

likely from the world of sociology. This book offers less utility for those who favor higher standards of evidence with lower risk for bias, and for whom meta-analyses and statistical analyses carry more weight than anecdotal evidence.

Though the book is somewhat dry in style, the undertaking was large, and the topic is interesting enough to hold the reader's attention. No doubt that experts in many fields will find something to defend or dispute but ultimately, it provides a stepping into more research and further understanding. Cammaso and Jagannathan's book provides a detailed and insightful look into the relationship between national cultures, generational influence, and millennial labor participation. A topic worthy of discussion around any dinner table, academic conference, or government forum.

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DOI: 10.1111/peps.12568

Creating Gender-Inclusive Organization: Lessons from Research and Practice (1st Edition)

Ellen Ernst Kossek | Kyung-Hee Lee

University of Toronto Press. 2020, 240 pages, 19.77 USD, eBook

Reviewed by *Bharati B. Belwalkar*, Industrial and Organizational Psychology Researcher, Human Capital & Learning Solutions, American Institutes for Research (AIR), 1400 Crystal Drive, 10th Floor, Arlington, VA 22202–4153.

"Diversity is being invited to the party; inclusion is being asked to dance."

I recall these words by Verna Myers – a Harvard-trained lawyer, VP of Inclusion Strategy at Netflix, and the founder of The Verna Myers Co. – as I began writing this review. Perhaps it is too soon to mention in this write-up, but the book makes an attempt to teach its readers, especially the organizations, *how to ask for a dance*.

1 | WHAT IS THIS BOOK ABOUT?

The goal of this book is to promote understanding of important issues involved in creating gender-inclusive organizations that help support women's workplace advancement to significant leadership and professional roles. To me, this

book was an unusual read as it is a compilation of proceedings from the 2016 inaugural conference on gender research and practice, held at Purdue University. Needless to say, the book is structured in a very organized manner—just like a conference agenda, making it an easy read!

2 | HOW IS THIS BOOK STRUCTURED?

Perhaps inconsequential to this review but I absolutely loved how every chapter begins with a quote from renowned individuals—a practice I typically follow in my own writings! After all, a quote is a second voice that echoes a thought that the chapter and its author(s) are proposing.

Now, moving on to important things...

The introductory chapter of the book presents a three-dimensional framework of gender-inclusive climate (p. 5–6) which, in my opinion, forms the basic structure of this book: workplace fairness and equity (Chapter 2); leveraging women's talent (Chapters 3, 6); and building socially supportive workplace (Chapters 4–5). This structure quite meticulously aligns with the three—discrimination, career preference, and work-family—views prevalent in the management literature, respectively (Kossek et al., 2017). The last chapter in the book, Chapter 7: *Epilogue* is a preliminary blueprint for helping organizations to advance gender parity and inclusion.

In this book, each chapter starts with *What the Research Tells Us* section including an essay from a leading researcher, followed by the case studies of well-known companies, like PwC, Accenture, General Electric, and IBM, which are presented in the *View from Practice* section. In my opinion, these case studies are the biggest highlight of the book (note that Chapter 7: *Epilogue* comes in a close second). The key issues discussed in the chapter are summed up in the *Integrating Research and Practice* section subsequently. And finally, every chapter concludes with the section on *Managerial and Organizational Actions* providing evidence-based recommendations to the readers.

3 | WHAT DOES THIS BOOK OFFER TO ITS READERS?

With the *What the Research Tells Us* section, every chapter in the book intends to set the stage for its focal point—organizational climate, mentoring, work teams, STEM (science, technology, engineering, and mathematics), or entrepreneurship. Although these sections across chapters touch on some expected topics (like the glass-ceiling effect on p. 59) as well as unusual topics (like women entrepreneurs on p. 156), they were a hit or miss to me as a reader with a mix of relevant versus dated research (e.g., Chapter 4). Each chapter, then moving into the *View from Practice* section offers anecdotal accounts from industry experts, each of which leaves the reader with a take-home message. It is interesting to read the journeys of these women and the change they have been able to bring about in their organizations and/or the environments they are operating within.

The book admits that research on gender inclusion unfortunately has not been effectively integrated into managerial and organizational practice, stating that this gap is a result of *describing the problem* better than *coming up with solutions* (p. 7–8). Therefore, in the *Integrating Research and Practice* section, the book brings together thought leaders from both academia and research. In some chapters (e.g., Chapter 2) the discussion around this topic is about co-constructing practice that integrates research evidence, while in other chapters (e.g., Chapter 5), it is about conceptualizing impact-analysis research on corporate practices. As a science-practitioner, it was satisfying to read how gender research could inform gender-inclusive practices, and how new gender-inclusive practices could be validated with field research. Reading these sections across chapters surely would have brought a smile to Karl Marx's face!¹

Eventually, every chapter rounds out the discussion on gender-inclusion in a specific area with the *Managerial and Organizational Actions* section, where the rubber meets the road! As an industrial psychologist and member of a Women's employee resource group (ERG) within my organization, I definitely picked up some tips and strategies that

I could bring up to my ERG leadership. I particularly appreciated that the recommendations were bifurcated into the managerial versus organizational categories.

Speaking of recommendations, the book provides them by specifically discussing how to: (a) foster positive climate and conversations that focus on women's career preference, gender bias, and diverse work teams; and (b) think about gender-inclusion in broader industry and organizational contexts by encouraging women's participation in STEM fields and entrepreneurial roles.

Lastly, some ideas presented in the last chapter—*Epilogue*, such as implementation of multiple strategies simultaneously (as a caution against dangers and unintended consequences of isolated strategies, p. 190–199) and collaboration between academics and organizations to conduct randomized controlled studies (p. 36 and 196), are worth reading and going back to as needed in the future.

Considering these chapters were developed from conference proceedings and the sections were authored by different individuals (similar to an edited book), this book has distinct flavors of writing within as well as across chapters—some heavily cited, while others more anecdotal and lighter on citations. But surprisingly, such inconsistency offers a welcome break every now and then, from reading highly academic, esoteric content!

4 | WHAT THIS BOOK COULD HAVE OFFERED THE READERS?

Conversations around diversity, inclusion, and equity (DEI) are incomplete without discussion of intersectionality² (Crenshaw, 1989). The book does an excellent job of exploring this topic in Chapter 5, i.e., women of color in STEM, understandably so *albeit* too late and too little in the larger scheme of things. As an Asian female reading this book, however, I would have liked to see Chapter 2 on organizational climate and Chapter 3 on mentoring, unpack the nuances of challenges faced by women from minority groups and how organizations can work towards mitigating these challenges. The book alludes to intersectionality in these chapters (e.g., on p. 63 where the authors of the chapter discuss a hypothetical scenario between a White male mentor and a Black female protégé); however, I would have appreciated a deeper dive into it!

5 | SHOULD YOU READ THIS BOOK?

Overall, the book does a decent job of covering key aspects of gender disparity in the workplace and offering practical solutions to restore parity. It is designed to open conversations about how organizations and managers can begin their journey of creating a gender-inclusive environment.

If you are an organizational decision maker or a new DEI practitioner, this short read could be for you. Gender research and practice have gained tremendous momentum in recent decades, and a lot is being written/talked about in academia and popular media; however, most of it is more problem-centric than solution-oriented. I think this book is the latter more than the former—so go read it!

6 | REVIEWER'S NOTE

The views, thoughts, and opinions expressed in the review belong solely to the author, and not necessarily to the author's employer.

ENDNOTES

¹The view "practice without theory is blind, theory without practice is sterile." is attributed to Karl Marx.

²The intersectional theory asserts that people adorn multiple identities (gender, race, class, religion, etc.) which could subject them to multiple sources of oppression. For instance, an identity of an individual as a “woman” and an “Asian” often create a complex convergence of oppression.

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DOI: 10.1111/peps.12566

Neurodiversity at work: Drive innovation, performance, and productivity with a neurodiverse workforce

Theo Smith | Amanda Kirby

London: Kogan Page, 2021, 310 pages, \$xx paperback

I must begin by applauding the authors of this book for tackling the ever-fascinating and much-needed topic of neurodiversity at work. Given the state of the literature, this was most certainly a daunting and ambitious endeavor. As a relative newcomer to the workplace literature on neurodiversity, I was eager to dive into this book. I will say that I was both pleased and disappointed by the end.

First, it is important to note that the authors state that they hope their book will be valuable to a wide range of individuals, including parents, employees, employers, recruitment professionals, HR managers, occupational psychologists, individuals working in higher education (among others). Appealing to such a diverse audience is difficult, as it runs the risk of being overly simplistic for some and overly complex for others, with relevant points interspersed with irrelevant ones. This was exactly my take on the book (though far more simplistic than complex overall); I was pleased with the broad brushstrokes that painted the picture of the importance of neurodiversity at work and was disappointed with the depth of coverage of specific research on the topic. As such, I believe this book is best suited to those seeking a cursory overview of the issues with some quick and easily implementable ideas to get the ball rolling immediately.

If you are new to the topic of neurodiversity, this is a fine primer. The authors, Theo Smith and Amanda Kirby, are clearly passionate about the topic, having spent their careers involved in neurodiversity efforts before neurodiversity efforts were cool. They do an admirable job of delivering basic information in an accessible, simple manner. They provide many examples and raise awareness of topics that could be sensitive or offensive if handled improperly. For