

Parade Talk

{ Eliminate Unconscious Bias at work }

Unconscious Bias by our context, environment

/ Bigger & also relevant for other context]

→ The leaders Guide to unconscious bias

Who are you?

- | | |
|--------------------------|--------------------|
| Ox. I am 45 years old | I am with |
| O I am German | compared to many |
| Ox. I care about health, | other cultures |
| Ox. I am vegan | I am more |
| Ox. I have kids | I am with children |
| Ox. I am of white color | |

45 years old

gets in my way → people either too careful or not at all

Where from? → Social interaction
 - group
 - lay learning
 - German history
 - experience

What is my origin story behind a bias I have?

4 steps to tackle unconscious bias

(1) Identify bias

(2) Cultivate connection → teach out

(3) Choose courage

(4) Apply to entirety of a career / talent lifecycle

① What? When? [see prev. exax]

Attribution bias: Judging oneself by intentions but others by results

② Work with empathy & curiosity to get behind own assumptions
 - mentoring → to support here
 - coaching

③ Choose courage →

Courage to understand where I am biased.

→ Step back: What am I thinking?

→ harness the power of community
 - employee resource groups
 - promote self care

④ And repeat

Talent lifecycle → from technicality through development ... pronounces.

One week to show vulnerability

→ in all 4 steps

vs. perception as a leader we should not be vulnerable

Impact of behavioral mode

use this model to access your own feelings on a topic & also to understand others

Bias Progress Model

① Identifying bias

② Cultivate connection

③ Choose courage

The identity model

Four pillars of courage

→ Courage to identify bias

→ Courage to cope → whether the receiving end of bias

→ Courage to be an ally

- help others

→ Courage to advocate

- take decisions especially when in position of power

→ Network audit

→ different - same

→ 1 2 ... 10

category | | | |

age group | | | |

color | | | |

physical appear. | | | |

education level | | | |

political view | | | |

expertise | | | |

family status | | | |

religion | | | |

gender | | | |

sex orient. / identity | | | |

national origin | | | |

socioecon. status | | | |

personality | | | |

ask yourself | | | |

→ What do you notice?

→ How does who I connect with affect my influence?

II What is System bias?

What are the systems that shape our organization?

- Intent/Goal
- Who creates it
- Who is excluded

Systemic injustice

- inequity/injustice in a system

System design

- building blocks
- how it is created
- who designs it

white supremacy thinking ...

- white people receive a special favor

- Set ground rules to confront bias
- get more connected with people
- practices of innovation/creation → is it inclusive?

People have to be anti-racist

& the company can hold them accountable

Calling it anti-racist → implies that they have been racist before

Perceived
Dishonesty

Allyship as training for becoming an advocate

III How to do diversity?

1. Building an inclusive organization

- more creative / innovative
- more engaged employees
- earn more money

⇒ diversity groups | → groupthink
 → fewer original ideas
 → scare away fresh talent

 The Ladder of Cultural competence
 ... from unconscious incompetence
 to conscious competent

Hiring: • anonymized selection process
 • diverse hiring committee

Gender pay gap: • payment transparency
 • payment committee

People who need to work on it are WHITE men

• Create a mentorship program for career support for minority employees

! Technology embeds racism & biases by their developers

Textio → flags job descriptions

Watxx → to anonymize applications

IV Declare your intention

6 management pitfalls

Inclusivity

Inclusive → a leader who celebrates diverse perspectives & makes sure everyone feels a sense of belonging

Team gains diversity with 100% diversity aspects

Type: Meritocracy Manager

most engaged workers are 20% more productive & 22% more profitable

Lessons for managers:

- # Playing field is not level
- # Systems creates inequality
- # We live in a post The Too world

Type: Culture Creators

Just looking at culture is a recipe for disaster
→ Create too homogen. organiz.

Inclusive organ. are:

- 6x likely to be innovative
- 6x likely to anticipate change
- 2x likely to meet/exceed financial targets

1. Create a culture that emphasizes both uniqueness AND belonging

SILT - support, empathy, learning, fairness

TEAM - transparency, empowerment, alignment, motivation

Type: Redeem Player

- often coming from 1D background & paved their way through tough times

↳ empathy, learning, aligning to cover a team players focus to protect power

Type: White Knight

Someone who wants to swoop in and come to the rescue of a person in need - e.g. helping a mother to take care of kids while she did not ask for it

& fairness & empowerment & get rid of low value assignments e.g. coffee making

Type: Shepherd

Seem to be playing favorites

- involve empathy & transparency

↓
equal care

Type: Optimist

want diversity, but actions fall short

- support & motivation

↳ set public goals

VI. Help your team feel safe

EBF The four stages of psychological safety [Timothy R. Clark]

Psychological safety

→ needs a team leader or coach knowledgeable about it

Stage 1: Inclusion safety

• everyone deserves respect & to be included

• suspect judgement initially to encourage inclusion

Stage 2: Safety to learn, make oneself vulnerable & make mistakes

• minimize feeling that being wrong is bad

• minimize expectations that feedback only happens as punishment

→ reward participation independent of being right or wrong

& recognize (immeasurably) risk someone takes by contributing

Stage 3: Contributor safety

to put learning into practice

→ to earn it by demonstrating your capability. Become trusted you can do it

- (1) Get to know strengths & weaknesses
- (2) Curb out speaking true - talk less
- (3) Share big picture & let them collaborate

Stage 4: Challenger safety

eliminate as many unknowns for the team as possible to make it easy to voice criticism

Assign dissent! Change a few people to find problems AKA Tiger teams

→ go where work happens
→ know your team members

Role of active dissenter