Making Diversity Management Work

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Data and Method

• EEO-1 Workforce Reports 1971-2003
• Retrospective Survey of 829 Workplaces
• Pooled Cross-sectional Time-Series Models
• Fixed Effects
• Modeling log odds of Proportion in Management
• Robustness Checks
Percent of Managers from Each Group

- White Men: 70%
- White Women: 22%
- Black Men: 2.4%
- Black Women: 1.3%
- Hispanic Men: 1.7%
- Hispanic Women: 0.5%
- Asian Men: 1.2%
- Asian Women: 0.4%
Control

Self-Determination Theory

Job Autonomy Theory
Controlling Managers’ Thoughts

![Bar chart showing the percent change in thoughts related to diversity training for different groups.

Mandatory Diversity Training:
- White Men: -10
- White Women: -5
- Hispanic Men: 0
- Hispanic Women: 5
- Asian Men: 10

Voluntary Diversity Training:
- Black Men: 15
- Black Women: 10
- Asian Men: 9
- Asian Women: 12]
Engagement

Cognitive Dissonance Theory

Self-Perception Theory
Special College Recruitment

![Graph showing percent change in college recruitment by gender and race]

- **Women**
  - White Men
  - White Women
  - Hispanic Men
  - Hispanic Women

- **Minorities**
  - Black Men
  - Asian Men

- **Hispanic Men**
  - White Women
  - Hispanic Women

- **Asian Men**
  - Black Women
  - Asian Women
Contact
Mixing Up Jobs

- Self-Managed Teams
- Cross-Training

Percent Change

<table>
<thead>
<tr>
<th>Group</th>
<th>White Men</th>
<th>White Women</th>
<th>Black Men</th>
<th>Black Women</th>
<th>Hispanic Men</th>
<th>Hispanic Women</th>
<th>Asian Men</th>
<th>Asian Women</th>
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</thead>
<tbody>
<tr>
<td>Self-Managed Teams</td>
<td>-4</td>
<td>0</td>
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<td>0</td>
<td>-2</td>
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<tr>
<td>Cross-Training</td>
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<td>2</td>
<td>0</td>
<td>0</td>
<td>-2</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>
Accountability
Conclusion

- Control
- Engagement
- Contact
- Accountability