

Frank Dobbin a professor of sociology at Harvard, and Alexandra Kalev, an associate professor of sociology at Tel Aviv University are the authors of the online article “Why Diversity Programs Fail”. Both authors have written numerous articles and books on the topic of equal opportunity, economics, sociology, and diversity. They mainly focus on topics within the workplace adding a perspective that pertains directly to companies and their diversity. This source is published on the Harvard Business Review, a site that frequents articles that are from business and management experts with an audience that is majorly corporate individuals searching for a way to better their business practice. The unique value of this article is its ability to be understood. The text gives a detailed analysis including facts and data but is still written in a way that targets a wide audience of casual readers. The article includes a good amount of context for the topic so that a reader that is not an expert can still comprehend the purpose.

They begin this article by explaining why businesses starting caring about diversity and inclusion in the first place. The sad fact is that this became an issue due to the million-dollar class action lawsuits employees were filing based on discrimination. Since companies were first motivated by money rather than an actual desire to be inclusive, most programs are created out of force, and companies are not only not increasing in diversity but are increasing bias. Three decades of data is analyzed for the authors to conclude that companies that force diversity training with the focus on coercing employees to follow rules by “policing managers’ thoughts and actions.

What I gain from this source is the perspective that when employees feel forced and targeted to do things causes them to think in a selfish protective mindset causing resistance to diversity. The inclusion of charts and data helps with visualizing the facts, that there is a poor return on the usual diversity programs. Data, interview, and company examples from fortune 500 companies such as Deloitte, are spread throughout this article to show that we know what works and what doesn’t work when trying to increase diversity. The purpose of the text is to show that companies need to implement more communication and engagement based approaches to get employees motivated to increase inclusion. Overall this shows that when employees do not think beyond themselves it results in a selfish mindset that causes resistance. Dobbin and Kalev give examples of programs such as recruitment programs targeting minorities and mentoring to help connect, allowing employees to think beyond themselves, to think with empathy.

Dobbim, Frank, Kalev, Alexandra *Harvard Business Review*. July 2016, [hbr.org/2016/07/why-diversity-programs-fail](https://hbr.org/2016/07/why-diversity-programs-fail). Accessed 15 July 2020.