

Getting to Diversity: What Works and What Doesn't

Abstract

Every year the global workforce becomes more diverse, but change in the makeup of the management ranks has stalled in many countries. The problem has become a matter of heated debate. Do we have work to do to achieve meritocracy, or are we already there? Bestselling books preach moral reformation – eradicating employee biases. But where anti-bias initiatives are widespread, little has changed. Professor Frank Dobbin will discuss the findings from his recent book with Alexandra Kalev, *Getting to Diversity: What Works and What Doesn't*, which offers a comprehensive, data-driven analysis of initiatives designed to widen opportunity. The upshot: It's time to focus on changing systems rather than individuals. For managers facing public political challenges to diversity programming, this is good news in one sense, for the effective programs simply make career systems more democratic. That's something few object to.