# *BEYOND SIMPLE COUNTS: A NEW APPROACH TO MEASURING & MONITORING WORKPLACE DIVERSITY*
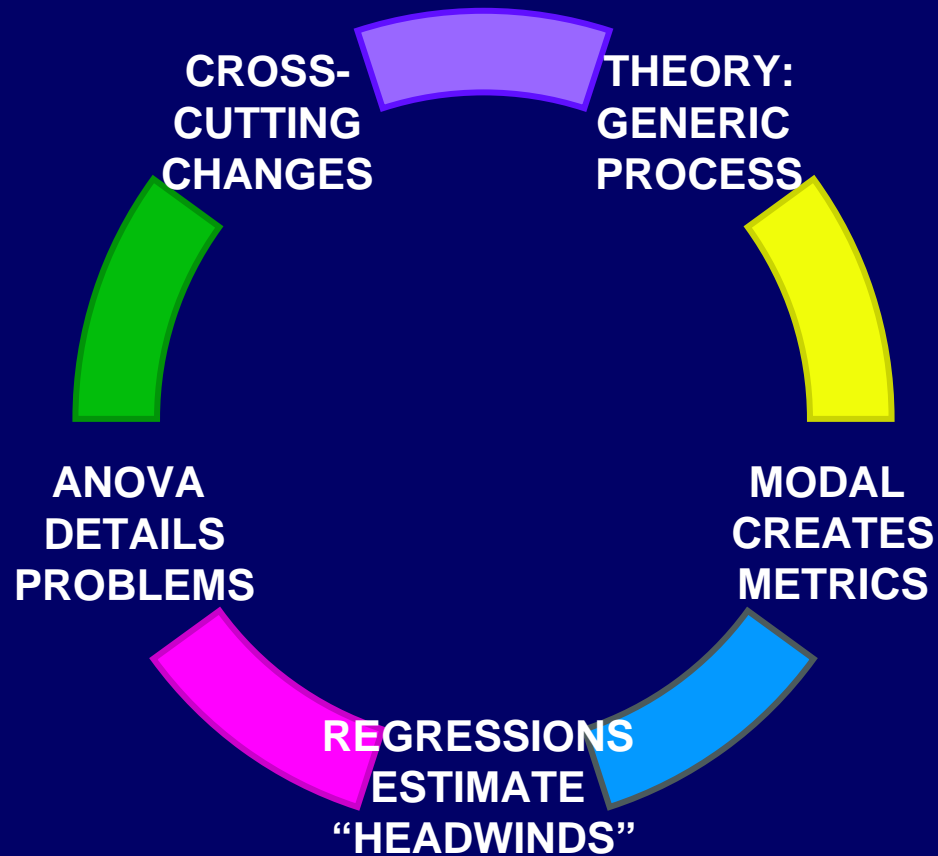
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# *STATISTICAL ANALYSIS KEEPS METRICS LINKED TO THEORY*



CROSS-CUTTING CHANGES

THEORY: GENERIC PROCESS

ANOVA DETAILS PROBLEMS

MODAL CREATES METRICS

REGRESSIONS ESTIMATE "HEADWINDS"

# *APPLYING THEORY TO A SPECIFIC FIRM*

**THEORY:**

   IN-GROUP, OUT- GROUP PROCESSES

**FIRM-SPECIFIC:**

   IN/OUT GROUPS:    16 METRICS REFLECT DATA, CULTURE
   STRUCTURE:        TRANSNATIONAL – MATRIX, NETWORKS
   STRATEGY:         EXCELLENCE
   HISTORY:          VISIBLY DIVERSE BUT NOT INCLUSIVE
                     QUALITATIVE STUDIES INDICATE
                     PROBLEMS

# *MODAL IN-GROUP CREATES METRICS*

## *CULTURAL/PERSONAL*

- Male
- White
- Age 36-55
- Married w/ dependents
- Culture – industrialized country passport, English native language

## *EDUCATION/EXPERIENCE*

- Degree from one of "core" 20 universities
- Experience, < 8 yrs outside firm
- Been w/ firm > 8 years
- Does not move much w/in firm

# REGRESSIONS QUANTIFY "HEADWINDS" -- after controlling for productivity-related characteristics

| OUT- GROUP CHARACTERISTICS | EFFECTS ON SALARY | PROBABILITY IS A MANAGER | PROBABILITY OF INTER UNIT MOBILITY |
|---|---|---|---|
| MODAL EMPLOYEE | ------ | ------ | ------ |
| 7 CULTURAL& PERSONAL CHARACTERISTICS | -14.5% | -40.4% | -79.0% |
| 8 EDUCATION & EXPERIENCE CHARACTERISTICS | - 9.7% | -26.8% | -89.6% |
| ABOVE 15 + CUMULATIVE EFFECT | -23.0% | -54.8% | -92.0% |

# *ANOVA DETAILS PROBLEMS BY UNIT, TIME PERIOD OR PROGRAM*
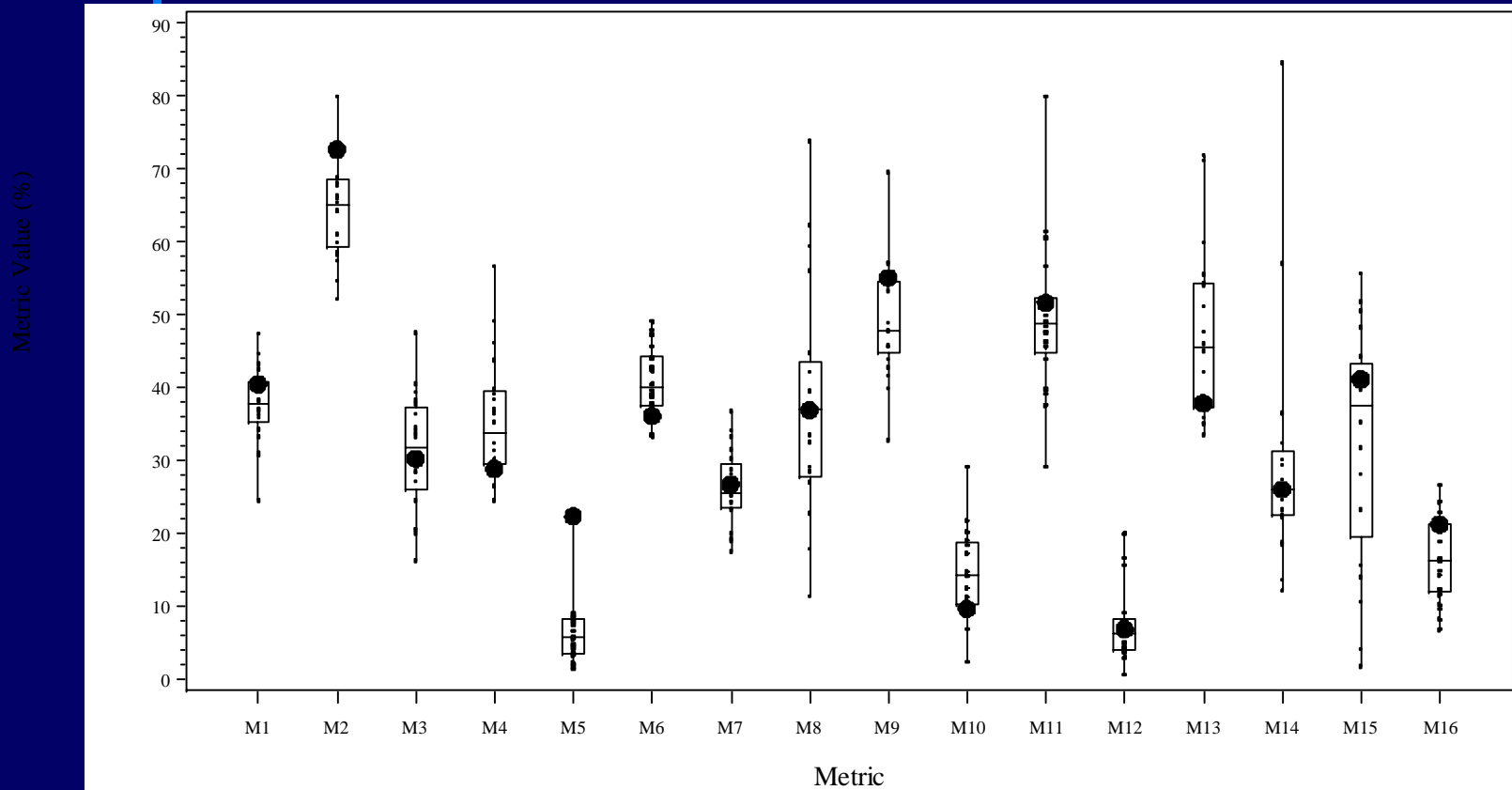


* Small dots represent individual units. The large dot represents the unit in the title.
The box encompasses the middle 50% of the units. The line in the box is the median.

# WHAT IS BETTER ABOUT METRICS TIED TO THEORY?

- ☐ MEASURES INCLUSION, REPRESENTATION DOES NOT

- ☐ METRICS ENCOMPASS VISIBLE & INVISIBLE DIFFERENCES

- ☐ AVOIDS QUOTAS BASED ON SIMPLE DEMOGRAPHICS

- ☐ ATTENTION ON UNDERLYING PROCESSES, NOT SYMPTOMS

- ☐ ATTENTION ON CHANGING FIRM, NOT INDIVIDUALS