

Thesis title:

Make Minorities Great Again:

A contribution to workplace equity by identifying and addressing constraints and privileges.

Proposition 1. Although over recent years strides have been made to reduce workplace inequality, workplace bias and discrimination continue to contribute to the minority gap in leadership.

Proposition 2. Implementing structural changes in organizations reduces the influence of intergroup biases on minorities' career advancement and achieves an increase in minorities' managerial representation in the short term.

Proposition 3. Implementing structural changes in organizations reduces intergroup salience and effects of social categorization processes in the long term.

Proposition 4. Behavioral consistency has a stronger impact on the evaluation of female leaders' performance than of male leaders' performance.

Proposition 5. Factors that the extant research has identified as enhancing leadership effectiveness are less effective for minority leaders.

Proposition 6. Minorities are expected to assimilate to the norms of the majority culture, which prevents majorities from recognizing the need to implement ways to realize the potential of diversity.

Proposition 7. Implicit forms of discrimination may cause more harm to minorities' careers than explicit forms of discrimination, because minorities are less likely to realize the constraints they experience in their careers, which prohibits them from addressing and overcoming these constraints.

Proposition 8. Compared to majorities, minorities are penalized more for displaying counter-stereotypical leadership behaviors, and have to work hard to overturn negative expectations of their leadership effectiveness.

Proposition 9. Workplace equity can be achieved more easily if organizations address both issues of constraints minorities face and issues of privileges majorities experience.

Proposition 10. Racial, gender, and other biases based on social group membership are obsolete byproducts of humans' evolutionary instinct to favor familiarity.

Proposition 11. In the end, leadership based on division between groups, bullying, and narcissism will not Trump leadership based on appreciation of differences, inspiration, and empathy.