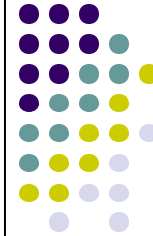


Diversity as Opportunity and Challenge: The Role of Social Capital Theory, Evidence and Policy

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Overview

- Social Capital 101
 - Core concepts and debates
 - Measurement
 - Dimensions
- Social Capital 201
 - Mechanisms
 - Managing transitions
 - Resolving 'adaptive' problems
- Applications to diversity and inclusion
 - Crafting viable mechanisms for conflict resolution
 - Making services accessible
 - Re-imagining "us/them" relations
- Conclusions



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Social Capital 101



- The Core Ideas

1. Definitions

- Social capital—the norms and networks enabling people to share resources and work together
- “Social capital refers to the networks of social relations that provide access to needed resources and supports” (PRI, 2003)
- Assets in social relationships (not just money, education, property)
 - Instrumentally important (i.e., yield material, psychological gains)
 - Intrinsically important (i.e., matter in their own right)
- “It’s not what you know, it’s who you know”

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Social Capital 101



2. Debates

- New idea? Downsides? Reductionism?
- Cause or effect? Resources or network?
- Capitulation to economics? Blaming the victim?
- Conceptualizations
 - Trust vs. trustworthiness?
 - “Institutions”?
 - Role of the state?
- Dimensions?
 - horizontal/vertical? formal/informal? etc.
- Unit of analysis?
 - individual/community/nation

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Social Capital 101



3. Measurement

- Qualitative
 - Contexts, processes, strategies
- Quantitative
 - From secondary to primary data
- Aggregation
 - Regional indices (cf. unemployment?)
 - Comparing across space, over time
- Trends
 - Rising, declining, stagnating?
 - Explaining regional variations

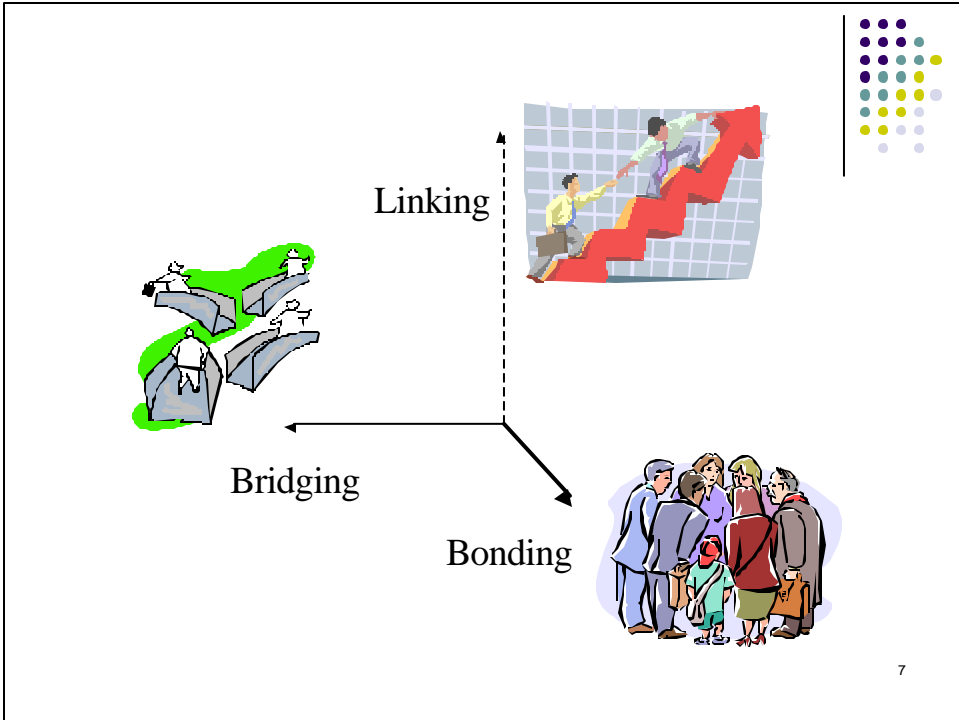
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Dimensions of Social Capital



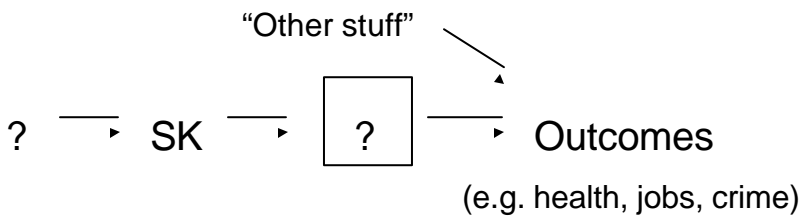
- Bonding
 - connections to people 'like you'
 - (similar to, but not synonymous with, 'strong ties')
 - often associated with survival ('getting by')
- Bridging
 - connections to people 'not like you'
 - (similar to, but not synonymous with, 'weak ties')
 - often associated with mobility ('getting ahead')
- Linking
 - connections across power differentials
 - especially where a social relationship is an inherent feature of service delivery (e.g., teaching, health care, social work)

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Social Capital 201

- The more complicated stuff...
 1. How exactly does SK influence outcomes?
What are the determinants of SK?



Social Capital 201



1. Understanding how SK influence outcomes

Mechanisms:

- a. Biological
 - 'Safety in numbers', 'Social animals'
- b. Psychological
 - Psycho-somatic links (hormone release, etc)
- c. Informational
 - More, better, earlier; overcome asymmetry problems
- d. Strategic
 - Facilitates repeat-play games; overcome CA problems

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Social Capital 201

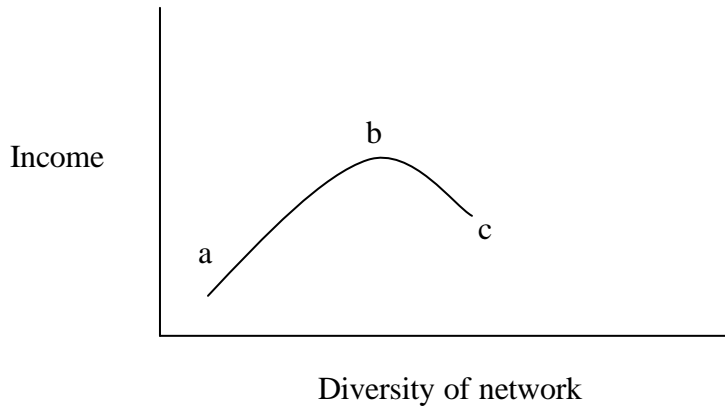


2. Managing transitions and conflict

- Usually involves difficult identity shifts
 - Accessing new, leaving old, networks
 - Potentially competing claims, loyalties, interests
- Stem from change, crises, opportunities
 - All three are heightened by 'globalization'
 - Economic failure *and* success can generate conflict
- What role for external agents?
 - Facilitating "coupling/de-coupling" mechanisms (Granovetter) through improved access to services
 - Mediating institutions for conflict resolution
 - Re-imagining "us-them" relations

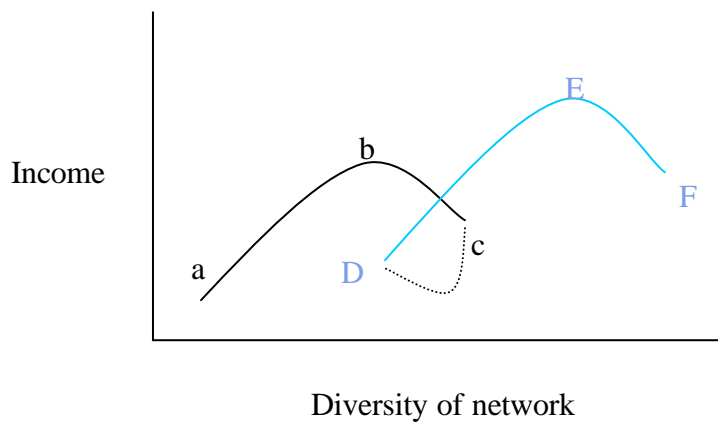
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Managing social transitions



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Managing social transitions



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Social Capital 201



3. Crafting negotiated solutions to 'adaptive' problems

- Cf. 'technical' problems (Heifetz)
- Focus on
 - *Inherently, necessarily* relational aspects of key services
 - Beyond "policies" and "programs" to practices (i.e., client-provider relationship) at point of service delivery
 - Schooling, medical care, legal services crucial to well-being, but these are delivered through relationships
 - Managing tension between upsides, downsides of SK

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Applications to Diversity (I)



- Diversity as Challenge, Opportunity
 - Historical arrow towards ever-greater diversity...
 - ...but not without corresponding 'backlash'
 - Minorities simultaneously empowered, self-conscious, easy scapegoats (for unrelated problems) (Barber, Chua)
 - Diverse networks offer enormous potential "gains from trade"...
 - ...but also heightened conditions for conflict, violence
 - Need for agreed-upon, credible, enforceable frameworks for dispute resolution

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Applications to Diversity (II)



- Why more potential and actual conflict?
 - More competing “rules systems” in play more often
 - Heightened demand for effective resolution procedures
 - Formal A vs. Formal B (e.g., USA vs. France on Iraq)
 - Solution? Commitment to international organizations, agreements
 - Formal vs. Informal (e.g., Civic vs. customary law on gender relations)
 - Solution? Treaties, Separate ‘spaces’, Hybrid arrangements
 - Informal X vs. Informal Y (e.g., Madurese vs. Dyaks on property boundaries)
 - Solution? Building mediating institutions, crafting ‘meta-rules’ (rules that enable different rules to co-exist)
 - What can external agents do to facilitate them?
 - At best, set precedents and establish procedures that take incentives, accountability, information, intermediaries seriously

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Applications to Diversity (III)



- Social capital itself a challenge, an opportunity
 - Contrasting evidence on SK-Diversity-Equality...
 - ...the resolution of which may require a better understanding of the role of the state
- Key political challenge: making diversity work!
- *How* might states (and others) respond?
 - By making services more accessible...
 - But doing so entails going beyond “policies” and “programs”...
 - ...to include a focus on relationships between clients and providers (“practices”)
 - ...especially those that are inherently *social* in nature
 - Teaching, curative health care, social work (Lipsky)

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Bringing it all together



<i>Response</i>	<i>Policies</i>	<i>Programs</i>	<i>Practices</i>
Dimension			
Bonding	Respecting traditional law	Group-based credit	Support groups for new arrivals
Bridging	Affirmative action	Language training, arts festivals	Mentoring small business owners
Linking	Granting citizenship to refugees	Accessibility of key services, forms	Social work in immigrant communities

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Applications to Diversity (IV)



1. Crafting new mechanisms for conflict resolution
2. Making services accessible
3. Re-imagining “us-them” relations
 - Expanding the “moral universe” (Skocpol)
 - Building broad political constituencies
 - National education campaigns (e.g., post-9/11)
 - Student and adult volunteer programs in immigrant communities
 - Arts festivals
 - Celebrating “E Pluribus Unum”...

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Conclusions

- Nature and extent of social relationships crucial to shaping most things we care about
- World only getting more demographically diverse; ‘making diversity work’ a major challenge for all
- Social capital’s “value-added”:
 - Networks as problem and (potential) solution to diversity
- Possible responses, all “relationally intensive”
 - Crafting viable mechanisms for conflict resolution
 - Making services accessible for all
 - Re-imagining “us/them” relations