A Model to Assist Leaders to Increase Diversity in their Organizations Applied to Twitter’s 25/25 Vision

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2022 International System Dynamics Conference #155
July 21st, 2022
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Overview

- Twitter commits to 25% of US employees being from underrepresented populations by 2025
- 50% of global employees will be women
- Validated System Dynamics (SD) model of organizational diversity
- The model finds that encouraging diversity in promoting is necessary beyond business-as-usual to meet its commitment
- This work can be applied to any organization with defined diversity goals
Motivation

- Pledge 25/25 is a movement led by Silicon Valley companies to promote diversity and inclusion—Twitter, Zoom, Western Digital, etc.
- How is Twitter doing now, and how will things look in 2025 if nothing changes?
- What levers of influence result in a meaningful impact on Twitter’s diversity in 2025 and beyond?
Causal Loop Diagram of Model Framework

Note: Parallel structure for majority employees
Note: Parallel structure for majority employees
Growth Rate of Applicant Population

Note: Parallel structure for majority population
Probability of Hiring Majority or Minority Worker

Note: Parallel structure for promotion
Data Sources

- The number of Twitter employees is from www.statista.com
- Employee demographics are from the Twitter diversity report
- The general population size and demographic is based on the Silicon Valley region
- The educational level of the population is also based on Silicon Valley
- Assumed that the minimum hiring qualification is a Bachelor's degree
Calibration Results for Workers

Data source:
careers.twitter.com/en/diversity.html
Calibration Results for Managers

Data source:
careers.twitter.com/en/diversity.html
Fractions of Minority Employees in Baseline Scenario in the Short-term

![Graph showing the fractions of minority employees over time. The graph compares the fraction of minority managers (blue line) and the fraction of minority workers (red line) from 2017 to 2025.}]
Fractions of Minority Employees in Baseline Scenario in the Long-term

- Blue line: fraction of minority managers
- Red line: fraction of minority workers
Percentage Results at Year 2025

* Calibrated promotion scenario has same parameter value as neutral scenario

<table>
<thead>
<tr>
<th>2025 Values for Fraction of Minority</th>
<th>Discouragement</th>
<th>Calibrated (Neutral)</th>
<th>Encouragement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Workers</td>
<td>Manager</td>
<td>Workers</td>
</tr>
<tr>
<td>Dismissed</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Hiring</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Discouraged</td>
<td>20.9%</td>
<td>15.4%</td>
<td>20.5%</td>
</tr>
<tr>
<td>Calibrated</td>
<td>26.1%</td>
<td>17.5%</td>
<td>25.6%</td>
</tr>
<tr>
<td>Neutral</td>
<td>25.3%</td>
<td>17.2%</td>
<td>24.8%</td>
</tr>
<tr>
<td>Encouragement</td>
<td>30.6%</td>
<td>19.5%</td>
<td>30.1%</td>
</tr>
</tbody>
</table>
# Year at which Scenarios Reach 25%

<table>
<thead>
<tr>
<th>Year when 25% is Reached</th>
<th>Promotion</th>
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<tbody>
<tr>
<td></td>
<td>Discouragement</td>
</tr>
<tr>
<td></td>
<td>Workers</td>
</tr>
<tr>
<td><strong>Hiring</strong></td>
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<tr>
<td>Discouragement</td>
<td>&gt; 2037</td>
</tr>
<tr>
<td>Calibrated</td>
<td>2022</td>
</tr>
<tr>
<td>Neutral</td>
<td>2023</td>
</tr>
<tr>
<td>Encouragement</td>
<td>2022</td>
</tr>
</tbody>
</table>
Discussion

- With the business-as-usual scenario, Twitter would reach 25% by 2025 for workers but not leadership.

- Even if diversity promotion is neutral, encouraging diversity hiring will allow Twitter to reach the 25% leadership diversity goal by 2025.

- Encouraging diversity promotion would help reach the 25x25 pledge, even in scenarios where diversity hiring is discouraged.

- Discouraging diversity promotion would prevent any of the hiring scenarios from reaching 25% for managers by 2037.
Limitations

- The model assumes there are no external hires to the management team.
- No multifaceted representation and their potential intersections—gender, race, LGBTQ
- Assumed demographic and education level of Silicon Valley area
- The career length of minority employees is a function of organizational diversity, but the length of majority employee’s careers is not
- The encouragement or discouragement levels did not vary over time.
Future Work

- Overcome previously mentioned limitations
- Apply the model to other companies, industries, organizations, cities, and regions
- Investigate additional systemic effects of diversity on organizations - e.g., the relationship between diversity and the level of encouragement and discouragement in hiring and promoting
- Model the potential benefits of diversity on the growth, profit, and the general success of organizations
Selected References


Thank You for listening!

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