## Harvard Business Review

## Race

## **The Biases That Punish Racially Diverse Teams**

by Katherine W. Phillips, Robert B. Lount, Jr., Oliver Sheldon, and Floor Rink

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Tech companies, banks, consulting firms, you name it — all are scrambling to create diverse and inclusive environments. But despite pouring millions of dollars annually into diversity efforts, organizations sometimes fail to capture the benefits that diverse groups reportedly offer.

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