

Abstract geometric lines in black on a white background, forming various overlapping polygons and triangles.

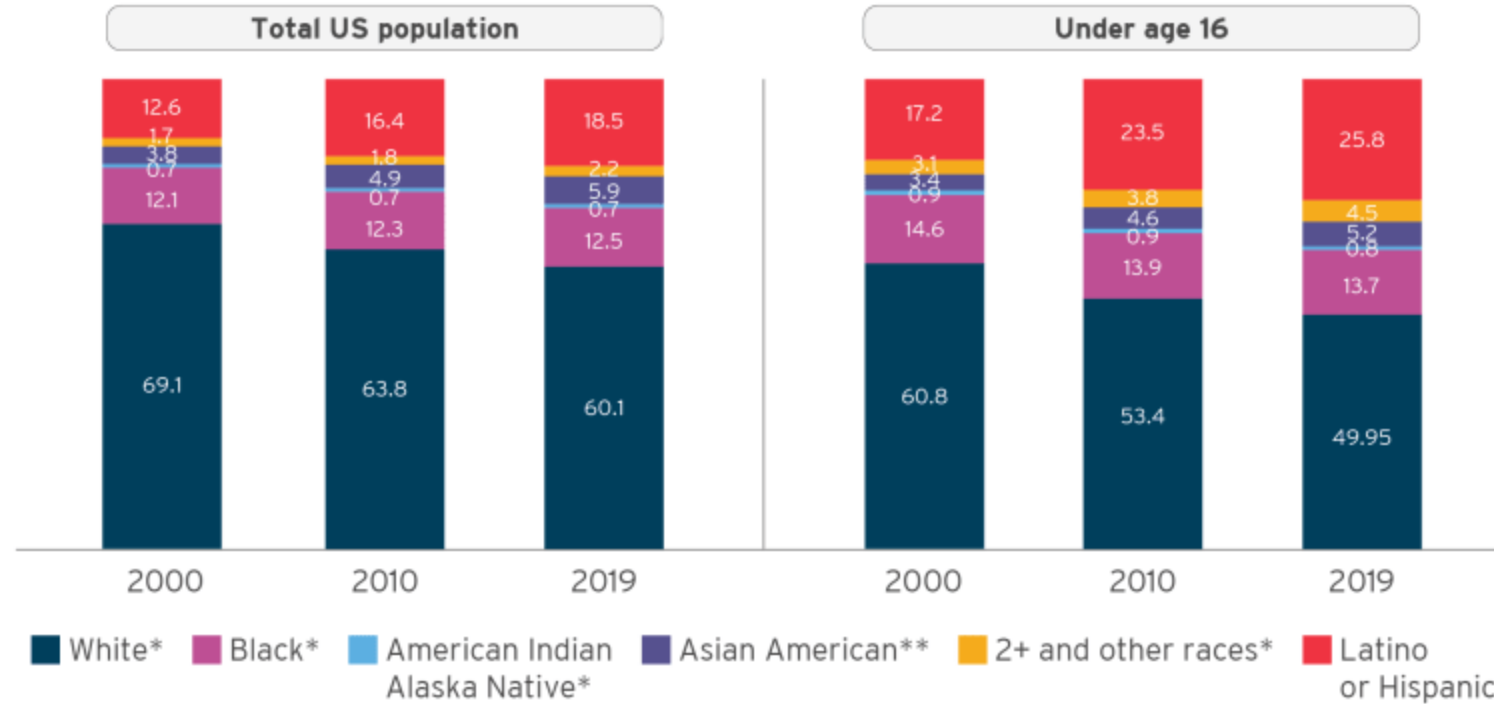
WORKPLACE DIVERSITY: PROMISE OR PERIL?

Sean Edmund Rogers, Ph.D.

Dean & Alfred J. Verrecchia-Hasbro Inc. Leadership Chair
URI College of Business

FIGURE 1

Race-ethnic profile for total US and under age 16 populations
2000, 2010, and 2019



* members of race group who do not identify as Latino or Hispanic

* non-Latino or Hispanic Asians, Hawaiians and other Pacific Islanders

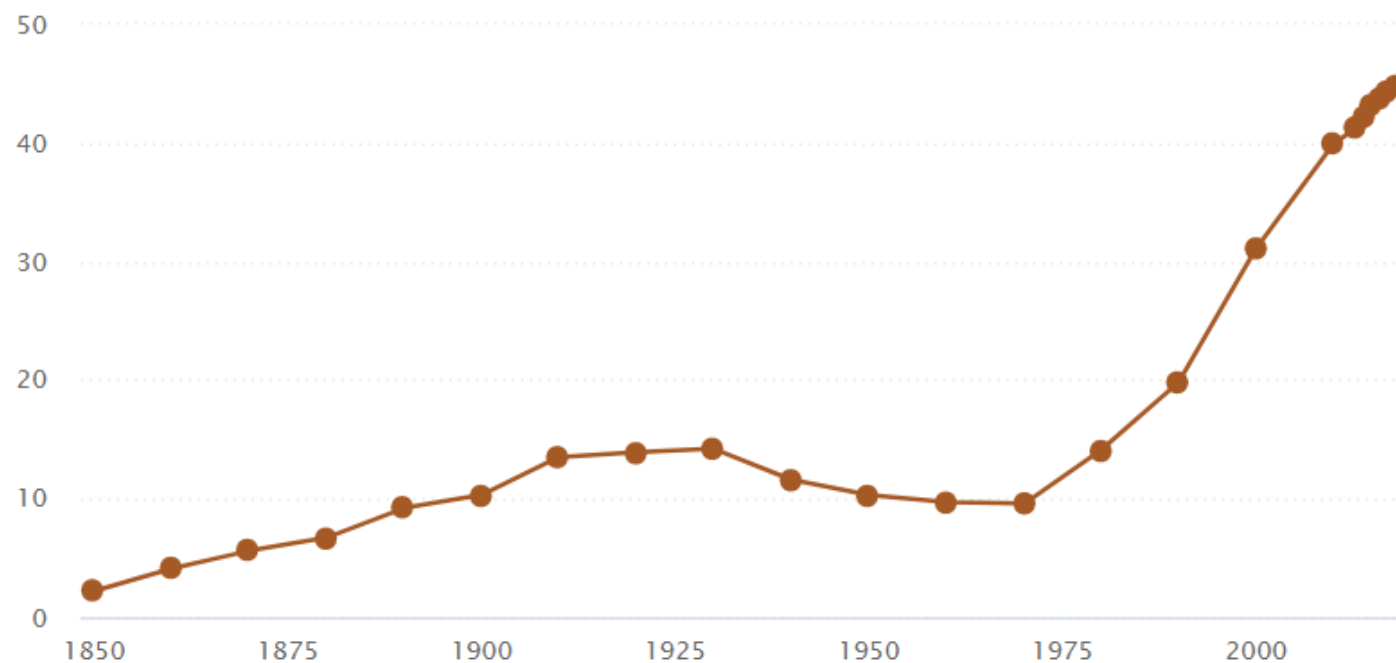
Source: William H Frey analysis of 2000 US Census and Census population estimates, released June 25, 2020

B Metropolitan Policy Program
at BROOKINGS

Foreign-born population in the United States, 1850-2018

[Chart](#)[Data](#)[Share](#)[Embed](#)

Foreign-born population, in millions



Source: U.S. Census Bureau population estimates and Pew Research Center tabulations of 2010, 2013-2018 American Community Surveys (IPUMS).

PEW RESEARCH CENTER

Origins of the U.S. immigrant population, 1960-2018

[Chart](#)[Data](#)[Share](#)[Embed](#)

% of foreign-born population residing in the U.S. who were born in ...

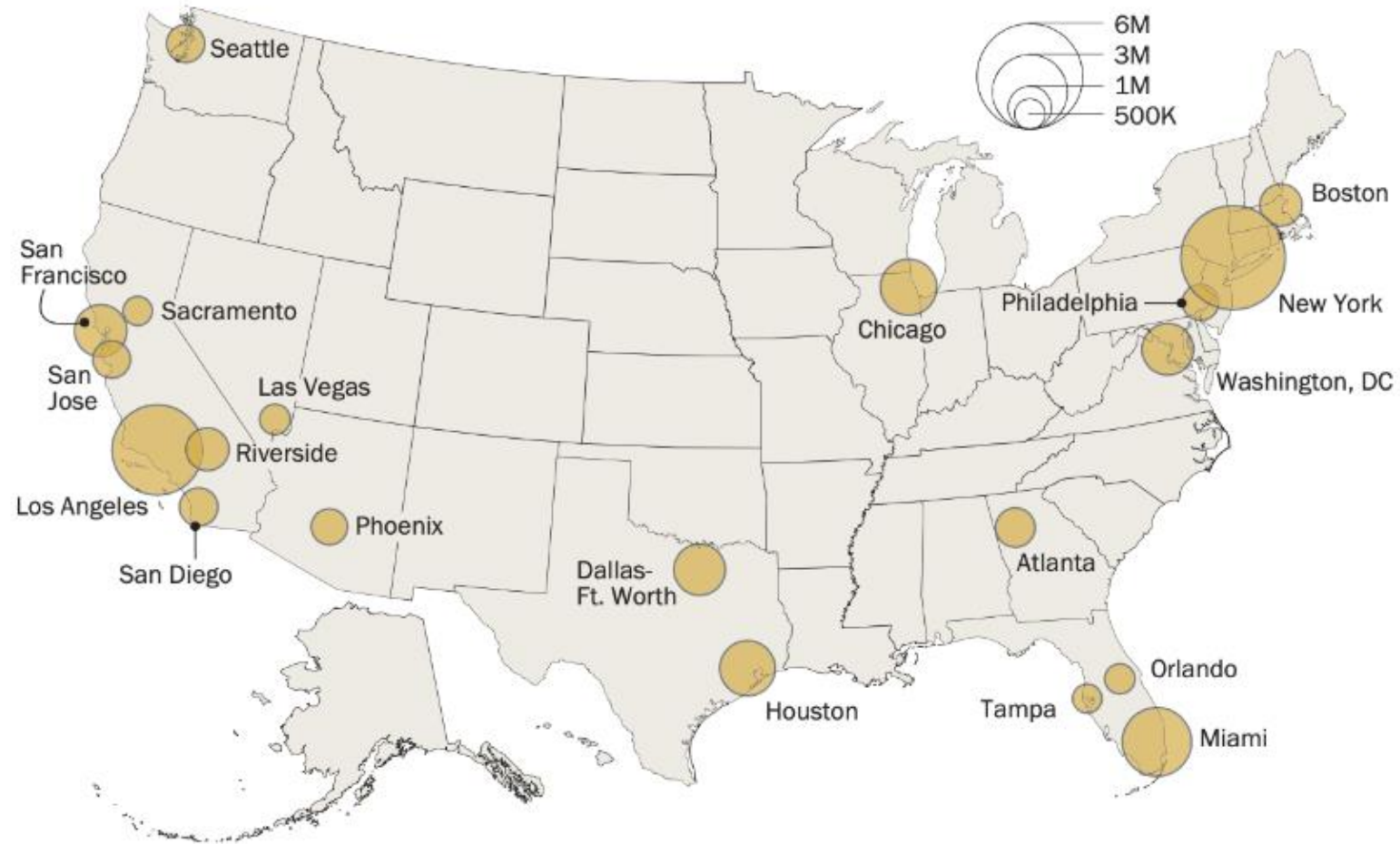
Year	Europe/Canada and other North America	Asia	Other Latin America	Mexico
1960	84%	4%	3%	6%
1970	68%	7%	11%	8%
1980	42%	16%	16%	16%
1990	26%	22%	21%	22%
2000	19%	23%	22%	29%
2010	14%	25%	24%	29%
2015	13%	27%	24%	27%
2018	13%	28%	25%	25%

Note: Other Latin America includes Central America, South America and the Caribbean. Asia includes Central, East, Southeast, and South Asia.

Source: Pew Research Center tabulations of 1960-2000 decennial censuses and 2010, 2015-2018 American Community Surveys (IPUMS).

PEW RESEARCH CENTER

20 metropolitan areas with the largest number of immigrants in 2018



Source: Pew Research Center analysis of 2018 American Community Survey (1% IPUMS).

PEW RESEARCH CENTER

Share of Population Speaking a Language Other Than English at Home by State (2017)

State	Percentage ▲
California	44%
Texas	36%
New Mexico	33%
New Jersey	32%
Nevada	31%
New York	31%
Florida	30%
Arizona	27%
Hawaii	26%
Massachusetts	24%
Illinois	23%
<u>Rhode Island</u>	<u>23%</u>
Connecticut	22%
Washington	20%

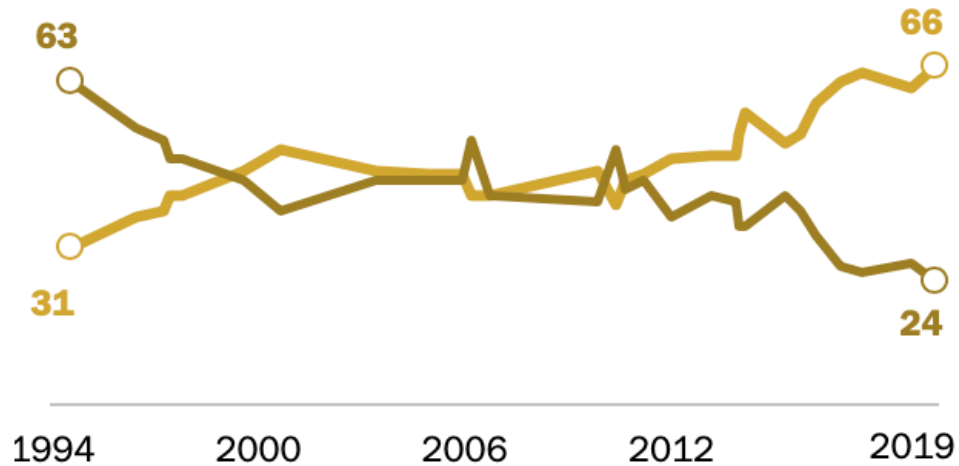
SOURCE: <https://slator.com/linguistic-diversity-in-the-us-hits-record-high/>

U.S. immigrants are seen more as a strength than a burden to the country

% who say immigrants today ...

Burden country by taking
jobs, housing, health care

Strengthen country
through hard work, talents



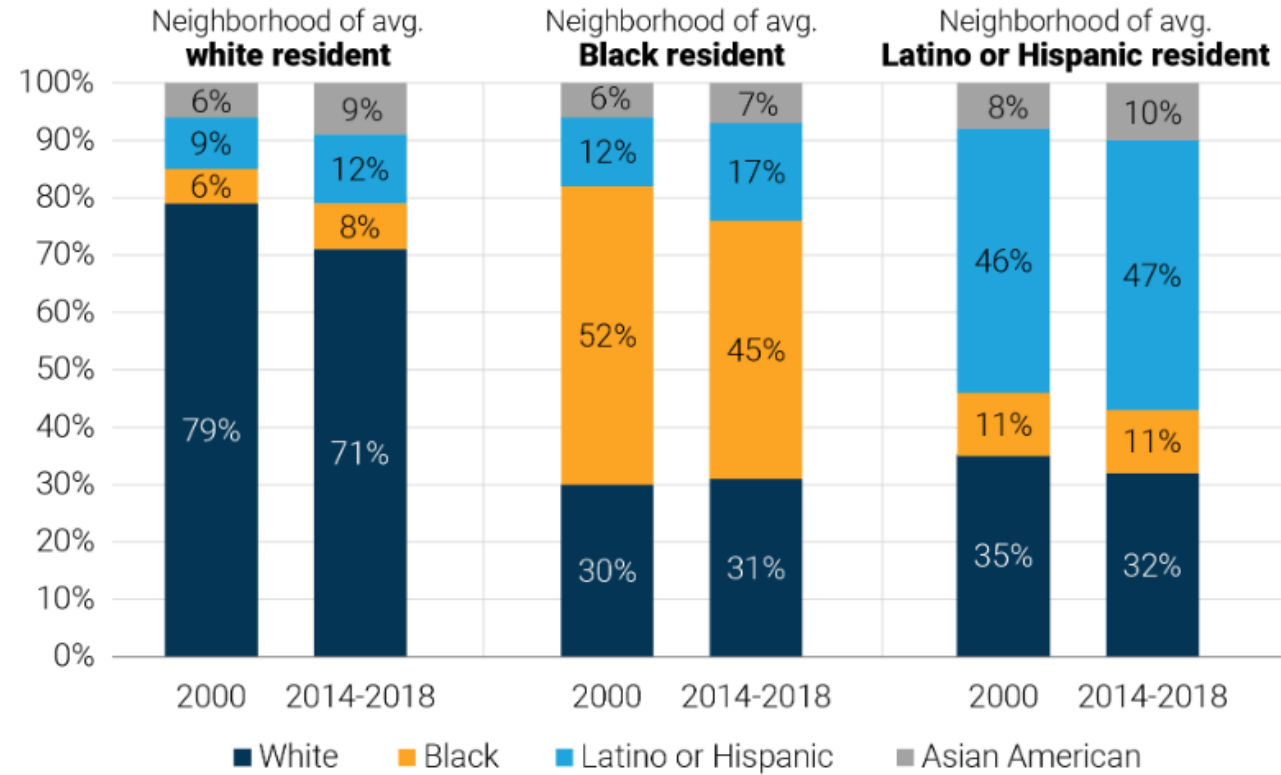
Note: Don't know responses not shown.

Source: Phone surveys of U.S. adults conducted 1994-2019.

PEW RESEARCH CENTER

YET, THERE ARE CHALLENGES...

Figure 2. Race-ethnic makeups of average neighborhoods of different groups in metro areas
2000 and 2014-2018

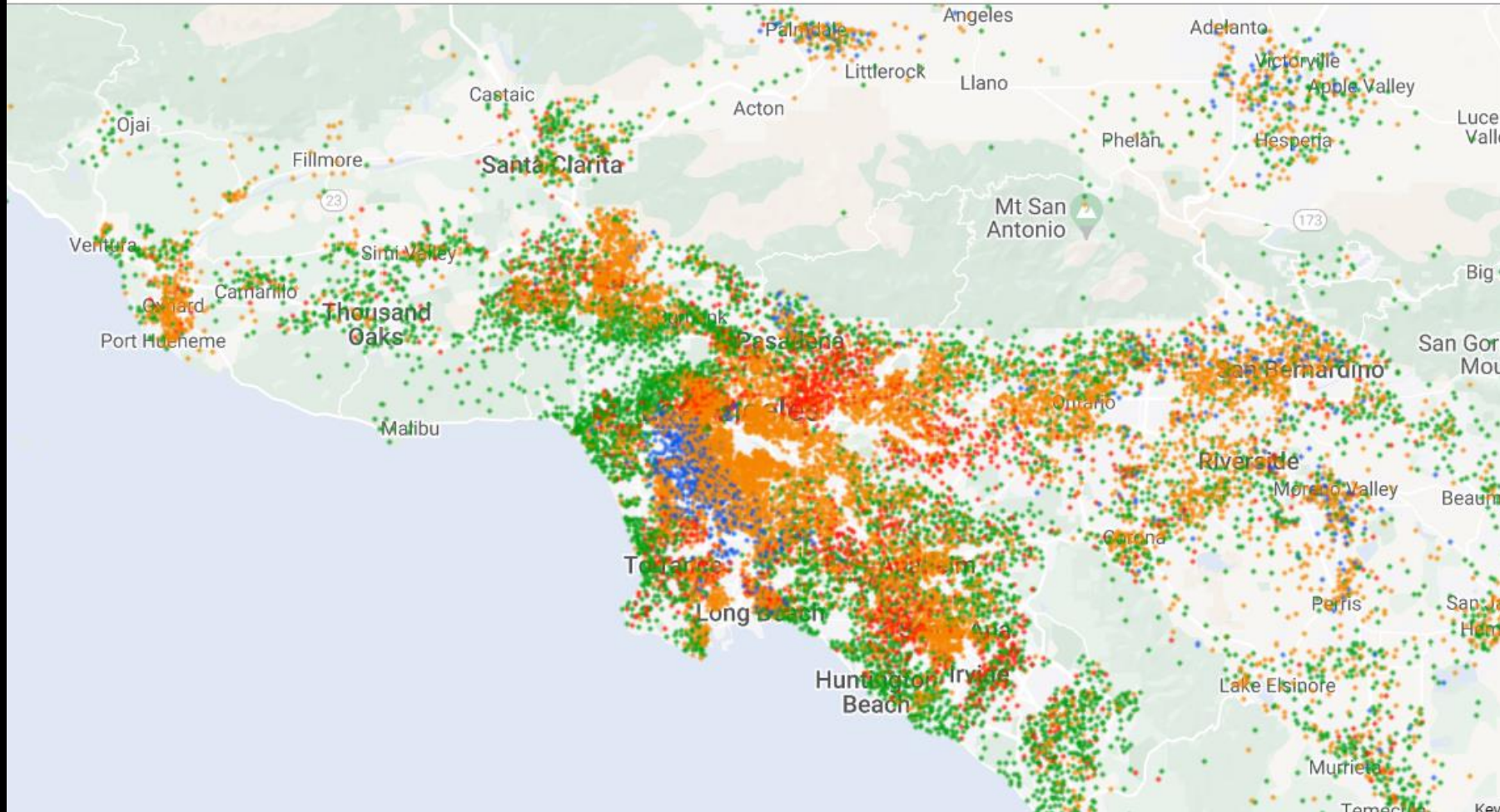


Source: William H. Frey analysis of 2000 Census and 2014-2018 multiyear American Community Survey.

B Metropolitan Policy Program
at BROOKINGS

Mapping Segregation

New government rules will require all cities and towns receiving federal housing funds to assess patterns of segregation.



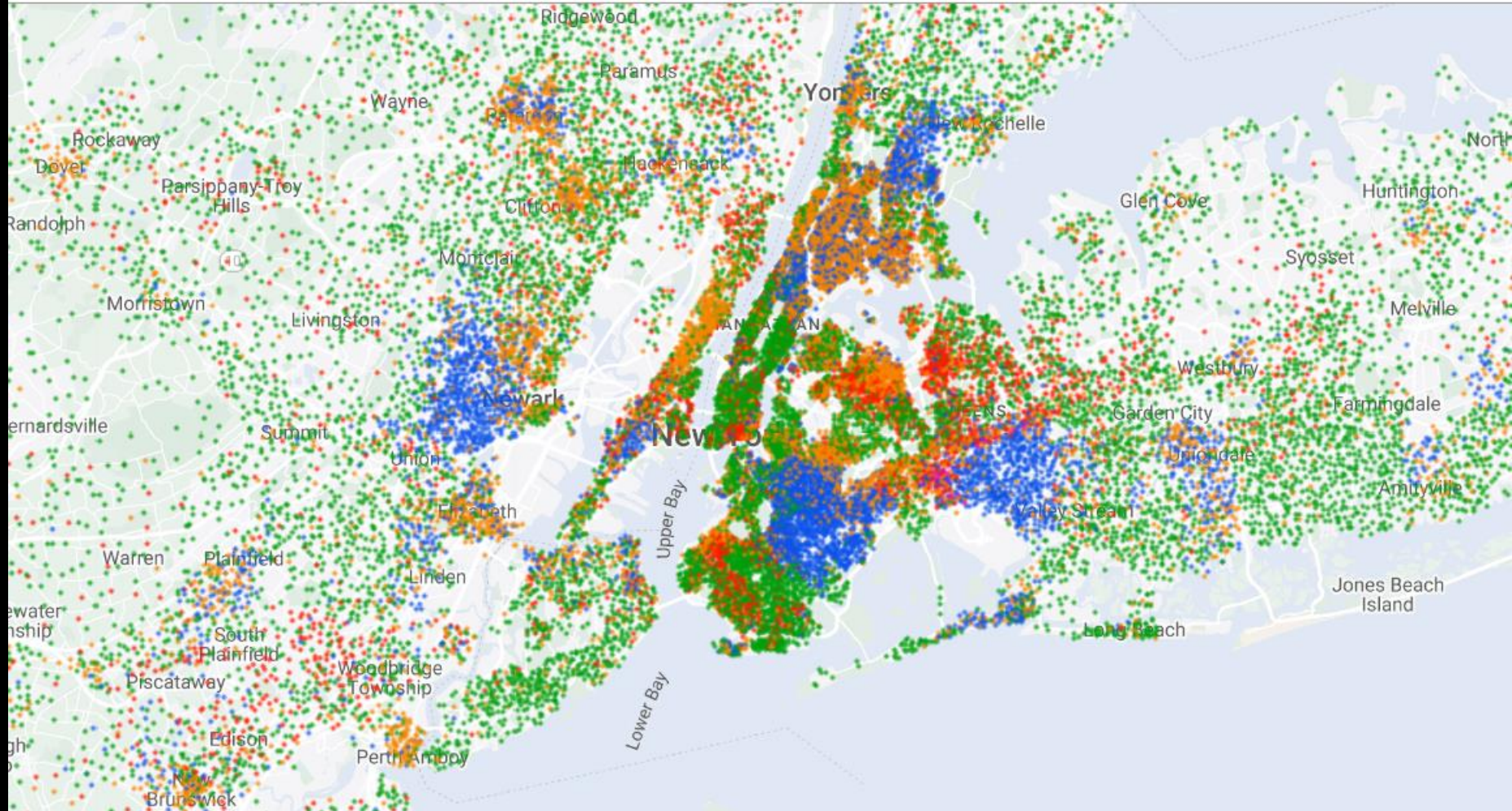
CENSUS GROUP

- Black
- Hispanic
- Asian
- White
- Others

LOS ANGELES

Mapping Segregation

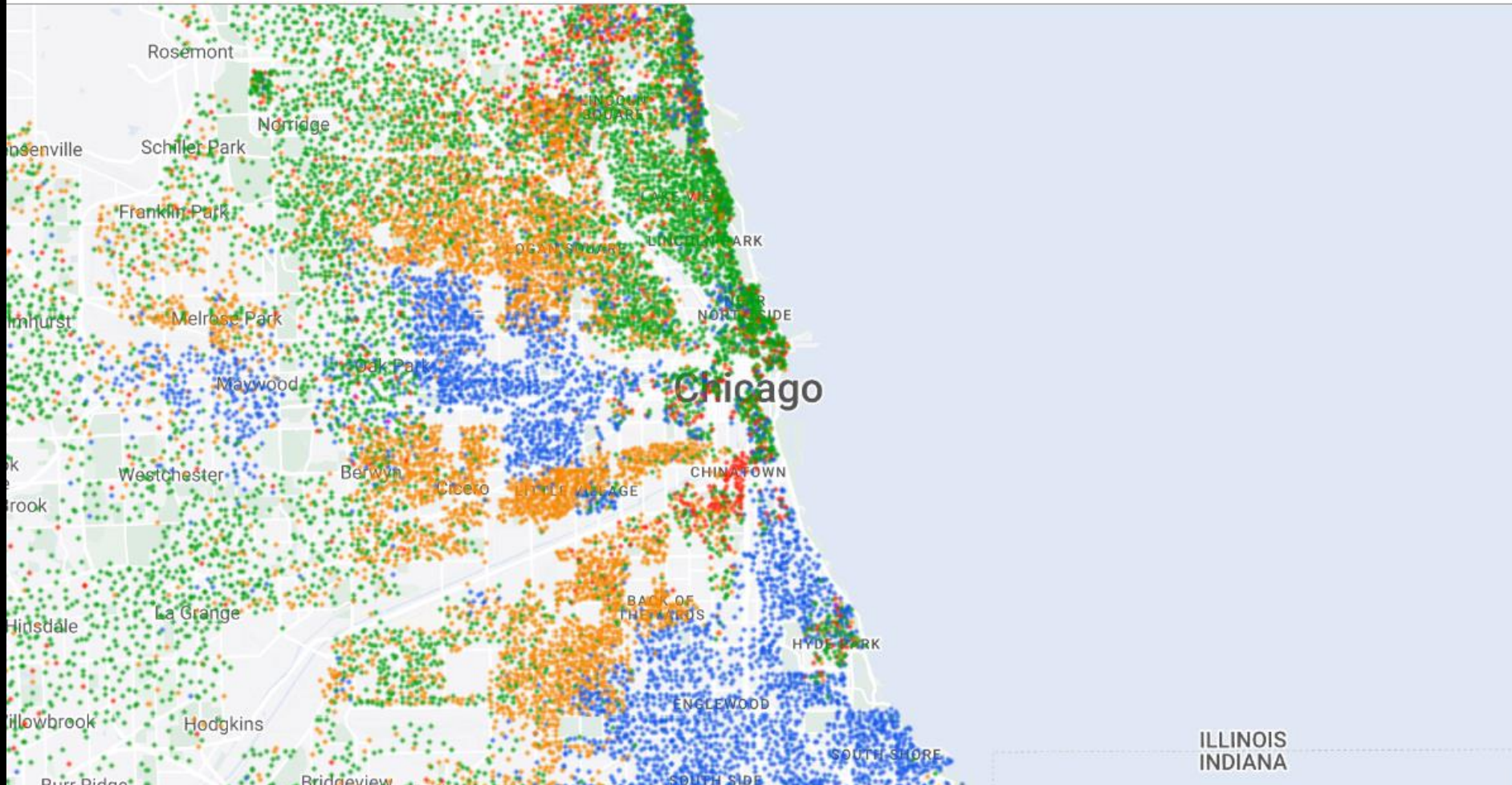
New government rules will require all cities and towns receiving federal housing funds to assess patterns of segregation.



NEW YORK

Mapping Segregation

New government rules will require all cities and towns receiving federal housing funds to assess patterns of segregation.



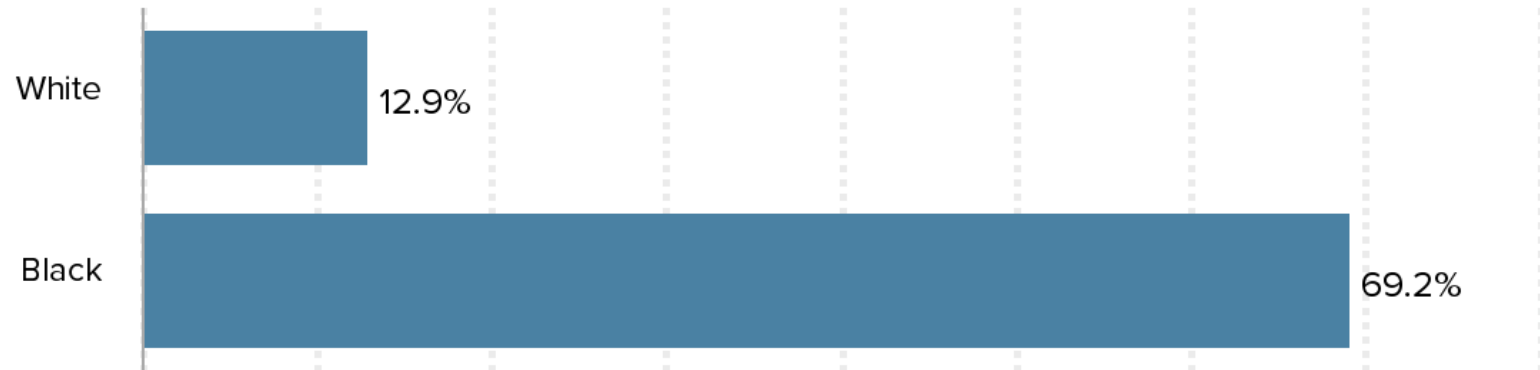
CENSUS GROUP

- Black
- Hispanic
- Asian
- White
- Others

CHICAGO

Black children are five times as likely as white children to attend schools that are highly segregated by race and ethnicity

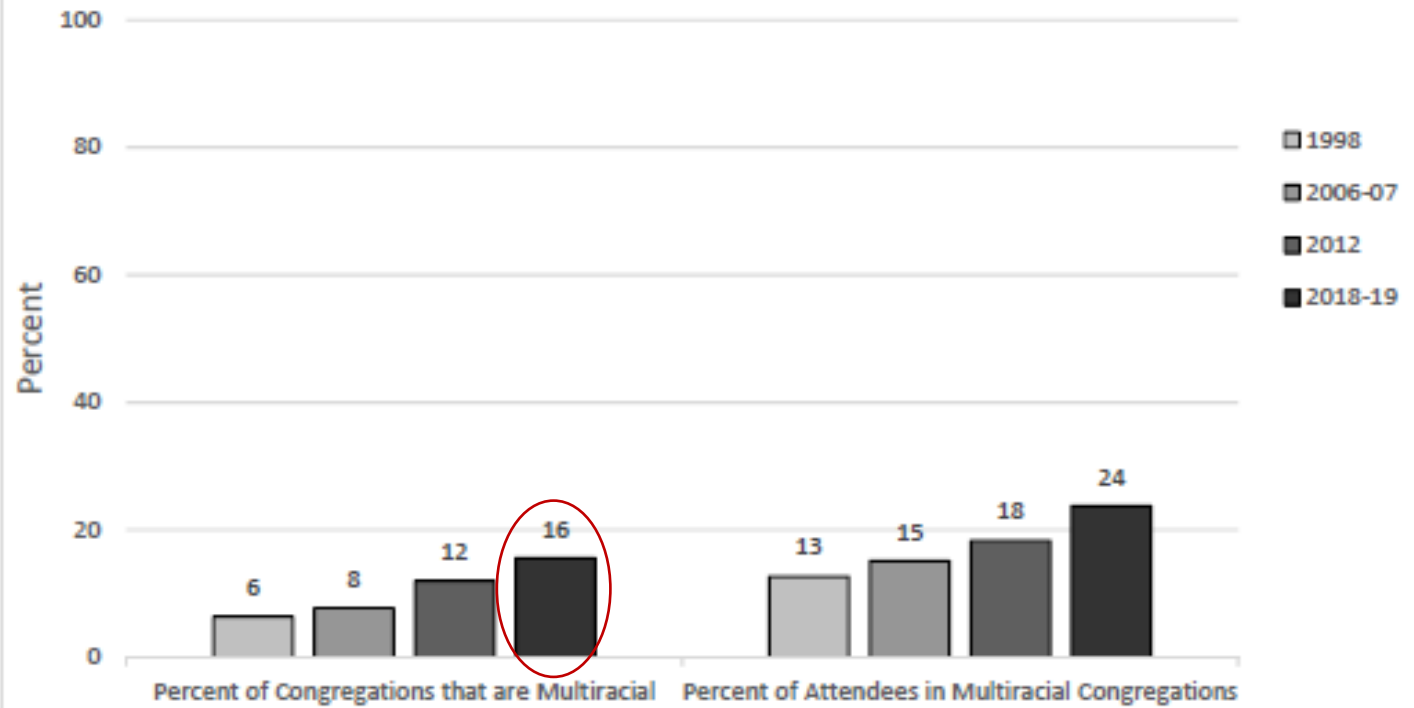
Shares of white and black eighth-graders attending schools with a high concentration of students of color, 2017



Note: Schools with a high concentration of students of color are those in which 51–100% of students are black, Hispanic, Asian, or American Indian.

Source: Author's analysis of microdata from the National Assessment of Educational Progress (NAEP).

Figure 1:
Multiracial Congregations and Attendees in Multiracial
Congregations, 1998-2019



SOURCE: Dougherty, K. D., Chaves, M., & Emerson, M. O. (2020). Racial diversity in US Congregations, 1998–2019. *Journal for the Scientific Study of Religion*, 59(4), 651–662.

Assuming the average white and average black American each have 100 friends, this is what the racial breakdown of their friend networks would look like.



The average **white** American has...



91 white friends



1
black
friend



1
Latino
friend



1
Asian
friend



1
mixed race
friend



1
other race
friend



3
friends of
unknown race



The average **black** American has...



83 black friends



8
white
friends



2
Latino
friends

0
Asian
friends



3
mixed race
friends

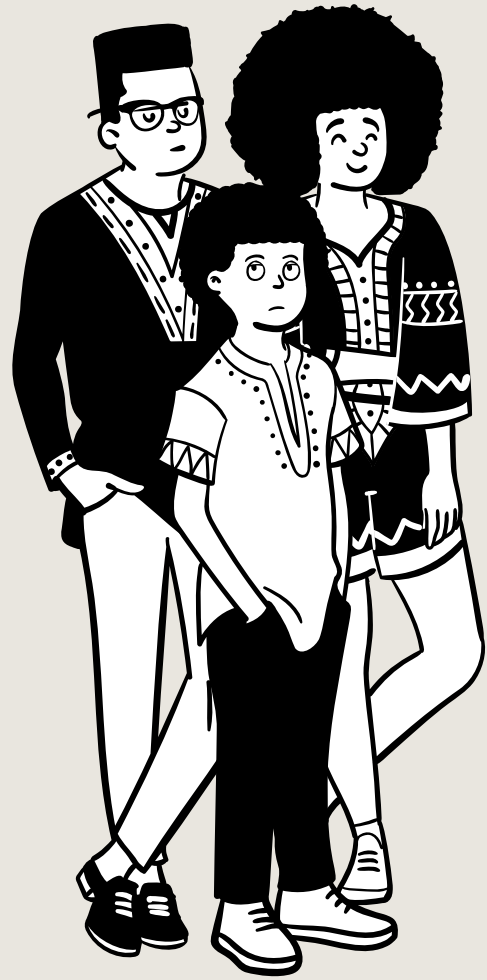


1
other race
friend



4
friends of
unknown race





WHAT ABOUT OUR WORKPLACES?

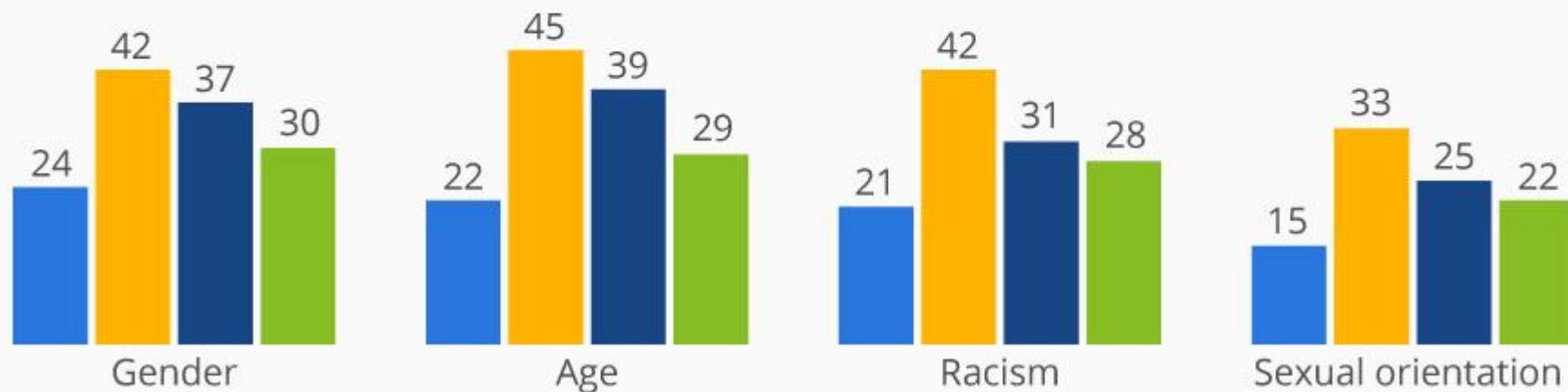


How Common Is Workplace Discrimination?

Discrimination experienced by respondents (personally or as a witness) in the workplace (%)



Most common trigger



Older Workers and Age Discrimination

The Age Discrimination in Employment Act (ADEA), signed into law in 1967, forbids discrimination in the workplace against anyone 40 or older. A recent survey shows that many workers still believe there are signs of age discrimination on the job today.

1 in 5 workers in the
U.S. is
age 55
or older



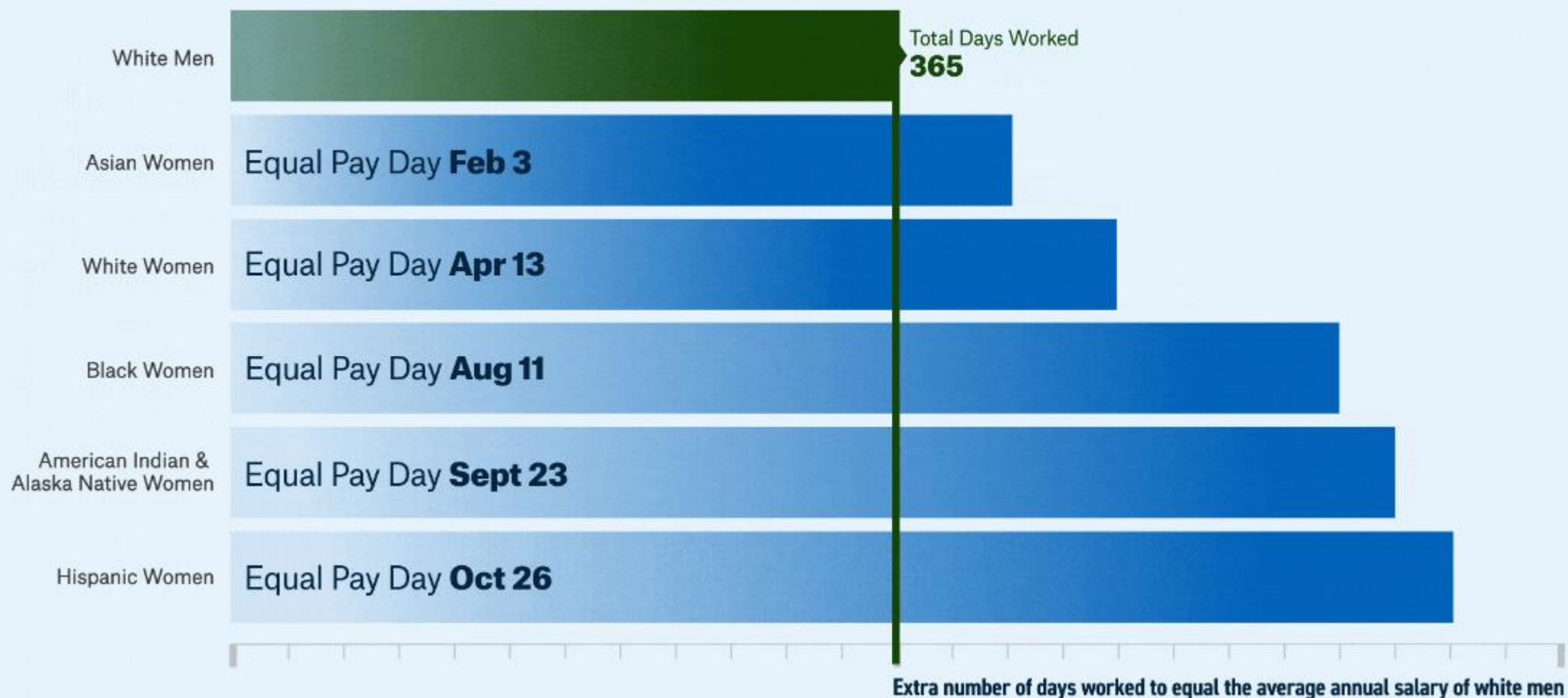
64% of workers say they have seen or experienced age discrimination in the workplace.

58% of adults believe age discrimination begins among workers in their 50s.

Source: Bureau of Labor Statistics

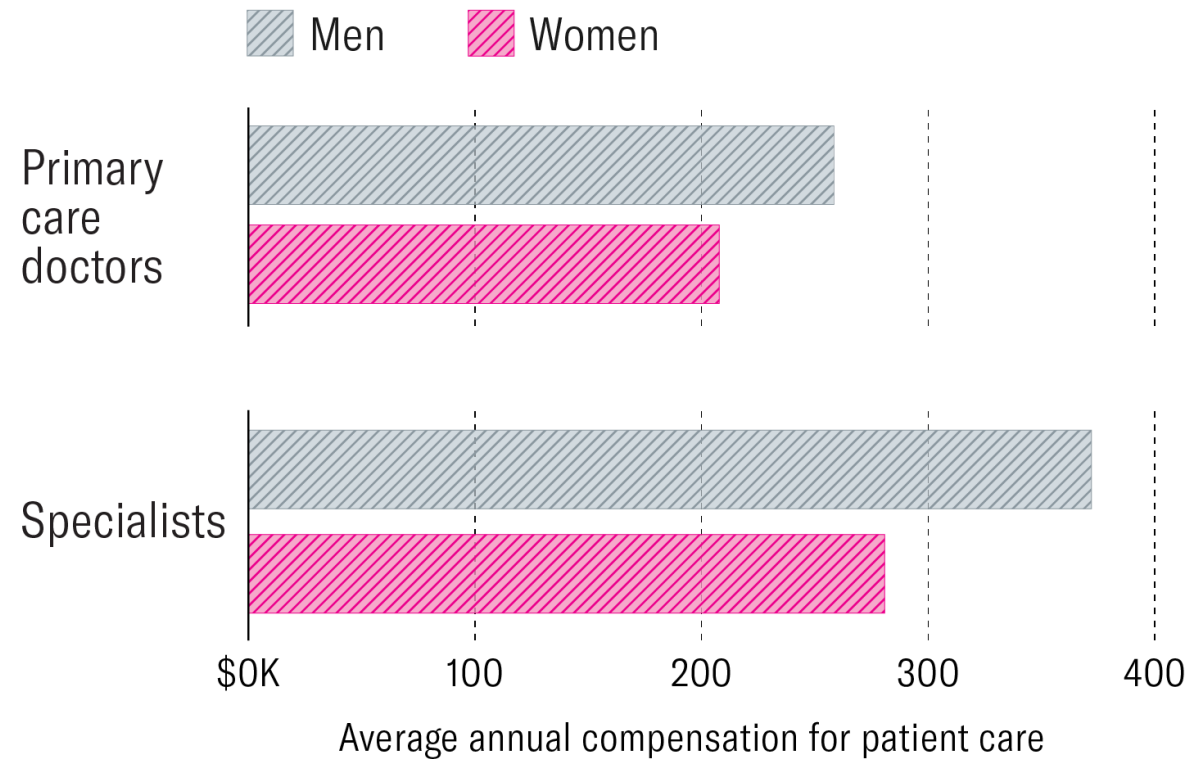
Women must work longer for men's pay

Fair pay for women means healthier people and communities



Doctors' Glaring Pay Gap

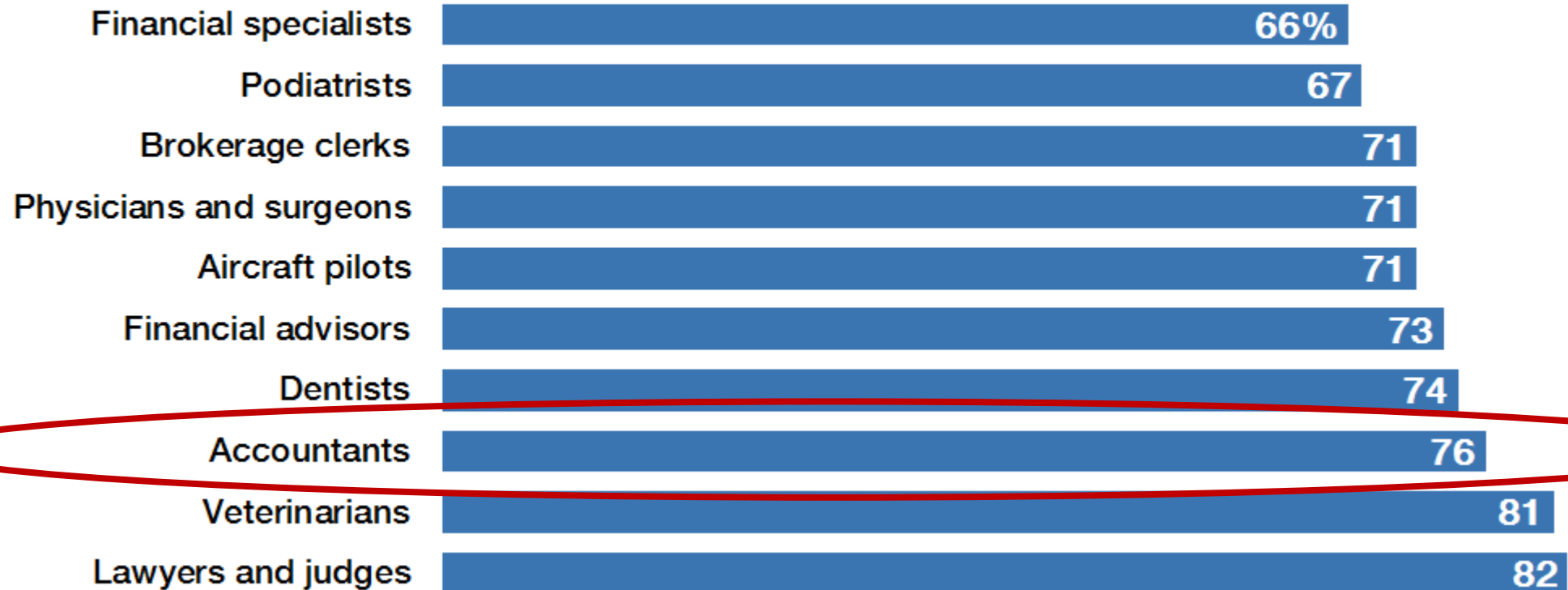
Across the board, women physicians in the U.S. make substantially less than their male counterparts.



Source: Medscape Physician Compensation Report 2019

The gender wage gap in some of the highest-paying jobs

After controlling for age, race, hours and education



Source: Claudia Goldin, Harvard University

WHAT CAN WE DO ABOUT THIS?

The business of diversity, equity and inclusion (DEI) is booming.

The global DEI market was estimated at \$7.5 billion in 2020, and is expected to reach \$17.2 billion by 2027, according to a recent report published by Global Industry Analysts. The U.S. accounted for nearly half of DEI spending (\$3.4 billion) and is targeted to reach \$8 billion in 2027.

While many of these financial investments in the U.S. were made in an attempt to address the countless racial and socioeconomic inequities in our workplaces and communities—which were reignited during the pandemic and in the wake of events such as George Floyd’s death in 2020—has the spending led to meaningful change?

“There’s no one-size-fits-all with DEI, and companies that—with the best intentions—rushed to implement blanket policies will have been underwhelmed by the result,” says Monica McCoy, CEO and

THE RISE OF CORPORATE DIVERSITY OFFICERS

The fastest-growing C-suite titles of 2020

Title	% growth (as a proportion of total C-suite hires this year)
1. Chief Diversity Officer	84%
2. Chief Growth Officer	46%
3. Chief Underwriting Officer	43%
4. Chief Revenue Officer	29%
5. Chief Investment Officer	24%



DIVERSITY,
EQUITY &
INCLUSION
TRAINING

2016 Harvard Business Review

Why Diversity Programs Fail

Frank Dobbin, Alexandra Kalev

TRADITIONAL CORPORATE DIVERSITY PROGRAMS ARE LARGELY INEFFECTIVE. ARE THERE MORE SUCCESSFUL TOOLS TO ENHANCE WORKPLACE DIVERSITY?

Traditional corporate programs such as diversity training, hiring tests, and performance ratings are largely ineffective while strategies such as engagement, on-the-job contact, social accountability, and mentorship are successful in enhancing diversity in the workplace.

Reviewed by Sakshee Chawla

INTRODUCTION


Corporations around the world have recognized the importance of diversity and inclusion in the workforce. A diverse workforce not only strengthens productivity, creativity, employee engagement, and profits, but also helps maintain company reputation. In this article, Frank Dobbin and Alexandra Kalev examine why traditional diversity programs are not successful in increasing equality and diversity in the workplace. Most organizations use archaic strategies to enhance diversity that instead increase bias and stifle diversity. Diversity training, though usually mandatory, rarely leads to longstanding improvements in workplace culture, and is instead met with resistance from employees. Hiring tests and performance ratings, other popular tools, often contrarily escalate bias in hiring and assessment practices. Similarly, grievance-reporting systems not only are rarely used by employees to report discrimination, but underreporting is not an indicator of an inclusive work environment.


Frank Dobbin and Alexandra Kalev are professors of sociology at Harvard University and Tel Aviv University, respectively. Dobbin studies topics including organizations, inequality, economic behavior, and public policy. Kalev's

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WHAT MIGHT WORK BETTER...

Five success factors common across DEI Lighthouse initiatives

1.

Nuanced understanding of root causes

Understand the problem with a deep fact base

Identify the root causes

Get input from the target population, initially and throughout

Prioritize and sequence problem areas

2.

Meaningful definition of success

Set clear and quantifiable aspirations (what and by when)

Articulate a clear case for change that moves employees to action

3.

Accountable and invested business leaders

Set initiative as a core business priority

Hold senior leaders accountable for outcomes, not just inputs or activities

Model and lead desired change, starting with the CEO and senior leaders

Ensure resources for longevity in the budget, expertise and timeline

4.

Solution designed for context

Develop solutions that address the root causes, with scalability in mind

Integrate changes into key processes and ways of working, so impact is sustained

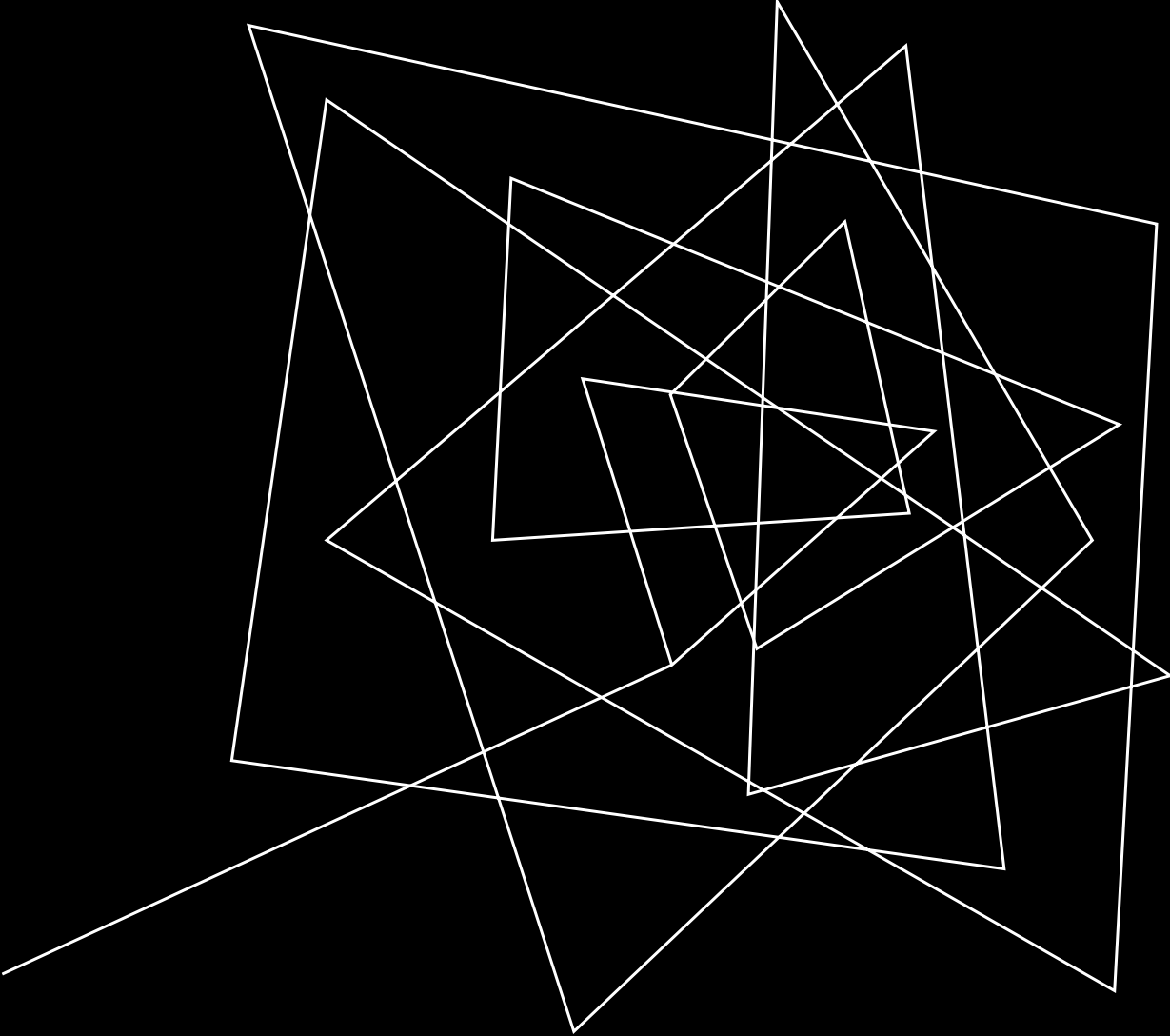
Equip and encourage employees to contribute

5.

Rigorous tracking and course correction

Define KPIs and implement rigorous tracking process

Use data and feedback to course-correct as needed



STEREOTYPES

OVERSIMPLIFIED BELIEFS

PREJUDICE

NEGATIVE FEELINGS

UNFAIR OUTCOMES

BAD BEHAVIORS



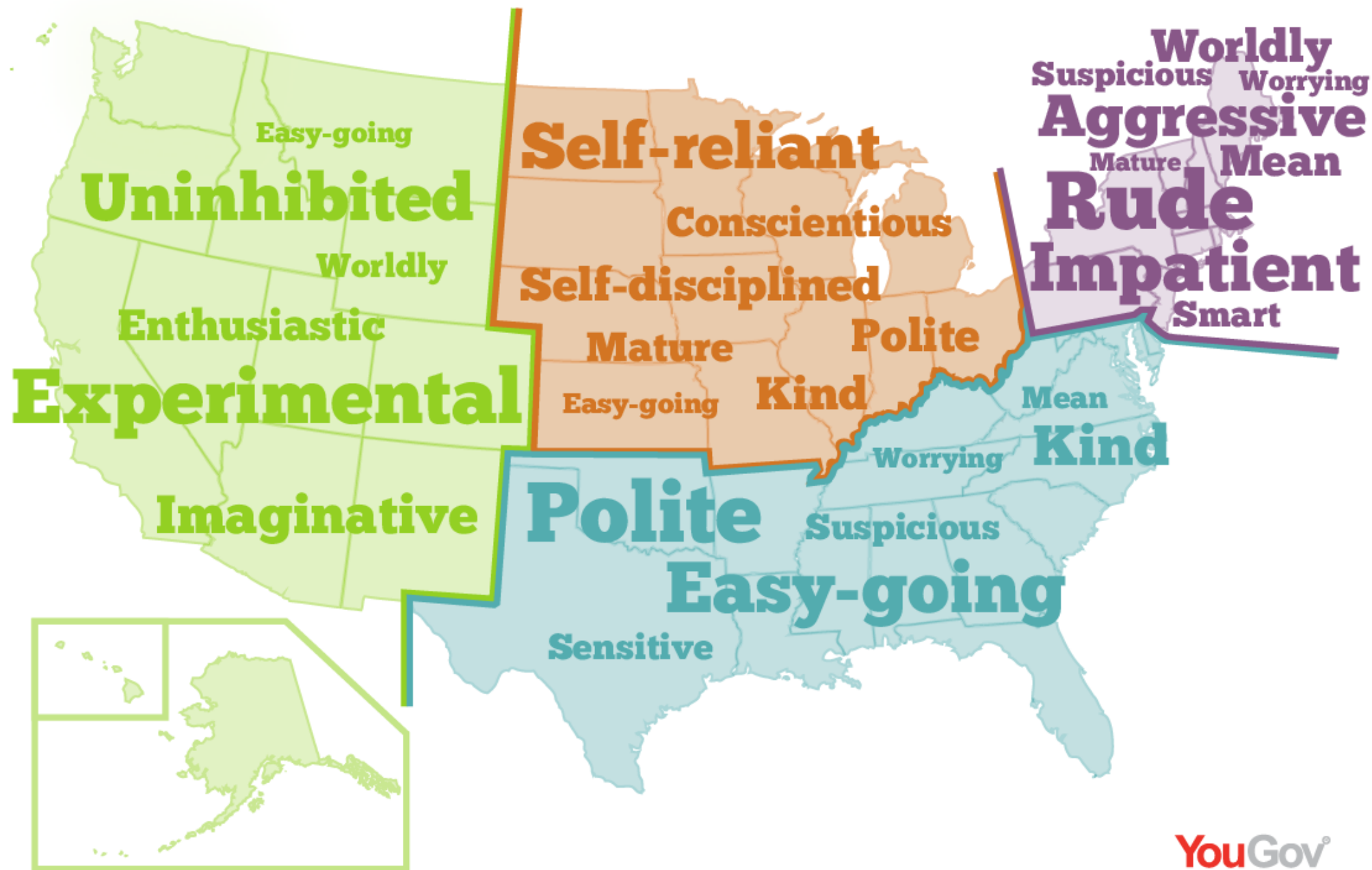
————— Oversimplified beliefs about a group

————— Based on any number of personal characteristics or identities

————— Deeply embedded within social institutions

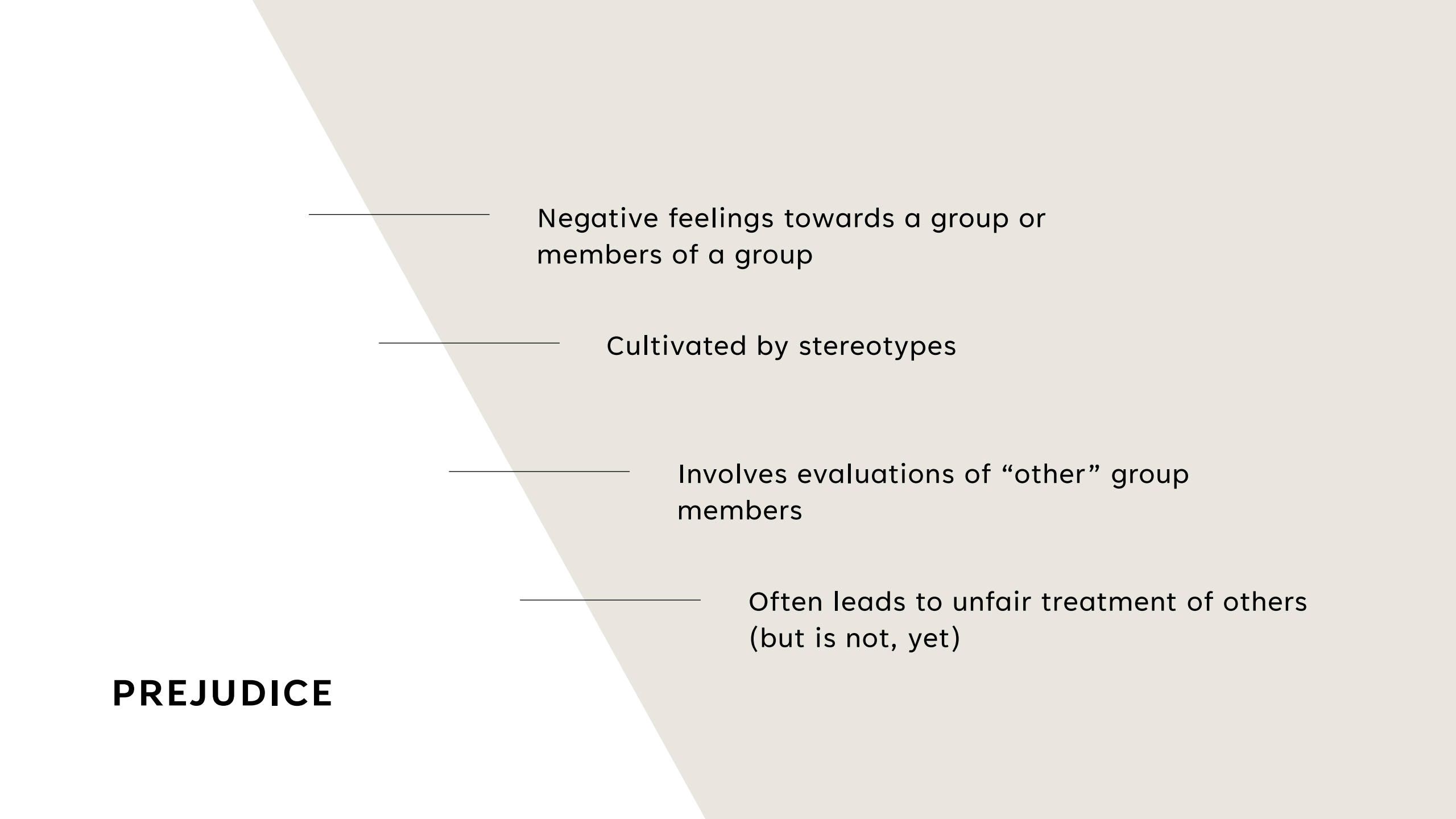
————— Get reinforced from an early age

STEREOTYPES





PREJUDICE

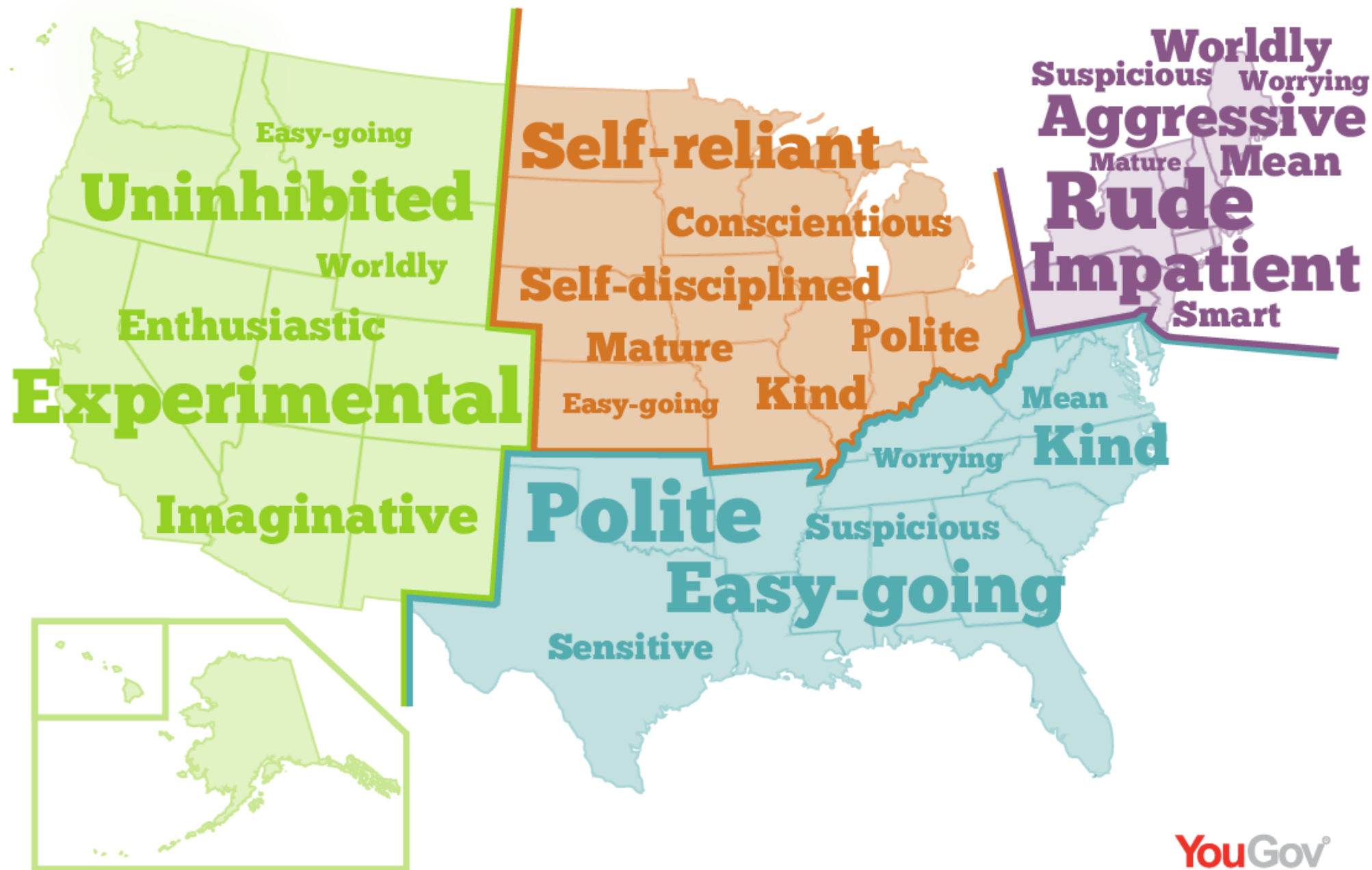


Negative feelings towards a group or members of a group

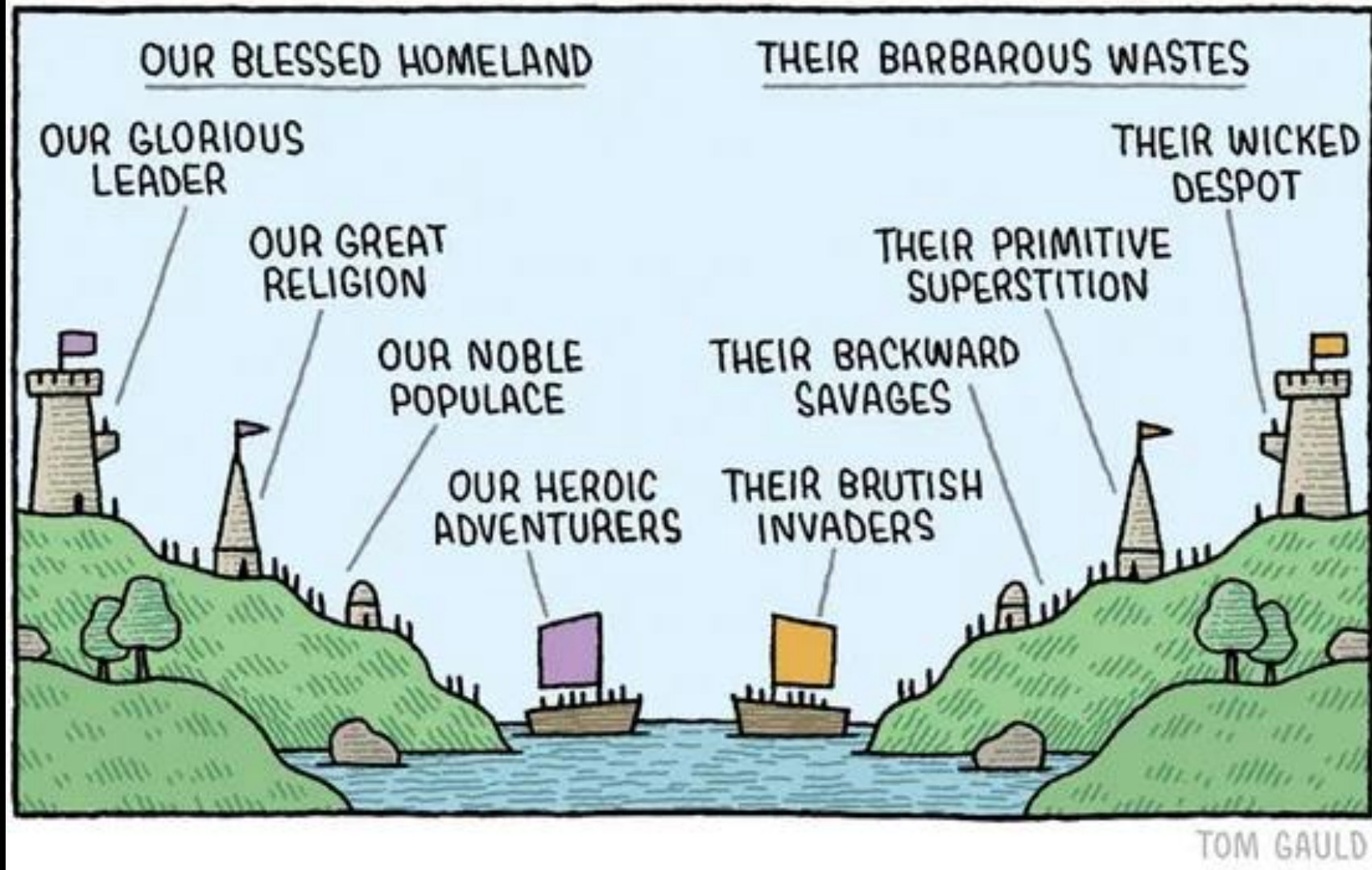
Cultivated by stereotypes

Involves evaluations of “other” group members

Often leads to unfair treatment of others (but is not, yet)







UNFAIR OUTCOMES

Expression of behavior, rather than merely an oversimplified belief (stereotype) or a negative feeling (prejudice)

Can be cultivated by stereotypes and prejudice

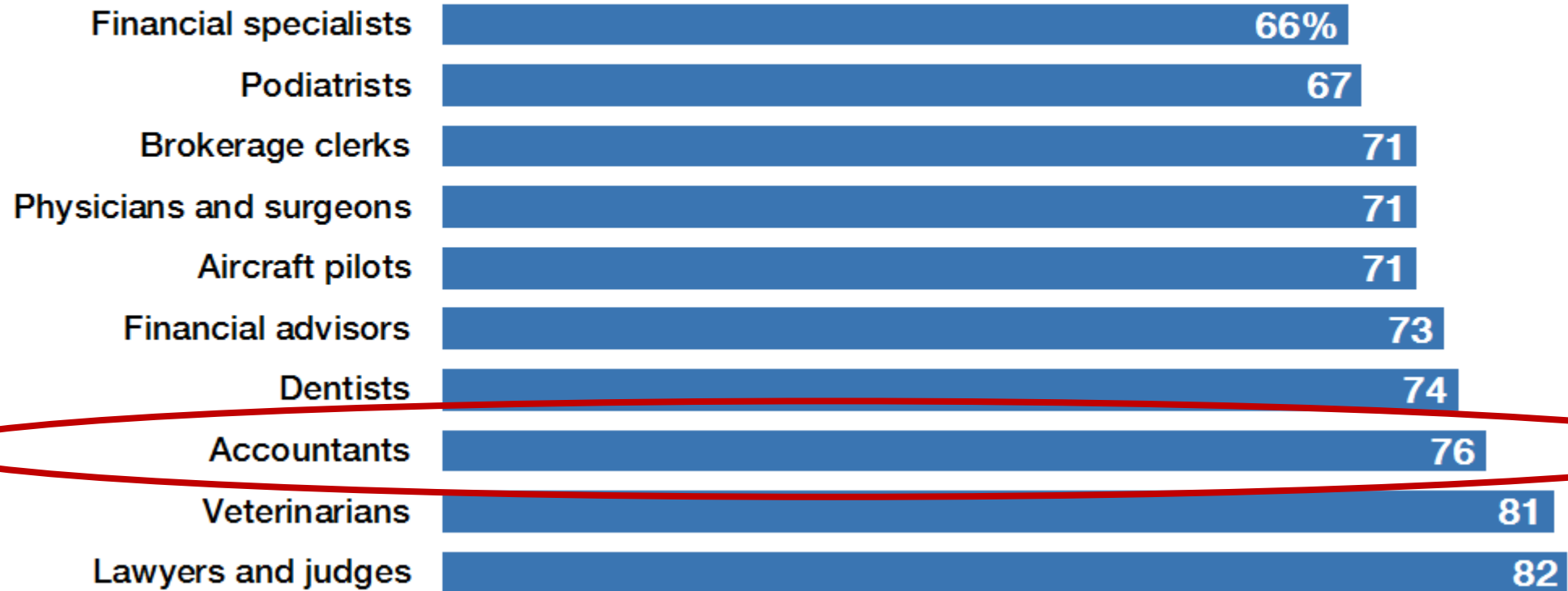
Affects individuals and groups of people

Of the 3 concepts we've covered, this is the one over which we have the most control



The gender wage gap in some of the highest-paying jobs

After controlling for age, race, hours and education



Source: Claudia Goldin, Harvard University

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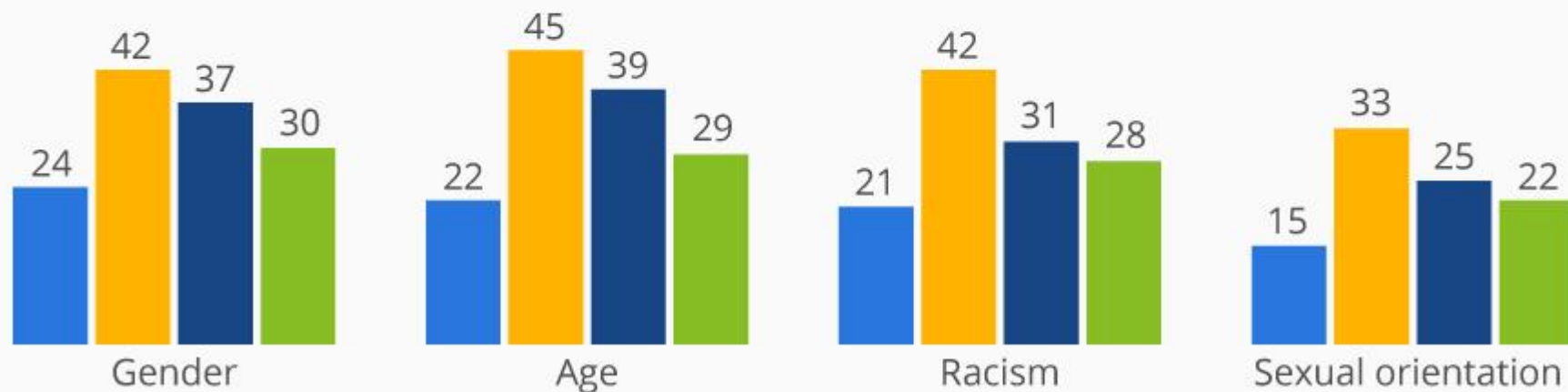
Source: Bureau of Labor Statistics

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DO YOU C.A.R.E.?

CONSIDER others

Get to know who others are, their perceptions and understandings, and even why they think the way they do.

ASSESS your biases

Unflinching introspection and self-reflection. A willingness to self-correct, when needed.

RECOGNIZE reality

Always be honest about the promise and pitfalls of difference. Know that diversity can lead to positive results and superior outcomes, but that the journey is anything but simple or straightforward.

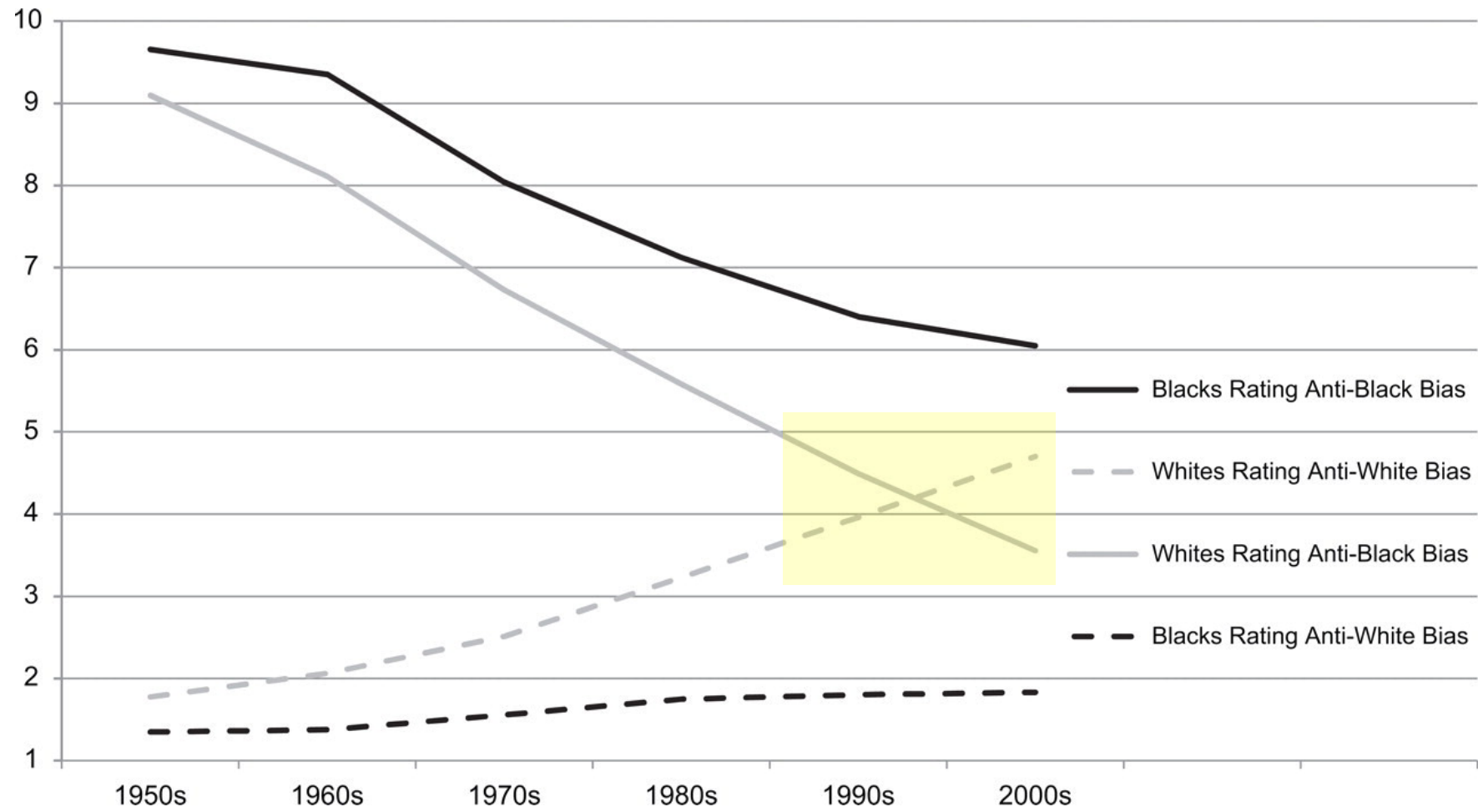
Set **EXPECTATIONS**

Hold others, yourself, processes, and outcomes to meaningful standards. Define clear expectations for personal interactions as well as for goals and objectives. Set specific and measurable KPIs.



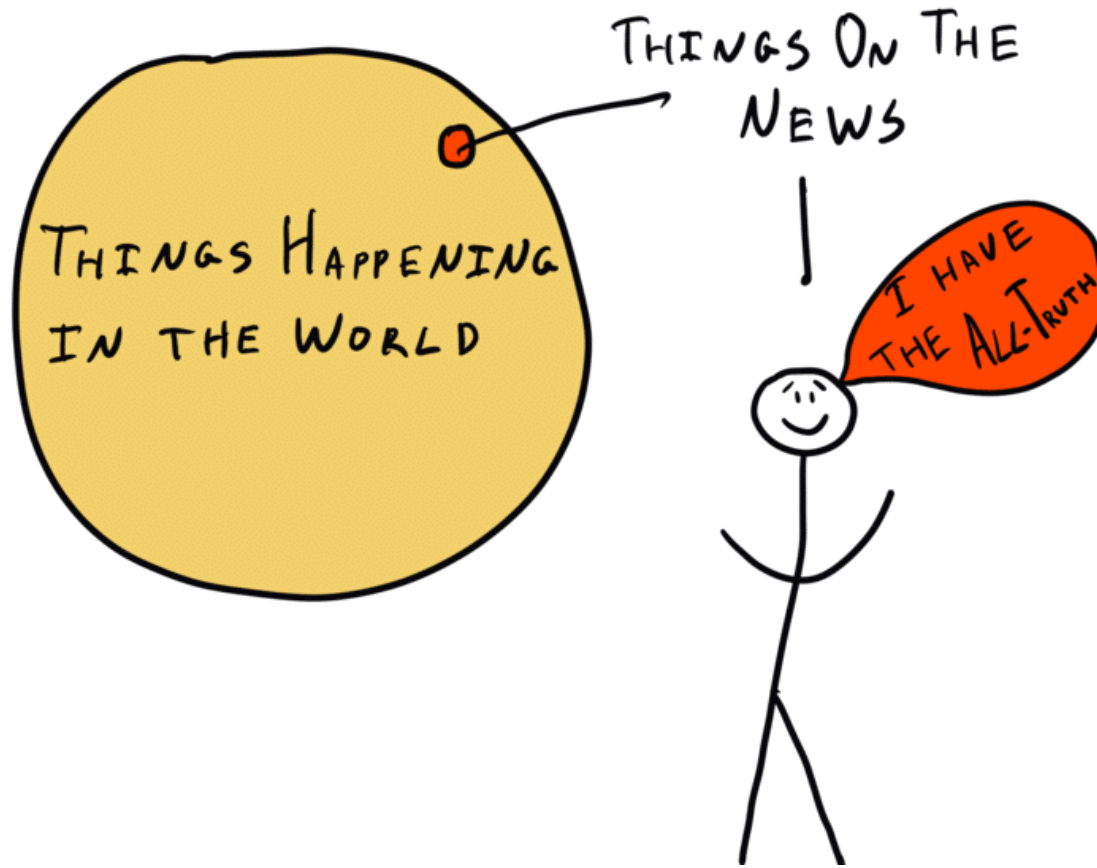
BOLD
BUSINESS





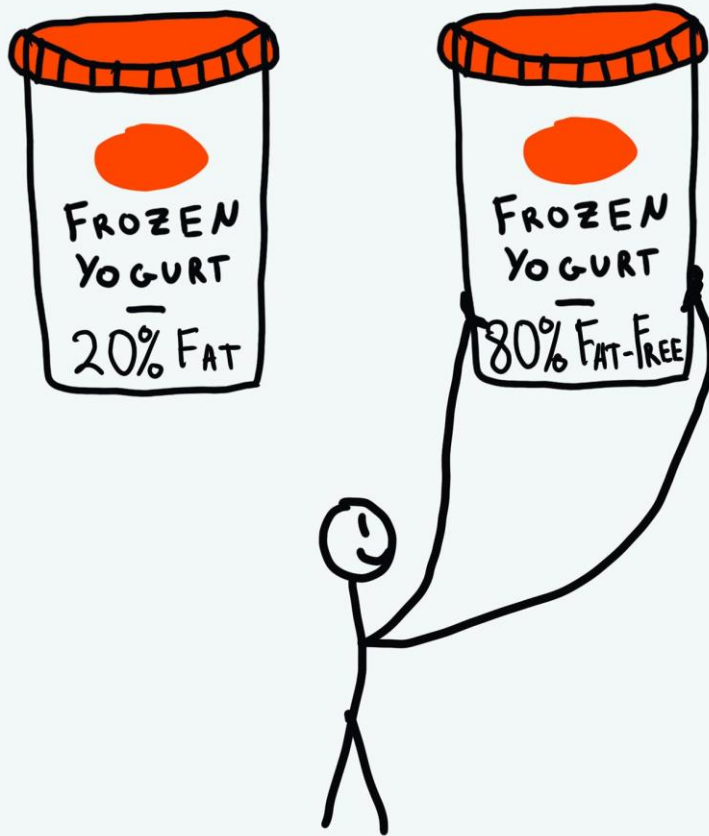
SOURCE: Norton, M. I., & Sommers, S. R. (2011). Whites see racism as a zero-sum game that they are now losing. *Perspectives on Psychological science*, 6(3), 215-218.

AVAILABILITY HEURISTIC



- Prioritizing easy-to-obtain and readily-available information when making decisions or solving problems.
- Skews perceptions away from facts and reality

FRAMING EFFECT



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- Our feelings, opinions, and behaviors are shaped by the way we perceive information
- The same information can be interpreted differently, depending on how a situation is framed (or how one frames the situation in their own mind)