

Annotated Bibliography

Source 1: Diversity climate enhances work outcomes through trust and openness in workgroup communication

In *Diversity climate enhances work outcomes through trust and openness in workgroup communication*, by Joep Hofuis, Pernill G. A. van der Rijt, and Martin Vlug, the authors analyze why diversity sometimes doesn't equate to greater success in groups. They discuss a study conducted in order to find what made groups fail to breed success when diversity was present, and what made them succeed. They found a positive relationship between success and two things. When diverse groups practiced trust and openness in communication, they had greater success. These two elements can help best hone the positive effects of diversity in the workplace.

This source discusses the positives and negatives of diversity in the workplace. It spotlights the primary problems with it and how they can be solved. This source will be good for looking at how the world at large can do better with diversity, because it pinpoints the exact problem with it. It narrows diversity and its conflicts down to the core principles that either make it succeed or fail. This source is what will help me transition from a conversation in the workplace, to the world beyond that.

Hofhuis, Joep, et al. "Diversity Climate Enhances Work Outcomes through Trust and Openness in Workgroup Communication." *SpringerPlus*, vol. 5, no. 1, 2016, doi:10.1186/s40064-016-2499-4.

Source 2: The Changing Definition of Workplace Diversity

In *The Changing Definition of Workplace Diversity*, by William G. Shackelford discusses today's changing definition of diversity, while considering the diversity philosophies of

several corporations and authors. Employers have broadened their concept of what diversity is. The case for broadening the definition is built on the changing labor force demographics. The majority of workers entering the workforce this decade will be women, minorities and foreign nationals. The labor shortage that began in the 1990's will continue to grow and is projected to reach 10 million workers by 2010. Employers have moved diversity from a "nice thing to do" to a business necessity, says Donna Brazile. It's recommended to use your cover letter to highlight your diversity status, to include on your resume your fraternity or sorority membership, to mention any affiliation with prominent minority or diversity organizations, to include military service on your resume, to state any community service or other volunteer work, or to stress your willingness to apply your degree in non-traditional ways.

This source will be useful for my research because it pulls multiple primary sources together to show corporations' changing opinions on diversity over the years. It shows straight from the source what corporations are looking for. A lot of the articles we've read talk about what companies *should* look for in their employee demographic, but this article hears from the companies themselves. This adds a new perspective to my research previously unvisited.

Shackelford, William G. "The changing, definition of workplace diversity." *The Black*

Collegian, vol. 33, no. 2, Feb. 2003, p. 53+. *Gale OneFile: Diversity Studies*, https://link-gale-com.libezproxy2.syr.edu/apps/doc/A108966746/PPDS?u=nysl_ce_syr&sid=PPDS&xid=e6572e7e.

Source 3: Heterogeneity and team performance: Evaluating the effect of cultural diversity in the world's top soccer league

In *Heterogeneity and team performance: Evaluating the effect of cultural diversity in the world's top soccer league*, by Keith Ingersoll, Edmond Malesky and Sebastian M. Saiegh, the authors discuss a study in which the success of various professional soccer teams was analyzed on a premise of the level of diversity in each team. What they found was a positive relationship between diversity and performance. Teams with international talent on their roster outperform teams with a motivation towards cultivating "homegrown" (local) talent.

This source is extremely useful to my research because it brings the topic of diversity from within the realms of workplace structure, to the outside world, in the far reaches of professional international sports. This brings the topic from a small to very large scale and opens up the possibility to relate the topic to other realms. By reaching to sports performance, something very different from office performance, it opens up all the places in between where there is room to look for connections between diversity and success. This article will work as a connection point from the workplace research to the larger world research.

Ingersoll, Keith, et al. "Heterogeneity and Team Performance: Evaluating the Effect of Cultural Diversity in the World's Top Soccer League." *Journal of Sports Analytics*, vol. 3, no. 2, 2017, pp. 67–92., doi:10.3233/jsa-170052.

Source 4: Being Black – but Not Too Black – in the Workplace

In *Being Black – but Not Too Black – in the Workplace*, Adia Harvey Wingfield explains how employees who are black experience a stress their coworkers do not. They experience microaggressions, stereotypes, and obvious racism too. Many black employees will say they feel they must alter their identity while at work to come across as "whiter." Issues with race are common among the workplace, yet many workers have said diversity training within their office

doesn't help the issue, but it even makes it worse. It heightens the stress of black employees and makes them feel singled out to their coworkers.

This article adds another inside perspective to minority experience within the workplace when it comes to diversity. The piece gives the author's experience and others of racism within the office, and what it means to be black in the workplace. This concept of having to "act white" is something our other readings haven't mentioned and is an important part of the conversation of a need for diversity within the workplace, because as Wingfield explains, the diversity isn't always welcomed or celebrated. Instead, it's forced to fit a norm that more equates to organizational culture.

Wingfield, Adia Harvey. "Being Black-but Not Too Black-in the Workplace." *The Atlantic*, Atlantic Media Company, 14 Oct. 2015, www.theatlantic.com/business/archive/2015/10/being-black-work/409990/.

Source 5: Working Identity

In *Working Identity*, by Devon W. Carbado and Mitu Gulati, the authors explain a concept called a "working identity," with which people change and fit to different situations and circumstances throughout their day. They explain how this is common for minorities in primarily white spaces, especially in the workplace. Many people find themselves subconsciously fitting a mold for a particular environment, a concept that irradiates the actual benefits of diversity, and could be a symptom of organizational culture.

This is an important addition to my research because it's one of the sources Adia Harvey Wingfield refers to most in her article, *Being Black – But Not Too Black – in the Workplace*. I gathered the perspective in this writing as a primary source, because the authors speak directly

from experience to explain the concept of a working identity. This is a concept I think is important to include in our discussion, which is why I included this piece along with Wingfield's.

Carbado, Devon W, and Mitu Gulati. "Working Identity." *Cornell Law Review*, vol. 85, no. 5, July 2000. Article 4, scholarship.law.cornell.edu/cgi/viewcontent.cgi?article=2814&context=clr.

Source 6: How Diversity Leads to Economic Growth

In *How Diversity Leads to Economic Growth*, Richard Florida analyzes and goes over data from different countries' economies, comparing them alongside the diversity demographic of each country. What his research shows is a positive relationship between diversity and economic growth. Countries with higher levels of diversity had higher levels of economic growth. Florida connects this to the theory that countries with high levels of diversity are better able to adapt to new technologies and ideas.

The purpose of including this perspective of this discussion to my research was finding a connection between diversity and success on a greater scale than just a company. This article does exactly that by piling in data from different countries' diversity index' and economies. This helps for me to zoom out and see the topic from a worldly view as I've been aiming for with my research.

Florida, Richard. "How Diversity Leads to Economic Growth." *Bloomberg.com*, Bloomberg, 12 Dec. 2011, www.bloomberg.com/news/articles/2011-12-12/how-diversity-leads-to-economic-growth.

