

Unraveling Unconscious

BIAS

An interactive discussion with leading companies and researchers to learn the tools, resources, and data to implement real change within your company.

Insights
Feedback
Tools

How Women Lead

Insights

This June industry leaders and researchers came together over two nights to share the tools, resources, and data to implement real change to bias with companies.

CEO Julie Castro Abrams

challenged us to think deeply about what it is worth for us to get **bias** right.

*“What is the most basic of human needs? It is to **belong**. When you belong what happens? Lots of great chemicals make you happy, and if you don’t have to worry about belonging, you can be creative and spend your energy solving problems and getting things done. Tonight is about doing the right thing for each other, for our companies, for our government and for our children. The culture we want to create and leave as a legacy.”*

It’s time we go beyond awareness of unconscious bias to identify successful strategies for change.

This year it became clear to companies that shareholder and employee activism are real and costly. Asset managers and legislatures used their power to demand change to workplace and boardroom culture and diversity.

FACT: When companies successfully address unconscious bias, they:

- Promote intellectual curiosity
- Attract and retain top talent
- Improve performance and decision-making
- Increase innovation

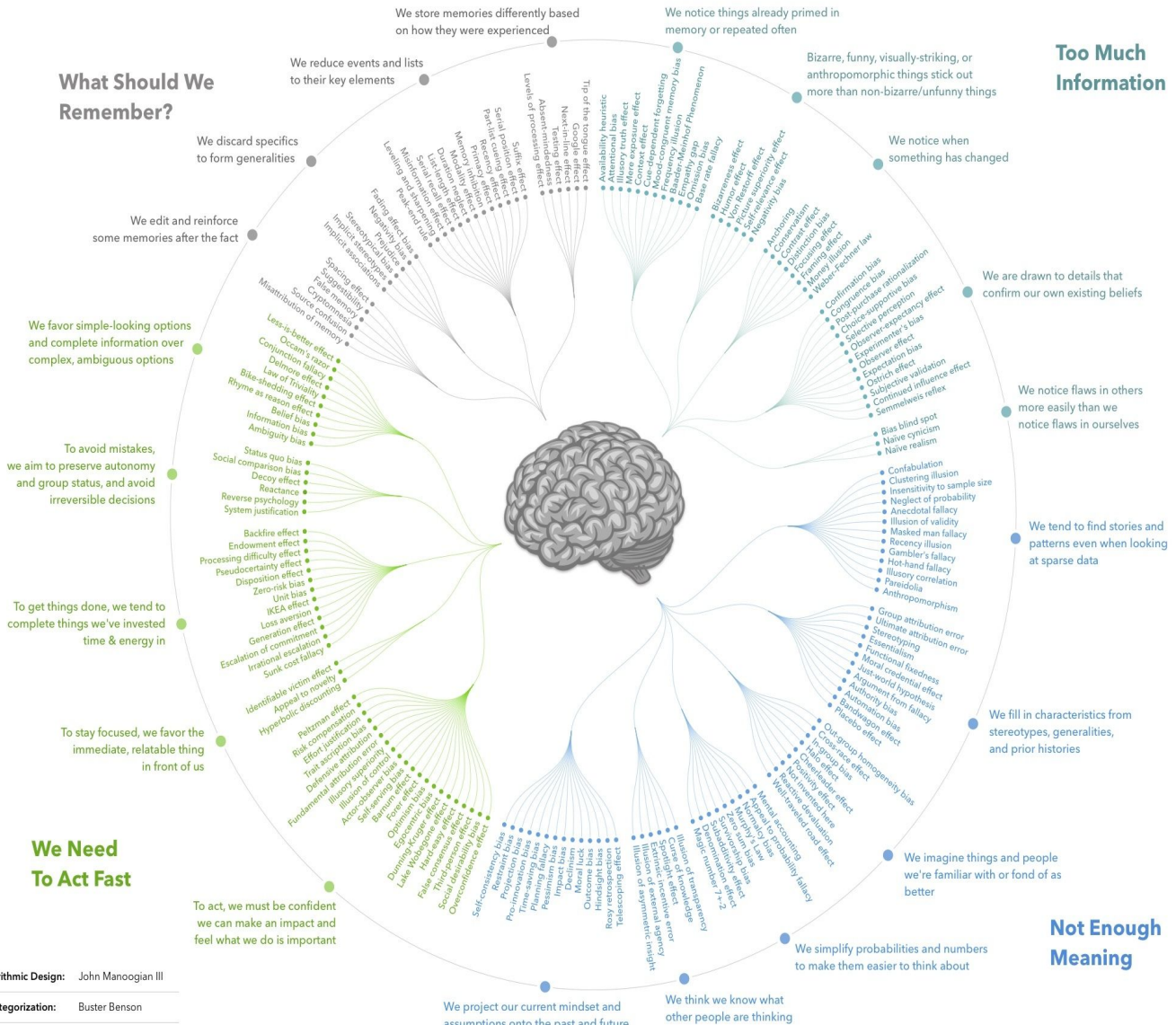
Real change starts with leadership and is combined with team and products.

Recent Bold Moves:

- Asset management firms requiring 2 women directors on public boards and reporting on the culture and public sentiment. “Culture beats physical assets with 52% of corporate value.”
- SB826 in California requires 3 women directors by 2021
- Pending: AB241-243 in California - Regular implicit bias testing and training for healthcare professionals, judges and peace officers, with standards for implementation

There are 188 documented biases; most serve us to move through the world but can also create blind spots impacting performance and interpersonal relationships.

COGNITIVE BIAS CODEX



Visual & Algorithmic Design: John Manoogian III
 Concept & Categorization: Buster Benson
 List of 188 Cognitive Biases: Wikipedia

designhacks.co

What Are Your Biases?

Take a Test to Discover Your Bias:

<https://implicit.harvard.edu/implicit/takeatest.html>



Featured in the documentary *bias*

Project Implicit is a non-profit organization and international collaboration between researchers who are interested in implicit social cognition - thoughts and feelings outside of conscious awareness and control. The goal of the organization is to educate the public about hidden biases and to provide a “virtual laboratory” for collecting data on the Internet.

Costs of Bias

The New York Times

Exposing the Bias Embedded in Tech

Procter & Gamble continues to fight racial bias with 'The Look'



by Lindsay Stein
June 17, 2019

Racism allegations lead U.S. smoothie chain to require staff training

Monday, June 03, 2019 3:48 p.m. EDT

BUSINESS ▶

Starbucks Argues Trans Woman's Misgendering Isn't Bias

Byron Allen's racial bias suits against Comcast, Charter are now before the U.S. Supreme Court

by Bob Fernandez, Updated: April 1, 2019

ENGAGEMENT:

Employees at large companies who perceive bias are nearly three times as likely (20% vs 7%) to be disengaged at work.

[Gallup estimates that active disengagement costs U.S. companies \\$450 billion to \\$550 billion per year.](#)

RETENTION:

Those who perceive bias are more than three times as likely (31% to 10%) to say that they're planning to leave their current jobs within the year.

INNOVATION:

Those who perceive bias are 2.6 times more likely (34% to 13%) to say that they've withheld ideas and market solutions over the previous six months

The Business of Inclusion

Research from Deloitte of 1000 companies showed that the highly inclusive organizations:

- Generate 2.3 times more cash flow per employee
- Generate 1.4 times more revenue
- Rate themselves 170 percent better at innovation
- Are 180 percent better in their ability to adapt to change
- Are 120 percent more capable of meeting financial targets

[McKinsey](#) coined unconscious bias as the **12 trillion dollar issue**, suggesting that by advancing women's equality would add this much value to global GDP by 2025.

How Slack Built A People First Company Culture

February 28, 2019

Four parts of Slack's company culture that we can learn from.

1. Be there for your employees.
2. Build a community, not just a company.
3. Don't just treat diversity as a buzzword or a hopeful intention – make structural changes to *ensure* diversity.
4. Finally: keep learning.

BUSINESS
Slack IPO starts trading at \$38.50 for \$23 billion valuation
CHRIS O'BRIEN @OBRIEN JUNE 20, 2019 10:23 AM

Program Insights



“Understanding bias is understanding yourself first. You have to do the work internally before you flip that script and ask somebody else to do it for themselves.”
-Carin Taylor, Chief Diversity Officer, Workday



“It all goes back to culture. It has to be part of the company culture; working with your HR team, make sure its in onboarding, continual training. This has to be part of the regular discussion about what is going on and that it gets reinforced...For this to work it has to open and inclusive.”
-Brian Hetherington,
Chairman, ABD Insurance & Financial Services

“I think organizations today need to invest in teaching people how to talk about the hard stuff. We don’t do enough of this and things are way more complex today.”
-Steve Cadigan,
Talent Advisor, Cadigan
Talent Ventures



“In order to tackle unconscious bias (which stems from our brain’s automatic reactions to people based on our unconscious or implicit thoughts), we need rewire our brains by getting to know each other.”
-Patti Perez,
VP of Workplace Strategies,
Emtrain; Author, *The
Drama-Free Workplace*

Recommended Actions



Professor Alvin Tillery argues that every organization needs a **Diversity Creed**. **Five key leadership pillars** are required to build a Diversity Creed:

Common Purpose
Research
Equanimity
Empathy
Deliverables

Carin Taylor, Chief Diversity Officer at Workday, introduced 2 best practice concepts:

1. **SEE - stop, examine, empathize** before you jump into making decisions without all the necessary information.
2. **VIBE - how to value inclusion, belonging, and equity for all** - and how if you only VIBE for a few due to your biases, the more likely some groups in your company can feel isolated and ultimately decided to leave, ie. how bias can impact retention of key talent.



Recommended Actions



- Embrace humanness: Connecting as a human, being relentless, understanding the unique nature you bring, share experiences with those who are empathetic
- Embrace diversity: Empower women to find the balance between authenticity with pressure for likeability
- Build a diversity team: Convincing the leadership and start with the willing and committed. Build your reputation, your advocates, and back it up with data.



- Implement 1-on-1 walk around to get to know each other, sharing life experiences would be helpful
- California [legislatures](#) are spearheading solutions and using their power to demand change to workplace culture and diversity. The California Assembly is currently voting on 3 new bills mandating implicit bias training and testing for healthcare, law enforcement and judicial system professionals.

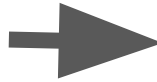


Understanding the Problem

Getting to Solutions....

Racial Profiling Quick Stats

1. African-American/Black drivers are twice as likely (4.5% vs. 2.1%) to be arrested during a traffic stop. (The Leadership Conference)
2. 65% of Hispanic drivers are likely to receive a ticket during a traffic stop. This is higher than Caucasian/White drivers (56%). (The Leadership Conference)



Create protocols and checklists for various law-enforcement situations that can help remove bias from the situation.

White-Collar Employment in the U.S.

■ Women ■ Men

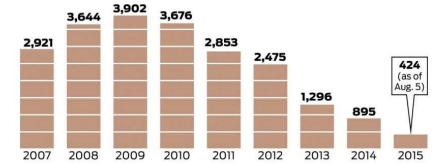


GRAPHIC BY BLOOMBERG BUSINESSWEEK; DATA: U.S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

In Oakland new use-of-force trainings, updated foot and vehicle pursuit policies to keep officers out of dangerous situations and the full implementation of the body camera program brought results.

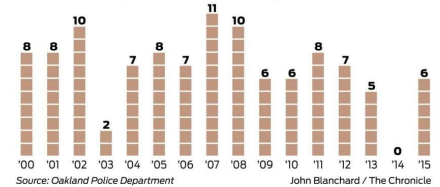
Oakland Police Department Use-of-force incidents

Use-of-force incidents reported by Oakland police officers have steadily declined since 2009.



Officer-involved shootings

Shootings involving OPD officers have declined after 2013, although there has been a spate of incidents over the past few months.



Source: Oakland Police Department

John Blanchard / The Chronicle

“The Anti-Mommy Bias”

The Anti-Mommy Bias

BY NANCY FOLBRE MARCH 26, 2009 6:18 AM

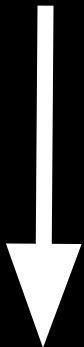
“Considerable evidence suggests that maternal responsibility intensifies gender stereotyping in harmful – and often illegal – ways.”



FIGHT FOR POLICY CHANGE

Passing policies like paid family leave and access to affordable child care are impactful.

The Paycheck Fairness Act has passed both the House and the Senate although not yet in the same session.



"In addition to ensuring that members of the Board of Directors and executive management team are diverse, company policies related to parental leave, corporate social responsibility, and transparency all contribute to the creation of an empowered and included workforce."

- Nirav Tolia, Sarah Leary & Prakash Janakiraman, Nextdoor

BRIEF

Virtual reality goes after unconscious bias

Virtual Reality Solutions available:

- [Belonging](#)
- [Equal Reality](#)
- [Vantage Point](#)
- [Through My Eyes](#)
- [Team Building I VR](#)

“By immersing people in realistic situations, virtual reality could finally offer companies a way to change behavior and make the workplace safer and more inclusive. “It’s the missing piece of walking in someone’s shoes.””

RHONDA BRIGHTON-HALL, CEO AND FOUNDER OF MWAH

“Employers are increasingly turning to VR for various training needs, whether its [compliance training](#) or [professional development](#).

And while there are many ways companies can [harness technology to reduce unconscious bias](#), VR may have its advantages. It could allow recruiters and supervisors to walk through scenarios and learn ways to prevent bias when evaluating candidates or managing employees. Moreover, because the learning is done an environment free from repercussions, employees may be more receptive to it.

Companies around the world understand the importance of increasing diversity in hiring and promoting employees. With more diversity comes more perspectives and innovation – something key to the business agenda today.”

- Tess Taylor, CEO of HR Knows

Further Reading & Links

[Medium](#)

Don't Talk about Implicit Bias Without Talking about Structural Racism

[AdAge](#)

P&G goes from 'The Talk' to 'The Look' to illustrate the unconscious bias that plagues black men

[Harvard Business Review](#)

If There's Only One Woman in Your Candidate Pool, There's Statistically No Chance She'll Be Hired

[Los Angeles Times](#)

As diversity progress in Silicon Valley stalls, advocates call for a new approach

[Washington Post](#)

What Starbucks could learn from this Washington restaurateur about race at work

[Fast Company](#)

Why Productive Teams Have 3 Kinds Of Diversity

[McKinsey](#)

Why diversity matters

[New York Times](#)

Is Blind Hiring the Best Hiring?

[Forbes](#)

Diversity and inclusion matters to the workforce of the future.

[Bloomberg](#)

New numbers show the gender pay gap is real.

[The Seattle Times](#)

To attract and retain women in tech, bias education is prerequisite.

[WRAL Tech Wire](#)

The bottom line: Lack of women in STEM is costing companies money.

[The Washington Post](#)

Black lawmakers visit Silicon Valley to press Apple, Twitter and other tech giants on diversity.

[The New Republic](#)

The internet women made.

[LA Times](#)

As diversity progress in Silicon Valley stalls, advocates call for a new approach

[The Atlantic](#)

How Slack Got Ahead in Diversity

How
Women
Lead