

Minnesota State Law Library

Recent Articles on Diversity in Law and Organizations

(June 2013)

Most of the following articles concerning diversity were found using journal indexes made available through the *Electronic Library of Minnesota (ELM)*. The bibliographic entries are from *ELM*, and most of the abstracts, if included, have been provided by the article authors. **If you would like an electronic copy of any of the articles, contact Daniel Lunde at daniel.lunde@courts.state.mn.us or (651) 296-0031.**

- **The Benefits of Diversity.**

Georgia Trend. April 2013, Vol. 28 Issue 8. Abstract: The article talks about the role of diversity in the economic development of Georgia. The economy of Georgia incorporates a wide range of industries including manufacturing, timber, and logistics.

- **A Conceptual Framework for Demographic Diversity and Performance.**

Advances in Management. May 2012, Vol. 5 Issue 5, p59-65. Abstract: Much research on the effects of diversity in group composition on group performance has been conducted. We review the previous research, find the enablers to make diverse group effective and propose a conceptual framework that explicates how groups can maximize the benefits of diversity and minimize the costs and finally improve the performance in demographically diverse settings.

- **Cross-Border Diversity Initiatives for Recruiting and Retention.**

International Law News. Spring 2013, Vol. 42 Issue 2, p10-11.

- **The Diverse U.S. Workforce: Global Opportunities, Challenges, and Solutions.**

International Law News. Spring 2013, Vol. 42 Issue 2, p1, 24-25.

- **Diversifying Civic Leadership: What It Takes to Move from 'New Faces' to Adaptive Problem Solving.**

National Civic Review. Summer 2012, Vol. 101 Issue 2, p20-26

- **Diversity - Fact or Fad?**

New Zealand Management. August 2012, Vol. 59 Issue 7, p16-17. Abstract: The article discusses ethnic and gender diversity in the New Zealand and Australian workforces, with particular focus given to managerial reluctance to hire women and minorities due to stereotypes and lack of cultural understanding. The value of diversity to companies including improved image and advantages in international business is also touched on.

- **Diversity from the Corporate Perspective.**

Landslide. March/April 2013, Vol. 5 Issue 4, p14-24.

- **Diversity Is Not Just a Human Resources Function Anymore.**

Diverse: Issues in Higher Education. March 28, 2013, Vol. 30 Issue 4. Abstract: In this article, the author reflects on failure of several diversity initiatives and programs implemented by human resources

managers at business organizations. It states that the main reason behind the failure of diverse programs are that the companies only focus on attracting employees but do not examine their organizational capability. It mentions the qualities of diverse initiatives which include innovation, partnerships with educational institutions and diversity-related activities.

- **The Future of Diversity.**

National Lawyers Guild Review. Winter 2012, Vol. 69 Issue 4, p193-196. Abstract: All who are part of higher education, and all who care about equality in American society, are fearful of what the Supreme Court might do in *Fisher v. University of Texas, Austin*. The issue is whether colleges and universities may continue to use race as a factor in admissions decisions to benefit minorities and enhance diversity.

- **The Global Gender Agenda.**

McKinsey Quarterly. 2012, Issue 4, p116-125. Abstract: The article presents research on women executives in Asia, Europe and North America. A trend is considered in which while employment of women as senior executives or as directors of corporations has increased, it remains at a low level compared to the overall number of women executives. Barriers to women executives reaching the senior management level are discussed including a lack of business networks for women, the pressures of being working mothers and the lack of women in the entire workforce in Asia. The role of chief executive officers in creating a corporate culture which stresses gender as an element of diversity in the workplace is discussed.

- **How Hard Should You Push Diversity?**

Harvard Business Review. November 2012, Vol. 90 Issue 11, p1-7. Abstract: The article presents a case study relating to diversity in the executive pipeline. Executives discuss whether or not corporations should advocate for financial incentives to increase the number of diversity promotions in order to create a more ethnically diverse executive work force.

- **The Importance of Staff Diversity to Address Disparity.**

Physician Executive. September/October 2012, Vol. 38 Issue 5, p6-12. Abstract: The article focuses on the importance of staff diversity to eliminate health disparities and improve care of disadvantaged patients. The U.S. Department of Health and Human Services suggests that every institution attempt to achieve work force diversity, cross-cultural programs, and staff competency testing.

- **Is There a Payoff from Top-Team Diversity?**

McKinsey Quarterly. 2012, Issue 2, p13-15. Abstract: Between 2008 and 2010, companies with more diverse top teams were also top financial performers. That's probably no coincidence. There are many reasons companies with more diverse executive teams should outperform their peers: fielding a team of top executives with varied cultural backgrounds and life experiences can broaden a company's strategic perspective, for example.

- **The Next Affirmative Action.**

Washington Monthly. January/February 2013, Vol. 45 Issue 1/2, p55-57. Abstract: The article discusses the possible end of affirmative action in public universities, making reference to the anti-affirmative action lawsuit brought before U.S. Supreme Court in 2013 regarding the unconstitutionality of racial admissions preferences.

- **The Path Less Travelled ... the Diversity 'Way Forward'.**

New Zealand Management. May 2013, Vol. 60 Issue 4, p66-68. Abstract: The authors offer opinions on diversity within boards of directors of corporations in New Zealand. It is argued that despite a tradition

of multiculturalism in New Zealand, its boards of directors are inordinately composed of older white men. It is stated that boards have not tried hard enough to recruit women directors, directors from minorities and younger directors.

- **The Relationship between Diversity Climate Perceptions and Workplace Attitudes.**

Psychologist-Manager Journal. 2011, Vol. 14 Issue 3, p161-176, Abstract: The purpose of this study was to examine the relationship between employees' diversity climate perceptions and various job attitudes. Data were collected from 1,126 employees across five different organizations; analyses revealed that perceptions of an affirming diversity climate were positively related to organizational commitment, individual empowerment, and job satisfaction. In addition, mediation analysis showed that racial differences in employees' attitudes of empowerment and organizational commitment could be explained, at least partially, by differences in perceptions of the organizational diversity climate.

- **Rethinking Diversity.**

T+D. February 2013. Vol. 67 Issue 2, p36-40. Abstract: The article discusses the benefits of diversity and multicultural perspectives in organizations and offers advice for implementing leadership development programs, which cultivate a diverse and vibrant organization. The importance of creating positive, supportive work environments in which employees from different backgrounds can offer their perspectives without fear of judgment is commented on, and the importance of existing leaders adjusting their outlook to value and promote diversity is emphasized.

- **Selling the Supremes on Diversity.**

Bloomberg BusinessWeek. October 22, 2012, Issue 4301, p38-39. Abstract: The article reports on attempts by corporations to prevent the U.S. Supreme Court from overturning affirmative action in the case "Fisher v. University of Texas at Austin" in 2012. Topics include why University of Texas applicant Abigail Fisher believes she was denied acceptance because of the color of her skin, why corporations like Wal-Mart, Merck, and Aetna support affirmative action, which promotes diversity in the workforce, and how a colorblindness policy could hurt corporations.

- **Sexual Orientation, Gender Identity, and Diversity in the Workplace.**

Practical Lawyer. August 2012, Vol. 58 Issue 4, p39-48

- **Strengthening the Bar: Diversity Goes Global with SIL (Section on International Law).**

International Law News. Spring 2013, Vol. 42 Issue 2, p3, 26-27.

- **Think Different?**

Conference Board Review. Fall 2012, Vol. 49 Issue 4, p52-58. Abstract: The article discusses how companies can instill a culture of diversity as a way of overcoming the psychological phenomenon called groupthink. This phenomenon occurs when all members of an organization agree on one idea and discounting other options. It is argued that encouraging disagreement brings forth various perspectives, and eventually innovation. A hindrance to diversity may prove to be the executive leadership and the tendency for new hires to be remodeled into the corporate image.

- **To Create Equitable Institutions, We All Need to Shed Our Deeply Embedded Biases.**

Chronicle of Philanthropy. May 9, 2013, Vol. 25 Issue 12, p29-32. Abstract: In this article, the author discusses how deeply imbedded implicit biases are and the need to overcome these biases for the creation of equitable social institutions and structures. The author shares experiencing diversity aimed at ensuring that people from the communities served were on the board of the nonprofits being

supported. According to the author, this diversity would necessarily change one's priorities and enhance work as diverse perspectives create better ideas.

- **Unblocking the Pipeline: Achieving Greater Gender Diversity on International Arbitration Tribunals.**

International Law News, Spring 2013, Vol. 42 Issue 2, p10-11.

- **Understanding the Value of Judicial Diversity Through the Native American Lens.**

American Indian Law Review. 2011-2012, Vol. 36 Issue 2, p457-487. Abstract: Although Indians constitute less than 1% of the national population, the lives of Indians are impacted by law more pervasively than are the lives of most other Americans.

- **The Value of Diversity.**

Strategic Finance. February 2013, Vol. 95 Issue 2, p6-15. Abstract: The article focuses on the value of workplace diversity in businesses. Topics include how diverse employees fuel innovation and organizational needs. Information is provided on leadership and the business skills required of members.

- **Why Diversity Really Matters.**

New Zealand Management. November 2012, Vol. 59 Issue 10, p28-35. Abstract: The article discusses diversity in New Zealand workplaces, focusing on initiatives to improve workforce diversity and survey results that identify challenges some female and immigrant workers may have faced in trying to obtain jobs.