

Diversity and Inclusion Resources

Prepared by [Ferdman Consulting](http://ferdmanconsulting.com), March 2019
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I. Diversity, Equity, and Inclusion: The Basics

What are diversity, equity, and inclusion? How are they different? How do they matter? How do they relate to each other? How do they affect organizations?

Inclusion and Diversity

- [How Diversity Makes Us Smarter](http://www.scientificamerican.com/article/how-diversity-makes-us-smarter), K. Phillips
<http://www.scientificamerican.com/article/how-diversity-makes-us-smarter>
Scientific American article summarizing research showing the positive effects of diversity in groups and organizations.
- [Toward Inclusion: A Key Necessity to Benefit from Diversity in a Multicultural World](http://ferdmanconsulting.com/blog/toward_inclusion)
B. M. Ferdman
http://ferdmanconsulting.com/blog/toward_inclusion
Short essay providing an introductory overview of inclusion (and diversity) and why it matters. (1 page)
- [Inclusion at Work](https://bit.ly/SCP-Ferdman), B. M. Ferdman
<https://bit.ly/SCP-Ferdman>
Short blog, published by the Society of Consulting Psychology, describing why inclusion and diversity matter for organizations, what they mean, and how to foster more inclusive workplaces (1.5 pages)
- [The Facts Support the Claim: Diversity Matters](https://www.catalyst.org/knowledge/diversity-matters), Catalyst
<https://www.catalyst.org/knowledge/diversity-matters>
One-page graphic summarizing key research findings that support a link between diversity and various business outcomes.
- [Global Diversity & Inclusion Benchmarks: Standards for Organizations Around the World](http://centreforglobalinclusion.org/gdib), J. O'Mara, A. Richter, & 95 expert panelists
<http://centreforglobalinclusion.org/gdib>
Comprehensive resource on what organizations can do to truly make a difference on diversity and inclusion, based on the input of 95 experts from around the world. See pp. 1-3, and 5-7 for a brief overview of diversity and inclusion, reasons for addressing them, and how to approach them.

- [Diversity and Organizational Change/Performance](http://ferdmanconsulting.com/blog/diversity-and-organizational-changeperformance), B. M. Ferdman
<http://ferdmanconsulting.com/blog/diversity-and-organizational-changeperformance>
Brief overview on diversity, inclusion, and their implications for organizations (in *Wiley Blackwell Encyclopedia of Race, Ethnicity, and Nationalism*, 1 page)
- [How Companies Can Benefit from Inclusion](http://www.forbes.com/sites/danschawbel/2012/05/13/how-companies-can-benefit-from-inclusion/#1e4699db36c6), S. Engelmeier
<http://www.forbes.com/sites/danschawbel/2012/05/13/how-companies-can-benefit-from-inclusion/#1e4699db36c6>
Forbes interview with Shirley Engelmeier, Inclusion Inc. founder, on the importance and benefits of inclusion.
- [6 Reasons to Be an Inclusive Leader](https://www.inc.com/ryan-jenkins/6-reasons-to-be-an-inclusive-leader.html), Ryan Jenkins
<https://www.inc.com/ryan-jenkins/6-reasons-to-be-an-inclusive-leader.html>
Brief summary data trends from the U.S. Census, Deloitte, and *Forbes* that support the importance of inclusive leadership in providing competitive advantage.

Equity: *What is equity? How does it matter at work? How can we address intergroup inequity or privilege?*

- [Awake to Woke to Work: Building a Race Equity Culture](https://static1.squarespace.com/static/56b910ccb6aa60c971d5f98a/t/5adf3de1352f530132863c37/1524579817415/ProInspire-Equity-in-Center-publication.pdf), Equity in the Center
<https://static1.squarespace.com/static/56b910ccb6aa60c971d5f98a/t/5adf3de1352f530132863c37/1524579817415/ProInspire-Equity-in-Center-publication.pdf>
Thorough report providing a comprehensive overview of equity and a framework for building a racial equity culture in organizations. (38 pages)
- [Equity Matters in Collective Impact](https://youtu.be/zEL67OLXWiw) (VIDEO), Angela Glover Blackwell
<https://youtu.be/zEL67OLXWiw>
In this video, Angela Glover Blackwell, a keynote speaker at the 2015 Collective Impact Forum in New Orleans, explains why equity must be a priority for collective impact work, as well as what it means to use an equity lens in different settings, including education, healthcare, transportation, and others. (42 minutes)
- [Inequality: My Unfair Disadvantage, Not Your Unearned Privilege](https://www.eurekaalert.org/pub_releases/2018-06/du-imu061218.php)
https://www.eurekaalert.org/pub_releases/2018-06/du-imu061218.php
Summary of 2018 research by Duke professor, Ashleigh Shelby Rosette, with Christy Zhou Kival, suggesting that framing inequity as an undeserved disadvantage of another person, rather than the unearned privileges of the self, results in more willingness to rectify the problem (2 pages)

II. Understanding the Dynamics of Diversity and Inclusion

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

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

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

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

- [Creating Inclusion for Oneself: Knowing, Accepting, and Expressing One’s Whole Self at Work](#), B. M. Ferdman & L. M. Roberts
<https://bit.ly/wholeselfatwork>
Chapter by Ferdman and Roberts (in *Diversity at Work: The Practice of Inclusion*) discussing the benefits, nuances, and challenges of authenticity, being whole with all of one’s identities, and “self-inclusion” at work. (30 pages)

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

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

- [Outsmart Your Own Biases](#)
<https://hbr.org/2015/05/outsmart-your-own-biases>
Article on how even the smartest people exhibit biases in their judgments and choices. It’s foolhardy to think we can overcome them through sheer will. But we can anticipate and outsmart them by nudging ourselves in the right direction when it’s time to make a call. (11 pages)
- [Implicit Bias and Social Justice](#)
<https://www.opensocietyfoundations.org/voices/implicit-bias-and-social-justice>
Article on what implicit bias is and how it not only affects individuals but society as a whole. (7 pages)
- [Are You Biased Against That Coworker You Don’t Like?](#)
<https://hbr.org/2016/10/are-you-biased-against-that-coworker-you-dont-like>
Short article by Tomás Chamorro-Premuzic and Ben Dattner posing four questions we need to ask ourselves about our attitudes toward others, especially when one of those others “rubs us the wrong way.”
- [Why Subtle Bias Is So Often Worse than Blatant Discrimination](#), E. King & K. Jones
<https://hbr.org/2016/07/why-subtle-bias-is-so-often-worse-than-blatant-discrimination>
Brief article summarizing and discussing research on different types of bias and discrimination and their effects.
- [Leadership & race: How to develop and support leadership that contributes to racial justice](#), T. Keleher et al.
<http://leadershiplearning.org/system/files/Leadership and Race FINAL Electronic 072010.pdf>
Article addressing the changes needed in leadership work, offering suggestions about racial justice leadership strategies, and identifying resources that can guide leadership programs in better supporting racial justice. (12 pages)

- [Proven Strategies for Addressing Unconscious Bias in the Workplace](http://www.cookcross.com/docs/UnconsciousBias.pdf), Howard Ross
<http://www.cookcross.com/docs/UnconsciousBias.pdf>
Detailed overview of bias and how to address it. (16 pages)
- [How Companies Can Develop Anti-Bias Strategies that Work](https://knowledge.wharton.upenn.edu/article/how-companies-can-develop-anti-bias-strategies-that-work)
<https://knowledge.wharton.upenn.edu/article/how-companies-can-develop-anti-bias-strategies-that-work>
Discusses the case of anti-bias training at Starbucks and describes key strategies for truly promoting an anti-bias culture. (8 pages)
- [5 Ways to Identify Effective Unconscious Bias Training](https://www.catalyst.org/blog/catalyzing/5-ways-identify-effective-unconscious-bias-training)
<https://www.catalyst.org/blog/catalyzing/5-ways-identify-effective-unconscious-bias-training>
Blog discussing considerations to take into account when designing unconscious bias training that works. (2 pages)
- [Why Our Brains See the World As “Us” Versus “Them”](https://neurosciencenews.com/neuroscience-bias-9431)
<https://neurosciencenews.com/neuroscience-bias-9431>
Summary of evidence regarding the neural bases for implicit ingroup preference, unconscious bias, and discomfort associated with the outgroup. (6 pages)

Approaches to Diversity and Inclusion: The Virtues of Multiculturalism

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

- [Is Multiculturalism or Colorblindness Better for Minorities?](https://www.law.berkeley.edu/files/plaut_thomas_goren_2009.pdf)
https://www.law.berkeley.edu/files/plaut_thomas_goren_2009.pdf
Results suggest that dominant-group members’ diversity beliefs (e.g., multiculturalism and color blindness) have palpable implications for minority colleagues’ psychological engagement. (3 pages)
- [Colorblind Policies Could Make Diversity Harder to Achieve](http://www.psychologicalscience.org/index.php/news/releases/color-blind-policies-could-make-diversity-harder-to-achieve.html)
<http://www.psychologicalscience.org/index.php/news/releases/color-blind-policies-could-make-diversity-harder-to-achieve.html>
Evidence from psychological science research suggests that removing or deemphasizing race from decision making processes is not as effective as people believe it to be. (1 page)

- [Multiculturalism Works](#)
http://www.salon.com/2012/03/17/multiculturalism_can_be_saved
Article on how multiculturalism can work, and even thrive, in our current environment. (20 pages)
- [The Costs of Colorblindness](#)
<https://hbr.org/2013/07/the-costs-of-racial-color-blindness>
Discusses a study that found that when people avoided referring to race in situations that cried out for a mention of it, other people perceived them as *more* racially biased than if they had brought up the subject more directly. (4 pages)
- [The Danger of a Single Story](#) (VIDEO), Chimamanda Ngozi Adichie
<http://youtu.be/D9Ihs241zeg>
TED talk. From online description: “Our lives, our cultures, are composed of many overlapping stories. Novelist Chimamanda Adichie tells the story of how she found her authentic cultural voice -- and warns that if we hear only a single story about another person or country, we risk a critical misunderstanding.” (19 minutes)
- [Diverse Teams Feel Less Comfortable — and That’s Why They Perform Better](#), D. Rock, H. G. Halvorson, & J. Grey
<https://hbr.org/2016/09/diverse-teams-feel-less-comfortable-and-thats-why-they-perform-better>
Harvard Business Review article (Sept. 2016) explaining the research showing why diverse teams can do better.

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

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

- [If I’m Comfortable, Does That Mean I’m Included? And If I’m Included, Will I Now Be Comfortable?](#) B. M. Ferdman
<https://bit.ly/discomfortofinclusion>
How truly reaping the benefits of diversity is not necessarily about making all of us fully comfortable but rather, involves being *uncomfortable*, albeit with discomfort that is distributed more evenly and equitably. (9 pages)
- [Shifting Perspective to Shift Results](#), D. M. Smith
http://dianamclainsmith.com/wp-content/uploads/2012/03/DMS_SystemsThinker_Dec20112.pdf
Article describing how the relationships we build with others have the power to bring out the best or the worst in all of us. (5 pages)

- [Diversity's Central Paradox](http://www.forbes.com/sites/richkarlgaard/2015/04/15/diversitys-central-paradox/2/#29c83b417630)
<http://www.forbes.com/sites/richkarlgaard/2015/04/15/diversitys-central-paradox/2/#29c83b417630>
The best managers use ethnic and gender diversity as a starting point to get to a larger- and more effective-way of running a business. (6 pages)
- [The Power of Vulnerability \(VIDEO\)](https://youtu.be/iCvmsMzLF7o), Brené Brown
<https://youtu.be/iCvmsMzLF7o>
TED Talk. From online description: “Brené Brown studies human connection -- our ability to empathize, belong, love. In a poignant, funny talk at TEDxHouston, she shares a deep insight from her research, one that sent her on a personal quest to know herself as well as to understand humanity.” (20 minutes)
- [Paradoxes of Inclusion: Understanding and Managing the Tensions of Diversity and Multiculturalism](https://www.researchgate.net/publication/314871916), B. M. Ferdman
<https://www.researchgate.net/publication/314871916> [Paradoxes of Inclusion Understanding and Managing the Tensions of Diversity and Multiculturalism](https://www.researchgate.net/publication/314871916)
Article in *The Journal of Applied Behavioral Science* discussing how “working toward inclusion in diverse organizations and societies can often be experienced as polarizing and presents many challenges and tensions.” Describes these tensions using a paradox perspective, focusing on three core inclusion paradoxes: self-expression and identity, boundaries and norms, and safety and comfort. The article also addresses manifestations of each paradox and gives suggestions of approaches for managing the paradoxes.

III. Fostering Inclusion and Reaping the Benefits of Diversity

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

- [New Directions in Diversity and Inclusion: A Dialogue on What Truly Works](https://bit.ly/TIP-Jan2018), G. Burlacu,, B. M. Ferdman, A. Shyamsunder, A. Eagly, L. Kepinski, & J. S. Nugent
<https://bit.ly/TIP-Jan2018>
Brief and accessible summary of panel discussion addressing key topics in diversity and inclusion, especially what works and what does not work. Includes extensive references.
- [The Practice of Inclusion in Diverse Organizations: Toward a System and Inclusive Framework](https://bit.ly/practiceofinclusion), B. M. Ferdman
<https://bit.ly/practiceofinclusion>
Comprehensive framework for inclusion: what it is and how to practice it to reap the organizational benefits it can bring. (54 pages)

- [Diversity, Equity, and Inclusion: It's More Than a Training](https://gothamculture.com/2017/06/29/diversity-equity-inclusion-training), Chelsea Weber
<https://gothamculture.com/2017/06/29/diversity-equity-inclusion-training>
Provides several tips for leaders to help transform their organizational culture to better support diversity, equity, and inclusion. (6 pages)
- [Special Issue: Understanding Diversity Dynamics in Systems: Social Equality as an Organization Change Issue](http://journals.sagepub.com/toc/jaba/53/2) (*The Journal of Applied Behavioral Science*, Volume 53, Issue 2, June 2017; Guest Editors: Caryn J. Block, and Debra A. Noumair)
<http://journals.sagepub.com/toc/jaba/53/2>
Contains 7 articles addressing some of the challenges and complexities of addressing diversity dynamics and working to increase social equality in systemic ways.

Individual and Interpersonal Skills and Practices for Inclusion

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

- [Leveraging Diversity and Inclusion for Performance](http://onlinelibrary.wiley.com/doi/10.1002/9781119176626.ch26/summary), J. H. Katz & F. Miller (*in Practicing Organization Development: Leading Transformation and Change*, 4th Edition (eds. W. J. Rothwell, J. Stavros and R. L. Sullivan), Wiley, 2015. doi: 10.1002/9781119176626.ch26
<http://onlinelibrary.wiley.com/doi/10.1002/9781119176626.ch26/summary>
- [4 Ways Leaders Can Foster Inclusion in Diverse Groups and Organizations](http://rady.ucsd.edu/blog/posts/4-ways-leaders-can-foster-inclusion-in-diverse-groups-and-organizations.html), B. Ferdman
<http://rady.ucsd.edu/blog/posts/4-ways-leaders-can-foster-inclusion-in-diverse-groups-and-organizations.html>
Addresses key ways by which leaders can support and foster inclusivity in an organization. (3 pages)
- [Inclusive Leadership: Effectively Leading Diverse Teams](https://weatherhead.case.edu/news/2012/04/03/inclusive-leadership-effectively-leading-diverse-teams)
<https://weatherhead.case.edu/news/2012/04/03/inclusive-leadership-effectively-leading-diverse-teams>
Talks about the differences between bosses who engage, energize, and respect all their employees and those who do not. (What behaviors were lacking, for example?) (4 pages)
- [Moving the Dial: Measuring Inclusive Leadership](http://www.diversityjournal.com/13313-moving-dial-measuring-inclusive-leadership)
<http://www.diversityjournal.com/13313-moving-dial-measuring-inclusive-leadership>
The behaviors demonstrated by inclusive leaders can be described in eleven competencies and measured with the *Inclusion Leadership Assessment*. (4 pages)
- [The Key Role of Leadership in the Practice of Inclusion](http://ferdmanconsulting.com/blog/inclusive-leadership-clo-2014) (VIDEO), B. Ferdman
<http://ferdmanconsulting.com/blog/inclusive-leadership-clo-2014>
Presentation focuses on the pivotal role of leadership in embedding inclusion as an essential practice throughout the organization. (22 minutes)

- [Be Inclusive Every Day](https://www.catalyst.org/knowledge/be-inclusive-every-day-0), Catalyst
<https://www.catalyst.org/knowledge/be-inclusive-every-day-0>
A list of actions that organizations, leaders, and teams can engage in to help building an inclusive workplace. (1 page)
- [7 Myths About Coming Out at Work](https://hbr.org/2018/10/7-myths-about-coming-out-at-work), Raymond Trau, Jane O’Leary, & Cathy Brown
<https://hbr.org/2018/10/7-myths-about-coming-out-at-work>
Harvard Business Review article discussing several tips for leaders to build a safe and inclusive work environment for people who are LGBTIQ+. (6 pages)

Organizational Approaches and Practices for Inclusion

What systems, practices, and policies can organizations adopt to best promote diversity and foster inclusion? How can organizations address areas of diversity that require additional attention?

- [D5: Analysis of Policies, Practices, and Programs for Advancing Diversity, Equity, and Inclusion](http://www.d5coalition.org/wp-content/uploads/2013/09/PPP-Executive-Summary-11.14.13.pdf)
<http://www.d5coalition.org/wp-content/uploads/2013/09/PPP-Executive-Summary-11.14.13.pdf>
Executive summary of the best practices, policies, and different programmatic initiatives within the D&I field. (11 pages)
- [Global Diversity & Inclusion Benchmarks: Standards for Organizations Around the World](http://centreforglobalinclusion.org/gdib), J. O’Mara, A. Richter, & 95 expert panelists
<http://centreforglobalinclusion.org/gdib>
- [How Can We Design Truly Gender-Neutral Work Places?](https://www.forbes.com/sites/pragyaagarwaleurope/2018/07/21/how-can-we-design-truly-gender-neutral-work-places), Pragya Agarwal
<https://www.forbes.com/sites/pragyaagarwaleurope/2018/07/21/how-can-we-design-truly-gender-neutral-work-places>
Provides suggestions for creating and implementing a gender-neutral design strategy that enables, supports, and accepts people with different gender identities. (5 pages)
- [Sexual Harassment in the Workplace: How Companies Can Prepare, Prevent, Respond, and Transform Their Culture](http://www.catalyst.org/knowledge/sexual-harassment-workplace-report), Catalyst
<http://www.catalyst.org/knowledge/sexual-harassment-workplace-report>
Describes several actions that companies can take to prepare, prevent, respond, and transform the culture to eliminate sexual harassment in the workplace. (18 pages)
- [Why Companies Should Add Class to Their Diversity Discussions](https://hbr.org/2018/09/why-companies-should-add-class-to-their-diversity-discussions), Joan C. Williams, Marina Multhaup, & Sky Mihaylo
<https://hbr.org/2018/09/why-companies-should-add-class-to-their-diversity-discussions>
Harvard Business Review article (September 2018) providing inclusive hiring practices and several ways to increase inclusive promotion decisions. (7 pages)

IV. Deepening Understanding of Multiple Identities

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

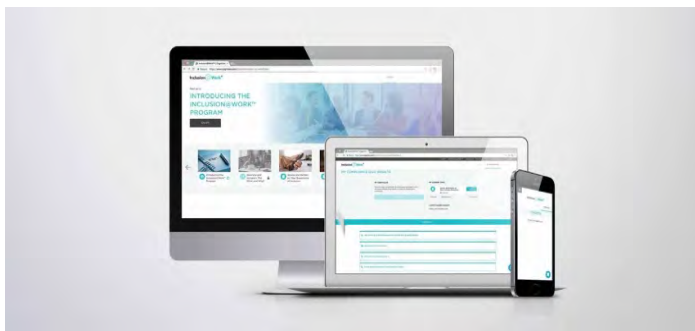
- [Women in the Workplace: A Research Roundup](https://hbr.org/2013/09/women-in-the-workplace-a-research-roundup&cm_sp=Article-Links-End%20of%20Page%20Recirculation)
[https://hbr.org/2013/09/women-in-the-workplace-a-research-roundup&cm_sp=Article-Links-End of Page Recirculation](https://hbr.org/2013/09/women-in-the-workplace-a-research-roundup&cm_sp=Article-Links-End%20of%20Page%20Recirculation)
Through a variety of research lenses, offers a window into women’s collective experience in the workplace. (8 pages)
- [How to Make Gender Equality at Work Matter to Everyone](http://www.fastcompany.com/3052401/strong-female-lead/how-to-make-gender-equality-at-work-everyones-problem)
<http://www.fastcompany.com/3052401/strong-female-lead/how-to-make-gender-equality-at-work-everyones-problem>
Brief article on how our focus should be less on protecting women through specialized programs and more on changing workplaces cultures to everyone’s advantage. (8 pages)
- [The Gender Identity Terms You Need to Know](https://www.cbsnews.com/news/transgender-gender-identity-terms-glossary/)
<https://www.cbsnews.com/news/transgender-gender-identity-terms-glossary/>
A comprehensive list of terminology associated with gender identity diversity. A series of videos that explores the complexities associated with gender identity and gender expression is included. (7 pages)
- [One Job, Two Lives: LGBT in the American Workforce](http://www.cnn.com/2014/10/30/us/gays-lgbt-corporate-america/)
<http://www.cnn.com/2014/10/30/us/gays-lgbt-corporate-america/>
Article on how the lack of inclusion can compel individuals to downplay part of their identity or experience (sexual orientation being the lens here) and how inclusion is good for employees and business. (5 pages)
- [Why Women Still Can't Have It All](http://www.theatlantic.com/magazine/archive/2012/07/why-women-still-cant-have-it-all/309020/)
<http://www.theatlantic.com/magazine/archive/2012/07/why-women-still-cant-have-it-all/309020/>
Told from the perspective of a woman professional. Calls for women in leadership positions to recognize that, although they are still blazing trails and breaking ceilings, many of them are also reinforcing a falsehood: that “having it all” is, more than anything, a function of personal determination. (40 pages)
- [How to Reduce Gender Bias in Your Hiring Process](https://scienceforwork.com/blog/reducing-gender-bias-hiring)
<https://scienceforwork.com/blog/reducing-gender-bias-hiring>
Summary of research showing that gender stereotypes and bias impact hiring decisions, especially in male-dominated jobs. Includes recommendations for hiring practices to help reduce bias. (4 pages)

- [How to Use Inclusive Decision-Making to Drive Innovation and Performance](https://www.forbes.com/sites/eriklarson/2018/06/11/how-to-use-inclusive-decision-making-to-drive-innovation-and-performance-part-one/#7dd58f855ea0), E. Larson
<https://www.forbes.com/sites/eriklarson/2018/06/11/how-to-use-inclusive-decision-making-to-drive-innovation-and-performance-part-one/#7dd58f855ea0>
Summarizes research data from Cloverpop that pointed to an inclusion gap between men and women with regard to decision making, even in companies with equal representation of each. (5 pages)
- [For Women and Minorities to Get Ahead, Managers Must Assign Work Fairly](https://hbr.org/2018/03/for-women-and-minorities-to-get-ahead-managers-must-assign-work-fairly), J. C. Williams & M. Multhaup
<https://hbr.org/2018/03/for-women-and-minorities-to-get-ahead-managers-must-assign-work-fairly>
Harvard Business Review article summarizing research studies that found that women and people of color have less access to desirable assignments compared to White men. The article provides suggestions to help reduce the assignment gap. (9 pages)
- [Wherefore Art Thou All Our Women High-Potentials?](http://www.executiveleadershipstrategies.com/docs/HRPS_41_1_Valerio.pdf), A. Valerio
http://www.executiveleadershipstrategies.com/docs/HRPS_41_1_Valerio.pdf
Discusses several challenges that may prevent women with high potential from advancing to the top leadership. Provides a list of actions to improve gender inclusiveness of organizational structures, systems, and culture and help move women through the leadership pipeline. (5 pages)
- [Why I Don't Bring My 'Whole Self' To Work](http://blavity.com/dont-bring-whole-self-work/)
<http://blavity.com/dont-bring-whole-self-work/>
Essay describing an African American man's experience and why he doesn't bring his "whole self" to work. He believes the very traits he possesses as an African American make it impossible to bring his full identity to the workplace. (8 pages)
- [Black With \(Some\) White Privilege](https://nyti.ms/2BIF0mx), Anna Holmes
<https://nyti.ms/2BIF0mx>
Told from the perspective of a White and Black biracial woman questioning what it means to have a biracial identity, addresses the complexity of having some "whiteness" and the impact on her perception of her privilege. (7 pages)
- [Being a Token is More Difficult for Some Employees](https://journals.aom.org/doi/10.5465/amp.2015.0154.summary)
<https://journals.aom.org/doi/10.5465/amp.2015.0154.summary>
Academy of Management Insights article summarizing research about employees who are "tokens" (the only one or one of very few from a particular group), the common challenges they face, and how managers can help them overcome those challenges. (3 pages)

- [Latin X in the Conversation on Race \(PODCAST\), B. M. Ferdman & P. V. Gallegos](https://bit.ly/Latinxpodcast)
<https://bit.ly/Latinxpodcast>
In this episode of “Everyday Conversations on Race for Everyday People, Simma Lieberman interviews Bernardo Ferdman and Plácida Gallegos about their experiences and work regarding Latino/Latina/Latinx identity in the workplace and in U.S. society. (1 hour)
- [You Don't Look Latina!](https://bit.ly/Josy-identity), Josy Gallagher
<https://bit.ly/Josy-identity>
In this brief essay, Josy Gallagher describes her experiences as an Afro-Latina, and their implications for inclusion.



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Inclusion@Work® is our digital coaching program that empowers individuals to create, sustain, and support a culture of inclusion throughout their workplace. It includes 8 digital coaching modules and 4 assessments. The program

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About [Bernardo M. Ferdman, Ph.D.](#):

Founder and Principal of [Ferdman Consulting](#) and distinguished professor emeritus of organizational psychology at the California School of Professional Psychology of Alliant International University, Ferdman is a leadership and organization development consultant with over three decades of experience working with organizations to foster inclusion, to implement effective ways of using everyone's talents and contributions, and to build multicultural and cross-cultural competencies on the part of individuals, teams, and the whole organization. Dr. Ferdman is the creator of [Inclusion@Work](#)[®], [Cognician Inc.](#)'s digital coaching platform for learning about inclusion, and edited [Diversity at Work: The Practice of Inclusion](#) (with B. Deane, Wiley, 2014), a book that provides a research-based understanding of inclusion and how to systematically foster it and navigate its challenges. He is 2019 President of the [Diversity Collegium](#), an Expert Panelist for the [Global Diversity and Inclusion Benchmarks](#), and past webinar co-chair for the [Inclusion Allies Coalition](#), and is currently working on a book focusing on inclusive leadership. A past president of the Interamerican Society of Psychology and Fellow of the Society of Consulting Psychology, the Society for Industrial and Organizational Psychology, and various other professional societies, including the American Psychological Association, Ferdman received the 2019 Award for Excellence in Diversity and Inclusion Consulting from the Society of Consulting Psychology as well as various other awards.

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