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Case One

Presentation

Google LLC: The Diversity Manifesto and Leader Candour

MGMT 630

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The Problem

-  James Damore was fired for his memo, “Google’s Ideological Echo Chamber”. A reaction due to the sexist comments, code of conduct violations, and public uproar.
-  Symptoms:
 - Women felt motivated to look for employment elsewhere
 - People who agreed with Damore felt like they did not have a channel to express their opinion
-  **Was Google’s reaction to James Damore’s memo appropriate?**

Analysis of Solutions

How could Google have better responded to this controversy?



Reasons for Termination

- 2013 Gender Discrimination Lawsuit against Google
 - Diminishing Brand Image
- **Utility Theory** - Value associated with a certain decision
- Higher value is associated with diversity and maintaining a positive brand image.



What Could Have Been Better?

- Investigation longer than 2 days
- Focus on proactive measures before incidents occur
- Implicit Bias Training can be ineffective and can harm diversity efforts when the message creates feelings of guilt
- Bias Literacy Trainings like habit-breaking workshops have more positive results and longer sustained behavioral change

Our Recommendations

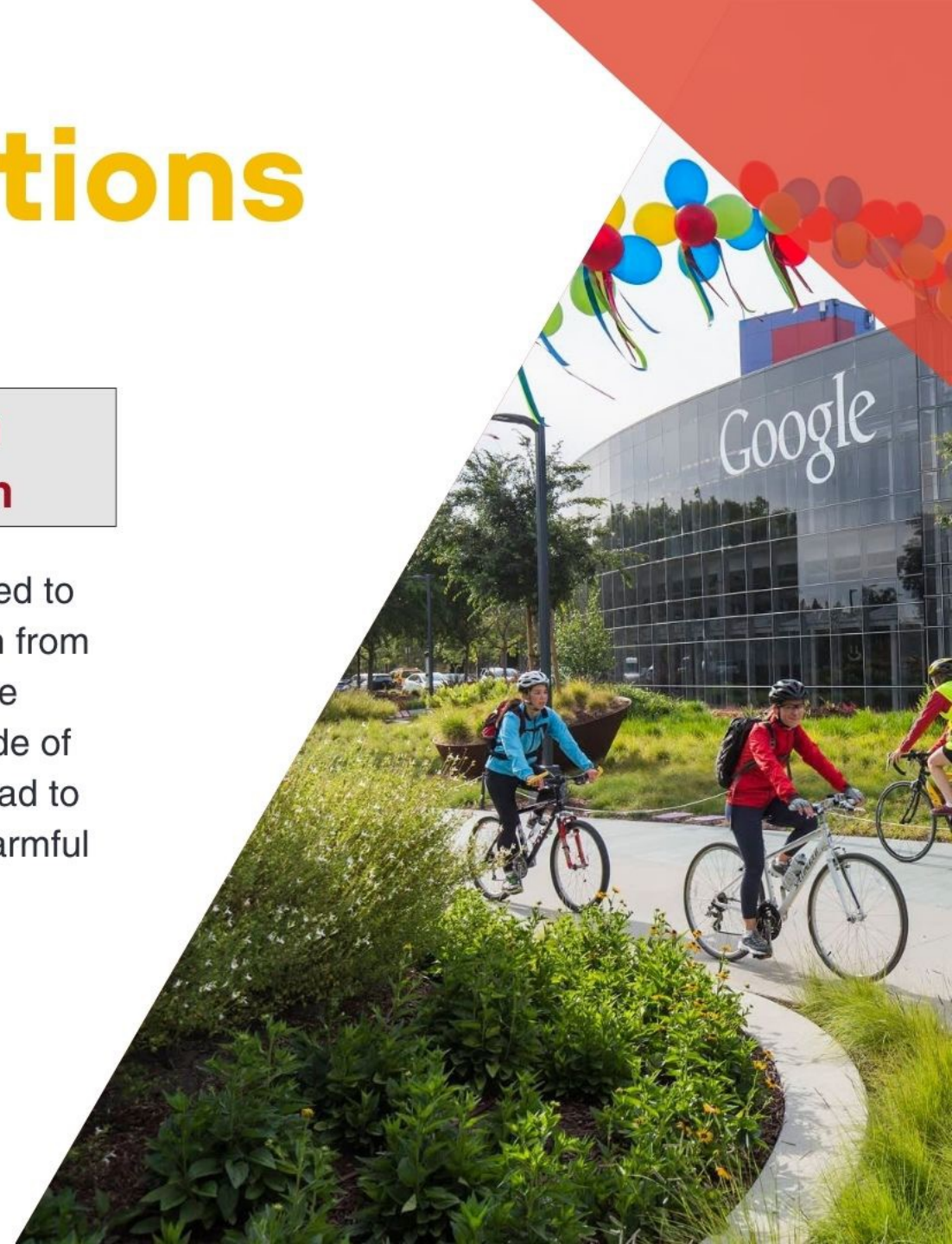
What do we recommend for Google?

Firing Demore

- Insufficient reaction of HR -
Need to reevaluate their diversity training, learn from this controversy
 - **Bias Literacy Trainings** and **Positive Messaging**
- Solving disputes internally -
Preventative vs. Reactive
 - Poor Damage control
(outside of CEO making statements, need to see actual change)

Need for Open Communication

- Solve the issues that led to the explosive backlash from employees like Demore
- Address particular Code of Conduct issues that lead to termination to avoid harmful gender stereotypes



Sources

Thank you for listening!
Any questions?

1	https://felleisen.org/matthias/Articles/the-google-memo.pdf
2	Case #1 - Google LLC: The Diversity Manifesto and Leader Candour
3	https://diversity.nih.gov/sites/coswd/files/images/NIH_COSWD_SWDSS_Implicit_Bias_Proceedings_508.pdf
4	https://plato.stanford.edu/entries/rationality-normative-utility/
5	https://static.googleusercontent.com/media/about.google/en//belonging/diversity-annual-report/2023/static/pdfs/google_2023_diversity_annual_report.pdf?cachebust=2943cac
6	Management Report: Questions Raised by Google's Firing of Employee Who Criticized Diversity Policy