BOOK REVIEW

WILEY

Workplace resilience

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Beyond D&I: Leading Diversity with Purpose and Inclusiveness by Kay Formanek. Palgrave Macmillan, 2021; ISBN: 978-3-0307-5335-1; 333 pages.

The Power of Trust: How Companies Build It, Lose It, Regain It by Sandra J. Sucher & Shalene Gupta. PublicAffairs, 2021; ISBN: 978-1-5417-5667-0; 304 pages.

Work Better Together: How to Cultivate Strong Relationships to Maximize Well-Being and Boost Bottom Lines by Jen Fisher, Anh Phillips. McGraw-Hill Education, 2021; ISBN: 978-1-2642-6812-2; 272 pages.

Despite the uncertainty of a post-pandemic world, some things remain unchanged: diversity, trust, and well-being must be cultivated and maintained for a resilient and thriving workplace. These three titles address strategies for the pursuit of each of these goals to ensure future organizational success.

1 | ACHIEVING DIVERSITY

Misdirected Diversity and Inclusion (D&I) investments sometimes end up doing more harm than good. In fact, sizable investments that do not deliver have led to what *The Economist* calls "diversity fatigue", causing "I'm from Human Resources, and I'm here to organize a diversity workshop" to be, they quip, the 12 most terrifying words in the English language. Without strong leadership, a commitment to diversity, and a clear organizational purpose, D&I initiatives will never reach their potential. In *Beyond D&I: Leading Diversity with Purpose and Inclusiveness*, Kay Formanek explains that simply recruiting diverse candidates will not magically increase diverse performance. Formanek, Founder and CEO of Diversity and Performance, a company that develops conscious diversity leaders, served as Managing Director at Accenture for 25 years, where she contributed to the agenda of Diversity and Inclusion and Talent Development, and is an expert in the Neuroscience of Unconscious Bias.

Using a simple sports analogy, Formanek explains the integration of five elements to maximize Diversity Performance:

1. Diversity – selecting players with the best talent, skills, and experience to win.
2. Inclusion – being selected for the team, showing up for practice, and given the opportunity to play.
3. Equity – coaching to realize full potential, with extra training as required.
4. Purpose – valuing each player and teamwork for optimum results.
5. Leadership – modeling correct behavior and providing a culture where all talents reach their full potential.

According to Formanek, these five elements create synergy to form a virtuous circle of Diversity Performance; lacking any one element can undermine that performance with groupthink, employee flight, entrenched inequalities, and lack of commitment or relevance. The Virtuous Circle of Diversity Performance is universal, and can be used by any organization at any stage of its diversity journey, Formanek states, so leaders can use the model to craft a validated, effective, and unique approach tailored to their organization. Formanek outlines five key stages to diversity maturity: legal compliance for mandates, stakeholder requirements, organizational performance, reinvention for innovation and transformation, and societal value to address global challenges. To understand how the elements of the virtuous circle evolve, Formanek encourages leaders to view them through the lens of these stages, first to determine a desired level of Diversity Performance, and then to identify and measure gaps between existing levels and that goal. Using an abundance of clear, well-illustrated tables, Formanek shows a company's growth in their Diversity Performance journey.

The virtuous circle is one of two anchor models in the book, the other, the Integrated Diversity Model, has six diversity capabilities that leaders must cultivate to close performance gaps: mitigate bias, build the case for diversity, embed inclusive behaviors, harness policies, measure and monitor, and celebrate and sustain the organization's transformation. Taken together, these models enable a strategic, integrated and evidence-based approach to Performance Diversity, based on over 35 years of collaboration with clients, researchers, and academic institutions, merg-

ing validated research with lessons from hands-on practice in over 50 organizations. Formanek is quick to add that while there are business benefits to be gained from diversity, stakeholders are increasingly expecting organizations to pursue it for reasons beyond profit.

Four common cases for Diversity exist in an organization, Formanek maintains, the legal case to satisfy diversity requirements, the business case to enhance financial performance, the ethical case to support universal rights for fair treatment, and the societal case to support social cohesion and equality. The societal case resembles the ethical one, although on a larger scale, Formanek explains. "The focus is on embracing societal diversity in order to release its potential to create richer, more cohesive and diverse economies and communities that are characterized by less conflict and more sustainability as a whole. It is widely recognized that businesses and institutions as a whole cannot thrive in societies that fail, so contributing to cohesion and societal wellbeing is also ultimately in the organization's enlightened self-interest," (p. 176). Formanek describes this achievement as going beyond compliance and toward excellence in all spheres.

Admitting that homogeneous teams with the same educational background and specialization may be more efficient than a diverse team in the short term, Formanek understands the temptation to avoid diversity. However, in the long term, homogeneous groups tend toward patterns of thinking that stifle innovation, and find themselves bound by groupthink. At some point in an organization's journey—Formanek believes it is typically around the organizational performance stage—the effort changes from merely tolerating diversity to valuing it. "Diversity is not a project or a program. It is quite simply a journey and leaders need to ensure that the organization is still heading in the right direction. A leader takes the time to review progress that has been made, check in with stakeholders to ensure that the stage of Diversity Performance is still relevant and adjust the diversity journey as required," (p. 271). Armed with this insight, Formanek concludes, they can assess whether the elements of diversity, inclusiveness, equity, purpose, and leadership continue to be aligned with the expectations of the stakeholders in a way that supports the organization's transformation.

2 | EXERCISE TRUST

Trust is built from the inside out. If businesses considered trust a driving factor in decision-making, they would weather economic and environmental disasters, and possibly, head them off altogether. Sandra J. Sucher and Shalene Gupta have spent two decades studying trust, developing a framework based on four primary components—competence, motives, means, and impact—that determine if an organization is worthy of trust. In their book, *The Power of Trust: How Companies Build It, Lose It, Regain It* they explain how to build and sustain confidence in any organization. Sucher, an internationally recognized trust researcher, professor of management practice at Harvard Business School, and advisor to the Edelman Trust Barometer, fittingly began this book with her own moment of trust, when Shalene Gupta, an editor at MIT and her new research associate at Harvard Business School, suggested she shift her focus from the short-term issue of regaining trust after a layoff, to consider how companies build and maintain trust in the long term.

The authors ask four questions to gauge trust in an organization:

1. Is the company competent in its ability to innovate, produce and deliver products and services?
2. Is it motivated to serve the interests of others as well as its own?
3. Is it using fair means to achieve its goals?
4. Does it take responsibility for the impacts, intended and unintended, it creates?

An organization runs best with strong leaders and all four elements performing well, the authors agree, but without competence an organization is unlikely to win other types of trust. Companies build trust when they understand the implicit promises stakeholders expect them to meet: creating value, following the law, and having a positive impact in their interactions and pursuit of goals. Balancing competing stakeholders' interests can be tricky, the authors admit, but David Cote, who inherited the role of Honeywell's CEO in 2002 after the organization had gone through three CEOs in four years, provides an elegant and effective example. Clearly not the organization's first choice, Cote swiftly incurred the wrath of investors when he reduced earnings estimates…twice. Sucher and Gupta explain how Cote united three warring divisions with vastly different cultures brought together by mergers. Drawing inspiration from Toyota's lean manufacturing, they write, Cote moved all divisions toward a customer-centric culture with standardized manufacturing processes. He took on fraught issues, including a focus to develop talent from within to break the habit of over-hiring that resulted in layoffs during downturns. During the 2008 recession, Cote recognized the damage layoffs caused to employees, so, keeping all stakeholders in mind, he relied more heavily on furloughs and other cost-cutting measures. Placing advance orders for supplies to be activated as business recovered, Cote pleased suppliers and offered Honeywell an edge over competitors when the market picked up. This consideration for stakeholders paid

off, the authors report, as Cote earned the trust of employees, investors, and suppliers, and Honeywell's stock price increased over 75% from 2009–2012.

A breach of trust risks more than bad publicity, the authors caution, it can cause customers to switch brands, employees to leave, investors to pull funds, governments to impose sanctions, and might even signal the demise of a business. "According to a study by *The Economist*, which compared the financial impact of scandals on eight major companies (including BP, VW, Wells Fargo, and United Airlines) to the performance of peer companies without one, a scandal cost the median company 30% of its market value," (p. 158). But the opposite can also be true, the authors posit, a trust breach can be an opportunity to rebuild a failing brand for the better. A well-crafted, meaningful apology, the authors believe, is an important first step, and the sooner the apology occurs, the more effective it is. The authors offer JetBlue's 2007 apology for disastrous performance as a model that combined an acknowledgement of responsibility, an explanation, and an offer of repair. After an ice storm hit the East Coast on Valentine's Day, JetBlue kept flying despite most airlines canceling flights. They left nine planes stranded on the tarmac at JFK in New York for up to six hours, waiting for conditions to clear. Despite their intentions, JetBlue ended up canceling about 25% of its flights over the next couple of days, the authors reveal. JetBlue's CEO Dave Neeleman offered an unflinching apology for the appalling treatment of their customers, and announced a Customer Bill of Rights, along with compensation for those delayed. Despite what was later considered a textbook case in how to make things right, Neeleman was ultimately fired by the board. Whereas his decision to operate during a blizzard when other airlines closed was unacceptable, the authors argue, the board could have shown this with a penalty rather than a dismissal. "He had prioritized company profit over customer comfort and safety. On the other hand, his apology and especially his reparation in creating a passenger's bill of rights was groundbreaking. It was both a new and innovative way for customers to hold JetBlue accountable for how they were treated; it also established a system and culture of customer care that JetBlue still relies on today," (p. 175).

3 | WORKPLACE CONNECTION

The modern workplace is an invention to determine human capacity for surviving paradox. This bold statement sets the tone for *Work Better Together: How to Cultivate Strong Relationships to Maximize Well-Being and Boost Bottom Lines* where the paradox, according to authors Jen Fisher and Anh Phillips, is seen in a more connected generation with epidemic loneliness, one rich in information with no real idea what to do with it, and one achieving more than ever, but physically and mentally exhausted. Though positive emotions—like empathy, creativity, and shared purpose—fuel work, this work is measured exclusively in quantitative terms. Fisher and Phillips offer practical methods to cope with stress, build resilience, increase connections, improve workplace relationships, and avoid burnout, with measurable results in more productive and profitable teams. Acknowledging the current spotlight on workplace issues, the authors are quick to note that, while the pandemic focused their message and inspired urgency of the need for change, it did not cause the workplace problems they examine.

Fisher, a leading voice on workplace well-being and the creation of human-centered organizational cultures, serves as Deloitte's Chief Well-Being Officer in the United States, while Phillips, a senior leader at Deloitte Consulting, directs research teams that help the c-suite and board focus on the important role that technology, leadership, and culture play in fostering innovation. Although half to a third of waking hours are spent in the workplace, social connectedness is often dismissed, denying basic needs for social interaction and purpose. Crisis and disruption demand innovation; becoming more human at work and nurturing relationships, the authors argue, is the next great innovation.

A workplace without the psychological safety for learning from mistakes, understanding the needs of others, and expressing concerns, is commonly seen as a hostile environment, the authors relate, but the subtly learned culture of ' "workism"—where being overwhelmed is treated like a badge of honor—can be even more toxic. Contrary to this mindset, the authors cite research to support fostering a culture with strong social connections, which has been shown to improve employee's commitment to their work and their colleagues, buffer them from stress, cut down on sick time, and fuel performance. Workplace practices must support the whole person, the authors assert, citing decades of discussion about "work-life balance". But work and life, despite the implied language, do not carry equal weight throughout a career, they argue. "At different times, work and life can't be equal. Sometimes a work challenge is so invigorating, and offers such great reward, that it will take precedence over outside interests. At other times, such as a big life event like becoming a parent or surviving an illness, life outside of work is the priority," (p. 63). Despite this intended balance, corporate structures for vacations and longer leaves are ultimately reliant on a supervisor's support, asserting once again the primacy of work. The authors are proponents of the more holistic view of work-life integration gaining traction over the last decade that promotes self-control, self-advocacy, and self-

design to find the best career fit between the individual and the goals of the business.

There are many myths about different work styles, the authors report, but despite compelling research dispelling them—everyone has a limit to the amount of productive time they can have in a day or a week, for example—the myths persist in a burnout culture. Tapping behavioral science research that suggests humans have a finite capacity for making good decisions, the authors report that this ability is diminished by a perceived scarcity of resources. The scarcity mindset, they note, is most affected by a scarcity of time: the sense that time is too limited to make a decision, or too limited for the number of decisions to be made. The "planning fallacy", they agree, involves a self-deception that a particular task will take less time in the future than it does now. "The antidote for a scarcity mindset is found in building both mindfulness and slack into the workday. Mindfulness in this context means catching time-wasting habits (like checking email) and channeling those tasks into focused or regularly scheduled times" (p. 135). While "slack" might carry negative connotations, the authors use it here to mean planned breaks from intense work incorporated into the day. Taking a break between demanding tasks recharges the mind to engage in the next project, the

authors state. Their study found five ways to create slack in the day:

1. Define and prioritize daily goals.
2. Schedule meetings for 25–50 min with time between to reset.
3. Schedule focused work time with no email or calls.
4. Step away for breaks to mentally recover.
5. Practice daily meditation.

The authors advocate big change through small steps; interrupting the mindless or habitual flow of daily life to shift behavior from performance-diminishing habits like multitasking to a more effective and focused monotasking style. They offer a "digital detox" to become more conscious about how your time is used, and more deliberate in technology's role in your day. Finally, they provide a framework for leaders to incorporate into their organization so that well-being is indistinguishable from work itself, driving and sustaining performance and potential.

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