# 12 Understanding How Context Shapes Tear Division TOOS

# Part One • Introduction and Overview

Daan van Knippenberg, Astrid C. Homan, and Wendy P. van Ginkel

14. Considering Diversity as a Source of Competitive Advantage in

15. The Origins and Effects of Corporate Diversity Programs 253

1. Introduction 3 Quinetta M. Roberson

# Conceptualization of Diversity

- 2. Diverse Forms of Difference 13 Jason R. Lambert and Myrtle P. Bell
- 3. Understanding Diversity as Culture 32 Eduardo Salas, Maritza R. Salazar, and Michele J. Gelfand
- 4. Moving Beyond a Categorical Approach to Diversity: The Role of Demographic Faultlines 52 Sherry M. B. Thatcher 19. Effective Diversity Training

Part Five . Contextual Perspectives on Diversity

Aparma Joshi and Fryuntak Rob

Organizations 239

OCC assessed Character 220

## Psychological Perspectives on Diversity

- 5. Navigating the Self in Diverse Work Contexts 73 Laura Morgan Roberts and Stephanie J. Creary
- 6. An Examination of Categorization Processes in Organizations: The Root of Intergroup Bias and a Route to Prejudice Reduction Melissa Ferguson and Shanette C. Porter
- 7. The Social and Psychological Experience of Stigma Michelle R. Hebl and Eden B. King
- 8. Ideology: An Invisible yet Potent Dimension of Diversity 132 Laurie T. O'Brien and Patricia N. Gilbert

#### Part Four • Interactionist Perspectives on Diversity

- 9. Diversity as Knowledge Exchange: The Roles of Information Processing, Expertise, and Status 157 Katherine W. Phillips, Michelle M. Duguid, Melissa Thomas-Hunt, and Jayaram Uparna
- 10. Diversity as Disagreement: The Role of Group Conflict 179 Karen A. Jehn and Lindred L. Greer
- 11. Demographic Diversity as Network Connections: Homophily and the Diversity-Performance Debate 192 Ray Reagans

CONTENTS

#### Part Five • Contextual Perspectives on Diversity

- 12. Understanding How Context Shapes Team Diversity Outcomes 209

  Aparna Joshi and Hyuntak Roh
- 13. Diversity Cognition and Climates 220

  Daan van Knippenberg, Astrid C. Homan, and Wendy P. van Ginkel
- Considering Diversity as a Source of Competitive Advantage in Organizations 239
   Orlando C. Richard and Carliss D. Miller

#### Part Six • Practice Perspectives on Diversity

- 15. The Origins and Effects of Corporate Diversity Programs 253

  Frank Dobbin and Alexandra Kalev
- Diversity Staffing: Inclusive Personnel Recruitment and Selection Practices 282
   Derek R. Avery, Patrick F. McKay, and Sabrina D. Volpone
- 17. Career Development 300

  Bryan L. Dawson, Kecia M. Thomas, and Matthew J. Goren
- 18. Leadership in a Diverse Workplace 315

  Donna Chrobot-Mason, Marian N. Ruderman, and Lisa H. Nishii
- 19. Effective Diversity Training 341

  Loriann Roberson, Carol T. Kulik, and Rae Yunzi Tan
- 20. Work–Life Interface and Flexibility: Impacts on Women, Men, Families, and Employers 366
  Alison M. Konrad

## Part Seven • Systems Perspectives on Diversity

- 21. Socioeconomic Trends: Broadening the Diversity Ecosystem 393

  Michàlle E. Mor Barak and Dnika J. Travis
- 22. Global Diversity Management 419

  Mustafa Özbilgin, Karsten Jonsen, Ahu Tatli, Joana Vassilopoulou, and Olca Surgevil
- 23. Law and Diversity: The Legal-Behavioral Science Divide in How to Define, Assess, and Counteract Bias 442

  Evan P. Apfelbaum and Samuel R. Sommers

#### Part Eight • Conclusion/Integration

24. Conclusion: Future Directions for Diversity Theory and Research 461

Quinetta M. Roberson

Diversity-Performance Debate 192

Ray Reagann

Index 471