

FREE VIRTUAL PANEL DISCUSSION
TUESDAY, JUNE 16, 2020
10:00-11:30 AM ET

# RACE, JUSTICE, AND EQUITY IN THE WORKPLACE AND BEYOND: A CALL TO ACTION

#### MODERATORS

Stephanie Creary (University of Pennsylvania)

Brianna Barker Caza (University of North Carolina at Greensboro)

#### **PANELISTS**

Evan Apfelbaum (Boston University), Martin N. Davidson (University of Virginia), Robin J. Ely (Harvard University), Sonia Kang (University of Toronto), Tina Opie (Babson College), Laura Morgan Roberts (University of Virginia), and Shannon Schuyler (PwC US)

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## Race, Justice, And Equity In The Workplace And Beyond: A Call To Action

#### **RESOURCES CREATED BY PANELISTS**

#### **EVAN APFELBAUM**

Website: <a href="http://www.evanapfelbaum.com">http://www.evanapfelbaum.com</a>

Apfelbaum, E. P., Pauker, K., Sommers, S. R., & Ambady, N. 2010. In blind pursuit of racial equality?. *Psychological Science*, 21(11), 1587-1592.

Apfelbaum, E. P., Norton, M. I., & Sommers, S. R. 2012. Racial color blindness: Emergence, practice, and implications. *Current Directions in Psychological Science*, 21(3), 205-209.

Apfelbaum, E. P., Sommers, S. R., & Norton, M. I. 2008. Seeing race and seeming racist? Evaluating strategic colorblindness in social interaction. *Journal of Personality and Social Psychology*, 95(4), 918.

#### **BRIANNA BARKER CAZA**

Website: <a href="https://bryan.uncg.edu/faculty-and-staff/brianna-caza">https://bryan.uncg.edu/faculty-and-staff/brianna-caza</a>

Caza, B. B., & Cortina, L. M. 2007. From insult to injury: Explaining the impact of incivility. *Basic and Applied Social Psychology*, 29(4), 335-350.

Caza, B. B., Olekalns, M. & Vogus, T. J. 2020. How to mend a work relationship. *Harvard Business Review*, published on February 14, 2020.





Caza, B. B., Ramarajan, L., Reid, E., & Creary, S. 2018. How to make room in your work life for the rest of yourself. *Harvard Business Review*, published on May 30, 2018.

#### **STEPHANIE J. CREARY**

Website: <a href="https://www.stephaniecreary.com">https://www.stephaniecreary.com</a>

Creary, S. J. 2020. <u>How to begin talking about race in the workplace</u>. *Knowledge@Wharton*, published on June 15, 2020.

Creary, S. J. 2020. <u>A framework for leading classroom conversations about race</u>. *Harvard Business Publishing Education*, published on June 15, 2020.

Creary, S. J. 2020. <u>Speaking out on racism as a company leader</u>. *Wharton Magazine*, published on June 10, 2020.

Creary, S. J., Caza, B. B., & Roberts, L. M. 2015. Out of the box? How managing a subordinate's multiple identities affects the quality of a manager-subordinate relationship. *Academy of Management Review*, 40(4), 538-562.

Creary, S. J., McDonnell, M., Ghai, S., & Scruggs, J. 2019. When and why diversity improves your board's performance. *Harvard Business Review*, published on March 27, 2019.

#### **MARTIN DAVIDSON**

Website: <a href="http://leveragingdifference.com">http://leveragingdifference.com</a>

Davidson, M. N. 2011. <u>The End of Diversity as We Know It: Why Diversity Efforts Fail and How Leveraging Difference Can Succeed</u>, Berrett-Koehler Press, San Francisco, CA.

Davidson, M., & Friedman, R. A. 1998. When excuses don't work: The persistent injustice effect among Black managers. *Administrative Science Quarterly*, 154-183.

#### **ROBIN J. ELY**

Website: <a href="http://www.hbs.edu/gender">http://www.hbs.edu/gender</a>

Ely, R. J. 1995. The power in demography: Women's social constructions of gender identity at work. *Academy of Management Journal*, 38(3), 589-634.

Ely, R.J., Meyerson, D. & Davidson, M.N. 2006: Rethinking political correctness. *Harvard Business Review*, September 2006 issue.

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Thomas, D. A., & Ely, R. J. 1996. Making differences matter. Harvard Business Review, 74(5), 79-90.





#### **TINA OPIE**

Website: https://www.babson.edu/academics/faculty/faculty-profiles/tina-opie.php

Opie, T. R., & Freeman, R. E. 2017. Our biases undermine our colleagues' attempts to be authentic. *Harvard Business Review*, published on July 5, 2017.

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Other resources: https://hbr.org/podcast/2019/06/sisterhood-is-trust

#### **SONIA KANG**

Website: https://www.utm.utoronto.ca/management/people/kang-sonia

Kang, S. K., DeCelles, K. A., Tilcsik, A., & Jun, S. 2016. Whitened résumés: Race and self-presentation in the labor market. *Administrative Science Quarterly*, 61(3), 469-502.

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#### **LAURA MORGAN ROBERTS**

Website: https://www.darden.virginia.edu/faculty-research/directory/laura-morgan-roberts

Roberts, L. M. 2016. *#epicenter: heart matters*. RPAQ Solutions, Inc.

Roberts, L. M. 2005. Changing faces: Professional image construction in diverse organizational settings. *Academy of management review*, 30(4), 685-711.

Roberts, L. M., & Dutton, J. E. (Eds.). 2009. <u>Exploring positive identities and organizations: Building a theoretical and research foundation</u>. Psychology Press.

Roberts, L. M., Mayo, A. J., & Thomas, D. A. (Eds). 2019. *Race, Work, and Leadership: New Perspectives* on the Black Experience at Work. Harvard Business Review Publishing, Boston, MA.

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Roberts, L. M., Wooten, L. P, Davidson, M. N., (Ed.) 2015. <u>Positive Organizing in a Global Society:</u> <u>Understanding and Engaging Differences for Capacity-Building</u>, Taylor Francis Press.

#### SHANNON SCHUYLER

Website: https://www.pwc.com/us/en/contacts/s/shannon-schuyler.html

Schuyler, S. 2018. Decreasing inequality means increasing access and opportunity. *Huff Post*, published on November 13, 2018.

Schuyler, S. Chief Purpose Officer PwC. *The 2019 Makers Conference*: https://www.youtube.com/watch?v=PnxJFSBRsXo

Other resources: <a href="https://www.ceoaction.com">https://www.ceoaction.com</a>

#### **IN MEMORIAM**

#### **KATHERINE W. PHILLIPS**

Phillips, K. W., 2014. How diversity makes us smarter. Scientific American, 311(4), pp.43-47.

Phillips, K. W., Dumas, T. L., & Rothbard, N. P. 2018. Diversity and authenticity. *Harvard Business Review*, 96(2), 132-136.

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Phillips, K. W. and Loyd, D. L., 2006. When surface and deep-level diversity collide: The effects on dissenting group members. *Organizational Behavior and Human Decision Processes*, 99(2), pp.143-160.

Williams, K. Y., & O'Reilly III, C. A. 1998. Demography and. *Research in organizational behavior*, 20, 77-140.

*New York Times* Obituary: <a href="https://www.nytimes.com/2020/02/13/business/katherine-w-phillips-dead.html">https://www.nytimes.com/2020/02/13/business/katherine-w-phillips-dead.html</a>

#### **SUCHETA NADKARNI**

Combs, G. M., & Nadkarni, S. 2005. The tale of two cultures: Attitudes towards affirmative action in the United States and India. *Journal of World Business*, 40(2), 158-171.

Mohammed, S., & Nadkarni, S. 2011. Temporal diversity and team performance: The moderating role of team temporal leadership. *Academy of Management Journal*, 54(3), 489-508.

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University of Cambridge Tribute: <a href="https://insight.jbs.cam.ac.uk/2019/a-tribute-to-professor-sucheta-s-nadkarni-1967-2019">https://insight.jbs.cam.ac.uk/2019/a-tribute-to-professor-sucheta-s-nadkarni-1967-2019</a>

#### OTHER HELPFUL RESOURCES

#### **ACADEMIC AND PRACTITIONER-FOCUSED ARTICLES**

Avery, D. R., & McKay, P. F. 2006. Target practice: An organizational impression management approach to attracting minority and female job applicants. *Personnel Psychology*, 59(1), 157-187.

<u>Being Black in Corporate America, An Intersectional Exploration</u>. 2019. From the Center for Talent Innovation.

Bell, M. P., Özbilgin, M. F., Beauregard, T. A., & Sürgevil, O. 2011. Voice, silence, and diversity in 21st century organizations: Strategies for inclusion of gay, lesbian, bisexual, and transgender employees. *Human Resource Management*, 50(1), 131-146.

Brunsma, D. L., Embrick, D. G., & Shin, J. H. 2017. Graduate Students of Color: Race, Racism, and Mentoring in the White Waters of Academia. *Sociology of Race and Ethnicity*, *3*(1), 1–13. https://doi.org/10.1177/2332649216681565

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Chanland, Dawn & Murphy, Wendy. 2017. Propelling diverse leaders to the top: A developmental network approach. *Human Resource Management*. 57. <a href="https://doi.org/10.1002/hrm.21842">https://doi.org/10.1002/hrm.21842</a>.

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Kang, S.K & Apfelbaum, E.P. 2012. Research-based advice on teaching children not to be racists. *The Atlantic*, published April 12, 2012.

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Lowery, B. 2020. To my white friends - the time for talk has now passed. Now is the time for work. *Washington Post*, published June 12, 2020.

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#### **BOOKS**

Bell, E. E. & Nkomo, S. 2001. <u>Our separate ways: Black and white women and the struggle for professional identity</u>. Harvard Business School Publishing.

Chugh, D. 2018. The person you mean to be: How good people fight bias. HarperCollins.

Cox, T. 1994. <u>Cultural diversity in organizations: Theory, research and practice</u>. Berrett-Koehler Publishers.

Ferdman, B. M., & Deane, B. 2014. Diversity at work: The practice of inclusion. Wiley.

Foldy, E.G. & Buckley, T.R. 2014. <u>The Color Bind: Talking (and not talking) About Race at Work</u>. Russell Sage Foundation.

Johnson, S. 2020. <u>Inclusify: The power of uniqueness and belonging to build innovative teams</u>. HarperCollins.

Murrell, A. J., & Blake-Beard, S. (Eds.). 2017. <u>Mentoring diverse leaders: Creating change for people, processes, and paradigms</u>. Taylor & Francis.

Roberson, Q. M. (Ed.). 2013. The Oxford handbook of diversity and work. Oxford University Press.

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Yoshino, K. 2007. Covering: The hidden assault on our civil rights. Random House Trade Paperbacks.





### OPPORTUNITY FOR BLACK/AFRICAN AMERICAN, LATINX HISPANIC AMERICAN, AND NATIVE AMERICAN PROSPECTIVE SCHOLARS

The PhD Project

#### **OPPORTUNITY FOR RESEARCHERS**

<u>POISED</u> (<u>Positive Organizational Inclusion Scholarship for Equity and Diversity</u>) is a new microcommunity for academic researchers that investigates diversity, equity, and inclusion through the lens of Positive Organizational Scholarship — paying special attention to positive states, qualities, relationships, and processes (such as dynamics that contribute to human strength, resilience, and flourishing) in organizations to surface new insights.

#### **WEB RESOURCES**

Academy of Management (<u>AOM</u>): Gender and Diversity in Organizations (<u>GDO</u>) Division, Managerial and Organizational Cognition (<u>MOC</u>) Division

Evidence-Based Tips, Strategies, and Takeaways: Leading Diversity in Organizations, by Stephanie Creary

TED Talk: The urgency of intersectionality by Kimberle Crenshaw

TED Talk: How to deconstruct racism: One headline at a time by Baratunde Thurston

TED Women 2017: The gift and power of emotional courage by Susan David

Web portal: National Museum of African American History and Culture's "Talking About Race"

Video: Michelle Obama's 2020 Commencement Address



