BIRDS OF A FIGHTER FLOCK TOGETHER

Understanding the Nature and Effects of Diversity, Equity, Inclusion, and Unconscious Bias in the Workplace

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DIVERSITY IS DEFINED AS THE WIDE VARIETY OF SHARED AND DIFFERENT PERSONAL AND GROUP CHARACTERISTICS AMONG HUMAN BEINGS.
WHY DIVERSIFY?

1. Diversity make groups, teams, and organizations more effective, productive, valuable.
2. Diversity expands and open our minds to new relationships, ideas, and creativity.
3. Being equitable and inclusiveness to ALL individuals is the right thing to do.
WHAT HAPPENS WHEN WE 'UNBOX' EACH OTHER...
WHAT SOCIAL IDENTITIES MAKE YOU, YOU?
WHICH GROUPS ARE PROTECTED BY THE LAW?

Age

Religion/Belief

Disability

Race

Gender

Pregnancy and Maternity

Marriage/Partnership

(“Protected characteristics | Equality and Human Rights Commission,” n.d.)
Diverse and inclusive workforces demonstrate:

- 1.12x more discretionary effort
- 1.19x greater intent to stay
- 1.57x more collaboration among teams
- 1.42x greater team commitment

(“Managing Bias | Facebook,” n.d.)

**WHY DOES DIVERSITY MATTER?**
At firms with diverse leaders, employees reported they were:

- 60% more likely to see their ideas developed or prototyped
- 75% more likely to see their innovation implemented
- 70% more likely to have captured new market in past year
- 45% more likely to have improved market share in past year

(Center for Talent Innovation, 2013)  

(“Managing Bias | Facebook,” n.d.)
Small groups of three students were formed. Homogenous groups consisted of three white individuals. Heterogenous groups consisted of two white individuals and one non-white individual.

All groups were given individual information to solve a “Murder-Mystery.”

To solve the mystery, participants had to share what they had with each other.

The groups with racial diversity (heterogenous groups) outperformed the homogenous groups.
HOW DOES DIVERSITY WORK?

More Creative
More Thorough
Harder Working

(“How Diversity Makes Us Smarter - Scientific American,” n.d.)
NECESSARY FACTORS FOR EFFECTIVE DIVERSITY
EFFECTIVE DIVERSE GROUPS NEED:

- Inclusiveness
- Unconscious Bias Management
- Equity
INCLUSIVENESS & THE PAIN OF BEING LEFT OUT

(“Why being ignored can be just as painful as bullyingEducation & Teacher Conferences,” n.d.)
Can you think of a time when you were treated differently because of your differences?
THE PSYCHOLOGY OF OSTRACISM

- Ostracizing paradigms include:
  - Ball toss and virtual ball toss experiment (Williams & Sommer, 1997; Williams, Cheung, & Choi, 2000)

- Physiological and Cognitive Responses to Ostracism
  - Painful response
  - Threats to need to belong, self-esteem, control, and meaningful existence
  - Increases in sadness and anger (Williams, 2007)
THE PSYCHOLOGY OF OSTRACISM

- Individuals who feel ostracized can act in multiple ways, including:
  - (a) behaviors that reflect the desire to be liked and get re-included,
  - (b) antisocial and aggressive behaviors,
  - (c) a stunned and affectless state, and
  - (d) attempts to flee the situation.
A CULTURE OF INCLUSIVENESS

- “An inclusive culture is one in which people feel comfortable, connected and supported with individuals who are similar, and also with those who are different.” (“Can’t We All Just Get Along?,” n.d.)
WHAT CAN YOU DO TO BE MORE INCLUSIVE?

- Fair treatment
- Equal access to opportunity
- Teamwork and collaboration
- A focus on innovation and creativity
- Organizational flexibility, responsiveness, and agility
- Conflict resolution processes that are collaborative
- Evidence of leadership’s commitment to diversity (e.g., appointing a Chief Diversity / Equality Officer)
- Representation of diversity at all levels of the organization
- Representation of diversity among internal and external stakeholders
- Diversity education and training

(Data-Src='https://Secure.gravatar.com/Avatar/19222c572bad9ddec94d323fd5b9e366?s=80 et al., 2019)
EFFECTIVE DIVERSE GROUPS NEED:

- Inclusiveness
- Unconscious Bias Management
- Equity
THE IMPORTANCE OF EQUITY
EQUALITY IS NECESSARY FOR EFFECTIVE DIVERSITY

- Individuals are extremely sensitive to fairness.
- Perception of fairness is important.
- Individuals who feel that they are being treated unfairly react in negative ways.
THE “ULTIMATUM GAME”
(TABIBNIA, SATPUTE, & LIEBERMAN, 2008)

- Participants play a game in which one player is given an amount of money and asked to split it with the other participant however they want.
- If the other participant accepts the offer they both get the money.
- If the other participant refuses, they both lose the money.
- Most players reject offers that are 30% less than the total amount.
- In addition, brain activity related to contempt or disgust reactions to bad tastes or smells where present when individuals felt they were being treated unfairly.
EFFECTIVE DIVERSE GROUPS NEED:

- Inclusiveness
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- Equity
UNCONSCIOUS (IMPLICIT) BIAS
A man and his son get in a terrible car accident. The father dies.

The son is rushed to the emergency room.

The surgeon looks at the boy and exclaims “I cannot work on this boy, he is my son!”

How can this be?
Consciousness is our awareness of ourselves and our environment.

Unconscious – is everything you are unaware of at any given moment.

For every 40 bits of information we become conscious of, 11,000,000 bits of information pass through our unconsciousness.
UNCONSCIOUS COGNITIVE BIAS EXAMPLE

- Group 1, please stand and face the back of the room.
- Group 2, read the following statement and write down your answers to both questions that follow. Please do not say anything aloud. When you are finished, please put your pen down.

1. Do you think the Mississippi river is greater or less than 300 miles long?
2. How long (in miles) do you think it is?

- Group 2, read the following statement and write down your answers to both questions that follow. Please do not say anything aloud. When you are finished, please put your pen down.

1. Do you think the Mississippi river is greater or less than 5000 miles long?
2. How long (in miles) do you think it is?

- Everyone can now sit down.
HOW **LONG** **IS** **THE** **MISSISSIPPI** **RIVER**?

- The Mississippi River is **2320 miles** long!
- Was your guess influenced, or biased?
ANCHOR EFFECT

- **Anchoring**: “is a cognitive bias that describes the common human tendency to rely too heavily on the first piece of information offered.”
Impact of a 1% Bias

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1% BIAS EFFECT START
Impact of a 1% Bias

1% BIAS EFFECT AFTER 20 SIMULATIONS
GENDER BIASES

- **Blind Auditioning in the Symphony Orchestra** from 1970 to the 1990s can explain 30 percent of the increase in the proportion female among new hires (Goldin & Rouse, 2000)

- **Women get paid 85% of what a male would make** in the same job position (“Gender pay gap has narrowed, but changed little in past decade | Pew Research Center,” n.d.)

- **Only 6.4% of the Fortune 500 CEOs were women and fewer than 4% were people of color.** (“Can’t We All Just Get Along?,” n.d.)
The similarity-attraction effect refers to the widespread tendency of people to be attracted to others who are similar to themselves in important respects.

- Other Race Effect in Infants (Kelly et al., 2007)
- Actual similarity and perceived similarity had a large effect on attraction (Montoya, Horton, & Kirchner, 2008)
- Mere exposure to a Chinese character produced liking (Zajonc, 1968)

(“Similarity-Attraction Effect (SOCIAL PSYCHOLOGY) - IResearchNet,” n.d.)
WHY DO SIMILARITIES ATTRACT?

1. Similarities validate our opinions and worldviews.
2. Less likely to expect rejection.
3. Its more enjoyable to interact with similar others.
UNCONSCIOUS BIAS MANAGEMENT

(“Free Images: wheel, spiral, heart, ear, toy, circle, art, sketch, drawing, illustration, uploadedbyflickrmobile, organ, dailycræafe, tdc547, cartoon 2048x1536 - 212597 - Free stock photos - PxHere,” n.d.)
40 YEARS OF **DIVERSITY TRAINING:**
WHAT WORKS?

- Diversity training has been show to be effective when the training was geared towards awareness and skills development.
- When training was *integrated* or *embedded* (as opposed to standalone).
- When training was “sanctioned” by an authority figure.
- When training was more in-depth and *longer*.
- When training *motivated* individuals to want to change.

(Bezrukova, Spell, Perry, & Jehn, 2016)
SUCCESSFUL LONG-TERM IMPLICIT BIAS REDUCTION

- (Devine, Forscher, Austin, & Cox, 2012)
- Implicit bias is like a habit
- It can be reduced through:
  - a combination of awareness of implicit bias,
  - concern about the effects of that bias, and
  - the application of strategies to reduce bias.

- Stereotype replacement
- Perspective-taking (Galinsky & Moskowitz, 2000)
- Imagining counter-stereotypic examples (Blair, Ma, & Lenton, 2001; Dasgupta & Greenwald, 2001),
- Individuating
- Contact
Decades of research from many different scientific domains show that diverse groups are more innovative than homogeneous groups.

Diversity works by forcing group members to prepare better, anticipate alternative viewpoints, and work harder to come to consensus.

However, merely creating a diverse group is not enough. Leaders can ensure effective diversity by creating a culture of inclusion and equity.

Feeling left out, or feeling that one is being treated unfairly, can severely negatively impact the individual and the group performance.

To insure effective groups, leaders should take steps to insure inclusivity and equity.

Individuals should also be aware of, and manage unconscious biases within the groups.
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