Contents

Acknowledgments is	X
About the Author xii	ii
Introduction	
	_
Chapter 1	
Diversity Is Being Invited to the Party;	
Inclusion Is Being Asked to Dance	5
Why Black and White?	6
Diversity vs. Inclusion	8
Diversity Is Being Invited to the Party; Inclusion Is Being Asked to Dance $\dots \dots \dots 1$	3
Chapter 2	
, ·	
I Think I'm a Pretty Good Dance Partner: Is This Book for Me?	7
We Are All on a Journey—What Stage of the Journey Are You In?	
"Aware and Ready to Dance" Stage	
"Cool Moves but Still in Need of School" Stage	
"Oh, Was that Your Foot?" Stage	
"I'm Not Dancing" Stage	2
Chapter 3	
I Know the Cha Cha; Isn't that Like	
the Charleston? Aren't We All the Same?	3
Being in the Minority Is a Noticeable Difference	4
But Aren't We All the Same?	5
What We as Human Beings Have in Common	6
Why Being Color-Blind Can't Get Us to Inclusion	7
Inclusion Is Not Only the Right Thing to Do; It's the Rich Thing to Do	
Deepen Your Experiences across Race	
Explore and Share Your Cultural Diversity	2

iv Contents

Chapter 4	
With the Right Music, You Can Get Anyone on the Dance Flo	or:
What Messages Are You Sending About Who's Included?	
Inclusion Is Not About Intelligence	
Processes that Will Help You Communicate and Demonstrate Inclusion	
Small and Simple but Important Dance Steps You Can Take	
to Create Inclusion in Your Environment	
Watch Out for Stereotype Threat and Learn How to Counter It	43
Chapter 5	
So You Were a Little Offbeat; It Isn't the End of the Dance:	
How to Recover When You've Stepped on Your Dance	
Partner's Toes	47
Do the S-A-M-E Dance	48
S = STOP: Stop Expecting and Pretending to Know	49
A = APOLOGIZE: Don't Hide behind Your Intent	50
M = MISTAKES: It's Okay to Make Mistakes	51
Mistakes Have an Impact	52
Micro-Inequities	53
E = ENGAGE: Start the Dance of Engagement	54
What's Everybody Staring At? Nobody's Perfect When They First Learn to Dance: The BASICS of Cultural Competence.	57
Follow the BASICS	58
B = Breathe: Suspend All Judgments	58
A = Assumptions: Question Your Assumptions	59
Exercise: How Not to Lead with Your Assumptions	61
S = Self-Awareness: Stay Self-Aware about What Are	
You Bringing to the Interpretation of the Dynamic	
Staying Self-Aware: "Whiteness"	62
Staying Self-Aware: What Statements and Questions Not to Use with Your Black Dance Partner	64
I = Information: Get Information before You	
Decide What's Going On	66
Remember Not All Black People Are the Same	
Learn about the Experiences and Triumphs of Black People	67
C = Culture: All Cultures are Equally Valid	
Pop Culture	
TV and Movies	
History, Literature, Art, and Music	70

contents **v**

Education
Religion71 $S = Step\ Forward$ 71
Chapter 7
Are You Sure He's Our Waiter? I Think He's the Band Leader:
How Is Your Lens Shaping What You See?
Start to Explore Your Diversity Lens
Go Looking for the Gorilla
One Person's Mugger Is Someone Else's Brother
Get on the Bus: Look for Opportunities to Expand Your Lens
about Black People, Their Experiences and Culture
Watch Out for How Your Lens Interprets Expressions of Black Culture
Individualism and Collectivism
Chapter 8
He's Black. What Do You Mean He Can't Dance? Check
for Your Biases When Things Get Bumpy
Our Problem Is Implicit
Get Familiar with Your Implicit Biases
Unintentional Biases: Katrina Survivors
Take the Implicit Association Test
Use Your Explicit Beliefs and Values
to Correct Your Implicit Biases93
Steps You Can Take to Check Your Automatic Responses
Change Your Brain's Diet96
Chapter 9
Dancing with Peggy McIntosh: Breaking the Thirteen
Deadly Habits of Workplace Oppression
Chapter 10
White People Have Always Been Center Stage: Understanding
White Privilege and Other Forms of Unearned Privilege109
Get a Working Understanding of White Privilege
Make Your Own List of How You
Experience White Privilege
Do the Line Dance of Opportunity
Privilege Isn't Just a White Thing
Realize How Group Identities Interrelate
and Compound Each Other

vi Contents

Chapter II	
Five Old Dance Moves that White People Do:	
Updating Your Dance Moves to Support the	
Success of Black People at Work	
Stories that People of Color Tell	
Five Old Dance Moves that You Don't Want to Do	
Old Dance Move No. 1: The One-Mistake Rule	
Old Dance Move No. 2: Sloppy Sentimentalism	
Old Dance Move No. 3: Guilt by Association	
Old Dance Move No. 4: The Prince Syndrome	
Old Dance Move No. 5: In-Group Favoritism	32
One Big Move: Decide to Be Responsible	
for the Success of a Black Person	35
Chapter 12	
The Warm Up Is Over, Now for the Big Dance Move:	_
Biaproofing Your Organization's Systems	9
Biasproof Your Organization's Systems and Practices—You Are Not	10
"Doing Something Special"; You Are Doing Something Equitable	
Case Study: Law Firm A	
Biasproofing System—Work Allocation	
General Solutions	
Race and Gender—Conscious Solutions)3
Chapter 13	
Sometimes Cutting in Is the Right Move:	
Using Your Privilege to Interrupt Bias	5
What Interrupting Bias Means	
Interrupting Is about Engaging	
Interrupting Bias Is Not about Changing People	
Reasons Why Your Privilege Helps Interrupt Bias against Target Group Members 15	
Techniques You Can Use to Interrupt Bias	
Practice, Practice	
The Cost of Silence	
Interrupting Later Can Work Too	
More on Practice	
Conclusion	
Appendix A: A Resource Guide for Dance Partners 17	7
Appendix B: Lifetime Benefits of Being a Working	
,,	, E
Class White Person in the Early 21st Century 18	
Index19	1