## Contents

	Preface	ix
	Acknowledgments	xiii
	Part One: Diversity and Organizational Performance	1
1.	A Conceptual Model of the Impact of Diversity	3
2.	Why Managing Diversity Is at the Core of Leadership Today	11
3.	Review of Research on Diversity and Organizational Performance	19
	Part Two: Individual-Level Factors in Understanding Diversity	41
4.	Group Identities in the Self-Concept	43
5.	Prejudice and Discrimination	64
6.	Stereotyping	88
	Part Three: Group and Intergroup Factors in Understanding Diversity	103
7.	Cultural Differences	105

viii		Contents
8.	Ethnocentrism	130
9.	Intergroup Conflict	137
	Part Four: Organizational Context Factors in Understanding Diversity	159
10.	Organizational Culture and Acculturation Celia V. Harquail and Taylor Cox, Jr.	161
11.	Structural Integration	177
12.	Informal Integration	195
13.	Institutional Bias	207
	223	
14.	A Model to Guide Organization Change	225
15.	Tools for Organization Development and Change	242
	References	263
	Name Index	295
	Subject Index	303
	Author and Contributor	313