


Setting the Tone (Devine)



“There are no bad people, just bad thinking habits. Unconscious bias is a thinking habit we have learned and which we can unlearn. The only shame in having a bias is in not wanting to better manage it for the sake of our colleagues and students.”

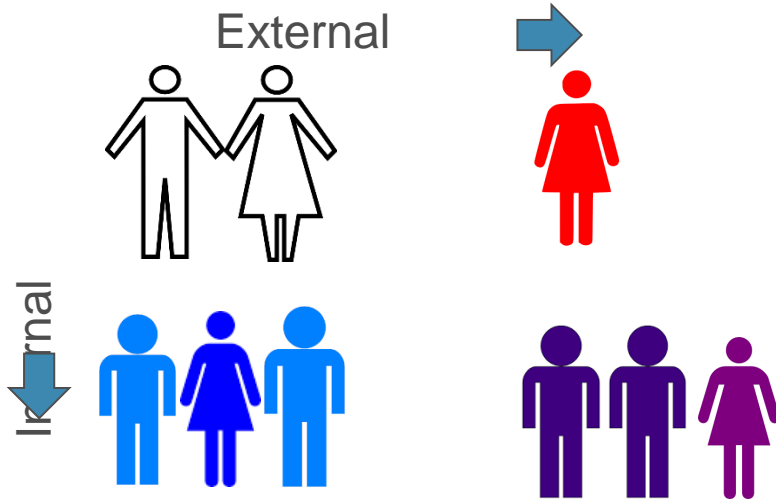
Pete@shirepro.co.uk

01909 733810

Drivers For Change

Scott E. Page (2007)

- Innovation depends less on IQ and more on diverse people working together
- Diversity of thought – i.e. groups that display a range of perspectives outperform groups of like-minded experts
- Diversity yields superior outcomes



King et al (2010):

- Reduced complaints of incivility
- Improved customer satisfaction ratings
- Improvements in hard outcomes such as customers having their needs met earlier in the interaction

Mckinsey (2012): Companies with diverse top teams exceeded others by:

- 56% in operating results
- 53% higher return on equity
- Earnings before interest and taxes margins were 14% higher

Peterson Institute for International Economics (2017)

- Companies with at least 30% female leaders can add as much as 6% to their net margins (EY reviewed 22,000 audits around the world)



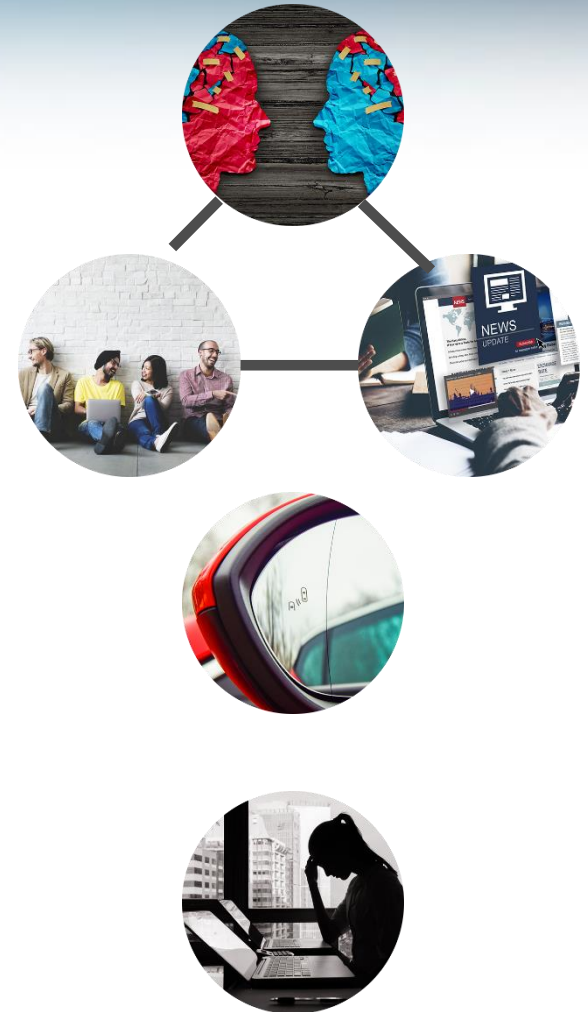
Key facts about unconscious (implicit) bias

Implicit biases develop and are maintained from our **Experiences (patterns)**, the **Media** we absorb, and the **Culture** we live in and have lived in

Being biased is part of who we are;
we are ALL biased and have a **bias blind spot**.

Pronin (2002) but beware Duguid & Thomas–Hunt (2015)

Biases are easily triggered under **cognitive** or **emotional load**.





Loaded Language?

A study of performance reviews has found that, compared with men, women receive:

2.5 TIMES

as much feedback about having an aggressive communication style

2.4 TIMES

as many references to team accomplishments

ABOUT HALF

as many references to their having vision

ABOUT HALF

as many references to their technical expertise

ONE-THIRD

as much feedback linked to a business outcome

Source: Stanford University,
Clayman Institute for Gender Research

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