

## Book Synopsis

### ***Leadership 101 For White Men: How to Work Successfully with Black Colleagues and Customers***

#### **Introduction**

#### **Core Ideas About Diversity for White Men Who Lead**

- #1 *Diversity: Get it right, get it now.*  
Why, how white men who lead can 'get' diversity before not getting it gets them
- #2 *Define differences.*  
The twenty dimensions of diversity, and why race and gender are primary  
*Introduction to 'The Fundamental Filter'*  
A tool from two Harvard profs to help leaders sift through human differences
- #3 *Like All Others: Identify and treasure similarities.*  
Understanding differences in the context of fundamental human likeness
- #4 *Like Some Others: Clarify what's cultural.*  
Factoring group identity and cultural differences into the way we lead
- #5 *Like No Other: Seek to turn loose the contribution of uniqueness.*  
Five ways to individualize, focusing on differences in a way that does not divide
- #6 *Build your Diversity Point of View.*  
Answer 4 questions to develop a personal clarity on the dimensions of diversity
- #7 *Learn to articulate the business case for diversity.*  
Five business trends and seven business reasons why diversity matters
- #8 *Seize the sustainable collaborative advantage.*  
13 answers to the question every reader is asking: What's in diversity for me?

- #9 *Commit to personal response-ability.*  
Step up, unburden black people from teaching on race; hiding from whiteness
- #10 *Own your whiteness.*  
Exploring the interior and behavioral aspects of leading with race in mind
- #11 *Decide what it means to be a good and connective man.*  
Your personal take on masculinity: leading as a man positively, congruently
- #12 *Consciously and appropriately integrate race and gender into your leadership work.* Three everyday skills for leading on diversity, with five examples
- #13 *Deepen the particular contribution of white men who lead: diversity work that adds measurable value.* Find and pursue business measures that matter, holding diversity accountable

### **Where to START as a White Man Who Leads**

- START Introduction
- #14 *Explore the pigment paradigm.*  
Racial constructs order relationships, distribute resources, regulate opportunity
- #15 *Close the history rift.*  
White men taking responsibility to mend the American story from their side
- #16 *Travel the Transformation Curve: From 'Pre-Awareness' to 'Relative Expertise'.*  
Attaining expertise by five stages; through relationship, knowledge and skill
- #17 *Acknowledge your Pre-Awareness.*  
When you don't know what you don't know; warning signs and ways out
- #18 *Awaken to awareness.*  
Personal examples illustrating how to wake up and smell the opportunity
- #19 *Distinguish between generalizations and stereotypes.*  
The critical skill of differentiating between group influence and individuality

### **What to THINK About as a White Man Who Leads**

- THINK Introduction
- #20 *Consider the normativity of white men.*  
The fish learning it is wet; leading from inside the white male norm
- #21 *Hunt through the lessons of your boyhood.*  
Three ways to explore how the boy is father to the man who leads today
- #22 *Steer clear of 'political correctness'.*  
Learning to lead on the real issue: respectful talk and candor at work
- Introduction to 'The Advantage Complex'*  
Asking a favor of the reader: open your mind and heart, monitor defensiveness
- #23 *The Advantage Complex: Unpack your power.*  
Defining and assessing the power possessed by white men who lead
- #24 *The Advantage Complex: Appraise privilege.*  
Recognizing "access to special advantages, benefits and opportunities"

- #25 *The Advantage Complex: Discipline your views of preference and affirmative action. [AA] Focus on qualifications, not AA's botched brand or preference politics*
- #26 *The Advantage Complex: Evaluate opportunity with utter honesty. Rethinking merit and achievement in light of power and privilege*
- #27 *Analyze your ethnicity. Considering the impact of 'tribe' on identity and black/white relationships*
- #28 *Uncover and reframe racist assumptions. Exceeding people's expectations by facing and responding to racism*
- #29 *See past the illusion of color blindness. Beyond the mental fiction of color blindness, seeing race for what it is and is not*
- #30 *Invest heavily in 'due regard'. Evoking contribution from diverse people; avoiding ignorance or exaggeration*

## **How to LEARN as a White Man Who Leads**

### LEARN Introduction

- #31 *Transformation through Interest & Necessity – Enlighten your self-interest and leverage your necessity. After Pre-Awareness; you want and need to learn how to lead on diversity*
- #32 *Transformation through Careful Skill Progress – Practice and adapt; it's evolutionary. Stage three, where you build skill with relationships and knowledge*
- #33 *Transformation through Adventurous Competence – Go for it; it's revolutionary. Stage four, where deepening diversity competence opens doors*
- #34 *Study a case in Adventurous Competence. Digging into the case of David and Cheryl, featured in Essays 31 and 33 – 35*
- #35 *Transformation through Relative Expertise – Lead with boldness and humility. Stage five, when you're a white go-to guy on diversity; David's denouement*
- #36 *Watch Yourself: Build the critical skill of self-monitoring. Exploring a script on bias; a tale of brilliant self-monitoring; an exercise for work*

## **How to HANDLE THE EMOTIONAL CHALLENGES as a White Man Who Leads**

### EMOTION Introduction

- Success in leading on diversity requires a new fluency with feelings
- #37 *Deal with denial. Head-in-sand hurts leadership; pre-awareness or malicious neglect; evil lurks*
- #38 *Face the fear. Engaging three fears: of the Black Other, physical safety, being blamed*
- #39 *Get past the guilt, and shed the shame. Using remorse and disgrace to fuel right action*

- #40 *Metabolize anger constructively.*  
Leveraging emotional heat to identify target, assess cause, and respond well
- #41 *Redirect excuses and whining.*  
Handling the top 4 whines and excuses of white men, from 11 black women
- #42 *Engage change and risk.*  
Drilling into the necessity to provide corrective feedback to diverse employees
- #43 *Accept your losses.*  
Diversity learning delivers the loss of not-knowing, and a blow to our self-view
- #44 *Celebrate the courage of your convictions.*  
Convicted courage, Kevin Costner to William Wilberforce; 10 ways to celebrate

## **The RESPONSE-ABILITY of White Men Who Lead**

### RESPOND Introduction

- #45 *Identify progress, but focus on joint achievement going forward.*  
Acknowledging societal success in a way that emphasizes moving ahead
- #46 *Culture at Work: Affirm the power of group identity.*  
Becoming students of cultural diversity's contribution to business success
- #47 *Culture at Work: It's black culture, not a conspiracy. Inform yourself.*  
Black people, like white, tend to associate; learning about and in black culture
- #48 *Culture at Work: Grow the diverse culture of white male managers.*  
Seeing 'white guys who lead' as a group; handling differences within our culture
- #49 *Culture at Work: Anticipate and handle resistance from white people.*  
Dealing with white supremacy, other resistance to diversity from our own kind
- #50 *Learn about "Living While Black" and cultural differences between women and men.* More on realities of black experience; 3 answers to "What do women want?"
- #51 *Validate. Do not equate.*  
Affirming and empathizing over race-related slights
- #52 *Respond with intellect and care to the crosscurrents in your interracial learning.*  
Responding to five confusing mixed messages with black colleagues
- #53 *The 55% Rule: Differentiate for reciprocity.*  
Navigating relational boundaries by holding up your end and going an extra mile

## **How to TALK as a White Man Who Leads**

### TALK Introduction

- #54 *Constantly calibrate intent and impact.*  
Six steps to ensure people hear what you meant, to create shared meaning
- #55 *Words that Wound, One: Make your mouth obey your values.*  
Using words to lead diverse stakeholders with respect
- #56 *Words that Wound, Two: Never let the "n-word" leave your mouth, and quit using the 'Exclusion Code'.* Excising the words guaranteed to offend black colleagues and customers

- #57 *Conversing in Black & White: Keep four things in mind.*  
Attend to names, avoid interrogation, disclose limits, handle pushback
- #58 *Our exemption from respectful talk has expired: do not presume immunity and impunity.* Free speech, when it disrespects, is no longer free from consequences

## **How to ACT as a White Man Who Leads**

### ACT Introduction

- #59 *Character Counts: Demonstrate your 'being' through your 'doing'.*  
Who we are drives the attitudes, behaviors that forge reputation and opportunity
- #60 *Respect: Give it. Get it. Keep it.*  
An A-Z anagram; 26 methods for cultivating respect among black stakeholders
- #61 *Trust-Building: Make promises, keep promises over time.*  
A story of a promise made and kept, with remarkable results
- #62 *Trust-Building: Renounce distrust, and don't break your promises.*  
Repercussions from breaking promises to employees and customers
- #63 *Trust-Building: Deliver on Key Promises 1 – 3.*  
The promises of honesty about diversity, mandates of law, the use of power
- #64 *Trust-Building: Deliver on Key Promises 4 – 6.*  
Keep leadership promises, evoke reciprocity, and break promises wisely
- #65 *Trust-Building: Assess team trust.*  
Using a Team Trust Survey to evaluate, improve promise making and keeping
- #66 *A strong friendship will change you forever.*  
Considering what it means to have a black friend; five friends of the author's
- #67 *Raise white boys right.*  
The unique duty and joy of white men; on character, diversity, achievement
- #68 *Influence with courteous non-verbals.*  
Leading beyond words: acknowledgement, safety, association, and deference
- #69 *Evolve the discipline of daily reminders.*  
Ten ways to build the discipline of interracial respect into your daily life
- #70 *Pay close attention to race-related circumstances, and be prepared to act.*  
A powerful story on race and nationality at work; six situations for courage
- #71 *Find the fun.*  
Moments that add the power of humor to leading on diversity
- #72 *Do what's right in 'the only one' situations.*  
Specific ways to diminish the spotlighting of black folks in a sea of white folks
- #73 *Take care of yourself so you can keep up the good work.*  
Resources for spiritual, relational, and physical renewal; to sustain leadership

## **How To LEAD as a White Man**

### LEAD Introduction

A summary of LEAD essays; and two key resources for white men who lead

With Colleagues

- #74 *Navigate diversity's five business trends.*  
A more extensive view of trends mentioned in Essay 7; reminder of SWOT tool
- #75 *Ground the diversity imperative in seven business motives.*  
More on the reasons from Essay 7; 14 brief corporate examples
- #76 *Establish accountability with diversity-related performance objectives.*  
Introducing a five-step process; delivering measurable results in diversity work
- #77 *Attract, interview and win diverse talent.*  
Recruiting best practices to hire diverse employees
- #78 *Individualize the way you lead.*  
Four ways to ensure that unique individuals on a diverse team will follow you
- #79 *Prevent inequity.*  
Protecting self, company, coworkers from disparate treatment, adverse impact
- #80 *Motivate with differences in view.*  
"Impel to action" through recognition, delegation, achievement, engagement
- #81 *Make decisions inclusively.*  
Six methods for making decisions, in order of inclusivity; decisions are promises
- #82 *Coach performance improvement.*  
4 ideas: Coach with courage and to behavior, praise, and tailor coaching style
- #83 *Be a mentor, find a mentor.*  
Four methods to mentoring, one of leadership's key diversity investments
- #84 *Provide performance-based development opportunities.*  
Eight best practices giving black colleagues the chance to develop
- #85 *Develop a diverse team.*  
Ten steps for building a high-performing work group
- #86 *Resolve conflict.*  
Clarifying private opinions vs. employer expectations; conflict solution skills
- #87 *Recognize and reward performance.*  
12 financial and non-monetary options at Procter & Gamble, Denny's, and more
- #88 *Ensure that diversity training drives success.*  
Awareness is a start, but learners need skills that drive business results
- #89 *Prepare high-potential employees for advancement.*  
Seven methods to fill the pipeline for talent
- #90 *Promote high-performers.*  
Beyond development, removing four impediments to promoting black talent
- #91 *Terminate with equity.*  
Ending employment fairly; why diversity must not prevent necessary termination
- #92 *Avoid litigation, and lead beyond the law.*  
The value of not getting sued; Microsoft, HP generate value from legal mandate

### With Customers

- #93 *Pursue the black marketplace.*  
Statistics and 9 corporate examples of penetrating the African-American market
- #94 *Develop products and services for black customers.*  
10 things black customers are buying, from L'Oreal, P&G, MetLife, Aetna, and more
- #95 *Handle issues and opportunities in sales and marketing.*  
Building share in the black marketplace; Chrysler, Merck, Subway, NY Life
- #96 *Serve black customers effectively.*  
Nine tips for savvy service to diverse customers
- #97 *Manage relationships with diverse suppliers.*  
Build stable vendors, secure referrals, win new customers, bidding advantages

### **LEAD Transformatively**

- #98 *Calculate diversity's real return on investment.*  
Using an ROI scorecard to grow people, organizations; 64 sample metrics
- #99 *Lead with a transformative vision.*  
Evoking a long-term commitment to leading on diversity from white men
- #100 *Lead yourself to expertise.*  
Reviewing nine clusters of essays to become a go-to guy on diversity
- #101 *Lead your organization to success.*  
Focusing on achieving results by developing diverse people through work