

# Diversity Management At Work

## What Works?



RADCLIFFE INSTITUTE FOR ADVANCED STUDY  
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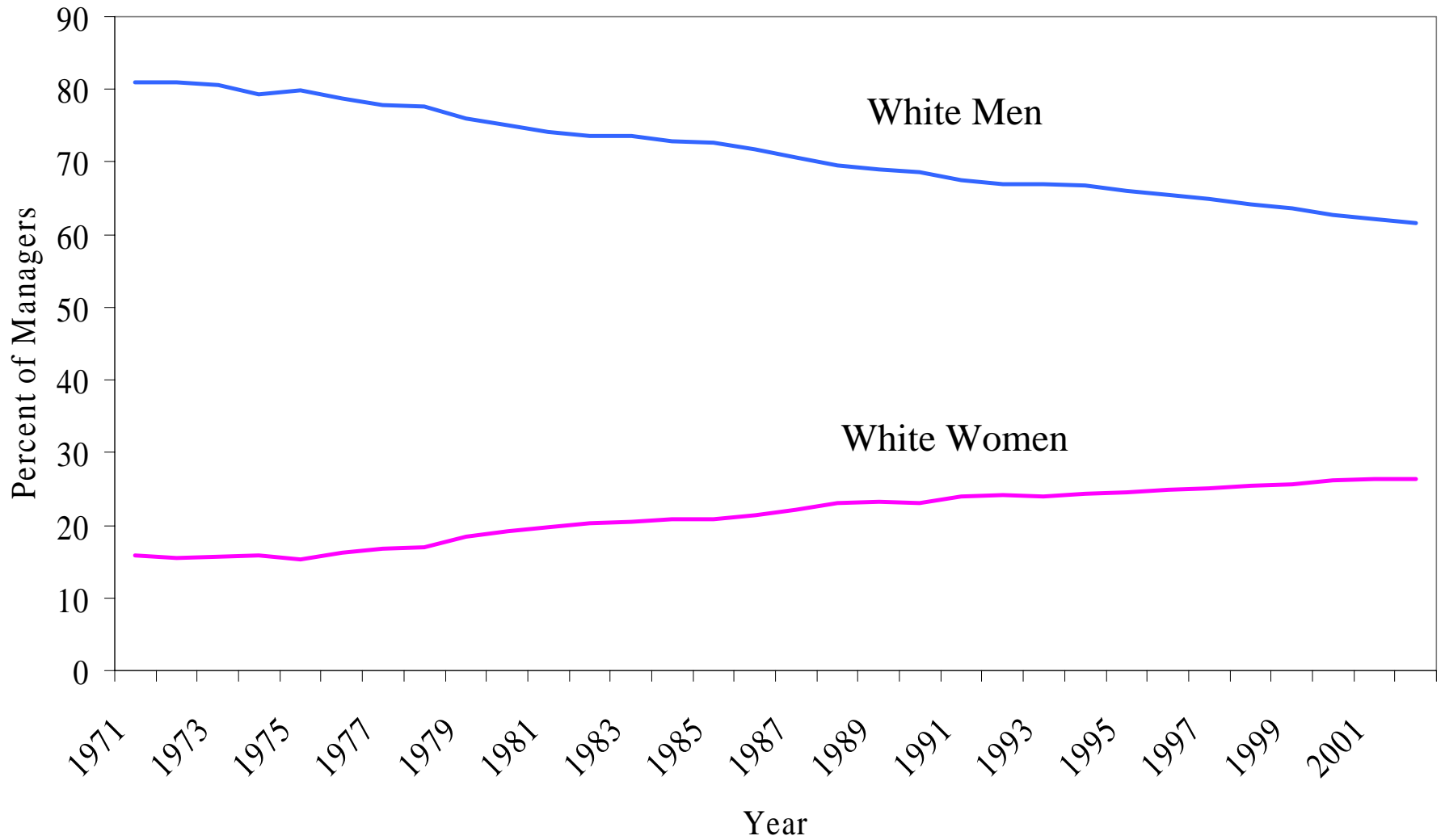
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### Sponsors

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# White Men and Women in Management



National Sample of 829 Firms

# Minority Men and Women in Management

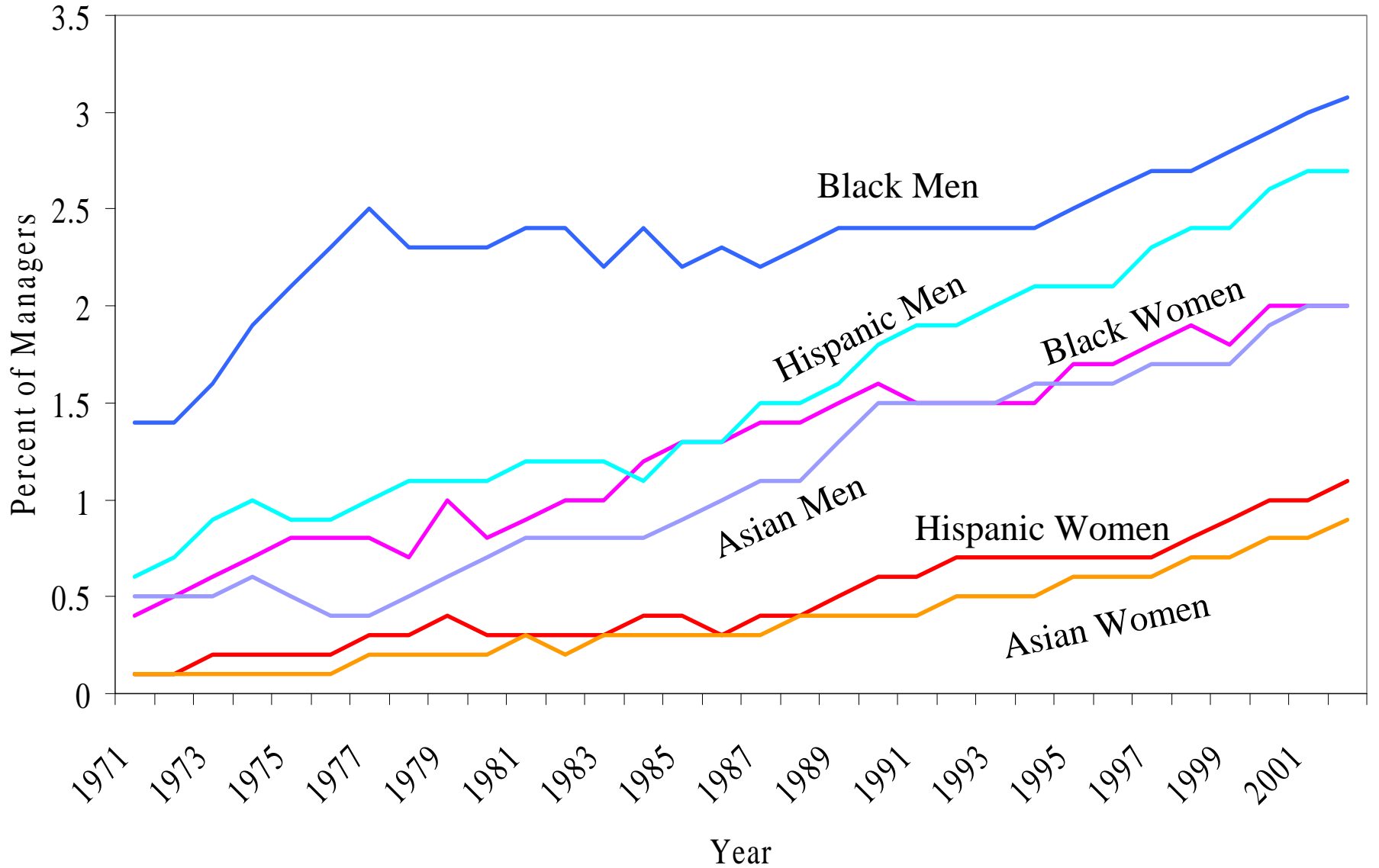


Table 2:  
Fixed Effects Estimates of the Log Odds of Groups in  
Management Following Personnel Innovations, 1971-2002.

	WHITE MEN		WHITE WOMEN		BLACK MEN		BLACK WOMEN	
	Coefficient	s.e.	Coefficient	s.e.	Coefficient	s.e.	Coefficient	s.e.
Job Advertisement	-0.003	0.018	-0.013	0.019	<b>-0.049 **</b>	0.017	-0.002	0.016
Internal Job Posting	-0.009	0.016	<b>0.050 **</b>	0.016	-0.015	0.015	0.002	0.013
Job Description	0.025	0.016	-0.028	0.017	<b>-0.051 **</b>	0.015	-0.025	0.014
Salary Classification	-0.015	0.017	-0.010	0.018	<b>0.041 **</b>	0.016	0.015	0.014
Performance Evaluations	0.017	0.017	<b>-0.064 **</b>	0.018	0.014	0.016	-0.004	0.014
Peer Evaluations	-0.038	0.020	<b>0.083 **</b>	0.021	0.014	0.019	-0.005	0.017
Job Tests - Managers	-0.015	0.025	-0.025	0.026	<b>-0.111 **</b>	0.023	<b>-0.078 **</b>	0.021
Job Ladders	<b>-0.107 **</b>	0.025	0.031	0.026	<b>0.095 **</b>	0.023	0.016	0.021
Hiring Guidelines	<b>-0.034 *</b>	0.017	<b>0.036 *</b>	0.017	-0.013	0.016	<b>-0.054 **</b>	0.014
Promotion Guidelines	<b>0.064 **</b>	0.021	-0.036	0.021	-0.018	0.019	-0.003	0.017
Discharge Guidelines	<b>0.072 **</b>	0.018	-0.027	0.018	-0.031	0.016	0.008	0.015
Special Recruitment - Women	<b>-0.081 **</b>	0.028	<b>0.147 **</b>	0.029	<b>0.089 **</b>	0.026	<b>0.090 **</b>	0.024
Special Recruitment - Minorities	-0.043	0.023	0.022	0.023	<b>0.095 **</b>	0.021	<b>0.091 **</b>	0.019
Referral Incentives	<b>-0.042 **</b>	0.016	0.004	0.016	<b>0.041 **</b>	0.014	<b>0.062 **</b>	0.013
Management Training	-0.009	0.015	<b>0.050 **</b>	0.016	0.021	0.014	-0.002	0.013
Recruitment to Training - Women	<b>-0.127 **</b>	0.036	<b>0.131 **</b>	0.037	-0.045	0.033	0.036	0.031
Recruitment to Training - Minorities	0.012	0.037	0.004	0.038	-0.048	0.034	0.037	0.032
R-Squared	0.318		0.305		0.283		0.369	

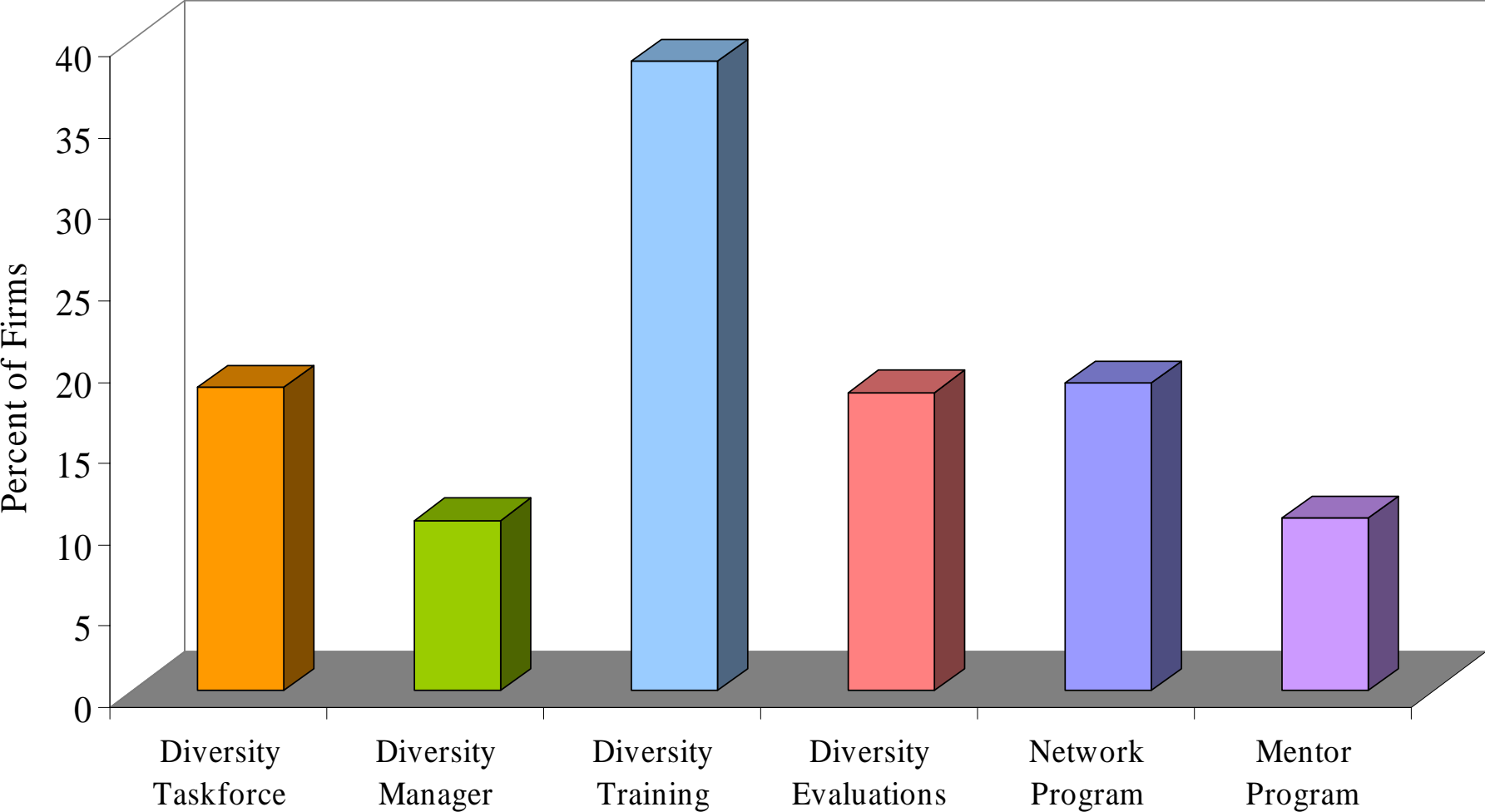
Table 2, continued:  
Fixed Effects Estimates of the Log Odds of Groups in  
Management Following Personnel Innovations, 1971-2002.

	HISPANIC MEN		HISPANIC WOMEN		ASIAN MEN		ASIAN WOMEN	
	Coefficient	s.e.	Coefficient	s.e.	Coefficient	s.e.	Coefficient	s.e.
Job Advertisement	<b>0.082</b> **	0.026	-0.033	0.023	-0.032	0.026	<b>0.043</b> *	0.022
Internal Job Posting	0.004	0.023	<b>0.064</b> **	0.020	-0.037	0.022	-0.023	0.019
Job Description	-0.014	0.023	0.008	0.021	0.030	0.023	0.006	0.019
Salary Classification	0.002	0.024	0.029	0.021	-0.005	0.024	<b>0.053</b> **	0.020
Performance Evaluations	-0.022	0.024	-0.014	0.021	-0.002	0.024	-0.031	0.020
Peer Evaluations	-0.033	0.029	-0.039	0.026	-0.016	0.028	0.025	0.024
Job Tests - Managers	-0.052	0.036	<b>-0.089</b> **	0.032	-0.045	0.035	<b>-0.095</b> **	0.030
Job Ladders	0.005	0.035	-0.012	0.031	0.053	0.035	<b>0.059</b> *	0.030
Hiring Guidelines	0.011	0.024	-0.041	0.021	0.007	0.023	-0.017	0.020
Promotion Guidelines	0.010	0.029	0.049	0.026	-0.025	0.029	-0.023	0.025
Discharge Guidelines	-0.001	0.025	-0.030	0.022	-0.019	0.024	-0.006	0.021
Special Recruitment - Women	0.053	0.040	<b>0.078</b> *	0.035	<b>0.188</b> **	0.039	<b>0.096</b> **	0.033
Special Recruitment - Minorities	-0.026	0.032	0.014	0.028	-0.015	0.031	0.018	0.027
Referral Incentives	<b>0.075</b> **	0.022	0.014	0.020	<b>0.075</b> **	0.022	0.034	0.019
Management Training	0.012	0.022	0.018	0.019	0.029	0.021	-0.019	0.018
Recruitment to Training - Women	-0.006	0.052	0.026	0.046	<b>0.161</b> **	0.050	-0.039	0.043
Recruitment to Training - Minorities	0.062	0.053	-0.052	0.047	-0.011	0.031	0.024	0.044
R-Squared	0.307		0.322		0.355		0.373	

**Table 3**  
**Estimated Effects of Selected Programs**  
**(Based on coefficients presented in Table 2).**

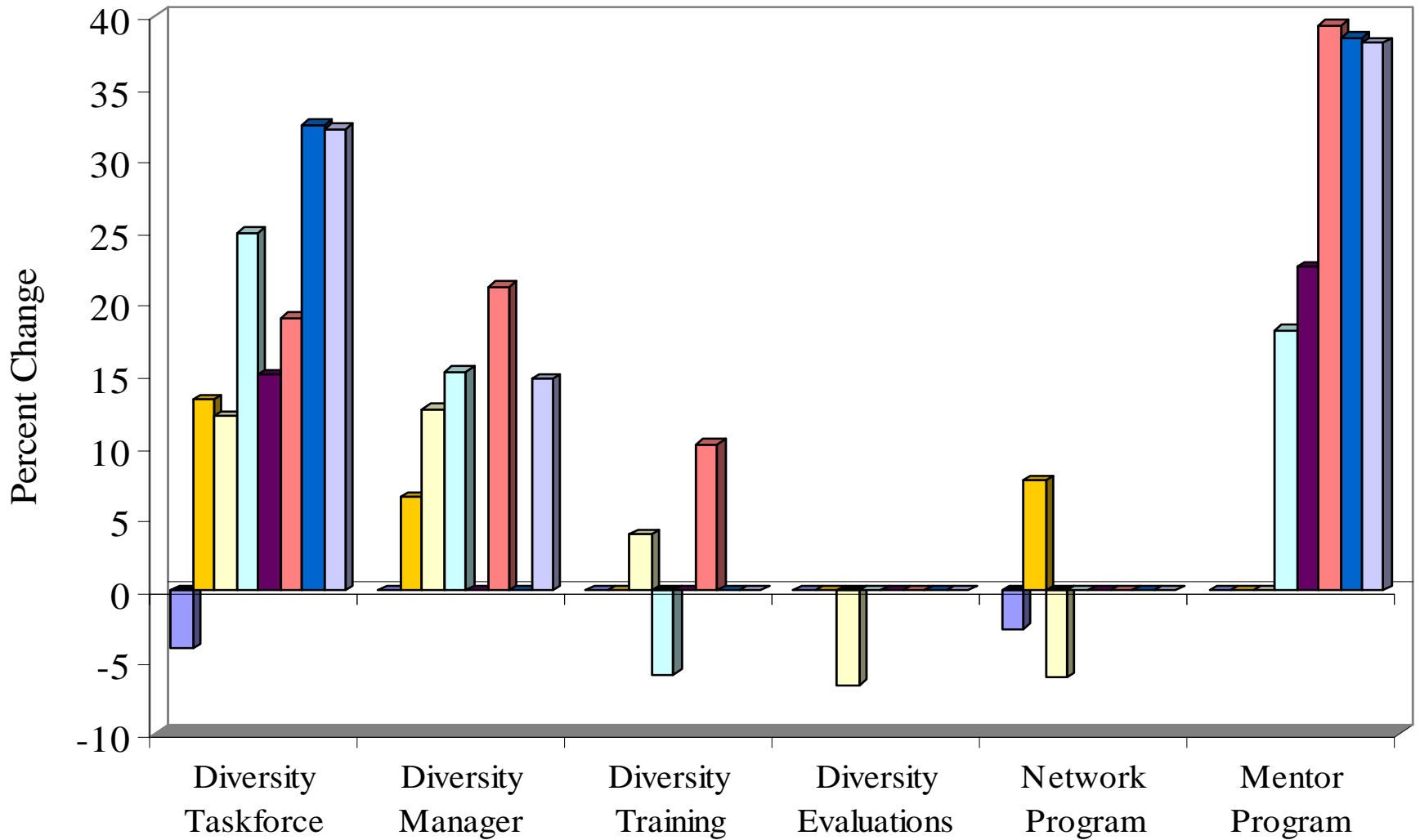
	White Men	White Women	Black Men	Black Women	Hispanic Men	Hispanic Women	Asian Men	Asian Women
<b>Job Posting</b>								
Initial Proportion	0.692	0.225	0.026	0.013	0.018	0.006	0.015	0.004
Proportion w/ Practice	0.690	0.233	0.025	0.013	0.018	0.007	0.014	0.004
Estimated % Change	-0.3%	<b>3.9%</b>	-1.5%	0.2%	-0.2%	<b>6.7%</b>	-3.5%	-2.3%
<b>Promotion Ladder</b>								
Initial Proportion	0.684	0.224	0.030	0.018	0.020	0.009	0.009	0.003
Proportion w/ Practice	0.661	0.229	0.033	0.018	0.020	0.009	0.009	0.004
Estimated % Change	<b>-3.5%</b>	2.4%	<b>9.7%</b>	1.6%	1.1%	-1.4%	6.2%	<b>6.6%</b>
<b>Special Recruitment - Women</b>								
Initial Proportion	0.754	0.166	0.027	0.011	0.021	0.004	0.010	0.004
Proportion w/ Practice	0.739	0.188	0.029	0.011	0.022	0.004	0.011	0.005
Estimated % Change	<b>-2.0%</b>	<b>12.9%</b>	<b>9.1%</b>	<b>9.3%</b>	5.5%	<b>8.6%</b>	<b>18.0%</b>	<b>8.7%</b>
<b>Special Recruitment - Minorities</b>								
Initial Proportion	0.696	0.222	0.025	0.017	0.014	0.005	0.015	0.005
Proportion w/ Practice	0.687	0.225	0.027	0.018	0.014	0.005	0.015	0.005
Estimated % Change	-1.3%	1.7%	<b>9.7%</b>	<b>9.4%</b>	-2.1%	1.5%	-1.1%	2.8%
<b>Recruitment to Training - Women</b>								
Initial Proportion	0.743	0.168	0.034	0.011	0.023	0.006	0.010	0.003
Proportion w/ Practice	0.718	0.187	0.032	0.012	0.023	0.006	0.012	0.003
Estimated % Change	<b>-3.3%</b>	<b>11.4%</b>	-4.2%	3.7%	0.1%	3.3%	<b>15.6%</b>	-4.3%
<b>Referral Incentives</b>								
Initial Proportion	0.639	0.268	0.023	0.020	0.019	0.008	0.014	0.007
Proportion w/ Practice	0.630	0.269	0.023	0.021	0.021	0.008	0.015	0.007
Estimated % Change	<b>-1.5%</b>	0.3%	<b>4.1%</b>	<b>6.3%</b>	<b>7.3%</b>	1.6%	<b>7.0%</b>	2.5%

# Popularity of Diversity Programs



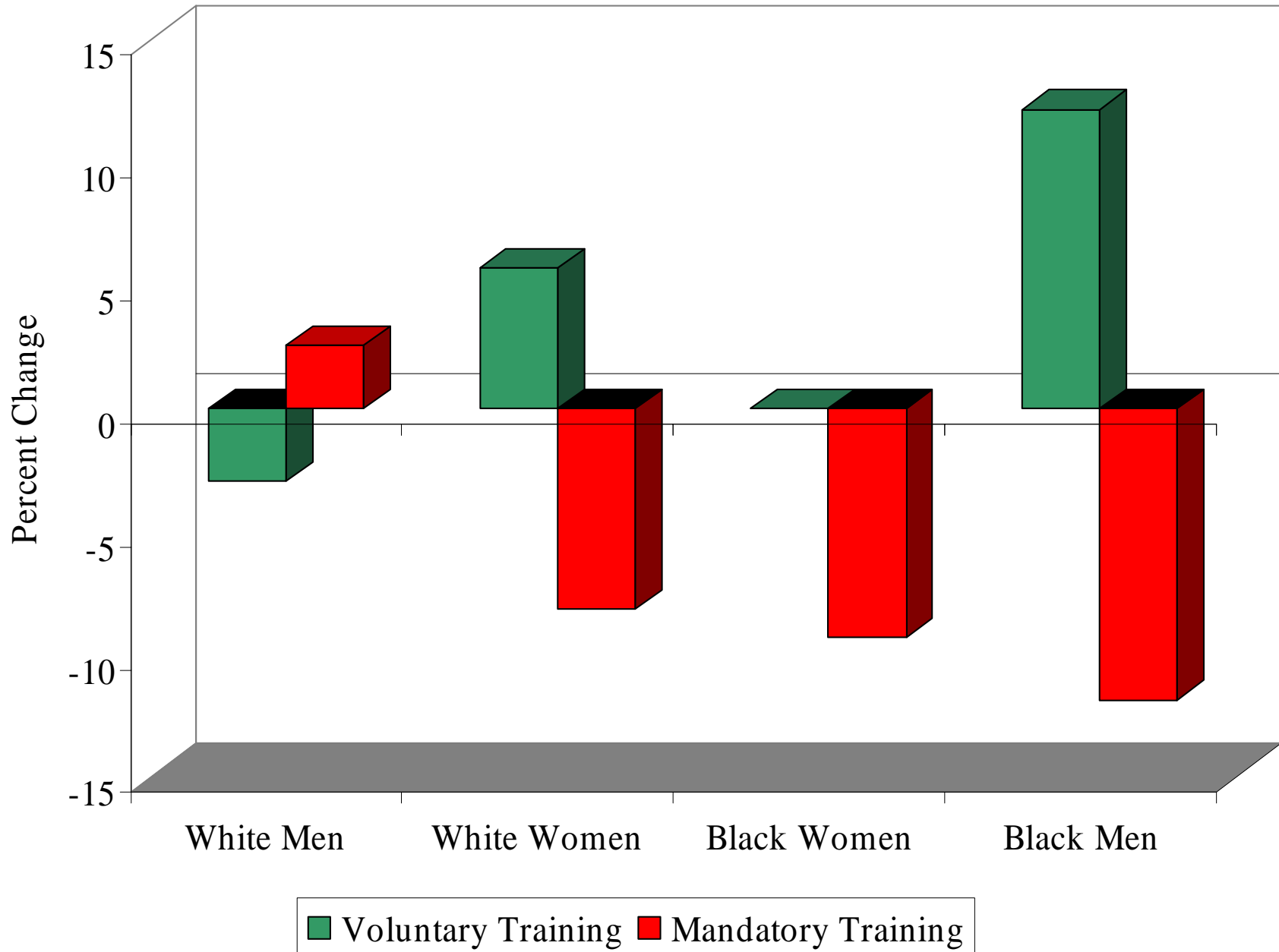
National Sample of 829 Firms in 2002

# Program Effects on Management Diversity

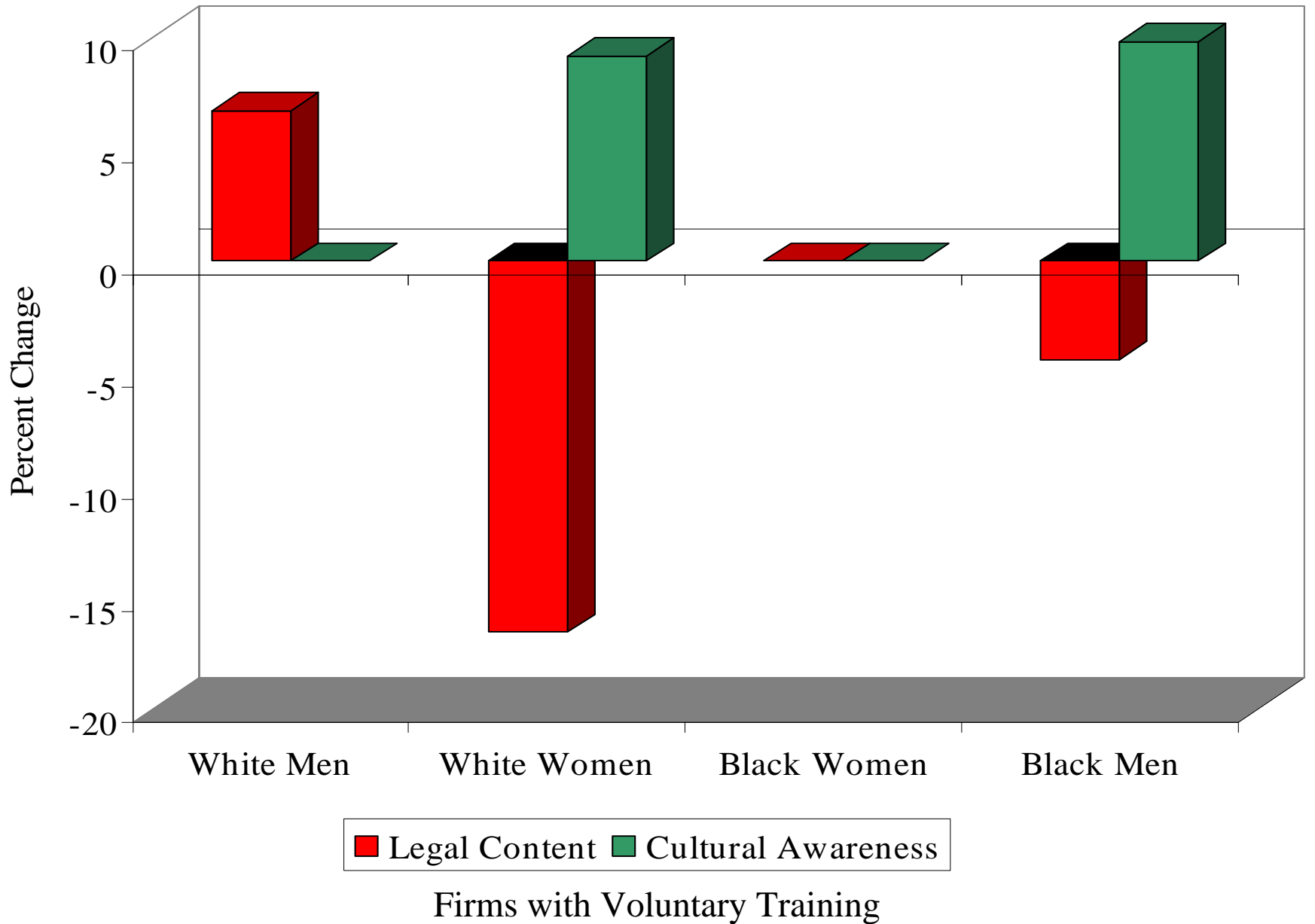




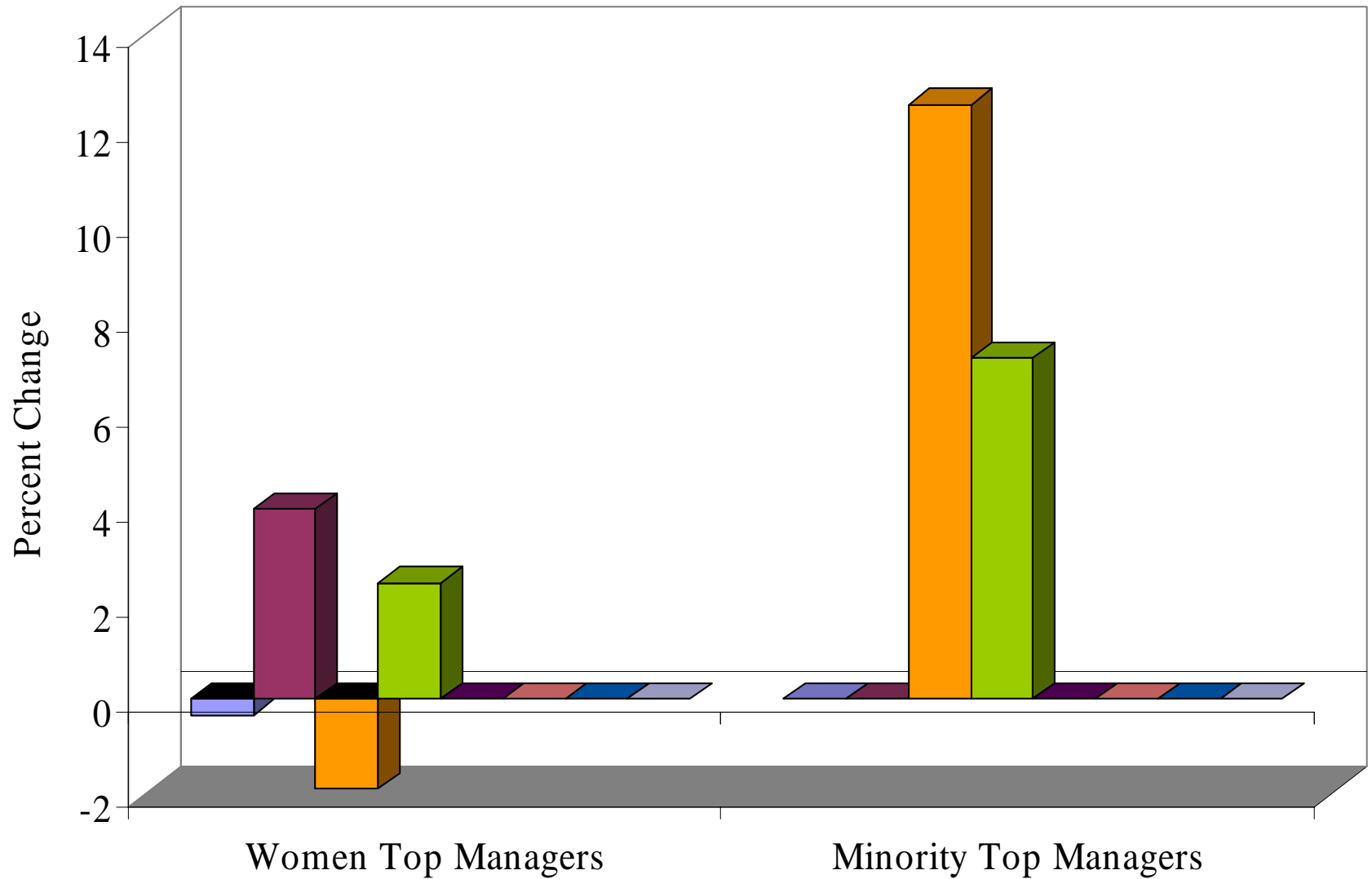
# Program Effects on Management Diversity



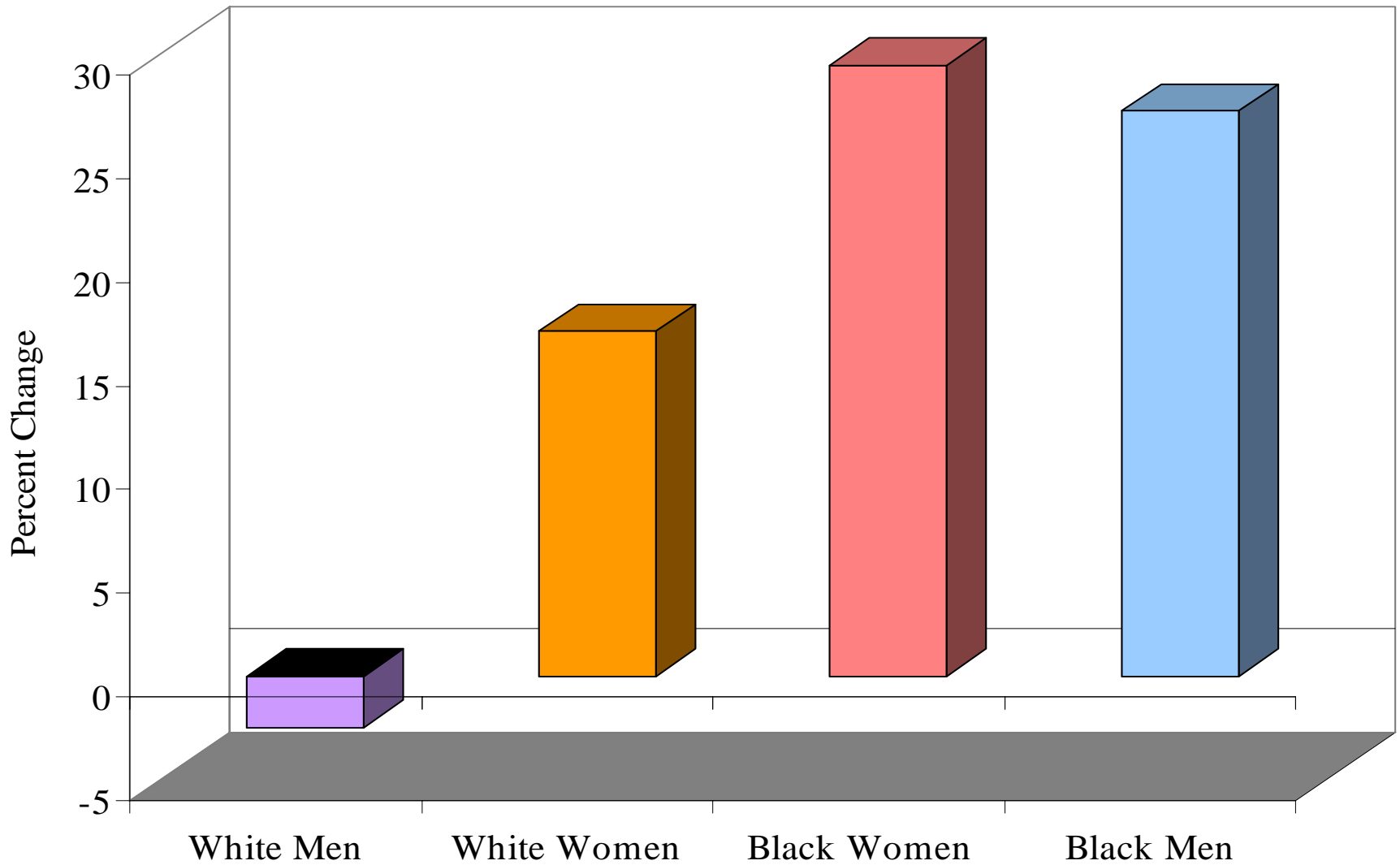
# How Training Content Affects Management Diversity



# Program Effects on Management Diversity



Effect of Average Number (13.5) of Lawsuits on Management  
Diversity, 1971-2002



Effect of Annual Average Number of Lawsuits Among Firms Experiencing Suits