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# New Book Release Challenges Concept of Equality as Only Means to Achieve Inclusion

*In “The Inclusion Paradox: The Post-Obama Era and the Transformation of Global Diversity” Author Andrés Tapia Asserts that Assuming Similarity Often Contributes to Exclusion – Constructively Calling Out Differences is a More Successful Approach*

LOS ANGELES--(BUSINESS WIRE)-- A newly released edition of a book published by [Korn Ferry](#) (NYSE:KFY), the preeminent global people and organizational advisory firm, examines the critical topic of creating inclusive organizational cultures.

In “The Inclusion Paradox: The Post-Obama Era and the Transformation of Global Diversity” author [Andrés Tapia](#) explores inclusion through a cultural lens during President Obama’s time in office. The new release of the book also looks at what it takes to move into the next generation of diversity work in ways that enable organizations to grow their business and attract and retain the best talent from vastly diverse pools.

“The work of diversity and inclusion has never been more urgent, particularly as divisive world events have put workers on edge and all aspects of our lives have globalized on a massive scale,” said Tapia, who is also a Korn Ferry Hay Group Senior Partner and Global Practice Leader for its Workforce Performance, Inclusion and Diversity practice. “Achieving true inclusion is hard. Very hard. Harder than achieving awareness. Harder than achieving tolerance and sensitivity. Harder than diversity itself. But if approached skillfully, success can be achieved.”

In the book, Tapia asserts that many current diversity best practices have focused in a limited way on bringing those who are different in the door. Hence the focus on recruiting ads, recruiting fairs, CEO statements to attract candidates and tapping into affinity groups to help with the recruiting itself.

“Many of these efforts have been quite successful, and companies have achieved diversity — ‘the mix.’ But inclusion is about making the mix work and in many places, the mix is not working well. Hence we have diversity without inclusion,” says Tapia. “As part of this, we must challenge the long-standing ‘best practice’ belief that to achieve inclusion we need to minimize differences.”

Tapia asserts that those undiscussed differences lead to invisible group performance degradation. Workers who feel pressure to conform, to “just all get along” submerge their unresolved emotions and differing beliefs and needed diverse perspective, making them more difficult to manage at a cost to them and their organizations that miss out on the value of their diversity.

The antidote, according to Tapia, is rather than minimizing differences, “We need to call them out constructively. Calling out and using each others’ differences will unleash the true creative contributions of diverse perspectives that, as they play off each other, lead to better work relationships, greater innovation and profitability that benefit individuals, teams and organizations.”

*“The Inclusion Paradox: The Obama Era and the Transformation of Global Diversity”* 3rd Edition features:

- Insights into the cultural implications of what has been the Obama Era from a cultural perspective
- Updated facts, figures, and current event resources
- Korn Ferry insights and research
- Practical and strategic solutions to make organizations and the people in them stronger, more productive, and more successful through diversity and inclusion.
- Topical chapters on a variety of diversity identity topics such as LGBTQ+, disability, Millennials, women, and people of color.

To learn more and to order the book click [here](#)

### **About Korn Ferry**

Korn Ferry is the preeminent global people and organizational advisory firm. We help leaders, organizations, and societies succeed by releasing the full power and potential of people. Our nearly 7,000 colleagues deliver services through our Executive Search, Hay Group and Futurestep divisions. Visit [kornferry.com](http://kornferry.com) for more information.

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