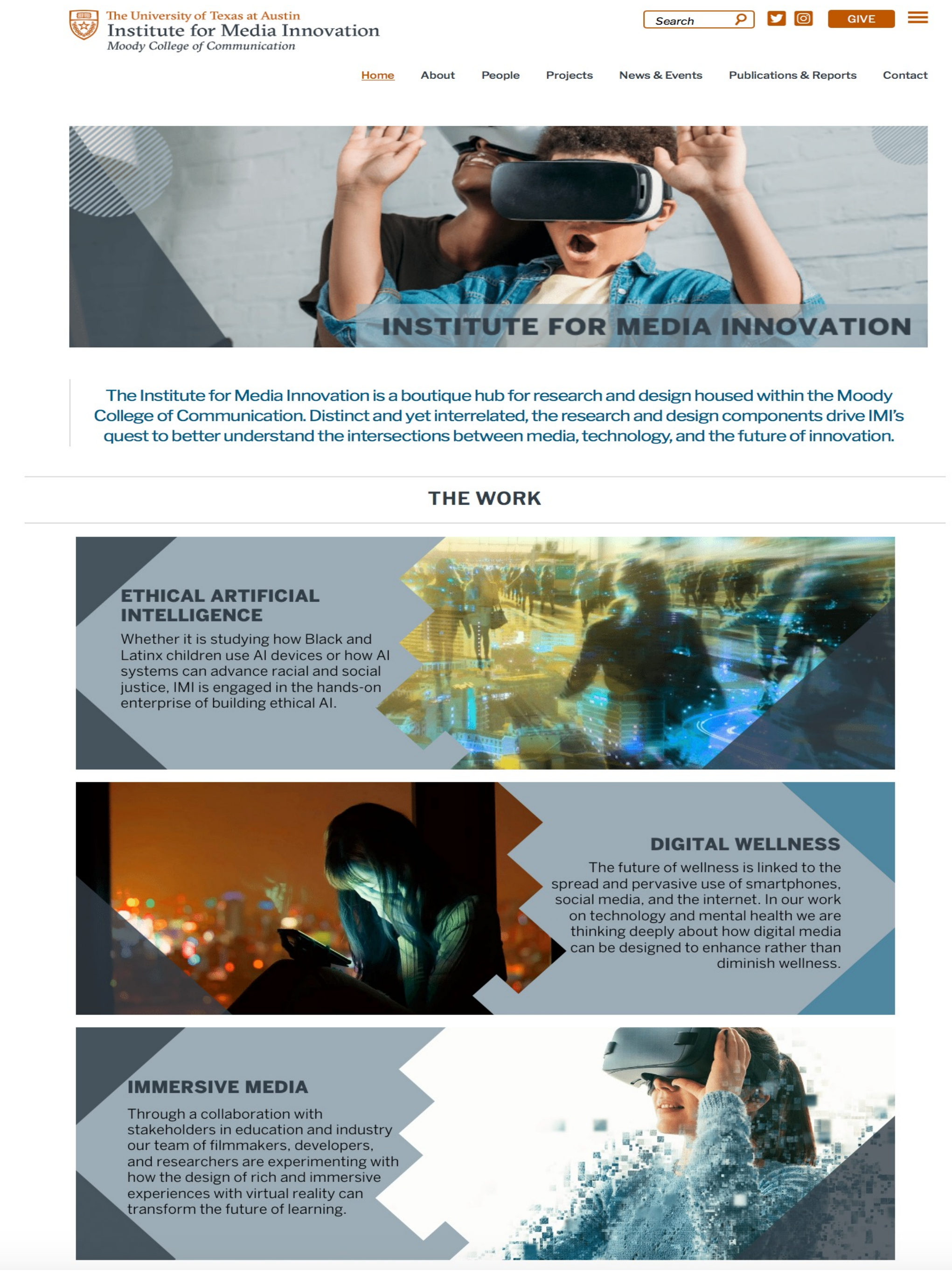
# Designing a More Diverse and Inclusive Organization

S. Craig Watkins, PhD
The University of Texas at Austin
Human Dimensions of Organization

# THE DAY

- 9:00-9:20: Introductions & Welcome
- 9:20-10:30: Lecture + Discussion
- 10:30-10:40: Break
- 10:40-11:10: Breakout Rooms
- 11:10-Noon: Report Back + Discussion
- Noon-1:00: Lunch break
- 1:00-2:30: Lecture + Discussion
- 2:30-2:40: Break
- 2:40-3:10: Breakout Rooms
- 3:10-4:00: Report Back + Discussion

Name
Organization
Role
Give one fun fact about you?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INSTITUTE FOR MEDIA INNOVATION

The Institute for Media Innovation is a boutique hub for research and design housed within the Moody College of Communication. Distinct and yet interrelated, the research and design components drive IMI's quest to better understand the intersections between media, technology, and the future of innovation.

## THE WORK

### ETHICAL ARTIFICIAL INTELLIGENCE

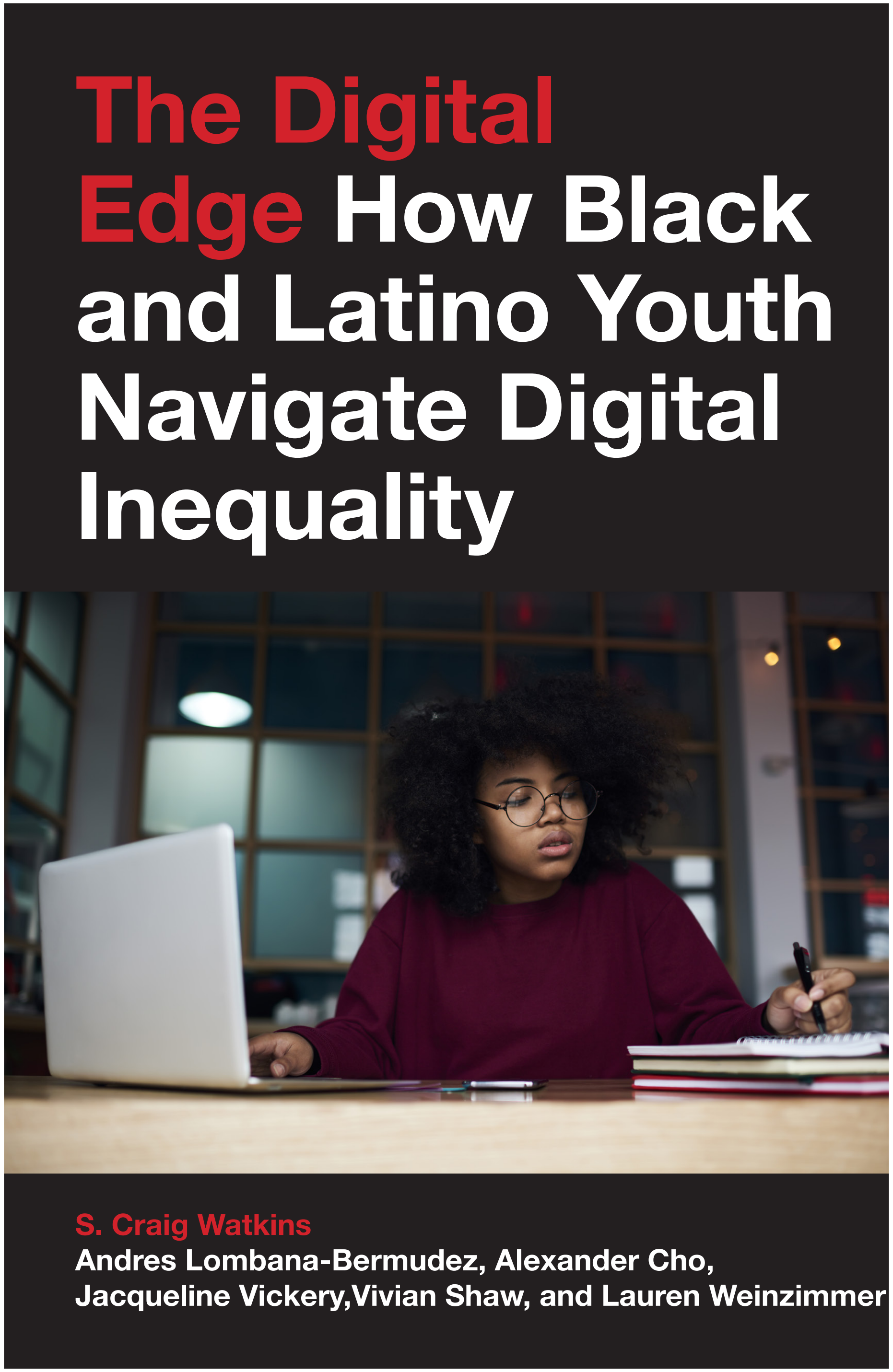
Whether it is studying how Black and Latinx children use AI devices or how AI systems can advance racial and social justice, IMI is engaged in the hands-on enterprise of building ethical AI.

### DIGITAL WELLNESS

The future of wellness is linked to the spread and pervasive use of smartphones, social media, and the internet. In our work on technology and mental health we are thinking deeply about how digital media can be designed to enhance rather than diminish wellness.

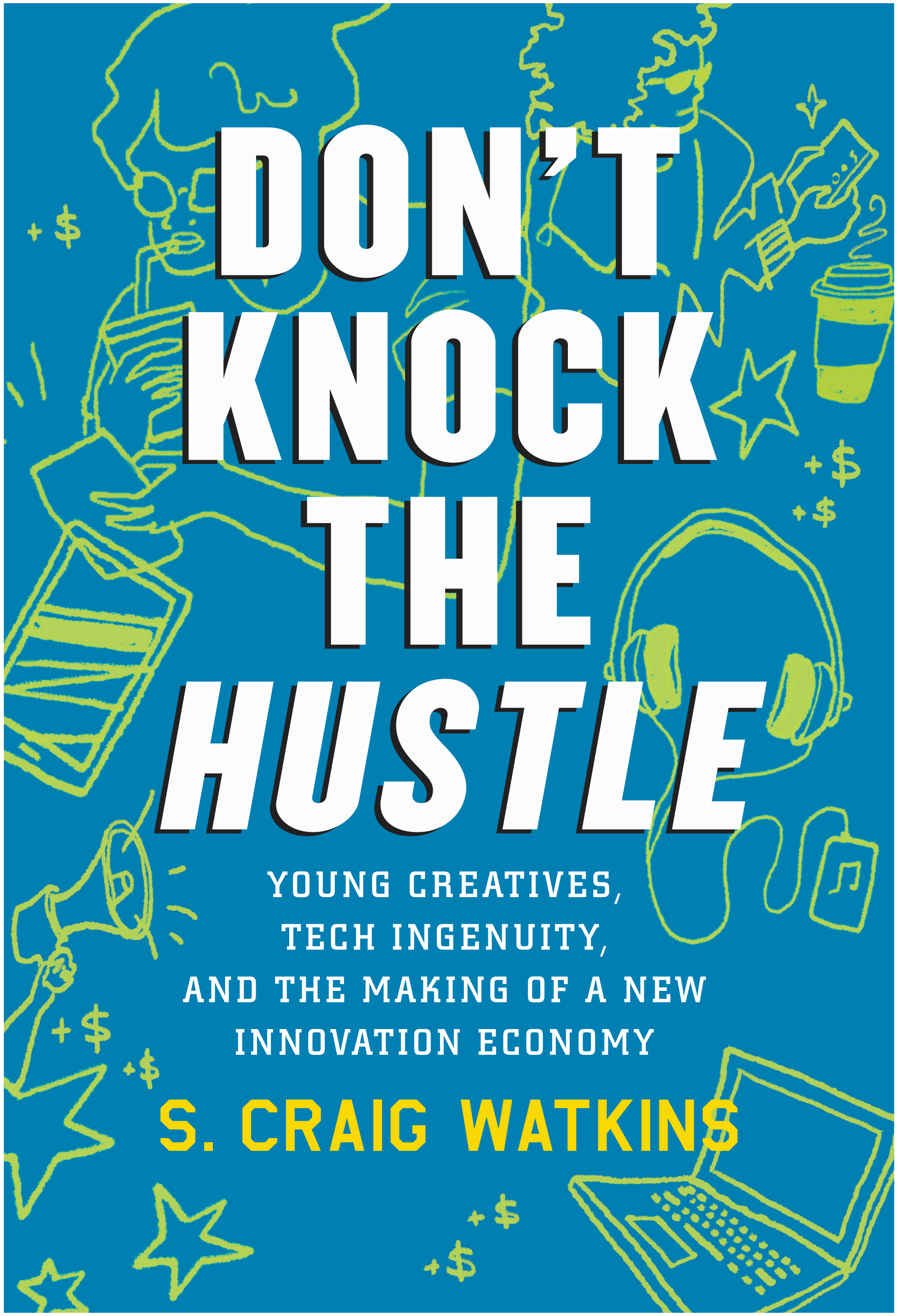
### IMMERSIVE MEDIA

Through a collaboration with stakeholders in education and industry our team of filmmakers, developers, and researchers are experimenting with how the design of rich and immersive experiences with virtual reality can transform the future of learning.



The Digital Edge How Black and Latino Youth Navigate Digital Inequality

S. Craig Watkins
Andres Lombana-Bermudez, Alexander Cho,
Jacqueline Vickery,Vivian Shaw, and Lauren Weinzimmer



DON'T KNOCK THE HUSTLE

YOUNG CREATIVES,
TECH INGENUITY,
AND THE MAKING OF A NEW
INNOVATION ECONOMY

S. CRAIG WATKINS

HBR.ORG

Harvard Business Review

JULY-AUGUST 2016

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Leslie K. John

DIVERSITY

Most programs don't work. Here's what to do about it.
PAGE 51

I. Why your organization should be strategic about DEI

II. Leadership

III. Designing an Inclusive Workplace Culture

IV. Recruitment and Hiring

V. Advancing Equity

# Diversity

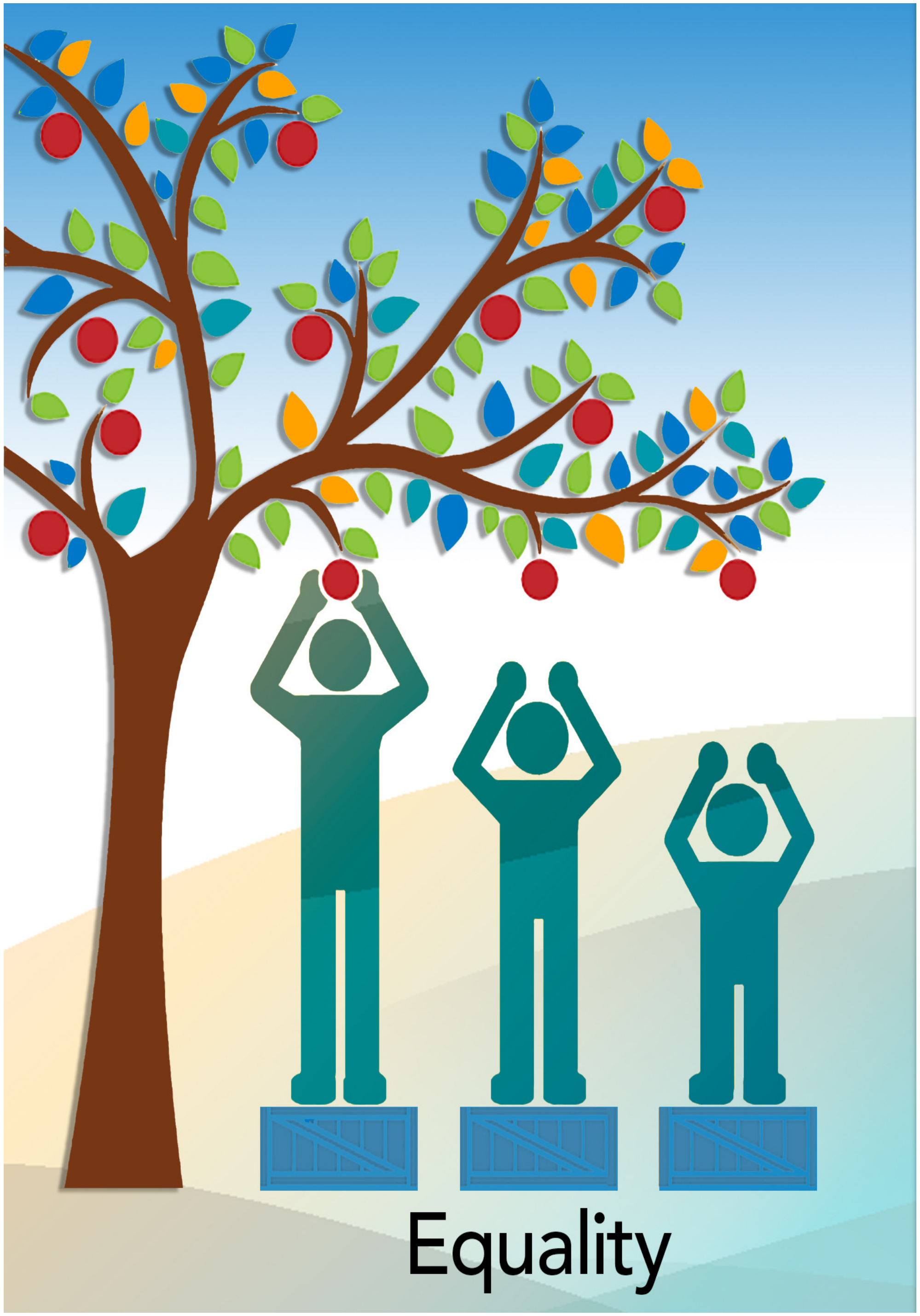
The creation of a heterogeneous workforce.

# Equity

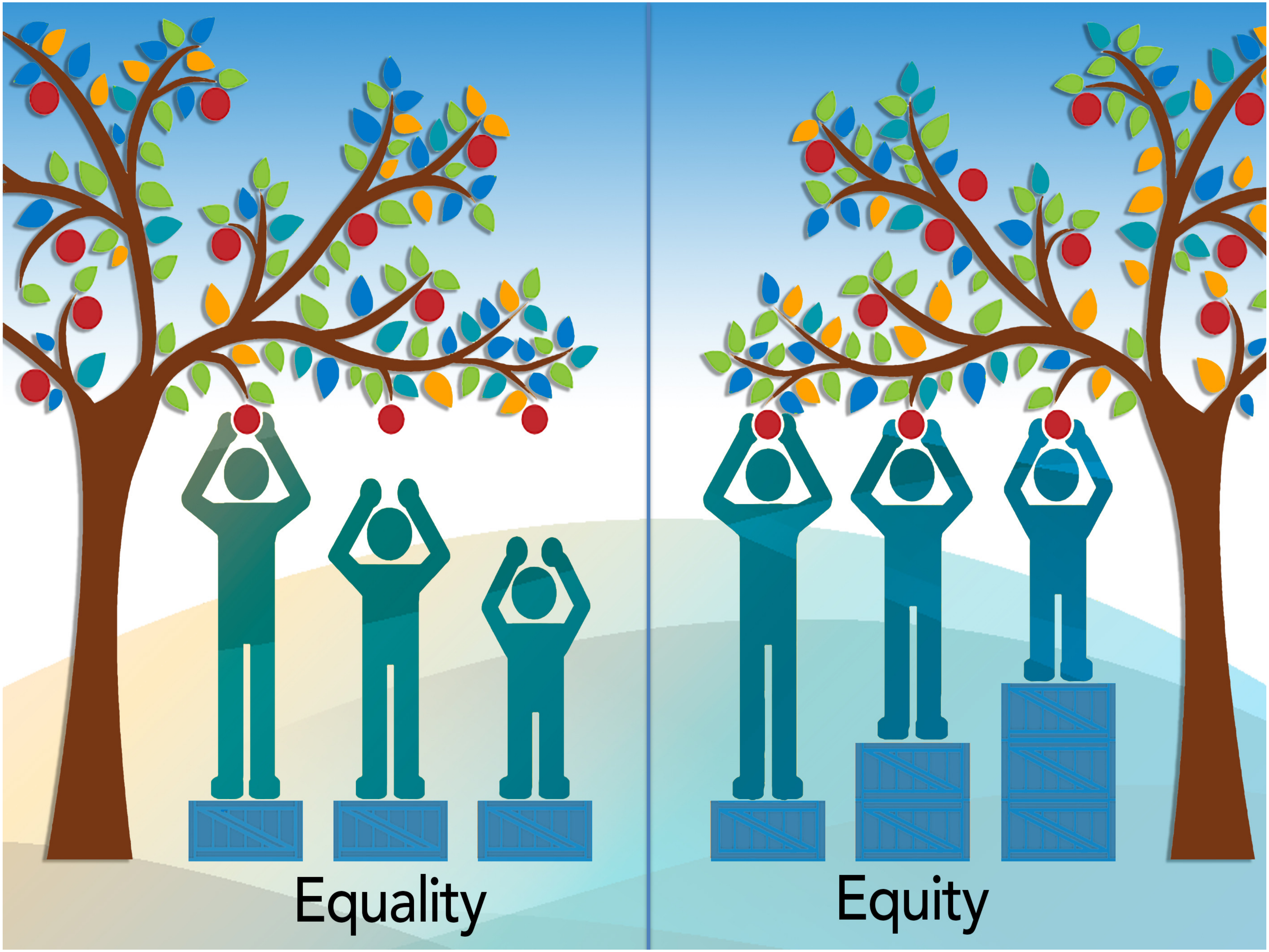
Creating a workplace culture in which opportunities are fairly distributed.

# Inclusion

A workplace culture in which all employees feel valued and empowered to participate and be their authentic self.



Equality


Equality
Equity

# DEI initiatives should be treated like any other organizational priority:

1) **Assess the problem/opportunities:** What are the barriers to a more diverse and inclusive workplace?
2) **Create milestones and goals:** What is your timeline?
3) **Action Plan:** What measures will be implemented?
4) **Task Force:** Who will implement the DEI strategy?
5) **Assessment**: How are we doing?
6) **Accountability:** What's the incentive for achieving our goals?

# COLLECT DATA

Who sees your job ads?
Who do you interview?
Who do you make offers to?
Who is assigned to high profile projects?
Who is promoted?
Who leaves?
What's the makeup of your management team?
Track feedback and performance evaluations.
How effective is your DEI training?
How is compensation spread?

Phase One: Something that we are required to do. (Period: 1970s-1980s)

Phase Two: Something that is right to do. (Period: 1990s-2000s)

Phase Three: Something that is smart & profitable to do. (Period: 2010s-)

# I. Why you should be strategic about DEI

Social Psychological and Personality Science
Volume 9, Issue 4, May 2018, Pages 402-410
© The Author(s) 2017, Article Reuse Guidelines
https://doi-org.ezproxy.lib.utexas.edu/10.1177/1948550617708013

*Article*

# Mere Membership in Racially Diverse Groups Reduces Conformity

**Sarah E. Gaither[1], Evan P. Apfelbaum[2], Hannah J. Birnbaum[3], Laura G. Babbitt[4], and Samuel R. Sommers[5]**

## Abstract

*Three studies assessed the impact of White individuals' mere membership in racially diverse or homogeneous groups on conformity. In Study 1, White participants were randomly assigned to four-person groups that were racially diverse or homogeneous in which three confederates routinely endorsed clearly inferior college applicants for admission. Participants in diverse groups were significantly less likely to conform than those in homogeneous groups. Study 2 replicated these results using an online conformity paradigm, thereby isolating the effects of racial group composition from concomitant social cues in face-to-face settings. Study 3 presented a third condition—a diverse group that included one other White member. Individuals conformed less in both types of diverse groups as compared with the homogeneous group. Evidence suggests this was because Whites in homogeneous (vs. diverse) settings were more likely to reconsider their original decision after learning how other group members responded.*

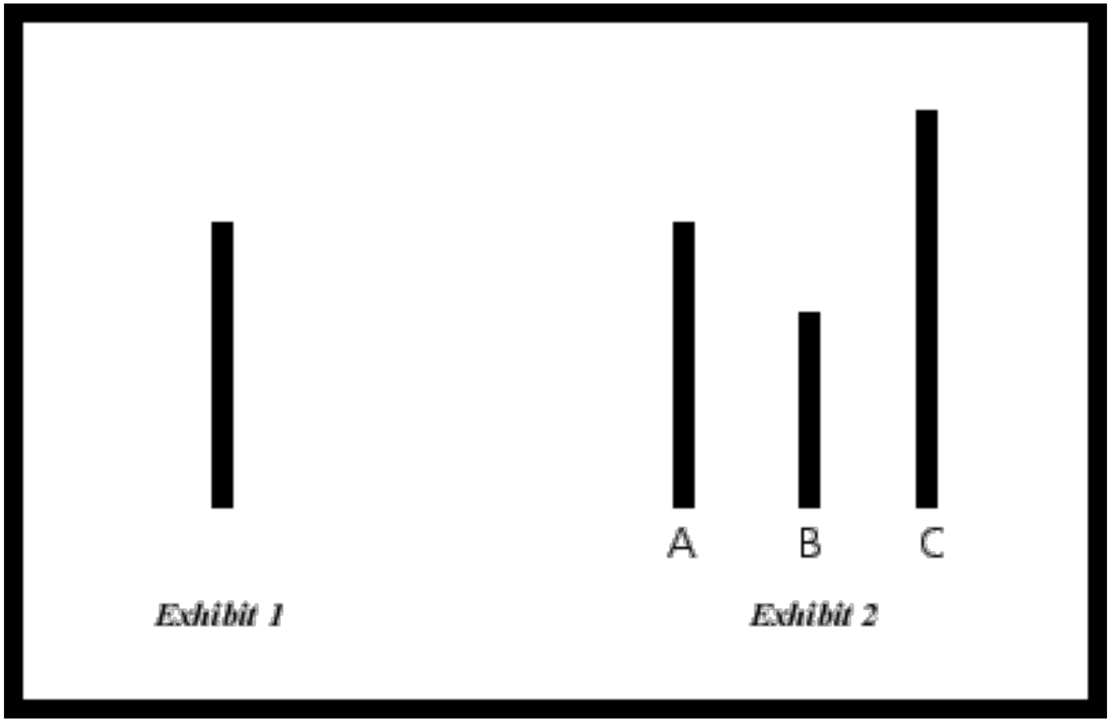
## Keywords

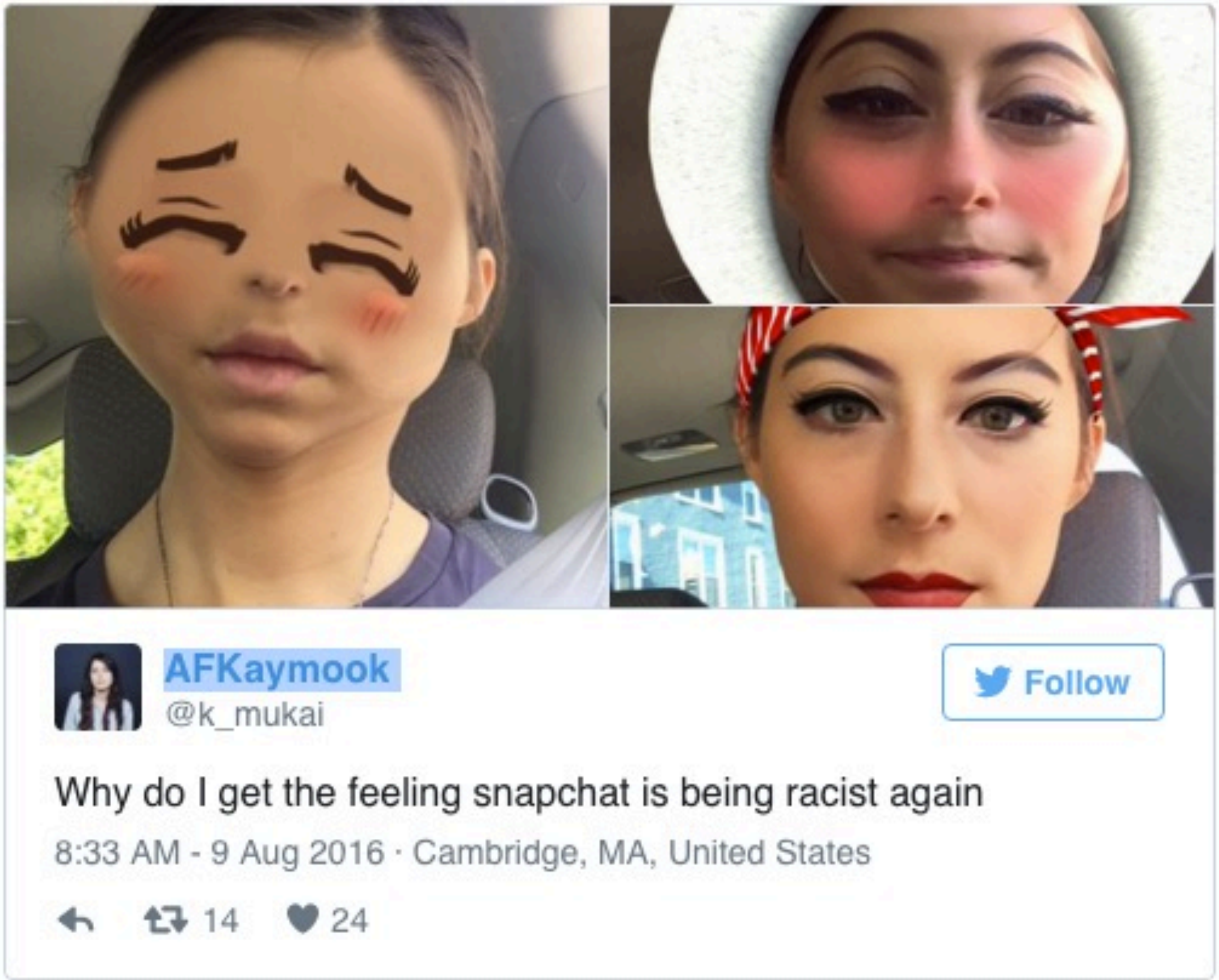
conformity, groups, decision-making, diversity, race

# Findings

- We are more influenced by similar versus different others
- **We become over reliant on and responsive to others' decisions in homogeneous settings**
- Racially diverse groups reduce the tendency for conformity

# Asch Conformity Experiments

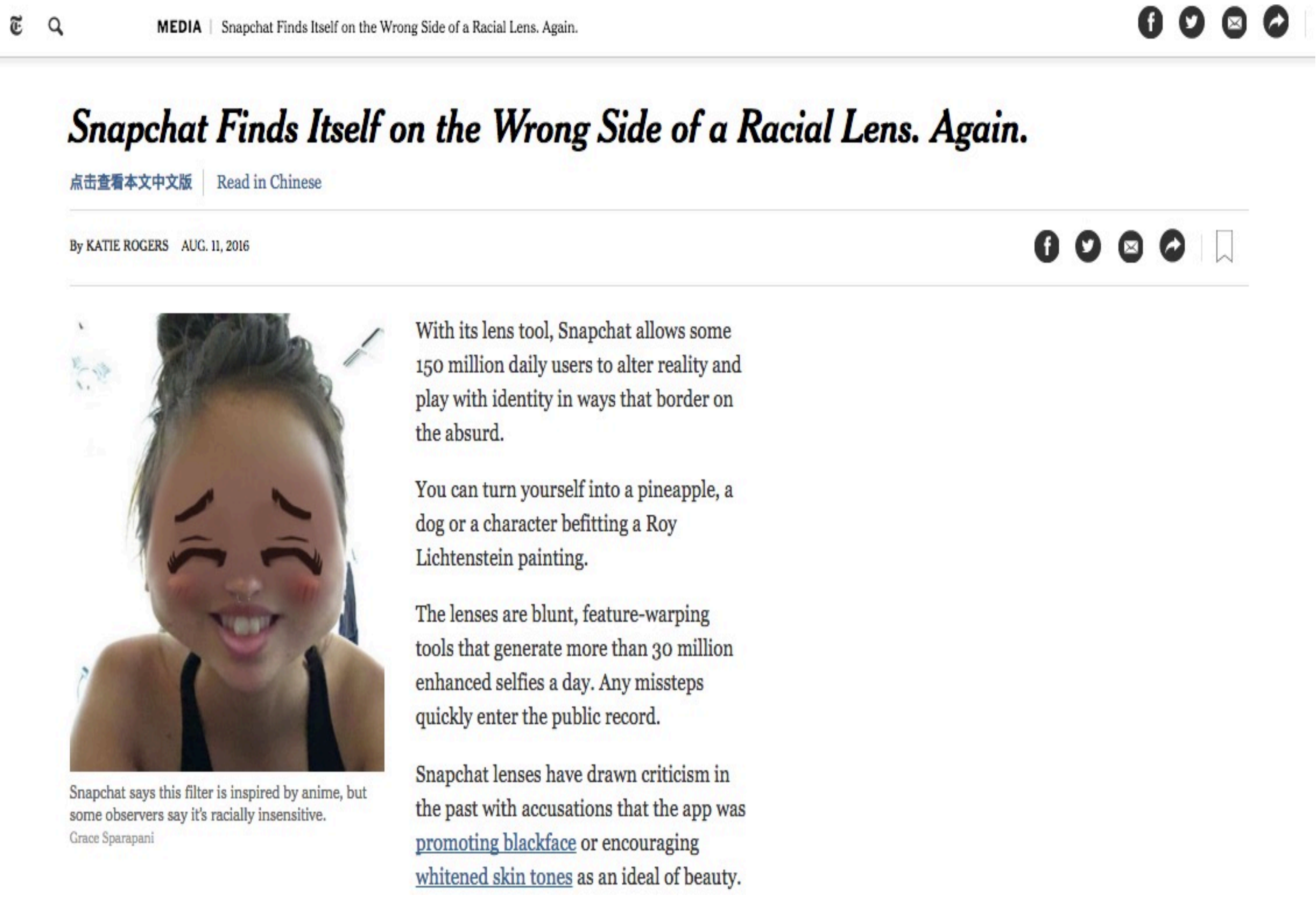

A
B
C
Exhibit 1
Exhibit 2



**AFKaymook**
@k_mukai

Why do I get the feeling snapchat is being racist again

8:33 AM - 9 Aug 2016 · Cambridge, MA, United States



**MEDIA** | Snapchat Finds Itself on the Wrong Side of a Racial Lens. Again.

# *Snapchat Finds Itself on the Wrong Side of a Racial Lens. Again.*

点击查看本文中文版 | Read in Chinese

By KATIE ROGERS AUG. 11, 2016

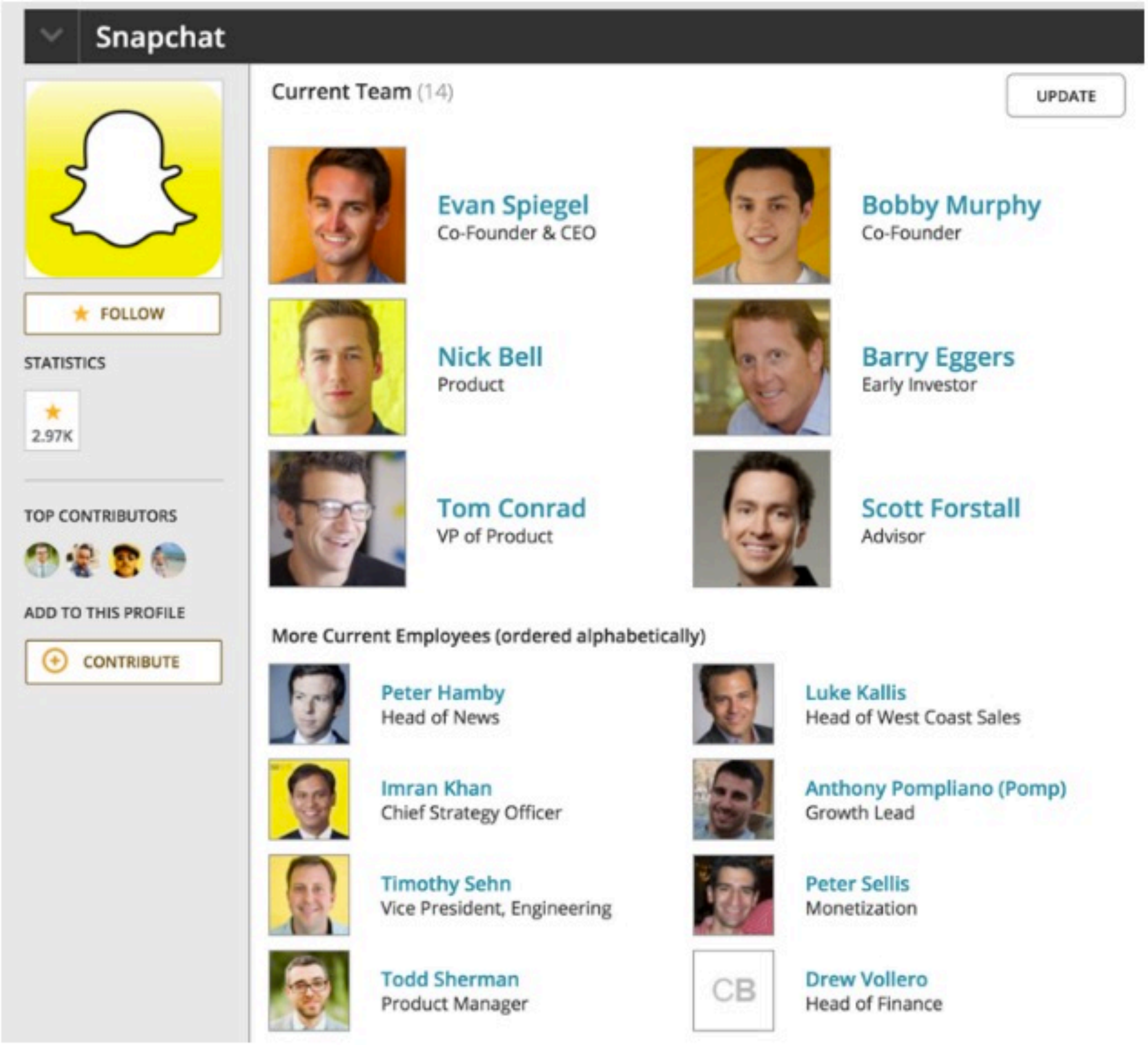
Snapchat says this filter is inspired by anime, but some observers say it's racially insensitive.
Grace Sparapani

With its lens tool, Snapchat allows some 150 million daily users to alter reality and play with identity in ways that border on the absurd.

You can turn yourself into a pineapple, a dog or a character befitting a Roy Lichtenstein painting.

The lenses are blunt, feature-warping tools that generate more than 30 million enhanced selfies a day. Any missteps quickly enter the public record.

Snapchat lenses have drawn criticism in the past with accusations that the app was promoting blackface or encouraging whitened skin tones as an ideal of beauty.


FOLLOW
STATISTICS
2.97K
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## Snapchat

**Current Team** (14)

**Evan Spiegel**
Co-Founder & CEO

**Bobby Murphy**
Co-Founder

**Nick Bell**
Product

**Barry Eggers**
Early Investor

**Tom Conrad**
VP of Product

**Scott Forstall**
Advisor

More Current Employees (ordered alphabetically)

**Peter Hamby**
Head of News

**Luke Kallis**
Head of West Coast Sales

**Imran Khan**
Chief Strategy Officer

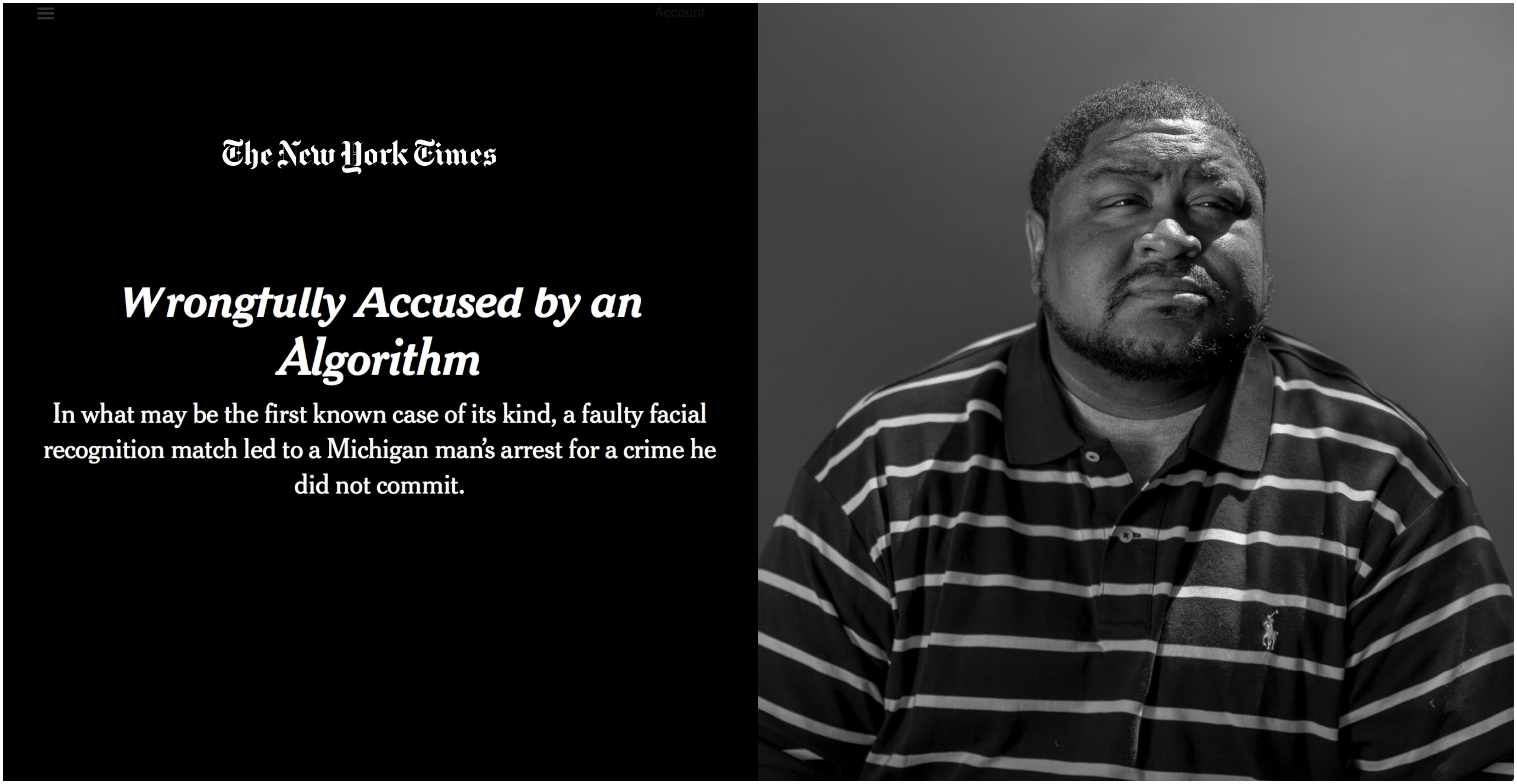
**Anthony Pompliano (Pomp)**
Growth Lead

**Timothy Sehn**
Vice President, Engineering

**Peter Sellis**
Monetization

**Todd Sherman**
Product Manager

**Drew Vollero**
Head of Finance



The New York Times

# Wrongfully Accused by an Algorithm

In what may be the first known case of its kind, a faulty facial recognition match led to a Michigan man's arrest for a crime he did not commit.

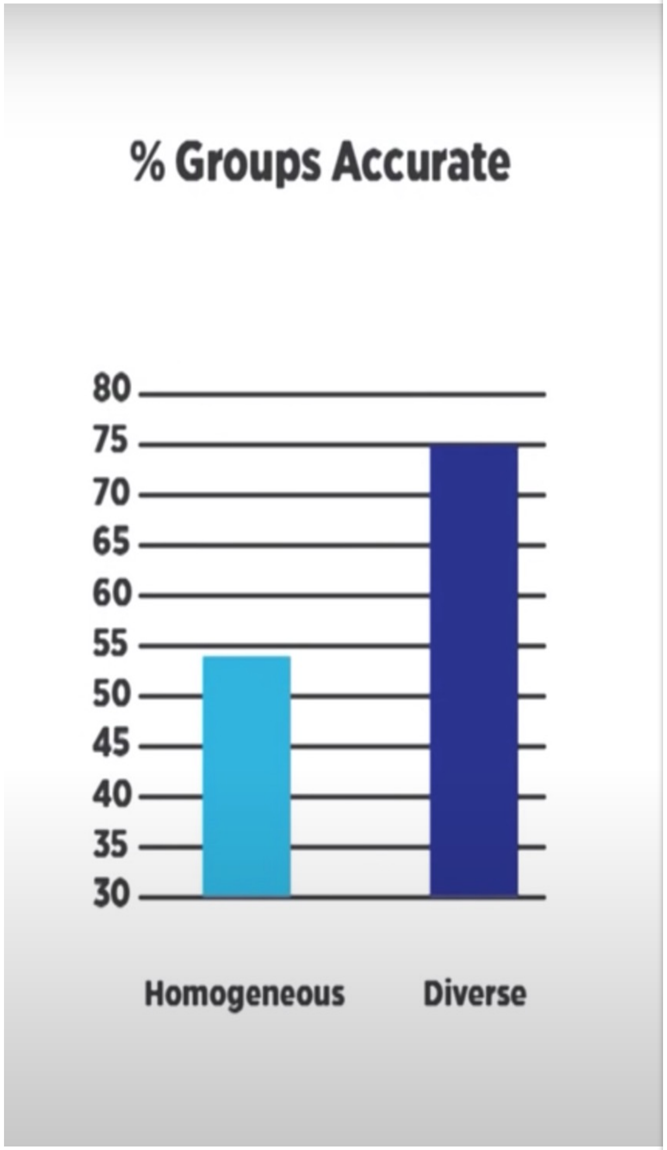
SCIENTIFIC AMERICAN
A Beacon from the Big Bang
See Inside

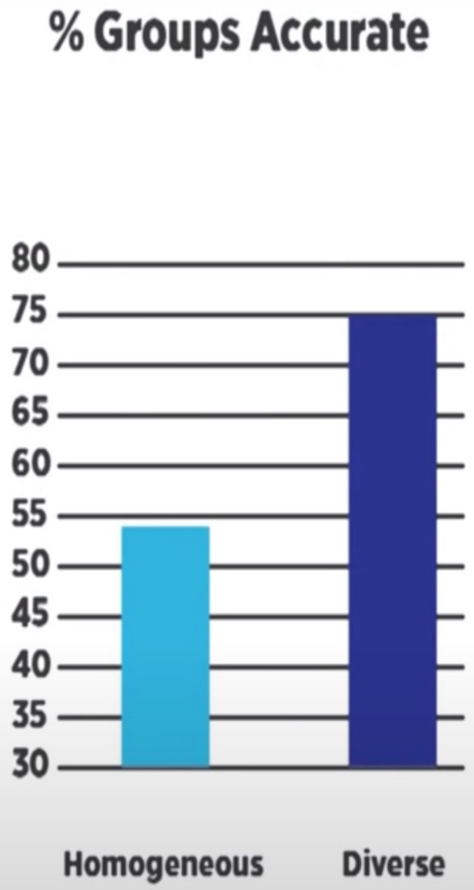
# How Diversity Makes Us Smarter

Being around people who are different from us makes us more creative, more diligent and harder-working

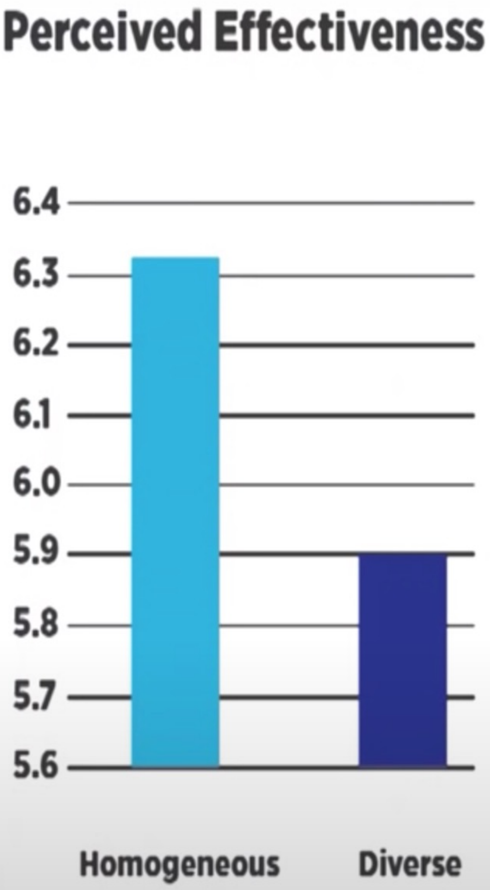
Sep 16, 2014 | By Katherine W. Phillips

The first thing to acknowledge about diversity is that it can be difficult. In the U.S., where the dialogue of inclusion is relatively advanced, even the mention of the word "diversity" can lead to anxiety and conflict. Supreme Court justices disagree on the virtues of diversity and the means for achieving it. Corporations spend billions of dollars to attract and manage diversity both internally and externally, yet they still face discrimination lawsuits, and the leadership ranks of the business world remain predominantly white and male.

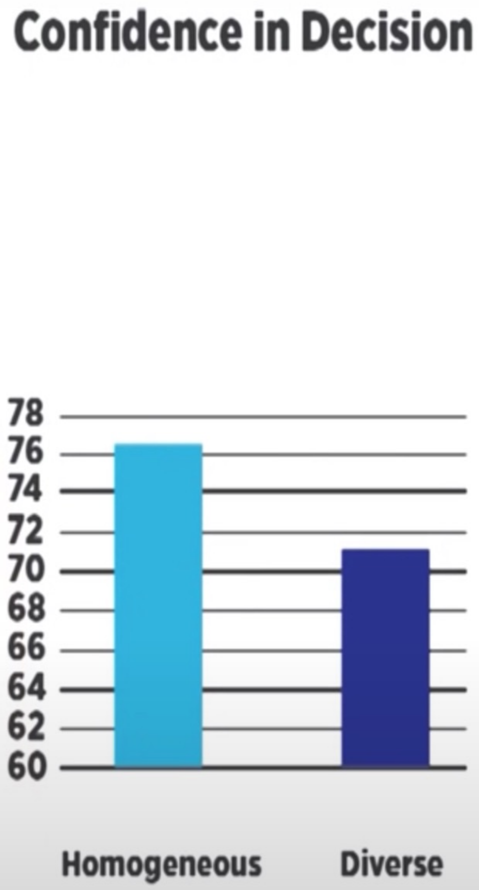

% Groups Accurate
80
75
70
65
60
55
50
45
40
35
30
Homogeneous
Diverse



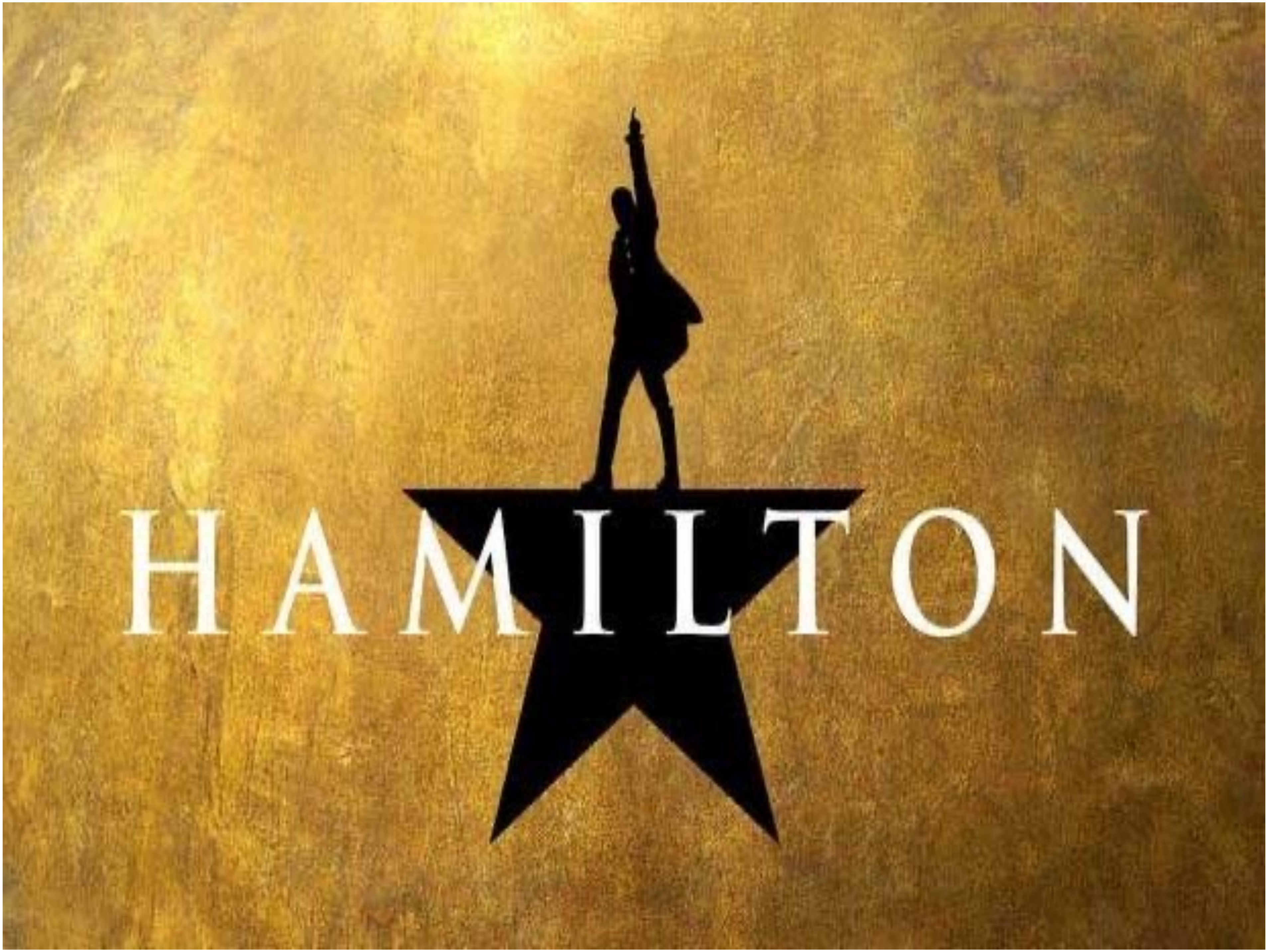
% Groups Accurate



Perceived Effectiveness



Confidence in Decision


HAMILTON

FAST COMPANY

APPLE's Unsung Medical Wizard

The Coffee Hacker at STARBUCKS

NETFLIX's Tastemaker

A Speed Addict at GOOGLE

AMAZON's Edge in India

DISNEY's Jedi Master

Why Hamilton's LIN-MANUEL MIRANDA is No. 1

100 MOST CREATIVE PEOPLE IN BUSINESS

Visionaries at VALENTINO

The Social Star of SNAPCHAT

INTEL's Security King

FACEBOOK's Team of the Moment

FOX's Defiant Sportscaster

NIKE's Maestro of Design

$7.99 US $7.99 CANADA

JUNE 2016
FASTCOMPANY.COM

DOUBLE ISSUE

MAY 2 / MAY 9, 2016

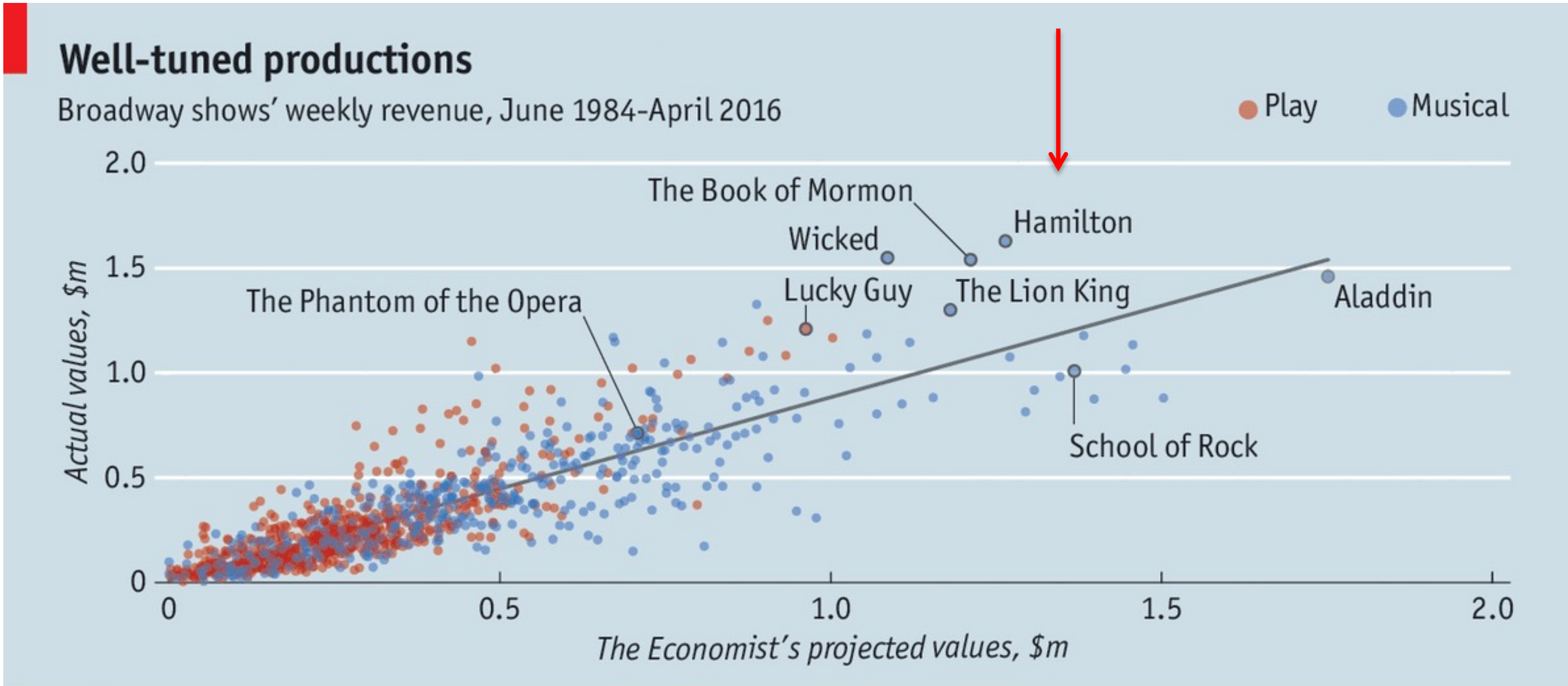
TIME

THE 100 MOST INFLUENTIAL PEOPLE

**Lin-Manuel Miranda**
by J.J. Abrams

**Raj Panjabi**
by Bill Clinton
**Yayoi Kusama**
by Marc Jacobs
**Melissa McCarthy**
by Paul Feig
**Kip Thorne**
by Christopher Nolan
**Mark Rylance**
by Steven Spielberg
**Justin Trudeau**
by Lorne Michaels

time.com



**Well-tuned productions**

Broadway shows' weekly revenue, June 1984-April 2016

Economist.com

# Diverse teams…

- Discourage conformity & groupthink
- See the same problem/opportunity differently
- Make organizations work harder smarter
- Facilitate innovation, differentiation

# II. LEADERSHIP

# Their Bosses Asked Them to Lead Diversity Reviews. Guess Why.

When corporations try to belatedly address issues of diversity, equity and inclusion, they often drop the responsibility on their few Black employees.

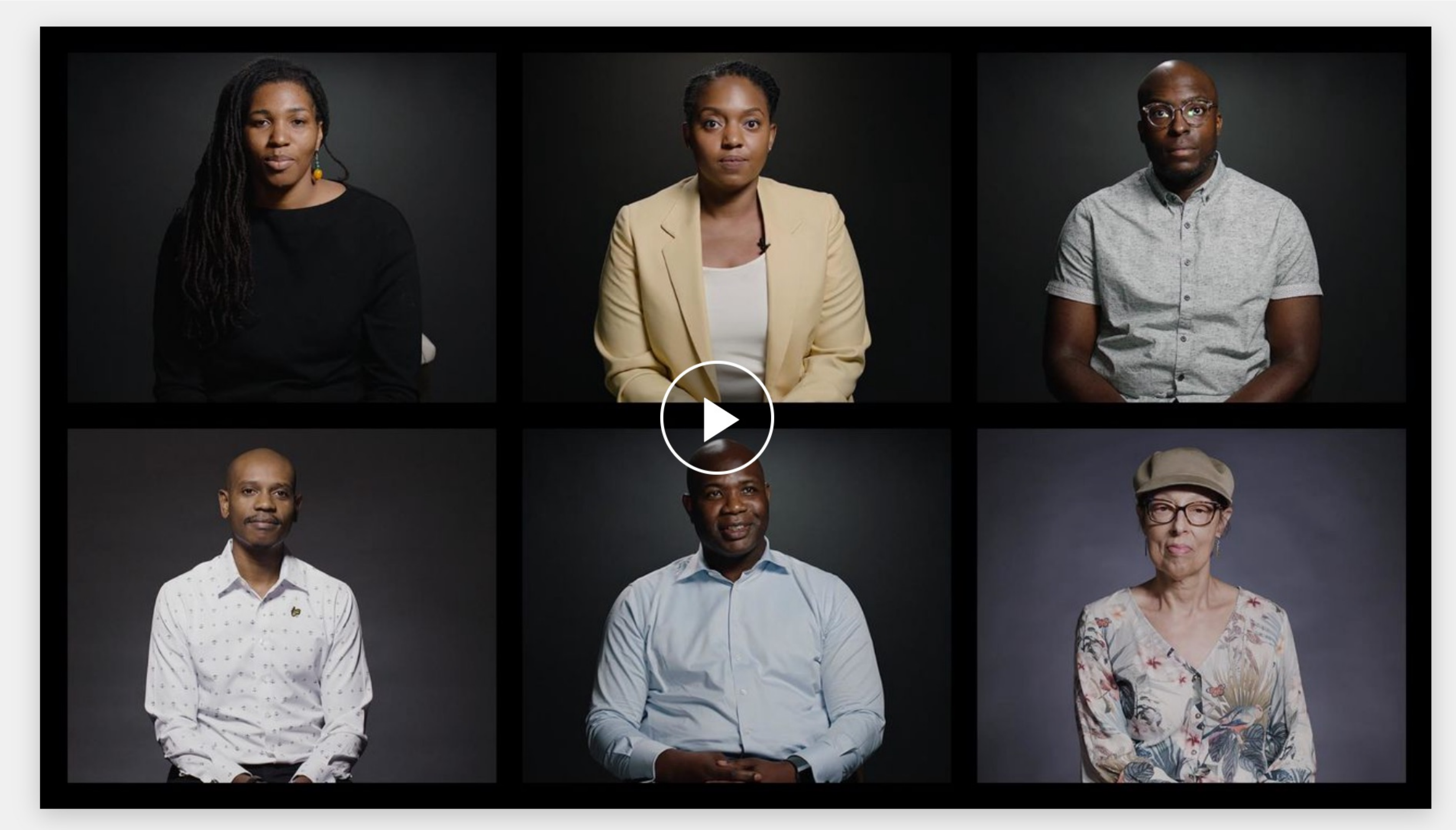
Lindsey D.G. Dates, a partner in the Chicago office of Barnes & Thornburg. “I do not come to these conversations enthusiastically,” he said. “With that said, I do believe I have an obligation to advocate for people like me.” Nolis Anderson for The New York Times

Last June, Deana Jean received a strange request on LinkedIn: A software company wanted her to lead a diversity, equity and inclusion program for their executive suite.

Ms. Jean does not do D.E.I. work. Nor does her LinkedIn profile suggest as much. Her background is in educational technology sales and leadership coaching.

# Senior leadership should be involved with the organization’s DEI initiatives.

# Executive Listening Sessions



**Managers should be involved in active sponsorship of employees from underrepresented groups.**

# Sponsorship

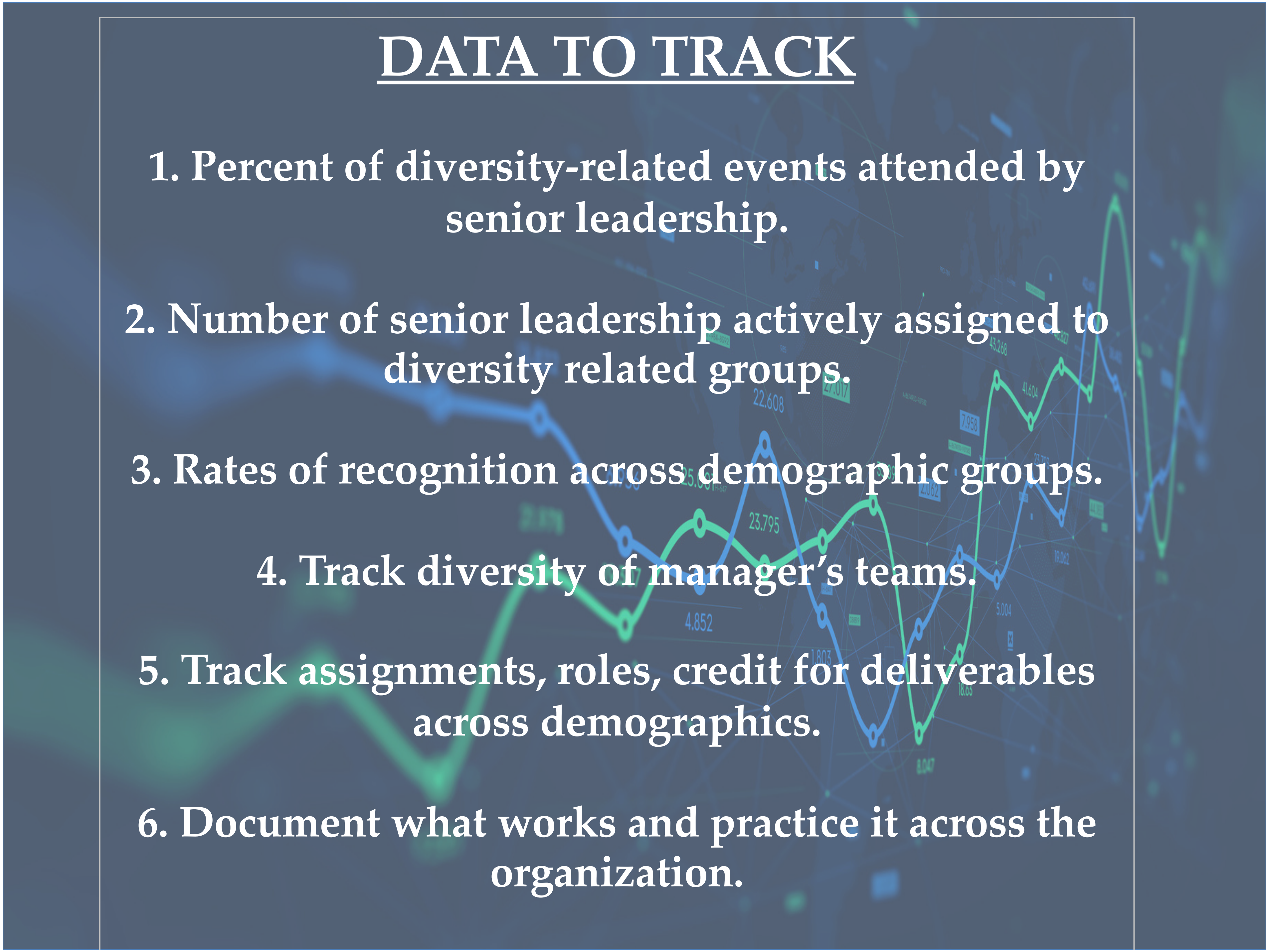
- Make sure that people from underrepresented group’s achievements are made visible.
- Credit for authorship of work.
- Assigned to important tasks and projects.
- “Don’t just invite them to the party; ask them to dance.”

# ACCOUNTABILITY

1. Establish clear metrics for success on performance related to DEI.

2. Base evaluation for a promotion, merit raise, or bonus, in part, on how well managers succeed on diversity and inclusion metrics.

# Periodic roundtable discussions dedicated to DEI.



# DATA TO TRACK

1. Percent of diversity-related events attended by senior leadership.

2. Number of senior leadership actively assigned to diversity related groups.

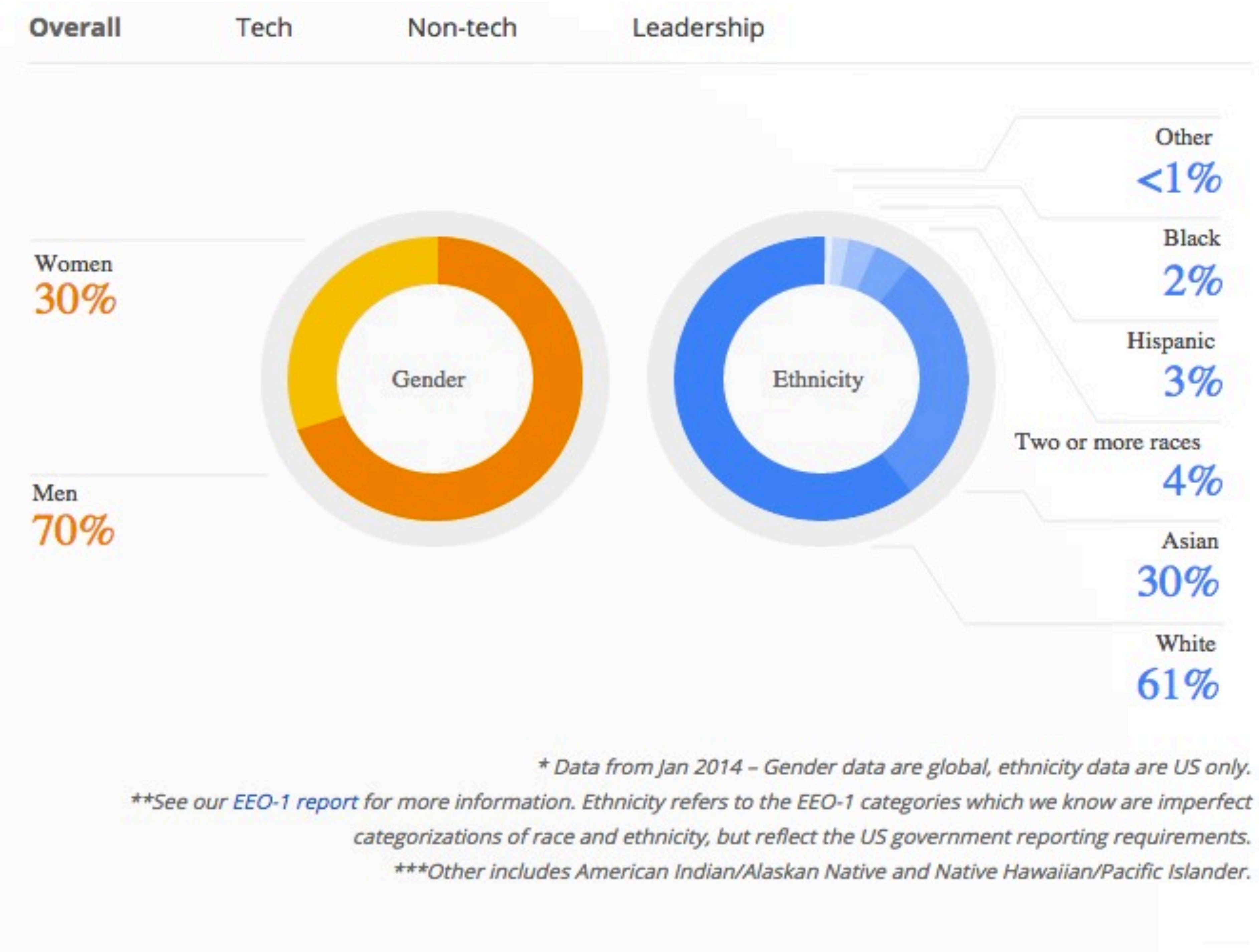
3. Rates of recognition across demographic groups.

4. Track diversity of manager's teams.

5. Track assignments, roles, credit for deliverables across demographics.

6. Document what works and practice it across the organization.

# III. Designing an Inclusive Workplace Culture



** Data from Jan 2014 – Gender data are global, ethnicity data are US only.*

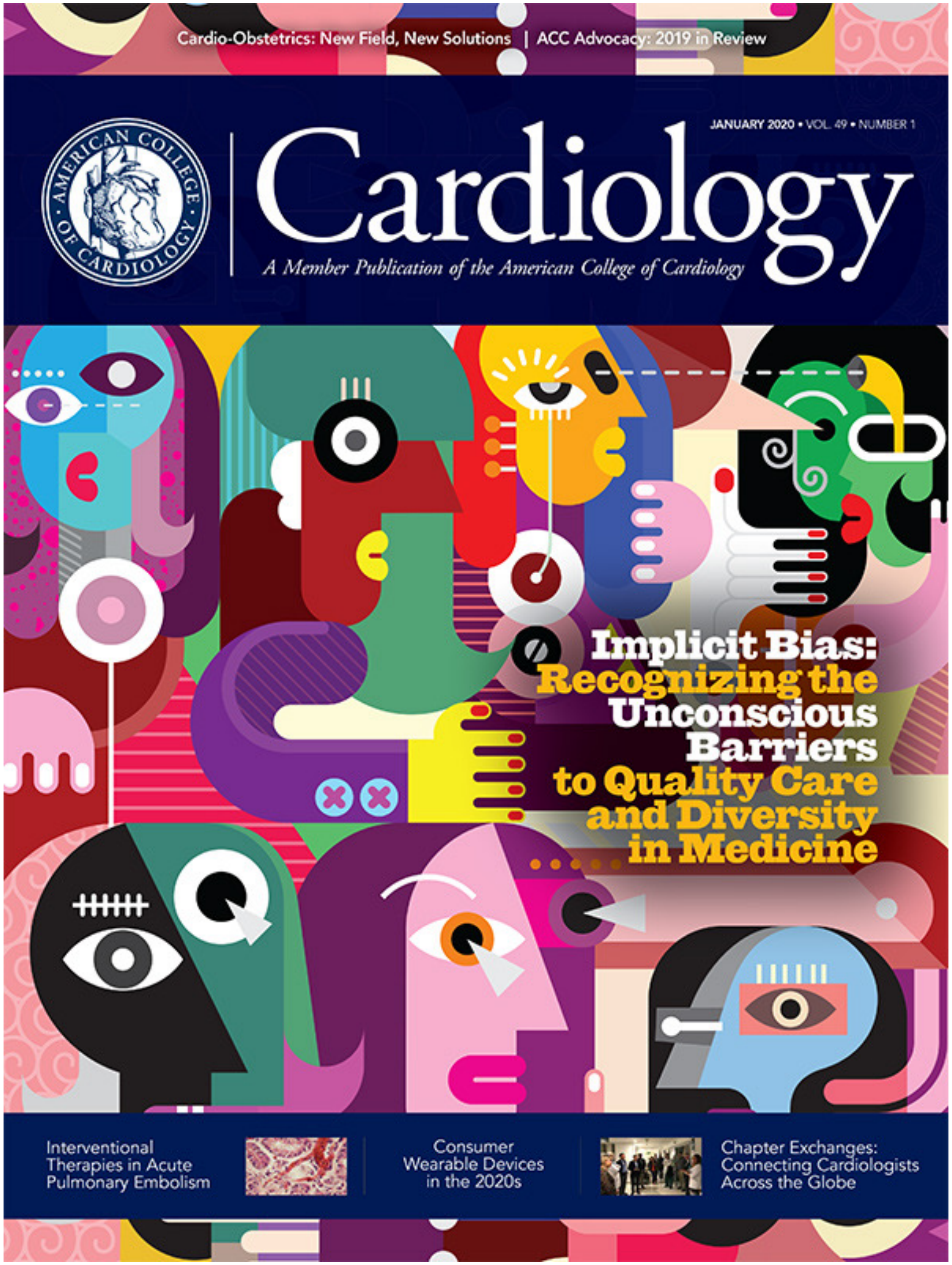
***See our EEO-1 report for more information. Ethnicity refers to the EEO-1 categories which we know are imperfect categorizations of race and ethnicity, but reflect the US government reporting requirements.*

****Other includes American Indian/Alaskan Native and Native Hawaiian/Pacific Islander.*

# Discover the reasons for low retention rates

- What aspects of your workplace culture are impacting retention rates?
- Who is succeeding and why?
- Who is leaving and why?
- Data: Exit interviews, surveys, promotion results

Gender
Preferences
Subconscious
Cognition
Unconscious
Judgement
Disrespect
IMPLICIT BIAS
Stereotypes
Research
Behavior
Prejudice
Race
Decisions
Unfair
Ethnicity
Psychologist
Reaction
Beliefs
People
Groups
Social
Hidden
Subtle
Train



Cardio-Obstetrics: New Field, New Solutions | ACC Advocacy: 2019 in Review

JANUARY 2020 • VOL. 49 • NUMBER 1

# Cardiology

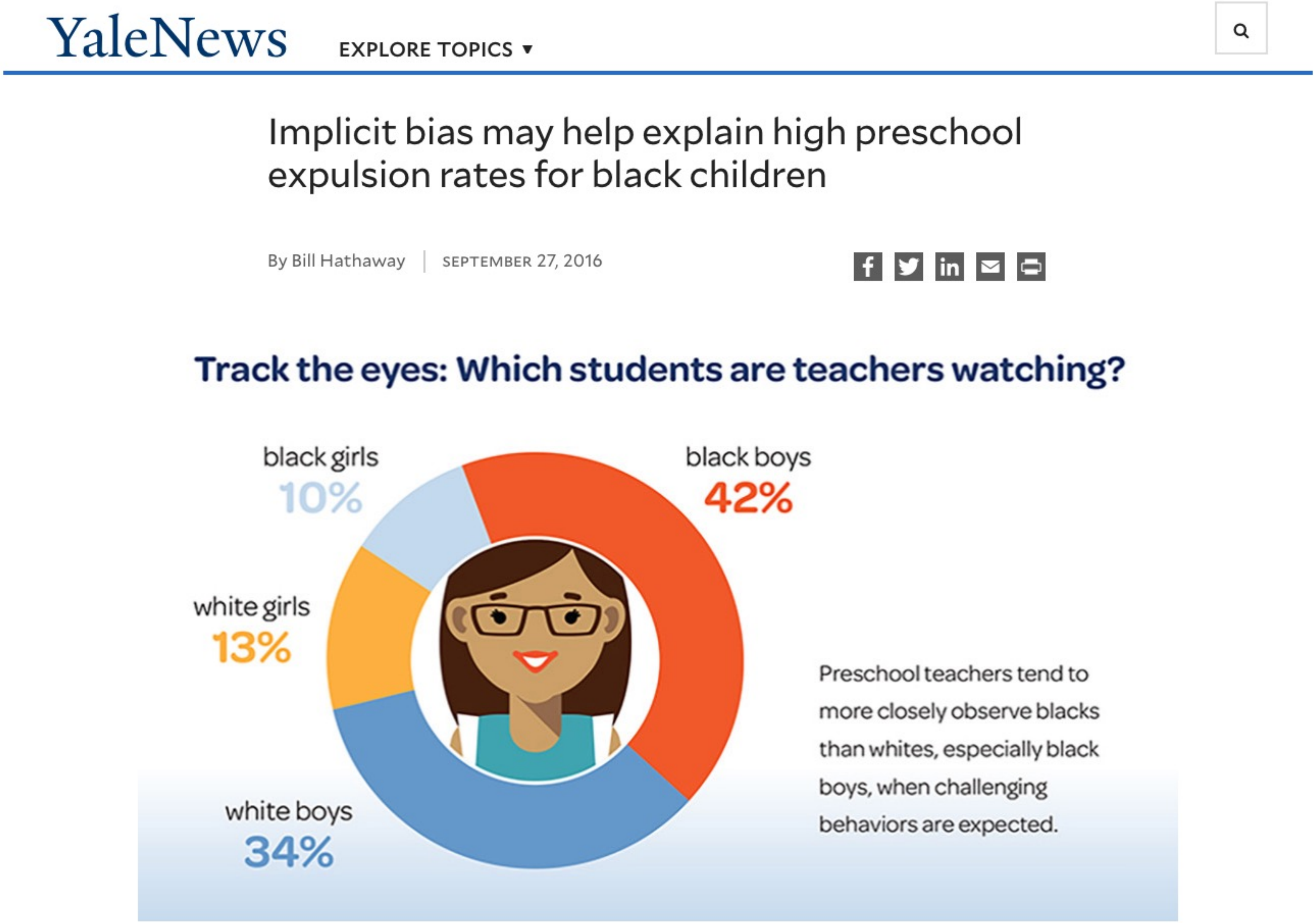
*A Member Publication of the American College of Cardiology*

## Implicit Bias: Recognizing the Unconscious Barriers to Quality Care and Diversity in Medicine

Interventional Therapies in Acute Pulmonary Embolism

Consumer Wearable Devices in the 2020s

Chapter Exchanges: Connecting Cardiologists Across the Globe


YaleNews
EXPLORE TOPICS ▾

# Implicit bias may help explain high preschool expulsion rates for black children

By Bill Hathaway | SEPTEMBER 27, 2016

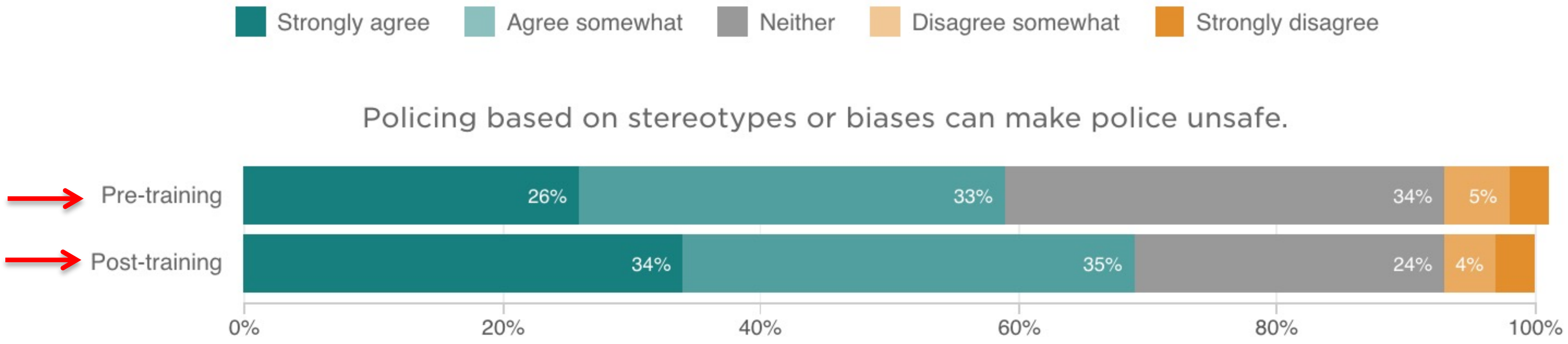
## Track the eyes: Which students are teachers watching?

black girls
10%
black boys
42%
white girls
13%
white boys
34%

Preschool teachers tend to more closely observe blacks than whites, especially black boys, when challenging behaviors are expected.

# Officers' Attitudes About Implicit Bias Shifted Post-Training

In surveys, the proportion of NYPD officers agreeing with these statements increased after training.



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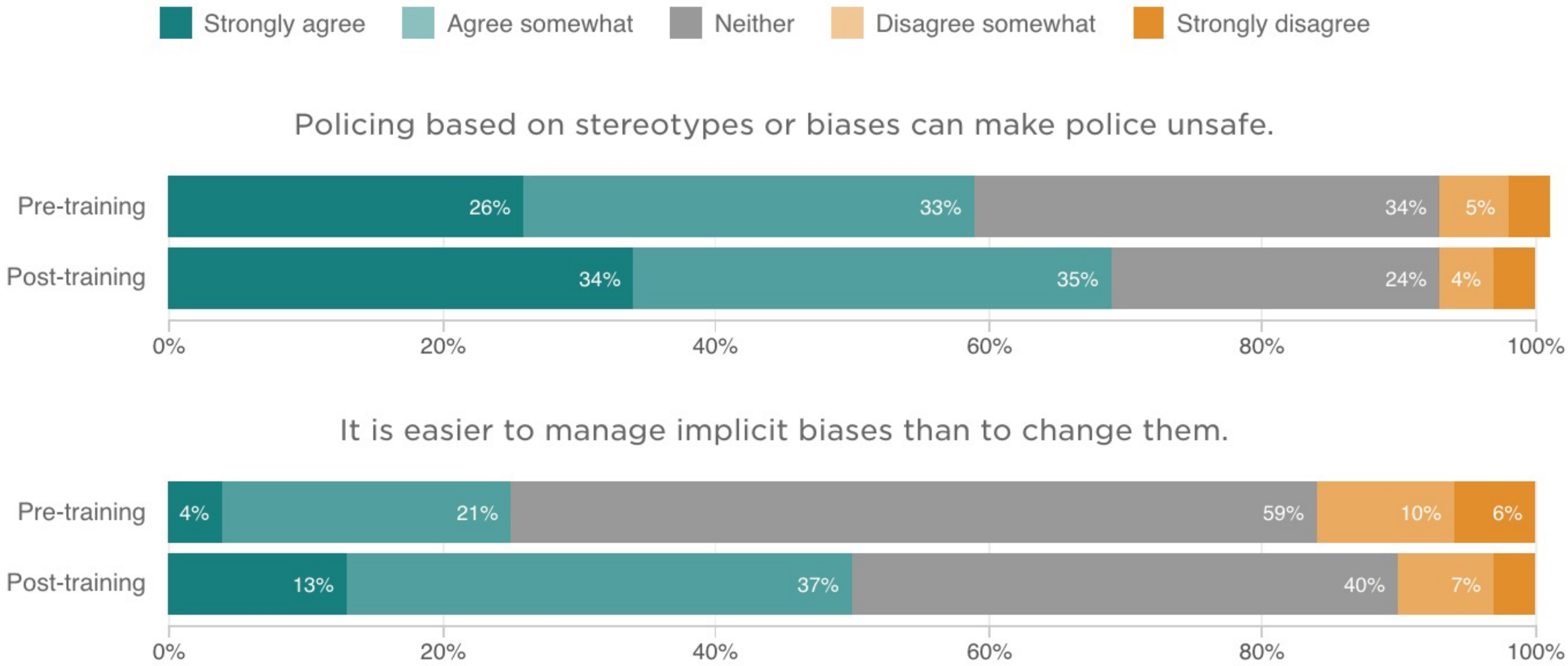

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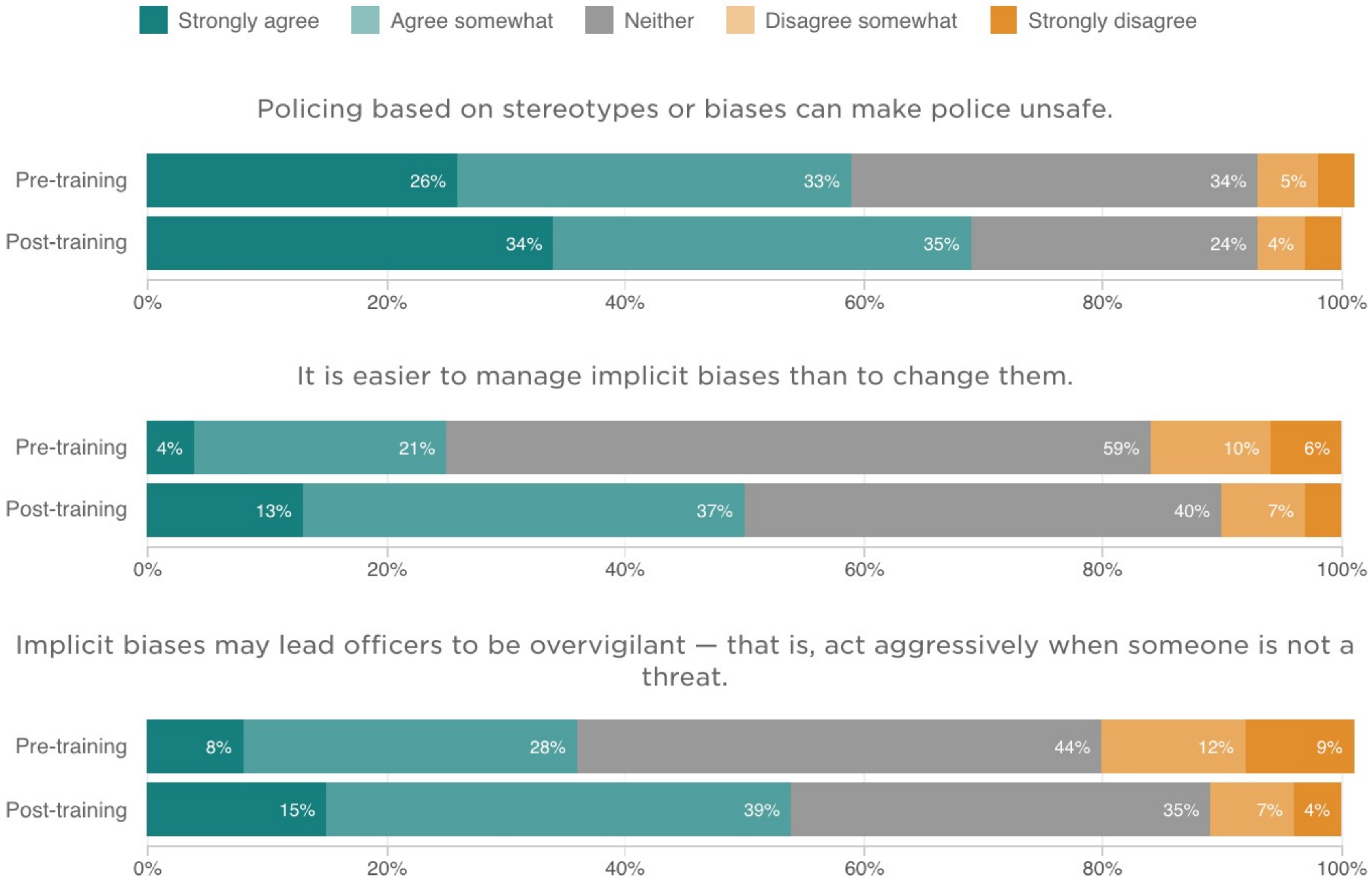
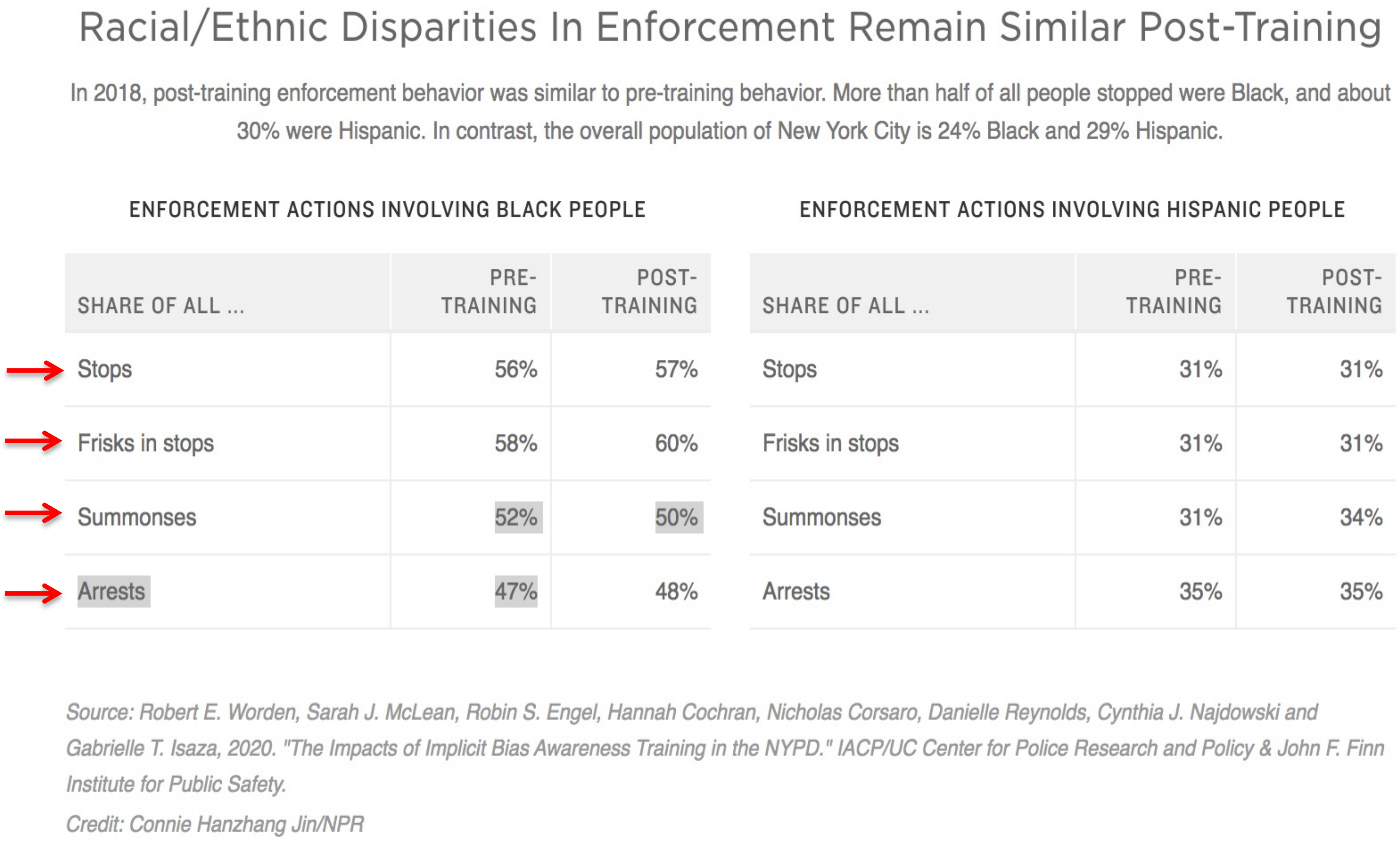


*Source: Robert E. Worden, Sarah J. McLean, Robin S. Engel, Hannah Cochran, Nicholas Corsaro, Danielle Reynolds, Cynthia J. Najdowski and Gabrielle T. Isaza, 2020. "The Impacts of Implicit Bias Awareness Training in the NYPD." IACP/UC Center for Police Research and Policy & John F. Finn Institute for Public Safety. Totals may not add to 100% due to rounding.*



# Racial/Ethnic Disparities In Enforcement Remain Similar Post-Training

In 2018, post-training enforcement behavior was similar to pre-training behavior. More than half of all people stopped were Black, and about 30% were Hispanic. In contrast, the overall population of New York City is 24% Black and 29% Hispanic.

## ENFORCEMENT ACTIONS INVOLVING BLACK PEOPLE

| SHARE OF ALL ... | PRE-TRAINING | POST-TRAINING |
|---|---|---|
| Stops | 56% | 57% |
| Frisks in stops | 58% | 60% |
| Summonses | 52% | 50% |
| Arrests | 47% | 48% |

## ENFORCEMENT ACTIONS INVOLVING HISPANIC PEOPLE

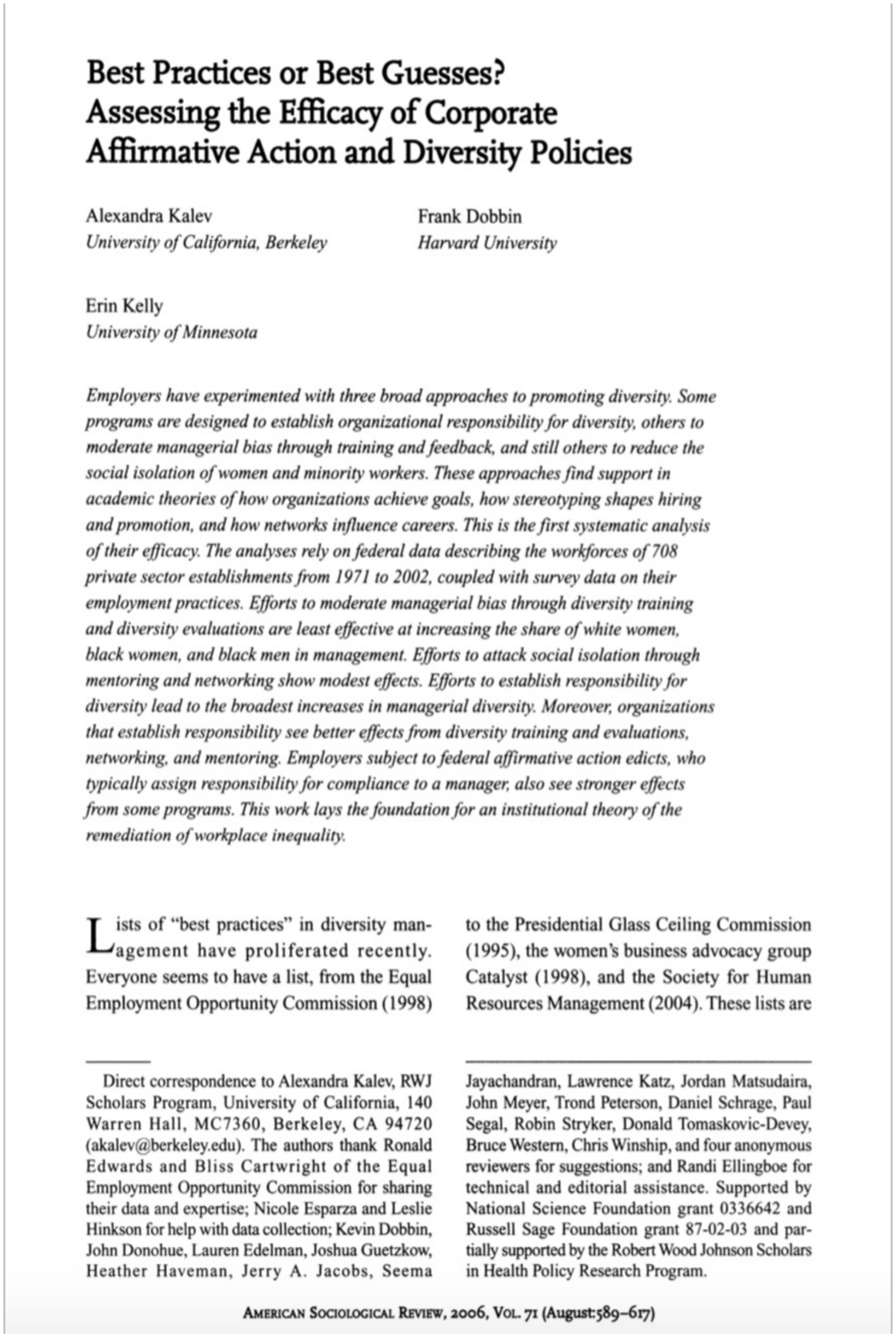
| SHARE OF ALL ... | PRE-TRAINING | POST-TRAINING |
|---|---|---|
| Stops | 31% | 31% |
| Frisks in stops | 31% | 31% |
| Summonses | 31% | 34% |
| Arrests | 35% | 35% |

*Source: Robert E. Worden, Sarah J. McLean, Robin S. Engel, Hannah Cochran, Nicholas Corsaro, Danielle Reynolds, Cynthia J. Najdowski and Gabrielle T. Isaza, 2020. "The Impacts of Implicit Bias Awareness Training in the NYPD." IACP/UC Center for Police Research and Policy & John F. Finn Institute for Public Safety.*

*Credit: Connie Hanzhang Jin/NPR*

# Key Takeaways

- Participants gained an understanding of implicit bias
- Perceptions of training were generally positive
- Comprehension of training content was incomplete
- Short term duration
- Implicit bias training alone is not a solution
- Training targets individual challenges rather than institutional challenges



# 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*

*Employers have experimented with three broad approaches to promoting diversity. Some programs are designed to establish organizational responsibility for diversity, others to moderate managerial bias through training and feedback, and still others to reduce the social isolation of women and minority workers. These approaches find support in academic theories of how organizations achieve goals, how stereotyping shapes hiring and promotion, and how networks influence careers. This is the first systematic analysis of their efficacy. The analyses rely on federal data describing the workforces of 708 private sector establishments from 1971 to 2002, coupled with survey data on their employment practices. Efforts to moderate managerial bias through diversity training and diversity evaluations are least effective at increasing the share of white women, black women, and black men in management. Efforts to attack social isolation through mentoring and networking show modest effects. Efforts to establish responsibility for diversity lead to the broadest increases in managerial diversity. Moreover, organizations that establish responsibility see better effects from diversity training and evaluations, networking, and mentoring. Employers subject to federal affirmative action edicts, who typically assign responsibility for compliance to a manager, also see stronger effects from some programs. This work lays the foundation for an institutional theory of the remediation of workplace inequality.*

Lists of "best practices" in diversity management have proliferated recently. Everyone seems to have a list, from the Equal Employment Opportunity Commission (1998) to the Presidential Glass Ceiling Commission (1995), the women's business advocacy group Catalyst (1998), and the Society for Human Resources Management (2004). These lists are

---

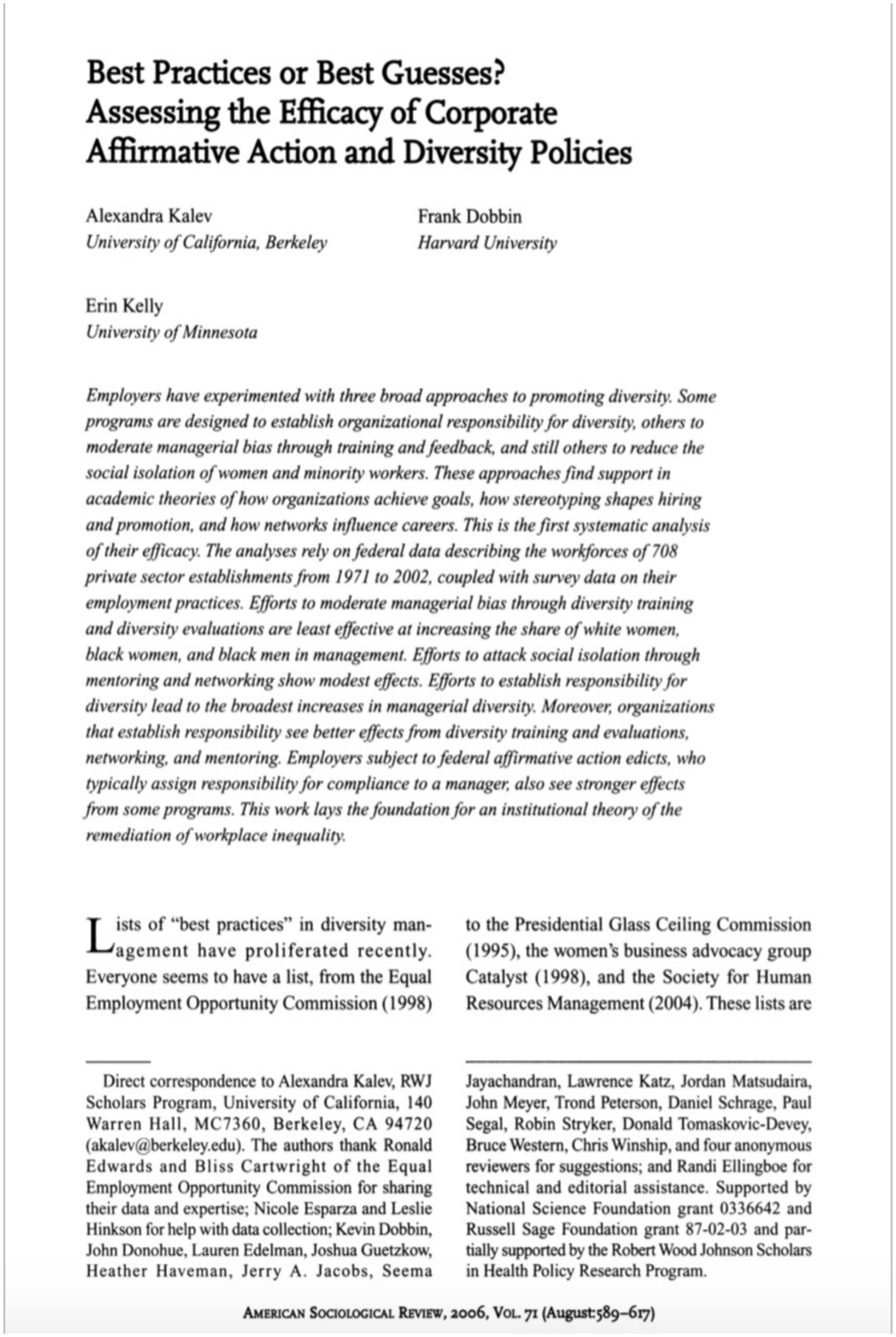
Direct correspondence to Alexandra Kalev, RWJ Scholars Program, University of California, 140 Warren Hall, MC7360, Berkeley, CA 94720 (akalev@berkeley.edu). The authors thank Ronald Edwards and Bliss Cartwright of the Equal Employment Opportunity Commission for sharing their data and expertise; Nicole Esparza and Leslie Hinkson for help with data collection; Kevin Dobbin, John Donohue, Lauren Edelman, Joshua Guetzkow, Heather Haveman, Jerry A. Jacobs, Seema Jayachandran, Lawrence Katz, Jordan Matsudaira, John Meyer, Trond Peterson, Daniel Schrage, Paul Segal, Robin Stryker, Donald Tomaskovic-Devey, Bruce Western, Chris Winship, and four anonymous reviewers for suggestions; and Randi Ellingboe for technical and editorial assistance. Supported by National Science Foundation grant 0336642 and Russell Sage Foundation grant 87-02-03 and partially supported by the Robert Wood Johnson Scholars in Health Policy Research Program.

American Sociological Review, 2006, Vol. 71 (August:589–617)

## Which initiatives increase diversity among mid-level managers?

**Studied three types of diversity programs:**

- Diversity task forces and committees
- Mentoring and networking programs
- Diversity training and education



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Lists of "best practices" in diversity management have proliferated recently. Everyone seems to have a list, from the Equal Employment Opportunity Commission (1998) to the Presidential Glass Ceiling Commission (1995), the women's business advocacy group Catalyst (1998), and the Society for Human Resources Management (2004). These lists are

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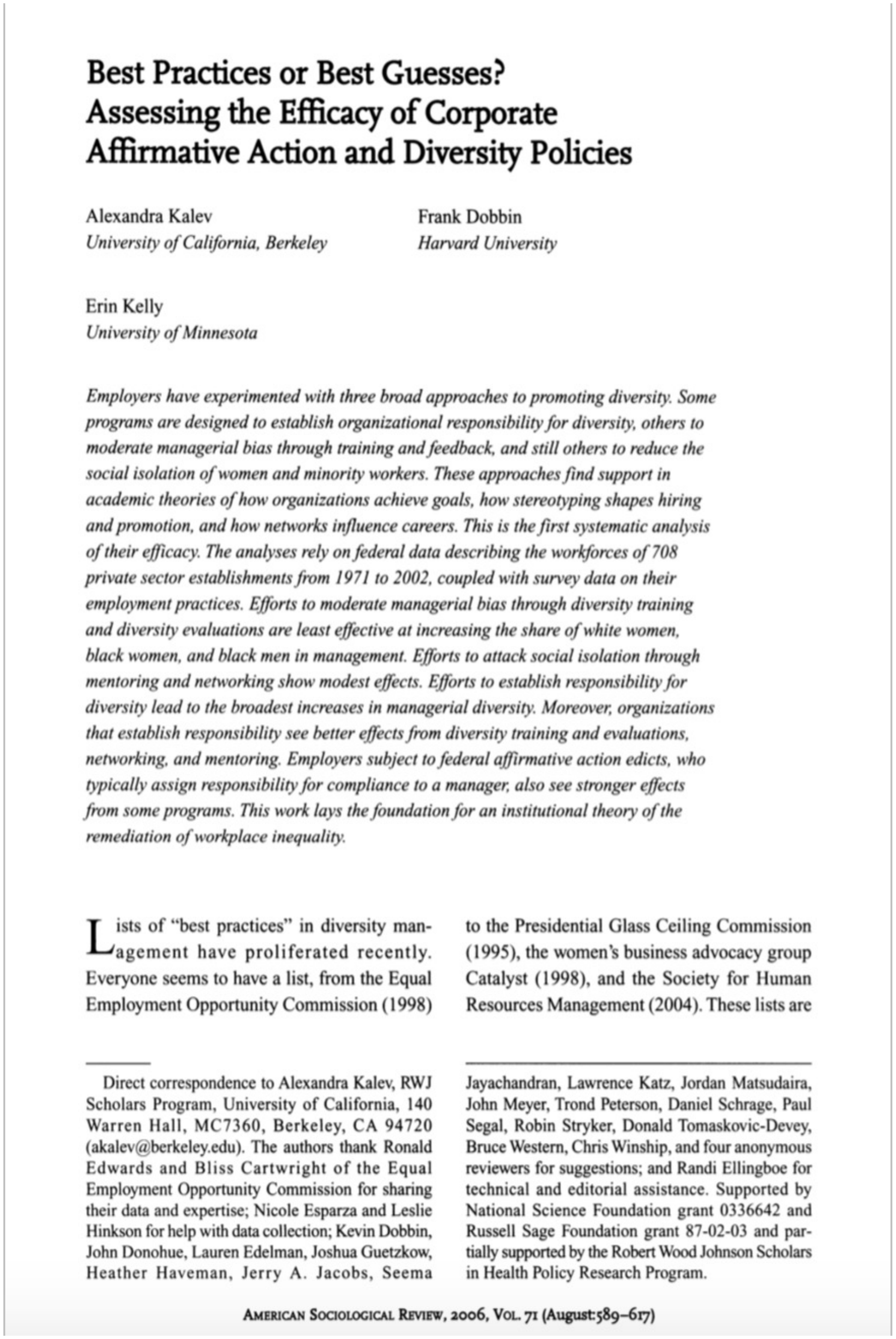
AMERICAN SOCIOLOGICAL REVIEW, 2006, VOL. 71 (August:589–617)

## Which type of initiative do you think increased diversity?

- Diversity task forces and committees
- Mentoring and networking programs
- Diversity training and education



# 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*

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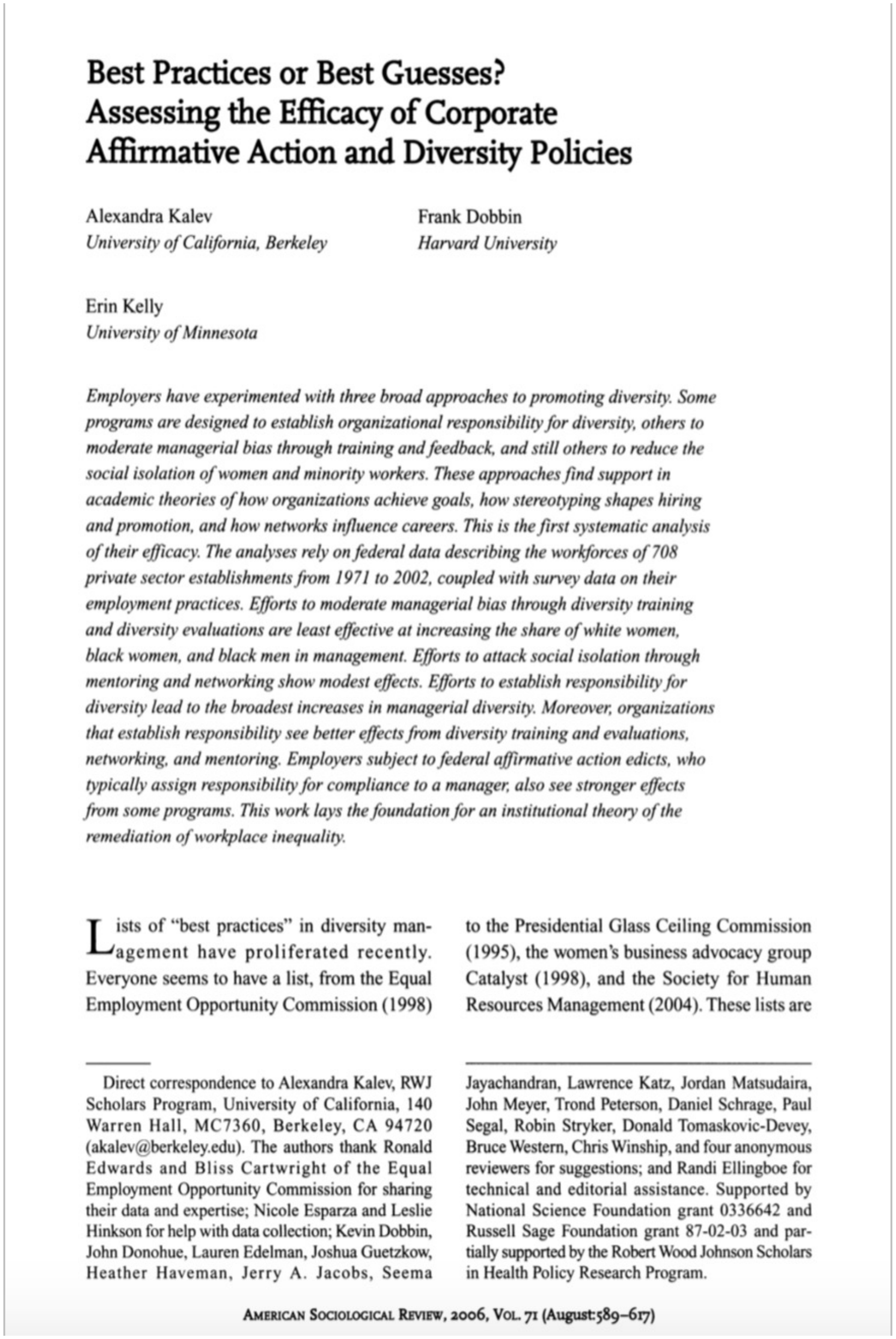
## Findings:

- Task forces and committees = increase
- Mentoring and networking = modest
- Diversity training and education = no increase



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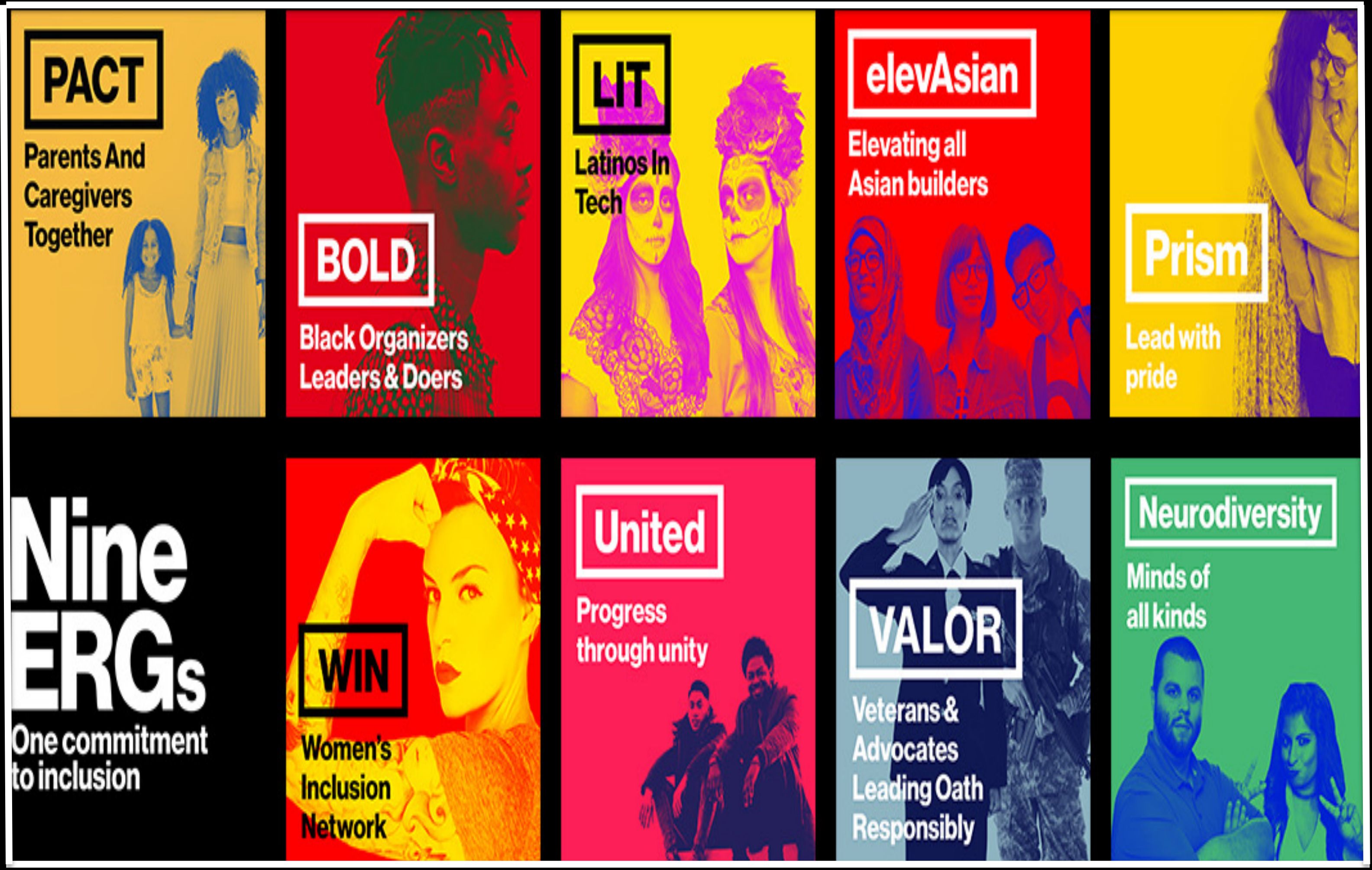
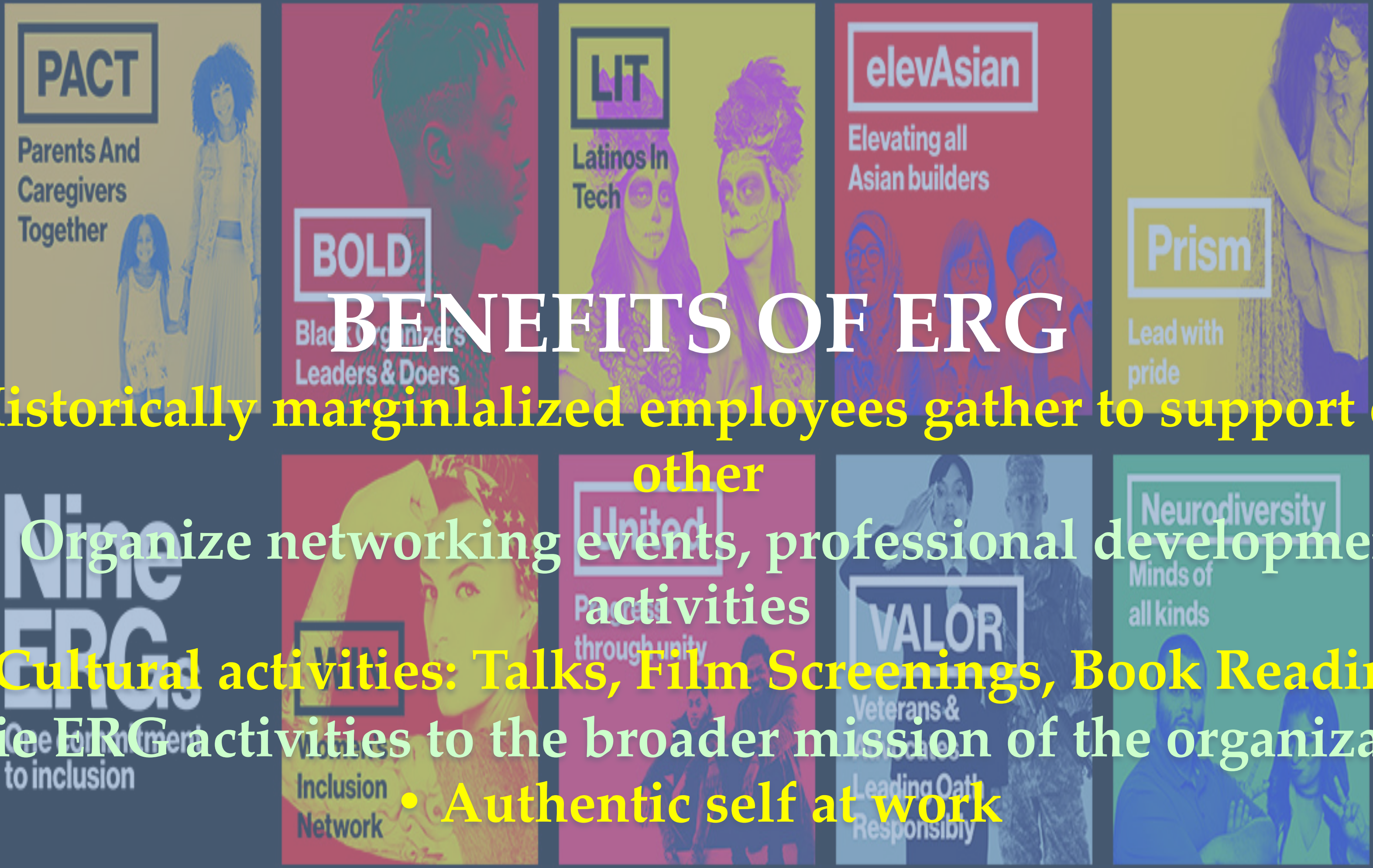
American Sociological Review, 2006, Vol. 71 (August:589–617)

## Analysis:

- **Assign responsibilities for diversity goals to a specific office or group**
- **Give the group the authority to pursue specified goals**
- **Assigning and authorizing responsibility improves mentoring and education programs**


PACT
Parents And Caregivers Together
BOLD
Black Organizers Leaders & Doers
LIT
Latinos In Tech
elevAsian
Elevating all Asian builders
Prism
Lead with pride
Nine ERGs
One commitment to inclusion
WIN
Women's Inclusion Network
United
Progress through unity
VALOR
Veterans & Advocates Leading Oath Responsibly
Neurodiversity
Minds of all kinds

EMPLOYEE RESOURCE GROUPS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# BENEFITS OF ERG

- Historically marginlalized employees gather to support each other
- Organize networking events, professional development activities
- Cultural activities: Talks, Film Screenings, Book Readings
- Tie ERG activities to the broader mission of the organization
- Authentic self at work

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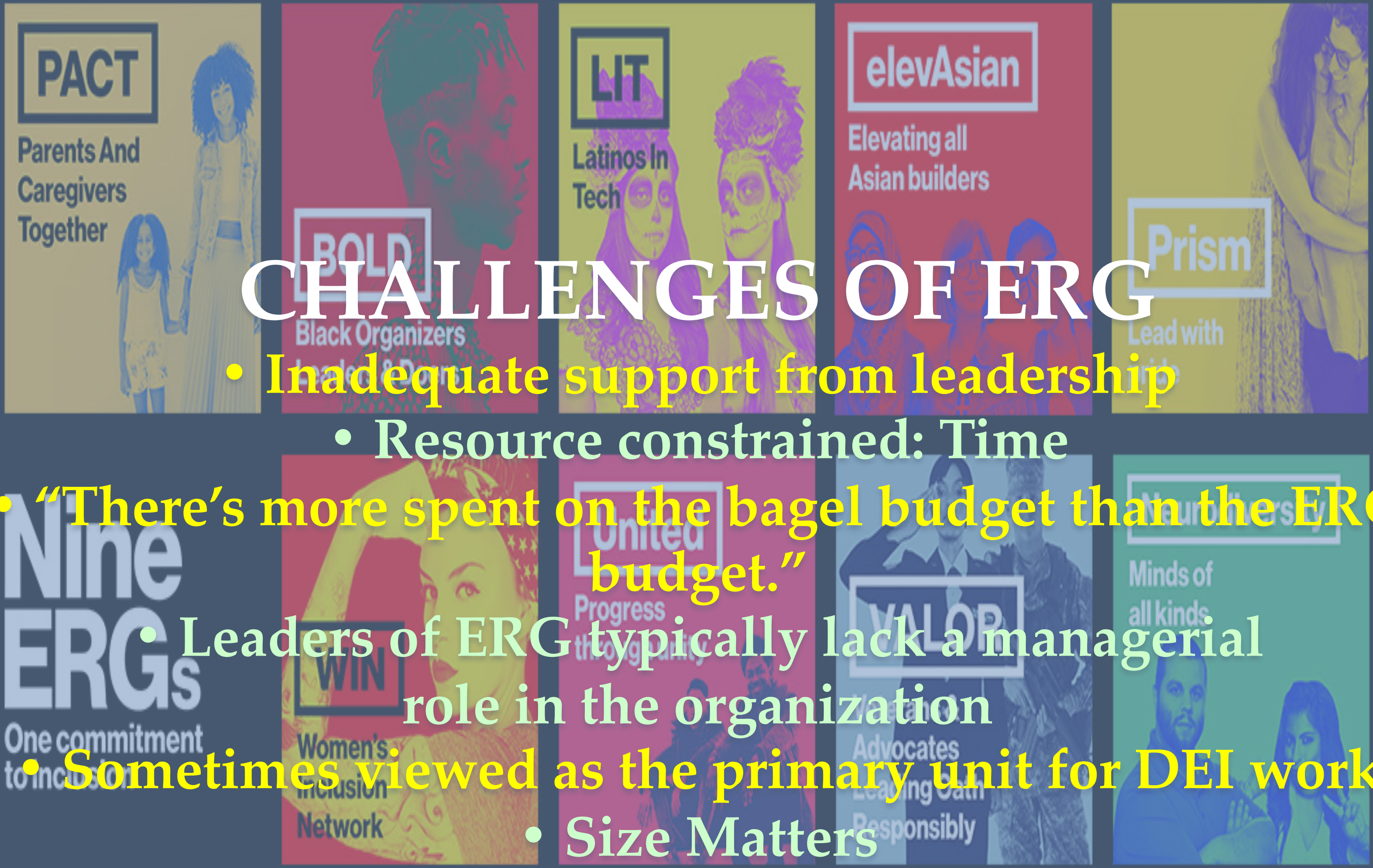
# BENEFITS OF ERG TO YOUR ORGANIZATION

- Promotes an inclusive culture
- Enhances employee satisfaction
- Engagement and Commitment
- Productivity
- Education outreach & Community engagement
- An internal resource and insights generator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# CHALLENGES OF ERG

- Inadequate support from leadership
- Resource constrained: Time
- "There's more spent on the bagel budget than the ERG budget."
- Leaders of ERG typically lack a managerial role in the organization
- Sometimes viewed as the primary unit for DEI work
- Size Matters

6.956
25.001
22.608
27.017
23.795
35.891
2.062
19.307
4.852
1.803
8.047
18.63
5.004
41.604
46.827

# DATA TO TRACK

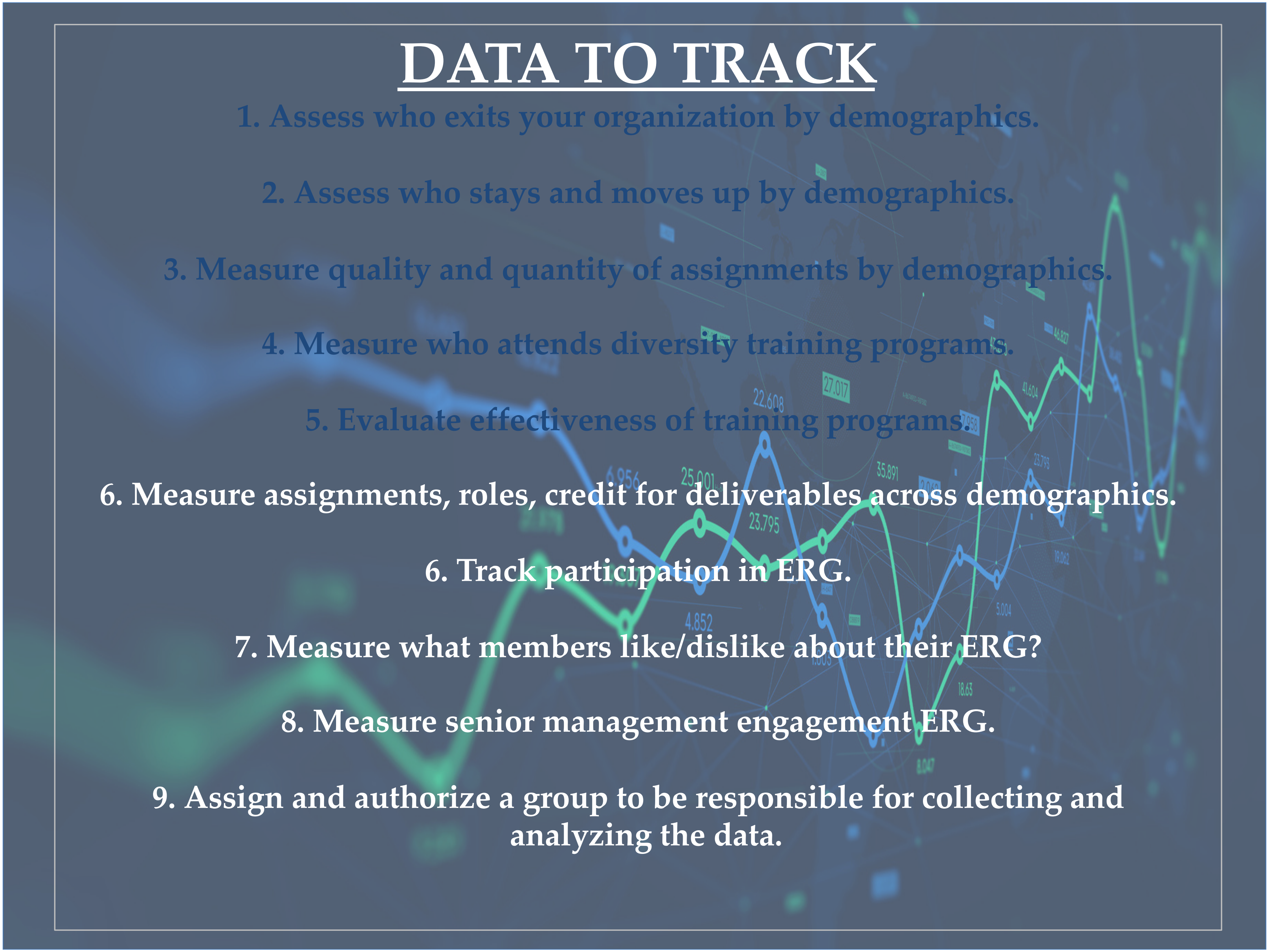
1. Assess who exits your organization by demographics.

2. Assess who stays and moves up by demographics.

3. Measure quality and quantity of assignments by demographics.

4. Measure who attends diversity training programs.

5. Evaluate effectiveness of training programs.



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5. Evaluate effectiveness of training programs.

6. Measure assignments, roles, credit for deliverables across demographics.

6. Track participation in ERG.

7. Measure what members like/dislike about their ERG?

8. Measure senior management engagement ERG.

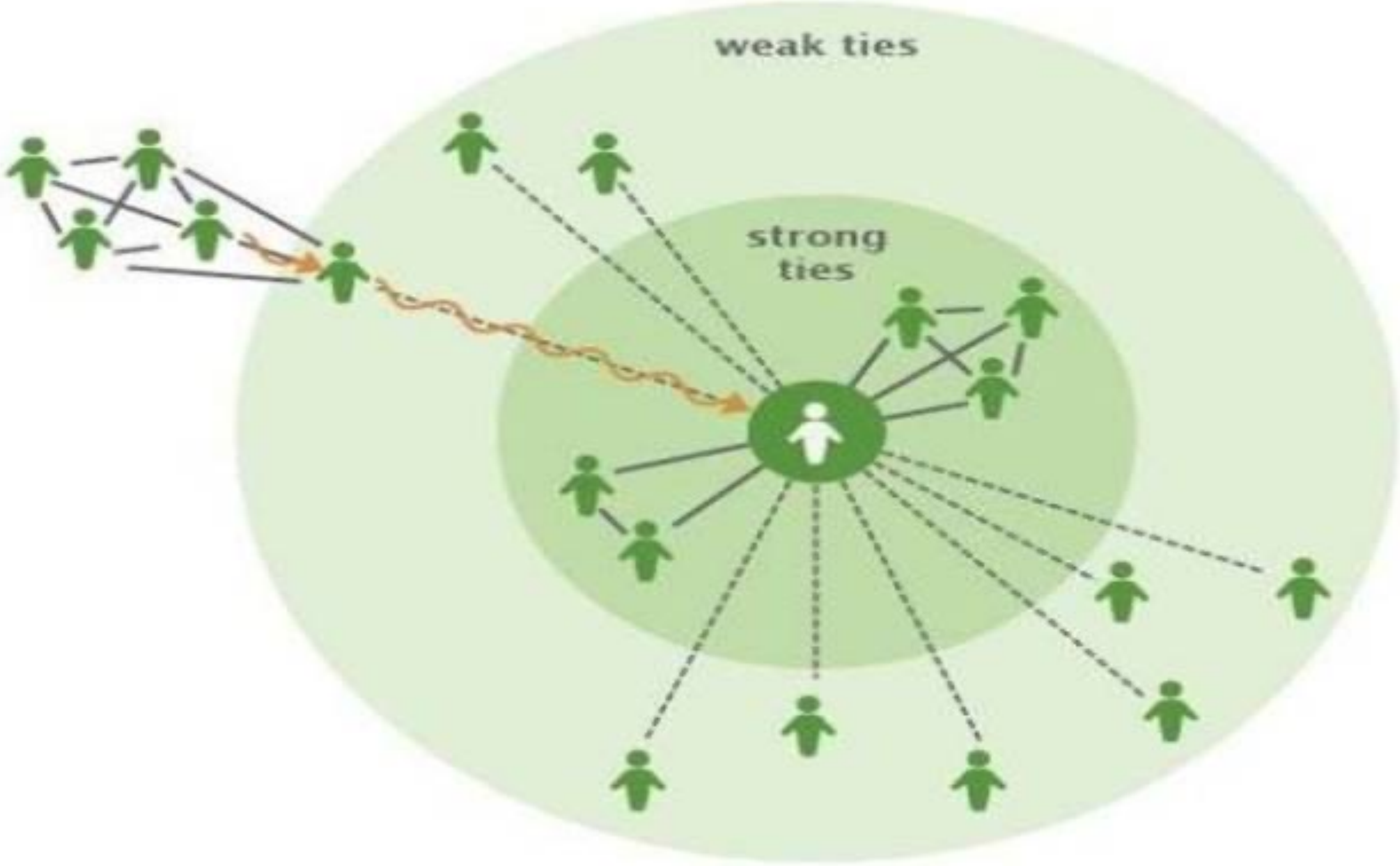
9. Assign and authorize a group to be responsible for collecting and analyzing the data.

# IV. Recruiting and Hiring

**Virtue signaling is not enough.**

**Develop specific recruitment and hiring goals.**

# Weak Ties & Strong Ties


weak ties
strong ties

# Cultivate Diverse Social Networks

- Hold events that allow candidates from underrepresented backgrounds to learn about your employment opportunities
- Participate in events and conferences that specify prospects from underrepresented groups
- Cultivate relationships with institutions that are rooted in underrepresented communities
- Be deliberate in expanding who you know

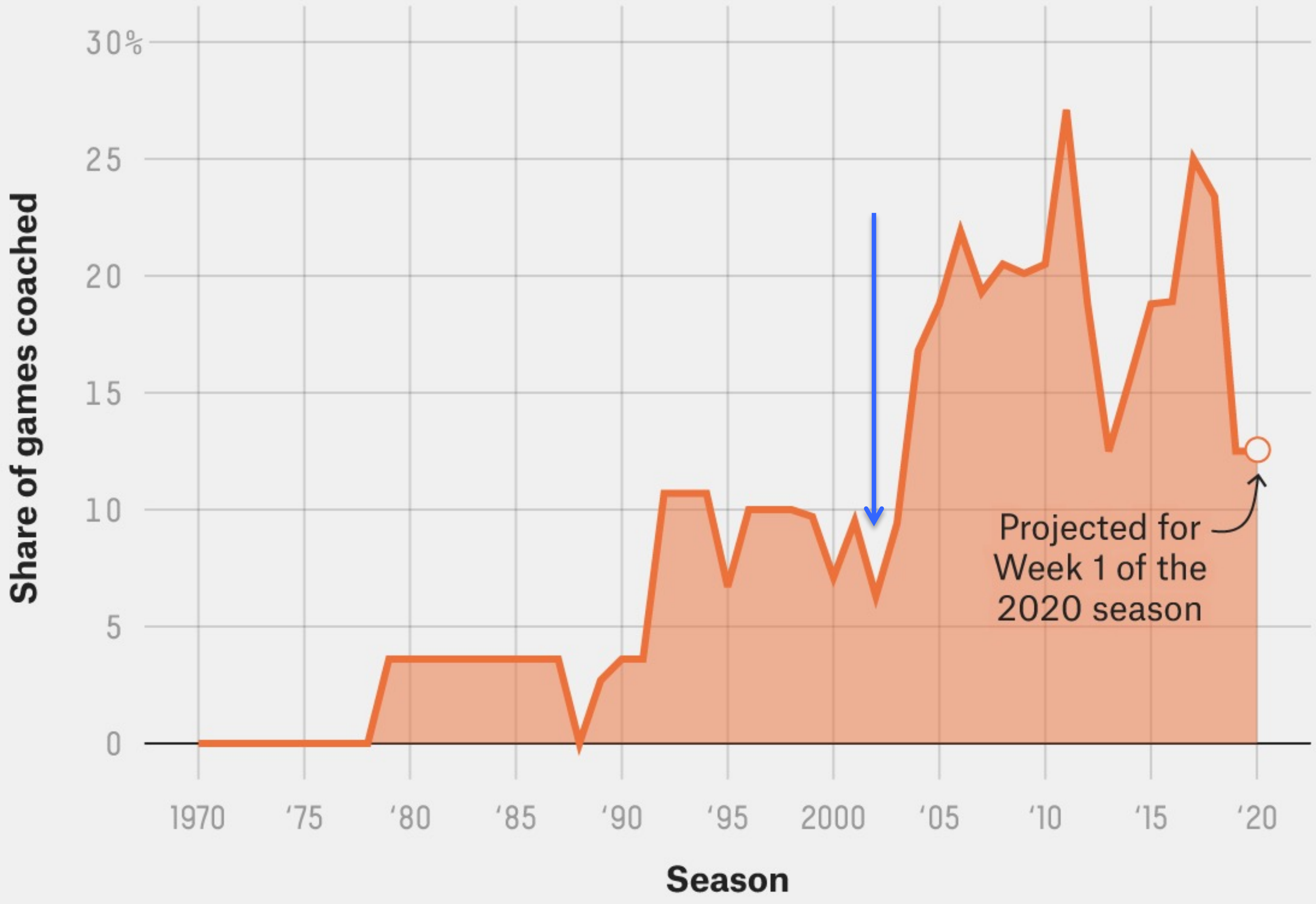
# The Rooney Rule

STEELERS

Steelers
BOSE
BOSE
BOSE
BOSE

**NFL coaching diversity is trending in the wrong direction**

Share of games coached by nonwhite head coaches, by season



FiveThirtyEight

SOURCES: PRO-FOOTBALL-REFERENCE.COM

# What is the real value of the Rooney Rule?

# Potential Impact of Rooney Rule

- Diversifies the pool of candidates
- Expands who team owners know
- Grows the social network/social capital of Black coaching candidates

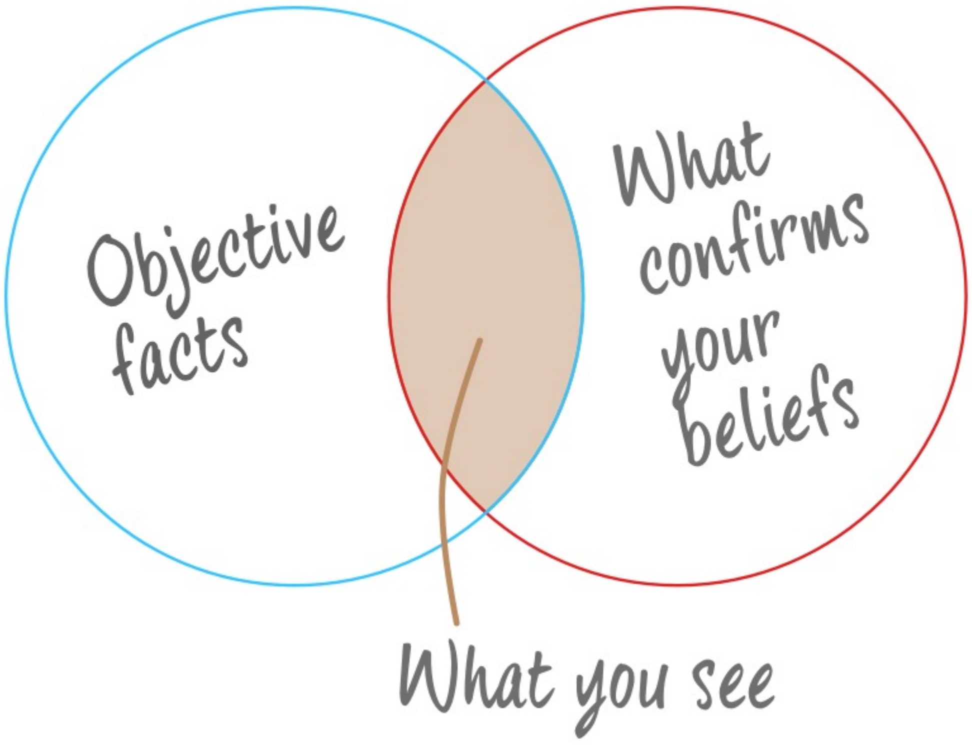
# Expand Points of Entry

- Increase slots for paid internships and other entry level programs
- Recruit a specified percentage of interns from HBCUs, Latinx, and Women serving institutions
- Be strategic in your mentorship and sponsorship efforts

# How do you assess candidates?

# HALO EFFECT

# CONFIRMATION BIAS


Objective facts
What confirms your beliefs
What you see

SIMILARITY BIAS

# CULTURE FIT

# Culture Fit

“Does she represent our culture?

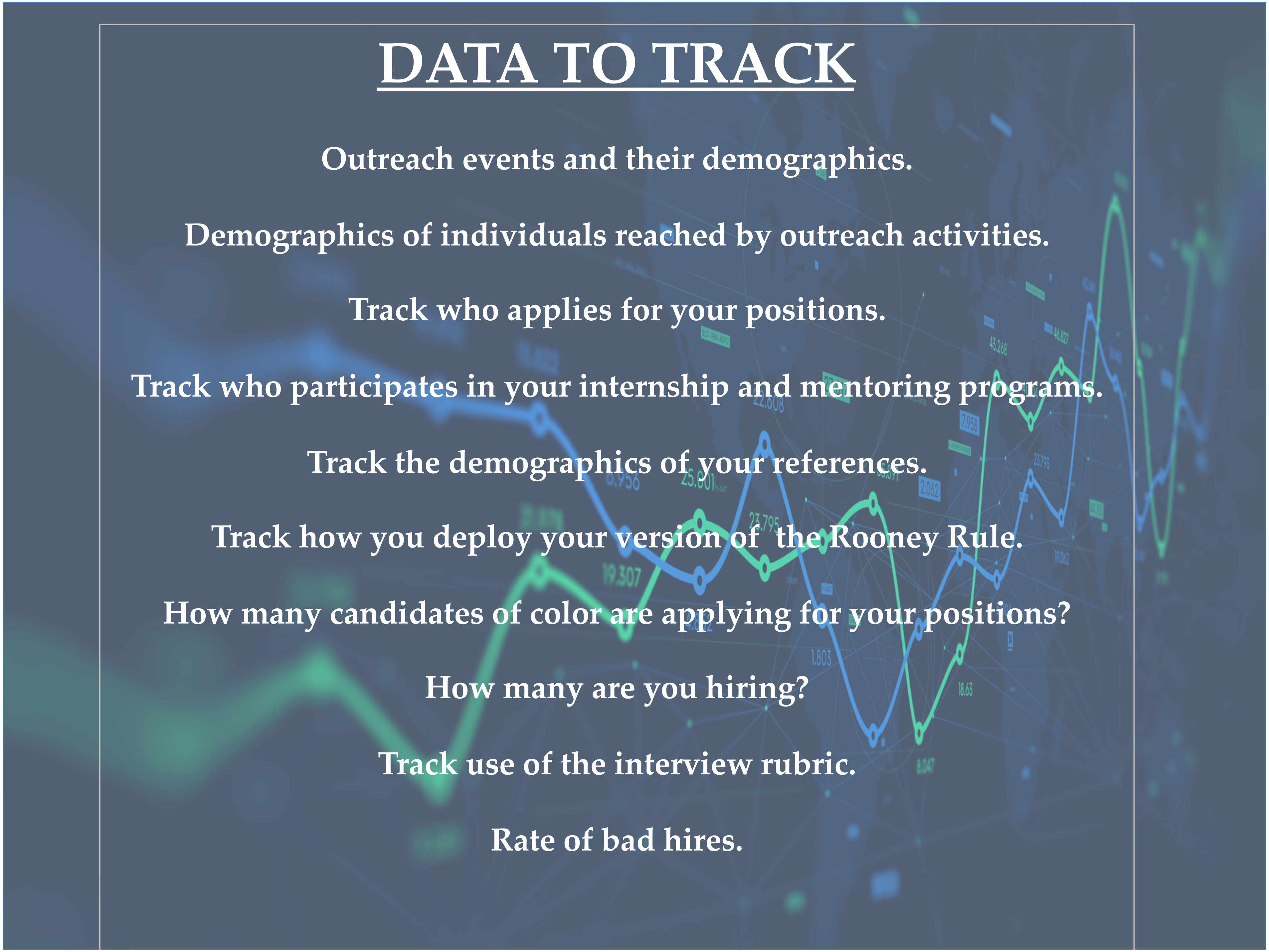
# Culture Contribution

“Does she enrich our culture?”

# Assessing Candidates

- Create repeatable systems for hiring that minimize individual bias
- Be clear what criteria are being used when assessing candidates
- Standardize criteria across interviewers
- Develop a rubric and require everyone to use it

# DATA TO TRACK



Outreach events and their demographics.

Demographics of individuals reached by outreach activities.

Track who applies for your positions.

Track who participates in your internship and mentoring programs.

Track the demographics of your references.

Track how you deploy your version of the Rooney Rule.

How many candidates of color are applying for your positions?

How many are you hiring?

Track use of the interview rubric.

Rate of bad hires.

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