Cultivating a Bias-Free Workplace

Note-Taking Guide
Presented by IMA Leadership Academy

TODAY'S AGENDA

1. Overview

2. Exploring Bias

3. Diversity and Inclusion

4. Strategies for Overcoming Bias

5. Close

LEARNING OBJECTIVES

After this session, you will be able to:

- Define bias and identify how cognitive reasoning and stereotypes impact biases.

- Describe unconscious bias.

- Explain the value of diversity and inclusion.

- Recognize bias and its effects in the workplace.

- Discuss strategies for overcoming biases.

REFLECTION

What are different types of bias that may be active in your workplace?

What do you hope to get out of this webinar?

DEFINITIONS

Bias

- Bias is a particular tendency or inclination, especially one that prevents impartial consideration of a question.

Stereotype

- Generalizations made regarding a particular group.
- Can be positive or negative.
- Typically learned through influential exposure with parents, peers, and others, as well as through mass media.

Source: See Bibliography [4,18]

EXAMPLES OF STEREOTYPES

- Star athletes are not very intelligent.
- Men should always be the ones to take out the trash.
- Millennials are entitled, lazy, and self-centered.
- Girls are only interested in appearances.
- Women are genetically unable to code as well as men.
- Baby boomers struggle with technology.
- Teenagers are disrespectful rebels.
- Americans are arrogant and impatient.
- Gen X-ers are negative cynics.

UNCONSCIOUS BIAS

Refers to the attitudes or stereotypes that affect our decisions in an unconscious manner. These biases, which encompass favorable and unfavorable assessments, are activated involuntarily and without an individual's awareness or intentional control.

10 BIAS PATTERNS

1. Selective attention

2. Diagnosis bias

3. Pattern recognition

4. Value attribution

5. Confirmation bias

6. Priming

7. Commitment confirmation

8. Stereotype threat

9. Anchoring bias

10. Group think

Source: See Bibliography [1,4,10,24]

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EXAMPLES OF BIAS IN THE WORKPLACE

2004: Researchers found it took 50% more résumés from people with traditionally African-American names to get a callback than from people with traditionally European names.

2012: When YouTube first launched its app for Apple's iOS, 5%-10% of videos appeared upside down because the engineers had unconsciously optimized the app for right-handed users.

2014: A blogger shocks Google by pointing out that 77% of the previous year's Doodles were for men.

Source: See Bibliography [11]

COMMON BIAS "TRAPS" IN THE WORKPLACE

- Interviewing and hiring

- Performance reviews

- Coaching and development

- Day-to-day interactions

Source: See Bibliography [3]

INDIVIDUAL REFLECTION

Where might you have perpetuated bias in the workplace?

When and how has bias impacted you?

COMMON WORKPLACE BIAS TRIGGERS

1. Task

2. Group belonging

3. Lack of clarity

4. Emotion

<div align="right">Source: See Bibliography [11]</div>

WHAT BIASES THRIVE IN ACCOUNTING?

- Ambiguity

- Attachment

- Approval

<div align="right">Source: See Bibliography [14]</div>

DIVERSITY AND INCLUSION

Diversity

The understanding and recognition of individual differences and identities.

Inclusion

The act of being included within a group or structure while retaining one's own unique identity.

In simple terms, **diversity** is the mix; **inclusion** is getting the mix to work well together.

Source: See Bibliography [29]

BENEFITS OF DIVERSITY

- Increased adaptability

- Better customer service

- Greater innovation

- Easier recruitment and retention

Source: See Bibliography [3,18]

DIVERSITY AND FINANCIAL PERFORMANCE

McKinsey & Company research shows that:

- Gender and ethnic diversity are clearly correlated with profitability.

- Gender diversity on executive teams is strongly correlated with profitability and value creation.

Despite these strong benefits, more progress on gender and ethnic diversity is needed.

Source: See Bibliography [15]

DIVERSITY AND FINANCIAL ACCOUNTING

"Finance leaders are hiring from nontraditional areas and investing in both conventional and unconventional programs and workshops to prepare digitally agile and well-rounded teams for the future."

Source: See Bibliography [19]

FOUR GLOBAL MEGA-TRENDS

1. Diversity of **markets**

2. Diversity of **customers**

3. Diversity of **ideas**

4. Diversity of **talent**

GLOBAL
MEGA-TRENDS

Source: See Bibliography [6]

TRAITS OF INCLUSIVE LEADERS

COLLABORATION because a diverse-thinking team is greater than the sum of its parts.

CULTURAL INTELLIGENCE because not everyone sees the world through the same cultural lens.

CURIOSITY because different ideas and experiences enable growth.

COMMITMENT because staying the course is hard.

COURAGE because talking about imperfections involves personal risk-taking.

COGNIZANCE because bias is a leader's Achilles' heel.

Source: See Bibliography [6]

SELF-ASSESSMENT

Thoughtfully rate yourself on each of the statements below, on a scale of 1 to 5 where 1 means that you rarely do this and 5 means you almost always do this.

Commitment	1 Rarely	2	3	4	5 Almost Always
I treat all team members with fairness and respect.					
I understand the uniqueness of each team member.					
I take action to ensure each team member feels connected to the group/organization.					
I proactively adapt my work practices to meet the needs of others.					
I treat diversity and inclusion as a business priority.					
I take personal responsibility for diversity and inclusion outcomes.					
I clearly and authentically articulate the value of diversity and inclusion.					
I allocate resources toward improving diversity and inclusion within the workplace.					
Courage	1 Rarely	2	3	4	5 Almost Always
I acknowledge my personal limitations and weaknesses.					
I seek the contributions of others to overcome my personal limitations.					
I admit it when I make mistakes.					
I approach diversity and inclusion wholeheartedly.					
I challenge entrenched organizational attitudes and practices that promote homogeneity.					
I hold others to account for noninclusive behaviors.					

Cognizance of bias	1 Rarely	2	3	4	5 Almost Always
I learn about personal biases, including through feedback.					
I follow processes to ensure personal biases do not influence decisions about others.					
I identify and address organizational processes that are inconsistent with merit.					
I make fair and merit-based decisions about talent (for example, with respect to promotions, rewards, and task allocations).					
I employ transparent, consistent, and informed decision-making processes about talent.					
I provide those affected with clear explanations of the processes applied and reasons for decisions made.					

Curiosity	1 Rarely	2	3	4	5 Almost Always
I show a desire for continued learning.					
I actively seek the perspectives of others who are diverse in ideation and decision making.					
I withhold fast judgment when engaging with others who are diverse.					
I listen attentively when another person is voicing a point of view.					
I engage in respectful and curious questioning to better understand others' viewpoints.					
I demonstrate the ability to see things from others' viewpoints.					
I cope effectively with change.					
I demonstrate and encourage divergent thinking.					
I seek opportunities to connect with a diverse range of people.					

Cultural Intelligence	1 Rarely	2	3	4	5 Almost Always
I take an active interest in learning about other cultures.					
I seek out opportunities to experience culturally diverse environments.					
I am confident leading cross-cultural teams.					
I seek out information on the local context; for example, politics and ways of working.					
I work well with individuals from different cultural backgrounds.					
I change style appropriately when a cross-cultural encounter requires it.					
I use appropriate verbal (speed, tone, and use of pause/silence) and nonverbal (gestures, facial expressions, body language, and physical contact) behavior in cross-cultural encounters.					

Collaboration	1 Rarely	2	3	4	5 Almost Always
I give team members the freedom to handle difficult situations.					
I empower team members to make decisions about issues that impact their work.					
I hold team members accountable for performance they can control.					
I assemble teams that are diverse in thinking.					
I work hard to ensure that team members respect each other and that there are no out-groups within the team.					
I anticipate and take appropriate action to address team conflict when it occurs.					
I create a safe environment where people feel comfortable speaking up.					
I explicitly include all team members in discussion.					
I ask follow-up questions.					

An area I'd like to improve:	Things I can do to improve in this area:

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ACTIONS TO REDUCE YOUR PERSONAL BIAS

Source: See Bibliography [2]

In the workplace:

- Declare your intentions

- Provide positive images

- Fight negative bias with positive words and images

- Use clear and nonbiased language
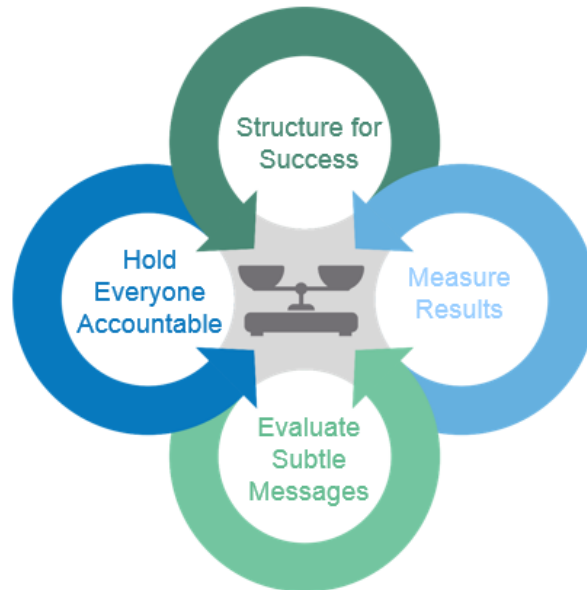
Source: See Bibliography [18]

ACTIONS TO REDUCE ORGANIZATIONAL BIAS

- Recruitment

- Training

- Policy

- Awareness

- Behavior

TIPS TO REDUCE BIAS IN ORGANIZATIONS

- Articulate goals for diversity and communicate the benefits and risks of inclusiveness

- Distribute a discrimination policy

- Conduct discrimination policy training

- Analyze the diversity in both employment ranks and customer base

- Calculate the monetary gains foreseen as a result of diversity

- Tie rewards and compensation to success in diversifying the company

- Facilitate employees learning more about each other

- Create worker councils or caucus groups

- Encourage reports of bias and take appropriate action

GOOGLE'S FOUR-PRONGED APPROACH

Structure for Success

Hold Everyone Accountable

Measure Results

Evaluate Subtle Messages

Source: See Bibliography [11]

USING DESIGN THINKING TO COMBAT BIAS

Design thinking –
- "Human-centered problem-solving"
- Identify areas that may create bias outcomes
- Determining what design/structure/situational changes can be made to counteract these biases.

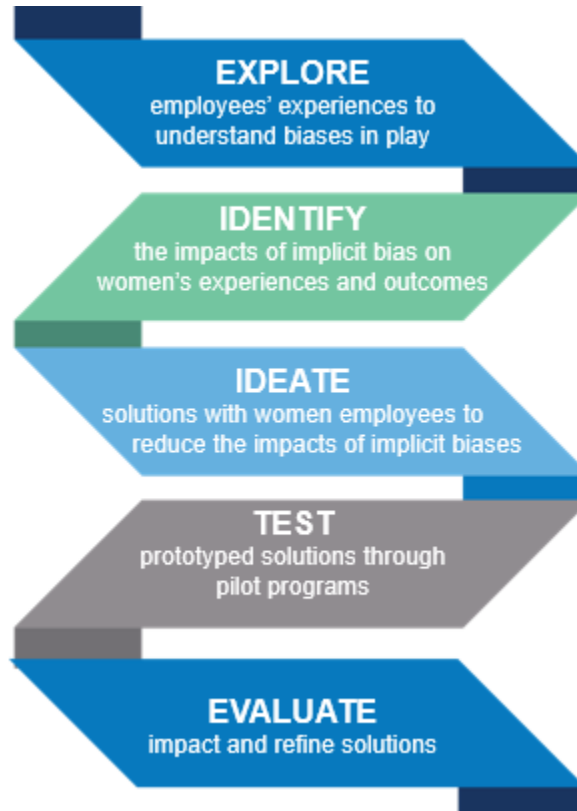## PRINCIPLES AND BENEFITS OF DESIGN THINKING

Guiding Principles

- Empathy

- Exploration

- Experimentation

Benefits

- Grounded in employee experience

- Guided by facts and information

- Creates customized solutions

- Iterative and user-validated

DESIGN THINKING APPLIED TO GENDER BIAS

EXPLORE
employees' experiences to
understand biases in play

IDENTIFY
the impacts of implicit bias on
women's experiences and outcomes

IDEATE
solutions with women employees to
reduce the impacts of implicit biases

TEST
prototyped solutions through
pilot programs

EVALUATE
impact and refine solutions

Source: See Bibliography [13]

GUIDELINES FOR IMPLEMENTATION

1. Start small

2. Engage diverse perspectives

3. Give people a safe way to share information

4. Collect and monitor data

5. Be transparent with results

Source: See Bibliography [13]

USING ARTIFICIAL INTELLEGENCE IN HR

In Recruiting

- Filter out gender-biased language in job descriptions.

- Spot potential candidates by analyzing social media footprints and published points of view.

In Succession Planning

- Combat halo/horns effect, similarity bias, and threat bias.

- Analyze success profiles and spot internal candidates who are close matches.
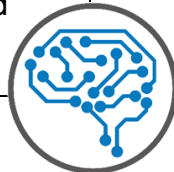
In Performance Management Systems

- Combat recency effect and contrast effect.

- Automatically going through feedback comments to get actionable insights.

In Learning

- Combat confirmation bias, anchoring bias, and mere exposure effect.

- Learning facilitated by virtual personal assistants.

Source: See Bibliography [7]

COSO'S PROFESSIONAL JUDGMENT PROCESS

① Define the problem and identify fundamental objectives

② Consider alternatives

③ Gather and evaluate information

④ Reach a conclusion

⑤ Articulate and document your rationale

Source: See Bibliography [14]

3 – 2 – 1 ACTION PLAN

List **3** things you learned or were reminded of in this course.

1. _____

2. _____

3. _____

List **2** actions you want to take in relation to cultivating a bias-free workplace.

1. _____

2. _____

List **1** action you want to take immediately.

1. _____

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