

# Contents

Series Foreword	xi
<i>Jeanette N. Cleveland and Edwin A. Fleishman</i>	
Preface	xv
Acknowledgments	xix
The Contributors	xxi
1 The Many Faces of Diversity Resistance in the Workplace	1
<i>Kecia M. Thomas and Victoria C. Plaut</i>	
2 Understanding and Defusing Resistance to Diversity Training and Learning	23
<i>Donna Chrobot-Mason, Rosemary Hays-Thomas, and Heather Wishik</i>	
3 It Is All in How You View It: Factors Contributing to Perceptions of a Hostile Work Climate	55
<i>Christine M. Riordan, Melenie J. Lankau, and Julie Holiday Wayne</i>	
4 Harassment, Violence, and Hate Crimes in the Workplace	93
<i>Tahira M. Probst, Armando X. Estrada, and Jeremiah W. Brown</i>	
5 Exclusion, Avoidance, and Social Distancing	127
<i>Mikki Hebl, Juan M. Madera, and Eden King</i>	
6 Traditional Selection Methods as Resistance to Diversity in Organizations	151
<i>Patrick F. McKay and Jimmy Davis</i>	
	ix

7	Dancing with Resistance: Leadership Challenges in Fostering a Culture of Inclusion	175
	<i>Ilene C. Wasserman, Plácida V. Gallegos, and Bernardo M. Ferdman</i>	
8	Cases in Organizational Resistance to Diversity	201
	<i>Matthew S. Harrison, Wendy Reynolds-Dobbs, and Brian Roote</i>	
9	Now You See It, Now You Don't: Mixed Messages Regarding Workforce Diversity	221
	<i>Derek R. Avery and C. Douglas Johnson</i>	
10	Cycles of Resistance: How Dominants and Subordinants Collude to Undermine Diversity Efforts in Organizations	249
	<i>Martin N. Davidson and Karen L. Proudford</i>	
11	Overcoming Resistance: Structures and Attitudes	273
	<i>Laura Sabattini and Faye Crosby</i>	
12	Final Reflections: Resisting the Resisters	303
	<i>Laura L. Bierema and Kecia M. Thomas</i>	
	Author Index	315
	Subject Index	325