

INDEX

- Abstract job, 5, 208
Acting white, 73
Affirmative action, 12, 53, 58,
83–84, 104, 164, 210, 212
Age
ageism, 29, 93, 135, 137, 140,
144–148, 150
cohorts, 7–8, 135–136, 138, 145
discrimination, 136, 139–143,
145, 146
elderly, 138, 141–142, 144, 146,
149–150, 179
employment, 136, 137, 141, 143,
146
ethnicity, 81–97, 137, 143, 148
faith/spirituality, 3–4, 10, 13,
21–23, 44, 71, 92, 120, 128,
188–196, 199–200, 205, 215
gender, 3–4, 7–9, 11–14, 16–17,
21–24, 26, 32, 37, 39, 43–51,
53, 55–60, 71–72, 74, 87,
90–92, 94–95, 97, 99–122,
128–130, 132, 137, 143,
148–149, 152–153, 161–162,
177–178, 181, 200, 205, 209,
212, 215, 217
intersectionality, 45–58, 61, 66,
82, 85, 92, 95, 102, 196
relations, 4, 8, 11, 17, 21, 28, 33,
47–48, 53, 58, 60, 72, 88, 91,
97, 100, 102, 109–111,
117–118, 125, 131, 135–137,
142, 146–147, 151–152,
157–158, 161, 166, 173, 202,
206, 209, 216
social class, 7–8, 10, 12–13, 16,
22, 32, 43, 45–47, 50, 57–58,
72, 74, 92, 94, 97, 99–101,
104, 108, 110–111, 120, 122,
128–129, 144, 149, 151–168,
179, 205, 215
successful aging paradigm, 138,
147
teens, 9
Xers, 15
workplace, 3, 7–8, 14, 17, 20–23,
25, 27, 33, 37, 54, 58, 68–69,
73, 80–82, 85, 87–89, 91–93,
99, 101, 103–106, 108,
110–111, 113, 118–137,
139–140, 142, 144–145,
151–153, 156, 159, 163–164,
166, 169–170, 172–174, 177,
185, 188–197, 199–200,
202–203, 208–211, 213–214
young-old dichotomy, 14
Age studies, 145–146
Alger, Horatio Jr., 159
American dream, 83, 152, 159–160,
165, 168
Asian American, *see* Ethnicity
Australia, 143, 171, 173–174
Binary dualisms/opposites,
12–13, 24, 28, 38, 39, 66, 86,
177, 181

- Boards of directors, 3, 87, 167
- Breadwinning, 108, 111
- Brown v. Board of Education of Topeka, 11
- Business case, 3–6, 18–19, 21, 45, 71, 83, 130, 206–207, 210–212, 216
- Capitalism, 15, 92, 160, 166
- Caucasian/White, *see* Ethnicity
- China, Chinese, 156, 162
- Code switching, 72
- Colonialism, 47, 59, 104, 153, 164
- Color-blind racism, 82, 91, 94
- Combahee River Collective, 49
- Collars
- blue, 13, 43, 74, 94, 129, 151, 155, 157–158, 163, 166
 - brown, 11, 19, 43, 75, 96, 138, 148–149, 157, 166
 - pink, 157, 166
 - white, 3, 5, 8, 13, 15–16, 19, 22–23, 28, 30, 32, 38–39, 41, 43, 47, 49, 52, 57, 67–69, 71–73, 79, 81–84, 86–88, 90–97, 104, 108, 111, 116, 129, 138, 144, 152, 155–157, 159, 161–163, 166, 171, 190, 206–207, 214
- Communication, theory, 9, 17, 21, 30, 38, 48, 58, 65, 74, 76, 79, 87, 94, 116, 141, 171, 173, 195, 206, 208
- Crisis events, 207
- Critical/cultural theory, 124, 130
- Critical race theory, 28, 40, 47, 54, 81, 85
- Culture
- biculturalism, 72
 - blindness to culture, 56, 91
 - communication, 9, 17, 21, 23, 27, 30, 38, 48, 58, 61, 65–66, 68, 74, 76–79, 84, 87, 94, 116, 141, 149, 152, 171, 176, 182, 195, 206, 208
 - definitions, 67, 78, 102, 156, 197, 206
 - dominant culture, 35
 - double consciousness, 65, 72, 89–90
 - Eastern, 16, 70, 77, 188
 - ethnicity, 66, 67, 68, 69, 71, 80
 - Hofstede theory cultural dimensions, 69–70
 - interpreters, 75
 - intersectionality, 66
 - Japanese management model, 74
 - lifestyle, 65, 66, 68, 77, 112, 127–128
 - local influences, 66
 - majority population/main culture, 68
 - multiculturalism, 66, 69, 71
 - multinational corporations, 70, 71, 76
 - multiple thought communities, 66
 - organizational culture, 73–77, 78, 79
 - paradox of culture, 73
 - popular culture, 67
 - research challenges, 67, 68, 69, 70, 71, 73, 75, 76, 78, 79
 - rival interpretive communities, 66
 - stereotypes, 66, 67, 79
 - stories, 66, 67
 - Western, 13, 18, 49, 66, 68, 70, 77, 101, 136, 139, 143, 173, 188, 201
 - workplace culture (climate), 14
 - worldview, 66, 67, 73

- Darwin, Charles, 162
- “Deaf President Now!”, 182–184
- Difference
 definitions, 5
 in organizations, 4, 7, 215,
- Disability theory, 43
- Diversity
 celebration, 69
 definition, 34, 82
 demographic, 82, 83, 84
 embodying diversity, 53
 enabling full potential, 59, 92, 104
 endless diversity, 31
 goals, 48
 heterogeneity, 211, 213
 homogeneity, 207, 214
 imagined, 94
 intra-group, 28, 31
 lip service, 85
 managing, 205–217
 organizational commitment, 53
 in organizations, 18, 20
Reaction-To-Diversity Inventory,
 213
 real diversity, 6, 18, 19, 21
 responsibility, 07–208, 217
 requisite variety, 96
 “small wins”, 213, 215
 social identity diversity, 189, 192,
 199–200
 trade organizations, 209
 training, 85, 86, 208, 210, 212, 213
 traps, 213
- Enron Corporation, 166
- Essentialism, 12, 14, 41, 46, 48, 51,
 56, 67, 71, 75, 76, 206, 216,
 217
- Ethnicity, 3–4, 7, 11, 13–14, 16,
 21–23, 26, 39, 43–45, 55,
 58–60, 65–69, 71, 80–85, 87,
 89, 91–93, 95–97, 99–101,
 110–111, 119–120, 122,
 128–129, 137, 143, 148,
 152–153, 162–163, 177,
 179, 181, 195–196, 200, 205,
 207, 215
- African Americans, 8, 9, 18, 46,
 47, 50, 52, 82, 83, 84, 86, 88,
 89, 91, 92, 93, 103, 104, 111,
 122, 125, 163, 164
- Asians, Asian Americans, 50, 53,
 78, 79, 88, 89, 95, 97
- Caucasian/White(ness), 30, 47,
 49, 52, 57, 82, 83, 84, 86, 87,
 88, 90, 91, 92, 93, 96, 97, 129,
 152, 159, 161–162, 163
- gender, 87, 90, 92, 94, 95, 100,
 101, 102, 103–106, 108, 109,
 110, 111, 115
- jobs, 83, 84, 85, 93, 94
- Latino/as, 82, 88, 89, 91, 82, 88,
 89, 91, 157, 163, 167
- model minority, 79, 91, 95
- Native Americans, 163
- organizations, 82, 83, 85, 88, 89,
 90, 93, 94
- physical characteristics, 84
 “postrace” society, 82
 power, 84, 85, 88, 89, 90, 96
 prejudice, 82, 93, 95
 privilege, 84, 93
 “race”, 82, 83, 84, 85, 86, 89,
 90, 91
 racism, 85, 86, 90, 93, 94
- Eugenics, 8, 97
- Faith/spirituality, 3–4, 10, 13,
 21–23, 44, 71, 92, 120, 128,
 188–196, 199–200, 205, 215

- Anglicism, 188
 Buddhism, 190
 Catholics, 188
 Christians, 13, 16, 19, 199
 Confucianism, 188
 diversity, 14, 18–19, 20, 21, 23, 24
 dress, 194, 200
 God gap, 193, 200
 Hindus, 36
 intersectionalities, 86, 92, 96
 Islam, 53, 188, 189, 190
 Judaism, 188, 190
 lived religion, 191, 198–199
 “Nones”, 189
 Pagans, 188
 public, private sector, 190, 191
 Quakerism, 188
 religion-spirituality dichotomy, 196–198
 religiosity at work, 194
 Sikhs, 36, 199
 symbols, 198, 200, 202
 Taoism, 188
 Wiccans, 13
 workplace conflicts, 199
 Feminism/feminist theory, 10, 13, 15, 16, 21, 22, 28, 30, 32, 40, 47, 49, 85, 101–103, 104, 109, 110, 112, 113, 130, 153, 177, 178, 208
 Femininity/feminization, 10, 13, 15, 16, 21, 22, 101, 102, 109, 112, 113
 Fortune 500/1000, 19, 104
 Gallaudet University, 182–184
 Gender, 3–4, 7–9, 11–14, 16–17, 21–24, 26, 32, 37, 39, 43–51, 53, 55–60, 71–72, 74, 87, 90–92, 94–95, 97, 99–122, 128–130, 132, 137, 143, 148–149, 152–153, 161–162, 177–178, 181, 200, 205, 209, 212, 215, 217
 age, 101, 102, 105, 110
 androgyny, 101, 112
 bisexuality, 102
 cisgender, 113
 clothing/dress, 112
 division of labor, 101
 domination/submission, 100
 ethnicity, 50, 53, 55, 58, 59, 60
 family friendly policies, 107
 harassment, 10
 home-work balance, 100, 114
 intersectionalities, 110–111, 118
 metrosexual, 112
 mommy track, 107
 occupations, 101, 103, 109–110
 power, 101, 103–106
 roles, 101–103, 108
 salaries, 108
 sex, 100, 102, 114, 117
 sexism, 19, 104, 114
 social capital, 107, 111
 social class, 101, 104, 108, 110–112
 stereotypes, 105, 107, 109, 112
 transgender, 101, 112–113, 114
 transvestite, 112, 113
 workplace barriers, 103
 Genocide, 8
 Glass ceiling (and other metaphors), 19, 91, 92, 104–105, 110, 115
 Globalization, 17, 19, 57, 152
 God gap, 193, 200
 Gray Panthers, The, 147–148
 Great society programs, 82

- Health, 13, 30, 32, 33, 48, 49, 90,
170, 175, 178, 191, 195–196
- Hermeneutic phenomenology, 35,
37, 41
- Heteronormativity, 15, 113
- Hewlett-Packard, 167
- Hispanics, *see* Ethnicity
- Home Depot, 167
- Imposter syndrome, 105
- Industrial revolution, 155, 171
- Interpretive paradigm, 6, 31
- Intersectionality, 45–58, 61, 66, 82,
85, 92, 95, 102, 196
definition, 46, 47
discrimination, 47, 49, 52, 59
framework for analysis, 47, 55, 57
intra-group difference, 46
methodological challenges, 47,
54, 55
in organizations, 48, 52–54
power, 46, 47, 48, 50, 52, 55, 56, 57
privilege, 46, 48, 51, 54, 56
relationship management, 48
resistance, 48
social justice, 47, 48
social location, 46, 48
theory building, 55
two-fer, triple jeopardy, 53, 58
at work, 7, 8, 9, 10, 13, 14, 15, 16,
19, 20, 22, 85, 88, 90
- Intersubjectivity, 6
- Invisible knapsack, 68, 86, 89
- Japan, 93, 184, 188
- Jim Crow, 88
- Job application, interviews, 5, 8, 9,
10, 91, 175
- Journal selection (for publication),
33–34
- King, Martin Luther, Jr., Rev., 202
- Kuhn, Margaret E. (Maggie),
147–148
- Latino/as, *see* Ethnicity
- Lawsuits, 83, 125
- Leadership, CEOs, 11, 19, 75, 76,
86, 105, 167, 182, 195, 206,
211
- Legal case perspective, 82
- Liminal spaces, 85, 87–90, 95
- Marginalization, 15, 39, 51, 53, 91,
95, 110, 180
center/margin, 6, 12, 30, 158, 170
privilege, 84, 86, 93, 105, 108,
110, 114
- Marxism, 166
- Masculinity, 10, 92, 101–102,
108–109, 110, 112, 129
- Media, 11, 15, 19, 53, 59, 82, 87,
103, 104, 105, 106, 153, 159,
168, 171, 173, 189, 190, 193
- Medical model, 33
- Mentor/protégé, 106, 116, 117,
118
- Microaggressions, 46, 90–91, 94,
95
othering, 8, 12, 16, 22, 35, 53, 85,
87–90, 216
pigeonholing, 23, 89
tokenism, 23, 87–90
- Middle East, 188
- Moore, Roy (judge), 201, 202
- Moral agenda, 211
- Multiculturalism, *see* Culture
- Native American, *see* Ethnicity
- Naturalistic paradigm, *see*
Interpretive paradigm

- New Zealand, 171
 North America, 87, 175, 188
- Organizations, 3–5, 7, 13–14,
 17–23, 25–27, 30, 33–35, 41,
 44–46, 48, 52–53, 55, 58–59,
 61, 65–67, 69, 71–89, 91,
 93–97, 99–105, 107–108,
 110, 112, 115–120, 122–126,
 131, 135–136, 139–143, 148,
 151–157, 161, 163–165, 167,
 169–172, 174–175, 178,
 180–181, 187–193, 195, 197,
 199–203, 205–217
 climate, 6, 17–18, 20, 22
 culture, 76, 87
 profits, 17, 18, 48, 93, 94, 198
 restructuring, 17, 21
- Othering, *see* microaggressions
- Parenting, 106–107, 158
 Partial perspective, 35, 36, 37,
 42, 43
- Participatory action research
 paradigm, 6
- Patriarchy, 54, 92, 105, 106, 114
- Physical/psychological ability, 13,
 21, 26, 71, 72, 120, 128, 162,
 215
 ableism, 174, 180, 181
 age, 179
 deaf culture, 182, 183
 definitions, 170
 disability, 169–180
 employment, 173, 175
 ethnicity, 177, 179–180
 gender, 177, 178–179
 harassment, 174
 individualism, 173
 language, 176–177, 180
 legal protections, 173, 174
 medical model, 181
 paternalism, 172
 “people first”, 170, 180,
 181–182
 “sentimental biography”, 172
 sexual orientation, 177, 180, 181
 social class, 151–168, 179
 social model, 172, 173, 181, 182
 stereotypes, 175, 178
 temporarily able bodied (TAB),
 176, 182
 workplace, 169, 172, 173, 174,
 177, 178
- Political correctness (PC), 12, 215
- Polyvocality, 10, 25, 36
- Pornography, 123, 129
- Positivism, 5, 32, 42, 217
- Postcolonial theory, 42, 47, 88
- Queen bee syndrome, 106
- Queer theory, 40, 113, 121
- Race-of-interviewer effects, *see*
 Researcher-researched
 relationships
- Racism, 19
- Reflexivity, 30, 34, 35, 36, 42
- Religion, *see* faith/spirituality
- Research methods, 30–31, 40, 44,
 56, 61, 216
 autoethnography, 31–32, 41
 qualitative, quantitative, 6, 11
 focus groups, 32
 interviews, 19, 32, 36, 58, 116
 observation, 31
 survey, 38, 91, 106
- Researcher-researched relationships
 building bridges, 35
 experimenter effect, 30, 38

- lived experience, 25, 26, 35, 36,
 37, 41
 matching paradigm, 26, 27,
 37–39, 41
 “parasite people”, 172
 partial perspective, 25, 26, 35, 36,
 37, 42, 43
 power dynamics, 26, 31
 splitting voice, 29
 trust, 11, 166
 Reverse discrimination, 12
- Second shift, 100, 101, 106–107,
 115
- Self-categorization theory, 5
- Sex, *see* Gender
- Sexual orientation, 3–4, 8, 13,
 21–23, 26, 44–46, 50, 54,
 57–58, 71, 74, 94, 97,
 119–124, 134, 152, 177,
 180–181, 205, 209, 215
 bisexuality, 119–121, 123,
 127–131
 coming out, 127, 129
 demedicalizing homosexuality,
 132–133
 discrimination, 120–121,
 123–127, 129–132
 double life, 127
 ethnicity, 120, 128–129
 gays, 120–122, 125, 127, 130, 133
 gender, 120–122, 128–132
 heterosexism, 114, 125, 129, 130,
 131
 homophobia, 92, 114, 122, 125,
 130, 131
 homosexuality, 121, 125, 131,
 132–133
 intersectionalities, 45–58, 85, 86,
 92–93, 95, 96
- lesbians, 120, 121, 122, 124–131
 power, 123, 130
 queer, 121, 128, 130
 questioning, 119, 121, 130
 sexual harassment, 121, 123, 125,
 131–132
 social class, 128, 129
 workplace, 119–134
- Shareholder activism, 166
- Similarity-attraction hypothesis, 3,
 5, 141
- Social class, 7–8, 10, 12–13, 16, 22,
 32, 43, 45–47, 50, 57–58, 72,
 74, 92, 94, 97, 99–101, 104,
 108, 110–111, 120, 122,
 128–129, 144, 149, 151–168,
 179, 205, 215
 age, 157, 162, 163
 class-free society, 159, 160,
 165–166
 classism, 155, 165
 discrimination, 155, 162, 165
 ethnicity, 153, 162, 163
 fallacies about the middle class,
 153, 159, 161, 164
 gender, 153, 161
 hierarchy at work, 154
 intersectionality, 45–57
 gender, 99–118
 haves versus have-nots, 152
 living wage movement, 159, 161,
 165
 middle class, 16, 49, 96
 physical/psychological ability, 162
 poverty, 155, 160, 162, 163, 165
 power, 152, 154, 158, 160, 166
 primary labor market, 164
 rich-poor gap, 158
 secondary labor market,
 163–164

- upper/lower class, 156–158, 160
- working class, 152, 154, 156, 157, 158, 159, 160, 161, 163, 164, 166
- Social constructionism, 23, 26, 47, 100, 110, 47
- Social homophily thesis, 23, 87, 110, 126, 130
- Social identity, 3–61, 70–71
 - authenticity, 14
 - avowed, ascribed, 7, 51, 82
 - boundary work, 8, 53, 57
 - categorizing, 9
 - complexities, 6
 - dimensions, 4, 5, 7, 8, 9, 10–14, 16, 17, 20, 21
 - hierarchies, 84, 90, 91, 92, 102, 105, 106, 110
 - ingroups, 3, 4, 7, 19, 207
 - (in)visibility, 13, 89, 122, 199
 - job applicants, 67
 - managing at work, passing, 87, 93, 126–128, 151–168, 193–196
 - multiplicity, 74
 - negotiation, 51, 53
 - outgroups, 3, 4, 7, 8, 9, 11, 15, 16, 19, 20, 206, 209–211
 - performance, 9, 10, 17, 87, 100, 102, 113, 127, 167
 - social identity theory, 3, 4, 6, 7–12, 17–20
- Social justice, 6, 19, 28, 30, 47–48, 81, 93, 136, 171–172, 180, 189, 209–210, 215–216
- Social model framework, 33
- Social movements, 15, 22, 38, 48, 49, 83, 84, 96, 109, 111, 121, 180, 188, 196
- South Africa, 184
- Standpoint epistemology, 35, 42, 91, 172
- Strong/weak ties, 144, 147
- Status, 7–9, 20, 21, 33, 46, 51, 52, 86–89, 101, 102, 104, 106, 114, 175, 177, 181, 182
- Stereotypes, 26, 27, 41, 53, 13, 26–27, 41, 46, 53, 67, 79, 91, 95–96, 105, 109, 112, 116, 124–125, 135, 137, 139, 144, 146, 149, 160, 162, 175, 178, 181, 209
- Subjectivity/objectivity, 5–6, 22, 28
- Sweden, 184
- Team work, 9, 11
- “Ten Commandments Judge”, 201
- Terrorism, 188, 189
- Truth, Sojourner, 45, 46
- United Kingdom, Britain, 171, 173
- Urban Outfitters, 23–24
- Us versus them, 154, 209
- Validity, 32, 33, 38, 41
- Venn diagram, 49, 58, 197
- Virtuality, 4
- Wage labor system, 153–159, 164
- War, 104, 138, 149
- Weberian framework, 22, 154, 189
- White trash, 96, 162
- Women’s studies, 171
- Workplace culture management, 25, 27
- YouTube, 11