

Effectively Increasing Diversity at Work: Lessons from an Evidence-Based Approach

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**Overcoming barriers to the employment of disabled people: turning research into policy.
Thursday 13th June, Warwick Business School, The Shard, London**

An Evidence Based Approach: Assembling Organizations' Life Histories

- EEO-1 reports on companies workforce, 30+ years
- All private employers with 100+ workers
 - Race, ethnicity, gender, occupation
- Retrospective survey of 829 workplaces
 - History of employment practices
 - Labor market controls
- Analysis: How innovations affect management
 - Change in management composition
 - Percent change in group over ~5 years

How to Increase Diversity – Rules of Thumb

– Control

– Engagement

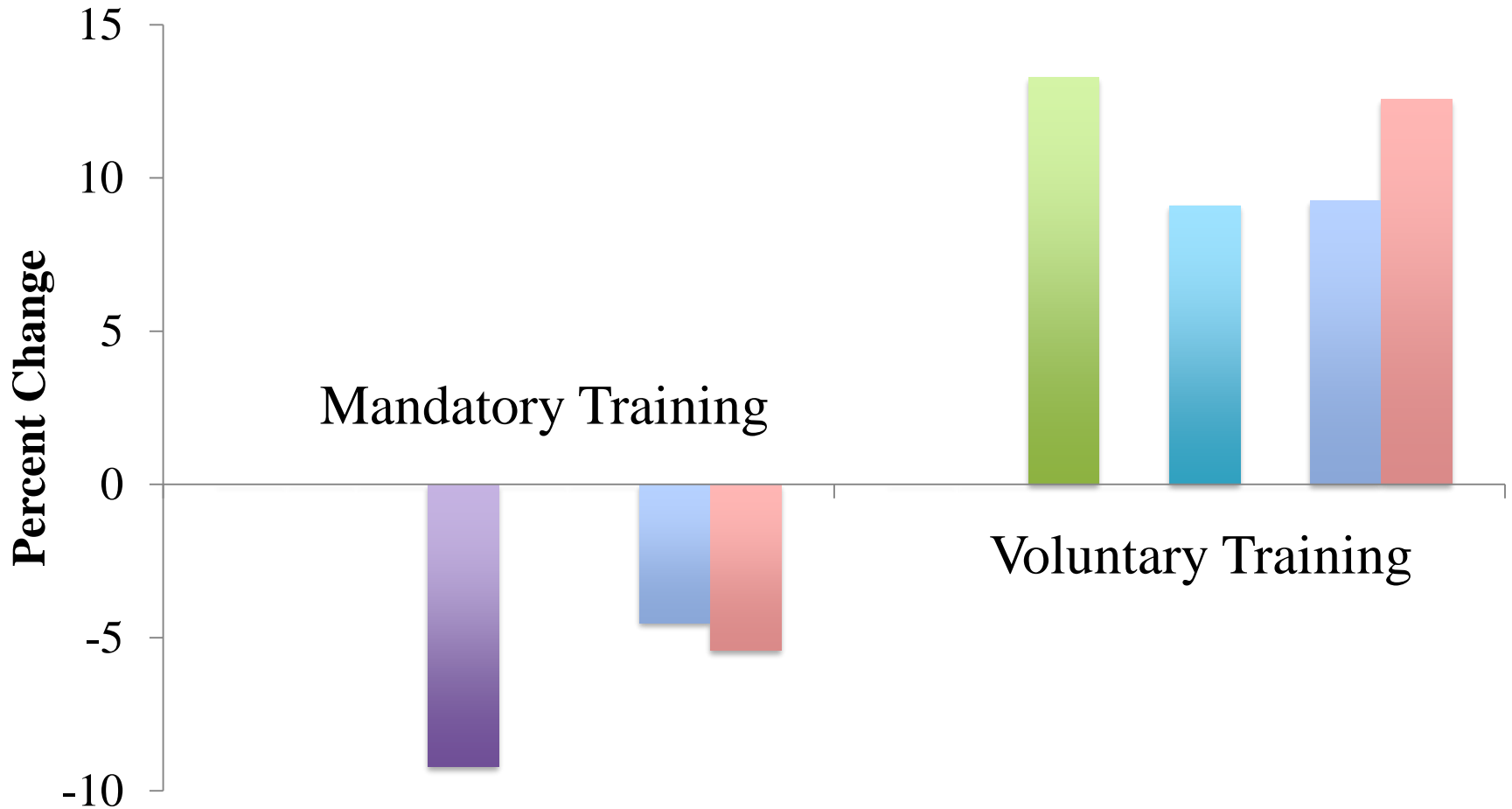
– Contact

– Accountability

Control

- Alienation
- Resistance
- Increased Stereotypes

Force-Feeding Managers



- White Men
- White Women
- Black Men
- Black Women
- Hispanic Men
- Hispanic Women
- Asian Men
- Asian Women

Training Curriculum



White Men

White Women

Black Men

Black Women

Hispanic Men

Hispanic Women

Asian Men

Asian Women

Engagement

- Ownership
- Commitment
- Internalization of Goals

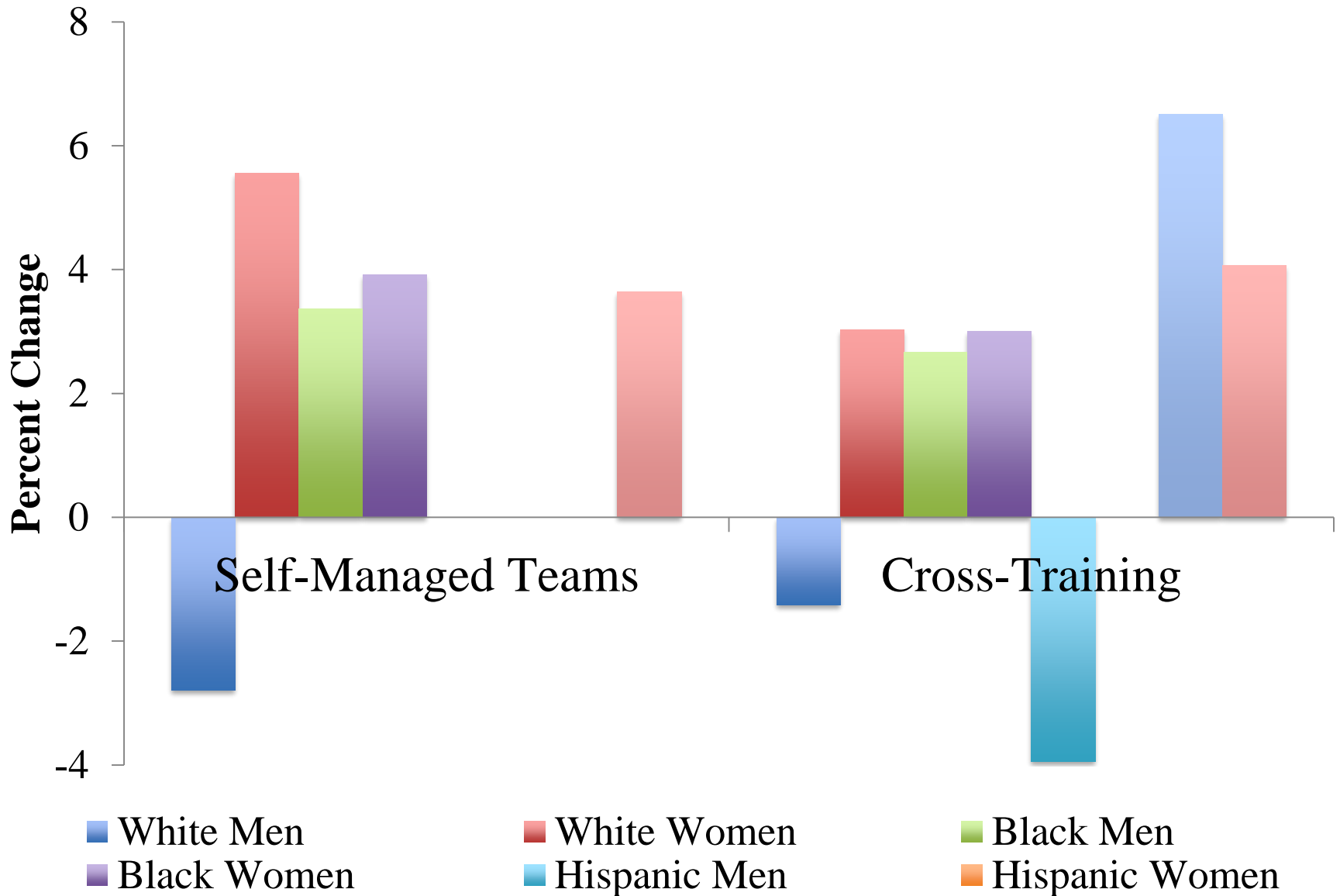
Engaging Managers in Planning and Recruitment



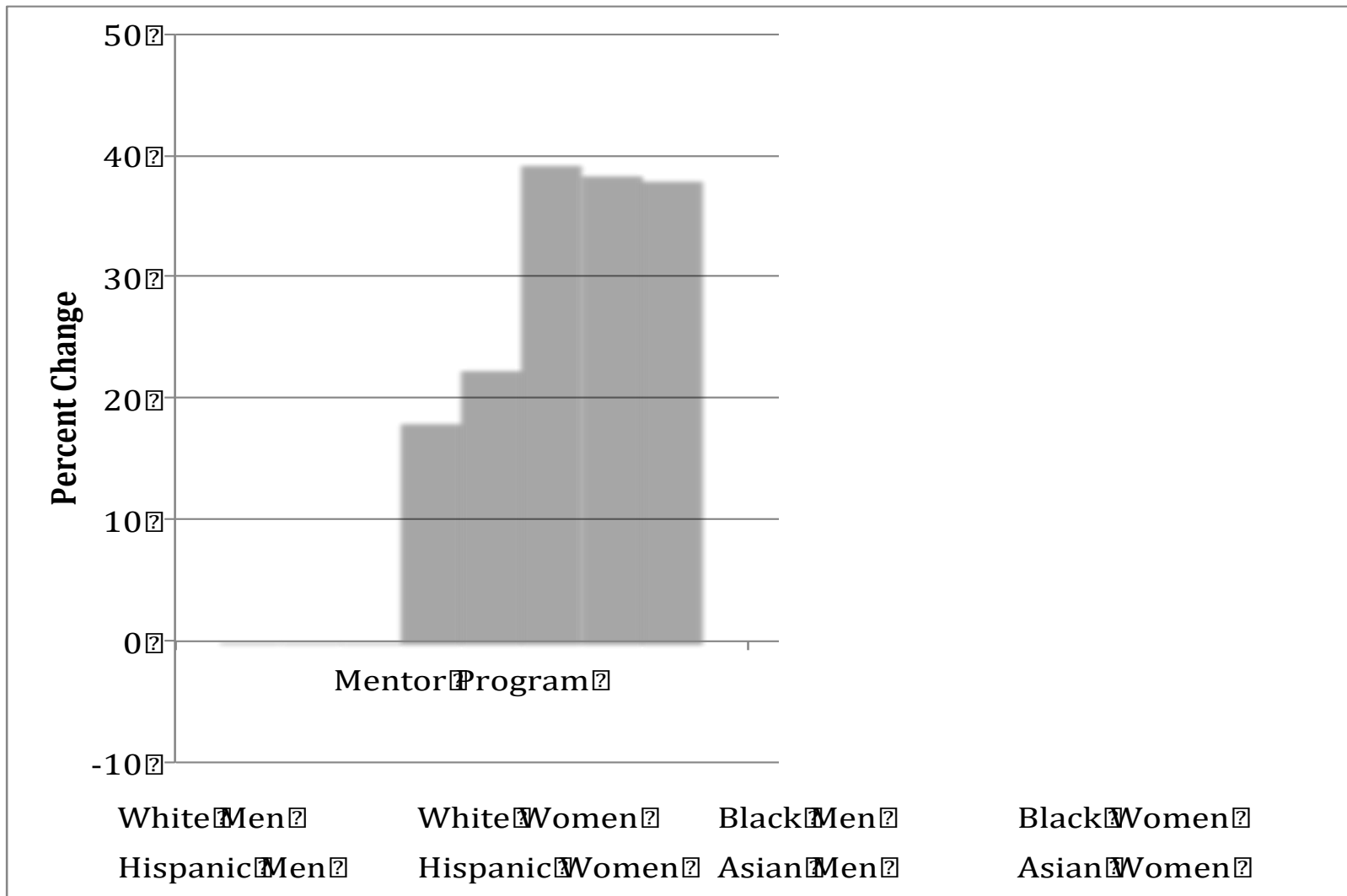
Contact

- Reduced Stereotypes
- Commitment

Contact: Mixing Up Jobs



Contact + Engagement: Mentoring

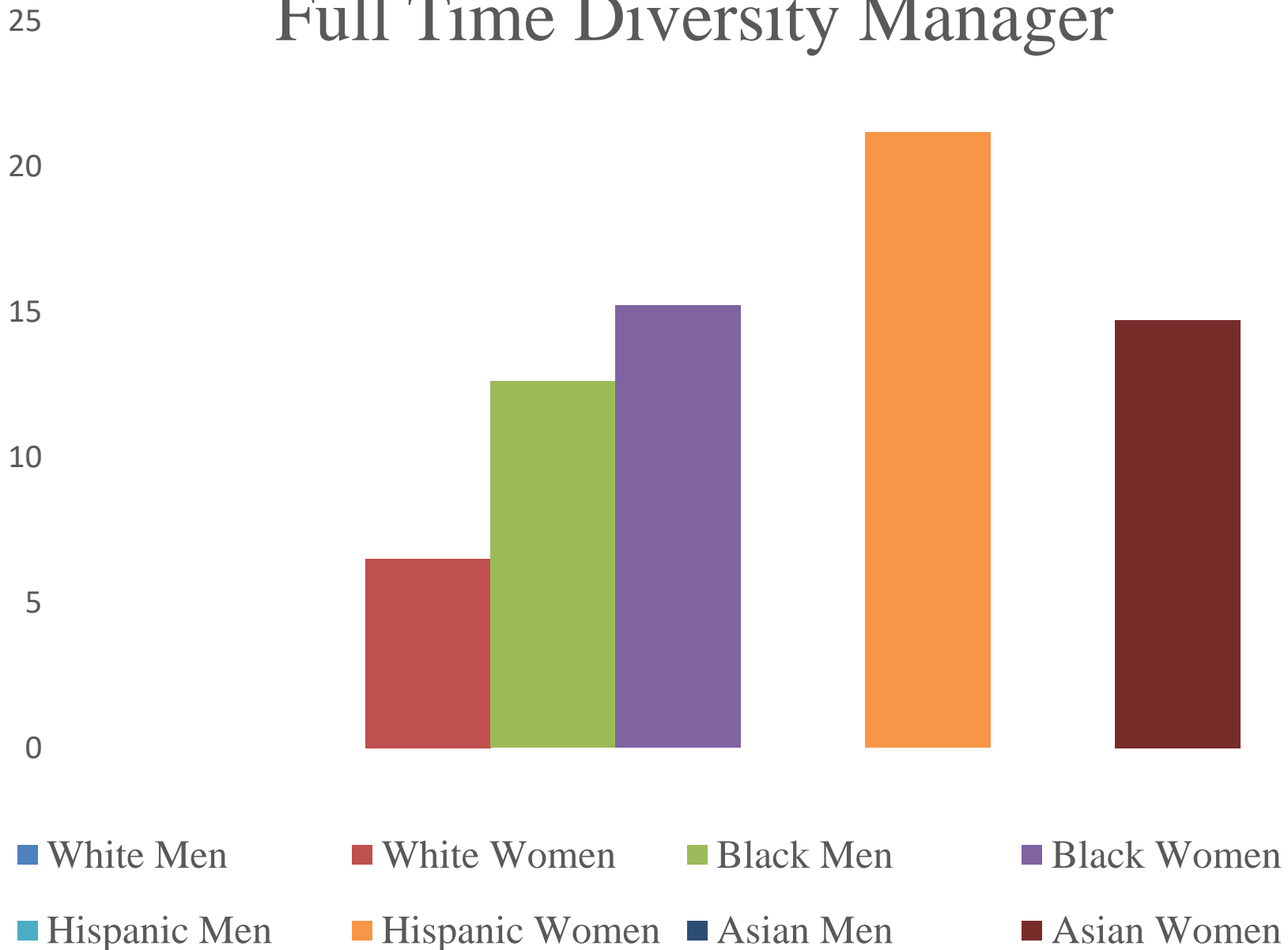


Accountability

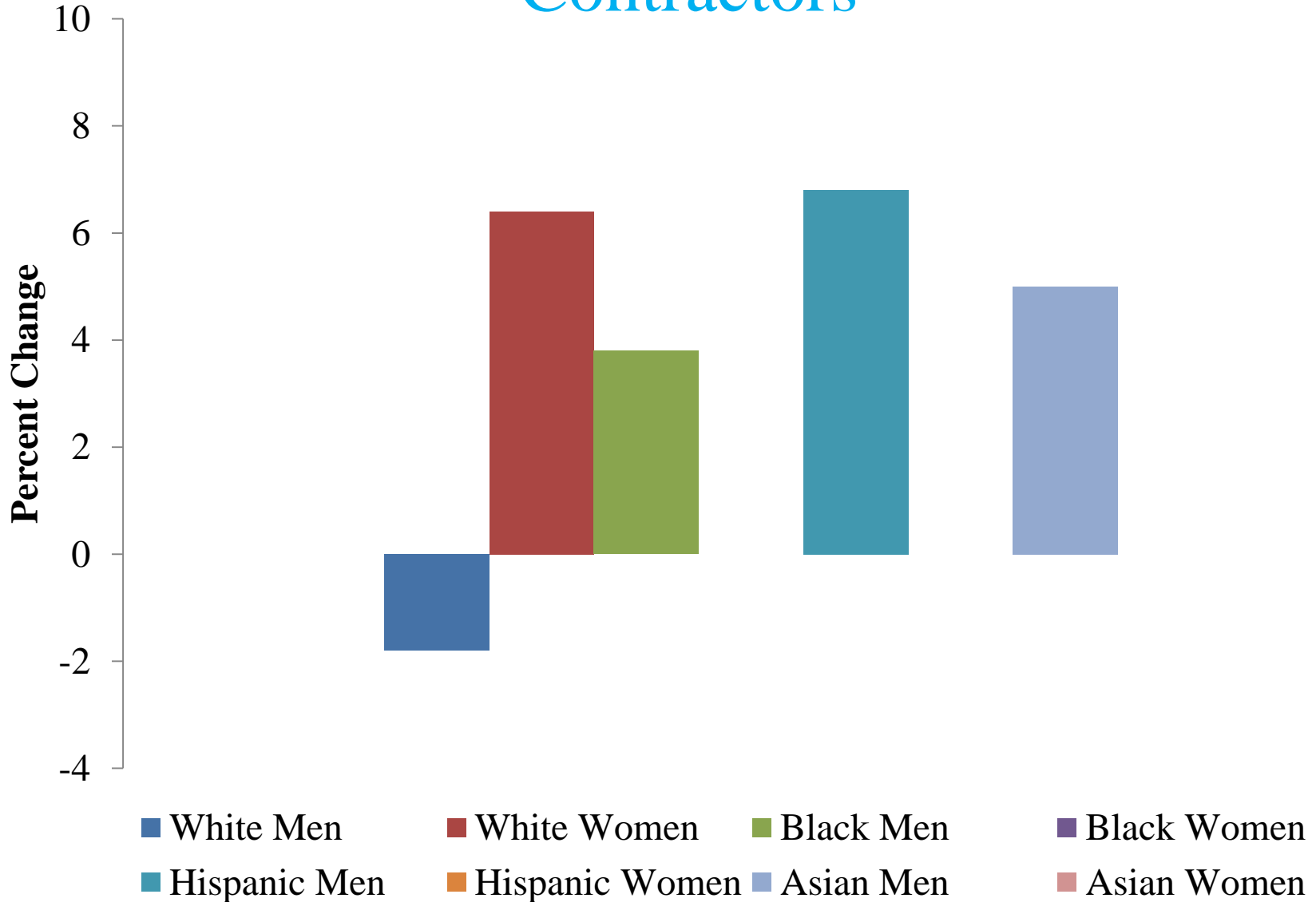
Evaluation Apprehension

Awareness

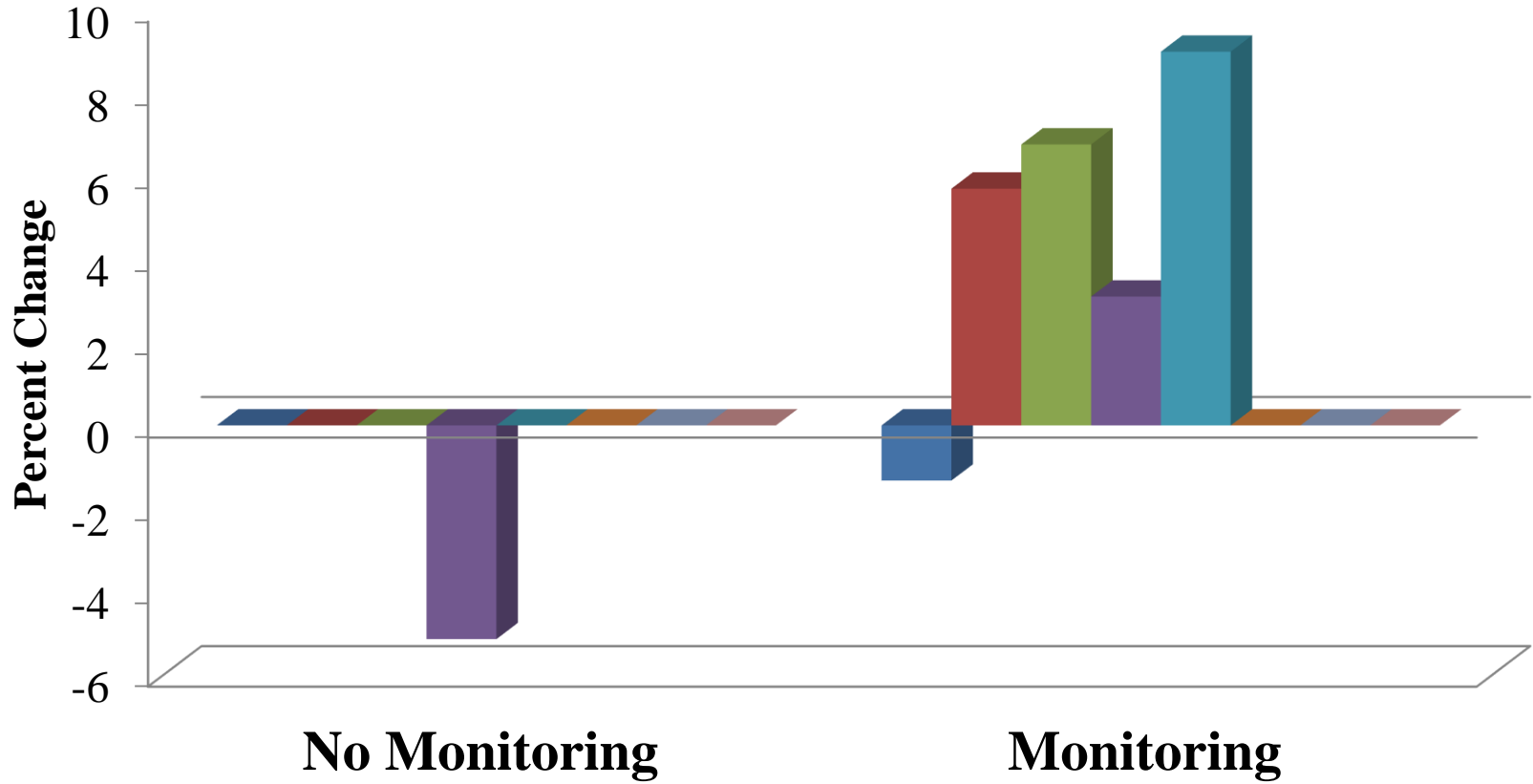
Internal Accountability: Full Time Diversity Manager



Diversity Progress Plans of Federal Contractors

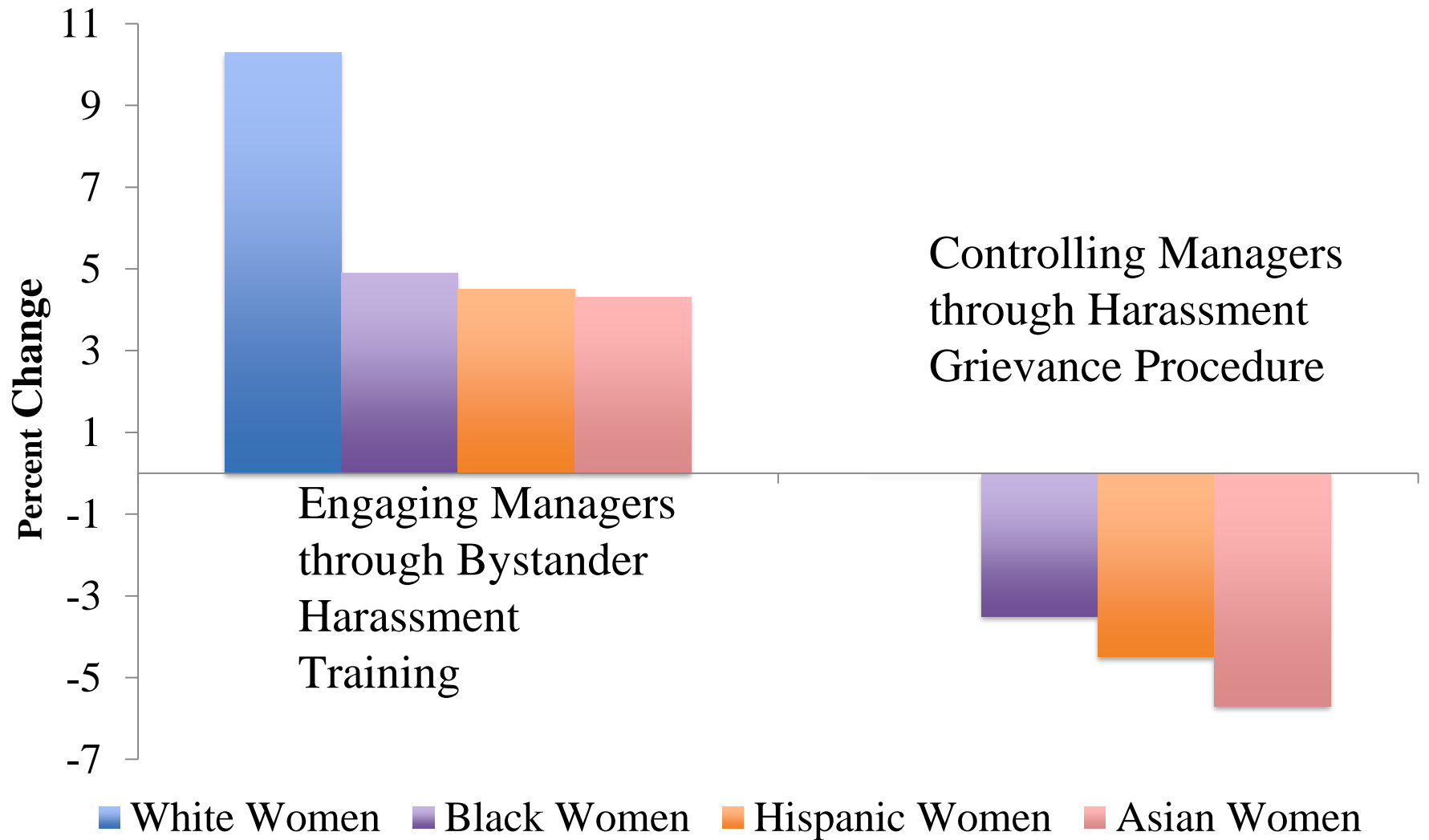


Government Monitoring: Job Descriptions



- White Men
- White Women
- Black Women
- Black Men
- Hispanic Women
- Hispanic Men
- Asian Women
- Asian Men

Harassment Interventions



How to Increase Diversity –

- Control

- Engagement

- Contact

- Accountability



Dobbin, Frank and Alexandra Kalev. (2016). [Why Diversity Programs Fail*](#). Harvard Business Review, 94(7), 14

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