

Index

1964 Civil Rights Act 21

A

academia 1-2, 5, 7, 9-11, 13-14, 17, 95, 411, 478
 academic environment 73, 77
 Academic Staff Exchange Program (ASEP) 10
 adult learning theories 38-39, 41, 49-50, 53-55, 241, 437
 advocacy encounters 412, 416, 423
 Affirmative Action (AA) 3, 15-16, 21, 24, 26, 35-36, 57, 113-114, 117, 127, 251, 258, 267, 271, 275, 282, 320, 328, 356-359, 364, 367, 370, 384, 442, 445, 451-452, 455, 459, 463-465, 477
 African American Women (AAW) 38-42, 44-51, 53-54, 57, 68-69, 121, 217, 337, 437-439
 African Union (AU) 9, 16, 458
 Age Discrimination Act 21
 Age Discrimination in Employment Act (ADEA) 293, 298, 300-301, 303, 356
 age diversity 163-166, 168-171, 173-176, 183
 ambidextrous organization 188, 199
 analytic dimensions of identity 406, 416
 andragogy 54, 241, 299, 304
 Assessing the Learning Strategies of Adults (ATLAS) 228, 231, 239, 241-243
 Association of African Universities 9
 asynchronous communication 522
 Attitudes Toward Diversity Scale (ATDS) 206, 221
 attraction paradigm - See similarity paradigm

B

baby boomers 164, 248, 294, 297, 301-302, 304, 356, 367, 386-393, 395-397, 399, 465, 529-530, 535
 behaviorally anchored rating scale 291, 304
 Black and Minority Ethnic (BME) 326, 340

board of directors 186, 191, 193-195, 201

C

career capital 266, 270, 272
 career development 44, 53, 114, 160, 255, 262-266, 268-272, 283, 290, 296, 377-378, 394, 398, 419
 career development paradigm shift 262-263
 career path 272, 304
 change leaders 114-115, 117
 circle of influence 131-132, 138, 141
 claiming encounters 408-409, 416-417, 423
 classroom dynamics 81
 Collaboration Engineering (CE) 481-482, 488-490, 492-497, 499, 501
 Collaborative Inquiry (CI) 88-92, 94-108, 494
 collective learning 275, 301, 530-531
 coming out 66, 69, 142, 285, 403, 409, 411, 421
 Communities of Practices (CoPs) 237-238
 content analysis 18, 24-25, 31, 33, 35, 37
 corporate America 36, 59, 69-70, 128-129, 249, 284, 324-325, 328, 351, 390, 422
 Corporate Socially Responsible (CSR) 260, 327-328
 Critical Race Theory (CRT) 58-61, 69-70, 426, 429, 435-439
 critical thinking skills 225, 229, 233, 235
 cross-cultural consciousness 88, 91, 94-95, 97, 102
 cross-cultural learning 149-150, 152-153, 155-156, 158, 160, 162
 cross-cultural training 154, 157-159, 162
 crystallized intelligence 166-167, 176, 179
 crystallized pragmatics of intelligence 166
 cultural auditing 373
 Cultural Competence (CQ) 96, 152, 157, 161, 277-278, 284, 351-352, 468-469, 478-480, 516
 cultural heritage 74, 116, 201
 culturally informed learning 40, 42, 47, 50
 cyber-aggression 504-505, 510-513, 516, 522

D

demographic change 163-164, 176, 183
 demography 19, 35, 78, 86-87, 181-183, 187, 196, 198-201, 383, 423, 498
 developmental capacity 88-89, 102-103, 107
 digital divide 529-530, 535-536
 dimensions of diversity 19, 136, 213, 307, 359, 387, 391, 455, 464-465, 471
 directive leadership 169-170
 Disability Working Group (DWG) 317-318, 321
 Disadvantaged Business Enterprises (DBE) 326, 340
 discretion strategies 408, 410, 416, 424
 distance learning 530, 532
 diversity advantage 252, 259-260
 diversity and inclusion (D&I) 18-19, 26, 29-30, 34, 131-133, 135-137, 141-144, 148, 211, 215, 217, 224, 249, 253, 284-285, 306-319, 365, 384, 391, 400, 419, 422, 479
 diversity awareness training 247, 258, 283
 diversity beliefs 164, 174-177, 179, 182-183
 diversity capital 252, 260
 diversity challenges 24, 26, 29-30, 112, 118
 diversity climate 20, 28, 33, 204, 207, 210-211, 213-215, 220-221, 223-224, 383, 471, 519
 diversity education 23-24, 27, 30-31, 33, 58
 diversity leverage 17
 diversity management strategies 22, 245-246, 261, 284
 diversity process advantage 252, 261
 diversity skills-based training 247
 diversity training 18, 22, 24, 28, 30, 33-34, 36, 56-59, 67-68, 95, 116-117, 127, 215-216, 222-223, 245, 247, 249-250, 253, 256-258, 273-279, 282, 285-286, 298, 302, 314, 359, 375-376, 382, 385, 413, 464-465, 477-478
 diversity training expenditures 250
 diversity trends 111
 divine guidance 38, 44, 46-47

E

Economic Community of West African States (ECOWAS) 1-4, 7-8, 10-11, 13-16
 educative encounters 404, 408-410, 413, 417, 424
 emancipatory learning 47-50, 55
 emotional intelligence 75, 153, 277-278
 employee location value 265-266, 272
 Employment Non-Discrimination Act (ENDA) 65-66, 69

engagement cluster 225, 229, 236, 241
 engagers 228, 233-234, 236
 epistemic privilege 142
 Equal Employment Opportunity (EEO) 26, 267, 288-289, 295, 300, 304, 355-356, 442, 451-452, 455, 460, 463-465
 Equal Pay Act of 1963 290
 ethnic business 325-326, 336, 340
 ethnic diversity 21, 77, 83, 286, 301, 358
 ethnic group 14, 83, 126, 518
 Ethnic Minority Business (EMB) 326-328, 340
 Executive MBA (EMBA) 18-19, 24-27, 29, 31-35, 37, 81-84, 87
 executive TMT 191-195

F

fluid intelligence 167
 functional diversity 77, 80, 87, 170, 189, 199

G

Gay and Lesbian Alliance Against Defamation (GLAAD) 67
 gender identity 58, 61, 65, 71-72, 413, 423, 463-464
 Gender Working Group 315-316, 321
 generational cohorts 386, 388
 generational conflict 388, 398
 Generation X 248, 294-295, 297, 299, 304, 390-393, 396-397, 399, 530
 Global Diversity Management (GDM) 306-308, 319-321, 458
 global leaders 105, 149-162, 341
 global leadership 86, 149-150, 152-159, 161
 globally competent 95, 105
 global marketplace 110-112, 195, 258
 global society 35, 218, 335, 440-441, 456, 458-459
 Global Virtual Teams (GVTs) 481-487, 489-490, 492-495, 498, 501, 504-509, 511, 513-517, 522
 goal orientations 164, 167, 176, 178
 Group Support Systems (GSS) 488-501

H

habit of being 90, 96, 99, 102, 104, 107
 heteronormative 59, 61
 heterosexism 59, 61-62, 65, 69, 71, 284, 408-409, 419, 422
 Historically Under-Utilitized Business (HUB) 191, 326
 holding environment 89, 95

Index

Human Behaviour Organizations (HBO) 81
human capital 18-19, 21, 198, 218, 248, 263, 266, 270, 272, 276, 296, 306, 336, 364-365, 372, 526, 533
humanitarianism 21
Human Resource Development (HRD) 7-8, 12-13, 33, 46, 53, 57-58, 62, 68-70, 107, 127, 147, 149-150, 154-156, 158-160, 162, 217, 263, 266, 268-274, 280, 283-286, 288-297, 299-304, 320, 337, 352-353, 362, 382, 385, 437, 457, 460-461
human resource diversity 1-2, 4-5, 218, 259, 352, 384, 457, 470, 478
Human Resources (HR) 2, 6-9, 14-16, 19, 22, 24, 26, 37, 54, 56, 66, 68-71, 86, 104, 128, 148, 155, 159-160, 216, 221, 228, 233, 245-246, 250, 254, 259, 268, 270, 273, 275-277, 282-283, 285, 287, 292-293, 301-303, 308, 314, 317, 355, 357, 359, 362, 367-369, 371-376, 378, 381, 388, 395, 400, 403, 409-410, 437-439, 447, 450, 453, 456-457, 459-460, 477, 512, 525-526
hybrid teams 196, 482-483, 488

I

identification threat 504, 509-510
identity deployment 403, 405-409, 411-419, 421, 424
immersion-emersion attitude 408, 413, 417, 424
inclusion 18-22, 26-27, 29-31, 33-34, 37, 56, 59-60, 64, 67, 112, 131-136, 141, 143-145, 147-148, 164, 204-206, 208, 210-211, 214-215, 217, 221, 224, 246-247, 249, 251, 253, 260, 267, 276, 284-285, 287, 306-307, 309-314, 316, 319, 327, 351, 363, 365, 372, 377, 384, 391, 400, 410-411, 415, 418-419, 422, 450, 454, 463-464, 468, 474, 479, 527-528
inclusive corporate culture 115
inclusive leadership 131-132, 134-135, 138, 142, 147-148
informational diversity 166, 173, 183, 188, 191-192, 201
information elaboration 168, 174, 183
innovation 9, 19-20, 32, 43, 73, 75-76, 78, 84-85, 97, 103, 107, 110-112, 118-119, 122-123, 126-127, 129-130, 148, 164, 167, 178, 181, 185, 189, 196, 198-199, 204, 209, 215, 218, 222, 230, 247-248, 253, 255, 259-260, 274, 276, 310, 312-313, 325, 334, 342-343, 351, 360, 400, 454, 467-468, 470-471, 474, 481, 489, 497, 500, 523, 526-527, 534

insider-ness 136
insiders 113, 117, 136-137, 148, 373, 403, 406, 410, 412, 466
intercultural competencies 149-150, 152, 154-156, 160, 260
Intercultural Effectiveness (ICE) 149-150, 152-158, 162
intercultural learning 152, 156, 162
intergenerational gaps 387, 391
intergroup bias 163, 179, 182
internalized homophobia 63, 70, 422
internalized oppression 63, 106
interpersonal skills 75, 233-234, 236
intersectionality 38-43, 46, 50, 55, 57, 68-69, 72, 133, 426-427, 439

J

job hopping 294

K

Key Performance Indicators (KPIs) 307, 311, 313, 321
Knowledge Management System (KMS) 530-531, 536
Knowledge, Skills, and Abilities (KSAs) 263, 272, 295, 304, 496

L

lack of commitment 20, 118
Lagos Business School (LBS) 73-74, 77-82, 84-85, 87
leadership training 315
legal encounters 408, 412-413, 416, 424
Lesbian, Gay, Bisexual, and Transgender (LGBT) 56-61, 63-65, 67-68, 70, 209, 211, 281, 311, 315, 383, 420, 424
life span development 183
Long Term Orientation (LTO) 346, 349

M

managing privilege 131-143, 145-146, 148
memory strategies 227, 234
metacognition 226-227, 240-241
metamotivation 227
Millennials 386-387, 391-393, 396-399
Minority and Women owned Business Enterprises (MWBE) 326, 340

Minority Business Enterprises (MBEs) 330, 332-333, 339-340
 minority-owned businesses 323-328, 330, 333, 337
 Minority Peace Corps Association (MPCA) 360, 362, 365
 mixed identity presentation 414-415, 417, 424
 mixed model of identity deployment 408, 414-416, 424
 monotechnics 9
 multicultural approach 114-118, 122-123, 130
 multi-cultural collaboration 83
 Multicultural Organizaion (MO) 22, 37, 365
 multinational firm 185, 188, 191-192, 195-196, 212
 Multi-Organizational Collaborative Team (MCT) 493, 501

N

National Black MBA Association 43
 National Minority Supplier Development Council (NMSDC) 325, 328, 338, 340
 National Partnership for Reinventing Government (NPR) 355, 367
 nature of task 195
 navigators 228, 232-234, 236
 networking barriers 113
 network structure 86, 188, 270
 new human relations framework 440-441, 447, 449, 456
 nonprofits 53, 354-355, 359-367

O

Office of Federal Contract Compliance Programs (OFCCP) 356, 367
 Oodi Consortium 493
 organizational climate 20, 35, 78, 102, 104, 221, 374, 403, 409, 476
 organizational commitment 20-21, 33-34, 208, 217-218, 244, 247, 333-335, 337-339, 385, 440, 442, 499
 Organizational Diversity Inventory (ODI) 206, 219
 organizational justice 207-208, 210-211, 213, 217, 222, 224, 453, 457, 461-462, 536
 Organization Development (OD) 128-129, 223, 345, 352, 401, 459, 464, 466, 471-474, 479
 outsiders 53, 70, 117, 136-137, 144, 148, 373, 403, 410, 434
 outsider-within 40, 44, 55

P

Pan-African University 73
 paradox of diversity 90, 92, 97, 107, 196, 222
 participative leadership 170, 172-173
 Peace Corps 354, 360-367
 Peace Corps Gay, Lesbian or Bisexual Employees (GLOBE) 156, 219, 360-361, 366, 506, 512, 522, 525, 527
 Perceived Occupational Discrimination Scale (PODS) 206
 Perceived Occupational Opportunity Scale (POOS) 206
 performance management 236, 241, 309, 353, 530, 537
 person-focused leadership 170, 172, 176
 polytechnics 9
 Power Distance Index (PDI) 346
 Pregnancy Discrimination Act of 1978 290
 primary dimensions of diversity 19, 464
 problem solvers 127, 228, 233
 psychological contract 451, 453, 507, 522

Q

queer theory 58, 61, 70

R

racial minorities 4, 56-59, 61-64, 66-68, 72
 relationship conflict 86, 484, 486, 492, 497, 507
 religiousness 64
 resource management 3, 15, 31, 36, 64, 156-161, 179, 219, 227-228, 237, 259-260, 270-271, 283-287, 320, 335, 355, 365-368, 382-385, 420, 422, 444, 449, 457-461, 466, 470, 498, 519, 525, 533, 535-536
 Returned Peace Corps Volunteers (RPCVs) 361-362
 revised treaty of ECOWAS 7
 revolving door syndrome 358, 367

S

secondary dimensions 19, 186, 463-466
 self-actualization 46, 55, 171
 self-categorization 206, 219, 332
 self-directed learning 54, 229, 241
 Self Knowledge Inventory of Lifelong Learning Strategies (SKILLS) 227-228, 231, 239, 241-242

Index

Service Disabled Veteran-Owned Businesses (SD-VOB) 340
sexual harassment 20, 221, 290-291, 302, 304, 356, 419, 511, 518, 520
sexual minority 56-57, 59-68, 70, 72, 220, 281, 424
sexual orientation 3, 19, 57-58, 61-67, 69-71, 74, 111, 113, 128, 136, 145, 186, 211-212, 216, 220-221, 273, 278, 281, 311-312, 343, 359, 361, 367, 403-405, 409, 412-414, 419-424, 464, 480
similarity paradigm 165, 173, 178
Small Business Administration (SBA) 340, 427, 439
Small Disadvantaged Business (SDB) 326
social categorization 163, 165, 168, 170-171, 176, 183, 205, 222
social category diversity 188, 191-193, 201
social dominance orientation 282, 504, 509-510, 521-522
social exchange 324, 331
social identity 104, 165, 173, 175, 182-183, 203, 206, 208, 211, 213, 219, 247, 259, 281, 291, 406, 409, 420, 424, 426-431, 433-437, 439, 520
social identity theory 165, 173, 203, 211, 247
social learning 44-45, 50, 55, 155-156, 236-237, 240
Society for Human Resource Management (SHRM) 33, 247-249, 259-260, 355-359, 366, 383, 461, 470-471, 479, 525, 531, 536
socio-cultural theories 38-39, 41, 50-51
spirituality 50, 54, 88, 90-91, 93, 96, 104, 106, 108
strategic advantage 244, 248, 251, 253, 308
supplier diversity 21, 253, 319, 323, 325-330, 332-335, 337-340
supply chain management 307-309, 328, 330, 335, 337-339
synchronous communication 488, 517, 522

T

Talent Management System (TMS) 533, 537
task-focused leadership 169-170, 172
taxonomy of workplace diversity - See workplace diversity taxonomy
Team Building (TB) 19, 34, 81, 180, 219, 221-223, 252, 258, 284-285, 337-338, 343, 352-353, 384, 419-420, 422, 457, 494-495, 498
team conflict 481-482, 484, 496, 501
Team Development (TD) 341, 343, 345
team orientation 79, 84, 86, 172
team processes 79, 84, 86, 164, 169, 172, 176, 178, 181, 189, 256, 484, 486, 488, 494

theory Y 447, 449, 461
ThinkLets 481, 489-490, 492-496, 499, 501
Title VII 61-62, 65-67, 290, 292, 295, 298, 300-301, 305, 356-357, 412-413, 419, 423, 442, 465
TMT diversity 186, 193
Top Management Teams (TMTs) 125, 182, 185-201, 382, 496
traditionalists 387-393, 395, 397-399
training and development 30, 54, 160, 244-247, 249, 254-258, 260-261, 288, 295-296, 298, 300, 302, 304, 307, 309, 311, 321, 373, 388, 395-396, 537
transformational process 94, 152
transformative learning 48-49, 55, 94, 104-105, 149, 152-153, 155-156, 158, 160, 240
transformative process 50, 152
transnational leadership 97, 99, 105
transnational teams 188, 196, 199-200, 498, 521

U

uncertainty avoidance index 347
United Nations Educational Scientific and Cultural Organization (UNESCO) 9-10
university system 1-2, 4-7, 11, 13-14, 17

V

value diversity 28, 170, 188, 192-193, 201, 245, 282, 310, 372, 471
Veteran Owned Businesses (VOB) 340
volunteerism 316, 321, 354, 361-362, 366-367

W

ways of knowing 42, 48, 52, 55, 88-89, 91-94, 96, 103-104, 108, 240, 430, 436
Women's Business Enterprise National Council (WBENC) 327, 340
Women's international Network (WiN) 315-316, 321
workforce diversity 1-2, 19, 38, 52, 56, 58, 73-74, 77, 85, 110-112, 118, 185-186, 203, 205-206, 220, 222, 224, 253, 259, 262-263, 268, 270, 276, 288, 308, 323, 336, 341, 354-355, 358-359, 362, 364, 367-369, 371, 403, 416, 418, 440, 442, 445-447, 451-453, 460-461, 463, 468, 470, 478, 481, 523-524
Workforce Diversity Questionnaire (WDQ) 206, 220
work-life balance 288, 290, 297, 299, 305, 319, 450

Workplace Diversity Inventory (WDI) 203, 212-216
workplace diversity taxonomy 203, 206-208, 210-
212, 214, 216
workplace learning 225-226, 228-231, 234, 236-
241, 260, 353, 382
workplace learning strategies 225-226, 228-231,
234, 236-238, 241

workplace learning strategies spectrum 230-231,
236, 238, 241
Workplace Prejudice/Discrimination Inventory
(WPDI) 206, 219
work style 23, 119, 186, 295, 342, 387, 389-391,
399, 401