# Contents

Series Foreword xi

*Jeanette N. Cleveland and Edwin A. Fleishman*

Preface xv

Acknowledgments xix

The Contributors xxi

1 The Many Faces of Diversity Resistance in the Workplace 1

*Kecia M. Thomas and Victoria C. Plaut*

2 Understanding and Defusing Resistance to Diversity Training and Learning 23

*Donna Chrobot-Mason, Rosemary Hays-Thomas, and Heather Wishik*

3 It Is All in How You View It: Factors Contributing to Perceptions of a Hostile Work Climate 55

*Christine M. Riordan, Melenie J. Lankau, and Julie Holiday Wayne*

4 Harassment, Violence, and Hate Crimes in the Workplace 93

*Tahira M. Probst, Armando X. Estrada, and Jeremiah W. Brown*

5 Exclusion, Avoidance, and Social Distancing 127

*Mikki Hebl, Juan M. Madera, and Eden King*

6 Traditional Selection Methods as Resistance to Diversity in Organizations 151

*Patrick F. McKay and Jimmy Davis*
X Contents

7 Dancing with Resistance: Leadership Challenges in Fostering a Culture of Inclusion 175
   Ilene C. Wasserman, Plácida V. Gallegos, and Bernardo M. Ferdman

8 Cases in Organizational Resistance to Diversity 201
   Matthew S. Harrison, Wendy Reynolds-Dobbs, and Brian Roote

9 Now You See It, Now You Don't: Mixed Messages Regarding Workforce Diversity 221
   Derek R. Avery and C. Douglas Johnson

10 Cycles of Resistance: How Dominants and Subordinants Collude to Undermine Diversity Efforts in Organizations 249
    Martin N. Davidson and Karen L. Proudford

11 Overcoming Resistance: Structures and Attitudes 273
    Laura Sabattini and Faye Crosby

12 Final Reflections: Resisting the Resistors 303
    Laura L. Bierema and Kecia M. Thomas

Author Index 315

Subject Index 325