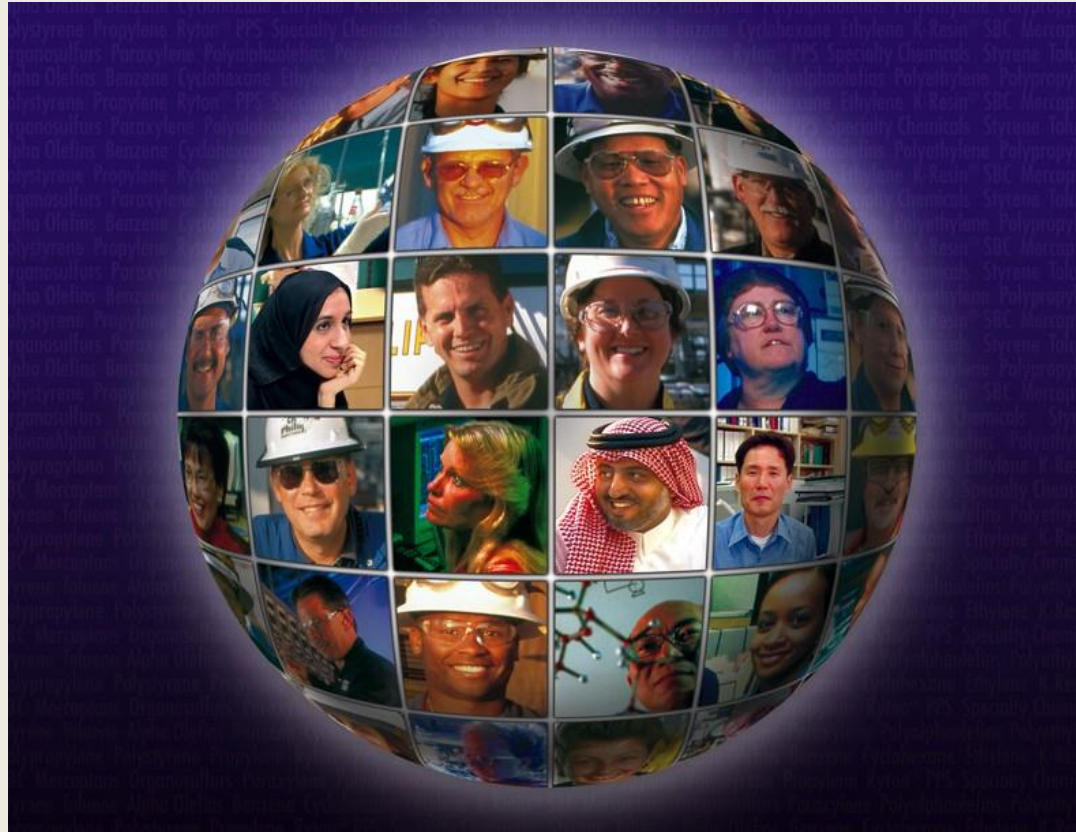


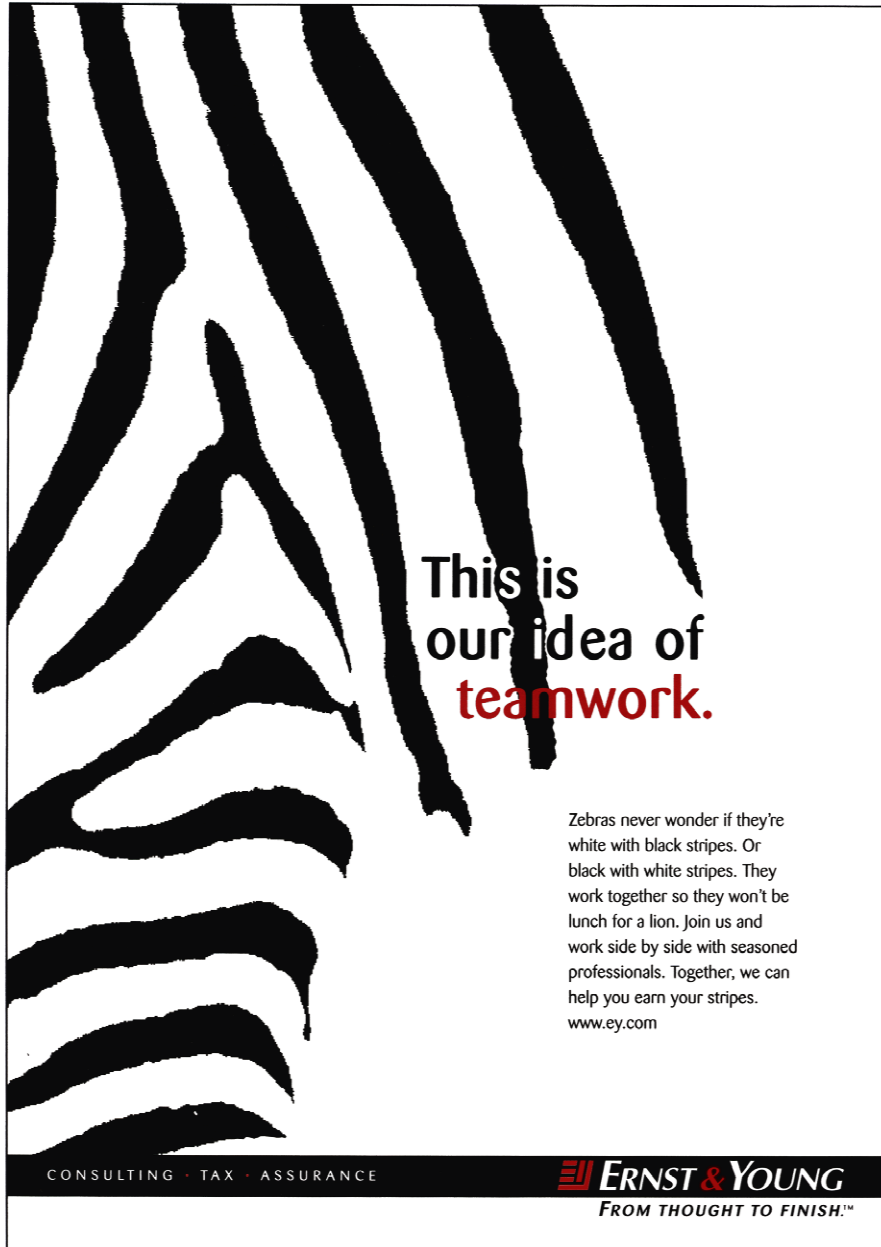
# Diversity in the Workplace



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Kellogg School of Management**

# The Appeal of Diversity



This is  
our idea of  
**teamwork.**

Zebbras never wonder if they're white with black stripes. Or black with white stripes. They work together so they won't be lunch for a lion. Join us and work side by side with seasoned professionals. Together, we can help you earn your stripes.  
[www.ey.com](http://www.ey.com)

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 **ERNST & YOUNG**  
FROM THOUGHT TO FINISH.™

# What is diversity?

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2. **Deep-level**—diversity in culture, ideas, perspective, or point of view

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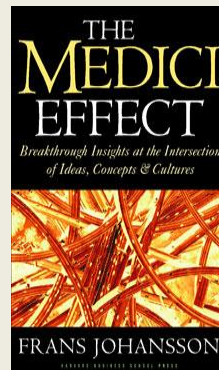
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# Barriers to Diversity

**Racism**-negative attitudes toward an individual or group based on ethnicity or race

## Does racism still exist?

*Absolutely.* However, it's contemporary form differs from classic or "old fashioned" racism (e.g., forced segregation, racial violence and lynchings, use of racial slurs)

# Symbolic Racism (Sears & Kinder)

People oppose “symbols” of race rather than race directly.

Example: Affirmative Action

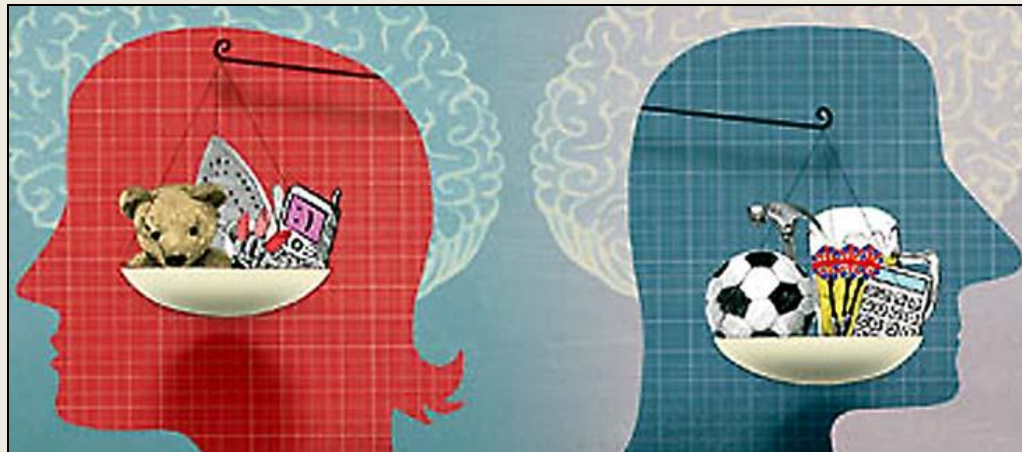
Is opposition to Affirmative Action based on principled concerns about fairness?

No, data suggest that it is not based on the policy itself, but rather the fact that the policy is associated with Black people

# Nonconscious Prejudice

Contemporary biases often occur outside of:

1. awareness
2. intent
3. control



# Aversive Racism Theory (Gaertner & Dovidio)

People simultaneously possess:

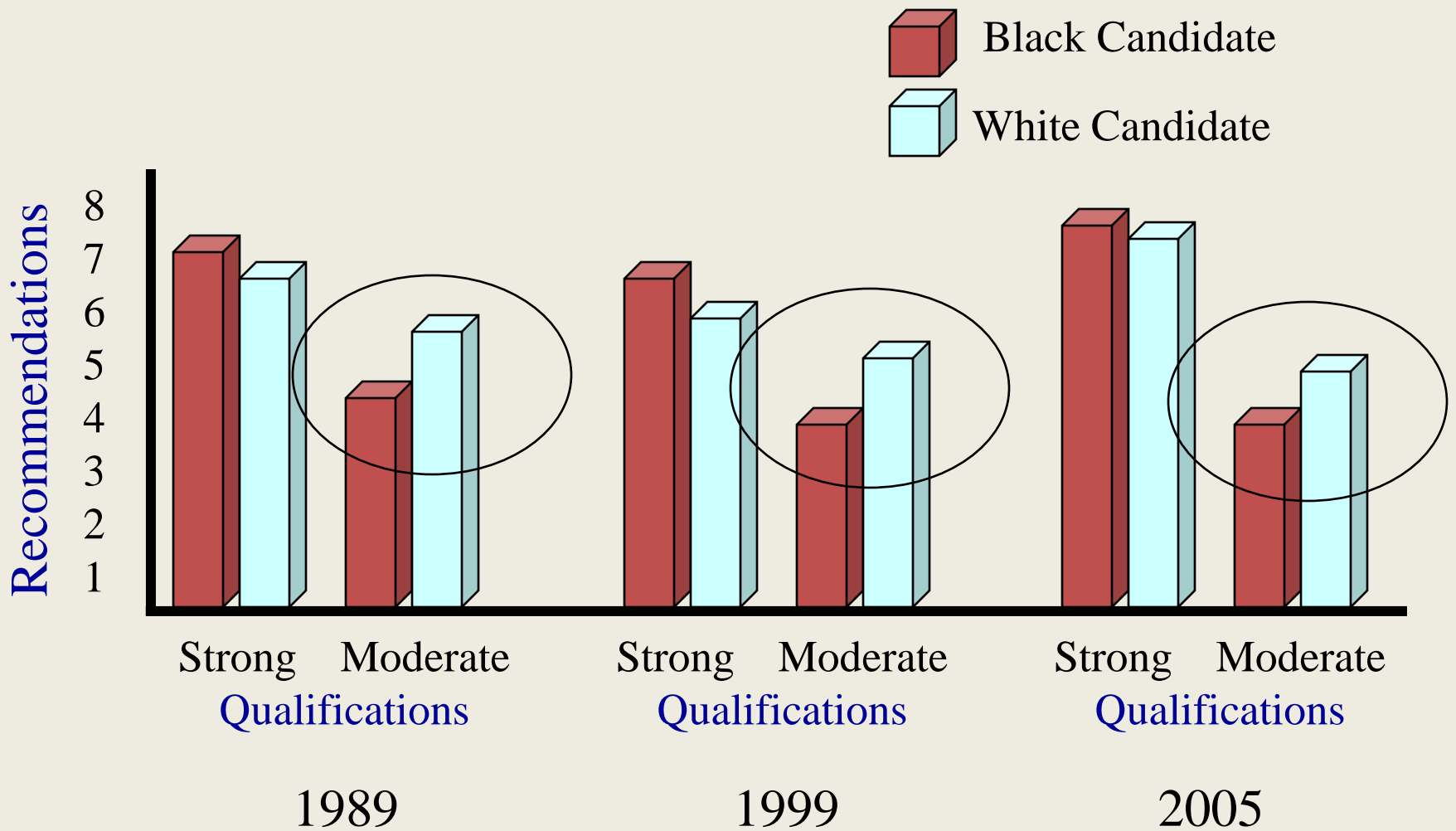
1. Egalitarian values
2. Anti-Black Attitudes

People push their negative feelings into the subconscious to avoid threats to self-integrity.

However, these feelings linger to affect behaviors in situations that are ambiguous.

e.g., Helping Study, Hiring Study

# Aversive Racism in Hiring



Dovidio et al., 1989, 1999, 2005

# More Evidence of Discrimination in Hiring

“Are Emily and Greg more employable than Lakisha and Jamal?” (Bertrand & Mullainathan, 2004).

Researchers sent out identical resumes to companies in Boston and Chicago that varied only in names.

- White sounding names received 50% more callbacks
- Callbacks to White-sounding names were more sensitive to resume quality
- Results generalized across occupation type, industry type, and size of employer

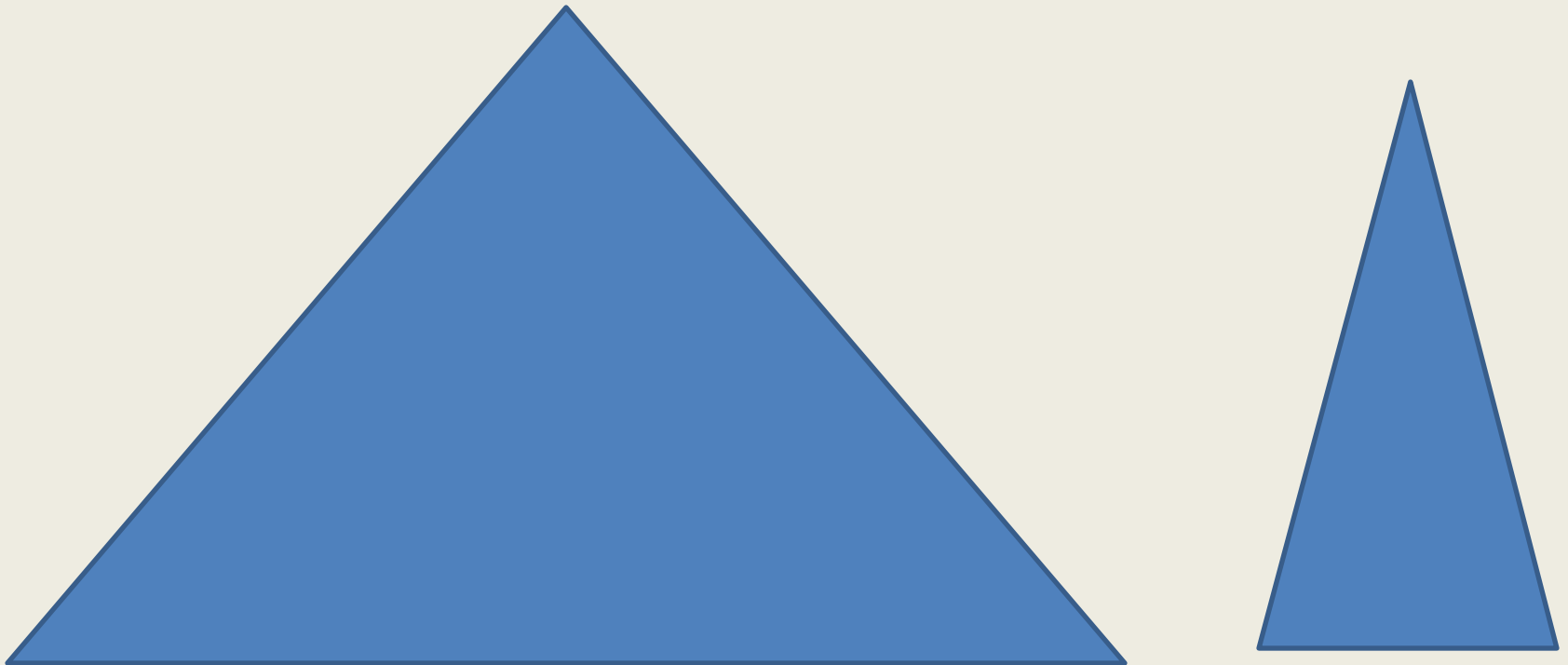
# Is there **Discrimination in Promotion** as well?

- Women and minorities are often not under-represented at **lower** ranks
- Women and minorities are slightly to moderately under-represented in **middle** management
- Women and minorities are highly under-represented in **upper** management positions (e.g., SVP, Partner, Managing Director, CEO)

# Why? Social Hierarchy and Dominance

## Ubiquitous

All human societies are structured as social hierarchies, that tend to be group-based (e.g, Sidanius & Pratto, 1999)





# Properties of Social Hierarchy

## **Stable**

Social hierarchies tend to be stable, self-reinforcing, and prescriptive (Jost & Banaji, 1994; Sidanius & Pratto, 1999)

## **Consistent**

All else being equal, the status of an individual's role is likely match the (diffuse) status of their social group (e.g., "congruent embeddedness" Alderfer & Thomas, 1989)

E.g., custodians from low-status social groups, Chief Executive Officers from high status social groups.

# Social Hierarchy Reversal

However...Almost no social hierarchy is perfectly stratified

Permeability can lead to incongruent embeddedness or ***social hierarchy reversal***

*This occurs when individuals from low status or disadvantaged social groups occupy positions of power or authority over individuals from high status or privileged social groups (distinct from revolution).*

# There is *some* diversity in top leadership positions: The Fortune 500

Female Fortune 500 CEOs in 2013: 21

- First Female Fortune 500 CEO: 1972 (Katharine Graham)

Black Fortune 500 CEOs *ever*: 12

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Still, about 95% of Fortune 500 CEOs are both White and male, signaling a gross underrepresentation of women and minorities

# Factors Explaining the Shortage of Blacks in Upper Management

**Economic disadvantage** produces inaccessibility to educational, cultural, social opportunity

(e.g., Darling-Hammond & Post, 2000; Lamont & Lareau, 1988)

**Cognitive representations** of leadership ascribe

Whiteness to prototypical leaders (e.g., Rosette, Leonardelli & Phillips, 2008)

**Prejudice and Discriminatory bias** from dominant group members who are motivated to maintain their group's hierarchical status, power, and privilege (e.g., Sidanius & Pratto, 1999)

## Research Question:

**What is unique about Black males who do achieve very highest positions of leadership (e.g., CEO)?**

# There are Blacks in upper management. What explains these exceptions?

- Competence
- Credentials
- Diligence
- Disarming mechanisms** — physical, psychological, or behavioral tendencies that mitigate perceived threat by (or enhance perceived similarity to) the dominant group

|   |                       |
|---|-----------------------|
| Style of dress                                | Manner of speech      |
| Lighter skin                                  | Political ideology    |
| Smiling/deferential behavior                  | Displays of erudition |
| Whistling Vivaldi<br>(Steele & Aronson, 1995) |                       |

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| Whistling Vivaldi<br>(Steele & Aronson, 1995) | <b>Babyfaceness</b>   |



# What is Babyfaceness? (Zebrowitz, 1997)



Credit: A. Todorov, A. N. Mandisodza, A. Goren & C. C. Hall, *Science* **308**, [1623] (2005)

# What is Babyfaceness? (Zebrowitz, 1997)

## Babyface comprised of features such as:

- Round face
- Large forehead
- Small chin

## Universal

- Hard-wired
- Constant across race
- Evident in both sexes
- Evident in all age groups (even babies)



Credit: A. Todorov, A. N. Mandisodza, A. Goren & C. C. Hall, *Science* 308, (2005)

# Does Babyfaceness *Benefit* Black CEOs?

(Livingston & Pearce, 2009)

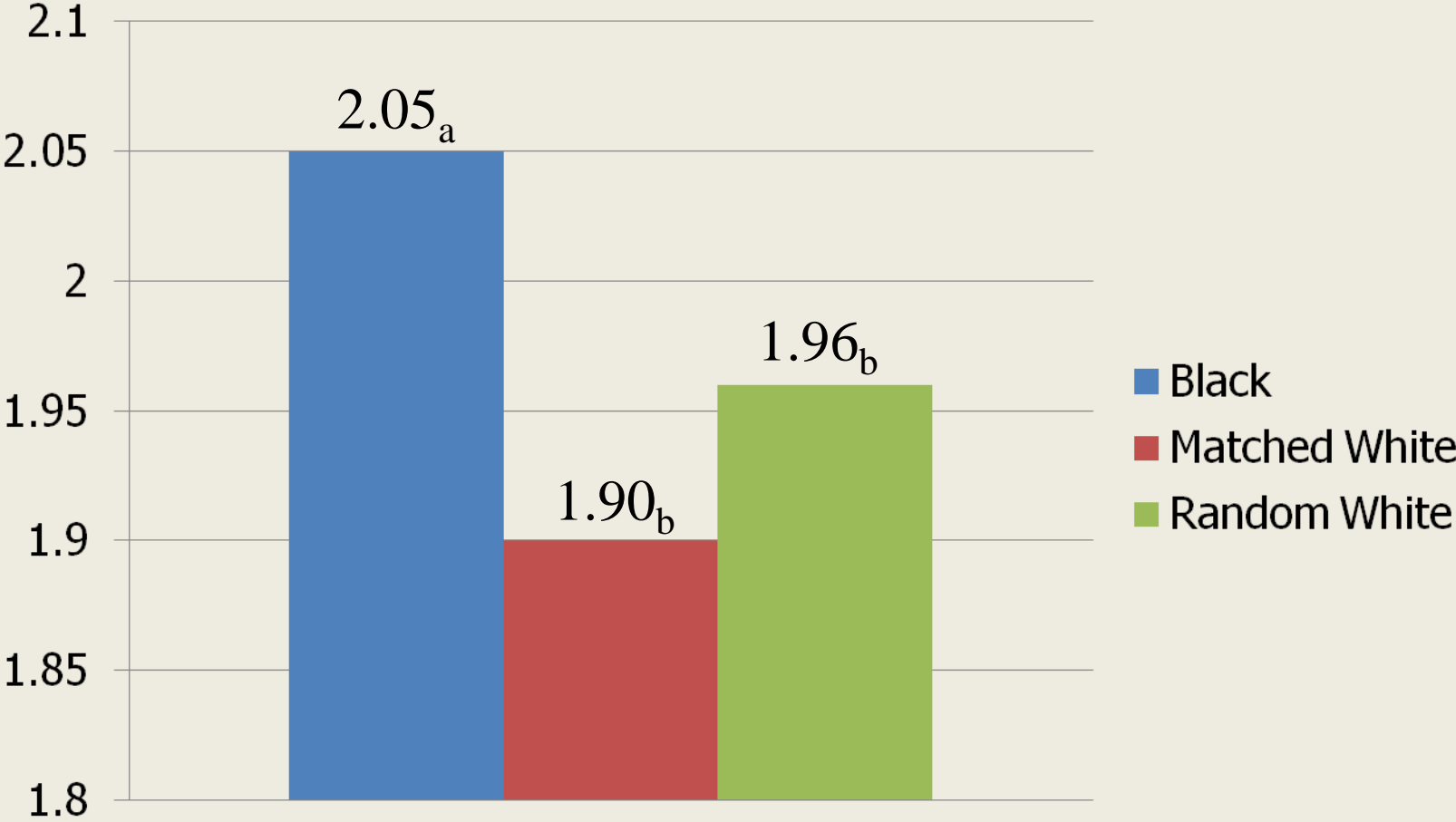


<http://www.forbes.com/2009/07/07/babyface-black-ceo-leadership-ceonetwork-study.html>

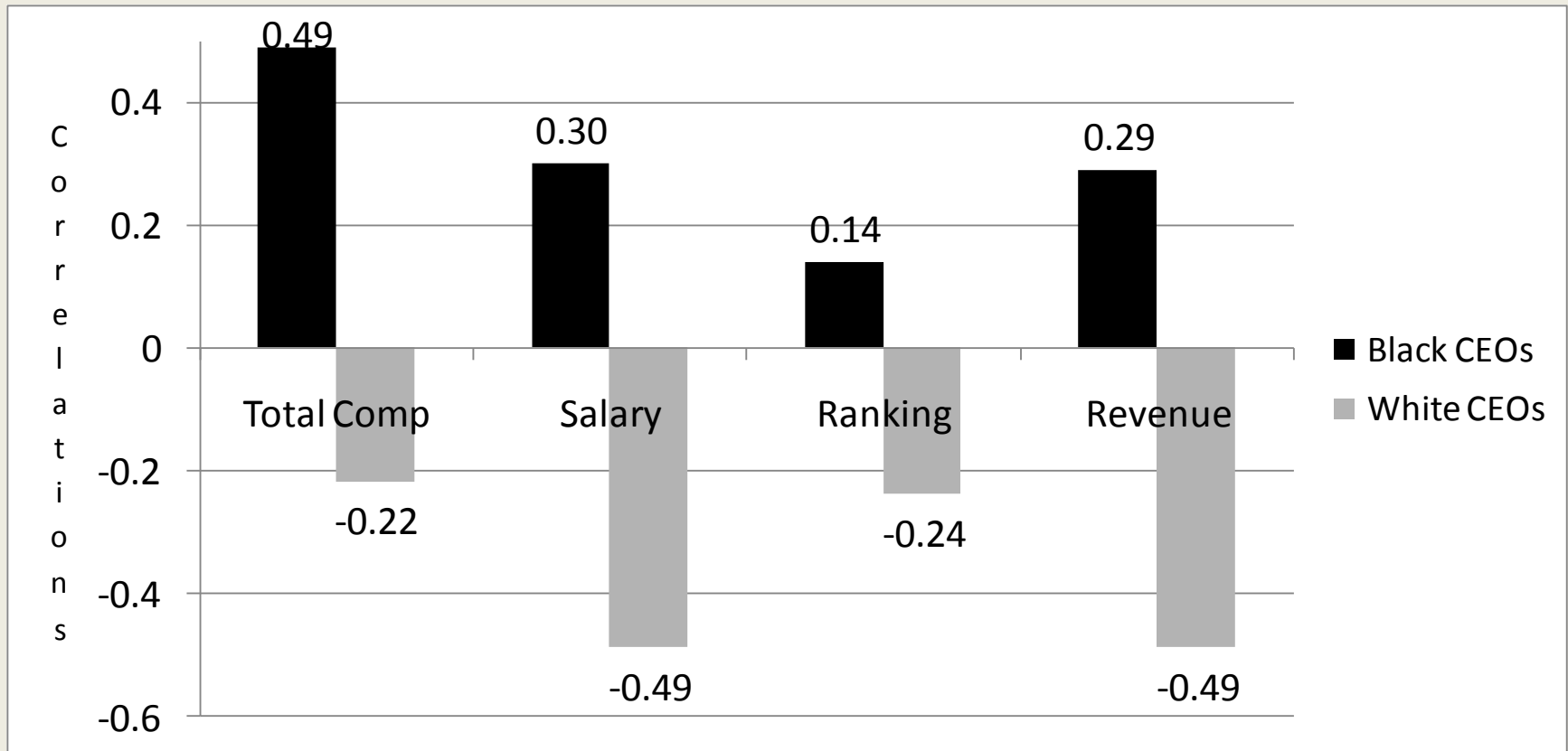
<http://www.newsweek.com/2009/10/14/black-ceos-and-the-teddy-bear-effect.html>

<http://www.msnbc.msn.com/id/30642824/>

# Mean Babyfaceness Ratings of CEOs



# Correlations between Babyfaceness Ratings and “Success” (Corporate Prestige and Earnings)



# Summary

1. Prejudice has not disappeared, it has merely changed
2. Prejudice negatively affects hiring decisions for Blacks, even when the quality is identical
3. Prejudice is especially pronounced at higher levels within the organization because individuals are not in their “place”
4. Having a “boyish” physical appearance can help powerful Black men because they appear less threatening to Whites

# What are some solutions?

## **1. Decreasing Salience of Categories**

- e.g., Greg versus Jamal

## **2. Being Mindful of Shifting Standards**

- E.g., the same trait might be perceived differently for different groups

## **3. Increase Awareness and Cultural Competency**

- Acknowledge White Privilege
- Increase Cultural Competency not just Political Correctness

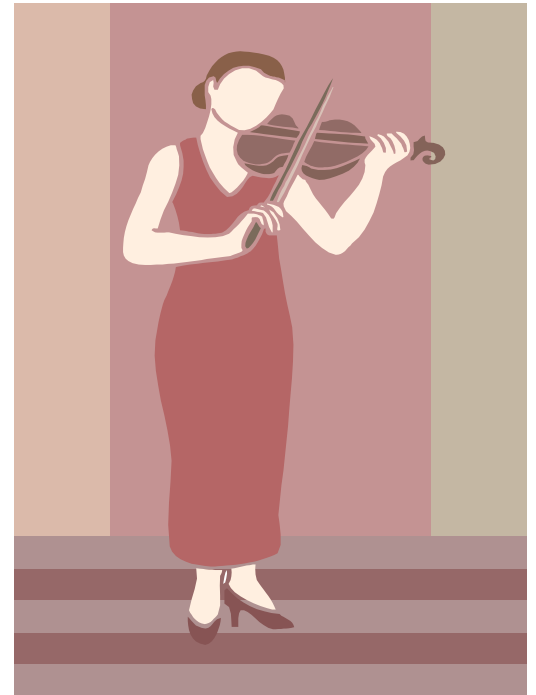
## **4. Counteract Prejudice via Social Networks, Mentoring, and Sponsorship**

# Blind Auditions: Gender

Records from major US symphony orchestras from 1970-1996:

Audition data from 14,000 individuals show the use of a screen increases the probability that a woman will advance from preliminary rounds **by 50%**

Roster data from 11 major orchestras show the switch to blind auditions accounts for 30% of the increase in the proportion of women among new hires





# Beware of Shifting Standards

(Biernat & Manis, 1994)

A 5'11" woman can be judged as "taller" than a 6'1" man?

Because "tall" is a subjective dimension that is influenced by baselines or standards (i.e., tall for a woman)

One way to circumvent this bias is by asking about the objective height (in feet and inches) of a target

# Increasing Awareness and Cultural Competency

Whites today believe that there is more racism against Whites than against Blacks (Norton & Sommers, 2011). This is because:

1. More opportunity for Blacks is perceived as more prejudice *against* Whites (i.e., zero-sum game)
2. “Multiculturalism” and inclusiveness are seen as *excluding* Whites. Many Whites don’t realize that the cultural “default” in the US is White.
3. Many Whites are unaware of Black disadvantage, as well as White privilege (Peggy McIntosh, 1988).

# Strategies for Blacks: Increase Social Network

Women and minorities have limited access to, or are excluded from, critical social networks (Ibarra, 1993).

## 1. Access to Information

- Information can be extremely important (e.g., financial industry, government intel, media/journalism, etc.)
- Increased competence through shared knowledge

## 2. Access to Resources

- Increases access to interviews, jobs, and money:  
Seidel, Polzer, and Stewart (2000) found that minorities negotiated lower salary increases than Whites, but effect was reduced when controlling for social ties in the organization
- Increases access to capital (entrepreneurship)
- Increases allies and informal power

# Dynamics of Social Networks



# Milgram's Conclusion

**1. Everyone is connected**  
(by an average "Six Degrees of Separation")

**Is this true?**

**Play Six Degrees of Separation  
game sometime...**

# Strategies for Blacks: Find Mentors and Sponsors

**Mentors** give you knowledge, training, and social support.

**Sponsors** give you visibility, access, and power.

| Mentors  | Sponsors  |
|--|---|
| Can be at any level                                  | Must be senior managers   |
| Provide feedback, emotional support                  | Give exposure to other top executives   |
| Increase mentee's sense of competence and self-worth | Protect protégé from negative publicity or damaging contact with senior execs |
| Focus on professional development                    | Fight to get their people promoted  |

Women and minorities are “over-mentored” and “under-sponsored”

# Mentor vs. Sponsor

The best mentors are not necessarily the best sponsors

Those who provide great training, and counseling are not the same people who are influential, well-connected and savvy

Early Stage → Good mentoring

Advanced Stage → Good sponsorship

# Use Lily Pad rather than Ladder Approach:

Hansen, Ibarra, and Peyer (2010) found that top-performing females CEOs were nearly twice as likely to have been hired from outside of the company.



# Five Effective Strategies

1. Be “disarming” and avoid being *outwardly* assertive
2. Expand breadth and depth of social network inside and outside of company
3. Find a good mentor early on (knowledge, similarity, chemistry are important)
4. Find a good sponsor later (clout, status, aggressiveness and commitment to you)
5. Move around or start your own business

# Conclusion

- 1) Diversity is diverse (not *one* type of diversity)
- 2) Diversity is beneficial
- 3) Diversity is challenging for organizations and diverse individuals face many challenges (e.g., prejudice and discrimination)
- 4) These challenges *can* be overcome

Thank you for your attention