Career development is not a one-size-fit all effort. Yet, organizations are just coming to fully understand the ways in which effective career development is a function of not only one’s social identities but also the interaction of individuals’ identities with the larger culture of the organization. Effective career development must also take into account the environmental pressures that both employees and their employers confront, such as competitors’ talent, changes in technology, as well as increased globalization. Because of these many pressures, it is the best interest of both individual workers and their employers to consider career development as a continuous process, an ongoing assessment and investment in workers’ knowledge, skills, and abilities.

Hughes’s *Impact of Diversity on Organization and Career Development* provides a novel framework through positioning diversity as an opportunity and resource for employee career development. Since the Hudson Institute’s Workforce 2000 report (1988), organizations have been more mindful of how they recruit, select, develop, and retain a more diverse cadre of workers who are more likely to be female or a member of an ethnic minority group. However, today organizations’ diversity concerns are much more complex. Workplaces also want to understand how workers’ generational differences, sexualities, visible and invisible disabilities, and even membership in the armed forces impact their career preparation as well as their opportunities to contribute to their organizations.

Certainly, this newfound knowledge about the diversity of workers’ backgrounds and experiences is a valuable recruitment tool, but it may provide critical information that can be used to more effectively develop the talent of incumbents who lack those same backgrounds and experiences. Using diversity as a principle through which workers are trained and developed can improve employees’ key organizational functions like customer service, product development, and marketing. However, developing organizational talent based on a foundation of valuing diversity might also help to develop more inclusive institutional cultures where there is less worker discrimination and more worker engagement. This volume therefore positions diversity as a competitive advantage for organizations rather than simply an issue to be dissected, tolerated, or overcome.

*Impact of Diversity on Organization and Career Development* examines the diversities of diversity. This volume goes far beyond the usual discussions of race and gender, and additionally tackles issues of personality and globalism. Furthermore, the chapters are targeted to specific organizational issues such as team performance, academic curriculum, life transitions, career counseling, as well as the consequences for diverse women in Science, Technology, Engineering, and Mathematics (STEM). This volume also goes beyond the typical discussion of diversity as relevant to only business-related outcomes and instead focuses on the outcomes of workers’ lived career experiences.
There is much to consider for students, career counselors, HR professionals, and other organizational leaders. This volume expands our notions of both diversity and career development. For the historically underrepresented, raced and gendered career paths are challenged. For the professional cultural default in many organizations, there is an opportunity to identify opportunities for workers’ and organizations’ learning and effectiveness through opening conversations around diversity that may have previously been taboo and silenced. Ultimately, opening these conversations allows for more intentional and effective career development for the underrepresented worker, but it also permits the “typical” or “normative” worker to work more effectively with their colleagues, better serve their clients, and perhaps free them to have their own silenced realities addressed and career needs met.

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