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SUSTAINABLE INCLUSION THROUGH PERFORMANCE-DRIVEN PRACTICES

*An Evidence-Based, Dynamic
Systems Framework*

Ruth Sessler Bernstein

Pepperdine University

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Case Western Reserve University



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Sustainable Inclusion through Performance-Driven Practices

An Evidence-Based, Dynamic Systems Framework

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Abstract: How can organizations better achieve inclusion, equity, and superior performance from diversity? Decades of stalled progress require a wider range of policies. Applying a system thinking approach to a transdisciplinary synthesis of research findings, the authors' comprehensive framework guides inquiry and practice by identifying problematic dynamics. Comparative case studies reveal, in contrast, favorable dynamics of intergroup contact that result from an evolved elaboration of practices for inclusive interactions, socialization, and accountability. Over time, when promoted for mission attainment, applied to all members, and customized to the workgroup, the practices generate inclusion, equity, and superior performance.

Keywords: inclusive interactions, diversity, performance, equity, accountability, anti-inclusive practices, system dynamics thinking

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