## Contents

About the Author ..... ix
Letter to the Reader ..... xi
CHAPTER 1
From Harriet Tubman to Hurricane Harvey: The Case for Diversity and Inclusion ..... 1
Introduction ..... 1
Harriet Tubman: Entrepreneur, Abolitionist, Strategist, Leader of Men ..... 3
House Bill 2: The Bathroom Bill That Cost North Carolina Almost \$1 Billion ..... 7
The University of Missouri: Protests, Resignations, Damaged Reputations, Lost Revenue ..... 9
Charlottesville ..... 11
Conclusion: Hurricane Harvey and Human Chains ..... 14
CHAPTER 2
Branch Rickey and the Integration of Professional Baseball: Courageous, Empathetic Leadership Matters ..... 17
Introduction ..... 17
The Vanishing Black Baseball Player ..... 19
The Mountain ..... 20
Branch Rickey ..... 23
The Path to Integration ..... 26
Conclusion ..... 29
CHAPTER 3
Education: The Opportunity Gap Began as a Chasm ..... 33
Introduction ..... 33
Founding Fathers of Public Education: Thomas Jefferson and Horace Mann ..... 36
Five Years of "Freedom," 95 Years of Jim Crow ..... 38
The Birth of the Jim Crow Era and Unequal Educational Opportunities ..... 39
CHAPTER 4
From Maryland to Kansas: Legal Battles to End Segregation ..... 45
The Command Post: Howard University ..... 45
The Margold Report: The Blueprint ..... 47
Separate Clearly Means Separate, but Equal Must Also Mean Equal ..... 50
Brown v. Board of Education: The Frontal Assault ..... 54
Conclusion: After Brown v. Board of Education ..... 57
CHAPTER 5
Barriers to Entry: Limiting Merit Limits Opportunity ..... 61
Introduction ..... 61
The Law School Admissions Test ..... 62
Reconsidering What Constitutes Merit in the Law School Admissions Process ..... 67
Overachievement Index ..... 70
How the Overachievement Index Works ..... 70
Disadvantage Index ..... 71
How the Disadvantage Index Works ..... 72
The Relationship between the Overachievement and Disadvantage Indexes ..... 73
Conclusion ..... 76
CHAPTER 6
Hurdles: Tradition, Homophily, and Bias ..... 79
A 20th-Century Recruiting Model in the 21st Century: The First Hurdle ..... 80
Homophily and Unconscious Bias: More Hurdles ..... 82
Pedestrians and Drivers ..... 83
The National Basketball Association ..... 84
Financial Markets ..... 85
The Legal Profession ..... 87
Leaders See Hurdles and Remove Them ..... 90
Conclusion ..... 97
Closing Remarks ..... 99
First Determine Why D\&l Is Important to You and Your Organization ..... 99
Empathic Leaders Modeling Humility, Authenticity, Curiosity, and Courage Can Make a Difference ..... 100
The Legacy of Institutional Racism Casts a Long Shadow ..... 101
We Can Remove Self-Imposed Barriers Impeding the Progress of D\&। ..... 104
A Consequence of Bias Is Unintentional Discrimination, Which Is Just as Harmful ..... 105
Index ..... 107

