

**Mind Bugs and Management:
The nature and business impact of unconscious
bias in organisations**

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Employers Network for Equality & Inclusion

A bat and ball cost £1.10

The bat costs one pound more than the ball.

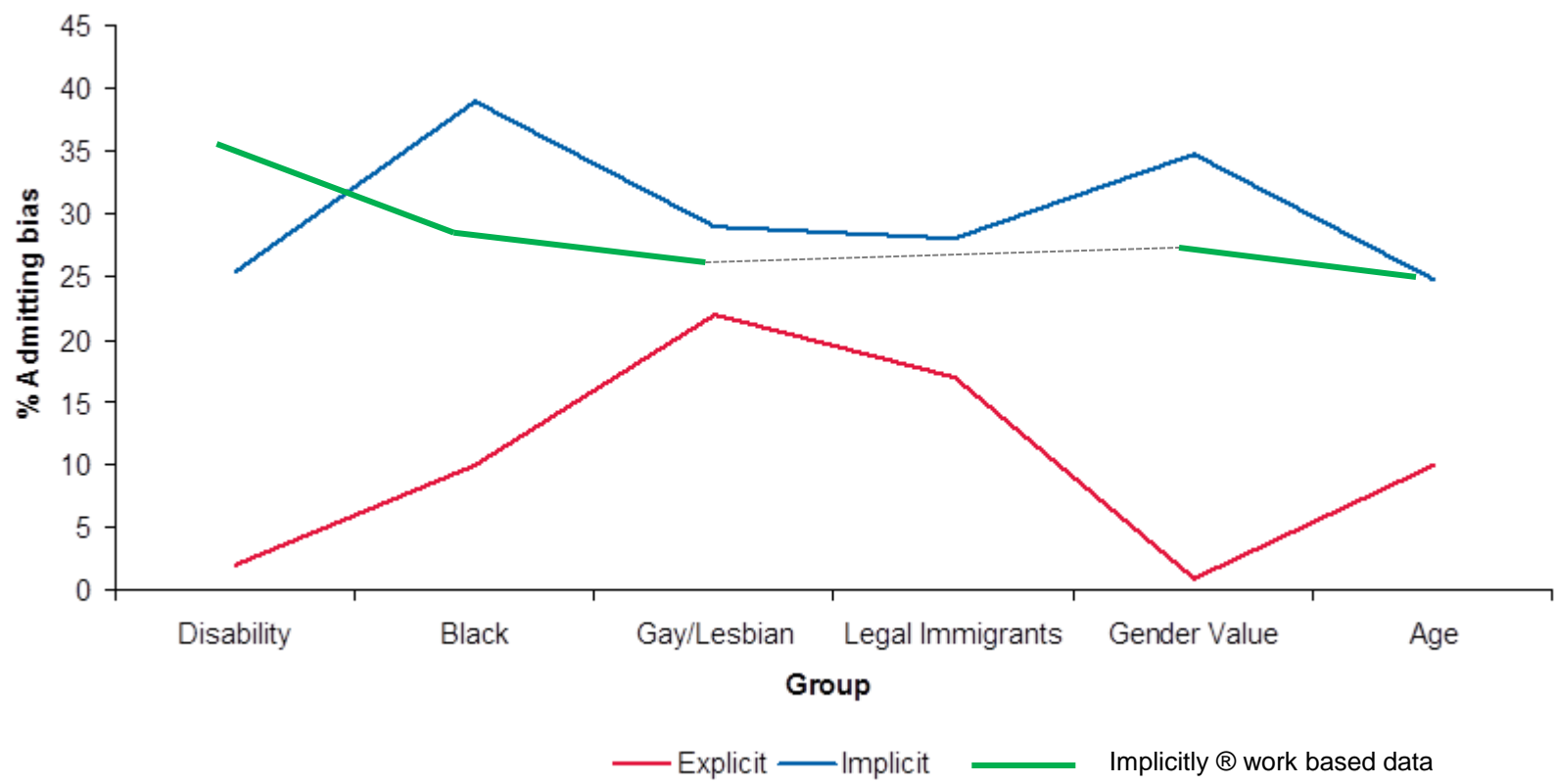
How much does the ball cost?



5 things you need to know about unconscious bias

1. Our brains use two 'thinking' systems that operate simultaneously
2. Our brains are designed to categorise
3. Biases become wired within the human brain
4. This wiring create a set of systematic thinking errors (biases)
5. Biases are learned through culture and experiences





(Abrams & Houston 2006) Jones, P 2005 Implicitly 3000

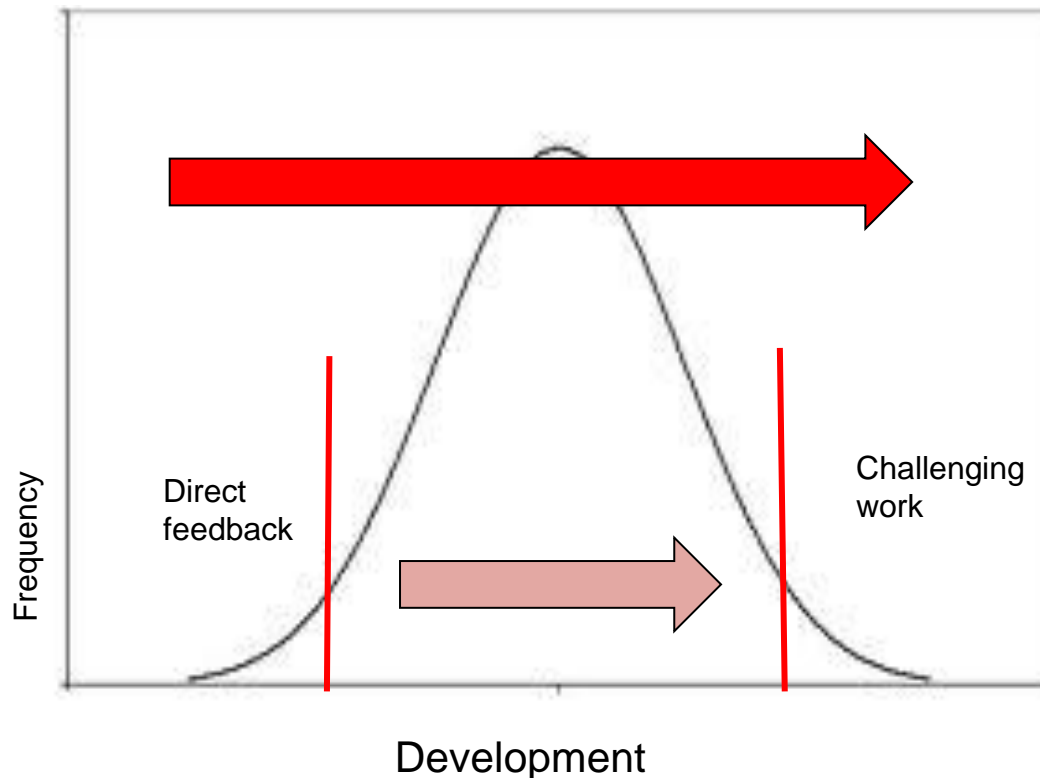
Affinity Bias

Individuals and groups gravitate to people like them...

Commonness leads to **Comfort** which leads to **Trust** and some people being seen as more **Competent**



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1. Recruitment
2. Team formation
3. Allocate work differently
4. Provide feedback differently
5. Valuing the opinions of people like us
6. Providing different informal support (including flexible working opportunities); coaching, mentoring and sponsorship
7. Networks

**Leads to performance
improvements**

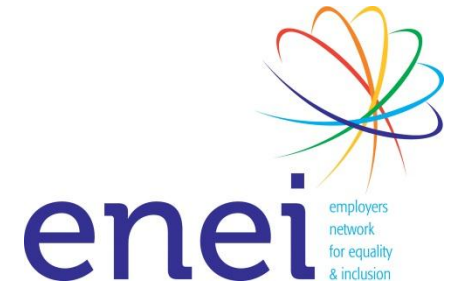
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Unconscious gender bias



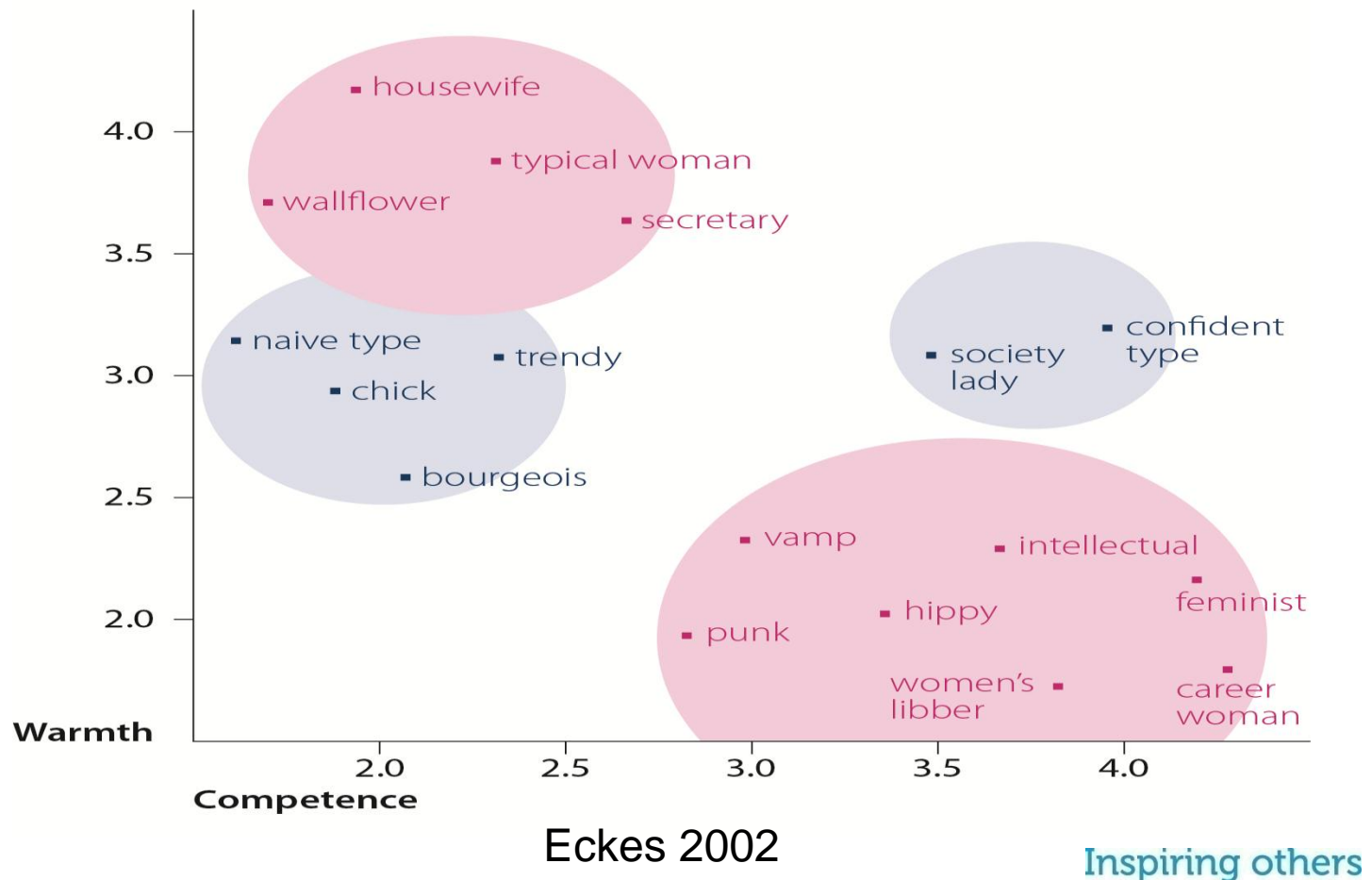
Gender value is a tendency to see a particular gender group (even our own) as less competent and able.

Gender benevolence leads us to feelings of protection for a gender group, not wanting to place them in situations we may feel are challenging or difficult.

Gender hostility often involves wanting to assert a position of domination or to degrade. Often activated when the numbers of women increase and begin to pose a threat to male dominated organisations

Read the case study provided and answer the attached questions

Competent Women's Likeability Penalty



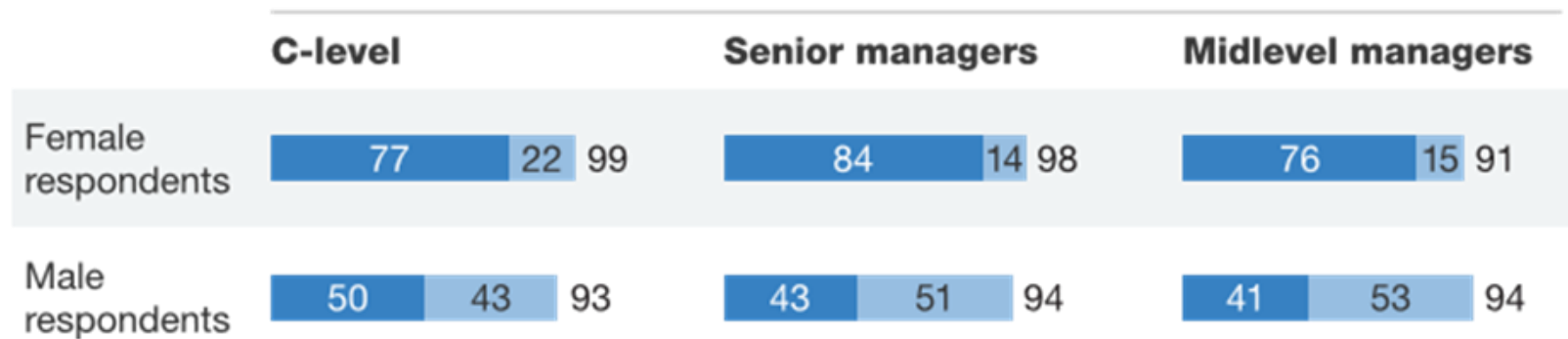


Perceptions of women's leadership McKinsey 2014

% of respondents,¹ by tenure

■ Strongly agree ■ Agree

Women can lead just as effectively as men



¹Respondents who answered "strongly disagree," "disagree," or "don't know/not applicable" are not shown.



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Inspiring others

The temperature check

1. We work in an industry which values difference
2. Men and women have equal opportunities to be selected as leaders
3. Unconscious bias is impacting the way we recruit, develop and retain employees
4. We continually challenge our leaders on the diversity and inclusion agenda
5. Senior leaders are role models for inclusive behaviour
6. I am a role model for Inclusive behaviour



10 Top Tips - feedback

Tip	Example
Review paperwork and processes	<i>Remove names from CVs / fair and objective scoring system, note patterns in performance data</i>
Watch for triggers	<i>Don't interview on a Friday afternoon</i>
Extend your networks	<i>Sponsor someone who is not like you</i>
Avoid reinforcing biases	<i>Avoid and challenge the 'banter', change your newspaper</i>
Use exemplars and role models	<i>Actively remember leaders from out groups and their positive contribution</i>

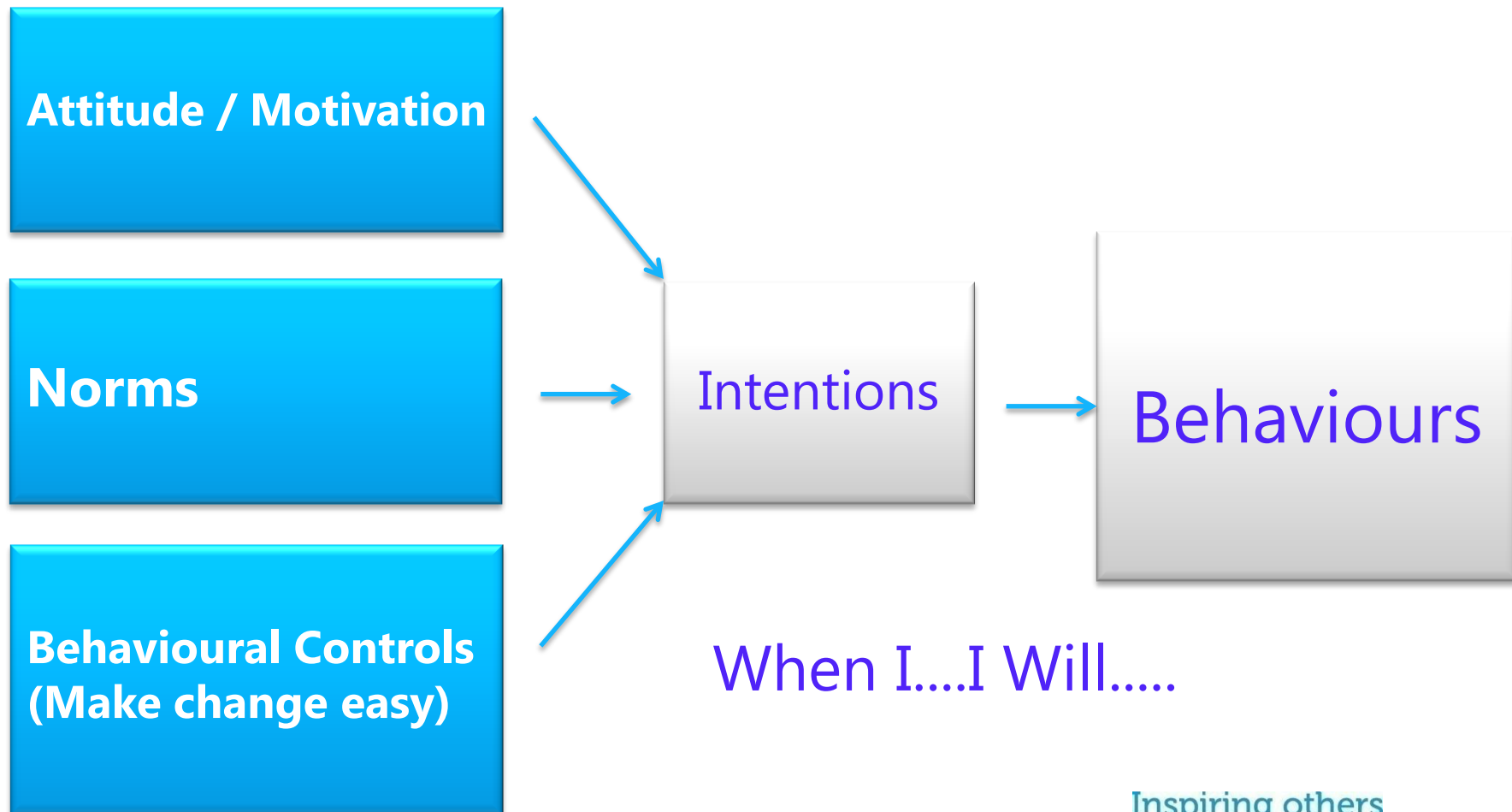


10 Top Tips - feedback

Tip	Example
Have contact	<i>Accept staff network group invitations</i>
Build in accountability	<i>Ask your colleagues to justify their decisions</i>
Slow down your decisions at key times/groups	<i>Don't make important people decisions instantly</i>
Extend trust	<i>Allocate challenging work to all team members / keep a record</i>
Breaking your thinking patterns	<i>Create a diverse project team Learn to mistrust your thinking patterns</i>

Theory of planned behaviour

Icek Ajzen, 1985





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Action planning for change

Spend 10 minutes to come up with two actions that you will implement and one you feel the firm should implement following this workshop.

What are you going to do?	Which process does it relate to: Work allocations Flexible working	What is the expected impact?	When will you do this?
1.			
2.			
3. (firm)			



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