Positive Organizing in a Global Society: Understanding and Engaging Differences for Capacity-Building and Inclusion

Table of Contents

Introduction
Davidson, Wooten, Roberts & Parsons

SECTION I: Multiple Identities and Resources
Section Introduction by Lemley, Roberts, Wooten, & Davidson

1. Positive Psychology’s Contributions and Prospects for Engaging Differences at Work
Natasha N. Wilder, Meghana A. Rao, and Stewart I. Donaldson

2. Resourcefulness in Action: The Case for Global Diversity Management
Stephanie J. Creary

3. Sources of Strength: Mobilizing Minority Racial, Ethnic, and Cultural Identities as Resources
Laura Morgan Roberts and Sandra Cha

4. How Identities and Discrimination Catalyze Global Entrepreneurship
Lakshmi Ramarajan and Emily LeRoux-Rutledge

5. Intersectional Identity Salience and Positive Identity Construction
Doyin Atewologun

SECTION II: Authenticity
Section Introduction by Lemley, Davidson, Roberts, Wooten

6. Authenticity on One’s Own Terms
Patricia Faison Hewlin

7. Authenticity and Organizational Norms: Through a Positive Organizational Scholarship Lens
Tina Opie

8. If I’m Comfortable Does That Mean I’m Included? And If I’m Included, Will I Now Be Comfortable?
Bernardo M. Ferdman

9. Authentic Affirmation? Considering the Cultural Relevance of Strength-Based Practices in Global Organizations
Laura Morgan Roberts, Lynn Perry Wooten, Martin N. Davidson, and Amy Lemley

SECTION III: Resilience
Section Introduction by Lemley, Roberts, Davidson, Wooten

10. Resilience and Failure
Katherine Giscombe

11. Racial Socialization and Resilience of Minority Group Members
Demetria Henderson and Myrtle Bell
12. Social Resilience: Building Persistence in Interracial Relationships  
*Tanya Menon and Arjun Chakravarti*

**SECTION IV: Relating Across Differences**  
*Section Introduction by Lemley, Davidson, Roberts, and Wooten*

13. Leading beyond “We”: The Nature and Consequences of a Boundary Spanning Mindset  
*Donna Chrobot-Mason, Jeffrey Yip, and Alan James Yu*

14. Mentoring as a Connecting Competency Builder: Examining POS as a Catalyst for Mentoring Across Dimensions of Diversity  
*Stacy Blake-Beard, Audrey Murrell, Vineetha Krothapalli, Jessica Halem, and Michelle Kweder*

*Sheldene Simola*

16. Discursive Spaces That Foster Transformative Learning in the Engaging of Differences: Implications for Global Society  
*Ilene C. Wasserman*

17. Leveraging Difference in a “Have Your Say” World  
*Heather Wishik*

18. The Two Faces of Ubuntu: An Inclusive Positive or Exclusive Parochial Leadership Perspective?  
*Lize A. E. Booysen*

**SECTION V: Inclusive and Equitable Systems**  
*Section Introduction by Lemley, Wooten, Davidson, and Roberts*

19. Diversity Management as a Generative Strategic Process: When the Business Case Meets Positive Organizational Scholarship  
*Lynn Perry Wooten, Kelle Parsons, Robby Griswold, and Skot Welch*

20. From Exclusion to Inclusion: Inclusion and Empowerment in a South African Organization  
*Hugo Canham*

21. Assessing Organizational Culture and Engaging Faculty Diversity in Higher Education  
*Lamont A. Flowers, James L. Moore III, Lawrence O. Flowers, and Tiffany A. Flowers*

22. Learning Together: A Positive Approach to Diversity and Inclusion Education  
*Vicki J. Rosenberg*

23. Organizational Support and Empowerment of Diversity in Work–Life Identities  
*Ellen Ernst Kossek*

**SECTION VI: Innovative Thinking**  
*Section Introduction by Lemley, Wooten, Davidson, and Roberts*

24. Constructive Conflict: The Essential Role of Diversity in Organizational Innovation
25. The Benefits of Diversity for Innovation in Academic Research by
   Aurora Kamimura and Julie R. Posselt

26. Promoting the Positive Effects of Team Diversity through SOAR: An Inclusive Approach for
    Strategic Thinking, Planning, and Leading
   Jacqueline M. Stavros and Matthew L. Cole

27. Life on the Edge: How Weird People Thrive in Organizations (and What They Can Teach Us about
    Diversity and Inclusion)
   Martin N. Davidson

Conclusion: Building a Bridge to Positive Organizing
   Roberts, Wooten, and Davidson

Index