

Contents

Foreword	xi
<i>Race in Organizations: Often Cloaked but Always Present</i>	
Ella L. J. Edmondson Bell and Stella M. Nkomo	

1. Why a Volume on Race, Work, and Leadership?	1
Laura Morgan Roberts, Anthony J. Mayo, and Serenity Lee	

SECTION ONE

History and Critical Questions in Black Business Leadership

2. A Case Study of Leading Change	25
<i>The Founders of Harvard Business School's African American Student Union</i>	
Henry Louis Gates Jr.	
3. Pathways to Leadership	41
<i>Black Graduates of Harvard Business School</i>	
Anthony J. Mayo and Laura Morgan Roberts	

COMMENTARIES:

The Struggle Is Real	46
<i>Black Colleges, Resources, and Respect</i>	
Melissa E. Wooten	
Back to the Future	62
<i>A Strategy for Studying Racism in Organizations</i>	
Arthur P. Brief	

4. Intersectionality and the Careers of Black Women Lawyers 73
Results from the Harvard Law School Black Alumni Survey
David B. Wilkins and Bryon Fong

SECTION TWO

Comparative Studies

5. Workplace Engagement and the Glass Ceiling 115
The Experience of Black Professionals
Ella F. Washington, Ellyn Maese, and Shane McFeely
6. Authenticity in the Workplace 135
An African American Perspective
Patricia Faison Hewlin and Anna-Maria Broomes
7. Feeling Connected 151
The Importance of Engagement, Authenticity, and Relationships in the Careers of Diverse Professionals
Stacy Blake-Beard, Laura Morgan Roberts, Beverly Edgehill, and Ella F. Washington

SECTION THREE

Phenomenological Studies

The Lived Experience

8. Views from the Other Side 173
Black Professionals' Perceptions of Diversity Management
Adia Harvey Wingfield
9. Overcoming Barriers to Developing and Retaining Diverse Talent in Health-Care Professions 189
Laura Morgan Roberts, Stacy Blake-Beard, Stephanie Creary, Beverly Edgehill, and Sakshi Ghai
10. From C-Suite to Startups 209
The Illusion of Inclusion
Toigo Foundation (Nancy Sims, Sue Toigo, Maura Allen, and Toni Cornelius)

11. Rough Waters of Resistance 223
Black Instructional Coaches Affected by Implicit Bias
Michelle Smith Macchia and Kisha Porcher
12. A Million Gray Areas 239
*How Two Friends Crossed Paths Professionally and Personally
and Mutually Enhanced Their Understanding of Relationships
of Race, Gender, Class, and Power*
Kathryn Fraser and Karen Samuels
13. African American Women as Change Agents
in the White Academy 253
Pivoting the Margin via Grounded Theory
Muriel E. Shockley and Elizabeth L. Holloway
14. The Transformational Impact of Black Women/Womanist
Theologians Leading Intergroup Dialogue in Liberation
Work of the Oppressed and the Oppressor 275
Tawana Davis
15. Psychodynamics of Black Authority—
Sentience and Sellouts 291
Ol' Skool Civil Rights and Woke Black Lives Matter
Diane Forbes Berthoud, Flora Taylor, and Zachary Green

SECTION FOUR

Theorizing Black Leadership

16. Is D&I about Us? 311
*How Inclusion Practices Undermine Black Advancement
and How to Design for Real Inclusion*
Valerie Purdie-Greenaway and Martin N. Davidson
17. The Glass Cliff 323
African American CEOs as Crisis Leaders
Lynn Perry Wooten and Erika Hayes James
18. When Black Leaders Leave 341
Costs and Consequences
**Kecia Thomas, Aspen J. Robinson, Laura Provolt,
and B. Lindsay Brown**

19. Blacks Leading Whites	359
<i>How Mutual and Dual (Ingroup and Outgroup) Identification Affect Inequality</i>	
Lumumba Seegars and Lakshmi Ramarajan	
20. Managing Diversity, Managing Blackness?	373
<i>An Intersectional Critique of Diversity Management Practices</i>	
Courtney L. McCluney and Verónica Caridad Rabelo	
21. Uncovering the Hidden Face of Affinity Fraud	389
<i>Race-Based Predatory Bias, Social Identity, and the Need for Inclusive Leadership</i>	
Audrey Murrell, Ray Jones, and Jennifer Petrie	
SECTION FIVE	
The Future	
<i>Lessons for the Next Generation of Leaders</i>	
22. Ujima	409
<i>Lifting as We Climb to Develop the Next Generation of African American Leaders</i>	
Lynn Perry Wooten, Shannon Polk, and Whitney Williams	
23. Conclusion—Intersections of Race, Work, and Leadership	419
<i>Lessons in Advancing Black Leaders</i>	
Laura Morgan Roberts and Anthony J. Mayo	
Index	433
Acknowledgments	457
About the Contributors	461
About the Editors	483