The EDGE
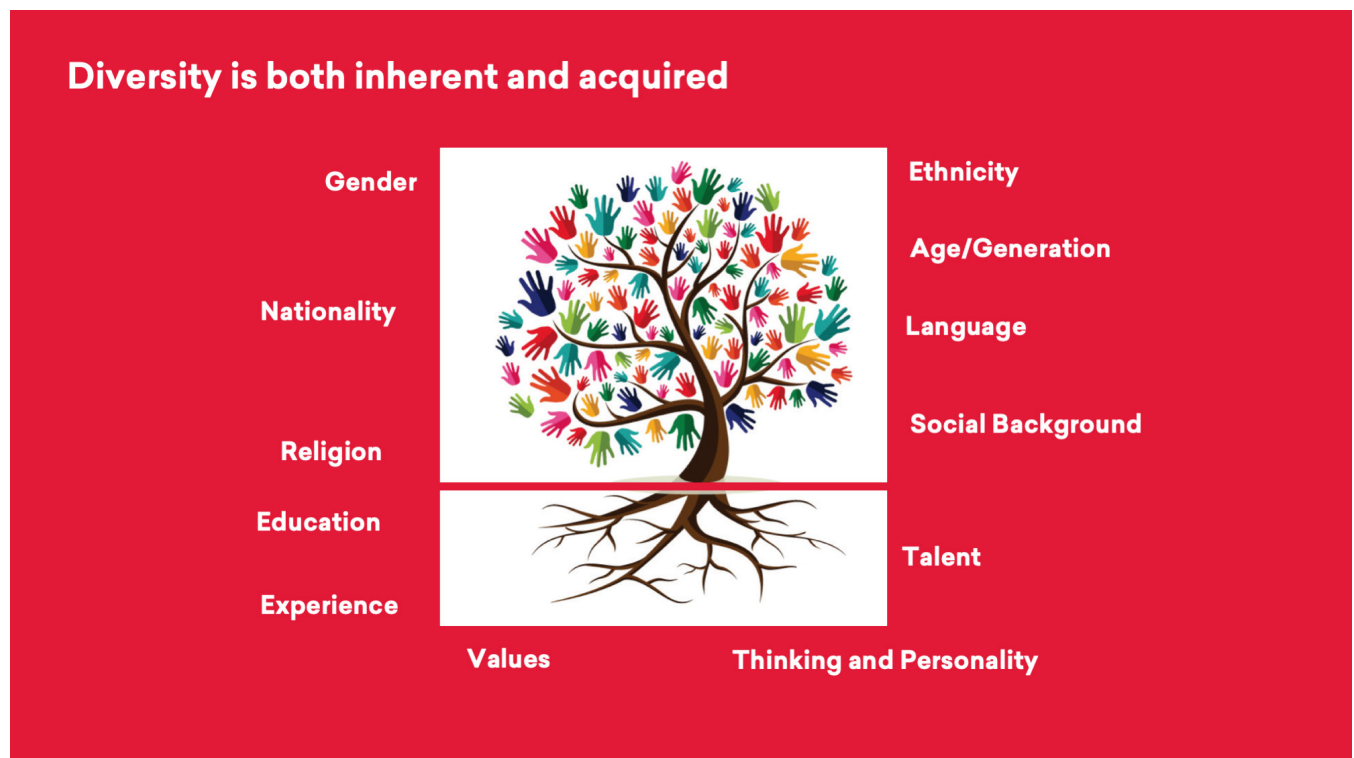
Inclusive Leadership Toolkit

September 2022

What is diversity?

Diversity is both visible and invisible. It's more than just the inherent aspects that we need to consider but also the acquired ones. Therefore, it's important to remember, when we are evaluating others, that the reality is often much deeper than what can be seen on the surface. The skills and competencies that we need in the our business or team etc. don't come with any predetermined diversity footprint.

Diversity is both inherent and acquired

Gender · Ethnicity · Age/Generation · Nationality · Language · Social Background · Religion · Education · Talent · Experience · Values · Thinking and Personality

Diversity is the reality inclusion the means by which we unlock the power of the diversity in business. A study by Bourke & Espedido Harvard Business Review 2019 showed that, **Whether employees feel included depends on their managers 70% of the time.**

What is inclusive leadership?

"Inclusive leadership is a critical capability to leverage diverse thinking in a workforce with increasingly diverse markets, customers, and talents."

When it comes to unlocking the power of diversity in the organisation the biggest barrier to inclusion is unconscious bias.

150+ Unconscious bias

"Others have it, not me. I'm rational, objective and treat everyone the same!"

ÜBER BIAS

Focus on the ÜBER Bias

"Others have it, not me. I'm rational, objective and treat everyone the same!" – This statement sounds correct but it's problematic because it's not true. If you have a brain, you have unconscious Bias. UB has something to do with the way the brain works to save energy.

5 types of unconscious bias

Availability Bias – Overlooking talents and/or their competencies because they don't match the typical profile or background of others in currently in the role.

Conformity Bias – When a dominant company culture forms a centre of gravity, prompting employees to sameness behaviours, preventing workforce from bringing their true selves to their tasks and responsibilities. This results in a lack of creativity, innovation and sameness thinking.

Halo Horn Effect – When a first impression, whether negative or positive colours all proceeding interactions with a person regardless of their real skills, abilities and potential.

Contrast Effect – When we compare talents to other employees/colleges instead of the criteria for doing the job.

Affinity Bias – When we gravitate towards someone because we feel they are similar to us in some way.

Why do we have Unconscious Bias?
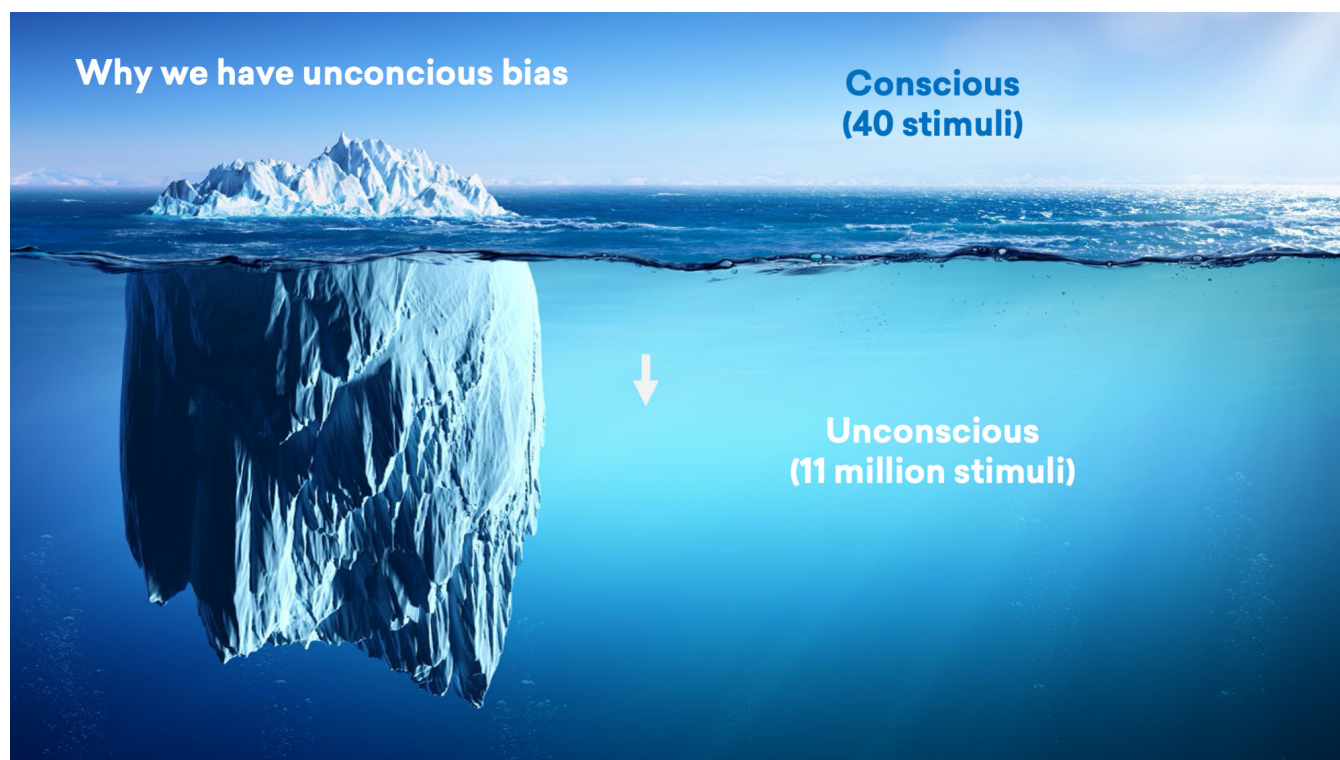
We have unconscious bias because your brain, in an effort to save energy, makes shortcuts to the unconscious mind and neglects to give you all the available options.

Unconscious Bias is like paths in the forest. They are reinforced by constant use but this is good news for dealing for unconscious bias because you can create new pathways to which allow you to see that which was previously hidden from view.

Like paths in a forest

The Tool: Avoiding unconscious Bias in decision making (3 stages)

Re-think

Re-move   **Re-act**
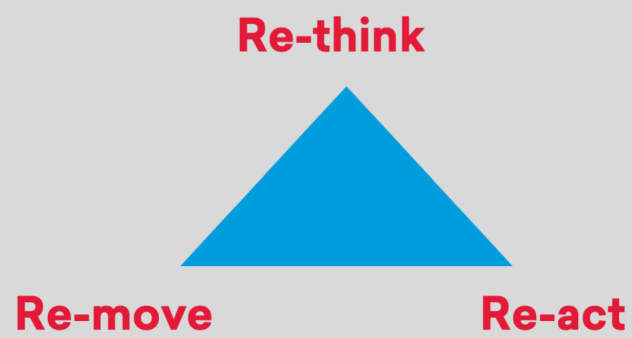
Tools for mitigating Unconscious Bias

Re-think (Stage 1)

Counter Stereotypes

Diverse panel

Change setting

Counter Stereotypes can be tricky to envision but try thinking of a time when you were 'mis-labeled' or someone got the wrong idea about you.

A diverse panel can give you the missing perspective and/or address 'blindspots' in your approach to problem solving.

Change Setting in order to tease your brain out of its automatic pilot mode and encourage out of the box creative thinking.

Practical nudges to reduce Unconscious Bias and promote inclusion

The Devil's Advocate
A randomly selected person who, for the purpose of a meeting, is responsible for challenging the status quo and consensus of others.

The 70/30 rule
When composing teams go for a critical mass of at least 30% of the underrepresented. This is likely to make minorities more comfortable raising other perspectives.

Brainwriting
Everyone individually writes their thoughts on post-its. These are read aloud afterwards in random order.

HIPPO last
The highest paid person/most senior speaks at last to avoid the dominance effect

Practice psychological safety and increase cognitive diversity

①
Set the stage and create a safe space

- "Times are uncertain, our tasks are complex. Failures will happen. That's part of our job and the system we operate in."
- "I expect you to point out mistakes and flaws when you see them."
- Increase motivation by emphasizing purpose. Why is it important and to whom?

②
Invite feedback

- Acknowledge knowledge gaps and show humility: "Nobody has a crystal ball, including me..."
- Avoid Yes or No questions
- Ask: "Was everything as safe/inclusive/ thorough/effective... as you would like it to have been this week?"
- Use employee resource groups (ERGs) for structured feedback

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