

## **Diversity and Inclusion Resources**

Prepared by [Ferdman Consulting](http://ferdmanconsulting.com), October 2017

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### **I. Diversity and Inclusion: The Basics**

*What are diversity and inclusion? How are they different? How do they matter? How do they affect organizations?*

- [Toward Inclusion: A Key Necessity to Benefit from Diversity in a Multicultural World](http://ferdmanconsulting.com/blog/toward_inclusion)  
B. M. Ferdman  
[http://ferdmanconsulting.com/blog/toward\\_inclusion](http://ferdmanconsulting.com/blog/toward_inclusion)  
Short essay providing an introductory overview of inclusion (and diversity) and why it matters. (1 page)
- [Global Diversity & Inclusion Benchmarks: Standards for Organizations Around the World](http://centreforglobalinclusion.org/gdib),  
J. O'Mara, A. Richter, & 95 expert panelists  
<http://centreforglobalinclusion.org/gdib>  
Comprehensive resource on what organizations can do to truly make a difference on diversity and inclusion, based on the input of 95 experts from around the world. See pp. 1-3, and 5-7 for a brief overview of diversity and inclusion, reasons for addressing them, and how to approach them.
- [How Diversity Makes Us Smarter](http://www.scientificamerican.com/article/how-diversity-makes-us-smarter), K. Phillips  
<http://www.scientificamerican.com/article/how-diversity-makes-us-smarter>  
*Scientific American* article summarizing research showing the positive effects of diversity in groups and organizations.
- [Diversity and Organizational Change/Performance](http://ferdmanconsulting.com/blog/diversity-and-organizational-changeperformance), B. M. Ferdman  
<http://ferdmanconsulting.com/blog/diversity-and-organizational-changeperformance>  
One-page overview on diversity, inclusion, and their implications for organizations (in *Wiley Blackwell Encyclopedia of Race, Ethnicity, and Nationalism*).
- [How Companies Can Benefit from Inclusion](http://www.forbes.com/sites/danschawbel/2012/05/13/how-companies-can-benefit-from-inclusion/#1e4699db36c6)  
<http://www.forbes.com/sites/danschawbel/2012/05/13/how-companies-can-benefit-from-inclusion/#1e4699db36c6>  
*Forbes* interview with Shirley Englemeier, Inclusion Inc. founder, on the importance and benefits of inclusion.

## **II. Understanding the Dynamics of Diversity and Inclusion**

*What do we need to know and understand about diversity and inclusion to be prepared to make a positive difference? How do diversity and inclusion operate for individuals, groups, organizations, and in society?*

### **Who Are You (at Work)? Bringing More of Your Whole Self to Work**

*How do our social identities help to make us who we are? How and why do our multiple social identities matter in the workplace? What do we sometimes leave behind when we show up at work and why might this be problematic? How can we all benefit when more of us can bring our full and authentic selves to work?*

- [Never Lie About Who You Really Are](https://hbr.org/2012/12/never-lie-about-who-you-really-are)  
<https://hbr.org/2012/12/never-lie-about-who-you-really-are>  
Short read on the value of being authentic to who you are, everyday. In this example, the author uses the lens of sexual orientation to argue that we should always be true to our identity and our values. (4 pages)
- [Diversity Management is the Key to Growth: Make it Authentic](http://www.forbes.com/sites/glennllopi/2011/06/13/diversity-management-is-the-key-to-growth-make-it-authentic/#71a63c8b6248)  
<http://www.forbes.com/sites/glennllopi/2011/06/13/diversity-management-is-the-key-to-growth-make-it-authentic/#71a63c8b6248>  
Explains the value of harnessing the power of diversity for cultural awareness and the long-term viability of an organization. (3 pages)
- [Diversity Means Bringing Your Whole Self to Work](http://rocrockett.com/2013/09/corner-office-diversity-means-bringing-whole-self-to-work/)  
<http://rocrockett.com/2013/09/corner-office-diversity-means-bringing-whole-self-to-work/>  
How engaging and leveraging the skills and talents of individual team members without leaving some parts of our professional and personal selves at the door enables us to have more productive, creative, and effective work environments. (1 page)
- [Inclusion Starts with Knowing Yourself, Self-Knowledge & Inclusive Interactions,” and Inclusion and Cultural Transitions](http://bernardoferdman.org/Articles/Ferdman%20SDPA%20columns%202007.pdf), B. Ferdman  
<http://bernardoferdman.org/Articles/Ferdman SDPA columns 2007.pdf>  
Series of short articles and interview discusses Bernardo Ferdman’s work and experience in the field and the value and nuances of practicing inclusion. (13 pages)

- [Creating Inclusion for Oneself: Knowing, Accepting, and Expressing One’s Whole Self at Work](https://www.researchgate.net/publication/258698766_Creating_Inclusion_for_Oneself_Knowing_Accepting_and_Expressing_One%27s_Whole_Self_at_Work), B. M. Ferdman & L. M. Roberts  
[https://www.researchgate.net/publication/258698766\\_Creating\\_Inclusion\\_for\\_Oneself\\_Knowing\\_Accepting\\_and\\_Expressing\\_One%27s\\_Whole\\_Self\\_at\\_Work](https://www.researchgate.net/publication/258698766_Creating_Inclusion_for_Oneself_Knowing_Accepting_and_Expressing_One%27s_Whole_Self_at_Work)  
Chapter by Ferdman and Roberts (in *Diversity at Work: The Practice of Inclusion*) discussing the benefits, nuances, and challenges of authenticity, being whole with all of one’s identities, and “self-inclusion” at work. (30 pages)

**Prejudice, Bias, & Discrimination: From Subtle Biases and Micro-Aggressions to Systematic Systems of Exclusion**

*What are prejudice, bias, and discrimination? How do they operate at different levels of analysis—from the individual and interpersonal situations, to practices and norms deeply embedded in society. What effects do they have? What can be done about them?*

- [Outsmart Your Own Biases](https://hbr.org/2015/05/outsmart-your-own-biases)  
<https://hbr.org/2015/05/outsmart-your-own-biases>  
Article on how even the smartest people exhibit biases in their judgments and choices. It’s foolhardy to think we can overcome them through sheer will. But we can anticipate and outsmart them by nudging ourselves in the right direction when it’s time to make a call. (11 pages)
- [Implicit Bias and Social Justice](https://www.opensocietyfoundations.org/voices/implicit-bias-and-social-justice)  
<https://www.opensocietyfoundations.org/voices/implicit-bias-and-social-justice>  
Article on what implicit bias is and how it not only affects individuals but society as a whole. (7 pages)
- [Are You Biased Against That Coworker You Don’t Like?](https://hbr.org/2016/10/are-you-biased-against-that-coworker-you-dont-like)  
<https://hbr.org/2016/10/are-you-biased-against-that-coworker-you-dont-like>  
Short article by Tomás Chamorro-Premuzic and Ben Dattner posing four questions we need to ask ourselves about our attitudes toward others, especially when one of those others “rubs us the wrong way.”
- [Why Subtle Bias Is So Often Worse than Blatant Discrimination](https://hbr.org/2016/07/why-subtle-bias-is-so-often-worse-than-blatant-discrimination), E. King & K. Jones  
<https://hbr.org/2016/07/why-subtle-bias-is-so-often-worse-than-blatant-discrimination>  
Brief article summarizing and discussing research on different types of bias and discrimination and their effects.

- [Leadership & race: How to develop and support leadership that contributes to racial justice](#), T. Keleher et al.  
<http://leadershiplearning.org/system/files/Leadership and Race FINAL Electronic 072010.pdf>  
Article addressing the changes needed in leadership work, offering suggestions about racial justice leadership strategies, and identifying resources that can guide leadership programs in better supporting racial justice. (12 pages)
- [Proven Strategies for Addressing Unconscious Bias in the Workplace](#), Howard Ross  
<http://www.cookcross.com/docs/UnconsciousBias.pdf>  
Detailed overview of bias and how to address it. (16 pages)

### **Approaches to Diversity and Inclusion: The Virtues of Multiculturalism**

*What are the different ways we think about differences and what to do with them in organizations and in society? Why and how does multiculturalism foster greater inclusion in workplaces and society than approaches seeking to suppress or ignore group differences and social identities?*

- [Is Multiculturalism or Colorblindness Better for Minorities?](#)  
[https://www.law.berkeley.edu/files/plaut\\_thomas\\_goren\\_2009.pdf](https://www.law.berkeley.edu/files/plaut_thomas_goren_2009.pdf)  
Results suggest that dominant-group members' diversity beliefs (e.g., multiculturalism and color blindness) have palpable implications for minority colleagues' psychological engagement. (3 pages)
- [Colorblind Policies Could Make Diversity Harder to Achieve](#)  
<http://www.psychologicalscience.org/index.php/news/releases/color-blind-policies-could-make-diversity-harder-to-achieve.html>  
Evidence from psychological science research suggests that removing or deemphasizing race from decision making processes is not as effective as people believe it to be. (1 page)
- [Multiculturalism Works](#)  
[http://www.salon.com/2012/03/17/multiculturalism\\_can\\_be\\_saved/](http://www.salon.com/2012/03/17/multiculturalism_can_be_saved/)  
Article on how multiculturalism can work, and even thrive, in our current environment. (20 pages)
- [The Costs of Colorblindness](#)  
<https://hbr.org/2013/07/the-costs-of-racial-color-blindness>  
Discusses a study that found that when people avoided referring to race in situations that cried out for a mention of it, other people perceived them as *more* racially biased than if they had brought up the subject more directly. (4 pages)

- [The Danger of a Single Story](http://youtu.be/D9Ihs241zeg) (VIDEO), Chimamanda Ngozi Adichie  
<http://youtu.be/D9Ihs241zeg>  
TED talk. From online description: “Our lives, our cultures, are composed of many overlapping stories. Novelist Chimamanda Adichie tells the story of how she found her authentic cultural voice -- and warns that if we hear only a single story about another person or country, we risk a critical misunderstanding.” (19 minutes)
- [Diverse Teams Feel Less Comfortable — and That’s Why They Perform Better](https://hbr.org/2016/09/diverse-teams-feel-less-comfortable-and-thats-why-they-perform-better), D. Rock, H. G. Halvorson, & J. Grey  
<https://hbr.org/2016/09/diverse-teams-feel-less-comfortable-and-thats-why-they-perform-better>  
Harvard Business Review article (Sept. 2016) explains the research showing why diverse teams can do better.

**Diversity and Inclusion Challenges: Working Across Differences Requires Focus, Intention, and Attention**

*What are some challenges in truly fostering inclusion? Why are challenges not only inevitable but necessary and helpful in creating and sustaining inclusion at work?*

- [If I'm Comfortable, Does That Mean I'm Included? And If I'm Included, Will I Now Be Comfortable?](https://www.researchgate.net/publication/292608775_If_I'm_Comfortable_Does_That_Mean_I'm_Included_And_If_I'm_Included_Will_I_Now_Be_Comfortable) B. M. Ferdman  
[https://www.researchgate.net/publication/292608775\\_If\\_I'm\\_Comfortable\\_Does\\_That\\_Mean\\_I'm\\_Included\\_And\\_If\\_I'm\\_Included\\_Will\\_I\\_Now\\_Be\\_Comfortable](https://www.researchgate.net/publication/292608775_If_I'm_Comfortable_Does_That_Mean_I'm_Included_And_If_I'm_Included_Will_I_Now_Be_Comfortable)  
How truly reaping the benefits of diversity is not necessarily about making all of us fully comfortable, but rather it involves us being *uncomfortable*, albeit with discomfort that is distributed more evenly and equitably. (9 pages)
- [Shifting Perspective to Shift Results](http://dianamclainsmith.com/wp-content/uploads/2012/03/DMS_SystemsThinker_Dec20112.pdf), D. M. Smith  
[http://dianamclainsmith.com/wp-content/uploads/2012/03/DMS\\_SystemsThinker\\_Dec20112.pdf](http://dianamclainsmith.com/wp-content/uploads/2012/03/DMS_SystemsThinker_Dec20112.pdf)  
Article describing how the relationships we build with others have the power to bring out the best or the worst in all of us. (5 pages)
- [Diversity's Central Paradox](http://www.forbes.com/sites/richkarlgaard/2015/04/15/diversitys-central-paradox/2/#29c83b417630)  
<http://www.forbes.com/sites/richkarlgaard/2015/04/15/diversitys-central-paradox/2/#29c83b417630>  
The best managers use ethnic and gender diversity as a starting point to get to a larger- and more effective- way of running a business. (6 pages)

- [The Power of Vulnerability \(VIDEO\)](https://youtu.be/iCvmsMzlf7o), Brené Brown  
<https://youtu.be/iCvmsMzlf7o>  
TED Talk. From online description: “Brené Brown studies human connection -- our ability to empathize, belong, love. In a poignant, funny talk at TEDxHouston, she shares a deep insight from her research, one that sent her on a personal quest to know herself as well as to understand humanity.” (20 minutes)
- [Paradoxes of Inclusion: Understanding and Managing the Tensions of Diversity and Multiculturalism](https://www.researchgate.net/publication/314871916), B. M. Ferdman  
<https://www.researchgate.net/publication/314871916> [Paradoxes of Inclusion Understanding and Managing the Tensions of Diversity and Multiculturalism](https://www.researchgate.net/publication/314871916)  
Article in *The Journal of Applied Behavioral Science* (June 2017) discussing how “working toward inclusion in diverse organizations and societies can often be experienced as polarizing and presents many challenges and tensions.” Article explores and these tensions using a paradox perspective, focusing on three core inclusion paradoxes: self-expression and identity, boundaries and norms, and safety and comfort. The article also addresses manifestations of each paradox and gives suggestions of approaches for managing the paradoxes.

### **III. Fostering Inclusion and Reaping the Benefits of Diversity**

*What do we need to do, individually and collectively, to foster inclusion in relationships and in the organization? What behaviors, practices, policies, and systems best foster inclusion?*

- [The Practice of Inclusion in Diverse Organizations: Toward a System and Inclusive Framework](http://bit.ly/1eOAFiY), B. M. Ferdman  
<http://bit.ly/1eOAFiY>  
Framework for inclusion: what it is and how to practice it to reap the organizational benefits it can bring. (54 pages)
- [Special Issue: Understanding Diversity Dynamics in Systems: Social Equality as an Organization Change Issue](http://journals.sagepub.com/toc/jaba/53/2) (*The Journal of Applied Behavioral Science*, Volume 53, Issue 2, June 2017; Guest Editors: Caryn J. Block, and Debra A. Noumair)  
<http://journals.sagepub.com/toc/jaba/53/2>  
Contains 7 articles addressing some of the challenges and complexities of addressing diversity dynamics and working to increase social equality in systemic ways.

### **Individual and Interpersonal Skills and Practices for Inclusion**

*What skills, behaviors, and practices do I need to be create more inclusion for myself and others? What does it mean to be an inclusive leader? What do inclusive leaders do (and not do)?*

- [Leveraging Diversity and Inclusion for Performance](http://onlinelibrary.wiley.com/doi/10.1002/9781119176626.ch26/summary), J. H. Katz & F. Miller (in *Practicing Organization Development: Leading Transformation and Change*, 4th Edition (eds. W. J. Rothwell, J. Stavros and R. L. Sullivan), Wiley, 2015. doi: 10.1002/9781119176626.ch26 <http://onlinelibrary.wiley.com/doi/10.1002/9781119176626.ch26/summary>
- [4 Ways Leaders Can Foster Inclusion in Diverse Groups and Organizations](http://rady.ucsd.edu/blog/posts/4-ways-leaders-can-foster-inclusion-in-diverse-groups-and-organizations.html)  
<http://rady.ucsd.edu/blog/posts/4-ways-leaders-can-foster-inclusion-in-diverse-groups-and-organizations.html>  
Addresses key ways by which leaders can support and foster inclusivity in an organization. (3 pages)
- [Inclusive Leadership: Effectively Leading Diverse Teams](https://weatherhead.case.edu/news/2012/04/03/inclusive-leadership-effectively-leading-diverse-teams)  
<https://weatherhead.case.edu/news/2012/04/03/inclusive-leadership-effectively-leading-diverse-teams>  
Talks about the difference in bosses who engage, energize, and respect all their employees and those who do not. (What behaviors were lacking, for example?) (4 pages)
- [Moving the Dial: Measuring Inclusive Leadership](http://www.diversityjournal.com/13313-moving-dial-measuring-inclusive-leadership/)  
<http://www.diversityjournal.com/13313-moving-dial-measuring-inclusive-leadership/>  
The behaviors demonstrated by inclusive leaders can be described in eleven competencies and measured with the *Inclusion Leadership Assessment*. (4 pages)
- [The Key Role of Leadership in the Practice of Inclusion](http://ferdmanconsulting.com/blog/inclusive_leadership_clo_2014) (video), B. Ferdman  
[http://ferdmanconsulting.com/blog/inclusive\\_leadership\\_clo\\_2014](http://ferdmanconsulting.com/blog/inclusive_leadership_clo_2014)  
Presentation focuses on the pivotal role of leadership in embedding inclusion as an essential practice throughout the organization. (22 minutes)

### **Organizational Approaches and Practices for Inclusion**

*What systems, practices, and policies can organizations adopt to best promote diversity and foster inclusion?*

- [D5: Analysis of Policies, Practices, and Programs for Advancing Diversity, Equity, and Inclusion](http://www.d5coalition.org/wp-content/uploads/2013/09/PPP-Executive-Summary-11.14.13.pdf)  
<http://www.d5coalition.org/wp-content/uploads/2013/09/PPP-Executive-Summary-11.14.13.pdf>  
Executive summary of the best practices, policies, and different programmatic initiatives within the D&I field. (11 pages)

- [\*Global Diversity & Inclusion Benchmarks: Standards for Organizations Around the World\*](#), J. O'Mara, A. Richter, & 95 expert panelists  
<http://centreforglobalinclusion.org/gdib>

#### **IV. Deepening Understanding of Multiple Identities**

*What are the experiences and unique challenges that different identity groups face at work and in American society?*

- [Women in the Workplace: A Research Roundup](#)  
[https://hbr.org/2013/09/women-in-the-workplace-a-research-roundup&cm\\_sp=Article-Links-End of Page Recirculation](https://hbr.org/2013/09/women-in-the-workplace-a-research-roundup&cm_sp=Article-Links-End%20of%20Page%20Recirculation)  
Through a variety of research lenses, offers a window into women's collective experience in the workplace. (8 pages)
- [How to Make Gender Equality at Work Matter to Everyone](#)  
<http://www.fastcompany.com/3052401/strong-female-lead/how-to-make-gender-equality-at-work-everyones-problem>  
Brief article on how our focus should be less on protecting women through specialized programs and more on changing workplaces cultures to everyone's advantage. (8 pages)
- [One Job, Two Lives: LGBT in the American Workforce](#)  
<http://www.cnn.com/2014/10/30/us/gays-lgbt-corporate-america/>  
Article on how the lack of inclusion can compel individuals to downplay part of their identity or experience (sexual orientation being the lens here) and how inclusion is good for employees and business. (5 pages)
- [Why I Don't Bring My 'Whole Self' To Work](#)  
<http://blavity.com/dont-bring-whole-self-work/>  
Essay describing an African American man's experience and why he doesn't bring his "whole self" to work. He believes the very traits he possesses as an African American make it impossible to bring his full identity to the workplace. (8 pages)
- [Why Women Still Can't Have It All](#)  
<http://www.theatlantic.com/magazine/archive/2012/07/why-women-still-cant-have-it-all/309020/>  
Told from the perspective of a woman professional. Calls for women in leadership positions to recognize that, although they are still blazing trails and breaking ceilings, many of them are also reinforcing a falsehood: that "having it all" is, more than anything, a function of personal determination. (40 pages)