

MGMT 2240 LEADING DIVERSITY IN ORGANIZATIONS

Fall 2022 (Q2), **CLASS STARTS** Mon. October 24 – Mon. December 12, 2022 (0.5 cu)

MW 1:45-3:15 p.m.

Location: ARB 140

This course cannot be audited.

INSTRUCTOR

Professor Stephanie J. Creary, PhD (Office: SHDH 2031)

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About Me:

Welcome to Leading Diversity in Organizations, which is an “all-levels” undergraduate elective course open to Wharton and UPenn students. It is grounded in organizational behavior theories and focused on evidence-based management practices for making organizations more diverse, equitable, and inclusive. I am so happy to have you in this class and to have the opportunity to both teach and learn from you. I am an organizational behavior scholar whose research is focused on understanding how to create more inclusive and equitable workplaces and organizations through positive relational practices. I study how work and non-work relationships shape how people manage multiple identities and self-complexity at work. I also study societal, organizational, and managerial factors contributing to allyship and DEI-related advocacy in workplaces and organizations. I have studied these dynamics in a variety of organizational contexts, including global companies, corporate board rooms, hospitals, yoga communities, and the US Army. These experiences have provided me with insights that I have used not only to develop this class, but also to advise organizational leaders, board directors, investors, and business school faculty from around the world on effective strategies for cultivating DEI in organizations.

About You:

I originally developed this course at Wharton in 2017 at the height of several social justice crises that were urging organizations around the world to take DEI more seriously. We collectively witnessed another push toward the same goals in 2020. Over this period, I have enjoyed learning more about those of you who typically elect to take this course and range from “Curious Newcomers” to “Experienced Champions.” My more than 15 years of experience in DEI research, teaching, and advising/consulting suggests that a wide variety of DEI stakeholders exist in all organizations around the world, including “Resistant Beginners.” Thus, this course is taught with each of these groups in mind since I believe that doing so will enhance our collective learning and your ability to effect DEI-related change in organizations.

INDIVIDUAL MEETINGS

You can schedule a 15-30 minute individual appointment with me via TimeTrade – we can meet online, in-person, or via phone (please indicate your preference): <https://my.timetrade.com/book/R7MQS>

COURSE OBJECTIVES

People in the workplace are constantly interacting with peers, managers, and customers with very different backgrounds and experiences. When harnessed effectively, these differences can be the catalyst for creative breakthroughs and the pathway to team and organizational learning and effectiveness; but when misunderstood, these differences can challenge employees’ values, performance, workplace relationships, and team effectiveness. This course is designed to help students navigate diverse settings more effectively and improve their ability to work within and lead diverse teams and global organizations. It also offers students the opportunity to develop their critical thinking on topics such as identity, relationships across difference and bias, and equality of opportunity in organizations around the world and how they relate to organizational issues of equality of opportunity, inclusion, and effectiveness. Class sessions will be experiential and discussion-based. Readings, self-reflection, guest lectures, case studies, and a final individual or team project will also be emphasized. By the end of this course, you should be able to:

- 1) Describe current perspectives on the relationships among diversity and inclusion in global organizations
- 2) Evaluate the aspects of your identity and personal experiences that shape how you interact and engage with others and how they interact and engage with you in organizations

- 3) Explain how issues of privilege and bias influence opportunity and effectiveness in global organizations
- 4) Propose ways to make relationships across differences in organizations more effective
- 5) Analyze a company's current approach to leading diversity and use content from this course to propose ways to enhance learning and effectiveness in that company

COURSE PACK, READINGS, AND SLIDES (ACCESS VIA CANVAS)

Study.net Course Packs totaling approximately \$40 (Copyright protected HBS Cases HBR Readings)

Penn Library Course Reserve readings and class prep materials (no extra cost)

Course materials are copyright-restricted to your personal use only. So, please do not share them with anyone not currently enrolled in the course and please do not upload them to any third-party sites due to copyright restrictions. If you have any concerns or questions regarding the cost of readings, please reach out to courseware@wharton.upenn.edu

REQUIRED ASSIGNMENTS

(3) Class Prep Question Responses – for classes held 10/26-11/9 **10% (100 points)**

(3) Class Prep Questions Responses - for classes held 11/14-12/12 **10% (100 points)**

Class Participation and Engagement **10% (100 points)**

Individual or Team Case Analysis **30% (300 points)**

Final Individual or Team Project – Audio-Recorded PowerPoint Presentation **40% (400 points)**

More detailed instructions for each of the assignments, grading, and academic integrity policies can be found on the course Canvas site.

EXTRA CREDIT

Initial and Mid-Point Course Surveys – 5 points each

CLASS EXPECTATIONS

- Most classes will be held in-person. Class starts and ends on time. Sit according to the seating chart (adopted in Week 2). Name tents must be displayed – please create one if you do not have one. Late entry or reentry only under exceptional circumstances.
- This class has required class attendance. Students are **only permitted two absences without grade penalty**. **Final course grades will be deducted 15 points for every absence thereafter**. There is nothing to “make up” for “unexcused” missed classes. While job interviews and vacations are important, those should be scheduled outside of class time.
- Students who have a valid excuse for missing class (i.e., Covid-19, severe medical illness, religious holiday, death in the family) will be permitted to watch class recordings and write a 1-2 page maximum summary of class(es) missed in order to excuse the absence within one week of the absence. Excused absences will be dropped from your final grade provided that the summary is received within one week of the missed class.
- Masks are highly encouraged to slow the spread of Covid-19. You should feel free to wear one!
- Phones must be turned off and put away. If a student must keep a phone on by reason of a personal emergency, the student must inform the instructor before class begins. Penalties may include losing participation points and a reduction in your final class attendance/participation grade
- Class slides will be posted at the end of each week. Class recordings are only available to students with a valid excuse for missing class. So, please plan to take notes by hand. The use of laptops and tablets is only allowed during class activities.
- Sharing course materials with people not enrolled in the class, including but not limited to student clubs, internship sites, and past or future employers, is not permitted.
- Late class prep question responses will not be accepted. Late case analysis and final project assignments will be accepted up to two days late with a 10% penalty for each day late after the deadline. This means that if your assignment is between one minute and 24 hours late, your assignment will be deducted 10%. If your assignment is between 24 and 48 hours late, your assignment will be deducted 20%. Any assignments received more than 48 hours late will not be counted.

CLASS PREPARATION QUESTION RESPONSES

Completion of (3) class preparation questions for classes held in the first half of the quarter and (3) class preparation questions for classes held in the second half of the quarter will be required. Class preparation question responses are due before class. Canvas will automatically assign a “late” designation to any assignments you choose not to complete. To that end, each of these assignments will be assessed according to the following three-point scale:

- "3" (Exceeds Expectations, “A” equivalent) – Provides a thoughtful synthesis of learning from multiple sources, which may include incorporating personal/professional experiences on the topic without exceeding 300 words.
- "2" (Meets Expectations, “B+” equivalent)- Demonstrates a basic understanding of what was assigned in class. Synthesizes different ideas (i.e., from different classes this quarter, from different assigned readings, etc.) to reveal a deeper understanding of the topic. Response is between 200-300 words.
- "1" (Below Expectations, “C” equivalent) – Provides a superficial “check the box” response to question prompt that regurgitates what was read. Response may be fewer than 200 words.
- "0" – (Below Expectations) – Did not complete prep question

FREQUENTLY ASKED QUESTIONS ABOUT CLASS PREPARATION QUESTION RESPONSES

1. How many class prep question responses should I submit this quarter?

You are required to submit three class prep question responses for each of the two periods (10/26-11/9 and 11/14-12/12). You can submit only one "extra" in each period to substitute for a lower grade. If you change your mind about submitting an assignment after submitting it and your grade has not been released to you, we will be happy to ignore that submission. Just send an email asking us to ignore a submission for which the grade has not yet been released to you.

2. When will the TAs return my graded class prep question responses?

- To the extent possible, the TAs are aiming to grade these responses before the next class. Meaning: If you submitted a prep response on Mon. 10/31, they are trying to grade it before class starts on Wed. 11/2. If you submit a reflection response on Wed. 11/2, they are trying to grade it before Mon. 11/7. However, this will not always be possible given the number of these that need to be graded. However, we will try our best to get these turned around as quickly as possible. If you have concerns about being on the "right vs. wrong track" prior to submitting something because you haven't received a grade yet, please reach out to TAs or me to ask before submitting. We will be happy to support you.

3. Will you share our class prep grades with us after each of the two grading periods?

Yes - Sometime after 11/9 and after I've had a chance to calculate all class prep and reflection grades for the first half of the quarter, I will submit these grades to Canvas. In determining your grade, I will first check to make sure that you completed 3 prep submissions for classes held in that specific period. As per the policy, I will count the three highest scoring submissions of the first four submitted in that period. I will then calculate the average score - add up all of the points per submission and divided by 3, which is the total # of submissions due in each period. That will then give me your average score. I will then divide your average score out of the total possible score per submission. That will give me your relative percentage. I will then multiply your relative percentage by the total possible of points for this assignment (i.e., 100 points). That will give me your total points on this assignment which is what I will submit to Canvas. The same process will be followed for determining participation grades in the second half of the quarter - the participation grades for the second half will be released when all final grades are released.

COURSE OUTLINE

Date/Topic	Readings	Activities/ Deadlines
LEADING DIVERSE ORGANIZATIONS		
Mon. October 24 Intro to diversity in organizations	(1) M. Williams, 2017. “Numbers take us only so far” (HBR Reading, Course Pack) (2) K. Phillips, 2014. “How diversity makes us smarter” (Course Reserves) (3) Strategies: S. Creary, 2021. “Evidence-based tips, strategies, and takeaways: Intro to diversity and inclusion” pg. 1. Also skim Reference list pages 9-10 for optional readings (Course Reserves)	Co-creating collective norms
Wed. October 26 DEI change signals	(1) R. Ely & D. Thomas, 2020. “Getting serious about diversity: Enough already with the business case” (HBR Reading, Course Pack) (2) Strategies: S. Creary, 2021. “Evidence-based tips, strategies, and takeaways: Paradigms for engaging a diverse workforce” pg. 2. Also skim Reference list pages 9-10 for optional readings (Course Reserves) (3) Initial extra credit survey due	DEI change signals activity - Initial extra credit survey due
Mon. October 31 Diversity and inclusion in the global context	(1) D.A. Thomas & S.J. Creary, 2011. “Shifting the diversity climate: The Sodexo Solution” (HBS Case, Course pack) (2) R. Anand, 2021. “Chapter 1: Localizing a Global Change Strategy” (Course Reserves) (3) Strategies: S. Creary, 2021. “Evidence-based tips, strategies, and takeaways: Integrating a cross-cultural and global lens” pg. 5-6. Also skim Reference list pages 20-21 for optional readings (Course Reserves)	Global diversity case
Wed. November 2 Integrating DEI and ESG	Guest: Ryan Nowicki, Assistant Vice President, Asset Stewardship, State Street Global Advisors (1) S.J. Creary & N. Jain, 2021. “Jackson’s balancing act” (Wharton Case, Course Reserves) (2) State Street Global Advisors, 2021. Guidance on enhancing racial and ethnic diversity disclosures: https://www.ssga.com/library-content/pdfs/asset-stewardship/racial-diversity-guidance-article.pdf	DEI and ESG case
Mon. November 7 Social identity differences, Part I	(1) K@W Podcast: S.J. Creary, S. Martin, & T. Smith, 2021 “Social class transitioners” (Course Reserves) https://knowledge.wharton.upenn.edu/article/how-social-class-affects-the-career-ladder/ (2) K@W Podcast: S.J. Creary, E. Bell Smith, S. Nkomo, 2021 “Black women leaders: Navigating the intersection of gender and race” (Course Reserves) https://knowledge.wharton.upenn.edu/article/black-women-leaders-navigate-intersection-gender-and-race/ (3) B. Caza, L. Ramarajan, E. Reid, & S. Creary, “How to make room in your work life for the rest of your self” (HBR Reading, Course Pack) (4) Strategies: S. Creary, 2021. “Evidence-based tips, strategies, and takeaways: Social Identity Differences” pg. 2-3. Skim Reference list pages 11-15 for optional readings (Course Reserves)	LEARN activity

<p>Wed. November 9 Social identity differences, Part II</p>	<p>(1) A. Ahmad, I. Sabat, & E. King, “Research: The upsides of disclosing your religion, sexual orientation, or parental status at work” (HBR Reading, Course Pack) (2) Henneborn, L. 2021. “Make it safe for employees to disclose their disabilities.” (HBR Reading, Course Pack) (3) HBR Podcast: “Megan Rapinoe on leading – on and off the field” https://hbr.org/podcast/2020/06/megan-rapinoe-on-leading-on-and-off-the-field (4) Strategies: S. Creary, 2021. “Evidence-based tips, strategies, and takeaways: Social Identity Differences” pg. 2-3. Skim Reference list pages 11-15 for optional readings (Course Reserves)</p>	<p>LEARN activity, continued</p>
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Thurs November 10 Mid-term extra credit survey due

CREATING EQUITY AND OPPORTUNITY		
<p>Mon. November 14 Meritocracy, privilege, and bias, part I – Systems</p>	<p>(1) E. Castilla, 2016. “Achieving meritocracy in the workplace” (Course Reserves) (2) Read: https://www.hiringthing.com/5-ways-to-eliminate-bias-from-your-hiring-process/ (3) J. Polzer, 2018. “Trust the algorithm or your gut?” (HBR Reading, Course Pack) (4) Strategies: S. Creary, 2021. “Evidence-based tips, strategies, and takeaways: Meritocracy and privilege; Discrimination, bias, and equality of opportunity” pg. 3-5. Skim Reference list pages 15-20 for optional readings (Course Reserves)</p>	<p>Trust the algorithm or your gut? Case Case Analysis Due by 11:59 p.m.: Mayo & Hull, “Rosalind Fox at John Deere” (HBS Case, Course Pack)</p>
<p>Wed. November 16 Meritocracy, privilege, and bias, part II – People</p>	<p>(1) Take the following implicit social attitudes tests – race, sexuality, gender-career, and age tests https://implicit.harvard.edu/implicit/selectatest.html (2) Read: https://implicit.harvard.edu/implicit/faqs.html (3) HBR Podcast: R. Ely & E. Bell Smith, “We deserve better than ‘Attagirl’” – 39 minutes https://hbr.org/podcast/2018/10/we-deserve-better-than-attagirl (4) Strategies: S. Creary, 2021. “Evidence-based tips, strategies, and takeaways: Meritocracy and privilege; Discrimination, bias, and equality of opportunity” pg. 3-5. Skim Reference list pgs 15-20 for optional readings (Course Reserves)</p>	<p>LEAP allyship activity</p>
<p>Mon. November 21 Engaging in courageous conversations</p>	<p>(1) R.J. Grossman, 2021. “Religion at work” (Course Reserves) https://www.shrm.org/hr-today/news/hr-magazine/pages/religion-at-work.aspx (2) S.J. Creary, 2020 “How to begin talking about race in the workplace” (Course Reserves) https://knowledge.wharton.upenn.edu/article/begin-talking-race-workplace/ (3) Strategies: S. Creary, 2021. “Evidence-based tips, strategies, and takeaways: Building effective work relationships across difference” pg. 7. Skim Reference list pages 21-23 for optional readings (Course Reserves)</p>	<p>Intergroup dialogue</p>

<p>Mon. November 28 DEI Analytics</p>	<p>(1). S.J. Creary and N. Jain. 2022. “Data is the new gold” (Wharton Case, Course Reserves) (2) Creary, S.J. Rothbard, N. and Scruggs, J. 2021. Improving Workplace Culture Through Evidence-Based Diversity, Equity, and Inclusion Practices (Course Reserves)</p>	<p>DEI Analytics case</p>
<p>Wed. November 30 Effective diverse teams</p>	<p>(1) HBR Podcast: A. Edmondson, 2019: “Creating psychological safety in the workplace” – 27 minutes https://hbr.org/ideacast/2019/01/creating-psychological-safety-in-the-workplace (2) Strategies: S. Creary, 2021. “Evidence-based tips, strategies, and takeaways: Creativity and innovation in diverse organizations” pg. 8. Skim Reference list pages 24-25 for optional readings (Course Reserves)</p>	<p>CREATE activity</p>
<p>Mon. December 5 Corporate and employee activism</p>	<p>(1) Cook, F. 2020, “Companies are struggling to engage with today’s activists” https://annenberg.usc.edu/news/research-and-impact/companies-are-struggling-engage-todays-activists-new-survey-explores-why (2) Edelman 2021, “Edelman Trust Barometer: The Belief-Driven Employee” (Course Reserves) (3) Edelman, 2021, “Edelman Trust Barometer: Key Insights, Jan – June 2021” (Course Reserves) (4) Strategies: S. Creary, 2021. “Evidence-based tips, strategies, and takeaways: Leading diversity in organizations” pg. 8. Skim Reference list pages 25-27 for optional readings (Course Reserves)</p>	<p>Employee Activism Activity</p>
<p>Wed. December 7 Speaking Up ZOOM from Home</p>	<p>(1) Fowler, S. 2017, “Reflecting on one very strange year at Uber,” (Course Reserves) https://www.susanjowler.com/blog/2017/2/19/reflecting-on-one-very-strange-year-at-uber (2) Recommendations from the Holder Report on Uber: (Course Reserves) https://assets.documentcloud.org/documents/3863782/The-Holder-Report-on-Uber.pdf (3) <i>Skim:</i> Lever’s Diversity and Inclusion Handbook (Course Reserves) (4) Strategies: S. Creary, 2021. “Evidence-based tips, strategies, and takeaways: Inclusion in organizations” pg. 7-8. Skim Reference list pages 23-24 for optional readings (Course Reserves)</p>	
<p>Mon. December 12 Cultivating DEI Support</p>	<p>R. Anand, 2021. “Chapter 4: Dealing with Resistance” (Course Reserves)</p>	<p>- Final Project Due by 11:59 p.m. (Individual or Team)</p>