

Webinar Series:
Career Advice on Handling
Unconscious Bias

Encourage Your Colleagues to Sign Up to DIBP

- Use testimonials from employees that access DIBP.
- Promote DIBP to employee resource groups.
- Encourage talent-development leaders to use and educate employees about access to DIBP.
- Include message about DIBP or include links to career advice content on company intranet.

Meet Today's Panelists



Kelley Cornish

SVP, Head of Diversity & Inclusion, **TD Bank**



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Global Director, Inclusion & Diversity, **Monsanto Company**



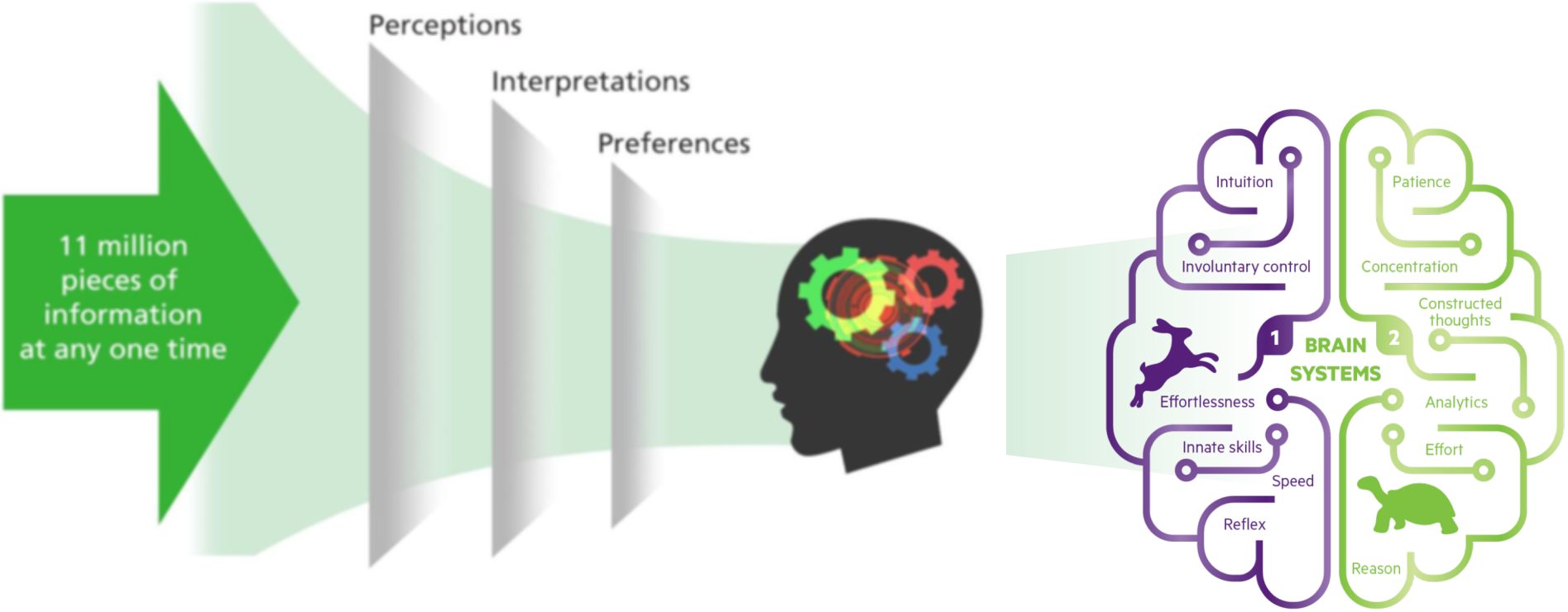
Business Case for Inclusion

- ✓ Businesses with high inclusive engagement have operating profit **almost three times higher** (27%) than those that don't.
- ✓ Inclusive organizations are **2 times more likely to be innovative** leaders in the market
- ✓ Embracing an inclusive culture **can boost bottom line by 35%**
- ✓ Companies with **more women board directors outperformed** those with the least on 3 financial measures: Return on equity (53% higher), return on sales (42% higher) and return on invested capital (66% higher)
- ✓ Having store employees mirror race and ethnic makeup of communities **increased productivity, customer satisfaction** - increase of more than \$69 million in earnings for parent company

What is Bias?

- ✓ A measure of how strongly one associates a concept (e.g., pleasant / unpleasant) with one or another social group.
- ✓ Biases are usually unintended and often unconscious which means we have to be vigilant to see and address them.
- ✓ We have to pay attention to bias because if we don't it's difficult to act inclusively.

Brain Short Cuts (Cook Ross)



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Bias in the Workplace

Day to day interactions

Work Assignments

Resource Planning Discussions

Interviewing

Coaching

Selection Decisions

Compensation



Long-term outcomes

- Homogenous teams
- Shared perspective
- Few debates - little innovation
- Disengaged Employees

Personally Addressing Bias...

...Within Yourself

- **Acknowledge we all have biases** & ingroup / outgroup tendencies
- **Identify blind spots** & reflect on when you've felt included/excluded
- **Interrupt Biases** by being:
 - Mindful of 1st thoughts
 - Looking for facts
 - Pause to engage conscious brain
- **Seek alternative / opposing views**, learn from mistakes & remain professional

...With Others

- Understand the difference between **intent vs impact**.
- **P**ay attention to what's actually happening vs. initial judgment
- **A**cknowledge your own reactions
- **U**nderstand other possible reactions or interpretations
- **S**earch for empowering ways to address the situation
- **E**xecute your action plan

Organizationally Addressing Bias through...



Formal Training

- Garner awareness of the impact of Bias, and
- Equip employees with counter-bias tactics (e.g., “Nudging”)



Venues for Ongoing Dialogue

- Facilitator led or Virtual (e.g., Yammer)
- Leverage ERGs, Business sponsors, Liaisons & University Relations



Measurement of both Diversity & Inclusion

- Acquisition, development, retention, sponsorship & moves into leadership
- Surveys, leadership competencies and performance management



Integration into People and Business Process

- Formal leadership development training at all levels (e.g., PLLS)
- Talent review & Hiring Manager prep materials or pre-meeting reminders



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Questions



Upcoming Webinars

- June 12, 2018 | 2-3 p.m. ET, **Cultural Competence for LGBT Pride Month**
 - Accenture, AT&T, General Motors
- June 26, 2018 | 2-3 p.m. ET, **Best Practices in Identifying Talent to Lead ERGs**
 - AT&T, Nielsen, General Motors, Wells Fargo

Thank You for Attending

- You will receive an email from us by this Friday containing a link to download this presentation.
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- Visit DiversityIncBestPractices.com to view past webinars, career advice, as well as relevant, up-to-date content on diversity and inclusion management.

APPENDIX

Call To Action!

- ✓ What are your blind spots?
- ✓ Identify your "in" and "out" group. What might you do to widen the size of your in group?
- ✓ But, there's more to being inclusive than mitigating biases.
 - ✓ Think of how you felt when you were included/excluded.
 - ✓ **Do whatever you can to make people feel included;** small things matter
 - ✓ Remember, Inclusion is ACTION - what will you DO?



Inclusive Leadership

INCLUSIVE LEADERSHIP is the everyday practice of honoring and promoting the value of our differences by intentionally engaging ALL of our colleagues in the pursuit of our shared commitments.



EXAMPLES

- Seek views from all, even those different to yours.
- Provide contrary opinions in a respectful manner.
- Learn from mistakes, apologize and remain professional.



What Can We Do?

- **Step 1: Acknowledge we all have biases**

We cannot change what we don't know and we won't act on what we don't acknowledge.

"ISM'S"

Intuition. Letting your first impressions overly influence your decisions.

Stereotypes: Allowing a widely held (by society) or, a fixed image of a particular person or thing to influence your thoughts about individuals.

Misunderstanding: When we misinterpret intentions or motivations of someone else.

- **Step 2: Interrupt Biases**



Be Aware of Your First Thoughts

Not all first thoughts are part of a bias, but some are: **Ask yourself: Would you feel the same way if the person was part of a different group?**



Look For Facts

Logic is a weapon used to defeat biases that have been embedded in our unconscious through upbringing or background. **Ask yourself: What has this person done to support this judgement?** Squash generalizations.



Hit The Pause Button

Stop, take a beat for a few seconds (count to 10) to override your fast (unconscious) brain and let your slow (conscious) brain kick in. Pressure and stress (when we're in a rush) causes the slow brain to shut down and the fast brain to take over. The fast brain takes short cuts which includes biases, impacting our decisions and actions.

Systematically Addressing Bias within Your Organization

- Recognize that acknowledging bias is key to intercultural competence – a business imperative
 - Awareness training for leaders and employees
 - Equip with counter-bias tactics (e.g., “Nudging”)
- Providing venues for facilitated ongoing dialogue
 - Facilitator led
 - Virtual (e.g., Yammer)
 - Leverage ERGs, Business sponsors, Liaisons & University Relations
- Measurement to Drive Accountability - Diversity
 - Acquisition, development & retention of talent
 - Moves into leadership, mentoring & sponsorship
- Measurement to Drive Accountability - Inclusion
 - Organizational & leader surveys
 - Leadership competencies & performance management
- Integration into People & Business Processes
 - UB Content a part of formal leadership development training at all levels (e.g., PLLS)
 - UB content in manager talent review prep materials or pre-meeting reminders.
 - Hiring manager prep materials & processes driven by TA & TM.