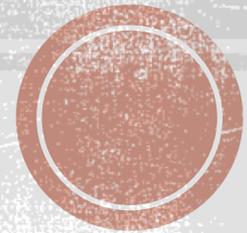




BIRDS OF A FEATHER FLOCK TOGETHER

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



Nicholas A. Fernandez, M.A.



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

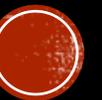


WHY DIVERSIFY?

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.



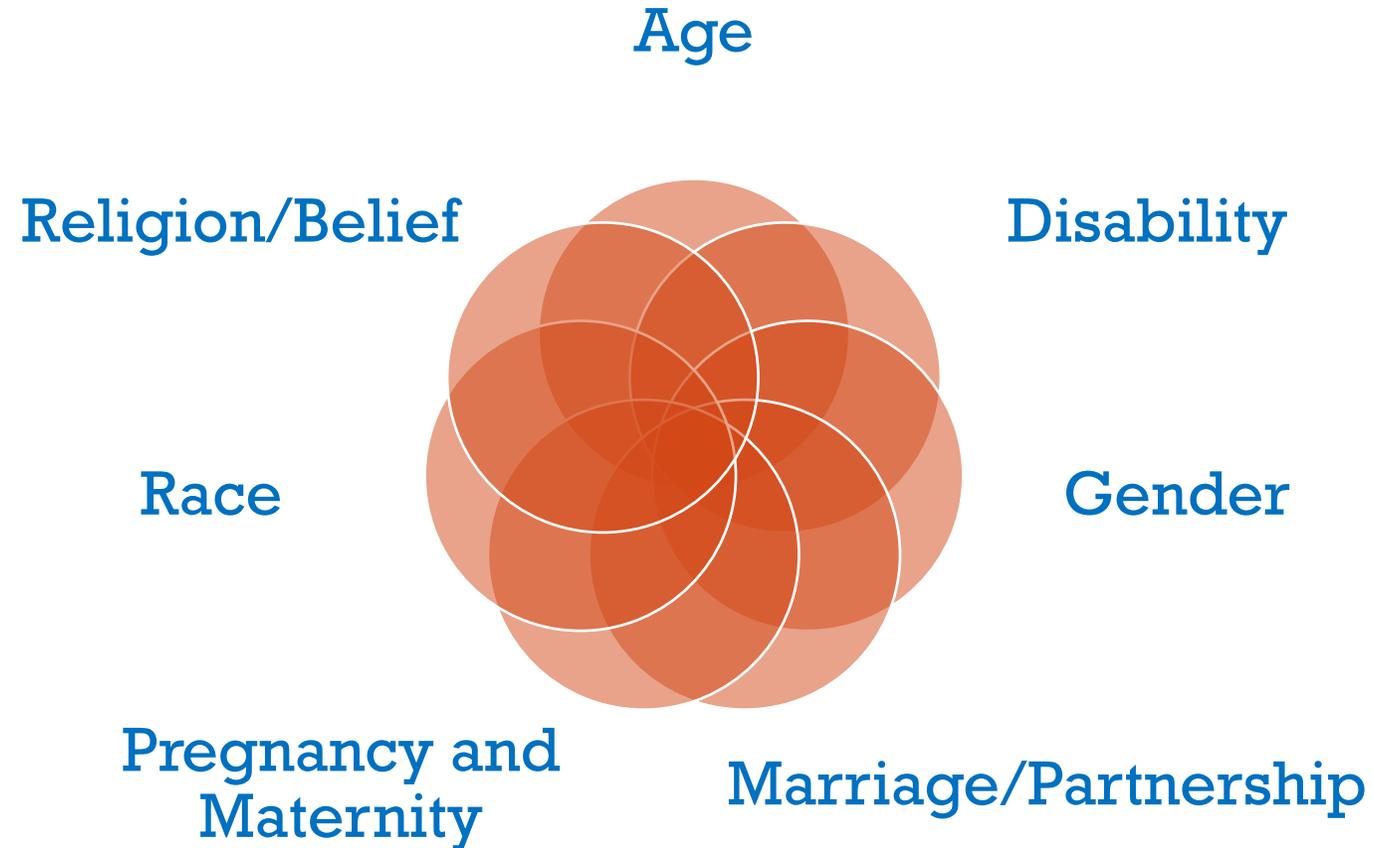
**WHAT HAPPENS WHEN WE
'UNBOX' EACH OTHER...**



WHAT SOCIAL IDENTITIES MAKE YOU, YOU?



WHICH GROUPS ARE PROTECTED BY THE LAW?



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:

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

(Center for Talent Innovation, 2013) ²⁷

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) ²⁷



**DIVERSE
LEADERS MAKE
A DIFFERENCE**



(“Managing Bias | Facebook,” n.d.)

RACIAL DIVERSITY IN SMALL GROUP DECISION MAKING (PHILLIPS, NORTHCRAFT, & NEALE, 2006)

- 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

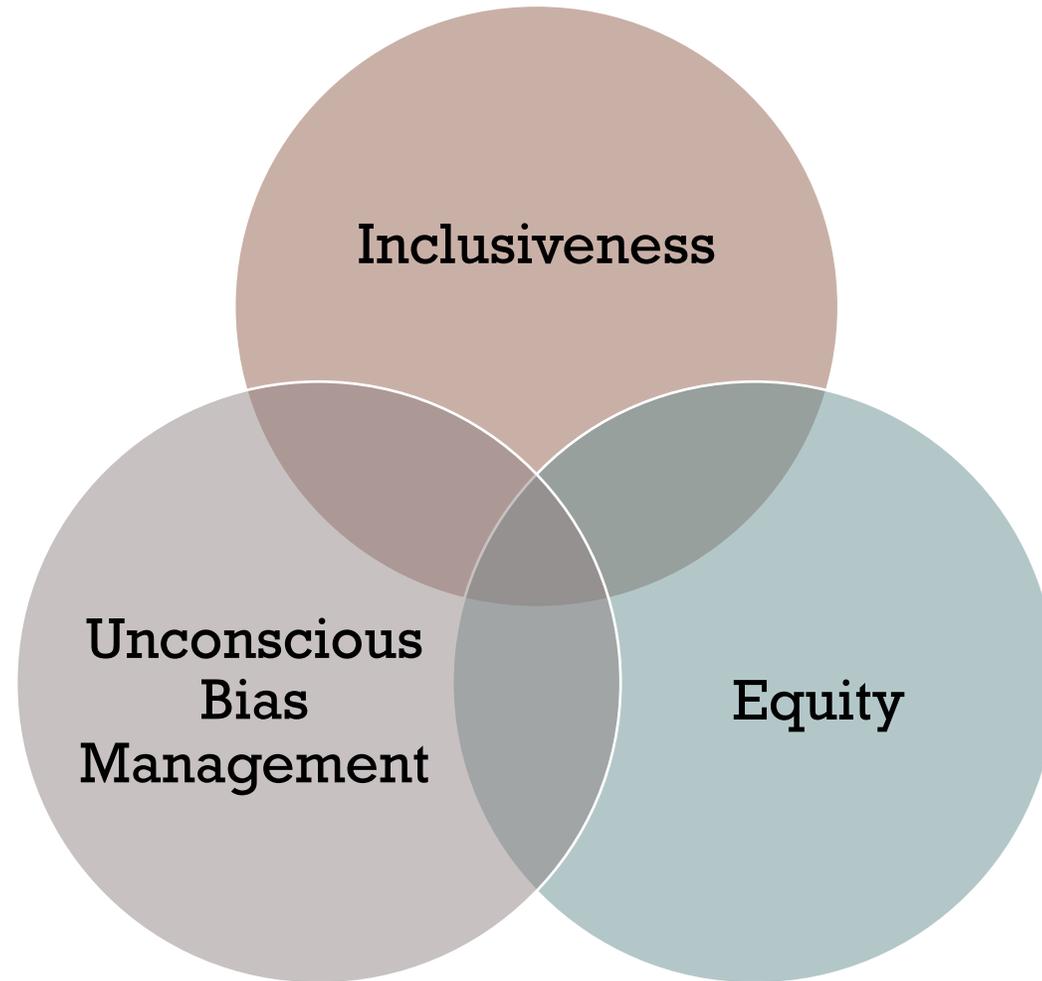
(“How Diversity Makes Us Smarter - Scientific American,” n.d.)



NECESSARY FACTORS FOR EFFECTIVE DIVERSITY

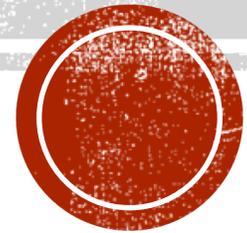


EFFECTIVE DIVERSE GROUPS NEED:





INCLUSIVENESS & THE PAIN OF BEING LEFT OUT



(“Why being ignored can be just as painful as bullying Education & Teacher Conferences,” n.d.)

IMAGE CREDIT: AYEI

**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.)

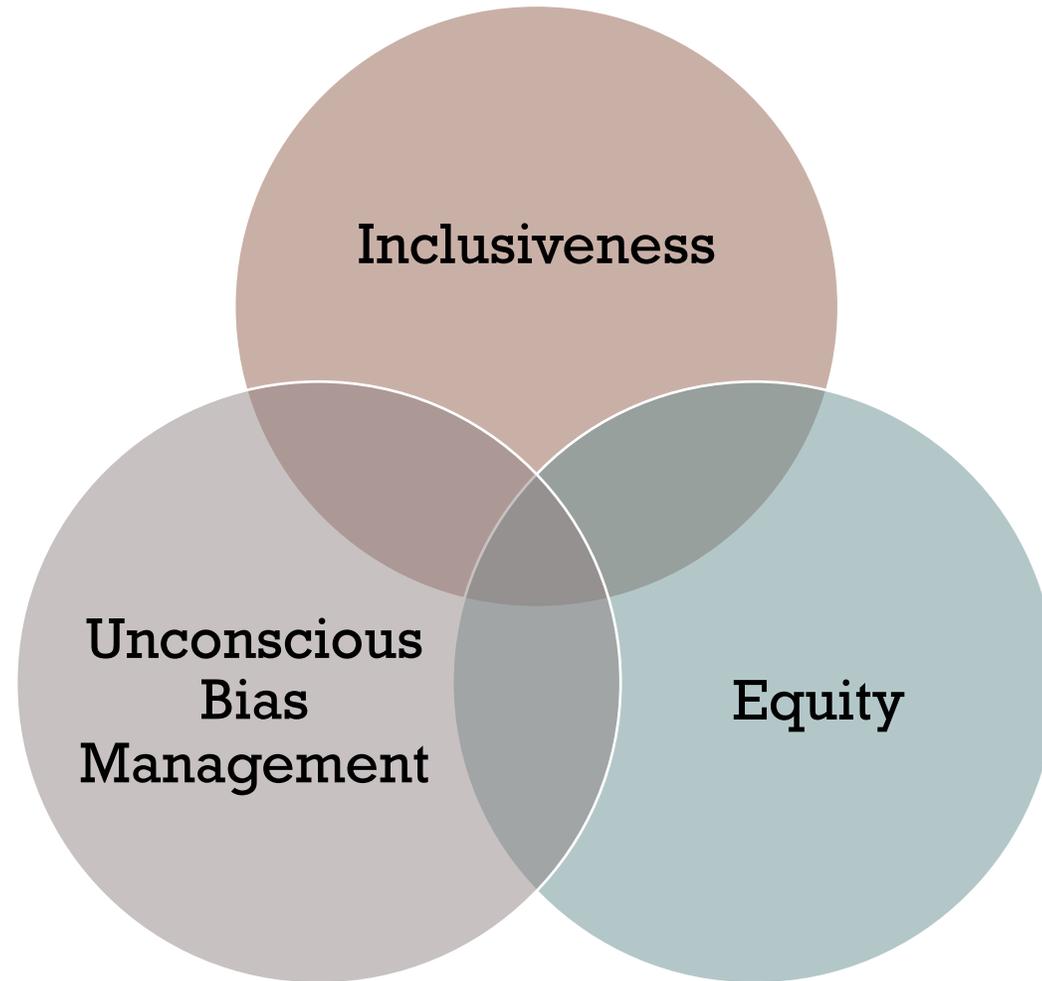


WHAT CAN YOU DO TO BE MORE INCLUSIVE?

- 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

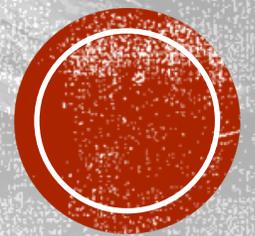


EFFECTIVE DIVERSE GROUPS NEED:





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.



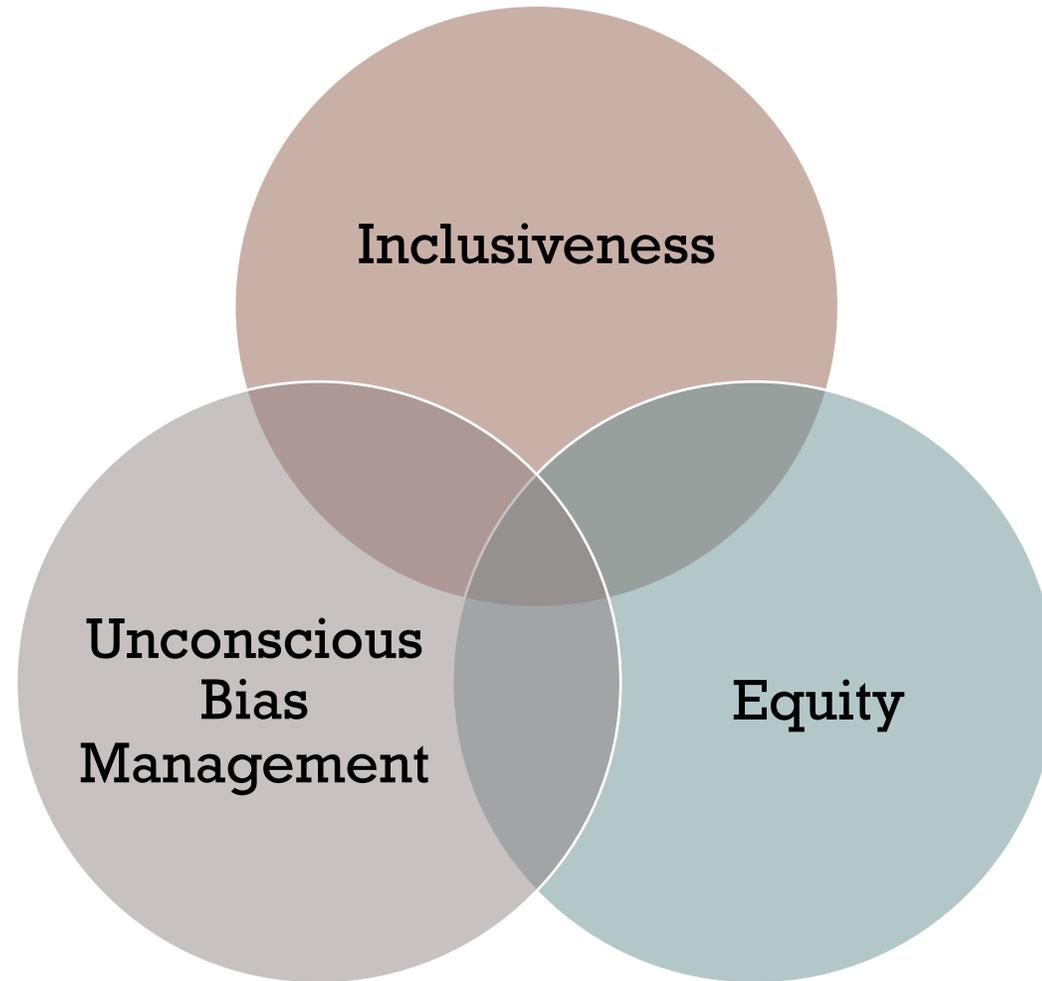
THE “ULTIMATUM GAME”

(TABIBNIA, SATPUTE, & LIEBERMAN, 2008)

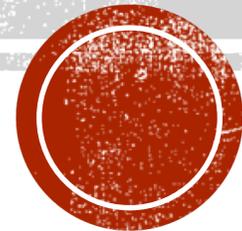
- Participants play a game in which one player is given an amount of money and asked to split it with the other participant however they want.
- If the other participant accepts the offer they both get the money.
- If the other participant refuses, they both lose the money.
- Most players reject offers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



EFFECTIVE DIVERSE GROUPS NEED:



UNCONSCIOUS (**IMPLICIT**) BIAS



SOLVE THIS RIDDLE...

- 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?



CONSCIOUS & UNCONSCIOUSNESS

- **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?

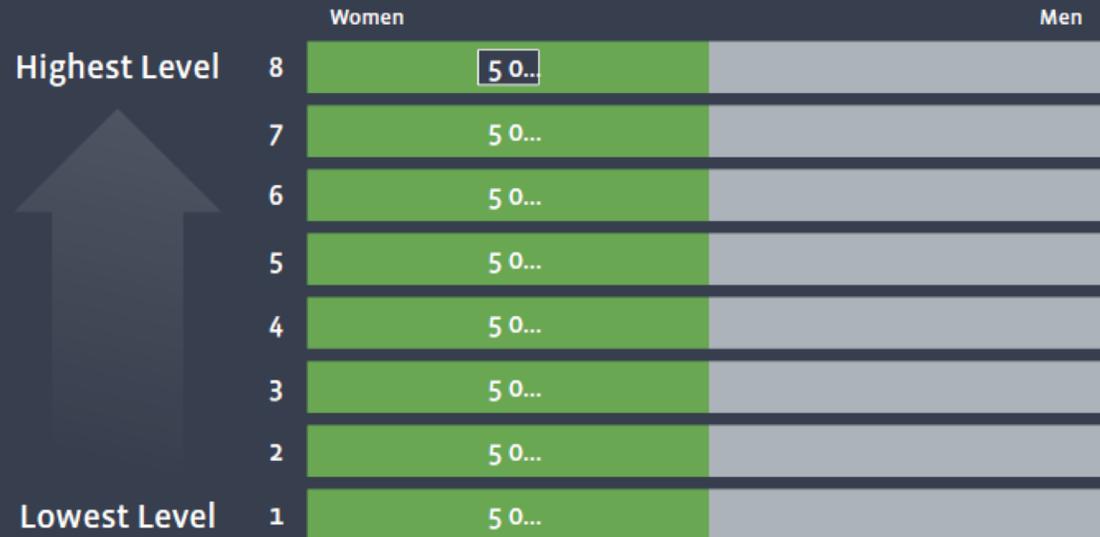


COGNITIVE BIAS: ANCHOR EFFECT

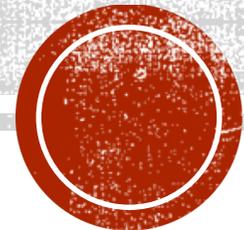
- **Anchoring** "is a cognitive bias that describes the common human tendency to **rely too heavily on the first piece of information offered.**"



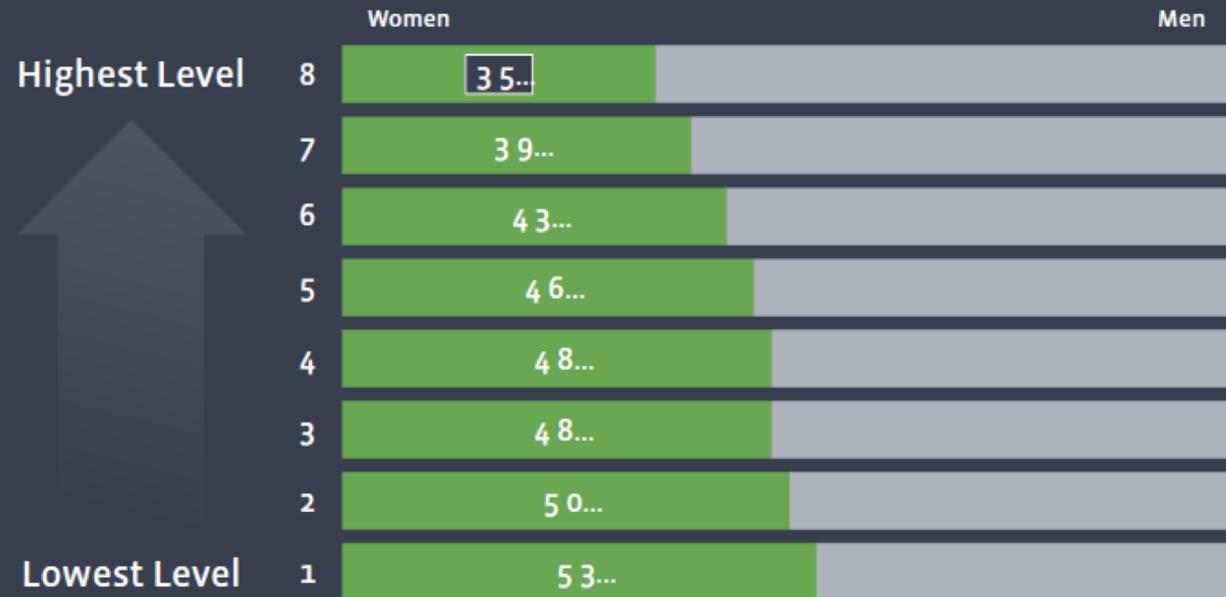
Impact of a 1% Bias ¹



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.)



BIRDS OF A FEATHER/SIMILARITY BIASES

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)

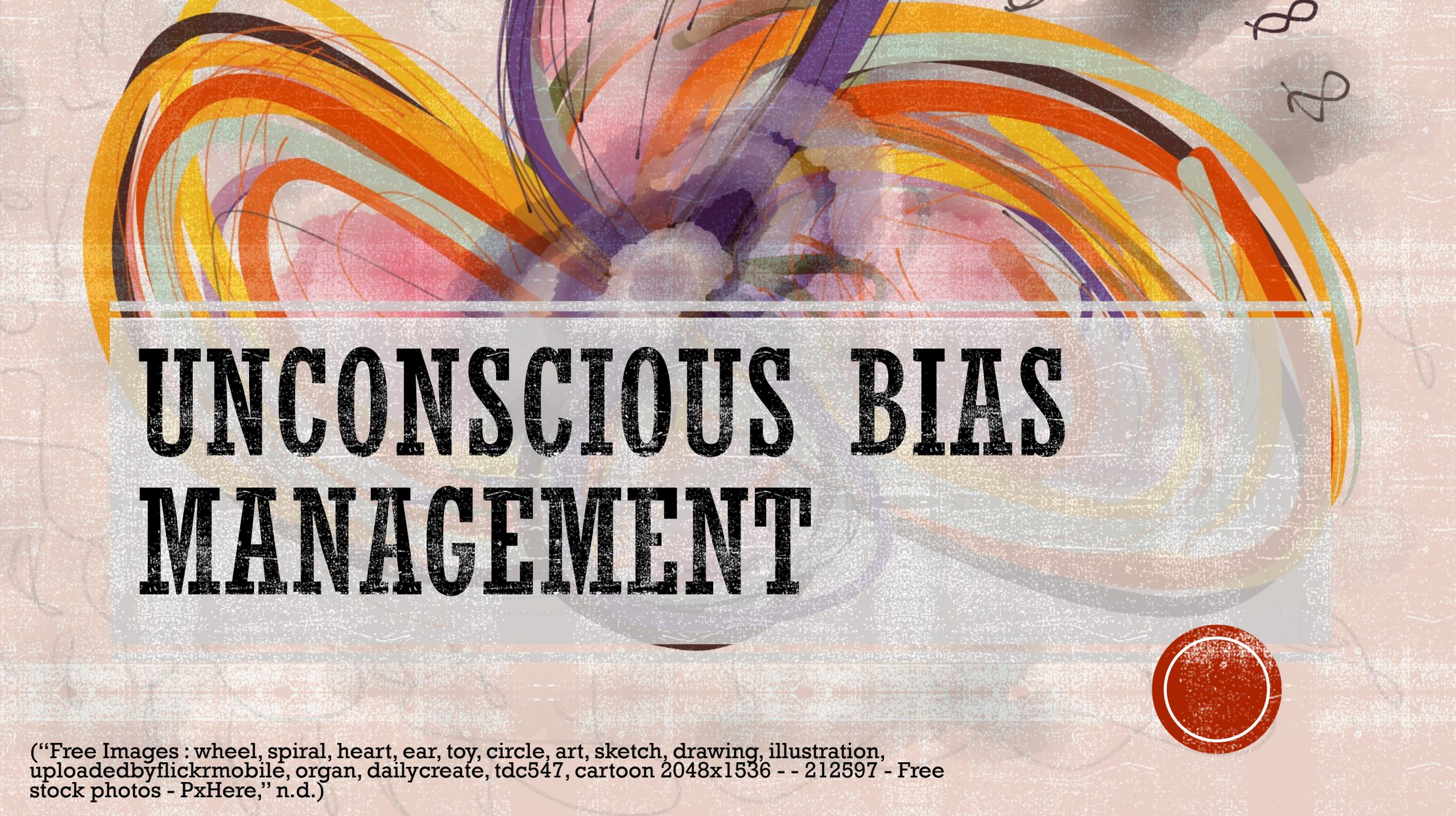
(“Similarity-Attraction Effect (SOCIAL PSYCHOLOGY) - IResearchNet,” n.d.)



WHY DO SIMILARITIES ATTRACT?

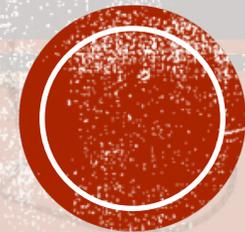
1. Similarities validate our opinions and worldviews.
2. Less likely to expect rejection.
3. Its more enjoyable to interact with similar others.





UNCONSCIOUS BIAS MANAGEMENT

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40 YEARS OF DIVERSITY TRAINING: WHAT WORKS?

- Diversity training has been shown 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**



IN SUMMARY

- 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 view-points, 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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