton University Press: New Jersey.
- Khan, S., & Jerolmack, C. 2013. Saying meritocracy and doing privilege. *The Sociological Quarterly*, 54(1), 9-19.
- Privilege video: <https://www.youtube.com/watch?v=qeYpvV3eRhY>
- Rivera, L.A., 2016. *Pedigree: How elite students get elite jobs*. Princeton University Press.
- Rivera, L. A. 2012a. Hiring as cultural matching: The case of elite professional service firms. *American Sociological Review*, 77(6), 999-1022.
- Rivera, L. A. 2012b. Diversity within reach: Recruitment versus hiring in elite firms. *The Annals of the American Academy of Political and Social Science*, 639(1), 71-90.
- Rivera, L. A., & Tilcsik, A. 2016. Class advantage, commitment penalty: The gendered effect of social class signals in an elite labor market. *American Sociological Review*, 81(6), 1097-1131.

Discrimination, bias, and equality of opportunity

- Banaji, M.R., Bazerman, M.H. and Chugh, D., 2004. How (un) ethical are you? *Harvard Business Review*, (62), pp.359-365.
- Bell, M. P. 2012. *Diversity in organizations*. Cengage Learning: Ohio.
- Cappelli, P. 2008. Talent management for the twenty-first century. *Harvard Business Review*, 86(3), 74.
- Catalyst, 2017. Can you spot gender bias in this job description? <http://www.catalyst.org/zing/can-you-spot-gender-bias-job-description>

- Charlesworth, T.E.S & Banaji, M.R., 2019, August 2. Research: How Americans' Biases are Changing (Or Not) Over Time. *Harvard Business Review*. <https://hbr.org/2019/08/research-on-many-issues-americans-biases-are-decreasing>
- Chugh, D. 2018. *The person you mean to be: How good people fight bias*. Harper Business.
- Coates, T. 2014, June. The Case for Reparations. *The Atlantic*.
- Dweck, C. & Hogan, K. 2016. How Microsoft uses a growth mindset to develop leaders. <https://hbr.org/2016/10/how-microsoft-uses-a-growth-mindset-to-develop-leaders>
- Dworkin, A. G., & Dworkin, R. J. (Eds.). 1999. *The minority report: An introduction to racial, ethnic, and gender relations*. Wadsworth Publishing Company.
- Forty years of coding in a man's world: <https://itunes.apple.com/us/podcast/note-to-self/id561470997?mt=2&i=1000392473050>
- Gaucher, D., Friesen, J., & Kay, A. C. 2011. Evidence that gendered wording in job advertisements exists and sustains gender inequality. *Journal of Personality and Social Psychology*, 101(1), 109.
- Grant, A. & Sandberg, S. 2014. When talking about bias backfires: https://www.nytimes.com/2014/12/07/opinion/sunday/adam-grant-and-sheryl-sandberg-on-discrimination-at-work.html?_r=0
- Kapor & Kapor, 2016: <https://medium.com/kapor-the-bridge/dear-investors-so-you-want-to-take-diversity-seriously-part-1-777972b5450c>
- Katznelson, I. 2017, August 12. Make Affirmative Action White Again, in *New York Times Sunday Review*.
- Kuchler, H. 2017. Silicon Valley upgrades culture for LGBT workers. <https://www.ft.com/content/8dd55500-8efc-11e7-9580-c651950d3672>
- LA Times Editorial Board, 2014. There's family value in paid parental leave. <http://www.latimes.com/opinion/editorials/la-ed-paternity-20140707-story.html>
- Lietz, N. G. 2012. In the Hot Finance Jobs, Women Are Still Shut Out: <https://cb.hbsp.harvard.edu/cbmp/product/F1207C-PDF-ENG>
- Lup, D. 2017. Becoming a manager increases men's job satisfaction, but not women's. <https://hbr.org/2017/11/research-becoming-a-manager-increases-mens-job-satisfaction-but-not-womens>
- Magee, R. 2019. *Inner work of racial justice: Healing ourselves and transforming our communities through mindfulness*. Penguin RandomHouse.
- Mor Barak, M., 2016. *Managing diversity: Toward a globally inclusive workplace*. Sage Publications.
- Murrell, A. J., & Blake-Beard, S. (Eds.). 2017. Mentoring diverse leaders: Creating change for people, processes, and paradigms. *Taylor & Francis*.

Ozkazanc-Pan, B. 2018. On agency and empowerment in a #MeToo world. *Gender, Work & Organization*, <https://doi.org/10.1111/gwao.12311>

Ozkazanc-Pan, B: <https://theconversation.com/metoo-workplace-equality-and-the-wave-of-women-3-essential-reads-108147>

Rivera, L & Tilcsik, A. 2019. April 17. “One Way to Reduce Gender Bias in Performance Reviews.” *Harvard Business Review*. <https://hbr.org/2019/04/one-way-to-reduce-gender-bias-in-performance-reviews>

Rivera, L & Tilcsik, A. 2016, December 21. “How Subtle Class Cues Can Backfire on Your Résumé.” *Harvard Business Review*. <https://hbr.org/2016/12/research-how-subtle-class-cues-can-backfire-on-your-resume>

Stahl, G., Björkman, I., Farndale, E., Morris, S.S., Paauwe, J., Stiles, P., Trevor, J. and Wright, P., 2012. Six principles of effective global talent management. *Sloan Management Review*, 53(2), pp.25-42.

Stevenson, J.E. & Orr, E. 2017. We interviewed 57 female CEOs to find out how more women can get to the top. <https://hbr.org/2017/11/we-interviewed-57-female-ceos-to-find-out-how-more-women-can-get-to-the-top>

Talent Sonar, 2017: <https://talentsonar.com/whitepapers/>

Williams, Multhaup, & Mihaylo, 2018. Why Companies should add class to their diversity discussions. *Harvard Business Reviews*. <https://hbr.org/2018/09/why-companies-should-add-class-to-their-diversity-discussions>

Weinzierl, M.C. and Su, A. 2015. Equality of opportunity and outcome in the US. *Harvard Business Review Case*.

Review of [this syllabus](#).

Podcast: Rhonda Magee: Learning to see our racial biases

Link: <https://podcasts.apple.com/us/podcast/rhonda-magee-learning-to-see-our-racial-biases/id695108281?i=1000451386612>

Length: 49:00

Transcript Available: No

General topic: racial justice, mindfulness

Differences highlighted: race

Podcast: LaDonna

Link: <https://www.thisamericanlife.org/647/ladonna>

Length: 63:07

Transcript Available: Yes

General topic: Sexual harassment

Differences highlighted: Gender

Podcast: Five Women

Link: <https://www.thisamericanlife.org/640/five-women>

Length: 78:23

Transcript Available: Yes

General topic: Varying degrees of sexual harassment of five different women by the same man
Differences highlighted: None

Podcast: Mind the (Wage) Gap

Link: <https://hbr.org/podcast/2018/02/mind-the-wage-gap>

Length: 44:16

Transcript Available: Yes

General topic: Effect of age on the gender wage gap

Differences highlighted: Gender

Podcast: Let's Do Less Dead-End Work

Link: <https://hbr.org/podcast/2018/09/lets-do-less-dead-end-work.html>

Length: 46:38

Transcript Available: Yes

General topic: Why women (espec women of color) do tasks that wont show off our skills or get us promoted, and how that slows down our career advancement and makes us unhappy at work

Differences highlighted: Gender

Podcast: America's Secret Caste System

Link: <http://www.cracked.com/podcast/americas-secret-caste-system/>

Length: 1:45:28

Transcript Available: No

General topic: Social class in America

Differences highlighted: Income, Class, Environment we were raised

Podcast: The True Story of the Gender Pay Gap

Link: <http://freakonomics.com/podcast/the-true-story-of-the-gender-pay-gap-a-new-freakonomics-radio-podcast/>

Length: 43:27

Transcript Available: No

General topic: Explanations for gender pay gap

Differences highlighted: Gender pay gap

Podcast: #AirbnbWhileBlack: How Hidden Bias Shapes the Sharing Economy

Link: <https://www.npr.org/2016/04/26/475623339/-airbnbwhileblack-how-hidden-bias-shapes-the-sharing-economy>

Length: 25:02

Transcript Available: Yes

General topic: Difficulties minorities face in renting from / by

Differences highlighted: Race

Podcast: How What Makes You Laugh (And Cringe) Reveals Your Hidden Biases

Link: <http://n.pr/1NTJKw8>

Length: 20:39

Transcript Available: yes

General topic: implicit biases, inappropriate jokes

Differences highlighted: gender

Podcast: How African-Americans Advance at work – And What Organizations Can Do to Help

Link: <https://hbr.org/ideacast/2019/08/how-african-americans-advance-at-work-and-what-organizations-can-do-to-help>

Length: 24:09

Transcript Available: Yes

General topic: Laura Morgan Roberts, says that organizations are still falling short on promoting racial diversity, particularly in their most senior ranks.

Differences highlighted: Race

Podcast: Fixing Tech's Gender Gap

Link: <https://hbr.org/ideacast/2019/02/fixing-techs-gender-gap>

Length: 24:41

Transcript Available: Yes

General topic: Reshma Saujani, is on a mission to get more young women into computer science-yet men still dominate the tech industry.

Differences highlighted: Gender

Podcast: When Men Mentor Women

Link: <https://hbr.org/ideacast/2018/10/when-men-mentor-women>

Length: 22:05

Transcript Available: Yes

General topic: David Smith and Brad Johnson, argue that it is vital for more men to mentor women in the workplace.

Differences highlighted: Gender

Podcast: Melinda Gates on Fighting for Gender Equality

Link: <https://hbr.org/ideacast/2019/10/melinda-gates-on-fighting-for-gender-equality>

Length: 34:04

Transcript Available: Yes

General topic: Melinda Gates, is committing \$1 billion over the next ten years to advance gender equality.

Differences highlighted: Gender

Integrating a cross-cultural and global lens

Creary, S.J., Seegars, L., & Ramarajan, L., in-progress. Diversity work in the global context. Unpublished working paper.

Gillett, A and Depositario, D.P.T., 2017 March 1. Power, Individualism and Indulgence: How to Leverage Cultural Factors in Entrepreneurship Training. *Next Billion*. <https://nextbillion.net/power-individualism-and-indulgence-how-to-leverage-cultural-factors-in-entrepreneurship-training/>

Hofstede, G., 1984. Culture's consequences: International differences in work-related values. *Hofstede Insights*. (Vol. 5). sage. <https://www.hofstede-insights.com/product/compare-countries/>

Mor Barak, M. E. 2017. *Managing diversity: Toward a globally inclusive workplace*. Sage Publications Incorporated: Los Angeles.

Neeley, T. 2013. Englishnization at Rakuten (A). Harvard Business School Case. <https://cb.hbsp.harvard.edu/cbmp/product/412002-PDF-ENG>

Neeley, T. 2017. *The language of global success*. Princeton University Press: New Jersey.

Nishii, L.H. and Özbilgin, M.F., 2007. Global diversity management: towards a conceptual framework. *The International Journal of Human Resource Management*, 18(11), pp.1883-1894.

Ozkazanc-Pan, B, 2019. *Transnational Migration and the New Subjects of Work: Transmigrants, Hybrids and Cosmopolitans*. Bristol University Press.

Building effective work relationships across difference

Bezrukova, K., Jehn, K.A. and Spell, C.S., 2012. Reviewing diversity training: Where we have been and where we should go. *Academy of Management Learning & Education*, 11(2), pp.207-227.

Bezrukova, K., Spell, C.S., Perry, J.L. and Jehn, K.A., 2016. A meta-analytical integration of over 40 years of research on diversity training evaluation. *Psychological bulletin*, 142(11), p.1227.

Bourke, J. 2011. Creating the 'light bulb' moment: Unconscious bias leadership awareness training at Freehills. Deloitte University: <https://www2.deloitte.com/au/en/pages/human-capital/articles/creating-light-bulb-moment.html>

Brett, J., Behfar, K. and Kern, M.C., 2006. Managing multicultural teams. *Harvard Business Review*, 84(11).

Cose, E. 2011. Appendix: Top 10 Rules of Success, in *The End of Anger: A New Generation's Take on Race and Rage*. Ecco/HarperCollins.

DiBenigno, Julia, and Katherine C. Kellogg. "Beyond occupational differences: The importance of cross-cutting demographics and dyadic toolkits for collaboration in a US hospital." *Administrative Science Quarterly* 59.3 (2014): 375-408.

Dobbin, F. and Kalev, A., 2016. Why diversity programs fail. *Harvard Business Review*, 94(7), p.14.

Dutton, J.E., 2003. *Energize your workplace: How to create and sustain high-quality connections at work* (Vol. 50). John Wiley & Sons.

Dutton, J.E. and Heaphy, E.D., 2003. The power of high-quality connections. *Positive organizational scholarship: Foundations of a new discipline*, 3, pp.263-278. Barrett-Kohler.

Dutton, J.E., Workman, K.M. and Hardin, A.E., 2014. Compassion at work. *Annual Review of Organizational Psychology and Organizational Behavior*, Vol. 1: 277-304.

Ely, R.J., Meyerson, D.E. and Davidson, M.N., 2006. Rethinking political correctness. *Harvard Business Review*, 84(9), p.78.

Empathy video: <https://www.youtube.com/watch?v=1Evwgu369Jw>

Goleman, D. 1998. What makes a leader? *Harvard Business Review*, Reprinted January 2004.

Johnson, W. 2016. Building rapport across cultures. <https://hbr.org/2016/05/building-rapport-across-cultures>

Murphy, Wendy. 2019, March 15. Advice for Men Who Are Nervous About Mentoring Women. *Harvard Business Review*. <https://hbr.org/2019/03/advice-for-men-who-are-nervous-about-mentoring-women?autocomplete=true>

Polzer, J.T., Vargas, I. & Elfenbein, H. Henry Tam and the MGI Team. <https://cb.hbsp.harvard.edu/cbmp/product/404068-PDF-ENG>

Tropp, L.R. & Godsil, R.D. 2015. Overcoming implicit bias and racial anxiety. *The Society for the Psychological Study of Social Issues*: <https://www.psychologytoday.com/blog/sound-science-sound-policy/201501/overcoming-implicit-bias-and-racial-anxiety>

Zou, J & Schiebinger, L. 2018, July 18. *AI can be sexist and racist — it's time to make it fair*. <https://www.nature.com/articles/d41586-018-05707-8>

Podcast: The 2 Types of Respect Leaders Must Show

Link: <https://hbr.org/ideacast/2018/07/the-2-types-of-respect-leaders-must-show.html>

Length: 21:57

Transcript available: Yes

General topic: Misalignment of understanding of 'respect' between employer/employee and the effect that has on workplace performance / morale

Differences highlighted: expectations as a manager v expectations as an employee

Podcast: Make Yourself Heard

Link: <https://hbr.org/podcast/2018/01/make-yourself-heard>

Length: 44:34

Transcript Available: Yes

General topic: Aspects of communication that vary among men and women

Differences highlighted: Gender

Podcast: The Advice We Get and Give

Link: <https://hbr.org/podcast/2018/03/the-advice-we-get-and-give>

Length: 64:06

Transcript Available: Yes

General topic: Advice women get/give

Differences highlighted: Gender, sort of

Podcast: #MeToo with Ashley Judd, Ronan Farrow and Tarana Burke

Link: https://www.ted.com/talks/worklife_with_adam_grant_metaloo_with_ashley_judd_ronan_farrow_and_tarana_burke/transcript?referrer=playlist-worklife_with_adam_grant

Length: 36:14

Transcript Available: Yes

General topic:

Differences highlighted: Teaches women how to speak up and men how to deal with feeling uncomfortable w/ women

Podcast: Improving Civility in the Workplace

Link: <https://hbr.org/ideacast/2018/12/improving-civility-in-the-workplace>

Length: 25:22

Transcript Available: Yes

General topic: Krista Tippett, believes we are in the middle of a big shift in the workplace.

Differences Highlighted: Hierarchal, Race

Podcast: Sisterhood is Trust

Link: <https://hbr.org/podcast/2019/06/sisterhood-is-trust>

Length: 38:06

Transcript Available: Yes

General topic: Two researchers share findings from their recent survey about emotional vulnerability in the workplace.

Differences highlighted: Race, Nationality, Social Class

Podcast: Why Things Aren't Better, Yet

Link: <https://hbr.org/podcast/2019/06/why-things-arent-better-yet>

Length: 50:21

Transcript Available: Yes

General topic: Tools for needing the skills and confidence to respond to and prevent inappropriate behavior at work

Differences highlighted: Sexual Harassment

Podcast: Sisterhood is Power

Link: <https://hbr.org/podcast/2018/11/sisterhood-is-power>

Length: 51:48

Transcript Available: Yes

General topic: We talk through best practices for listening to, learning about, and advocating for women who are different from us.

Differences highlighted: Race, Sexuality

Podcast: Sisterhood is Scarce

Link: <https://hbr.org/podcast/2018/11/sisterhood-is-scarce>

Length: 56:08

Transcript Available: Yes

General topic: We talk about the very different experiences and professional relationships black and white female managers had in 1970s and 1980s corporate America, and how workplace sisterhood is still in short supply.

Differences highlighted: Race, Sexuality

Inclusion in organizations

Bourke, J., Wakefield, N., Smith, C., & Stockton, H. 2014. From diversity to Inclusion. Deloitte University Press: <https://www2.deloitte.com/global/en/pages/human-capital/articles/diversity-to-inclusion.html>

Bourke, J and Espedido, A., 2019, March 29. Why Inclusive Leaders are Good for Organizations, and How to Become One. *Harvard Business Review*. <https://hbr.org/2019/03/why-inclusive-leaders-are-good-for-organizations-and-how-to-become-one>

Dutton, J.E., Workman, K.M. and Hardin, A.E., 2014. Compassion at work. *Annual Review of Organizational Psychology and Organizational Behavior*, Vol. 1: 277-304.

Ferdman, B. 2017. Paradoxes of inclusion: Understanding and managing the tensions of diversity and multiculturalism. *The Journal of Applied Behavioral Science*, 52(3), 235-263.

Ferdman, B. M. & Deane, B. R. (Eds.). 2014. *Diversity at work: The practice of inclusion*. San Francisco: Jossey-Bass.

Heath, Kathryn & Wensil, B. F., 2019, September 6. To Build an Inclusive Culture, Start with Inclusive Meetings. *Harvard Business Review*. <https://hbr.org/2019/09/to-build-an-inclusive-culture-start-with-inclusive-meetings>

Lever, 2017. The diversity and inclusion handbook: <https://www.lever.co/blog/the-diversity-and-inclusion-handbook>

Mor Barak, M. E. 2017. *Managing diversity: Toward a globally inclusive workplace*. Sage Publications Incorporated: Los Angeles.

Nishii, L.H., 2013. The benefits of climate for inclusion for gender-diverse groups. *Academy of Management Journal*, 56(6), pp.1754-1774.

Shore, L.M., Randel, A.E., Chung, B.G., Dean, M.A., Holcombe Ehrhart, K. and Singh, G., 2011. Inclusion and diversity in work groups: A review and model for future research. *Journal of Management*, 37(4), pp.1262-1289.

Creativity and innovation in diverse organizations

Amabile, T. M. 1988. A model of creativity and innovation in organizations. *Research in Organizational Behavior*, 10(1), 123-167.

BCG Global Diversity Survey 2018. Fixing the Flawed Approach to Diversity. *BCG.com* <https://www.bcg.com/publications/2019/fixing-the-flawed-approach-to-diversity.aspx?redir=true>

Edmondson, A., 1999. Psychological safety and learning behavior in work teams. *Administrative science quarterly*, 44(2), pp.350-383.

Jang, S., 2017. Cultural brokerage and creative performance in multicultural teams. *Organization Science*, 28(6), pp.993-1009.

Milliken, F.J. and Martins, L.L., 1996. Searching for common threads: Understanding the multiple effects of diversity in organizational groups. *Academy of Management Review*, 21(2), pp.402-433.

Phillips, K. W. 2014. How diversity makes us smarter, *Scientific American*, 311 (4). Available online at <http://www.scientificamerican.com/article/how-diversity-makes-us-smarter>

Polzer, J.T., Milton, L.P. and Swarm Jr, W.B., 2002. Capitalizing on diversity: Interpersonal congruence in small work groups. *Administrative Science Quarterly*, 47(2), pp.296-324.

Smith, Choueiti, & Pieper, 2016. Inclusion or Invisibility? Gender Media, Diversity, & Social Change Initiative Institute for Diversity and Empowerment at Annenberg (IDEA) Comprehensive Annenberg Report on Diversity in Entertainment. https://annenberg.usc.edu/sites/default/files/2017/04/07/MDSCI_CARD_Report_FINAL_Exec_Summary.pdf

Tadmor, C.T., Satterstrom, P., Jang, S. and Polzer, J.T., 2012. Beyond individual creativity: The superadditive benefits of multicultural experience for collective creativity in culturally diverse teams. *Journal of Cross-Cultural Psychology*, 43(3), pp.384-392.

What Google Learned from Its Quest to Build the Perfect Team:

<https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html>

Leading diversity in organizations

Diversity and Inclusion Professional Education

- The Conference Board: <https://www.conference-board.org/centers/DandI/>
- Society for Human Resources Management: <https://www.shrm.org/resourcesandtools/hr-topics/pages/diversity-and-inclusion.aspx>
- Catalyst: <http://www.catalyst.org/>
- Cornell Certified Diversity Professional/Advanced Practitioner: <https://www.ilr.cornell.edu/human-capital-development/certificates/diversity-and-inclusion-professionals-certificate>
- Wharton People Analytics Conference: <https://wpa.wharton.upenn.edu/conference/>

Edwards, M.R. and Edwards, K., 2016. *Predictive HR Analytics: Mastering the HR Metric*. Kogan Page Publishers.

Harvard Business Review articles on diversity: <https://hbr.org/topic/diversity>

Luca, M. Williams, R., Subramani, G., & Donaker, G. Lessons from Yelp's empirical approach to diversity. *Harvard Business Review*, September 20, 2017: <https://hbr.org/2017/09/lessons-from-yelps-empirical-approach-to-diversity>

Meyerson, D.E., 2008. *Rocking the Boat: How Tempered Radicals Effect Change Without Making Trouble*. Harvard Business Review Press.

Meyerson, D., 2003. *Tempered radicals: How everyday leaders inspire change at work*. Boston, MA: Harvard Business School.

Meyerson, D.E. and Scully, M.A., 1995. Crossroads tempered radicalism and the politics of ambivalence and change. *Organization Science*, 6(5), pp.585-600.

Sundmark, L. 2017. Doing HR analytics: A practitioner's handbook with R examples.

Weick, K.E., 1984. Small wins: Redefining the scale of social problems. *American Psychologist*, 39(1), p.40.

Williams, M. 2017. Numbers only take us so far, *Harvard Business Review*, November-December 2017. <https://hbr.org/2017/11/numbers-take-us-only-so-far>

Podcast: The Secret Recordings of Carmen Segarra

Link: <https://www.thisamericanlife.org/536/the-secret-recordings-of-carmen-segarra>

Length: 62:24

Transcript Available: Yes

General topic: Mismanagement within the Fed during 2008

Differences highlighted: None

Podcast: How Pasta Factory Got People to Show Up for Work

Link: <https://www.npr.org/sections/money/2012/08/10/158565443/how-a-pasta-factory-got-people-to-show-up-for-work?t=1535126956993>

Length: 7:02

Transcript Available: No

General topic: Pasta factory with problem with people skipping work

Differences highlighted: None