# Detailed Table of Contents

Activities, Checklists, Figures, and Tables ........................................... xi

**SECTION I: MAKING DIVERSITY WORK: THE WHAT AND HOW FOR MANAGERS AND TRAINERS**

Chapter 1. Making This Book Work for You ............................................. 3  
Why Managing Diversity Is Still Relevant .............................................. 4  
Whom This Book Is For ............................................................................ 5  
How To Use This Book .......................................................................... 7  
What's in This Book .............................................................................. 8  
What Makes This Book Different ........................................................... 11  

Chapter 2. Diversity Then and Now: Changes and Trends ......................... 13  
What's Old and Evolving News ............................................................... 14  
Diversity Evolution Continued: Present to Future .................................. 17  
So What for Diversity Practitioners? ....................................................... 19  
Looking Ahead: Changes in the Field .................................................... 19  
Measuring Results ................................................................................. 20  
Equate Diversity with a Change Process ............................................... 20  

Chapter 3. Diversity: What It Is in a Complex World ............................... 23  
What Is Diversity? .................................................................................. 24  
The Four Layers of Diversity ................................................................. 24  
Assessing the Impact of Diversity in Your Organization ...................... 37  
A Process for Engaging Employees in Discussion About Differences .......... 38  

Chapter 4. Dealing with Diversity in a Global Context ............................ 43  
Five Layers of Global Diversity ............................................................... 44  
Dimensions of Diversity in Countries of Operation .............................. 46  
Assessing the Impact of Global Diversity in Your Organization ............. 48  
Global Diversity Assessment .................................................................. 52  
Global Issues Facing Diversity Officers .................................................. 52  
Assisting HR Management with Global Challenges in Multiple Countries and Time Zones ................................................................. 55  

Chapter 5. Increasing Cultural Competence ......................................... 57  
Culture: Behavioral "Software" That Programs Us All ............................. 58  
We Are All Bound by Culture ................................................................. 59  
Why Treating Everyone as You Want To Be Treated Doesn't Work .......... 62  
Sources of Cultural Programming: Where We Learn the Rules ............... 65  
Each Individual as a Culturally Diverse Entity ........................................ 66  
Ten Aspects of Culture: Understanding Culture's Influence ................... 70  
Ten Ways To Learn More About Other Cultures .................................... 91  
Cultural Humility .................................................................................... 93
# Detailed Table of Contents

## Chapter 5. (continued)
- Helping Others Acculturate to U.S. Norms .................................................. 93
- How Ethnocentrism Sabotages Valuing and Managing Diversity .................... 94

## Chapter 6. Learning the Cultural Etiquette of Communication ......................... 97
- It's More than Language: Cultural Sources of Misunderstanding .................... 98
- Dealing with the Frustration of Not Understanding or Being Understood .......... 100
- Dealing with Other Languages on the Job ..................................................... 101
- Assumptions That Get Us into Trouble .......................................................... 102
- Communicating with Limited-English-Speaking Staff .................................... 103
- Speaking of Accents ....................................................................................... 106
- Accent Reduction Training for Presenters and Customer Contact Staff ............ 107
- Teaching English: How To Set Up Classes and Recruit Students ....................... 108
- Using Computer-Assisted Instruction ............................................................. 110
- Solving the Interpreter and Bilingual Dilemmas .............................................. 111
- Avoiding the Common Pitfalls in Translation ................................................. 112
- From the Organization's Point of View: Formal Communication That Everyone Understands ................................................................. 113
- English-Only vs. Bilingual Communication ..................................................... 114
- Giving Directions That Are Clear and Comprehensible .................................. 115
- Calling People What They Want To Be Called: Preferred Diversity Language ...... 116
- Ten Ways To Provide Constructive Feedback Without Losing of Face .............. 117
- Reinforcing Positive Results: Rewards That Enhance Rather than Insult ........... 125
- Communicating Your Expectations: Letting Staff Know What You Want ............ 126
- Resolving Conflict in Culturally Sensitive Ways ............................................ 129
- Cultural Norms Affecting Conflict in a Diverse Environment ......................... 129
- Nancy Adler's Model of Cultural Synergy ....................................................... 130

## Chapter 7. Managing Stereotypes and Prejudice in the Workplace ..................... 135
- Prejudice: Recognizing the Archie Bunker in All of Us .................................. 136
- The Realities of Stereotypes ......................................................................... 137
- Assumptions Become Self-Fulfilling Prophecies ............................................. 137
- Admitting Stereotypes: The First Step ............................................................. 138
- Stereotype Busting: Getting Beyond Limiting Assumptions ............................... 140
- Understanding Prejudice and Its Impact ....................................................... 143
- How Stereotypes Are Perpetuated ................................................................. 143
- Responding to Prejudicial and Stereotypic Comments ..................................... 146
- Practices To Reduce Prejudice and Stereotyping ............................................ 150

## Chapter 8. Building Multicultural Work Teams .............................................. 153
- Team Building: Is the Whole Idea Culturally Biased? ...................................... 154
- Team Building: When Is the Effort Justified? .................................................. 155
- Recognizing How Cultural Lenses Impact Teamwork ...................................... 160
- The Need for Esteem and Belonging: Ways To Build Common Ground ............ 164
- Ten Dimensions of Cross-Cultural Team Building ......................................... 178
- Five Ways To Foster Appreciation of Difference ............................................. 199
- Trust: The Indispensable Element on Any Potent Team ................................ 200
- Building High-Performance Work Teams in a Diverse Environment: Six Key Ingredients ............................................................. 202

## Chapter 9. Performance Evaluation in a Diverse Organization ......................... 205
- Why Diverse Employees May Resist Performance Evaluation ......................... 206
- Why Existing Performance Evaluations Don't Work with Diverse Employees .... 208
- Helping Diverse Employees Understand the Evaluation Process ....................... 208
- How Diversity Impacts Performance Appraisal Systems ................................ 209
- There Is No "Culture-Free" Performance Appraisal System ............................. 213
Chapter 9. (continued)
Overcoming Diversity Blind Spots in Each Type of Performance Appraisal...213
Employee Evaluation Tools That Can Enhance Performance in Any Culture...217
Guidelines for Conducting the Performance Review in Any Culture...219
Avoiding the Five Most Common Performance Review Pitfalls...224
Building Managing Diversity into Managers’ Performance Reviews...225

SECTION III: INTEGRATING DIVERSITY INTO YOUR ORGANIZATION: MODIFYING
SYSTEMS TO CAPITALIZE ON THE BENEFITS OF A PLURALISTIC
WORKFORCE

Chapter 10. Creating an Inclusive Culture That Leverages the
Strength and Power of Diversity...231
Inclusion: A Mind-set That Pays Dividends...232
Identifying Organizational Barriers to Diversity and Inclusion...235
Assessing Your Culture’s Openness to Change...238
Losses: The Seeds of Resistance to a More Inclusive Culture or any Other
Kind of Change...246
From a Monocultural to an Inclusive Workplace: Designing Incentives That Work...252
Inclusion as a Retention Strategy...255
An Example of Inclusion in Action...257

Chapter 11. Diversity and Inclusion as an Organization Development
Intervention: Culture Change That Works...261
Identifying Major Diversity Roadblocks...262
Seven Steps to Diversity-and-Inclusion Culture Change...269
Diversity Council Building Blocks...283
The Organizational Universe Model: A Blueprint for Systems Change...293

Chapter 12. Conducting a Diversity Audit: Taking an Organizational Snapshot...311
The Role of Assessment: What It Can Do...312
Three Types of Assessment: Survey Isn’t the Only Way...313
Assessing How Effective Your Organization Is at Managing and Capitalizing on Diversity...315
Stages of Diversity Survey: An Organizational Progress Report...323
Diversity Readiness: Analyzing Individual Awareness...328
Measuring Employee Perceptions: How Much Is Diversity Valued?...328
Staff Diversity Needs Analysis: Awareness, Knowledge, and Skills...333
Management Development Diversity Needs Analysis: Awareness, Knowledge, and Skills...336
Incorporating Diversity Assessment into Existing Survey Instruments...341
How To Use Focus Groups To Get Information About Diversity...342
Diversity Quotient: Analyzing Organizational Demographics...345
Analyzing Turnover Statistics for Clues to Diversity Management...348
Observation Checklist for Assessing Morale and Workgroup Cohesiveness...348
Using Interviews as a Method of Collecting Data...351
Bringing Your Organizational Snapshot into Focus...354

Chapter 13. Recruiting and Hiring a Diverse Workforce...355
Should Diversity Be a Part of the Hiring and Promotion Equation?...357
Neutralizing the Application Process...358
How To Find, Recruit, and Hire a Diverse Workforce...361
Creative Cultural Networking: Your Ace Recruiting Tool...370
Creative Networking Tips...373
Cultural Etiquette...375
Chapter 13. (continued)
Tips for Not Being Sabotaged by Your Own Cultural Programming 375
Five Ways To Ask Questions That Set Up Any Candidate for Success 380
Rolling Out the Welcome Mat: Using the Interview To Develop Rapport and Sell Your Company 384
Checking Your Own Biases at the Interview Door 385

Chapter 14. Promoting, Coaching, and Career Development To Engage the Talent of Everyone 389
Quality vs. Diversity: Not an Either-or Proposition 390
Incorrect Assumptions That Sabotage Your Diversity Promotion Efforts 391
Unconscious Factors That Influence Promotions 393
New Competencies for Managers and Leaders in a Global World 395
Critical Leadership Competences in a Global World 396
New Management: Expanding the Mix 398
Opening the Promotional System 403
Mentoring: A Proven Way To Groom and Grow Talent 403
Cross-Cultural Coaching for Top Performance 405

Chapter 15. Evaluation and Measurement: Tracking the Effects of Diversity Initiatives 417
Gathering Baseline Data 418
Setting Clear Criteria Up Front 419
Focusing Measurement: What to Evaluate 420
A Diversity-and-Inclusion Scorecard 421
Five Levels of Evaluation 423
Guidelines for Effective Evaluation 428

SECTION III: AN EXTERNAL FOCUS FOR DIVERSITY

Chapter 16. Corporate Social Responsibility, Sustainability, and Diversity: A Strategic Partnership 433
Truisms about CSR 435
Supplier Diversity: A Key Element of Inclusion and Corporate Responsibility 437
Sustainability 439
CSR Questions 443
Sustainability Questions 443
Diversity Questions 443

EEO Requirements: What the Law Says and Why 446
Affirmative Action: An Answer to Past Discrimination 446
Where Affirmative Action Stops Short 447
Why the Resistance to EEO and Affirmative Action? 447
Reverse Discrimination: A Real or Perceived Fear? 449
Embracing Diversity Goes Far Beyond EEO and Affirmative Action 449
Affirmative Action, Valuing Differences, Managing Diversity, and Inclusion: An Evolution 450
How Does Your Organization/Division/Department Measure Up? 450
A Stark Reality: The Pyramid Narrows at the Top for All 454
The Inclusive Organization: A Model To Strive For 454
Getting Buy-in for Diversity: What's in It for Staff? 455
Chapter 18. Making Diversity Work: Summing It Up ........................................... 457
The Individual: Ideas Central to a Diversity Mind-Set .................................. 459
Organizational Imperatives ............................................................................. 461

Appendix: Diversity Resources ................................................................. 465
General Books About Diversity ................................................................. 465
Books About African Americans and Race .................................................. 471
Books About Latinos .................................................................................. 473
Books About Other Groups ....................................................................... 473
Books About Men, Women, and Gender Differences ................................. 476
Structured Experiences and Games ............................................................ 478
Training Materials ....................................................................................... 479
DVDs, Videos, and Films ............................................................................ 480
Assessment Tools and Instruments .............................................................. 483
Periodicals, Journals, Newsletters, Web Sites, and Other Resources ....... 484

Endnotes ...................................................................................................... 487

Index .......................................................................................................... 493

About the Authors ....................................................................................... 505