Book review

Managing Workplace Diversity and Inclusion: A Psychological Perspective

Introduction

This book looks to address the practical concerns of diversity and inclusion in the workplace. Using an applied psychological perspective, the author seeks to provide practical definitions and tools to better address diversity and inclusion in the work environment. The author indicates that the book is adequate for both upper-level undergraduate and graduate coursework.

The book is divided into 14 chapters, structured within four key sections. It commences with an opening preface by Rosemary Hays-Thomas who lays the groundwork for the value of the book for undergraduate and graduate courses that examine managing workplace diversity and inclusion. Part 1, titled "Basic Concepts, Tools, and Information", contains two chapters. In Chapter 1, the author addresses "Diversity and Inclusion in Organizations", which provides clarifying definitions and presents why this dialogue is critical. Chapter 2, "Conceptualizing and Measuring Difference", examines models of diversity and how to measure difference.

Part 2, titled "People and Organizations", contains four chapters. Chapter 3, "Privilege, Social Construction, Attribution, and Fairness", looks at privilege, social construction of difference and what is fair. Chapter 4, "Organizational Structure and the Problem of Pay In-Equity", examines pay structures and equity across them. Chapter 5, "Identities: Who We Are, and Why That Matters", discusses intersectionality and group identities. Finally, Chapter 6, "The Big Three: Stereotypes, Prejudice, and Discrimination", defines these three terms, explores improving intergroup communication and seeks to redirect behaviour.

Part 3, titled "Applications", contains five chapters. Beginning with Chapter 7, "Diversity, Inclusion, and the Law", the author begins to lay the practicality of dealing with diversity and inclusion through the legal system. Chapter 8, "Making the Most of Diversity in Teams", explores capitalizing on diversity in teams. Chapter 9, "Sex, Gender, and Work", delves into sex, gender and discrimination. Chapter 10, "Race, Ethnicity, and Work", deals with race and discrimination. Adding Susan E. Walch as a co-author, Chapter 11, "Sexual Orientation and Work", explores sexual orientation and discrimination. Finally, Chapter 12, "Religion, Age, Ability, Appearance, Weight, Social Class, and Work", provides a brief overview of other diversity and inclusion issues that are present in the workplace.

Part 4, titled "Finding Solutions", contains two chapters. Chapter 13, "Building Diversity Competence for Individuals", addresses some tools to create an inviting environment that

fosters inclusion. Finally, Chapter 14, "Building Organizational Diversity Competence through Organizational Development", ties together the concepts outlined in the book.

Media abstract
Managing Workplace Diversity and Inclusion
A Psychological Perspective walks students through workplace diversity and inclusion from theoretical to practical concepts. While billed as a text for upper-level undergraduate students and graduate students, the concepts are explained in a way that would make them accessible to both students and workplace professionals at any level. The text builds from theoretical to legal to practical in addressing employment law, teamwork, gender, race and ethnicity, sexual orientation and other areas.

Evaluation
Managing Workplace Diversity and Inclusion
A Psychological Perspective walks students through workplace diversity and inclusion from theoretical to practical concepts. While billed as a text for upper-level undergraduate students and graduate students, the concepts are explained in a way that would make them accessible to both students and workplace professionals at any level. Throughout the book, it is often referred to as a primer on diversity and inclusion for the workplace expert. The concepts are clearly outlined and explained to make it an easy read. As a result, it may not meet the needs of a diversity and inclusion expert.

The book seems dated, with many references being 10 to 20 year old. The language around diversity, inclusion and intersectionality has greatly changed during the past 20 years, refocusing on critical race, gender and sexual orientation theory. Also, the language used does not seem to have kept pace with changes the Millennials and Generation Z have brought to the workplace, particularly with regard to gender identity and sexuality. The book has a strong focus on race and sex, providing at best a cursory overview of other areas of diversity and inclusion that may forever change the workplace, as we know it.

Overall, I see the purpose of this book as an entry-level primer, particularly focused on race and sex in the workplace. Rather than it being a selection for upper-level undergraduates and graduate students, I would see it being used in an introduction to diversity and inclusion, with more in-depth texts being used for upper-level courses. I do not believe it does justice to the significant depth of work around the themes of diversity and inclusion and how these might be best utilized to improve workplace inclusion.

In the author's own words
To become a knowledgeable and skilled diversity professional, one should have an interdisciplinary foundation of the kinds of concepts and information presented in this text: social sciences, especially psychology and sociology; human resource procedures and systems; measurement; legal issues related to fair employment; and training and organizational development and change. Management of D&I is a relatively new professional field, and many of those working in D&I began their careers in HR, psychology (particularly industrial-organizational psychology), management, or other fields. These are still good areas in which a young professional might start. Only in the last several years has it been possible to take formal coursework, academic concentrations, or degrees in D&I. For those with more general employment interests, knowledge about D&I is important in order to function successfully in an increasingly diverse work environment and because it is a significant issue in today's employment and in society at large.

Chapter 14: *Building Organizational Diversity Competence through Organizational Development* by R. Hays-Thomas, p. 327.

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