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## *Managing Diversity: Towards a Globally Inclusive Workplace.* Michalle Mor Barak. Reviewed by Susan J. Lambert.

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abandoned. In Ontario reports and recommendations to attack child abuse do not advocate revisions of child protection policies and services that would change the current emphasis on punishment of abusers. Societal preoccupation with personal safety and punishment trumps efforts to create a sense of collective responsibility for social problems such as the vision of the early child savers who saw child protection, rather than punishment, as an obligation of a moral and just society. A vision of the collective good could allow investments in supportive infrastructures such as day care which could reduce the stress of parenting and perhaps reduce child abuse and neglect. This book is an insightful comparative history of how communities at different times conceptualized children's citizenship rights and how those ideas have informed child protection.

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Michàlle Mor Barak, *Managing Diversity: Towards a Globally Inclusive Workplace*, Thousand Oaks, CA: Sage Publications, 2005. \$49.95 papercover.

This book extends knowledge on issues of diversity in the workplace into a global context. The focus is interdisciplinary, drawing on research and theory from the academic disciplines of social psychology, sociology, and economics, as well as from the human resource and employment literatures. The chapters tackle issues of central importance to those interested in considering the inter-relationships among social policy, social work, and employment in today's world economy.

The book is divided into three sections. The first section sets the "macro" context for conducting business in the world today. Detailed data and analyses are presented on cross-national trends in social policy, population growth and migration, socioeconomic indicators, and educational levels. The second section considers "micro/mezzo" dimensions of diversity, which include individual and inter-group experiences. These chapters look at workforce diversity from different social psychological perspectives, including prejudice and

discrimination, and review concepts and research on social inclusion-exclusion, culture and communication, and interpersonal relationships. The third section of the book focuses on employer practices related to managing a diverse workforce in the global context explicated in the previous sections. The highlight of this final section is that Mor Barak moves the reader away from a focus on diversity toward a focus on inclusion, which is more consistent with European perspectives and scholarship in this area.

The inclusive workplace model Mor Barak presents is based on an ecological framework that views the organization as embedded in different levels of the environment. Inclusion occurs at four levels—the workplace, the community, the nation state, and cross-nationally. While diversity perspectives may focus attention on the benefits of valuing differences among individuals within an organization's workforce, the inclusive workplace model she presents includes discussion of why firms should be, and how firms can be, involved in the larger community and in broader social change efforts. In doing so, the model bridges the worlds of social policy analysis and employer practice and offers unique insights into the role of the public and private sectors in forging a new future for today's workers.

A major strength of the volume is the ongoing clarification of what attention to workplace diversity means in everyday corporate practice. Mor Barak makes a convincing case that consideration of diversity is not about attending to differences in the attributes of people that make each person unique. Rather, it is about attending to those characteristics of individuals that yield negative or positive consequences, which can vary by country and in different cultures. This framing allows her to employ examples from a wide range of nations and cultures while maintaining a clear focus. She argues that although the sources of meaningful differences among peoples may vary within and across workplaces, communities, and nations, there are common reasons and strategies for structuring workplaces for inclusion, that is, for minimizing the negative consequences of individual, and inter-group, differences.

The examples provided in the book should be enough alone to interest most readers; they certainly enrich the value

of the book for classroom teaching. The book is infused with cases from around the world that well exceed the usual line-up of "enlightened" European nations. Readers will learn about employment laws and practices in Malaysia, Ghana, India, South Africa, Namibia, and Ethiopia, to name but a few of the countries drawn on in the volume. Moreover, the examples included are not just "best practices." They highlight ethical challenges and limitations to corporate citizenry such as the Bhopal disaster and attempted cover-up by Union Carbide, Denny's treatment of African American customers. Although there is ample attention to firms in the United States, the US is not the starting place for most comparisons or the yardstick by which initiatives are measured. The viewpoint of the book is truly global.

A related strength of the volume is that it is infused with a Human Rights perspective: individuals are viewed as holders of rights regardless of their individual characteristics and nationality. Indeed, Chapter Two includes the Universal Declaration of Human Rights adopted by the General Assembly of the United Nations in 1948. The workplace is regarded as a possible arena for fostering understanding and tolerance among the peoples of the world, a stance that seems particularly relevant today.

There are only a few and minor limitations to the volume. One is that the divide between the macro and meso/micro perspectives on diversity discussed in the first two sections of the book is not always bridged. Some discussions remain at a psychological level. Inclusion is defined largely by how individuals feel, for example, the extent to which they *think* they have access to information and are included in decision-making. A second limitation is that scholars might have more confidence in the conclusions drawn were citations used more frequently to support assertions. That said, Mor Barak brings in the empirical literature throughout the chapters and the book seems balanced in terms of its assessment of extant knowledge. By integrating established knowledge on diversity issues with contemporary perspectives on inclusion and globalization, this book pioneers the next generation of scholarship on issues of workforce diversity.

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