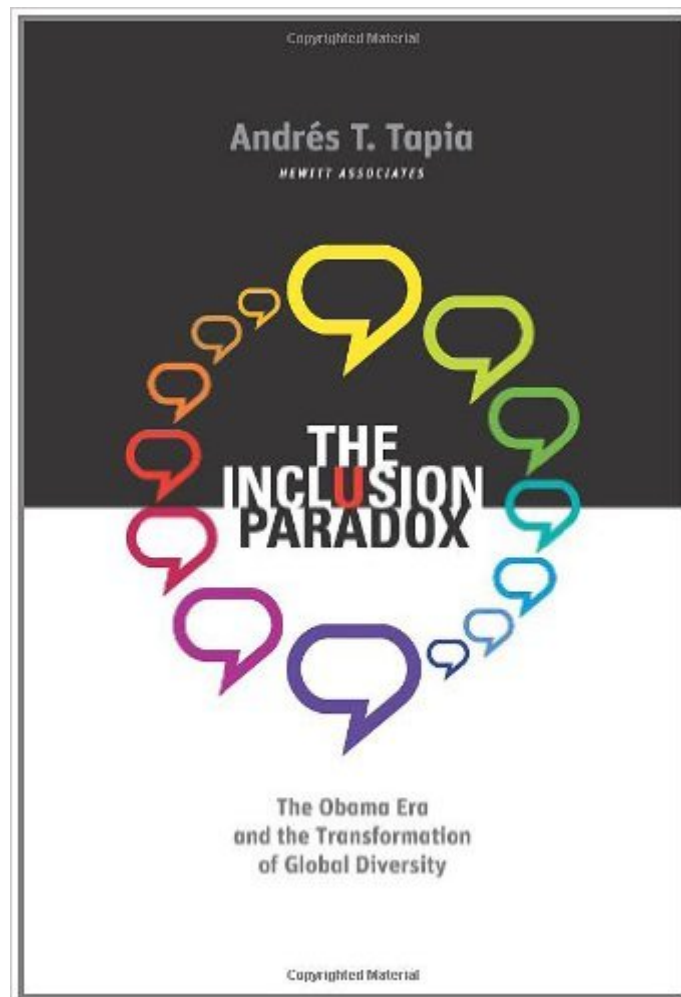


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The Inclusion Paradox: The Obama Era And The Transformation Of Global Diversity



Synopsis

It turns out that the warm, let's-all-get-along connotations of inclusion are misleading. Achieving true inclusion is hard. Very hard. Harder than achieving awareness. Harder than achieving tolerance and sensitivity. Harder than diversity itself. In *The Inclusion Paradox: The Obama Era and the Transformation of Global Diversity* Andr s Tapia, Hewitt Associates' Chief Diversity Officer, reveals how in these times of unprecedented peril and opportunity, diversity's demographic tsunami is accelerating today's social, economic, and political tectonic shifts. In the book, he explores what is required to move into the next generation of diversity work in ways that get past the tired and clich d approaches. He makes the case for making inclusion relevant for all, including the white male, and breaks ground by challenging the notion that the melting pot leads to inclusion. On the contrary, Tapia makes the case that "equality" often does not equal "same." *The Inclusion Paradox* also focuses on the cultural implications of the Obama Era in the United States and around the world. More than a political point in time, the Obama Era is a cultural marker that succinctly captures the various global trends converging at this time in history. *The Inclusion Paradox* will enable readers to contribute strategically and practically to the urgent work of making diversity and inclusion relevant to business and organizational success around the world.

Book Information

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Andr s Tapia has a compelling vision. Tapia believes demographic changes and the complex set of problems facing humankind will force the integration of knowledge from the silos that much knowledge resides in today. As an example, Tapia points to the field of behavioral economics that integrates knowledge from the fields of psychology and economics. As part of this trend, Tapia

argues that the physical and social separation of people based on their differences will also move toward integration. He describes this vision as Diversity 2.0. Tapia is Hewitt Associates' chief diversity officer and the author of *The Inclusion Paradox: The Obama Era and the Transformation of Global Diversity*. Tapia sees diversity as a broader term that includes such differences as ethnicity, male/female, religious background, temperament, thinking styles, etc. Tapia asserts that Diversity 1.0 has been about the mix of people. It's defensive and programmatic in nature (e.g., affinity groups, diversity recruiting, diversity fairs, mentoring and diversity learning). Tapia believes as organizations evolve, they will develop an offensive mindset that embraces diversity and inclusion. Diversity 2.0 is about making the mix of people effectively work in a way that benefits the organization. By doing so, organizations will also better understand their diverse clients. Diversity officers, whom Tapia views as cultural anthropologists, will guide the move to Diversity 2.0. Through training, co-learning, consulting and storytelling (e.g. how cross-cultural competency helped close deal X or improved organizational task Y), a chief diversity officer builds individual and organizational cross-cultural competency.

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