The Impact of Organizational Diversity Policies on Minority Employees' Leadership Self-Perceptions and Goals

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Een werkomgeving waar verschillen expliciet benadrukt én gewaardeerd worden, helpt medewerkers uit minderheidsgroepen meer vertrouwen te hebben in hun leiderschaps-capaciteiten

Theoretical Contributions and Practical Implications

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Our experimental approach enables the testing of causal relationships and suggests concrete interventions to stimulate high-potential minorities' leadership pursuits in companies. A clear practical implication is that creating a work environment where the expression of differences is allowed, endorsed, and appreciated will help utilize minority employees' talent by encouraging them to self-select for higher leadership positions as these environments not only communicate safety for the minority identity promoting trust in and commitment to organizations (Jansen et al., 2016; Plaut et al., 2009; Purdie-Vaughns et al., 2008) but they also appear to encourage minorities to optimize their potential at work and pursue vertical career development. As such, our work offers organizations practical tools to create an environment that stimulates minority representation in all hierarchical layers.