Group Size and Its Impact on Diversity in Hiring Decisions

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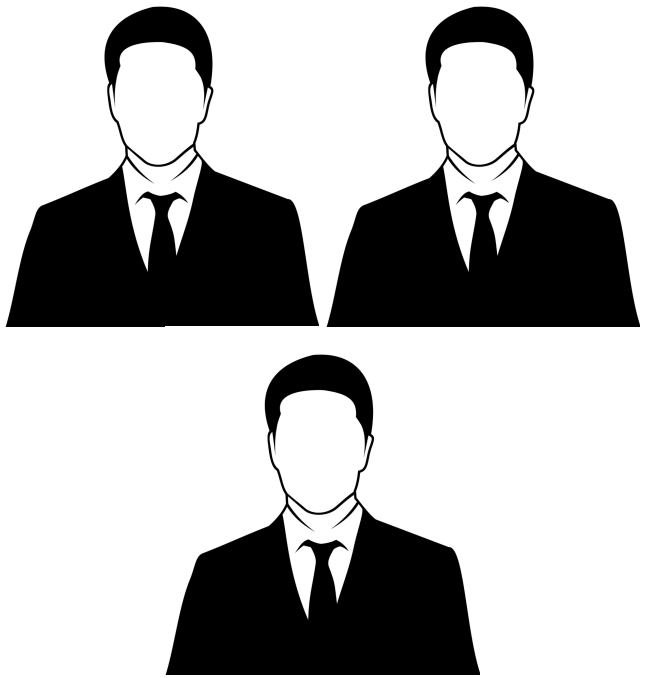
Joint work with Edward Chang, Erika Kirgios, and Katherine Milkman



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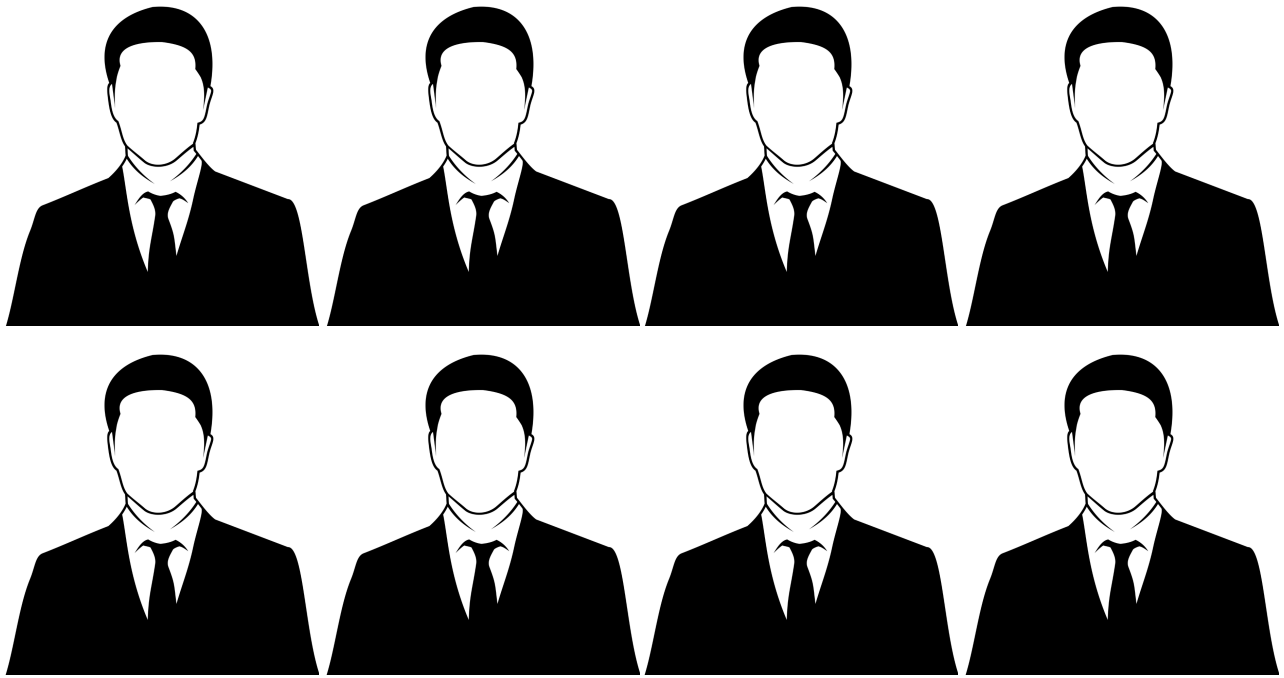

Study 1: Do Boards Work Harder to Avoid Homogeneity as their Size Increases?

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- Context: S&P 1500 U.S. corporate boards

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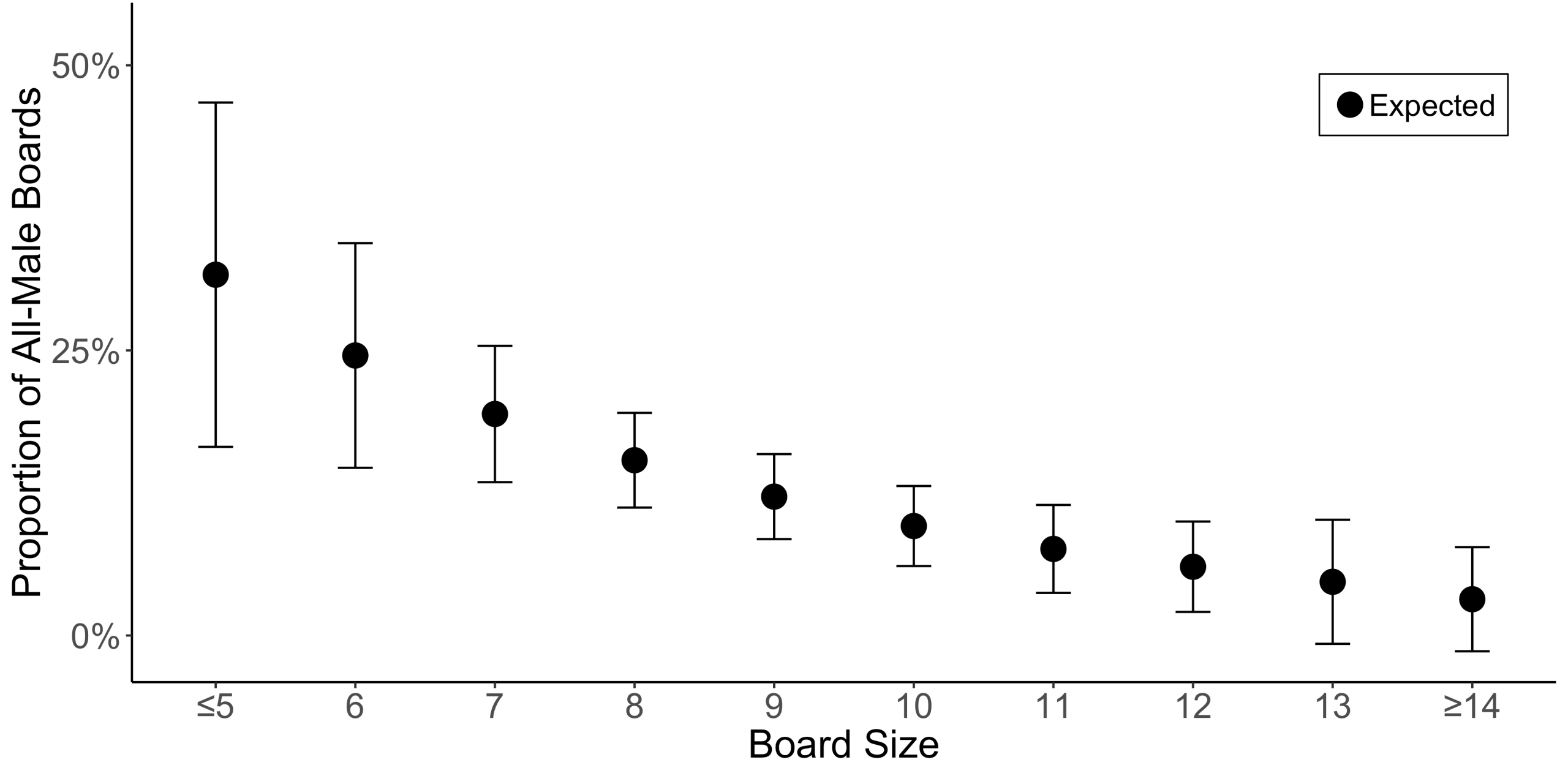
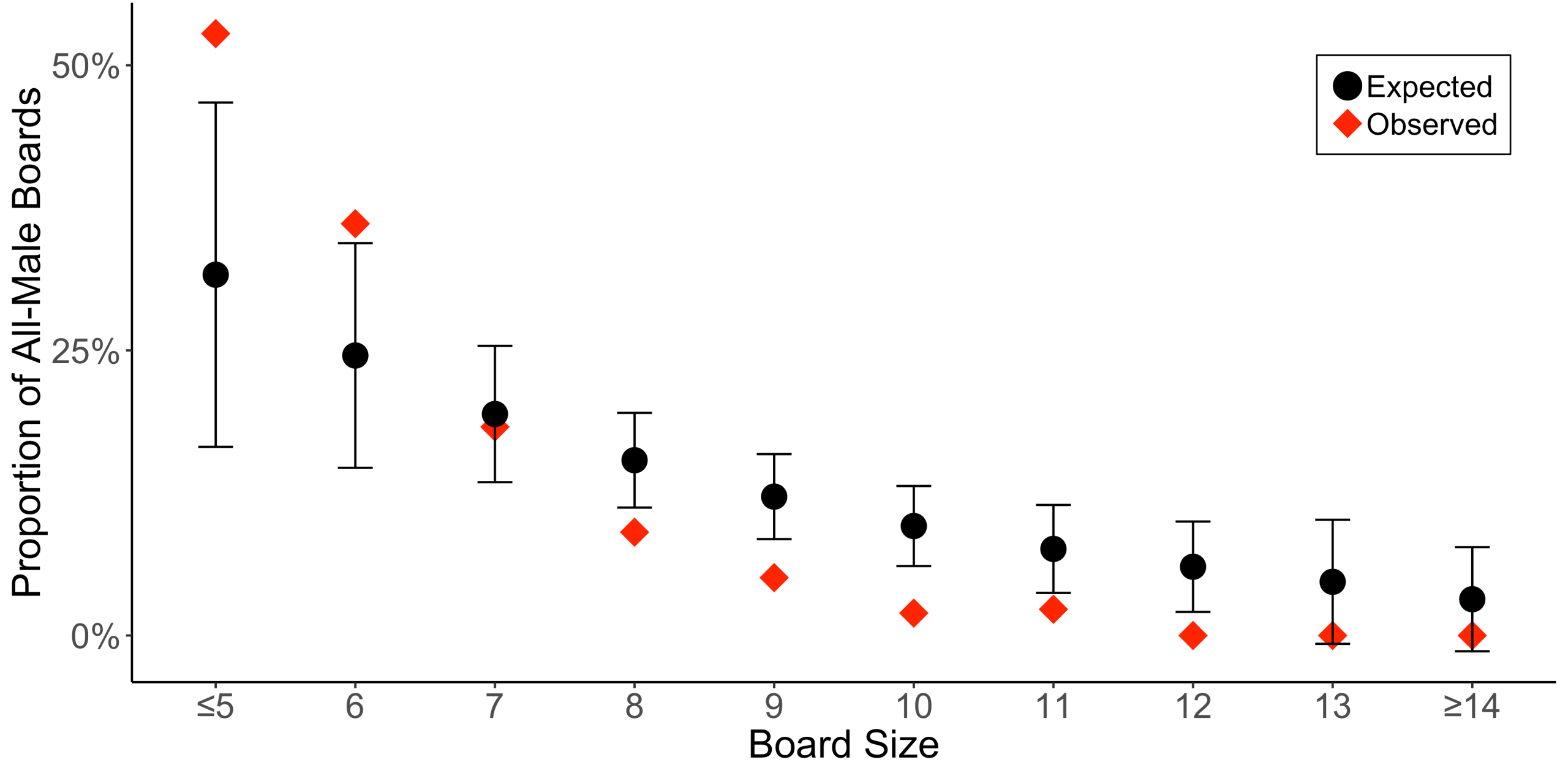
  - *Randomly* reassign board members to company boards
  - Hold constant number of company boards, board size, and number of seats held by a person
  - Repeat this 10,000 times to mimic a gender-neutral selection process



Error bars = 95% confidence intervals



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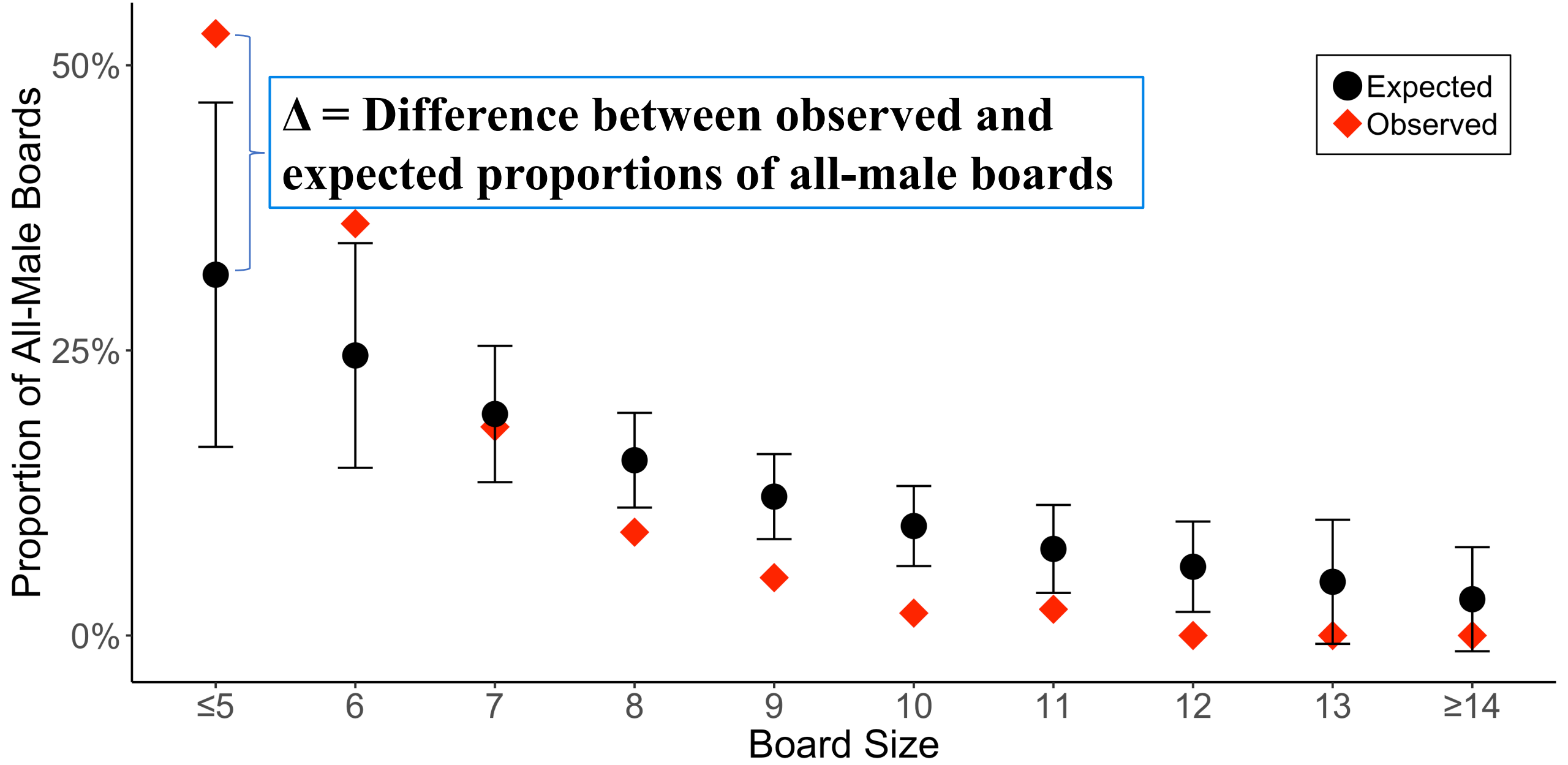

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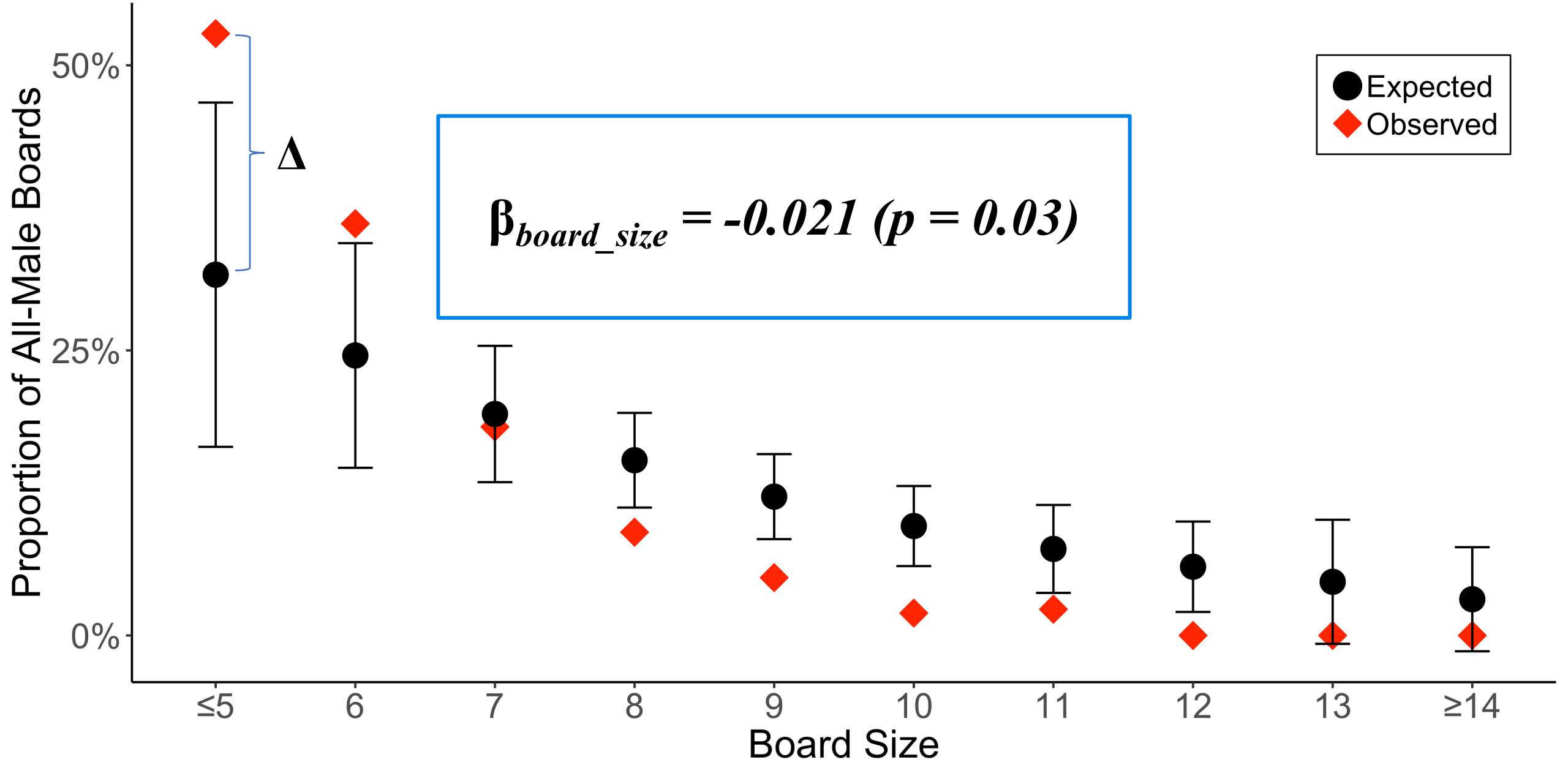

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- **Choice data from 2007-2018 show the same pattern:** larger all-male boards more likely to add women to their ranks

Study 2: Lab Experiment Exploring How Group Size Influences Hiring Decisions

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Imagine you are a hiring manager at a tech company, ITT. You have been tasked with selecting a Software Engineer for ITT's Innovation Team, a work group within the organization.

The current Innovation Team is composed of the 2 following people:

Items

Michael Eisenberg

Robert Crandall

Study 2: Lab Experiment Exploring How Group Size Influences Hiring Decisions

- Participants: 450 Mturkers
- First shown current members of a work group
  - Size of current group randomized (1-8, all white men)
- Task: Choose between three candidates – two men and one woman – to add to the work group

There are three candidates for the Software Engineer position. Please select your choice for this position by dragging one (and only one) candidate into the box.

If you change your mind on your selection, you can drag the person you selected out of the box and replace them with a new candidate.

Whom would you like to hire for the job?

Items

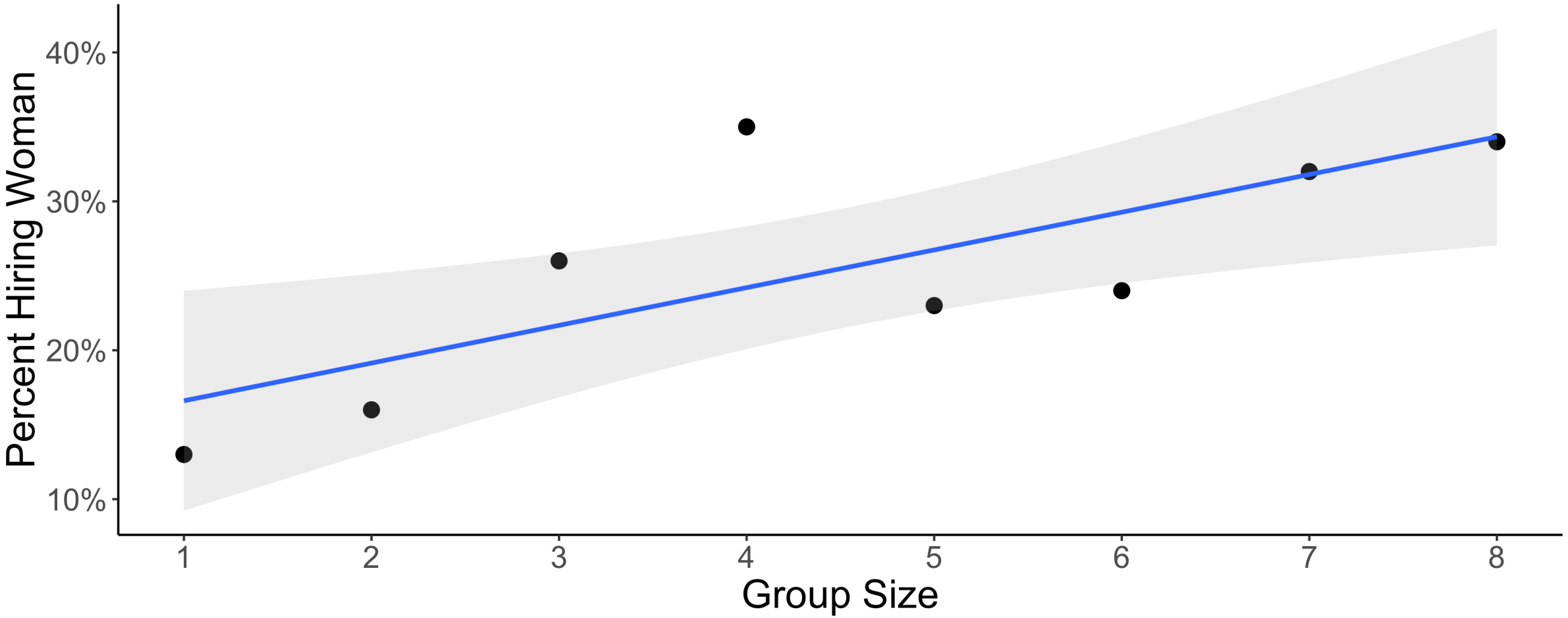
Most recent job: Software Engineer at Square
Years of experience: 4

Most recent job: Software Engineer at Palantir
Years of experience: 3

Most recent job: Software Engineer at Zynga
Years of experience: 2

Your Selection for Software Engineer

Study 2: As Group Size Increases, Participants More Likely to Hire Female Candidate



Shaded region = 95% confidence intervals

$\beta_{size} = 0.025$, $p = 0.003$ $(N = 450)$

Summary

- Group size can influence who is hired next into a group
- Larger homogeneous groups are seen as less diverse
- Organizations seem to be aware of this, and act accordingly
  - Organizations work especially hard to avoid homogeneity as group size increases

Thank You!

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