Diversity Management in Corporate America: Toward an Evidence-Based Approach

Frank Dobbin, Harvard University
Alexandra Kalev, Tel Aviv University

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Percent of Workers in Management

Private-Sector Employers with 100 Workers (60M workers in 2011)
Managerial Discretion-Control

Self-Determination Theory
Job-Autonomy Theory
Discretion-Control Reforms

![Discretion-Control Reforms Diagram]

- Job Test
- Performance Evaluations
- Grievance Procedures

Percent Change

White Men
White Women
Black Men
Black Women
Hispanic Men
Hispanic Women
Asian Men
Asian Women
Discretion-Control Reforms

![Bar chart showing percent change in diversity training and evaluations for different groups.](image)
Internal/External Control

Voluntary Training

Mandatory Training

-15 -10 -5 0 5 10 15

White Men  White Women  Black Women  Black Men

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Managerial Engagement

Cognitive Dissonance Theory

Contact Theory
Engagement Reforms I

Mentoring

Diversity Taskforce

Percent Change

White Men
White Women
Black Men
Black Women
Hispanic Men
Hispanic Women
Asian Men
Asian Women
Network!?

![Bar chart showing percent change for different groups in Mentor and Network Programs.](image)
Engagement Reforms II

Recruitment Programs for Women
Recruitment Programs for Minorities
Management Training
Recruit Women to Mgmt Training

White Men  White Women  Black Women  Black Men
Hispanic Women  Hispanic Men  Asian Women  Asian Men
Program Popularity

Percent of Firms

- Diversity Training
- Diversity Evaluations
- Network Program
- Mentor Program
- Diversity Taskforce
- Diversity Manager
Program Popularity

Percent of Firms

Performance Evaluations
Grievance Procedures
Recruit Women to Training
College Recruitment - Women
Accountability Theory
Feminist Theory

Normalize of Work-Life Integration
Work-Family Workshops

Percent Change

White Women
Black Women
Hispanic Women
Asian Women
Parental Leave Policy

![Bar chart showing percent change in parental leave for different groups of women.](Image)
Childcare

Dependent Care Expense Account
Referral Service
On-Site Childcare
Childcare Voucher

Percent Change

White Women  Black Women  Hispanic Women  Asian Women

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Conclusion

- Engagement
- Accountability
- Normalize Work-Life Integration
- Discretion-Control
- External Control