

What effects do racism, sexism, and other forms of discrimination have on the functioning of organizations? Is there a way of managing organizations so that we can benefit both the members of traditionally disadvantaged groups and the organizations in which they work?

Discrimination on the basis of race or gender, whether implicit or explicit, is still commonplace in many organizations. Organizational scholars have long been aware that diversity leads to dysfunctional individual, group, and organizational outcomes. What is not well understood is precisely when and why such negative outcomes occur. In *Diversity at Work*, leading scholars in psychology, sociology, and management address these issues by presenting innovative theoretical ways of thinking about diversity in organizations. With each contribution challenging existing approaches to the study of organizational diversity, the book sets a demanding agenda for those seeking to create equality in the workplace.

ARTHUR P. BRIEF is the George Eccles Chair in Business Ethics and Presidential Professor at the University of Utah. He was formerly a Fulbright Fellow in Lisbon, a Batten Fellow at the Darden Graduate School of Business at the University of Virginia, and the Thomas S. Murphy Distinguished Research Professor at Harvard Business School. Professor Brief has published widely on the moral dimensions of organizational life including *Attitudes in and around Organizations* (1998).

“Organizational research has traditionally focused on big companies and executives; we have often neglected family businesses, entrepreneurs, and blue collar workers. This new volume shows us that we have also paid far too little attention to diversity and to minorities, to our great detriment, socially, personally, and economically. Organizational scholars, myself included, don’t truly understand the imposing and critical dynamics of diversity. This new book starts to open that very important door.”

**J. KEITH MURNIGHAN**

Harold H. Hines Jr. Distinguished Professor of Management and Organization, Kellogg School of Management, Northwestern University