



Teams and Diversity II: DEI in Organizations

SOC 121D: People Analytics

Austin van Loon

A vertical decorative bar on the right side of the page, composed of a series of colorful triangles (red, orange, yellow, green, blue, purple) pointing in alternating directions, creating a zigzag pattern.

- I will upload a (relatively short) lecture at some point
- Please watch it before class on Thursday (our last class!)
- I won't be able to grade discussion papers or methods modules until next week
- Office hours will be moved from Wednesday to Friday (11 am – noon)

Diversity & Human Rights



A diverse workforce is essential to success. As a federal contractor, [REDACTED] is committed to equal opportunity and affirmative action initiatives such as proactive outreach programs that create opportunities for all and foster a diverse, inclusive workforce. We don't discriminate on the basis of race, religion, sex, national origin, age, color, creed, sexual orientation, disability, ancestry, marital or veteran status, or any other protected status covered by the law.

“Belonging: It’s a basic word with a big meaning. While feelings of belonging are deeply personal to every individual, we can define belonging in a way that allows us to collectively understand the effects inclusion can have on each of us within the workplace and society. At [...], we aim to foster inclusion through the intentional action of understanding, supporting and championing individuals in all of their uniqueness, resulting in a culture where all associates feel welcome, comfortable, safe and empowered to reach their full potential every day.”

“Diversity” is popular!?

- For a long time in the U.S., diversity was a decidedly unpopular idea (*de jure* segregation of U.S. schools ended less than sixty years ago)
- But do you know of a single (large) company that says they don't value diversity today?
- Think of a large company you interacted with today. I can almost guarantee you they have a diversity statement.
- But we know there is segregation and discrimination in the labor market. What's going on?



Outline for this lecture

1. Why do organizations care about diversity?
2. What kinds of diversity count?
3. How do we promote diversity in organizations?





Why Do Organizations Care about Diversity?

- **Lawsuits/political pressure:** members of organizations and the state can punish those that ignore/denounce diversity
- **Legitimacy/public relations:** if those outside the organization (e.g., consumers) value diversity, it's rational for companies to share (or at least perform) that value
- **Real values of leaders:** if organizational leaders (e.g., CEOs) genuinely care about diversity, they might try to have the organization's practices reflect that
- **"The business case":** those in the organization might believe that diversity helps the bottom line





Demographically diverse crowds are typically not much wiser than homogeneous crowds



[Stephanie de Oliveira](#)  and [Richard E. Nisbett](#)  [Authors Info & Affiliations](#)

Contributed by Richard E. Nisbett, December 27, 2017 (sent for review October 16, 2017; reviewed by Hal R. Arkes and Jack B. Soll)

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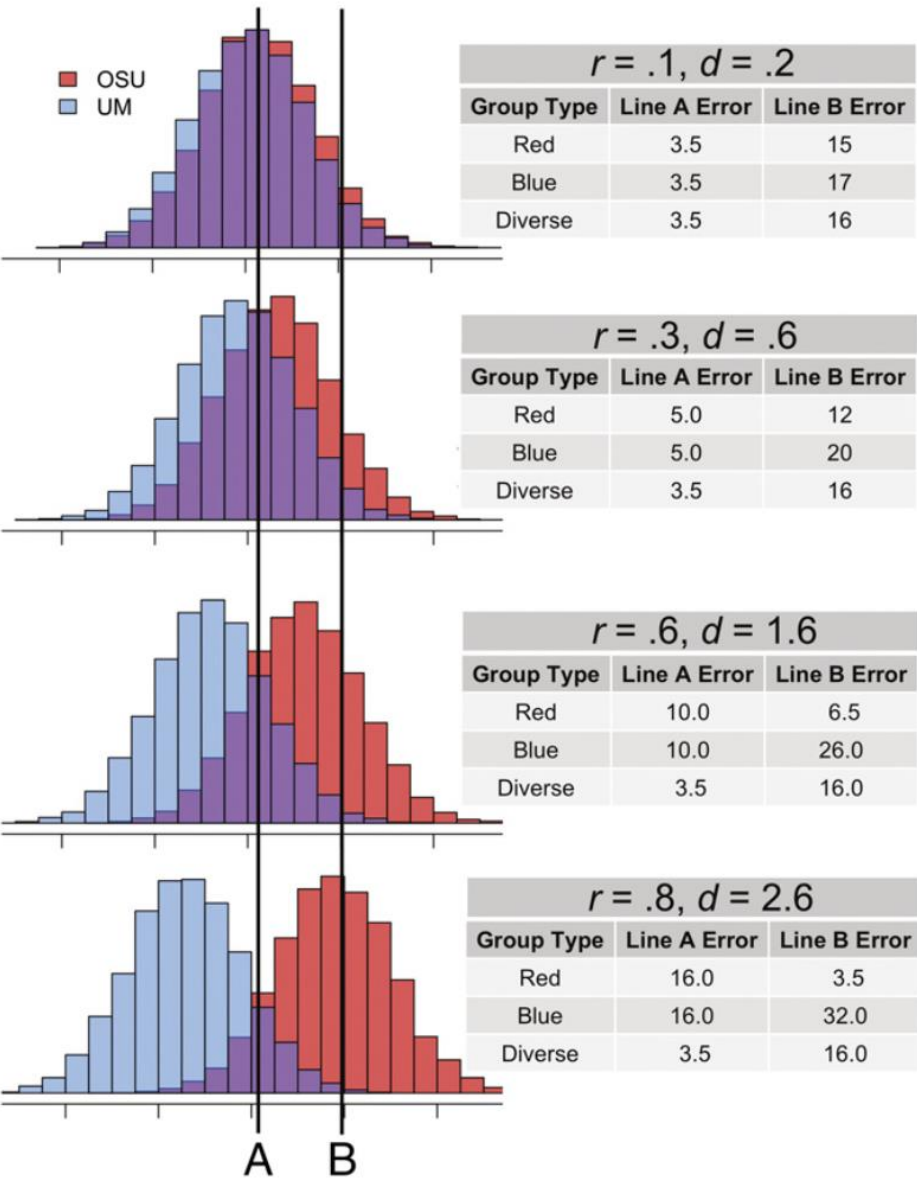


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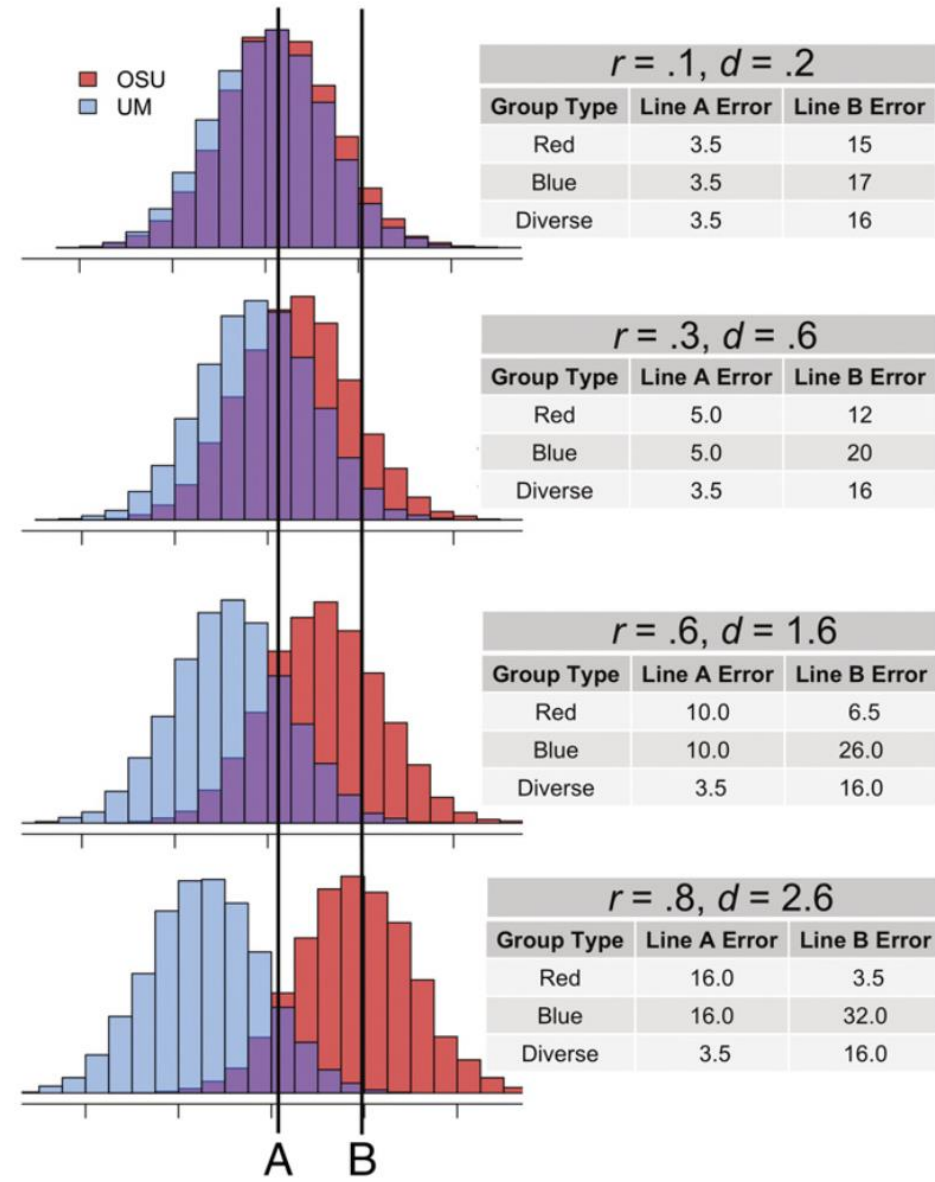
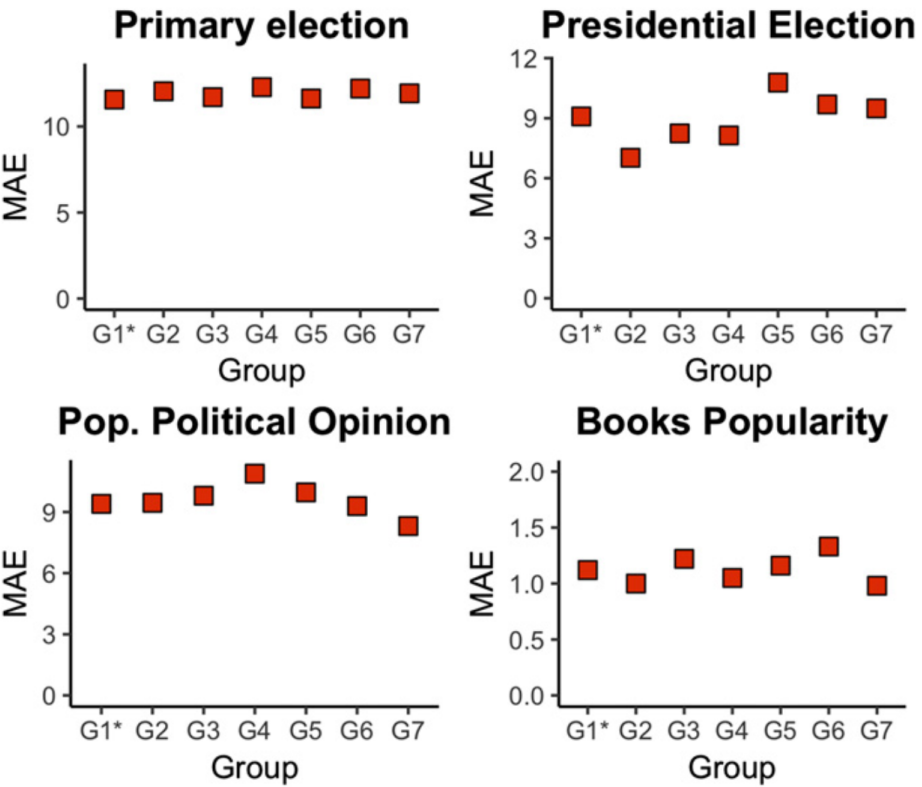


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The Importance of Equity and Inclusion

- The “innovation bump” we talked about in the last lecture happens when folks’ varying voices are heard
- “Mere diversity” doesn’t accomplish this
- Workplace norms (e.g., turn taking in teams) interacts with



What Kinds of Diversity Count?

Wednesday, February 22, 2017

**[REDACTED] Bills Would Require '[REDACTED] Balance'
In Faculty Hiring**



What Kinds of Diversity Count?

Wednesday, February 22, 2017

**Iowa, North Carolina Bills Would Require 'Partisan Balance'
In Faculty Hiring**



Federally Protected Characteristics in the U.S.

- Race.
- Color.
- Religion or creed.
- National origin or ancestry.
- Sex (including gender, pregnancy, sexual orientation, and gender identity).
- Age.
- Physical or mental disability.
- Veteran status.
- Genetic information.
- Citizenship.



Protected Characteristics in California

- Race
- Color
- Religion (includes religious dress and grooming practices)
- Sex/gender (includes pregnancy, childbirth, breastfeeding and/ or related medical conditions)
- Gender identity, gender expression
- Sexual orientation
- Marital status
- Medical Condition (genetic characteristics, cancer or a record or history of cancer)
- Military or veteran status
- National origin (includes language use and possession of a driver's license issued to persons unable to provide their presence in the United State is authorized under federal law)
- Ancestry
- Disability (mental and physical including HIV/AIDS, cancer, and genetic characteristics)
- Genetic information
- Request for family care leave
- Request for leave for an employee's own serious health condition
- Request for Pregnancy Disability Leave
- Retaliation for reporting patient abuse in tax-supported institutions
- Age (over 40)



Protected Characteristics in Alabama

- Race (including Caucasian),
- Ethnicity
- Gender
- Age (40 and over)
- Religion
- Disability



Some Characteristics not Mentioned

- Political beliefs
- Geographic region of origin
- Class background
- Intelligence
- Educational background



Organizational Practices and Diversity

- “Pipeline problems”
- Hiring
- Retention
- Evaluations/Promotions



Best Practices or Best Guesses?

Assessing the Efficacy of Corporate Affirmative Action and Diversity Policies

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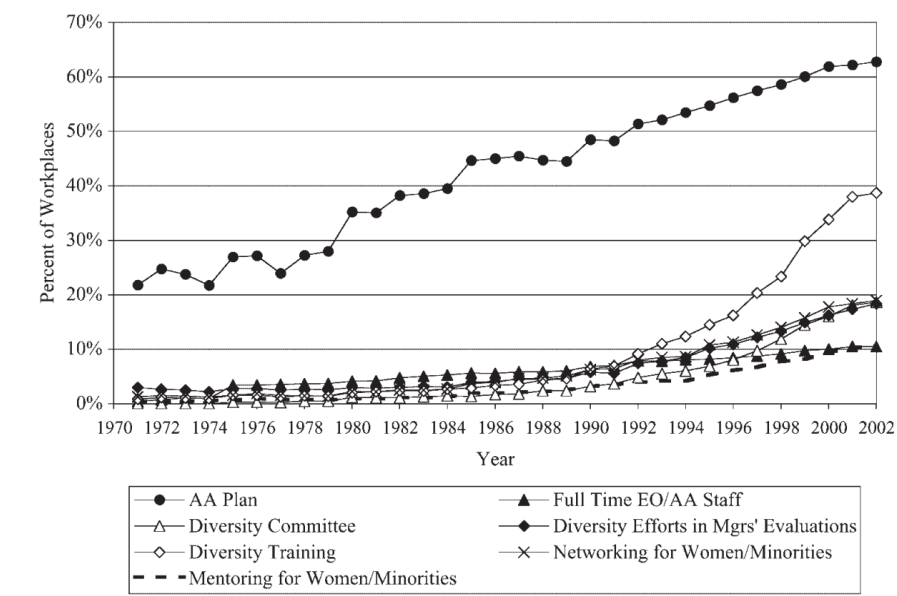


Figure 2. Percent of Private-Sector Workplaces with Affirmative Action Plans and Diversity Programs, 1971–2002

Note: Based on Princeton University Human Resources Survey, 2002. Varying N. Maximum N = 708.



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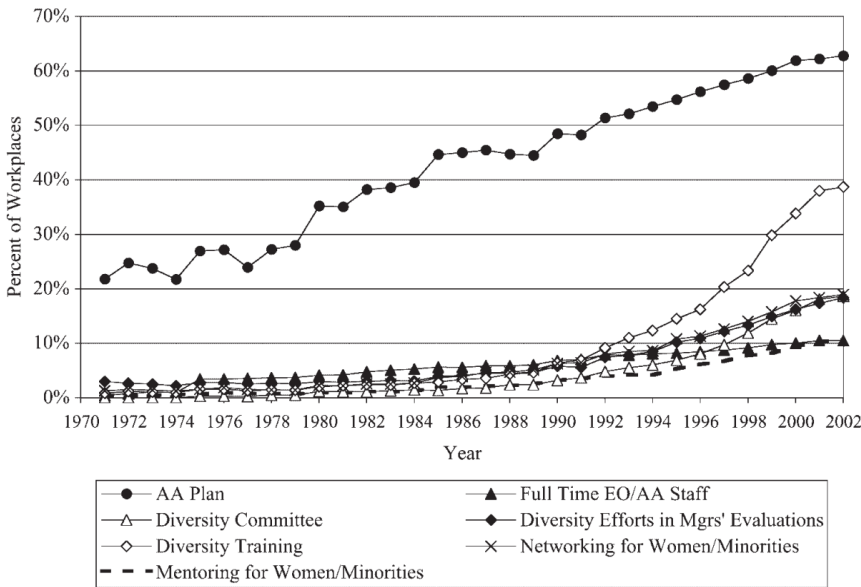


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Table 3. Estimated Average Differences in Managerial Composition Due to Adoption of Affirmative Action and Diversity Practices

	White Men	White Women	Black Women	Black Men
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Proportion in year of adoption	.783	.132	.017	.024
Estimated proportion with practice	.769	.142	.017	.025
Percent difference due to adoption	−1.8%**	7.6%**	.0%	4.2%**
Diversity Committee				
Proportion in year of adoption	.630	.230	.014	.020
Estimated proportion with practice	.611	.262	.018	.022
Percent difference due to adoption	−3.0%**	13.9%**	29.8%**	10.0%**
Diversity Staff				
Proportion in year of adoption	.724	.157	.014	.021
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Percent difference due to adoption	−1.5%	8.9%**	14.3%**	14.3%**
Diversity Training				
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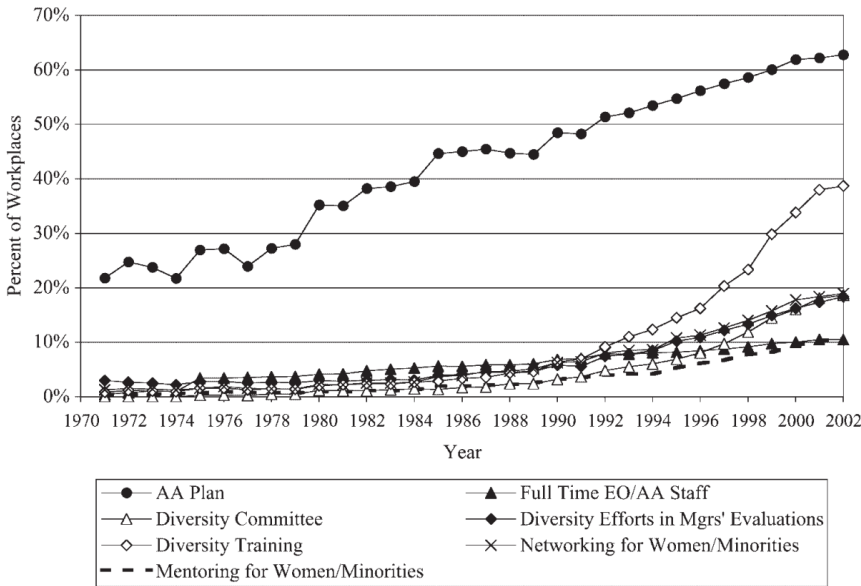


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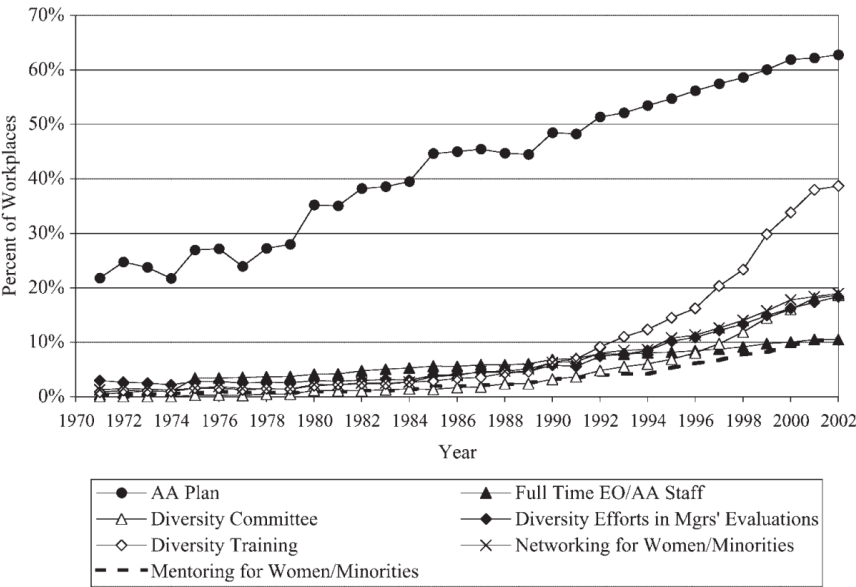


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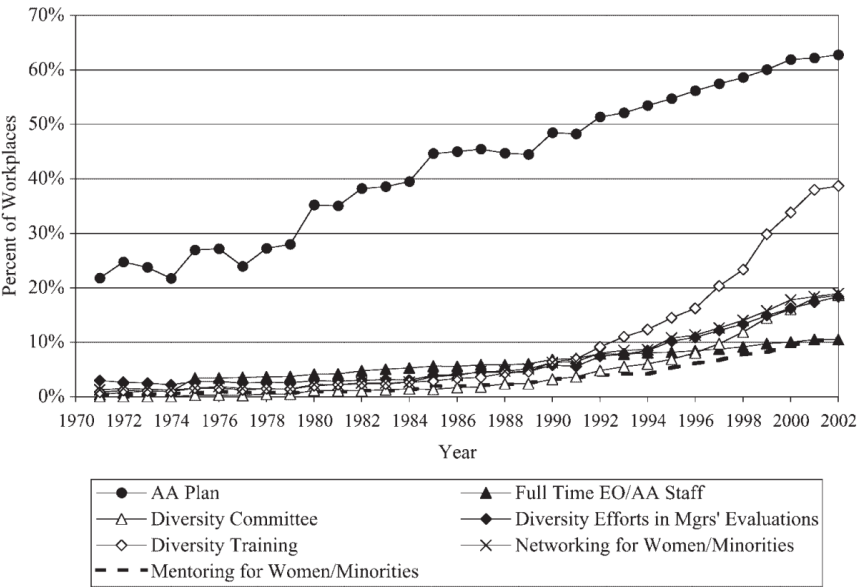


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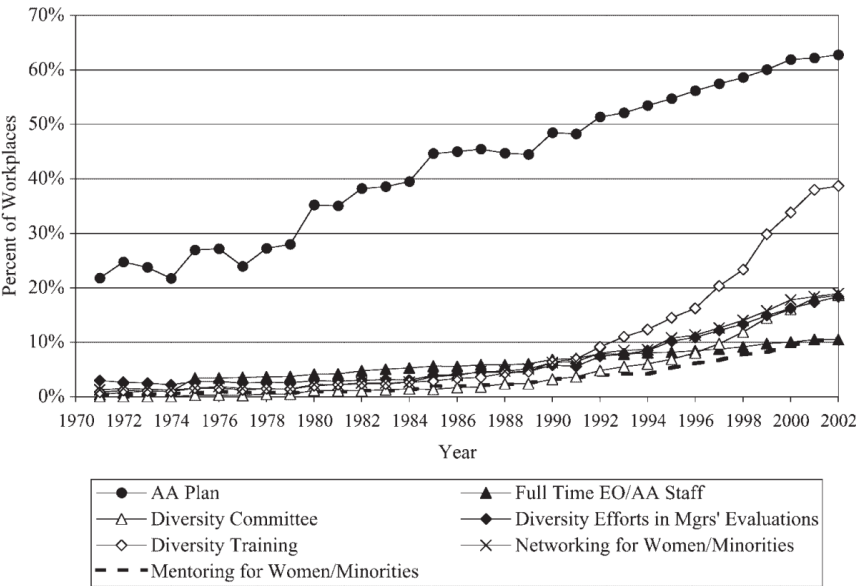


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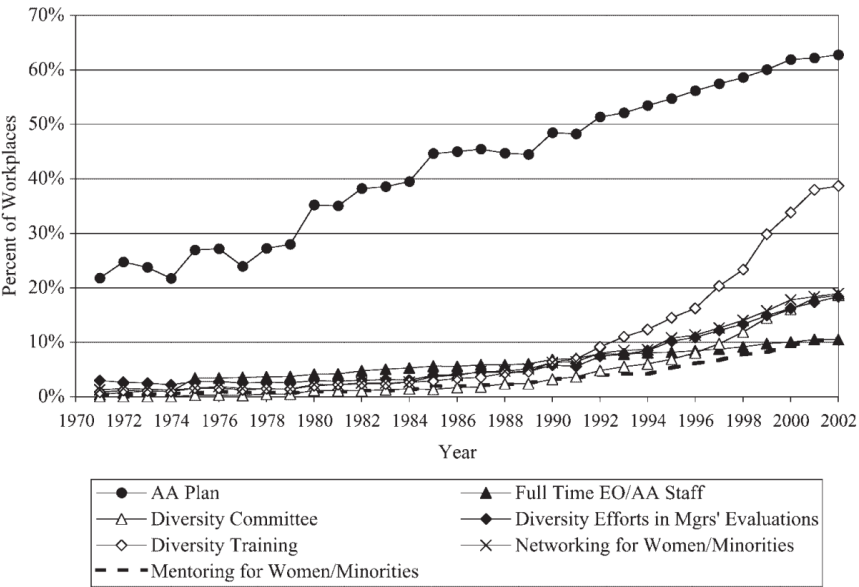


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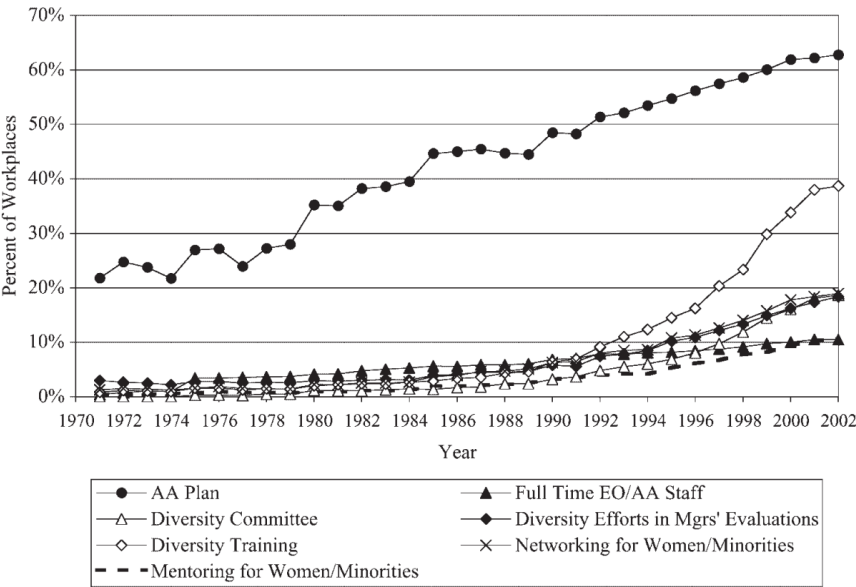


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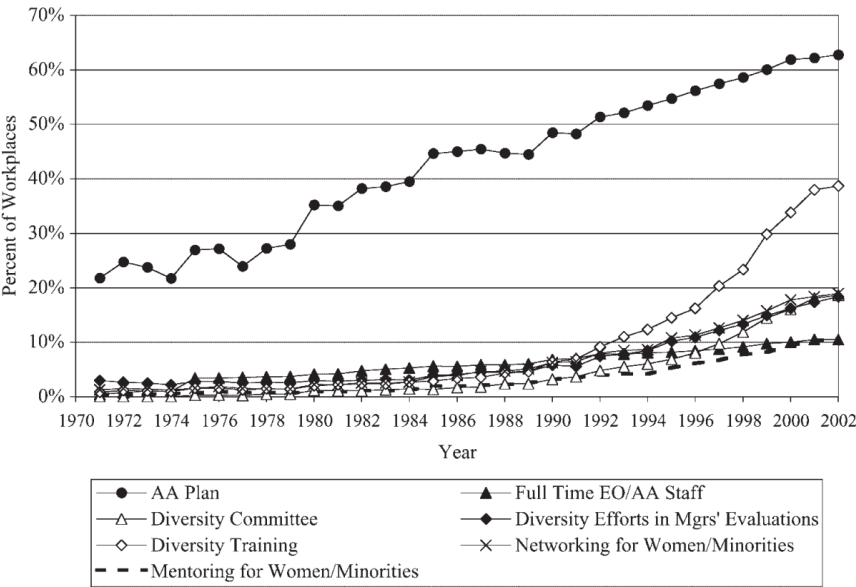


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Proportion in year of adoption	.687	.194	.017	.022
Estimated proportion with practice	.679	.194	.016	.023
Percent difference due to adoption	−1.2%	.0%	−5.9%**	4.5%
Diversity Evaluations				
Proportion in year of adoption	.720	.160	.017	.024
Estimated proportion with practice	.726	.168	.017	.022
Percent difference due to adoption	.8%	5.0%	.0%	−8.3%**
Networking Programs				
Proportion in year of adoption	.702	.193	.014	.020
Estimated proportion with practice	.684	.206	.014	.018
Percent difference due to adoption	−2.6%**	6.7%**	.0%	−10.0%**
Mentoring Programs				
Proportion in year of adoption	.690	.216	.017	.021
Estimated proportion with practice	.688	.215	.021	.022
Percent difference due to adoption	−.3%	−.5%	23.5%**	4.8%

Note: Estimates based on coefficients presented in Table 2.

* $p < .05$; ** $p < .01$ (two tailed test).

Best Practices or Best Guesses?

Assessing the Efficacy of Corporate Affirmative Action and Diversity Policies

Alexandra Kalev
University of California, Berkeley

Frank Dobbin
Harvard University

Erin Kelly
University of Minnesota

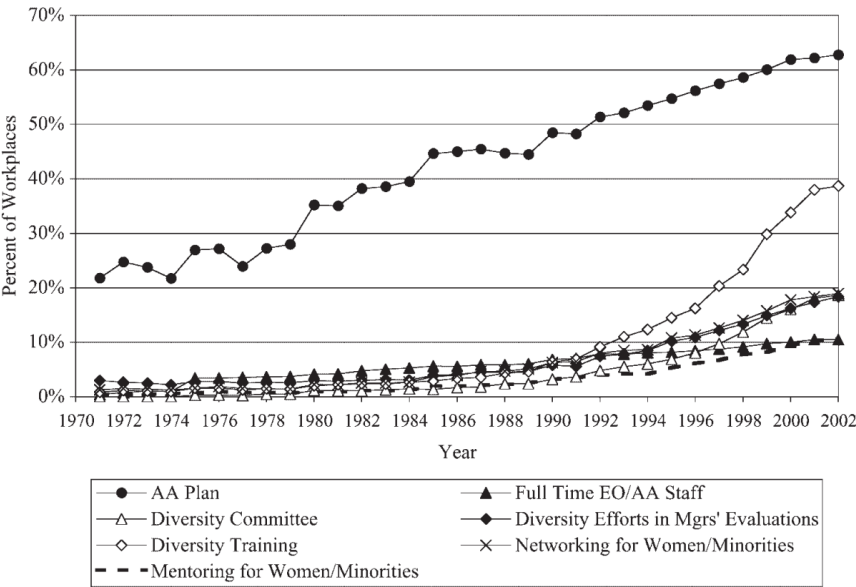


Figure 2. Percent of Private-Sector Workplaces with Affirmative Action Plans and Diversity Programs, 1971–2002

Note: Based on Princeton University Human Resources Survey, 2002. Varying N. Maximum N = 708.

Table 3. Estimated Average Differences in Managerial Composition Due to Adoption of Affirmative Action and Diversity Practices

	White Men	White Women	Black Women	Black Men
Affirmative Action Plan				
Proportion in year of adoption	.783	.132	.017	.024
Estimated proportion with practice	.769	.142	.017	.025
Percent difference due to adoption	−1.8%**	7.6%**	.0%	4.2%**
Diversity Committee				
Proportion in year of adoption	.630	.230	.014	.020
Estimated proportion with practice	.611	.262	.018	.022
Percent difference due to adoption	−3.0%**	13.9%**	29.8%**	10.0%**
Diversity Staff				
Proportion in year of adoption	.724	.157	.014	.021
Estimated proportion with practice	.713	.171	.016	.024
Percent difference due to adoption	−1.5%	8.9%**	14.3%**	14.3%**
Diversity Training				
Proportion in year of adoption	.687	.194	.017	.022
Estimated proportion with practice	.679	.194	.016	.023
Percent difference due to adoption	−1.2%	.0%	−5.9%**	4.5%
Diversity Evaluations				
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Networking Programs				
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Proportion in year of adoption	.690	.216	.017	.021
Estimated proportion with practice	.688	.215	.021	.022
Percent difference due to adoption	−.3%	−.5%	23.5%**	4.8%

Note: Estimates based on coefficients presented in Table 2.

* $p < .05$; ** $p < .01$ (two tailed test).

Diversity in YOUR Organization

- Every organization is different
- These are what work *on average* and are a great place to **start**
- Ultimately, organizations need to be looking into their own practices to find out what's going on locally
- This is probably why diversity committees and diversity staff are the most effective (in my opinion)



Please complete the survey at:
tinyurl.com/PAweek7survey

Then you're free to go! Have a great weekend!