

Promoting a Positive Work Environment & Harassment Prevention Training

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Diversity vs. Inclusion

◆ DIVERSITY

Who you are – the “numbers”

- How many people with different social identities in the workplace?

◆ INCLUSION

What you do – the “process”

- Removing hidden barriers, interrupting implicit bias
- Leveraging diversity to gain a Competitive advantage

Diversity vs. Inclusion

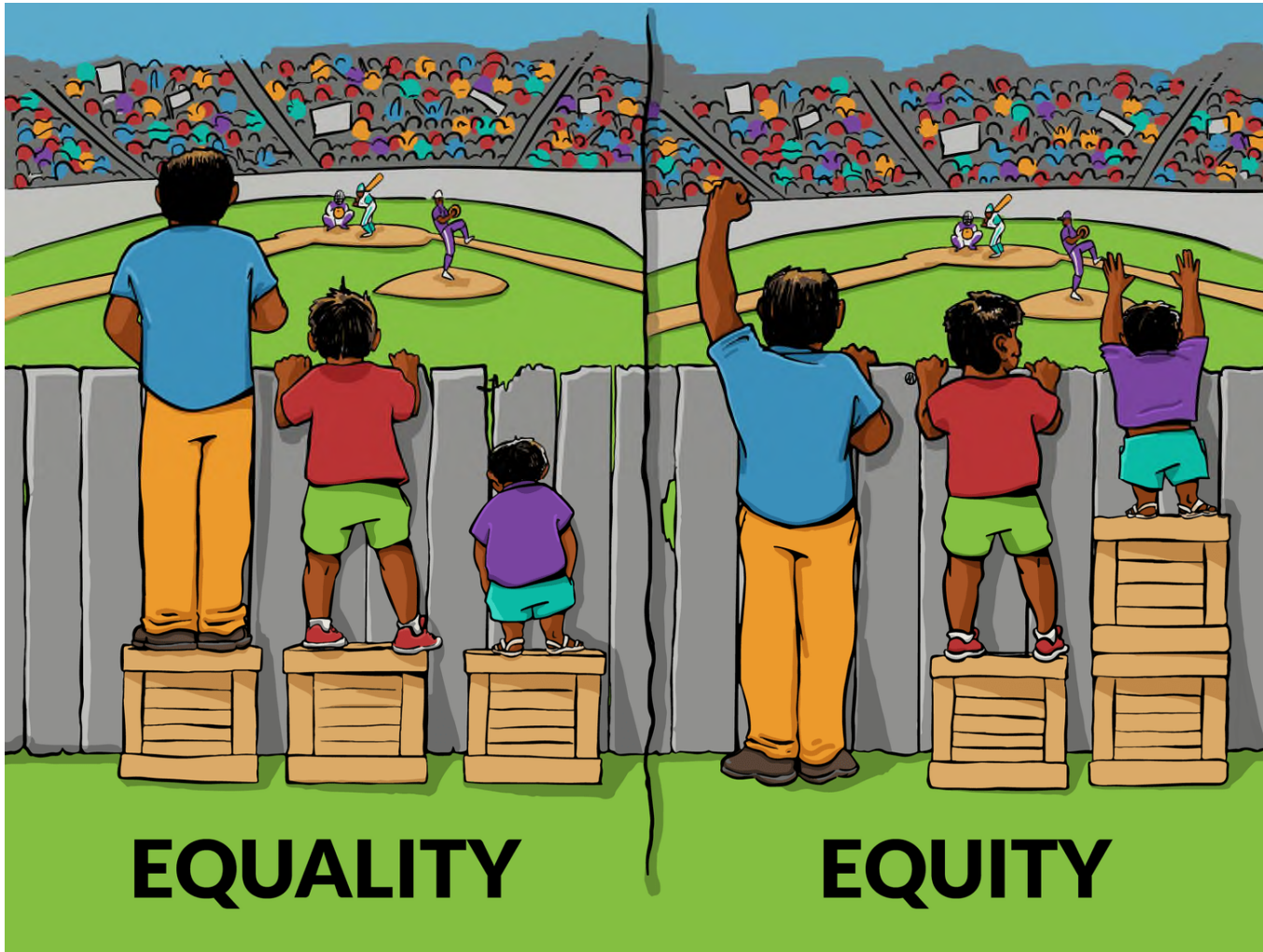
◆ DIVERSITY

- Recruiting – get the numbers up
- **Workforce***
- Some
- Compliance (what not to do)
- Count people

◆ INCLUSION

- Retention and advancement
- **Workplace***
- Everyone
- Leveraging talent (what to do)
- Make people count

Equality vs. Equity



WHAT IS “DIVERSITY” IN THE 21ST CENTURY?

An iceberg diagram where the tip above the water line represents visible diversity factors, and the much larger part below the water line represents less visible factors. The water line is a horizontal line across the middle of the iceberg.

age
gender ethnicity
race appearance/health
sexual orientation physical/mental dis/abilities
marriage status
religion personality education level
political beliefs geographic background
parental status lifestyle
seniority/leadership role occupation
socio-economic status veteran status
communication style

We all have multiple, intersecting identities.

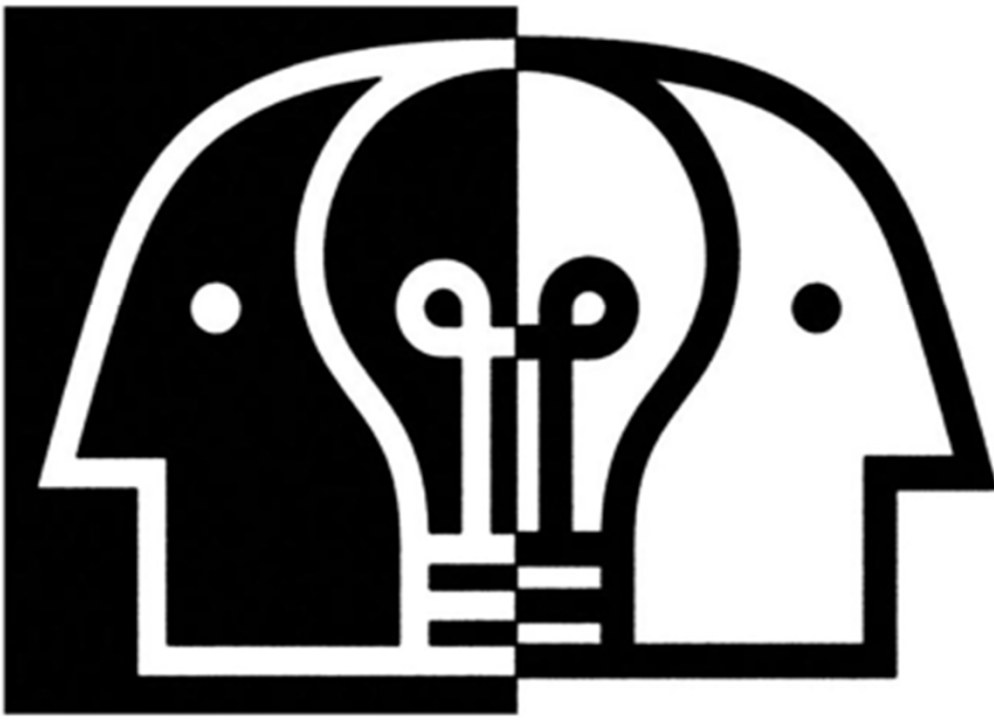
Diverse, Inclusive and Equitable Workforces Are...

- ✓ Smarter
- ✓ Reduced Blind Spots
- ✓ Increased Financial Performance
- ✓ Increased Innovation
- ✓ Better Engagement
- ✓ Higher Productivity
- ✓ Better Retention

Diversity Makes Us Smarter

Diversity Makes You Brighter

By SHEEN S. LEVINE and DAVID STARK DEC. 9, 2015



Diverse groups were 58% more accurate than homogenous groups.

“Diversity brought cognitive friction that enhanced deliberation.”

Matt Chase

© Kathleen Nalty Consulting LLC

Increased Financial Performance

Increase women, increase ROI.

Fortune 500 companies that had at least three women directors saw:



Return on invested capital increase by at least:



Return on sales increase by at least:



Average return on equity increase by at least:



“The Bottom Line: Corporate Performance and Women’s Representation on Boards,” Catalyst (2011) - based upon 4 year average 2004-2008

Your Applicants Care

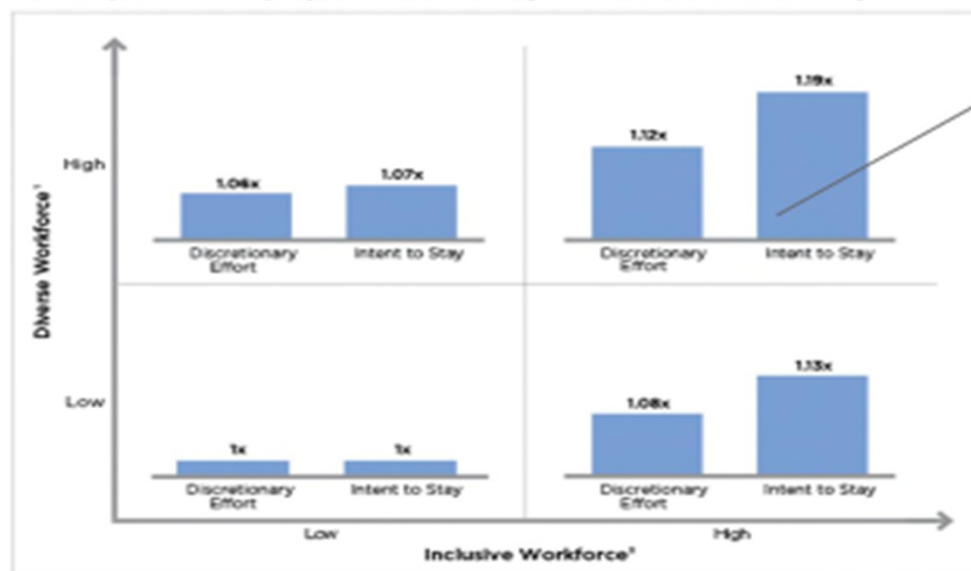
Applicants care about diversity. A survey by Glassdoor found that 67% of people weigh diversity as a factor when deciding where to work. This becomes even starker when looking at minority groups – 72% of women are interested in working in diverse workplaces along with 70% Latinx, 80% of Asian, and 89% of Black respondents.



Better Retention

D+I DRIVES CRITICAL BUSINESS OUTCOMES

D&I Impact on Employee Discretionary Effort and Intent to Stay



Source: CEB Corporate Leadership Council, Global Labor Market Survey, 2012.

In more diverse and inclusive workplaces,

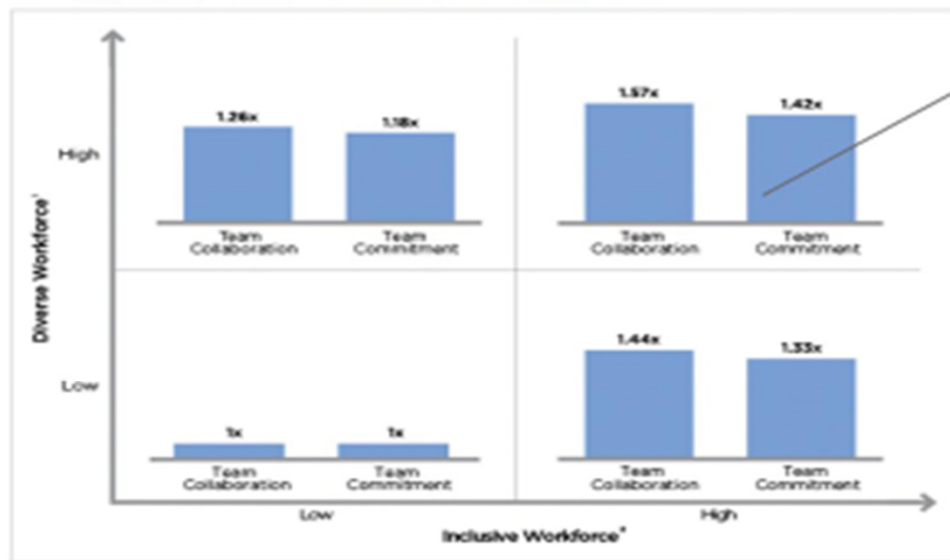
- individual discretionary effort improves by 12%
- intent to stay improves by 19%

"Creating Competitive Advantage Through Workforce Diversity: Seven Imperatives and Inventive Ideas for Companies That Want to Get It Right," Corporate Executive Board White Paper (2012)

Higher Productivity

D+I DRIVE CRITICAL BUSINESS OUTCOMES

D&I Impact on Team Processes and Outcomes



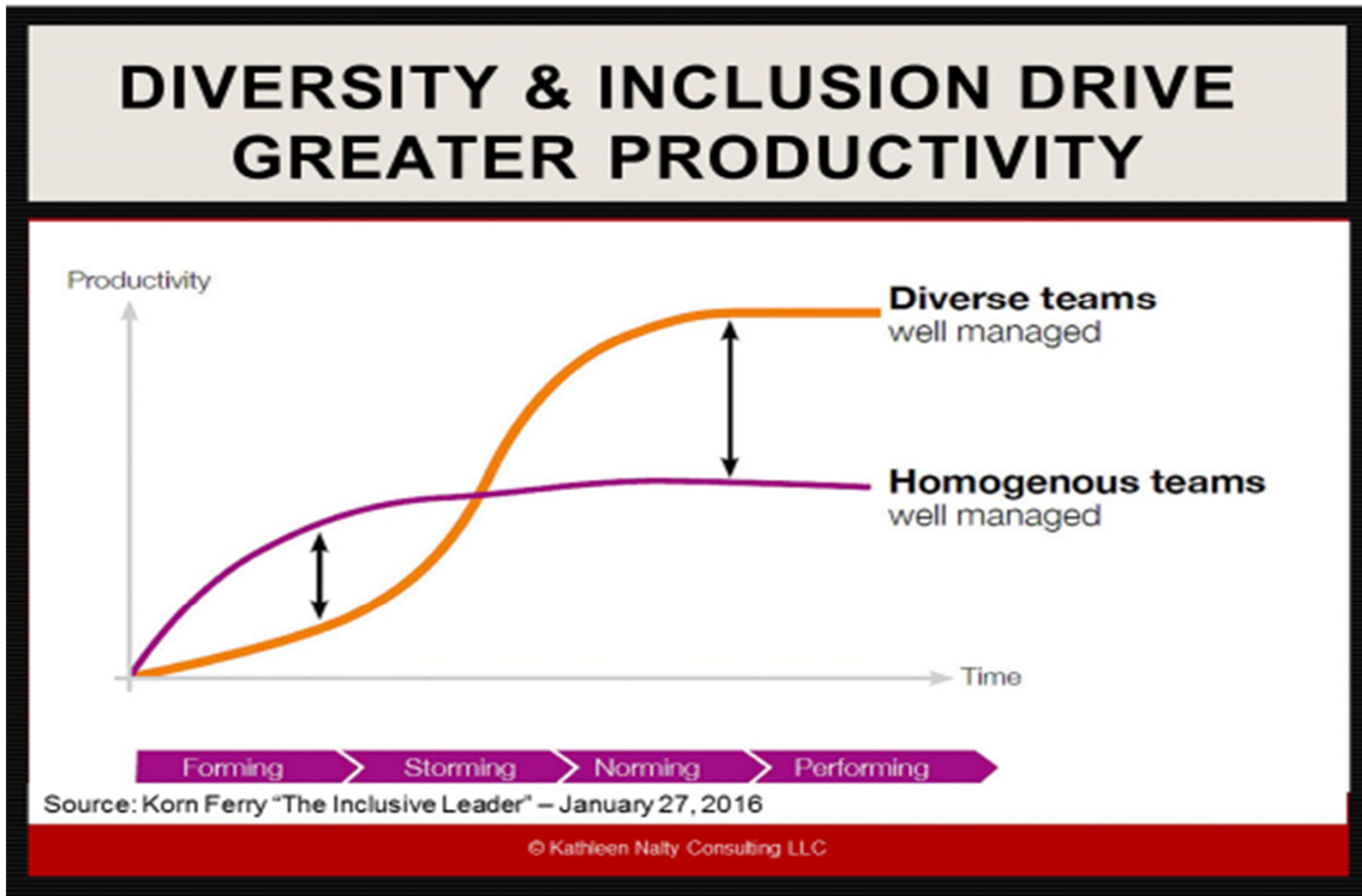
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In more diverse and inclusive workplaces,

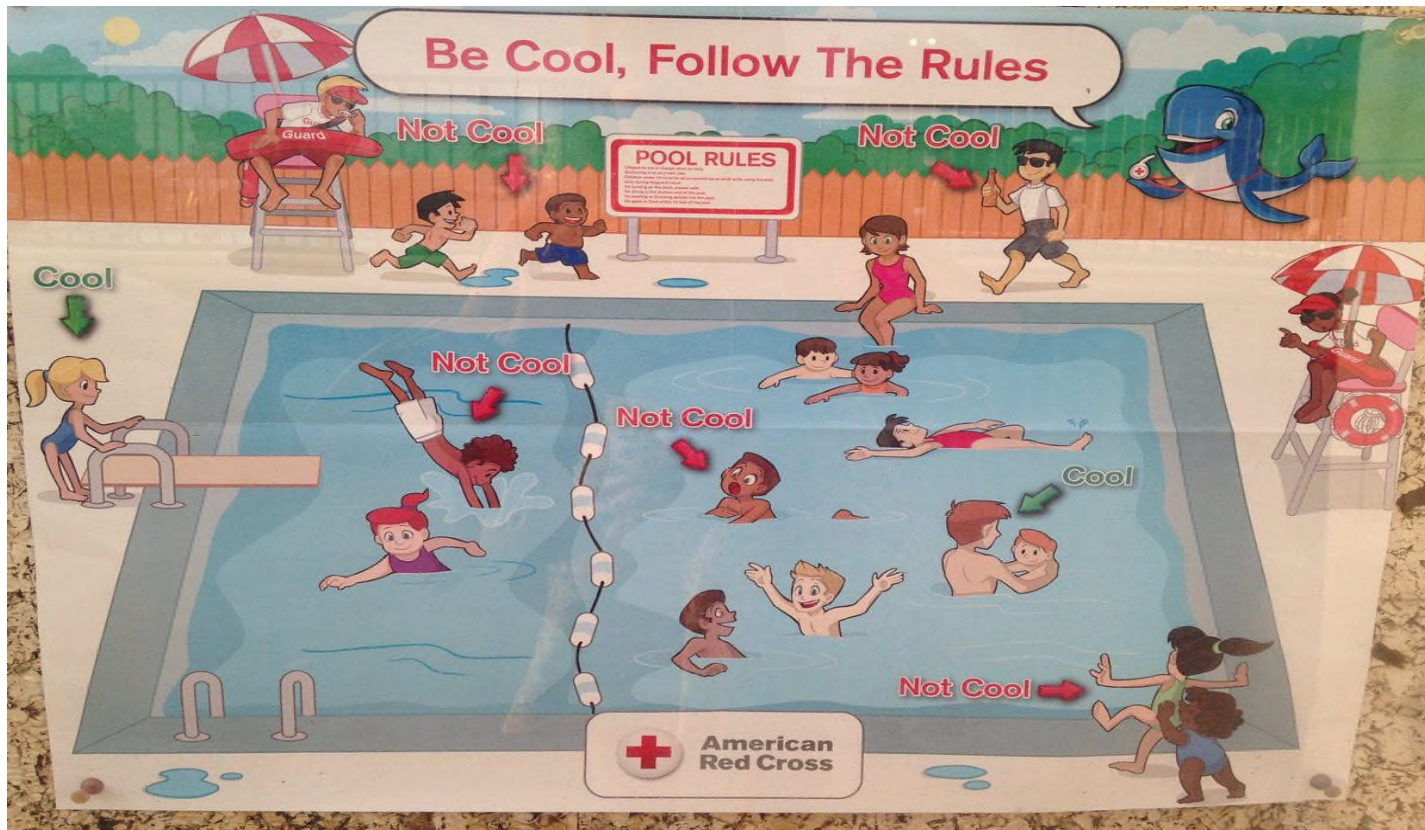
- team collaboration improves by 57%
- team commitment improves by 42%

"Creating Competitive Advantage Through Workforce Diversity: Seven Imperatives and Inventive Ideas for Companies That Want to Get It Right," Corporate Executive Board White Paper (2012)

Higher Productivity



Blind Spots: American Red Cross poster

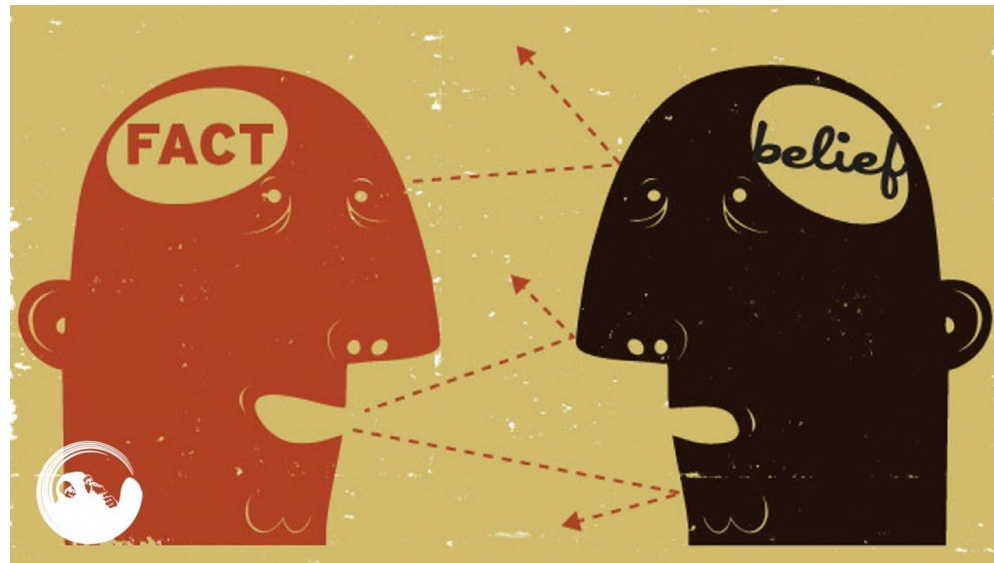


Blind Spots: Dove Soap Ad Campaign



Unconscious Bias

- ◆ Bias
 - Conscious *and Unconscious*
- ◆ Everyone has one!



Unconscious Bias (Thoughts)

◆ 80%+

- automatic, impulsive, intuitive, “gut instinct”



Filling in the Blanks

- ◆ Unconscious mind influenced by:
 - Family History
 - Personal Experiences
 - Personal Values
 - Educational Experiences
 - Historical Influences
 - Cultural Influences – especially media

Unconscious Thought is Very Valuable

- ◆ Shortcuts & categories
 - Save time and energy
 - Help us make sense of the world
- ◆ Efficiency comes at the price of accuracy

TWO PERSONS AT THE SAME TIME

Conscious

Firm belief you do not treat people differently based on their identities

Unconscious

Implicit bias and stereotypes influence your behavior without you even knowing it

If You are Human, You Have Unconscious Biases

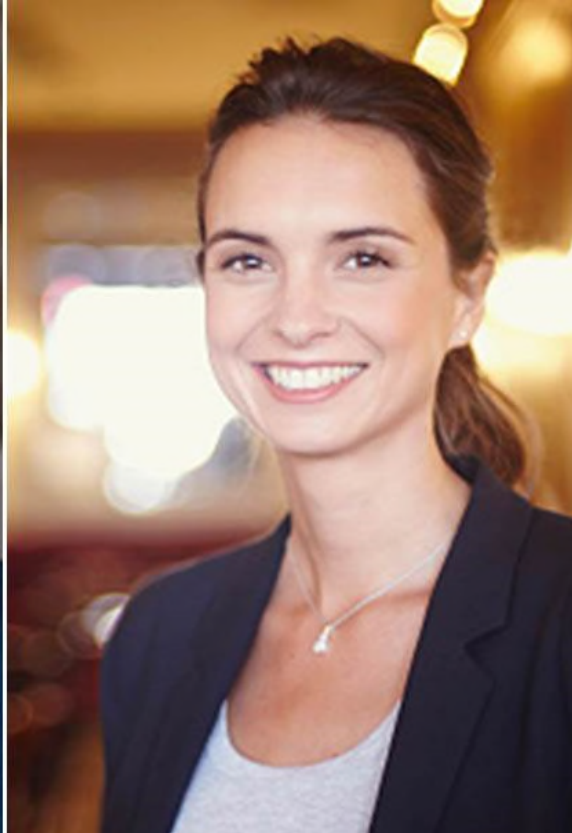
Social Biases

- ◆ Ableism
- ◆ Sexism
- ◆ Classism
- ◆ Racism
- ◆ Ageism
- ◆ Sizeism
- ◆ Heterosexism
- ◆ Religious Imperialism
- ◆ Rankism

Cognitive Biases

- ◆ Illusion of Objectivity
- ◆ Availability Bias
- ◆ Attribution Bias
- ◆ Anchoring Bias
- ◆ Confirmation Bias
- ◆ Affinity Bias

Consider this.....





COGNITIVE BIASES

A cognitive bias is a systematic error in thinking that affects the decisions and judgments that people make.

Illusion of Objectivity

- ◆ A type of unconscious bias that keeps us from fully acknowledging our biases
 - Assuming we're not biased makes us more biased*
 - Color-blind, gender-blind, age-blind, etc.
- ◆ **Interrupt it > actively doubt your objectivity**

* Uhlman, E.L. & Cohen, G.L. "I Think It, Therefore It's True": Effects of Self-Perceived Objectivity on Hiring Discrimination," 104 *Organizational Behav. & Hum. Decision Processes* 207, 210-11 (2007).

Resume Study

Lakisha & Jamal vs. Emily & Greg

- ◆ White-signaling names received 50% more callbacks



“Are Emily and Greg More Employable than Lakisha and Jamal? A Experiment on Labor Market Discrimination” The National Bureau of Economic Research (2003)

Availability Bias

- ◆ Top of mind - estimating what's more likely based on availability in memory
- ◆ **Interrupt it > don't default to what's top of mind**



Attribution Bias

- ◆ Infer causes of events or behaviors
 - In-group judged as individuals (you make excuses for your in-group)
 - Out-group judged by group stereotypes (no excuses)



Anchoring Bias

- ◆ The initial valuation influences the final valuation without you even knowing it.
- ◆ Interrupt it > make a check list of criteria even with ranking of importance just so you go through all facts



Confirmation Bias



“Where are you? I don’t see a Buick.”

Confirmation Bias

- ◆ Writing analysis study
- ◆ Thomas Meyer, NYU Graduate, 3rd year law firm associate wrote a research memo with 22 mistakes
- ◆ Diverse pool of evaluators: 23 women and 37 men/21 racially ethnically diverse attorneys in the pool of 60.
- ◆ Overall rating for white Tom a was 4.1 but 3.2 for African American Tom.
 - Twice as many of the spelling errors
 - More of the technical and factual errors marked in African American Tom's paper.

Affinity Bias

- ◆ Favoring people who are like you and have similar interests and backgrounds
- ◆ <https://www.ispot.tv/ad/7F3E/schick-xtreme-3-interview>



Unconscious Bias & Hidden Barriers

Hidden Barriers:

1. Networking opportunities
2. Information from internal networks
3. Work assignments
4. Mentoring and sponsors
5. Training and development
6. Substantive contact with clients
7. Access to decision makers
8. Social isolation
9. Receive inadequate feedback / “soft” evaluations
10. Denied advancement opportunities



WHAT CAN YOU DO?

Interrupt Unconscious Biases

Interrupt Unconscious Bias

First step: knowing where it is likely to happen

MORE LIKELY TO SHOW UP:

- Cognitive overload
- Time-pressured
- Stressful situations
- Unstructured processes
- Ambiguous situations
- Subjective decisions

Interrupt Unconscious Bias

GENERAL TACTICS:

- Remind yourself about impact of implicit biases
- Slow down decision-making
- De-stress
- Add structure to processes
- Embed bias-busters/Inclusion Nudges
- Add in oversight

Exercise Your “ABS”

- ◆ Awareness
- ◆ Behavioral Changes
- ◆ Structural Changes

Awareness

- ◆ Pay attention to surprises and times when your stereotypes were not correct
- ◆ Pay attention to discomfort
- ◆ www.youtube.com/watch?v=IYdNjrUs4NM

Behavioral Changes

- ◆ Seek our diversity
- ◆ Mix it up! Seek different experiences Oppose yourself on stereotypes
- ◆ Increase your motivation to be fair and unbiased
- ◆ Find commonalities with others
- ◆ Audit decisions for affinity bias
- ◆ Put yourself in other's shoes

BEHAVIOR CHANGES

Replace stereotypical images with counter-stereotypes



Mass Mutual TV Spot, 'Dad'



YES

Structural Changes

- ◆ Embed interrupters into City of Chicago processes and procedures
 - Let's go back to our circles of influence handout
 - Example: Name Blind Resumes, Formal Work Assignment Process, Formal Mentorship Programs, Promotion Criteria, Performance Review Oversight
 - <https://www.youtube.com/watch?v=2g88Ju6nkcg>

Unconscious Bias

- ◆ Unconscious bias in the workplace can result in the same negative consequences as conscious bias and discrimination.

Thank You

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