

A group of business professionals, including a woman in a green top and several men in suits, are seated at a long, dark wooden conference table. They are all looking towards the left side of the frame. On the table, there is a sign that reads "HELP WANTED".

**HELP  
WANTED**

INVENTING EQUAL OPPORTUNITY

FRANK DOBBIN

# Inventing Equal Opportunity By Dobbin Frank 2011 Paperback

**Cynthia Estlund**



### **Inventing Equal Opportunity By Dobbin Frank 2011 Paperback:**

**Inventing Equal Opportunity** Frank Dobbin, 2009-05-26 Equal opportunity in the workplace is thought to be the direct legacy of the civil rights and feminist movements and the landmark Civil Rights Act of 1964 Yet as Frank Dobbin demonstrates corporate personnel experts not Congress or the courts were the ones who determined what equal opportunity meant in practice designing changes in how employers hire promote and fire workers and ultimately defining what discrimination is and is not in the American imagination Dobbin shows how Congress and the courts merely endorsed programs devised by corporate personnel He traces how the first measures were adopted by military contractors worried that the Kennedy administration would cancel their contracts if they didn't take affirmative action to end discrimination These measures built on existing personnel programs many designed to prevent bias against unionists Dobbin follows the changes in the law as personnel experts invented one wave after another of equal opportunity programs He examines how corporate personnel formalized hiring and promotion practices in the 1970s to eradicate bias by managers how in the 1980s they answered Ronald Reagan's threat to end affirmative action by recasting their efforts as diversity management programs and how the growing presence of women in the newly named human resources profession has contributed to a focus on sexual harassment and work life issues **Inventing Equal Opportunity** reveals how the personnel profession devised and ultimately transformed our understanding of discrimination **Affirmative Action** Mary-Lane Kamberg, 2014-07-15 Since the 1960s the United States government has issued executive orders and passed legislation aimed at achieving fair workplace hiring practices Critics maintain that in an attempt to ameliorate past injustices the government has gone too far by practicing affirmative action what opponents call reverse discrimination Students can use this book as a guide to the history of affirmative action crucial moments in the timeline of this cause and a better understanding of what affirmative actions practices may mean for the future **The Hidden Rules of Race** Andrea Flynn, Susan R. Holmberg, Dorian T. Warren, Felicia J. Wong, 2017-09-08 This book explores the racial rules that are often hidden but perpetuate vast racial inequities in the United States **Lockheed, Atlanta, and the Struggle for Racial Integration** Randall L. Patton, 2019-11-15 Lockheed has been one of America's largest corporations and most important defense contractors from World War II to the present day since 1995 as part of Lockheed Martin Aeronautics Company During the postwar era its executives enacted complicated business responses to black demands for equality Based on the papers of a personnel executive the memoir of an African American employee interviews and company publications this narrative history offers a unique inside perspective on the evolution of equal employment and affirmative action policies at Lockheed Aircraft's massive Georgia plant from the early 1950s through the early 1980s Randall L. Patton provides a rare perhaps unique account of African American struggle and management response set within the context of the regional and national struggles for civil rights The book describes the complex interplay of black protest federal policy and management action in a crucial

space in the national economy and within the South contributing to business history policy history labor history and civil rights history

**Race and the Origins of American Neoliberalism** Randolph Hohle, 2015-06-12 Why did the United States forsake its support for public works projects public schools public spaces and high corporate taxes for the neoliberal project that uses the state to benefit businesses at the expense of citizens The short answer to this question is race This book argues that the white response to the black civil rights movement in the 1950s 60s and early 70s inadvertently created the conditions for emergence of American neoliberalism Neoliberalism is the result of an unlikely alliance of an elite liberal business class and local segregationists that sought to preserve white privilege in the civil rights era The white response drew from a language of neoliberalism as they turned inward to redefine what it meant to be a good white citizen The language of neoliberalism depoliticized class tensions by getting whites to identify as white first and as part of a social class second This book explores the four pillars of neoliberal policy austerity privatization deregulation and tax cuts and explains how race created the pretext for the activation of neoliberal policy Neoliberalism is not about free markets It is about controlling the state to protect elite white economic privileges

**Gender and Race Inequality in Management: Critical Issues, New Evidence** Matt L. Huffman, 2012-01-31 Highlighting cutting edge research by notable and highly visible scholars working in the area of gender race and management this text will inspire new directions for future empirical research in this important area

**Research Handbook on Transnational Labour Law** Adelle Blackett, Anne Trebilcock, 2015-09-25 The editors substantive introduction and the specially commissioned chapters in the Handbook explore the emergence of transnational labour law as a field along with its contested contours The expansion of traditional legal methods such as treaties is juxtaposed with the proliferation of contemporary alternatives such as indicators framework agreements and consumer led initiatives Key international and regional institutions are studied for their coverage of such classic topics as freedom of association equality and sectoral labour standard setting as well as for the space they provide for dialogue The volume underscores transnational labour law's capacity to build bridges including on migration climate change and development

**Racism in the Neoliberal Era** Randolph Hohle, 2017-11-03 Racism in the Neoliberal Era explains how simple racial binaries like black white are no longer sufficient to explain the persistence of racism capitalism and elite white power The neoliberal era features the largest black middle class in US history and extreme racial marginalization Hohle focuses on how the origins and expansion of neoliberalism depended on language or semiotic assemblage of white private and black public The language of neoliberalism explains how the white racial frame operates like a web of racial meanings that connect social groups with economic policy geography and police brutality When America was racially segregated elites consented to political pressure to develop and fund white public institutions The black civil rights movement eliminated legal barriers that prevented racial integration In response to black civic inclusion elite whites used a language of white private black public to deregulate the Voting Rights Act and banking They privatized neighborhoods schools and social welfare

creating markets around poverty They oversaw the mass incarceration and systemic police brutality against people of color Citizenship was recast as a privilege instead of a right Neoliberalism is the result of the latest elite white strategy to maintain political and economic power      *A New Deal for China's Workers?* Cynthia Estlund,2017-01-02 China's leaders aspire to the prosperity political legitimacy and stability that flowed from America's New Deal but they are irrevocably opposed to the independent trade unions and mass mobilization that brought it about Cynthia Estlund's crisp comparative analysis makes China's labor unrest and reform legible to Western readers      **After Civil Rights** John D. Skrentny,2015-11-24 A provocative new approach to race in the workplace What role should racial difference play in the American workplace As a nation we rely on civil rights law to address this question and the monumental Civil Rights Act of 1964 seemingly answered it race must not be a factor in workplace decisions In *After Civil Rights* John Skrentny contends that after decades of mass immigration many employers Democratic and Republican political leaders and advocates have adopted a new strategy to manage race and work Race is now relevant not only in negative cases of discrimination but in more positive ways as well In today's workplace employers routinely practice racial realism where they view race as real as a job qualification Many believe employee racial differences and sometimes immigrant status correspond to unique abilities or evoke desirable reactions from clients or citizens They also see racial diversity as a way to increase workplace dynamism The problem is that when employers see race as useful for organizational effectiveness they are often in violation of civil rights law *After Civil Rights* examines this emerging strategy in a wide range of employment situations including the low skilled sector professional and white collar jobs and entertainment and media In this important book Skrentny urges us to acknowledge the racial realism already occurring and lays out a series of reforms that if enacted would bring the law and lived experience more in line yet still remain respectful of the need to protect the civil rights of all workers      **The Kaleidoscope of Gender** Catherine G. Valentine,Mary Nell Trautner,Joan Z. Spade,2019-03-07 *The Kaleidoscope of Gender* Prisms Patterns and Possibilities provides an accessible timely and stimulating overview of the cutting edge literature and theoretical frameworks in sociology and related fields in order to understand the social construction of gender The kaleidoscope metaphor and its three themes prisms patterns and possibilities unify topic areas throughout the book By focusing on the prisms through which gender is shaped the patterns which gender takes and the possibilities for social change the reader gains a deeper understanding of ourselves and our relationships with others both locally and globally Editors Catherine Valentine Mary Nell Trautner and the work of Joan Spade focus on the paradigms and approaches to gender studies that are constantly changing and evolving The Sixth Edition includes incorporation of increased emphasis on global perspectives updated contemporary social movements such as BlackLivesMatter and MeToo and an updated focus on gendered violence      **Discrimination Laundering** Tristin K. Green,2016-11-14 While discrimination in the workplace is often perceived to be undertaken at the hands of individual or rogue employees acting against the better interest of their employers the truth is often the opposite

organizations are inciting discrimination through the work environments that they create Worse the law increasingly ignores this reality and exacerbates the problem In this groundbreaking book Tristin K Green describes the process of discrimination laundering showing how judges are changing the law to protect employers and why By bringing organizations back into the discussion of discrimination with real world stories and extensive social science research Green shows how organizational and legal efforts to minimize discrimination usually by policing individuals over broader organizational change are taking us in the wrong direction and how the law could do better by creating incentives for organizational efforts that are likely to minimize discrimination instead of inciting it      *Tokens of Power* Ann Hironaka,2017-03-06 What motivates going to war

This book reexamines how leaders make decisions based on appearances of power over military reality      **The SAGE Handbook of Organizational Institutionalism** Royston Greenwood,Christine Oliver,Thomas B. Lawrence,Renate E. Meyer,2017-05-01 The SAGE Handbook of Organizational Institutionalism brings together extensive coverage of aspects of Institutional Theory and an array of top academic contributors Now in its Second Edition the book has been thoroughly revised and reorganised with all chapters updated to maintain a mix of theory how to conduct institutional organizational analysis and contemporary empirical work New chapters on Translation Networks and Institutional Pluralism are included to reflect new directions in the field The Second Edition has also been reorganized into six parts Part One Beginnings Foundations Part Two Organizations and their Contexts Part Three Institutional Processes Part Four Conversations Part Five Consequences Part Six Reflections      **Cold, hard steel** Agnes Arnold-Forster,2023-06-27 Brilliant volatile and invariably male the surgeon stereotype is a widespread and instantly recognisable part of western culture Setting out to anatomise this stereotype Cold hard steel offers an exciting new history of modern and contemporary British surgery The book draws on archival materials and original interviews with surgeons analysing them alongside a range of fictional depictions from the Doctor in the House novels to Mills Boon romances and the pioneering soap opera Emergency Ward 10 Presenting a unique social cultural and emotional history it sheds light on the development and maintenance of the surgical stereotype and explains why it has proved so enduring At the same time the book explores the more candid and compassionate image of the surgeon that has begun to emerge in recent years revealing how a series of high profile memoirs both challenge the surgical stereotype and simultaneously confirm it      *Unfinished Business* Ruth Milkman,Eileen Appelbaum,2013-11-15 Unfinished Business documents the history and impact of California s paid family leave program the first of its kind in the United States which began in 2004 Drawing on original data from fieldwork and surveys of employers workers and the larger California adult population Ruth Milkman and Eileen Appelbaum analyze in detail the effect of the state s landmark paid family leave on employers and workers They also explore the implications of California s decade long experience with paid family leave for the nation which is engaged in ongoing debate about work family policies Milkman and Appelbaum recount the process by which California workers and their allies built a coalition to win passage of paid family leave in the state legislature and lay

out the lessons for advocates in other states and localities as well as the nation Because paid leave enjoys extensive popular support across the political spectrum campaigns for such laws have an excellent chance of success if some basic preconditions are met Do paid family leave and similar programs impose significant costs and burdens on employers Business interests argue that they do and routinely oppose any and all legislative initiatives in this area Once the program took effect in California this book shows large majorities of employers themselves reported that its impact on productivity profitability and performance was negligible or positive Unfinished Business demonstrates that the California program is well managed and easy to access but that awareness of its existence remains limited Moreover those who need the program s benefits most urgently low wage workers young workers immigrants and disadvantaged minorities are least likely to know about it As a result the long standing pattern of inequality in access to paid leave has remained largely intact

**The Enigma of Diversity** Ellen Berrey, 2015-05-15 Diversity these days is a hallowed American value widely shared and honored That s a remarkable change from the Civil Rights era but does this public commitment to diversity constitute a civil rights victory What does diversity mean in contemporary America and what are the effects of efforts to support it Ellen Berrey digs deep into those questions in *The Enigma of Diversity* Drawing on six years of fieldwork and historical sources dating back to the 1950s and making extensive use of three case studies from widely varying arenas housing redevelopment in Chicago s Rogers Park neighborhood affirmative action in the University of Michigan s admissions program and the workings of the human resources department at a Fortune 500 company Berrey explores the complicated contradictory and even troubling meanings and uses of diversity as it is invoked by different groups for different often symbolic ends In each case diversity affirms inclusiveness especially in the most coveted jobs and colleges yet it resists fundamental change in the practices and cultures that are the foundation of social inequality Berrey shows how this has led racial progress itself to be reimagined transformed from a legal fight for fundamental rights to a celebration of the competitive advantages afforded by cultural differences Powerfully argued and surprising in its conclusions *The Enigma of Diversity* reveals the true cost of the public embrace of diversity the taming of demands for racial justice

*Wall Street Women* Melissa S. Fisher, 2012-06-19 *Wall Street Women* tells the story of the first generation of women to establish themselves as professionals on Wall Street Since these women who began their careers in the 1960s faced blatant discrimination and barriers to advancement they created formal and informal associations to bolster one another s careers In this important historical ethnography Melissa S Fisher draws on fieldwork archival research and extensive interviews with a very successful cohort of first generation Wall Street women She describes their professional and political associations most notably the Financial Women s Association of New York City and the Women s Campaign Fund a bipartisan group formed to promote the election of pro choice women Fisher charts the evolution of the women s careers the growth of their political and economic clout changes in their perspectives and the cultural climate on Wall Street and their experiences of the 2008 financial collapse While most of the pioneering

subjects of Wall Street Women did not participate in the women's movement as it was happening in the 1960s and 1970s Fisher argues that they did produce a market feminism which aligned liberal feminist ideals about meritocracy and gender equity with the logic of the market

**The Meritocracy Paradox** Emilio J. Castilla, 2025-09-02 Meritocracy the idea that individuals should be rewarded based on their talent and hard work is one of the most widely celebrated ideals in education business and government It shapes how organizations recruit evaluate and promote promising a fair system where the best rise to the top But meritocracy has increasingly come under criticism for deepening inequality and reinforcing bias How did a once progressive ideal meant to level the playing field end up contributing to unfairness and privilege What happens when organizations treat merit as their guiding principle without questioning how it's defined or applied Most importantly how can today's leaders recognize and fix what's gone wrong In *The Meritocracy Paradox* Emilio J Castilla offers timely new answers to these fundamental questions He analyzes the structure and culture of meritocracy inside organizations providing real world examples from hiring and merit based bonuses in companies to admissions decisions at elite universities to show how personal biases and social barriers can undermine the values and outcomes these systems are meant to uphold Castilla provides practical research backed frameworks to help organizations achieve true fairness and opportunity for all Drawing on successful data based interventions he presents concrete strategies for improving recruitment selection evaluation promotion and compensation processes revealing how motivated leaders can identify and correct shortcomings with cost effective targeted solutions that deliver proven results *The Meritocracy Paradox* is essential reading for anyone seeking to understand and improve the intersection of merit fairness and equal opportunity in organizations

**Inventing Equal Opportunity** Frank Dobbin, 2013



## Unveiling the Power of Verbal Art: An Psychological Sojourn through **Inventing Equal Opportunity By Dobbin Frank 2011 Paperback**

In a global inundated with displays and the cacophony of instantaneous communication, the profound energy and mental resonance of verbal art usually diminish into obscurity, eclipsed by the regular onslaught of sound and distractions. However, nestled within the musical pages of **Inventing Equal Opportunity By Dobbin Frank 2011 Paperback**, a charming function of fictional elegance that pulses with natural thoughts, lies an wonderful journey waiting to be embarked upon. Written by way of a virtuoso wordsmith, that enchanting opus guides viewers on a mental odyssey, gently exposing the latent possible and profound influence embedded within the intricate internet of language. Within the heart-wrenching expanse of this evocative evaluation, we can embark upon an introspective exploration of the book is key themes, dissect its captivating publishing style, and immerse ourselves in the indelible impact it leaves upon the depths of readers souls.

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