



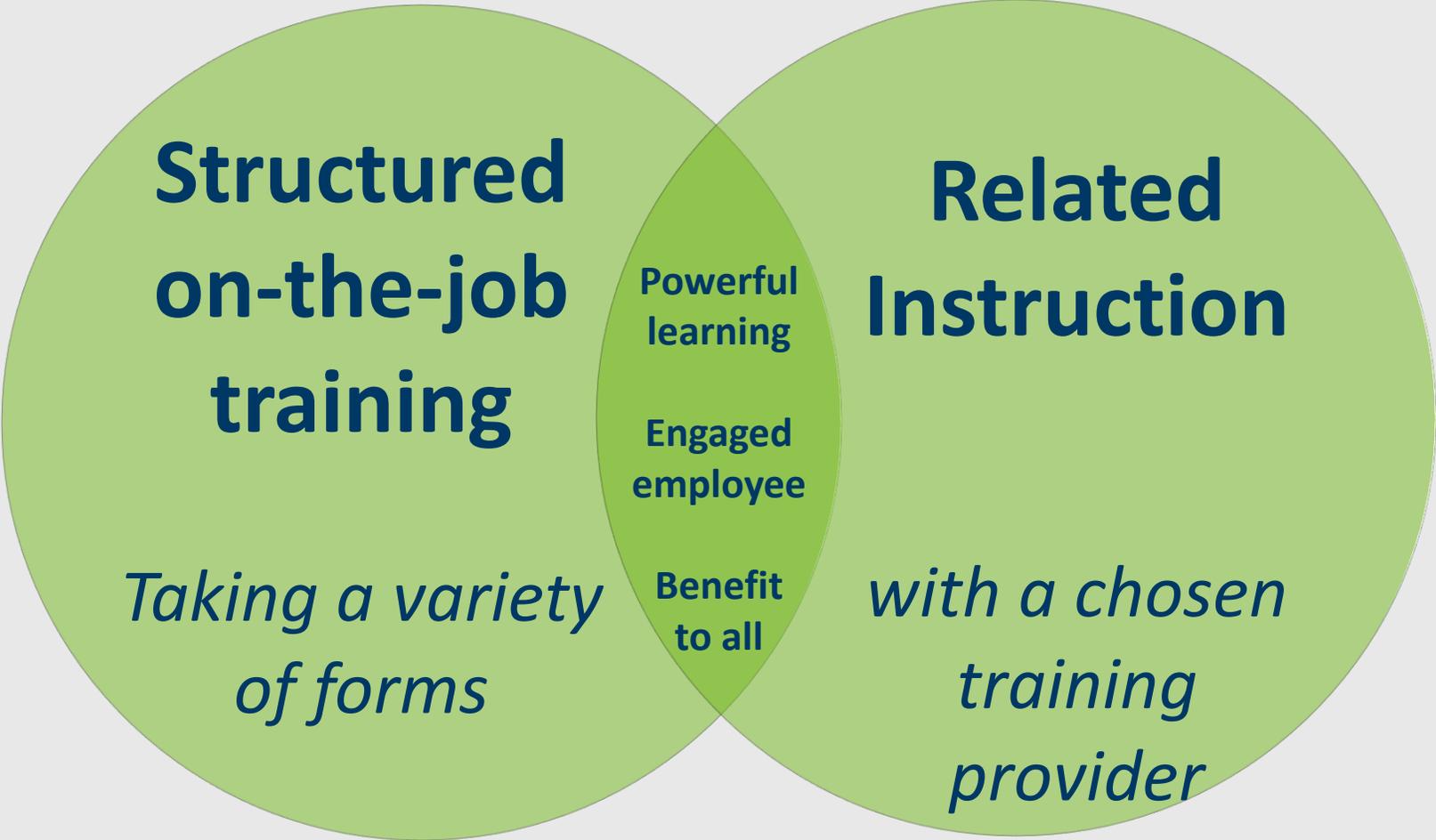
Speaker Series V: Leading the Development of an Inclusive Workplace

May 16, 2019

PIPELINE PROGRAM

INDUSTRY-BASED. EMPLOYER-DRIVEN. DUAL-TRAINING EXPERIENCE.

Employment-Based Training



Benefits of Employment-Based Training

■ Employers:

- Build and shape their own workforce
- Creates new skilled worker pipeline
- Workers produce as they train
- Improve productivity overall
- Reduce employee turnover

■ Workers:

- Employment
- Job Training
- Wages increase with progress
- Master in-demand skills
- Credentials



Unconscious Bias & Recruitment



STANTON ADAMS DIVERSITY INSTITUTE

Equity, Diversity and Inclusion
Consulting & Training



WE HELP GOOD
BUSINESSES BECOME
GREAT

Our Vision

WE DESIGN, ACCELERATE AND ALIGN DIVERSITY &
INCLUSION INITIATIVES SO THAT EVERYONE CAN THRIVE

Our Values

INNOVATION

COMMUNITY

RESILIENCE

SYSTEMS APPROACH

FUTURE-FOCUSED



Objectives

- The Case for Change
- Understanding Diversity & Inclusion
- Unconscious Bias
- Micro-Triggers
- Bias Busting Solutions

What are your reasons for learning this topic?



THE BUSINESS CASE FOR DIVERSITY & INCLUSION

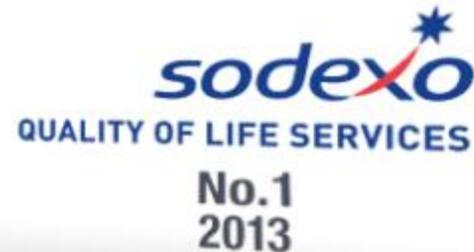


A sign announces Starbucks' chain-wide, one-day closure for anti-bias training.

- Changing Concept of the *Melting Pot*
- Serving Multicultural Communities
- Recruiting & Retaining Talent
- Navigating Global Culture & Conflict
- Social Media's Impact on Leadership Accountability

THE 2018 DIVERSITYINC TOP 50 COMPANIES FOR DIVERSITY

DIVERSITYINC TOP 50 HALL OF FAME



9. Accenture

19. Nielsen

29. Abbvie

39. Warner Media (formerly Time Warner)

49. The Boeing Company

10. Hilton

20. Anthem

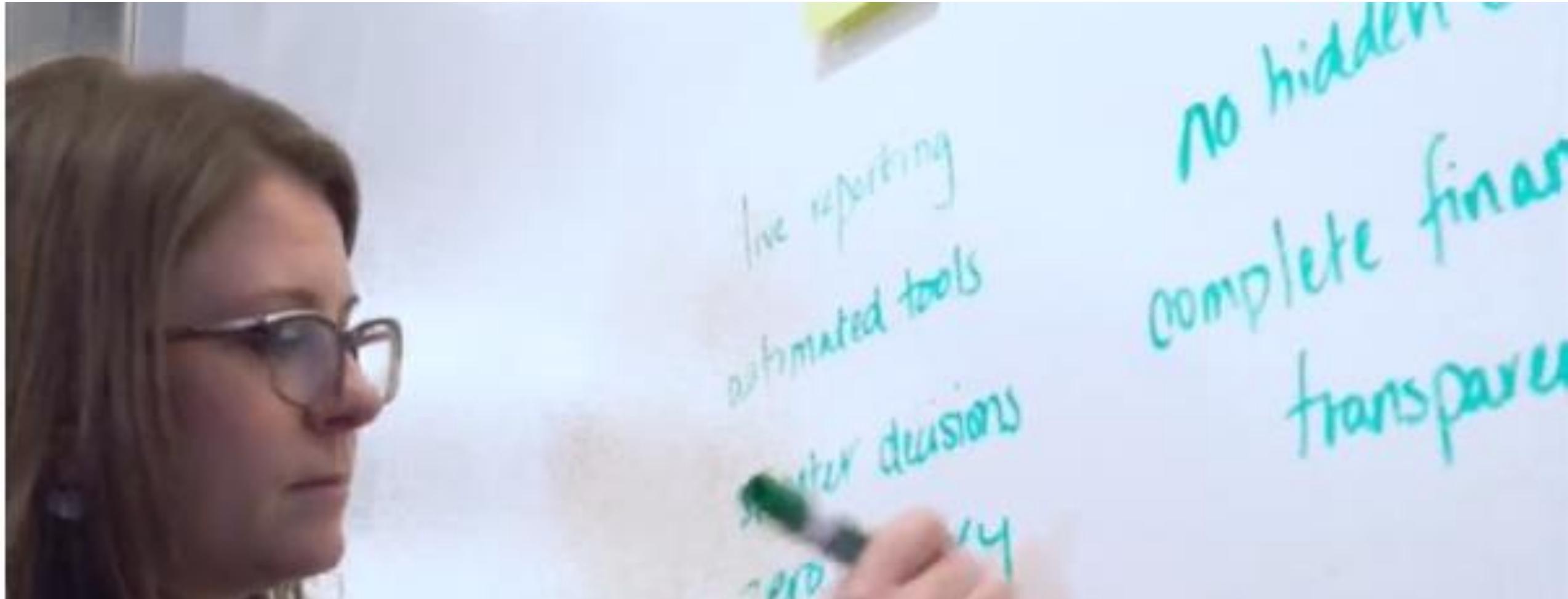
30. Aetna

40. CVS Health

50. Dow Chemical

DIVERSITY

The differences and similarities that shape the way we experience the world or a mix of cultures.



D&I AWARENESS RECOGNIZES ALL THE WAYS WE ARE DIFFERENT



The part of my identity that...

...I am most aware of _____

...was most emphasized when I was growing up _____

...I am the least aware of _____

...I wish I knew more about _____

Inclusion



Cultivating a community where every member is valued for their unique contributions.

Why are Diversity Dimensions Important?

- ✓ Reveal your personal orientation to life, work and relationships. This is how you **prefer** to go about life and work
- ✓ May reveal **biases** you have toward those who have values different than yours
- ✓ Don't **predict** your ability to work across cultures
- ✓ Provides **insights** about how to effectively build strategic relationships across cultures

Unconscious Bias

What is the first thing you see?



Is it a....

13 or B

12
A 13 C
14



Who is...

- The Engineer
- Race Car Driver
- Boxer
- Australian



Person A



Person C



Person B



Person D



QUESTION EVERYTHING

TED^xSouthBank

x = independently organized TED event



HOW DO YOUR ASSUMPTIONS CHANGE?

TED
South Park

Yasemin Abdel-Magied

Unconscious Bias

Unintended, subtle and **unconscious** choices made by everyone all the time

Attitudes and **stereotypes** we develop based on characteristics such as race, age, ethnicity, religion or appearance

Which Differences Trigger Unconscious Bias?



1. Visible Diversity

(skin color, age, gender, etc.)

2. Underrepresented Groups

(less than 15% of the majority)



- Spans 30 years
- Numerous studies across disciplines (business, health care education, etc.)
- Can be measured
- May be a **better predictor** of behavior over explicit biases



Consequences of Unconscious Bias



**Creativity &
Innovation**



Talent Acquisition



Development & Promotion



Cross-Cultural Trust

Circle of Trust

INDIVIDUAL EXERCISE

Top 5 People You Trust

NAME							

Important: Do Not Include Family Members

The “Like Me” Bias



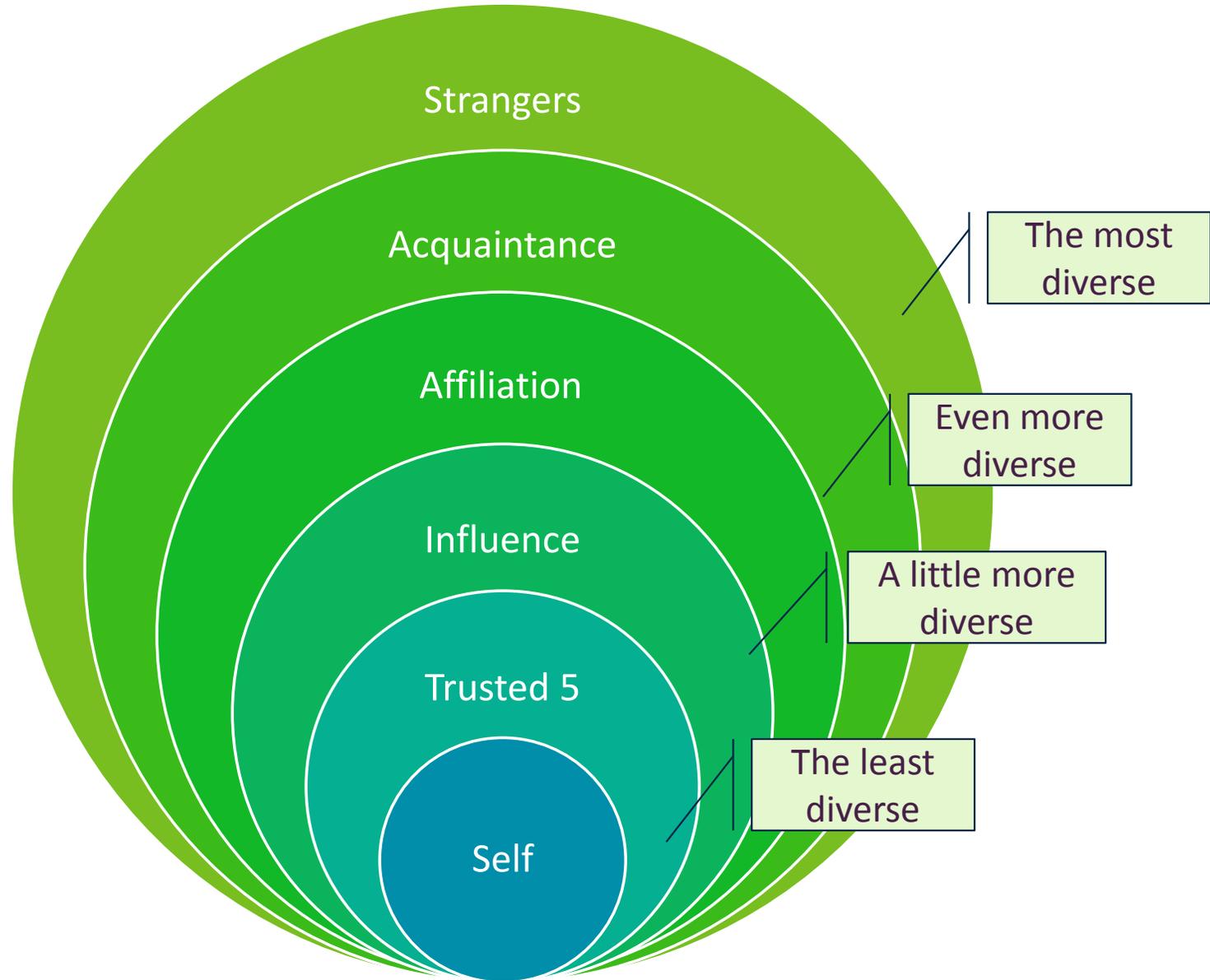
The tendency to warm up to people *like us*.



The “Like Me” Bias prevents “Diversity”



WHERE ARE YOU **NOT** LOOKING FOR TALENT?



Nike HR Exec Reportedly Admits Brand Failed to Make Progress on Diversity

By Sheena Butler-Young



The Swoosh “has failed to gain traction” in hiring and promoting women and minorities.

*Monique Matheson
Nike, Chief Human Resources officer*



How does Unconscious Bias show up in the recruitment process?



Ralph comes in for an interview, what is the first thing that comes to mind?

WHAT ABOUT NOW?





The Bargh Study: Which drink would you want your interviewer to be holding?



Who should we promote to our next Management position?
You have 6 seconds to review what you know about them.



Carl

- Negotiator
- Influencer
- Dependable



Score each of the candidates on a scale of 1-10
1-least interested / 10-most interested



REBECCA

- Creative
- Detail-Oriented
- Hard Working
- Unpredictable
- Emotional





BEN

- Intelligent
- Industrious
- Impulsive
- Critical
- Stubborn
- Envious





JAMES

- Innovative
- Analytical
- Industrious
- Risk-Taker
- Passionate





ALAN

- Envious
- Stubborn
- Critical
- Impulsive
- Industrious
- Intelligent





Who Scored the Highest & Why?



BEN

- Intelligent
- Industrious
- Impulsive
- Critical
- Stubborn
- Envious



ALAN

- Envious
- Stubborn
- Critical
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REBECCA

- Creative
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- Innovative
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CONFIRMATION BIAS:

THE TENDENCY TO SEEK INFORMATION THAT CONFIRMS PRE-EXISTING BELIEFS OR ASSUMPTIONS.



Halo Effect: Forming an overall positive impression of a person based on little information



STEREOTYPING:
AN OVER-GENERALIZED BELIEF ABOUT
A PARTICULAR CATEGORY OF PEOPLE.





ABOUT **76%** OF THE YOUNGER WHITE CHILDREN
POINTED TO THE **2** DARKEST SKIN TONES.

Hot Buttons (micro-aggressions)

- *SUBTLE, SEMI-CONSCIOUS, DEVALUING MESSAGES THAT WE SEND OUT AND CAN LEAD TO THE IMBALANCES OR “INEQUITIES” IN OUR RELATIONSHIPS IN THE WORKPLACE*





Really? Because English is my first language...and by the way I also know 3 other languages.

“Your English is very good, you should fit in well here”



I AM your doctor.

“Nurse, is the Doctor in yet?”



What am I supposed to say,
Thanks? ...

“Just so you know we hire based on qualifications not race...by the way, you are very articulate”

Habits for Breaking Biases

Intention

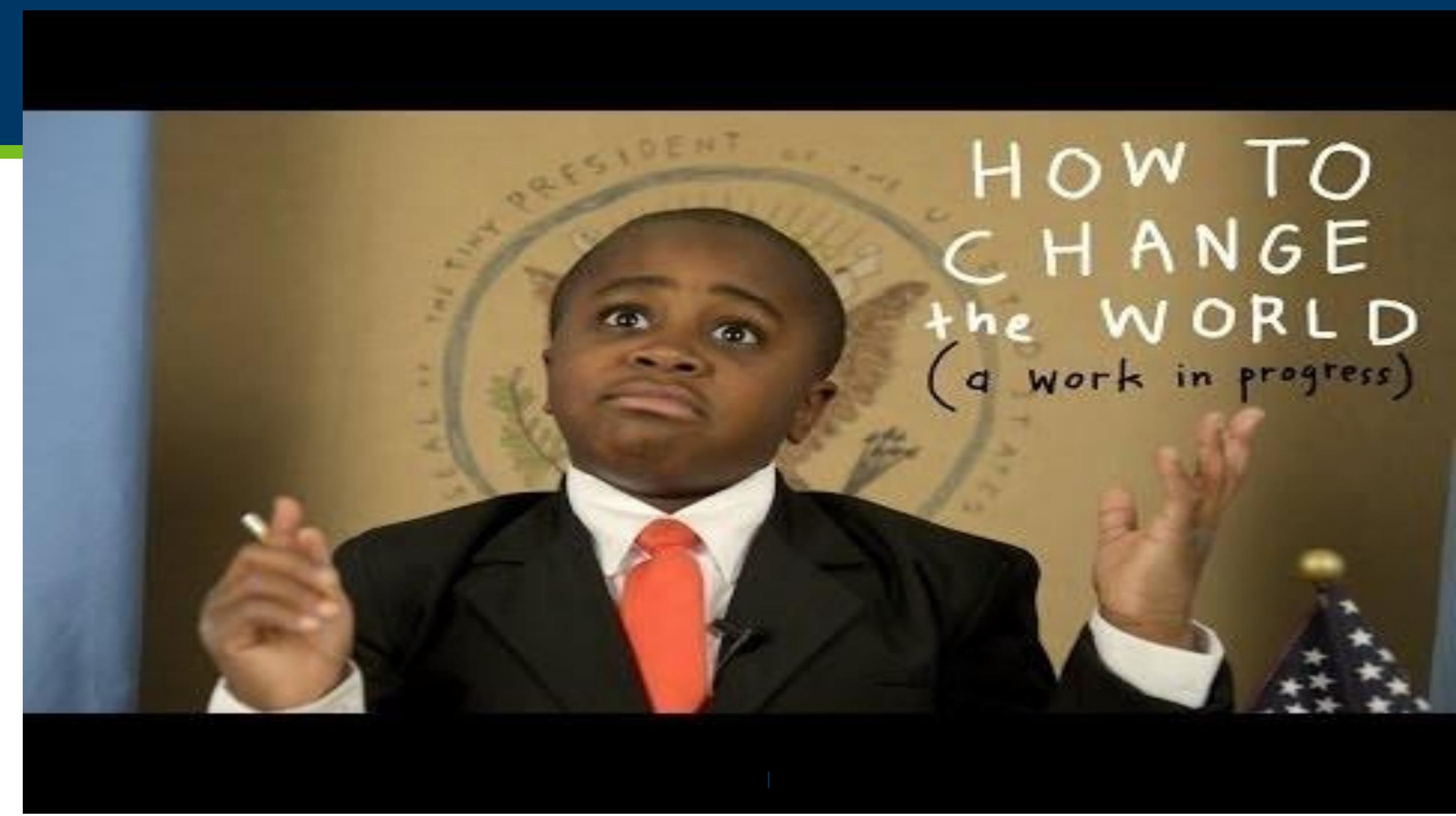
Acknowledges biases and has motivation to change

Attention

To when stereotypical responses or assumptions are activated

Time

To practice new strategies designed to “break” the automatic associations

A young boy in a dark suit and red tie is shown from the chest up. He is holding a lit cigarette in his right hand and has his left hand raised in a gesture. He has a serious, somewhat somber expression. Behind him is a large, circular seal that reads "SEAL OF THE TINY PRESIDENT OF THE UNITED STATES". To the right, a portion of an American flag is visible. The background is a plain, light-colored wall.

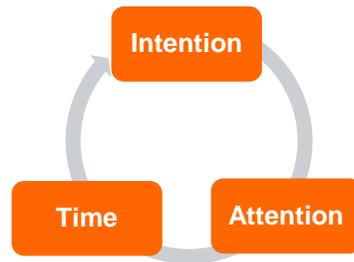
HOW TO
CHANGE
the WORLD
(a work in progress)

Hiring

Developing/Promoting

Day-to-Day

Bias Busting Habits



- Recognize when you are responding to a prospective employee in a stereotypical way. Reflect on the reasons and intentionally replace a biased response with an unbiased one
- Develop criteria for evaluating candidates and apply them consistently to all applicants
- Spend sufficient time (15-20 minutes) evaluating each applicant
- Evaluate each candidate's entire application; don't depend too heavily on only one element such as the letters of recommendation, or the prestige of the degree-granting institution
- Be able to defend every decision for rejecting or retaining a candidate

- Assess what competencies/attributes you are using when choosing individuals for development and promotion and why?
- Be cognizant of any filters that may be impacting your decisions (i.e. is this person just like me?)
- Offer flexibility when you can and realize culture may play a role in your differing perspectives
- Periodically evaluate your decisions and consider whether qualified women and underrepresented minorities are included. If not, consider whether evaluation biases and assumptions are influencing your decisions

- Recognize hot buttons/micro-triggers and don't jump to conclusions too quickly
- Use your increased knowledge about cultural differences to anticipate how someone is likely to respond
- Step into the shoes of a stereotyped person and consider their view (perspective-taking)
- Build in accountability. Solicit feedback from peers, employees, etc.
- Actively seek out situations where you are likely to be exposed to positive examples of other cultures that are subject to stereotypes
- Practice micro-affirmations
- When a stereotypical response is detected, remind yourself of examples that prove the stereotype to be inaccurate (i.e. if a person judges an African American male as lazy or incompetent, (s)he imagines Colin Powell or Eric Holder)

Habits For Breaking Bias

Small Acts of Inclusion (Individuals)



- Having lunch with someone different from you
- Coaching someone culturally different
- Mentoring someone outside your comfort zone
- Thinking outside the box
- Honestly evaluating your commitment to inclusion**
- Noticing diversity in everything you do with others
- Sending notes of thanks to managers and leaders who are visible examples of inclusion
- Seeking to understand your social network differences
- Sharing a professional learning experience
- Coaching a new skill
- Learning a new skill every week; and passing it on
- Clarifying your career plan, then helping others clarify theirs**
- Helping others with career planning
- Helping others adopt a mind-set of 100% responsibility and accountability
- Sharing a personal learning experience
- Discouraging gossip
- Listening to a personal problem without giving advice**
- Thanking someone for his/her support
- Doing something kind for someone with whom you work
- Forgiving someone who was unkind to you
- Creating a “space” between experience and anger
- Being sensitive to the cultural nuances of others
- Learning from the shortcomings of others—they may be a mirror
- Making every interaction “a small act of Inclusion”**

Inclusive Leadership Practices



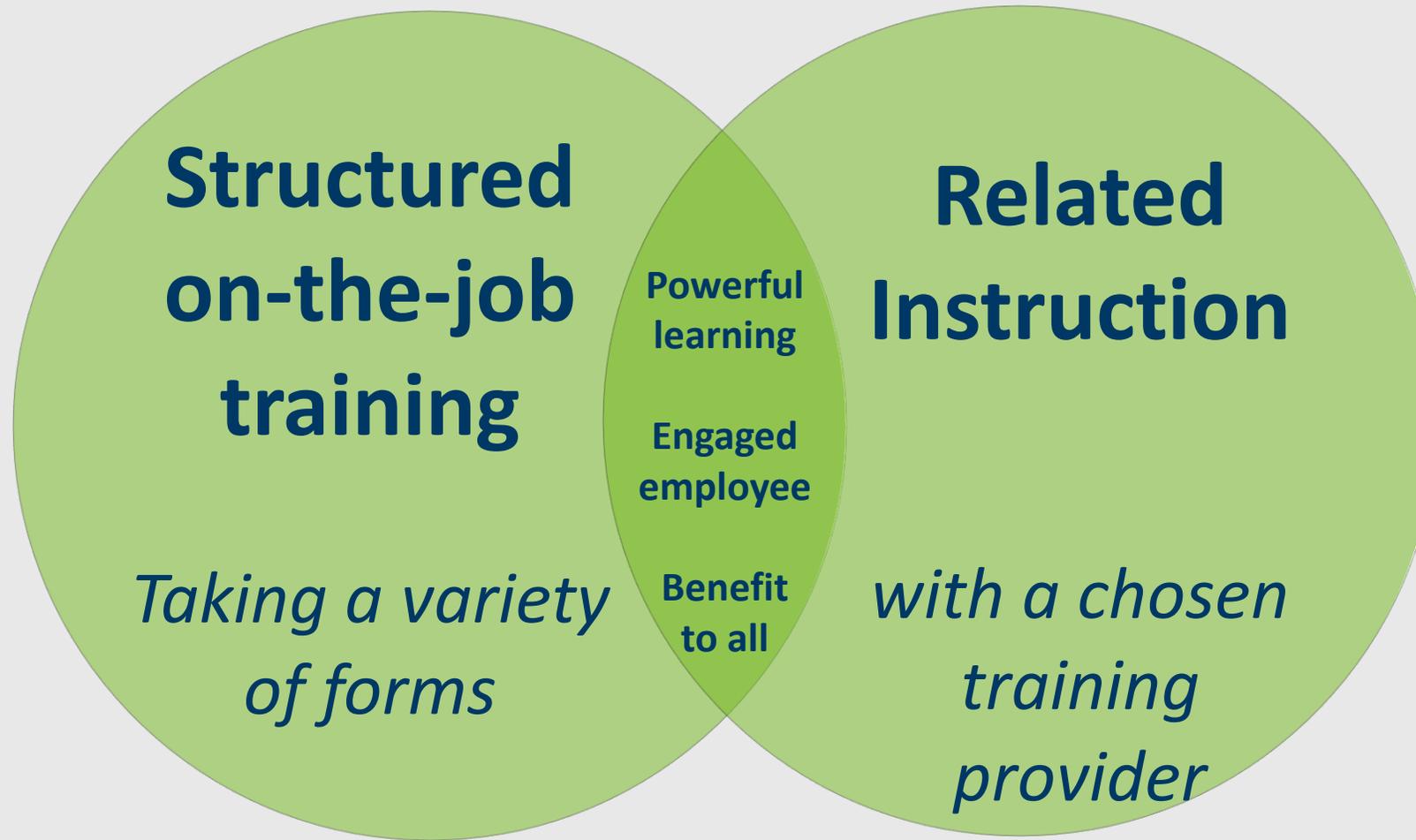
- I champion someone with high potential who is from a group currently under-represented in leadership
- I challenge others if their behavior or actions do not support inclusion.
- I am clear on how inclusion and diversity can help meet my own and the wider organization's goals.

Small Acts of Inclusion (Teams)

- Ask for initial input on a project via a shared document rather than in a group meeting
- If a group meeting is the best way to collaborate, set aside a few minutes for all participants to put their ideas on post-it notes and have each participant stand up and put their ideas on a board, grouping them as they go
- Be clear about how decisions will be made and don't make decisions 'offline' with a select few team members



Tying it all back to Employment-Based Training



Dual training can be a powerful tool

- **On-the-job training is a golden opportunity to make connections**
 - Co-worker to co-worker
 - Employee to supervisor
- **Offering opportunities for related instruction to all team members**
 - In most cases, this is an opportunity to be inclusive of all team members
- **Or making the expectations for eligibility for additional training very clear**
 - This can help every employee better articulate his/her career goals.

Bias Busting through Dual Training

- Recognize when you may be approaching the same employees for training opportunities, and think a little deeper.
- Develop criteria for evaluating those who are interested in training, and apply consistently across your teams.
- Offer flexibility when you can when looking at training opportunities, and recognize that culture may be a factor impacting an individual.
- Recognize hot-buttons and micro-aggressions and don't jump to conclusions too quickly.

Small Acts of Inclusion

- Coaching people who have different experiences
- Mentoring
- Sharing a professional learning experience
- Coaching a new skill
- Learning a new skill every week, and passing it on
- Helping others with career planning
- Learning from the shortcomings of others – they may be a mirror

PIPELINE Coming Event: Save the Date!

Industry Forum Meeting (with remote call-in option):

- Tuesday, June 11th, 9:00 – 10:30 a.m. - ALL INDUSTRIES

Thank You!



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