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Resources for Workplace Diversity: An Annotated Practitioner Guide to Information

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Resources for Workplace Diversity: An Annotated Practitioner Guide to Information

Abstract

[Excerpt] We are pleased to offer this updated edition of *Resources for Workplace Diversity: An Annotated Practitioner Guide to Information*, a unique offering of *The Workplace Diversity Network*. Our goal is to assemble a selected, annotated list of compelling and useful resources available to help diversity practitioners create organizations that are diverse and productive. As a working group, we agreed that useful resources would include newly published books as well as historic, seminal works that provide insight and illumination irrelevant of their age. In the updated edition, we've expanded existing sections, added new ones and referenced online access where possible. Designed with practitioner needs in mind, ***Resources for Workplace Diversity*** is meant to be an evolving document, one that will grow according to the needs and recommendations of its users. To capture the advantage of networking, we invite you to suggest additional resources that you have found to be valuable.

Keywords

work, reference, strategies, framework, understanding, theory, history, philosophy, social, cultural dynamic, flexibility, view

Disciplines

Human Resources Management

Comments

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The Workplace Diversity Network

A Joint Project of The National Conference for Community and Justice and Cornell University ILR

Resources for Workplace Diversity **An Annotated Practitioner Guide to Information**

Fall 2000

Third Edition with Index

Prepared by

Tammy Bormann
Susan Woods

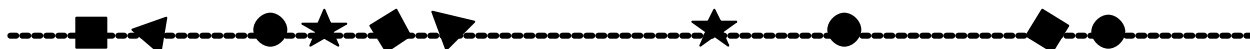
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INTRODUCTION

We are pleased to offer this updated edition of *Resources for Workplace Diversity: An Annotated Practitioner Guide to Information*, a unique offering of *The Workplace Diversity Network*. Our goal is to assemble a selected, annotated list of compelling and useful resources available to help diversity practitioners create organizations that are diverse and productive. As a working group, we agreed that useful resources would include newly published books as well as historic, seminal works that provide insight and illumination irrelevant of their age. In the updated edition, we've expanded existing sections, added new ones and referenced online access where possible. Designed with practitioner needs in mind, *Resources for Workplace Diversity* is meant to be an evolving document, one that will grow according to the needs and recommendations of its users. To capture the advantage of networking, we invite you to suggest additional resources that you have found to be valuable.

METHOD AND CRITERIA FOR SELECTION

In a field that is flooded with publications, we were forced to make difficult choices about the items to be included in the updated edition of *Resources for Workplace Diversity*. We began by conducting a massive library search that yielded hundreds of titles. To this, we added suggested works from practitioners and scholars in the field. After months of reading and assessment, our final choices for inclusion in this document were guided by five criteria:

- ❖ ***Practical application and usefulness:*** Each resource must provide practical information or skills that are applicable to a variety of work settings.
- ❖ ***Accessibility to user:*** The publication must be easily located through the usual avenues: public libraries, booksellers, subscriptions or catalogues.



- ❖ ***Covers a wide spectrum of reading skills and interests:*** The material must be organized and written in language that can be read and understood by the layperson, the practitioner and the theorist.
- ❖ ***Provides clarity in defining issues:*** The resource must present its arguments, activities or information with clarity and precision.
- ❖ ***Succinct and easy to read:*** Considering the time constraints of the normal workday, a publication must be fairly succinct and readable.

HOW TO USE THIS PRACTITIONER GUIDE

Resources for Workplace Diversity has been divided into eight sections: ***Making Diversity Work; Key Works; Teams and Diversity; Global Diversity; Work and Life; Skeptics; Profiles in Diversity; and Resources.*** The Table of Contents provides brief descriptions of each section. We rejected traditional bibliographic form in favor of a format that allows the reader to locate a piece easily using the author's last name or, in some cases, the name of the publishing organization. Each section is arranged alphabetically. This edition includes an index and ***Sections I*** and ***II*** are key word coded. Most items are available at mass-market bookstores, on-line, or public libraries. Where necessary, we have provided explicit information for the direct purchase of materials from the publisher or distributor.

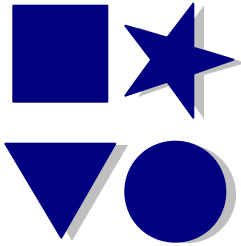
Publications contained in Resources for Workplace Diversity are not necessarily endorsed by Cornell University ILR nor by The National Conference for Community and Justice. We recommend that you review items carefully to determine if they are appropriate for your work environment. The annotations that accompany each listing are the subjective remarks of the reviewers and are provided for your information and consideration.

Two sections of *Resources for Workplace Diversity* merit a few words of further explanation. ***Section II: Key Works*** is a listing of seminal writings on inter-group relations in the United States. We believe that organizations cannot address issues of workplace diversity without first addressing

issues of economic and social inequality. To enable ourselves to address these, we must understand the historic and current state of inter-group relations in this country. *Section II* suggests critical writings that observe, illuminate, debate and critique the complex set of dynamics that characterize these relationships. While these writings do not provide pragmatic “how-to” information for the workplace, they do provide the foundation of knowledge and history that enables each of us to enter into the dialogue about diversity with integrity and understanding.

Section VI: Skeptics is included because we believe that the issue of diversity in the United States must be studied in all of its facets, including the counterpoints. We have clearly stated that *The Workplace Diversity Network* functions within the “diversity as an asset” paradigm. As a product of the Network, *Resources for Workplace Diversity* is influenced by the same paradigm. The authors whose writings appear in *Section V* do not necessarily adhere to this paradigm. Their writings are suggested to inform, challenge, and expand the dialogue about diversity.

We look forward to hearing your comments, suggestions and additions. We will continue to assess and update the list as materials become available. We hope that *Resources for Workplace Diversity* will provide vital new ideas, perspectives and tools for your practitioner library.



SECTION I
MAKING DIVERSITY WORK: Strategic Approaches to Diversity

In this section, we reference several books and articles that provide organizations with effective strategies and approaches to workplace diversity. We feature the works of leading researchers and practitioners in the field.

Catalyst

ADVANCING WOMEN IN BUSINESS – THE CATALYST GUIDE: BEST PRACTICES FROM THE CORPORATE LEADERS

San Francisco: Jossey-Bass, 1998

Women & Gender, Policy & Practice

Supported by extensive research and the experience of best practices from such forward-thinking companies as Eastman Kodak, Sara Lee, Deloitte & Touche, J.C. Penny and Motorola, Catalyst presents an impressive and useful guide to retaining and developing women's talent in the corporation and connecting results to the bottom line. The book offers practical suggestions and tools in the areas of mentoring, recruitment, compensation, performance evaluation, sexual harassment programs, workplace flexibility, work/life balance, work organization, diversity and women's networks. It outlines the "Catalyst Approach" for advancing women in business.

Baytos, Lawrence

DESIGNING AND IMPLEMENTING SUCCESSFUL DIVERSITY PROGRAMS

Englewood Cliffs, NJ: Prentice Hall, 1995

Policy & Practice

Truly a practitioner's guide on diversity change processes, this book is structured to help the reader design and implement effective diversity strategies and programs. Throughout the book, diversity research results are provided in the form of focus group comments from companies ranging in size from 1500 to over 50,000 employees in the services, high tech manufacturing, and process industries. Baytos offers practical discussion of topics from developing business rationale to strategies for maintaining momentum, a 'soup to nuts' approach with discussion of career mobility, communication and diversity training. Especially interesting are chapters on designing compensation for a diverse workforce, selecting measures of diversity effectiveness, and linking work/family and diversity programs. This is an excellent and comprehensive resource.

Bowen, William G., Derek Bok and Glenda Burkhart

"A REPORT CARD ON DIVERSITY: LESSONS FOR BUSINESS FROM HIGHER EDUCATION"

Harvard Business Review, January-February 1999, pp. 139-149

Business Rational, Policy & Practice

For 30 years, the most selective colleges and universities have been working to increase diversity in their student bodies. New research by William Bowen and Derek Bok, two of the nation's foremost leaders of higher education, suggests that the experiences of these institutions also provide insight into how to create diverse organizations that succeed. While Bowen and Bok designed their research specifically to inform the debate on race in higher education, there are clear implications for people who lead organizations of all sorts. Four insights are of particular interest to a broader audience: the importance of a clear mission; deciding which applicants, considered individually and collectively, will contribute most to achieving the company's goals; how organizations can help employees perform to their potential through mentorship; and how to achieve accountability in a corporate setting. For those especially interested in higher education, the data on which these lessons were drawn is also recommended: Bowen, Bok and Loury, **THE SHAPE OF THE RIVER: LONG-TERM CONSEQUENCES OF CONSIDERING RACE IN COLLEGE AND UNIVERSITY ADMISSIONS**, 2000

BUILDING ON DIVERSITY: THE NEW UNIONISM

Vol. 20, No. 1, Spring/Summer 1993 (Midwest Center for Labor Research, 3411 West Diversey Ave., Suite 10, Chicago, IL 60647 - Tel: 312/278-5418)

Unions & Diversity

The entire issue is focused on the best practices emerging in local and international unions to address diversity. Taken together, the collection of position papers and case studies explores several important issues for building unity among organized labor, women and people of color. These are: 1) the need for unions to assume leadership in fighting all forms of discrimination; 2) the value of adopting a multicultural approach to unionism; 3) the implications of shifting from a "members only" approach to joining broadly defined social movements and developing a worker-community focus; and 4) the importance of finding points of commonality between workers to overcome divisions fostered by racial, ethnic or gender tensions.

Carnevale, Anthony and Susan Stone

THE AMERICAN MOSAIC: AN IN-DEPTH REPORT ON THE FUTURE OF DIVERSITY AT WORK

New York: McGraw-Hill Inc., 1996

Organizational Change, Diverse Perspectives

Like a textbook on workplace diversity, Carnevale and Stone provide a comprehensive report on workplace diversity, with overviews of the basics of diversity and culture change programs in organizations as well as discussions of "identity groups in the new workforce and their issues." An especially helpful resource for those new to workplace diversity concerns, this work includes chapters on membership diversity and unions, gay and lesbian concerns, and short histories of African-Americans, Hispanic-Americans, Asian-Americans, Native Americans and Arab-Americans. The study was sponsored by ASTD and funded by grants from the US Department of Labor and the Joyce Foundation.

Chemers, Martin and Stuart Oskamp, Mark Costanzo (eds.)

DIVERSITY IN ORGANIZATIONS

Thousand Oaks, CA: Sage Publications, 1995

Organizational Theory

This volume features many of the top theorists in diversity management, intergroup relations and organizational effectiveness for a multiple level analysis of the dynamics of organizational diversity. The authors address individual perceptions of personal identity; the effects of mentoring and superior-subordinate managerial relationships; diversity effects on groups and teams; and organizational outcomes, such as organization-wide demographic patterns and interdepartmental integration.

Colatosi, Camille and Elissa Krag

STOPPING SEXUAL HARASSMENT: A HANDBOOK FOR UNION AND WORKPLACE ACTIVISTS

Detroit: A Labor Notes Book, 1992 (Labor Notes, 7453 Michigan Ave., Detroit, MI 48210 - Tel: 313/842-6262)

Sexual Harassment

Writing as workplace activists, Colatosi and Krag discuss sexual harassment at work and offer practical suggestions for combating it by working with the union to solve problems, handle grievances and educate members. They also discuss organizing within an "unhelpful" union. Using real life stories and examples, they illustrate the complexity of the issue, with chapters devoted to women of color, unorganized workers, and winning equality. Appendices include a sample union survey, an outline for training classes, examples from leaflets and labor newspapers, descriptions of union and women's support initiatives. One caution - written in 1992, legal information should be updated.

Cox, Taylor Jr.

CULTURAL DIVERSITY IN ORGANIZATIONS: THEORY, RESEARCH & PRACTICE

San Francisco: Berrett-Koehler, 1993

Classic, Organizational Theory

This book is true to its subtitle. With commendable precision, Cox sifts through the voluminous psychology, sociology and organizational behavior literature to locate the safety net that allows people to take the "leap of faith" between

theory and practice. He speaks to both practitioners and academics without alienating either. Comprehensive and manageable, the propositions that end each chapter provide an effective summary of key issues.

Cox, Taylor Jr. and Ruby L. Beale

DEVELOPING COMPETENCY TO MANAGE DIVERSITY: READINGS CASES AND ACTIVITIES

San Francisco, CA: Baret-Koehler Publishers, 1997

Case Studies. Diversity Management. Policy & Practice

Building on Taylor Cox's acclaimed book, Cultural Diversity in Organizations, this companion volume provides managers with the tools they need to manage a culturally, socially, economically, and racially diverse workforce with success. Organized in an easy-to-follow, step-by-step format, a set of twenty-three readings, six case studies, and thirty-one activities takes readers through a three-stage learning process in which they develop the awareness, knowledge and understanding, and practical skills needed to manage diversity in an increasingly complex workplace.

Cross, Elsie Y.

MANAGING DIVERSITY: THE COURAGE TO LEAD

Westport, CT: Quorum Books, 2000

Leadership, Organizational Change

Using powerful case examples, Cross draws on her years of experience as an African-American woman and diversity consultant working with top organizational leadership in comprehensive organizational change. Her approach to managing diversity calls on leadership to have the courage to understand their own biases if they are to manage diversity intervention. She explores the emotional and psychological barriers that enforce racism, sexism and other forms of oppression in the workplace and clearly illustrates how oppression functions at the individual, group and systems levels. This is an important book for anyone wanting to understand the dynamics of oppression to effectively deal with today's urgent cross-cultural and gender issues in the workplace.

Cross, Elsie Y. and Margaret Blackburn White (eds.)

THE DIVERSITY FACTOR: CAPTURING THE COMPETITIVE ADVANTAGE OF A CHANGING WORKFORCE

Chicago, IL: Irwin Professional Publishing, 1996

Organizational Change

This collection of articles provides strategies and approaches for creating and sustaining a culture change process in organizations. The editors have chosen articles that move beyond a diversity paradigm of interpersonal awareness and individual skill building to one of organizational assessment and culture change. The articles in this collection identify strategies for creating and sustaining a change process; explore the barriers to successful culture change; and suggest concrete methods of measuring change across different individuals and groups within the organization. Particular topics include: the role of white people in the organizational change process; heterosexism as a workforce diversity issue; a diversity assessment survey; and self-reported case studies from IBM and DuPont. .

Dana, Daniel

TALK IT OUT! 4 STEPS TO MANAGING PEOPLE PROBLEMS IN YOUR ORGANIZATION

Amherst, MA: Human Resource Development Press, Inc., 1990

Conflict Management

A pioneer in the field of conflict resolution, Dana is internationally recognized as the originator of Managerial Mediation. Here he has provided a highly usable method for managing workplace conflicts. A realistic book that effectively combines theory with practical applications, Dana focuses on dealing with conflict, rather than walking around it. His 4 Step Method of conflict management helps people in conflict to work together to solve the problem rather than work against one another to win the conflict. Refreshingly, the 4 Step Method is a self-facilitated process that empowers employees to take responsibility for addressing their conflicts directly and effectively. Writing for both the specialist and the generalist, Dana provides a thoroughly detailed step-by-step analysis of his method. Each step receives a full chapter of explanation prefaced by a discussion of the levels of conflict; an explanation of the "Cardinal Rules" which enable the 4 Step Method to work; and the situations in which no method of conflict management is effective. The 4 Step Method provides room for culturally different perspectives on conflict, dialogue, and negotiation while it allows the differences of the individuals to be acknowledged and respected.

Dass, Parshotam and Barbara Parker

“STRATEGIES FOR MANAGING HUMAN RESOURCE DIVERSITY: FROM RESISTANCE TO LEARNING”

The Academy of Management Executive May 1999, pp. 68-80

Policy & Practice

The authors argue that there is no single best way to manage diversity in the workplace, but that the organization's approach depends on the degree of pressure for diversity, the type of diversity in question, and managerial attitudes. Strategic responses for managing diversity are presented in a framework of four modes described as proactive, accommodative, defensive, and reactive. These responses to managing diversity are then discussed in terms of the following implementation practices: “episodic” (a short-term initiative in response to a particular episode or incident), “freestanding” (a formalized initiative that is not integrated with core organizational activities) and “systemic” (ongoing initiatives directly linked to core activities of the organization).

Dellate, A.P. and L. Baytos

8 GUIDELINES FOR SUCCESSFUL DIVERSITY TRAINING

Training, January 1993, pp 55-60

Training

The authors offer their advice on how to make diversity training successful. Their suggestions: 1) incorporate both training and education into the program, but make a distinction between the two; 2) make training a part of an overall managing diversity strategy, not an end in itself; 3) introduce training strategically, not as a knee-jerk reaction; 4) do a thorough needs analysis before the training begins; 5) seek out and include diverse input into the design; 6) pilot-test the program before rollout; 7) use both internal and external resources for efficiency and credibility; 8) make diversity training and education part of the organization's way of life, not a one-shot deal.

Dingh, Patricia

“RELIGION IN THE WORKPLACE: MAKE A GOOD-FAITH EFFORT TO ACCOMMODATE”

HR Magazine, December 1998, pp. 84-91

Religion

Although religion is rarely discussed at work, it plays a significant role in an increasing number of workers' lives. This article provides a brief guide to the religious customs and holy days observed by an increasing number of workers in the United States. Major religions including Baha'i, Buddhism, Christian Science, Hinduism, Islam, Judaism, Mormonism, Paganism, Sikhism and many types of Christianity are discussed to help the reader develop the sensitivity, tolerance and understanding that are the hallmarks of respect for religious diversity in the workplace.

Dobbs, Matti F.

“MANAGING DIVERSITY: LESSONS FROM THE PRIVATE SECTOR”

Public Personnel Management, Fall 1996, pp. 351-368

Case Studies, Policy & Practice

Public sector organizations, like their private sector counterparts, are experiencing a change in the age, sex and ethnicity of the US workforce. Private organizations are implementing a variety of strategies to recruit, integrate and manage the new workforce and to harness the potential of all employees. These strategies may also prove helpful in the public sector as well. This research examines the processes employed by private companies to develop diversity, compares them with a public initiative, explores the lessons learned, and discusses the implications for public personnel managers. Of particular interest is the discussion of the diversity management experiences of Xerox, Gannett, and Corning Glass. Dobbs presents these brief cases and lessons learned in a clear, easy-to-read manner.

Gentile, Mary C.

MANAGERIAL EXCELLENCE THROUGH DIVERSITY

Prospect Heights, IL: Waveland Press, 1998

Case Studies, Policy & Practice

As the publisher suggests, this book is titled *Managerial Excellence Through Diversity* because it assumes that diversity is not a problem to be managed away, but is rather an opportunity to develop both personal and managerial

effectiveness. Toward that end, the author takes a case study approach to explore an impressive range of diversities, including race, gender, ethnicity, nationality, religion, age, physical ability, sexual orientation, economic background, educational background, learning and communication styles, and functional expertise. The result is a casebook that helps the reader develop the perspectives and critical thinking skills needed to take advantage of workplace diversity. Also included are opportunities for self-assessment regarding diversity readiness, and cases that encourage the practice of productive skills.

Hayles, V. Robert and Armida M. Russell

THE DIVERSITY DIRECTIVE: WHY SOME INITIATIVES FAIL AND WHAT TO DO ABOUT IT

New York: McGraw-Hill, 1997.

Policy & Practice

Building on the early lessons of diversity awareness training, this book helps translate diversity initiatives into visible and measurable results. It is a guide to help individuals and organizations move beyond awareness toward systems, processes, and behaviors that promote substantive, lasting change. It is designed for the busy professional. Each chapter offers a concise summary that can be quickly skimmed, while each chapter goes into substantial detail on topics including: rationales for diversity change, strategies for custom-fitting a diversity approach, conducting a diversity audit, and evaluation. The focus of the book is three-fold: effectiveness (doing the right things), efficiency (doing them cost-effectively and well), and endurance (institutionalizing beneficial changes). The three together make for healthier places to live, learn, and work.

Huang-Nissen, Sally

DIALOGUE GROUPS: A PRACTICAL GUIDE TO FACILITATE DIVERSITY CONVERSATION

Blue Hill, ME: Medicine Bear Publishing, 1999

Communication, Dialogue

Developed from the collective learning experience of dialogue groups in four different, and unnamed, organizations, Huang-Nissen leads the reader through the principles of dialogue, group dynamics, and the skills required of effective dialogue group facilitators. With a practical bent, she discusses how to set up groups; how to train group leaders; how to monitor progress; and how to end dialogue groups. Her model for dialogue groups is built from Walker's work with core groups at Digital, Bohm's principles of dialogue, Peck's model for community making, group therapy theory, participant feedback and her own personal cross-cultural experiences. This selection is a useful beginning point for anyone wanting to explore the potential of dialogue for diversity work.

Hunt, Gerald (ed.)

LABORING FOR RIGHTS: UNIONS AND SEXUAL DIVERSITY ACROSS NATIONS

Philadelphia, PA: Temple University Press, 1999

Unions, Sexual Orientation

Organized labor and sexual diversity: this collection of readings from the United States, Canada, Australia, Germany, Britain, France, the Netherlands and South Africa explore labor's emerging alliance with the gay, lesbian, bisexual and transgendered workforce. Essays discuss labor's response to issues of concern to sexual minorities, such as same sex benefits, anti-discrimination language in contracts and education.

Jackson, Susan E. & Associates

DIVERSITY IN THE WORKPLACE: HUMAN RESOURCE INITIATIVES

New York: Guilford Publications, 1992

Case Studies, Policy & Practice

This volume should be considered a classic in the literature on workplace diversity, not only for its contribution to scholarship in the field, but also for its usefulness for practice. Jackson has compiled a thoughtful collection of articles that covers a wide variety of industries and approaches to diversity. Case studies are used to illustrate how issues of diversity have made their way into the strategic agendas of a number of organizations. The cases describe several approaches to creating change and the roles played by human resource managers, consultants and professionals in working through diversity.

Jamieson, David and Julie O'Mara
MANAGING WORKFORCE 2000: GAINING THE DIVERSITY ADVANTAGE
San Francisco: Jossey-Bass, 1991

Policy & Practice

Of the many books written about workplace diversity since the Hudson Institute released "Workforce 2000," this is among the most useful. A combination of theory and practical application, this book provides useful insights and concrete strategies to help managers move beyond a "one size fits all" mentality. Jamieson and O'Mara offer four management strategies that enable managers to deal with the changing workforce: matching people and jobs; managing and rewarding performance; informing and involving people; and supporting lifestyle and life needs. To guide the changes required by these strategies, the authors propose a 6-step process of Flex Management. Their recommendations are buttressed by 133 examples of real world approaches used by organizations such as Apple Computer, Federal Express, Global Metallurgical, McDonald's, the U.S. Forest Service, Stride Rite, Digital Equipment, and Wells Fargo Bank. A special Resources section describes services offered by 65 organizations that deal with workforce change.

Kossek, Ellen and Ernst and Sharon Lobel, Editors
MANAGING DIVERSITY: HUMAN RESOURCE STRATEGIES FOR TRANSFORMING THE WORKPLACE

Cambridge, MA: Blackwell Publishers, Ltd., 1996

Policy & Practice

This hefty text provides an excellent resource for issues of diversity in human resources. Specific sections include recruitment and selection for diversity, developing and motivating a changing workforce, emerging topics (from unions to health and safety), and linking diversity to organizational strategy. In addition to the breadth of topics covered, the diversity of authors whose works make up the text and the inclusion of excellent bibliographies following each paper make this a truly worthwhile reference. For educators or managers interested in using the text for training, a Field Guide containing cases is available. Request it by calling (617) 577-3452, or write Blackwell Publishers, Inc., 238 Main Street, Cambridge MA 02142

Kronenberg, George K.
"OUT OF THE CLOSET"

Personnel Journal. June 1991, pp 40-44

Sexual Orientation

This concise article provides a broad overview of issues facing gay men and lesbians in the workplace. It covers many issues, from AIDS to state and local ordinances regarding domestic partnership and non-discrimination. Includes examples of how some companies are addressing the issues with non-discrimination and employee-benefit policies, employee support groups and awareness trainings. Written in 1991, we include this selection here to allow the reader to reflect on the extent of change over the last decade.

Lapid-Bogda, Ginger
"HOW TO WIN SENIOR MANAGEMENT'S SUPPORT FOR DIVERSITY"

HR Focus, March 1992, p 10

Business Rationale

A great one-pager of ideas. Promising and creative suggestions include: 1) interview them - senior managers are not "a monolithic group;" 2) directly link diversity to business - "specifics will grab senior management's attention;" 3) give them data - "senior management is usually the last to know;" 4) find out what they lose sleep over, then link diversity to it; 5) educate them - it's not beneath them and they must model the behavior they desire and 6) link diversity to other organizational initiatives.

Loden, Marilyn
IMPLEMENTING DIVERSITY

Chicago, IL: Irwin Professional Publishing, 1996

Organizational Change

Applying a change management paradigm to diversity, Loden uses short case studies from corporate, government, and academic settings to take a close look at a broad spectrum of organizational efforts made to date to value diversity, both missteps and successes. She identifies 14 "implementing principles" and develops a categorization framework for

employees as innovators, change agents, pragmatists, skeptics or traditionalists according to their tolerance for diversity. She includes recommendations for training and communication strategy for each employee type .

Martino, J. M.

DIVERSITY: AN IMPERATIVE FOR BUSINESS STRATEGY

The Conference Board, Publication No. 1256, October 29, 1999
(www.conference-board.org)

Policy & Practice, Business Rationale

This report summarizes highlights from The 1999 Diversity conference held in New York and San Francisco, with emphasis on the business rationale. It also reviews tools companies are using to support diversity.

Mathews, Audrey

“DIVERSITY: A PRINCIPLE OF HUMAN RESOURCE MANAGEMENT”

Public Personnel Management, Summer 1998, pp. 175-185

Policy & Practice

As more organizations implement diversity initiatives, personnel and human resource managers play increasingly significant roles. This study explores the challenges these managers face in implementing diversity initiatives, discusses strategies personnel and human resource managers are currently employing to address the need for diversity, and suggests methods to integrate diversity as a principle of human resource management. Strategies reviewed include: diversity audits to identify organizational problems; aligning workforce planning with strategic plans; benchmarking personnel/human resource practices; and positioning diversity as a top-level management function. The study also examines the benefits of flex management, partnering with management and educating and training managers/line supervisors to effectively manage diversity.

McNaught, Brian

GAY ISSUES IN THE WORKPLACE

New York: St. Martins Press, 1993

Sexual Orientation

In this practical and authoritative book, McNaught offers: 1) premises for successfully framing the issue; 2) an understanding of who gay, lesbian and bisexual people are, why they come out, and how they do so; 3) explanations of heterosexism and homophobia and of how they have an impact on the workplace; 4) an exploration of what gay people want and need to feel safe, valued, and fully productive; 5) answers to commonly asked questions; and 6) a model for training on this issue. This selection is easy to read, right on target with the concerns of employees and corporations, and full of useful information and advice. Included is an appendix with resources – newsletters, books, videos and organizations.

Mickens, Ed

“INCLUDING SEXUAL ORIENTATION IN DIVERSITY PROGRAMS AND POLICIES”

Employment Relations Today, Autumn, 1994, pp. 263-275 .

Sexual Orientation

In a direct, conversational tone, Ed Mickens provides a clear rationale for including sexual orientation in organizational diversity initiatives. He explores the questions, concerns and fears which often beset practitioners and provides strategies for integrating sexual orientation into organizational training, policy and management initiatives.

Morrison, Ann

THE NEW LEADERS: GUIDELINES ON LEADERSHIP DIVERSITY

San Francisco: Jossey-Bass, 1992

Classic, Case Studies, Leadership

This book is unique in that it focuses on leadership development. Morrison starts off with a general discussion of diversity that is full of eye-opening statistics. The remainder of the book is the result of a study of sixteen model companies (she includes details of the research project in the Appendix). From the diversity efforts of these organizations, the author develops a two-tiered model for achieving leadership diversity. The first tier consists of three

diversity strategies: 1) education about diversity; 2) enforcement of diversity initiatives; and 3) exposure to diversity. These are supported by three diversity practices that comprise the second tier: 1) accountability for diversity; 2) employee leadership development; and 3) recruitment of a diverse workforce. Morrison uses anecdotes from the sixteen companies to illustrate each component of the model. In addition, she addresses barriers to achieving leadership diversity, such as backlash.

Murrell, Audrey J. and Faye J. Crosby and Robin J. Ely

MENTORING DILEMMAS: DEVELOPMENTAL RELATIONSHIPS WITHIN MULTICULTURAL ORGANIZATIONS

Mahwah, NJ: Lawrence Erlbaum Associates, 1999

Mentoring

Building on research in both workplace and academic environments, this collection of articles explores issues of race, gender, culture and class in mentoring relationships. The editors have combined theory, empirical research and first-hand accounts of mentor/protégé experiences to enhance our understanding of role responsibilities and organizational support for achieving positive outcomes. The research challenges many traditional assumptions about developmental relationships. Reading through the chapters alerts us to key issues such as who should mentor whom; diverse perceptions of trust; the need for greater self-awareness; the risks of mentoring from a marginalized position. A bit on the academic side, this offers insights useful for the practitioner.

Norris, Donald and M. C. Joëlle Figiolé Lofton

WINNING WITH DIVERSITY: A PRACTICAL HANDBOOK FOR CREATING INCLUSIVE MEETINGS, EVENTS, AND ORGANIZATIONS

Washington, D. C.: American Society of Association Executives, 1995

Policy & Practice

Using information drawn from case studies and interviews with representatives from over 50 organizations in a wide range of positions, including corporate leaders, meeting professionals, human resource managers, association leaders, academic leaders, and specialists in student recruitment and retention, this book provides “practical applications, lessons learned and helpful hints” for a comprehensive treatment of meeting and event planning and inclusive organization building. Initially designed for professionals in the hospitality, meeting and event management and association industries, this resource includes sections on increasing diversity and inclusion in membership organizations and on Boards of Directors.

Norton, J. Renae and Ronald Fox

THE CHANGE EQUATION: CAPITALIZING ON DIVERSITY FOR EFFECTIVE ORGANIZATIONAL CHANGE

Washington, DC: American Psychological Association, 1997

Organizational Change

Acknowledging the framework of today's fast paced global economy which puts a premium on tapping the creativity and innovative problem-solving of an empowered workforce, Renae and Fox offer a discussion of organizational culture and change which integrates diversity with total quality views of workforce empowerment, customer satisfaction, and organizational performance. Their approach, called "organizational plurality," examines the role diversity plays at each of four functional levels -- culture, structure, roles and responsibilities, and work relationship skills. The change equation model describes a six-phase process for systemic assessment and intervention. An interesting book, this will be of interest for readers wanting to connect diversity initiatives with on-going quality processes, work re-organization, and the cultural change implicit in such practices as information-sharing and employee empowerment.

President's Committee on Employment of People with Disabilities
READY, WILLING AND AVAILABLE: A BUSINESS GUIDE FOR HIRING PEOPLE WITH DISABILITIES

1993 (President's Committee on Employment of People with Disabilities, 1331 F Street, N.W. Washington, D.C. 20004-1107 - Tel: 202/376-6200 - Fax: 202/376-6219
TDD: 202/376-6205, on line at: <http://www50.pcepd.gov/pcepd/>)

Disability Issues

A very practical nuts and bolts how-to guide, includes a sample job analysis form, reviews laws, and provides resources for further information.

Reardon, Kathleen

"THE MEMO EVERY WOMAN KEEPS IN HER DESK"

Harvard Business Review, March/April 1993, pp 16-22

Women & Gender

This article on gender inequities at work is as provocative as the title. In the article, a woman has written a memo describing the disparaging and often hostile environment women face at the company. Six experts discuss the question of whether she should send the memo, pointing out the obstacles she faces and how to overcome them. In addition, they examine the potential impact on the company if the problem is not addressed. Given the many complex issues raised here, this case is an excellent vehicle for discussion.

Samovar, Larry A. and Richard E. Porter

INTERCULTURAL COMMUNICATION: A READER

Belmont, CA: Wadsworth Publishing Company, (Sixth Edition) 1991

Classic, Cross-cultural Communication

This is a fine collection of articles about cross-cultural communication. These concise writings from a variety of academic fields are impressive in their scholarship and pleasingly applicable to real situations. Four parts cover: 1) principles of intercultural communication; 2) cultural backgrounds of individuals and the influence of setting or context; 3) taking part in intercultural communication; and 4) improving intercultural communication. Particularly noteworthy for diversity practitioners are Chapters 3 and 5 that contain articles on the impact of disabilities, gender, age and sexual orientation on cross-cultural communication. Given that not everyone can take a whole course on intercultural communication, this reader is a worthwhile substitute.

Simons, George F. and Carmen Vasquez, Phillip R. Harris

TRANSCULTURAL LEADERSHIP: EMPOWERING THE DIVERSE WORKFORCE

Houston, TX: Gulf Publishing Co., 1993

Leadership

These three consultants offer their expertise in this comprehensive and extremely practical book. They discuss and offer assistance on: a) communication in a multicultural setting; b) leading and motivating a multicultural workforce; c) managing a diverse staff; d) giving and receiving feedback; e) changing the organization; f) gender issues in the workplace; and g) empowerment. In addition, they provide a model of a cultural continuum to help managers assess the diversity within their organizations. A glossary of terms is also included, although the definitions are rather simplistic. In short, this book provides the benefits of a workshop series for a fraction of the cost, with pictures and diagrams included. A laudable how-to.

Simmons, Michael

NEW LEADERSHIP FOR WOMEN AND MEN

Brookfield, VT: Gower, 1996

Gender, Leadership

Simmons tackles the thorny issue of gender and leadership in the changing workplace in this readable text. In three parts, he explores the importance of leadership, how to develop both women and men as leaders (including issues of women's internalized sexism and men's gender conditioning), and finally, he describes in detail how to build an inclusive organization in which both women and men function effectively. In addition, chapters such as "On Being Human" and "Developing New Skills" are useful to anyone interested in improving interpersonal relations, in the workplace or other areas of life. He also includes a succinctly annotated bibliography of additional reading.

Part of the SHRM Issues Management Survey Series, this report presents the findings of survey project undertaken to determine the implementation of diversity initiatives by 1) a random sample of SHRM members and 2) Fortune 500 organizations, typically from larger organizations with between 2,501 and 5,000 employees. The findings include information on the extent, staffing, tenure, impact, beneficiaries and components of diversity initiatives. The report also includes a discussion of measurement initiatives and of the use of taskforces and councils to foster diversity.

Thomas, David and Robin J. Ely

“MAKING DIFFERENCES MATTER: A NEW PARADIGM FOR MANAGING DIVERSITY”

Harvard Business Review, September-October 1996, pp 79-90

Case Studies, Organizational Theory, Policy & Practice

Defining diversity as “the varied perspectives and approaches to work that members of different identity groups bring,” Thomas and Ely investigate how to unleash the benefits of diversity and offer suggestions to explain why many established diversity initiatives fall short of delivering on the promise of increased organizational effectiveness. Their explanation looks beyond the familiar “discrimination-and-fairness” paradigms to present a new paradigm for understanding – and leveraging – diversity, the “learning and effectiveness” paradigm. Using case studies to support their analysis, the authors discuss what is involved to connect diversity to work and identify eight preconditions for making the paradigm shift. This is an interesting article for those readers seeking to link diversity to organizational learning.

Thomas, David A. and John J. Gabarro

BREAKING THROUGH: THE MAKING OF MINORITY EXECUTIVES IN CORPORATE AMERICA

Cambridge, MA: Harvard Business School, 1999

Leadership Development, Policy & Practice

In this groundbreaking book, the authors provide detailed analyses of three companies (whose identities remain confidential) that have been successful in promoting people of color from the entry level to the executive level. Both individual and organizational factors that encourage or prohibit progressing up the corporate ladder are considered. This frank, enlightening look at the rocky road people of color must negotiate to reach the executive suite offers suggestions for aspiring executives as well as guidelines for corporations.

Thomas, Roosevelt R., Jr.

BEYOND RACE AND GENDER: UNLEASHING THE POWER OF YOUR TOTAL WORKFORCE

New York: AMACOM, 1991

Case Studies, Policy & Practice

Thomas, founder and president of the American Institute for Managing Diversity, broadens the discussion beyond affirmative action, presenting workplace diversity as all-inclusive, and thus relevant for all employees, not just women and "minorities." His definition of managing diversity is "a comprehensive managerial process for developing an environment that works for all employees." He takes the reader briefly through the historical development of workplace diversity initiatives, and then uses three companies as case studies to illustrate the successful implementation of a managing diversity strategy. Bonuses of the book include complete instructions and questionnaire to conduct your own Culture Audit, complete interview guides for the three model companies, examples of Action Plans, and step-by-step discussions of how the Action Plans were implemented and with what outcomes. This book is as important as it is useful.

Thomas, Roosevelt R., Jr. and Marjorie I. Woodruff

BUILDING A HOUSE FOR DIVERSITY: HOW A FABLE ABOUT A GIRAFFE AND AN ELEPHANT OFFERS NEW STRATEGIES FOR TODAY'S WORKPLACE

New York: AMACOM Books, 1999

Leadership, Policies & Practice

To introduce this volume of real-life stories of diverse individuals at work, the authors present a brief tale of how a house built specifically for a tall, slender giraffe fails to accommodate a visit from a friend with quite a different physique: an elephant. The tale is a simple one, and it offers an easy-to-understand metaphor to introduce a variety of more complex diversity issues, including understanding the perspectives of “insiders” and “outsiders,” managing the challenges and opportunities of diversity, and becoming “diversity mature” in coping with an increasingly diverse workforce.

Thomas, Roosevelt R., Jr.

“DIVERSITY MANAGEMENT: SOME MEASUREMENT CRITERIA”

Employment Relations Today, Winter 1999, pp. 49-62

Measurement

Thomas takes up the challenge of how to answer perhaps the thorniest question in diversity management: How do we know if we're making progress? In a series of straightforward “action prescriptions” he encourages managers to gain conceptual clarity (what *is* diversity?), be willing to set implementation parameters, and view results realistically. Measurement issues include what should be measured, how it should be measured, and when, and Thomas's direct style facilitates coming away with productive answers.

Thomas, Roosevelt R., Jr.

REDEFINING DIVERSITY

New York, NY: AMACOM, 1996

Organizational Theory

In addition to offering fresh insights on managing workforce diversity, Roosevelt Thomas offers the reader a new understanding of diversity itself. Thomas contends that managers can view and interpret many of today's business challenges and opportunities as diversity mixtures. He identifies the “Diversity Paradigm” as the core of a new diversity management process and widens the definition of diversity beyond “different kinds of people” to embrace “any collective mixture characterized by differences and similarities.” Thus, diversity serves as a lens through which such issues as mergers or joint ventures, cross-functional synergy efforts, coordination of multiple lines of business, globalism, learning, and change management can be framed. He provides case studies to illustrate his thinking: Bell South Corporation, Hallmark Cards, EDS, Goodyear Tire and Rubber and General Motors.

Wentling, Rose Mary and Nilda Palma-Rivas

CURRENT STATUS OF DIVERSITY INITIATIVES IN SELECTED MULTINATIONAL CORPORATIONS: DIVERSITY IN THE WORKFORCE SERIES #3

December 1997, National Center for Research in Vocational Education, University of Illinois at Urbana-Champaign (NCRVE - Materials Distribution Service, Western Illinois University, 46 Horrabin Hall, Macomb, IL 61455 Tel: 800/637-7652

Policies & Practices

Part of a series of research studies designed to promote understanding of diversity initiatives that most likely will assist the successful transition of minority youth into the workplace, Report #3 reviews diversity initiatives in eight US based multi-national corporations. Without identifying the corporations by name, the study identifies the dimensions of diversity initiatives being undertaken and the dynamics of corporate response to workforce diversity including discussion of the planning process, success factors, barriers encountered, and the relationship between domestic and international diversity initiatives.

Wheeler, Michael L.

CORPORATE PRACTICES IN DIVERSITY MEASUREMENT: A RESEARCH REPORT

1996, The Conference Board Report Number 1164-96-RR (The Conference Board, 845 Third Ave., New York, NY 10022-6679 Tel: 212/759-0900)

Measurement

Based on in-depth interviews and focus group discussion with corporate diversity directors/managers and academics, the report presents the findings of research undertaken to ascertain diversity measurement practices of leading edge companies. The report summarizes six common categories of measurement: demographics; organizational culture; accountability; productivity, growth and profitability; benchmarking and programmatic measures. Discussion of measurement tools includes illustrations of sample metrics. Wheeler suggests two models for a measurement strategy framework, both based on creating, managing, valuing and leveraging diversity. The research finds that measures are process driven rather than bottom-line driven; that behavior is a key metric in employee and management accountability; and that diversity is an important component of strategic performance measures for organizational effectiveness.

White, Margaret Blackburn

“A DAY IN THE LIFE OF A DIVERSITY MANAGER”

The Diversity Factor, Winter 1999, pp. 41-42

Leadership

Based on a survey conducted to explore the facets of diversity managers’ jobs, this brief article highlights the variation in the “typical” responsibilities of managers, and it offers a fascinating view of the criteria used to select diversity managers and the challenges they face.

White, Margaret Blackburn

“MEASURING CHANGE”

The Diversity Factor, Fall 1998, pp. 2-6

Measurement

Managers share their views and experiences on a range of topics related to measurement and change concerning diversity management in this quick-to-read article. Featured are diversity measurement issues for companies such as Prudential, Hewlett-Packard, Ford, Bestfoods, and Pepsi-Cola.

Winfeld, Liz and Susan Spielman

STRAIGHT TALK ABOUT GAYS IN THE WORKPLACE

New York: AMACOM, 1995

Sexual Orientation

Increasingly organizations are including sexual orientation in diversity management initiatives. This book examines why sexual orientation should be included and how to go about doing so. Some of the topics covered include designing and delivering sexual orientation education, domestic partner benefits, and HIV/AIDS workplace policies.

Catalyst

WOMEN OF COLOR IN CORPORATE MANAGEMENT: OPPORTUNITIES AND BARRIERS

Catalyst, 1999 (<http://www.catalystwomen.org/research/research13.html>)

Policy & Practice, Women & Gender

In this national study, Catalyst investigates the impact of racial and ethnic status on women in management. Focusing on Asian, Black and Hispanic women, the research examined opportunities and barriers to the retention and advancement of women of color. The research is supported by “Women of Color in Corporate Management: A Statistical Picture.”

Woods, Susan

“UNIONS, PEOPLE AND DIVERSITY: BUILDING SOLIDARITY ACROSS A DIVERSE MEMBERSHIP”

The Diversity Factor, Fall 1998, pp 38-45

Unions

Highlighting current union initiatives on both the international and local union levels, Woods examines diversity and organized labor. She suggests diversity is a membership issue, an organizing issue and an issue of fair representation.

Zemke, Ron, Claire Raines and Bob Filipczak

GENERATIONS AT WORK: MANAGING THE CLASH OF VETERANS, BOOMERS, XERS, AND NEXTERS IN YOUR WORKPLACE

New York, NY: AMACOM, 2000

Case Studies, Age Issues

How many generations come together in your workplace? Zemke, Raines and Filipczak have written a light-hearted but serious review of the generation gap at work and offer concrete, practical insights to convert a multigenerational workforce from a problem to an asset. With profiles of four distinct age groups, surveys of five organizations, including Chevys Fresh Mex, TGI Friday's, Ben and Jerry's Homemade, Inc., West Group and Lucent Technologies, and answers to the 21 most frequently asked questions, the authors suggest a strategy for managing the multigenerational workforce. They are: accommodate differences; create workplace choices; operate from a sophisticated management style; respect competence and initiative; and nourish retention. This book is a valuable tool.



SECTION II

KEY WORKS: *Developing a Framework for Understanding*

We recommend key works in intergroup relations theory, history, and philosophy. These writings are suggested to help practitioners develop a framework for understanding the social and cultural dynamics of intergroup relations in the United States today.

Adams, Maurianne, Lee Anne Bell and Pat Griffin, (eds.)

TEACHING FOR DIVERSITY AND SOCIAL JUSTICE: A SOURCEBOOK

New York: Routledge, 1997

Social Justice Theory

This rich sourcebook provides theory, content and strategies for teaching about social justice and diversity in a variety of learning settings. The book's theoretical perspectives are decidedly grounded in the anti-oppression model (several of the contributing authors teach in or were educated in the Social Justice Education Program, School of Education, University of Massachusetts at Amherst). The authors provide a coherent framework by which learners can engage and critically analyze various forms of social oppression, including racism, sexism, classism, antisemitism, heterosexism and ableism. This sourcebook offers theory, research, proposed lesson plans, and copious visual and experiential resources. It will be useful for diversity professionals as well as educators of all kinds who are committed to teaching, learning, and planning for social justice.

Banas, Gary E.

"NOTHING PREPARED ME TO MANAGE AIDS"

Harvard Business Review, July/August 1992, pp 26-33

HIV/AIDS in the Workplace

This is a thoughtful and refreshingly candid discussion of one manager's experience with AIDS in the workplace. An excerpt from the article is most fitting here: "My whole reason for writing this article, including the parts that don't particularly reflect well upon myself, is to make this one point: Don't let anyone kid you, when you confront AIDS in the workplace, you will face untenable choices that seem to pit your obligation to humanity against your obligation to your organization. Contrary to popular opinion, you will almost certainly fall short in both areas." Written in 1992, we include this selection to allow the reader to reflect on change over the last decade.

Bell, Derrick

FACES AT THE BOTTOM OF THE WELL: THE PERMANENCE OF RACISM

New York: Basic Books, 1992

Race and Racism

Bell faced down Harvard University and was dismissed from his chaired faculty position for refusing to end his two-year leave protesting the absence of women of color on the law faculty. In this book, Bell asserts, controversially, "Racism is an integral, permanent, and indestructible component of this society. Black people are the magical faces at the bottom of society's well. Even the poorest whites, whose who must live their lives only a few levels above, gain their self-esteem by gazing down on us. Surely, they must know that their deliverance depends on letting down their ropes. Only by working together is escape possible."

Writing with a unique combination of fiction and fact, allegory and history, story-telling and social analysis, Bell challenges the hopes of "We Shall Overcome" believers and asserts what they do not want to hear: racism is a permanent fixture of our culture. He goes further to assert that racism is so deeply ingrained into our culture that it will be impossible to eradicate, unless whites come to recognize that maintaining the racial status quo is more painful than working to achieve justice and equality. The book's landmark final allegory, "Space Traders," does more than any lecture or academic essay to reveal the subtle, pervasive ways in which our nation's systems and institutions are influenced by racism.

Bem, S. L.

THE LENSES OF GENDER: TRANSFORMING THE DEBATE ON SEXUAL INEQUALITY

New Haven: Yale University Press, 1993

Women & Gender

This excellent book pulls together the numerous facets of the sexual inequality issue into an understandable and workable framework. Bem defines the "lenses of gender" as "hidden assumptions about sex and gender" in our culture that get passed from generation to generation. With this book, she aims to "render those lenses visible rather than invisible, to enable us to look at rather than through them." Bem reviews the history and present state of the treatment of women in science, theology, philosophy, psychology and psychiatry, law, and medicine. While this book is focused on gender issues, Bem's perspective is equally applicable to other cross-cultural situations.

Blank, Renee and Sandra Slipp

**VOICES OF DIVERSITY: REAL PEOPLE TALK ABOUT PROBLEMS AND SOLUTIONS IN A
WORKPLACE WHERE EVERYONE IS NOT ALIKE**

New York, NY: American Management Association, 1994

Diverse Perspectives

Designed for all workers, but especially for supervisors and managers, this book describes real situations experienced by women, Latinos, Asian-Americans, African-Americans, white men, young workers, older workers, people with disabilities, and gays and lesbians. In their own words, members of each group discuss what they find offensive in common stereotypes and what they resent about their treatment in the workplace.

Chesler, Mark A.

"RACETALK: THINKING AND WRITING ABOUT RACISM"

The Diversity Factor, Spring 1995

Race & Racism

Writing as a white male, Chesler offers his perspectives on white racial identity and the struggles whites face when confronted with "racetalk." He provides suggestions to help white people engage in honest discourse and self-examination about personal and institutional forms of racism.

Cobble, Dorothy Sue (ed.)

WOMEN AND UNIONS: FORGING A PARTNERSHIP

Ithaca, NY: ILR Press, 1993

Unions, Women & Gender

In her introduction, Cobble observes, "The labor movement must. . .think in terms of multiple and competing models of unionism and, in particular, of devising approaches suitable for organizing and representing the growing female, service, and contingent workforce." Toward this end, this collection of essays provides a timely and expert review of issues facing women workers today, including: a) the wage gap; b) family needs; c) temporary and part-time work; d) homework; e) organizing and representing women; and f) female leadership in the union culture.

Cockburn, Cynthia

IN THE WAY OF WOMEN: MEN'S RESISTANCE TO SEX EQUALITY IN ORGANIZATIONS

Ithaca, NY: ILR Press, 1991

Women & Gender

Cockburn presents an interesting application of political theory to a pragmatic investigation of organizational life in the British workplace. Based on qualitative research comparing treatment of women in a private sector firm, a civil service bureaucracy, a local elected body, and a trade union, Cockburn applies feminist inquiry to the question of men's resistance to women's progress within organizations. Cockburn focuses on the question of achieving "not *equality*, but equivalence, not *sameness* for individual women and men, but *parity* for women as a sex." Her research identifies how women, like people of color, lesbians and gays, and people with disabilities, must confront the demand for assimilation as the price of acceptance. She concludes what is needed is a change in power relations "to use power not as domination but as capacity," to enable "many voices in negotiation." Cockburn's thoughtful and careful discussion helps clarify the subtleties of difference and resistance to change within organizations.

Cone, James H.

MARTIN & MALCOLM & AMERICA: A DREAM OR A NIGHTMARE?

Maryknoll, NY: Orbis Books, 1991

Race & Racism

Cone, a distinguished professor at Union Theological Seminary, offers a detailed look at the relationship between two giants of the twentieth century and their ultimate challenge to the United States. The two men are often depicted as polar opposites: "I have a dream" versus "By any means necessary." Cone cuts through these simplistic images to find two men whose visions were complementary and moving toward convergence. In this insightful and astute work, Cone assesses the strengths and weaknesses of both men and the ways in which, together, they might contribute to today's struggle for freedom and justice. While Cone's frame of reference is theological, his analysis enriches our collective understanding of the influence and symbolism of Martin and Malcolm more than 25 years after their deaths.

Cose, Ellis

RAGE OF A PRIVILEGED CLASS.

New York: Harper Collins, 1993

Race & Racism

The author asks, "Why are middle-class blacks angry?" For the answer he goes to the source, and interviews dozens of highly successful African-Americans: including CEO's, attorneys and academics. In addition to credentials from the most elite institutions, proven track records and high incomes, they also possess, as one says, "the incredible burden of living this dual life. . .and being constantly reduced to third-class citizenship and still expected to operate. . .with a smile on your face after one thing after another." One woman he interviewed, the Chicago bureau chief for the *New York Times*, "let go with a virtual catalog [of incidents]" including being interrogated by a secretary about "her educational and professional credentials before being allowed to speak to an executive she was scheduled to interview [for a story]." The stories are real and the anguish distressing.

Cross, William E., Jr.

SHADES OF BLACK: DIVERSITY IN AFRICAN-AMERICAN IDENTITY.

Philadelphia: Temple University Press, 1991

Blacks & African-Americans

Cross-pioneered the theory of nigrescence, defined as "the process of becoming Black." The theory of nigrescence and the accompanying models describe a developmental process by which African-Americans psychologically transform from a non-Areocentric identity to a positive, Areocentric identity. The theory can be better understood by pointing out that it was developed during the aftermath of the Civil Rights movement, when the Black Power ideology emerged. The theory is important both because it highlights the diversity within the African-American population and because it offers a perspective on the meaning and the impact of statements like, "You don't act Black." While the book does contain some psychological jargon, it is quite readable for the layperson.

Dinnerstein, Leonard

ANTI-SEMITISM IN AMERICA.

New York: Oxford University Press, 1994

Antisemitism

In this comprehensive and well-researched book, the author places the roots of American anti-Semitism firmly in the Christian soil that fertilized and continues to permeate the United States. This painstakingly documented work covers anti-Semitism from the beginning of the Christian era to the present, from Roman Emperor Constantine to Minister Louis Farrakhan. The chapter on African-American anti-Semitism is particularly laudable for its lack of bias and its historical integrity.

Early, Gerald (ed.)

LURE AND LOATHING: ESSAYS ON RACE, IDENTITY AND THE AMBIVALENCE OF ASSIMILATION.

New York: Allen Lane, The Penguin Press, 1993

Race & Racism

In this collection of essays, 19 African-Americans discuss the "lure" of becoming Americans, with all the liberties and privileges that identity promises, and the "loathing" they face as the dream is deferred. This sentiment is poignantly conveyed by a Yale law professor as he reflects on his success. "And yet there is this unsettling sense, this mistrust of the world out there. Time has passed, we have moved on, but we cannot honestly say -- I can't anyway -- that racism has moved into the past. It is harder to point to now, people are more careful in what they say and maybe in what they think, too. And yet one senses it there, in the shadows, lurking perhaps around the next brightly lighted corner as one walks the corridor of one's office. We are where we are, we obviously belong, that was settled long ago, and yet -- and yet."

Ezorsky, Gertrude

RACISM AND JUSTICE: THE CASE FOR AFFIRMATIVE ACTION

Ithaca, NY: Cornell University Press, 1991.

Affirmative Action

In this examination of affirmative action, the author focuses specifically on African-Americans as the beneficiaries because she believes that blacks, as former slaves who became the victims of the institutional racism that spread during the century after Reconstruction, have a "unique entitlement to special efforts to ensure their fair share of employment benefits." Her book begins with an analysis of overt and institutional racism and suggests remedies for each. Ezorsky goes on to explore the effectiveness of her remedies as instruments for ending racism and then examines and defends the ethical criticisms raised in the implementation of these remedies. In the final segment of the book, she presents Supreme Court opinions in which affirmative action is the central issue. Although *Racism and Justice* was published in 1991, Ezorsky's cogent defense of affirmative action informs the current debate about the validity, necessity and fairness of this policy.

Fagenson, Ellen A. (ed.)

WOMEN IN MANAGEMENT: TRENDS, ISSUES, AND CHALLENGES IN MANAGERIAL DIVERSITY

Newbury Park, CA: Sage Publications, 1993

Women & Gender

This collection of essays provides a comprehensive overview of issues facing women managers. Topics include: a) the importance of women in management; b) the history of women in management; c) a global view of women managers; d) women of color; e) stress; f) male-female romantic relationships; g) personal stories of women managers; h) discrimination; i) legal and political issues; and j) the role of feminist practice in organizations. The caliber of the scholars is impressive, the articles are well researched and the writing is accessible.

Helms, Janet E.

A RACE IS A NICE THING TO HAVE: A GUIDE TO BEING A WHITE PERSON OR UNDERSTANDING THE WHITE PERSONS IN YOUR LIFE

Topeka, KN: Content Communications, 1992 (P.O. Box 4763, Topeka, KN, 66604)

Racial Identity

Helms is a pioneer in work on white racial identity development. While her (1990) *Black and White Racial Identity: Theory, Research and Practice* covers the research and theory of both Black and White racial identity development, conveniently she has written this tiny but handy booklet that explains the stages of white racial identity development. The booklet contains examples and questionnaires that can be used to assess where individuals are in the stage model. Each stage is identified by a particular attitudinal and/or behavioral characteristic as follows: Stage 1: Contact ("I am innocent."); Stage 2: Disintegration ("How can I be white?"); Stage 3: Reintegration ("We have the best because we are the best."); Stage 4: Pseudo-Independence ("Let's help them become more like whites."); Stage 5: Immersion/Emersion ("I'm white."); Stage 6: Autonomy ("I see color and I like it.").

Criticisms of her model are that the language is heavily laden with psychology jargon, and there is a danger that this descriptive model will be used prescriptively (i.e. individuals must move through the stages in order). As long as the model is used to inform rather than fully explain white racial attitudes, it can be a helpful tool in promoting racial

understanding. Given that the topic of white racial identity is controversial among both whites and people of color, anyone planning to travel down this road should consider the matter carefully and seek assistance from those with expertise in this area.

hooks, bell

KILLING RAGE: ENDING RACISM.

New York: Henry Holt and Company, Inc., 1995.

Gender & Sexism, Race & Racism

Distinguished Professor of English at City College of New York, bell hooks is one of the nation's leading cultural and social critics. A prolific writer, hooks argues passionately that racism and sexism are the warp and woof of the fabric of oppression in this country. Believing that women's voices have been all but obliterated from the social debate about race, hooks presents a compelling set of essays that provide fiercely intelligent and fearlessly honest assessments of a variety of race- and gender-related issues. **Killing Rage** examines friendship between black women and white women; anti-Semitism and racism; internalized oppression in the media; the psychological and spiritual trauma within African Americans; and the deep, scalding anger that black people feel as a result of the relentless experience of everyday racism in this society. She ends with a compelling vision of the "Beloved Community: A World without Racism." hooks' work is not for the faint-hearted of any race or gender. However, for those who seek the hard truths about racism, sexism and rage within and between racial groups, **Killing Rage** is hurricane-force gust of fresh air.

Jacobs, Bruce A.

RACE MANNERS: NAVIGATING THE MINEFIELD BETWEEN BLACK AND WHITE AMERICANS

New York, NY: Arcade Publishing, 1999

Race & Racism, Interracial Relations

As an African-American poet and writer, Jacobs is a practiced observer of everyday relations between blacks and whites in America. Making a valuable contribution to racial understanding, he presents a handbook of his observations of typical situations, exposing racial assumptions, behaviors, mistrust and hopes. He offers practical suggestions for developing "race manners," allowing us to talk with one another in ways our history has blocked.

Johnson, Hannibal B.

BLACK WALL STREET: FROM RIOT TO RENAISSANCE IN TULSA'S HISTORIC GREENWOOD DISTRICT

Austin, Texas: Eakin Press, 1998

Race & Racism

Johnson, a Tulsa resident and Harvard Law School alumnus, precisely recounts a piece of American history that is rarely found in textbooks. In the early years of the 20th century, the Greenwood District of Tulsa, Oklahoma was known as the Black Wall Street, so prosperous and accomplished a community it was. Then, on the night of May 31, 1921, on the specious and ultimately unfounded report that a black delivery boy had attacked a white girl in an elevator, a white mob descended on the Greenwood District. By sunrise on June 1, the Greenwood District and its residents had been literally annihilated. Official reports indicate that thirty-five city blocks had been "systematically looted and then burned to a cinder and the twelve thousand population thereof scattered like chaff before the wind;" 184 blacks and 48 whites had been seriously injured; and as many as 300 people had been killed. In 1997, the Greenwood Cultural Center was erected on the site where the massacre began. In January, 2000, the Oklahoma State Legislature renamed the Greenwood "riot" a "massacre" and called for compensation and reconciliation for the victims and their descendants. Johnson provides a thoroughly researched, immaculately documented account of the birth and death and rebirth of Tulsa's Greenwood District.

Kanter, Rosabeth Moss

MEN AND WOMEN OF THE CORPORATION

New York: Basic Books, 1993

Gender

A re-publication of her 1977 classic that literally changed the way people think about the organization. Sociologist Kanter studied a corporation she called Indsco with a wider perspective than had been used before. Among her

findings: women played an important role in the company (although then, and still, to some extent) seldom as managers but as secretaries and as wives of the male managers. She also found that numbers matter because people who differ from the majority are encouraged to behave in ways that are not always in their best interests; managers tend to choose replacements who remind them of themselves and -- no matter how much we would like to believe otherwise -- in the modern corporation, the job shapes the person rather than the other way around. Of special interest are Chapter 4, with its focus on those who do clerical work and how they are rewarded for behaviors which keep their mobility low, and the new Afterword, which outlines crisply what has happened to American companies in the last fifteen years and what that means for women.

Kelly, Robin N.

“BUILDING BRIDGES: THE CHALLENGES OF ORGANIZED LABOR IN COMMUNITIES OF COLOR”

New Labor Forum, Fall/Winter 1999, pp.42-58

Unions & Inclusion

Taking a challenging look at the relationship between organized labor and communities of color, Kelly explores implications of community-based labor organizing. Using the Justice for Janitors organizing campaign as an example, Kelly contrasts the broader framework of social movement organizing with more traditional perceptions of collective bargaining, suggests that the labor’s presumption of “organizing the unorganized” overlooks understood and “organized” culture and community institutions within the community, and calls on labor to develop new approaches to working class activism. She cautions not to “treat community as a synonym for locality.” Given the changing nature of the economic environment, “working-class people live and struggle in a global economy and need to be aware of how events across both oceans affect their lives.” Also see: Angela Glover Blackwell and Kalima Rose, “Overcoming the Obstacles: Forging Effective Labor-Community Alliances” in this issue of *New Labor Forum*.

Kivel, Paul

UPROOTING RACISM: HOW WHITE PEOPLE CAN WORK FOR RACIAL JUSTICE

Gabriola Island, British Columbia: New Society Publishers, 1996.

Race & Racism

With equal measures of patience, conviction and self-critical honesty, Paul Kivel teaches whites how to “act on the conviction that racism is wrong.” Rejecting the temptation to document the existence of racism, a fact he acknowledges is well-documented in myriad books and publications, Kivel writes instead about the ways in which whites can understand, confront and act to change the systemic and institutional “roots” of racism in the United States. Rather than shaming whites into action, Kivel invites them to join the long history of whites who have worked to identify and combat racism since the days when Columbus ravaged the West Indies. The book examines white racial identity, white privilege, denial, institutional racism, the dynamics of racism, the impact of history on contemporary interracial and intercultural relationships, strategies for becoming allies across race and culture; and the creation of “democratic, anti-racist multiculturalism.” To support his assertion that “the first step [to ending racism] is for us to talk together, as white people,” Kivel provides useful tools, discussion questions, social assessments and a 12-page bibliography of resources. This is a readable, valuable resource to help whites find for themselves a constructive role in the process of dismantling racism. This book would be particularly useful with white “caucuses” or affinity groups.

One of the founding leaders of the Oakland Men’s Project, Kivel won the 1996 Outstanding Book on Human Rights in North America award for **Uprooting Racism**

Knouse, Stephen B., Paul Rosenfeld and Amy L. Culbertson (eds.)

HISPANICS IN THE WORKPLACE.

Newbury Park: Sage Publications, 1992

Hispanics & Hispanic-Americans

The editors of this volume begin with the discouraging observation, “Research on Hispanics and work is surprisingly scarce.” To rectify this situation, they have compiled an impressive collection of articles on the subject. The fourteen entries cover the following important topics: a) demographics, including employment and earning statistics; b) acculturation; c) racism; d) employment discrimination; e) occupational and economic stressors; f) mentoring; g) Hispanic women workers; h) Hispanics in the military and federal government agencies; and i) Hispanic managers.

Each article is well-researched and of practical significance. This book is an essential resource for addressing issues facing Hispanics in the workplace.

Kochman, Thomas

BLACK AND WHITE: STYLES IN CONFLICT

Chicago: University of Chicago Press, 1981

Cross-cultural Communications, Interracial Relations

In his study of communication patterns between American Blacks and Whites, Kochman, a professor at the University of Illinois, draws attention to a key component in cross-cultural communication style: Blacks and Whites frequently misinterpret the meaning and intent of words or actions they see as culturally unfamiliar or uncomfortable. Kochman uses excerpts from actual conversations among his students and among Blacks and Whites in his community to provide concrete examples of communication style differences. He then ably dissects these interactions, explains the cultural norms and values that influence them, and helps the reader understand more accurately their meanings and interpretations. Though some may find it difficult to read a White man's description of Black culture, Kochman is quite aware of his own middle-class white frame of reference and he relies heavily upon the insights and experiences of his Black students to check his own biases. Particularly useful are Chapter 3, "Fighting Words," and Chapter 4, "Bragging and Boasting." While some of the slang language referenced in this book is somewhat outdated, the content continues to be useful.

Krupat, Kitty and Patrick McCreedy (eds.)

OUT AT WORK: BUILDING A GAY-LABOR ALLIANCE

Minneapolis, MN: University of Minnesota Press, 2000

Unions, Sexual Orientation

This collection brings together writings by gay rights activists, union leaders and members, policymakers and academics to examine the challenges and potential in the struggle against workplace discrimination based on sexual orientation. Contributors include Rep. Barney Frank, AFL-CIO President John Sweeney, Desma Holcomb, Gloria Johnson, Tamara Jones and Kent Wong, among others. In a breakthrough from traditional thinking, together they make the case for a partnership of organized labor and the gay rights movement.

Michalak, Laurence

CRUEL AND UNUSUAL: NEGATIVE IMAGES OF ARABS IN AMERICAN POPULAR CULTURE

Issue Paper No. 15, 1988, pp 39 (American-Arab Anti-Discrimination Committee, 4201 Connecticut Ave., N.W. Suite 500. Washington, D.C. 20008 - Tel: 202/244-2990 (<http://www.adc.org/>))

Arabs & Arab-Americans

One often-overlooked ethnic group in diversity discussions is Arab-Americans. Yet, in the Western mind, Arabs have a prominent image. This image is heavily stereotyped, as Laurence Michalak demonstrates in this paper. He states, "Our negative stereotype of Arabs begins with and is nurtured by what has been called 'popular' or 'folk' culture -- songs, jokes, television programs, cartoons, comic strips, movies and the like." Michalak takes us on a disturbing tour of American culture in which Arabs are disparaged. For example, a study conducted between 1975 and 1980 "reported that an anti-Arab image appeared on a prime time program nearly every other week" during this period. This short, painstakingly researched booklet is an eye-opener.

Monk, Richard C. (ed.)

TAKING SIDES: CLASHING VIEWS ON CONTROVERSIAL ISSUES IN RACE AND ETHNICITY

Guilford, CT: Dushkin Publishing Group, 1994

Diverse Perspectives

If you are going to buy only one book to help you understand current racial and ethnic issues in America, make it this one. *Taking Sides* is a series that began over ten years ago as an effort to facilitate discussion on controversial social issues. Like the others, this particular volume on race and ethnicity is exceptional. It covers sixteen important issues in debate format (one author writes pro, the other con), including: a) Should We Call Ourselves African Americans? b) Should Bilingual Education Programs Be Stopped? c) Should Black Women Join the Feminist Movement? d) Are Positive Images of African Americans Increasing in the Media? e) Is Affirmative Action Reverse Discrimination? and f) Are Hispanics Making Significant Progress? These questions are exquisitely debated by notable scholars and commentators, including William Julius Wilson, Ronald Takaki, Herbert Gans, Walter E. Williams, Diane Ravitch,

bell hooks, and Arthur Schlesinger. The book is designed to facilitate discussion and critical thought. Two guides are available for educators and trainers.

Nava, Michael and Robert Dawidoff

CREATED EQUAL: WHY GAY RIGHTS MATTER TO AMERICA

New York: St. Martin's Press, 1994

Sexual Orientation

This book provides a new and refreshing perspective on gay issues in America. The authors address homophobia, stereotypes and myths within the framework of gay rights as Constitutional issues of individual freedom. This task is achieved and surpassed through eloquent and accessible prose. Though well-researched, the facts are brought to life through the authors' writing skills, rather than buried in erudite argumentation. They state, "It is our intention in writing this book to address [the] arguments [regarding protection of individual rights] to the great majority of Americans, who, we believe, would support the cause of gay rights if they understood that we are not seeking special privileges but the ordinary rights that all Americans enjoy."

Odendahl, Teresa and Michael O'Neill (eds.)

WOMEN AND POWER IN THE NOT-FOR-PROFIT SECTOR

San Francisco: Jossey-Bass Publishers, 1995.

Women & Gender

Odendahl and O'Neill have edited a collection of articles, which examine the roles of women in the U.S. not-for-profit sector. Particular emphasis is placed on power: Has the not-for-profit sector empowered women? Have women in the not-for-profit sector influenced the way power is used, distributed and shared in the broader society? The articles in the book grew out of a national invitational conference entitled *Women, Power and the Nonprofit Sector*, held in November 1992. The book explores historical, theoretical and pragmatic issues around women in the not-for-profit sector and features articles by Antonia Hernández, president of the Mexican American Legal Defense and Educational Fund and Barbara Roper, the first woman to be elected president of the national board of the YMCA

Penn, William S. (ed.)

AS WE ARE NOW: MIXBLOOD ESSAYS ON RACE AND IDENTITY

Berkeley, CA: University of California Press, 1998

Diverse Perspectives, Racial & Cultural Identity

Penn brings together thirteen first-person narratives from North American authors of "mixblood," who view their racial and ethnic identity as "the sum of the tension and interplay of all his or her ancestral relationships." Contributors relay their experiences with the dominant culture, focusing the essays on questions indigenous and minority people ask, initiating a dialogue that offers new ways of viewing race and identity. Illuminating.

Colloquy (Shorris, Earl and Cornel West, Jorge Klor de Alva)

"OUR NEXT RACE QUESTION?"

Harper's Magazine, April 1996, pp. 55-63 .

Race & Cultural Identity

Earl Shorris, a contributing editor of Harper's Magazine and author of several books, moderates a conversation between Jorge Klor de Alva, Professor of Comparative Ethnic Studies and Anthropology at the University of California at Berkeley, and Cornel West, Professor of Afro-American Studies and Philosophy of Religion at Harvard University, over dinner in Manhattan. What emerges is a fascinating article about the state of affairs between African-Americans and Latinos in the United States, as seen through the differing eyes of two of the country's leading thinkers. West and Klor de Alva explore affirmative action, racializing politics, strategies for creating black-brown coalitions and the future of democracy in the United State. Powerful and provocative reading.

Ramirez, Anthony and Ronald Takaki

"AT ISSUE: IS IT ACCURATE TO CALL ASIAN AMERICANS A MODEL MINORITY?"

Congressional Quarterly Researcher, December 13, 1991, p 961

Asians & Asian-Americans

The stereotype of Asian-Americans as the "model minority" is discussed, as well as a brief history of Asian Americans and related political, economic, and social issues. *Congressional Quarterly Researcher*, which should be available in every public library, publishes research and other documents of interest on topics in the public interest, especially those considered by Congress. This particular issue contains 23 pages of key information on Asian-Americans, including the article cited above.

Robinson, Randall

THE DEBT: WHAT AMERICA OWES TO BLACKS

New York: Dutton, 2000

Race & Racism

"This book is about the massive crime of official and unofficial America against Africa, African slaves, and their descendants in America. No race or ethnic or religious group has suffered as much over so long a span as blacks have—and do still—at the hands of those who benefited, with the connivance of the United States government, from slavery and the century of legal American racial hostility that followed it. Solutions to our racial problems are possible but only if our society can be caused to face up to the massive crime of slavery and all that it has wrought."

With these introductory words, Randall Robinson forces us to look into the mirror of our national soul to see its distortions, its cracks and its harsh reflection. As we peer hesitantly into this mirror, we are beckoned down the long corridor of history, to the Africa that existed long before the arrival of 20 Africans on the shores of Jamestown in 1619. Beginning there, Robinson persistently, painstakingly and eloquently presents a compelling argument of why and how America must repair and make whole its relationship with African Americans. A Harvard-trained lawyer and founder and president of TransAfrica, an organization that has led the movement to influence US policies toward Africa and the Caribbean, Robinson speaks through highly informed social, political, historical and legal perspectives to erect a towering declaration for justice, equality and accountability in America.

Schrank, Robert

"TWO WOMEN, THREE MEN ON A RAFT"

Harvard Business Review, May/June 1994, pp 68-80

Women & Gender

On an Outward Bound trip down the Rogue River in Oregon, these five people had to work together to survive the whitewater. But they had problems. The author, who first wrote about the trip in the May-June, 1977 issue of the *Harvard Business Review*, didn't realize what was happening at the time, but later came to see that he and the other men had been protecting their power to run things from female encroachment. Seventeen years later, the author retells the original story, confessing again that the men were torpedoing the women's effort to be full members of the team. He was criticized after that article appeared, he says, with some men asking if he really believed "that crap you wrote" about what men do to women at work. In the current reprinting, women, including one who was actually on the trip, comment on the extent to which life in corporations has changed. Very little, says one. Another says that nowadays women aren't so polite about being excluded from the action. A third draws a moral from the whole struggle: "It shows us that diversity can not be a 'flavor-of-the-month' program. . . In fact, diversity is a key business strategy that must be learned and practiced because it is linked to the success of the venture." This appears to be as true in a fiercely competitive business environment as it is on a rough river. (This article can be found in the new collection, **DIFFERENCES THAT WORK** edited by Mary Gentile, Harvard Business School Press, 1995.)

Shapiro, Joseph P.

NO PITY: PEOPLE WITH DISABILITIES FORGING A NEW CIVIL RIGHTS MOVEMENT

New York: Times Books, Random House, 1993

People with Disabilities

"Rapid advances in technology, new civil rights protections, a generation of better educated students out of 'mainstreamed' classrooms, a new group consciousness and political activism mean that people with disabilities are seeking jobs and greater daily participation in American life." Journalist Shapiro chronicles the struggle for inclusion

of people with disabilities, from the early deaf communities on Martha's Vineyard to the enactment of the Americans with Disabilities Act today. Combining personal accounts with insightful in-depth reporting, this book offers an excellent introduction for those wishing to "better understand how the world and self-perception of people with disabilities are changing, and how an antiquated welfare and social service system frustrates burgeoning attempts at independence." It also illuminates the complexity of the disability movement -- "the mosaic movement of the 1990's," with diversity as its central characteristic.

Labor Studies Journal

SPECIAL ISSUE ON RACE, CLASS AND GENDER

Labor Studies Journal, Vol. 25, No. 1, Spring 2000

Unions & Inclusion

This issue includes articles based on presentations at the 1999 UCLEA/AFL-CIO labor educators conference. Addressing issues of race, class and gender, the collection explores the roots of division and strategies for inclusion within organized labor and emphasizes the importance of self-organization among workers, based on common experiences and concerns.

Stewart, Edward and Milton J. Bennett

AMERICAN CULTURAL PATTERNS: A CROSS-CULTURAL PERSPECTIVE

San Francisco: Intercultural Press Inc., 1991

Perspectives on Culture

Not for the casual reader, the classic study was originally written by Edward Stewart in 1972 and has become a seminal work in the field of intercultural relations. In this revised and updated edition, Stewart and Milton J. Bennett draw on recent research on value systems and in perception psychology, cultural anthropology and intercultural communication. The authors examine four primary dimensions of American culture: form of activity, form of social relations, perception of the world, and perception of the self. American cultural traits are isolated out, analyzed, and compared with parallel characteristics of other cultures. Finally, the cultural dimensions of communication (both verbal and non-verbal) and their implications for cross-cultural interaction are examined. The updated text is also rather dense, but rewards the determined reader with an enhanced understanding of the deeper issues underlying cross-cultural interaction.

Storti, Craig

CROSS-CULTURAL DIALOGUES: 74 BRIEF ENCOUNTERS WITH CULTURAL DIFFERENCE

Yarmouth, ME: Intercultural Press, Inc., 1994

Diverse Perspectives

Through a series of 74 dialogues from social settings, the workplace and the world of business, Storti explores common assumptions about human behavior in cross-cultural encounters. The conversations, brief exchanges between an American and a person from another culture, reveal significant differences in values, attitudes and worldview and illustrate that "much of what we assume is universal in human behaviors is, in fact, peculiar to a particular group or culture". The dialogues alert each of us to the assumptions of our own cultural conditioning and to potential misunderstandings in cross-cultural interactions.

Suleiman, Michael W. (ed.)

ARABS IN AMERICA: BUILDING A NEW FUTURE

Philadelphia, PA: Temple University Press, 1999

Arabs & Arab-Americans

While promoting inclusion, much of the work on diversity and demographic change continues to overlook the Arab community in North America despite significant contributions by people of Arab decent like surgeon Michael DeBakey, former Oregon governor Victor Atiyeh, and consumer advocate Ralph Nader. Suleiman provides an important introduction, bringing together essays from 21 prominent scholars to address the political history, status and contributions of Arabs in North America and considers prospects for the future. From a wide range of perspectives, ranging from history and law to anthropology, literature and culture, this collection provides an important introduction to Arabs in America.

Takaki, Ronald .

A DIFFERENT MIRROR: A HISTORY OF MULTICULTURAL AMERICA

Boston: Little, Brown & Company, 1993

Multicultural History

A Different Mirror is a monumental piece, a work that breaks new ground and carries the study of American history well into the future. Takaki takes a bold, broad, comparative approach to understanding American history -- a truly multicultural lens with which to view our multicultural society. Highlighting the histories of Irish, Asian-Americans, Chicanos, Jews, African-Americans and Native Americans, Takaki shows us -- in eloquent prose and original narrative -- how understanding the cultural and contextual similarities and differences between these groups is essential to understanding our nation today. For example, what can we learn from the similar experiences of exclusion from educational institutions of African Americans, Jews, and most recently, Asian Americans? Will there come a time when this book can simply be called *A History of America*?

Tannen, Deborah

YOU JUST DON'T UNDERSTAND: WOMEN AND MEN IN CONVERSATION

New York: Ballantine Books, 1990

Gender & Communication

"Each person's life is lived as a series of conversations." Tannen's statement attests to the importance of understanding communication across differences. Her very readable book on gender differences in communication styles is no less than a gift to us all. The frequency of cross-gender interactions often leads to a false sense of wisdom in this area, which is quickly acknowledged when things go awry. Hence, the title, "You just don't understand!" Tannen diplomatically takes the "you" out of this statement and demonstrates that the real problem is that "we" don't understand each other -- and for very good reasons. Her first chapter says it all: "Different Words, Different Worlds." Though occupying the same physical space, men and women live in different psychological worlds, and each come to the conversation with vastly different perceptions: Why don't men ask for directions? Why don't women say what they mean? Tannen helps us understand this, which in itself brings us closer to understanding ourselves and each other and to communicating effectively across gender. She also offers strategies for improving cross-gender communication.

Tatum, Beverly Daniel

"WHY ARE ALL THE BLACK KIDS SITTING TOGETHER IN THE CAFETERIA?" AND OTHER CONVERSATIONS ABOUT RACE

San Francisco: HarperCollins, 1999

Racial Identity

In this sensitive yet sensible book, Dr. Tatum provides us with a new way of thinking and talking about race through the lens of racial identity. She explains that everyone has a racial identity and must strive to affirm it. For people of color, this involves recognizing and rejecting negative stereotypes; for Whites, the challenge is to become aware of White privilege and to actively work against injustice. Moving beyond the Black/White dichotomy, Tatum also acknowledges the unique circumstances of Latinos, American Indians, Asians, and biracial youth. Using real-life examples and the latest research, Tatum presents strong evidence that talk about our racial identities is essential if we are serious about facilitating communication across racial and ethnic divides. Although it is particularly suited to professionals in education and schools, this book provides any reader with a valuable understanding of racial dynamics in their daily life.

Tyler John, Martha and Donald Roberts

CULTURAL ADAPTATION IN THE WORKPLACE

New York: Garland Publishing, Inc., 1996

Work & Culture

For the increasing number of workers who do not speak English as their first language, cultural values, culture shock and cultural adaptation are important influences on work experience. This book provides data on the issues faced by the non-native workforce group and their employers. The study combines quantitative and qualitative data on selected groups of employers in the healthcare, fast food, and hotel industries in the greater Washington D.C. metropolitan area and presents a global model for building tolerance. Appendices include a learning activity packet for small businesses, vocational program samples and publications and interview protocol.

West, Cornel

RACE MATTERS

Boston: Beacon Press, 1993

Race & Racism

Like an angry but loving parent, Cornel West sits us all -- Blacks and Whites, conservatives and liberals -- down for a little talk. Our excuses for our behavior are many, but he lets us squirm through none of them. We must face facts, learn from our mistakes and move forward. He tells us that, "the narrow framework of the dominant liberal and conservative views of race in America, with its worn out vocabulary leaves us intellectually debilitated, morally disempowered, and personally depressed." Instead, he challenges and encourages us to face the complexities of the problem head on: a) "that institutions and values go hand in hand;" b) that "culture is as much a structure as the economy or politics;" and c) that "we must delve. . .into the murky waters of despair and dread that now flood the streets of black America."

With brilliance, wisdom, and courage, West compassionately but soberly takes the reader through a variety of important issues in America: nihilism, faulty racial reasoning, Black leadership, Black conservatism, affirmative action, Black-Jewish relations, Black sexuality, Malcolm X and Black rage. He offers no-holds-barred observations and somber proscriptions for cultural change.

The Diversity Factor

WHITE MEN – ONE MORE TIME

Vol. 8, No. 3, Spring 2000 (<http://www.diversitymetrics.com/tdf/>)

Racial Identify

An issue filled with valuable insight, the articles collected here explore thinking about white identity and examine the role of white men as diversity champions. Elsie Y. Cross, in an excerpt from her new book, *MANAGING DIVERSITY: THE COURAGE TO LEAD*, shares her experiences working with white male diversity champions and Dick Nash, a white male, offers his personal perspective. White identify is explored in two articles: Cooper Thompson, on the denial of negative attitudes about race and Gary Howard, on the process of learning about white identify. Even when the dynamics of racism become better understood, it's not easy to know what to do. Jennifer Holladay, David Barclay and Ron Wakabayashi offer ideas. This is an issue we continue to explore, "no matter how much the diversity industry longs to think we are 'beyond race and gender'." states Margaret White, the issue's editor.

Whittemore Katherine and Gerald Marzorati (eds.)

VOICES IN BLACK AND WHITE: WRITINGS ON RACE IN AMERICA FROM HARPER'S MAGAZINE.

New York: Franklin Square Press, 1993

Race & Racism

In his eloquent introduction, Henry Louis Gates, Jr. states, "With amazing durability, race continues to serve as a stage upon which various fantasies of otherness, of intimacy and alienation, deprivation and desire are enacted. This makes it, perhaps, inevitable that Harper's magazine, distinguished by its historical longevity, should have registered the American obsession in all its contradictory aspects." Thus, this volume is at once a journey through time and a junction with the present.

Among other outstanding essays, Mark Twain writes on "Slavery in Hannibal" (1922); William Styron reflects on his childhood in Virginia (1965); Ralph Ellison, the "Invisible Man" tells us why "Harlem is Nowhere" (1964); Maya Angelou proclaims, "I Know Why the Caged Bird Sings" (1970); An Anonymous White father confesses, "My Daughter Married a Negro" (1951); William Faulkner speaks on "Race and Fear" (1956); James Baldwin is "In Search of Martin Luther King, Jr." (1961); Robert Coles presents children's "Voices From the South: 1965"; Roger Wilkins offers "Confessions of a Blue-Chip Black" (1982); Jesse Jackson and Charles Murray debate "What Can Government Do?" (1986); James Traub gives us a glimpse of "An Inner-City Counter-Reality" (1991); and Shelby Steele asks, "I'm Black, You're White, Who's Innocent?" (1988). This book is an important and provocative collection.

Williams, Lena

IT'S THE LITTLE THINGS: THE EVERYDAY INTERACTIONS THAT GET UNDER THE SKIN OF BLACKS AND WHITES

New York: Hartcourt, Inc., 2000

Race & Racism, Interracial Relations

In her introduction, Williams, a veteran *New York Times* journalist, writes, "This book is about perception—how blacks and whites perceive not only their individual experiences but one another's. I consider this book a guide to understanding the racial dynamics of everyday life: the self-imposed apartheid in school cafeterias, the polarization in the workplace, and the de facto segregation in housing patterns. I do not expect that everyone will agree with my opinions. Some undoubtedly will take strong exception to my points. But I have tried to be open and honest."

With these words, Ms. Williams begins her direct and pragmatic discussion of the subtle but ubiquitous misunderstandings, insults and miscommunications that confound and restrict healthy race relations in the United States. She writes from experience, from observation and from personal knowledge. Her insights go a long, long way toward answering the perplexingly simple and simply perplexing questions that shape our daily interactions across race.

Williamson, Alistair D.

"IS THIS THE RIGHT TIME TO COME OUT?"

Harvard Business Review, July-August 1993, pp 18-28

Sexual Orientation

This case study greatly contributes to understanding the personal experiences of gay men and lesbians in the workplace. The discussions of the case by organizational behavior scholars and consultants are instructive. This thought provoking article is good for discussion and personal reflection.

Wilson, William Julius

THE DECLINING SIGNIFICANCE OF RACE

Chicago University Press: Chicago. 1978

Race & Racism

Wilson, writing in 1978, argued persuasively "that although racial oppression, when viewed from the broad perspective of historical change in American society, was a salient and important feature [in the past]. . .the problems of subordination for certain segments of the black population and the experiences of social advancement for others are more directly associated with economic class in the modern industrial period." His position that oppression has more to do with class than with race stands in contrast to those of other writers, such as Ellis Cose (*RAGE OF A PRIVILEGED CLASS*, 1993) and Dempsey Travis (*RACISM AMERICAN STYLE: A CORPORATE GIFT*, 1991).

Zinn, Howard

A PEOPLE'S HISTORY OF THE UNITED STATES

New York: Harper & Row. 1980

Multicultural History

Although the debate on multiculturalism in schools rages on, it cannot be denied that, given the diversity of the American population and the time limitations of formal schooling, most Americans do not have a complete history of the nation. This excellent book fills some of the gaps, especially with regard to groups that have historically been on the political periphery: women, workers, African-Americans, Hispanics, Asian-Americans, and Native Americans. This book is a wealth of factual information, yet reads like a novel. Chapters include, "The Other Civil War" between the rich and the poor; "As Long as Grass Grows or Water Runs" about Indian Removal ("In 1820, 120,000 Indians lived east of the Mississippi. By 1844, fewer than 30,000 were left."); and "The Intimately Oppressed" regarding women's history. "It is possible, reading standard histories, to forget half the population of the country."



SECTION III

TEAMS AND DIVERSITY: Achieving High Performance With Inclusion

Writings in this section discuss strategies and implications for team building and new work organization in workplaces that are diverse.

Gardenswartz, Lee and Anita Rowe

DIVERSE TEAMS AT WORK: CAPITALIZING ON THE POWER OF DIVERSITY

Chicago, IL: Irwin Professional Publishing, 1994

Diverse Teams at Work gives team leaders and members an understanding of what it takes to build an effective team in a diverse environment and provides the methods to do so. It offers both conceptual information about team functioning – the elements of diversity and how they impact one another – as well as practical techniques and tools for intervening in and facilitating team processes to increase group effectiveness.

Grandrose, Cherlyn Skromme and Stuart Oskamp (eds.)

CROSS-CULTURAL WORK GROUPS: CLAREMONT SYMPOSIUM ON APPLIED SOCIAL PSYCHOLOGY

Thousand Oaks, CA: Sage Publications, 1997

More broadly concerned with work groups and intra- and inter- group relations within organizations than with teams per se, this collection of academic research presented at the Claremont Symposium on Applied Social Psychology includes an overview of cross-cultural work groups and discussions of cross-cultural group interactions, interpersonal interactions within cross-cultural groups and management of cross-cultural groups.

Griggs, Lewis Brown and Lente-Louise Louw

“DIVERSE TEAMS: BREAKDOWN OR BREAKTHROUGH”

Training And Development, October 1995, pp. 22-30

A useful practitioner article, Griggs and Louw use a case illustration from their own experience to take the reader through the forming, storming, norming, performing stages of team development, stopping at each stage to discuss the implication for diverse teams. Acknowledging that the enhanced potential of diverse teams – the breakthrough – is challenged by the greater likelihood of misunderstanding and conflict – that may arise with greater diversity – the breakdown. Their conclusion: “Diverse high-performance teams require members who have knowledge of themselves and nonjudgmental openness to their colleagues and the cultures from which they come.” This includes awareness of personal, interpersonal and cultural patterns. Diverse teams may need more time and reflection in the initial stages to establish trust and develop norms for working together, but their diversity brings potential for great creativity and innovation.

Herriot, Peter and Carole Pemberton

COMPETITIVE ADVANTAGE THROUGH DIVERSITY: ORGANIZATIONAL LEARNING FROM DIFFERENCE

London: Sage Publications, 1995

The authors present 10 propositions to link diversity and diverse knowledge to new business strategies in an environment that is both competitive and diverse and which requires innovation and learning. They develop a three part framework that includes diverse people, learning process and joint practice. Topics include using knowledge through teams, the role of information technology in the knowledge process, and what makes for successful innovation projects. The emphasis in this selection is on organizational learning from difference, and suggests valuable insights for workplace diversity as a resource.

Jackson, Susan E. and Marian N. Ruderman (eds.)

DIVERSITY IN WORK TEAMS: RESEARCH PARADIGMS FOR A CHANGING WORKPLACE

Washington, DC: American Psychological Association, 1995

Jackson and Ruderman bring together twelve authors from the fields of psychology, sociology and management to examine how workforce diversity affects team dynamics and team outcomes. Taking a broad view of diversity, which includes psychological differences in values and beliefs and organizational differences in level and occupation as well as ethnicity, gender and age, this volume provides an academic review of the advantages and disadvantages to team performance that arise from the diversity of team participants.

Katz, Judith H. and Frederick A. Miller

“HIGH PERFORMANCE AND INCLUSION: A NEW MODEL FOR TEAMS”

The Diversity Factor, Spring 1993, pp. 2-7.

In this seminal article, Katz and Miller examine the shift toward team-based work processes and argue that diversity can positively influence the creativity, productivity and performance of work teams. To support their theory, Katz and Miller identify the limits of monoculturalism, explore the inherent benefits of diverse viewpoints and offer ways to achieve higher performance by creating and sustaining purposefully diverse teams of employees. The article ends with a case in progress that depicts a company that has consciously created diverse work teams to improve performance.

Myers, Sonia

TEAM BUILDING FOR DIVERSE WORK GROUPS: A PRACTICAL GUIDE TO HIGH PERFORMANCE AND DIVERSE TEAMS

San Francisco, CA: Jossey-Bass, 1999

The latest version of the Jossey-Bass/Pfeiffer Workplace Diversity Series #4, this how-to guide for practitioners presents a model for a high performance diverse team and discusses diversity issues within teams, skills development and team norms. An appendix contains reproducible forms and worksheets.



SECTION IV **GLOBAL DIVERSITY: Working Across Cultures**

This section provides references that inform awareness and understanding of cross-cultural interactions to extend diversity considerations beyond the cultural framework of the US. It includes both key works for understanding the cross-cultural aspects of global diversity and readings on strategy and practice.

Adler, Nancy J.

INTERNATIONAL DIMENSIONS OF ORGANIZATIONAL BEHAVIOR

Cincinnati, OH: South-Western College Publishing, 1997

In this third edition of her 1989 work, Adler updates her exploration of the behavior of managers, employees, and organizations to include her work on women's roles in international management. For those wishing a better understanding of cross-culturalism the workplace and global organizations, this book offers an excellent starting point. Adler summarizes much of the literature and managerial research in this field, including sections on cross-cultural communication, conflict and cultural synergy, multicultural teams, and global negotiations. She highlights brief vignettes of managers' cross-cultural experiences in a variety of international settings, including Asia, Africa, Eastern and Western Europe, and the Middle East, as well as North and South America. Although this book is clearly intended as an academic text (complete with exercises), its real value is that it provides a comprehensive overview of the basics of organizational behavior in a global context.

Hatch, Eric K.

"CROSS CULTURAL TEAM BUILDING AND TRAINING"

The Journal for Quality and Participation, March 1995, p. 44-50

A North American electronics company planned to launch an immense worldwide training effort. Their plans called for training over 500 teams in 41 countries in just 5 months. Facilitators, rather than pure trainers, were used. To be successful, teams had to withstand business crises, terrible uncertainty about job stability, cultural taboos against certain aspects of teamwork, time and budget constraints, limited leadership skills in some cases, conflicting interpersonal styles, and total lack of experience in teamwork of any sort. Examples of French and Moroccan training efforts are presented in an interesting and readable style. Hatch highlights three lessons: 1) to succeed in cross-cultural team building, learn everything about the local culture and present in the local language; 2) adapt to the needs of the group; and 3) do not push too hard on material which is in direct conflict with the values of the rest of the host culture.

Hofstede, Geert

CULTURES AND ORGANIZATIONS: SOFTWARE OF THE MIND, INTERCULTURAL COOPERATION AND ITS IMPORTANCE FOR SURVIVAL

London: HarperCollins, 1994

Be advised: this paperback edition of Hofstede's classic *Cultures and Organizations: Software of the Mind* (1991) is every bit as challenging to read as the original. But take heart: the determined reader who sticks with it to the end (expect this to take a while) will be rewarded with a nuanced understanding of the social, cultural and organizational research needed to really understand how humans think, and how we fail to think as members of diverse groups. Hofstede pulls no punches, starkly outlining the lack of self-awareness that renders culture shock a barrier to success, rather than an advantage in the global context. Worth reading, despite the difficulty of the text.

Kennedy, J. and A. Everett

"PUT DIVERSITY IN CONTEXT"

Personnel Journal, September 1991, pp 50-54

This article discusses cross-cultural communication using the concept of high-context and low-context cultures, developed by cultural anthropologist Edward T. Hall. High context cultures communicate for interaction and relationship needs, in addition to information exchange. Non-verbal cues play a significant role. Low context cultures focus primarily on the words spoken. Other cultures fall somewhere in the middle. Kennedy and Everett examine how these different communication styles play out in the multicultural workplace, where people from high-and low-context cultures interact.

Morgan, Eileen

NAVIGATING CROSS-CULTURAL ETHICS: WHAT GLOBAL MANAGERS DO RIGHT TO KEEP FROM GOING WRONG

Woburn, MA: Butterworth-Heinemann, 1998

Morgan confronts one of the most difficult issues facing global managers: diverse cultural value systems. She confronts issues of business ethics in global organizations and suggests ways global managers can "chart their own cultural values" and use this awareness to map a cross-cultural leadership strategy, develop and communicate an ethical code for their organizations. Case studies are included.

Kim, Pan and Joseph Sofori-Dankwa

"UTILIZING CULTURAL THEORY AS A BASIS FOR CROSS-CULTURAL TRAINING: AN ALTERNATIVE APPROACH"

Current cross-cultural training (CCT) falls under two general categories: international (comparison of national cultures) and intranational (diversity) approaches. Cultural theory offers an alternative and complementary basis and framework for developing CCT in the US and abroad that can be delivered in four steps: basic CCT introduction and a brief survey, simulations of encounters, the debriefing of the simulation, and a short lecture and discussion. Implications for managers include identifying their own cultural biases; allowing them to develop their own behavioral strategies for modifying their behavioral patterns to meet the needs; and challenges of the organization; and identifying important task requirements.

Solomon, Charlene Marmer

"BUILDING TEAMS ACROSS BORDERS"

Workforce, November 1998, pp. 12-17

This no-nonsense article describes variations in global teams and highlights the case of Mobil to illustrate successful global team building strategies. According to Solomon, global teams come in various configurations that generally fall into one of two categories: intercultural teams, in which people from different cultures meet face-to-face to work on a project, and virtual global teams, in which individuals remain in their separate locations around the world and conduct meetings via various forms of technology. In either case, she stresses that global teams must master the basics, understand the rules, learn to harness both cultural and functional group diversity and become adroit at communication and leadership to succeed in the global workplace.

Trompenaars, Fons and Charles Hampden-Turner

RIDING THE WAVES OF CULTURE: UNDERSTANDING CULTURAL DIVERSITY

Burr Ridge, IL: Irwin Professional Publishing, Inc., 1998

This revised edition is updated with new research and the latest statistics. This guide describes successful and failed cross-cultural business transactions of multinational organizations such as AT&T, Heineken, Motorola and Volvo. The authors explain the how to manage and understand both our own as well as other cultures, and they highlight the use of communication, empathy and creativity in creating transcultural competence. Based on a database of over 30,000

people and the real-world feedback from more than 1,000 cross-cultural training programs, this book is an up-to-date version of the classic 1994 text on cultural diversity in business.

Wilson, Trevor

DIVERSITY AT WORK: THE BUSINESS CASE FOR EQUITY (2nd Edition)

New York: John Wiley & Sons, 2001

Originally published in Canada with a North American perspective, the second edition extends the discussion of diversity to include a worldwide perspective. Wilson offers a comprehensive look at implementing successful diversity initiatives. Focused on the concept of equity, rather than equality, Wilson presents the fair treatment of people as an essential management tool. He contends that implementing an effective diversity strategy is first and foremost a business issue, which results in improved retention and increased productivity – in short, the bottom line. Wilson makes the case for global diversity standards and presents an approach for measuring and evaluating diversity progress. Two tools, The Equity Continuum and the Diversity Diagnostic Tool, are discussed with reference to their global applicability. More than a book on international management, this is one of the first discussions directed to global diversity managers. (Note: This selection is currently available from the Toronto, CA division of Wiley & Sons at www.wiley.com under the title, **GLOBAL DIVERSITY AT WORK: THE BUSINESS CASE FOR EQUITY**.)



SECTION V

WORK & LIFE: Exploring Flexibility for a Diverse Workforce

Resources in this section explore the tension between work and personal life and offer suggestions for developing flexible work structure and benefit initiatives to accommodate the needs of a more diverse workforce.

Bergmann, Barbara

“WATCH OUT FOR ‘FAMILY-FRIENDLY’ POLICIES”

Dollars & Sense, January/February 1998, pp. 10-11.

Just when managers thought they were moving forward with “family-friendly” policies, Bergmann cautions that plans designed to give women more time with children can reinforce gender inequities in the workplace instead of creating true family-centered equity. Her brief article alerts us to the unintended consequences of some well-intentioned plans, and suggests more equitable alternatives.

Casner-Lotto, Jill and John V. Hickey

“HOLDING A JOB, HAVING A LIFE—MAKING THEM BOTH POSSIBLE”

Employment Relations Today, Winter 1999, pp. 37-47

According to the authors, “effective work/life strategies can lead to innovative practices that not only improve employees’ lives, but also contribute to the company’s bottom line.” This article describes a Work in America Institute (WAI) project that helps organizations go beyond piecemeal approaches to work/life programs to initiatives that really make a difference. Specific suggestions and case studies, including Baxter Healthcare, Eli Lilly, and Ernst & Young are included.

Elderman, Karen

BUILDING THE CASE FOR WORKPLACE FLEXIBILITY

The Conference Board, 1996, Publication ID # 1154 (www.conference-board.org)

This report from the 1995 Workplace Flexibility Conference provides a review of current work and family programs and examines the link between workplace flexibility and bottom-line and organizational benefits.

Fried, Mindy

TAKING TIME: PARENTAL LEAVE POLICY AND CORPORATE CULTURE

Philadelphia, PA: Temple University Press, 1998

In an effort to create a “family-friendly” work environment, many organizations overlook the impact of workplace norms and expectations on policy utilization. Mindy Fried, in this groundbreaking and readable book, explores the tension between parental leave policy and the corporate culture’s emphasis on overtime through her study of parental leave at an unnamed “best practices” organization. Her findings identify the corporate roadblocks to implementing work and family policy and shed light on the exploration of strategies for “making time.”

Friedan, Betty

BEYOND GENDER: THE NEW POLITICS OF WORK AND FAMILY

Washington, DC: Woodrow Wilson Center Press, 1997

A new take on identity politics and gender based political activism, this book by the author of *The Feminine Mystique* explores the limitations of a gender-focused political movement tied solely to women's issues. She argues instead for a

political view that encompasses the worlds of work, family and community. The book is based largely on facilitated discussions with corporate and labor leaders as well as policy experts, scholars, journalists and political thinkers, and in it Friedan questions assumptions about the relationships between the sexes both within and outside of the work environment.

Friedman, Stewart D., and Perry Christensen, Jessica DeGroot
“WORK AND LIFE: THE END OF THE ZERO-SUM GAME”

Harvard Business Review, November-December 1998, pp 119-129

Offering a practical and common sense approach, the authors explore the conflicts of work/life balance and the challenge of managing work and personal life issues. They present three guiding principles to assist managers in creating the flexibility greater workforce diversity demands without sacrificing organizational performance: 1) clarify what is important; 2) recognize and support employees as “whole people,” and 3) experiment with the way work is done. This article is recommended not because it provides “the answer” but because it lays out a logical framework to explore work/life balance solutions – one with broader application to workplace diversity issues in general.

Friedman, Stewart D. and Jeffrey H. Greenhaus
WORK AND FAMILY – ALLIES OR ENEMIES?

Oxford, UK: Oxford University Press, 2000

Friedman and Greenhaus surveyed over 800 professionals to investigate strategies for integrating work and life in the reality of today’s professional business world. They explore the effects of gender, professional culture, and social expectations on the evolving roles of men and women. Their study leads them to emphasize the importance of learning how to manage the boundaries between work and family, to handle ambiguity, to manage multiple tasks simultaneously, and to build support networks at home and in the community.

Galinski, Ellen

ASK THE CHILDREN: WHAT AMERICA’S CHILDREN RELLY THINK ABOUT WORKING PARENTS

Washington, D.C., Families and Work Institute, 1999 (www.familiesandwork.org)

In this path breaking resource, Galinski explores the cycle of guilt and stress that often confronts working parents by going directly to the children. The big discovery: children can adapt and want to be included. Supported by national surveys and data gathered from in-depth interviews conducted with children and parents, Galinski provides insights on the balance between parental time spent at work and with children and offers practical suggestions for managing work and family.

Glass, Jennifer L. and Sarah Beth Estes

“THE FAMILY RESPONSIVE WORKPLACE”

Annual Review of Sociology, 1997, pp. 289-313

Don’t let the academic journal title fool you—Glass and Estes take a comprehensive look at what companies are doing to make their firms more “family friendly,” and it’s useful for the practitioner. If you are interested in a detailed overview of family issues, historical solutions, and viable approaches, these authors present current research and survey data in a readable format.

Grundy, Lea and Nancy Firestein

WORK, FAMILY AND THE LABOR MOVEMENT

Radcliffe Public Policy Institute, 1997 (www.radcliffe.edu/pubpol/)

Creating family friendly workplaces is an issue of concern for organized labor. Grundy and Firestein review bargaining strategies for work and family policy and Family and Medical Leave Act implementation. They report on initiatives by unions to expand childcare, elder care, parental leave and flexible scheduling, including examples of

success stories. For additional resource on unions and work and family issues, see The Labor Project on Working Families (<http://laborproject.berkeley.edu/>)

Hochschild, Arlie (with Anne Machung)

THE SECOND SHIFT: WORKING PARENTS AND THE REVOLUTION AT HOME

New York: Viking Penguin, Inc. 1989

Work & Family

Although women have entered careers that have historically been the purview of men, workplaces and career tracks remain organized around a family structure that today comprises only 3% of all families: married heterosexual couples, male breadwinner, female homemaker. Hochschild explores this dilemma with a good mixture of personal stories of couples, history, and research. Hochschild's analysis and recommendations are creatively captured in the double-meaning of the title "second shift," which refers to the disproportionate share of household duties that women continue to perform, as well as the need for a second wave of changes in society. This book is well-researched, readable, and provocative, a good springboard for discussions of family-work issues.

Keita, Gwendolyn Puryear and Joseph J. Hurrell, Jr., editors

JOB STRESS IN A CHANGING WORKFORCE: INVESTIGATING GENDER, DIVERSITY AND FAMILY ISSUES

Washington, D.C.: The American Psychological Association, 1994

Work & Family

Keita and Hurrell frame this book by stating, "Women, members of ethnic minority groups, and older adults form a greater percentage of the total workforce today, with wide-reaching ramifications for the family and community at large. These workers are subject to a number of particular job-related stresses by virtue of their group membership." The genesis of this book was a 1992 conference entitled "Stress in the 90s: A Changing Workforce in a Changing Workplace" which attracted presentations from numerous international scholars, researchers and social scientists. The authors explain that chapters selected for this book "transcend the nature of the individual job and evaluate the interaction between the individual worker, the work environment and the nonwork environment." While the writing is heavily research oriented, the findings provide practitioners with valuable insights into the motivations and implications of human behavior in the workplace.

Laabs, Jennifer

"THEY WANT MORE SUPPORT—INSIDE AND OUTSIDE OF WORK"

Workforce, November 1998, pp. 54-56

A brief, enlightening report of the 1998 [America@Work](#) study conducted by Aon Consulting, which suggests that employee commitment is most strongly associated with management's recognition of the importance of personal and family life, and the effects of work on worker's personal lives. This article offers the best of the much longer full report in concise, readable detail.

Levine, James, and Todd L. Pittinsky

WORKING FATHERS: NEW STRATEGIES FOR BALANCING WORK AND FAMILY

Families and Work Institute, 1997

Based in part on the work of The Fatherhood Project of the Work and Families Institute, Levine and Pittinsky explore work and family challenges from the perspective of the working father and examine the consequences of "daddy stress" on home life as well as workplace performance. The authors offer practical guidelines for father's connecting with families and negotiating the cultural emphasis on the mother's role and professional expectations assigned to men. Also included are suggestions for creating father-friendly workplaces, including discussions of paternity leave and flexible scheduling.

Pitt-Catshoupes, Marcie and Ellen Bankert

“CONDUCTING A WORK/LIFE WORKPLACE ASSESSMENT”

Compensation & Benefits Management, Summer 1998, pp. 11-18

For companies interested in attracting and retaining talented personnel, attention to the details of workplace culture is vital. Based on research from the Center for Work & Family at Boston College, the authors describe six components of a work/life assessment: stakeholder analysis; organizational structure, workforce composition, motivators and barriers; work/life policies, programs, and practices; and company culture, climate, and informal practices. This excellent resource offers a practical guide to improving the work/life balance in any workplace.

Verespej, Michael

“WORK VS LIFE”

Industry Week, April 19, 1999, pp. 37-42

The work/life issues of time, balance, and flexibility are not just U. S. issues. This brief article examines how other countries view the need to balance work and life in light of increasing global economic pressures, the 24-hour workday facilitated by technology, the emerging role of women in the global workplace, and global mergers such as Daimler Chrysler and BP Amoco. Enlightening reading for all managers, not just those with international responsibilities.



SECTION VI ***SKEPTICS: Considering Opposing Views***

A discussion of workplace diversity is not complete without considering the views of those educators, theorists, practitioners and journalists who present viewpoints that diverge from the "diversity as an asset" paradigm. Examples of their writings are contained in this section for reading and discussion.

Change

THE CURRICULUM AND MULTICULTURALISM

January/February 1992

This entire issue is devoted to the multiculturalism debate. It contains a number of important articles on the conservative backlash against diversity. Three in particular are worth reading: a) Charles V. Willie, "Multicultural Bashing: A Review of Magazine Coverage;" b) John R. Thelin, "The Curriculum Crusades and the Conservative Backlash;" and c) Larry Yarbrough, "Three Questions for the Multiculturalism Debate."

D'Souza, Dinesh

"ILLIBERAL EDUCATION"

Atlantic, March 1991, pp 51-79

In discussing the current focus on race, gender and other cultural differences on America's university campuses, D'Souza, who calls it a revolution, warns, ". . .their project seeks a fundamental restructuring of American society [involving] basic changes in the way economic rewards are distributed, and in the way cultural and political power is exercised." He offers numerous examples, and discusses in detail the case of Duke University, which has barraged its halls with representatives from the "new scholarship" in the humanities -- deconstructionists, postmodernists, structuralists, and the like. These scholars, says D'Souza, seek to remove objectivity and traditional methods of inquiry, which they believe are inherently oppressive. He argues that this move by Duke is not unconnected with another policy shift, that of hiring more black faculty. In essence, universities are attempting, through the transformation of the social science canon and the faculty that teaches it, to tip the balance of social, political and economic power in favor of a particular segment of the nation's population--namely those who agree with the perspective of these new scholars. In reading this article, it is interesting to ask of the old canon the same questions D'Souza presents regarding the new: who developed it? for what purpose? and who benefits from it?

Epstein, Richard A.

FORBIDDEN GROUND: THE CASE AGAINST EMPLOYMENT DISCRIMINATION LAWS

Cambridge, MA: Columbia University Press, 1992

In this book, the author treats antidiscrimination as a principle, and argues why it is at odds with a number of other closely coveted principles, particularly freedom of contract. He states, "The unchallenged social acceptance of the antidiscrimination principle has far-reaching consequences. At stake is the basic choice of legal regimes under which social life is ordered. An antidiscrimination law is the antithesis of freedom of contract, a principle that allows all persons to do business with whomever they please for good reason, bad reason, or no reason at all. . . .But refusal to deal for reasons forbidden by statute renders an employer's conduct illegal. . ." The book's chapters deal separately with race, gender, age and disability discrimination. The author also compares antidiscrimination laws with other contract-restricting statutes, such as the restriction of monopolies, and presents parameters under which contracts should be limited and why discrimination isn't one of them.

Leo, John

"THE WORDS OF THE CULTURE WAR"

US News and World Report, October 28, 1991, p 31

In this essay, Leo criticizes the words that surround the diversity debate, including the extended definition of "family." He concludes: ". . .the word games that surround [these] issues are generating suspect statistics and polluting public discussion. 'Hate crimes' in many cases include insults and other acts that aren't crimes at all, just as seduction isn't rape and asking easy questions in class isn't racial violence. Let's get back to English."

Lynch, Frederick R.

THE DIVERSITY MACHINE: THE DRIVE TO CHANGE THE 'WHITE MALE WORKPLACE'

New York: The Free Press, 1997

In his work questioning contemporary theories and techniques of diversity management, Lynch condemns the creation of what he terms "the diversity machine"—a complex of heavily female or minority networks that promulgate change in the "allegedly 'white male' workplace" and the "basic values of American society". He concedes, "There is no question that racial and sexual discrimination persist in American society, in overt and more subtle, institutional forms. The major policy questions, often not openly debated, revolve around the following issues: What do we do about discrimination, within the law, without bashing white males and Western values, and *without making matters worse?*" For those who aim to understand the other side of the diversity management coin, this is a must-read; ironically, for those who reject Lynch's view, the book serves as a veritable Who's Who in contemporary diversity management, acquainting the reader with a number of prominent authors, consultants, and publishers in the field.

MacDonald, Heather

"THE DIVERSITY INDUSTRY"

The New Republic, July 5, 1993, pp 22-25

With the subtitle, "Cashing in on affirmative action", this article takes a critical look at diversity programs, portraying them as misguided, gimmicky, and fraudulent. The author states: "Despite the grand rhetoric of its advocates, there is little evidence that diversity management can solve the problems it purports to address." Although highly critical, she gives diversity proponents valid concerns to think about, such as: "The mandate that ultimately emerges from diversity training is contradictory. On one hand, managers learn that they must judge individual behavior as an expression of racial, sexual and cultural difference; on the other, they are told that they must not base their behavior on how they think members of a particular cultural group will react."

Menand, Louis

"THE MYTH OF AMERICAN DIVERSITY"

Harper's Magazine, March 1993, pp 26-29

In this article, the author argues that "the United States is becoming not more multicultural but less." He observes that Americans still want to be "Americans," and that today being an American means "wearing . . .your 'differences' on your sleeve." However, he believes that regardless of differences, we are all more alike than may be immediately evident, that somehow we all "end up saying the same thing." This last point deserves considerable attention. How do we--if in fact we do--all end up saying the same thing? And is this desirable? This article could be a good springboard for lively discussions around the meaning and impact of differences and similarities.

Neili, Russell (ed.)

RACIAL PREFERENCE AND RACIAL JUSTICE: THE NEW AFFIRMATIVE ACTION CONTROVERSY

Washington, D.C.: Ethics and Public Policy Center, 1991

This edited volume will be helpful for anyone trying to make sense of the heated issue of affirmative action, and the related controversy over diversity programs. It contains multiple perspectives: pro and con, judicial, philosophical,

psychological, economic and more. Here you will find original works by Supreme Court Justices Antonin Scalia, Sandra Day O' Connor, Thurgood Marshall, among others, and by notable scholars, including Nathan Glazer of Harvard, and Thomas Sowell of Stanford. As the editor accurately states, "The articles and judicial opinions reproduced here are among the most important that have appeared on the topic over the past twenty years.

Paglia, Camille

SEX, ART, AND AMERICAN CULTURE

New York: Vintage Books, 1992

Anyone who has seen Camille Paglia in a television interview is familiar with her rapid-fire speech and her take-no-prisoners attitude. In this collection of essays, Paglia shares her unexpurgated perspectives about the intersection of human sexuality, art and late 20th century American culture. The source of ire for many "mainstream feminists," as she calls them, Paglia gives feminism a new interpretation. Women have always been the stronger sex, she suggests, as a result of their historic sexual domination over men. Today's feminists, she argues, are boring, provincial, uptight puritans who think men should act like women. Moreover, she claims, lesbian feminist separatists are humorless and strident.

A self-proclaimed aficionada of rock and roll music, commercial television and pornography, Paglia suggests that the mass media do not reflect American culture; they *are* American culture. Her essays are acerbic, well written and provocative. Topics include Madonna (whom Paglia adores and see as the archetypal feminist of the late 20th century); Elizabeth Taylor; rape and the modern sex war; the present state of academia; the art of Robert Mapplethorpe and the cases of Anita Hill /Clarence Thomas and Marlon Brando. Paglia uses her words like daggers to get her points across; she's fearless. She forces her readers to consider themselves and their society in a new and frequently unsettling light.

Schlesinger, Arthur M., Jr.

THE DISUNITING OF AMERICA

Knoxville, TN: Whittle Direct Books, 1991

Schlesinger's hypothesis is best captured in the following excerpt: "Today, as the twentieth century draws to an end, a number of factors -- not just the evaporation of the cold war but, more profoundly, the development of swifter modes of communication and transport, the acceleration of population growth, the breakdown of traditional social structures, the flight from tyranny and from want, the dream of a better life somewhere else -- converge to drive people as never before across national frontiers and thereby to make the mixing of peoples a major problem for the century that lies darkly ahead. . . .Unless a common purpose binds them together, tribal hostilities will drive them apart. . . .On every side today ethnicity is the cause of the breaking of nations." The book is devoted to showing how his suppositions hold true, how America has the potential to overcome them, and how "ethnicity rage in general and Afrocentrism in particular" stand in the way. Ironically, his solution is the exact ideology he abhors -- embracing an identity -- in this case "the great unifying Western ideals. . .that define the American nationality."

Society

CRACKING THE CULTURAL CONSENSUS

November/December 1991

This issue contains eight well written and provocative articles concerning multiculturalism. Although most deal specifically with canons in academia, all offer important insights on cultural diversity. Thomas Sowell's piece, "A World View of Cultural Diversity" is particularly significant. He explains, in great detail, how "Cultural diversity, viewed internationally and historically, is not a static picture of differences . . . [Cultures] exist to meet the necessities and to forward the purposes of human life. . . .Cultures are not bumper stickers." Other articles include, "From Pluralism to Multiculturalism," "Dynamics of Culture Change," and "The New Nihilism." This special issue is thought-provoking reading.

Steele, Shelby

THE CONTENT OF OUR CHARACTER

New York: St. Martin's Press, 1990

A careful look at racial identification and its pitfalls, this book is best read together with Cornel West's, RACE MATTERS. It is reminiscent of the old W.E.B. Dubois-Booker T. Washington debates. Steel on being a middle-class black: "People like myself . . . are caught in a very specific double bind that keeps two equally powerful elements of our identity at odds with each other." The middle class values by which he was raised are raceless and even assimilationist. But the pattern of racial identification now prevalent "urges an adversarial stance toward the mainstream." Affirmative action? Steel finds that it has harmed more than it has helped: "Racial representation is not the same thing as racial development, yet affirmative action fosters a confusion of these very different needs."



SECTION VII **PROFILES IN DIVERSITY: *Understanding the Numbers***

This section provides references for current and projected workforce demographics.

THE AMERICAN WOMAN: 1999-2000. Women's Research and Education Institute. 1700 18th Street, N.W., Suite 400, Washington, D.C. 20009 - Tel: 202/328-7070 Fax: 202/328-3514. (www.wrei.org) The latest edition of in the series, this resource provides information on women's progress and setbacks in the 20th century and offers projections for the 21st century.

Bond, James T. and Ellen Galinski,, Jennifer Swanberg, **THE 1997 NATIONAL STUDY OF THE CHANGING WORKFORCE**, 1999 Families and Work Institute, 330 Seventh Avenue, New York, NY 10001 - Tel: 212/465-2044 Fax: 212/465-8637 (<http://www.familiesandworkinst.org/announce/workforce.html>) Designed to parallel the Department of Labor's 1977 Quality of Employment Survey, this report documents men's and women's changing roles at work and home and job characteristics most related to loyalty, retention and job satisfaction. Also available on CD- Rom.

DIVERSITY IN AMERICA, Intertec Publishing, 1998. Special Report from American Demographics: Projections for Minority, Black, Hispanic American, and Asian-American Populations to the Year 2001 from the editors of American Demographics Magazine. (<http://www.demographics.com/>)

THE NATIONAL AGING INFORMATION CENTER (NAIC), operated by the U.S. Administration on Aging (AoA). 330 Independence Ave., SW, Rm. 4656, Washington, D.C. 20201 – Tel: 202/619-7501 Fax: 202/401-7620 (<http://www.aoa.dhhs.gov/NAIC/Notes/trendsproject.html>) NAIC is a central source for a wide variety of program- and policy-related materials and demographic and other statistical data on the health, economic, and social status of older Americans.

Jackson, James S. and Nicholas A. Jones, “**NEW DIRECTIONS IN THINKING ABOUT RACE IN AMERICA: AFRICAN AMERICANS IN A DIVERSIFYING NATION;**” *Looking Ahead*, Vol. XX, No. 3, October, 1998 – National Policy Association, 1424 16th Street, NW, Suite 700, Washington, DC 20036 – Tel: 202/265-7685 Fax: 202/797-5516 (<http://www.npa1.org>). An information rich resource, presents data by race on economic conditions, social conditions, family and community connections, education and health conditions, from the Program for Research on Black Americans, Institute for Social Research, University of Michigan.

Rose, Stephan J., **SOCIAL STRATIFICATION IN THE UNITED STATES: THE AMERICAN PROFILE POSTER, REVISED AND EXPANDED**, 2000. New York: The New Press. (<http://www.wwnorton.com/orders/np/084550.htmv>) A book and poster set that brings together data on income, wealth, race, and marital and occupational status, this resource offers insights into where we stand today at the beginning of the new millennium.

THE STATE OF BLACK AMERICA, 1999. The National Urban League, Inc., The Equal Opportunity Building, 500 East 62nd Street, New York, N.Y. 10021. (<http://www.nul.org/soba/>)

TAKING AMERICA'S PULSE II: The National Conference for Community and Justice, 475 Park Ave. South, NY, NY 10016-6901 - Tel: 212/545-1300 Fax: 212/545-8053. (<http://www.nccj.org/nccj3.nsf/htmlmedia/spotligh.htm>) An update of the 1993 survey, this resource provides a comprehensive, nationwide survey of interracial and intergroup relations in the US.



SECTION VIII **RESOURCES: *Surveying the Materials***

This section provides a listing of online sites and resources that will direct you to 1) online diversity practitioner resource links and journals, 2) research and resource organizations, and 3) workplace diversity consultant and practitioner directories, 4) training guides, tools and video resources.

1) ONLINE PRACTITIONER RESOURCE LINKS AND JOURNALS

BEST PRACTICES IN ACHIEVING WORKFORCE DIVERSITY

<http://www.doc.gov/studies/workforce-diversity.pdf>

Full-text of a benchmarking study from the U.S. Department of Commerce and Vice President Al Gore's National Partnership for Reinventing Government.

CAMBIOS

<http://cambios.org>

Created to address issues of racism, multicultural education and positive contributions of people of color in America contains links to African-American, Arab-American, Jewish-American, Latino-American, and Native-American, and other sites offering information on America's diversity.

CHANGING FACE OF AMERICA

<http://npr.org/programs/specials/cfoa/>

The Changing Face of America project is an 18-month long series of stories produced by NPR's [Talk of the Nation](#), [All Things Considered](#), and [Morning Edition](#). The series web site includes a link to stories from the program as well as links and resources related to stories in the series.

DISABILITY AND THE WORKPLACE: AN INTERNET PRIMER

http://www.ilr.cornell.edu/library/reference/guides/dw_primer/default.html

Developed in collaboration with the [Program on Employment and Disability](#), Cornell University, this guide provides links to various disability topics such as workers compensation, return to work issues, employment, law and legislation, and more.

NORTHERN ILLINOIS UNIVERSITY: DIVERSITY RELATED LINKS

<http://www.ceet.niu.edu/faculty/murali/diverse.htm>

From the College of Engineering and Engineering Technology at Northern Illinois University, this site consists of a wide variety of diversity links, including sections on minority career resources and minority organizations, many with an emphasis on the sciences.

DIVERSITY CENTRAL

<http://www.diversitycentral.com>

The online site for the *Cultural Diversity at Work* newsletter and related resources.

DIVERSITY DATABASE, UNIVERSITY OF MARYLAND

<http://www.inform.umd.edu/EdRes/Topic/Diversity/>

A comprehensive index of multicultural and diversity resources maintained by The University of Maryland, provides links to a wide range of resources pertaining to cultural diversity and multiculturalism.

DIVERSITY DIRECT

<http://www.diversitydirect.com>

A job search and career site with searchable database of subscriber organizations and extensive links.

THE DIVERSITY FACTOR

<http://www.diversitymetrics.com/tdf/>

Online site for the nation's leading diversity practitioner journal, *The Diversity Factor*, published by Elsie Y. Cross, lists contents of current and past issues; offers The Diversity Book Shelf with book reviews, calendar of events, and access to free copy of *The Diversity Factor's Language Guide*.

DIVERSITY RESOURCES ON LINE

<http://www.nadm.org/index.htm>

An interactive platform for the dissemination of diversity information and resources in many aspects of diversity in education, human resources, the public sector, health care and society at large; includes the online journal, *International Journal of Diversity & Synergy*, databases, diversity links, legal resources, publications, calendar of events, bulletin board and interactive forum.

DIVERSITY STANDARDS

<http://www.diversitystandard.com/>

The online site for The Equity Continuum, developed by Trevor Wilson of TWI, and used by the European Business Network for Social Cohesion.

DIVERSITY SEARCH

<http://www.diversitysearch.com>

Career development and job search site, with searchable database with extensive links.

DIVERSITY WEB

<http://www.diversityweb.org>

An interactive and comprehensive resource and information hub for diversity initiatives in higher education organized around seven campus diversity priorities vision & leadership, student involvement, campus and community connections, research evaluation, curriculum transformation, faculty and staff involvement and policy and legal issue; includes a listserv, bulletin board, and the American Association of Colleges and Universities' online publication, *The Diversity Digest*.

DIVERSITYINC.COM

<http://www.DiversityInc.com>

Described as a "one-stop" information source, the webzine, *DiversityInc.com*, that includes frequently updated diversity news, commentary and how-to content organized to address workplace, supplier and marketplace diversity with industry specific resources for automotive, health/pharmaceutical, electric utility, food service/hospitality and financial service industries and links to training and consulting resources.

EUROPEAN BUSINESS NETWORK FOR SOCIAL COHESION

<http://www.ebns.org/>

Focused on European corporate social responsibility strategies and practice, includes case studies of best practice in the EBNSC Center for Business & Diversity - Gaining for Diversity; publishes the journal, *CSR Magazine*.

HUNT-SCANLON

www.hunt-scanlon.com

An extensive recruiting and career development information site, publishes several online news updates and journals including: *Diversity Monitor*, *Online Recruiter Strategist*, and *Diversity News Highlights*

IMDIVERSITY

www.imdiversity.com

More than a diversity recruiting and job search site with employer profiles, career development resources and news, this site features extensive information links and focused resources organized in six villages to address specific group concerns; African-American, Hispanic-American, Asian-American, Native-American, Women and Minority Global, which houses the Minorities Global Almanac project designed to collect useful, basic background information, statistics, and link resources for readers to learn more about the social, political, and economic state of their diasporic cousins outside of the U.S.

LATINO NET

www.latinonetpages.com

Extensive links to a wide variety of Latino businesses and organizations from arts and humanities to sports to non-profit organizations.

THE MULTICULTURAL ADVANTAGE

<http://www.tmaonline.net/>

An online community for people of color with extensive links to information resources for career and recruitment, healthy living, family unity, life long learning and more.

MULTICULTURAL PATHS

<http://curry.edschool.virginia.edu/go/multicultural/sites1.html>

From the Multicultural Pavilion, a resource for educators, Multicultural Paths provides links to a number of diversity sites, including those dealing with race, ethnicity, and gender, as well as providing an archive of historical materials, and links to publications, social action and human rights groups, and other diversity resources.

THE NETWORK NEWSLETTER

<http://www.ilr.cornell.edu/depts/wdn>

The newsletter of The Workplace Diversity Network, a joint project of Cornell University ILR and The National Conference of Community and Justice, formed to extend 'diversity learning' by linking diversity professionals with one another and leading national resources to explore emerging issues in workplace diversity.

THE NETWORK OF ALLIANCES BRIDGING RACE & ETHNICITY, NABRE

<http://www.jointcenter.org/nabre>

An initiative of the Joint Center for Political and Economic Studies, NABRE is a network of community-based organizations working to bridge racial and ethnic divisions through dialogue, community improvement projects, school and club exchanges, joint worship services and other activities.

PERSPECTIVES OF DIFFERENCE, DEPARTMENT OF GENERAL INTERNAL MEDICINE, UCSF

<http://medicine.ucsf.edu/divisions/dgim/pods/>

An example of distance learning, this site offers an online curriculum that teaches the principles of diversity and cross-cultural medicine; developed by Melissa Welch, MD, MPH; includes resources, exercises and interactive teaching video modules.

PROFILES IN DIVERSITY JOURNAL

<http://www.diversityjournal.com/preview.shtml>

Online site for *Profiles in Diversity Journal*, published by James Rector of Motivational Technologies (<http://www.motivationaltech.com>) a distributor of books, CD-ROMs, and videos; offers article previews on line.

SOCIETY FOR HUMAN RESOURCE MANAGEMENT--WORKPLACE DIVERSITY INITIATIVE

<http://www.shrm.org/diversity/>

Designed for businesses creating a workplace diversity initiative, this site is updated regularly and includes information on diversity training, selecting consultants, affirmative action, recruitment retention, and more. Also included are links to a diversity reading room, bulletin board, toolkit, SHRM's diversity committee, *Mosiacs*, SHRM's bi-monthly diversity publication, and other diversity resources.

STANDARDS: INTERNATIONAL CULTURAL STUDIES

<http://www.colorado.edu/journals/standards/>

An electronic journal, *Standards: The International Journal of Multicultural Studies*, sponsored by the Office of Diversity and Equity at the University of Colorado, Boulder.

WOMEN'S EXECUTIVE NETWORK

www.thewen.com

A job site dedicated to jobs for professional women in the business world – a job center, mentoring program, information on finance, balancing work and family life, and more.

2) RESEARCH AND RESOURCE ORGANIZATIONS

A. PHILIP RANDOLPH INSTITUTE

<http://www.aprihq.org/>

The A. Philip Randolph Institute (APRI), a national organization of black trade unionists, was founded in 1965 "to fight for racial equality and economic justice. APRI builds black community support for the trade union movement, and conveys to labor the needs and concerns of black Americans. The web site includes APRI biographies, a "What's New" section, a link to products and services, and information on joining the organization.

AMERICAN ASSOCIATION OF UNIVERSITY WOMEN

<http://www.aauw.org/home.html>

The American Association of University Women is a national organization that promotes education and equity for all women and girls. As well as research, fellowship and grants, contact, and program information, the site includes a large section on the organization's diversity initiative.

THE AMERICAN INSTITUTE FOR MANAGING DIVERSITY, INC

<http://www.aimd.org/>

Founded in 1984, the American Institute for Managing Diversity (AIMD) is a nonprofit organization created for the study of diversity issues. The site provides an information resource center, a diversity store, links to AIMD research and educational services, as well as profiles of those leading the field of diversity management and awareness.

AMERICAN MANAGEMENT ASSOCIATION

<http://www.amanet.org/index.htm>

The American Management Association (AMA) is a membership-based management development organization offering a range of business education and management development programs for individuals and organizations in Europe, the Americas and Asia. Information on membership, seminars, conferences, and e-learning are available on the organization's web site, along with a bookstore, and research reports.

AMERICAN SOCIETY FOR TRAINING AND DEVELOPMENT

<http://www.astd.org/>

Founded in 1944, ASTD is a professional association and leading resource on workplace learning and performance issues.

AMERICAN SOCIETY ON AGING

http://www.asaging.org/ASA_Home_New5.cfm

This site provides background and membership information, as well as information on the Society's diversity and cultural competency.

ASIAN PACIFIC AMERICAN LABOR ALLIANCE

<http://www.apalanet.org/>

The Asian Pacific American Labor Alliance, AFL-CIO, is the first and only national organization of Asian Pacific American union members. Action alerts, an online newspaper, chapter information and press releases are included on the web site.

ASPIRA

www.aspira.org

Nonprofit organization devoted solely to serving Puerto Rican and other Latino youth through leadership development and education. ASPIRA takes its name from the Spanish verb *aspirar*, "to aspire to something greater."

CENTER FOR CREATIVE LEADERSHIP

<http://www.ccl.org/>

The mission of the Center for Creative Leadership is to "advance the understanding, practice and development of leadership for the benefit of society worldwide"

COALITION OF BLACK TRADE UNIONISTS, CBTU

<http://www.cbtu.org/>

Founded in 1972, the CBTU was organized to challenge "organized labor to be more relevant to the needs and aspirations of Black and poor workers." Currently, more than 50 different international and national unions are represented in CBTU. With 50 chapters nationwide and one in Ontario, Canada. Membership and program information, events calendar, and labor news are included in the web site.

COALITION OF LABOR UNION WOMEN, CLUW

<http://www.cluw.org/>

The CLUW was founded in 1974 adopting four goals of action: organizing women, political action and legislation, affirmative action in the workplace, and participation of women within their unions. The Coalition currently has more than 75 chapters across the U.S., the web site includes news, an events calendar, and membership information.

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

<http://www.eeoc.gov>

The U.S. Equal Employment Opportunity Commission's homepage offers information on employment discrimination, filing charges, enforcement and litigation, technical assistance programs, and general information on the Commission including press releases and telephone contact points.

FAMILIES AND WORK INSTITUTE

<http://www.familiesandworkinst.org/>

Families and Work Institute is a non-profit organization that addresses the changing nature of work and family life. The Institute is "committed to finding research-based strategies that foster mutually supportive connections among workplaces, families, and communities." The web site includes links to research, community forums, publications and a pressroom.

INSTITUTE FOR COMMUNITY INCLUSION

<http://www.tch.harvard.edu/ici>

ICI is "committed to developing resources and support for people with disabilities and their families." Programs in the Institute carry out this mission through training and consultation, services, and research. The Institute's web site provides information on research, employment services, education and transition, community outreach, clinical services and more.

INSTITUTE FOR WOMEN AND WORK, CORNELL UNIVERSITY ILR

<http://www.ilr.cornell.edu/depts/extension/institutes/iww/>

The Institute for Women and Work, is an intellectual, research and education center for women with a focus on educational and training programs with corporations, educational institutions, unions, and public sector agencies regarding issues relevant to women and their work; applied academic research funded by government agencies, corporations, unions and/or foundations that address issues which influence the achievement of women's potential in the workplace; and the dissemination of relevant research related to public policy through conference, seminars, and publications. The web site includes links to events, articles and publications, a directory of the Institute, as well as links to other ILR institutes and programs.

JOINT CENTER FOR POLITICAL AND ECONOMIC STUDIES

<http://www.jointcenter.org>

The Joint Center for Political and Economic Studies is a source of independent analysis on public policy issues of special concern to African-Americans and people of color. Back issues of the magazine *Focus* are available online.

LABOR COUNCIL FOR LATIN AMERICAN ADVANCEMENT, LCLAA

<http://www.lclaa.org/>

The Labor Council for Latin American Advancement (LCLAA) is a national Latino trade union association representing 1.4 million Latino working men and women in 43 international unions in 64 chapters in 17 states and Puerto Rico. This bilingual site provides a history of the LCLAA, a newsletter, information on LCLAA leaders and chapter information.

LABOR PROJECT FOR WORKING FAMILIES

<http://laborproject.berkeley.edu/aboutlpwf.shtml>

The Labor Project for Working Families is a national advocacy and policy center providing technical assistance, resources and education to unions and union members addressing family issues in the workplace including child care, eldercare, flexible work schedules, family leave and quality of life issues. Fact sheets, labor news, links to publication information, special projects, and other related web sites are included.

NIL INSTITUTE

<http://www.nil.org/>

Founded in 1947, NTL Institute for Applied Behavioral Science is a not-for-profit organization working with managers, leaders, and executives to "increase their capacity to improve our collective and individual lives". The Institute also conducts research, produces publications and provides programs and products to leaders and organizations in all sectors. The web site includes information on publications and training products, public training programs, customized and in-house training programs, as well as a calendar of events.

NATIONAL ASSOCIATION OF DIVERSITY MANAGEMENT, NADM

<http://www.nadm.org/>

Diversity Resources Online is a platform for disseminating information and a comprehensive resource center for many aspects of diversity in education, human resources, the public sector, health care and the society at large. The web site includes full text articles from *The International Journal of Diversity & Synergy*, a new electronic journal published by NADM. Other online resources include a newsletter, discussion forums, as well as information on programs and services.

NATIONAL COALITION BUILDING INSTITUTE, NCBI

<http://www.ncbi.org>

The National Coalition Building Institute is a nonprofit leadership training organization based in Washington, D.C. Founded in 1984, NCBI has been working to eliminate prejudice and intergroup conflict in communities throughout the world. Information on discussion groups, campus programs, training programs and more are available on the web site.

THE NATIONAL CONFERENCE FOR COMMUNITY AND JUSTICE, NCCJ

<http://www.nccj.org/nccj3.nsf/?Open>

Founded in 1927 as the National Conference of Christian and Jews, the NCCJ is a human relations organization "dedicated to fighting bias, bigotry, and racism in America. Press releases, information on programming, and an event calendar are included on the web site.

NATIONAL MULTICULTURAL INSTITUTE, NMCI

<http://www.nmci.org/>

The National MultiCultural Institute was founded in 1983 to increase communication, understanding and respect among people of different racial, ethnic and cultural backgrounds, and to provide a forum for discussion of the critical issues of multiculturalism facing our society. The web site includes program and services information (including diversity training and consulting services), job and internship opportunities, and a catalog of publications.

NATIONAL ORGANIZATION ON DISABILITY

<http://www.nod.org/>

The National Organization on Disability was founded in 1982 at the conclusion of the United Nations International Year of Disabled Persons. As well as providing information on the organization and their programs, this site includes Frequently Asked Questions, an ADA Fact Sheet, Employment Resources, and lists of publications, press releases, contact information and links to related sites.

PRESIDENT'S COMMITTEE ON EMPLOYMENT OF PEOPLE WITH DISABILITIES

<http://www.dol.gov/pcepd/>

A small federal agency appointed by the President, its web site includes agency press releases, publications, speeches, projects, and a directory of state liaisons, job links, and archives.

PRIDE AT WORK

<http://www.igc.org/prideatwork/>

National Pride At Work is affiliated as the newest constituency group of the AFL-CIO (American Federation of Labor & Congress of Industrial Organizations). The purpose of Pride At Work is to mobilize mutual support between the organized Labor Movement and the LGBT Community around organizing for social and economic justice. Still under construction, the web site currently offers a directory of issues and campaigns, a listing of upcoming events, the latest news, and contact information.

PROGRAM FOR EMPLOYMENT AND WORKPLACE SYSTEMS, PEWS

<http://www.ilr.cornell.edu/depts/extension/institutes/pews/>

Based at the School of Industrial and Labor Relations, Cornell University ILR, Programs for Employment and Workplace Systems (PEWS), a consulting and applied research group, works jointly with employers, unions and employees to plan and manage large-scale organizational (structural and cultural) change through a variety of collaborative approaches and cross-disciplinary interactions. Links to publications, services, and an organization directory are included on the web site.

PROGRAM ON EMPLOYMENT AND DISABILITY, PED

<http://www.ilr.cornell.edu/PED/>

Based at the School of Industrial and Labor Relations at Cornell University, the Program on Employment and Disability is a multi-faceted organization. Through research, training, education, organizational development, and consulting activities, the Program facilitate the development and enhancement of inclusive communities for individuals with disabilities, including the workplace, schools, federal, state and local government, service agencies, and communities as a whole. Links to publications, services, and an organization directory are included on the web site.

THE SOCIETY FOR INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY, SIOP

<http://www.siop.org/>

An organizational affiliate of the American Psychological Society, SIOP's web site includes information on programs, conferences, graduate programs, and publications.

THE SOCIETY FOR INTERCULTURAL EDUCATION, TRAINING AND RESEARCH – SIETAR USA, INTERNATIONAL SIETAR

<http://www.sietarinternational.org>

SIETAR is an interdisciplinary professional and service organization whose purpose is to implement and promote cooperative interactions and effective communications among peoples of diverse cultures, races and ethnic groups. The Society's web site includes a history of the society and its organization, a calendar of events, online copies of *Communiqué* and *SIETAR International Journal*, as well as discussion groups and membership information.

THE SOUTHERN POVERTY LAW CENTER

<http://www.splcenter.org/>

The Southern Poverty Law Center is a non-profit organization that "combats hate, intolerance, and discrimination" through education and litigation. The web site includes the online edition of the Law Center's quarterly publication of *Intelligence Report*, a searchable list of hate groups by state and type, recent legal action, the Teaching Tolerance projects resources and publications, and other law center information.

WOMEN'S RESEARCH AND EDUCATION INSTITUTE, WREI

<http://www.wrei.org/>

Founded in 1977, the WREI is a nonpartisan information policy and analysis institute, examining women's equity issues. The web site contains information on women's health, women in the military, internships, Congressional fellowships, and publications.

WORK AND FAMILY CONNECTION

<http://www.workfamily.com/>

A subscriber based information clearinghouse for managers and work-life professionals, this site provides best practices, special reports, current copies of *Work and Family Newsbrief*, and *The Trend Report*.

WORKPLACE DIVERSITY NETWORK

<http://www.ilr.cornell.edu/depts/wdn/>

The Network is a joint project of the National Conference for Community and Justice (NCCJ), a leading human relations organization founded over 70 years ago to fight bias, bigotry and racism, and the School of Industrial and Labor Relations at Cornell University, known for its expertise in human resources, employment and labor relations and negotiation. The web site contains information about joining the Network as well as an online newsletter.

3) CONSULTANT AND PRACTITIONER DIRECTORIES

ASTD BUYER'S GUIDE & CONSULTANT DIRECTORY

<http://astd.expoventure.com/ASTDBuyerGuidenoreg/Booths/Booths.html>.

A reference guide to suppliers of human resource development products and services, organized by subject or equipment area, by geographic location, and by industry; includes several sections specific to a workforce diversity: conflict management; communication; cross-cultural training; diverse workforce management; workforce diversity; and nine entries which deal with all types of employee diversities; updated annually.

DIVERSITY IN CORPORATE AMERICA

<http://www.hunt-scanlon.com/shop/diversitycol2.htm>

A Who's Who directory of diversity executives, consultants and practitioner associations with references to over 500 companies, federal and state agencies, includes are eight corporate case studies profiling successful diversity initiatives.

SIETAR INTERNATIONAL INTERCULTURAL SPECIALIST AND CONSULTANT REFERRAL DIRECTORY

<http://www.sietarinternational.org/refdir.htm>

A listing of nearly 200 interculturalists, representing 70 countries worldwide, with detailed profiles and statements of philosophy and theoretical frameworks for each. Also included are client guidelines designed to facilitate the best match between user needs and specialist qualifications. SIETAR is the International Society for Intercultural Education, Training, and Research.

CONSULTANTS FORUM DIRECTORY

<http://www.shrm.org/consultants/directory/>

Listing members of the Society for Human Resource Consultants Forum.

UConsultUS: GLOBAL DIRECTORY OF CONSULTANTS AND CONSULTING SERVICES

<http://www.uconsultus.com/diversity.html>

Developed by Dr. Carolyn Smiley-Marques, provides listing of Equity and Diversity Consultants.

4) TRAINING GUIDES, TOOLS AND VIDEO RESOURCES

AMERICA'S ORIGINAL SIN: A STUDY GUIDE ON WHITE RACISM

<http://www.sojo.net/home/index.cfm>

Sojourners is an ecumenical Christian community and magazine located in the inner city of Washington, D.C. The editors of Sojourners magazine have compiled a set of essays that speak to the issues raised by the rebellion in Los Angeles, the 25th anniversary of the legislative victories of the Civil Rights Movement, and the realities exposed by the Columbus quincentenary. The book is structured to facilitate a study-action-reflection process; essays are grouped into Study Sessions and include excellent questions for discussion. Session 9 and Appendix I offer practical suggestions for follow up activities and how-to information for such activities. A word of caution: when using this resource, be sure that a trained, capable facilitator leads discussions.

BUREAU OF NATIONAL AFFAIRS

<http://www.bna.com/>

Provides training resources and consulting services, distributes several recognized diversity videos, including BRIANWAVES: CASE STUDIES IN DIVERSITY, BRAINWAVES: NEW PATTERNS IN A DIVERSE WORKPLACE, BRIDGES: SKILLS FOR MANAGING A DIVERSE WORKFORCE, CONNECTIONS: MANAGING TODAY'S WORKFORCE, A WINNING BALANCE and more.

A CALENDAR OF RELIGIOUS HOLIDAYS AND ETHNIC FESTIVALS

<http://www.nccj.org/nccj3.nsf/htmlmedia/organize.htm>

Provides dates and explanatory notes for religious holidays and ethnic festivals, representing "the great mixture of religious and ethnic groups that comprise the United States."

CALIFORNIA NEWSREEL

<http://www.newsreel.org>

Offers a variety of diversity training videos, including Ethnic Notions: Black People in White Minds, the 58-minute video which provides a historical examination of racial stereotypes, with scholarly commentary to explain how these images have been used to fuel anti-black prejudice and justify black oppression; "a disturbing voyage through American history."

CorVISION MEDIA, INC.

<http://www.corvision.com/>

Distributes several diversity related videos and resources, including DIVERSE TEAMS AT WORK: CAPITALIZING ON THE POWER OF DIVERSITY and DIVERSITY UNPLUGGED.

Equal OPPORTUNITY PUBLICATION, INC.

<http://www.eop.com/>

Publishers of *Equal Opportunity*, *Woman Engineer*, *Minority Engineer*, *CAREERS & the DISABLED* and *WD-Workforce Diversity*, career magazines for affirmative action and workforce diversity.

FILMS FOR THE HUMANITIES & SCIENCES

<http://www.films.com/>

Offers the nationally recognized series from the 1990's, THE MOSAIC WORKPLACE: MANAGING THE MULTICULTURAL WORKPLACE.

Friedman, Stewart D. and Jessica DeGroot, Perry Christensen
INTEGRATING WORK AND LIFE: THE WHARTON GUIDE

<http://www.pfeiffer.com/catalog/isbn/0-7879-4022-4/>

A "treasury of learning activities" to prepare both managers and employees for the challenge of integrating work and life demands while promoting organizational goals, includes role plays, case studies, self-assessments, and simulations.

Gardenswartz, Lee and Anita Rowe

MANAGING DIVERSITY: A COMPLETE DESK REFERENCE AND PLANNING GUIDE

<http://www.gardenswartzrowe.com/booklist.html>

The latest edition of the guide (which first appeared in 1992) reflects the rapidly changing demography of the American workforce. A blend of theory and practice, the guide offers approximately 100 charts, checklists, suggested activities, worksheets, systems audits, exercises, sample interview questions, and tip sheets to promote systemic diversity implementation. A full page of the author's suggestions accompanies each on how it can be best utilized in the trenches as well as how it fits in to the theory explained the text. It covers everything from theory, implementation, evaluation and measurement to what the future holds and why some programs have failed and what to do about it, as well as offering a comprehensive resource section. The authors show how to recruit, retain, mentor, and promote diverse employees to eliminate high turnover rates and build cohesive, productive, cross-cultural work teams.

GRIGGS PRODUCTIONS

<http://www.griggs.com>

One of the first producers of diversity training materials, this site offers a full range of resources from training guides, videos, intranet learning to CD-ROMS, including NO POTENTIAL LOST, HUMAN ENERGY @ WORK and VALUING DIVERSITY.

HUMAN RESOURCE DEVELOPMENT PRESS

<http://www.hrdpress.com/default.asp>

Provides print, video, and electronic resources, including 50 ACTIVITIES FOR DIVERSITY TRAINING, WORKFORCE DIVERSITY: A VIDEO-BASED TRAINING, HUMAN DIVERSITY WORKSHOP AND THE QUESTION OF DIVERSITY.

INTERCULTURAL PRESS

<http://www.interculturalpress.com/shop/page16.html>

Provides publications, training resources, games and simulations and videos with a cross-cultural focus, including AN ALIEN AMONG US: A DIVERSITY GAME, BARNGA: A SIMULATION GAME ON CULTURE CLASHES and Kohls and Knight, DEVELOPING INTERCULTURAL AWARENESS AND CROSS-CULTURAL TRAINING HANDBOOK.

JOSSEY-BASS/PFEIFFER

<http://www.pfeiffer.com/>

Provides training guides, videos, games and other resources, including DIVERSITY BINGO; the WORKPLACE DIVERSITY SERIES includes selections on communicating, staffing, team building and tools for valuing diversity.

O'Mara, Julie

DIVERSITY ACTIVITIES AND TRAINING DESIGNS

<http://www.pfeiffer.com/>

A collection of diversity activities, short lectures, resources and training designs.

PRESIDENT'S COMMITTEE ON EMPLOYMENT OF PEOPLE WITH DISABILITIES'

<http://www.dol.gov/pcepd/>

Provides a wealth of information and resource links.

Rasmussen, Tina

THE ASTD TRAINER'S SOURCEBOOK: DIVERSITY

<https://www.astd.org/puborder/bin/bookstore.cgi>

A comprehensive toolkit with resources and instructions for creating personalized training sessions.

TRB PRODUCTIONS

<http://www.trbproductions.com/>

Offers several videos on gay and lesbian issues in the workplace, including ON BEING GAY and HOMOPHOBIA IN THE WORKPLACE.

Winfeld, Liz

A TRAINER'S GUIDE TO TRAINING TOUGH TOPICS

<http://estore.amanet.org:13011/cec/cstage?ecaction=ecwalkin&template=bkframe.en.htm>

Covers potentially divisive issues, including sexual harassment, transgender, the role of spirituality and religion in the workplace, sexual orientation, HIV/AIDS, disabilities, workplace violence, and multiculturalism.

WORKFORCE DIVERSITY TRAINING CATALOG

<http://www.hrpress-diversity.com/index.html>

Over 75 Cultural Diversity Training Product from HR Press including: complete workshops, videos, individual and group activities, icebreakers, games, survey instruments, audits, directories, books, calendars, training aids, and more.

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