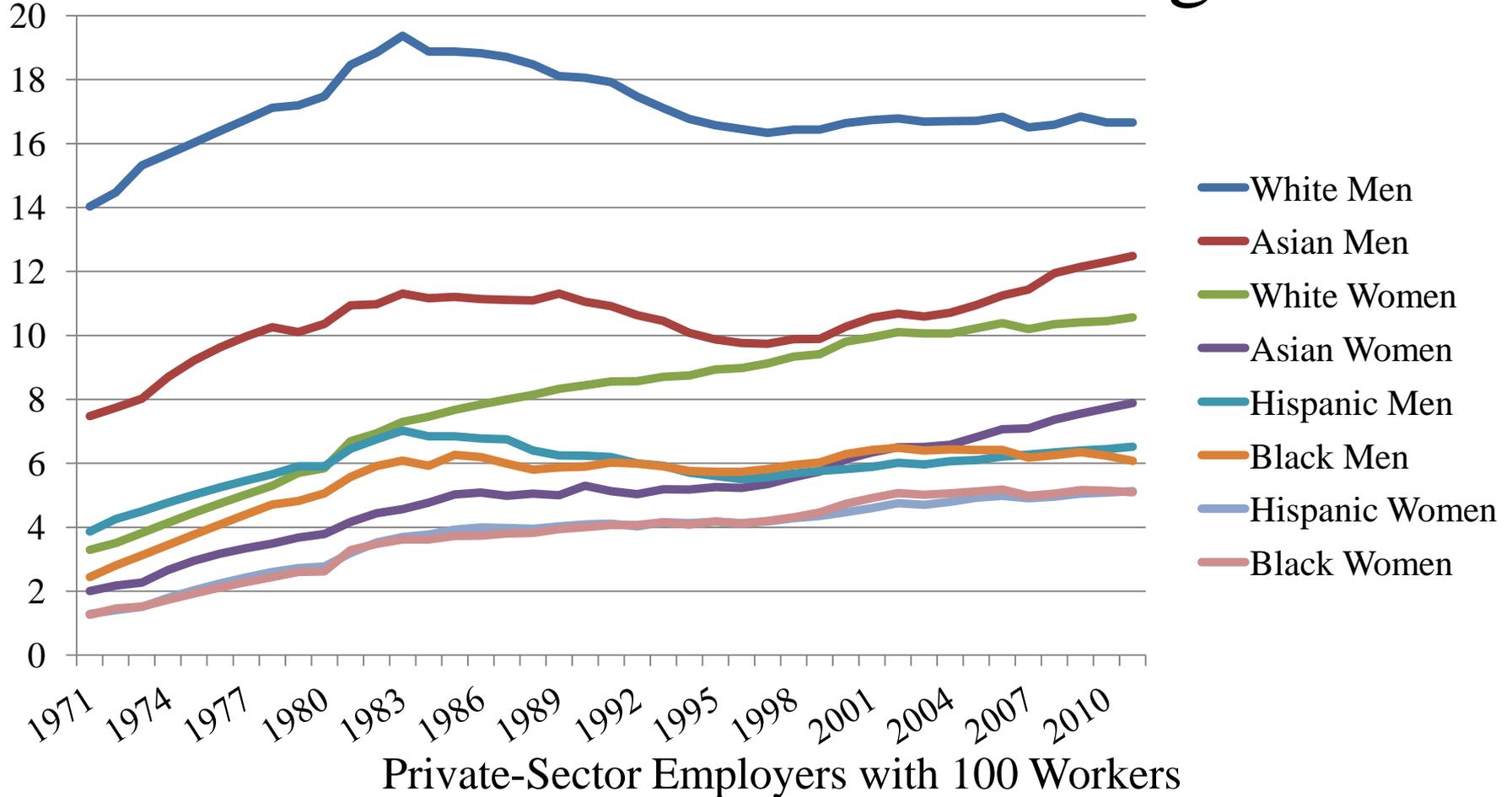


Why Diversity Programs Fail

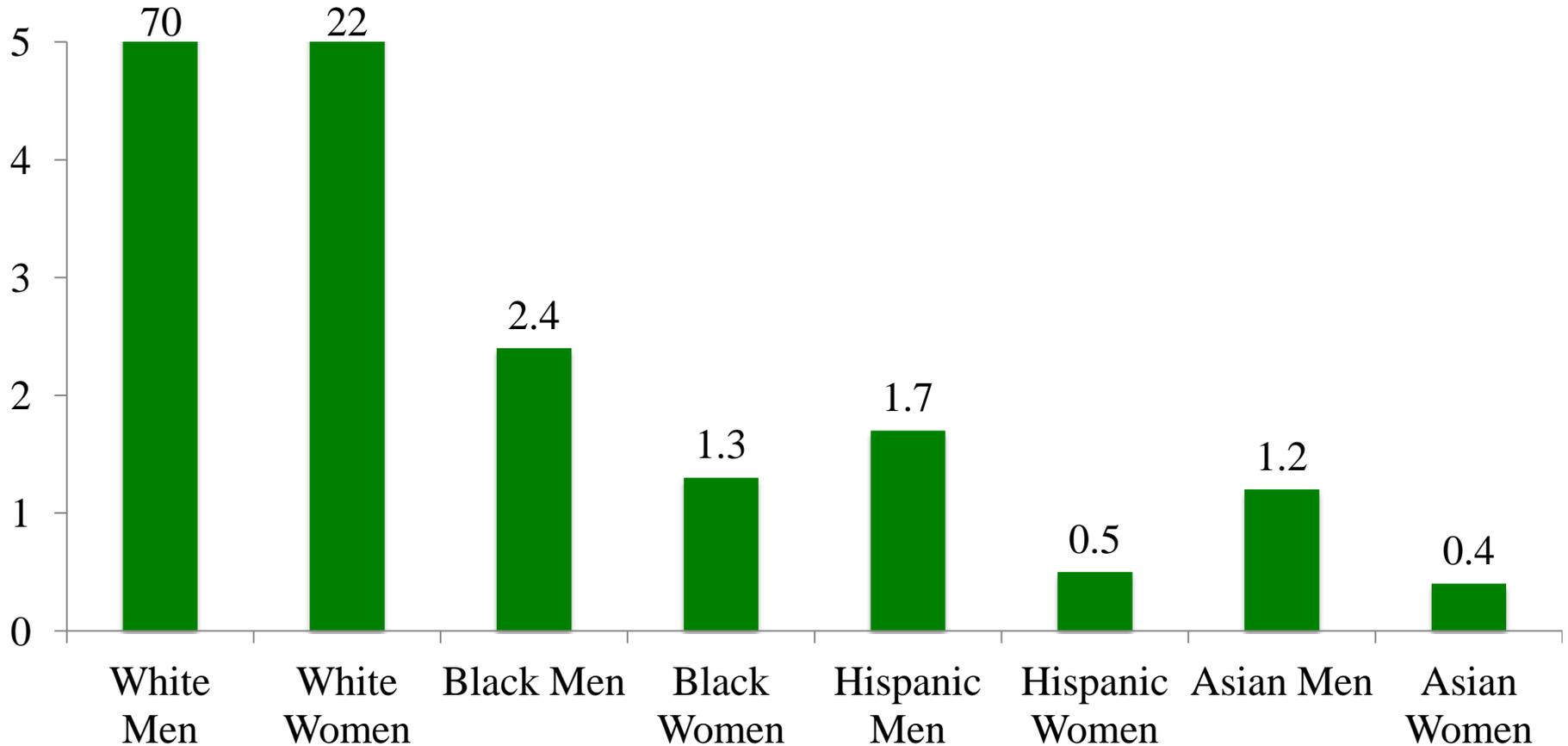
Frank Dobbin
Professor of Sociology
Harvard University

HCI Inclusive Diversity Conference
San Francisco, April 3-4 2017

Percent of Workers in Management



Percent of Managers from Each Group

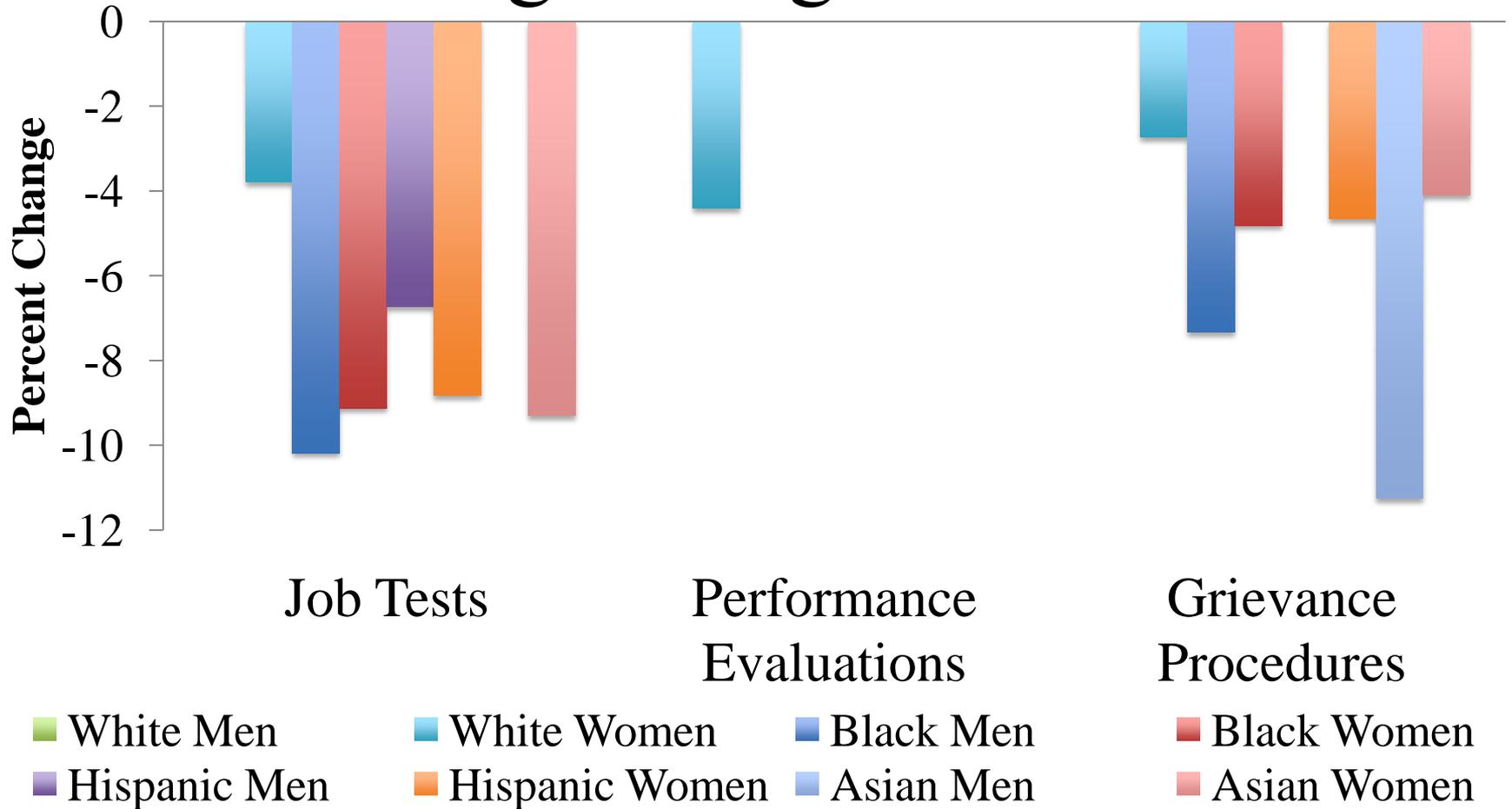


Control

Self-Determination Theory

Job Autonomy Theory

Controlling Managers' Decisions



Tests & Confirmation Bias

Elite consulting firm, hiring meeting:

White men blew the math: “having a bad day.”

Blacks and women: “not a rock star at math.”

Lauren Rivera, *Pedigree*, 2015

Grievance Systems & Retaliation

More than 90,000 discrimination complaints to the Equal Employment Opportunity Commission in 2014.

Forty-five percent included a complaint of retaliation.

Grievance Systems & Complacency

HR VP at Chicago Electronics bragged

our [leaders read] headlines about difficulties other corporations are having – lawsuits – and we have not had any of those problems, and in fact as an indication for you, **we have gone almost four years without any kind of complaint.**

Thought Control



Diversity Training

Diversity Evaluations

White Men

White Women

Black Men

Black Women

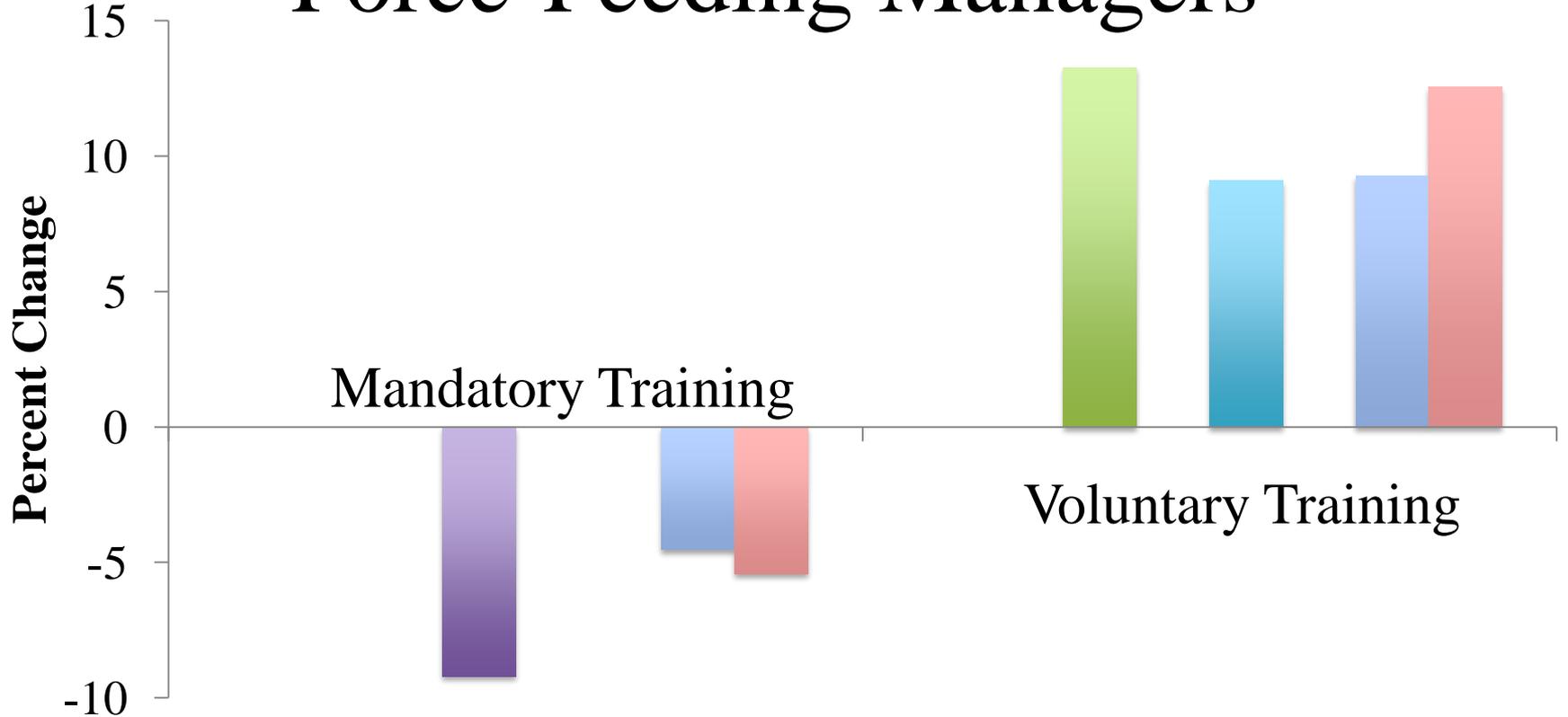
Hispanic Men

Hispanic Women

Asian Men

Asian Women

Force-Feeding Managers



White Men

White Women

Black Men

Black Women

Hispanic Men

Hispanic Women

Asian Men

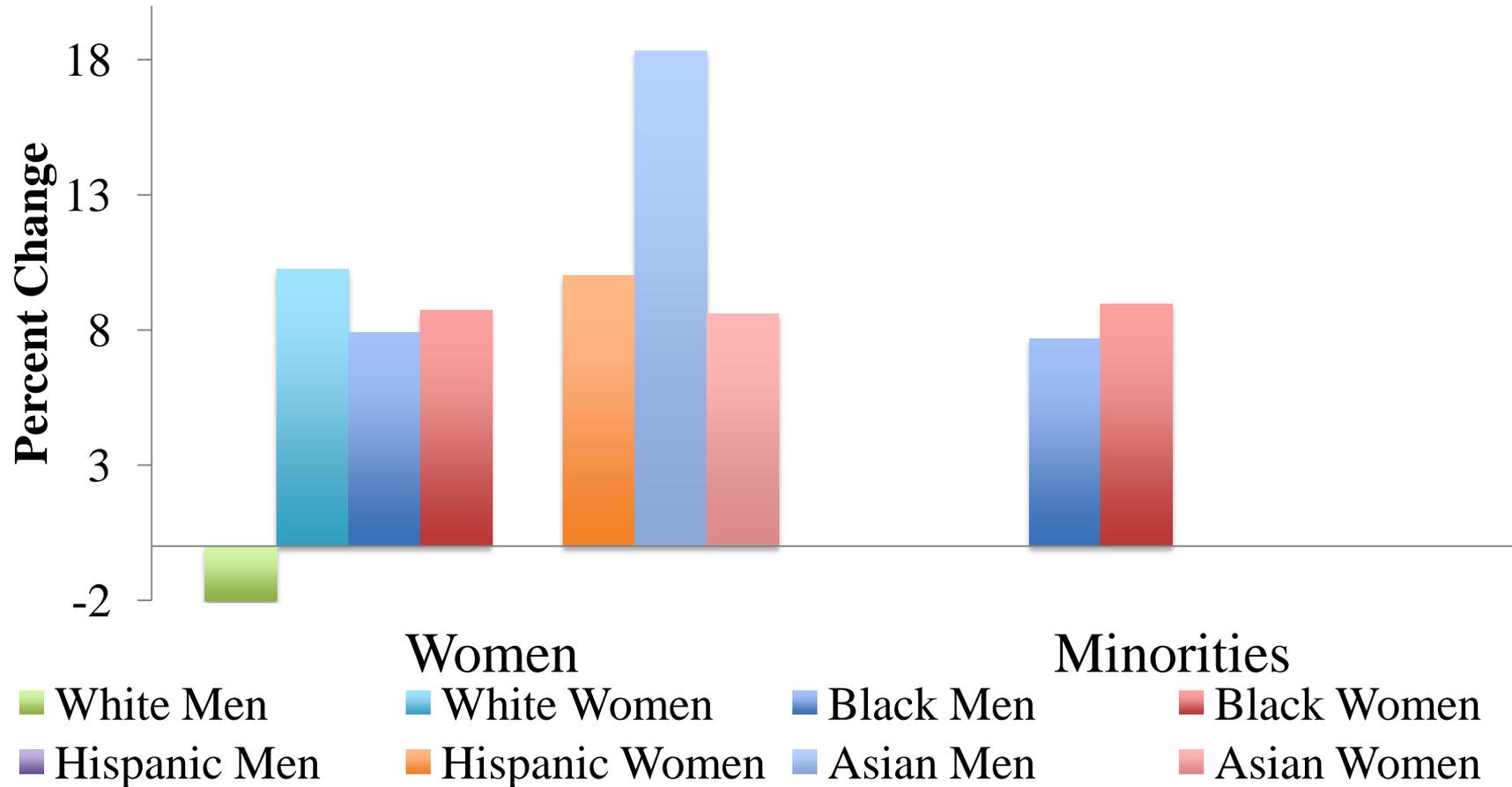
Asian Women

Engagement

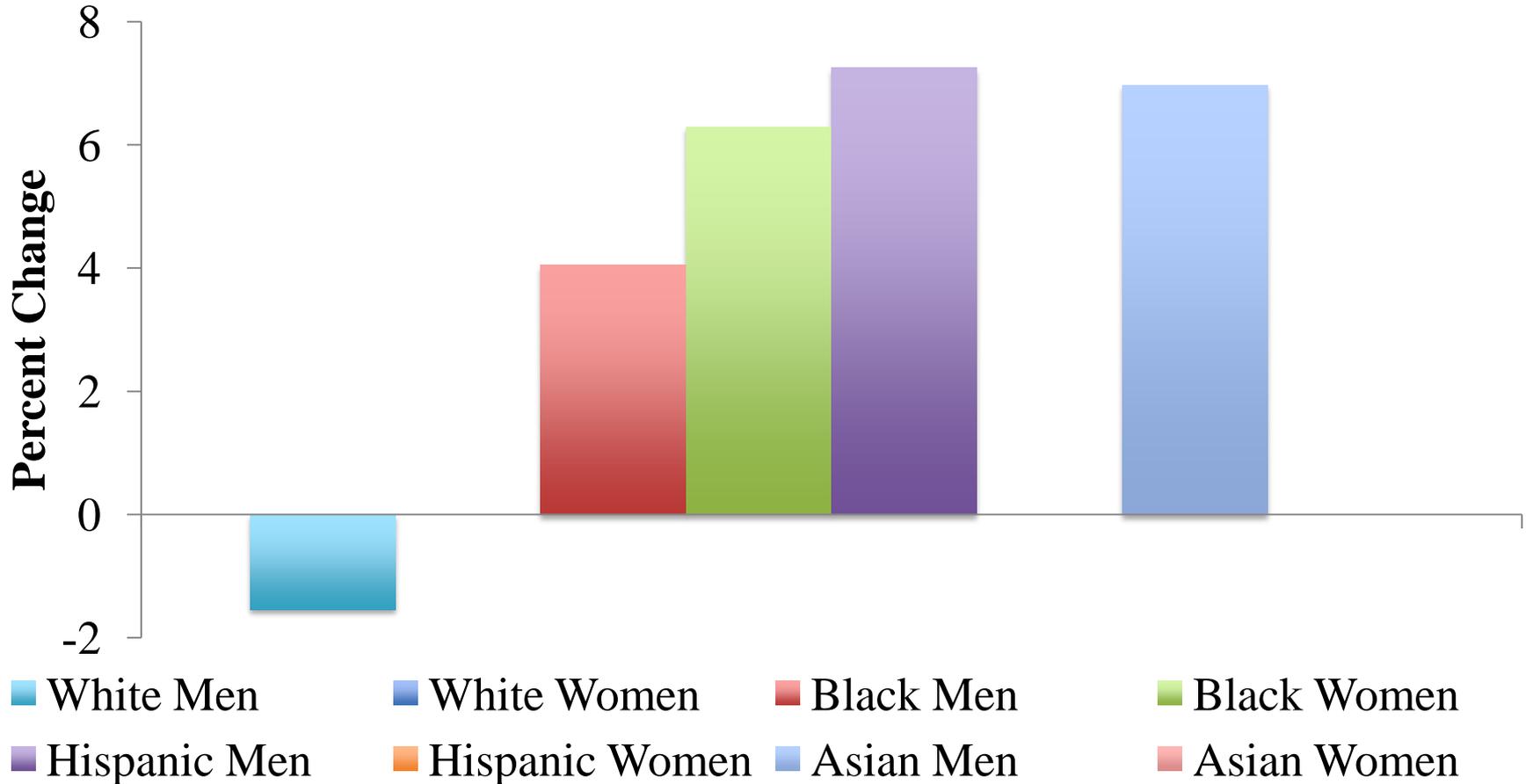
Cognitive Dissonance Theory

Responsibility Theory

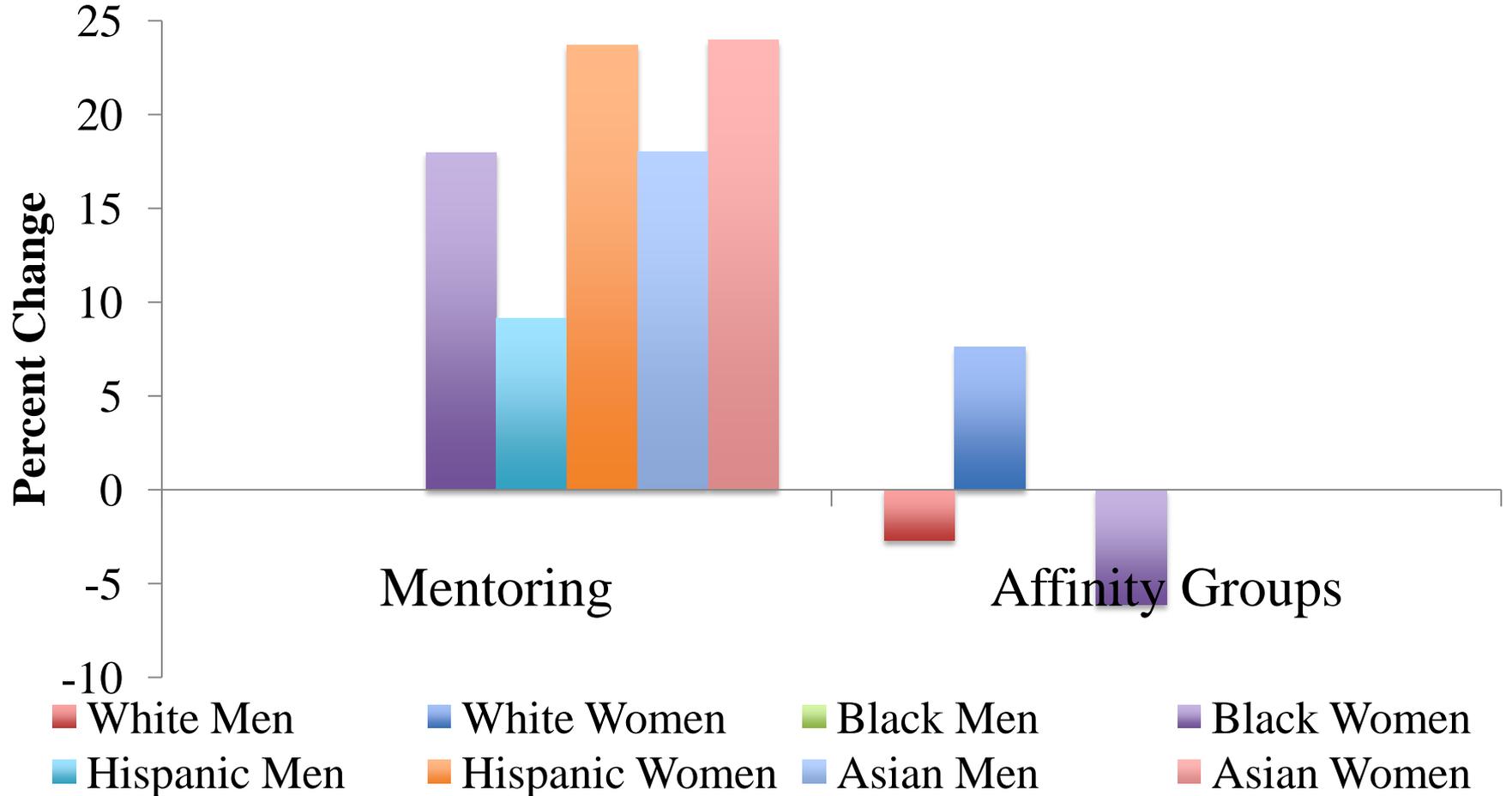
Special College Recruitment



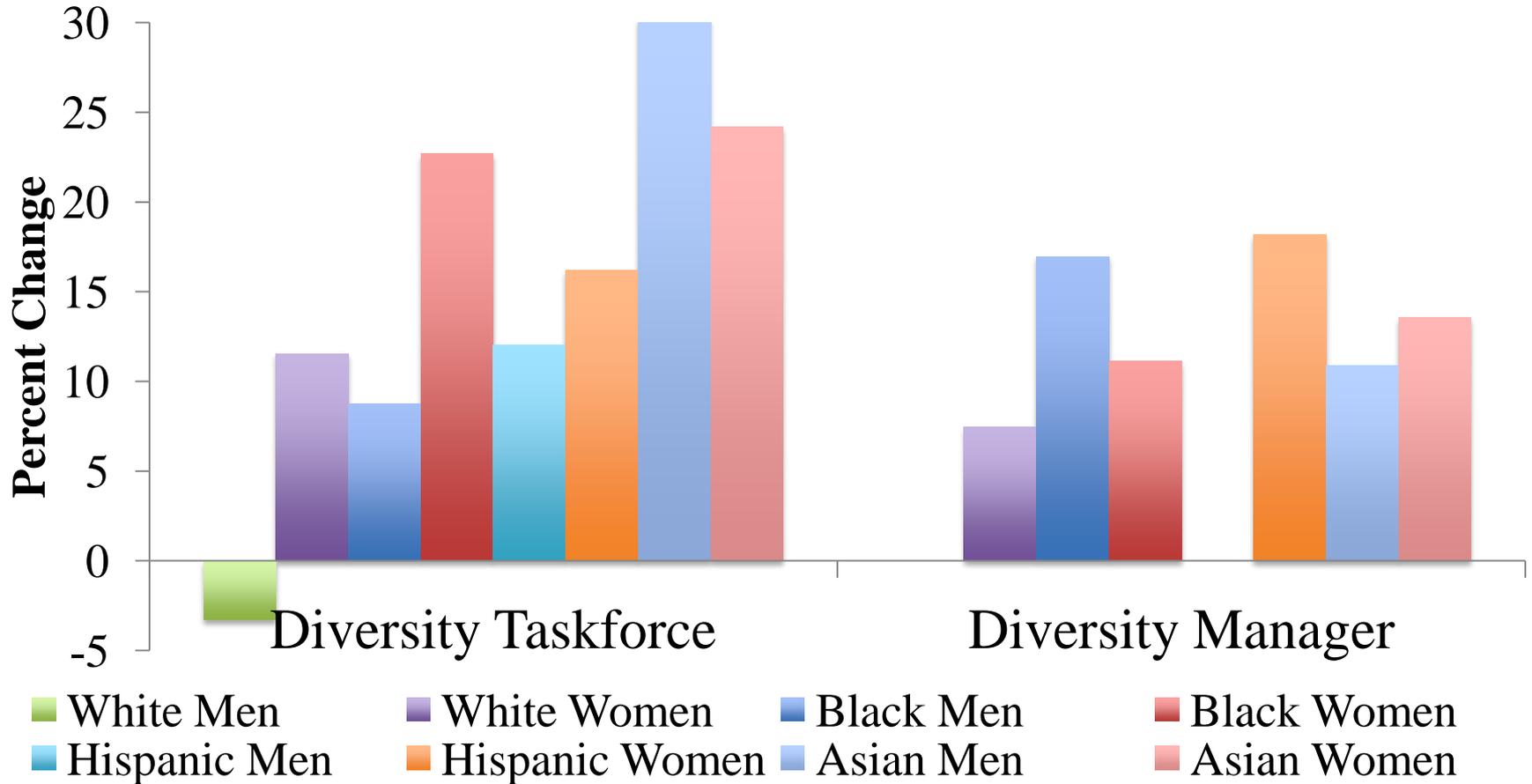
Referral Programs



Mentoring & Affinity Groups



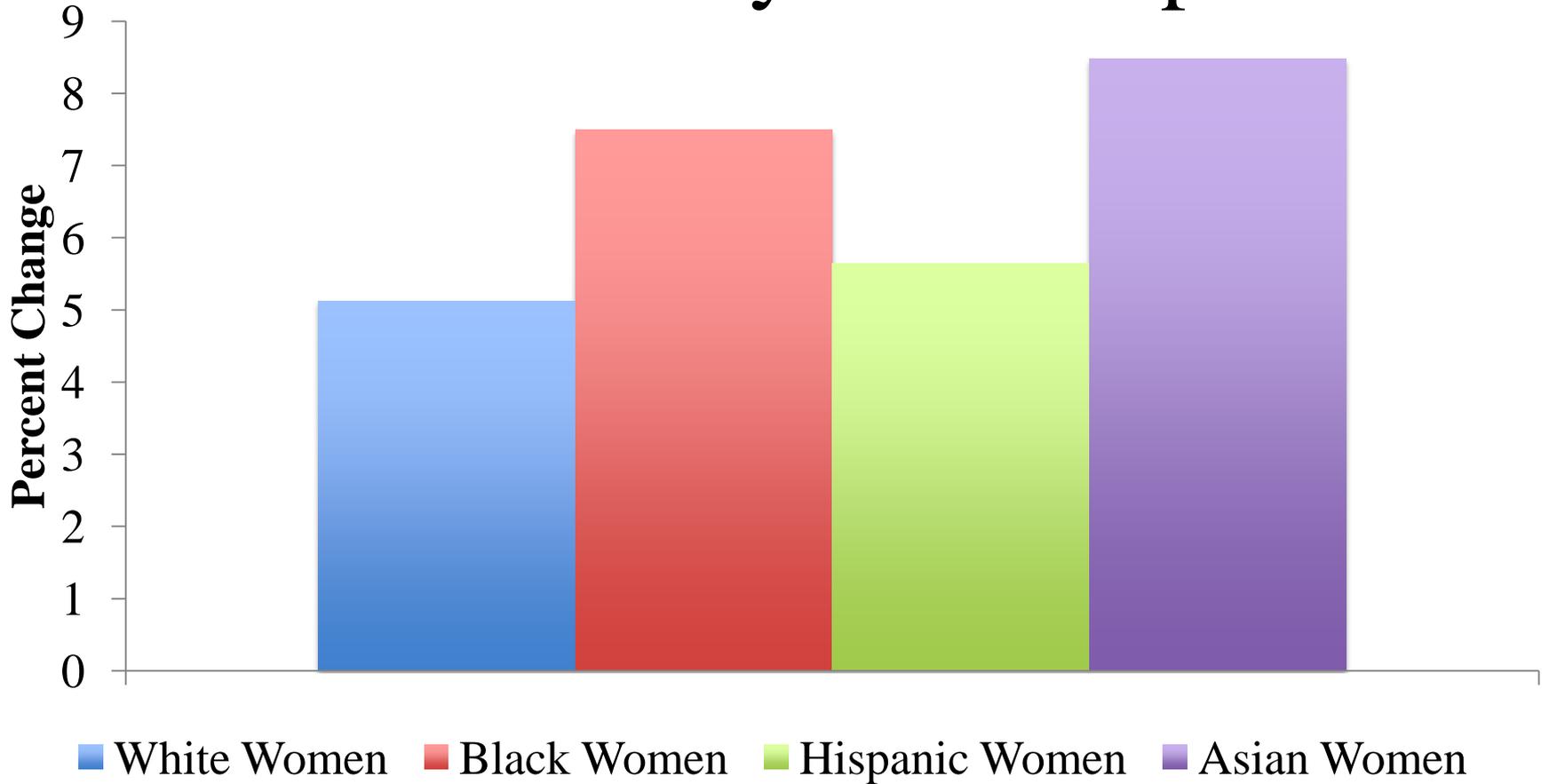
Taskforces and Diversity Leads



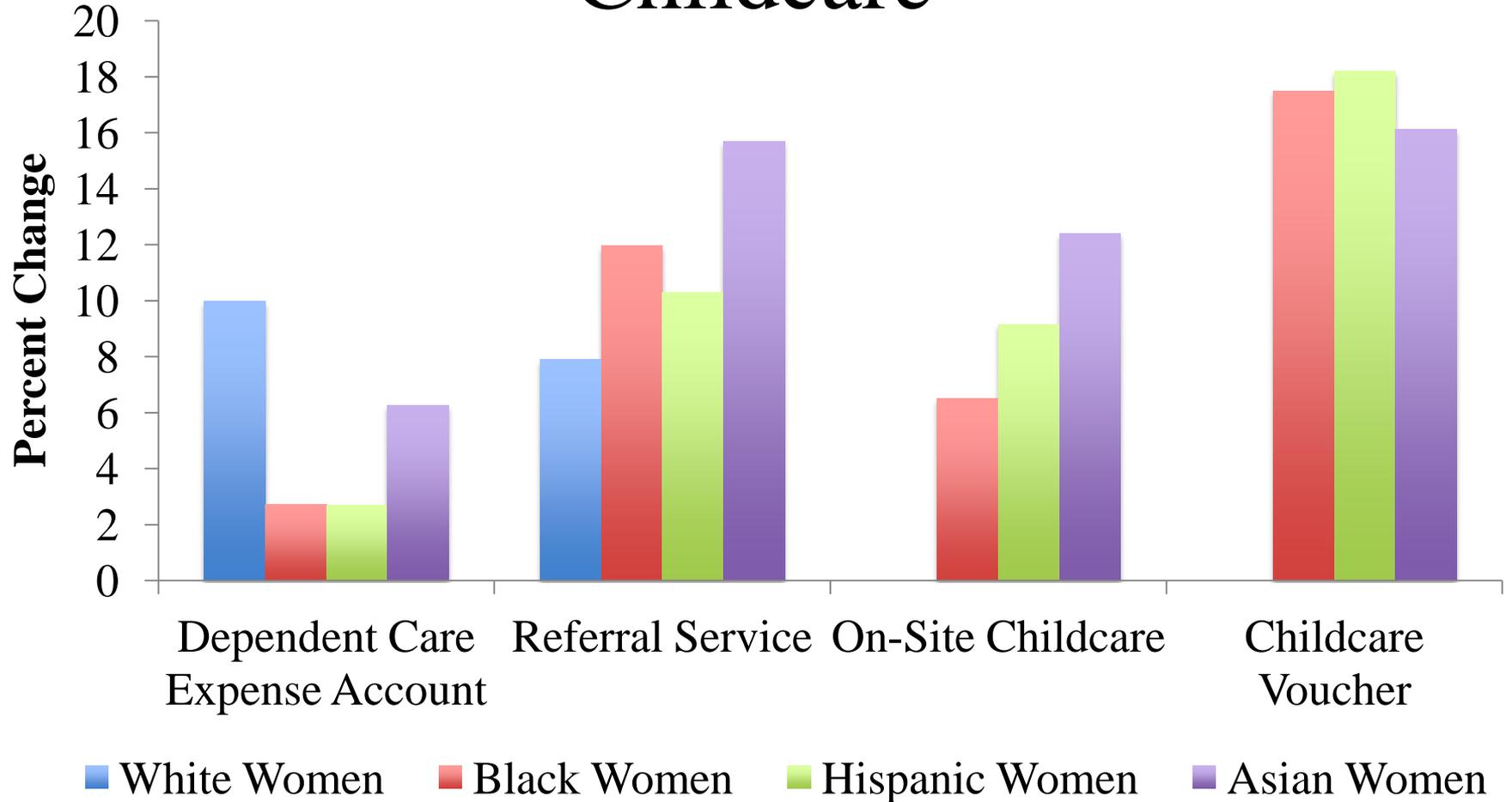
Work-Life Integration

Ideal Worker Theory

Work-Family Workshops



Childcare



Conclusion

- Control
- Engagement
- Accountability
- Work-Life Integration

frank_dobbin@harvard.edu