What effects do racism, sexism, and other forms of discrimination have on the functioning of organizations? Is there a way of managing organizations so that we can benefit both the members of traditionally disadvantaged groups and the organizations in which they work?

Discrimination on the basis of race or gender, whether implicit or explicit, is still commonplace in many organizations. Organizational scholars have long been aware that diversity leads to dysfunctional individual, group, and organizational outcomes. What is not well understood is precisely when and why such negative outcomes occur. In *Diversity at Work*, leading scholars in psychology, sociology, and management address these issues by presenting innovative theoretical ways of thinking about diversity in organizations. With each contribution challenging existing approaches to the study of organizational diversity, the book sets a demanding agenda for those seeking to create equality in the workplace.

**Arthur P. Brief** is the George Eccles Chair in Business Ethics and Presidential Professor at the University of Utah. He was formerly a Fulbright Fellow in Lisbon, a Batten Fellow at the Darden Graduate School of Business at the University of Virginia, and the Thomas S. Murphy Distinguished Research Professor at Harvard Business School. Professor Brief has published widely on the moral dimensions of organizational life including *Attitudes in and around Organizations* (1998).
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Diversity at Work

Edited by

ARTHUR P. BRIEF

University of Utah
To the people that count the most,
the ones that truly make my life worth living –
Kay, Laura, and now, Noah Jacob Fernandez.
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ROBIN J. ELY is Professor of Organizational Behavior at Harvard Business School. She investigates how organizations can better manage their race and gender relations while at the same time increasing their effectiveness. Her research in this area focuses on organizational change, group dynamics, learning, conflict, power, and identity. Robin has published numerous articles on these topics in books and journals and lectures both in the US and abroad to academics and practitioners alike. For the past ten years, she has maintained an active faculty affiliation at the Center for Gender in Organizations, Simmons Graduate School of Management, in Boston. Prior to joining the faculty at Harvard Business School, she was at the School of International and Public Affairs, Columbia University, and at Harvard’s John F. Kennedy School of Government. She received her PhD in organizational behavior from Yale University and her bachelor’s degree from Smith College.

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edits the *Annual Review of Psychology* (with Schacter and Kazdin) and the *Handbook of Social Psychology* (with Gilbert and Lindzey). She wrote *Social Beings: A Core Motives Approach to Social Psychology* (2004) and *Social Cognition* (1984, 1991, 2007, with Taylor). She won the American Psychological Association’s Early Career Award for Distinguished Contributions to Psychology in the Public Interest, the Society for the Psychological Study of Social Issues’ Allport Intergroup Relations Award for ambivalent sexism theory (with Glick), and Harvard’s Graduate Centennial Medal. She was elected President of the American Psychological Society and member of the American Academy of Arts and Sciences.

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Jeffrey T. Polzer is a professor of organizational behavior at Harvard Business School. His research explores how group affiliations affect people’s decisions, perceptions, and social interactions, especially in diverse work teams. Jeff has worked with a variety of co-authors to publish research in several top management and psychology journals. He serves on the editorial boards of Administrative Science Quarterly, Academy of Management Journal, and Organizational Behavior and...
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JOYCE RUPERT is a PhD student in social and organizational psychology at Leiden University in the Netherlands. Her research interests include group composition, diversity faultlines, group processes, and team learning, with a special emphasis on different aspects of team learning such as social learning, task learning, and process learning.
Foreword

We are pleased to introduce Art Brief’s *Diversity at Work*, as part of the Cambridge Companions to Management series. The series is intended to advance knowledge in the fields of management by presenting the latest scholarship and research on topics of growing importance. Bridging the gap between journal articles and student textbooks, the volumes offer in-depth treatment of selected management topics, exploring the current knowledge base and identifying future opportunities for research. Each topic covered in the series is one with great future promise, and one that also has developed a sufficient body of research to allow informed reviews and debate.

Management scholarship is increasingly international in scope. No longer can scholars read only the work conducted in their own countries, or talk only to their near neighbors. Creative and innovative work in management is now being conducted throughout the world. Each volume is organized by one of our most prominent scholars who brings researchers from several countries together to provide cross-national perspectives and debate. Through this series we hope to introduce readers to scholarship in their field they may not yet know, and open scholarship debate to a wider set of perspectives.

We feel fortunate to be working with Cambridge University Press. Their rigorous independent scholarly reviews and board approval process helps ensure that only the highest-quality scholarship is published. We feel confident that scholars will find these books useful to their own research programs, as well as in their doctoral courses.

In this volume, Art Brief and his chapter authors explore the growing field of diversity at work. The editor highlights the fact that, since 2000, 19% and 14% of the work published in peer-reviewed psychology and sociology journals (respectively) dealt with race or gender or diversity. On the other hand, only 5% of articles on these topics have appeared in the Academy of Management journals since that date. There is evidence, however, that, throughout the management
literature, the topics of ethnicity, gender, and religion are becoming fertile areas for research.

*Diversity at Work* draws on leading researchers in the field from countries such as the Netherlands, Australia, and the USA. They examine issues surrounding the study of diversity in organizations, which leads into an assessment of the metaphors of gateways and pathways toward diversity. Chapters include an exploration of workplace discrimination derived from a mostly individual, cognitive orientation towards stereotypes and prejudice, together with a study highlighting how members of disadvantaged groups perpetuate or exacerbate their disadvantage. Three further chapters assess the pathway from a dyadic or group orientation, with a study of team-diversity research, diversity and conflict, and identity negotiation. And finally, the volume concludes with two chapters looking at what organizations can do to encourage greater diversity by promoting racial diversity at work and by the establishment of diversity initiatives through recruitment, training, and formal mentoring programs.

We know that you will find this up-to-date and innovative volume a useful resource, both in doing further research and in the practice of improving diversity effectiveness.

Cary Cooper, Lancaster University, England
Jone L. Pearce, University of California, Irvine
Series Editors
Preface

At its heart, this is a book about social inequalities. I have been an academic long enough not to set terribly high expectations for my work. But with this book, more than any other project in which I have been involved, I will not expect, but do hope and pray it matters, matters to scholars and, through their efforts, to those who have been treated unjustly because of their race and/or sex.

Editing this book, relatively speaking, has been a breeze. This is so largely due to the immensely talented and highly reliable contributors. To all of you, a big, big thanks for crafting thoughtful, insightful, and provocative chapters in a timely fashion. I am especially grateful to my co-author of two of the chapters, Dolly Chugh and to Max Bazerman for introducing us. Dolly has been a joy to work with and learn from. Administratively, the book would not have happened without the terrific support of Ethel Matshiya at Tulane University and Amanda Bailey at the University of Utah. Finally, the folks at Cambridge University Press were simply wonderful to work with.