The Inclusion Delusion

Unconscious Bias - the real way to make it impact your inclusion agenda

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#likemorepeople
Level one bias

Can be anything that can cause another human to be filed in my in-group or out-group.
Level two bias

...the values/beliefs and motivations I attribute to any group or individual based upon...

My own values/beliefs and motivations

So they must be right!
Bias submerged in the subconscious

Hidden biases

Recognition of hidden biases

Complete awareness of bias

Tipping Point

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The Science of Bias

11 million bits of information

Conscious process: 40 bits of information

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Conscious Social Categorisation

- Conscious
- Controlled
- Can be the basis of prejudice and discrimination
Subconscious Social Categorisation

- Promotes out-grouping and affinity group reality
- Basis of prejudice and discrimination
- Illogical
- Mostly unaffected by behavioural training
- Sacrifices sophistication for speed
Who would be most/least likely to...

Have time off regularly?

Expect you to work 24/7?

Be the next Chief Executive Officer?

Be at your house for dinner?

Consider your **reactions** and **feelings** during this exercise;
Could this be demonstrating some **unconscious bias**?
1. Sort your taxonomy!!
IncluDiversification

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Ernst and Young Research on White Men

- Third of men have felt excluded at work
- Two thirds of men feel that their company focus on diversity has no business significance
- Half felt excluded from diversity programs
- Over a quarter said they are not comfortable using work life balance benefits such as paternity or agile working arrangements
- Over sixty percent feel they are now likely to be overlooked for advancement
2. Understand the unwritten rules in your processes

Exploring Bias in all stages of the employee lifecycle.
3. Add a nudge

Behavioural Nudges

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4. Measure Inclusion
Self Reference Guides - Inclusive Hiring

Inclusive Hiring

Review
- We each have a responsibility to lead more inclusive practice so that we hire the most skilled and talented people.
- To do that we need to be particularly mindful of the effects of bias in every aspect of the hiring process.

Things to remember
- Notice the mental model you may have created for the ideal candidate - remember they can be extremely different from your expectations and still have the skills and capabilities required.
- Avoid complexity and subjective language such as "a good fit", "lots of experience". Focus on the skills and capabilities.
- Be aware of your emotional responses to people (or to information about them). Question the responses. Ask, "What else should I know?" (to avoid assumptions or test biases)

1. Hiring Paperwork
2. Candidate Outreach
3. Short-listing
4. Interview & Assessment
5. Candidate Calibration / Moderation

Decision

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Continuing the Conversation

Welcome to the Conversation Guide

How to use the guides
- The guides help you to take an inclusive and inclusion conversation for your team.
- Follow the steps in each guide to expand materials.
- Use the guides to lead activities & discussions and share actions and outcomes.

Why we are focusing on inclusion
Inclusion is a shared priority. We’re creating an environment where everyone has the opportunity to succeed and thrive.

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Inclusive Performance Management

7 questions to ask yourself before a formal appraisal discussion, or a casual conversation about performance or career.

Personal Biases and Relationships

Supporting Tool 1

Biases that can impact on decisions and relationships

- Framing Bias: Our natural tendency to look for associations and to treat people positively when we see characteristics, behaviors and traits in others that we can connect with.
- Confirmation Bias: How we are selective, and only look for information to confirm our beliefs, often overlooking the contrary evidence in the process.
- Recency and Similarity Effect: A judgment based only on the more recent or most available information/seems rather than the facts over the whole relevant period.
- Confirmation Bias: More people will tend to overestimate, and offer examples, their achievements. This may be a result of personal or cultural perspectives around self-promotion.
- Experiential Bias: Opinions and decisions that are influenced by cultural norms or "common sense" e.g. the cultural stigma of remote working may mean an individual’s capability is underestimated.

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5 core discussion toolkits

4 self reference guides
5. Make it a part of the performance review
6. Make it...
7. Ensure EVERY people manager can speak to their own business case
THANK YOU

To learn more about our conference sessions, workshops and digital learning please contact info@pdtglobal.com / +44 (0) 203 011 5569