Leading to Foster Diversity

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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)
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
Dow example

- 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
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
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
Dow example

INCLUSION

Cognitive Diversity

- Gender
- Ethnicity
- Sexual Orientation
- Disability status
- Veteran status

Foundational Diversity

Orientation for Inclusion Champions
For People Development Teams (PDT)

Identify the Elephant in the Room

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 organizational leader to ensure leaders could integrate quality & diverse voices.
- My current colleagues are different in terms of culture, gender, nationality, and expressions of identity, etc.
- When I have an idea that is different, I am open to hear the ideas of those who are implementing the ideas.
- I understand our roles regarding inclusive and non-inclusive behaviors.
- I am open to having challenging conversations related to unconscious bias training.
- I provide positive reinforcement to employees and colleagues when they demonstrate inclusive behaviors.
- I provide feedback to individuals or teams on how they can better advocate for diversity.
- I stand up for what is right and what is wrong.
- I encourage others to stand up for what is right and what is wrong.
- I provide feedback to individuals or teams on how they can better advocate for diversity.
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- I work with colleagues who are different from me in terms of background, gender, nationality, and expressions of identity, etc.
- I am open to learning about people who are different from me.
- I don’t let bias or stereotypes influence my behavior.
- I am not afraid of being challenged by colleagues or leaders.

Identify the Elephant in the Room
Promoting
Quotas, tokens and competition

- Merit first
- Critical mass
- Develop allies

The effect of voluntary political party quotas

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
- Women’s Workforce Council of Boston
- Applied [www.beapplied.com](http://www.beapplied.com)
- 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](https://www.whitehouse.gov/administration/eop/ostp)
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