



MEASURING INCLUSION IN THE WORKPLACE

Marc Bendick, Jr.

Mary Lou Egan

www.bendickegan.com

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Quantitative measures are at the center of our strategy for workplace change, because--

- Parallelism: Quantitative measures make workforce diversity look and feel like other goals managers are used to achieving.
- Motivation: Measurement can document unconscious bias which employers often do not recognize.
- Implementation: Managers deliver what they are held accountable for.
- **Direction: Measures define the problem, which then defines the solution.**

Legally-mandated measures (Table 1) are often not well matched to today's predominant workplace discrimination problems.

- In many workplaces, 1967's "inexorable zero" has given way to 2007's "diversity without inclusion."
- Encapsulated actions can meet representation goals without ensuring sustainability.
- Piecemeal analysis leads to group-specific solutions which are often divisive and ineffective (e.g., promotional goals and timetables, "mommy track").
- **Fundamental Issue: These measures treat employee diversity as the problem, not as symptoms of an underlying problem: lack of organizational inclusion.**

Table 1. Representation of one racial minority group in one unit of an upscale restaurant chain, 2006.

Job Title	<u>Employees on 6/30/06</u>		2000 Census Minority %	<u>Shortfall</u>		Standard Deviations
	Total Employees	Minority %		%	#	
Manager	6	0.0%	22.6%	- 22.6%	- 1.4	- 1.3
Chef	5	20.0%	39.0%	- 19.0%	- 1.0	- 0.9
Cook	16	35.7%	41.2%	- 5.5%	- 0.9	- 0.4
Dishwasher	6	50.0%	32.5%	+ 17.5%	+ 1.1	+ 0.9
Bartender	5	0.0%	19.5%	- 19.5%	- 1.0	- 1.1
Server	42	4.8%	21.7%	-16.9%	-7.1	-2.7*
Busser	7	42.9%	33.4%	+ 9.5%	+ 0.7	+ 0.5

* p < .05

Diagnosis: To measure inclusion at one firm, we first identified all characteristics which might divide in-groups from out-groups. Ingroups are defined by modal values.

Modal
Cultural & Personal
Characteristics

- White
- Male
- Age 36-55
- Grew up in US or Europe
- US or European citizen
- English native language
- Married w/ dependents

Modal
Education & Experience
Characteristics

- English native language
- Degrees from 20 “core” universities
- No degrees outside business
- Outside experience < 8 years
- All outside work in same industry
- With firm > 8 years
- ≤ 1 career shifts within firm

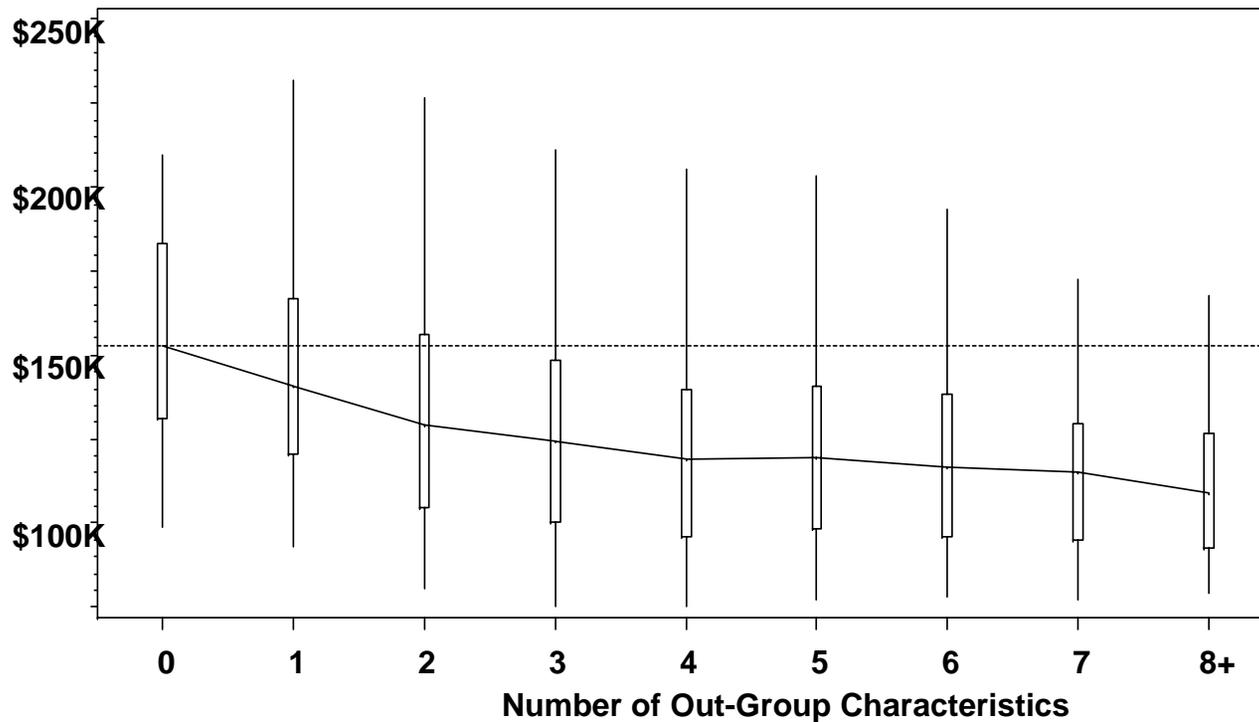
Diagnosis: Negative coefficients in multiple cells show barriers to inclusion at this firm are systemic, not group-specific or process-specific.

Multiple regression coefficients controlling for productivity-related characteristics

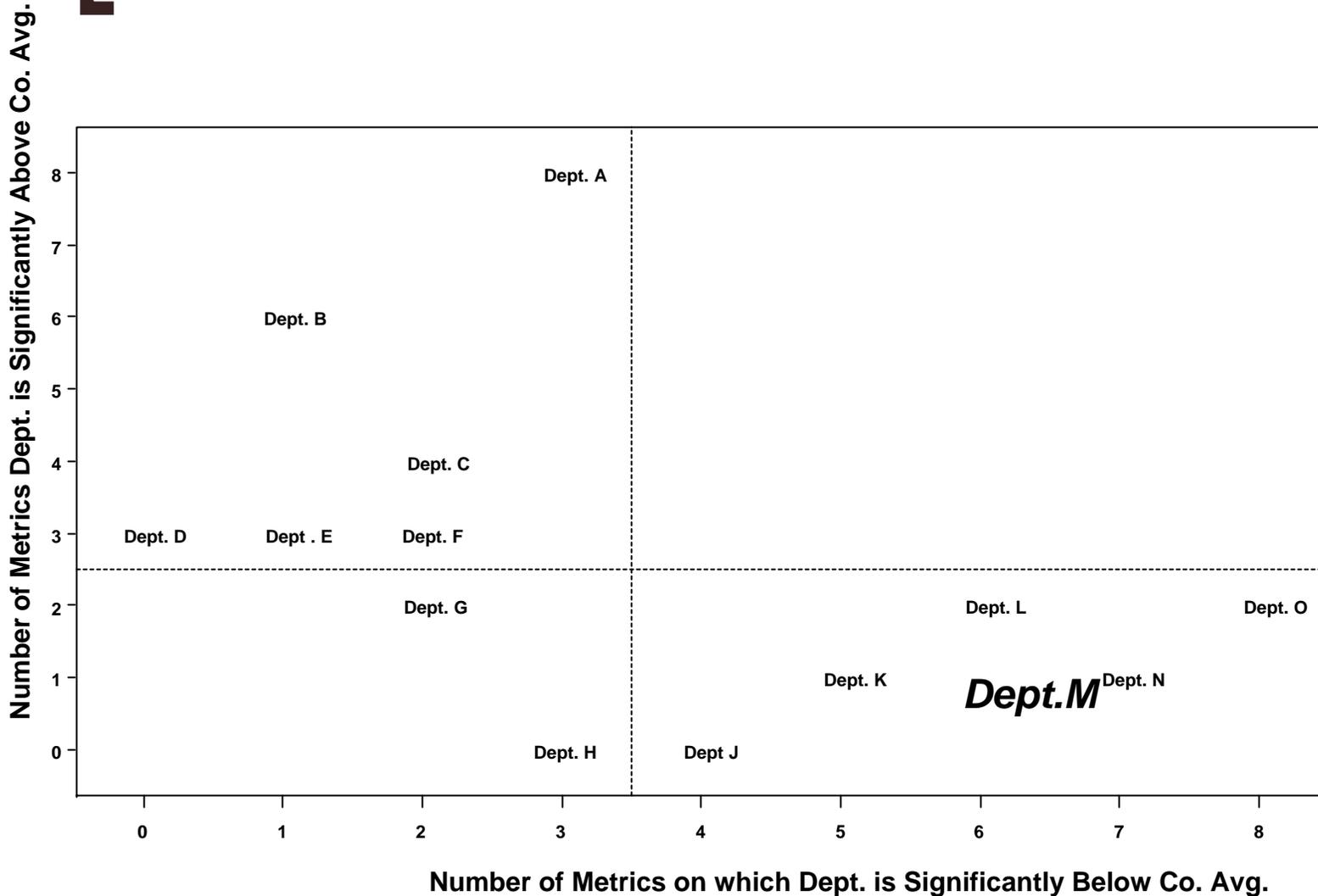
Out - Group Characteristics	Annual Earnings	Probability is a Manager	Probability of Inter-Dept. Mobility
Cultural & Personal Characteristics	- 14.5%	- 40.4%	- 79.0%
Educational & Experience Characteristics	- 9.7%	- 26.8%	- 89.6%

Implementation: The same measures can be used to train managers to focus on the firm's inclusion, not employee diversity.

**Annual Earnings,
Professionals
& Managers**



Implementation: The measures can also be used to hold individual managers accountable.



Implications for “Launching Diversity Science”

- **Launch “Inclusion Science.”**
- **Companies – and society – have a major stake in correct workforce diversity management.**
- **Behavioral science contributions, which are key to sustainable inclusion, are currently under-utilized or mis-utilized.**

For Further Reading

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- Hewlett, D., & Bendick, Jr., M. (forthcoming, 2007). “Enhancing women’s inclusion in firefighting.” *

*available at www.bendickegan.com/publications