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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?

- o x. I am 45 years old
 - o. I am German
 - o x. I am into health
 - o x. I am vegan
 - o x. I am male
 - o x. I am of white color
- } I am rich
} compared to many
} I am hetero
} I am more
} I am with children

45 years old

gets in my way -> people listen either to careful or not at all

Where from? } Social interaction group
} lay learning
} German history
} experience

What is my origin story between 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. exercise]

Attribution bias: Judging oneself by intentions but others by results

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

3. Choose Courage
Courage to understand where I am biased.

-> Step back: What am I thinking?

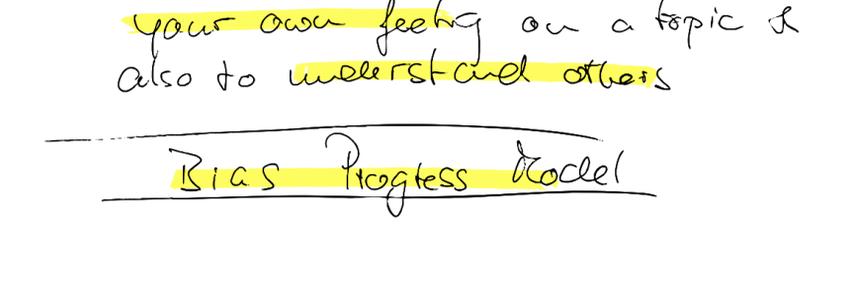
applied bias -> harness the power of community
-> employee resource groups
-> prioritize self care

4. And repeat
Talent lifecycle -> from recruitment through development ... promotions.

One needs to show vulnerability -> in all 4 steps

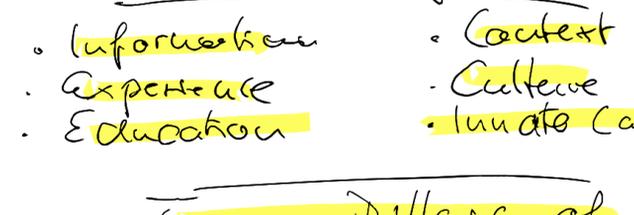
vs. perception as a leader we should not be vulnerable

Impact of Behavioral Model



use this model to assess your own feeling on a topic & also to understand others

Bias Progress Model



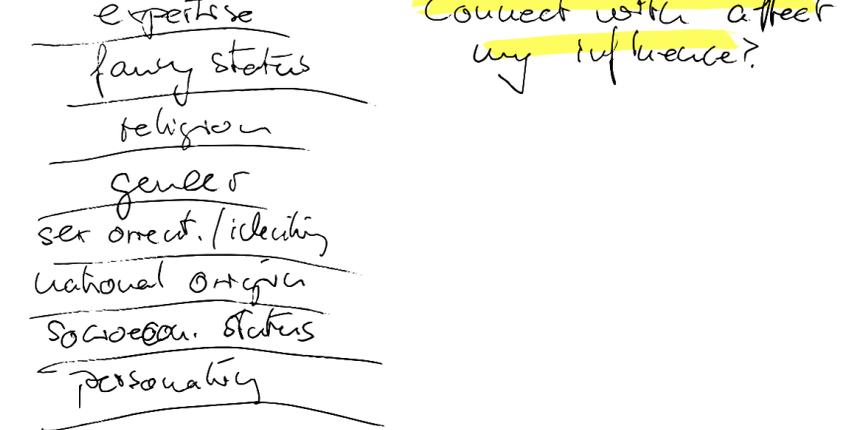
The identify model

- Information
- Experience
- Education
- Context
- Culture
- Innate (ambition)

Four Pillars of Courage

- I. Courage to identify bias
- II. Courage to cope -> when on the receiving end of bias
- III. Courage to be an ally - help others
- IV. Courage to advocate - take decisions especially when in position of power

Network audit



①① What is system bias?

What are the systems that shape our organization?

- intent/purpose
- who creates it
- who is now included

Systemic injustice

- inequity / unfair in a system

System design

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

White supremacy thinking ...

- where white 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

Revised
Drexler

Allyship as training for becoming an advocate

III How to do diversity?

125 Building an inclusive organization

- were creative / innovative
- have engaged employees
- cash were money

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

 The Ladder of Cultural Competence
... from unconscious incompetent
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
Wotxx → to anonymize applications

IV Declare your intention

6 management pitfalls

Inclusify

Inclusifier → a leader

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

💡 high team genius diversity with IDB diversity aspects

Type: Meritocracy danger

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

Lessons for managers:

- # Playing field is not level
- # Systems create inequality
- # We live in a post-IT world

Type: Culture Crusader

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

↳ Create a culture that emphasizes both uniqueness AND belonging

SILT - support, empathy, learning, fairness

TEAM - transparency, empowerment, alignment, motivation

Type: TEAM Player

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

↳ empathy, learning, alignment to cover a team players basis to protect power

Type: White Knights

Someone who wants to swap 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: Shepherds

Seem to be playing favorites

↳ involve empathy & transparency

↓
equal work

Type: Optimist

want diversity, but actions fall short

↳ support & motivation

↳ set public goals

VI. Help your team feel safe

~~the~~ 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
- ~ minim. expectations that feedback only happens as punishment
- toward participation independent of being right or wrong
- & recognize (immense) risk someone takes by contributing

Stage 3: Contributor safety

- to put learnings into practice
- to earn it by demonstrating your Capable. 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! Charge a few people to find problems
Airt Tiger teams

- go where work happens
- know your team members

Role of active dissenter