Table of Contents

Preface.................................................................................................................................................. xx

Section 1
Leveraging Workforce Diversity in Higher Education

Chapter 1
Regional Integration in West Africa: Exploring the Option of Leveraging Workforce Diversity in the Academia and University System ................................................................. 1
  Ikeanyibe Okechukwu Marcellus, University of Nigeria, Nigeria
  Ezeibe Chukwuebuka Christian, University of Nigeria, Nigeria

Chapter 2
Examining the Diversity Curriculum of Leading Executive MBA Programs in the United States ................................................................................................................................. 18
  Mariya Gavrilova Aguilar, University of North Texas, USA
  Pamela Bracey, University of North Texas, USA
  Jeff Allen, University of North Texas, USA

Chapter 3
Theorizing African American Women’s Learning and Development: Leveraging Workforce Diversity through Socio-Cultural Adult Learning Theories ........................................ 38
  Marilyn Y. Byrd, University of Mary Hardin-Baylor, USA
  Dominique T. Chlup, Texas A & M University, USA

Chapter 4
Leveraging Workforce Diversity through a Critical Examination of Intersectionalities and Divergences between Racial Minorities and Sexual Minorities ........................................... 56
  Julie Gedro, SUNY Empire State College, USA

Chapter 5
Workforce Diversity at the Lagos Business School, Pan-African University, Nigeria .................. 73
  Kemi Ogunyemi, Pan-African University, Nigeria
Chapter 6
A Collaborative Inquiry: Raising Cross-Cultural Consciousness ........................................................ 88
Diversity Divas, Teachers College, Columbia University, USA

Section 2
Leveraging Workforce Diversity and Leadership

Chapter 7
Leadership’s Role in Leveraging Workforce Diversity ............................................................... 110
Norma Carr-Ruffino, San Francisco State University, USA

Chapter 8
Managing Privilege as a Key to Inclusive Leadership ................................................................. 131
Doug Harris, Kaleidoscope Group, USA
Kasia Ganko-Rodriguez, Kaleidoscope Group, USA

Chapter 9
Developing Global Leaders: Utilizing the Intercultural Effectiveness Competencies Model........... 149
Pi-Chi Han, University of Missouri – St. Louis, USA

Chapter 10
Leveraging Age Diversity in Times of Demographic Change: The Crucial Role of Leadership ...... 163
Katharina Janz, Jacobs University Bremen, Germany
Claudia Buengeler, Jacobs University Bremen, Germany
Robert A. Eckhoff, Jacobs University Bremen, Germany
Astrid C. Homan, University of Amsterdam, The Netherlands
Sven C. Voelpel, Jacobs University Bremen, Germany & EBS Business School, Germany

Chapter 11
Leveraging Multinational Firm Performance through the Use of Diversified Top Management Teams ................................................................. 185
Güven Alpay, Boğaziçi University, Turkey
Pınar Büyükalıcı, Yıldız Technical University, Turkey

Section 3
Strategies for Leveraging Workforce Diversity

Chapter 12
Leveraging Workforce Diversity using a Multidimensional Approach ........................................ 203
Aisha S. Taylor, Portland State University, USA
Keith James, Portland State University, USA
Adam Murry, Portland State University, USA
Chapter 13
Leveraging the Power of Diversity in Workplace Learning Strategies ........................................ 225
   Rita C. McNeil, Idaho State University, USA

Chapter 14
Training and Development: Leveraging Diversity to Gain Strategic Advantage in Corporate Settings ............................................................................................................. 244
   Denise R. Philpot, University of North Texas, USA
   Laura A. Pasquini, University of North Texas, USA

Chapter 15
Leveraging Workforce Diversity through a Career Development Paradigm Shift ........................................ 262
   Claretha Hughes, University of Arkansas, USA
   DeVaughn Stephens, University of Arkansas, USA

Chapter 16
Diversity Training in Organizations ........................................................................................................... 273
   David McGuire, Queen Margaret University, UK
   Nicola Patterson, Northumbria University, UK

Chapter 17
Demographic Changes and Equal Employment Opportunity Legislation: Implications for Leveraging Workforce Diversity in the Field of Human Resource Development ........................................ 288
   Shani D. Carter, Rhode Island College, USA

Chapter 18
Global Diversity Management Programs and Strategies at CEVA Logistics ........................................... 306
   Hale Öner, Dogus University, Turkey
   Esra Kaya, CEVA Logistics, Turkey
   Olca Şurgevil, Dokuz Eylül University, Turkey
   Mustafa Ozbilgin, Brunel University, UK

Section 4
Initiatives for Leveraging Workforce Diversity

Chapter 19
Leveraging Workforce Diversity in Practice: Building Successful Global Relationships with Minority-Owned Suppliers ........................................................................................................... 323
   Bertie M. Greer, Northern Kentucky University, USA
   James A. Hill, The Ohio State University, USA
Chapter 20
Leveraging Workforce Diversity and Team Development ......................................................... 341
Aileen G. Zaballero, Pennsylvania State University, USA
Hsin-Ling Tsai, Pennsylvania State University, USA
Philip Acheampong, Pennsylvania State University, USA

Chapter 21
Leveraging Workforce Diversity through Volunteerism.......................................................... 354
Ashwini Joshua-Gojer, University of North Texas, USA
Jeff M. Allen, University of North Texas, USA

Chapter 22
Leveraging Workforce Diversity through Human Resource Management Initiatives.................. 368
Mercedes Sánchez-Apellániz, University of Seville, Spain
Rafael Triguero-Sánchez, University of Seville, Spain

Chapter 23
Leveraging Intergenerational Diversity to Meet Business Goals .......................................... 386
Sherita L. Jackson, Thomson Reuters IP Management Services, USA

Chapter 24
Leveraging Sexual Orientation Workforce Diversity through Identity Deployment ..................... 403
Apoorva Ghosh, XLRI School of Business and Human Resources, India

Section 5
Leveraging Workforce Diversity through Theoretical Frameworks and Technology

Chapter 25
Marilyn Y. Byrd, University of Mary Hardin-Baylor, USA

Chapter 26
Utilizing a New Human Relations Framework to Leverage Workforce Diversity ....................... 440
Rossella Riccò, University of Milan, Italy

Chapter 27
Theoretical Frameworks and Models Supporting the Practice of Leveraging Workforce Diversity ................................................................. 463
Aileen G. Zaballero, Pennsylvania State University, USA
Yoonsoo Kim, University of Nevada Las Vegas, USA
Chapter 28
Using Global Virtual Teams to Leverage Workforce Diversity in Global Environments:
Applications of CE Technology and ThinkLets ................................................................. 481
  Cecilia Santillan, University of St. Thomas, USA
  Sujin K. Horwitz, University of St. Thomas, USA

Chapter 29
Leveraging Diversity in a Virtual Context: Global Diversity and Cyber-Aggression ................. 504
  Robyn A. Berkley, Southern Illinois University – Edwardsville, USA
  Roxanne Beard, Ohio Dominican University, USA
  David M. Kaplan, Saint Louis University, USA

Chapter 30
Leveraging Workforce Diversity: Utilizing Technology .......................................................... 523
  Aileen G. Zaballero, Pennsylvania State University, USA
  Tutaleni I. Asino, Pennsylvania State University, USA
  Jessica Briskin, Pennsylvania State University, USA

Compilation of References .................................................................................................. 538

About the Contributors .......................................................................................................... 609

Index ..................................................................................................................................... 623