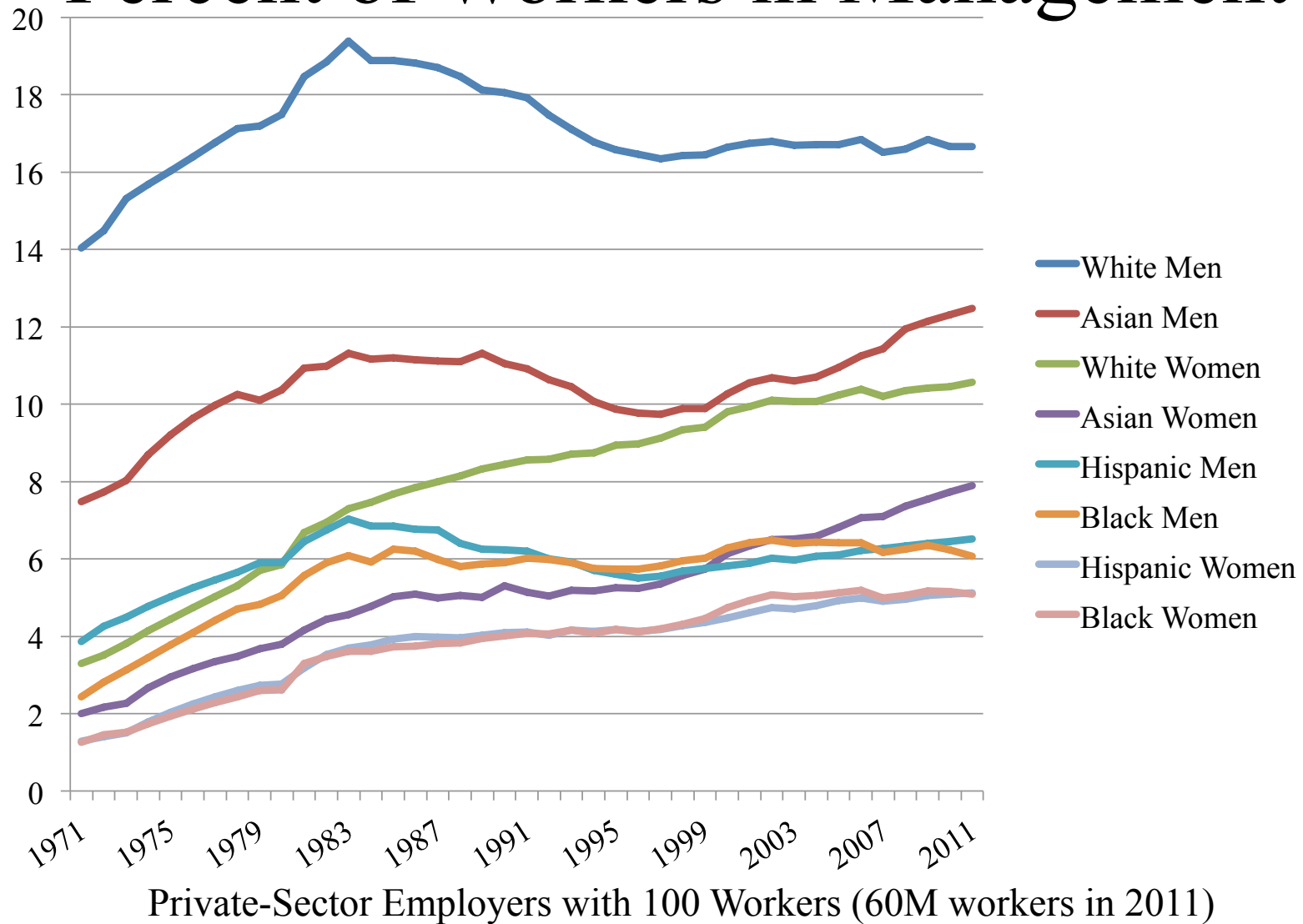


Diversity Management in Corporate America: Toward an Evidence-Based Approach

Frank Dobbin, Harvard University
Alexandra Kalev, Tel Aviv University

National Diversity Equity Workshop
April 13, 2015

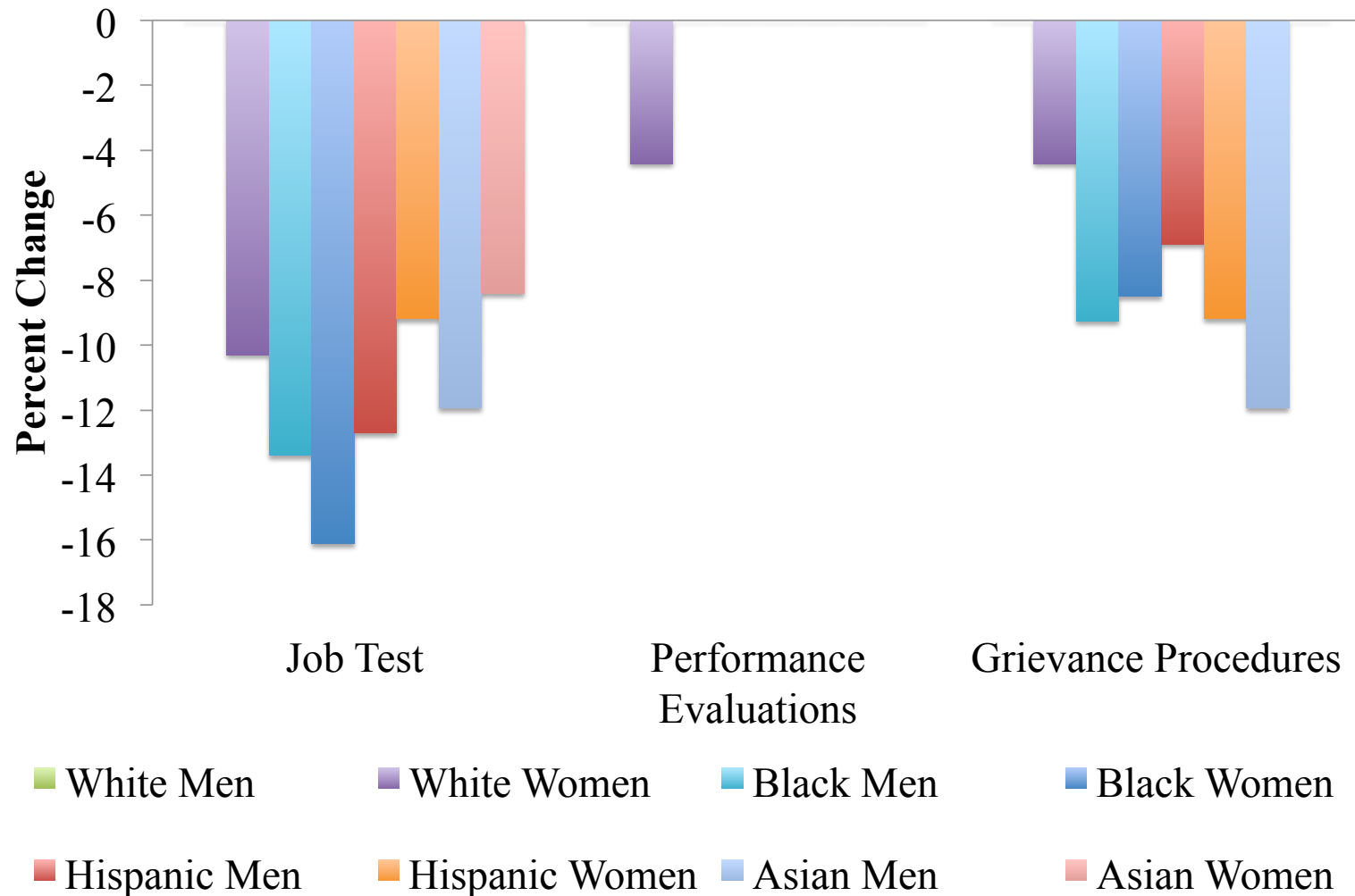
Percent of Workers in Management



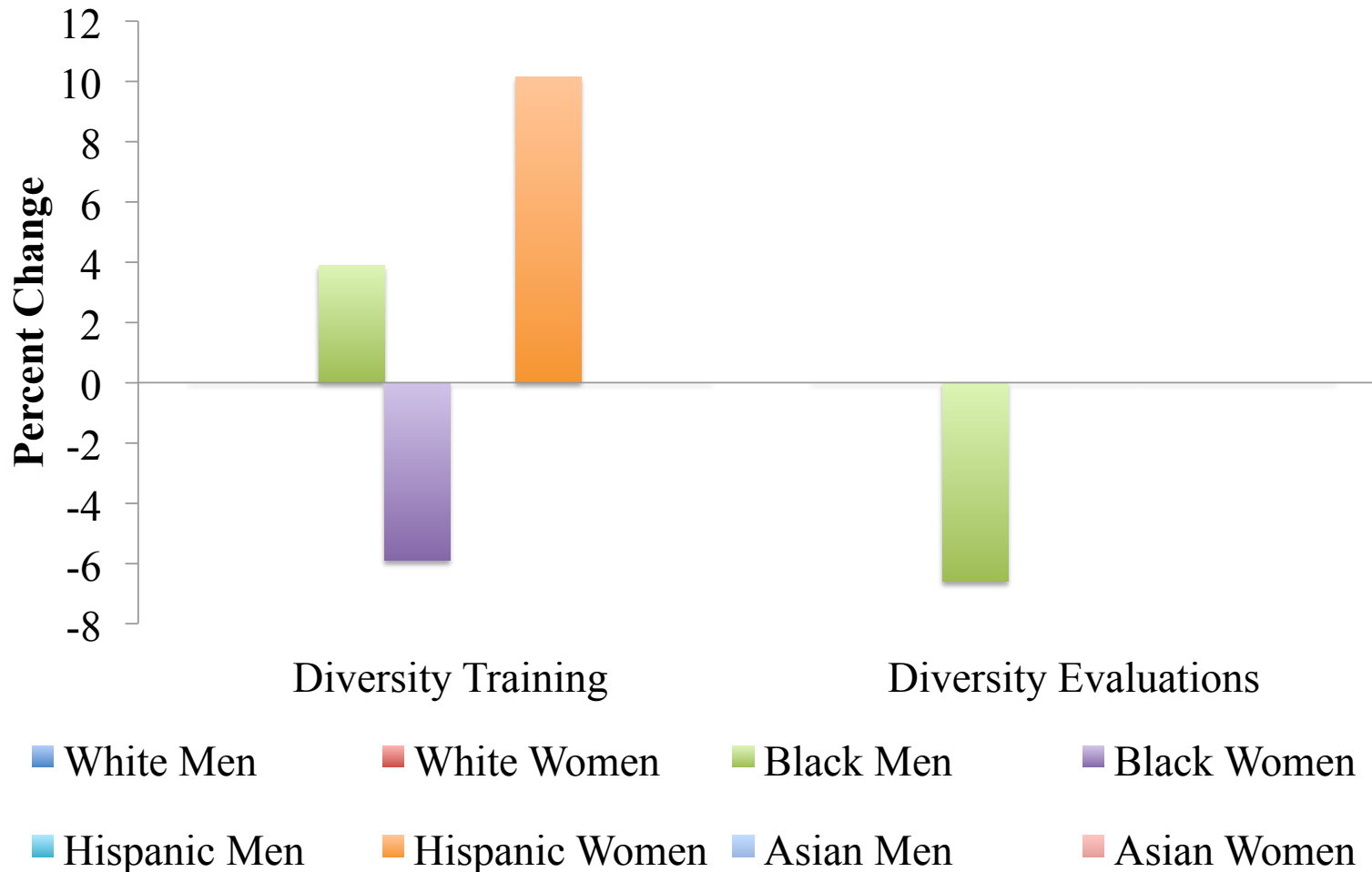
Managerial Discretion-Control

Self-Determination Theory
Job-Autonomy Theory

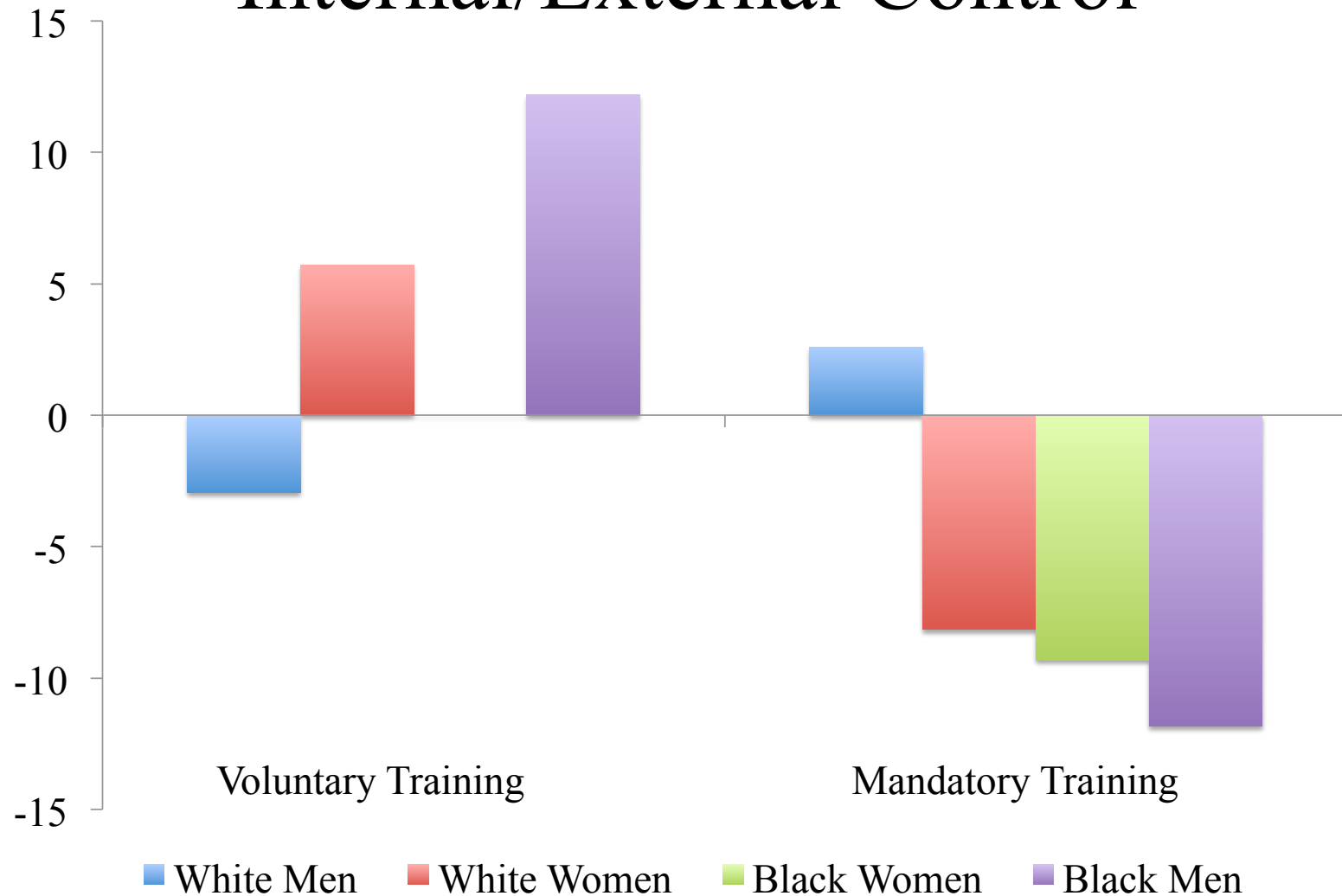
Discretion-Control Reforms



Discretion-Control Reforms



Internal/External Control

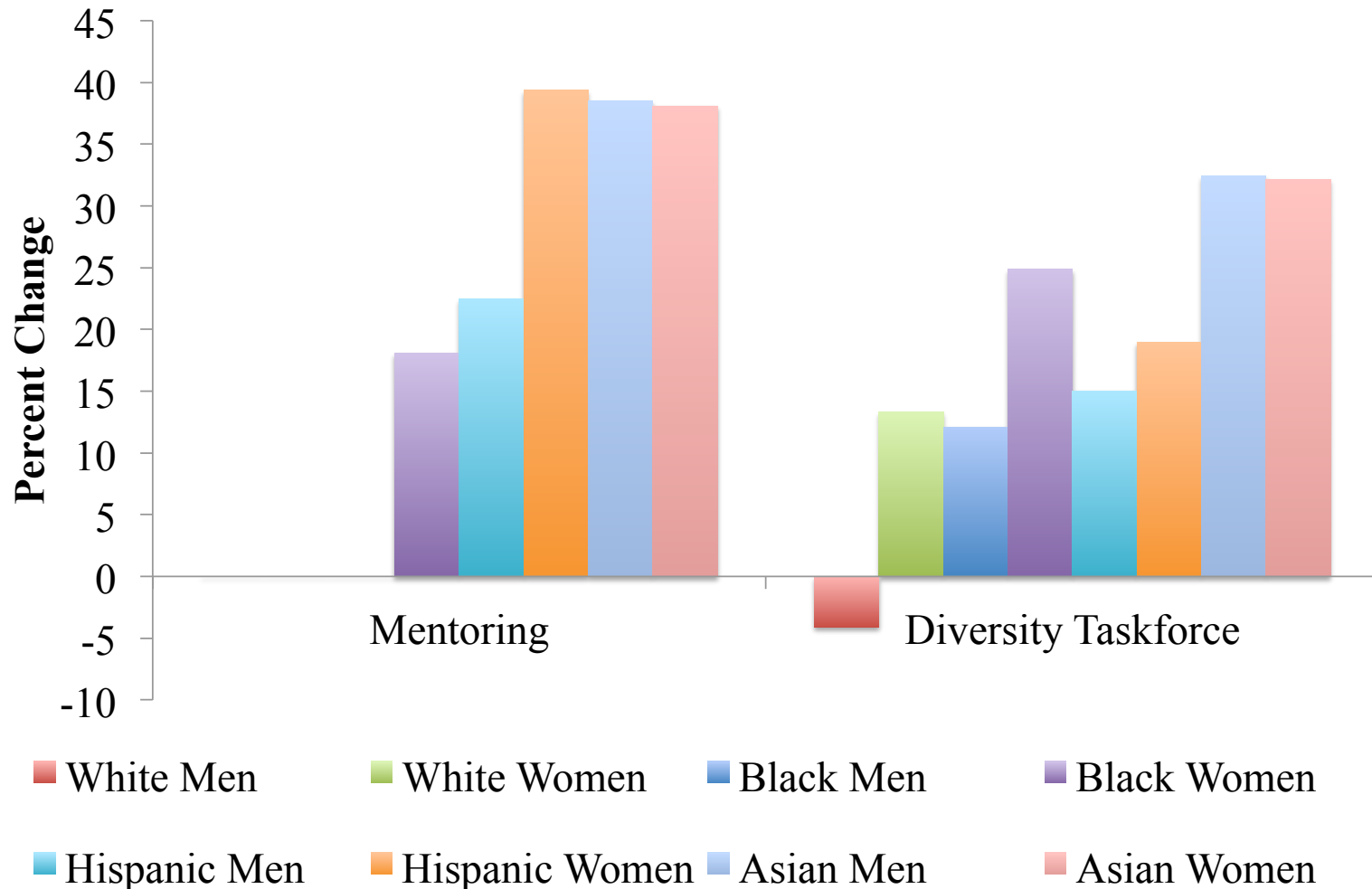


Managerial Engagement

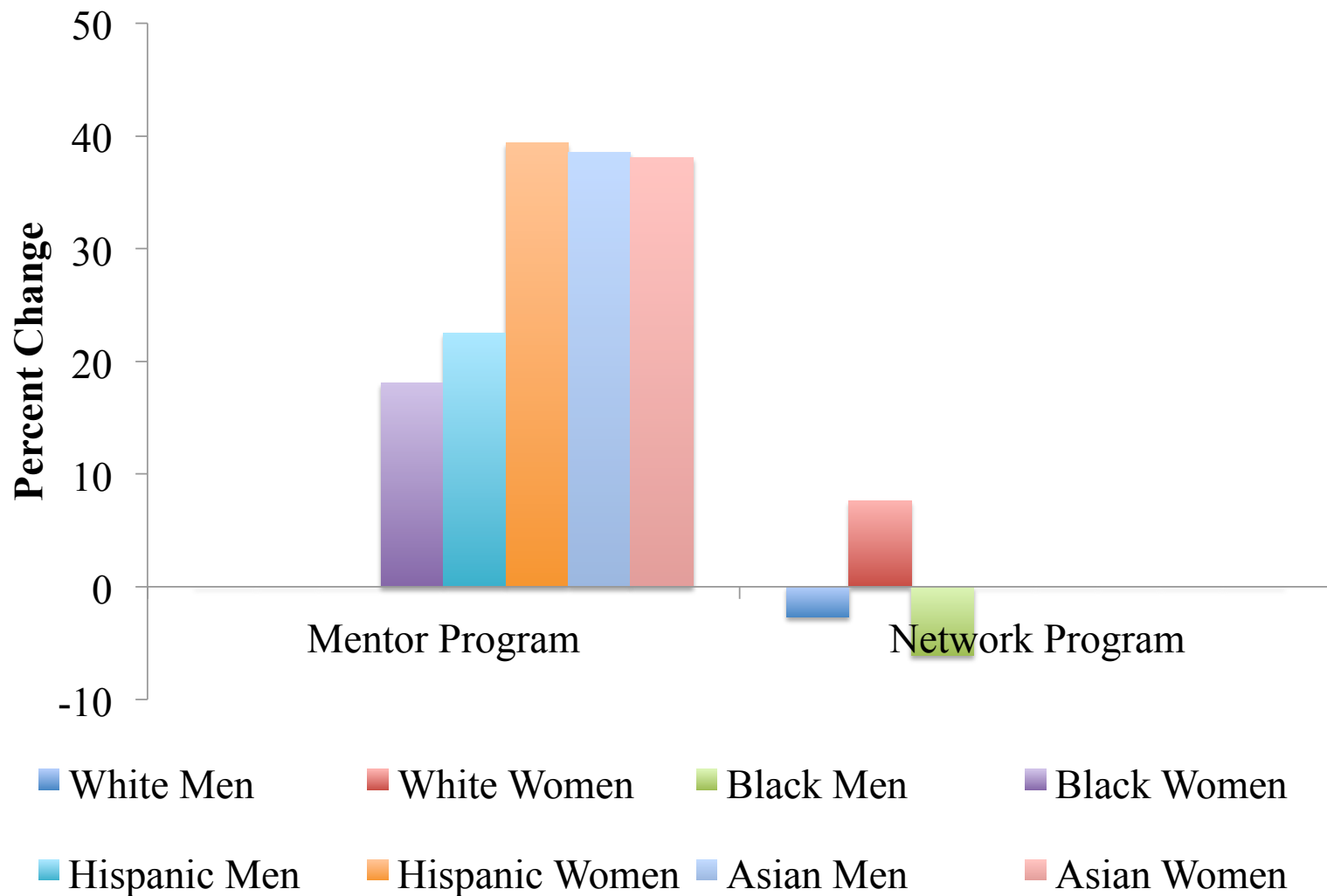
Cognitive Dissonance Theory

Contact Theory

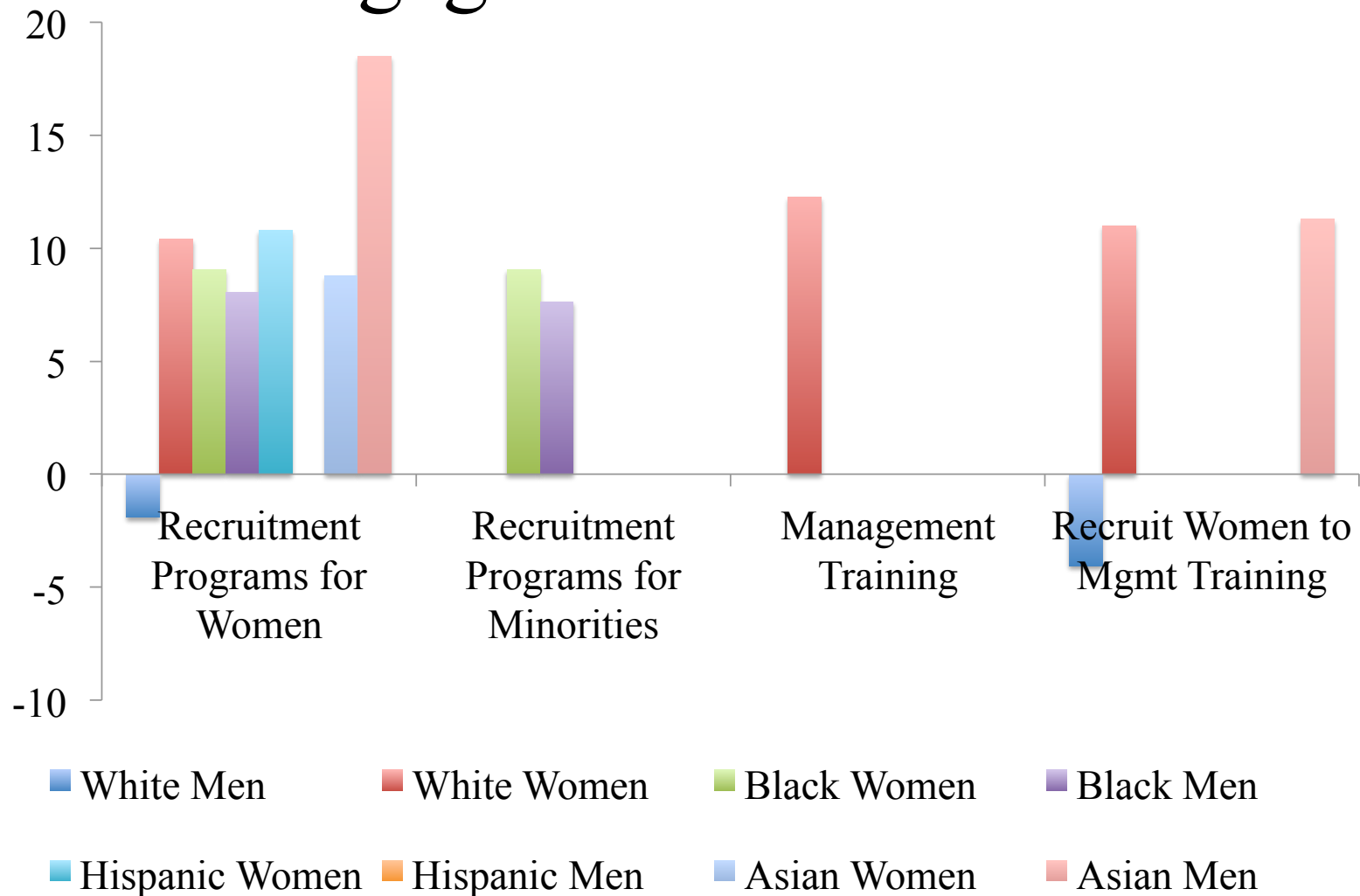
Engagement Reforms I



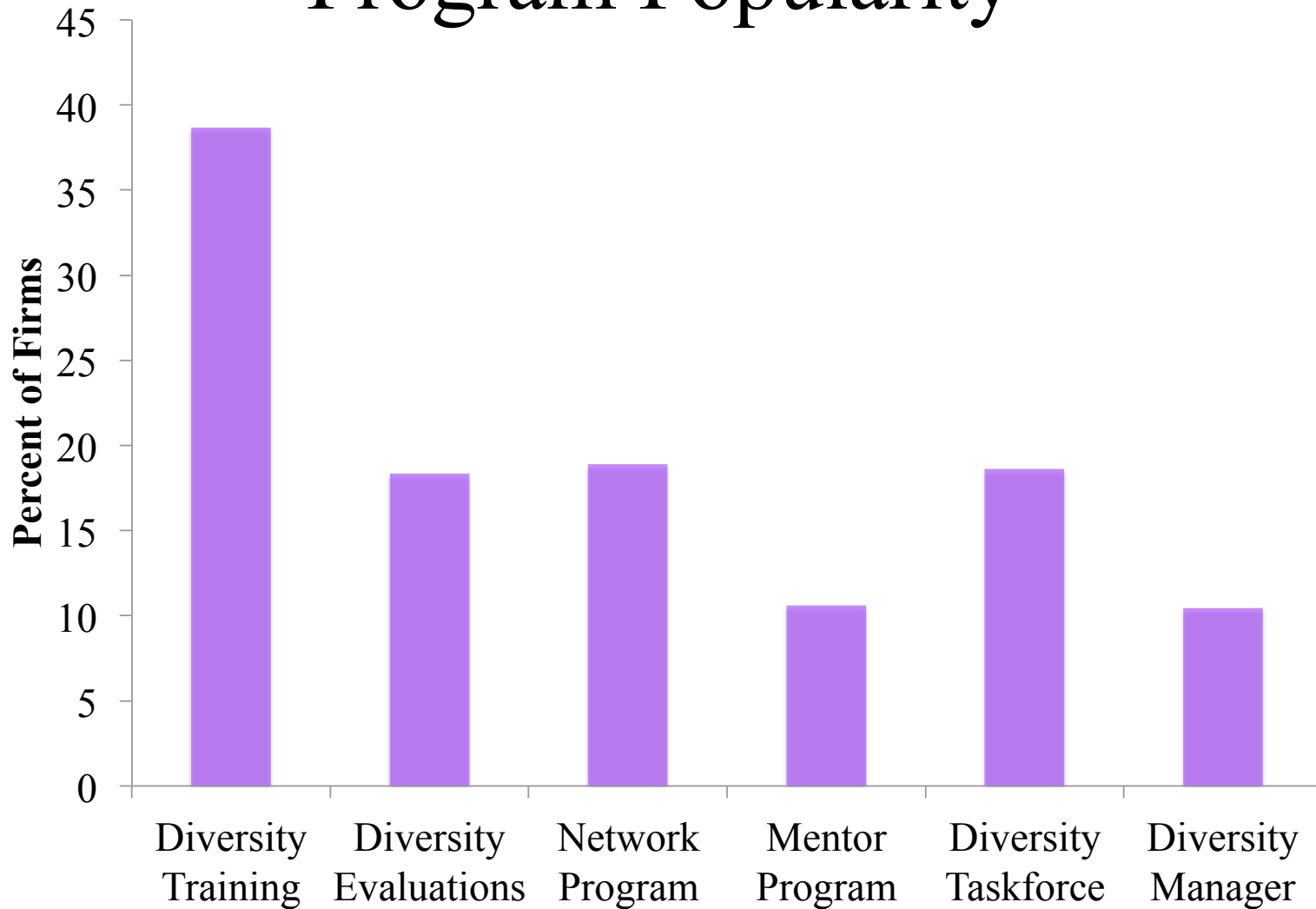
Network! ?



Engagement Reforms II



Program Popularity

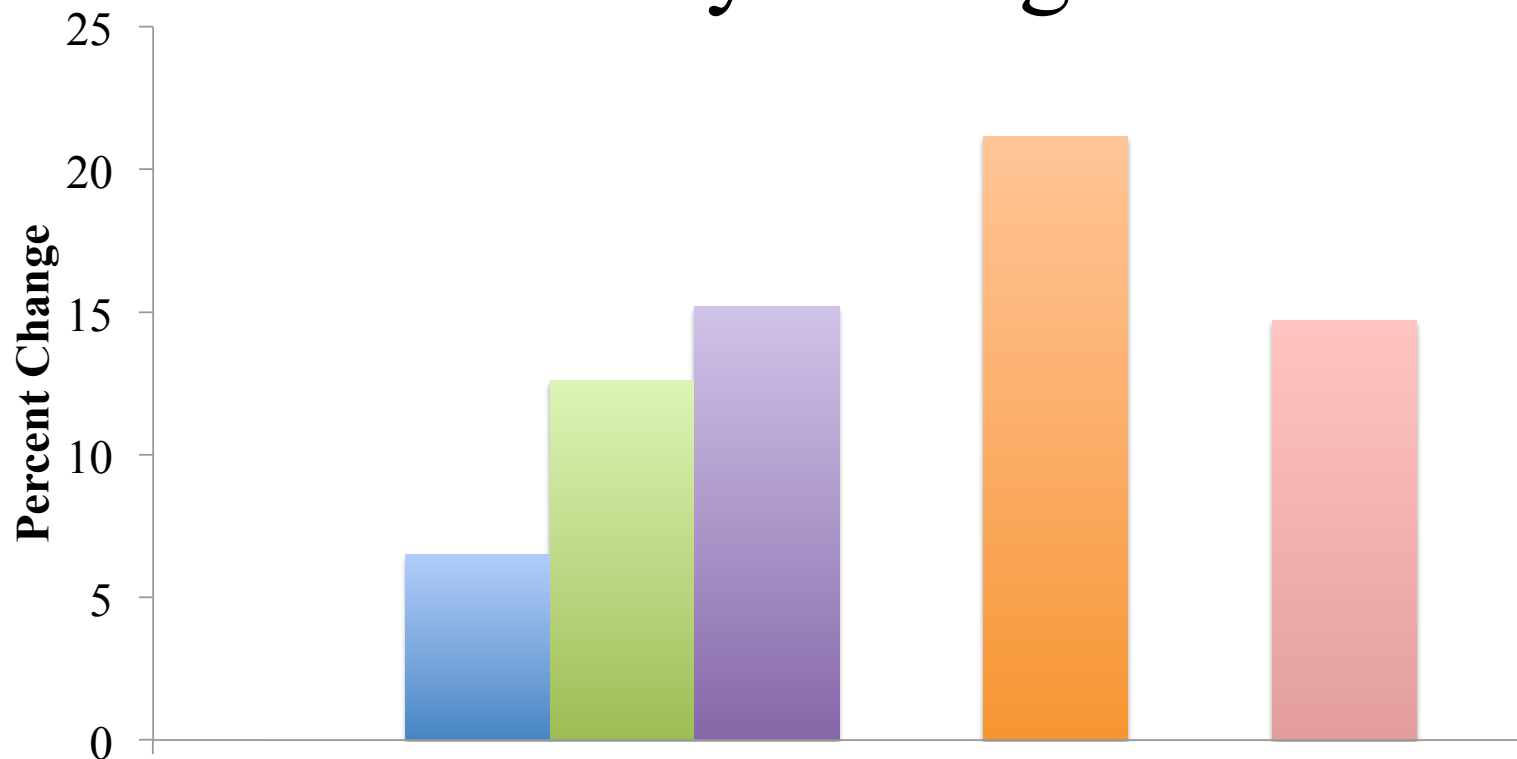


Program Popularity



Accountability Theory

Diversity Manager

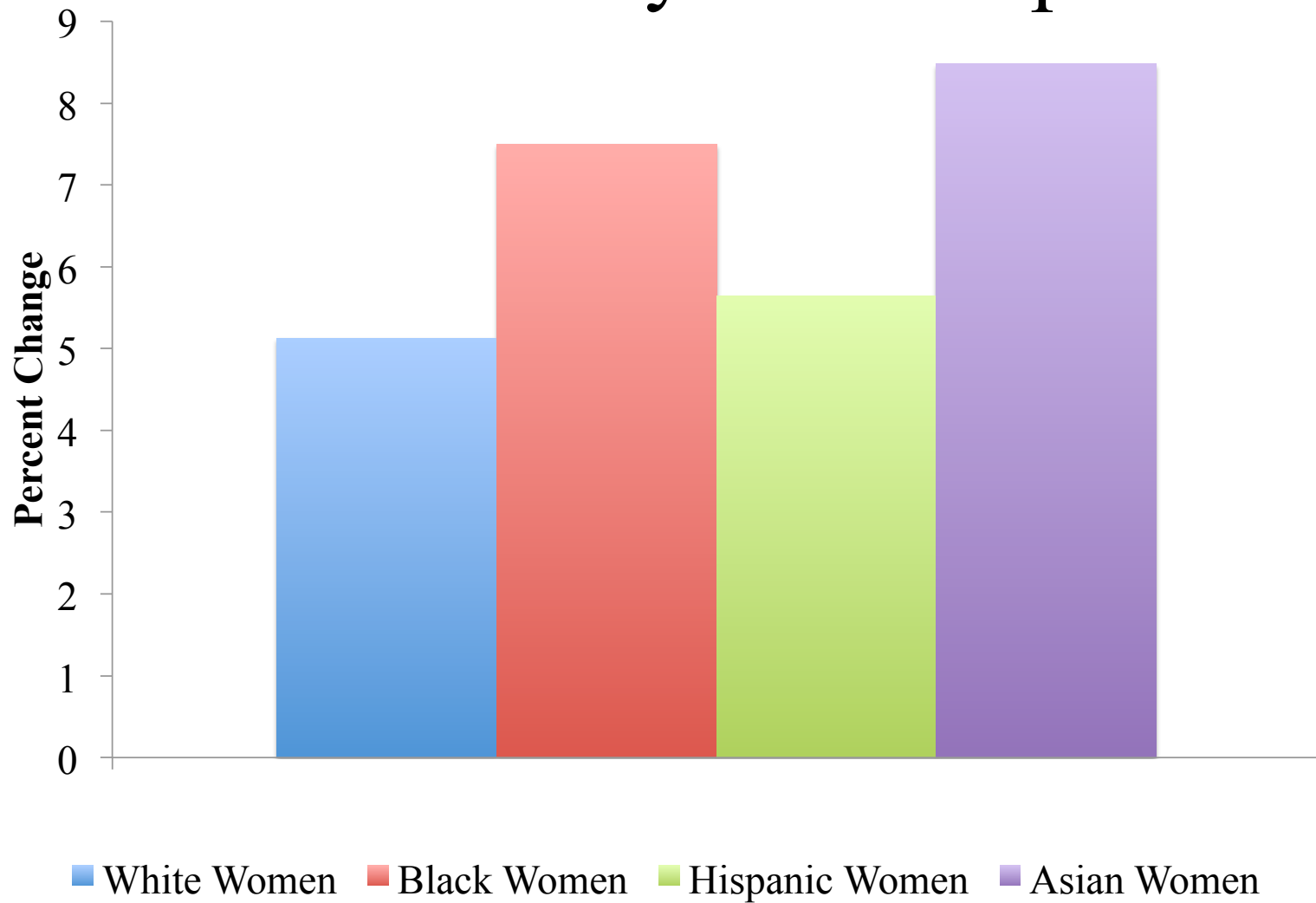


■ White Men ■ White Women ■ Black Men ■ Black Women
■ Hispanic Men ■ Hispanic Women ■ Asian Men ■ Asian Women

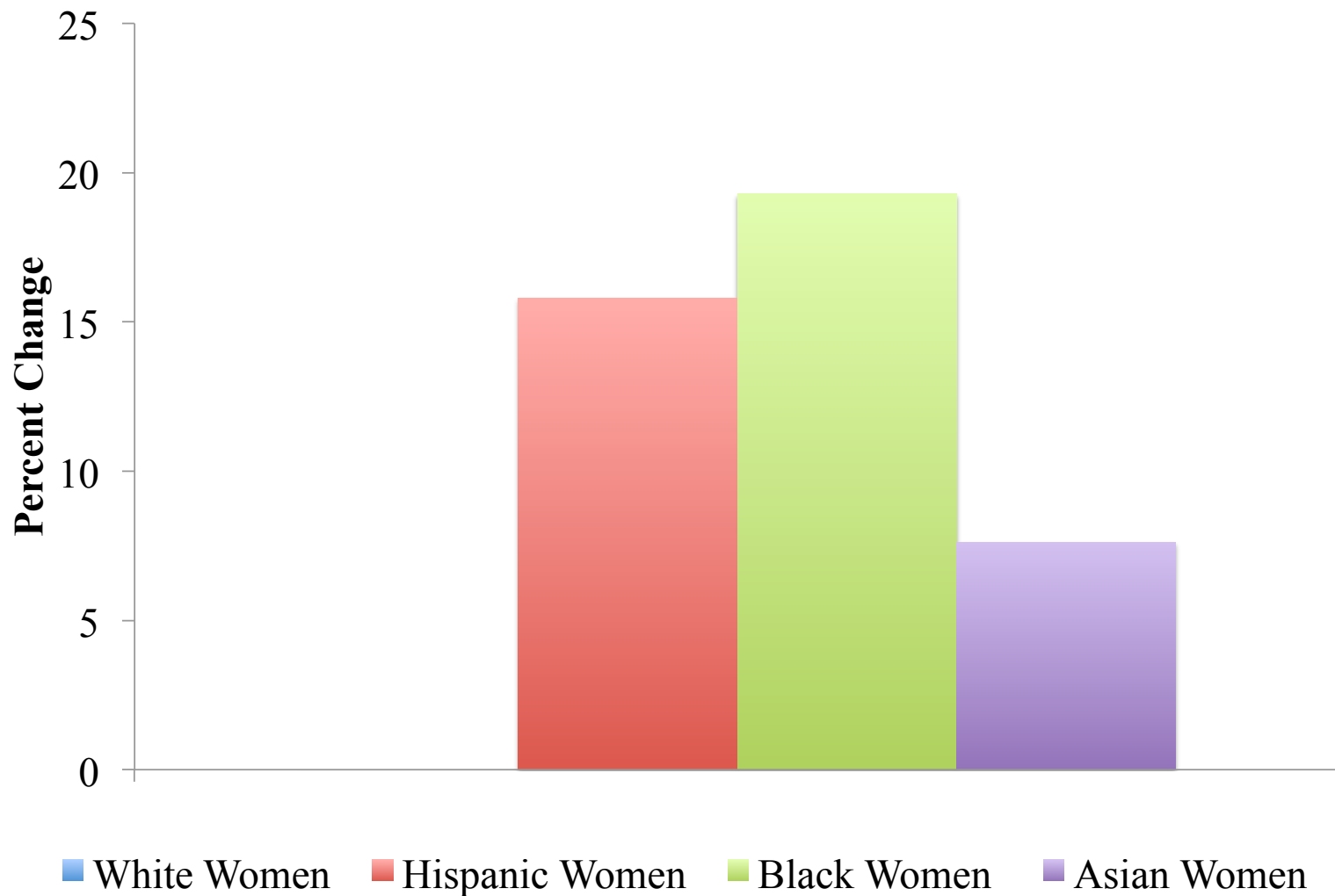
Feminist Theory

Normalize of Work-Life Integration

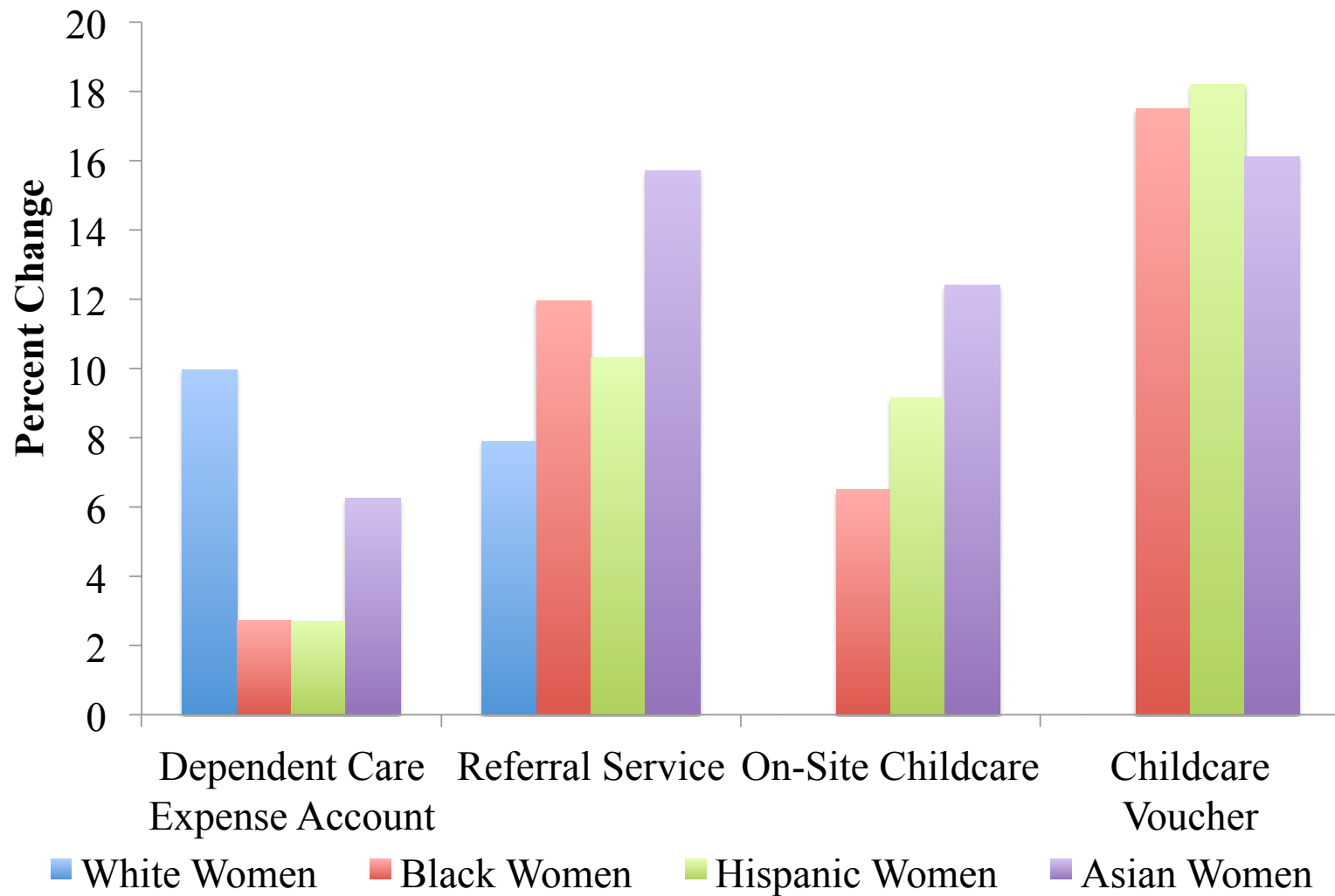
Work-Family Workshops



Parental Leave Policy



Childcare



Conclusion

- Engagement
- Accountability
- Normalize Work-Life Integration

- Discretion-Control
- External Control