

Leading to Foster Diversity

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Solutions for the Growing World

Executive Summary

- There are practical steps leaders can take to reduce the impact of bias in decision-making
- Research-based tactics are working in many environments
- Experimentation is required
- Context is important: initiatives must be incorporated into a holistic set of priorities and a long-term commitment

Global Gender Parity

- Yields from women farmers 20-30% lower
- An increase in family income improves children's health and nutrition - when in the hands of women
- **“Gender equality is thus fundamental to whether and how societies thrive.”** (WEF)



Global average, annual earnings

2006



\$6k



\$11k

2015



\$11k



\$21k

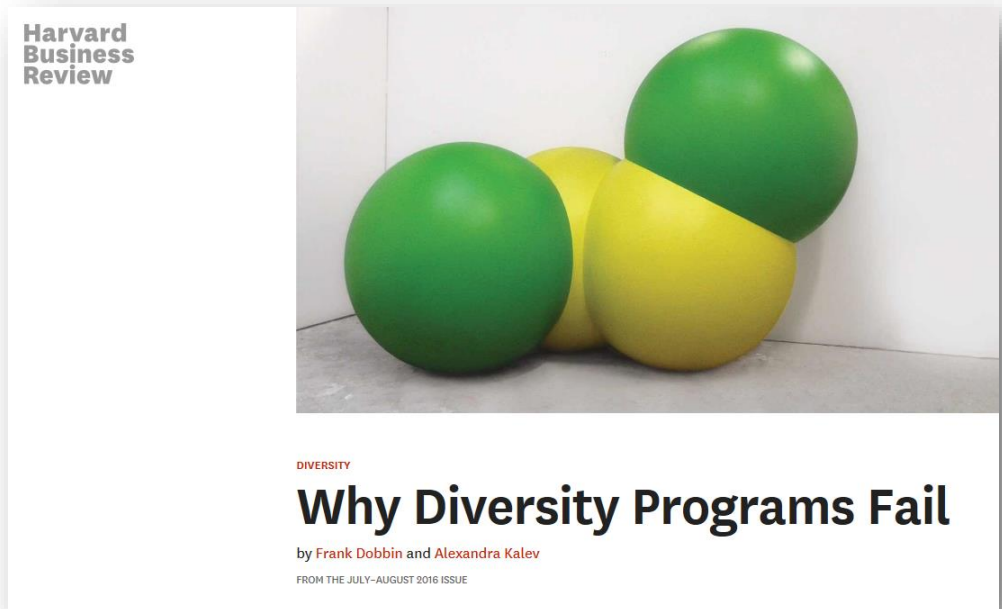
Source: The Global Gender Gap Report 2015



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Diversity training

- Little actual data supporting that it works
- Unlikely to be effective, in and of itself
- May backfire! (“Moral Licensing”)



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Engaged
Exposed
Encouraged

Harvard
Business
Review



DIVERSITY

Why Diversity Programs Fail

by Frank Dobbin and Alexandra Kalev

FROM THE JULY–AUGUST 2016 ISSUE



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- Awareness is necessary, but insufficient alone



Motivating leaders

- What others do matters: Easily understandable and visible comparisons
 - Make successes easy to see and emulate
 - Set achievable interim goals
- Negate the zero-sum mindset
- Be aware that “Those who benefit from existing practices and norms generally do not cheer when barriers to entry for new competitors are lowered...”
- Accountability (with forewarning)

Recruiting



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The face of the organization

- Avoid gendered wording and images in communications (not just job advertisements)
- Understand the impact of job characteristics on different demographics
 - Flexibility
 - Competition
- Broaden the search
 - Apple 2015 scholarship program for students at HBC, and hired 8 of 33 HBC student interns



Interviewing and Hiring



Blind auditions

- Remove gender/race identifying information from CVs and applications
- Diverse interviewers
- Create and use decision aids
 - Tests of general mental ability, skills
 - Structured interviews
 - Ask the same questions in the same order
 - Score immediately using a weighted scale
 - Compare responses horizontally across candidates
 - Have multiple interviewers score independently before discussing
 - No panel interviews





Make a Difference. Make it Here.

Interview Guide

(Guide A)



Retaining

Diversity without inclusion is just the presence of differences



Get the most from the best talent

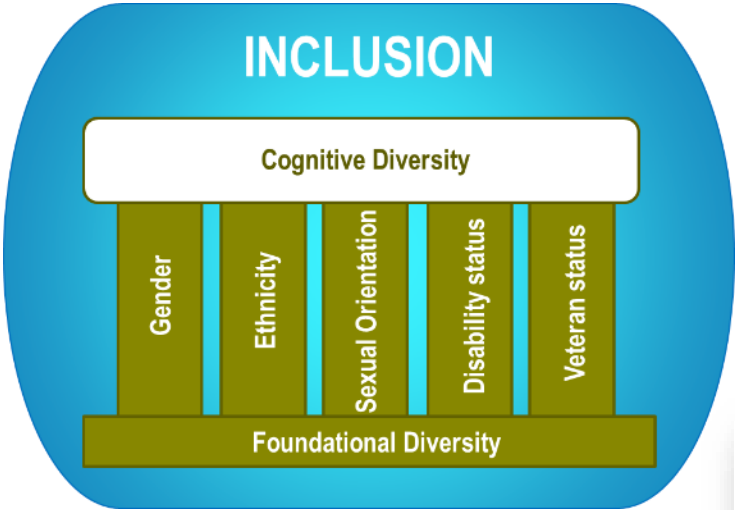
- Counter-stereotypical role models
 - Men with daughters, men with women mentors, men with a strong sense of fair play all are more receptive to gender equity
 - 30% cohort needed
- Sponsorship
- Stereotype threat (women are weak at math)
- The “volunteer” trap

Hear every voice: Cognitive Diversity

- Invite participation
- Rules of engagement
- Provide opportunities to prepare
- Small group activities
- Team composition and collective intelligence



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Inclusion Champion				
Are you role-modeling inclusive behaviors? Say YES to four boxes and SELECT three new boxes to win at Inclusion!				
I have been a peer mentor to an experienced hire in order to ensure he/she could integrate quickly & provide value.	My 5 closest advisors are different in terms of work background, gender, nationality, intro/ extroversion, job family, etc.	When I hear an idea with which I disagree, I seek to understand by saying, "Tell me more."	I understand our goal regarding inclusion and I actively work toward demonstrating inclusive behaviors.	I ensure our influential leaders and project leaders have taken Unconscious Bias Training (UCB).
I recognize colleagues who are visibly supporting an unconventional idea. <small>(Reminder: Value differences e-card via Accelerate Great)</small>	I network with employees who are different than I am to broaden my understanding of their experiences, culture, working style, etc.	In meetings, I make it a point to seek out the input of those who are less-spoken.	I provide positive reinforcement when someone challenges the prevailing thought.	I am cognizant of not being mistrusting of a colleague solely because they are from another function. i.e. They are from commercial so they are akin to used-car sales people.
When I see behaviors that appear to be non-inclusive, I bring it forward to that individual. 1. Seek to understand 2. Coach as applicable	I challenge myself and other leaders to identify and embrace cognitive diversity.	I seek-to-understand others' point of view.	I assure hiring decisions in my organization are based on skills & competencies required for the job.	I demonstrate by my behavior that it is okay to respectfully challenge
I provide feed forward to leaders when I identify an opportunity to view through different lenses or see a different perspective.	I seek to assemble teams with members of different backgrounds & opposing styles so as to avoid 'group-think.'	I proactively work to amplify, rather than interrupt others.	I can count at least 10 different nationalities in my trusted network.	I am an introvert/ extrovert but actively work to ensure I am not only seeking out input from other introvert/ extroverts.



Orientation for Inclusion Champions

For People Development Teams (PDT)

and embrace

IDENTIFY THE ELEPHANT IN THE ROOM

Promoting

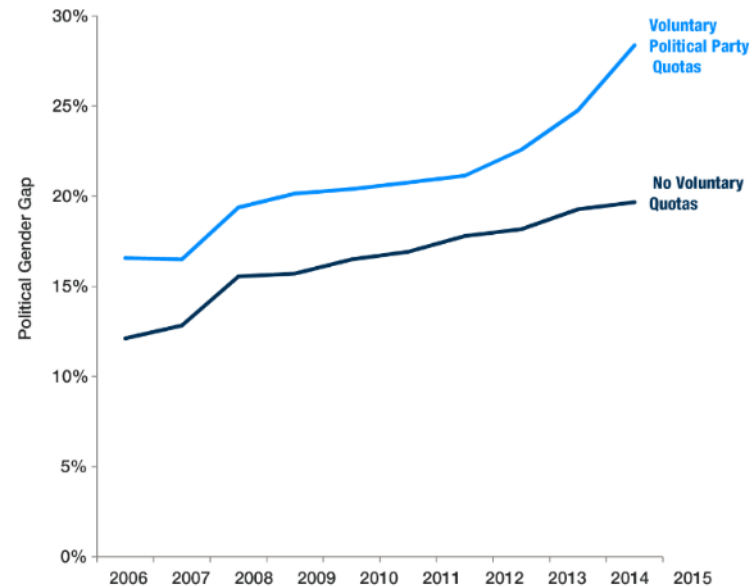


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Quotas, tokens and competition

- Merit first
- Critical mass
- Develop allies

The effect of voluntary political party quotas



Source: The Global Gender Gap Report 2015



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Performance appraisals

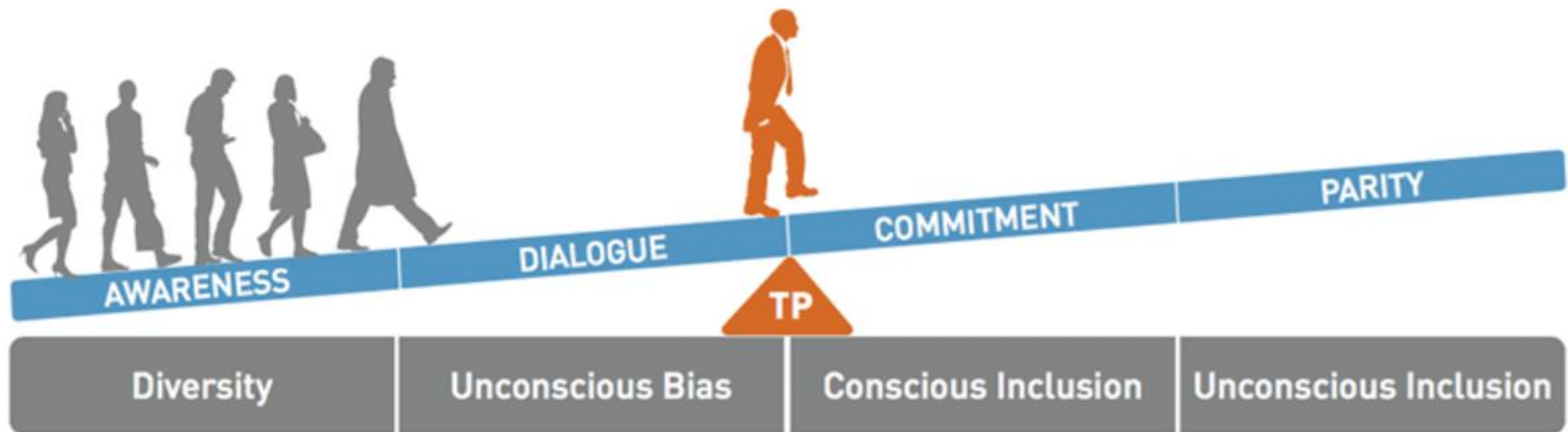
- Avoid bias traps:
 - Halo effect
 - Confirmation bias
 - Self-fulfilling prophecy
 - Confidence gap
 - Develop objective criteria
 - Comparative evaluations
- Establish supervisor accountability
 - Track over time
 - Document rationale

Resources

- What Works: Gender Equality by Design by Iris Bohnet
- Gender Action Portal <http://gap.hks.harvard.edu>
- Women and Public Policy Program wappp.hks.harvard.edu
- Women's Workforce Council of Boston
- Applied www.beapplied.com
- 07 Steps to Conscious Inclusion – ManpowerGroup
<http://www.manpowergroup.com/workforce-insights/world-of-work/women-leaders>
- Women and Hunger – 10 Facts <http://www.wfp.org/our-work/preventing-hunger/focus-women/women-hunger-facts>
- The Global Gender Gap Report 2015: World Economic Forum
- White House Office of Science and Technology Policy – stay tuned!
<https://www.whitehouse.gov/administration/eop/ostp>

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The End

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