Contents

List of Tables, Figures, and Exhibits xiii
Foreword xvii
   Allan H. Church and Janine Waclawski
Preface and Acknowledgments xxi
   Bernardo M. Ferdman and Barbara R. Deane
The Editors xxxiii
The Authors xxxv

Part One: Frameworks for Understanding Inclusion 1

1 The Practice of Inclusion in Diverse Organizations: Toward a Systemic and Inclusive Framework 3
   Bernardo M. Ferdman

2 Communicating About Diversity and Inclusion 55
   V. Robert Hayles

Part Two: Individual and Interpersonal Perspectives and Practices 91

3 Creating Inclusion for Oneself: Knowing, Accepting, and Expressing One’s Whole Self at Work 93
   Bernardo M. Ferdman and Laura Morgan Roberts

4 Strengthening Interpersonal Awareness and Fostering Relational Eloquence 128
   Ilene C. Wasserman

5 Intercultural Competence: Vital Perspectives for Diversity and Inclusion 155
   Janet M. Bennett
6  The Work of Inclusive Leadership: 
   Fostering Authentic Relationships, Modeling 
   Courage and Humility 177
   Plácida V. Gallegos

Part Three: Organizational and Societal Perspectives 
and Practices 203

7  From Diversity to Inclusion: An Inclusion Equation 205
   Mary-Frances Winters

8  Inclusive Human Resource Management: 
   Best Practices and the Changing Role of 
   Human Resources 229
   Lynn R. Offermann and Tessa E. Basford

9  Inclusive Organization Development: 
   An Integration of Two Disciplines 260
   Allan H. Church, Christopher T. Rotolo, 
   Amanda C. Shull, and Michael D. Tuller

10 The Development of Inclusive Leadership 
   Practice and Processes 296
    Lize Booyse

11 Creating Inclusive Climates in 
   Diverse Organizations 330
    Lisa H. Nishii and Robert E. Rich

12 Models of Global Diversity Management 364
    Karsten Jonsen and Mustafa Özbilgin

13 Fostering Inclusion from the Inside Out to 
   Create an Inclusive Workplace: Corporate and 
   Organizational Efforts in the Community and 
   the Global Society 391
    Michâlle E. Mor Barak and Preeya Daya

Part Four: Key Application Issues and Domains 413

14 Global Benchmarks for Diversity and Inclusion 415
    Julie O’Mara
15 The Chief Diversity Officer’s View of the Diversity and Inclusion Journey at Weyerhaeuser 431
Effenus Henderson

16 Creating Diverse and Inclusive Colleges and Universities 451
Kumea Shorter-Gooden

17 Fostering Inclusion from the Outside In: Engaging Diverse Citizens in Dialogue and Decision Making 482
Carolyn J. Lukensmeyer, Margaret Yao, and Theo Brown

18 Building a Culture of Inclusion: The Case of UNAIDS 506
Alan Richter

19 Inclusion at Societal Fault Lines: Aboriginal Peoples of Australia 520
Charmine E. J. Härtel, Dennis Appo, and Bill Hart

Part Five: Moving Forward 547

20 Inclusion as a Transformational Diversity and Business Strategy 549
Michael L. Wheeler

21 An I/O Psychologist’s Perspective on Diversity and Inclusion in the Workplace 564
Angelo S. DeNisi

22 Inclusion: Old Wine in New Bottles? 580
Stella M. Nkomo

23 Practicing Inclusion: Looking Back and Looking Ahead 593
Bernardo M. Ferdman and Barbara R. Deane

Name Index 601
Subject Index 613