

**Skrentny, John D. *After civil rights: racial realism in the new American workplace*. Princeton, NJ: Princeton University Press, 2014. 397 p. Cloth: \$35.00. ISBN: 978-0-691-15996-6**

Skrentny identifies changes in race-related employment practices within the U.S., reveals that these are not often legally supported, and suggests methods of reform. He introduces the concept of “racial realism,” a management strategy based on employer perception that ability to perform successfully in a particular occupation and increase organizational achievement varies by race. Racial realism also supposes that racial background may determine signals conveyed to customers and the public. This is contrasted with classical liberalism, which advocates racial blindness in the workplace, and affirmative-action liberalism, which recommends that employers consider race in order to achieve justice and which serves as the foundation of Title VII and other legal regulations. Racial demographics, the workplace, and discussions about race have changed drastically since the Civil Rights Act of 1964 was enacted. Skrentny believes that, “the lauding of racial differences as beneficial for organizations suggests a new strategy for thinking about and managing race in America” (p. 2). Basing his argument on data, exploration of various employment sectors, and investigation of existing moral philosophies and legal doctrines, Skrentny recommends national debate and, ultimately, policy reform that reconciles the law with current practices of racial realism within different sectors of employment.