

Which Diversity Interventions Work?: Lessons from Corporations

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The Problem with Management Science

- **Too Many Theories (of Inequality & its Remedies)**
 - Cognitive Psychology: Train Away Bias
 - Economics: Incentives
 - Network Theory: Affinity Groups and Mentoring
 - Bureaucratic Theory: Rules Constraining Bias
 - Human Capital Theory: Internal Management Training
- **Not Enough Evidence**



Our Evidence Based Approach

- **EEO-1 Workforce Reports 1971-2002**
 - All Employers with 100+ Workers
 - Race, Gender, Ethnicity by 9 Occupations
- **Retrospective Survey of 829 Workplaces**
 - Life Histories of Employment Practices
 - Employer and Industry Characteristics

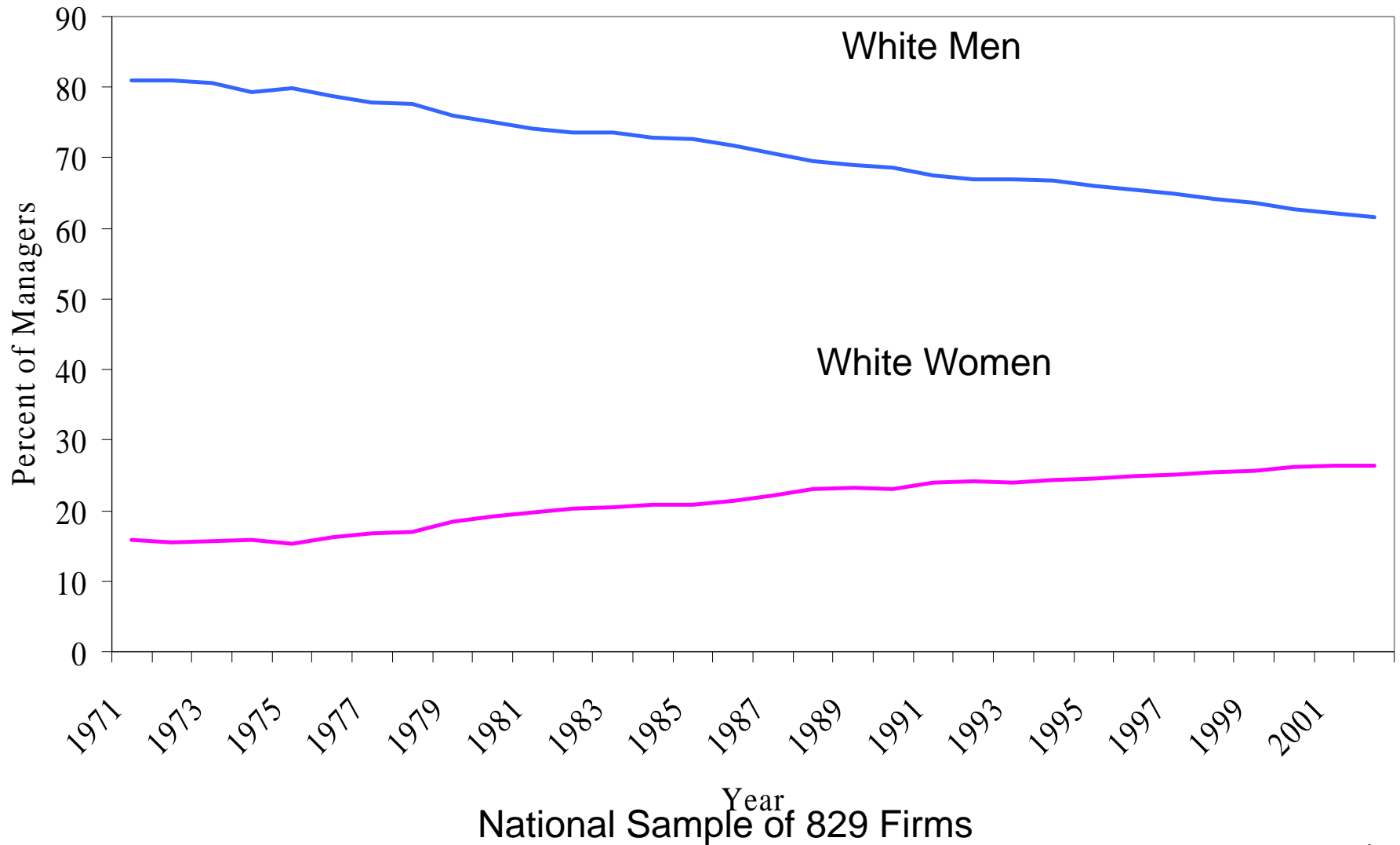


Statistical Analysis

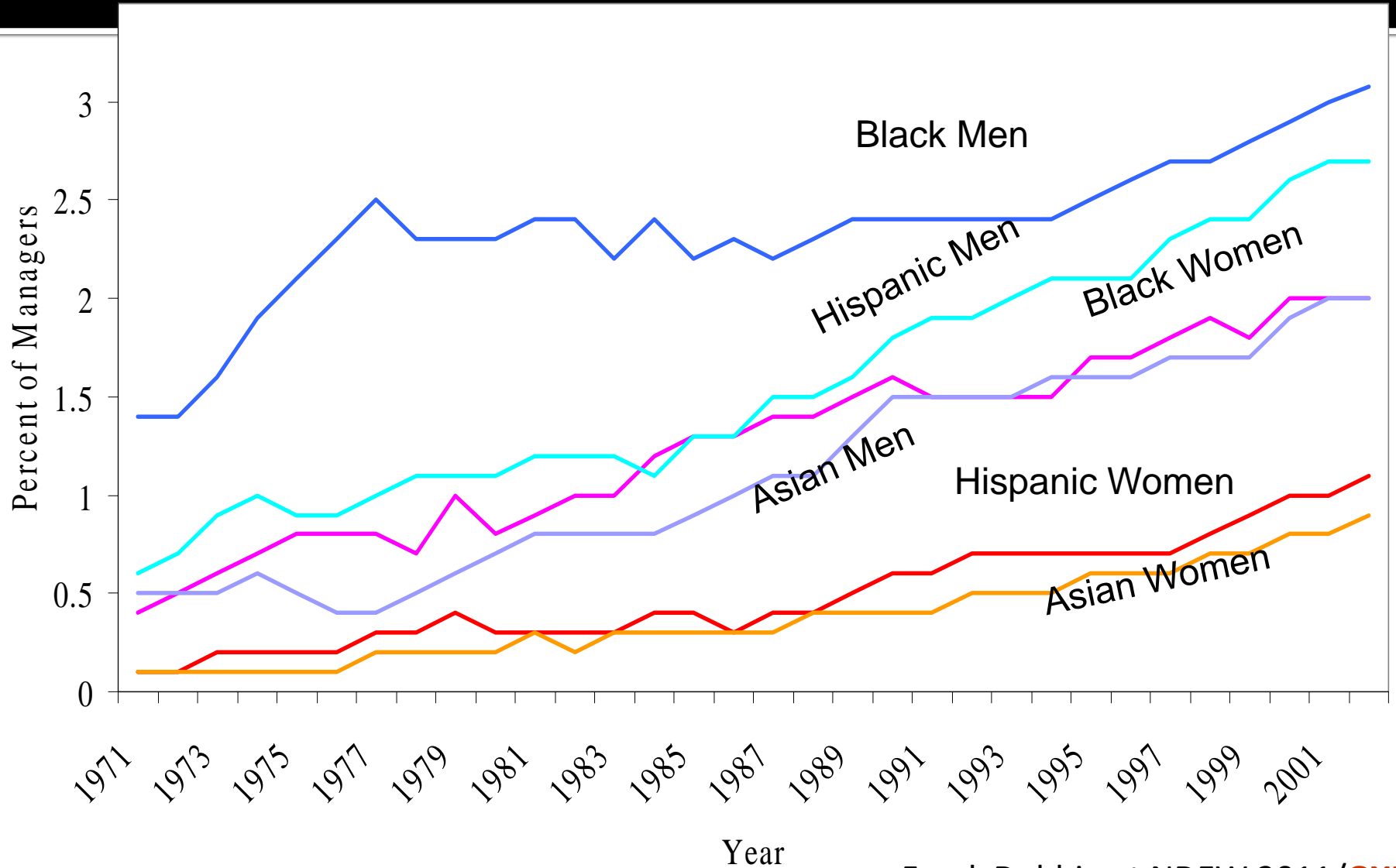
- Pooled Cross-sectional Time-Series Models
- Fixed Effects for Workplace and Year
- Modeling log odds of Proportion in Mgt.
- Controls for Everything
- Robustness Checks

- Modeling: Effects of Diversity Interventions

White Men and Women in Management



Minority Men and Women in Management



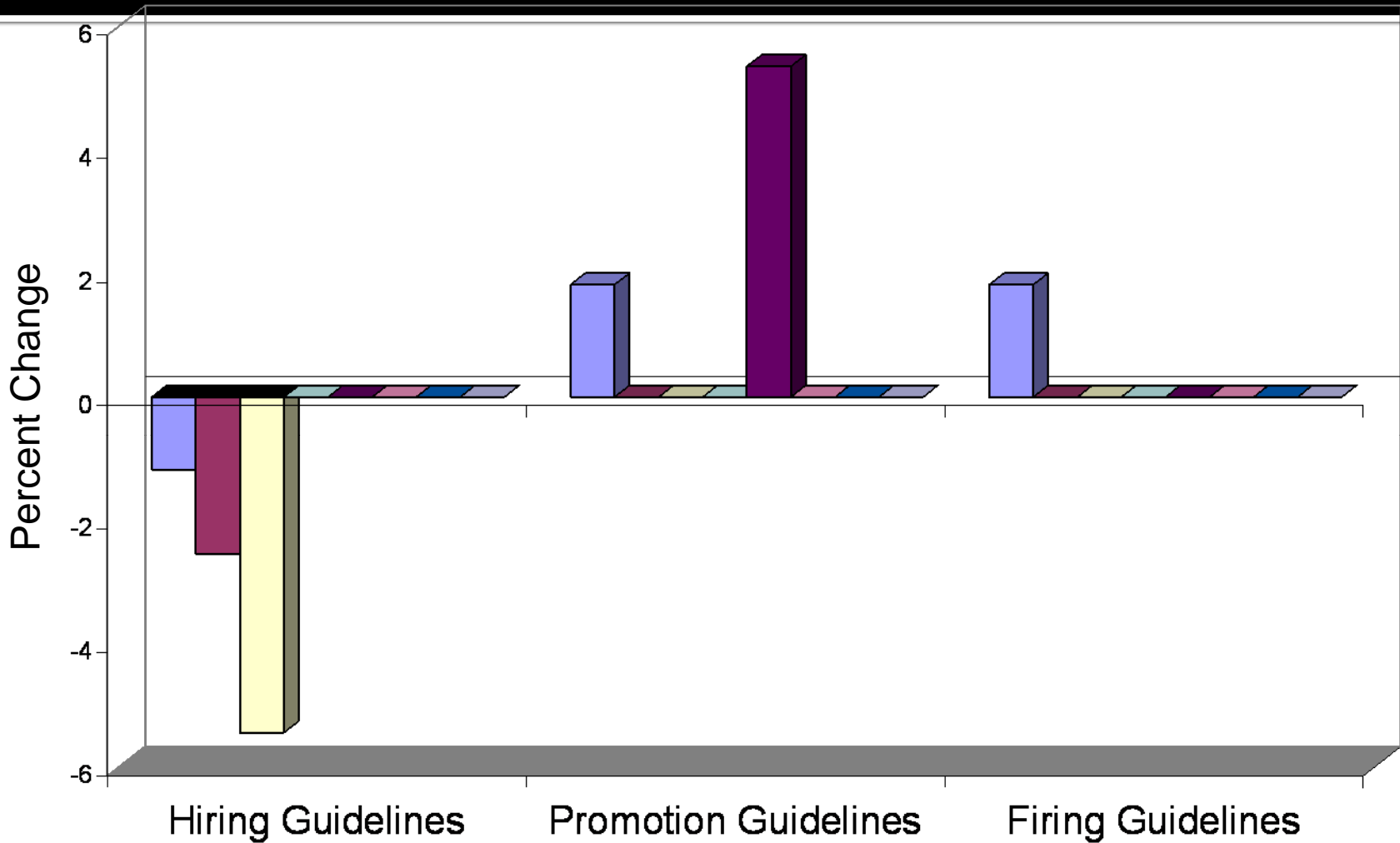
Changing Managers to Quash Bias

Theory of Bureaucracy: Rule Out Bias
Hiring, Promotion, Firing Guidelines

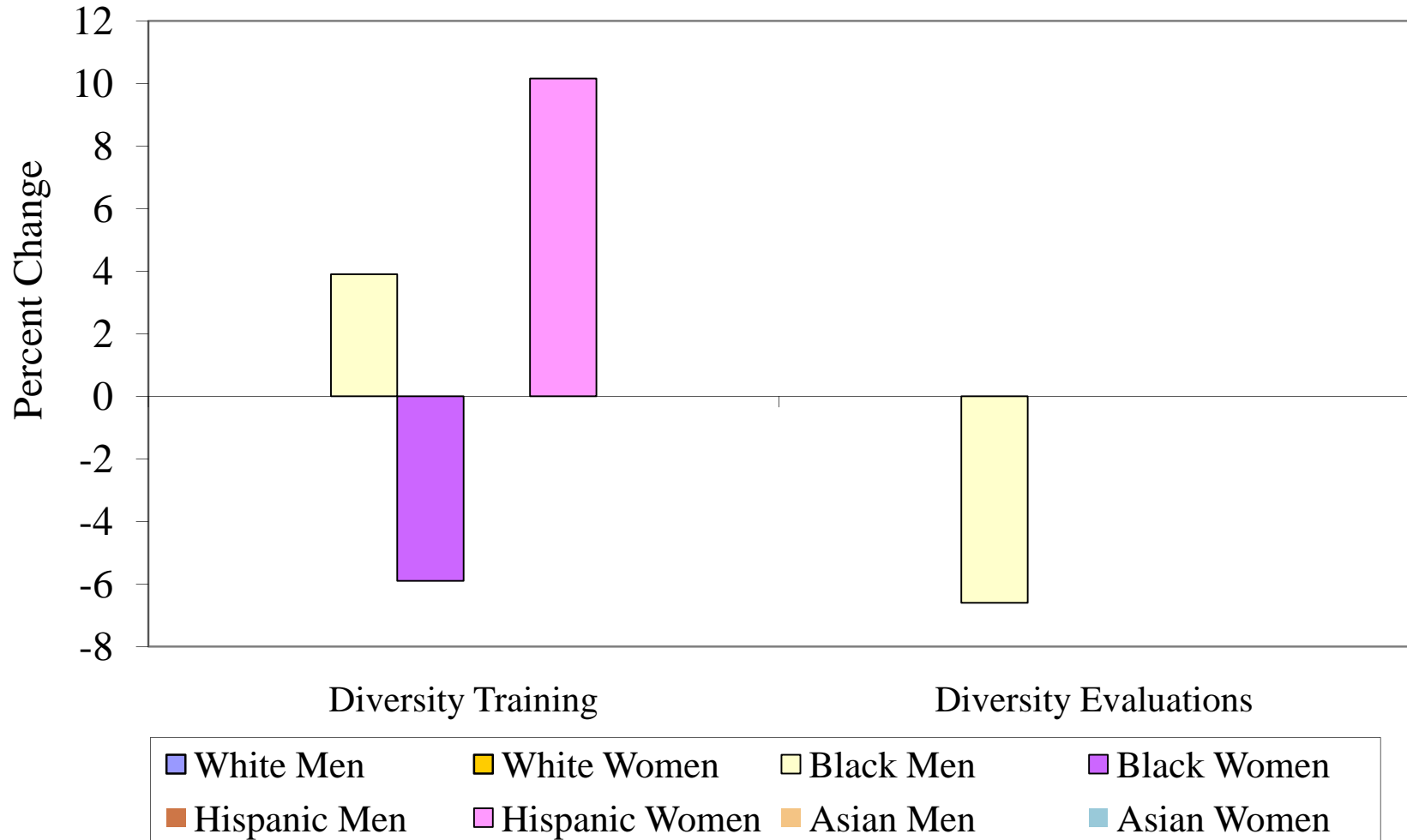
Psychology: Train Away Bias
Diversity Training

Economics: Performance Incentives
Diversity Performance Evaluations

Hiring & Promotion Rules



Diversity Training & Evaluations



What's Wrong with Conventional Wisdom?

Defines Managers as the Problem

Accusatory, Stigmatizing, Alienating

Hiring & Promotion Rules to Stop Discrimination

Training to Unearth Managerial Bias

Performance Evaluations to Punish Bias

Making Managers Responsible

Network Theory

Give Managers Proteges

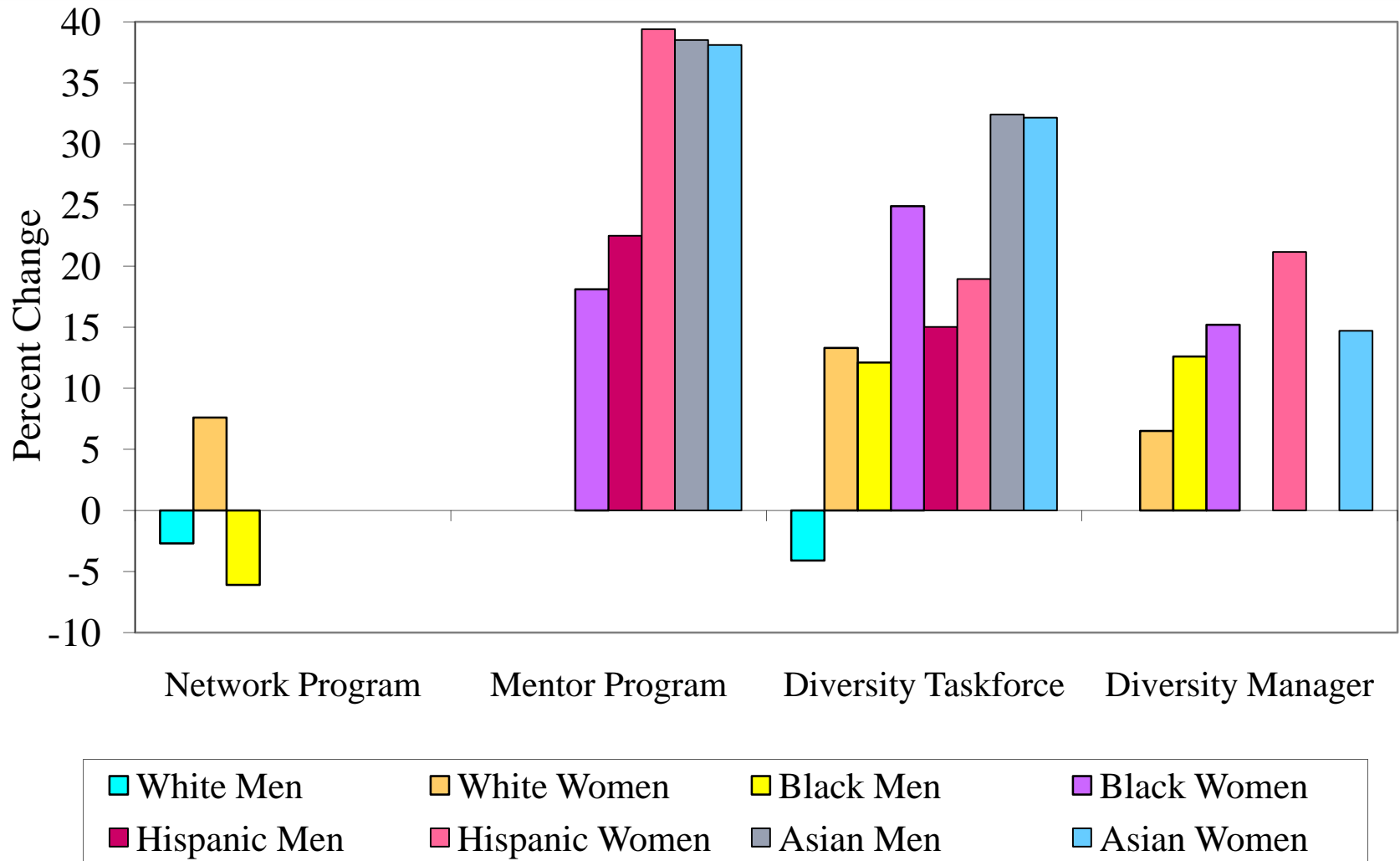
Social Psychology

A Taskforce with Skill and Authority

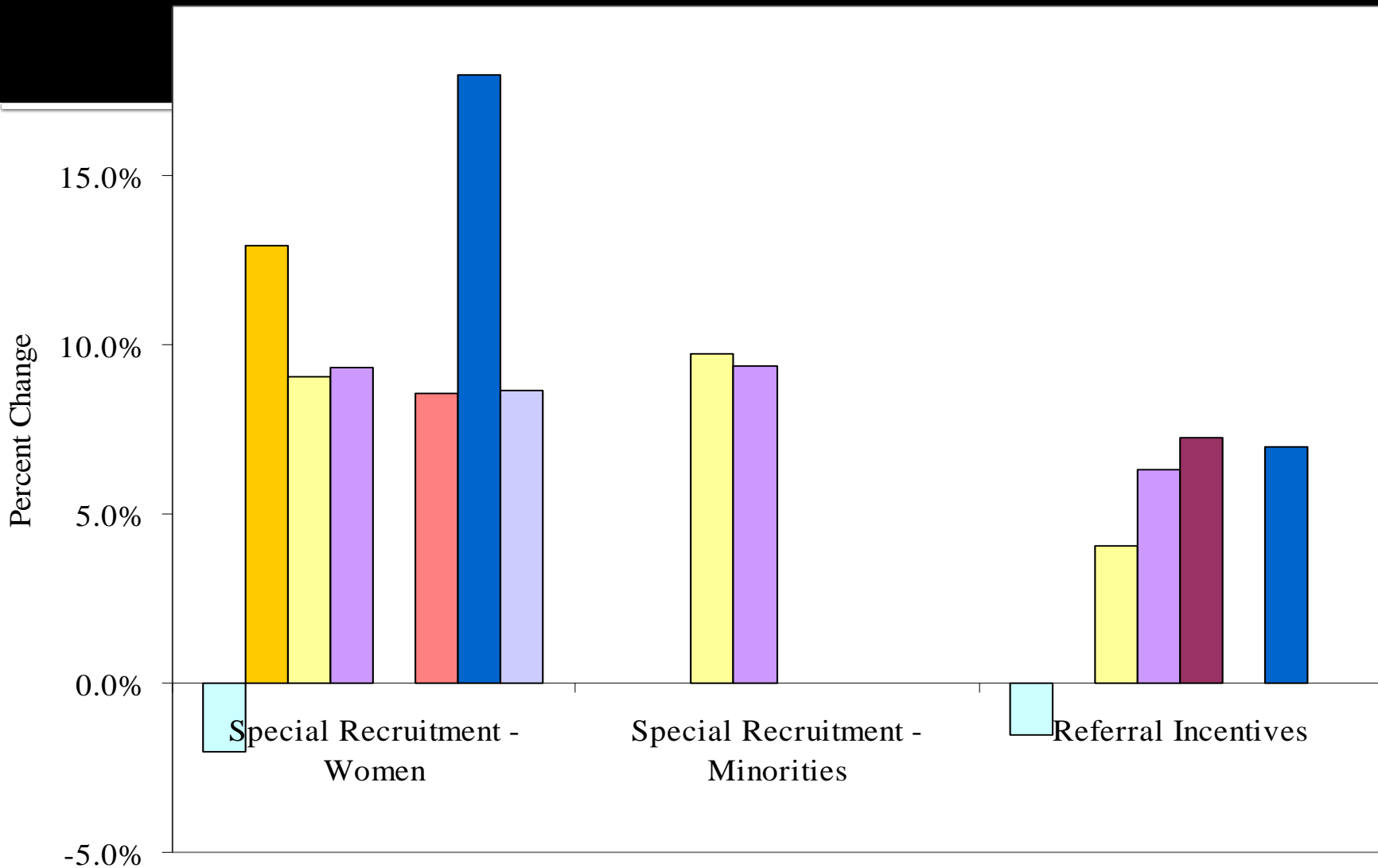
Managerial Theory

Put Someone in Charge (Archie Ervin, CDO)

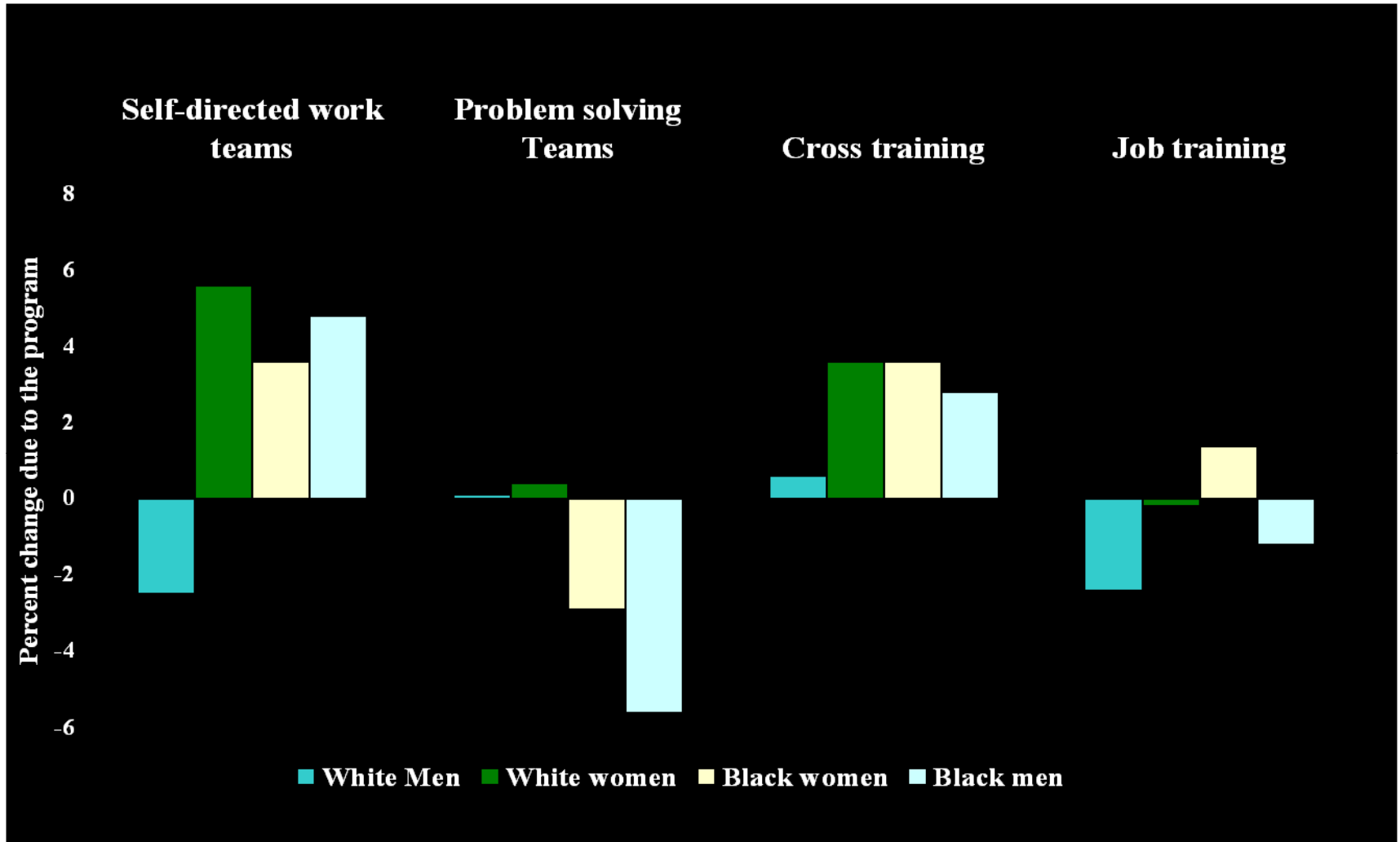
Putting Managers in Charge



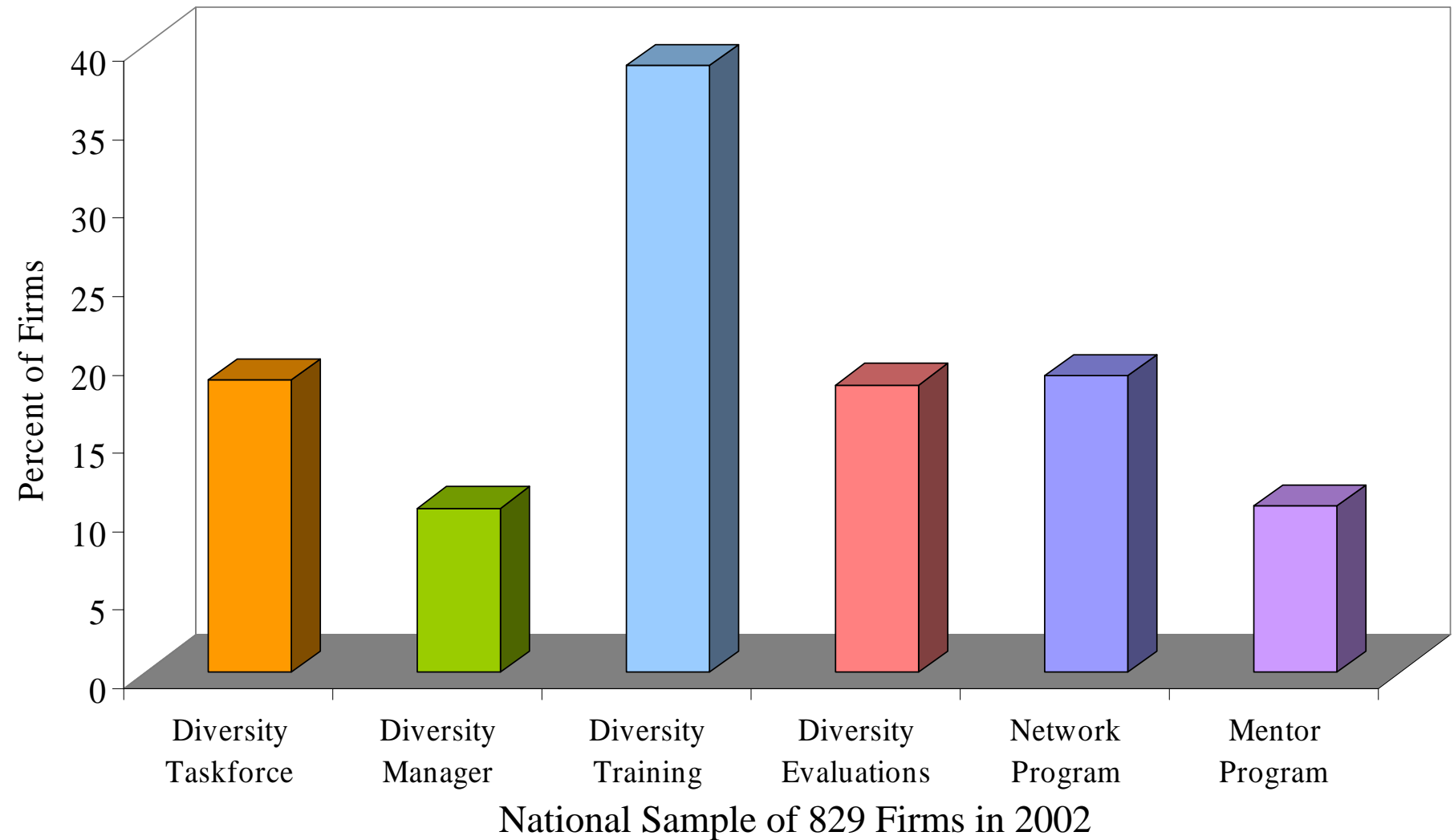
Ask Managers to Recruit Women, Minorities



Ask Mgrs. To Work With Women & Minorities



Do Firms Get it Right?



Lessons for Academia

Don't Try to Eradicate Bias

Training

Department Evaluations, Scorecards

Hiring Rules and Regulations

Get the Faculty and Administration to Lead

Taskforces Within or Across Departments

Mentoring Programs

Chief Diversity Officers

Deliberate Recruitment Efforts

Junior-Senior Collaboration and Committee Work?