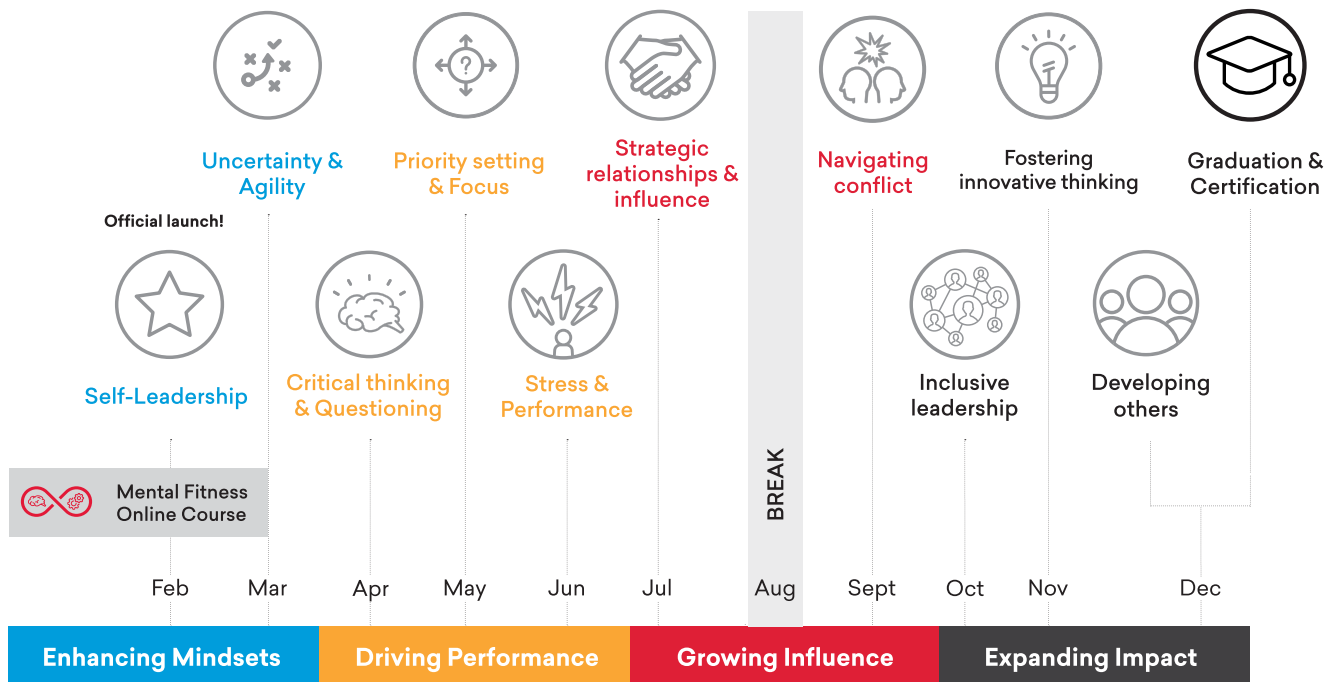


The **EDGE**

Welcome to The EDGE recap for zone 4

Expanding Impact

Session 8: Inclusive Leadership & Unconscious Bias



Expanding Impact



Expanding Impact

Inclusive Leadership

Enhance your cultural intelligence
and unlock the benefits of diversity

Session 8: Inclusive Leadership & Unconscious Bias

Date: October 19th

Trainer: Bobby Bovell

In this session, we took a deep dive into the themes of **inclusive leadership** and **unconscious bias**, facilitated by the multifaceted **Bobby Bovell**, whose varied experiences range from ministry to music. The session's purpose revolved around building an **acute awareness** of our unconscious biases, fostering a **shared language** on diversity, and **harnessing diversity's strengths** to amplify productivity and innovation.

We touched on key topics around inclusivity, leadership, and bias:

- The science of **forming first impressions**
- **Defining** diversity and inclusion
- Recognizing **workplace biases**
- Techniques to **mitigate biases**
- Methods for **championing inclusion** and **psychological safety**

‘Warmth’ vs. ‘Competence’

We explored **Susan T. Fiske**’s research, understanding how we instinctively gauge individuals on ‘warmth’ and ‘competence’. An interactive exercise involving videos of participants discussing their favourite teachers highlighted the **underlying biases** influencing our perception of warmth and competence.

Go to www.menti.com and use the code 4660 3787

Rate the participants in terms of warmth and competence

Number 1 (Thomas)
Number 2 (Birdie)
Number 3 (Cecilia)

Warmth:

- Safe
- Likeable
- Friendly
- Do good

Competence:

- Ability
- Skills
- Authority
- Power

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Q&A Session: Unconscious Bias & Decision-Making

Videos & First Impressions: We watched three videos where participants spoke about their favourite school teachers. We were tasked to rate these individuals based on warmth and competence. This exercise was aimed at **understanding our inherent biases** and how they influence our perceptions.

How did you respond?

You noted that warmth was perceived based on the **person’s demeanour**, their **storytelling style**, and how much they **smiled**.

Eye contact was particularly emphasised, with many feeling that direct eye contact through the camera conveyed warmth and closeness.

Determining competence proved challenging for some participants, especially based on limited information.

Some of you equated past life challenges, such as being a high school student in China, as indicators of competence.

The order of presentation impacted perceptions, with the first person acting as a benchmark for others.

Observation: **Stereotypes evolve over time**, affecting our perceptions of competence and warmth.

Stereotypes, while simplifying our worldview, can **limit our understanding** of an individual’s potential or capabilities.

The Depth of Diversity: Definition & Exploration

We learned that diversity is both inherent and acquired. It goes **beyond visible markers like race, gender, and ethnicity**. Our discussion highlighted other aspects, such as **introversion/extroversion, communication styles**, and **inherent versus acquired** attributes.

What is Diversity?

- Personality**
An individual's traits and stable characteristics
- Visible identity**
Gender, race, age, sexual orientation, ethnicity, physical ability
- External**
Religion, education, work experience, technical knowledge, income, parental status, marital status, nationality
- Organizational**
Work location, seniority, function, classification, management status, union affiliation

Source: Gandemawarts & Rowe (2001) *Diverse Teams at Work*

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To illustrate these concepts, Bobby introduced the idea of a 'diversity tree', with visible 'leaves' like gender and age, and invisible 'roots' like education and values.

Diversity is both inherent and acquired

- Visible**
 - Gender
 - Nationality
 - Religion
 - Education
 - Experience
 - Ethnicity
 - Age/Generation
 - Language
 - Social Background
- Invisible**
 - Values
 - Thinking and Personality
 - Talent

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Reflection on Personal Diversity

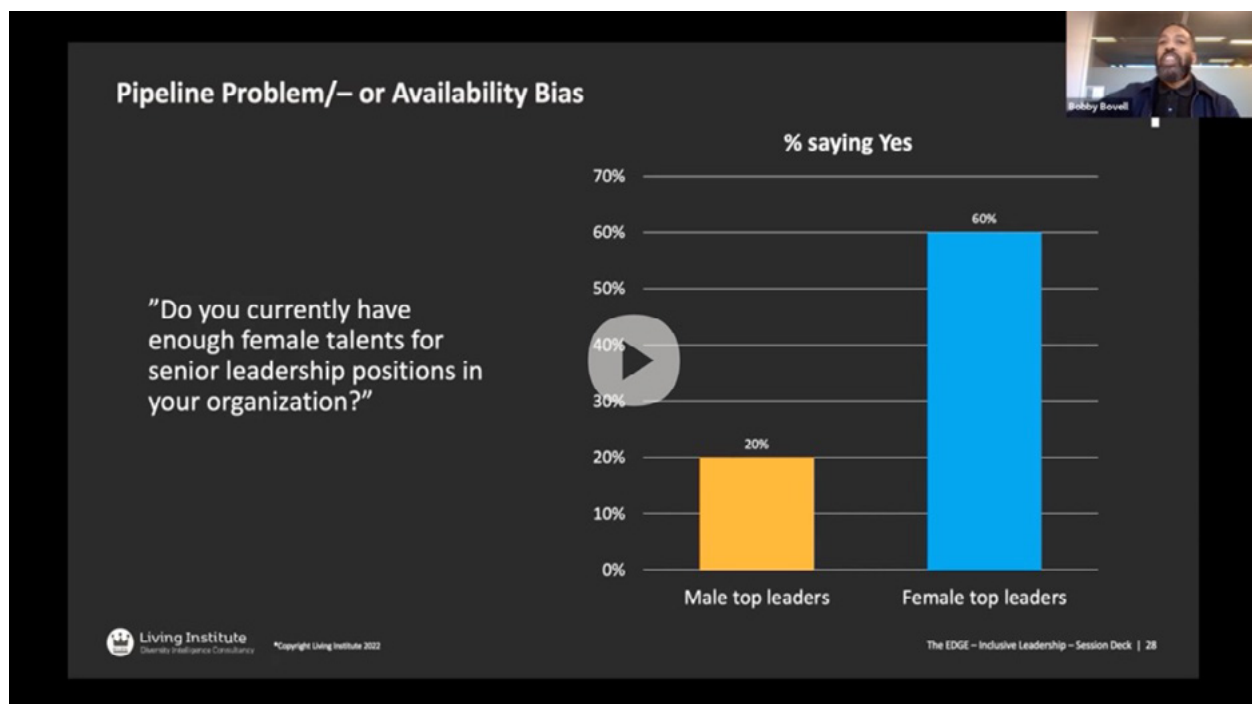
Participants were encouraged to fill out their own diversity tree, considering both **visible and invisible traits**.

Bobby engaged participants in choosing one defining identity and pondered the **implications of being seen only through that one lens**. He used his experience as an English-speaking individual in Denmark who also speaks Danish to showcase how pigeonholing can lead to **missed opportunities**.

Addressing Overexposure

We discussed the danger of **over-revealing one's diverse traits**, potentially leading to a '**jack of all trades, master of none**' perception. This was a step towards understanding and valuing the **depth of diversity**, both in ourselves and in others.

Pipeline or Availability Bias



We dove into the concept of pipeline or **availability bias** using research from the Living Institute. They surveyed top leaders in Nordic financial institutions, asking if they believed there were enough female talents in their organization suited for senior leadership roles. The results highlighted a significant **gender discrepancy**: only 20% of male leaders believed there were enough female talents, while 60% of female leaders did. The disparity in views is attributed to availability bias.

Case (or Tin) in Point: Beans

We used a **supermarket anecdote** to explain availability bias: not finding a specific brand of beans led them to think there were no beans at all. The point: sometimes people overlook available options because they're seeking something specific.

The Contrast Effect



The slide features a blue background with the title "Comparing candidates – or CONTRAST-EFFECT Bias" in white text. Below the title is an illustration of a hand in a suit sleeve holding a blue pen, selecting a resume from a pile of several resumes. One resume has a red stamp that says "Hired!". There are also some glasses and a small bowl of coffee on the desk. In the top right corner, there is a small video feed of Bobby Sovell. The bottom left corner has the Living Institute logo and copyright information. The bottom right corner has the text "The EDGE – Inclusive Leadership – Session Deck | 29".

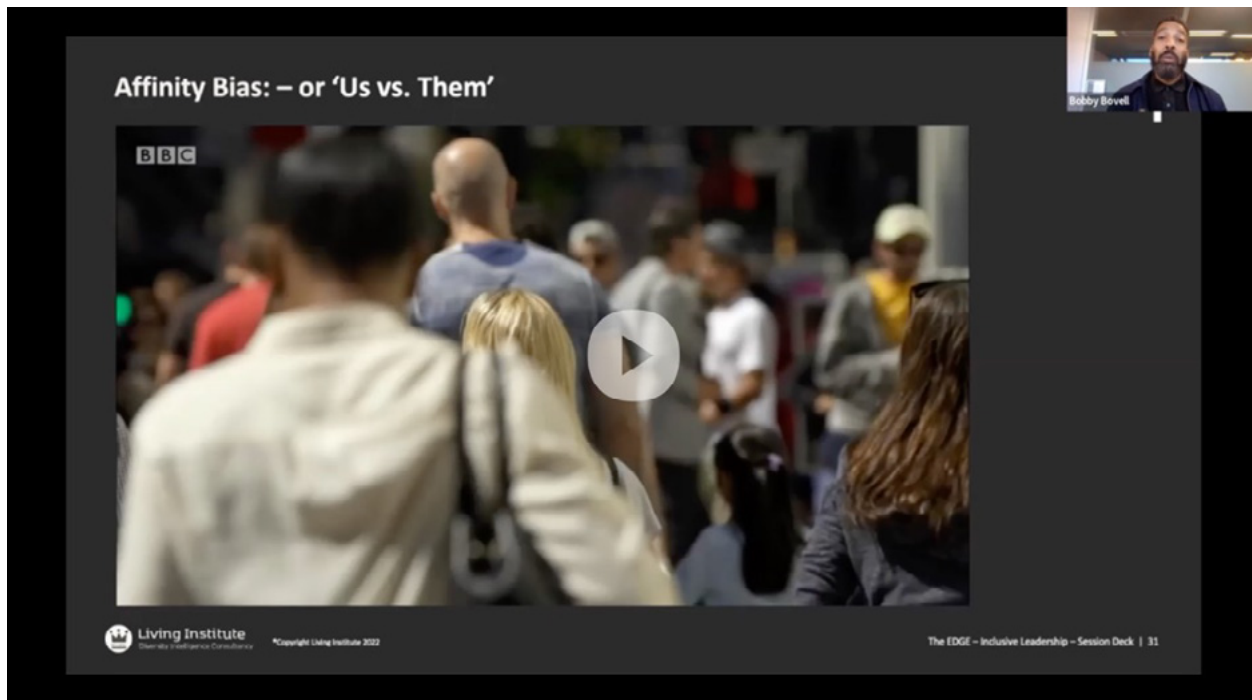
In hiring, sometimes candidates are compared against each other rather than the criteria for the job. This can lead to **unfair decisions**.



The slide features a light orange background with the title "Halo & Horn Effect" in black text. Below the title is an illustration of a balance scale. On the left pan is a dark orange silhouette of a head with a play button icon. On the right pan is a white silhouette of a head with a halo. The scale is balanced. In the top right corner, there is a small video feed of Bobby Sovell. The bottom left corner has the Living Institute logo and copyright information. The bottom right corner has the text "The EDGE – Inclusive Leadership – Session Deck | 30".

This is when our initial impression of a person influences subsequent interactions. For example, an interviewee being late is an example of the dangers of judging someone **solely based on a single event or first impression**.

Affinity Bias



People are naturally drawn to those they perceive as **similar to themselves**. It's not just about obvious attributes like gender or ethnicity, but also shared experiences or hobbies. While such biases are natural, they can be problematic in an organisational setting, **preventing cognitive diversity**.

Conformity Bias

This bias leads people to think or act in ways that they believe are **acceptable to a group**, sometimes suppressing individual thoughts or beliefs.

The Importance of Cognitive Diversity

Relying too heavily on affinity can limit an organisation's ability to **attract and maintain a diverse talent pool**. Cognitive diversity **enhances problem-solving and innovative thinking**.

In-group and Out-group Bias

We discussed a study involving 130 participants. In the study, participants observed a hand (representing various religious groups) being stabbed by a needle. The study found that participants had a **stronger neural response** when observing pain inflicted on their own religious group than on out-groups.

This demonstrates that a simple label can significantly influence our brain's response to others' pain and indicates an **innate bias towards the in-group**.

Conformity Bias

This bias pushes individuals towards the dominant culture, leading to **diminished diversity** and **representation**.

An example was shown where women in a Danish financial counsellor meeting dressed **similarly to men**, possibly to fit in or be taken seriously.

It was also mentioned that many people from the LGBTQ community tend to **'cover'** or hide aspects of their identity at work. Interestingly, even 45% of white heterosexual men reported feeling they **can't be their genuine selves** in the workplace.

Rethink, React, Remove: A Method for Reducing Bias

Bobby presented the **'Rethink, React, Remove'** model as a useful, comprehensive approach to **counteracting workplace biases**. This framework emphasises **counter-stereotyping**, **transparency**, and **open dialogue**.

Rethink: Encourages counter-stereotyping, fostering diverse panels, and changing settings to stimulate more conscious thinking.

React: Emphasises challenging stereotypes, introducing a 'devil's advocate' in meetings, and promoting psychological safety to encourage open dialogue.

Remove: Addresses the systemic aspects of bias and recommends increasing transparency, reconsidering team compositions, and being an ally to foster inclusion.

We wrapped up by reflecting on our **takeaways and intended behavioural changes**—leaving with a deeper understanding of the importance of **self-awareness**, **continual learning**, and actively **fostering inclusivity** in our professional environments.

Wrapping Up

Diversity is **more than just representation**; it encompasses a broad spectrum of inherent and acquired attributes. Unconscious biases can significantly impact our decision-making and how we view others. Recognising and mitigating these biases is crucial for inclusive leadership and maximising team potential.

- Biases aren't inherently negative; **context matters**.
- It's imperative that we do not **overlook potential** based on our biases. As leaders, it's our responsibility to ensure we foster an inclusive environment where every individual's skills and abilities are **recognised and nurtured**.
- Although **diverse teams** may initially take longer to become cohesive due to different backgrounds and viewpoints, in the long run, they **outperform homogenous teams**.
- Simply **having diversity isn't enough; inclusion** ensures that every team member has equal opportunities and feels valued.
- **Leaders play a pivotal role** in fostering an inclusive environment. They need to both recognize and leverage diversity in the workforce.
- Everyone possesses **unconscious biases**, often without realising it. Recognizing these biases is the first step in mitigating their effects.

Resources

- Susan T. Fiske's **Stereotype Content Model** of 'warmth' vs. 'competence' reveals the systematic **content and dynamics of stereotypes, with practical implications**.
- The Living Institute Blog is a **treasure trove of practical insights** into how to harness the **power of DEI for teams and organisations**.
- Are you a **visual learner**? Try Visual Capitalist's '**Every single cognitive bias in one infographic.**'
- **Thinking, Fast and Slow** by Daniel Kahneman
- **Diversity Intelligence - How to Create a Culture of Inclusion for your Business** by Heidi R. Andersen
- **Disrupt Bias, Drive Value - A New Path Toward Diverse, Engaged, and Fulfilled Talent** By Ripa Rashid, Sylvia Ann Hewlett & Laura Sherbin
- **The Diversity Bonus** - Scott E. Page
- **Rebel Ideas** by Matthew Syed
- **Unconscious Bias that Works** HBR Article
- **IAT Test - Implicit Bias Test** (Harvard) This tool allows you to test your unconscious bias in different categories i.e. gender, race etc.. You can just choose one and fill it out based on what you are curious about becoming aware of, in terms of implicit biases you may lean towards.